



PMI-ACP® EXAM PREP

PMI Authorized Training Partner

BOOTCAMP Session 1

- 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



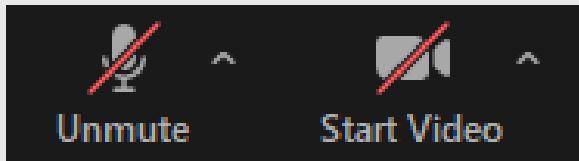
Yes! We will have periodic breaks

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

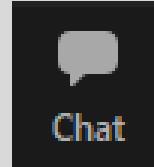


WAYS TO PARTICIPATE

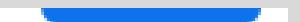
We are saving
everyone's
bandwidth
usage
by
disabling
cameras and
microphones



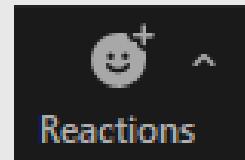
Find the **Chat option** in your Zoom command bar



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

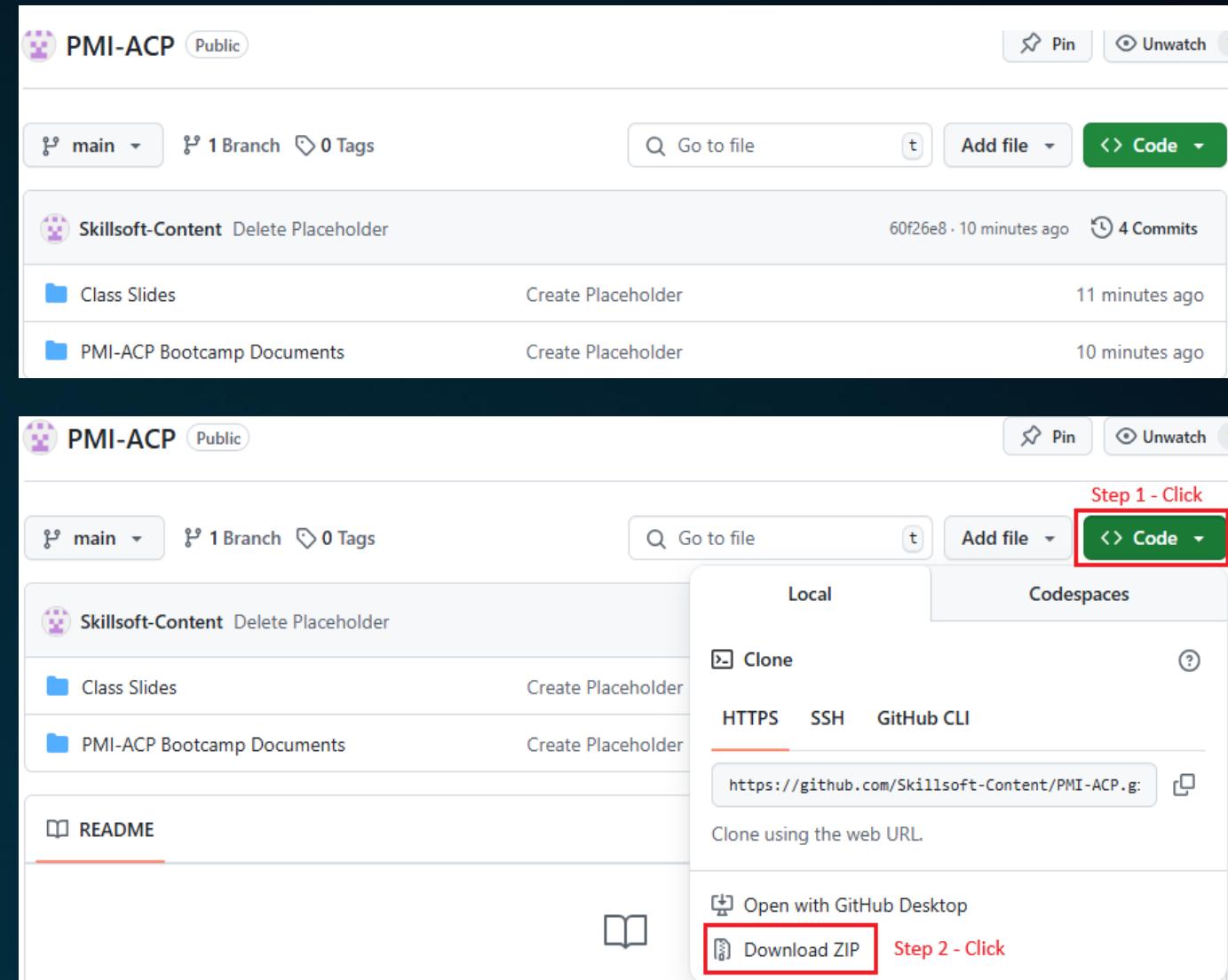
Use GitHub link for your PMI-ACP class materials

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

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

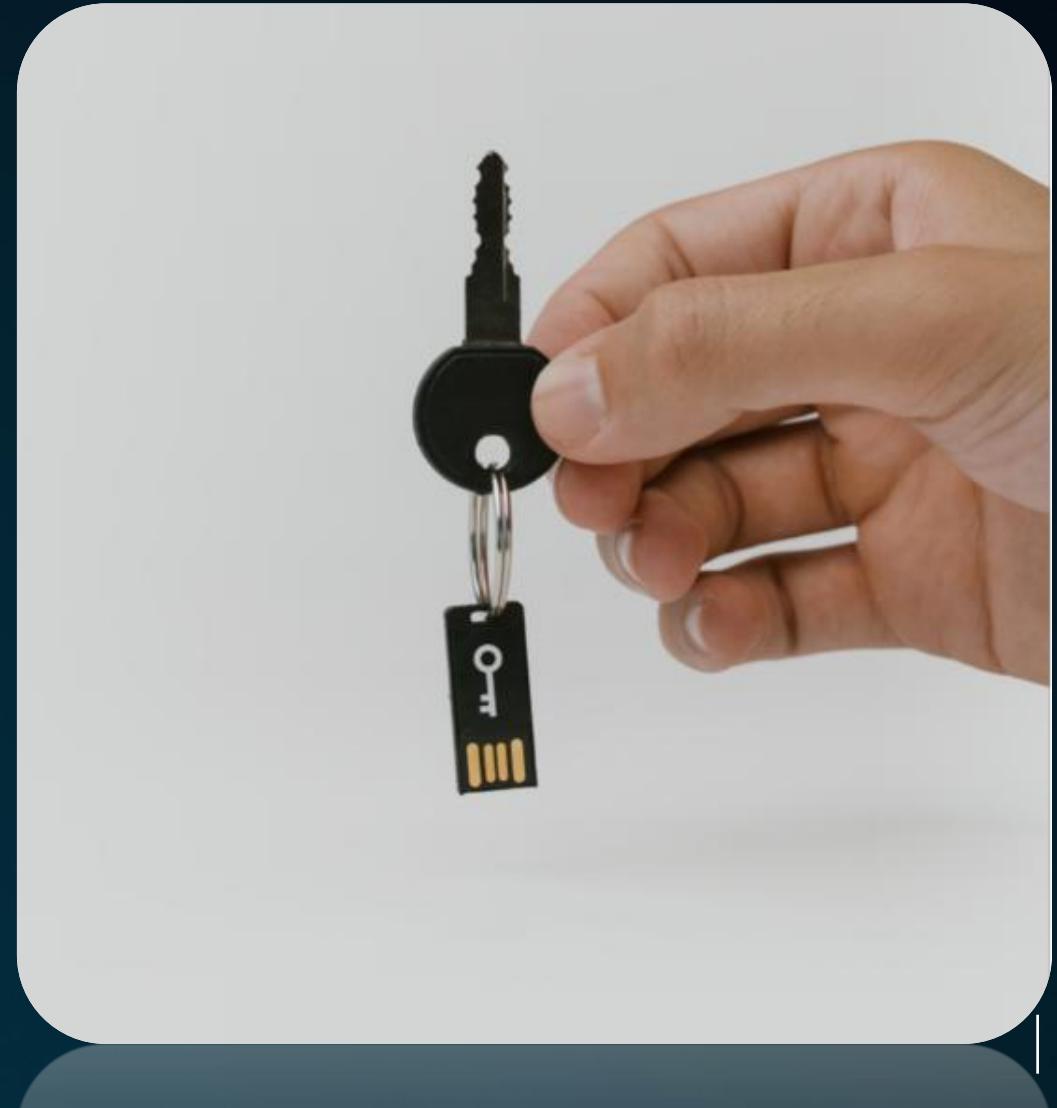
1. Click <> Code
2. Download Zip.
3. Unzip the downloaded .zip file.
4. Access the files from the folders.

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



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, then
You 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.



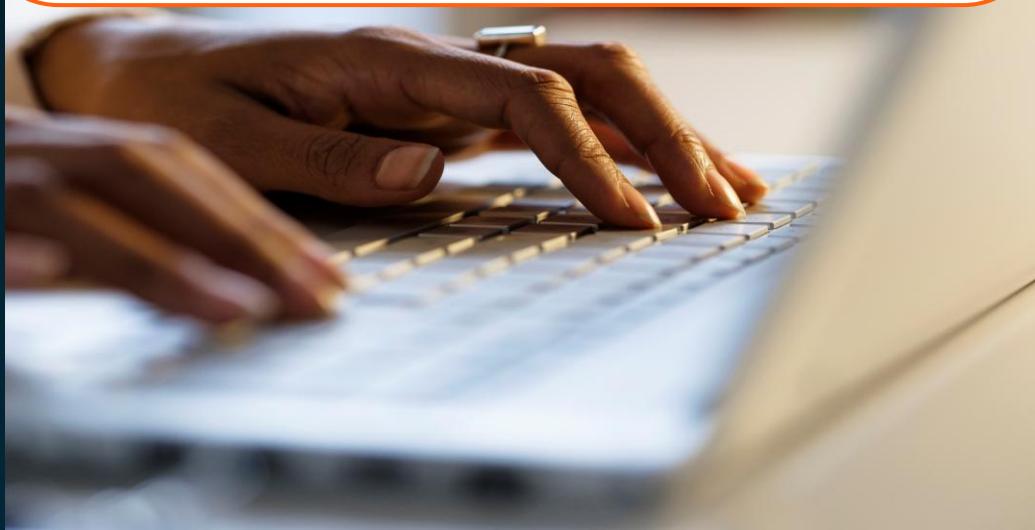
ATTENDANCE TRACKING

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

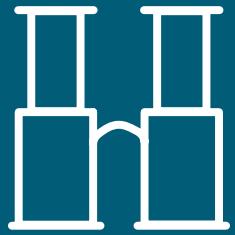
Agile® Certified Practitioner (PMI-ACP)®

Exam Preparation Course

Version 1.0 | 2024 Release



During this session



**What is this
course about?**



**What about
the test?**



**What is
our project?**

What Is PMI-ACP®?



Certification that recognizes knowledge of agile mindset and experience with agile techniques

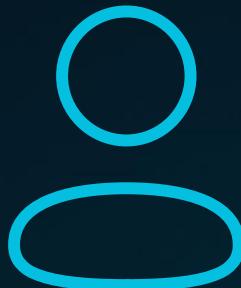


Created by Agilists



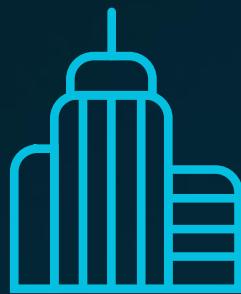
Spans many approaches to agile

Value of PMI-ACP®



For practitioners, PMI-ACP® helps:

- Demonstrate a level of professionalism in agile principles, practices, tools, and techniques
- Increase professional versatility in project management



For organizations, PMI-ACP® demonstrates a practitioner's:

- Knowledge of agile practices, which shows the practitioner has greater breadth and depth as a project manager

PMI-ACP® Eligibility Requirements

Requirement	Description
Education	Secondary degree (e.g High school diploma)
Training	28 hours of training in agile practices
Experience	<ul style="list-style-type: none">• 2 years of agile project experience within the last 5 years• Or 1 year holding a current third-party certification (i.e. CSPO, CSM, PSM, SAFe)• Or 0 years if you have a PMP certification
Examination	The certification exam has 120 questions; you have 3 hours to complete it.
Maintenance	Must earn 30 professional development units (PDUs) in agile topics every three years.
Cost	\$435 USD for PMI member; \$495 USD for PMI non-member*

What is the exam designed to test?



