

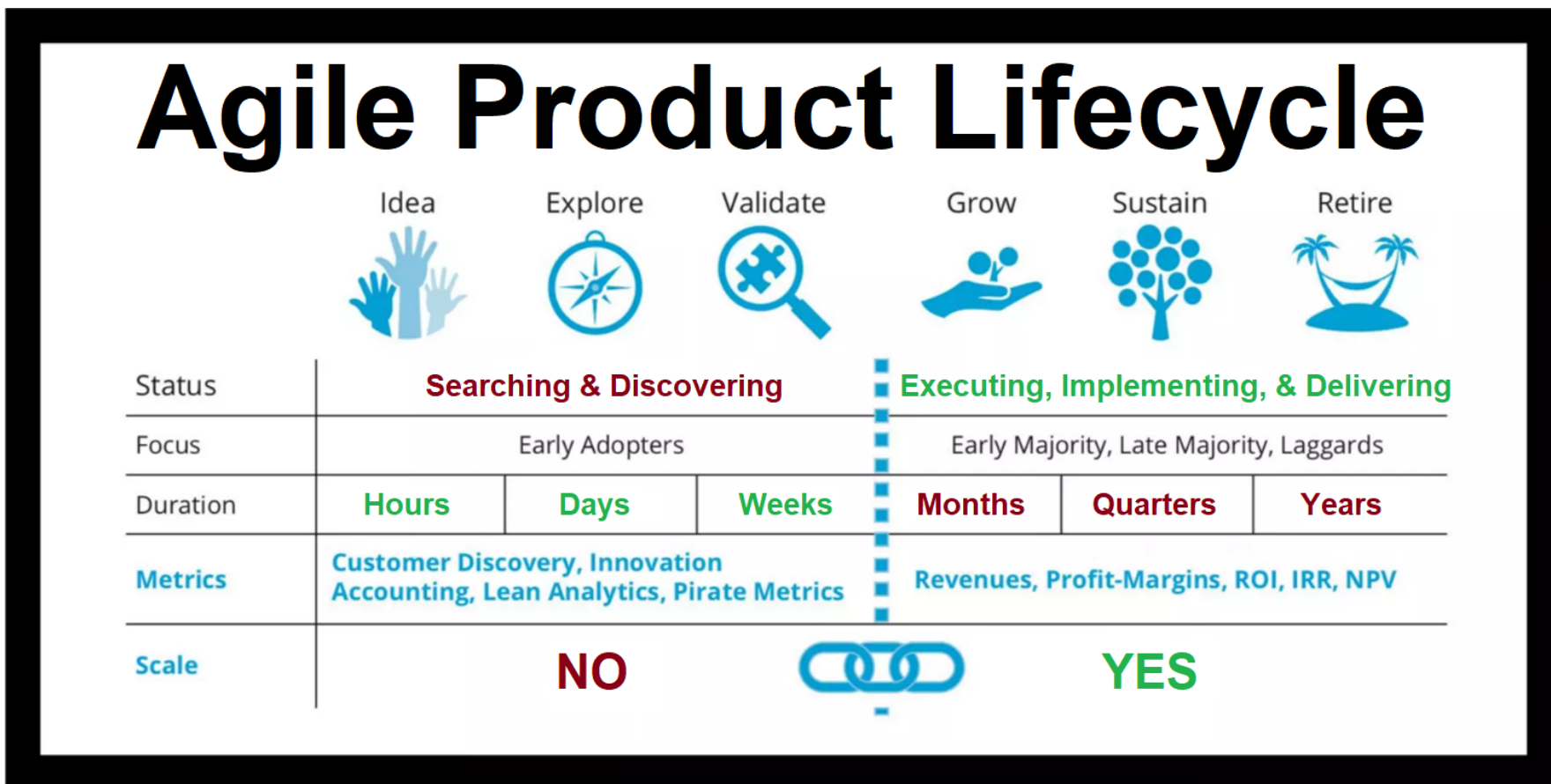
AGILE PRODUCT MANAGEMENT (APM) BY 280 GROUP

I completed the 280 Group's self-paced "[Agile Product Management](#)" certification course (and passed the AIPMM Certification exam with 59/60 correct responses) ...



- * It only took about 4 or 5 hours to watch the videos, take quizzes, and practice exams.
- * It was based on [Greg Cohen's APM course](#), but the 280 Group's Slides were a little unique.
- * My personal goal is to DEEPEN my knowledge of Agile Product Management (APM) practices.
- * Another big personal goal was to get a valuable Agile Product Management (APM) Certification.
- * My longer term goal is to perform Agile Product Management (APM) COACHING (vs. be an APM).
- * SAFe programs have RTEs and PI planning, but NOT Agile Product Management (APM) & practices.
- * Programs use SAFe as a Feature Factory to quickly deliver overloaded schedules and requirements.
- * You don't need Agile Product Management (APM) if you have overloaded schedules and requirements.
- * 280 Group's Slides are similar to the introductory [SAFe Product Owner/Product Manager \(POPM\) course](#).
- * 280 Group's Slides DON'T get very deep into the Agile Product Management (APM) or Agile practices themselves.
- * In some respects, Greg Cohen's Slides get a little deeper into Agile Product Management (APM) and Agile practices.
- * At most, the [280 Group's course](#) will force you ask more questions about Agile Product Management (APM) which is good.
- * [SAFe's Agile Product Management \(APM\) Certification Course](#) is much stronger than 280's ([which I completed a while back](#)).
- * I think what happened is the 280 Group mimicked the [SAFe POPM Course](#) (but they should have mimicked the [SAFe APM Course](#)).
- * So, in a sense, the [280 Group's APM Course](#) is a bit of a MISNOMER (i.e., it's only a high level Agile Product Ownership introduction).

