



Developing an Internal Agile Coaching Capability:

A Cornerstone for Sustainable Organizational Agility

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Why do Organizations Need an Agile Coaching Capability?

Most companies that transition to Agile do so because they want the speed and innovation that Agile promises. However, to realize that promise takes more than just standing up and training some teams. Even with training, self-organized teams don't just magically appear and hit their full stride. Great Agile teams need solid Agile Coaches. But perhaps just as important, **organizations** need solid Agile Coaches to help establish the deep, institutional capability required to become a truly agile organization. Team agility is a first step, but ultimately withers without organizational agility. Organizational agility requires an agile coaching capability to establish self-organized teams (a new organization innovation), as well as a new form of agile leadership amongst management, and a re-thinking of organizational structures, policies and culture.

Most ScrumMasters and Agile Coaches inside organizations are assigned to the role by default, quite often without the requisite skill to foster team agility, much less organizational agility. Yet, this is precisely what organizations need of them. To answer the need, an internal agile coaching capability must be built. In our years developing agile coaches, we see that the creating internal agile coaching capability is not only possible, it is quite straightforward.

In this whitepaper we answer these key questions:

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The Agile Coaching Institute has trained over 2,500 ScrumMasters and Agile Coaches. Scores of them have followed our agile coach development path and we have been witness to their significant growth, both in terms of skill development and business impact. It is from this specific focus, as well as from implementation in consulting engagements, that the know-how for developing an internal agile coaching capability arises. In many ways, this white paper emerged from this crucible, as well as the work of several ACI faculty and core staff, especially Michael K. Spayd, John Nicol, Marsha Acker and Michael Hamman.

What Business Benefits would an Internal Agile Coaching Capability Make Available?

Developing an internal agile coaching capability is the centerpiece to sustainable organizational agility. Beyond the boon of having healthy agile teams that deliver consistently, agile coaching is the primary role designed NOT to collude with practices that impede the healthy flow of product through your organization. This is aided by placing the agile coaching function outside the delivery chain of command, similar to an internal organization development function. This gives Agile Coaches the ability to both see and reveal systemic gaps in the organization's delivery capability. This is the one role expected to tell the hard truth about your organization's capabilities and current limitations. That's what makes it the centerpiece. However, seeing clearly and telling the hard truth in a way that has the person in this role be heard and respected is the trick. Most people do not have the skills or gravitas to pull that off, but both are learnable.

With a strong Agile Coaching capability, it would become possible to:

- **Enhance product delivery flow** throughout an organization.
- **Scale safely** by ensuring the agile coaching role is filled by someone whose skills and gravitas are a match for a given team/program/organization.
- **Ensure team performance** by starting-up strong teams, re-setting teams when needed, and disbanding teams that cannot sustain the desired level of performance.
- **Create a sustainable Agile capability** that lasts long after key players move on.
- **Reduce or eliminate reliance** on external agile coach consultants.

What are the Broad Functions for an Agile Coaching Capability?

Organizations serious about using Agile as a competitive advantage will be serious about developing a wide range of their organization's agile capabilities. Developing Agile Coaches is an important part of this, and it is one piece of an overall function. Let's call that function the Agile Coaching Capability Office for lack of an industry-standard term.

The Agile Coaching Capability Office is most powerfully set up when it spans both the business and technical organizations and when those working in it are seen as "internal consultants." The foundational function is to develop a cadre of Agile Coaches at various levels of skill and across technical, business and transformation specialties. This white paper focuses on this function. Other functions are:

- Ensuring the **healthy application** of Agile practices and providing assistance to teams and programs when needed.
- Delivering **agile capability services** to meet client needs such as foundational skills training, topic-specific workshops, embedded coaching, spot-coaching, team start-up or re-start consulting, etc. These change over time as the needs of the teams and organizations change.
- **Championing the mindset changes** and belief re-sets required to effect the desired business results.
- **Staffing coaches** to engagements based on the needs of the team/program/organization and the level of skill available.
- **Establishing Communities of Practice (CoP)** within the company and ensuring they increase organizational agile capability through skills practice as well as knowledge acquisition.
- **Sustaining the internal Agile Coaching Community** and championing involvement in external Agile and Coaching communities.
- **Executing a training strategy** matched to the needs of its Agile Coaching staff and the organization at large. This will change over time.
- Constantly **increasing the impact of the Agile Coaching Capability Office** through clear alignment with overall organizational business goals, savvy backlog management and forward momentum around the next most important needs.

What are the Developmental Levels of an Agile Coaching Capability?

Competence in agile coaching develops over time and along a development path. Where a given person is "located" along that path will indicate what you can and cannot expect from them and to what team circumstances they should and should not be assigned.

Part of the common struggle to do Agile well stems from the inadequate development of an organizational agile coaching capability and lack of common language about levels of skill and how those levels map to the needs of a given team, program or organization requesting coaching assistance. Good news...the common language and development path now exists!

