LEARNING TOGETHER HOW TO MAKE THE WORLD OF WORK A BETTER PLACE

We believe **motivated and engaged** people achieve the **best results**, so we help organizations to **grow** their teams’ mojo.

**LESS is MORE**
Redesign your organization for More outcome and business agility with LeSS overhead, hand-offs, waste...

**WORK is PLAY**
Activating Fun through Work, setting up your creative powers for complex problem solving.
AWARENESS
Together with you and anyone involved we generate (new) insights about your current situation. We facilitate group discussions towards change and improvement, creating awareness and the urge to move ahead. We provide online and specific awareness sessions in order to kindle the flame of change within all those involved. The will to change is the perfect catalyst to get engagement and effectively change your operations.

GET THE TOOLS
Improvements or change will require new skills from everyone involved. It is important to provide a kick-start towards new knowledge. Initial training or workshops will limit risk, provide knowledge, and, most of all, ignite the courage to turn your current situation into something better. We strongly believe that training or workshops work best if they are tailored to your specific needs so transmitted knowledge is instantly valuable for all attendees, that’s why we offer all our trainings both public and in-house.

CREATE AN URGENCY
BASIC SKILL SET
COACH TO SUCCESS
We coach organizations to translate newly acquired knowledge into action. This kind of collaborative practice is the way to ignite the building of in-house communities. Share practices, techniques, tools... knowledge! A heartbeat that will lead to better practices, collaboration and motivation. It is our goal to support your organization to kickstart this kind of collaborative coaching session and build in-house communities that elevate the organizational effectiveness to unseen levels. In the spirit of this collaborative practice, Co-Learning Sponsors a number of community events to bring this about.
Collaboration and engagement is central in everything we do: without proper engagement of all stakeholders involved, the results will never be optimal. In that sense, we support entrepreneurs, small companies and large enterprises with:

- Team Building (growing) workshops that have impact on the work floor
- Problem solving and priority settings workshop design and facilitation
- Support Innovation Projects from idea to product and/or service
- Support Lean and Agile transformations (Self-Management)
- Increased Software Craftsmanship

WHY CO-LEARNING?

During our journey in life, we discovered that a lot of organizations struggle to keep people motivated and engaged in their change projects, innovation projects and/or business as usual. The obvious consequences of this struggle are sub-optimal results for the businesses and/or projects involved.

We strongly believe that the best results come from motivated and engaged people who know how to collaborate with everybody involved. This is why we focus most, not to say all, of our efforts to support organizations, to grow their internal skills, as well as help engage and motivate all stakeholders involved to maximize value.

Value for customers, value for employees, value for you, personally, and value for your company!

How do we work?

Together, we build so called “learning tracks” where we tailor our A-B-C model to your specific needs so all transmitted knowledge is instantly valuable for all attendees. Applying our A-B-C model through several iterations has proven very successful in many different domains.

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1. Awareness
2. Basic skill set
3. Collaborative
Effective change does not happen overnight. The many aspects of managing change in an organization that has chosen to move to an agile way of working require a certain level of knowledge, coaching and operational willingness to achieve that goal.

In order to achieve effective change in your organization, we can temporarily join you by providing Interim (Program) Managers alongside consultancy and training. These Interim Managers will take up an operational role within the organization and join you as an integral part in the change you wish to bring.

Their goal will be helping you to bring the agile adoption about from A to Z. They will help you to tackle a lot of questions on where to start, which path to choose, how to achieve your goal and what level of change you wish to see in your organization to be able to call your journey a success.

But that’s not their main goal. The main goal of the Co-Learning Interim (Program) Managers is to create awareness and change the operational make-up of your organization in such a way as to make their role obsolete. To make sure the agility of your organization will allow for a structure where management can focus on their real job: bringing value and innovation to your market!

**WE OFFER OPERATIONAL SUPPORT FOR AGILE AND TECHNICAL ROLES**

Also for the hands-on elements in your organization Co-Learning can help. We have colleagues with almost 20 years of agile experience in our ranks, so we are able recruit the best professionals to get down to business in your company. Co-Learning helps you to fill in these positions, getting people who would gladly be leading the way in getting the knowledge and operational expertise available and shared within your organization.

Co-Learning makes sure all our candidates are thoroughly screened and invests in their training and level of knowledge. They bring in expert knowledge about agile practices, tooling and internal training.

If needed, we can assist your organization in selecting your own in-house specialists, by helping you screen cv’s, or being available for interviews with your candidates. This way, your organization can avoid expensive outsourcing activities.

