

Certified Business Agility Fundamentals

Learning Objectives

Introduction

The goal of this set of learning objectives is to empower educators to create a compelling course that meets the needs and challenges of organizations and leaders within them. These learning objectives have been created based on our work with many organizations in various industries and geographies over the past 30+ years collectively.

The learning objectives are intentionally short and do not contain specific models so that we can accommodate a broad range of topics taught by various educators across the globe. We believe that being less prescriptive will result in more innovation and more customized content. This does not mean that we will approve of every class.

Further, we believe that no organization should do or be agile just for the sake of doing or being agile. We believe the true goal is to achieve business agility. Getting there requires a fundamental change in how organizations operate. Our core belief - mirrored in these learning objectives - is that most organizations need to update their operating system consisting of more than how work is done.

The changes to the operating system include how leaders lead, how people are incentivized, how organizations are structured, and how we fund and govern initiatives - just to name a few. All of the above and more are topics to be covered in a Certified Business Agility Fundamentals course. Over time, we will add additional learning objectives for deep-dive courses in each of the topics above and more.

Educator Approval

We encourage educators to not create a complete class for us to review, but to approach us with a mapping document to these learning objectives first. Once we understand the storyline and how you connect the dots between the different sections with the models you choose, you can build your class for final review and approval.

The course can be taught in all sorts of ways. It can be a live instructor-led class, self-paced online, or hybrid. We leave it up to you to demonstrate that the learning objectives are being met by every student. In order to maintain quality, we will gather feedback from every student.

Licensing Information

These learning objectives were created by Karim Harbott and Sohrab Salimi for the Business Agility Association. This work is licensed under the Creative Commons Attribution-NonCommercial-NoDerivatives 4.0 International License. To view a copy of this license, visit <http://creativecommons.org/licenses/by-nc-nd/4.0/>.

Learning Objectives

1 - The Why & What of Business Agility

The intent of this learning objective is to create a sense of urgency for and a shared understanding of what Business Agility is.

- Compare and contrast the main characteristics of plannable, predictable work, and unpredictable, creative work.
- Explain the term VUCA and its consequences on the nature of the work undertaken by organisations.
- List at least three key drivers of the dramatic increase of VUCA in the late 20th and early 21st centuries.
- Describe how business agility can provide a competitive advantage in a high VUCA environment.
- Outline at least five key organisational impediments to greater business agility.
- Describe at least two real-world case studies of business agility.

2 - Organisational Culture

The intent of this learning objective is to enable participants to connect to what organisational culture is so that they can talk about and ultimately change it.

- Explain the importance of organisational culture and its impact on the effectiveness of organisations.
- Outline at least one framework for assessing and shifting organisational culture.
- Assess the compatibility of various culture types with business agility.
- List at least three factors, which can be directly controlled, and which can influence the culture of an organisation.

3 - Agile Leadership

The intent of this learning objective is to create a shared understanding of what Agile Leadership can look like and provide concrete examples and next steps for participants.

- Describe the circumstances in which management emerged, and list some early management pioneers.
- List at least three reasons that traditional management becomes less effective in high-VUCA environments.
- Define agile leadership and outline how the mindset of agile leaders differs from that of more traditional leaders.
- Explain the benefits of decentralising decision-making and the necessary conditions for doing so.
- Outline at least one established leadership approach which is highly compatible with agile leadership.

4 - People & Engagement

The intent of this learning objective is to demonstrate how up-to-date HR practices can look like and how they are connected to Business Agility.

- Explain the significance of employee engagement on organisational performance.
- List at least five factors that impact employee engagement.
- Outline the negative impact of some key traditional HR practices on creative knowledge workers.
- Describe at least three progressive HR practices which are well aligned with business agility.

5 - Organisational Structure

The intent of this learning objective is to outline the shifts needed in organisational structures and how leaders can directly impact organisational culture through structures.

- Explain how structural decisions can have a direct impact on the performance of teams, and that different structures will optimise for different traits.
- Compare and contrast the key traits of activity-focused teams and outcome-focused teams, and when each may be appropriate.
- List at least five attributes of high-performing teams, and how leaders can help to put those things in place.
- Outline at least one established team development approach.
- Explain at least three patterns for multiple teams to collaborate towards a common goal, and how leaders can facilitate these.

6 - Governance & Funding

The intent of this learning objective is to connect how governance and funding can impede or support Business Agility.

- Explain the pros and cons of projects vs products as a vehicle for funding work.
- Outline some key challenges of funding decisions based on business cases and a fixed scope.
- List at least three governance policies which are aligned with creative, innovative work with high uncertainty, and explain why they are effective.

7 - Leading the Change

The intent of this learning objective is to provide participants with a clear understanding of how to approach change within their organizations.

- List at least three reasons why organisational change often fails.
- Outline at least one established change management approach which could be used to move towards greater business agility.
- Describe at least two real-world case studies of successful business agility transformations and outline the high-level approach they took.
- Explain at least three principles which underpin successful business agility transformations.