Recognize Different Levels of Development

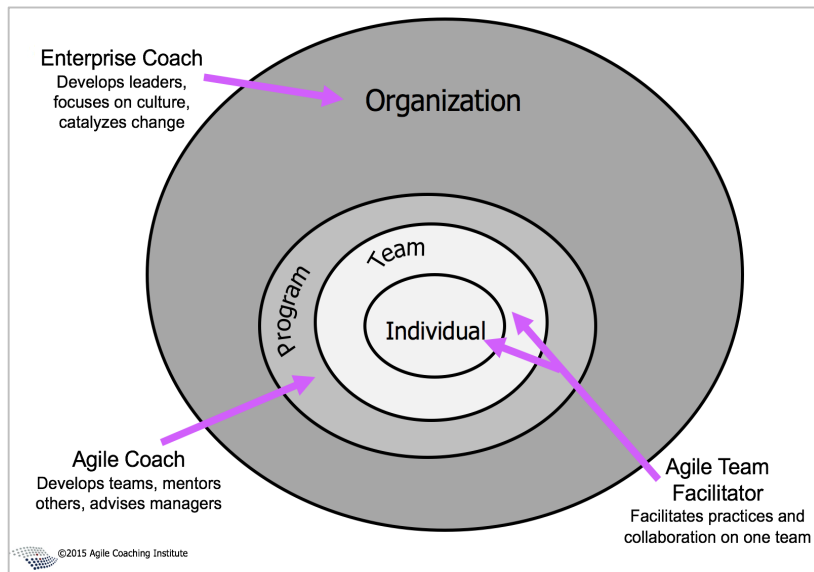
Agile coaching takes place at all levels in an organization, from one or a few teams, to a set of teams (or program), to the portfolio or value stream, and into the broader organization. The know-how and gravitas needed in those who take on this path increases the “higher” one goes.

In our work with the International Consortium for Agile (ICAgile), we articulated three levels of agile coaching expertise along a straightforward development path.

Agile Team Facilitator. Think of an Agile Team Facilitator as a ScrumMaster, Kanban Coach or Iteration Manager who helps one or a few teams use agile practices well. At this level, we can expect them to focus on aiding the teams to use agile well for the purposes of developing great products.

Agile Coach. An Agile Coach operates at the multi-team level, often referred to as the program level. If you are implementing SAFe™ the Release Train Engineer is one type of Agile Coach. Regardless of their moniker, Agile Coaches actively engage forces within and outside teams that hinder the flow of valuable delivery and they mentor people to help them fully occupy their Agile roles, including managers. Many people will focus on becoming a great Agile Coach. This is an absolutely legitimate place to “stop” — if we had more skilled Agile Coaches, the organization’s flow of value would increase dramatically and the need for so many Enterprise Agile Coaches would lessen.

Specific learning objectives have been articulated for these first two levels of agile coaches. They are creative commons; meant to be used by organizational leaders as



a guide for developing Agile Coaches. You can download them at ICAgile (link at the end of this doc) and use them to give definition to your internal agile coach development path. They were created by industry thought leaders and vetted by more industry experts. You can stand on the shoulders of this solid work, using them as-is or as a basis for your custom development

path.

