SCRUM ALLIANCE® CERTIFIED AGILE LEADER
Learning Outcomes

December 2018

INTRODUCTION

The vision of Scrum Alliance is to make the values and principles of agility accessible to every leader regardless of prior education and experience, by bringing the why, what, and how to light in a pragmatic and experiential approach.

Certifed Agile Leadership (CAL) is an **education and practice-based program** with the goal of developing agile leadership competency and maturity to increase the effectiveness of a leader in complex, uncertain, and rapidly changing conditions.

This program begins with CAL Essentials (CAL-Ess), CAL for Teams (CAL-T), or CAL for Organizations (CAL-O) and grows into Certified Agile Leader (CAL) . By completing all components of CAL and its required prerequisites, a student will earn the Certified Agile Leader (CAL) certification.

The second part of CAL is an advanced education, validated practice, and peer-based sharing program that consists of learning and practice across three categories. The goal of the second part of CAL is to guide leaders in deepening, applying, and sharing their agile leadership learning. The second part of CAL requires an active combination of two or more of CAL-Ess, CAL-T, or CAL-O; as well as successful completion of the advanced education, validated practice, and peer workshop requirements.

This program takes the following into consideration:

- Agile leadership is a broad topic, currently without a shared definition or understanding.
- Organizational agility cannot exceed the level of personal leadership agility of those with the most influence in an organization.
- Because agile leadership involves ongoing personal development, it is not something that can be mastered in a single training course.

An agile leader…
- Operates effectively amid uncertainty, complexity, and rapid change
- Is knowledgeable about agile values, approaches, and practices
- Surfaces more creative solutions through increased self-awareness, a growth mindset, and engaging others
- Aligns and empowers teams toward delivering more customer value
- Personally integrates feedback and experiments, and adapts their ways
- Takes a collaborative continuous-improvement approach to organizational effectiveness
- Catalyzes change in others and facilitates organizational change

The CAL program is intended for…
- Leaders who support, lead, or interact with agile teams
- Any leader sponsoring, requesting, or involved with an agile adoption within their organization
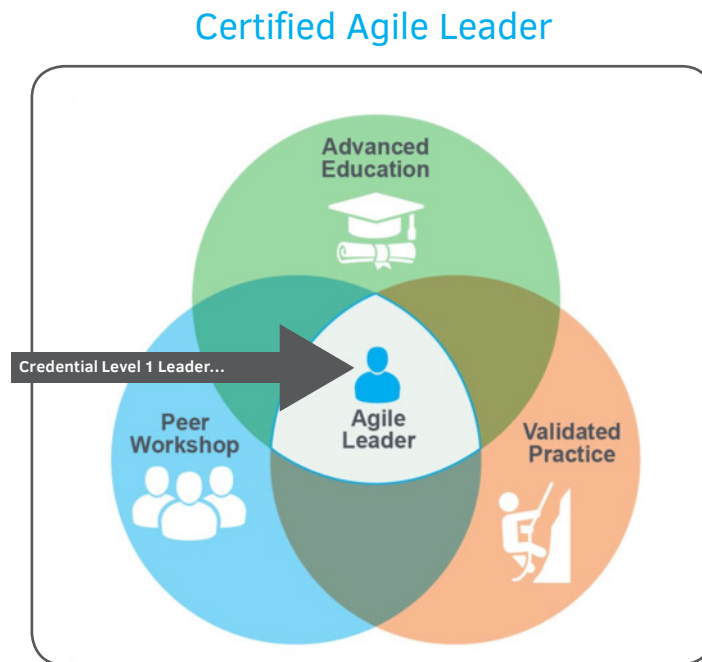
Current requirements to become an approved CAL Educator

Approved CAL Educators have demonstrated competency in educating all five categories within an established or self-created leadership development framework. For example, Organization & Relationship Systems Coaching (ORSC), International Coaching Federation (ICF), Co-Active Coach Training (CTI), Leadership Agility 360, The Leadership Circle, The Leadership Gift, etc.

CAL PROGRAM COMPONENTS

CAL focuses on three categories:

- **Leadership in an Agile Context**
- **The Agile Organization**
- **Agile Approaches to Change**

Certified Agile Leader

Pictorial overview of CAL components required for each learning area

CAL Advanced Education
Complete a Scrum Alliance Certified Agile Leader program with a Scrum Alliance Certified Educator via coaching and/or mentoring for a minimum of 16 hours.

CAL Validated Practice
Document and share your experience in a CAL Experience Report, similar to a case study. One report is required for each of the categories:

- **Leadership in an Agile Context**
- **The Agile Organization**
- **Agile Approaches to Change**

CAL Peer Workshop
Take part in a facilitated, peer-based workshop with others in the program. Share at least one of your CAL Advanced Practice reports with your cohorts, then discuss, analyze, and share feedback for mutual learning. Each participant will present one of their three advanced practices in the workshop.

Workshops will be facilitated by a Scrum Alliance-approved Educator and may be run in person or via multiple remote sessions