

VFQ

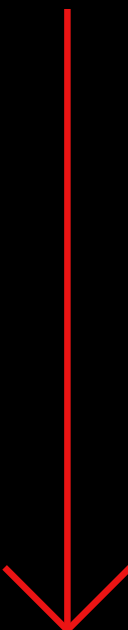
Value
Flow
Quality



Overview

Emergn's work-based learning approach to improve the way people work. Forever.

VFQ An introduction



Value, Flow, Quality (VFQ) is Emergn's approach to work-based learning. Building on the principles and practices of VFQ, Emergn's distinct approach is based on a blended experience design that takes into account all four ways of learning; self-directed, instructor-led, community/peer generated, and practical application. It allows people to learn and adopt new, modern ways of delivering products and services from idea to market.

VFQ focuses on outcomes. Not simply application of Agile methodologies.

VFQ, founded on the principle that lasting change requires transformative learning in the workplace. Blended learning design enables a full spectrum of learning modalities that empower the learner to consume new information, reflect upon and discuss their practical implications, conduct applied experiments in the flow of work, and gain insights, tips and coaching for leading subject-matter experts.

VFQ was built from the ground up. Fusing insights and guidance from practitioners, thought leaders, clients, and experts. We used thousands of articles, books, case studies, and models to synthesize concepts and frameworks. Together, this material provides the foundation for practitioners and experts.

Hundreds of companies around the globe use VFQ. As a result, it is changing how organizations adopt disciplines such as Agile, Design Thinking, Lean, and Systems Thinking to support their innovation efforts to compete more effectively in the digital economy.

Why VFQ exists

There are dozens of Agile methodologies and many other schools of thought based on Design Thinking, Lean and Systems Thinking. At the same time, new research and insight is constantly being generated that will alter the way projects are managed and delivered, and how products are created. As a result, enterprises are constantly changing delivery approaches based on the current methodology trend. The one thing that everyone can be sure of is that methodology trends come and go and the methodology rarely fits perfectly into an organization. It usually needs adaptation, and there is rarely one version of it inside an organization.

That said, there are a lot of commonalities between methodologies. Whether you use Design Thinking to gather customer insights or you are using Scaled Agile Framework to structure delivery, you will find common practices, principles and approaches to mindset which can be used to construct an approach that enables the right workflow, for the right environment, at the right time.

Instead of teaching everyone lots of different frameworks and methodologies, and changing them over time to meet the new trend, wouldn't it be better to create a language, an underlying mindset, a way of thinking through problems, and a set of techniques that can be applied to whichever methodology a team chooses to use? That's what VFQ is designed to do.

VFQ helps organizations focus on designing work processes to maximize outcomes, rather than on the implementation of methodologies that don't quite fit the needs of the people or the organizational context.



Why VFQ is different

VFQ was built to be a work-based learning system. That means it is designed to complement an organization's current context and allow people to put ideas into practice in their own work, immediately.

It was designed around the idea that most learning happens on the job, and classroom training isn't enough.

A number of VFQ programs and pathways were developed for the most common roles and areas of change in enterprise organizations. Due to the wide range of topics covered in the material, it is flexible enough to help improve any role involved in bringing new ideas to market.

Every company is different. They have their own culture, structure, products, services, customers, people, suppliers and business models. With this in mind, VFQ was optimized to help people discover, learn, adapt and adopt what works best in their context, and helps them continuously improve over time. It's this that makes the difference.





How to use VFQ

VFQ is available in a number of configurations to help enterprises support learning at scale and at the right price point, but also for different types of learners and intensities. There are online courses designed to support people who are happy to self-study, or those who prefer more interaction and support in larger cohorts of learners. We also have a number of courses and pathways that can be delivered in person, blending the classroom, coaching support and work-based activities to allow people to put ideas into practice and get fast feedback when applying the learning to their own work.

Emergn's Learning Skills & Capability offering is just one part of creating a sustainable change and improving the way our enterprise clients bring their best ideas, products and services to market. Whether a transformation starts with teaching people Agile ways of working, developing product management capability, changing the way portfolio management works, or aligning strategy across your technology and business teams – there is a way for learning to support consulting and delivery services.

Full content membership and license

Individuals can get access to all VFQ content and courses. With this option, they can learn any topic or go through as many of the online courses as desired. Our online courses were created to provide ongoing support to distance learners and groups. As with all VFQ courses, there is an element of work-based application to be done by each learner, but support will be with learners all the way via email and other electronic communities, to enable group and one-on-one discussions to get more direct guidance and insights.

As a member, they will get immediate access to all new courses and content, and can also benefit from participating in early releases of new solutions.

