AGILE TRAINING COURSE CATALOG
ABOUT

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 SolutionsIQ.com/Training

SolutionsIQ is registered with Scrum Alliance as a Registered Education Provider (REP).
SolutionsIQ is a Gold Partner with Scaled Agile, Inc.
WE DELIVER EXPERIENCES

From 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.

Michael Holton
Sr. Program Manager Agile Training Services
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## LEADERSHIP & BUSINESS AGILITY

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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.
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

**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

**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.)
TEAM & COACHING FUNDAMENTALS

AGILE FOUNDATIONS
with optional ICAgile Professional certification

Build a strong foundation of Agile understanding

COURSE DESCRIPTION
The one-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
1 Day (7 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 Agile as 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 events
- Explain why shared understanding of Product Vision is key for success
- Develop user stories that describe “requirements” in context of the user’s needs
- 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
AGILE FOUNDATIONS
with optional ICAgile Professional certification

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, Scrum Master, 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.)
- Scrum Masters and Product Owners
- Leaders or Managers of those on Agile Teams
- Primary Stakeholders of Agile Teams (Designers, Architects, Project Managers, etc.)
- Anyone interested in learning about Agile

NEXT STEPS
After successfully completing Agile Foundations, we suggest additional role based training such as ScrumMaster Essentials and Product Owner Essentials. The entire Agile team will benefit from Agile coaching.
TEAM & COACHING FUNDAMENTALS

AGILE EXPERIENCES

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.

DURATION
3 Days (21 Credit Hours)

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

SUGGESTED SIZING
12-30 participants

PREREQUISITES
None

AVAILABLE CERTIFICATIONS
N/A
COURSE TOPICS

1. Agile Introduction and Overview
2. Forming the Agile Team
3. Product Vision
4. Product Roadmap
5. Focus on the Customer
6. Creating and Maintaining a Backlog
7. Prioritizing the Backlog
8. Estimating
9. Release Planning
10. Backlog Refinement
11. Spring Planning
12. Sprint Execution
13. Measuring and Communicating Progress
14. Sprint Closeout
15. Bringing it All Together

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 and Product Owner Essentials. The entire Agile team will benefit from Agile.
TEAM & COACHING FUNDAMENTALS

AGILE TEAM ACCELERATOR

Education and support to accelerate the adoption of team-level Agile

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
Min 12, Max 24

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
AGILE TEAM ACCELERATOR

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 an 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.
TEAM & COACHING FUNDAMENTALS

KANBAN ESSENTIALS

Achieve flow through the application of Kanban

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

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.

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.
TEAM & COACHING FUNDAMENTALS

SCRUMMASTER ESSENTIALS

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.

AVAILBLE CERTIFICATIONS
N/A

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

DURATION
2 Days (14 Credit Hours)

SUGGESTED SIZING
12-30 participants

PREREQUISITES
None

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

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.

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. (continued on next page)
LEARNING OBJECTIVES (CONTINUED)

- 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.

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 methodologies

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.
TEAM & COACHING FUNDAMENTALS

PRODUCT OWNER ESSENTIALS

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
TEAM & COACHING FUNDAMENTALS

PRODUCT OWNER ESSENTIALS

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.
TEAM & COACHING FUNDAMENTALS

CERTIFIED SCRUM PRODUCT OWNER® (CSPO)
with Scrum Alliance CSPO certification

Master the basics and fundamentals of the Product Owner role

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.

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 (continued on next page)
LEARNING OBJECTIVES

- 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.

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

Certified Product Owners 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. Product Owners working in large Agile programs and complex organizations might get benefit from Leading SAFe, or the SAFe Product Owner Product Manager courses.
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.”

DURATION
2 Days, including one evening (16 credit hours)

SUGGESTED SIZING
18-30 participants

LEARNING OBJECTIVES
Upon successful completion of The Agile Facilitator 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
- Give examples that show why smart preparation is important and how it reduces overall cost and increases meeting effectiveness
- Apply techniques for skillfully facilitating core Agile meetings
- Gain alignment on purpose and generate collaboration to deliver superior outcomes
- Identify and address dysfunctional behaviors that prevent teams from achieving maximum success
- Create and begin using a customized facilitator self-development plan

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, 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) continuing education 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.
COURSE TOPICS


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.


