

Project to Product by Mik Kersten 2018

PROJECT VS PRODUCT.

- [1] Most PMO's created + managed processes to manage projects
- [2] In Lean, this work-flow or process is a Development Value Stream (DVS)
- [3] The DVS comprises the processes, techniques, the functions and the people to deliver

When it's not suitable for all organisations - what does that mean?

DevOps

design an organisation to deliver value continuously

Business Backlog

- Item 1
- Item 2
- Item 3
- Item 4

- could be from different projects / or change
 - there could be overlap between items
- "The Value Stream is funded - let's explore"

- DevOps value stream is a semi-permanent organisation
- The funding / budget is down to the value stream
- Work is prioritised based on cost of delay not ROI

[the value stream is funded not the project]

a production line!
this evening's version
based on this book's
principles

teams get disbanded
after the project is
delivered
stem-form etc

the people stay together - less waste

Software development (Dev)
and IT operations (Ops)
= DevOps - a set of practices
that combines Dev + Ops.

SHRINK THE DEV LIFECYCLE
BUT KEEPING QUALITY,
compliments with Agile s/w dev
- can also use DevOps practices
in some parts of waterfall
projects

DevOps and the PMO with Jon Ward.

THURSDAY 22ND OCT.

Who are the new tools
for? ☺

A whole raft of
tools etc available
from DevOps camp



DevOps is
speeding up
backend delivery
pipeline

"we don't
want people
waiting"

needs to be
aligned to the
front end
(the people doing
the work)

Getting from project to production

- how can we increase value?
- reduce blockers.
- change the process to improve the value delivered.



Theory of
Constraints
GOLDFRAPP.

"maximise the
value delivered"

Delivery Value Stream

and look to
optimise it

WE NEED A
MORE AGILE
PRODUCT
MINDSET

The production line

blows away teams, reourcing
and costings

"Does it remove / replace
all projects or sit
alongside some
'bigger' projects?"

- The control metrics are based on flow rather than gates.



What's the driver for the PMO getting involved?

administration into each value stream - which wouldn't be a good idea?

Impacts on the PMO

PMO affected on the front end and not the back end - why?

> Portfolio Mgmt

- features not projects
- SAFe principles
- cost of delay

> Metrics

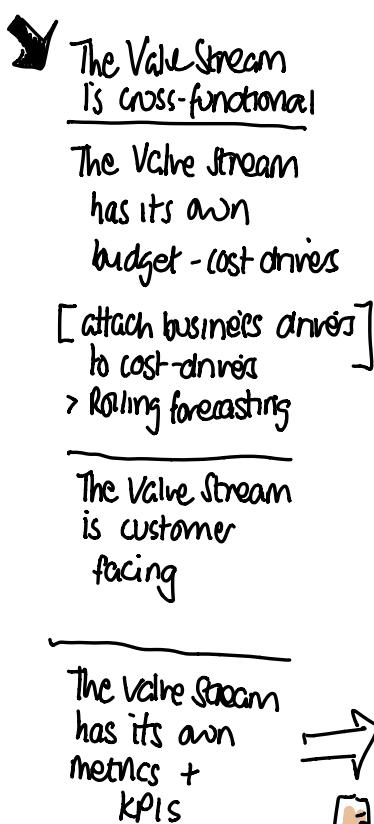
- no stage gates
- how to check progress
- and share those metrics + insights

The Vanguard Method.

> DevOps

- monitoring the devops process
- release planning
- portfolio mgmt.
- start with the customer and go back.

It's radical change so who will define the portfolio



~70% of organisations using Agile - and a lot of those doing DevOps.

do you start Agile then DevOps or in parallel.

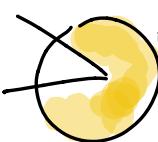
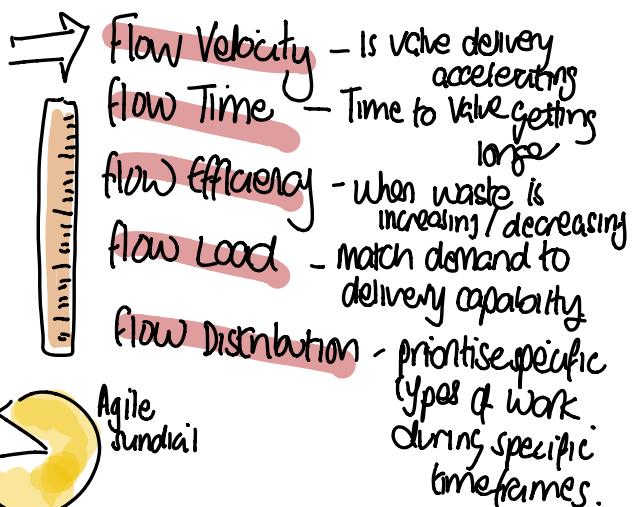
CRAWL-WALK-RUN.
depends on the product.

Decision-Matrix - demand mgmt is pretty standard.

DevOps - is it the only method in town?

it's not a standard toolkit.

it's a mindset using tools.



'large integration projects' - use Agile Programme mgmt.

> Budgeting - funding & production line not at project level. that's the change.

CAPEX vs OPEX.

> Continuous improvement

> Change Readiness

> Reporting

> Lean business case

> Pre-work - scoping, sizing - innovation?

What do the stakeholders want?

