Course and Workshop List

available from

LeanAgileTraining.com

Course and Workshop Offerings

Below are the main courses and workshops that LeanAgileTraining offers. They are:

a. Certified ScrumMaster (CSM) course (2 days)
b. Certified Product Owner course (often done at a low intermediate level) (2 days)
c. Advanced Certified ScrumMaster (2 days)
d. Advanced Certified Product Owner (2 days)
e. Agile Release Planning workshop (1 days)
f. Story Splitting / Feature Decomposition workshop (1/2 day)
g. Team Level-Up Workshop 201 (3 days)
h. Scrum 201 (2 days)
i. Scaling workshop (2 days)
j. Kanban workshop (1 day)
k. Agile Fundamentals (1 day)
l. Executive Introduction to Lean-Agile and Scrum (1/2 day)
m. Agile for Managers (1 day)
n. Introduction to Agile/Scrum for Managers and Executives (open)
o. Open Space Agility
p. Adopting Agile workshop (1 day)
q. Other workshops

All of the courses or workshops can be done publicly or in-house. Contact us to discuss. We have also led many other courses, presentations and workshops. Again, please contact us.

A. Certified ScrumMaster course & Workshop (3 days)

This is the CSM course, probably the best known Scrum course. We recommend doing the course with the Agile Release Planning workshop, which makes it 3 days.

It is often used as the initial training for a Team, getting them are introduced to Scrum. It is also used for 'remedial' training of a Team.

It covers the basics of Agile-Scrum. It covers all the roles, with a bit more emphasis on the ScrumMaster. We can of course send you a longer description of the course.

Who should attend: As already mentioned, it probably is best to send a whole team and the people around the Team. Or, you can send the CEO, the senior managers, the managers, the ScrumMaster, the Product Owner, the Implementers, or others, individually or as small groups. We usually recommend that POs take this course first (before the CSPO).

Again, we strongly recommend including the Agile Release Planning workshop. We always include it with public CSM courses, although the ARP workshop is not required to become a CSM. The ARP workshop is described below.

Pricing: Please contact us for a quote.

B. Certified Scrum Product Owner course & Workshop (3 days)

Conceptually, it is similar to the CSM course, in that it is also an introductory Scrum course.

But, it is more for product owners and key business stakeholders. We often run this as an intermediate course, especially if many or most of the attendees have taken the CSM course before.

Again, we recommend doing this with the Agile Release Planning workshop, which makes it 3 days.

We do review the basics of Scrum, but mostly for remedial purposes. The main focus is on how to become an outstanding PO. And how to work effectively as a PO to maximize the business value from the Team to the customers.

The ScrumMasters (or coaches) should also attend, since they must coach and work with the Product Owner.   And others working with the PO (such as BAs) should also attend.

We strongly recommend that you also include an Agile Release Planning workshop. That is described below.

Pricing: Please contact us for a quote.

C. Advanced Certified ScrumMaster course & Workshop (3 days)

This is the first step from CSM to CSP-SM (the Certified Scrum Professional certification).

We use two days to evaluate you across all the Learning Objectives listed by Scrum Alliance. They are in 7 categories:

1. Lean, Agile and Scrum
2. Agile Facilitation
3. Agile Coaching
4. Service to the Development Team
5. Service to the Product Owner
6. Service to the Organization
7. Scrum Mastery

Mainly we enable you to show to us, in some way, that you are an advanced Scrum Master.

We also use the course time to educate. So, however good you are before you come to the course, we think you will be notably better afterward.

To become an A-CSM you must pass this assessment by the CST and have at least 12 months of experience (in the last 5 years) as a ScrumMaster on a team.

The next step in the next year is to learn more and become a CSP-SM.

Pricing: Please contact us for a quote.

D. Advanced Certified Scrum Product Owner course & Workshop (3 days)

Soon to be added. It is ….more advanced than the basic CSPO.

Pricing: Please contact us.

E. The Agile Release Planning Workshop (1 day)

The attendees have told us that this Agile Release Planning workshop is very valuable.   And clients have told us that adding a 1 day (or 2 day) ARP workshop to the course enables much more value to be obtained from the course, and overall.

In the workshop we use the Scrum and agile ideas (including the values and principles), and put them in practice to do real project work. So, it makes the ideas from the course much more real for people.

The workshop can also be done separately, or in-house.

Specifically, the best situation is to have real teams (perhaps a beginning Scrum team) do their Release Planning (for ¾ of a day). We discuss Release Plan Refactoring (aka Product Backlog grooming or Backlog Refinement). We also have them work on the follow-through into the first Sprint. Then we walk them through the other meetings in the first sprint, helping them visualize what that first sprint will be like (this takes roughly ¼ of the day). This is done with the real project they are currently in, or, even better, the real project (effort, product) they will start on Monday.

