



FitchLearning
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Agile Leadership Deep-Dive and Exchange



Duration:
2 Days

Course Overview:

This course focuses on the challenges and opportunities facing managers and leaders who wish to leverage the benefits of an Agile working environment. The programme focuses on effective ways to lead teams through and after transformation, offering participants the opportunity to explore leadership practice, theory and techniques, while fostering a peer-to-peer exchange of experiences and best-practices.

Target Group:

Senior managers, leaders, and functional heads operating in Agile or Agile-influenced environments, within regulated or public-interest institutions such as central banks, national competent authorities (NCAs), or comparable organisations.

Learning Objectives:

By the end of the programme, participants will:

- Strengthen their ability to lead effectively in Agile environments.
- Demonstrate how to balance autonomy, transparency, and accountability in complex organisational settings.
- Practise credible, trust-based communication with teams, senior stakeholders, and external counterparts.
- Navigate difficult conversations while protecting psychological safety and delivery focus.
- Exchange experiences, challenges, and best practices with peers, applying insights directly to their own institutional context.
- Identify practical behavioural experiments to apply immediately within their own teams and organisational settings.

General Approach:

This programme is designed as a deep-dive and exchange format, without assuming or promoting any specific Agile methodology. The principles explored are transferable across organisational “flavours” of Agile or hybrid delivery models.

Throughout the programme, structured peer exchange is a central learning mechanism. Participants will additionally share transformation journeys, compare institutional contexts, explore current obstacles, and reflect on real leadership dilemmas.

Models may be introduced as optional lenses as helpful. However, they will only be used to add value to the specific group’s experience.

Day 1 – pm

Session 1: Setting the Scene: Organisational Agile Journeys & Peer Exchange (14:00 – 15:45)

Session 1 combines core theory with group discussion to introduce Agile ways of working and highlight the key challenges managers face when leading teams through transition. It also establishes the tone for the entire programme. The Peer Dialogue session runs through a series of small-group discussions followed by a plenary, giving attendees the chance to share experiences of leading and managing, while creating a strong collaborative foundation for the rest of the programme.

This opening session creates a structured exchange focused on participants lived experience. The session explores:

- Where do participants' organisations currently stand in their transformation?
- What "flavour" of Agile or hybrid delivery approach is being introduced or applied?
- What has worked well so far; what tensions or contradictions are emerging?
- Where do regulatory, governance, or risk constraints shape the approach?

Participants work in small peer groups to map:

- Transformation stage (early adoption, scaling, stabilising, hybridisation, etc.)
- Key leadership dilemmas
- Observed pros and cons
- Cultural and structural obstacles

The exchange culminates in a facilitated plenary discussion identifying common patterns across institutions (e.g., balancing autonomy with compliance, speed with certainty, experimentation with oversight).

Outcome

Participants establish psychological safety within the group, surface shared leadership challenges, and begin to learn directly from one another's institutional experience. Peer exchange is positioned as an ongoing thread throughout the programme.

Session 2: Leading in an Agile Culture (15:00 – 18:00)

This practical session introduces the first case study which the delegates work through together to highlight how teams address the challenges and opportunities of working in an Agile environment. The session explores Agile working dilemmas including maintaining team autonomy while ensuring transparency, accountability, and oversight.

Specific Areas of Discussion

- How to align your team, and lead the team towards Agile rollout
- How to manage team members and stakeholders as your team transitions
- How to introduce certain team practices

Proposed Case Study

This case study positions you as internal advisors supporting a department and its managers as they transition their teams towards Agile ways of working. Rather than prescribing solutions, your role is to help leaders and team members surface the right questions, understand the implications of change, and reflect constructively on their current ways of working. The organisation faces familiar pressures: slower delivery, declining customer satisfaction, and frustrated teams operating within siloed, waterfall-style processes. Managers recognise the need for change but hold differing levels of confidence, understanding, and readiness. As an advisor, you are asked to balance empathy with challenge - acknowledging legitimate concerns around control, roles, and accountability, while encouraging openness to experimentation and learning.

As the transition unfolds, you guide managers through key phases of the Agile journey: building awareness and buy-in, supporting early experimentation, embedding new practices, and ultimately sustaining Agile as a mindset rather than a set of rituals. At each stage, your advisory contribution focuses on helping leaders reflect on behaviours, decision-making, stakeholder engagement, and team dynamics, not just tools or frameworks. By prompting thoughtful discussion, reframing resistance as data, and reinforcing continuous feedback, you help managers create the conditions for psychological safety, shared ownership, and customer-focused delivery. The success of the transition is therefore shaped not only by Agile practices, but by the quality of leadership conversations you enable throughout the transition.

Key Learning Outcomes

- The Qualities, Skills and Approaches of Successful Leaders, working in Agile Environments
- Great Leadership Practice for 2026

Day 2 – am

Session 3: The Role of the Leader in 2026 (09:00 – 12:30)

This third session defines the role and responsibilities of leaders, working in Agile teams and departments, as they engage with other departments – both Agile in nature, and not. We explore the key skills and competencies of servant leadership and play these through a series of case studies which attendees will roleplay and feedback on.

