

w4.1- Introduction: Applying Agile in the organization

w4.1- Introduction: Applying Agile in the organization.mp4

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These work scenarios will teach you how to implement

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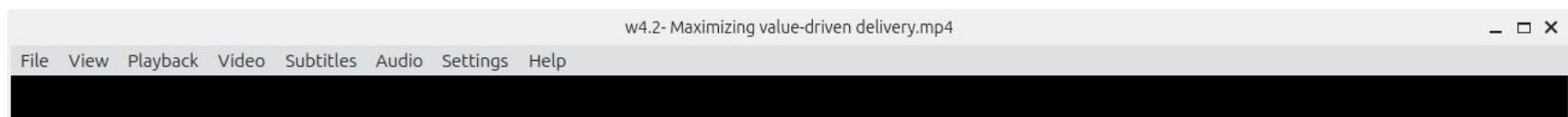
The main objectives for this final stretch are to equip you with the skills to:

- **Apply Agile to Daily Life:** Integrate Agile thinking and methods into your routine.
- **Boost Career Readiness:** Prepare you to discuss and apply Agile methods in **job interviews** and various **work scenarios**.
- **Deliver Business Value:** Teach implementation strategies for using Agile to achieve **business goals** and **deliver value**.
- **Manage Team Challenges:** Cover techniques for responding to **risks** and managing **team dynamics**.
- **Finalize Course Knowledge:** Wrap up by discussing how Agile relates to the **broader project management discipline** and how to leverage it in your next role.

w4.2- Maximizing value-driven delivery

Defining Value in Project Management

- **Value** is defined as what the end product provides to the user, which can include:
 - Financial benefits.
 - User growth and engagement.
 - Compliance adherence.
- The meaning of "value" is **customer-dependent**; it is based on what each customer expects the product to accomplish.
- The **number one Agile principle** is to satisfy the customer by delivering valuable software (or product/solution).



- Explore the result of the project
- Define “value” as it relates to project management
- Strategies and tactics to maximize the value of your end product

Then, I'll share some
strategies and tactics you



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Value can mean different things for each customer based on what they expect the product to accomplish.

The term "value" can mean different things for

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w4.2- Maximizing value-driven delivery.mp4

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Value Delivery

Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.

Working software is the primary measure of progress.

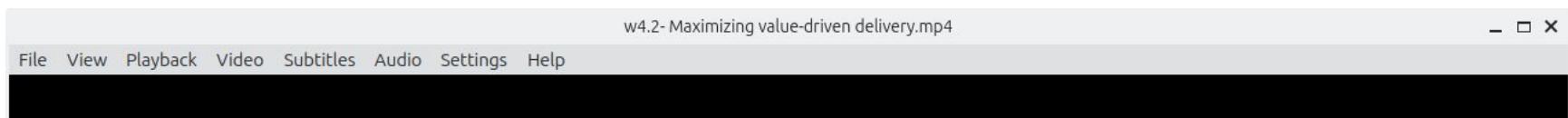
Simplicity--the art of maximizing the amount of work not done--is essential.

Continuous attention to technical excellence and good design enhances agility.

The number one Agile principle is to satisfy

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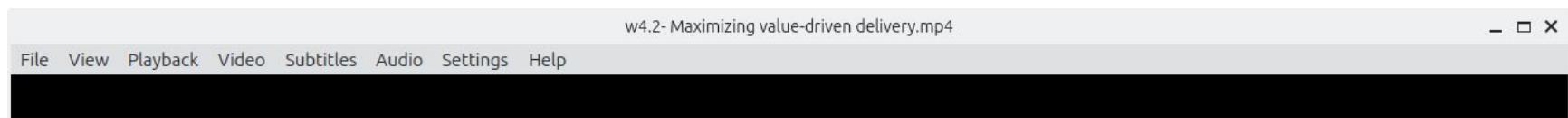
“Value-driven delivery” means you and your team are focused on delivering a product of high value.

The term “value-driven delivery” means you and

The screenshot shows a video player window titled "w4.2- Maximizing value-driven delivery.mp4". The menu bar includes File, View, Playback, Video, Subtitles, Audio, Settings, and Help. The main content area displays a white slide with three bullet points in blue: "Build the right thing", "Build the thing right", and "Run it right". Below the slide, the text "build the thing right, and run it right." is displayed in a smaller font. At the bottom of the window, there is a progress bar showing a blue segment, the time "00:01:53 / 00:06:30", and a page number "50".

- Build the right thing
- Build the thing right
- Run it right

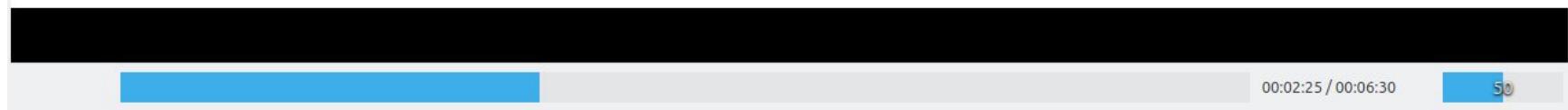
build the thing right,
and run it right.



Build the right thing

- Understand what your customers want

really understand what
your customers want.



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A cartoon illustration of a business meeting. A woman in a red blazer is standing and pointing at a whiteboard. The whiteboard displays two bar charts labeled "Goal 1" and "Goal 2". Goal 1 has three blue bars of increasing height. Goal 2 has three green bars of increasing height, with a yellow star above the top bar. Three men are seated around a table, looking at the presentation. One man in a green shirt has his arm raised in excitement. The table has a plate of cookies and two cups (one blue, one yellow). A caption at the bottom of the image reads: "But take this one step further and ask about their goals."

But take this one step further
and ask about their goals.

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w4.2- Maximizing value-driven delivery.mp4

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Agile Manifesto

We are uncovering better ways of developing software by doing it and helping others do it.
Through this work we have come to value:

Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

<http://agilemanifesto.org/>

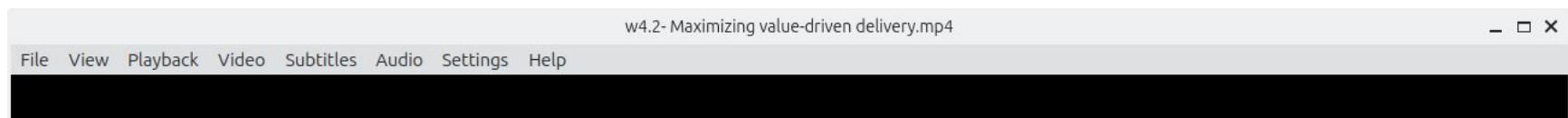
The Agile value of
"individuals and interactions"

Kent Beck
Mike Beedle
Arie van Bennekum
Alistair Cockburn
Ward Cunningham
Martin Fowler
James Grenning
Jim Highsmith
Andrew Hunt
Ron Jeffries
Jon Kern
Brian Marick
Robert C. Martin
Steve Mellor
Ken Schwaber
Jeff Sutherland
Dave Thomas

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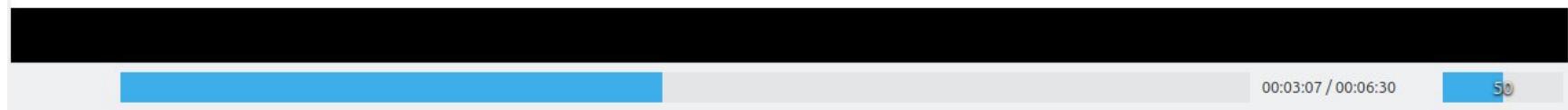
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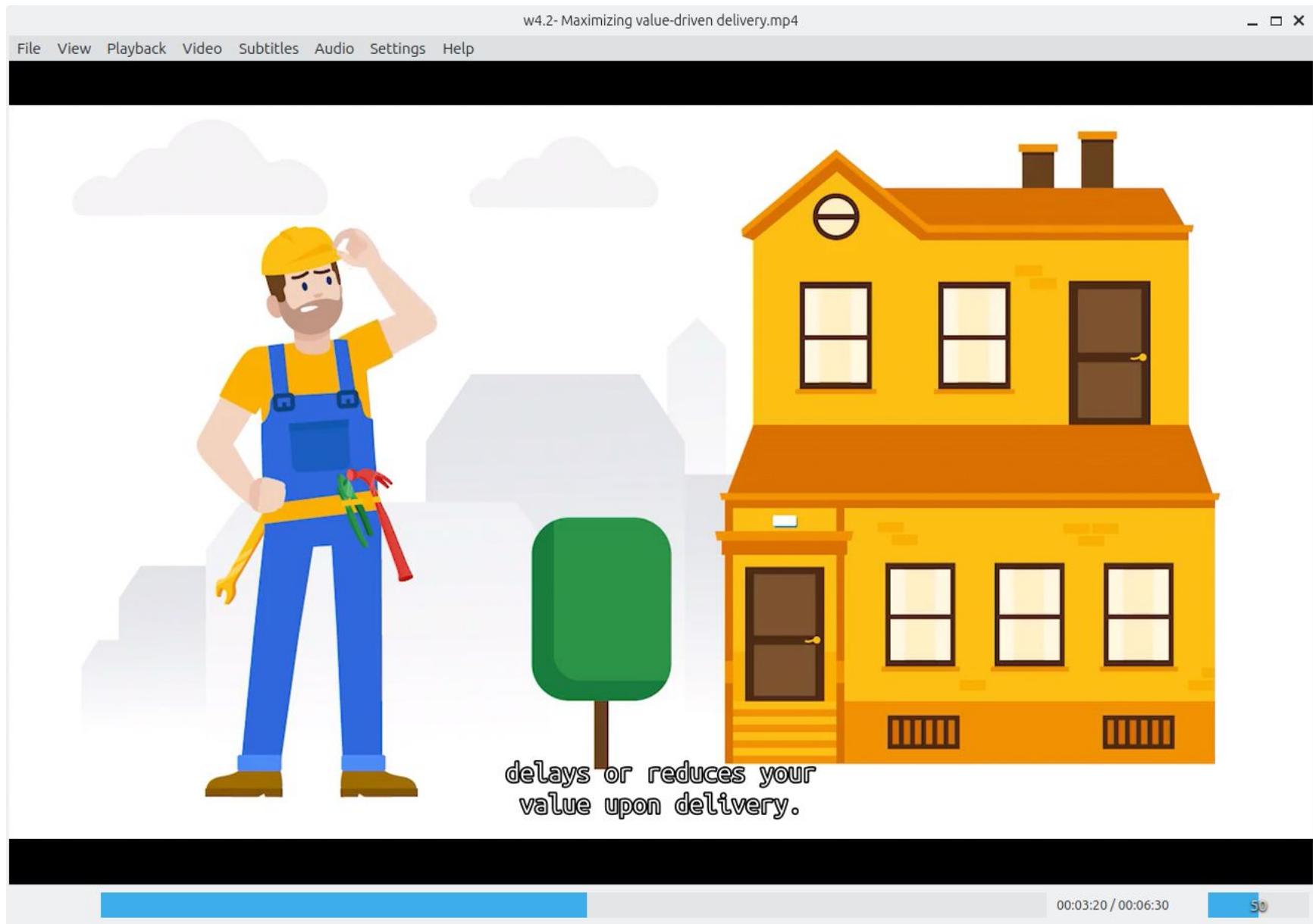


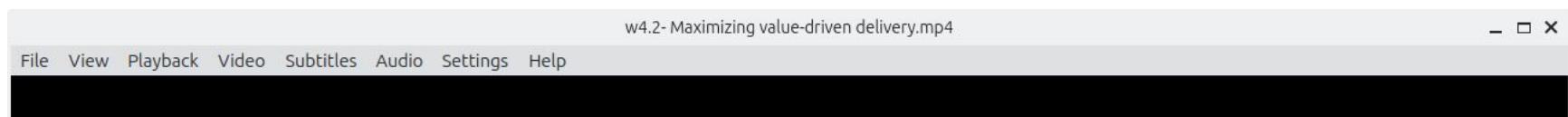
Build the thing right

- Ensure that the team only builds the requested or approved features

only builds the requested
or approved features.







Run it right

- Your team has thought through how the user will interact with the product once it's been delivered

how the user will interact with



w4.2- Maximizing value-driven delivery.mp4

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- How do users get support?
- How does the product add value to users long after they initially received it?
- How do you make sure that new features and capabilities reach the existing users?

How do you make sure
that new features and

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w4.2- Maximizing value-driven delivery.mp4

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The slide features a logo at the top left with three green sprouts above the text 'OFFICE GREEN'. Below the logo are four items, each consisting of a small potted plant icon on the left, a checkbox in the middle, and a series of horizontal bars on the right. The first item has a red rose bush. The second item has a green plant with a checked checkbox. The third item has a large green monstera plant. The fourth item has a small green plant. At the bottom of the slide, the text 'current and potential customers what' is displayed.

current and potential
customers what

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w4.2- Maximizing value-driven delivery.mp4

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The illustration is split into two panels by a vertical blue line. The left panel shows a man in a yellow t-shirt and dark pants standing next to a grey filing cabinet, holding a red smartphone to his ear. He is gesturing with his free hand towards a large window that looks out onto a city skyline under a blue sky with a yellow sun. The right panel shows a woman in a red jacket and blue pants standing in a lush, green indoor environment filled with various plants in grey pots. She is also holding a blue smartphone to her ear. Above her is a yellow clock with black numbers showing approximately 10:10. A subtitle at the bottom of the right panel reads: "Well, the team can secure a trusted plant vendor that".

