Mentoring Program

There ARE Standards…

You Don't Want an "Agile Coach"

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2 articles   ✓ Following

In a recent article on McKinsey.com, Anand et al. write, "While the role [of agility coach] has exploded on LinkedIn and many profiles claim to be agility coaches, **there is no degree or accepted global accreditation that provides comfort around the skills and experience needed for the job** [emphasis added]"

I would like to respectfully disagree.

Not with the fact that anyone can put Agile Coach or Agility Coach on a business card and begin to market themselves without any real experience or credentials. That part is frighteningly true. And with over 10,000 job listings for agile coach on Indeed.com the last time I looked, I've no doubt more and more people adopt "Agile Coach" on their LinkedIn profiles.

A Scrum Alliance Certified Enterprise Coach or a Certified Team Coach will spend years to obtain this highly sought-after certification. Only after years of full-time coaching, in multiple different organizations, can one even apply to this peer review program.

https://www.linkedin.com/pulse/you-dont-want-agile-coach-howard-sublett/

About The Mentor

Gene Gendel is an organizational design specialist, agile/lean coach and trainer, consultant and adviser to senior leadership. Almost 15 of 20+ years of his professional experience – Gene dedicated to working with companies of various sizes and lines of business, trying to help them improve internal dynamics, organizational structure and becoming a better place to work. Gene engages at all organizational levels: senior- and mid-level management, teams and individuals. In his work, Gene uses various methods, tools and techniques to amplify learning by others and to ensure that people gain autonomy after Gene "coaches himself out of the job".

Gene is Certified Agile Coach (CAC), by Scrum Alliance – small elite community of Scrum Alliance Certified Enterprise Coaches (CEC). Today, he is the only CEC who resides in NY State. Gene is also one of the co-creators of Team Level Coaching Certifications (CTC) program for Scrum Alliance.

Gene is also one of very few (21) **Certified LeSS Trainers (CLT)** globally and one of very few that are based in the United States.

The biggest, most active and fastest rowing LeSS NYC community (pushing 3000 people) has been built by Gene.

He is also well-recognized blogger and publisher:

- Adaptive Ecosystems: Collection of Essays About Agility
- Agile Coaching: Wisdom from Practitioners (free pdf).
- Best Agile Articles of 2017 and 2018 and 2019.

Target Audience

➢ Scrum Masters and Coaches in pursuit of CTC (or CEC)
➢ Anyone who wishes to become a better coach, regardless of getting a credential

Program Focus

➢ Application process (the actual process)
➢ Coaching (Knowledge, Competencies, Mindset)
➢ System and Lean thinking (team & organizational design, system dynamics, "untouchable" areas)

Program Dynamics

➢ Will use CTC application, as a "pacer" for sessions
➢ It will be mentee-driven sessions
➢ Q&A, reflection, use case discussions – lots of it
➢ Home assignments in-between sessions

Mentor's Not-So-Well-Hidden Agenda ☺

➢ **"To transform (actually!!!) the world of work!"**

Secondary Benefit Of The Program

Section I-D: Mentoring

Being Mentored

List your coach mentorship and significant collaboration activities in which you DEVELOPED a skill or technique or RECEIVED guidance for your coaching approach and mindset. Mentors do not need to be Scrum Alliance Certified Agile Coaches (CTC/CECs); they may be any respected and experienced leader from whom you have gained significant learning. A significant and collaborative mentoring/advisory relationship is on-going (at least six months), focusing on your professional growth where you both learn. It does not, however, require a formal goal or structure. Add more rows to the table as needed, up to seven (7). *NOTE: Mentoring should be related to your professional and personal development, not mentoring related to completing this application.*

Mentor or collaboration date range (List most recent first.)	Mentor/collaborator name, focus, intensity, and impact on your coaching (Each row response is limited to 100 words or fewer.)

https://www.scrumalliance.org/get-certified/cec-certification/how-do-i-apply/sample-coaching-application-part-i.aspx

Am I Ready? (To Apply)

SCRUM ALLIANCE® CERTIFIED TEAM COACH℠ READINESS CHECKLIST

Below is a checklist that may prove useful in determining whether you are ready to become a CTC.

EXPERIENCE
- ☐ I have significant hands-on experience in at least one of the roles on a Scrum Team.
- ☐ I am an active Certified Scrum Professional® (CSP®-SM or CSP®-PO).
- ☐ I have coached in 2 or more organizations, departments, or programs.
- ☐ I have coached Agile teams or roles for more than 1,000 hours in the past 2 years, not counting time as a ScrumMaster.
- ☐ I have coached multiple interacting teams using Agile/Lean frameworks.

