



Culture Work
Simply Change

Development Paths

Grow Skills – Shape the Future

Training Catalogue of the Culture Work Academy

Unlocking potential ...

... because growing is in our nature.

Walking on Paths of Development



Dear Scout,

Nothing is as constant as change. We all feel it. We experience it in both, our personal and professional lives. This often relates to external changes such as technological innovations or societal shifts.

However, we also transform internally. Naturally. All by ourselves. Little by little, every day. Sometimes planned, sometimes unplanned. We are all walking on paths of development, paths of unlocking our full potential.

We at Culture Work are convinced that the ability to change is the decisive competence for individuals and organizations in the 21st century. In our daily work, we repeatedly witness how crucial it is to accompany change processes with an effective and appropriate development of skills. This should provide people with spaces for learning and development, where they can evolve to unleash the potential that slumbers inside of them. Only in this way can organizations become better workplaces and environments where we enjoy creating value for people today and tomorrow.

Let us jointly create and walk the paths to develop your employees' competencies and shape the future of your organization. We hope to offer you sources of inspiration with the following information.

Let's go!

Your Culture Work Team

Training = Competence ?

Not quite.

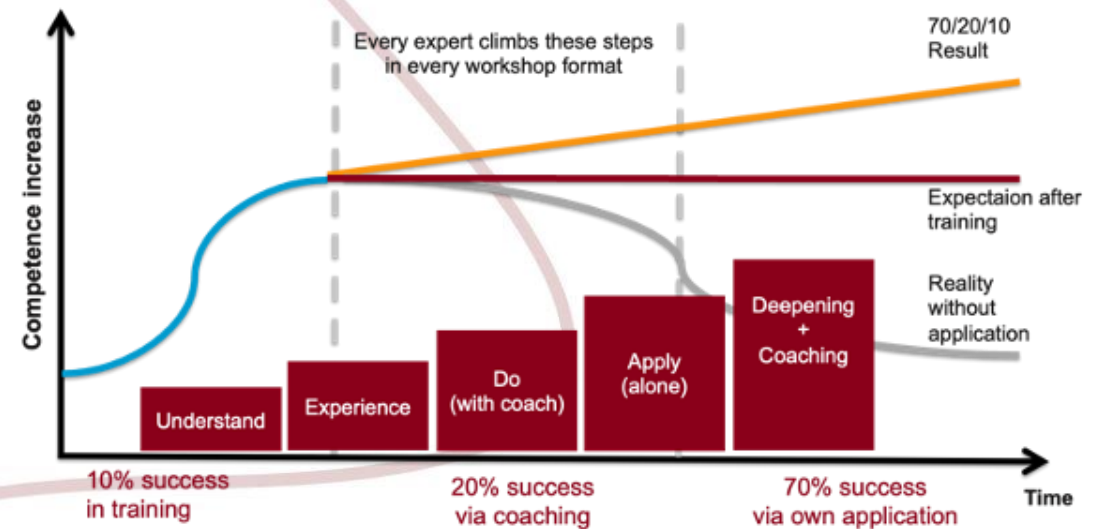
Trainings represent a crucial and decisive first step on the journey of competence development. They have the power to inspire, motivate and facilitate a collective start into new territories.

However, to ensure that the learned content and experiences are firmly embedded in day-to-day work, they must be applied and sustained after every training. This is where colleagues can support (for instance, in the form of coaches, people officers etc.). They play a pivotal role in maintaining momentum and ensuring continuity.

Without the ongoing personal application and further development, the anticipated learning success typically falls short. Training initiatives risk fizzling out, failing to deliver their intended impact.*

* You have likely experienced this yourself on numerous occasions. You return to your workplace brimming with fresh ideas and approaches following a training session. Regrettably, however, nothing has changed in your absence. Most colleagues react rather skeptically towards your new ideas.

Learning success is mainly achieved through own application and execution that is enabled by education and coaching



*Source: Morgan McCall, Robert W. Elchinger und Michael M. Lombardo Center of Creative Leadership of Princeton University (<https://www.princeton.edu/chrl/assessing/philosophy/>)

What can you do?

