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| **ABOUT THIS COURSE** |  |
| **MODULE** | **SLIDES** | **ACTIVITIES** | **LEARNING OBJECTIVES** | **YOUR PROGRESS** |
| What does it contain | * Course contents
* Integrated content
* Explanations, activities, and answers
 | ***Activity*** – Create your integrated view of the course content***Answer*** – Examples of the integrated content included in this module***Activity*** – Identify the links between the content and record on the template provided***Activity*** – Track your progress per module and add your comments as you go | By completing this module, you will be able to understand the contents of the course and capture your understanding of how the content of each module aligns to the other modules in the course. |  |
| How to sit the exam | * Examination
* Multiple choice question styles
* Exam questions
* Share your success
 | ***Activity*** – Use the quizzes and sample examination paper to practice answering exam questions | By completing this module, you will be able to understand the structure of the examination and identify the different question types that form the exam. |  |

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| * **CONCEPTS**
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| **MODULE** | **SLIDES** | **ACTIVITIES** | **LEARNING OBJECTIVES** | **YOUR PROGRESS** |
| Session 1 – Guide to an Agile approach | * Traditional/waterfall approach
* Agile approach
* Key differences – waves of change
* Key differences – flexibility
* Key differences - relevance
 |  | By completing this module, you will be able to understand the differences between the agile and waterfall approaches. You will appreciate why agile has become the transformation that organisations are seeking to make. |  |
| Session 2 - Understanding Agile Change | * Why adopt Agile Change?
* Increase in the pace of change
* Change is formed of two elements
* Project and change activities
 |  | By completing this module, you will be able to understand what agility means, and how it applies to managing a change initiative. |  |
| Session 3 - Understanding Change Management | * How change feels – competence
* How change feels - emotion
* Behavioural change lifecycle
* Value of change management
 |  | By completing this module, you will be able to understand the emotional and psychological impact of change and describe the steps in the behavioural change lifecycle. |  |

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| * **CONCEPTS**
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| **MODULE** | **SLIDES** | **ACTIVITIES** | **LEARNING OBJECTIVES** | **YOUR PROGRESS** |
| Session 4 – Agile concepts - background | * Relationship between the concepts – example
* Agile concepts based on the Agile Manifesto
* Agile concepts based on principles from the Agile Business Consortium
* Agile concepts based on principles from the Agile Alliance
 |  | By completing this module, you will be able to understand the origin of the 5 concepts that are the foundation for the agile change approach. |  |
| Session 5 – Agile concepts - Collaboration | * Collaboration - Explanation
* Collaboration - Benefits
 | ***Activity*** – Create your collaboration checklist***Answer*** – Collaboration checklist | By completing this module, you will be able to identify the benefits of collaboration and organise your own approach to achieving it. |  |
| Session 6 – Agile concepts - On time delivery | * On-time delivery - Explanation
* On-time delivery - Benefits
 |  | By completing this module, you will be able to explain the link between on-time delivery and return on investment. |  |
| Session 7 – Agile concepts - Evolving solution | * Evolving solution - Explanation
* Evolving solution – Benefits
 | ***Activity*** – Identify the benefits of an evolving solution***Answer*** – Benefits Dependency Network – Evolving Solution | By completing this module, you will recognise the importance of the end goal to creating an evolving solution and how an evolving solution reduces risk. |  |

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| * **CONCEPTS**
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| **MODULE** | **SLIDES** | **ACTIVITIES** | **LEARNING OBJECTIVES** | **YOUR PROGRESS** |
| Session 8 – Agile concepts - Business need | * Business need - Explanation
* Business need - Benefits
 |  | By completing this module, you will be able to understand how business need drives what is changed, ensuring the most valuable changes are deployed first. |  |
| Session 9 – Agile concepts - Iterative approach | * Iterative approach - Explanation
* Iterative approach – Benefits
 |  | By completing this module, you will be able to appreciate the impact of frequent versions of change on the realization of benefits. |  |
| **QUIZ** |