**Scrum Masters**

All Co-Learning Scrum Masters are experienced facilitators and knowledgeable about various agile practices (Kanban, scrum, lean practices,…). They are the host-leader of the team, making sure the team can work in the most comfortable circumstances possible, so they are able to grow both their knowledge base as well as their self-organising skills. Co-Learning Scrum Masters are comfortable in challenging situations and aware of a lot of theory and practice to guide your teams towards their best level of performance.

**Product Owners**

A Co-Learning Product Owner focuses on thinking hard about prioritization but collaborates with the teams on clarification. Further, they encourage and help the teams to enter into a direct conversation with true users and customers for clarification. They act as a connector, not an intermediary.

The Product Owner is the key decision maker when prioritizing (ordering) items in the Product Backlog and clarifying items in the Product Backlog. In the first flow, information related to profit drivers, strategic customers, business risks, and other business concerns is sought and analyzed. In the second flow, information is sought to detail the behavior and qualities of items, the user experience, and other feature design concerns. Co-Learning Product Owners are comfortable in challenging situations and aware of a lot of theory and practice to get the right results at the right time.

**Software Craftsmanship**

Co-Learning also proudly has a number of Software Craftspeople in our midst. As aspiring Software Craftspeople they are raising the bar of professional software development by practicing it and helping others learn the craft. For more information about Software Craftsmanship, have a look at the Software Craftsmanship Manifesto, available online.
What is a retrospective?

The Sprint Retrospective is an opportunity for the Scrum Team to inspect itself and create a plan for improvements to be enacted during the next Sprint. When you expect your teams to regularly inspect and adapt within their small ecosystem, why do we often forget to zoom out to the larger organisation and create overall awareness about what is going well and what can be improved upon.

What do we offer?

The Co-Learning team also has a number of Certified Collaboration Instructors and Black Belt Collaboration Architects in their midst. These people can help you organize such a retrospective in multiple ways. Sessions can be held in person, but also online on the Conte-neo Weave platform, in different time zones, with distributed co-workers, in what we call a “facilitated gala”.

In order to create awareness within your organisation, it is vital to undergo an assessment of the as-is situation with which you will need to work. We offer full packages of organisational assessment and debriefing sessions, followed by a detailed report of the advise we offer based on the results of the assessment.

A Company wide retrospective?

By questioning your entire organization in a retrospective event you can learn so much from the input that awareness on why and how change can be brought about in your company in a swift and positive way. By allowing the entire organization to join in this retrospective, you will observe a much stronger sense of ownership concerning the changes and actions that can be achieved based on the results of the retrospective.

What will you get?

Co-Learning will not only help you organize and facilitate this event, we will consolidate the results to a single comprehensive report and recommendations if required. In-house facilitators can be trained by Co-Learning on request.

As an outcome for this assessment, the necessary awareness and communication can be set up internally to create a bright future with your team and organisation.

This period of observation and asking questions allows for a better insight in how your company can choose one path or the other, help you lead your organisation to success in change that has become a reality of our daily life.
Professional Scrum Master is the cutting-edge course for effective Scrum Masters and for anyone coaching a software development team toward increased efficiency and effectiveness. The course includes advanced thinking for host-leadership and behavioral shifts. Scrum.org selects only the most qualified instructors to deliver this course as well as maintains the defined curriculum and materials to assure consistency and quality for students worldwide.

Course topics
During this course you will get in-depth knowledge about topics such as Scrum theory and principles, The Scrum Framework, The Definition of Done, Running a Scrum project, Working with people and teams, Scrum in your organization and especially The role of the Scrum Master.

Objectives
Students are challenged to think within the Scrum Framework and the underlying values and principles to better understand what to do when returning to the workplace and facing complex decisions.

Students will have a clear understanding of the rules of Scrum through the empirical foundation of Scrum and can act as a Scrum Master for Scrum Teams as well as stakeholders from an in-depth understanding of host-leadership. Students are effectively be able to start up Scrum or increase its effectiveness if already underway.

Target Audience
The training may be interesting to all involved in software development upon the Scrum framework, but has been specifically conceived for those responsible for the successful use and/or rollout of Scrum.

Prerequisites
Attendees make the most of the class if they:
- Have studied the Scrum Guide (required).
- Passed the Scrum Open assessment.
- Have a solid understanding of Scrum either through working on a Scrum Team, or through taking part in a Professional Scrum Foundations or similar course.
- Have been on or are closely involved in building or enhancing a software product or application.
- Have read one of the Scrum books of Ken Schwaber or the book "Scrum – A Pocket Guide" by Gunther Verheyen.