Well, the team can secure a
trusted plant vendor that

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w4.2- Maximizing value-driven delivery.mp4

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and designs that
customers want are

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w4.2- Maximizing value-driven delivery.mp4

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The slide features a logo of three green plants above the text 'OFFICE GREEN'. Below this are four rows of icons. The first row shows a potted cactus icon, a small red dot in a square box, and a horizontal bar consisting of three short dashes. The second row shows a potted plant icon, an empty square box, and a horizontal bar consisting of four short dashes. The third row shows a potted plant icon, an empty square box, and a horizontal bar consisting of five short dashes. The fourth row shows three smiley face icons (green, yellow, red) in a row, followed by a horizontal bar consisting of two short dashes, and then another horizontal bar consisting of three short dashes. At the bottom of the slide, the text 'customer satisfaction' is highlighted with a red border, and below it, the text 'surveys that' is visible.

customer satisfaction

surveys that

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w4.2- Maximizing value-driven delivery.mp4

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The illustration features a yellow watering can on the left with the brand name 'OFFICE GREEN' and a small plant icon on it. In the center is a large, vibrant green palm tree in a light gray pot. To the right, a man with a bald head and a blue polo shirt is holding a yellow watering can in one hand and a white booklet titled 'GARDEN' with colorful flower illustrations in the other. The background is plain white.

or even free monthly
gardening tips,

00:06:05 / 00:06:30

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Value-Driven Delivery

Value-driven delivery is a focus on building a product of high value, quickly and efficiently.

Historically, project teams often focused too much on the process and only evaluated the product's usefulness at the very end, leading to the delivery of low-value products. Agile redirects the team's focus to the **product** and ensures the process supports the goal of delivering value.

Three Strategies to Maximize Value Delivery

To ensure your team is focused on value-driven delivery, the speaker outlines three core strategies (originally from the software industry, but applicable everywhere):

1. **Build the Right Thing:**

- This is about truly understanding what the customer wants by asking about their **goals** (e.g., brand recognition, more customers) rather than just taking their initial request (e.g., "build a website").
- It emphasizes the Agile value of "**individuals and interactions over processes and tools**" in your conversations with users.

2. Build the Thing Right:

- This ensures the team **only builds the requested or approved features.**
- Building unnecessary features ("gold plating") can lead to complexity, delay value delivery, and increase the risk of bugs.

3. Run It Right:

- This means planning for how the user will interact **with the product after it's delivered.**
- Operational tasks must be addressed, such as: user support, how the product continues to add value long-term, and how new features reach existing users.

All three strategies—**building the right thing, building the thing right, and running it right**—work together to ensure a steady and continuous delivery of value throughout the product's life.

w4.3- Camron: How Agile can drive value

w4.3- Camron: How Agile can drive value.mp4

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Camron
Technical Program Manager

I'm a technical program manager.

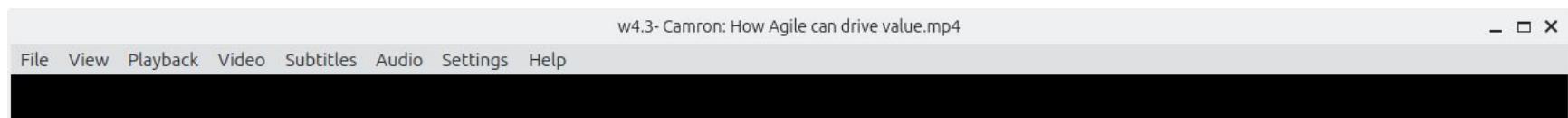
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Summary of the Technical Program Manager's View on Agile

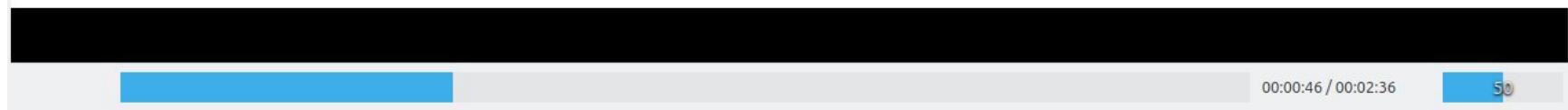
The speaker, **Camron**, is a **Technical Program Manager (TPM)**, a role that combines program management with a technical background to facilitate technical conversations and decisions within the team.

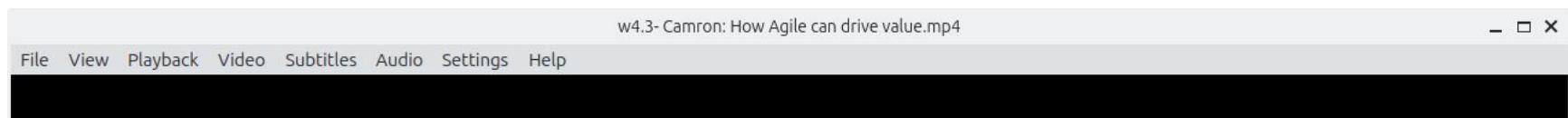
He highlights **flexibility** as his favorite aspect of **Agile**. He notes that critical decisions are often made early in a project when knowledge is lowest, so the Agile mindset embraces and welcomes **change** as the team learns more.



“Agile gives **you built-in opportunities** to make changes.”

Agile gives you built in opportunities to make changes.





“It's not always about it being perfect. It's about being good.”

It's about it being good.



Agile vs. Waterfall

Camron contrasts Agile's approach with the **Waterfall** method:

Agile (Incremental Delivery)

Delivers "**little bits**" over time.

Allows customers to **extract value** immediately
(e.g., shipping 90% of a project).

Waterfall

Delivers "**everything at once**" at the very end.

Requires customers to **wait days, months, or years** before any value can be extracted.

 Export to Sheets

He acknowledges that Waterfall works for physical projects **with strict safety requirements**, like building a **house or a car**, where incomplete delivery is impossible.

building a house or a car, where incomplete delivery is impossible.

The Value of Early Delivery

The core benefit of incremental delivery is the ability to **ship an incomplete product (e.g., 90%) so users can gain value while the team resolves the final 10%.** more challenging design issues (the remaining 10%).

The Cost of Change

Camron concludes by noting that "**change is never free,**" as it impacts plans, estimates, and work in progress. The team must weigh whether the adaptation is within their budget or threshold to make the product "**good,**" emphasizing that the goal is not always perfection.

w4.4- Components of a value roadmap

w4.4- Components of a value roadmap.mp4

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● Value roadmap

In this video,
I'll explain what a value roadmap is and

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w4.4- Components of a value roadmap.mp4

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Value roadmap

- An Agile way of mapping out the product development process
- Can be used for all types of businesses
- A guide that demonstrates
 - Where to go
 - How to get there
 - What to accomplish along the way
- Helps the team explain the vision of the product
- Used to identify important milestones

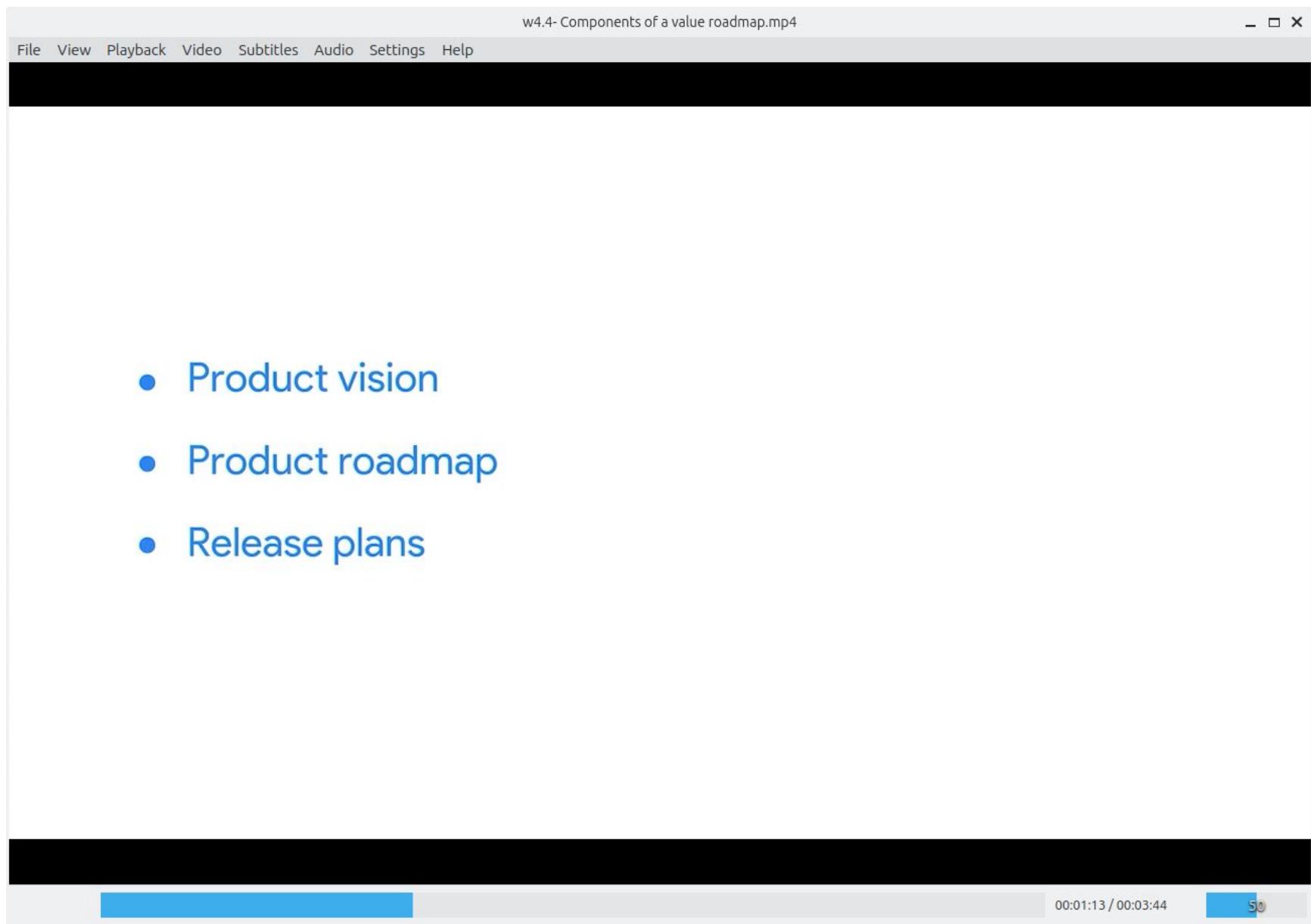
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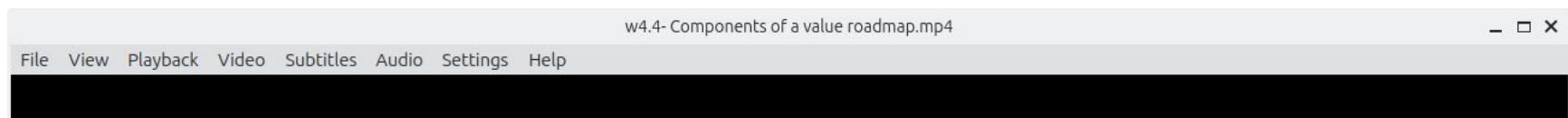
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Summary: Creating and Understanding the Value Roadmap

This video explains the concept of a **value roadmap** as a tool for Agile teams to maintain focus on **value-driven delivery**—a core principle of Agile.

A value roadmap is an Agile method for mapping out the timelines and requirements for product development. It serves as a guide to demonstrate **where to go, how to get there, and what to accomplish** to maximize value. It also helps explain the product's vision and identify key milestones.

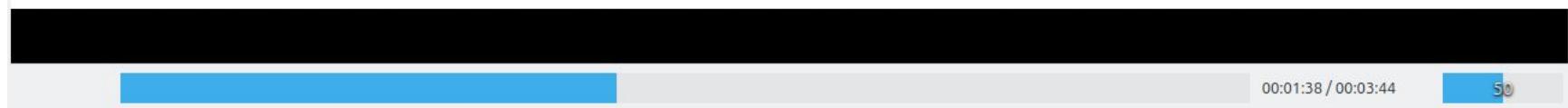




Product vision

- What the product is
- How it supports the customer's business strategy
- Who will use it

how it supports the customer's business strategy, and who will use it.