By Release Planning, we mean: discuss Vision; develop Product Backlog; assess Business Value; assess Effort (Story Points); discuss Risks, Dependencies, and Other things; order the work; make the scope-date trade-off; calculate the cost/budget; and finalize the initial plan.

We also discuss what to do with the initial Release Plan, and how to refactor it every Sprint afterward.

It is better if business stakeholders can also attend the workshop. Certainly it would be valuable to have the Product Owner also attend.

Other topics are sometimes included.

As the leader of the workshop, we set the agenda, coach as needed (in our view), and coach as requested. We are usually pretty busy, yet we try hard to stay out of the team's way, so that they may, to a large extent, start to self-organize. Not about what Scrum is, but about their team, the customers, the product, their work, etc., etc.

Pricing: We often bundle this with the CSM or CSPO course. When done alone, we typically charge $400 per person. For specific rates, especially for an in-house workshop, please contact us.

F. Story Splitting / Feature Decomposition workshop (1/2 day)

This workshop assumes some basic experience with user stories. We assume the attendees can write a user story (although we do NOT assume mastery of this skill, at all). And the main problem is learning how to write smaller user stories. If an attendee has just taken our CSM courses or the Agile Release Planning workshop, then that person has enough experience.

This is also a kind of Agile Requirements Workshop.

It is a great way to get all members of a project really started in the practice of writing requirements in the form of User Stories. Again, they typically have been 'introduced' before, but lack skill in implementation.

This workshop helps them develop those important, even vital, skills.

This workshop is highly interactive and hands-on, applying the theory and concepts as they are introduced. It goes into much more detail about the process of creating and managing User Stories, and how User Stories can be used with other forms of 'requirements'.

Workshop Outline:
- Introduction to Story Splitting
- Value of Story Splitting and delivering smaller product increments
- Story Splitting Techniques (High Level & FURPS)
- Hands-on exercise with a sample product
- Instructor led exercise with a sample product
- Hands-on exercise using class participants 'real' work

* FURPS stands for: Functionality, Usability, Reliability, Performance and Supportability model

G. Team Level-up Workshop (3 days)

In this workshop, we are addressing people at an intermediate level.

We have usually two key goals:
- Get everyone on the Team (or Teams) more on the same page about what Agile-Scrum is.
- Get everyone to agree to start to raise the level of play.

Problems:

We are trying to address Scrum-Butt and all the related issues to getting the full value from Scrum. Frankly we are strong advocates of playing Scrum professionally.

Often the people on your team do not agree on what Agile-Scrum is.

Perhaps more importantly, we think Scrum can and should deliver great results. These results should include:
- Team members are happier
- Velocity is significantly higher
- BV is significantly higher
- Quality is notably better
- TTM is notably better
- Hours for team members are notably fewer

So, the question is: How do we get the team to commit to becoming getter in these ways?   Getting that to happen is our goal.

Our way of describing the problem is this:

- Attitudinal: People don't believe that the benefits are out there
- Practical: People have misunderstood some of the basic things about Scrum.
- Understanding: People either did not learn or have forgotten the underlying purposes of each part of Scrum and each part of the agile mix.
- Combinational: People have not made as good a combination of Scrum and other things to make it work as effectively as possible.

So, the goal of the course is to deal with these kinds of problems.

Content:

Some content is core and some content will be based on the needs of the specific attendees.

Sample Content:

- The basics of Scrum and how to present them. Basic blocking and tackling.
- Assessing how well the team is doing the basics
- Challenging the team to go beyond the basics, and the minimal success
- The underlying principles. Why Scrum works, and all the reasons why each practice is useful.
- How to build a great team (real, dedicated, stable)
- Removing impediments more aggressively
- Improving the Product Owner
- Business Value Engineering
- The ready, ready criteria
- The definition of done
- Better release planning
- The agile contract (fixed-price fixed-scope issues)
- Improving the engineering practices
- Advocating for the Agile Transformation
- Making change happen (large and small)
- Changing organizational culture
- Scaling
- Distributed Agile
- Too many projects at once
- How to manage in Agile
- Managers and Metrics
- Minimizing WIP
- Knowledge workers and motivation
- Smaller stories

As suggested above, some of this content will be covered through exercises, some by discussion (typically at each table), and a relative few by lecture.

We will ask the attendees where they think we should focus. We will ask for their questions, the learnings they wish to share, and where they want to learn. We will largely follow the decisions of the group.

