



Leadership Range

How to Grow a Collective
Leadership Culture





How we lead and how we manage are the basic competencies in team settings. But leadership is a craft that requires investment and growth. Now more than ever, the survival and success of our organizations depends on making strategic change where it matters most.

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Summary

We are at a critical juncture in our organizations. A global pandemic has shifted much of our teamwork online, but this change has only compounded the challenges already facing organizations that rely on constant innovation. In order to survive in a rapidly changing environment, agility is table stakes.

But how do we become agile? There is no one path, right way, or best practice. At TeamCatapult, however, years of research, experience, and data collection have convinced us that investing in leadership mindset is the best way to change an organizational culture so that it can become more agile, innovative, and sustainable.

Our Coaching Agility from Within™ program offers a usable case study to show how building a culture of leadership inspires and compels team productivity and individual accomplishment, both of which are crucial components of product development and organizational growth.

Investing in leadership mindset is one of the most effective and sustainable choices organizations can make—especially as we confront a “new normal” in the global marketplace. Becoming agile is a complex, adaptable problem. Simply investing in agile tools, scalable methodologies, or process improvement tips and tricks results in minimal gains for service and product development. Building a culture that inspires and nurtures team growth and development, however, goes to the very heart of creating a sustainable organization that can navigate change.



Introduction

- ▶ What if you could grow your collective leadership culture across all teams in your organization?
- ▶ What would it look like if coaching individuals and teams resulted in more productive meetings and more efficient service and product development?
- ▶ What if investing in knowledge and competency development actually saved your company money?

When we can't predict the future, organizations must be able to pivot rapidly. Yet many organizations are cheating themselves out of agility and adaptability by falling into the avoidable pitfall of trying to adopt agility through mechanical or process-based approaches.

A common pattern in the transition to agile, for example, is that the roles of team leader or manager are simply given new titles like "agile coach" or "scrum master." The title changes, but the expectations and job descriptions remain the same. Meanwhile, external agile coaches brought into these environments often have limited success, either in small pockets or on one team, because their work is not supported by systemic cultural change.

Approaches like these not only do a disservice to individual leaders, they negatively impact the entire team and organization. Changing the process used to develop software misses the big picture of agility: the human elements—the relationships and organizational culture—that make true agility possible.

Our work at TeamCatapult has shown that leadership is a key determinant of business effectiveness and that investing in leadership development is the key to creating sustainable agility and meeting new demands. We're not alone. According to HR

Magazine, companies that invest \$1,500 on training per employee can see an average of 24% more profit than companies who invest less. This is because adaptability is at the heart of agility, and scaling adaptability means investing in building competency and capability in delivery teams and team members.

The Coaching Agility from Within™ program offers a case study to show how shifting an organization's core leadership mindset can significantly diminish the barriers that arise when leaders focus on "band-aid" solutions rather than showing up and really engaging with teams. It focuses on scaling adaptability by investing in the skills and capacity of collective leadership and its benefits: trust, creativity, and experimentation. It shows that leadership mindset is the core competency for developing teams that can act locally and make decisions quickly.

A comprehensive cultural shift is needed for organizations to create sustainable change. The key to keeping up in a rapidly changing work environment and global marketplace is to scale leadership—and scale in new ways.

1

Growing Leadership Competency is a Game Changer

Cultivating greater agility, more innovation, and increased collaboration requires a culture change in organizations. But culture is a deep, largely invisible thing. It encompasses our collective values, beliefs, and behaviors. It's like the air we breathe, and it highly impacts behavior.

Physical manifestations of culture can be seen across an organization, in nearly every aspect of how people work, interact, and produce. Culture is socially constructed by the words we use and the behaviors we enact, and although it is emergent (often developing organically), it is surprisingly stable.

For all these reasons, behavior change takes time and requires a fundamental mindset shift. Altering an organization's culture requires each of us to look at the stories and beliefs that we tell ourselves—the ones that we hold onto that get in our way of learning new ways of thinking, acting, and leading. It also requires us to work together to change the collective narrative. Culture change happens through conversations and the structure of the way we speak and behave together—and it happens from the top down.

Growing leadership competency is a cornerstone of creating organizational change.

"You never change things by fighting against the existing reality. To change something, build a new model that makes the old model obsolete."

R. Buckminster Fuller





1.1 Business Benefits

The business benefits from investing in leadership are simple and clear:

► Increased individual performance

► Increased team performance

Increased performance outcomes are the direct result of the fact that the competencies of individual coaching, team coaching, mentoring, training, and facilitation help leaders build their range of leadership. At TeamCatapult, we call this “leadership range.” It refers to the ability of individuals to lead from the front and set a clear direction. It also refers to their ability to lead from behind, empowering others to make the move and understanding how to support ideas and create space for all voices to be heard.

