

# »» LEADING AGILE CHANGE ««

Course description & curriculum

Season 2



# FOR THE AGILE CHANGE LEADER



This is for you if you want to effectively facilitate change in your company.

Our qualification is aimed at all people in companies who want to strengthen their transformational power in order to become a lever of change themselves – be it

- > in organizational development,
- > as an HR professional,
- > interim manager,
- > decision-maker or executive,
- > or other change leader in a central function with first practical experience in the agile environment.

Nowadays – and especially in agile contexts – roles are not exclusively crafted in the traditional sense – but become and more cross-functional. Our international and diverse field of participants from a wide range of functions will reflect this.



# COMPETENCIES FOR LEADING AGILE CHANGE

## Synergy of three competence fields

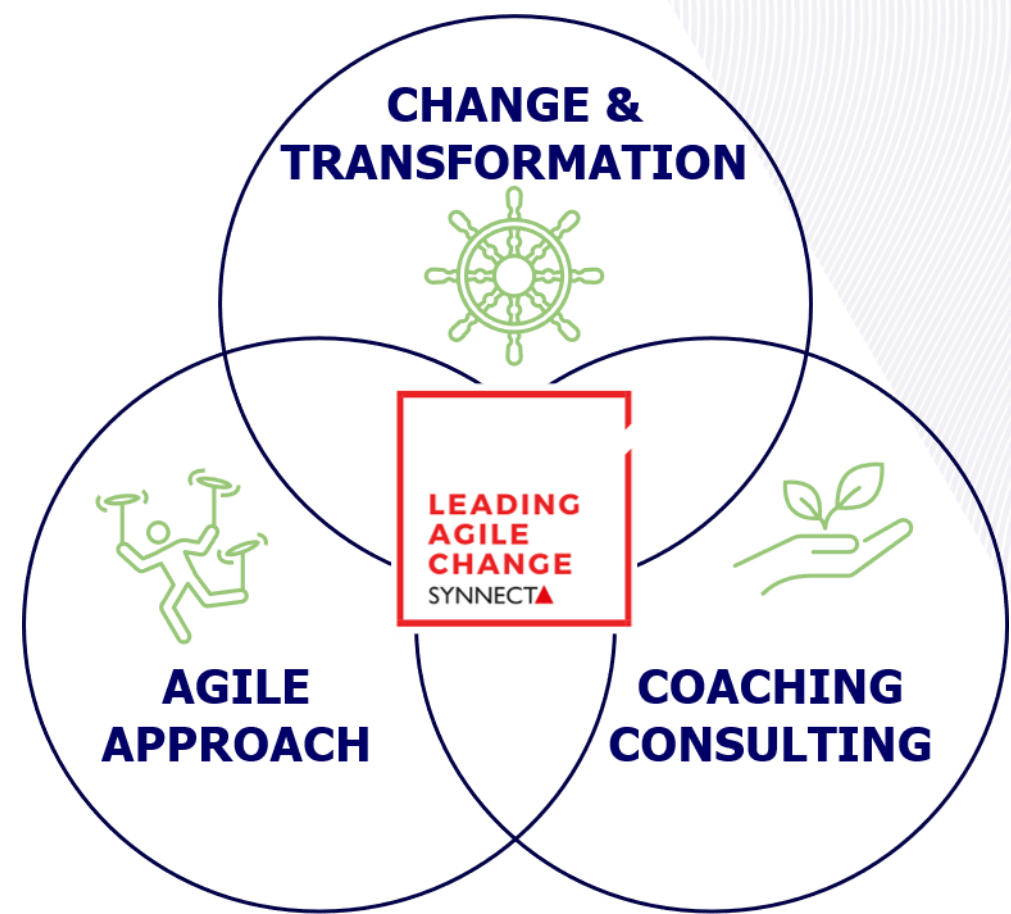
Faced with immense pressure to transform, »leading agile change« means being able to balance the tension between the status quo of a traditional world with the promises of an agile world.

In four compact, virtually conducted modules you will experience a highly condensed »best-of« of pragmatic approaches and tools that will enable you to become immediately effective in your company as a change leader.

The concept and approach of »agile« has liberated itself from software and product development. Thus, it requires a wide field of expertise for change leaders.

