

Advanced Agile: Beyond Basic Scrum

Length: 3 Days

Summary: After experiencing initial success with Scrum on small projects, companies are now looking to take Scrum to the next level. For some this means scaling Scrum to larger teams, multiple teams, or multiple sites. For others it means better integrating Scrum with existing business practices. For some it means pushing Scrum out to teams that weren't initially ready for Scrum. For others it means simply building on success--seeing how far Scrum can be optimized after its initial implementation.

This course shares insight on helping companies successfully scale Scrum beyond the individual project level. Extensive case studies and hands-on exercises provide practical advice for adopting Scrum planning and management practices and integrating them with other business processes to address the software and product development lifecycles.

You will learn to:

- Scale Scrum to large teams -- groups of 2-25 teams (10-200 people)
- Optimize your Scrum process
- Use advanced Scrum/Agile planning and management techniques
- Overcome hurdles to implementing Scrum in an enterprise setting
- Scale Scrum to multi-site projects / geographically distributed teams
- Use Scrum with geographically distributed team members
- Coordinate with non-Agile teams, including hardware development teams
- Implement Scrum within a stage-gate environment
- Conform to requirements of regulated environments while using Scrum
- Comply with your company's governance models while using Scrum
- Align Agile projects with corporate goals
- Use Scrum as a catalyst for effective change in your organization
- Tailor Scrum planning and management to optimize Scrum for your company's culture and unique business needs

Who Should Attend? This course is appropriate for intermediate and advanced employees that have had previous experience with Scrum/Agile projects. It is designed for personnel who will lead, plan, organize, or manage advanced Agile projects, including Software Engineering Managers, Scrum Masters, Project Leaders, Project & Program Managers, Product Managers & Product Owners. Due to the advanced nature of the material presented, attendees should have experience with Scrum/Agile practices through working with Scrum/Agile.

COURSE CONTENT

The Challenges of Scaling Scrum

- Why Scrum is successful on small projects
- Changes needed to achieve project scale
- Changes needed to support organizational scale
- Complex features that span iterations, teams, and products
- Initiatives and programs that span releases
- Scrum vs. Agile: Is Scrum still Scrum at scale?

Scaling Scrum

- Maintaining architectural integrity
- Sharing information across teams and the organization
- Prioritizing work across multiple products
- Managing utilization of key people
- Techniques for estimating epics and large features
- Grooming the product backlog to support multi-team release planning
- Techniques for driving work across multiple teams

Using Strategy to Drive Agile Plans

- Using multiple levels of planning to succeed on larger projects
- Using milestone driven development to align teams
- Achieving flexibility in planning
- Understanding what drives business value
- Three often-overlooked categories of value

Scrum/Agile and Corporate Governance

- Scrum's ability to support governance models
- Working with the PMO
- Working with the PMI
- Working with the CMM
- Achieving predictability
- Achieving transparency

Scrum/Agile in a Stage/Gate Environment

- Attributes of Stage/Gate models
- Understanding the real goals and requirements of process models
- Finding the "hard" and "soft" points
- General strategy for meeting stage gate requirements
- Meeting stage-gate product-definition requirements
- Meeting stage-gate planning requirements
- Meeting stage-gate delivery requirements


Scrum/Agile in Regulated Industries

- Understanding real regulatory requirements
- Example organizations that have implemented Agile in regulated environments
- Identifying the "Hard points" and "soft points"
- Overcoming common challenges

Scrum/Agile in Combined Hardware/Software Environments

- Combining Scrum/software teams with hardware teams
- Managing the software/hardware interface
- Managing requirements flow
- Systems engineering with Scrum

Advanced Scrum/Agile Team Issues

- Large team in one location
 - Geographically distributed team members on a single team ("virtual team")
 - Teams in multiple locations
 - Teams in multiple countries
 - Teams from multiple companies
 - Working with vendors
 - Integrating Scrum projects with non-Scrum projects
 - Combining all of the above
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Agile Team Composition

- Scaling Scrum roles: Scrum Master, Product Owner, Team Member, Stakeholder for Large Teams
- Using communities of interest/practice to share information and maintain consistency
- Getting the most from Subject Matter Experts
- Working with vendors

Advanced Scrum/Agile Release Planning

- Release planning for mid-size projects (2-7 teams)
- Release planning for large projects (8-25 teams)
- Forces that shape a release
- Achieving short-term and long-term planning

Portfolio Management with Scrum

- Prioritizing projects to best meet corporate objectives
- Creating product roadmaps
- Using release roadmaps to balance work across teams
- Managing a product line
- Achieving predictably and responsiveness
- The key to managing technical debt successfully
- Overcoming common challenges

Advanced Scrum Implementation Issues

- Integrating work from multiple teams into a single release
- Testing integrated releases
- Managing dependencies and changes across teams
- "Scrum of scrums" and other effective alternatives
- Tracking release status of large projects
- Reporting status to management and/or PMO
- Building a learning culture

Optimizing Scrum

- Recognizing "Scrum But"
- Optimizing Scrum roles: Scrum Master, Product Owner, Team member, Stakeholder

- Optimizing Scrum Meetings: Release Planning, Sprint Planning, Daily Standup, Sprint Review, Sprint Retrospective
- Optimizing Scrum Artifacts: Product Backlog, Sprint Backlog, Release Burndown, Sprint Burndown
- Building an Optimization Culture

Keys to Implementing Scrum/Agile at Scale

- The Advanced/Scrum Agile Success Checklist