These skills have a direct impact on inclusion in the workplace—creating a culture where people feel seen and heard. Not only does inclusion invite people to bring their best selves to their teams, it makes conflict more workable. By supporting individual growth, we greatly enhance team effectiveness and take full advantage of our team members’ abilities.

Leaders, at every level, are the KEY to transformation—they are at the center of the change. So, to be successful, the change has to begin within leaders. In a successful and adaptable organization, the job of leadership is owning the culture, setting a vision, enrolling others so it becomes a shared vision, and helping support what’s needed in the culture to fuel that vision. Everything a leader says, does, rewards, or focuses on sets and contributes to the culture. The job of leaders is therefore shifting away from shaping the work and shifting toward shaping the culture. Their ability to do so successfully depends on an organization’s willingness to invest in their development around core leadership competencies.

In a study of more than 3,100 U.S. workplaces, the National Center on the Educational Quality of the Workforce (EQW) found that, on average, a 10 percent increase in workforce education level led to an 8.6 percent gain in total productivity.

1.2 Competency Development — How It Actually Works

So, what does it mean to invest in leadership? It means that we can't continue to teach people for two days and expect them to be able to proficiently lead teams in a different way.

It means recognizing that becoming an agile team coach requires people to examine and challenge their existing beliefs so that they can experience new, more productive ones.

FROM	GETTING STARTED	TO
Team Collaboration	Runs meetings without clear purpose, agenda, and roles. Contributes content. Teams find meetings frustrating, mechanical and lack meaningful outcomes.	
Partnerships	Stuck in the middle of weighing stakeholder needs and interests outside of the team. Lack of ability to effectively navigate stakeholder partnerships.	
Agility	Trains the agile practices and holds a view that the practices are to be enforced as prescribed.	
Conflict	Avoids conflict. Find themselves in a space of playing "mediator" in disagreements. Team conflict is stepped over or ignored. Conflict in meetings is dismissed or becomes the central focus of breakdown.	
Learning	The belief of right and wrong is strong. Teaching is used as a way to close the gap on new skills. Teaching is accomplished by explaining how to do something.	
Team Effectiveness	Instructs, directs, and tells the team what to do and where they need to improve.	
Leading Others	Tells others what to do. Instructs, offers unsolicited advice. Sees the deficiency and problems in others.	
Self-Awareness and Self-Management	Ignores or actively hides mistakes. Makes excuses. Unaware of the impact they have on others. Easy to react and be triggered. Responses are often unpredictable and highly variable. Turns down help and support. Feels threatened by feedback and is unreceptive.	
Achieving Results	Often responsible for achieving the results through effort and control. The impact is persistent fatigue and heroes who are needed to deliver.	

What we have found and implemented through the Coaching Agility from Within™ program is that there are specific competencies essential to effective leadership.

Collectively, these competencies signal that a collective leadership culture begins with how individual leaders show up. It's about how they engage with and impact their teams, and it's about the self-awareness that it takes to know our impact and make choices that align with our intentions.

PROFICIENCY

Meetings are inclusive, engaging, purposeful and outcome oriented. All voices are heard. Decision making and scope of authority is clear. The role of facilitator is clear and neutral. Conversations are meaningful and shift the nature of the conversation.. Breakdowns are navigated with ease. Opposing views are welcomed and they contribute to furthering the meaning of ideas.

Skillful navigation of difficult conversations, including the power dynamics and multiple interests that come from stakeholders.

The vision and purpose of the work is clearly identified. Agility is the how, not the why. Agile mindset, values and principles are held as the drivers that inform how the practices are adapted for the team's stage, performance, maturity and current work needs.

Reads the room to name the conflict, without judgement or blame, so that intervention in breakdown and conflict are possible. Builds the capability in the team to work with and surface conflict. Uses conflict to create inclusive and meaningful conversations that shift the nature of the thinking and the conversation.

Learning through trial and mistakes is seen as valuable. Instead of a focus on right versus wrong, there are choices with different impacts. The Coach is able to create space for the "wrong answer" and allow individuals and teams to come to their own answer over time through experience, experimentation and reflection.

Helps the team see what's happening so that the team can decide what improvements are needed and take action on their own.

Recognizes the inherent wisdom that already exists in others, helps people tap into this inner wisdom. The result is engaged and accountable team members that are able to think creatively, take inspired action, adapt in the moment, take risks when needed, try new things, view failure as a learning opportunity and are able to solve challenges for themselves.

Aware and able to articulate their model of agile team coaching. Aware of their contributions and how they impact the system. Takes responsibility for their actions. High degree of intentionality – knows why they do what they do. Able to graciously seek help when needed. Requests and accepts feedback. Proactively designs relationships. Views mistakes as a learning opportunity.

