



PMI-ACP® EXAM PREP

PMI Authorized Training Partner

BOOTCAMP Session 5

- 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



Foster an environment for continuous improvement

Section 2 of 3

Leading by example

Do more than
simply support agile.

Lead by example.

Internalize and model
the agile mindset
and behaviors.



How do you model agile behaviors and an agile mindset?



Values



Ethics



Actions



Learning out loud

Admit your mistakes.

Ask basic questions.

Acknowledge and
appreciate when
something works.



Rewarding an agile team

Recognize and celebrate efforts and outcomes.

Appreciate the quality of contributions. Don't just track metrics.

Avoid complacency

It can occur from overconfidence.

Complacency is the enemy of change.





Recognize and celebrate agile behavior

Section 3 of 3

Agile teams are self-managing

Be mutually accountable to each other.

This is facilitated by agile practices.



A close-up photograph of four hands, each giving a thumbs-up gesture. The hands belong to different people, suggesting a diverse team. They are positioned in a row, with the thumbs pointing upwards and slightly towards the center.

Opportunities for reinforcement

Team leads and team members have a responsibility to observe and reinforce productive behavior.

Observe the team

Observe team interactions,
communications, output,
and activities.

Are we embodying the agile
mindset, values, and
principles?

Acknowledge and praise
those moments!



Quick question

Have you observed
agile behaviors?



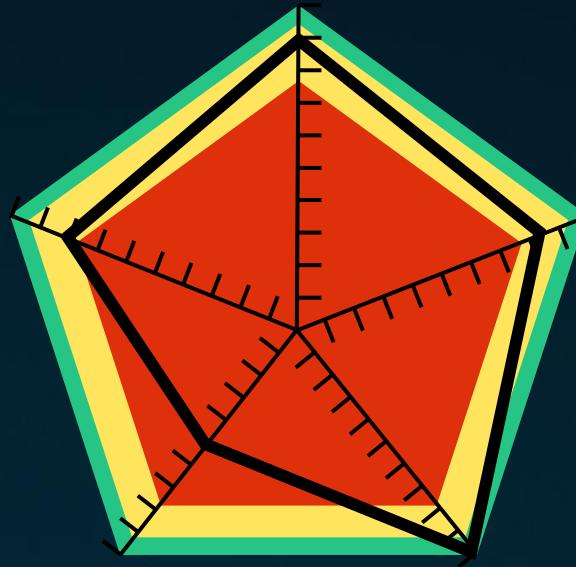
Shore and Warden self-assessment



Thinking



Collaborating



Releasing



Planning



Developing

Feedback from customers and the product owner



Building a valuable
product?

Listening and responding
to change?

Reviewing, adapting,
and improving?

Elicit feedback from your team

Are people happy, engaged,
and growing?

Are people silent, bitter,
and leaving?



Niko-Niko calendar

	Mon	Tue	Wed	Thu	Fri
Pamela					
David					
Suresh					
Bok Sun					



Define and ensure common understanding of purpose and vision with all stakeholders



Ensure product is always aligned to the vision and organizational goals



Continuously communicate the vision and purpose



Empower teams



Facilitate problem resolution



Promote knowledge sharing



Promote agile mindset, principles, and practices



Promote shared vision and purpose



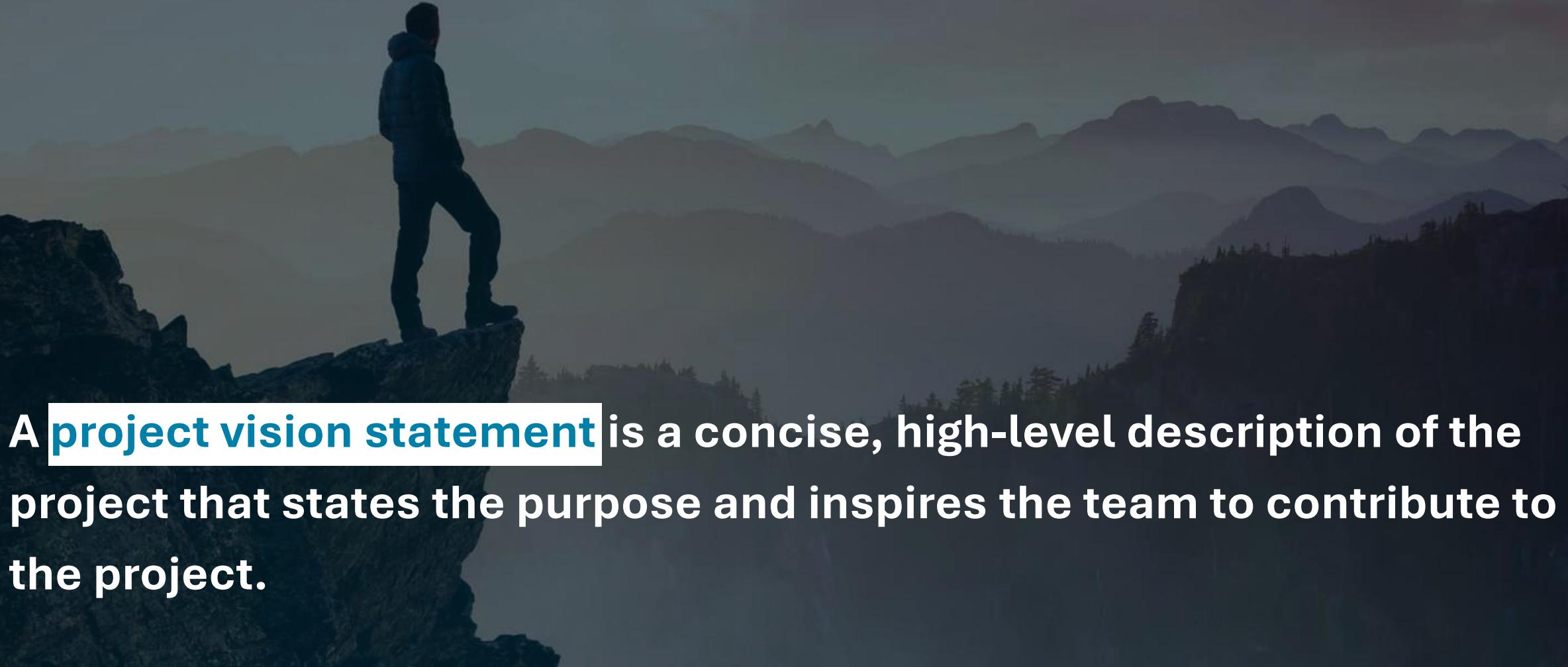
Facilitate conflict management



Define and ensure common understanding of purpose and vision with all stakeholders

Section 1 of 3

Project vision statement



A **project vision statement** is a concise, high-level description of the project that states the purpose and inspires the team to contribute to the project.

Basic questions answered by a vision statement



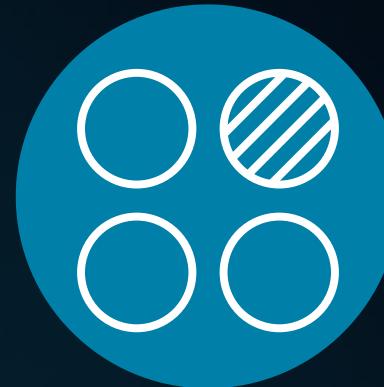
**What
is the product? Who
is the market for
the product?**



**Why
does the market
need this
product?**



**What benefits
will this product
deliver to
the market?**



**What
makes the
product
different from
its competitors?**

Is the vision statement effective?



Aspirational



Directional



Attainable



Customer-focused



Concise

**“Reveal a beckoning
summit to which
others
can chart
their own course.”**



Source:
Kouzes, J. M., & Posner, B. Z. (2017). *The Leadership Challenge*. San Francisco, California: Jossey-Bass.



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

Design the product box



**Identify the product's
top features from
the user's point of view.**

What goes on the box?

