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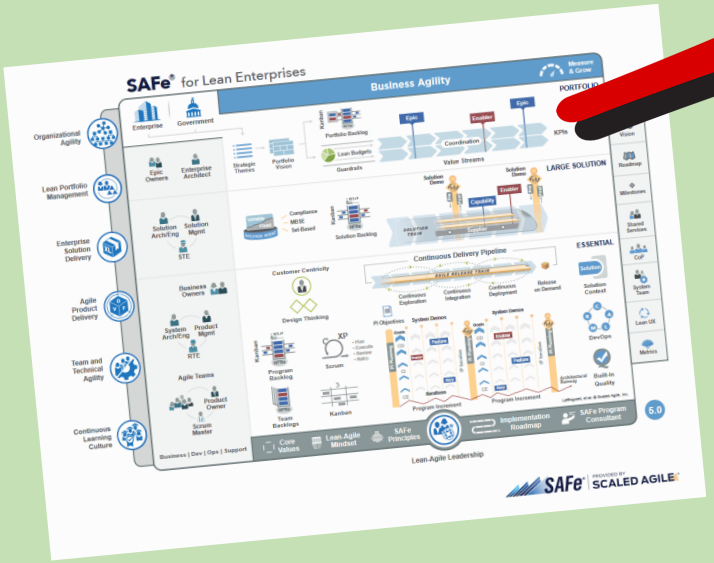
SAFe and the PMO

SAFe and the PMO



HOT PMO!

SAFe and the PMO

HOT PMO!

SAFe and the PMO

HOT PMO!

The year 2015…

Value Driven PMO Roles at Ticketmaster

John McIntyre

The PMO Conference

11th June 2015

WHAT IF THE PMO DISAPEARED?

1. Projects would still be delivered
2. Products would still get to market
3. We would continue to expand

…but slower

ticketmaster®

The PMO Conference

The year 2015...

The Present…

What if Projects disappeared?

The Present…

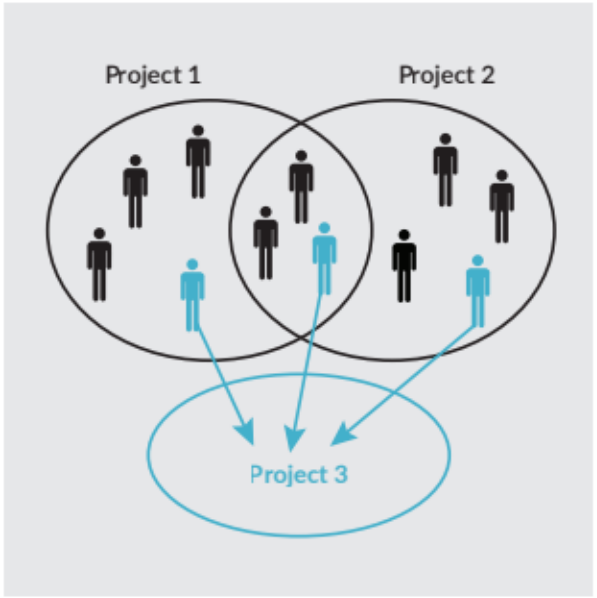
- The meteoric rise of Product Management
- The ‘continuous’ culture
- Resurgence of Deming and Ohno

Enter Mik Kersten

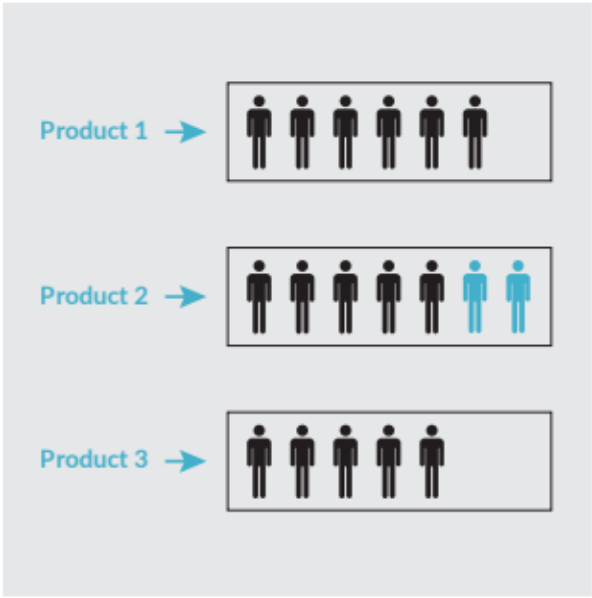
"Those who master large-scale software delivery will define the economic landscape of the 21st century"

