



PMI-ACP® EXAM PREP

PMI Authorized Training Partner

BOOTCAMP Session 6

- 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 Three

Product

Version 1.0 | 2024 Release



Manage increments



Refine the
product backlog



Manage
increments



Visualize work



Manage value
delivery



Measure the delivery of value

Section 4 of 4

Measuring results

Empirical and value-based measurements

Demonstrable value

Learning while delivering value



Measures of value



CSAT

NPS

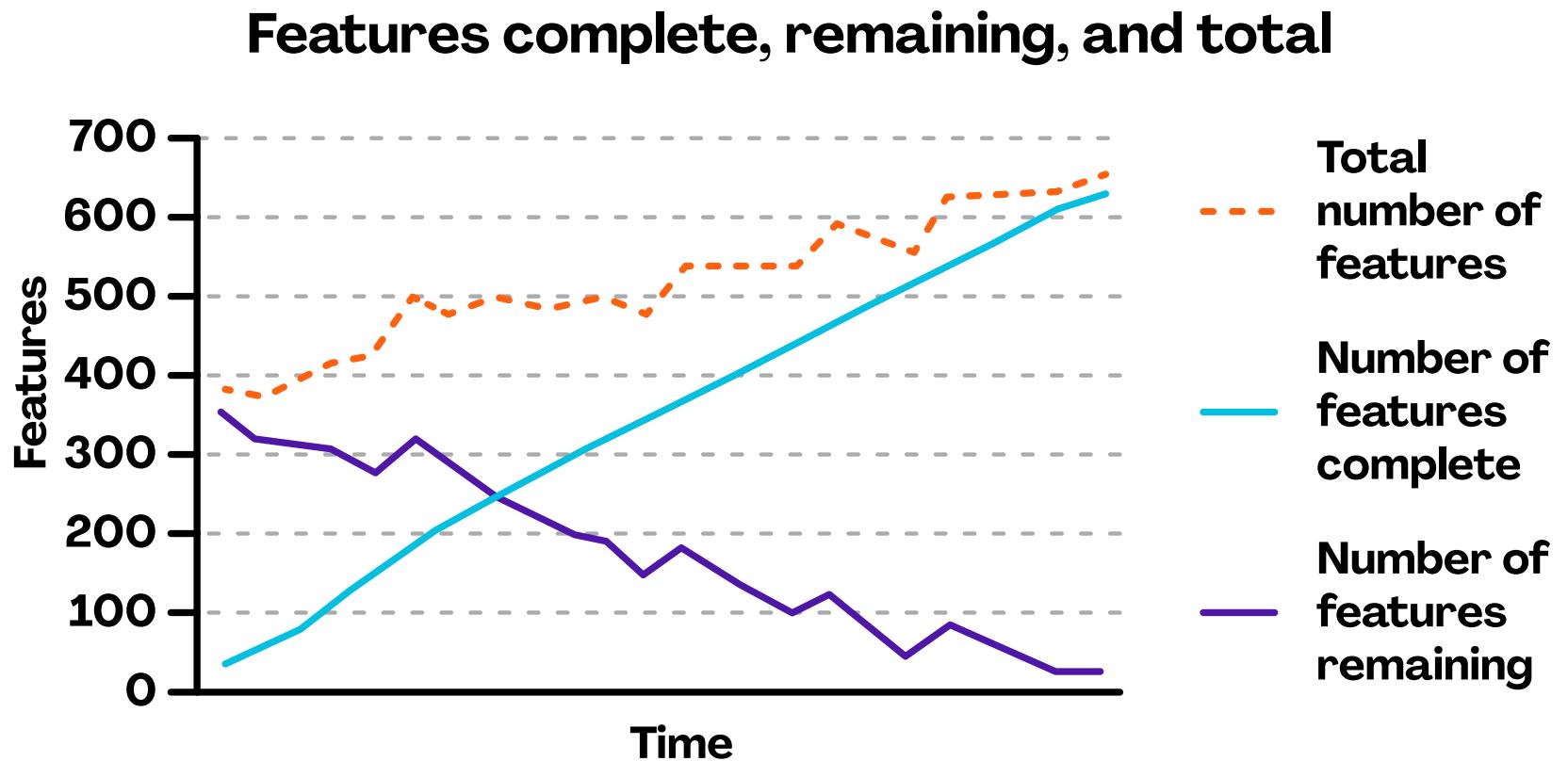
Smiley chart

Burndown chart

Burnup chart

Cumulative flow diagram

Feature chart



Assessing value



Return on
investment (ROI)



Internal rate of
return (IRR)



Net present
value (NPV)

Ratio of the benefits received from an investment

Money invested in it

X 100

Expressed as a percentage

Example: $120/12 = 10$

Present value of a revenue stream (income - costs)

Number of time periods

Example: Present value of \$1,500 over five years = 300

Discount rate at which the project inflows (revenues) and project outflows (costs) are equal

Expressed as a percentage

Example: $\$100,000 = \$40,000 \times 2.5\% \text{ rate}$

Using EVM with adaptive projects

Pros	Cons
EVM is a leading indicator	Plans change, which removes the basis for effective EVM
Visual indicator	EVM isn't a true indicator of project success

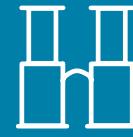
Visualize work



**Refine the
product backlog**



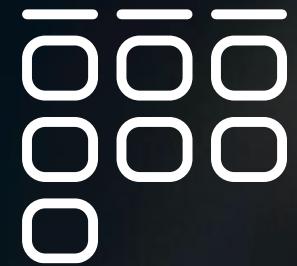
**Manage
increments**



Visualize work



**Manage value
delivery**

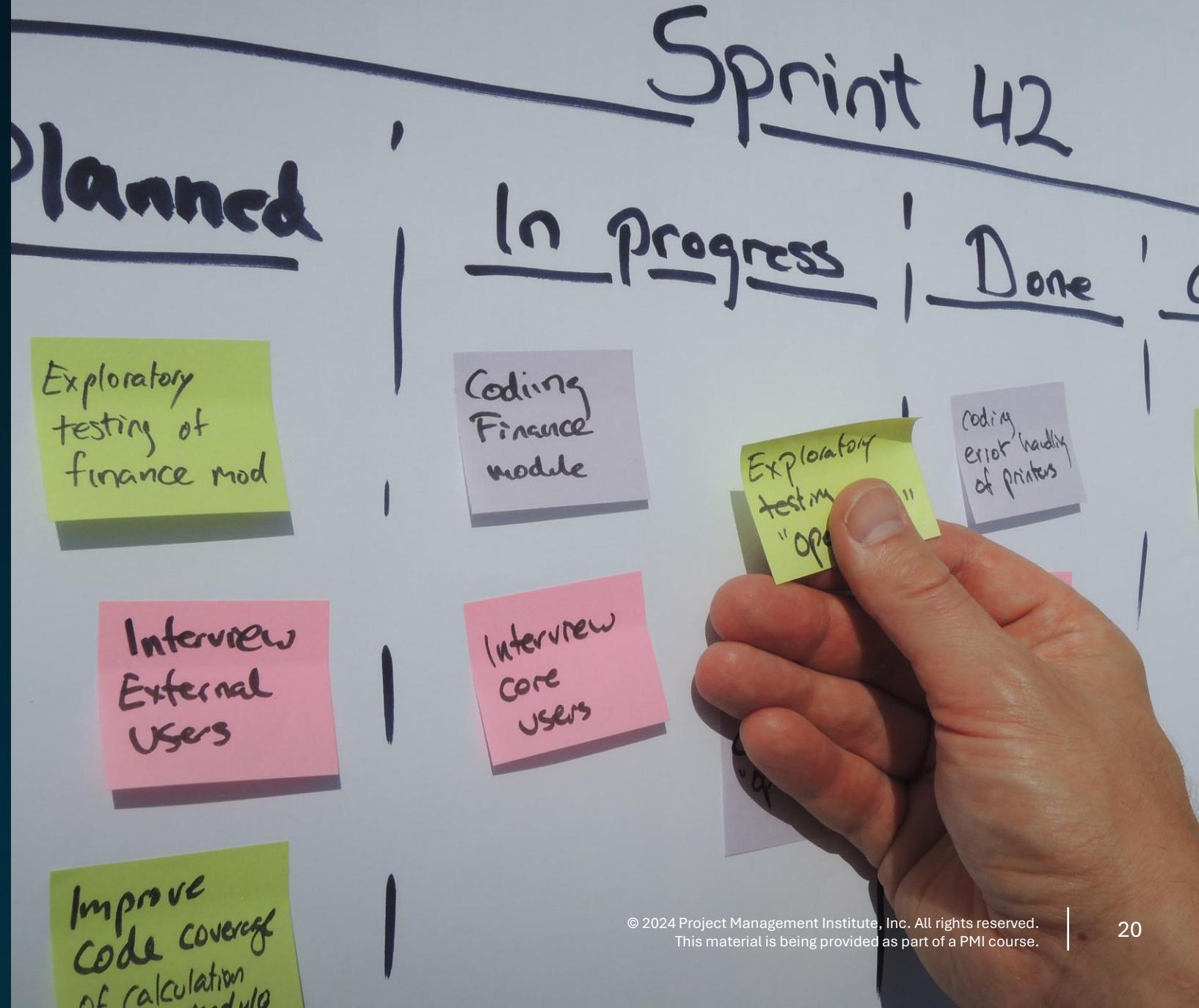
A man with glasses and a mustache, wearing a blue shirt, stands in front of a whiteboard. He is holding a tablet in his left hand and pointing with his right hand towards the whiteboard. The whiteboard has some text and diagrams visible. The background is dark.

**Educate team on work
visualization techniques**

Kanban boards

Pull system

WIP limits



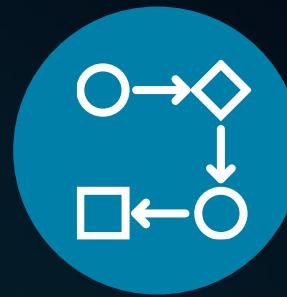
General practices of Kanban



Visualize the workflow



Limit WIP
(work in progress)



Manage flow



Make policies explicit



Implement feedback loops



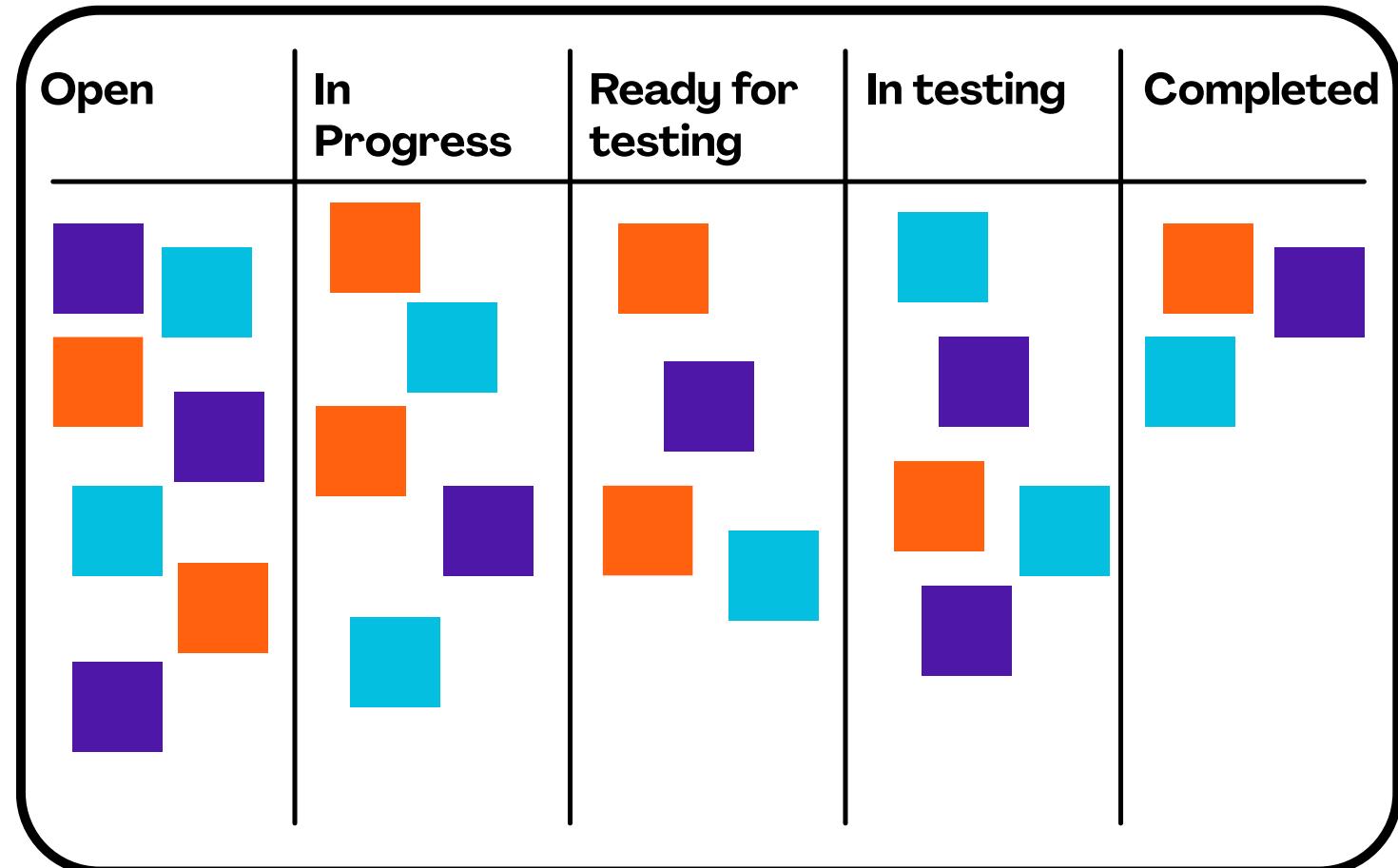
Improve collaboratively,
evolve experimentally

Task boards

Convenient mechanism

Necessary flexibility

Large board



Source:

Cohn, M. (2005). *Agile Estimating and Planning*. Prentice Hall. pp 221–227.