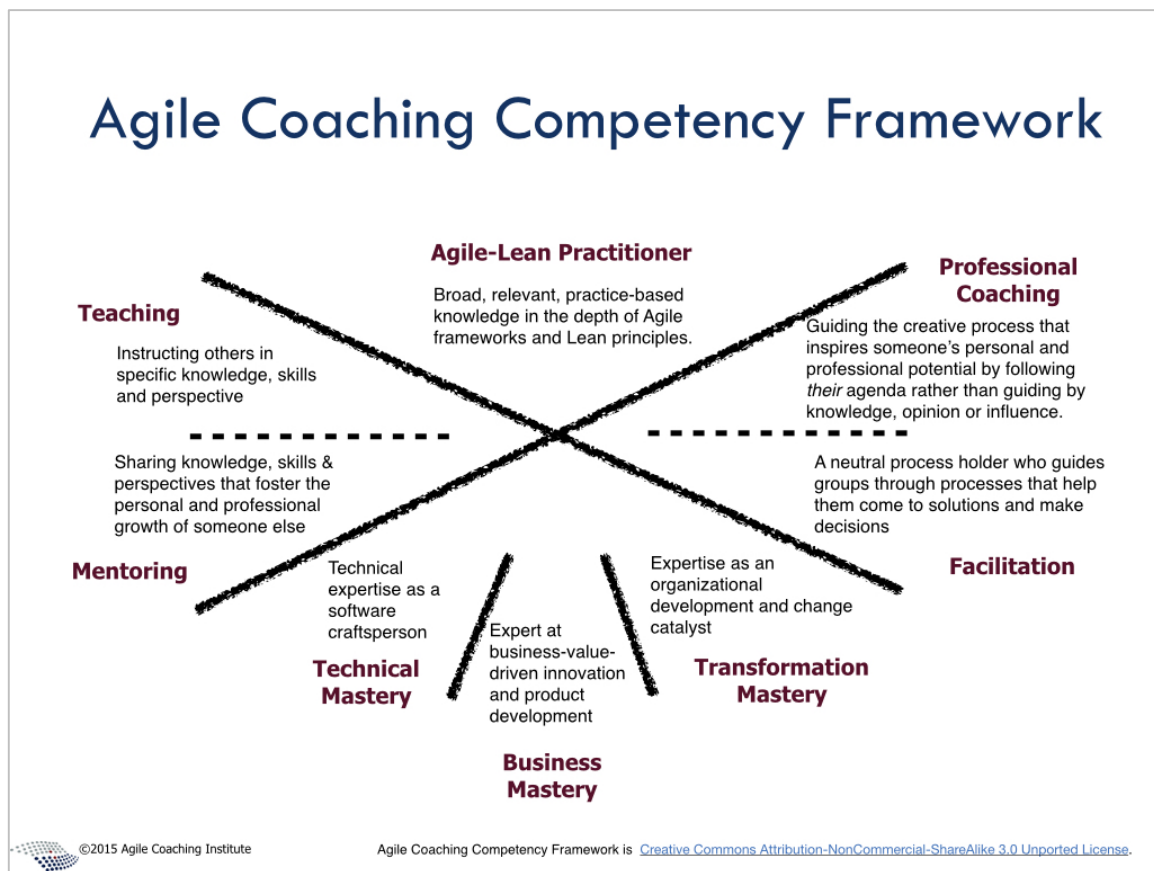
Enterprise Agile Coach. If we have stronger Agile Team Facilitators and Agile Coaches, we will need comparatively fewer Enterprise Agile Coaches, so only some coaches are needed to take the next big leaps toward this level. An Enterprise Agile Coach can come into an organization with the knowledge, credibility and deep professional coaching skill needed to directly coach the leadership team in what it means to have agile be a force for harnessing change and what it means to be agile leaders. Enterprise Agile Coaches have deep experience in agile as well as organizational development, change, and culture and can work at all levels in an organization. The learning objectives for this level Agile Coach have also been articulated by an ICAgile working group and can be used in your organization (link at the end of this doc). They are licensed for open use and modification under creative commons.

Training and development organizations are creating curricula for all three levels of Agile Coaching skill. Agile Coaching Institute is one of them. In this whitepaper, we focus on developing an internal agile coaching capability up to the level of Agile Coach. That is plenty to bite off.

Recognize Increasing Levels of Skill and Leaderfulness

As Agile Coaches progress through the levels, they develop an increasingly effective skill set and, perhaps more importantly, they develop a wider-range ability to influence. We call that second one their Leaderfulness. We're not talking about a "tell them what to do" kind of leadership. We are talking about new-century post-herioc leadership that has them catalyze and effect long-lasting change. We call it Leaderfulness because they are full up with leadership; all capabilities are on-line.

To chart the increase in skills, we will use the Agile Coaching Competency Framework. This was developed by us at the Agile Coaching Institute to guide the thousands of students we teach. It has since been adopted by the agile industry as the de-facto model for Agile Coaching development. It is usable and modifiable by anyone under creative commons (attribution, non-commercial, share alike).



We assert that when you have a cadre of agile coaches who are deeply knowledgeable and demonstrably competent in these areas, you will see a remarkable improvement two key organizational capabilities: 1) delivering products with more frequency and smoother flow and 2) catalyzing and effecting broad organizational change.

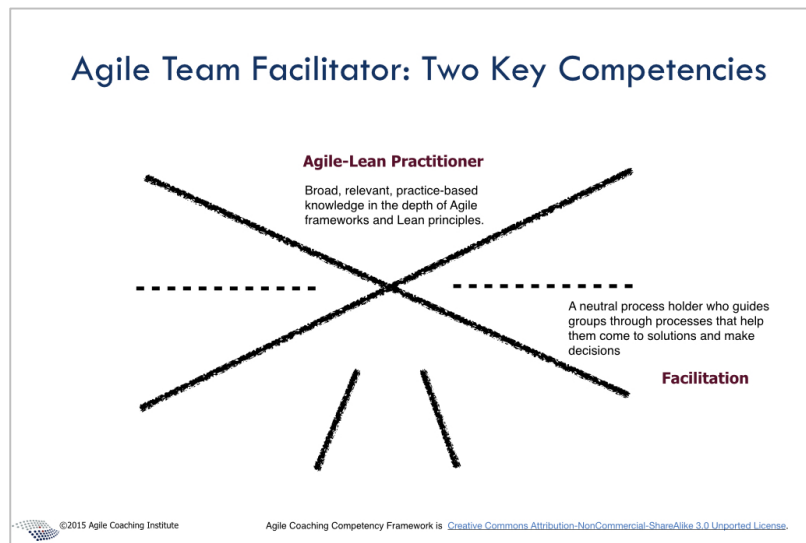
Skills and Leaderfulness of Agile Team Facilitators

Agile Team Facilitators develop the two key areas most pertinent to their work with one team or a handful of teams.

