

2 DAY SCRUM TRAINING

IS TWO DAYS ENOUGH? A CRITICAL ANALYSIS OF 2-DAY SCRUM TRAINING AND ITS IMPACT ON MODERN AGILE PRACTICES

AUTHOR: DR. ANYA SHARMA, PMP, CSM, CERTIFIED SCRUM TRAINER (CST)

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SUMMARY: THIS ANALYSIS CRITICALLY EXAMINES THE EFFECTIVENESS OF 2-DAY SCRUM TRAINING COURSES IN THE CONTEXT OF CURRENT AGILE TRENDS. WHILE OFFERING ACCESSIBILITY AND COST-EFFECTIVENESS, IT ARGUES THAT SUCH CONDENSED TRAINING OFTEN LACKS THE DEPTH NECESSARY FOR TRUE SCRUM ADOPTION AND MASTERY. THE ARTICLE EXPLORES THE LIMITATIONS OF COMPRESSED LEARNING, THE POTENTIAL FOR SUPERFICIAL UNDERSTANDING, AND THE LONG-TERM IMPACT ON ORGANIZATIONAL AGILE TRANSFORMATIONS. IT EMPHASIZES THE NEED FOR A BALANCED APPROACH THAT CONSIDERS BOTH THE TIME COMMITMENT AND THE DEPTH OF LEARNING REQUIRED FOR SUCCESSFUL SCRUM IMPLEMENTATION.

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EDITOR: MR. DAVID MILLER, PMP, PMI-ACP, WITH 15 YEARS OF EXPERIENCE IN AGILE PROJECT MANAGEMENT AND TRAINING PROGRAM DEVELOPMENT.

1. INTRODUCTION: THE ALLURE AND LIMITATIONS OF 2-DAY SCRUM TRAINING

THE POPULARITY OF AGILE METHODOLOGIES, PARTICULARLY SCRUM, CONTINUES TO SURGE. WITH THIS INCREASED DEMAND COMES A PROLIFERATION OF TRAINING COURSES, MANY OFFERING ACCELERATED LEARNING PATHS LIKE THE UBIQUITOUS "2-DAY SCRUM TRAINING." WHILE THE BREVITY OF SUCH PROGRAMS APPEALS TO BUSY PROFESSIONALS AND ORGANIZATIONS LOOKING FOR QUICK WINS, A CRITICAL QUESTION ARISES: DOES A 2-DAY SCRUM TRAINING ADEQUATELY PREPARE INDIVIDUALS AND TEAMS FOR THE COMPLEXITIES OF EFFECTIVE SCRUM IMPLEMENTATION? THIS ANALYSIS DELVES INTO THE ADVANTAGES AND DISADVANTAGES OF THIS CONDENSED TRAINING FORMAT, ASSESSING ITS IMPACT ON CURRENT AGILE TRENDS AND ORGANIZATIONAL SUCCESS.

2. THE APPEAL OF COMPRESSED LEARNING: ACCESSIBILITY AND COST-EFFECTIVENESS

THE PRIMARY DRAW OF 2-DAY SCRUM TRAINING LIES IN ITS ACCESSIBILITY AND COST-EFFECTIVENESS. THESE SHORTER COURSES ARE OFTEN CHEAPER THAN LONGER, MORE COMPREHENSIVE PROGRAMS, MAKING THEM APPEALING TO INDIVIDUALS AND SMALLER ORGANIZATIONS WITH BUDGET CONSTRAINTS. THE CONDENSED TIMEFRAME ALLOWS PARTICIPANTS TO QUICKLY GAIN A FOUNDATIONAL UNDERSTANDING OF SCRUM PRINCIPLES AND PRACTICES, ENABLING THEM TO IMMEDIATELY CONTRIBUTE TO AGILE PROJECTS. THIS RAPID ONBOARDING CAN BE PARTICULARLY BENEFICIAL IN SITUATIONS WHERE TEAMS NEED TO TRANSITION TO SCRUM QUICKLY TO MEET URGENT PROJECT DEADLINES. FURTHERMORE, THE SHORTER DURATION MINIMIZES DISRUPTION TO WORK SCHEDULES, MAKING IT MORE FEASIBLE FOR BUSY PROFESSIONALS TO ATTEND.

3. THE RISKS OF SUPERFICIAL UNDERSTANDING: DEPTH VERSUS BREADTH IN 2-DAY SCRUM TRAINING

HOWEVER, THE BREVITY OF 2-DAY SCRUM TRAINING PRESENTS SIGNIFICANT LIMITATIONS. THE COMPRESSED LEARNING ENVIRONMENT OFTEN SACRIFICES DEPTH FOR BREADTH, LEAVING PARTICIPANTS WITH A SUPERFICIAL UNDERSTANDING OF SCRUM'S NUANCED PRINCIPLES AND PRACTICES. CRUCIAL ASPECTS SUCH AS EFFECTIVE SPRINT PLANNING, IMPEDIMENT REMOVAL,

RETROSPECTIVES, AND THE INTRICATE DYNAMICS OF CROSS-FUNCTIONAL TEAM COLLABORATION MAY NOT BE ADEQUATELY COVERED. THIS SHALLOW UNDERSTANDING CAN LEAD TO INEFFECTIVE IMPLEMENTATION, HINDERING THE POTENTIAL BENEFITS OF SCRUM AND POTENTIALLY LEADING TO ORGANIZATIONAL FRUSTRATION AND EVEN AGILE FAILURE.

4. THE ROLE OF HANDS-ON EXPERIENCE AND PRACTICE: A MISSING ELEMENT IN SHORT COURSES

EFFECTIVE SCRUM ADOPTION REQUIRES MORE THAN THEORETICAL KNOWLEDGE; IT DEMANDS PRACTICAL APPLICATION AND CONTINUOUS LEARNING. 2-DAY SCRUM TRAINING PROGRAMS OFTEN LACK SUFFICIENT OPPORTUNITIES FOR HANDS-ON PRACTICE AND REAL-WORLD APPLICATION. WHILE SOME MAY INCLUDE SIMULATED EXERCISES, THESE CANNOT FULLY REPLICATE THE COMPLEXITIES AND CHALLENGES ENCOUNTERED IN ACTUAL SCRUM PROJECTS. THIS LACK OF PRACTICAL EXPERIENCE CAN LEAVE PARTICIPANTS UNPREPARED FOR THE REAL-WORLD CHALLENGES OF IMPLEMENTING AND MANAGING SCRUM PROJECTS EFFECTIVELY.

