

SCRUM ONLINE TRAINING (DAY 1)

Jakarta, March 31st 2020

ABOUT ME

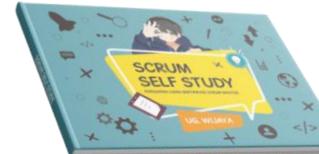


PROFESSIONAL SCRUM MASTER
(PSM II) BY SCRUM.ORG

PROFESSIONAL SCRUM
PRODUCT OWNER (PSPO II) BY
SCRUM.ORG

CERTIFIED INDONESIA
SCRUM MASTER (ISM I)
BY EKIPA

CERTIFIED KANBAN MANAGEMENT
PROFESSIONAL BY LEAN KANBAN
UNIVERSITY



+62 852-2712-1453



ugeng.wijaya@ekipa.co



@ugengwijaya



www.ekipa.co.id

OUR HAPPY CLIENTS



BECOME CERTIFIED SCRUM MASTER + PRODUCT OWNER IN 2 WEEKS

LIVE ONLINE TRAINING
6 SESSIONS BY 6 OF EKIPA'S AGILE COACHES

START IN APRIL 6TH 2020
INVESTMENT START FROM
RP 1.000.000

RSVP Link: s.id/ekipa



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IF YOU WANT TO TAKE CERTIFICATION

I recommend you to take Indonesia Scrum Master Certification Level 1 Exam.

Use this code to get 50% discount from normal price.

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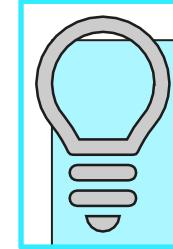
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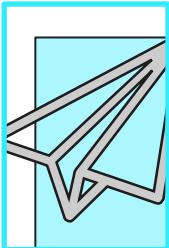
AGENDA DAY 1



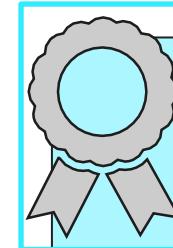
**Part 1 :
AGILE
FUNDAMENTAL**



**Part 2 :
SCRUM BASIC**



QnA (Part 1)

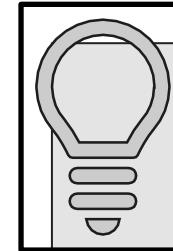


QnA (Part 2)

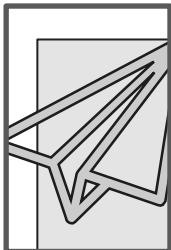
AGENDA DAY 1



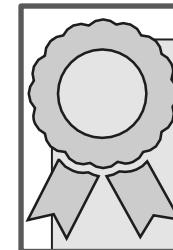
Part 1 :
AGILE VALUE



Part 2 :
SCRUM BASIC



QnA (Part 1)



QnA (Part 2)

WHY AGILE?

TOP 5 REASONS FOR ADOPTING AGILE



1

ACCELERATE
SOFTWARE
DELIVERY

2

ENHANCE
ABILITY TO
MANAGE
CHANGING
PROCESS

3

INCREASE
PRODUCTIVITY

4

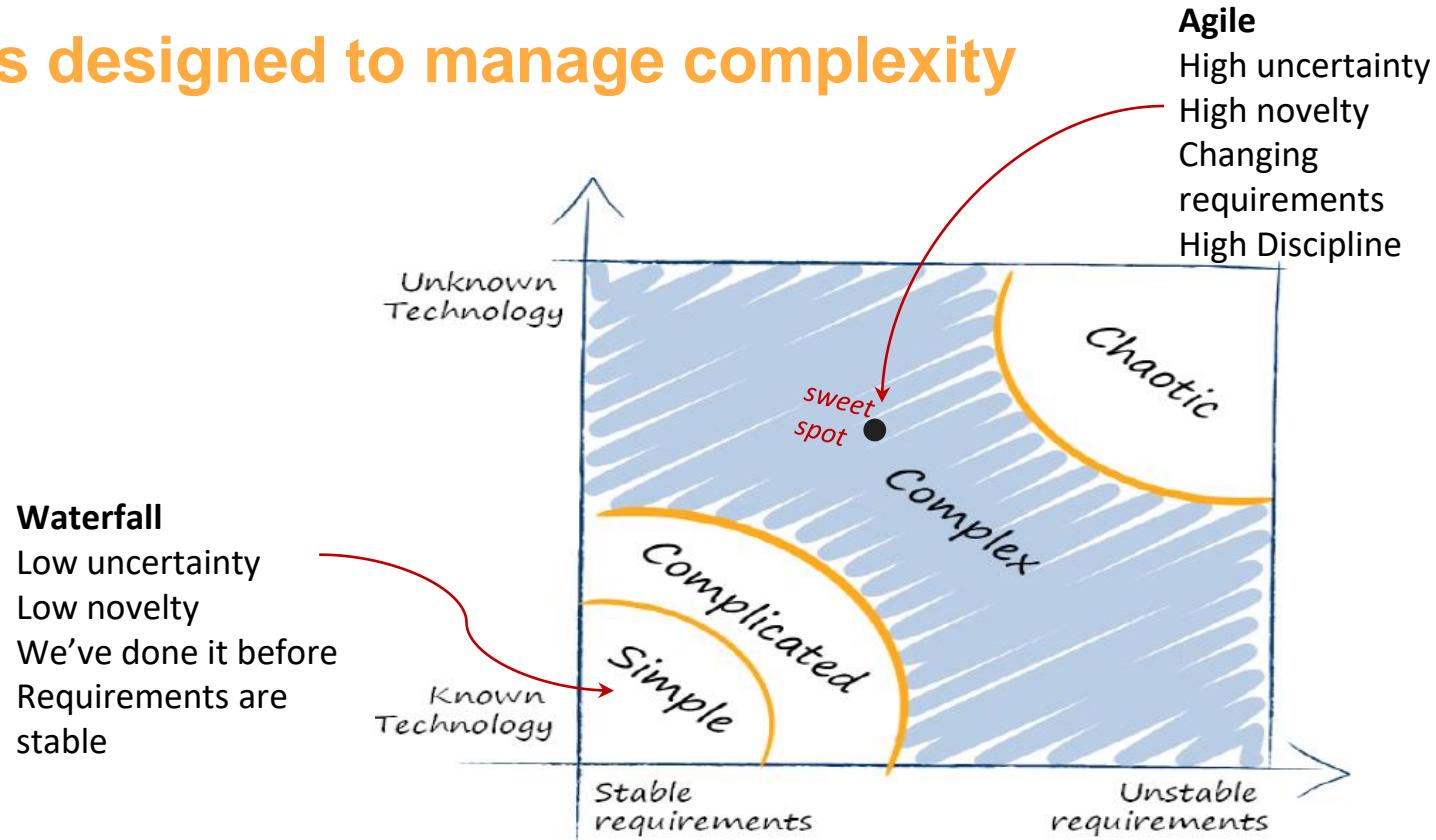
IMPROVE
BUSINESS/IT
ALIGNMENT

5

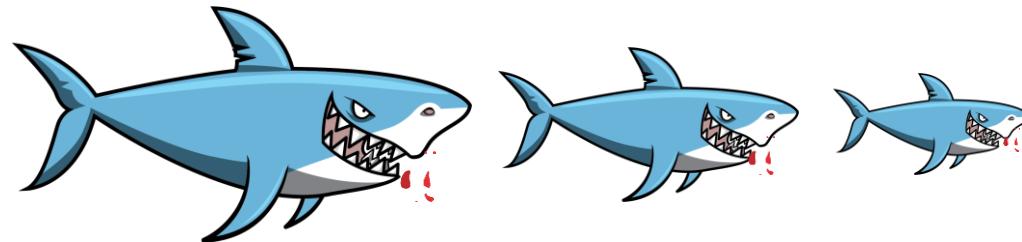
ENHANCE
SOFTWARE
QUALITY

Source : 13th State of Agile Report

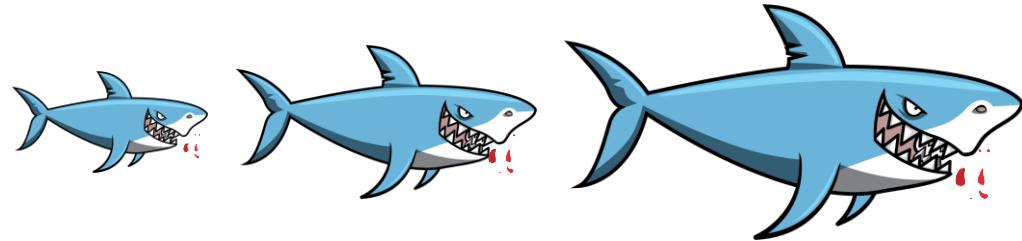
Agile is designed to manage complexity



THEN



NOW





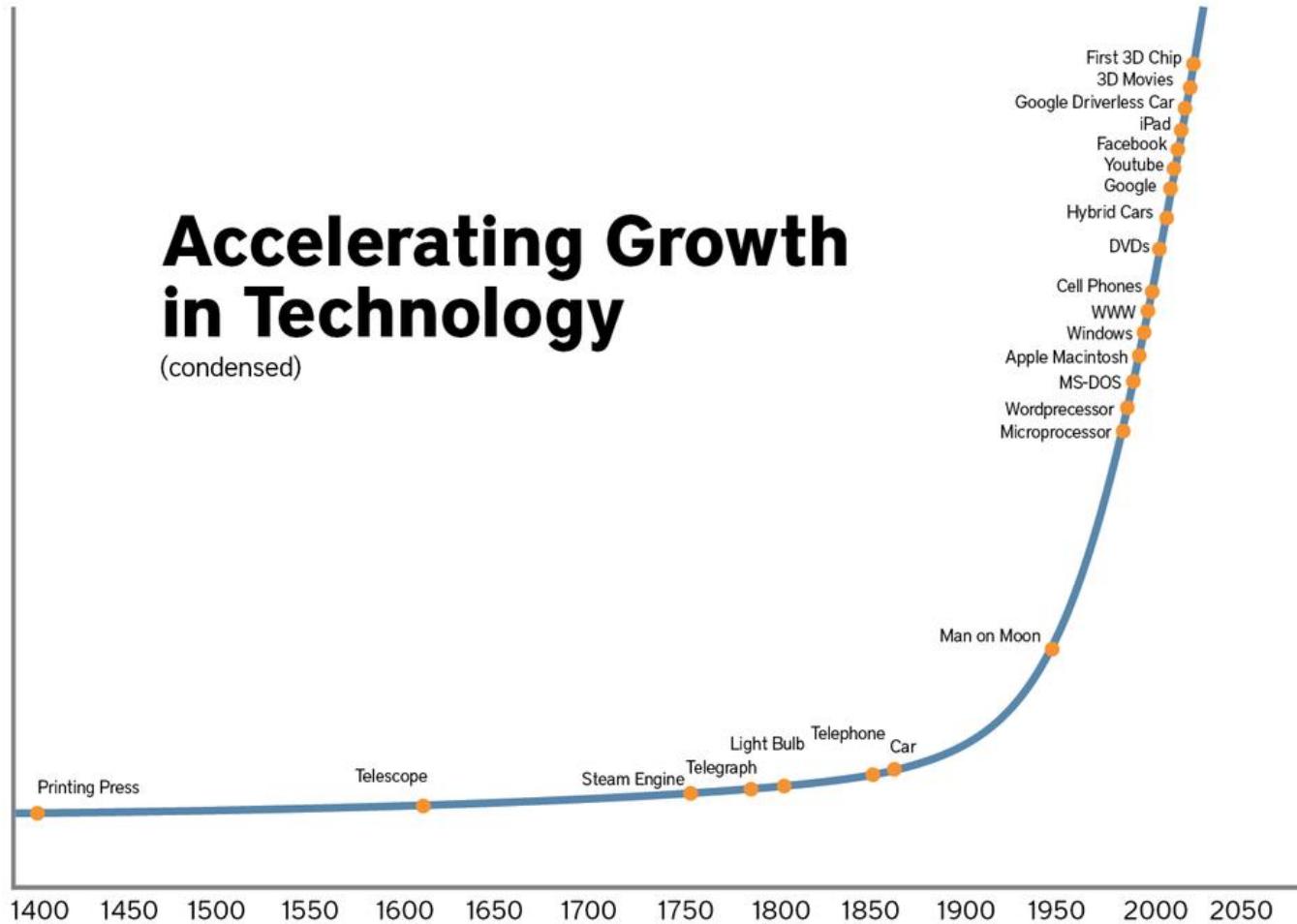


WhatsApp

GO  **PAY**

Accelerating Growth in Technology

(condensed)



WHAT IS AGILE ?



ag·ile

adjective

adjective: **agile**

- able to move quickly and easily.

"Ruth was as agile as a monkey"

synonyms: nimble, lithe, supple, limber, acrobatic, fleet-footed, light-footed, light on one's feet;
[More](#)

- alert, sharp, acute, shrewd, astute, perceptive, quick-witted

antonyms: clumsy, stiff, slow, dull

- able to think and understand quickly.

"his vague manner concealed an agile mind"

- relating to or denoting a method of project management, used especially for software development, that is characterized by the division of tasks into short phases of work and frequent reassessment and adaptation of plans.

Translations of agile

adjective

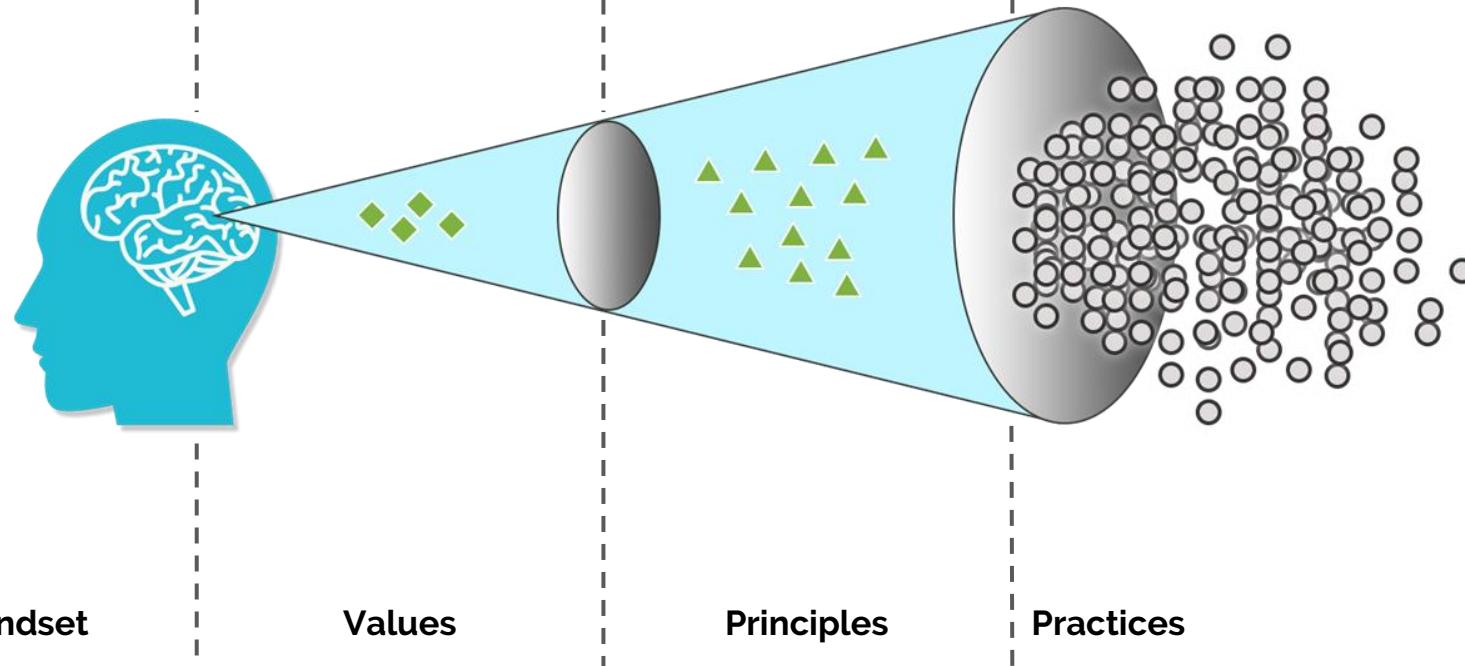
tangkas	agile, swift, dexterous, nimble, competent, deft
lincah	agile, lively, mercurial, vivacious, frisky, nippy
gesit	agile, nimble, mobile, adroit, spry, active
cerdas	intelligent, smart, clever, discerning, bright, agile
cekatan	deft, nimble, workmanlike, agile, handy, skillful
galir	loose, fluent, glib, articulate, agile, nimble

AGILE IS A
MINDSET

DESCRIBED BY
4 VALUES

DEFINED BY
12 PRINCIPLES

MANIFESTED THROUGH AN
UNLIMITED NUMBER OF PRACTICES



Mindset

Values

Principles

Practices

AGILE VALUES

We are uncovering better way of developing software by doing it and helping others do it.

