Applying Metrics for Predictability

A ProKanban.org Course | PMI Talent Triangle Alignment Case

Executive Summary

ProKanban.org's Applying Metrics for Predictability (AMP) course is a rigorous, practice-driven program that teaches professionals how to use flow-based data to forecast delivery outcomes with confidence. Far from a narrow technical course, AMP develops skills that span all three areas of the PMI Talent Triangle: Ways of Working, Power Skills, and Business Acumen. This document makes the case — with specificity — for how every hour of learning in AMP maps to PMI's definition of professional excellence.

About the Course

AMP equips project professionals, agile practitioners, and team leads with the metrics toolkit required to move beyond gut-feel forecasting and into data-driven, probabilistic decision-making. Students learn to collect and interpret four core flow metrics — Throughput, Cycle Time, Work Item Age, and Work in Progress — and apply them using techniques such as Monte Carlo simulations, Scatterplots, and Service Level Expectations (SLEs).

The result is a professional who can answer the question every stakeholder and sponsor asks: "When will it be done?" — and back that answer with evidence.

WAYS OF WORKING | Formerly: Technical Project Management

PMI defines Ways of Working as the mastery of multiple delivery approaches — predictive, agile, design thinking, and emerging methods — so that professionals can apply the right technique at the right time. AMP is purpose-built for exactly this competency.

Why AMP Is a Ways of Working Course

AMP does not teach one framework — it teaches practitioners how to use empirical data to choose and calibrate their approach. This reflects the very heart of what PMI means by "more than one way that work gets done today."

What AMP Teaches	PMI Talent Triangle Mapping

• Kanban's four core flow metrics: Throughput, Cycle Time, Work Item Age, and WIP — and how they interact • Monte Carlo simulation as a probabilistic forecasting method that works in both agile and predictive environments • When to use flow-based metrics versus velocity-based or milestone-based measurement • How to establish and use Service Level Expectations (SLEs) to govern work across different delivery contexts • Cycle Time Scatterplots and Throughput Run Charts for continuous process improvement	• Mastery of agile delivery method (Kanban), satisfying PMI's emphasis on agile ways of working • Probabilistic forecasting is an emerging, data-driven practice still being adopted across industries — squarely 'new practices still to be developed' • Practitioners learn to select the right measurement approach for the context — applying the right technique at the right time • SLEs bridge agile and predictive planning, demonstrating multi-method fluency • Continuous flow analysis supports iterative, adaptive delivery — a core agile competency

The Bigger Picture

AMP graduates do not just know Kanban — they understand the conditions under which flow metrics outperform traditional estimation, and when to blend approaches. This is the definition of multi-method fluency that PMI prizes in the Ways of Working domain. A professional who finishes AMP can walk into a program using SAFe, Scrum, Waterfall, or a hybrid and immediately apply metrics-based thinking to improve predictability.

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. AMP builds these skills in a way that is often overlooked: through the language of data.

Why AMP Is a Power Skills Course

One of the most common leadership failures in project delivery is the inability to have credible conversations with stakeholders about uncertainty. AMP directly addresses this gap. When practitioners learn to communicate probabilistic forecasts and flow data, they transform from reactive reporters into trusted advisors.

What AMP Teaches	PMI Talent Triangle Mapping
• How to present Monte Carlo forecasts to non-technical stakeholders in a way	

that is honest about uncertainty while still being actionable
- How flow metrics eliminate opinion-based arguments and replace them with shared, observable data — enabling more collaborative decision-making
- How to use Cycle Time and Throughput data to have empathetic, evidence-based conversations about team capacity and sustainable pace
- How Service Level Expectations create explicit, agreed-upon standards that align teams and stakeholders — a foundation for collaborative leadership
- How to use WIP limits to advocate for team health and protect against overcommitment

- Communication: Translating data into stakeholder narratives is a high-order communication skill
- Collaborative leadership: Shared metrics create shared accountability — teams align around facts, not authority
- Innovative mindset: Applying statistical simulation to forecasting is a fundamentally different and innovative approach to managing expectations
- Empathy: Understanding team capacity through data enables compassionate, realistic planning
- For-purpose orientation: Data-driven delivery protects team sustainability and focuses effort on work that matters

The Bigger Picture

PMI recognizes that influence — not authority — is the hallmark of modern leadership. The professional who can walk into a steering committee with a Monte Carlo forecast and explain with confidence that 'there is an 85% probability we will complete by Q3, and here is what would need to change to reach 95%' commands the room through credibility, not hierarchy. AMP builds exactly that kind of stakeholder influence.

