



PMI-ACP®

EXAM PREP

PMI Authorized Training Partner

BOOTCAMP

Session 4

- 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

BREAKS



Yes! We will have periodic breaks

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



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**

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



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

Lesson Two

Leadership

Version 1.0 | 2024 Release



During This Session



Empower teams



Facilitate problem resolution



Promote knowledge sharing



Promote agile mindset, principles, and practices



Promote shared vision and purpose



Facilitate conflict management



Self-assessment tools and techniques

Section 8 of 8

A close-up photograph of a person's hands writing in a notebook with a red pen. The person is wearing a plaid shirt. In the background, other people are visible, suggesting a classroom or exam setting.

For the exam

For the PMI-ACP exam, you probably won't need to know the details of these self-assessment models.

It's more likely you'll need to understand how they're used and what their purpose is.

What's the purpose of a self-assessment tool?

Part of the inspect-and-adapt cycle

Helps team members build their skills and improve their effectiveness



Self-assessment tool categories



Group Assessments

- James Shore and Shane Warden's assessment
- Tabaka's model for high-performing teams
- Stefan Wolpers' end-of-sprint poll



Individual Assessments

- Myers-Briggs
- DiSC
- High5
- Hexaco

Group self-assessment tools



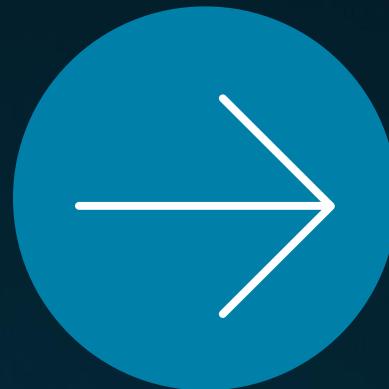
Shore and Warden self-assessment



Thinking



Collaborating



Releasing

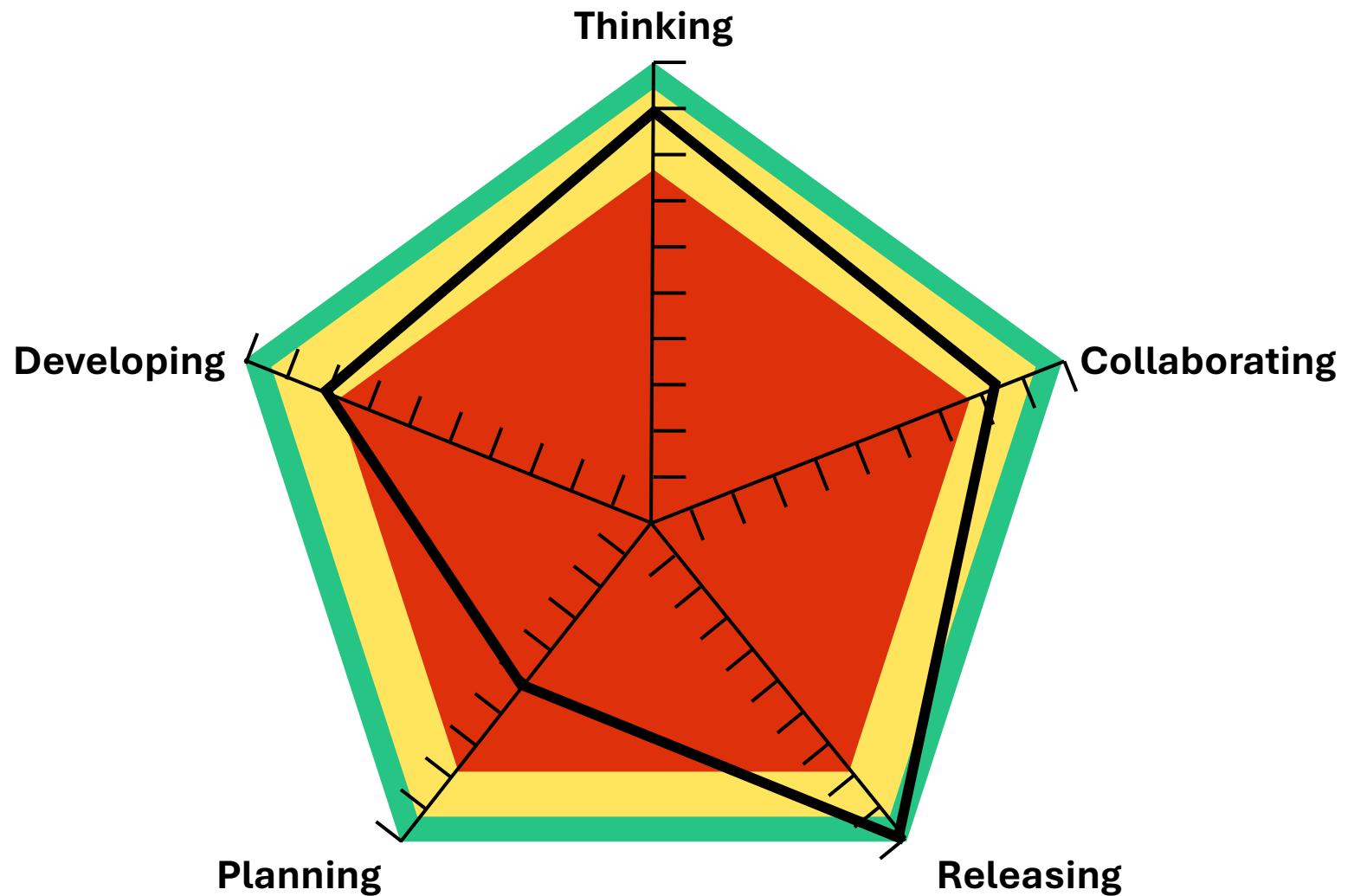


Planning



Developing

Shore and Warden self-assessment scoring



Source:
Shore, J., & Warden, S. (2008). *The Art of Agile Development*. O'Reilly.

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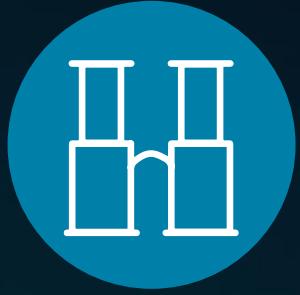
Jean Tabaka's team self-assessment model



Self-organization



Empowered to make decisions



Belief in vision and success



Committed team



Trust each other



Participatory decision-making

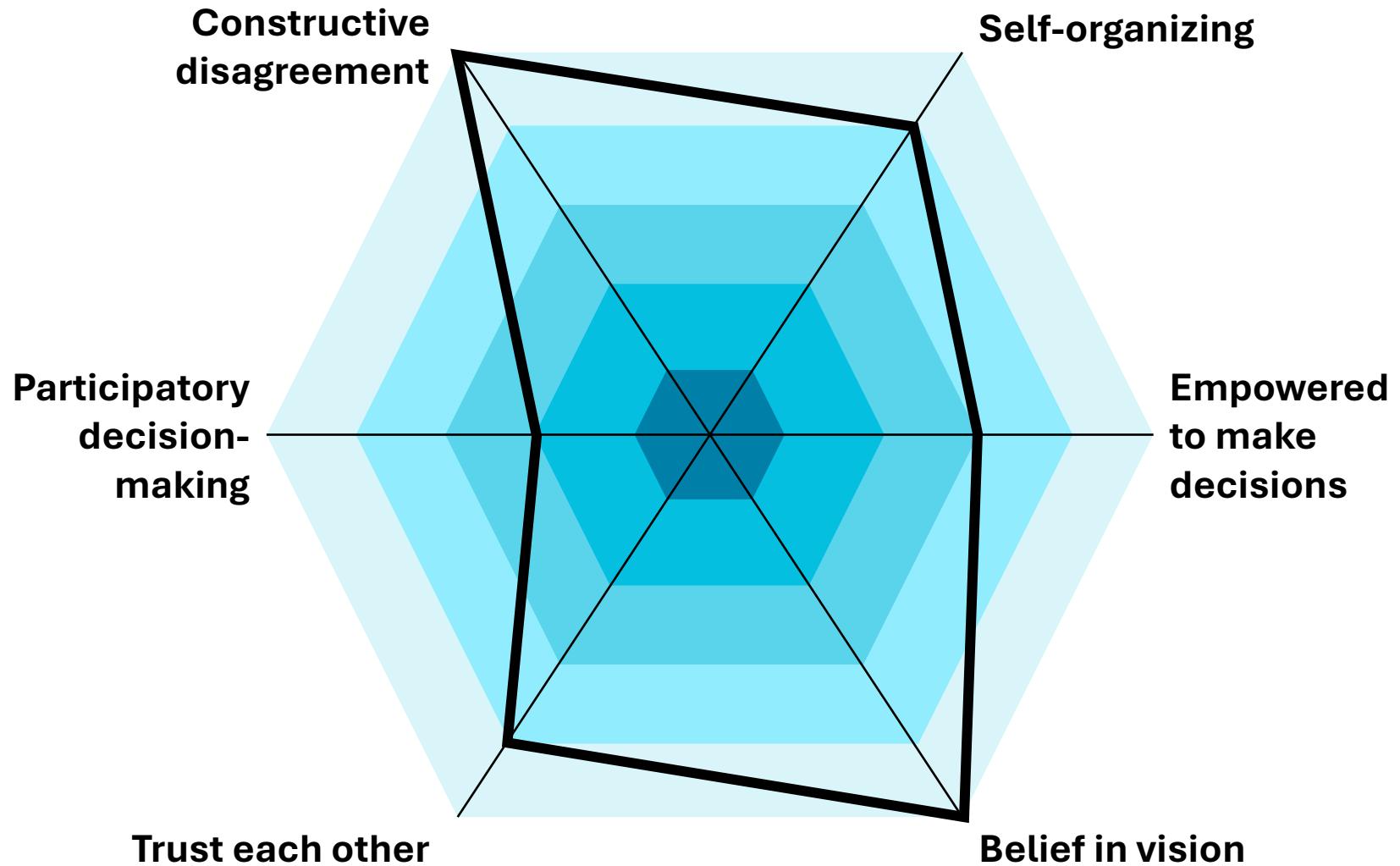


Consensus-driven



Constructive disagreement

Tabaka assessment scoring



Source: Tabaka, J. (2006). *Collaboration Explained: Facilitation Skills for Software Project Leaders*. Addison-Wesley.