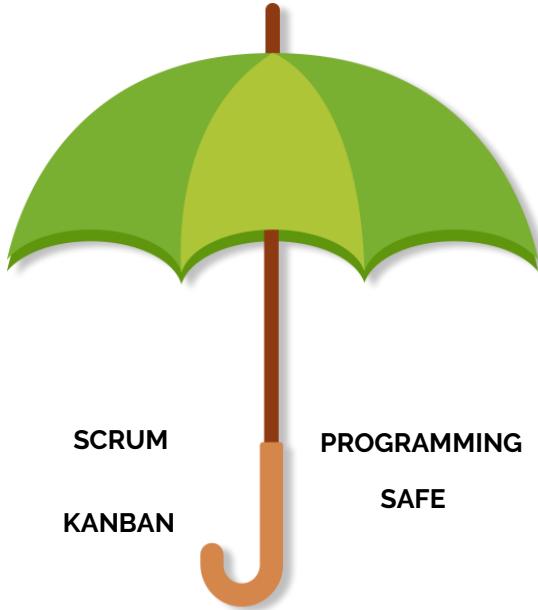
Through this work we have come to value



AGILE PRINCIPLES

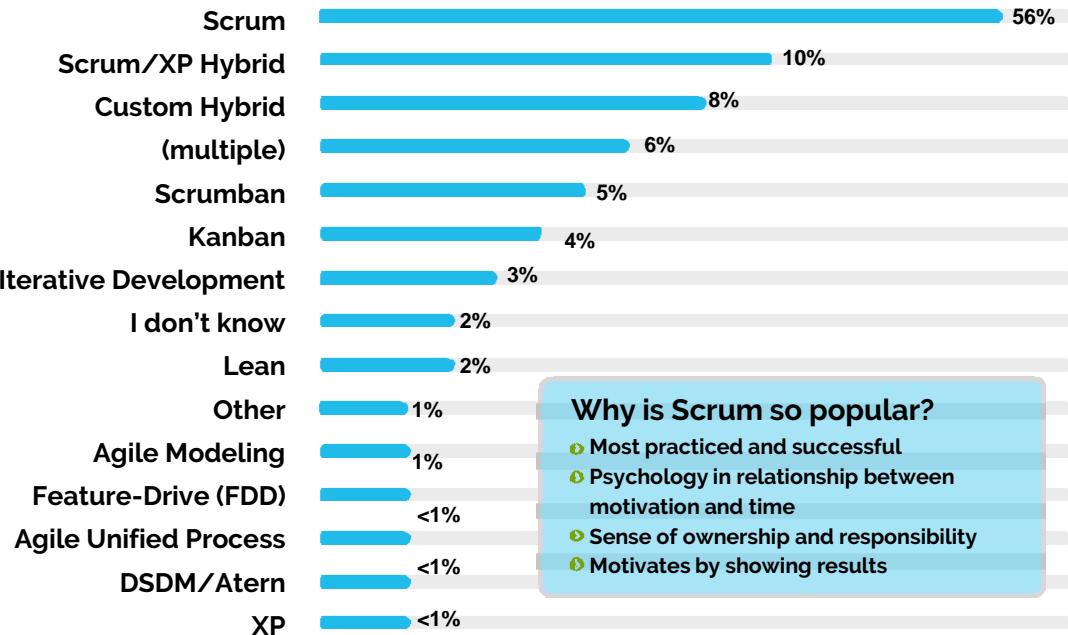


MANY WAYS TO PRACTICE AGILE!



IN ASIA WE HAVE STARTED WITH SCRUM

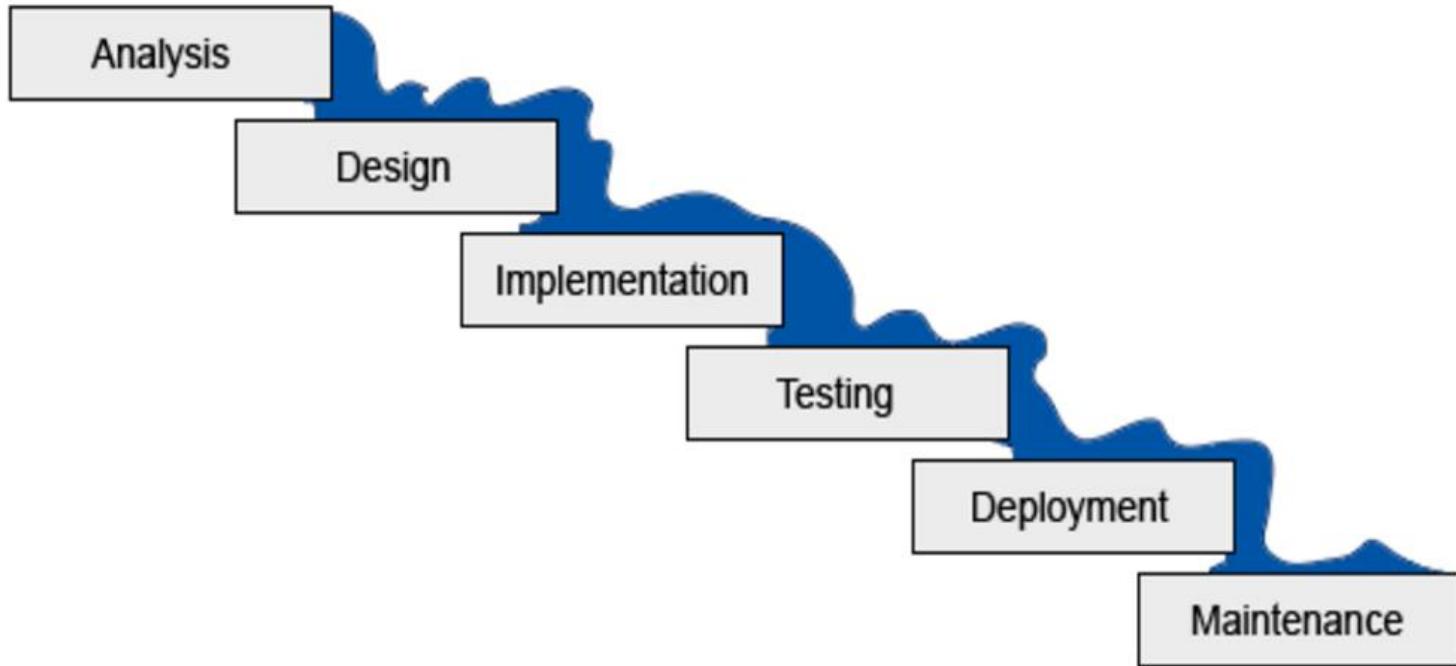
PREFERRED METHODOLOGY FOR ORGANISATIONS PRACTICING AGILE

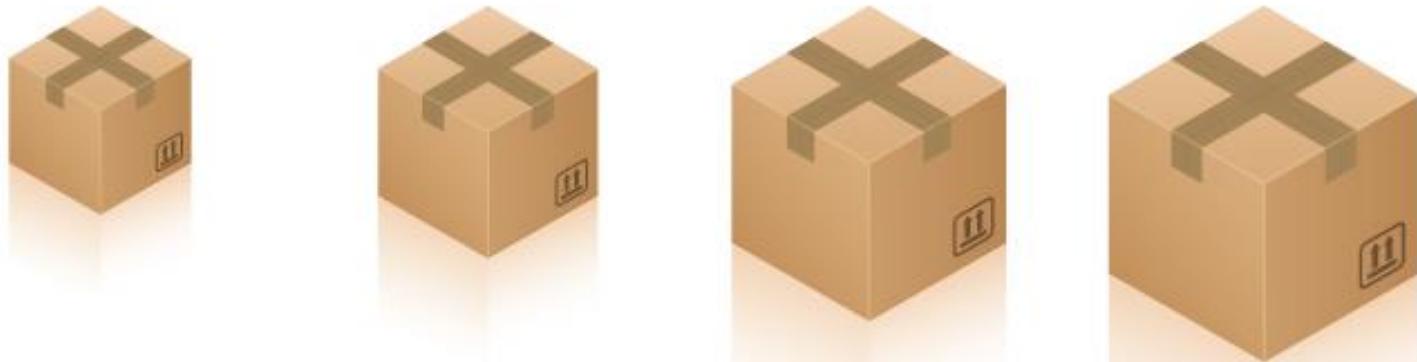


Why is Scrum so popular?

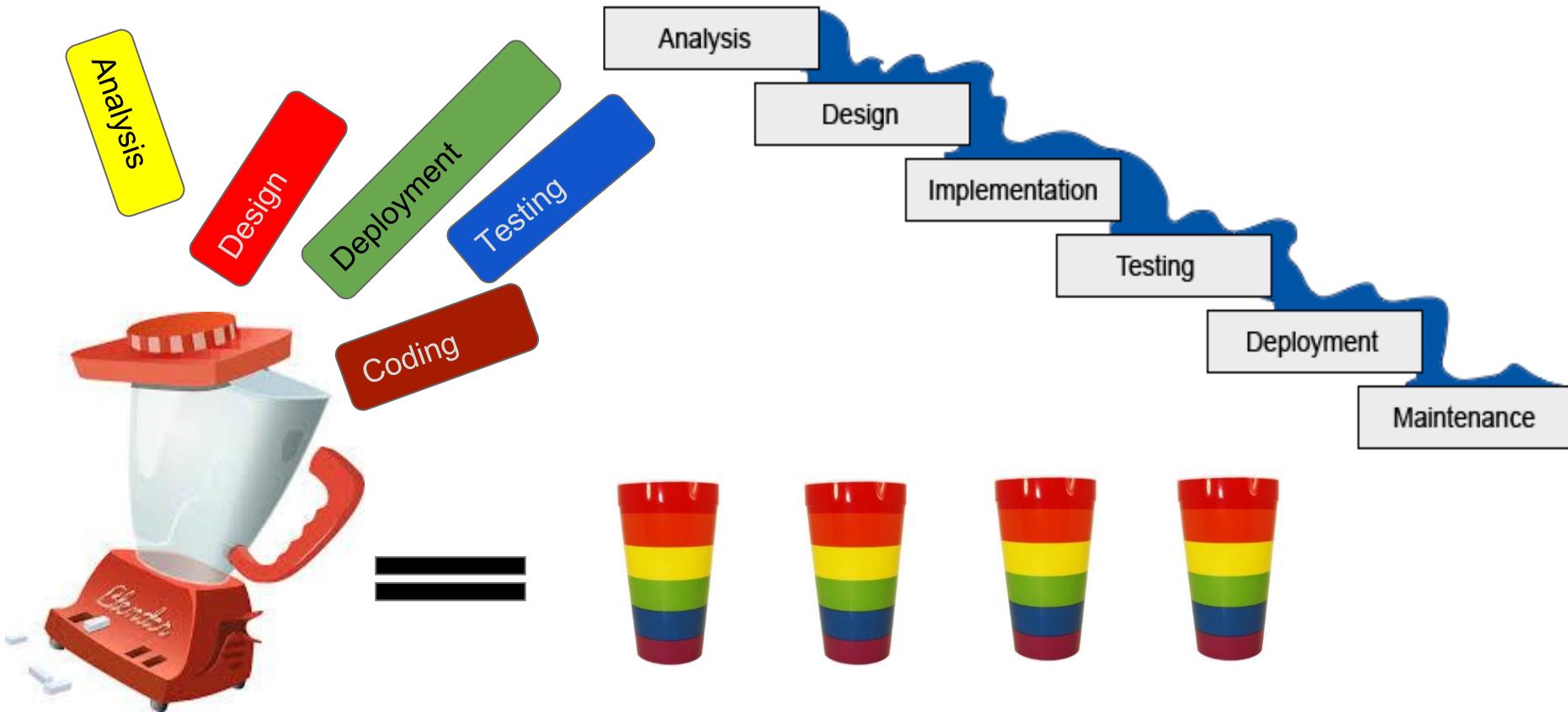
- Most practiced and successful
- Psychology in relationship between motivation and time
- Sense of ownership and responsibility
- Motivates by showing results

WATERFALL





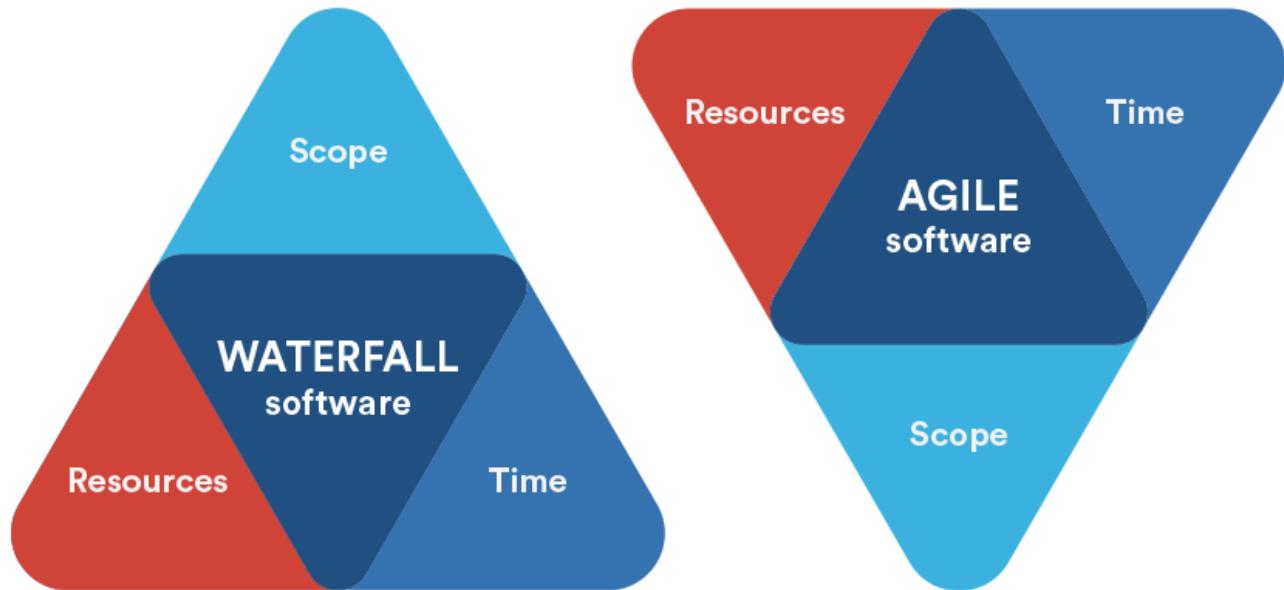
Waterfall vs Agile



PROJECT MANAGEMENT TRIANGLE



Fixed



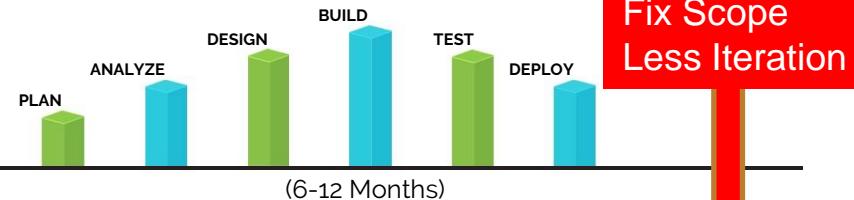
Estimated

MINI WATERFALL TRAP!