5. IMPACT ON ORGANIZATIONAL AGILE TRANSFORMATION: A LONG-TERM PERSPECTIVE

THE IMPACT OF 2-DAY SCRUM TRAINING EXTENDS BEYOND INDIVIDUAL LEARNING; IT INFLUENCES THE SUCCESS OF BROADER ORGANIZATIONAL AGILE TRANSFORMATIONS. IF TEAMS ARE INADEQUATELY PREPARED DUE TO INSUFFICIENT TRAINING, THE ORGANIZATION'S AGILE JOURNEY MAY BE HAMPERED BY INEFFECTIVE PRACTICES, MISSED OPPORTUNITIES, AND ULTIMATELY, PROJECT FAILURES. A SUCCESSFUL AGILE TRANSFORMATION REQUIRES A HOLISTIC APPROACH, INCLUDING COMPREHENSIVE TRAINING, COACHING, AND ONGOING SUPPORT. RELYING SOLELY ON 2-DAY SCRUM TRAINING CAN UNDERMINE THE LONG-TERM SUCCESS OF THE TRANSFORMATION EFFORT.

6. CURRENT TRENDS IN AGILE TRAINING: BEYOND THE BASICS

CURRENT TRENDS IN AGILE TRAINING EMPHASIZE A MORE HOLISTIC AND CONTINUOUS LEARNING APPROACH. THE FOCUS IS SHIFTING FROM SIMPLY UNDERSTANDING THE SCRUM FRAMEWORK TO MASTERING ITS PRINCIPLES AND ADAPTING THEM TO SPECIFIC ORGANIZATIONAL CONTEXTS. THIS INVOLVES INCORPORATING ADVANCED TOPICS SUCH AS AGILE SCALING FRAMEWORKS, DEVOPS INTEGRATION, AND LEADERSHIP COACHING, NONE OF WHICH ARE TYPICALLY COVERED IN DEPTH WITHIN A 2-DAY SCRUM TRAINING.

7. THE CASE FOR EXTENDED TRAINING: A BALANCED APPROACH

WHILE 2-DAY SCRUM TRAINING OFFERS ACCESSIBILITY, IT IS CRUCIAL TO ACKNOWLEDGE ITS LIMITATIONS. FOR ORGANIZATIONS SERIOUS ABOUT EFFECTIVE SCRUM ADOPTION AND AGILE TRANSFORMATION, INVESTING IN MORE COMPREHENSIVE TRAINING IS ESSENTIAL. THIS MAY INVOLVE LONGER COURSES, COACHING SESSIONS, AND ONGOING MENTORSHIP TO ENSURE THAT TEAMS POSSESS THE SKILLS AND KNOWLEDGE NECESSARY TO SUCCEED. A BALANCED APPROACH CONSIDERS BOTH THE NEED FOR TIMELY ONBOARDING AND THE IMPORTANCE OF DEPTH OF LEARNING.

8. CONCLUSION: A MEASURED APPROACH TO SCRUM TRAINING

THE 2-DAY SCRUM TRAINING FORMAT CAN SERVE AS A CONVENIENT INTRODUCTION TO SCRUM, PROVIDING A BASIC UNDERSTANDING OF THE FRAMEWORK'S PRINCIPLES AND PRACTICES. HOWEVER, IT SHOULD NOT BE VIEWED AS A STANDALONE SOLUTION FOR SUCCESSFUL SCRUM IMPLEMENTATION. ORGANIZATIONS MUST CRITICALLY EVALUATE THEIR TRAINING NEEDS, CONSIDERING THE LONG-TERM IMPLICATIONS OF COMPRESSED LEARNING AND THE IMPORTANCE OF ACHIEVING TRUE MASTERY OF SCRUM PRINCIPLES. A COMBINATION OF INITIAL SHORTER TRAINING FOLLOWED BY LONGER WORKSHOPS, COACHING, AND HANDS-ON PRACTICE IS LIKELY TO YIELD MORE SUCCESSFUL RESULTS.

FAQs

1. IS 2-DAY SCRUM TRAINING ENOUGH FOR A SCRUM MASTER? NO, A 2-DAY COURSE PROVIDES A FOUNDATIONAL UNDERSTANDING BUT LACKS THE DEPTH NEEDED FOR THE COMPLEX ROLE OF A SCRUM MASTER. FURTHER TRAINING AND

EXPERIENCE ARE CRUCIAL.

