

AGILE

INTERMEDIATE

2 DAYS

Certified Agile Leader 2 (CAL 2)

The Certified Agile Leader 2 (CAL 2) is the advanced level of the leadership certification track. It is designed for senior professionals, managers, directors, and executives who want to drive enterprise agility at scale. The course focuses on organisational structure and design, end-to-end value delivery, change management, and advanced Agile leadership capabilities. Prerequisites: CAL 1.

Why CAL 2?

Recognised credential

Certified Agile Leader 2 (CAL 2) credential from Scrum Alliance, valid for two years.

Career progression

Tools to measure and communicate the business impact of Agile leadership.

Practical skills

Ability to design and influence organisational structures that enable Agile at scale.

Career progression

Advanced leadership capabilities for senior roles in Agile organisations.

Practical skills

Applied change management skills for enterprise Agile transformation programmes.

What you'll be able to do

- ✓ Understand the benefits and challenges of different organisational structures in an Agile context
- ✓ Design or influence organisational structures that enable Agile value delivery
- ✓ Deliver end-to-end value across functions, teams, and product lines
- ✓ Apply change management models to Agile transformation programmes
- ✓ Develop advanced Agile leadership capabilities at the enterprise level
- ✓ Navigate complex stakeholder and political environments as an Agile leader
- ✓ Build and sustain an Agile culture across an organisation
- ✓ Measure and communicate the business impact of Agile transformation

Who this is for

- Engineering Managers
- Delivery Managers
- Product Leaders
- Executives
- Agile Coaches
- Transformation Leads

Curriculum

01 Organisational Structure and Design

- How organisational structure impacts Agile delivery
- Conway's Law and its implications for team and product design
- Team Topologies: stream-aligned, platform, enabling, and complicated-subsystem teams
- Hierarchical vs. networked vs. flat organisational models
- Designing value streams: aligning organisation structure to customer value
- Reducing organisational dependencies and bottlenecks

02 Delivering End-to-End Value

- Value stream mapping: identifying flow, waste, and improvement opportunities
- Portfolio management in an Agile context: funding, prioritisation, governance
- OKRs (Objectives and Key Results) as a leadership alignment tool
- Connecting product team work to strategic business outcomes
- Managing capacity and demand at the programme level

03 Change Management for Agile Leaders

- Why Agile transformations fail: common pitfalls and root causes
- Change management models: Kotter 8-step, ADKAR, Prosci
- Lean Change Management: iterative, experimental transformation
- Creating a sense of urgency and coalition for Agile change
- Managing resistance at all levels of the organisation
- Sustaining change: embedding Agile into culture and processes

04 Advanced Agile Leadership Capabilities

- Vertical leadership development: growing in level of consciousness and complexity
- Integral leadership and the four quadrants framework
- Leading from the inside out: values-based leadership
- Strategic thinking and systems thinking for senior Agile leaders
- Developing other leaders: leadership multiplier effect

05 Building and Sustaining an Agile Culture

- What organisational culture is and how it forms
- Diagnosing the current culture: tools and frameworks
- Designing cultural interventions that reinforce Agile values
- The role of rituals, symbols, and stories in culture change
- Measuring cultural change and leading indicators of Agile culture

06 Measuring and Communicating Transformation Impact

- Business agility metrics: time to market, employee engagement, customer satisfaction
- Balanced scorecard for Agile transformation
- Building an executive dashboard for Agile programme health
- Storytelling for senior stakeholders: making transformation progress tangible
- ROI of Agile: making the business case for continued investment