Agile Fundamentals Workbook

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# How to use this workbook

Throughout the online modules you’ll find prompts to reflect on content or use your workbook to complete an activity. Use the questions in the workbook to guide your reflections as you work through the module content. The first and final pages include ideas for goal setting, self-assessment, and action planning. Not all modules have workbook activities.

Be sure to save your workbook where it can be easily found. The workbook is provided as a Microsoft Word document so you can enter text directly. Alternatively, you may choose to reformat and print, so you can manually write in your reflections.

If you are printing this to fill in manually, expand the text boxes before you print and delete existing content. If filling in using MS Word, the tables allow the space to expand when you enter in text.

This is your workbook to use in a way that is useful to you. **You will not be asked to share your workbook.**

# Module 1: Welcome

There are no workbook activities for module 1.

# Module 2: What’s in this for you?

## Activity 2.1

Think about the last project you worked on then answer the questions below.

Question: What did it look like?

Answer:

Question: What did it feel like?

Answer:

Question: Was it successful?

Answer:

Question: Could it have been more successful?

 Answer: (If yes, how?):

Please return to the course content to learn more about what you will get out of this experience.

## Activity 2.2

Throughout this course you'll have opportunities learn about agile in different contexts. Prior to delving into the content, take a moment to reflect on your objectives for this course. Assess your knowledge and ability in each of the outlined areas. It's important to note that the information you provide will be utilized solely for your personal self-evaluation.

Question: What do you want to get out of this experience?

Answer:

Question: Rate each area with 1 being low and 5 being high. In module 8 we’ll ask you to come back to this page and complete the post-course assessment.

Table 1 Activity 2.2

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Knowledge area | Initial rating | Post-course rating | Difference | Notes |
| I understand the terms and language used in agile |  |  |  |  |
| I can explain agile to someone else in simple terms |  |  |  |  |
| I can recognize agile values and principles in action |  |  |  |  |
| I understand how agile can be used in technical and non-technical projects |  |  |  |  |
| I can discuss the benefit and challenges related to agile in government |  |  |  |  |
| I have a plan to use agile in my own role or situation |  |  |  |  |

Please return to the course content to read what our hopes are for this course, and to read the first **agile in action** story.

# Module 3: Introduction to Agile

## Activity 3.1

Stop for a moment. What have you heard about agile?

Question: Write down everything you have heard or believe about agile. For example, where and how it’s used, who uses it, or how agile teams are different from other teams.

Answer:

Please return to the course content and watch the video to learn more about agile.

## Activity 3.2

What are the benefits and challenges of agile in your workplace?

Table 2 Activity 3.2

| Benefits | Challenges |
| --- | --- |
|  |  |

Please return to the course content to begin Module 4.

# Module 4: The history of agile

There are no workbook activities for module 4.

# Module 5: Agile philosophy and values

## Activity 5.1

Customers can be users of your products and services. Your customers might be the people that you serve in a face-to-face environment, or they might be other government employees working in another Ministry or division. In some cases, your customers might be your own team.

Question: Who are your customers?

Answer:

Please return to the course content to learn about the agile mindset.

## Activity 5.2

What are your examples of each of these values?

Table 3 Activity 5.2

| Value | Your Example |
| --- | --- |
| Individuals and interactions over processes and tools |  |
| Working software, services, or processes over comprehensive documentation |  |
| Customer collaboration over contract negotiation |  |
| Responding to change over following a plan |  |

Please return to the course content to begin module 6 on agile principles.

# Module 6: Agile principles

## Activity 6.1

You can refer to the agile principles in the table, on the next page, as you complete this activity.

**Question:** Choose 3 of the agile principles and describe how you could apply them to your work. What would it look like for you to embody these principles?

**Answer 1**:

**Answer 2**:

**Answer 3**:

**Question:** Choose 3 different agile principles. What would it look like to demonstrate the opposite of these principles? What kind of effect would it have on your team and work?

