



PMI-ACP® EXAM PREP

PMI Authorized Training Partner

BOOTCAMP Session 2

- This course will assist learners in preparing for PMI's PMI-ACP Exam (2024 Update)

ATTENDENCE TRACKING

Percipio Users:
Name is based on your log in information in Percipio

Using Zoom:
Enter your first and last name

YOUR INSTRUCTOR



Global Webinar Instructor and Content Developer

15,000+ students a year in Project Mgmt. certification bootcamps



Program Director

Project Mgmt. graduate degrees



Sr. Strategy Integrator

For a \$12 billion enterprise in the healthcare field



Executive Director

For a multimillion-dollar social services agency



Susan Daniels MBA, PMP, PMI-ACP

[linkedin.com/in/susandanielspmp](https://www.linkedin.com/in/susandanielspmp)



PMI Global Consultant

- Certification Requirements Global Taskforce
- 7th edition PMBOK Standards
- PMP Core Curriculum Co-author
- Northeast Florida Chapter Board of Directors

TARGET AUDIENCE

This Exam Preparation Bootcamp is designed for:

- Anyone preparing to take their PMI-ACP exam and need their 28 contact training hours for their PMI-ACP application.

This Bootcamp is not designed for:

- Anyone preparing for the PMP exam.
 - Please check with your Training Coordinator for the Skillsoft PMP training.
 - Percipio users can find this training in the Project Management Professional (PMP) certification path for their 35 contact hours on their PMP application.

BREAKS



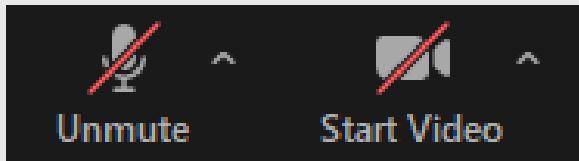
Yes! We will have periodic breaks

For attendance purposes, please stay logged in during all breaks.

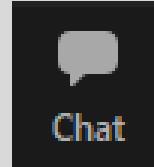


WAYS TO PARTICIPATE

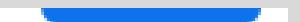
We are saving
everyone's
bandwidth
usage
by
disabling
cameras and
microphones



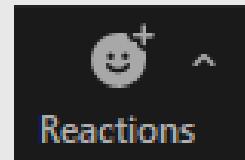
Find the **Chat option** in your Zoom command bar



Change the **To: field** in the blue box to **Everyone**.



Explore the **Reactions option** in your Zoom command bar



This is a fun way to provide quick and easy feedback

CHAT vs Q & A

Please use the **Chat** for:

- **Greetings** before the session starts and during breaks
- Once the session starts , the chat may be closed or changed to *Hosts & Panelists Only* to minimize disruptions and focus on important information.
- The instructor may open the chat during the session for student **to respond to the instructor's questions** and create a group dialog.

CHAT vs Q & A

Please use the **Q&A** for:

- **Technical assistance** – Begin with: Percipio or Non-Percipio student
- Guidance on how to **access course material** – Begin with: Percipio or Non-Percipio
- Clarification and **questions on lecture points**, if not answered by instructor
- The Q&A may be open and closed throughout the session to allow us to address questions/issues in a timely manner.
- **Please be very patient, the support team responds to many inquiries per session**

ACCESSING COURSE MATERIALS



CHANNEL

PMI-ACP Bootcamp

*Please click on the Attend tab to register for classes.

View More ▾

Books TestPrep Register and Join Sessions Bootcamp Documents

Read Practice Attend Resources

BOOK by Project Management Institute 1h 50m 4.8 (37) ...

Agile Practice Guide

Developed as a resource to understand, evaluate, and use agile and hybrid agile approaches, this book provides guidance on when, where, and how to apply agile approaches and offers practical tools for practitioners and... [View More ▾](#)

Completed [Read](#)

ACCESSING COURSE MATERIALS

Use GitHub link for your PMI-ACP class materials

<https://github.com/Skillsoft-Content/PMI-ACP>

Any user can access the resources from GitHub even Percipio users.

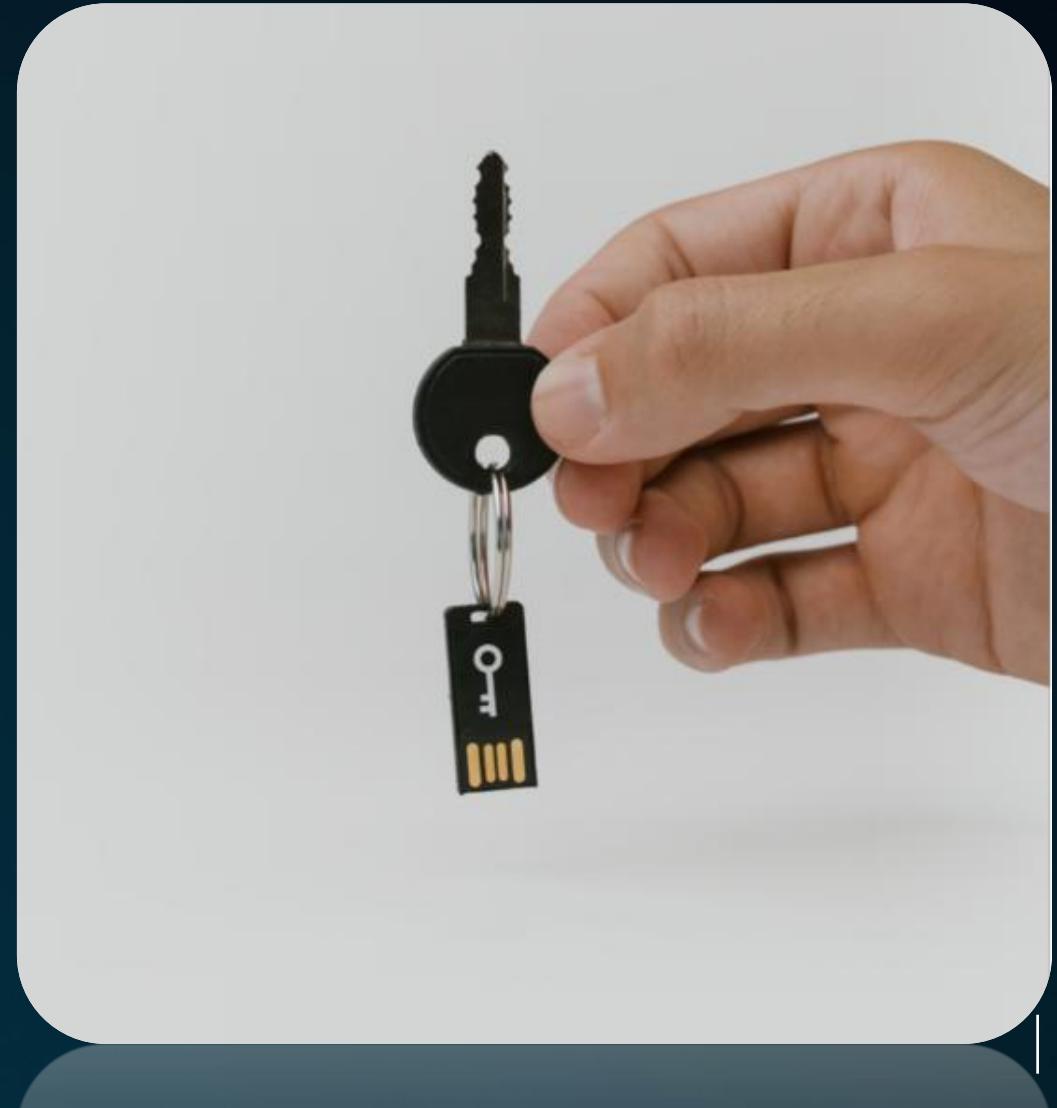
1. Click <> Code
2. Download Zip.
3. Unzip the downloaded .zip file.
4. Access the files from the folders.

Check your learning portal for any available courses, books or test-prep exams

The screenshot shows two views of a GitHub repository named 'PMI-ACP'. The top view is a standard repository page with a public status, one branch, and zero tags. It lists three main items: 'Skillsoft-Content', 'Class Slides', and 'PMI-ACP Bootcamp Documents', each with a 'Create Placeholder' option. The bottom view is a modal window titled 'Step 1 - Click' that appears when the '<> Code' button is clicked. This modal includes tabs for 'Local' and 'Codespaces', a 'Clone' section with options for 'HTTPS', 'SSH', and 'GitHub CLI', and a URL field containing 'https://github.com/Skillsoft-Content/PMI-ACP.git'. Below the URL is a note 'Clone using the web URL.' The bottom part of the modal is labeled 'Step 2 - Click' and contains a 'Download ZIP' button, which is highlighted with a red box. The entire modal window is semi-transparent, allowing the repository page to be seen in the background.

PMI-ACP® LEARNER KIT

- If you intend to take the PMI-ACP exam, you are required to have your own PMI-ACP Learner Kit before submitting this training on your application to PMI for the 28 hours to be recognized as authorized training.
- *This is a PMI Requirement as part of the Authorized Training Partner Agreement (ATP) agreement between Skillsoft and PMI.*



PMI-ACP® LEARNER KIT

- The PMI-ACP Learner Kit must be purchased through Skillsoft and redeemed through PMI.
 - Please see the **PMI-ACP Learner Kit Instructions** file in your Bootcamp documents in Percipio or GitHub..
 - Please contact your corporate training administrator for support.

- IF,...
 1. Your organization isn't providing you access to the kit
 2. You have an individual subscription to Percipio, or
 3. You are not a Percipio user, thenYou can purchase a kit using the following URL: <https://www.skillsoft.com/pmp-voucher-offering>



IS LIVE ATTENDANCE REQUIRED?