Task board makeup

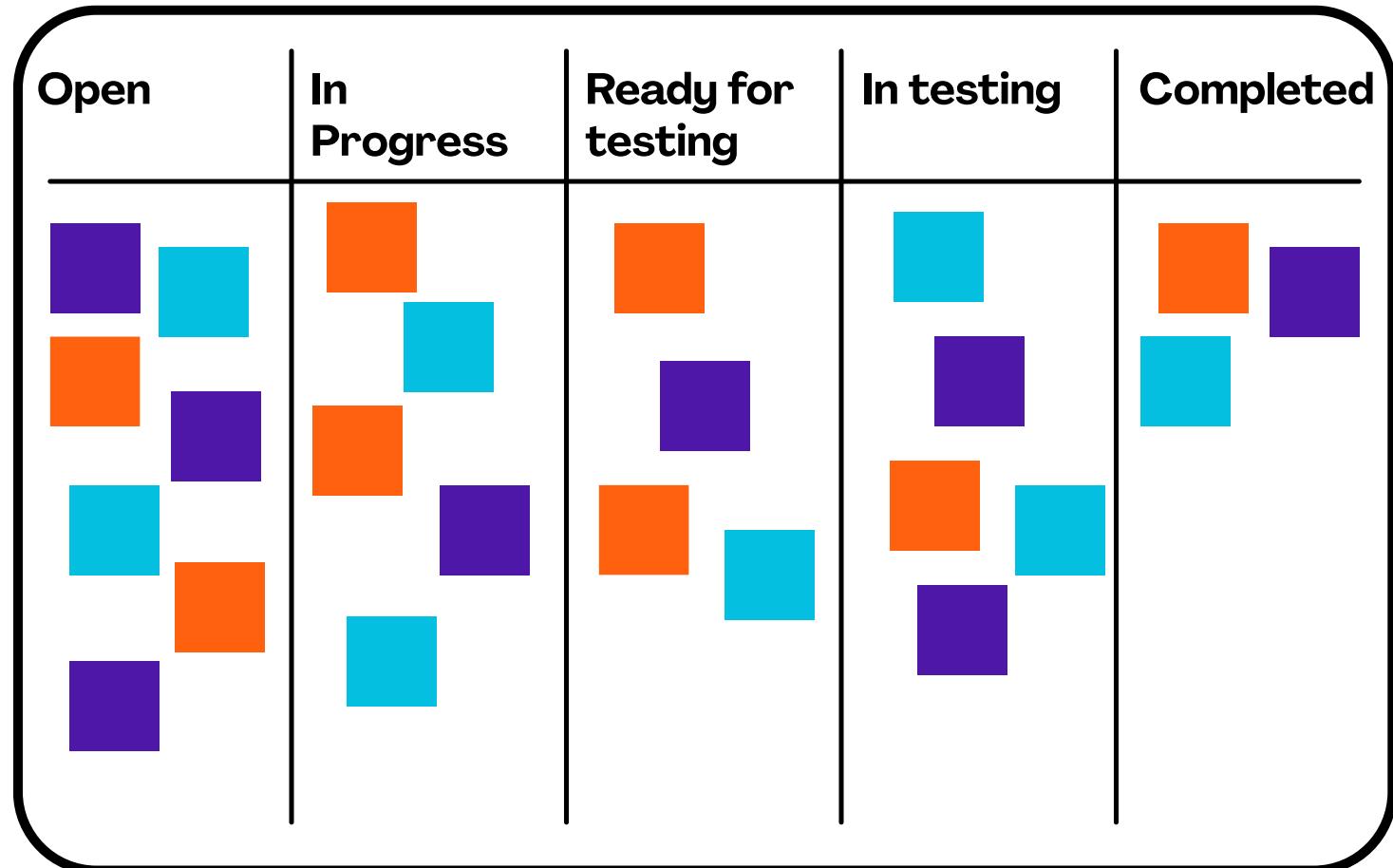
Open

In progress

Ready for testing

In testing

Completed



Source:

Cohn, M. (2005). *Agile Estimating and Planning*. Prentice Hall. pp 221–227.



Work item creation

Necessary to do the work

Interesting to others

Different types of work

Blockers?

Source:

Hammarberg, M. & Joakim Sundén. (2014). *Kanban in Action*. Manning. pp. 83–98.

Tracking effort

Evaluation apprehension

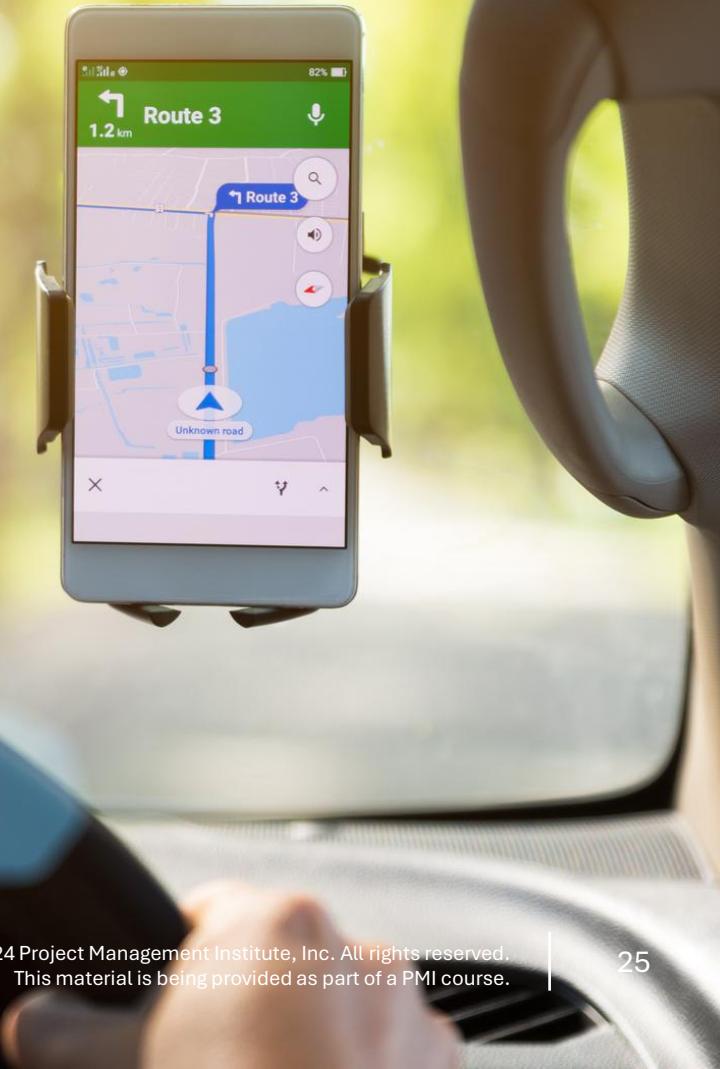
Not always easy

Variability



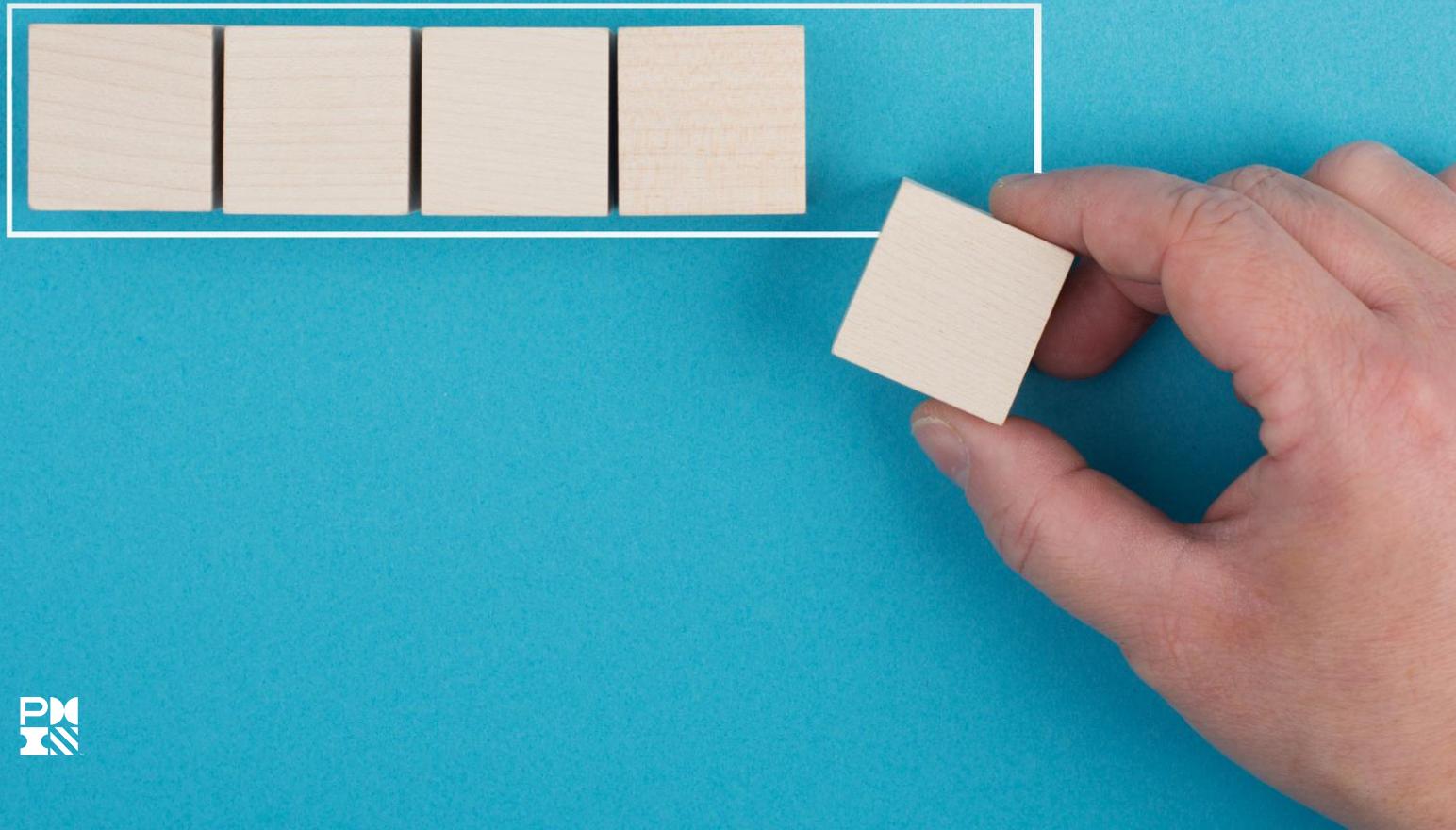
Source:

Cohn, M. (2005). *Agile Estimating and Planning*. Prentice Hall. pp 221–227



Progress indicator

Progress...



Tool that helps track “how much done” the item is

Source:

Hammarberg, M. & Joakim Sundén. (2014). *Kanban in Action*. Manning. pp. 83–98.

Velocity

Number of units completed

Velocity cautions



Source:
Cohn, M. (2005). *Agile Estimating and Planning*. Prentice Hall. pp 221–227.





Personas

Descriptions of
fictional people who fill
roles as stakeholders

PM tools

Visual tools

Software tools



Source:
Cohn, M. (2005). *Agile Estimating and Planning*. Prentice Hall. pp 221–227.



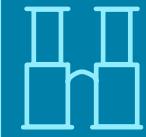
Manage value delivery



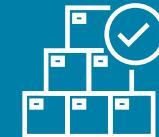
**Refine the
product backlog**



**Manage
increments**



Visualize work



**Manage
value delivery**



Define what success will look like (e.g., success criteria, sustainability, security, privacy, regulatory, compliance)

Section 1 of 2

Defining success factors

Meet goals

Conditions of satisfaction

Date-driven

Feature-driven



Source:

Cohn, M. (2005). *Agile Estimating and Planning*. Prentice Hall. pp. 133





Definitions of success

Definition of ready

Full Kit

Definition of done (DoD)

Definition of broken

Source:

Cohn, M. (2005). *Agile Estimating and Planning*. Prentice Hall. pp 133.

Successful criteria for agile approaches

Shipped

Team intact

Team would work same
way again



Source:
Cockburn, A. (2009). *Agile Software Development: The Cooperative Game*. Addison-Wesley.

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



Success patterns

Face-to-face communication

Excess weight is costly

Larger teams = heavier approaches

Greater criticality = greater ceremony

Intermediate deliverables

Process is not discipline

Efficiency is expendable

Source:
Cockburn, A. (2009). *Agile Software Development: The Cooperative Game*. Addison-Wesley.



**Ensure the value increments
are optimized**

Section 2 of 2

Prioritization

Responsibility shared
by team

Stories and themes

Tangible value



Source:

Cohn, M. (2005). *Agile Estimating and Planning*. Prentice Hall. pp. 79-88.