On the front:

Name of the product or solution

Logo or graphic that represents the idea

Top 3 key features



On the back:

Product description

List of remaining features

Operating requirements



Design a box for the Cultivate Connect Platform

Digital hub that connects urban farmers with each other

Enables resource and knowledge sharing

Provides a platform to coordinate deliveries



Ensure the product is aligned to the vision and organization goals

Section 2 of 3

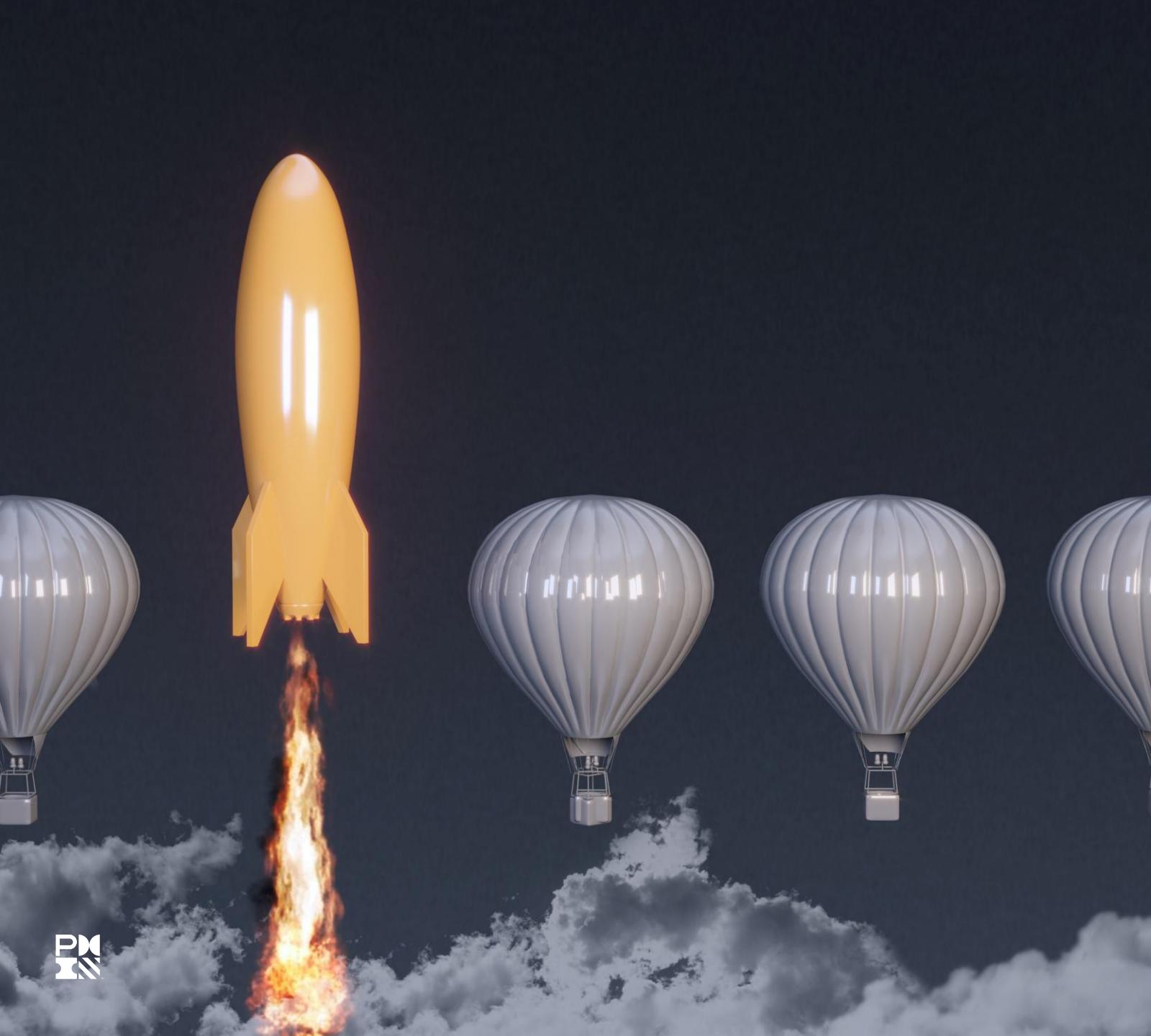
Change is inevitable on agile projects

“Welcome changing requirements, even late in development. Agile processes harness change and increase the customer’s competitive advantage.”



Source:

Agile Manifesto. (2001). *Principles behind the Agile Manifesto*.
[Agilemanifesto.org](https://agilemanifesto.org/principles.html). <https://agilemanifesto.org/principles.html>.

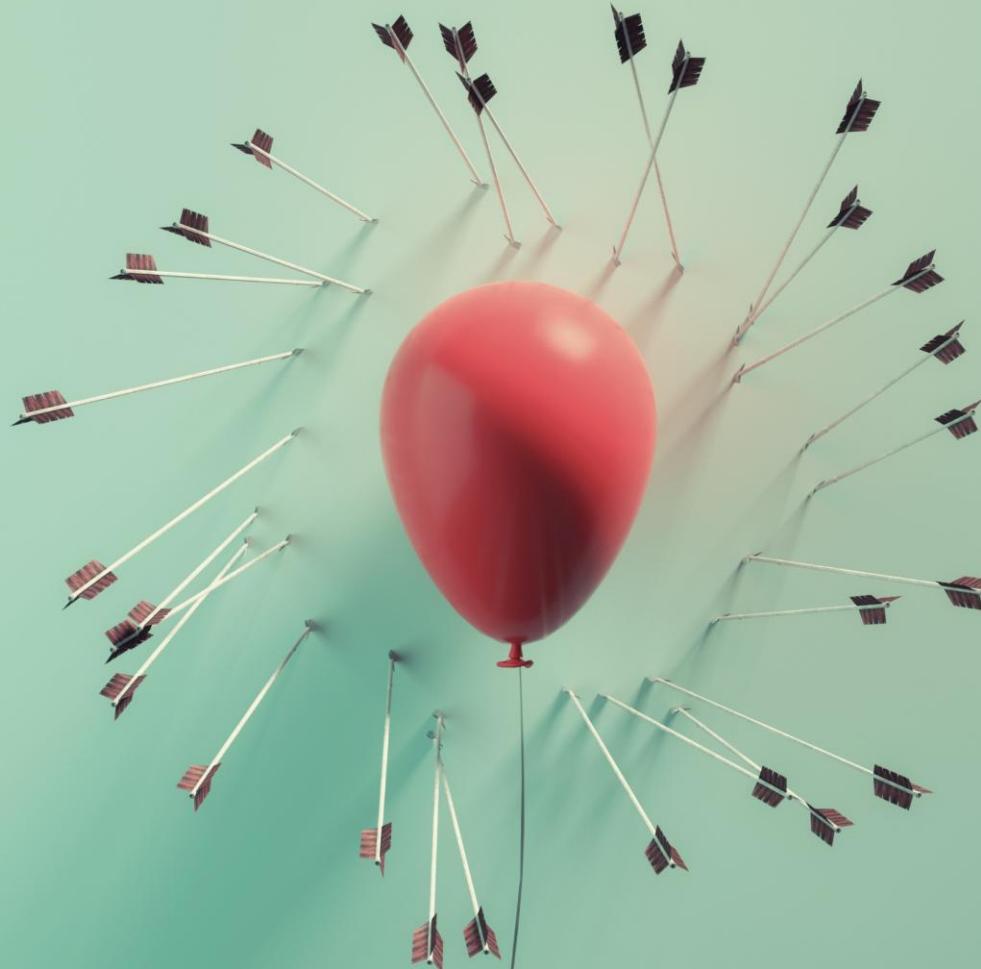


**Agile processes
harness change and
increase the
customer's
competitive
advantage**

Changes can add value and
competitive advantage.

Important question:

How do you keep changes
from pushing your project or
product off target?



The product owner



Vision



Scope



Features



Releases



Release
roadmaps



Unwanted features

The agile team may create features that aren't appreciated or otherwise insufficiently valuable, thereby wasting effort.

Source:
Project Management Institute. (2017). Agile Practice Guide.
Project Management Institute.



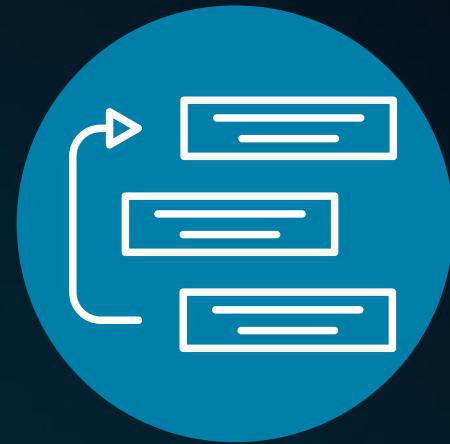
Product owners refine the backlog



**Ensure
adaptability**



**Organize
work to be done**



**Reprioritize
the backlog**

Product owner as de facto change control board (CCB)

Uniquely positioned to ensure the product or project remains aligned to the original vision and the organization's goals



Knowledge check

True or false: Change is inevitable on agile projects.