LET'S COMPARE AGILE DELIVERY TO MORE TRADITIONAL METHODS OF DELIVERING 'PRODUCTS':

WATERFALL DELIVERY

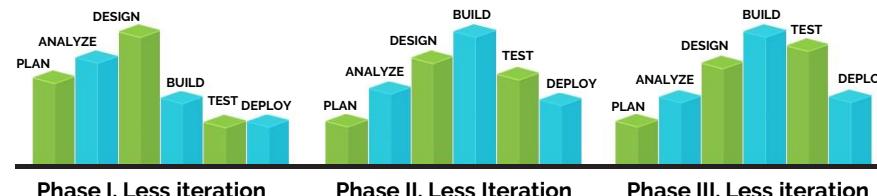
Waterfall method involves implementing something in sequential approach



Fix Scope
Less Iteration

(MINI WATERFALL)

Fix Scope, with "sprint"
Delivery. Publish in
several months



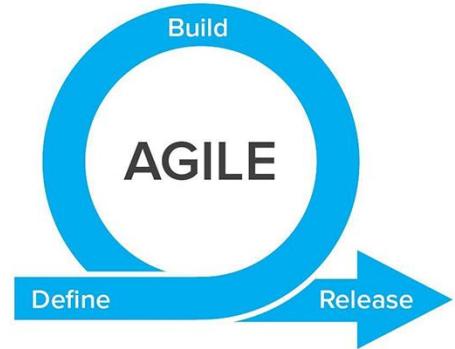
AGILE DELIVERY (PARALLEL)

Agile development focuses
on continuous planning,
design, build, test and
deployment



AGILE MYTH-BUSTERS

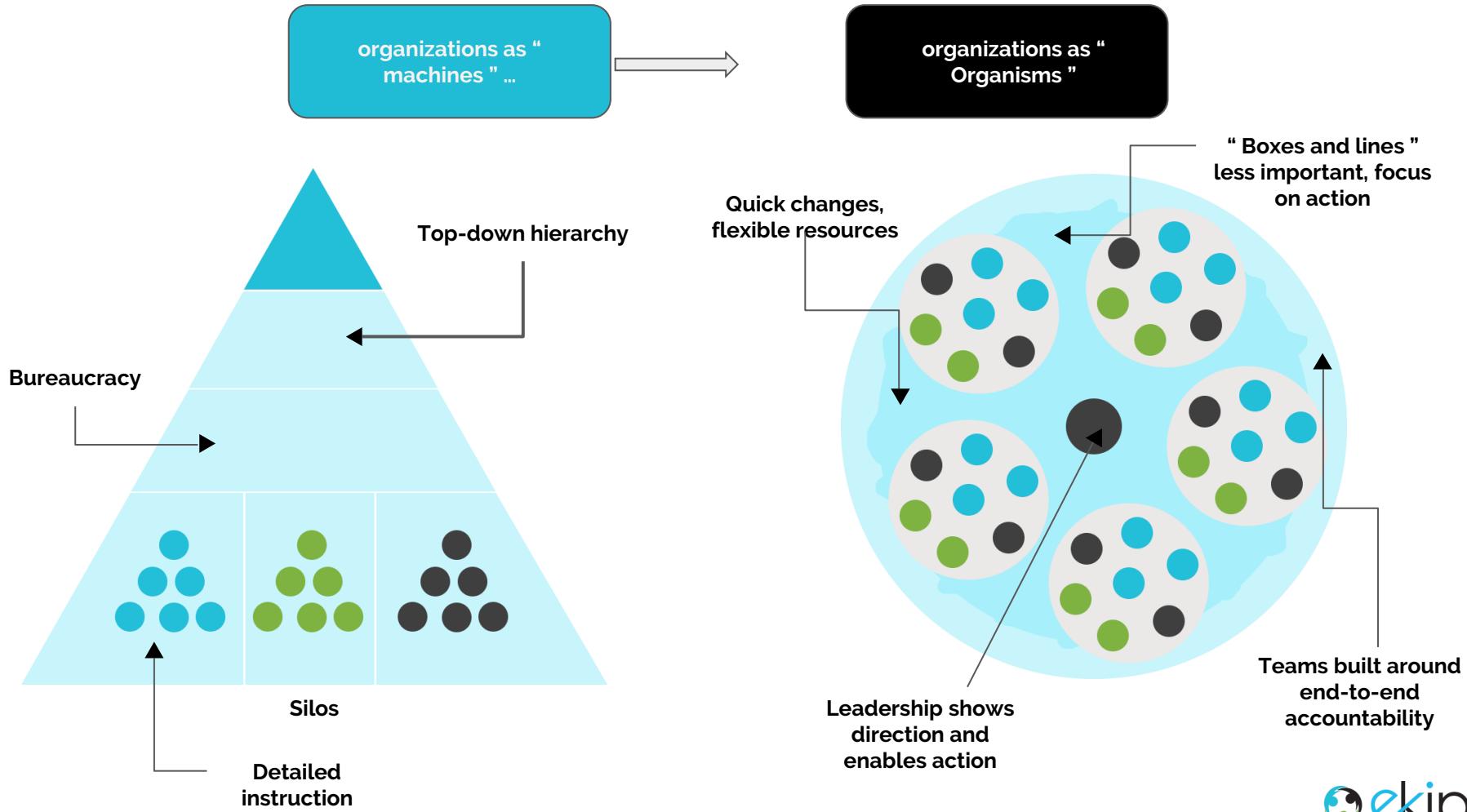
- **Agile is not a silver bullet** - Agile does not fix all of life's problems, it has specific focus on product delivery
- **Agile is not faster or cheaper overnight** – but it does aim to increase delivery speed and quality over time
- **Agile is not anarchy** – agile (done well) is actually very structured and controlled
- **Agile is not anti-documentation** – whilst agile does not value lengthy, unused documents, it does value practical, useful documentation
- **Agile is not anti-planning** – if anyone tells you there is no place for project planning in agile projects, think again
- **Agile does not reduce quality** – quite the opposite: when done well, agile ensures better quality and better alignment with customer needs
- **Agile is not just a way of development software** – as we've already seen, there are many different applications for agile



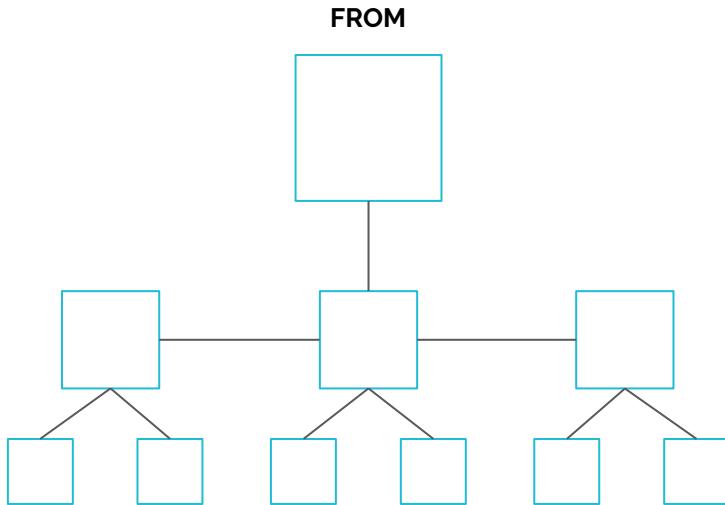
**From
silos/
departments**



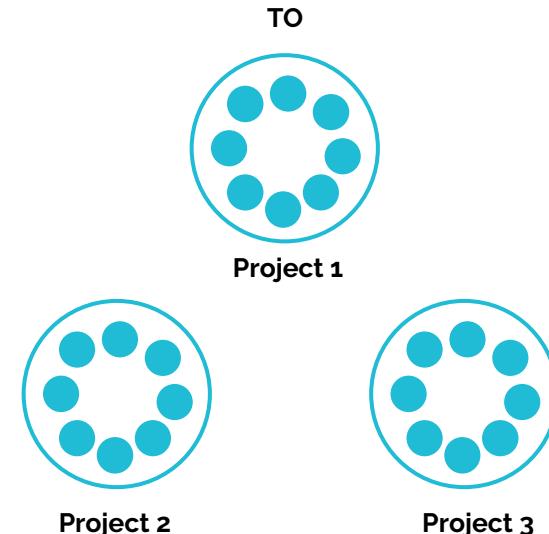
**Cross Functional
Teams**



We design our teams for agility, alignment,
collaboration, and speed.

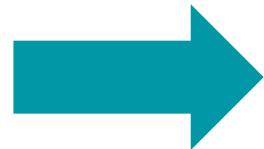


Teams dictated by Org Chart



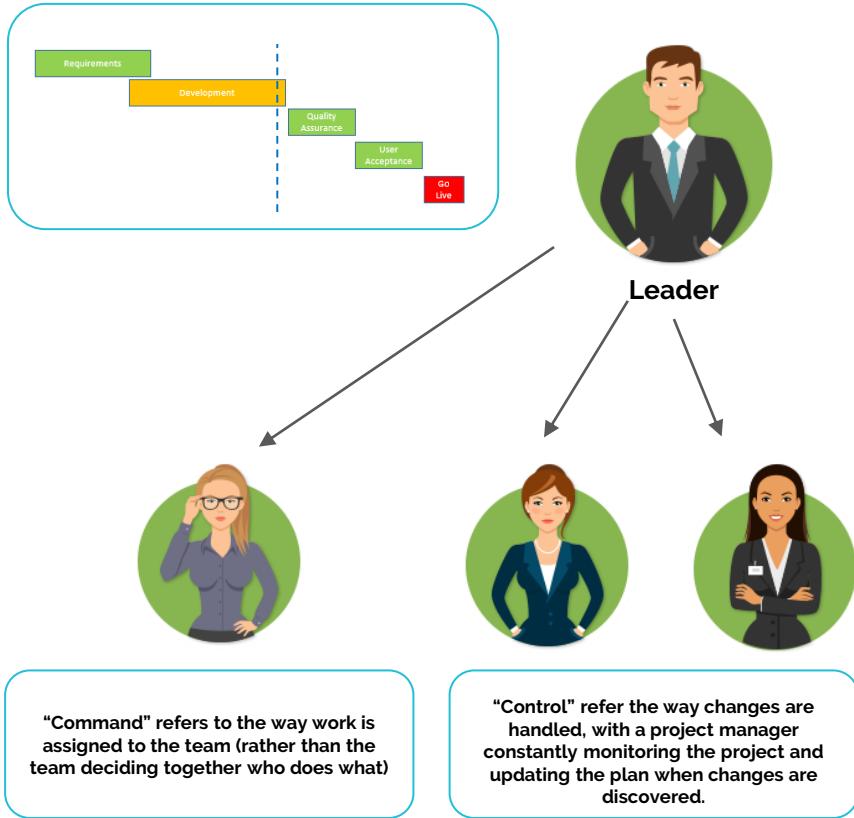
Teams dictated by work to be done.

**From Command
& Control**

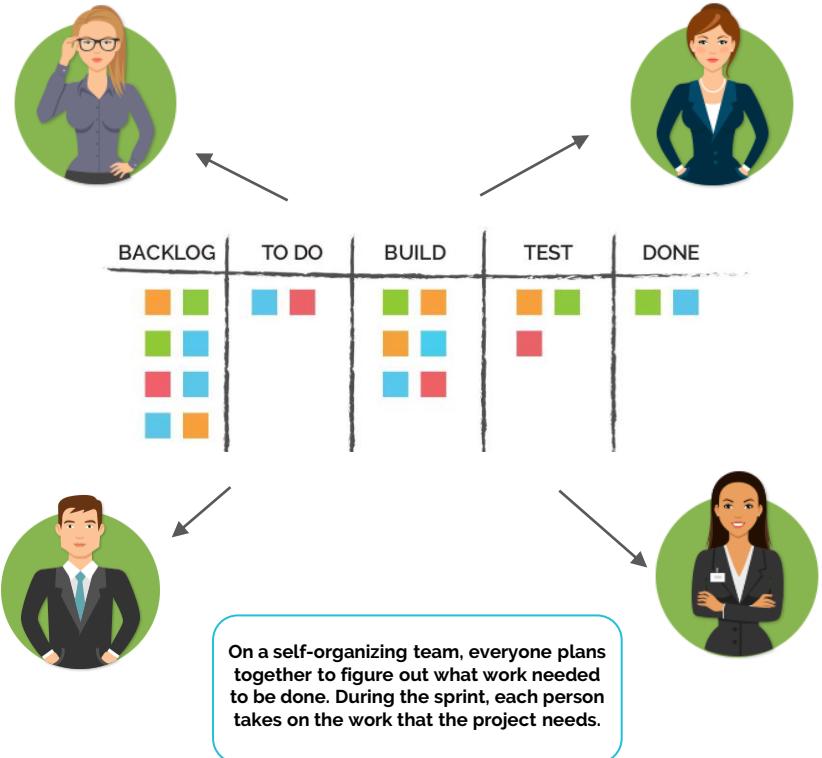


Self Organization

COMMAND AND CONTROL



SELF-ORGANIZING



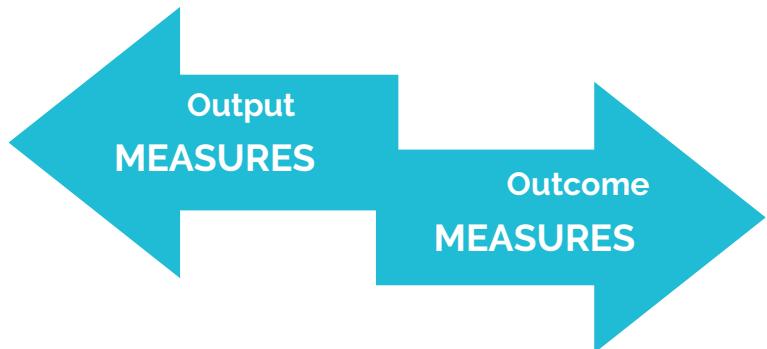
Agile transformation starts with **business and people**. Leadership needs to drive the change in **mindset** and **empower teams**, supported by **servant leaders**.

