ICAgile Agility in Finance (ICP-FIN) Training

Duration: **2 Day**

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This course equips finance professionals with the mindset, models, and practical techniques needed to enable enterprise agility while maintaining strong financial stewardship. Participants will explore how traditional finance practices interact with complexity, why many controls struggle in fastchanging environments, and how finance can evolve from a gatekeeping role into a system steward that enables learning, value flow, and responsible decisionmaking.

Through a mix of conceptual frameworks, facilitated discussion, simulations, and handson exercises, learners will examine budgeting, accounting, and procurement through an agile lens. The emphasis throughout is not on weakening discipline, but on redesigning financial systems so that rigour, adaptability, and trust can coexist.

By the end of the course, participants will have:

- A clear mental model for why finance must change in complex environments
- Practical approaches to adaptive budgeting, funding, and forecasting
- Increased confidence applying agile principles within accounting and compliance constraints
- Tools to improve collaboration, trust, and value creation across the business ecosystem

Prerequisites

Participants should have:

- Experience working in or closely with a finance, accounting, procurement, or governance function
- Familiarity with basic financial concepts (budgeting, forecasting, reporting)
- No prior agile certification required

Target audience

This course is designed for:

- Finance professionals (FP&A, accounting, controlling, procurement)
- Finance leaders supporting agile or digital transformations
- Business partners working at the intersection of finance and delivery
- Leaders and coaches seeking to understand agile finance principles

What You Will Learn

By completing this course, participants will be able to:

- Explain agility as a response to uncertainty, not a framework or set of practices
- Apply complexity thinking to financial decisionmaking
- Distinguish between traditional and agile finance roles, behaviours, and incentives
- Redesign budgeting and funding approaches to support learning and value delivery
- Apply agile principles within accounting, compliance, and ethical boundaries
- Evaluate procurement and contract models for their impact on collaboration and outcomes
- Advise senior stakeholders on finance changes that are both agile and compliant

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Training Outline

Module 1: Finance with an Agile Mindset

Key topics:

- Agility as a response to uncertainty
- Why traditional finance models struggle in complex environments
- The Cynefin framework and financial decision types
- What stays the same vs what changes in agile finance
- The shifting role of finance: from controller to decision partner

Key activities:

- Mapping finance decisions to Cynefin
- Role shift simulation: controller vs coach

Module 2: Budgeting & Cost Management

- The true purposes of budgeting: targets, forecasts, allocation
- Beyond Budgeting concepts and principles
- Incremental and productbased funding
- Funding across the product lifecycle (explore vs exploit)
- Value management vs cost management
- Empowering teams through transparent financial decisionmaking

Key activities:

- Decision poker: decentralising financial authority
- Realworld funding scenario discussions

Module 3: What's Different About Accounting

Key topics:

- Accounting as an information and control system
- Agile and regulatory obligations
- Principlesbased accounting and professional judgement
- Ethics and psychological safety in finance
- CapEx vs OpEx in agile contexts
- Agile accounting metrics (cost of delay, cost of quality, future value)

Key activities:

- CapEx / OpEx classification exercises
- Metric calculation and interpretation workshop

Module 4: Agile Procurement

Key topics:

- Why traditional procurement struggles in complexity
- From fixed scope to shared outcomes
- Partnership ecosystems and supplier collaboration

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- LeanAgile Procurement Canvas
- Agile contract and pricing models
- Outcomebased KPIs and feedback loops

Key activities:

- Procurement canvas exercise
- Contract negotiation simulation

Exams and assessments

There are no formal exams in this course. Participants will complete guided exercises, group challenges, and a final capstone project to apply their knowledge and receive peer and instructor feedback.

Hands-on learning

- Facilitated discussions grounded in real finance scenarios
- Group exercises and simulations (budgeting, funding, role shift, contracting)
- Practical tools and canvases for immediate workplace application
- Peer learning through comparison, dialogue, and reflection