

Business Agility Academy

Core Competencies

Introduction

The goal of this core competency framework is to provide a gold standard for coaches and consultants to live up to in their practice advising clients. They serve both as a 'north star' for those seeking to grow in the role, and as a guide for organisations for what they can and should expect when engaging a credentialed Business Agility Coach. These competencies have been created based on work with many organizations in various industries and geographies over the past 30+ years collectively.

This competency framework is intentionally short and agnostic so that a diverse set of tools, approaches, and models can be accommodated. We do not believe in one-size-fits-all approaches, nor do we believe that there is a single 'right' way to achieve business agility. We believe that being less prescriptive will result in more innovation and more context-specific approaches.

The competencies are deliberately broad and holistic. That is because we believe that in order to help organisations operate more effectively, coaches must reach beyond the standard agile frameworks and tools, and be fluent in the language and practice of business operations, strategy, innovation and various consulting techniques.

We believe that this set of core competencies will help to professionalise the craft of business agility coaching by helping leaders and coaches to speak the same language.

Licensing Information

These core competencies were created by Karim Harbott and Sohrab Salimi for the Business Agility Academy. This work is licensed under the Creative Commons Attribution-NonCommercial-NoDerivatives 4.0 International License. To view a copy of this license, visit <http://creativecommons.org/licenses/by-nc-nd/4.0/>.

Core Competencies

1 - Raising Awareness for Business Agility

Definition: Understands the key concept of business agility, its key drivers, common barriers, and can articulate implication of these on organisations.

- A. Articulates the context and increasing imperative for business agility in today's world.
- B. Personally demonstrates an agile mindset.
- C. Internalises and role models the values & principles of agility.
- D. Uncovers key organisational barriers to business agility and advises on multiple patterns to overcome these challenges.

2 - Cultivating Agile Leadership

Definition: Actively coaches people through their journey to modern and empowering leadership styles.

- A. Supports the creation and communication of inspiring visions and values.
- B. Advises on the creation of high-performing, empowered, self-managing teams.
- C. Explains the benefits of decentralising decision-making and advises on techniques for safely doing so.
- D. Raises awareness of the necessary foundations for empowering employees.
- E. Advises on techniques to create a culture of trust, transparency, experimentation, and psychological safety.
- F. Instils the belief that leaders achieve success through their focus on helping others to grow and succeed, and supports this progression.

3 - Developing Enterprise-Wide Agility

Definition: Applies the values and principles of agility to the whole organisation.

- A. Identifies opportunities for agility beyond IT & product development and into more traditional functions such as HR, Finance, Marketing & Sales, Operations.
- B. Advises on multiple patterns for evolving the organisational structure to enhance organisational agility.

- C. Advises on lightweight adaptive governance and funding models and how these can co-exist with more traditional approaches.
- D. Advises on the measurement and shifting of organisational culture
- E. Advises on techniques for evolving HR policies for empowerment, engagement, and growth.

4 - Consulting, Coaching, and Leading Organisational Change

Definition: Demonstrates a structured approach for facilitating change, measuring impact, and employs multiple context-specific approaches.

- A. Lays out a structured engagement approach with clear boundaries, expectations, and processes.
- B. Agrees on clear outcomes, and tangible desired benefits early in engagement, and helps to measure progress towards them.
- C. Balances multiple engagement techniques including coaching, consulting, facilitating, and training.
- D. Applies one or more structured change management approaches.

5 - Advising on Business Models, Innovation, & Strategy

Definition: Demonstrates a firm grasp of how businesses operate and can speak coherently with senior leadership about all areas of an organisation.

- A. Demonstrates fluency in the language, and fundamental concepts of business operations.
- B. Articulates the various elements of a business model and can advise on business model innovation.
- C. Participates in the development of a strong competitive strategy and can articulate how agility and innovation feed into this
- D. Familiar with, and can advise on, multiple product / service development approaches to fit various different contexts and stages of the life-cycle.

6 - Demonstrating Professional Presence

Definition: Acts with integrity, transparency, professionalism and with an air of credibility at all times .

- A. Adheres to a strong set of ethical practises which puts the client's interests at the heart of all decision-making.
- B. Demonstrates openness, transparency, and integrity at all times with clients.
- C. Communicates clearly, effectively, and professionally at all times with both written and spoken mediums.
- D. Builds credibility with clients and is considered a trusted advisor on the journey towards business agility and innovation.
- E. Is authentic i.e. works and leads according to the values and principles they teach/coach clients on.