

# Scrum Alliance Certified Team Coach<sup>SM</sup> (CTC) Application - Part II - **SAMPLE**

## Part II: Agile Team Coaching Knowledge and Competencies

The second part of the CTC Application is a qualitative evaluation of your capability as a multi-team coach as evidenced by your experience and ability to demonstrate proficiency across a set of required competencies. It evaluates your knowledge, mindset, and approach as a coach across diverse experiences.

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

### Summary

There are four sections in Part II of the CTC Application. Each section carries equal weight, representing roughly 25% of your overall assessment as a CTC. 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; you must also demonstrate appropriate coaching thought and execution process in seeing it through.

#### Section II-A: Agile Knowledge

**Purpose:** Agile coaches must demonstrate a solid understanding of the principles and practices of Scrum and related Agile frameworks. CTCs are required to demonstrate this knowledge and the ability to clearly explain concepts to others through a series of specific questions.

#### Section II-B: Coaching Competencies

**Purpose:** Agile coaches are Agile practitioners and guides to their client organizations in educating, facilitating, and coaching growth in Agile capabilities. CTCs are required to demonstrate proficiency in five (5) coaching competency areas. The Coaching Competencies are further detailed in Section IIB.

#### Section II-C: Coaching Mindset

**Purpose:** To provide evidence of your consciousness as a coach, your awareness of your learning journey, and your ability to put the conceptualization of your experience into clear words, you will contrast two different experiences where your coaching approach failed, and compare the learning from both situations.

#### Section II-D: Client and Mentor Coaching Recommendations

**Purpose:** To provide evidence of your coaching proficiency and competencies in the organizations where you have coached. Applying to the CTC program requires three (3) recommendations: two (2) client recommendations and one (1) mentor recommendation. A mentor recommendation is from someone who has provided learning and supported growth in your coaching journey.

Guidelines for **mentor** recommendations can be found [here](#).

Guidelines for **client** recommendations can be found [here](#).



## Section II-A: Agile Knowledge

**Purpose:** To demonstrate your knowledge of the principles and practices of Scrum and related frameworks and your ability to clearly explain these to others. The following questions cover a limited range of knowledge areas related to Agile. Respond to each of the following questions with clear and concise answers.

### **Agile Knowledge 1: Frameworks**

Describe a situation in which you might advise a client to apply XP, Lean, or a non Agile approach instead of Scrum. Describe the reasoning behind your advice. If you have ever done this or considered doing this, describe the circumstances and outcome.

(Response is limited to 600 words or fewer.)

### **Agile Knowledge 2: Feedback Loops**

Identify three (3) types of feedback that exist in a multi-team agile environment. For one (1) of those types of feedback, discuss its value, who benefits from the feedback, and how they benefit. For that type, describe how this feedback also might be misused or lead to negative results.

(Response is limited to 600 words or fewer.)

### **Agile Knowledge 3: Team Challenges**

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

(Response is limited to 600 words or fewer.)

### **Agile Knowledge 4: Organizational Enablers**

Identify three (3) factors to introduce and cultivate in an organization (business unit, department, program) that can promote improvement in agility and value delivery. Some examples are collaboration tools, technical practices, and structural changes. For each, describe how it can enable and enhance agility and success.

(Response is limited to 600 words or fewer.)



**Agile Knowledge 5: Agile Principles**

Describe an experience in which there is no obvious resolution to an impediment, requiring you to leverage Agile/Scrum values or principles to help your teams or organization identify possible solutions. Which principle(s) are helpful? How did you facilitate the discovery? What was the outcome?

(Response is limited to 600 words or fewer.)

**Agile Knowledge 6: Scrum Scaling**

Describe an experience coordinating the work of multiple Scrum teams in an organization. What particular framework did you apply? What were the factors influencing your choice? What challenges did you encounter? (Response is limited to 600 words or fewer.)

## Section II-B: Coaching Competencies

**Purpose:** Successful Agile coaches are more than experts in Agile practices. Additional coaching skills are required for individual and team success. CTCs are required to demonstrate coaching proficiency across the five (5) core Agile Coaching Competencies listed below.

Core Agile Coaching Competencies
<ol style="list-style-type: none"><li>1. <b>Facilitate</b> - Focus and Alignment</li><li>2. <b>Educate</b> - Awareness and Understanding</li><li>3. <b>Balance</b> - Coaching and Consulting</li><li>4. <b>Assess</b> - Discovery and Direction</li><li>5. <b>Catalyze</b> - Leadership and Organizations</li></ol>

The following five (5) core Agile Coaching Competencies are evaluated in this application through questions on the following page.

