SUMMARY

You don't become an effective Scrum Master or Agile Team Coach (an "Agile coach") by taking one or even a couple two-day courses. You have to learn it by doing it. The *Advanced Scrum Masters and Kanban Online Workshop* is based on the teaching technique called "flipped classroom." In each lesson, students learn a key aspect of being a great Agile coach, apply what they have learned with their own teams, and then meet online with an instructor for questions and help. Just as important, the workshop is designed to help Agile coaches create a solid support system for the team. This includes creating a set of templates that will support the team's work.

DESIGNED FOR INDIVIDUALS AND FOR COMPANIES

Many people become a "Certified ScrumMaster" to improve their resume. This workshop is significantly more advanced than the Advanced Certified Scrum Master (A-CSM) course. An A-CSM merely means that people have taken four days of training and passed two tests. This workshop provides an Agile Team accreditation by the True North Consortium. The Agile Team accreditation means students have worked with Agile teams for three months and have the tools to support them.

Companies can use the workshop to train their own internal Agile coaches and achieve better results, at a lower cost, than bringing in external Scrum Masters or even Scrum Master coaches. This is because your own staff understand your products/services, your organization and culture better than any outsider. We have a special licensing program for large companies where you can have as many coaches go through the academy as you want for as little as it takes to train three or four Scrum Masters.

DESCRIPTION

The *Advanced Scrum Master and Kanban Online Workshop* assists team-level coaches to become great coaches and to facilitate the Lean-Agile approach the team should be using.

This workshop is based on systems thinking and works both on how coaches can improve the system within which their people are in and how to coach teams. It encompasses both Scrum and Kanban and is designed around Team Agility. Net Objectives believes that coaches should assist the people they are coaching to create new opportunities and better ways of working. The coach metaphor is used for someone guiding teams because, like a coach, they need to be proactive and encourage the people they are working with to make their own decisions.

LEARNING OBJECTIVES

The curriculum is designed to provide the equivalent of a three-day course over 14 weeks. Here are advantages of this approach.

- Learning takes place best over time
- Coaches to learn by working with their teams
- The time of the coach is not lost during the training
- No travel time/cost is required

This approach also allows for the coaches to build their own coaching materials from templates that we provide.

Here is what students will focus on.

- Improving their coaching skills
- Identifying specific behaviors and agreements that will benefit their teams
- Creating a clear understanding of these behaviors and agreements
- Continuously improving the effectiveness of the team they are coaching
- Learning how to help their teams work in a more effective way with other teams

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WORKSHOP OUTLINE

The workshop has three parallel tracks. The main curriculum track is what the workshop is organized around and shown below. However, the workshop also has a Team-Agility Support System integrated into it that participants are encouraged to use and ask questions about. The third "track" is when students have issues outside of the workshop itself, such as how to speak to management. Topics such as this can be requested during the Q&A sessions and materials will be provided for them.

MAIN CURRICULUM TRACK

Each section has a set of readings and videos that cover the topic and an assignment that helps students learn by doing and discuss with other students in the workshop and with Net Objectives consultants what was learned.

Getting started

Team Agility as a tool box: Scrum as Example

- FLEX and Team Agility
- Scrum as Example
- Team Agility flow scorecard

The mindsets of Business Agility

- Outcome-based thinking mindset
- Definitions of Ready and Done
- Team DoR-DoD template
- MBI mindset
- Optimizing throughput of business value realization

Systems thinking, explicit workflow, and agreements

- Systems thinking
- Art of Action
- Make work visible

The Agile Coach and the Guardrails

- Overview of the guardrails
- Reading about each guardrail

The value of consistent objectives across teams

Using Business Agility as a guide to working with other teams

- Team Agility is a subset of Business Agility
- Techniques: Coordinating teams with backlog management and visual controls
- Realization, not just development

Kaizen and retrospection

- Kaizen
- Retrospection

Creating a process for on-boarding and levelling up

- Background
- No matter how it looks at first, it's always a people problem
- Using a framework and how to do training for it

How to improve and change practices

- Objectives-based practice improvement of Scrum
- Using Scrum as Example to fix where you are or jump to something that works
- An easy way to start
- Problems with collaboration
- Common challenges when using Scrum
- Trim Tabs

Useful games and exercises

- Dot Game
- Clean Slate exercise

Understanding the science of coaching

- Fundamental attribution error
- Confirmation bias
- Resistance is not to change
- The Dunning-Kruger Effect
- The Satir Change Model

Competencies and tools of an effective Scrum Master

- What a Scrum Master needs to know
- Different levels in what being a Scrum Master is

Summing up what you have learned and created

WHAT IT TAKES TO BE A GREAT AGILE COACH

The workshop is based on the premise that just knowing how to do Scrum is insufficient. An Agile Coach must provide support to their teams and coach them in continuous improvement. The workshop includes a Team-Agile support system that both Agile coaches and the development team can use. It encompasses both Scrum and Kanban and is designed around Team Agility. Net Objectives believes that coaches should assist the people they are coaching to create new opportunities and better ways of working. The coach metaphor is used for someone guiding teams because, like a coach, they need to be proactive and encourage the people they are working with to make their own decisions.

Being a great coach requires an understanding of how to coach, of how to solve problems, and of the domain in which you are coaching. The curriculum of the workshop incorporates all three of these facets of great coaching. However, the workshop is not just about being a coach. Systems thinking tells us most of the errors made are due to the ecosystem people make. This ecosystem is not just how the team members work with each other but how they interact with the rest of the company. The workshop includes how coaches can identify and define the specific practices their team members should be using. Effective coaching involves a combination of coaching techniques and helping create a well-defined workflow their teams can effectively use.

