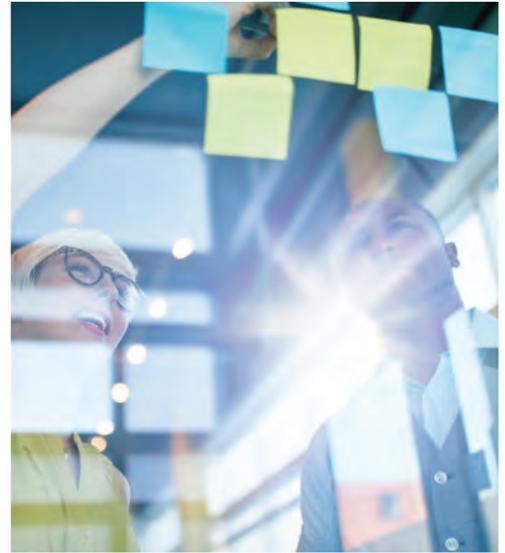# ADAPTABLE LEAN AND AGILE TRAINING CURRICULUM

Strategy Execution provides a Lean and Agile training curriculum that is adaptable to our clients' individual needs and business goals. We partner with our clients to help them build core competencies within their businesses that empower individuals and teams across the entire business spectrum – from IT to the PMO to sales, marketing, design, and other areas. The result? Clients whose teams master the core competencies necessary to consistently deliver projects, products, and services faster, with higher quality, and with more predictable outcomes.

An Approach Not a Framework

We believe that the value provided by Lean and Agile is realised from the approach used to leverage and integrate these philosophies and techniques within a business, and not from simply introducing a new framework. After all, you can't eliminate inefficiency in your organisation if you haven't been trained on how to identify it first. We facilitate conversations through our training that help companies create their transformational journey. With that philosophy in mind, we deliver Lean and Agile training that is framework and tool neutral, allowing your organisation to benefit from the approach in any environment.

Our Portfolio of Agile Services Covers:

✔ **Current State Review and Discovery**
The best way to ensure Lean and Agile is adopted and successfully deployed in your company is to work with a training partner that helps you *analyse* where your business is today, *review* your goals for tomorrow, and *design* a training approach that is best suited to your business at this exact point in time.

✔ **Adaptable Training Programmes**
With a collaborative understanding of your business in hand, we adapt the training experience to each client's unique needs and goals.

✔ **Continuous Support and Coaching**
As part of our approach, we offer services after the training to clients and their teams to ensure successful implementation of the learning as the business develops its new Lean and Agile methodologies. Through this coaching and support, we help ensure the success of initial projects and assist with tuning and adoption, based on your needs.

Offerings Include:

- Fundamentals of Lean and Agile
- Iterative Delivery with Scrum and Kanban
- Continuous Delivery with Lean and Kanban
- Lean and Agile Project Management
- PMO Program and Portfolio Workshop
- Fundamentals of DevOps
- DevOps Deep Dive Workshop
- Lean and Agile for Executives
- Scaling Lean and Agile Workshop

Benefits of Adaptable Lean and Agile Training:

- Build long-term and lasting capabilities and competency within your internal teams
- Deliver your products and projects to market faster and with less error
- Improve collaboration and communication across your organisation
- Generate more predictable outcomes – delivering products and projects on schedule and on budget
- Attract and retain highly driven and productive talent from all generations including millennials

STRATEGY EXECUTION™

To learn more about our Lean and Agile programme, visit www.strategyex.com.sg or contact an expert at **+65 3158 9500** or infoasia@strategyex.com

Fundamentals of Lean and Agile
1 Day

A foundational exploration of what it means to be Lean and Agile. In this course, attendees not only learn the value and basics of Lean and Agile execution – but also, they learn many of the necessary "other" elements of any successful Lean and Agile environment. Curriculum includes overviews on Lean and Agile philosophy, myths and how they work together, overviews on iterative and continuous delivery methods, overviews on Scrum and Kanban, and overviews on how Lean and Agile work is generated, valued, sized and represented; all of which contribute to clear understanding of the Lean and Agile universe in preparation for more advanced concepts and techniques.

Iterative Delivery with Scrum and Kanban
1 Day

An activity-driven, "nuts-and- bolts" course for teams and leaders of teams demonstrating how to perform Iterative Delivery of your work using Scrum and Kanban. This course provides specific learning and application-based experience wielding Scrum and Kanban to complete deliverables during the class. Iterative Delivery is one two principle methods of delivering work in a Lean and Agile manner and blends well with project-based work efforts. This course assumes foundational elements of Lean and Agile are known.

