

## Certified Agile Leadership, Organizations (CAL-O)

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### Course Summary

#### Description

The Certified Agile Leadership—Organizations (CAL-O) class will teach you how to shift your mindset about the culture and employees in your organization. Leading an entire organization to become Agile is hard. CAL-O will give you the tools necessary to become a change agent and effectively use Agile to strengthen your organization. In this one day class, we will take a deep dive into how change can be approached differently based on existing organizational culture, and we'll talk extensively about the influence that culture has on speed, risk, and receptiveness to change.

You will learn about the principles and practices of Agility and how to apply culture, organizational design and change by identifying elements you can implement in your own organization. You'll come away with the knowledge, skills, and techniques to achieve sustainable Agility. We'll dive into case studies and real-life examples to help demonstrate how Agility can be implemented successfully in your organization and you'll leave with a deeper understanding of the relationship between culture and leadership mindset and behaviors.

#### Objectives

After taking this course, students will be able to:

- Learn to apply the practices and principles of Agility to an organization
- Understand the changing management trends required in a volatile, uncertain, complex, ambiguous (VUCA) world
- Focus on developing people through an organization-wide growth mindset
- Ability to drive, inspire and embrace change and continuous improvement
- Learn to lead an Agile organization

#### Topics

- Explore how organizational culture impacts agility in navigating challenges in today's business environment.
- Understand the relationship between culture and leadership mindset and behaviors.
- Explore interpretations of the term "value" and how agility impacts value creation.
- Examine how culture value interpretation are related.
- Dissect organizational design including structure, policies and measures and how they impact the culture of the organization.
- Learn to identify challenges to creating value flow when applying agile approaches across an organizational system.
- Learn to assess organizational structures and/or patterns to scale agile practices and how they impact organization culture and creating value.
- Learn to assess governance policies and their influence on culture and creating value.
- Learn to compare organizational metrics for alignment with agile values and how they impact behavior and results.
- Learn tools and techniques to identify, understand and influence the culture within an organization.
- Explore empirical strategy and the importance of transparency and feedback loops for continual revision.
- Learn how organizational change impacts people.
- Learn how change can be approached differently based on existing organizational culture, and the influence that culture has on speed, risk, and receptiveness to change.
- Learn tools and techniques to assist an organization and its leaders through a change process.
- Explore real-life case studies of agile transformations (success and/or failure) and discuss the organization's decisions around direction, alignment, structure and/or behavior.
- Learn to apply culture, organizational design and change by identifying elements you can implement in your own organization.

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### Course Summary (cont'd)

#### Audience

This leadership class is ideal for anyone who manages a team or has direct reports under them.

- Supervisors
- Managers
- Decision Makers
- Coaches/Consultants
- Product Owners
- Scrum Masters

#### Prerequisites

Past leadership experience. You will get the most from this certification if you are currently serving in a leadership position.

While it is not required to earn your CAL-O certification, we highly recommend that you take Certified Agile Leadership Essentials (CAL-E) prior to the CAL-O certification.

#### Duration

One day