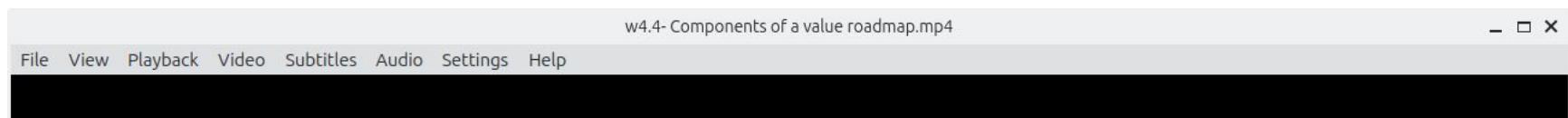


Components of a Value Roadmap

A typical value roadmap consists of three main components that work together to guide the team through multiple iterations:

1. Product Vision

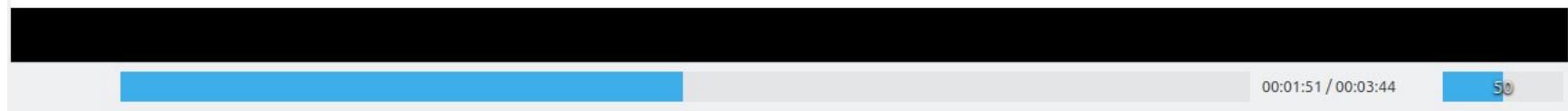
- This is the **team's North Star**, based on user interviews and market analysis.
- It defines **what the product is, who will use it, and how it supports the customer's business strategy**. It is a critical first step for any new Scrum project. 



Product roadmap

- High-level view of the expected product and its requirements
- Estimated schedule for reaching milestones

an estimated schedule for
reaching milestones.



w4.4- Components of a value roadmap.mp4

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The Product Owner and project manager work together to develop these plans.

Release plan	
MVP 1	Q1
MVP 2	Q2
MVP 3	Q3

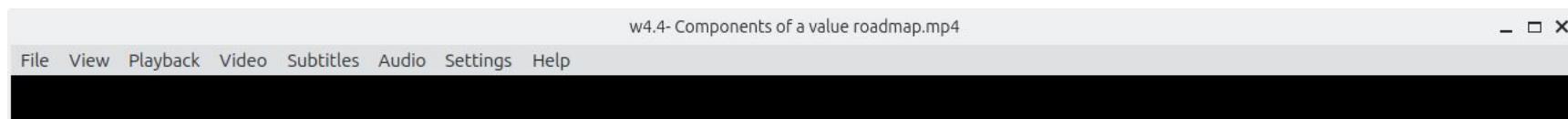
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(Also product backlog)

2. Product Roadmap

- The **Product Owner** is responsible for creating and maintaining this.
- It provides a **high-level view** of the expected product, its requirements, and an estimated schedule for reaching milestones. It is essential for ensuring the team is **building the right thing.**



Release plan

- Release goal
- List of Backlog items
- Estimated release date
- Other relevant dates that impact a release

an estimated release date; and any other
relevant dates that impact a release,

3 . Release Plans (Series of Plans)

- The **Product Owner and project manager** collaborate on these plans.
- A release occurs when the team has a **basic working version** of a feature or requirement.
- A release plan includes an **estimated date** for delivering certain features to the customer.
- **Key point:** Only the **first release date is considered set in stone**: subsequent release dates are early estimates and are subject to change.
- Each plan contains a **release goal** (an overall business objective), a list of **Backlog items** (epics, user stories), an **estimated release date**, and other relevant dates (like holidays).

w4.4- Components of a value roadmap.mp4

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Value roadmap

- Product vision
- Product roadmap
- Release plan

the product vision,
product roadmap, and release plan.

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Final Requirement for Success

The value roadmap is only effective if the team is **collaborative** and **all stakeholders work together regularly**. This ensures the project results align with Agile values and principles.

The next video will provide practical tips for creating an effective value roadmap.

w4.5- Creating an effective value roadmap

w4.5- Creating an effective value roadmap.mp4

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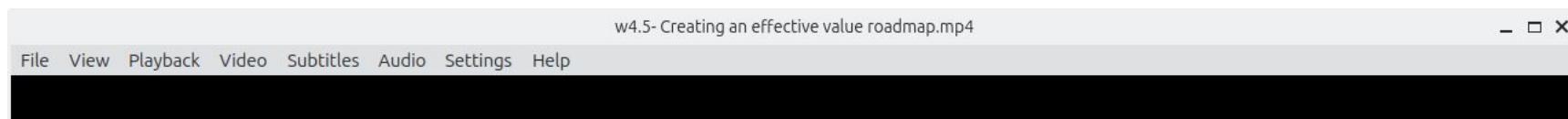
Product roadmap

Provides a high-level view of the expected product, its requirements, and an estimated timeline for reaching milestones

The product roadmap provides a high level view of the expected product,

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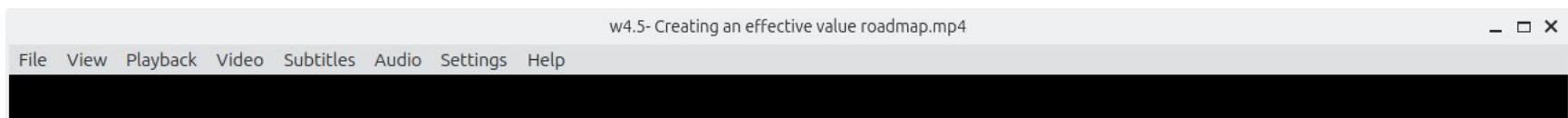
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Tips for creating the product roadmap

- Ensure product release dates are only rough estimates

You'll need to ensure that product release dates are only rough estimates.



Tips for creating a release plan

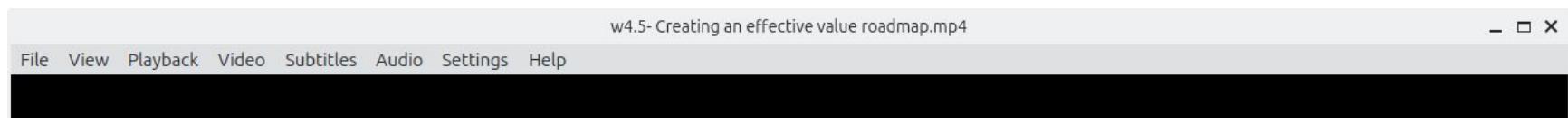
- Product Owner and Project Manager or Scrum Master must work together
- Release plans need to connect the product roadmap with the team's capacity and velocity

the team's capacity and velocity.



1. Treat Product Roadmap Dates as Estimates

- The **Product Roadmap** provides a high-level view of requirements and estimated timelines, including future **product release dates**.
- **Tip:** Ensure all future release dates are only **rough estimates** (especially those months or years away). Making dates too specific can set the team up for failure because change is expected in Agile.



Capacity & velocity

The measure of the team's ability to complete work
at a certain pace

at a certain pace.

2. Connect Release Plans to Team Capacity

- The **Product Owner and Project Manager/Scrum Master must collaborate** to develop each release plan.
- **Reasoning:** The plans must align with the team's **capacity and velocity** (their measured ability to complete work). An unrealistic plan violates the Agile principle of promoting **sustainable development**, which requires a constant pace.
- **Handling Hard Deadlines:** If a hard deadline exists (a date that cannot change), **factor it into the release plans** and communicate it clearly to stakeholders. This allows the team to focus quickly on **must-have features** if the deadline is at risk.

w4.5- Creating an effective value roadmap.mp4

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Team Dynamics and Culture

Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.

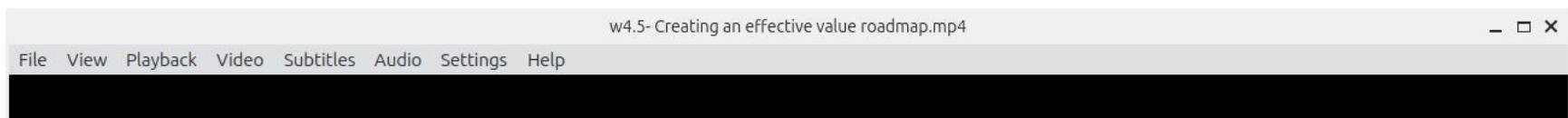
The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.

Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.

The best architectures, requirements, and designs emerge from self-organizing teams.

promote sustainable development.

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Tips for creating a release plan

- Product Owner and Project Manager or Scrum Master must work together
- Release plans need to connect the product roadmap with the team's capacity and velocity
- Factor in any “hard” dates or deadlines

factor these into any release plans that might be affected.

w4.5- Creating an effective value roadmap.mp4

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Agile Manifesto

We are uncovering better ways of developing software by doing it and helping others do it.
Through this work we have come to value:

Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

<http://agilemanifesto.org/>

Since Agile is all about embracing and anticipating change,

Kent Beck
Mike Beedle
Arie van Bennekum
Alistair Cockburn
Ward Cunningham
Martin Fowler

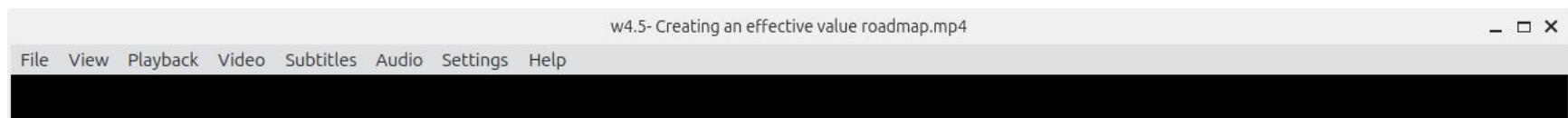
James Grenning
Jim Highsmith
Andrew Hunt
Ron Jeffries
Jon Kern
Brian Marick

Robert C. Martin
Steve Mellor
Ken Schwaber
Jeff Sutherland
Dave Thomas

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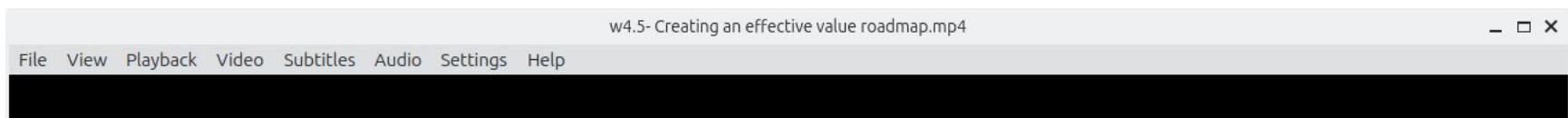


Velocity

A measure of the amount of work a team can take on **during a single sprint**

may result in a change to the release plan
could include a change in team velocity, or

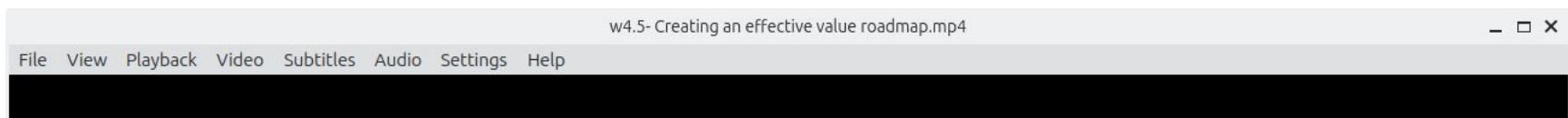




Common factors resulting in changes to the release plan

- Team velocity changes
- Change to product scope
- Improving the understanding of how much effort is needed to build certain features

much effort is needed to
build certain features.



Tips for creating a release plan

- Product Owner and Project Manager or Scrum Master must work together
- Release plans need to connect the product roadmap with the team's capacity and velocity
- Factor in any “hard” dates or deadlines
- Scrum Master or Project Manager **should always review the release plan before starting a Sprint Planning session**

Project Manager should always review
the release plan before starting a Sprint

3. Treat the Release Plan as a Living Artifact

- Having a release plan does **not** mean an Agile team is resistant to change; they treat it as a **living artifact** that can be changed based on new information.
- **Common Factors that Change a Release Plan:**
 - **Change in Team Velocity:** Adding or losing team members, or efficiency gains.
 - **Change to Product Scope:** The Product Owner approves a change to the product.
 - **Improved Effort Understanding:** The team discovers a user story or epic requires more or less effort than initially estimated after research.

4. Review the Release Plan Before Sprint Planning

- The **Scrum Master or Project Manager** should always review the release plan before starting a Sprint planning session.
- **Purpose:** To check whether the team is **on track**.
- **Action if Off Track:** If the team is off track, the Scrum Master must have an open conversation with the **Product Owner** and business stakeholders to figure out what adjustments can be made, highlighting the Scrum Value of **transparency**.

w4.6- Facilitating organizational change

Summary: The Project Manager's Role in Agile Transition

This video discusses the project manager's role in helping an organization implement or transition to **Agile practices**. While an entry-level project manager **may not lead a large-scale change**, they will likely be expected to **support the process** and may lead the effort in a smaller organization.

w4.6- Facilitating organizational change.mp4

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The role a project manager plays in an organization's transition to Agile

In an organization that wants

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w4.6- Facilitating organizational change.mp4

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Understanding organizational culture and the change management process is crucial when introducing new ways of working.

Understanding organizational culture and

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w4.6- Facilitating organizational change.mp4

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Change management

The process of getting people **to adopt** a new product, process, or a new value system

getting folks to
adopt a new product,

00:01:33 / 00:05:37

80

w4.6- Facilitating organizational change.mp4

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Change takes patient persistence.

They said, "Change takes patient persistence."

00:02:13 / 00:05:37 80

A screenshot of a video player window titled "w4.6- Facilitating organizational change.mp4". The menu bar includes File, View, Playback, Video, Subtitles, Audio, Settings, and Help. The main area displays the text "Change takes patient persistence." in blue, followed by a subtitle "They said, \"Change takes patient persistence.\"". A progress bar at the bottom shows 00:02:13 / 00:05:37 and a volume level of 80.

