

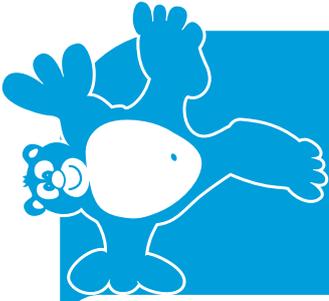
The **Agile Bear** Training Portfolio



Agile is about creating quality, working deliverables that provide the highest possible business value while reducing the risk of undelivered projects.

We at AgileBear work with you to develop and deliver the most appropriate training programme to ensure success in your Agile transformation. We can supplement our courses with extensive coaching programmes to bring this culture change out of the classroom and into your day to day workplace.





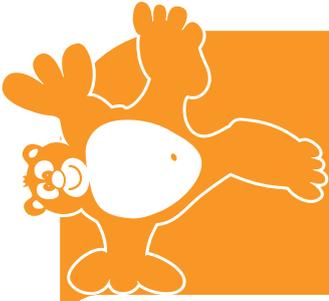
Agile Bear Live Online Distance Learning

During the world crisis, the ScrumAlliance are permitting us to offer you the opportunity to attend live online courses.

These virtual workshops comply with the ScrumAlliance values, standards and certifications. They include at least 14 hours of face-to-face time with our world-leading Certified Scrum Trainer Nigel Baker.

As with our in-person events, Nigel will deliver each exercise-driven workshop with energy, experience and practical content. But better yet, to make the online experience more pleasant for you, we will run our traditionally two-day events over three shorter days. We want to ensure your experience is enjoyable, sustainable and to support your work-life balance.





Certified **ScrumMaster** Training (1/2)

In Person:
Live Online Distance Learning - **2.5** Days



The Certified ScrumMaster Workshop is the core component of our training portfolio. Scrum is an iterative, incremental process for developing any product or managing any work.

The industry-recognised Certified ScrumMaster Training is the perfect building block to educate and certify your people. Through exercises and peer discussions, attendees realize how much they rely on habits that negatively impact productivity, quality, and return on investment. They also get to experience first-hand how a change to Scrum practices works and feels.

Through a mixture of classroom study, exercises, pair discussions and real-world trainer experiences, an attendee will learn how a Scrum project works and how to facilitate and coach a Scrum project.

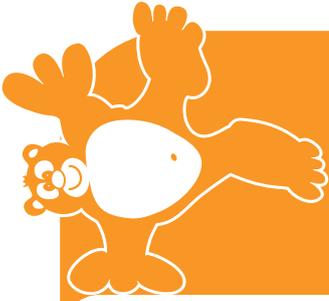
Techniques we will investigate include Vision Creation, the use of the Product Backlog, Backlog Formatting Techniques, Story Point Estimation, and how to use this to formulate a release plan.

We will learn about how Sprint Backlogs (the lower level of planning in Scrum) can work and we'll experience it for ourselves in a case study. Many people struggle to get the Daily Scrum working effectively, but you won't - after hearing some AgileBear primers for helping you maximize the benefit for the team from this key principle.

You will experience how to coach your team through planning and through the powerful inspect and adapt technique of retrospectives. How to report this information in a clear and simple format is the key objective of Burndown Charts - which we will discuss in depth. Finally, you will discover our learning in how to apply Scrum to an enterprise environment. Scaling and distribution will be the key areas of investigation in this final session.

With a course content and delivery technique consistently rated as "Excellent" by our attendees, our Private and Public CSM options should be considered an essential for your Agile training.





Certified **ScrumMaster** Training (2/2)



In Person:
Live Online Distance Learning - **2.5** Days

Who Should Attend?

Certified ScrumMaster Training is for the people in a business who will lead, support, or participate in Scrum Projects, such as:

- *Project Leaders*
- *Development Managers*
- *Technical Leads*
- *Developers*
- *Testers*
- *Designers*
- *Product Managers*



After successfully completing the course you will be registered with the ScrumAlliance for your exam. The assessment is available in over a dozen languages and you will be required to achieve a pass mark of 37/50 within the 60 minute time limit. Upon certification, you will receive 2-year membership with the ScrumAlliance and access to member-only information, material and events.