A **Servant Leader** manages a team **not by telling them what to do**, but by **removing impediments** that get in their way and by coaching them in agile value

**From “Out Put”
(doing my job)**



**To “Outcome”
(end to end
accountability)**



50	50	50
Miles of road paved	# of bridges repaired	Bus route expansion

The quantity of goods or services produced

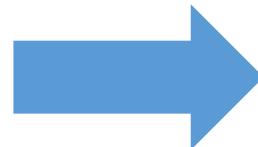
50	50	50
# of accidents reduced	Min. of travel time reduced	Mode split for transit

The impact or progress toward the ultimate goal or purpose

PARADIGM SHIFT

Product Centric Approach

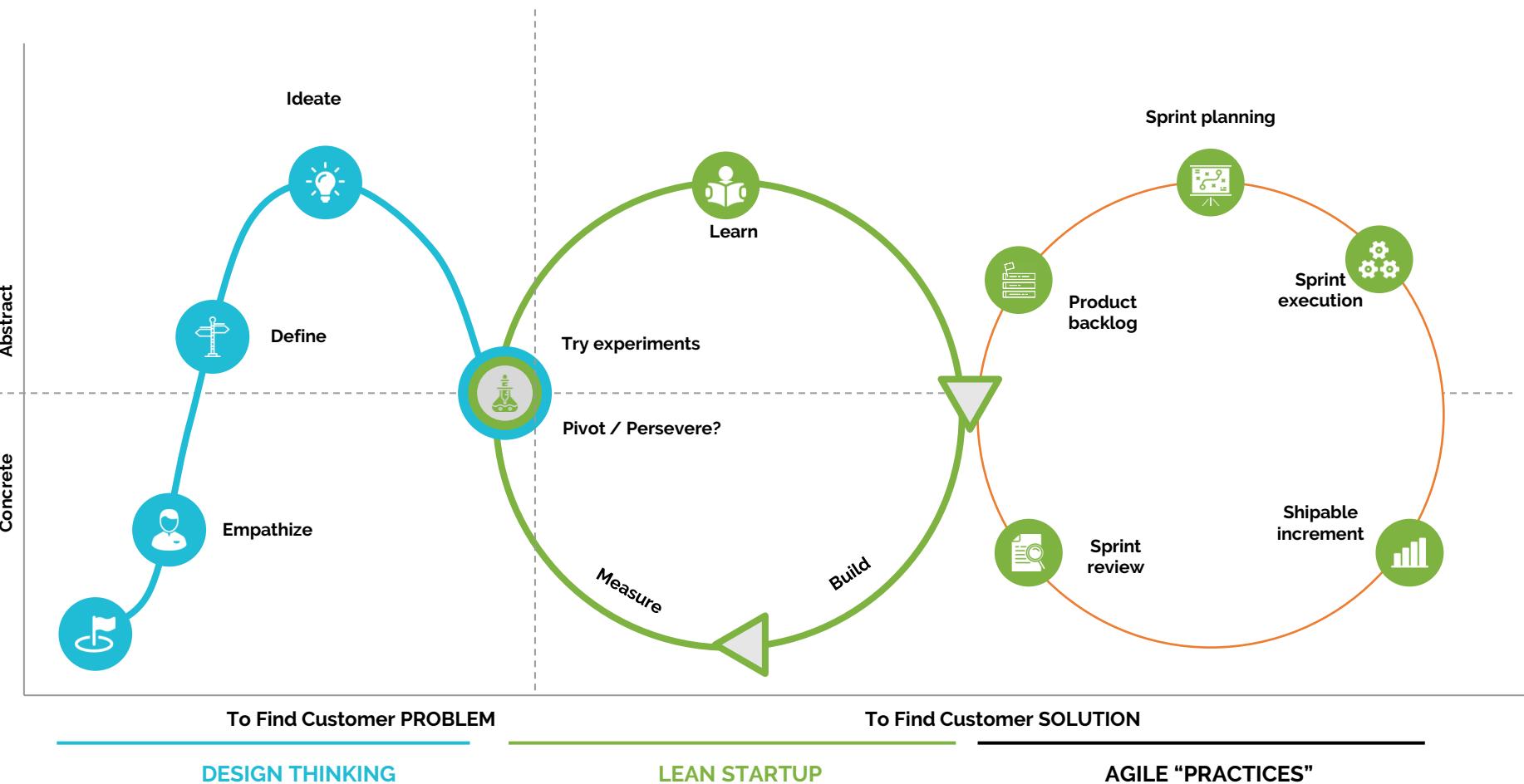
- ❖ Management focus on **Productivity**
- ❖ Continuous improvement
- ❖ Supply chain management
- ❖ Organization is designed in silos
- ❖ Management disciplines : **Lean Six Sigma, Total Quality Management etc**



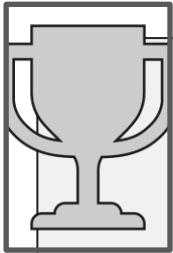
Customer Centric Approach

- ❖ Management focus on **Customer Value**
- ❖ Continuous improvement
- ❖ Stay connected with individual customer
- ❖ Customers do not want ownership but to consume service anytime, anywhere
- ❖ Management disciplines : **Agile, Lean Startup, Design Thinking**

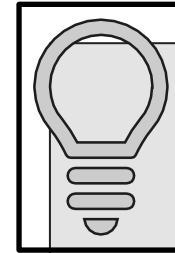
Management disciplines like **Agile**, **Lean Startup**,
and DESIGN THINKING became critical for
success of the Digital Transformation



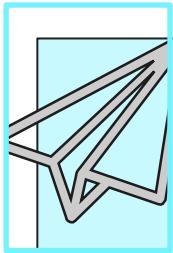
AGENDA DAY 1



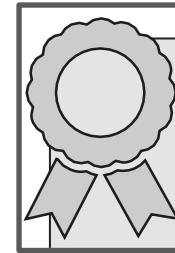
Part 1 :
AGILE VALUE



Part 2 :
SCRUM BASIC



QnA (Part 1)



QnA (Part 2)

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BECOME CERTIFIED SCRUM MASTER + PRODUCT OWNER IN 2 WEEKS

LIVE ONLINE TRAINING
6 SESSIONS BY 6 OF EKIPA'S AGILE COACHES

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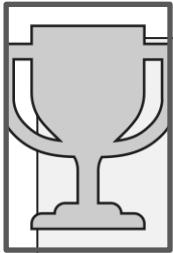
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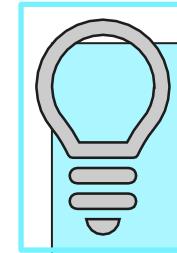
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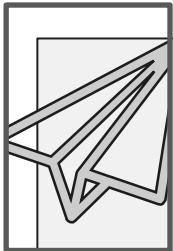
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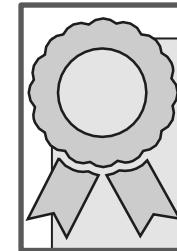
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QnA (Part 1)

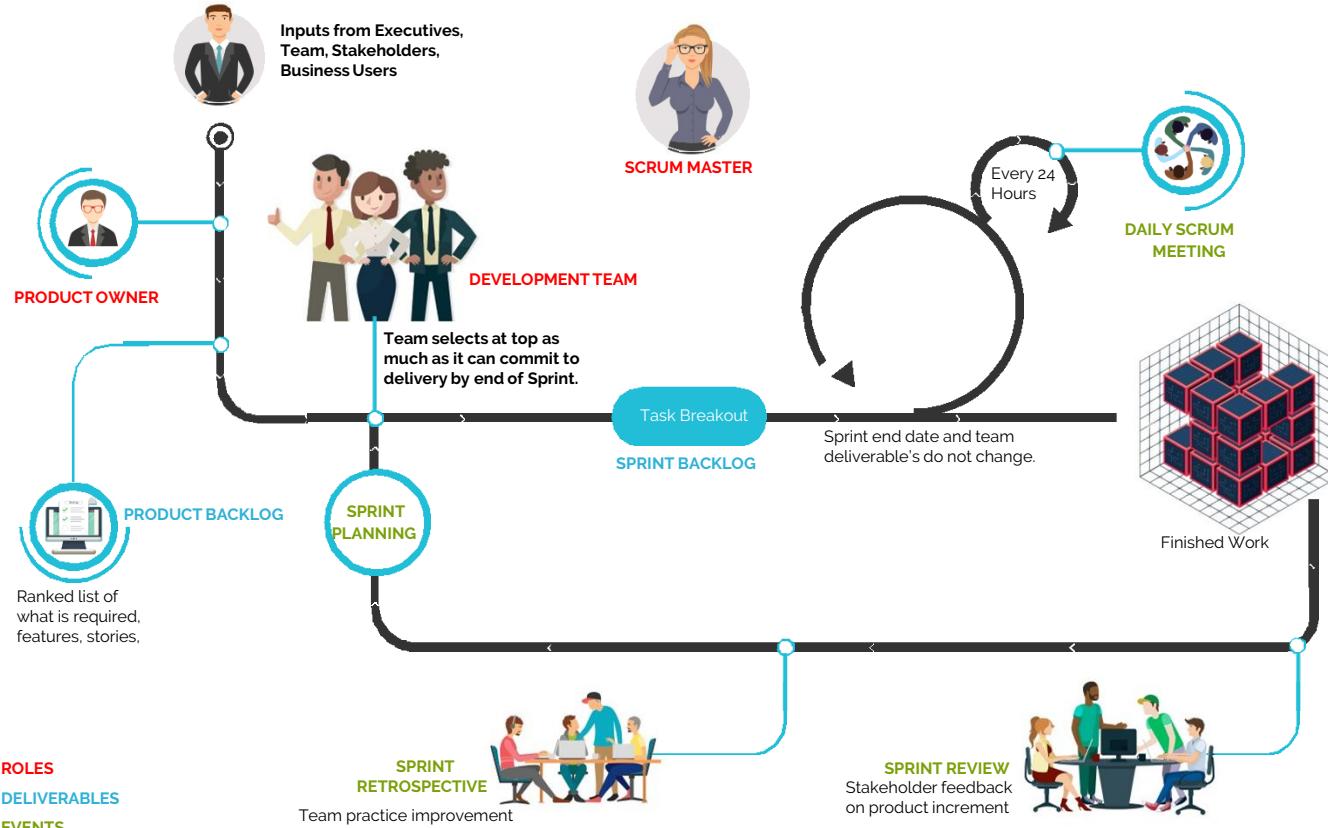


QnA (Part 2)

SCRUM OVERVIEW



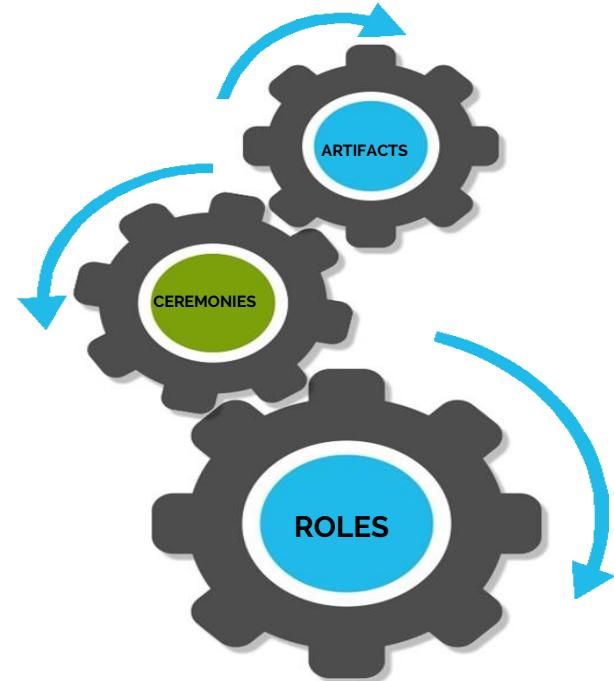
AGILE LIFECYCLE USING SCRUM



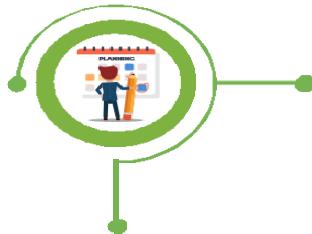
Sprint no more than 4 weeks

SCRUM BASICS

- ▶ Sprint - Time-boxed iteration (typically between 1 and 4 weeks) during which a potentially releasable product Increment is delivered
- ▶ Design, Build and Test activities are all performed within a single Sprint
- ▶ Sprints run back-to-back and keep to the same length
- ▶ Scrum consists of a set of:
 - ▶ Roles
 - ▶ Ceremonies (meetings)
 - ▶ Artifacts (things we interact with)



SCRUM CEREMONIES – WHEN ARE THEY?



SPRINT PLANNING

Held first day with Scrum Master, Product Owner, Development team



DAILY STAND-UP

15 min every day with ScrumMaster, Product Owner, Development team



SPRINT REVIEW

Held last day of sprint with Scrum Master, Product Owner, Development team + Customer / Users



SPRINT RETROSPECTIVE

Held last day of sprint with Scrum Master, Product Owner, Development team

...SPRINT EXECUTION



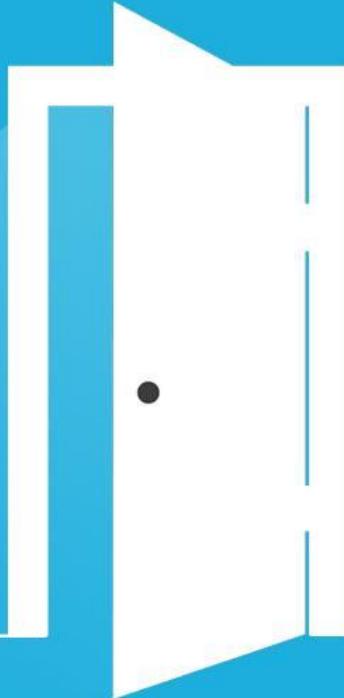
SPRINT EXECUTION – IDEALLY 2 WEEKS LONG



SPRINT EXECUTION...



SCRUM ROLES



KEY SCRUM ROLES:



PRODUCT OWNER

KEY RESPONSIBILITY

- ❖ Develops Product Vision through continuous communications with Customers, internal stakeholders and the team
- ❖ Prioritizes the delivery of features based on customer and business value

WHAT DO THEY NEED TO BE SUCCESSFUL?

- ❖ Empowered Product Owner is one person, not a committee
- ❖ Entire organization must respect their position

BUSINESS CONTEXT

Senior Business role who understands detail and the big picture



DEVELOPMENT TEAM

KEY RESPONSIBILITY

- ❖ Dedicated cross functional teams
- ❖ Self-organise – determine what they can accomplish & commit
- ❖ Aim to continuously improve output

WHAT DO THEY NEED TO BE SUCCESSFUL?

- ❖ Require autonomy to deliver in line with Sprint Goals

BUSINESS CONTEXT

- ❖ Re-skilling required for internal resources in teams



SCRUM MASTER

KEY RESPONSIBILITY

- ❖ Drives the agile process through facilitation and coaching, and facilitates Sprint Ceremonies
- ❖ Works with team to remove impediments
- ❖ Helps shield the team from external distractions to keep them focused

WHAT DO THEY NEED TO BE SUCCESSFUL?

