



AGILE COACH

PROFESSIONAL CERTIFICATE



ACPC® Version 112019

CertiProf®

Learning Objectives

- Acquire a general vision about Agile, main practices, coaching and the essential skills an Agile Coach needs to be a catalyst of change in people and organizations.
- Get certified Internationally as an Agile Coach Professional Certificate ACPC®, thus endorsing your knowledge.

Who is CertiProf®?

CertiProf® is a certifying entity founded in the United States in 2015, currently located in Sunrise, Florida.

Our philosophy is based on the creation of knowledge in community and for this its collaborative network is formed by:

- **Our Lifelong Learners (LLLs)** identify themselves as continuous learners, demonstrating their unwavering commitment to lifelong learning, which is vitally important in today's ever-changing and expanding digital world. Whether they pass the exam or not.
- Universities, training centers, and facilitators around the world are part of our network of allies **ATPs (Authorized Training Partners.)**
- **The authors (co-creators)** are industry experts or practitioners who, with their knowledge, develop content for the creation of new certifications that respond to the industry needs.
- **Internal Staff:** Our distributed team with operations in India, Brazil, Colombia, and the United States is in charged of overcoming obstacles, finding solutions, and delivering exceptional results.

Our Accreditations and Affiliations

Memberships



Digital badges issued by



Agile Alliance

CertiProf® is a Corporate Member of the Agile Alliance.

By joining the Agile Alliance corporate program, we continue empowering individuals by helping them reach their potential through education. Every day, we provide more tools and resources allowing our partners to train professionals that are looking to improve their professional development and skills.

<https://www.agilealliance.org/organizations/certiprof/>



IT Certification Council - ITCC

CertiProf® is an active Member of ITCC.

The fundamental purpose of the ITCC is to support the industry and its member companies by marketing the value of certification, promoting exam security, encouraging innovation, and establishing and sharing industry best practices.



Credly

This alliance allows individuals and companies certified or accredited with CertiProf® to have a worldwide distinction through a digital badge.

Credly is leading the digital credential movement, and companies such as IBM, Microsoft, PMI, Nokia, Stanford University, among others, issue their badges with Credly.



Who should attend this certification?

Anyone interested in expanding their knowledge in Agile Coach, allowing them the capacity to provide solutions based on different agile methodologies that are useful for the Company that applies them.

Agenda

- Agile Overview.
- Coaching Overview.
- The Skills of an Agile Coach.
- Coaching Mindset/Key Concepts.
- Agile Coach DNA/Enterprise Level.
- Main Agile Frameworks Overview

Badge

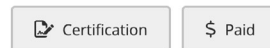


Agile Coach Professional Certificate

Issued by [CertiProf](#)

Agile Coach Professional Certificate earners are able to coach teams in order to achieve problem solving, allowing personal and professional growth to create awareness, improve communication and obtain extraordinary results in personal or professional life, either independently or in a company, but always based on agile values, principles and practices.

[Learn more](#)



Skills



<https://www.credly.com/org/certiprof/badge/agile-coach-professional-certificate>

Lifelong Learning

Holders of this particular badge have demonstrated their unwavering commitment to lifelong learning, which is vitally important in today's ever-changing and expanding digital world. It also identifies the qualities of an open, disciplined and constantly evolving mind, capable of using and contributing its knowledge to the development of a more egalitarian and better world.

Acquisition Criteria:

- Be a candidate for a CertiProf certification
- Be a continuous and focused learner
- Identify with the concept of lifelong learning
- Really believe and identify with the concept that knowledge and education can and should change the world.
- Want to boost your professional growth



SHARE AND VERIFY YOUR LEARNING ACHIEVEMENTS EASILY

#ACPC #CertiProf



Agenda

Agile Overview	11
Agile - Self-Diagnostic	12
Relationship Between Agile & Lean	12
Agile Definition	14
Environments V.U.C.A	15
Why do Large Organizations Use Agile?	15
Benefits in Implementing Agile	16
Agility Fundamentals	18
Agile Manifesto	19
The 12 Principles of the Agile Manifesto	20
Declaration of Interdependence - Values	21
Declaration of Interdependence	21
Relationship Agile vs Waterfall	21
Agile vs Waterfall	24
Differences and Similarities	24
Differences in Agile vs Waterfall Thinking Process	25
Different Thinking	26
Differences in Agile vs Waterfall	26
The Agile Mindset	27
Application Exercise of Reinforcement	27
Coaching Overview	28
What is Coaching?	29
Method / Technique / Tool	31
7 Coaching Levels	32
Learning Phases During the Change Process	33
The 4 Stages to Achieve Wisdom	34
Why Coaching in Agile? The Process of Common Change	35
What is NOT Coaching?	35
A Bit of History About Coaching	36
Resume	36
Coaching Implies	36
What is NOT Coaching?	37
Coach Commitment (Generic and Agile)	37
Values and Principles of a Coach (Generic and Agile)	37
Coach's Most Important Habits (Generic and Agile)	38
Advices for a Coach (Generic and Agile)	38
Coaching Skills (Generic and Agile)	39

General Skills of the Professional Agile Coaching	39
The Coaching Process	40
Detailed Process	40
Agile Leadership	41
Powerful Questions to Define Objectives - Part I	41
Powerful Questions to Define Objectives - Part II	42
Powerful Questions Defining Actions	43
Powerful Questions Creating Perspective	43
Agile Coaching Competency Framework	44
Fundamentals Competencies of Agile Coaching	45
Practice Leader Lean Agile	45
Professional Coaching	45
Facilitation	46
Teaching	46
Mentoring	46
Technical Mastery	46
Business Mastery	47
Transformation Mastery	47
Let's Practice to Identify the Differences	47
Coaching Mindset/Key Concepts	48
Organizations that Have Adopted Agile 3 Main Characteristics	49
Agile Coach	50
Agile Coach - Role	51
Agile Coach Areas	51
Agile Coach Skills	51
Agile Team Facilitation (Agile Mindset)	52
Mentoring vs. Coaching vs. Management	52
Working with Teams - Agile Coach	53
Concept Analysis	54
Agile Coach DNA/Enterprise Level	55
Introduction to the DNA of an Agile Coach	56
Catalysts for Culture Continuous Improvement	56
Boost Ownership	57
Facilitate Barrier Removal	57
Develop Competencies	58
Promote Awareness	58
Agile Coach DNA - Team Level	59
Agile Coaching DNA - Enterprise Level	59
Agile Practices	60

Kafe Model	64
Learning Canvas	65
Agile Frameworks Overview	66
Main Agile Frameworks – Team and Organization	67
Scrum Overview	67
Introduction to Scrum	68
Scrum Components	68
Scrum Principles	69
Scrum Aspects	69
Kanban Method	70
Introduction to Kanban	70
Kanban Application	71
Wrong Reasons	71
Basic Properties	72
Scrumban	72
Introduction to Scrumban	73
Extreme Programming (XP)	73
Introduction to Extreme Programming	74
What is TDD?	75
FDD (Feature Driven Development)	76
Crystal Methodologies	77
Introduction to Crystal Methodologies	78
Focus - Roles	79
Dynamic System Development (DSDM)	79
Introduction to DSDM	80
Agile Unified Process	81
Introduction to AUP	82
Agile UP Phases	83
DevOps Development and Operations	83
DevOps	84
Why DevOps?	84
DevOps Purpose	85
DevOps Tools	86
Scrum of Scrum	86
Roles (Organization)	87
Implementation Strategies	88
LeSS Large Scale Scrum	89
LeSS	89
Introduction to LeSS	90

Framework LeSS	90
Scaled Agile Framework SAFe	91
SAFe	91
Introduction to SAFe	92
Design Thinking	93
Design Thinking Values	95
Introduction to Design Thinking	95
Suggested Flow for a Design Thinking Session	96
Let's Practice Simplifying	92

AGILE COACH PROFESSIONAL CERTIFICATE



Agile Overview



ACPC® Version 112019

CertiProf®

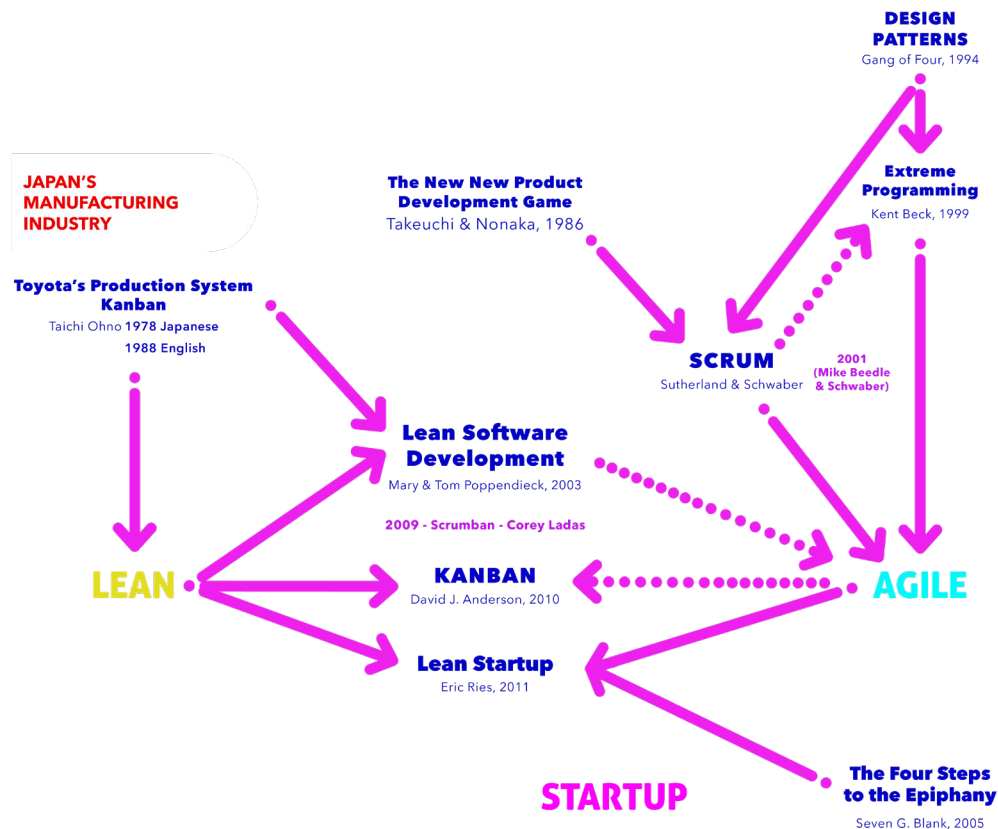
Agile - Self-Diagnostic

Initial Activity

- Agile Definition.
- Why do large organizations use Agile?
- Benefits of Implementing Agile.
- The fundamentals of Agile.
- Principles and Values.
- Agile Manifesto.
- Declaration of Interdependence.
- Agile vs. Waterfall.

This exercise helps participants quickly understand how much knowledge they have about the Agile Manifesto.

Relationship Between Agile & Lean



Lean is a series of principles focused on eliminating all tasks that do not add value to what we are doing. Applied to a project, which does not add value to the final product or service. To do so, he visualizes the entire process that takes place in a value chain throughout a project and, at all these points that occur, eliminates it.

What we know today as "Agile" comes from "lean manufacturing", largely from Toyota, and its basic principles are: Fully customer oriented and based on building lasting relationships between customer and suppliers.



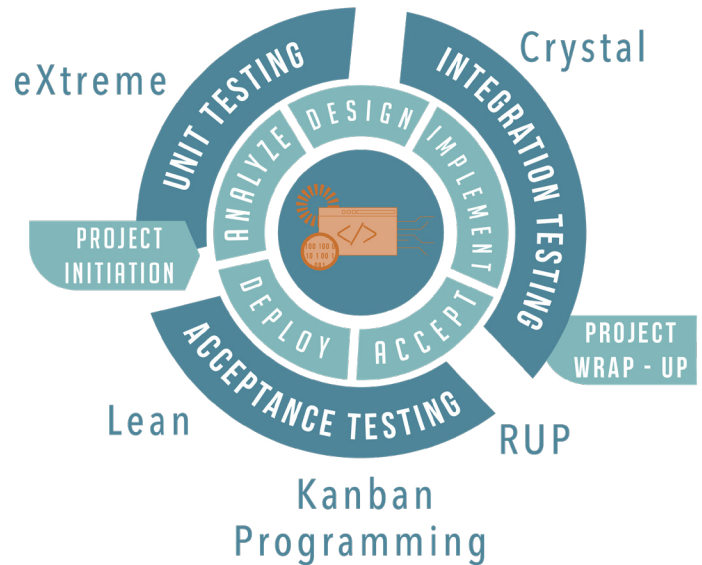
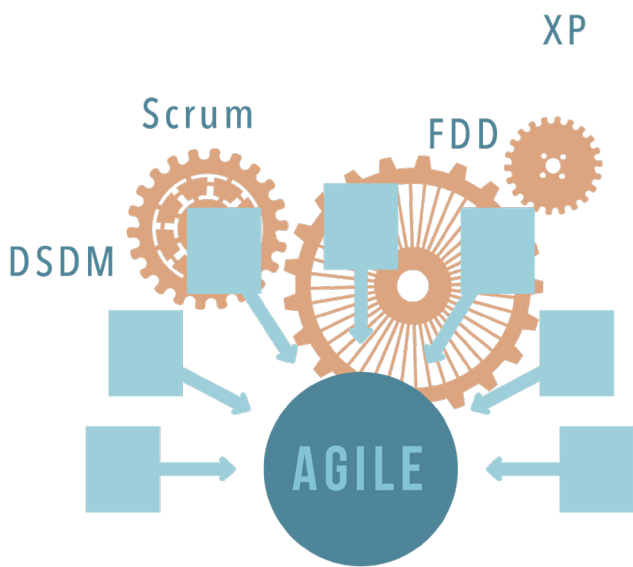
"Agile" is a series of values and principles based on the agile manifesto. The Agile manifesto is born in the world of software development, as opposed to traditional design methodologies (long, slow, heavy, and often with unwanted results, either by customer or vendor). The principles of agility are based on people and their relationships. Fast deliveries of the highest quality are sought, both for product and service, so that the customer understands what is being done and brings changes that bring the product closer to what it wants and is feasible in time and cost. The lasting relationship with him is sought after and he participates in the development of the product or service.

Lean principles help promote the necessary mindset and culture within the company. Agile is based on early deliveries that add customer value and flexibility to vary the product. Are you really the same or see substantial differences?

I see Agile and Lean as fundamental principles from which, by selecting the most appropriate tools for each client / project / team, they can help us achieve success on each of our projects. Do you agree or are you one who believes that it is best to follow each principle closely and use each tool strictly?

Agile Definition

It is the ability to quickly move and respond to changes, to achieve the goal of creating products and/ or services of value in turbulent environments.



Environments V.U.C.A



Why do Large Organizations Use Agile?



Companies like Google, Apple, Facebook, Amazon, and Microsoft as well as some newer ones like Netflix, Airbnb, Tesla, and Uber have a common denominator and is that they focus their efforts in:

- Understanding the behavior and feelings of their clients.
- Predicting and creating new trends.
- Simplify and automate the process to improve the experience of their clients.
- They adapt to constant uncertain and volatile changes.
- They manage in the best possible way the data and information they have in all stages.

As common vehicles of transformation, growth, and leadership, these companies have practices, techniques or Agile methodologies, being the transformation of people, the critical element of success or failure. Agile is where people can contribute tools for organization acceleration, but moreover to help people in the adoption on the least amount of time, which is vital. In this context, the Agile Coach is extremely relevant in any organization that is looking to survive, grow or innovate in markets and highly competitive environments.

Source: Talking with the future in a VUCA world – How to create exponential organizations and manage the duality of markets in transformation.

Benefits in Implementing Agile

REASONS TO ADOPT AGILE

75% Increase in the speed of software delivery.

64% Efficient management of changing priorities.

55% Increase in productivity.

49% Better businesses/IT formation.

46% Increase in software quality.

BENEFITS TO ADOPT AGILE

71% Efficient management of changing priorities.

66% Projective visibility.

65% Businesses/IT formation.

62% Delivery speed/best time to buy.

61% Team productivity.

Source: The 12th annual State of Agile Report.

AGILE PRINCIPLES

**1. Continued
Commercial
Justification.**

**2. Learn from
Experience.**

**3. Defined
Roles and
Responsibilities**

**4. Phased
Management**

**5. Management
by Exception**

**6. Product
Focus**

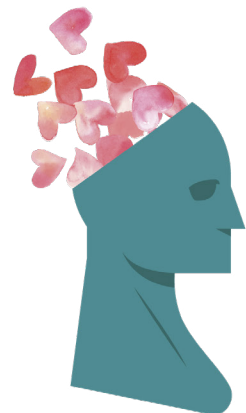
**7. Adaptation
to Project
Surroundings**

This picture from unknown author it's licenced CC BY-SA-NC.

Agility Fundamentals



PRINCIPLES



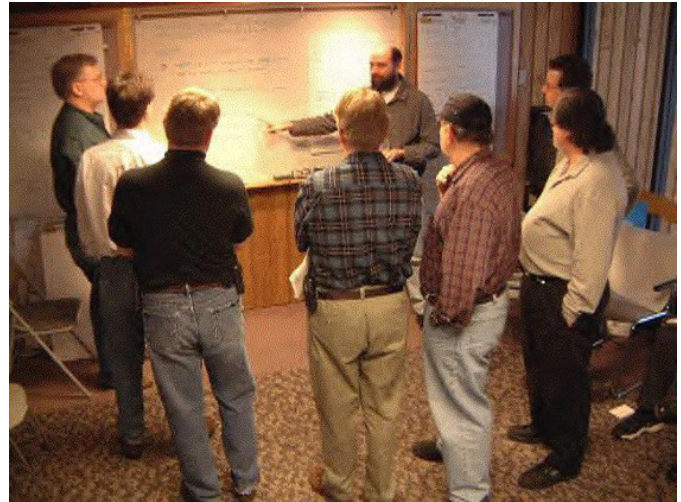
VALUES

Agile Manifesto

We are discovering better ways of developing software for our own experience and to be able to help others.

Through this work we have learned to value the following:

February 11th, 2001. Snowbird Utah, USA. (3 days).



<https://siamchamnankit.co.th/history-some-pictures-and-pdfs-of-the-agile-manifesto-meeting-on-2001-a33c40bcc2b>



The 12 Principles of the Agile Manifesto



1. Our first priority is to **satisfy the client through early and continuous** delivery of valuable software.
2. **We accept that the requirements change**, even at late development stages. Agile processes use these changes to provide a competitive advantage to the client.
3. **We deliver working software frequently**, between two weeks and two months, preferably in the least amount of time.
4. **Business owners and the developers should work together** daily throughout the project.
5. **Projects are developed by motivated individuals**, therefore, they should be provided with the environment and support they need and trust them with the execution of the job.
6. **The most efficient and effective method of communicating** information to the development team and among its members is a **face-to-face conversation**.
7. **Working software is the main measure** of progress.
8. **The agile process promotes sustainable development**. Sponsors, developers, and users should be able to keep a constant rhythm indefinitely.
9. **Continuous attention to technical excellence** and good design improves agility.
10. The art of maximizing the quantity of work not done is essential.
11. **The best architectures, requirements, and designs emerge from self-organized teams**.
12. **At regular intervals, the team reflects on how to be more effective** so that later they can adjust and refine their behavior accordingly.

Source: <http://agilemanifesto.org/>

Declaration of Interdependence - Values

The Declaration of Interdependence of Project management was written at the beginning of 2005 by a group of 15 Project leaders as a supplement to the Agile Manifesto.

It enumerates six management values needed to reinforce an agile development mentality, particularly in the management of complex and uncertain projects.

Declaration of Interdependence

1. **We increase the return on investment** by focusing on the continuous flow of value.
2. We provide **reliable results** by involving the clients in frequent iterations where they are also responsible for the work.
3. **We assume that there will be uncertainty** and we overcome them through iterations, anticipation, and adaptation.
4. We give free rein to **creativity and innovation** by recognizing that people are the ultimate source of value and we create an environment where they can have a positive impact.
5. **We increase the performance through** the accountability of the teams in terms of results and efficiency, responsibilities that they all share.
6. **We improve the efficiency and reliability** through specific situational strategies, process, and practices.

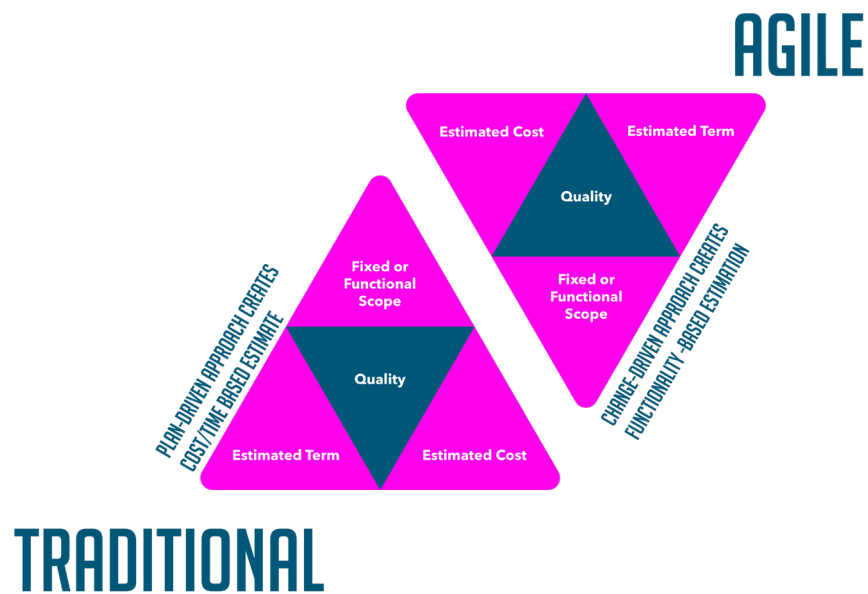
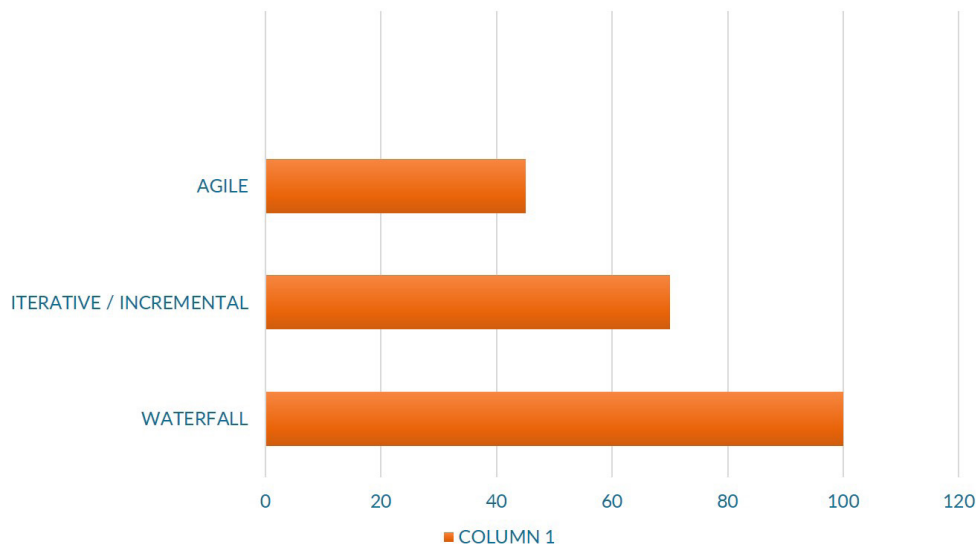
Relationship Agile vs Waterfall



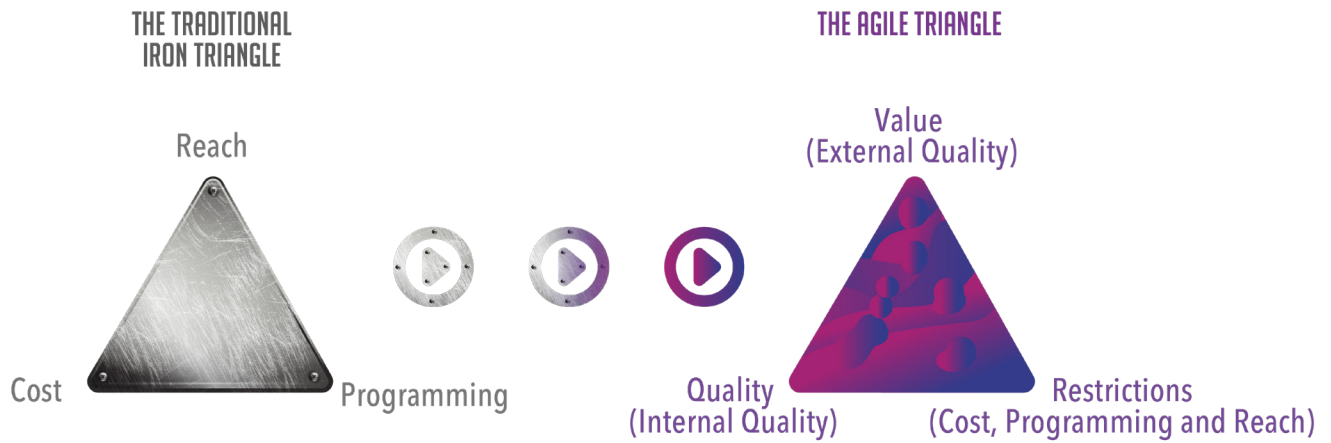


TRADITIONAL METHOD	FRAMEWORKS AGILES
Manager focus is on project management and resources.	Teams are self organized.
Requirements are written in full at project start.	Requirements change constantly.
Requirements are prioritized by dependency on them.	Project changes are welcome and accepted.
Project status is measured by % of completion.	Requirements are prioritized by the value they bring to the business.
Risks are not usually managed daily.	The project is measured in terms of functionality released.
Customer needs a long time to receive final product.	Risks are managed daily and by the entire team.
Customer does not interact during process.	Early in the project the customer can get working parts.

