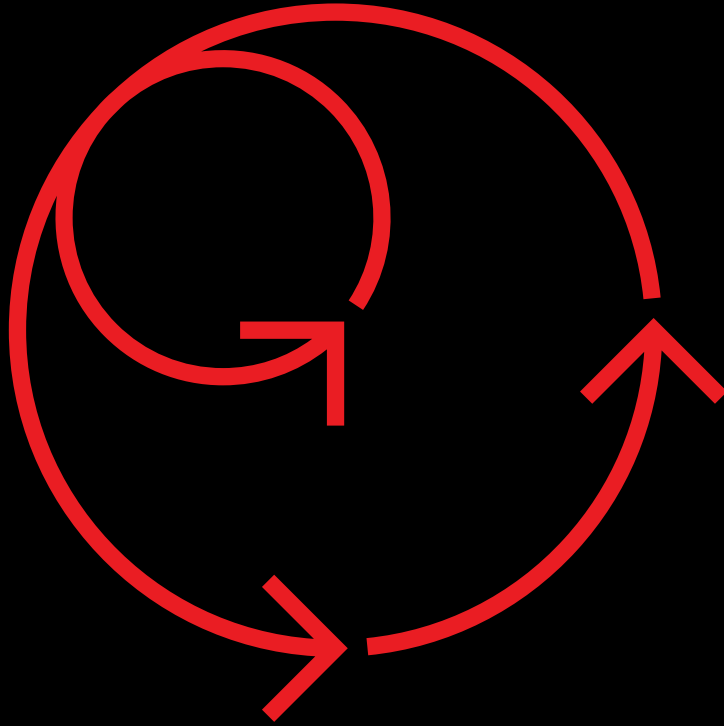
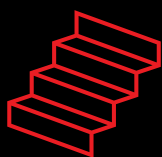




Agile Practitioner Pathway

At Emergn, we believe that people and companies can improve the way they work and achieve better outcomes by following three guiding principles:



DELIVER **VALUE**
EARLY AND OFTEN



OPTIMIZE THE **FLOW**
OF WORK END TO END



DISCOVER **QUALITY**
WITH FAST FEEDBACK

Together, these principles reflect a pragmatic philosophy of the world of work that you can apply to transform your business or to grow professionally. To help you along the journey, we developed and continue to refine a trusted set of models, techniques and tools, along with unique guidance on concepts, frameworks and methods. We call it VFQ.

At Emergn, we believe that learning should be a life-long activity. More importantly, in the world of work, it should be a central part of an employee's journey from being a new joiner through the rest of their career.

70 20 10

IN WORK LEARNING

COACHING

EDUCATION



Change is best sustained if there are people in your organization who have a deep understanding of the principles and practices required to operate effectively, and have a good appreciation of the future direction of the company. Using the Agile Practitioner Pathway (APP), you will grow your people's skills and capabilities in a sustainable way.

Why the APP works

- The pathway is supported by the latest Emergn learning content
- The pathway and context-specific assignments allow participants to discover their own solution to the unique challenges and constraints of their organization
- The discipline of the regular work-based study groups maintains momentum and engagement with the learning
- The assignments drive a practical application of principles and practices
- Both the journey and the participants are supported throughout by Emergn

Benefits of the APP

- The APP facilitates the true growth of skills and capabilities for individuals within an organization
- The organization benefits from the very start of the program, and participants are required to practically apply their learning throughout the journey
- The APP nurtures the growth of an enjoyable and engaging learning community within the organization – developing this culture is key to sustaining the improvements and changes made

Pathway objectives

On completion of this pathway, participants will be able to confidently:

- Analyze existing problems with the team, development process and wider organization
- Apply a thorough understanding of VFQ principles and specific Agile/Lean practices
- Select the most appropriate way to improve results for a specific circumstance or need
- Judge and craft appropriate adaptations to existing practices or processes depending upon analysis of typical problems
- Evaluate likely successes and formulate plans to manage likely risks or problems

Who is this pathway for?

This pathway is designed for people who are part of an Agile team, work alongside Agile teams or need to work with Agile teams either as a customer or business partner, or as a manager. But, it isn't just about Agile. Those who are looking to improve the way their own teams and projects run and function will benefit from learning about the VFQ principles and how these elements can be improved through specific practices, techniques and principles.

Time allowance

This pathway is designed to maximize the outcomes by applying the learning to real work while taking into consideration the demands on people's time.

The guided learning time is:

- 2 hours per week to attend work-based study groups
- 2 hours preparation for the session, including reading
- 3-4+ hours of practical application per week (as participants progress this number will increase as a side-effect – this is a good thing!)

2 hrs/wk

WORK-BASED STUDY GROUPS

2 hrs

SESSION PREPARATION AND READING

3-4 hrs +

PRACTICAL APPLICATION PER WEEK

Cohort size

Because we are optimizing for learning, we limit each cohort to a maximum of 12 people, ideally with a minimum of 8 people. We've found that doing this gives everyone a chance to ask questions, discuss and share ideas for changing the way teams work.