- ❖ Scrum Masters are not Project Managers – roles need to be clearly defined so Agile progress is not impacted

BUSINESS CONTEXT

Agile changes the interaction model with teams such as GIS, Risk and Compliance

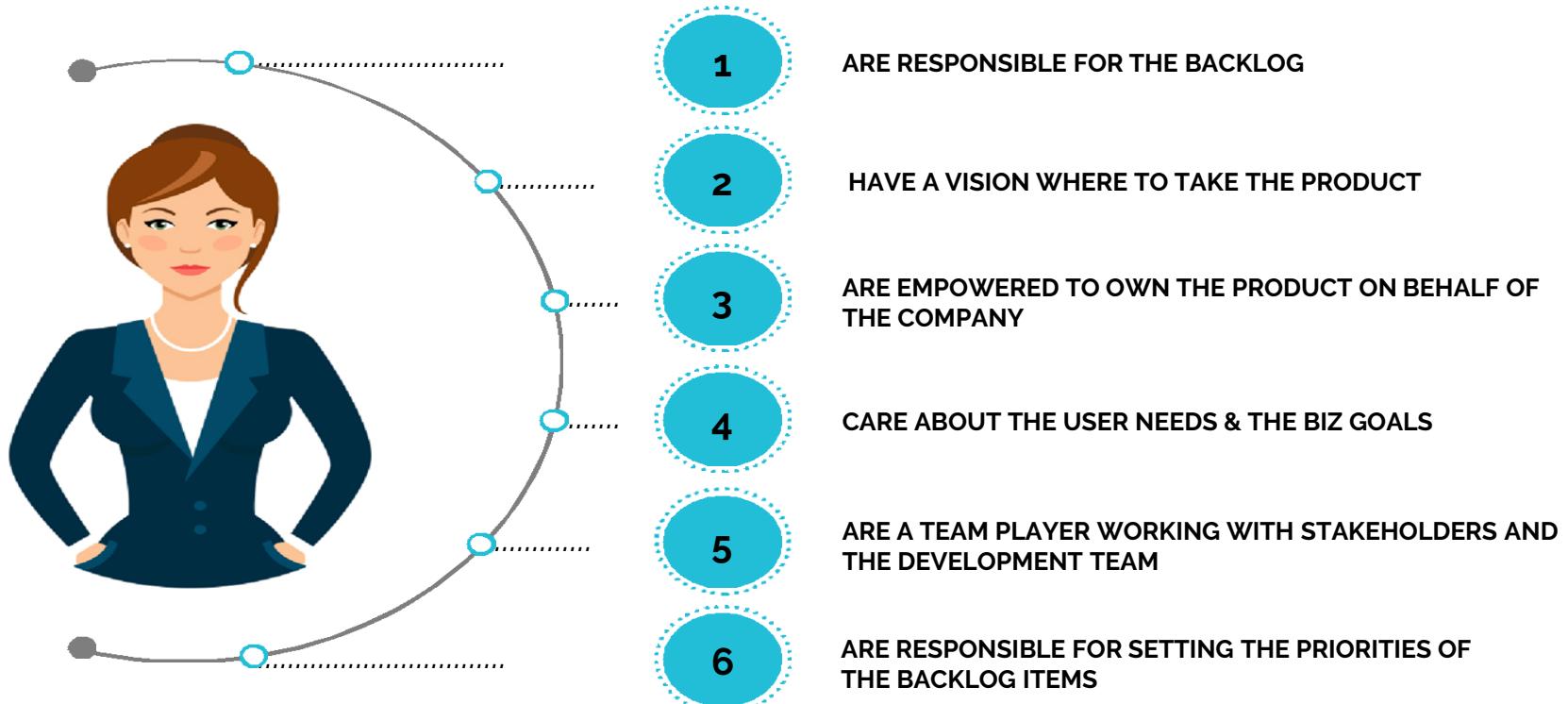


Product Owner

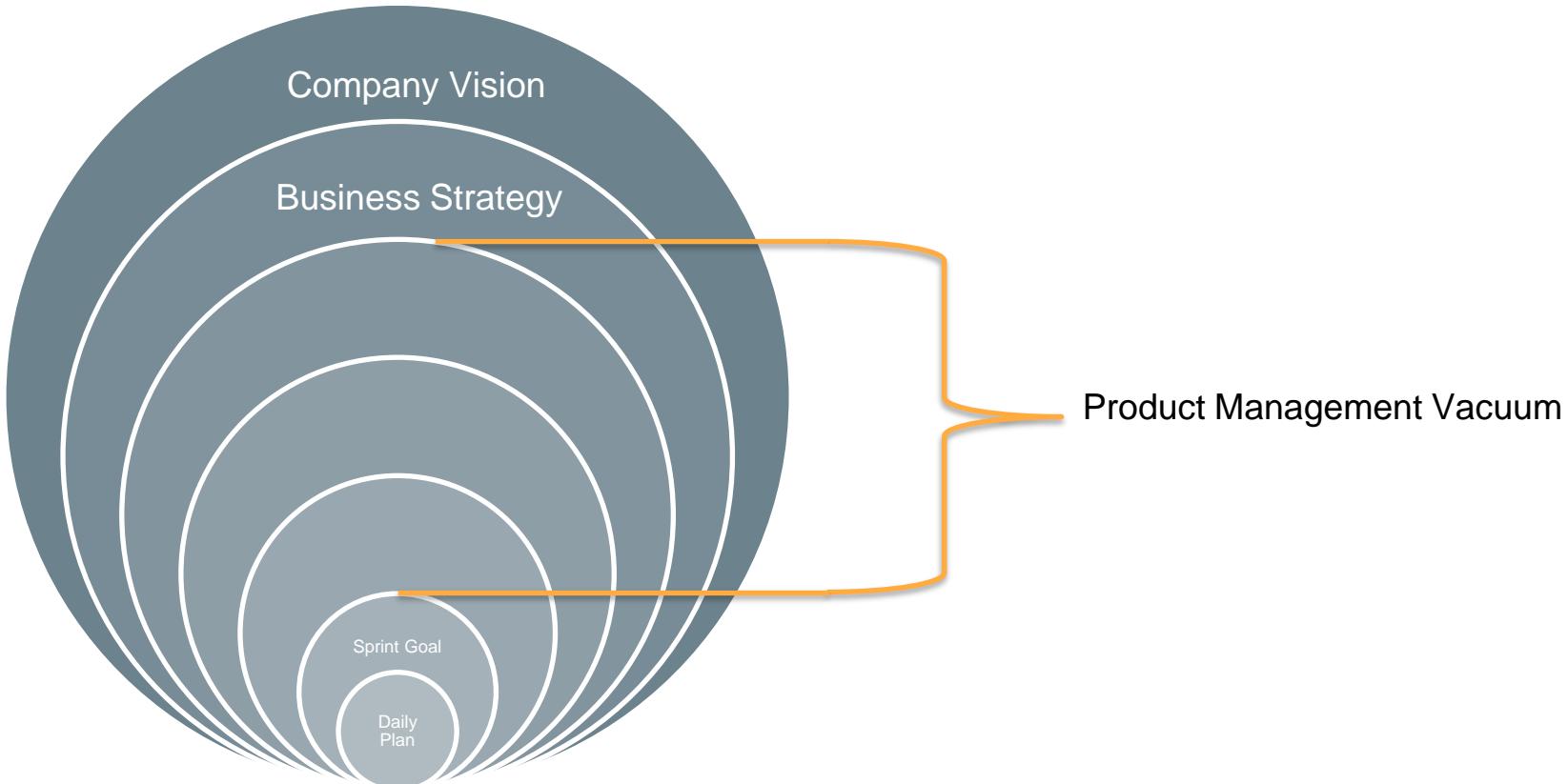


AS A PRODUCT OWNER YOU:

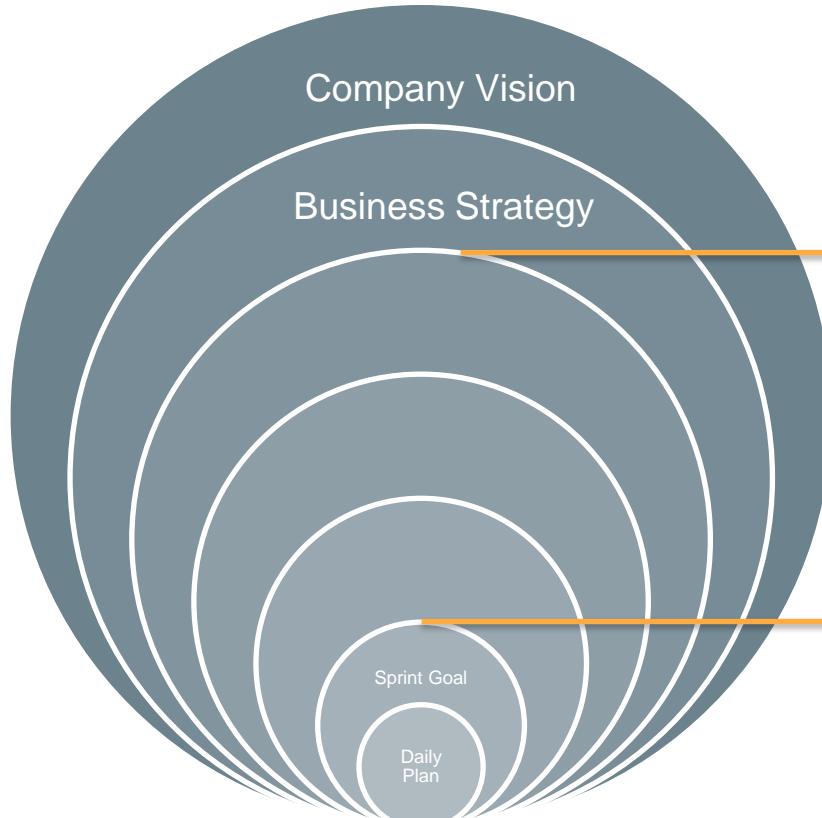
CARE ABOUT THE USER/CUSTOMER NEEDS AND THE BUSINESS GOALS



Product Management Vacuum



Product Management Vacuum

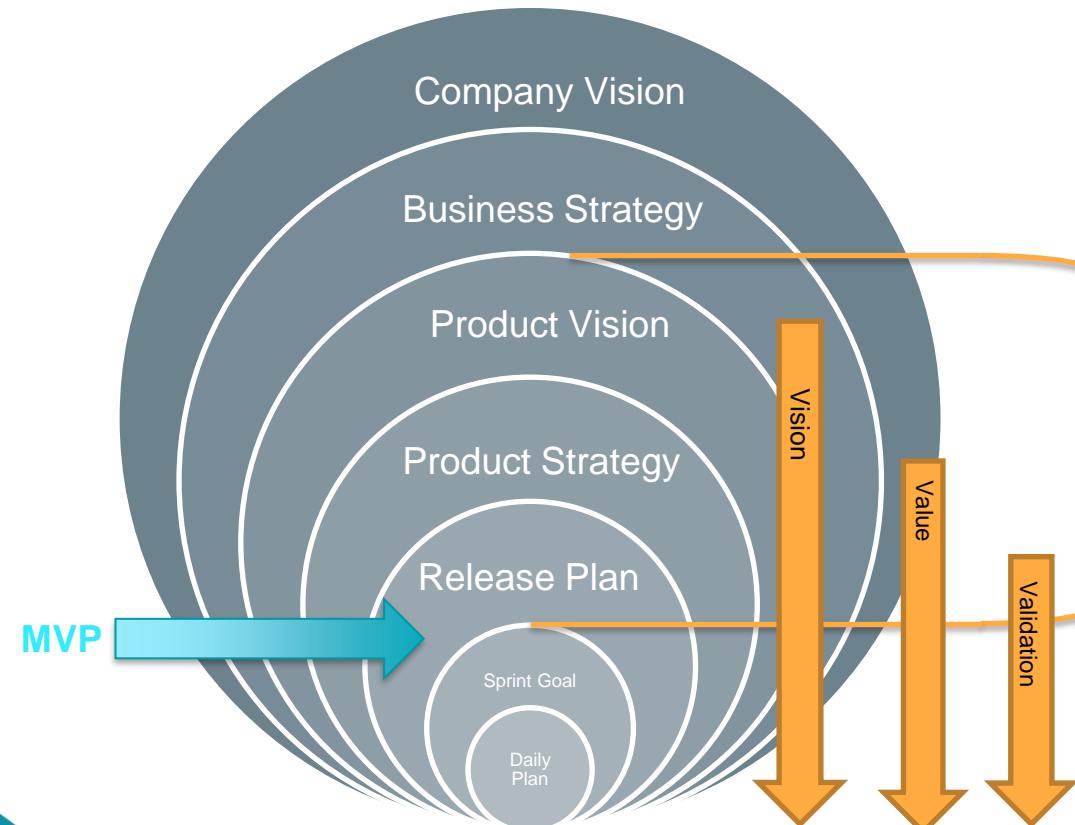


Product Management Vacuum

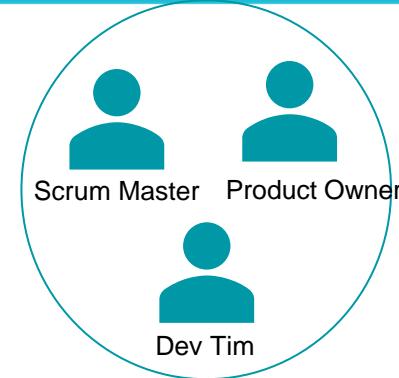


Meaningless busy work and extensive task management

BUSINESS ALIGNMENT



AGILE LEADER



Product Management Vacuum

***AGILE LEADER**, should **aligning** from **Business Strategy** to **Product Vision**

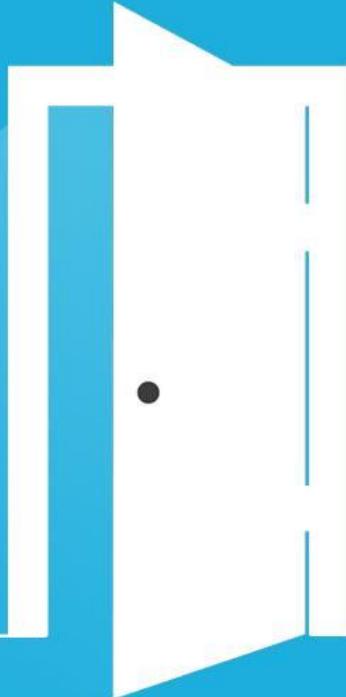
Great **Product Owner** should capable of aligning from **Product Vision** to **Sprint Goal**.

