

Beyond Agile

PRODUCT AND DELIVERY LEADERSHIP

From purpose to delivery, helping teams improve the value they deliver and their ability to deliver it.

When a capable organization becomes very good at being busy

Most organizations do not lack activity. Teams handle customers, incidents, schedules, maintenance, projects, regulation, operational problems and continuous streams of requests. Work gets done and the organization keeps running. Yet improvements that everyone agrees are important can remain on the agenda for months or years.

This is not only an IT problem. A hospital department may keep critical services available but struggle to modernize them. A transport organization may run buses or taxis every day while improvements to planning, passenger information or operational processes repeatedly lose priority. A government team may process cases efficiently while the service experienced by citizens changes very slowly. A software team may complete sprint after sprint without becoming much better at the product it exists to deliver.

Beyond Agile: Product and Delivery Leadership addresses that gap. It asks two complementary questions: are we leading the right product or service in the right direction, and are we developing an organization that is actually capable of delivering it?

For people who lead products, services and teams

The course is intended for managers and team managers, Product Owners, Scrum Masters, delivery leads, technical leads and experienced team members who influence either what a team delivers or how it delivers it. Participants do not need to work in software development. In this course, a product can just as easily be a hospital service, a transport service, a public service or an internal operational capability as an application or digital platform.

It is particularly valuable when several of these roles need to work together. Product leadership keeps the purpose, value and direction visible. Delivery leadership develops the people, skills, quality, flow and working environment needed to turn that direction into dependable results.

Beyond the Agile framework

Agile and Scrum provide useful ways of organizing work, learning and collaborating. They do not by themselves create a product vision, decide what value matters, develop scarce expertise, remove organizational obstacles or ensure that a team can take on tomorrow's challenges. Beyond Agile builds on Agile rather than arguing against it.

During two full days and an evening programme, theory is continuously mixed with exercises, workshops, discussion and a substantial team simulation. Participants learn to identify value and the product behind the activities, make that product explicit using accessible models, develop product vision and choices, examine

alignment and autonomy, improve flow and quality, and assess both efficiency and proficiency. The Organizational Maze lets participants experience dependencies, limited resources and organizational obstacles before examining those same patterns in their own work.

The result: a different conversation about improvement

See the product behind the work	Move beyond tasks, tickets and projects and make explicit who receives value and what the team exists to provide.
Create direction without taking over	Build alignment around purpose and outcomes while leaving capable teams room to determine how to achieve them.
Develop delivery capability	Look deliberately at skills, expertise, quality, testing, flow, dependencies and the conditions in which teams work.
Diagnose before prescribing	Distinguish product problems, delivery problems, capability gaps and wider organizational obstacles before reaching for a new process or reorganization.
Turn insight into action	Apply the course to the participants' own organization and leave with a small number of concrete improvements that can actually be started.

Experienced practitioners who are also experienced trainers

Beyond Agile is developed and delivered by Anupam Shakti and Rudi Niemeijer. Together they bring decades of experience from both sides of the classroom: leading and improving real work, and helping professionals learn how to do it themselves. The course therefore does not treat leadership, Lean, Agile, quality or product thinking as abstract theory. The trainers continually connect the concepts to situations they have encountered in organizations and to the situations participants bring into the room.

Anupam Shakti

Anupam Shakti is an experienced trainer, project manager and product professional who has spent almost two decades developing people and teams. Her training experience includes organizations such as Toyota - a company whose production system has become one of the world's best-known references for Lean thinking and continuous improvement. Her international career spans multiple industries and gives her a strongly practical delivery perspective: how leadership, structure, skills and continuous improvement combine to help teams perform.

Rudi Niemeijer

Rudi Niemeijer is an engineer in computer science and electronics, Product Owner, consultant and trainer. Training has been a recurring part of most of his professional career. He initiated Cursusburo and developed it into a broad portfolio of professional courses, masterclasses and longer practical traineeships. Alongside training, he has spent decades working in product development, testing, quality, technology and organizational improvement, including complex public-sector and healthcare environments. His teaching style makes abstract ideas tangible through models, examples, experiments and hands-on exercises.

Bring your own organization into the room

Participants are encouraged to work with their own team, service or product throughout the course. The goal is not to leave with another framework to implement. It is to return with a clearer view of the value the organization should create, the product or service that creates it, the capability needed to deliver it, the obstacles that get in the way - and a practical idea of what to improve first.

Format: two full days plus an evening programme | physical, highly interactive training | delivered in English | developed in collaboration with The Shakti Company (USA)