True



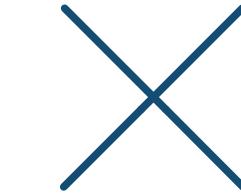
False

Knowledge check

True or false: The team lead refines the product backlog.



True



False



Continuously communicate the vision and purpose

Section 3 of 3

Divergent views

Communicating the product or project's vision and purpose helps stakeholders recognize when they've strayed and may be headed away from the goal.



A photograph of a paved road stretching into the distance under a vast, cloudy sky. The road is flanked by low-lying green shrubs. A large white arrow points towards the horizon, emphasizing the path ahead.

The most effective leaders

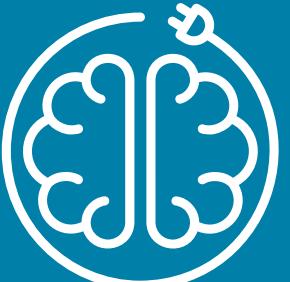
The most effective leaders spend a much higher percentage of their time communicating the project and corporate vision.

Not just at kickoff

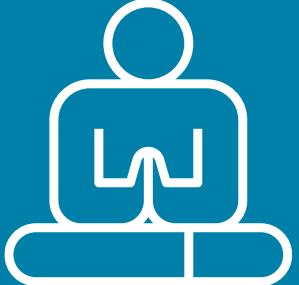
Servant leaders need to continually look for ways to communicate the vision.



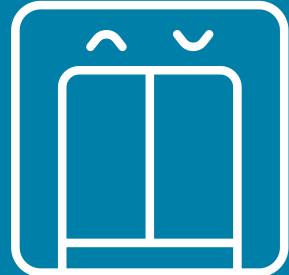
Creative ways to communicate the vision



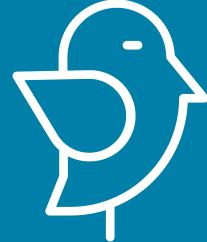
Metaphors



Memes/Mantras

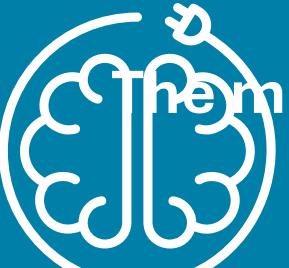


Elevator
pitches



Tweets/X's

Creative ways to communicate the vision



The method is not the important thing.

Metaphors



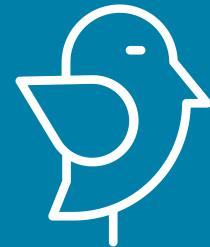
The important thing is frequently explaining the goals and

objectives to make sure all are aware of and aligned to that vision.

Mantras



Elevator
pitches



Tweets

Cultivate Connect Platform (CCP)

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





Identify the root cause and the level of the conflict



Promote a collaborative approach to solve the conflict



Empower teams



Facilitate problem resolution



Promote knowledge sharing



Promote agile mindset, principles, and practices



Promote shared vision and purpose



Facilitate conflict management



Identify the root cause and level of the conflict

Section 1 of 2

Conflict is inevitable on a team

Conflict can lead to either disruption or opportunities.

A psychologically safe team environment is essential.





The first step: Identify the root cause

Address underlying issues
rather than just symptoms.

The process needs to be
handled delicately.

Steps to identifying the root cause



**Systematic
approach**



**Open
communication**



**Leverage
retrospectives**



**Focus on learning
and improvement**



**Use a
framework**

Contribute to team cohesiveness

Ensure that identifying the root cause of a conflict contributes positively to team development and cohesiveness.



