

Accelerating Product Value

A ProKanban.org Course | PMI Talent Triangle Alignment Case

Executive Summary

ProKanban.org's Accelerating Product Value (APV) course sits at the intersection of product management, flow thinking, and business strategy. Grounded in the principles of The Kanban Guide (kanbanguide.com), APV teaches professionals how to move beyond output-focused delivery — completing features, closing tickets — and into outcome-focused product development that measurably accelerates value to customers and the organization. APV builds meaningful professional competency across all three PMI Talent Triangle areas: Ways of Working, Power Skills, and Business Acumen.

About the Course

APV teaches professionals to connect product strategy to delivery execution by applying The Kanban Guide's flow management principles in a product context. Students learn to design product Kanban systems that integrate upstream discovery with downstream delivery, apply flow metrics (Throughput, Cycle Time, Work Item Age, WIP) to product value streams, measure outcomes rather than outputs, and use Service Level Expectations (SLEs) to create accountable, evidence-based delivery commitments. APV is the course for practitioners who want to stop shipping features and start delivering value that the business and customers can feel.

WAYS OF WORKING | Formerly: Technical Project Management

PMI defines Ways of Working as mastery of multiple delivery approaches so practitioners apply the right technique at the right time. APV extends the flow-based delivery framework of The Kanban Guide into the product domain — teaching an integrated discovery-to-delivery approach that represents a genuinely distinct and emerging Way of Working.

Why APV Is a Ways of Working Course

The Kanban Guide focuses on optimizing the flow of value through a process. APV applies this principle to the full product lifecycle — from the upstream discovery of what to build, through the downstream delivery of it, to the measurement of whether it created value. This requires a Definition of Workflow that spans product thinking and delivery execution simultaneously, and a set of flow metrics adapted to measure value throughput rather than just task completion.

<p>What APV Teaches (ProKanban.org Framework)</p> <ul style="list-style-type: none"> • How to design a product Kanban system with a Definition of Workflow that encompasses both discovery work (understanding customer needs) and delivery work (building and releasing solutions) • How to apply The Kanban Guide's four flow metrics — Throughput, Cycle Time, Work Item Age, WIP — to product value streams, measuring the flow of value rather than the flow of tasks • How SLEs in a product context create explicit, probabilistic commitments to stakeholders about when product work will be delivered — grounded in flow data, not optimistic estimation • How outcome metrics differ from output metrics: measuring business impact (customer adoption, retention, revenue impact) rather than just features shipped or story points completed • How Kanban reviews create structured forums for connecting product delivery performance to customer feedback and business outcomes 	<p>PMI Talent Triangle Mapping</p> <ul style="list-style-type: none"> • Emerging practice: integrating product discovery with flow-based delivery management is one of the defining new Ways of Working in modern product-led organizations • Multi-method fluency: APV practitioners apply Kanban flow principles alongside product management thinking simultaneously — choosing the right lens for each challenge • Outcome-based measurement represents a fundamentally different — and more advanced — approach to defining and tracking successful delivery • Applying The Kanban Guide's SLE and flow metric framework to product development demonstrates the ability to adapt proven practices to new domains • The full discovery-to-value lifecycle approach demonstrates whole-system thinking that defines advanced Ways of Working
--	--

The Bigger Picture

Most agile practitioners know how to deliver work efficiently. APV teaches professionals how to ensure they are delivering the right work — and measuring whether it actually created value. This shift from output to outcome thinking is one of the most significant evolutions in modern delivery practice, and APV equips practitioners with the specific tools from The Kanban Guide to make that shift concrete and measurable.

POWER SKILLS | Formerly: Leadership

PMI defines Power Skills as the interpersonal capabilities — collaborative leadership, communication, innovative mindset, for-purpose orientation, and empathy — that allow professionals to maintain influence with diverse stakeholders. APV is deeply grounded in the human side of product work: understanding customers, aligning cross-functional teams, and communicating with clarity about what value is being delivered and why.

Why APV Is a Power Skills Course

Product value does not emerge from well-designed workflows alone — it emerges from teams that understand their customers deeply, collaborate across functional boundaries effectively, and communicate honestly about what the data shows. APV builds these capabilities by grounding them in The Kanban Guide's flow framework: customer empathy expressed through SLE commitments, cross-functional collaboration structured through shared Kanban reviews, and outcome communication enabled by flow metrics.

What APV Teaches	PMI Talent Triangle Mapping
<ul style="list-style-type: none"> • Customer empathy as a delivery discipline: using discovery work integrated into the Kanban Definition of Workflow to build genuine customer understanding into the team's standard way of working — not as a separate phase • Cross-functional collaboration: APV requires product managers, engineers, designers, and business stakeholders to share a single Definition of Workflow and flow metrics framework — creating common language across disciplines • How to use outcome metrics and SLE performance data to communicate product delivery results to executives in terms they find credible and actionable • How to build shared product vision by connecting the team's Kanban DoW to customer outcomes — making it visible and meaningful to everyone who works within it • How Work Item Age data enables empathetic, evidence-based conversations about items that are struggling — moving team conversations from blame to systemic problem-solving 	<ul style="list-style-type: none"> • Empathy: APV's customer-centric foundation makes empathy a professional discipline with measurable expression — not just a mindset aspiration • Collaborative leadership: shared DoW and shared flow metrics create the conditions for genuine cross-functional alignment — leadership through shared systems rather than authority • Communication: outcome metrics and SLE performance data are powerful, credible communication tools for influencing product stakeholders at every level • Innovative mindset: shifting from output delivery to outcome delivery — and measuring it with flow metrics — requires a genuinely innovative re-orientation of how teams define success • For-purpose orientation: outcome thinking keeps product teams focused on what actually matters — the value delivered to real customers and the business

