KOENIG SOLUTIONS · COURSE OUTLINE

Certified Agile Scaling Practitioner™ (CASP™)

2 Days	14	50
DURATION	MODULES	TOPICS

COURSE OVERVIEW

Adapt to the accelerating pace of change while delighting customers, innovating, and reaching enterprise goals more effectively. Implement your strategy and deliver better results to your customers, faster. Scaling agile may be the right way to get there, and this course is designed to help you decide if scaling is the best path forward. Unlike prescriptive scaling frameworks, the CASP course equips you with the skills and knowledge to help you identify and explore principle-informed patterns that apply to your organization's unique and evolving context. The course is delivered in three parts, each covered in full: Part 1: What is scaling?; Part 2: Using Patterns to Overcome Challenges at Scale; Part 3: Scaling Successfully and Sustainably.

WHO THIS COURSE IS FOR

- This course is right for managers, directors, leaders, and anyone who is part of scaling agile capability to be quicker to market, customer-focused, and more innovative. Make smart decisions about whether to scale in pursuit of your goals and, if so, how to scale.
- Transformation Leads — See the common challenges that lead to failed transformations and learn how to evaluate agile scaling approaches. Supercharge your efforts no matter where your organization is in its journey to scale.
- People Managers — Help your teams scale their agile delivery by guiding people to understand agile principles, values, and practices.
- Leadership — Drive transformation success, reach your organizational goals, deliver results to your customers, and adapt to a rapidly changing environment.

- Business Analysts — See how a flexible approach to scaling can improve your organization's ability to execute strategy faster and more effectively.
- PMO Leads — Learn and assess methods for scaling agile product delivery across multiple teams and products. See how to apply the principles and patterns underlying various approaches to scaling so you can adopt a flexible approach for your company.
- Scrum Masters — Be an integral part of an adaptable, sustainable approach to expanding agile across multiple scrum teams. Find out why your scaling efforts may have faltered in the past and how to take a new, tailored approach going forward.
- Agile Coaches and Consultants — Break free from stringent frameworks and leverage the patterns within those frameworks that help your clients realize the benefits of agile teams.
- Team Leads — Find out how you can support multi-team development, with teams working iteratively and incrementally.

LEARNING OBJECTIVES

What You Will Learn

- Understand the definition of scaling agile product delivery.
- Find out why agile scaling so often fails.
- Align scaling efforts with your enterprise strategy.
- Achieve multi-team, multi-site agile product development to drive sustainable, lasting transformation.
- Develop the skills and mindset needed to consider an approach to scaling.
- Align your organizational principles with appropriate scaling patterns.
- Understand the need to evolve your scaling approach.
- Recognize the role of patterns in frameworks (including LeSS, SAFe, Spotify, DAD, etc.), improving the effectiveness of frameworks.
- Explore the use of "scaffolding" to aid your organization in moving in the desired direction.

COURSE SYLLABUS

14 Modules, 50 Topics

PART 1

01

What is scaling?

TOPICS

- Define 'scaling' in the CERTIFIED AGILE SCALING PRACTITIONER certification.
- Describe the relationship between scaling and business agility.

02

Why scale?

TOPICS

- Explain the cause for urgency to scale your organization.
- Describe what a future state of your organization might look like from both a high level vision and goals perspective.
- Summarize how effectively scaling an agile approach can improve flow/relationships across an organization.
- Summarize how effectively scaling an agile approach can enable better delivery of work that may be too complex for one team and could enable more capacity.

03

The philosophy of this course and scaling: ScalED vs ScalING vs DEscaling

TOPICS

- Clarify between Principle-led, practice-led (Framework), practice-led (Methodology), practice-led (toolbox), and pattern-led approaches.
- Analyze the risk of using a methodology-based approach.
- Discuss the difference between a pre-configured, static, scaled approach and a changing, evolving, and growing one.
- Explain how a static approach can lead to failure, whereas an evolving one can increase the chance of success.
- Recognize that there is an element of descaling to scaling.
- Describe the "CERTIFIED AGILE SCALING PRACTITIONER" certification philosophy of scaling.
- Define key terms of this certification as described in the Glossary of Terms.

