CERTIFIED AGILE LEADER® 2 (CAL 2™)

Learning Objectives

May 2024

PURPOSE

This document describes the learning objectives (LOs) that must be covered in a Certified Agile Leader® 2 (CAL 2™) offering. Students attending a CAL 2 offering should expect that each learning objective identified in this document will be covered.

SCOPE

The CAL 2 Learning Objectives fall into the following categories:

1. Organizational Strategy and Delivery
2. Developing as a Leader

Individual approved CAL Trainers may choose to include ancillary topics. Ancillary topics presented in a CAL 2 offering must be clearly indicated as such.

A note about Bloom's Taxonomy:

Bloom's-style classification of learning objectives consists of six levels of learning that progress from lower-order (Knowledge), to higher-order (Evaluation) thinking skills. Each learning objective begins with an action verb which correlates to a Bloom's Taxonomy dimension. Please think of each learning objective with the affixed statement in mind: "*Upon successful validation and completion of this course, the learner will be able to...*".

Bloom's Taxonomy Dimensions*:*

Knowledge	Recall of information, processes, facts, and concepts *Verbs: Recall, State, Tell, Name, List*
Comprehension	Interpret information and determine its importance *Verbs: Describe, Discuss, Recognize, Identify, Explain*
Application	Apply developed knowledge and concepts in real-life *Verbs:* Apply, Demonstrate, Illustrate, Complete
Analysis	Dissect and organize information using critical thinking skills *Verbs: Compare, Contrast, Distinguish, Examine*
Synthesis	Use of knowledge to create new products, processes, or procedures *Verbs: Create, Prepare, Organize, Arrange*
Evaluation	Use of judgment and opinion to make decisions and solve problems *Verbs: Measure, Assess, Evaluate, Review, Justify*

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Organizational Strategy & Delivery

Vision/Mission/Values

1.1 **List** three common challenges leaders face today related to organizational strategy & delivery and explore their underlying causes.

1.2 **Explore** the distinctions between control and influence impact on leadership behaviors.

1.3 **Discuss** the influence of vision, mission, and values on organizational performance.

1.4 **Explain** how organizational culture emerges from the organization's vision, missions, and values.

Organizational Strategy

2.1 **Examine** how organizational strategy contributes to fostering agility within an organization.

2.2 **Examine** the role of at least three structural constructs for execution of organizational strategy.

Organizational Structure and Design

2.3 **Evaluate** two organizational design principles and how it impacts the structure beyond individual teams to promote autonomy and collaboration within the workforce.

2.4 **Explain** how your organizational structure and design positively or negatively impact its strategy, vision, mission, values, and culture.

2.5 **Propose** changes to your organizational structure based on current challenges and potential benefits.

2.6 **Identify** team structures that would reduce dependencies within an organization.

Value & Metrics

2.7 **Discuss** at least one approach or technique to improve delivering value to customers end-to-end across an organization.

2.8 **Analyze** three examples of how your organization's structure either facilitates or hinders the delivery of value.

2.9 **Outline** at least three common organizational practices that foster continuous improvement and support organizational change.

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2.10 **Compare** appropriate and inappropriate uses of metrics and its impact on organizational agility.

2.11 **Practice** two examples of how to use appropriate metrics for different levels of the organizational value system.

Change Management

3.1 **Outline** what change management is and explore common misconceptions associated with it.

3.2 **Recognize** the importance of leadership alignment on an overall change management approach.

3.3 **Summarize** three approaches that a leader can use to support organizational change management or continuous improvement efforts.

3.4 **Explore** the core aspects of at least one change management approach and how these align (or not) to your organization's current change approach.

Developing as a Leader

Leadership Competencies

4.1 **Develop** a personalized leadership approach focused on continual learning, collaborative working relationships, team growth, and evolving challenges.

4.2 **Identify** at least three common obstacles and challenges that leaders encounter in their personal development, and two strategies to overcome them.

People Management

4.3 **Identify** at least three challenges commonly encountered when developing and managing people.

Delegation & Decision Making

4.4 **Explore** a delegation model and its associated principles of accountability for the team and leader development.

4.5 **Explore** two decision making models and how they support the shift from being an expert-centric leader to a collaborative leader.

Feedback

4.6 **Explore** at least two feedback models to effectively deliver and receive feedback.

Conflict Management

4.7 **Discuss** how to use a conflict model to resolve conflicts and promote positive outcomes that foster cohesive team dynamics within organizations.

Difficult Conversations

4.8 **Explore** the effectiveness of at least two communication strategies to use when conducting difficult conversations.

Influencing

4.9 **Describe** how to use an influencing model to develop effective strategies that guide others toward desired organizational outcomes, given your organizational situation or circumstances.

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PROGRAM TEAM

CAL Subject Matter Expert Team

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CAL Scrum Alliance Team

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- Ian Carr, Product Owner
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THE LEARNING OBJECTIVES FOR THIS OFFERING ALIGN WITH:

- Manifesto for Agile Software Development
- *Scrum Guide* *
- Scrum Alliance Guide level feedback