Certified Enterprise Coach (CEC) Application Part II - SAMPLE

(includes Part III Supplemental CTC)

Application Instructions

Download and read the CEC Application Instructions from the Scrum Alliance Website before filling out this application.

For each section, please note the **SCORING CRITERIA** the CEC Review Team is using to evaluate your answers.

Part II: Agile Coaching Specialties and Competencies

The second part of the CEC Application is a qualitative evaluation of your capability as a coach evidenced through your diversity of coaching focus and your ability to demonstrate proficiency across a wide range of competencies. It evaluates your learning, mindset, and approach as a coach across a diversity of experience.

DO NOT FILL IN PART II OF THE APPLICATION UNTIL AFTER PART I HAS BEEN APPROVED.

Summary

There are four sections in Part II of the CEC Application. Each section carries equal weight - roughly representing 25% of your overall assessment as a CEC. Applicants must demonstrate proficiency in each section to receive certification. Applicants are measured on their understanding, articulation, and application of the skill or competency through an effective coaching mindset and approach. Thus, it is not enough that you have experience in the skill or competency, but rather that you have an appropriate coaching mindset and execution process in seeing it through.

Section II-A: Coaching Mindset

Purpose: *Certified Enterprise Coaches support those seeking to better understand and apply Agile within their organizations. A CEC is required to demonstrate a coaching mindset of openness, learning and growth through* <u>*three (3)*</u> *client coaching engagements. The Coaching Mindset is further detailed in Section II-A.*

Section II-B: Coaching Competencies

Purpose: *Certified Enterprise Coaches are agile practitioners and guides to their client organizations in assessing, adopting, facilitating, transitioning, catalyzing and growing their agile capabilities. A CEC is required to demonstrate proficiency in* <u>*three (3)*</u> *coaching competency areas. Coaching Competencies are further detailed in Section II-B.*

Section II-C: Coaching Specialties

Purpose: *Due to the diversity of agile frameworks available and the dynamic nature of organizations, CECs find themselves in a variety of settings requiring proficiency across a diverse pool of specialties. A CEC is required to demonstrate coaching proficiency in* <u>*three (3)*</u> *specialty areas which often surround an Agile implementation. The Coaching Specialties are further detailed in Section II-C.*

Section II-D: Clients and Mentor Coaching Recommendations

Purpose: *To provide evidence of the proficiency of your coaching mindset, specialties, and competencies in client organizations, three (3) recommendations, two (2) client recommendations, and one (1) mentor recommendation are required. A mentor recommendation is from someone that has provided you learning and growth in your coaching journey.*

Have the client or mentor email their recommendations directly to coachingcertification@scrumalliance.org. *The recommendations should use the provided templates below and be included as an attachment to the email.*

- *Client recommendations need to include timeframes and organizational scope of the coaching, key responsibilities of the coach, and their impact on yourself (the recommender) and to the organization.*
- *Mentor recommendations need to include timeframes and the intensity of collaboration, their attitude in coaching, their aptitude in learning, and their action in guiding individual and organizational change.*

Section II-A: Coaching Mindset

Purpose: *A CEC is required to demonstrate a coaching mindset of openness, learning and growth from three (3) client coaching engagements.*

Scoring Criteria:

When responding to the questions in this section, the criteria below must be covered. Successful candidates will:

- ☐ Show an ability to reflect and be self-aware of strengths, weaknesses or past mistakes. Why? Self awareness is the first step to change and growth. We are looking for agile values - reflection, openness, honesty, courage, trust, collaboration.
- ☐ Demonstrate emotional intelligence, balance and maturity through experience and learning. Why? Strong coaches balance technical, product, business, AND people skills. We are looking for a variety of focus in people AND process, thinking AND feeling.
- ☐ Involve others, mentors, references or other learning in their growth path. Why? Effective coaches speed learning through multiple sources and reach out. We are looking for books, research, seeking experts, curiosity, discovery.
- ☐ Adapt coaching strategy and/or approach to differing client needs or over time. Why? Strong coaches use frameworks, but adapt their usage (just like Scrum). We are looking for variations, unique situations, and diversity in coaching application.

Coaching Mindset 1: Describe a time when the outcome of a key coaching direction, decision or approach was different from what you had desired or anticipated. How did you approach the situation? What have you learned as a result of it? (response is limited to 600 words or less)

Coaching Mindset 2: Contrast two (2) client engagements where you were required to modify your coaching mindset, approach or style to meet the client needs. What compromises did you make? What did you learn? (response is limited to 600 words or less)

Coaching Mindset 3: Describe a significant client engagement for which you were required to learn a new coaching technique or skill in order to meet the client needs. What was the new learning? What approach did you utilize? What were the outcomes for you and the client? (response is limited to 600 words or less)

Section II-B: Coaching Competencies

Purpose: Certified Enterprise Coaches are agile practitioners and guides to their client organizations in assessing, adopting, facilitating, transitioning, catalyzing and growing their agile capabilities. A CEC is required to demonstrate coaching proficiency across <u>three (3)</u> of the five (5) core Agile Coaching Competencies listed below.