Prioritization factors



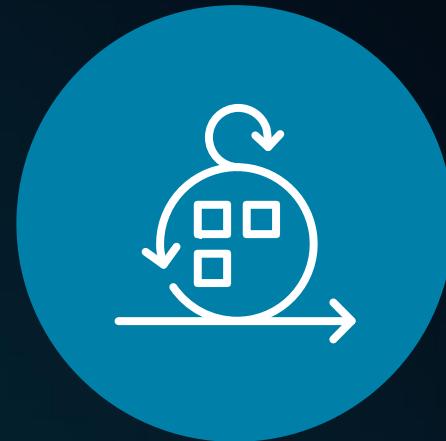
Value



Cost



New knowledge



Risk

Financial value

How much money will the organization make or save?

Impact over a period

Difficult to estimate



Source:

Cohn, M. (2005). *Agile Estimating and Planning*. Prentice Hall. pp. 79-88.



A close-up photograph of a silver-colored alarm clock with two bells on top. The clock face is white with black Arabic numerals from 1 to 12. The hands are black and point to approximately 10:10. The clock sits on a light-colored wooden surface next to a small pile of various coins.

Cost

Major factor in priority

Often viewed in terms of time



Cost of a feature over a time period =
Salaries of all team members
Story points completed

Source:

Cohn, M. (2005). *Agile Estimating and Planning*. Prentice Hall. pp. 79–88.

New knowledge

Knowledge about the customer

Knowledge about the product

Knowledge about the project

Reduce uncertainty



A professional portrait of a man with dark hair and a beard, wearing glasses and a suit. He is looking thoughtfully towards the camera with his hand resting on his chin.

Risk

Schedule risk

Budget risk

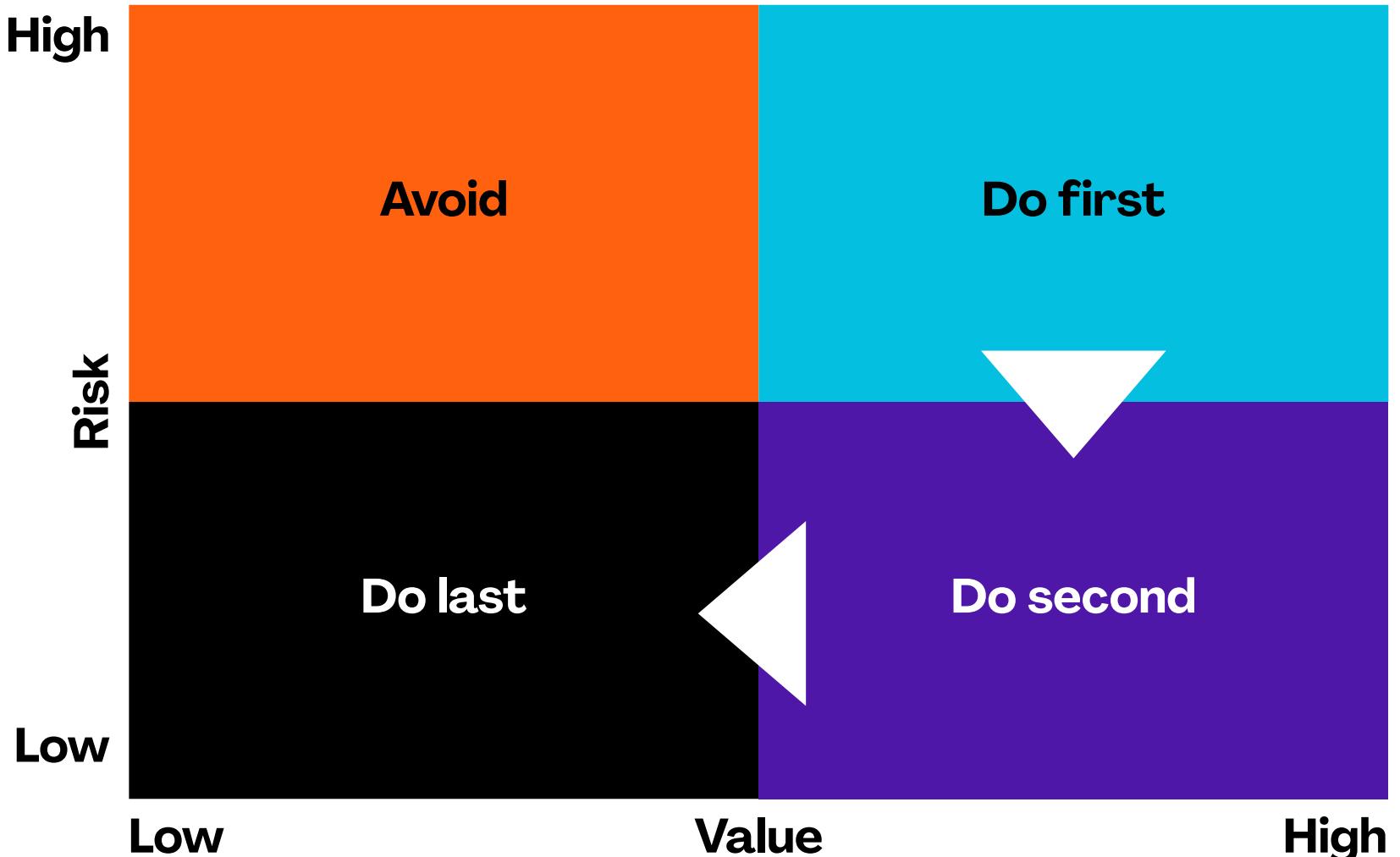
Scope risk



Source:

Cohn, M. (2005). *Agile Estimating and Planning*. Prentice Hall. pp. 79-88.

Relationship between risk and value



Source:

Cohn, M. (2005). *Agile Estimating and Planning*. Prentice Hall. pp. 79–88.



Combining these factors

Consider feature value

Move forward or backward

Source:

Cohn, M. (2005). *Agile Estimating and Planning*. Prentice Hall. pp. 79–88.

Infrastructure example

Value

Cost

Knowledge

Risk



Source:

Cohn, M. (2005). *Agile Estimating and Planning*. Prentice Hall. pp. 79–88.



User interface design example

Value

Cost

Knowledge

Risk



Source:

Cohn, M. (2005). *Agile Estimating and Planning*. Prentice Hall. pp. 79–88.



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Lesson Four

Delivery

Version 1.0 | 2024 Release



During this segment



Seek early feedback



Manage agile metrics



Manage impediments and risk



Recognize and eliminate waste



Perform continuous improvements



Engage customers



Optimize flow



Evaluate customer satisfaction



Deliver work in small increments



Collect and incorporate stakeholders' feedback on a regular basis



Seek early feedback



Manage agile metrics



Manage impediments and risk



Recognize and eliminate waste



Perform continuous improvements



Engage customers



Optimize flow



Evaluate customer satisfaction

Section 1 of 3

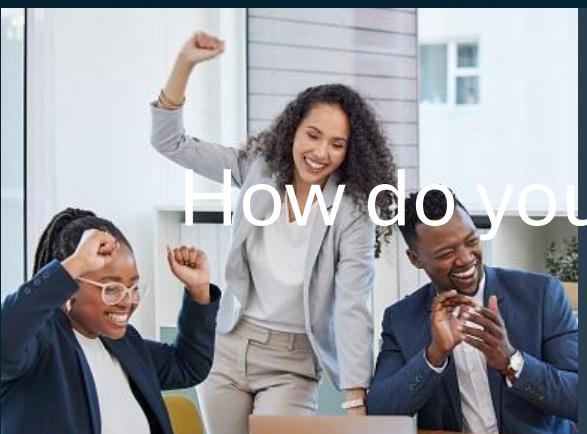
Principles of the Agile Manifesto (1–4)



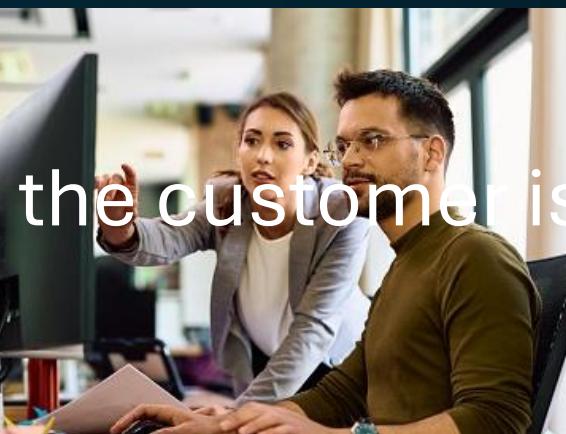
1 Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.



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.



Make sure the product owner and stakeholders attend

This is a prime opportunity to regularly gauge their satisfaction

Consider inviting customers to demos

You'd be hard-pressed to find a better way to find out if what you're building meets their needs and expectations





What you do with their feedback will be critical to the success of your project

One of the key advantages to agile is the ability to quickly pivot as more becomes known

Giving the customer what they need—as opposed to what they may have intended—can be critical to their satisfaction

Customer satisfaction metrics



**Customer
satisfaction
score**



**Net
promoter
score®**

Customer satisfaction score (CSAT)

**“How would you rate your overall satisfaction with the
(goods/services) you received?”**



1. Very unsatisfied



2. Unsatisfied



3. Neutral



4. Satisfied



5. Very Satisfied

Calculating your customer satisfaction score (CSAT)

$$\frac{\text{Number of satisfied customers}}{\text{Number of survey responses}} \times 100$$
$$\frac{7}{10} \times 100 = 70$$



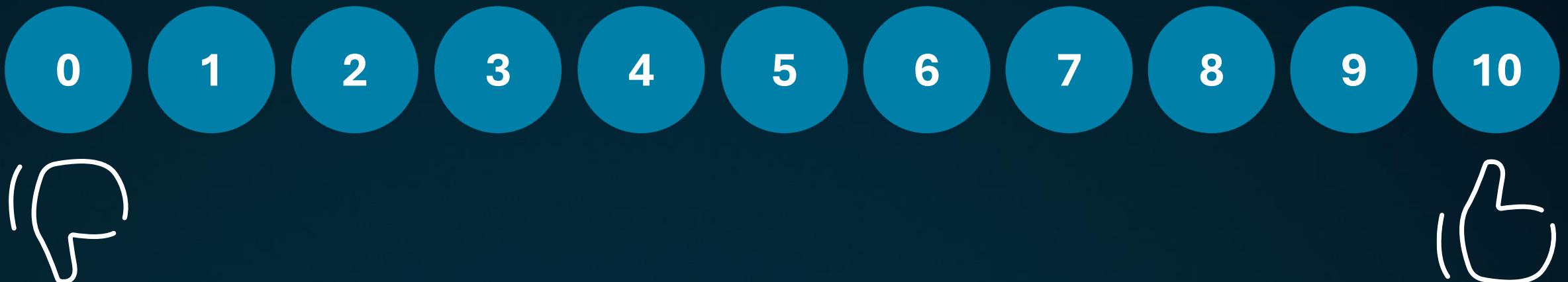
4. Satisfied



**5. Very
Satisfied**

Net promoter score

“How likely is it that you would recommend
(organization/product/service) to a friend or colleague?”



Net promoter score categories



Calculating your net promoter score®



%

-



%

= NPS®

Promoters

60%

-

Detractors

20%

= 40

Net
Promoter
Score®

Knowledge check

Which is the most frequent gauge of customer satisfaction?

A. Questionnaire

B. Pop-up

C. Iteration demo

D. Form on a website

The correct answer is the **iteration demo**. It gives you an opportunity to gauge the customer's satisfaction at the end of every iteration—and to adjust, as necessary.



Knowledge check

Seventy percent of the respondents to an NPS survey came back as promoters, 20% came back as passives, and 10% as detractors. What is your net promoter score?

A. 10

B. 60

C. 50

D. -10

The correct answer is the 60. Subtracting the detractors (10) from the promoters (70) yields 60.





Deliver work in small increments

Section 2 of 3

Limit rework and scrap by getting feedback early

Able to get feedback
early and often

That enables the team to
adjust early—when it's
less expensive and
disruptive to do so





Constant minor adjustments

We do a little, check to make sure we are heading in the right direction, then do a little more

That's one of the most effective ways to get to where we want to be

We don't get too far off track

We don't get to spend so long heading in the wrong direction that we end up completely off course





Collect and incorporate stakeholders' feedback on a regular basis

Section 3 of 3

Agile approaches have short cadences

Demos are quickly followed by retrospectives and planning the next iteration

That's where we decide how to act on the feedback

How do we do that?

A photograph showing three people in a professional setting. A man with a beard and a blue suit is seated at a desk, pointing at a white document. Two women are standing behind him; one has dark curly hair and a tan blazer, the other has red curly hair and a light-colored blouse. They are all looking down at the document. A laptop and some papers are on the desk.