**Answer 1**:

**Answer 2**:

**Answer 3**:

Table 4 Activity 6.1

| Principle | Definition |
| --- | --- |
| Value for customer | Our highest priority is to satisfy the customer through early and continuous delivery of valuable software, services, and products. |
| Welcome change | Welcome changing requirements, even late in development. Agile processes harness change for the customer's advantage. |
| Deliver frequently | Deliver working software, services, and products frequently, from a couple of weeks to a couple of months, with a preference for the shorter timescale. |
| Work together | Businesspeople and developers must work together daily throughout the project. |
| Motivated individuals | Build projects around motivated individuals. Give them the environment and support they need and trust them to get the job done. |
| Talk regularly | The most efficient and effective method of conveying information to and within a development team is face-to-face conversation. |
| Working products | A working product, service, or software is the primary measure of progress. |
| Sustainable pace | Agile processes promote sustainable development. The sponsors, developers, and test users should be able to maintain a constant pace indefinitely. |
| Good design | Continuous attention to technical excellence and good design enhances agility. |
| Simplicity | Simplicity -- the art of maximizing the amount of work not done--is essential. |
| Self-organizing teams | The best architectures, requirements, and designs emerge from self-organizing teams. |
| Reflect regularly | At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behaviour accordingly. |

Please return to the course content to begin module 7 on the agile umbrella.

# Module 7: The agile umbrella

## Activity 7.1

What frameworks and practices have you seen where you work?

Table 5 Activity 7.1

| Frameworks | Practices |
| --- | --- |
|  |  |
|  |  |
|  |  |

Please return to the course content.

## Activity 7.2

Question: After completing the antipatterns activity, can you identify instances where antipatterns have occurred on a project or team.

Answer:

Question: Was there an impact of these antipatterns on the project or within the team such as delays, reduced quality, or team morale?

Answer:

Please return to the course content to begin module 8 and complete the action plan, post-course self-assessment, and feedback survey.

# Module 8: Post course self-assessment, feedback, and more

Activity 8.1

Using the "Keep Doing, Start Doing, Stop Doing" format, create an action plan to apply some of these agile values and principles in your everyday work. Refer to the example in the course to get started.

Reflect: First think about your team's current way of working. How does it align with the agile principles?

**Action Plan**

Table 6 Activity 8.1

| Format | Agile value or principle | Action |
| --- | --- | --- |
| Keep doing |  |  |
| Start doing |  |  |
| Stop doing |  |  |

Please return to the course content to continue module 8.

## Activity 8.2

**Go back to Activity 2.2**.

Question: Did you achieve the goals you set for this course?

Answer:

Question: Enter your post course self-assessment for each learning objective in activity 2.2. Record the difference below. We’ll ask you about these in the feedback survey.

Answer:

# Module 9: Resources

There are no workbook activities for module 9.

# Module 10: Glossary

## Agile

Agile is a mindset and a way of responding to change. It’s an iterative approach to work that helps teams deliver value faster and more effectively.

## Agile coach

An agile coach helps organizations, teams, and individuals adopt agile practices and methods while embedding agile values and mindsets.

## Agile frameworks

A framework is a method for accomplishing a project or task. It aids in organizing and carrying out tasks to ensure successful project completion. Frameworks can be categorized as either team-specific or organization-wide in their scope. There are several frameworks related to agile with scrum being the most common in government.

## Agile manifesto

The Agile Manifesto was created in February 2001 by 17 software development experts. It emerged as an alternative to traditional approaches to managing work. It's centered on four values and twelve principles applicable to both software and non-software development. These guidelines form the foundation of an agile mindset.

## Agile mindset

The agile mindset is a way of thinking where people are open to change, teamwork, and learning. It is like having a flexible and collaborative attitude to solve problems and making things better together.

## Agile teams

Agile teams are groups of people who work closely together, communicate frequently, and are skilled at adapting to change. They break their work into small, manageable pieces, and deliver something useful quickly.

## Antipattern

Antipatterns are habits that might seem helpful but can actually harm a project.