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Stefan Wolpers' end-of-sprint poll



What value did the team deliver in the last sprint?



How has the level of technical debt developed during the last sprint?



Would you recommend a job opportunity in this organization to a friend with an agile mindset?



Are you happy working with your teammates?

Individual self-assessment tools



Myers-Briggs personality-type indicator



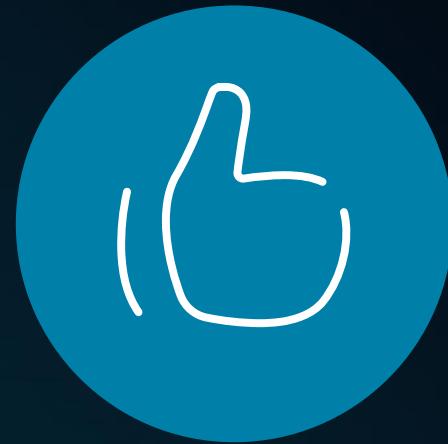
**Extroversion (E) or
Introversion (I)**



**Sensing (S) or
Intuition (N)**



**Thinking (T) or
Feeling (F)**



**Judging (J) or
Perceiving (P)**

DiSC Profile



Dominance



Influence



Steadiness



Conscientiousness

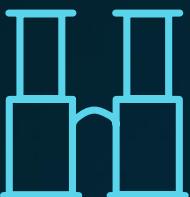
High5 strengths test



Five primary strengths



Basis in positive psychology



Focuses on spotting innate strengths

The Hexaco Personality Inventory



Honesty-
humility



Emotionality



Extraversion



Agreeableness



Conscientiousness



Openness to
experience



Investigate the root causes of problems



Determine resolution strategies with the team



Ensure problems are resolved in a timely manner



Empower teams



Facilitate problem resolution



Promote knowledge sharing



Promote agile mindset, principles, and practices



Promote shared vision and purpose



Facilitate conflict management



Investigate the root cause of problems

Section 1 of 3

Sampling

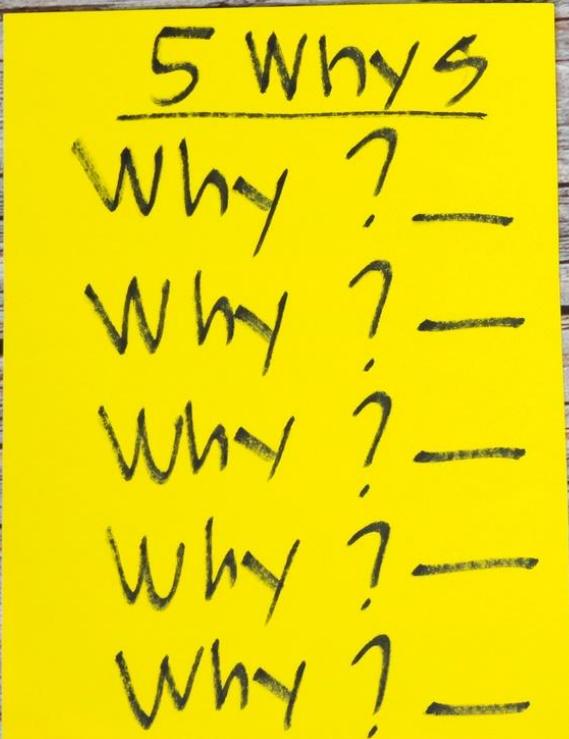
Sampling is selecting part of whatever the team is producing for inspection.



The five whys

A technique developed by
Sakichi Toyoda in the 1930s

When a problem occurs,
you drill down to its root
cause by asking “Why?”
five times.



How do the five whys work?



Why didn't you pass the PMI-ACP exam?

Why did you miss too many questions?

Why didn't you know what they were asking about?

What exam areas didn't you study?

Why didn't you study these areas?



I missed too many questions.

You really need to know what they were asking about.

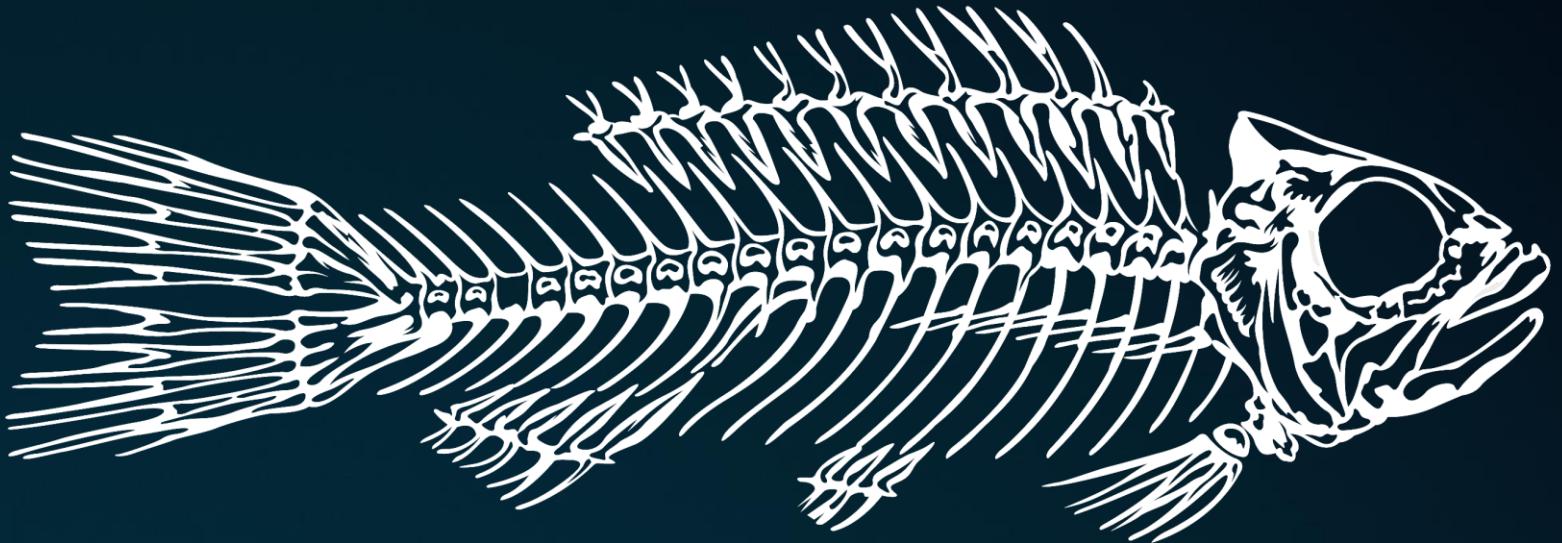
I've done agile for years; I didn't think I needed to study.

I know Scrum, but not XP, lean, or Kanban.

I underestimated the breadth of the exam.

Fishbone analysis

Developed in the 1960s
by Kaoru Ishikawa that
helps find the root cause
of a problem



Source:
Ishikawa, Kaoru (1968). *Guide to Quality Control*.
Tokyo: JUSE.

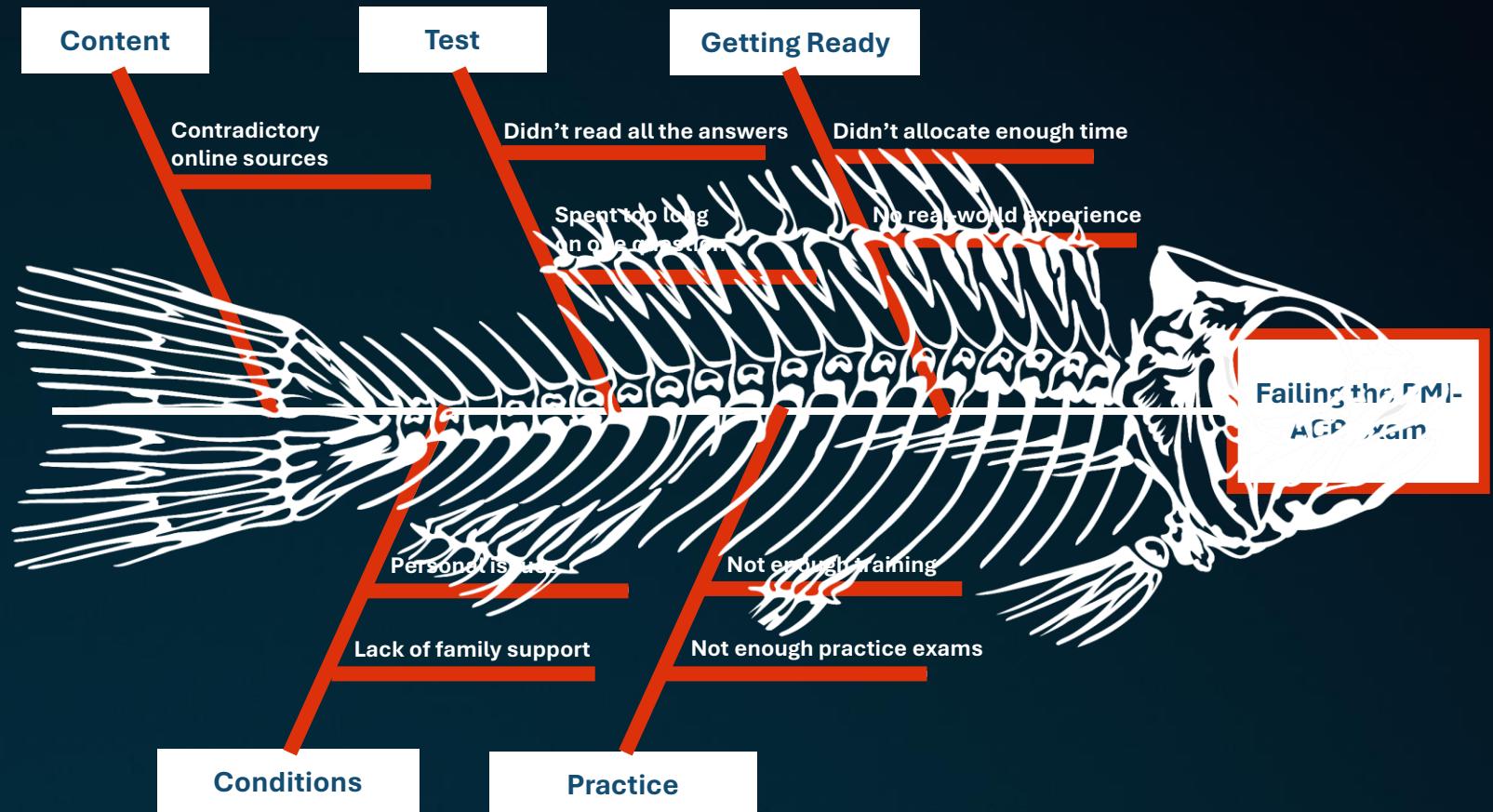
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Cause-and-effect diagrams

The defect is the fish's head, facing to the right.

