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**JAVAPRO**

# *Coaching Models for* **Technical Agile Coaching**

Thomas Much

@thmuch

15 May 2025

# Technical Agile Coaching

Who should care?

Who accompanies teams as a

✓ Senior Developer

✓ Tech Lead

✓ Architekt

Who commissions team support as a

✓ Team Lead

✓ Project Lead

# TL'DR

**Better understand** the current state  
and the consequences of change.

So that coaching doesn't make things worse.

Also in **Technical** (Agile) Coaching.

**Models help** with this.



➔ What is coaching? What are coaching models?

➔ Agile Coaching vs. Technical Agile Coaching

➔ Coaching models for Technical (Agile) Coaching

Slido







[www.tk.de/IT](http://www.tk.de/IT)

   @thmuch



**ACTION  
FIGURE**

Technical  
Agile Coach

# THOMAS

@thmuch

Java 1.0  
Java 8  
Java 11  
Java 17  
Java 21  
Java 24



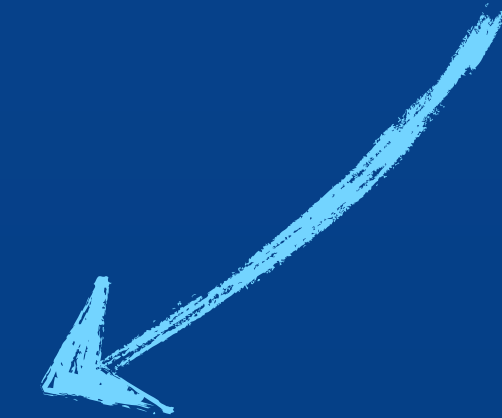
# Coaching

Can be quite complex –  
both human & technical

Professional **process**

for personal or career **development**

through **questions, feedback, and support**



# Models

**Simplified** representations or concepts  
that help us **understand, explain, or manage**  
**complex situations or phenomena**

„All models are wrong  
*but some are useful*“

– based on George E.P. Box



Simplifications!

„Remember that  
**all models are wrong;**

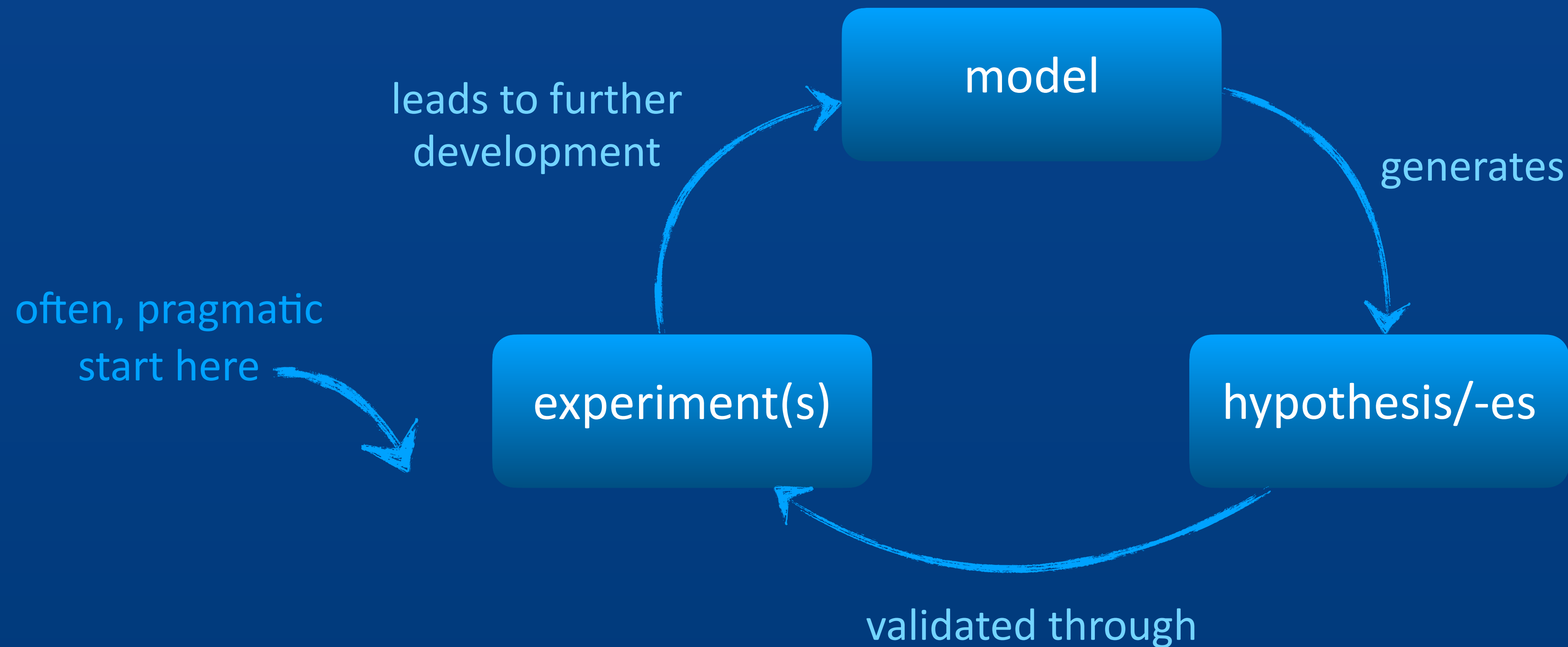
the practical question is  
*how wrong do they have to be  
to not be useful.“*

– George E.P. Box

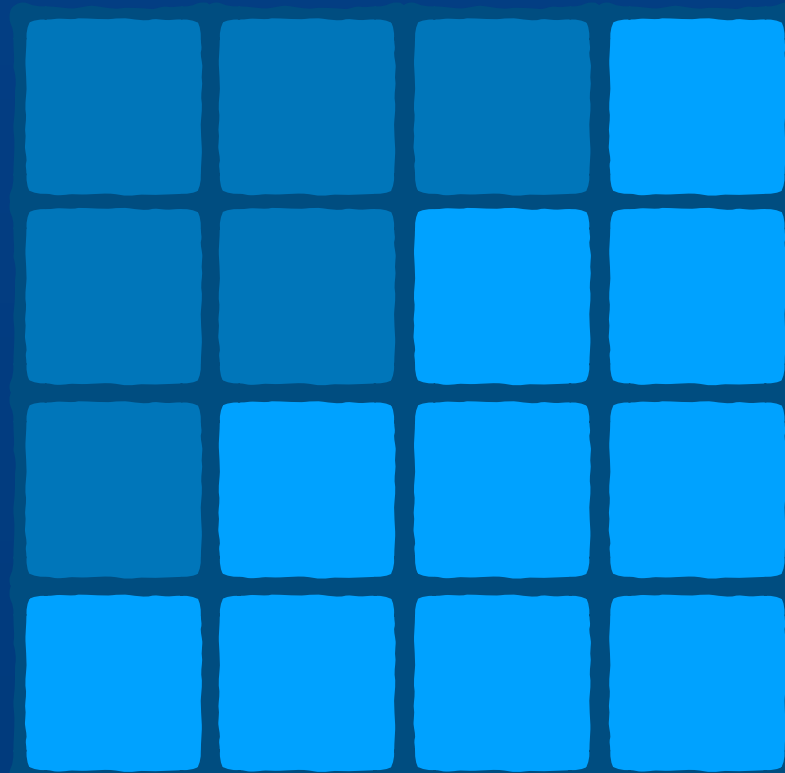
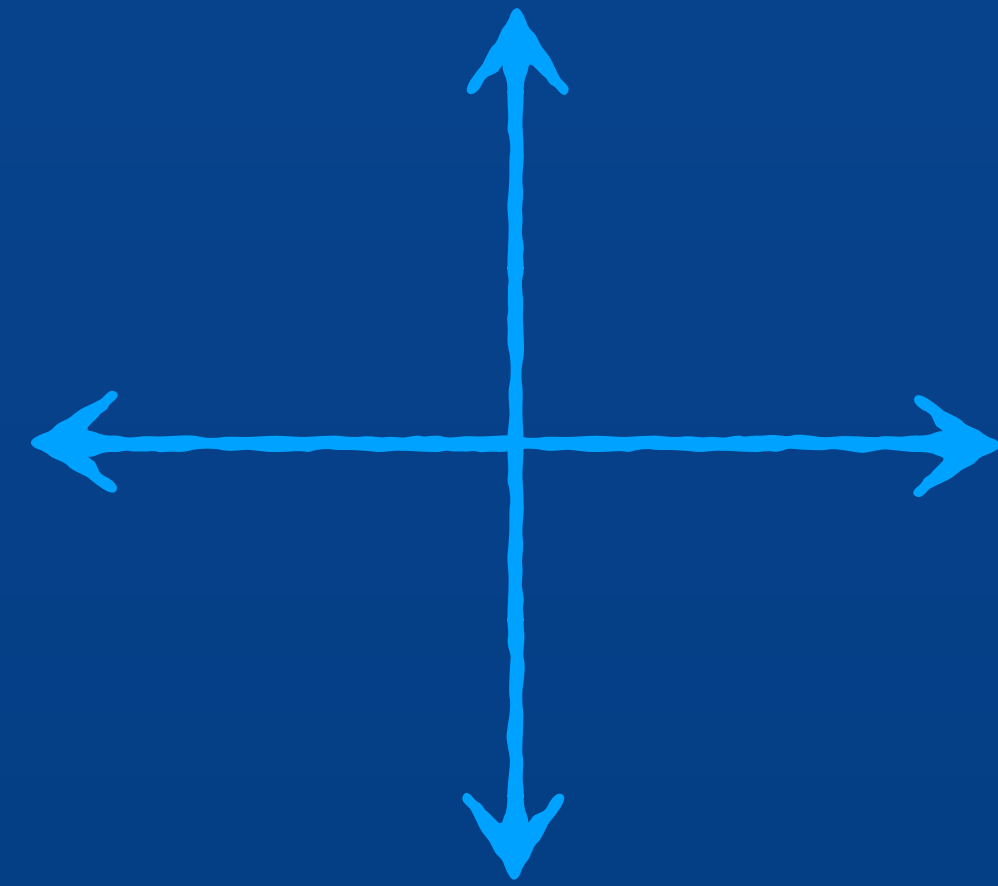
How much error  
can we tolerate  
in a given context?

# Models, Hypotheses, Experiments

Enables **deliberate action**  
– instead of acting solely  
on gut instinct



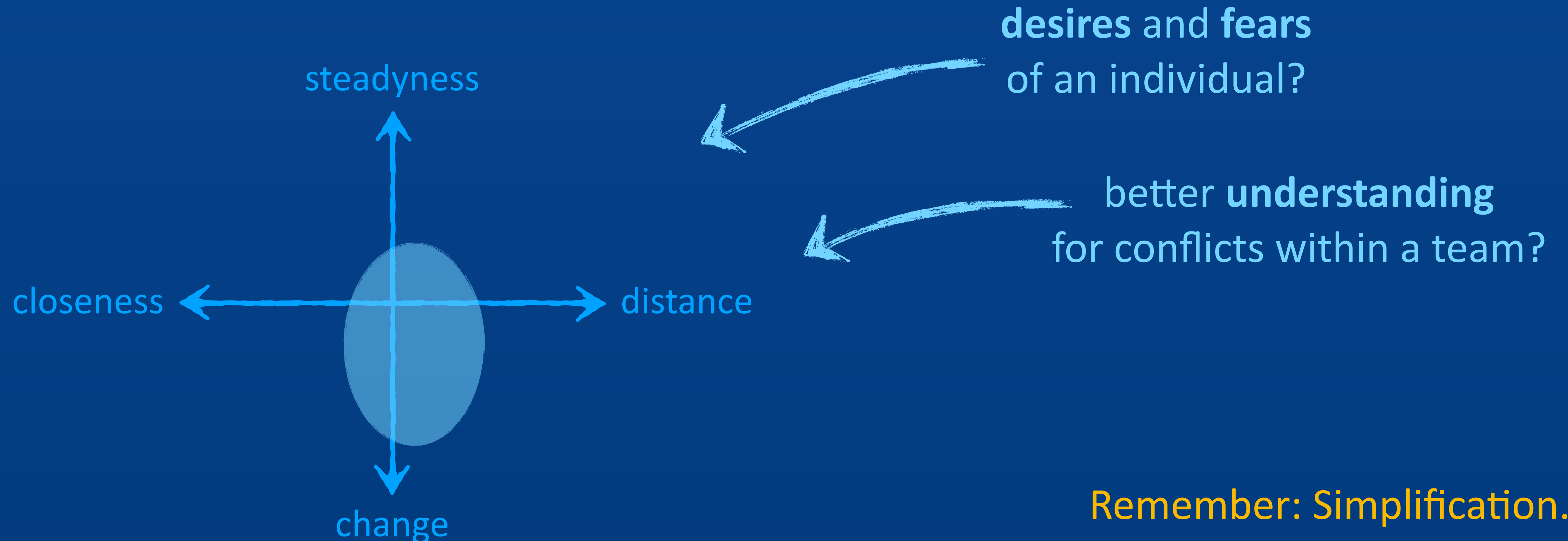
# Common Coaching Models



incomplete  
selection

How do different  
models "work"?

