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AgileSHIFT™
Candidate Syllabus

AXELOS.com

Contents

1   Introduction

The purpose of this document is to outline:

- the learning outcomes of the AgileSHIFT qualification and the assessment criteria that a candidate is expected to meet for each learning outcome (with reference to the publication, *AgileSHIFT Guide*, 2018);

The target audience for this document is:

- Candidates and the general public

The purpose of the AgileSHIFT qualification is to enable the candidate to:

- adopt the ethos which underpins AgileSHIFT;
- demonstrate why transformation is important;
- recognize ways of working that could be incorporated into any transformation;
- be empowered to make small incremental improvements that will combine to create the wider change that the organization requires.

The purpose of the AgileSHIFT examination is to assess whether the candidate can:

- demonstrate sufficient recall and understanding of the AgileSHIFT framework;
- demonstrate how AgileSHIFT can enable people across the organization to own the change within their sphere of influence.

The target audience for the AgileSHIFT qualification is any employee of an organization that intends to adopt AgileSHIFT.

Examples of candidates include:

- people who will become champions of the new working practice;
- employees from any part of the business who will contribute to the incremental improvements that will make up the wider change the organization requires.

2   AgileSHIFT syllabus

Table 2.1: The AgileSHIFT syllabus specifies the learning outcomes of the AgileSHIFT qualification, and the assessment criteria used to assess a candidate's achievement of the learning outcomes, following a course of study.

Note: Principal book references are in parentheses. These refer to the section, but not the subsections within it. The verb for each assessment criterion indicates the Bloom's level (BL): 'Recall' and 'Define' indicate Level 1 basic recall and recognition; 'Describe' and 'Explain' indicate Level 2 understanding/comprehension.

Table 2.1: The AgileSHIFT syllabus

Learning outcome	Assessment criteria	References	Bloom's level	No. marks
1. Understand why organizations need to create a culture of enterprise agility in response to a changing context	1.1 Explain the increasing pace of change and increasing role of technology, including VUCA and the Tech-shift	1.1, 1.2, fig 1.1	2	1
	1.2 Recall the definition of key AgileSHIFT concepts: a) disruptor b) the delta c) value d) agile and Agile and recognize the differences between them. (2.1, 2.1.1) e) enterprise agility	Glossary, 2.1, 2.1.1	1	3
	1.3 Describe the enablers for disruption: a) the gig economy b) remote working c) cloud storage and processing d) online presence	1.3.1, 1.3.1.1-4	2	1
	1.4 Explain: a) how an organisation can understand their delta b) the nature and effect of a threat gap	1.4	2	1
	1.5 Explain the relationship between 'run the organization' and 'change the organization', including the difference between the traditional relationship and the relationship as advocated by AgileSHIFT	2.3, 2.3.1, 2.3.2	2	1
	1.6 Explain the relationship between AgileSHIFT and multimodal working	2.4.1, 2.4.2, fig 2.3	2	1
	1.7 Recall the benefits and barriers to enterprise agility	2.4, tab 2.1	1	1
	1.8 Recall the steps of the path to value	3.2.3, fig 3.2	1	1
2. Understand the key concepts of the AgileSHIFT framework	2.1 Explain the need for the 'whole organization' approach of AgileSHIFT	5	2	1
	2.2 Explain how strategy should be linked to value throughout the organization: a) through the empowerment of those working within (and with) the organization to generate value b) with the role of middle managers as 'navigators'	6, 6.1	2	1
	2.3 Explain: a) the purpose of the AgileSHIFT principles b) how to test whether each principle is being applied	7, 7.6	2	1