Using scheduled events

These scheduled events allow agile teams to collect and incorporate stakeholders' feedback on a regular basis

Don't forget peripheral stakeholders



Product owner



Sponsors



Legal team



Customers



Technical personnel

That was not a complete list

The point is to
regularly collect and
incorporate feedback
from your stakeholders



**Feedback is only
helpful if we act on it
appropriately**





Determine which metrics are appropriate for a given audience



Radiate metrics across the relevant audience



Review and analyze metrics



Use metrics insights for decision-making



Seek early feedback



Manage agile metrics



Manage impediments and risk



Recognize and eliminate waste



Perform continuous improvements



Engage customers



Optimize flow



Determine which metrics are appropriate for a given audience

Section 1 of 4

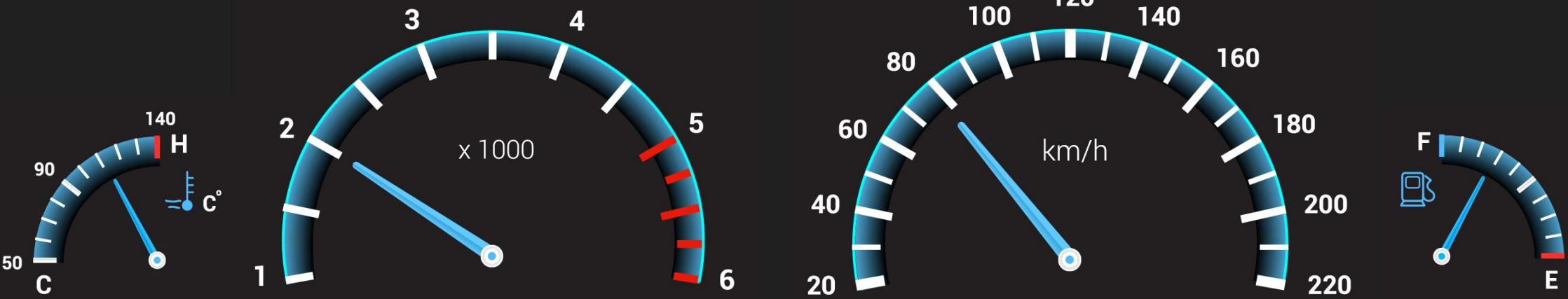


A photograph of a woman with curly hair, wearing a green and white striped sweater, measuring the height of a young boy against a wall. The boy is wearing a yellow hoodie. The woman is holding a measuring tape and a pencil, marking the wall.

Why do we measure?

For teams to be successful, they need a clear vision, direction, and way of tracking progress and taking corrective actions as necessary

Automobile gauges provide metrics



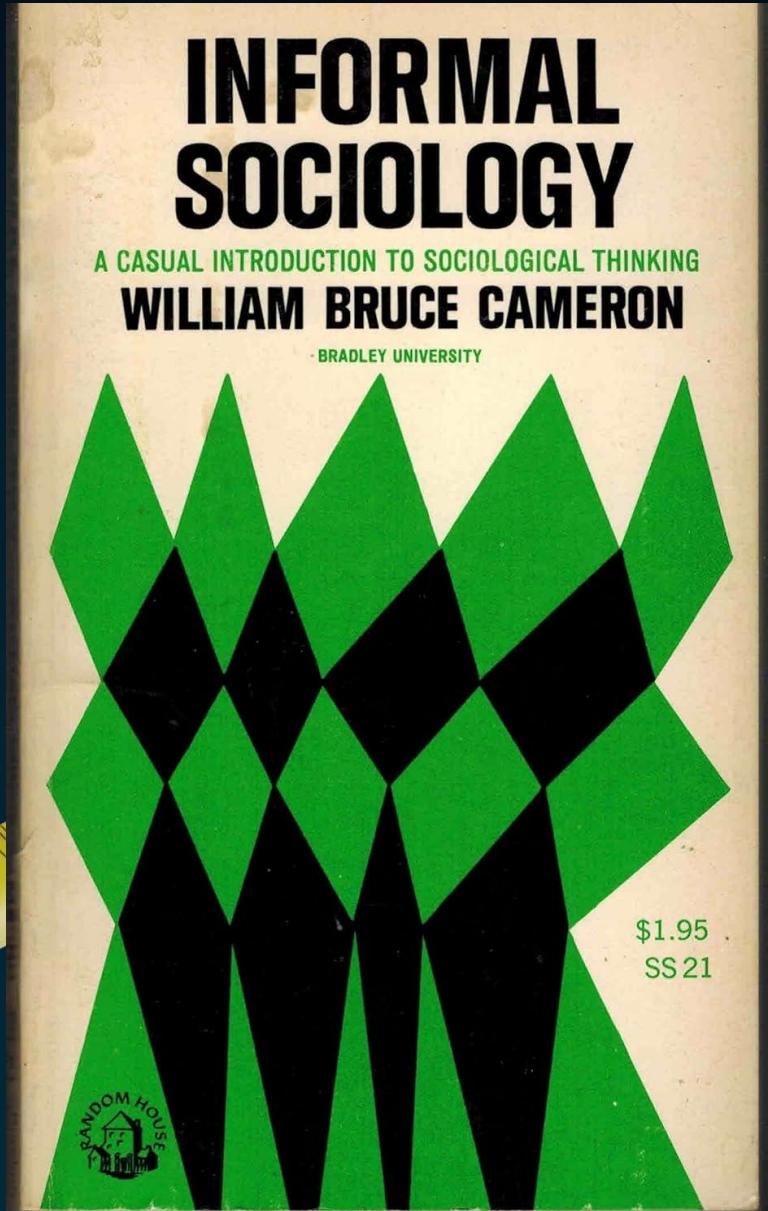
Leading versus lagging indicators

We want to focus most of our attention on what lies ahead, so we can navigate and take appropriate action



What should we measure?

**“Not everything that can be counted counts,
and not everything that counts can be counted.”**



Source:
Cameron, W. B. (1969). *Informal sociology: a casual introduction to sociological thinking*. Random house.

What metrics will produce meaningful results?



Simple



Relevant
to the end goal



Leading
future focused

Checking traditional project metrics: Budget consumed



Simple



Relevant to end goal



Leading indicator



Checking traditional project metrics: Conformance to plan



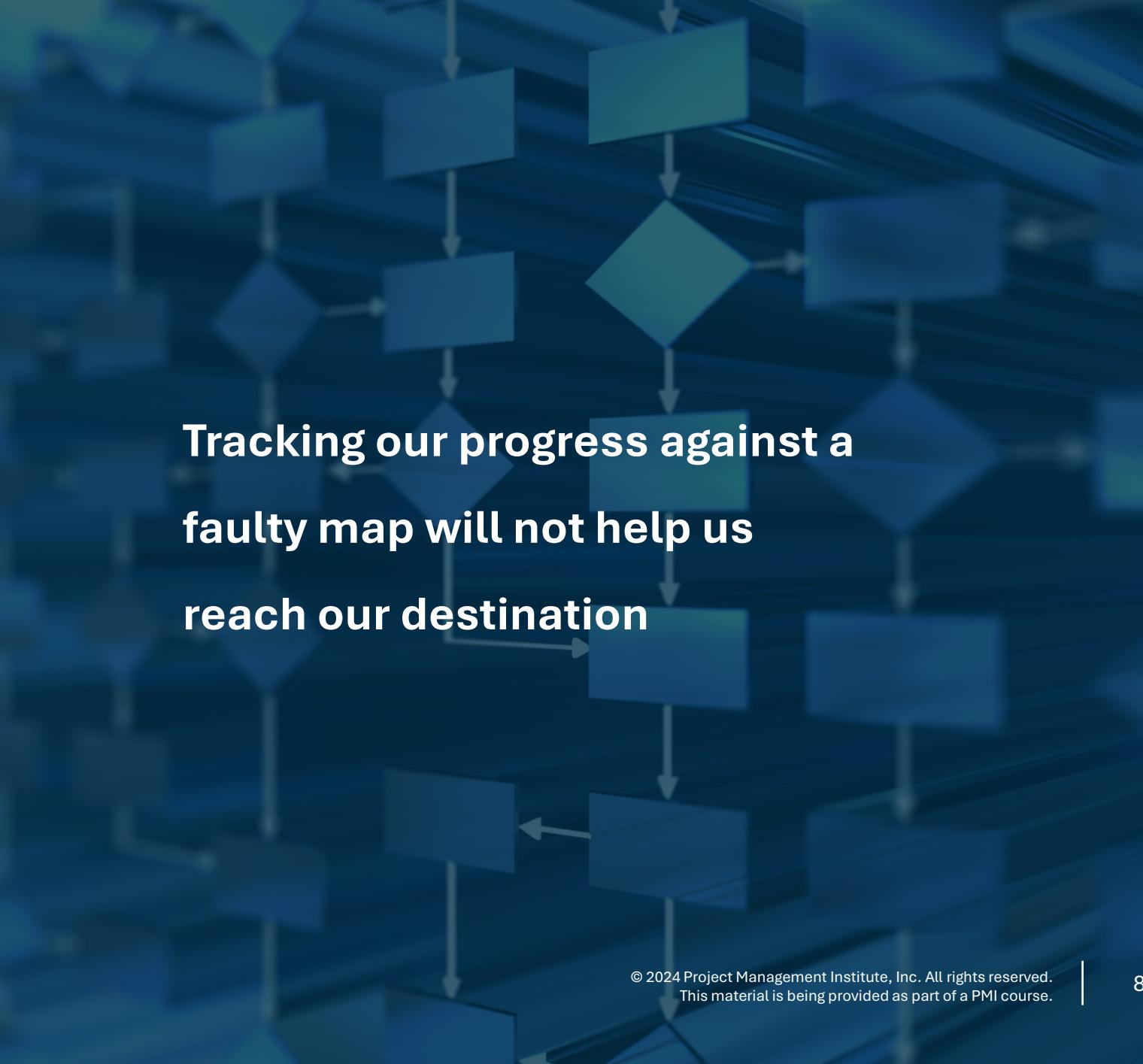
Simple



Relevant to end goal



Leading indicator



**Tracking our progress against a
faulty map will not help us
reach our destination**

Checking traditional project metrics:

Hours worked



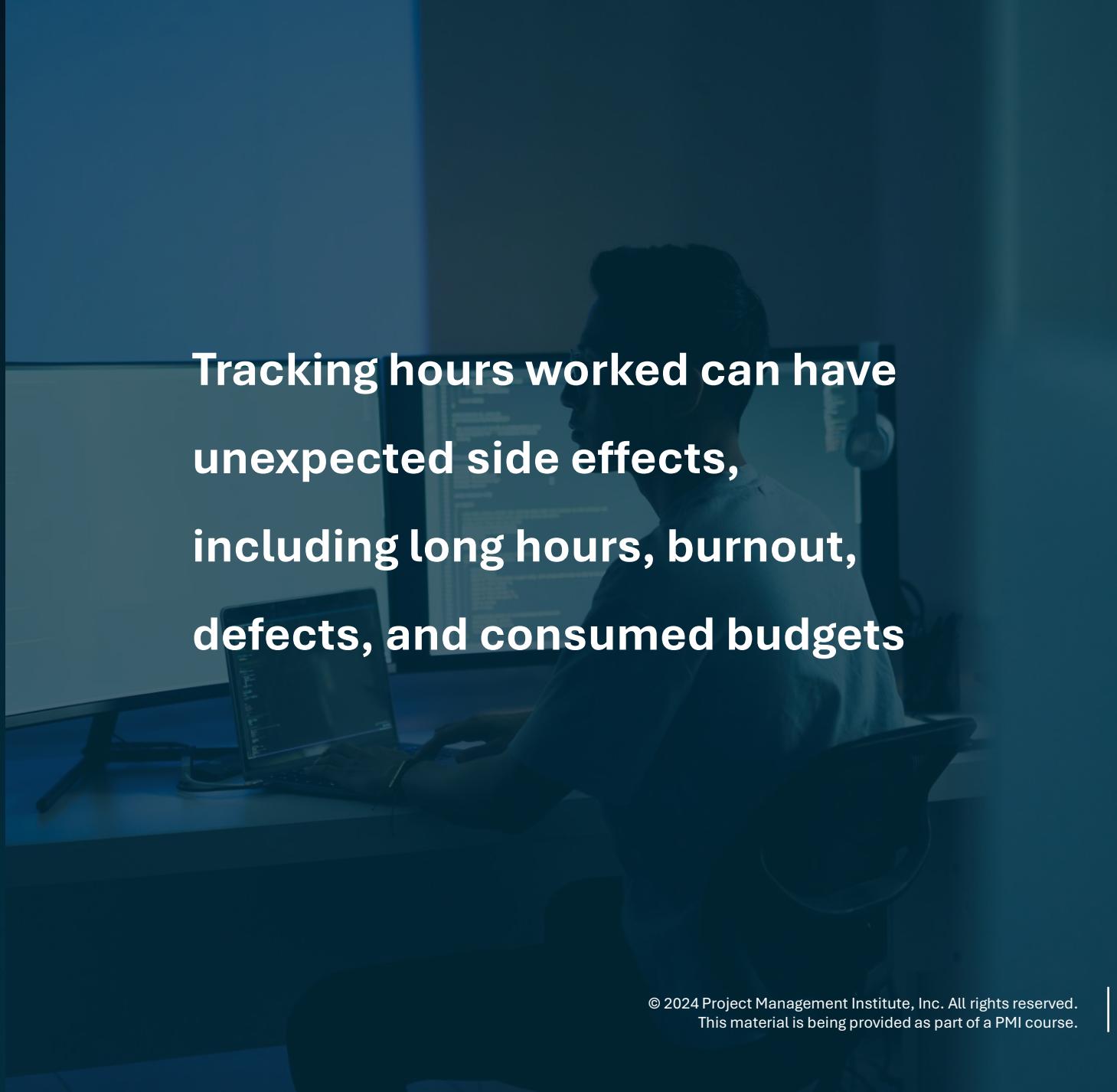
Simple



Relevant to end goal



Leading indicator



Tracking hours worked can have unexpected side effects, including long hours, burnout, defects, and consumed budgets

Checking traditional project metrics:

Lines of code written

-  Simple
 -  Relevant to end goal
 -  Leading indicator

**Tracking lines of code written
does not reward simplification
and can lead to code bloat**



Think about it

Does your current team use any traditional metrics?