Architectures

In agile, "architecture" refers to the high-level design of a system, detailing how its components interact and work together. It provides a structured plan for development. Unlike traditional approaches, in agile, this design can evolve based on emerging needs and insights.

## Blocker

In agile, anything that stops or slows down the delivery of a product or acts as a hurdle for the product can be termed as a blocker.

## Cross functional teams

In agile, a "cross-functional team" is a group of individuals with different expertise and skills, such as development, testing, and design, working together on a project to achieve a common goal. This setup ensures that the team has all the necessary skills in-house to complete a product increment without relying on external parties.

## Extreme programming (XP)

Extreme Programming (XP) is a method where you don't build everything at once. Instead, you make a small part, test it out, then fix or add to it. It's a repeated cycle of build, test, and adjust. XP emphasizes teamwork, fast feedback, and high quality to reduce mistakes. XP is mostly by teams developing software.

## Framework

A framework is a basic structure or set of guidelines that helps guide decision-making, actions, or understanding in a specific area. Think of it like a roadmap or a blueprint that gives direction and structure but still allows for flexibility and customization based on individual needs.

## Hero culture

Hero culture in Agile refers to a mindset where individual accomplishments are prioritized over team collaboration, which can hinder the effectiveness of Agile methodologies that emphasize collective success and shared responsibilities.

## Incremental

Breaking down and delivering software, service, or product in small, easy-to-manage chunks. Each chunk, or increment, adds value for the customer.

## Iteration

In Agile, "iteration" means working on a project in short cycles, often a few weeks long, to make and test small changes each time.

## Kanban

Kanban is a framework often used by agile teams to organize and improve work in a simple manner. It helps teams see what they need to do, limits how much they work on at once, and encourages finishing tasks before starting new ones.

## Lean

Lean is a way to make work simpler and faster by removing unneeded steps. It's all about being efficient, and effective, and always aiming to improve. The idea is to do more with less while continuously improving.

## Product backlog

A product backlog is like a to-do list for a team, filled with tasks and ideas they need to work on. It's organized by priority, with the most important items at the top. As the team works, they pick tasks from the top of this list, and new ideas can be added at any time. It helps the team know what to do next and keeps everyone focused on the main goals. The Product Owner is responsible for the backlog.

## Product owner

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## Scrum

Scrum (in agile context) is a way of working in which a team divides their work into small, manageable parts called "sprints" (typically 1-4 weeks long). During each sprint, the team focuses on specific tasks or goals. They hold daily "stand-up" meetings to keep communication flowing and address any issues. At the end of each sprint, they review what they have done and plan the next steps. This iterative approach allows teams to be flexible, adapt to changes, and deliver valuable results more frequently.

## Sprint

Sprints are short work periods where teams do tasks and then check the results to make improvements. In the BC public service, sprints tend to be two weeks long. Four week is the suggested maximum length of a sprint.

## Sprint review

A "sprint review" is a meeting at the end of each sprint where the team shows what they've accomplished to interested parties including clients or end-users. It's a chance to get feedback and make sure the work aligns with expectations.

## Stand-up

A stand-up, also known as the daily scrum or huddle, is a short, team meeting in where team members gather to synchronize and plan their work for the day. The primary focus of a stand-up is to promote communication, collaboration, and quick problem-solving among team members.

## Sustainable pace

Sustainable Pace, in the context of Agile, refers to the ability of a team to maintain a consistent and manageable pace of work overtime, avoiding burnout and ensuring long-term productivity and well-being.

## User story

A user story captures requirements for a piece of work in plain language and is written from the perspective of the end user.

## Waterfall

Waterfall is a project management approach where tasks are completed in a specific, sequential order, moving from one phase to the next only when the previous phase is fully finished.

## Workshops

In agile, a "workshop" is a structured, collaborative session where team members, users and other interested parties come together to discuss, plan, or solve specific topics or challenges related to the project. It promotes active participation and ensures collective understanding and agreement.