SolutionsIQ, an Accenture company, is the largest and most capable Agile Transformation consulting company in the industry. We guide our clients toward becoming learning organizations capable of adapting at the speed of market change, consistently delivering high-quality products and thrilling customers.

Underlying our holistic Agile Transformation Solution is a rich catalog of Agile training curriculum that engages learners across all levels and roles of the organization. Our experiential courses and workshops focus on unlocking the creative potential of today’s knowledge workers.

Learn more about our Agile training services by visiting http://www.SolutionsIQ.com/Training

SolutionsIQ is registered with Scrum Alliance as a Registered Education Provider (REP).

SolutionsIQ is a Gold Partner with Scaled Agile, Inc.
Whether it’s a one-day Introduction to Agile to an immersive Agile Coach Bootcamp, our facilitators create captivating experiences for individuals at all points across the Agile learning journey. I’m proud that our curriculum is surrounded by best-in-class Agile coaching and management consulting services that enable today’s complex, global enterprises to achieve the full benefits Agile has to offer.

In Accenture and SolutionsIQ combined you will find a full-service partner capable of helping you create a learning organization that adapts at the speed of market change. Whether you’re interested in a single course to help uplift the skills of Agile practitioners or a comprehensive enterprise learning and development initiative, we’re honored to be part of your Agile journey.

Leslie Morse
STEWARD, AGILE TRAINING SERVICES
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TEAM & COACHING 
FUNDAMENTALS 
READY. SET. SPRINT!

Agile isn’t the future of product innovation; it’s the present. Agile turns adequate teams into formidable forces by equipping them with cutting-edge approaches and empowering them to do better by being better. So, whether you’re just starting out or already on the Agile journey, there’s a class for you.

COURSES:

Introduction to Agile
Agile Foundations
Agile Experiences
Agile Team Accelerator
Kanban Essentials
Lean Adaptive Systems Workshop
Product Owner Essentials

ScrumMaster Essentials
Certified ScrumMaster® (CSM)
Certified Scrum Product Owner® (CSPO)
The Agile Facilitator
Coaching Agile Teams
Agile Coach Bootcamp
Introduction to Agile

A primer in Agile values, principles and practices.

Course Description

The one-day Introduction to Agile course provides knowledge and understanding of fundamental Agile values, principles, and practices. Participants will leave with an understanding of the benefits of Agile, proven Agile practices and frameworks, and insights on important considerations for embarking on an Agile journey.

Duration

1 Day (7 Credit Hours)

Suggested Sizing

12-30 participants

Prerequisites

None

Available Certifications

N/A

Who Should Take This Course

This course is primarily designed for individuals who are stakeholders of software and product development teams who need to understand the basics of Agile. Their support and understanding of the values, principles, and practices will influence the success or failure of an Agile transformation.

- Business Operations (Marketing, Finance, HR, etc.)
- Technology Operations (Help Desk Agents, System Administrators, Support Engineers, etc.)

Learning Objectives

Upon successful completion of Introduction to Agile, participants will be able to:

- Give examples of ways Agile values and principles enable customer satisfaction and business success
- Name common Agile frameworks and practices
- Distinguish between defined processes, such as traditional waterfall approaches and empirical, or adaptive processes commonly associated with Agile
- Describe the differences between “big-bang” and incremental delivery approaches
- Engage in conversations using correct Agile terminology
- List pitfalls that teams may encounter in an Agile transition
- Appreciate how continuous improvement is essential for the highest levels of organizational agility
- Represent how Agile impacts their role
Build a strong foundation of Agile understanding.

**Course Description**
The two-day Agile Foundations course goes beyond a primer of Agile values, principles and practices. Through experiential learning, participants get hands-on with the application of Agile practices and are prepared to start leveraging new skills on the job.

**Duration**
2 Days (14 Credit Hours)

**Suggested Sizing**
12-30 participants

**Prerequisites**
None

**Available Certifications**
There is an optional certification associated with the Agile Foundations course. The need for certification must be defined prior to scheduling and planning the training event.

Course participants that have completed the Agile Foundations course with an ICAgile approved instructor are eligible for the ICAgile Professional (ICP) in Agile Fundamentals certification from ICAgile (www.icagile.com). To be considered certification eligible, participants must attend both days of the course in their entirety and participate in all group discussions and exercises.

**Learning Objectives**
Upon successful completion of Agile Foundations, participants will be able to:

- Discuss Agile values and principles as they relate to their role, team and organization
- Describe that Agile is more than a collection of processes
- List popular Agile processes and frameworks
- Give examples of Agile roles, how they interact, and what it takes to create a strong team dynamic
- Summarize the Scrum framework and collection of ceremonies
- Explain why shared understanding of Product Vision is key for success
- Develop user stories that describe “requirements” in context of the user’s needs
- Apply more than one method for estimating user stories
- Articulate the purpose of “done” and create a Definition of Done
- Track and forecast the progress of an Agile team using multiple methods
- Employ techniques focused on continuous improvement
Course Topics

1. Background: Traditional Development Approaches, Why Agile, Agile Values
2. Agile Principles
3. Themes: Incremental, Iterative, Collaboration, Transparency
5. Scrum Roles: Product Owner, ScrumMaster, Development Team, Scrum Team, Impact on Stakeholders & Managers
7. Tracking Progress & Forecasting: Burn-Down Charts, Velocity, Multi-Sprint Plans, Burn-Up Charts
8. The Vision: Purpose of Vision, Overview of Simulation Vision, Elevator Pitch
9. Agile "Requirements": User Stories, The Three C’s, INVEST Model, Personas
10. “Done”: Shippable, Definition of “Done”
12. Delivery Simulation: 2 Sprint Delivery Simulation

Who Should Take This Course

This course is primarily designed for individuals new to Agile who are preparing to use Agile for the first time.

- Agile Team Members (Developers, Testers, Analysts, etc.)
- ScrumMasters and Product Owners
- Leaders or Managers of those on Agile Teams
- Primary Stakeholders of Agile Teams (Designers, Architects, Project Managers, etc.)

Next Steps

After successfully completing Agile Foundations, we suggest additional role based training such as ScrumMaster Essentials, Product Owner Essentials. The entire Agile team will benefit from Agile coaching.
Learn and practice Agile principles, in an engaging way, through hands-on immersion

Course Description
The three-day Agile Experiences course is designed to be an opportunity for an entire Agile team to learn and practice together. All aspects of planning, from vision down to daily planning are supported through experiential learning activities during this course. The entire team shares in learning the importance and best methods of communication, cadence and transparency. By engaging in this practice and learning together, the team is prepared to execute together and achieve success much more quickly.

Learning Objectives
Upon successful completion of the Agile Experiences course, participants will be able to:

- Discuss Agile values and principles as they relate to their role, team and organization
- Recognize the importance of Agile principles and the benefits of driving Agile adoption
- Describe that Agile is more than a collection of processes
- List popular Agile processes and frameworks and how they can be combined to amplify the effectiveness of Agile
- Map the appropriate Agile processes to what will best fit within their organization
- Explain progressive elaboration in the context of Agile planning approaches
- Apply techniques for creating a shared understanding about product vision, roadmap and customer needs
- Build and estimate a product backlog
- Employ multiple techniques for elaborating and refining backlog items
- Evaluate team capacity to make an authentic commitment during Sprint Planning
- Create transparency in their tools and techniques for communication
- Adapt the product, process and approach to achieve continuous improvement

Duration
3 Days (21 Credit Hours)

Suggested Sizing
12-30 participants

Prerequisites
None

Available Certifications
N/A
Who Should Take This Course

This course is intended for teams at varying levels of Agile adoption who need an immersion session in Agile values and principles, as well as Scrum-based practices.

- Agile Team Members (Developers, Testers, Analysts, etc)
- ScrumMasters and Product Owners
- Leaders or Managers of those on Agile Teams
- Primary Stakeholders of Agile Teams (Designers, Architects, Project Managers, etc.)

Next Steps

After successfully completing Agile Experiences, we suggest additional role based training such as ScrumMaster Essentials, Product Owner Essentials. The entire Agile team will benefit from Agile.

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Course Description
The three-week Agile Team Accelerator combines the Agile Foundations or Agile Experiences course with just enough coaching to avoid the most common pitfalls encountered by teams in their first sprint. This program is designed for an entire Agile team to learn and practice together. Two to three days of facilitated training explore all aspects of Agile planning from vision to daily planning. The facilitator then returns to work with the teams on the application of these new skills across the duration of a sprint.

Duration
3 Weeks*
*The facilitator of the Agile Team Accelerator is not directly working with participants for the entire three-week duration. The facilitator engages with participants for 6 days across the 3-week period.

Suggested Sizing
8-20 participants (1 to 2 Agile teams)

Prerequisites
None

Available Certifications
N/A

Learning Objectives
Upon successful completion of an Agile Team Accelerator, participants will be able to:

- Recognize the importance of Agile principles and the benefits of driving Agile adoption
- Describe why Agile is more than a collection of processes
- Identify reasons why the required discipline of Agile and Scrum enables success
- Explain progressive elaboration in the context of Agile planning approaches
- Apply techniques for creating shared understanding about product vision, roadmap and customer needs
- Build, estimate, and refine a product backlog
- Employ multiple techniques for elaborating details about users stories so there is “just enough” information to begin development
- Evaluate team capacity in order to make an authentic commitment during Sprint Planning
- Create transparency in their tools and techniques for communication
- Process feedback in order to evolve the product backlog and next increment of development
- Build a plan for adapting the team process and approach in order to achieve continuous improvement
Course Topics

1. Week One: The Foundation. Agile Foundations or Agile Experiences Training and Sprint Planning
2. Week Two: Guided Execution. Team Coaching to support effective team collaboration and sprint execution
3. Week Three: Inspect & Adapt. Team Coaching to support Sprint Close-Out and set a plan for improvement

Who Should Take This Course

This experience is intended for the entire Agile team to participate. The experience is best for new teams spinning up in an existing Agile organization, or for existing Agile teams that need to re-energize their commitment to Agile values and principles.

- The Entire Agile Team
- Leaders or Managers of those on Agile Teams
- Primary Stakeholders of Agile Teams (Designers, Architects, Project Managers, etc.)

Next Steps

After successfully completing Agile Team Accelerator, we suggest that teams practice new concepts for 2-3 months before selecting the next course to meet their needs.
Achieve flow through the application of Kanban

Course Description
The two-day Kanban Essentials course allows participants to get hands-on experience when learning about the fundamentals of Lean, Agile and Kanban. Participants explore both Lean and Agile values, map value streams, identify wastes, and get started with achieving flow with Kanban systems. By the end of the course, participants have the foundational building blocks needed to set up a Kanban system.