Test Agile project knowledge and application:

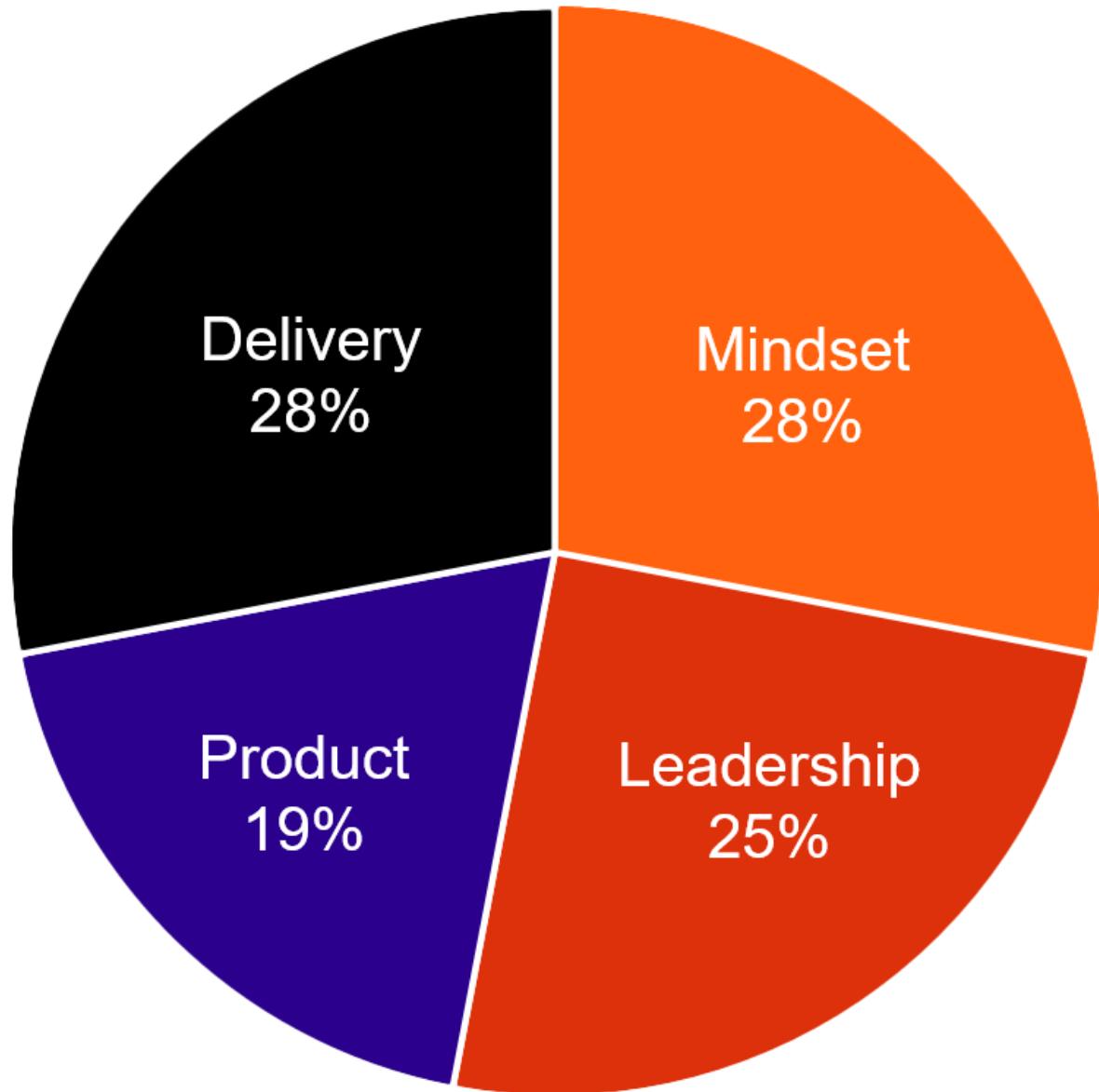
- Most projects
- Most of the time



Not another Scrum (or XP, FDD) exam:

- Combines agile, lean, and Kanban
- Adds leadership, emotional intelligence, psychological safety, and other power skills

How Does That Break Down?



Question types



Application of
**tools and
techniques**



Recall of
**knowledge
and skills**



Situational
questions

Your Student Kit Case Study Project



Cultivate Connect

It's an effort to connect **urban farmers**, enable **resource sharing**, and organize local **farmer markets**.

It aims to seamlessly integrate both **digital** and **physical** systems.





Software Component: **Cultivate** **Connect Platform**

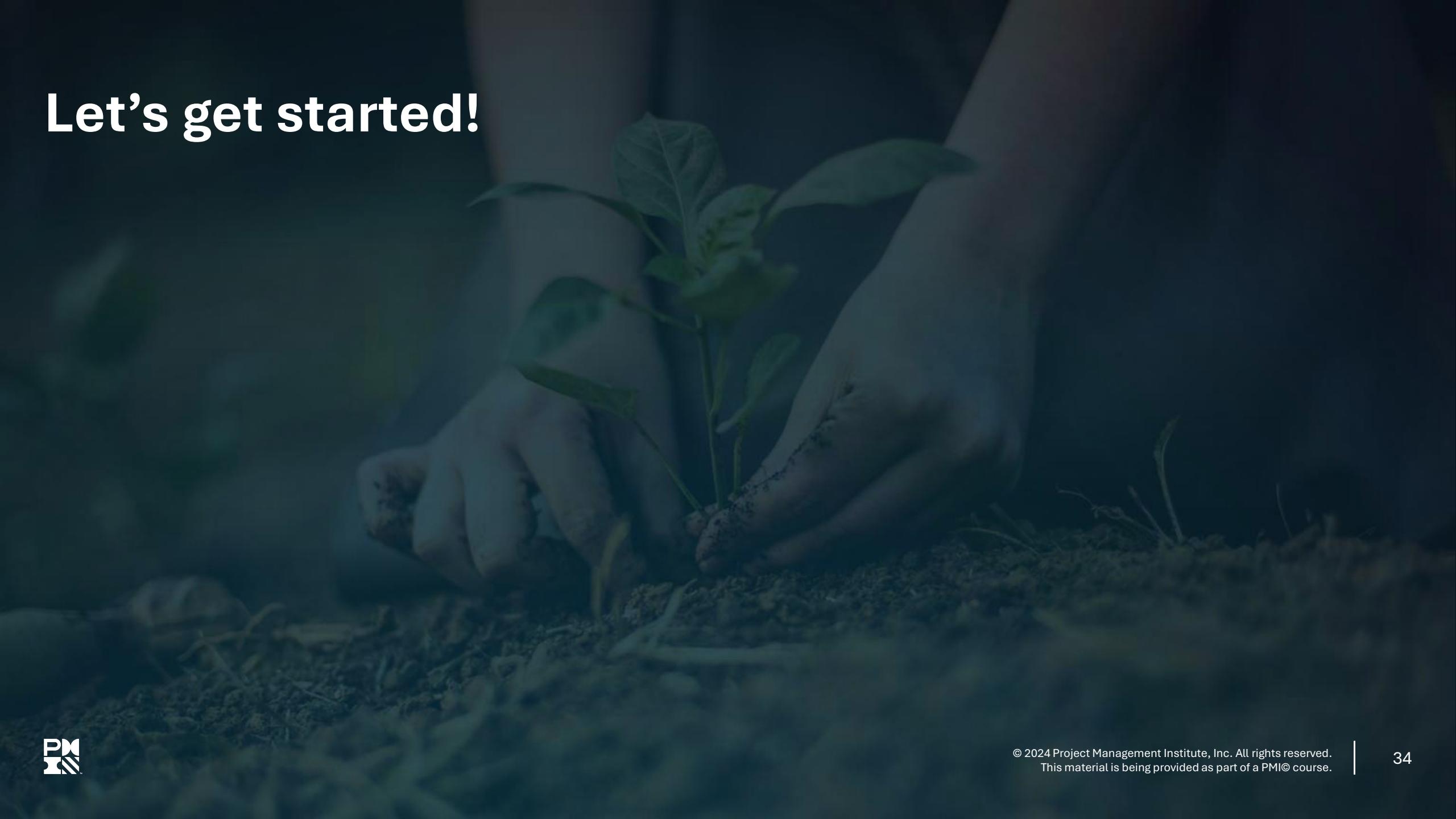
A digital hub that will connect urban farmers, enabling resource and knowledge sharing, and provide a platform to coordinate deliveries to local restaurants and organize local farmer markets.

Non-Software Component: Urban Farming Logistics Coordination

The team will need to address several non-software projects, including finding ways for urban gardeners to share physical resources, influence local regulations, and organize local farmer markets.



Let's get started!

A close-up photograph of a person's hands gently holding a small green seedling with several leaves. The hands are positioned as if cradling the plant, which is growing out of a mound of dark, textured soil. The background is dark and out of focus.

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

Lesson One

Mindset

Version 1.0 | 2024 Release





Why agile?

Knowledge work projects

Agricultural Revolution

Industrial Revolution

Information Revolution



Industrial work versus knowledge work

Characteristics of Industrial Work	Characteristics of Knowledge Work
Work visible	Work invisible
Work stable	Work changes
Emphasis on running things	Emphasis on changing things
More structure, fewer decisions	Less structure, more decisions
Focus on right answers	Focus on right questions
Defined task	Understand the task
Command and control	Autonomy
Strict standards	Continuous innovation
Quantity focus	Quality focus
Strict performance standards	Continuous learning and teaching
Cost of workers minimized	Workers are assets, not costs

Defined versus empirical processes

Defined

Empirical



Characteristics of the agile mindset



**Increase return
on investment**



Deliver reliable results



Expect uncertainty



**Unleash creativity
and innovation**



Boost performance



**Improve effectiveness
and reliability**

Summarizing the core principles

Welcoming change

Value-added increments

Feedback loops

Team empowerment

Value-driven development

Collaboration

Transparency

Continuous improvement



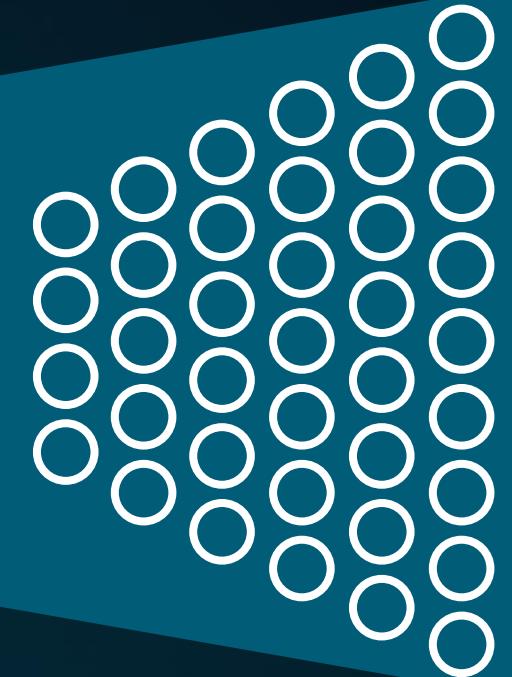
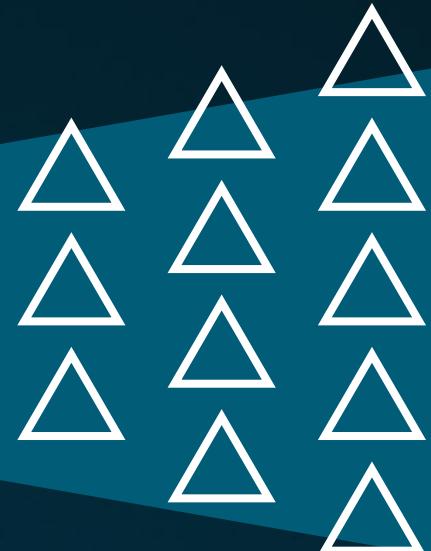
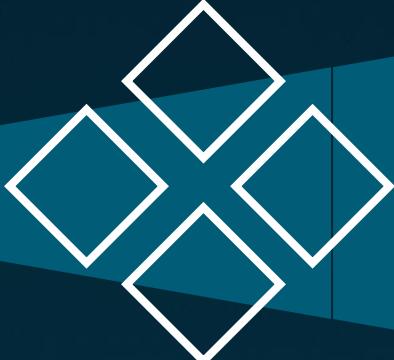
Understanding agile

Agile is a
mindset

Described by
4 values

Defined by
12 principles

Manifested through
an unlimited
number of practices



Why use an agile approach

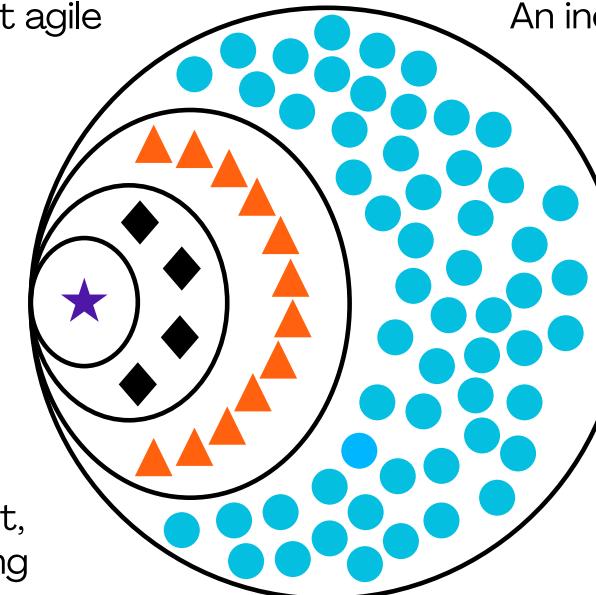
Agile is a mindset ★ defined by values ♦ guided by principles ▲
and manifested through many different practices ● ● ● ● ●

“Being” agile

The correct way to implement agile

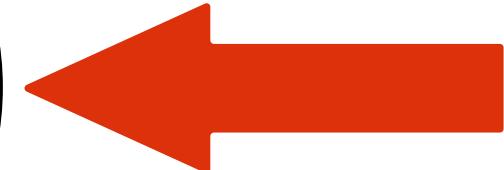


Being agile starts with internalizing the agile mindset, then using that understanding to select and implement the correct practices, tailoring them to different situations as needed.