1. They develop stronger and deeper knowledge of Agile frameworks and Lean principles. This is the kind of knowledge that can give a solid and respected answer when challenged, such as “Why do we have to do stand-up every day?” In our experience training thousands in this area, we are constantly surprised by the lack of Agile-Lean Practitioner knowledge.
2. They learn the skills of professional Facilitation, which have the net effect of the team stepping forward to truly take up the empowerment being offered to them by most modern corporations. This results in more on-target products, cleaner decisions, and constant forward momentum.

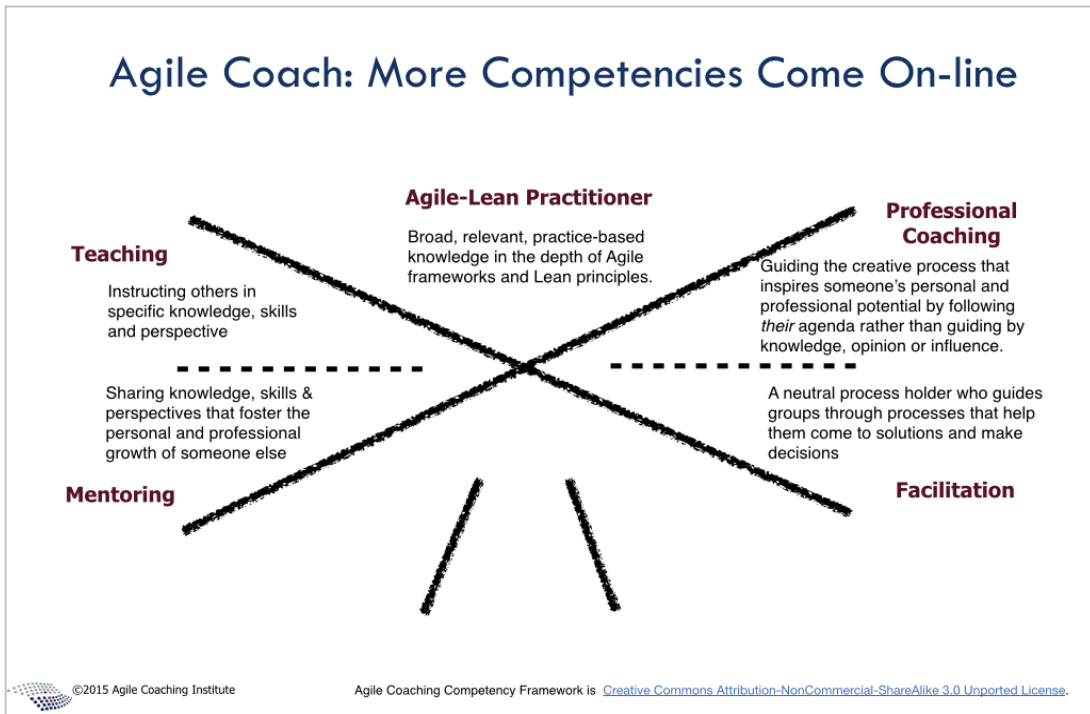
Beyond these two areas, Agile Team Facilitators are developing their Leaderfulness. At this stage of development, the main aspect of

Leaderfulness under construction is Self-leadership; the ability to know when to step in and when to step back, and the maturity to do so.



Skills and Leaderfulness of Agile Coaches

Agile Coaches develop toward their level by first being successful practicing Agile Team Facilitators. When they have integrated those skills and that level of Leaderfulness, and when they feel the desire to expand both, they are ready to pursue the Agile Coach level.



The scope of the Agile Coach level is typically multi-team and expands to include coaching/mentoring others in their role shifts, such as Product Owners, Agile Team Facilitators, and Managers. Note that Agile Team Facilitators also need the skills at this level. The difference is that they apply them to their smaller scope (one or a few teams).

At the Agile Coach level, you will see significant expansion in capability and Leaderfulness, through the development of these areas:

