

Terms IPMA Agile Leadership



Legend

Subject and term coding	Each term has a code for reference. It is structured as follows: • Capital letter (C, G and V) • No. of the competency element • No. of the relevant competence indicator • Sometimes a lowercase letter for a particular concept or theory Competency group The capital letter represents the competency group, as follows: • C : Contextual competences • G : Behavioral competences • V : Technical competences The letter is followed by a number (2 digits) that within the competency group (1st digit), the sequence number of the competence (2nd digit) indicates within the skill group. Example: • C1: The mindset of the first competency element in the contextual group. • C1.1: The first indicator of the first competency element in the contextual group. • C.1.1a: A term that belong with the first indicator of the first competency element in the contextual group.
Important announcement	The Dutch Guide is a translation of the international version. In case of translation errors, the international guide is leading.

Revision History

9 january 2020	V2.02 Adjusted some language and grammar things.
18 october 2019	V2.01 Adjusted some language and grammar things.
15 september 2019	V2.0 The end terminology have been fully aligned with the International Guide. This is a major change that essentially means that the focus of the IPMA Agile Leader exams has shifted to the central topics of the guide.. Dat zijn voor elke competentie-element: • Mindset (are mentioned in the guide). • Key indicators. • Measures (are mentioned in the guide). In addition, we explicitly mention a number of concepts and theories in the terms that a candidate must recognize. This means that they can appear in a question as background information, but that detailed knowledge will never be requested. Like this: at C1.2b, we expect the candidate to know what 'permissible loss' is and that there is such a thing as 'effective entrepreneurship'. The candidate may refer in his answer to techniques used by him/her, but if these are not explicitly mentioned in the guide, the candidate must explain them in one or two sentences. The questions do not test whether these technique is well applied!

Taxonomy

In the table below you will find an explanation of what type of questions you can expect for a specific term.

b = Understan ding		t = Apply		a = Analyze	
Verbs	Nouns	Verbs	Nouns	Verbs	Nouns
Recognize	Terms	To apply	Situations	Analyze	Analysis
Appoint	Facts	To formulate	Applications	Distract	Models
To compare	Processes	Implement	Principles	Judge	Issues
To describe	Relationships	Calculate	Criteria	To design	Conclusions
To define	Standards	To define	Rules	Prioritize	Predictions
Explain	Rules	Select	Methods	Relate	Commentary
Reproduce	Criteria	Dissolve	Conclusions	To conclude	Concepts
To enlighten	Methods	Distract		Weighing	

Where "K" is behind a term, we expect some global knowledge of the concept.

Terms

Contextual Competences

Nr.	Competence		B	C	D
	Context 1: Strategy				
C1.0	Mindset		T	B	B
	Key indicators		T	T	B
C1.1	Aligns Agile teams with the mission and vision of the organization.		T	T	B
a.	Mission and vision				
C1.2	Exploit and identify opportunities to influence organizational strategy.		T	T	B
a.	Lightweight business case				
b.	Permissible loss (Effective business)				
C1.3	Secures and develops the continuing validity of the business and organizational existence of the organization.		T	T	B
C1.4	Determine, assess and reconsider critical success factors		T	T	B
a.	Critical Success Factors				
C1.5	Determines, assess and review the most important performance indicators.		T	T	B
a.	Key Performance Indicators				
	Context 2: Control, structures, processes				
C2.0	Mindset		T	B	B
	Key indicators		T	T	B
C2.1	Knows and applies the principles of Agile working.		T	T	B
a.	Agile manifesto and principles				
b.	Agnostic Agile				
c.	Modern Agile				
d.	SCRUM				
e.	Frameworks				
f.	Lean Principles				
C2.2	Knows and applies the principles of Agile Program Management.		T	T	B
a.	Scaling Agile				
b.	Value Stream				
C2.3	Knows and applies the principles of Agile Portfolio management.		T	T	B
C2.4	Aligns Agile working with the support functions.		T	T	B
C2.5	Aligns Agile working with the decision-making, reporting structures and quality requirements of the organization.		T	T	B
a.	Principles of self-management				
b.	Information radiator				
C2.6	Aligns Agile working with human resource processes and functions management.		T	T	B
C2.7	Aligns Agile working with the processes and functions of finance & control.		T	T	B
C2.8	Bridges the principles of classical (project) management and Agile working.		T	T	B
a.	AgilePM				
	Context 3: Compliance, Laws and Regulations				
C3.0	Mindset		T	B	B
	Key indicators		T	T	B
C3.1	Determines that Agile work complies with all relevant legislation.		T	T	B
a.	Corporate Social Responsibility				
C3.2	Determines and ensures that Agile work complies with all relevant Health, Safety, Security and Environmental Regulations (HSSE).		T	T	B
C3.3	Determines and ensures that Agile work complies with all relevant codes of conduct and professional regulations.		T	T	B