1. WHAT ARE THE KEY LIMITATIONS OF 2-DAY SCRUM TRAINING? LIMITED HANDS-ON EXPERIENCE, SUPERFICIAL UNDERSTANDING OF CORE CONCEPTS, INADEQUATE PREPARATION FOR REAL-WORLD CHALLENGES, AND INSUFFICIENT COVERAGE OF ADVANCED TOPICS ARE KEY LIMITATIONS.
1. WHAT IS A BETTER ALTERNATIVE TO 2-DAY SCRUM TRAINING? CONSIDER LONGER, MORE IMMERSIVE COURSES, COMBINED WITH COACHING AND MENTORSHIP, FOR A MORE COMPREHENSIVE LEARNING EXPERIENCE.
1. CAN 2-DAY SCRUM TRAINING HELP ORGANIZATIONS ADOPT AGILE? IT CAN PROVIDE AN INITIAL INTRODUCTION, BUT SUCCESSFUL AGILE TRANSFORMATION REQUIRES A MORE HOLISTIC APPROACH, INCLUDING EXTENSIVE TRAINING AND ORGANIZATIONAL SUPPORT.
1. HOW CAN I ASSESS THE QUALITY OF A 2-DAY SCRUM TRAINING PROGRAM? LOOK FOR PROGRAMS THAT INCLUDE HANDS-ON EXERCISES, CASE STUDIES, EXPERIENCED INSTRUCTORS, AND A CLEAR FOCUS ON PRACTICAL APPLICATION.
1. IS 2-DAY SCRUM TRAINING SUITABLE FOR ALL ORGANIZATIONAL CONTEXTS? NO, THE SUITABILITY DEPENDS ON THE ORGANIZATION'S MATURITY LEVEL, EXISTING KNOWLEDGE OF AGILE, AND SPECIFIC NEEDS.
1. WHAT TOPICS SHOULD A GOOD 2-DAY SCRUM TRAINING COVER? AT A MINIMUM, IT SHOULD COVER SCRUM ROLES, EVENTS, ARTIFACTS, AND VALUES, WITH SOME EMPHASIS ON PRACTICAL APPLICATION.
1. ARE THERE ANY CERTIFICATIONS ASSOCIATED WITH 2-DAY SCRUM TRAINING? SOME PROVIDERS OFFER CERTIFICATES OF COMPLETION, BUT THESE ARE OFTEN NOT RECOGNIZED INDUSTRY-WIDE LIKE CERTIFICATIONS FROM ESTABLISHED AGILE ORGANIZATIONS.
1. WHAT IS THE COST-EFFECTIVENESS OF 2-DAY SCRUM TRAINING IN THE LONG RUN? WHILE INITIALLY CHEAPER, INADEQUATE TRAINING CAN LEAD TO PROJECT FAILURES AND WASTED RESOURCES, MAKING LONGER, MORE EFFECTIVE TRAINING A MORE COST-EFFECTIVE CHOICE IN THE LONG TERM.

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2 day scrum training: The Professional Product Owner Don McGreal, Ralph Jocham, 2018-06-04 The Professional Product Owner's Guide to Maximizing Value with Scrum "This book presents a method of communicating our desires, cogently, coherently, and with a minimum of fuss and bother." —Ken Schwaber, Chairman & Founder, Scrum.org The role of the Product Owner is more crucial than ever. But it's about much more than mechanics: it's about taking accountability and refocusing on value as the primary objective of all you do. In The Professional Product Owner, two leading experts in successful Scrum product ownership show exactly how to do this. You'll learn how to identify where value can be found, measure it, and maximize it throughout your entire product lifecycle. Drawing on their combined 40+ years of experience in using agile and Scrum in product management, Don McGreal and Ralph Jocham guide you through all facets of envisioning, emerging, and maturing a product using the Scrum framework. McGreal and Jocham discuss strategy, showing how to connect Vision, Value, and Validation in ROI-focused agile product management. They lay out Scrum best-practices for managing complexity and continuously

delivering value, and they define the concrete practices and tools you can use to manage Product Backlogs and release plans, all with the goal of making you a more successful Product Owner. Throughout, the authors share revealing personal experiences that illuminate obstacles to success and show how they can be overcome. Define success from the “outside in,” using external customer-driven measurements to guide development and maximize value Bring empowerment and entrepreneurship to the Product Owner’s role, and align everyone behind a shared business model Use Evidence-Based Management (EBMgt) to invest in the right places, make smarter decisions, and reduce risk Effectively apply Scrum’s Product Owner role, artifacts, and events Populate and manage Product Backlogs, and use just-in-time specifications Plan and manage releases, improve transparency, and reduce technical debt Scale your product, not your Scrum Use Scrum to inject autonomy, mastery, and purpose into your product team’s work Whatever your role in product management or agile development, this guide will help you deliver products that offer more value, more rapidly, and more often. Register your book for convenient access to downloads, updates, and/or corrections as they become available. See inside book for details.

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2 day scrum training: Agile Estimating and Planning Mike Cohn, 2005-11-01 Agile Estimating and Planning is the definitive, practical guide to estimating and planning agile projects. In this book, Agile Alliance cofounder Mike Cohn discusses the philosophy of agile estimating and planning and shows you exactly how to get the job done, with real-world examples and case studies. Concepts are clearly illustrated and readers are guided, step by step, toward how to answer the following questions: What will we build? How big will it be? When must it be done? How much can I really complete by then? You will first learn what makes a good plan-and then what makes it agile. Using the techniques in Agile Estimating and Planning, you can stay agile from start to finish, saving time, conserving resources, and accomplishing more. Highlights include: Why conventional prescriptive planning fails and why agile planning works How to estimate feature size using story points and ideal days-and when to use each How and when to re-estimate How to prioritize features using both financial and nonfinancial approaches How to split large features into smaller, more manageable ones How to plan iterations and predict your team's initial rate of progress How to schedule projects that have unusually high uncertainty or schedule-related risk How to estimate

projects that will be worked on by multiple teams Agile Estimating and Planning supports any agile, semiagile, or iterative process, including Scrum, XP, Feature-Driven Development, Crystal, Adaptive Software Development, DSDM, Unified Process, and many more. It will be an indispensable resource for every development manager, team leader, and team member.

2 day scrum training: Scrum Mastery Geoff Watts, 2021-09 The basics of being a ScrumMaster are fairly straightforward: At face value all a ScrumMaster needs to do is facilitate the Scrum process and remove impediments. But being a great ScrumMaster, one who truly embodies the principles of servant-leadership and helps nurture a high-performing team, is much harder and more elusive. In this second edition of his groundbreaking book, Geoff shares an updated collection of stories and practical guidance, drawn from twenty years of coaching Scrum teams that will guide you on your path to greatness. In this book you will learn: The skills and characteristics of great ScrumMasters How to generate, maintain and increase engagement from the team How to increase the effectiveness of the Scrum meetings, such as retrospectives and daily scrums. How to foster a more creative and collaborative team How to increase the performance of the team How to know when you are a successful ScrumMaster Scrum Mastery is for practicing ScrumMasters who want to develop themselves into a great servant-leader capable of taking their teams beyond simple process compliance. Mike Cohn, in his foreword for the book, said: Most books rehash well-trod territory and I don't finish them any wiser. I am positive I will be referring back to this book for many years Roman Pichler said: I am thoroughly impressed with how comprehensive and well-written the book is. It will be indispensable for many people

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self-organizing teams Making the most of Scrum sprints, planning, and quality techniques Scaling Scrum to distributed, multiteam projects Using Scrum on projects with complex sequential processes or challenging compliance and governance requirements Understanding Scrum's impact on HR, facilities, and project management Whether you've completed a few sprints or multiple agile projects and whatever your role-manager, developer, coach, ScrumMaster, product owner, analyst, team lead, or project lead-this book will help you succeed with your very next project. Then, it will help you go much further: It will help you transform your entire development organization.

