

# Agile Practice Novice (AAN)

**Course Title:**

Agile Practice Novice (AAN)

**Course Description:**

Instructor-led course covering the learning objectives required to achieve a novice level of Agile practice.

**Course Abstract:**

In this instructor-led course – which utilizes a “learn by doing” format that combines self-study, mentorship, training, and coaching – students will learn, practice, and develop the skills necessary to achieve a novice level of Agile practice.

**Duration:**

8 Modules

**Prerequisite:**

Agile Foundations (AF)

**Level:**

Novice

**Assessment:**

Experience

**Recommended Text:**

[Scrum: The Art of Doing Twice the Work in Half the Time](#)

**Course Structure:**

- Module 1: Servant Leadership
  - Learning Objectives:
    - The changing workplace dynamics
    - How work can be re-imagined
    - What it means to enable an agile culture
    - How we can lead by example
    - Why Theory Y leaders subscribe to intrinsic motivation principles
    - The different types of teams
    - The importance of gemba and management by wandering around
    - How agile creates a great place to work using Job Characteristics Theory
    - How to survive the Whiplash from our faster future
    - What it means to be a learning organization that is deliberately developmental
  - Handouts: Remote Work, The Simple Leader, Motivational Theories
  - Videos: [Dave Coplin - Re-Imagining Work](#), [Dan Pink - Drive](#)
  - Activities: Draw a picture of a leader, and depict the attributes they possess
  - Assignment: Read [Scrum: Chapter 1, 2](#)
  - Action: Review [Center for Servant Leadership](#) website
- Module 2: The Five Dysfunctions
  - Learning Objectives:
    - The definition of a team
    - The five dysfunctions of a team
    - How to overcome the five dysfunctions
    - The characteristics of a high-performing team
  - Handouts: [The Five Dysfunctions of a Team](#), [Personal Histories Exercise](#), [Team Effectiveness Exercise](#)
  - Videos: [Adam Grant - Givers and Takers](#)
  - Activities: [Personal Histories Exercise](#)
  - Assignment: Read [Scrum: Chapter 3](#)
  - Action: Consider purchasing the book [Overcoming the Five Dysfunctions of a Team: A Field Guide for Leaders, Managers, and Facilitators](#)
- Module 3: Agile Facilitation
  - Learning Objectives:
    - The skills utilized in facilitative listening
    - The steps to reach consensus, including passing through the “groan zone”
    - How to create working agreements
    - Large-scale facilitation techniques for voting
    - How to facilitate a self-organizing open spaces event
    - Techniques for graphic facilitation
    - Various props that can enhance the participants experience
    - The steps in brainstorming, and an alternative called brainwriting
    - How to create a mindmap
    - A technique for determining who is responsible for which types of decisions
    - How to use workshops to create alignment to a set of shared goals
  - Handouts: [Advice Cards](#)
  - Videos: [John Kotter - Accelerate](#)

- Activities: None
- Assignment: Read [Scrum: Chapter 4](#)
- Action: Review [International Coach Federation \(ICF\)](#) website, and create your own personal development plan for each IAF [core competency](#)
- Module 4: Agile Coaching
  - Learning Objectives:
    - The foundations that are needed to become self-actualizing
    - The four quadrants of the integral model
    - The three plateaus of adult mental development
    - The steps in the helping skills process
    - How to apply the GROW model in your sessions with clients
    - The orientation of the Co-Active Model
    - The various coaching skills you can apply
    - How to use the life balance wheel to coach the whole person
    - What constitutes a powerful question and creates accountability
  - Handouts: [Study Guide - Coaching](#), T-GROW, ToGROW
  - Videos: None
  - Activities: None
  - Assignment: Read [Scrum: Chapter 5](#)
  - Action: Reach out to an Agile Coach, and ask how their job differs from that of a Scrum Master
- Module 5: Peer Coaching
  - Learning Objectives:
    - Practical experience with the T-GROW and ToGrow coaching model
  - Handouts: None
  - Videos: None
  - Activities: Peer Coaching using the GROW model
  - Assignment: Read [Scrum: Chapter 6](#)
  - Action: Review [International Coaching Federation](#) website, consider to what extent you currently adhere to the ICF [code of ethics](#)
- Module 6: Change Leadership
  - Learning Objectives:
    - The three responsibilities of any leader
    - The three-step change model from Lewin
    - The steps in the change process and ongoing activities
    - The eight-step change model from Kotter
    - The 7S Matrix and how it can help you think through each aspect of the change
    - How to create a stakeholder grid
    - The psychological steps people go through as they experience change
    - How keystone habits can help us create new habit loops
    - ADKAR and how that can help with communications
    - The preferred communication channel for an Agile transformation
    - Why you want to target your change message to move the middle
  - Handouts: [Study Guide - Organizational Change](#), [Personal Transitions Assessment](#)
  - Videos: [Bronze Orientation](#), [John Kotter - Resistance to Change](#)
  - Activities: [Personal Transitions Assessment](#)
  - Assignment: Read [Scrum: Chapter 7](#)
  - Action: Write down 50 symbols at your organization, then identify which symbol you would most like to see changed
- Module 7: Agile Heat Map
  - Learning Objectives:
    - How to create an Agile Heat Map
    - What some of your biggest obstacles may be
    - How mature the implementation of Agile may be in your space
  - Handouts: None
  - Videos: None
  - Activities: Assess Your Organization
  - Assignment: Read [Scrum: Chapter 8](#)
  - Action: Implement one continuous improvement item with your team
- Module 8: Wrap-Up
  - Learning Objectives:
    - Next steps in your Agile journey
  - Handouts: None
  - Videos: None
  - Activities: Course NPS
  - Assignment: Read [Scrum: Chapter 9](#)
  - Action: Write down your near and long-term goals using the following [template](#)