KNOWLEDGE
- ☐ I have some formal or informal education about coaching.
- ☐ I have a good working knowledge of Agile and Lean values, principles and practices.
- ☐ I have helped individuals and teams to understand and apply Agile and Lean values, principles, and practices effectively.
- ☐ I understand the dynamics, patterns, and development of teams.
- ☐ I can clearly describe the difference between consulting and coaching and know when to apply each.

PROFESSIONAL COLLABORATION
- ☐ I have joined the Candidate-CTC Google Group to meet other applicants and ask questions about the CTC program.
- ☐ I have participated in at least 5 private or public Agile-related events and have contributed to some of these as an organizer, presenter, collaborator or facilitator.

SKILLS
- ☐ I have contributed to significant improvements in self-managed Agile Teams through coaching techniques.
- ☐ I have helped teams and groups of teams beyond the basics of Scrum theory and practice.
- ☐ I have enabled teams to find their own solutions to business problems through the application of Agile principles.
- ☐ I am familiar with, promote and embody the mindset of Servant Leadership.
- ☐ I have good communication skills in my native language.
- ☐ I have facilitated events for groups larger than a single Scrum Team.
- ☐ I use a rich set of facilitation, training and coaching tools and models.

Feedback
- ☐ I have received preliminary feedback on my readiness to complete the CTC applications process by connecting with a Scrum Alliance Coach.

The requirements listed here are intended to be an overview (and not a comprehensive list) to help applicants make an informed decision as to whether they are ready to apply. Meeting these requirements does not guarantee acceptance into the CTC program. Quality and aptitude will be reviewed in detail through the formal application process.

SCRUM ALLIANCE® CERTIFIED ENTERPRISE COACH℠ READINESS CHECKLIST

EXPERIENCE
- ☐ I have an active Certified Scrum Professional® (CSP-SM™ or CSP-PO™) designation.
- ☐ I have significant hands-on experience in at least one of the roles on a Scrum Team.
- ☐ I have coached in 3 or more organizations, departments, or programs.
- ☐ I have a minimum of 3 years and 2,000 hours of experience coaching at the enterprise/organizational level or a combination of enterprise and multi-team level coaching.
- ☐ I have a diversity of coaching experiences that I can demonstrate using different client engagement examples, and which include experience at the organizational level.

KNOWLEDGE
- ☐ I have formal and informal education about coaching and strong mentor relationships.
- ☐ I have a good working knowledge of Agile and Lean values, principles, and practices.
- ☐ I have helped individuals, teams, and leadership to understand and apply Agile and Lean values, principles, and practices effectively.
- ☐ I understand the dynamics, patterns, and development of multi-level teams and how they interact at the organizational level.
- ☐ I can clearly describe the difference between consulting and coaching and know when to apply each.

PROFESSIONAL COLLABORATION
- ☐ I can provide two different client recommendations and one mentor recommendation to verify my coaching experience and skills.
- ☐ I have had active engagement in, contribution to, and leadership in, the Scrum community over a minimum of 3 years
- ☐ I have participated in at least 5 private or public Scrum- or Agile-related events and have contributed to some of these as an organizer, presenter, collaborator or facilitator.

SKILLS
- ☐ I have contributed to significant improvements in organizations or departments through coaching techniques.
- ☐ I have helped organizations and teams beyond the basics of Scrum theory and practice.
- ☐ I have enabled organizations to find their own solutions to business problems through the application of Agile principles.
- ☐ I am familiar with, promote and embody the mindset of Servant Leadership.
- ☐ I use a rich set of facilitation, training and coaching tools, and models.

FEEDBACK
- ☐ I have received preliminary feedback on my readiness to complete the CEC application process by connecting with a CEC Review Team member.

The requirements listed here are intended to be an overview (and not a comprehensive list) to help applicants make an informed decision as to whether they are ready to apply. Meeting these requirements does not guarantee acceptance into the CEC program. Quality and aptitude will be reviewed in detail through the formal application process.

https://www.scrumalliance.org/ScrumRedesignDEVSite/media/ScrumAllianceMedia/Files%20and%20PDFs/Certifications/CTC/Scrum_Alliance_CTC_Readiness_Checklist.pdf

https://www.scrumalliance.org/getattachment/Get-Certified/CEC-Certification/Scrum_Alliance_Certified_Enterprise_Coach%E2%84%A0_Readiness_Checklist.pdf.aspx?lang=en-US

Which Path Is Right For Me?