Continuous Delivery with Lean and Kanban
1 Day

An activity-driven, "nuts-and- bolts" course for teams and leaders of teams demonstrating how to perform Continuous Delivery of your work using Lean and Kanban. This course provides specific learning and application-based experience wielding Lean and Kanban to complete deliverables during the class. Continuous Delivery is one of two principle methods of delivering work in a Lean and Agile manner and blends well with continuous-flow work efforts. This course assumes foundational elements of Lean and Agile are known.

Lean and Agile Project Management
2 Days

An activity-driven, "nuts-and- bolts" course that teaches participants how to promote value-based, high-quality, accelerated delivery of projects in a sustainable manner. The course details the role and responsibilities of a Product Owner and how other roles in the project and portfolio space collaborate and work together in a Lean and Agile environment. This course addresses expectations of the Product Owner and other roles related to portfolio management, requirements gathering, project planning, valuating, estimating and other activities. Course assumes foundational elements of Lean and Agile and at least one of the two principle Lean and Agile delivery methods are known.

PMO Program and Portfolio Workshop
3-5 Days

An advanced, hybrid workshop designed for participants to build a plan to design and/or augment a PMO or project group that manages portfolios consisting of waterfall and Agile projects. This course is designed to help portfolio managers address the challenges and opportunities inherent in many organisations and to reconcile both methods. This course would be a great lead-in to the new Adaptive Strategic Execution Programme (but is not part of that programme).

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Fundamentals of DevOps
2 Days

An intermediate level foundational course that discusses how development and operations teams work better together to improve quality and speed of delivery through continuous delivery. This course assumes foundational elements of Lean and Agile, Continuous Delivery, and Kanban are known.

DevOps Deep Dive Workshop
3-5 Days

An advanced hybrid workshop designed for participants from development and operations to build a plan that creates a system that iteratively and continuously improves the flow of work from development and operations to its desired end while minimising the risk to current and near-term commitments and deliverables.

Lean and Agile for Executives
0.5 Day

A "short" course designed for senior managers and executives to gain an understanding of Lean and Agile from an executive lens, and provide insight into how executives can foster measurable success leveraging Lean and Agile. Executives also get insight on how to successfully interact with the new Lean and Agile elements of their organisations.

Scaling Lean and Agile Workshop
2 Days

An advanced hybrid workshop designed for participants to build a plan on how to take Agile to a higher level within their organisations and learn the techniques for implementing Lean and Agile enterprise-wise. This workshop will be a great lead-in or complement to the new Adaptive Strategic Execution Programme (ASEP) (but is not part of that programme).

FUNDAMENTALS OF LEAN AND AGILE

YOU WILL LEARN TO:

- Define the terms Lean and Agile as they apply to the modern business environment
- Describe the philosophy, values, and principles of Lean and Agile
- Recognise prevalent myths and misconceptions concerning Lean and Agile philosophies and purpose
- Describe concepts that Lean and Agile philosophies leverage for success
- Recognise benefits Lean and Agile approaches can provide
- Explain, at a high-level, the Scrum framework with associated roles and ceremonies
- Explain, at a high-level, the Kanban principles and method for delivery

COURSE SYNOPSIS

Fundamentals of Lean and Agile provides a foundational exploration of what it means to be Lean and Agile. In this course, attendees not only learn the value and basics of Lean and Agile execution – they will also learn many of the necessary "other" elements of any successful Lean and Agile environment. Curriculum includes overviews on Lean and Agile philosophy, myths and how they work together, overviews on both iterative and continuous delivery methods, overviews on Scrum and Kanban, and overviews on how Lean and Agile work is generated, valued, sized and represented; all of which contribute to clear understanding of the Lean and Agile universe in preparation for more advanced concepts and techniques.

KEY TOPICS

▸ The Lean and Agile Philosophies
  - Why are Lean and Agile Popular?
  - Lean Philosophy
  - Agile Philosophy
  - Lean and Agile Work Within Systems Thinking
  - History of Lean and Agile
  - What is Lean?
  - Lean Principles and Approach
  - Lean – Wastes
  - Benefits of the Lean Approach
  - Lean Myths and Misconceptions
  - What is Agile?
  - What is an Agile Mindset?
  - The Agile Manifesto – Values and Principles
  - Agile Myths and Misconceptions

▸ The Role of Value in Lean and Agile Environments
  - Lean and Agile Focus on Value
  - Identifying Value Through Lean Startup
  - Combining Lean, Agile, and Lean Startup
  - Agile Value Creation
  - Product Vision
  - Product Roadmap
  - Product Release Plan
  - Product Backlog
  - Minimum Viable Product
  - Iterative Breakdown to find MVP
  - How to Uncover Value Quickly
  - Modern Approach to Business and Value

