

**AGILE LEADER CERTIFICATION - COMPETENCIES FOR LEVEL 1 (FOUNDATION) AND LEVEL 2 (PRACTITIONER)**

<b>TAILORING</b>	<b>L1 Competency number</b>	<b>Level 1 - Foundation</b>	<b>L2 Competency number</b>	<b>Level 2 - Advanced Practitioner</b>		
		Choose iteration length based on project characteristics	L2-	1	Can identify the appropriate level of documentation and rigor for different agile projects	
		Recognize the need to assess and tailor process to project characteristics	L2-	2	Can challenge the process, and innovate to tailor and improve the process.	
			L2-	3	Can scale agile methods within and outside the project	
<b>PRIORITISATION, PLANNING AND DELIVERY</b>		<b>Level 1 - Foundation</b>			<b>Level 2 - Advanced Practitioner</b>	
		Establish clear purpose and scope (establish the project charter that gives the overall picture of the product and the business value)	L2-	4	Can explain the concepts of product architecture and IT technology on a general level	
		Deliver running product at the end of each iteration	L2-	5	Can use modelling to help customer understanding of their business processes	
		Deliver using features based rather than task based approach	L2-	6	Can plan using features, not activities	
		Create and maintain release plans and iteration plans	L2-	7	Can explain the prioritisation of features / new ideas / requirements	
		Estimate at least one agile estimation technique (user story points, wide band delphi, yesterday's weather, planning poker)	L2-	8	Can explain the concept of minimisation of waste	
		Fix the time, vary the scope	L2-	9	Can explain the protection of project value by appropriate controls on quality, change management and testing	
		Prioritize requirements by business value and risk	L2-	10	Can explain the concept of timeboxing and a regular pattern of delivery of business-valued increments	
		Recognize the need to establish a technical environment that supports iterative and incremental delivery: source control, infrastructure, automated testing, continuous integration, daily builds.	L2-	11	Can identify and manage risk related to an agile approach.	
			L2-	12	Can explain how to estimate in an agile environment	
<b>FEEDBACK AND ADAPTATION</b>		<b>Level 1 - Foundation</b>			<b>Level 2 - Advanced Practitioner</b>	
		Reflect periodically using a retrospective, introspective, or reflection workshop	L2-	13	Can explain the use of retrospectives or reflection workshops	
		Quick daily meetings (daily standups / washups)	L2-	14	Can explain the use of daily meetings (stand-ups, wash-ups or scrums)	
		Establish feedback - daily and after each iteration	L2-	15	Can show how to measure the incremental delivery of business value	
		Measure and visibly communicate project velocity, plans, and progress	L2-	16	Can explain re-estimating and re-planning as the project progresses	
		Converge on accurate requirements by demonstrating features	L2-	17	Can explain how to allow for the discovery and inclusion of new business opportunities	
		Adjust requirements and plans continuously throughout the project	L2-	18	Can visibly communicate progress	
		Handle issues	L2-	19	Can explain project / progress tracking	
<b>INDIVIDUAL LEADERSHIP STYLE</b>		<b>Level 1 - Foundation</b>			<b>Level 2 - Advanced Practitioner</b>	
		Be aware of the following leadership behaviors: innovative, strategic, excitement, tactical (immediate results), communicative, delegation, production, consensual	L2-	20	Can communicate well	
		Replace negotiation with collaboration	L2-	21	Can explain how an agile leader works	
			L2-	22	Can explain the personal risk taken by an agile leader	
			L2-	23	Can explain how to involve the team in determining the way they work	

LEADERSHIP SKILLS		Level 1 - Foundation	Level 2 - Advanced Practitioner
		Use basic facilitation skills: how to run a meeting and how to teach people how to be in a meeting, decision making, team norms, etc.	L2- 24 Is able to facilitate
			L2- 25 Is able to help individuals via coaching
			L2- 26 Is able to manage people
			L2- 27 Is able to negotiate
			L2- 28 Knows the team development phases: forming, storming, norming, performing
			L2- 29 Can identify team role preferences / types and explain how to build on team members personal strengths
			L2- 30 Can handle formal agreements / contracts where necessary, as a basis for collaboration
			L2- 31 Can explain the use of agile techniques for handling requirements
HANDLING TEAM DYNAMICS		Level 1 - Foundation	Level 2 - Advanced Practitioner
		Celebrate small victories	L2- 32 Can explain the importance of a team vision
		Bring together the right team skills	L2- 33 Can explain the importance of sustainable pace
		Trust the team	L2- 34 Can explain the value of growing a project by starting a new team by distributing the original team members (DNA)
		Encourage individuals to self select tasks	L2- 35 Can facilitate the team to establish team norms
		Setup collaborative work environment	L2- 36 Can explain the value of small teams, even on a large project
		Create team working agreements	L2- 37 Can explain how to motivate a team by involving them in planning and decision making
		Preferably co-locate team members	L2- 38 Can explain how to generate an open environment where people feel safe to express themselves
		Size the team based on estimated project effort	L2- 39 Can explain how to establish team relationships based on mutual respect
			L2- 40 Can explain the importance of project organisation and team roles and responsibilities, with both customer and development roles
			L2- 41 Can explain the importance of appropriate means of communication
CUSTOMER AND STAKEHOLDER INVOLVEMENT		Level 1 - Foundation	Level 2 - Advanced Practitioner
		Measure customer satisfaction	L2- 42 Can explain the central role customers play and describe how to ensure the effective use of this
		Identify and understand project stakeholders	L2- 43 Can identify and build relationships with customers and stakeholders
		Setup customer representatives to interact with the development team	L2- 44 Is able to measure customer satisfaction
		Gather requirements using agile requirements techniques: user stories, test cases, use cases	L2- 45 Is able to involve the right people in decision making
		Handle and prioritize changes by interacting with customers	
		Engage the right people in decisions	
PERSONAL CHARACTERISTICS (Assessed at interview)		Level 1 - Foundation	Level 2 - Advanced Practitioner
			L2- 46 Exhibits emotional intelligence, emotional expressiveness and personal warmth
			L2- 47 Appears willing to operate in an agile leadership way