What you will receive
The Professional Scrum Master course has two associated credentials: Professional Scrum Master level I (PSM I) and Professional Scrum Master level II (PSM II). All participants completing the Professional Scrum Master course receive a password to take the PSM I assessment and are entitled to a discount on the PSM II assessment.

Certification
These industry-recognized certifications require a minimum passing score on the associated rigorous assessment. Scrum.org maintains public lists of all PSM I certificate holders and PSM II certificate holders. Microsoft® uses the PSM I assessment to validate knowledge as part of its Silver and Gold Application Lifecycle Management (ALM) competencies.

ALSO AVAILABLE:
Certified 3-Day Professional Scrum Master Masterclass: the ultimate preparation for the PSM II Certificate

Microsoft® uses the PSM I assessment to validate knowledge as part of its Silver and Gold Application Lifecycle Management (ALM) competencies.
This training explores the worldwide challenge that many Scrum implementations run into, i.e. how should business people and product managers engage in Scrum and collaborate with Scrum Development Teams?

The Professional Scrum Product Owner class focuses on the core expectation for Product Owners to maximize the value of the work done for a software product, thereby serving customers, users and the organization.

Scrum.org selects only the most qualified instructors to deliver this course as well maintains the defined curriculum and materials to assure consistency and quality for students worldwide.

PROFESSIONAL SCRUM PRODUCT OWNER

The cutting-edge course for effective Product Ownership

Target Audience

The training is interesting to all involved in software development upon the Scrum framework, but has been specifically conceived for those responsible over products from a business perspective and taking up the highly accountable role of Scrum Product Owner.

Format

Students work in teams. They learn through team assignments, discussions and hands-on exercises. This course will be taught in English.

Prerequisites

Attendees make the most of the class if they:

- Have studied the Scrum Guide (required).
- Passed the Scrum Open assessment
- Have a solid understanding of Scrum either through working on a Scrum Team, or through taking part in a Professional Scrum Foundations or similar course.
- Have been on or are closely involved in building or enhancing a software product or application using Scrum.
- Have read one of the Scrum books of Ken Schwaber or the book “Scrum - A Pocket Guide” by Gunther Verheyen.

Objectives

Students are challenged to think in terms of Scrum and the Scrum principles to better understand what to do when they return to their workplaces. Students will have a clear understanding of the mechanics of Scrum and how the role of the Product Owner fits in. Students can act as a Product Owner for Scrum Teams and stakeholders. Students can effectively increase the business agility of their organization.

Course topics

- Value driven development
- The Scrum framework
- Product Management
- Managing Requirements, Products and Releases
- The Scrum Product Owner

Certification

The Professional Scrum Product Owner course has two associated credentials: Professional Scrum Product Owner level I (PSPO I) and Professional Scrum Product Owner level II (PSPO II). These industry-recognized certifications require a minimum passing score on the associated rigorous assessment. Scrum.org maintains a public list with everyone holding a PSPO I and PSPO II credentials.

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Large-Scale Scrum (LeSS) is a framework for scaling agile development to multiple teams. LeSS builds on top of the Scrum principles such as empiricism and cross-functional self-managing teams and provides a framework for applying this at scale. It provides simple structural rules and guidelines on how to adopt Scrum in large product development.

LeSS is to the organization what Scrum is to the team: a simple, powerful, large-scale product development framework designed to evolve into something that fits perfectly with any unique context.

If you are not moving at the speed of the marketplace you’re already dead - you just haven’t stopped breathing yet. - Jack Welch

The organization structure in which most of us operate today can be quite an obstacle to respond adequately to a fast-changing business environment. In fact, traditional organization structures are not designed to deal with this Volatile, Uncertain, Complex and Ambiguous (VUCA) world we live in. This leads to employees feeling disengaged from their companies, and companies being outpaced by their competition.

Consequently, organizations need to redesign their structures to cope with the phenomenon and increase their capability to move faster than competition, incorporate new technology, learn new skills...

LeSS will give you exactly that competitive advantage!

Large-Scale Scrum Systems

Course content

The Certified LeSS Practitioner course is an in-depth course covering the LeSS principles, framework, rules, and guides. It provides essential information for adopting and improving LeSS to your product development group.

