

AGILE & SCRUM

MODULAR TRAINING.
TARGETED SHORT COURSES TO
HONE YOUR TEAM TO
MAXIMUM EFFECTIVENESS.

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Presented in association with:



Our modules include:

- Agile Approaches
- Agile Teams
- Leadership
- Practices & Tools

LEADING IT
FOR OVER
29
YEARS

TRAINING MODULES NON-CERTIFIED

Short sessions to explicitly address specific learning needs and areas of interest.



AGILE APPROACHES

- Agile Overview
- Scrum Overview
- Extreme Programming Overview
- Kanban Overview
- Project Management with Agile



AGILE TEAMS

- Stakeholder Management with Agile
- Agile Team Dynamics
- Team Self-Management
- Product Ownership & Product Management
- Scrum Master vs. Project Management



LEADERSHIP

- Introduction to Agile Leadership
- Leadership Soft Skills
- Leading Change
- OKR Overview



PRACTICES & TOOLS

- Facilitation
- Introduction to Design Thinking
- User Stories, AC & BDD
- Estimation & Prioritisation Techniques
- Computational Thinking
- Using Jira for Agility

What is Agile? Why be Agile? How to be or become Agile?

Traditional ways of working are excellent for contexts with certainty around requirements and technology. However, in a time where customer needs and technology are changing at an ever-increasing pace, business value is no longer defined by being able to meet pre-set metrics, but rather, by a team's or organisation's ability to continuously deliver value and quality.

Agile ways of working facilitate the continuous delivery of value through iteration and replanning. It is therefore important to learn and understand when, why and how being "Agile" can greatly benefit you and your organisation.

ALC, together with Magic Agile, is offering something new to the market – modular short-course training designed to focus on specific topics and skills that will hone your team to razor-sharp effectiveness. Comprising of 20 modules of either half-day or one-day duration, you can mix-and-match a training solution tailored to your situation.

We believe that to truly help people and businesses embrace Agility - they require a better understanding of what, why and how to be agile. These short courses have been - in true Agile fashion - iterated and improved upon several times in order to provide top-notch, highly Interactive and widely inclusive learning modules.

These course courses allow businesses to:

- \ Mix and match modules most suitable
- \ Schedule shorter training sessions for your teams to deliver value straight away
- \ Reduce spend on certification where not required
- \ Enhance your team's and your organisation's Agility





Agile Overview ½ Day

Agile ways of working are the focus for every team and every leader in most organisations and industries these days.

This module aims to develop participants' understanding of how this movement came about, how it has evolved over the past few decades, and what benefits as well as challenges embracing agility brings to people, teams and organisations.

Participants will leave with a sound understanding of the agile manifesto, agile values and principles, the agile mindset, as well as learn about some of the common tools, practices and frameworks being adopted to enable agility.

Participants will be able to:

- \ Discover and learn to apply the Agile mindset
- \ Explain the origin and emergence of Agile
- \ Discover and learn to apply the Agile mindset
- \ Learn the fundamental mechanisms and benefits of Agility as well as common agile practices, tools and frameworks
- \ Identify opportunities to improve state of agility in their own context

Scrum Overview ½ Day

The Scrum framework has been the quintessential building block for all agile adoptions and transformations in organisations of every scale, in any industry.

It is a simple framework to learn, and brings great value for both software teams and non-software teams. However when embraced in its entirety, it challenges many current project management and governance practices, by allowing the people who build the products and services we use every day, to be at the crux of decision making regarding value and quality for those same products and services.

This module aims to teach participants the core elements of the Scrum framework, the roles, the events and the artefacts that a Scrum Team is made of, and how a Scrum Team aspires to deliver high value, high quality products and services reliably and sustainably, by playing out a scrum cycle (sprint) in the class. Participants should leave with an understanding of the core framework, and begin to think about its practicality and application in their own contexts.

Participants will be able to:

- \ Explain Scrum theory and values
- \ Define the fundamentals elements of Scrum including values, roles, events, commitments and artefacts
- \ Identify where to begin with Scrum
- \ State examples of Scrum at every scale

Agile & Scrum 1 Day

This combination of the **Agile Overview & Scrum Overview** modules implements a specific flow and specific examples better connecting the two.



