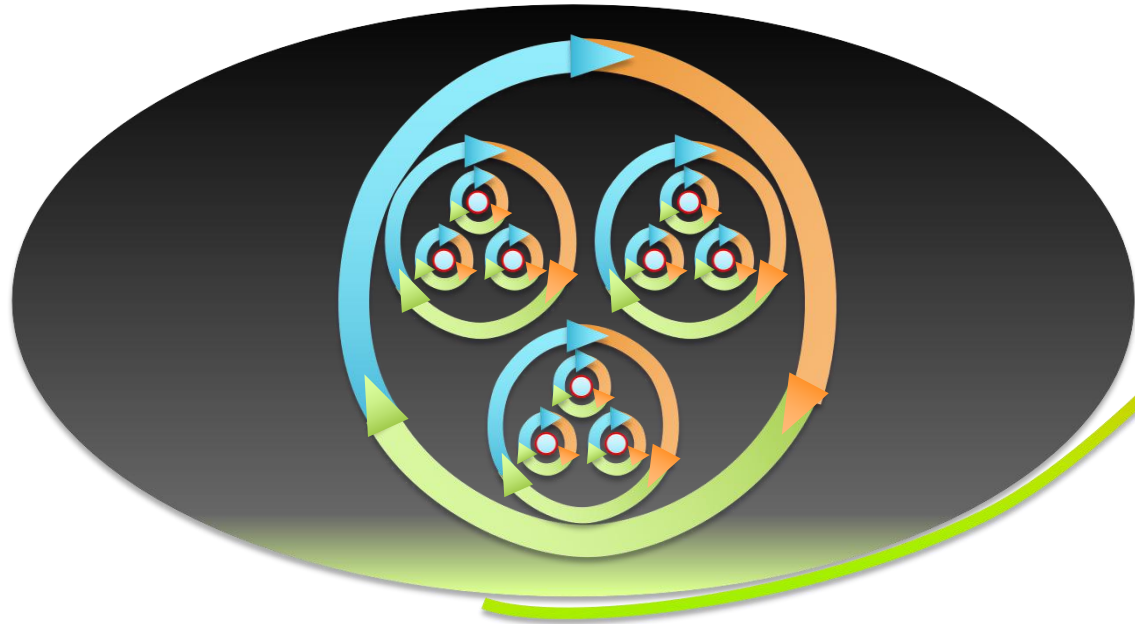


XSCALE Alliance certifies that on 28 September 2019

**Kjell Tore Guttormsen**



completed all requirements necessary  
to become a

**Coach and Trainer**  
of  
**XSCALE Business Agility**

XSCALE Alliance is a global ecosystem promoting the principles of Agile Organization. XSCALE Business Agility is a practice-pattern language that empowers self-directing portfolios of self-managing streams of self-organizing teams. XBA descales power hierarchies and breaks through market bottlenecks in order to accelerate the flow of learning and embrace, generate and leverage disruptive change.

authorized by Peter Merel, CEO, XSCALE Alliance

*Peter Merel.*