Your approach to managing conflict will depend on



**Intensity
and importance
of the conflict**



**Time given
to resolve
the conflict**



**Positions of the
conflicting
parties**



**Motivation to
resolve conflicts
on a short-term
or long-term
basis**

Using your interpersonal skills to manage conflict

165

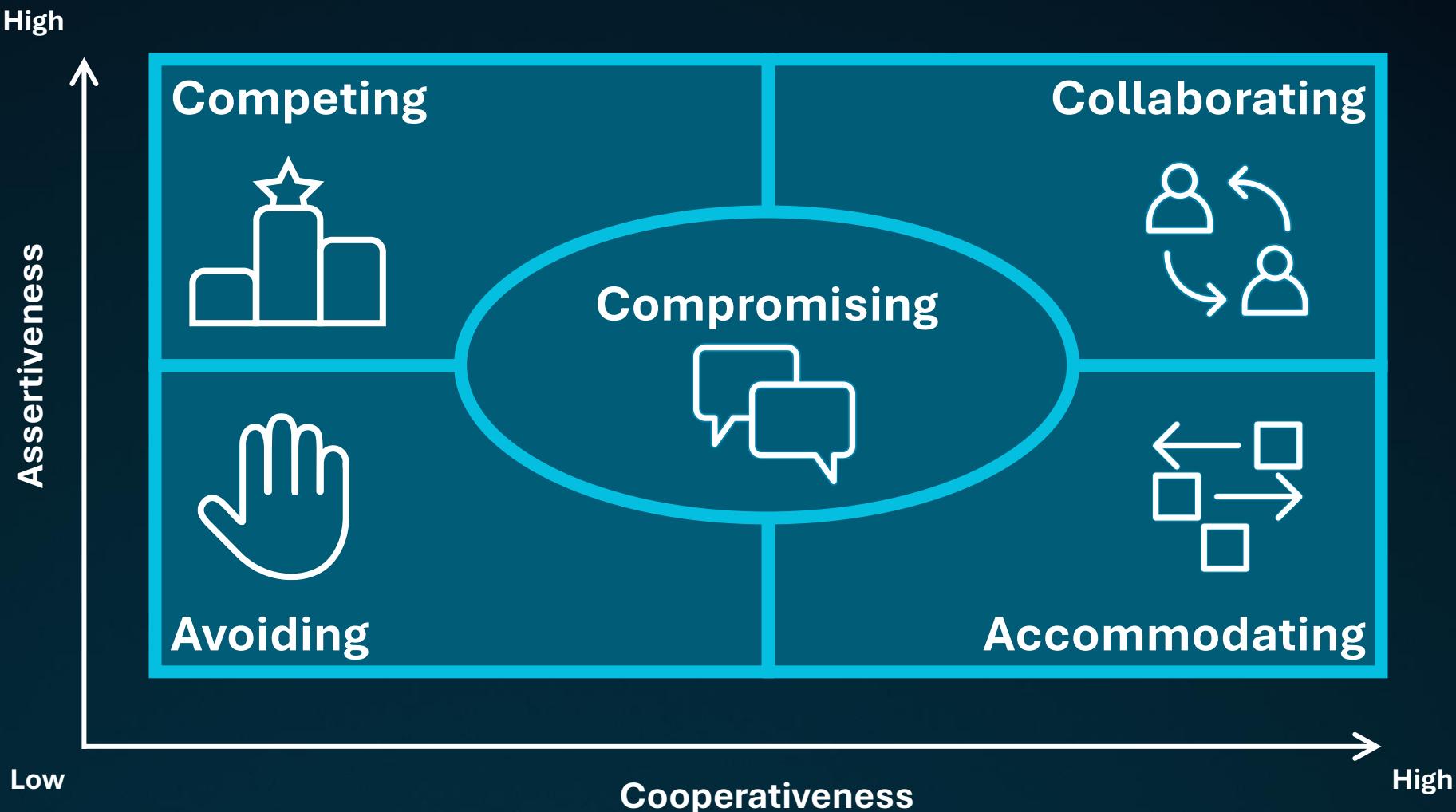




Promote a collaborative approach to solve the conflict

Section 2 of 2

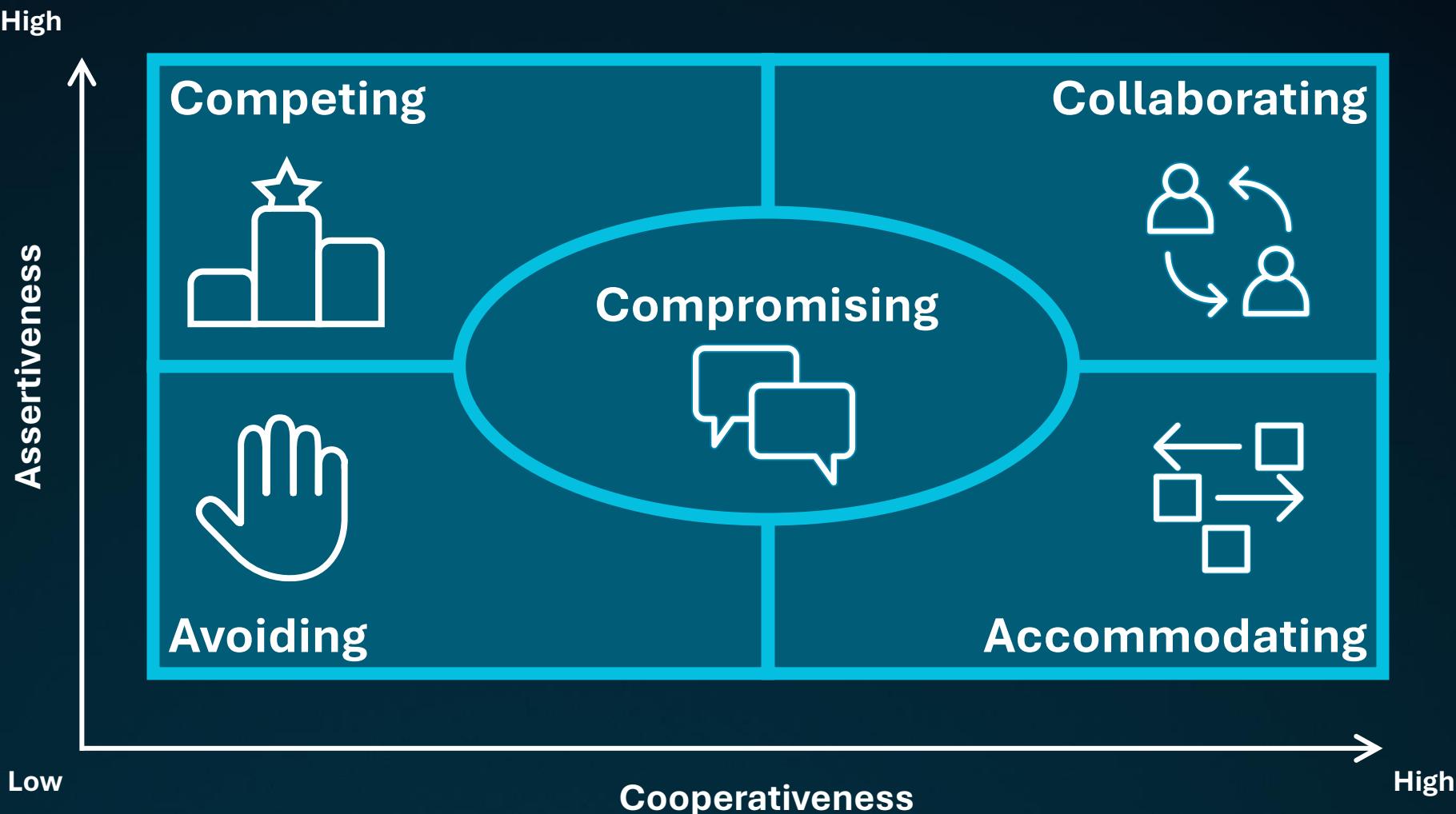
Thomas-Kilmann Conflict Mode Instrument (TKI®)



Source:
Thomas K. W. & Kilmann, R. H. (1974), *Conflict Mode Instrument*.
Xicom Incorporated.

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

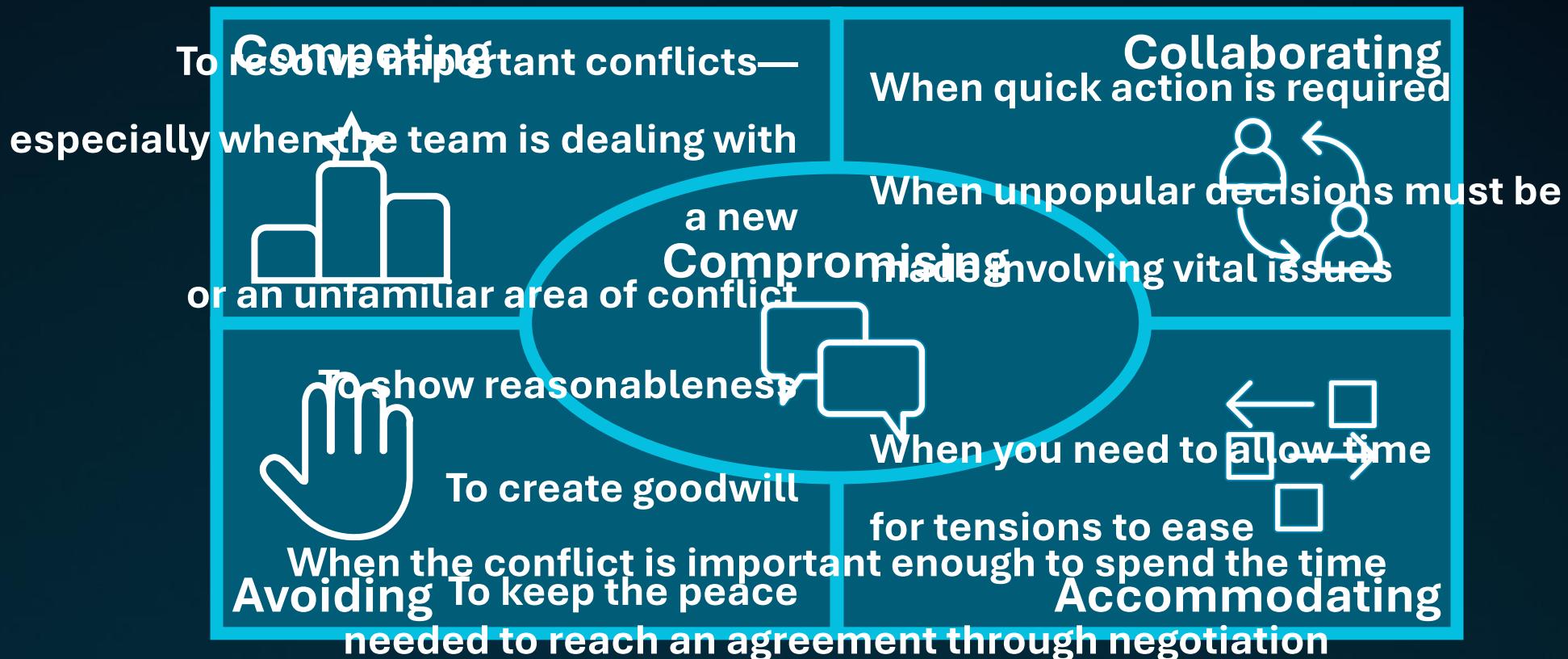
Which approach is most effective?



Source:
Kenneth W. Thomas & Ralph H. Kilmann (1974),
Conflict Mode Instrument. XICOM Incorporated.

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When might each method be appropriate?

