

LEADERSHIP & MANAGEMENT | COURSE BROCHURE

Leading Agile Organisations: Structures, Roles and Mindsets

5 days | Classroom training | English

SMART HORIZON

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Course content

Why attend

Organisational agility allows companies to respond quickly to changing customer needs and market conditions. This course explains how agile principles extend beyond software teams to the whole organisation, covering agile structures such as cross-functional teams, tribes and networks, new leadership roles, agile funding and governance, and the mindset shifts required. Participants assess agility in their organisations and plan practical steps.

Simply adopting agile terminology does not make an organisation agile. This course helps leaders understand what real agility requires and how to lead the structural and cultural changes involved.

Professional Problems This Course Is Designed to Solve

• Difficulty translating subject knowledge into practical workplace decisions.
• Inconsistent approaches to the activities covered in the course outline.
• Lack of a structured plan for applying and reviewing new skills.

Course methodology

The course combines agility assessments, case studies of agile transformations, simulations, design workshops and leadership reflection.

Course objectives

By the end of this course, participants will be able to:
• Explain the principles of organisational agility
• Assess current agility and barriers
• Understand agile operating models and team structures
• Adapt leadership roles and behaviours for agile ways of working
• Apply agile approaches to planning, funding and governance
• Plan an agile transformation journey

Target audience

This course is suitable for:
• Senior leaders and executives
• Transformation and change leaders
• HR and organisational design professionals
• Department heads
• Agile coaches and programme leaders



Course content

Target competencies

Participants will develop competencies in:
- Agile operating models
- Organisational design
- Agile leadership
- Adaptive governance
- Team empowerment
- Transformation planning

Course outline

Day 1: What Is Organisational Agility

09:00–09:54	Agility versus speed
09:54–10:48	Agile principles beyond IT
10:48–11:00	Benefits and evidence
11:00–11:30	**Coffee break**
11:30–12:12	Benefits and evidence (continued)
12:12–13:06	Agility assessment
13:06–14:00	Exercise: Agility maturity review

Day 2: Agile Structures

09:00–09:54	Cross-functional teams
09:54–10:48	Tribes, chapters and networks
10:48–11:00	Customer-centric value streams
11:00–11:30	**Coffee break**
11:30–12:12	Customer-centric value streams (continued)
12:12–13:06	Balancing stability and dynamism
13:06–14:00	Workshop: Designing an agile structure



Course content

Day 3: Agile Leadership

09:00–09:54	From command and control to servant leadership
09:54–10:48	Setting direction and boundaries
10:48–11:00	Empowerment and accountability
11:00–11:30	**Coffee break**
11:30–12:12	Empowerment and accountability (continued)
12:12–13:06	Leadership behaviours
13:06–14:00	Simulation: Leading empowered teams

Day 4: Planning, Funding and Governance

09:00–09:54	Quarterly business reviews and planning
09:54–10:48	Funding teams rather than projects
10:48–11:00	Lean governance
11:00–11:30	**Coffee break**
11:30–12:12	Lean governance (continued)
12:12–13:06	Measuring outcomes
13:06–14:00	Case study: Agile transformation in a bank

Day 5: Leading the Transformation

09:00–09:54	Transformation roadmaps
09:54–10:48	Change management and culture
10:48–11:00	HR practices for agility
11:00–11:30	**Coffee break**
11:30–12:12	HR practices for agility (continued)
12:12–13:06	Common pitfalls
13:06–14:00	Capstone: Agile transformation plan

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the



Course content

sessions. They are indicative only and do not constitute a binding commitment.

Dates, venues and fees

Current published course plans. Fees are per participant in EUR, excluding unconfirmed taxes.