Builds the capability and capacity in individuals and teams to become high performing and to achieve desired results in an effective manner. New ideas and results come from the collective rather than from individuals..

1.3 Awareness Precedes Choice, Precedes Change — The Road to Leadership

Anyone can call themselves an agile coach. What sets a truly agile leader apart, however, is someone who has a demonstrated proficiency in agile team coaching. After all, adaptive challenges do not come with roadmaps, they require new ways of engaging and leading through the process of dialogue.

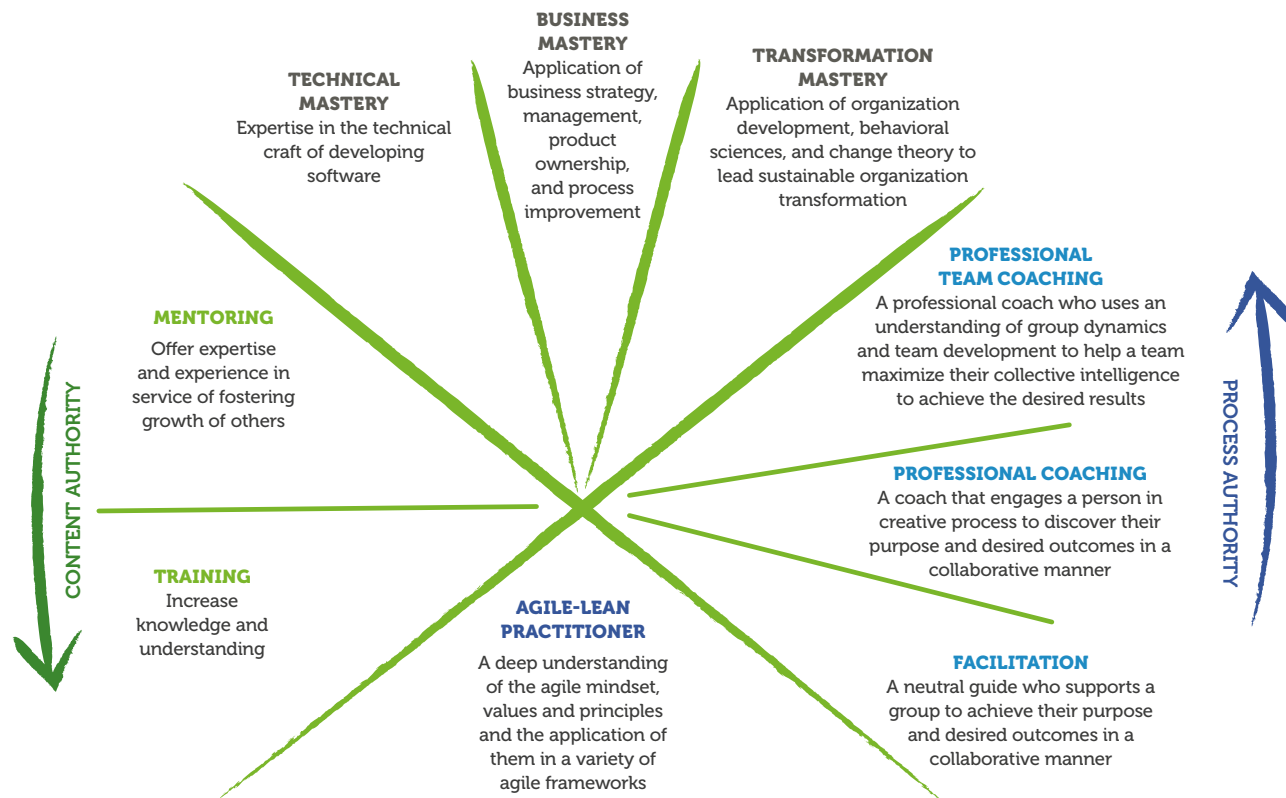
At TeamCatapult, we have adopted and refined The Agile Team Coaching Competency Model, originally created by Lyssa Adkins and Michael Spayd. This competency model is aligned with the ICAgile Agile Coaching Competencies and serves as a metric and guide for the learning journey that we provide as part of our longtime alignment with the mission of ICAgile.

It is agile-framework agnostic and available to individuals and organizations under creative commons to further the journey of individuals becoming agile. It is also the backbone of our work developing leadership competency through the Coaching Agility from Within™ program.

A team coach's main focus is on partnering with their teams in order to accelerate their performance and achieve their desired outcomes. They do this through maximising the team's collective intelligence and through developing the team and its members. Team coaches also support the team's external stakeholders, including Product Owners, in figuring out what is the right product to build and in growing stakeholders' agility. These outcomes are accomplished by the ability to fluidly and intentionally move between all of the competencies based on what is needed in the moment.