▸ Scrum: Simple Iterative Work Management
  - Iterative Flow Work Management
  - Scrum Framework
  - The Scrum Roles
  - Product Owner Role
  - Scrum Master Role
  - The Scrum Team
  - Product Backlog
  - Requirement Levels
  - User Story and Acceptance Criteria
  - Sizing Stories – Relative Sizing
  - Good User Story Attributes
  - Scrum Ceremonies
  - Sprint Planning
  - The Daily Scrum (Stand-Up) Meeting
  - Backlog Refinement (Grooming)
  - Measuring Team Velocity
  - Burn-Down and Burn-Up Charts
  - Sprint Review (Demo)
  - Sprint Retrospective

▸ Kanban: Simple Continuous-Flow Management
  - Continuous-Flow Work Management
  - Kanban Principles
  - Kanban Practices
  - Plan, Do, Check, Act (PDCA)
  - Kaizen
  - Kanban Roles and Ceremonies (or lack thereof)
  - Kanban Example
  - Kanban Principles:
    o Visualisation
    o Make Policies Explicit
    o Limit Work in Progress (WIP Limits)
    o Manage Flow
    o Improve Collaboratively and Incrementally

E-TRAINING	DURATION	CREDITS	TRAINING PORTAL
NA	1 days	PDUs: 7.5	MyESI® strategyex.com/myesi

STRATEGY EXECUTION™

ITERATIVE DELIVERY WITH SCRUM AND KANBAN

YOU WILL LEARN TO:

- Use effective collaboration techniques to get to consensus quickly
- Prioritise work by creating and assigning value to themes, epics, and user stories
- Execute a Sprint Zero and iterative work cycle using Scrum and Kanban
- Use metrics to track, measure, and forecast work iteratively
- Execute Scrum ceremonies with defined Scrum roles

COURSE SYNOPSIS

A practical how-to course that teaches how to perform a continuous delivery of your work using Scrum and Kanban.

Iterative Delivery with Scrum and Kanban is an activity-driven, "nuts-and-bolts" course for teams and leaders of teams that demonstrates how to perform iterative delivery of work using Scrum and Kanban. Iterative delivery is one of two principal methods of delivering work in a Lean and Agile manner and blends well with project-based work efforts. The course provides specific learning and application-based experience wielding Scrum and Kanban to complete deliverables during the class.

The course assumes that participants already know the foundational elements of Lean and Agile.

KEY TOPICS

▸ Review of Agile, Iterative Delivery, Scrum, and Kanban
  - Modern Agile Philosophy
  - What is an Agile Mindset?
  - Iterative Flow Work Management
  - Iterative Delivery
  - Scrum and Kanban
  - Scrum Framework – Iterative Flow
  - Kanban Visualisation
  - Agile Value Creation
  - Plan, Do, Check, Act (PDCA)
  - What is the Minimum Viable Product?

▸ Collaboration Techniques
  - Divergent and Convergent Thinking
  - Idea Generation - Brain Writing and Affinity Grouping
  - Dot Voting - Idea Interest, Priority, and Value

▸ User Stories, Detailing and Priority
  - Story Detailing
  - Story Detailing (Grooming)
  - Good User Story Attributes
  - User Story Cards
  - Relative Sizing

▸ Sprint Zero, Kanban, and Backlog Setup
  - Sprint Zero – the Kickoff Sprint
  - Typical Sprint Zero Activities
  - Kanban Example
  - Setting Up the Kanban Board and Backlog

▸ Iterative Metrics and Communication
  - Metrics – What do we track?
  - Metrics – How do we communicate what we track?
  - Relative Capacity – Team Velocity
  - Burn-down Chart
  - Burn-up Chart

▸ Sprint Roles and Ceremonies
  - Skills for the Scrum team
  - The Scrum Roles
  - Scrum Ceremonies
  - Ceremony – Sprint Planning
  - Ceremony –The Daily Scrum (Stand-Up)
  - Backlog Grooming (Refinement)
  - Ceremony – Spring Review (Demo)
  - Ceremony – Sprint Retrospective

E-TRAINING	DURATION	CREDITS	TRAINING PORTAL
NA	1 days	PDUs: 7.5	**MyESI**® strategyex.com/myesi

STRATEGY EXECUTION™

CONTINUOUS IMPROVEMENT WITH LEAN AND KANBAN

YOU WILL LEARN TO:

- Describe how Lean and Kanban fit into the overall Agile philosophy
- Define and identify value
- Use metrics to track, measure, and forecast work continuously
- Identify and categorise types of waste
- Set up a continuous improvement work environment which leverages Lean and Kanban philosophies and techniques.

