

## **Agile/Scrum Training**

This two-day Agile/Scrum training session is designed for your Scrum development team members, product management, as well as functional managers. Our training addresses both the principles of Agile methods, as well as the operational, hands-on guidance needed to get ready to start using these methods. Our pedagogy is case-study and scenario-based. We follow one case-study, based on real-world software projects, throughout the course. We have found that when students are presented with a case study, they immediately start applying what they have just learned. As you watch a case study unfold in class, you'll see students doing most of the talking, as the instructor steers the conversation by making observations and asking questions. The case-study provides the foundation of the training, but is augmented by short, real-world scenarios when needed. Special emphasis is placed on the “definition of done” (the process), and the non-test quality activities that contribute to a high-quality product.

Topics covered include

- Introduction to Agile
- Scrum Background
- Scrum Roles
  - Product Owner
  - Scrum Master
  - Team Member
- The Product Backlog
  - Epics, features and user stories
  - The three C's for user stories
  - Non-functional requirements
- Agile Estimation and Planning
  - Release Planning
  - Sprint Planning
- Project Tracking
  - Sprint Burndown
  - Release Burndown
- Definition of Done
- Building Quality In
- Sprint Reviews
- Sprint Retrospectives
- Daily Stand-ups



**PSI/Release Planning Workshop**

A Release Planning or Potentially Shippable Increment (PSI) workshop for your trained Agile teams, these 2-to-3-day events kick off projects, with user story definition/estimation/ranking, development strategy, release planning, Sprint planning, agreement on the Definition of Done, and risk identification. The main output of this session is a list of tasks for the first Sprint (Sprint plan), and an estimated, prioritized, and ranked backlog for the project (Release plan).

Activities include

- Preparation with Product Owners, Technical Leads, Quality Leads, and Architects
- Create/refine product backlog items
- Rank product backlog items
- Identify top-level dependencies
- Estimate product backlog items
- Estimate/calculate velocity
- Allocate product backlog items to Sprints
- Handle non-functional requirements
- Agree to Definition of Done
- ROAM risks

**Agile Leadership Workshop**

This two-day workshop for the leaders of your engineering, program, and product management functions prepares the organization for the upcoming Release or Potentially Shippable Increment (PSI). The purpose of the workshop is to review the just completed PSI/Release and prepare for the next PSI/Release. The output of the workshop will include vision, roadmap, PSI goals, and architectural runway initial estimates of product backlog items and adjusted scope if needed, product backlog items allocated to teams, updated Definition of Done, updated operating mechanisms, and updated risks/issues/dependencies. The workshop includes preparation and follow-up with all stakeholders.

## Activities include

- Vision review/update
- Roadmap review/update
- Architecture review/update
- UX review/update
- External milestones/events identified
- Development strategy
- Allocation of product backlog items
- Initial dependency matrix
- Initial estimates if needed
- Program Definition of Done
- Quality goals
- ROAM Risks

**Sprint Planning Workshop**

This one-day workshop focuses on Sprint planning activities for the Scrum team. All Scrum team members participate. The Product Owner describes product backlog items targeted for the upcoming Sprint. The Scrum development team asks questions and makes sure it understands the backlog items enough to do estimation. The Scrum development team then estimates each product backlog item, refining as needed, and generating Spikes as the need for them arises. Next, the team defines tasks, estimates them, and allocates as needed.

Activities include

- Review product backlog items with Product Owner
- Refine product backlog items
- Capture Spikes
- Estimate product backlog items
- Estimate sprint capacity
- Task breakdown
- Task estimation
- Task allocation
- Load balancing
- Capture Risks/Issues/Dependencies

**Sprint Review and Retrospective Workshop**

At the end of each Sprint, the Scrum team conducts a Sprint *retrospective* and *review*. The *retrospective* is both quantitative and qualitative: the team examines the just-completed Sprint for process improvement ideas, and collects data to adjust/refine estimates for work remaining. The *review* includes demo of work completed to project stakeholders. All Scrum team members participate.

To prepare for the workshop, the team quality, process, and planning data is analyzed to compare plans to actual, to update planning parameters, and to find any patterns/root causes for quality issues. The outcome of the workshop is a list of ranked improvement actions, with the top one or two actions ready to be implemented in the next Sprint.

Activities include

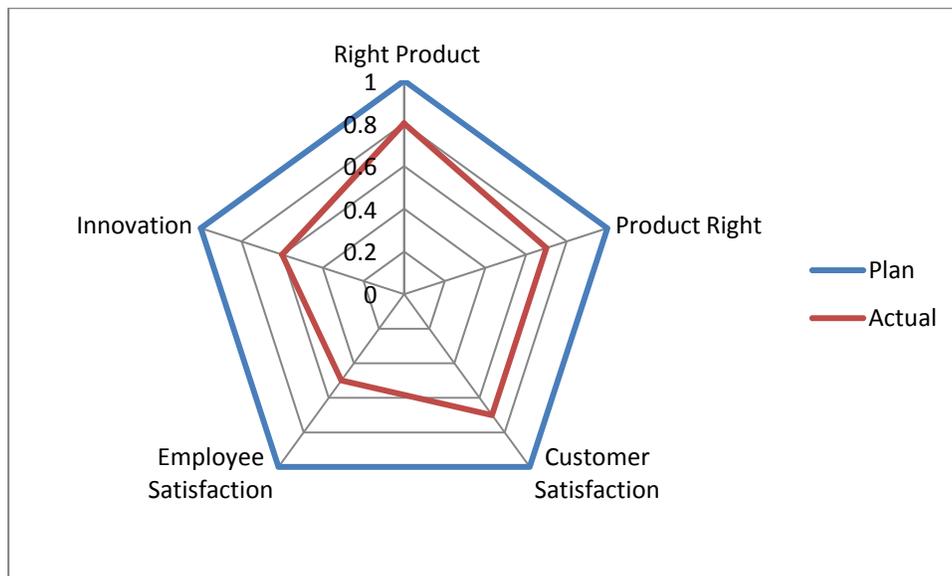
- Conduct product review
- Prepare for retrospective workshop
  - Analyze quality data
  - Analyze planning data
  - Analyze process data
- Conduct workshop using one or more retrospective tools
- Affinity mapping for improvement ideas
- Identify top improvement ideas
- Implementation plan for improvement ideas

**Enterprise Agility Assessment<sup>SM</sup>**

Our clients often ask the following questions: “Are we Agile”? “What does it mean to be Agile”? Over the years, we have developed an Enterprise Agile Development instrument, called the Enterprise Agility Index<sup>TM</sup>. Working with a client organization, we first determine the scope of the assessment, then work with executive leadership to calibrate the instrument to reflect the organization needs. We then conduct an assessment over a three-to-five day period to assess the organization’s agility along five dimensions

- Are we building the right products?
- Are we building the products right?
- Are we innovating?
- Are our customers happy?
- Are our employees happy?

The Enterprise Agility Index is based on the assessment results. The enterprise can determine current level of agility and also set improvement goals along the path to agility, which after all is a journey, not a destination.



**Figure 1: Five Dimensions of the Enterprise Agility Index**

<sup>SM</sup> Enterprise Agile Assessment is a Service Mark of Davis Systems  
<sup>TM</sup> Enterprise Agile Index is a Trade Mark of Davis Systems