Nr.	Competence		B	C	D
C3.4	Determines and ensures that flexible work complies with relevant sustainability principles and objectives.		T	T	B
C3.5	Beoordeelt, gebruikt en ontwikkelt professionele standaarden en hulpmiddelen voor het Agile werken.		T	T	B
a.	Good practice instead of Best practice				
C3.6	Assesses, benchmarks and improves organizational agility.		T	T	B
	Context 4: Influence and interests				
C4.0	Mindset		T	B	B
	Key indicators		T	T	B
C4.1	Connects the personal aspirations and interests of others in support of Agile work.		T	T	B
a.	Formal versus informal power.				
C4.2	Assesses the informal influence of individuals and groups and its potential impact on Agile working.		T	T	B
a.	PESTLE.				
C4.3	Assesses the personalities and work styles of others and uses them for Agile working.		T	T	B
a.	Principles of Influence (Cialdini).				
	Context 5: Culture and values				
C5.0	Mindset		T	B	B
	Key indicators		T	T	B
C5.1	Assesses society's culture and values and their implications for Agile working.		T	T	B
a.	Dimensions (Hofstede) of national cultures.				
C5.2	Directs the organizational culture to better align with the Agile values.		T	T	B
b.	Parts of a culture (Schein)				
C5.3	Assesses the organization's informal culture and values and their implications for Agile working.		T	T	B
c.	Core values..				

Behavioral Competency Elements

Nr.	Competence	A	B	C	D
	Behavior 1: Self-reflection and self-management				
G1.0	Mindset	A	T	B	B
	Key indicators	A	T	T	B
G1.1	Recognizes and reflects on the way in which own values and experiences influence the work.	A	T	T	B
a.	BIG-V Dimensions of personality.				
G1.2	Strengthens self-confidence based on personal strengths and weaknesses.	A	T	T	B
a.	Core quadrants.				
G1.3	Recognizes and reflects on personal motivations to set personal goals and maintain focus.	A	T	T	B
a.	Setting learning goals (Locke and Latham)				
G1.4	Organizes personal work depending on the situation, own resources and the general situation of the team.	A	T	T	B
a.	JOHARI Window.				
G1.5	Takes responsibility for personal learning and development.	A	T	T	B
a.	Growth mentality (Dweck).				
	Behavior 2: Personal Integrity and Trustworthiness				
G2.1	Mindset	A	T	B	B
	Key indicators	A	T	T	B
G2.1	Recognizes ethical values and applies them to all decisions and actions.	A	T	T	B

