

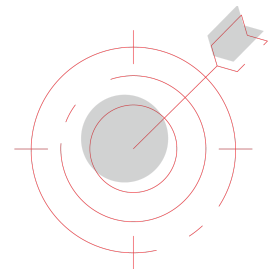
# SHIFTUP

## Business Agility & Innovation Leader (Workshop)

For companies that need to change and innovate faster

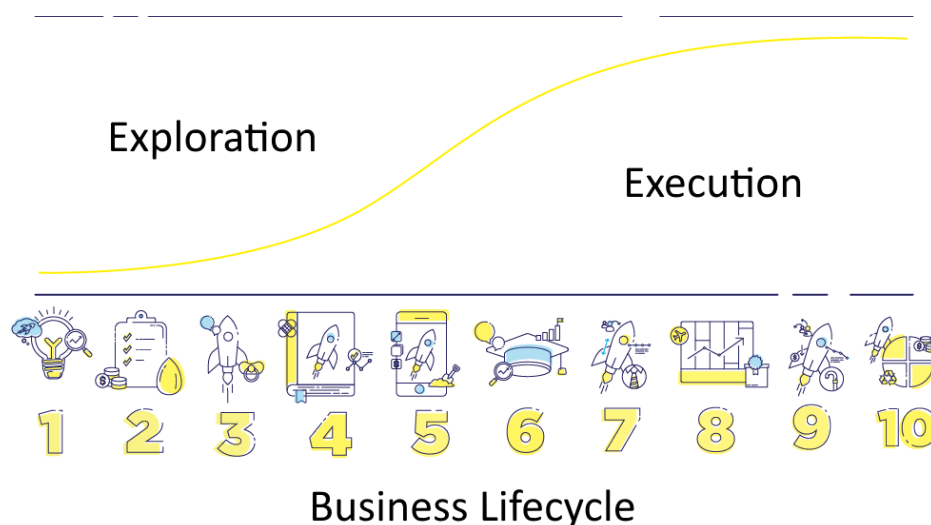
### Description

How can we have something like “a startup culture” in our company?  
How can we get new products to become fast-growing scaleups?  
How do we reorganize ourselves for optimal execution *and* innovation?

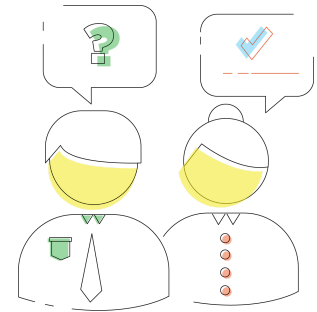


Most companies are expected to screw up and die within the next two decades. They will be replaced by a new generation of disruptive startups and scaleups *except* for the organizations that learn *how to disrupt themselves*.

**Starting new teams and scaling up innovation is more critical than ever. The key to success is applying different practices in different stages of the innovation lifecycle. What works for a new business does not work for a mature one, and vice versa. In this workshop, you will nosedive into the major good practices for business leaders and product teams, from the moment they have an innovative idea to the day they will scale it up (or screw it up). Everything depends on the lifecycle stage of the product or service.**



The Shiftup Business Agility & Innovation Leader is a two-day workshop that teaches the principles and common practices of Lean-Agile business innovation. It is a combination of facilitator-led instruction, peer discussion, and team exercises. The workshop helps attendees understand how innovation works across the lifecycle of a business, and it makes them aware of their role in the creation and delivery of innovative products and services in continuously changing environments.



## What You Will Learn

In two days, you will see that the basic unit for innovation is the strategic business model. You will understand how each business model evolves from exploration and effectiveness to exploitation and efficiency. And you will learn how managers, leaders, designers, and developers need to organize their work differently to create an organization that can reinvent itself continuously and that can scale tremendously.

**The Shiftup Business Agility & Innovation Leader workshop teaches participants to apply Lean-Agile thinking to *all* aspects of business innovation. That's why attendees automatically qualify to become an ICAgile Certified Professional in Business Agility Foundations (ICP-BAF).**



## Audience

Coaches, consultants, team managers, business leaders, product designers, product developers, product managers, project managers, human resource managers.



This is a *foundational* workshop, meaning that no knowledge or certifications of lean thinking, business agility or innovation are required.

This is not an expert-level course. However, having some experience with new product development and business management (in any role) will make attendance easier.

## Agenda of the First Day

### The Business Lifecycle

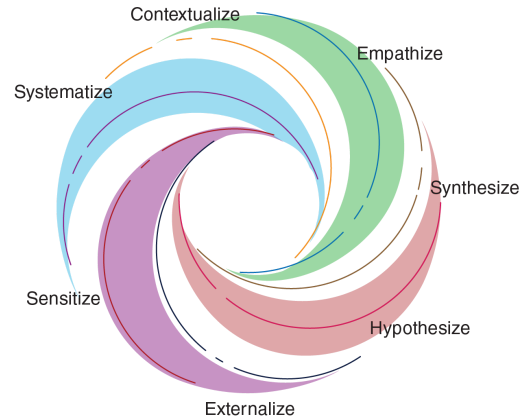
Change, Agility, Innovation, Value & Complexity, The 10 Business Lifecycle stages, Problem/Solution Fit, Product/Market Fit, Business/Market Fit

### The Business Quilt

The pieces of the Business Model Quilt, Business Model Canvas, Lean Canvas, Minimum Viable Products, Pivot, Patch & Persevere

## The Innovation Vortex

The seven streams of the Innovation Vortex, Design Thinking, Lean Startup, Design Sprints, Lean Personas, Jobs To Be Done, Journey Maps



