

D A S A

DEVOPS AGILE
SKILLS ASSOCIATION

DASA DEVOPS COACH

Syllabus

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February 2019

Pre Release

| RELEASE | VERSION | DATE |
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| Previous | Not Applicable | Not Applicable |
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SCOPE AND PURPOSE OF THIS DOCUMENT

The purpose of this document is to inform all parties interested in the DASA DevOps Coach Certification program of the areas covered in the program.

DASA DEVOPS COACH

Recent developments in IT methodologies have given rise to a spate of concepts, such as Agile, Scrum, DevOps, and Lean IT. These methodologies enable the realization of the customer value more rapidly than traditional methods.

Like all other hyper growth trends in our IT industry, adoption of DevOps is also not immune to potential misunderstandings and misconceptions. Besides the relevant tooling and technology component, DevOps predominantly entails a cultural shift towards a new mindset, behaviors, a new organization, and a new way of working. Organizations which do not truly comprehend the essence of DevOps end up with transformational failures, often leading away from the value of DevOps.

The DASA DevOps Coach qualification extends the skills of any professional in a DevOps environment to help team members and other stakeholders in the organization apply DevOps concepts and principles within their organization.

QUALIFICATION OBJECTIVES

When you have acquired the required knowledge from this certification program, you will be able to:

- Recall the basics of DevOps
- Comprehend the role and responsibilities of DevOps coach
- Explain the purpose the DevOps coaching model

- Describe the basic coaching skills (communication, listening, questioning, direct communication)
- Discuss actions and accountability of the DevOps coach
- Understand how to influence behavior and manage interactions
- Understand the methods of coaching teams
- Learn about continuous improvement in teams
- Understand organizational goals
- Learn about coaching for organizational transformation

TARGET AUDIENCE

The DASA DevOps Coach qualification is aimed at:

- (Lean, Agile, DevOps) Coaches
- Executives
- Business and IT Managers
- Information Managers
- Business Analysts
- Project Managers
- Enterprise Architects
- DevOps Team Members

COURSE PREREQUISITES

Basic familiarity with Agile, Scrum, and DevOps framework is beneficial. The course is beneficial for professionals, such as:

- Professionals who have working knowledge of coaching, hands on experience in helping organizations adopt DevOps principles.
- Experienced DevOps professionals who have helped organizations actually transition to DevOps - preferably guided by the DASA DevOps competence model.
- Professionals who have coached in 2 or more organizations, departments, or programs.
- Professionals who have some formal or informal education about coaching.

CERTIFICATION REQUIREMENTS

You will receive the required certification from DASA on successful completion of the DASA DevOps Coach exam.

LEARNING OUTCOMES

A classification widely used when designing assessments for certification and education is the Bloom's Taxonomy of Educational Objectives. This classifies learning objectives into six ascending learning levels, each defining a higher degree of competencies and skills. (Bloom et al, 1956, Taxonomy of Educational Objectives).

This structured approach helps to ensure:

- A clear segregation in learning level content between the different qualification levels.
- Learning outcomes are documented consistently across different areas of the program.
- Exam questions and papers are consistent and are created to a similar level of difficulty.

This Leadership qualification examines learning outcomes at levels 2 (Comprehension), 3 (Application), and 4 (Analysis).

| DASA DEVOPS COACH LEARNING OUTCOMES | | | | |
|-------------------------------------------|------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | 1. Knowledge | 2. Comprehension | 3. Application | 4. Analysis |
| Generic Definition from Learning Outcomes | Know key facts, terms and concepts from the guidance. | Understand the key concepts from the guidance. | Be able to apply the concepts related to the syllabus area for a given situation. | Be able to analyze and distinguish between appropriate and inappropriate use of the method for a given situation. |
| Qualification Learning Outcomes | Know key facts, including terms, concepts, principles, and techniques from the guidance. | Understand the concepts, principles, and framework of DevOps and can explain how these are applied in the environment. | Shows that candidates have the ability to make use of information in a context different from the one in which it was learned. | Shows that candidates have the ability to examine and break information into parts by identifying motives or causes, make inferences and find evidence to support generalizations. |

SYLLABUS AREAS

The following syllabus areas are identified.

| SYLLABUS AREA CODE | SYLLABUS AREA TITLE |
|--------------------|--------------------------|
| DDC | DASA DevOps Challenge |
| BDC | Being a DevOps Coach |
| PDC | Practice DevOps Coaching |
| CT | Coaching Teams |
| SC | Strategic Coaching |

SYLLABUS

In the following tables, the key aspects of the DASA DevOps Coach Syllabus are described.