Learning Objectives
Upon successful completion of Kanban Essentials, participants will be able to:

- Recognize the seven forms of waste associated with delivering value
- Apply techniques for reducing or eliminating waste to improve the bottom line
- Deliver business value faster to their customers by reducing overall cycle time
- See the entire development process from end-to-end in order to optimize the whole system
- Improve team throughput by using Kanban to identify and remove bottlenecks
- Enhance product quality by using continuous feedback from customers and continuous integration techniques
- Advocate for the value of work-in-progress (WIP) limits, visualizing work, and pulling work through the system
- Track and evaluate metrics for measuring flow
- Identify ways to combine Kanban with Scrum and other common Agile frameworks

Duration
2 Days (14 Credit Hours)

Suggested Sizing
12-30 participants

Prerequisites
None

Available Certifications
N/A
### Course Topics


2. The Multitasking Myth: Overhead associated with people on multiple projects, value of focus

3. Understanding Kanban: 3 golden rules of Kanban, visualizing workflow, importance of limiting WIP, push versus pull systems, SAFe® portfolio and program Kanban

4. Dealing with Constraints: Theory of Constraints, Addressing bottlenecks

5. Implementing Kanban: Using real-world work to identify value stream maps, Kanban board flow and policies, WIP limits, work type demand and capacity, meeting cadence

6. Variation: Common cause variation, special cause variation

7. Kanban Measurements: Lead time, cycle time, weighted shortest job first

8. Cumulative Flow: Creating, reading and using CF diagrams

9. Combining Kanban with Scrum (Scrumban): Similarities, differences and best practices to combine both methodologies

### Who Should Take This Course

This course is designed for individuals interested in leveraging Kanban for achieving flow of work. It is best when the entire team attends together.

- Project or Program Managers
- IT Operations Staff
- Marketing and User Experience Professionals
- Maintenance & Enhancements Teams
- Architects and Designers
- General Agile Practitioners

### Next Steps

After successfully completing Kanban Essentials, we suggest attending The Agile Facilitator as well as receiving Agile coaching in order to optimize the structure of the Kanban system and flow of work within the team.
Advanced Kanban application and model-driven continuous improvement.

**Course Description**
This three-day workshop offers pragmatic application of Lean Kanban and Toyota Kata to implement a systems thinking approach to enable flow and continuous improvement in 21st Century knowledge work organizations. Learnings from this workshop can be applied in software development, digital marketing, creative services, and more. By the end of the course, individuals will be equipped with the skills needed to achieve the full potential a Kanban system has to offer.

**Who Should Take This Course**
This course is designed for leaders, coaches, and teams in organizations wanting to radically improve time-to-market and quality using a Lean systems thinking approach.

- IT Operations and Software Development Teams
- Data Warehousing Teams
- DevOps Teams
- Marketing and Design Teams
- Program Teams
- Managers, Directors, and Organizational Leaders
- Agile Coaches and Change Agents

**Course Topics**
- Identify Improvement Areas
- Work Taxonomy and Demand Analysis
- Value Stream and Discovery Mapping
- Decision Making Policy Design
- Dependency Analysis
- Classes of Services Design
- Kanban System Design
- Model-Driven Improvement

**Duration**
3 Days (21 Credit Hours)

**Suggested Sizing**
6-20 participants

**Prerequisites**
A strong foundational understanding of Agile values and principles, at least 3-6 months working on or with Agile teams, and general familiarity with Kanban.

**Available Certifications**
N/A

**Learning Objectives**
Upon successful completion of the Lean Adaptive Systems Workshop, participants will be able to:

- Apply Lean management principles, tools and techniques
- Articulate why “Scrum vs. Kanban” is a false choice and inhibits performance
- Characterize current work management systems and practices
- Create sustainability and flow by limiting work-in-progress (WiP) using industry case studies
- Use practical visual and quantitative management tools
- Model, measure and forecast value creation processes
- Apply model-driven improvement and Toyota Kata
An exploration of product ownership techniques and strategies

**Course Description**
The two-day Product Owner Essentials course explores the fundamentals of effective Product Ownership on an Agile team. This course provides extensive knowledge and understanding of the principles of Agile, demonstrates how to use the product backlog as a tool for driving successful product outcomes, instructs in the ways of working in partnership with the development organization, and provides a context for how to affect change across the entire organization.

**Duration**
2 Days (14 Credit Hours)

**Suggested Sizing**
12-30 participants

**Prerequisites**
None

**Available Certifications**
N/A

**Learning Objectives**
Upon successful completion of Product Owner Essentials, participants will be able to:

- Express the value of the Product Owner role and why it is critical for an Agile team’s success
- Describe the responsibilities of the Product Owner role
- Leverage techniques for gathering proactive input from stakeholders outside of the Agile team
- Develop a shared understanding of vision, goals, and objectives amongst Agile team members
- Articulate the needs of users in the form of User Stories and Acceptance Criteria
- Apply multiple approaches for elaborating details about User Stories
- Distinguish between prioritization and ordering within the Product Backlog
- Represent the team’s forecast and progress using information radiators that manage stakeholder expectations
- Express continued opportunities for improvement, based on insights gained during class
Course Topics

2. Business Readiness: Value Streams & Preparing for an Agile Initiative
3. The Product Owner Role: Characteristics & Responsibilities of Product Owners
4. Shared Understanding: Techniques for Ensuring Alignment of the Agile Team
5. Product Backlogs: Creating High-Quality User Stories
6. Acceptance Criteria: Conditions of Satisfaction, Other Backlog Item Types
8. Backlog Refinement: Definition of Ready, Story Review, BDD
9. Stakeholder Engagement: Stakeholder Analysis, Importance of Cadence
10. Incremental Improvement: Sprint Planning, Review, Demo & Retrospective

Who Should Take This Course

This course is primarily designed for individuals who need to master the fundamentals of the Product Owner role. Agile team members and stakeholders who work closely with Product Owners will also benefit from this course.

- Product Owners and Product Managers
- Agile Team Members
- Managers or Leaders of Product Owners
- Business Stakeholders of Agile Teams

Next Steps

After successfully completing Product Owner Essentials, we suggest participants consider take The Agile Facilitator. For Product Owners working in large enterprises, you may also benefit from the Scaled Agile Framework (SAFe) Product Manager / Product Owner course.
An exploration of ScrumMaster techniques and strategies

**Course Description**
The two-day ScrumMaster Essentials course explores the foundational skills ScrumMasters need to enable effective Agile teams. In order for Agile teams to remain focused on satisfying the customer, it is critical for them to have a servant-leader who removes impediments, insulates from distractions, and enforces the discipline of Agile values and principles. This course provides participants with a solid foundation they can use to set off on a journey for inspiring, guiding, and motivating Agile teams.

**Duration**
2 Days (14 Credit Hours)

**Suggested Sizing**
12-30 participants

**Prerequisites**
None

**Available Certifications**
N/A

**Learning Objectives**
Upon successful completion of ScrumMaster Essentials, participants will be able to:

- Give examples of how the ScrumMaster role amplifies the success of teams
- Demonstrate how the ScrumMaster role plans and facilitates planning and feedback ceremonies
- Evaluate effective metrics used by Agile teams to track and communicate progress
- Dispel the myth that mid-term and long-term planning are abandoned with Agile
- Help teams create a cadence that will enable them to succeed
- Apply tools and techniques for promoting communication transparency
- Identify and remediate common pitfalls encountered by Agile teams
- Build a plan for how to apply techniques learned during the course
- Balance self-organization with the discipline and rigor that Scrum requires

**Who Should Take This Course**
This course is primarily designed for individuals who need to master the fundamentals of the ScrumMaster role. Agile team members and managers or leaders of ScrumMasters will also benefit from this course.

- ScrumMasters
- Project Managers
- Program Managers
- Agile team leaders and supervisors

**Next Steps**
After successfully completing ScrumMaster Essentials, we suggest participants consider take The Agile Facilitator and Coaching Agile Teams. For ScrumMasters working in large enterprises, you may also benefit from the Scaled Agile Framework (SAFe) Advanced ScrumMaster course.
Master the basics and fundamentals of the ScrumMaster role

**Course Description**
The Certified ScrumMaster® course introduces the principles, techniques and fundamental knowledge needed to get started with Scrum. This experiential learning event focuses on the key duties of the ScrumMaster. This role is responsible for removing impediments in the workflow and shielding the team from external entities that may have requirements that conflict with the team’s sprint goals.

Scrum remains one of the most popular Agile frameworks, and to get the most value from an Agile approach, it is critical for teams to have a servant-leader capable of effective facilitation, conflict negotiation, and impediment removal. This course is designed to build a strong foundation for individuals and teams that are ready to embrace the discipline and benefits of the Scrum framework.

**Duration**
2 Days (14 credit hours)

**Suggested Sizing**
10-24 participants

**Prerequisites**
None

**Available Certifications**
Upon course completion, participants are eligible to take the Certified ScrumMaster (CSM) test and receive the CSM certificate from the Scrum Alliance (www.scrumalliance.org). To be considered certification eligible, participants must attend both days of the course in their entirety, participate in all group discussions and exercises, and pass the CSM exam.

**Learning Objectives**
Upon successful completion of the Certified ScrumMaster® course, participants will be able to:

- **Describe Scrum’s relationship to the Agile Manifesto, why Scrum is a framework, and it is different from a process or methodology.**
- **Illustrate the three roles in a Scrum Team and how they interact with each other to deliver the product increment within a sprint.**
- **Identify reasons why the ScrumMaster has no authority but leads through influence.**
- **List the participants, inputs, activities, and outputs of each Scrum event.**
- **Give examples of how the Scrum Team will inspect and adapt and increase transparency at each of the Scrum events.**
- **Describe the responsibilities of the Development Team, Product Owner, and ScrumMaster in the development and maintenance of the product backlog.**
- **Discuss ways the Daily Scrum differs from a traditional status meeting and why the various constraints exist to support the Scrum Team.**
- **Discuss reasons why the product increment must be brought to the current Definition of Done regardless of whether the Product Owner chooses to release the increment.**
- **Describe Servant Leadership and scenarios where the ScrumMaster acts as the Servant-Leader for the Scrum Team and/or organization.**
- **Identify and explain common organizational impediments outside the scope of a team that can affect the effectiveness of Scrum Teams.**
“The instructor did a great job of explaining the framework and actually using it for the purpose of meeting our goals. The exercises were really impactful and his real world examples provided very useful context.”
—ScrumMaster, Interactive Marketing Agency

Who Should Take This Course
This course is best for those new to Agile or Scrum, and is tailored for those that will begin to perform the role of ScrumMaster on an Agile team in the near future. If you're a leader, manager, or stakeholder of Agile teams, you may find this course useful for getting up-to-speed on key Agile principles, terminology, and the processes of the Scrum framework.

- New ScrumMasters
- Project Managers
- Agile Team Members
- Leaders or Managers of ScrumMasters
- Stakeholders of Agile teams

Next Steps
Certified ScrumMasters are encouraged to practice Scrum and Agile concepts for 8-12 months prior to taking the next step in their Agile learning journey. The next courses to consider are The Agile Facilitator and Coaching Agile Teams. ScrumMasters working in large Agile programs and complex organizations might get benefit from Leading SAFe, or the SAFe Advanced ScrumMaster courses.