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. AMP is, at its core, a course in making better business decisions under uncertainty.

Why AMP Is a Business Acumen Course

Every executive, sponsor, and portfolio leader needs to know: What will we have, and when will we have it? AMP gives practitioners the tools to answer that question with rigor. It connects delivery data directly to strategic planning, financial forecasting, and organizational decision-making.

What AMP Teaches

- How to use Throughput data to generate probabilistic delivery

PMI Talent Triangle Mapping

- Decision-making: Probabilistic forecasting provides the evidence

forecasts that feed directly into business planning cycles
- How Monte Carlo simulations model real-world variability — reflecting the same uncertainty that business leaders navigate in strategy
- How to set and manage SLEs that align delivery commitments with customer and business expectations
- How to identify and address systemic bottlenecks in delivery that erode business value
- How flow metrics reveal the true cost of delays and work-in-progress accumulation — a critical business insight

base for better go/no-go decisions at the portfolio level
- Big-picture alignment: Metrics connect team-level flow to organizational delivery commitments and strategic timelines
- Macro/micro influences: WIP and Cycle Time data reveal systemic organizational constraints that affect strategy execution
- Domain knowledge: Practitioners gain a specialized, defensible methodology for delivery forecasting applicable across industries
- Global trends: Flow metrics and probabilistic forecasting represent the state of the art in modern delivery management

The Bigger Picture

Business leaders do not need project managers who can describe their methodology — they need project managers who can tell them what to expect and what decisions need to be made. AMP produces practitioners who understand that delivery predictability is not a team concern — it is a business concern. By connecting throughput data and Monte Carlo outcomes to business timelines and investment decisions, AMP graduates demonstrate exactly the kind of strategic thinking PMI associates with Business Acumen.

Summary: AMP PDU Allocation Across the Talent Triangle

Because AMP develops skills across all three Talent Triangle areas simultaneously, PMI credential holders completing this course can reasonably allocate PDUs across all three categories. The following reflects a suggested allocation and rationale:

Talent Triangle Area	Key Skills Developed in AMP	PDU Suggested Allocation	PDU Hours to Claim
Ways of Working	Kanban methodology, flow-based agile delivery, probabilistic forecasting, multi-method fluency, SLEs, Monte Carlo simulation	Primary — Majority of course hours	**8 PDU hours**
Power Skills	Stakeholder communication, data-driven influence, collaborative accountability, empathy in capacity planning, innovative forecasting	Strong Secondary — Stakeholder & communication modules	**2 PDU hours**

Business Acumen	Delivery forecasting for business planning, organizational bottleneck analysis, cost of delay, strategic alignment of flow data	Strong Secondary — Business impact & forecasting modules	**2 PDU hours**

Conclusion

The PMI Talent Triangle was designed to reflect the reality that project professionals do not succeed through technical knowledge alone — they succeed because they can work in multiple ways, communicate with influence, and connect their work to organizational value. ProKanban.org's Applying Metrics for Predictability course was built for exactly this kind of professional.

AMP teaches a specific and powerful way of working (flow-based agile delivery and probabilistic forecasting), develops authentic power skills (the ability to have honest, data-backed conversations with stakeholders at any level), and builds business acumen (turning delivery data into strategic insight). It is one of the rare courses that genuinely earns PDU credit in all three categories because it was designed to develop the whole practitioner.

Recommended PDU Claim: All Three Talent Triangle Categories

Ways of Working | Power Skills | Business Acumen

For more information about ProKanban.org's Applying Metrics for Predictability course, visit prokanban.org.