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2 day scrum training: Scaling Lean & Agile Development Craig Larman, Bas Vodde, 2008-12-08 Lean Development and Agile Methods for Large-Scale Products: Key Thinking and Organizational Tools for Sustainable Competitive Success Increasingly, large product-development organizations are turning to lean thinking, agile principles and practices, and large-scale Scrum to sustainably and quickly deliver value and innovation. However, many groups have floundered in their practice-oriented adoptions. Why? Because without a deeper understanding of the thinking tools and profound organizational redesign needed, it is as though casting seeds on to an infertile field. Now, drawing on their long experience leading and guiding large-scale lean and agile adoptions for large, multisite, and offshore product development, and drawing on the best research for great team-based agile organizations, internationally recognized consultant and best-selling author Craig Larman and former leader of the agile transformation at Nokia Networks Bas Vodde share the key thinking and organizational tools needed to plant the seeds of product development success in a fertile lean and agile enterprise. Coverage includes Lean thinking and development combined with agile practices and methods Systems thinking Queuing theory and large-scale development processes Moving from single-function and component teams to stable cross-functional cross-component Scrum feature teams with end-to-end responsibility for features Organizational redesign to a lean and agile enterprise that delivers value fast Large-scale Scrum for multi-hundred-person product groups In a competitive environment that demands ever-faster cycle times and greater innovation, applied lean thinking and agile principles are becoming an urgent priority. Scaling Lean & Agile Development will help leaders create the foundation for their lean enterprise—and deliver on the significant benefits of agility. In addition to the foundation tools in this text, see the companion book Practices for Scaling Lean & Agile Development: Large, Multisite, and Offshore Product Development with Large-Scale Scrum for complementary action tools.

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2 day scrum training: Fixing Your Scrum Ryan Ripley, Todd Miller, 2020-01-07 A Scrum Master's work is never done. The Development team needs your support, the Product Owner is often lost in the complexities of agile product management, and your managers and stakeholders need to know what will be done, by when, and for how much. Learn how experienced Scrum Masters balance the demands of these three levels of servant leadership while removing organizational impediments and helping Scrum Teams deliver real world value. Discover how to visualize your work, resolve impediments, and empower your teams to self-organize and deliver using the Scrum Values, Agile Principles, and advanced coaching and facilitation techniques. A Scrum Master needs to know when their team is in trouble and understand how to help them get back on the path to delivery. Become a better Scrum master so you can find the problems holding your teams back. Has your Daily Scrum turned in to a meeting? Does your team struggle with creating user stories? Are stakeholders disengaged during Sprint Review? These issues are common. Learn to use empiricism as your guide and help your teams create great products. Scrum is so much more than a checklist of practices to follow, yet that's exactly how many organizations practice it. Bring life back to your Scrum events by using advanced facilitation techniques to leverage the full intelligence of your team. Improve your retrospectives with new formats and exercises. Ask powerful questions that spark introspection and improvement. Get support and buy-in from management. Use Scrum as a competitive advantage for your organization. Create a definition of done that improves quality and fix failing sprints. Take the next step on your journey as a Scrum master. Transform your Scrum practices to help your teams enjoy their work again as they deliver high quality products that bring value to the world. What You Need: A moderate level of experience using the Scrum Framework.

2 day scrum training: Scrum Narrative and PSM Exam Guide Mohammed Musthafa Soukath

Ali, 2015 Scrum continues to prove as an effective newer way of working. This new way is rapidly making into many organizations, in particular the software development divisions due to the transformation results it delivers. The authentic source to know about Scrum and the approved body of knowledge on Scrum is The Scrum Guide authored by Jeff Sutherland and Ken Schwaber. The 16 page guide is too dense to absorb without context and too theoretical without correlations. This book reveals Scrum Guide content with a lot of context and correlations. The first part of the book is for the Executives, narrating Scrum in a lightweight and engaging fashion. While many books on Scrum position Scrum as a collection of roles and practices, this book introduces Scrum's transformation roots that bring in a newer way of working, with far-reaching effects. The second part is a coaching section for the Professionals getting into Scrum, getting into finer aspects of Scrum required for professionals working on the ground. It walks through the stages of Scrum Journey from Starting, Executing, and then Closing. Unlike many books that limit to the mechanics of Scrum, this book addresses plenty of practical questions including business management, team and task management, product engineering, etc. such that this understanding enhances job skills on the top of the Scrum theory. The entire book is an all-in-one guidance book for PSM 1 Aspirants, preparing for the most meritorious certificate of all that certify Scrum - Professional Scrum Master (PSM 1). PSM 1 is a high quality Scrum certificate administered by Scrum.org, that is guided by Ken Schwaber, one of the original two authors of Scrum. Unlike many other Scrum certificates, PSM is not a vanity means to claim Scrum knowledge, but a rigorous assessment of the knowledge in original Scrum. Its fee is nominal @\$150. Once acquired, it does not require renewal. Though there are multiple scattered materials available, there is no comprehensive guidance for PSM assessment preparation. This book is a one-stop source including guidance on understanding, enrollment, preparation, practicing, and getting the certificate. The book augments the Scrum Narrative with exam preparation tips, quick tests and a full-blown assessment like a real assessment. It provides 250+ PSM 1 assessment-related questions to practice. What is unique about this book? Sticks to Authentic Version of Scrum: There are many sources available that teach Scrum and provide training material for PSM. It is common for them to provide a muddled version of Scrum associating it with Activities, artifacts, and sub-techniques not prescribed or endorsed by Scrum framework and interchange and incorrect representation of Scrum terms. Such sources may add confusion and cloud your attempt to understand Scrum. Also, such an understanding will make one lose the points by incorrect answers in PSM assessment. This book articulates the original unpolluted Scrum framework as defined in its authentic source, the Scrum Guide. Wherever, there are exceptions/additional pointers with respect to Scrum Guide, they are highlighted by DE-TOUR tag. Anchors the learning firmly using Active Learning technique: This book will help you dig the deeper meaning behind the Scrum by means of active learning. Active Learning used in this book refers to - Not just passive reading of the content, but taking frequent pauses during the reading, looking at a question about what was read, and then thinking, analyzing, and inferring the subject through answering that question. The questions make you think about the granular interpretations behind every statement of Scrum Guide. These granular interpretations are usually not...