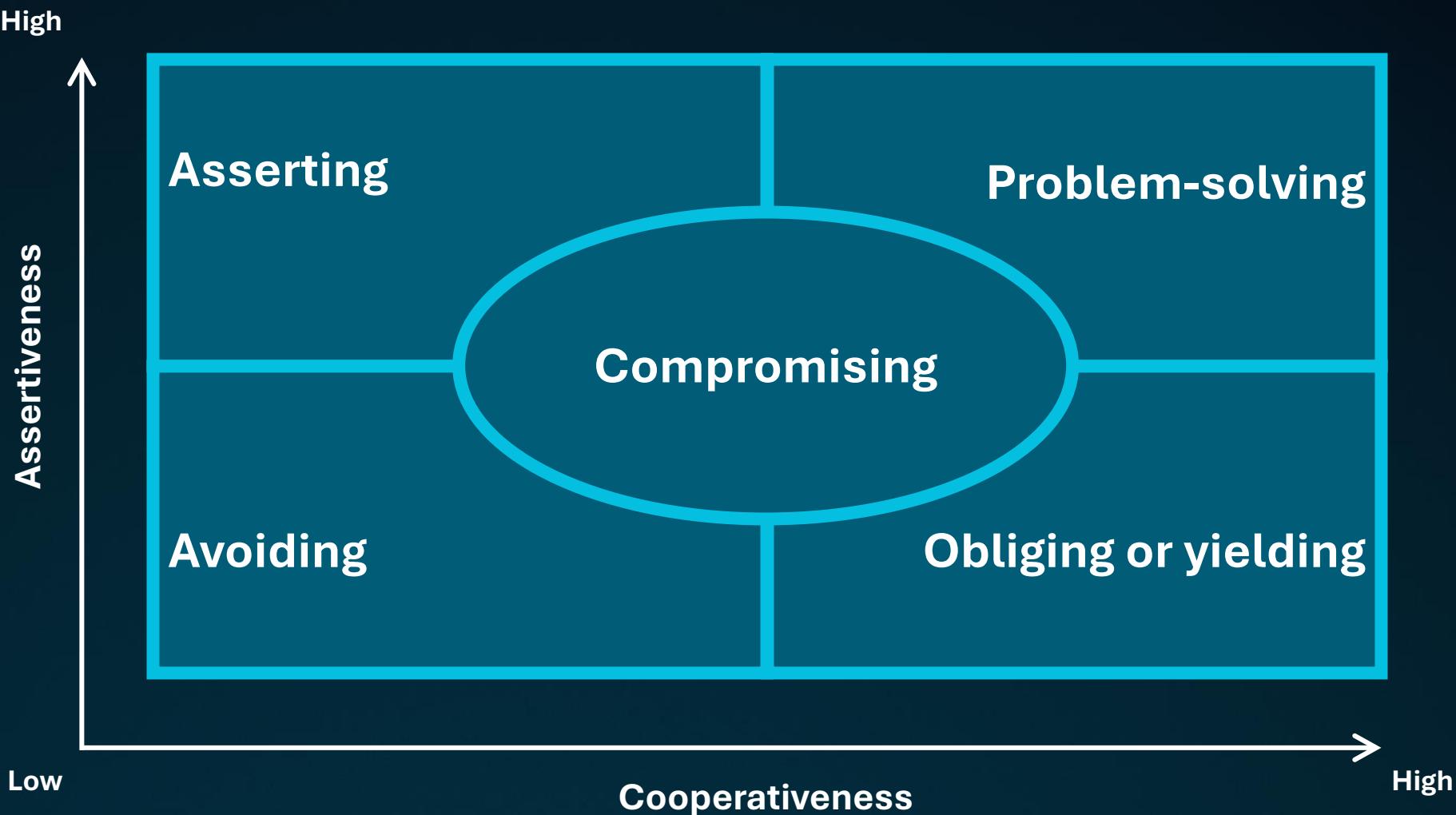


Specific skills and attitudes

165



Dual Concern Model



Regardless of which approach you use



**Collaborate
with your team**



**Summarize
the agreements
reached and
next steps**

Knowledge check

True or false: Smoothing/accommodating is one way to address conflict.



True



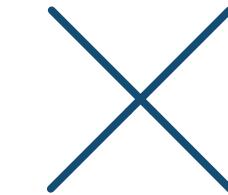
False

Knowledge check

True or false: There is a method that will enable you to resolve all conflicts.



True



False



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Lesson Three

Product

Version 1.0 | 2024 Release



Refine the product backlog



**Refine the
product backlog**



**Manage
increments**



Visualize work



**Manage value
delivery**



Clarify the backlog items

Section 1 of 4

Backlog refinement

Just-in-time refinement

Timeboxed

Multiple refinement
discussions



Refinement meetings



Team working as groups

Presenting the overall concept to the team

Find ways to write the stories together

Backlog refinement strategies

Design the product box

Feature workshops

Candidate feature list

Sources:

[Creating a Product Vision with Build a Product Box | Scrum.org](#)

[Design Handbook | Design process / Design sprint / Week 1 - Discovery & Feature Definition \(infinum.com\)](#)

[Can a Feature List help your project be a success? :: Crux Collaborative](#)





Prioritize the backlog items with the customer/stakeholder

Section 2 of 4

Backlog refinement meeting

Refining the backlog

Team activity



Progressive elaboration

Plans

Estimates

Risk assessments

Requirement definitions

Architectural designs

Acceptance criteria

Test scenarios





Progressive elaboration versus rolling wave planning

Progressive elaboration

Rolling wave planning

Refining the backlog

New stories may be added

Existing stories may be reprioritized or removed

Stories may be broken up into smaller chunks or resized





Decompose the backlog items as needed

Section 3 of 4

Decomposing requirements

No “right” way

Epics

“Just in time”



A close-up photograph showing a person's hands using a serrated knife to slice a loaf of crusty bread. The bread has a golden-brown, textured crust. Several slices have already been cut and are visible on the left. The person's hands are positioned to continue the slicing process. The background is blurred.

Slicing stories

Compound stories

Complex stories

Iteration (sprint) planning

Starts with a meeting

Requires a backlog

Description and breakdown
of items



Iteration planning process

Discuss the user stories

Select the stories

Define and write acceptance criteria and tasks

Break down the stories into tasks

Estimate the tasks





Use results to refine estimates

Use completed iterations

Valuable reality check



Use tools and techniques to collectively size work

Section 4 of 4

Sizing work

Absolute estimates

Relative estimates



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



Story points

Allows the team to focus on work

Removes the “hours per week” measurement

As numbers get bigger, precision is reduced



Source:

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



Fibonacci sequence

Basis for story point estimation

Add the previous two numbers in the sequence together

13

8

2
1
1

3

5

97



Source:

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

Story point guidelines

Team should own how they define points

All-inclusive estimates

Relative point sizes

Totals don't need to match

Complexity, work effort, and risk



Affinity estimating

Grouping items into smaller categories

Form of triangulation



Source:

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



T-shirt sizing

Coarse-grained work

Decomposition of work



Source:

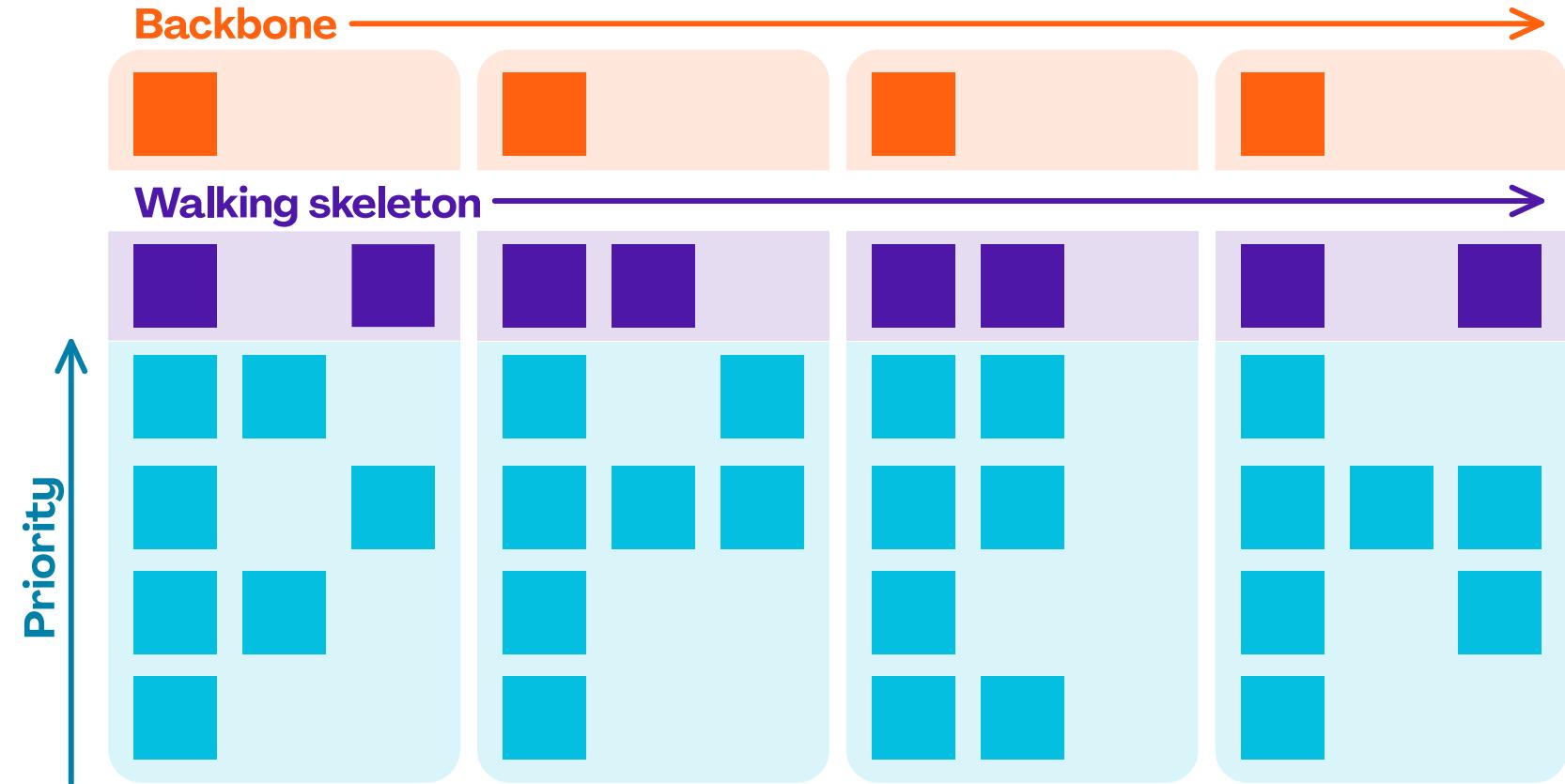
Cohn, M. (2005). *Agile Estimating and Planning*. Prentice Hall.