Specific Areas of Discussion:

- How to select an effective role as manager and leader of a team or teams
- How to manage teams in transition and stakeholders as your team develops
- How to encourage policies and practices that deliver team performance

Models explored:

- The T - Competency Model
- Agile Leadership Competencies - active listening, empathy, and coaching skills

Proposed Case Study

This case study places learners in the role of Agile leaders and advisors supporting a cross-functional delivery team within a central bank. Participants work through a scenario set a cross-functional team, delivering a new supervisory data platform in incremental releases. Senior oversight committees request detailed status updates and predictive certainty, while the team is working iteratively and learning as it progresses.

Case study outcomes will require learners to demonstrate how to:

- Protect team autonomy
- Maintain institutional transparency
- Engage stakeholders using Agile leadership principles
- Avoid reverting to command-and-control behaviours

The focus is on leadership stance, clarity of communication, and expectation management—not process enforcement.

Learners role-play a series of realistic conversations as the project progresses, requiring them to demonstrate key Agile leadership capabilities, possibly including:

- Generating clarity of vision
- Effective stakeholder communication
- Empowering team members
- Creating psychological safety
- Prioritising “client” value

In the first set of role-plays, learners engage with team members who are struggling with shifting requirements and legacy approval processes.

As an Agile leader, they must practise active listening, empathy, and coaching skills, to help their team members articulate blockers while reinforcing sprint goals and customer value. Conversations with delivery managers and risk partners test the leaders' ability to balance regulatory compliance with discernible delivery, reframing controls as enablers rather than constraints. Learners will demonstrate how to protect team autonomy while maintaining transparency, using Agile approaches to engage stakeholders.

Day 2 – pm

Session 4 – Delivering Change Through Agile Leadership Capability (13:30-17:00)

The second set of role-plays then focuses on senior stakeholders and external corporate clients, where Agile leadership is expressed through credible communication, trust-building, and expectation management.

Learners lead conversations about incremental system releases, trade-offs between speed and certainty, and responding to client feedback without over-committing. These interactions require:

- Calm decision-making,
- The confidence to say “not yet” when necessary, and
- The ability to connect technical progress with business outcomes (e.g. operational efficiency, risk reduction, and client experience).

Models Explored

- The Kotter 8 Step Change Model
- David Rock's SCARF model of emotional Safety
- The Kubler Ross Change Curve

Proposed Case Study – External Corporate Stakeholder (Central Bank / NCA Context)

This final case study of day 2 places learners in the role of Agile leaders supporting a cross-functional delivery team within a global investment bank

A central bank / NCA is incrementally deploying a new digital reporting interface for regulated entities. A large corporate stakeholder requests accelerated features and firm delivery guarantees. Senior internal leadership also seeks certainty for reputational reasons.

- Participants must:
- Protect the delivery team's focus
- Maintain transparency
- Avoid unrealistic commitments
- Frame incremental progress credibly

Specific Learning Outcomes:

Learners experience how Agile leadership is not about process enforcement, but about shaping conversations to align people, value, and delivery.

The second set of role-plays then focuses on senior stakeholders and external corporate clients, where Agile leadership is expressed through credible communication, trust-building, and expectation management.

Learners build conversations about incremental system releases, trade-offs between speed and certainty, and responding to client feedback without over-committing. These interactions will test and explore the following leadership capabilities:

- Maintaining a Psychologically safe team environment
- Coaching rather than directing
- Giving constructive challenge, where appropriate, and great feedback
- Remaining outcome-focused with regard to decisions – made under pressure

Day 3 – am

Session 5 – Handling Difficult Conversations and Situations (09:00-12:30)

The final half-day session helps the managers to build confidence in handling difficult conversations within Agile teams, where accountability, transparency, and psychological safety must coexist.

The session begins by establishing why challenging conversations often feel harder in Agile contexts, particularly where self-organising teams, rapid delivery cycles, and shared ownership can easily blur responsibility. A simple, Agile-aligned framework is used to help managers structure conversations around observable evidence, impact, curiosity, and co-creation.

The core of the session is a realistic role play focused on addressing underperformance within an Agile team. Participants practise navigating tension, defensiveness, and uncertainty, while maintaining trust and clarity, and then iterate on their approach based on feedback and reflection.

Models Explored

- The BEST feedback model
- The GROW coaching model
- Negotiating structures to rescue and reset difficult dialogues

Case Study

The case study places the managers in an Agile scenario where underperformance within an Agile team is beginning to affect delivery, morale, and trust. Participants must balance psychological safety, team autonomy, and the need for clear accountability.

Rather than treating the conversation as a one-off performance intervention, the exercise reframes feedback as the beginning of an iterative, “evidence-driven” dialogue aligned to Agile principles such as transparency, inspection, and adaptation. The scenario encourages leaders to move away from blame and assumptions, focusing instead on observable sprint impacts and shared understanding.

Through two or three iterations of the same conversation, participants experience how small shifts in language, curiosity, and listening can significantly change outcomes. The role play highlights the power of co-creating short, sprint-level improvement experiments, reinforcing the idea that performance conversations in Agile environments are ongoing feedback loops rather than formal corrective events.

Outcome

By reflecting on what builds trust, reduces defensiveness in the team member, and supports self-organising teams, learners leave with practical insight into how a difficult conversation—handled well—can strengthen both individual performance and overall team effectiveness

Programme Close

The session concludes with personal action planning from the 4 sessions.

The managers are encouraged to identify genuine upcoming conversations and commit to small behavioural experiments they will test and review across the coming weeks or sprints.

By the end of the workshop, participants understand how to encourage that difficult conversations, when handled well, are not a threat to Agile ways of working but a critical enabler of high-performing teams.

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