



# Certified Enterprise Coach® (CEC) Application Instructions

Effective June 2015 and updated January 2019- this document provides the instructions for applying to become a Scrum Alliance Certified Enterprise Coach (CEC).

## **Application Transition from Pre-2015 Application Process**

If you downloaded a Word Application Template dated February 13, 2009 -- that is an old application and is no longer accepted.

## Application Review Process Overview

The Review Process contains two parts. Part I must be submitted and approved before Part II can be started.

### **Part I: Qualification and Prerequisites**

The first part of the application process evaluates your credentials against the required elements (prerequisites) of the program. It focuses on the quantitative measures of your body of work as a coach.

### **Part II: Coaching Experience, Competencies, Specialties and Recommendations**

The second part of the application is a qualitative evaluation of your capability as a coach through your diversity of coaching focus and your ability to demonstrate proficiency across a range of competencies.

## Application Steps in Completing the CEC Certification

### **Identify if you are qualified for the CEC Program**

1. Download and read through this instructions document.
2. Download and read through the [sample CEC Application PDF](#).
3. Evaluate your qualifications, education, community engagement and experience against requirements.
4. Receive preliminary feedback on your readiness to complete the CEC application process by connecting with a [Scrum Alliance Coach](#).

### **Demonstrate your prerequisite qualifications to the CEC Program - Part I**

1. Pay a non-refundable \$250 application fee via the following link: <https://www.regonline.com/cecapplicationfee>
2. Once your application fee has been received, Scrum Alliance will provide you with a link to the CEC Application -- a Shared Google Document which contains both application parts.
3. Read through the entire CEC Application, including Part I & II, to assure you understand all qualifications.
4. Complete the CEC Application Part I Only.
5. Notify Scrum Alliance of your completion of Part I via email to [coachingcertification@scrumalliance.org](mailto:coachingcertification@scrumalliance.org).
6. Your CEC Application Part I will be evaluated by a member of the certification application review team.
7. Receive a response from the reviewer whether or not you meet the qualifications.
  - a. If you meet the qualifications, you will be requested to continue on to Part II of the application.
  - b. If you do not meet the qualifications, you will be required to address your qualification gaps and resubmit your Part I after a determined waiting period identified in your response.

### **Demonstrate your coaching mindset and approach to the CEC Program - Part II**

1. Receive a notification via email of your approval and qualification for the CEC Application Part I.
2. Read and fill out the CEC Application Part II (in this same shared Google Document as Part I).
3. Once you have received all 3 letters of recommendation and completed Part II of your application, send an email notification to [coachingcertification@scrumalliance.org](mailto:coachingcertification@scrumalliance.org) with your letters of recommendation attached.
4. Your application is peer reviewed by a review team for coaching growth, mindset, approach & skills.
5. You may be requested for a phone/video discussion by the peer review team for further analysis.
6. Receive a response from the review team whether or not you meet the qualifications.
  - a. If you meet the qualifications of the program, you will be notified of acceptance into the program.
  - b. If you do not meet the qualifications of the program, you will be required to address your qualification gaps and resubmit your application Part II after a determined waiting period.

## Part I Requirements: Prerequisite Qualifications

A CEC Applicant must meet the following qualifications to submit their application for Part I Approval.

### **Application Fee is paid**

Applying to the CEC Program requires proof payment of the application fee of \$250 to Scrum Alliance.

### **Active Certified Scrum Professional (CSP-SM™ or CSP-PO™)**

Applying to the CEC Program requires proof of an active Scrum Alliance CSP-SM or CSP-PO. Longer and more active participation in the Certified Scrum Professional Program is recognized.

### **Agile Coaching Experience**

Applying to the CEC Program requires demonstration of experience in Scrum coaching at multiple levels (e.g. team, program, leadership, departmental and enterprise) across multiple organizations (within one company or across multiple companies). A minimum of three (3) years and 2,000 hours of coaching experience is required. Additional experience, diversity, and sustained client relationships are recognized.

### **Coaching Education AND Mentorship**

Applying to the CEC Program requires demonstration of a journey of learning through education, mentorship and collaborative learning in coaching and related activities over a minimum of three (3) years. Formal education may include a wide range of courses on topics including facilitation, leadership, consulting, coaching, and other related activities which have influenced your coaching practice. Formal education may, or may not, be related to a degree or certification. Formal education does require a training institution and structured learning objectives. Informal education may include reading and personal study, webinars or other research related to your coaching practice. Mentorship includes engaged and active learning from one or more experienced Scrum/Agile guides. Mentorship from CSTs and CECs is not required, but will be recognized.

### **Agile Community Participation AND Leadership**

Applying to the CEC Program requires demonstration of active engagement AND leadership in the agile community over a minimum of three (3) years. Participation includes engagement in agile user groups, gatherings, retreats, camps, and conferences. Leadership includes writing, publishing, reviewing, presenting, facilitating, training, mentoring, organizing, and leading agile events (e.g. user groups, gatherings, sessions, retreats, camps, clinics, and conferences). Diversity in global and local engagement, as well as a diversity of responsibilities, is recognized.

