PMI-ACP® Virtual-Classroom Instructor-Led Sessions

Resolving the questions, issues and concerns you discovered during your studies.
Syllabus – Class #1
- Introductions & Ground Rules
- Understanding Self-Directed Learning
- Q&A Review – Chapters 1 and 2

Syllabus – Class #2
- Q&A Review – Chapters 3 through 8

Syllabus – Class #3
- Q&A Review – Chapters 9 through 11
- Creating "How to Pass on the 1st Try” Roadmap
- Prepare to Go Live! Solving Your Workplace Challenges
Two-Time Amazon #1 Best Seller
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About the Almanac

Agile Almanac, Book 1: Single-Team Projects & Exam Prep

Agile Almanac, Book 2: Programs with Multi- and Virtual-team Environments

Agile Almanac, Book 3: Portfolios and Enterprise Scaling
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About the Author / Instructor
John Stenbeck, PMP, PMI-ACP, CSM, CSP

• GR8PM Founder, President, and Sr. PM Consultant and Trainer
  • 10 – 15 Keynotes annually
  • Over 10,000 technical professionals trained

• PMI Volunteer Leader
  • Past President, PMI-San Diego
  • VP Programs, PMI-Inland Northwest (Spokane, WA)
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About the Author / Instructor: Experienced
**PMI-ACP® Virtual-Classroom Instructor-Led Session**

About GR8PM, Inc.
Training • Coaching • Consulting
Traditional • Agile • Hybrid

- **Agile-Organization** Support Services:
  - Agile Enterprise Roll-out & PMO Deployment Consulting
  - Agile Coaching, Mentoring and Training

- PMP and PMI-ACP *Exam Prep* and CSM classes

- Professional Development On-site & Public seminars:
  - Agile 101 for PMP®’s – Best Practices
  - Agile PM 201 – Advanced Agile Best Practices
  - Masters Course in Estimating and Risk Management
  - Managing Virtual Teams: Tips and Tricks from the Pro's
  - Crash Course in Leadership for Project Managers
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Partial List of Past Clients – Commercial

Booz | Allen | Hamilton
strategy and technology consultants

Lucent Technologies
Bell Labs Innovations

NIKE®

GUINNESS®

VISA®
Partial List of Past Clients – Non-Commercial

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About GR8PM, Inc.
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Greater Spokane, Inc.
Leadership Spokane
Boy Scouts of America
United States Department of Agriculture
United States Department of the Army
University of Villanova
Washington University in St. Louis
Understanding Self-Directed Learning

- The Class Contains 3 Rank-Ordered Releases
  - Chapter-by-Chapter Q&A Review
  - Create "How to Pass on the 1st Try” Roadmap
  - Prepare to Go Live! Solving Your Workplace Challenges

- You Own the Process and the Results
  - Participate by posting questions, issues and concerns on Skype
  - Participate in group discussion of each Chapter
  - Find a “Study Buddy”
Q&A Review
Chapter-by-Chapter

1 & 2
Module 01 – Understanding The World of Agile & PMs

- Traditional PM
  - Maturity
  - Culture
- Agile
  - Maturity
  - Culture
- Agile Almanac’s position
  - Best Practices
  - Thought Leadership
- Framework Neutral
Module 02 – PMP Perspective on the World of Agile

- Agile’s Lineage
  - TPS & W. Edwards Deming
  - Lean & Eliyahu M. Goldratt
- Agile Keys
  - Eliminate Waste
  - Continuous Improvement
- Traditional Practices
  - Rolling Wave Planning
  - Progressive Elaboration
  - Decomposition
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Module 02 – PMP Perspective on the World of Agile

- Best Practices – Effective Planning & Communication
  - Jigsaw Puzzles
  - Construction
CLASS #2

Q&A Review
Chapter-by-Chapter

3 through 8
Module 03 – Agile Project Management and Lean Principles

- Methodologies, Frameworks and Processes
  - Traditional, PMBOK, Knowledge Areas/Process Groups
  - Agile, the “Big 5”, Iterations/TDD
- Agile Foundation
  - Manifesto
  - 12 Principles
- Helpful Paradigm
  - Cone of Uncertainty
  - Macro-dynamic
  - Micro-dynamic
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Module 03 – Agile Project Management and Lean Principles

INPUT

Stakeholders
Customers & End Users

Team

PRODUCT OWNER

PRODUCT BACKLOG
Rank Ordered (Groomed) Features

Sprint Planning Meeting (Parts 1 & 2)
Team Selects and Commits, How Much To Do

SPRINT BACKLOG
Tasks To Do

SPRINT 1 – 4 Wks
No Changes In Duration Or Goal

DAILY SCRUM MTG
TEAM

REVIEW MTG
(1st Half) Product Focus; Everyone

Team Planning And Accountability

Potentially Shipppable Product

RETROSPECTIVE MTG
(2nd Half) Process Focus; Team, Scrum Master & PO

GR8 PMI
Traditional. Agile. Hybrid.
Module 03 – Agile Project Management and Lean Principles

- Test-Driven Development
- Empirical Process Control – Transparency, Inspection, Adaptation (consider construction industry)
Module 04 – Scrum Deep Dive

- Roles, Workflow, Ceremonies and Artifacts
Module 05 – eXtreme Programming (XP) Deep Dive

- Roles, Workflow, Ceremonies and Artifacts
  - Architect
  - Coach
  - Customer
  - Interaction Designer
  - Product Manager
  - Programmer
  - Project Manager
  - Tester
  - Tracker
  - Batman
Module 05 – eXtreme Programming (XP) Deep Dive

