Digital Tools

Participant Workbook

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What you'll find in this workbook

Your accountabilities as a participant

You can expect a very interactive course. To make most of it, it is your accountability to

- **Participate**, which is not the same as attending. Be an active participant during each module, combining the Scrum Values and the Fish! Philosophy practices:
  - **Be There**: be emotionally present for people. It's a powerful message of respect..
  - **Play**: tap into your natural way of being creative, enthusiastic and having fun. As in "Let's play with that idea!"
  - **Make Their Day**: It's about contributing to someone else's life.
  - **Choose Your Attitude**: Ask yourself: "Is my attitude helping my team or my customers?"
  - **Commit** to achieving learning goals and to supporting each other.
  - **Focus** is on the learning and growth to make the best possible progress toward the learning goals.
  - **Be open** about the work and the challenges.
  - **Respect** each other to be capable, independent people
  - **Have the courage** to do the right thing, to work on tough problems.

- **Do** the warm-ups and follow-ups, i.e. the pre/post work for each module, between each module, so that you'll be up to speed at any time for the duration of this course (more on this below).

It is my hope that you **become** a promoter, together with me and others that came before you, to make this world a better place through the *professional* use of agile ways of working.

Warm-ups and Follow-ups

Warm-Ups are pre-class activities that introduce you to some of the new concepts and get you ready for the upcoming class. They "prime" your brain for future learning. You learn better when you can link new information to something you are already somewhat familiar with.

Follow-ups are the post-class activities that help you revisit (review) class concepts and move those concepts into long-term memory. Spaced practice repeated over a period of time is better for long-term learning.

Your trainer is there to facilitate your learning, not to do your learning. Take ownership and you'll get benefits from this course now, and in your future endeavors.

Concept Maps

A concept map is a note-taking tool. It allows you to take note of important concepts, facts, data, and their relationship. It typically combines words and images, yet could take any form.
You will be provided with an outline, giving you basic indicators, yet it is up to you as a learner to create / complete it. This is to take place during the time we spend in class.

Learning Outcomes

In this highly interactive course you'll **explore the foundations of agility**. Note that "Foundations" does not mean easy or basic! Cambridge Dictionary defines foundations as "the structures below the surface of the ground that support a building:" and "an idea or fact that something is based on". This means we'll be looking under the hood to find where agile frameworks and practices are (supposed to be) built upon.

After your active participation in this course you will understand
- **What motivates people**. Including the importance of a shared purpose, a level of autonomy, and a level of skill mastery.
- The importance of **a self-managing and cross-functional team**.
- How **collaboration** between team members and stakeholders brings better results compared to individual work.
- The influence of **team values** on team results.
- What **a professional mindset** entails.
- Why **an empirical approach** outperforms a plan-based approach for solving complex problems.

Note: this is a Training-From-The-Back-Of-The-Room approach in which many of the traditional "lecture-based" segments take place off-line and the practice segments take place online. Therefore the assignments between the modules are essential to your success in achieving the learning outcomes.

Module 1 - Open-Source Software, Complexity, and Empirical Process Control
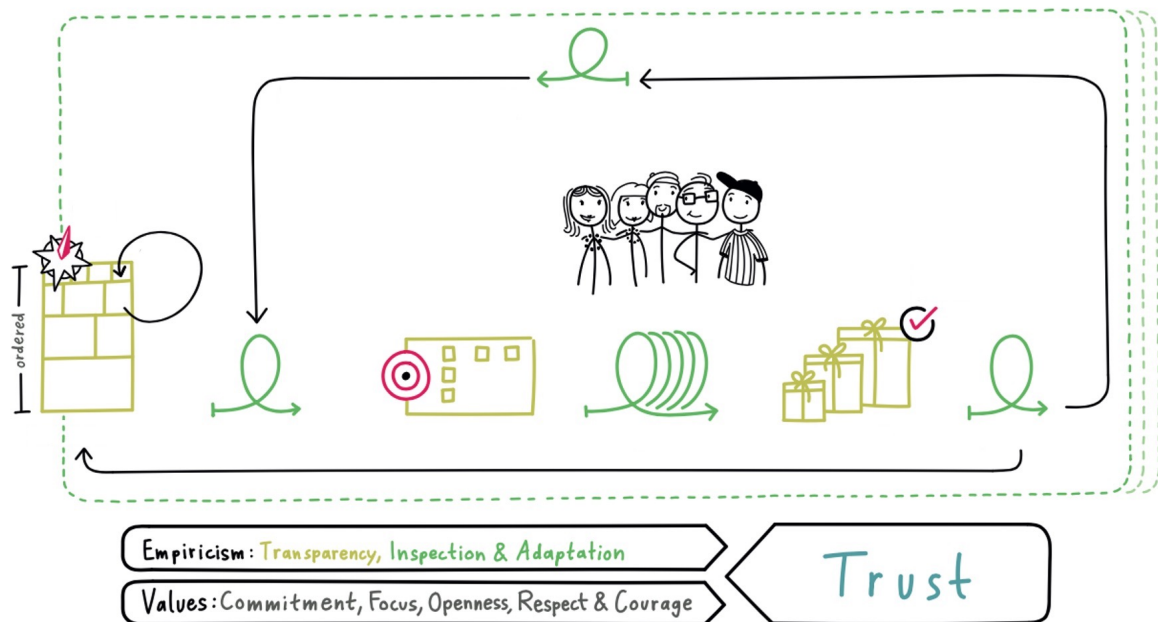
Warm-Up

Homework assignments before class:

1. Look in your personal life and see which digital tools you are frequently using and answer the following questions:
    a. Why are you using them so much?
    b. What changes have they gone through in recent years/months?
    c. What technology is used to develop and maintain this/these tool(s)?
2. Do some research on what Open-Source Software is, what some advantages and disadvantages are.