“Doing” agile

An ineffective way to implement agile



Doing agile involves using agile practices without embracing the agile mindset that allows us to understand how to select the right balance of practices and tailor them appropriately.

Model inspired by Ahmed Sidky



Source
Based on the work of Ahmed Sidky (admedsidky.com)

A photograph of a woman in outdoor gear jumping in the air on a rocky, hilly terrain. She is wearing a grey long-sleeved shirt, dark pants, a black beanie, and sunglasses. Her arms are outstretched, and she is smiling. The background shows a bright blue sky with scattered white clouds. In the foreground, there's a large rock formation with some red and yellow ropes or gear tied to it.

Professional, team, and organizational agility

One person

One team

One organization

Creating organizational change

Think

Do

Encourage others

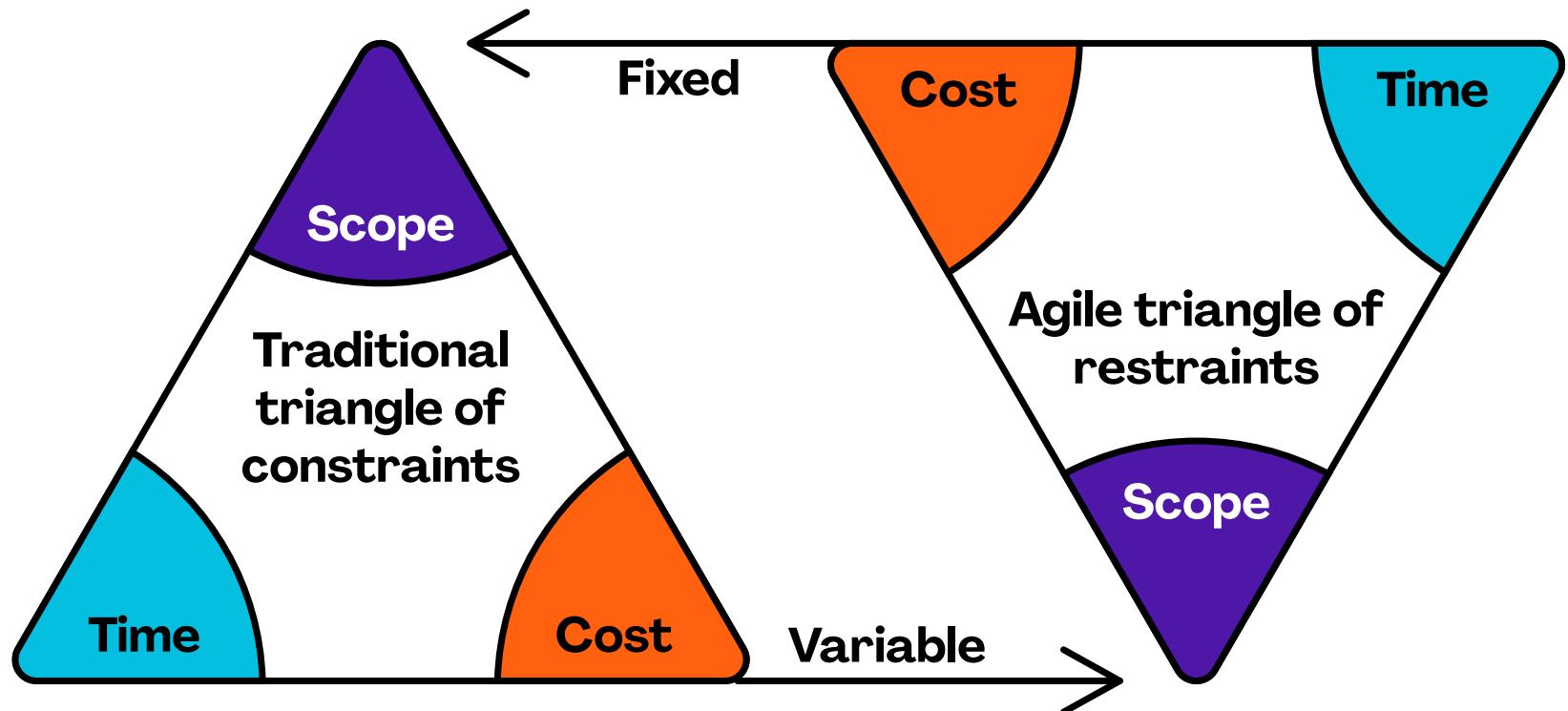


Encourage
others

Do

Think

Agile triangle





Agile Manifesto

4 values

12 principles

Experiment early



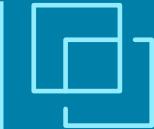
Experiment
early



Embrace the
agile mindset



Promote a
collaborative
team
environment



Build
transparency



Foster
psychological
safety



Shorten
feedback
loops



Embrace
change



Build an increment of the product to validate the solution and/or market need



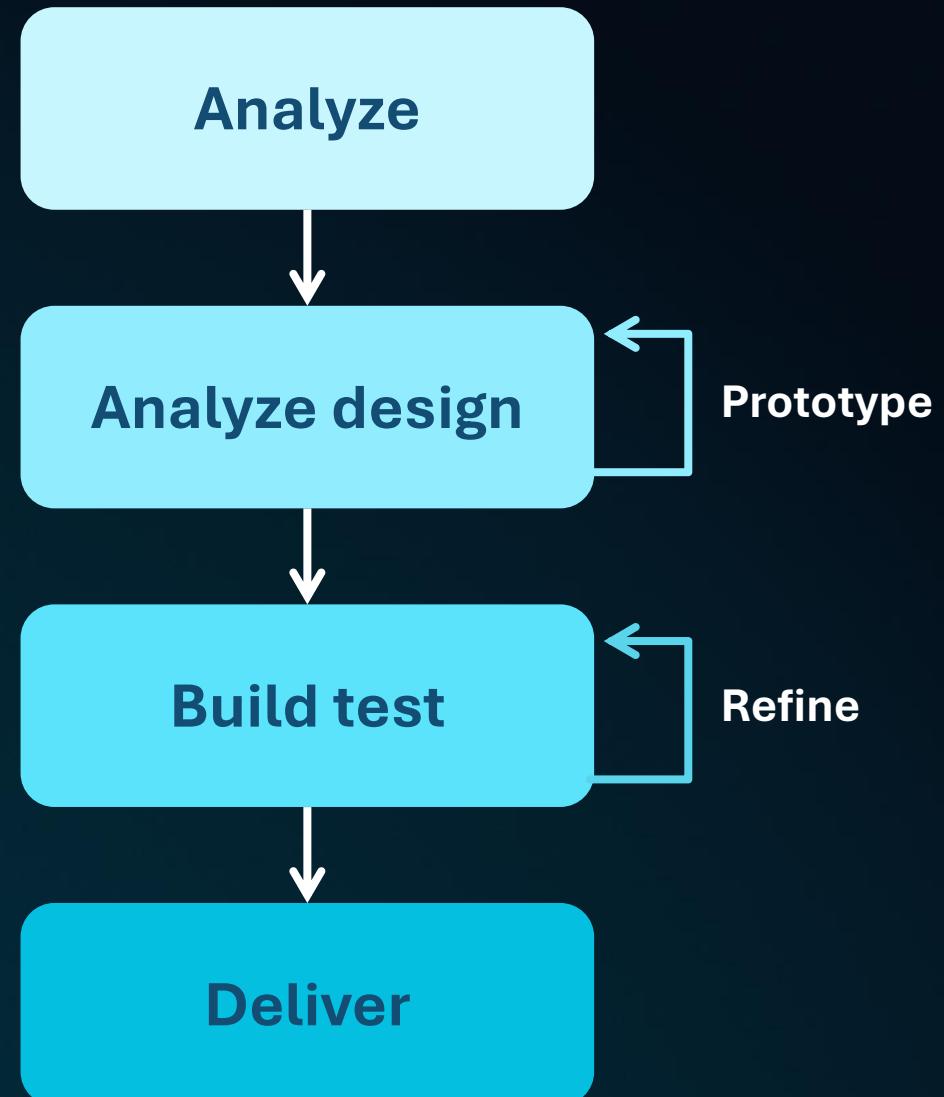
**Iterative
life cycles**



**Incremental
life cycles**

Iterative life cycles

- Improve the product through successive proofs of concept
- Each prototype yields new feedback and insights
- This information is incorporated by repeating activities in the next cycle
- Suitable for high-complexity projects
- Longer duration because of optimization



Incremental life cycles



Embrace the agile mindset



Experiment
early



Embrace the
agile mindset



Promote a
collaborative
team
environment



Build
transparency



Foster
psychological
safety



Shorten
feedback
loops



Embrace
change



Embrace the 4 values and 12 principles

Section 1 of 5

The Agile Manifesto



**Individuals and interactions
over processes and tools**



**Working systems
over comprehensive documentation**



**Customer collaboration
over contract negotiation**



**Responding to change
over following a plan**

Principles of the Agile Manifesto (1–4)



1 Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.



2 Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.



3 Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.



4 Business people and developers must work together daily throughout the project.

Principles of the Agile Manifesto (5–8)



5 Build projects around motivated individuals. Give them the environment and support they need and trust them to get the job done.



6 The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.



7 Working software is the primary measure of progress.



8 Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.

Principles of the Agile Manifesto (9–12)



9 Continuous attention to technical excellence and good design enhances agility.



10 Simplicity--the art of maximizing the amount of work not done—is essential.



11 The best architectures, requirements, and designs emerge from self-organizing teams.



12 At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

Time to reflect

Look at each of the principles

Think of examples of when you've encountered these:

