

Business Skills - PMI Agile Certified Practitioner (PMI-ACP)® Boot Camp

Code:	PMI-ACP-BC
Length:	3 days
URL:	View Online

Agile has made its way into the mainstream – it's no longer a grassroots movement to change software development. Today, more organizations and companies are adopting this approach over a more traditional waterfall methodology, and more are working every day to make the transition. To stay relevant in the competitive, professional world, it's increasingly important that professionals can demonstrate true leadership ability on today's software projects. The Project Management Institute's Agile Certified Practitioner (PMI-ACP) certification clearly illustrates to colleagues, organizations or even potential employers that you're ready and able to lead in this new age of product development, management and delivery. This PMI-ACP training course not only prepares you to lead your next Agile project effort, but ensures that you're prepared to pass the PMI-ACP certification exam. Acquiring this certification now will make you one of the first software professionals to achieve this valuable industry designation from PMI.

- NOTE: Live Virtual Classroom course length is 4 days.

Skills Gained

- Learn precisely what you will need to know in order to pass the new Agile Certified Practitioner (PMI-ACP) Exam
- Understand Agile principles and practices that will transform team performance and improve customer satisfaction
- Acquire valuable insights into how you can "empower and inspire" your team
- Gain insight on how to establish transparency in communication inside the team as well as with customers
- Learn how to develop teams into high-performance teams; they will deliver amazing results for customers
- Discover techniques to more actively manage a project's scope to help better ensure the delivery of the best product possible, not just the product that was planned
- Experience the freedom of embracing change and redefining how change affects projects, for the better
- Evaluate how new approaches to manage project scope, schedule, budget and quality are easily improved through the use of effective Agile controls
- Uncover the mystery of teams that are more accurate by being less precise
- Combine best methods from multiple Agile methodologies to apply to your team
- Learn to better know and collaborate with customers for better results
- Build trust with your team and your customer through consistent cadence of "common sense" best practices
- Learn the most powerful metrics to employ to ensure that teams continuously improve their development and delivery
- Avoid the pitfalls many teams fall into when adopting Agile practices
- Gain powerful insights, techniques and skills to successfully coach a new or existing agile team
- Successfully make the transition from a 'Command and Control' leadership style to the more powerful 'Servant Leadership' method of management

- React and respond to change quickly and effectively to seize competitive advantage for your customer
- Arm yourself with the latest industry knowledge on how to manage dynamic projects in the most unforgiving environments
- Learn why studies have shown Agile teams are significantly happier with their work, and ensure this benefit for your own team

Who Can Benefit

This Agile PM training course is designed for anyone who is considering the use of an Agile Project Management methodology for software development, including:

- Project Managers
- Analysts
- Developers
- Programmers
- Testers
- IT Managers/Directors
- Software Engineers
- Software Architects
- Software Managers
- Testing Managers
- Team Leaders
- Customers

Course Details

Why Agile Project Management?

There are many compelling reasons teams are moving toward Agile, including:

- The ability to manage rapidly changing priorities
- Increased productivity of the team
- Enhanced quality of the product
- Accelerated time-to-market
- Reduced risk to project efforts
- Reduced overall cost of projects
- Improved alignment between the business and IT
- Early return on investment
- Improved project visibility
- Satisfied customers and stakeholders

Experience Active Learning

This PMI-ACP training course is a stimulating combination of class interaction, active learning exercises and group collaboration. Each is designed to allow you to learn through practice so that you will be able to apply what you have learned in your work immediately.

Section I: Understanding Agile Project Management

More than simply a methodology or approach to software development, Agile Project Management embraces a set of principles that drive effective software development. Agile Project Management methods focus on the customer, embrace the ever-changing nature of business environments and encourage human interaction in delivering outstanding software. In this introduction, we'll discuss the following:

- What is Agile?
- Why Agile?
- Agile Manifesto
- Agile Principles and how they relate to project management
- Agile Benefits
- Class Exercise: In this exercise we will discover how utilizing an iterative, Agile approach provides results sooner, more effectively and uses the productivity of the entire team to produce results.