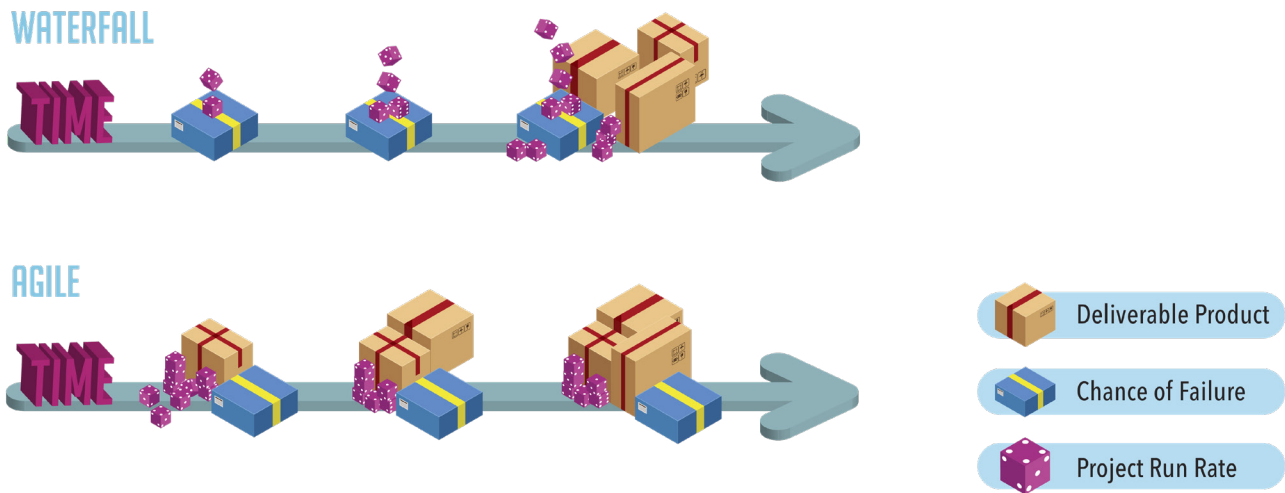
HOW COMPLETE ARE THE REQUIREMENTS MEET?



Agile vs Waterfall



Differences and Similarities



Differences in Agile vs Waterfall Thinking Process

Projects are made by and for people, so the correct application of any framework depends to a large extent on how these people think and reason, which is based on how they have been formally and informally educated to work.

“Waterfall” or predictive frames are mainly based in defining the requirements or needs of the clients from the beginning to be able to estimate everything necessary to cover these needs, from human, financial and technology resources, to the possible risks that may occur during the execution of a project. Realistically, everything must be ready to start a project.

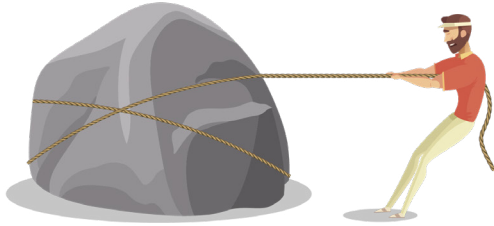
However, the constant, uncertain and volatile changes of the market, society, customers and technology make the predictability little assertive since something is certain today may not exist tomorrow or worse yet it may no longer be the client’s interest.

It is because of this and many other factors that Agile frameworks such as Scrum, Kanban, XP and even Lean are getting more importance. Their first characteristic is the adaptability based on the value for the client, helping the client through collaboration and integration to define their requirements and needs little by little allowing them to validate in short periods of time and partially if their needs correspond to the expected value and by active feedback about tangible and functional deliveries, adjusting the characteristics of the product or service until the desired value is achieved, adapting to the constant changes in the market.

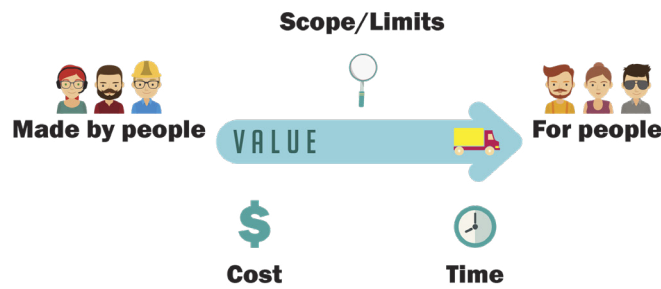
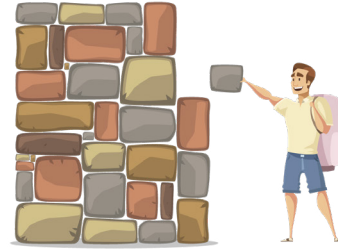
Although one of the biggest challenges to be Agile is to help people to change their way of thinking, paradigms, and teachings, today many people believe that Agile is like a “Quick Waterfall” cutting time and resources with very poor foundations achieving big failures, this is why the Agile Coach must make a personal mindset change to help other people in this transition.

Different Thinking

THE WATERFALL PROCESS



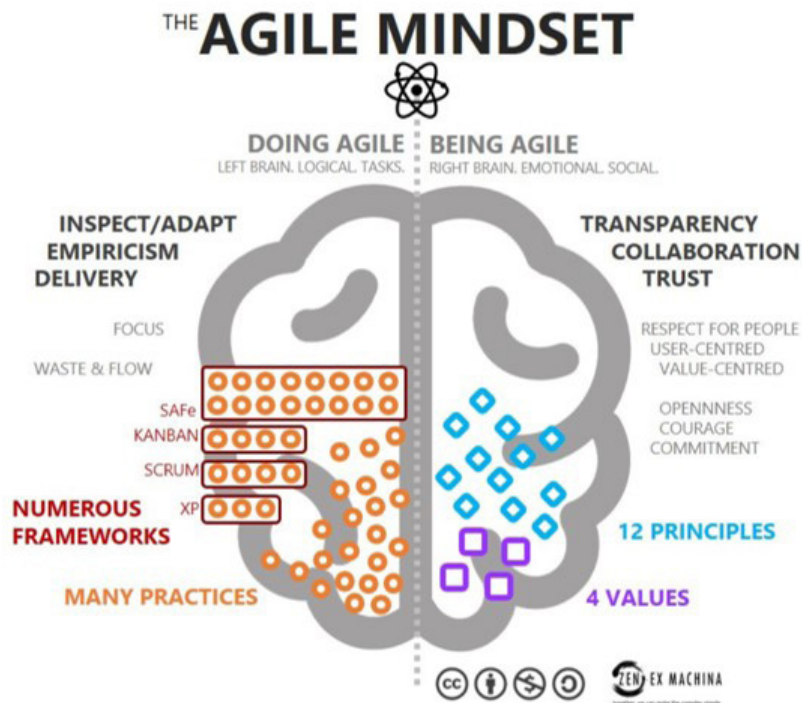
THE AGILE PROCESS



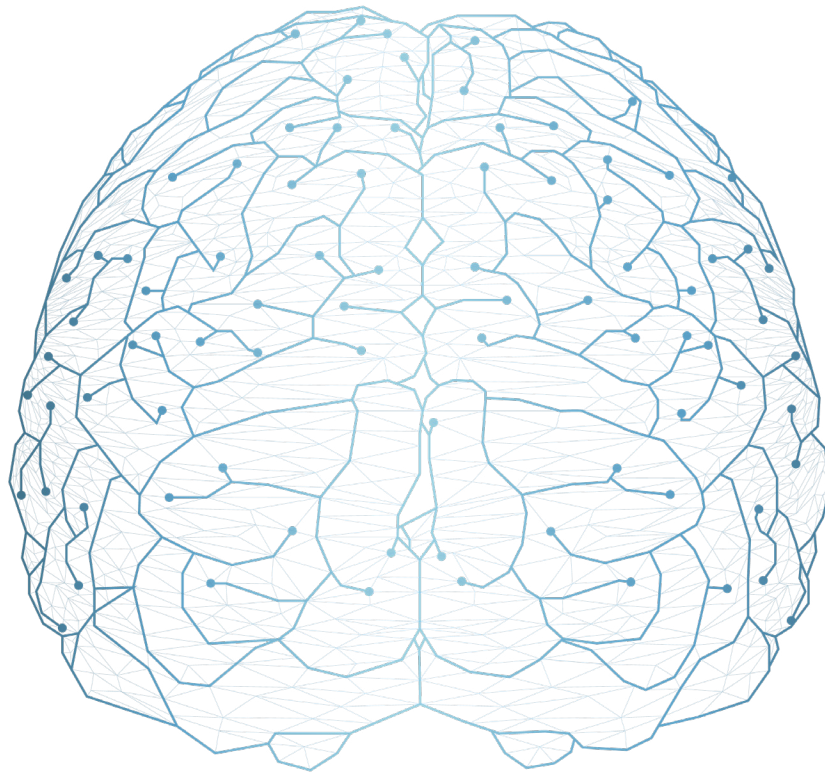
Differences in Agile vs Waterfall

	Agile	Waterfall
Focus	People	Process
Documentation	Minimum required	Exhaustive
Process style	Iterative (Sprints)	Linear
Planning ahead	Low	High
Prioritization of requirements	According to the value of the business and the client	According to the plan of work
Quality assurance	Customer centered	Process centered
Organization	Auto-organized	Managed
Management Style	Decentralized	Centralized
Change	Based on the prioritization of the Backlog	Formal management system of change
Leadership	Collaborative, service, leadership	Orders and control
Performance measurement	Value delivered to the business	At the end of the project
Return on investment (ROI)	At the start and in the long term of the project	Depends on the life cycle of the project

The Agile Mindset



Application Exercise of Reinforcement



AGILE COACH PROFESSIONAL CERTIFICATE



Coaching Overview



ACPC® Version 112019

CertiProf®

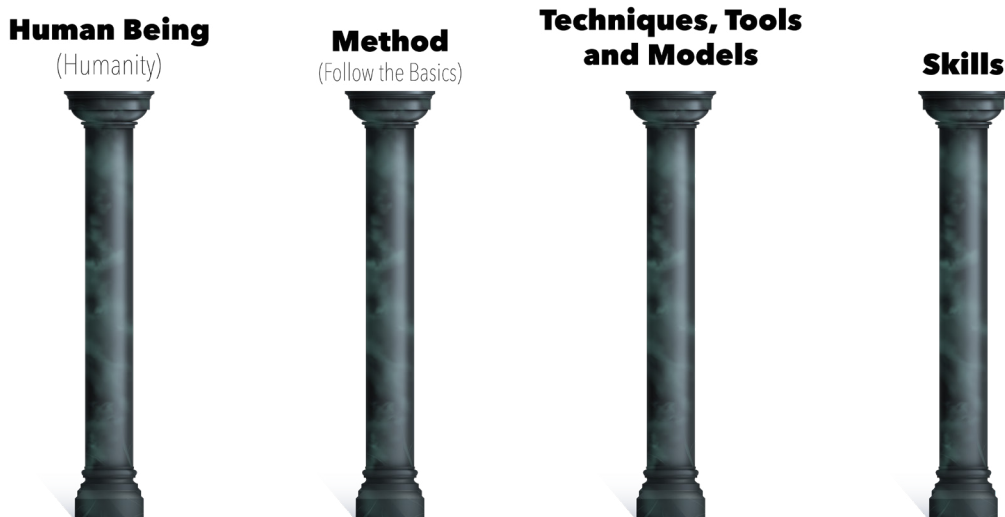
What is Coaching?

How progressive mindset influences outcomes.

In order to achieve our dreams and goals, whatever the stage of life, we must always focus on positive, dedicated and high self esteem. Add to that: resilience, overcoming difficulties and the power to resignify learn from our mistakes, and move on stronger and more prepared. This desire to learn more and more and grow and expand our possibilities. It is the motto of the progressive mindset. No one is an island that cannot change and alter the course of its history. We can all do it differently Just believe!

"Our mindset explains a lot about our optimistic or pessimistic way of looking at life and behaving in front of it".

Carol S. Dweck, professor of psychology at Stanford University, United States; Our mindset explains a lot about our optimistic or pessimistic way of seeing life and behaving towards it. For Carol, there are two different types of mindset: fixed and progressive, and these define both types of profiles well. Fixed mental activity is one that leads individuals to believe that if they are not born with certain skills and gifts, they will naturally not be able to develop them throughout their existence. These people, both professionally and personally, tend to have more negative thoughts and stagnate and demotivate because they do not believe in themselves. On the other hand, progressive minded people believe that their talents and abilities can develop if they are patient, focused and dedicated to it. Professionals with this profile are those who are destined for success, as they continually seek to overcome their limitations and improve their knowledge.



1. Human Being (Humanity)

A good coach continuously understands and specializes in everything that concerns the human being and the process of change and increased performance. It seeks to know the interaction between psyche and body and mind (neurology, biology and physiology of people), about psychological styles, personality types, personal styles, about behavior, attitude, motivation and everything related to change and performance. And above all, it is part of the group of human beings that constantly seeks improvements, evolution, learning, self-motivation and self-transformation, becoming an example and model of excellence.

2. Methodology

Coaching is based on methodologies, processes and systemic thinking. Coaching is much more effective if it is based on modeling successful people, models of excellence. We will use practice-proven training models and internationally used models during training.

3. Techniques and Tools

Coaching is supported by techniques and tools that improve client outcomes effectively and professionally. A good coach always seeks to update himself through training, reading, sharing experiences, so that he can achieve the best results as quickly as possible with the technologies available in the market, developed, modeled and tested. We will use scientifically proven techniques and, above all, that deliver effective results in practice, and we will use structured roadmaps and questionnaires that make life easier for coaches and generate surprising results.

Coaching is a process with a beginning, middle and end and where the client has constant coach support to achieve extraordinary results in their life.

Coaching is a powerful and extraordinary process of development and acceleration of results. With its different techniques, methods and tools; This methodology goes beyond everything we know, because in an objective, planned and focused way, it helps people and companies achieve their goals in the short, medium and long term.

But why is coaching so effective? What's different about this method? Why do so many people around the world, from different ages and stages of personal and professional life, choose this? The answer is simple: because it works!

Coaching works with the tools the person has and, if not, helps in their development. This is fantastic, as it is a process centered on the present and the future, that is, what one considers one's ideal state. Thus, at all levels, coaching is presented as an incredible tool to develop the human being in all its dimensions.

Coaching Steps could be summarized: at the beginning, middle and end, because unlike other development processes, Coaching has a right date to end. The first step to this is to make the meeting between Coach and Coachee, where the professional and his client introduce themselves, know the current state and define the objectives of the process, and the desired state.

It is also at this first stage that the number of sessions is established and the meeting times, values, locations and dates are predetermined. After the most technical details, it's time to act, it's time to train.

In this second step, the coach conducts his coaching training by explaining the coaching nomenclature, its working model and how to proceed during meetings. This is an important time, because through this alignment and what the coachee says, tasks will be defined to optimize their results within the set time.

Then weekly, monthly, or biweekly, they will meet to assess progress, work on strengths, improvement points, correct failures, and define new tasks until the goal set at the beginning of the process is reached.

This result can last up to 10 sessions or has already been achieved on the second date. It will all depend on the customer's availability, commitment and motivation towards their goal. The more open you are to the process, the greater your chances of success. So if you want to continue, take advantage of the remaining coaching sessions to work on other goals.

For all that, we can say that Coaching is a wonderful system of co-creation, where coach and coachee come together to achieve the extraordinary results one seeks. So if you also need a proven and effective process that increases your chances of development and evolution in every way, Coach!

Method / Technique / Tool

Coaching tools, techniques and methodology have different applications and are important for achieving great results.

Today we will talk about the differences between training tools, techniques and methodologies. You already know that coaching is a combination of various sciences, including psychology, administration, sociology, anthropology, philosophy, and many others.

Also, is it a process that brings together tools, techniques and methodologies that aim to increase a person's performance through self-knowledge and self-development, right? Therefore, let's talk about the concepts we use in our learning process and in the Coaching process itself, as well as their applicability.

Let's start with coaching tools. They are extremely important in identifying behavioral profile, self-awareness, desired status, trip planning, change definition, specific characteristics, and other information about Coachee.

We can say that the tools are tangible resources, such as tests, questions, charts, forms, planning sheets and some types of dynamics, whose purpose is to gather important information that contributes to the coaching process, as well as generate reflections and changes from Coachee. We have the tools that measure Coachee's commitment, results and evolution during the Coaching process.

Coaching techniques have as main objective to establish a relationship between Coach and Coachee, a relationship of trust, understanding, complicity and commitment between the parties. We use Rapport, Psychogeography, Flow, Probable Eye Movement, Relaxation, among other techniques, which aim to establish a secure connection and extract information in nonverbal communication.

In a second moment, the techniques also help to reach the goals, in order to search for information found in self 2 and bring it to self 1, generating ideas through reflection. Examples of bourgeois feedback, positive sponsorship, Shazan, association / dissociation, among others, are the techniques used in the process. We do not use paper or electronic resources, just knowledge of the applicability of the technique, interpret Coachee's response and offer clarification of situations through rethinking, for example, which is another very important technique.

It should be noted that coaching techniques and tools can be repeated in the process if necessary, so it is necessary to have a thorough knowledge of the coach regarding their applicability. This will depend on the evolution and development of Coachee toward its goal and satisfaction.

7 Coaching Levels

One of the great learnings of the neurological levels, which underlie the evolutionary process, and the initial inspiration of the 7 levels of the evolutionary process theory, from which all studies and connections began, is that when changes occur in the first three levels (Environment, Behavior, and Skills do not have a substantial effect on higher levels).

A change in the environment level, for example, offers a remedy for remediation, but it does not produce an internal change in the individual, does not prepare him for new situations that his cycle of existence will surely bring back.

Deepening exchange rates at different neurological levels, we can say:

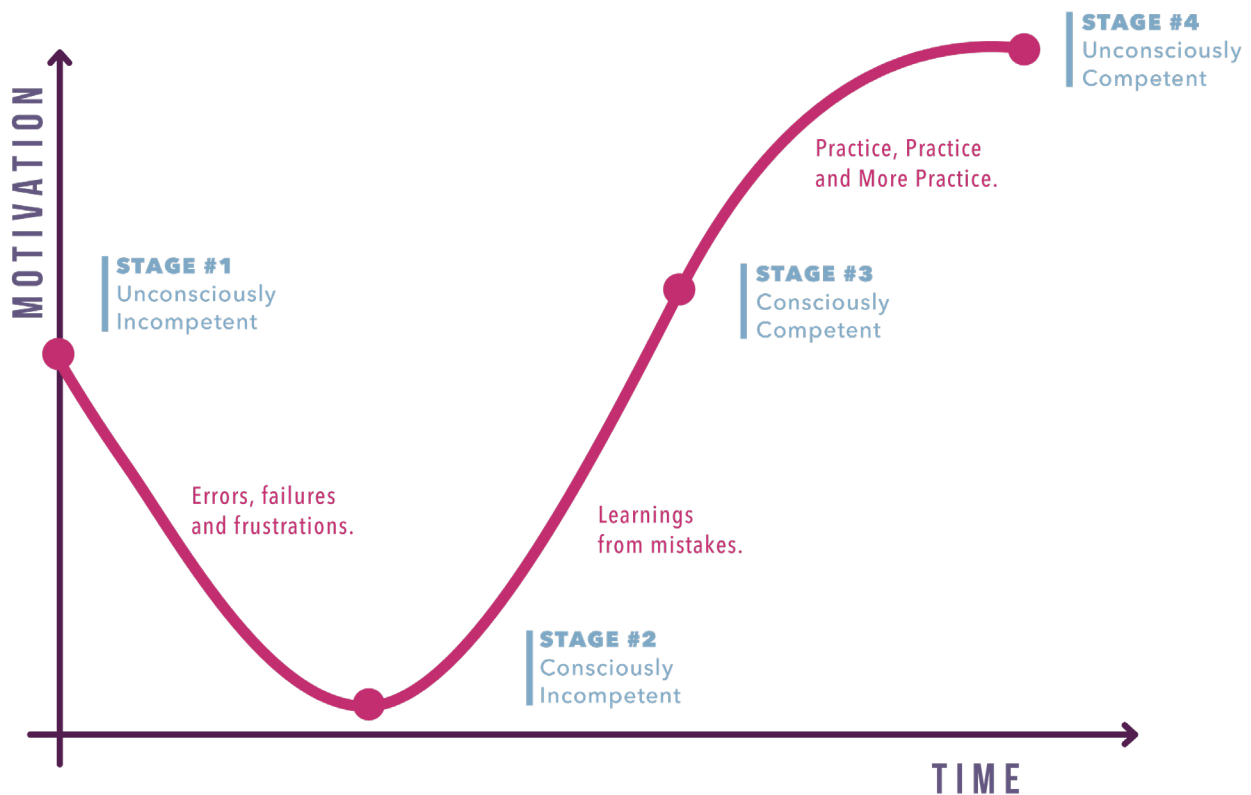
- 1 - **Coaching Remediation / Remediation Changes:** These occur at the behavioral and environmental levels. These are behavioral changes and may occur due to conditioning, as they are related to direct action and reaction structures.
- 2 - **Generative changes / Generative coaching:** occur at the Beliefs / Values and Skills / Knowledge levels and are related to permissions, motivations and behavior management.
- 3 - **Evolutionary Changes / Evolutionary Coaching:** occur at the Spiritual and Identity levels. These are changes related to mission and purpose. They often have a great effect on our lives and can be generated by meaningful and often emotionally involved experiences.

Conversely, changes at higher levels, such as Identity and Spirituality, can cause transformations at all other levels, because the individual with a new and greater view of himself and the universe can resignify environments, change behaviors. And of course, he is more likely and determined to develop new skills and strategies.

Source: IBC Institute - Brazil - Recognized by OHIO University

Learning Phases During the Change Process

The client must have the desire or need to change.



The 4 Stages to Achieve Wisdom

Achieving wisdom is a virtually predictable process.

The key is to understand the process and where you are in it.

Remember that these stages are NOT random, you will face new challenges or the environment might change, you can always go back or move forward the important thing is to be conscious of your stage and the stage of your organization.

Stage #1: Unconsciously Incompetent.

In the first stage, we are incompetent; but we do not know it, so as a result, we are happy and full of motivation.

This stage starts when you are offered a promotion or decide to start a new business, new relationship, a new sport, new hobby or you are assigned to a job where you will be the Agile Coach or you will be working under a new framework.

Stage #2: Consciously Incompetent.