Agile Team Coaching Competency Model



A Foundation in Agile - Lean Mindset, Values, Principles

Adapted from The Agile Coach Competency Framework by Lyssa Adkins and Michael Spayd.
In alignment with the ICAgile Agile Coaching Competencies v2.0.

- ▶ **Agile-Lean Practitioner:** A deep understanding of the agile mindset, values, and principles, and the application of them in a variety of agile frameworks that are tailored to the team and its current needs.
- ▶ **Facilitation:** A neutral guide who supports a group to achieve their purpose and desired outcomes in a collaborative manner.
- ▶ **Professional Coaching:** Ability to engage a person in a creative process to discover their own insights and take inspired action without being attached to a specific outcome.
- ▶ **Professional Team Coaching:** Ability to use an understanding of group dynamics and team development to help a team maximize their collective intelligence to achieve their desired results.
- ▶ **Transformation Mastery:** Ability to apply organization development, behavioral sciences, and change theory to lead sustainable organization transformation.
- ▶ **Business Mastery:** Ability to apply the values and principles of agility to the application of business strategy, management, product ownership, and process improvement.
- ▶ **Technical Mastery:** Ability to effectively bring expertise in the technical craft of developing software.
- ▶ **Mentoring:** Ability to offer expertise and experience in service of fostering the growth of others.
- ▶ **Training:** Ability to develop new skills, mindsets, and behaviors through practice, instruction, or supervision over a period of time.

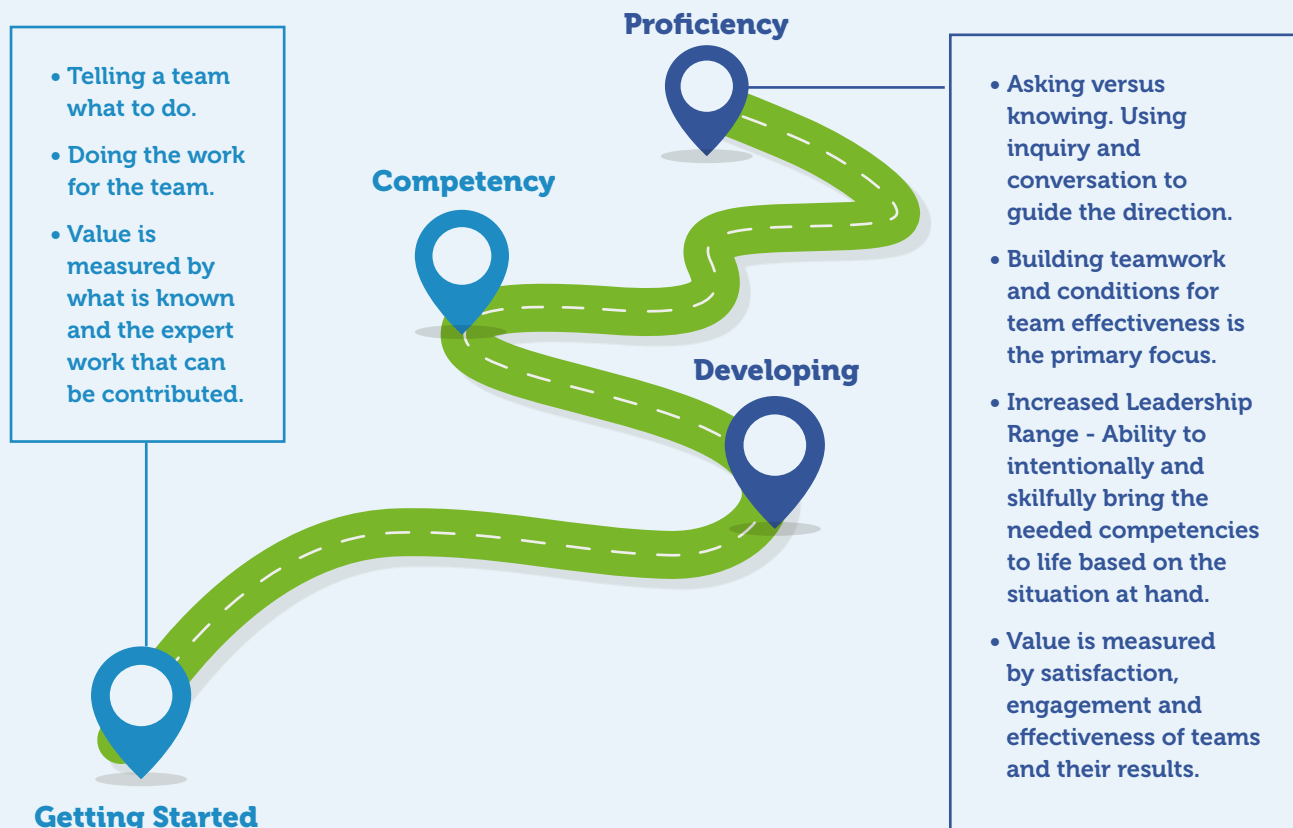
Of course, in every learning process, the journey from “getting started” to “proficiency” is neither quick nor straightforward. As our case study highlights, we have found that a program designed for an 8 to 12-month period is most successful.