Enter Mik Kersten

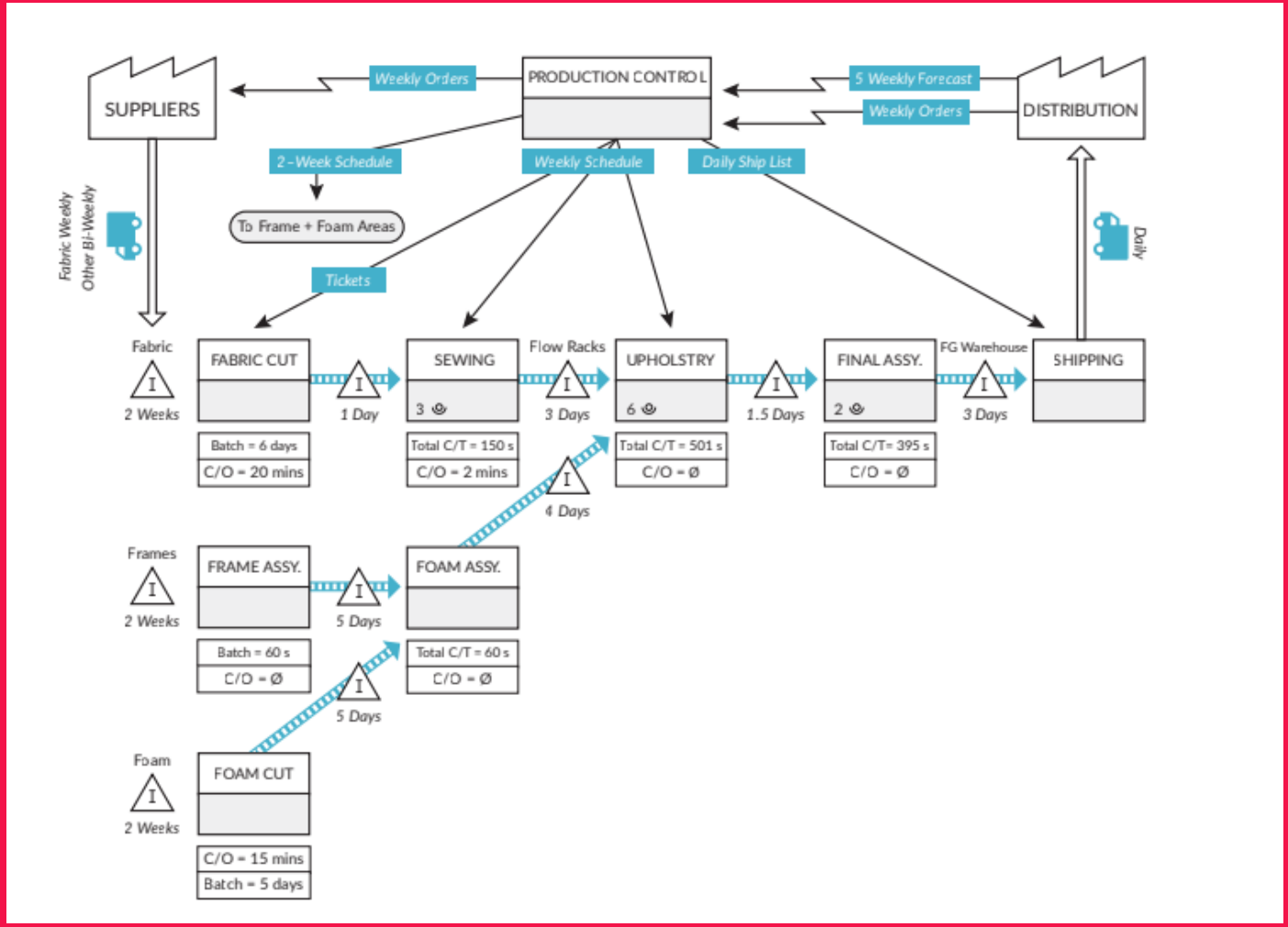
People are Brought to the Work



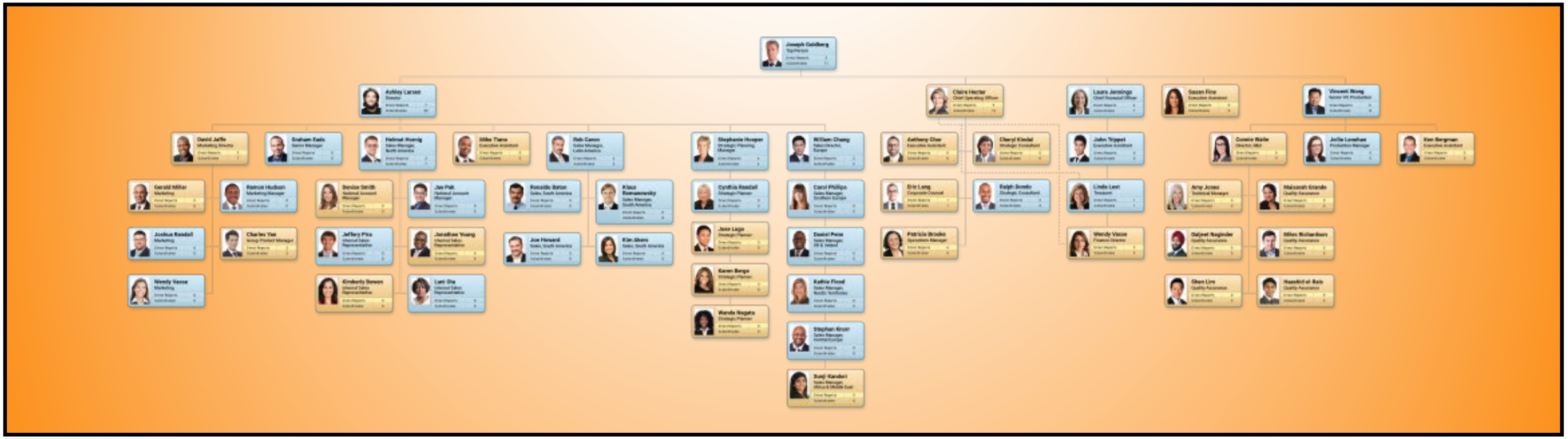
Work is Brought to the People

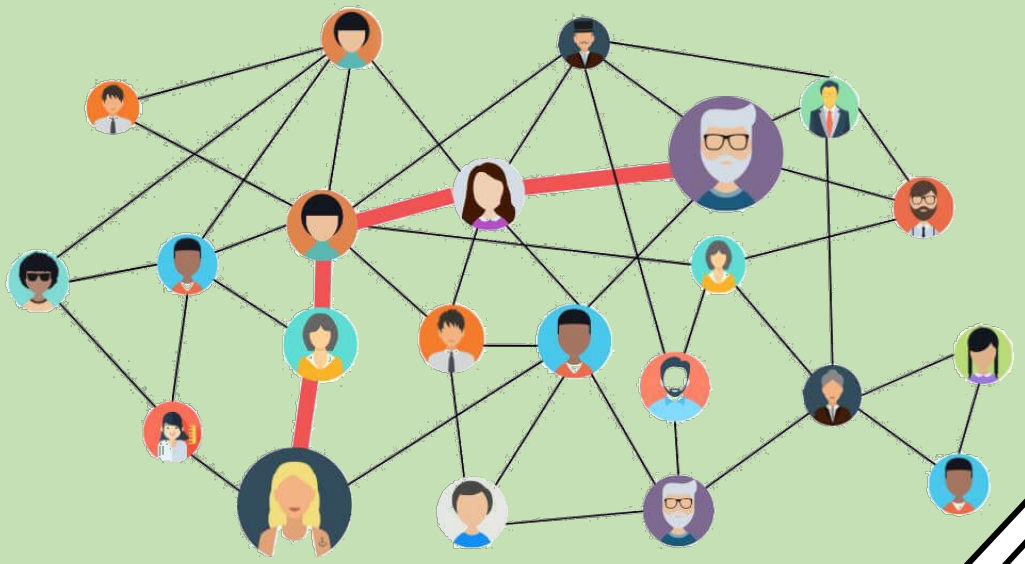


Enter Mik Kersten