Story map

Prioritized matrix

Backbone

Walking skeleton



Source:

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

A photograph showing a group of diverse people in a meeting room. In the foreground, a woman with long dark hair is smiling and looking upwards. Behind her, another woman with blonde hair is also smiling. They are standing in front of a wall covered with many colorful sticky notes of various colors (pink, blue, yellow, green). Some of the notes have writing on them, though it's not clearly legible. The overall atmosphere appears to be one of teamwork and creative planning.

Product roadmaps

Priority mapping

Importance and sequencing

Viability

Source:

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

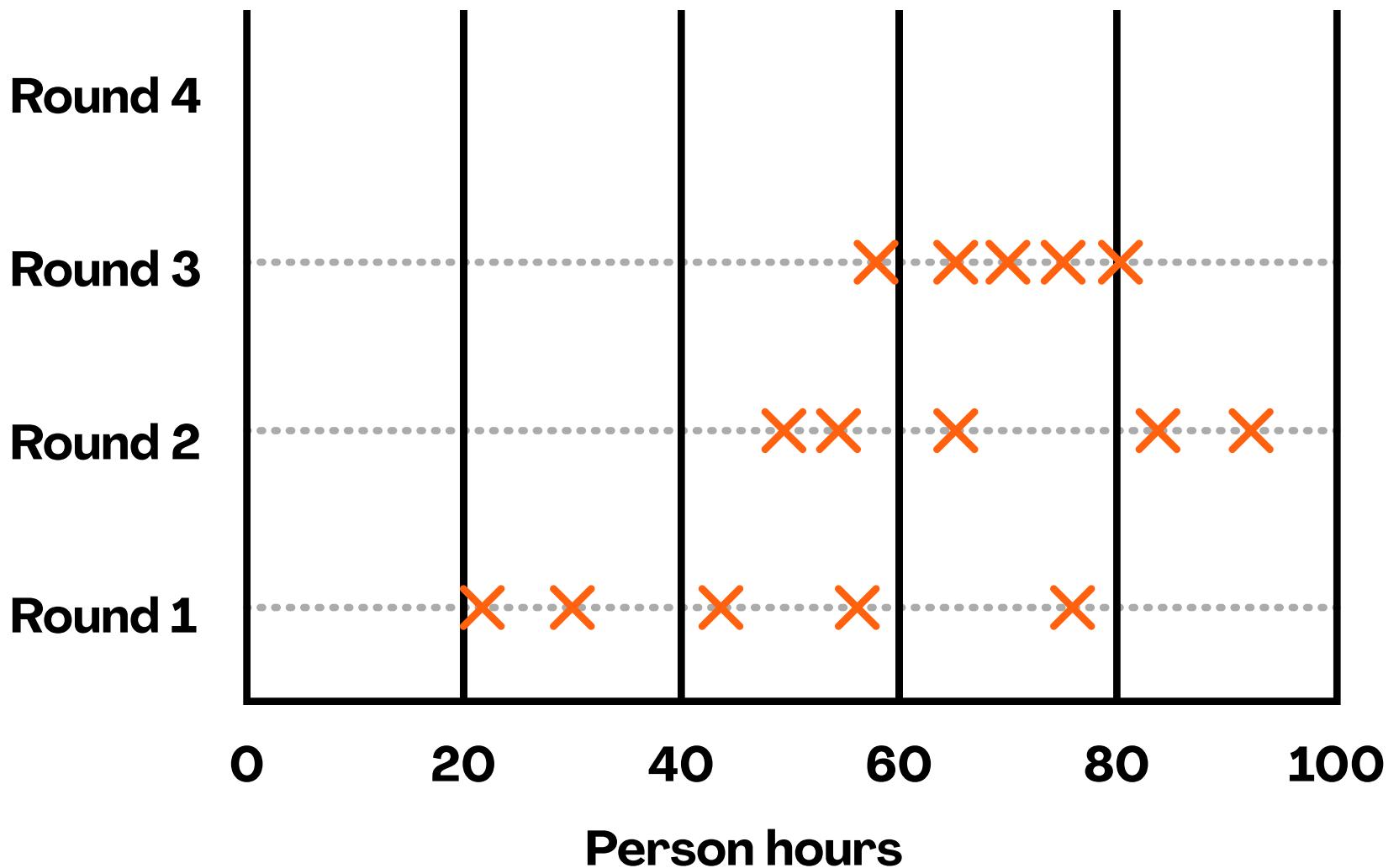
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Wideband Delphi