At this moment we are conscious that we are incompetent, all the motivation and excitement become just a memory.

This is the moment when we give up.

Typical phrases of this stage:

- I was not born for this.
- This does not work for me.
- I do not get this Agile thing.
- I think this is just a temporary or hipster trend.

The training and formation about Agile are key in this stage.

Stage #3: Consciously Competent.

In this stage, things work out for you when you plan and execute it at perfection.

You need constant focus to make sure that you do everything the way you should.

In the previous stage, the most important habit was to learn from mistakes.

In this stage, the most important habit is practice. The support and Coaching will be very useful to maximize your results.

Stage #4: Unconsciously Competent

This is the stage of the greatest wisdom. You no longer have to think to achieve your goals. The principles of success are internalized in you and it is manifested automatically.

Here is vital that you do not lose sight of introspection and to try to improve constantly. It is also important to look for new challenges for you, your team and organization; Agile is also to search for a constant change.

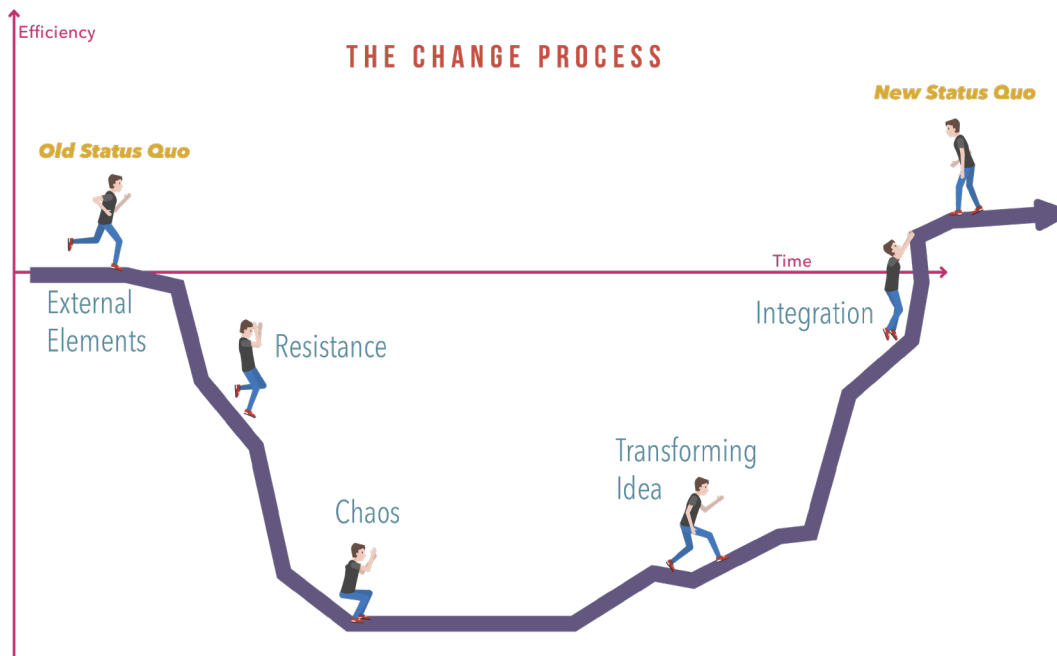
Source: Victor Hugo Manzanilla

Adaptation: Diego Ochoa Rivas

Why Coaching in Agile? The Process of Common Change

The Agile Coach is primarily a professional that helps people and organizations in the process of changing from a current status to a better or future status in the least painful way, but with the intent of achieving phenomenal and sustainable results.

But... who wouldn't like to improve? If you are doing okay, why improve? Although the current environment may seem very normal, the reality is that very few people are willing to change their initiative. That is why a professional that helps facilitate this change beyond the use of techniques and tools is key to the success or failure of any Agile initiative.



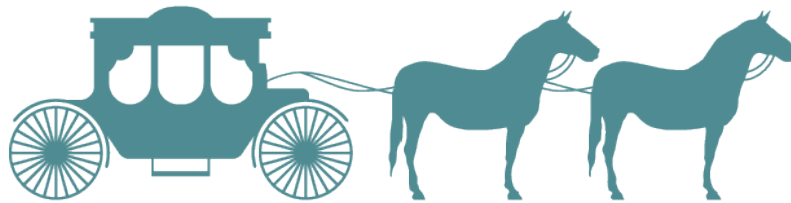
What is NOT Coaching?

It is during this process that individuals and organizations experience changes where the skills in:

- **Training:** Help to understand more about the benefits, scope, and responsibilities within the agility that will allow alignment of expectations.
- **Facilitation:** It allows through techniques and tools, to reach established objectives, mainly during work meetings.
- **Mentoring:** Facilitates the resolution of problems in the different stages of change based on the experience of the Agile Coach.
- **Coaching:** Allows integral development, facilitating the adoption and adaptation of the agility from the experience of each individual of the organization in transformation.

A Bit of History About Coaching

- “Help to learn instead of teaching”. *Socrates*.
- **Coach (Carriage and Coach)**, is a metaphor about the fact that certain people (Coaches) turn into the best vehicle to transport others (Coachee or client) to their goals with the greatest success, speed and solvency possible.
- “The opponent who lives in the head of the player is more important than the player on the other side of the net. Unleash the potential of people so they can maximize their performance”. *Timothy Gallwey*.
- “Could we apply the same methods related to sports to the difficulties that companies face? > **Surge Organizational Coaching**”. *John Whitmore*.



Resume

Coaching is a way of managing, treating people, thinking, being and being.

“It is about unlocking a person's potential to maximize their performance. It is helping you learn instead of teaching you”.

Make Coachee aware without answering questions by asking questions that lead directly to your goal. Talk with respect, openness, empathy, compassion and a strict commitment to telling the truth.

Coaching Implies

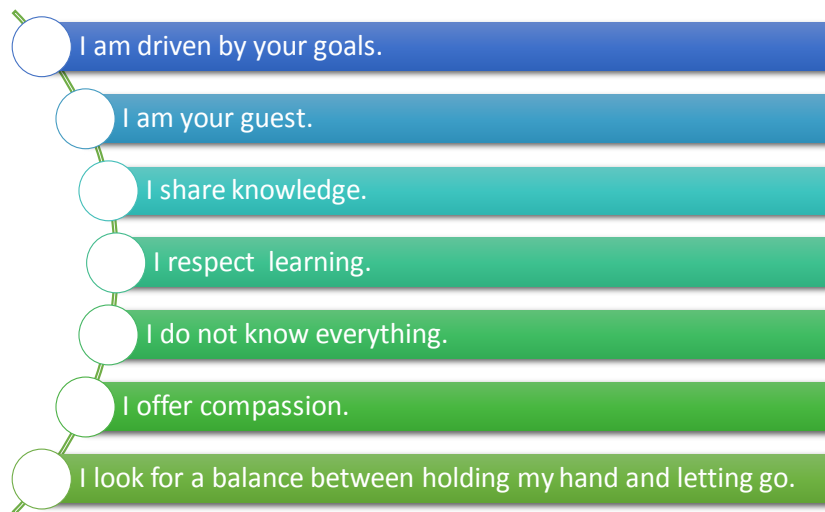
- Motivation.
- Potential.
- Development.
- Skills.
- Support.
- Active Listening.
- Feedback.
- Rapport.
- Powerful Questions.



What is NOT Coaching?

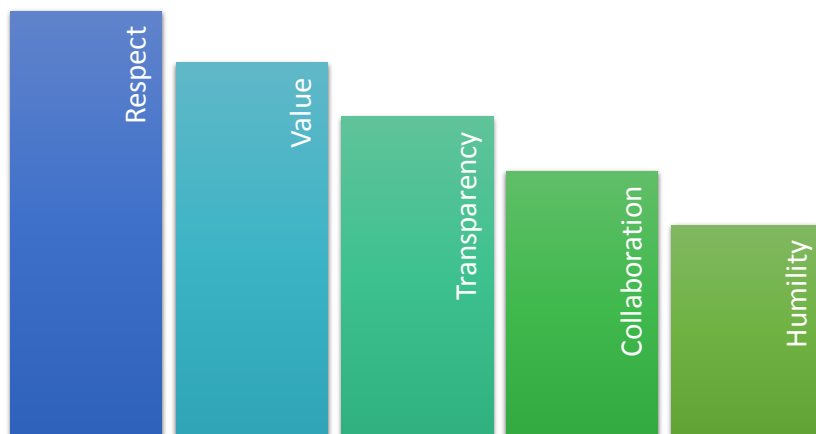
- Psychotherapy (in no context can be applied).
- Not coaching, but can be applied as a strategy in the agile:
 - Mentoring.
 - Consulting.
 - Advisor.
 - Formation.

Coach Commitment (Generic and Agile)



Source: <http://agilecoachesoath.org/>

Values and Principles of a Coach (Generic and Agile)



Coach's Most Important Habits (Generic and Agile)



Advices for a Coach (Generic and Agile)

- Don't judge
- Be an example
- Know / learn to listen
- Maintain / have a positive posture
- Do not opine unless requested
- Differentiate it from your results
- Know the effects of your words and expressions
- Let the team talk

Coaching Skills (Generic and Agile)

These are the skill and approaches that are currently used in the profession of Coaching worldwide, different sources nurture this list.

Any professional Coach should demonstrate their understanding and practice.

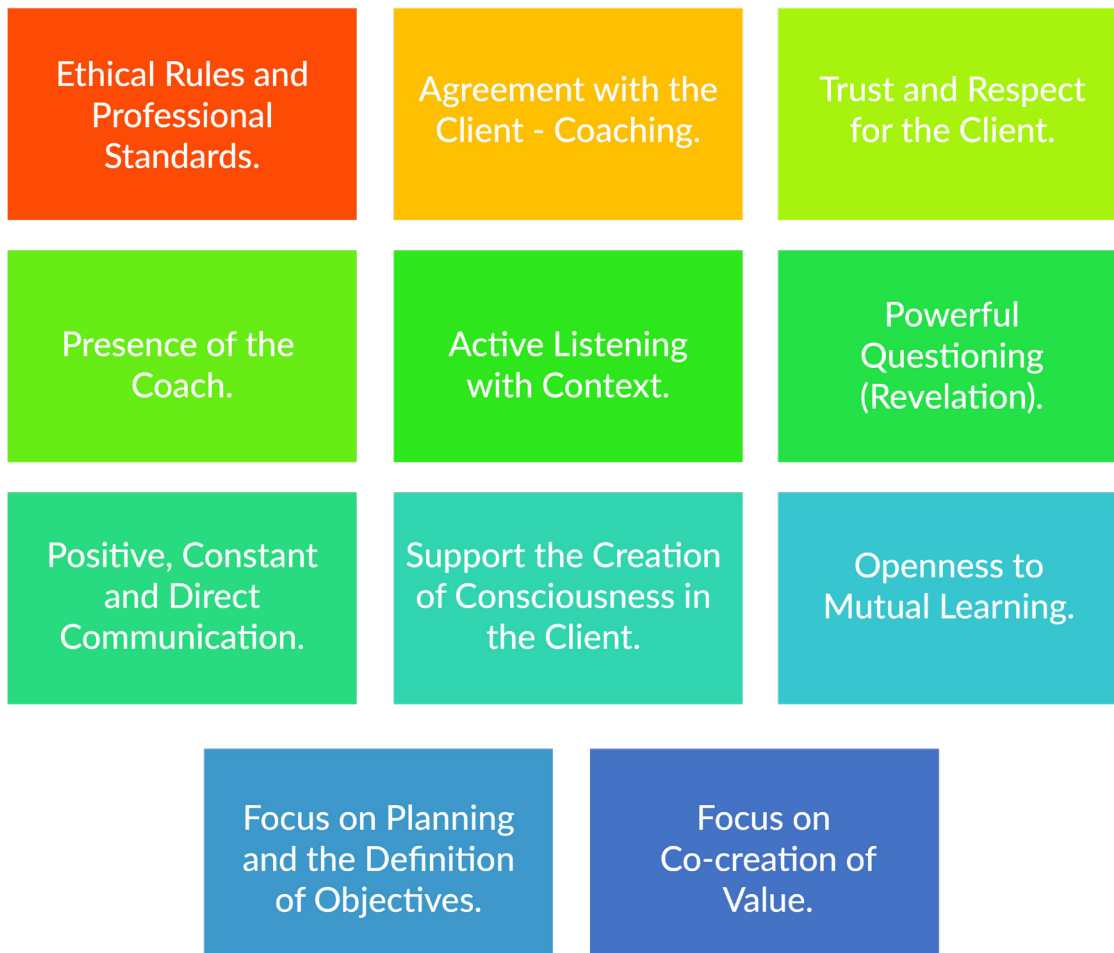
REMEMBER:

COACHING: METHOD.

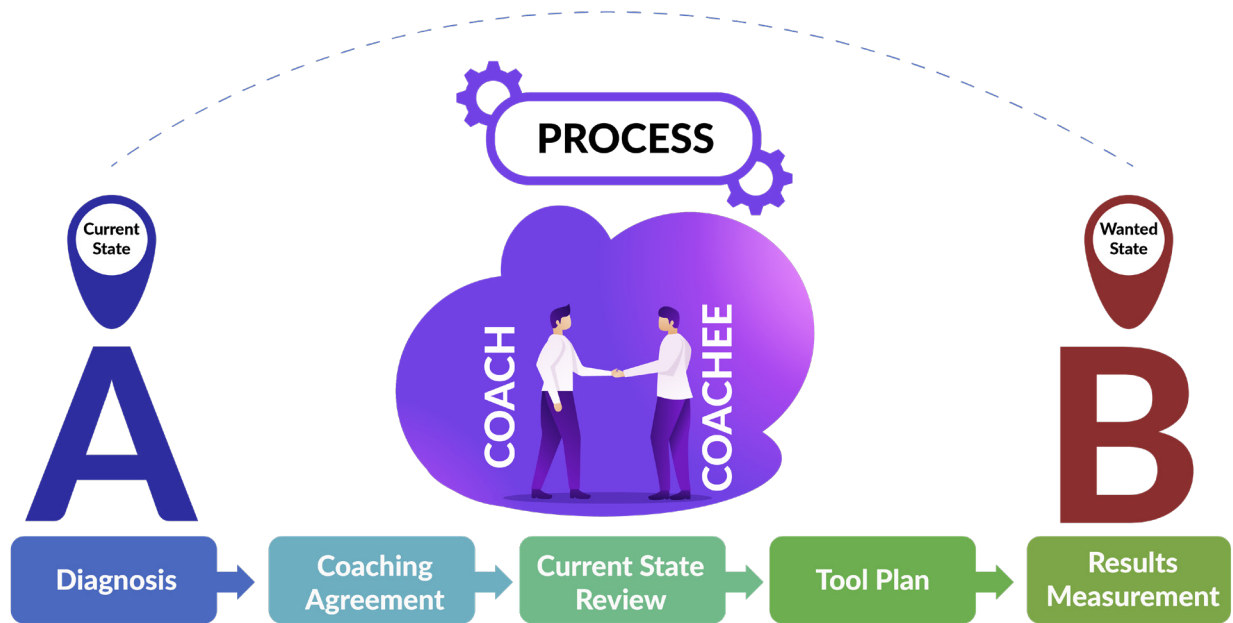
COACH: PROFESSIONAL RUNNING COACHING PROCESS.

COACHEE: CUSTOMER PERSONING "PASSING" THROUGH A COACHING PROCESS.

General Skills of the Professional Agile Coaching



The Coaching Process



Detailed Process

PREPARE THE SURROUNDINGS >>

- Create Relationship Agreements.
- Set process goals.
- Presence of trust and Coach.

TRACKING >>

- Active listening.
- Powerful questions.
- Direct communication (articulation).
- Consciousness building.
- Inventory Design.
- Action versus goal management.

CLOSURE

- Outcome Measurement.
- Sustainability Agreements.

Powerful questions and articulations are key to creating a Coachee (client) awareness that enables you to design your own actions that you commit to organically.

Agile Leadership



<https://www.linkedin.com/pulse/12-dimensions-agile-leadership-jonathan-kessel-fell/>
Source: Jonathan Kessel-Fell

Powerful Questions to Define Objectives - Part I

Each of these questions can be the start of other ones using the “what”, “when”, “where” and “how”.

Do not make the mistake of structuring your session based on a series of pre-arranged questions.

As a Coach, you should have compassion for your client, which will allow you to put yourself in their shoes and analyze their reality, goals, frustrations, etc. This will provide you context to ask the question that suits the moment and situation during the Coaching session.

It’s more important to know how to listen than what to ask, but only with the right question, you could listen to what will allow you to move forward.

Source: BlogdelCoach.com

- What are your objectives?
- What do you want to achieve and why?
- Are your goals realistic?
- Are they ambitious enough so you don't lose motivation quickly?
- What does your intuition tell you about the goal you want to achieve?
- If the objectives defined by the client are generic: Can you describe the objective in detail to the extent that it is measurable in some way?
- What would be your short term goals if you knew you have only 1 year left to live?
- What would your goals be if you knew you only had 1 month left to live?
- Imagine 5 years have passed and you feel proud of having achieved what you wanted. Create a list with the 5 accomplished goals that make you feel proud since then.
- Imagine that today you have achieved all the goals that are important for you. What do you still need to change?
- If life could be divided into areas such as health, money, love, family, physical condition, self-esteem, career/business, personal accomplishments, and leisure, would you be leaving an important part out?
- Which areas of your life do you have to work on because you need to improve it as soon as possible?
- Describe in a sentence the most important goal for you. If I told you that you can get even more, how would you improve that goal?

Powerful Questions to Define Objectives - Part II

- If you could add something else to your life what would you add?
- What is it that you could do if you did not have money problems?
- Imagine that you got the money you needed to quit your job and do what you always wanted. Imagine that 3 years have passed, describe in detail what you have achieved that makes you feel proud.
- What does it take for you to feel motivated to take action on the things you have decided to do this week?
- What do you have to do to achieve the financial freedom that would allow you to live the lifestyle you want?
- What is more important to you: free time or money? Why?
- For what reasons do you want to be remembered when you die?
- What would be the most valuable thing you could obtain from this Coaching session?
- If the area in your life that needs the most help is "money", describe:
 - ❑ What do you want to get with the money?
 - ❑ What would have to happen in the next days/months so that when you wake up you feel happy?
 - ❑ Can you list what you need to achieve in each area of your life so that your life can be perfect?
 - ❑ What does it take for you to feel motivated to take action on the things you have decided to do this week?

Powerful Questions Defining Actions

- What has the person that achieved the objectives you want to achieve done to accomplish them?
- What actions do you need to take to get the information you need?
- What is the next step?
- Describe in detail what you will do this week to move forward.
- Can you do more?
- If the person you want to be was standing in front of you, what would he/she recommend to you?
- What should I say to you as your Coach when I see you doing something that limits you?
- To improve, what needs to happen?
- What can you do to get the support from those you need?
- If you do not have the necessary resources to take the actions you believe are necessary to move towards your goal? What other options do you have?
- If you had more time available to move towards your goals, what would you do differently?
- If you had less time available to move towards your goals, what would you do differently?
- What do you think the person you most admire would do in your place?
- If you had the person that has achieved your goals in front of you, what would you ask?
- What are the steps and actions that you can take right now to get closer to your goal?
- What information do you need to move forward?
- If you could have in front of you the person who has all the answers to your questions, doubts or lack of information, what would you ask?
- If you knew by chance that everything you do in the next 4 weeks will turn out good, what would you do?

Powerful Questions Creating Perspective

- What would be the biggest impact in any area of your life or in the life of your loved ones if you accomplish your most important goal?
- If you did not have any preconceptions and/or taboos, what would you do that you currently do not do?
- What have you accomplished so far in your life that makes you feel proud?
- Is there any preconception or taboo that blocks you from taking action?
- What can you be thankful for these days?
- Is there someone you admire that has an opposite or very different vision than yours? Tell me, how do you feel about that?
- What would happen if you change your way of seeing things?
- Why did you think this was the best option?
- What have you learned from this experience?

In general, it's very important to avoid questions that suggest closed answers such as "yes" or "no" or trends to an expected answer.

AGILE COACH PROFESSIONAL CERTIFICATE



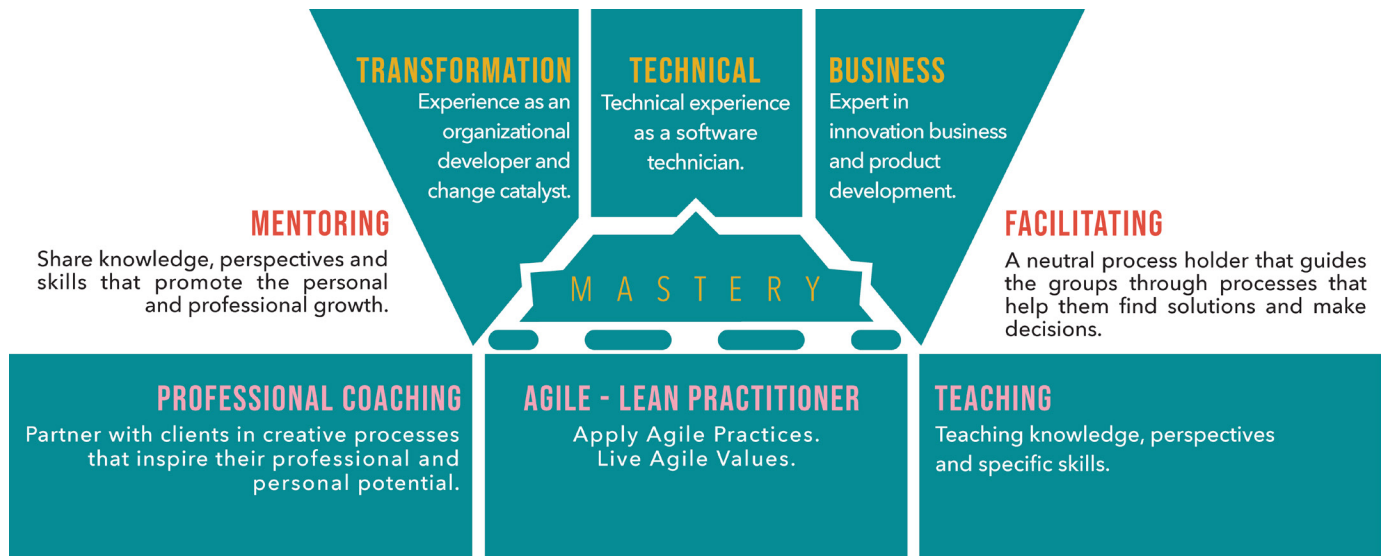
Agile Coaching Competency Framework



ACPC® Version 112019

CertiProf®

Fundamentals Competencies of Agile Coaching



Adapted From ACI Agile Coach Competency Framework www.agilecoachinginstitute.com



Practice Leader Lean Agile

Ability to learn and deeply understand agile frameworks and Lean principles, not only at a practical level but also at the level of principles and values that underlie the practices that allow proper application as well as innovation.

To be a teacher and learner continuously through introspection, collaboration, and continuous improvement.



Professional Coaching

Ability to act as a Coach, based on the interest of a client, helping to determine a direction; instead of advising or giving opinions based on the Coach's experience.



Facilitation

A natural process that guides individuals, teams, and organizations in a process of discovery and adaptation, maintaining their purpose and definition of success.



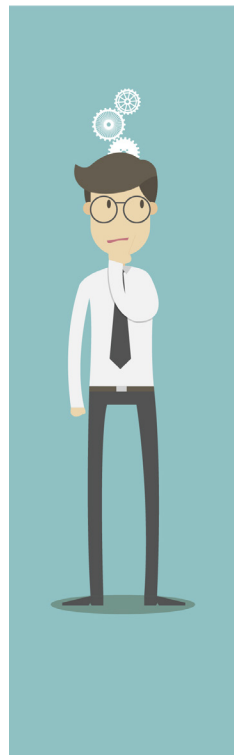
Mentoring

Ability to share and impart experience, knowledge, and guides based on one's own experience to help others grow in the same or similar domain of knowledge.



Teaching

Ability to offer the right knowledge at the right time, teaching in the right way so that people, teams, and organizations use the knowledge for their best benefit.