The ribs branch off the backbone for major causes . . .

. . . with sub-branches for root causes.



Kaizen

改

善

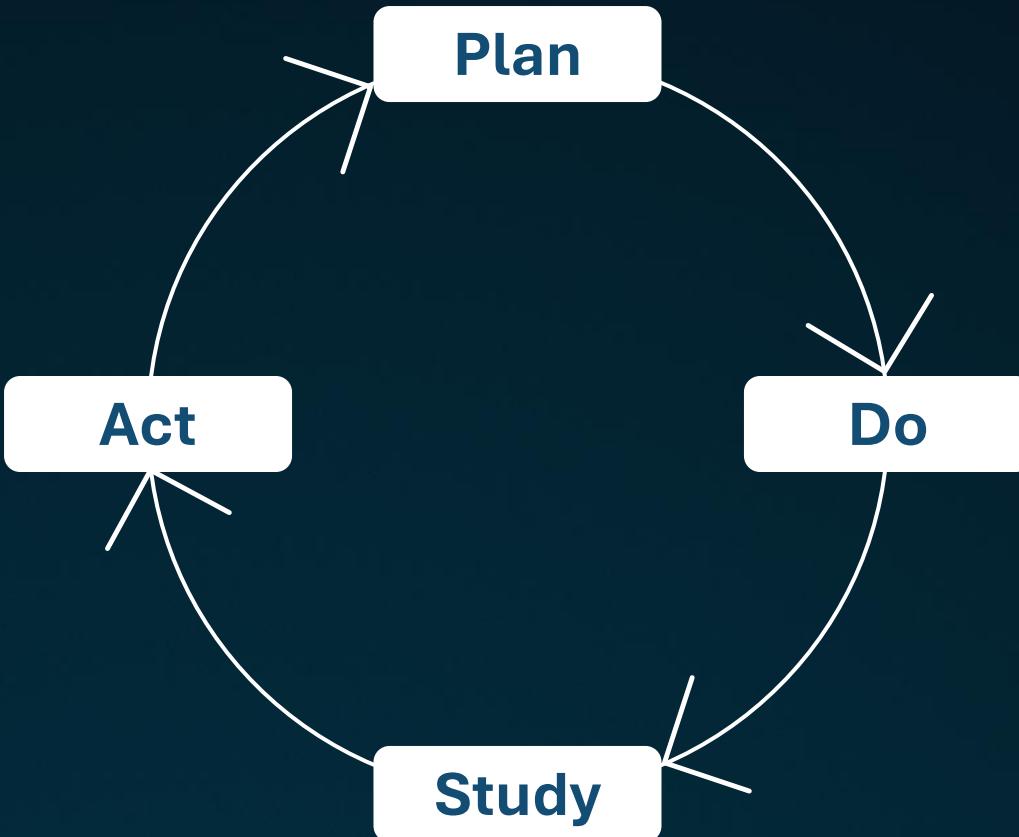
“Kai”

Change

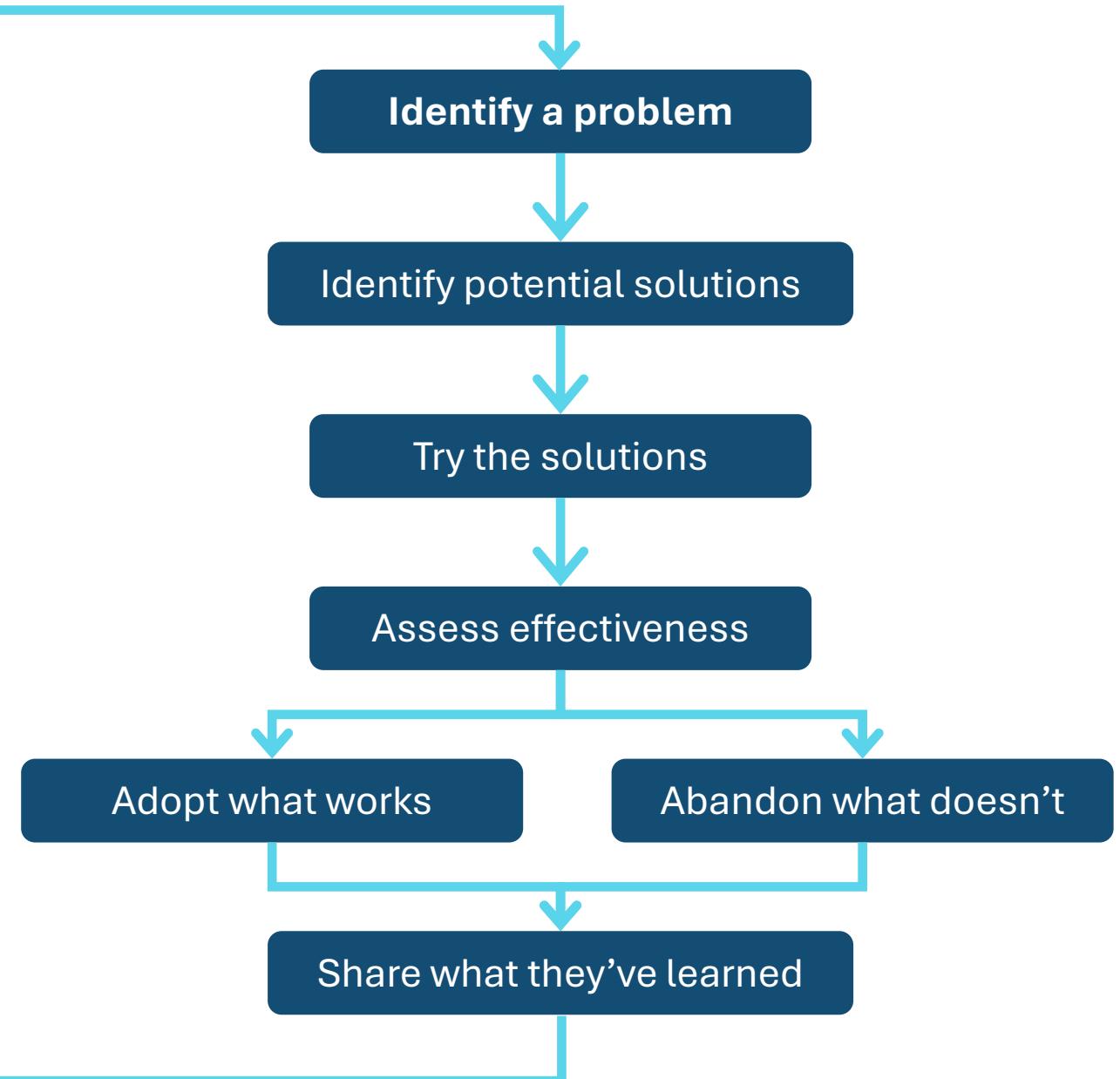
“Zen”

Good

Kaizen is a process of continuous improvement



Improving through experiments





Checking in with Cultivate Connect

Entered into an agreement with PinpointWeather.com to bring its hyper-local weather information into the platform

The demonstration didn't go as they had hoped.

A professional woman with short dark hair and glasses, wearing an orange button-down shirt, is seated at a desk. She is looking down at a white tablet device with a worried or focused expression. Her right hand is near her eye, possibly adjusting her glasses. A white smartwatch is visible on her left wrist. The background is a blurred office environment.

Problems bringing in weather information

One test listed an expected high temperature high enough to boil water.

Another test listed an expected low approaching absolute zero.

Breakout group exercise

Which approach will work best to start investigating where the data breakdown is occurring?





Determine resolution strategies with the team

Section 2 of 3

Engage the team

Agile problem-solving
methods are team-based.



Benefits of engaging the team



**Built-in
consensus**



**People work
hard**



**Broader
knowledge base**



Asking for help



**Practical
solutions**



**Seeking others'
ideas**

Considerations



Involve the team
where it can be most helpful.



Recalibrate after team or
project changes.



Solve real problems.



Follow through.



Team unity is critical.