Core Agile Coaching Competencies
1. **Assess** - Discovery & Direction 2. **Balance** - Coaching & Consulting 3. **Catalyze** - Leadership & Organizations 4. **Facilitate** - Focus & Alignment 5. **Educate** - Awareness & Understanding

The following three (3) core Agile Coaching Competencies are evaluated in this application through three (3) questions on the following page.

Coaching Competency 1: Assess - Discovery & Direction

CECs act as a mirror to the organization, surfacing the underlying systems which influence it for awareness, reflection and direction of increased agility and improved performance. They can see below the surface, expose challenging symptoms and isolate root causes.

Coaching Competency 2: Balance - Coaching & Consulting

CECs balance their own agile expertise with their client's goals and intent. They understand and respect the nature of a client-consulting relationship whether as an employee or consultant. They ask powerful questions, lead by example, share their expertise, and guide client self-discovery.

Coaching Competency 3: Catalyze - Leadership & Organizations

CECs are change agents for their client organizations. They engage with the whole organizational system and the leaders who guide them. They enhance the client's existing skills and capabilities. They connect interdependencies and impact organizational reflection, learning and growth.

The following two (2) core Agile Coaching Competencies are not directly evaluated through questions in this application but are still considered core.CEC candidates are expected to develop them through their education and experience.

Coaching Competency 4: Facilitate - Focus & Alignment

Certified Enterprise Coaches facilitate client agile adoption, implementation, and alignment. They engage stakeholders in focused pivotal conversations and alignment-building activities. They maintain non-biased views and leverage collaboration and resolution strategies in identifying creative outcomes.

Coaching Competency 5: Educate - Awareness & Understanding

Certified Enterprise Coaches guide the client's agile learning through application and discovery. They focus on stabilizing principles and varying practices to situationally align the client's maturity with effective application of agility. They are a mentor and leader in developing client understanding and awareness of agility.

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Scoring Criteria:

When responding to the questions in this section, the criteria below must be covered. Successful candidates will:

☐ Demonstrate a depth of coaching mindset & thinking (vs. leading, doing, telling, teaching). Why? Strong coaches guide client growth rather than doing or directing work. We are looking for flexibility, client goals, exposing the system, transparency, and self-discovery.

☐ Leverage a framework or strategy in each competency (not ad hoc). Why? Effective coaches leverage models to make sense of complexity and communicate. We are looking for referencing techniques, models, visualization, systems, etc.

☐ Interact with multiple organizational dimensions (roles, depts, leaders, programs, etc.). Why? Experienced coaches engage up-down-sideways in an organization to drive change. We are looking for examples with different levels, departments, business or technical arenas, etc.

☐ Demonstrate ability to facilitate organizational change through engagements. Why? Change is the goal of coaching and strong coaches guide impactful change. We are looking for results, new learning, early failure, growth in maturity, etc.

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==**Tip**: In all your responses, help us understand your competency of conceptualization. As a guide-level coach, we need to not only understand what we do and how we do it, we need to be able to help our clients build the same capacity – we need to be able to help them grasp and learn how we do what we do. To that end, framing our work in clear and crisp concepts is essential to our lasting impact.==

Coaching Competency 1: Prior to engaging in a client coaching engagement, share your strategy for ASSESSING that organization's readiness and informing your coaching focus. Why did you choose that strategy? Share a specific client example leveraging it. (response is limited to 600 words)

Coaching Competency 2: How did you develop your competency to BALANCE coaching and consulting? Contrast two (2) experiences where your balance was "out of balance". How has your approach changed from these experiences? (response is limited to 600 words)

Coaching Competency 3: Share your approach towards CATALYZING organizational change. How do you know you are making a difference? Describe three (3) key leverage points you focus on through your coaching, and why. (response is limited to 600 words)

Section II-C: Coaching Specialties

Purpose: *Due to the diversity of agile frameworks available and the dynamic nature of organizations, Certified Enterprise Coaches find themselves in a variety of settings requiring proficiency across a diverse pool of specialties. A CEC is required to demonstrate coaching proficiency in <u>three (3)</u> specialties areas which often surround an Agile implementation.*

Scoring Criteria:

When responding to the questions in this section, the criteria below must be covered. Successful candidates will:

- ☐ Demonstrate learning breadth and/or depth of specialty through multiple resources. Why? Coaching competency comes from exploration, focus and experience in a topic. We are looking for references, learning, applying, experimenting, development beyond.
- ☐ Leverage one or more frameworks in specialty areas (not an ad hoc approach). Why? Effective coaches have systematic models/approaches to leverage in their specialty. We are looking for a method or approach to your work, steps, systems thinking, etc.
- ☐ Demonstrate competent application of specialties through engagements. Why? Coaching competency comes through knowledge AND experience. We are looking for client examples and realistic application of the model or framework.
- ☐ Adapt and hone specialty areas over time and through engagements. Why? Competency builds over time and experience, including success and failure. We are looking for development or growth over time, successes and/or failures.

Demonstrate your coaching proficiency of three (3) coaching specialties from the list below. For each specialty, respond to the same question on the following page.