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| * **ROADMAP**
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| **MODULE** | **SLIDES** | **ACTIVITIES** | **LEARNING OBJECTIVES** | **YOUR PROGRESS** |
| Session 1 – Roadmap - Introduction  | * What information does a roadmap provide?
* Benefits of a roadmap
 | ***Activity*** – Benefits of a Roadmap***Answer*** - Benefits of having a Roadmap | By completing this module, you will be able to understand the benefits of the roadmap as an agile planning technique. |  |
| Session 2 – Roadmap - Contents | * What are the core elements of a Roadmap?
* Roadmap Acceptance criteria
* Tailoring
 | ***Activity*** – Roadmap acceptance criteria***Answer*** – Roadmap acceptance criteria | By completing this module, you will be able to understand what a good roadmap contains and identify how you might create your own roadmap. |  |
| Session 3 – Using the roadmap – Timeframe and processes | * Two controls
* Structure
* Processes
* Timeframe
 |  | By completing this module, you will be able to understand the contribution of each process and how time is applied to each element of the roadmap. |  |
| Session 4 – Using the roadmap – MoSCoW | * MoSCoW definitions
* Using MoSCow to keep within the timeframe
 | ***Activity*** – MoSCoW your “to do” list***Answer*** – Prioritization criteria | By completing this module, you will be able to apply the definitions that form MoSCoW to prioritize your work, and understand how prioritization links to the concept of on-time delivery. |  |

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| * **ROADMAP**
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| **MODULE** | **SLIDES** | **ACTIVITIES** | **LEARNING OBJECTIVES** | **YOUR PROGRESS** |
| Session 5 – Using the roadmap – Iterations | * Iterations deliver outcomes
* Number of iterations
* How to use the iterations
* Aligning the iterations
 | ***Activity*** – Describe the resource implications for overlapping iterations***Answer*** – Resource implications for overlapping iterations | By completing this module, you will be able to apply the iterations to your work. |  |
| Session 6 – Using the roadmap – Outcomes | * Understanding outcomes
* Breaking the end goal into outcomes
* Aligning outcomes to iterations
 | ***Activity*** – Use the scenario and create the roadmap***Answer*** - Scenario and roadmap based on scenario | By completing this module, you will be able to understand how to break your end goal into outcomes and allocate them to each iteration. |  |
| Session 7 - Aligning the roadmap to your change – Iteration 1 | * Iteration 1 – Getting started
* Iteration 1 – Making progress
* Iteration 1 – Realizing benefits
* How to know if iteration 1 has been a success
 | ***Activity*** – Identify the information needed for iteration 1***Answer*** – Information needed for iteration 1 | By completing this module, you will be able to define the success criteria for iteration 1 and identify the sources of information you will need to complete this iteration for your change. |  |

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| * **ROADMAP**
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| **MODULE** | **SLIDES** | **ACTIVITIES** | **LEARNING OBJECTIVES** | **YOUR PROGRESS** |
| Session 8 – Outputs created in Iteration 1 | * Description of the change
* Scope and exclusions
* Business case
* Change management strategy
* Organisation structure – team transparency model
* Communication Plan
 | ***Activity*** – Apply the scope/exclusions activity to the scenario***Answer*** – Scope/exclusions for the scenario***Activity*** – identify your thoughts for what should be in a Change Management Strategy***Answer*** – Acceptance criteria for a Change Management Strategy | By completing this module, you will be able explain the outputs from iteration 1 and apply the techniques from this module to create the 5 elements for your own change. |  |
| Session 9 - Aligning the roadmap to your change – Iteration 2 | * Iteration 2 – getting started
* Active listening
* Feedback
* Iteration 2 – making progress
* Iteration 2 – realizing benefits
 |  | By completing this module, you will be able to understand the flow of activities for creating, testing and deploying change. |  |
| Session 10 - Using the roadmap – Applying it to common challenges | * Use of the roadmap to manage a program of work
* Use of the roadmap with multiple teams
* Aligning the roadmap with a waterfall project
 |  | By completing this module, you will be able to use the roadmap as a technique for addressing complex change initiatives. |  |
| **QUIZ** |
| * **BUSINESS NEED**
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| **MODULE** | **SLIDES** | **ACTIVITIES** | **LEARNING OBJECTIVES** | **YOUR PROGRESS** |
| Session 1 – Definitions and content | * Defining Business Need
* Benefits
* Dis-benefits
* Acceptance criteria
* Requirements
 | ***Activity*** – review the measuring benefits examples***Answer*** – Measuring benefits examples | At the end of this module you will be able to understand that business need is comprised of 3 elements and define measurable improvements for your change. |  |
| Session 2 – Applying business need | * Requirements led change
* Benefits led change
* Requirements led versus benefits led change
 | ***Activity*** – Define your arguments in favour of benefits led change***Answer*** – Advantages of a benefits led approach | At the end of this module you will be able to describe requirements and benefits led change; understand the differences between them and describe the value of a benefits led approach. |  |
| Session 3 – Capturing and prioritizing business need | * User Story format
* User Story example
* Prioritized user stories
* Prioritized requirements list/product backlog
 | ***Activity*** – Defining a requirement***Answer*** - Defining a requirement via a user story answer | By completing this module, you will be able to create a User Story and design your prioritized requirements list. |  |
| Session 4 – Develop your business understanding | * Value of business understanding
* Market context
* Organisational context
* Business Understanding Questionnaire
 | ***Activity*** – Review the business understanding questionnaire for context questions***Answer*** - Business Understanding Questionnaire | By completing this module, you will be able to appreciate the importance of looking broadly for the business need for your change. |  |