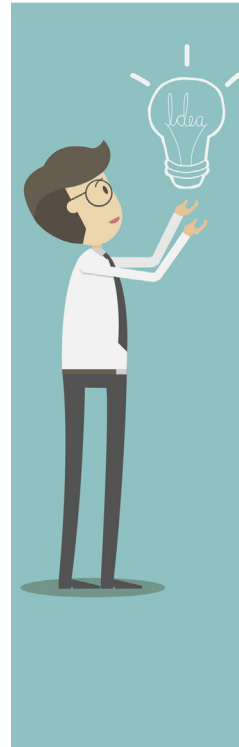
Technical Mastery

Ability to “get your hands dirty” when designing, coding, performing engineering test or doing some other technical practice, with a focus on the promotion of technical craftsmanship through example and teaching through practice.



Business Mastery

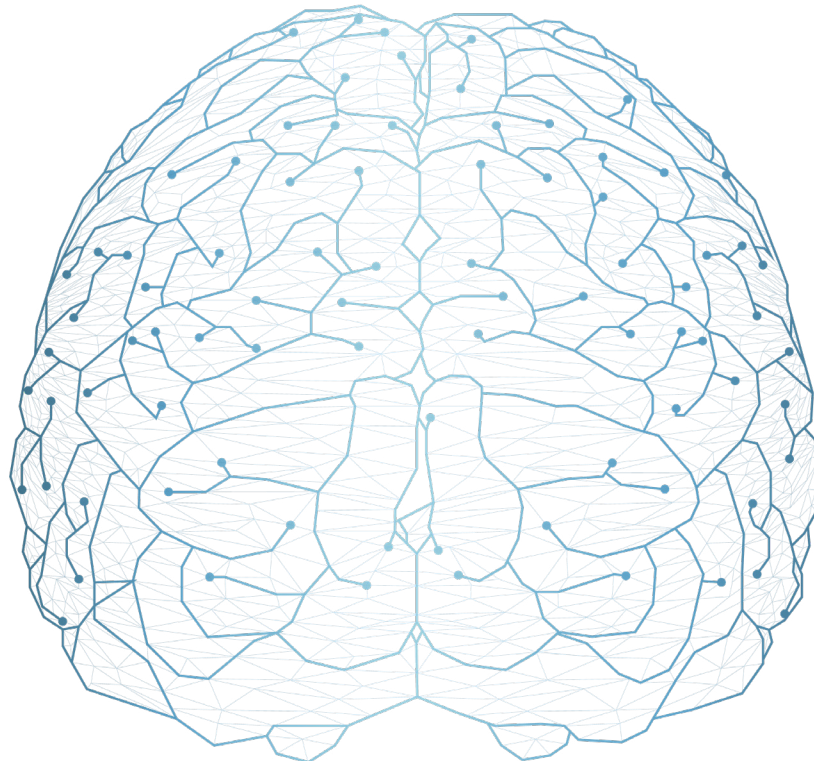
Ability to apply strategy and management frameworks of business to use Agile as a commercial advantage through Lean Start-up, innovation techniques, business process management approaches based on flows and other techniques related to innovation in the business environment.



Transformation Mastery

Ability to facilitate, catalyze and lead the change or organizational transformation. This area is based on change management, the organization's culture, development, systematic thinking, and other behavioral sciences.

Let's Practice to Identify the Differences



AGILE COACH PROFESSIONAL CERTIFICATE



Coaching Mindset/Key Concepts

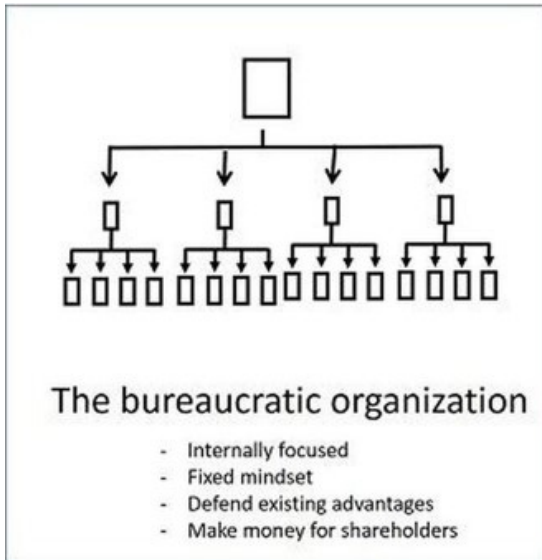


ACPC® Version 112019

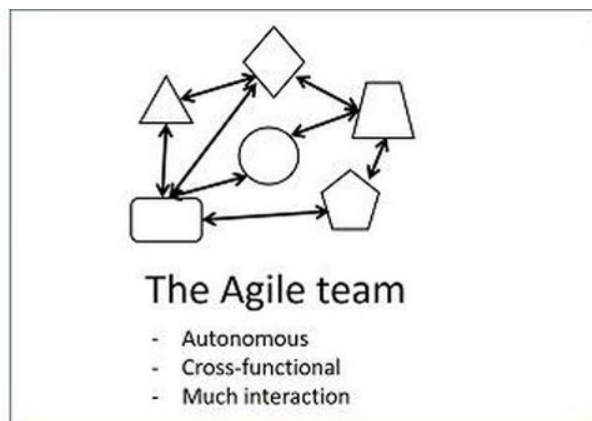
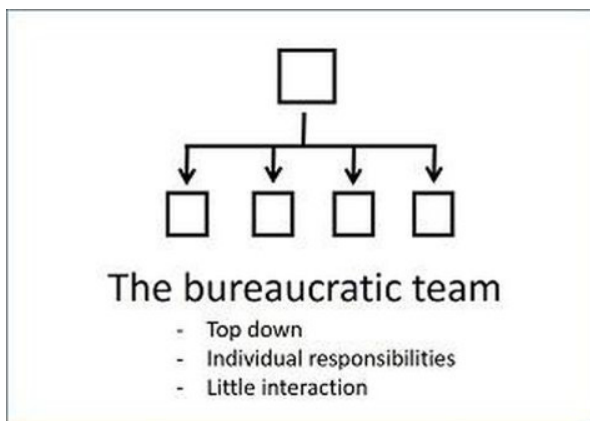
CertiProf®

Organizations that Have Adopted Agile 3 Main Characteristics

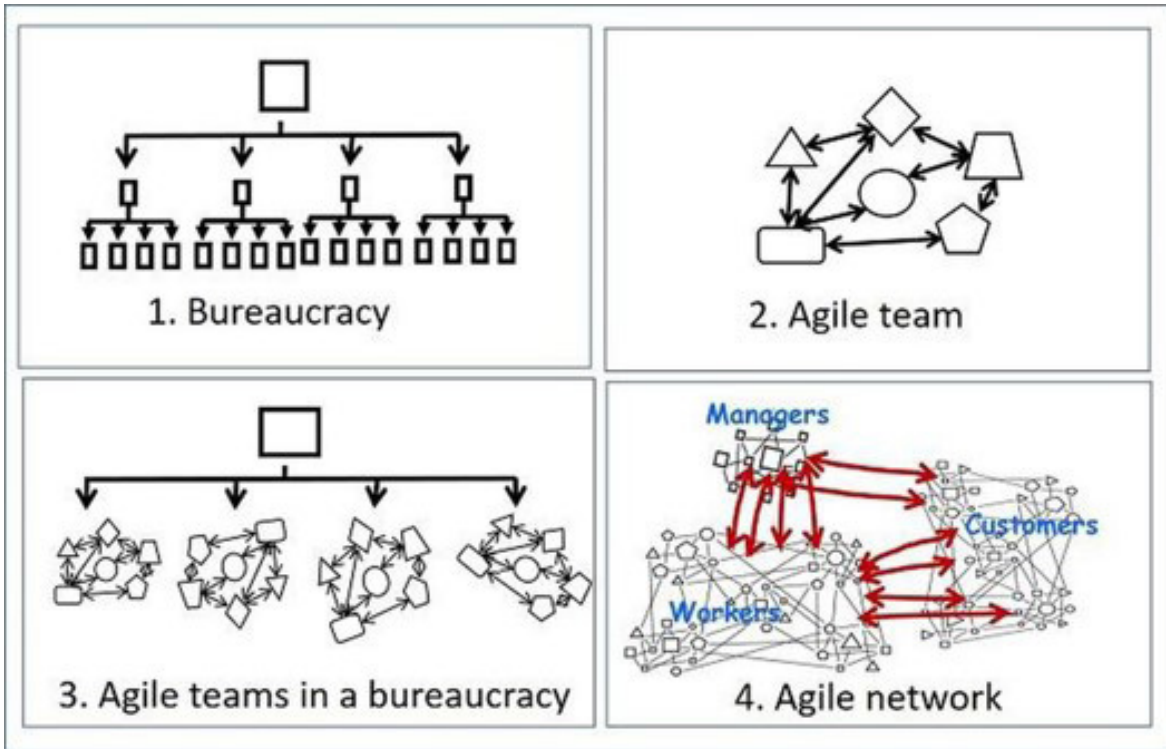
1. The Law Of The Customer



2. The Law Of The Small Team.



3. The Law Of The Network.



*From an article by Steve Denning:

<http://www.forbes.com/sites/stevedenning/2016/09/08/explainingagile/#4415385e2ef7>

Agile Coach

- Self-awareness.
- Self-management.
- Leadership and self-organization.
- Neutrality in Coaching.
- Emotional intelligence -EQ.

Agile Coach - Role

An Agile Coach helps a team or individual to adopt and improve agile methods and practices.

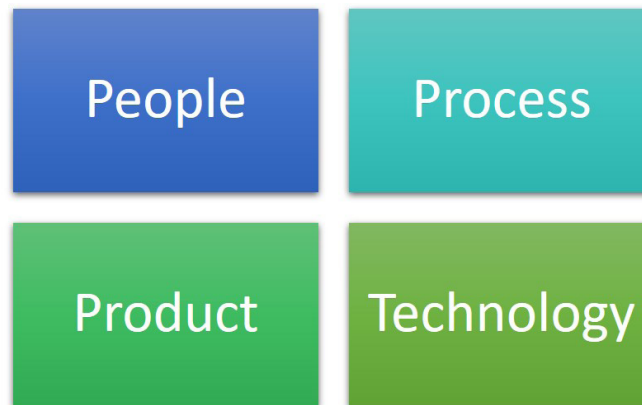
A professional coach works in the following categories:

Coaching categories:

- Career Coaching.
- Life Coaching.
- Business Coaches.
- Executive Coaches.

Discussion: Can an **Agile Coach** perform in these fields? How could he exercise his role?

Agile Coach Areas



Agile Coach Skills

- Demonstrate strong knowledge and experience in Agile concepts.
- Background in Coaching.
- Facilitation.
- Knowledge of models to scale Agile.
- Knowledge and experience in training adults.
- Communication skills.
 - ▣ All the levels, including executive level.
- Ability to influence others.
- Networking.
- Previous experience in the adoption of Agile or as a Scrum Master.
- Programming knowledge.
- Competence in relevant programming languages.

Agile Team Facilitation (Agile Mindset)

- Facilitating commitment.
- Facilitating collaboration.
- Facilitating full participation.
- Facilitating meeting / Agile ceremonies / retrospectives / remote teams.
- Facilitate decision making.
- Meeting organization tools.

Mentoring vs. Coaching vs. Management

COMPARISON

COACHING

Area of expertise in partnering via thought provoking, creative process to maximize coachee potential as it relates to the topic.

Engagement (Coach) clarifies, listens, questions, partners.

MENTORING

Area of expertise is the topic in question (e.g. Java Mentor, Leadership mentor, etc).

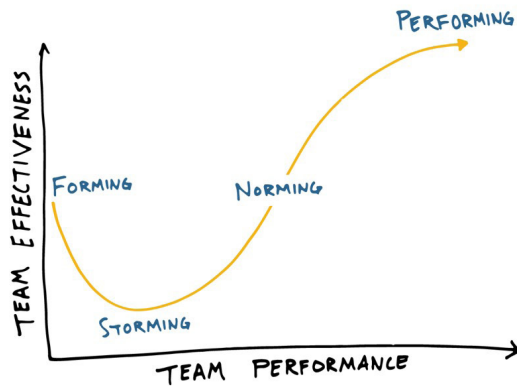
Engagement (Mentor) advise, consult, guide, help.

MANAGEMENT

Area of expertise is the management systems as it relates to the topic (e.g. Development manager, project manager, etc).

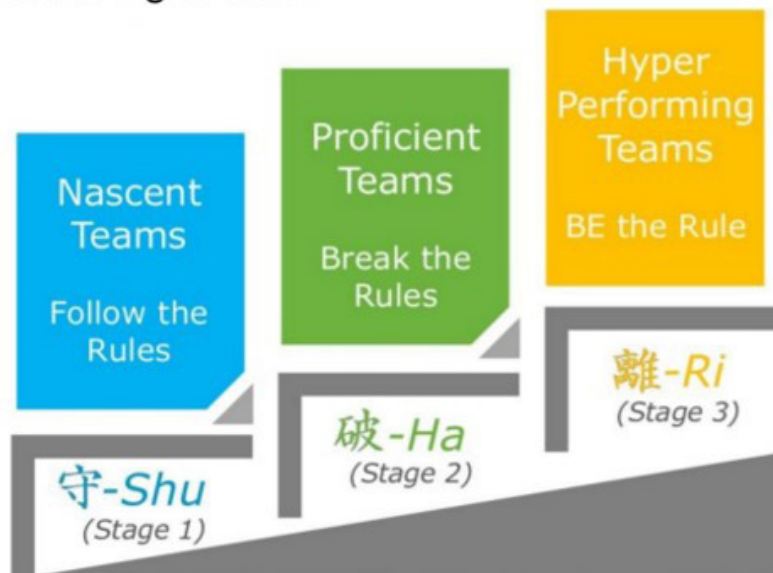
Engagement (Manager) inform, assess, evaluate, direct.

Working with Teams – Agile Coach



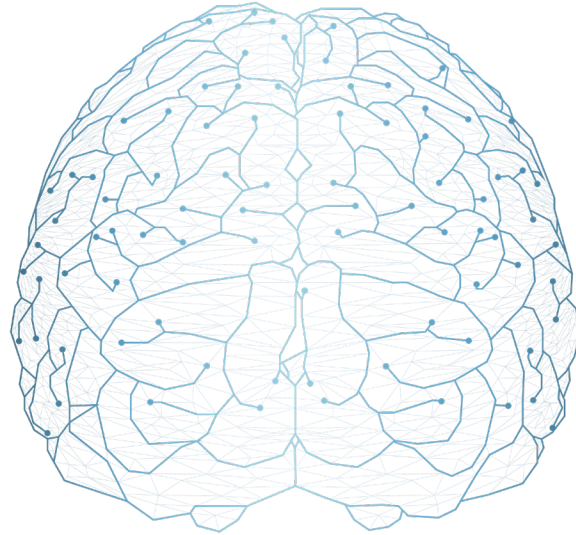
Team development model from Bruce Tuckman in 1965.

Shu-Ha-Ri Applied to Agile team



Source: <https://www.slideshare.net/trunghn/trung-hoang-shuhari-applied-to-agile-team>

Concept Analysis



AGILE COACH PROFESSIONAL CERTIFICATE



Agile Coach DNA/ Enterprise Level

Module based on Agile Coach DNA Book, Manoel Pimentel Medeiros, 2019.



ACPC® Version 112019

CertiProf®

Introduction to the DNA of an Agile Coach

Agile Coaching is an approach to promote change in an organization to improve productivity, behaviors, and results in the context of the development of solutions/products. To promote these Agile coaches can work on 5 elements.

1. Catalyze Improvement.
2. Promote Awareness.
3. Boost Ownership.
4. Develop Competences.
5. Facilitate the elimination of barriers.

These elements work as great objectives for Agile Coaches.

CertiProf is authorized by the author for use / distribution of book images Agile Coach DNA.



Catalysts for Culture Continuous Improvement

Agile Coaches should act as catalysts for the culture of continuous improvement.

Providing support and facilitation to the change process is the main element during the Agile Coaching process. As Agile Coaches, we need to continually help organizations, teams, and people in the journey from the current state to the future state. That is the true essence of coaching.

As Agile Coaches, we need to master models related to the management/facilitation of changes. These models can help us support people to create a smooth journey towards change.



Boost Ownership

Agile Coaches should avoid dictating solutions and must practice a non-judicial approach to help people build their way to some goal.

*“Give a man a fish, and you feed him for a day.
Teach a man to fish, and you feed him for a lifetime”.*



Facilitate Barrier Removal

Agile coaches are not secretaries of the organizations.

Facilitating barrier removal is about how to help people develop the skills and the resources to overcome barriers on their own. Teach people how to eliminate obstacles on their own instead of simply removing barriers for them.

During an agile transformation/change initiative, there are many obstacles to adopt new behaviors and practices.

Agile Coaches should act as facilitators of change.

A change facilitator is someone that helps the organization to identify opportunities to improve and promote collaborative strategies to maximize the success of the change efforts. We always have driving forces (positive forces) and restriction forces (resistance) to accomplish any goal during the change initiative.



Develop Competencies

Helping people learn new skills (soft and hard) is one of the key ingredients of Agile Coaching.

To develop people's skills, we can create a combination of two approaches: **Coaching and Mentoring**.

Agile Coaches need to help the organization in the creation of strategies to create a learning culture.

We can use different practices to achieve this goal.



Promote Awareness

To catalyze improvements, it is important to help people be aware of problems, gaps, needs, solutions options, etc.

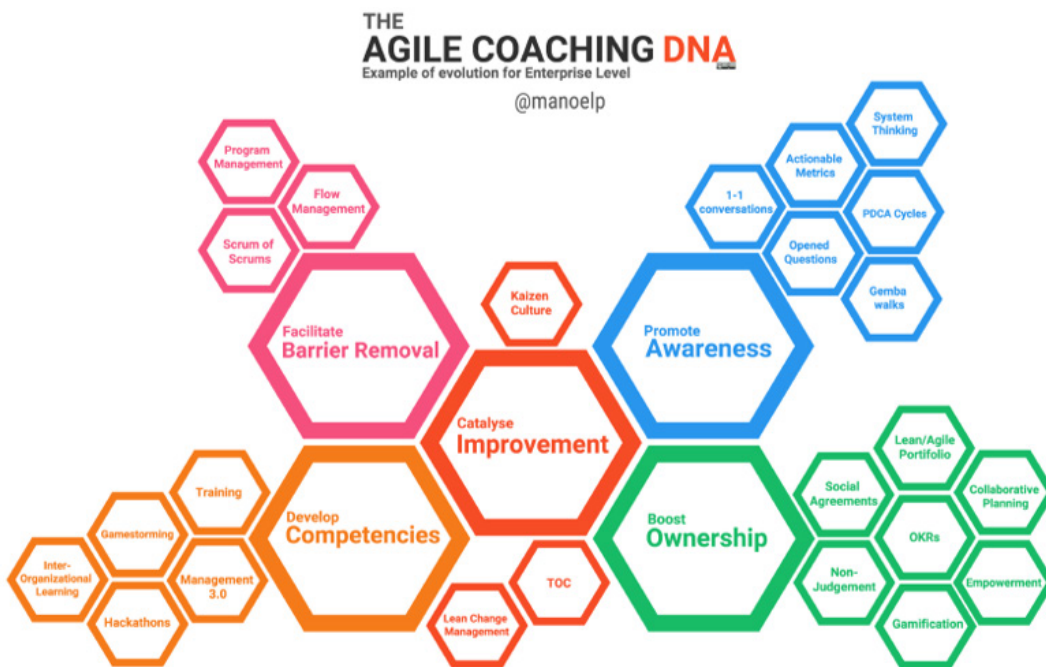
Most of the time, Agile Coaches provide support for people to explore their mentalities, behaviors, and consequences to promote changes and improvements.



Agile Coach DNA – Team Level



Agile Coaching DNA - Enterprise Level



Agile Practices

Identify relevant issues to solve.

Don't start with magic solutions.

Identify the reasonable level of coachability.

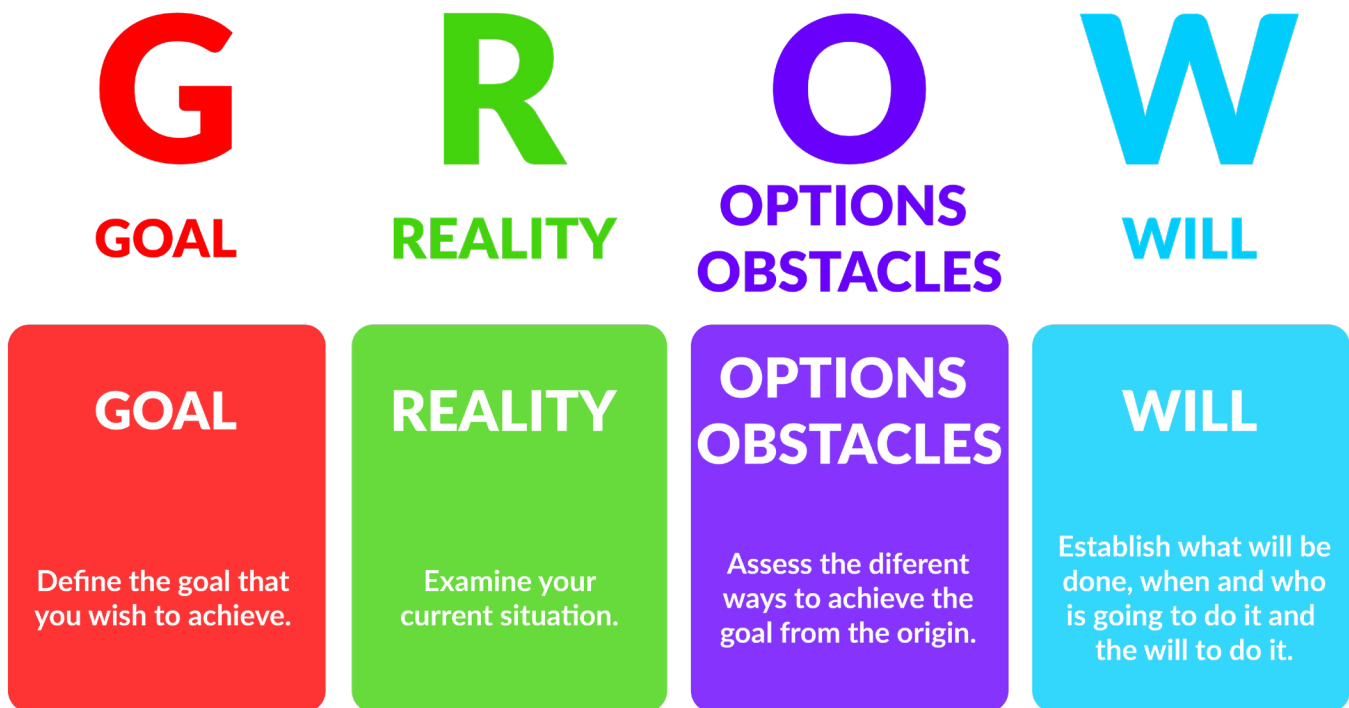
“Pull Coaching instead push Coaching” - Coaching on demand.

Examples of an agile coach's activities:

1. Facilitate sessions to visualize changes involving human capital from different levels of the organization.
2. Perform behavioral analysis to identify what changes are needed to deal with human capital for the best implementation of agile methodologies or frameworks.
3. Facilitate sessions to map the organization: strategic map (mission, vision, values). Identify weaknesses and choke points. (SWOT Analysis).
4. Help the organization to create data visualization strategies (transparency - osmotic communication).
5. Individual sessions with team members.
6. Provide training, specifically observing agile practices.
7. Facilitate retrospectives to identify organizational improvements.
8. Help teams create relevant information radiators.
9. Help leaders build on Agile best practices to facilitate daily routines or events.
10. Help teams implement best practices to increase productivity and delivery quality.