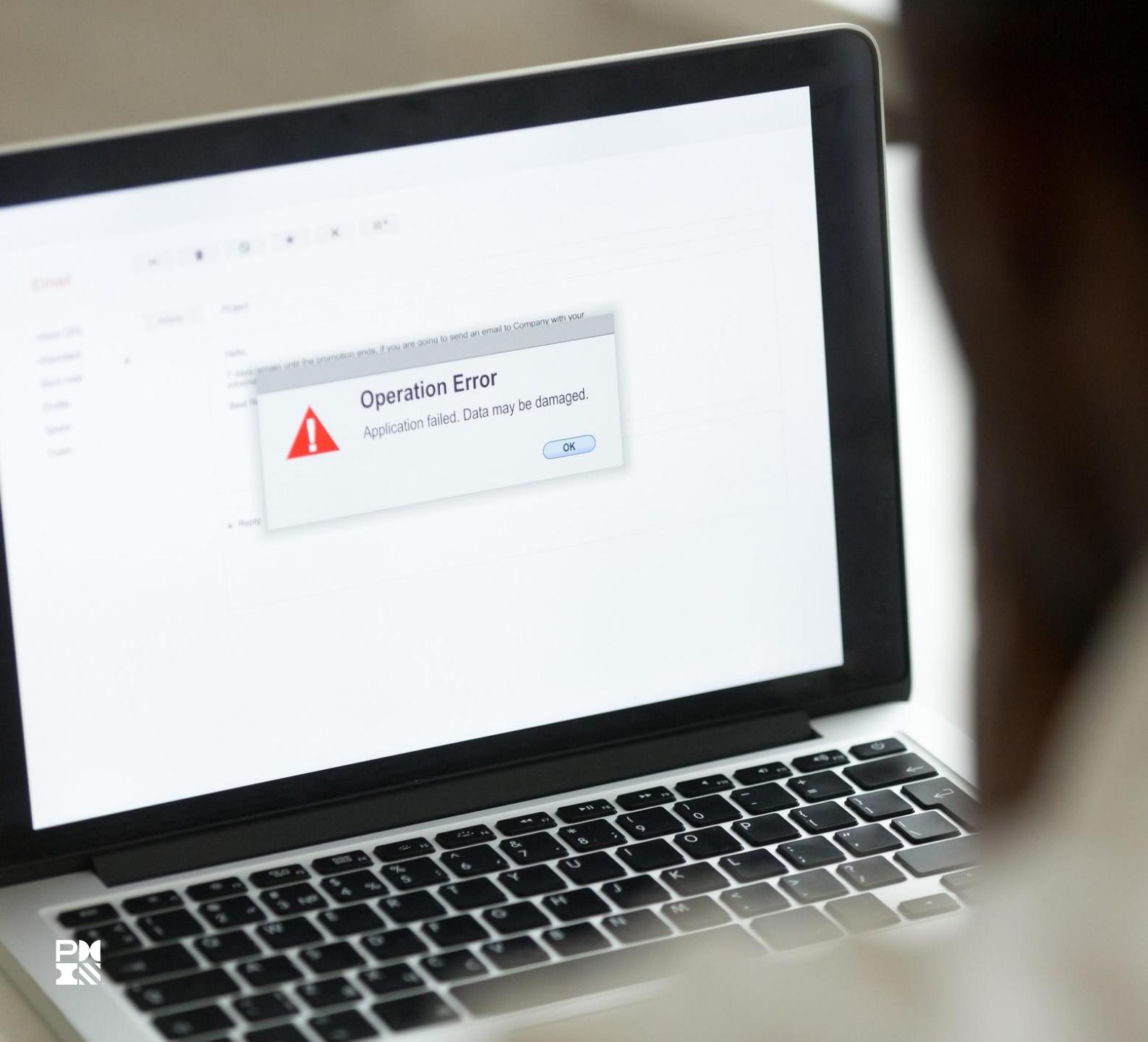
Some problems can't be solved

Sometimes it's best to get out of the problem and reset expectations.



Get feedback early and often

Agile teams want to learn early in the process—especially if doing so can provide information they can use while they still have time to improve.



Spike

A photograph showing a close-up of a person's hand gripping a hammer. The hammer is positioned vertically, with its head pointing upwards. The background is a dark, textured surface that looks like a pile of broken concrete or asphalt. The lighting is dramatic, with strong highlights on the hammer and the hand.

A **spike** is a short time interval within a project, usually of fixed length, during which a team conducts research or prototypes an aspect of a solution to prove its viability.





No-blame culture

Using fear as a motivator is counterproductive.

It causes team members to waste time and effort covering up mistakes.

Unknown errors can fester and escalate.

Building a no-blame culture



Distinguishing between blame and accountability



Learning from your mistakes



Giving others the benefit of the doubt



Watching your emotions



Creating collective vision and purpose

Knowledge check

Which of the following are benefits of engaging the team in solving problems? (Choose 2)

- A. Management buy-in
- B. Built-in consensus
- C. Practical solutions
- D. Learning from mistakes

The correct answers are **built-in consensus** and **practical solutions**. Management buy-in needs to happen before the project is even launched. Learning from mistakes is more closely related to a no-blame culture.

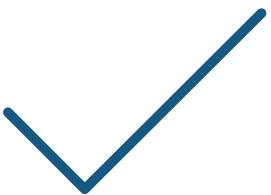


Source: Goleman, D. (1995). *Emotional Intelligence: Why It Can Matter More than IQ*. Bloomsbury.

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Knowledge check

True or false: Some problems can't be solved.



True



False



**Ensure problems are resolved
in a timely manner**

Section 3 of 3

Testing types



**Unit
testing**



Integration testing



**System
testing**



**User-acceptance
testing**

Unit testing

Focused on testing a small portion of functionality

Often automated

Written before the code when part of test-driven development (TDD)



A black male engineer with a beard and glasses, wearing a yellow hard hat and a light-colored shirt, is looking down at a white tablet computer he is holding in his hands. He is standing in a factory or industrial environment with other workers and equipment visible in the background. The lighting is bright, coming from overhead fluorescent lights.

Integration testing

Carried out across a complete system

Requires skill and knowledge

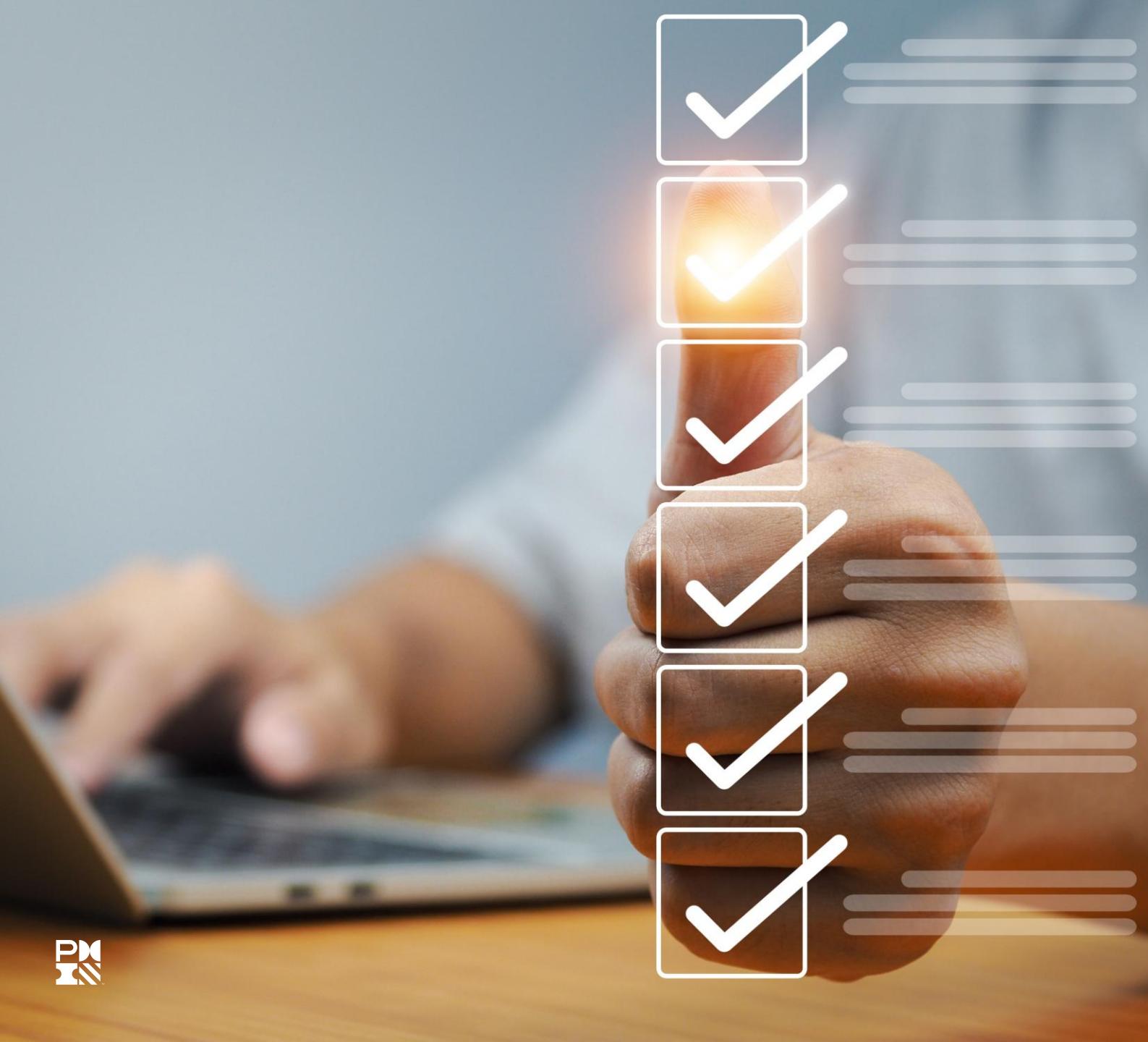
Requires a sophisticated test environment