We empower you with operational expertise in three competence fields:




- > transformation management
- > agile approach
- > coaching and consulting





# CURRICULUM »LEADING AGILE CHANGE«

Find out more about each topic on the following pages

TOPIC	Module 1	Module 2	Module 3	Module 4
 <b>Agile Approach</b>	Agile Frameworks	Agile Culture & Mindset	Agile Teams	Agile Leadership
 <b>Change Management</b>	Change & Transformation	Culture Change	Change Communication	Conflict, Emotions and Resistance in Change
 <b>Coaching, Mentoring &amp; Consulting</b>	Coaching Skills	Coaching (Agile) Teams	Becoming a Trusted Advisor	Facilitation and Workshop Skills

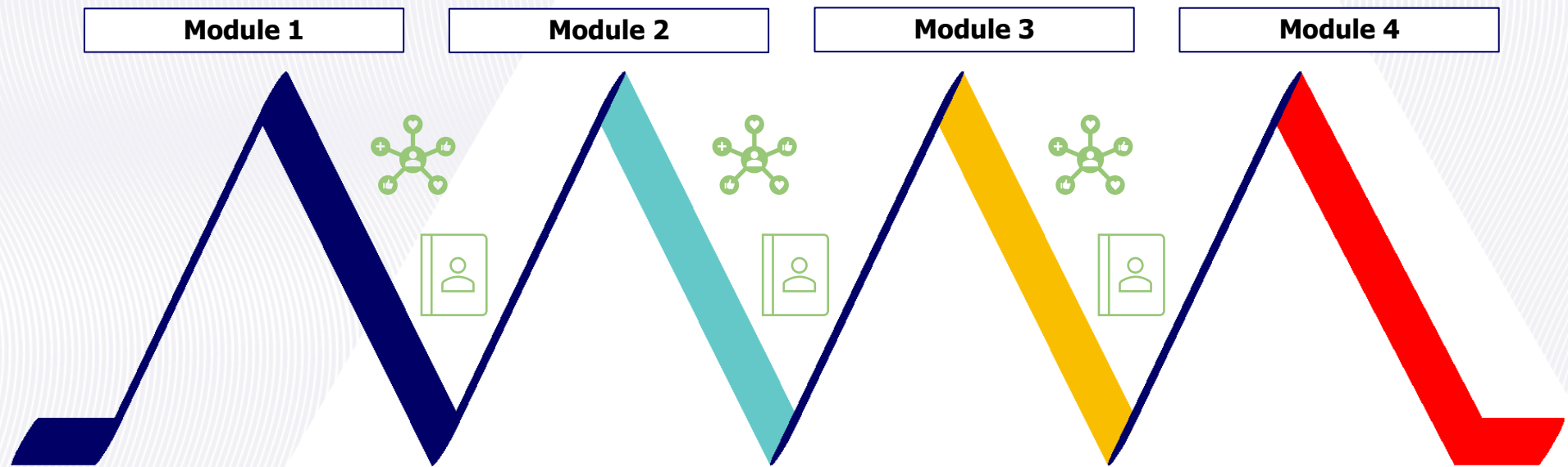
## Business Transformation Cases

Based on SYNNECTA's rich experience in a variety of industries, participants benefit from »case-based learning«. SYNNECTA consultants share their own experiences from concrete consulting projects – including the application of the presented content (models, tools).

**Learning Journey: self-reflection assignments, peer supervision, resources for further research**



# LEARNING ARCHITECTURE



Ongoing self-study as well as individual responsibility for transformation project with direct application of insights gained from the training program.

Between modules:



Peer circle meetings



Individual assignments & reflections



# DETAILS ON THE LEARNING TOPICS

## Four focus topics for each competence field

Find out more about the specific content of the three competence fields on the following pages.





# AGILE APPROACH

## Focus »Agile Frameworks«

Participants gain a deeper understanding of the most popular agile frameworks. They learn about the fundamentals of agile working and the differences to traditional ways of working.

Participants practice the »Design Thinking« approach and apply the agile principles to example exercises.

Participants understand how agile working can be translated and applied to non-technical areas and projects so that ambitious change leaders from non-technical and central functions are in the position to orchestrate agile change professionally.

## Content

- > What is agile? Gain clarity about agility
- > Benefits and limits of agile
- > Agile principles
- > Understanding the nature of agile frameworks (such as Design Thinking Scrum etc.)
- > Agile in non-technical environments
- > Working agile in iterative approaches
- > Customer-focus



# AGILE APPROACH

## Focus »Agile Mindset«

The implementation of »agile« is not possible without a change in mindset. Understanding exactly how to identify the mindset and move it towards the desired mindset is critical for a successful transformation. We discuss what is non-negotiable and what is »nice-to-have« when it comes to an agile mindset. Participants will learn to apply tools to assess and develop a more agile mindset.

## Content

- > Agile Manifesto, Principles, Values
- > Agile Culture and culture analysis
- > Company agile maturity
- > Agile Mindset
- > How to identify and evolve mindset
- > Collective (organizational) Mindset





# AGILE APPROACH

## Focus »Agile Teams«

Working in and with agile teams requires different skills than working in a classic hierarchy. Examples are group decision-making and role agility. We identify these skills, practice them, and provide guidance on how to use them successfully in a team in the workplace.