- **YES**, if you are taking this training to register for the PMI-ACP exam
- You are **allowed to miss up to two sessions IF** you make up the sessions by **watching the video replays**.
- A **missed session means** you were disconnected for **more than a total of 15 mins** for the duration of the session.
- If you **miss three or more sessions**, you will need to make up the missed time by **attending live in another 8-day cohort**.
- *Please see the Bootcamp Calendar for information about upcoming sessions at: <http://calendar.skillsoft.com/>



ACCESSING THE

VIDEO REPLAYS

1. Go to: <https://github.com/Skillsoft-Content/PMI-ACP-Replay>
2. Replays will be available within 2 business days after the session ends.
3. Click on the Excel file for the year you attended the Bootcamp. You won't see a *file open* option, but it is selected.
4. Click the *Download raw file* button on the far left-hand side.
5. Open the downloaded file using this password: acpB00tcampReplay!

Those are zero's not the letter O. The password is case sensitive.



7. Locate and open the worksheet tab that corresponds with the bootcamp you attended
8. Make a note of the passcode.
9. Paste the provided link into your browser.
10. Complete the required registration steps
11. Input the passcode when prompted
The password to open the Excel file is NOT the passcode to access the replay.

Note: Replays will be available for 1 year.
They are not available for download.

No limit to watch replays to study

STAYING CONNECTED

Disconnecting from Percipio or Skillport on a regular basis in the Live Session?

- Please contact **Customer Support** directly
<https://support.skillsoft.com/bootcamps> for assistance.
- **Ask for the Zoom details** in the session through the Q&A to join directly through **Zoom as a backup** (good for all sessions in your Cohort).
- **Track your total time missed/disconnected** from the session over the 4 hours
- **No need to let us know you have rejoined the session** after being disconnected or that you have missed time. These messages will be dismissed.

LOG IN W/ CORRECT NAME

Joining from your Learning Portal:

- Check your first and last name is correct in your Learning Portal.
- If it is not visible in your learning portal, check a **course completion certificate** (if available) or ask the **Admin** within your training organization.
- If you don't know whom that person is, please reach out to Skillsoft Support support@skillsoft.com to see if they can provide their contact details.

Joining through Zoom:

- If you join through the browser link, please enter your First and Last Name when prompted
- If you join through Zoom using the Desktop Client or Phone App, please use a Zoom account created through Zoom that has your First and Last Name.



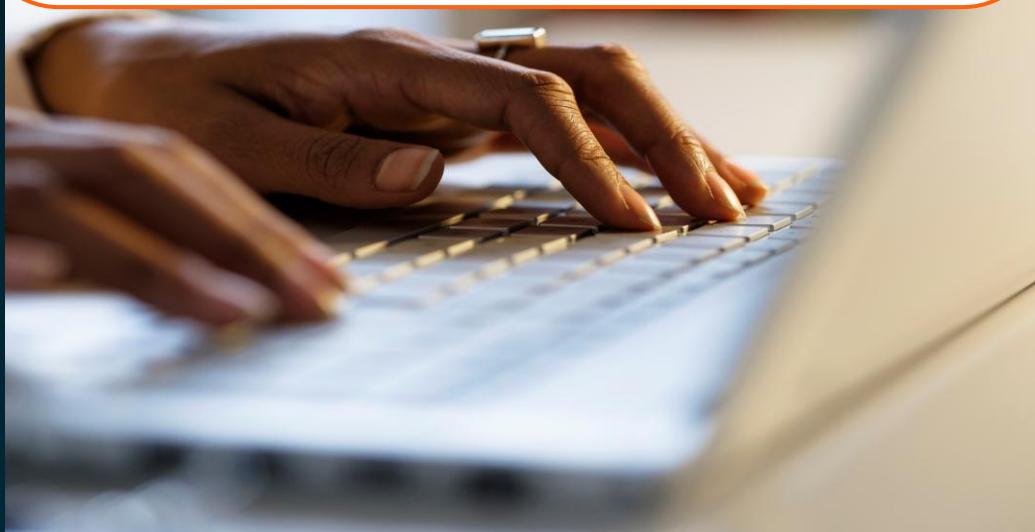
ATTENDANCE TRACKING

1. Although Percipio and Zoom systems track your grand total time logged in.
 - **YOU HAVE TO TRACK YOUR OWN ATTENDANCE**
2. The mentors can't see/verify that information for you.
3. The attendance tracker is **submitted at the end of the 8-week course and not before.**
4. PMI-ACP Attendance Tracker file is a Word document with instructions. It **does not** have your attendance recorded.
5. You will need to fill out the table on page 1 and upload it if you must manually request your certificate of completion. Information on manually requesting certificates is covered in an upcoming slide.

THE ATTENDANCE TRACKER

Percipio Users:

Check the **Resources tab** to the right of Attend tab in your Bootcamp channel to download it to your computer.



All Users:

<https://github.com/Skillsoft-Content/PMI-ACP>

1. Click <> Code
2. Download Zip.
3. Unzip the downloaded .zip file.
4. Access the files in the folders.

Tracking Attendance Example

Total Missed Time Calculation: Using Fictitious Data

You would record this separately for each session and add the **total missed time** for the session in the table on Page 1 of your PMI-ACP Attendance Tracker document. If you have no missed time in a session, you can indicate 0 mins in the Missed Time column for the session.

Session Start Time: 10:00 AM

Disconnected: 11:00 AM

Rejoins: 11:05 AM

Disconnected: 1:15 PM

Rejoins: 1:17 PM

Session End Time: 6:00 PM

Time Missed First Disconnect - 11:05 - 11:00 = 5 mins

Time Missed Second Disconnect - 1:17 - 1:15 = 2 mins

Total Time Missed = 7 mins

CERTIFICATE OF COMPLETION

Percipio Users:

- When attending live,..
always login through Percipio
 - even if you are simultaneously
logged in through Zoom.
- This helps ensure Percipio auto
generates the certificate at the
end.

To check your certificate auto-generated after the last session:

Log into Percipio

- > Select **My Learning** in the upper right corner
- > Select **Learning activity**
- > Select the "PMI PDU" tab
- > locate **PMI-ACP ATP Bootcamp**
- > Select the **three vertical dots** to the far right
- > Click **Download Certificate**.

CERTIFICATE OF COMPLETION

PERCIPIO USERS

- Your **certificate will not auto generate** after the last session ends **IF** the following situations happen:
 - 1. You didn't log into the Bootcamp through Percipio or the Percipio calendar link for one or more sessions.
 - 2. You missed too much time in one or more sessions.
 - 3. Your organization turned off certificates.

Then you will have to manually submit an application for the certificate of completion.

CERTIFICATE OF COMPLETION

**NON PERCIPPIO USERS and
PERCIPPIO USERS (who don't have their certificate auto-generated)**

- To manually request your official certificate:
Review the instructions in the Attendance Tracker file, which explains how to **manually request a certificate**. **DO NOT** manually request a certificate until **after the Bootcamp is over** and you have **made up any missed session(s)** if applicable.
- Attendance Tracker Word document file can be found at:
<https://github.com/Skillsoft-Content/PMI-ACP>
 1. Click <> Code
 2. Download Zip.
 3. Unzip the downloaded .zip file.
 4. Access the files in the folders.

**PMI®-Authorized PMI Agile
Certified Practitioner (PMI-ACP)®
Exam Preparation Course**

Lesson One

Mindset

Version 1.0 | 2024 Release



Promote a collaborative team environment



Experiment
early



Embrace the
agile mindset



Promote a
collaborative
team
environment



Build
transparency



Foster
psychological
safety



Shorten
feedback
loops



Embrace
change



Establish team vision and working agreements

Section 1 of 7

Charter the project and the team

The team needs a charter because then they know why the project matters, where the team is headed, and what the objective is.

Agile teams may also require a team charter.



The chartering process



Why?



Who?



What?



How?

Working agreements

Key element of a team's coordination strategy

Questions to consider

Who updates the artifacts?



Source:

Creating a Product Vision with Build a Product Box | Scrum.org



Project Charter Example

Cultivate Connect



92-
94



Source:

Project Management Institute. (2017). *Agile Practice Guide*. Project Management Institute. PP 49-50.

Project Title	
Introduction	
Problem Statement	
Scope Outline	
Definition of Success	
Risk Summary	
Constraints and Assumptions	
Business Case	
Schedule	
Deliverables Schedule	
Budget	
Team Structure	
Organizational Structure	
Project Approach	
Steering Committee Decision	

Chartering ideas



Team values



Working agreements



Ground rules



Group norms

XP project metaphor



What is it?



Why is it important?



How does it work?



Source:

System Metaphor - XP (eXtreme Programming) - PMI Agile Certified Practitioner questions | TrustEd Institute

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Metaphor examples



System



Design



Story



Journey



Form and develop a high-performing team

Section 2 of 7

The team development model



Content



Process



Feelings

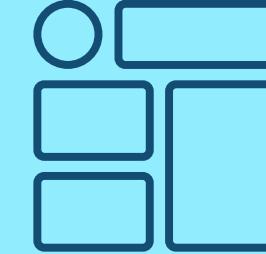
Stages of team development



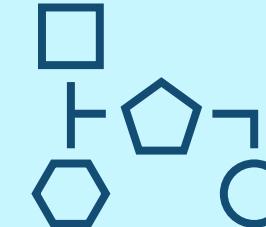
Forming



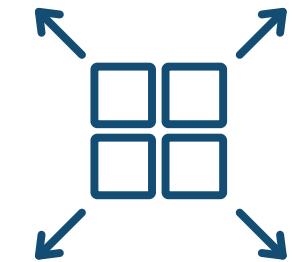
Storming



Norming



Performing



Adjourning

Implications

Teams usually aren't fully effective until they reach the performing stage

A team determines its own progress

Cycle times vary



Source:
Nestor, R. (2013). *Bruce Tuckman's Team Development Model*. Aurora.



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Virtual teams

The flexibility of the Tuckman model is highlighted in virtual teams

Virtual teams are used more in today's business environment



Time to reflect

Think about your team

What stage are you in?

Can you get from norming to performing?