PartONE

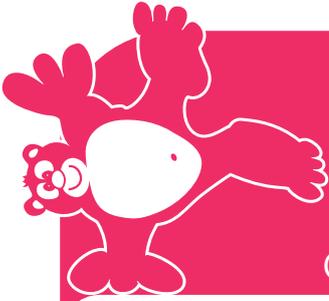
- 1 Introductions
- 2 Introduction to Agile and a History of Scrum
- 3 The Scrum Framework
- 4 The Scrum Roles
- 5 The Product Goal: Vision

PartTWO

- 1 The Product Backlog and Release Planning
- 2 Agile Estimating
- 3 What is Done? Quality and Scrum
- 4 Sprint Planning and the Sprint Backlog

PartTHREE

- 1 Responsibilities of the ScrumMaster
- 2 Responsibilities of Product Owner
- 3 Daily Scrum and Aspects of the Scrum Team
- 4 Sprint Retrospectives and Sprint Reviews
- 5 Reporting
- 6 Distributed Scrum



Certified **Scrum Product Owner** Training (1/2)

In Person:
Live Online Distance Learning - **2.5** Days



The Product Owner is the one and only person responsible for managing the Product Backlog and ensuring the value of the work the Team performs. This person maintains the Product Backlog and ensures that it is visible to everyone. Everyone knows what items have the highest priority, so everyone knows what will be worked on.

For the Product Owner to succeed, everyone in the organization has to respect his or her decisions. The Product Owner's decisions are visible in the content and prioritization of the Product Backlog. This visibility requires the Product Owner to do his or her best, and it makes the role of Product Owner both a demanding and a rewarding one.

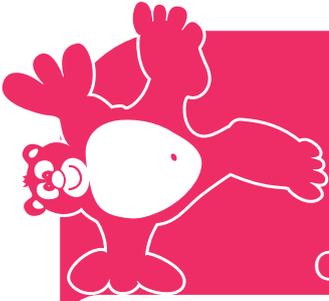
In our Certified Scrum Product Owner training, you will learn the Scrum framework and both the fundamentals of being a Product Owner and a wealth of advanced topics. Through a mixture of class room study, exercises, pair discussions and real-world trainer experiences, an attendee will gain strong experiences that will be a invaluable help for their first (or next!) Scrum project as Product Owner.

Attendees will learn about the key rights and responsibilities of being a Product Owner on a Scrum project. The course will cover how to effectively set project direction for an agile team without destroying the key aspects of performance and self organisation of the team. This will enable the team to deliver maximum business value early and regularly. They will also learn that, despite being a simple framework, it is deceptively simple! The discipline and feedback culture of Scrum requires support from yourself to be high performing. You will learn how to do this and more in our Certified Scrum Product Owner Training.

After successfully completing the course, you will be registered with the ScrumAlliance.

Upon certification you will receive a 2 year membership with the ScrumAlliance which includes member-only information, material and events.





Certified **Scrum Product Owner** Training (2/2)



In Person:
Live Online Distance Learning - **2.5 Days**

Who Should Attend?

Individuals who will perform the **Product Owner** role on Scrum projects, such as:

- *Sponsors*
- *Stakeholders*
- *Product management*
- *Business analysts.*

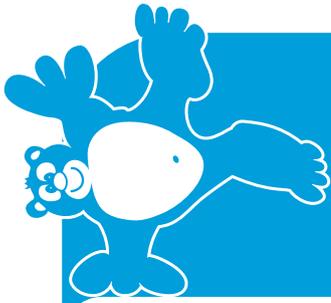


PartONE

- 1 Expectations of the Product Owner
- 2 Scrum overview
- 3 History of Agile and Scrum
- 4 Benefits of Scrum
- 5 The Scrum framework
- 6 Scrum Roles
- 7 The Product Vision:
 - a Benefits of the Product Vision
 - b The Vision in Action
 - c Desirable Qualities
 - d Techniques for Creating a Powerful Vision
- 8 User stories on the product backlog:
 - a Augmenting the user stories
 - b User roles/Personas
 - c INVEST in your backlog
- 9 Stocking the Product Backlog:
 - a Failure of upfront thinking
 - b Emergent requirements
 - c Release Planning
 - d Velocity
- 10 What is Done?
- 11 Agile Estimating in brief