## Content

- > Criteria for agile teams, self-organization, teaming
- > Roles in agile teams
- > Team leadership in agility
- > Decision making
- > Agile team development
- > Agile team mindset
- > Agile team skills



# AGILE APPROACH

## Focus »Agile Leadership«

Working agile requires leadership. Agile leadership is shared leadership. It requires excellence in dealing with complexity and promoting radical transparency. Participants understand what is required of agile leadership and how it differs from hierarchical management. They learn how to develop themselves and support others in becoming an agile leader.

## Content

- > Hierarchy and self-organization
- > Agile leadership mindset and skillset
- > Distributed leadership
- > Developing agile leaders
- > Conflict and the agile leader
- > Trust and psychological safety
- > Developing people



# TRANSFORMATION MANAGEMENT

## Focus »Change & Transformation«

Managing a complex transformation requires the ability to maintain a meta-perspective and act strategically. Analyzing the essential elements of an organization and managing the fundamental processes of a transformation are therefore key to any organizational development. A clear stakeholder management and the clean contracting (mission clarification) are essential for a successful setup of a change process.

## Content

- > Strategic analysis of a transformation
- > Using the tool »Map of organizational development« to manage the complexity
- > Contracting and acquiring a clear mandate for change
- > Forming the change coalition – uniting diverse executive perspectives
- > Transformation architectures – How designing the big picture sets the scene for change
- > Designing the »Kick-off« - Why a good start is essential for each transformation project



# TRANSFORMATION MANAGEMENT

## Focus »Culture Change«

Sustainable development requires dealing with the „untouchable“ structure beneath the surface: culture. Participants learn how to analyze a corporate culture and use levers to develop it. They learn to watch out for the pitfalls of culture change and can apply culture models (such as SYNNECTA’s »spectrum of balance«).

## Content

- > Why “culture eats everything for breakfast”
- > Diagnosis tools: Analyzing the company culture
- > The formal and informal network within a company
- > Stakeholder analysis and management
- > Managing diversity (intercultural, intergenerational, ...)
- > Hands-on tools for shaping the future culture of the company
- > How culture changes successfully (examples of SYNNECTA projects)



# TRANSFORMATION MANAGEMENT

## Focus »Change Communication«

Both information and communication are important to »get the message out to the people« and listen to the response. In addition to accompanying information, dialog-oriented workshop formats (on both small and large scales) are an essential factor in moving the company's stakeholders in a sustainable way. With the help of storytelling – including a convincing change story – as well as visual thinking (cf. »SYNNECTA Insight Map«), participants are enabled to communicate change effectively.

## Content

- > Developing a common language
- > Differentiating information and communication efforts
- > Sending clear messages (needs receiver adequate approach)
- > Inviting to dialogue – the whole company at times!
- > Writing a compelling change story
- > Visual thinking and storytelling



# TRANSFORMATION MANAGEMENT

## Focus »Conflicts, emotions, resistance«

People do not resist change – they resist being changed. Therefore, participation is essential to foster self-efficacy within a transformation. All resistance is essentially an unmet but inappropriately expressed need. Therefore, listening as well as »enduring« stressful moments as well as »holding the space« opens the door for a way out of resistance to change. Proven conflict resolution tools allow participants to apply this skill and navigate any difficult conversation.

## Content

- > The danger of ignoring emotions in a transformation
- > The neuro-science of change – and how you can use it as guidance for your transformational process.
- > Standing firm facing the storm – Why you as change leader need to be in balance – and how to maintain it.
- > Understanding the power of (unfulfilled) needs – How to overcome resistance in the company.
- > Moderating conflict



# COACHING & CONSULTING

## Focus »Coaching«

Coaching, mentoring and consulting skills require: being present with empathy, listening and questioning. These three aspects are simple to understand, yet take practice to master. We focus on gaining mastery of these three skills using proven humanistic and systemic tools. A coaching canvas rounds out this session and ensures that participants will never feel »lost« as a coach.

## Content

- > Coaching role model
- > Coaching canvas
- > Coach mindset
- > Listening
- > Asking questions
- > Systemic questions
- > Solutions-focus



# COACHING & CONSULTING

## Focus »Team Coaching«

Coaching teams requires additional skills compared to individual coaching. We discuss practical aspects of group dynamics, psychological safety and trust in teams as well as how to deal with tensions. Special attention will be paid to the dynamics of self-organization. In addition, a particular challenge of agile teams will be addressed: how to increase cohesion within the team and prevent team members from drifting apart?