Use retrospective findings

Section 3 of 7

Retrospectives

Are a common and extremely important agile practice

Help the team learn

Enable troubleshooting and developing action plans



Source:

Derby, E., & Larsen, D. (2012). *Agile Retrospectives: Making Good Teams Great*. Pragmatic Bookshelf.

Importance of retrospectives

Improved productivity

Improved capability

Improved quality

Increased capacity



Source:
Derby, E., & Larsen, D. (2012). *Agile Retrospectives: Making Good Teams Great*.
Pragmatic Bookshelf.

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This material is being provided as part of a PMI course.

Conducting a retrospective

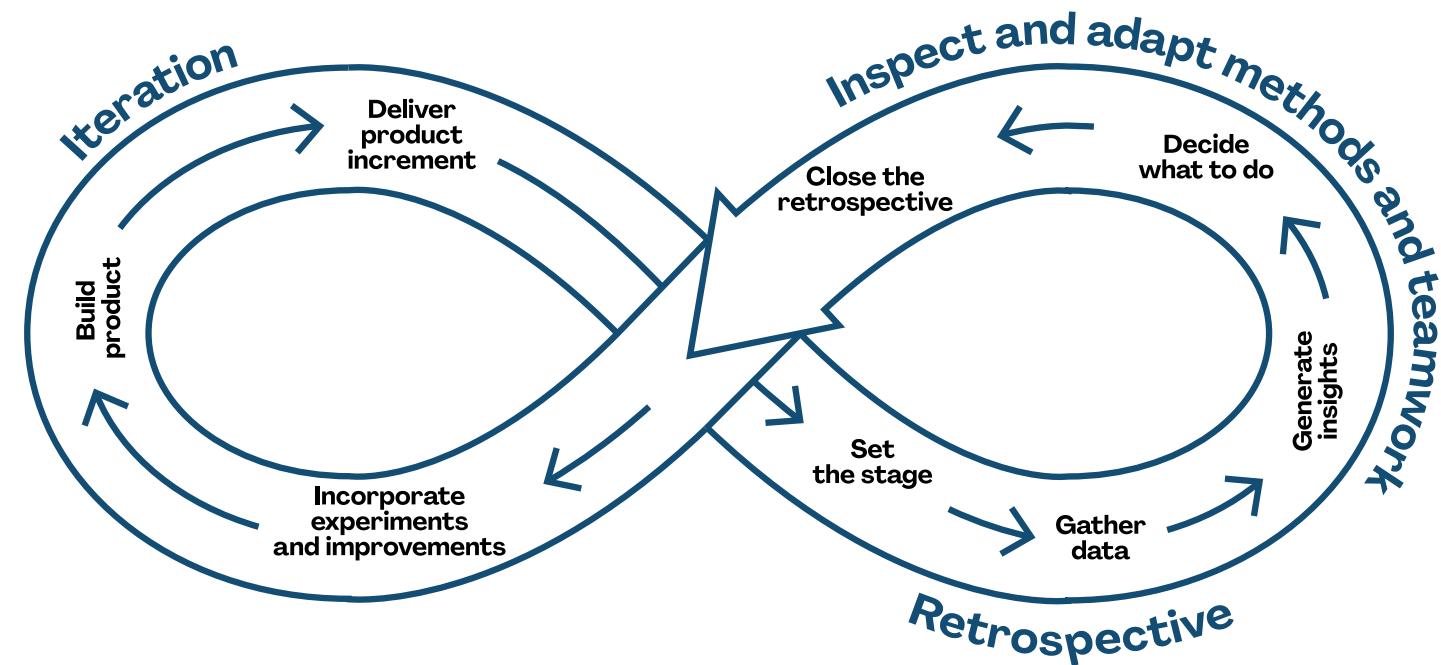
Set the stage

Gather data

Generate insights

Decide what to do

Close the retrospective



Common retrospective problems

Blame

System problems

Not taking the broader view

Not sharing responsibility

Not proposing solutions or experiments



Source:
Derby, E., & Larsen, D. (2012). *Agile Retrospectives: Making Good Teams Great*.
Pragmatic Bookshelf.

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This material is being provided as part of a PMI course.

Using retrospectives to shape future work



Voting



Planning games



SMART

Course retrospective

What's worked so far?

What hasn't?

What can be improved?





Use collaboration practices to break down silos

Section 4 of 7

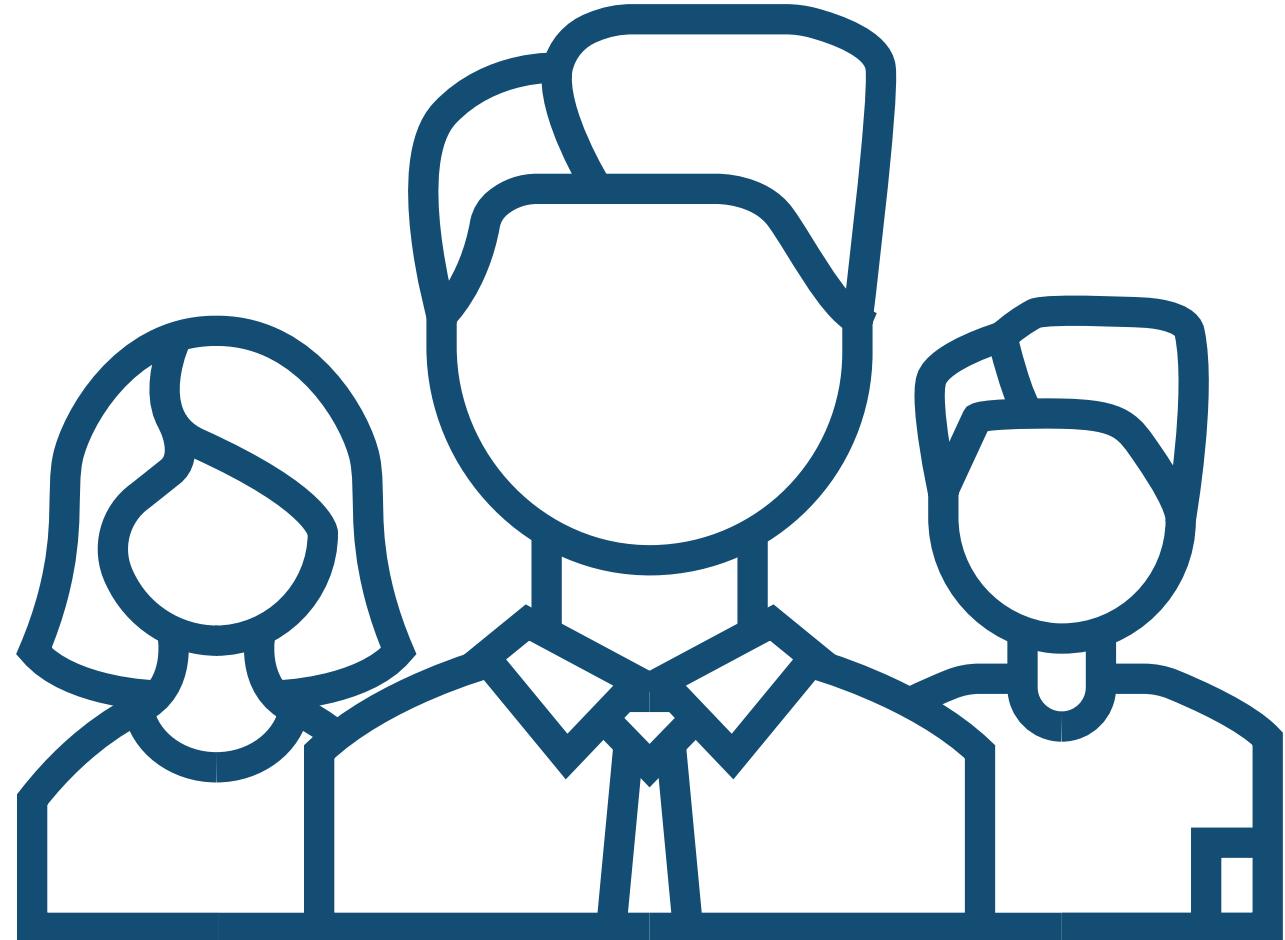
Collaborative practices

Daily coordination meetings

Sprint planning

Demos

Retrospectives



Daily coordination meetings

What did I complete?

What am I planning
to complete?

What are my impediments?