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| * **BUSINESS NEED**
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| **MODULE** | **SLIDES** | **ACTIVITIES** | **LEARNING OBJECTIVES** | **YOUR PROGRESS** |
| Session 5 – Business need drives motivation | * Validity of the change
* Validity triggers intrinsic motivation
* Selling change to reluctant stakeholders
 | ***Activity*** – Identify your personal validity in becoming certified as an Agile Change Agent | By completing this module, you will be able to understand how to communicate the benefits to generate participation in your change. |  |
| Session 6 – Understanding who to involve | * Community Map
 | ***Activity*** – Community Map***Answer*** - Community Map using scenario | By completing this module, you will be able to identify your stakeholders using the Community Map. |  |
| Session 7 - Identifying benefits | * Benefits table
* Identifying benefits – ask for 1 single idea
* Benefits breakdown structure
* Benefits dependency network
 | ***Activity*** – Benefits Dependency Network***Answer*** - Benefits Dependency Network using scenario | By completing this module, you will be able to create your own Benefits Table and use the Benefits Dependency Network to identify the benefits of your change. |  |
| **QUIZ** |

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| * **RELATIONSHIP BUILDING**
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| **MODULE** | **SLIDES** | **ACTIVITIES** | **LEARNING OBJECTIVES** | **YOUR PROGRESS** |
| Session 1 – Relationship building - Context | * Importance of relationship building
* Bringing the elements together
* Distance from those we seek to influence
 |  | By completing this module, you will be able to understand the importance of relationship building to the delivery of agile change. |  |
| Session 2 - Personal Awareness – What we do | * Self assessment
* Knowing our strengths and limitations
 | ***Activity*** – Identify your strengths and limitations***Answer*** – Knowing your strengths and limitations | By completing this module, you will be able to use the technique to understand what work you like to do and what work you prefer to avoid. |  |
| Session 3 - Personal Awareness – How we work | * Understanding our preferences
* Express our understanding of a situation
 | ***Activity*** – Complete the template for a change you know wellAnswer – Understanding our preferences and template for use with activity | By completing this module, you will be able to understand how you like to view situations and how your stakeholders might view the same situation differently. |  |
| Session 4 - Personal Awareness – Emotional assessment | * Emotional assessment
 | ***Activity*** – Identify how you work when you are angry and happy | By completing this module, you will be able to appreciate the impact your emotions have on your work and how others see you. |  |