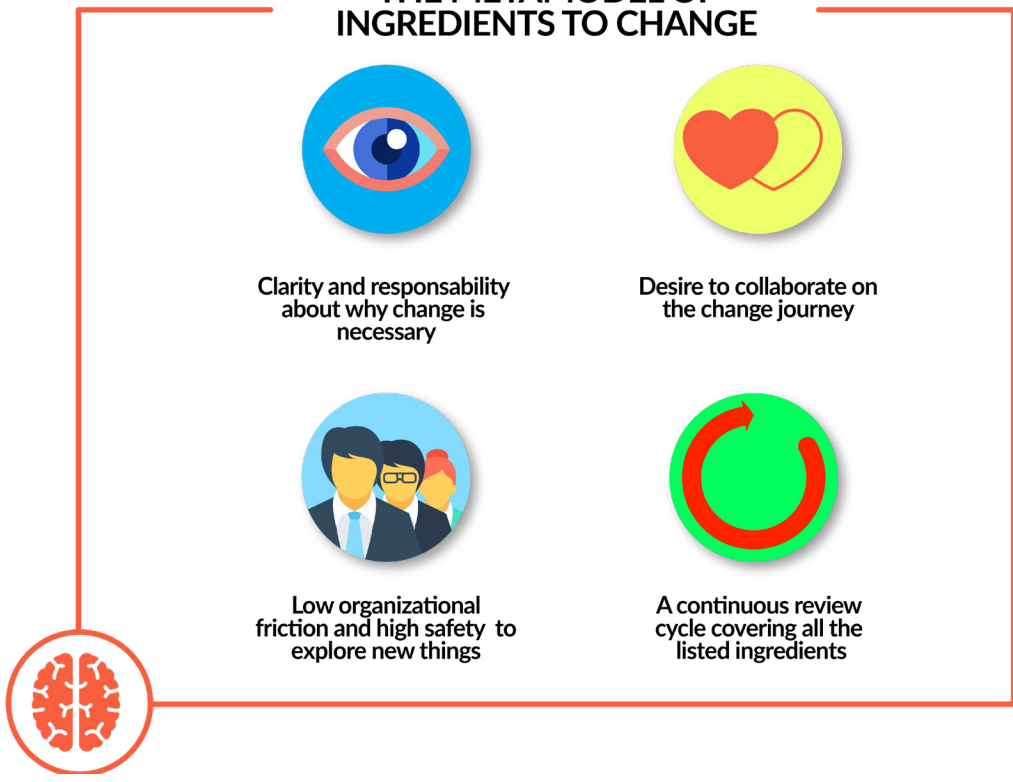
A change facilitator helps identify opportunities to build collective strategies to maximize change success.

1. Developing a shared vision.
2. Simultaneous focus on the organization's hard and soft skills.
3. Development of a network of committed and skilled people.
4. Find the Minimum Viable Improvement (MVI).
5. Find the SEE-FEEL-CHANGE (do not pursue purely logical arguments, but the significant experience that these arguments make sense to each of the parties involved in the change process).
6. Maximize enablers and minimize strength aspects.
7. Monitor and adjust strategies in response to emerging or emerging issues.
8. "Walk the Talk": Congruence what you think, design, do.
9. Be a multifaceted, non-fiscal facilitator.



This picture from unknown author it's licenced CC BY-SA-NC.

THE METAMODEL OF INGREDIENTS TO CHANGE

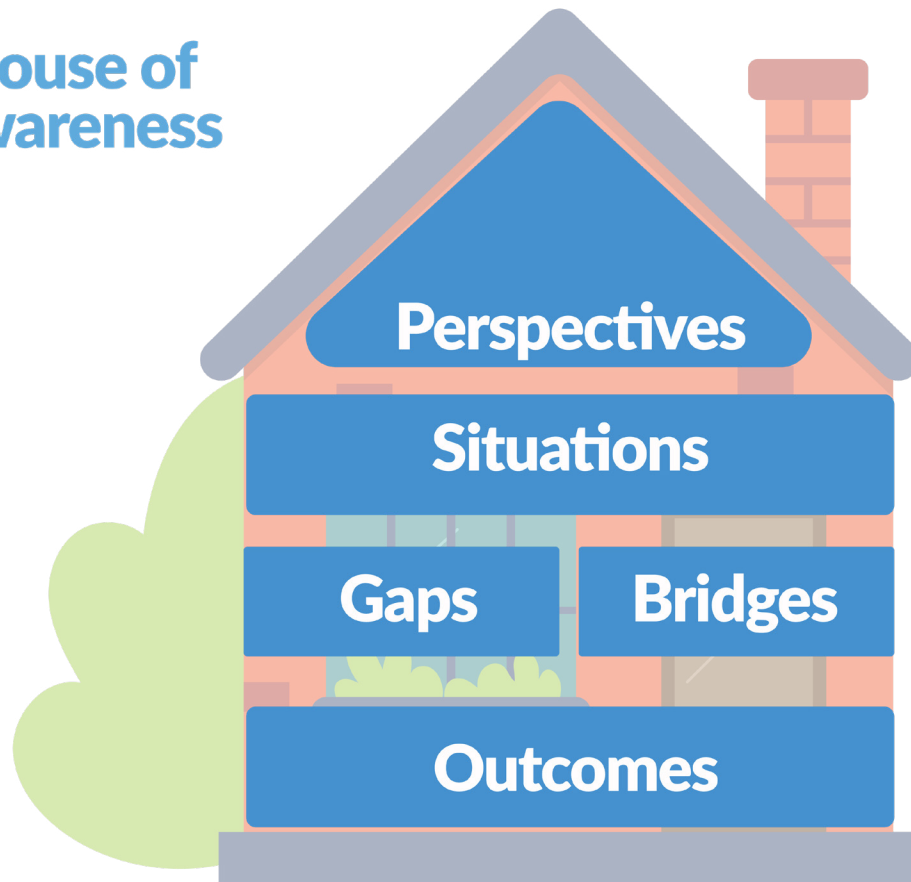


THE FLY MODEL

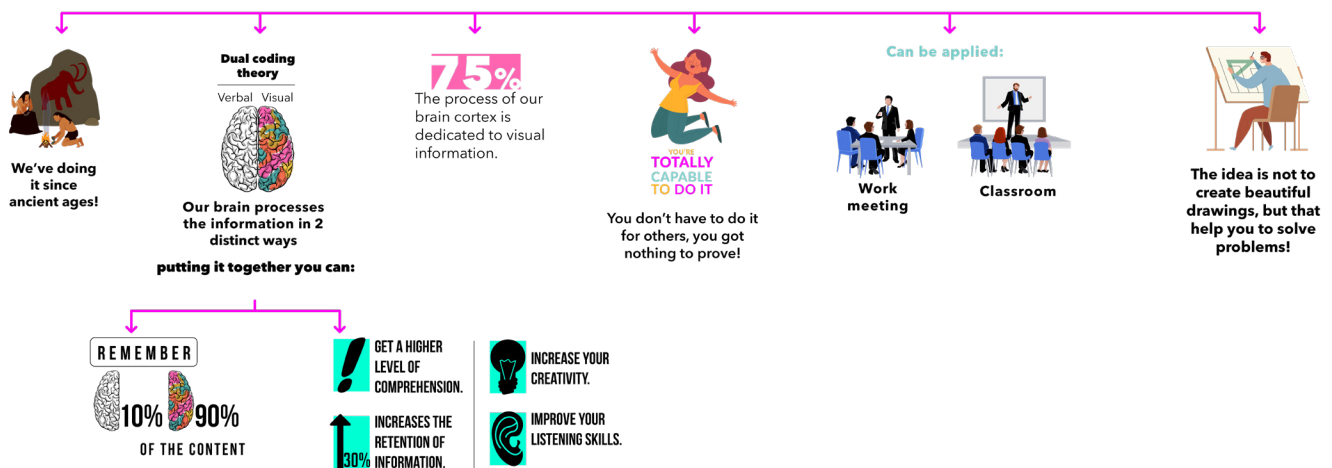


AGILE COACH PROFESSIONAL CERTIFICATE ACPC®

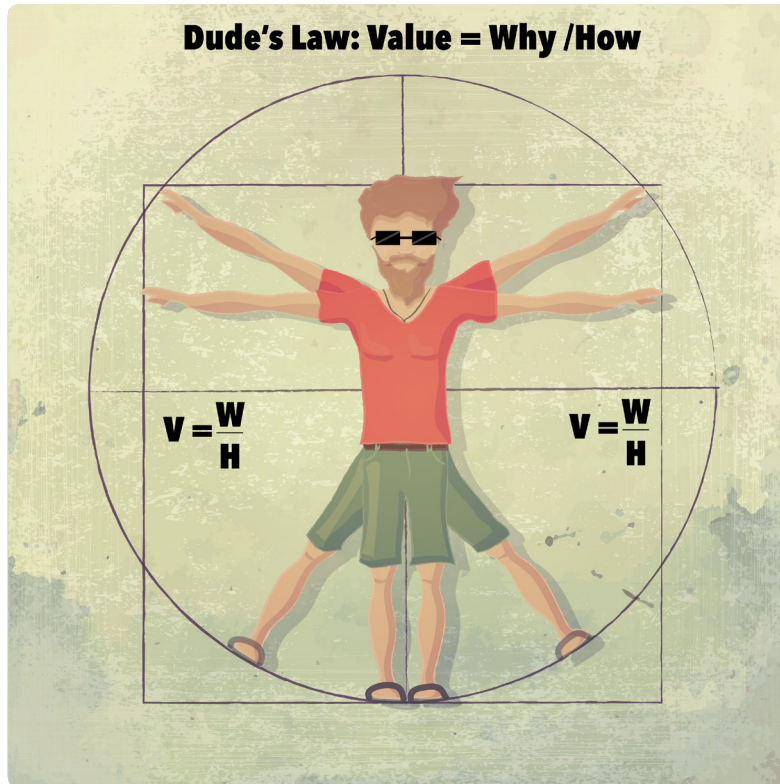
House of Awareness



WHY VISUAL THINKING?



AGILE COACH PROFESSIONAL CERTIFICATE ACPC®



Kafe Model

Knowledge

Actual Practice



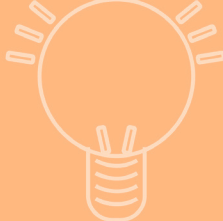


Fluency

Efficacy

Learning Canvas

LEARNING CANVAS

LEARNING 3.0

THEME:		WHERE:	WHEN:
ASKER:	SHARERS:		FACILITATORS:
PROBLEMS / SYMPTOMS 	STORIES 	IDEAS 	EXPECTED RESULTS 
PAST		FUTURE	
		TO TRY 	

AGILE COACH PROFESSIONAL CERTIFICATE



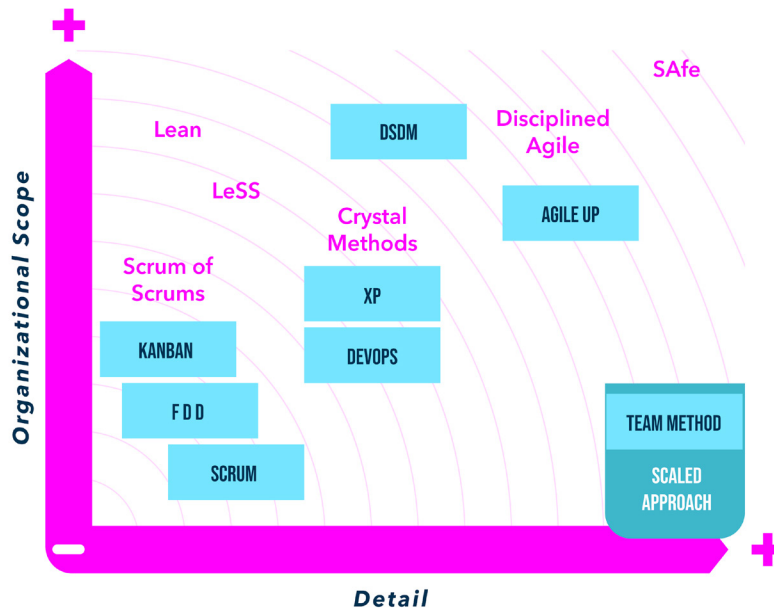
Agile Frameworks Overview



ACPC® Version 112019

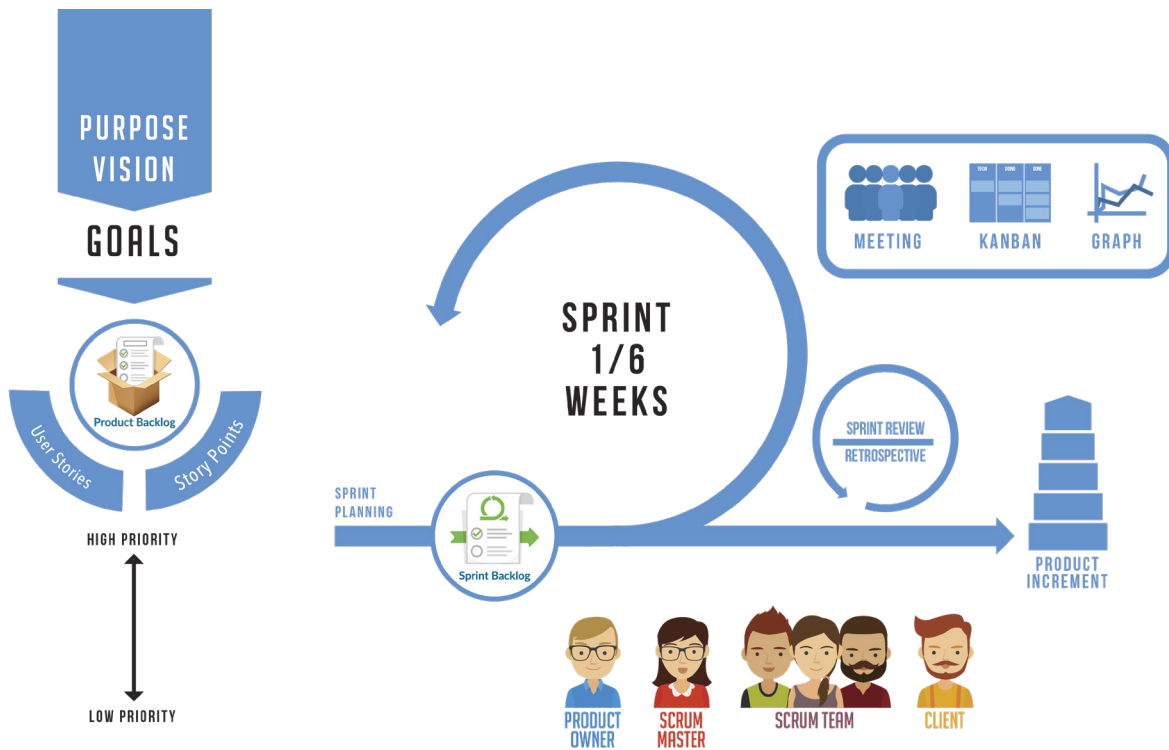
CertiProf®

Main Agile Frameworks – Team and Organization



Source: Agile Practice Guide, developed as collaborative effort by Project Management Institute and Agile Alliance

Scrum Overview



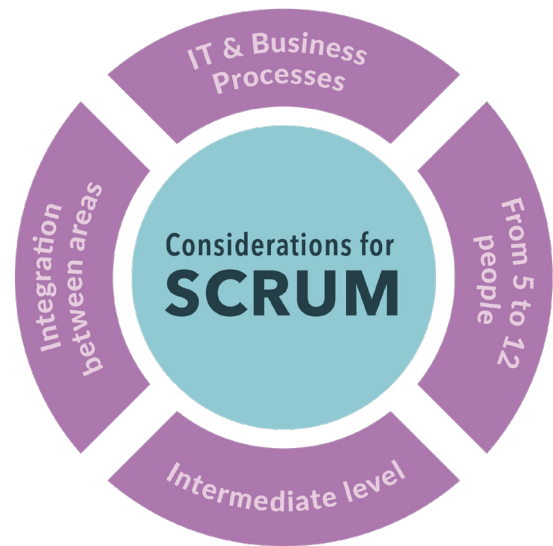
Introduction to Scrum

Benefits

- Delivery up to 75 % faster.
- Reduction of costs up to 42 %.
- Development of high performance and self-organized teams.
- Ability to respond to changes from 1 to 6 weeks.

Challenges

- Have all the roles to be prepared.
- Ambiguous application guides.
- Adaptation of processes and techniques.
- Scaling programs and portfolios.



Scrum Components

3

ROLES

- Product Owner.
- SCRUM Master.
- SCRUM Team.

5

EVENTS

- Delivery Planning.
- Sprint Planning.
- Daily SCRUM.
- Sprint Review.
- Retrospective.

5

TOOLS

- Product Backlog.
- Sprint Backlog.
- Sprint.
- SCRUM Board.
- Pending Graphs.

Agile Framework that uses iterative and adaptable approaches to develop products and projects. Find the fastest and most flexible way to deliver the highest value in the least amount of time.

Scrum Principles

- Commitment.
- Courage.
- Focus.
- Openness.
- Respect.

The members of the Scrum Team learn and explore these values as they work on Scrum events, roles and artifacts.



Scrum Aspects



Kanban Method

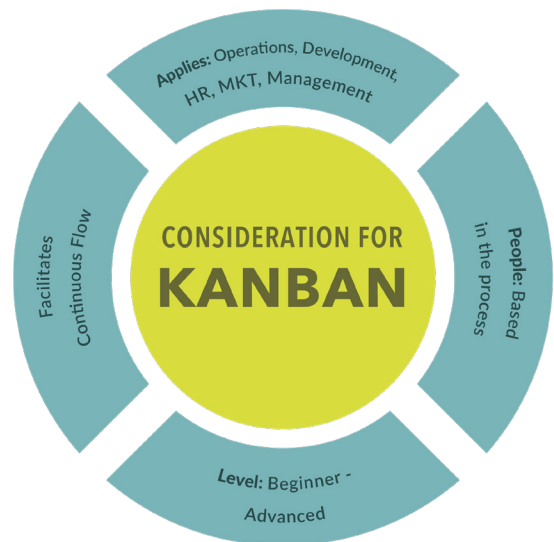


Benefits

- Easy implementation and adaptation.
- Productivity increase by up to 30 %.
- Greater flexibility and adaptation to changes.
- Transparency and continuous workflow.

Challenges

- Instability in the amount of work.
- Monitoring and compliance of activities.
- Little disruptive and orderly.
- Scalation in multiple teams.



Introduction to Kanban

- Born from the Toyota Production Model.
- Kanban means “card you can see”.
- Involves the use of visual aid to follow up on production.
- This process was observed in the 50s in the grocery stores (JIT).
- The use of visual aid is effective and has become a common practice.
- A Kanban board helps the team increase its effectiveness.
- Adopted as an “Agile practice” in the early 2000s.



Kanban Application

It is better used when the team needs the following conditions:

- Flexibility.
- Focus on continuous delivery.
- Increase in productivity and quality.
- Greater efficiency.
- Focus on team members.
- Variability in the workload.
- Waste reduction.
- Respect current processes.



Wrong Reasons

- It seems easier, simpler, friendlier.
- You don't need to change anything... Like Scrum.
- Scrum implementation failed.
- Where do I need to defragment the problems?

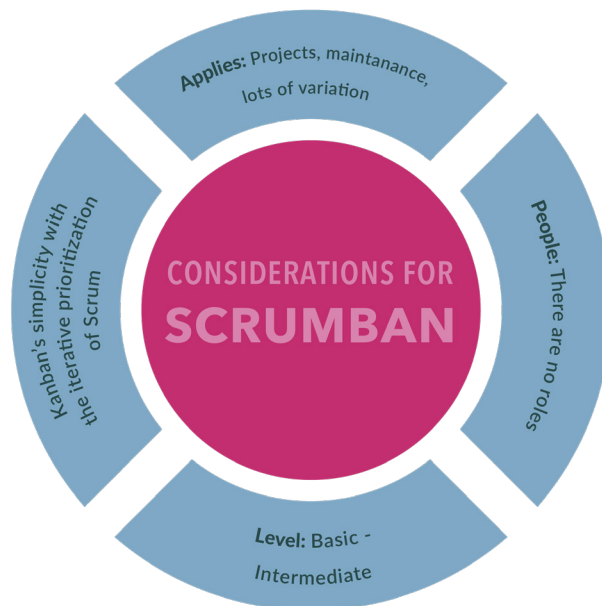


Basic Properties

- Visualize the workflow.
- Limit work in process.
- Manage the flow.
- Define the process.
- Make the process policies very explicit.
- Implement feedback cycles.
- Improve collaboratively.



Scrumban



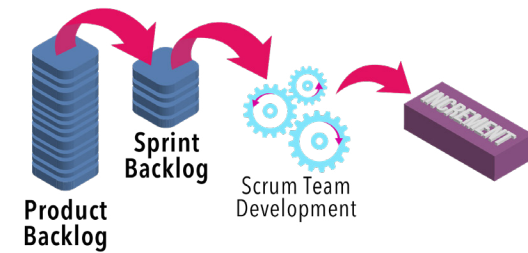
Hybrid framework, there is no single official framework.

Introduction to Scrumban

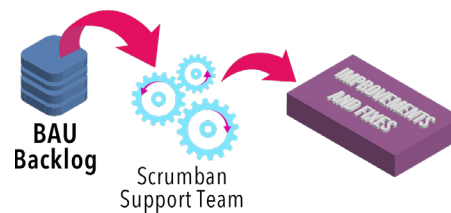
- A hybrid approach, for the transition from Scrum to Kanban.
- Work set up for short periods (ideally 1 week, max 2 weeks).
- Use of Kanban boards to visualize and monitor the work.
- Use Daily Stand Up to collaborate and eliminate impediments.
- Little advance planning (by Sprint).
- There are no predefined roles (in some cases it's Agile Coach).
- It's based on Scrumbut combined with Kanban.

Uses the prescriptive nature of Scrum to be agile. It uses the improvement of the Kanban process to allow the team to continuously improve its process.

SCRUM



SCRUMBAN



Extreme Programming (XP)

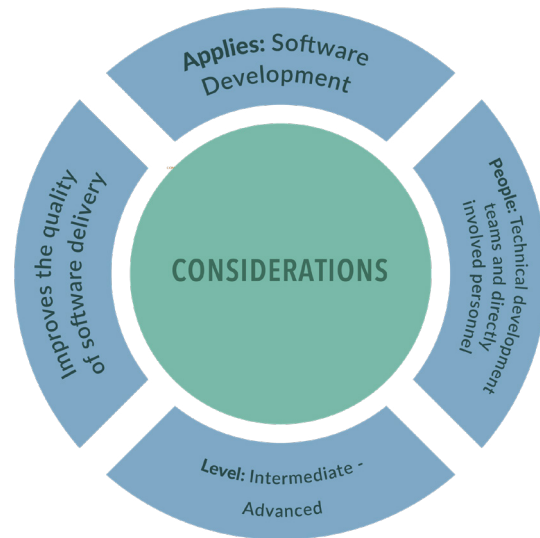


Benefits

- Very organized programming applicable in any language.
- Efficiency in the planning and testing process.
- Very low error rate.
- Encourages communication between customers and developers, facilitating changes.
- The client has control over priorities.
- Continuous tests are done during the project.
- Better used in the implementation of new technologies.

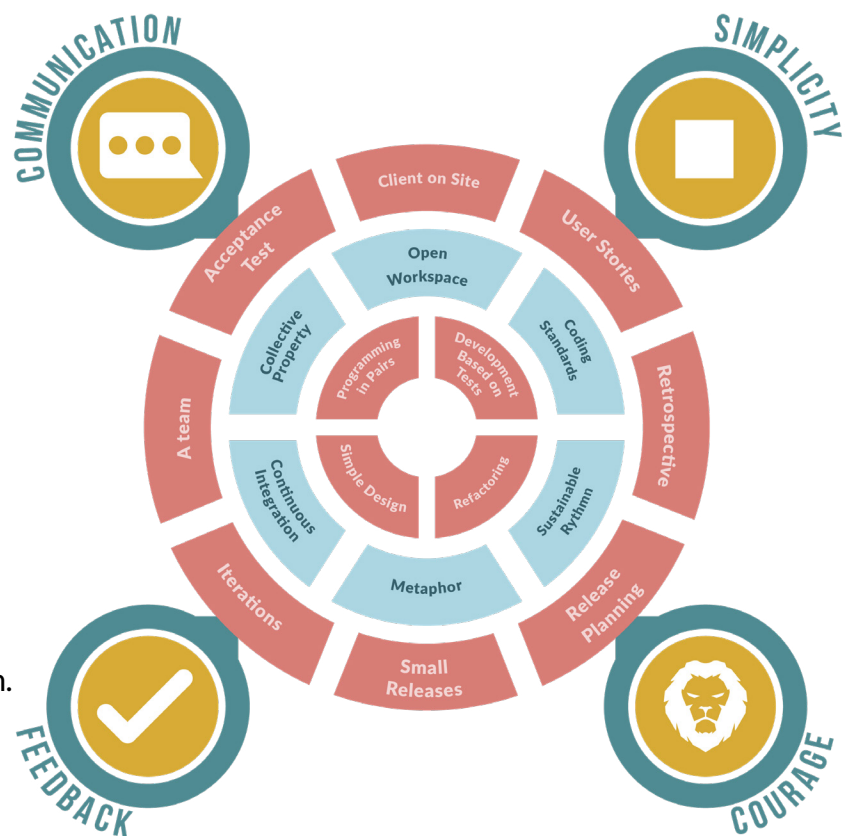
Challenges

- Correct collaboration with the client in reality.
- Lack of capacity to lead the team.
- Underutilization of resources.
- Applicable to small teams.