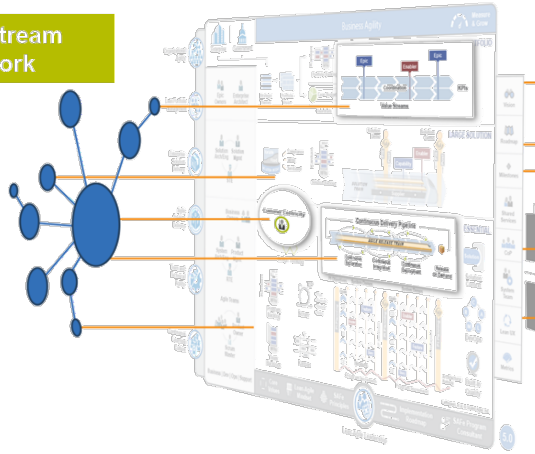


Enter Mik Kersten





Value Stream Network



Functional hierarchy

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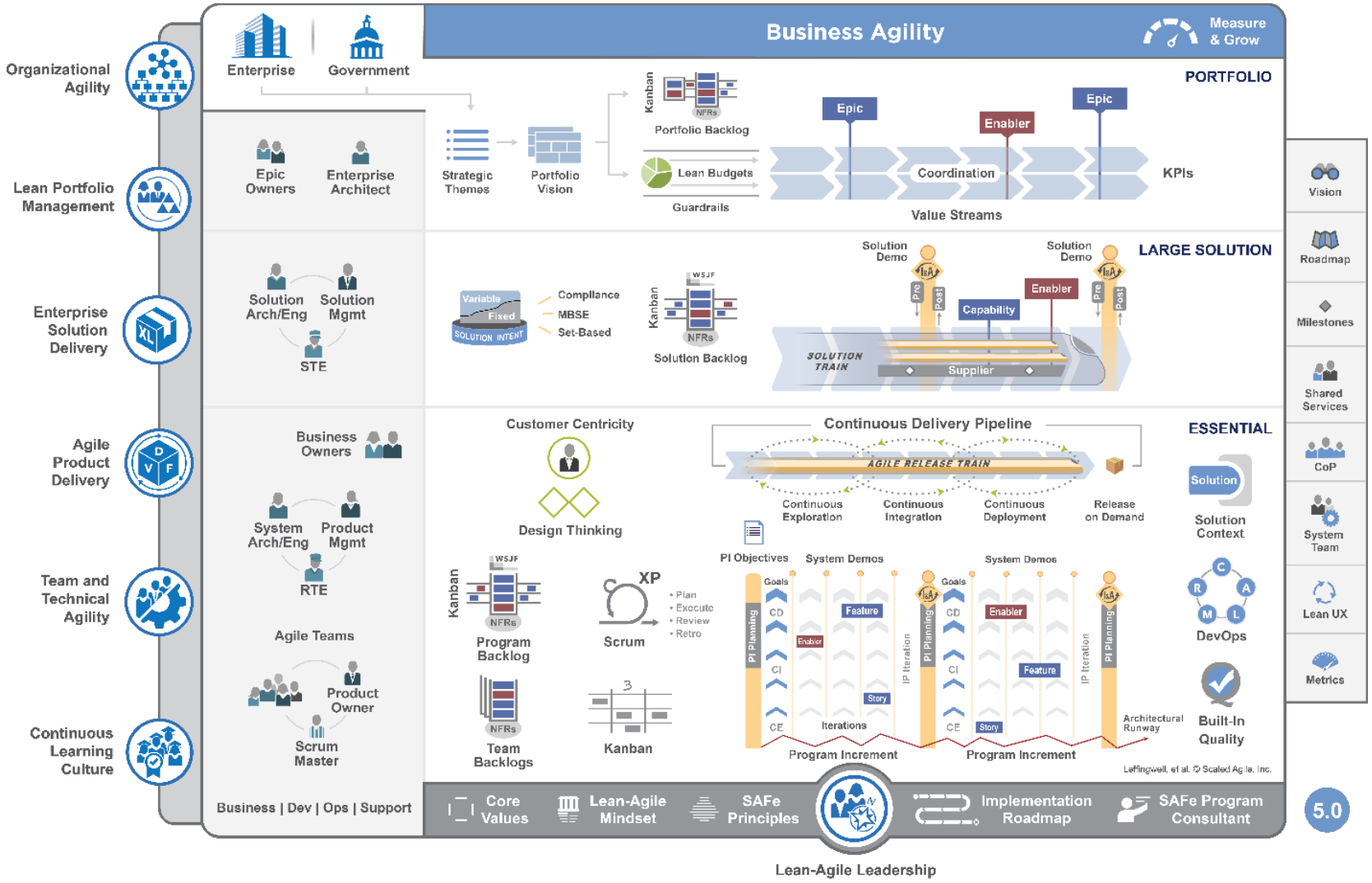
HOT PMO!