In what ways are they useful—or unuseful—to you?

What are some typical agile metrics?



Burndown
charts



Burnup charts

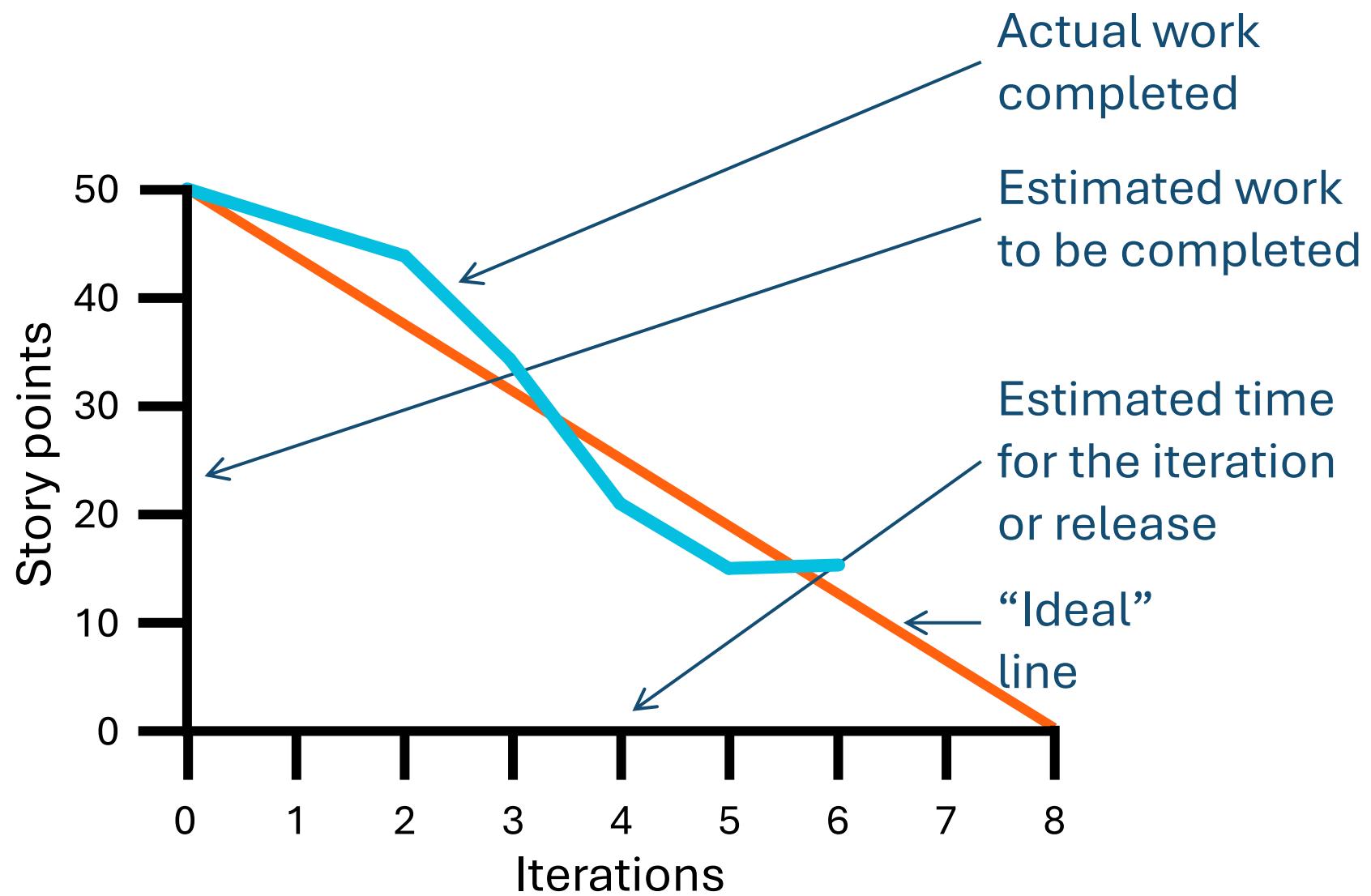


Cumulative flow
diagrams

Burndown chart

A **burndown chart** is a graphical representation of the work remaining versus the time left in a timebox.

Elements of a burndown chart



Advantages and disadvantages of burndown charts



Simple

Relevant to the goal

Future focused



Often not automated

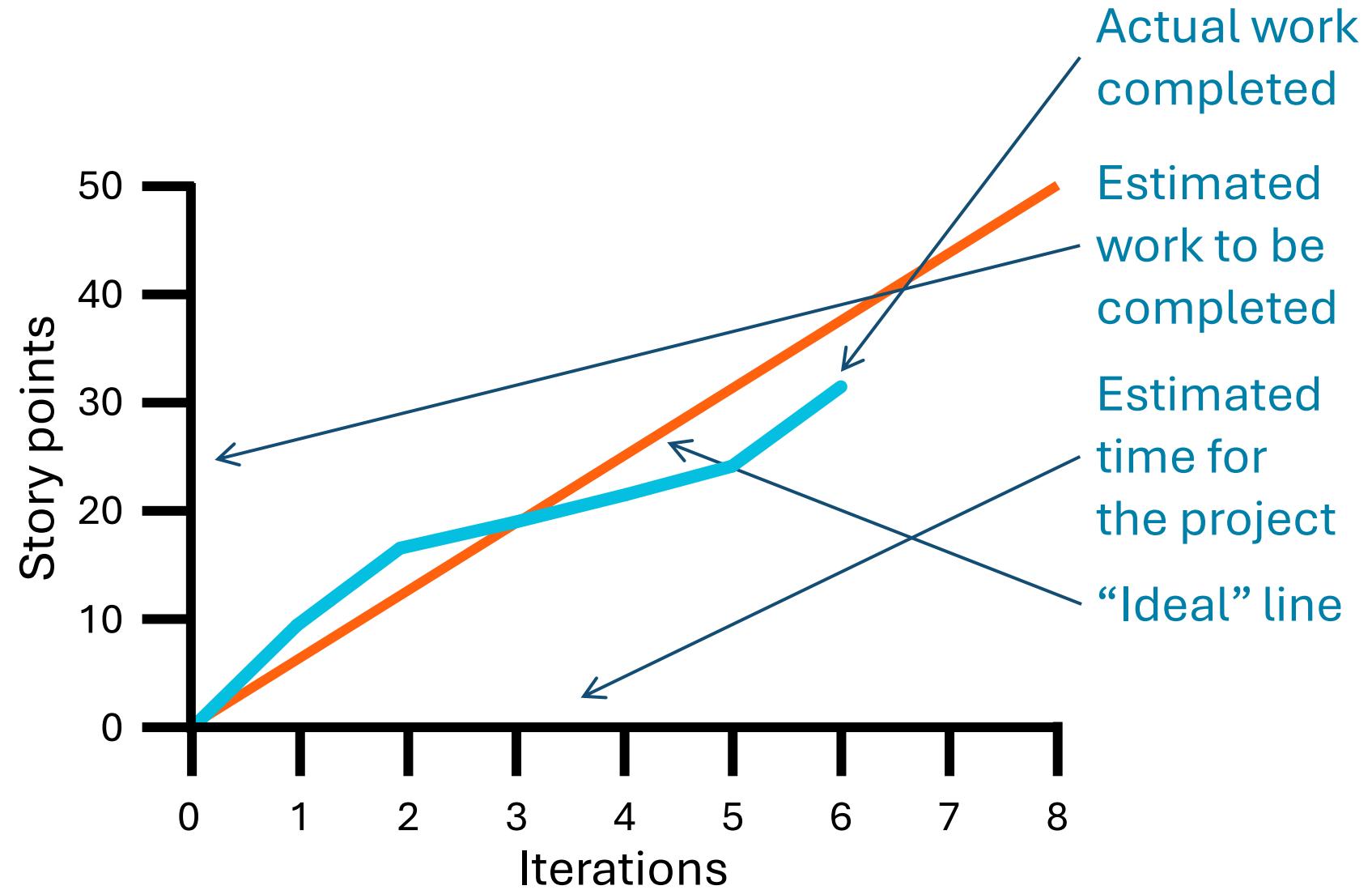
Doesn't reflect changes to
the scope

Burnup chart

A **burnup chart** is a graphical representation of the work completed toward the release of a product.



Elements of a burnup chart



Advantages and disadvantages of burnup charts



Simple and readable

Clear view of progress

Clearly see scope increases



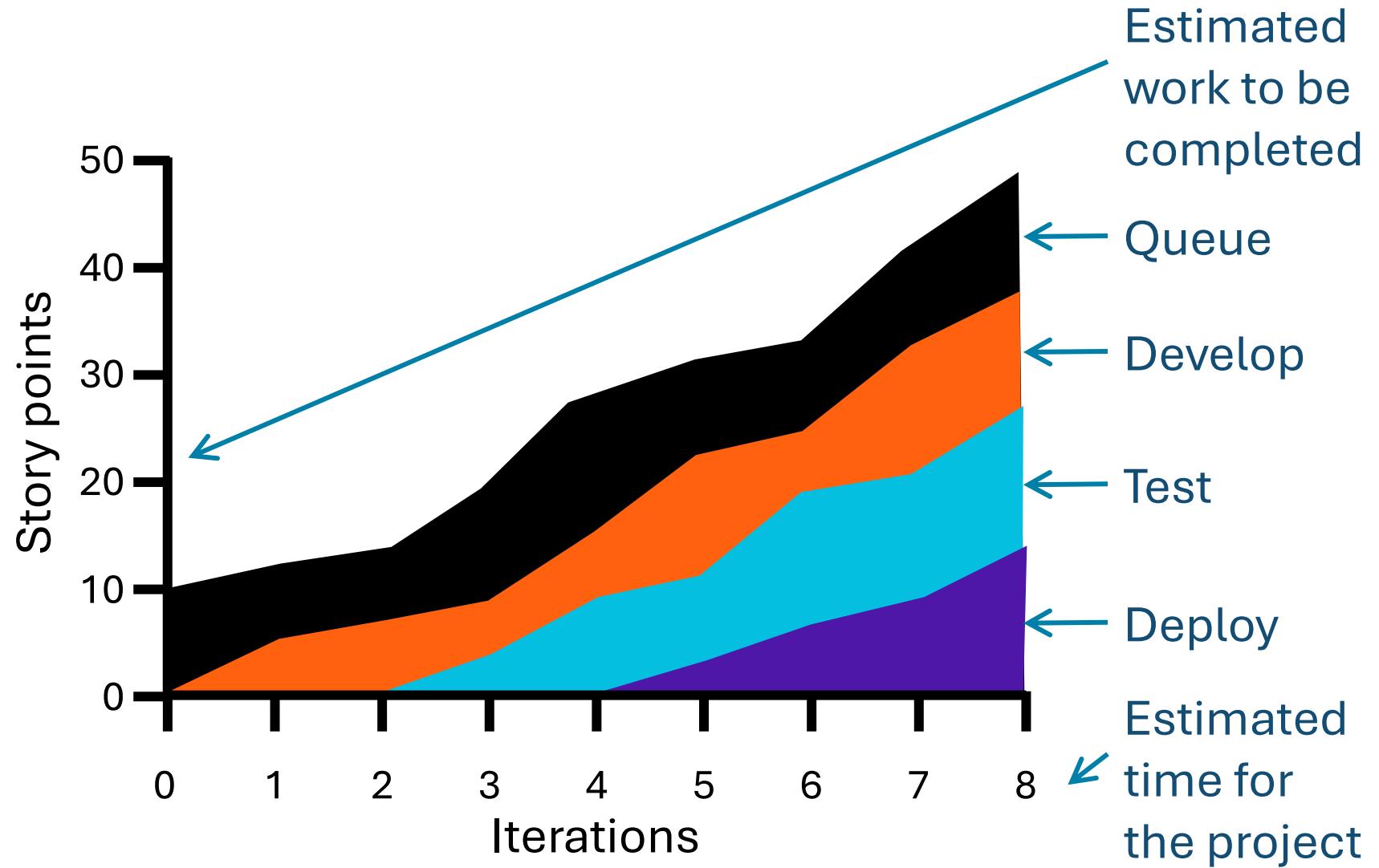
May not be automated

Do not show tasks still in progress

Cumulative flow diagram

A **cumulative flow diagram** is a chart indicating the features completed over time, features in other states of development, and those in the backlog.