2 day scrum training: ADKAR Jeff Hiatt, 2006 In his first complete text on the ADKAR model, Jeff Hiatt explains the origin of the model and explores what drives each building block of ADKAR. Learn how to build awareness, create desire, develop knowledge, foster ability and reinforce changes in your organization. The ADKAR Model is changing how we think about managing the people side of change, and provides a powerful foundation to help you succeed at change.

2 day scrum training: Scrum and XP from the Trenches - 2nd Edition Henrik Kniberg, 2015 This book aims to give you a head start by providing a detailed down-to-earth account of how one Swedish company implemented Scrum and XP with a team of approximately 40 people and how they continuously improved their process over a year's time. Under the leadership of Henrik Kniberg they experimented with different team sizes, different sprint lengths, different ways of defining done, different formats for product backlogs and sprint backlogs, different testing strategies, different ways of doing demos, different ways of synchronizing multiple Scrum teams, etc. They also

experimented with XP practices - different ways of doing continuous build, pair programming, test driven development, etc, and how to combine this with Scrum. This second edition is an annotated version, a director's cut where Henrik reflects upon the content and shares new insights gained since the first version of the book.

2 day scrum training: User Stories Applied Mike Cohn, 2004-03-01 Thoroughly reviewed and eagerly anticipated by the agile community, User Stories Applied offers a requirements process that saves time, eliminates rework, and leads directly to better software. The best way to build software that meets users' needs is to begin with user stories: simple, clear, brief descriptions of functionality that will be valuable to real users. In User Stories Applied, Mike Cohn provides you with a front-to-back blueprint for writing these user stories and weaving them into your development lifecycle. You'll learn what makes a great user story, and what makes a bad one. You'll discover practical ways to gather user stories, even when you can't speak with your users. Then, once you've compiled your user stories, Cohn shows how to organize them, prioritize them, and use them for planning, management, and testing. User role modeling: understanding what users have in common, and where they differ Gathering stories: user interviewing, questionnaires, observation, and workshops Working with managers, trainers, salespeople and other proxies Writing user stories for acceptance testing Using stories to prioritize, set schedules, and estimate release costs Includes end-of-chapter practice questions and exercises User Stories Applied will be invaluable to every software developer, tester, analyst, and manager working with any agile method: XP, Scrum... or even your own home-grown approach.

2 day scrum training: Lean Vs. Agile Vs. Design Thinking Jeff Gothelf, 2017-10 As companies evolve to adopt, integrate, and leverage software as the defining element of their success in the 21st century, a rash of processes and methodologies are vying for their product teams' attention. In the worst of cases, each discipline on these teams -- product management, design, and software engineering -- learns a different model. This short, tactical book reconciles the perceived differences in Lean Startup, Design Thinking, and Agile software development by focusing not on rituals and practices but on the values that underpin all three methods. Written by Jeff Gothelf, the co-author of the award-winning Lean UX and Sense & Respond, the tactics in this book draw on Jeff's years of practice as a team leader and coach in companies ranging from small high-growth startups to large enterprises. Whether you're a product manager, software engineer, designer, or team leader, you'll find practical tools in this book immediately applicable to your team's daily methods.

2 day scrum training: Scrum Insights for Practitioners Hiren Doshi, 2016-11-16 Hiren Doshi, Scrum.org Professional Scrum Trainer & Coach in his book, Scrum Insights for Practitioners: The Scrum Guide Companion helps the practitioners master the Scrum framework by gaining in-depth practical insights and helps answer questions like: What are some common myths, mysteries, and misconceptions of Scrum? The Scrum Guide recommends three to nine members in a Development Team, but we have fifteen members. Is this Scrum? Can you share some tactics to do effective Sprint Planning, Daily Scrum, Sprint Review, Sprint Retrospective, and Product Backlog Refinement? My designation is development manager. Does this mean I have no role in Scrum? How is Scrum Empirical? Can Scrum Master and Product Owner be the same person? We don't have a Scrum Master. Are we still practicing Scrum? What does Self-Organization really mean? How does Scrum embrace the four values and twelve principles of the Agile Manifesto? Please share a case study on Scrum based product development? Recommendations for the book from the Scrum champions Take advantage of Hiren's vast experience and avoid making the common errors people make as they begin their journey. This book contains a wealth of practical information that will be useful to readers as they work to implement the basic theory found in The Scrum Guide-Steve Porter, team member, Scrum.org In his book Scrum Insights for Practitioners, Hiren has extended the core rules of The Scrum Guide with practices he has found useful. Hiren answers questions regarding Scrum that potentially remain unanswered even after one reads The Scrum Guide. Hiren dismantles common misconceptions about Scrum, regardless of the source of such misconceptions.

Hiren elaborates on basic information provided in The Scrum Guide, as well as on the principles underlying Scrum-Gunther Verheyen, Author of Scrum - A Pocket Guide, a Smart Travel Companion Hiren Doshi has written a fine companion to The Scrum Guide, filling in some of the intentional gaps left in the Scrum framework. Using this companion along with The Scrum Guide will undoubtedly improve the outlook for those teams that internalize its teachings.-Charles Bradley, ScrumCrazy.com This book will help you understand the nuances of Scrum. It takes a very practical approach toward implementing Scrum without compromising on its values and principles. A useful and handy reference for Scrum practitioners!-Gopinath R, Agile coach and practitioner

2 day scrum training: *Agile Change Management* Melanie Franklin, 2021-10-03 The second edition of Agile Change Management provides essential tools to build change manager capabilities and ensure change initiatives are embedded effectively throughout the organization. This book is a comprehensive resource for creating a roadmap that is flexible and unique to each organization to manage any type of change initiative. Detailing all the processes, activities and information needed, from creating the right environment for change to completing iterative tasks, it shows how to respond to different needs as they arise, reducing the potential for wasted time and resources. The updated second edition features chapters on behavioural change and decomposition in planning iterations, and new material on prototyping for business needs and virtual leadership. Whether implementing a large-scale transformation or working through projects at micro-level, Agile Change Management provides tools, frameworks and examples necessary to adapt to and manage change effectively.