PartTWO

- 12 Prioritizing the product backlog
- 13 Kano analysis
- 14 Theme screening and Theme scoring
- 15 Innovation Games
- 16 Relative weighting
- 17 Priority poker
- 18 Understanding Sprint Planning
- 19 Understanding the Daily Scrum
- 20 Sprint Review
- 21 Managing Releases:
 - a Release Burndown
 - b Rolling Release Plans
- 22 10 Tips for Product Owners
- 23 Summary and Close



The **Cultural** Change (1/1)

In Person:
Live Online Distance Learning - **0.5/1** Day

The culture change required to become an Agile organisation is one of the key areas that requires the most attention and thought yet too often receives the least focus.

AgileBear provides world class change management and leadership based on the internationally acclaimed work of John Kotter ("Leading Change" 1996) to best enable your chances of a successful organisational shift.

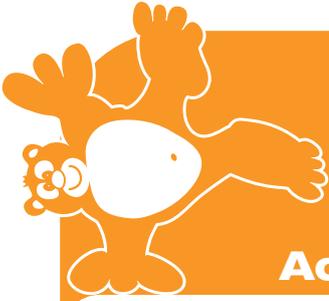
We combine this with our culture change training package that is designed to interlace with your company specific events to begin the roll out of the change programme bringing Agile to an organization.



The culture change package is a one day training event focussed on the values and principles that underpin a truly agile organization. This is a great precursor for large enterprises with a big culture change to make in the introduction of Agile and Scrum.

Day**ONE**

- 1 Introductions
- 2 Agile Manifesto
- 3 Agile Values
- 4 Agile Principles
- 5 Exercise – How do they apply to you?
- 6 Case Study – Discussing the principles in a real life company
- 7 **LUNCH**
- 8 Agile Practices at a high level
- 9 Agile and your organisation
- 10 The Agile Game
- 11 Retrospective
Sections 8 to 10 are in the One Day Course only.



Advanced Certified ScrumMaster Training (1/2)

In Person:
Live Online Distance Learning - **3** Days



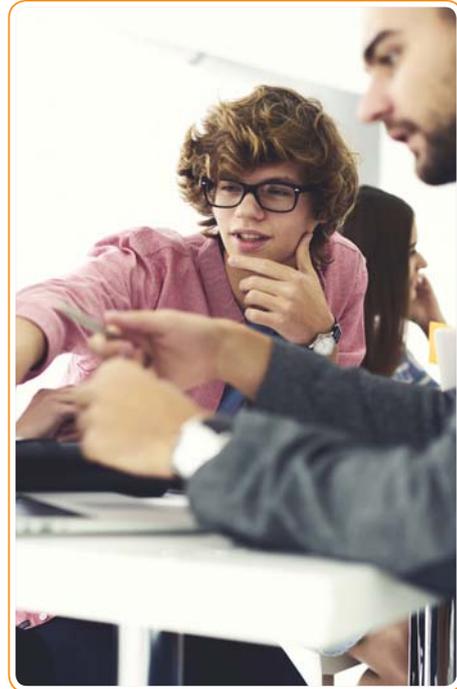
Our Advanced Certified ScrumMaster Course is a 3 day, highly intensive coaching workshop. This programme is designed to raise the attendees' previous knowledge and experience and take it to the next level. More importantly, the structure and focus of the event is to enable attendees to be able to continuously progress and further their own learning and ability.

This workshop builds on the Scrum framework and the ScrumMaster role. This will give you the ability to help drive organizational change and help teams learn how to improve their work and approaches. This course expands the vital COACH and CHANGE AGENT aspect of the ScrumMaster role to new heights – and help you transform your own world of work!

The Advanced Certified ScrumMaster workshop requires previous Scrum knowledge and experience. This is NOT a session for those new to the Agile space. Advanced doesn't only mean more techniques, but also draws upon a deeper understanding of Scrum through real life scenarios. Attendees must be willing to challenge their own thinking and approaches within this course.

ACSM Prerequisite

Students must possess a CSM certification and twelve months of experience in the ScrumMaster role to be eligible for the A-CSM qualification. However, anyone is welcome to attend. The 12 twelve months experience can be achieved post-qualification.