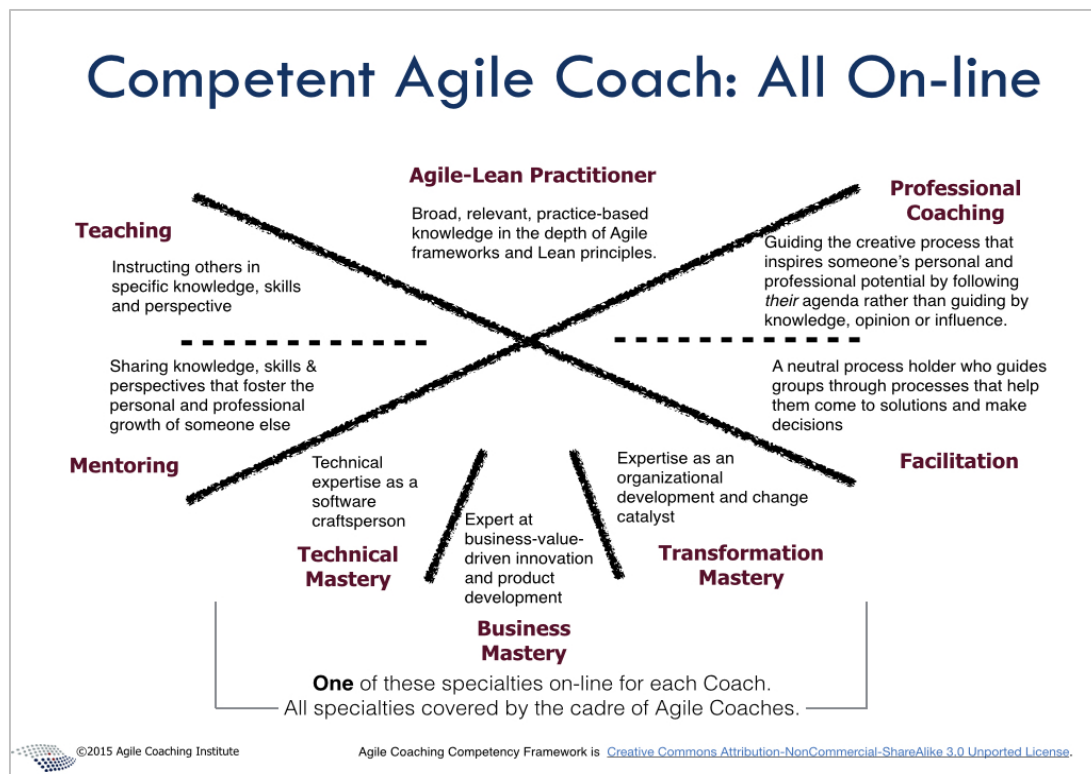
1. They develop the other three key skill sets: teaching, mentoring and professional coaching. This offers a vastly expanded range of responses to daily situations beyond telling people what to do or abandoning them when the situation gets uncomfortable.
2. They deepen their Agile-Lean Practitioner knowledge and learn how to holistically assess program teams for health and take a stand as a respected process guardian.
3. They deepen their Facilitation skills and become functional at facilitating large-scale meetings that maximize people's time rather than wasting it.

Their Leaderfulness also expands. They develop their self-awareness and self-management skills which allow them to employ the engaged neutrality it takes to tell the hard truth about your organization's capabilities; all without being reviled.

They focus on a long-view that enables them reveal the “system” of organizational delivery to itself again and again and assist key players to make the difficult changes again and again. Even though this can be challenging, they do not resort to last century’s coercion techniques, but rather employ the new-century leadership techniques that allow the changes to stick.

Fully competent Agile Coaches get to be so through practice and diligent application of the skills, techniques and mindsets they have been taught. All the capabilities come on-line.

Over time, most Agile Coaches find they naturally specialize in an area of mastery. At Agile Coaching Institute, we see three such areas in the industry and we also see that all three are required for sustainable organizational change. They are Technical Mastery, Business Mastery and Transformation Mastery.



Fully competent Agile Coaches know about all three and specialize in one. Think of it this way: the Agile-Lean Practitioner area is a general agile knowledge area, like a general practitioner in medicine. General practitioners know how to deal with most common ailments and they know enough about the other specialties (pulmonology, podiatry, neurology) to know when to refer to a specialist. Agile Coaches are the same way. They must be strong Agile-Lean Practitioners, and know enough about the three mastery areas to know when to “refer”. We see competent Agile Coaches

immerse themselves in one of the specialties, and only one. Each specialty area, or Mastery, is so deep that it is not advisable to expect one Agile Coach to be on the path to Mastery in more than one at a time. You wouldn't want a pulmonologist/podiatrist/neurosurgeon, would you? Same thing here. *Among* a cadre of coaches in a given program or business area, it's important to have all three Mastery areas covered deeply. And, it's important that they know how to pair when needed.

