ICAgile Certified Expert
ENTERPRISE COACHING

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

This document outlines the competencies required of candidates pursuing ICE-EC 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 Enterprise Coaching.

Individuals can earn the ICE-EC by successfully completing an Accredited Expert Program (AEP). These intensive programs — offered by leaders in the domain of Enterprise 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 facilitators and fellow candidates. To learn more and find an Accredited Expert Program, visit icagile.com.

EXPERT COMPETENCIES

1. DEVELOPING SELF AS INSTRUMENT

1.1. Self-aware of strengths, weaknesses, and belief systems

Demonstrates self-awareness through accurate assessment and conscious knowledge of one's own strengths, weaknesses, and belief systems, and their impact on others. Self-awareness is the first step in developing oneself in general and as a leader. Through intentional feedback mechanisms, and the capacity for introspection, one is able to gain more familiarity to their way of being when interacting with others. Self-Awareness enables one to see themself as an individual, not defined by others.

1.2. Expands capabilities as an agent of transformation

Proactively develops themself by creating and working from a plan that intentionally addresses the gap between their intent and desired outcomes. In the self-development journey, a person begins to draw upon their strengths, to be in outcome-creating leadership, rather than reacting from their habitual place. Their development plan will intentionally be working with the gap that exists between their intent and their outcomes. This is where they are exposing the areas that are underdeveloped and identifying a path to improvement. Their development plan will also embrace the connection between self-awareness and self-development and will enable increased awareness to fuel a continued cycle of development.

2. ENTERPRISE COACHING RANGE

2.1. Uses a systems coaching perspective

Possesses sufficient knowledge of systems and applies a perspective that clarifies when to coach individuals and when to coach a human system. Demonstrates awareness of who the client is in any moment and intentionally shifts and coaches from the perspective of that client, whether an individual or a system. Addresses the emergent properties of systems in a direct and effective manner for the sake of the system's functioning and development.

2.2. Coaches as professional coach

Demonstrates ability to partner in a thought-provoking and creative process that inspires client to maximize personal and professional potential. Able to coach full range of human emotions while standing in authenticity and integrity. Intentionally chooses when to act as professional coach versus other stances.

2.3. Facilitates groups across organizational boundaries

Demonstrates ability to skillfully work with groups of different sizes, and across organizational boundaries. Remains neutral on the content in such a facilitation role, and is able to design collaborative group processes to achieve clarity and alignment. Considers organizational boundaries in design and is able to handle the complexity of multiple points of view when facilitating across boundaries.

3. DEVELOPING LEADERSHIP IN ORGANIZATIONS

3.1. Invites leadership development at all levels

Demonstrates ability to invite the development of leadership at all levels in the organization, not just in "management." Sees leadership as a role within functioning systems, rather than a specific position. Through their actions, shows a respect for demonstrations of leadership outside

management ranks. Is effective with people at all levels in the organization in helping to grow their leadership.

3.2. Creates (or influences) leadership development initiatives

Demonstrated ability to help design and deliver leadership development initiatives in support of business outcomes. Can articulate the importance and impact leadership has on overall organizational change, and the business case for vertical development. Is able to partner with internal stakeholder groups when needed (HR, Learning & Development) to create, or influence the creation of, effective vertical leadership development programs. Is able themselves to do the leadership coaching, or to facilitate the hiring of skilled professional coaches to do so.

4. GUIDING CHANGE TOWARDS ORGANIZATIONAL AGILITY

4.1. Conducts organizational systems entry

Demonstrates structured approach to entering organizational systems. Identifies the client and builds relationships with them. Together with client, clarifies business case and reasons for change. Works with all major stakeholders to build an alliance in support of the business case. Clarifies what kind and scope of changes are involved

4.2. Assess organizational systems

Demonstrates ability to assess and make visible the current state of the system. Assessment covers multiple perspectives of the system. Articulates the gap between current and future state. Provides sufficient clarity to guide next steps.

4.3. Designs the change strategy

Demonstrates ability to use a structured approach to designing change that balances common patterns and client-specific goals. The approach is co-created with the client, bridging the mismatches between current and future states. It should address human systems and business agility aspects, including the key interplay between leadership and culture.

4.4. Guides organizational change based on strategy

Demonstrates ability to guide the organization in implementing, adapting, and sustaining the envisioned change. Puts the change strategy into action. Inspects and adapts change efforts based on evidence. Identifies when to shift certain aspects of the change process into sustainment mode to prepare for the coach's focus shifting to other change efforts.

4.5. Measures the impact of change based on business outcomes

Demonstrates ability to "measure what matters" and to articulate how the outcomes being measured affect agility. Can establish key qualitative as well as quantitative measures such as quality, flow / delivery, and prioritization. Uses metrics as a guide, not the goal. Senses and corrects for unintended consequences of specific measures and metrics.