Content membership and licenses can also be used by enterprises to support scaled rollout of new methods. It allows everyone to have access to learning material and it can be tailored and adapted to be part of an enterprise change program.

Self-study

Our self-study options are good for those who feel confident reading the material and learning from it at their own pace. If you are currently working on a project or if you are a member of a team that's using Agile methods or looking for a way to make improvements to the way you work, our self-study option might be a good fit for you. Even in this model we provide support to get you started and motivated to complete the material.

Workshops

Each of the VFQ topics, or a set of topics, can be run as a workshop.

The workshops enable groups to explore a topic and put it directly into practice on a specific project or product. These workshops are interactive and guided by practitioners and experts. Each workshop can be tailored to a client's situation and context, and can be used to solve real-world challenges.



Coaching

In some cases, team, leader and executive level coaching might be required to adapt and adopt the techniques for specific areas. Our coaching approach continues to utilize VFQ education material alongside experienced practitioners who support people to learn new ways of working and accelerate change.

Scaled awareness events

Sometimes enterprises need to educate a lot of people at the same time. This is less about ensuring people can practically apply skills in-depth, and more about ensuring a common message is understood and some key concepts are conveyed. VFQ content can be used to support key corporate change messages with base skills and capabilities, and as an approach to creating a shared and common language across an enterprise.

Enterprise pathways and programs

Skills and capability take time and practice to develop. Our enterprise pathways and programs are designed to maximize learning and adoption. Each pathway has been designed to meet the needs of the person in a specific role and the typical challenges that role has in adopting new ways of working. The pathways are structured in a way that builds skills over time whilst making an immediate difference in the learner's work environment.

VFQ benefits of learning

Whether you want to learn Agile methods, product management, or your business is going through a full-scale digital transformation, VFQ helps change the way people work, faster and in a more sustainable way. Our content is continually refreshed and new ideas are published as we help transform the world's top enterprises and solve tough problems. We keep abreast of shifts in the industry and evolving trends. We become your transformation and learning partner.

OUR GOAL

We aim to leave lasting change and so we teach you to drive your own adoption. Using modern thinking, we help to improve the way you work, solve complex problems and ultimately deliver products and services that delight end-users and customers. To make improvements stick, we focus on principles, values and developing the culture required to quickly respond to change and deliver the outcomes you need. Then, when context changes, you can create the methodology that works for you.

OUR APPROACH

Our approach supports the 70:20:10 model of learning and focuses heavily on supporting people during their day job. It creates the ability to provide mentoring and coaching to support classroom and online training.

70

IN WORK LEARNING

20

COACHING

10

EDUCATION

1 Fewer dependencies

The success of your organization is dependent on the skills and capability of your people. Accelerate their learning and adoption of modern practices and minimize your long-term dependency on external coaching and consulting. Get only the help you need and let your teams do the rest.

2 More control

Your way of working is what will drive the best results and outcomes for your organization. Applying the right mix of practices and principles will help you shape the best approach for accelerating and controlling your business outcomes.

3 Better decisions

Your culture is largely shaped by how you make decisions. Applying the most effective methods and techniques will allow your organization to better optimize for innovation and get the most valuable ideas to market faster.

4 Ability to scale

When transforming an organization, it's important to ensure everyone gets support. You don't want to create a situation where some people get a lot of training and others get very little. But, it needs to be done in a way that can scale in terms of cost and reach. Using the different delivery mechanisms, VFQ can support companies of any scale and in any location. Our approach allows you to get the right balance between in-depth learning programs, on-demand and self-study content, and the ability to develop internal coaches and trainers in different locations and roles. All to match your budget.

5 Credibility at the core

Emergn has worked with many industry standards bodies, enterprise customers and other world-class companies for many years. VFQ embodies these standards and experience. VFQ originally underpinned the BCS' (Chartered Institute for IT) Agile Practitioner Certification, our roadmaps were the foundation for the CEB's Roadmap for Agile Success, and VFQ material is part of degrees and post-graduate university courses with Aberdeen University in the UK and Granite State College in the US. All of the material has been designed and developed alongside some of the world's most iconic and leading companies.



Pathways and programs

Skills and capability take time and practice to develop. Our enterprise pathways and programs are designed to maximize learning and adoption by designing blended learning experiences. Each pathway has been designed to meet the needs of the person in a specific role and the typical challenges that role has in adopting new ways of working. The pathways are structured in a way that builds skills over time whilst making an immediate difference in the learner's work.