Development Team delivered product increment based on **Sprint Goal**

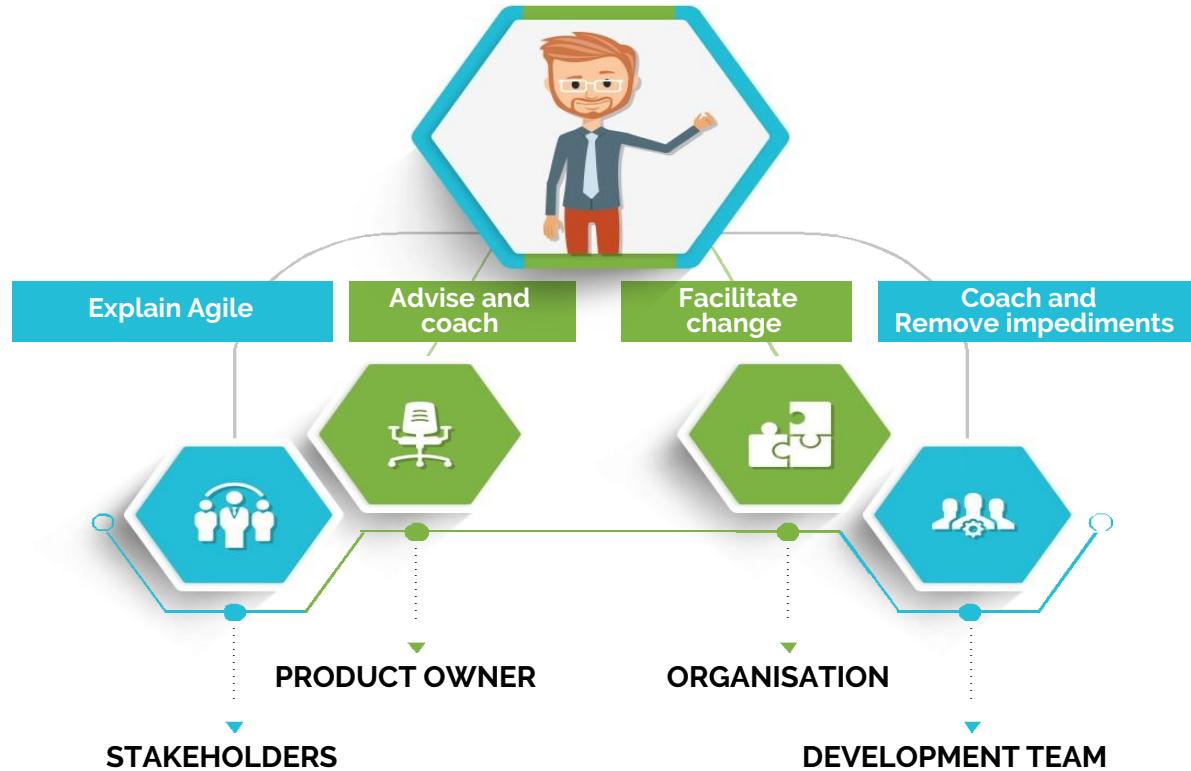
PRODUCT OWNER

	Scribe	Proxy	Business Representative	Sponsor	Entrepreneur
Vision	None	Low	Medium	High	High
Decision Making	None	Low	Medium	High	High
Domain Knowledge	Low	Low	High	High	High
Dev Team Involvement	High	None	Medium	Low	High
Business Involvement	Low	High	High	High	High
Accountability	None	Love	Medium	High	High

Scrum Master



AS A SCRUM MASTER YOU



Funny Scrum Master video

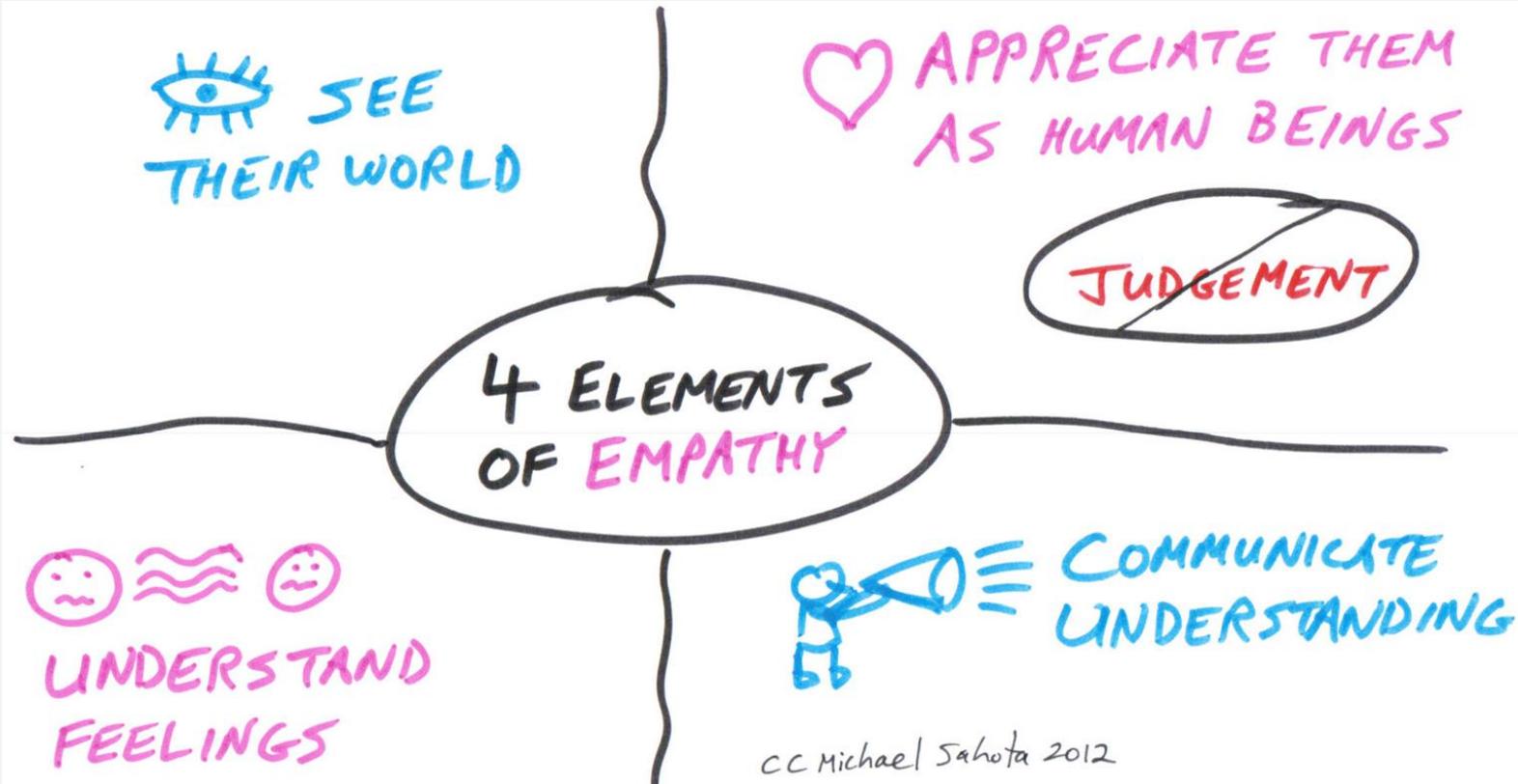






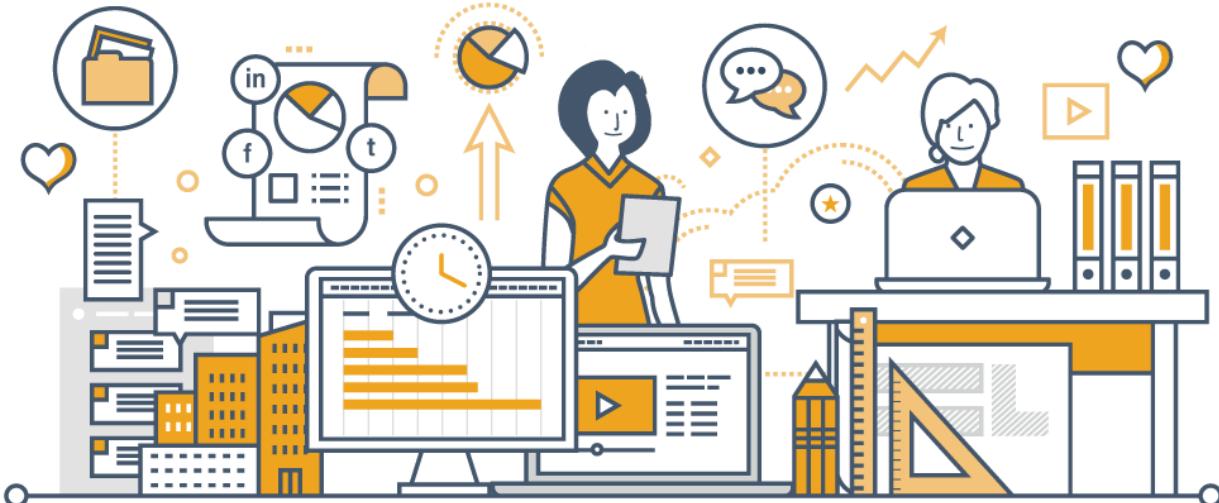
WHAT HIRING MANAGERS SHOULD LOOK FOR IN A SCRUM MASTER

EMPATHY



Deep understanding of scrum

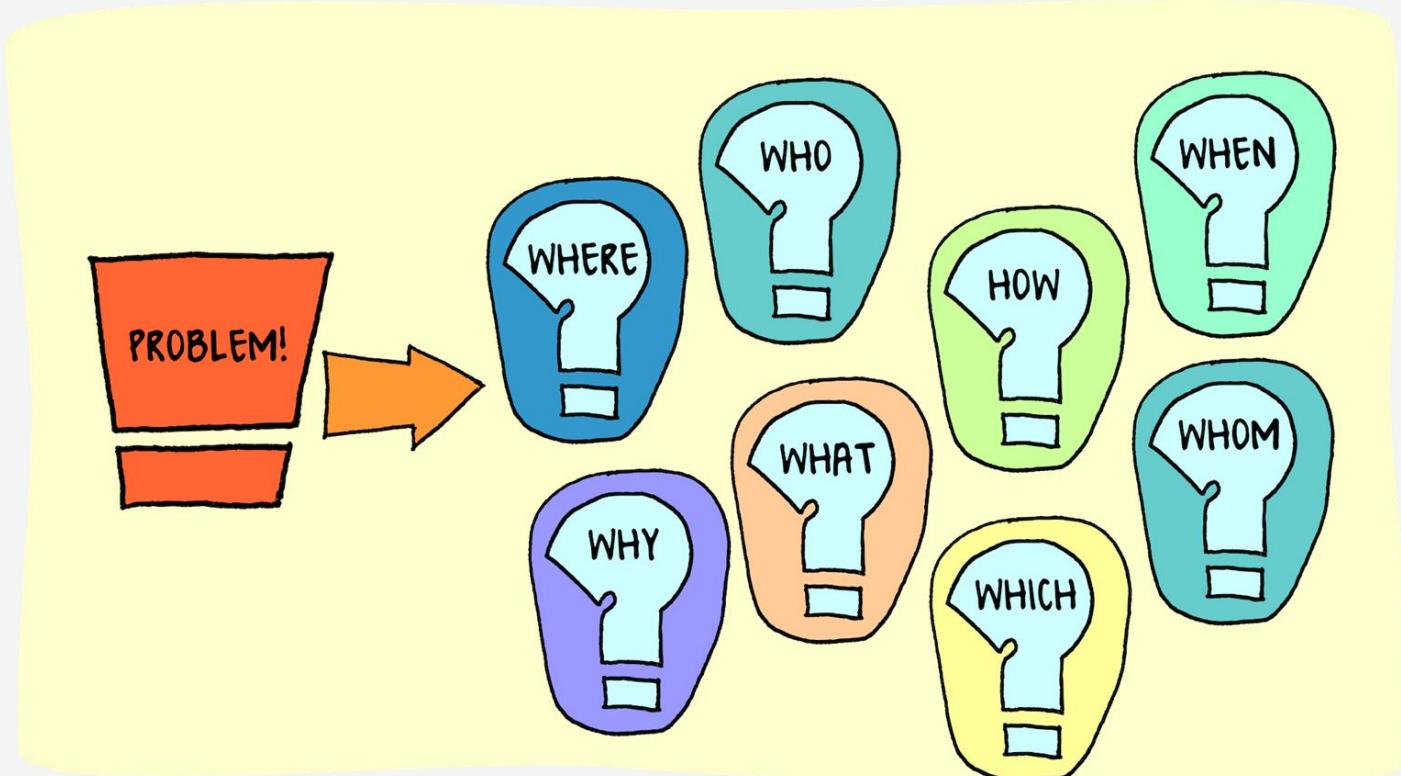
Understanding your role in the **Workplace**