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	Summary of Expectations	
	CTC	**CEC**
Experience	Active CSP (of any type)	Active CSP (of any type)
	1,000 hours in the past 2 years COACHING	2,000 hours in last 3 years COACHING
Coaching Mindset	Client is naturally creative and resourceful and whole. Therefore they have the means to solve their own challenges.	Client is naturally creative and resourceful and whole. Therefore they have the means to solve their own challenges.
	Understands the difference of Content vs. Process and is learning when to move between stances. (**Process: professional coaching, facilitation; Content: mentoring, training, consulting**).	Understands the difference of Content vs. Process and demonstrates skill in knowing when to move between stances (**Process: professional coaching, facilitation; Content: mentoring, training, consulting**).
	A CTC is expected to demonstrate professional coaching skills at the ICF-ACC level. ICF certification is not required.	A CEC is expected to demonstrate professional coaching skills at the ICF-PCC level. ICF certification is not required.
Coaching skills/practices and frameworks: Evidence that the coach has taken both their Experience and Learning and synthesized these into definitive practices, frameworks, approaches, and strategies	Knowledge of and applies at least one multi-team and large scale facilitation tools, techniques or frameworks.	Various coaching skills and practices (**versus just one**) including organizational change and leadership models.
	Knowledge of at least one coaching framework and working to apply it.	Various coaching frameworks (**versus just one**)
		Integration of practices or frameworks (**creating own approach**) – novelty.
	Humility - aware of the vastness of growth beyond current level (**frameworks, practices, tools, experience**).	Humility - aware of the vastness of growth beyond current level (**frameworks, practices, tools, experience**).
Self-awareness: Able to reflect on their own contribution to the coaching by virtue of their own 'being'	Emotional (**EQ**) maturity - has cultivated their own self-awareness with growing ability to self-regulate.	Emotional (**EQ**) maturity - has cultivated their own self-awareness and demonstrates in-the-moment self-regulation.
	Current goals for growth.	Current goals for growth.
	Acknowledges past mistakes and learning.	Consciously selects experiments, demonstrates curious but neutral stance towards the outcome, reflects openly on outcome, integrates learning into subsequent hypotheses and actions.
		Is able to run their coaching in 'debug mode.'
		Aware of their own thinking and approach to coaching.

Scrum Alliance
7401 Church Ranch Blvd., Suite 210, Westminster, CO 80021
scrumalliance.org

https://www.keystepstosuccess.com/wp-content/uploads/2020/08/CTC-CEC_compare-2.pdf

How Do I Apply?

Scrum Alliance Certified Team Coach℠ (CTC)

How do I apply?

1. Review the CTC Requirements Checklist in its entirety. Any item that you cannot confidently check may indicate a gap to be filled before you proceed with the application process. Also, review the Summary of Expectations to better understand what it is that a CTC should be able to do and how that differs from a CEC.
2. Review the SAMPLE CTC Application Part I and the SAMPLE CTC Application Part II, along with the CTC Application Instructions. Be sure to understand the depth and breadth of the information that is requested.
3. Receive preliminary feedback on your readiness to complete the CTC applications process by connecting with a Scrum Alliance Coach. Review team members will evaluate your readiness to apply for Part I of the CTC or CEC application. They will also work with you to explore your coaching mindset and provide you with actionable feedback. Please note: You may be asked to do a short coaching session with the reviewer and practice your coaching in real time.
4. If you feel you meet the qualifications and are ready to apply, start the application process by submitting the nonrefundable $250 application fee.
5. You will receive access to your personal version of the online application within 2-3 business days after submitting your fee. Please allow Scrum Alliance 30 days to review Part 1, and 90 days to review Part 2.
6. If your application is accepted, you will be required to pay an annual $500 license fee and complete renewal requirements to maintain an active CTC certification.

When applying, be prepared to invest sufficient effort to provide a thorough and complete application. Highly invested, prepared, and proactive applicants will find the most success.

The process is divided into two parts, which are outlined in more detail on the SAMPLE CTC Applications:

Part I: Requirements qualification
Part II: Peer assessment

Applicants will receive feedback on Part I before proceeding to Part II. Please allow Scrum Alliance 30 days to review Part 1, and 90 days to review Part 2. If an applicant requires more development before proceeding to Part II, the application may be placed on hold with feedback from the CTC Application Review Committee on identified gaps and suggestions on how to address those gaps before continuing on to Part II of the application.

Learn more:

CTC Certification Overview

Am I Ready?

Where Can I Find Help?

Already a CTC?

Members of the CTC

Review Team

- Vijay Bandaru
- Madhavi Ledalla
- Michael De la Maza
- Gene Gendel
- Mark Palmer
- Elise Shapiro
- Jacky Shen
- Cherie Silas
- Benjamin Sommer
- Vernon Stinebaker
- Martin Von Weissenberg

https://www.scrumalliance.org/get-certified/ctc-certification/how-do-i-apply

Scrum Alliance Certified Enterprise Coach℠ (CEC)

How Do I Apply?