System testing

Focused on testing the system as a whole

Carried out in an environment that mimics the production environment





User-acceptance testing

Carried out by end users or stakeholders

Focused on ensuring it meets the needs of the business/customer

Can include other types of testing as required

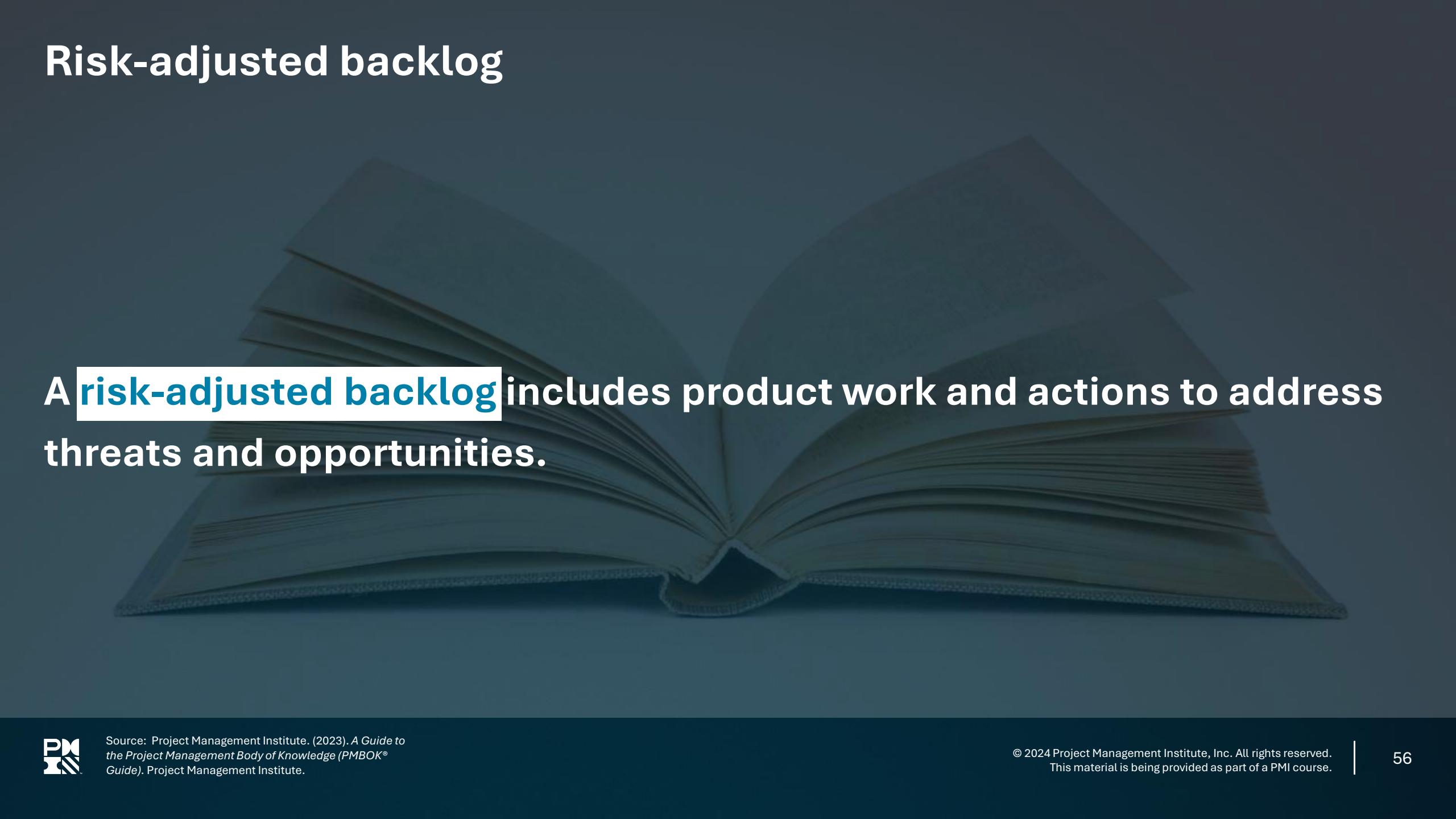
Coordinate timely resolution efforts

Facilitate communication and collaboration among team members.

Ensure that resources and people are allocated efficiently and effectively.



Risk-adjusted backlog



A **risk-adjusted backlog** includes product work and actions to address threats and opportunities.

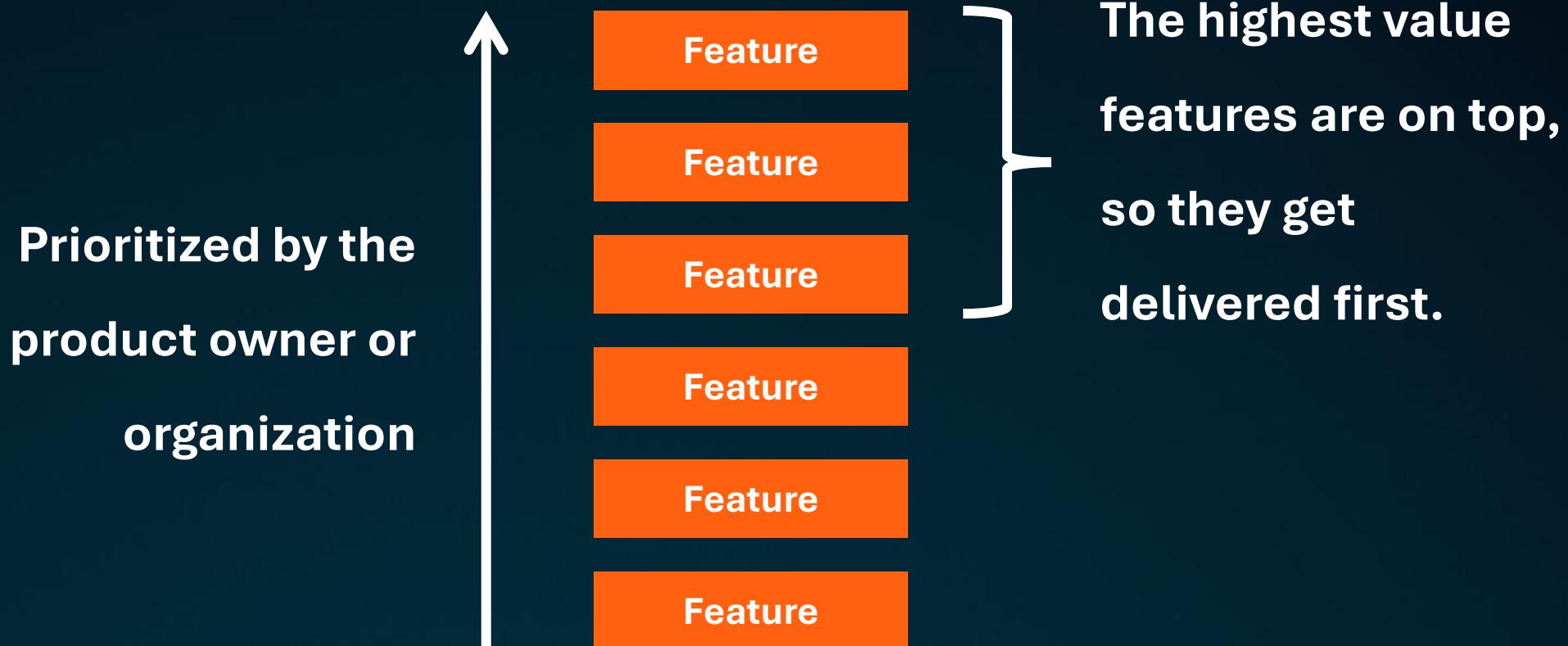


Risk-adjusted backlog

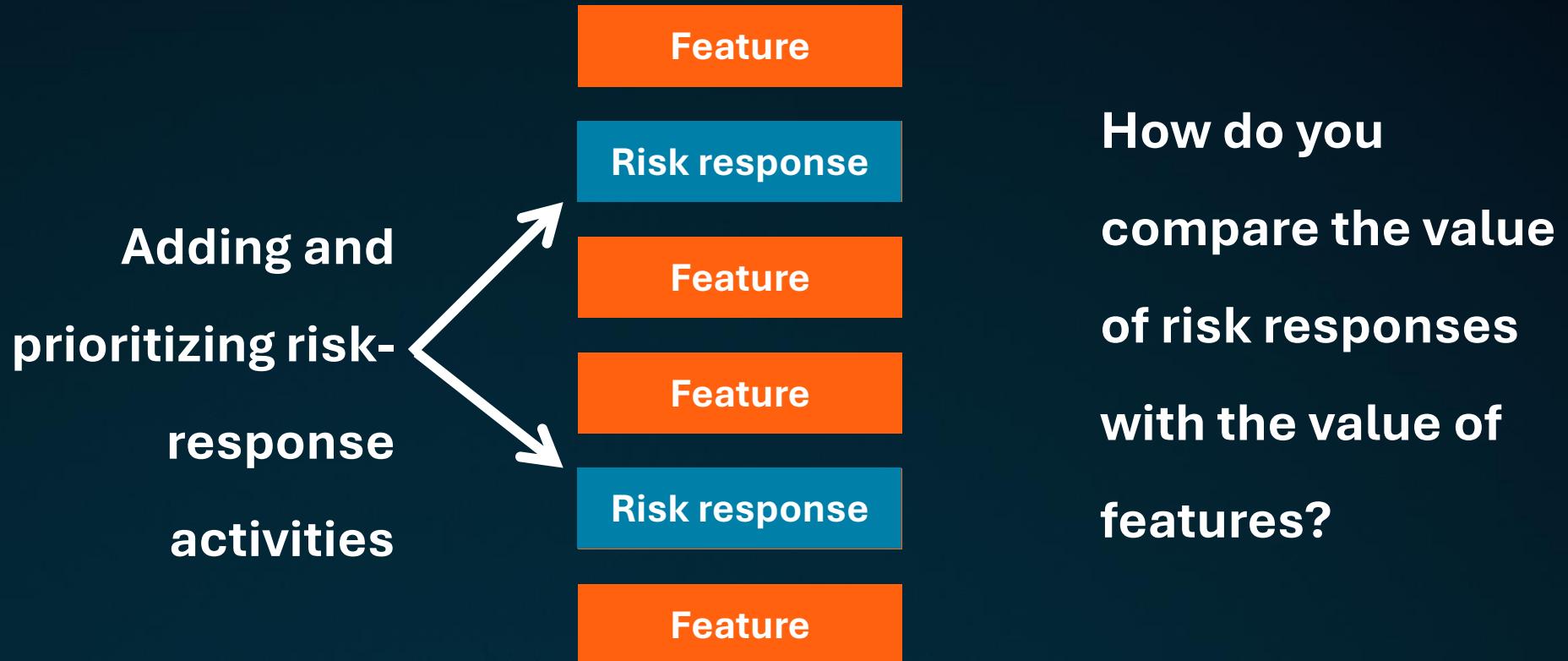
Contains risk-management activities along with the work prioritized for value delivery



Normal backlog



Risk-adjusted backlog





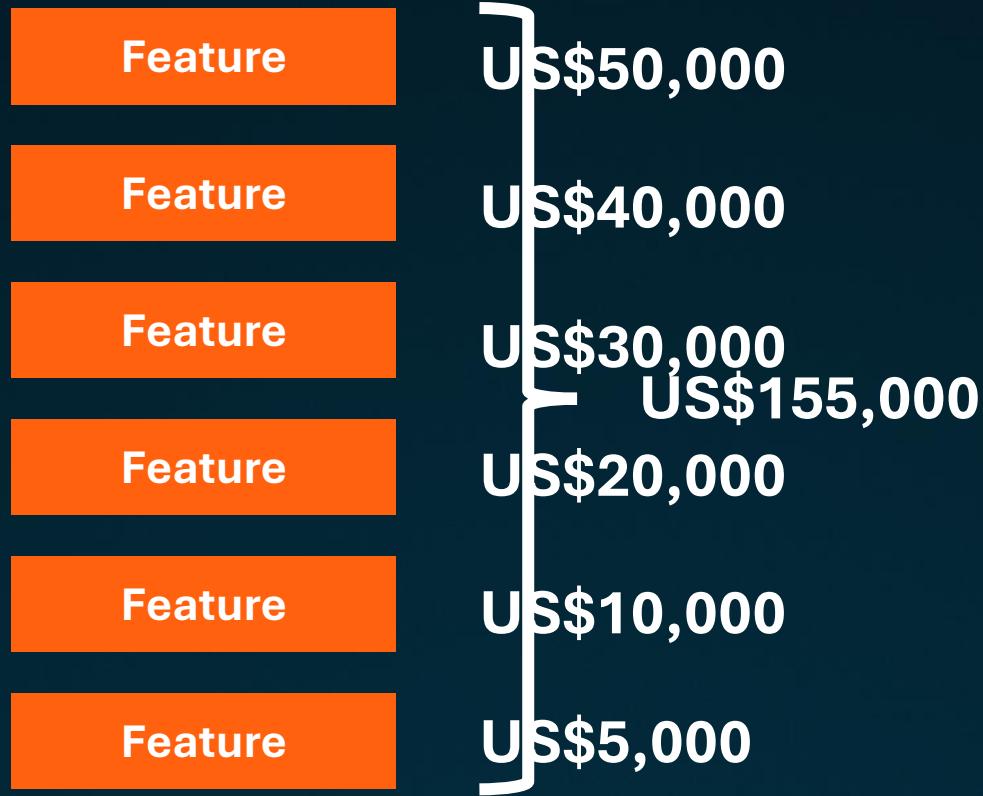
Prioritize based on business value

The business gets the highest-value features early.