Well, the most effective strategy is to involve those colleagues with whom you want to drive the change in the training and embed your activities in a broader development context.

Training = Knowledge ?

Not only.

We have anchored the importance of applying our own knowledge for the learning success in our training courses.

To ensure that the training content "sticks", we create the necessary space for your own actions and experiences in the training.

Our trainings create experiences to promote insights and anchor knowledge.

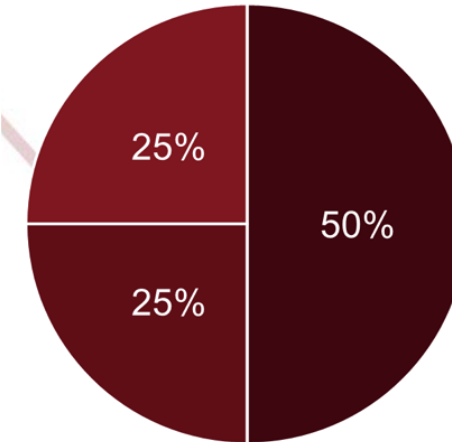
We usually remember special moments in exercises and simulations of past trainings. These stay with us forever.

Hear & see

(Talk, present)

Reflect

(Retrospectives, discussions)



Do

(Exercises, real case studies)

wholistic
AND
balanced

- Own models AND integration
- Theory AND practice
- Behaviour (social) AND methodology (factual)
- In-person OR virtual
- German OR English

Competence Development for Specific Target Groups

	Team Member	Scrum Master	Agile Coach	Product Owner	HR Manager	Leader
Agile Leadership						X
Agile HR Development					X	X
Scrum Master Masterclass		X				
Agile Awareness	X					X
End-to-End Transformation			X			X
Psychological Safety	X	X	X		X	X
Product Owner Masterclass				X		
Dealing with Conflicts	X					X
Transformation Coaching	X					X
Learning Organization	X		X			X
Agile Coaching Basics		X	X			X

Agile Leadership

Acquire knowledge and skills to shape the agile transformation of your organization in the best possible way!



Target Group

- ✓ Leader

Goal

- ✓ Understand Agile to be able to adjust to the changing leadership role
- ✓ Understand employees' challenges during the transformation to an agile organization
- ✓ Get to know options for action for strategic tasks in the agile environment
- ✓ Learn concepts and tools to be able to actively and effectively shape change

Many executives have been assigned to or have taken the initiative to introduce agility. However, they often lack the knowledge and skills required for its implementation.

This training focuses on experiencing agility firsthand and learning leadership skills in an agile organization. The content is conveyed through theoretical insights, shared reflection and interactive experiences.

Content

Day 1

- ✓ Agile in the current context
- ✓ Thinking & learning
- ✓ Agile principles
- ✓ Simulation – From customer value to product

Day 2

- ✓ Simulation – Organizational structure
- ✓ Iterative, incremental work
- ✓ Reflection of the simulation and transfer to practice
- ✓ Agile experiment and coaching exercise

Day 3

- ✓ Reflection
- ✓ Agile leadership
- ✓ Team dynamics and team performance
- ✓ Portfolio Kanban

Day 4

- ✓ Alignment through Hoshin Kanri
- ✓ Ideal / catastrophic alignment
- ✓ Agile transformation
- ✓ Change management

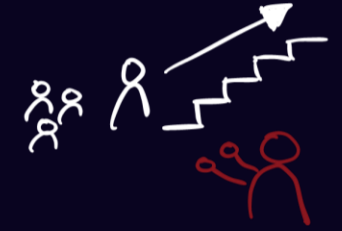
IN-PERSON OR VIRTUAL

PARTICIPANTS 12 - 15

SCOPE 2+2 DAYS



Agile HR Development



Discover the agile world and become a driver of change as a HR manager!