At TeamCatapult, we also see the transformation inherent in leadership competency development as a winding road best navigated in a cohort. It’s a journey, an inside game. It takes time. Team coaches need time to...

- ▶ Experience a new way of leading
- ▶ See new behaviors and different ways of working (and see them modeled)
- ▶ Try these new behaviors out in a safe space for learning
- ▶ Notice different impacts and learn how to make the decision to try something different

This is the arc that sits at the core of all of our programs. Our experience and data over the last decade has shown that it is an absolute necessity for leadership development that will create a lasting organizational impact.

The inside journey from “**Getting Started**” to “**Proficiency**”





By contrast, we have found the cost to organizations that don't invest in leadership to be quite high:

- ▶ Teams remain dependent upon leaders to make all the choices, which perpetuates a model of organizational rigidity and individual burnout
- ▶ An organization lacks program sustainability when an agile coach moves on to another company
- ▶ The organizational culture remains one of vague dependence rather than defined self-management
- ▶ Teams feel confused and demonstrate decision avoidance
- ▶ The status quo within the organization continues to be a barrier for growth within the industry
- ▶ There is a persistent lack of productivity
- ▶ There is a pattern of lost timelines and missed deadlines
- ▶ Team members' morale diminishes, which directly affects productivity

2

Using Agile Team Coaching Competency Development to Increase Leadership Effectiveness and Team Performance

2.1 Coaching Agility from Within™

TeamCatapult's Coaching Agility from Within™ program is a cohort-based leadership development initiative. Its design encompasses two models. The first is an 8-month program that brings leaders together from different organizations to deepen and expand their ability to lead effective teams.

The second model brings the program into a single organization over the course of 12 months, transforming team leadership culture across the board to create systemic change.

With the 8-month model, we have seen the program significantly and substantively develop the leadership competency of agile team coaches from a broad

range of organizations. Cohort members work in their own organizational environments with their teams, and throughout the program; they receive 360-degree feedback from their leaders, peers, and teams, in addition to their cohort members and instructors. They meet weekly via Zoom and spend an average of six hours a week working on the program.

The unique format of this program combines the act of learning together with the required hours of practice it takes for leaders to be able to turn the theories into action. The degree, purpose, and amount of feedback is combined with specific, tailored, and actionable strategies for leaders to make small micro-changes in their presence, language, and behavior. Over time, these microchanges create impactful results for individuals and teams.



Program Outcomes

The Coaching Agility from Within™ program is designed to guide agile coaches along the pathway to proficiency in each leadership competency, providing key solutions for teams needing sustainable, systemic change. It offers insight into best practices for how to move leadership forward by:

- ▶ Growing your own, internal leadership
- ▶ Growing leadership at all levels
- ▶ Developing a team coaching capability
- ▶ Turning theory into action

Over the course of the program, cohort members come to see facilitation and coaching as a craft to be developed, as well as an essential leadership skill. In addition to expanding their understanding of the traditional model of leading from the front, members learn what it means to lead from the back and how to lead by partnering. Along the way, the program facilitates tough conversations that emerge for the cohort about the tensions created in the process of growing their leadership range, and it supports their awareness of how they, as leaders, can best support a team's ability to perform more effectively.

Leaders with range are far more likely to discover a clearer path and lead more sustainable change. And our experience with this program shows that the best way to grow leadership range is to focus on competency development around mindset—identifying and examining values and beliefs about how change happens and the role of leaders in team settings. From this foundation, focus can expand to include skill building, learning retention, experiential learning, and reflective practices.

At TeamCatapult, we have seen the results of this program create significant, long-term change for participants and their teams. It supports their awareness of how they, as leaders, can best support a team's ability to perform more effectively.



2.2 Force Multipliers

A Case Study for Cohort Learning Within an Organization to Boost Performance from Product Development to Delivery

As a case study for the program's efficacy, we are highlighting the experience of Riot Games, a large product company that made the strategic decision to run the cohort program internally over a 12-month period to force multiply its impact. Riot Games is committed to excellence and is focused on customer satisfaction, but beginning in 2015, it began to face new challenges when confronted by substantial growth in size over a relatively short period of time.