Course Topics
3. Agile Coaching: Challenges of Self-Organization, Differences in Facilitation, Teaching Mentoring, and Coaching
4. Service to the Development Team: ScrumMaster as Servant Leader, Value of Engineering Practices
5. Service to the Product Owner: Coaching the Product Owner, Collaboration Techniques
6. Service to the Organization: Impediment Removal, Coaching the Organization

Certified ScrumMaster (CSM) is a registered trademark of Scrum Alliance, Inc.
Course Description
The Certified Scrum Product Owner® course introduces the principles, techniques and fundamental knowledge needed to get started as a Product Owner on an Agile team. This experiential learning event focuses on the key duties of the Product Owner, who:

- Ensures the team delivers value to the business by cultivating a shared understanding of product vision
- Expresses requirements from the perspective of user needs
- Orders user stories that the team needs to complete in order to ship a deliverable

It is impossible to have an Agile team without having someone serve in the role of Product Owner, and organizations are unable to realize the true benefits of Agile until there is a strong product ownership capability within the enterprise. This course is designed to build a stable foundation for individuals and teams embarking on an Agile journey.

Duration
2 Days (14 credit hours)

Suggested Sizing
10-24 participants

Prerequisites
None

Available Certifications
Upon course completion, participants are eligible for the Certified Scrum Product Owner (CSPO) certificate from the Scrum Alliance (www.scrumalliance.org). To be considered certification eligible, participants must attend both days of the course in their entirety and participate in all group discussions and exercises.

Master the basics and fundamentals of the Product Owner role

Learning Objectives
Upon successful completion of the Certified Scrum Product Owner® course, participants will be able to:

- Describe the responsibilities of the Product Owner role, how the role engages in Scrum events, and the benefits of Scrum Team Collaboration
- Report that the Product Owner helps the organization realize value through delivering product solutions that delight customers and users within the constraints of technical feasibility
- Explain why Scrum as a framework works for product development and how the Scrum Team delivers product increments
- Communicate the purpose of a product idea by describing the problem being solved, who is most affected by the problem, how the team’s efforts will improve the situation, and how that solution’s effectiveness will be evaluated
- Describe a solution or feature as progressively smaller items that may be completed in a sprint
- Compare and contrast the needs of three key groups: users who use a product, customers who buy a product, and any additional stakeholders who benefit from the product’s delivery and use
- Explain how the sprint review is an effective inspect-and-adapt step to review the product increment build, user insights, experiments, options, and product opportunities
- Define what value is (and is not), how to measure it, and the Product Owner’s responsibility to maximize it
- Create product backlog items that reflect impact and desired outcome, and recognize the pros and cons of a “just-in-time” approach for product backlog refinement vs. an “all-at-once” approach
- Describe benefits of decomposing larger, valuable product backlog items into smaller, reprioritized items.

Certified Scrum Product Owner (CSPO) is a registered trademark of Scrum Alliance, Inc.
“I enjoyed the exercises with other classmates and discussing examples on the fly. I liked that the trainer could come up with and draw from examples in the moment to explain complex concepts.”

—Senior Product Manager, Electronic Commerce Company

Course Topics

1. Understanding the Role of Product Owner: Fundamentals of the Role, Working with Stakeholders, Working with the Development Team, Product Ownership with Multiple Teams


3. Understanding Customers and Users: Customer Research, Product Discovery


5. Working with the Product Backlog: Differentiating Outcome and Output, Defining Value, Ordering Items, Creating and Refining Items

Who Should Take This Course

This course is best for those new to Agile or Scrum, and is tailored for those who will begin to perform the role of Product Owner on an Agile team in the near future. If you’re a leader, manager, or stakeholder of Agile teams, you may find this course useful for getting up-to-speed on how Product Ownership is critical to the success of rapid product delivery.

- New Product Owners
- Agile Team Members
- Leaders or Managers of Product Owners
- Business Stakeholders of Agile Teams

Next Steps

Upon course completion, participants are eligible for the Certified Scrum Product Owner (CSPO) certificate from Scrum Alliance (www.scrumalliance.org). To be considered certification eligible, participants must attend both days of the course in their entirety and participate in all group discussions and exercises.
The Agile Facilitator with IC Agile ICP-ATF certification

An immersion into professional facilitation for Agilists

**Course Description**

The Agile Facilitator course explores professional facilitation skills and techniques directly within the Agile context. This two-day course is designed for experienced Agilists who are ready to dramatically increase their facilitation skills with Agile meetings, collaborative events, and other team “moments of truth.”

**Prerequisites**

- A minimum of three months of hands-on Agile team experience
- Strong foundational understanding of Agile values and principles
- A Certified ScrumMaster® (CSM) certification, IC Agile Certified Professional (ICP) certification, or equivalent level of Agile training

**Available Certifications**

Upon course completion, participants are eligible for the IC Agile Certified Professional in Agile Team Facilitation (ICP-ATF) continuing education certification from IC Agile (www.icagile.com). To be considered certification-eligible, participants must attend both days of the course in their entirety and participate in all group discussions and exercises.

**Agile Coaching Institute**

The Agile Facilitator was developed by the prestigious Agile Coaching Institute (ACI), now an Accenture company. The SolutionsIQ ACI course facilitators have been intensively trained and mentored by ACI co-founder Lyssa Adkins. The combination of SolutionsIQ’s deep expertise in Agile Transformation with ACI’s leading-edge ability to grow the skills and capabilities of Agile Coaches enables organizations to engage the boundless potential of people.
## Course Topics

1. **Facilitation Framework:**
   Understand a framework for designing, opening, facilitating, and closing collaborative Agile meetings.

2. **Facilitation Skills:**
   Experience many facilitation techniques you can use with your teams and emulate the expert modeling offered throughout the class.

3. **Dysfunction and DiSC:**
   Learn the DiSC model of communication styles and understand how to recognize and handle dysfunctional behaviors in meetings.

4. **POWER Start:**
   Learn and practice the technique of the POWER start to align and focus meetings to their intended purpose and outcomes.

5. **Facilitating Agile Meetings:**
   Learn and practice specific facilitation techniques to apply across the full range of Agile meetings.

6. **Impact Feedback:**
   Practice giving and receiving powerful Impact Feedback in support of continuous improvement.

7. **Collaborative Conversations:**
   Understand and apply the dynamics of collaborative conversations to achieve more effective, creative outcomes.

## Who Should Take This Course

This course will benefit experienced Agilists who want to dramatically improve their facilitation skills and outcomes, or anyone interested in bringing more rigor and structure to their facilitation of Agile meetings and other collaborative activities.

- ScrumMasters and Product Owners
- Agile Coaches
- Agile Project Managers
- Release Train Engineers
- Agile Team Members
- Agile Leaders and Managers
- Stakeholders of Agile activities

## Next Steps

After successfully completing The Agile Facilitator, we suggest participants consider taking Coaching Agile Teams. Follow-up mentoring for developing coaches can also have significant value.
**Course Description**
This three-day workshop is for experienced Agilists who want to dramatically increase their overall Agile coaching skills and effectiveness. Participants explore key Agile coaching content and come away with mindsets and skills to address the complex environments in which most Agile teams and Agile Coaches operate.

**Duration**
3 Days (21 Credit Hours)

**Suggested Sizing**
18-30 participants

**Prerequisites**
- A minimum of six months of hands-on Agile team experience
- Strong foundational understanding of Agile values & principles
- A Certified ScrumMaster® (CSM) certification, ICAgile Certified Professional (ICP) certification, or equivalent level of Agile training

**Available Certifications**
Upon course completion, participants are eligible for the ICAgile Certified Professional in Agile Coaching (ICP-ACC) continuing education certification from ICAgile (www.icagile.com). To be considered certification-eligible, participants must attend all the three days of the course in their entirety and participate in all group discussions and exercises.

**Agile Coaching Institute**
Coaching Agile Teams was developed by the prestigious Agile Coaching Institute (ACI), now an Accenture company. The SolutionsIQ ACI course facilitators have been intensively trained and mentored by ACI co-founder Lyssa Adkins. The combination of SolutionsIQ’s deep expertise in Agile Transformation with ACI’s leading-edge ability to grow the skills and capabilities of Agile Coaches enables organizations to engage the boundless potential of people.
“This course helped me boost confidence in facilitating Agile transformation. I’ve had experience in Scrum, teaching, facilitating, and helping companies transform for several years now...”
—Ruben Canlas

Course Topics

1. Professional Coaching:
   Learn and practice the key professional coaching skills and know when to use them.

2. Mentoring:
   Practice offering your knowledge and sharing your experience while keeping accountability where it belongs — with the mentee.

3. Teaching:
   Utilize insights from adult learning to amplify your teaching, whether it’s teaching the Agile basics or teaching an advanced Agile technique.

4. Resonant "WE" Space:
   Understand team culture and relationships, the evolution of team development, how to move teams toward health and high performance, and practice designing a team start-up or reset.

5. Change and Roles:
   Articulate the key role transitions for project managers, testers, tech leads, and managers, and understand how to help people change, specifically regarding their Agile role transition. Prepare yourself to conduct pivotal conversations.

6. Team Health:
   Create an assessment of team health and performance using all perspectives through an Integral view of Agile team health, and determine ways you can actively work with what you discover.

7. Conflict:
   Change your relationship with conflict and help the team learn to handle conflict constructively, rather than you mediating or fixing it.

8. Designing Coaching/Mentoring Relationships:
   Learn how to intentionally design coaching/mentoring relationships that allow you to operate with both backbone and heart.

9. Coaching Stance:
   Craft your personal coaching stance, a powerful home base that helps bring your vision of “Agile done well” into being.

Who Should Take This Course

This course will benefit experienced Agilists who want to expand their coaching skills and gain the ability to break through intractable problems that prevent Agile teams from succeeding.

- Agile Coaches
- ScrumMasters and Product Owners
- Agile Project Managers
- Release Train Engineers
- Agile Team Members
- Agile Leaders and Managers

Next Steps

After successfully completing Coaching Agile Teams, we suggest participants consider taking The Agile Facilitator. Follow-up mentoring for developing coaches can also have significant value.
Course Description
The five-day Agile Coach Bootcamp is an immersion for experienced Agilists who are seeking a transformative developmental experience. This course weaves together curriculum from The Agile Facilitator and Coaching Agile Teams into a single experience that catapults Agile coaching skills to a new level. In addition to acquiring skills to effectively unlock the potential of Agile teams, participants also come away with supportive relationships in a community of Agile coaches who support future learning outside of the classroom.