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.
An Integral approach to working with Agile teams in complex environments

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.

LEARNING OBJECTIVES
Upon successful completion of the Coaching Agile Teams course, participants will be able to:

- 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
- Address the dysfunctional approaches to conflict that teams often develop
- 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 personal coaching improvement backlog focused on thoughtful and tangible self-development
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.
AGILE COACH BOOTCAMP
with ICAgile ICP-ATF and ICP-ACC certification

Equipping experienced Agilists with skills to advance Agile Coaching to new levels

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
- 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 (continued on next page)

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.
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
After successfully completing the Agile Bootcamp, we suggest participants consider enrolling in the Competence Cohort for Agile Coaching Mastery. Further information can be found at https://www.agilecoachinginstitute.com/competence-cohort-for-agile-coaching-mastery
COURSE TOPICS


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.


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
AGILE ENGINEERING WORKSHOP 
with optional CSD® certification

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.

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.

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
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 three-day 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

LEARNING OBJECTIVES
Upon successful completion of the Test Driven Development Workshop, 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

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.
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

**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

**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
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.

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
N/A

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.

LEARNING OBJECTIVES
Upon successful completion of the Agile Testing course, 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
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


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


12. Iterating to Testing Agility: What to do when you can’t do it all, Common blockers and pitfalls, What success should feel like, Additional topics, Roadmap exercise, Course retrospective
SCALING AGILE

GET SAFE® CERTIFIED

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

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IMPLEMENTING SAFE®
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.

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 the 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

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.
SCALING AGILE

IMPLEMENTING SAFE®
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
- Scaled Agile Framework and SAFe are registered trademarks of Scaled Agile, Inc.
- Product and Product Line Manager
- Process Leads and Lifecycle Governance Personnel
- Enterprise System and Solution Architects
Prepare to influence enterprise Agile adoptions

**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

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

**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.
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)
SCALING AGILE

LEADING SAFE®
with SA Certification

Applying a Lean-Agile mindset with SAFe®

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

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

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® 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.
SCALING AGILE

LEADING SAFE®
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
SCALING AGILE

SAFE®
SCRUMMASTER
with SSM Certification

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

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

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.
SAFÉ®
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
SCALING AGILE

SAFE® ADVANCED SCRUMMASTER
with SASM Certification

Advancing Scrum Master servant leadership with 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

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.

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
SCALING AGILE

SAFE® 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 for ScrumMasters 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
SCALING AGILE

SAFE® PRODUCT OWNER
PRODUCT MANAGER
with POPM Certification

Delivering value through effective Program Increment execution

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 use 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

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 practiceCommunities of Practice and

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.
SCALING AGILE

SAFE® PRODUCT OWNER
PRODUCT MANAGER
with POPM Certification

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

4. Continuously Explore Customer Needs:
   Defining Customer Needs, Vision and Roadmap,
   Enabling Flow, Prioritization and Estimation

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 are 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
SCALING AGILE

SAFE® FOR TEAMS
with SP Certification

Establishing Team Agility for Agile Release Trains

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

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

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
SCALING AGILE

SAFE® FOR GOVERNMENT with SPG Certification

Learn to lead SAFe® programs in government agencies

COURSE DESCRIPTION
This two-day course teaches what it means to lead a Lean-Agile transformation inside a government agency.

DURATION
2 Days (14 credit hours)

SUGGESTED SIZING
15-30 participants

PREREQUISITES
All are welcome to attend the course, regardless of experience. However, meeting the following prerequisites will make the training more productive.
- A foundational understanding of the Agile Manifesto, SAFe® House of Lean, and SAFe® Principles is required using pre-work suggestions
- A foundational understanding the full lifecycle of government technology programs is helpful.

LEARNING OBJECTIVES
To perform the role of a SAFe® for Government leader, attendees should be able to:
- Transition government programs from traditional software and systems development models to Lean-Agile and DevOps mindset, principles, and practices using SAFe®
- Adapt technology strategy, budgeting and forecasting, acquisition, compliance, and governance processes to flow-based practices using emerging government guidelines
- Organize government programs into one or more Agile Release Trains (ARTs) and execute in Program Increments (PIs)
- Explore Large Solution coordination in a government and multi-vendor environment
- Identify and internalize the mindset and leader behaviors essential to successful Lean-Agile transformation
- Follow success patterns for SAFe® implementations adapted to the government context
- Build a preliminary outline of next steps to begin and/or accelerate the SAFe® implementation in your program or agency

AVAILABLE CERTIFICATIONS
Upon course completion, participants are eligible to take the SAFe® For Government exam and receive the SGP 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 SGP exam.

