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TRAINING & CONSULTANCY

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Course Overview:

About the Program

Within the profession and discipline of project management, Agile continues to develop as a significant and important aspect of bringing change to an organization. Where the products of change must be delivered to the business "on time", Agile is often the chosen methodology.

In addition to equipping candidates for the PMI® Agile Certification examination, this course will also support candidates in taking a more informed and effective role in Agile projects. It will also enable them to take a significant role in encouraging and enabling the organization to become or develop as an Agile environment.

Who Should Attend

This course is designed for anyone currently working on projects and with wider project experience who wants to become PMI® Agile certified.

Anyone with a working knowledge of Projects, from senior management to product developers will benefit from this course including but not restricted to:
- Project Managers
- Team Leaders
- Business Analysts
- Technical Coordinators

What You Will Learn

You will learn how to:
- Appreciate the wider aspects of Agile project management tools and techniques
- Integrate various disciplines within Agile
- Tailor / customize Agile to suit the needs of different projects
- Prepare yourself for the PMI® Agile Certification examination

Course Outline:

Foundation Concepts:

- ☐ Defining Traditional Project Management
  - o Project management parameters
  - o The "traditional" approach to the parameters
  - o Strengths and weaknesses of traditional approach
- ☐ Defining "Agile" Project Management
  - o Project management parameters revisited
  - o The "agile" approach to the parameters
  - o Strengths and weaknesses of agile
- ☐ Managing projects with traditional and agile methods
  - o Can the two approaches co-exist?
  - o Leveraging the benefits of both methods
  - o Options for using both methods on a project
  - o Avoiding the elephant traps

Agile Tools and Techniques Related to PM "Hard Skills"

- ☐ Planning, monitoring, and adapting
  - o The need for planning, monitoring, and adapting
  - o The Agile approach to planning and plans
  - o The Agile planning tools and techniques
  - o The Agile monitoring tools and techniques
  - o The Agile approach to adapting
- ☐ Product quality
  - o A definition of "product quality"
  - o Setting the standard for product quality
  - o Agile tools and techniques for achieving product quality

Agile Tools and Techniques Related to PM "Soft Skills":

- ☐ The difference between PM "hard and soft" skills
- ☐ Communications
  - o The importance of communications
  - o Forms of agile communications
  - o Communications within the project
  - o Communications from the project
  - o Communications to the project
  - o Making communications the cultural norm
- ☐ Soft skills negotiation
  - o Defining and understanding management
  - o Defining and understanding leadership
  - o Defining and understanding servant leadership
  - o Delegating vs. empowering
  - o Playing to people's strengths
  - o Overcoming the roadblocks

Core Agile Tools and Techniques:

- ☐ The philosophy of core Agile tools and techniques
- ☐ Agile estimation
  - o Will traditional forms of estimating work for agile?
  - o The relationship between estimating and guessing
  - o The relationship between estimating and sizing
  - o The where, who, and how of agile estimating
- ☐ Agile analysis and design
  - o Product analysis and design from a user point of view
  - o Product analysis and design from a supplier point of view
  - o Product analysis and design from an agile project point of view

Value-Based Agile Tools and Techniques:

- ☐ The role of value-based tools and techniques in bridging traditional PM with Agile
- ☐ Value-based prioritization
  - o Value-based prioritization and agile projects
  - o Investment appraisal methods
  - o Regulatory driven
  - o Customer driven
  - o Ranking methods (MMF, MoSCoW)
- ☐ Metrics

- o What should we measure/track?
- o Methods of measuring/tracking
- o Adding value with metrics
- □ Value-stream analysis
    - o Value-stream analysis
    - o Value-stream mapping

Agile Knowledge and Skills:

- □ Context of Agile Knowledge and Skills vis-à-vis Agile Tools and Techniques
- □ Agile Knowledge and Skills – Level 1
    - o L1 – Process focused
        - □ Agile manifesto and principles
        - □ Assessing and incorporating community and stakeholder values
        - □ Communications management
        - □ Feedback techniques
        - □ Problem-solving strategies, tools, and techniques
    - o L1 – People focused
        - □ Active listening
        - □ Building empowered teams
        - □ Coaching and mentoring within teams
        - □ Knowledge sharing
        - □ Leadership tools and techniques
        - □ Stakeholder management
        - □ Team motivation
    - o L1 – Product focused
        - □ Incremental delivery
        - □ Prioritization
        - □ Project and quality standards for Agile projects
        - □ Time, budget, and cost estimation
        - □ Value-based decomposition and prioritization
- □ Agile Knowledge and Skills – Level 2
    - o L2 – Process focused
        - □ Agile frameworks and terminology
        - □ Continuous improvement processes
        - □ Elements of a project charter for an Agile project
        - □ Process analysis techniques
    - o L2 – People focused
        - □ Building high-performance teams
        - □ Co-location (geographic proximity) / distributed teams
        - □ Facilitation methods
        - □ Participatory decision models
        - □ PMI's Code of Ethics and Professional Conduct
        - □ Self-assessment
    - o L2 – Product focused
        - □ Business case development
        - □ Value-based analysis
- □ Agile Knowledge and Skills – Level 3

- o L3 – Organization focused (Organizational compliance)
- o L3 – Project focused
  - Agile contracting methods
  - Agile project accounting principles
  - Control limits for Agile projects
  - Failure modes and alternatives
  - Regulatory compliance
  - Variance and trend analysis
  - Variations in Agile methods and approaches
- o L3 – People focused
  - Applying new Agile practices
  - Globalization, culture, and team diversity
  - Innovation games
  - Principles of systems thinking
  - Vendor management

Agile Domains and Tasks (not examinable topics):

- Purpose of Domains and Tasks
- Domain I – Value-Driven Delivery
- Domain II – Stakeholder Engagement
- Domain III – Boosting Team Performance Practices
- Domain IV – Adaptive Planning
- Domain V – Problem Detection and Resolution
- Domain VI – Continuous Improvement (Product, Process, People)

CLAIM CATEGORIES	PROGRAM MODULE	PDU'S EARNED
Technical	▪ Agile Tools & Techniques Related to PM 'Hard Skills' ▪ Core Agile Tools & Techniques ▪ Value-Based Agile Tools & Techniques	15
Leadership	▪ Agile Tools & Techniques Related to PM 'Soft Skills'	4
Strategic	▪ Foundation Concepts	5