Certified Enterprise Coach (CEC) Application - SAMPLE

Application Instructions

Download and read the CEC Application Instructions - June 2015 from the Scrum Alliance Website.

Application Review Process Overview

The CEC Review Process is a two-part process. Part I must be completed, submitted and approved before Part II can be started.

Part I: Qualification and Prerequisites

The first part of the application process evaluates your credentials against the required elements (prerequisites) of the program. It focuses on the quantitative measures of your body of work as a coach.

Part II: Coaching Experience, Competencies, Specialties and Recommendations

The second part of the application is a qualitative evaluation of your capability as a coach through your diversity of coaching focus and your ability to demonstrate proficiency across a wide range of competencies.

SAMPLE Application

This document is a sample application in PDF form to be used by prospective CEC candidates to read and understand the application and what is being asked of the candidate.
DO NOT FILL OUT THIS SAMPLE APPLICATION.

Filling out an Official Application

When you feel you meet the prerequisite qualifications identified in Part I of the application, please pay the $250 nonrefundable application fee via the following link: https://www.regonline.com/cecapplicationfee

Once your application fee has been received, Scrum Alliance will provide you with a link to the CEC application- a Shared Google Document which contains both application parts.

Part I: Coaching Background and Credentials

Part I of the CEC Application serves as evidence of the prerequisites required for CEC certification. This includes your active CSP certification, deep and diverse coaching experience, agile community engagement and leadership, coaching education and mentorship, and coaching tools, techniques and approaches. Evidence of each prerequisite is required for qualification.

PART I MUST BE COMPLETED AND ACCEPTED PRIOR TO COMPLETING PART II.

Section I-A: Applicant Information

Purpose: To introduce yourself as a coach and your journey in reaching your current position.
Expand the cells as needed. In addition, edit the header of this document to include your name.

Applicant First & Last Name	
Applicant Email Address	
Applicant City, State, Country	
Applicant Native Language This application is to be completed in English. For non-native English applicants, you may exceed word count limits by 25%	
Applicant CSP Date Active CSP certificate is required for a minimum of 1 year prior submitting a CEC application.	

Coaching Career Overview Write a brief summary of your coaching, agile history and how you got where you are today. Include key milestone years. (300 words or less)	
Coaching Focus Write a brief summary of your professional self today including your approach and/or philosophy to coaching. (300 words or less)	
Reason for Applying Provide your reasons for seeking the CEC certification. (150 words or less)	
Coaching Goals Besides this CEC Certification, describe your top two personal development goals in coaching. (150 words or less)	

Section I-B: Agile Coaching Experience

Purpose: Applying to the CEC Program requires demonstration of experience in Scrum coaching at multiple levels (e.g. team, program, leadership, departmental and enterprise) across multiple organizations (within one company or across multiple companies). A minimum of three (3) years and 2,000 hours of coaching experience is required. Additional experience, diversity, and sustained client relationships are recognized.

Note on estimating coaching hours: Only hours practicing the coaching and mentoring role are to be calculated in this time (this does not include training, managing, developing, serving as a ScrumMaster or Project Manager, etc.). See Definition of Scrum Coaching in the CEC Application Instructions Document.

- *For external coaching consultants, calculate hours of consulting services provided to your clients. If hourly coaching data is not available, use average hours per day multiplied by the number of days.*

- *For internal coach employees, whether dedicated to Agile coaching or sharing another role in the organization, use the total number of hours actively engaged with the organization in a Scrum coaching capacity. Calculate this as a percentage of your job responsibilities serving in the Scrum coaching role.*

Agile Coaching Experience

Provide a summary list with a brief description of your coaching engagements with organizations which represent a minimum of 3 years and 2,000 hours. Additional experience from up to 10 years prior may be included for additional perspective of your coaching experience. For each engagement, fill out a row in the table below. For coaches who work within very large companies, consider multiple divisions, business units or other company sub-structures as separate organizations (and thus separate rows in the table). Add more rows to the table as needed.

Date Range (most recent first)	Estimated Coaching Hours	Number of Teams Coached	Organization Name Brief description of your coaching focus within this organization (each description cell is limited to 100 words or less)
TOTAL HOURS			**A minimum of 2,000 hours is required**

Section I-C: Coaching Education AND Mentorship

Purpose: *Applying to the CEC Program requires demonstration of a journey of learning through education, mentorship and collaborative learning in coaching and related activities over a minimum of three (3) years.*

There is not a specific number of education and mentorship activities required for acceptance. Rather, an active learning journey must be demonstrated by the applicant within the past three (3) to five (5) years. Additional key education in prior years may be included for a more complete perspective of your coaching education.

Formal Coaching Education

List your formal education activities which have contributed significantly to your coaching journey. This includes a wide range of courses on topics including facilitation, leadership, consulting, coaching, process, tools, techniques, frameworks, and other related activities which have influenced your coaching practice. Formal education may, or may not, be related to a degree. It may include training and/or certification from any recognized institution. For partial or full degrees, provide a summary. Add more rows to the table as needed.