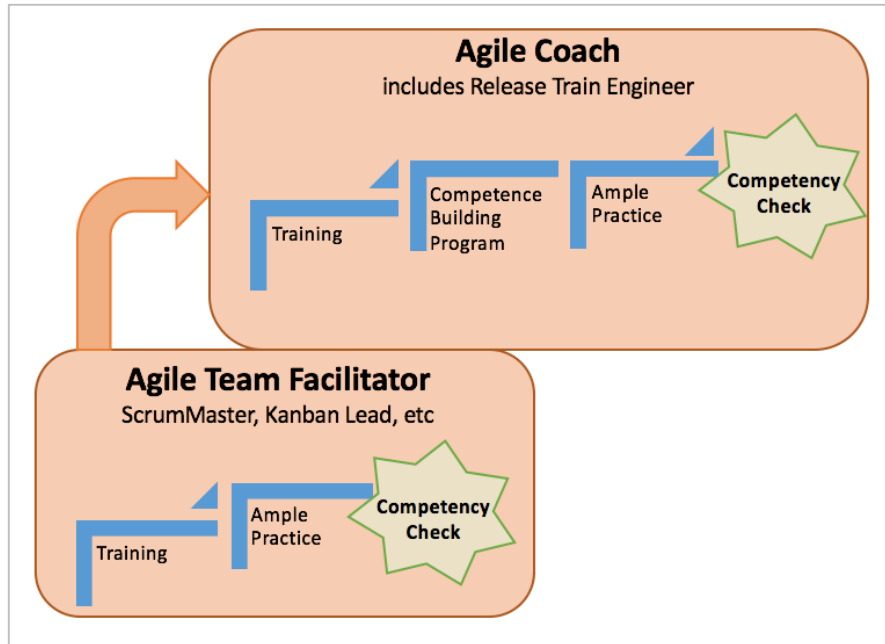
How Do Organizations Build an Agile Coaching Capability?

Building an Agile Coaching capability means building Agile Coaching **competence**. Simply picking up a few new tools and techniques won't suffice as the job of Agile Coaching is fundamentally different than most people in their careers-to-date have encountered. The skills and mindset shifts needed to perform the role well are new, and quite apart from what is trained in a technical skills concentration or in the project management body of knowledge. What we are undertaking when we seek to develop an agile coaching capability is nothing less than a wholesale change.

To effect such a change requires a clear development path that includes knowledge transfer, skills training, and resetting one's core beliefs. Then, it requires practice and skill building that leads to measurable competence.

Provide a Development Path

While people are undergoing the hard work of upgrading their skills and mindsets, it's useful to provide them with a development path and a way to know that they are progressing. The diagram below depicts one known path of development from Agile Team Facilitator to Agile Coach. This is a one to two-year endeavor that requires the application of new skills in the workplace. These skills are sufficiently different that they do not come easily to most people and require practice, practice, practice.



Provide Knowledge and Skills Training

Developing organizational knowledge and skill in Agile Coaching begins in the classroom. Here is where people learn what they need to know, do and BE at their level of agile coaching, either Agile Team Facilitator or Agile Coach. It's not enough to garner some new knowledge, although that's where it starts. BEing matters just as much. Therefore, a solid set of skills and experiences that support the mindset shift into the optimal state of BEing are needed. When you look for training, ask about the teaching methods used. If those methods are mostly PowerPoint with a little interaction here and there, keep looking. A lively classroom environment that uses the students' real-life experiences and has them practice what they are learning is essential.

Training for Agile Team Facilitators

Facilitation is the key skill that unlocks self-organization, empowerment and creativity in a team. And, it is one of the hardest to use because of the core mindset shift needed at this level of Agile Coaching Capability:

From running meetings to facilitating meetings.

Most people who "lead" teams as ScrumMasters, Kanban Leads, etc. have come from a background that makes them experienced at running meetings; keeping things on track, driving toward specific outcomes, getting the meeting "done". This usually puts them in the center of the action, and creates a climate of dependence and deadness, resulting in a lack of true ownership from the team. To get the most from Agile, this is exactly what needs to be reversed. Instead of running meetings

(especially the Agile ceremonies) in a “business as usual” way, Agile Team Facilitators learn how to get out of the center of the conversation so team members can be in the center. A successful meeting looks like the Agile Team Facilitator not “doing much.” Don’t be fooled. A competent Agile Team Facilitator will operate at the process and relationship level to provide the conditions within which team members interact with team members, yielding *their* momentum and action. When this happens, the creativity and number of solutions skyrockets. Competent Agile Team Facilitators lead meetings and Agile ceremonies that ARE real work rather than yet another meeting people don’t want to go to. To effect this shift means that your staff’s agile coaching capability must grow to include a whole new set of techniques and skills for facilitating teams. When this happens, your organization’s capability will improve from ho-hum “participation” to true team ownership which turns into a habit of delivering results.

Training for Agile Coaches

At this level of development, your staff are working with multiple teams at once, ensuring the healthy use of agile practices and the full expression of agile roles, partnering with managers to resolve organizational impediments and advising those managers on the shift in their role.¹ When your staff are functioning well at this level, you will see increased problem-solving capability within the teams, more creativity, smoother delivery, and a relentless rallying around resolving organizational impediments.

The core mindset shifts at this level of Agile Coaching Capability are:

Recovering from the problem solving addiction.
and
Consciously choosing interventions based on a holistic view.

You might think that building strong problem solvers would be a mark of success for your internal agile coaching development program...yes and no. More than likely, the people you are developing as Agile Coaches are already competent problem solvers; our school systems and Universities produce that. No need to focus too much effort here. If your staff are like the thousands we train, they do not have the know-how to build the *capability of others* to solve problems. In today’s complex world, a few problem solvers are not enough; everyone needs to get into that game. This is not simply achieved by telling Agile Coaches to “step back.” Just stepping back does not, by itself, create the conditions for team members to step forward. For team members to truly take up their empowerment and increase their problem solving capability, your Agile Coaches must develop skills in professional coaching, and on-

¹ For information on what it means to be an Agile Manager, see The Agile Leader whitepaper and the Managing Agile Environments course description. (links at the end of this doc)

board the professional coaching philosophy of serving rather than fixing even when they are conveying their expertise by teaching or mentoring.

