

TIIMIAKATEMIA® SENIOR TEAM COACH

Certification manual



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1 FOREWORD

Tiimiakatemia® Senior Team Coach -level is the heavyweight level of team coaching. A person who has attained this level has plenty of experience on team coaching and on the use of Tiimiakatemia® Methods both in his or her own everyday operating environment as well as in international settings. The person has the skill to coach "next generation" of team coaches as a "coach of coaches".

The Wonder Team Coach -program and the certificate are suitable for those team coaching professionals who want to coach the next generation of team coaches, develop Tiimiakatemia® Methods or establish new Tiimiakatemia units.

It is important to keep in mind that this certificate is about team coaching in Tiimiakatemia context, not about any other competency. Thus, the certificate is not an evidence of individual's whole competency.

There's magic in team coaching.

March 2025, Jyväskylä, Finland

Heikki Toivanen, PhD

Tiimiakatemia® Senior Team Coach

Member of Tiimiakatemia® Certification Board

2 TIIMI(AKATEMIA® SENIOR TEAM COACH LEVEL

Tiimiakatemia® Senior Team Coach -level is an advanced level of team coaching competency. A person who has attained this level has plenty of experience on team coaching and on the use of Tiimiakatemia® Methods both in his or her own everyday operating environment as well as in international settings. The person has the skill to coach "next generation" of team coaches as a "coach of coaches".

To attain the level one must have completed The Wonder Team Coach program (or similar program). Also, one must have at least 3 years of experience on team coaching in variety of environments.

A certified Tiimiakatemia® Senior Team Coach has

- the competency of an experienced team coach. He or she has advanced knowledge and skills on the use of Tiimiakatemia® Methods in the fields of team building, team coaching and sparring;
- the know-how to work as a professional team coach in variety of demanding coaching programs where Tiimiakatemia® Methods are used;
- the competency to develop new units, communities and programs where Tiimiakatemia® Methods are used; and
- the competency to coach "the next generation" of team coaches.

A certified Tiimiakatemia® Senior Team Coach has

- successfully completed a coaching program that is required by the certification. This program has deepened his or her practical know-how and practical experience on team coaching,
- previously been certified as Tiimiakatemia® Team Coach and fulfils its criteria; and
- demonstrated his or her team coaching competency and experience to Tiimiakatemia® Certification Board.

Tiimiakatemia® Senior Team Coach Certificate in a Nutshell

#	Competency Field or Criteria	Tiimiakatemia® Senior Team Coach
C1	Team Coaching Experience	5 years of team coaching experience
C2	Target of Team Coaching	Multiple teams from different operating contexts; experience on international team coaching
C3	Self-Development as a Team Coach	Same as on previous level but advanced competency; influences from different contexts and cultures
C4	Team Coaching Competency	Same as on previous level but advanced competency; different kinds of teams, international settings, building knowledge creation forums, coaching a new generation of team coaches
C5	Coaching Team Performance and Leadership	Same as on previous level but advanced competency; network steering and leadership, coaching a new generation of team coaches
C6	Individual Coaching Competency	Same as on previous level but advanced competency; sparring new team coaches, experience on different kinds of individual coaching processes
C7	Competency in Planning, Development and Consulting	Advanced competency; different kinds of programs, running basic training for new generation of team coaches, method development
C8	Competency in Theories and Methods of Team Coaching	Advanced level; lots of experience on applying theory to practice, method development
C9	Network Capital	Wide network; international network
C10	Ethics and Values	Acts according to Leading Thoughts; promoting and developing Leading Thoughts in networks

3 THE COMPETENCY FIELDS AND CRITERIA OF TIIMI^{AKATEMIA}[®] SENIOR TEAM COACH CERTIFICATE

C1: TEAM COACHING EXPERIENCE

Core Idea and Description: The certified person has at three (3) years of team coaching experience either in full-time programs or in coaching projects. He or she has used Tiimiakatemia's basic and advanced methods and ideas in this work.

The certified person has at sixteen (16) months of team coaching experience in coaching new team coaches as a coach trainee or mentor, for example.

The certified person has long-term experience in developing team coaching practices and programs.

Evidence: (1) Documented feedback from persons that the certified person has coached (emphasis on coaching new coaches); (2) At least two recommendations for certification from persons who are Tiimiakatemia[®] Senior Team Coaches (e.g. a Letter of Recommendation); (3) Documents that prove that the certified person has done development work; (4) Other relevant documents that describe and prove the experience.

C2: TARGET OF TEAM COACHING

Core Idea and Description: The targets of the certified person have been teams from different industries and/or contexts. The coaching processes of these teams have been long-term. Thus, the certified person has experience on coaching that has been done in different kinds of and variety of contexts.

