



## Scrum@Scale Practitioner

### Course Description

In this course, you will learn how to apply fundamental Scrum and Lean product development skills to scale Scrum from one to many teams across any sized initiative. The Scrum@Scale® course teaches the responsibilities of the Product Owner, individual Scrum teams, and enterprise leadership in a variety of large-scale contexts.

### Course Overview

Students in this class will learn how to:

- Overcome the challenges of cross-team dependencies with an emphasis on prioritization at the enterprise level
- Understand the impact of being able to refactor an organization to meet changing market demands
- Develop a transformation backlog to scale your organization's reach and impact
- Measure and improve key metrics for Enterprise agility

### Recommended Prior Experience

- Scrum Master Course OR
- Comparable real world experience implementing Scrum OR
- Completion of a Scrum Product Owner course is encouraged but not required.

We recommend reading the official Scrum@Scale Guide prior to the class.

### Certification Credentials

Upon completion of this course and the official Scrum@Scale exam, Scrum Inc. will provide a Certified Scrum@Scale™ Practitioner certificate signed by Dr. Jeff Sutherland, the creator of Scrum.

## Learning Objectives

This course will be broken into up to 25 separate learning modules that focuses on the application of knowledge and skill within and beyond the context of the course.

Modules Include:

1. **Introduction & Teams** - Upon completion of this exercise, students will be able to:
  - a. Identify and clarify their greatest pain point or question/personal learning objective
  - b. Visualize and participate in team self-organization
  - c. Identify their team members and self-organize roles
  - d. Understand the varying degrees of team experience and how that impacts a team
  - e. Discuss how the Scrum Master and Product Owner are part of the team
  - f. Discuss the term Developer and how this applies to those doing the work
2. **Your Goal** - Upon completion of this module, students will be able to:
  - a. Explain why organizations struggle to be agile
  - b. Describe a heat map and how it will help create a context specific scaling map
  - c. Demonstrate the application of heat map components
  - d. Explain three Mega Issues organizations face
3. **S@S What & Why** - Upon completion of this module, learners will be able to:
  - a. Define Scrum@Scale and its relationship with Scrum
  - b. Explain how S@S is related to Biological systems
  - c. Explain the importance of systems thinking to optimize the whole organization or value stream
  - d. Describe the S@S Framework at a high level
  - e. Explain why there is not a prescription to scaling
  - f. Discuss the chief challenges an organization faces when trying to Scale and their impacts
  - g. Explain the importance of culture to scaling
  - h. Explain the disruption Scrum can cause and how the Scrum Values are required to effectively negotiate this disruption
4. **Airplane Game/ Similar Game** - Upon completion of this exercise, learners will be able to:
  - a. Experience the value of planning, doing, and retrospecting
  - b. Describe the scrum cycle as a whole
  - c. Explain the value and purpose of cross-team coordination
  - d. Recognize collaboration beats competition
  - e. Shift perspective from a goal of team success to organization success
  - f. Discuss how communication is the key to higher productivity
  - g. Explain how cross-functional teams and pairing produce better results than an assembly line approach (waterfall)
  - h. Make the point that work in progress is waste because it isn't creating value for customers or the organization.