Advanced Certified **ScrumMaster** Training (2/2)

In Person:
Live Online Distance Learning - **3** Days

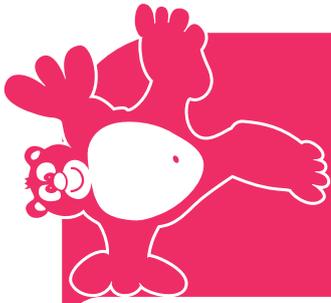
Agenda

The workshop agenda is fluid due to the nature of the programme. A typical event would look something like this:

Every**MORNING**

Lean Coffee to discuss ideas, concepts, issues, thoughts and the previous day.

- **The Past: The History and Analysis of Agile and Scrum.**
- **The Coaching Concept**
 - Coaching Stances
- **Coaching: Scrum Team**
 - Coaching Sprint Planning.
 - GROW Model
 - Personal Retrospective
 - Active Listening
 - Reflective Listening
 - Non Violent Communication
 - Powerful and Socratic Questioning
- **Self-Organization**
- **Team Dynamics**
- **Key Attributes of Effective Agile Teams**
- **Improving Team Performance**
- **Tuckman Team Phases**
- **Sprint Visualisation Techniques.**
- **Definition of Done**
- **Coaching: Product Owner**
 - Personas
 - Impact Mapping
 - Story Mapping
 - Team Backlog Refinement tactics.
- **Facilitation**
 - Voting Techniques
 - Meeting Facilitation Methods
 - Divergent and Convergent Thinking
 - The “Groan Zone”
- **The Case for Agile Engineering: Extreme Programming**
- **Change Agent**
 - Changed VS Changing
- **Agile Scaling Approaches** (LeSS, SAFe, DAD, Nexus)
- **Scrumbrella: Scaling Patterns**
- **Impediment Removal**
 - Tactics and Strategies
 - CARF Model
 - De Bono Thinking Hats
 - 5 Whys
 - Scaling and Change Scenario via LEGO: JORVO.
- **Personal Development**
 - Self Reflection via Scrum Values
 - Crucial Conversations.
 - ScrumMaster as Servant Leader



User Story Workshops (1/1)

In Person:
Live Online Distance Learning - **1 Day**

The User Story workshops begin with the theory and background on the concept of User Stories — The most popular and useful Agile requirements capturing technique.

User stories are an Agile way of handling customer requirements without having to elaborate formalized requirement documents and without having the corresponding administrative overload in the managing and maintaining of them.

AgileBear runs User Story writing workshops to allow your colleagues to improve the use of this technique and to avoid some common pitfalls.

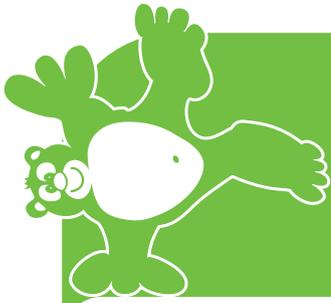


DayONE

- 1 Agile Recap
- 2 Theory of User Stories
- 3 Agile Estimating and Planning in Brief.
- 4 **LUNCH**
- 5 User Story Creation – Case Study
- 6 Real Life User Story Creation
- 7 Retrospective

We will run through the theory of User Stories, how they work and then we will develop a case study and apply this learning on the clients real projects. This is most useful as a supplementary course, combining with other offerings from our training portfolio.

This workshop embeds the principles of feedback and collaboration within the attendees through both classroom and exercise driven content.



Agile **Coaching** Sessions (1/1)

Duration: **AS**Required

Our Coaching capability (subject to availability) is a per day, in team engagement, helping you improve your practices and techniques within the lifecycle of your projects themselves.

AgileBear will draw on its decade of experience in this sphere to allow you to transform to a high productive state – whilst minimizing the risk of the change itself. These sessions include high level strategy and facilitation of Scrum events.