Target Group

- ✓ HR Manager
- ✓ Leader

Goal

- ✓ Understand the possibilities as a HR manager to actively accompany the business in the change process
- ✓ Make the future role of leaders and the influence on the employees' willingness to change transparent (change always starts with oneself)
- ✓ Recognize the changed expectations of the employees
- ✓ Learn about the responsibilities of agile leadership (inspiring, dealing with uncertainty, incremental work)
- ✓ Systematic reflection to actively drive change

Many organizations are on a transformation path to adapt to agile working methods. This poses unique challenges for the HR organization. How can leaders be best supported during this change? What changes in leadership style arise and what does this mean for the support of the HR organization?

The training provides employees with insights into the agile world through theory, shared reflection and playful experiences.

Content

Day 1

- ✓ Understanding the role of the leader in an agile environment
- ✓ Getting to know the principles of agile working

- ✓ Getting to know Scrum, its roles and ceremonies

Day 2

- ✓ Reflection and demystifying everyday agile situations
- ✓ Lean leadership principles and empowering teams

- ✓ Organising and aligning action
- ✓ Knowledge exchange

VIRTUAL

PARTICIPANTS 10 - 15

SCOPE 2 DAYS



Scrum Master Masterclass

Unlock your full potential as a Scrum Master and actively shape the agile transformation!



Target Group

- ✓ Scrum Master

Goal

- ✓ Reflect on your own mindset and beliefs in order to be able to convey the importance of an agile mindset
- ✓ Understand the scope and complexity of the Scrum Master role to accompany and develop teams in a goal-oriented way
- ✓ Receive valuable tools for thinking and acting from the agile and psychological fields to be able to act in any situation

In an agile transformation, people with traditional job profiles are often sent on a short training course with a certificate and are then expected to accompany and develop teams on their agile journey. It quickly becomes obvious that the methodology learned is only a small fraction of what Scrum Masters are supposed to achieve.

In this training, Scrum Masters learn to be more effective in their role to actively shape the transformation from the old world to the agile world. The focus is on experiencing and reflecting on typical phenomena in teams.

Content

Day 1

- ✓ Agile way of working
- ✓ Roles of the Scrum Master
- ✓ Scrum events

Day 2

- ✓ Context
- ✓ Backlog
- ✓ Challenges and obstacles in everyday life
- ✓ Retrospective

IN-PERSON

PARTICIPANTS 6 - 15

SCOPE 2+1 DAYS



Agile Awareness

Create the foundation for a successful agile transformation in your organization!



Target Group

- ✓ Team Member
- ✓ Leader

Goal

- ✓ Understand agility to be able to take on the evolving role as a leader
- ✓ Understand the challenges of employees during the transformation to an agile organization
- ✓ Learn options for strategic tasks in an agile environment
- ✓ Acquire knowledge of concepts and tools to actively and effectively drive change

In organizations, there is usually a small group of people who are dedicated to the topic of agility and want to develop it further. The majority in the organization does not feel included, both in terms of content and personally, leading to scepticism and even resistance.

The focus of this training is to discuss together the opportunities and risks of an agile transformation and dispel myths. You will be provided with fundamental information about the goals and purpose of agile work and the overall dynamics. Through practical tasks, you will be inspired to implement and drive change in your own environment.

Content

- ✓ Cynefin model
- ✓ Agile principles
- ✓ Scrum
- ✓ Human system
- ✓ Ambivalence & learning

IN-PERSON ODER VIRTUAL

PARTICIPANTS 10 - 15

SCOPE 0,5 DAYS



End-to-End Transformation

Take the lead in the wholistic value stream optimization!



Target Group

- ✓ Leader
- ✓ Agile Coach

Goal

- ✓ Identify different end-to-end alternatives
- ✓ Realise the advantage of a customer-focused end-to-end organization
- ✓ Understand dysfunctionality of your own organization and possibilities for change

Content

- ✓ Understanding the concept of end-to-end
- ✓ Experiencing dysfunctional processes
- ✓ Analysis of the current organization and identification of deficits
- ✓ Description of an alternative organization and resulting advantages for the company
- ✓ Illustration of how a transformation of an organization can proceed
- ✓ Iterative changes during operation
- ✓ Applying the end-to-end approach across departments
- ✓ Convincing and involving other organizational units

The optimization of value streams has been practiced in organizations for decades. However, most optimizations only go as far as the boundaries of organizational units. Customers, on the other hand, perceive the company as a whole and expect consistent behavior regardless of individual departments (e.g. sales, development, manufacturing).