Introducing SAFe 5.0 the operating system for Business Agility



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SAFe At a Glance

SAFe® | PROVIDED BY SCALED AGILE®

500,000
SAFe-trained professionals in 110+ countries

20,000
SAFe enterprises across every industry from healthcare to aircraft manufacturing

300 Scaled Agile Partners in 50+ countries

SAFe Training

A comprehensive role-based curriculum for successfully implementing SAFe and skills validation through professional certification.

- Business Leaders
- Tech Teams
- Business Teams
- Agile Experts
- Trainers & Coaches

SAFe Case Studies
Typical results

50% Faster Time-to-Market

35% Increase in Productivity

50% Improvements in Quality

30% Increased Employee Engagement

PLEDGE 1%

Scaled Agile stock equity and employee time to Pledge 1% campaign

SAFe SUMMIT

Annual gatherings for the SAFe community in the U.S. and Europe.

Clear Leader in Agility at Scale

Gartner Agile in the Enterprise Survey

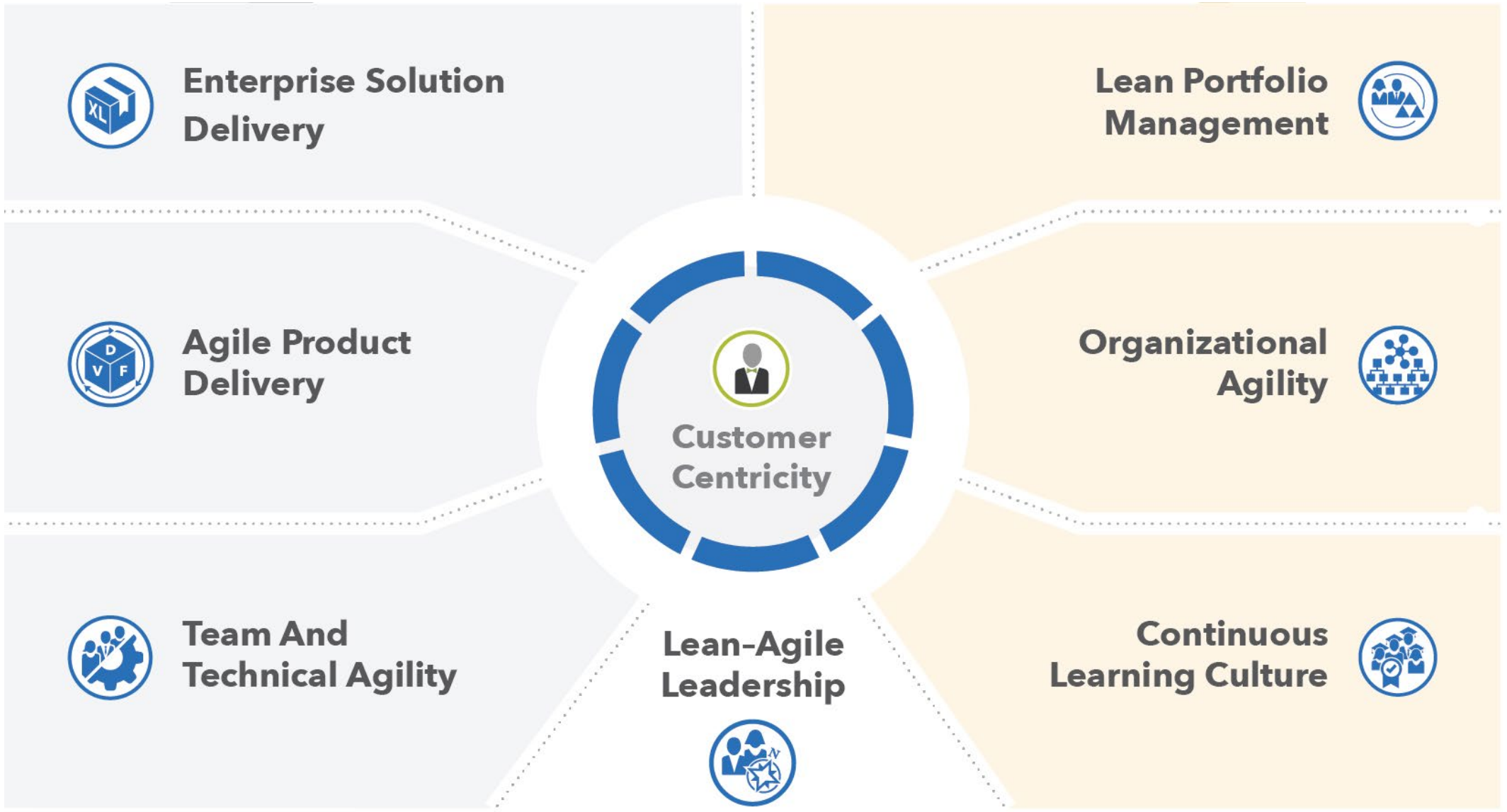
CollabNet VersionOne State of Agile Report