WHO SHOULD TAKE THIS COURSE
This course is designed for government leaders and influencers who can guide the decision to adopt SAFe® within their agency or program. Examples include:
- Executives, directors, branch chiefs
- Managers of development, engineering, QA, architecture, operations, support
- Program and project managers
- Program/Project Management Office (PMO)
SCALING AGILE

SAFE® LEAN PORTFOLIO MANAGEMENT
with LPM Certification

Aligning strategy with execution

COURSE DESCRIPTION
This three-day class focuses on practical tools and techniques necessary to implement the Lean Portfolio Management functions of Strategy and Investment Funding, Agile Portfolio Operations, and Lean Governance.

DURATION
3 Days (24 credit hours)

SUGGESTED SIZING
15-30 participants

PREREQUISITES
All are welcome to attend the course, regardless of experience. However, the following recommendations will make the training more productive.
- Familiarity with Agile concepts and principles
- Attended a Leading SAFe® or SAFe® PO/PM course
- Experience working in a SAFe® environment

AVAILABLE CERTIFICATIONS
Upon course completion, participants are eligible to take the SAFe® LPM exam and receive the LPM 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 LPM exam.

WHO SHOULD TAKE THIS COURSE
- Executives and Leaders (CIOs, CEOs, CFOs, CTOs and VPs)
- Enterprise Architects
- Product Managers and Solution Managers
- Business Unit Managers
- Program Office Personnel
- SPCs and Enterprise Agile Coaches
- Human Resources
- RTEs
- Epic Owners

LEARNING OBJECTIVES
Upon successful completion of the SAFe® LPM course, participants will be able to:
- Describe Lean Portfolio Management (LPM)
- Connect the portfolio to enterprise strategy
- Establish the Portfolio Vision
- Implement Lean Budgeting and Guardrails
- Establish flow with the Portfolio Kanban
- Support operational excellence with Agile PMO and CoPs
- Coordinate Value Streams
- Measure the LPM performance
- Build a plan for LPM implementation
SCALING AGILE

SAFE® FOR ARCHITECTS
with ARCH Certification

Architecting for continuous value flow with SAFe®

COURSE DESCRIPTION
This three-day class helps improve collaboration and alignment for Architects.

DURATION
3 Days (24 credit hours)

SUGGESTED SIZING
15-30 participants

PREREQUISITES
Those who attend this course should be familiar with Agile principles and practices, and must have attended at least one SAFe® course prior to attending this one.

AVAILABLE CERTIFICATIONS
Upon course completion, participants are eligible to take the SAFe® For Architects exam and receive the ARCH 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 ARCH exam.

WHO SHOULD TAKE THIS COURSE
The following individuals will benefit from this course:
- System, Solution, and Enterprise architects
- Architects in supporting technical disciplines
- Experienced software developers
- Technical managers making architectural decisions
- Product leaders collaborating with architects

LEARNING OBJECTIVES
Upon completion of the SAFe® for Architects course, participants should be able to:
- Architect using SAFe® principles
- Align architecture with business value
- Develop and communicate architecture vision and intent
- Plan architectural runway to enable delivery success
- Architect for continuous delivery and Release on Demand
- Lead and coach architects and team members during Program Increment (PI) Planning and execution
- Provide leadership during a Lean-Agile transformation
- Describe Lean Portfolio Management (LPM)
- Connect the portfolio to enterprise strategy
- Establish the Portfolio Vision
- Implement Lean Budgeting and Guardrails
- Establish flow with the Portfolio Kanban
- Support operational excellence with Agile PMO and CoPs
- Coordinate Value Streams
- Measure the LPM performance
- Build a plan for LPM implementation
Enabling Technical Agility for the Lean Enterprise

COURSE DESCRIPTION
This three-day course teaches the foundational principles and practices that make up the Agile Software Engineering discipline. 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.