Combined with tight deadlines, their drive for excellence created an organizational culture of brilliant people focused heavily on results-driven task completion. These characteristics resulted in a very successful organization—at least, by any external measure. But as their teams quickly scaled to keep pace with growth, they found it challenging to create alignment within and across teams. Collaboration was held in check by lots of moving parts, and conflicting ideas and communication breakdown became common.

To meet the potential of their growing success, they needed to scale collaboration, leadership, and agility. To do so, they made the choice to take a cultural and behavioral-led approach to change rather than defaulting to a process-led approach. They recognized that this meant committing to transformation-oriented education and learning rather than, simply, teaching models and tools

They committed to this new direction, and they invested in it. As a result of bringing the cohort program in-house, Riot Games was able to change their culture to balance task accomplishment with the imperative of valuing relationships and creating opportunities for collaboration and skillful conversation.



Force Multiplier — Outcomes

Because the Coaching Agility from Within™ program focuses on team alignment and comprehensive cultural change, it was a good fit for a company of brilliant, high-achieving team members experiencing a period of significant organizational growth. It also reflected Riot Games' commitment to transformation-oriented education and learning over the more typical approach of "teaching."

Teaching is the acquisition of new knowledge in a one-off event that consists of a trainer (internal or external) explaining to someone how to do something. While helpful in sharing knowledge, teaching events do not produce change. Transformational learning, by contrast, is the process of engaging in learning through experience, which is often a disorienting event of some kind. It includes reflection on the learning as well as an examination of existing beliefs and mindset. Most importantly, it creates space to openly explore the impact of new beliefs and mindsets.

Prior to the 12-month cohort program, Riot Games restructured to create a discipline for development management. This work allowed for synergy and alignment around leadership development and the practice of new competencies. It also provided a rubric for identifying the behaviors that they needed more of, and less of, so that they could create systemic structures to support the desired behaviors.

One significant shift that occurred for this cohort over the course of the program was that they aligned on a vision for leadership excellence. Their vision included the following guiding beliefs:

- ▶ Leadership comes from within
- ▶ Leaders communicate a compelling and vivid vision of the goal
- ▶ Leaders build teams
- ▶ Leaders are sought after by all disciplines





A key outcome for the Riot Games cohort was that foundational knowledge and competency around leadership became a requirement for everyone coming into a team leadership role. This means that transformational learning, competency, and craft development in facilitation, coaching, leadership, and communication are now considered organizational fundamentals, and they have the systems and culture in place to develop these competencies internally.

The long range result of the program is that Riot Games feels more alignment on its teams due to the stronger and more adaptable presence of its leadership. As the company continues to grow, it has an internal culture that supports innovation and task accomplishment through an adaptable leadership style that supports true agility across projects and teams. Leaders now have the competency necessary to increase team involvement and collaboration so that time spent in meetings is productive, feels worthwhile, and produces effective results.

The success of the program stems from the culture developed in their organization. The cohort program was not viewed internally as a silver bullet or quick fix to a problem. Rather, it was viewed as a core, integral component of a larger systemic approach to growing

collaborative, adaptable, high-performing teams and investing in team leaders who are capable and competent to lead.

Several core principles around leadership and team collaboration supported the Riot Games cohort and sustained the impact after the program concluded:

- ▶ That the commitment of senior leadership is imperative to create sustainable cultural change
- ▶ That senior leadership must be involved by leading the way, modeling and reinforcing the desired workplace behaviors and rewarding increased collaboration and commitment to team empowerment
- ▶ That leaders create the space for both speaking and listening
- ▶ That leaders welcome all opinions, even the ones that challenge norms
- ▶ That teams will support what they help to create
- ▶ That Agile Team Coaching is a role, not a job description, and thus can be shared by multiple people within a team

Force Multiplier — Cohort Experience

The value of a program dedicated to developing leadership is perhaps best expressed by the cohort participants themselves.

Confidence in Leadership Agility

“ Facilitation is a key skill in leading teams, with deep craft associated with it. Before I thought these skills were esoteric and not very practical. After this experience, I’ve used them every single day on the job. ”

“ This experience has helped me take a bunch of unconscious skills I had developed almost accidentally over my career and formalize them within a framework. This has given me confidence in my skills as a facilitator and team coach and encouraged me to keep developing them more mindfully. ”

“ I feel as though I know what I’m doing, which gives me the confidence I need to plan, design, execute, review, and adapt anything. That empowerment has helped both myself and my teams. ”

“ I get way more involvement from the group and am able to take less space and funnel the energy in the right direction. ”

“ I am aware of the tools in my arsenal, where I would choose different tools in different situations in order to enable the team to create maximum value within the given time. As a result, the team no longer thinks that most meetings are time stolen from their day-to-day tasks. ”

Shifts in **Collaborative Effectiveness** and **Productivity**

“ Facilitation and coaching are two of the most valuable and underappreciated skills you can learn. ”

