



# ICON's "Train the Trainer" & "Coach the Coach" Plan

## "Train the Trainer" and "Coach the Coach"

ICON's goal is to empower and improve an organization's own internal coaching organization, and we do this by transferring ICON coaches' knowledge to internal staff. Based on our experiences, we have found that it is important for internal coaches and trainers to be completely immersed in Agile/Scaling Agile/DevOps to become proficient, confident, and effective in all aspects and practices. As a follow-on activity, ICON will work with the organization to provide the following:

"Train the Trainer," which includes observing, prepping, co-training, and training with Instructor, as often as needed.

"Coach the Coach," which includes coaching internal coaches to become experienced Agile/DevOps change agents. They work side by side with ICON coaches as they coach and train agile teams/programs.

### **1. Train and create an Agile Enablement Office to develop internal agile coaches**

- a. Mini-assessment of roles and skills that are necessary to be successful in their role
- b. Checklist of gaps (soft skills and hard skills)
- c. Make recommendations and adjust training and coaching plans accordingly
- d. Train individuals to be a coach using a mix of ICON materials and off-the-shelf materials. To scale and grow a community of coaches, we will run a series of mini-workshops (1 to 4 hours) on core coaching skills. The specifics and timing will be refined based on the skills assessment. Examples of topics typically covered include:
  - Identifying and addressing the 5 Dysfunctions of a Team
  - Facilitating change
  - Applying systems thinking
  - Dealing with conflict
  - Using powerful questions
  - Dealing with common coaching challenges
  - Coaching leaders in their changing roles
  - Using the coaching and improvement Katas (A Kata is a structured routine that you deliberately practice, forming a new habit and abilities.)



## **2. Pair with an external coach**

- a. To grow and refine the internal coaches' skills, we pair them with ICON coaches. If the person has no experience in coaching, ICON will initially lead to demonstrate the skills and expertise needed and then will change as quickly as possible with the internal coach as the lead. ICON will provide feedback and support to hone the internal coaches' skills until they can operate independently. This will be guided by an individual coaching plan.
- b. If the internal coach is experienced, ICON will coach them in new and improved skills and practices, more in the beginning and tapering off, as the internal coach gains more confidence and experience in the internal coaching role. This will also be guided by an individual coaching plan.

## **3. Train, coach, and reskill Technical Managers**, who have grown into their role to become candidates for various Agile/Lean roles.

- a. Mini-assessment of roles and skills that are necessary to be successful in their role
- b. Checklist of gaps (soft skills and hard skills)
- c. Make recommendations for skills training and coaching plans. The approach of using ICON and/or other off-the-shelf materials and (1 – 4 hours) mini-workshops as described above will also be used here. The use of coaching and improvement Katas becomes very important for people transitioning into lean/agile management practices.