Learning outcome	Assessment criteria	References	Bloom's level	No. marks
	2.4 Recall the AgileSHIFT principles and practices: a) Change will happen, so embrace it b) Focus on co-creation of customer value c) Develop an environment where everybody adds value d) Challenge the status quo e) Tailor your approach f) Engage stakeholders g) Build collaborative teams h) Plan to be flexible and adaptable i) Deliver iteratively and incrementally j) Measure value	7, 8	1	2
	2.5 Explain the AgileSHIFT principles: a) Change will happen, so embrace it b) Focus on co-creation of customer value c) Develop an environment where everybody adds value d) Challenge the status quo e) Tailor your approach	7.1-5, 7.2.1, 7.4.1	2	3
	2.6 Recall the purpose of an AgileSHIFT practice	8	1	1
	2.7 Explain the AgileSHIFT practices: a) Engage stakeholders b) Build collaborative teams c) Plan to be flexible and adaptable d) Deliver iteratively and incrementally e) Measure value	8.1-5, 8.1.1, 8.1.2, 8.2.1, 8.2.2, 8.5.1	2	3
3. Understand the AgileSHIFT delivery approach	3.1 Describe the AgileSHIFT team explaining: a) the relationship between team size and the complexity of communication b) the five elements of an effective team	9.1, 9.1.1, 9.1.2, 9.1.3	2	1
	3.2 Explain the responsibilities, characteristics and behaviours of the AgileSHIFT coach	9.2	2	1
	3.3 Explain the responsibilities of the AgileSHIFT sponsor	9.3	2	1
	3.4 Explain the AgileSHIFT workflow including: a) the trigger, startup, and go/no go (10.1-3) b) an iteration, the iteration cycle, and go/no go (10.4-5) c) close out (10.6)	10.1-6, 10.2.1, fig 10.1	2	2
	3.5 Recall the sequence and timing of the main activities within an iteration	11, 11.1, fig 11.1	1	1
	3.6 Explain the activities within an iteration: a) iteration planning b) stand-ups c) value demo (incl. the iteration go/no go) d) iteration retrospective e) cancelling an iteration	11.2-7	2	3

Learning outcome	Assessment criteria	References	Bloom's level	No. marks
	3.7 Recall the definition of the following tools and techniques: a) customer story b) epic c) relative estimating' (including t-shirt sizing and story points) d) task list e) road map f) swarm g) Kanban board	Glossary	1	2

3   AgileSHIFT examination design

Administration

Duration: 45 minutes

3-module approach: The exam may be split into three 15-minute blocks, one for each of the learning outcomes.

NOTE: Candidates taking the exam in a language that is not their native or working language may be allowed 25% additional time, i.e. 57 minutes in total (or 4 extra minutes per module).

Materials permitted: This is a 'closed book' examination. No materials other than the examination materials are permitted.

Question type

All questions are Objective Test Questions (OTQs), which present four options, from which one option is selected. Distractors (wrong answers) are options that candidates with incomplete knowledge or skill would be likely to choose. Distractors are generally plausible responses relating to the syllabus area being examined.

Question styles used are:

- Standard (which may, in an exception, be negative)
- list (2 correct items)
- missing word

Example: standard OTQ:

Which is one of the AgileSHIFT principles?

A.   Principle Q

B.   Practice P

C.   Practice R

D.   Practice S

Example: negative standard OTQ:

Which is NOT a responsibility of the AgileSHIFT coach?

A.   To do Q

B.   To do P

C.   To do R

D.   To do S

NOTE: Negative questions are only used as an exception where part of the learning outcome is to know that something is not done or should not occur.

Example: list OTQ:

Which TWO statements about the AgileSHIFT sponsor are CORRECT?

1. It does Q
2. It does P
3. It does R
4. It does S

A. 1 and 2
B. 2 and 3
C. 3 and 4
D. 1 and 4

NOTE: Two of the list items are correct. List style questions are never negative.

Example: missing word OTQ:

Identify the missing word(s) in the following sentence.

Transformation is a [?] change to the way an organization conducts all of its business.

A. adjective Q
B. adjective P
C. adjective R
D. adjective S

Scoring

Number of questions: 33

Marks: Each question is worth 1 mark. There are 33 marks available. (There are no 'trial' questions).

There is no negative marking.

Pass mark (provisional): a score of 20 marks or above (approximately 60%)

Note: If a candidate is sitting the exam using the 3-module approach, their overall score will be the total of the scores from each of the three modules. Each of the modules do not need to be passed separately.

Weightings by learning outcome

Table 3.1: Learning outcome weightings

Learning outcome	No. OTQs	Approx. Weighting
Understand why organizations need to create a culture of enterprise agility in response to a changing context	10	30.3%
Understand the key concepts of the AgileSHIFT framework	12	36.3%
Understand the AgileSHIFT delivery approach	11	33.3%
	33 OTQs	

Weightings by Bloom's Level

Table 3.2: Bloom's Level weightings

Learning outcome	Bloom's 1	Bloom's 2
Understand why organizations need to create a culture of enterprise agility in response to a changing context	5	5
Understand the key concepts of the AgileSHIFT framework	3	9
Understand the AgileSHIFT delivery approach	3	8
Total questions:	**11**	**22**
Approx. percentage of exam:	**33%**	**66%**

Weightings by assessment (sub-)criterion

The AgileSHIFT examination is designed to test both the breadth and depth of the syllabus. Every assessment criterion is tested on each assessment, ensuring that breadth is covered. Not all assessment sub-criteria are tested on each assessment, but it is possible they could be presented in accordance with the exam design. Therefore, it is important for the candidate to acquire depth of knowledge in a high proportion of the syllabus content.

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