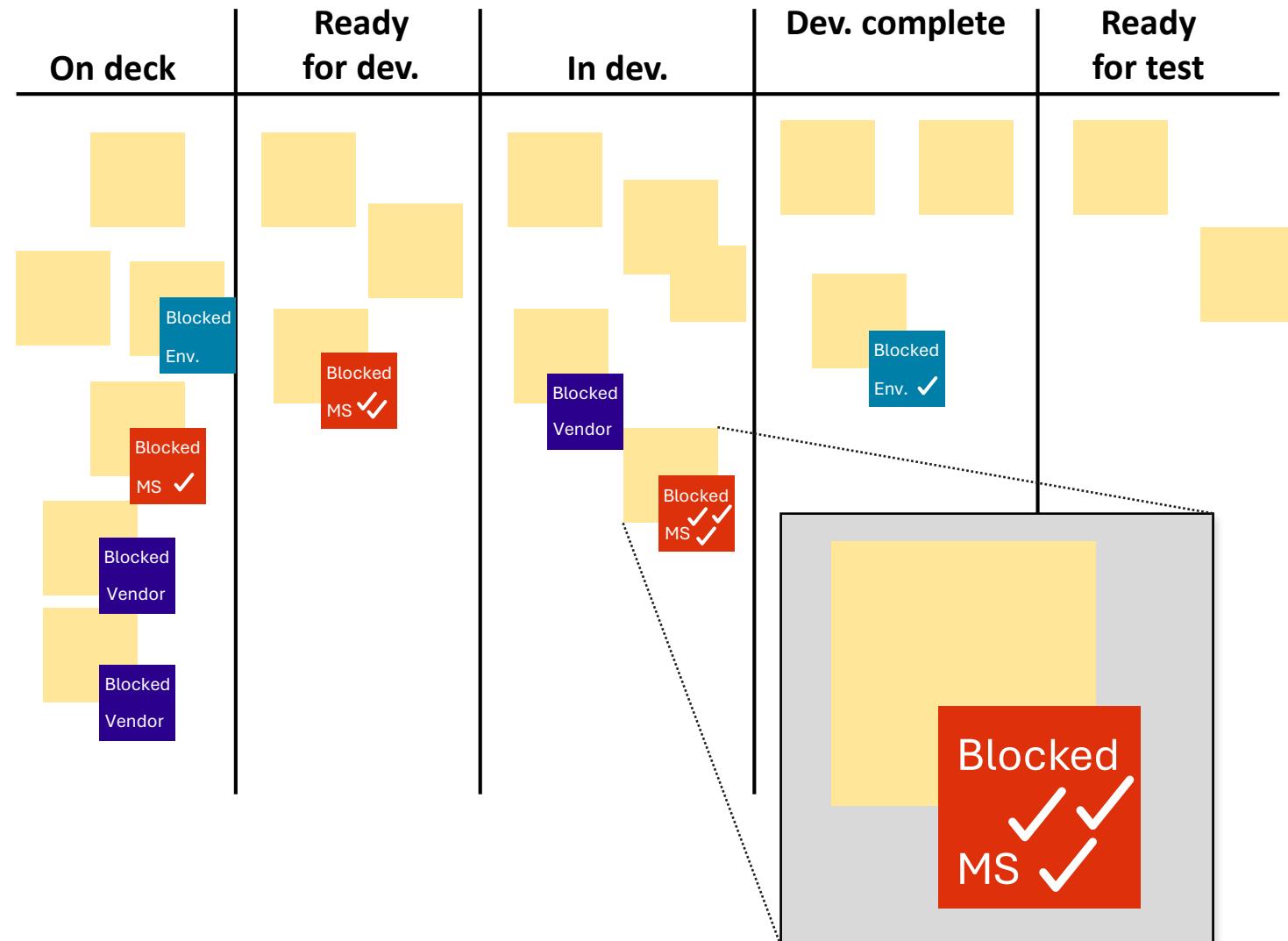


Sprint planning

Silos impact sprint planning by creating blocks and dependencies on tasks

Teams can indicate dependencies and silos by flagging blocked tasks

Make visible: Show dependencies and queues



Demos

Can provide an escalation point for persistent silo barriers —product owner escalations should be used sparingly

Usually completed work items



Problem-solving in retrospectives

Identify silos and collaboration barriers

Propose experiments to innovate

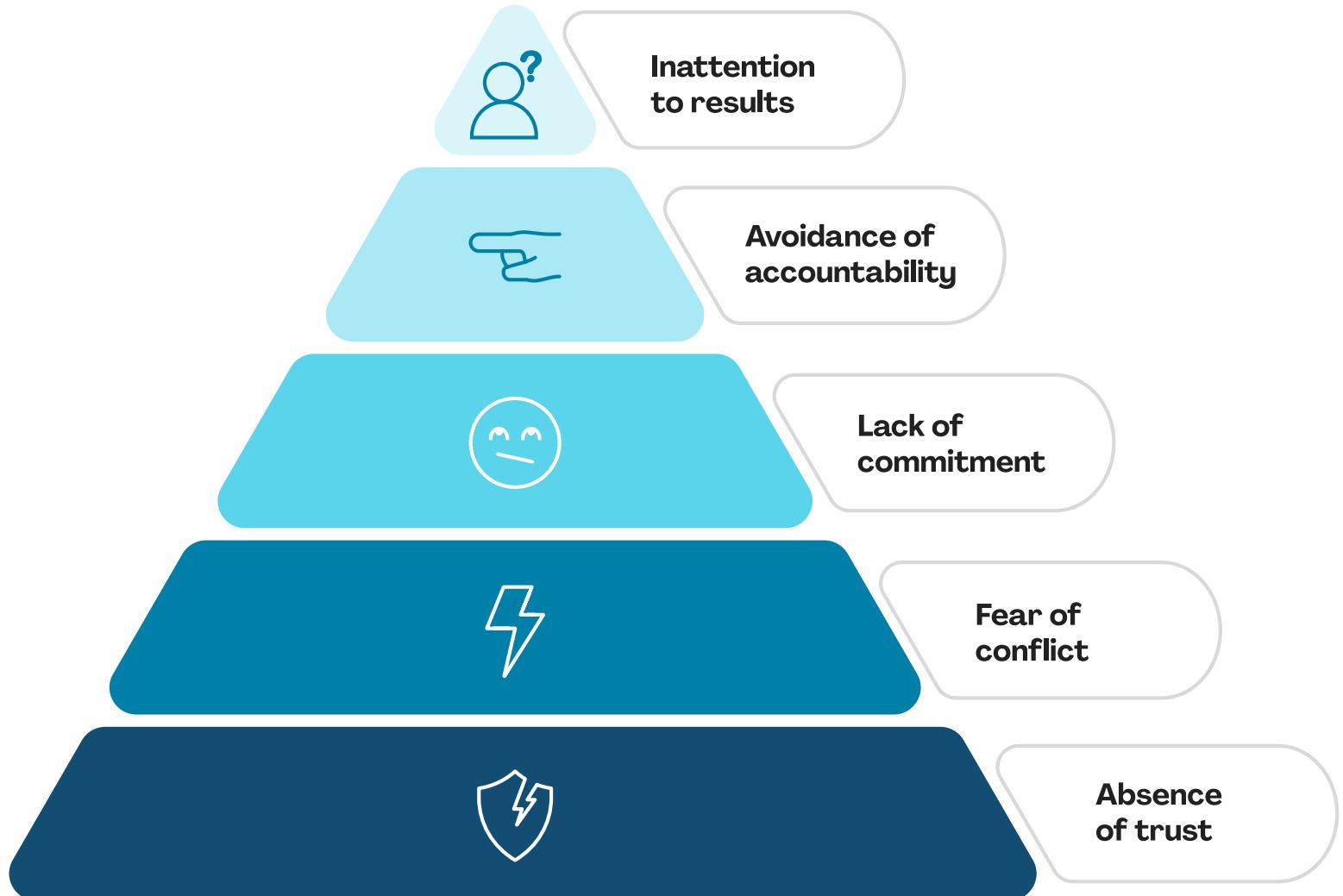




Commit to the team's decisions even in disagreement

Section 5 of 7

Five dysfunctions of a team



Source:
Lencioni, P. (2009). *The Five Dysfunctions of a Team*.
Soundview (Summary)

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Inattention to results

Team status

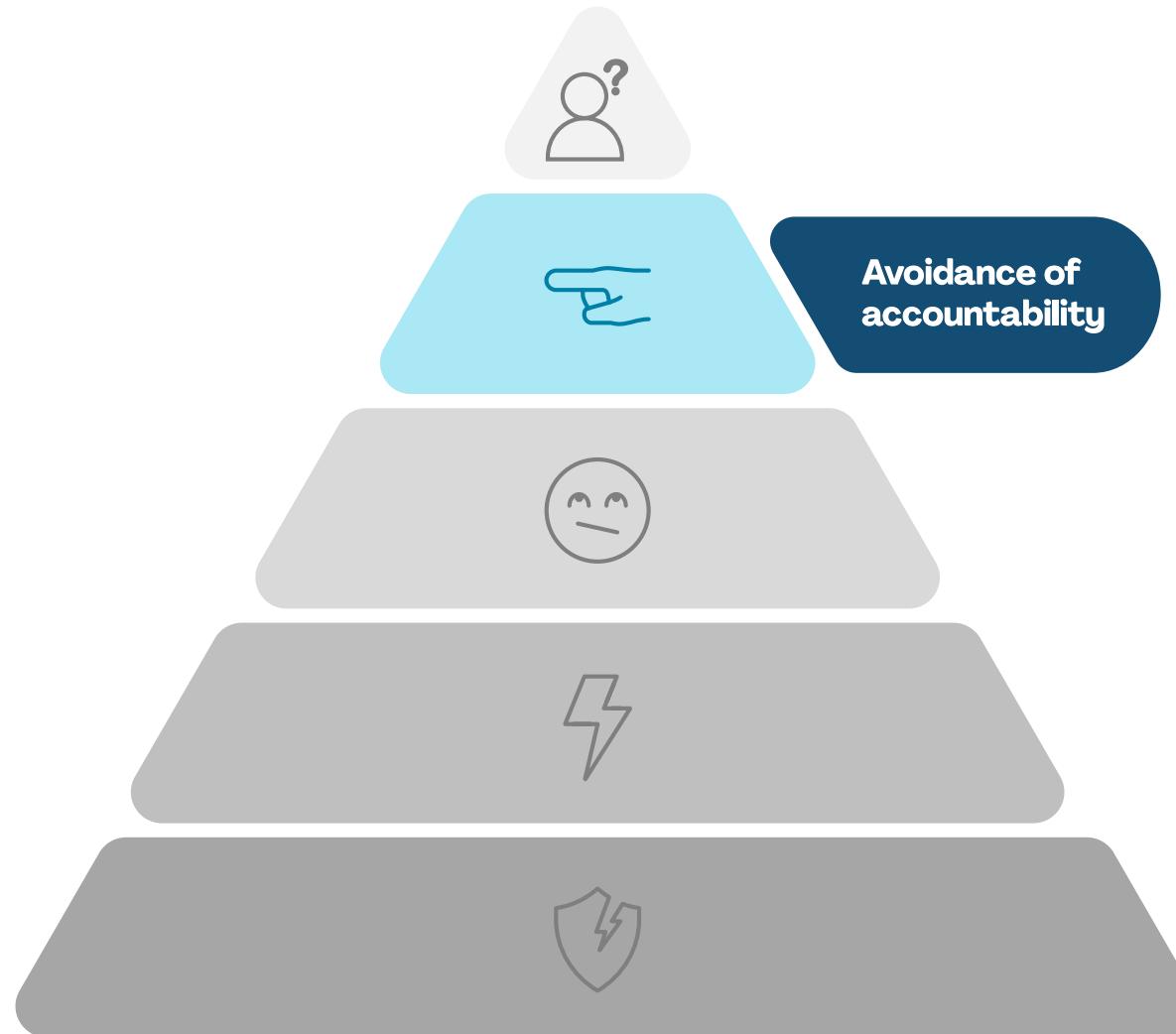
Individual status



Avoidance of accountability

Peer pressure

Culture of accountability



Source:
Lencioni, P. (2009). *The Five Dysfunctions of a Team*.
Soundview (Summary)

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This material is being provided as part of a PMI course.