At this level, honing one’s skill in all four Agile Coaching disciplines becomes paramount: professional coaching, teaching, mentoring and facilitating. The new and radical skill for most is professional coaching, so building competence in that area necessarily requires more attention. Even so, as that skill is developing, Agile Coaches must also hone their skills in teaching and mentoring, and extend their competence in facilitating to include large, multi-team situations. And, perhaps more importantly, know when to use each one.

Knowing when to use each one is a function of one’s view and one’s Leaderfulness. Having a complete, or holistic, view of what is happening and what is trying to emerge for a set of teams is the first step. Models such as Integral Agile (the model taught by the Agile Coaching Institute) excel at providing a holistic view when applied inside teams, among teams, and in the environment surrounding teams. Models like this help Agile Coaches see. That’s the first step. The second step is having the Leaderfulness to consciously choose an intervention that is likely to have the greatest impact, rather than choosing from habit or ease.

Support the Reset of Core Beliefs

To truly leverage agile as an organizational enabler means resetting some deep-seated beliefs. In everyone. As your staff are developing their skills and Leaderfulness in Agile Coaching, they likely are also encountering many confusing messages borne from competing systems of belief. You can best support them by helping yourself, then them, then others in the organization reset beliefs that no longer serve. In the *Coaching Agile Teams* book, I laid down these belief system comparisons:

Industrial Age Beliefs are Agile-Crippling	Complexity Age Beliefs are Agile-Enabling
We can plan the work and work the plan.	Planning is essential; plans are useless.*
The triple constraints (scope, budget, time) can be traded off for one another to correct for unknowns.	Time and budget (people) are held constant. Only scope flexes.
The plan gets more accurate over time as we flesh out the project through phases of activity: requirements, design, development, testing, and so on.	A plan gets more accurate over time because it is constantly revised and trued up to the team’s actual performance.
Delivering on time, within budget, and	Clients getting the business value they

on scope equals success.	need is the only measure of success.
Scope can be locked down with later discoveries being handled as change requests against the scheduled end date.	Scope remains flexible, and changes of any kind are welcomed even late in the project.
Controlling through the project plan is my job.	Controlling through a plan is not possible; releasing the team into the safety of agile is my only measure of control. So, I coach the team to use agile well.
Completing tasks and delivering deliverables indicate progress and value delivered.	Only delivered end products indicate progress and value delivered.

* After his presidency, Dwight D . Eisenhower said, "In preparing for battle, I have always found that plans are useless but planning is indispensable." Battles, like most projects, are unpredictable things that call for an empirical approach such as agile,

Table adapted from *Coaching Agile Teams* by Lyssa Adkins, 2010, Addison-Wesley.

Resetting these beliefs is the work in which the business world, at large, is engaged. It's not easy. It takes relentless effort and resilience. Successfully resetting is key to any Agile Coaching Capability being able to deliver the results your organization wants. If your organization continues to operate from the industrial-age beliefs it's like tying two arms and one leg behind your Agile Coaches and then expecting them to run a marathon.

Provide Ample Practice and Mentoring

Agile frameworks and agile thinking are not fully learned through the classroom. One needs to "live" them to truly "get" them. The development plan for Agile Coaches must include ample time to practice and experience each level fully before moving on.

It is strongly advised that Agile Coaches do the job of Agile Team Facilitators first, and practice there for a while. A danger sign on the horizon is the possibility of the plan-driven Program Manager renamed the Agile Coach; someone who has not worked with Agile teams and is yet put in the position of being the Agile Coach of many teams. To avoid this, ensure ample practice time is built into your agile coaching development program at each level.

To enhance their practice, Coaches also need mentors to observe them in action and provide targeted teaching, mentoring and professional coaching in-the-moment, when it can have the greatest chance of accelerating the Coach's learning or resetting core beliefs.

Bridge the Gap Between Knowledge and Competence

From our experience developing Agile Coaches, we know that knowing and doing are worlds apart. This is especially so in corporate environments while they, sometimes slowly, move away from industrial age beliefs. The people you choose to develop along the Agile Coaching Development Path need tangible support in bringing these new, and often counter-cultural, skills to the fore. They need a competence building program² that includes significant practice and assessment against a transparent and known standard of competencies.

Such a program can be completed with little “extra” time needed. The practice occurs in the course of daily work life. There are plenty of opportunities to bring these skills in; there’s no need to spend time “away from work” to do so.