Inclusive

SAFe integrates practices from Lean, Agile, DevOps, Scrum, Kanban, XP, Design Thinking, and Product Development Flow

October 2019 © Scaled Agile, Inc..

Seven core competencies of Business Agility



But wait…

Where does the PMO fit in to all of this?

Lean Portfolio Management

The Lean Portfolio Management competency aligns strategy and execution by applying Lean and systems thinking approaches to strategy and investment funding, Agile portfolio operations, and governance.

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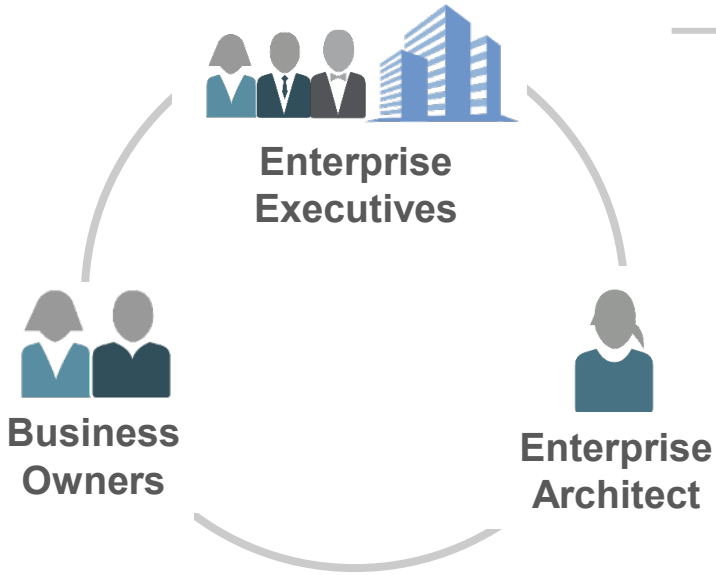
Meet business targets with strategy and investment funding

Strategy and investment funding ensures that the entire portfolio is aligned and funded to create and maintain the solutions needed to meet business targets.



- Connect the portfolio to the Enterprise strategy
- Maintain a Portfolio Vision and Roadmap
- Establish Lean Budgets and Guardrails
- Establish portfolio flow

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Fund value streams aligned with the business strategy

Funding value streams instead of projects provides the following benefits:

- Full control of spend
- No costly and delay-inducing project cost variance analyses
- No resource reassignments
- No blame game for project overruns

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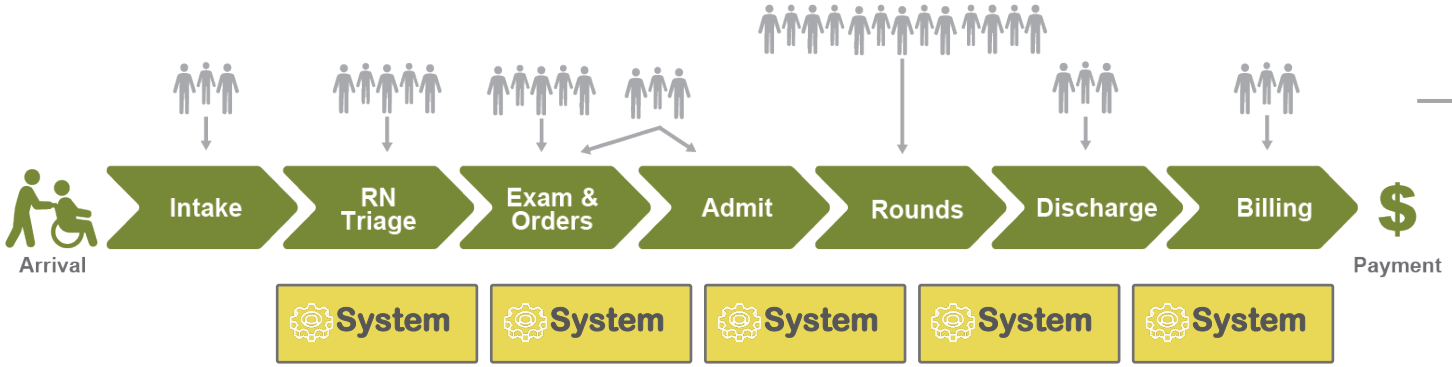
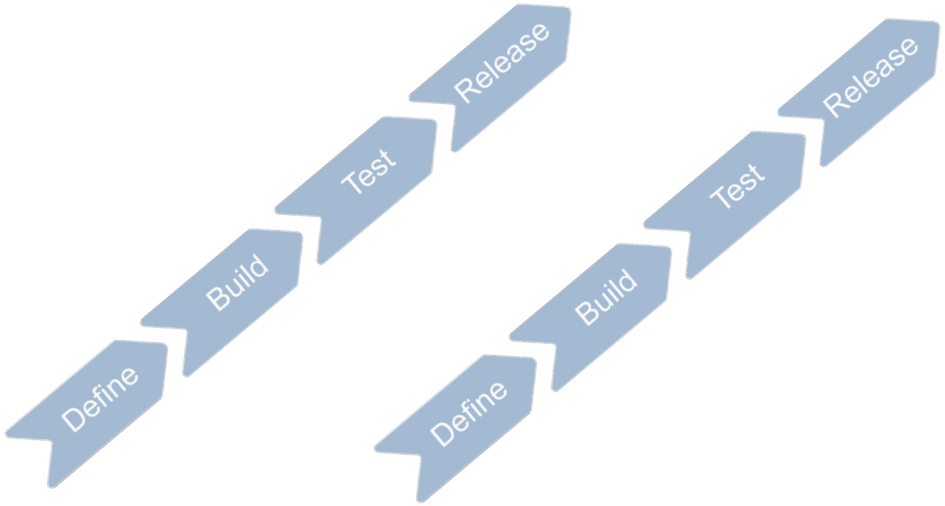