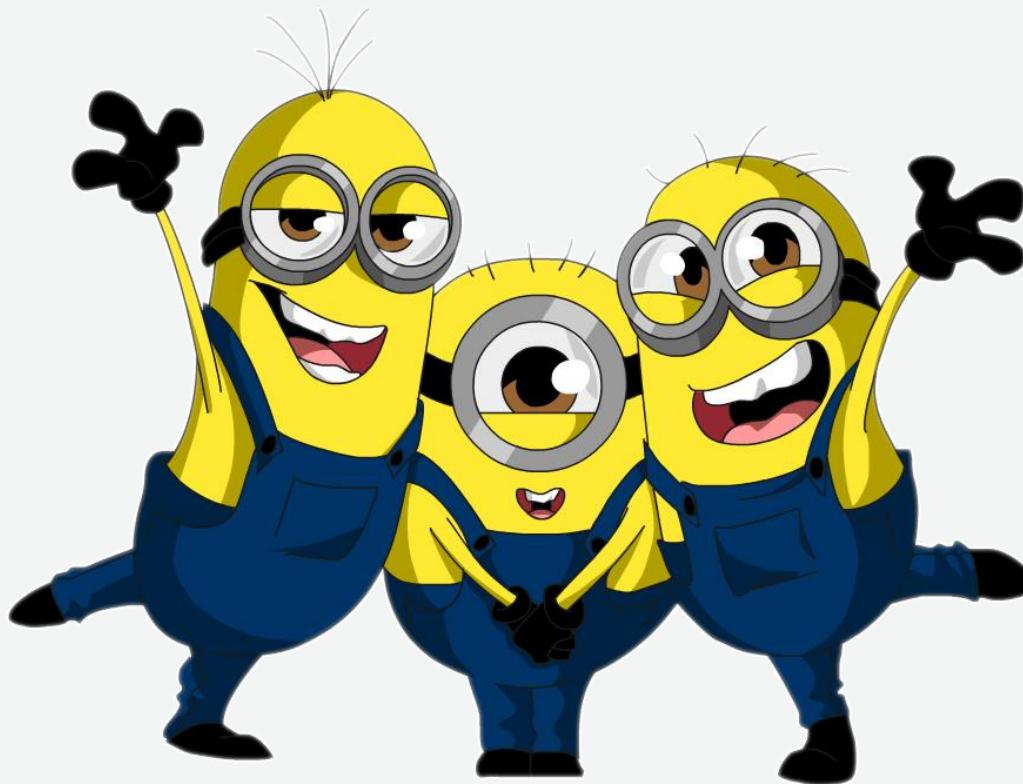
Training and coaching skills



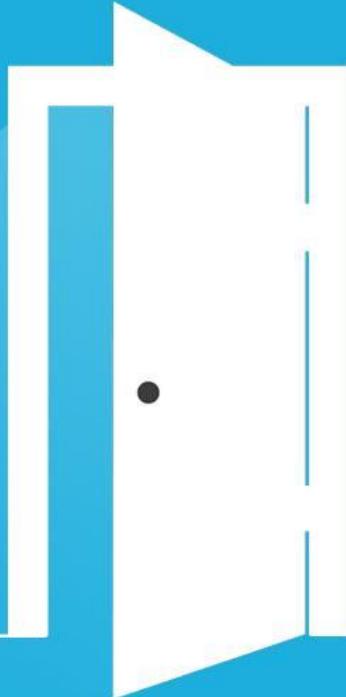
Problem solver



Team player



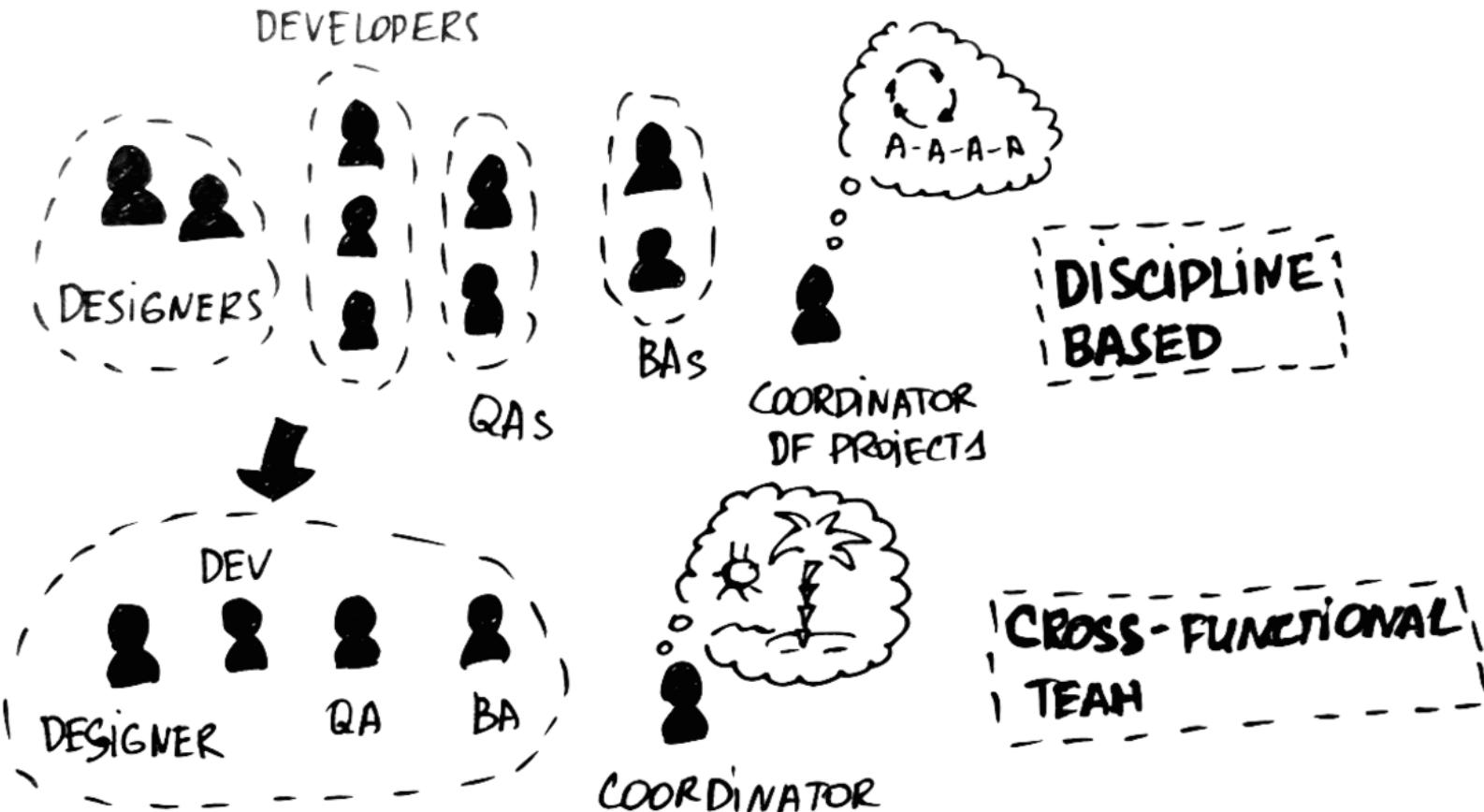
Development Team



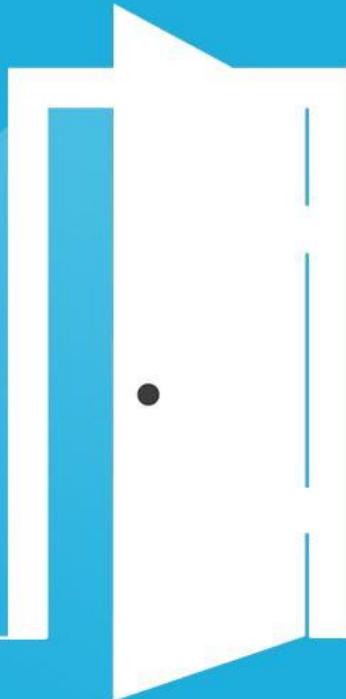
A SCRUM DEVELOPMENT TEAM...

Responsible for delivering a potentially shippable increment of working software.

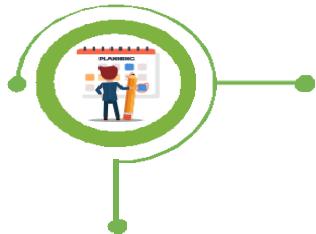




EVENTS



SCRUM CEREMONIES – WHEN ARE THEY?



Held first day with Scrum Master, Product Owner, Development Team.
4 hours for 2 week sprint.



15 min every day with ScrumMaster, Product Owner, Development team



Held last day of sprint with Scrum Master, Product Owner, Development team + Customer / Users.
2 hours for 2 week sprint



Held last day of sprint with Scrum Master, Product Owner, Development team.
1.5 hours for 2 week sprint

...SPRINT EXECUTION



SPRINT EXECUTION – IDEALLY 2 WEEKS LONG



SPRINT EXECUTION...



SPRINT PLANNING



SPRINT PLANNING

Time boxed - maximum 8 hours

The entire team discusses and decides on the work to be done in a sprint.

Sprint Planning answers the following:

1. What can be delivered
2. How it can be achieved



HOW TO DO A SPRINT PLAN

What is sprint planning

The development team plan and commit to what they can deliver in the next Sprint by...



Reviewing prioritised
Product Backlog



Estimating User
Stories



Planning Sprint
Capacity

Dos and DON'Ts

YOU SHOULD ALWAYS:

- ✓ Use a consistent estimation technique to estimate (e.g. Planning Poker).
- ✓ Stories must be immediately actionable so all the user stories, tools, architecture, platforms etc are available.
- ✓ Define the 'Define of Done' and Acceptance Criteria (criteria to pass the user story when demonstrated during the Sprint Review).
- ✓ Ensure the Product Owner is available to answer questions and explain acceptance criteria.

Consider dependencies with other applications.

Ensure Sprint Planning occurs before the start of the Sprint.

TRY NOT TO:

- ✗ Let the Product Owner commit on behalf of the team – the team should assess how much they can do in the coming Sprint.
- ✗ Commit to work items that are not Ready.
- ✗ Exceed the capacity available in the Sprint.
- ✗ Overlook the priorities and risks when selecting the initial set of Backlog items to decompose in the Sprint.

Estimate duration, you should estimate the effort instead.

SPRINT



SPRINT RULES

Once A sprint starts :

No changes come in that would affect the end goal and that would upset the team rhythm.

Sprint goal does not change. So does quality standard.

Sprint scope can be re-negotiated between the Product Owner and the rest of the team.

Only the product owner has the right to cancel a sprint.

DAILY SCRUM



DAILY

SCRUM/STANDUP



Max 15 minutes Development team
(+scrum master)
Same time, same place, every day
Don't Discuss Solution!

HOW TO DO A DAILY STAND UP

What is a Daily Stand-Up ?

15 minute daily meeting for each of the Development team members to answer three questions...



What did I do
Yesterday?



What will I do
Today?



Do I have any
Impediments?

Dos and DON'Ts

YOU SHOULD ALWAYS:

- ✓ Time box the meeting to 15 mins.
- ✓ Ensure the Scrum Board is updated before the meeting.
- ✓ Ensure the Product Owner acts as an observer
- ✓ Ask team members to stick to the facts and not to go into in-depth discussions.
- ✓ Note any topic that needs more discussion offline, and any impediments to be cleared.
- ✓ Invite support groups (i.e. Infra teams, architecture, security) based on the stage of the sprint and release.

TRY NOT TO:

- ✗ Wait around for your team — always start your meeting at the set time.
- ✗ Introduce new topics which may divert attention away from the 3 questions.
- ✗ Start solving problems during the Daily Stand-up, but agree to have an offline discussion instead.
- ✗ View the Daily Stand-up as a "status report meeting".
- ✗ Be regularly absent during the Daily Stand-up.
- ✗ Abandon team communication throughout the Sprint in favour of the Stand-up.
- ✗ Conduct Stand-up meetings without the Scrum Board.

SPRINT REVIEW



SPRINT REVIEW

- WHAT HAPPENS HERE

- Demonstrate work “done”
- Q & A about the increment.
- The product owner explains what has (not) been done
- The product owner grooms the product backlog
- The result of each sprint review is a revised product backlog that defines the probable items for the next sprint.

SPRINT REVIEW

What is a Sprint Review?

User Stories meeting the 'Definition of Done' are demonstrated to the Product Owner & End Users to...



Demonstrate work
Delivered in Sprint



Seek feedback &
Update Backlog



Accept or Reject
Delivery

Dos and DON'Ts

YOU SHOULD ALWAYS:

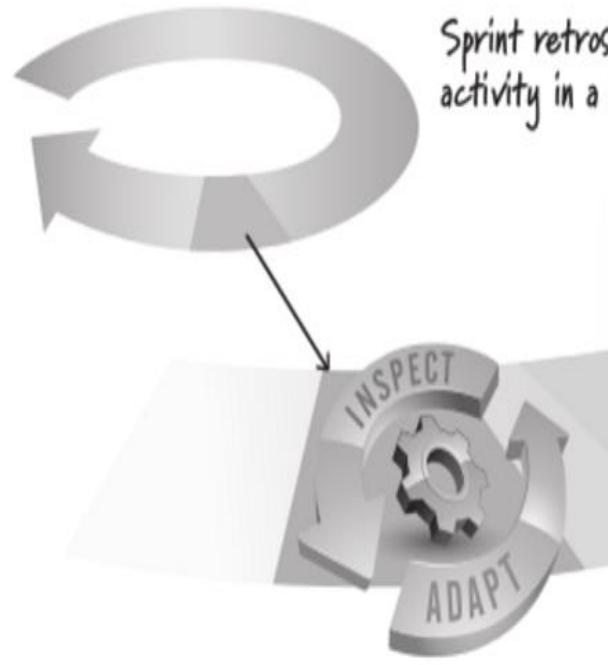
- ✓ Demonstrate work from the user's point of view.
- ✓ Creatively demonstrate Stories in a way that shows end-to-end value and usefulness to the
- ✓ Sprint review team.
- ✓ Face the demonstration -remember the audience is seeing the work for the first time.
- ✓ Help the Sprint review team understand what is demonstrated by providing context and scenarios.
- ✓ Ask and take questions, interact and welcome all feedback.
- ✓ Rotate the presenter (e.g. one for each Product Backlog Item).
- Send the list of the features that will be demonstrated before the meeting.

TRY NOT TO:

- ✗ Give a PowerPoint presentation — try to use the actual product.
- ✗ Spend too much time on preparation.
- ✗ Demonstrate unfinished work -Never show anything that is not 100% done.
- ✗ Allow observers to disrupt the review - take comments offline.
- Say yes to requests - add the requests as Product Backlog Items to the Product Backlog instead.

SPRINT RETROSPECTIVE





Sprint retrospective is the last activity in a sprint

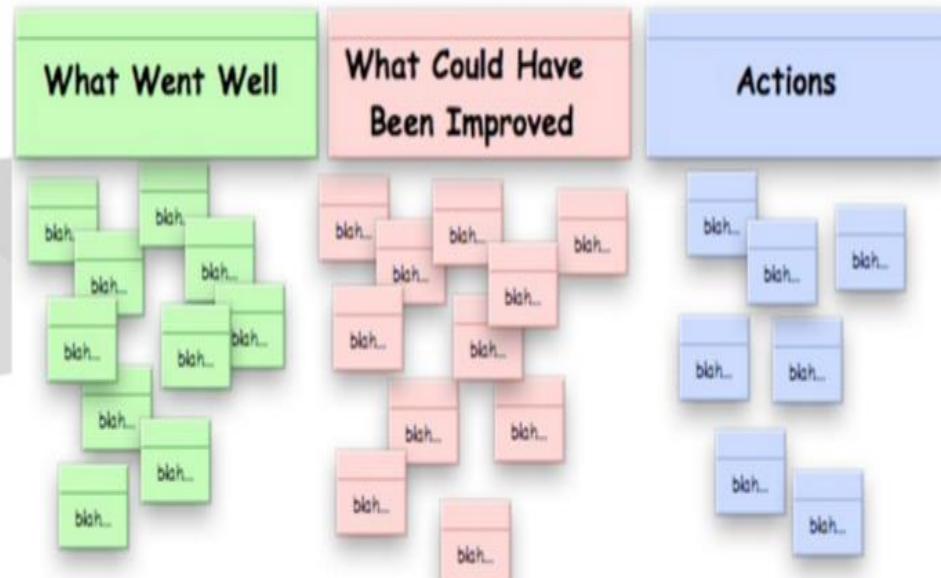
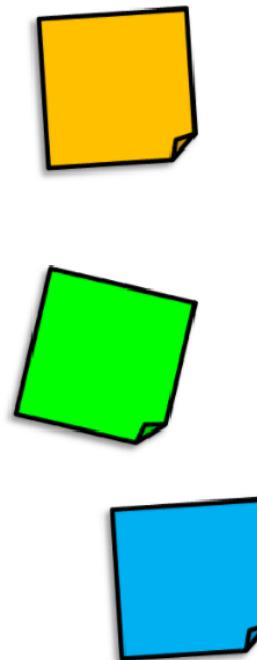
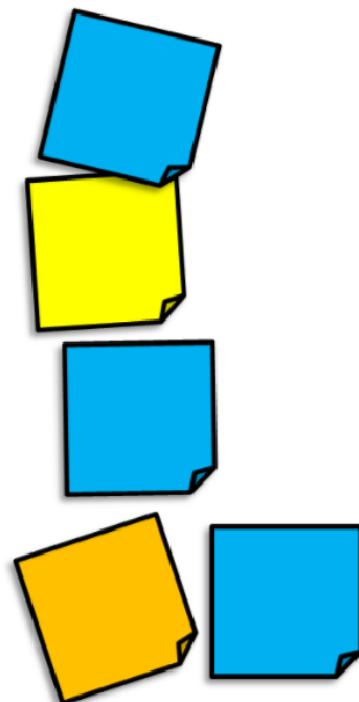


FIGURE 2.14 Sprint retrospective

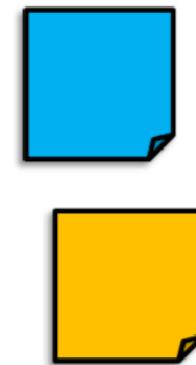
Continue Doing

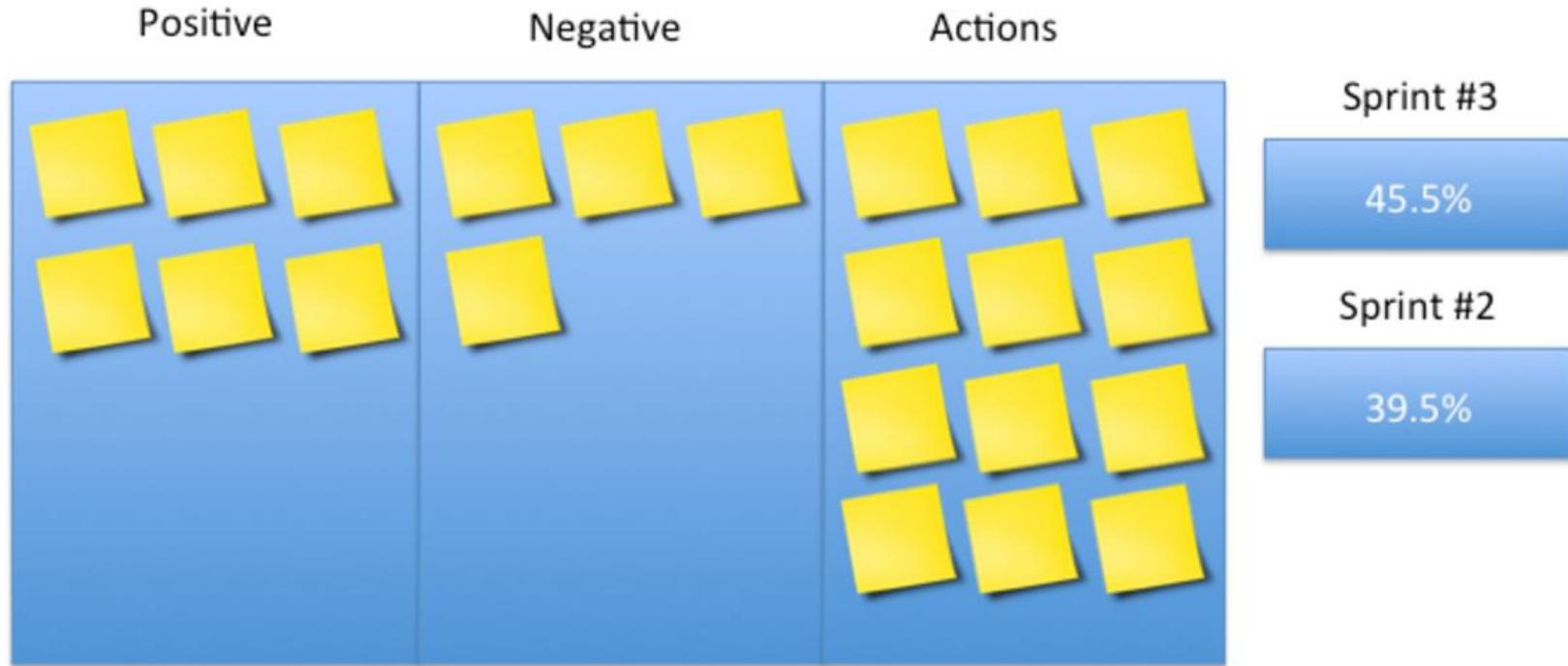


Stop Doing



Start Doing





Retrospective

in 15 minutes

Something we can do to make tomorrow have more value?