Introduction to Extreme Programming

- The Extreme Programming (XP) was created at the Chrysler Corporation.
- It gained momentum in the 1990s.
- **Avoid the radical increase in the cost of changing software over time.**
- **Key features:**
 - ☐ Incremental development.
 - ☐ Flexible schedules.
 - ☐ Automated test codes.
 - ☐ Verbal communication.
 - ☐ Design in constant evolution.
 - ☐ Linking short and long term of all those involved.



Extreme Programming has been widely adopted due to its well-defined engineering practices.

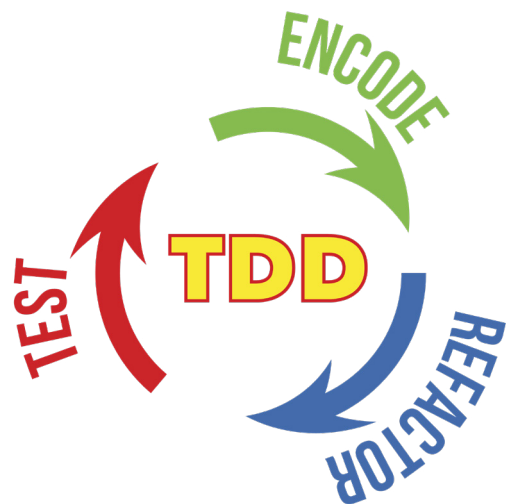
Emphasizes 5 values:

- ☐ Communication and collaboration.
- ☐ Simplicity.
- ☐ Feedback.
- ☐ Courage.
- ☐ Respect.



What is TDD?

- **TDD is based on two rules:**
 - ❑ Do not write code unless there is a test failing.
 - ❑ Eliminates duplicates (DRY).
- **The mantra used in TDD is:**
 - ❑ RED.
 - ❑ GREEN.
 - ❑ REFACTOR.
- **TDD has two types of tests:**
 - ❑ Unit test.
 - ❑ Acceptance test.



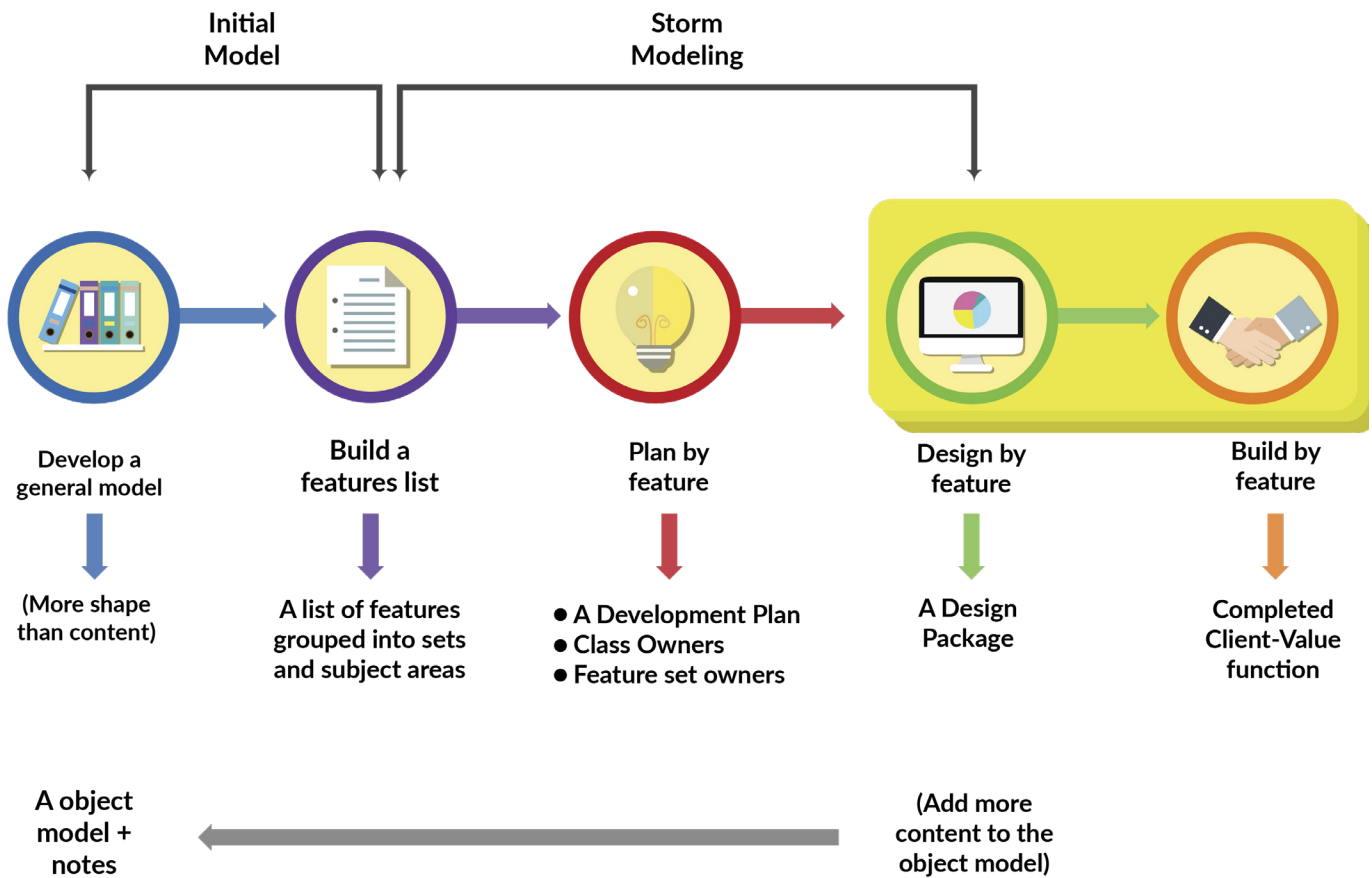
FDD (Feature Driven Development)

Developed to meet specific needs in large software development projects.

Each characteristic is related to a small value feature.

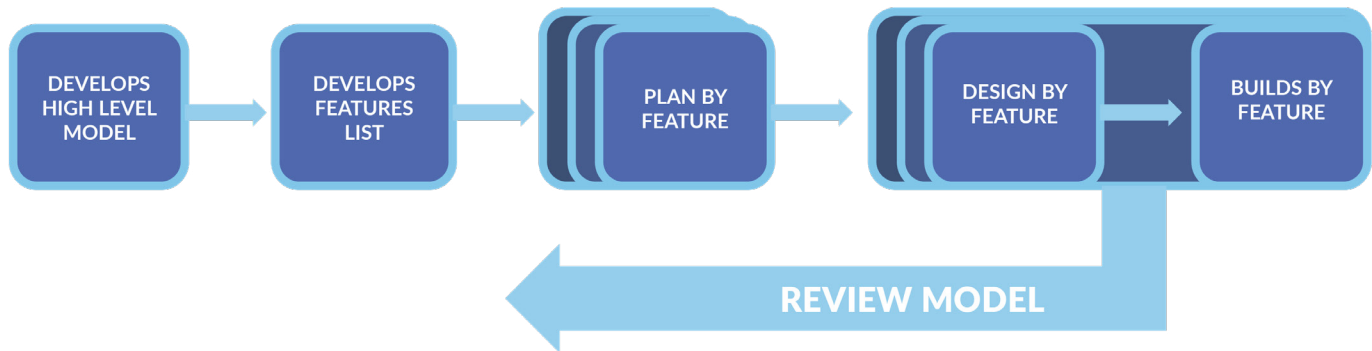
Roles:

- Project Director.
- Chief Architect.
- Development Director.
- Chief Programmer.
- Owner of the class and/or domain expert.



Organized in 5 stages that progress iteratively:

- Develop a general high-level model.
- Build a list of features.
- Plan by features.
- Design by feature.
- Build by feature.



Uses best software development practices such as:

- Subject objects based model.
- Development by features.
- Individual class property.
- Teams by features.
- Inspections.
- Configuration management.
- Periodic construction.
- Visibility of the process and results.

Crystal Methodologies

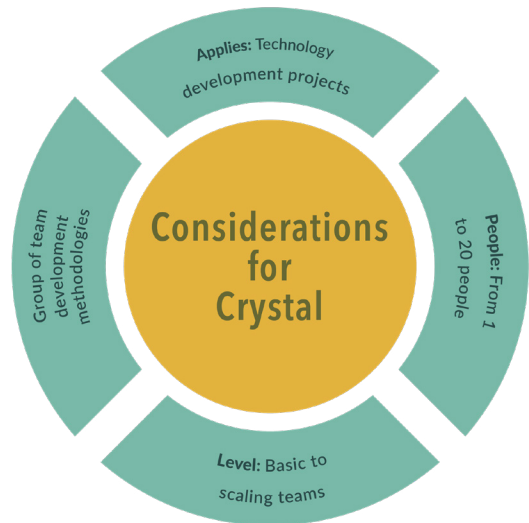


Benefits:

- They are appropriate for light environments.
- Cost reduction is experienced since they are designed for change.
- Present more transparent planning for customers.
- In each iteration, the objectives for the following iteration are defined.
- Allow very useful feedback from the users.

Challenges:

- Delimits the scope of the project with the client.
- It may not be feasible for large projects.
- Establishes assigned teams but not the distribution.
- Still under development.



Introduction to Crystal Methodologies

- Group of methodologies introduced by Alistair Cockburn in the early 90s.
- Based on the observation of several teams that followed Agile methodologies.
- People-focused.
- The development process and tools are not fixed.
- Adjusted to the requirements and specific characteristics of the project.
- They are “light methodologies” that avoid strict processes.



The name comes from precious stones.

Factors such as:

- Comfort.
- Money at discretion.
- Essential money.
- Life.

Play an important role to determine the “weight” of the methodology, which is represented in various colors of the spectrum.



Focus - Roles

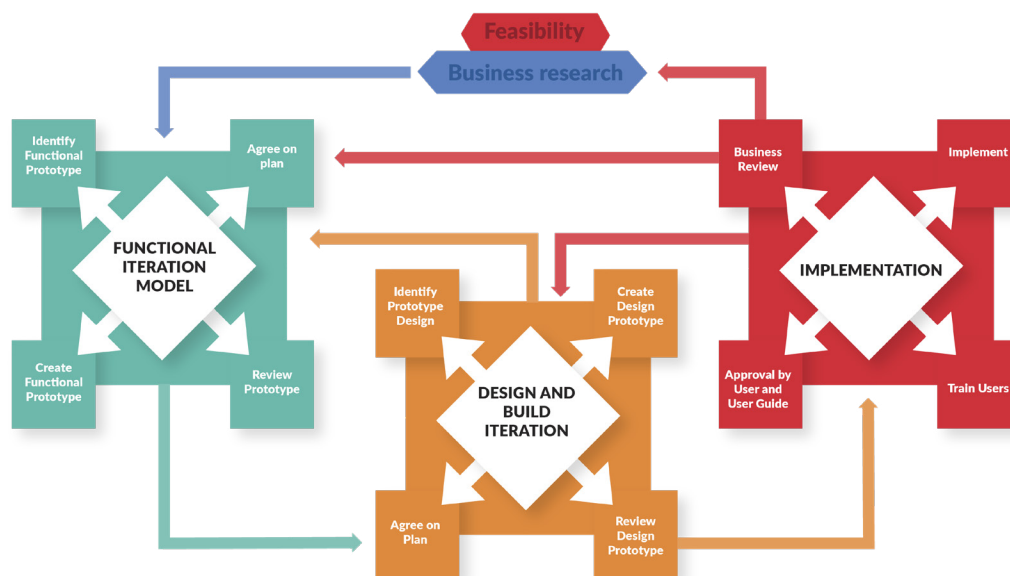
Crystal methods focus on:

- People.
- Team interaction.
- Community.
- Skills or knowledge.
- Talent.
- Communication.

Roles:

- Executive sponsor.
- Lead designer.
- Developers and expert users.

Dynamic System Development (DSDM)

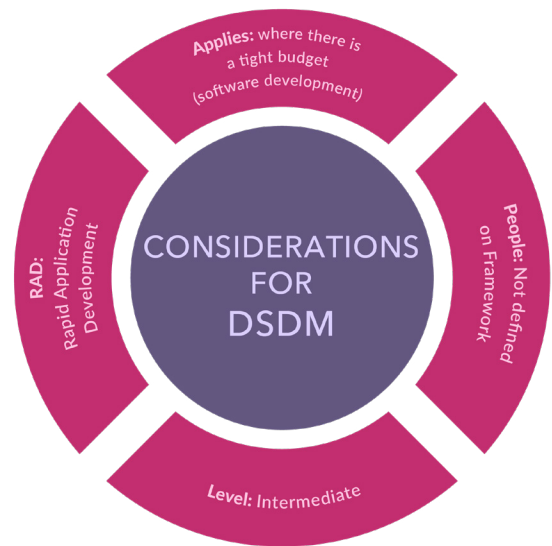


Benefits:

- Tests performed throughout the project life cycle.
- The purpose of the business is the criteria for business acceptance.
- All the changes during the project are reversible.
- It looks for 20 % of the development that gives 80 % of the functionality or benefits.

Challenges:

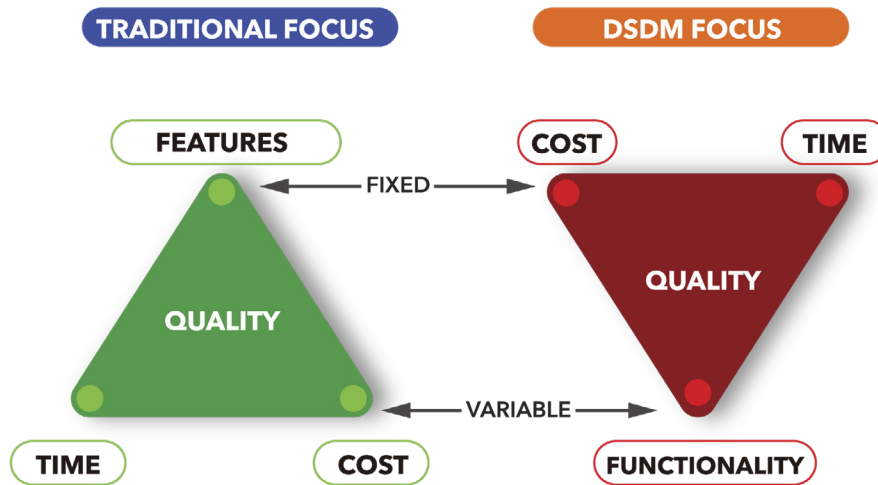
- DSDM teams must have decision power.
- Enough budget.
- Continuous user involvement.
- Granting of requirements.



Introduction to DSDM

DSDM development methods of dynamic systems.

- Developed in the mid 90s.
- Non-commercial among industry leaders.
- Add more rigor to existing methods.
- Emphasis on delivery by restriction.
 - ❑ Fixed cost, quality and time.
 - ❑ Prioritize in scope.



TOOL: MoSCoW

Agile Unified Process

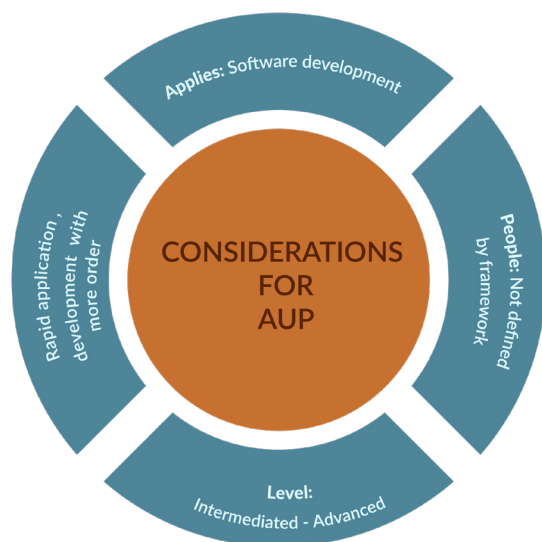


Benefits

- Employees know what they are doing.
- It Allows focussing on high-value activities.
- It's based on a formal process like RUP.
- The client is part of the working team.

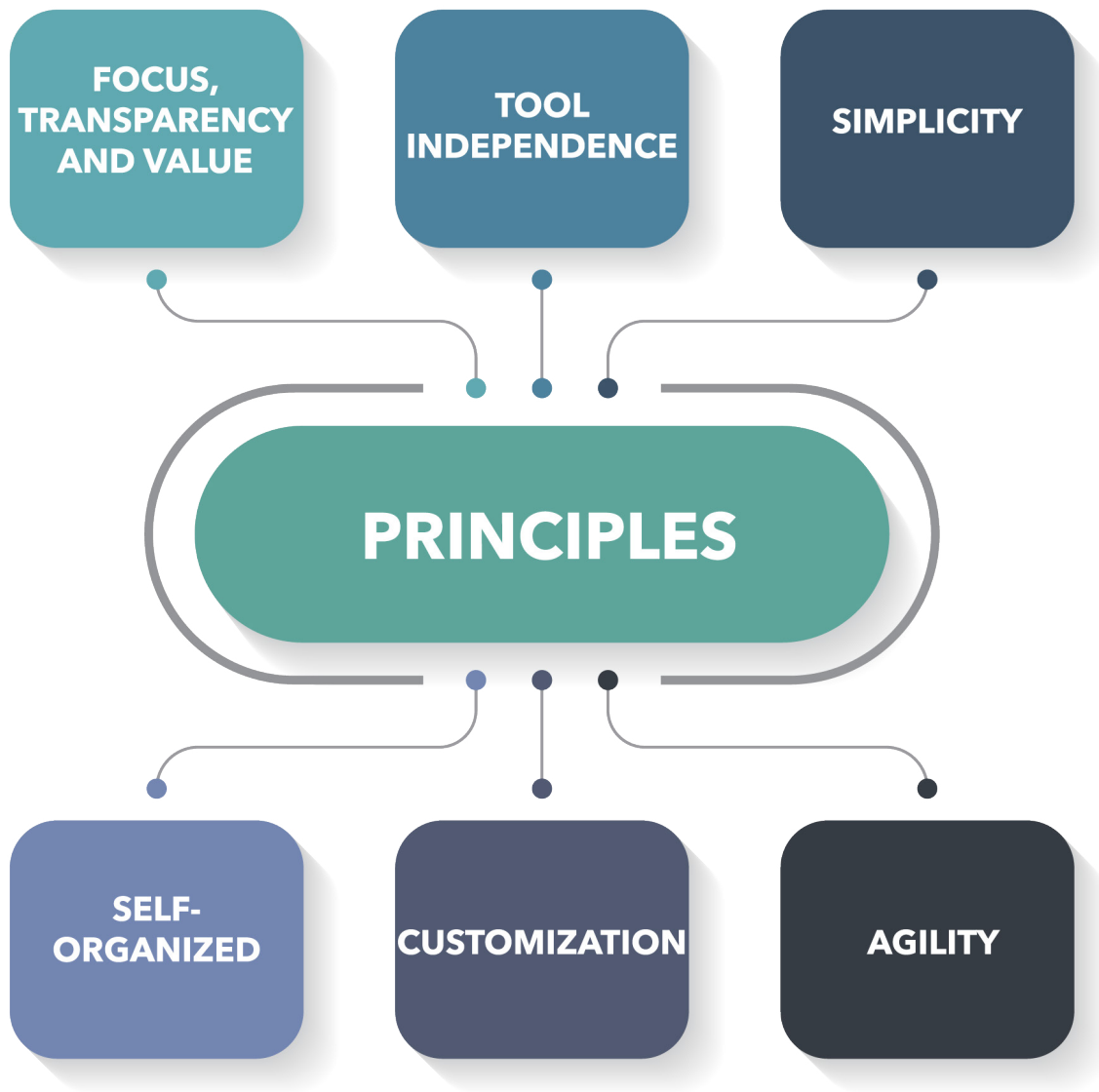
Challenges

- Less emphasis in architecture.
- There is no traditional contract.
- Fewer roles and artifacts.