Nr.	Competence	A	B	C	D
G2.2	Promotes sustainability of outputs and results.	A	T	T	B
	The 17 Sustainable Development Goals of the UN.				
G2.3	Takes responsibility for own decisions and actions.	A	T	T	B
G2.4	Acts, makes decisions and communicates in a consistent manner.	A	T	T	B
G2.5	Completes tasks thoroughly to build trust with others.	A	T	T	B
	Behavior 3: Personal communication				
G3.0	Mindset	A	T	B	B
	Key indicators	A	T	T	B
G3.1	Provides clear and structured information to others and verifies their understanding.	A	T	T	B
a.	The difference between data and information.				
G3.2	Facilitates and promotes open communication.	A	T	T	B
a.	Active listening.				
b.	Nonviolent communication.				
G3.3	Chooses communication styles and channels to meet the needs of the organization, the situation and the management level.	A	T	T	B
a.	4 aspects of communication (von Thun).				
G3.4	Communicates effectively with virtual teams.	A	T	T	B
G3.5	Uses humor and sense of context when appropriate.	A	T	T	B
	Behavior 4: Relationships and Engagement				
G4.0	Mindset	A	T	B	B
	Key indicators	A	T	T	B
G4.1	Initiates and develops personal and professional relationships.	A	T	T	B
G4.2	Develops and facilitates social networks and contributes to this.	A	T	T	B
G4.3	Shows empathy by listening, understanding and supporting.	A	T	T	B
	Helping relationship (Schein).				
G4.4	Shows trust and respect by encouraging others to share their views or concerns.	A	T	T	B
G4.5	Shares own vision and goals to gain the involvement and involvement of others.	A	T	T	B
G4.6	Uses the social capital present in the network and stimulates its growth.	A	T	T	B
a.	Self-determination theory (basic needs, levels of motivation).				
	Behavior 5: Leadership				
G5.0	Mindset	A	T	B	B
	Key indicators	A	T	T	B
G5.1	Initiates actions and proactively offers help and advice.	A	T	T	B
G5.2	Takes responsibility and shows commitment.	A	T	T	B
G5.3	Directs, coaches and guides to lead and improve the work of individuals and teams.	A	T	T	B
a.	Seven levels of freedom (Appelo).				
G5.4	Exercises appropriate power and influence over others to achieve objectives.	A	T	T	B
a.	Servant Leadership (Greenleaf).				
G5.5	Makes, enforces and tests decisions.	A	T	T	B
	Behavior 6: Teamwork				
G6.0	Mindset	A	T	B	B
	Key indicators	A	T	T	B
G6.1	Promotes team selection and building.	A	T	T	B
a.	Cross-functional/multidisciplinary teams.				
G6.2	Promotes collaboration and networking among team members.	A	T	T	B
a.	Working in circles (Sociocracy 3.0).				
b.	Artfull Participation.				
G6.3	Supports, promotes and evaluates the development of the team and its members.	A	T	T	B
a.	Frustrations of teamwork (Lencioni)				
G6.4	Enables teams to define tasks and responsibilities.	A	T	T	B

Nr.	Competence	A	B	C	D
G6.5	Recognizes opportunities to facilitate learning and inspire continuous improvement.	A	T	T	B
	Behavior 7: Conflict and Crisis				
G7.0	Mindset	A	T	B	B
	Key indicators	A	T	T	B
G7.1	Anticipates and if possible prevents conflicts and crises. Brings any concerns that come up to the attention of the team.	A	T	T	B
a.	Characteristics of conflict and crisis.				
G7.2	Analyzes the causes and consequences of conflicts and crises and selects the right response(s) together with the team.	A	T	T	B
G7.3	Mediates in conflicts and crises and/or their consequences and resolves them together with the team.	A	T	T	B
a.	Conflict Styles (Thomas & Killman).				
G7.4	Recognizes and shares lessons learned from conflicts and crises to improve future practice.	A	T	T	B
	Behavior 8: Resourcefulness				
G8.0	Mindset	A	T	B	B
	Key indicators	A	T	T	B
G8.1	Stimulates and supports an open and creative environment.	A	T	T	B
G8.2	Applies conceptual thinking to define situations and strategies.	A	T	T	B
G8.3	Applies analytical techniques for analyzing situations, financial and organizational data and trends.	A	T	T	B
G8.4	Stimulates and applies creative techniques to find alternatives and solutions.	A	T	T	B
G8.5	Improves decision making by promoting a holistic view.	A	T	T	B
a.	Decision-making in consent (Sociocracy 3.0)				
	Behavior 9: Negotiate				
G9.0	Mindset	A	T	B	B
	Key indicators	A	T	T	B
G9.1	Identify and analyze the interests of all parties involved in the negotiations.	A	T	T	B
a.	Harvard Method.				
G9.2	Develops and evaluates options and alternatives that can meet the needs of all parties.	A	T	T	B
G9.3	Defines a negotiation strategy that is consistent with own objectives and acceptable to all parties involved.	A	T	T	B
G9.4	Achieves negotiated agreements with other parties that are consistent with its own objectives.	A	T	T	B
G9.5	Identify and utilize additional sales and acquisition opportunities.	A	T	T	B
	Behavior 10: Result Orientation				
G10.0	Mindset	A	T	B	B
	Key indicators	A	T	T	B
G10.1	Evaluates all decisions and actions against the background of their impact on customer value and organizational goals.	A	T	T	B
a.	Working empirically.				
G10.2	Monitors the balance between needs and resources in order to optimize the results and success.	A	T	T	B
G10.3	Creates and maintains a healthy, safe and productive work environment.	A	T	T	B
G10.4	Promotes and 'sells' the Agile work and its results.	A	T	T	B
G10.5	Delivers results and gains approval and support.	A	T	T	B