The certified person has coached individuals or team(s) that are from different cultural context than the coach is from (i.e. the certified person has basic level experience on coaching in international contexts).

The certified person has, in addition to the above, coached individuals on basic knowledge and know-how on team coaching. The context of this kind of coaching can be, for example, a long-term program where "the next generation" of team coaches have been trained.

Evidence: Short description of the team(s) (with, for example, list of its members) and information on the time-span of coaching of each team.

C3: SELF-DEVELOPMENT AS A TEAM COACH

Core Idea and Description: Certified person can make both a short-term (0,5 years) and long-term (2-3 years) personal learning plans (e.g. learning contracts) and implement them (life-long learning).

Certified person knows different kinds of practices and methods that are used in professional development of an individual. He or she has wide-ranging experience in using them.

Certified person can use his or her personal network of colleagues in wide variety of ways to develop his or her own team coaching competency. (Note: "Personal network of colleagues" refers to a network of professional peers that extends beyond one's everyday work environment.)

The certified person can take influences from different industries, contexts and cultures to develop his or her professional competency. This can be described as "advanced self-development in cross-cultural settings".

Evidence: (1) Development plans (e.g. learning contracts); (2) Documents that illustrate what kinds of professional development methods the person has used (e.g. reflection papers, essays, course descriptions or reports on on-the-job learning); (3) Description on how the person has used his or her network in developing his or her competency as a team coach (emphasis on "cross-cultural self-development" and "taking influences from different contexts").

C4: TEAM COACHING COMPETENCY

Core Idea and Description: Certified person can coach different kinds of teams from different industries and contexts in long-term processes.

Certified person has advanced team coaching knowledge and skills on Tiimiakatemia® Methods.

Certified person has advanced level of theoretical knowledge on team coaching. He or she has developed his or her own theories and models that have been used in different coaching contexts.

Certified person can develop and build knowledge- and coaching environments where he or she can coach the environments' members to conduct "cross-fertilization" (sharing knowledge and experiences).

The practical experience of the certified person is at advanced level.

Certified person has basic level of experience in team coaching in international settings.

Certified person can coach a team that consists of "next generation of team coaches" to the basics of team coaching and Tiimiakatemia® Methods.

Certified person can enhance team learning and "metalearning" by using different kinds of methods ("learning leadership"). He or she can enhance the learning of individual team member that learns "alone" or with others.

The knowledge level of the certified person on team coaching is at basic level and he or she has verifiable experience on team coaching.

(The certified person fulfils the criteria of Tiimiakatemia® Team Coach level certification in addition to the criteria above.)

Evidence: (1) One's own Team Coach's Philosophy or similar document that summarizes the person's core ideas on team coaching; (2) Description on work done as a team coach, e.g. cases. The description must emphasise the certified person's work as a "coaches' coach".

C5: COACHING TEAM PERFORMANCE AND LEADERSHIP

Core Idea and Description: Certified person has advanced know-how in leading team performance in different kinds of contexts. He or she can spar teams to set, achieve and monitor performance goals (advanced level, including both short-term and long-term goals).

Certified person can support the team to use the team members' diversity to its advantage. The person can also spar the management team of the team. He or she can help the team to build leadership culture and practices within the team.

Certified person can spar and mentor "the next generation of team coaches" to achieve their goals by using individual and team coaching practices.

Certified person has the basic know-how on how to lead networks (emphasis on learning networks and team coaching).

(The certified person fulfils the criteria of Tiimiakatemia® Team Coach level certification in addition to the criteria above.)

Evidence: (1) Description of goals that were set in the teams and the outcomes of teams' performance. Illustrations of how the goals were set are useful as well. If the teams created visions, a description of them

are also extremely good evidence; (2) Descriptions of how goals were set for "next generation of team coaches"; (3) Description on how leading networks was conducted by the certified person.

Note: This criterion (C5) overlaps with the previous criterion (C4). This criterion emphasises coaching performance when the previous one focuses more on learning and team building activities.

C6: INDIVIDUAL COACHING COMPETENCY

Core Idea and Description: Certified person can coach different kinds of teams' members to learn, develop and achieve results in parallel to their individual and teams' goals. He or she has the competency to coach professionals from different fields and industries.

Certified person can spar "the next generation of coaches" individually on self-development, basics of team coaching and Tiimiakatemia® Methods.

(The certified person fulfils the criteria of Tiimiakatemia® Team Coach level certification in addition to the criteria above.)

Evidence: (1) List of persons who the certified person has sparred; (2) Examples on documents produced during the sparring. Note: Ask permission from the individuals on use of their materials (e.g. learning contracts or personal plans)! Should you wish to keep these materials confidential, mark them with text "Confidential"; (3) Format or process description on sparring that was done with individuals (e.g. schedule).