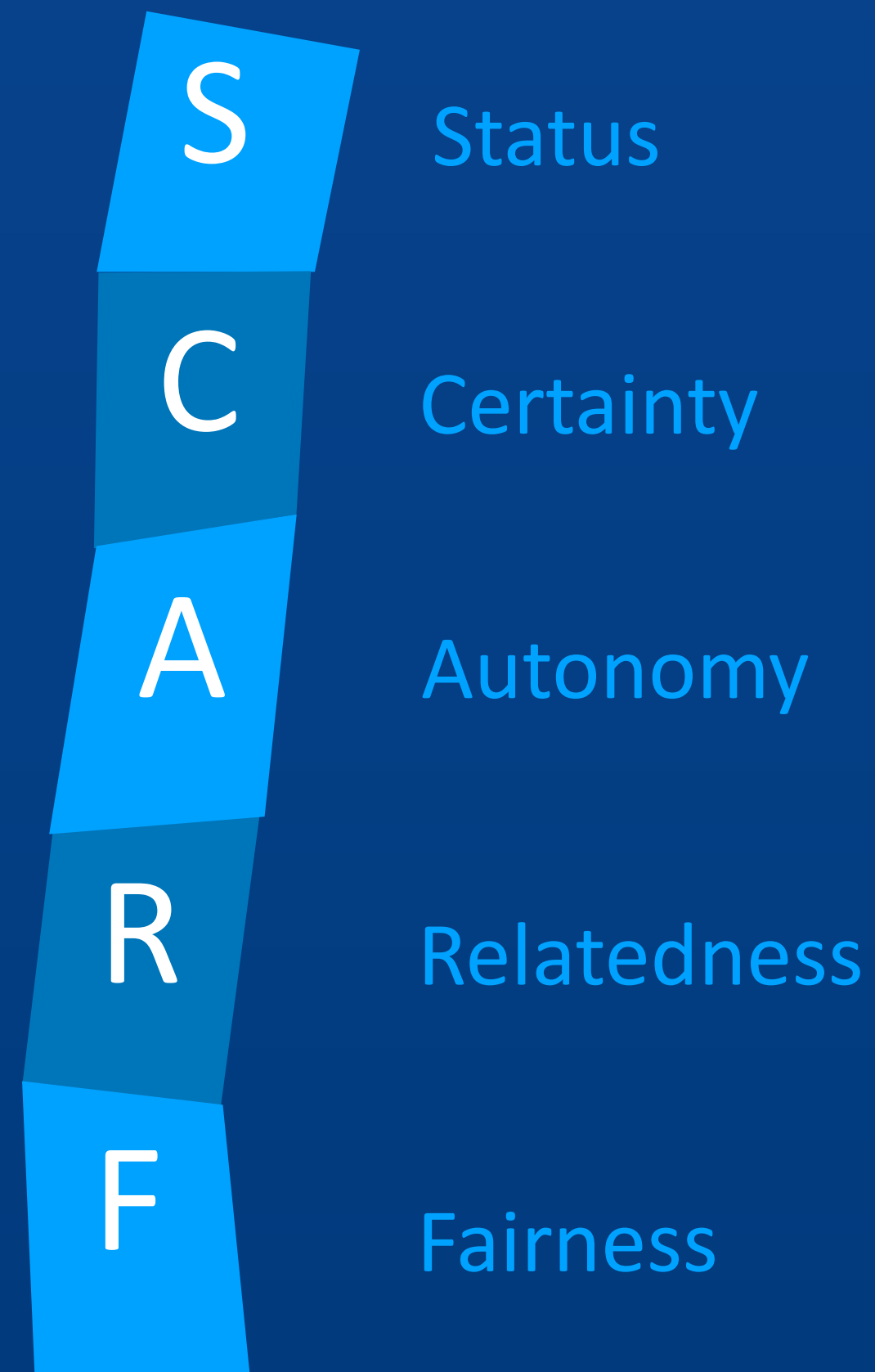
# Riemann-Thomann



Remember: Simplification.  
**Putting people into boxes.** Model 😊

But: Maybe useful?

# SCARF



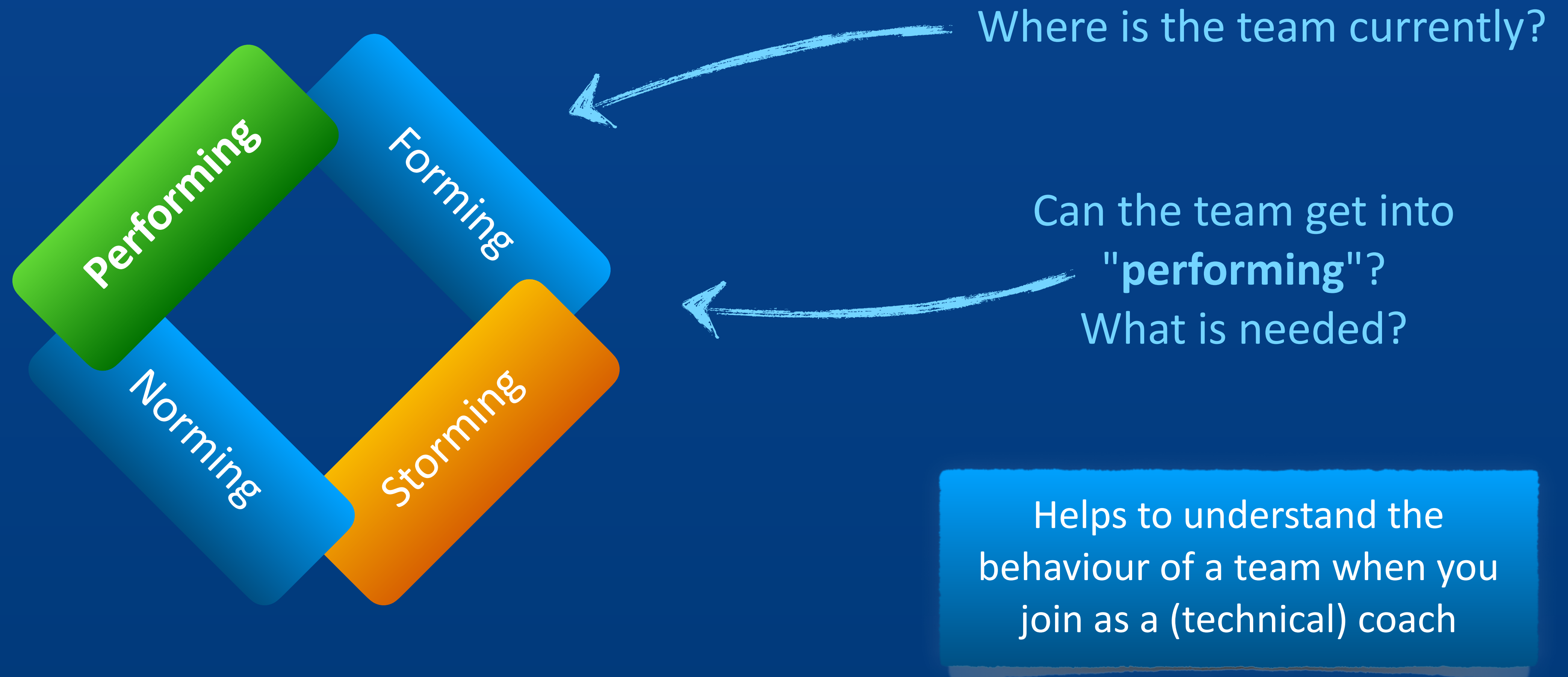
What **rewards** and **threats**  
do people encounter  
in these areas?

Example: What does it mean for a  
Java and JSF specialist when the  
frontend is being rewritten in  
TypeScript and React?

better **understanding**  
for human **behavior**  
in **change** processes?



# Tuckman's Stages of Group Developm.



... models for (team) coaching in general.

**Useful** and often part of **Agile Coaching**.

But what about **Technical Agile Coaching**?



# Agile Coaching

## Manifesto for Agile **Software Development**

We are uncovering better ways of developing software by doing it and helping others do it.  
Through this work we have come to value:

Individuals and interactions over processes and tools  
Working software over comprehensive documentation  
Customer collaboration over contract negotiation  
Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

Kent Beck  
Mike Beedle  
Arie van Bennekum  
Alistair Cockburn  
Ward Cunningham  
Martin Fowler

James Grenning  
Jim Highsmith  
Andrew Hunt  
Ron Jeffries  
Jon Kern  
Brian Marick

Robert C. Martin  
Steve Mellor  
Ken Schwaber  
Jeff Sutherland  
Dave Thomas

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Twelve Principles of Agile Software

Software development?!  
Here are the  
**necessary "ingredients"**



# Agile Coaching



Which **stances** should an Agile Coach be able to adopt?

Which **competencies** are important?

... sometimes even only to this

unfortunately often limited to this ...

## Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it.  
Through this work we have come to value:

Individuals and interactions over processes and tools  
Working software over comprehensive documentation  
Customer collaboration over contract negotiation  
Responding to change over following a plan

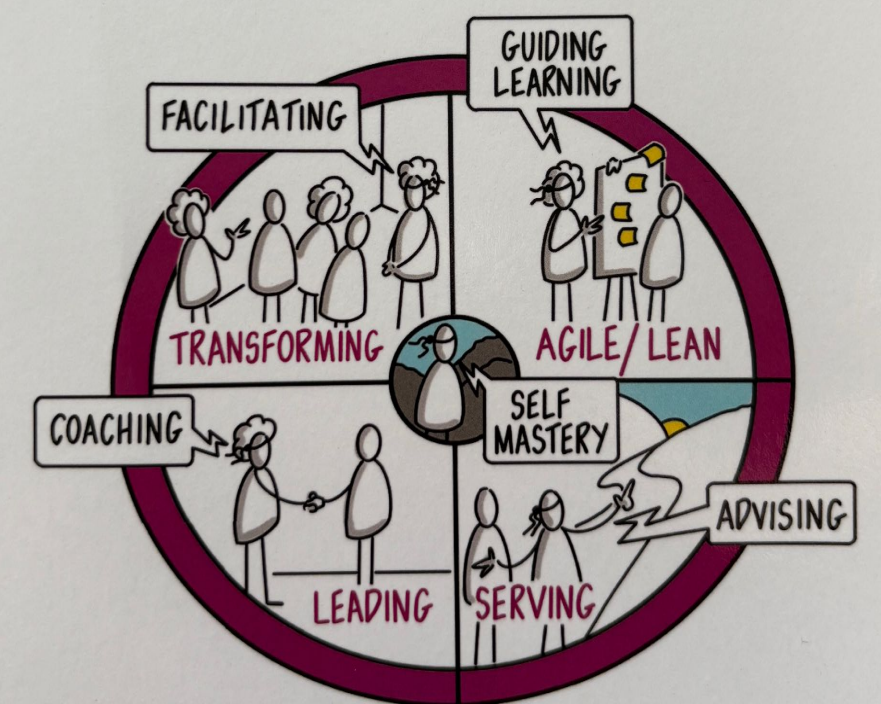
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[Twelve Principles of Agile Software](#)

## EXTRAORDINARILY BADASS AGILE COACHING

THE JOURNEY FROM BEGINNER TO MASTERY AND BEYOND



ROBERT L. GALEN



Agile Coaching Growth Wheel concept by Shannon Carter; Rickard Jones; Martin Lambert; Stacey Louie; Tom Reynolds; Rohit Ratan; Andre Rubin; Kubair Shirazee; and Mark Summers is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

<https://agilecoachinggrowthwheel.org/>

<https://resources.scrumalliance.org/Article/agile-coaching-growth-wheel>



# Technical Agile Coaching



attempts to strengthen these competencies

Which competencies (skills) are important?

questionable if limited to this



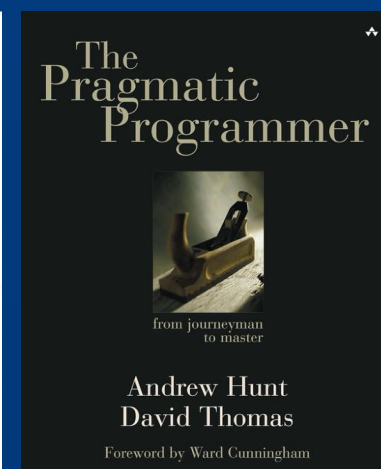
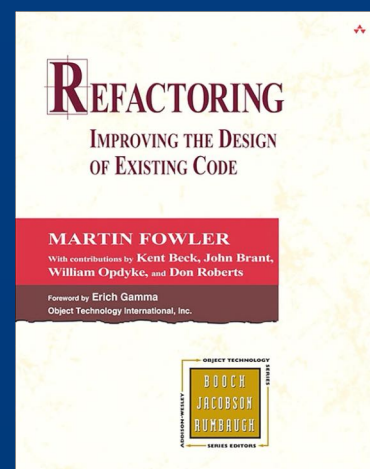
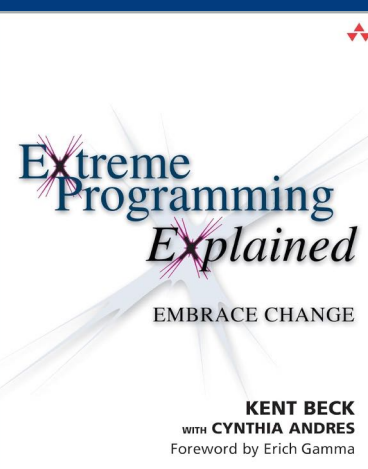


# Technical Agile Coaching

# Technical Excellence

We are uncovering better ways of developing software by doing it and helping others do it.