5. **Scrum Master Cycle** - Upon completion of this module, learners will be able to:
  - a. Describe the components of the SM Cycle
  - b. Explain at a high level how they work together to operationalize value
  - c. Explain that each component has inputs and outputs
6. **Team Process** - Upon completion of this module, learners will be able to:
  - a. Explain that the Team Process is Scrum
  - b. Verify a clear understanding of 3-5-3
  - c. Discuss why it is important to have scrum working well on one team before scaling
  - d. Explain key goals, inputs and outputs of the Team Process
  - e. Describe the idea of a reference model
  - f. Assess the Team Process in their organization
7. **Scaling & the SM** - Upon completion of this module, learners will be able to:
  - a. Explain the difference between the Scrum of Scrums and the Scaled Daily Scrum
  - b. Describe the role and responsibilities of the SOS Master, and how it parallels the SM role
  - c. Describe the purpose of the SDS as an opportunity for teams in a SoSs to re-plan in order to meet the Sprint Goal of the SoS, identify & mitigate cross-team impediments, and share learnings
  - d. Explain how this role scales depending on the size of the organization
8. **The Hub of the Scrum Master Cycle: Executive Action Team** - Upon completion of this module, learners will be able to:
  - a. Explain the accountabilities of the EAT and that it owns the transformational strategy
  - b. Describe why it is required for successful scaling
  - c. Discuss who is part of the EAT
  - d. Contrast The EAT and a typical PMO
  - e. Identify individuals within their reference organization that might be good members of an EAT
  - f. Asses their reference organizations on their Executive Action Team
9. **The Agile Practice** - Upon completion of this module, learners will be able to:
  - a. Explain when and why an organization might launch an Agile Practice
  - b. Explain the Agile Practice is a Pattern, not a framework component.
  - c. Describe the relationship between the EAT and Agile Practice
  - d. Explain that the Agile Practice is accountable for the quality of Scrum within the organization
  - e. Asses their reference organizations on their Agile Practice
10. **Key Scrum Patterns** - Upon completion of this module, learners will be able to:
  - a. Describe the benefits of patterns-based Scrum for Scrum@Scale implementations
  - b. Connect Velocity to overall effectiveness
  - c. Connect that Velocity is not the goal; that only working product is a measure of progress in Scrum
  - d. Explain that the patterns are not a part of the Scrum Guide but will help create hyperproductive teams
  - e. Explain how Patterns are connected and generative

11. **Impediment Removal** - Upon completion of this module, learners will be able to:
  - a. Explain the need for continuous improvement and impediment removal
  - b. Explain the importance of making impediments visible at the right level(s) in the organization to effect change
  - c. Describe how impediments are escalated in a scaled Scrum
  - d. Asses their reference organizations on Impediment Removal
12. **Cross-team coordination** - Upon completion of this module, learners will be able to:
  - a. Correctly identify which teams should coordinate via a Scrum of Scrums, and which should not
  - b. Describe how different aspects (“what” vs “how”) of cross-team coordination are handled through the Scrum of Scrums and MetaScrum, respectively
  - c. Explain the importance of knowledge sharing and standardizing empirically validated practices
  - d. Describe the need for teams to understand what they will share in common, where they can improve from learning, and removing or mitigating cross-team dependencies
  - e. Asses their reference organizations on Cross-team coordination
13. **Product Owner Cycle** - Upon completion of this module, learners will be able to:
  - a. Identify the components of the Product Owner Cycle
14. **Executive Metascrum** - Upon completion of this module, learners will be able to:
  - a. Describe how the Product Owner Team is the scaled version of the PO Role
  - b. Discuss how the Executive Metascrum Forum functions as a forum where the Product Owner Team meets with Stakeholders, led by a Chief Product Owner responsible for translating a Vision into a single actionable Product Backlog
  - c. Explain that there are additional MetaScrum events depending on the size of the org
  - d. Discuss the MetaScrum Backlog refinement as the forum for stakeholders to express preferences
  - e. Identify common symptoms of weak product ownership at both the team level and at scale
  - f. Assess their reference organizations’ Executive MetaScrum
15. **Agile Organization Design**- Upon completion of this module, learners will be able to:
  - a. Understand how organizational debt will limit productivity i. Organizational Debt- Any structure or cultural characteristic in the organization, procedure and policy that limits productivity
  - b. Compare and contrast Toyota Production System, Lean, Scrum and Agile and explain how they are connected
  - c. Explain the importance of refactoring to improve production
16. **Strategic Vision** - Upon completion of this module, learners will be able to:
  - a. Explain how the strategic vision relates to product goals
  - b. Describe inputs and outputs of the strategic vision
  - c. Explain the importance of being able to measure progress toward goals
  - d. Explain how product and organizational agility help improve outcomes
  - e. Assess their reference organization on its Strategic Vision