The decisions are more objective and less subjective.

It gives us a way to compare the relative value of features to risk responses.

Prioritizing features by business value



The process starts with the financial return expected from the whole project.

The product owner or business representative distributes this amount over the project features.

Determining the value of risk responses

Expected monetary value = Risk impact x Risk probability (as a percentage)

$$\text{US\$40,000} \times 50\% = \text{US\$20,000}$$

Prioritizing features by business value

Feature	US\$50,000
Feature	US\$40,000
Feature	US\$30,000
Feature	US\$20,000
Risk response	US\$20,000
Feature	US\$5,000

We continue the process for the rest of the risk responses the team has identified.

We're dealing with estimates rather than precise numbers.

Their importance lies in their relation to each other.

Monitor resolution progress

Implement tracking mechanisms

Provide regular updates and feedback

LOADING.....



Assess secondary impact

Are we likely to find this risk or issue elsewhere?

If so, we need to change our acceptance tests or our definition of done.





Checking in with Cultivate Connect

The team has identified some potential problems with the Cultivate Connect platform.

They need to determine the value of the risk responses.



Create an environment to capture and share knowledge



Leverage organizational knowledge assets



Allocate time for knowledge sharing and making required updates



Empower teams



Facilitate problem resolution



Promote knowledge sharing



Promote agile mindset, principles, and practices



Promote shared vision and purpose



Facilitate conflict management



Create an environment to capture and share knowledge

Section 1 of 3

Lessons learned

Lessons learned is the knowledge gained during a project—which shows how project events were addressed or should be addressed in the future—for the purpose of improving future performance.



Gathering lessons learned



Email



In person



Video calls



Dedicated tool



Daily coordination
meetings



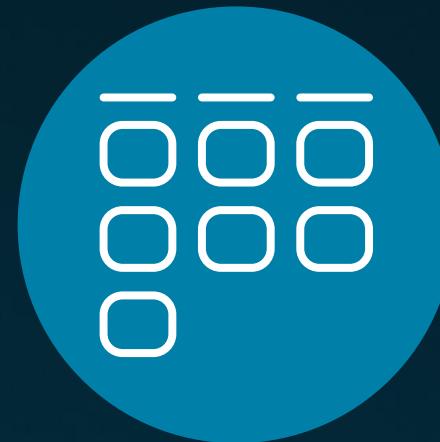
Retrospectives

Where should you store your lessons learned archive?

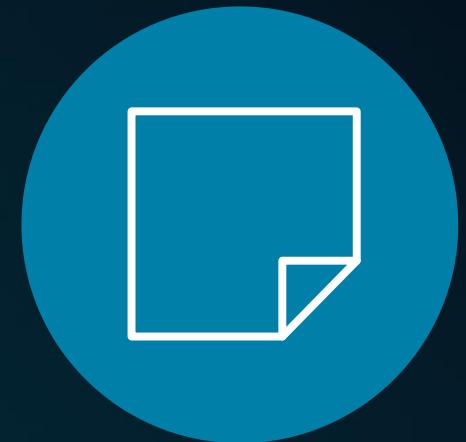
In an in-house tool that provides reasonable access across a company intranet or local-area network



**Collaboration
software**



**Virtual
whiteboard**



**In-person
collaboration tools**

Possible data fields



Category



Lessons learned



Action taken



How did you arrive at the action taken?



Root cause



Keywords

Retrospective

A regularly occurring workshop in which participants explore their work and results to improve both the process and the product





Communities of practice (CoP)

Informal groups that come together to learn from each other and develop their skills and knowledge

Safe spaces where people can share issues without worry of criticism or reprisal

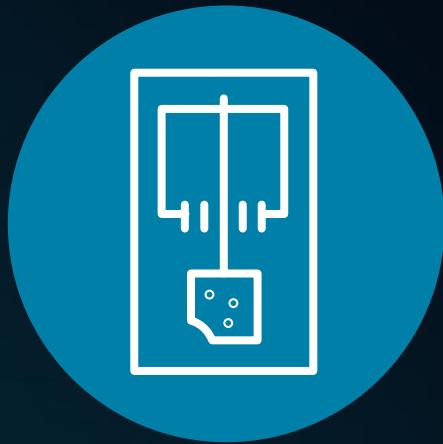
How communities of practice support learning



Share
techniques with
one another



Support one
another's learning



Capture
what they learn

What's a wiki?

A website or database developed collaboratively by a community of users, in which any user can add or edit content



Artificial intelligence (AI)

You can ask an AI chatbot to find potential risks and lessons learned that are pertinent to your domain.

Be careful about the information you share with a chatbot.



AI information-sharing examples



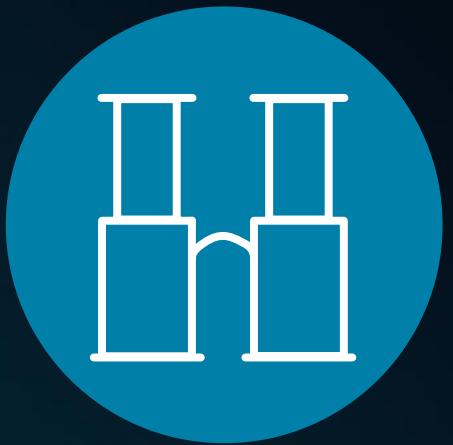
Chatbots



**Content
recommendation
systems**



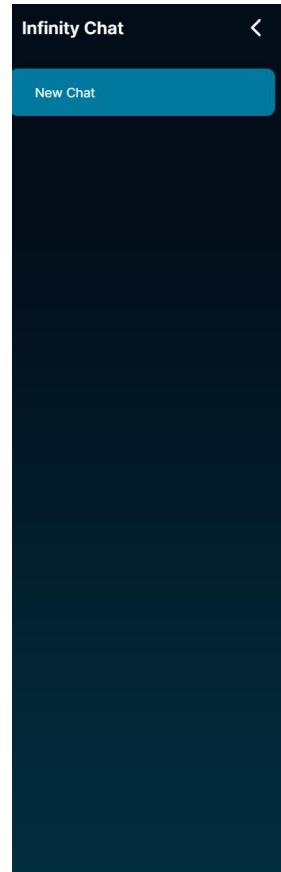
**Knowledge
management
systems**



**Intelligent
search engines**

PMI's **Project Infinity™**

Trained on a library of over
14,000 pieces of content
that have been vetted by
PMI members and project
management leaders from
all over the world



PMI Infinity™

Explore Project Management

PMI Certifications

A comparison chart and business rationale for PMI certifications.

Project Health-Check Questionnaire

An email questionnaire that can be used with your team/stakeholders to conduct a project health check.

Managing Scope Creep

An email to realign stakeholders to clearly define and agree on the objectives of the project.

Stakeholder Management and Communication

An adaptable template for project managers to effectively manage and communicate with stakeholders.

Ask me about project management

PMI Infinity 2.0: Enhanced, Refined, and Continuously Evolving for the Future!



Need a little help?



Leverage organizational knowledge assets

Section 2 of 3

Review the lessons learned repository

If your organization has a lessons learned repository, review it and be familiar with it.

This can be especially useful prior to planning work.



A photograph of three glowing lightbulbs against a dark background. The words 'Ability', 'Skill', and 'Knowledge' are written in white cursive script on the glass of the bulbs. The lightbulbs are arranged in a triangular formation, with the central one being the largest and the two flanking it being smaller.

Communities of practice (CoP)

These groups are bound together by their shared interest, shared expertise, and passion for the joint enterprise.

It's bound to have valuable information you can leverage on your project.

Value delivery office (VDO)



A **value delivery office** is a project delivery support structure that focuses on coaching teams, building agile skills and capabilities throughout the organization, and mentoring sponsors and product owners to be more effective in those roles.



Project management office (PMO)

The **project management office**, or PMO, is an established management structure in large organizations that run projects.



Source: Project Management Institute. (2021). *A Guide to the Project Management Body of Knowledge (PMBOK® Guide – Seventh Edition)*. Project Management Institute.

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Pairing

A technique borrowed from Extreme Programming (XP) in which two developers work together at a single workstation

An excellent way to share knowledge, strategy, and technique





Dynamic reteaming

The practice of changing team composition and structure to improve team performance and adapt to changing needs

Can be an excellent way to share knowledge, strategy, and technique

Exit interviews

Capture institutional knowledge

Identify knowledge gaps

Improve organizational processes





AI agents for information sharing

Software programs or systems that use artificial intelligence to facilitate information sharing

Access information from a variety of sources

Improve information searches

Knowledge check

Which of the following is a group rather than a practice or artifact?

A. Lessons learned repository

B. Dynamic reteaming

C. Community of practice

D. Exit interviews

The correct answer is **community of practice**. Communities of practice are created by a group bound together by its shared interest, shared expertise, and passion for the joint enterprise.