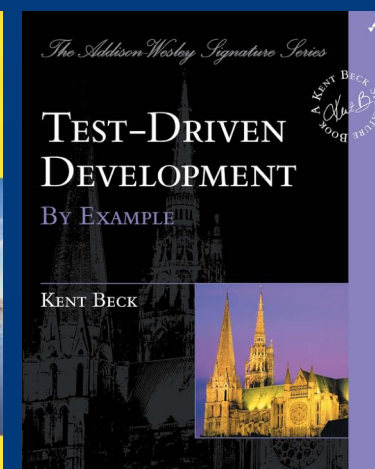
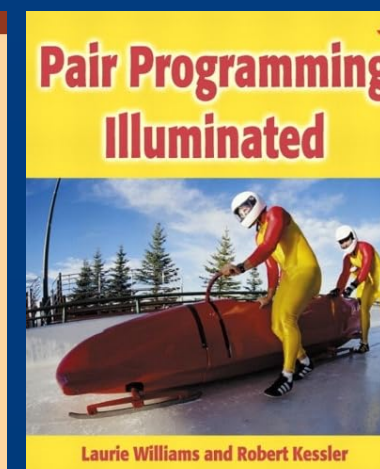
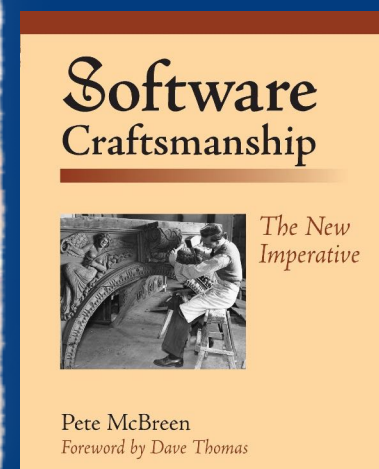
1999