The Bigger Picture

The most organizationally dangerous team is one that is very efficient at delivering the wrong thing. APV builds the Power Skills that prevent this: the empathy to understand what customers actually need, the cross-functional communication to align teams around outcomes rather than outputs, and the leadership presence to redirect effort when flow metrics and outcome data show the current path is not creating value.

BUSINESS ACUMEN | Formerly: Strategic and Business Management

PMI defines Business Acumen as understanding macro and micro organizational influences, making good decisions, and connecting project work to broader organizational strategy and global trends. APV is fundamentally a course about business value — how it is created, how it is measured, and how The Kanban Guide's flow management principles can be applied to a product system to accelerate it.

Why APV Is a Business Acumen Course

Product value is a business concept. APV teaches practitioners to think like business owners — using The Kanban Guide's flow metrics and SLE framework in a product context to understand where value is created in the delivery chain, how to measure it, how to make decisions that maximize it, and how to communicate it in the language of business outcomes that executives and sponsors can act on.

What APV Teaches	PMI Talent Triangle Mapping
<ul style="list-style-type: none"> • How to analyze the product value stream using The Kanban Guide's flow metrics: identifying where Cycle Time is consumed, where WIP accumulates, and where value delivery is delayed between customer need and customer outcome • How outcome metrics (customer adoption, retention, satisfaction) connect team flow performance to business value creation — moving the definition of delivery success beyond Throughput and Cycle Time alone • How Work Item Age at the product level surfaces the business cost of stalled discovery or stuck delivery work — enabling go/pivot/stop decisions before the cost of delay compounds • How product roadmap decisions connect to organizational strategy: using flow metrics and SLE data to prioritize work that delivers the most strategic value in the available delivery capacity • How Kanban creates a structured mechanism for connecting product flow performance to customer feedback and business outcome measurement 	<ul style="list-style-type: none"> • Macro/micro influences: product value stream analysis connects team-level flow decisions to market dynamics, customer behavior, and organizational strategic direction • Decision-making: outcome metrics and Work Item Age data provide a structured evidence base for product investment and prioritization decisions with real business stakes • Big-picture alignment: connecting product roadmaps to organizational strategy through flow metrics is the definition of aligning delivery work to the broader strategic picture • Domain knowledge: APV equips practitioners with The Kanban Guide's flow management methodology applied to product development — a rigorous framework applicable across industries • Global trends: outcome-based product development measured through flow metrics represents the leading edge of modern product management and delivery practice worldwide

The Bigger Picture

Business leaders have always known that shipping features is not the same as creating value. APV gives delivery and product practitioners the language, the metrics, and the decision frameworks — grounded in The Kanban Guide — to close that gap. When a practitioner can map product flow inefficiencies to business outcomes, connect delivery SLEs to customer expectations, and communicate with executives in the language of outcome metrics and strategic alignment, they are operating at the highest level of Business Acumen that PMI describes.

Summary: APV PDU Allocation Across the Talent Triangle

APV develops integrated product, flow management, and business competencies across all three Talent Triangle areas. Recommended PDU allocation for a 12-hour course:

Talent Triangle Area	Key Skills Developed in APV	PDU Suggested Allocation	PDU Hours to Claim
Ways of Working	Product Kanban system design, discovery-delivery DoW integration, flow metrics for product value streams, SLEs in product context, outcome vs. output measurement	Primary — Product flow system & discovery-delivery integration modules	6 PDUs
Power Skills	Customer empathy as delivery discipline, cross-functional DoW collaboration, outcome communication, shared product vision through flow transparency, Work Item Age empathy	Strong Secondary — Customer collaboration & cross-functional alignment modules	3 PDUs
Business Acumen	Product value stream flow analysis, outcome metrics vs. output metrics, cost of delay via Work Item Age, product roadmap strategy alignment, Service Delivery Review for business outcomes	Strong Secondary — Value measurement & product strategy modules	3 PDUs

Conclusion

In a world where organizations measure success in outcomes rather than outputs, APV prepares delivery and product professionals for the next level of their careers. It integrates The Kanban Guide's flow management discipline into the full product lifecycle — from discovery to value realization — in a way that makes outcome-focused delivery both measurable and actionable.

From the discovery-delivery Definition of Workflow that defines a new Way of Working, to the customer empathy and cross-functional alignment that develop genuine Power Skills, to the flow metrics and outcome measurement that build deep Business Acumen — APV earns PDU credit across all three Talent Triangle domains because it was built to develop all three dimensions of the modern product delivery professional.

Recommended PDU Claim: All Three Talent Triangle Categories

Ways of Working (6 hrs) | Power Skills (3 hrs) | Business Acumen (3 hrs)

Based on The Kanban Guide (kanbanguide.com) and ProKanban.org course curriculum.