DURATION
3 Days (20 credit hours)

SUGGESTED SIZING
15-30 participants

LEARNING OBJECTIVES
Upon successful completion of the SAFe® Agile Software Engineering course, participants will be able to:

- Explain how DevOps enables strategic business objectives
- Apply a CALMR approach to DevOps to avoid automating broken processes
- Understand how successful DevOps requires continuous exploration, continuous integration, continuous deployment, and the ability to release to end users on demand
- Incorporate continuous testing and continuous security into the delivery pipeline
- Use value stream mapping to measure flow and identify bottlenecks in the end-to-end delivery process

PREREQUISITES
All are welcome to attend the course, regardless of experience. However, the following recommendations will make the training more productive.

- Understanding of SAFe® for Teams.
- Background in engineering, development, managing development, or quality assurance

AVAILABLE CERTIFICATIONS
Upon course completion, participants are eligible to take the SAFe® DevOps exam and receive the SDP 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 SDP exam.
SCALING AGILE

SAFE® AGILE SOFTWARE ENGINEERING
with SDP Certification

WHO SHOULD TAKE THIS COURSE

The following will benefit from this course:

- All members of an Agile Release Train and/or value stream
- Developers, Testers, Product Owners, Scrum Masters, and other Agile Team members
- Infrastructure and Operations engineers and practitioners
- Configuration Managers, Release Managers, and Change Management professionals
- Architects, Database Administrators, and Information Security professionals
- Product Managers, Portfolio Managers, Product Owners, Release Train Engineers, and UI/UX Developers
- Development, Engineering, QA, Infrastructure, and Operations Managers
- IT and Business change agents, leaders, and executives
- RTEs
- Epic Owners
SCALING AGILE

SAFE® DEVOPS (SDP)
with SDP Certification

Optimizing Your Value Stream

COURSE DESCRIPTION
The three-day, interactive SAFe® DevOps course helps people across technical, non-technical, and leadership roles work together to optimize their value stream from end to end.

DURATION
3 Days (24 credit hours)

SUGGESTED SIZING
15-30 participants

PREREQUISITES
None. All are welcome to attend the course without prior DevOps or SAFe® experience.

AVAILABLE CERTIFICATIONS
Upon course completion, participants are eligible to take the SAFe® DevOps exam and receive the SDP 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 SDP exam.

LEARNING OBJECTIVES
Upon successful completion of the SAFe® DevOps course, participants will be able to:

- Explain how DevOps enables strategic business objectives
- Apply a CALMR approach to DevOps to avoid automating broken processes
- Understand how successful DevOps requires continuous exploration, continuous integration, continuous deployment, and the ability to release to end users on demand
- Incorporate continuous testing and continuous security into the delivery pipeline
- Use value stream mapping to measure flow and identify bottlenecks in the end-to-end delivery process
- Select DevOps skills and tools strategically for the fastest, most compelling results
- Prioritize DevOps solutions and investments for greatest economic benefit
- Design and implement a multi-phased DevOps transformation plan tailored to their organization
- Work with all roles and levels in the organization to continually optimize the value stream
SCALING AGILE

SAFE® DEVOPS (SDP) with SDP Certification

WHO SHOULD TAKE THIS COURSE

The following will benefit from this course:

- All members of an Agile Release Train and/or value stream
- Developers, Testers, Product Owners, Scrum Masters, and other Agile Team members
- Infrastructure and Operations engineers and practitioners
- Configuration Managers, Release Managers, and Change Management professionals
- Architects, Database Administrators, and Information Security professionals
- Product Managers, Portfolio Managers, Product Owners, Release Train Engineers, and UI/UX Developers
- Development, Engineering, QA, Infrastructure, and Operations Managers
- IT and Business change agents, leaders, and executives
Using Design Thinking to create valuable products in the Lean Enterprise

COURSE DESCRIPTION
This three-day course explores how to accelerate the product lifecycle to get fast feedback and quickly deliver exceptional products and solutions that delight customers.

DURATION
3 Days (24 credit hours)

SUGGESTED SIZING
15-30 participants

PREREQUISITES
Attendees of this course should be familiar with Agile principles and practices and have attended at least one SAFe® course prior to attending.