Operational Value Streams

Deliver end customer value



Development Value Streams

Build the systems and capabilities that enable Operational Value Streams

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Ensuring continued alignment with Lean budget guardrails

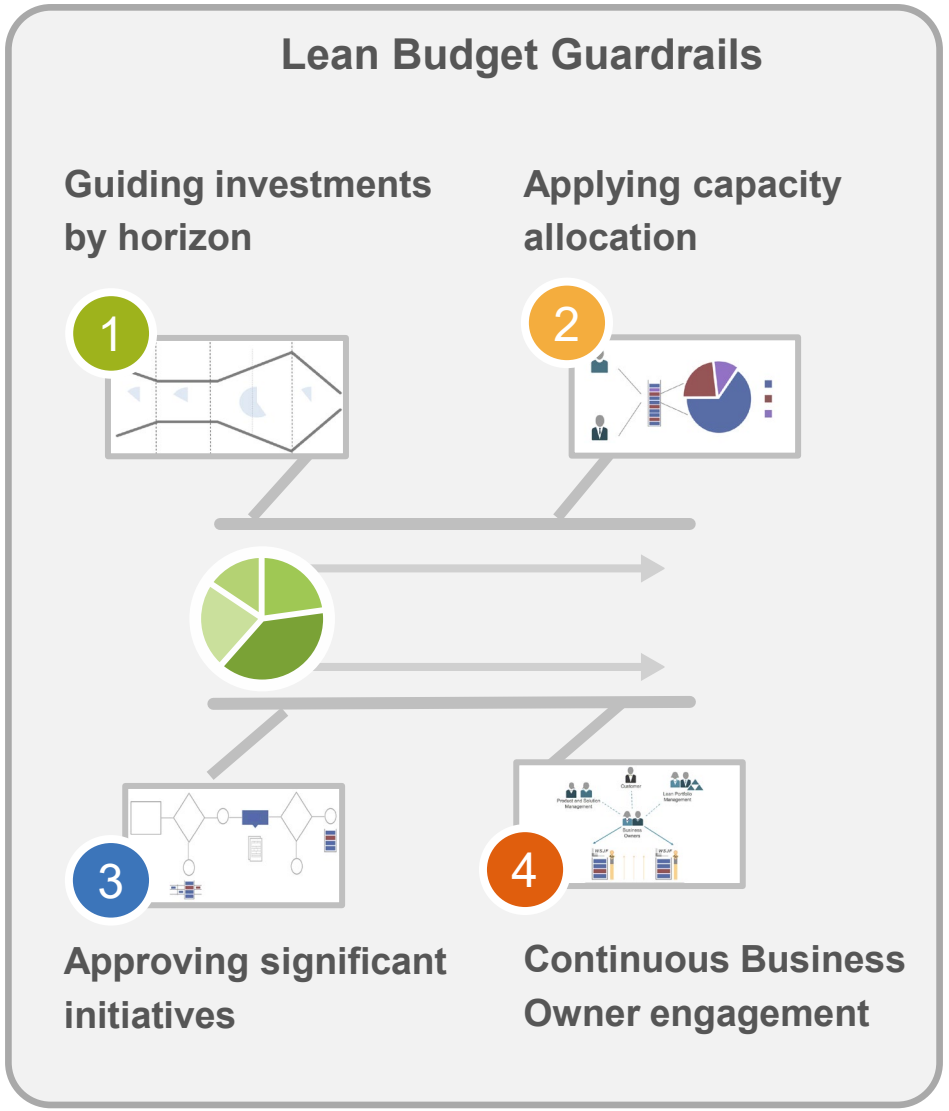
Guardrails describe portfolio-level budgeting, spending, and governance policies that:

1. Ensure the mix of investments balance near-term opportunities and long-term strategy and growth

2. Balance the backlog of new business Features with the need to continuously invest in the Architectural Runway and maintenance to avoid obsolescence and tech debt

3. Ensure large, significant investments (Epics) are approved appropriately

4. Actively engage Business Owners to ensure the priorities of the ARTs and Solution Trains are in alignment with the portfolio



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Agile Portfolio Operations

- Coordinate Value Streams
- Support Program Execution
- Foster Operational Excellence

