Application: 0000000689

Certified Team Coach (CTC)

CTC Application - Part II

Incomplete

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.

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.

To download a sample of Part II, click here.

Pre-Application Form

Please complete this form to see the rest of the application.

Is this a your first time submitting Part II or are you resubmitting?

(Resubmission means that you have previously submitted Part II and were deferred; you are submitting Part II again.)

(No response)

Re-Application Call

Please fill in information about your re-application call if re-submitting after a deferral period.

Date of Re-Application Call	(No response)
Name of CTC Review Team Member	(No response)
Reflect on any insight generated from that conversation.	(No response)

Applicant Native Language

This application must be completed in English. If you are not a fluent user of English, your word count limit will be increased by 25% throughout the application.

> (No response)

Section II-A: Agile Knowledge

Incomplete

Section II-A: Agile Knowledge

Perspective of this Application: This application would be completed from the perspective of you as an Agile Coach in a Multi-Team Organizational Environment. This work usually includes engineering, product, and possibly other surrounding areas.

Your experience as an Agile Coach in a Multi-Team Environment should describe your work not only with multiple teams, but with the organization as a whole including some layers of management.

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.

Please make sure to answer each part of all questions.

Click "Next" to see questions.

TIP: Use the bottom-right corner to drag and expand each answer box as needed.

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 750 words or fewer.)

(No response)

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 750 words or fewer.)

(No response)

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 750 words or fewer.)

(No response)

Agile Knowledge 4: Introduction of Organizational Enablers

Organizational Enablers are things like practices, structures, programs, organizational structure changes, etc., you introduce to the organization that enable and promote a sustainable improvement in agility and value delivery.

Identify three (3) Organizational Enablers you introduce and cultivate in an organization (business unit, department, program). For each, describe how it can enable and enhance agility and success.

(Response is limited to 750 words or fewer.)

(No response)

Agile Knowledge 5: Agile Principles

Describe an experience in which there was no obvious resolution to a challenge and you had to leverage Agile/Scrum values or principles to help identify possible solutions.

- Which principle(s) did you apply?

- How did you facilitate the discovery of the resolution?

- What was the outcome?

(Response is limited to 750 words or fewer.)

(No response)

Agile Knowledge 6: Scrum Scaling

Describe an experience coordinating the work of multiple Scrum teams in an organization.

- Did you use a particular framework or design a custom scaling method?
- Describe the method/framework you recommended or applied. If the company applied the method / framework prior to your arrival, describe how you helped them improve their implementation.
- What were the factors influencing your choices?
- What challenges did you encounter?
- How did you respond to those challenges?
  What was the outcome?
  What would you do differently in the future?

(Response is limited to 750 words or fewer.)

(No response)

Agile Knowledge 7: Technical Practices

Describe an experience when agile technical practices needed to be introduced, adopted, or changed in an organization. [include the following information in your answer.]

- What was the situation?

- Why did you believe the practices needed to be changed or introduced?

- How did you approach it?

- What practices were applied?

- Why / How were these practices chosen?

- What was the outcome?

- What happened that was unexpected?

- How did you adjust in response?

- What did you learn?

- How did you apply this learning in future work?

(Response is limited to 750 words or fewer.)

(No response)

<u>Agile Knowledge 7: Technical Practices</u>

Describe an experience when agile technical practices needed to be introduced, adopted, or changed in an organization. [include the following information in your answer.]

- What was the situation?

- Why did you believe the practices needed to be changed or introduced?

- How did you approach it?

- What practices were applied?

- Why / How were these practices chosen?

- What was the outcome?

- What happened that was unexpected?

- How did you adjust in response?

- What did you learn?

- How did you apply this learning in future work?

(Response is limited to 940 words or fewer.)

(No response)

Section II-B: Coaching Competencies

Incomplete

Section II-B: Agile 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

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

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

Tip: Use the bottom-right corner to drag and expand each answer box as needed.

Agile Coaching Competency 1: Facilitation Techniques for 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.

List three (3) facilitation techniques that you have used to help organizations discover opportunities for improvement. Emphasize large-group facilitation experiences. [multiple teams, multiple groups, or departments]

1. Describe two situations in which you used these techniques to effectively promote focus and alignment. Include the technique, application of the technique, and outcome.
2. Describe one situation in which you did not use these techniques effectively to promote focus and alignment. Include the technique, application of the technique, and outcome. Describe your application of learnings based on the unsuccessful results.

(Response is limited to 750 words.)

(No response)

Agile Coaching Competency 2: Educate for Awareness and Understanding

Agile coaches guide the client's organizational learning through mentoring, teaching, formal or informal training, workshops, and discovery activities. They focus on introducing and implementing varying agile principles, and technical and non-technical practices to align the client with the effective application of agility for their current situation. This education includes but is not limited to ScrumMasters, Product Owners, Development Teams, and Managers and is not limited to Scrum.