Venue	Start date	End date	Fee (EUR)
Kuala Lumpur Confirmed dates	9 Nov 2026	13 Nov 2026	**€1,450.–**
Online Confirmed dates	9 Nov 2026	13 Nov 2026	**€1,250.–**
Paris Confirmed dates	23 Nov 2026	27 Nov 2026	**€2,860.–**
Online Confirmed dates	23 Nov 2026	27 Nov 2026	**€1,250.–**
Istanbul Confirmed dates	7 Dec 2026	11 Dec 2026	**€2,650.–**
Online Confirmed dates	7 Dec 2026	11 Dec 2026	**€1,250.–**
Amsterdam Confirmed dates	14 Dec 2026	18 Dec 2026	**€2,540.–**
Online Confirmed dates	14 Dec 2026	18 Dec 2026	**€1,250.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Vienna Confirmed dates	4 Jan 2027	8 Jan 2027	**€2,940.–**
Online Confirmed dates	4 Jan 2027	8 Jan 2027	**€1,250.–**
Singapore Confirmed dates	11 Jan 2027	15 Jan 2027	**€2,820.–**
Online Confirmed dates	11 Jan 2027	15 Jan 2027	**€1,250.–**
London Confirmed dates	25 Jan 2027	29 Jan 2027	**€2,450.–**
Online Confirmed dates	25 Jan 2027	29 Jan 2027	**€1,250.–**
Dubai Confirmed dates	8 Feb 2027	12 Feb 2027	**€3,150.–**
Online Confirmed dates	8 Feb 2027	12 Feb 2027	**€1,250.–**
Frankfurt Confirmed dates	22 Feb 2027	26 Feb 2027	**€2,650.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	22 Feb 2027	26 Feb 2027	**€1,250.–**
Rome Confirmed dates	1 Mar 2027	5 Mar 2027	**€2,450.–**
Online Confirmed dates	1 Mar 2027	5 Mar 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	8 Mar 2027	12 Mar 2027	**€1,450.–**
Online Confirmed dates	8 Mar 2027	12 Mar 2027	**€1,250.–**
Paris Confirmed dates	22 Mar 2027	26 Mar 2027	**€2,860.–**
Online Confirmed dates	22 Mar 2027	26 Mar 2027	**€1,250.–**
Istanbul Confirmed dates	12 Apr 2027	16 Apr 2027	**€2,650.–**
Online Confirmed dates	12 Apr 2027	16 Apr 2027	**€1,250.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Amsterdam Confirmed dates	26 Apr 2027	30 Apr 2027	**€2,540.-**
Online Confirmed dates	26 Apr 2027	30 Apr 2027	**€1,250.-**
Cape Town Confirmed dates	3 May 2027	7 May 2027	**€1,890.-**
Online Confirmed dates	3 May 2027	7 May 2027	**€1,250.-**
Singapore Confirmed dates	10 May 2027	14 May 2027	**€2,820.-**
Online Confirmed dates	10 May 2027	14 May 2027	**€1,250.-**
London Confirmed dates	24 May 2027	28 May 2027	**€2,450.-**
Online Confirmed dates	24 May 2027	28 May 2027	**€1,250.-**
Dubai Confirmed dates	14 Jun 2027	18 Jun 2027	**€3,150.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	14 Jun 2027	18 Jun 2027	**€1,250.–**
Frankfurt Confirmed dates	21 Jun 2027	25 Jun 2027	**€2,650.–**
Online Confirmed dates	21 Jun 2027	25 Jun 2027	**€1,250.–**
Cape Town Confirmed dates	5 Jul 2027	9 Jul 2027	**€1,890.–**
Online Confirmed dates	5 Jul 2027	9 Jul 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	12 Jul 2027	16 Jul 2027	**€1,450.–**
Online Confirmed dates	12 Jul 2027	16 Jul 2027	**€1,250.–**
Paris Confirmed dates	26 Jul 2027	30 Jul 2027	**€2,860.–**
Online Confirmed dates	26 Jul 2027	30 Jul 2027	**€1,250.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Istanbul Confirmed dates	9 Aug 2027	13 Aug 2027	**€2,650.-**
Online Confirmed dates	9 Aug 2027	13 Aug 2027	**€1,250.-**
Amsterdam Confirmed dates	23 Aug 2027	27 Aug 2027	**€2,540.-**
Online Confirmed dates	23 Aug 2027	27 Aug 2027	**€1,250.-**
Barcelona Confirmed dates	30 Aug 2027	3 Sept 2027	**€2,840.-**
Online Confirmed dates	30 Aug 2027	3 Sept 2027	**€1,250.-**
Singapore Confirmed dates	13 Sept 2027	17 Sept 2027	**€2,820.-**
Online Confirmed dates	13 Sept 2027	17 Sept 2027	**€1,250.-**
London Confirmed dates	20 Sept 2027	24 Sept 2027	**€2,450.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	20 Sept 2027	24 Sept 2027	**€1,250.–**
Dubai Confirmed dates	11 Oct 2027	15 Oct 2027	**€3,150.–**
Online Confirmed dates	11 Oct 2027	15 Oct 2027	**€1,250.–**
Frankfurt Confirmed dates	25 Oct 2027	29 Oct 2027	**€2,650.–**
Online Confirmed dates	25 Oct 2027	29 Oct 2027	**€1,250.–**
Rome Confirmed dates	1 Nov 2027	5 Nov 2027	**€2,450.–**
Online Confirmed dates	1 Nov 2027	5 Nov 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	8 Nov 2027	12 Nov 2027	**€1,450.–**
Online Confirmed dates	8 Nov 2027	12 Nov 2027	**€1,250.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Paris Confirmed dates	22 Nov 2027	26 Nov 2027	**€2,860.–**
Online Confirmed dates	22 Nov 2027	26 Nov 2027	**€1,250.–**
Istanbul Confirmed dates	6 Dec 2027	10 Dec 2027	**€2,650.–**
Online Confirmed dates	6 Dec 2027	10 Dec 2027	**€1,250.–**
Amsterdam Confirmed dates	13 Dec 2027	17 Dec 2027	**€2,540.–**
Online Confirmed dates	13 Dec 2027	17 Dec 2027	**€1,250.–**



Course content

Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

For group or in-house training, contact our learning team to discuss your objectives and delivery arrangements.

Contact Smart Horizon

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