Duration
5 Days, including 2 evenings (37 Credit Hours)

Suggested Sizing
18-30 participants

Learning Objectives
Upon successful completion of the Agile Coach Bootcamp course, participants will be able to:
- Apply a wide array of techniques practiced by professional facilitators
- Design collaborative meetings that leverage team interaction to achieve outcomes
- Apply techniques for skillfully facilitating core Agile meetings
- Gain alignment on purpose and generate collaboration to deliver superior outcomes
- Identify and address dysfunctional behaviors and approaches to conflict that prevent teams from achieving maximum success
- Apply the four key Skill Areas and four Knowledge Areas from Agile Coaching Institute’s Agile Coaching Competency Framework
- Create healthy teams that are resilient, creative, resourceful, and resonant
- Listen fully and ask essential, powerful questions that open up new possibilities and propel people into action
- Distinguish between coaching and mentoring and know when to apply each most successfully
- Coach and mentor people through all kinds of change, especially the change required to fully occupy Agile roles
- Identify approaches for positively affecting the broader organizational context and culture
- Organize and begin using a self-improvement backlog focused on thoughtful and tangible personal growth

Agile Coaching Institute
Agile Coach Bootcamp was developed by the prestigious Agile Coaching Institute (ACI), now an Accenture company. The SolutionsIQ ACI course facilitators have been intensively trained and mentored by ACI co-founder Lyssa Adkins. The combination of SolutionsIQ’s deep expertise in Agile Transformation with ACI’s leading-edge ability to grow the skills and capabilities of Agile Coaches enables organizations to engage the boundless potential of people.
“Wow! You walk in as one person and you leave a completely different and a much better person. I cannot believe the amount of learning that you do in the Agile Coaching Boot Camp...”

—Ghida Choukair

Who Should Take This Course
This course will benefit experienced Agilists who want to dramatically enhance the facilitation and coaching skills they use to enable organizational agility and break through intractable problems that prevent Agile teams from succeeding.

- Agile Coaches
- ScrumMasters and Product Owners
- Agile Project Managers
- Release Train Engineers
- Agile Team Members
- Agile Leaders and Managers

Next Steps
Course participants often leave with more questions than they have answers. Introduction to these practices focuses on high-level Agile topics, and brings forward subjects that often require additional discussion and exploration. To achieve the best value, consider pairing the workshop with follow-up Agile coaching to learn more about how Agile values, principles, and practices can be applied within your organization. Follow-up mentoring for developing coaches also can have significant value.

Prerequisites
- A minimum of six months of hands-on Agile team experience
- Strong foundational understanding of Agile values & principles
- A Certified ScrumMaster® (CSM) certification, ICAgile Certified Professional (ICP) certification, or equivalent level of Agile training

Available Certifications
Upon course completion, participants are eligible for the ICAgile Certified Professional in Agile Team Facilitation (ICP-ATF) and Agile Coaching (ICP-ACC) continuing education certifications from ICAgile (www.icagile.com). To be considered certification-eligible, participants must attend all five days of the course in their entirety and participate in all group discussions and exercises.
Course Topics

1. Facilitation Framework:
   Understand a framework for designing, opening, facilitating, and closing collaborative Agile meetings.

2. Facilitation Skills:
   Experience many facilitation techniques you can use with your teams and emulate the expert modeling offered throughout the class.

3. Dysfunction and DISC:
   Learn the DISC model of communication styles and understand how to recognize and handle dysfunctional behaviors in meetings.

4. POWER Start:
   Learn and practice the technique of the POWER start to align and focus meetings to their intended purpose and outcomes.

5. Facilitating Agile Meetings:
   Learn and practice specific facilitation techniques to apply across the full range of Agile meetings.

6. Impact Feedback:
   Practice giving and receiving powerful Impact Feedback in support of continuous improvement.

7. Collaborative Conversations:
   Understand and apply the dynamics of collaborative conversations to achieve more effective, creative outcomes.

8. Professional Coaching:
   Learn and practice the key professional coaching skills and know when to use them.

9. Mentoring:
   Practice offering your knowledge and sharing your experience while keeping accountability where it belongs — with the mentee.

10. Teaching:
    Utilize insights from adult learning to amplify your teaching, whether it’s teaching the agile basics or teaching an advanced agile technique.

11. Resonant "WE" Space:
    Understand team culture and relationships, the evolution of team development, how to move teams toward health and high performance, and practice designing a team start-up or reset.

12. Change and Roles:
    Articulate the key role transitions for project managers, testers, tech leads, and managers, and understand how to help people change, specifically regarding their Agile role transition. Prepare yourself to conduct pivotal conversations.

13. Team Health:
    Create an assessment of team health and performance using all perspectives through an Integral view of Agile team health and determine ways you can actively work with what you discover.

14. Conflict:
    Change your relationship with conflict and help the team learn to handle conflict constructively, rather than you mediating it or fixing it.

15. Designing Coaching/Mentoring Relationships:
    Learn how to intentionally design coaching/mentoring relationships that allow you to operate with both backbone and heart.

16. Coaching Stance:
    Craft your personal coaching stance, a powerful home base that helps bring your vision of “Agile done well” into being.
Everyone in the Agile enterprise is responsible for quality. For this reason, exceptional technical practices and a whole-team approach to quality are core to successful Agile enterprises. The courses in this focus area equip team members with the fundamentals they need to produce high-quality products and services rapidly and repeatedly.

**COURSES:**

Agile Engineering Workshop

Test-Driven Development Workshop

Behavior-Driven Development Workshop

Agile Testing
A deep-dive on software practices that reduce defects, improve quality and agility

**Course Description**
The three-day Agile Engineering workshop is a hands-on lab-style course for individuals who are ready to enhance their design and development skills in pursuit of building better quality products. Participants must have skills necessary to write code and develop software, and can be tailored to C#, Java, or .NET.

**Learning Objectives**
Upon successful completion of Agile Engineering Workshop, participants will be able to:

- Apply Agile testing strategies based on unit and acceptance testing and create a bottom-up confirmation to verify that software works correctly
- Utilize technology available today to support the continuous integration of software, automated builds, self-testing and self-reporting build processes
- Maintain high levels of product quality and code integrity, even throughout large and complex efforts
- Embrace continuous planning at five different time horizons, recognizing the value of continuous planning over simply following a plan
- Find and support the key ingredient for consistent and reliable software development projects for any industry and any team size
- Explore the benefits of utilizing test-driven development to build quality into the product before it’s released to testing

**Duration**
3 Days (21 Credit Hours)

**Suggested Sizing**
12-20 participants

**Prerequisites**
- Hands-on experience working on an Agile team
- Introductory Agile training such as Certified ScrumMaster, Agile Foundations or ICAgile Certified Professional
- A strong understanding of object-oriented development using C#, Java or .NET

**Available Certifications**
There is an optional certification associated with the Agile Engineering course. The need for certification must be defined prior to scheduling and planning the training event.

Course participants that have completed the Agile Engineering course with a Scrum Alliance approved instructor and have also taken a Certified ScrumMaster (CSM) class are eligible for the Certified Scrum Developer (CSD) certification from Scrum Alliance (www.scrumalliance.org). To be considered certification eligible, participants must attend all three days of the Agile Engineering and both days of Certified ScrumMaster in their entirety and participate in all group discussions and exercises.
The developer’s safety net: enable agility through quality first

**Course Description**

Unit testing, test-first and refactoring practices lay the foundation for sustainable code quality and Agile development. Test quality helps drives quality design and code. This course teaches participants how to build quality software through effective use of test-driven development practices.

**Duration**

3 Days (21 Credit Hours)

**Suggested Sizing**

12-20 participants

**Prerequisites**

- Introductory Agile training such as Certified ScrumMaster® (CSM), Agile Foundations or ICAgile Certified Professional
- At least 3-6 months of hands-on Agile experience
- Proficiency with object-oriented development using C#, Java or .NET

**Available Certifications**

N/A

**Who Should Take This Course**

Developers who want to learn how to enhance their design and development skills to build better quality applications.

- Developers
- Programmers

**Next Steps**

After successfully completing the Test-Driven Development workshop, we suggest participants consider going deeper in aspects of Behavior-Driven Development.

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**Learning Objectives**

Upon successful completion of Test Driven Development, participants will be able to:

- Articulate the benefits of test-first and test-driven development
- Plan an approach for the tools and timing of test automation
- Describe frameworks that can be leveraged when automating tests
- Write effective unit tests
- Characterize the properties of effective unit tests
- Use mock objects to isolate the “system under test”
- Refactor the code base effectively
- Integrate automated testing into the overall process to achieve a continuous testing approach
- Use acceptance test and behavior-driven development to further advance test-driven development
Behavior-Driven Development Workshop

Delivering value faster by focusing on the customer

Course Description
The two-day Behavior-Driven Development Workshop brings together the entire Agile team as well as key business stakeholders to ensure true customer focus when working on product development. Day 1 of the course focuses on the quality of the product backlog and defining acceptance criteria that easily translate to tests. Day 2 explores business and technology pairing for writing automated acceptance tests and leveraging test-driven development (TDD) to ensure that customer needs are met.

Duration
2 Days (14 Credit Hours)

Suggested Sizing
12-20 participants

Prerequisites
- Introductory Agile training such as Certified ScrumMaster, Agile Foundations or ICAgile Certified Professional
- Participants should have at least 3-6 months of hands-on Agile experience
- Approximately half of the team members should have familiarity with object-oriented software development using C#, Java or equivalent language

Learning Objectives
Upon successful completion of the Behavior-Driven Development Workshop, participants will be able to:

- Create a product backlog that clearly indicates customer needs and contains acceptance criteria structured for creating automation
- Leverage new techniques for team and stakeholder collaboration when defining and elaborating user stories
- Apply skills for automating scenarios and getting rapid feedback
- Identify and overcome common anti-patterns when specifying and automating scenarios
- Reduce waste and decrease cycle time for delivering features
- Define a plan for incorporating Behavior-Driven Development into their existing Agile practices

Available Certifications
N/A

Who Should Take This Course
This course is designed for those who want to enhance customer satisfaction and development cycle times by adopting techniques for increasing quality and testing to match the behaviors of users.

- The Entire Agile Team
- Product Managers and Other Primary Business Stakeholders
- Technology Leaders and Managers
- User Experience Designers
Enabling a whole-team approach to quality

**Course Description**
The two-day Agile Testing course focuses on the mindset shift from traditional to more Agile approaches for Quality Assurance and Testing. Activities and lecture introduce new analysis and technical practices to build quality in versus check quality out. The curriculum explores how the entire team is accountable for quality, and initiates a shift in how teams collaborate to focus on quality within every Agile practice.

**Learning Objectives**
Upon successful completion of Agile Testing, participants will be able to:

- Apply Agile testing practices across the entire Agile delivery cycle
- Describe key differences between traditional and Agile testing practices
- Develop a transition plan to move from traditional test practices to a whole-team quality approach
- Construct a Lean testing framework to expedite Agile delivery
- Operate in a time-constrained iterative delivery cycle without losing the value of testing
- Use high-speed test methods to supplement and support story-based testing practices
- Capitalize on test development through use and reuse management
- Expand the responsibility of testing activities across all team members

**Duration**
2 Days (14 Credit Hours)

**Suggested Sizing**
12-30 participants

**Prerequisites**
- Introductory Agile training such as Certified ScrumMaster, Agile Foundations or ICAgile Certified Professional

**Available Certifications**
None.

**Who Should Take This Course**
The Agile Testing course is designed for the full Agile team. With this foundation the whole team will work towards the creation of a quality product.