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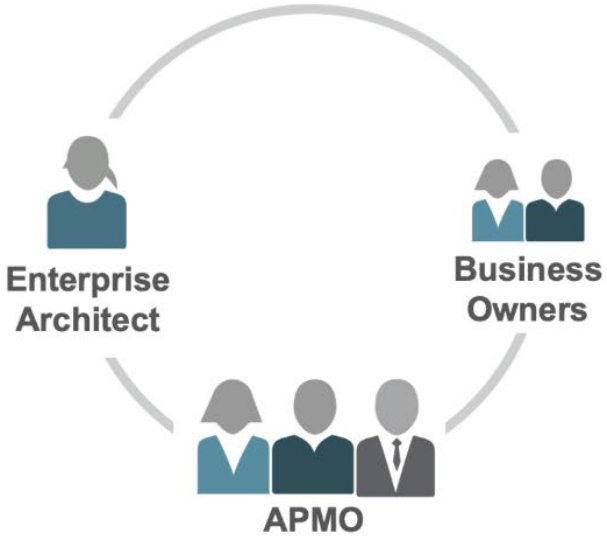
Lean Governance



- Forecast and budget dynamically
- Measure portfolio performance
- Coordinate continuous compliance

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Evaluating progress toward meeting portfolio objectives

Goals	Measures	Desired Benefits
Employee Engagement	Employee surveys; Agile People Operations data	Improved employee satisfaction, higher employee engagement, and better business outcomes
Customer Satisfaction	Net Promoter Score (NPS)	Improved customer experiences and loyalty
Partner Health	Partner and vendor surveys	Improved ecosystem relationships
Business Agility	Business Agility self-assessment	Improved ability to respond to market changes, emerging opportunities and threats
Portfolio Performance	Objectives and Key Results (OKRs); LPM Self-Assessment	Better alignment and improved progress toward the portfolio's strategic themes, and portfolio performance
Value Stream Performance	Value Stream KPIs	Improved performance against the forecasted business outcomes
Program Predictability	Program predictability measure	Improved actual business value achieved
Time-to-Market	Number of releases; feature cycle time	More frequent releases; faster feature delivery
Relentless improvement	Self-assessments for each level of the Framework	Relentless improvement in team, program and portfolio performance
Quality	Defect count and cycle time; support call volume; escaped defects	Improved customer satisfaction; reduced support call volume, and lower product development costs

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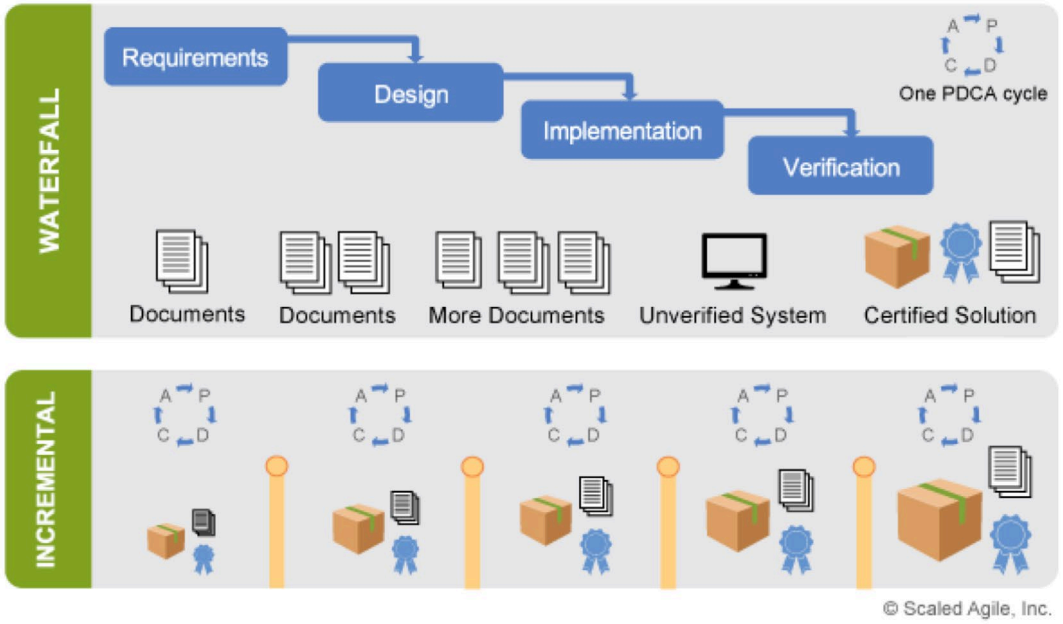
Coordinating Continuous Compliance

A Lean-Agile quality management system (QMS) improves quality and makes compliance more predictable.



Defer compliance to the end of Solution development.

Validate ongoing compliance with relevant standards and regulations.

Without Lean Portfolio Management

- ☐ Strategy is unclear to those who must execute it
- ☐ Our project funding model causes internal friction, overhead, incessant internal negotiations, and inhibits innovation
- ☐ Agile practices across the portfolio are different, confusing and problematic
- ☐ Current metrics reflect processes and outputs, not outcomes
- ☐ Our governance practices interfere with value flow and time to market