The focus of this training is on cross-functional optimization based on value streams. It presents actionable options that promote a customer-centric end-to-end alignment within the company.

IN-PERSON OR VIRTUAL

PARTICIPANTS 10 - 15

SCOPE 1,5 DAYS



Psychological Safety

Unlock the full potential of your team by establishing a positive culture of learning from mistakes and promoting authenticity!



Target Group

- ✓ Team Member
- ✓ Scrum Master
- ✓ Agile Coach
- ✓ Leader

Goal

- ✓ Understand psychological safety as an essential lever to increase team performance
- ✓ Contribute to an atmosphere where thoughts and opinions can be freely shared without hesitation, and mistakes are allowed

Fears and social conformity often shape people's actions in organizations. However, true performance is only achieved when individuals can interact with one another without the fear of making mistakes or feeling ashamed.

The training empowers teams to reflect on themselves, recognize team dynamics and describe ways to become more effective and satisfied.

Content

Day 1

- ✓ Error culture
- ✓ Concept of psychological safety
- ✓ Recognizing, experiencing & promoting psychological safety
- ✓ Transfer to everyday work

Day 2

- ✓ Experiments and areas of development

IN-PERSON OR VIRTUAL

PARTICIPANTS 6 - 12

SCOPE 1,25 DAYS



Product Owner Masterclass

Learn how to maximize your potential as a product owner in an agile transformation!



Target Group

- ✓ Product Owner

Goal

- ✓ Enable Product Owners in their role
- ✓ Highlight the value of the customer perspective
- ✓ Clarify the role and responsibility of the Product Owner
- ✓ Examine cultural and social aspects in the workplace
- ✓ Understanding everyday challenges through practical examples

In an agile transformation, people with traditional job profiles are often sent to a short certificate training, and then left to apply the methodology on their own.

The focus of this training is on learning the key tasks involved in transitioning from the old world to the agile world. Product Owners in agile companies learn to sharpen their roles in terms of methodological and social aspects.

Content

- ✓ Shared perspective on the tasks of a Product Owner
- ✓ Everyday challenges of a Product Owner
- ✓ Working in an environment of uncertainty
- ✓ Alignment as a basis for autonomy at work and alignment in the organization
- ✓ Psychological safety as a concept and basis for work in the team
- ✓ Allocation of tasks in an agile team (based on the basic ambivalences)
- ✓ Working with ambivalences within the team/ with the customer
- ✓ Communicating with clients and inspiring the team
- ✓ Translating customer desires into inspiring work packages for the team
- ✓ Delegation Poker based on own topics
- ✓ Know and be able to use User Stories

IN-PERSON

PARTICIPANTS 10 - 15

SCOPE 2 DAYS



Dealing with Conflicts

Strengthen your conflict competence and learn to use conflicts as a catalyst for positive change!



Target Group

- ✓ Team Member
- ✓ Leader

Goal

- ✓ Develop an awareness for conflicts
- ✓ Understand personality types
- ✓ Identify different types of conflicts
- ✓ Master conflict conversations
- ✓ Develop strategies for resolving personal conflicts

Conflicts are generally perceived negatively in most organizations. However, they present an opportunity for collective growth as long as the parties involved are not completely estranged from each other.

In this training, teams and leaders learn to reflect on their own conflict behavior, recognize conflict potential in a timely manner and broaden their scope of action.

Content

Day 1

- ✓ Own conflict behavior and personal case study
- ✓ The inner team
- ✓ Personality types

Day 2

- ✓ Self-identification
- ✓ Interaction dynamics of communication
- ✓ Addressing conflicts constructively
- ✓ Conflict conversation

IN-PERSON OR VIRTUAL

PARTICIPANTS 10 - 15

SCOPE 2 DAYS



Transformation Coaching



Strengthen the customer orientation and transformational capability of your organization!