Lean / Kanban	Lean Startup	Business Value / Agility
User Experience / Design	Product / Portfolio Management	Technical / Product Research
Scaling Agile / Enterprise Agility	Distributed Agile	Multi-Team Dynamics
Technical / Quality Practices	Development Operations	Development / Process Tools
Organizational Structures	Organizational Culture	Organizational Leadership
Agile Transition / Transformation	Learning Organizations	Organizational Change
Teamwork and Collaboration	Non-Software Application	Other (add your own)

Selected Agile Coaching Specialties

Identify the three (3) Agile Coaching Specialties you will demonstrate proficiency in the following three (3) questions (listed on the next page).

1.

2.

Coaching Specialty 1 <mark><your choice></mark>: Share your current approach for this specialty, a specific example of using this approach, and how you developed your expertise in this specialty. (response is limited to 600 words)

Coaching Specialty 2 <mark><your choice></mark>: Share your current approach for this specialty, a specific example of using this approach, and how you developed your expertise in this specialty. (response is limited to 600 words)

Coaching Specialty 3 <mark><your choice></mark>: Share your current approach for this specialty, a specific example of using this approach, and how you developed your expertise in this specialty. (response is limited to 600 words)

Section II-D: Clients and Mentor Coaching Recommendations

Purpose: *To provide evidence of your proficiency in your coaching specialties and competencies in client organizations. Applying to the CEC Program requires three (3) recommendations. You are required to have two (2) client recommendations and one (1) mentor recommendation. A mentor recommendation is from someone that has provided you learning and growth in your coaching journey.*

The client or mentor may use the fillable PDF templates below to provide a recommendation. They may email their recommendations directly to coachingcertification@scrumalliance.org*.*

- Download **Client Recommendation Template**

- Download **Mentor Recommendation Template**

CEC Applicants who submitted references in prior application attempts are allowed to resubmit those recommendations if they were written within the past two (2) years. Alternatively you may want to ask for newer recommendations to highlight new experiences and learning.

Scoring Criteria:

When responding to the questions in this section, the criteria below must be covered. Successful candidates will:

- ☐ Demonstrate catalyst-like behavior to bring about organizational change. Why? Verification of being an agent of change within the client environment. We are looking for evidence of organizational change, maturity, learning, success, growth, etc.
- ☐ Reference to working across multiple organizational dimensions. Why? Verification of engagement across organizational boundaries and leadership levels. We are looking for references to working with different groups, leaders, departments, roles, etc.
- ☐ Coaching competencies and/or specialties are recognized. Why? Verification of coaching competencies and specialties through client engagement. We are looking for reference to coaching competencies and specialties in your application.
- ☐ Demonstrates self-awareness, coachability, adaptability, or emotional intelligence. Why? Verification that the coach can learn too - they are not perfect or "done". We are looking for vulnerability, failure is healthy, learning, growth, patience, calmness, etc.

Client Recommendations

Name of Client Reference	Job Title or Position	Date Range of Client Engagement	Client Organization and Coaching Focus

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Mentor Recommendation

Name of Mentor Reference	Company	Date Range of Mentorship	Focus of Mentoring

Section II-E: Additional Perspective and Feedback

Purpose: To provide a free-form opportunity to share any additional dimensions of your coaching journey (learning, experience, or community involvement) you feel would be important for the review team to understand. These items are not required.

Additional Coaching Perspectives

If you feel that the space above (in Part II) did not provide you an opportunity to demonstrate a dimension of yourself that would be important to share, use the space below to include it. Expand the space as needed.

CEC Application & Process Feedback

If you have any feedback about Part II of this application or the CEC application process, please include it below. Expand the space as needed.

Part III: Supplemental Certified Team Coach (CTC) Application

Note: Applying for the CTC application is optional and is in addition to the CEC application. If you choose to apply for CTC as well, please pay the Supplemental $100 CTC fee.

A Certified Team Coach works with Agile teams, stakeholders, and management to improve performance and outcomes. Organizations employ Certified Team Coaches to provide coaching, facilitation, training, mentoring, impediment management, and leadership in support of collaboration, development consistency, and value delivery across multiple teams and departments

Unlike a ScrumMaster, a Certified Team Coach works across multiple teams. And unlike a Certified Enterprise Coach®, a Certified Team Coach focuses on a subset of an organization in a project or program, or across multiple teams.

This certification offers a recognized credential to qualified coaches who have experience with many teams or departments and can effectively impact department, project, and program agility.

1. Describe your approach to:

Focus	Tool, technique, or framework	Brief description of tool, technique, or framework. How much have you used the tool, technique, or framework? Why do you leverage the tool, technique, or framework in your coaching? (Response is limited to 100 words or fewer.)
❏ Multi-team release management		

2. Identify two team formation and development challenges commonly encountered while introducing Scrum. For each, describe a coaching approach to address the challenge. (600 words)

THIS IS THE END OF THE CEC APPLICATION PART II.

When you have completed Part II of the application, send an email to coachingcertification@scrumalliance.org. You will be notified regarding your mentor and client recommendations if any are still outstanding.