

Qwick start

- Introduce yourself to a person near to you and ask them what do they understand by project governance
- **Discuss:**
 1. What does project governance mean in your organisation?
 2. How does your PMO add value to this?





Agile Project Governance



beneficial
CONSULTING

Lean-Agile PMO remit

- Enabling both agile and traditional projects to deliver faster
- Coaching and acting to stop “problem” projects and programmes
- Agile management of the project investment portfolio
- Emphasis on business case and benefits delivery
- Provide reassurance to Stakeholders
- Buffers the teams from the less agile parts of the organisation

A PMO that adds value by facilitating the faster, secure, controlled, delivery of all types of projects; traditional, agile and continuous delivery

A new PMO perspective



Agile Project Governance

- Project organisation, roles and responsibilities
- Business case, benefits and value management
- Agile portfolio management and financial controls
- PMO events – e.g. big room planning and portfolio retrospectives
- Plans – what is just-enough for organisational purposes?
- Risk management
- Forecasting and reporting – minimum standards
- Baselines and change management
- RAG Status, Checkpoints and Assurance
- Organisational learning
- Coaching cook book





AGILE PORTFOLIO MANAGEMENT – AGILE & LINEAR PROJECTS



beneficial
CONSULTING

What do we mean by Agile Portfolio ?

- In groups what do we mean by Portfolio management. How is the portfolio current planned?
- How does agile portfolio management differ from traditional mechanisms



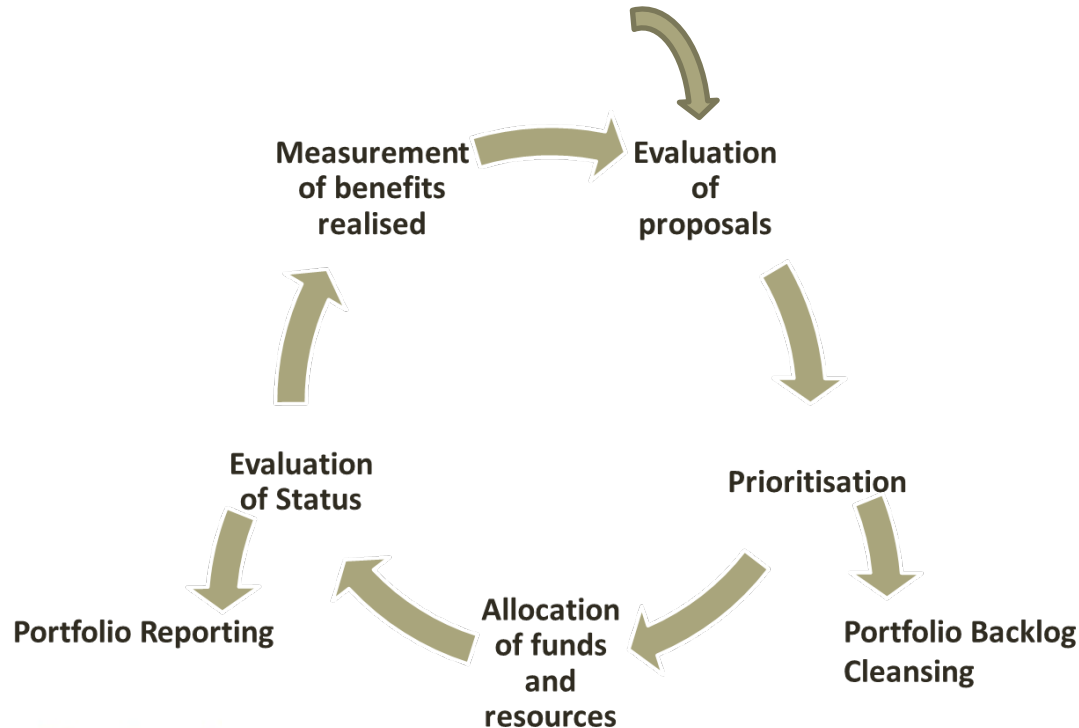
Portfolio management

- **Portfolio Management** addresses how an organization goes about identifying, prioritising, organising, and governing their various initiatives.
- Endeavours managed in a portfolio typically include:
 - transformational programmes,
 - solution delivery projects,
 - Perpetual product development teams,
 - Agile business experiments products or services,
 - May be some elements of BAU activities.
- **Agile Portfolio Management** seeks to do this in a lightweight and streamlined manner that maximizes the creation of business value in a long-term sustainable manner.