Technical competence elements

Nr.	Competence	B	C	D
	Technical 1: Approach			
V1.0	Mindset	T	B	B
	Key indicators	T	T	B
V1.1	Promotes shared understanding of the success criteria and ensures that they are captured in the vision.	T	T	B
V1.2	Evaluation, application and exchange of lessons learned from experiments, from other teams and from relevant communities.	T	T	B
a.	Retrospective.	B	B	B
b.	Testing hypotheses and the scientific method.	B	B	B
V1.3	Determines the complexity and its consequences for the way the team works.	T	T	B
a.	Cynefin (Snowden).	B	B	B
V1.4	Selects and evaluates the Agile method in consultation with the teams.	T	T	B
V1.5	Designs the initial way of working.	T	T	B
a.	Defenition of done; Definition of Ready.	B	B	B
	Technical 2: Requirements and goals			
V2.0	Mindset	T	B	B
	Key indicators	T	T	B
V2.1	Defines the vision, prioritizes the business objectives and aligns the work.	T	T	B
V2.2	Identifies and analyzes the needs and requirements of the stakeholders.	T	T	B
V2.3	Continuously prioritizes the backlog elements to maximize the value of the delivered goods.	T	T	B
	Technical 3: Scope			
V3.0	Mindset	T	B	B
	Key indicators	T	T	B
V3.1	Defines the solution or result, starting with a minimum viable or marketable product (Minimum Viable Product / MVP).	T	T	B
a.	Goal, objective, outcome and solution.	B	B	B
V3.2	Ensures an MVP is drafted.	T	T	B
V3.3	Determines the delivery structure for the successive incremental deliveries.	T	T	B
V3.4	Establishes and maintains the scope configuration.	T	T	B
a.	Technical debt.			
	Technical 4: Time			
V4.0	Mindset	T	B	B
	Key indicators	T	T	B
V4.1	Determines the products for the next delivery.	T	T	B
V4.2	Estimate the effort and number of iterations (or Sprints).	T	T	B
a.	Cadence.			
b.	Schedule poker.			
V4.3	Decide on the roadmap (including increments, outcomes, etc.).	T	T	B
V4.4	Determines and schedules incremental deliveries.	T	T	B
V4.5	Checks the results against the release plan and responds to changes.	T	T	B
	Technical 5: Organization and information			
V5.0	Mindset	T	B	B
	Key indicators	T	T	B
V5.1	Assesses and determines stakeholder needs for information and documentation.	T	T	B
V5.2	Defines the structure, roles and responsibilities within Agile working.	T	T	B
a.	Dual structure (Cutter): two operating systems.			
V5.3	Establishes the infrastructure, processes and systems for information flow.	T	T	B
V5.4	Facilitates, validates and coaches Agile teams.	T	T	B