Education Date Range (most recent first)	Education Title, Trainer, Description, and impact it has had on your coaching (each row response is limited to 100 words or less)

Coaching Mentorship & Collaboration

List your coach mentorship and significant collaboration activities where you have DEVELOPED a skill or technique or RECEIVED guidance to your coaching approach and mindset. Mentors do not need to be a CEC or CST, they may be any respected and experienced leader from which you have gained significant learning. Co-training with a CST or other agile trainer also qualifies if it has impacted your coaching. Add more rows to the table as needed.

Mentorship Date Range (most recent first)	Mentor/Collaborator Name, Focus, Intensity and impact on your coaching (each row response is limited to 100 words or less)

Informal Coaching Learning

List three (3) significant topics you have studied outside of the Scrum literature which have impacted your coaching approach or coaching philosophy. Summarize your study references and the impact it has had on your coaching.

Topic of Study	Summarize your study and the impact this topic has had on your approach or philosophy to coaching (each row response is limited to 200 words or less)
1.	
2.	
3.	

Section I-D: Agile Community Engagement AND Leadership

Purpose: Applying to the CEC Program requires demonstration of active engagement AND leadership in the agile community over a minimum of three (3) years. Participation includes engagement in agile user groups, gatherings, retreats, camps, and conferences. Leadership includes writing, publishing, reviewing, presenting, facilitating, training, mentoring, organizing, and leading agile events (e.g. user groups, gatherings, sessions, retreats, camps, clinics, and conferences). Diversity in global and local engagement, as well as a diversity of responsibilities, is recognized.

There is not a specific number of activities required for acceptance. Rather, an active participation and leadership must be demonstrated by the applicant across all categories within the last three (3) to five (5) years. Additional key events in prior years may be included for a more complete perspective. Future events may also be listed if you are registered to attend, selected to speak or publish, or assisting leadership of the event.

Agile Community Participation

List the agile community events (user groups, gatherings, retreats, camps, conferences, etc.) in which you have participated. Add more rows to the table as needed.

Agile Event Date (most recent first)	Agile Event and Your Participation Involvement (each row response is limited to 50 words or less)

Agile Community Leadership

List your leadership contributions to the agile community (e.g. writing, publishing, presenting, facilitating, organizing, training and other activities) through events, publications, courses, blogs and forums. Add more rows as needed.

Contribution Date (most recent first)	Agile Leadership Activity, Your Role and Responsibilities, Hours Invested (each row response is limited to 50 words or less)

Agile Community Collaborative Mentoring & Advisory

List your significant collaborative agile mentoring, advisory activities - where you are mentoring, advising other individuals to increase their competency or in development of a specific goal. A significant and collaborative mentoring/advisory relationship is on-going, purposeful and bi-directionally educational. It does not, however, require a formal goal or structure. Add more rows to the table as needed.

Date Range (most recent first)	Agile Mentee/Advisee, Relationship Focus, Estimated Hours Invested and Result (each row response is limited to 100 words or less)

Section I-E: Coaching Tools, Techniques and Frameworks

Purpose*: Applying to the CEC Program requires the awareness, understanding, implementation and development of tools, techniques and frameworks while engaged with organizations. Coaching tools, techniques and frameworks may include assessments, surveys, retrospective or review techniques, build/integrate/deploy systems, lean tools and techniques, scaling frameworks, metrics, organizational or leadership models, etc.*

Coaching Tools, Techniques or Frameworks Implemented, Customized or Developed by You

List five (5) coaching tools, techniques or frameworks which you have implemented, customized, co-developed or developed in one or more client engagements. Each of the five examples must apply to a different organizational scope - team, cross-team, organization, leadership and one of your choosing.

Scope	Tool, Technique or Framework	Brief description of the 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? (each row response is limited to 100 words or less)
Team		
Cross-team		
Organization		
Leadership		
Other (your scope choice)		

Section I-F: 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.

CEC Application Part I Feedback

If you were to add, change or remove one question in Part I, what would it be and why?
(Response limited to 100 words)

Additional Coaching Perspective

If you feel that the space above 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.

THIS IS THE END OF THE CEC APPLICATION PART I. DO NOT CONTINUE WITH PART II UNTIL YOU HAVE BEEN APPROVED TO DO SO.

When you have completed Part I of the application, send an email to coachingcertification@scrumalliance.org for review and acceptance of meeting the prerequisites.

Part II: Agile Coaching Specialties and Competencies

The second part of the CEC Application is a qualitative evaluation of your capability as a coach 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 an enterprise agile coach. 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 thought and execution process in seeing it through.

Section II-A: Coaching Mindset

Purpose: Scrum coaches represent a critical development path for those seeking to better understand and apply Scrum within their organizations. A CEC is required to demonstrate a coaching mindset of openness, learning and growth through three (3) client coaching engagements. The Coaching Mindset is further detailed in Section II-A.

Section II-B: Coaching Competencies

Purpose: Scrum 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 three (3) coaching competency areas. Coaching Competencies are further detailed in Section II-B.

Section II-C: Coaching Specialties

Purpose: Due to the non-prescriptive Scrum framework and the dynamic nature of organizations, Scrum 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 three (3) specialty areas which often surround a Scrum-based implementation. The Coaching Specialties are further detailed in Section II-C.

