

# Agility in the Enterprise

## Duration

3 days.

## Intended For

This course is designed for Agile Coaches and Agile Team Facilitators who want to build their skills and awareness beyond the team. It is also relevant for anyone with a strong background in change management, organisational design, or enterprise coaching with an interest in adding agile perspectives to their work.

## Prerequisites

This is an advanced agile course designed for agile coaches and managers who are practicing coaching, mentoring, teaching, and facilitation skills at the program, portfolio, and enterprise levels.

Agile Coaching Certification (ICP-ACC), Agile Team Facilitation Certification (ICP-ATF) or equivalent experience and skills is required.



How do you design an agile organisation that is more adaptive and supports high-performance? This course explores how you can extend agility beyond individual teams and apply it at the enterprise level. With an understanding of the effects that changing your organisational structure, processes, practices, leadership, and culture will have on each business function, you'll learn how to co-create agile-centric, pragmatic organisational design and change management approaches.

This course will equip you with an advanced toolkit that can be applied to support meaningful and sustainable change. You'll learn about systems and complexity theory, measuring business performance from an agile perspective and agile frameworks for enterprise scaling.

## Learning Objectives

- Review concepts of systems theory and identify several models used to evaluate systems
- Review lean principles, practices, and philosophy and discuss existing methodologies within this concept
- Develop a Value Stream Map that provides insight into the organisational system
- Evaluate how enterprise processes and business performance metrics can support or hinder agility
- Identify, categorise and apply models for scaling agile adoption beyond single teams and beyond individual business areas into more complex structures
- Analyse and categorise elements of end-to-end business processes and model how they can be improved using an agile approach
- Assess leadership styles and identify blockers that exist to effective leadership team formation
- Create a plan to implement approaches that will improve leadership relationships and effectiveness
- Apply tools to understand an organisation's culture and assess the gap between where they are, and where they need to be, to align with agile values and principles.
- Discuss the ways culture impacts an agile transformation and generate ideas for working through those challenges
- Evaluate different approaches to establishing and sustaining healthy team culture
- Explain and demonstrate the value of technical craftsmanship as a core cultural element and explain why technical quality is an inherent part of organizational agility

## Content

- Systems and complexity theories; including Causal Loops and Complex Adaptive Systems
- Value Stream Mapping; including concepts related to Waste, Gemba, and Flow
- Lean Agile principles, practices, and philosophy
- Business agility practices
- Measuring progress using traditional and modern practices
- Organisational, operational, and structural design

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## Content

- Building leadership as a competitive advantage
- The importance of culture's interconnectedness to team health and technical excellence

## Method Used

Lecturing is kept to the minimum necessary, most of the learning is achieved by applying the practices and techniques in group exercises.

## Certification

ICAgile accredited course: The ICAgile Certified Professional, Agility in the Enterprise is granted on the successful completion of this course.

## PDU's

This course will contribute 14 PMI® professional development units (PDUs) towards your chosen certification (10 technical hours and 4 leadership hours).