Nr.	Competence	B	C	D
	Technical 6: Quality			
V6.0	Mindset	T	B	B
a.	Technical debt			
	Key indicators	T	T	B
V6.1	Develops, monitors and reviews the implementation of quality rules for Agile work that does not compromise the quality of each increment.	T	T	B
V6.2	Assess Agile work and deliverables to ensure they continue to meet the quality requirements of each increment.	T	T	B
	Definition of Done; Definition-of-ready.			
V6.3	Checks whether quality objectives have been achieved and makes recommendations for necessary improvements.	T	T	B
V6.4	Plans and organizes the validation of Agile working.	T	T	B
V6.5	Ensures quality throughout Agile working.	T	T	B
	Technical 7: Finance			
V7.0	Mindset	T	B	B
	Key indicators	T	T	B
V7.1	Estimate of the solution or outcome costs.	T	T	B
V7.2	Determining the budget for Agile working.	T	T	B
a.	Beyond budgeting.			
V7.3	Secures funding for Agile work.	T	T	B
V7.4	Develop, establish and maintain a financial management and reporting system.	T	T	B
V7.5	Monitors financial records to identify and correct deviations from the financial plan.	T	T	B
	Technical 8: People and resources			
V8.0	Mindset	T	B	B
	Key indicators	T	T	B
V8.1	Develops a strategic resource plan to deliver customer value.	T	T	B
V8.2	Determines the quality and quantity of the required resources.	T	T	B
V8.3	Identifies potential sources of resources and negotiates their acquisition.	T	T	B
V8.4	Allocates resources according to the identified need.	T	T	B
a.	T-shaped.			
V8.5	Evaluates resource utilization and takes all necessary corrective action.	T	T	B
	Technical 9: Purchasing			
V9.0	Mindset	T	B	B
	Key indicators	T	T	B
V9.1	Arrange, establish, agree to, agree on procurement needs.	T	T	B
V9.2	Contributes to the evaluation and selection of suppliers and partners.	T	T	B
a.	Purchasing performance (Best Value Procurement).			
V9.3	Contributes to the negotiation and approval of contract terms that are satisfactory to all parties involved.	T	T	B
V9.4	Supervises the execution of contracts, tackles problems and intervenes where necessary.	T	T	B
	Technical 10: Planning, adapting and controlling			
V10.0	Mindset	T	B	B
	Key indicators	T	T	B
V10.1	Start and develop the Agile work and get agreement on the overall plan.	T	T	B
V10.2	Initiates and manages the transition to a new release.	T	T	B
V10.3	Controls Agile work performance against customer value and adjusts it when needed.	T	T	B
V10.4	Makes progress transparent.	T	T	B
a.	Speed.			
b.	Burn-down chart.			

Nr.	Competence	B	C	D
V10.5	Welcomes changing demands when it benefits the customer's competitive advantage.	T	T	B
	Technical 11: Risk and opportunities			
V11.0	Mindset	T	B	B
	Key indicators	T	T	B
V11.1	Adjusts the risk and opportunity management framework for Agile working.	T	T	B
V11.2	Identifies risks and opportunities.	T	T	B
V11.3	Assesses the probability and impact of risks and opportunities.	T	T	B
V11.4	Selects approach and implements the risk and opportunity plan.	T	T	B
V11.5	Evaluates and monitors risks, opportunities and implemented response.	T	T	B
a.	Confidence vote.			
	Technical 12: Stakeholders			
V12.0	Mindset	T	B	B
	Key indicators	T	T	B
V12.1	Identifies stakeholders and analyzes their interests and influence.	T	T	B
V12.2	Develops and maintains a stakeholder strategy and communication plan.	T	T	B
V12.3	Works together with customers, management and sponsor(s).	T	T	B
V12.4	Collaborates with users, partners, suppliers and other stakeholders to obtain their cooperation and involvement.	T	T	B
V12.5	Organizes and maintains networks and partnerships.	T	T	B
	Technical 13: Change and transformation			
V13.0	Mindset	T	B	B
	Key indicators	T	T	B
V13.1	Assesses the change capacity of the organization.	T	T	B
a.	Learning and survival anxiety (Schein).			
V13.2	Identifies change requirements and transformation opportunities.	T	T	B
V13.3	Develops a change or transformation strategy.	T	T	B
a.	Phases in a change (Kotter).			
V13.4	Implements change or transformation management strategy.	T	T	B
	Technical 14. Selecting and prioritizing			
V14.0	Mindset	T	B	B
	Key indicators	T	T	B
V14.1	Analyzes the customer value of components.	T	T	B
V14.2	Prioritizes components based on the portfolio.	T	T	B
V14.3	Aligns program capacity (financing) with strategic objectives.	T	T	B
V14.4	Prepares and facilitates decisions on key areas of prioritization.	T	T	B
V14.5	Facilitate improvements across the organization.	T	T	B