Understanding Organizational Culture and Change

- When adopting Agile, an organization must also shift its **organizational culture**, which is based on shared workplace values. 
- **Change Management** is the process of getting people to adopt a new value system, like Agile.
- It is crucial to understand that **cultural changes take time**, sometimes years. Companies that fail to consider the cultural aspects of Agile are more likely to fail.
- The speaker's advice for driving change is "**Change takes patient persistence.**" Small, consistent changes eventually lead to a big change.

The screenshot shows a video player interface with a dark theme. At the top, the file name "w4.6- Facilitating organizational change.mp4" is displayed. Below it is a menu bar with options: File, View, Playback, Video, Subtitles, Audio, Settings, and Help. The main content area features a large blue title "Creating a sense of ownership". Below the title is a bulleted list of two items. The first item has the word "ownership" highlighted with a red rectangular box. The second item has the phrase "Having buy-in from" highlighted with a red rectangular box. At the bottom of the slide, there is a line of text: "Having buy-in from someone at the top increases". A progress bar at the bottom indicates the video is at 00:02:55 / 00:05:37. The page number 80 is also visible at the bottom right.

Creating a sense of ownership

- Find an executive sponsor who also feels a sense of ownership for the change you're creating
- Having buy-in from someone at the top increases your chances of successfully driving any change in organizational culture

Having buy-in from someone
at the top increases

w4.6- Facilitating organizational change.mp4

File View Playback Video Subtitles Audio Settings Help

Creating a sense of urgency

- Ask questions about what's working and what's not working right now
 - What is preventing us from providing the best possible product to our customers?
 - What is allowing our competitors to outperform us in this market?
 - How can we help our teams become more productive and supported in their work?

How can we help our
teams become more

00:03:39 / 00:05:37 80

w4.6- Facilitating organizational change.mp4

File View Playback Video Subtitles Audio Settings Help

A man in a pink shirt and black tie stands next to a whiteboard, pointing at a graph. The graph shows a green line with circular markers and a yellow diagonal line, both plotted against a grid with dollar signs on the x-axis. The whiteboard also features two smaller images: one of a person at a desk with a cat, and another of three potted plants. In front of the whiteboard, three people are seated at a table: a woman in a blue top, a woman in a red top, and a person in a green top. A laptop, a plate of cookies, and a glass of water are on the table. A subtitle at the bottom reads: "They created a sense of urgency by highlighting".

They created a sense of urgency by highlighting

00:04:18 / 00:05:37

80

Strategies for Introducing Agile to a New Team

The project manager can increase the chances of success by focusing on two key concepts: **ownership and urgency**.

1. Creating a Sense of Ownership

(willingness to support and participate)

- **Find an Executive Sponsor:** Secure buy-in from someone at the top who reinforces Agile's benefits and provides necessary support and resources.
- **Align with Company Values:** Point out connections between the Agile changes and the organization's stated **mission or values**.

2. Creating a Sense of Urgency

- The favorite approach is to ask the team and stakeholders questions about **what is and isn't working right now**. The changes should directly address those opportunities.
- **Example Questions:**
 - What is preventing us from providing the best possible product to our customers?
 - What is allowing our competitors to outperform us?
 - How can we help our teams become more productive and supported?
- This approach not only prioritizes work but also gets the team excited about the **possibilities** of a successful change, demonstrating the **incremental improvements** central to the spirit of Agile.

w4.7- Coaching an Agile team

w4.7- Coaching an Agile team.mp4

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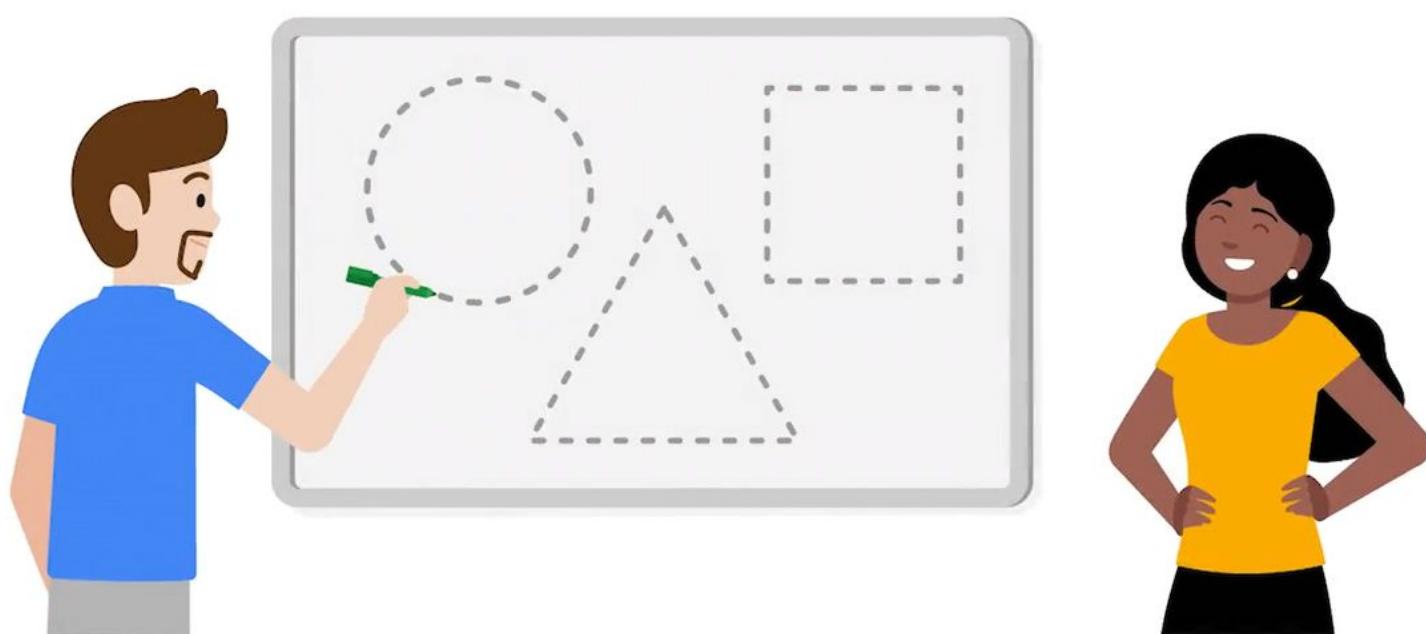
- Design the 'plays' with the team
- Provide feedback to the team
- Celebrate and learn with the team

Lastly, you'll celebrate and learn with the team.

00:00:34 / 00:03:09

80

3 Elements of Team Coaching



Design the whole system with the team
a Sprint Review,

1. Design the Plays with the Team (Facilitate Improvement)

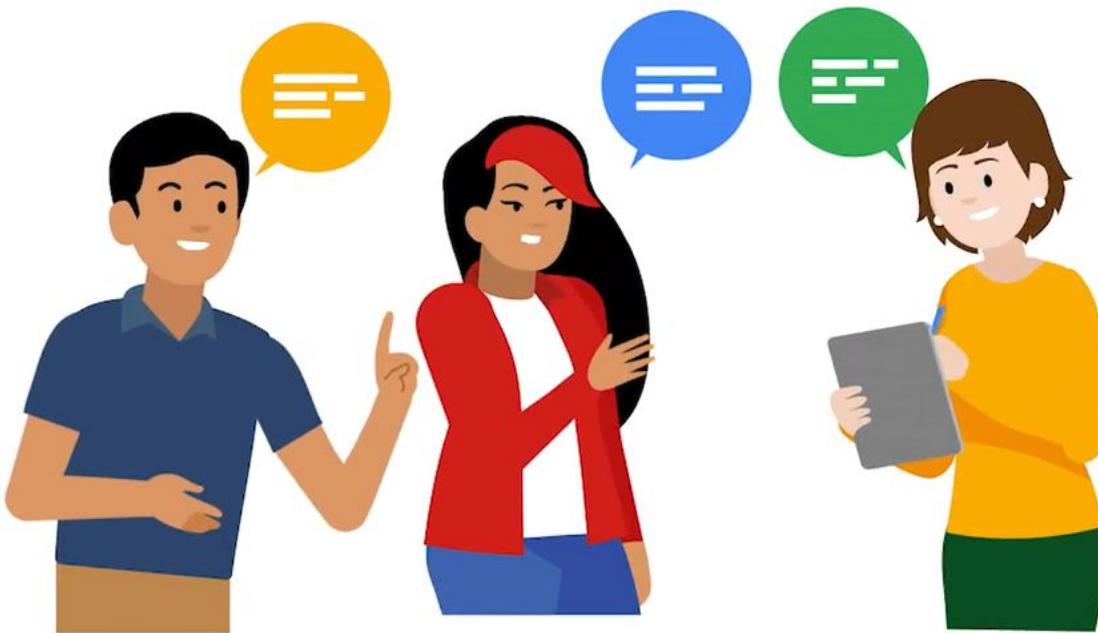
- **Action:** Actively involve the team in designing their own processes for improvement.
- **Example:** Facilitate **brainstorming meetings** using tools like sticky notes to gather ideas on what parts of the process aren't working, and then prioritize those ideas for change.
- **Goal:** Create a sense of ownership and motivate the team to implement changes they helped create.

w4.7- Coaching an Agile team.mp4

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Subtitles off

3 Elements of Team Coaching



The illustration shows three diverse individuals engaged in a coaching session. On the left, a man in a blue polo shirt points upwards with his right hand. In the center, a woman in a red jacket and white shirt has her hands clasped near her chest. On the right, another woman in a yellow top and green skirt holds a grey tablet device. Above each person is a speech bubble containing three horizontal lines, symbolizing communication or feedback.

Provide real-time and meta feedback

00:01:35 / 00:03:09

80

2. Provide Feedback (In the Moment and Big Picture)

- **Action:** Deliver feedback to the team and stakeholders as early as possible and on a day-to-day basis (like a coach guiding from the sidelines).
- **Big Picture View:** Take time to observe overall patterns, similar to watching a "video recap of the game," to identify areas that need improvement or successful processes that should be repeated.
- **Focus:** Feedback should not only focus on fixing broken things but also on reinforcing and encouraging successful processes and activities.

3 Elements of Team Coaching

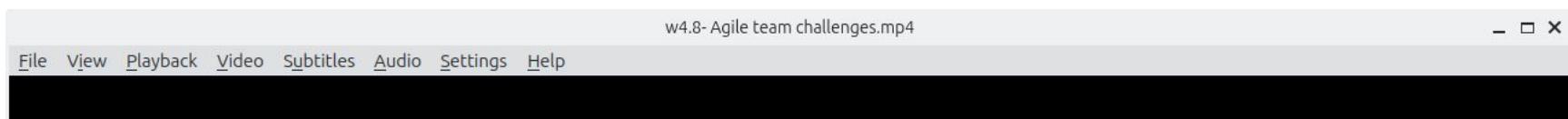


Congratulate the team
often on a job well done,

3. Celebrate and Learn (Acknowledge Success and Failure)

- **Action:** Congratulate the team often on successes like a job well done or a happy customer.
- **Handling Failure:** If the team "loses" or fails to meet a requirement, acknowledge the loss as critical data that will help them improve next time.
- **Mindset:** Encourage the team to view disappointments as learning opportunities (like Thomas Edison's quote on finding ways that don't work).

w4.8- Agile team challenges



4 Themes of Agile principles

1. Value delivery Product
2. Business collaboration Partnership
3. Team dynamics and culture People
4. Retrospectives Pliability

team dynamics, and
culture and retrospectives.

w4.8- Agile team challenges.mp4

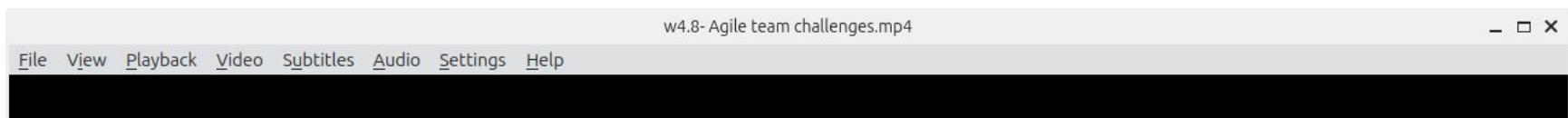
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The image shows a screenshot of a video player window titled "w4.8- Agile team challenges.mp4". The menu bar includes "File", "View", "Playback", "Video", "Subtitles", "Audio", "Settings", and "Help". The main content area displays a slide with the following text:

Value delivery is about making sure the team is delivering working solutions frequently.

which is about making sure the team is delivering working solutions frequently.