Part of the learning approach will include attendees (or at least some of the attendees) teaching others. (It is remarkable how much you learn when you must teach others.)

We typically add the Agile Release Planning workshop to this course to make it 3 days. (The ARP workshop is discussed elsewhere.)

Pricing: Please contact us for a quote.

H. Scrum 201 (2 days)

In this course, we are addressing people at an intermediate level.

We are trying to address Scrum-Butt and all the related issues to getting the full value from Scrum. Frankly we are strong advocates of playing Scrum professionally.

What is the basic problem? What do we need to take Scrum to the next level?

Our way of describing the problem is this:

- Attitudinal: People don't believe that the benefits are out there
- Practical: People have misunderstood some of the basic things about Scrum.
- Understanding: People either did not learn or have forgotten the underlying purposes of each part of Scrum and each part of the agile mix.
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Content:

Some content is core and some content will be based on the needs of the specific attendees.

Sample Content:

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We typically add the Agile Release Planning workshop to this course to make it 3 days.

Note: The Team Level-up Workshop and the Scrum 201 Workshop are similar. The main difference are two: In the Team Level-Up workshop we are trying to move a team to the next level, and the Team is there. We are also, almost always, trying to get all member of a Team (or a larger group) to agree on what they will mean by Agile-Scrum.

But in many ways the two are similar. We had Scrum 201 first, and the Team Level-up is an evolution from it.

Pricing: Please contact us for a quote.

I. Scaling (1 or 2 days)

This workshop will provide an overview and fairly in-depth introduction to Agile Scaling within a 2 day workshop. In this workshop, we will explore how to scale Agile from a single team to a large organization Agile transformation.

We will mostly focus on the issue of multiple teams working together, and the patterns that make that more successful.

Workshop Outline:

- Introduction to Agile Scaling
- The "Don't Scale" option (sometimes)
- Applying Scaling to the Sprint Cycle
- Implementing a Chief Product Owner & a Product Owner group
- Creating a single Product Backlog & synchronizing iterations
- Scrum of Scrums
- Other scaling patterns from ScrumPLOP
- Techniques for optimizing geographically distributed teams
- Scaling Impediment Removal
- Overview of Scaled Agile models including SAFe (Scaled Agile Framework) & LeSS (Large-Scale Scrum)

Pricing: Please contact us for a quote.

J. Kanban Workshop (1 day)

The workshop is one day addressing how to use Kanban in your situation. As you know, Kanban is the Japanese word for card or sign board. The word today means more than that to us.

We will explore a bit of Kanban history. And more importantly, we will try to understand Kanban through the eyes of Lean, and Lean principles.

Similarly, we will explore your goals with Kanban. One aspect of this is that Kanban proper is very small; it is a good place to start with many situations, but you always want to add things to it, so we want to get an idea where you want to go with the additions.

We will then talk about visual management, and your real situation. And we will go slowly, step-by-step, and help you devise a Kanban approach that will help you manage your work better.

One of the bigger questions is how much the people using Kanban want to work as a real Team.

We will also challenge you with some ideas from Scrum and XP and Agile and Lean, and ask why you cannot also add some of those to your Kanban implementation. Either now or soon. (Maybe you can or cannot; maybe you will or won't want to do so.) The main purpose here is that you understand better WHY Kanban (as you implement it) is the better tool for the issues you have, at least for now.

We will discuss the limitations or potential pitfalls of Kanban alone. (Again, pure 'Kanban' is very very simple; surely you will add some things to it. But, how much?)

The workshop can work in many ways. The ideal situation is to have 'all' the real people (perhaps a beginning team) there. Perhaps this will include managers, 'product owners' (if you use that term), and all the implementers. (Getting all the right people in one room at one time is difficult; do the best you can. The workshop should still be useful even if not everyone is there.)

We probably can address two different 'sets of work' during the day, and go into some detail. If we have only one 'workflow', we do intend to address, at some level, all your questions about how to handle the day-to-day issues of using Kanban.

Other topics are sometimes included.

Pricing: The pricing for a course is $400 per day per person. And that assumes a minimum of 10 people..

K. Agile Fundamentals (1 day)

This course is a quick introduction to Agile and Scrum (and Lean) for the whole team.

We have done these many times. They are helpful.

They are usually done to save costs compared to a CSM course. If you feel that cost savings (for now) is key, then let's take this approach.

However, we believe that the potential benefit from Agile for a Team is easily at least a 100% improvement (with the team working only normal hours). If you believe that and if your Team is not dysfunctional, then the question is not saving costs, but how to get this huge improvement more fully and more quickly.   We believe that the full Certified ScrumMaster course is a better option for introducing the whole team to agile and Scrum (and Lean).

