



CERTIFIED AGILE LEADER[®] 1 (CAL 1[™])

Learning Objectives

January 2024

PURPOSE

This document describes the learning objectives (LOs) that must be covered in a Certified Agile Leader[®] 1 (CAL 1[™]) offering. Students attending a CAL 1 offering should expect that each learning objective identified in this document will be covered.

SCOPE

The CAL 1 Learning Objectives fall into the following categories:

1. The Case for Agile Leadership
2. Agile Leadership in Action
3. Leading Agile Teams
4. Leading Agile Organizations

Individual approved CAL Trainers may choose to include ancillary topics. Ancillary topics presented in a CAL 1 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 <i>Verbs: Recall, State, Tell, Name, List</i>
Comprehension	Interpret information and determine its importance <i>Verbs: Describe, Discuss, Recognize, Identify, Explain</i>
Application	Apply developed knowledge and concepts in real-life <i>Verbs: Apply, Demonstrate, Illustrate, Complete</i>
Analysis	Dissect and organize information using critical thinking skills <i>Verbs: Compare, Contrast, Distinguish, Examine</i>
Synthesis	Use of knowledge to create new products, processes, or procedures <i>Verbs: Create, Prepare, Organize, Arrange</i>
Evaluation	Use of judgment and opinion to make decisions and solve problems <i>Verbs: Measure, Assess, Evaluate, Review, Justify</i>

LEARNING OBJECTIVES

The Case for Agile Leadership

- 1.1 **Define** agile leadership.
- 1.2 **Discuss** the key differentiators between an agile leadership approach and general leadership approach.
- 1.3 **Explain** challenges that traditional management approaches face in today's world of work.
- 1.4 **Describe** the benefits of becoming a more effective leader for teams and organizations.
- 1.5 **Describe** key mindset shifts required for effective leadership in complex and uncertain conditions.

Agile Leadership in Action

- 2.1 **Define** a leadership framework and/or model.
- 2.2 **Identify** key characteristics of leadership frameworks that support successful leadership development and growth.
- 2.3 **Examine** the benefits and challenges of having a structured leadership development framework.
- 2.4 **Demonstrate** at least one way to inspect and adapt your own leadership behavior based on a leadership framework and/or model to increase effectiveness.
- 2.5 **Identify** at least 5 leadership skills that help Agile Leaders be successful.
- 2.6 **Practice** at least 2 leadership skills that can help grow competency in others.
- 2.7 **Practice** at least 2 leadership skills that can help you grow as an agile leader.

Leading Agile Teams

- 3.1 **Describe** the key characteristics and benefits of a high performing team.
- 3.2 **Describe** tools and techniques that *leaders* can use to help teams become and maintain being a high-performance team.
- 3.3 **Describe** tools and techniques that *teams* can use to become and maintain being a high-performance team.



3.4 **Discuss** common challenges and barriers to becoming a high performing team and how a leader can help the team overcome those challenges.

3.5 **Illustrate** how to enable teams to work with other teams collaboratively and cross functionally to create value for customers and the organization.

Leading Agile Organizations

4.1 **Identify** ways the culture of an organization can impact the effectiveness of teams and overall organizational agility.

4.2 **Discuss** the relationship between culture and leadership mindset, behaviors, and skills.

4.3 **Identify** techniques that help to explore, understand, and influence the culture within the organization.

4.4 **Explain** the impact of an organization's structures, processes, and policies on the organization's ability to create value aligned with the organization's purpose.

4.5 **Recognize** ways to change existing organizational structures, processes, and policies to improve the organization's ability to create value aligned with the organization's purpose.

4.6 **Describe** how organizational change impacts people and the benefits of involving them in the change process.

4.7 **Explore** one approach to support leadership in guiding the organization's change journey.



PROGRAM TEAM

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THE LEARNING OBJECTIVES FOR THIS OFFERING ALIGN WITH:

- [Manifesto for Agile Software Development](#)
- [Scrum Guide](#) *
- Scrum Alliance Guide level feedback

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