- One good experience
- One bad experience





Use agile frameworks

Section 2 of 5

Scrum principles

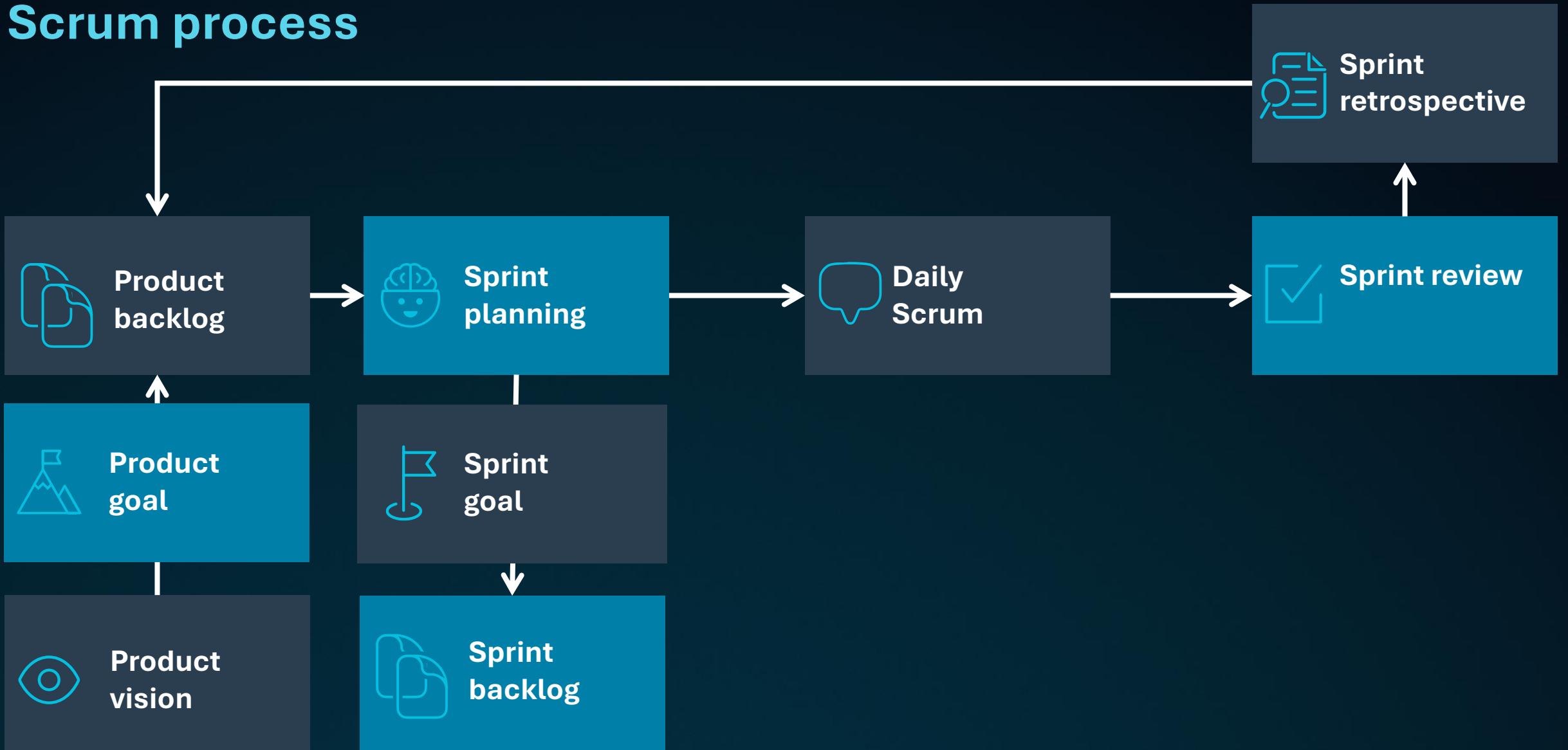
Transparency

Inspection

Adaptation



Scrum process



Sprints



Timeboxed



Can be cancelled



Sequence of events

Scrum team roles



Developers



Product owner



Scrum master

Scrum events and meetings



Backlog refinement



Sprint planning meeting



Daily Scrum



Sprint



Sprint review



Sprint retrospective

Scrum artifacts



Increment of work



Product backlog



Sprint backlog

Knowledge check

In the _____, the development team gathers to determine what will be delivered in a sprint and how that is achieved.

A. Sprint planning meeting

B. Timebox

C. Product backlog

D. Scrum master

The correct answer is the first one: **Sprint planning meeting**.

Extreme Programming (XP)



Simplicity



Communication



Feedback



Courage



Respect

XP roles

Coach

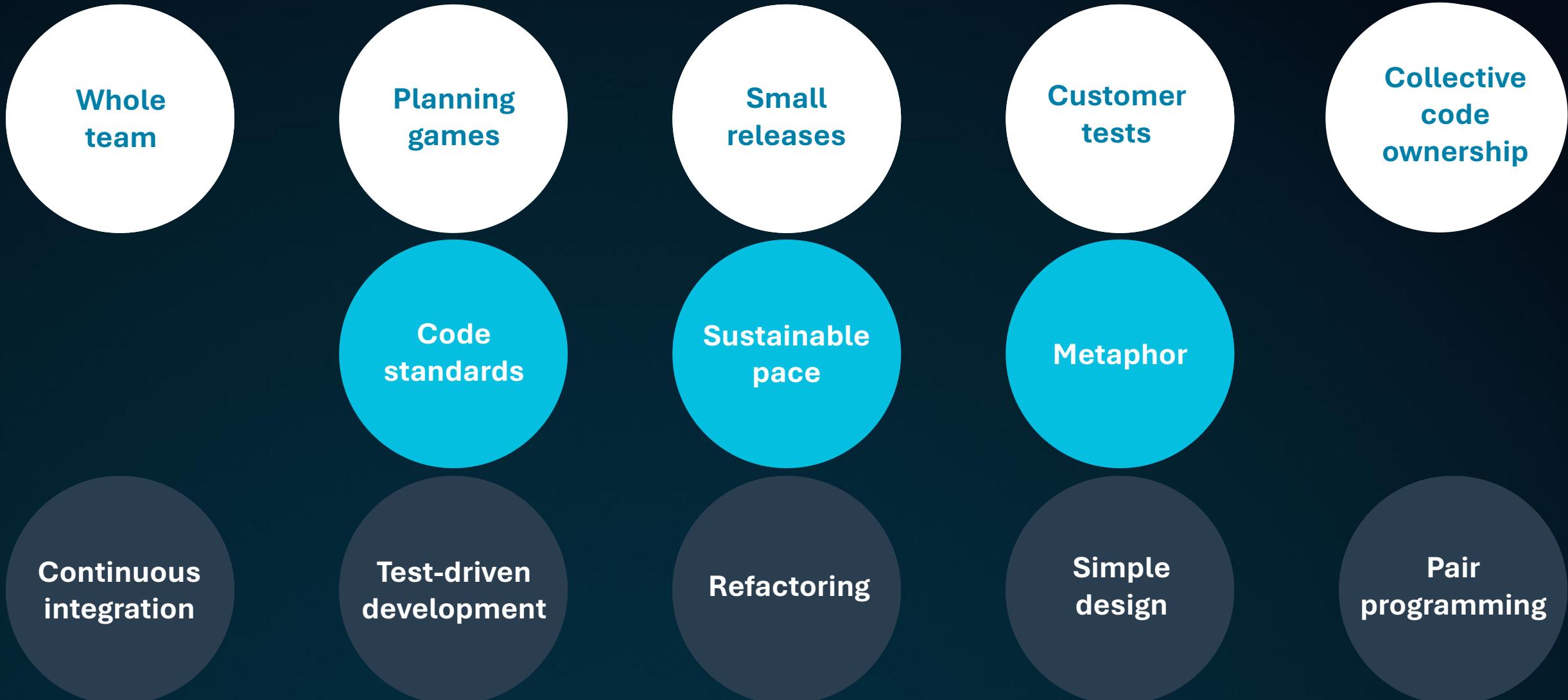
Customer

Programmer

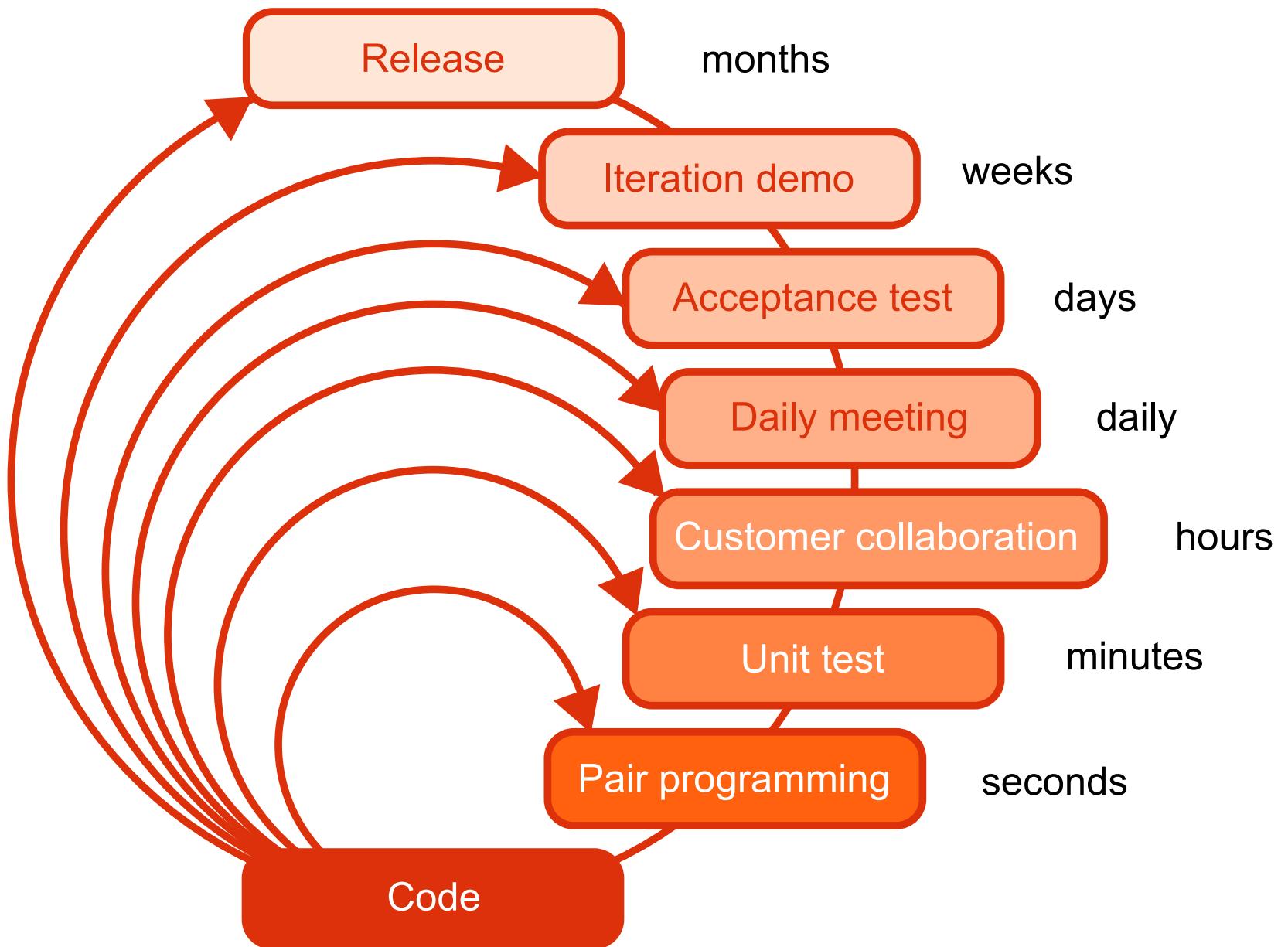
Tester



XP core practices



Feedback loop



Lean product development

Not agile but aligned

Toyota

Using visual management tools

Identifying customer-defined value

Building in learning and continuous improvement



Core principles of lean



The eight wastes of lean

Defects

Overproduction

Waiting

Nonutilized talent

Transportation

Inventory excess

Motion waste

Extra processing

Source:

Wikipedia for the meanings of the term “muda” Muda (Japanese term) –
[Wikipedia](#)
February 2017 - [LeadingAnswers: Leadership and Agile Project Management Blog](#)

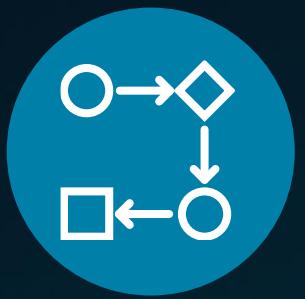


What is Kanban?

The concept of the definition of
Optimization strategy for driving
Kanban is the concept of the system among
top of finding the right balance of value
Kanban Board is the members
of reflecting processes efficiencies,
with their own context this is called
a visualized system
a Definition of Workflow



Kanban practices



1. Defining and visualizing the workflow

- A definition of value
- Workflow states
- Start to finish points
- Explicit policies
- WIP Controls
- Service Level Expectation

2. Actively managing items in the workflow

- Controlling WIP
- Avoiding pile ups
- Managing aging work against the SLE
- Unblocking blocked work

3. Continuously improving the workflow

- Analysis of flow metrics:
- Work In Progress
 - Throughput
 - Work Item Age
 - Cycle Time

Two of these things don't belong

Kanban

Limit WIP

Start with what
you know

Toyota

Metaphor

Self-organize for
work

Feedback loops



Feature-driven development (FDD)