Bandwagon effect

HIPPO

Groupthink

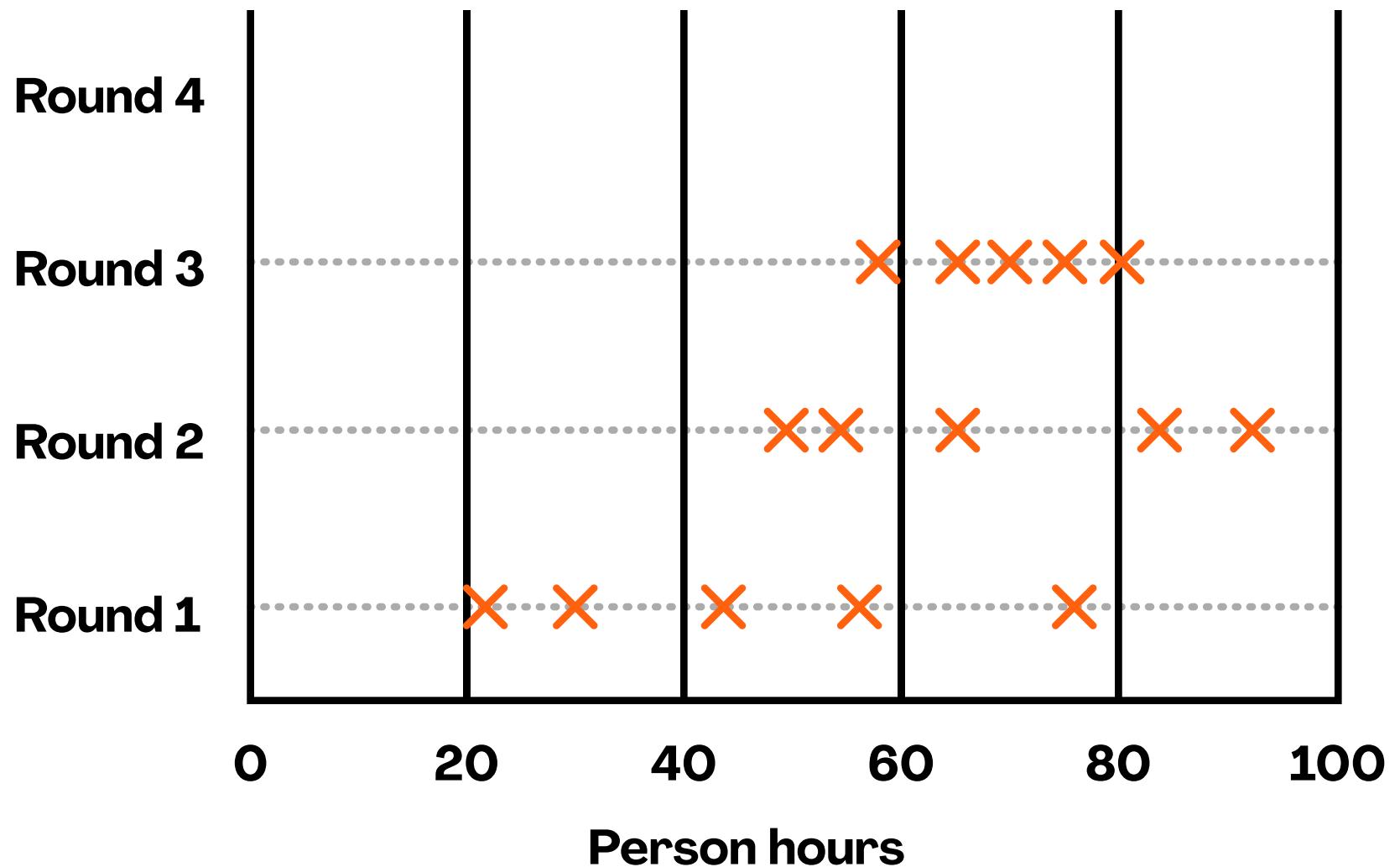


Wideband Delphi reflects agile values

Iterative

Adaptive

Collaborative





Planning poker

Source:

Cohn, M. (2005). *Agile Estimating and Planning*. Prentice Hall.
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Manage increments



Refine the
product backlog



Manage
increments



Visualize work



Manage value
delivery



Ensure increment is aligned with business priorities

Section 1 of 4

Business value

Estimate the relative value

Estimate the cost of features

Elaborate features

Verify the prioritization
of features

Source:



Shalloway, A., Beaver, G., & Trott, J. (2010). *Lean-Agile Software Development*. Pearson Education. PP 120–124.

Project Management Institute. (n.d.). Business value. In *Disciplined Agile® Glossary*. Retrieved July 12, 2024, from <https://www.pmi.org/discriminated-agile/glossary>



Risk-adjusted backlog

Risk-response activities

Collaborative discussion

Reduces amount of risk



Prioritization methods

MoSCoW

Kano

Monopoly money



MoSCoW



Must have

Should have

Could have

Won't have (this time)

Source:

Cohn, M. (2005). *Agile Estimating and Planning*. Prentice Hall. PP 21-32.

[MoSCoW method - Wikipedia](#)

Kano

Threshold (must-have features)

Linear features

Exciters and delighters

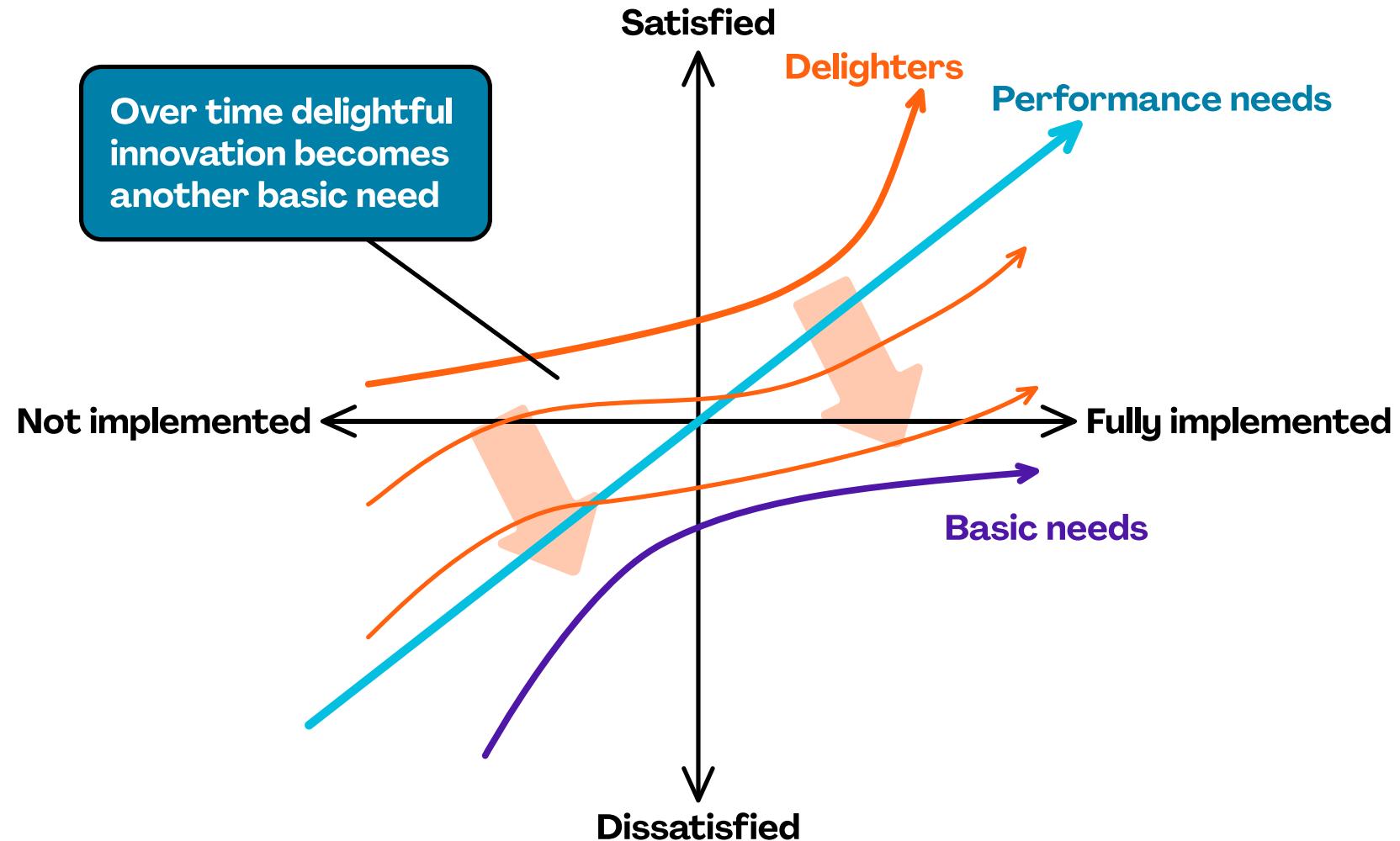
Source:



Cohn, M. (2005). *Agile Estimating and Planning*.

Prentice Hall I. PP 21–32.