- Developers
- Testers
- Business Analysts
- Product Owners
- The Entire Agile Team

**Next Steps**
After successfully completing the Agile Testing workshop, we suggest participants consider going deeper in aspects of Behavior-Driven Development.
Course Topics

1. Introduction:
   Why Agile Principles and Practices have become popular, The Agile approach to emergent quality, Role of Testing in Agile efforts, Popular Agile frameworks

2. Iteration Readiness:
   Agile team roles, Product Backlog and User Stories, Definition of Done, Traditional vs. Agile Documentation

3. First Day of the Iteration:
   Planning Activities, Acceptance Test Task Planning, Risk-Based Prioritization

4. Test-Focused Execution:
   Anti-Patterns, Collaboration Tools, Pairing, Multi-Tasking, Distributed Team Considerations

5. Acceptance Testing:

6. Critiquing the Product:
   Exploratory (not Ad-Hoc) Testing, Usability Testing, Gaining Acceptance

7. Developer Testing:
   Unit Tests and expected coverage, Testing Pyramid, Impact on QA manual and automated tests

8. Inspections & Technical Metrics:
   Using automated tools to discover code quality problems, Cyclomatic Complexity, Duplication, Unit Test Coverage, Pairing with developers to target QA tests, QA role in enabling refactoring

9. Continuous Integration:
   Attitude vs. Tooling, Tool Role vs. Team Member Role, Continuous vs. Hourly or Nightly, Build status communication strategies, “Full Stack” CI example

10. Automation:
    Why can we afford more automation, Which types of automation are valuable, ATDD and BDD test automation, Cucumber, GUI Automation pitfalls and strategies

11. Iteration Wrap-Up:
    Closeout and Review, Retrospectives, The Five Why’s

12. Iterating to Testing Agility:
    What to do when you can’t do it all, Common blockers and pitfalls, Wat success should feel like, Additional topics, Roadmap exercise, Course retrospective
Are you leading a team that’s experienced small scale Agile success? Looking to realize bigger impact? The Scaled Agile Framework™ (SAFe®) makes it possible.

By combining proven Lean-Agile patterns and approaching such as Scrum, Kanban and Extreme Programming, SAFe® enables organizations to achieve the rapid delivery of customer value and enterprise Agility.

**COURSES:**

- Implementing SAFe® with SPC Certification
- SAFe® Release Train Engineer with RTE Certification
- Leading SAFe® with SA Certification
- SAFe® ScrumMaster with SSM Certification
- SAFe® Advanced ScrumMaster with SASM Certification
- SAFe® Product Owner - Product Manager with POPM Certification
- SAFe® Program Portfolio Management Workshop
- SAFe® for Teams with SP Certification
- Beyond a Framework

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Implementing SAFe® 4.5
with SPC Certification

Prepare to influence enterprise Agile adoptions.

Course Description
This four-day course will prepare individuals to lead in an enterprise Agile transformation by leveraging the Scaled Agile Framework (SAFe®). Participants will learn how to effectively apply the principles and practices of SAFe®, including training teams, launching Agile Release Trains, and building and managing an Agile portfolio. The first two days of the course (Leading SAFe®) will provide you with the basis to teach SAFe® to others. The next two days focus exclusively on implementing SAFe® in today’s complex organizations.

Prerequisites
All stakeholders in a Lean-Agile transformation are welcome to attend the course, regardless of experience. However, the following prerequisites are highly recommended for those who intend to take the SPC certification exam and operate in the field as a SAFe® Program Consultant.
- 5+ years of experience in software development, testing, business analysis, product or project management
- 3+ years of experience in Agile
- One or more relevant Agile certifications

Available Certifications
Upon course completion, participants are eligible to take the SAFe SPC exam and receive the SPC certification from Scaled Agile (www.scaledagile.com). To be considered certification eligible, participants must attend all four days of the course in their entirety, participate in all group discussions and exercises, and pass the SPC exam.

Duration
4 Days (30 credit hours)

Suggested Sizing
12-30 participants

Learning Objectives
Upon successful completion of the Implementing SAFe® course, participants will be able to:
- Recognize and describe the problem to be solved through Agile transformation and implementing SAFe®
- Align the organization to a common language and way of working
- Explain the basic constructs of SAFe® to others in ways they will understand
- Apply the SAFe® Implementation Roadmap and influence Agile transformation
- Configure the Framework for a specific enterprise context
- Build and execute the implementation rollout strategy
- Perform value stream analysis and identify value streams
- Launch and support Agile Release Trains and coordinate value streams
- Leverage Lean and Agile skills for portfolio management
- Support ongoing organizational improvements and continuous learning

Scaled Agile Framework and SAFe are registered trademarks of Scaled Agile, Inc.
## Implementing SAFe® 4.5 with SPC Certification

### Course Topics

1. **Introducing the Scaled Agile Framework:** Recognize the problem, Basic Constructs of SAFe®, SAFe® Implementation Roadmap
2. **Embracing a Lean-Agile Mindset:** Embrace Lean mindset, Support the Agile Manifesto
3. **Understanding SAFe® Principles**
4. **Experiencing Program Increment (PI) Planning:** Prepare to experience PI Planning, Create, Review & Finalize PI plans, Establish Business Value, Commit to PI Objectives
5. **Exploring, Executing, and Releasing Value:** Continuous Value Delivery with ARTs, Explore Customer Needs, Continuous Integration & DevOps, Release on Demand, Relentless Improvement
6. **Leading the Lean-Agile Enterprise:** Lead the change, Emphasize life-long learning, Unlock intrinsic motivation
7. **Empowering a Lean Portfolio:** Lean Budgeting, Empower local decision-making, Forecast predictability, Manage Responsibly
8. **Building Large Solutions:** Coordinating & Integrating multiple ARTs and Suppliers, Define Large Solutions
9. **Reaching the SAFe® Tipping Point:** Establish the vision for change, Build a powerful guiding coalition
10. **Designing the Implementation:** Identify Value Streams and Agile Release Trains, Create the implementation plan
11. **Launching an ART:** Prepare the ART launch, Train teams and launch the ART
12. **Coaching ART Execution:** Coach the train and teams, Continuous Improvement with Inspect and Adapt
13. **Extending to the Portfolio:** Launch more ARTs and Value Streams, Extend to the Portfolio
14. **Sustaining and Improving:** Advance organizational maturity, Configure SAFe® for your context
15. **Becoming an SPC**

### Who Should Take This Course

The course is intended for those who will be materially and directly involve in a SAFe® adoption. This includes enterprise leaders, practitioners, change agents, and consultants responsible for implementing Agile programs and portfolios as part of an enterprise Lean-Agile change initiative.

- Professional Services Consultants
- Business and Technology Executives and Leaders Managers, Directors
- Portfolio Manager and Fiduciaries, Project/Program Management Office (PMO) personnel
- Development, QA and IT Management
- Program and Project Manager
- Product and Product Line Manager
- Process Leads and Lifecycle Governance Personnel
- Enterprise System and Solution Architects
- Internal Change Agents, Lean-Agile Center for Excellence, Agile Working Group

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Maximize value delivery from Agile Release Trains

**Course Description**

This three-day course focuses on the mindset and skills Agile Release Train Engineers (RTEs) need to facilitate and enable end-to-end value delivery through Agile Release Trains (ARTs) and value streams. The curriculum explores servant leadership, coaching, planning and executing Program Increment (PI) planning events.

**Duration**

3 Days (21 credit hours)

**Suggested Sizing**

12-30 participants

**Prerequisites**

- At least one SAFe® certification
- Launched or participated in at least one PI within an ART

**Available Certifications**

Upon course completion, participants are eligible to take the SAFe RTE exam and receive the RTE certification from Scaled Agile (www.scaledagile.com). To be considered certification eligible, participants must attend all three days of the course in their entirety, participate in all group discussions and exercises, and pass the RTE exam.

**Learning Objectives**

Upon successful completion of the SAFe® Release Train Engineer course, participants will be able to:

- Apply Lean/Agile knowledge and tools to execute and release value within an ART
- Examine DevOps culture to achieve ‘Release on Demand’
- Embody the SAFe® Principles that are important to the success of a RTE
- Apply systems thinking and value stream mapping techniques
- Assess and describe attributes of an effective Agile Release Train
- Evolve group dynamics through the use of varying facilitation techniques
- Leverage techniques to facilitate PI Planning across multiple locations
- Assist with program and value stream execution
- Identify responsibilities of the System Team
- Foster relentless improvement
- Facilitate final PI Plan development and commitment
- Build a high-performing ART by leveraging servant leadership and coaching skills
- Implement events and tools to manage flow

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SAFe® 4.5 Release Train Engineer with RTE Certification

Course Topics

1. Exploring the RTE Role & Responsibilities: The RTE Role, RTE Responsibilities, Effective RTE Behaviors, Benefits of Being an RTE

2. Applying SAFe® Principles: SAFe® principles important to the RTE

3. Organizing the ART: Attributes of an effective ART, ART roles and responsibilities, Responsibilities of the System Team

4. Planning a Program Increment (PI): PI Planning Preparation, Day 1 PI Facilitation, Achieve PI Plan Commitment, Distributed PO Planning

5. Executing a Program Increment: Iteration Events, Manage ART flow, Metrics, PI Activity Facilitation, Release On Demand

6. Fostering Relentless Improvement: Inspect and Adapt Components, Self-Assessment Tools, Value Stream Mapping, Relentless Improvement Mindset

7. Serving the ART: Characteristics of Servant Leadership, Coaching & Facilitation Techniques, Create On-Team Culture

8. Continuing the Learning Journey: Personal Action Plan, ART Improvement Roadmap, Journey Commitment

Who Should Take This Course

This course is best for those new to RTE role within the SAFe® enterprise, and are ready to take on the critical skills needed to enable alignment throughout all levels of the organization. Leaders and key stakeholders within Value Streams and Release trains will also benefit from this course by leaving with a greater understanding of how value delivery is amplified within an ART.

- Release Train Engineers (RTEs)
- Value Stream Engineers (VSEs)
- Program or Project Managers
- Product Manager
- ScrumMasters
- Leaders and Managers
- Agile Coaches
- SAFe® Program Consultants (SPCs)
Leading the Lean-Agile enterprise with the Scaled Agile Framework

Course Description
This two-day course teaches the Lean and Agile principles and practices of the Scaled Agile Framework (SAFe®). Participants will learn how to execute and release value through Agile Release Trains, build and Agile Portfolio, and influence an Agile transformation at enterprise scale. The course explores critical aspects of the Lean-Agile mindset, and the application of the principles and practices of SAFe®.