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| * **RELATIONSHIP BUILDING**
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| **MODULE** | **SLIDES** | **ACTIVITIES** | **LEARNING OBJECTIVES** | **YOUR PROGRESS** |
| Session 5 - Personal Leadership – Resilience and empathy | * 5 factors of personal leadership
* Resilience and empath
* Resilience factors
* Empathy checklist
 |  | By completing this module, you will be able to develop and apply your resilience throughout your change initiative and be able to demonstrate empathy with those impacted by change. |  |
| Session 6 – Personal leadership – 5 elements | * Commitment
* Authority
* Self-control
* Trustworthiness – importance
* Trustworthiness – how to create it
* Flexibility
 | ***Activity*** – Identify ways you can build your authority***Answer*** – Examples for how you can build your authority***Activity*** – Identify ways you can build trust***Answer*** - Factors that build trust***Activity*** – develop your personal leadership ***Answer*** - Personal leadership template | By completing this module, you will be able to create situations where people want to build relationships with you and follow your lead. |  |

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| * **RELATIONSHIP BUILDING**
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| **MODULE** | **SLIDES** | **ACTIVITIES** | **LEARNING OBJECTIVES** | **YOUR PROGRESS** |
| Session 7 – Building relationships with others | * Factors for building relationships with others
* How to build relationships with others
* Steps in building relationships
* Make people aware of who you are and what you know
* Bring connections together to form change teams
* Encourage collaborative working
* Success criteria for collaborative working
 | ***Activity*** – Review the table for your “bad” listening habits***Activity*** – Identify the cascade that forms your change team | By completing this module, you will be able to apply a structured approach for building your own network of change agents |  |
| **QUIZ** |

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| * **ENVIRONMENT**
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| **MODULE** | **SLIDES** | **ACTIVITIES** | **LEARNING OBJECTIVES** | **YOUR PROGRESS** |
| Session 1 – Definition and content | * Environment defined in strategy
* Definition and benefits
* Environment is not culture
* Cultural change factors
* Set our local culture = environment
* Build a sustaining environment
 |  | By completing this module, you will be able to know what questions to ask to build a supportive environment. |  |
| Session 2 - Elements of the environment | * Elements of an effective environment
* Authority – contracting conversation technique
* Team canvas template
 | ***Activity*** – Identify questions to define your environment | By completing this module, you will be able to understand the 3 elements that comprise the environment and the techniques for deciding how people involved in your change are going to work. |  |
| Session 3 – Reassurance | * Environment provides reassurance
* How fears develop
* Addressing unexpected fears
* Fears cannot be overcome by benefits
* Reduce fears by providing psychological safety
 | ***Activity*** – Develop your ideas for psychological safety***Answer*** – Ideas for psychological safety | By completing this module, you will be able to create the psychological safety that reassures those impacted by change. |  |
| * **ENVIRONMENT**
 |  |
| **MODULE** | **SLIDES** | **ACTIVITIES** | **LEARNING OBJECTIVES** | **YOUR PROGRESS** |
| Session 4 – Encouragement | * Environment provides encouragement
* Resilience and a positive environment
* Benefits of a positive environment
* Creating a positive environment
* Positivity technique
 | ***Activity*** – Identify questions to prompt gratefulness***Answer*** - Questions to prompt gratefulness | By completing this module, you will know how to use techniques for creating resilience and a positive environment for change. |  |
| Session 5 – Motivation | * Outcome from the right environment
* Environment provides motivation
* Intrinsic motivation
* Meaningfulness
* Autonomy
* Talents
* SMART goals
 | ***Activity*** – Identify techniques for creating intrinsic motivation***Answer*** – Actions for intrinsic motivation | By completing this module, you will be able to understand the importance of intrinsic motivation in delivering agile change and use techniques from this course to build this motivation in those impacted by your change. |  |
| **QUIZ** |

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| * **BRINGING YOUR KNOWLEDGE TOGETHER**
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| **MODULE** | **CONTENT** | **LEARNING OBJECTIVES** | **YOUR PROGRESS** |
| Bringing your knowledge together | * Relationship between the agile concepts
* Roadmap links to the agile concepts
* Agile Change summary
* Roadmap one page summary
* Updating roadmap information
 | By completing this module, you will be able to:* Assimilate the new terms and techniques you are learning
* Help you make sense of what you know so far
* Build upon your knowledge and put new learning into context
 |  |