



Learning Outcomes

# Enterprise Agile Coaching Certification

International Certification Alliance

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# LICENSING INFORMATION

The work in this document was facilitated by the International Certification Alliance (ICA) and done through the contributions of various experts and practitioners. These learning objectives are intended to help the growing Tomorrow-Ready™ community worldwide.

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## HOW TO READ THIS DOCUMENT

This document outlines the learning outcomes that accredited member organizations must address to offer ICA's Enterprise Agile Coaching certification.

Each learning outcome (LO) follows a particular pattern, described below.

### **O.O.O Learning Outcome Name**

***Additional Context, describing why this Learning Outcome is important or what it is intended to impart.***

The learning outcome's purpose further describes what is expected to be imparted to the learner (e.g., a key point, framework, model, approach, technique, or skill).

# LEARNING OUTCOMES

## 1. ENTERPRISE AND BUSINESS AGILITY

### 1.1 BUSINESS AGILITY IS THE GOAL

#### 1.1.1 Business Agility

*Business Agility is defined as a set of organizational capabilities, behaviors, and ways of working that affords your business the freedom, flexibility, and resilience to achieve its purpose. No matter what the future brings.*

Explain the importance for the business (or organization) to be able to adapt its strategy, goods, and services to changing marketing conditions in order to stay current and meet future performance goals. Reinforce the concept that this is a full organizational view rather than IT only. Applying current and emerging business agility thinking and models is necessary for coaches engaged across the enterprise to support the transition towards business agility.

#### 1.1.2 Systems and Complexity Theory

*Systems thinking, complexity theory, and complex adaptive systems are key source sciences underlying agile process concepts. Understanding systems dynamics within organizations is critical for coaches working at an enterprise level.*

Explain the field of systems and complexity theory using multiple models (e.g., Cynefin, System Dynamics, Complex Adaptive Systems) and how they help us understand what happens in organizational and human systems. This includes how complex processes work, how agile implementations are aided by such models and what implications there are for scaling and organizational change.

## 1.2 ENTERPRISE COACHING ENABLES BUSINESS AGILITY

### 1.2.1 Enterprise Agile Coaching Skills

*Enterprise Agile Coaching emerged as agile implementations expanded beyond the team level to include all manner of organizational challenges. The context of working at the enterprise level means seeing the whole organization, not just one department such as IT, and includes an expansion of team coaching skills.*

Introduce Enterprise Agile Coaching which includes a set of skills that enables practitioners to catalyze the adaptation and transformation of business agility in alignment with the organization's vision, goals, and needs in a turbulent and complex world. These skills are an expansion from agile team coaching skills. Coaching skills needed at an enterprise scale (larger organizations) include experience in the domain and disciplines of business and management consulting, working with organizational structures and culture, developing leaders, change and program management, and complex adaptive systems – all with the intention of enabling business agility. Present the whole scope of Enterprise Agile Coaching and highlight which skills will be covered in this course versus the second course in the track.

### 1.2.2 Ethical Considerations of Enterprise Agile Coaching

*Understanding our own ethical boundaries as a coach helps us know what and where our limits are.*

Define what ethical considerations should be addressed when coaching across the enterprise. Explore this topic from the perspective of a leader, agile coach and their own personal boundaries. Introduce the learner to the Agile Alliance Code of Ethics initiative.

## 2. UNDERSTANDING THE ORGANIZATION

### 2.1 ORGANIZATION DESIGN AND STRUCTURE

#### 2.1.1 Organization Systems Entry

*Organization systems entry is key to co-creating a shared understanding of the goals and objectives for Enterprise Agile Coaching.*

Explain the importance and characteristics of systems entry. Systems entry includes understanding what the client is trying to accomplish, who the client is, what the scope of the work entails, identifying the target system elements through conducting an organizational assessment and creating a positive relationship with the system as a whole.

#### 2.1.2 Scaling Agile Frameworks for the Organization

*Applying agile processes within an enterprise typically includes scaling such processes and structures across the organization (beyond the individual team or departmental level). At the same time, there is a risk of creating processes that are overly bureaucratic or cumbersome and no longer enable agility.*

Introduce the topic of coaching an organization on the decision to scale agile processes including the benefits and risks of scaling. It is important to recognize and meet the organization where it is in its agile journey. Explain models for scaling agile processes in a realistic context. Such models include but are not limited to the Scaled Agile Framework, LESS, Disciplined Agile Delivery. All models have advantages and risks, which need to be considered when applying them across the organization versus on a program or in a department.