Lack of commitment

Consensus

Certainty



Source:
Lencioni, P. (2009). *The Five Dysfunctions of a Team*.
Soundview (Summary)

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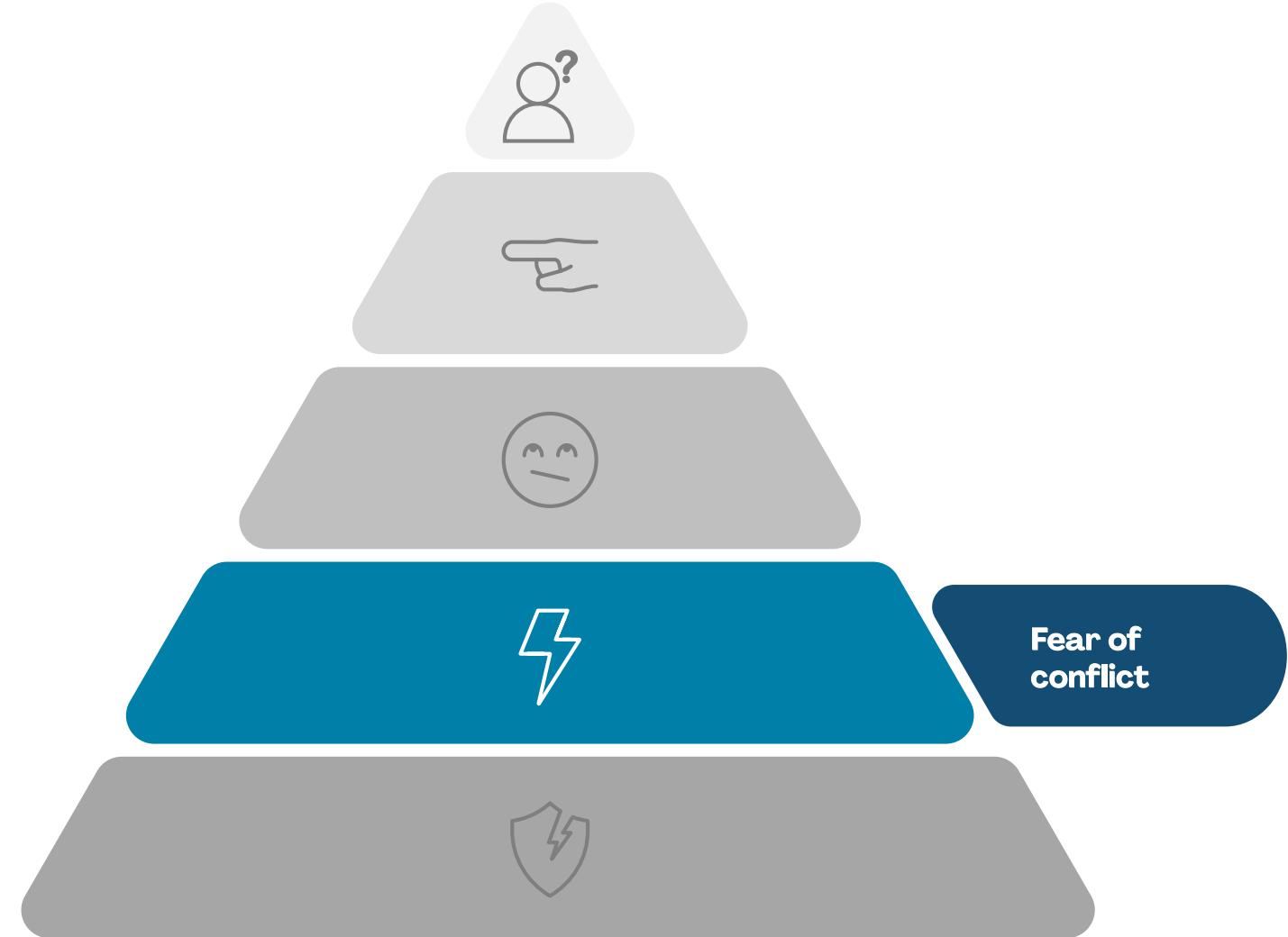
Fear of conflict

Mining

Real-time
permission

The Thomas-Kilmann
conflict mode instrument

Allow conflicts to occur



Source:
Lencioni, P. (2009). *The Five Dysfunctions of a Team*.
Soundview (Summary)

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Absence of trust

Personal histories

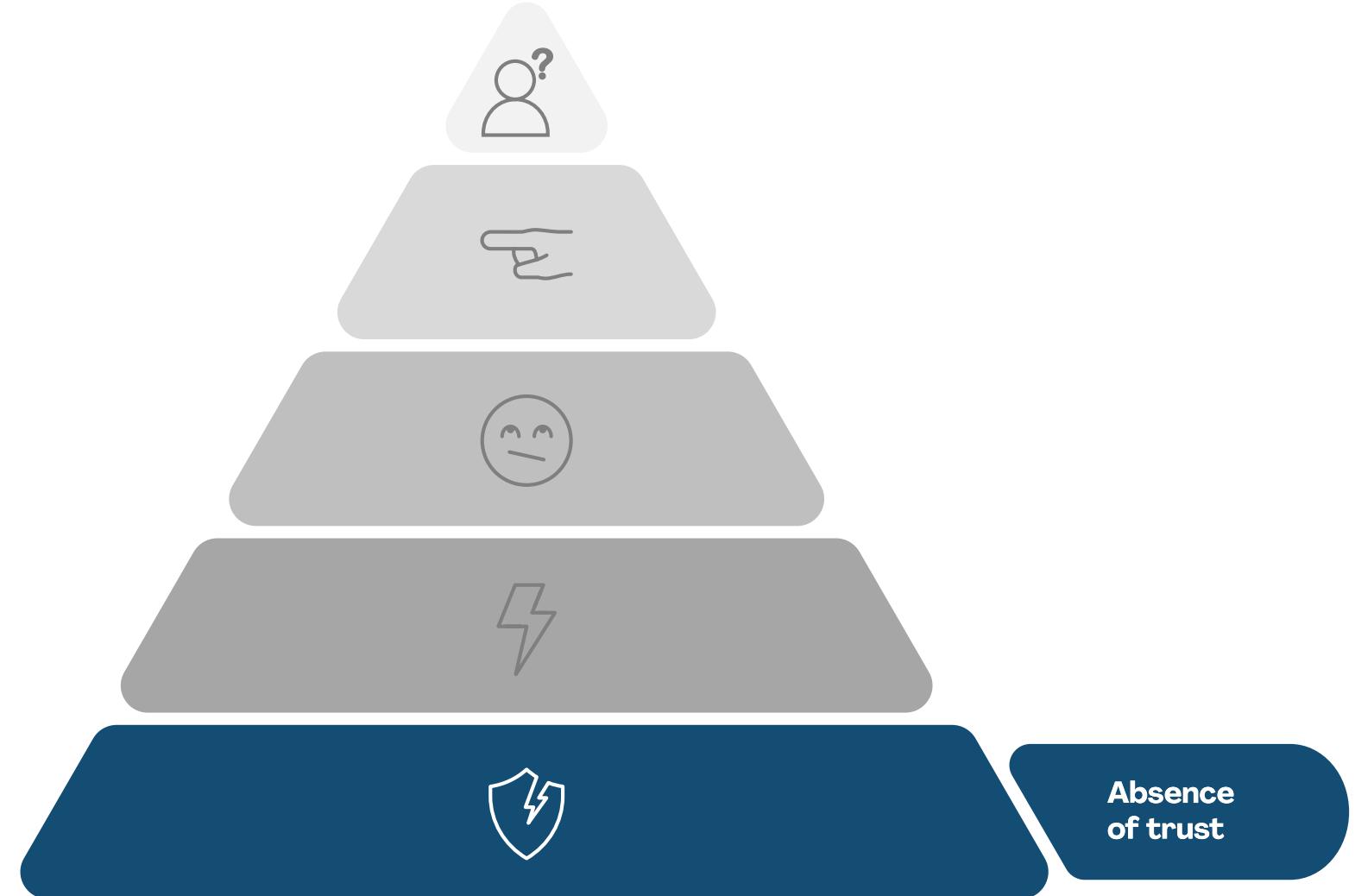
exercise

Team effectiveness

exercise

Personality and behavioral
preference profiles

360-degree feedback



Source:
Lencioni, P. (2009). *The Five Dysfunctions of a Team*. Soundview
(Summary)
Brown B. (2021). *Atlas of the Heart*. Penguin Random House