The PMO…

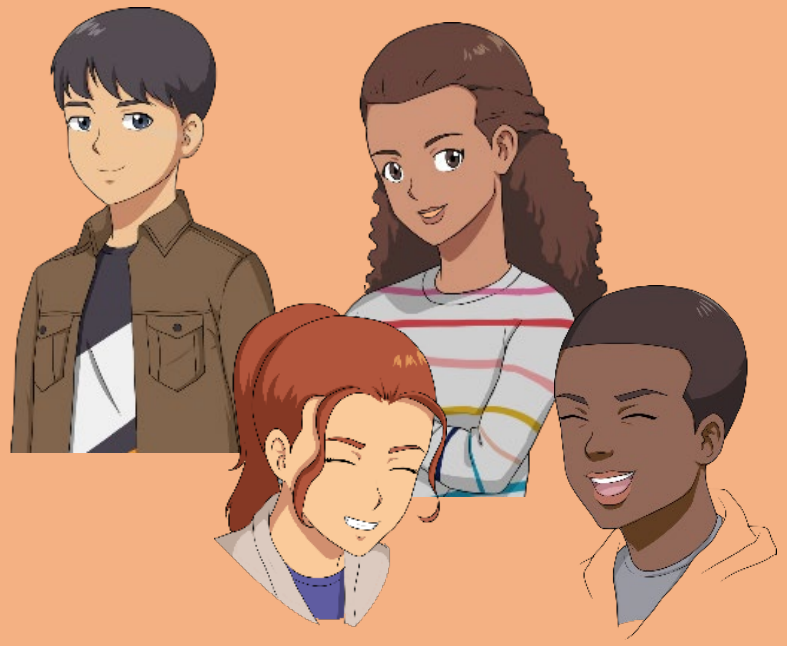
- Keeps everything (and everyone) connected
- Oversees budgeting and planning
- Constant vigilance of metrics

SAFe and the PMO

HOT PMO!

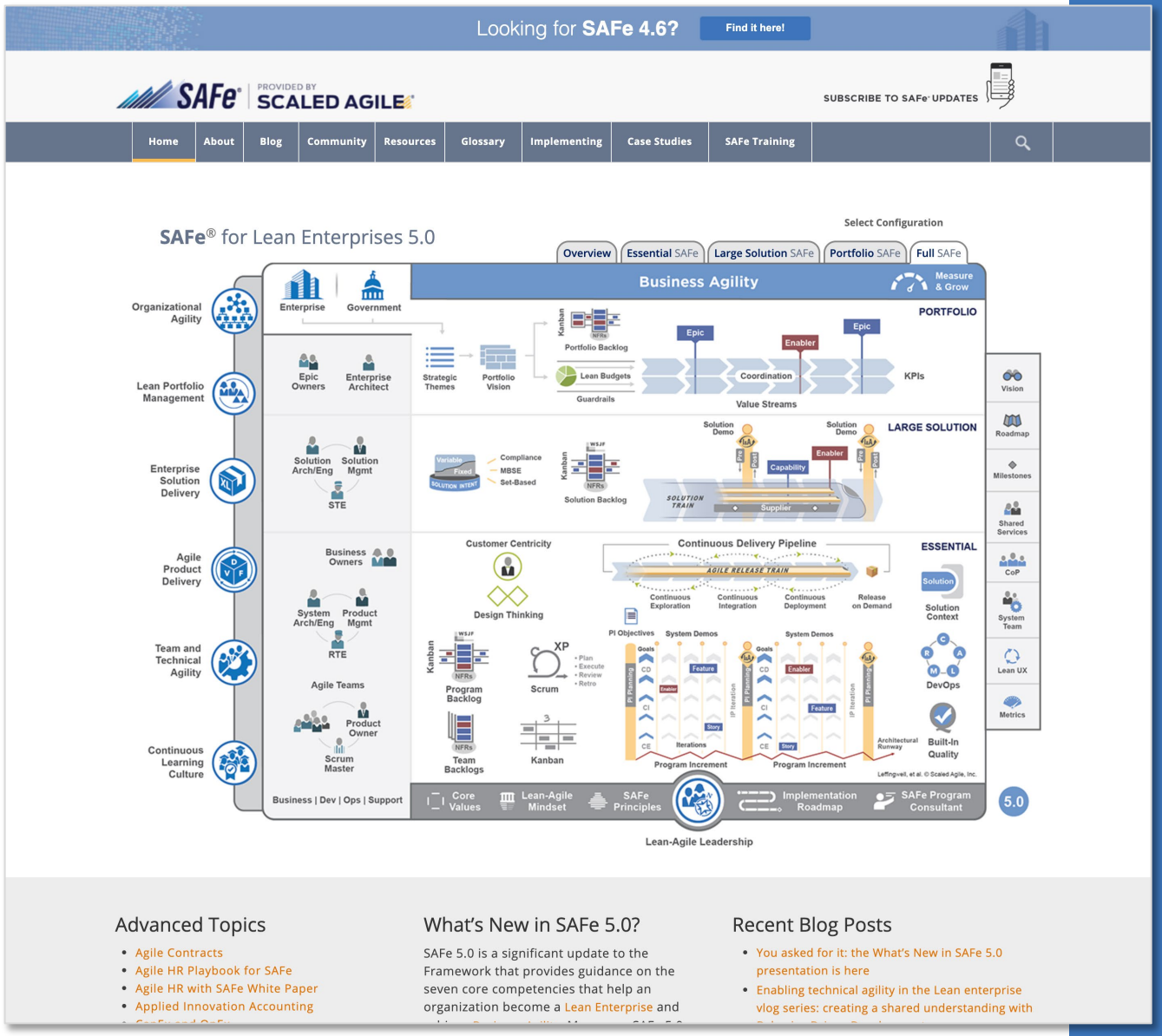
Over to you…

How can my PMO enable Organizational Agility?



SAFe and the PMO

HOT PMO!



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- Presentations
- White papers
- Videos
- Customer stories
- SAFe Glossaries in multiple languages

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