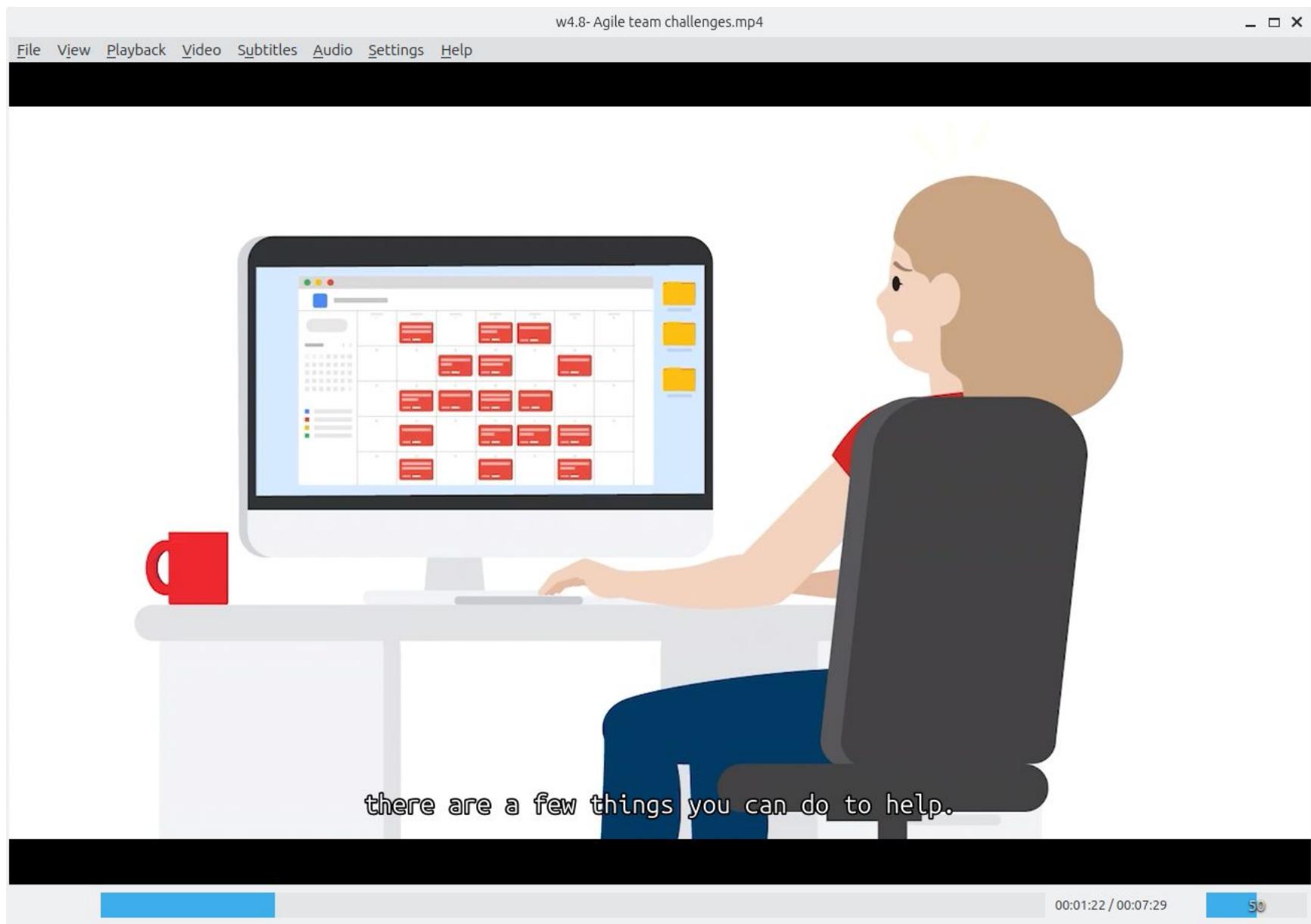
A blue progress bar at the bottom indicates the video is at 00:00:50 / 00:07:29, and the number 50 is displayed in the bottom right corner.

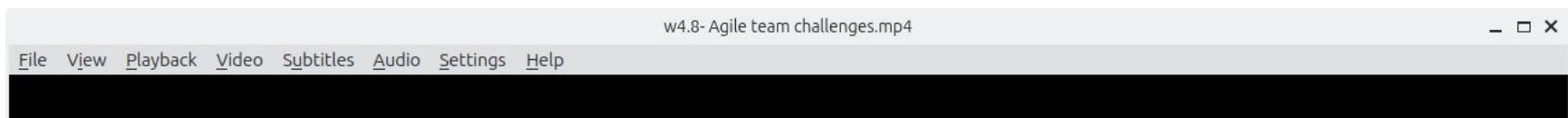


Signs of value delivery issues

- Missing expected delivery dates
- Burned out
- Too many items “in progress”

Or maybe the team has too many items
in progress at any given time,





Solutions to value delivery issues

- More **demos** of the solutions
- Use Retrospectives
- Make sure that everyone understands **what “done” means**
- Focus on only a few user stories per Sprint

And finally, be sure to focus on
only a few user stories per Sprint.

1. Challenges Related to Value Delivery

This theme is about the team's ability to **frequently deliver working solutions**.

Signs of Issues

Missing expected delivery dates or tasks taking longer than usual.

Team burnout (working long hours, exhaustion).

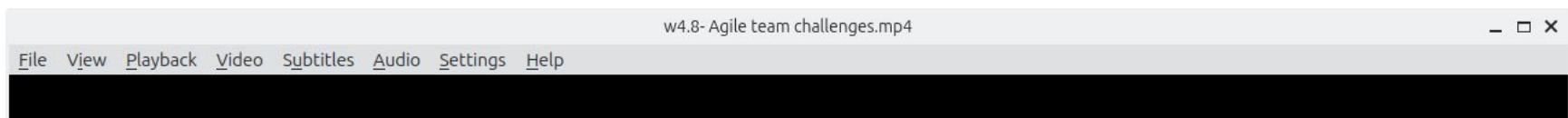
Too many items in progress (WIP), preventing tasks from reaching "done."

Solutions

Conduct **more demos** of the working solution to encourage big-picture review and improvement.

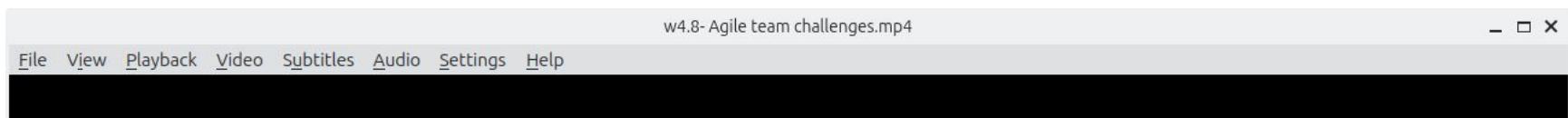
Use **retrospectives** to identify and address slowing factors (e.g., dependencies, communication).

Clarify the definition of "done." Focus on **only a few user stories per Sprint** to ensure completion over starting too much.



Business collaboration is about making sure the developers are collaborating with business people on how to build the right product.

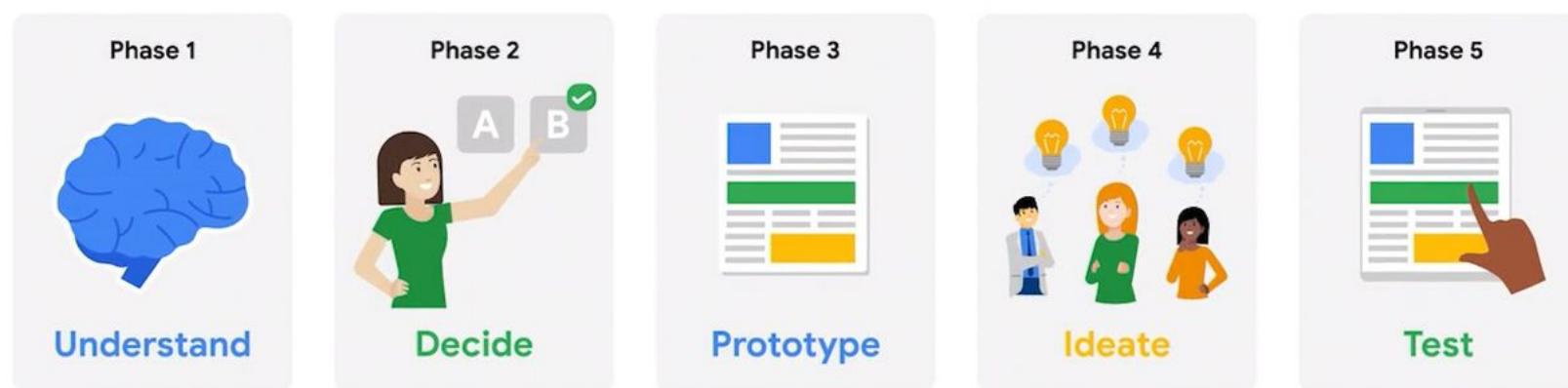
To recap, business collaboration is about making sure that developers



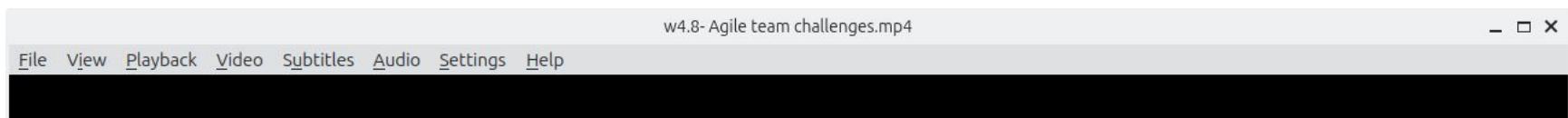
Solutions to business collaboration issues

- Addressing critical feedback and **change requests** by doing more demos
- Conducting a solution design Sprint

Next, consider conducting a Solution Design Sprint,



These are most effective
when the working team and



Solutions to business collaboration issues

- Addressing critical feedback and change requests by doing more demos
- Conducting a solution design Sprint
- Ensuring changes to the Backlog are introduced only in between Sprints

Finally, you can help your team focus
by ensuring changes to the Backlog

2. Challenges Related to Business Collaboration

This theme is about developers and business people **collaborating** to build the right product.

Signs of Issues

Overwhelmed with critical feedback/change requests after demos.

"Us versus Them" mentality (e.g., teams avoiding business people or **complaining about changes**).

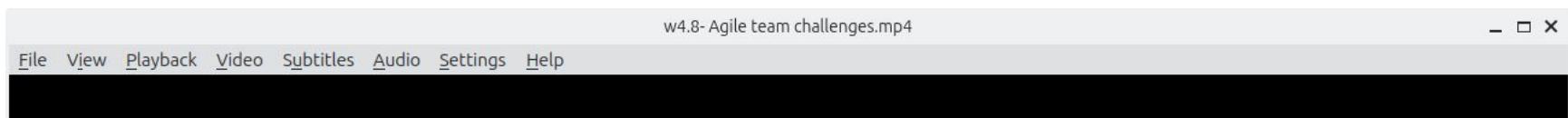
Unplanned interruptions (e.g., management asking for ad-hoc work during a Sprint).

Solutions

Do more frequent demos to ensure steady feedback and a shared understanding of the product.

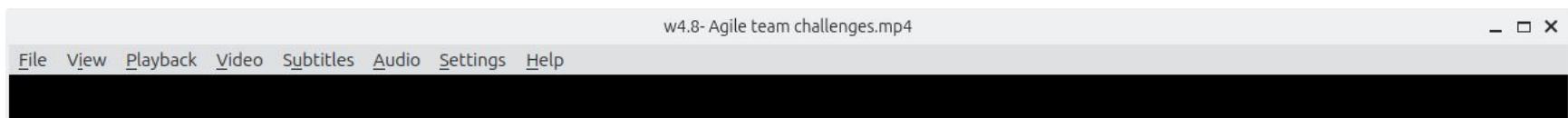
Conduct a **Solution Design Sprint** where the working team and business people sit together and collaborate on the design.

Ensure changes to the Backlog are **introduced only in between Sprints** to protect the team's focus and velocity. Direct impromptu requests to the Scrum Master for proper planning.



Team dynamics and culture is about how human beings are complex creatures with a lot of different motivations and styles of working.

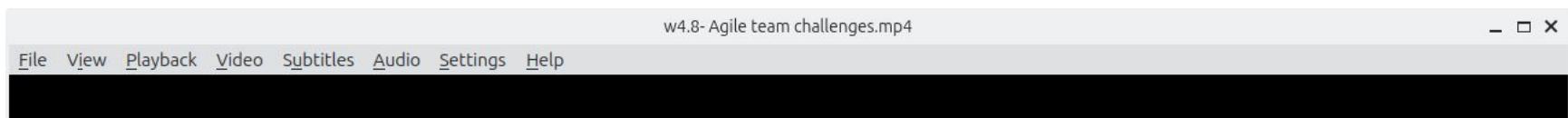
Human beings are complex creatures
with lots of different motivations and



Signs of team dynamics and culture issues

- Low team **morale**
- Lots of conflict
- Low **conflict**

Low conflict can also be a sign that
the team is experiencing issues.



Solutions to team dynamics and culture issues

- Run a team brainstorm session
- Change up **the workflows**
- Take a training class together

It can also help to take
a training class together or

Retrospective---> 6 Hats Thinking



Blue Hat
(1 min)

Discuss objectives for the session.



White Hat
(5 min)

Raise and discuss anything from the last iteration. Facts and information.



Yellow Hat
(5 min)

Discuss good things that happened.



Black Hat
(5 min)

Discuss bad things that happened, frustrations, what broke, etc.



Green Hat
(5 min)

Discuss solutions and ideas on what may add value to the process.



Red Hat
(2 min)

Share emotive statements. How do you feel?

hat to explore the subject
of the retrospective.

3. Challenges Related to Team Dynamics and Culture

This theme involves managing the complex motivations and working styles of human beings.

Signs of Issues

Low team morale (grumpy, irritated, in a bad mood).