Elements of a cumulative flow diagram



Advantages and disadvantages of cumulative flow diagrams



Shows rates of progress

Commonly generated by agile management tools

Can indicate potential bottlenecks



More complicated to generate

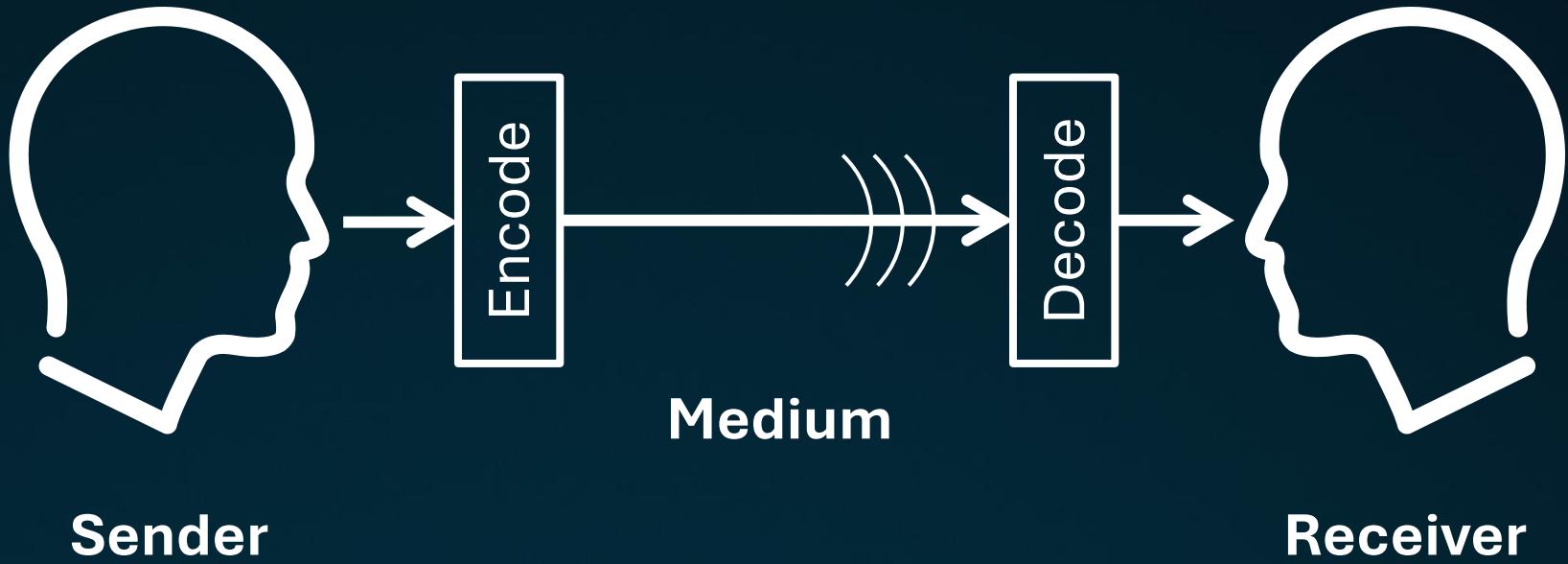
Requires some skill or explanation to interpret initially



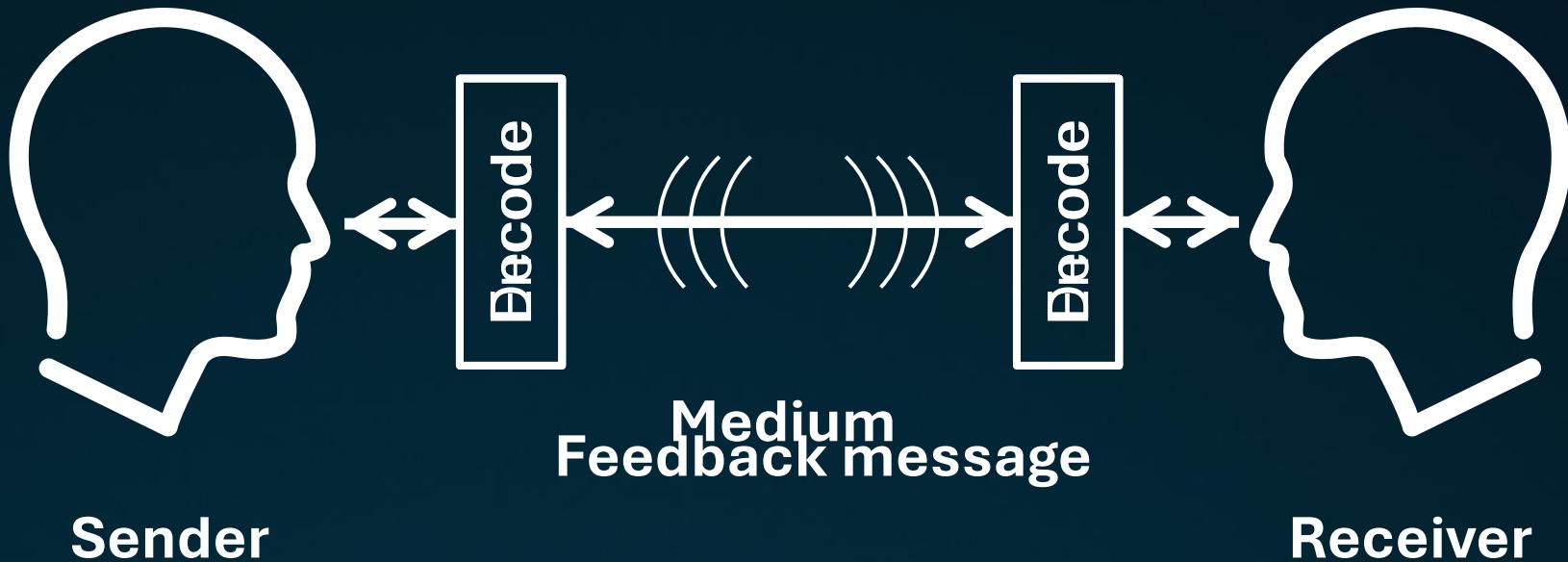
Radiate metrics across the relevant audience

Section 2 of 4

Basic communication model



Feedback



Applying the model to human communication



Framed in a way that is easily understood by the receiver



Appropriate medium



Minimize noise



Elicit feedback

Communicating metrics to stakeholders



Push



Pull



Information
radiators



Demo

Push communications

Letters

Memos

Reports

Emails

Faxes

Voicemails

Press releases



Pull communications



People go to an information source and get the data they need

Information radiators

Displays information in a place where people have easy access to it



Examples of information radiators



Product vision



Sprint backlog



**Burnup and
burndown charts**



Product backlog



Impediments list



**Task/kanban
board**

A photograph showing four diverse individuals—three women and one man—gathered around a white surface, possibly a table or desk. They appear to be looking at something on a screen that is partially visible at the bottom of the frame. The man in the center is leaning forward, wearing a red and black plaid shirt. The woman to his left has a large, curly afro hairstyle and is wearing a black top. The woman to his right is smiling and wearing a dark top. Another woman's face is partially visible on the far left. The background is a plain, light-colored wall.

Demos

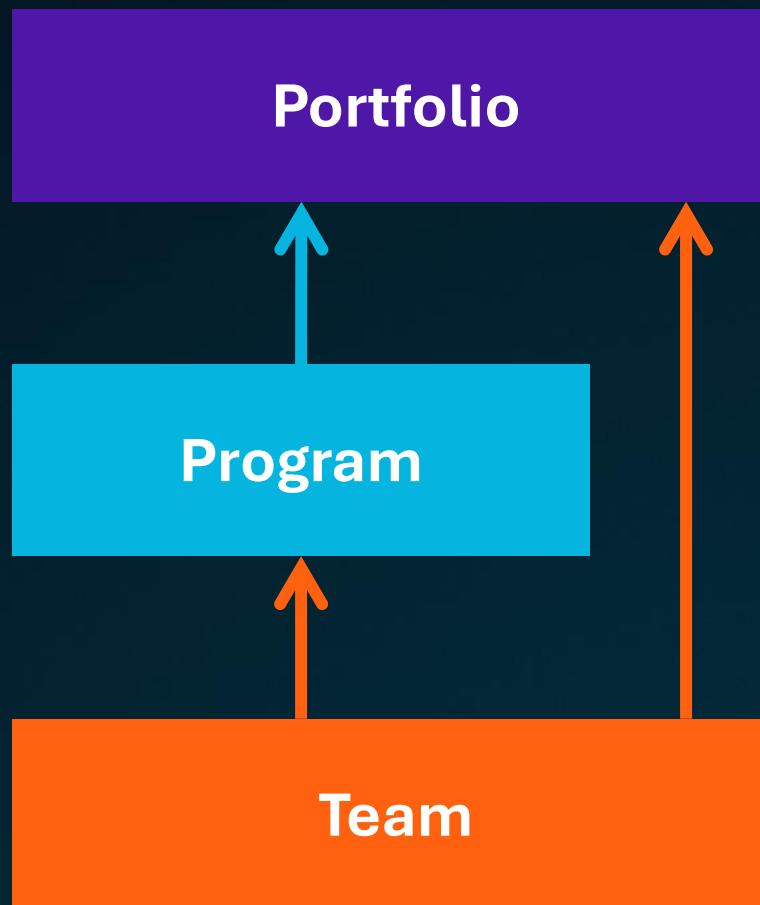
An excellent, regular opportunity to show your team's metrics

Rolling up metrics

The process of aggregating metrics from multiple sources—in summary form—to provide a broad view at a high level

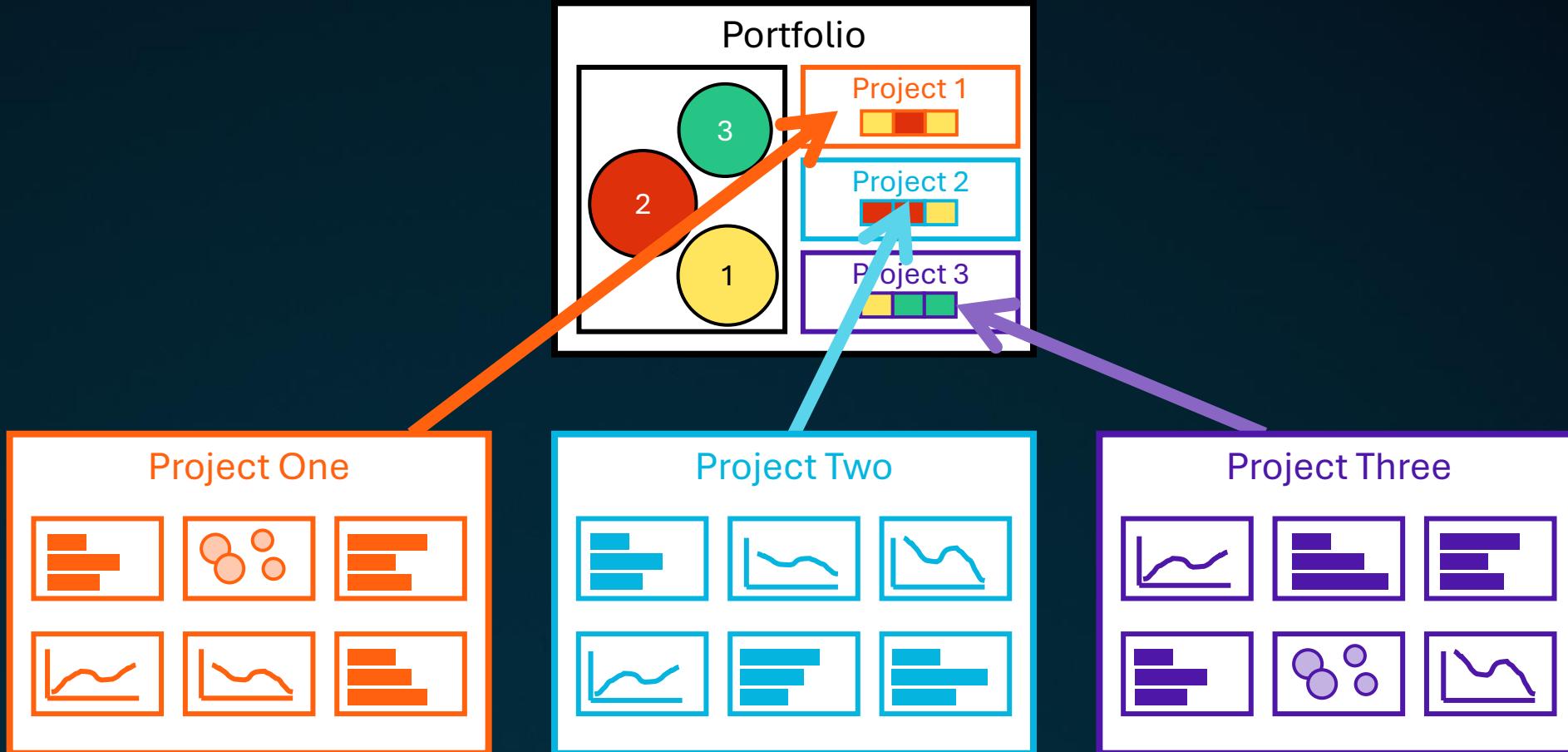


Metrics at different levels of the organization



- Measure against organizational goals
 - Overall indicator or category indicators
 - Organizational goals evolve slowly
-
- Measure against program goals
 - Category indicators per subteam
 - Program goals evolve periodically
-
- Measure against team goals
 - Specific metrics for each team
 - Metrics evolve as the situation evolves

How do we roll up metrics that aren't consistent among teams?