17. **Backlog Prioritization** - Upon completion of this module, learners will be able to:
  - a. Explain how the order of priority reflected in the backlog affects a company's bottom line or relates to a strategic vision
  - b. Define business value and describe different sources of business value (market value, risk reduction, etc.)
  - c. Identify methods for determining business value
  - d. Describe in detail at least one way to prioritize challenging a PO to release earlier in the life cycle (e.g., cost of delay)
  - e. Assess their reference organization on Backlog Prioritization
18. **Backlog Decomposition & Refinement** - Upon completion of this module, learners will be able to:
  - a. Identify pitfalls that can occur due to lack of proactive Product Backlog Refinement in single-team Scrum. Emphasize the importance not only of proactive refinement in a Scaled situation but the importance of joint refinement activities.
  - b. Identify the goals, inputs and outputs of Product Backlog Refinement in scaled Scrum
  - c. Understand the need for an agile architecture in the backlog
  - d. What are effective techniques for joint refinement (story maps, impact mapping, string diagrams, etc.)
  - e. Assess their reference organization on Backlog Decomposition and refinement
19. **Release Planning** - Upon completion of this module, learners will be able to:
  - a. Describe how Release Planning is a planning horizon and not associated with delivery
  - b. Explain how Release Planning answers two questions: When does the customer realize value and when does the organization realize value?
  - c. Demonstrate tools for generating a Release Plan
  - d. Explain how to create a release burndown
  - e. Describe how un-done work and emergent work affect Release Planning
  - f. Assess their reference organization on Release Planning
20. **Delivery** - Upon completion of this module, learners will be able to:
  - a. Describe the goals, inputs and outputs of Delivery
  - b. Demonstrate an understanding of different approaches to Delivery
  - c. Explain the benefits of increasing automation in the delivery process
  - d. Describe the contextual nature of delivery and how this cadence may differ from company to company or even within the same organization.
  - e. Emphasize the importance of the Scrum of Scrums as a Release Management team.
  - f. Assess their reference organization on its delivery practices
21. **Feedback** - Upon completion of this module, learners will be able to:
  - a. Identify the goals, inputs and outputs of feedback in a scaled Scrum.
  - b. Describe the importance of feedback from multiple sources such as Stakeholders, Customers, Development Team members.
  - c. Explain the concepts of The MVP and The Pivot as they relate to feedback
  - d. Explain that feedback can apply to both product and delivery process
  - e. Assess their reference organization on Feedback

22. **Metrics & Transparency** - Upon completion of this module, learners will be able to:
  - a. Identify the goals, inputs and outputs of Metrics & Transparency in a scaled Scrum
  - b. Explain the importance of context and the need to understand what is being measured prior to adopting S@S for an effective comparison of how a company operated previously
  - c. Identify different lenses for measuring progress and give sample metrics
  - d. Explain the value of looking at metrics together
  - e. Assess their reference organization on Metrics & Transparency
23. **Where Do I Start?** - Upon completion of this module, learners will be able to:
  - a. Complete the Component Assessment Summary for their reference organization based on the answers from the “your goal” section and the self-assessments in each of the component modules
  - b. Identify the highest priority component to focus on and create a sample scaling backlog for implementing or improving that component.
24. **Team Backlogs** - Upon completion of this exercise, learners will be able to:
  - a. Apply the things they have learned in the class to answer questions from fellow students
  - b. Ensure their personal learning objectives completed to their satisfaction with the help of the instructors and other students
25. **Course Wrap-up and Retro** - Upon completion of this module, learners will be able to:
  - a. Self Sign-up to access the exam, course material, survey and certificate
  - b. Give the instructor feedback on the course and propose change