SCRUM ALLIANCE®
CERTIFIED AGILE LEADERSHIP
FOR ORGANIZATIONS (CAL-O)
Learning Objectives

June 2020

OVERVIEW

The goal of this course is to bring awareness to the practices and principles of agility and how they apply to businesses and organizations. Through analysis of case studies, assessment, discussion and evaluation, participants will gain insight into what practices will enable them to lead real change across their organization.

Business leaders are encouraged to shift their mindset, evolve and lead their organization in empowering employees and becoming agents of change. In this module, participants will gain tangible knowledge, skills, and techniques that will help them towards making organizational agility a reality for their companies.

Participants in Certified Agile Leadership-Organizations should expect that each learning objective identified in this document will be covered over the course of the program. The model for Certified Agile Leadership-Organizations is flexible, allowing education providers to deliver the program in a way that will best meet the needs of their participants, including a mix of training and coaching as well as bundling learning objectives in distinct learning sessions.

Bloom's style of Learning Objectives consist of six levels of learning:

- **Knowledge**
- **Comprehension**
- **Application**
- **Analysis**
- **Synthesis**
- **Evaluation**

LEARNING OBJECTIVES

WHY

1 The Importance of Leadership and Culture in Enabling Agility

Intent

The intent behind these learning objectives is to help leaders understand the importance of leadership and organizational culture in enabling agility, making the connection that leadership and culture should align with and support agile principles, focusing on the creation of value.

Learning Objective - Organizational Culture

1.1   discuss at least five ways that organizational culture impacts agility in navigating challenges in today's business environment.

Learning Objective - Culture and Leadership

1.2   discuss the relationship between culture and leadership mindset and behaviors.

Learning Objective - Agility and Value

1.3   discuss various interpretations of the term "value" and how agility impacts value creation.

Learning Objective - Culture and Outcomes

1.4   explain how culture and the way value is interpreted are related, and how that relationship will affect organizational outcomes.

Learning Objective - Organizational Design

1.5   explain the characteristics of organizations that make up its design including structure, policies and measures and how they impact the culture of the organization.

WHAT

2 Organizational Design, Constraints and Enablers

Intent

The intent behind these learning objectives is to discover the challenges that a leader or organization may face when applying an agile approach within an organizational system and learn how it impacts behavior and results.

Learning Objective - Organization Value Flow Challenges

2.1   discuss at least three challenges to creating value flow when applying agile approaches across an organizational system.

Learning Objective - Organizational Structure

2.2   assess at least three organizational structures and/or patterns to scale agile practices and how they impact organization culture and creating value.

Learning Objective - Organization Governance Policies

2.3   assess at least three governance policies and their influence on culture and creating value.

Knowledge   Comprehension   Application   Analysis   Synthesis   Evaluation

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Learning Objective - Organization Metrics

📊 2.4   compare at least three organizational metrics for alignment with agile values and how they impact behavior and results.

Learning Objective - Culture and Organizational Design

📊 2.5   explore at least one tool or technique to identify, understand and influence the culture within an organization.

HOW

3 Organizational Change

Intent

The intent of these learning objectives is to understand the relationship between organizational culture and design and how agile approaches aid the organizational change process.

Learning Objective - Empirical (Inspect/Adapt) Organizational Strategy

📊 3.1   explore at least one empirical strategy and the importance of transparency and feedback loops for continual revision.

Learning Objective - Individuals and Organizational Change

📊 3.2   explore how organizational change impacts people and describe three benefits of involving them in the change process.

Learning Objective - Culture and Organizational Change

📊 3.3   analyze how change might be approached differently based on existing organizational culture, and the influence that culture has on speed, risk, and receptiveness to change.

Learning Objective - Learning Objective - Leading Change and Transition

📊 3.4   explore at least one tool or technique to assist an organization and its leaders through a change process.

Learning Objective - Case Study

⚗ 3.5   introduce at least one case study of an agile transformation (success and/or failure) and discuss the organization's decisions around direction, alignment, structure and/or behavior.

Learning Objective - Your Organization

⚓ 3.6   apply this information about culture, organizational design and change by identifying elements you can implement in your organization (or an organization you are familiar with).

PROGRAM TEAM

Certified Agile Leadership Design Team (2019)

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