COURSE SYNOPSIS

Continuous Improvement with Lean and Kanban is an activity-driven, "nuts-and-bolts" course for teams and leaders of teams demonstrating how to perform continuous improvement of your work using Lean and Kanban. Provides specific learning and application-based experience wielding Lean and Kanban to complete deliverables during the class. Continuous improvement is one of two principle methods of delivering work in a Lean and Agile manner and blends well with continuous-flow work efforts. Course assumes foundational elements of Lean and Agile are known.

KEY TOPICS

▸ Identifying Value and Mapping Value Stream

- Definition of continuous improvement
- Elements of the Lean Approach
- Definition of Value
- Identifying Value
- How to Uncover Value Quickly
- Value Stream
- Value Stream Mapping
- Value Stream Mapping vs Process Mapping
- TIMWOOD
- DOWNTIME
- Gemba Walks
- Value Stream Mapping using PDCA

▸ Creating Flow and Establishing Pull

- Creating Flow
- Visualising Flow with Kanban
- Creating a Kanban Board
- Making Policies Explicit
- WIP Limits and Wait States
- Triggers
- Kanban and Flow Metrics
- Work in Process vs Progress
- Queues
- Cycle Time vs Lead Time
- Takt Time
- Throughput
- Little's Law
- Cumulative Flow Diagrams
- Push Strategy
- Establishing Pull
- Creating Pull Within a Board
- Creating Pull Through the System
- Andon Cord

▸ Implementing Continuous Improvement

- Identify Waste in Value Stream
- Label Waste in Value Stream
- Find Solutions to Remove Waste
- Prioritise Removal of Waste
- Simple Kaizen Board
- Advanced Kaizen Board
- Iterate using Kaizen Board
- Constantly Work Waste Out of your System

E-TRAINING	DURATION	CREDITS	TRAINING PORTAL
NA	1 days	PDUs: 7.5	**MyESI**® strategyex.com/myesi

STRATEGY EXECUTION™

LEAN AND AGILE PROJECT MANAGEMENT

YOU WILL LEARN TO:

- Define modern project management
- Compare and contrast modern project management and traditional project management
- Compare and contrast the roles within Lean and Agile project management
- Describe Lean and Agile approaches to project planning
- Identify communication and measurement methods used in the execution of Lean and Agile projects
- Describe how change management can be levied in Lean and Agile project management

COURSE SYNOPSIS

Lean and Agile Project Management is an activity-driven, "nuts-and-bolts" course that teaches participants how to promote value-based, high-quality, accelerated delivery of projects in a sustainable manner. The course details the role and responsibilities of a Product Owner and how other roles in the project and portfolio space collaborate and work together in a Lean and Agile environment. This course addresses expectations of the Product Owner and other roles related to portfolio management, requirements gathering, project planning, valuating, estimating and other activities.

KEY TOPICS

▸ Review of Lean and Agile Concepts
  – PDCA
  – Lean
  – Agile
  – Scrum
  – Kanban
  – Iterative Delivery
  – User Stories
  – Kaizen/Continuous Improvement

▸ Project Management
  – Benefits of traditional project management
  – Challenges with traditional approach
  – Goals of Project Management and applicability to various frameworks.

▸ Modern Project Management
  – Modern project management defined
  – Benefits and challenges of modern project management
  – Empirical vs. theoretical
  – Team funding vs project funding
  – Problem identification
  – Facilitative leadership
  – Self-organisation

▸ Project Management Players
  – Definition of mastery
  – ShuHaRi
  – Roles:
    • Project Manager
    • Product Manager
    • Product Owner
    • Scrum Master
    • Delivery Management
  – Additional industry-specific roles

▸ Planning
  – Product development phases
  – Value stream
  – Outcomes vs hours
  – Capitalisation
  – Iterative delivery
  – Change management
  – Work breakdown structure vs backlog grooming
  – Estimating
  – Prioritisation
  – User story mapping
  – Roadmap
  – Release planning
  – Fixed bid contracts
  – Scope changes

▸ Execution
  – Feedback loops
  – Continuous improvement
  – Cycle time
  – Lead time
  – Velocity

E-TRAINING	DURATION	CREDITS	TRAINING PORTAL
NA	2 days	PDUs: 15.0	MyESI® strategyex.com/myesi

STRATEGY EXECUTION™

FUNDAMENTALS OF DEVOPS

YOU WILL LEARN TO:

- Define DevOps
- Explain the benefits that DevOps provides
- Connect DevOps to the practices of Lean, Agile, and Systems Thinking
- Identify and differentiate between the components of the DevOps cycle
- List the aspects to consider when implementing DevOps

COURSE SYNOPSIS

Fundamentals of DevOps provides new ways of thinking about how development and operations can work better together to deliver value to customers more quickly. It is expected that course participants already have a solid background in IT as well as strong knowledge of Agile, Lean, Systems Thinking, Kanban, Continuous Delivery, and related techniques and practices. This course builds on that knowledge and makes connections to the concept of DevOps. The key principles, components, and considerations of DevOps are explored.