Bottom Line? [Greg Cohen's](#) or the [280 Group's](#) courses are a good place to start your Agile Product Management (APM) JOURNEY (but are only the BEGINNING)—From that standpoint, you can even start with [SAFe's POPM Course](#)—But, in the end, you'll quickly need to go much deeper with [SAFe's APM Course](#) (or other more focused and onpoint Agile Product Management approaches from [Eric Ries](#), [Jake Knapp](#), [Paulo Caroli](#), [Michael Schrage](#), [Stefan Thomke](#), [Tathagat Varma](#), [Jeff Gothelf](#), [Tendayi Viki](#), etc.) ...



Viki, T., Strong, C., & Kresojevic, S. (2021). [Lean product lifecycle: A playbook for making products people want](#). Harlow, UK: Pearson.

Footnote.

- * Some models begin with extended market or customer analysis (while others suggest quick ideation and experimentation).
- * The purpose of newer models is to quickly and cheaply validate or invalidate ideas "before" investing in expensive analysis.
- * Continuous exploration should extend indefinitely with overlapping development cycles known as [dual track development](#).
- * That is, Agile Product Management (APM) means lowering WIP and planning excess discovery time between PIs and Sprints.

- * So much for creating fully-utilized agile feature factories to code overloaded integrated master schedules and requirements.
- * Creating an enjoyable innovation lab with a sustainable pace reduces cost and turnover, while maximizing impact and value.
- * That is, the art of Agile Product Management (APM) is quickly and inexpensively identifying a portfolio of impactful products.
- * Other models deal with SCALING impactful product ideas into mega revenue generating engines ([Lean Impact](#), [Scaling Up](#), etc.).
- * Traditional product management errantly focuses on EXPENSIVE LONG-TERM SCALING before impactful products are identified.
- * Modern agile product management turns conversations around and focuses on quickly generating portfolios of inexpensive ideas.
- * This is a hard concept for traditional product managers to grasp who are deadset on building (resource) empires vs. product ideas.
- * It's also difficult for traditional managers to grasp who want to deliver long integrated master schedules and requirements backlogs.
- * Maximizing business value no longer means fully-utilized feature factories at the lowest cost to create more outdated legacy systems.
- * There are dozens books that are comfort food to socialize traditional product management while bashing agile product management.
- * **Agile Product Management (APM) is NOT about BIG UP FRONT BUSINESS & MARKET ANALYSIS (NOR Lean or Kanban Manufacturing).**
- * Long, pricey business and market initiatives are obsolete since [agile frameworks and technology flip Cost of Quality \(CoQ\) upside down](#).
- * It's NOT necessary to have a perfect, expensive product plan, since the cost of making one small mistake or miscalculation is decimated.
- * What's absolutely necessary is a culture or mindset of psychological safety to make many small miscalculations while seeking perfection.
- * Some folks refer to [agile experimentation](#) as high risk tolerance, frequent refactoring, near-term technical debt, and psychological safety.
- * Agile product management repurposes big-brained people from creating expensive long-term models and plans to near-term innovation.
- * **I wrote a newer [Agile Product Management whitepaper](#) to help untangle the morass of Agile Product Management (APM) frameworks.**

Warning. If you don't have a DevOps-enabled (Cloud-based) business experimentation pipeline, platform, or fabric to conduct many simultaneous discovery stories each day, then you might as well create a 10-year, billion-dollar Integrated Master Schedule (IMS) and requirements backlog, along with EVM, Burndown, Sprint Velocity, and Story Point Physics (metrics) to fool yourself and your stakeholders that you're actually making progress (although your end-users simply will never see immediate results, never give you valuable just-in-time feedback, and simply inherit another inoperable legacy system that will cost your enterprise hundreds of millions or billions of dollars to maintain) – Large Dot Coms perform over 100,000 business experiments each year (or 300 per day) and over 95% do NOT yield any business value (but they're so small and inexpensive that the losses are negligible while the gains are enormous) – Or, you can simply just invest in one large and expensive 10-year integrated master schedule-driven legacy system project failure if you'd prefer instead – Anyone ever heard of [Basic Portfolio Theory](#) (i.e., spreading risk across multiple smaller investments) – Yes, there is science underpinning Agile Product Management (APM) and science does NOT favor (big up front business model-based) traditional product and project management ...