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“ Team Facilitation is not only organizing meetings and emailing meeting notes at the end. It is behavior management through which you prevent conflicts, ease the ones which exist, and lead others through an efficient process. ”

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“ The impact was tremendous. Before this program, I was ‘good at winging meetings.’ I knew how to get things done, out of a gut instinct, but I couldn’t really purposefully nail a meeting. This program gave me understanding, awareness, and tools to actually own a meeting and own a group discussion in a healthy and sustainable way. ”

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“ I’ve become more switched on to the issues facing teams and improved my ability to solve those through collaborative sessions. ”

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“ I step back and allow other people to speak. I actively watch out for when I am facilitating versus when I am participating. ”

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3

The Value of an 8 to 12-Month, Cohort-Based Program

Many organizations see training as an expense and not as an investment. Company leaders make the assumption that once an employee gets training, they're more likely to move on to other companies.

But research has shown that employees actually feel more valued and are happier in their workplace when there is investment in ongoing education. Just as significantly, industry research suggests that a job including training actually attracts a higher grade of candidates (PWC "Workforce of the future, The competing forces shaping 2030"). Unsurprising, this translates into profit. A study of 2,500 businesses performed by ATD found that companies offering thorough training had more than twice the amount of income per employee over firms that offered less training. Increasing training by \$680 per employee also created a 6% higher return for shareholders (Shiftlearning.com, "The True Cost of Not Providing Employee Training," April 2018).

At TeamCatapult, we've seen the uniquely transformative effects of cohort-based leadership development. With immersive cohort learning, individuals have the ability to practice their new competencies in the workplace, get feedback, work with a supervisor, and build skills together in such a way that leadership development becomes a force multiplier.

Unlike teaching that focuses on mechanical processes to "become more agile," the focus on cultural change and leadership competency bridges the gap between learning new skills and actually developing the real-world capacity to use them effectively, pivot when needed, and apply the optimal leadership competency for any given challenge.

"If you believe that training is expensive, it is because you do not know what ignorance costs. Companies that have the loyalty of their employees invest heavily in permanent training programs and promotion systems."

Michael Leboeuf, The Great Principle of Management

The promise of collaboration.

People will support what they help to create!



Our in-depth program is rigorous, placing an emphasis on practice and feedback opportunities through skill drills, peer coaching, team coaching, ongoing group work, professional one-on-one coaching, and one-on-one supervision of actual agile coaching sessions.

Throughout the program, participants learn from peers and bring real-world scenarios to the group for feedback and guidance so that blindspots are uncovered and real growth can take place. We've seen the following results:

- ▶ Teams feel more accountable, so organizations experience positive productivity
- ▶ More efficient and effective on-boarding in which team grows into a leadership journey that nurtures the team's self- management
- ▶ Competencies are scaled beyond one person, which optimizes the value of agile coaching mastery
- ▶ Organizational change feels supported with a culture that includes self-awareness and dialogic leadership
- ▶ Organizational change is facilitated and accelerated, propelling the company to be ahead of the curve leaders, rather than following their competitors
- ▶ Team members are able to work online or remotely in such a way that they still have impact, both individually and as a team
- ▶ Team development continues in the remote working space, modeling productive capacity for other teams in the organization that are working within this "new normal"

"The impact this experience is having on me, both personally and professionally, is wonderful. I've gone from a 'here's how I'd do it' approach to subconsciously slipping into a coaching mode when situations arise that call for it. I find that I'm asking more questions to find out how the person I'm talking to would do it. It's a different orientation that results in a very different outcome. Colleagues have told me they find our time together to be valuable and insightful.

It's very validating to hear that. Professionally, I'm working with my manager to define a new role within our org, where I'd be more of a coaching and mentoring resource for the 12 different agile teams in our org. I'm working to define what that role would look like and will be having a working session with leadership to discuss their ideas as well. It's exciting for me to be making this move and it's something I've been wanting for a while. The cohort has contributed positively to my ability to pursue these kinds of opportunities and for that I'm grateful."

Dave Ross





3.1 Industry Recognized Certification

ICAgile Certified Expert In Agile Coaching (ICE-AC)

The successful completion of the program results in an ICAgile Certified Expert in Agile Coaching (ICE-AC) certification. This is by far one of the more challenging certifications to attain and sets the bar for what competency looks like in practice. It is also a metric for gauging the strength of an organization's team leadership culture. While certification is not the primary objective of the Coaching Agility from Within™ program, it is rewarding to have a recognized and meaningful certification at the end.

TeamCatapult is highly aligned and supportive of ICAgile's mission to help organizations achieve sustainable agility by focusing on the transformation of people, not just processes. The ICAgile Certified Expert (ICE) certifications are extremely prestigious and are only awarded to individuals who demonstrate competence via a rigorous review process.