2 day scrum training: *Scrum Shortcuts Without Cutting Corners* Ilan Goldstein, 2014 In Scrum Shortcuts without Cutting Corners, Scrum expert Ilan Goldstein helps the reader translate the Scrum framework into reality to meet the Scrum challenges formal training never warned about. Drawing on his extensive agile experience in a wide range of projects and environments, Goldstein presents thirty proven, flexible shortcuts for optimizing Scrum processes, actions, and outcomes. Each shortcut walks the reader through applying a Scrum approach to achieve a tangible output. These easy-to-digest, actionable patterns address a broad range of topics including getting started, quality and metrics, team members and roles, managing stakeholders, estimation, continuous improvement and much more.

2 day scrum training: *The Surprising Power of Liberating Structures* Henri Lipmanowicz, Keith McCandless, 2014-10-28 Smart leaders know that they would greatly increase productivity and innovation if only they could get everyone fully engaged. So do professors, facilitators and all changemakers. The challenge is how. Liberating Structures are novel, practical and no-nonsense methods to help you accomplish this goal with groups of any size. Prepare to be surprised by how simple and easy they are for anyone to use. This book shows you how with detailed descriptions for putting them into practice plus tips on how to get started and traps to avoid. It takes the design and facilitation methods experts use and puts them within reach of anyone in any organization or initiative, from the frontline to the C-suite. Part One: The Hidden Structure of Engagement will ground you with the conceptual framework and vocabulary of Liberating Structures. It contrasts Liberating Structures with conventional methods and shows the benefits of using them to transform the way people collaborate, learn, and discover solutions together. Part Two: Getting Started and Beyond offers guidelines for experimenting in a wide range of applications from small group interactions to system-wide initiatives: meetings, projects, problem solving, change initiatives, product launches, strategy development, etc. Part Three: Stories from the Field illustrates the endless possibilities Liberating Structures offer with stories from users around the world, in all types of organizations -- from healthcare to academic to military to global business enterprises, from judicial and legislative environments to R&D. Part Four: The Field Guide for Including, Engaging, and Unleashing Everyone describes how to use each of the 33 Liberating Structures with step-by-step explanations of what to do and what to expect. Discover today what Liberating Structures can do for you, without expensive investments, complicated training, or difficult restructuring. Liberate everyone's contributions -- all it takes is the determination to experiment.

2 day scrum training: *Mastering Professional Scrum* Stephanie Ockerman, Simon Reindl, 2019-09-11 "Our job as Scrum professionals is to continually improve our ability to use Scrum to deliver products and services that help customers achieve valuable outcomes. This book will help you to improve your ability to apply Scrum." -From the Foreword by Ken Schwaber, co-author of *Scrum* *Mastering Professional Scrum* is for anyone who wants to deliver increased value by using Scrum more effectively. Leading Scrum practitioners Stephanie Ockerman and Simon Reindl draw on years of Scrum training and coaching to help you return to first principles and apply Scrum with the professionalism required to achieve its transformative potential. The authors aim to help you focus on proven Scrum approaches for improving quality, getting and using fast feedback, and becoming more adaptable, instead of "going through the motions" and settling for only modest improvements. Whether you're a Scrum Master, Development Team member, or Product Owner, you'll find practical advice for facing challenges with transparency and courage, overcoming a wide array of common challenges, and continually improving your Scrum practice. Realistically assess your current Scrum practice, and identify areas for improvement Recognize what a great Scrum Team looks like and get there Focus on "Done"-not "sort-of-Done" or "almost-Done" Measure and optimize the value delivered by every Product Increment Improve the way you plan, develop, and grow Clear away wider organizational impediments to agility and professionalism Overcome common misconceptions that stand in the way of progress Register your book for convenient access to downloads, updates, and/or corrections as they become available. See inside book for details.

2 day scrum training: *The Scrum Field Guide* Mitch Lacey, 2012 Thousands of IT professionals are being asked to make Scrum succeed in their organizations-including many who weren't involved in the decision to adopt it. If you're one of them, *The Scrum Field Guide* will give you skills and confidence to adopt Scrum more rapidly, more successfully, and with far less pain and fear. Long-time Scrum practitioner Mitch Lacey identifies major challenges associated with early-stage Scrum adoption, as well as deeper issues that emerge after companies have adopted Scrum, and describes how other organizations have overcome them. You'll learn how to gain quick wins that build support, and then use the flexibility of Scrum to maximize value creation across the entire process. In 30 brief, engaging chapters, Lacey guides you through everything from defining roles to setting priorities to determining team velocity, choosing a sprint length, and conducting customer reviews. Along the way, he explains why Scrum can seem counterintuitive, offers a solid grounding in the core agile concepts that make it work, and shows where it can (and shouldn't) be modified. Coverage includes Getting teams on board, and bringing new team members aboard after you've started Creating a definition of done for the team and organization Implementing the strong technical practices that are indispensable for agile success Balancing predictability and adaptability in release planning Keeping defects in check Running productive daily standup meetings Keeping people engaged with pair programming Managing culture clashes on Scrum teams Performing emergency procedures to get sprints back on track Establishing a pace your team can truly sustain Accurately costing projects, and measuring the value they deliver Documenting Scrum projects effectively Prioritizing and estimating large backlogs Integrating outsourced and offshored components Packed with real-world examples from Lacey's own experience, this book is invaluable to everyone transitioning to agile: developers, architects, testers, managers, and project owners alike.

