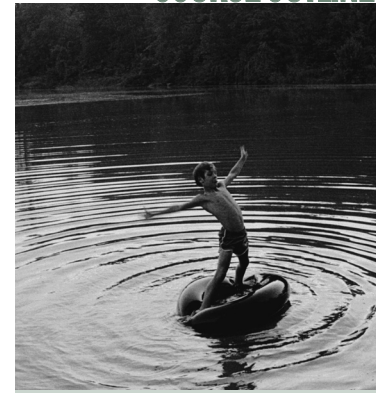


## Making Agile Work

Agile development is just as much art as science, and by design it doesn't follow the same structured path every time. Rather, it allows for variations on themes, like painting or playing jazz. And the results can be just as beautiful. Making Agile Work explores the dynamic and creative nature of agile development, and helps students become more comfortable with the change, ambiguity and cultural nuances that underlie the agile approach. But just like playing in a band, effective group dynamics are critical to success; and students also master the essentials of understanding others, communication and teamwork.



DURATION: 2 days.

CAPACITY: 20 people.

WHO SHOULD ATTEND:

PREREQUISITES: None.

PDU's: 14 credits.

### FEATURES

- Our facilitators bring real-world experience to every workshop.
- Participants will be led, not lectured, through a combination of presentations and hands-on exercises.
- Our workshops provide an experiential environment where participants can take risks and make adjustments based on their results before approaching large projects.

### DISCOVER HOW TO

- Hear others fully
- Create and maintain open communication
- Collaborate more effectively
- Learn to determine when a deliverable is "good enough"
- Discover why you may be resisting change and not even know it
- Sustain productivity during times of ambiguity
- Create a culture where agile can flourish

## OUTLINE SUMMARY

### Introduction

- The “art” of managing agile projects
- Why agile managers are like jazz musicians
- The agile paradox

### What is an Agile Culture?

- Explore the qualities that define an agile culture
- Determine what in your culture supports and opposes agile
- Discuss why modeling agile behavior (agility) is important

### All That Jazz - Making Beautiful Agile Music

- Hearing others
- Creating and maintaining open communication
- Collaborating, delegating, and defining accountability
- Determining when it’s “good enough”
- Accepting change
- Working with ambiguity
- Creating an agile culture

### Hearing Others

- Hearing = questioning & listening
- Strategic questioning skills
- Detached listening

### Creating and Maintaining Open Communication

- Fostering and reinforcing team communication
- Facilitation skills to support team communication
- Mediating and arbitrating conflict among team members

### Collaborating, Delegating, and Defining Accountability

- The importance of clarity
- Understanding the needs of others
- Pitfalls to clear delegation
- The accountability trap - are there degrees of accountability?

### Determining When It’s “Good Enough”

- Understanding the “it’s never good enough” mentality
- Exploring the law of diminishing returns
- Managing the “good enough” tension

### Accepting Change

- Why it is that someone has to be “wrong” every time there is change
- Why we don’t want to be “wrong”
- How defensive are you?
- Strategies for embracing change

### Working with Ambiguity

- How comfortable are you with ambiguity?
- Why trust is essential to managing during times of ambiguity
- Strategies for managing through ambiguity

### Creating an Agile Culture

- The importance of flexibility and versatility
- Revisit conditions that support and oppose agile identified on the first day
- Who and what will support agile
- Who and what will oppose/resist agile

**Sys·tem·a·tion®**

Get to the Heart of the Matter.<sup>sm</sup>