Extreme Programming Overview ½ Day

When organisations embrace agility as a means to deliver more value, more quickly, a key factor to continuous value delivery that repeatedly ends up on the sidelines is quality. Teams around the world are grappling with rework, with unsustainable processes and with working on systems that are lethargic at best, and chaotic at worst.

This module aims to develop participants' understanding of how this movement came about, how it has evolved over the past few decades, and what benefits as well as challenges embracing agility brings to people, teams and organisations.

Participants will leave with a sound understanding of the agile manifesto, agile values and principles, the agile mindset, as well as learn about some of the common tools, practices and frameworks being adopted to enable agility.

Participants will be able to:

- \ Explain Extreme Programming approaches and values
- \ Define the fundamentals elements of Extreme Programming including values, principles, core practices and roles
- \ Identify where to begin with Extreme Programming
- \ State examples of feedback loops at every scale

Kanban Overview ½ Day

As more and more teams deal with a continuous injection of work, struggling to prioritise and still meet service level agreements for their stakeholders and customers, the Kanban method promises to help teams limit waste, improve flow of work, and get to delivering value more frequently, more consistently.

Inspired from various lean management practices, the Kanban method allows teams to very easily identify their bottlenecks and opportunities for process improvement, on their own.

This module aims to teach participants the fundamental principles of the Kanban method, including the ways for any team to get started applying these principles in their own context. Being a data-driven method, the module will also introduce key metrics teams can use to track and improve their flow and delivery of work over time.

Participants will be able to:

- \ Teach to others the six Kanban principles
- \ Define how to begin and apply the Kanban method
- \ Use Flow metrics and continuous improvement



AGILE APPROACHES



Agile Project Management ½ Day

Traditional project management practices are excellent for contexts with certainty around requirements and technology to use. However, as customer needs and technology evolves and changes at an ever-increasing pace, business value is no longer defined by being able to meet pre-set metrics, but rather by a team or organisation's ability to deliver value and quality continually.

Agile ways of working allow this continuous delivery of value through iteration and continuous re-planning, and therefore project management in agile contexts require a shift not just in the mindset but also in the skills required.

This module aims to share with people and leaders and of agile projects some of those mechanisms that agile teams need to embrace, as well as focus areas for agile project managers to help their teams embed and embrace agility.

Participants will be able to:

- \ Articulate the difference between traditional and Agile Project Management
- \ Explain the mechanisms supportive of Agile Product Development
- \ Execute Product backlog management and trade-off of constraints
- \ Apply evidence based management to continuously deliver value

AGILE TEAMS



Stakeholder Management with Agile ½ Day

"But how do I explain this to a stakeholder?"

This is perhaps one of the most common questions asked by teams adopting agile practices, usually at a time when the language around agile ways of working is still quite laden with jargon.

In this module we explore the various stakeholder groups a team deals with, and teach participants to evaluate and apply the most effective relationship building and communication skills as necessary for each group.

Participants should leave this class with a new toolkit to communicate their strategy and decision-making using lean-agile practices, and to better drive buy-in, investment and sponsorship for their products and services.

Participants will be able to:

- \ Identify and define internal and external stakeholders as well as customers, consumers and users of a product or service
- \ Describe the shift between project to product mindset
- \ Generate business models as well as product roadmaps and MVPs
- \ Validate and articulate and report value generated
- \ Apply communications skills for stakeholder expectation management



Agile Team Dynamics ½ Day

“The whole is greater than the sum of its parts”.

Or, as Aristotle would have put it: the whole is something besides the parts. The emergence and fostering of the identity of teams are some of the most crucial aspects of building empowered, self-managing teams.

As managers, leaders, coaches and team members, we find ourselves playing a significant role in our own relationships and ability to perform with our teams.

This module aims to arm participants with the ability to learn about group dynamics, and the various mechanisms at play that they can themselves leverage to foster great working relationships.

Participants will face into real world challenges faced by teams, and uncover ways to lean into these challenges themselves and with the help of their teams.