Duration
2 Days (14 credit hours)

Suggested Sizing
15-30 participants

Prerequisites
All are welcome to attend the course, regardless of experience. However, the following prerequisites are highly recommended for those who intend to take the SAFe® 4 Agilist (SA) certification exam:
- 5+ years’ experience in software development, testing, business analysis, product, or project management
- Experience in Scrum
- Introductory Agile training such as Certified ScrumMaster

Available Certifications
Upon course completion, participants are eligible to take the SAFe Agilist exam and receive the SA certification from Scaled Agile (www.scaledagile.com). To be considered certification eligible, participants must attend both days of the course in their entirety, participate in all group discussions and exercises, and pass the SA exam.

Learning Objectives
Upon successful completion of the Leading SAFe® course, participants will be able to:

- Apply SAFe® to scale Lean and Agile development
- Support the execution of Agile Release Trains
- Coordinate large Value Streams
- Manage a Lean-Agile Portfolio
- Align the organization to a common process model
- Configure the Framework for specific enterprise context
- Unlock the intrinsic motivation of knowledge workers
- Support a Lean-Agile transformation

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Leading SAFe® 4.5
with SA Certification

Course Topics

1. Introducing the Scaled Agile Framework: Recognize the problem, Basic Constructs of SAFe®, SAFe® Implementation Roadmap
2. Embracing a Lean-Agile Mindset: Embrace Lean mindset, Support the Agile Manifesto
3. Understanding SAFe® Principles
4. Experiencing Program Increment (PI) Planning: Prepare to experience PI Planning, Create, Review & Finalize PI plans, Establish Business Value, Commit to PI Objectives
5. Exploring, Executing, and Releasing Value: Continuous Value Delivery with ARTs, Explore Customer Needs, Continuous Integration & DevOps, Release on Demand, Relentless Improvement
6. Leading the Lean-Agile Enterprise: Lead the change, Emphasize life-long learning, Unlock intrinsic motivation
7. Empowering a Lean Portfolio: Lean Budgeting, Empower local decision-making, Forecast predictability, Manage Responsibly
8. Building Large Solutions: Coordinating & Integrating multiple ARTs and Suppliers, Define Large Solutions

Who Should Take This Course
This course is best for those in leadership roles within the enterprise that are materially and directly involved in shaping organizational approaches for delivering value and ensuring customer satisfaction.

- Executives and Leaders, Managers, Directors, CIOs, and VPs
- Development, QA, and Infrastructure Management
- Program and Project Managers
- Product and Product Line Management
- Portfolio Managers, PMO, and Process Leads
- Enterprise, System, and Solution Architects

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Learn to serve the SAFe® delivery team

Course Description
This two-day course focuses exclusively on the role of ScrumMaster in a SAFe® enterprise. The curriculum explores the context of the entire enterprise and prepares participants to successfully plan and execute the Program Increment (PI). By the end of class, the key components of scaled Agile development, how to execute iteration planning, and the basics of Scrum facilitation will all be covered.

Duration
2 Days (14 credit hours)

Suggested Sizing
15-30 participants

Prerequisites
None

Available Certifications
Upon course completion, participants are eligible to take the SAFe ScrumMaster exam and receive the SSM certification from Scaled Agile (www.scaledagile.com). To be considered certification eligible, participants must attend both days of the course in their entirety, participate in all group discussions and exercises, and pass the SSM exam.

Learning Objectives
Upon successful completion of the SAFe® ScrumMaster course, participants will be able to:

- Identify the key components of Agile development
- Identify the key elements of Scrum
- Explore Scrum in the context of a SAFe® enterprise
- Describe the roles and responsibilities of the ScrumMaster
- Identify the characteristics of an effective ScrumMaster
- Experience PI planning and explore how to facilitate this event
- Experience a complete iteration
- Explore how to facilitate iteration planning, backlog refinement, team and system demos, and the iteration retrospective
- Identify ways to track iteration progress and foster collaboration and synchronization between the teams in the program
- Explore improvement at the Program level with the Inspect and Adapt workshop
- Identify the characteristics of a servant leader
- Experience coaching with powerful questions
- Identify ways to facilitate better meetings, foster team member collaboration, and manage conflicts
SAFe® 4.0
ScrumMaster
with SSM Certification

Course Topics

1. Introducing Scrum in SAFe®: Understand Agile development, Scrum basics, Agile Teams in SAFe® Enterprises

2. Understanding the role of ScrumMaster: ScrumMaster Role & Responsibilities, Characteristics of an effective ScrumMaster


4. Facilitating Iteration Execution: Plan the Iteration, Track Progress, Refine the Backlog, Facilitate Demos, Relentless Improvement

5. Finishing the PI: Manage the IP Iteration, Inspect and Adapt Workshop

6. Coaching the Agile Team: Act as Servant Leader, Facilitate better meetings, Coach the Team, Foster Collaboration, Manage Conflict

Who Should Take This Course

This course is designed for those new to the ScrumMaster within the SAFe® Enterprise. Individuals in this course need to understand detailed responsibilities of the ScrumMaster role, how to engage in Program Increment (PI) activities, and techniques for enabling the continuous delivery of value.

- New ScrumMasters who would need to perform the role
- Existing ScrumMasters who have not been trained
- Existing ScrumMasters who would like to understand their role in context of SAFe® enterprise
- Team Leads who want to understand the ScrumMaster role
- Release Train Engineers who want to coach ScrumMasters on their role

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SAFe® 4.0
Advanced ScrumMaster
with SASM Certification

Enhance flow across SAFe® teams

Course Description
This two-day course prepares existing ScrumMasters to take a leadership role in facilitating Agile team, program, and enterprise success in a SAFe® implementation. The course covers facilitation of cross-team interactions in support of program execution and relentless improvement. It enhances the Scrum paradigm with an introduction to scalable engineering and DevOps practices; the application of Kanban to facilitate the flow of value; and supporting interactions with architects, product management, and other critical stakeholders in the larger program and enterprise contexts. The course offers actionable tools for building high-performing teams and explores practical ways of addressing Agile and Scrum anti-patterns in the enterprise.

Duration
2 Days (14 credit hours)

Suggested Sizing
15-30 participants

Learning Objectives
Upon successful completion of the SAFe® Advanced ScrumMaster course, participants will be able to:

- Apply SAFe® principles to facilitation, enablement, and coaching in the multi-team environment
- Build a high-performing team and foster relentless improvement at the Team and Program levels
- Address Agile and Scrum anti-patterns
- Support the adoption of engineering practices, DevOps, and Agile architecture
- Apply Kanban and flow to optimize the team's work
- Facilitate program planning, execution, and delivery of end-to-end systems value
- Support learning through participation in Communities of Practice and innovation cycles

Prerequisites
Attendees of the SAFe® ASM course are required to have one of the following certificates:

- SAFe® ScrumMaster (SSM)
- Certified ScrumMaster® (CSM)
- Professional ScrumMaster (PSM).

Alternatively, SAFe® Practitioners (SPs) who have attended the SAFe® ScrumMaster Orientation may also attend.

Available Certifications
Upon course completion, participants are eligible to take the SAFe Advanced ScrumMaster exam and receive the SASM certification from Scaled Agile (www.scaledagile.com). To be considered certification eligible, participants must attend both days of the course in their entirety, participate in all group discussions and exercises, and pass the SASM exam.

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SAFe® 4.0
Advanced ScrumMaster
with SASM Certification

Course Topics

1. Exploring the ScrumMaster Role in the SAFe® Enterprise: ScrumMaster Challenges in the Enterprise, Purpose and Constructs of SAFe®, ScrumMaster Connections in the Framework
2. Applying SAFe® Principles: A ScrumMaster’s Perspective
3. Exploring Agile and Scrum Anti-Patterns: Product Owner Anti-Patterns, Story and Task Anti-Patterns, Context-Specific Anti-Patterns
4. Facilitating Program Execution: Synchronize with the ART, Organize teams, Plan & Execute the PI, Participate in Inspect & Adapt, Release Value in Demand, Prepare for the next PI Planning
5. Improving Flow with Kanban and XP: Build a Kanban Board, Measure and Optimize Flow, Build Quality In, Foster Engineering Craftsmanship
6. Building High-Performing Teams: Foster team collaboration, facilitate cross-team collaboration, Create momentum, Build Trust, Develop team skills, Build improvement roadmap
7. Improving Program Performance with Inspect and Adapt: Explore the Inspect & Adapt Process, Apply problem-solving workshop skills

Who Should Take This Course

This course is designed ScrumMaster that need to advance their leadership skills for enabling Agile at scale. It is best for individuals that already have at least 6 months of experience working in a ScrumMaster role and are ready to enhance their understanding of technical excellence practices, Kanban, and other approaches that enable more rapid delivery of value within the Agile Release Train.

- Existing ScrumMasters
- Team leaders, project managers, and others who have assumed the role of an Agile team facilitator in a SAFe® or enterprise Agile context
- Engineering and development managers who will be responsible for Agile execution and for coaching teams and teams of teams
- Agile Coaches
- Agile Program Managers and prospective Release Train Engineers

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SAFe® 4.0 Product Owner-Product Manager with POPM Certification

Guide the delivery of value in a SAFe® enterprise

Course Description
This two-day course explores key value management roles within the SAFe® Enterprise. In addition to detailed review and hands-on activities focusing on Product Owner and Product Manager responsibilities, the curriculum also provides insights into how the Solution Manager and Epic Owner play a part managing backlogs and programs. Participants will walk away with practical skills to when writing and refining Epics, Capabilities, Features and User Stories within the context of SAFe®, and will be comfortable with the activities, tools, and mechanics used to effectively deliver value to the enterprise.

Duration
2 Days (14 credit hours)

Suggested Sizing
15-30 participants

Prerequisites
One or more of the following prerequisites are recommended for students planning to attend this course and take the PMPO certification exam:

- At least 12 months applying Agile values, principles, and practices
- At least 3 months of experience actively working in a SAFe® enterprise
- Participation in the Leading SAFe® course

Available Certifications
Upon course completion, participants are eligible to take the SAFe POPM exam and receive the POPM certification from Scaled Agile (www.scaledagile.com). To be considered certification eligible, participants must attend both days of the course in their entirety, participate in all group discussions and exercises, and pass the POPM exam.