High conflict (frequent arguments, **unresolved issues,** resentment/grudges).

Low conflict (no disagreements, suggesting an **unsafe environment** for honesty/courage).

Solutions

Run a **team brainstorm session** on how to work better together (e.g., creating "do's and don'ts" lists based on best/worst team experiences).

Change up the workflows (e.g., pairing people on hard tasks, altering meeting formats).

Take a **training class** or watch a video on team dynamics together. Try a **retrospective technique** like the **Six Hats Thinking Technique** to ensure a well-rounded and courageous discussion of the Sprint.

w4.9- Common Agile coaching challenges

w4.9- Common Agile coaching challenges.mp4

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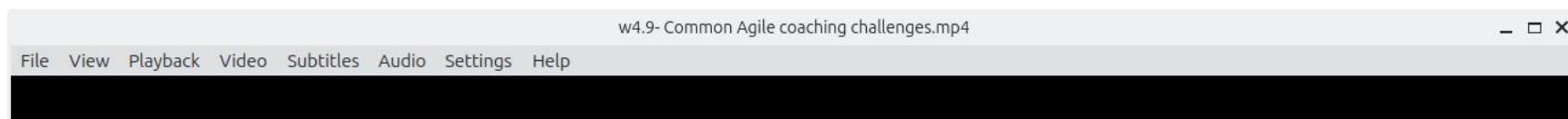
Common coaching challenges

1. Managing a stable product roadmap
2. Incomplete implementation of Scrum
3. Experiencing a lack of stability within the team

and experiencing a lack of stability within the team.

00:00:33 / 00:07:35

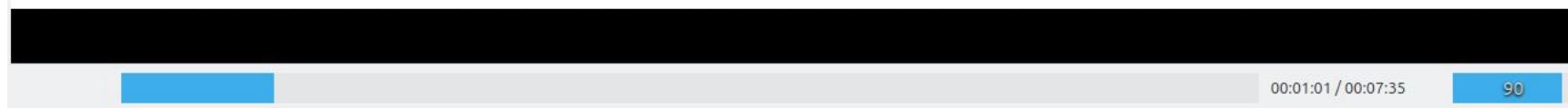
75



Challenge #1: Managing an unstable product roadmap

- a. Product **ambition**
- b. Product assumptions

**product ambition and
product assumptions.**



w4.9- Common Agile coaching challenges.mp4

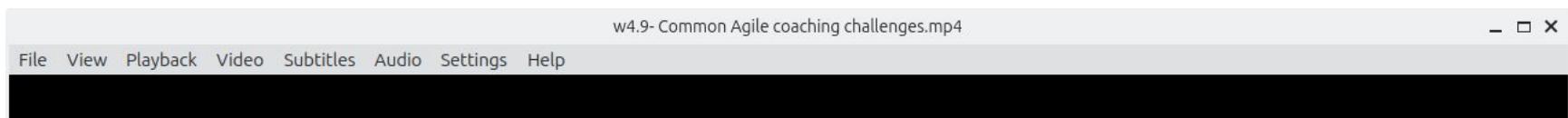
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Product ambition solutions

- Agree up front how to handle new opportunities
- Set up regular roadmap reviews with the entire team
- Promote sharing knowledge between the Product Owner and the Development Team

the development team so
that the product owner

00:02:26 / 00:07:35 90



Challenge #1: Managing an unstable product roadmap

- a. Product ambition
- b. Product assumptions
 - Too many assumptions can jeopardize the team's success

can jeopardize the
team's success.

w4.9- Common Agile coaching challenges.mp4

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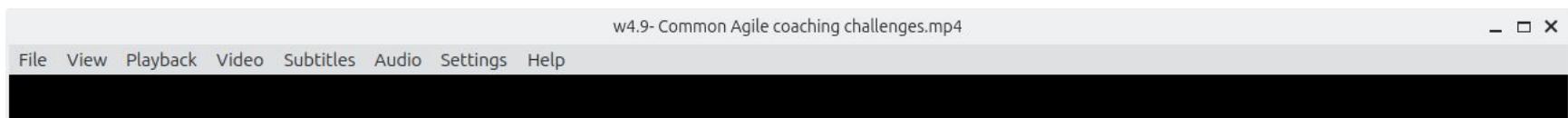
Product assumptions solutions

- Document the assumptions and make them transparent
- Check assumptions against unbiased user research

you can use unbiased
user research.

00:03:34 / 00:07:35

90



Unbiased user research

- Gathers information about what users really want
- Allows you to confirm or reject assumptions
- Helps you move forward with confidence

assumptions and helps you
move forward with confidence.

1. Managing a Stable Product Roadmap

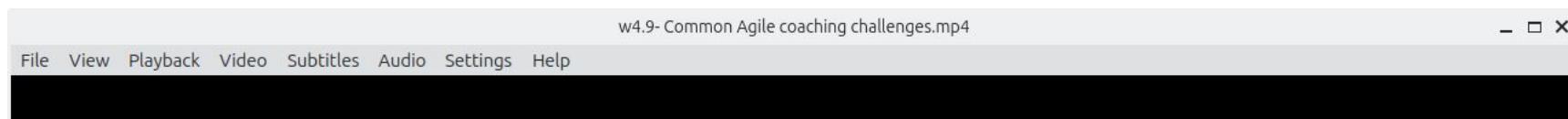
While Agile embraces change, **too much change** can lead to an unstable product roadmap. The two main causes are:

A. Product Ambition (Over-promising)

- **Challenge:** Product leadership (often the Product Owner) **over-promises** what the team can realistically deliver, trying to please stakeholders.
- **Solutions:**
 1. **Agree Upfront:** Define how new opportunities are reviewed, estimated, and how **commitments are made.**
 2. **Regular Reviews:** Set up regular (at least quarterly) roadmap reviews with the entire team.
 3. **Share Knowledge:** Promote knowledge sharing so the **Product Owner** understands the development effort, and the **team** is aware of potential changes early.

B. Product Assumptions (Uncertainty)

- **Challenge:** Making too many assumptions in uncertain projects can jeopardize success.
- **Solutions:**
 1. **Document and Discuss:** Document assumptions and make them **transparent** so the team can agree they are safe or decide to question/double-check them.
 2. **Use Unbiased User Research:** Conduct surveys, focus groups, or other research to gather objective data, confirming or rejecting assumptions and allowing the team to move forward with confidence.

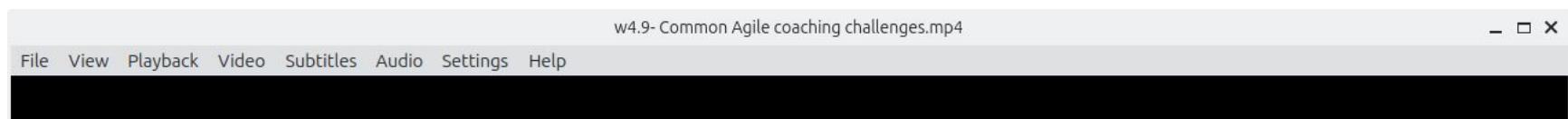


Challenge #2: Incomplete implementation of Scrum

- a. Loss of clear roles and responsibilities
- b. Tempted to skip some events or blend them to save time
- c. Not providing the team with the Scrum coaching they need

Finally, not providing





Incomplete implementation of Scrum solutions

- Implement Scrum completely
- Make sure roles are well defined and properly fulfilled

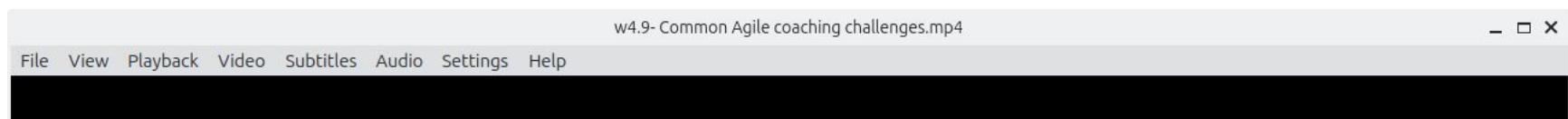
You can also make sure roles are



2. Incomplete Implementation of Scrum

This occurs when Scrum roles, artifacts, or events are only **partially implemented** or lack proper support, which reduces the benefits since they are designed to work as a set.

- **Issues Caused:** Loss of clear roles and responsibilities (e.g., a developer acting as a Scrum Master), or skipping/blending events (e.g., Sprint Review, Retrospective) leading to reduced **transparency, inspection, and adaptation**.
- **Solution: Implement Scrum Completely:**
 1. **Reinforce Values:** The Scrum Master must fully explain and **coach** the team on the practices, reinforcing the **connection between activities** (like Daily Standups) and Scrum/Agile values (feedback, unblocking work).
 2. **Define Roles:** Ensure roles are clearly defined and properly fulfilled. The **Product Owner** ensures the team **builds the right thing**, the **Development Team** ensures they **build it right**, and the **Scrum Master** ensures they **build it fast**.

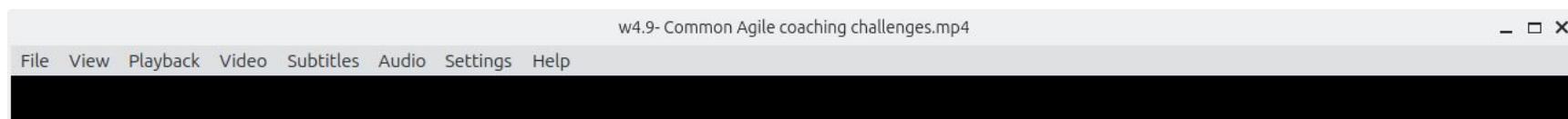


Challenge #3: Lack of team stability

a. Changes in team composition

it can make things unpredictable



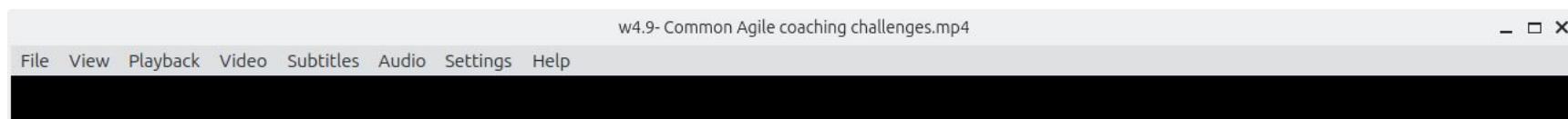


Lack of team stability solutions

- Have a quick onboarding process
- Use “pair programming”
- Have shorter Sprints

try having shorter sprints.





Common coaching challenges

1. Managing a stable product roadmap
2. Incomplete implementation of Scrum
3. Lack of team stability

and a lack of team stability.



3. Lack of Team Stability

Frequent changes in team composition (people leaving and joining) make work unpredictable and disrupt the flow.

- **Solutions:**
 1. **Quick Onboarding:** Implement a fast process to help new members get to know the team and understand the project quickly.
 2. **Pair Programming:** Use a style where new members pair with a colleague to learn or the job. This also provides knowledge backup if a team member leaves.
 3. **Shorter Sprints:** If team members are frequently leaving, having **shorter Sprints** allows members to wrap up their commitments before departing.

Stop summarizing here

w4.10- The evolution of Agile

Agile has seen a rapid increase in popularity, driven by the need for businesses to thrive in a **VUCA** (Volatile, Uncertain, Complex, Ambiguous) world. While the original Agile Manifesto philosophy remains constant, its practical frameworks are continually evolving and expanding into new areas.

w4.10- The evolution of Agile.mp4

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85% of organizations have adopted a
“product-centric model.”

organizations have adopted
a product-centric model,

00:00:12 / 00:05:04 90

The image shows a screenshot of a video player window titled 'w4.10- The evolution of Agile.mp4'. The menu bar includes 'File', 'View', 'Playback', 'Video', 'Subtitles', 'Audio', 'Settings', and 'Help'. The main content area displays a slide with the following text:
**85% of organizations have adopted a
“product-centric model.”**
The second sentence is highlighted with a red rectangular border.

Below the slide, another text block is partially visible:
**organizations have adopted
a product-centric model,**

At the bottom of the player, there is a progress bar showing '00:00:12 / 00:05:04' and a page number '90'.