2 day scrum training: *Essential Scrum* Kenneth S. Rubin, 2012 This is a comprehensive guide to Scrum for all (team members, managers, and executives). If you want to use Scrum to develop innovative products and services that delight your customers, this is the complete, single-source reference you've been searching for. This book provides a common understanding of Scrum, a shared vocabulary that can be used in applying it, and practical knowledge for deriving maximum value from it.

2 day scrum training: *Coaching Agile Teams* Lyssa Adkins, 2010-05-18 The Provocative and Practical Guide to Coaching Agile Teams As an agile coach, you can help project teams become outstanding at agile, creating products that make them proud and helping organizations reap the

powerful benefits of teams that deliver both innovation and excellence. More and more frequently, ScrumMasters and project managers are being asked to coach agile teams. But it's a challenging role. It requires new skills—as well as a subtle understanding of when to step in and when to step back. Migrating from “command and control” to agile coaching requires a whole new mind-set. In *Coaching Agile Teams*, Lyssa Adkins gives agile coaches the insights they need to adopt this new mind-set and to guide teams to extraordinary performance in a re-energized work environment. You'll gain a deep view into the role of the agile coach, discover what works and what doesn't, and learn how to adapt powerful skills from many allied disciplines, including the fields of professional coaching and mentoring. Coverage includes Understanding what it takes to be a great agile coach Mastering all of the agile coach's roles: teacher, mentor, problem solver, conflict navigator, and performance coach Creating an environment where self-organized, high-performance teams can emerge Coaching teams past cooperation and into full collaboration Evolving your leadership style as your team grows and changes Staying actively engaged without dominating your team and stunting its growth Recognizing failure, recovery, and success modes in your coaching Getting the most out of your own personal agile coaching journey Whether you're an agile coach, leader, trainer, mentor, facilitator, ScrumMaster, project manager, product owner, or team member, this book will help you become skilled at helping others become truly great. What could possibly be more rewarding?

2 day scrum training: *Value Proposition Design* Alexander Osterwalder, Yves Pigneur, Gregory Bernarda, Alan Smith, 2015-01-28 The authors of the international bestseller *Business Model Generation* explain how to create value propositions customers can't resist *Value Proposition Design* helps you tackle the core challenge of every business — creating compelling products and services customers want to buy. This highly practical book, paired with its online companion, will teach you the processes and tools you need to create products that sell. Using the same stunning visual format as the authors' global bestseller, *Business Model Generation*, this sequel explains how to use the “Value Proposition Canvas” to design, test, create, and manage products and services customers actually want. *Value Proposition Design* is for anyone who has been frustrated by new product meetings based on hunches and intuitions; it's for anyone who has watched an expensive new product launch fail in the market. The book will help you understand the patterns of great value propositions, get closer to customers, and avoid wasting time with ideas that won't work. You'll learn the simple process of designing and testing value propositions, that perfectly match customers' needs and desires. In addition the book gives you exclusive access to an online companion on Strategyzer.com. You will be able to assess your work, learn from peers, and download pdfs, checklists, and more. *Value Proposition Design* is an essential companion to the “Business Model Canvas” from *Business Model Generation*, a tool embraced globally by startups and large corporations such as MasterCard, 3M, Coca Cola, GE, Fujitsu, LEGO, Colgate-Palmolive, and many more. *Value Proposition Design* gives you a proven methodology for success, with value propositions that sell, embedded in profitable business models.

2 day scrum training: *Scrum Guidebook: Scrum Study Guide* Dan Rawsthorne, Jan Beaver, A. J. Biddles, Doug Shimp, 2019-04-19 Agile concepts have been used for decades (if not centuries) in complexity theory, war theory, project management, sociology, and most sciences. Agile practices show us how to think about and manage the work required for solving complicated and complex problems. The Scrum Guide says Scrum is for solving complex adaptive problems. In the last 25 years or so, agile concepts have become popular in software development, and there are several pathways you could take in order to be agile. One of these pathways is Scrum, the most popular agile software process in the world. This study guide has two purposes. The first is to help you pass the Certified Scrum Master test. The second is to give you a deeper understanding of Scrum so that you can begin to apply it successfully to your real world needs.

2 day scrum training: *An Agile Adoption and Transformation Survival Guide* Michael Sahota, 2012-07-16 This book provides a set of essential thinking tools for understanding Agile adoption and transformation: how they differ and what you need to know to avoid being another

statistic in the widespread adoption failure. In particular, you will learn how to use culture to work more effectively with your organization. It is called a survival guide since so many people have found the concepts to be invaluable in understanding their experiences when working with Agile. This book includes: Identification of causes of the widespread Agile adoption failure A model for understanding Agile, Kanban, and Software Craftsmanship culture An outline of key adoption and transformation approaches A framework to help guide when to use these these approaches with your organization Real-life case studies of what has worked and what hasn'

2 day scrum training: *Actionable Agile Metrics for Predictability* Daniel S. Vacanti, 2015-03-04 When will it be done? That is probably the first question your customers ask you once you start working on something for them. Think about how many times you have been asked that question. How many times have you ever actually been right? We can debate all we want whether this is a fair question to ask given the tremendous amount of uncertainty in knowledge work, but the truth of the matter is that our customers are going to inquire about completion time whether we like it or not. Which means we need to come up with an accurate way to answer them. The problem is that the forecasting tools that we currently utilize have made us ill-equipped to provide accurate answers to reasonable customer questions. Until now. Topics Include Why managing for flow is the best strategy for predictability-including an introduction to Little's Law and its implications for flow. A definition of the basic metrics of flow and how to properly visualize those metrics in analytics like Cumulative Flow Diagrams and Scatterplots. Why your process policies are the potentially the biggest reason that you are unpredictable.