Pathway overview



This pathway blends different teaching mechanisms over a 10-week period to give participants a comprehensive and practical experience that is designed to consolidate learning. It mixes the classroom, self-study, action- and work-based activities and expert led discussions together into a single course.

It starts with a workshop covering the foundations of VFQ including the guiding principles and essential practices, examining the reason for change within your context, an outline of the subsequent program and what will be required from each of the participants.

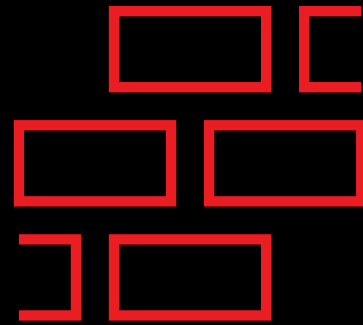
Subsequent sessions require participants to attend a 2-hour work-based study group with one of our instructors/consultants to explore a specific topic and discuss how the concepts work in practice within your environment. All participants will be expected to pre-read the content set each time and attend the sessions prepared to participate. Participants will be encouraged to try out activities within their own projects and teams so that practical experience is being gained and the discussions are oriented around real-world experiences.

Pathway outline

VFQ Foundations

Covering the guiding principles and essential practices:

- Why change – getting to grips with the problem space
- Delivering value early and often
- Optimizing the flow of work end to end
- Discovering quality with fast feedback
- Experimentation, value definition, visualization



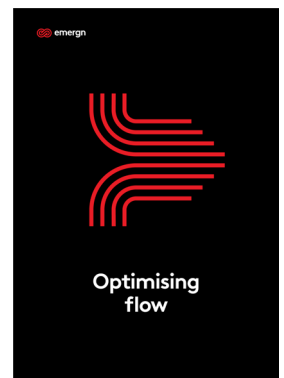
Why change?

- Why change
- Debate the case for change
- Assignment:
e.g. Elevator pitch



Optimizing flow

- Optimizing the whole
- Identifying dependencies
- Assignment:
e.g. Analysis of flow



Delivering early and often

- Visualize your end-to-end value delivery chain
- Explore the limits of the far ends of your value chain
- Take advantage of your end-to-end visualization



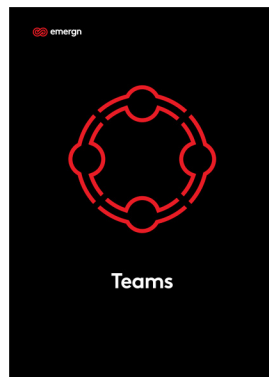
Discovering quality

- Feedback loops in your products/projects/processes
- Assignment:
e.g. Feedback loops



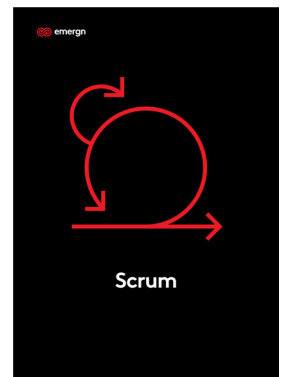
Teams

- Features of high performing teams
- Team composition
- Impediment escalation
- Assignment: e.g. Analysis of team compositions and attributes



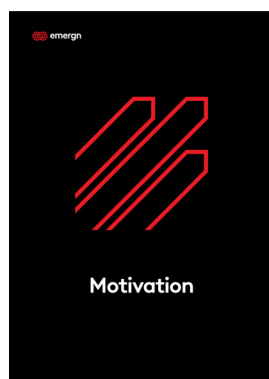
Scrum

- How VFQ can help improve Scrum
- Burndown charts
- Assignment: e.g. Challenges of Scrum



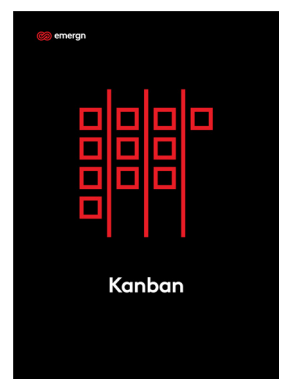
Motivation

- How motivation works
- Performance goals
- Assignment: e.g. Identifying motivational tools



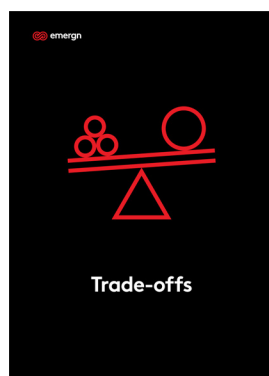
Kanban

- How VFQ can help improve Kanban
- Workflow visualization
- Assignment: e.g. Challenges of Kanban



Trade-offs

- Where do you need flexibility?
- What outcomes are you aiming for?
- Activity: Roundtable discussion
- Assignment: e.g. How do you make trade-offs currently?



Adapting agile

- Patterns of Agile success results
- Assignment: e.g. What patterns work for you?





For more information about the Agile Practitioner Pathway, or any of our other pathways and programs, please contact us or visit emergn.com

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