- Why LeSS?
- Scrum, LeSS and LeSS Huge Overview
- LeSS Rules and Principles
- Organizing around Customer Value and Feature Teams
- What is your product?
- Definition of Done and its impacts.
- Product Owner and Product Backlog
- Role of Management
- Organizational impacts and typical LeSS organizational structure
- LeSS Product Backlog Refinement, Sprint Planning, Review and Retrospective
- Consideration on technical practices when scaling.
- Integration & Coordination
- Adopting LeSS in your organization
- ScrumMaster role within LeSS

The course is based on group exercises with lots of Q&A. During the 3 days you will get insights from LeSS adoptions at Agfa Healthcare, Base Company, Sparefoot and how to apply that learning in your context.

You will practice a lot with Systems Modelling and apply Innovation Games® during the duration of the course so that you will be able get your organization into a healthier state.

Prerequisites

Basic Scrum knowledge is expected and can be achieved by attending a Certified Scrum Master or a Professional Scrum Master course, or by thoroughly reading Scrum introduction material such as the Scrum Primer and practicing Scrum.

What you will receive

You will be a Certified LeSS Practitioner and receive an account on less.works. Here you can find additional information about LeSS (incl. a copy of “Large-Scale Scrum; More with LeSS” book), share course information and stay in contact with other course participants.

Additionally, participants will have the choice to acquire Certified Collaboration Architect Credits - Innovation Games®

Also available

- Certified LeSS 3-days course
- Certified LeSS for executives 2-days course
- Certified LeSS introduction 1-days course
Are you guiding teams and organizations towards a more effective business environment to work in? Have you been searching for guidelines and practices to support you in your quest to steer teams successfully? Within your quest, have you experimented with practices, techniques and tools from many different ideologies such as Beyond Budgeting, Lean, Agile, PmBOK, Prince2, ITIL, Corba, Situational Leadership, RACI…?

Maybe you experienced that “Management” is not something you can capture in one single ideology, or you feel that you have to be aware of a lot of them to become a good mentor and be able to guide your business towards operational effectiveness. You have become aware that you have to combine ideologies with a proper organizational setting, engagement and motivation in order to be really successful!

Course Content
A two-day, hands-on course that offers serious games, tools and good practices that any leadership role including project managers, team leaders, middle management and even C-level executives can take back and use immediately to start increasing employee engagement and instigate change management today.

Based on complexity science, combining a lot of different management and leadership practices and techniques, you’ll learn how to change your organization to a more productive, creative and engaging environment for everybody involved.

You can expect the course to adhere to the following principles:
- memorable structure
- theory and practice
- use of clear, effective visuals
- games and exercises
- group and individual contributions
- concrete practices, tangible results

Certified Management 3.0
Engaging Leadership Practices

Course Agenda
Management 3.0 brings understanding of organizational complexity, being open to change according to communication needs, competence and business models. Really supporting you to shape your organization to a next level and quickly adapt to a changing economic landscape.

Management 3.0 provides you tools to foster organic competence growth throughout the complete organization, instead of keeping knowledge within the boundaries of its department. It is this kind of innovation, collective knowledge and its adaptability that are the major pillars to survive this rapidly changing world.

Within the 2 days you’ll get knowledge, tools and techniques related to:
- Complexity science and systems thinking in order to understand the complex adaptive systems we live in
- How to keep people active, creative and motivated within your organization
- How to grow self-organization and empower people according competence and risk
- How to align the mindset and efforts of your organization towards an emergent purpose
- How to support your organization to grow competences that matter to the business
- How to setup your organization as value units that enhance communication and reduce risks, cost and failure
- How to keep changing your organization with continuous improvement ideas

What you will receive
You will receive a certificate of attendance as well as the book “Managing for Happiness” by Jurgen Appelo.

Also Available:
- Certified Management 3.0 foundation 2-days Course
- Certified Management 3.0 Master Class 3-days Course
- Brown bag session series
Facilitation is one of the most important skills for leaders. Facilitation is the “process” skill to guide (large) groups of people towards a common goal. As such, facilitation is crucial in meetings, brainstorm sessions, planning sessions, and training.

In order to have good sessions or meetings, a skilled facilitator knows how to balance the energy to keep members involved and focused, to create real leadership opportunities in the organization.

The more you know about how to shape and run a good learning and planning process, the more your organization will feel empowered and engaged about their own ideas and participation, stay involved, take on responsibility and ownership, and the better your meetings will be.

Today everybody is screaming about usability, user centric design, design thinking and a lot more of those fancy words to say the same thing: “We need to put people in the center of our business/product”. As such, Innovation Games® is a tool that will help you along with huge strides towards creating applications, products and/or services with a user-centered design. They support the decision making process, create more engaging meetings and help set product/service direction.