### **Coaching Competency 1: Facilitate - Focus and Alignment**

*Agile coaches facilitate client Agile adoption, implementation, and alignment. They engage teams and stakeholders in focused, pivotal conversations and alignment building activities. They maintain unbiased views and leverage collaboration and consensus strategies to identify creative opportunities. Examples: multiteam release planning, release retrospectives, portfolio prioritization workshops with multiple stakeholders.*

### **Coaching Competency 2: Educate - Awareness and Understanding**

*Agile coaches guide the client's Agile learning through education and discovery. They focus on stabilizing principles and varying practices to situationally align the client's maturity with the effective application of agility. They are mentors and leaders in developing client understanding and awareness of agility. Examples: Lean/Agile/Scrum training classes, targeted team practice training, ScrumMaster and Product Owner training and mentoring, Agile technical practices training.*

### **Coaching Competency 3: Balance - Coaching and Consulting**

*Agile coaches balance their own Agile expertise with their teams' needs and goals. They use coaching tools such as questioning, role modeling, sharing their expertise, and guiding teams' self discovery. Examples: prescribed solutions vs. guided discovery of solutions, leading questions vs. powerful questions, standardized methods vs. tailored methods.*

### **Coaching Competency 4: Assess - Discovery and Direction**

*Agile coaches act as a mirror to their teams, helping them surface the underlying systems that influence them. This enables them to reflect on possible ways to increase agility and improve performance. They can help teams see below the surface, expose challenging symptoms, and isolate root causes. Examples: assessing teams' scope of influence, application of empowering discovery techniques, alternative ways to uncover the teams' impediments.*

### **Coaching Competency 5: Catalyze - Leadership and Organizations**

*Agile coaches are change agents for their teams. They engage with the whole organizational system and the leaders who guide them. They enhance teams' existing skills and capabilities. They connect interdependencies and impact teams' reflection, learning, and growth. Examples: leading by example, sharing personal learning*



*from experience, enhancing the visibility of progress toward agility.*

**Coaching Competency 1: Facilitate**

List three (3) facilitation tools that you use to help teams and other organization members discover opportunities for improvement. Emphasize large-group facilitation experiences. For each, describe a situation in which you used it effectively or in which it did not achieve the desired results.

(Response is limited to 600 words.)

**Coaching Competency 2: Educate**

Describe your strategic approach for guiding and growing teams to increased agility through training and reinforced learning. How did you develop that approach? What techniques do you use to deliver and assess the effectiveness of your educational efforts? Describe a specific multiteam, program, or department example.

(Response is limited to 600 words.)

**Coaching Competency 3: Balance**

In your own words, briefly explain the difference between coaching and consulting. Describe how you developed your competency to balance coaching and consulting. Describe an experience in which you felt “out of balance.” How has your approach changed because of this experience?

(Response is limited to 600 words.)

**Coaching Competency 4: Assess**

Share your approach for assessing a group’s readiness in order to guide your choice of coaching strategy before you engage in a multi-team situation. Why would you choose that assessment method? Share a specific client example illustrating why you applied the method and how it informs your strategy.

(Response is limited to 600 words.)

**Coaching Competency 5: Catalyze**

Describe your general approach toward inspiring sustainable change toward greater agility. Describe three (3) key leverage points you focus on through your coaching. Explain why you chose these.

(Response is limited to 600 words.)

### Section II-C: Coaching Mindset

**Purpose:** To provide evidence of your consciousness as a coach, your awareness of your learning journey, and your ability to put the conceptualization of your experience into clear words, you will **contrast two different experiences** where your coaching approach failed, and compare the learning from both situations.

**Coaching Mindset: Provide two (2) experiences 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?** (response is limited to 600 words or less)

### Section II-D: Agile Coaching Recommendations

**Purpose:** To provide evidence of your proficiency in your coaching experience and competencies in the organizations where you have coached. Applying to the CTC program requires three (3) recommendations, two (2) client, project leader, or organization leader recommendations, and one (1) mentor recommendation. A mentor recommendation is from someone who has helped you learn and grow in your coaching journey. Have the client or mentor email their recommendations directly to [coachingcertification@scrumalliance.org](mailto:coachingcertification@scrumalliance.org). The recommendation may be written directly in the email or included as a document (Word or PDF) attached to the email.

Guidelines for **mentor** recommendations can be found [here](#).

Guidelines for **client** recommendations can be found [here](#).

CTC 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.

#### Coaching Recommendations

Name of reference	Job title or position	Date range of client engagement/employment	Client/employer organization and coaching focus

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**Mentor Recommendation**

<b>Name of mentor reference</b>	<b>Company</b>	<b>Date range of mentorship</b>	<b>Focus of mentoring</b>

## Section II-E: Additional Perspective and Feedback

**Purpose:** *To provide a freeform opportunity to share any additional dimensions of your coaching journey (learning, experience, or community involvement) that 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 and would be relevant to teams coaching, please use the space below to include it. Expand the space as needed.

### CTC Application and Process Feedback

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

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**THIS IS THE END OF THE CTC APPLICATION PART II.**

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