Describe your strategic approach for:

- Developing the strategy you will use to educate your client's systems and subsystems over time.

Describe a specific multiteam, program, or department example:

- What approach did you use to guide and develop team and organizational agility through teaching, training, and mentoring.

- Include at least 3 techniques you incorporated

- How did you develop that approach?

- How did you assess the effectiveness of your educational efforts?

(Response is limited to 750 words.)

(No response)

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.

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 1050 words.)

(No response)

Agile Coaching Competency 4: Assess to Discover Current State and Determine Appropriate Direction

Agile coaches in a Multi-Team environment helps them to reflect on possible ways to increase agility and improve performance. They act as a mirror to the organization, helping them identify the current challenges, improvement areas, root causes, and appropriate application of Agile to address these things. They also must assess if a client is ready to make the adjustments needed to apply agile practices and processes so they can determine their coaching strategy.

- Share your initial approach for assessing a group's readiness in order to develop an appropriate coaching strategy when first engaging in a multi-team organization.

- How did you develop this particular assessment method?

- Share a specific client example illustrating how you applied the method and how it informed your coaching strategy.

- Describe the coaching strategy you designed, the outcomes desired, and what measurements were built in to show progress and/or success

(Response is limited to 750 words.)

(No response)

Agile Coaching Competency 5: Catalyze Sustainable Agile. Work with Leadership and Organizations to Create Sustainable Change

Agile coaches are change agents for the teams and organization. They engage with the whole organizational system and the leaders who guide them. They help the organization to implement methods to ensure that the changes being made are sustainable after the coach leaves the organization.

Describe three things you help organizations set up to ensure that they are able to continuously improve without your assistance and that the changes they implement are sustainable long after you leave the organization. Explain why you recommend these methods and how they promote sustainability.

(Response is limited to 750 words.)

(No response)

Section II-C: Coaching Mindset

Incomplete

Section II-C: Agile 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.

Click "Next" to see the question.

TIP: Use the bottom-right corner to drag and expand each answer box as needed.

Common Agile Coaching Scenario Question (max 1,050 words)

You have been invited in to coach in an organization that is struggling. As you enter the organization, you meet with the CEO, who is one of the original founders of the company, and a charismatic leader who has a strong vision for the multitude of products that the company creates. He is well known in his industry, and frequently appears as a keynote speaker, and is often on expert panels. You are invited to meet the other members of the Senior Leadership Team, and observe that they are all excited that they get along well, and can have difficult conversations. Despite this, you notice that the company has a multitude of products, many with overlapping features, and some compete for the same customer base. Many of the products that constitute a large amount of revenue don't have any engineers working on them. Every few weeks, a new product idea comes from the CEO, and the product teams are directed to pivot from their current missions and to start on new products frequently.

As you observe the company at large, you notice that the Senior Leadership Team is very aggressive, and the employees are often quite passive.

As you meet with the VP of Product and the CTO, you observe that they agree vehemently on everything, however, they do not act on the items they agree on.

The VP of Product and the CTO are especially excited to work with you, so you can help their product development teams perform at a higher level. They introduce you to 4 teams. Each team consists of 4 - 5 people, and has members in North America and Europe. The company has gone fully remote.

As you join in product team meetings on video conference, you notice there are multiple managers for each team. Some teams have Product Owners, and some have Directors of Product Management acting as POs. Team members are unclear about their backlog items, and product vision. Team members aren't sure what they should be working on each day.

The VPs let you know that the plan is to triple the size of each team within the next several months.

You notice that each week several of the teams gather to brainstorm product experiments that they can do, as they have been given an OKR around testing 15 hypotheses this quarter. The POs do not attend these meetings, and you notice that the ideas do not make it into the Product Backlog for any team.

Although the CEO is a wealth of new product ideas, you notice that he does not interact with the teams on any regular basis.

What will be your strategy to enter and work with this organization?

- State the assumptions you are making as you define your strategy

- Include at least one challenge you expect to experience and how you will respond to that challenge.

- What will you measure to determine what progress is being made?

- Indicate how/where in your strategy you will use consulting, training, mentoring, facilitating, and/or coaching.

(No response)

Candidate Previous Experience Scenario (max 1,050 words)

Describe one of the most challenging engagements that you have worked in.

- What was the situation?

- What aspects of it were challenging?

- How did you approach and work through the challenges?

- How did you measure progress or success?

- Indicate how/where in your strategy you used consulting, training, mentoring, facilitating, and/or coaching.

- What worked vs didn't work as expected?

- What was the outcome?

- What did you learn about yourself and about Agile Coaching through this experience?

(No response)

Section II-D: Agile Coaching Recommendations

Incomplete

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.

Your recommenders will be giving the following guidelines to complete their recommendation:

- 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.

Section II-E: Additional Perspective and Feedback

Incomplete

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 questions 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. Drag the bottom-right corner to expand the space as needed.

(No response)