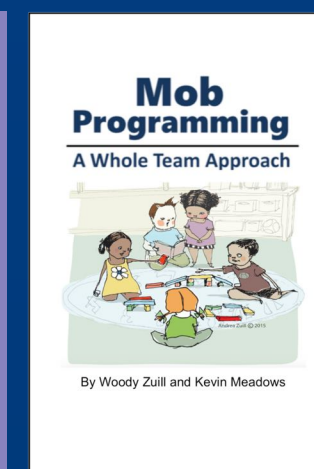
2001



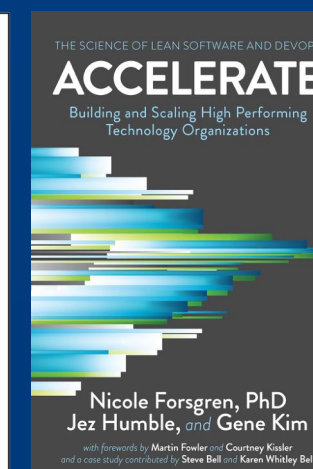
2002



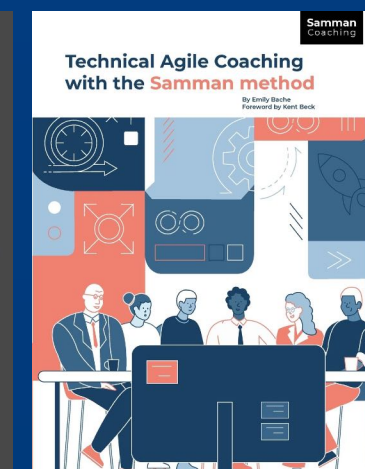
2013



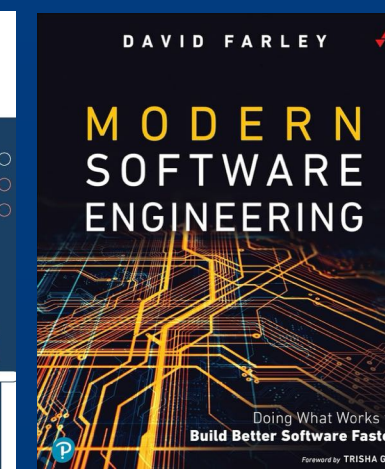
2018



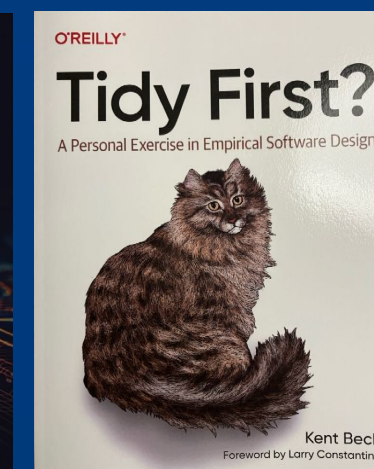
2019



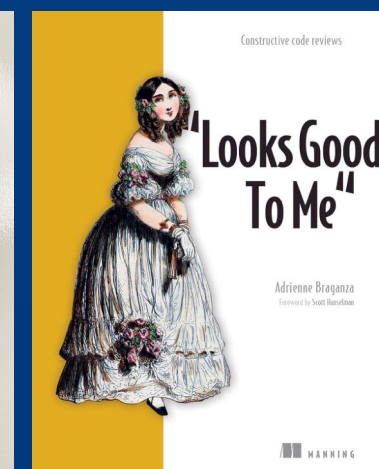
2022



2023

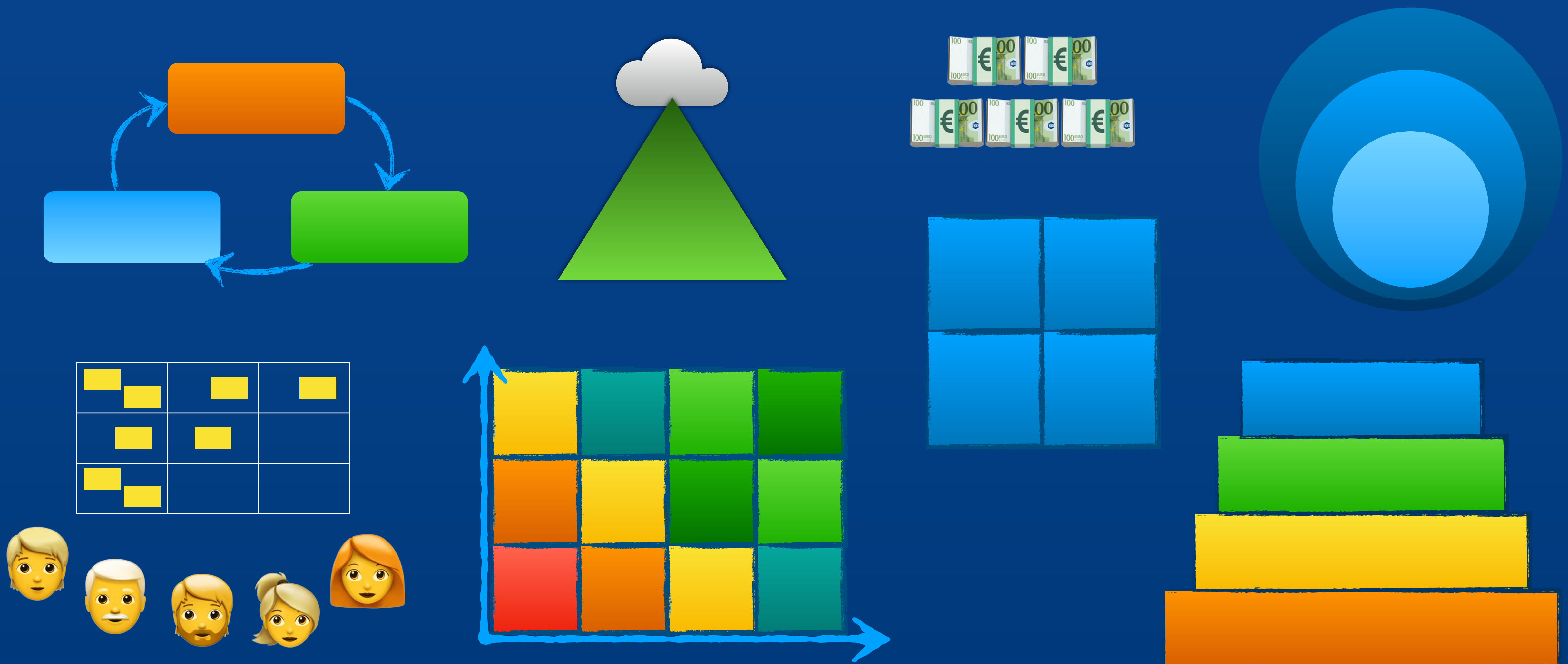


2025



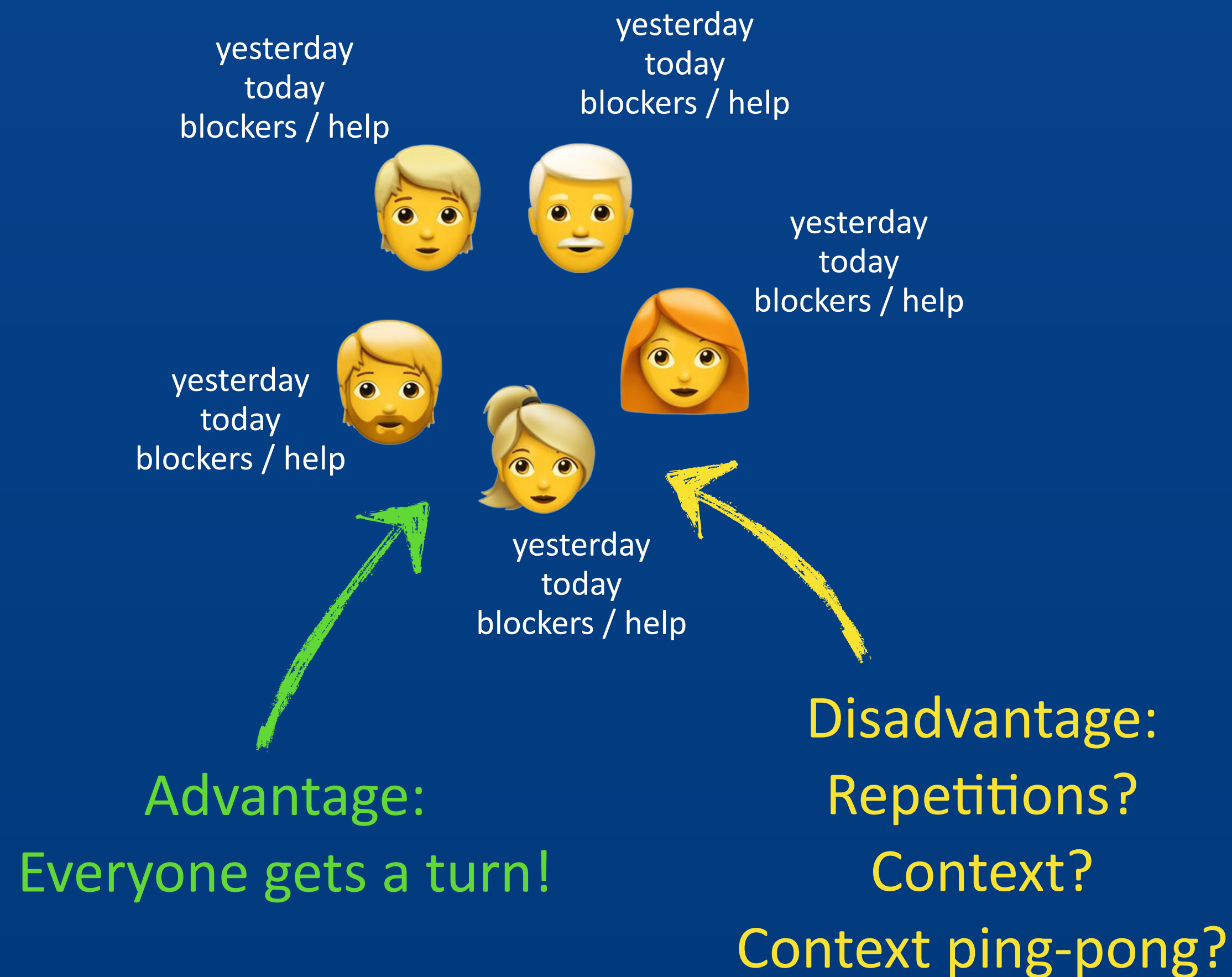


# Models for Technical Agile Coaching

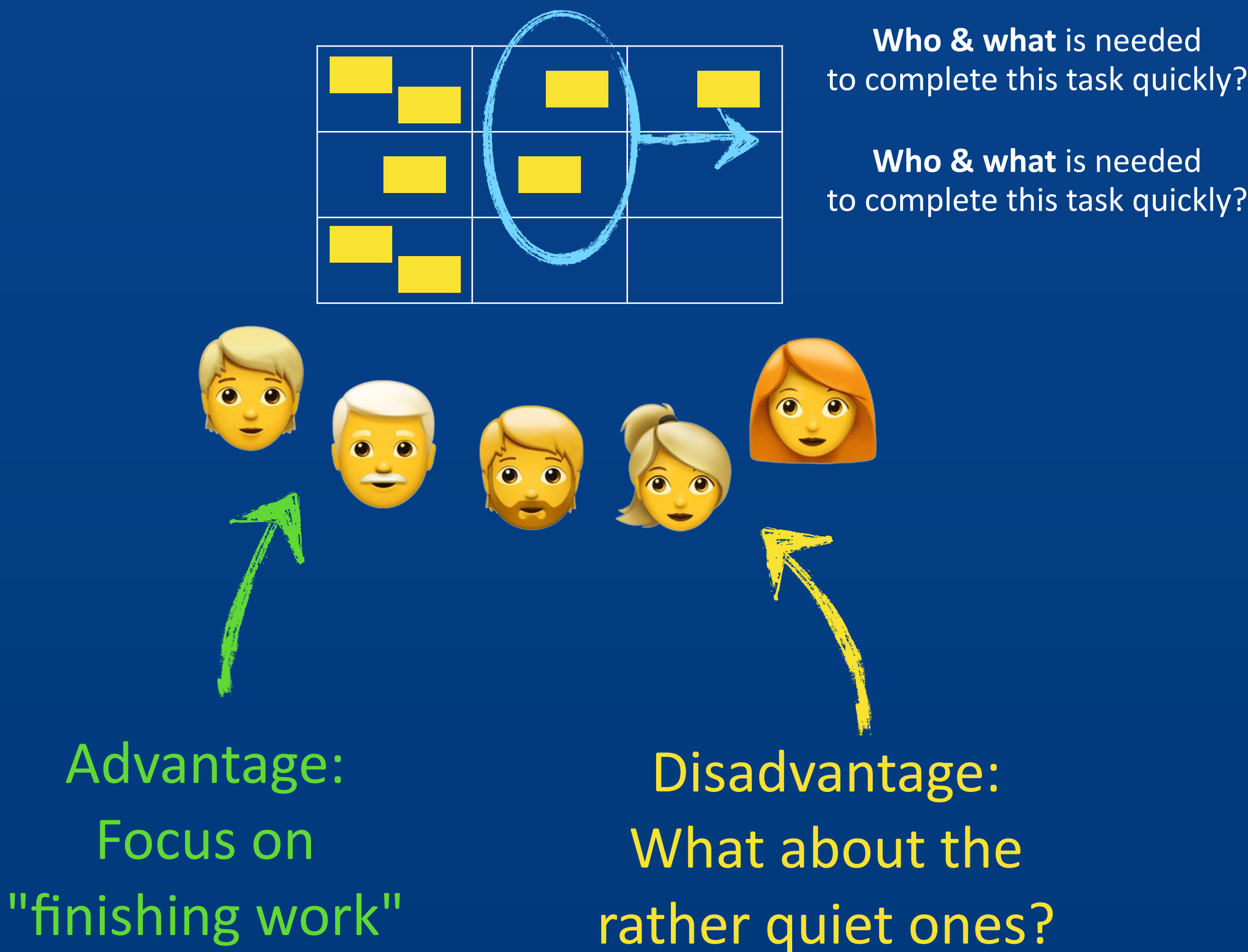


# Communication: Daily Standup

## „Walk the People“

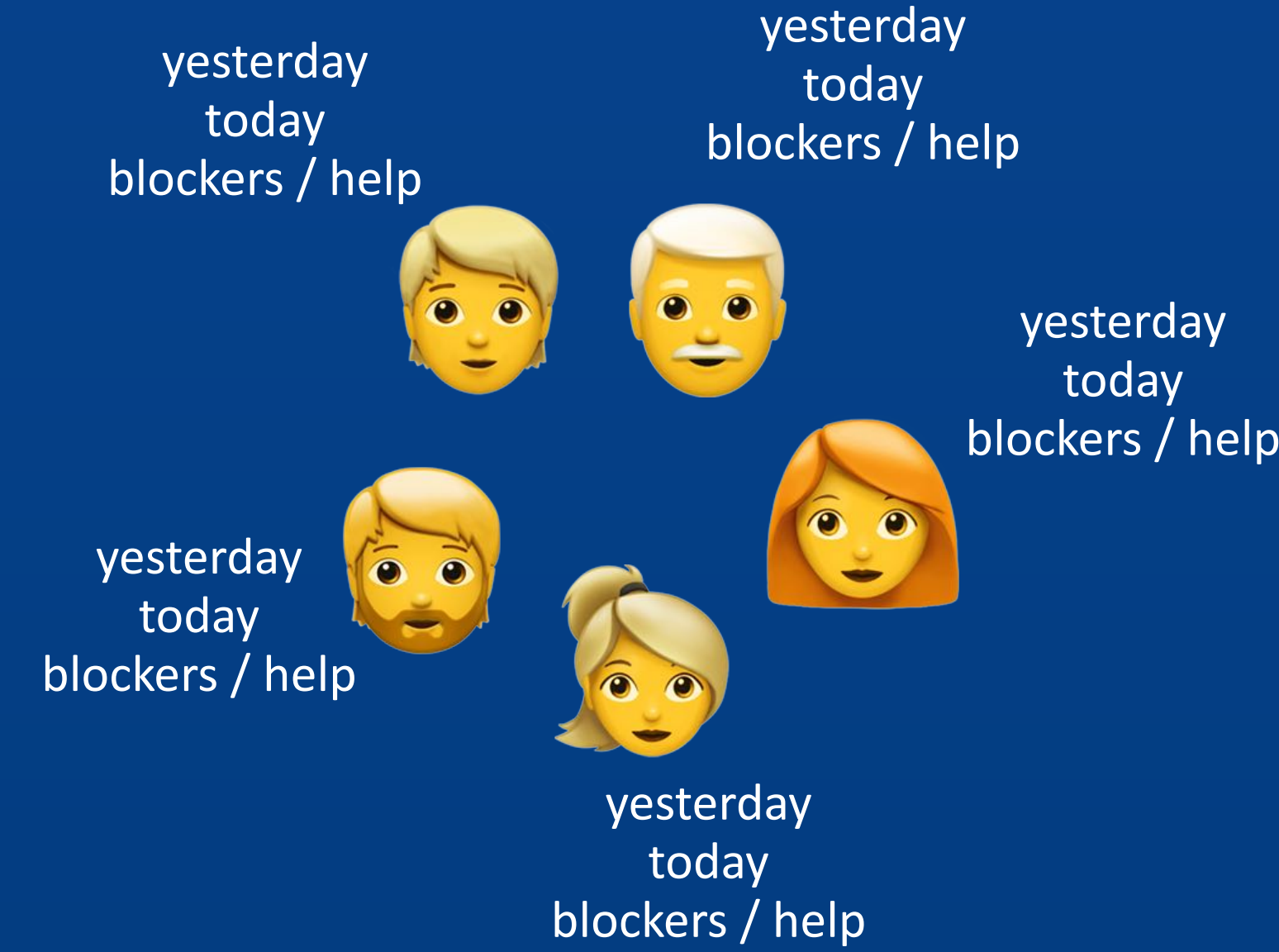


## „Walk the Work“

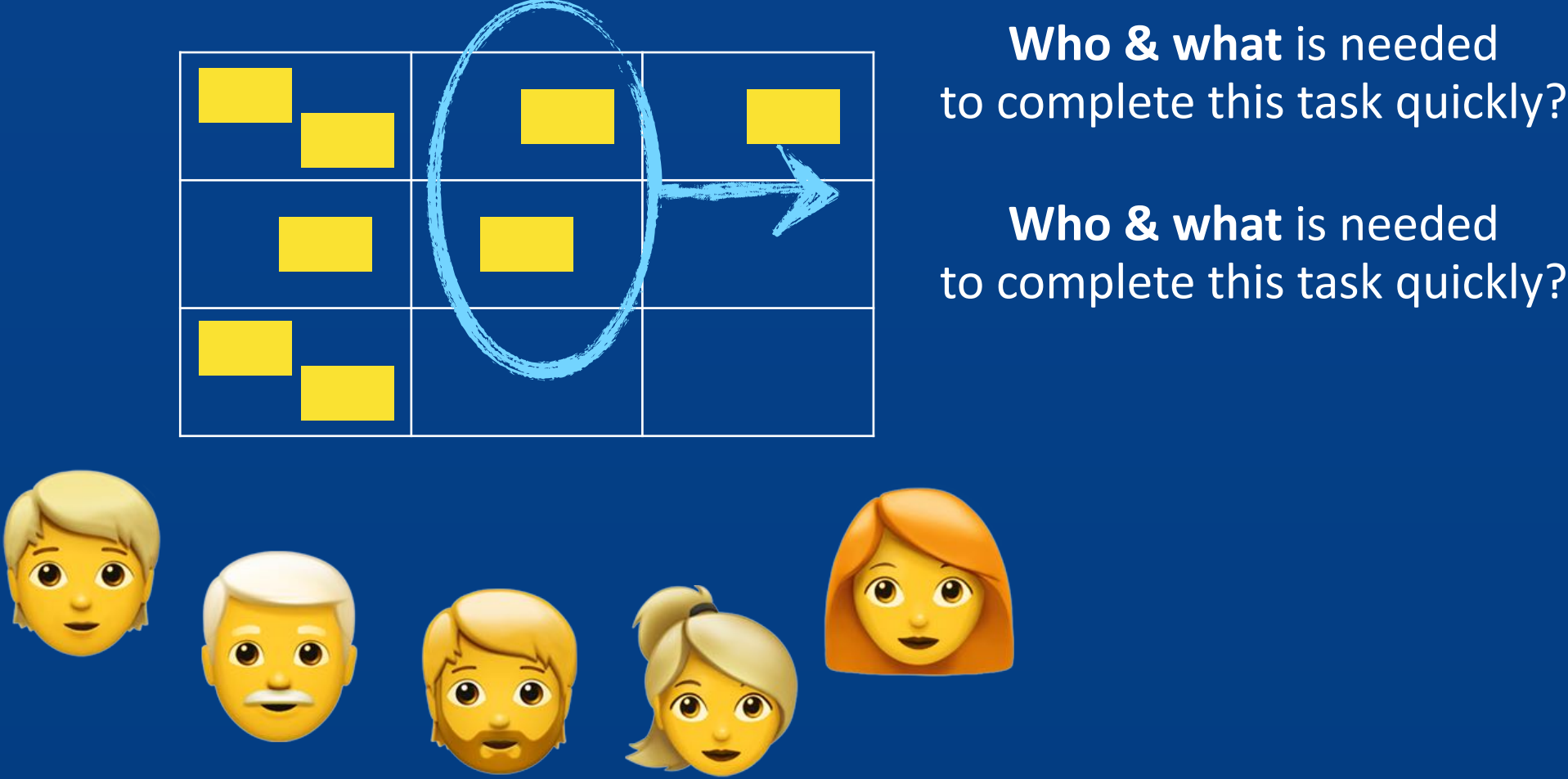


# Communication: Daily Standup

## „Walk the People“



## „Walk the Work“



Which is better?

What does the team need right now?

What kind of collaboration is desired?

... or fits the tasks?

"This is *technical* coaching???"

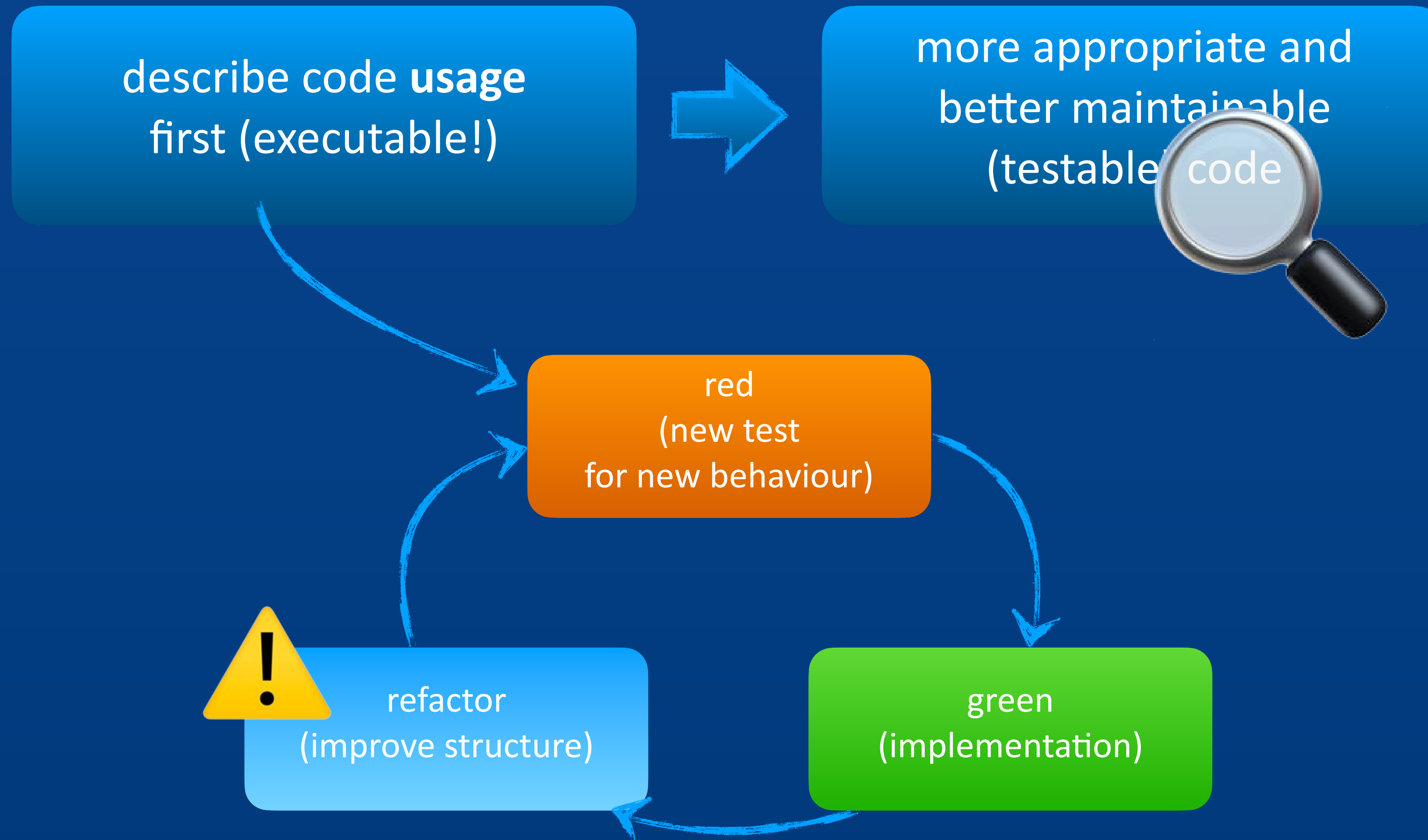
It is. The foundation.



