

**Agile for Managers and Leaders**

**Course Number:** AGL-160  
**Duration:** 2 days

**Overview**

This course is for both managers and executives that are either taking over Agile teams or beginning the transition to using an Agile framework. The primary focus of this training experience is on the manager as a leader and the skills required to overcome common challenges and guide Agile organizations toward continuous improvement. Class time will be equally divided between discussion and hands-on exercises.

**Prerequisites**

Students should complete an introductory Agile or Scrum class prior to taking this course or possess equivalent experience on an Agile/Scrum team.

**Materials**

All attendees receive comprehensive courseware.

**Software Needed on Each Student PC**

For in-person deliveries, attendees do not need computers for this course. We will provide full classroom setup instructions that will include seating in small groups, with supplies such as flipcharts, sticky notes, markers, and pens for the attendees and a projector and Internet connection for the instructor's laptop.

Online deliveries for this interactive training will use an online meeting platform (such as Zoom, WebEx, GoTo, or Teams) to have face-to-face contact online, including use of breakout rooms for group activities.

**Objectives**

* Gain insight from agile transformation case studies and understand the lessons learned from each example
* Learn to lead versus manage
* Know how to hold teams accountable in an Agile world
* Understand the common challenges organizations face when transitioning to Agile and how to tackle them head-on
* Learn how to guide continuous improvement of the Agile teams and the organization

**Outline**

* Introduction
* Systems and Lean Thinking
  + Rules and Fallacies that Cause Bad Decisions
  + Laws of Systems Thinking and its Impact
  + Identifying and Managing Waste
  + Consequences of Our Actions - Causal Loop Diagrams
* Self – Organization and Empowerment
  + Manager/Leader Role in Agile
  + Overlapping Responsibilities
  + Servant Leadership Characteristics
  + Empowerment Scale
  + Team Accountability
* Energizing Teams
  + Autonomy, Mastery, and Purpose
  + Creative Environment
  + Sustainable Pace
* Building in Craftmanship
* Building Teams
  + Hackman’s 5 Factors Model
  + Leader and Team Performance Metrics
  + Organizational Working Agreements
  + Self Forming Team Workshops
* The Next Steps
* Conclusion