A competence-building program would include:

- **Skill drills and practice:** Sessions that target particular skill “muscle” to build its strength and integrative practice sessions that pull together a whole skill set.
- **Deepening knowledge:** Sessions that focus on taking one’s knowledge of the core competencies of Agile Coaching further, including what holds one back from fully developing those competencies.
- **Real-world application:** Inducement to bring specific skills into one’s everyday activities. One such inducement is building a certain number of mandatory practice hours into the program for each of the skill sets.
- **Supervisions of real-world sessions:** Recorded video/audio sessions that demonstrate one’s competence in a given skill set, assessed against a transparent and unambiguous set of core competencies.
- **Support and challenge:** A community of peers who have been through, or are going through, such a program and who provide continual interaction to both support and challenge.
- **Competency check:** The competence building program must end with clear achievement. Three methods for achieving this are recommended. The first is a competency check that unambiguously assesses the Agile Coach’s skillfulness against a set of known competencies. To provide closure from another angle, the second is a 360 assessment of the Coach’s impact on the team, the product and the immediately-surrounding organization. And,

² For a detailed description of one such program, see the Competence Cohort for Agile Coaching Mastery. (link at the end of this doc)

although it is often difficult to attain, the third is measuring the improvement in business value delivered.

What Should You Expect from Competent Coaches?

You should expect **competent** Agile Team Facilitators to deliver better team functioning and delivery of products through...

- **...faster and more creative team conversations** by paying attention to the *process* of creating and implementing ideas; making conversations easier, flow better and take less time.
- **...harnessing inherent diversity** of team members and facilitate the team to navigate diversity of ideas, and the conflict it causes, to yield better solutions than occur when the team avoids conflict.
- **...yielding better decisions** by asking the open questions that find holes, challenge greater thought and ensure palpable buy-in.
- **...garnering real commitment** by getting out of the content themselves and putting teams at choice, resulting in *them* owning their decisions and moving into swift action.
- **...improving team accountability** to one another and to the product they build.
- **...removing impediments** inside the team through greater team facilitation, and reducing the effects of impediments outside the team by addressing the symptoms or people on a one-off manner.
- **...taking a stand** within the team as the Agile process guardian.

You should NOT expect competent Agile Team Facilitators to be skilled at

- navigating long-standing or intractable conflict
- systemically resolving impediments outside the team
- seeing the bigger systems in play beyond the team level
- speaking truth to power

You should expect **competent** Agile Coaches to deliver a healthy overall agile capability, evidenced by smooth, frequent and high quality product delivery, through...

- ...doing everything an Agile Team Facilitator can do, and at a more competent level of skill.
- **...assessing health** by clearly seeing the systems at play; within a team, among a set of teams, and with the organization both locally and enterprise-wide.

- **...choosing interventions wisely** based on a holistic assessment and tending toward what will provide the biggest impact, rather than what's easy or familiar.
- **...holding pivotal conversations** at all levels in the organization to tell the hard truth and evoke systems to change, all without being reviled.
- **...providing impact feedback** that helps people move fully into their roles, especially the key roles needed by your Agile process framework such as ScrumMaster, Product Owner, Manager, Release Train Engineer.
- **...designing intentional relationships** that allow the high-end of their skills to be used and call others into co-responsibility for making organizational changes happen.
- **...systemically removing impediments** in their immediately-surrounding organization.
- **...pairing with others** in the organization to cover the full spectrum of technical, business and transformation needs as these needs change over time.

You should NOT expect competent Agile Coaches to be skilled at

- resolving organization-wide impediments without significant management action
- coaching leaders, especially executives
- leading the creation and execution of transformation strategies

These items are the purview of competent Enterprise Agile Coaches, in partnership with competent Agile Managers and Leaders, and require a whole new set of knowledge and skills development along with a much greater level of Leaderfulness.

Conclusion

The Agile Coach role is specifically designed to be the guardian of performance and quality in an organization. Through this guardianship and through their part in the systemic reduction of organizational impediments, organizations can build a sustainable agile capability. Such an agile capability will harness change for good and create an environment within which results are delivered constantly. Organizations that build their agile coaching capability build their organizational agile capability. The two rise together.

Resources

Agile Coaching Learning Objectives, created by an ICAgile effort with industry thought leaders: <https://icagile.com/files/2014.AgileCoaching.pdf>

Enterprise Agile Coaching Learning Objectives, created by an ICAgile effort with industry thought leaders:

<https://icagile.com/files/2014.EnterpriseAgileCoaching.pdf>

The Agile Leader white paper, Agile Coaching Institute:

<http://www.agilecoachinginstitute.com/wp-content/uploads/2015/03/whitePaper-ACI-The-Agile-Leader-Jan-2015.pdf>

Managing Agile Environments Course Description, Agile Coaching Institute:

<http://www.agilecoachinginstitute.com/wp-content/uploads/2014/12/MAE-web-brochure-Dec-14.pdf>

Competence Cohort for Agile Coaching Mastery, Agile Coaching Institute:

<http://www.agilecoachinginstitute.com/competence-cohort-for-agile-coaching-mastery/>