[Kano model - Wikipedia](#)



Monopoly money



Source:

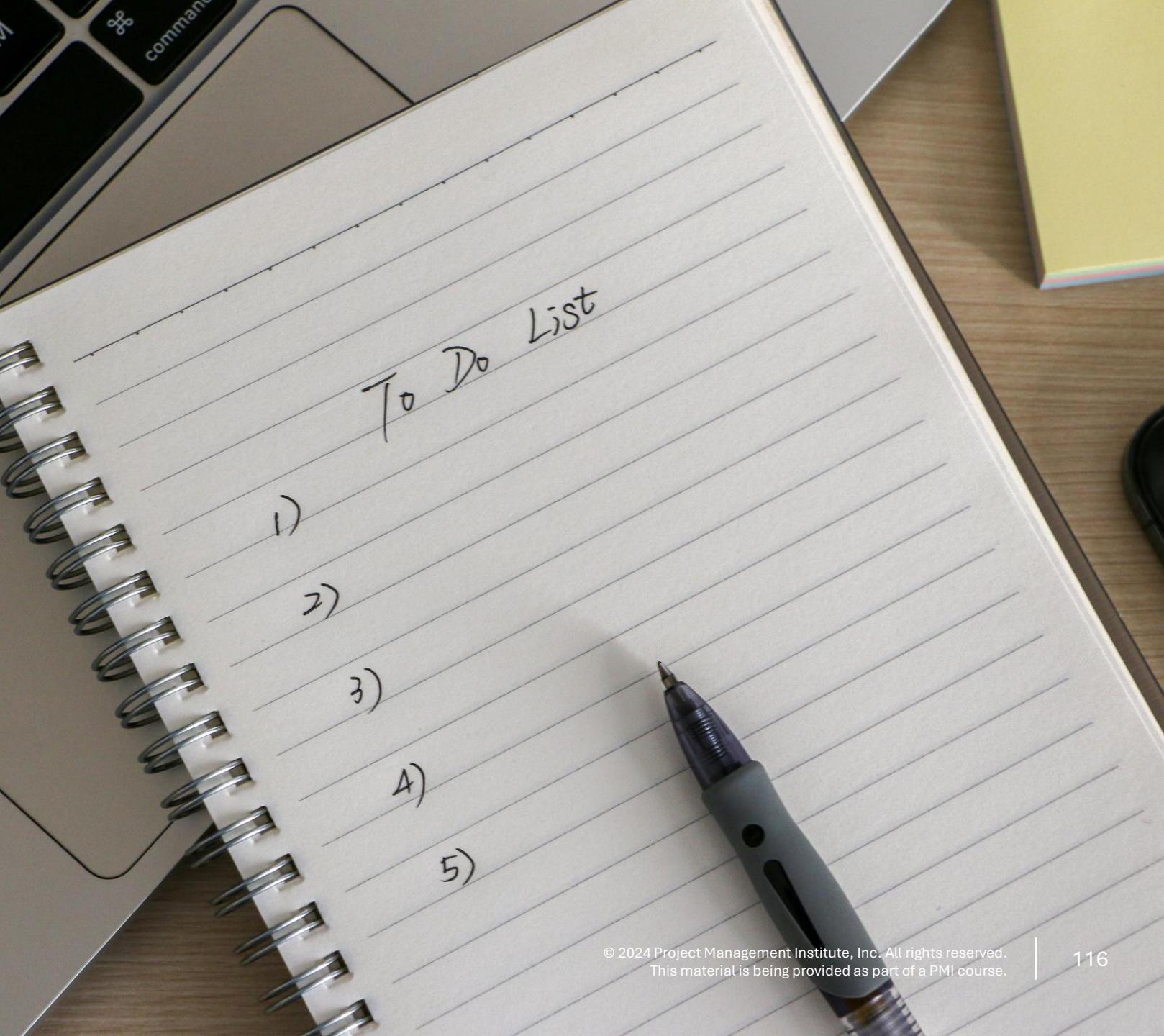
Cohn, M. (2005). *Agile Estimating and Planning*. Prentice Hall. PP 21–32.

Ordered list

Enables flexing of scope

Changes incorporation framework

Simplifies the view of remaining work



Source:

[LeadingAnswers: Leadership and Agile Project Management Blog: Agile Prioritisation](#)



Define the increment goals

Section 2 of 4

Iteration (sprint) planning

Determines priorities

Iteration backlog

Refined by team

Bundled into releases



Source:

[How does agile work? \(pmi.org\)](https://www.pmi.org)



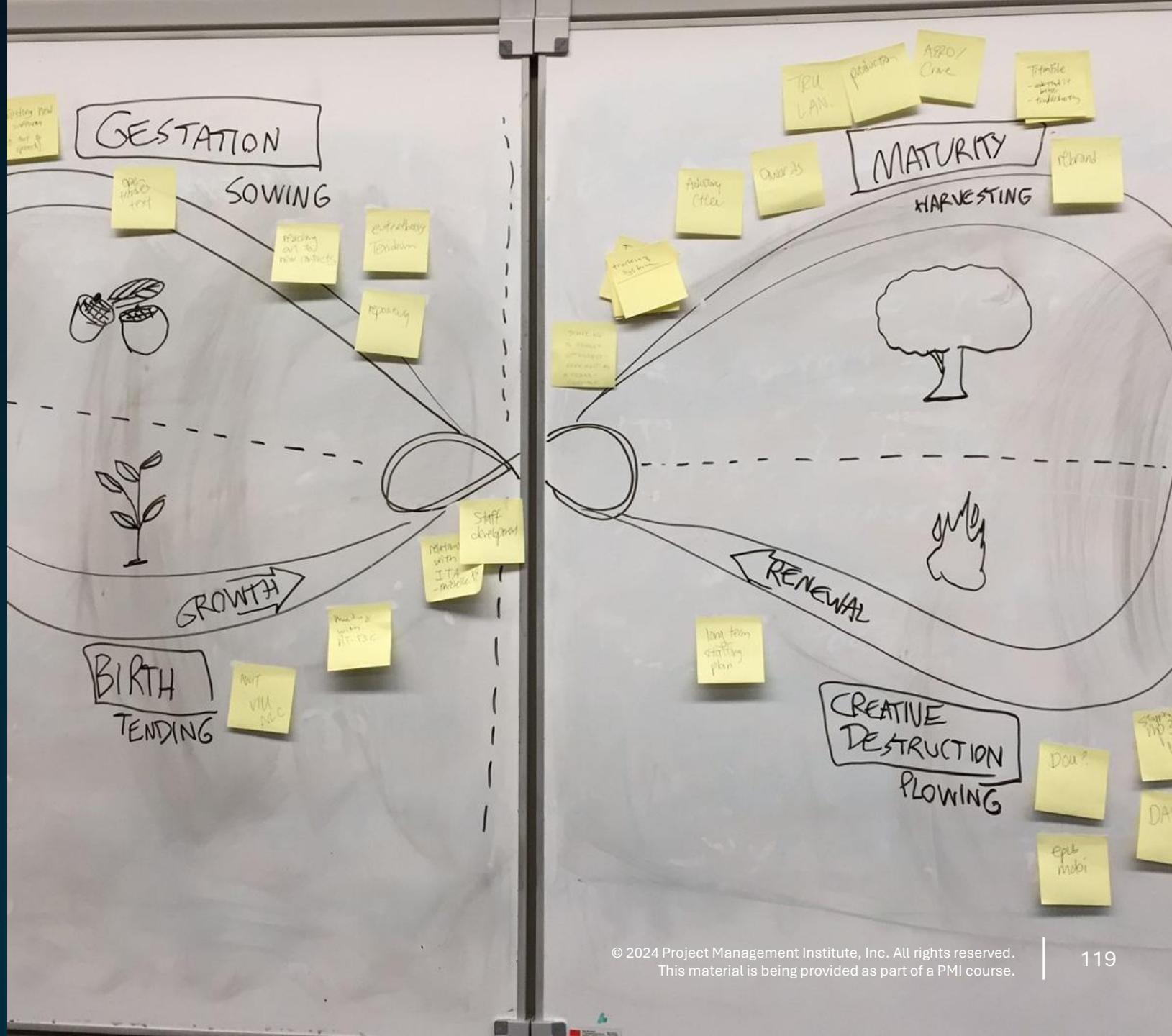
Release planning key components

Continuous activity

Decomposing product vision

Value priority

Capacity



Iteration/sprint planning

Value

What can be done?

How will it get done?

Why run the sprint?



Source:

[What is Sprint Planning? | Scrum.org](#)



Uncompleted items

Product backlog

Move to next sprint?

Retrospective



Source:

What happens to Product Backlog Items that you can't complete by the end of the Sprint? | Scrum.org





Demonstrate increments of value for early feedback

Section 3 of 4

Demos and feedback

Ensures correct progress

Populates the backlog

Focus on business value



Source:
What Is a Sprint Demo and Is It Part of a Scrum Team's Meetings?
scrumalliance.org

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Frequent verification and validation

Many different levels
Work proceeding as intended





Continuous product improvement

Backlog refinement

Iterative and incremental life cycles

Steers the team

Feedback loop

Feedback loop questions	Feedback loop answers
Do I meet the customer's needs and expectations?	How can we improve efficiency?
Does it work in all conditions?	How can we improve quality?
Did we break something while building this?	How can we share our lessons with the rest of 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"/>										