

# Masterclass Agile Architecting

## *Fundamentals & Program Outline*

*Key objective of the Masterclass Agile Architecting is to extend the skills of architects needed to maximize customer value, by delivery of working solutions utilizing an efficient architecture process. The masterclass helps architects to arrive at the optimal adaptability of both products and processes, by effective management of change and complexity.*



### **Multidimensional Approach**

Experience learns that a technologically perfect architecture is no guarantee for the creation of customer value. That's why agile architecture is positioned in a field of influence comprising technology, organization, people and process. Since the mutual balance between these factors is of prime importance for the delivery of effective products, the masterclass program is founded on this multidimensional approach.

### **Current Project as Practice Material**

The participants put their current project and accumulated practical experience into the masterclass as costly working capital. This makes the masterclass much more valuable than a regular training that comes 'on top off' the ongoing work of participants. Therefore, the masterclass is a fruitful investment in the participants as well as their current projects.

### **Combination of Competences**

A successful architect combines professional competences to deliver a well-founded overall technical system design with a variety of relevant non-technical skills. For instance, to substantiate the real customer requirements or to "sell" vital architectural decisions to all stakeholders requires more than just technical excellence. Therefore, the masterclass addresses both essential hard and soft skills in their mutual relationship.

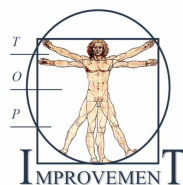
### **Realistic Learning Environment**

Learning new skills requires not only a sense of urgency at the trainee, but also a realistic training environment. When participants must "translate" the supplied material to their current working environment after a training session, the return on investment will drop rapidly. Therefore, all material utilized in the masterclass fits in tightly with the participant's day-to-day situation, aimed at broadening and deepening the operational level of trainees.

### **Interim Personal Coaching**

Spreading the program over a number of intensive sessions offers the possibility for interim personal coaching. The combination of lecturing, learning from peers and on-site mentoring is an essential and integral part of the masterclass concept, thus promoting maximum grounding of supplied material.

Especially the introduction and roll-out of the agile approach will probably evoke a lot of practical questions and also resistance in most teams. In that case, the on-site support of an experienced coach is indispensable to make a headstart with the new way of working.



## Program Outline

The masterclass offers a palette comprising hot issues in software and system engineering, mind-broadening views on the agile body of thought, a Certified Scrum Master training, mixed with a unique variety of exercises and workshops aiming at tangible enhancement of personal performance of each participant.

In addition to the issues and practical cases presented by the participants themselves, the following items will be found within the curriculum of the masterclass:

### **Agile Renovation of Legacy Systems**

Legacy systems frequently have inflexible designs and eroded architectures, as reflected by buggy, heavily patched code, and piles of outdated and incomplete documentation.

Legacy systems often handle critical business functions and their replacement is costly and risky. The principal focus of Agile renovation is the largely uninterrupted delivery of business value while the legacy system is under reconstruction. The Agile approach is based on an incremental migration strategy to keep the current functionality intact and to mitigate the risk of the renovation effort.

#### *Selected topics:*

- Trade-off between replacement or extension, based on the maintenance cost and business value of legacy systems;
- Practical architectural reconstruction and reengineering methods;
- Service Oriented Architectures (SOA);
- Organizational patterns and anti-patterns related to the onset, aggravation and rectification of legacy issues.

### **Agile Quality Product Development**

Poor product quality will not only substantially inflate the overall development cost, but will also drive up the total cost of ownership. However, producing a quality product is for many organizations an ongoing battle, in most cases caused by a rigid or outmoded approach to quality management.

Agile Architecting cuts straight to the core of the quality issue by focussing on techniques and practices which yield products that meet the requirements customers really need in a the fastest possible timeframe. One of the tenets of Agile Architecting is that quality is built into the process in an accessible and purposive way, right from the start.

#### *Selected topics:*

- Customer-driven requirements, test-driven specifications and continuous integration;
- Relationship between product quality and architectural styles/patterns;
- Cost-effective quality validation techniques;
- Requirements gathering techniques.

### **Agile Project Management (SCRUM)**

Agile project management is radically different from traditional project management. Rather than plan, instruct and direct, the agile project manager facilitates, coaches and leads.

Scrum is an agile project management technique that has a small set of interrelated practices and rules, is not overly prescriptive and is able to produce productivity gains for development teams almost immediately.



The Masterclass Agile Architecting encompasses a complete ScrumMaster course, delivered by a renowned Certified ScrumMaster trainer. Participants learn how to be a ScrumMaster, who will make a development team, a project or an organization agile.

This course shares time-tested practices for managing product backlogs, planning your releases and iterations (sprints) and tracking and reporting progress. Participants will learn how to effectively plan and run daily Scrum meetings, sprint planning meetings, sprint reviews, retrospectives, and much more.