Section II. Forming the Agile Team

Agile Teams embrace cross-functional collaboration and understand that the individual succeeds only when the team succeeds. In this section we discuss how to form the Agile Team, covering the following topics:

- Team Roles and Responsibilities
- Expectations
- Self Organization
- Communication

Section III: The Agile Coach

Agile Project Managers use a combination of skills and techniques to manage and coach their Agile teams to success. The Agile PM is most interested in discovering what actual problems need to be solved and then do whatever it takes to allow the team to move forward. In this section we cover:

- Role of the Agile PM or Agile Coach
- Agile Project Management
- Tips for working with Agile Teams
- Communication
- PMI's Code of Ethics

Section IV: Agile Planning

The Agile framework embraces a methodical process of planning that goes into 5 levels of detail. Rather than prematurely fixating on details of ever-changing requirements, Agile planning helps us focus on the right level of detail for the right priorities at the appropriate time. In this section we'll cover the following:

- Project Planning
- 5 Levels of Planning
- Product Vision
- Product Roadmap
- Class Exercise: Working in small teams, you will "design the box" in order to establish a vision for a sample project. You may choose to utilize a project from your work as well. You will participate in identifying key selling points, features, operating requirements, etc.

- Class Exercise: Class participants work through a simple exercise that demonstrates how "multi-tasking" actually hinders efficient productivity.
- Class Exercise: Working in small teams, you will create a roadmap for your product development efforts, defining high-level themes for your product, then discuss how these themes should be prioritized over the course of your development efforts.

Section V: Focus on the Customer

It is critical that the customer be the focus of a product throughout the development lifecycle. Every requirement should bring some value to the customer. Therefore, prior to defining requirements, it is important to define the customer. This will include the following topics:

- Customer Involvement
- User Roles
- Creating and Using Personas
- Class Exercise: Within your teams you will brainstorm some customer roles for your Agile project. From the brainstorming, you will consolidate the larger list of roles into key roles that will be the focus of your sample Agile project.

Section VI: Creating and Maintaining the Product Backlog

The Product Backlog is the complete list of requirements for the product. It consists of User Stories (requirements based on the customer's point of view), Foundational Stories and other work items the team must complete. Stories don't capture all of the detailed requirements, but do require enough information to estimate and plan. In this section we will explore:

- The Product Backlog
- User Stories
- INVEST Model (Bill Wake, 2003)
- Acceptance Criteria
- Foundational Stories
- Constraints
- Class Exercise: In small teams identified previously, you will engage in a story-writing workshop as a means of building a product backlog for your Agile project.

Section VII: Prioritizing the Product Backlog

Prioritization is often done at a level that excludes the development team and fails to account for the technical expertise the team provides in determining dependencies, impact, risk and the sequencing of work items. In this section we explore methods of prioritization and how Project Managers can help the business and development groups collaborate together to determine the right priorities.

- Prioritization Themes
- Decision Matrix
- Kano Analysis
- Preventing Fire Alarms
- Continuous Prioritization
- Class Exercise: Utilizing the prioritization techniques discussed, you will prioritize the Product Backlog for your sample Agile project taking into account the dependencies, risk and impact of your user stories.

Section VIII: Agile Estimating

Among the greatest challenges in developing software and delivering against stakeholder expectations is estimating accurately and subsequently planning how those expectations can be met. Agile cannot make that challenge disappear, but offers some very helpful tools that enable teams to set and meet the appropriate expectations.

- Relative vs. Actual Estimating
- Introduction to Story Points
- Using Story Points
- Planning Poker (Grenning 2002)
- Class Exercise: Using the Agile estimating techniques of story points, enjoy a few rounds of Planning Poker, a fun and very effective method of relative estimating to establish estimates for your highest priority stories. This is a critical tool for you to incorporate into your Agile estimating process.