## Content

- > Guiding agile teams
- > Systems coaching
- > Team analysis tools
- > Team development
- > Coaching inter-team collaboration





# COACHING & CONSULTING

## Focus »Trusted Advisor«

The coach's »standing« vis-à-vis stakeholders and the ability to work with top management is a crucial aspect of a successful transformation. Participants learn how to develop self-confidence in this regard and how to deal with self-doubt or the »Impostor Syndrome«. Advanced communication and negotiation skills complete the offering.

## Content

- > Positioning yourself
- > Trusted advisor mindset and role
- > Authenticity and trust
- > Speaking the language of management
- > Taking different perspectives and bridging them



# COACHING & CONSULTING

## Focus »Facilitation«

Organizational change, especially agile change, requires formats for dialog and interaction in large groups. We review key facilitation skills and various formats such as barcamps. In addition, participants will be given pragmatic advice on how to effectively run virtual meetings and workshops so that they can design and run their own events.

## Content

- > Remote work
- > Remote facilitation
- > Large-scale events
- > Teaching others to learn
- > Liberating Structures



# BECOME THE »AGILE CHANGE LEADER«

**Sign on now to embark on an exciting learning journey**



Become part of an international group of ambitious change leaders who learn hands-on approaches and field-proven tools to transform their company from the inside.



# ORGANIZATIONAL MATTERS

- > No webinar – but an interactive (live) workshop!
- > The course consists of four modules, each Wednesday to Friday, 08:30-13:30 CET
- > Dates in 2022: 26-28 January | 16-18 February | 16-18 March | 30 March - 01 April
- > Upon successful completion of the full program participants receive the SYNNECTA Certificate on »Leading Agile Change«
- > Setup: Online course, using Zoom for videoconferencing.
- > Investment: 5,800.00 € (+VAT)
- > Registration and contact via our office team: phone +49 221 3909 3390, e-mail: [changeleader@synnecta.com](mailto:changeleader@synnecta.com)



# PARTICIPANT RECOMMENDATIONS

This course represents the best of three worlds and requires a certain level of competence and commitment by participants to benefit the most from it.

- > Having profound **professional experience** and being in the role (or aspire that role) of **leading change** within the company.
- > Commitment, time and resources to actively take part in all aspects of the program; full attendance of all modules.
- > Completion of work / assignments between the modules.
- > Active participation in peer groups and virtual meetings alongside the curriculum.
- > Being able to fluently converse in English.
- > Technical setup: attendance with computer / laptop (not smartphone / tablet) with video + audio



# CONTACT

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Daniel Goetz

[www.linkedin.com/in/agateno/](https://www.linkedin.com/in/agateno/)



## Anke Wolf

### Spheres of Action

- > Owner Anke Wolf Coaching & Consulting
- > Consultant and coach since 2016
- > 15 years of international experience as HR professional and leader
- > Co-editor of agile HR management book (Springer Gabler Verlag)

### Spheres of Education

- > Master in Psychology (economic psychology)
- > Business Coach (University of Chester)
- > Agile Facilitator, Design Thinking expert
- > Project and change manager

### Spheres of Experience

- > Industries: consumer goods, services, finance, automotive, IT, logistics, transportation, chemical, creative; global consultant projects in: Europe, Americas, Asia

### Impact

- > Working agile (focus on HR)
- > Agile Mindset shift
- > HR Excellence
- > Diversity and equal opportunities for women
- > Talent management
- > Working with a global scope
- > Coaching

### Vernacular

- > German, English

“Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom.”  
Viktor Emil Frankl

business focused / clear and structured / not afraid to ask / approachable / convincing / empathetic / humorous / yoga lover



"What you give - you get. Towards more self-responsibility. In life, in business, in society."

## Daniel Goetz

### Spheres of Action

- > Principal Consultant at SYNNECTA
- > Consultant since 2008
- > Author of management books (publisher Springer Gabler)
- > Extended periods of field research with indigenous people in Canada and Australia on leadership and communication

### Spheres of Education

- > Diploma in Business, focus organizational and economic psychology
- > Certified Business Trainer (EN ISO/IEC 17024 incite GmbH)
- > Master Trainer DVNLP and Master Coach DVNLP
- > Background as project manager for international projects for the pharmaceutical industry

### Spheres of Experience

- > Industries: finance, home furnishing, pharmacy, logistics, aviation, automotive, international projects in Australia, Estonia, Greece, Latvia, Netherlands, Sweden, and Switzerland.

### Impact


- > Consulting, development and fine planning of learning design concepts (including blended learning)
- > Consulting, development and moderation of large-scale events
- > Leadership trainings (focus self-leadership)
- > Intercultural team development
- > Train the trainer
- > Coaching

### Vernacular

- > German, English

devil's advocate / analytical / passionate / differentiating / inquisitive / incorruptible / sun dancer / sympathetically





Applying what is proven  
and exploring what is new.