VFQ Foundations

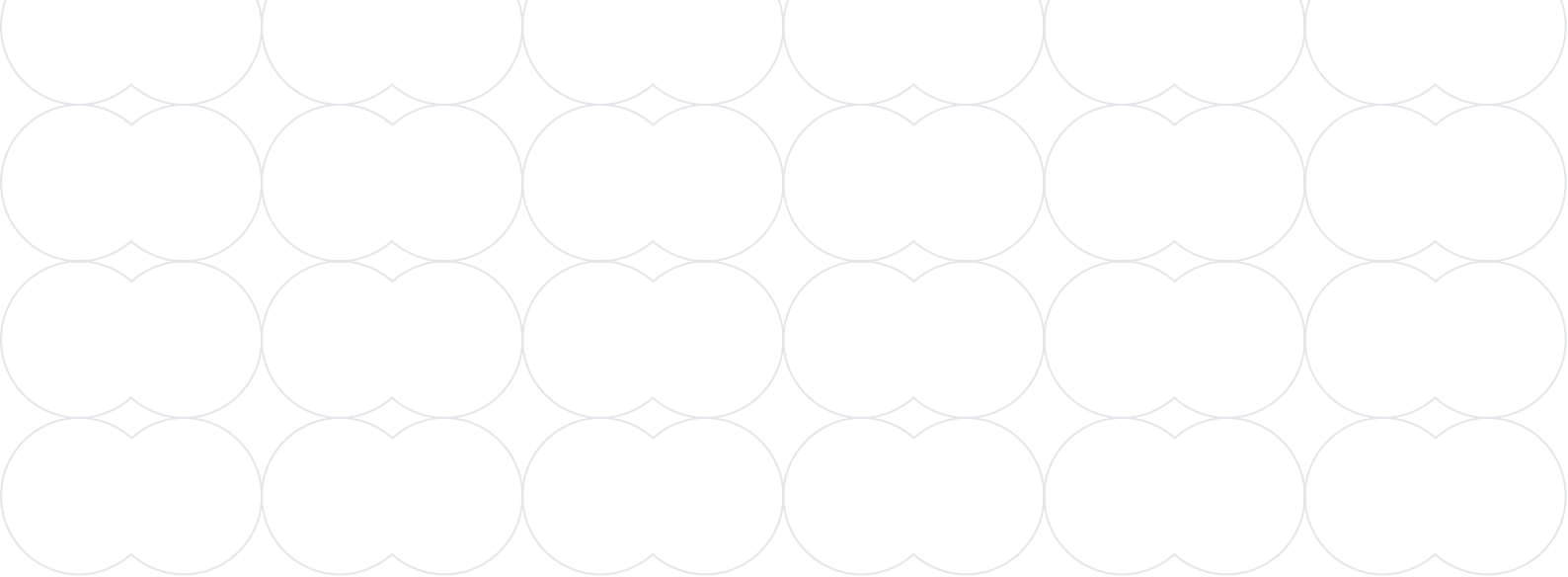
Underpinning most of the modern frameworks and methodologies for developing new products, services and software is a mindset of discovery. There are many complexities to deal with when bringing new ideas to life, and they require a new way to manage work, lead teams and to mitigate risk. The Foundations of VFQ provide three guiding principles and a set of essential practices that are applicable to leaders, managers, developers in technology and the business. They create a common language and approach to work that helps companies successfully adopt new ways of working, and create solutions that better meet the needs of customers. All our pathways and programs are built on the foundations of a discovery mindset.



Agile Practitioner

There are many different Agile frameworks, methods and tools. All have pros and cons. Some work well for organizations and others do not fit into the context of how teams work end to end. Our Agile Practitioner pathway develops practitioners who know how to adapt Agile to the context of the organization, and create a working process that really works for the team. Discovering what is the right thing to build, is critical. Discovering how best to build it is essential.





Product Management

This pathway helps people learn a structured approach to product management using the latest tools and thinking. It establishes an approach to developing better products and services that customers love, in a way that places the customer at the heart of the design and development process. The pathway enables products to be built in an Agile way, incrementally releasing value, whilst creating quality products that stand out against the competition.