Learning Objectives
Upon successful completion of the SAFe® Product Owner-Product Manager course, participants will be able to:

- Identify the major components of the Scaled Agile Framework
- Connect the Scaled Agile Framework to core Lean-Agile principles and values
- Identify key roles and responsibilities within a SAFe® implementation
- Contribute to Portfolio content using epics and the Portfolio kanban
- Apply Value Stream strategies to define and manage solution value
- Engage in Product Manager strategies
- Operate as a SAFe® Product Owner
- Develop a stakeholder engagement plan
- Build and grow a PO-PM community of practice

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Course Topics

1. Applying SAFe® in the Lean Enterprise: Recognize the problem to be solved, Explore SAFe® foundations

2. Relating a Lean-Agile Mindset to the PO/PM Roles: Connect the Product Owner and Product Manager roles, Embrace a Lean-Agile Mindset

3. Collaborating with Lean Portfolio Management: Epic Owner, Lean Startup, Epic Hypothesis Statements, Lean Business Case, Portfolio Kanban, MVPs


5. Executing the Program Increment: Creating Alignment, Decomposing Features, Planning & Executing Iterations, Release on Demand

6. Defining the PO/PM Roles and Responsibilities: Characterize the PO and PM Roles, Examine Key Stakeholders

7. Creating your PO/PM Action Plan: Develop an Action Plan, Build a Roadmap, Commit to Improvement

Who Should Take This Course

This course is designed for those that directly involved with the delivery of value in a SAFe® enterprise and need the skills necessary to clearly articulate the needs of the customers, develop shared understanding of business objectives, and shape the solutions that are delivered through Agile Release Trains.

- Product Managers, Product Line Managers, Product Owners, Business Owners, and Business Analysts
- Solution Managers, Portfolio Managers, Program Managers, PMO personnel, and Process Leads
- Enterprise, Solution, and System Architects
- Lean-Agile leaders
- Agile Change Agents
SAFe® 4.0 Program Portfolio Management

Creating your Lean-Agile enterprise portfolio

Course Description
This two-day workshop explores the importance of portfolio management within the SAFe® enterprise. The curriculum covers Lean-Agile budgeting techniques, driving value through the portfolio, achieving flow through the use of Kanban, and articulation of the portfolio strategy.

Duration
2 Days (14 credit hours)

Suggested Sizing
25 maximum participants

Prerequisites
While prerequisites for this course are not required, it is suggested that attendees have:
- At least 3 years of experience working with large program delivery initiatives
- Working knowledge of Agile practices such as Scrum
- Already attended a Leading SAFe® course

Available Certifications
N/A

Learning Objectives
Upon successful completion of the SAFe® Program Portfolio Management workshop, participants will be able to:
- Apply Lean-Agile thinking, values & principles
- Explain how the core values of SAFe® improve the ability to increase customer satisfaction
- Compare and contrast traditional (predictive) Portfolio Management with an Agile portfolio approach
- Describe the key roles involved in SAFe® PPM
- Implement Lean-Agile Program Portfolio Management (PPM), governance & budgeting
- Influence key proven practices that enable an organization to scale Agile to the portfolio
- Facilitate conversations for accessing alignment with SAFe® Lean-Agile principles
- Initiate change for abandoning centralized PMO control that inhibits work from flowing through the system
- Begin implementing an approach for centralized strategy and localized execution
- Outline the purpose of (and difference between) Strategic Themes, Portfolio Vision, Value Streams, and Epics
- Leverage a Kanban System for visualizing the portfolio and applying techniques for economic prioritization that decrease cost of delay
- Demonstrate how Lean-Agile budgeting enables you to control costs while increasing flexibility

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Course Topics

1. Lead with a Lean-Agile Mindset: Be a Lean-Agile Leader. Apply SAFe® Principles to the Portfolio, Lead the Change

2. Manage Portfolio Context: Connect to Enterprise Strategy, Building Portfolio Vision


4. Drive the Portfolio Kanban: Optimize Flow, Economic Decision Making, SAFe® Portfolio Roles, Build and Experience Portfolio Kanban

5. Execute Portfolio Flow: Lifecycle Governance, Steer the Portfolio, Incremental Development, Portfolio Coordination

6. Build the Implementation Roadmap: PPM Engagement Model, PPM LACE Execution and Roadmap

Who Should Take This Course

This course is best for individuals that have responsibility and influence within budgeting, accountability for ensuring portfolio value delivery, coordinating the flow of work through the enterprise.

- Senior Leaders
- Line of Business Owners
- Product/Program Directors
- IT Leaders & Executives
- Agile PMO Representatives
- Change Agents Influencing Lean-Agile Transformations
Empowering teams to deliver value in the SAFe® enterprise

**Course Description**
This two-day course teaches teams who are part of an Agile Release Train (ART) how to work in an Agile environment using Scrum, Kanban, and XP. The teams will learn how to become Agile Teams, build their backlog, and plan and execute iterations. This class prepares teams to run a Program Increment (PI), including all meetings at the Team and Program level with a specific focus on the upcoming PI planning.

**Duration**
2 Days (14 credit hours)

**Suggested Sizing**
15-30 participants

**Prerequisites**
The following prerequisites are highly recommended for those who intend to take the SAFe® Practitioner (SP) certification exam:
- Familiarity with Agile concepts and principles
- Awareness of Scrum, Kanban, and XP
- Working knowledge of software and hardware development processes

**Learning Objectives**
Upon successful completion of the SAFe® for Teams course, participants will be able to:
- Apply SAFe® to scale Lean and Agile development in your enterprise
- Describe how a single team works and its role on the Agile Release Train
- Begin working as a cross-functional unit that delivers value using Agile practices
- Understand all other teams on the train, their roles and the dependencies between the teams
- Plan and execute iterations while focusing on continuous improvement
- Effectively collaborate with other teams within the ART when planning Program Increments
- Integrate and work with other teams on the train

**Available Certifications**
Upon course completion, participants are eligible to take the SAFe Practitioner exam and receive the SP certification from Scaled Agile (www.scaledagile.com). To be considered certification eligible, participants must attend both days of the course in their entirety, participate in all group discussions and exercises, and pass the SP exam.

**Who Should Take This Course**
This course is best for individuals in ScrumMaster, Product Owner, and Team Member roles on a SAFe® Delivery team. The value of the learning journey is amplified when the entire team attends training together.
- ScrumMaster
- Product Owner
- Team Member Role on SAFe® Delivery Team
- General stakeholders of the ART may also be interested
Amplifying the value of Scaled Agile Framework

**Course Description**
This course is a one-day add-on for any SAFe® training event. The day focuses on expanding the discussion beyond SAFe®, explores additional patterns for scaling Agile, and introduces key aspects of achieving overall organizational Agile Transformation.

**Duration**
1 Days (7 credit hours)

**Suggested Sizing**
15-30 participants

**Learning Objectives**
Upon successful completion of the Beyond a Framework course, participants will be able to:

- Identify the building blocks for Agile at scale within your organization
- Understand the impact Agile practices have on your organization’s culture
- Identify which traditional management practices do not map well to an Agile organization and learn alternative techniques
- Identify organizational change patterns and understand the role of metrics in your Agile transformation
- Create a change roadmap for Agile transformation

**Prerequisites**
It is suggested that participants have a foundational understanding of core Agile concepts, and have recently participated in a SAFe® training course.

**Available Certifications**
SAFe® Practitioner (SP), Scaled Agile.

**Who Should Take This Course**
This course is designed for leaders and change agents that are interested in gaining the most value from the Scaled Agile Framework and are ready begin learning about the holistic change necessary to reach the highest levels of organizational agility.

- Leaders and Change Agents
- Product Managers
- Program and Project Managers
- Agile Coaches

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LEADERSHIP & BUSINESS AGILITY

ENABLE EFFECTIVE AGILE LEADERSHIP

The courses within this focus area merge learning objectives that are critical to our solutions for adapting organization and culture as well as innovating and disrupting markets. True enterprise-wide transformation is out of reach for organizations that fail to shift the mindset of leaders, and achieving the intrinsic value Agile has to offer comes only once product planning and portfolio management practices are customer focused and enable incremental delivery.

COURSES:

- Agile for Executives
- Managing in Agile
- Lean-Agile Leadership
- Intentional Agile Leadership
- Enterprise Lean Start-Up Workshop
- Agile Portfolio Management Workshop
Course Description
This one-day course is a primer for leaders that are interested in understanding the basic of Agile values, principles and practices. The day long experience can be structured as a full-day workshop or as a half-day workshop along with a series of one-on-one small group discussions. The content of the facilitated workshop explores the role of the leader in an Agile organization, “why” Agile, common anti-patterns and challenges organizations encounter, and an overview of setting up an Agile transformation.

Duration
1 Days (7 credit hours)

Suggested Sizing
10-20 participants

Learning Objectives
Upon successful completion of the Agile for Executives course, participants will be able to:

- Describe the importance Agile values, practices & principles.
- Relate common drivers for Agile transformation with current business context.
- Evaluate high-level metrics for managing Agile team performance.
- Dispel the myth that mid-term and long-term planning are abandoned with Agile.
- Appreciate how teams and management can build trust faster than with traditional approaches.
- Discuss the transition from a command-and-control management style to a leadership system based on empowerment and inspiration.
- Explore how to help teams create a cadence that will enable them to succeed.
- Understand tools and techniques for promoting communication transparency within the entire organization.
- Identify some of the common pitfalls Agile teams may encounter.
- Glean knowledge of Agile team roles and where the executive fits in.
- Begin planning for an Agile transformation.

Prerequisites
None

Available Certifications
N/A.

Who Should Take This Course
This course is for leaders that need to build their foundational knowledge of Agile terminology, values, and principles. It is best for those that are relatively new to Agile, or part of a leadership group that has an inconsistent understand of Agile, and are looking to align on a common shared understanding.

- Middle Managers
- Sr. Managers and Executives
- Leaders and Change Agents
LEADERSHIP & BUSINESS AGILITY

Managing in Agile

Learn to unlock the potential of teams and individuals

Course Description
This one-day workshop is designed for managers seeking to improve the throughput and engagement of their teams as well as their own contributions to the organization. Participants will understand how the business benefits from Agile values such as rapid impediment removal, team empowerment and customer focus. Through a hands-on simulation, attendees experience how teams should work in an Agile environment, how to spot trouble as early as possible and how to adjust their actions to help create the right conditions for Agility to take hold in their teams.

Duration
1 Days (7 credit hours)

Suggested Sizing
10-20 participants

Available Certifications
N/A.

Prerequisites
While there are no required pre-requisites for this course, it is highly suggested that participants have a foundational understanding of Agile values, principles, practices and terminology.

Who Should Take This Course
This course is best for leaders, supervisors, and managers that seek to understand how their role shifts within an Agile enterprise and are ready to begin shifting to an Agile leadership mindset and adopting new servant leadership techniques that amplify the delivery of value in their organization.

- Team Leads
- Front-line Managers and Supervisors
- Middle Managers
- Sr. Managers and Executives
- Leaders and Change Agents
- ScrumMasters and Agile Coaches

Learning Objectives
Upon successful completion of the Managing in Agile course, participants will be able to:

- Describe the root causes of diminished success within Agile enterprises
- Identify how leadership actions impact the success or failure of Agile transformations
- Understand the difference between management and leadership
- Distinguish between traditional management approaches and the needs of today’s knowledge workers
- Apply techniques for unlocking the intrinsic motivation of individuals and teams
- Demonstrate new skills for decentralizing control and allowing for decision making within teams
- Appraise where they are on the spectrum of leadership agility
- Give examples of the ways leaders take part in creating a culture that is focused on achieving results
- Summarize the seven principles of Agile leadership
- Create a personal plan for increasing leadership effectiveness
Learn to lead in a Lean-Agile organization

Course Description
This two-day course provides existing and aspiring leaders with knowledge and tools to effectively transition their role within a traditional organization to one in which they are change agents and servant leaders.