Participants will be able to:

- \ Articulate the different stages of team development
- \ Present different situations of group dynamics and identify own behaviours, contributions and opportunities
- \ Define and overcome team dysfunctions
- \ Explain and apply mechanisms of cross-functional collaboration

Self-Managing Teams 1 Day

A significant shift in many modern organisations is that of the role of management - we have moved from the management of people to the self-management of work. This requires leaders and teams to have an understanding of how a high performing, self-managing team works and behaves

Through this module, participants will understand what it means for them to be a team member in a complex environment, what it takes to be a high performing team, and be able to evaluate their areas of self-development

Participants will be able to evaluate their own teams' ability to thrive in complexity, and apply various team building and coaching techniques in order to build a high performing team in their own contexts.

Participants will learn the skills and practices that will allow them to apply new ways of leadership and of communication, in order to enable high performing teams in their own context.

Participants will be able to:

- \ Describe the behavioural difference between traditional and product or service teams
- \ Identify the contributions brought by different kind of team member profile, and what makes an ideal team player
- \ Define what motivates a team to be self-organising and self-managing
- \ Explain the role of the managers in enabling self-managing teams and the different leadership postures that can be adopted to do so
- \ Apply the right approach to interact with teams immediate stakeholders along product development or service delivery and communicate progress and risks.



Product Ownership vs. Product Management ½ Day

Product Owner? Product Manager? Are they the same or completely different?.

The Product Owner and Product Manager roles are very prevalent in organisations developing products and services, yet there seems to be little consensus in their roles and responsibilities.

This module introduces Product Management as a suite of skills and activities which a Product Owner is proficient in.

In this way we address where in an organisation the roles of a Product Owner and a Product Manager may overlap, and where they may diverge..

Participants will be able to:

- Describe the suite of skills and experience encompassing Product Ownership and Management
- Apply empowered decision-making as a Product Owner, showcase proficiency as a Product Manager
- Explain the challenges, limitations and solutions in working with large products and/or multiple teams

Scrum Master vs. Project Management ½ Day

Project managers in agile contexts find themselves attempting to understand where their skills and interests are best suited - and many find the role of a Scrum Master as the inevitable choice, while others find it at odds with Project Management.

In this module we deep dive into the roles and responsibilities of a Scrum Master, and where they overlap with classic project management responsibilities, as well as where they are at odds with each other.

Participants should leave this module with a sound understanding of both the roles, whether to adopt one or the other in their own context, and how to transition between the roles if needed.

Participants will be able to:

- Explain how Scrum Mastery is different to Project Management
- Identify how Scrum Mastery is aligned with product and project management
- Demonstrate how two support each other in these roles
- Teach others how to transition into either role





Introduction to Agile Leadership ½ Day

Many a book has been written about leadership, and a few of them have begun to inspect what “agile leadership” is.

In this immersive, intensive module we bring together the concepts of strategic leadership and business agility, to help leaders of agile organisations identify how they themselves may evolve, to lead their people through complexity and change.

Through the exercises and reflections in this module, participants should be able to leverage people leadership skills alongside their business leadership skills to enable their teams and entire organisations embrace an agile mindset and agile ways of working..

Participants will be able to:

- \ Explain what organisational and personal agility are
- \ Identify different leadership stances to adopt as an agile leader
- \ Showcase emotional intelligence in interaction and relationships
- \ Embody and drive change as leaders of the organisation

Leadership Soft Skills ½ Day

Managers and leaders often find themselves needing to coach, mentor, train and listen to their teams, without having had the opportunity to learn about or practice many of these skills. Leading agile teams requires an entirely different suite of skills to more traditional ‘human resource management’ ones, and this module aims to teach participants some of these.

Participants should leave this module confident in their ability to speak one-on-one as well as in groups to their teams, be able to foster their teams’ potential through deep listening and constructive feedback, and be able to move seamlessly between coaching, mentoring, facilitating, teaching and leading.

Participants will be able to:

- \ Articulate concepts such as psychological safety to drive individual accountability and use tools to establish them in their own context
- \ Facilitate 1-1 conversations and provide constructive feedback
- \ Leverage different levels of listening and active listening skills, and interpretate people’s emotions and needs





Leading Change 1 Day

This module is designed for business, team and product leaders working to envision, communicate, foster and sustain change.

Participants will be able to understand the various leadership stances available to them, and those conducive to being a change agent and ultimately a change leader.

They will be able to analyse their own (organisation's) need for change and be able to evaluate their best approach.

Participants will also be able to create their own change and transformation approach, in addition to understanding and being able to apply, the most effective ways of ensuring change is sustained.

