Screen No	Screen Title	Script	Pronunciation
0	Launch page	Welcome to the online training course on Agile Operating Model and Scrum Framework of Excelsoft. This is a self-paced course and aims at providing a deeper understanding of Agile ways of working and roles and responsibilities and Scrum Events. Click on 'Start' to begin.	
1	Purpose of the training module	In this training, we will discuss in detail about the Agile ways of working and roles involved in any product development and what does one expect from this program. The first question is the purpose of this course and at whom it is targeted. The Excelsoft Agile Operating Model and Scrum Framework training includes: • What are the roles and responsibilities in an Agile organization? • What is the role of a Scrum Master? • What are the events in the Scrum process? This is an online certification training program that aims to explain how an agile way of working helps the organizations, individuals and teams to design and deliver a product incrementally, improves collaboration, creates a flexible environment, and benefits the interactions among clients, team, and other business stakeholders.	
2	Chapters	The online module is divided into three chapters to ease learning. They are as follows: I. Recap of Agile Ways of Working II. Agile Organization and Role of Scrum Master III. Scrum Events in detail	

		Click each chapter's name to read the agile operating model and Scrum framework in detail.	
4	Revision > Excelsoft Agile Manifesto	Broadly, Agile in Excelsoft came with the creation of Excelsoft Agile Manifesto. The Manifesto follows four pillars. They are: 1. Customer Focus which includes exceptional customer experience over documentations and collective decision-making. 2. Collaboration which includes partnerships and meaningful interactions over processes and tools. 3. Enhanced and empowered control over structured escalations 4. Swift changes which mean including digitisation over following a routine plan. Click each icon to know how these pillars are further broken into principles used in Excelsoft.	
		(On clicking, Exceptional Customer Experience) DELIGHT CUSTOMERS - Our number one priority is to delight our customers through early and continuous delivery of value. FASTER BETTER SMARTER - Keeping the pace. Agile way of working promotes sustainable business growth. KEEP IT SIMPLE - Mastering the art of minimising unnecessary work or rework.	Read IT as one word
		(On clicking, Collaboration and Meaning Interactions) SELF-ORGANISED - The best inputs and outputs come from self-organised, autonomous team. WORK TOGETHER - Cross-functional teams share decision-making and work together towards a common goal, supporting each other's day, throughout the lifecycle. FACE TO FACE CONVERSATION - Face-to-face Conversation is the most efficient and effective method of working.	

		(On clicking, Enhanced and Empowered Controls) MUTUAL TRUST - We create psychological safety for our employees to collaborate effectively. REFLECT and IMPROVE - At regular intervals, the team reflects on how to become more productive, then tunes and adjusts its behaviour accordingly. MAKE IT SAFE - We're focused on delighting our customers, but we need to have control first and then speed in our regulated industry.	Read IT as one word
		(On clicking, Swift changes including digitization over) **WELCOME CHANGE** - When the situation changes, and the plan doesn't make sense anymore, change it for competitive advantage that benefits the customer. **LESS IS MORE -** Breaking down big jobs into smaller batches to deliver value safely, sooner rather than later **CONTINOUS AGILITY** - Continuous attention to excellence in designing solutions enhances agility.	
5	Revision > Approaches in Agile	There are several frameworks used to implement Agile principles. They include: • Scrum • Kanban • Dynamic Systems Development Method (DSDM) • Extreme Programming (XP) • Feature-driven development At Excelsoft, we are following Scrum. Scrum is one of the simplest approaches used by about 72 percent of companies adopting Agile.	Read DSDM individually as D/S/D/M Read XP individually as X/P
6	Revision > Agile Way of Working	Agile, aims at delivering a working product as early as possible to get continuous feedback from customers. The Minimal Viable Product or MVP is **incrementally** built on to continuously develop **useful features** for the **end-customer.** The example of 'Swiss Knife' is the easiest way to understand how Agile helps in the development of a product. The product eventually	

