Professional Agile Leadership
Essentials

A Professional Scrum training course created by Ken Schwaber and Scrum.org

PAL-E

Helping Leaders Understand their Role in Enabling Agility

Professional Agile Leadership Essentials™ (PAL-E) is a hands-on, activity based class in which managers and leaders of agile teams gain a strong understanding of how to best support, guide, and coach their teams to create the conditions for great agility.

The course also includes a free attempt at the globally recognized Professional Agile Leadership I (PAL I) certification exam.

Course Overview

Being an agile organization requires senior leaders, middle managers, and agile team members to change the way that they organize their work, manage that work, and measure the results of the work. Agile teams cannot do this on their own; they need help from the entire organization. Changes in the way that people think and work are required driving improved results by having everyone's goals and ways of working aligned.

In this two day class* attendees develop a deep understanding of the role that leaders play in creating the conditions for a successful agile environment. Leaders and managers are critical enablers in helping their organizations be successful, yet the role of leaders and managers in an agile organization can be quite different from what they are used to. This workshop uses a combination of instruction and team-based exercises to help participants learn how to form and support agile teams to achieve better results, and how to lead the cultural and behavioral changes that organizations must make to reap the benefits of an agile product delivery approach.

* When offered in-person, this course is generally delivered in one day. When offered as a Live Virtual Class, the course may be broken up into more, shorter days.

Course Learning Objectives

- Understand how agility can help you improve your organization's performance
- Learn the challenges teams face during an Agile transformation and how to remove impediments
- Discover the shift in management style that a leader must make when going from traditional to agile ways of working
- Understand the leader's role in "self-managing" teams
- Learn how to assess and foster the team's agile maturity
- Discover how to connect values (personal, team and Scrum values) and clear goals to develop high performing teams
- Identify how to measure the benefits and impacts of agility in your organization

Note that this course is not an introduction to the Scrum Framework or to using Scrum. Attendees will get the most from this course if they have been previously introduced to Scrum.

Scrum.org/PAL-E

Who Should Attend

The Professional Agile Leadership Essentials course is designed for managers and those in leadership roles who are responsible for the introduction and establishment of Agile methods and techniques in an organization.

- Leaders sponsoring an Agile transformation or involved in the adoption of Agility in their organizations
- Managers or leaders responsible for developing people on Scrum teams
- Leaders of one or more Scrum Teams including Scrum Masters, Product Owners and other leaders on Scrum Teams

Assessment Certification

All participants completing the Professional Agile Leadership - Essentials course will receive a password to attempt the Professional Agile Leadership I (PAL I) assessment. The industry-recognized PAL I certification requires a minimum passing score of 85%. PAL-E class participants who attempt the PAL I assessment within 14 days of receiving their free password and do not score at least 85% will be granted a second attempt at no additional cost.

Why Scrum.org

Scrum.org training provides a hands-on, activity-based learning experience using a consistent set of materials around the world no matter which of our Professional Scrum Trainers (PSTs) is teaching the course. Each course explores real-world challenges to help students apply what they learn in their roles once back at work.

Each Scrum.org course is assigned 2 stewards who work with the PST community to crowdsource the maintenance of the courseware. The stewards are ultimately responsible for collecting input on the course materials, both those that exist and potentially additions to be made and provide updates as required.

On their path to becoming a PST, they must have several years of Scrum experience. Once PST candidates apply, they then go through an extensive process that includes: interviews, validation of knowledge, training, peer reviews and more.

PSTs bring their own style and experiences with a consistent delivery of Scrum.org training around the world, so you know each course we teach is aligned with Professional Scrum, and all of your teammates are learning from the same course materials.

Find out more about what makes Scrum.org different.