Review and analyze metrics

Section 3 of 4

Review sponsor and customer feedback





Review product owner feedback

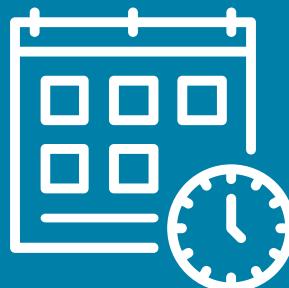
Review team feedback



Project metrics and the six project controls



Budget



Schedule



Scope



Risk

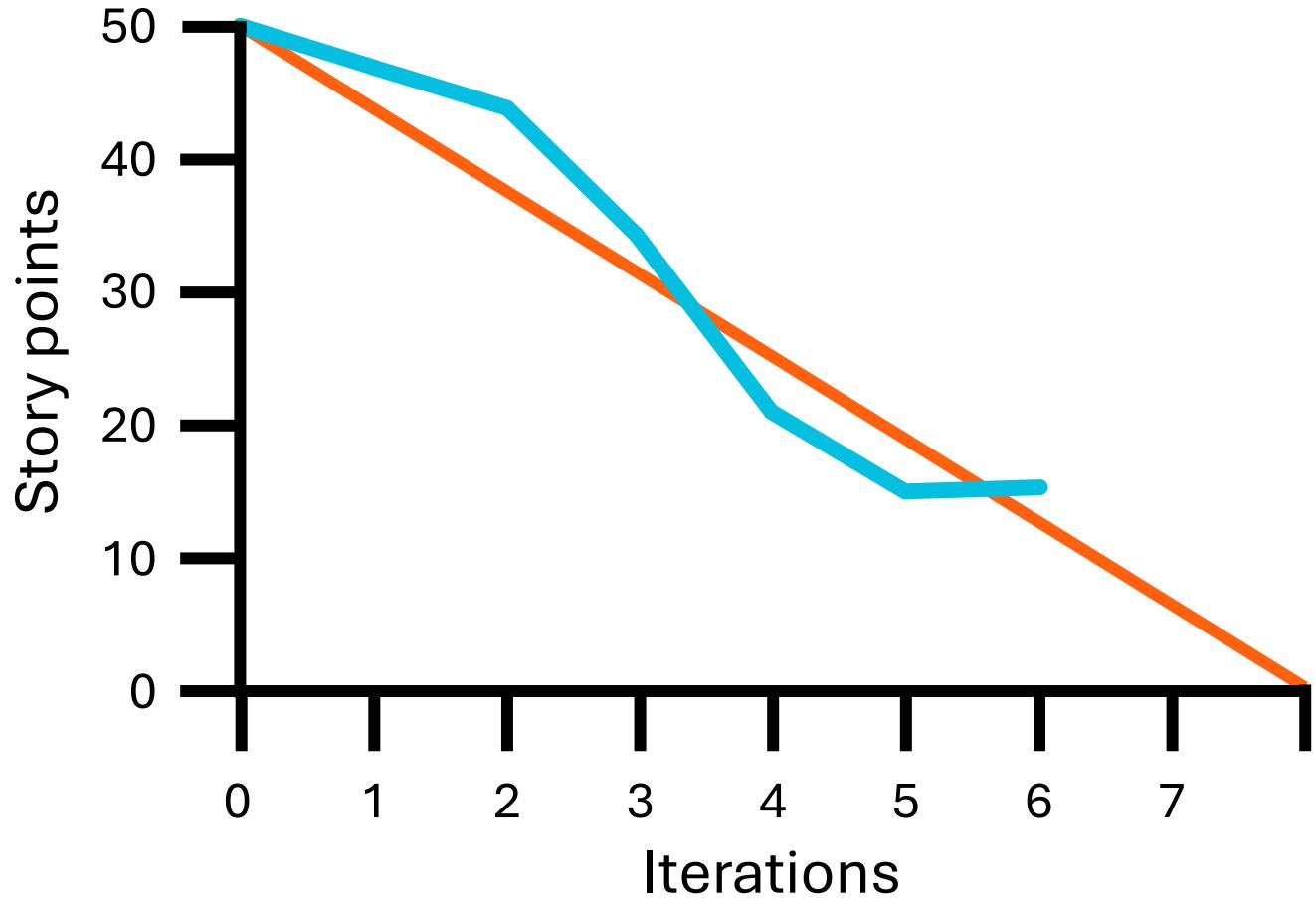


Quality



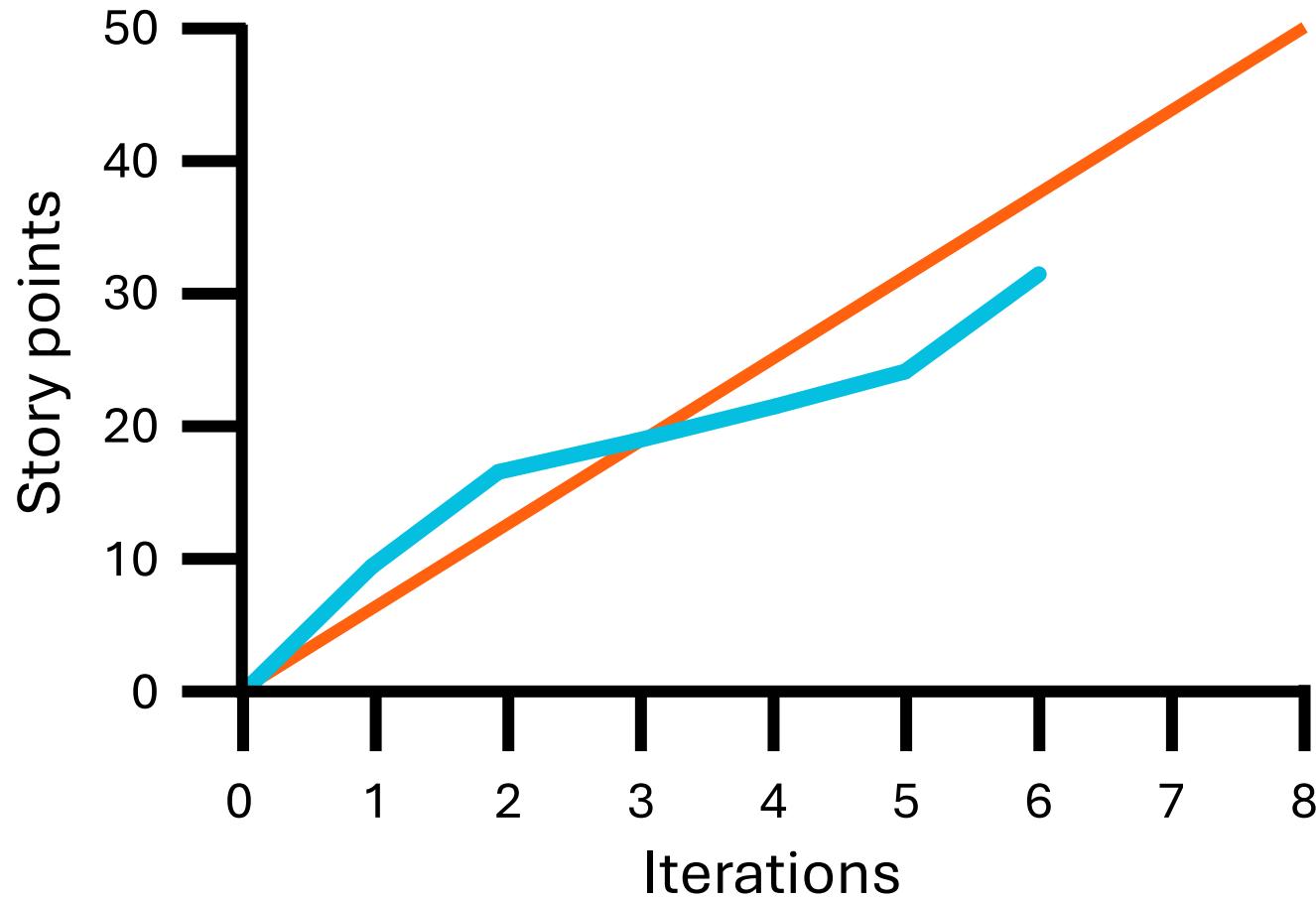
People

Burndown charts and the six project controls



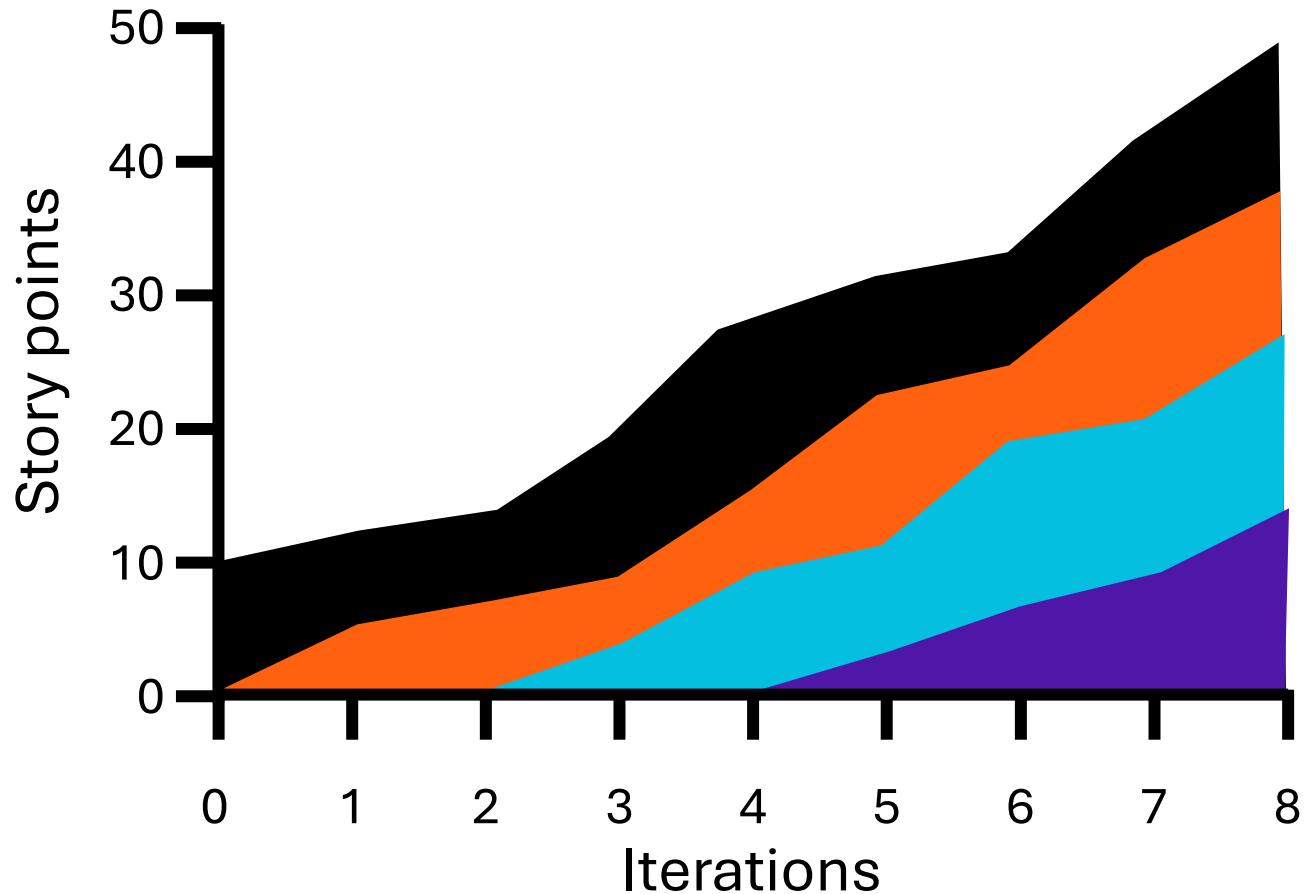
- Budget
- Schedule
- Scope
- Risk
- Quality
- People

Burnup charts and the six project controls



- █ Budget
- █ Schedule
- █ Scope
- █ Risk
- █ Quality
- █ People

Cumulative flow diagrams and the six project controls



- █ Budget
- █ Schedule
- █ Scope
- █ Risk
- █ Quality
- █ People

How do you cover the other project controls?