Innovation Games® are a fun, serious way to help you get answers to the following questions:

- What do my customers or team really want?
- How can I gain market insight without sending out boring inquiries?
- How can I get customer engagement even before my product/service is available?
- How can I go from “Oh Shit!” to “Oh Wow!” in 30 minutes?

**INNOVATION GAMES® CERTIFIED MASTER CLASS**

Facilitation for Enterprise Agility

Give us two days and we’ll teach you how Innovation Games uncover deeper and more accurate customer insights, create a faster decision making process and make use of the creativity of everyone involved.

Based on Luke Hohmann’s book, Innovation Games: Creating Breakthrough Products Through Collaborative Play, and our qualified instructors’ years of real-world experience, this two-day interactive workshop teaches you how to create your own successful workshops.

The Innovation Games® facilitation for enterprise agility structure and topics

The two-day certification workshop is built on the “learning by doing” model of education, relying on real-world case studies and in-class practice and discussion.

The training focuses on 4 main components and an optional component:

- Facilitation, participation and observation
- designing a meeting or workshop
- producing large scale events with multiple facilitators
- online, scalable productions
- modifying existing techniques to meet your needs using the Collaborative Game Design Canvas™

**WHAT WILL YOU RECEIVE?**

Our two-day Innovation Games Masterclass earns participants 120 Experience credits in the Certified Collaboration Architect program – equivalent to an Orange Belt. Individuals who take training courses from certified collaboration instructors will receive a one-year standard subscription as part of their registration and will be granted certification credits upon successfully completing the course.

Certification

For individuals, this is a chance to set yourself apart from your peers. Both employers and client see becoming a Certified Collaboration Architect as a valued skill, because the certification needs to be earned through education and practice. Becoming a Certified Collaboration Architect tells the marketplace that you are skilled in applying, adapting and creating collaboration frameworks and forums to help organizations solve complex and enduring business problems.

For organizations, the Certified Collaboration Architect program provides you a way to motivate your employees to gain the fundamental knowledge and practice they need to become successful, collaborative high-performance teams. You are also able to monitor your organization’s adoption of the collaboration frameworks and techniques by monitoring the number of employees who achieve each belt level over time. Ensuring that your staff have this fundamental knowledge is critical to ensure your organization reaches business success.

**ALSO AVAILABLE:**

- Certified innovation games® Games master - 2 days course
- Certified innovation games® Games for agile teams - 1 day course
This training is for consultants, agile coaches, team and project leaders, Scrum Masters, managers, facilitators, and anyone who needs to facilitate sessions and wants to use graphic displays to engage attendees, capture ideas, make the session more visual and therefore a hell of a lot more memorable!

Join us for this hands-on workshop and learn how to do just this.

**Topics covered**

Practice core drawing skills, symbols, symbolic drawings, and lettering for successful graphic recording.

Create your own starter repertoire of graphic icons, characters and style elements that you can bring together in your own workshops and meetings.

This is a beginner course in graphic facilitation. No particular drawing skills are required. You will use simple drawing techniques and materials will be provided.

Our graphic facilitation training is a hands-on useful and fun training where we mix theory and practice with likeminded people.

**What you will receive**

For the training and your own use afterwards, you will be presented with a starter set of different colour markers allowing you to get to know your material and get started as soon as the training is over.
As a change agent, I’m sure you’ve experienced how difficult it can be to introduce change into an organization. That could mean you’re an Agile Coach or Scrum Master tasked with introducing Agile, or it can also mean you’re a Change Management Professional who is looking for more effective ways to develop and execute change programs.

This 2-day workshop, based on the book “Lean Change Management”, is designed to help you discover more effective practices for introducing and managing change in your organization. You’ll learn by doing, not by reading PowerPoint slides! You’ll hear real stories about how to apply better, innovative practices to managing change.

**Topics Covered**

- **What is Lean Change Management?**
- **Where does Change Resistance come from and how to manage it?**
- **How to use and create fit-for-purpose, light-weight planning tools, such as Change Canvases**
- **How to lead change from any level in your organization**
- **Many tools and practices that you can use right away**
- **How to manage change programs by using Agile practices**

**What you will receive**

- 3 month membership to the Lean Change Agent Network
- Access to Lean Change Management and Happy Melly Slack channel

**Agenda Course**

**Day 1:**
- Introduction: why are you here? What is the ultimate question you hope to have answered?
- What is Lean Change Management, and how is it similar, and different, to how you approach change today?
- Agile Change Management: Overview of the Agile values and principles, and how you can apply that thinking to change management.
- Alignment: How to use light-weight tools for change readiness, change liftoffs, and ongoing facilitation of change
- Incremental Change: How to move away from traditional ROI and towards reducing uncertainty by breaking down change into quarterly objectives with tangible key results.

