

- Learn what facilitation is and why it is critical for the success of an agile team.
- Identify and practice the critical skills and essential practices that make an effective agile facilitator.
- Recognize how active facilitation improve the effectiveness of agile ceremonies.

This dynamic and interactive class is designed to help students learn the practical skills necessary to guide and coach agile teams to be successful and to reach their optimum efficiency. These skills begin with active and effective agile team facilitation.

This course offers dynamic lectures reinforced by in-class exercises to ensure that students not only hear the concepts but are also able to put them into practice. During the course, we will cover a range of facilitation topics:

- The relationship between facilitation and coaching, examining the evolutionary progression from facilitation of meetings and ceremonies, through Agile Coaching, and into Enterprise Agile Coaching
- Exploring why effective facilitation is important and necessary for the success of an agile team
- The principles and essential practices of agile facilitation, as well as the most common antipatterns
- The need to take into account the maturity of the team when planning for facilitation
- Shepherding teams through effective meetings, fostering inclusiveness, and ensuring that all attendees have a voice that is heard
- Maintaining neutrality to ensure team consensus in decision-making
- How to take advantage of the physical space of a room to enhance agile ceremonies and other meetings
- How to ask powerful questions to guide the team through analysis and decision-making

Interactive exercises will give students practice in the following:

- Recognizing effective and non-effective facilitation
- Resolving conflicts within a team
- Leading and facilitating agile ceremonies
- Using agile principles to help design and facilitate meetings

## Who Should Attend

This course is intended for Scrum Masters, aspiring Agile Coaches, project or product managers, agile team members, or anyone interested in leading or otherwise ensuring the effectiveness of agile teams.

## Course Outline

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### Agile Facilitation and Coaching

Agile Team Facilitation  
Agile Coaching  
Enterprise Agile Coaching

### The Facilitation Mindset

The need for facilitation  
What is facilitation?  
The Agile Facilitator: Role and Activities

### Facilitating Collaborative Conversations

Using Meeting Organizing Tools  
Characteristics of Powerful Questions  
Active Listening  
Aside: Nonverbal Communication  
Providing Feedback

### Clarifying Team Decision-Making Authority

Discussion: Decision-Making Authority

Principles of Agile Facilitation  
Essential Facilitation Practices  
Facilitation Anti-patterns

*Exercise: Experience Bad Facilitation*

### **Effective Meeting Design**

Why Meetings?

Defining the meeting purpose and outcomes

Team maturity, facilitation needs, and meeting design

Meeting Design Models

Defining purpose/priorities, outcomes, content sequence,  
and logistics

Creating an engaging meeting environment

Tools to understand issues

Idea-generation tools

Decision-Making Techniques

Exercises for facilitating involvement and participation

Maintaining meeting energy

How to handle resistance

*Exercise: Facilitation Exercises*

### **Conducting a Facilitated Session**

Basic principles of facilitation

Facilitating decision making

*Exercise: Maintain Neutrality*

Creating a collaborative space

Group Discussion: What kind of collaborative spaces do  
you have?

An Agile collaborative space: Characteristics

Group Discussion: What makes a space collaborative?

Facilitating full participation

Facilitating silent work

*Exercise: Brainstorming Using the Paper Clip Method*

Group decision-making techniques

Reaching consensus - Fist of Five

### **Facilitating Agile Ceremonies**

Effective Agile ceremonies require great meeting design

Why meet when we could just get things done?

Philosophy of Agile Ceremonies

Agile Ceremonies and Team Maturity

### **Facilitating the Scrum Process**

The Scrum Process

Typical ceremony schedules

Purpose, Outcomes, Structure, Tips, and Pitfalls:

- The Daily Scrum
- Sprint Planning
- The Sprint Review
- The Sprint Retrospective
- Backlog Refinement
- Scrum of Scrums

For each ceremony above, Discussion: Applying what we  
have learned

For each ceremony above, Exercise: Facilitate each of the  
ceremonies

*Exercise: Overview of Planning Poker*

*Exercise: Experience Sprint Planning - Estimation*

### **Facilitating Remote Team Ceremonies**

*Exercise: Connecting Agile Principles to Agile Ceremonies*