DASA DEVOPS CHALLENGE

| Syllabus Area Code | Syllabus Area : |
|--------------------|-----------------------------|
| DDC | DASA DevOps Challenge (DDC) |
| Level | Topic |

Specifically to recall:

| | | |
|----|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 01 | 01 | Core Principles of DevOps <ul style="list-style-type: none"> • Some DevOps Definitions • DevOps is Highly Intertwined with Agile and Lean IT • DevOps Principles • DevOps Principles and Aspects of IT |
|----|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

BEING A DEVOPS COACH

| Syllabus Area Code | | Syllabus Area : |
|----------------------------------------------------------|-------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| BDC | | Being a DevOps Coach (BDC) |
| Level | Topic | |
| Understand the role and responsibilities of Coach | | |
| 01 | 01 | Knowing DevOps Coach: <ul style="list-style-type: none"> • What is DevOps coaching? • What is not DevOps coaching? • Difference between DevOps Coach, DevOps Leader, and DevOps Consultant • Characteristics of DevOps Coach • Competence of a coach: Skills, Expertise, Drive |
| 01 | 02 | Team Coaching (working with teams as a skill) Facilitating Teams: <ul style="list-style-type: none"> • Defining Gemba and Gemba Walk • Why Gemba walk is necessary for DevOps Coach? • Gemba Walk – For the DevOps Coach • Gemba Walk Checklist • Understanding Team Dynamics (Lencioni) • Building Teams • Getting to High Performance |
| 01 | 03 | Communication: <ul style="list-style-type: none"> • Performance Dialog (Direct Communication) • Giving and Receiving Feedback • Active Listening Skills & Powerful Questions |
| 01 | 04 | DevOps Coaching <ul style="list-style-type: none"> • Understanding the Organizational Goals (GROW model) • Why are goals important? • Understanding Customers for Business Context • Common Goals for DevOps Business Case |

| | | |
|----|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 01 | 05 | <p>DevOps Coaching Model:</p> <ul style="list-style-type: none"> Relationship Coach-Student: the 4-Phase Coaching Model (Show Me – Do it together – Prepare – Do it yourself) Common Coach Activities: Support, Teach, Promote Practicing DevOps Behavior and Values Understanding the structure of DevOps Organization (Elements of a DevOps Organization, Values of the DevOps Organization, Characteristics of People in a DevOps team, Types of Organizational Units: Agile Team, DevOps Platform Team, DevOps Business Service Team Service Desk) DevOps Culture (Speed, Quality, Automation, Collaboration, Courage and Continuous Improvement: Developing a Safe Environment Coaching experimentation, Building a Fail Fast culture) Coaching Kata |
|----|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

PRACTICE DEVOPS COACHING

| Syllabus Area Code | | Syllabus Area : |
|-------------------------------------------------------------------------------------|-------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PDC | | Practice DevOps Coaching (PDC) |
| Level | Topic | |
| <p>Know the key skills of coaching</p> <p>Specifically to recall:</p> | | |
| 01 | 01 | <p>Influencing Behaviors:</p> <ul style="list-style-type: none"> Understanding and Steering Behavior Consequences of Behavior Building Blocks of Change and Behavior Relationship Between Behavior and Habit Investigating Behavior |
| 01 | 02 | <p>Managing Interactions:</p> <ul style="list-style-type: none"> Dealing with Resistance Dealing with Blockage Dealing with Conflicts Motivating for Change Managing multi team multi organization interactions |

COACHING TEAMS

| Syllabus Area Code | | Syllabus Area : |
|-------------------------------------------|-------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| CT | | Coaching Teams (CT) |
| Level | Topic | |
| Know the methods of coaching teams | | |
| Specifically to recall: | | |
| 01 | 01 | Speeding Up Delivery: <ul style="list-style-type: none"> • Defining Cross-functional Autonomous Teams • Focus on Customer Value • Delivering Product Value in Flow • Balancing Different Forms of Efficiency • Capacity Planning • Understanding Units of Work |
| 01 | 02 | Creating Transparency: <ul style="list-style-type: none"> • Create with the End in Mind • End-to-End Responsibility • Creating Environments where Problems cannot go Unseen • Enabling Transparency • Working with Visual Management |
| 01 | 03 | Continuous Improvement: <ul style="list-style-type: none"> • Problem-solving Mindset • Daily improvements • Team Improvement • Improving automation |

STRATEGIC COACHING

| Syllabus Area Code | | Syllabus Area : |
|-----------------------------------------------------|-------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| SC | | Strategic Coaching (SC) |
| Level | Topic | |
| Understand the concept of strategic coaching | | |
| Specifically to recall: | | |
| 01 | 01 | Supporting Organizational Goals: <ul style="list-style-type: none"> • Levels of DevOps IT Coaching • Role of the DevOps Coach in Setting Vision and Goals • Role of the DevOps Coach in Achieving the Goals |
| 01 | 02 | Coaching for organizational Transformation: <ul style="list-style-type: none"> • Stakeholder management • How to transform IT organization? • Questions that Arise When Transforming the Organization |
| 01 | 03 | Commitment: <ul style="list-style-type: none"> • Importance of Commitment to the Transformation |

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