Section IX: Agile Release Planning

The release plan identifies a goal for the stories that will be included in a release of the software. Through the prior processes, the team will have prioritized the stories and estimated the team velocity. These key elements will come together to give the team a level of confidence that they can deliver the necessary requirements for a product release in what is normally a fixed timeframe. We'll examine the following topics:

- Velocity
- What is a Release?
- Schedule Based vs. Feature Based Planning
- Building the Release Plan
- Communication
- Class Exercise: Each team will establish a release plan for their sample Agile project incorporating priority, Agile estimates and velocity as appropriate. We'll discuss how real experiences of fixed time and fixed feature projects can work with an Agile release plan.
- Class Exercise: Using an entertaining exercise, each team will experience how cadence helps to establish higher levels of productivity and focus.

Section X: User Story Review

Before teams can get together to plan the details around how they are going to deliver features within an iteration, they must first get together with the Product Owner to flesh out deeper details around what the feature should be and how it works. In this section we cover:

- Getting to the details
- Methods for documenting the details
- Establishing a regular cadence for product backlog review and grooming

Section XI: Iteration Planning and Execution

An iteration is a fixed amount of time in which stories/requirements will be developed, tested and ready for release. Agile Project Managers need to understand how to engage the team to effectively break out the tasks, hours and assignments for the Iteration. We'll also discuss how Agile Project Managers can guide the team to effectively execute the Iteration and facilitate the necessary communication and review sessions.

- Capacity
- Engaging the Team

- Planning the Iteration
- Executing the Iteration
- Daily Scrum/Stand-up
- Scrum of Scrums
- Iteration Review
- Demonstrating Working Software
- Class Exercise: Teams are tasked with discussing the details of the stories that, based on the estimated team velocity, may be completed in the first iteration. As the details are discussed, the tasks will be identified that would be needed to achieve the desired result.

Section XII: Measuring and Communicating Progress

An important aspect of Agile Project Management is measuring progress and communicating that progress to the Agile team, customers, management and stakeholders. We will discuss:

- Scrum of Scrums
- Taskboards
- Story/Task cards
- Metrics
- Burndown and Burnup Charts
- Cumulative Features Diagrams
- Agile Earned Value Management
- Agile Tools

Section XIII: Retrospectives

Retrospective are one of the key Agile practices and is the inspect and adapt mechanism for the team. Agile Project Managers help the team identify what is working, what is not working and what specific areas need to be improved.

- Elements of the Retrospective
- Facilitating Retrospectives
- Tips for effective Retrospectives
- Review of Empirical Process Contr

Section XIV: Advanced Agile Concepts

In this section, we look at some of the advanced Agile concepts used in various project types. The topics in this section include:

- Affinity sizing for user stories
- User Story Mapping
- Process Tailoring
- An introduction to Kanban
- Value stream mapping
- Monte Carlo simulations

Section XV: Adopting Agile Project Management

This section is where we bring everything together and discuss specific implementation strategies, including how to

overcome resistance. We will also discuss several additional tips to effectively manage projects in an Agile environment:

- Agile Process Overview
- Overcoming Resistance and Getting Started
- Agile Calendar of Events
- Challenges to Agile Adoption
- Team Roadmap Exercise

Section XVI: Preparation for the Agile Certified Practitioner (PMI-ACP) Certification Exam

Building on all of the material covered in the class, this final portion of the class will specifically address what each of the participants will need to do and need to know in order to pass their exam and receive their PMI-ACP certification. You will spend this time in class dedicated to application tips, tricks and test preparation.

- Completing your Project Management Institute Agile Certified Practitioner (PMI-ACP) application
- How to complete your reservation to take the PMI-ACP certification exam
- What to expect on the day of your PMI-ACP exam
- In-depth review of each section of the exam, what you will need to know, and how to prepare to pass the exam on your first attempt
- Class review of sample test questions to help prepare for the exam

Refer a friend or colleague and get up to \$100 Amazon gift card* — when they book training!

[Learn More](#)