Project manager

Chief architect

Development manager

Chief programmer

Class owner

Domain expert



FDD processes/activities

Develop overall model

Build features list

Plan by feature

Design by feature

Build by feature

Feature-driven development practices



Domain object modeling



Developing by feature



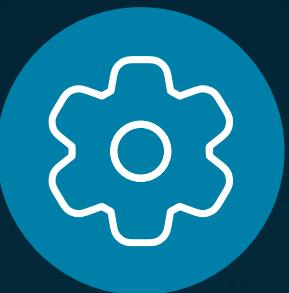
Individual class (code) ownership



Feature teams



Inspections



Configuration management

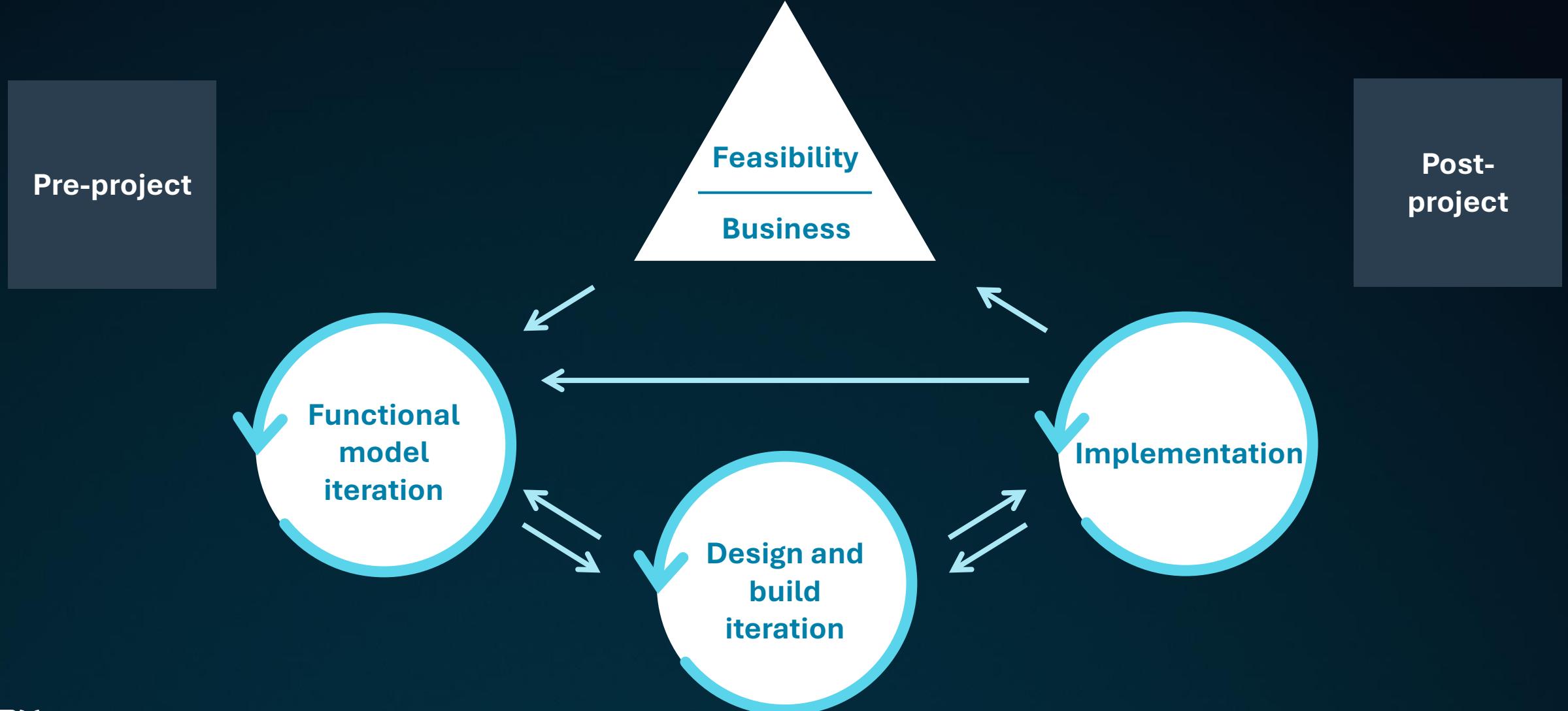


Regular builds



Visibility of progress/results

Dynamic System Development Method (DSDM)





Crystal

Family of situationally specific, customized approaches

Coded by color names
Customized by criticality and team size

Adaptive software development (ASD)

Speculate

Collaborate

Learn



Source:
Adaptive software development - Wikipedia

```
ach: function(e, t, n) {
    var r, i = 0,
        o = e.length,
        b = M(e);
    if (n) {
        if (a) {
            for (; o > i; i++)
                if (r = t.apply(e[i], n), r === !1) break;
        } else
            for (i in e)
                if (r = t.apply(e[i], n), r === !1) break;
        } else if (a) {
            for (; o > i; i++)
                if (r = t.call(e[i], i, e[i]), r === !1) break;
        } else
            for (i in e)
                if (r = t.call(e[i], i, e[i]), r === !1) break;
    return e
},
rim: b && !b.call("\ufe0f\ufe0a") ? function(e) {
    return null == e ? "" : b.call(e)
: function(e) {
    return null == e ? "" : (e + "").replace(C, "")
},
akeArray: function(e, t) {
    var n = t || [];
    return null != e && (M(Object(e)) ? x.merge(n, "string" == typeof e ? [e] : e) : h.c
),
nArray: function(e, t, n) {
    var r;
    if (t) {
        if (n) return M.call(t, e, n);
        for (r = t.length, n = n ? 0 > n ? Math.abs(n) : n : 0; r > n; r++)
            if (n in t && t[n] === e) return n
    }
}
```

ScrumBan

Transitional approach

Small “sprints”

Planning trigger

Week -4	Week -3	Week -2	Week -1	Current Week	Actions	Done
	1/6/12 BAU A	BAU A	BAU A	BAU A		9/5/2012 BAU A
<ul style="list-style-type: none"> Final Email - Adding Feedback Project Starting on Monday Just one more thing Start - Friday 12pm Ending - Friday 1pm 	<ul style="list-style-type: none"> Added Feedback Project Starting on Monday Just one more thing Start - Friday 12pm Ending - Friday 1pm 	<ul style="list-style-type: none"> + Received Pending Review + Moving in Email Scheduler + Release pending 16th July + Pending fix for NUS today - Fix submitted - Just one more thing 	<ul style="list-style-type: none"> + Received Pending Review + Moving in Email Scheduler + Release pending 16th July + Pending fix for NUS today - Fix submitted - Just one more thing 	<ul style="list-style-type: none"> + Received Pending Review + Moving in Email Scheduler + Release pending 16th July + Pending fix for NUS today - Fix submitted - Just one more thing 		
<ul style="list-style-type: none"> - Adding Post to Locations ENZO - Home page optimizations (A/N/C/B) 	<ul style="list-style-type: none"> ENZO To HOME PAGE CORROBORATION A-B TESTING 	<ul style="list-style-type: none"> HOME PAGE CORROBORATION ENZO ENZO ENZO ENZO 		<ul style="list-style-type: none"> TJ HOME PAGE A/B TESTING - Advanced search 		
<ul style="list-style-type: none"> New Customer View Vendor Next Advertise Now 	<ul style="list-style-type: none"> New (for B/C/T - 1st 100 users will have to log in first) Moving (S to T) and fixing Next Single Customer View Vendor → SE 	<ul style="list-style-type: none"> 1/6/12 UPGRAD 1/6/12 UPGRAD 1/6/12 UPGRAD 1/6/12 UPGRAD 	<ul style="list-style-type: none"> New 1/6/12 UPGRAD 1/6/12 UPGRAD 1/6/12 UPGRAD 	<ul style="list-style-type: none"> 1/6/12 UPGRAD 1/6/12 UPGRAD 1/6/12 UPGRAD 1/6/12 UPGRAD 	<ul style="list-style-type: none"> New 1/6/12 UPGRAD 1/6/12 UPGRAD 1/6/12 UPGRAD 	
<ul style="list-style-type: none"> Current Working with vendor to understand the requirements and costs 3rd party integration needs Landing pages Filter by user Combination reaches Release by user 	<ul style="list-style-type: none"> Current Working with vendor to understand the requirements and costs 3rd party integration needs Landing pages Filter by user Combination reaches Release by user 	<ul style="list-style-type: none"> Current Working with vendor to understand the requirements and costs 3rd party integration needs Landing pages Filter by user Combination reaches Release by user 	<ul style="list-style-type: none"> Current Working with vendor to understand the requirements and costs 3rd party integration needs Landing pages Filter by user Combination reaches Release by user 	<ul style="list-style-type: none"> Current Working with vendor to understand the requirements and costs 3rd party integration needs Landing pages Filter by user Combination reaches Release by user 	<ul style="list-style-type: none"> Current Working with vendor to understand the requirements and costs 3rd party integration needs Landing pages Filter by user Combination reaches Release by user 	
<ul style="list-style-type: none"> Screen of Screen 20 Jun 2012 AdManager 2 filtered A few start prices # Next - Filter by user 	<ul style="list-style-type: none"> Screen of Screen 4 July 2012 Release Today - Filter by user - Combination reaches Release Monday AMZ 	<ul style="list-style-type: none"> Screen of Screen 4 July 2012 Final 3 weeks on Job Ad Manager 2 Then we start turning off old AdManager... 	<ul style="list-style-type: none"> Screen of Screen 18 July 2012 2 More Weeks on JAM2 - Change company info header with all rec apps 	<ul style="list-style-type: none"> Screen of Screen 18 July 2012 Building Change company info header with all rec apps Revisited apps. Release 1 Adz Company with PSC 		
<ul style="list-style-type: none"> Venda pages for CW and Calvera TEAM P-HIRE 	<ul style="list-style-type: none"> Venda Pages for CW (1st and Today) Next - Calvera 	<ul style="list-style-type: none"> TEAM P-HIRE 	<ul style="list-style-type: none"> TEAM P-HIRE 	<ul style="list-style-type: none"> TEAM P-HIRE 	<ul style="list-style-type: none"> Rolled out Venda Calvera - First role card id for reports - Working - TPS angular to new domain 	
						Team Moves 14th May 2012

NOTES + REMINDERS...

Questions:

1. WHAT HAVE YOU DONE SINCE LAST SOS?
 2. WHAT ARE YOU AIMING TO DO THIS WEEK?

IS ANYTHING SLOWING YOU DOWN?

ARE YOU GOING TO IMPACT ANOTHER TEAM?

* CAN ANYONE ELSE SEE ANY
DEPENDENCIES OR RISKS?

ANYTHING FOR
ZELINA OR JASON?



*. CAN ANYONE ELSE SEE ANY
DEPENDENCIES OR RISKS?
ANYTHING FOR
ZELINA OR JASON?

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

Scrum@Scale

Coordinator for an
“ecosystem of teams”

Based in fundamental
principles

Minimum viable
bureaucracy (MVB)



Source:
<https://www.scrumatscale.com/>



Scrum@Scale components

Values-driven culture

Getting started



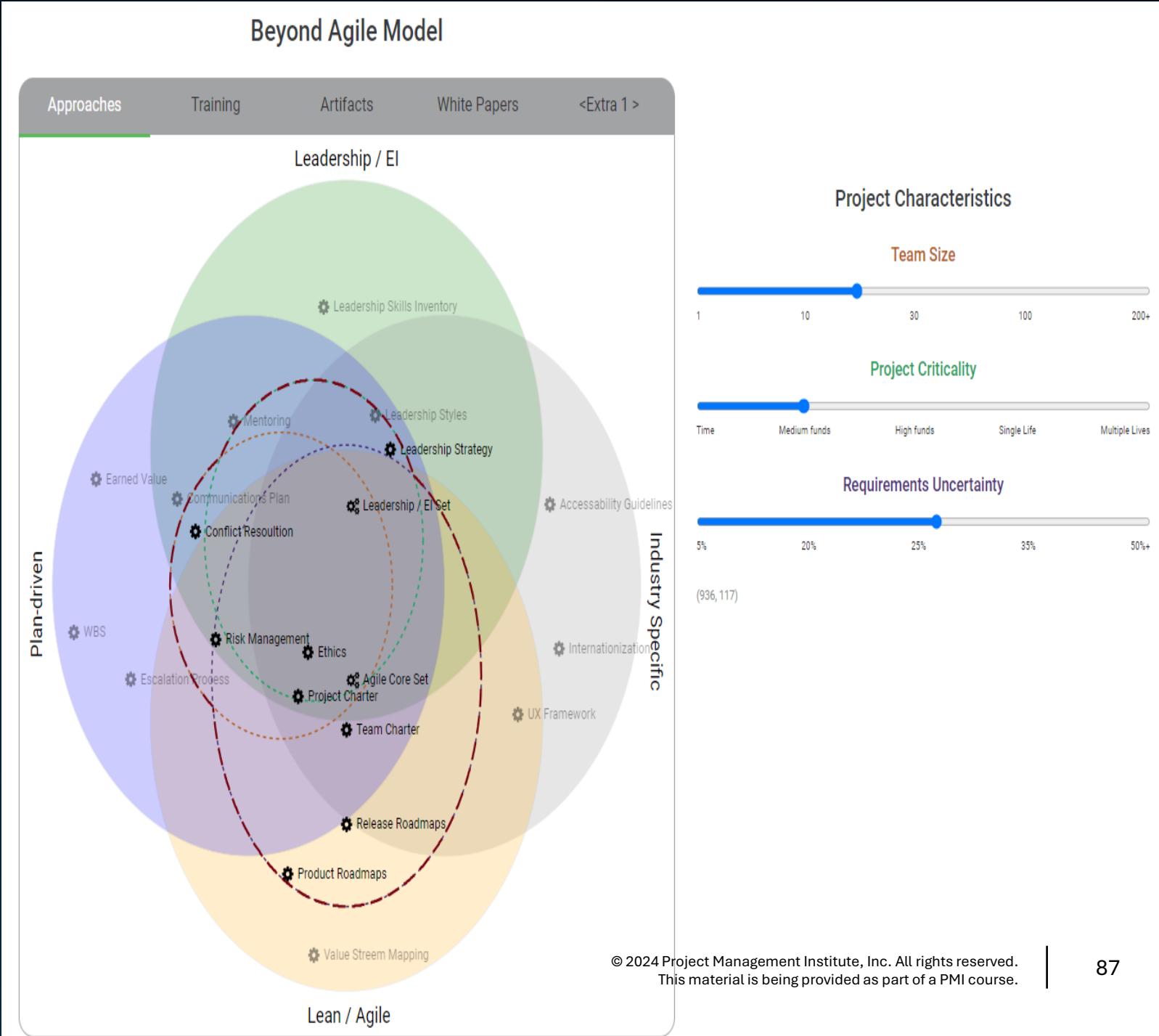
Beyond Agile Model (BAM)

Visual framework for creating hybrid approaches

Key concepts

- Process has cost
 - Agile myopia
 - Buffet syndrome

Source:
<https://beyondagilemodel.com/> and
Griffiths, M. (2022). *Beyond Agile: Achieving Success with Situational Knowledge & Skills*. RMC Publications.