### **Coaching Tools, Techniques and Frameworks Understood AND Leveraged**

Applying to the CEC Program requires demonstration of an understanding, application, customization and development of coaching tools, techniques and frameworks. There are numerous resources in the agile, coaching, facilitation and leadership disciplines which coaches need to be aware of to effectively meet the demands of their clients. In addition, experience in leveraging those tools or frameworks, customizing them for their clients, and developing their own tools and frameworks, provide a rich resource for the coach to draw upon in any engagement. Coaching tools, techniques and frameworks include assessments, surveys, retrospective or review techniques, build/integrate/deploy systems, scaling frameworks, lean techniques and tools, metrics, organizational or leadership models, etc. A diversity of tools, techniques and frameworks, and their use, is recognized.

**Note:** *There are not a specific number of education classes, mentorship relationships, community events, coaching tools, techniques and frameworks which you must meet to qualify for the CEC Program. However, you must demonstrate a journey of learning, engagement, understanding and practice across all dimensions to qualify. Thus, you may have less experience in one dimension which can be compensated through more experience in another dimension, but you cannot be absent from any dimension.*

## Part II Requirements: Agile Coaching Specialties and Competencies

The second part of the CEC Application is a qualitative evaluation of your capability as a coach through your diversity of coaching focus and your ability to demonstrate proficiency across a wide range of competencies. It evaluates your learning, mindset, and approach as a coach across a diversity of experience.

### Summary

There are four sections in Part II of the CEC Application. Each section carries equal weight -- roughly representing 25% of your overall assessment as an enterprise agile coach. 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, but rather that you have an appropriate coaching thought and execution process in seeing it through.

#### Section II-A: Coaching Mindset

**Purpose:** *Scrum coaches represent a critical development path for those seeking to better understand and apply Scrum within their organizations. A CEC is required to demonstrate a coaching mindset of openness, learning and growth through three (3) client coaching engagements.*

#### Coaching Competencies

**Purpose:** *Scrum coaches are agile practitioners and guides to their client organizations in assessing, adopting, facilitating, transitioning, catalyzing and growing their agile capabilities. A CEC is required to demonstrate proficiency in three (3) coaching competency areas.*

#### Coaching Specialties

**Purpose:** *Due to the non-prescriptive Scrum framework and the dynamic nature of organizations, Scrum coaches find themselves in a variety of settings requiring proficiency across a diverse pool of specialties. A CEC is required to demonstrate coaching proficiency in three (3) specialty areas which often surround a Scrum-based implementation.*

#### Client and Mentor Coaching Recommendations

**Purpose:** *To provide evidence of your proficiency of your coaching mindset, specialties and competencies in client organizations. Applying to the CEC Program requires three (3) recommendations. You are required to have two (2) client recommendations and one (1) mentor recommendation. A mentor recommendation is from someone that has provided you learning and growth in your coaching journey. Recommendations which represent more substantial and diverse coaching and mentorship engagements are recognized.*

Send your 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.

- **Client recommendations** should include engagement timeframes and organizational scope of coaching, key coaching responsibilities or focus, the coach's ability to guide organizational change, and their impact(s) on the organization.
- **Mentor recommendations** should include engagement timeframes and the intensity of collaboration, key coach development or growth, their understanding of Scrum and how to foster it in an organizational context, and their ability to guide organizational change.

## Guidance to filling out the application

Applying to the CEC Program requires a complete and professional application. Your submitted application and related recommendations represent your coaching body of work and your professionalism as a Scrum guide.

### **Download the sample application PDF to read the application and what is required (DO NOT FILL IT OUT)**

The CEC Application is an online shared Google Document. Once you are ready to fill out the application and have paid the \$250 application fee, you will be provided with an application link. Prior to that, download the sample application to understand the requirements of the program.

The questions in Part I are more quantitative based and the questions in Part II are more qualitative based. Review both parts before you begin your journey to see if the program is right for you and you have the education and experience to proceed. You may find that you want to gain additional experience or education in an area before continuing with the application. Understanding the big picture, and developing a strategy for approaching this application process, will aid in your progress through the program review process.

### **Answer in English - clear, concise and formatted responses**

Applications are expected to be submitted in English and be clear, concise, formatted, and grammatically correct. The CEC is a guide-level certification. CEC Applicants are required to communicate efficiently and effectively.

Your answers should provide a clear response, in a concise and formatted structure, that is easy to read and understand. Answers with multiple parts and examples should be formatted to highlight the separate ideas. Use clear formatting and tight paragraph structure to separate key points. If you have related work that is available on the internet, provide links rather than embedding them in your answers. Answers which have been culled directly from other sources are reviewed negatively.

### **Enlist a CEC to preview your application - iteratively**

Most CECs are trained in reviewing CEC Applications. Before you fill out Part I of the application, engage with a current CEC and discuss your prerequisites and some of your answers to receive early feedback. The CEC credential is challenging and early feedback may save you hours of re-work. You may share your CEC Application document with a mentor or other informal reviewer to assist you in your application process.