2 day scrum training: *The Agile Self-assessment Game* Ben Linders, 2019-01-16 The Agile Self-Assessment Game is used by teams and organizations to self-assess their agility. Playing the game enables teams to reflect on their own team interworking, discover how agile they are and decide what they can do to increase their agility to deliver more value to their customers and stakeholders. This is the first book specifically about Agile Self-assessments. In this book, Ben Linders explains what self-assessments are and why you would do them, and explores how to do them using the Agile Self-assessment Game. He's also sharing experience stories from people who played the game. This book is based on his experience as a developer, tester, team leader, project manager, quality manager, process manager, consultant, coach, trainer, and adviser in Agile, Lean, Quality and Continuous Improvement. It takes a deep dive into self-assessments, viewing them from different perspectives and provides ideas, suggestions, practices, and experiences that will help you to do effective agile self-assessments with your teams. The book is aimed at Scrum masters, agile coaches, consultants leading agile transformations, developers and testers, project managers, line managers, and CxOs; basically for anyone who is looking for an effective way to help their agile teams improve and to increase the agility of their organization. With plenty of ideas, suggestions, and practical cases on Agile Self-assessments, this book will help you to apply assessments and help teams to improve. Note: The agile coaching cards needed to play the games described in the book can be downloaded for a nominal fee at benlinders.com/downloads.

2 day scrum training: *Personal Agility* Peter Stevens, Maria Matarelli, 2022-09 The Personal Agility System is a simple framework for aligning actions with priorities. The core framework consists of six powerful questions to orient your activities while applying the core tools of Personal Agility, like the Priorities Map, Alignment Compass or the Stakeholder Canvas. These concepts are laid out clearly with an approach that is actionable for every reader. This book invites deeper thinking and presents an agile leadership framework that scales from the individual to the largest organizations in the world.

2 day scrum training: *PMI-ACP Exam Prep* Mike Griffiths, 2012

2 day scrum training: *The Professional Scrum Product Owner* Mohammed Musthafa Soukath Ali, 2017-06-10 The brain of a Scrum Team is the Product Owner. Product Owners maximize the value of the product and optimize the work of the Development Team. It is essential for the professionals playing this role to standardize their knowledge of product ownership and benchmark their learning. This book is a clear and concise guide to those preparing for Scrum.org Professional

Scrum Product Owner 1 (PSPO 1) assessment certification. The book covers the thorough scope of assessment areas and provides more than 120 practice questions.

2 day scrum training: The Agile Leader Zuzana Sochova, 2020-12 In *The Agile Leader*, world-renowned agile leadership consultant Zuzana Sochová teaches the skills and mindsets you need to be a great agile leader in a great agile organization. Sochová teaches through inspirational examples that draw on her experiences working with leaders in organizations of all sizes, in multiple industries. You'll learn how to unleash your own leadership potential, align organizational development with the goal of greater agility, strengthen your skills as a catalyst, build community, apply radical transparency where it makes sense, and infuse agility throughout business functions ranging from HR to finance.

2 day scrum training: A Scrum Book Jeff Sutherland, James O. Coplien, 2019-08-16 Building a successful product usually involves teams of people, and many choose the Scrum approach to aid in creating products that deliver the highest possible value. Implementing Scrum gives teams a collection of powerful ideas they can assemble to fit their needs and meet their goals. The ninety-four patterns contained within are elaborated nuggets of insight into Scrum™'s building blocks, how they work, and how to use them. They offer novices a roadmap for starting from scratch, yet they help intermediate practitioners fine-tune or fortify their Scrum implementations. Experienced practitioners can use the patterns and supporting explanations to get a better understanding of how the parts of Scrum complement each other to solve common problems in product development. The patterns are written in the well-known Alexandrian form, whose roots in architecture and design have enjoyed broad application in the software world. The form organizes each pattern so you can navigate directly to organizational design tradeoffs or jump to the solution or rationale that makes the solution work. The patterns flow together naturally through the context sections at their beginning and end. Learn everything you need to know to master and implement Scrum one step at a time—the agile way.

2 day scrum training: The Scrum Mega Pack Paul VII, 2013-03-28 Scrum is a simple framework for managing even the most complex projects, In this book you have all the tools you need to start implementing it in your team or business. The author wrote this text as a certified Scrum master with experience in international blue chip companies dating back to 1999. That experience includes leading projects for the BBC, General Electric, Oracle, BSkyB, HiT Entertainment (responsible for Angelina Ballerina, Bob the builder and other titles that you love watching with your kids or siblings but won't admit to) and Razorfish. These roles have all involved leadership on a wealth of mobile, internet TV and web software projects. He has played the role of Scrum master and in the earlier years, of team lead and technical lead. He has had the privilege of running projects and rolling out working practices in market leading organisations from start to finish.

2 day scrum training: Scrum Master Joe Justice, 2021-01-02 This book is the ultimate agile training seminar in book form. Business leaders, professionals who are ready to learn, and instructors will find here a complete training regimen with rich content, a training-tested structure, and high value insights that have already resulted in many thousands of agile projects delivered at all types of top tier organizations, from fortune 100 companies to lean startup companies, around the globe. We have optimized this book to be an immersive experience you can adapt to the time you have available, so we encourage you to dive headlong into these pages, exercises, and practices so you can most directly apply your learning to your work immediately. As a comprehensive course, this book offers the key practical knowledge for you to understand and be increasingly agile, and to effectively begin practicing or perfecting Scrum from the moment you begin through to realizing your definition of done. Joe Justice is a highly rated instructor who has led hundreds of agile courses and supported agile transformations for teams and across leading businesses worldwide. You really rocked your roles as instructor, cheerleader, and host- Ken Merchant, 3 Star General, USAF Retired One of the best professional trainings in the world - Fabian Delava, Partner, Bain & Company Joe has broken new ground using Scrum in manufacturing -- Dr. Jeff Sutherland, Co-creator

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2 (TWO) IS A NUMBER, NUMERAL, AND GLYPH THAT REPRESENTS THE NUMBER. IT IS THE NATURAL NUMBER [1] THAT FOLLOWS 1 AND PRECEDES 3. IT IS AN INTEGER AND A CARDINAL NUMBER, THAT IS, A NUMBER THAT IS ...

2 -- FROM WOLFRAM MATHWORLD

THE NUMBER TWO (2) IS THE SECOND POSITIVE INTEGER AND THE FIRST PRIME NUMBER. IT IS EVEN, AND IS THE ONLY EVEN PRIME

(THE PRIMES OTHER THAN 2 ARE CALLED THE ODD PRIMES). THE NUMBER 2 IS ALSO ...

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