1. Assess your readiness by reviewing the CEC Application Checklist. Any item that you cannot confidently check may indicate a gap to be filled before you proceed with the application process. Also, review the Summary of Expectations to better understand what it is that a CEC should be able to do and how that differs from a CTC.
2. Review the SAMPLE CEC Part I Application and SAMPLE CEC Part II application, along with the CEC Application Instructions. Be sure to understand the depth and breadth of the information that is requested for this guide-level certification.
3. Receive preliminary feedback on your readiness to complete the CEC application process by connecting with a Scrum Alliance Coach. Review team members will evaluate your readiness to apply for Part I of the CTC or CEC application. They will also work with you to explore your coaching mindset and provide you with actionable feedback. Please note: You may be asked to do a short coaching session with the reviewer and practice your coaching in real time.
4. If you feel you meet the qualifications and are ready to apply, start the application process by submitting the nonrefundable $250 application fee.
   1. (OPTIONAL) If you would like to also submit an application to be a Certified Team Coach (CTC), please view the CTC Application Instructions, CTC Requirements Checklist, and pay the supplemental $100 review fee when you pay your CEC Application Fee using the link above.
5. You will receive access to your personal version of the online application within 2-3 business days after submitting your fee. Please allow Scrum Alliance 30 days to review Part 1, and 90 days to review Part 2.
6. If your application is accepted, you will be required to pay an annual $750 license fee and complete renewal requirements to maintain an active CEC certification.

Be prepared to provide a thorough and complete application. Highly invested, prepared, and proactive applicants find the most success.

The process is divided into two parts, which are outlined in more detail on the Sample CEC Application:

Part I: Requirements qualification
Part II: Peer assessment

As an applicant, you will receive feedback on Part I before proceeding to Part II. Please allow Scrum Alliance 30 days to review Part 1, and 90 days to review Part 2. If it is determined that you require more development before proceeding to Part II, your application may be placed on hold with feedback from the CEC Application Review Committee on identified gaps and suggestions on how to address those gaps before continuing on to Part II of the application.

Learn more:

CEC Certification Overview

Am I Ready?

Where Can I Find Help?

Already a CEC?

Members of the CEC

Review Team

- Brock Argue
- Sekhar Burra
- Giuseppe DeSimone
- Henry Dittmer
- Jesse Fewell
- Daniel Gullo
- Madhur Kathuria
- Ben Kopel
- Olaf Lewitz
- Jason Martinez
- Zak Mezlane
- Jerry Rajamoney
- Benjamin Sommer
- Brad Swanson
- Evelyn Tian

https://www.scrumalliance.org/get-certified/cec-certification/how-do-i-apply

Application Samples

Resources for Candidates to SA Coaching Programs

Resources for Candidates to Scrum Alliance Coaching Programs

This document lists resources that are useful for prospective coaching program candidates as they progress from Certified Scrum Professionals (CSP) to CTC and CEC. These resources have been broken out by the knowledge areas found in the coaching applications.

Coaching Tools, Techniques and Frameworks
- Collaboration Explained - by Jean Tabaka
- The Skilled Facilitator - by Roger Schwarz
- Agile Retrospectives: Making Good Teams Great - by Esther Derby and Diana Larsen
- Open Space Technology: A User's Guide - by Harrison Owen
- User Story Mapping
- Leading Change - by John Kotter
- Training from the Back of the Room - by Sharon Bowman
- IAF Handbook of Group Facilitation - by Sandy Schuman
- Facilitators Guide to Participatory Decision-Making - by Sam Kaner
- The Surprising Power of Liberating Structures - by Henri Lipmanowicz and Keith McCandless
- The Art and Science of Training - Elaine Biech
- Design for How People Learn - Julie Dirksen
- Innovation Games
- World Cafe
- Responsibility Process

Agile Knowledge

https://docs.google.com/document/d/1rfl6x6a4E8tT8u5d4AA02HB4Ituhvttoa5rSMNxLY5Q/edit

What This Program Is NOT

➤ **Certification program in itself**

➤ <u>**Guarantee**</u> **that you will successfully pass CTC Part 1 or Part 2**

➤ <u>**Guarantee**</u> **for employment success**

Logistics (Specifics) – Tentative!!!

➢ **Group size:** 10 people max

➢ **Program Duration:** 8 weeks (8 sessions, 720 minutes total)

➢ **Frequency:** Once per week

➢ **Session length**: 90 minutes

➢ **Days/Timing**: Saturdays, 9:30 AM EST (tentative, but most likely) (Sat AM ?)

➢ **Pricing**: *TBD*

➢ **Registration**: *TBD*