Course Title: Agile & DevOps Leadership for Modern IT

- **Duration:** 5 Days (approximately 35-40 instructional hours)
- **Course Goal:** To provide IT leaders and managers with the strategic understanding, cultural frameworks, and practical leadership skills to effectively lead an Agile and DevOps transformation. This course moves beyond the mechanics of Scrum or CI/CD pipelines to focus on the mindset, behaviors, and organizational systems required to foster a culture of speed, collaboration, continuous improvement, and customer value delivery.
- **Core Focus:** Mastering the leadership paradigm shift required to build and lead high-performing, empowered teams in an Agile and DevOps environment.

Learning Objectives:

Upon successful completion of this workshop, participants will be able to:

- **Articulate** the business case for Agile and DevOps and communicate a compelling vision for transformation.
- **Differentiate** between traditional command-and-control leadership and the servant leadership required for Agile/DevOps.
- **Apply** systems thinking to identify and address organizational impediments that hinder agility.
- **Foster** a culture of psychological safety, experimentation, and learning from failure.
- **Champion** and support self-organizing, cross-functional teams.
- **Shift** performance management and goal setting from individual outputs to team-based outcomes (e.g., using OKRs).
- **Understand** and measure the flow of value through the system using key DevOps metrics (e.g., DORA metrics).
- **Lead** organizational change by applying change management frameworks to the Agile/DevOps transition.
- **Coach** teams and individuals to adopt Agile and DevOps principles and practices.
- **Create** a leadership action plan to become a more effective Agile and DevOps leader.

Target Audience:

- IT Managers, Directors, and VPs.
- Development Managers, Operations Managers, and QA Managers.
- Scrum Masters, Agile Coaches, and Release Train Engineers.
- Enterprise Architects and senior technical leaders.
- Project and Program Managers leading Agile initiatives.
- Business leaders who are key stakeholders in the IT delivery process.

Prerequisites:

- A solid understanding of IT operations and the software development lifecycle.
- Familiarity with the basic concepts of Agile (like Scrum) and DevOps is beneficial but not strictly required.
- Experience in a leadership or management role.

Teaching Methodology:

This is a highly interactive and strategic workshop. The methodology includes:

- **Interactive Lectures & Frameworks:** Introducing concepts from Lean, Agile, DevOps, Systems Thinking, and Organizational Change.
- **Intensive Simulations:** Experiential games and simulations (like "The Phoenix Project" simulation or similar) that allow participants to experience the challenges of traditional vs. DevOps ways of working.
- **Case Study Analysis:** Deconstructing the transformation journeys of successful (and unsuccessful) organizations.
- **Leadership Self-Assessments:** Tools for understanding personal leadership styles and their fit with an Agile/DevOps culture.
- **Group Discussions & Problem-Solving Clinics:** Collaboratively tackling real-world leadership challenges related to the transformation.
- **Action Planning:** Developing practical plans for personal and organizational change.

ADEPT TRAINING CENTER

Materials Provided:

- Comprehensive digital or printed workbook with key concepts, frameworks, and leadership models.
- An "Agile/DevOps Leader's Toolkit" with templates for Value Stream Mapping, a Transformation Roadmap, and an OKR setting guide.
- Case study documents and simulation briefs.
- A curated list of essential reading (e.g., "The Phoenix Project," "Accelerate," "Team Topologies").
- A personal leadership action plan template.
- Certificate of Completion.

Detailed Day-by-Day Curriculum

Day 1: The "Why" – The Case for Agile & DevOps

- **Module 1: The Crisis of Traditional IT (Approx. 2 hours)**
    - Welcome, introductions, and course objectives.
    - The challenges of the traditional "waterfall" and siloed (Dev vs. Ops) model in a fast-paced digital world.
    - The business impact: Slow delivery, poor quality, low morale, and misalignment with business needs.
    - **Activity:** "My Biggest IT Frustration" – Participants share their primary challenges with the current way of working.
- **Module 2: The Agile Mindset & Principles for Leaders (Approx. 2.5 hours)**
    - It's a mindset, not just a methodology.
    - Deep dive into the Agile Manifesto from a leadership perspective.
    - Empowering self-organizing, cross-functional teams.
    - The shift from managing projects to enabling value delivery.
- **Module 3: Introduction to DevOps & The Three Ways (Approx. 3 hours)**
    - Defining DevOps: Culture, Automation, Lean, Measurement, Sharing (CALMS).
    - **The Three Ways (from "The Phoenix Project"):**
        1. **Systems Thinking & Flow:** Optimizing the entire value stream.
        2. **Amplify Feedback Loops:** Shortening and amplifying feedback from right to left.
        3. **Culture of Continual Experimentation & Learning.**
    - The critical link between Agile (what we build) and DevOps (how we deliver it).
    - **Workshop:** "Mapping the Value Stream" – Participants create a high-level map of a typical IT value stream and identify key bottlenecks and delays.
    - **End of Day 1 Recap & Q&A.**

Day 2: The Leadership Shift – From Controller to Enabler

- **Module 4: The Servant Leadership Model (Approx. 2.5 hours)**
    - Contrasting traditional "Command and Control" leadership with "Servant Leadership."
    - The leader's primary role: To remove impediments and provide the team with what they need to succeed.
    - Key servant leadership behaviors: Listening, empathy, coaching, and stewardship.
    - **Self-Assessment:** Evaluating personal leadership styles against servant leadership principles.
- **Module 5: Fostering Psychological Safety & a Blameless Culture (Approx. 3 hours)**
    - Why psychological safety is the #1 predictor of high-performing teams (Google's Project Aristotle).
    - The leader's role in creating an environment where it's safe to experiment, fail, and speak up.
    - Conducting "blameless post-mortems" to learn from incidents.