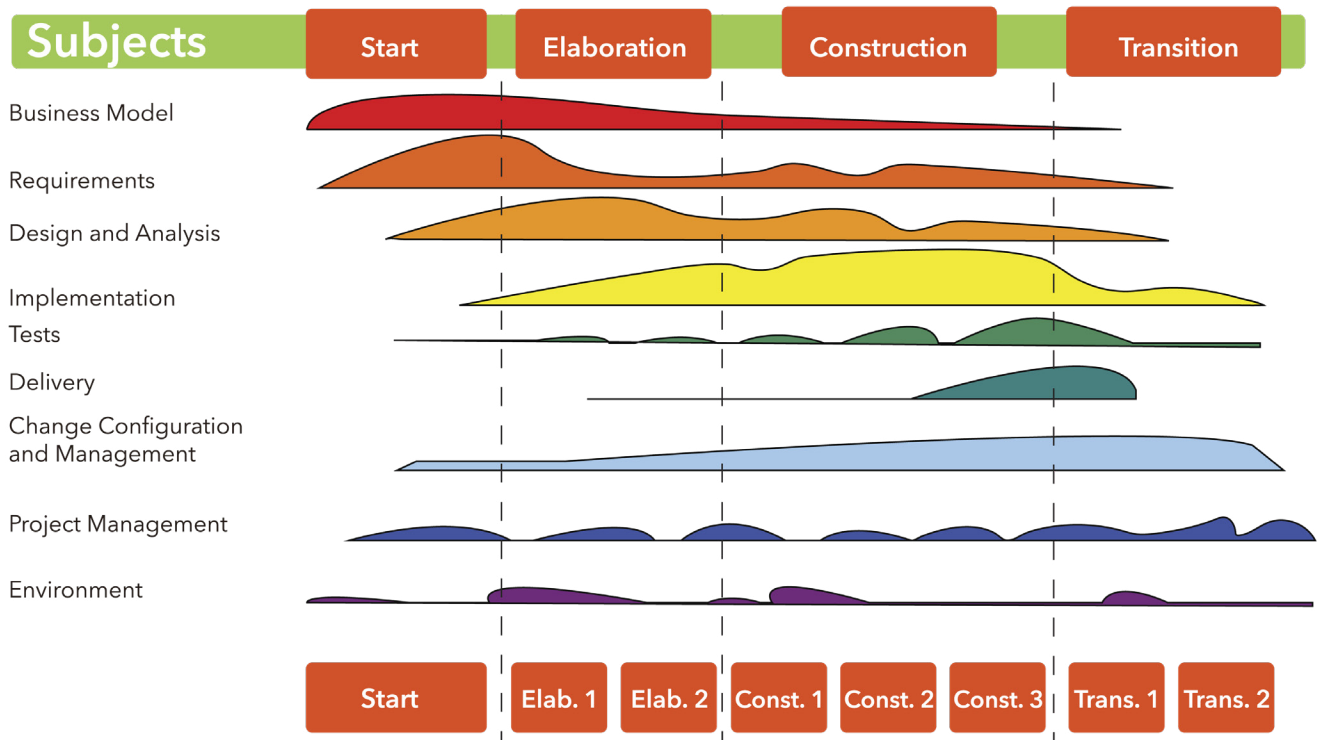


Introduction to AUP

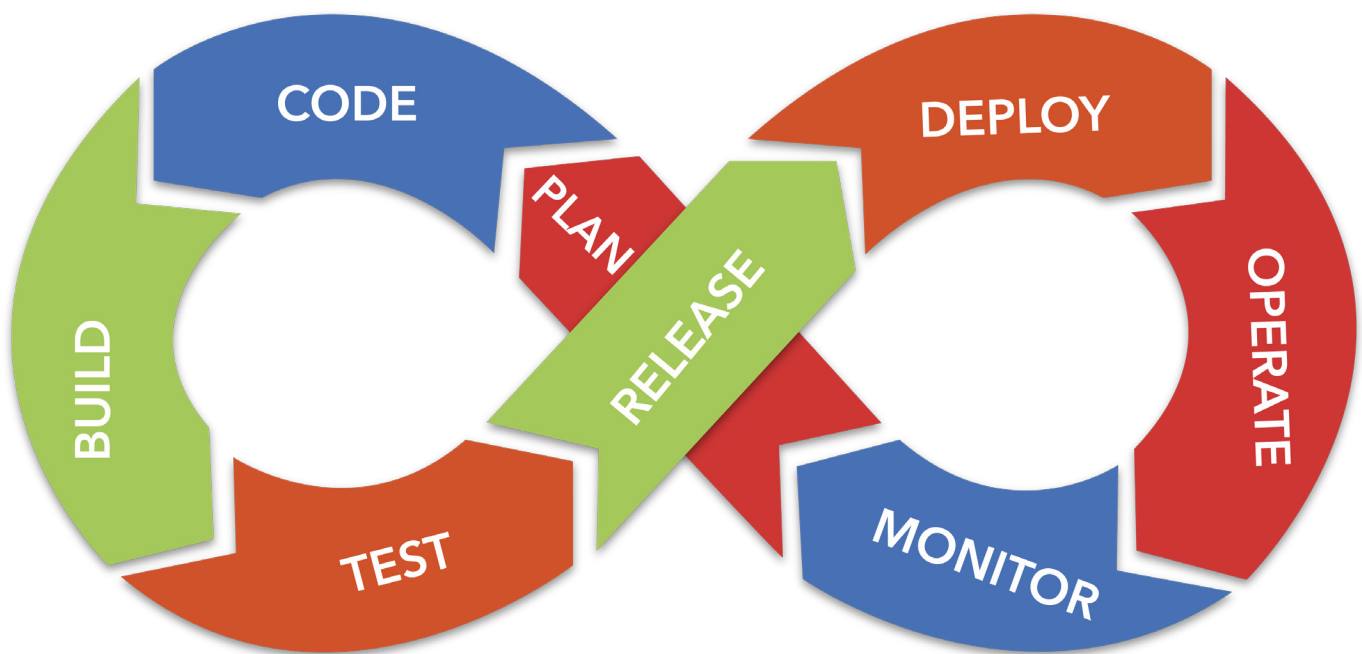
- Agile Unified Process (AUP).
- Evolved from IBM Rational Unified Process (RUP).
- Developed by Scott Ambler.
- Combines agile techniques approved by the industry, such as for guided development:
 - ▣ Tests (TDD).
 - ▣ Agile models.
 - ▣ Agile change management.
 - ▣ Refactoring of databases.



Agile UP Phases



DevOps Development and Operations



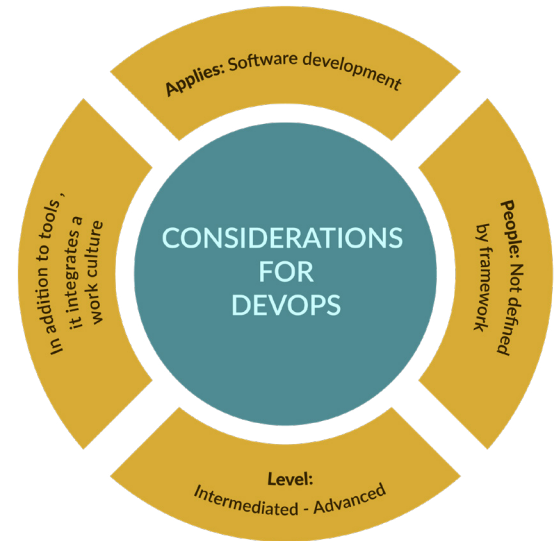
DevOps

Benefits:

- Guarantees faster and more frequent delivery software delivery.
- Improves profitability (ROI).
- Improves collaboration and transparency between the developer and the operations team.
- Early correction and detection of defects.

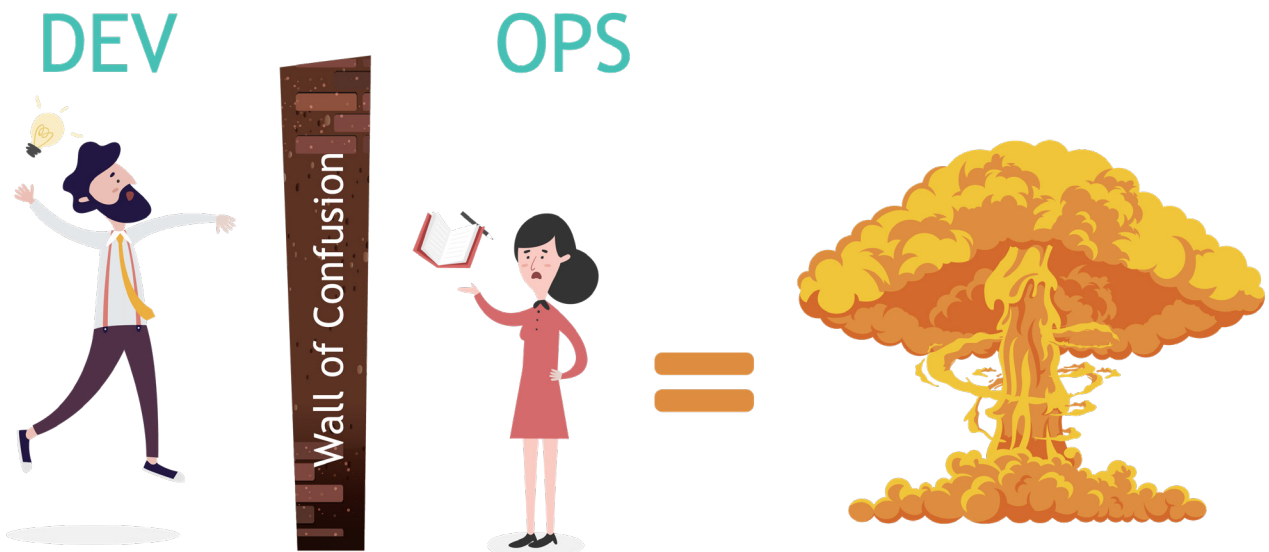
Challenges:

- Ignorance of this new framework.
- Integration with other frameworks like Scrum.
- Expectations of very fast results.



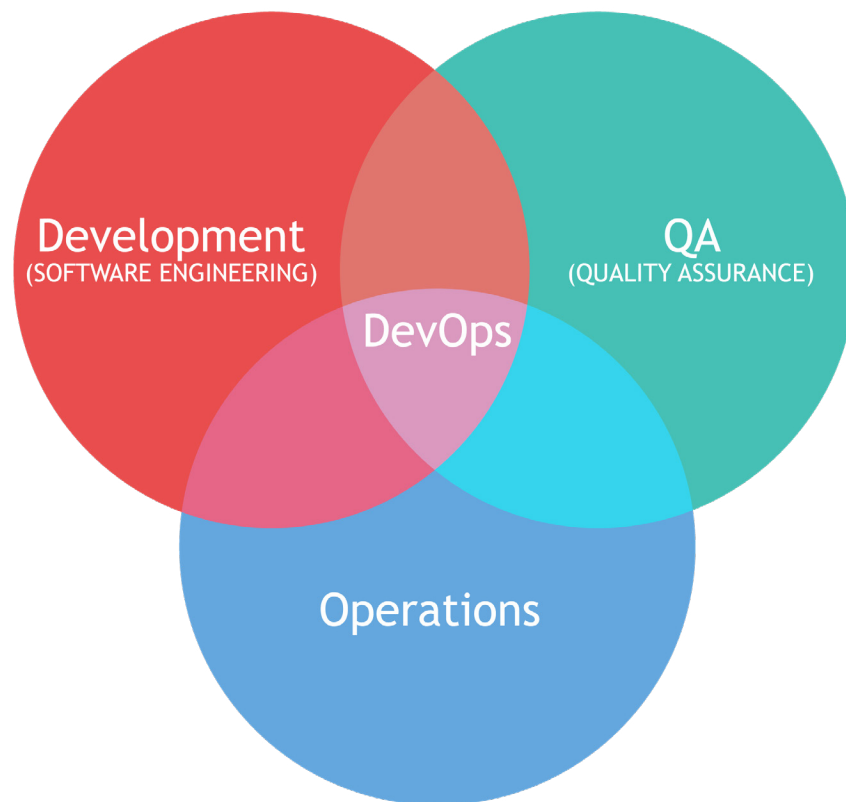
Why DevOps?

Traditional communication between developers and operations

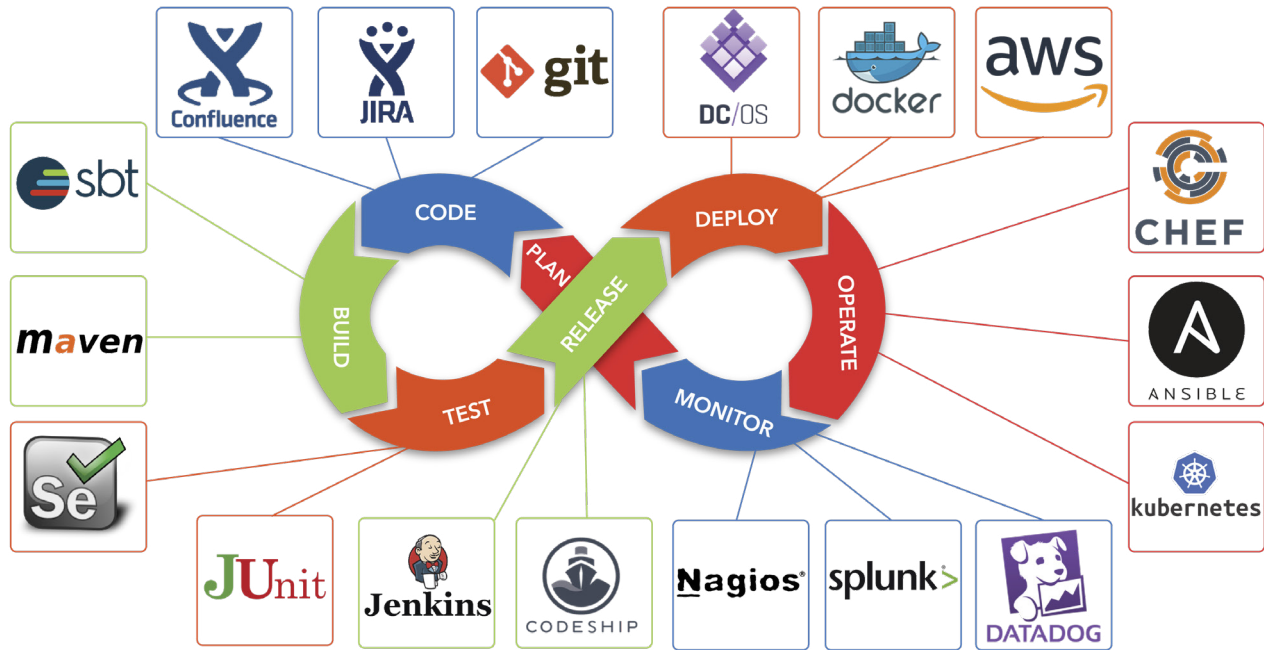


DevOps Purpose

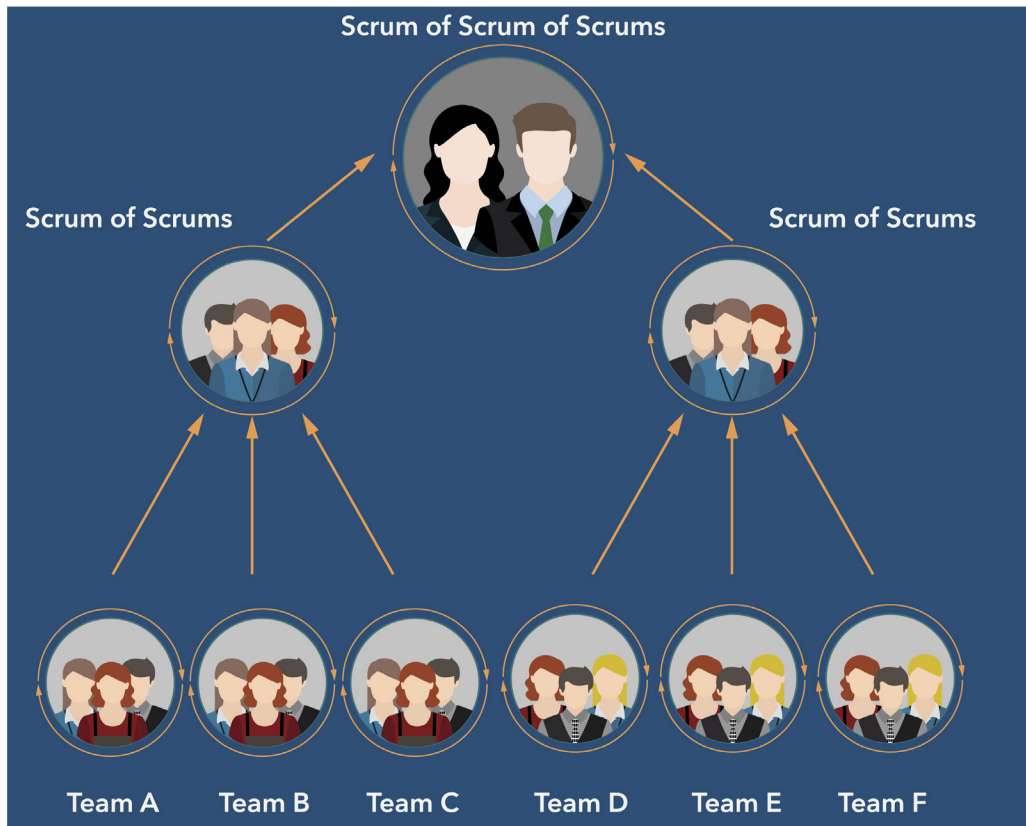
- The best purpose offered by **DevOps**, is to iterate faster during the development phase.
- This is accomplished by avoiding friction between developers and operators as much as possible.
- This is achieved by guaranteeing transparency and integration between the development and operations teams.
- The goal of **DevOps** is to establish business processes that are aligned with the “just in time” flow.
- **DevOps** seeks to maximize business results, such as increasing sales and profitability; improve business speed or minimize operating costs and aligning business processes “just in time” (JIT).



DevOps Tools



Scrum of Scrum

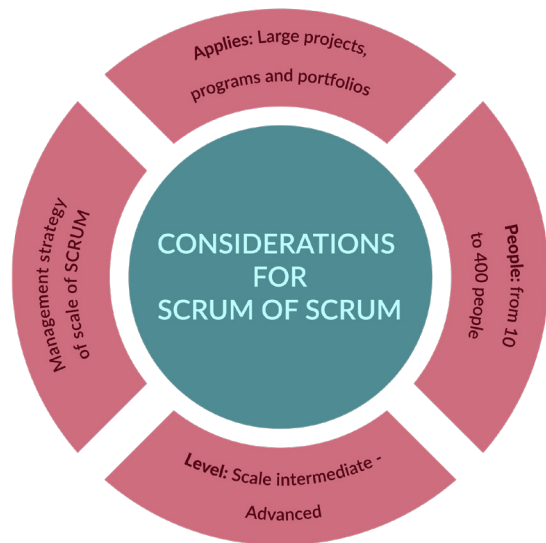


Benefits:

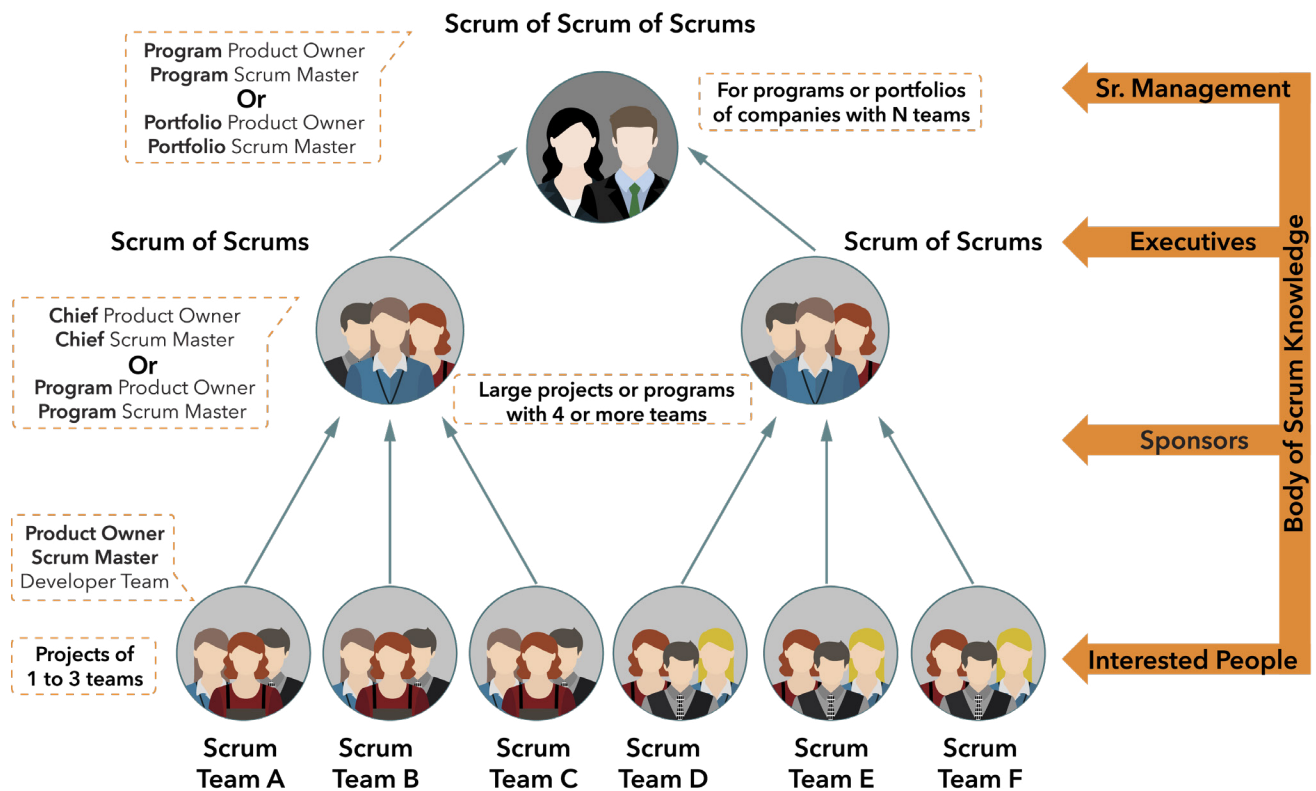
- Coordination of multiple Scrum projects.
- Management of impediments.
- Applicable in larger projects, programs and portfolios.
- It does not require a lot of complexity in its implementation.

Challenges:

- That Scrum is recognized by the organization.
- To count with all the roles for its application.
- Define standards and guidelines appropriate to the organization.

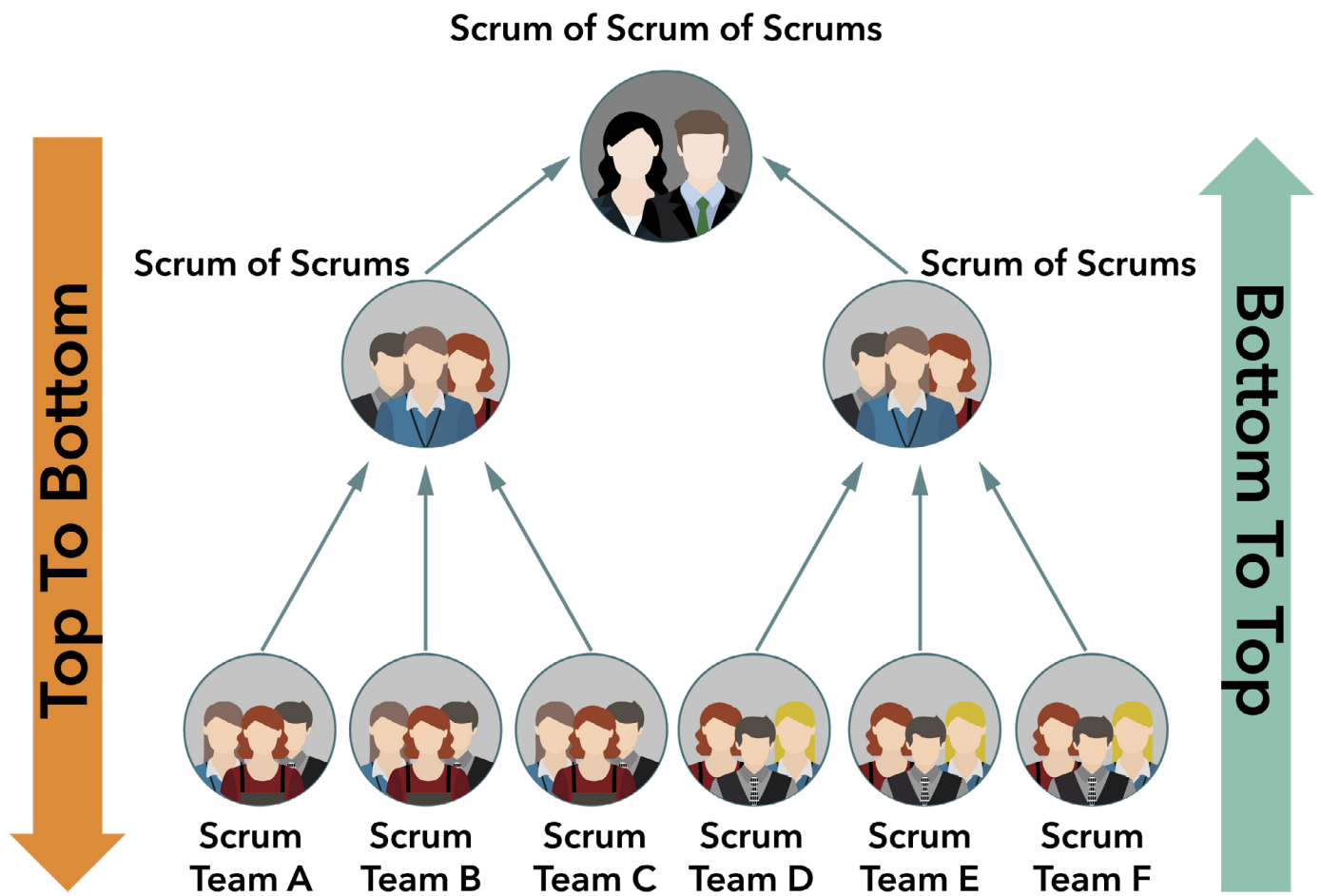


Roles (Organization)

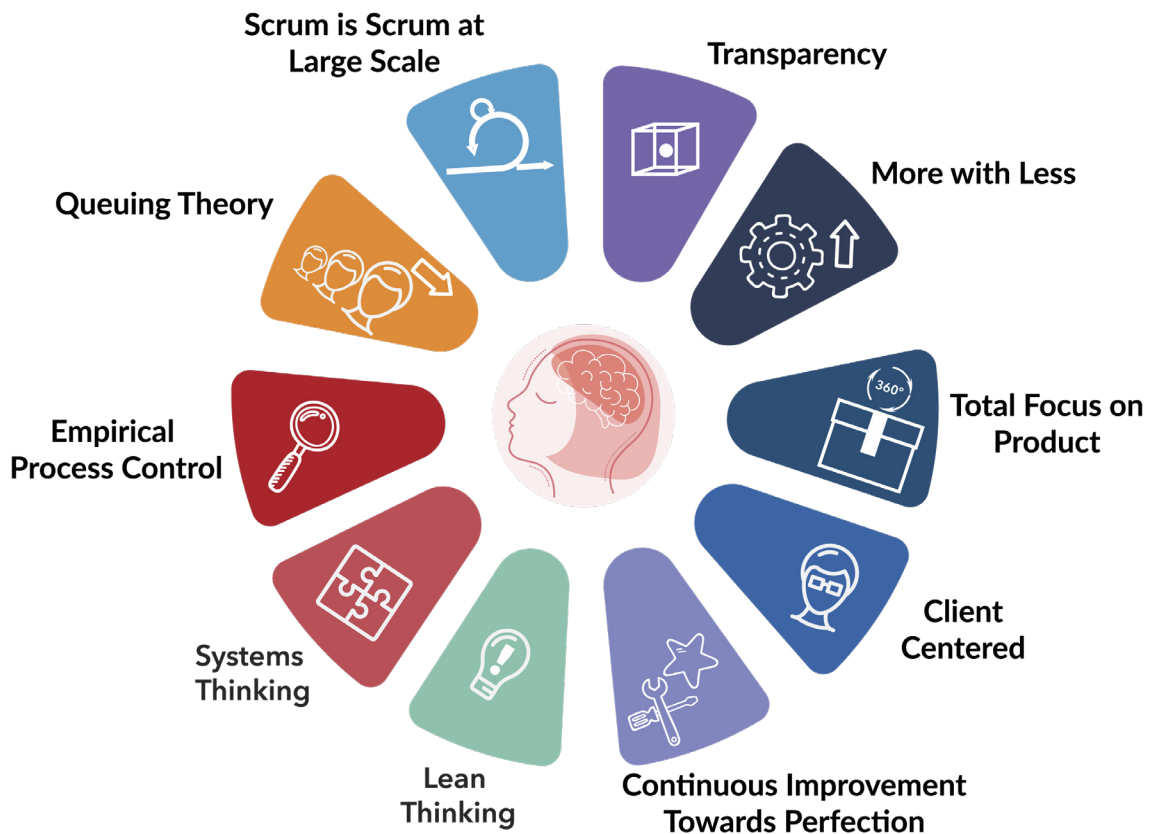


AGILE COACH PROFESSIONAL CERTIFICATE ACPC®

Implementation Strategies



LeSS Large Scale Scrum



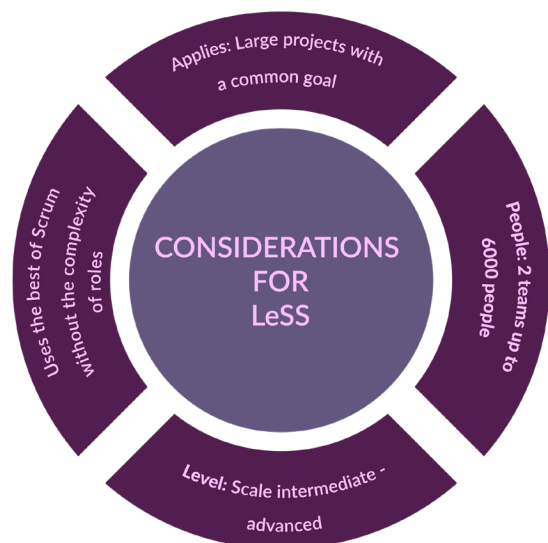
LeSS

Benefits:

- Flexibility of Basic and Huge application.
- Greater ability to respond to changes.
- Ideal for small organizations or those who want to release a product in common.
- Unification and integration of multidisciplinary teams.