## Agenda of the Second Day

### Lean-Agile Principles

Agile Manifesto, Lean Thinking

### Purpose & Objectives

Product Vision, Hoshin Kanri, North Star Metrics, Objectives & Key Results

### Performance & Metrics

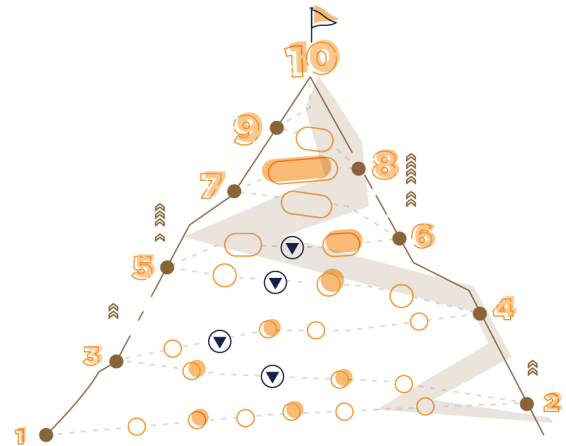
Velocity, Burn Rate, Queue Length, Flow Efficiency, Burn Charts, CFDs, Pirate Metrics

### The Innovation Funnel

Innovation Board, Innovation Accounting, Metered Funding

### Lean-Agile Mindset

Growth Mindset, Mental Models

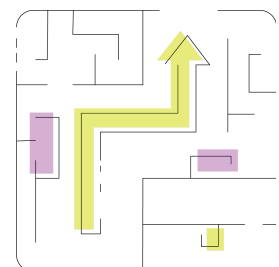


## Foundational Course

The aim of this workshop is not to simply review dozens of practices and buzzwords that will be well-known (to some participants). Instead, the goal is to take a higher perspective and achieve a foundational understanding of how these tools fit into the larger picture of the innovative, evolving company as a family of business models with individual business life cycles. It is the perfect starting point for organizations aiming to achieve a coherent approach to a startup and scaleup culture within a corporate environment, with an equal emphasis on both disruptive and sustaining innovation.

## Format

In this workshop, participants will work in small groups to collaboratively complete exercises. They deepen their knowledge by discussing their findings with the instructor and their peers. And they play serious games to understand variations and possibilities for applying what they've learned in practice. The instructor is available full-time, leading the lectures, questions, and discussions.

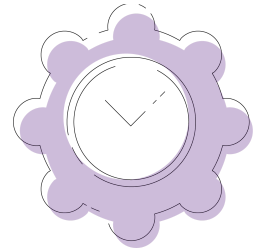


## Materials

The workshop makes use of some digital materials offered through an app on smartphones and tablets (Android only, for now). Attendees are suggested to bring their own, but some extra devices will be available for shared usage. Additionally, the instructor will bring some physical, printed materials to support the discussions, games, and exercises.

## Time

The workshop has an intense time-sensitive schedule! Both days of the workshop start at exactly 9:00 and they end at exactly 17:00. There is a one-hour break for lunch, and there will be short coffee and rest breaks as desired.



## Class Size

We limit the class size to 25 people.

## Open Workshop

At this time, we only offer this workshop as an open class. Later in 2019, it will be possible to get this same workshop on site and as an in-company training.

## Prerequisites

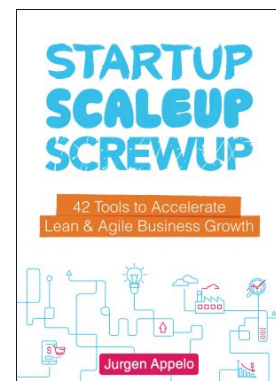
This workshop is not a beginner's course for people who just finished their studies. We recommend some familiarity or experience with product design, product development, team management, business consulting, agile transformation, and organizational change. However, no specific knowledge or certifications of lean, agile, or innovation are required.

## Language

The training is given in English. All training materials are also in English.

## Book

The workshop is based on the new book *Startup, Scaleup, Screwup* (to be published in April 2019) in which author Jurgen Appelo shares his most important findings after having interviewed dozens of people at Spotify, Zalando, Booking, Typeform, TransferWise, Flixbus, iZettle, and many other inspiring companies across Europe. He also reviewed a ton



of literature on what it takes to start with nothing and end with a large, thriving company. Businesses all over the world want more innovation, with happier workers, and at a faster pace. It is time for them to learn how startups are agile and lean, and how they scale up their businesses.

Participants are entitled to a free copy of the new book (after publication) and will receive a signed, exclusive bookplate which can be placed in the book as evidence of participation.

## Certification

There is no test, exam or formal certification for this workshop! After attending, participants may qualify to become an *ICAgile Certified Professional in Business Agility Foundations* (ICP-BAF). More importantly, they will be offered a path toward becoming a Certified Business Agility & Innovation Leader by starting and completing a journey to apply what they've learned in their organizations. **This will be a certificate based on actual work experience, not workshop attendance!** Participants will earn that certificate when their journey is completed (with a time limit of one year after the workshop).



## Instructor

Jurgen Appelo is the Founder/CEO of startup Agility Scales, the author of Management 3.0 and Managing for Happiness, and quite familiar with all the latest trends. He was once Entrepreneur of the Year in The Netherlands. He completed over EUR 1M of investments for his new company, and he is the founder of two other businesses, both of which are profitable. Jurgen was named Europe's nr 1 Leadership Author (see [ranking on Inc.com](https://www.inc.com/ranking-on-inc.com)).