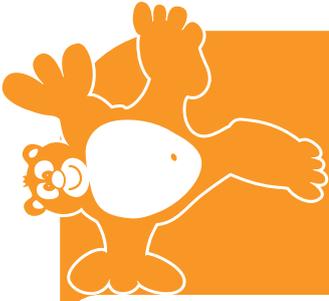


Typical **Coaching** Actions (1/2)

- Retrospective of current position
- Value Stream Analysis of current delivery experience
- SWOT Analysis
- Creating Agile Transformation Team
- Leading and organising change programme including creating Agile Transformation Backlog
- In team coaching. (User Story Workshops, how to structure a backlog, using Burndown charts)
- Direction on technical methods

Typical **Coaching** Actions (2/2)

- Pairing with Senior Management
- Setting up Scrum of Scrums
- Providing proactive direction and advice throughout the Agile adoption.
- Facilitating Retrospectives
- Facilitating Release and Sprint planning.
- Information Radiators and Scrum Boards
- Leading Self Directed Work teams



Lean Workshops (1/1)

In Person:
Live Online Distance Learning - **1** Day

Lean techniques consider the expenditure of resources for any goal other than the creation of value for the end customer to be wasteful. We use the famous “Seven forms of Waste” (Muda) to analyze your companies processes and practices to enable you to become more lean and agile.

AgileBear runs Lean Workshops to train your own people to begin to recognise these wastes in your business and start to aggressively remove them.

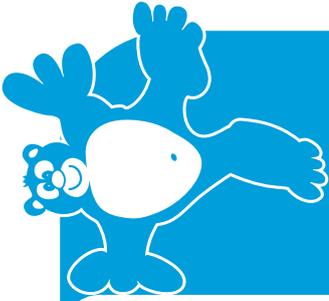


DayONE

- Agile Recap
- Lean theory – Eliminate Waste
- How Lean and Scrum are related
- Value Stream Analysis
- Session – Create your own Value stream analysis
- The remainder of Lean including:
 - Amplify Learning and Empower the Team
 - Deliver as Fast as Possible
 - Build integrity In and See the Whole
 - Retrospective

The Lean Workshops exist to allow us to help understand and investigate what is truly waste in an organisation and eliminate it. AgileBear utilises the elimination of waste practices to ensure your organisation is as slim as possible. These workshops can be utilised at a more strategic level than the other courses and can be more appropriate for middle and senior management.

By utilising these Lean principles, we can guarantee that we are keeping our organisation agile and this will ensure we maximise the performance of our Scrum teams.



Scrum Overview (1/1)

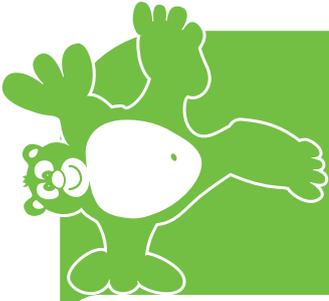
In Person:
Live Online Distance Learning - **1** Day

Scrum is an iterative, incremental process for developing any product or managing any work. This overview is a great start to introduce people to both the culture change and the Scrum framework. A combination of our Culture Change and CSM course, this introductory training can be a great baby step into bringing the concepts of Scrum to an organisation.



DayONE

- 1 Introductions
- 2 Agile Manifesto
- 3 Agile Values
- 4 Agile Principles
- 5 The Scrum Framework
- 6 Product Vision
- 7 Release planning and the Product Backlog
- 8 Sprint Planning and the Sprint Backlog
- 9 Daily Scrum and Sprint issues
- 10 Sprint Review and Retrospectives
- 11 Questions and Answers



Testing on **Agile Projects:** A Roadmap for Success

(1/3)

In Person:
Live Online Distance Learning - **3** Days

This three day course explains how testers can become valued agile team members, how they contribute to delivering a continuous stream of business value, and ways to overcome common cultural and logistical obstacles in transitioning to an agile development process. It describes the values and principles that help testers adopt an agile testing mindset, and how the whole team contributes to the success of any testing practices, including automation.

Students will be shown how to complete testing activities in short iterations, and how testers contribute on a daily basis during each iteration and release cycle. Processes such as ATDD (Acceptance Test Driven Development) will be stressed throughout the course. Through interactive exercises and group discussions, participants will discover good strategies for driving development with both executable and manual tests. The course is filled with real-life examples of the many ways agile testers add value.



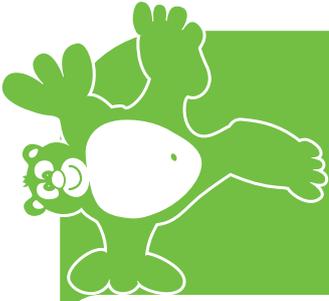
Learn how to:

Understand how testers contribute on agile teams, how agile teams successfully cover all dimensions of software quality in short release cycles, and collaborate to deliver the “right” business value at frequent, consistent intervals.