Other approaches

- Scrum of Scrums
- Scaled Agile Framework® (SAFe®)
- Large-Scale Scrum (LeSS)
- Disciplined Agile® (DA®)
- Nexus





Apply principles of systems thinking to classify scenarios

Section 3 of 5

Systems thinking



Identify bottlenecks



Complexity



Uncertainty

Systems thinking



Scrum



Kanban



Lean

VUCA



Volatility



Uncertainty

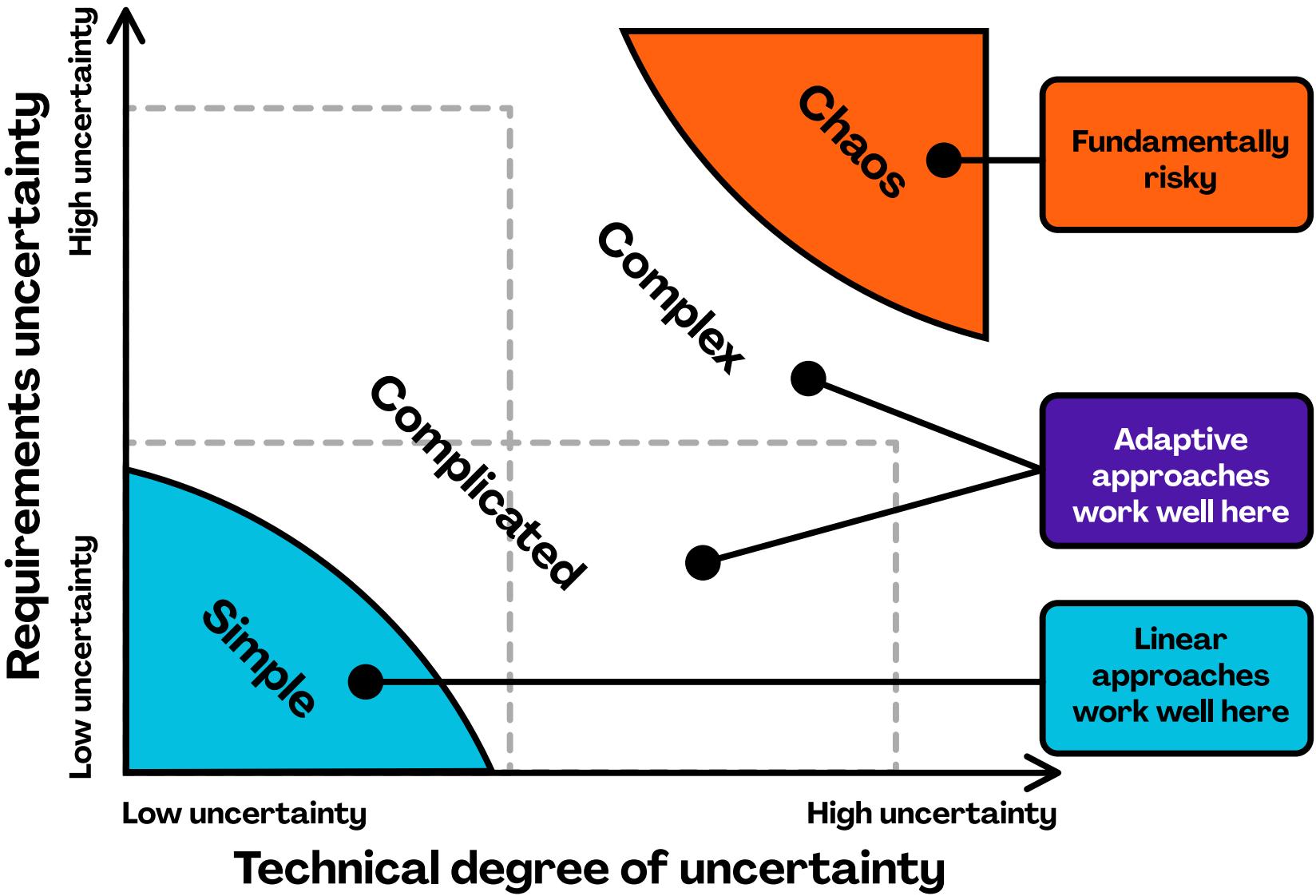


Complexity

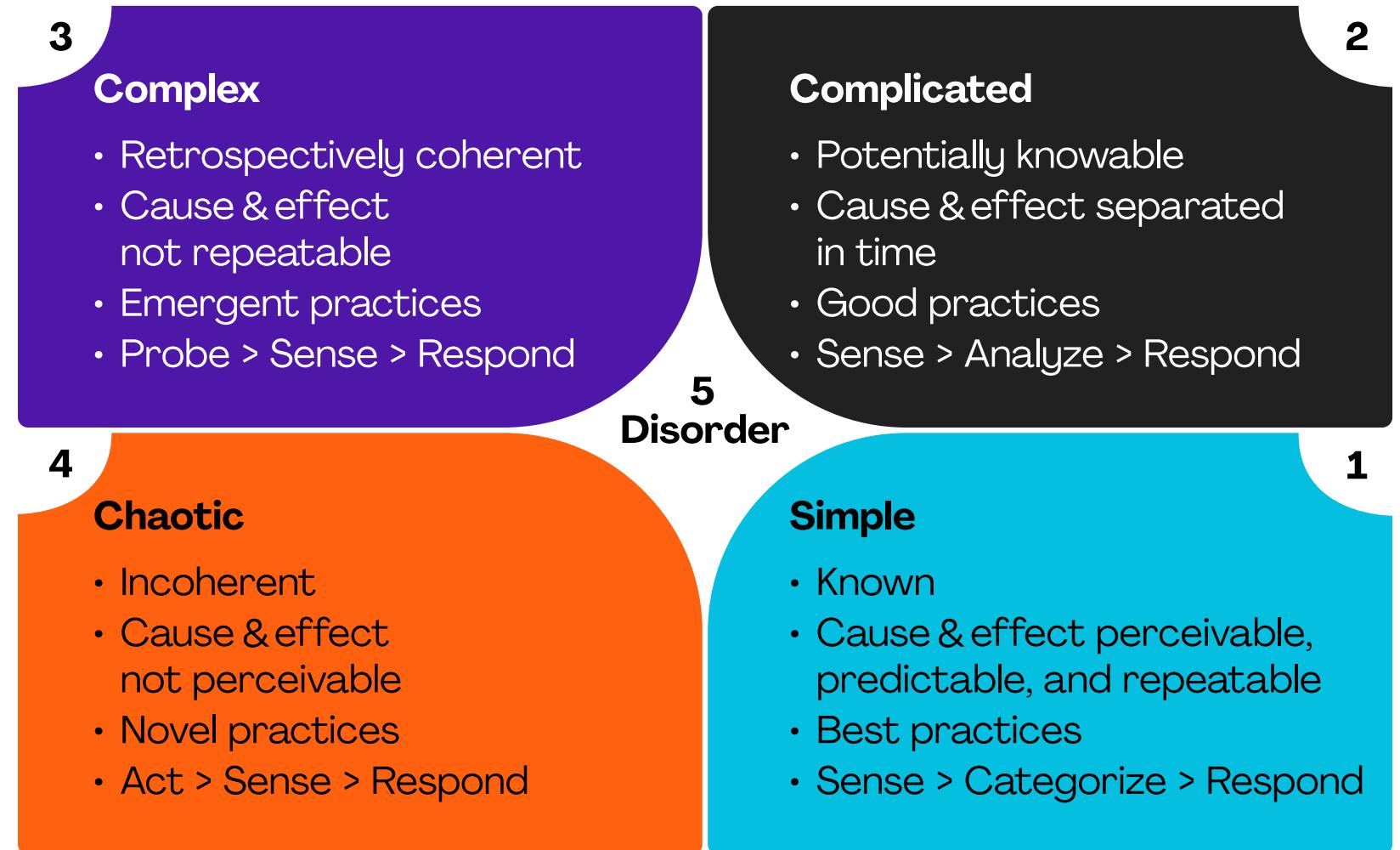


Ambiguity

Stacey matrix



Cynefin model



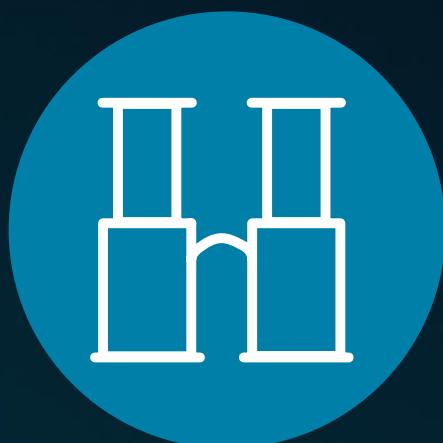
Other systems thinking models



**Theory of
constraints**



**Lean Startup
methodology**



**Design
thinking**



**Value stream
mapping**

A note for systems thinking tools

People alone create complexities

No single model/tool can capture

Tools should lead to better conversations



Systems view skills

- Empathy with business areas
- Critical thinking
- Challenging of assumptions
- Seeking external review and advice
- Use of integrated methods
- Use of modeling and scenarios
- Proactive management
- System interactions



Source:
Google to confirm the Ben Franklin quote



A close-up photograph of a crocodile's head, showing its dark, textured skin, sharp teeth, and eye. The background is blurred green foliage.

Positive outcomes

- Earlier consideration and better identifications of risk
- Better ability to adjust
- Clearer communication and alignment
- Adjustment to end user needs
- Better exploitation of opportunities
- Clarity regarding performance measurement