Nonetheless, we are willing to do this kind of course. Again, we have done it many times.

It typically includes most of the following topics:

- The basics of agile
- The roles, meeting and artifacts of Scrum
- Self-organization, self-management, and self-direction
- The Agile Manifesto and Agile Principles
- Other key lean-agile-scrum values and principles
- The basics of agile release planning
- DOD and the Ready-Ready Criteria
- A multi-functional or cross-functional Team
- A real, stable, dedicated Team
- Focus on most important things first; MMFS/MVP; the 80-20 Rule
- The importance of and difficulties with honesty
- The importance of aggressively attacking the impediments
- How we take the benefits of delivering working product each sprint, and build on that toward a high functioning team that delivers much more for the customers
- How you start with the basics of Scrum and it starts to change everything
- The significance of the mindset shift, the culture change, agile transformation
- 59 Minute Scrum Exercise (Jeff Sutherland's revision)

This is done, in part, via several exercises, and by answering their questions.

Costs: $500 per person. Minimum 10 people. Maximum is probably 25 people. The 15th, 20th, and 25th persons would be free.

L. Executive Introduction to Lean-Agile and Scrum (1/2 day)

This is a brief introduction to lean-agile and Scrum for the managers and executives. It helps them prepare for how managing with agile is different than managing the old way. It helps them see how managing self-organizing teams is different, but still requires good management. In addition, it gives managers the key ideas around how we manage impediments in Scrum.

It is important that this discussion deal with the specific issues and concerns of the people involved. To the degree possible, we try to adjust the agenda in advance to accommodate that.

Key topics typically include:

- some basic agile ideas
- basic scrum framework
- self-organizing, self-managing, self-directing teams
- intro to agile release planning at team level
- receiving feedback from the Team
- identifying key impediments
- fixing impediments
- it feels like you lose control, but in fact you have more control
- more rapid re-planning at the 'portfolio' level
- breaking down the silos
- 'agile starts to change everything'
- how we manage the cultural change
- overview of how important it is to make the change, and how difficult

Pricing: To be determined in each case.

M. Agile for Managers (1 day)

This is a longer introduction to lean-agile and Scrum for the managers who are closer to the Teams.

It helps prepare them for how to manage with agile, and how that is different than managing the old way. It helps them see how managing self-organizing teams is different, but still requires good management. It gives managers the key ideas around how we manage impediments in Scrum.

It is, as suggested, very similar to the 'Executive Introduction' course. The key difference is that this is a one day course, and it is typically addressed more to managers closer to the Teams.

If everyone in this course has taken the Executive Introduction course, then this course can be at a more intermediate level.

It is important that this discussion deal with the specific issues and concerns of the people involved. To the degree possible, we try to adjust the agenda in advance to accommodate that.

Key topics typically include:

- some basic agile ideas (values and principles)
- basic scrum framework*
- self-organizing teams, self-managing, self-organizing*
- intro to agile release planning at the team level*
- receiving feedback from the Team
- identifying impediments
- fixing impediments*
- 'it feels like you lose control, but in fact you have more control'
- more rapid re-planning at the 'portfolio' level
- breaking down the silos
- 'agile starts to change everything'
- how we manage the cultural change*
- overview of how important it is to make the change, and how difficult
- the manager and the 4 Scrum meetings*
- when and how a manager might intervene with a Team*

* These topics typically get more emphasis and time than in the Executive Introduction course.

Pricing: To be determined in each case.

N. Intro to Agile/Scrum for Executives and Managers (open)

The main difference between this workshop (course) and the previous two is in how we approach the audience.

We have found that each group of Executives/Managers is different. And that, if you know your audience better, you can tune the message to appeal to them more and to change them more.

As an example, sometimes the group has a variety of 'levels'; some people are already 'on board' while others are more skeptical. Often there are political forces operating in the group. Sometimes they are approaching the 'change' from very different points of view. Understanding all of this can help us be more effective with them.

So, we like to have an initial meeting. We provide some content and do some basic exercises. But the main purpose is to get to know the people. This first session is normally 1 or 2 hours.

Then we 're-group' with a few people and discuss what we learned about the people in the group. And we prioritize the ways in which we would like to change them.

Then we come back for a second session. This might be 2, 4, or 8 hours. Depends a lot on how much time the group will give us.

Afterward we again have a retrospective. There might be another session later.
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The overall content is potentially the same or roughly the same.

It helps prepare them for how to manage and how to lead in the context of agile and Scrum.