- Roles, Workflow, Ceremonies and Artifacts
  - Organizing Ceremonies – Whole Team, Planning Game, TDD
  - Technical Ceremonies – Small Releases, Continuous Integration, 10-Minute Build
Module 06 – Lean Software Development (LSD) Deep Dive

- Roles, Workflow, Ceremonies and Artifacts
- Roles:
  - Analysts
  - Customers
  - Developers
  - Support
  - Testers
Module 06 – Lean Software Development (LSD) Deep Dive

- Roles, Workflow, Ceremonies and Artifacts
- Workflow:
  1. Optimize the Whole
  2. Defer Commitment
     • Last Responsible Moments
  3. Deliver Fast
  4. Eliminate Waste
  5. Build Quality In
  6. Empower Team Learning
Module 07 – Kanban Basic Practices Deep Dive

- Roles, Workflow, Ceremonies and Artifacts
- Workflow = Kanban’s core practices:
  1. Visualize
  2. Limit Work in Progress
  3. Manage Flow
     - Queues and Buffers
  4. Make Process Policies Explicit
  5. Implement Feedback Loops
  6. Improve Collaboratively, Evolve Experimentally
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Module 07 – Kanban Basic Practices Deep Dive

• Roles, Workflow, Ceremonies and Artifacts
• Ceremonies:
  • Create and Manage the Kanban Board
  • Daily Stand-Up Meeting
  • Queue and Buffer Replenishment Meetings
  • Release Planning Meetings
  • The “After” Meeting
Module 08 – Hybrid Project Management Deep Dive

- Hybrid Project Management
  - Combining one or more Frameworks in order to best meet the needs of the organization and customer.

- Earned Value Management
  - Using Your Physiology (for the exam) and Your Discipline (at work)

- Agile Mindset
  - Shu Ha Ri
  - Servant Leadership
CLASS #3

Q&A Review
Chapter-by-Chapter

9 through 11
Module 09 – User Stories

- INVEST mnemonic
  - Independent
  - Negotiable
  - Valuable
  - Estimate-able
  - Small
  - Testable
- Deceptive sophistication = Must be taught and re-taught
Module 10 – Planning Poker

• Importance of non-linear numbers
Module 11 – Estimating and Derived Schedules

- Traditional
  - Portfolios, Programs, Projects, and Sub-Projects
- Agile
  - (Portfolios) Roadmaps, Release Plans, and Iterations
- Purpose = Manage stakeholder expectations
  - Customer-value Logic Networks
  - Derived Schedules
Create "How to Pass on the 1st Try" Roadmap

Instructions:

- Proper Preparation Prevents Poor Performance
- Working with your study partner(s) define your expectations.
  - When will you complete your Application?
  - When will you schedule your Exam?
  - What other Milestones will you choose?
  - When will you pass your Exam?
- Write them down and share them via email.

<table>
<thead>
<tr>
<th>Task</th>
<th>Calculation</th>
<th>Time</th>
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</thead>
<tbody>
<tr>
<td>Create a study notes document on your computer for recording new</td>
<td></td>
<td>10min</td>
</tr>
<tr>
<td>terms and concepts, especially the ones that were confusing</td>
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<td></td>
</tr>
<tr>
<td>Read each chapter and record Study Notes</td>
<td>10 x 2hr</td>
<td>20hr</td>
</tr>
<tr>
<td>Complete the chapter tests and exercises</td>
<td>10 x 1hr</td>
<td>10hr</td>
</tr>
<tr>
<td>Document misunderstandings in Study Notes</td>
<td>10 x 1hr</td>
<td>10hr</td>
</tr>
<tr>
<td>Take a 40 question online exam after chapters 1–4</td>
<td>4 x 1hr</td>
<td>4hr</td>
</tr>
<tr>
<td>Take an 80 question online exam after chapters 5–7</td>
<td>3 x 2hr</td>
<td>6hr</td>
</tr>
<tr>
<td>Take a 120 question online exam after chapters 8–10</td>
<td>3 x 3hr</td>
<td>9hr</td>
</tr>
<tr>
<td>Study incorrect answers and record lessons in Study Notes</td>
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<td>5hr</td>
</tr>
<tr>
<td>Study the topics in your Study Notes and practice the process grid</td>
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<td>10hr</td>
</tr>
<tr>
<td>Document your strategy for the real exam and run a simulation</td>
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<tr>
<td>Repeat study/test cycle until average score is 85% or greater</td>
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<td>15hr</td>
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<td><strong>Total</strong></td>
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<td><strong>92.6hr</strong></td>
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</tbody>
</table>
Create "How to Pass on the 1st Try" Roadmap
Completing the Application: Use your new vocabulary

**Traditional:**
Graphical WBS

- Objective
  - Phase 1
    - Work Package 1
      - Activity 1
        - Task 1
      - Activity 2
        - Task 2
    - Work Package 2
      - Activity 3
        - Task 3
  - Phase 2
    - Work Package 1
    - Work Package 2

**Agile / Scrum:**
Feature Structure

- Product
  - Theme 1
    - Epic 1
      - Story 1
      - Task 1
    - Epic 2
      - Story 2
      - Task 2
  - Theme 2
    - Epic 3
      - Story 3
      - Task 3
    - Epic 4
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Create "How to Pass on the 1st Try” Roadmap
Completing the Application: Use your new vocabulary

**Traditional:**
- Stakeholders & Sponsor
- Program or Sr. Project Manager
- Jr. PM or Team Lead
- Team and SME’s
- Everybody else

**Agile / Scrum:**
- Stakeholders & Sponsor
- Product Owner
- Scrum Master
- Team and SME’s
- Everybody else