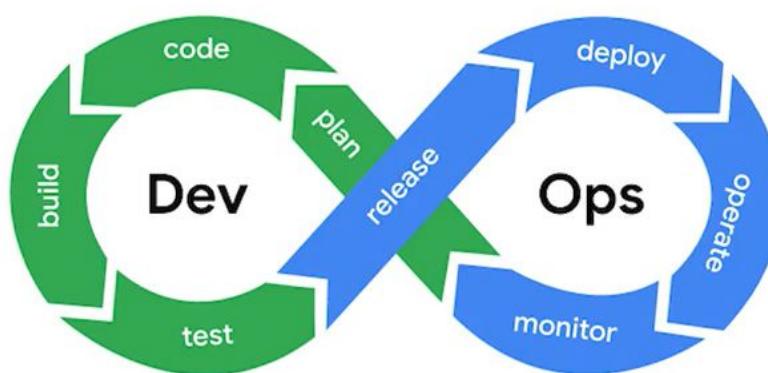
w4.10- The evolution of Agile.mp4

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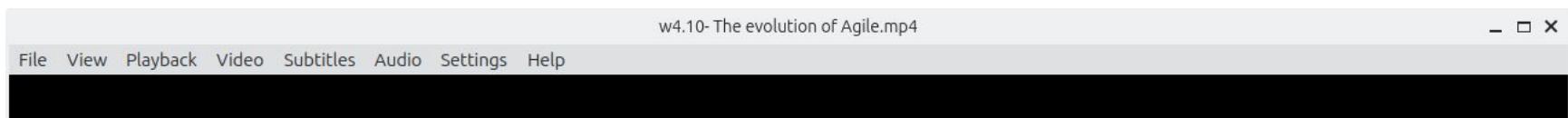
Volatility Uncertainty Complexity Ambiguity

and they recognize that Agile
and the frameworks that

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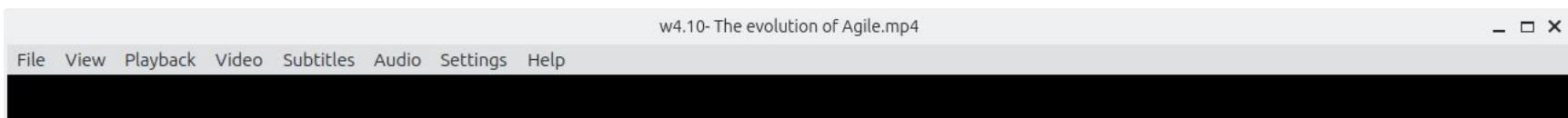
One emerging Agile
framework is called DevOps,



DevOps

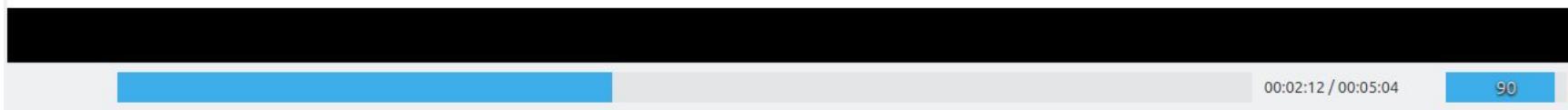
An organizational and cultural movement that aims to increase software delivery velocity, improve service reliability, and build shared ownership among software stakeholders

improve service reliability, and



Growing and managing teams and organizations
that can build and evolve large-scale systems
at a rapid pace.

DevOps is about growing and



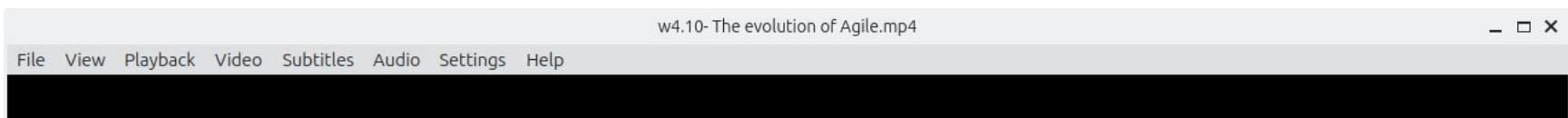
Evolving Agile Frameworks

The video highlights two key frontiers for Agile's evolution:

1. DevOps

This emerging framework **combines software development (Dev) and IT operations (Ops)**.

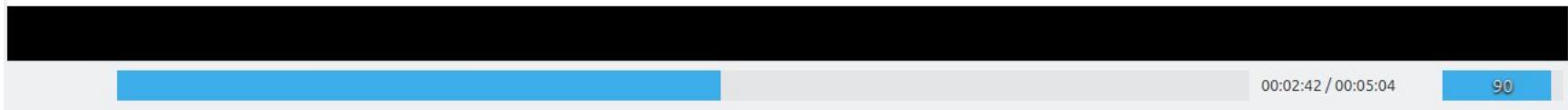
- **Definition:** An organizational and cultural movement focused on increasing software delivery **velocity**, improving **service reliability**, and building **shared ownership**.
- **Goal:** To deliver continuous, high-quality software and shorten the product lifecycle.
- **Purpose:** It emerged to solve the challenge of running and evolving large-scale, reliable, 24/7 global software systems, providing a significant competitive advantage to companies that can launch products **fast and reliably**.



Business agility

Incorporating Agile principles into the wide sphere
of management

which involves incorporating
Agile principles



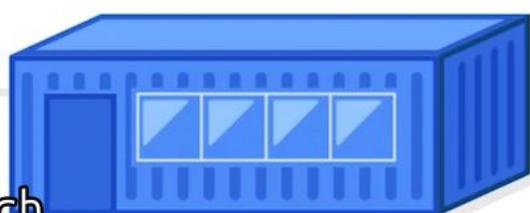
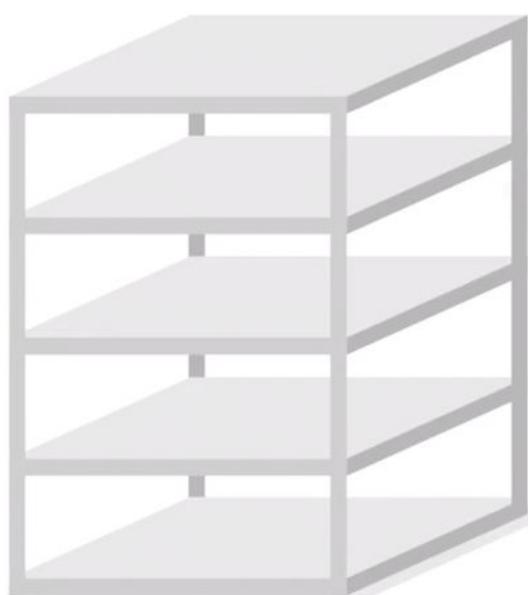
w4.10- The evolution of Agile.mp4

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- Scrum of Scrums
- Scaled Agile Framework (SAFe)

also known as SAFe.

00:03:16 / 00:05:04 90



applying an Agile approach
to their projects.

2. Business Agility

This is the next frontier of Agile, involving the **incorporation of Agile principles into the wider sphere of management** across the entire organization.

- **Scope:** Organizations pursuing business agility often rethink everything, including financial planning, governance, reporting structures, and HR practices.
- **Scaling:** As Agile values are applied to larger organizations, frameworks like **Scrum of Scrums** and the **Scaled Agile Framework (SAFe)** are used.

The **Scrum of Scrums (SoS)** is a scaling technique in the **Agile Scrum framework** used to coordinate and synchronize multiple individual Scrum Teams that are working together on a single, large, or complex product.

"Scaling Agile Networks" refers to the strategies and frameworks used to apply **Agile principles and practices**—which are designed for small, self-organizing teams—across a large organization, program, or product that involves **dozens or even hundreds of people.**

The goal is to maintain the benefits of agility (speed, flexibility, customer focus, and quick feedback loops) while coordinating the work of many teams toward a single, unified business objective. This is also commonly known as **Agile at Scale.**

Agile's Expansion Beyond Software

Agile methodologies are being adopted across various industries and even in personal life:

- **Sales:** Agile training helps sales teams (like Google's Latin America sales team) **react quickly to market changes** and reduce risk throughout the sales cycle via frequent feedback and discussions.
- **Construction:** The construction industry is applying **Agile to deal with delays and budget overruns** by translating the Agile Manifesto into construction-specific terms (e.g., minimizing silos and encouraging close cooperation).
- **Personal Life:** Agile tools like the **Kanban board** can be applied to manage personal projects such as planning a move, a family reunion, or a garage cleanup.

The video concludes that the benefits of Agile will remain relevant for a long time, and current practitioners have an important role in contributing to its future evolution.

w4.11- Jez: My thoughts on Agile

w4.11- Jez: My thoughts on Agile.mp4

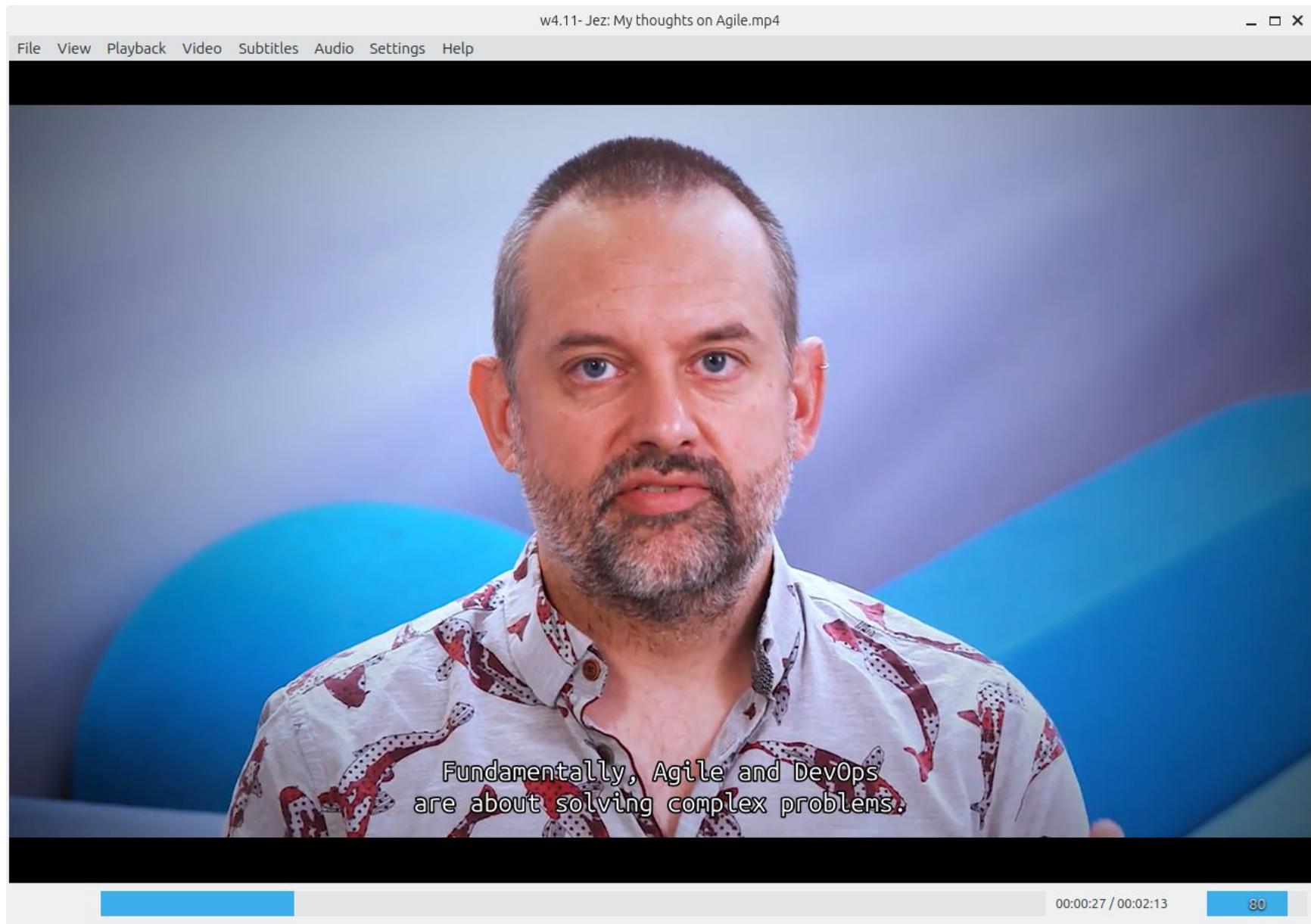
File View Playback Video Subtitles Audio Settings Help

Jez
Site Reliability Engineer

I'm an SRE here at Google,

00:00:07 / 00:02:13

80



w4.11- Jez: My thoughts on Agile.mp4

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“You solve a big problem by splitting it up into smaller chunks.”

You solve a big problem by splitting it up into smaller chunks

00:00:33 / 00:02:13 80

A screenshot of a video player window titled "w4.11- Jez: My thoughts on Agile.mp4". The window has a menu bar with options: File, View, Playback, Video, Subtitles, Audio, Settings, and Help. Below the menu is a large black video frame. In the center of the screen, there is a blue text box containing the quote: "You solve a big problem by splitting it up into smaller chunks." This text is enclosed in a red rectangular border. At the bottom of the video frame, there is a subtitle in white text: "You solve a big problem by splitting it up into smaller chunks". Below the video frame is a progress bar showing a blue segment followed by a grey segment, with the text "00:00:33 / 00:02:13" and a volume slider set to "80".

w4.11- Jez: My thoughts on Agile.mp4

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isn't sufficiently internalized is that
you are going to make a ton of mistakes,

00:01:44 / 00:02:13 80

w4.11- Jez: My thoughts on Agile.mp4

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“You can't learn if you don't make mistakes.”

You can't learn if you
don't make mistakes.

00:01:53 / 00:02:13 80

A screenshot of a video player window titled "w4.11- Jez: My thoughts on Agile.mp4". The window has a menu bar with options: File, View, Playback, Video, Subtitles, Audio, Settings, and Help. Below the menu is a large black rectangular video frame. In the center of the frame, there is a blue text quote: “You can't learn if you don't make mistakes.” Below this quote, in smaller black text, is the same quote: You can't learn if you
don't make mistakes. At the bottom of the video frame, there is a blue progress bar indicating the video is at 00:01:53 of 00:02:13. To the right of the progress bar is a small number 80.