Participants will be able to:

- \ Explain the reasons and market conditions leading organisations to require continuous evolution and the complexity of these circumstances
- \ Identify the difference between management and leadership and the core skills to transition from one to another
- \ Step back to look at situations from a systemic thinking and perspective to analyse and understand organisational "problems"
- \ Empathise with different style of change response and adapt their approach to onboard them
- \ Design and lead change adoption strategies including leveraging quick return on investment



OKR Overview ½ Day

It is imperative that teams and organisations measure success and value differently in a complex environment, such as the case with product and service development and delivery.

Objectives and Key Results (popularly known as OKRs) are a means to do this, first introduced within Google, and now a tool for organisations globally to measure and track their success.

This module introduces OKRs to participants, and teaches them how to create objectives and key results in their own context. Participants will further be able to analyse and evaluate OKRs they create and set for effectiveness, and leverage the analyses to make data driven decisions that ensure successful outcomes for their teams and organisations.

Participants will be able to:

- \ Explain the fundamental concept of OKRs and what makes them different from other goal/target setting approaches
- \ Create powerful objectives to inspire commitment and impact
- \ Articulate meaningful key results to drive autonomy and achievement
- \ Demonstrate the different ways to measure progress from both output and outcome perspective



PRACTICES & TOOLS

Team Facilitation ½ Day

Facilitation is the single most needed, and rare, skill within organisations.

Whether you are a team member, leader, product owner, coach, manager, designer, developer, tester or even a school teacher: facilitation conversations for a group is one of the most powerful ways to help people learn, understand and to create their own solutions.

This module aims to introduce participants to the core skills and needs of being a facilitator, and helps them chart ways to practice the skills and techniques learnt in their own context.

Participants will be able to:

- \ Explain the key fundamentals of group and meeting facilitation
- \ Perform facilitation for Agile Team events such as Planning, daily meeting, review, backlog refinement or team retrospective.
- \ Identify counterproductive practices and behaviours for key agile events to boost meeting efficiency
- \ Apply facilitation tools and techniques in their own context

Introduction to Design Thinking ½ Day

What is design thinking? What makes it so popular? So effective?

This module aims to introduce participants to the world of design thinking, and how they can bring the skills and principles into their own work, even if they are not designers themselves.

Participants should leave this module with a greater appreciation for thoughtful design of a solution, for experimentation, and with various tools and techniques to prototype and validate solutions, enabling them to be ready for ever-evolving customer and business needs..

Participants will be able to:

- \ Identify the different schools and approaches of design thinking
- \ Apply design thinking mindset to understand customer need and identify key value proposition
- \ Iterate quickly toward validating solutions to problems and product viability
- \ Experiment with various ways to minimise investment through prototyping techniques and MVP strategies





PRACTICES & TOOLS

User Story Mapping, User Stories, AC and BDD ½ Day

There are a range of collaboration and communication practices available to agile teams, designed to better help the capture customer needs, and ideate their solution collaborative. **User Story Mapping and User Stories are two very popular (yet surprising unrelated!) techniques.**

This module introduces both of these, alongside some more agile business analysis practices to communicate to their development teams their customer needs and ultimately be able to deliver maximally valuable products and services.

Participants of this module will be also be enabled to use these agile practices to create roadmaps for the execution of a product strategy.

Participants will be able to:

- \ Apply User Story Mapping to understand customer needs, visualise work to be done and organise releases
- \ Lead cross-functional conversations to articulate work to be done
- \ Write user stories and acceptance criterias, and use solution agnostic requirements in their own context
- \ Explain concept related to Test driven development (TDD), Acceptance-Test Driven Development (ATDD) and Behaviour Driven Development (BDD)

