**Training Fiche Template**

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| **Title** | Agile Management by Objectives | |
| **Keywords (meta tag)** | Goal setting, agile transformation, smart criteria, innovation, project management | |
| **Provided by** | MRK GmbH | |
| **Language** | English | |
| **Area** | Digital and online communication |  |
| Team and people engagement from home |  |
| Work-life balance |  |
| Self-well being |  |
| “How to boost your team productivity from home?” |  |
| Remote project management |  |
| Agile Management by Objectives | **X** |
| “Smart” self-efficacy |  |
| Leadership and Motivation in the Smart Working era |  |
| Teleworking: a selection of digital tools to manage your business |  |
| **Objectives / goals / learning outcomes** | | |
| Understanding of old and new goal setting methodologies; main differences, advantages and disadvantages of each; what agile transformation is and how it can be implemented. | | |
| **Description** | | |
| Agile working is about connecting people, processes, connectivity and technology, time and place to find the most appropriate and effective way of working to complete a specific task.  It is working within the guidelines (of the task) but without limits (of how it is achieved) and having agile objectives that can adapt to sudden changes.  It does not mean to abandon totally the tools used till now, such as MBO, but simply to transform and readapt them to our times. The problem is not which methodology to use, but to be aware of the strengths and weaknesses of each. Teams need to know when the structure is beneficial and when it is not, and realise that achieving good team dynamics is a skill that needs to be honed.  In this work, an attempt has been made to give an overview of old and new methodologies concerning the objectives of a company. | | |
| **Contents arranged in 3 levels** | | |
| 1. Management by Objectives    1. What is MBO    2. Process / Method of MBO    3. Advantages and Disadvantages of MBO 2. Agile Approach    1. What is the Agile Approach? The four values of Agile    2. Phases of Agile Process    3. Advantages and Disadvantages of Agile Approach 3. Agile (R)Evolution    1. Agile (R)Evolution    2. Why this methodology is so important today    3. How to pull off an agile transformation 4. Checklist for Agile Objectives    1. What is an agile objective?    2. Checklist for Agile Objectives | | |
| **Contents in bullet points** | | |
| * Definition of MBO * Definition of Agile approach * Main difference between the two approaches * The importance of reorganising the company structure in an agile way * How to pull off an agile transformation * The 5 levels og Agile planning * The agile alternative of OKR methodology * Some useful questions to help define an agile goal | | |
| **5 glossary entries** | | |
| S.M.A.R.T. objectives  Sprint  Scrum  MBO methodology  Agile methodology  Agile development  OKR | | |
| **Bibliography and Further References** | | |
| Content Slide 4: <https://www.youtube.com/watch?v=K57rvR2nGu0>; https://www.youtube.com/watch?v=GC\_ZwGIptZ4 ;  Picture Slide 6: <https://www.sketchbubble.com/en/presentation-management-by-objectives.html>  Content Slide 7: <https://kanbanize.com/agile/project-management>  Content Slide 13: <https://www.mckinsey.com/business-functions/organization/our-insights/performance-management-in-agile-organizations>  Content Slide 14: managementsolutions.com  Content Slide 15: <https://www.workpath.com/magazine/okr-mbo>  Content Slide 17: Management 3.0: Leading Agile Developers, Developing Agile Leaders, Jurgen Appelo, 2010  Content Slide 18: <https://www.infoq.com/articles/agile-goal-setting-appelo/> | | |
| **5 multiple-choice self-assessment questions** | | |
| 1) What is meant by a SMART objective?  2) What are the 4 values of the agile approach?  3) What are the advantages of agile approach?  4) What is the main difference in goal setting between MBO and Agile?  5) List three features of the OKR methodology | | |
| **Related Material** | <https://agilemanifesto.org/> | |
| **Related PPT** |  | |
| **Reference Link** |  | |
| **Video in YouTube format (if any)** | <https://www.youtube.com/watch?v=K57rvR2nGu0>; <https://www.youtube.com/watch?v=GC_ZwGIptZ4> ; | |