Is this course for you?

The course is aimed at anyone who wants to learn what testing means on an agile team. All team members will benefit from understanding their contribution and the interaction with testers on the team. Test/QA and development managers, who work with testers, will also find the course valuable. Basic agile knowledge is recommended so the participants can actively contribute with questions and shared experiences.

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Testing on **Agile Projects:** A Roadmap for Success

(2/3)

In Person:
Live Online Distance Learning - **3** Days

Program

Each module includes small group exercises and discussions in addition to the major exercises listed.

DayONE

Brief Intro into Agile & How Testing Fits in – Module 1

- Overview of agile terminology
 - Agile principles - what does it mean to a tester
 - Intro to Scrum, XP, other agile processes
 - SDLC - Introduce agile testing activities and approach

Adapting to Agile – Module 2

- The whole-team approach
 - Ten Principles for agile testers
 - Roles and responsibilities; collaboration
 - Collaboration Exercise
- Overcoming common obstacles
 - Cultural Issues; mini-waterfalls
- Transitioning typical processes
 - defect tracking
 - quality models, traceability

Test Automation - How Testing "Keeps Up" with Short Agile Iterations – Module 3

- Using Automation So Testing "Keeps up"
 - Value of automation
 - Barriers of automation

- Getting over the hump
 - Using the Test Automation Pyramid for maximum ROI
 - Using The Agile Testing Quadrants for automation
 - What to should and shouldn't be automated
- Developing an Agile Automation Strategy
 - What hurts most; multi-layered Approach
 - Applying agile principles
 - "Thin slice/steel thread" approach
 - Exercise – Breaking features/stories into thin slices
- Summary: Key Factors to Making Automation Work

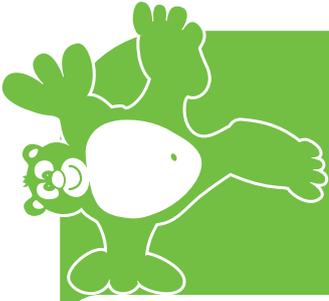
DayTWO

Release Planning in Agile Projects – Module 4

- Release planning
 - Sizing your stories
 - Using an incremental approach
- Roles and Responsibilities
 - Roles of PO, ScrumMaster, Dev
 - How testers contribute
- Exercise: Release Planning Simulation

(continued over)

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Testing on **Agile Projects:** A Roadmap for Success

(3/3)

In Person:
Live Online Distance Learning - **3** Days

Day**TWO** (continued)

Rest Planning in Agile Projects – Module 5

- Using the Agile Testing Quadrants
 - Introduction: Vocabulary, Collaboration
 - Tests that guide development, foundation for quality
 - Developer tests
 - Business-facing
- Tests to evaluate the product
 - Business-facing
 - Technology-facing
- Plan to stay on track
 - Alternatives to test plans
 - Release-level test plan matrix
- Exercise: Test Planning Exercise

An Iteration in the Life of a Tester – Module 6 (1:00 – 5:00)

- Iteration Pre-Planning
 - Going through stories
 - Distributed team communication
- Iteration Planning
 - Simplest thing first - steel thread
 - ATTD (Acceptance Test Driven Development)
 - Exercise – Write acceptance tests as a team
 - How testers contribute in planning, estimating

- During the Iteration
 - Coding & Testing
 - Collaboration
 - Defect tracking
 - Expanding tests
 - Exploratory testing
- The iteration demo
- Retrospectives - improving your process
- Celebrating success

Day**THREE**

Exercise: Iteration Simulation

- Includes Iteration planning, code and test, automation, demo, retrospective
- Debrief Iteration Simulation

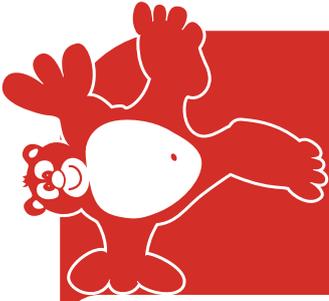
The End Game Module 7

- Successful delivery
- The end game
- Release retrospective

Key Success Factors & Wrap-Up – Module 8

- Seven Factors for Agile Testing Success
- Wrap-Up; Discussion back to original problems that participants are experiencing

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Certified **Scrum** Developer (1/3)

In Person:
Live Online Distance Learning - **3/5** Days



Scrum puts a huge pressure on your organizations development practices. Our approaches are often insufficient to be able to produce high quality products repeatedly.