"Be more technical, please"

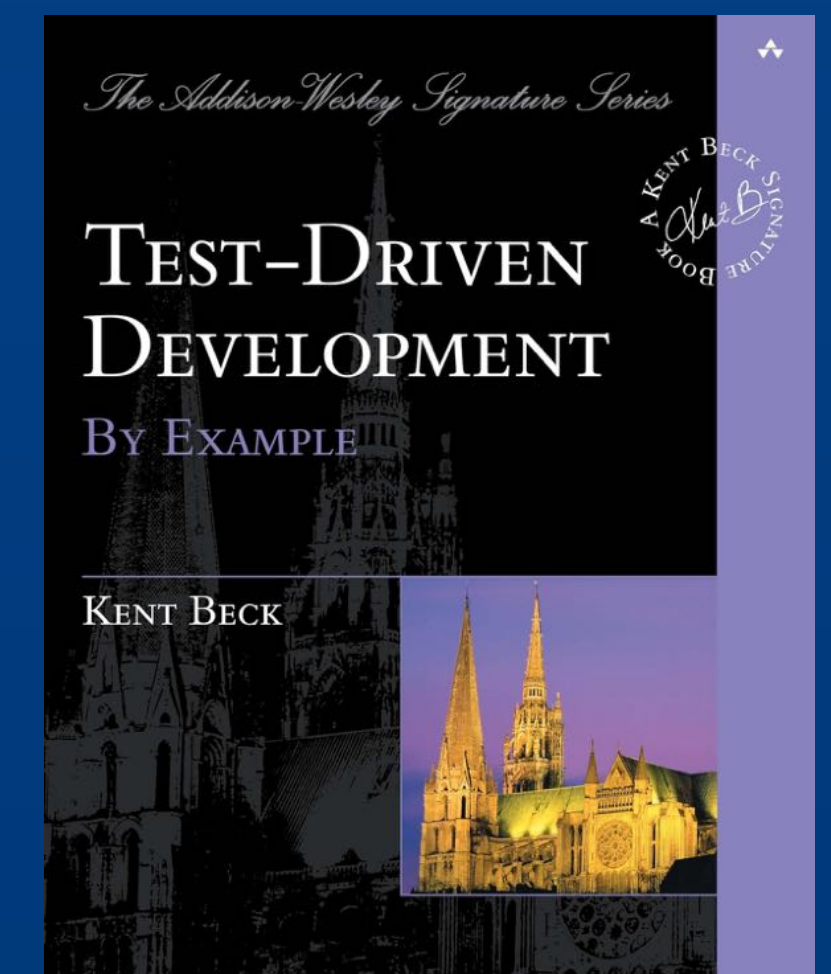
*"Do TDD and your code will be better"*

# Test-Driven Development (TDD)

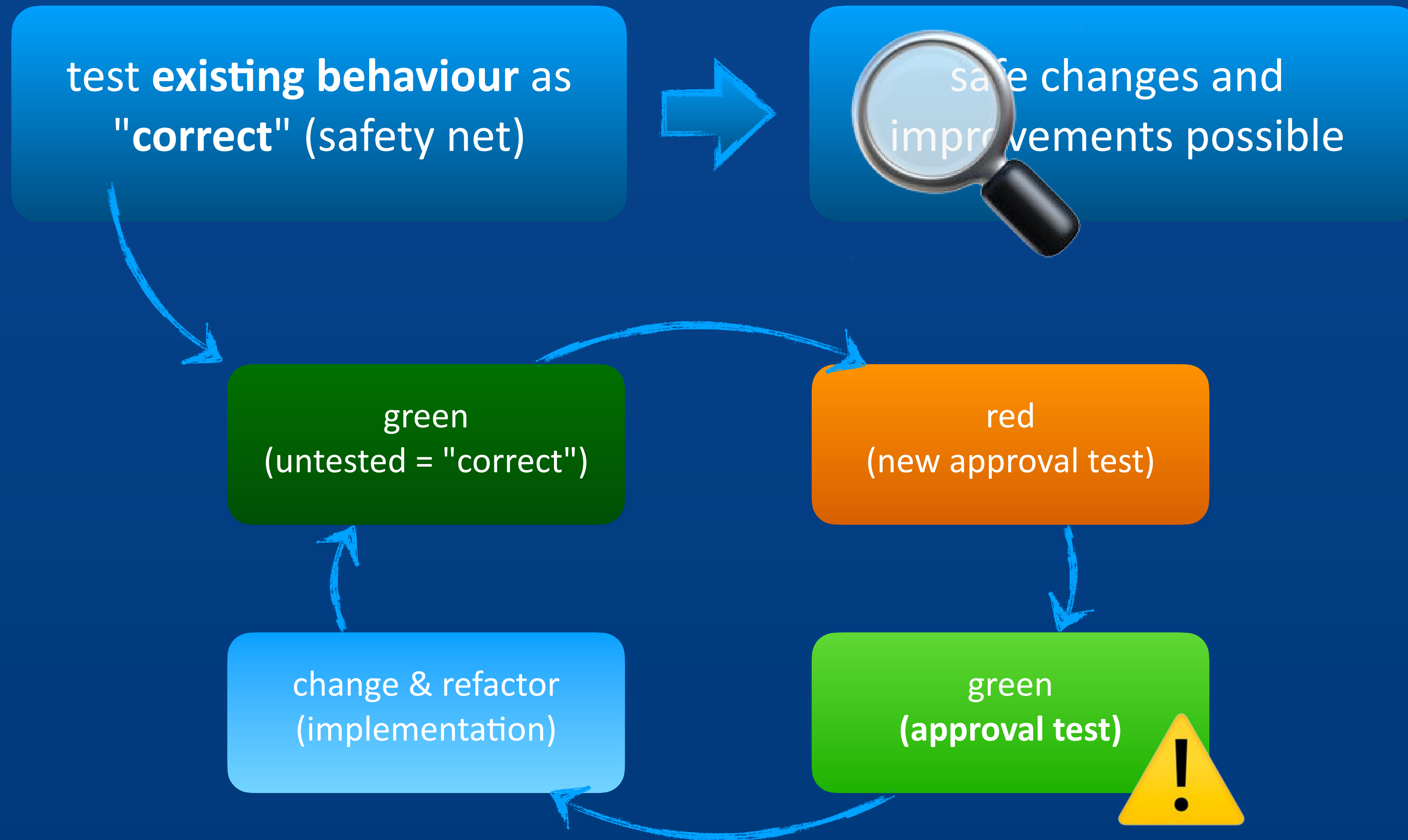


Also a good model for  
**legacy code?**

2002

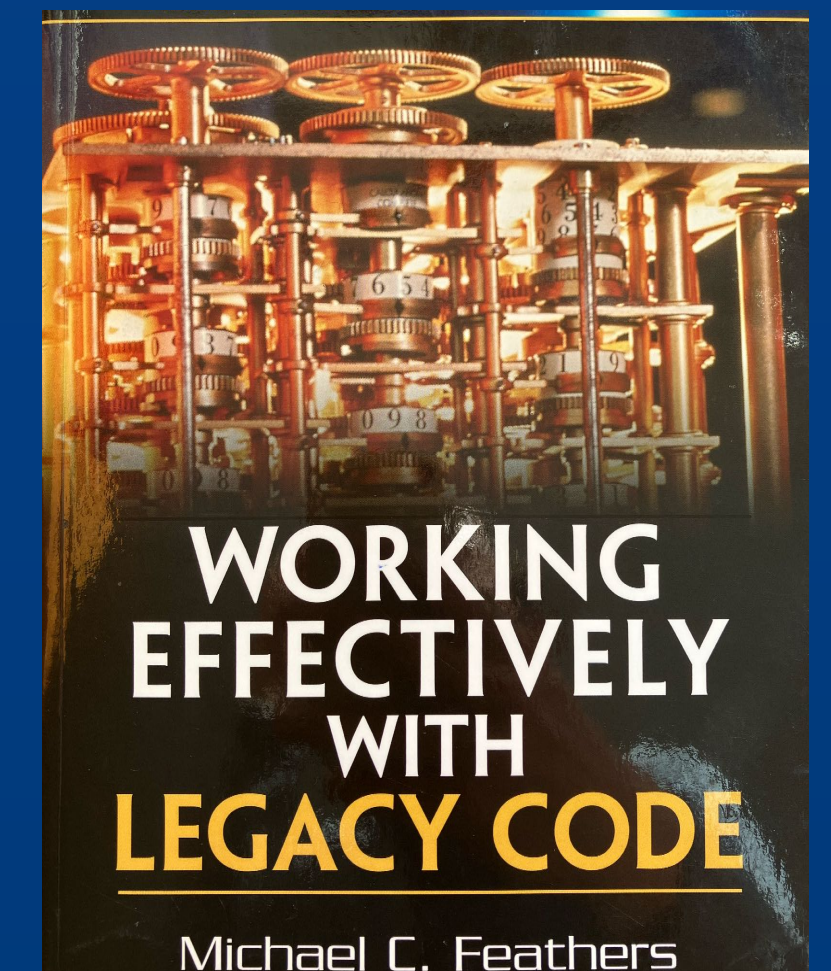


# Test-Driven Development (TDD)



... in legacy code

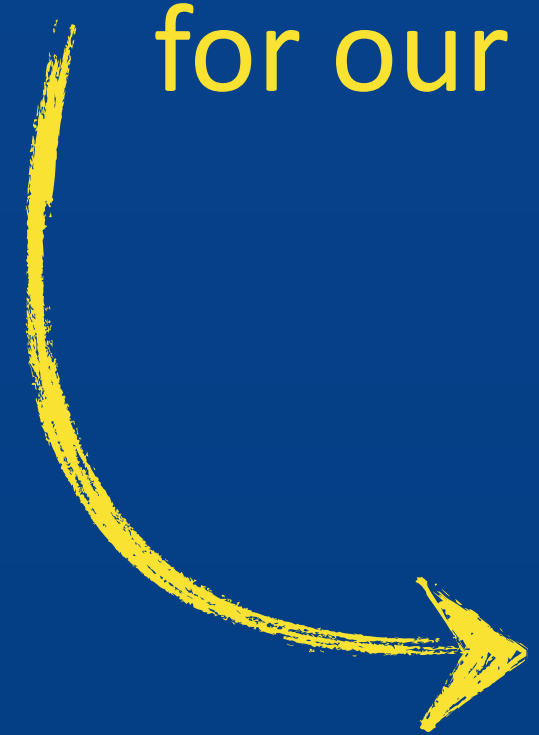
2005



*"Write lots of unit tests,  
we did the same in the last project"*

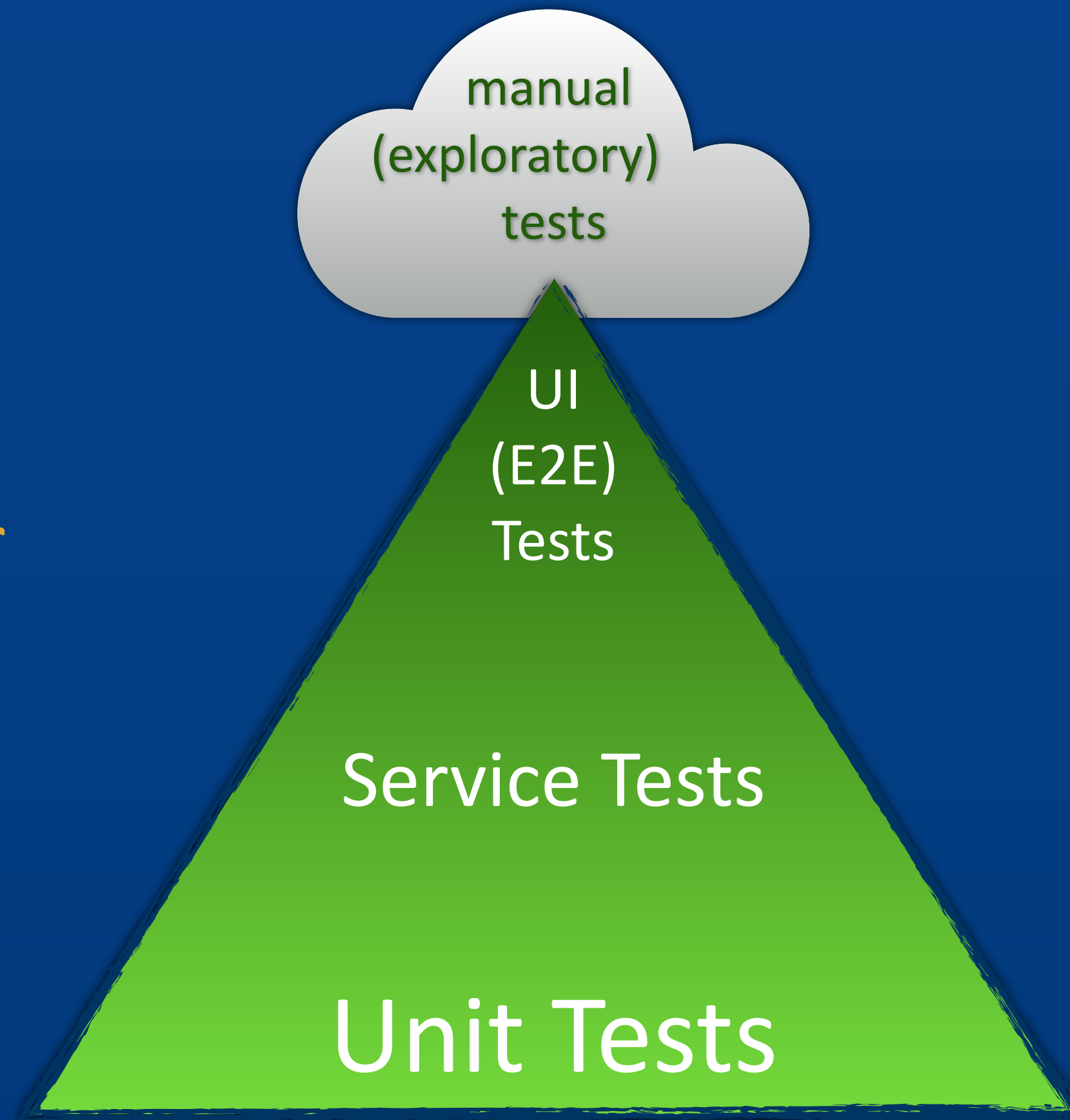
# Traditional Test Pyramid

Assumptions still valid  
for our system?