Challenges:

- Ideal for single product development.
- No dependency from external teams.
- Change of thinking in the members of the organization.

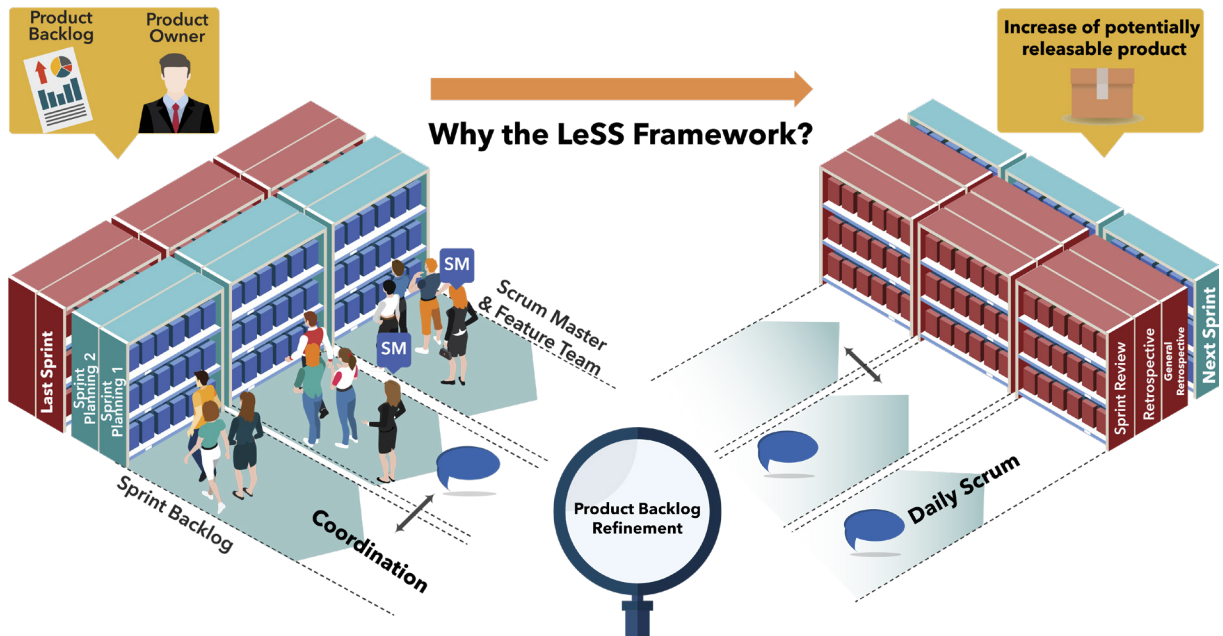


Introduction to LeSS

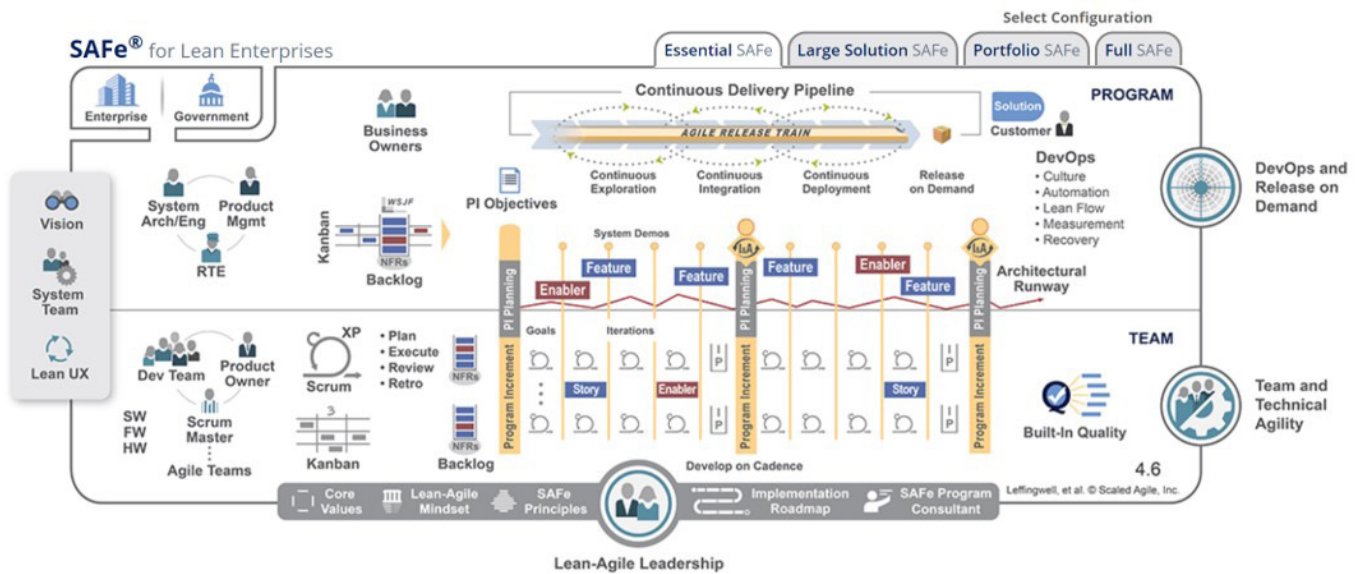
- It's SCRUM applied to several teams working together to get the product.
- Applies the principles, purpose elements and elegance in a large scale context as simple as possible.
- It creates an organizational design framework of agile work.
 - 📌 LeSS: Up to 8 teams.
 - 📌 LeSS Huge: From 9 to thousands of people in a single product.



Framework LeSS



Scaled Agile Framework SAFe



Scaled Agile Framework and SAFe are registered trademarks of Scaled Agile, Inc. © Scaled Agile, Inc. Include this copyright notice with the copied content.

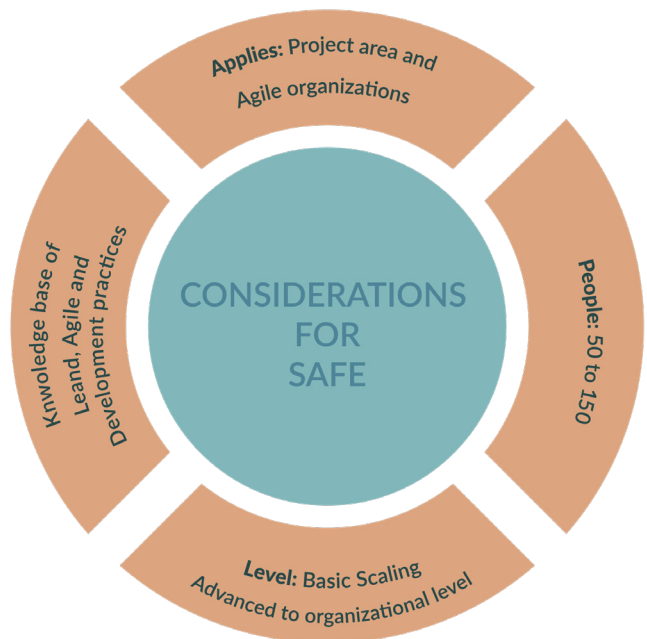
SAFe

Benefits:

- Increase in productivity from 20 % to 50 %.
- Release of products and services from 30 % to 75 %.
- Defect reduction from 25 % to 75 %.
- Improve the motivation of teams from 10 % to 50 %.

Challenges:

- Ignorance of the framework.
- Greater focus on development areas.
- Correct application and adequacy.
- Cultural change in organizations.



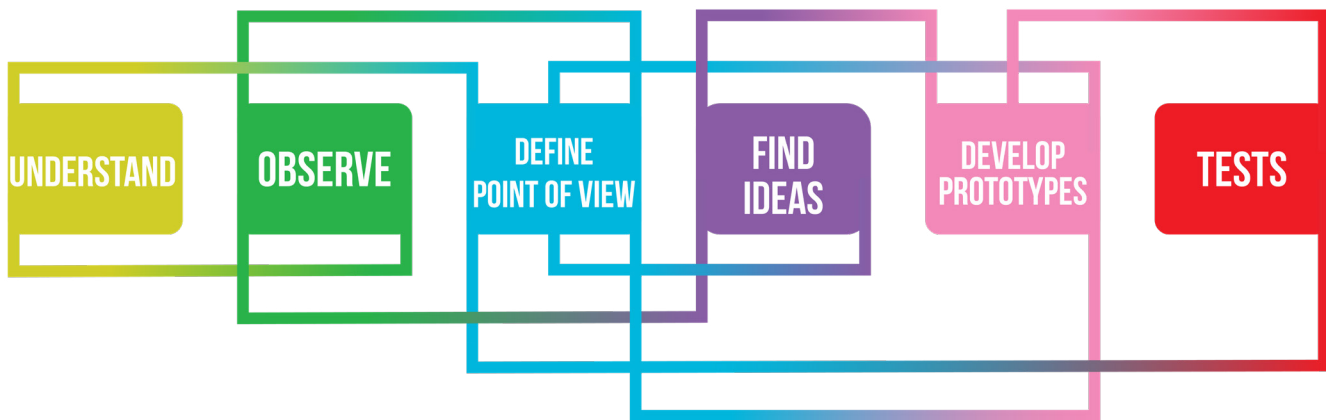
Introduction to SAFe

Imagine combining the power of a Lean Startup with all the resources of a mature company. Agile Release Trains (ARTs), based on SAFe 4.5 are positioned to be an unstoppable force of innovation. According to Gartner, Inc., "by 2021, more than 50 % of established corporations will take advantage of Lean Startups techniques".

Digital disruption is affecting all industries worldwide



Design Thinking



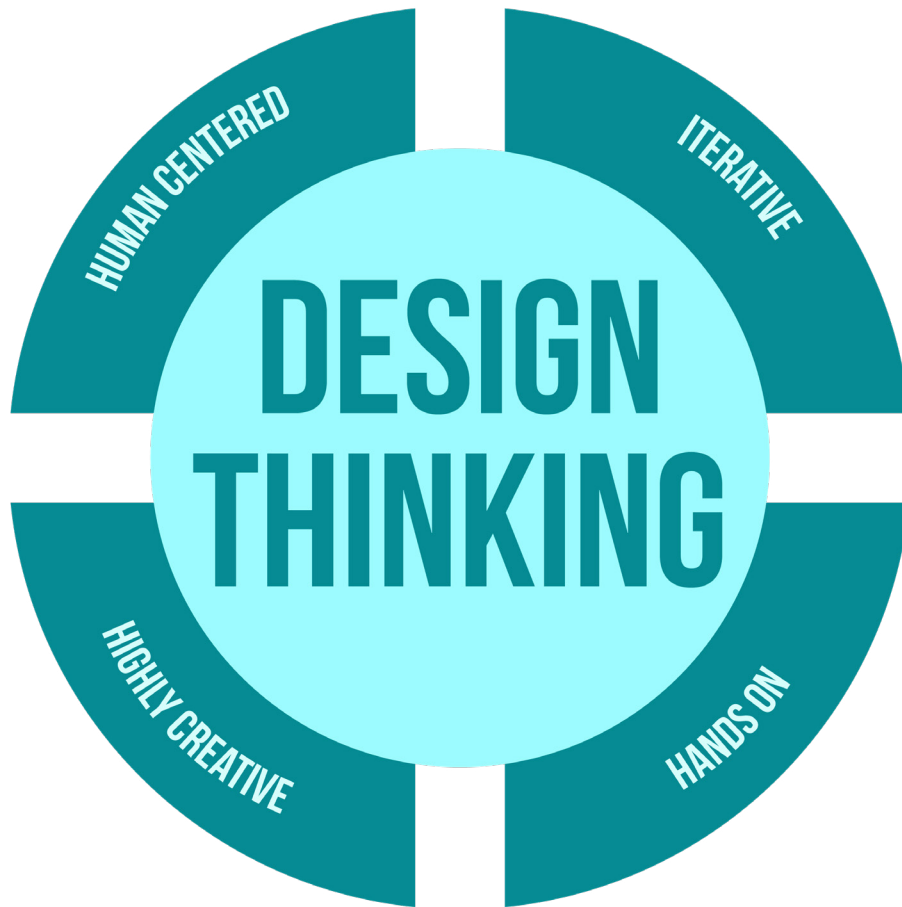
Design Thinking is an innovative approach based on design processes to integrate people's needs, technological possibilities and requirements for business success.

This gives us the process we need to help design solutions for people.

Design Thinking helps to establish the connection between technology, people and companies.

Top reasons for adopting Design Thinking?

1. Can be applied to any area.
2. Helps you define and solve problems faster and more effectively.
3. Promotes innovative and creative thinking.
4. OPPORTUNITY TO SEE THE PROBLEM OF VARIOUS PROSPECTS.
5. NOW IT IS NECESSARY TO OPTIMIZE AND REINVENT BUSINESS, PRODUCTS AND SERVICES.
6. Ensures that the end result meets customer / user requirements.
7. It allows to expand the knowledge about the business.

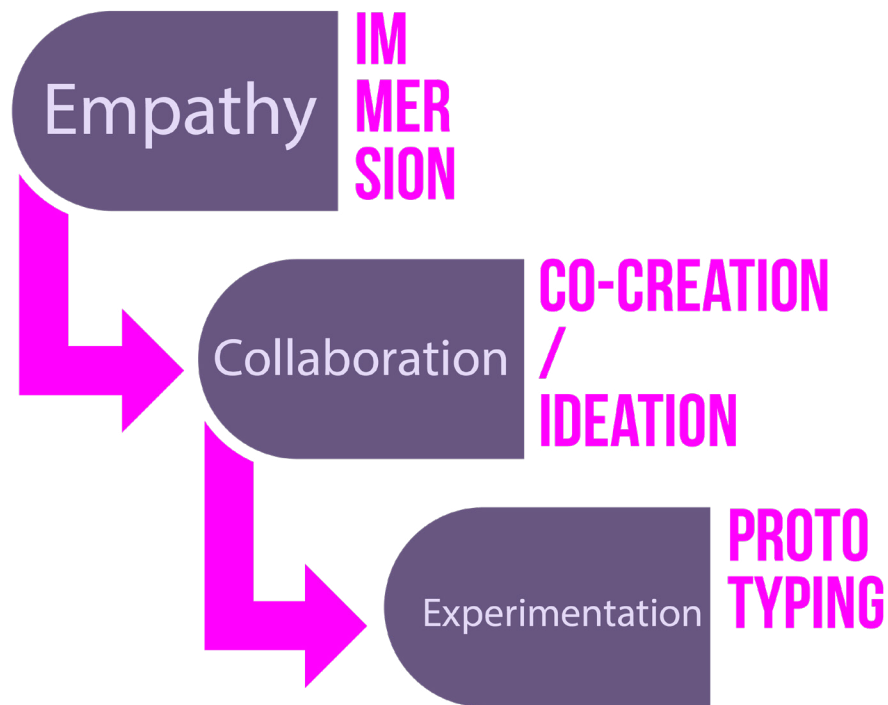


LEARN

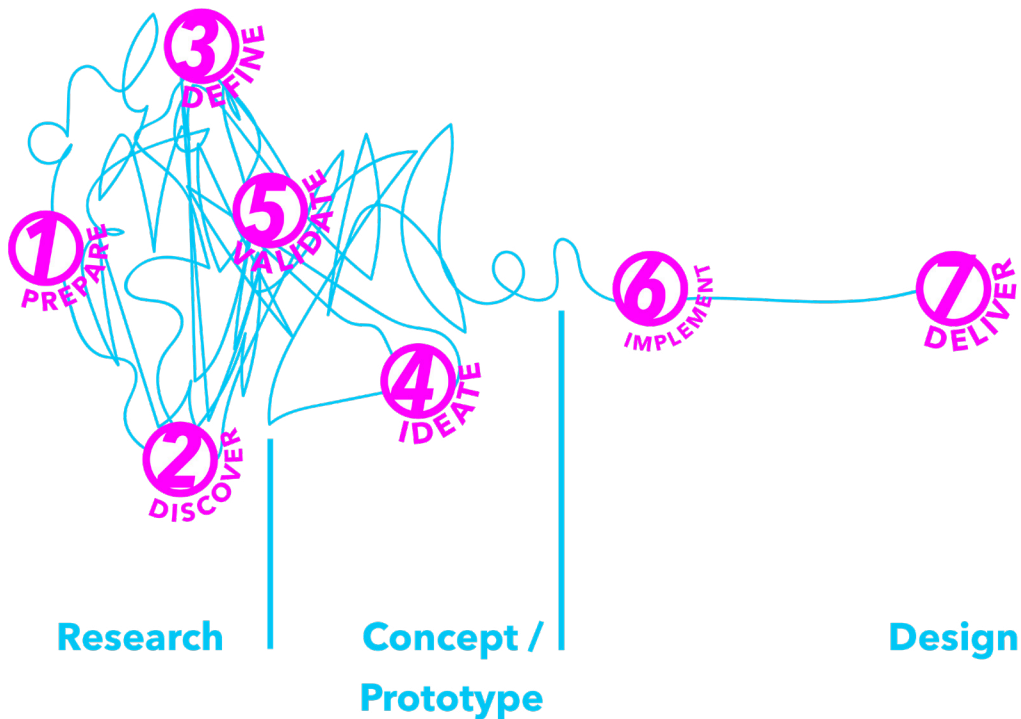
TO DO

UNDERSTAND

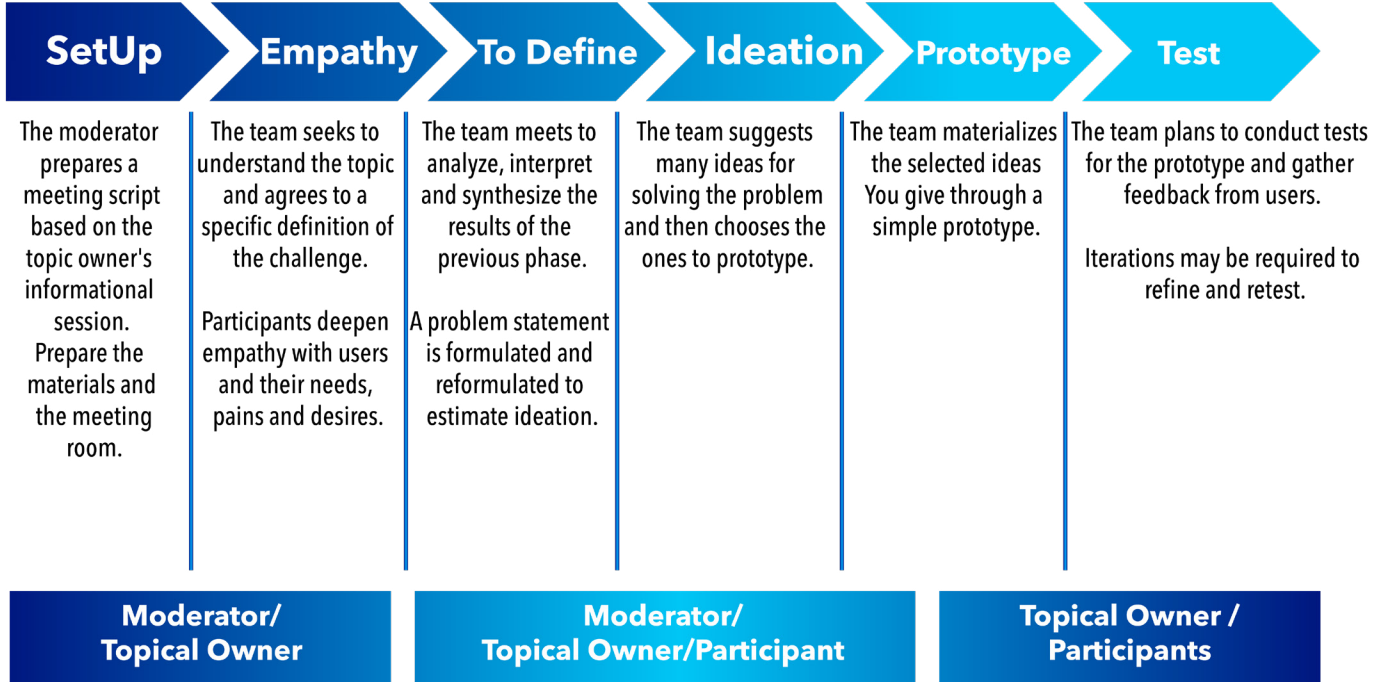
Design Thinking Values



Introduction to Design Thinking



Suggested Flow for a Design Thinking Session





AGILE COACH PROFESSIONAL CERTIFICATE

Follow us, get in touch!



www.certiprof.com

CERTIPROF® is a registered trademark of CertiProf, LLC in the United States and/or other countries.

CertiProf®