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Time to reflect

Review the dysfunctions

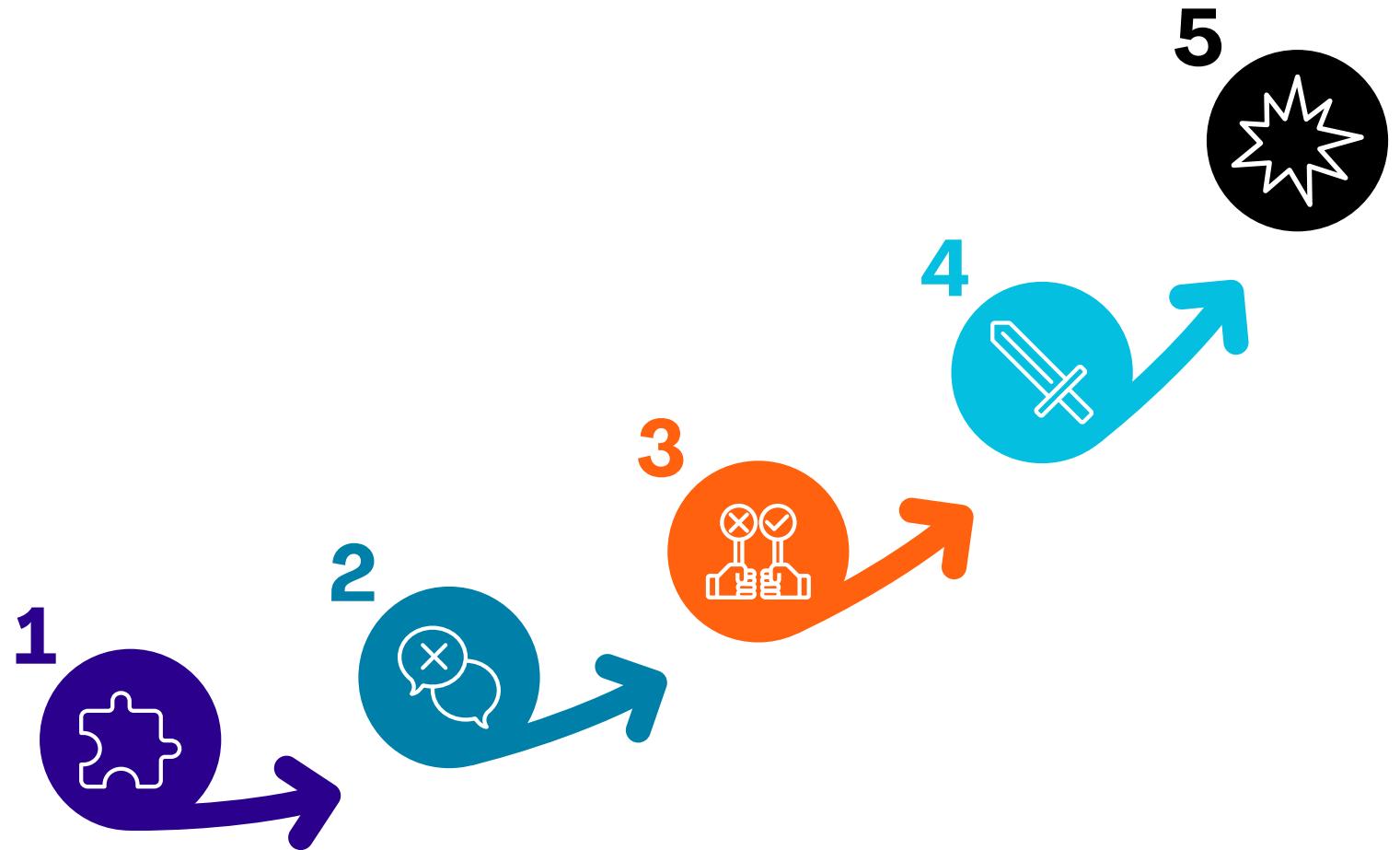
Think of examples of when you've encountered these

One you solved

One you couldn't solve



Five levels of conflict





Evaluate the team's understanding of agile to tailor the agile approach

Section 6 of 7

The Shu-Ha-Ri model



Shu



Ha



Ri

Tailoring

Should only be done by someone who has successfully used an agile approach

Should be undertaken with the parties who the change is likely to impact



Tailoring by situation



Very large project teams

Restructure as smaller projects

More frequent releases

Agile and lean project management

Scaled framework



Dispersed teams

Tools to bridge gaps

Use face-to-face approach
to make future meetings
more effective.

Round-robin check-ins

Iteration-based agile
approaches



Safety-critical products

Additional layers of review
that could include
documentation

Consider using a
hybrid approach.



Stable requirements and execution processes

Is agile necessary?

Extending durations

High rates of change in design
and development



Functional silos inside functional organizations

Cross-functional teams

Change the compensation
system first.



Transparency reduces fear

Agile creates a culture
of transparency.

Lead by example.



Team members with little technical knowledge

Assigning and directing help

Don't just "declare agile."



Lack of executive buy-in

Clash of mindset
and approaches

Common ground

Executive education
or training



Agile doesn't fit the organizational culture

Modify terms and be specific.





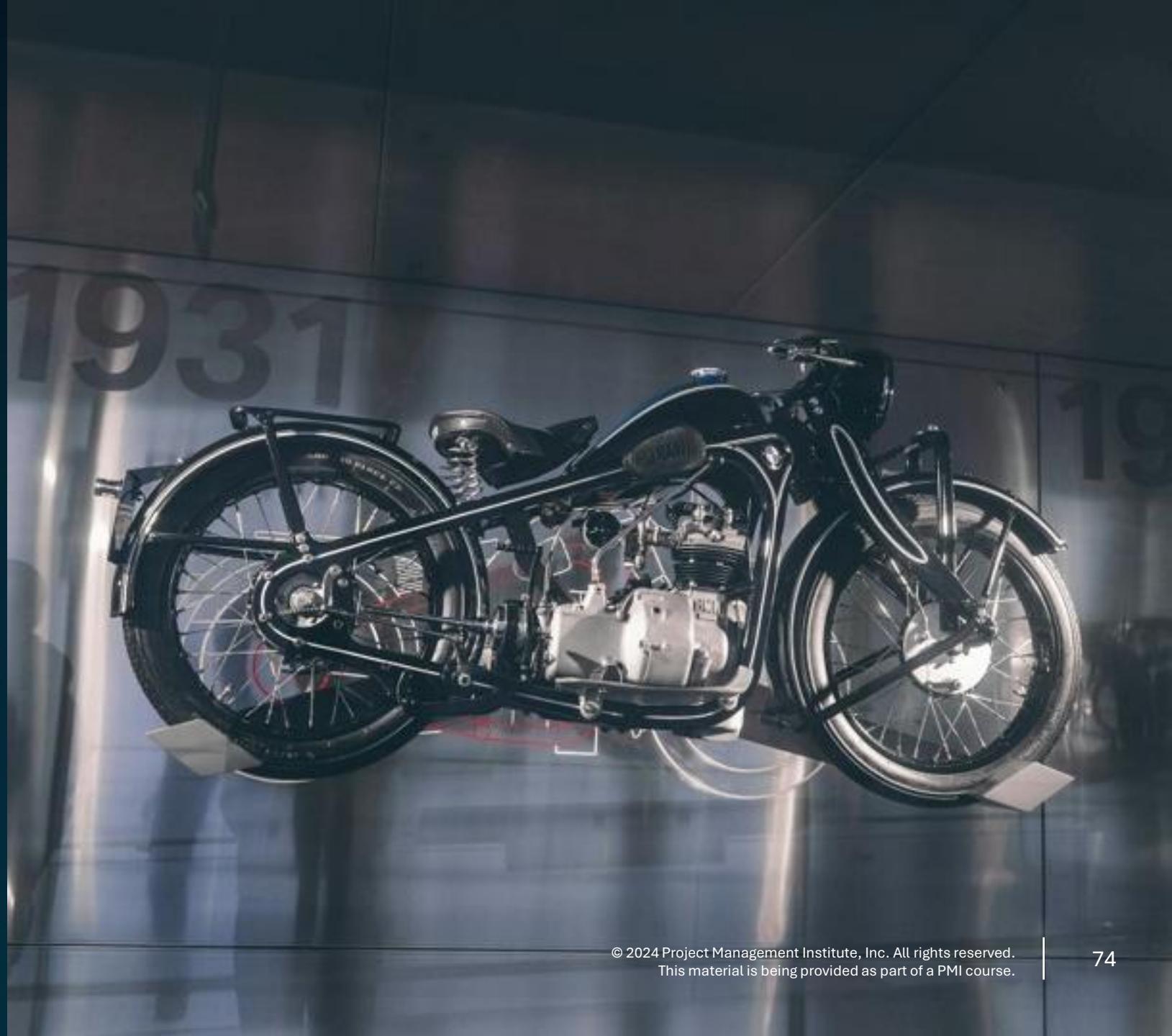
Identify the key factors to consider when determining the appropriate inter-team coordination approach

Section 7 of 7

Scaling frameworks

Guidance focuses on the activities of a team

Range of frameworks has emerged



Frameworks considerations

More than one way to scale work

Healthy agile team

Coordinate efforts to provide value



Scrum of Scrums

Two or more smaller teams coordinating their work

Team representatives meet, like a daily coordination meeting

Optimize efficiency



Scaled Agile Framework (SAFe)

Allows team to build a solution for the whole enterprise

Working solutions every two weeks

Potentially shippable increment (PSI)

Shared roles

Investment themes



Portfolio



Portfolio Backlog contains the work to deliver the Portfolio Vision



→ **Value Streams** organize work according to Lean principles



→ **Business Epics**
Architectural Epics

} **Organize work at a high level**

Program



→ **Agile Release Train (ART)** delivers in Program Increments (PI) of **8-12 weeks**



→ **Product managers** prioritize features



→ **Team PI** and **Program PI** are determined



→ **Teams** develop on a cadence



→ **Shared resources** help integrate, refine, and validate code

Team



→ **Teams of 5 to 9** people drive ARTs



→ **Each team on 1 ART**



→ Teams define, build, and test **user stories** in **2-week iterations**



→ **Number of iterations** determined by **ART** (usually 5)



→ **User stories** drive **customer requirements** through **value stream** into developed and implemented code