TeamCatapult Structural Dynamics Team Facilitator and Coach (SDTFC)

TeamCatapult is a leader in the field of applying structural dynamics (a theory of face-to-face communication) to team facilitation and coaching in order to help teams work with breakdown and conflict in a productive and meaningful way. It is a method proven to support greater effectiveness within and between teams. By completing the cohort program, leaders become adept at seeing the structure in conversations and helping teams work with conflict.

This is by far one of the more challenging certifications to attain and sets the bar for what competency looks like in practice.

4

Where do I start?

4.1 Individual Enrollment

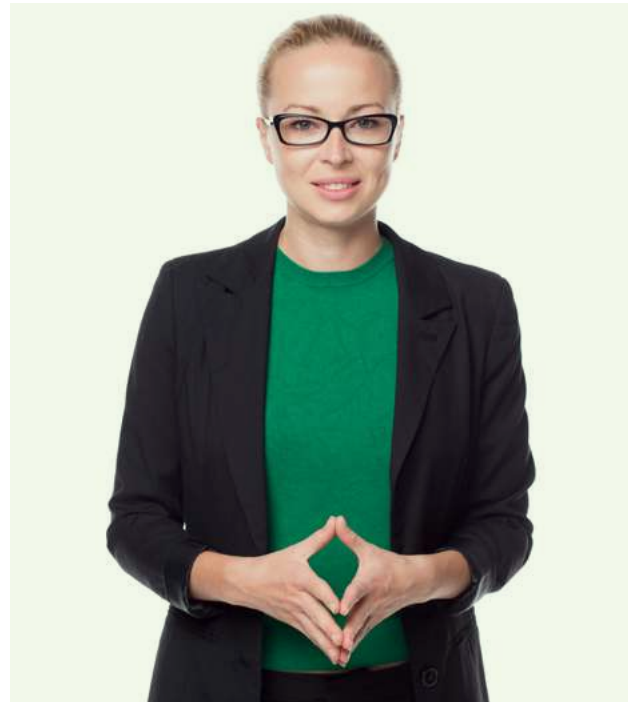
If you're an individual looking to invest in your own leadership growth, the 8-month Coaching Agility from Within™ cohort program is designed so that you can feel clear and confident in your role. You will develop the competency and capacity to partner with Agile teams in the creative process to maximize their potential and achieve results.

We start with the assumption that you already have a base knowledge of agility (holding ICP-ATF and ICP-ACC certifications), because this program is not designed to teach the Agile principles, values, and practices in detail; it's designed to take you deeper. The skills and competencies covered in our program will help you be agile rather than just do agile.

These are the benefits you will experience by learning to lead your team through a culture of agility, not dependency:

- ▶ Improve your team's performance through coaching
- ▶ Cultivate a safe space to say what you really see
- ▶ Create sustainable change for your team
- ▶ Empower your team to perform to their capabilities with ease and independence
- ▶ Feel clear and confident about your role as a coach so you are able to be intentional about your approach to team coaching
- ▶ Develop a plan for your personal development as a coach

To read more about and register for TeamCatapult's most powerful leadership development program, visit <http://teamcatapult.com/workshops/cohort>.



4.2 Organizational Enrollment

If you're an organization looking to bring this program in house, it means that you are ready to invest in deep, ground-up cultural change that will impact every facet of how your teams function, how your leaders lead, and the quality and efficiency of your outcomes.

Over a 12-month period, your teams and leaders will experience the learning and process outcomes described above, and your organization as a whole will undergo a profound shift to develop sustainable agility and adaptability.

To begin this journey, we invite you to connect with us directly at info@teamcatapult.com to ensure that all the pieces are in place for your organization to experience transformative learning.



Conclusion

Coaching agility is an inside game. It starts with beliefs and mindsets, as well as the understanding that systemic transformation cannot be achieved through “band-aid” solutions that focus on the mechanical processes of task achievement.

While many organizations have, in the past, been hesitant to invest in leadership mindset or reserve it for the top team and a small group of high potentials, our experience and data show that investing in cohort-based development programs is THE cornerstone of creating sustainable change in teams across the organization that can effectively adapt to a rapidly changing marketplace and work environment. Developing leaders who have an expert-level proficiency in agile team coaching has become a must.

As demonstrated by our case study program, Coaching Agility from Within™, transformational learning around key leadership competencies not only results in better outcomes for individuals and teams, it has the capacity to create systemic change throughout an organization.

Whether investing in the competency development of one or more leaders within your organization or bringing a leadership competency development program like ours into your organization as a whole, there is no better way to create a sustainable leadership culture that will help your company thrive in the years to come.

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"We are called to
be the architects
of the future,
not its victims."

R. Buckminster Fuller



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