Interpret the output of agile suitability tools

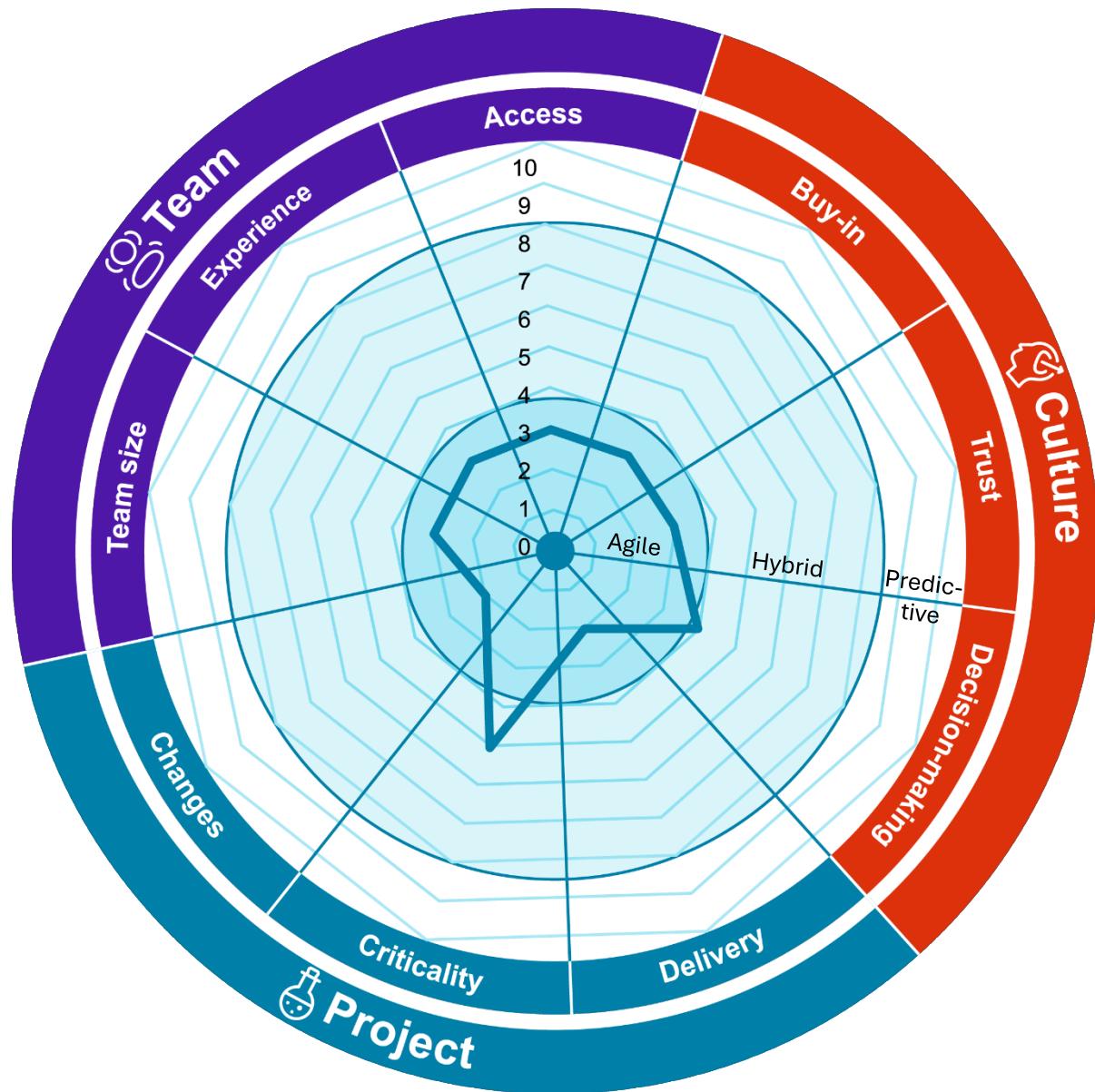
Section 4 of 5

Agile suitability filter tools

Culture

Team

Project

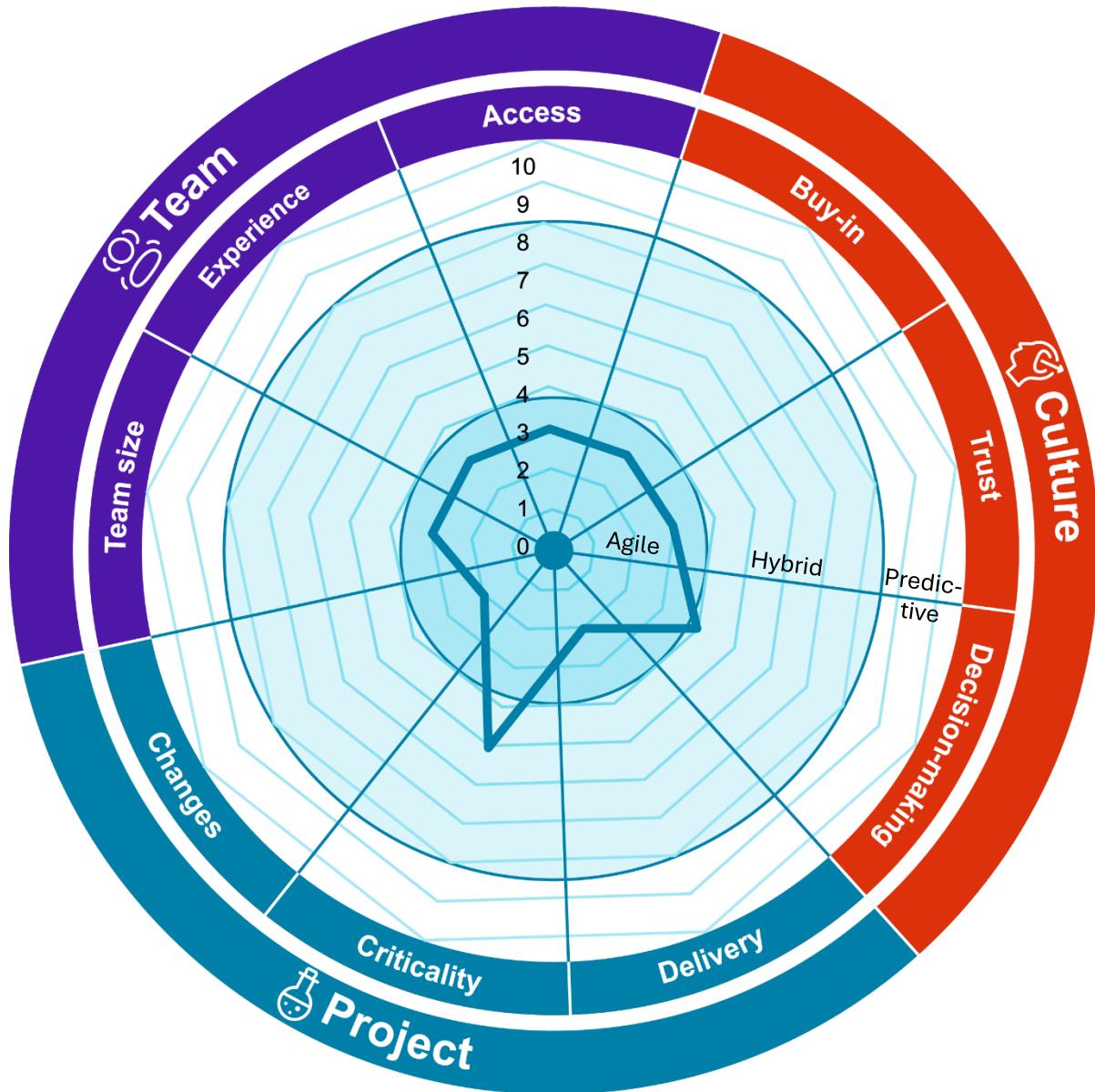


Instructions for use

Score the categories
as a group

Score the questions
from 1 to 10

Interpret the results

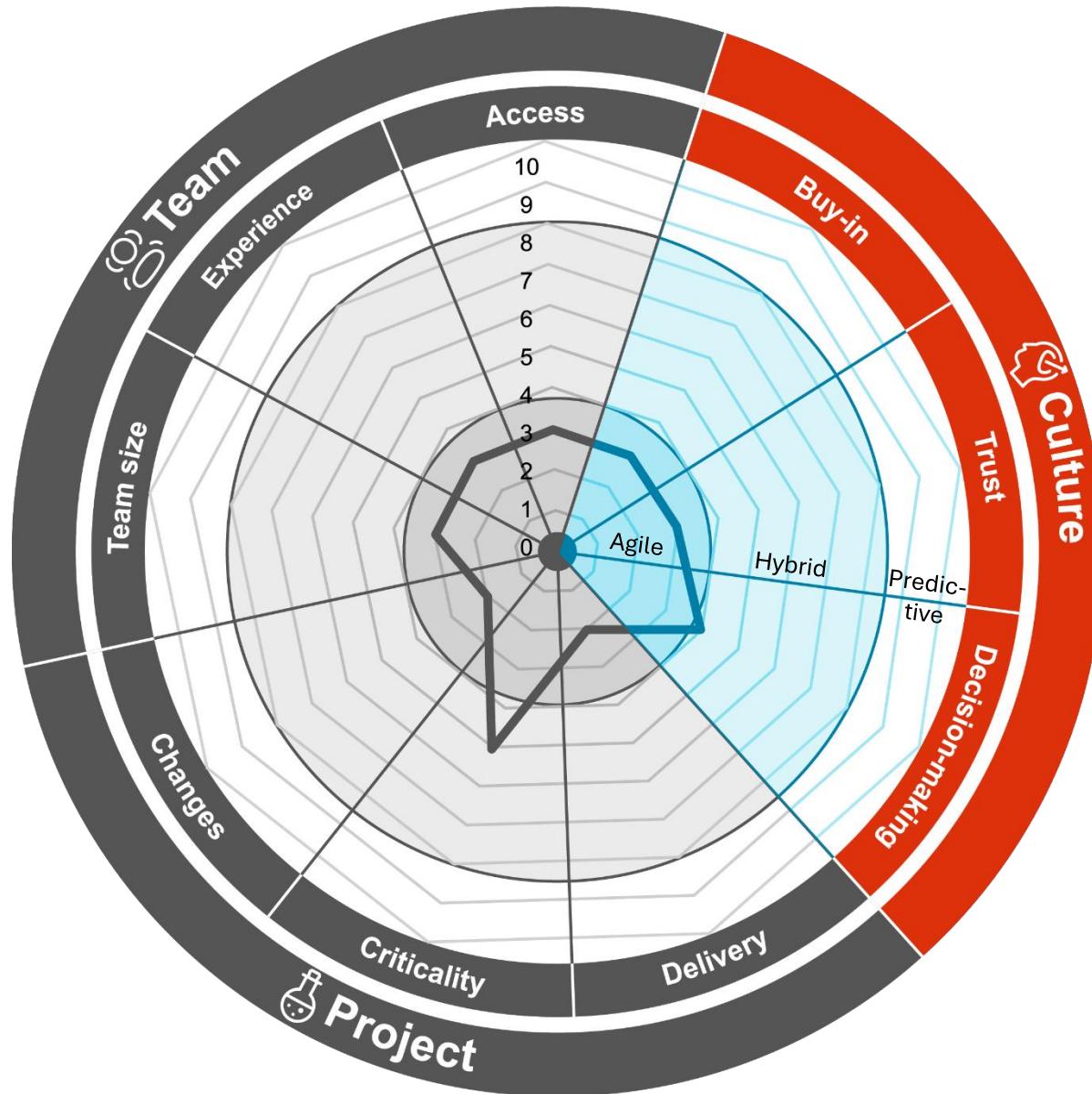


Suitability filter questions: culture

Buy-in to approach

Trust in team

Decision-making
powers of the team

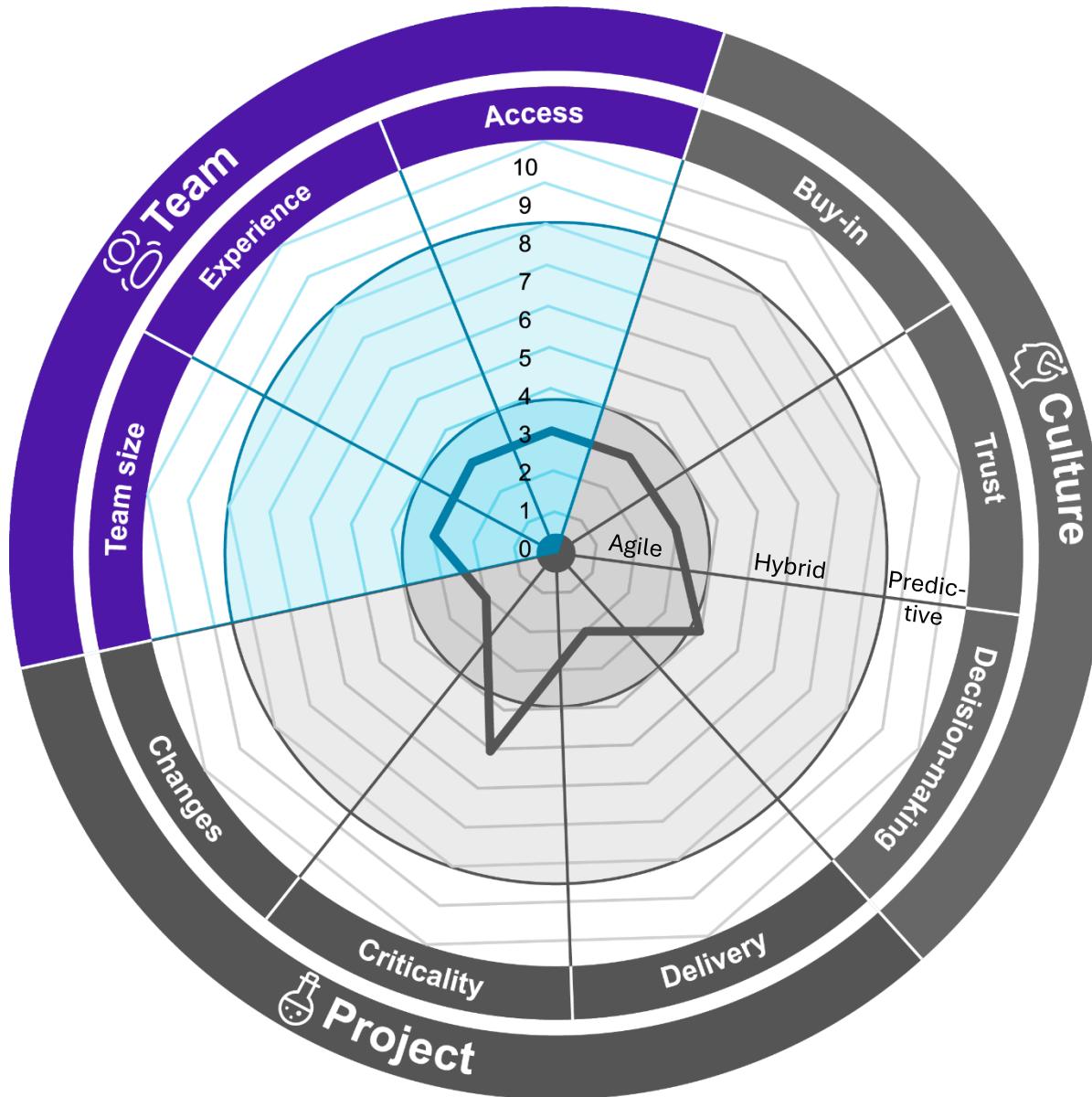


Suitability filter questions: team

Team size

Experience levels

Access to the
customer/business

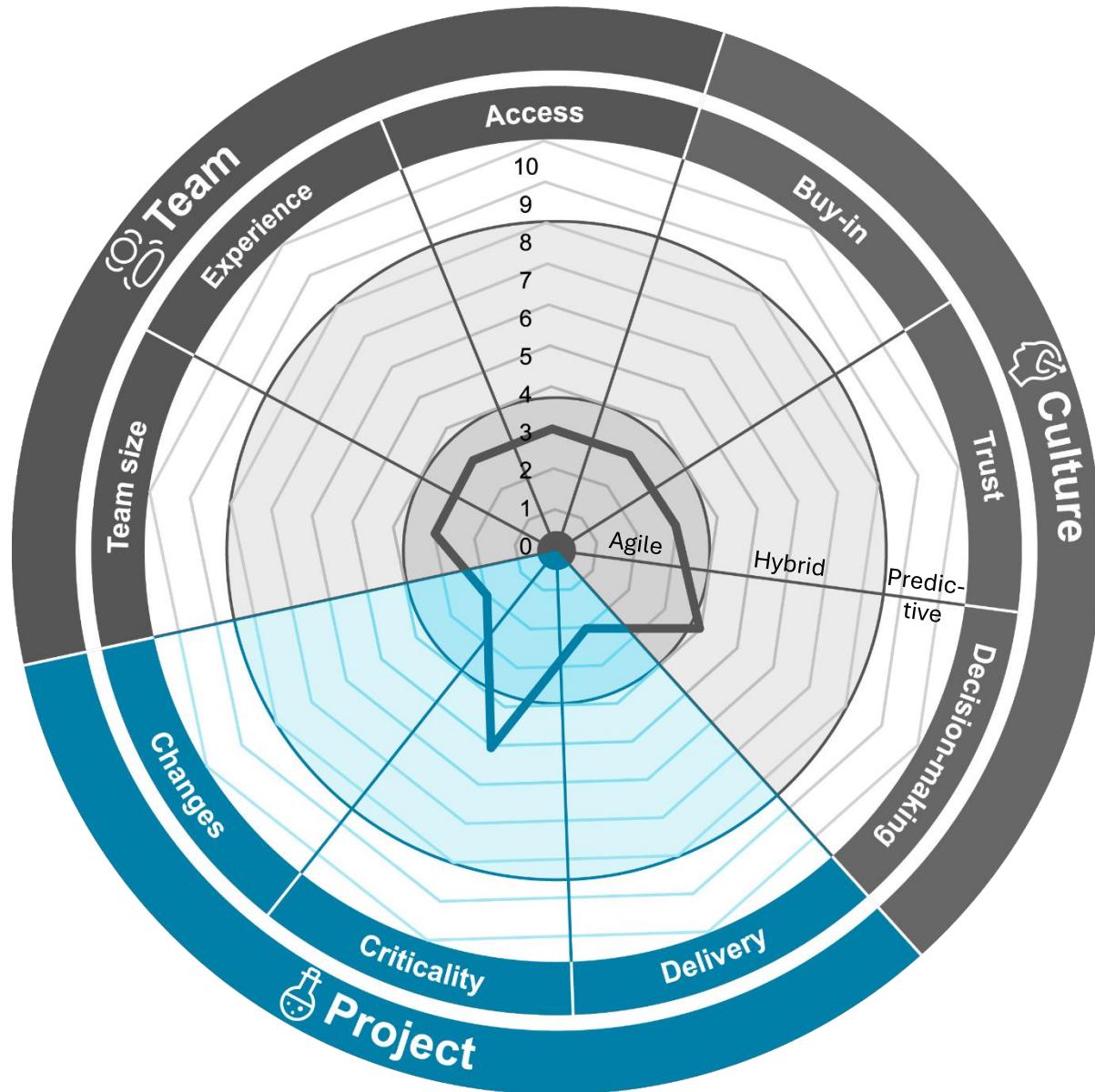


Suitability filter questions: project

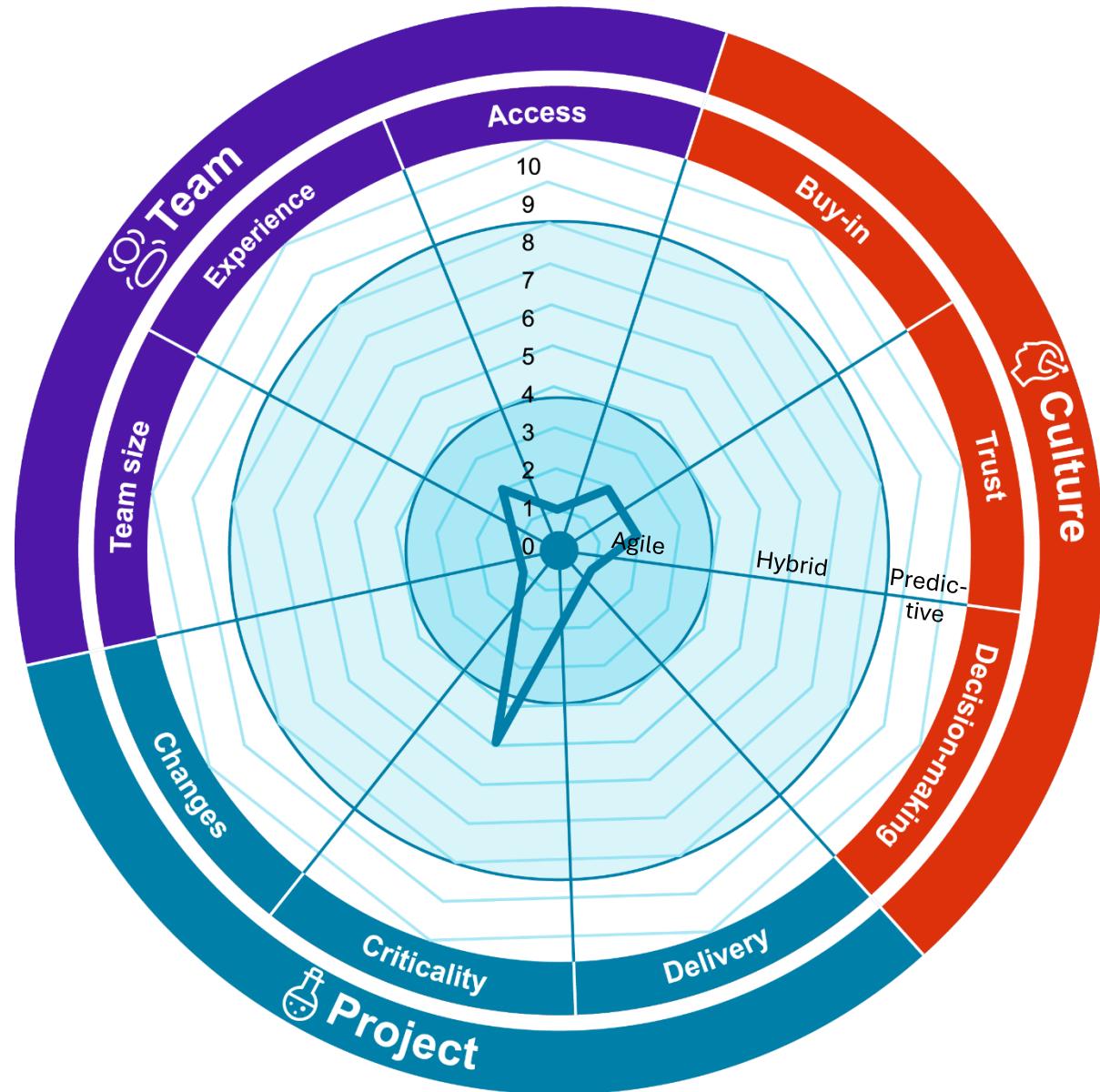
Likelihood of change

