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# CAL - Certified Agile Leader

**Learning Objectives**  
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# Course Content

**The course aims to provide the context and first steps to agile leadership:**

- The Context for Agile – the technological and business drivers and why Lean and Agile are not going away
- Agile and Lean Methods for business agility at large - from Digitization and Design Thinking to DevOps
- Leadership in an Agile Context - how will leading affect yourself and your organization
- The Agile Organization - structures and culture
- Agile Evolution - the agile approach to change and transformation

## Learning Objectives

**The Context for Agile**

- Economic and market factors that have led to the rise of Agile approaches
- How the complexity and uncertainty of work relates to the fitness of an Agile approach.
- Management trends and their historical fit with the business environments of their time.
- The long-term effects of an organizational focus on delighting the customer
- Factors that increase the level of employee engagement
- Benefits of becoming a more effective Agile leader.

### **Agile Overview**

- The values and principles of Lean and Agile
- Capabilities of a high-performing team and organization and how these characteristics relate to Lean and Agile thinking.
- Compare and contrast the practices and benefits of Agile and related frameworks like Design Thinking, creativity, .
- The benefits of an Agile approach from the perspective of different stakeholder groups

### **Leadership in an Agile Context**

- Key mindset shifts required to effectively lead in an Agile context.
- “Leadership Agility” - a leadership development framework that is aligned with Agile thinking.
- Techniques for incorporating feedback that improves your ability to inspect and adapt your own leadership behavior to increase effectiveness.
- Coaching approaches that integrate alternative perspectives, engage others, and improve outcomes.

### **The Agile Organization**

- Challenges an organization might face when scaling an Agile approach
- Patterns for increasing trust and collaboration between multiple teams.
- Factors that influence the culture of an organization and how that relates to organizational agility.
- Ways to structure an organization in order to enhance agility.
- Governance policies that enhance organizational agility
- Deconstruct a case study of an organization that uses an Agile approach.

## **Agile Approaches to Change**

- An Agile organization is a human system where change is always present and dynamic leadership is required to catalyze that change for positive growth.
- Organizational metrics for their alignment with Agile thinking and how they impact behaviors and results.
- Deconstruct a change management approach and evaluate its alignment with organizational agility.
- Agile approaches to identify and reduce bottlenecks, impediments, and overall friction in an organization.
- A case study of an Agile transformation and critique how it approached change in an Agile way.

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