We of course discuss how that is different than managing the old way. It helps them see how managing self-organizing teams is different, but still requires good management. It gives managers the key ideas around how we manage impediments in Scrum.

It is, as suggested, very similar to the 'Executive Introduction' course. The key different is that this is a one day course, and it is typically addressed more to managers closer to the Teams. If everyone in this course has taken the Executive Introduction course, then this course can be at a more intermediate level.

It is important that this discussion deal with the specific issues and concerns of the people involved. To the degree possible, we try to adjust the agenda in advance to accommodate that.

Key topics typically include:

- some basic agile ideas (values and principles)

- basic scrum framework
- self-organizing teams, self-managing, self-organizing
- intro to agile release planning at the team level
- receiving feedback from the Team
- identifying impediments
- fixing impediments (at the Team level or at the global level)
- 'it feels like you lose control, but in fact you have more control'
- more rapid re-planning at the 'portfolio' level
- breaking down the silos
- 'agile starts to change everything'
- how we manage the cultural change
- overview of how important it is to make the change, and how difficult
- the manager and the 4 Scrum meetings
- when and how a manager might intervene with a Team

Which topics are given emphasis may vary. We may add topics. This depends on the people, and the different levels of the people. For example, if the group is more Executives (further away from the Team) we will talk less about 'how to manage a Team or 4 teams'. If the group is more 'close' managers.

So, for these reasons and others, some topics will get more emphasis and time than others.

Pricing: To be determined in each case.

O. Open Space Agility

OSA is an approach to getting more success with your agile transformation. Either from the start, or as a reset or refresh.

One saying we use: "People are remarkably good at doing what they want to do." And often, when we ask them to change their paradigms with Agile, they resist. So, in one way, OSA is an attempt to overcome the natural resistance to change.

In another way, OSA is an attempt to use the 'wisdom of the crowd' to determine how to change, and what to change first. And to raise the engagement of all the people in the change, and in helping to customize the change to the specific situation.

The approach starts, typically, with a pilot implementation of an agile team. It requires some training with the key leader, and those supporting the agile adoption, and some coaching.

Once things have started and the pilot is successful, and you have started to prepare the ground, then you start taking the next step.

One of the key ideas is to gather all the people involved once every 2-3 months, and have what we call a 'tactical workshop.' This is one day of everyone working together, in a special self-organizing conference format. The day is run using the Open Space techniques.

In part, the workshop is to attack impediments (which is so key in Scrum). In part, the workshop is to identify and prioritize our biggest problems. In part, the workshop is to learn more about lean-agile-scrum. In part, the workshop enables them to start changing the culture, which is so critical. In part, the workshop is a retrospective and like a sprint planning session for the next 2-3 months of change.

The idea is that the people themselves can self-organize and decide how to change, and help implement the changes. And they do this within the context of a vision of change (eg, 'we want to experiment with doing agile more effectively'). So, people no longer feel that change is being forced on them, but rather that they are directing the changes themselves. In all of this, there is also room for the agile advocates to have their voices heard too.

We find that this approach gets more change to happen more quickly, and with less aggravation. And higher engagement.

This is not a standalone course or workshop. This approach does require coaching and training (see next section).

P. Adopting Agile workshop

The purpose of this 1 or 2 day workshop is to train you in making change.

We will cover three main sets of ideas:

1. John Kotter's ideas on leading change, at least the basics.

2. Mary Lynn Manns' and Linda Rising's ideas on Fearless Change.

3. Open Space Agility (Daniel Mezick)

Each of these sets of ideas is easily worth its own 1 day or 2 day workshop, so this provides an introduction.

The point of the workshop is not to teach you these ideas. The point is for you to discover ideas that will enable you to become a more effective change agent. Ideas that you can act on, that you will act on, that will give you results.

One of the key phrases is: People don't resist change; they resist being changed. So, as a change agent, you must adjust… you no longer think of it as "I make change happen", but rather as "I arrange things so that they can change" (or some similar formulation). It is an important mindset shift.

In addition to working with those ideas, we will take you through several exercises so that you can start to form a map of change and a backlog of change.

Q. Other Workshops

The following topics can also form a 1/2 day or whole day workshop.

- Building a vision & defining key goals
- Building a common DoD & the Ready-Ready criteria (aka Definition of Ready)
- Creating an initial product backlog (with a focus on story splitting and estimation)
- BV Engineering workshop
- Getting focus on impediments and attacking them
- Making the four Sprint Meetings more powerful (Sprint Planning Meeting, Daily Scrum, Sprint Review, Retrospective)
- Addressing Infrastructure, Architecture, and Design
- Introduction to Agile Technical Practices

Please contact….

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