

# ICAgile Certified Expert **AGILE COACHING**

The *ICAgile Certified Expert in Agile Coaching* (ICE-AC) is an industry-leading designation representing an advanced standard for disciplinary capability. This competency-based certification is the culmination of ICAgile's *Agile Coaching* Learning Track, building upon the knowledge-based certifications in *Agile Team Facilitation* and *Agile Coaching*.

This document outlines the competencies required of candidates pursuing ICE-AC certification. These competencies were developed by international thought leaders at the fore of agile learning, depicting the rigor and breadth of practical skills required to be an effective practitioner in the discipline of Agile Coaching.

Individuals can earn the ICE-AC by successfully completing an Accredited Expert Program (AEP). These intensive programs – offered by leaders in the domain of Agile Coaching – guide qualified candidates on a journey to build competence over time alongside a cohort of peers. Vetted for quality, each Accredited Expert Program enables candidates to sharpen competencies in a real-world setting with ongoing feedback from program leaders and fellow candidates. **To learn more and find an Accredited Expert Program, visit [icagile.com](http://icagile.com).**



# EXPERT COMPETENCIES

## 1. AGILE COACH AS FACILITATOR

### 1.1. Adapts agile practices being facilitated

Facilitates a variety of agile practices and understands the essence behind each practice. Can link the practices to the principles and values and understands how each practice supports the agile mindset.

### 1.2. Designs effective customized sessions to maximize participation towards outcomes

Creates a clear arc in the design of the meeting with well-thought out and planned flow from one activity to another. Each activity smoothly builds on the outputs of the previous one, providing clear context and direction for the desired outcomes.

### 1.3. Demonstrates neutrality and holds the group's agenda

Remains entirely neutral, encourages balanced participation using methods appropriate to the group dynamic. Closes meeting smoothly with everyone aware of outcomes and next steps.

## 2. AGILE COACH AS PROFESSIONAL COACH

### 2.1. Remains present with client and avoids giving advice

Exercises self-management effectively. Demonstrates strong listening skills at multiple levels. Stays present with client and asks powerful questions.

### 2.2. Gains client trust, upholds agenda and achieves resonance

Paces the session effectively to allow adequate time for clarifying the agenda, exploring it, and bringing the session to a powerful close. Client leaves session attesting to deepened learning and/or forwarding of their agenda.

### 2.3. Holds space for an agile team to deepen learning and reach desired outcomes

Asks powerful questions and allows insights to emerge without steering the discussion in a particular direction but while also holding the focus. Ensures group participation in this process.

## 3. AGILE COACH AS MENTOR

### 3.1. Demonstrates ability to develop teams while effectively addressing complex situations

Distinguishes among teams in various stages of development. Tailors approaches based on team maturity. Works with conflict, and other complex situations and can help the team navigate them effectively.

### 3.2. Provides options to clients that provide insights to solving challenges

Gives multiple helpful recommendations, highlighting challenges and pitfalls with each. Checks with client to see if these are helpful and ensures the client has a way forward.



## **4. AGILE COACH AS TEACHER**

### **4.1. Relays new concepts or techniques in a meaningful way**

Successfully relays a new concept to a person by engaging them in the process. Checks for understanding.

### **4.2. Distinguishes when to directly lead a team vs. giving space to decide on their own**

Demonstrates awareness of and can articulate what leadership power is and what implication it has on an agile team. Creates the space for the team to make the decision, even if it is the "wrong" answer.

## **5. AGILE COACH ROLES**

### **5.1. Chooses the skillset appropriate to the situation at hand**

Skillfully chooses between the different roles and gets effective results with teams. Can explain the internal process used to choose a particular skill set for the situation at hand as well as the pros and cons of the chosen approach.

### **5.2. Manifests the intangibles (earning trust, mastery of Agile Coach Stance, embodying agile mindset, etc.)**

Demonstrates poise in all situations and roles; Clearly earns the respect of teams and participants in live demos.

