LEADING ANSWERS
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PMI-ACP

- 1) Agile Principles and Mindset
  - Agile Manifesto
    - 4 Values
    - 12 Principles
  - Agile Methods and Approaches
  - Agile Frameworks and Terminology
  - Scrum
    - Activities
    - Artifacts
    - Team Roles
  - XP
    - Core Practices
    - Core Values
    - Team Roles
  - Lean
    - Core Concepts
    - 7 Wastes
  - Kanban
    - WIP Limits
    - Pull System
    - Five Principles
  - Feature Driven Development
  - Dynamic Systems Development Method(DSDM)
  - Agile Process Overview
  - Leadership Practices and Principles
    - Leadership vs Management
    - Servant Leadership (4 Duties)
- 2) Value Driven Delivery
  - Value Driven Delivery
  - Assessing Value
  - ROI / NPV / IRR
  - Earned Value Management (EVM) for Agile
  - Agile Project Accounting
  - Managing with Agile KPI's
  - Agile Risk Management
  - Compliance / Regulatory
  - Customer-Valued Prioritization
  - Prioritization Schemes
    - Kano Analysis
    - MoSCoW
  - Relative Prioritization / Ranking
  - Delivering Incrementally
  - Minimum Viable Product (MVP)
    - Minimum Marketable Feature (MMF)
  - Agile Tools
  - Task/Kanban Boards
  - Work In Progress
    - WIP Limits
  - Cumulative Flow Diagrams
  - Agile Contracting
  - Frequent Verification and Validation
  - SW Development Practices
    - TDD / TFD / ATDD
    - Red, Green, Refactor
    - Continuous Integration
    - Exploratory and Usability Testing
- 3) Stakeholder Engagement
  - Stakeholder Management / Stewardship
  - Incorporating Stakeholder Values
  - Incorporating Community Values
  - Agile Chartering
  - Definition of "Done"
  - Agile Modeling
  - Wireframes
  - Personas
  - Communication Management
    - Two-Way
    - Face-to-Face (F2F)
    - Social Media
  - Knowldege Sharing
  - Information Radiators
  - Collaboration
    - Collaboration Games
  - Workshops
  - Brainstorming
  - Emotional Intelligence
  - Active Listening
  - Facilitation
  - Negotiation
  - Conflict Resolution
    - Levels of Conflict
  - Partiicipatory Decision Models
    - Simple Voting
    - Decision Spectrum
    - Fist-of-Five Voting
    - Thumbs Up / Down / Sideways
- 4) Team Performance
  - Building Agile Teams
    - Self-Organizing
    - Self-Directing
  - Development Mastery Models
    - Shu-Ha-Ri
    - Dreyfus
    - Tuckman
  - Adaptive Leadership
  - Team Motivation
  - Training, Coaching and Mentoring
    - Individual vs Team Coaching
  - Team Space
  - Osmotic Communication
    - Co-Located Team (proximity)
    - Distributed Teams (digital tools)
  - Global, Cultural and Team Diversity
  - Burndown / Burnup Charts
  - Velocity
  - Tacit Knowledge
  - Agile Team Roles
  - Caves and Common
  - Co-Location
- 5) Adaptive Planning
  - Agile Discovery
  - Progressive Elaboration
  - Value Based Analysis and Decomposition
  - Timeboxing
  - Ideal Time
  - User Stories
  - User Story Backlog
    - Refining (Grooming) the Backlog
    - Requirements Reviews
  - Relative Sizing
  - Story Points
  - Affinity Estimating
  - T-Shirt Sizing
  - Story Maps
  - Product Roadmap
  - Wideband Delphi
  - Planning Poker
  - Spikes
    - Architectural Spike
    - Risk Based Spike
  - Fast Failure
  - Release Planning Process
  - Iteration Planning Porcess
  - Daily Stand-Up
    - Ground Rules
    - Three Questions
  - Slicing Stories
  - Agile Sizing and Estimating Techniques
  - Estimating Initial Velocity
  - Defining and Testing Acceptance Critera
  - Estimating Tasks
  - Rolling Wave Planning
- 6) Problem Detection and Resolution
  - Cost of Change
  - Technical Debt
  - Failure and Success Modes
  - Lead Time
  - Cycle Time
  - Throughput / Productivity
  - Defect Rate
  - Escaped Defects
  - Variance Analysis
    - Common Cause
    - Special Cause
  - Trend Analysis
    - Lagging Metrics
    - Leading Metrics
  - Control Limits
  - Risk Adjusted Backlog
  - Expected Monetary Value
  - Risk Severity
  - Risk Burndown Graphs
  - Problem Solving
    - As Continuous Improvement
    - Team-Based
- 7) Continuous Improvement
  - Kaizen
  - Continuous Improvement
  - Process Tailoring
    - Risks
    - Recommendations
  - Agile Hybrid Models
  - Systems Thinking
  - Process Analysis
    - Success Patterns
    - Anti-Patterns
    - Success Criteria
  - Value Stream Mapping
    - Total Cycle Time
    - Nonvalue-added Time
    - Process Cycle Efficiency
    - Value Added Time
  - Project Pre-mortems
  - Reviews
  - Product Feedback Loop
  - Learning Cycle
  - Feedback Methods
  - Approved Iterations
  - Retrospectives (Intraspectives)
    - Five Step Process
    - Three Problem-solving Steps
  - Five Whys
  - Fishbone Analysis
  - Self-assessment Tools and Techniques