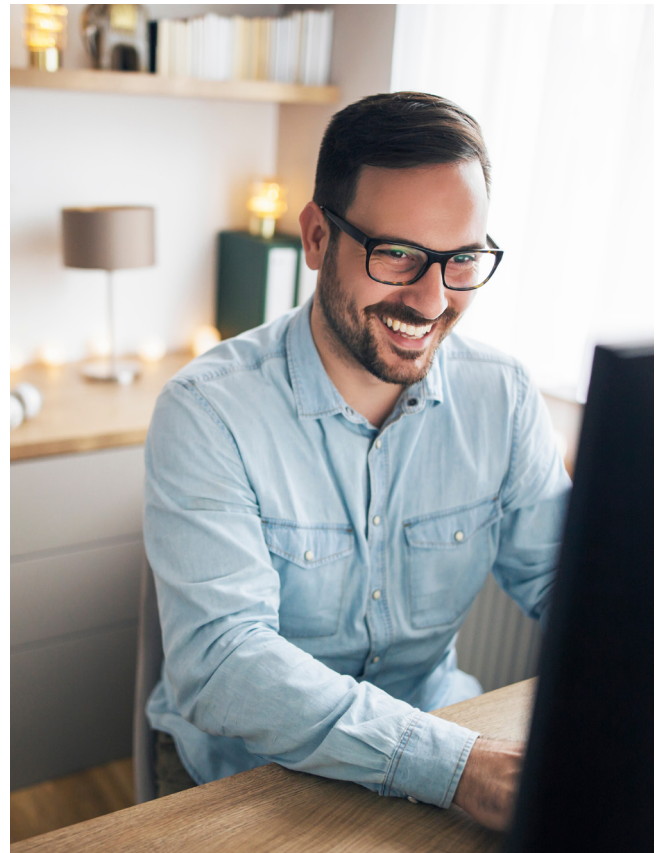
Estimation and Prioritisation Techniques ½ Day

Some of the most common challenges faced by product teams and product owners is the ability to estimate the complexity of their work, and to prioritise them.

This module introduces participants to a suite of estimation and prioritisation techniques, followed the opportunity to ideate around the practices and techniques that may work in their own context.

Participants will be able to:

- \ Explain and apply the mechanisms of relative estimation
- \ Use different tools to support prioritisation and decision making
- \ Apply planing approaches and techniques
- \ Teach and advise others on estimation and prioritisation techniques





PRACTICES & TOOLS

Computational Thinking 1 Day

People have an innate ability to think computationally - irrespective of whether they are programmers. In fact it is this ability that has allowed us to evolve technology to a place where they are completely intuitive, despite being 'invented'.

Being versed in computational thinking is an incredible way of evening the language and understanding of technical development, and this module aims to help participants to exactly that.

By exploring the context and foundational principles underlying algorithm and teaching the basic building blocks of programs, participants will be able to apply their understanding to create their own programs during the course itself.

This should result in a greater shared ability to reframe customer needs and problem statements, and solve for them from a programmer's perspective.

Participants will be able to:

- \ Explain and apply the different component of computational thinking
- \ Identify and relate to different programming paradigms and empathise with engineering challenges and solutions
- \ Develop visual workflows and algorithm (optional: develop those algorithm through basic pseudo-code)
- \ Influence and ensuring software quality by applying modern approaches to releasing software

Using Jira for Agility 1 Day

Jira is now the #1 software development tool used by agile teams. As such, it has become indispensable to ensure your people have a good hand on it and the skills to use its full potential.

This module is hands-on and practical and lead participants through a full demo of Jira with situation based application. The experienced Jira instructor will answer any questions.

We recommend combining this module with User Stories for your people to have a complete understanding of value delivery with Agile.

Participants will be able to:

- \ Showcase a full hands-on experience of end-to-end usage of Jira, from roadmap design to in-sprint execution
- \ Generate agile progress reports
- \ Relate the use of the software to Agile practices and principles



WHAT YOU GET WHEN YOU TRAIN WITH ALC

QUALITY. Many things go into making a great training course but the most important is always the trainer. Everyone claims they have great trainers. What we can say is that we have a long history of sourcing the best. That has been our business model for more than 26 years. For certain subjects our trainers are in fact world leaders. And for other subjects they are all outstanding – people with extensive experience who have distinguished themselves as training professionals over many years. They are enthusiastic about what they do and make learning an engaging experience.

RELIABILITY. We have a proven track record of helping more than 52,000 people in the region pass their exams.

VALUE. Quality usually comes at a premium but we work hard at all levels to ensure competitive pricing. Whether you're a small, medium or large organisation or a private individual, we make sure you get excellent value for your money.

CUSTOMER SERVICE. Our team is totally committed to providing the best customer service at all times. We will walk that extra mile.

GET AHEAD OF THE GAME WITH MODULAR SCRUM & AGILE

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