Source: Goleman, D. (1995). *Emotional Intelligence: Why It Can Matter More than IQ*. Bloomsbury.

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Knowledge check

Which of the following is a project delivery support structure that focuses on coaching teams?

- A. AI agent for information sharing
- B. Dynamic reteaming
- C. Community of practice
- D. Value delivery office**

A **value delivery office** is a project delivery support structure that focuses on coaching teams. It serves an enabling role, rather than a management or oversight function.



Source: Goleman, D. (1995). *Emotional Intelligence: Why It Can Matter More than IQ*. Bloomsbury.

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Allocate time for knowledge sharing and making required updates

Section 3 of 3

Balancing team productivity with building production capability



Retrospectives

Are you trying to get them

done in less time?

Close the retrospective

Are you giving enough

Decide what to do

opportunity for growth?

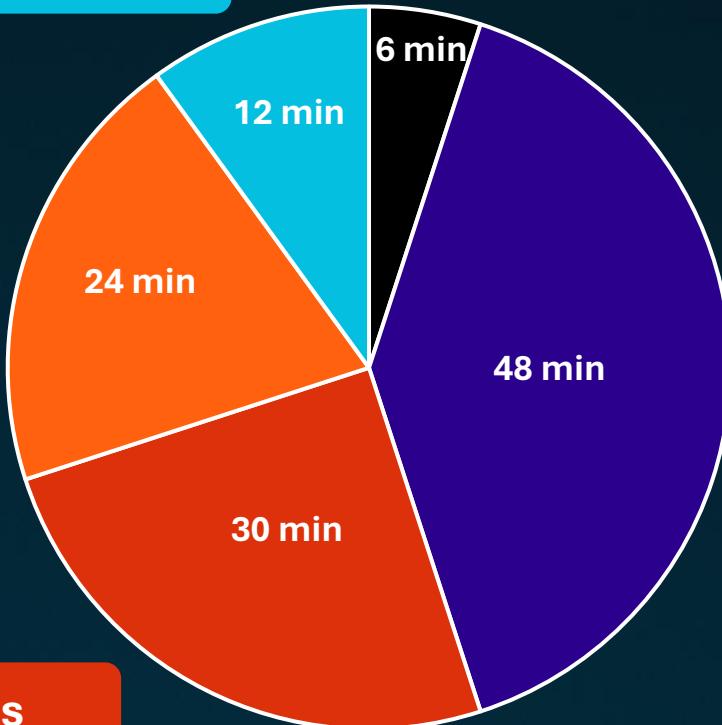
Are you skipping

retrospectives?

Generate insights

Set the stage

Gather data



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

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Lessons learned

Lessons learned is the knowledge gained during a project for the purpose of improving future performance.

We should make every effort to ensure our teams actually learn from them.

20-percent time

Originated at Google

Employees are allowed to spend 20% of their work time on unrelated projects.

Google News (2002)

AdSense (2003)

Gmail (2004)



Talent is more mobile than ever.

**Agile teams should protect
and nurture talent.**

**20-percent time is a great way to
attract, engage, and retain top talent.**

Professional development



Training
programs



Continuing
education



Networking &
mentorship



Career planning
& goal setting



Cross-functional
projects



Side projects

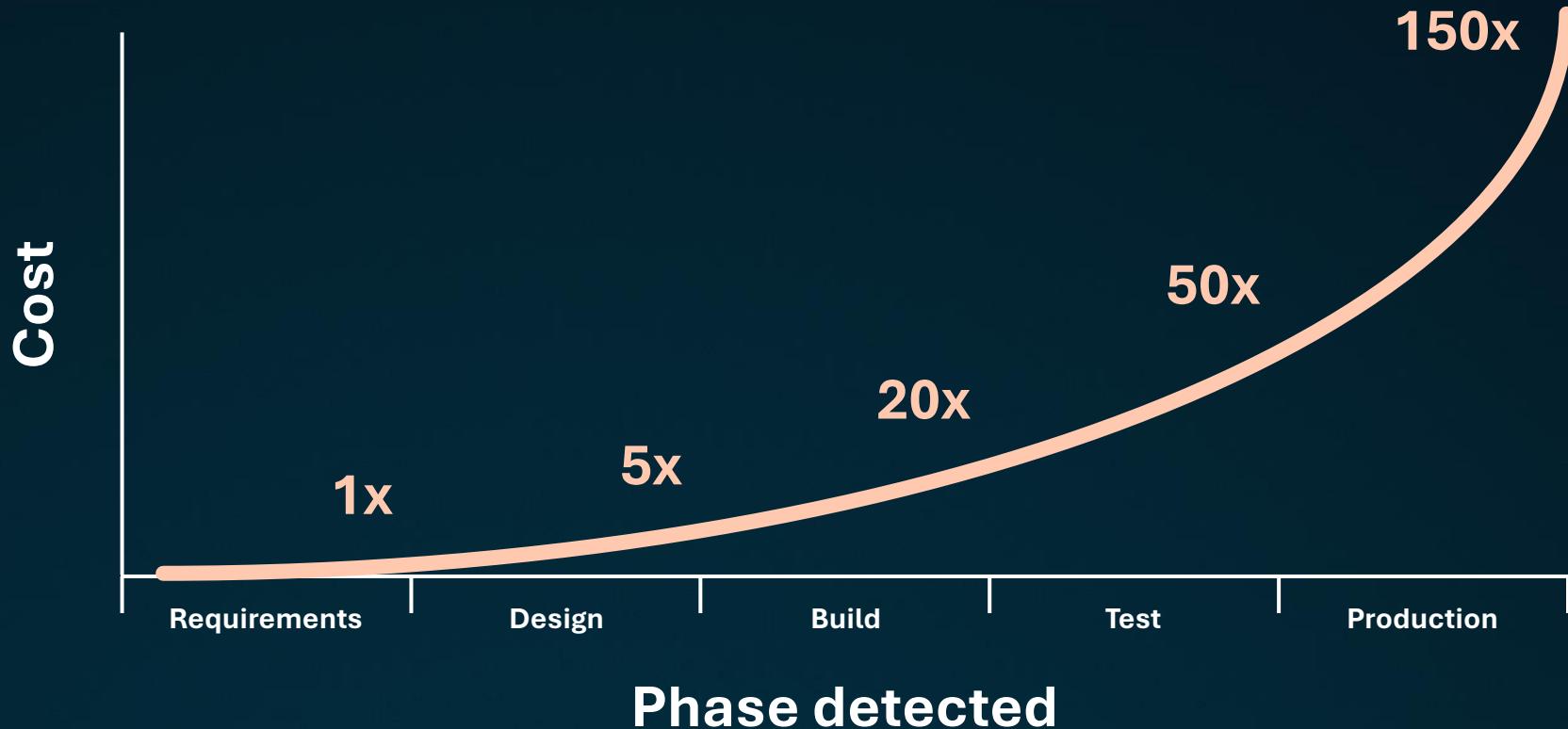


The gig
economy

Taking time to make required updates



Change gets more expensive over time



Technical debt

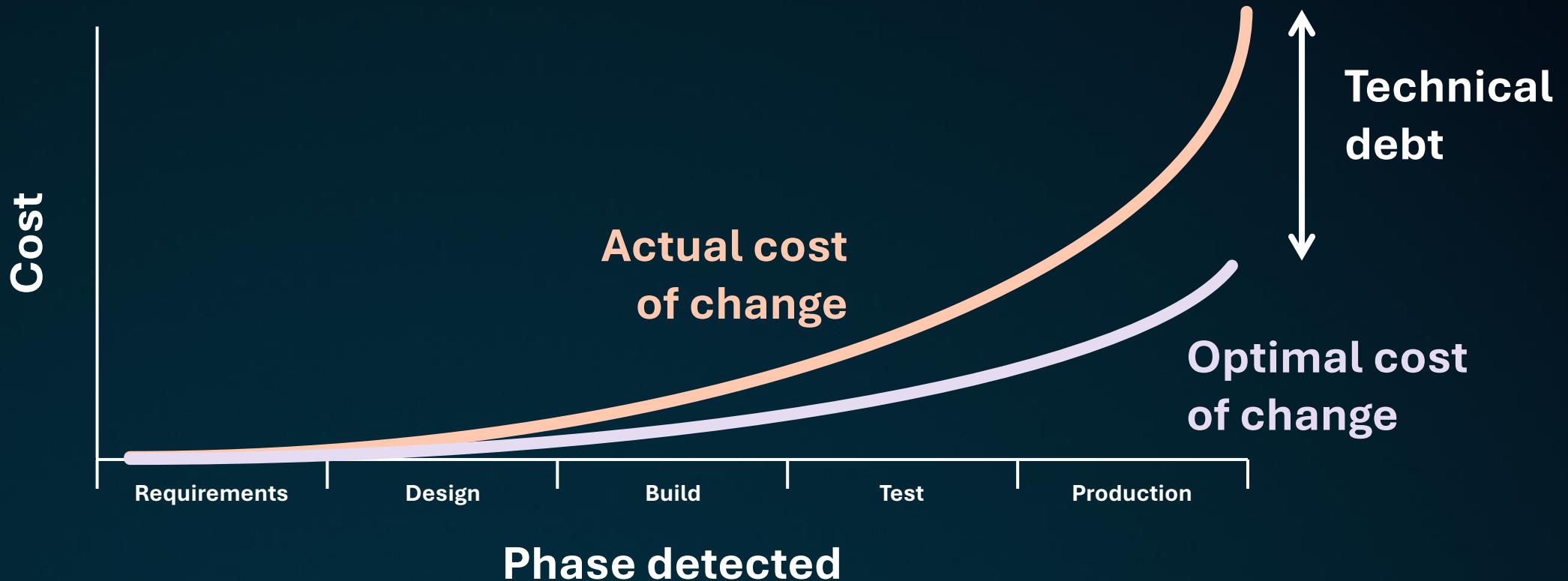
The deferred cost of work
not done at an earlier point
in the product life cycle

Teams remove, or “pay
down,” technical debt.

Hardening iteration
dedicated to stabilizing the
code base



Technical debt



Martin Fowler's technical debt quadrants

Deliberate

Inadvertent

Reckless

Prudent

“We don’t have time
for architecture.”

“We don’t have time
for design.”

“We must ship now
and deal with the
consequences.”