SAFe core values



Alignment



Built-in quality



Transparency

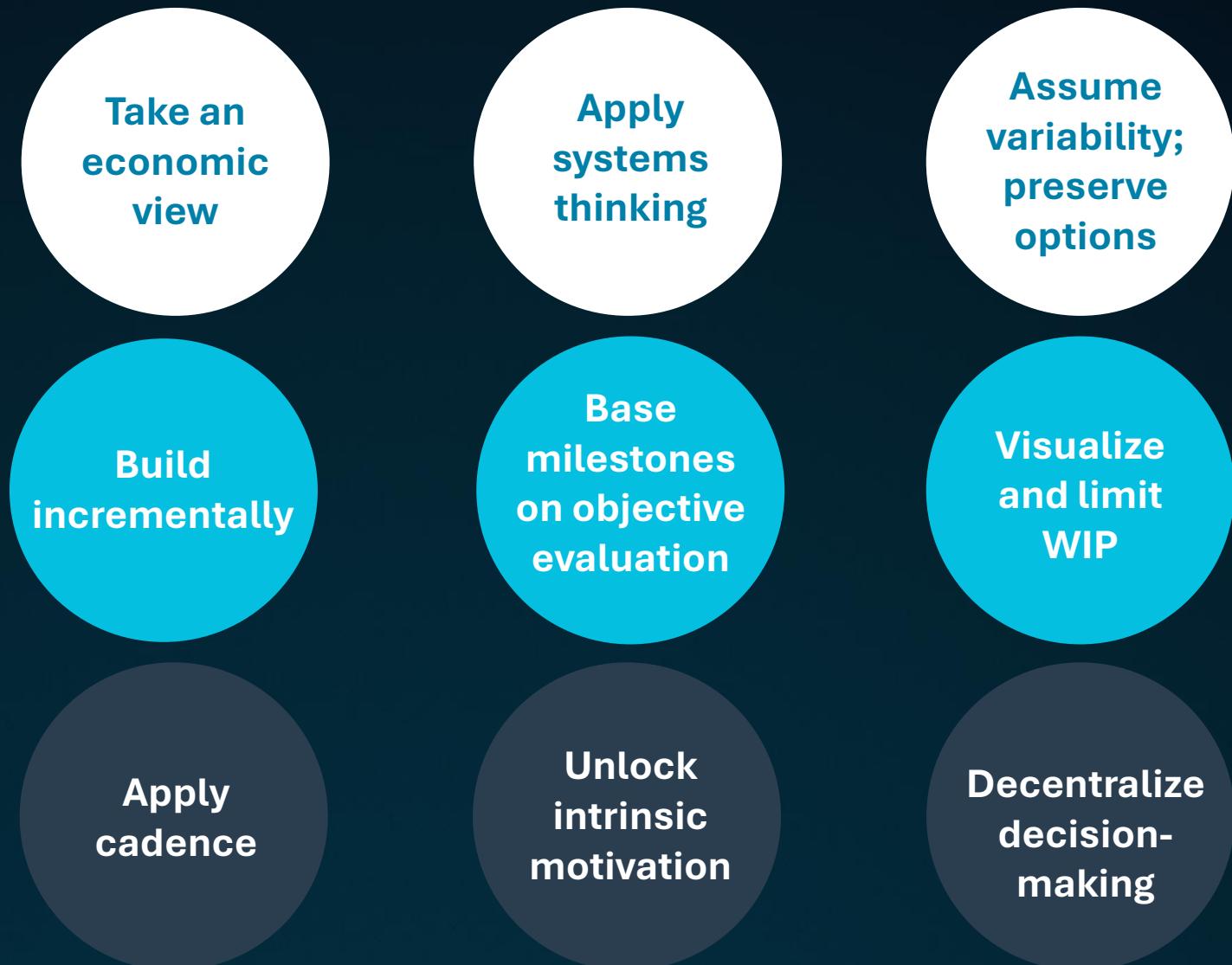


Program execution



Leadership

SAFe principles



LeSS

Principles

Rules

Guides

Experiments



Source:
[Scaling agile \(pmi.org\)](https://www.pmi.org)

Nexus

Builds on Scrum's foundations

Group of teams that work together to deliver a single product



Disciplined Agile (DA)

Get better at getting better

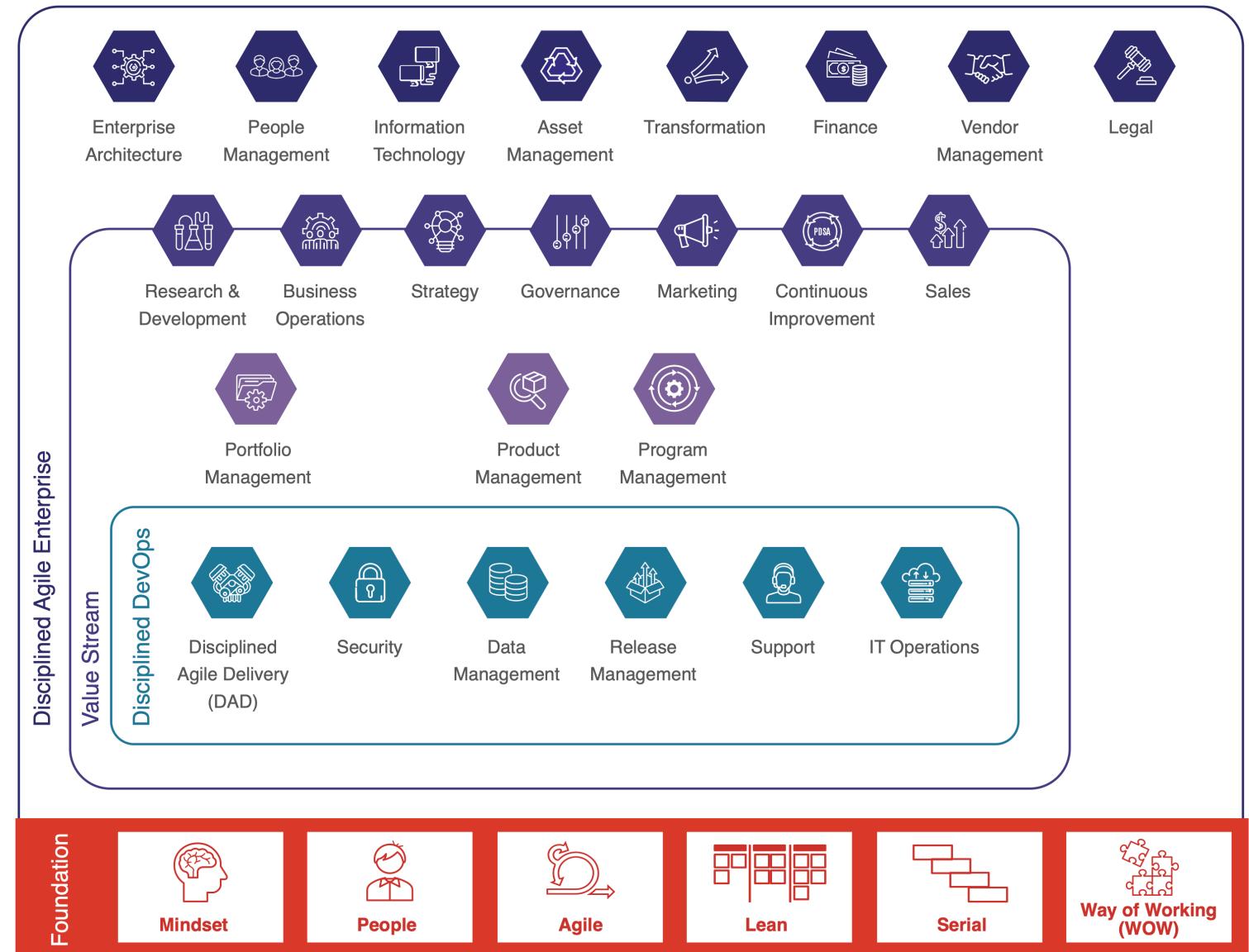
Options for inter-team coordination

Starts where you are

Teaches you to become a learning organization



Source:
[The Disciplined Agile® \(DA™\) Tool Kit \(pmi.org\)](https://www.pmi.org)



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DA principles



**Delight
customers**



Be awesome



Context counts



Be pragmatic



Choice is good



Optimize flow



**Organize around
products/services**



**Enterprise
awareness**

Time to reflect

Review these approaches

Can you use any in
your career?

- Why? Why not?



Build transparency



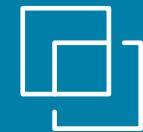
Experiment
early



Embrace the
agile mindset



Promote a
collaborative
team
environment



Build
transparency



Foster
psychological
safety



Shorten
feedback
loops



Embrace
change



Make status, progress, process, risks, impediments, and learning accessible to all (e.g., using information radiators)

Section 1 of 3

Information radiators



Burndown chart



Burnup chart



**Combined
burn chart**



Establish a feedback loop for team and/or product owners

Section 2 of 3

Feedback loop characteristics

Very short

Frequent adoption
of process

Reprioritization

Regularly updated plans

Frequent delivery



Source:

Cohn, M. (2005). *Agile Estimating and Planning*. Prentice Hall. (pp 243-250.)



