

ADVANCED CERTIFIED SCRUM MASTER (A-CSM)

TOPICS

LEARNING OBJECTIVES

Lean, Agile, and Scrum

Demonstrate how Scrum is aligned with the values and principles of the Manifesto for Agile Software Development
Outline the historical development of Scrum and agile.
Explain the value of at least two other Lean/agile development approaches outside of Scrum.
Rank at least five personality traits of an excellent Scrum Master.
Evaluate three situations when transparency, inspection, and adaptation are not working effectively.

Scrum Master Core Competencies

Identify at least three indicators when a group is engaged in divergent thinking and when is engaged in convergent thinking.
Identify at least three challenges of integrating multiple perspectives.
Apply at least two facilitative listening techniques for effective meetings/events.
Demonstrate at least two alternatives to open discussion.
Describe two examples when the Scrum Master should not act as the facilitator for the Scrum Team.
Design and facilitate at least two collaborative events.
Select at least one strategy to resolve obstacles to clear communication.
Create a working agreement to foster clear communication and teamwork.
Describe at least three elements of a coaching stance.
Apply an appropriate coaching technique for two interventions.
Analyze an intervention to identify at least two improvements.
Explain Scrum and its benefits to a business stakeholder.

Service to the Scrum Team

Describe at least three attributes of an effective self-managing team.
Apply a technique to improve the team's ability to manage themselves.
Explain the difference between a team and working group.
Describe at least one multi-stage model for team formation and development.
Facilitate the creation or improvement of a strong Definition of Done
Describe how a Definition of Done could be formulated for a non-software product.
Explain two ways development practices impact the Scrum Team's ability to deliver valuable, usable Increments each Sprint.
Describe how development practices are highly beneficial in a multiple team environment.

Service to the Product Owner

Explain the relationship between a product vision and a Product Goal.
Create or refine a Product Goal with the Scrum Team and stakeholders.
Create a Product Backlog that supports achievement of a Product Goal.
Practice at least one approach to refine the Product Backlog

Service to the Organization

Practice resolving the root cause of an organizational impediment.
Discuss three possible impacts that could result if your Scrum Team adopted the latest definition of Scrum.
Recognize at least two approaches to scaling Scrum.
Describe at least two reasons why an organization might decide not to scale.
Identify at least two techniques for visualizing, managing, or reducing dependencies.
Describe at least three benefits and drawbacks of feature teams and component teams.
Describe the nature of complex systems.
Describe at least two approaches for catalyzing organizational change.

Advanced Scrum Mastery

Analyze your fulfillment of the Scrum values and how you could improve.
Recognize when a constructive interaction moves to destructive conflict.
Compare your default pattern for responding to conflict with at least two alternatives.
Express at least three attributes of an effective leader.
Demonstrate one or more attributes of a leader.