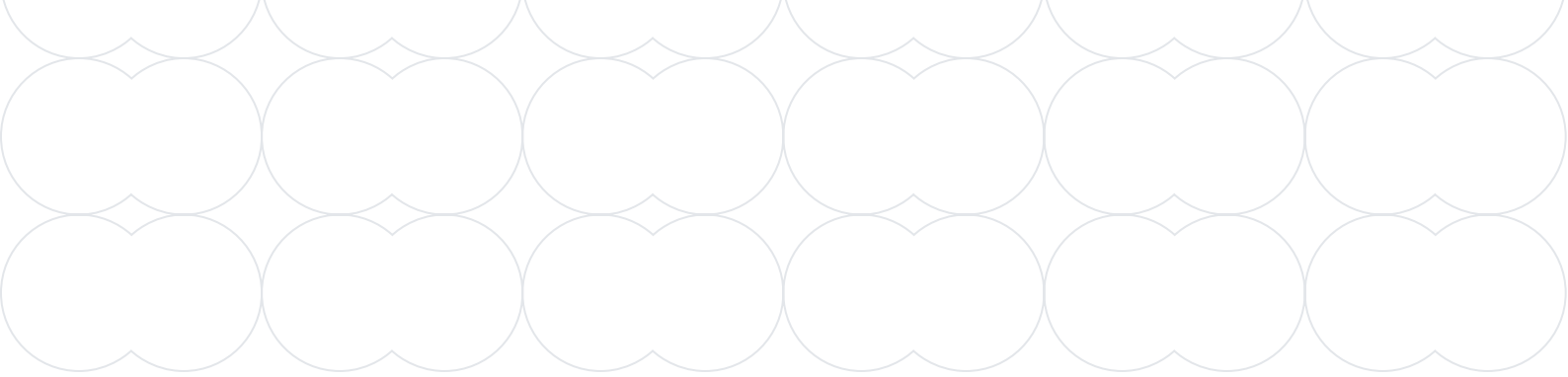
Enterprise Change Lead

Improve the way people work. Forever. That's the Emergn brand promise. For many of our clients that means developing an internal capability to nurture and guide change over the longer term. Our Coach & Trainer programs teach our clients the ability to teach themselves in the different programs and pathways described above. This includes the ability to become an Agile Coach, Product Management Trainer or even a mentor to leaders. Each variant of our coach development program has different time-scales. This is our most comprehensive set of programs and pathways, and requires people to go deeper and further into VFQ.



Portfolio Management

The Portfolio Management pathway has been designed for managers and leaders who are responsible for supporting and making decisions about strategy, focus, priorities and investments for a business unit, department or entire enterprise. During the pathway, delegates will learn how to construct a productive portfolio environment that allows the continuous development of high value work. It will help companies breakdown great opportunities into work that can be used to effectively manage technical and market risks. Delegates will learn how to identify, select and apply portfolio management approaches to make end to end workflow enhancements that create an environment that keeps your talented people and resources focused on the highest impact and most valuable ideas.



Leadership

The Leadership program has been designed to help leaders understand and develop the mindset, skills, and capabilities, to shape an environment where people can become customer-focused, innovative and agile. It supports leaders who are making the transition to support digital business models. The impact of the program will be more focused teams working on the most valuable initiatives and bringing them to market faster. The goal is to create an environment that raises the bar for everyone, and engages the widest possible audience to increase the productivity and motivation of the organization.



Software Engineering

The Software Engineering pathway is designed for software engineers to learn and develop the skills and capabilities required to deliver high-quality engineering solutions. It supports a company to launch excellent software products that fit the market, both quickly and sustainably. During the pathway, participants will work through many practical software engineering techniques alongside the key topics of DevOps, Agile and Lean. People who complete the pathway successfully are able to lead software engineering teams, and create the environment and mechanisms for continuous delivery, deployment and improvement in engineering excellence.



We're different

All VFQ courses are designed to help you put theory into practice. Our material is based on the concept of **Learning by Doing** (just one way of learning), and we believe that this is the best way to help people develop the skills and capabilities they need to thrive in the digital economy. Given that is our approach to learning, we've taken the same approach to our validation process.



We're well practised in the process of creating learning objectives, syllabuses, marking schemes and standardized approaches to the validation of learning. We know how they scale. We're proud of the exams we've written and know that they're a challenge to pass without practice and deep knowledge. They're worth doing if you want to demonstrate knowledge. However, we wanted to go further in assessing practical application and making them more 'work-based' to support professionals. We want them to be truly valuable to the learner and to employers.

A VFQ Certification is a mark based on real evidence of practice, action and reflection. It's a certificate to be proud of. We've built them for practitioners and people who want to develop deeper expertise in actually doing what they learn. We offer more

marks and weight for practical application evidence over book knowledge. Every submission is reviewed and marked by a practitioner and expert in the field, doing the work similar to your field of study – not just someone trained to mark papers. Our practitioners and experts have been through what you're going through, and have studied and applied skills in the domain in their own companies or for other world-class companies.

One thing that disappoints us with the traditional certification process is the lack of feedback that learners get at the end of the journey. Whether someone has passed or failed, we believe a learner deserves feedback. Our validation process is a key part of the learning journey, and every VFQ submission will involve feedback loops that help a learner improve.

For more information, please contact us or visit emergn.com

US +1 617 482 0830 UK +44 808 189 2043 Email info@emergn.com