execution time

stability



test scope

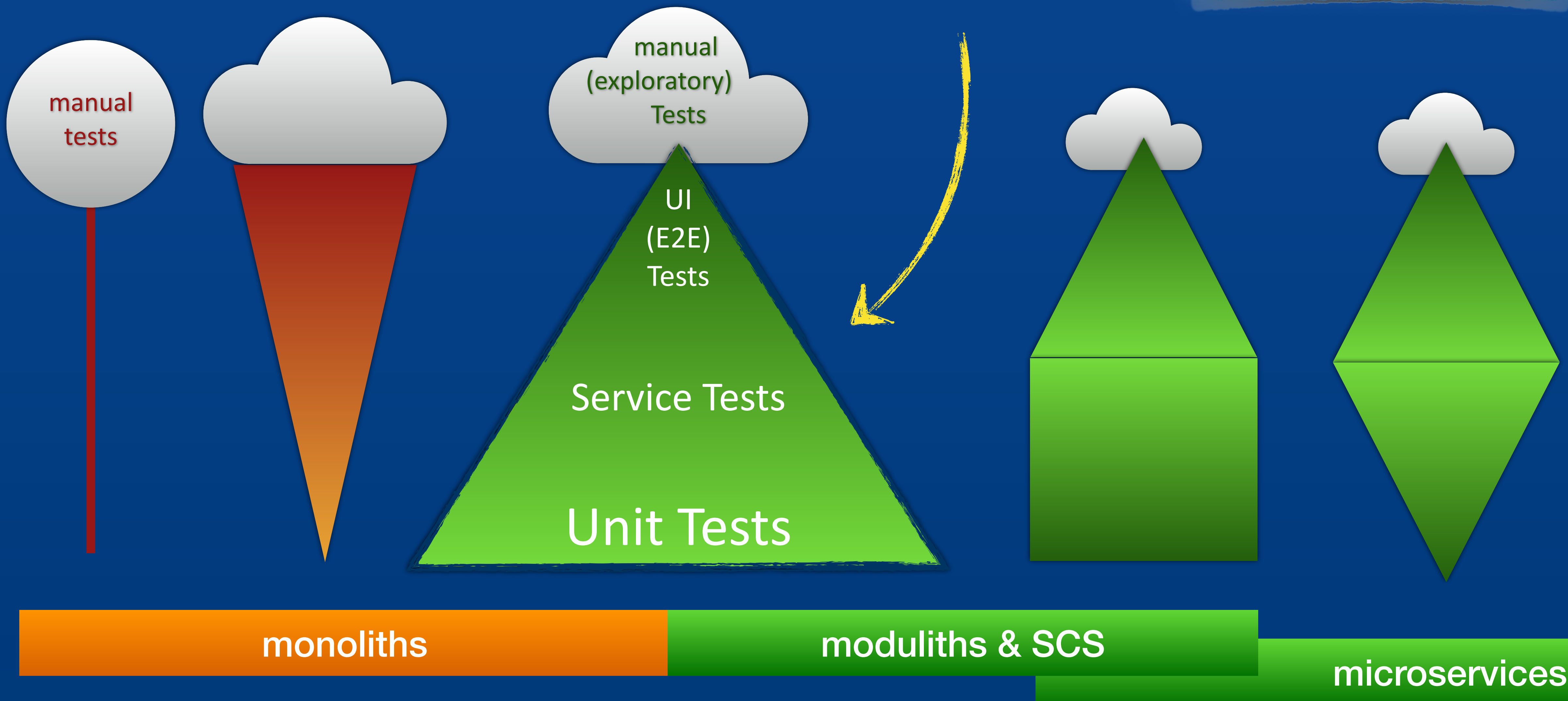
How do we deal  
with the tension  
between  
"number of tests"  
and  
"test scope"?



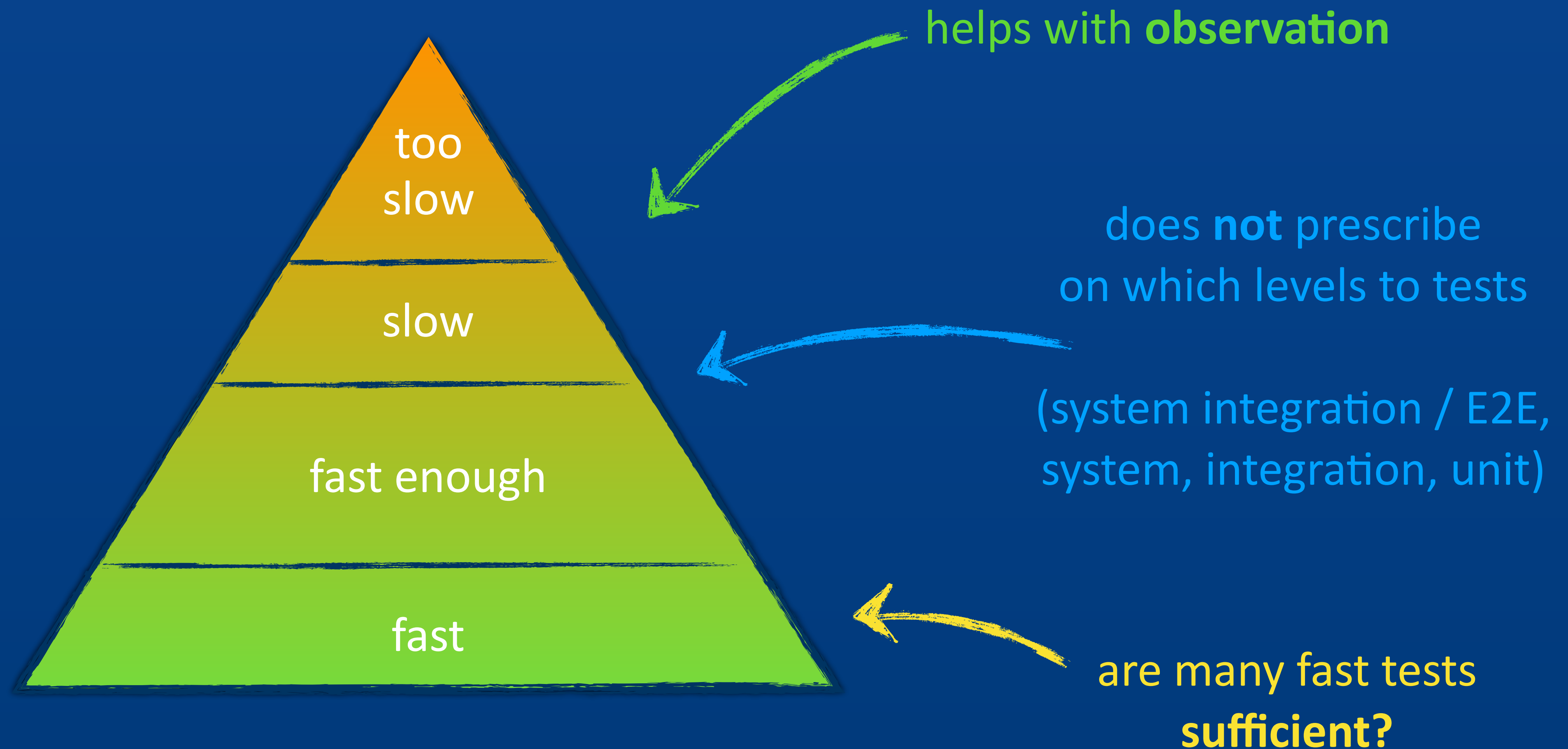
# Test "Pyramids"

still linked to  
test levels

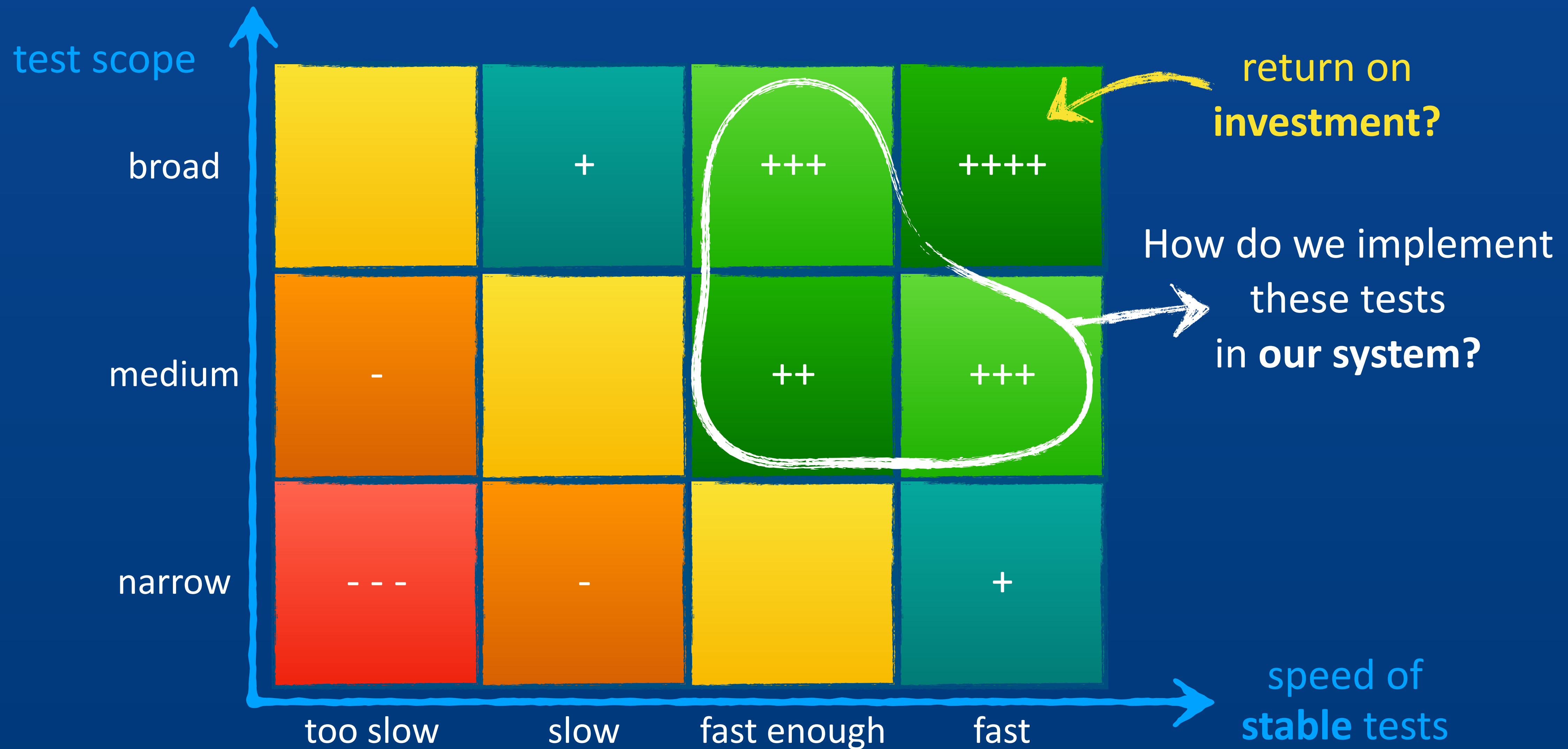
What can be tested as  
quickly & reliably as  
possible?



