

COURSE DESCRIPTION

Even projects that have solid, well-defined project plans encounter some degree of change and waste. Shifting market conditions, budget cuts, staff restructuring, or any number of influences will disrupt the best plan while contributing to customer dissatisfaction and staff discouragement. Moreover, projects that *begin* with changing or unclear requirements make it difficult to even establish project expectations. Scrum is the agile development framework that allows teams to deliver inspectable product increments that are focused on product goals, absorbing change and new requirements as the work proceeds.

Beginning with the history of agile development and moving through the disciplines promoted by Scrum, you will gain a comprehensive understanding of the Scrum methodology while specifically reviewing the behaviors expected of a Scrum Master. This 2-day class is suitable for those practicing or looking to practice the art of the Scrum Master, but is highly valuable for anyone involved in Scrum (Managers, Team Members, Product Managers, etc.).

After successfully completing this class participants will be registered with the Scrum Alliance as being eligible to take the required on-line self-assessment. After taking this test, participants will be registered with the Scrum Alliance as Certified ScrumMasters®. PMPs can also claim 15 PDU's with the PMI, and at least another PDU for reading outside of class.

DETAILED COURSE OUTLINE

Short, five-minute exercises and case studies will be scattered throughout the two-day session. Longer exercises are detailed below. Time spent on each topic will vary depending on the composition of the class and the interest in particular areas.

Agile Thinking In order for us to understand the benefits of Scrum and the nuances behind its framework, we begin with the history of agile methods in industry and how relatively new thoughts in software development have brought us to Scrum.

- How historical manufacturing has influenced software development
- The origins of agile thinking
- The Agile Manifesto
- Scrum values
- The complexity of projects
- Theoretical Vs. Empirical processes overview
- Empirical process control
- The “Iron Triangle” of Project Management

The Scrum Framework Here we'll ensure that we're all working from the same foundational concepts that make up the Scrum Framework.

- Understanding the difference between a framework and a methodology
- The different Scrum roles
- Chickens and Pigs
- Iterative / Incremental Delivery vs. Waterfall
- Self Management concepts
- Full disclosure and visibility
- The Scrum Framework overview (accountabilities, events, artifacts & commitments)

The Scrum Master Explored It's easy to read about the role of the Scrum Master and gain a better understanding of their responsibilities. The difficulty comes in the actual implementation. Being a Scrum Master is a hard job, and we'll talk about the characteristics of a good Scrum Master that go beyond the overly simplistic and incorrect comparison to a Project Manager.

- Being a servant leader beyond the development team
- ScrumBut
- Agile facilitation
- Coaching, mentoring, and teaching

Exercise: The 59-minute Scrum Simulation. This popular exposure to Scrum gets you working on a Scrum Team to deliver a product in just 59 minutes! We'll add more time as we walk through all the key aspects of the Scrum framework in great detail:

- An introduction to the three accountabilities: Developers, Product Owner, & Scrum Master
- Getting ready to Sprint with Product Backlog Refinement
- The three artifacts / associated commitments: Product Backlog / Product Goal, Sprint Backlog / Sprint Goal, & Increment / Definition of Done
- The four time-boxed events within the Sprint: Sprint Planning, Daily Scrum, Sprint Review, & Sprint Retrospective

Scrum Accountabilities Who are the different players in the Scrum game? Clarification of roles and responsibilities are key to transforming project management into product delivery.

- The Developers
- The Product Owner
- The Scrum Master
- The "Agile Manager"

Implementation Considerations Moving beyond Scrum's foundational concepts, we'll use this time to dig deeper into the basics of implementing Scrum. We'll also use this time to begin a discussion of integrity in the marketplace and how this relates to product quality.

- Traditional vs. Agile methods overview
- Scrum: The Silver Bullet?
- The Agile Skeleton
- A Scrum launch checklist

The Scrum Team Explored Since the Scrum Master protects the productivity of the team, we must investigate team behaviors and organizational structures that influence productivity. We also have an opportunity to review Scrum Team variants, and how teams with different compositions will exhibit different behaviors.

- The Agile Heart
- Bruce Tuckman's team life cycle
- Patrick Lencioni's Five Dysfunctions of a Team
- Team working agreements
- Getting Human Resources involved
- The impact of task switching
- The Scrum of Scrums
- Large Scale Scrum (LeSS)
- The importance of knowing when an increment of delivery is "done"
- Dispersed team considerations

Exercise: Agile Estimating and Planning. Anyone can plan out the next week or two of work, but how do you plan months of work and maintain your agility? Work with your in-class Scrum Team on the agile alternative to traditional estimating and planning that includes decomposition, estimation, and projecting a schedule.

- Product Backlog Items and progressive elaboration
- Relative weighted prioritization
- User Stories
- Relative effort
- Velocity
- Planning Poker and story points
- Projecting a schedule
- Why plan in an Agile environment?

Live Long and Prosper! Some final recommendations of things to be aware of as you head out into the brave new world of Scrum!

- The Scrum Master aura
- A Day in the Life of a Scrum Master
- Characteristics of a Scrum Master candidate
- The importance of listening
- Management's role as part of a Scrum implementation
- Common sense

Closing Topics We'll wrap up with direction on where to go next with your Scrum experience, some recommended reading, Scrum reference sites, and our graduation ceremony.