Duration
2 Days (14 credit hours)

Suggested Sizing
10-20 participants

Prerequisites
None

Available Certifications
N/A.

Learning Objectives
Upon successful completion of the Lean-Agile Leadership course, participants will be able to:

- Understand how to engage in and advocate for the transition to an Agile organization
- Establish an organizational culture that promotes Agile principles and practices
- Create and implement a strategy for leading your organization to transition to Agile
- Understand how to steward the change process and make it sustainable
- Grow high performance Agile teams
- Act as an effective Servant Leader to enable Agile teams
- Govern a sustainable Agile culture that fosters inspection, adaptation and learning

Who Should Take This Course
This course is designed for leaders that are ready to fully embrace the mindset and stance of a servant leader that excels with leadership agility.

- Team Leads
- Front-Line Managers and Supervisors
- Middle Managers
- Sr. Managers and Executives
- Leaders and Change Agents
- ScrumMasters and Agile Coaches

Course Topics
1. Agile Refresher: Review the values, principles and practices at the core of Lean-Agile. Agile Manifesto & Principles, House of Lean
2. Values & Culture: Understand the importance of company culture and the key challenges faced when transitioning an organization. Core Values vs. Wish Values, Cultural Radars, Organizational Readiness Criteria
3. Making the Transition to Servant Leader: Learn what qualities the manager/leader must develop to become effective in their new role as a servant leader within the Agile organization. Traditional Management Approach, The Role of Servant Leader, Qualities of an Effective Servant Leader, Assessing Team Trust
4. Growing High-Performance Teams: Understand team dynamics and how to enable teams to become more collaborative, self-organizing and empowered. Team Dysfunction, Cross Functional Team Dynamic, Self-Organization, Decision Making, Team-Based Performance Appraisal
5. Leading the Change Initiative: Learn to effectively steward the change management process of transitioning the organization from its current to future state. Change Management Execution, Agile Community of Practice, Promoting a Culture of Learning
Explore nine domains that transform leadership and unlock competitive advantage.

**Course Description**

The key to business success in the 21st century is business agility, the ability to effectively respond and adapt to a dynamic and uncertain business environment. For most organizations, developing these capabilities will require that their leaders re-shape their understanding of leadership and management in order to develop the new skills that they will need to lead people and manage operations in a radically changing world.

In this three-day workshop, participants will begin to unlock 9 domains of capability within themselves in order to lead from that new understanding. They will learn about what intentional leadership means in our complex world, and begin building the skills and awareness to navigate this journey. With a focus on both immediate and long-term learning, participants will leave the workshop with new mental models, as well as practical tools to start applying right away. Participants will return to their organizations armed with a road map for continued future development and a strengthened ability to champion transformational change and lead in an Agile way.

**Duration**

3 Days (21 credit hours)

**Suggested Sizing**

20-30 participants

**Prerequisites**

While there are no required pre-requisites for this course, it is highly suggested that participants have a foundational understanding of Agile values, principles, practices and terminology.

**Available Certifications**

Upon course completion, participants are eligible for the ICAgile Certified Professional in Agile Leadership (ICP-ALP) continuing education certification from ICAgile (www.icagile.com). To be considered certification-eligible, participants must attend the three days of the course in their entirety and participate in all group discussions and exercises.

**Course Topics:**

- Need for Change
- What is Transformation
- Introducing the 9 Domains of Leadership
- Traditional Organizational Models
- Why Culture and Mindset Matter
- Emotional Intelligence (EQ) Competencies
- Emergence of Knowledge Workers
- The Holistic Agile Leadership Model
- Leadership vs. Management
- 3 Horizons of Leadership & Geography
- Adult Development
- Organizational Structures
- Experience the 9 Domains of Leadership

**Who Should Take This Course**

This course is best for leaders and managers (middle management, senior management, and executive leadership) who face the need to champion transformative change in their organizations and lead in complex, uncertain times. This need is especially important in organizations embarking on agile, digital, and business agility transformation journeys.

- Sr. Managers and Executives
- Leaders and Change Agents
- Team Leads
- Front-line Managers and Supervisors
Intentional Agile Leadership

Learning Objectives

Upon successful completion of Intentional Agile Leadership, participants will be able to:

- Provide examples of how the internet, digital platforms, big data, mobility, and connectivity of devices and people have led to rapid globalization, explosive market disruptions, low barriers to entry and new requirements for business.
- Provide concrete examples of how global challenges have changed the business climate for specific organizations or industries (e.g., transformed public opinion, spawned political and social movements such as sustainable development, altered the economy, etc.)
- Identify the shortcomings of management practices initially developed to control industrial production when it comes to cultivating organization-wide learning and innovation.
- Explain how relevant business movements contribute to organizational agility and how exemplar organizations have achieved agility in various aspects of their operations.
- Contrast leadership and management approaches and describe the necessary mindset, behavioral and priority shifts necessary for agile leaders. Identify necessary shifts in one’s own behaviors and attitudes.
- Reflect upon the different kinds of leadership styles that might best serve different situations and cultures.
- Explain intra-personal as well as inter-personal aspects of emotional intelligence and identify their own strengths and challenges.
- Discuss the value of mindfulness, explain research that supports its utility for leaders, and employ at least one mindfulness practice.
- Explain why the growth mindset is important for the participant’s continuing development as an Agile leader.
- Identify why boundary spanning is necessary and how they can apply boundary spanning ideas in their own context.
- Explain how one’s own deeply ingrained assumptions and beliefs could impact conversation and identify techniques to explore other people’s mental models.
- Explain the elements of culture and at least one organizational culture model or theoretical frame and apply that frame to understanding their own organizational culture.
- Explain key aspects of an Agile culture, recognize the key differentiators of such a culture and explain why these aspects are important for organizational agility.
- Explain the importance of ingraining a culture of learning, describe at least one model for individual growth, and list tools for growing team capabilities.
- Explain various structural and process views of organizations that impact the ability to succeed as an Agile organization.
Learning Objectives

Upon completion of this course, you will:

- Have clear insights on how to leverage Lean Startup discovery techniques within your organization.
- How to improve your new business pitches to senior leadership.
- Understand the different applications of a canvas.
- Have a new vocabulary for the development of Lean innovation programs.
- How to interview customers without introducing response bias.
- Understand how to use a validated learning loop; from ideas to business model to customer feedback.

Duration

1 Day (7 credit hours) or 2 Days (14 credit hours)

Suggested Sizing

12-24 participants

Prerequisites

Participants are expected to have a basic understanding of product development

Available Certifications

N/A.

Who Should Take This Course

Participants are expected to have a basic understanding of product development.

- Product Managers
- Product Owners
- Interaction Designers
- Anyone who considers himself or herself an Intrapreneur.
1. What is Lean Intrapreneurship? Why are Lean intrapreneurs vital to any organization facing extreme uncertainty? What are the principles and concepts behind disruptive, user-centered innovation?

2. What is Lean Discovery? Why are Lean discovery techniques vital to any organization facing extreme uncertainty? What are the principles and concepts behind customer empathy for disruptive and sustaining innovation?

3. Using a Business Model Canvas to Improve Your Pitch: By using a canvas, learn to frame the pitch to solicit specific actionable feedback from your audience. Understand how your pitch contains a series of hypotheses to be validated.

4. Empathy Maps: At the center of your new idea is a customer with an unfulfilled need, and by using Empathy Maps you’ll be able to sketch out your hypotheses in a visual manner. Iterate on your customer or customer segment by incorporating the feedback from your experiments back into the Empathy Map.

5. Experiment Mapping: How can you design an experiment by investing the least amount of effort for the most learning? Find out how to use concierge, fake door, minimum viable product and other techniques to validate your hypotheses. Understand the dangers of experimental bias, what are the specific types, and how does one avoid compromising validated learning.

6. Customer Interview Technique: Do not lead with pitching your solution, instead you’ll uncover much more about your customer by using the Context, Story, Solution framework. Learn how to extract as much information as you can, with the fewest words possible and affinity group the feedback into themes.

7. Minimum Viable Experiments: How can you design an experiment by investing the least amount of effort for the most learning? Find out how to use concierge, fake door, minimum viable product and other techniques to validate your hypotheses.

8. Parsing the Feedback: You have a fake landing page and all of this customer feedback, now what? We’ll explain what’s next. What does it mean to pivot, and should you pivot on Customer, Problem or Solution?

9. Using Validated Learning to Improve Your Vision: “I observe a customer pain point; we solve it with X and make money by doing Y.” How do you update your Empathy Maps & Canvases? Should you create new ones?

10. Metrics and Analytics: Find out why the key metrics for your new solution are much different from ROI calculations with existing products. How do we define our customer acquisition and usage pipeline, measure and target the key conversion stages to ensure our efforts are focused on the current critical lever of growth for our business?

11. What’s Next? What barriers could you encounter with Marketing, Finance and Legal departments? Learn how these techniques complement existing iterative development practices.
LEADERSHIP & BUSINESS AGILITY

Agile Portfolio Management Workshop

Achieving balance and confidence in portfolio investments.

Course Description
This two-day workshop enables organizations to start making smart bets with data-driven decision making, rapid feedback, and frequent business optimization. Through hands-on activities, participants will learn to match product development demand to capacity and direct and redirect resources in timely response to product successes and failures and market changes.

Duration
2 Days (14 credit hours)

Suggested Sizing
8-18 participants

Prerequisites
Participants in this workshop will benefit from a foundational understanding of Agile delivery practices and the mechanics of continuous delivery across a group of Agile teams.

Who Should Take This Course
This course is designed for individuals with direct responsibility and influence on portfolio and program management activities within the organization. Individuals in this class seek to learn how to alleviate the pain points of setting expectations for portfolio delivery and increase confidence that teams are focused on delivering the right value at the right time.

- CIO
- CFO
- Other Business Leaders
- Portfolio Managers
- Product Managers
- PMO
- IT Leaders

Available Certifications
N/A.

Learning Objectives
Upon successful completion of the Agile Portfolio Management Workshop, participants will be able to:
- Describe the impetus for change and why Agile practices are beneficial
- Understand Agile Portfolio Management terminology and concepts
- Describe several principles and rules for modern portfolio management
- Understand a means for aligning capacity to demand

Course Topics
1. Portfolio optimization strategies
2. Investment sectors and financial governance
3. Scenario management
4. Aligning demand to supply
5. Smaller commitments on larger investments
6. Return on Team
7. Progressive detailing and operating with “good enough” data
8. Portfolio management simulation
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