Section II-D: Client and Mentor Coaching Recommendations

Purpose: To provide evidence of your proficiency of your coaching mindset, 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. Recommendations which represent more substantial and diverse coaching and mentorship engagements are recognized.

Recommendations must be emailed directly to coachingcertification@scrumalliance.org by the person recommending you. The recommendation may be written directly in the email, or included as a document attached to the email. Recommendations sent by the applicant will not be accepted. Recommendations do not require a specific template or format, and may be written in email, Word or PDF. The CEC Applicant and the recommendation provider will receive a confirmation email from the Scrum Alliance upon submission of the recommendation.

- ***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: *Scrum coaches represent a critical development path for those seeking to better understand and apply Scrum within their organizations. A CEC is required to demonstrate a coaching mindset of openness, learning and growth from* <u>*three (3)*</u> *client coaching engagements.*

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 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*: Scrum coaches represent a critical learning path for those seeking to better understand and apply Scrum within their organizations. A CEC is required to demonstrate coaching proficiency across <u>three (3)</u> of the five (5) core Scrum Coaching Competencies listed below.*

Core Scrum 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 Scrum Coaching Competencies are evaluated in this application through three (3) questions on the following page.

Coaching Competency 1: Assess - Discovery & Direction

Scrum Coaches 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

Scrum Coaches 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

Scrum Coaches are a change agent 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 Scrum Coaching Competencies are not directly evaluated through questions in this application but are still considered core and CEC candidates are expected to develop them through their education and experience.

Coaching Competency 4: Facilitate - Focus & Alignment

Scrum 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

Scrum 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.

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. 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 non-prescriptive Scrum framework and the dynamic nature of organizations, Scrum 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 three (3) specialties areas which often surround a Scrum-based implementation.

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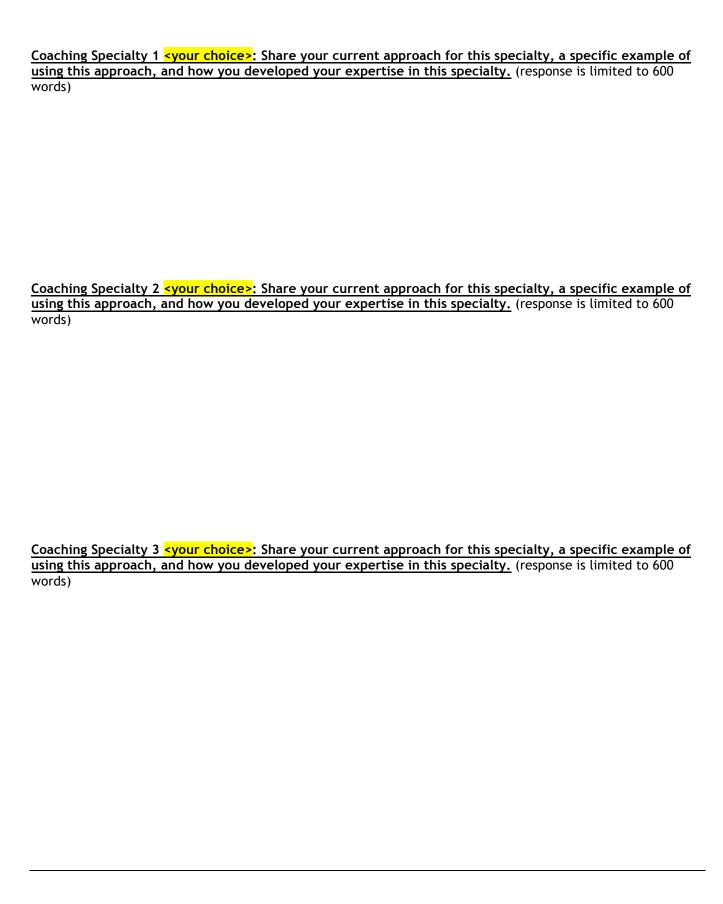
Lean / Kanban	Lean Startup	Business Value / Agility
User Experience / Design	Product / Portfolio Management	Technical / Product Research
Scaling Agile / Enterprise Agility	Distributed Agile	Multi-Team Dynamics
Technical / Quality Practices	Development Operations	Development / Process Tools
Organizational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

Selected Scrum Coaching Specialties

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

1.

2.

3.

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: Scrum 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. Recommendations which represent the more substantial coaching engagements and back up the diversity of experience for the coach applicant are recognized.*

Recommendations must be emailed directly to coachingcertification@scrumalliance.org by the person recommending you. The recommendation may be written directly in the email, or included as an attachment in the email. Recommendations sent by the applicant will not be accepted. Recommendations do not require a specific template or format, and may be written in email, Word or PDF. The contents of the recommendation must include particular context as stated below.

- *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, the candidate's attitude in coaching, aptitude in learning, and action in guiding individual and organizational change.*

The CEC Applicant and the recommendation provider will receive a confirmation email from the Scrum Alliance upon submission of the recommendation.

Client Recommendations

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

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.

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 client recommendations if any are still outstanding.