**Day 2:**
- Experiments: How to move away from change activities, and towards change experiments. This includes good practices for communication, creating alignment, providing status to change sponsors and more.
- People: Why the notion of ‘resistance to change’ is wrong, and why the ‘70% of changes fail’ is incorrect. We’ll explore how different people respond to change differently, and how you, the change agent, can navigate that complexity
- Your Own Change Framework: We’ll take the learning from both days, and discuss what your own change framework could look like and you’ll answer your own questions that were created at the beginning of Day 1.
Co-Learning offers a number of public or in-house retreats. The time spent by a musician to prepare for a performance is much more than the time spent actually performing a piece. But when it comes to a lot of practices in our daily work, we’re constantly on the stage, performing, not taking any time to practice beforehand.

The idea of a retreat is to take time out of your daily buzz and focus on practicing tools and techniques, to make you even better when performing on the “stage of life”.

These retreats can be in-house or public, and we offer a number of different retreats on various topics

**CODERETREATS**

Coderetreat is a day-long, intensive practice event, focusing on the fundamentals of software development and design. By providing developers the opportunity to take part in focused practice, away from the pressures of ‘getting things done’, the coderetreat format has proven itself to be a highly effective means of skill improvement. Practicing the basic principles of modular and object-oriented design, developers can improve their ability to write code that minimizes the cost of change over time.

**LEGACY CODERETREATS**

A workshop for developers based on the well-known Code Retreat format, only this time with an additional twist - we’ll be working on someone’s already written code. Very popular for in-house sessions, where your programmers can actually practice on their own legacy systems. For a public session, participants will get their hands dirty in some old, messy, organically grown, hard to understand implementation of a game in the chosen programming language. The task is: using tests and best practices, raise the quality of code step by step without breaking existing behavior.

**GAMESTORMING RETREATS**

During a gamestorming retreat, the attendees will practice their facilitation skills by facilitating each other with various techniques. This retreat is especially suited for facilitators, Scrum Masters, team leaders and managers. It’s a safe environment to try out new things, get constructive feedback and maybe even create your own modification or combination of techniques.

**LEADERSHIP RETREATS**

During a leadership retreat, we go deeper into the practices and techniques a good leader can have in their bag to bring their team or organisation to the next level. We use several leadership tools and use the Responsibility Process to see how these are linked and can reinforce each other.

**MANAGEMENT 3.0 BROWN BAG SESSIONS**

We understand that not every team member can take two or three days to attend a Management 3.0 course. That’s why we’re offering a flexible alternative that offers the same content as a regular in-person Management 3.0 course, but over the course of a more flexible leadership series with a different format and a strong emphasis on feedback loops.

This option is available for in-company workshops as well as for external groups that can commit to meeting monthly, weekly or whatever you decide.

Coaching doesn’t have to be external (from outside the company). It is possible, though very hard, to set up an internal coaching network which supports the LeSS adoption. Setting up an internal coaching network often fails because (1) being a coach internally is often not a job which the potential coaches want to pick up… as they like working on the product itself, (2) coaches often lose touch with the reality of the product development as they don’t practice enough Go See.

Warning: If you do set up a coaching group in your organization, ensure to not just staff it with the “left-over people” who happened to be available. That will fail.

Coaching can be internal, but we do recommend to also involve at least one external coach who is there for the long run. External coaches often see things that internal coaches don’t see (anymore) and bring experiences and ideas from outside. Also, external coaches are often ‘allowed’ to say things that would be politically incorrect for internal coaches.

The following three levels of coaching are commonly needed:

1. **ORGANIZATIONAL COACHING**

A coach works with multiple teams and the management to improve the organization and its structure.

2. **TEAM COACHING**

A coach works with one or a few teams to improve their team-working and LeSS practices. It is common for a coach to take on the Scrum Master role.

3. **TECHNICAL PRACTICES COACHING**

A coach works with (or on) a team on their actual codebase in order to improve the technical practices and adopt agile development techniques such as simple design, refactoring, unit testing, test-driven development and acceptance test-driven development.

So don’t hesitate to contact us to get your coaching on the way!