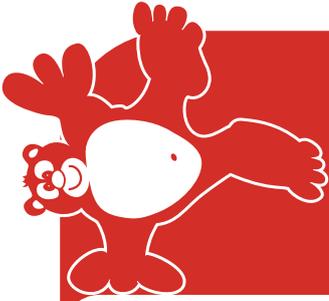
Certified Scrum Developers have demonstrated, through a combination of formal training and a technical skills assessment, that they have a working understanding of Scrum principles and have learned specialized Agile engineering skills. The Certified Scrum Developer® course is aimed at software developers who are building software in a Scrum environment. The goal is to expose students to the most important tools and techniques that need to be applied in order to build good software in the iterative and incremental fashion that Scrum requires. These ideas are central to the entire field of Agile software development.

The training is hands-on, with exercise and simulation driven content.

Objectives

Upon successful completion, delegates will earn the technical requirements for the Scrum Alliance Certified Scrum Developer® (CSD) designation. With over 350,000 members, the Scrum Alliance is the most established and widely recognised Agile certification in the world.





Certified **Scrum** Developer (2/3)



In Person:
Live Online Distance Learning - **3/5** Days

Who Should Attend?

Prerequisites

Delegates are expected to have basic knowledge of object-oriented programming as well as at least 1 month of hands-on experience with an object-oriented programming language for example C# or Java.



Related Certifications

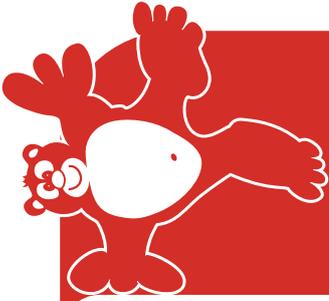
This Certified Scrum Developer® course satisfies the technical requirements of the Scrum Alliance's Certified Scrum Developer® qualification. For candidates who do not hold the Certified ScrumMaster® qualification an additional 2 days of training will be required. These can be delivered as part of our 5-day Certified Scrum Developer® course.

Course Outline

On completion of the **Certified Scrum Developer®** course, delegates will be able to:

- Distinguish between Scrum and Agile practices introduced by other Agile methods
- Apply Extreme Programming techniques
- Apply the principles and values of the Agile Manifesto to new situations
- Apply Test Driven Development and Behaviour Driven Development techniques
- Design and set up Continuous Integration
- Apply Agile techniques to large projects involving distributed teams
- Quantify code quality and apply refactoring
- Extend Agile principles to software architecture

(continued over)



Certified **Scrum** Developer (3/3)



In Person:
Live Online Distance Learning - **3/5** Days

Course Outline (continued)

This course is for anyone seeking first-hand experience of the software engineering techniques that are essential for Scrum teams to succeed. This includes technical business analysts, Scrum Masters, project managers, developers, technical testers, and architects.



Three-Day Course

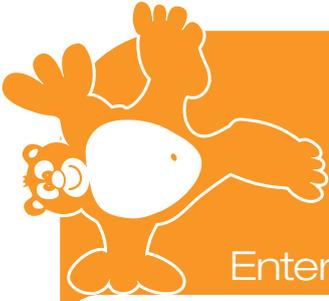
- DayONE** Test Driven Development, Collaborative Programming and Continuous Integration
- DayTWO** Behaviour Driven Development and Code Quality
- DayTHREE** Architecture and Legacy Code

or,

Five-Day Course

- DayONE** Certified ScrumMaster Training
- DayTWO** Certified ScrumMaster Training
- DayTHREE** Test Driven Development, Collaborative Programming and Continuous Integration
- DayFOUR** Behaviour Driven Development and Code Quality
- DayFIVE** Architecture and Legacy Code

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Enterprise **Organisational Change** for Coaches (1/3)

In Person:
Online Distance Learning - **VIDEO**Workshop

About the Course

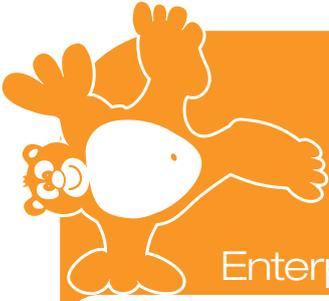
The vast majority of enterprise Agile transformations are failing. The few that are not often focus on the wrong things. This course is here to help you become the small majority who actually succeed in this desperately complex space.