Think silently
look back on the day
put it on a post it
2 minutes . . . How many can you write?

Ah ha moments

Uh Ohh moments

Things that
make you
Scratch your brain

2 minutes . write as many as you can

now . . . post your notes
do you see clusters?

Here's how the
Idea Marketplace
works . . .

Decide what to do
if you have a good idea.
Make a sign
about we should
do differently
tomorrow . . .



Take your
Sign to a corner
of the room . . .

Do others agree with
your good idea? . . . If so . . . They'll come stand by your sign.



IDEA MARKET PLACE

HOW TO RUN A RETROSPECTIVE

What is a sprint Retrospective?

Encourages continuous improvement.

The Development team meet at the end of each Sprint to discuss..



What worked well?
Continue doing



What didn't work well?
Stop doing



What should be improved?
Start doing

Dos and DON'Ts

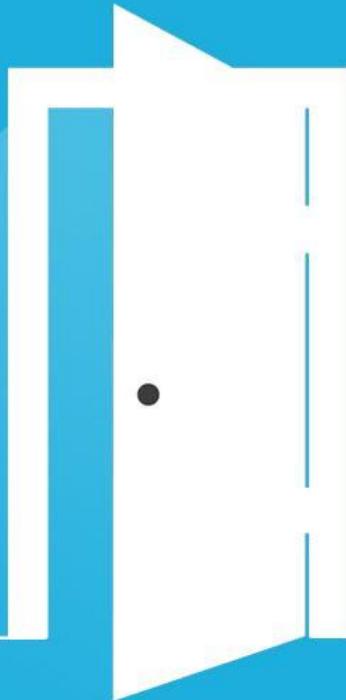
YOU SHOULD ALWAYS:

- ✓ Have an independent and unbiased facilitator.
- ✓ Make the meeting interactive and involve all members.
- Conclude the Sprint Retrospective only when each Development team member has had an opportunity to voice their opinion, and improvements have been recorded.
- ✓ Capture feedback and action items, including owners and due dates.
- Ensure you are open and honest with feedback, in a constructive way.

TRY NOT TO:

- ✗ Be ill-prepared-poor execution will result in an ineffective Retrospective.
- ✗ Be too formal-an effective retrospective result in decisions and action items. It should be Interactive and involve all members.
- Expect the Scrum Master to provide answers – the Scrum Master should steer rather than lead conversations towards continuous improvements.
- Focus on improvements alone also celebrate achievements and what was done well.

ARTIFACTS



SCRUM ARTIFACTS

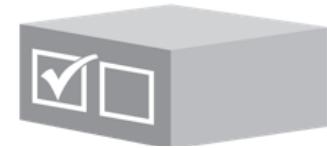
PRODUCT BACKLOG



SPRINT BACKLOG



INCREMENT



SCRUM ARTIFACTS: PRODUCT BACKLOG

- ▶ The Product Backlog is a prioritized list of all the requirements for a particular product
- ▶ This 'product' could be anything from a CRM system to a mobile app to an HR Initiative – anything that can be built iteratively
- ▶ The Product Backlog is owned and prioritized by the Product Owner
- ▶ Items on the Product Backlog can be re-prioritized, added and removed at any time
- ▶ Items at the top of the Product Backlog are detailed and ready to work on, whereas items lower down the Product Backlog can be higher level
- ▶ Items lower down the backlog will get refined as we get closer to them, this Product Backlog refinement happens in parallel to sprint delivery

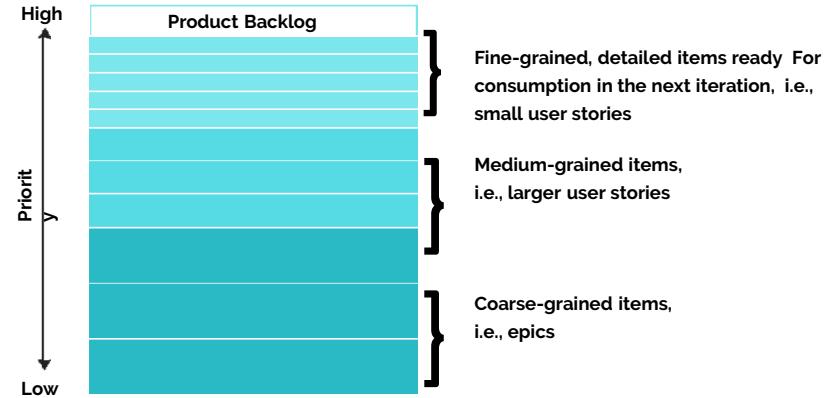
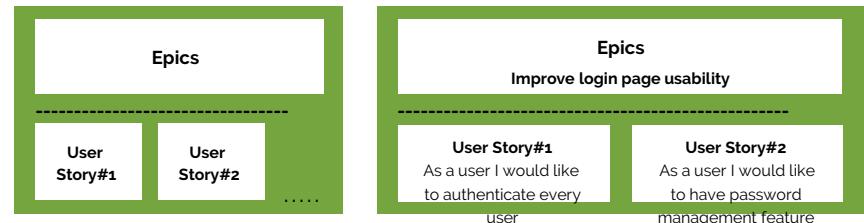


FIGURE 3.1 Product backlog prioritization determines the level of detail



How to write a user story

What is a Product Backlog?

The Product Backlog is a prioritized list of all the requirements for a particular product.

What is a User Story?

A User Story is the requirement description developed in the language of a Customer or Business User.

The Product Backlog is a prioritized list of all the requirements for a particular product

As a <user role>, I want to <goal> So that
<value>

TIPS AND TRICKS

- ❖ Always start with the User.
- ❖ Use Personas to discover the right stories.
- ❖ Write stories collaboratively with the Product Owner and Business Analysts .
- ❖ Keep your stories simple and concise.
- ❖ Start with Epics > big user stories which can be broken down in the future.
- ❖ Refine your stories until they are ready.
- ❖ Remember to add Acceptance Criteria.
- ❖ Consider visual design and non-functional requirements > don't rely solely on user Stories.

VALUE-FOCUSED AGILE REQUIREMENTS



PRODUCT VISION

The project's true north, sets the direction and guides the Development Team

Describes why the project is being undertaken and what the desired end state is



EPICS

A large body of work or high-level feature driven by value

To be decomposed into granular requirements (i.e. user stories) through continuous backlog refinement exercise



USER STORIES

A short customer-focused description of desired behavior

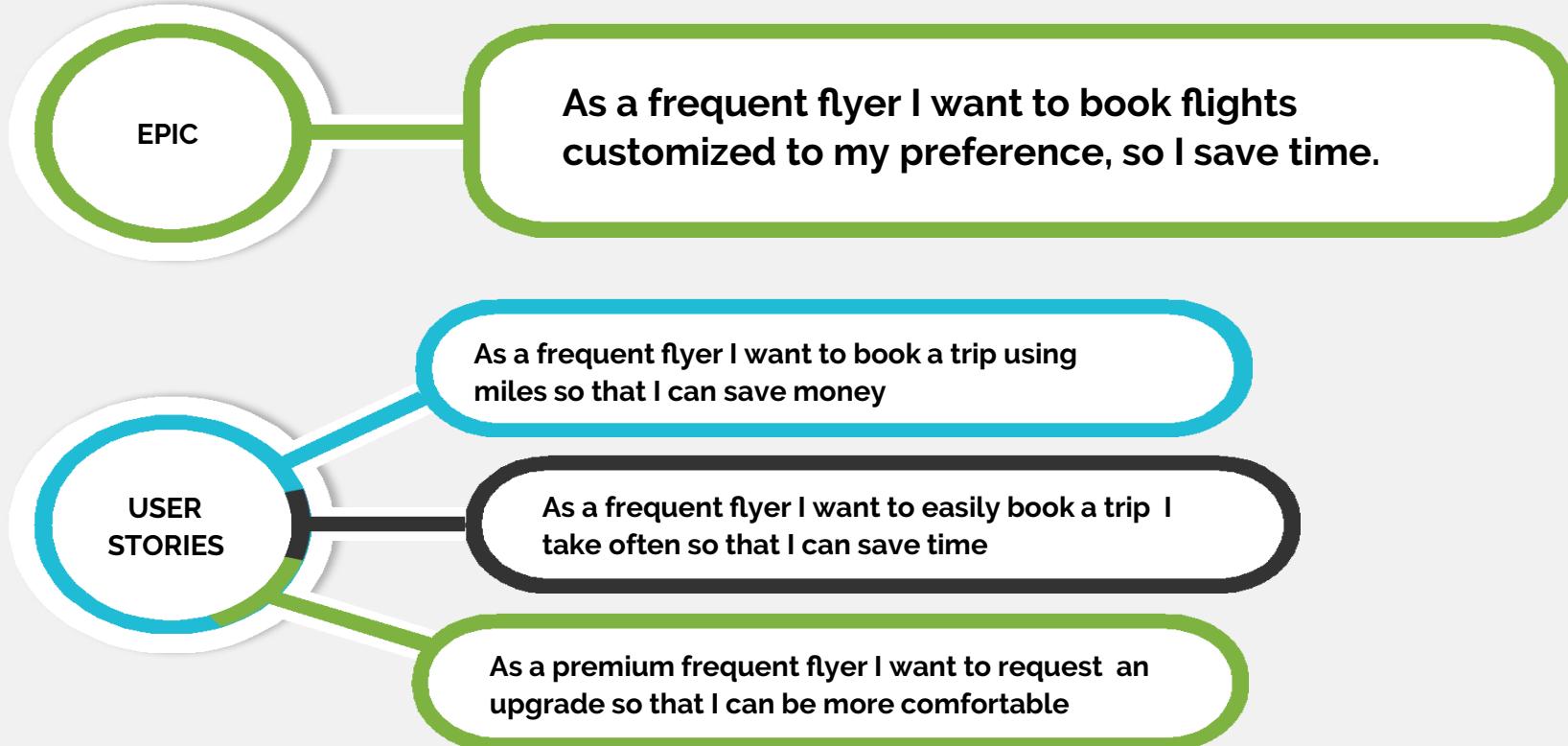
Customer terminology (i.e. no technical jargon)

To be picked up by the Development team to deliver during a sprint

Owned by
Product Owner

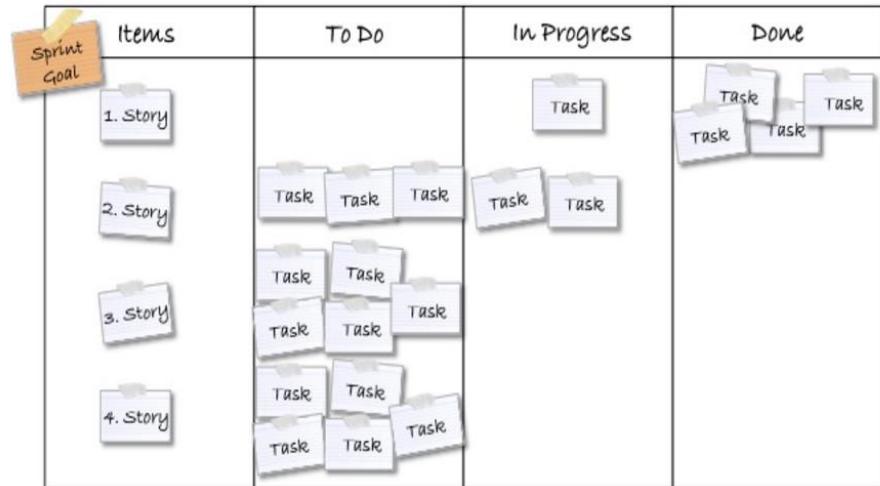
Owned by Product Owner

VALUE-FOCUSED AGILE REQUIREMENTS



SPRINT BACKLOG

- Output of sprint planning
- User story for only 1 sprint, already breakdown until task
- Own by Development team



INCREMENT

The **Increment** is the sum of all the Product Backlog items completed during a Sprint and the value of the **increments** of all previous Sprint.

The Increment must be “**Done**”



DEFINITION OF DONE

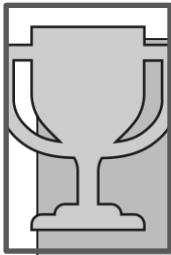
- The definition of “done” should be the same across team members.
- This definition of done is used to assess the increment produced at every sprint.



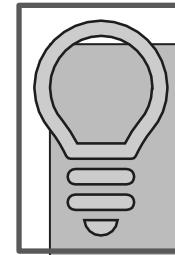
TABLE 4.1 Example Definition-of-Done Checklist

Definition of Done	
<input type="checkbox"/>	Design reviewed
<input type="checkbox"/>	Code completed
<input type="checkbox"/>	Code refactored
<input type="checkbox"/>	Code in standard format
<input type="checkbox"/>	Code is commented
<input type="checkbox"/>	Code checked in
<input type="checkbox"/>	Code inspected
<input type="checkbox"/>	End-user documentation updated
<input type="checkbox"/>	Tested
<input type="checkbox"/>	Unit tested
<input type="checkbox"/>	Integration tested
<input type="checkbox"/>	Regression tested
<input type="checkbox"/>	Platform tested
<input type="checkbox"/>	Language tested
<input type="checkbox"/>	Zero known defects
<input type="checkbox"/>	Acceptance tested

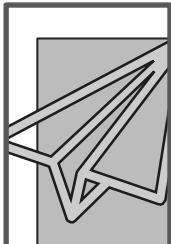
AGENDA



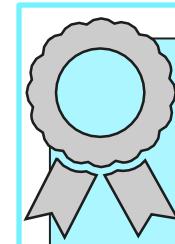
Part 1 :
AGILE VALUE



Part 2 :
SCRUM BASIC



QnA (Part 1)



QnA (Part 2)

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Thank You

“It doesn’t make sense to hire smart people and **tell them** what to do, we hire smart people so they can **tell us what to do**”.
(Steve Jobs)

