ADAPTABLE LEAN AND AGILE TRAINING COURSES

Fundamentals of Lean and Agile

Fundamentals of DevOps

Iterative Delivery with Scrum and Kanban

Continuous Improvement with Lean and Kanban

Lean and Agile for Executives

FUNDAMENTALS OF LEAN AND AGILE

COURSE OVERVIEW

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.

LEARN HOW 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 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 therof)
- Kanban Example
- Kanban Principles:
  - Visualisation
  - Make Policies Explicit
  - Limit Work in Progress (WIP Limits)
  - Manage Flow
  - Improve Collaboratively and Incrementally

FUNDAMENTALS OF DEVOPS

COURSE OVERVIEW

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.

LEARN HOW 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

COURSE 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

ITERATIVE DELIVERY WITH SCRUM AND KANBAN

COURSE OVERVIEW

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.

LEARN HOW 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 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
- Review of Key Learning Points
- Final Assessment
- Individual Action Plan

CONTINUOUS IMPROVEMENT WITH LEAN AND KANBAN

1 DAY

COURSE OVERVIEW

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. This course 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. The course assumes foundational elements of Lean and Agile are known.

LEARN HOW TO

✔ List Lean values and principles

✔ Recognise the benefits of the Lean approach

✔ List Kanban principles and practices

✔ Explain how Lean practices incorporate the PDCA cycle

✔ Describe the purpose of a Kaizen board and how it relates to Kanban

COURSE 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

LEAN AND AGILE FOR EXECUTIVES

COURSE OVERVIEW

Lean and Agile for Executives is a concise 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.

LEARN HOW 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 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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☐ **FUNDAMENTALS OF LEAN AND AGILE**
Milano | 24 settembre 2019 — € 850 + I.V.A. per partecipante

☐ **ITERATIVE DELIVERY WITH SCRUM AND KANBAN**
Milano | 15 ottobre 2019 — € 850 + I.V.A. per partecipante

☐ **CONTINUOUS IMPROVEMENT WITH LEAN AND KANBAN**
Milano | 12 novembre 2019 — € 850 + I.V.A. per partecipante

☐ **PERCORSO AGILE FAST TRACK (3 CORSI)**
Milano | 24 settembre +15 ottobre + 12 novembre 2019 — € 2150 + I.V.A. per partecipante

SPECIALE ISCRIZIONE MULTIPLE

2° Iscritto	3° Iscritto	4° Iscritto
SCONTO	SCONTO	SCONTO
10%	15%	20%

É necessario l'invio di una scheda per ciascun partecipante. Offerta non cumulabile con altre promozioni in corso.

Per informazioni:
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Sistema di Gestione Certificato a fronte della norma UNI EN ISO 9001:2008 certificato n.1111

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Per informazioni:
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Il Servizio Clienti Vi contatterà per completare l'iscrizione e per definire le modalità di pagamento

LUOGO E SEDE
Milano - Sede da definire

INFORMAZIONI GENERALI
La quota d'iscrizione comprende la documentazione didattica, i pranzi e i coffee break ove segnalati nel programma. Per circostanze imprevedibili, IKN si riserva il diritto di modifica e il programma, i relatori, le modalità didattiche e/o la sede del corso. IKN si riserva altresì il diritto di cancellare l'evento nel caso di non raggiungimento del numero minimo di partecipanti, comunicando l'avvenuta cancellazione alla persona segnalata come "contatto per l'iscrizione" via email o via fax entro 5 giorni lavorativi dalla data di inizio dell'evento. In questo caso la responsabilità di IKN si intende limitata al solo rimborso delle quote di iscrizione pervenute.

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L'eventuale **disdetta** di partecipazione (o richiesta di trasferimento) all'evento dovrà essere comunicata in forma scritta a IKN entro e non oltre il **6° giorno lavorativo (compreso il sabato** precedente la data d'inizio dell'evento. Trascorso tale termine, sarà inevitabile l'addebito dell'intera quota d'iscrizione. Saremo comunque lieti di accettare un Suo collega in sostituzione purché il nominativo venga comunicato almeno un giorno prima della data dell'evento.

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Si informa il Partecipante ai sensi del D.Lgs. 196/03: (1) che i propri dati personali riportati sulla scheda di iscrizione ("Dati") saranno trattati in forma automatizzata da IKN per l'adempimento di ogni onere relativo alla Sua partecipazione alla conferenza, per finalità statistiche e per l'invio di materiale promozionale di IKN. I dati raccolti potranno essere comunicati ai partner di IKN, nell'ambito delle loro attività di comuni-cazione promozionale; (2) il conferimento dei Dati è facoltativo: in mancanza, tuttavia, non sarà possibile dar corso al servizio. In relazione ai Dati, il Partecipante ha diritto di opporsi al trattamento sopra previsto.
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