Be ready to explain / present your results.

Concept Map

- We can define complexity as ___

- Definition Open-Source Software (OSS): ___

- Three pillars of empirical process control are:
  - ___
  - ___
  - ___

- The Scrum Framework consists of:

Empiricism: Transparency, Inspection & Adaptation

Values: Commitment, Focus, Openness, Respect & Courage

Trust

Follow-Up

Homework assignments after class:

1. Research the Cynefin or Stacey model and summarize it in your own words.

    Make the relationship between this model and Open-Source Software.

2. Read the ScrumGuide, available at

    https://scrumguides.org/scrum-guide.html

3. Fill out your learning log for this module at the end of this workbook.

Module 2 - Agile Teams

Warm-Up

The fundamental unit of agile is a team, a cohesive unit of professionals focused on delivering one objective at a time.

Homework assignments before class:
1. Look in your personal life and think about a team you were part of, a team you felt was awesome, a team you were proud to be a member of.
2. What made this team so great? What characteristics did it have?

Be ready to explain / present your results.

Concept Maps

An agile team…

- …consists of _____ individuals. Intrinsic motivators are:
  - _____ ,
  - _____ ,
  - _____ .
- … is _____ , i.e. the members have all the skills necessary to create value each Sprint.
- … is _____ , i.e. meaning they internally decide _____ does _____, _____, and _____.
- … also has the five assets of being highly collaborative:
  - _____ ,
  - _____ ,
  - _____ ,
  - _____ ,
  - _____ .
- … lives the five _____ which build _____:
  - _____ ,
  - _____ ,
  - _____ ,
  - _____ ,
  - _____ .

Follow-Up

As you'll work in a team to create a digital tool to improve some aspect at Howest:

1. Reflect back on the session: what is now important for you to work on a team - values, purpose, etc. List these aspects, and see how they fit to the different aspects discussed during class.
2. You might already want to discuss yours and your teammates' reflection on this and align where needed.

Module 3 - Product Backlog Management

Warm-Up

A team needs focus; focus to deliver, to reach a goal. The Product Backlog is the artifact in Scrum that is expected to bring this focus. The Product Backlog should bring transparency to the team about what the solution might contain as features to solve challenges in the market, for your users, for your target market(s).

Homework assignments before class:
1. Look back to session 1 where we discussed Scrum, and re-read the parts in the Scrum Guide that reference the Product Backlog.
2. Thinking of your team's assignment - developing a digital solution that improves an aspect of the life @Howest - what type of information would you need to have in your product backlog?

Be ready to explain / present your results.

Concept Map

- Product Backlog Management consists of
  - _____ into smaller, more precise items
  - _____ these items so that it is clear what the most valuable items are, and
  - _____ these items so that information to forecast becomes available.
- Any technique to split, order, or size items that works for the team is OK. It allows the team to experiment what works for them and what can be improved.
- Part of Product Management includes having a Product Vision and a Product Roadmap.

Follow-Up

As of now you'll work with your team and start creating a digital solution to improve some aspect(s) of the life at Howest for some part of the Howest community.

After this session:

1. Review your Product Vision and fine-tune where needed. You (might) want to check with your target user segment to understand better their job, pains, and gains.

2. Perform the first Sprint with your team. Focus on building a transparent Product Backlog, and take one or two items to go through the entire Sprint: do Sprint Planning, Daily Scrum, Sprint Review, and Sprint Retrospective.

3. Be sure to do it as a collaborative team effort, living the values that are important for you as a team, living your team agreements.

Learning Log

Module 1 - Open-Source Software, Complexity, and Empirical Process Control

What have you learned about Open-Source Software? E.g. What are advantages and disadvantages of Open-Source Software? How can we define complexity? How does empirical process control help dealing with complexity? What are three pillars of empiricism? What are the different elements of Scrum? And how do these support the pillars of empiricism?

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Module 2 - Agile teams

What have you learned about Agile teams? E.g. What are the different elements/characteristics of an agile team? What are categories of intrinsic motivation? What does cross-functional and self-management mean? And why are these important to an agile team? How do the Scrum Values help with growing a collaborative team?

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Module 3 - Product Backlog Management

What have you learned about Product Backlog Management? E.g. What does it involve to manage a Product Backlog? How can you come to a Product Vision? What about a Product Roadmap? How does a persona (jobs, pains, gains) help you with developing a Product Vision and a Product Roadmap?

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