PACING

Sections and lessons are self-paced so there are no lessons to miss. Students should expect to spend two or three hours a week on each section. If you get behind, don't worry; just do the best you can.

DOCUMENTS BUILT DURING THE WORKSHOP

The workshop is not just about creating better coaches, it is also intended to create an on-boarding and leveling up approach. Coaches will be creating documents to describe the approach they create throughout the workshop. Here is what the documents cover.

- Practices to be used
- Roles and their descriptions
- Reports to be used
- Agreements to be made

Templates for some of these documents will be introduced at the appropriate session and then updated throughout the workshop. Others should be created by the participants themselves as reminders of their choices. At the end of the workshop these documents will be reviewed to ensure completeness.

Here are some of the templates that are covered.

- The Team Agility scorecard
- Objective-Based Thinking
- The workflow to use to identify and decompose Minimum Business Increments
- Definitions of Ready and Definition of Done
- Requirements for a good Scrum/Kanban board

- Agreements being made with other teams and management and defining them within the guardrails system
- Variations in workflow from team to team and causes of variation
- Dependencies on other teams for building software
- Teams depending on us for building their software
- Parts of the organization needed in order to realize business value
- Multi-team challenges and approaches to solve them
- Types of retrospection to use for the team
- On-boarding new people: How they can learn the workflow and other things they must know
- Gaining agreement on new practices
- Understanding the science of coaching
- The coaches checklist for addressing challenges

TARGET AUDIENCE

The Advanced Scrum Master and Kanban Online Workshop assists team-level coaches to become great coaches and to facilitate the Lean-Agile approach the team should be using. People with a medium amount of experience should be able to complete this workshop and succeed in their journey to become adept at being an Agile coaches.

Participants are one of the following:

- **Agilists**: Current Scrum Masters, Technical Project Managers, or practitioners who are not currently coaches and want to learn how to become Agile coaches.
- **Inexperienced Coaches:** People who are providing some coaching support but lack much experience in coaching.

Why invest in your own people

If you are kicking off new teams, there are two types of coaches you could use. You could use someone to actually help with the work such as a technical or ATDD coach; This can be good; however, when it comes to Agile coaches it is usually better to grow your own. Here are some reasons why this is more effective. Investing in your people pays off big dividends in many ways - morale, demonstration of a commitment to them, and a guaranteed returns.

- Investing in your people pays off big dividends in many ways - morale, demonstration of a commitment to them, and a guaranteed returns.
- It is harder to learn your own environment and product that it is to learn the essential understandings of Scrum.
- You know what you are getting.
- For the cost of bringing in an outside Scrum Master for a week you can get three of your own people become truly qualified Scrum Masters.

The workshop enables people with a good understanding of Scrum and/or Kanban to become good Agile coaches in 14 weeks. It does this through a combination of lessons, exercises with their own environment, and interactions with Net Objectives staff. It also provides templates and materials to support them in coaching their teams in Scrum.

Consider this: You could bring in an outside Scrum Master coach for three months. Or, by shortening the engagement by one week, you could pay for three of your Agile coaches to be in the workshop!

- **Experienced Coaches**: People who are experienced coaches and who want to learn the Net Objectives approach.

OPTIONS

We offer a module for Agile Coaches working in a SAFe environment.

WORKSHOP LEVEL

Intermediate

ATTENDEE MATERIALS

Workshop materials are available for download.

PREREQUISITES

Participants must meet all of the following requirements:

- At least six months of hands-on experience with Agile or Kanban
- Completion of at least one of the following (in order to have foundational knowledge of Agile):
  ◊ Certified ScrumMaster class
  ◊ Kanban class
  ◊ Implementing Team Agility
  ◊ Leading SAFe or SPC class
- Read the following books:
  ◊ *The Principles of Product Development Flow* by Don Reinertsen
  ◊ *Lean-Agile Software Development: Achieving Enterprise Agility* by Shalloway, et. Al.
- Read one of the following books:
  ◊ *Scrumban: Essays on Kanban Systems for Lean Software Development* by Corey Ladas
  ◊ *Kanban: Successful Evolutionary Change for Your Technology Business* by David Anderson
  ◊ *Lean-Agile Pocket Guide for Scrum Teams* by Shalloway and Trott
- Vetting by Net Objectives senior staff

PRICING

We have three programs:

- **Individuals**: $595 per person. $295 for residents of India.
- **Group discounts** for corporations are available
- **Workshop for Large Organizations** package. For the monthly cost of getting 3-4 Scrum Masters trained you can grow all of your Agile Team Coaches.

ONLINE WORKSHOP

This is an online workshop. It is composed of 14 sections with multiple lessons in each session.

Students proceed at their own pace and must complete the workshop in seven months.

ENROLL TODAY!

1. Go to **https://university.netobjectives.com.**
2. Click **Advanced Scrum Master and Kanban Online Workshop**

Contact **Mike Shalloway** for special organization-wide pricing.

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NET OBJECTIVES

We are committed to delivering the principles, practices, and perspectives that businesses must know in order to maximize their return on their technology solution and software development efforts. We combine our experience and a time proven approach based on lean thinking to continuously extend the capability of what is possible in creating effective technology delivery organizations (IT or product). We provide these learned methods to our clients to assist them in achieving their goals and in assisting them in making their organizations more successful.
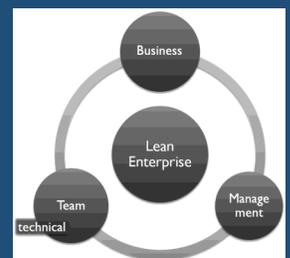
Full course descriptions may be found at
www.NetObjectives.com/training

Lean ● Agile ● Kanban Patterns ●
TDD ● ATDD ● Assessments ●
Consulting Training ● Coaching