C7: COMPETENCY IN PLANNING, DEVELOPMENT AND CONSULTING

Core Idea and Description: Certified person can plan and implement long-term coaching processes to different kinds of clients.

Certified person can consult and give advice to others on team coaching and teampreneurship. He or she can consult clients on how to build Tiimiakatemia® -type of learning environments.

Certified person develop Tiimiakatemia® Methods and other similar team coaching methods.

(The certified person fulfils the criteria of Tiimiakatemia® Team Coach level certification in addition to the criteria above.)

Evidence: (1) Descriptions on completed or ongoing team coaching processes (e.g. a schedule, plan or curriculum); (2) Descriptions on consulting and advising work done (e.g. reports, notes, presentation materials and/or personal reflections); (3) Descriptions on any team coaching models, formats and theories developed; (4) Other relevant documents linked to planning and consulting work.

C8: COMPETENCY IN THEORIES AND METHODS OF TEAM COACHING

Core Idea and Description: Certified person advanced and deep knowledge on team coaching, teampreneurship, team leadership and teamwork. The person can apply this knowledge to his different kinds of environments ("contexts").

Certified person can develop new theories and practices listed that support the work of other team coaches and users of Tiimiakatemia® Methods.

(The certified person fulfils the criteria of Tiimiakatemia® Team Coach level certification in addition to the criteria above.)

Evidence: (1) List of theory program ("Reading Program"); (2) Descriptions of models, theories and practices developed and applied to practice.

C9: NETWORK CAPITAL

Core Idea and Description: Certified person has a network that consists of peers, colleagues and experts connected to team coaching and fields related to it. This network is cross-cultural and has members from different industries and operating contexts. (Note: The "network" refers to a network that extends outside one's own everyday working environment.)

The certified person's network is international.

The certified person can do joint-development and joint-projects in his or her network. He or she can do co-creation and build strategic partnerships.

(The certified person fulfils the criteria of Tiimiakatemia® Team Coach level certification in addition to the criteria above.)

Evidence: Short description on the network. Stories and illustrations of joint projects conducted in the network are also extremely useful.

C10: ETHICS AND VALUES

Core Idea and Description: Certified person acts according to Tiimiakatemia's Leading Thoughts. He or she has actively strengthened and renewed his or her own working environment's Leading Thoughts.

Certified person can implement a "Process of Leading Thoughts" as a team coach.

Certified person has developed, promoted and fostered the values of Tiimiakatemia in international networks. He or she has strong understanding on Tiimiakatemia's values.

Evidence: Informal description of one's own values linked to team coaching and how one has promoted Tiimiakatemia's values.



4 CERTIFICATION PROCESS

There are two ways of getting the certification: written or oral certification.

Note: The process descriptions are just guidelines. Individual processes may vary.

4.1 WRITTEN CERTIFICATION PROCESS

The written certification process is done as follows:

1. Get information from Tiimiakatemia Global on suitable certification deadlines.
2. Deliver the written evidence to Tiimiakatemia Global before the deadline.
3. The Tiimiakatemia® Certification Board will evaluate your written evidence. If you fulfil the requirements of all criteria, you will get an invitation to a certification award event. If you don't fulfil the requirements, you will get an request from the Board to provide more evidence.
4. Participate to the certification award event.
5. You'll get the certificate diploma at the award event.

4.2 ORAL CERTIFICATION BY USING DIALOGUE

The oral certification process is done as follows:

1. Get information from Tiimiakatemia Global on suitable oral certification days.
2. Collect and compile your written evidence on your team coaching competency before the certification day. Make presentation materials that you will use in the day.
3. Participate to the certification day. During the day you will have a presentation on your team coaching competency both to peers (others who participate to the day) as well as the Certification Board. All the day's participants will have dialogue on team coaching. The idea is to learn together.
4. The Tiimiakatemia® Certification Board will tentatively evaluate your oral and written evidence. They will tell you whether you fulfilled all the criteria or if there's a need for more evidence.

5. After you fulfil the requirements of all criteria, you will get an invitation to a certification award event.
6. Participate to the certification award event.
7. You'll get the certificate diploma at the award event.

4.3 CERTIFICATION FEE

Tiimiakatemia Global will charge a certification fee for the process and for the diploma.



5 USE OF THE CERTIFICATION

A person having a Tiimiakatemia® Senior Team Coach certificate can use the following title in his or her professional communications:

Tiimiakatemia® Senior Team Coach

To avoid any misunderstandings, a person must use his or her organization's name (or some other indicator) in conjunction with the certificate that makes it clear for everyone that the person is not employed by "Tiimiakatemia" (unless he or she really is).