		undergoes number of customisation, as new features or tools get added. Similarly, an agile team subsequently adds a bundle of features or functionalities to their original product, not in a single-go but in sprints. This is called 'agile ways of working', where a working product gets developed incrementally via continuous feedback from customers, users and other stakeholders.	
7	Revision > Agile Organization Set-up in Excelsoft	The Excelsoft Agile Operating Model is broadly divided into three functions, namely, Roles, Artefacts, and Events. • The Roles include Squad Lead (Product Owner), Agile Coach, Squad Members, Chapters and Domain Experts. • The Artifacts are Product and Vision Roadmap, Service Blueprint, Objective and Key Results (or OKR), Product Backlog, Sprint Backlog, User Story, DoR or Definition of Ready, DOD or Definition of Done, Scrum or Kanban Board, and Burn Down and Velocity Chart. • The various events that help in the functioning of Agile Operating Model are Daily Scrum, Sprint Planning, Backlog Refinement, Sprint Review, Sprint Retrospective, and Scrum of Scrums. In the following screens, we will discuss each of these in detail.	Read QA individually as Q/A Read OKR individually as O/K/R
		A tribe have several squads in it. Each squad is composed of individuals from chapters with the expertise enabling the Squad to deliver the scope. Click each area to know more about tribe, squads, and chapters.	
		(On clicking Tribe) A tribe is an integrated network of connected Squads, that: • has an overarching mission connected to the client?	

		• has Profit and Loss responsibility and End-to-End accountability of a business unit. • has no fixed organisational structure and continually evolving	
		(On clicking the Squads) Squads are autonomous cross-functional team, that: • Defines work to achieve based on business decisions and customer priority. • Has End-to-End responsibility for creating the increment aligned with given OKRs or KPIs. • Consists of eight to ten people.	Read OKRs individually as O/K/R's Read KPIs individually as K/P/I's
		(On clicking the Chapters) A chapter is a team of individuals with similar functional expertise and know-how, that: • Set standards and methodologies and its adherence • Groups functional, or technical competencies together and enhances its intellectual capabilities • Exchanges and shares best practices • Focuses on modularisation and reusability of components	
8	Revision > Agile Artefacts	In the Agile Framework, there are three primary artifacts known as Product Backlogs, Sprint Backlog, and Product Increments.	
		At Excelsoft, the artifacts are defined as nine components. They are, Product Vision and Roadmap, Service Blueprint, Objective and Key Results (or OKR), Product Backlog, Sprint Backlog, User Story, DoR or Definition of Ready, DoD or Definition of Done, Scrum or Kanban Board, and Burn Down and Velocity Chart. We will get to know more about these artifacts in this module.	Read DoR individually as D/o/R Read DoD individually as D/o/D
9	Revision > Scrum Events	The Scrum process includes: • Sprint Zero, where the Squad mainly focuses on defining Product Vision and Roadmap, creating a Service Blueprint and identify OKRs.	Read OKRs individually as O/K/R's

		The outcome from the Sprint Zero is the initial setup of Product Backlog.
		• The Product Backlog is a living artefact where requirements and functionalities are continuously added, reprioritised and written in the form of Epic, Feature and User Stories.
		• During Sprint planning, the squad defines Sprint Goals and commits to a Sprint Backlog based on priorities in the Product backlog and capacity of the Squad.
		• Daily Scrum optimizes team collaboration and direction by inspecting the work done yesterday and focus for the day.
		   o The Backlog Refinement event reviews the Product Backlog by prioritizing the stories for upcoming sprints and refine or groom stories according to Definition of Ready.
		   o Sprint Review is used for celebrating the sprint achievements, discusses the lessons learned and demo on what has been developed during the sprint.
		   o Aim of the Sprint Retrospective is to look back at the previous Sprint, discuss and identify actions to improve the ways of working for upcoming sprints.
		   o End of sprint should result in an incremental delivery to the customers, ideally.	

10	End of Chapter I	This brings us to the end of the first chapter, 'Revision of Agile way of working and Scrum events. Now, before you move to the next chapter, here is a small test for you to brainstorm. You've come across the events of the Scrum process. Drag and drop the Scrum events to the box. Click Submit once done. **Feedback for correct attempt**: Good job! That is correct. The events in the Scrum process are Sprint Planning, Backlog Refinement, Sprint Review, and Sprint Retrospective.	

| | | **Feedback for incorrect attempt**: Oops! That is incorrect. The events in the Scrum process are Sprint Planning, Backlog Refinement, Sprint Review, and Sprint Retrospective. | |