

# SCRUM ALLIANCE® CERTIFIED AGILE LEADERSHIP ESSENTIALS® (CAL-E®) Learning Objectives

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## OVERVIEW

The goal of this course is to bring awareness and understanding of the foundations of agile leadership. Exploring the way agile leaders think, focus, and behave allows the participants to begin their learning journey regarding what it takes to lead in today's workplace.

Organizations today are striving to stay on top of rapidly changing business needs and are coming to understand that the need to respond and adapt quickly is becoming increasingly important. Business leaders are now required to shift the way that they think about their role as a leader, their relationship to their employees, and the culture of their organization. Agile leaders are needed to help their organizations thrive in a volatile, uncertain, complex, and ambiguous (VUCA) world.

Participants in CAL-Essentials should expect that each learning objective outlined in this document will be covered over the course of the program. The model for CAL-Essentials is flexible, allowing education providers autonomy to choose how they deliver the program in a way that will provide the most impact for their participants, including the models they choose, the mix of training and coaching, as well as how they bundle learning objectives in distinct learning sessions.

*Bloom's style of Learning Objectives consist of six levels of learning:*

-  Knowledge
-  Comprehension
-  Application
-  Analysis
-  Synthesis
-  Evaluation

## LEARNING OBJECTIVES


### WHY

#### 1 - Understanding Why New Thinking And Approaches Are Required For An Increasingly Complex, Unpredictable And Volatile World.


##### Intent

The Intent behind these learning objectives is to help leaders recognize that leadership and management have lived on an evolutionary continuum and will continue to do so. Further, that the quickening pace of change will likely speed up new ways of leading even through our short leadership careers. Connecting the leader to a changing global workforce landscape and why new thinking, behaviors, cultures and ways of operating are required to be effective in this new landscape.


##### Learning Objective - Global Challenges

-  1.1 describe at least three emerging global challenges and how each makes our world more complex, unpredictable and/or volatile.


##### Learning Objective - VUCA

-  1.2 explain at least three challenges that traditional management approaches are facing in today's volatile, uncertain, complex, ambiguous (VUCA) world, and why a new leadership approach is needed to improve outcomes in these environments.


##### Learning Objective - Complexity and Uncertainty

-  1.3 illustrate how a healthy agile approach supports the complexity and uncertainty of work.

##### Learning Objective - Management Trends

-  1.4 identify at least two management trends and their historical fit with the business environments of their time.

##### Learning Objective - Organization Transformation

-  1.5 discuss the qualities and characteristics organizations need to develop to be able to face today's world and market challenges.

##### Learning Objective - Agile Leadership Benefits

-  1.6 describe at least two benefits of becoming a more effective leader.

## WHAT

### 2 - A Different Type Of Leadership

#### Intent

Agile leadership is multi-faceted and may expose dozens of new pathways of learning. Learning from experience is important, as much as time to reflect and rationalize those learnings. Having a model or a framework that allows leaders to hold up a mirror and focus their improvements is a fundamental step to achieve continuous learning. On top of continuous personal development it is very important to have a practical approach to interact with others that co-evolves with the organizational culture and serves as a texture for interactions. Good leaders are able to adapt their behavior and attitudes based on the situation at hand, rather than having a preferred leadership style.

#### Learning Objective - Mindset shift to support Agile approaches

- ⚙️ 2.1 describe at least three key mindset shifts required to effectively lead in conditions of high volatility and uncertainty, which are supportive of the agile values and principles.

#### Learning Objective - Structured leadership development approach

- ⚙️ 2.2 explain the importance of having a structured leadership development approach that supports leadership capability development.

#### Learning Objective - Leadership interactions and culture

- ⚙️ 2.3 explain how an effective leadership approach should support improving interactions with others. Given that leadership behaviors and interactions are related to the cultural context within which they happen, explain the importance of becoming aware of the culture and how leadership attitude can influence that.

### 3 - Self, Situational and Social Awareness

#### Intent

The intent of these learning objectives is to continue towards understanding how to improve control over actions, and focus those actions towards achieving leadership effectiveness and reflecting on the importance of the awareness of the impact that their actions might have on the people around them. This awareness can sharpen the capability of a leader to effectively engage and interact with their groups, as well as increasing the likelihood that those groups will achieve the desired outcome.

#### Learning Objective - Self Awareness

- ⚙️ 3.1 identify three focal points of self-awareness and explain how increased self-awareness is the key to better self-management. This improves situational adaptiveness and leadership effectiveness.

#### Learning Objective - Situational Awareness

- ⚙️ 3.2 explain and demonstrate how an effective leadership approach should be flexible and adaptive to different situations, while being aware of the underlying cultural context.

#### Learning Objective - Social Awareness

- ⚙️ 3.3 describe how increased social awareness, as the awareness of the impact that behaviors have on the people around us, can significantly improve our effectiveness when working with others.


## HOW

### 4 - Growth Mindset


#### Intent

The intent behind these learning objectives is to reflect on the importance of personal and professional growth and the fact that it involves believing that we can change, then examining and deliberately choosing our thoughts, feelings and behaviors and that feedback is the fuel for a growth mindset and an adaptive organization. By role modeling feedback on the leader personally, they will demonstrate vulnerability and openness to enrich a culture of continuous learning.

#### Learning Objective - Growth Mindset

-  4.1 explain why having a growth mindset for both personal and professional growth is a critical part of effective leadership and give an example of how you (will) show a growth mindset in your leadership practice.

#### Learning Objective - Incorporating Feedback


-  4.2 apply at least one technique for incorporating feedback that improves your ability to inspect and adapt your own leadership behavior to increase effectiveness. This approach should be compatible with the leadership approach described at point 2.2.

### 5 - Respectful Engagement


#### Intent

The intent behind this LO is that exposing more diversity of voices will lead toward improved outcomes in highly complex environments. Furthermore, the global workforce is becoming more creative and demands a higher level of contribution toward team and organizational goals. Leaders will learn different techniques compatible with the approach shared at point 3. Practicing should increase the understanding and increase the level of confidence in applying such techniques in the leaders' own work environment.

#### Learning Objective - Respectful Conversations

-  5.1 practice a dialog approach that can be used to coach, provide feedback, resolve conflict, and work through difficult challenges by integrating alternative perspectives and engaging others to improve outcomes.

#### Learning Objective - Engaging without Micromanaging

-  5.2 practice at least two scenarios where evaluating whether to use power or influence would cause different techniques to be used to be present, aware and engaged, while avoiding over-influence and micromanagement.

## PROGRAM TEAM

### Certified Agile Leadership Design Team (2019)

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