On completion, participants are registered as Certified ScrumMasters, which includes a one-year membership in the Scrum Alliance, offering valuable ScrumMaster-material and exclusive information.

#### *Selected topics:*

- Lean Manufacturing & Development;
- Customer-driven development;
- Enhancing the productivity of teams by elimination of impediments;
- Improving the lives of team members by facilitating creativity and empowerment;
- Retrospectives as cost-effective means to continuous learning & improvement;
- Enterprise Scrum.

### **Effective Interactions**

The introduction of the Agile way of working can be quite a challenge. Sometimes it may even intrude into the comfort zone of staff members. Therefore, effective management of organization change is an important ingredient of the competence profile of agile architects.

The success of Agile Architecting depends on the utilization a high communication temperature. Insight in the personal drives and preferential behaviours of co-workers, managers and customers, will help architects considerably to improve the quality of interactions and effectiveness of feedback.



The masterclass includes a workshop Profile Dynamics<sup>®</sup>, which is an innovative instrument to improve communication and to facilitate organizational change, by revealing the specific dominant mindframes of people. The workshop includes an assessment of the personal drive profile of participants.

During this workshop, a variety of advanced intervention and coaching-techniques will be practiced. Especially soft skills which define qualities like leadership, listener, negotiator and conflict mediator will be addressed, yielding a notable enhancement of the social skills that are essential for Agile Architects.

#### *Selected topics:*

- Managing expectations and dealing with resistance in teams and organizations;
- Neuro Linguistic Programming (NLP);
- Advanced coaching techniques;
- Power of Persuasion;

### **Effective Presentations**

Another vital element of Agile Architecting is the effectiveness of the communication of complicated information to a group, especially the oral transfer of architectural concepts to the different stakeholders.

The masterclass comprises a dedicated presentation workshop. Participants will learn how to give a goal-oriented presentation, which has the appropriate content, structure, packaging and human elements.

### **Complex Systems Architecting**

A crucial driver for Agile Architecting is the ever increasing size and complexity of software-intensive systems. The traditional development approach, aiming at upfront predictability of overall system behaviour, increasingly falls short to meet the challenge of mastering the inherent complexity of multidisciplinary systems.

The main point in today's system development is gradually shifting from production toward integration. This is usually the phase in system development where complex dynamic behaviour will emerge, requiring a highly adaptive response.

The masterclass aims at providing architects with baggage to respond effectively to the multifaceted and often unpredictable character of the development, integration of complicated, software-intensive systems.

#### *selected topics:*

- Complex systems (chaos) theory applied: Architecting at the Edge of Chaos;
- Agility in Systems Engineering & Engineering Agile Systems;
- Predictability versus Adaptability;
- Model-Driven Architecture;

### **Agile Leadership**

The masterclass includes a unique workshop that promotes the leadership of the Agile Architect. This workshop provides a razor-sharp insight how to do your job based on having an overview, on being balanced and on working proactively.



The workshop is delivered by an expert in the Japanese swordsmanship IAIDO, who will encourage the 'agility' of the participants by using metaphors and exercises from martial arts. Using Eastern wisdom together with Western science will undoubtedly create new insights for the participants of the masterclass.

## Arrangement

The aim of each module is to find the optimum balance between presentation of pre-arranged material, feedback and reports of participants and what comes on the table unprompted. Nevertheless, there is a proposed generic timetable for the modules, as depicted in the following scheme:

### Day 1

09:30 – 13u30: Agenda, Theme introduction  
- *lunch* -  
13:30 – 17u30: Theme elaboration  
(interactive lecture + workshop, exercises)  
- *dinner* -  
18:30 – 21:30: Special issue  
(guest speaker, etc.)  
- *lounge* -

### Day 2

08:30 – 12:30: Further elaboration  
(advanced issues, exercises)  
- *lunch* -  
13:30 – 16:00: Practical  
(demonstrations, workshops, exercises, etc.)  
16:00 – 17:00: Feedback, Assignments  
- *wrap up* -



## Schedule

The Masterclass Agile Architecting edition 2010 is scheduled for:

- Module 1: March 4 – 5
- Module 2: April 22 -23
- Module 3: June 3 – 4
- Module 4: September 23 - 24
- Module 5: November 4 - 5

Preparatory intake sessions with all participants will be scheduled by mutual arrangement.

All participants adhere to a non-disclosure agreement, thus dispelling possible reserves for sharing sensitive information.



All modules are organised at the high-quality conference hotel 'Kapellerput' situated in the woodlands near Eindhoven, the Netherlands.

The Masterclass Agile Architecting is conceived, organized and presented by ing. Erik Philippus, director of **ImprovemenT** BV. Several invited speakers and specialized guest trainers will appear throughout the program.

## Information

Additional information and details about the Masterclass program can be obtained from:

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