

# SCRUM ALLIANCE® CERTIFIED AGILE LEADERSHIP TEAMS® (CAL-T®) Learning Objectives

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## OVERVIEW

The goal of this course is to create awareness about the changing dynamics in today's world of work and equip leaders with the practices they need to effectively lead their teams. Agile teams require an alternative to the traditional leadership approaches of the past in order to achieve better outcomes and thrive in this VUCA world (as learned in the CAL-Essentials module).

This course will help participants understand how their natural dispositions might affect their team and how to influence the workplace empowering teams to thrive. Leaders will learn how to create a safe-to-fail environment while fostering a culture of transparency, inspection and adaptation to allow for experimentation and continuous learning within their teams.

Participants in CAL-Teams should expect that each learning objective identified in this document will be covered over the course of the program. The model for CAL-Teams is flexible, allowing education providers to deliver the program in a way that will best meet the needs of their participants, including a mix of training and coaching as well as bundling 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 Discovering new approaches to leading teams in an increasingly complex, unpredictable and volatile world.**

Intent

The intent of these learning objectives is to create awareness that the rapidly changing dynamics in today's world are requiring a different approach to leadership (as learned in the CAL-Essentials course) and how teams operate.

#### Learning Objective-VUCA

- ⚙️ 1.1 identify and explain at least 3 challenges that traditional team leaders are facing in today's volatile, uncertain, complex, ambiguous (VUCA) world and why a new leadership approach is needed to guide teams toward better outcomes.

#### Learning Objective-Cross-Functional Teams

- ⚙️ 1.2 explain the advantages of cross-functional teams with shared values over knowledge silos in a VUCA world.

#### Learning Objective-Leadership Behaviors

- ↕️ 1.3 illustrate at least 3 examples of how leaders' behaviors can influence the way a team operates and organizes work. Emphasize the importance of coherence between the leader's values and behaviors to strengthen the impact on the team.

#### Learning Objective-Organizational Culture

- ⚙️ 1.4 identify and discuss 3 different ways the culture of an organization can impact team effectiveness.

#### Learning Objective-Culture of Empiricism

- ↕️ 1.5 illustrate 3 examples of how a leader can help foster a culture that values transparency, inspection, and adaptation.

## WHAT

### 2 Leading High Performing Teams

#### Intent

The intent behind these learning objectives is to help leaders recognize the needs and characteristics of high performing teams. Creating an engaging organizational culture is key to better business outcomes and through servant leadership, leaders can help influence and encourage their teams to work collaboratively and cross-functionally.

#### Learning Objective- Characteristics

- 2.1 describe at least three characteristics of a high-performing team and how those characteristics relate to an agile mindset.

#### Learning Objective-Employee Engagement

- 2.2 discuss at least three factors that increase the level of employee engagement, and how that relates to team performance.

#### Learning Objective-Servant Leadership

- 2.3 describe the concept of servant leadership and identify three key practices that can influence and enable teams.

#### Learning Objective- Accountability Culture

- 2.4 explain the importance of discovering an organizational culture that supports shared accountability at the team level.

#### Learning Objective-Knowing Your Team

- 2.5 explain the importance of knowing your people and helping them grow individually and as a member of the team.

## HOW

### 3 How to help teams become high-performing

#### Intent

The intent of these learning objectives is to help leaders recognize the characteristics of high performing teams and learn how to overcome the challenges that may arise when cultivating a high performance culture. Through a case study, leaders will have the opportunity to explore how to help their team members not only as individuals, but as a group to help them overcome challenges and align team values with organizational ones.

#### Learning Objective-Developing People

-  3.1 analyze three ways a leader can help members of their team grow professionally.

#### Learning Objective-Overcoming Challenges

-  3.2 compare two key challenges and barriers to becoming a high performing team and how a leader can help the team overcome those challenges.

#### Learning Objective-Value Alignment

-  3.3 identify three ways a leader can help a team align their values and goals with those of the organization.

#### Learning Objective-Case Study

-  3.4 examine a case study about a high performing team.

### 4 Collaboration across Multiple teams

#### Intent

The intent of these learning objectives is to help leaders facilitate collaboration across their teams by identifying and overcoming challenges that teams may face in their agile journey. Through a case study, leaders will explore how other organizations have empowered their teams to enhance trust and collaboration, and will see how team alignment enables more impactful results.

#### Learning Objective-Scaling Challenges

-  4.1 identify at least three challenges an organization might face when undertaking an agile approach beyond a single team.

#### Learning Objective- Trust and Collaboration

-  4.2 compare at least three patterns for increasing trust and collaboration between multiple teams.

#### Learning Objective-Team Metrics

-  4.3 evaluate at least three team metrics to measure alignment with an agile mindset and how they impact behaviors and results across teams.

#### Learning Objective- Case Study 2

-  4.4 Deconstruct at least one case study about multiple teams working together using agile.

## 5 Influencing as a leader

### Intent

The intent behind these learning objectives is to help leaders see how their influence on the organization and on its culture and teams impacts business outcomes. Leaders will explore how to help their teams by coaching and empowering them to grow personally and professionally.

### Learning Objective-Coaching and Influencing

-  5.1 discuss the relationship between coaching and influencing vs. consulting and advising, and explain one situation where you had difficulty with one or the other.

### Learning Objective-Coaching Competencies

-  5.2 analyze three coaching competencies and how they can be used to help a team grow, explain how you have used one of the competencies in the past.

### Learning Objective-Coaching Stances

-  5.3 examine the differences between Coaching, Consulting, Mentoring, Training, and Facilitation and identify which stance is most appropriate in various scenarios.

### Learning Objective -Individual Growth

-  5.4 describe three techniques to help an individual recognize areas of weakness and create positive change for themselves.

### Learning Objective- Coaching Teams

-  5.5 analyze two team coaching techniques and how they would help a team's journey to high performance.

### Learning Objective-Coaching up

-  5.6 demonstrate three approaches to successfully influencing upwards in your organization and explain how this can impact team performance

## PROGRAM TEAM

### Certified Agile Leadership Design Team (2019)

- Kate Megaw
- Pete Behrens
- Andrea Tomasini
- Bob Hartman
- Shannon Larsen
- Cody Wanberg