

DEVELOPING YOUR SKILLS FOR AN AGILE PMO

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PMO Flashmob

PMO Flashmob: Inside PMO
PMO Managers Lunch Series

The Agile PMO:
Developing
Your Skills
for an Agile
PMO

Spring 2018



Developing Your Skills for an Agile PMO – delete when finished

Many PMOs now need to support Agile projects as well as traditional waterfall projects, moving to be a hybrid or bimodal PMO.

PMO Flashmob launch the latest *Inside PMO* report, “Agile PMO - What’s New and What’s Not” bringing insights from PMO Managers working in hybrid PMOs today. The report looks at the functions and services required and answers the questions – what stays the same, what needs to change and what is new.

The question for the PMO community is, “do you understand what additional skills and competencies you need working in a hybrid PMO?” Many of the skills you have are still required, but some will need further honing or developed from scratch.

This session will talk about how the services of the PMO change when supporting Agile projects and what associated skills you will need to have to do that successfully.

Inside PMO is an annual report from PMO Flashmob which is created from contributions from leading PMO Managers on key PMO themes.

INSIDE PMO: AGILE PMO

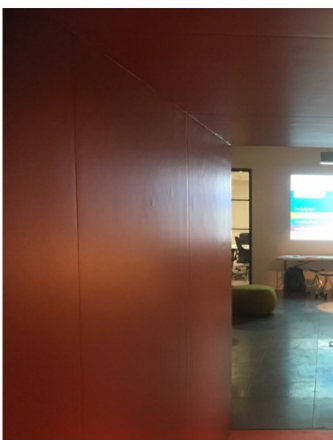
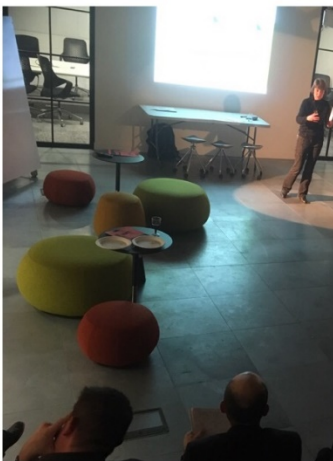
3rd report in the series

Other topics are:

- Portfolio Management
- Resource Management

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The Agile PMO: Developing Your Skills for an Agile PMO



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INSIDE PMO: AGILE PMO

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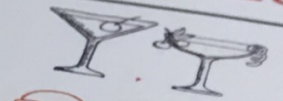
- Portfolio Management
- Resource Management

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The Lunch



UNDERSTANDING THE CURP

The Research

PMO Flashmob - November 2017
Survey of 450 PMO professionals on the top fu



Value agile sta
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PMO Managers Lunch Friday 17th November 2017

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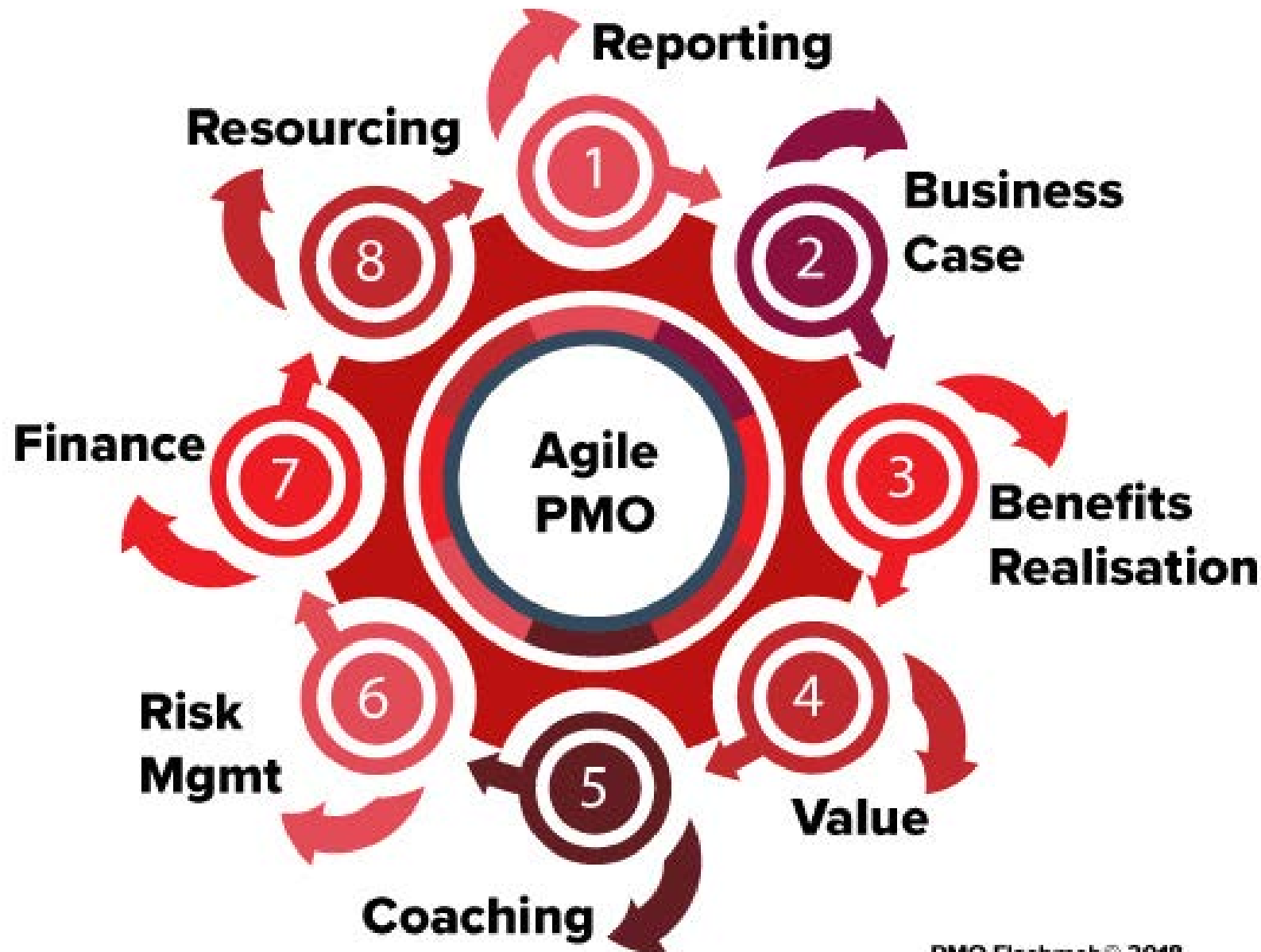
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Home-cured Hereford beef,
fresh mozzarella, grilled figs, aged balsamic, focaccia croutons