### **Join the CEC-Candidate Google Group and participate in the discussion**

There is a Google Group with both candidate and active CECs participating in discussions. Join that group and use that resource to learn from others, ask your questions, and share your thoughts. [CEC Candidate Forum](#)

### **Share your coaching diversity in your answers (Part II)**

Provide a diversity of your coaching experience by using different client engagement examples in each question asked in this Part II. Repeat examples will be seen as a limitation of experience and will be disregarded. Provide different organizational, project/program, leadership/team, examples in your answers. Read over all of the sections in this Part II along with all of the questions prior to filling out the response to your first question.

### **Scrum Coaching Recommendations (Part II)**

Applying to the CEC Program will require three (3) recommendations: two (2) client recommendations and one (1) mentor recommendation, as identified in Part II of the application. A mentor recommendation is from someone that has guided your learning and growth in your coaching journey. Recommendations which represent the more substantial coaching engagements and back up the diversity of coaching experience are recognized.

### **Application Word Counts**

Most of the areas to fill in answers have word count limits. These limits are in place to provide the applicant guidance as to the level of detail the review team is seeking. They level the responses from all applicants so the reviewers can focus on the quality of the content over the quantity of written text. Google Docs has a word count menu item in the Tools menu - it provides word count for the selected text and overall document. For non-native English applicants, you may increase the word counts by 25% to allow for those with reduced fluency in the English vocabulary. Please indicate your usage of this exception in the application language entry field.

## CEC Application Definitions

### Organization

An organization is any client/company entity that engages a Scrum Coach to increase its effectiveness through the use of Scrum. This includes an organization that you work for as an internal employee and delivering professional services as an external consultant. Larger companies typically have multiple organizations such as business units, divisions or departments. Applying to the CEC requires proof of engagement with multiple organizations which represent a diversity of experience -- this may be across multiple companies or within one.

### Scrum Coaching

Scrum Coaching is defined as an engagement with an organization during which you are performing one or more of the following activities:

- Applying Scrum, and other agile practices, in an organization to help reach its stated objectives.
- Assessing team(s) and organization(s) for effectiveness in applying agile principles and practices.
- Mentoring others in Scrum and other agile principles and practices.
- Advising and consulting with organizations and leadership on Scrum and other agile practices.
- Facilitating team(s) and groups to achieve higher quality collaboration and enable greater results.
- Developing team, leadership and organizational agility through guided self-discovery and growth.
- Challenging the organizational and leadership status quo and enabling an agile culture.

Scrum Coaching does NOT include:

- Serving as a ScrumMaster on one or more teams.
- Serving as an organizational leader in another capacity than as coach.
- Serving as a solo Scrum Trainer in a classroom setting without a specific client focus.

## Additional Scrum Alliance Resources for Developing Coaching Skills

The following links provide additional resources supported by Scrum Alliance and its members to guide your Scrum coaching skills and assistance in filling out this application.

- [CEC Candidate Forum](#) -- A Google Group where candidates can discuss aspects of coaching and the CEC application process. This forum is moderated and participated in by other CECs.
- [Applying to Become a CSC](#) -- A Scrum Alliance article written by one of the program founders that provides some helpful context to consider when filling out the CEC application (Note: The CEC program was previously named the CSC program. The name has changed but the content in the article is still applicable.)
- [Coaching Retreats](#) -- Scrum Alliance sponsored events that provide **any current or aspiring agile coaches** the opportunity to engage purposefully with their peers, dive deeply into their practices, enhance their skills and broaden their perspectives. Retreats provide deep connection, learning and growth with peers. Retreats often have coaching-focused workshops associated with the retreats to broaden skills.
- [Global Gatherings](#) and [Regional Gatherings](#) -- Scrum Alliance sponsored events that provide opportunities to participate in and present talks, share and lead sessions, and collaborate with others in the community.
- [Agile Coach Path](#) -- A learning library developed by peer CECs as a guide to grow from agile team coach to enterprise coach -- provides skills, learning, dimensions of coaching.

## Additional Agile Community Resources for Developing Coaching Skills

The following links provide additional resources and context for growing your agile coaching skills.

- [ICAgile Team Facilitator and Coach](#) -- Agile team-level coaching learning objectives and potential courses providing education. These provide the foundational learning objectives for an agile coach at a team level.
- [ICAgile Enterprise Agile Coaching](#) -- A set of draft learning objectives for an enterprise agile coaching.
- [The Agile Coaching Institute](#) -- A training organization that provides courses in agile coaching skills.
- [Agile Coaching Camps](#) -- Provide informal open gatherings to share with and learn from other coaches.
- [International Coaching Federation \(ICF\)](#) -- An organization that provides a number of coaching programs (not related to agile but effective general coaching techniques)
- [International Association of Facilitators \(IAF\)](#) -- An organization that provides a number of facilitation programs (not related to agile but effective for agile coaching)