This course does not align to any formal body of knowledge for DevOps because one does not exist. This course is highly interactive, with almost half of the course time dedicated to exercises and discussions. While this course addresses the considerations for a DevOps implementation, this course does not focus on any particular tools and technologies needed to implement DevOps.

KEY TOPICS

▸ The Need for DevOps
- Traditional vs New IT Landscape
- What is DevOps?
- DevOps life Cycle Components
- DevOps History
- Issues in the Current Work Environment
- Why Do We Need DevOps?
- DevOps Addresses Technical Deb
- DevOps Increases Performance
- DevOps Minimises Technology Waste

▸ DevOps and Other Mindsets and Techniques
- DevOps and how it connects to:
  - Iterative and Incremental Delivery
  - Leano
  - Kaizen
  - PDCA Cycle
  - The Andon Cordo Agile
  - Scrum
  - Systems Thinking
  - Value Stream Mapping
  - Project Management
  - Kanban

▸ DevOps Principles
- Continuous Delivery
- Continuous Experimentation and Learning
- CAMS: The Four Pillars of DevOps Philosophy
  - Culture
  - Automation
  - Measurement
  - Sharing
- People Over Processes Over Tools

▸ The DevOps Life Cycle
- The DevOps Life Cycle
- Life Cycle Components
- Architecture
- Elements of Continuous Development
- Trunk-based Development
- The Build Pipeline
- Continuous Testing
- Test-driven Development (TDD)
- The Testing Quadrants
- Benefits of Continuous Integration
- Continuous Deployment
- Version Control
- Continuous Monitoring
- Indicators Used to Measure DevOps Performance

▸ Implementing DevOps
- Considerations for Implementation
- Leaderships for DevOps Transformation
- Business and Process Constraints
- DevOps Toolchains
- Telemetry
- Infrastructure as Code
- Design for Operation
- Operate for Design
- Revisiting Technology Waste

E-TRAINING	DURATION	CREDITS	TRAINING PORTAL
NA	2 days	PDUs: 15.0	MyESI strategyex.com/myesi

STRATEGY EXECUTION™

LEAN AND AGILE FOR EXECUTIVES

YOU WILL LEARN TO:

- Explain the basic tenets of the Lean and Agile philosophies
- Recognise the similarities and differences between organisations that employ the Lean and Agile philosophies and those that do not
- List and explain specific ways to prepare an organisation for a successful, sustainable Lean and Agile adoption
- Describe the operational and cultural concepts to support on an ongoing basis to gain high returns from a Lean and Agile adoption.

COURSE SYNOPSIS

Lean and Agile for Executives is a "short" course designed for senior managers and executives to gain an understanding of Lean and Agile from an executive lens. It also provides insight into how executives can prepare an organisation for and foster measurable success leveraging Lean and Agile. Executives also gain an awareness of how to successfully interact with the Lean and Agile elements of their organisation. This course includes opportunities for interaction through discussions and exercises.

KEY TOPICS

▸ Lean and Agile Philosophies
  – Why Are Lean and Agile Popular?
  – Modern Lean Philosophy
  – Modern Agile Philosophy
  – Lean and Agile Work Within Systems Thinking
  – Lean Approach and Principles
  – Lean Myths and Misconceptions
  – The Agile Mindset
  – The Agile Manifesto: Values and Principles
  – Agile Myths and Misconceptions
  – Examining Lean and Agile Side by Side

▸ Preparing Your Organisation for Healthy Adoption of Lean and Agile
  – Cultivating Healthy Adoption
  – Identify and Incorporate Your Strengths
  – Lower Risk
  – Speed Understanding
  – Create a Plan to Protect and Grow Your Culture

▸ Leadership's Role in Getting High Returns from Your Investment
  – Ownership
  – Empowerment
  – Leadership
  – Systems Thinking
  – Flow of Work
  – Decision-making by Consensus
  – Cadence
  – Learning
  – Scaling
  – Techniques before Tools
  – Innovation

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NA	1 days	PDUs: 4	MyESI strategyex.com/myesi

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