

- *Power distance index*
 - *Organizational structures*
 - *Leadership beliefs and behaviors*
 - *Risk and change attitudes*
 - *Industry factors*
 - *Etc.*
- 4.4. Evaluate at least two ways to **structure an organization** in order to enhance agility. For example:
- *Value-based matrix (e.g., Spotify)*
 - *Communities of Practice*
 - *Holacracy*
 - *Sociocracy*
 - *Self-management*
 - *Etc.*
- 4.5. Describe at least three **governance policies** that enhance organizational agility. For example:
- *Compensation and incentives*
 - *Career advancement practices*
 - *Performance appraisals*
 - *Procurement and budgeting*
 - *Legal and regulatory*
 - *Etc.*
- 4.6. Deconstruct at least one **case study of an organization** that uses an Agile approach. For example:
- *Spotify*
 - *Morning Star*
 - *Valve*
 - *Buurtzorg*
 - *Zappos*
 - *Geometric*
 - *Etc.*

5. Agile Approaches to Change

- 5.1. Describe an Agile organization as a **human system** where **change is always present** and dynamic leadership is required to catalyze that change for positive growth.
- 5.2. Evaluate at least three **organizational metrics** for their alignment with Agile thinking and how they impact behaviors and results. For example:
- *Outcome-based metrics, such as customer satisfaction, employee engagement, time to market, cost, etc.*



CAL II

The CAL II program is an advanced education, validated practice, and peer-based sharing program that consists of learning and practice across three categories.

The goal of CAL II is to guide leaders in deepening, applying, and sharing their Agile leadership learning. CAL II requires a CAL I credential and successful completion of the advanced education, validated practice, and peer-based sharing requirements.

CAL II focuses on three categories defined in the CAL I program:

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

CAL II participants may submit education and practice activities to Scrum Alliance that occurred prior to program participation for possible validation.

A pictorial overview of CAL II components required for each learning area.



CAL II Advanced Education

CAL II requires successful completion of one Scrum Alliance-approved education program per category:

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

CAL II Validated Practice

CAL II requires participants to document and share their experience and learning in a CAL II Experience Report. One report is required in each of the following CAL I learning categories:

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

CAL II further requires external validation of the documented practice and learning, given in one of the following three ways:

- **Approved Educator Engagement** – The approved CAL educator has been engaged with the participant and is able to validate the practice and learning alignment with the program.
- **Online Submission and Review** – The participant may submit their documented practice and learning to the Scrum Alliance website for validation.
- **CAL II Peer Workshop** – The participant must share one of their three documented practices and learnings at a PAL Peer Workshop (see below).

CAL II Peer Workshop

CAL II requires participants to participate in a facilitated peer-based workshop with others in the program. Attendees will share at least one of their CAL II Advanced Practice reports with their cohorts and discuss, analyze, and share feedback for mutual learning. Each participant must 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.



Volunteer Program Teams

2015 Program Design Team – October 2015 Draft

- Pete Behrens
- Steven Denning
- Angela Johnson
- Pollyanna Pixton
- Simon Roberts

2016 Program Design Team – March 2016 Draft

- Pete Behrens
- Peter Green
- Angela Johnson
- Additional assistance from Sanjiv Augustine, Scott Dunn, and Brian Rabon

Both teams supported by Erika Massie and Lisa Reeder on the Scrum Alliance Education Team.

2018 CAL Educator Review Team

- Angel Diaz-Maroto
- Andrea Tomasini
- Dave Sharrock
- Erika Massie