This course is designed to give you sufficient tools and ideas to challenge your current organizational change approach and help you and your colleagues take control and guide it to success. If you haven't started, this course can offer some great advice on common pitfalls to avoid.

Make no mistake, there is no real Agile transformation cookbook, but if we are aware of some common patterns and anti-patterns out in industry today, maybe we can use that information appropriately to help us transform our own world of work.

In this course you will get instant access to 10 major success factors in change from world famous Agile Coach Nigel Baker. This has been AgileBear's secret intellectual property that has been successfully used over the last decade, and finally we have decided to share it publicly for the first time for all to use.





Enterprise **Organisational Change** for Coaches (2/3)

In Person:
Online Distance Learning - **VIDEO**Workshop

Topics Covered

Enterprise Change Coalition

Many organizations do not lead their change, but are lead by their change. This chapter addresses this.

The Coaching Team

The coaches needed to help support the change, will need to work as a team.

Coaching Hints and Tips

There are some common anti-patterns and patterns in coaching teams. Here is some simple advice to help.

Embedded Agile Coaches

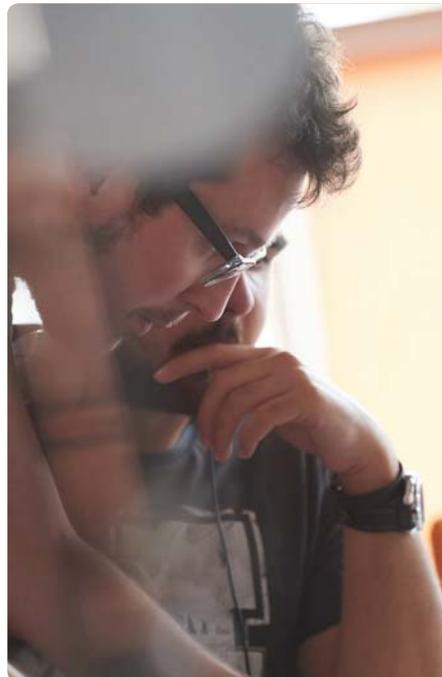
Embedding Coaches into organizations is a common change pattern. Here we discuss the pros and cons of such an approach.

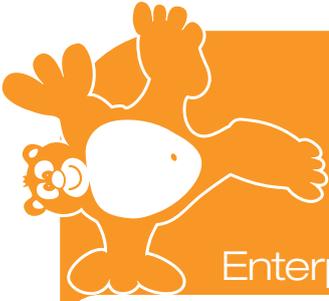
ScrumMasters

The overlooked part of many agile transformations.

The AgileBerg is Melting: Kotter Change Tips

For decades, there have been some common errors made by organizations when they attempt to change. Here is some of John Kotters famous advice, with an agile slant to proceedings.





Enterprise **Organisational Change** for Coaches (3/3)

In Person:
Online Distance Learning - **VIDEO**Workshop

Topics (continued)

Becoming Agile with Scrum

Change is a highly complex problem space, and we need to approach it appropriately. Chaos or Waterfall will not work. I wonder what would...

Know Thyself

Knowing your weight before you start a diet is essential. Knowing how to weight yourself is also critical. This video is all about understanding yourself before you begin your change and as you undergo it.

The Secret

There is one thing that many coaches do not mention when a change begins. I will mention it here. You may not like to hear this...

Scrumbrella: Large Agile and Scaled Scrum

Whilst scaling is a huge topic in the Agile space, (and an area that would require dozens of videos!), we touch upon in this section a few of the vital success factors that must be taken into account when running big agile development.

Pub Quiz

Finally, we have a bit of a fun test for you, to challenge your retention and knowledge of the above training. Only watch this video at the end – With pen and paper in hand!