When using the title, the user admits that Tiimiakatemia® trademark belongs to its owner.

Tiimiakatemia Global reserves all rights to prohibit a person from using the certification especially in cases where the use of title might harm the image or value of Tiimiakatemia® trademark. Each of these special prohibition cases will be handled on case-by-case basis.

ATTACHMENTS

ATTACHEMENT 1: CERTIFICATION LEVELS' CRITERIA ON 1 X A4 SHEET

#	Competency Field or Criteria	Tiimiakatemia® Junior Team Coach	Tiimiakatemia® Team Coach	Tiimiakatemia® Senior Team Coach
C1	Team Coaching Experience	6 moths of experience in leading a team by using team coaching methods	1 years of team coaching experience	3 years of team coaching experience
C2	Target of Team Coaching	One's own team company	One or multiple teams depending on coaching context	Multiple teams from different operating contexts; experience on international team coaching
C3	Self-Development as a Team Coach	Learning contract; elementary know-how in different ways of learning; elementary competency in sparring others	Same as on previous level but a basic competency; life-long learning	Same as on previous level but advanced competency; influences from different contexts and cultures
C4	Team Coaching Competency	Elementary competency; Friend Leadership approach	Basic competency; team development phases and one's role in them, facilitating and dialogue, metalearning, practical experience	Same as on previous level but advanced competency; different kinds of teams, international settings, building knowledge creation forums, coaching a new generation of team coaches
C5	Coaching Team Performance and Leadership	Elementary competency; setting goals, building a management group for the team	Basic competency; long and short team goals, sparring a management team and building leadership culture and practices	Same as on previous level but advanced competency; network steering and leadership, coaching a new generation of team coaches
C6	Individual Coaching Competency	Sparring experience and elementary competency in running personal competency development sessions	Same as on previous level but a basic competency; experience on sparring at least 10 persons	Same as on previous level but advanced competency; sparring new team coaches, experience on different kinds of individual coaching processes
C7	Competency in Planning, Development and Consulting	Elementary competency; can plan and implement a small-scale workshop (or similar short session)	Basic competency; long-term coaching processes, applications to one's own coaching context	Advanced competency; different kinds of programs, running basic training for new generation of team coaches, method development
C8	Competency in Theories and Methods of Team Coaching	Elementary theoretical knowledge	Basic theoretical knowledge	Advanced level; lots of experience on applying theory to practice, method development
C9	Network Capital	Small network of peers and colleagues; peer network	Network of colleagues	Wide network; international network
C10	Ethics and Values	Acts according to Leading Thoughts and has been renewing them; brave experiments	Acts according to Leading Thoughts; can run a Leading Thoughts renewal process	Acts according to Leading Thoughts; promoting and developing Leading Thoughts in networks

ATTACHEMENT 2: TEAM COACH'S PROFESSIONAL PROFILE

Tiimiakatemia® team coach is an expert professional who has the knowledge, skills, mind-set and experience to enhance the development of individuals, teams and communities in variety of operating contexts. He is a training and learning development specialist who can build and guide teams both for work and learning purposes. Team coaches can create and implement learning programmes and learning infrastructures that allow the learners themselves to act and learn at the same time both in teams and as individuals. He also consults and advises individuals, groups and teams to build and run team-based learning organizations and to make positive changes happen.

Professional Team Coach's Work and Clients

Tiimiakatemia® team coach can be a consultant, trainer, facilitator, in-house human resource expert, manager and/or educator. They work, for example, as line managers, team leaders, teachers, independent consultants or NGO project workers. His clients or coachees can be, for example, salesmen, project workers, primary school students, university students or even ordinary citizens who need specialist team coaching in a community.

Professional Team Coach's Competencies

Tiimiakatemia® team coach's competency includes such sub-competencies as team and group facilitation, individual learning and performance enhancement, educational design, teamwork and community building. In addition to team coaching competency, each team coach has his own special area of expertise (marketing, sales, engineering, health care, design thinking, social work, etc.) that he uses in conjunction with his team coaching competency.

Professional Team Coach's Mind-sets and Values

Tiimiakatemia® team coach has the mind-set of playfulness, adventure, positive change and belief in every individual's intrinsic ability to learn and think independently. He values entrepreneurship, action, self-initiative, curiosity, human relationships and passion for one's work.

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Tiimiakatemia Global Ltd. coaches progressive and change-minded professional from all walks of life to become team coaches. The company also advices and consults individuals and organizations to use Tiimiakatemia® Method. Tiimiakatemia Global has its own international certification system for professional who wish to certify their competency as team coaches.

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