Guidelines for estimating and planning (1–3)



1 Involve the whole team.



2 Plan at different levels.



3 Replan often.

Guidelines for estimating and planning (4–6)



4 Track and communicate progress.



5 Acknowledge the importance of learning.



6 Prioritize features.



Use communication strategies for colocated and distributed teams

Section 3 of 3

Colocated teams

Located within talking range

Not always possible



Team space

Tools and equipment

Caves and common model

Tacit knowledge



Osmotic communication

Useful information flowing between team members

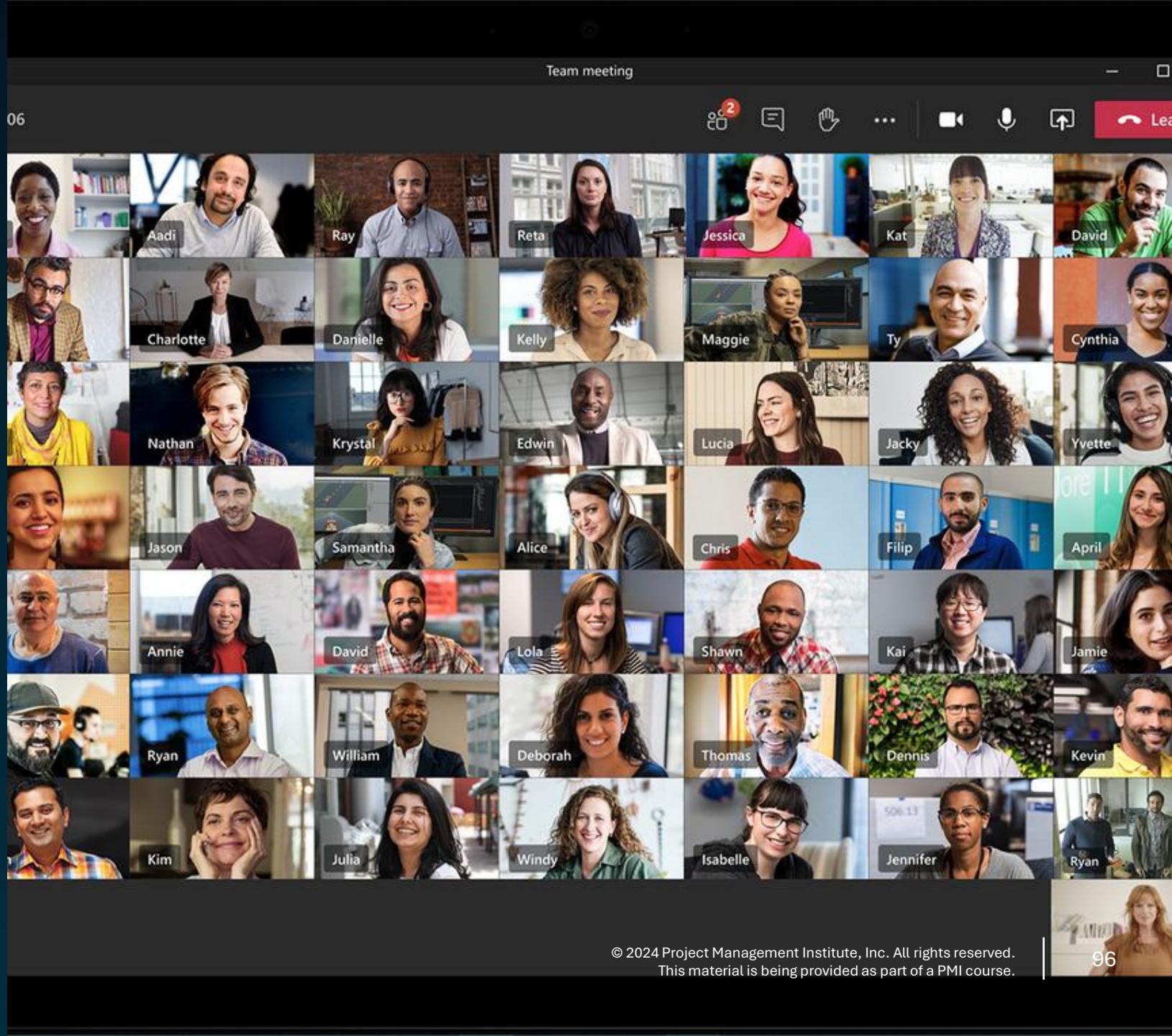
Energy fields exist between people



Distributed teams

At least one member off-site

Storming and norming



Distributed team tips

Never stop learning

Written processes

Helping colleagues

Communicate as much
as possible



Distributed team advantages

Access to better talent

Reduced overheads

No “us” and “head office” divisions

Free to travel and move

Attracts the self-motivated



Distributed team disadvantages

Onboarding

Initial loneliness

Self-discipline

Stifled innovation

Communications

Time zones

Tax and labor laws



Global, cultural, and team diversity

Different time zones

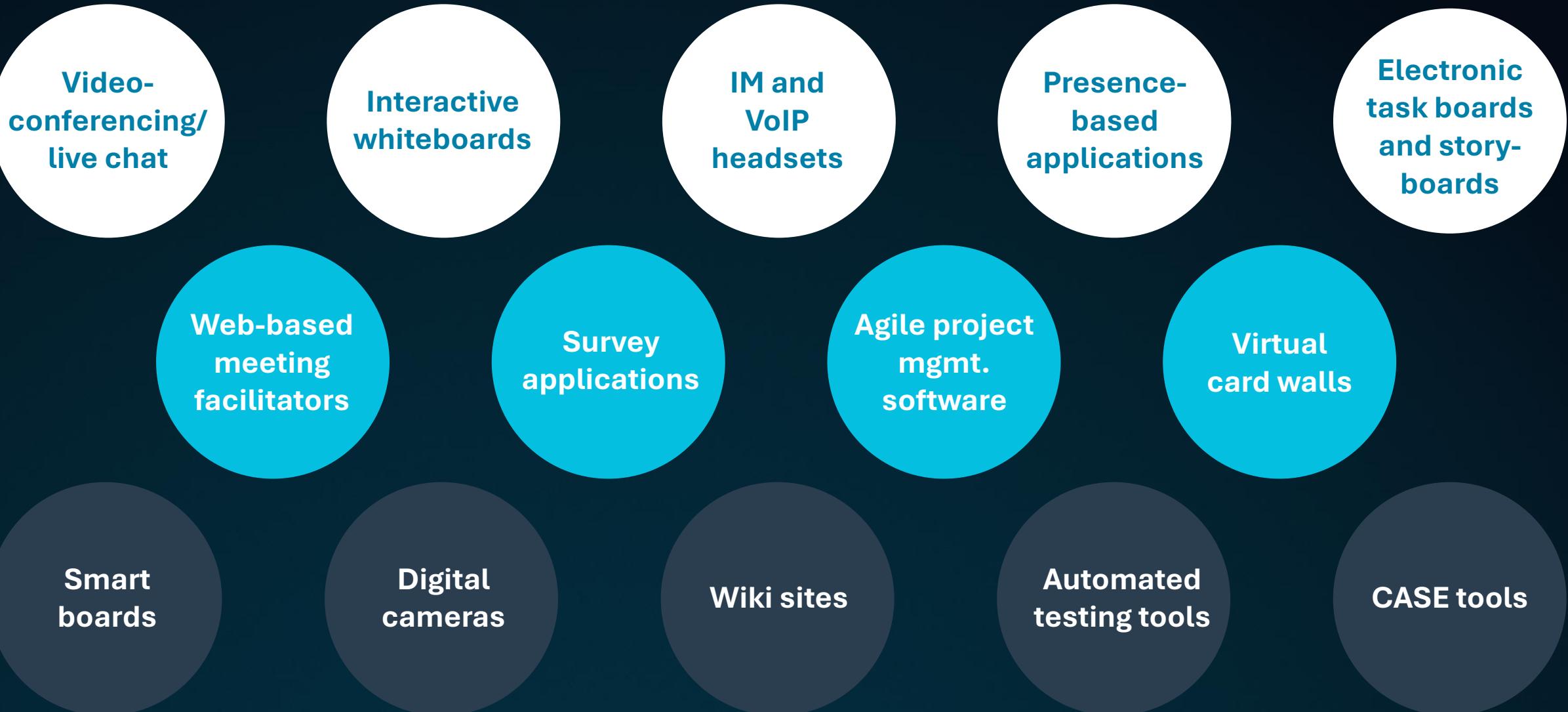
Different cultures

Different communication styles

Different native languages



Digital tools for distributed teams



Time to reflect

Review the distributed team tools

What ones do you use?

What could you use that you don't now?



Foster psychological safety



Experiment
early



Embrace the
agile mindset



Promote a
collaborative
team
environment



Build
transparency



Foster
psychological
safety



Shorten
feedback
loops



Embrace
change



Promote a no blame culture

Section 1 of 3

Fear

Friction

Fear → weak leadership

Banish fear



Source:
Clark, T. (2020). *The 4 Stages of Psychological Safety, Defining the Path to Inclusion and Innovation*. Berrett-Koehler Publishers. (Summary)



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What is psychological safety?

Included

Safe to learn

Safe to contribute

Safe to challenge the
status quo



Source:
Clark, T. (2020). *The 4 Stages of Psychological Safety, Defining the Path to Inclusion and Innovation*. Berrett-Koehler Publishers. (Summary)



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Exclusion

Hurts

Influences behavior



Source:
Clark, T. (2020). *The 4 Stages of Psychological Safety, Defining the Path to Inclusion and Innovation*. Berrett-Koehler Publishers. (Summary)



Skunk works

Protected environment

Term originated at
Lockheed Martin

Small team, high-
priority project



Source:
Clark, T. (2020). *The 4 Stages of Psychological Safety, Defining the Path to Inclusion and Innovation*. Berrett-Koehler Publishers. (Summary)
[Skunkworks project - Wikipedia](#)



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Retros as part of changing a team's way of working

Courage

Feedback

Respect



Source:
Clark, T. (2020). *The 4 Stages of Psychological Safety, Defining the Path to Inclusion and Innovation*. Berrett-Koehler Publishers. (Summary)

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DAILY PMP BOOTCAMP SURVEY



LOOK FOR THE SURVEY LINK IN THE CHAT

- **Our goal** is to provide the best possible Bootcamp experience for a live streaming webinar, with hundreds of participants.
- For each Bootcamp session,
 - Let us know what you liked about the experience – your comments really matter.
 - Please include a thank you to the mentor(s) working off camera.
 - If you have recommendations, share those too!

We sincerely value your opinion!

Survey Scale

- This Scale: 0 not at all likely- 10 extremely likely



On a scale of 0-10, how likely are you to recommend this bootcamp to someone else?

This Scale: 0 not at all likely - 10 extremely likely

0	1	2	3	4	5	6	7	8	9	10
<input type="radio"/>										