You track other metrics



Additional metrics



Budget versus
actual



Risk
burndown



Defect
density



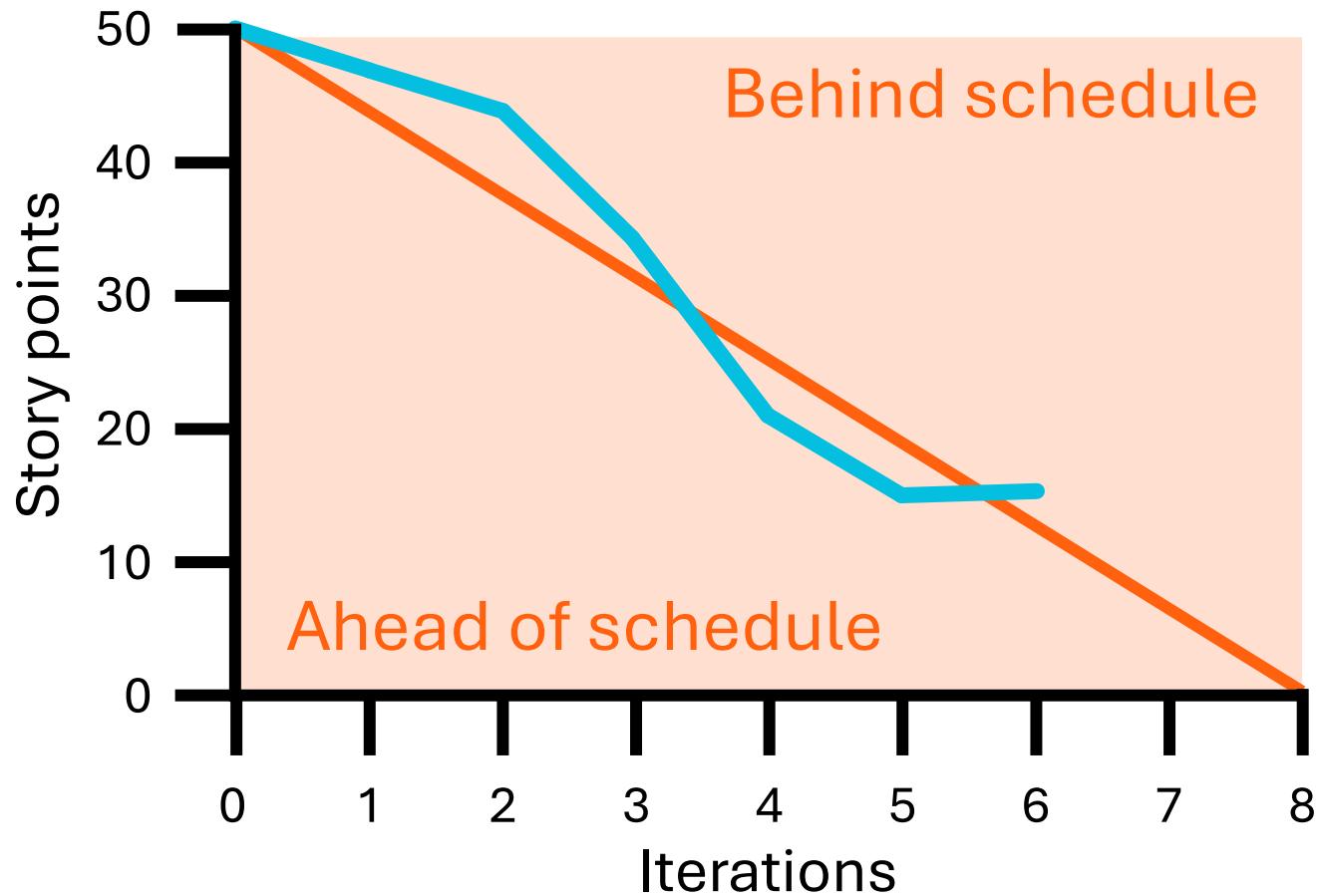
Niko-niko
calendar

Analyzing metrics

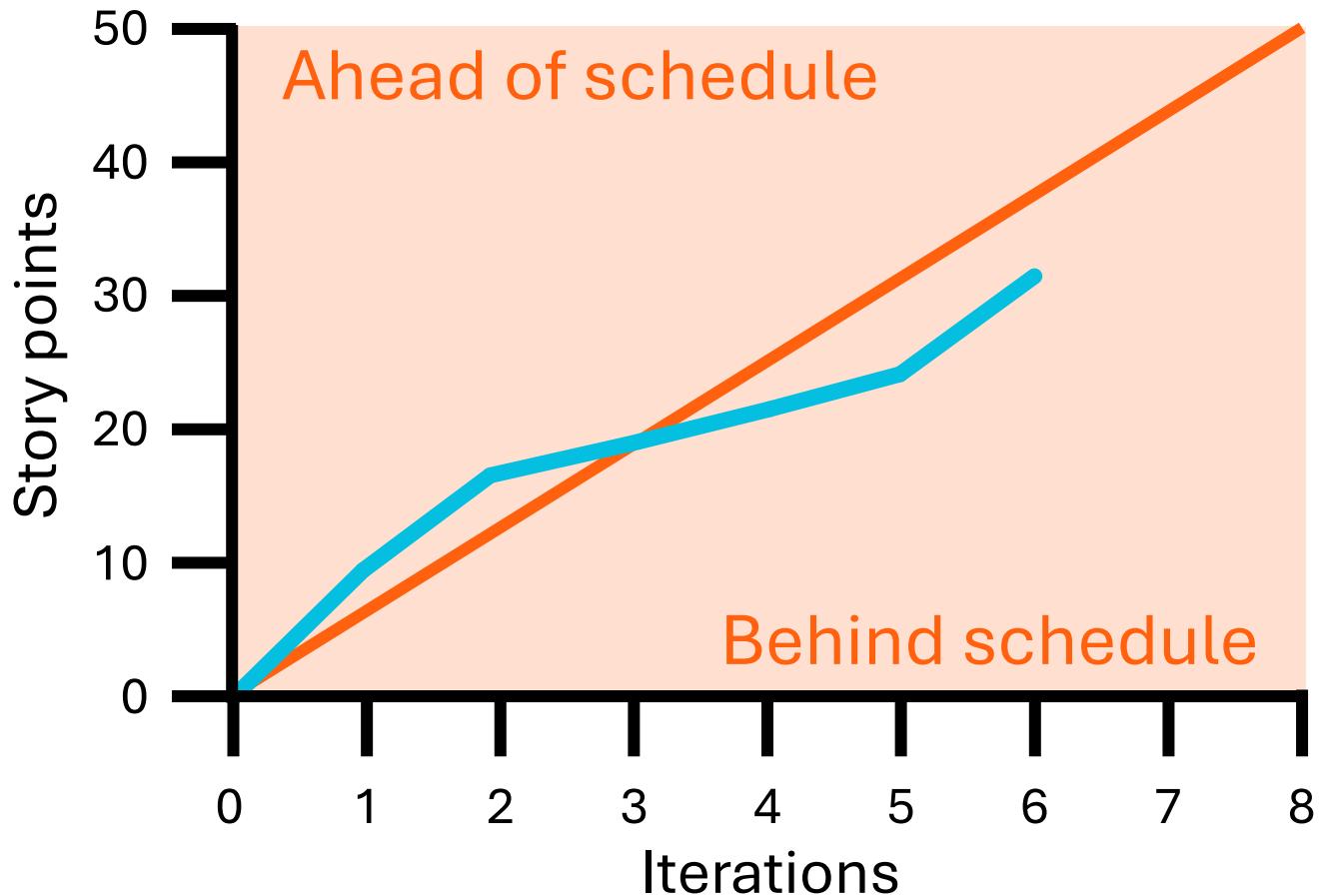


How do you read and analyze the metrics your team is keeping?

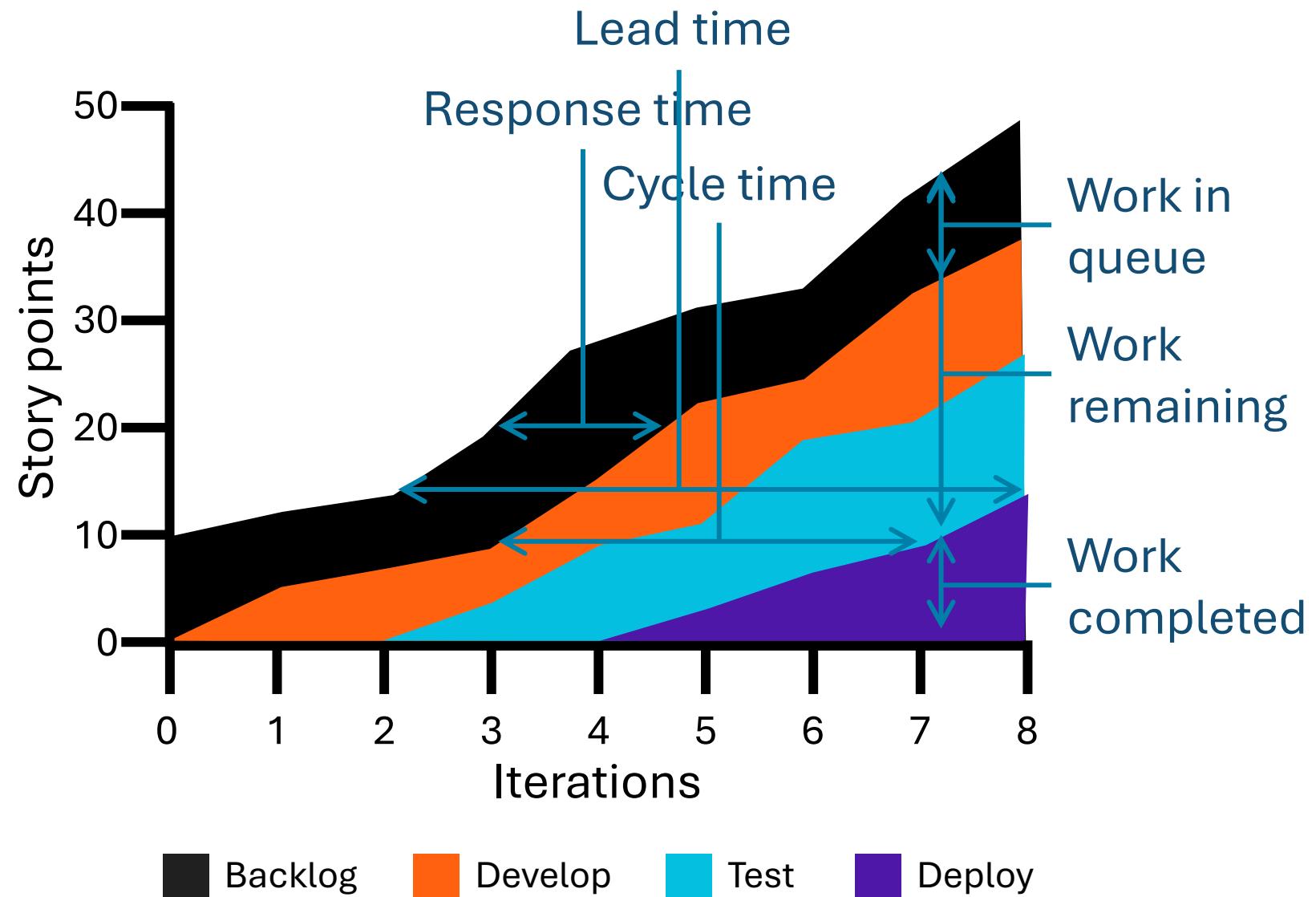
Reading a burndown chart



Reading a burnup chart



Reading a cumulative flow diagram



Knowledge check

What can you assume about the team's progress based on the burndown chart shown below?



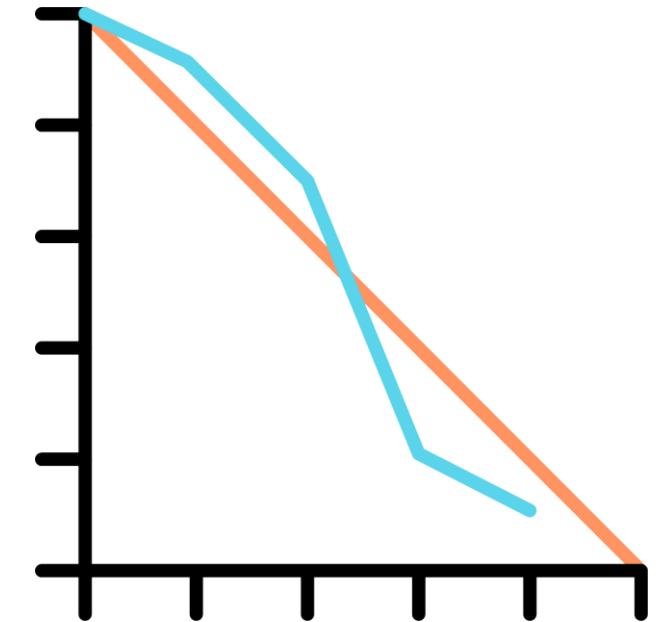
It is ahead of schedule



It is behind schedule



It is right on track



Since the team's work line is below the ideal line, we can assume that the team is **ahead of schedule**.

Knowledge check

What can you assume about the team's progress based on the burnup chart shown below?



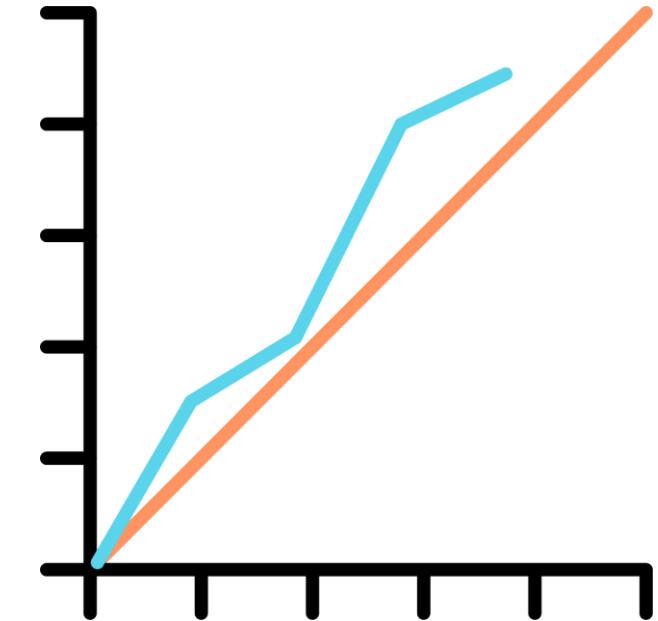
It is ahead of schedule



It is behind schedule



It is right on track



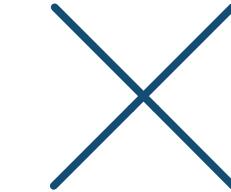
Since the team's work line is above the ideal line, we can assume that the team is **ahead of schedule**.

Knowledge check

True or false: Pull communications are those designed to pull stakeholders into a dialogue.



True



False

Knowledge check

True or false: One way to report on teams with different metrics is to use a stoplight status.



True



False

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"/>										