Criticality of
product/service

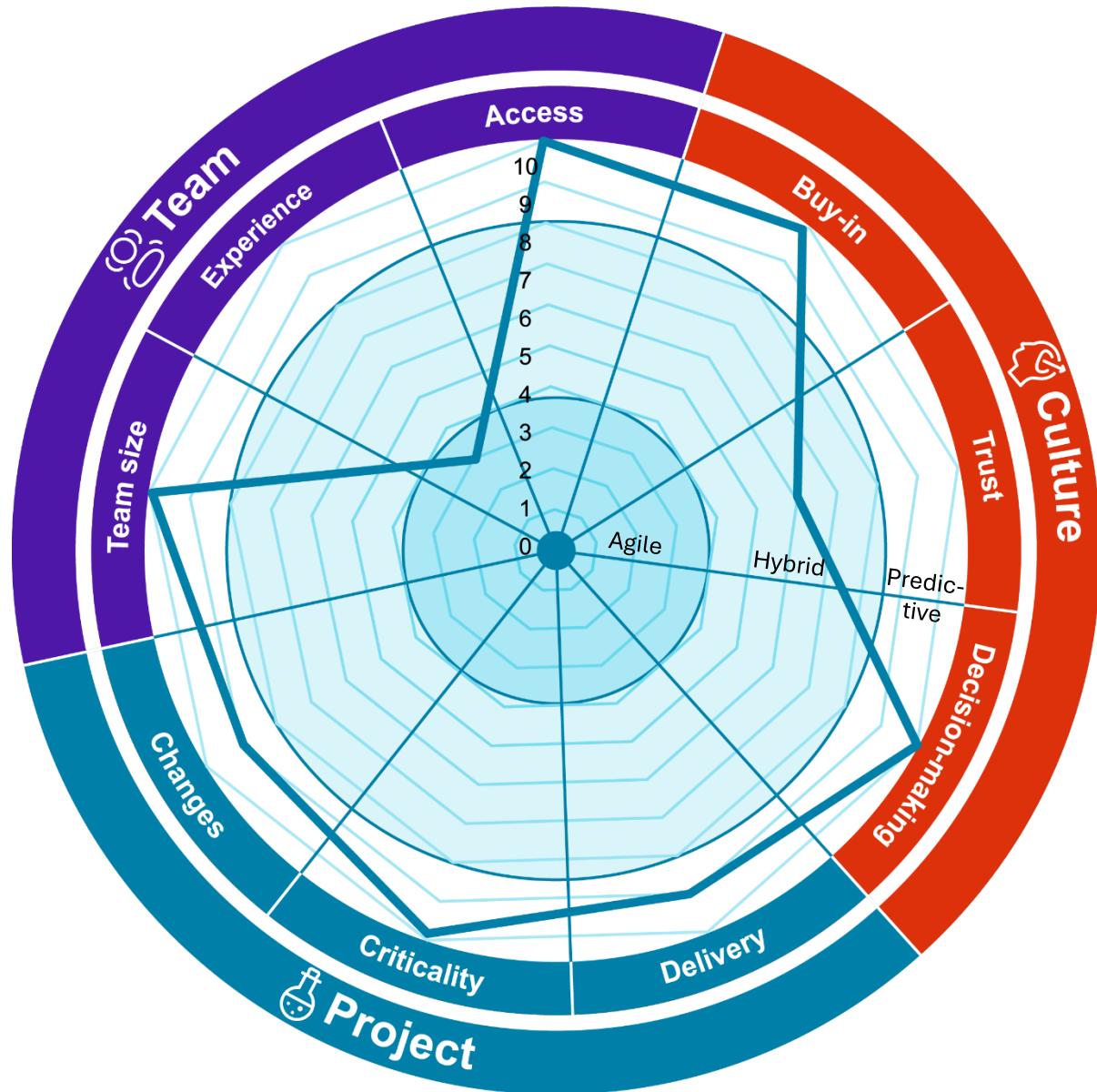
Incremental delivery



Drug store example



Military messaging system example





Integrate agile hybrid models based on needs

Section 5 of 5

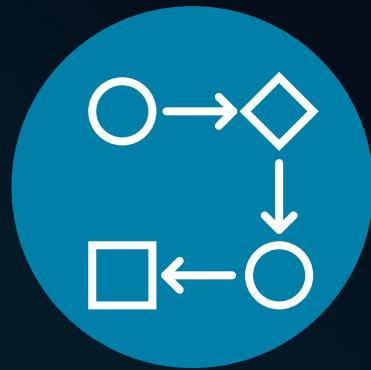
Why go hybrid?



Lots of upfront analysis needed



How can we be most successful?



Is feedback needed?



Managing risks



What's the point?

Hybrid life cycles as transition strategy

Agile doesn't happen overnight, so transition gradually

Try your techniques first on a less risky project



Mixing agile approaches

Teams rarely use one approach

This is why agile frameworks aren't customized for the team



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"/>										