“What’s layering?”

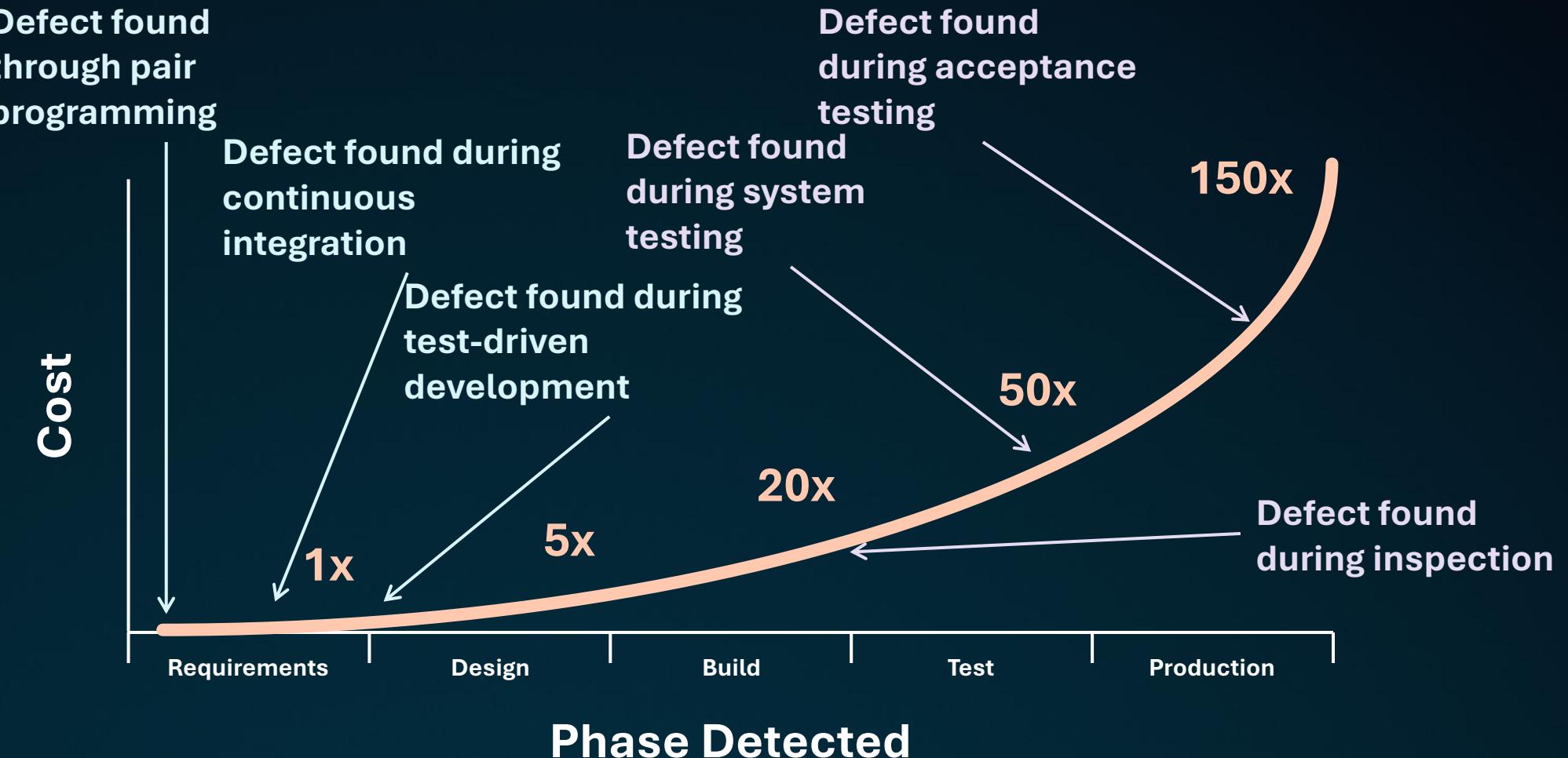
“What’s data
normalization?”

“What’s user
experience design?”

“Now we know how
we should have done
it.”



Finding issues using predictive and iterative approaches





Refactoring

A technique for restructuring an existing body of code, altering its internal structure without changing its external behavior

Improves the design, readability, and maintainability of the code

Knowledge check

Which of the following are knowledge-sharing strategies? (Choose two)

A. Professional development

B. Refactoring

C. 20-percent time

D. Technical debt

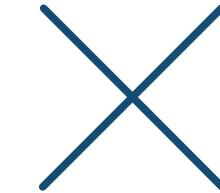
The correct answers are [professional development](#) and [20-percent time](#). Refactoring is a software development technique for improving code, and technical debt refers to the deferred cost of work not done earlier.

Knowledge check

True or false: It costs the same to fix an error after the project has ended as it does earlier in the project.



True



False



Create awareness around the agile values and principles



Foster an environment for continuous improvement



Recognize and celebrate agile behavior



Empower teams



Facilitate problem resolution



Promote knowledge sharing



Promote agile mindset, principles, and practices



Promote shared vision and purpose



Facilitate conflict management



Create awareness around the agile values and principles

Section 1 of 3

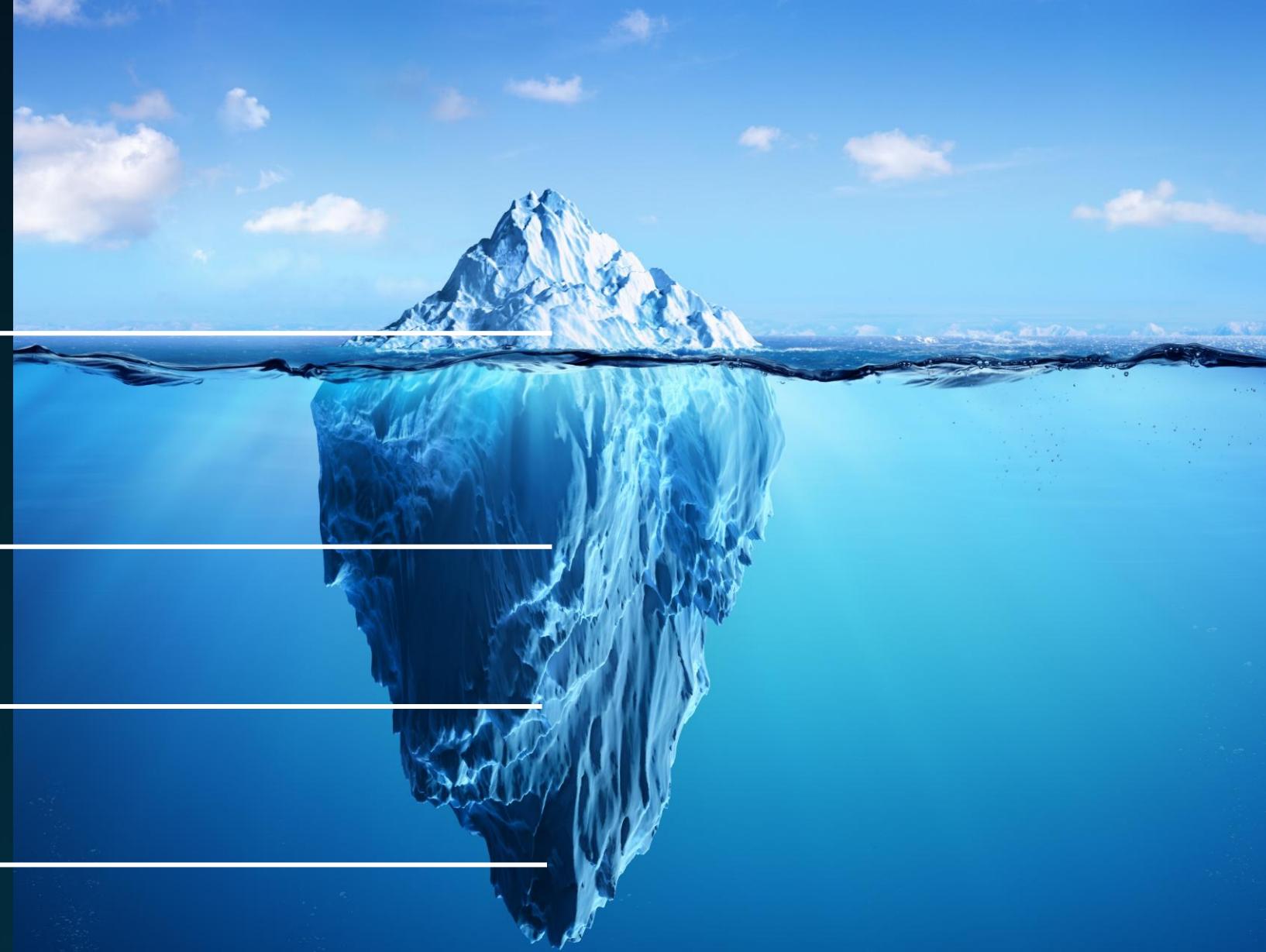
The agile iceberg

Visible practices —

Principles —

Values —

Mindset —





How do we become agile?

Strategies for making a
team—or an organization—
more agile

Becoming agile



Conceptualize



Internalize



Practice



Radiate

Conceptualize

You need to learn and understand agile values and principles.





Internalize



Agile principles and
practices need to
become part of you.

Practice

Agile isn't
something you know;
it's something you are.

Once we understand
and can practice
these steps ourselves,
we can move onto the
next step.



A photograph of a man with a beard and glasses, wearing headphones, sitting at a desk and gesturing while speaking on a video call. He is wearing a blue patterned shirt. A blue circular icon containing a white hand-and-heart symbol is overlaid on the bottom right of the image.

Radiate

This step may sound abstract, but it's about sharing your practice.

For the PMI-ACP® exam

Scenario-based questions

Can you apply or
understand an agile
concept?

Can you evaluate
a situation and make
the right decision?



Knowledge check

Which is the best way to understand agile?

- A. Agile is a set of principles that define values that are manifested through practices.
- B. Agile is a set of practices, values, and principles.
- C. Agile is a concept that needs to be internalized and practiced before it can be spread to others.
- D. Agile is a mindset described by values, defined by principles, and manifested through practices.**

The correct answer is **agile is a mindset described by values, defined by principles, and manifested through practices**. The other responses are out of order.

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"/>										