# Test Speed Pyramid



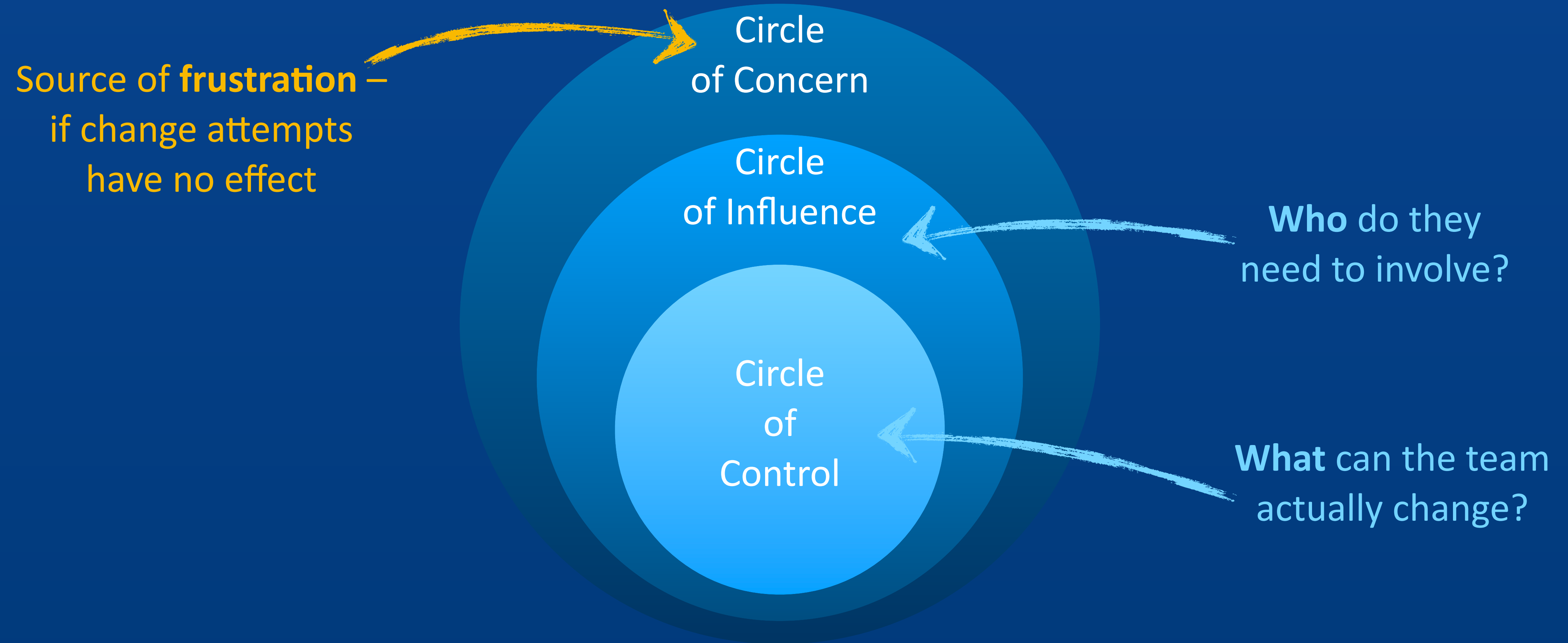
# Tests: Safety Net Matrix



*"The system is **untestable** ...*

*We have to rewrite it from scratch."*

# Limits for Change

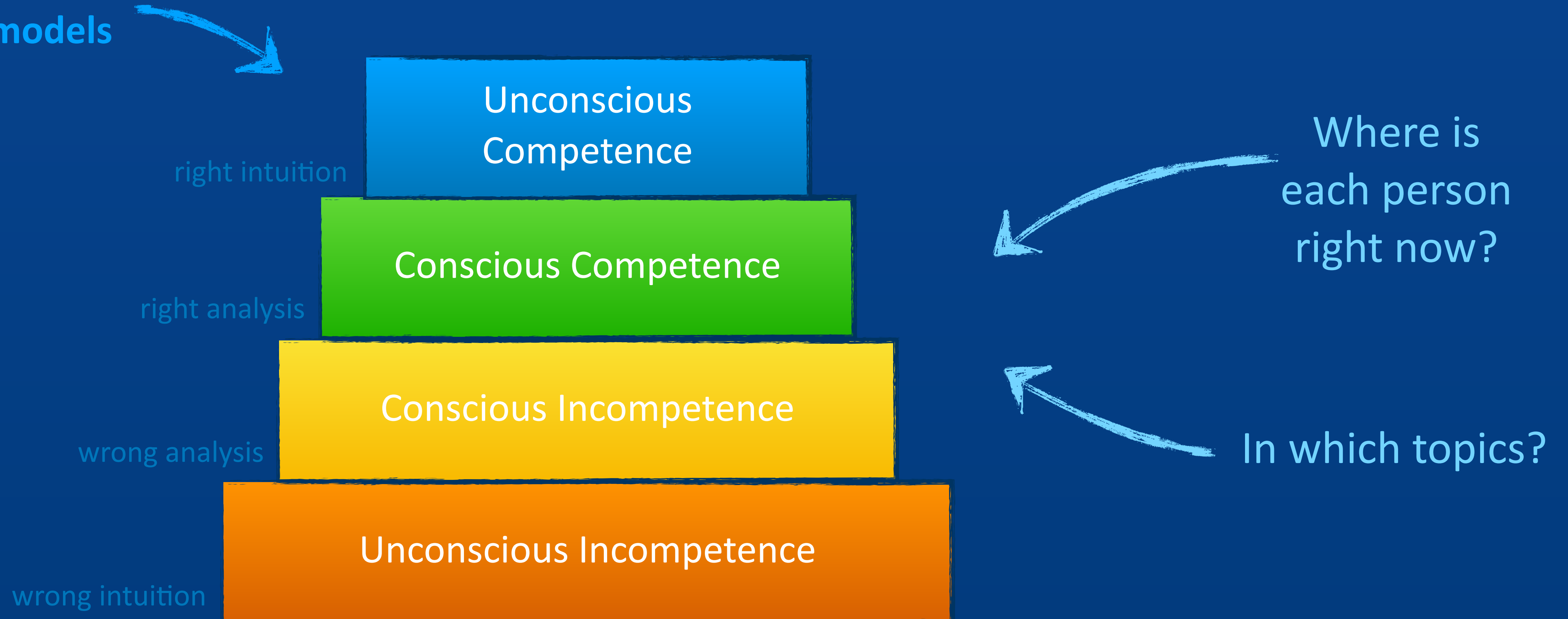




*"How will I ever learn all this?"*

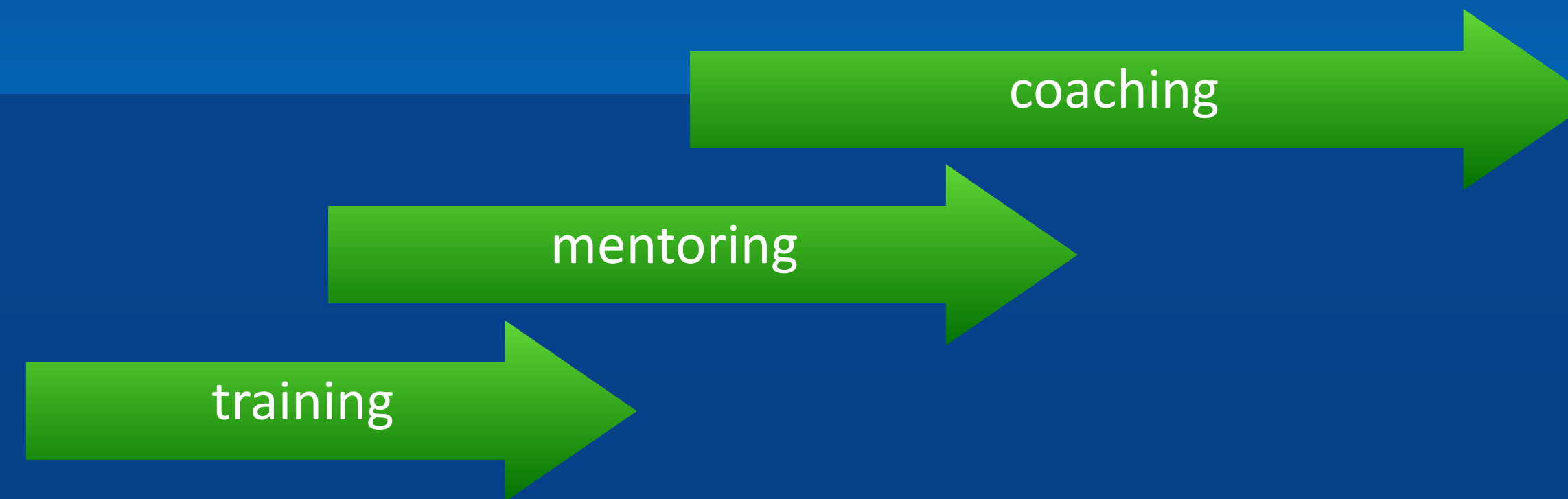
# Stages of Learning & Competence

One of **many**,  
many **models**



# Shu Ha Ri

which stance is appropriate?



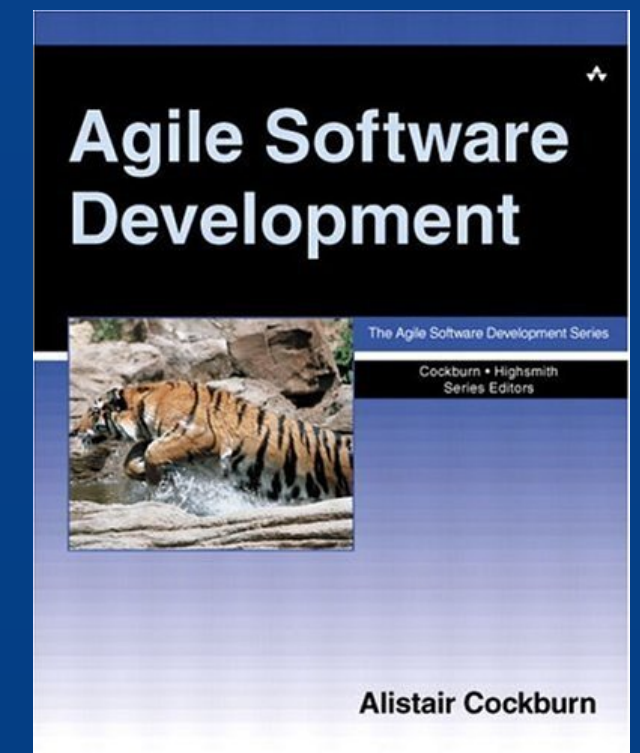
# 守 破 離

follow the rules

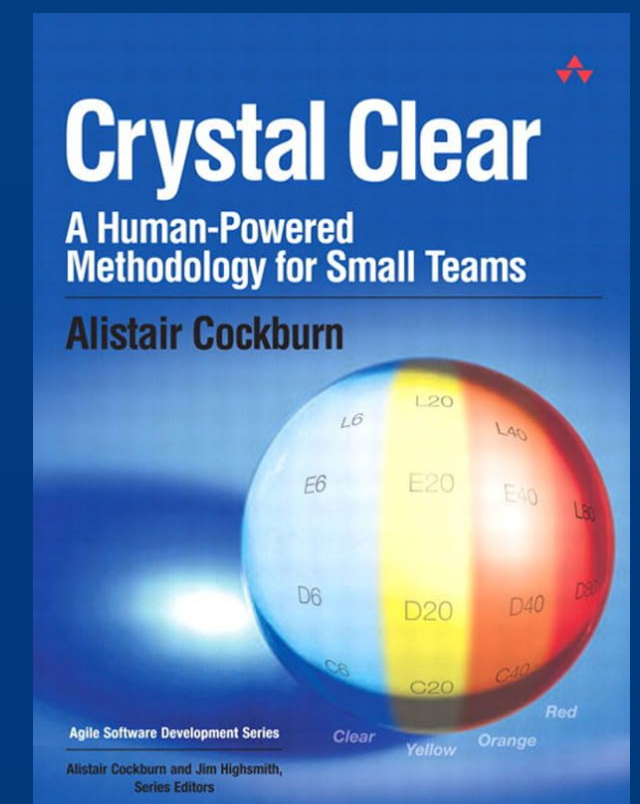
(deliberately) break the rules

don't need rules any more: "transcend the rules"

2002



2005





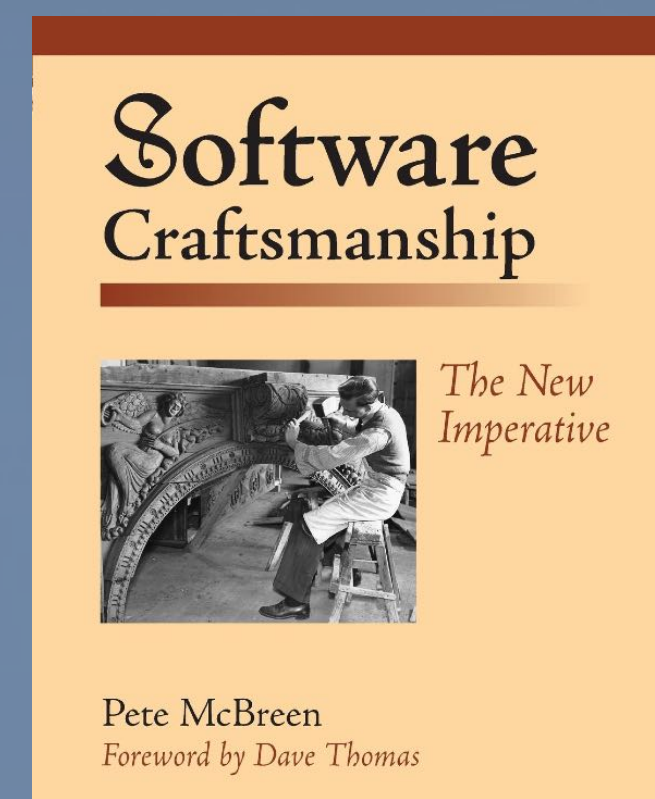
# Apprentice – Journeyman – Master



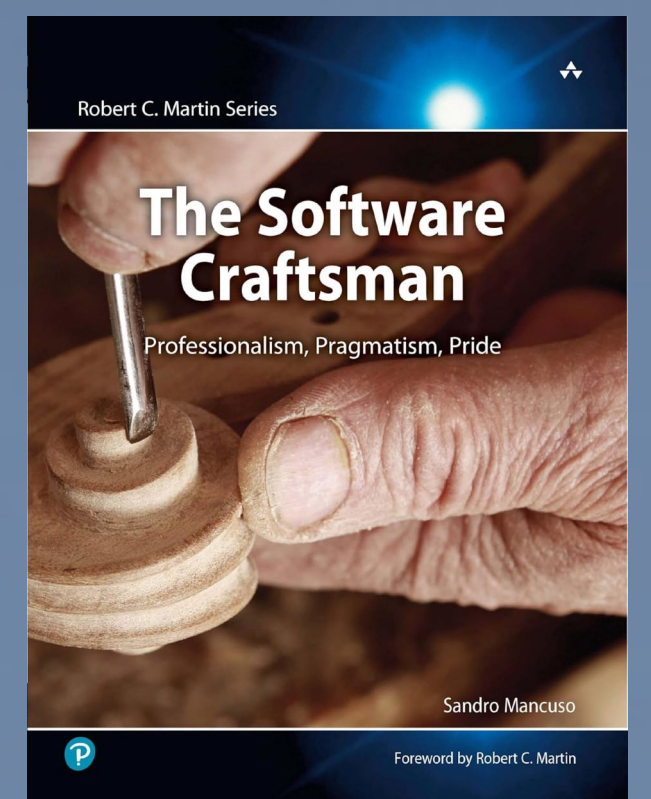
Need training & education.  
Do not leave them alone!

What **skills** have to be learned?  
E.g. identify & remove code smells,  
refactoring, ...  
Which **exercises (katas)**  
are suitable?

2001



2014





<your model here>

Isn't this just good **architectural work**?

Good **technical leadership**?

Yes. Exactly!