Target Group

- ✓ Agile Coach
- ✓ Leader

Goal

- ✓ Inspire employees for change
- ✓ Moderating workshops in change projects
- ✓ Recognize employees' mindset and handle them with appreciation
- ✓ Train and coach employees in the process of change
- ✓ Create transparency and openness
- ✓ Sustainably eliminate root causes of problems
- ✓ Permanently eliminate waste in all processes
- ✓ Implementing and maintaining work standards
- ✓ Reduce lead times
- ✓ Identify and eliminate bottlenecks
- ✓ Integrate all relevant interface partners to achieve overall optimisation

The introduction of agility requires a long-term transformation that can only be successful with proper guidance. To avoid reliance on external transformation coaches, it is crucial to develop your own coaches.

This training provides fundamentals, mindset and tools to further develop organizations with a focus on customer orientation.

Content

Day 1

- ✓ Mindset
- ✓ Identifying customer value
- ✓ Experience with Lean

Day 2

- ✓ Customer value focus
- ✓ Introduction to lean management and lean roles
- ✓ Lean management methods

Day 3

- ✓ Quality Function Deployment (QFD)
- ✓ Agile project planning with backlog
- ✓ Overview over Lean
- ✓ Experience lean methods in practice

Day 4

- ✓ How does the human mind work?
- ✓ Engage people
- ✓ Practical exercise for determining customer values
- ✓ Team dynamics

Day 5

- ✓ Conceptualization of transformation and transformation coaching
- ✓ Training design
- ✓ Knowledge check

IN-PERSON

PARTICIPANTS 12 - 15

SCOPE 5 DAYS

Learning Organization

Discover how learning truly works for the sustainable competitiveness of your organization!



Target Group

- ✓ Team Member
- ✓ Agile Coach
- ✓ Leader

Goal

- ✓ Internalize the significance of learning processes for sustainable competitiveness
- ✓ Get in touch with your own routines
- ✓ Understand the importance of learning and optimizing value stream processes
- ✓ Basic understanding of neurobiology and the significance of learning in social systems
- ✓ Learn methods and tools to facilitate learning
- ✓ Understanding the sharing of knowledge as a competitive advantage

Learning is often equated with knowledge transfer in many organizations. People are sent to trainings without emphasizing the applicability of what they learn. Collaborative learning rarely takes place. However, sustainable competitiveness is not possible without effective learning.

This training provides the fundamentals to enable lifelong learning at both the individual and organizational level. It builds upon neurobiological insights during the learning process.

Content

- | | | |
|--|---|--|
| Tag 1 | Tag 2 | Tag 3 |
| <ul style="list-style-type: none">✓ Individual learning behavior✓ Learning in groups✓ Collaborative learning | <ul style="list-style-type: none">✓ Learn to learn✓ Learning exercises | <ul style="list-style-type: none">✓ Learning in living systems✓ Slack-time & transfer |

VIRTUAL

PARTICIPANTS 9 - 12

SCOPE 2,5 DAYS



Agile Coaching Competence

Expand your skills as an Agile Coach and accompany the agile transformation on team levels!



Target Group

- ✓ Agile Coach
- ✓ Scrum Master
- ✓ Leader

Goal

- ✓ Learn necessary skills of an Agile Coach
- ✓ Understand differences and contexts between agile and systemic coaching
- ✓ Understand personal behavioural patterns
- ✓ Better understand behaviors of people in groups and resulting dynamics
- ✓ Develop intervention strategies and derive coaching activities

"Agile coaches" typically focus more on methodology and lack a solid foundation in systemic coaching.

This short training provides an introduction to (systemic) coaching in an agile context, with a special focus on teams.

Content

Day 1

- ✓ Introduction
- ✓ Psychology basics
- ✓ Communication basics
- ✓ Learning basics

Tag 2

- ✓ Change basics
- ✓ Coaching basics
- ✓ Participant backlog
- ✓ Transfer to daily life

IN-PERSON

PARTICIPANTS 6 - 15

SCOPE 2,5 DAYS



Now it's your turn!

"I have questions about a specific training."

"I would like to book a training."

"I'm missing a training, which I can't find anywhere else either?"

"I would like to give feedback to this document."

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