LEARNING OBJECTIVES
Upon successful completion of the SAFe® Agile Product and Solution Management course, participants will be able to:

- Use Design Thinking to achieve desirable, feasible, and sustainable outcomes
- Explore market needs, segmentation, sizing, and competitive landscape
- Manage value stream economics, including pricing and licensing
- Use empathy to drive design
- Apply product strategy and vision
- Develop and evolve roadmaps
- Execute and deliver value using SAFe®
- Explore innovation in the value stream

AVAILABLE CERTIFICATIONS
Upon course completion, participants are eligible to take the SAFe® APSM exam and receive the APSM 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 APSM exam exercises, and pass the SDP exam.

WHO SHOULD TAKE THIS COURSE
- Product managers and directors of product management
- Product marketing managers, project managers, Product Owners
- VP of Product Management, Business Owners, Business Analysts
- Product leaders collaborating with product management, architects, subject matter experts, and business line managers
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
Intentional Agile Leadership
Enterprise Lean Startup
Agile Portfolio Management
Workshop
AGILE FOR EXECUTIVES

A primer for executives ready to embark on Agile Transformations

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, and 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 understanding 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)

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 successor failure of Agile transformations
- Understand the difference between management and leadership
- Distinguish between traditional management approaches and the needs of today’s knowledge
- 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 workers
- Apply techniques for unlocking the intrinsic motivation of individuals and teams
- Create a personal plan for increasing leadership effectiveness

SUGGESTED SIZING
10-20 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
N/A
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
INTENTIONAL AGILE LEADERSHIP
with ICAgile ICP-ALP certification

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.

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
LEARNING OBJECTIVES

Upon successful completion of the Intentional Agile Leadership course, 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.
LEADERSHIP & BUSINESS AGILITY

INTENTIONAL AGILE LEADERSHIP
with ICAgile ICP-ALP certification

COURSE TOPICS
1. Need for Change
2. What is Transformation
3. Introducing the 9 Domains of Leadership
4. Traditional Organizational Models
5. Why Culture and Mindset Matter
6. Emotional Intelligence (EQ) Competencies
7. Emergence of Knowledge Workers
8. The Holistic Agile Leadership Model
9. Leadership vs. Management
10. 3 Horizons of Leadership & Geography
11. Adult Development
12. Organizational Structures
13. Experience the 9 Domains of Leadership
INNOVATION PRACTICES WORKSHOP

Experiment driven product strategy and development

**COURSE DESCRIPTION**
This two-day workshop, we introduce core tools, methods, and concepts that clearly define how to generate breakthrough ideas, cheaply validate markets for them, and quickly convert them into sustainable new businesses.

We blend Design Thinking, Lean Startup, Customer Development, Business Model Innovation, and Agile into a complete approach for enterprise innovation.

Participants will learn to effectively design, run, and extract actionable learning from experiments. During this collaborative workshop, attendees will ideate and design a notional product, and gain experience through validated hands-on learning.

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

**SUGGESTED SIZING**
8-20 participants

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

**AVAILABLE CERTIFICATIONS**
N/A

**WHO SHOULD TAKE THIS COURSE**
This course is best for innovation practitioners who need to bring viable new products and services to life for their enterprise, and the leaders and managers who run innovation programs and support them.

- Product Managers, Product Owners, Business Owners, and Business Analysts
- Project Managers, Program Managers, ScrumMasters, and PMO Managers
- Developers, Designers, Marketers, and Analysts
- Innovation Programs Leaders and Managers
- Aspiring or experienced Intrapreneurs

**LEARNING OBJECTIVES**
Upon successful completion of the Innovation Practices Workshop, participants will be able to:

- Innovate within an enterprise environment
- Apply practices from Design Thinking, Lean Startup, Customer Development, Business Model Innovation, and Agile
- Design effective experiments and extract actionable insights
- Know which types of experiments to run, when to run them, and at what stage of development
- Achieve problem-solution fit, product-market fit, and scale through data driven experimentation
- Leverage new tools for tracking, managing, and prioritizing experiments
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)

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
- Describe several principles and rules for modern portfolio management
- Understand Agile Portfolio Management terminology and concepts
- Understand a means for aligning capacity to demand

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.

AVAILABLE CERTIFICATIONS
N/A
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

WHO SHOULD TAKE THIS COURSE

This course is designed for those 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
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AGILE TRAINING

COURSE CATALOG