Core Philosophy of Agile and DevOps

- **Solve by Iteration:** The key to solving a large, complex problem is to **break it down into smaller chunks**. Teams then work out which chunk to deliver first to **maximize the information gained**, which helps solve the bigger problem more effectively.
- **Maximize Learning:** This iterative process not only helps a team discover a better solution that makes life "more awesome" for users, but it also helps the team discover the **most effective process** for getting the work done.
- **User-Centric Transformation:** Over the last decade, a major shift has been bringing the entire development process—both the **planning (front-end)** and the **release and operational (back-end)** parts—**into the team** and making it religiously **user-centered**.

Advice for Success

- **Embrace Mistakes:** Jez stresses that making a "ton of mistakes" is okay and an unavoidable part of the process, especially for newcomers. **You can't learn without making mistakes.**
- **Manage Expectations:** Do not expect **to get things right the first or even the second time.** Agile has proven its effectiveness over 15 years through constant evolution and adaptation.

w4.12- Agile project management opportunities



**Agile project management
opportunities are everywhere.**

w4.12- Agile project management opportunities.mp4

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Subtitle scale: 0.4

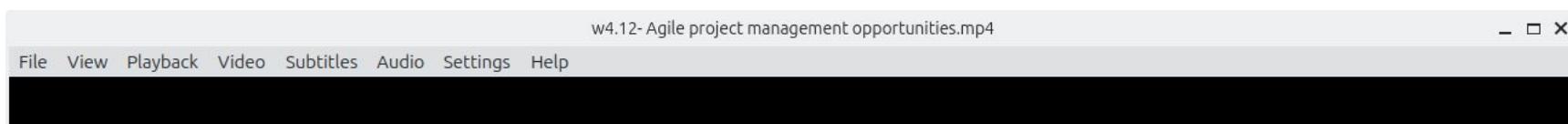
Types of Agile project management positions

- Agile Project Manager
- Scrum Master
- IT Agile Project Manager
- DevOps Project Manager

Scrum Master, IT Agile Project Manager,
or a DevOps Project Manager.

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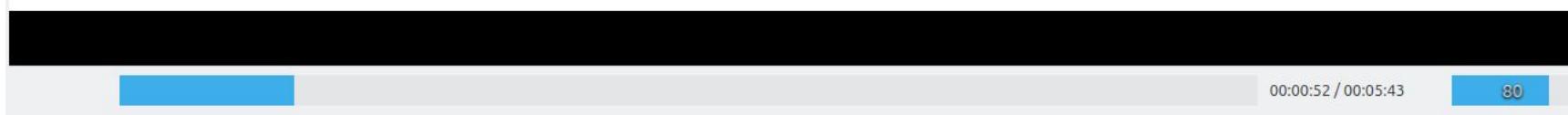
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Look for a role that

- Suits your experience level
- Complements industry domain expertise
- Offers growth opportunity
- Provides a culture that would be a good fit for you

Also, look for a role that provides
a culture that'd be a good fit for you.



w4.12- Agile project management opportunities.mp4

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Find an employer who supports your goals and personal growth.

And I can't emphasize enough how important it is to find an employer who supports

00:00:58 / 00:05:43 80

Tips for Landing an Agile Project Management Role

Agile roles appear on job boards as titles like **Agile Project Manager, Scrum Master, or DevOps Project Manager**. When searching, prioritize roles that match your experience, industry expertise, and, most importantly, have a supportive culture that fits your personal growth goals.

w4.12- Agile project management opportunities.mp4

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Subtitle scale: 0.5

Agile project manager candidate interview questions

- What is the difference between Agile and Waterfall project management?

one of the first things I ask them is,
What's the difference between Agile and

00:01:21 / 00:05:43 80

w4.12- Agile project management opportunities.mp4

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Their answer usually tells me instantly if they know what Agile is about,

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w4.12- Agile project management opportunities.mp4

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Appropriate responses should demonstrate

- Agile is about more than just Scrum, Sprints, and Standups
- Agile is about **founding values** that include customer collaboration, value delivery, and self-organizing teams
- Understanding that all projects benefit from certain types of approaches, including **Waterfall**

solution, or do they know that
all projects benefit from certain

w4.12- Agile project management opportunities.mp4

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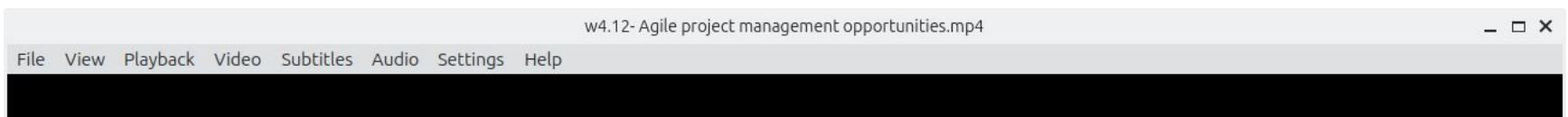
Appropriate responses should demonstrate

- Understands how Agile or Scrum can help a project manager with specific challenges

a project manager with specific challenges and what those challenges are.

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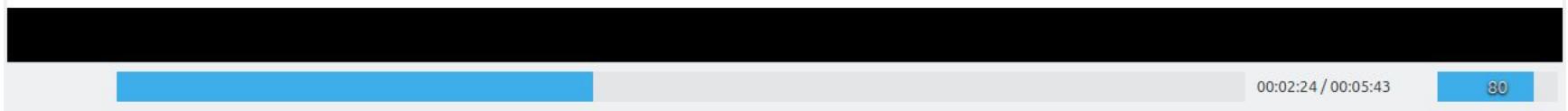
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Agile project manager candidate interview questions

- If you are facing resistance with your team following a Scrum or Agile practice, how do you convince them to give it a try?

a Scrum or Agile practice,
how do you convince them to give it a try?



w4.12- Agile project management opportunities.mp4

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Appropriate responses should demonstrate

- The candidate is aware of how to use communication and influencing skills
- Evidence that the candidate truly believes that an Agile team can be self-organizing
- The candidate is someone who will work with a team and not try to force certain processes

00:02:46 / 00:05:43

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Interviewer's Expectations

A Google hiring manager shares key questions used to screen Agile project manager candidates:

Interview Question	What the Interviewer is Looking For
What's the difference between Agile and Waterfall?	<ul style="list-style-type: none">➔ Whether the candidate understands that Agile is a mindset (customer collaboration, value delivery, self-organizing teams), not just a set of practices (Scrum, Sprints, Standups).➔ Whether the candidate avoids presenting Waterfall as "the worst," recognizing that all projects benefit from core practices like clear requirements and risk management.
How do you know when to use an Agile approach?	<ul style="list-style-type: none">➔ Understanding of how Agile/Scrum specifically addresses project challenges (e.g., highly volatile requirements, complex problems).
If facing resistance, how do you convince the team to try an Agile practice?	<ul style="list-style-type: none">➔ Evidence of communication and influence skills and a belief in the team's ability to be self-organizing (i.e., not forcing a particular way of working).

w4.12- Agile project management opportunities.mp4

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Questions for an Agile project manager candidate to ask

- How supportive is the management here towards blending project management approaches?
- What is the first thing I should know about the culture here?
- How often will I get to hear about the needs of our users or customers?
- What would a typical day look like for me if I were to take on this position?

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Questions to Ask the Interviewer

As a candidate, use your questions to assess the company culture, which is crucial for Agile success:

- How supportive is management toward **blending project management approaches?**
- What's the first thing I should know about the **culture** here?
- How often will I get to hear about the needs of our **users or customers?**
- What would a **typical day** look like for me?

w4.12- Agile project management opportunities.mp4

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How to introduce Agile to a team

- Start small
- Listen to feedback
- Be strategic
- Find allies

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w4.12- Agile project management opportunities.mp4

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The illustration features two characters. On the left, a person with dark skin and short hair, wearing a yellow hoodie and dark pants, stands outdoors with a city skyline in the background. They are holding a red smartphone to their ear and gesturing with their free hand towards a large yellow speech bubble containing three horizontal lines. On the right, a person with orange hair and a blue top, standing in an office environment with a filing cabinet and papers, holds a blue smartphone to their ear. A blue speech bubble above them contains three horizontal lines. A vertical blue line separates the two characters.

Find Agile allies in your organization or network.

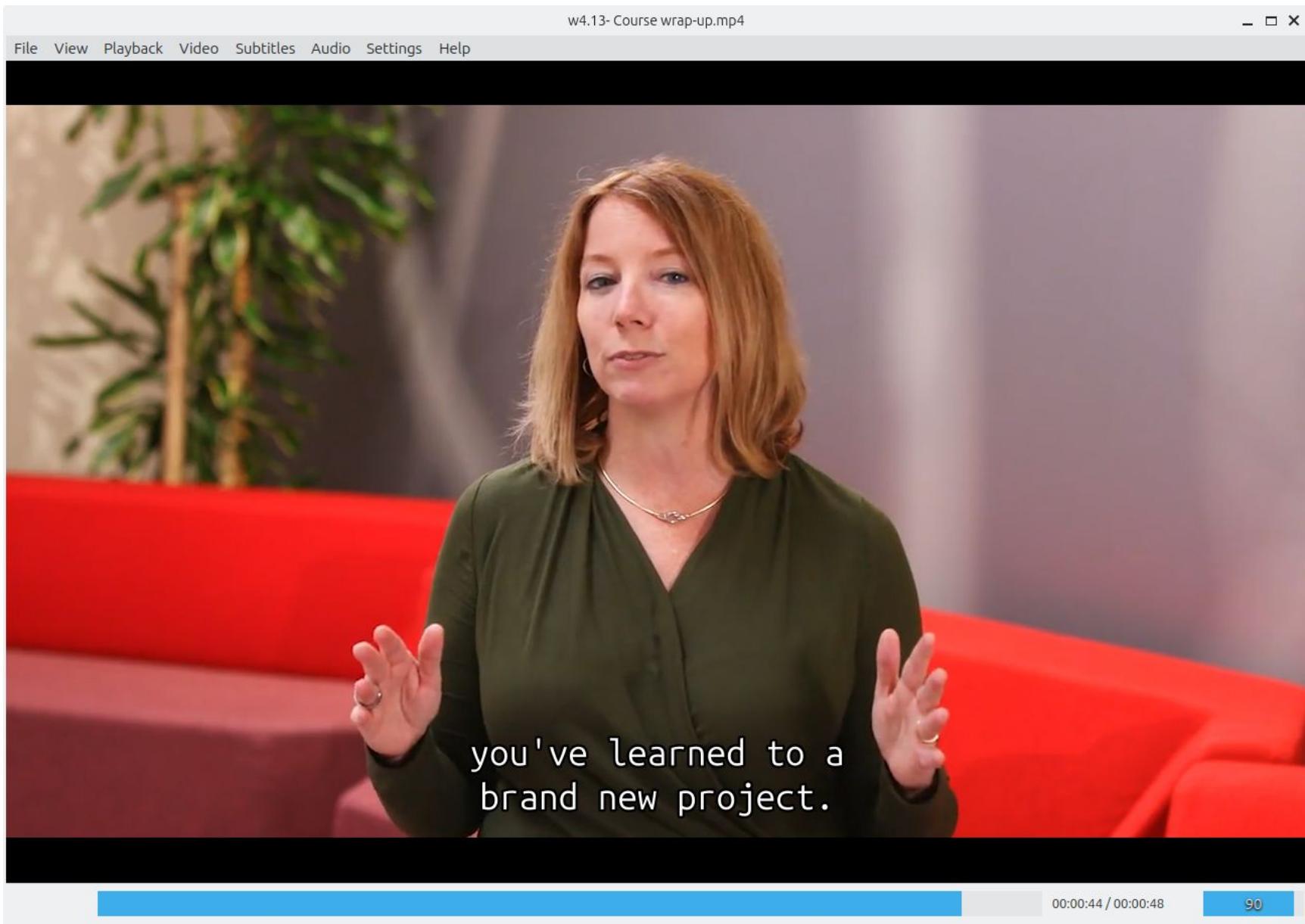
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Bringing Agile to an Existing Team

Introducing Agile to a new team can be challenging if the culture doesn't naturally support it. Use the following four strategies:

1. **Start Small:** Introduce practices in bite-sized pieces. Try using a **Kanban board** for a single workstream or setting up a **retrospective** after a major milestone.
2. **Listen to Feedback:** The most powerful tool is listening. Ask the team how the changes are going, get their ideas on how to improve, and include their feedback in your approach.
3. **Be Strategic: Target improvements to existing team challenges.** For example, use **relative estimation** to help a team with unpredictable effort, or introduce a **Product Owner** to resolve issues with too many people "chiming in" on product direction.
4. **Find Allies:** Build a network of **Agile allies** in your organization or professional network to lean on for advice and support when facing setbacks.

w4.13- Course wrap-up



This short clip marks the **conclusion of the course on the foundations of Agile** and serves as a recap of the key topics covered:

- **Core Concepts:** The **history of Agile** along with its **core values and principles**.
- **Scrum Framework:** In-depth learning about **Scrum** and how **Scrum Teams** operate.
- **Application & Evolution:** How to **introduce Agile practices** to an organization, coach a team through the process, and explore the **exciting ways Agile is evolving**.
- **Career:** How to apply Agile knowledge to a future **project management career**.