04

What makes scaling so challenging?

TOPICS

- Identify the difference between clear, complicated, complex, and chaotic work in product development.
- Predict the increased risk associated with chaotic work.
- Recognize there are no universally applicable approaches, but there is a range of context sensitive practices/approaches to scaling.
- Clarify that in areas of large organizations there may be clear work that may not need an agile mindset or approach.
- Describe how a systems-thinking approach could give a holistic understanding of the organization, rather than a focus only on possible sub-optimizations.
- List possible pre-conditions that could catalyze or need to be in place with scaling agility.

PART 2

05

Patterns defined

TOPICS

- Explain what patterns are.
- Describe why patterns can be beneficial and principles are often not enough.
- Explain how a pattern might be used.
- Identify the common attributes, underlying principles, and advantages and disadvantages of a pattern.
- List at least one example of a pattern related to scaling.

06

Anti-patterns defined

TOPICS

- Explain what anti-patterns are.
- Clarify why anti-patterns should be avoided.

07

Frameworks and their relationship to patterns

TOPICS

- Define an agile framework to help scale.
- Identify the relationship between patterns and frameworks.
- Recognize several limitations of frameworks.

08

Finding and selecting a pattern

TOPICS

- Identify at least three sources of patterns, both external and internal to an organization.
- Discuss how to use agile principles to scale agile.
- Explore one or more patterns to use for a specific scaling situation or scenario.

09

Logistical scaling challenges

TOPICS

- Classify at least three challenges, from a logistical point of view, that many organizations face when attempting to implement scaling.
- Predict how logistical challenges increase based on the complexity of challenges the organization faces.

10

Examples of applying patterns to overcome scaling challenges

TOPICS

- Identify at least three pain points and challenges encountered when scaling for a specific scaling scenario.
- Select appropriate patterns to apply in a specific scaling scenario based on the elements of the patterns.

PART 3

11

Identifying and prioritizing scaling challenges

TOPICS

- Identify common change management mistakes, challenges, and anti-patterns when scaling.
- Predict likely scaling challenges within at least one organizational structure.
- Discuss two ways scaling challenges become visible.
- Explore the scaling effort from a value-delivery perspective.

12

Using scaffolds to work in a safer space

TOPICS

- Define scaffold as a tool in scaling.
- Identify at least three transitional structures that help make an organizational transformation safer.
- Summarize how good practices, such as scaffolding and patterns, have a birth, life and death lifecycle in the context of growing and evolving organizations.

13

OCM (Organizational Change Management)

TOPICS

- Explain why ignoring Organizational Change Management is a risk.
- Demonstrate how an Iterative and Incremental model with reversible trials and safe-to-fail experimentation offers advantages.
- Clarify why it is important to measure the success of any organizational change, including measuring before the change begins.
- Identify aspects that are critical to building the right OCM team, including leadership coalitions, coaches, and the mass of volunteer change agents needed.
- Describe the role of agile coaches in scaling.

14

Worked Examples

TOPICS

- Discuss an example of scaling, moving from a more defined "Agile Framework" model to one based more on agility.
- Analyze an organizational structure to create a backlog of scaling challenges to address.

WHAT IS INCLUDED

Everything You Need to Succeed

- Koenig course material for every module
- Delivery by certified instructors and subject matter experts
- Hands-on exercises throughout the course
- Course completion certificate from Koenig

ABOUT KOENIG

Who We Are

Established in 1993, Koenig Solutions is a globally recognised training provider with 35+ technology partnerships, 5,000+ training programmes and a network of certified instructors and subject matter experts, supporting individuals and enterprise teams worldwide.

FLEXIBLE DELIVERY

Learn the Way That Suits You

Classroom Training | Live Online Classes (ILO) | Fly-Me-A-Trainer (FMAT) | Flexi (Self-Paced) | 1-on-1 Training

Ready to Get Started?

Talk to a learning advisor about schedules, group training and customised delivery.

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