*"I was expecting something completely different ...*

How you **structure** your coaching sessions"



# Models

**(Team) Dynamics**

**Phases**

**Maturity (Level)**

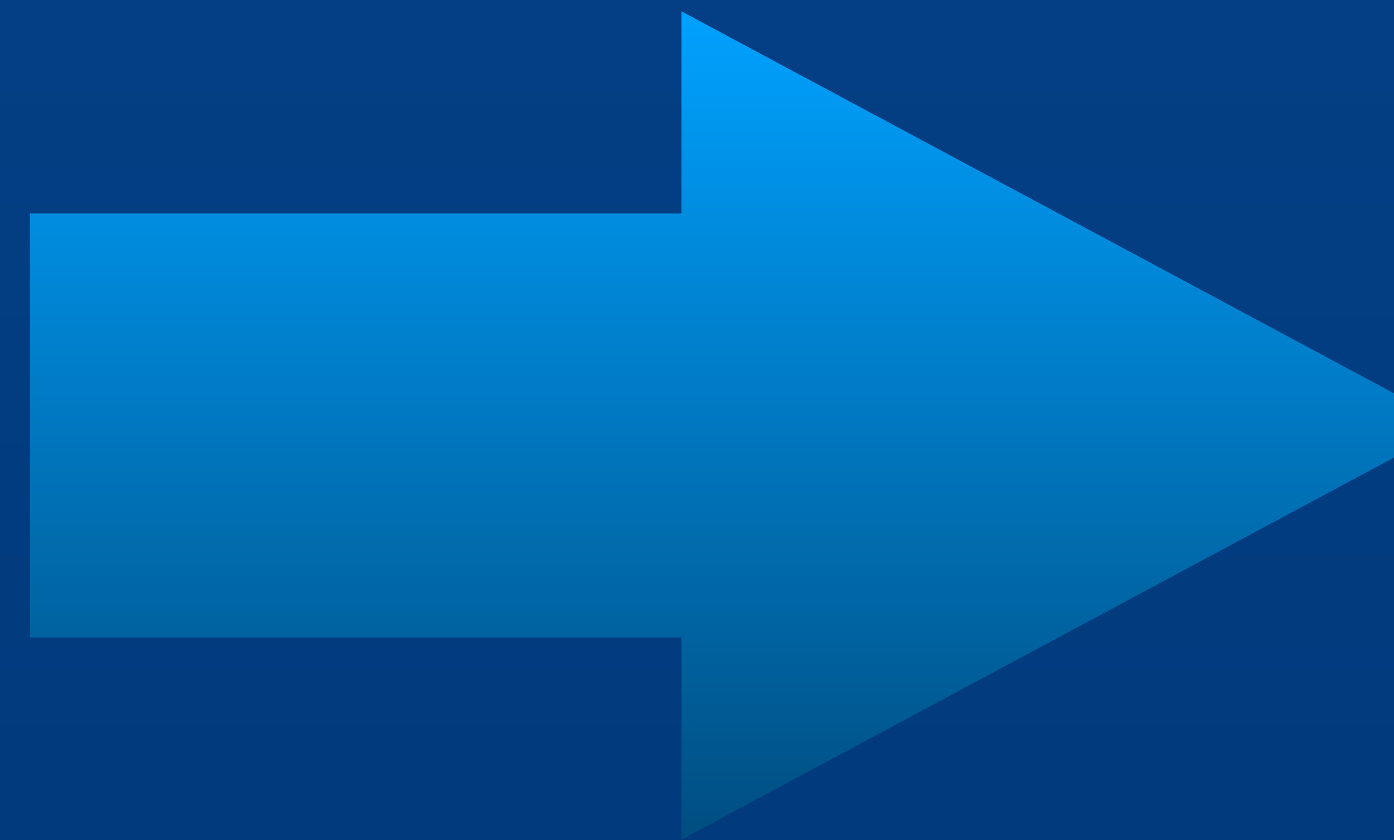
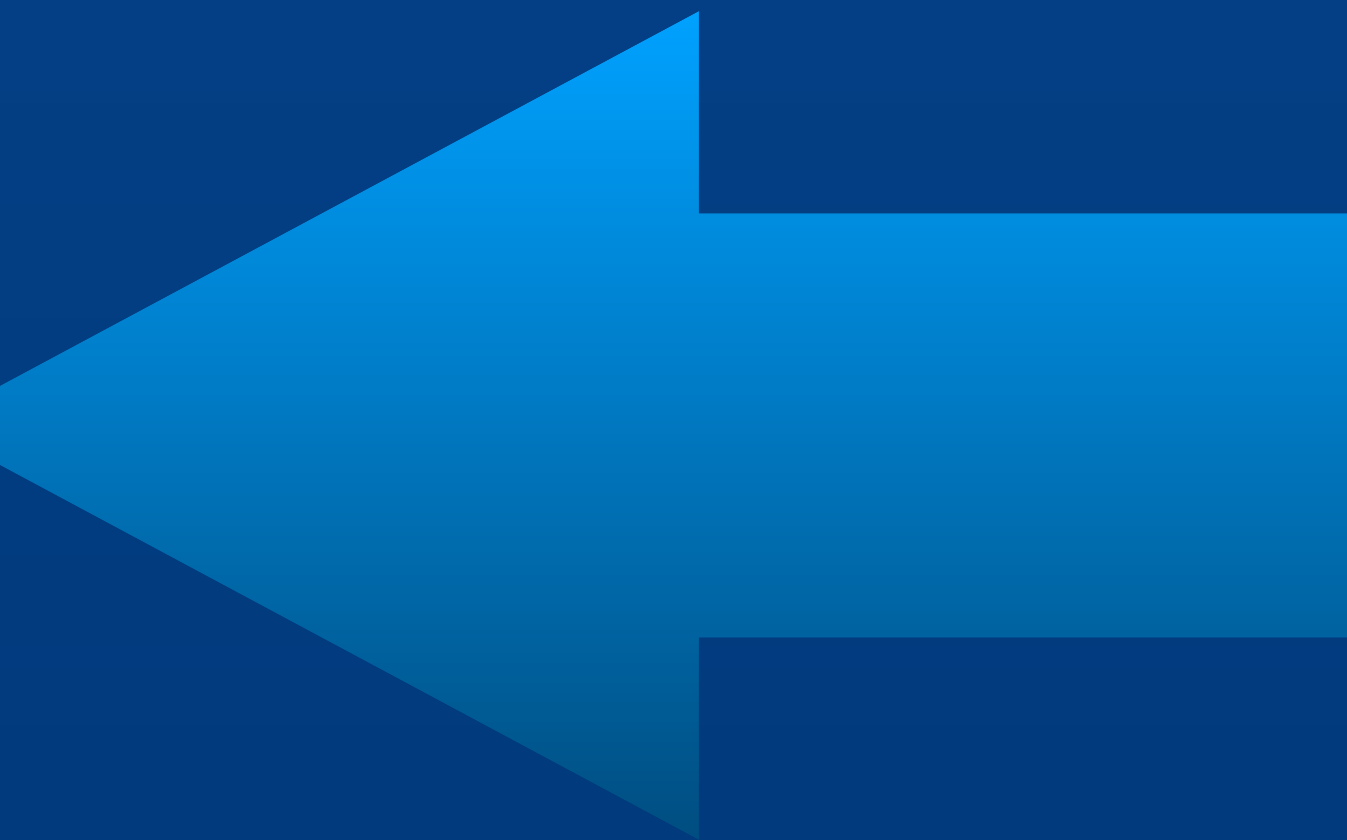
**Diagnosis**

**Quality**

**State**

**Coaching Process**

**Structured Approach**



# (Technical) Team Coachings



# Team Programming Workshops

## "Team Programming"



## "Coding Skills"





# Samman Coaching – Scale Learning

🇸🇪 "together"

Kick-off Workshop:  
get to know the team

Chartering Workshop:  
decision for/against  
coaching & topics

1h Learning Hour  
with a code kata

2h Ensemble Working  
on own code

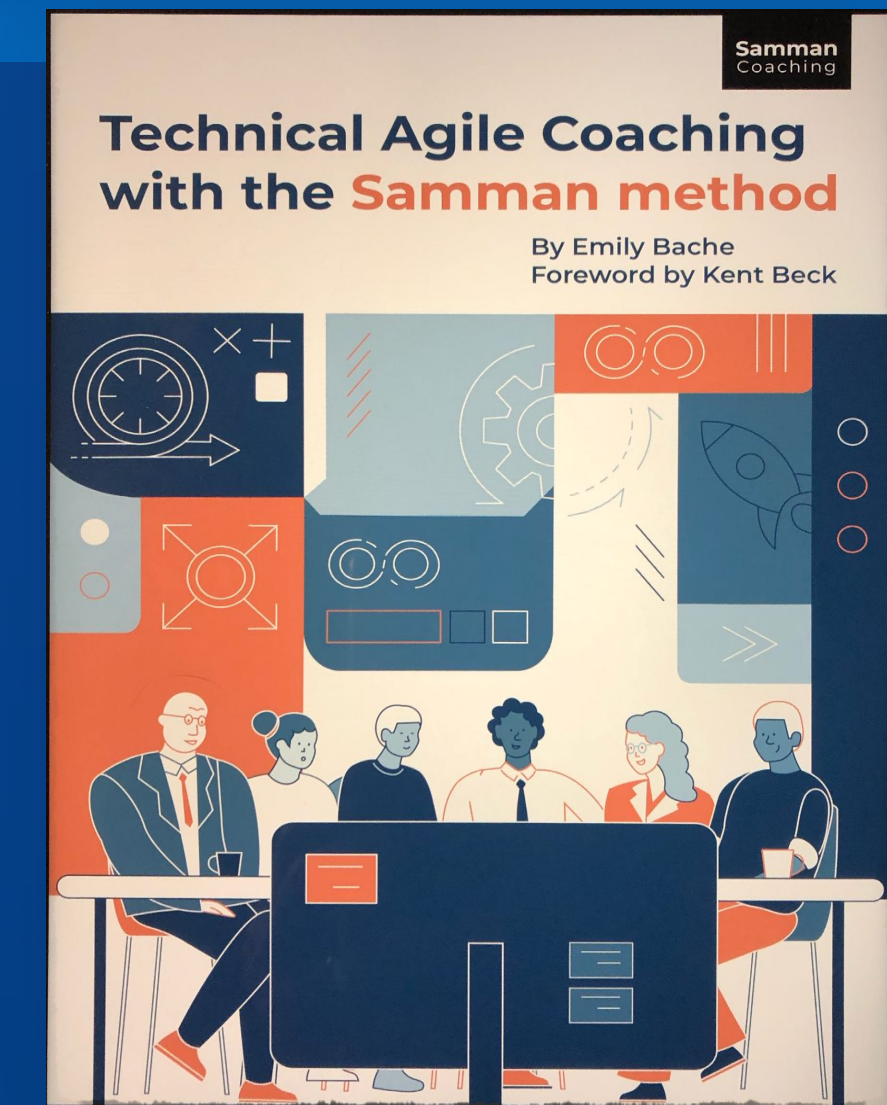
1h Inspirational Demo  
(maybe a video)

9x

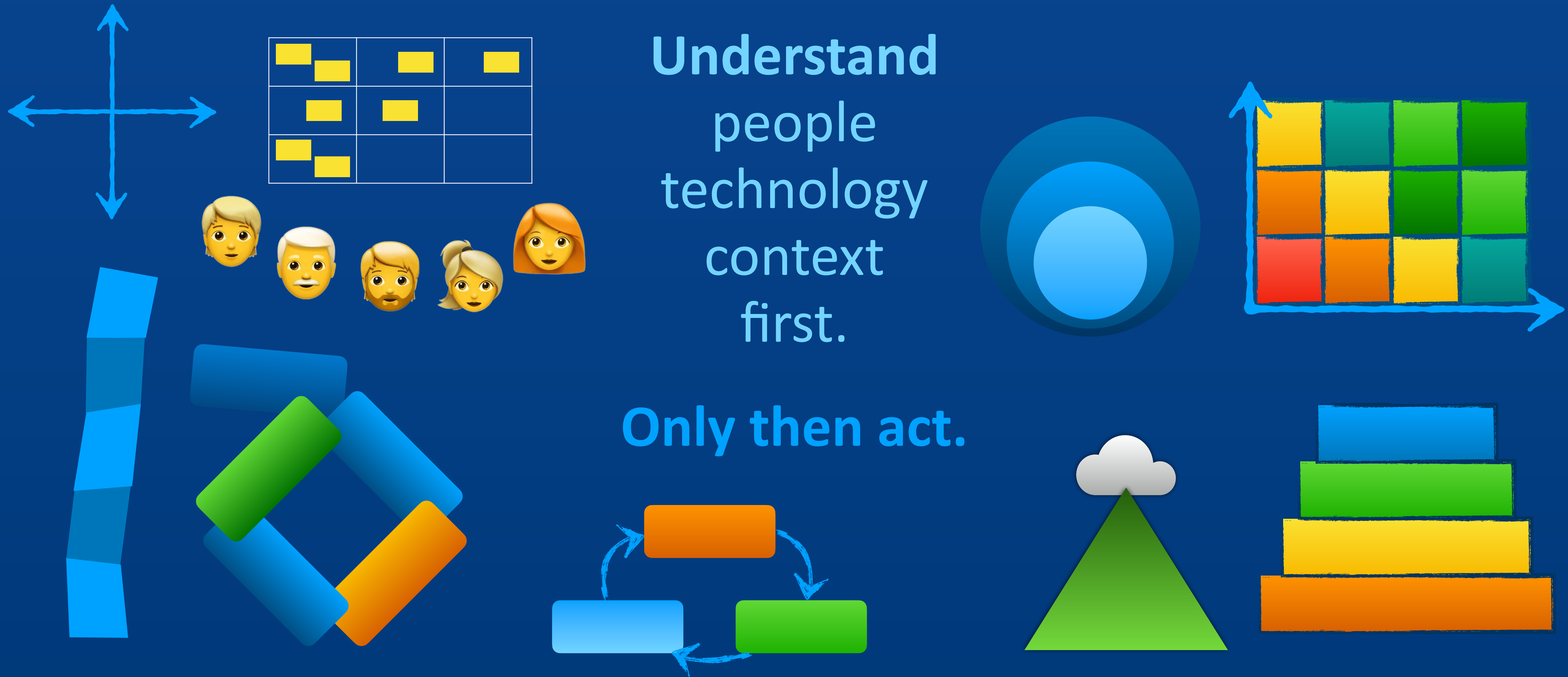
10.

selection from  
learning hour  
catalogue

possibly for  
2-3 teams  
together



# Models for Technical Agile Coaching





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Thank



You



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