WHY AGILE PMO?

Agile projects are not a different beast – it's just a different version of the same beast and there's lots of similarities in the services the PMO delivers



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KEY PMO FUNCTIONS & SERVICES

- Reporting
- Business Case
- Benefits Realisation
- Value
- Coaching
- Finance
- Resourcing
- Risk

Reporting



- The Metrics Change
 - Working with the Team
 - What the Senior Leaders Want
- The Frequency Changes
 - Bi-weekly
 - Sprints
- The Mindset Changes
 - Differences need time to embed
 - No reporting from PMO?

REPORTING

Reporting

Business Case

Benefits Realisation

Value

Coaching

Finance

Resourcing

Risk



Business Case

- Everything starts with the business case
 - Is it good enough?
 - Are you qualified to make that call?
 - Can you provide support here?
- Makes sponsorship more visible
 - Is it good enough in your organisation?
 - What can your PMO do about that?



BUSINESS CASE

Reporting
Business Case
Benefits Realisation
Value
Coaching
Finance
Resourcing
Risk



Benefits Realisation

- From the business case to benefits
 - Are the benefits clear?
 - How will they be realised?
 - Will we know when?
 - Where are we really with benefits realisation?
- Working with Team, Sponsors and Business
 - Working out the best way forward

BENEFITS REALISATION

Reporting
Business Case
Benefits Realisation
Value
Coaching
Finance
Resourcing
Risk



- How the PMO can support “early and often”
- How will “value assurance” work?
- Understanding key concepts i.e., value stream mapping (VSM)
- What is our value?

VALUE

Reporting
Business Case
Benefits Realisation
Value
Coaching
Finance
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Risk



Coaching

- Bottom line is, the PMO must become a true coach
- We can learn from Agile Coaches

COACHING

Reporting
Business Case
Benefits Realisation
Value
Coaching
Finance
Resourcing
Risk

Risk Mgmt



- Pulling together the assurance and coaching roles – independent risk reviews are a value add
- Working with the teams to find the best way forward

RISK MANAGEMENT

Reporting
Business Case
Benefits Realisation
Value
Coaching
Finance
Resourcing
Risk

Finance



- A change in how the forecasts and costs are reported – translation needed!
- Analysis across hybrid projects – which are better for the business?



FINANCE

Reporting
Business Case
Benefits Realisation
Value
Coaching
Finance
Resourcing
Risk

Resourcing



- Capacity
- Capability
- What self-empowerment really means?

REPORTING

Reporting
Business Case
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Resourcing
Risk

The PMO Principles

Principle 1: Sponsorship	Senior Management Sponsorship and Engagement	The scope and effectiveness of the PMO is defined by the level of sponsorship and engagement from senior management.
Principle 2: Alignment	Governance Alignment	The structure and function of a PMO is designed to fit within and actively support the organizational governance.
Principle 3: Transparency	Consistent, Accurate, Timely and Transparent Information	The PMO provides consistent, accurate and timely information used to underpin the decision-making process (governance) and transparent validation of the data provenance.
Principle 4: Challenge	Trusted Challenge Partner to Drive Value	The PMO provides objective, rational and constructive challenge at a project, program and portfolio level.
Principle 5: Adjustment	Adaptive Capabilities and Services	The capabilities and services provided by the PMO are set up and then tailored to the organization in which they operate and the people they serve.
Principle 6: Exemplar	Leads by Example	The PMO exhibits appropriate behaviours and expertise when delivering change and demonstrates the value of the project and program processes and system and their contribution to project and program success.
Principle 7: Improvement	Continuous Improvement Mindset	The PMO looks to improve itself and its contribution to the successful delivery of projects and programs within the organization through continuous improvements of its services.

The PMO Principles published by IPMO Advisory © 2017



PMO Principles

Dr Robert Joslin & Eileen Roden



Foreword by
Dr Ralf Müller

Agile projects, easier to do?

Hybrid \ Bimodal PMO

**Business
Case**

Sponsors

Value

Rashmi

Benefits

Coaching

ANY QUESTIONS?

Pick up the Report from
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