ADEPT TRAINING CENTER

    - The link between psychological safety and innovation.
- **Module 6: Leading & Empowering Self-Organizing Teams (Approx. 2 hours)**
    - The shift from assigning tasks to delegating problems and outcomes.
    - Setting clear boundaries and intent (commander's intent).
    - The art of "letting go" and trusting the team.
    - **Role-Play:** Practicing how to delegate an outcome to a team, rather than a list of tasks.
    - **End of Day 2 Recap & Q&A.**

Day 3: Building the System for High Performance

- **Module 7: Systems Thinking for Leaders (Approx. 2.5 hours)**
    - Understanding your organization as a complex system.
    - Identifying and optimizing for global goals over local sub-optimizations (e.g., Dev efficiency vs. total delivery speed).
    - The Theory of Constraints: Identifying and elevating bottlenecks in the workflow.
    - The danger of unintended consequences.
- **Module 8: Measuring What Matters: The DORA Metrics (Approx. 2.5 hours)**
    - Moving beyond traditional metrics (e.g., lines of code, server uptime) to metrics that measure performance.
    - Introduction to the four key DORA metrics from "Accelerate":
        - **Deployment Frequency** (Throughput)
        - **Lead Time for Changes** (Throughput)
        - **Change Failure Rate** (Stability)
        - **Time to Restore Service** (Stability)
    - How these metrics drive the right behaviors.
- **Module 9: Aligning Teams & Strategy with OKRs (Objectives & Key Results) (Approx. 2.5 hours)**
    - Shifting from annual, top-down goals to a more agile goal-setting framework.
    - Using OKRs to provide alignment and autonomy.
    - The leader's role in facilitating the OKR setting process.
    - **Workshop:** Participants draft a set of OKRs for a hypothetical IT department undergoing a DevOps transformation.
    - **End of Day 3 Recap & Q&A.**

Day 4: Leading the Transformation

- **Module 10: Structuring Teams for Flow: Team Topologies (Approx. 3 hours)**
    - The problem with traditional component or functional teams.
    - Introduction to **Team Topologies** (Matthew Skelton & Manuel Pais):
        - Stream-aligned teams.
        - Enabling teams.
        - Complicated subsystem teams.
        - Platform teams.
    - Designing team structures that minimize cognitive load and dependencies.
    - **Workshop:** "Re-designing the Org Chart" – Participants take a traditional IT org chart and restructure it using Team Topologies principles.
- **Module 11: The Phoenix Project Simulation (Part 1) (Approx. 4 hours)**
    - **Intensive Simulation:** Participants are assigned roles in "Parts Unlimited" and must work through several rounds of a business simulation.
    - They will experience the chaos of a traditional, siloed IT organization firsthand.

ADEPT TRAINING CENTER

- This is a powerful, experiential way to solidify the concepts from the first three days.
- Facilitated debriefs after each round.
- **End of Day 4 Recap & Q&A.**

Day 5: Sustaining the Change & Your Leadership Action Plan

- **Module 12: The Phoenix Project Simulation (Part 2) (Approx. 3 hours)**
  - **Simulation Continues:** Participants apply Agile and DevOps principles (like Kanban, improving flow, and collaboration) to the simulation.
  - They experience the dramatic improvement in performance and morale.
  - Final debrief to connect the simulation experience back to the core principles (The Three Ways, etc.).
- **Module 13: Leading Organizational Change (Approx. 2 hours)**
  - Applying a change management framework (e.g., Kotter's 8-Steps) to the Agile/DevOps transformation.
  - Communicating the vision and creating a sense of urgency.
  - Identifying and empowering change champions.
  - Strategies for overcoming resistance from middle management and entrenched teams.
- **Module 14: Your Agile & DevOps Leadership Action Plan (Capstone) (Approx. 2 hours)**
  - **Action Planning Workshop:** Participants reflect on their key learnings and leadership self-assessments.
  - They create a personal action plan to:
    1. Identify one key leadership behavior to change.
    2. Identify one organizational impediment they will work to remove.
    3. Outline a plan for introducing one new concept (e.g., a blameless post-mortem, a value stream mapping exercise) to their team.
- **Module 15: Course Review & Commitment to a New Way of Working (Approx. 1 hour)**
  - Review of the key principles and leadership behaviors for Agile & DevOps.
  - Open forum for final questions and sharing key insights.
  - Participants share one key commitment from their action plan.
  - Course evaluation and closing.

ADEPT TRAINING CENTER