### 2.1.3 Awareness of Organizational Structure and Design

*Organizational design and structure have a significant impact on organizational performance and culture. It is not merely the layout of the boxes on an org chart, but also everything from job design to the way teams are staffed.*

Identify current organization structure variations (e.g., horizontal, vertical, matrix, functional, hierarchy, network) and the different components that comprise them. Explain organizational design principles and patterns that better handle complexity and enable business agility. Introduce the necessary shift from rigid and authoritative practices to more adaptive/flexible structures. For more depth on this topic, please see ICA's Learning Outcomes for Adaptive Organizational Design (ICP-ORG).

## 2.2 BUSINESS PROCESS AND IMPROVEMENT

### 2.2.1 Business Processes and Improvements

*Business processes run organizations and they have a significant impact on performance and overall business agility. Regular collaborative reviews can lead to greater value flow, higher job satisfaction, clearer roles, and more satisfying relationships between and among people. Enterprise Agile Coaching facilitates an agile way of improving business processes.*

Identify business processes and ways to coach them including identifying opportunities for improvement. Adaptive business processes leverage agile principles such as end-to-end value flow, having a clear customer, and eliminating waste. Less adaptive business processes often have many handoffs, steps, products with no downstream customer, a high degree of waste, and big design upfront.

## 2.2.2 Business Performance Measurements with Agility in Mind

*Traditional performance metrics may not provide the actionable information that drives adaptive behavior. Helping the organization think about how to measure success in a transparent and adaptive way across all levels of the organization is critical for Enterprise Agile Coaching.*

Identify the importance of clarity in broader organizational outcomes including how those outcomes can be traced from the delivery team level to strategic levels. Appraise concepts in adaptive measurements, such as focusing on value rather than cost, measuring what's important to customers, measuring outcomes rather than activities or outputs, involving the entire team in goal construction and measurement, and preferring leading indicators over lagging ones. Identify ways to coach the organization, leveraging the insights gained from the concepts.

## 3. COACHING ACROSS THE ORGANIZATION

### 3.1 COACHING THE ORGANIZATION

#### 3.1.1 Systems Coaching complements Enterprise Agile Coaching

*Leaders and coaches often work to create change within organizations. Integrating systems coaching skills enable us to unlock the potential of systems within the organization and help them embrace what is possible.*

Identify the importance of systems coaching to leaders and to Enterprise Agile Coaching. Explore the value and benefits of applying systems coaching skills across the enterprise. Models to reference could include Systemic Modeling, Integral, and ORSC. For more depth in this topic, please see the Systems Coaching (ICP-SYS) Learning Outcomes.

### 3.1.2 Consulting vs Professional Coaching

*An organization benefits from both consulting and professional coaching. A key Enterprise Agile Coaching skill is to know the value of both and when to bring them in.*

Explain the difference between consulting and professional coaching stances for Enterprise Agile Coaching. Both have a client at free will. Consulting requires experience and knowledge in the relevant domain and the ability to make recommendations. Professional coaching does not require specific experience and domain knowledge and creates the environment for the client to address their own topic.

## 3.2 FACILITATING THE ORGANIZATION

### 3.2.1 Boundary Spanning Facilitation Considerations

*Strong boundary-spanning facilitation skills are required to create an environment of collaboration in support of an organization's journey towards business agility.*

Explore the different types of boundaries (horizontal, vertical, stakeholder, demographic, geographic, etc) practitioners will encounter in the enterprise. Discuss the importance of facilitating across those boundaries including maintaining neutrality while bringing your full self, working polarities and conflict, and preparing participants for the session so they bring a deeper part of themselves.

### 3.2.2 Boundary Spanning Facilitation Techniques

*Engaging varied large groups in the enterprise context requires more consideration and planning than team-level facilitation due to the time and money invested, and the more complex group dynamics involved.*

Explain the complexities required in designing, constructing, and facilitating across boundaries in an enterprise context. When facilitating across multiple sessions, additional considerations may include how to work across various leadership levels, determining the scope of conversation and decision-making for each session, the relationship of outputs from earlier sessions to later sessions as inputs, etc. Expose the learner to multiple boundary-spanning facilitation techniques and tools that foster collaboration, reveal diverse viewpoints, expose and work with conflict, and help people rise to the challenge through peer-to-peer working relationships. Example techniques may include World Cafe and Open Space.

## **SPECIAL THANKS**

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