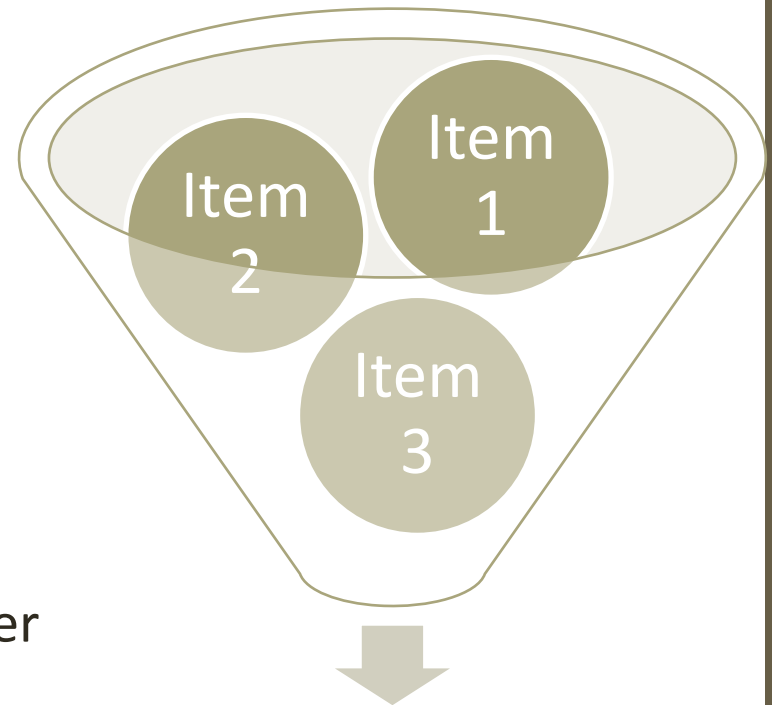
Agile Portfolio Management

- Traditional portfolio management is focused on top-down planning with work laid out over long time periods.
- Agile portfolio management uses the concept of releases and build-measure-learn cycles used by the agile teams using a rolling wave approach



Agile prioritisation

- Rolling wave over annual planning
- Keep the process simple
- Some priorities speak for themselves
- Accept that work items may be of various types and sizes.
- Preferring larger activities broken down into smaller initiatives
- Prefer stable permanent teams over transient project teams.
- If possible align stable teams to value streams.



Prioritised portfolio



Portfolio backlog cleansing

- The portfolio backlog provides a holding area for upcoming business endeavours.
- The portfolio cleansing is a regular but infrequent activity when the backlog is reviewed to ensure it contains the most appropriate items.
- The prioritisation is tested to ensure that the important work items are at the top of the backlog and are ready for delivery.
- Some of the activities that occur during this refinement of the backlog include:
 - Removal of proposals that no longer appear relevant
 - Creating new proposals in response to newly discovered needs or opportunities
 - Re-assessing the relative priority of stories.
 - Procuring estimates to proposals which have yet to receive one or correcting estimates in light of newly discovered information.
 - Splitting proposals which are high priority but too large for agile prioritisation.





AGILE PORTFOLIO CEREMONIES



beneficial
CONSULTING

Big Room Planning

- To be successful at enterprise scale agile, organizations must connect the work of their agile teams, to their strategy and to what they deliver. At the core of scaling agile is release planning which must be done together in a ceremony called Big Room Planning
- Collaboratively planning in one Big Room is a proven, effective approach to producing a 3-6 month mid-range plan, quickly and efficiently. Using Big Room planning teams tease out dependencies and constraints to the production of an efficient portfolio backlog



Portfolio Retrospective

- Agile is about a learning organisation.
- A Portfolio Retrospective involving key players in an brief session to answer the following three questions:
 1. What went well for this portfolio?
 2. What should we stop doing?
 3. What should we improve?



THE PMO AS A COACH ORGANISATIONAL LEARNING



beneficial
CONSULTING

What do we mean by servant-leader?

The role of the traditional PMO



“The servant-leader role is to encourage growth and the performance of project teams.

Taking positive actions to build better organisational capabilities and as such it brings the PMO into a leadership role.



Organisational Learning

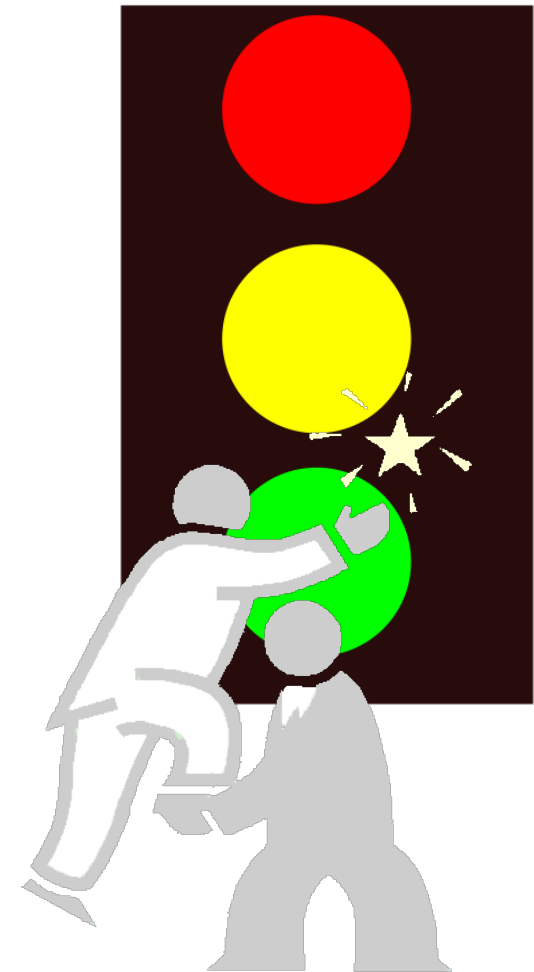
- How does your PMO facilitate organisational learning?
- How would this change in an agile context of the PMO being a servant leader?



Some ideas- stopping projects from going wrong

The Lean-Agile PMO is specifically designed to ensure project success

- Establishing an independent view of project health. Agile Red Amber Green status evaluations
- Path-to-green planning and monitoring
- Coaching, mentoring and developing capability
- Providing facilitation, data, tools, and techniques.



Personal five take-Aways:

- Please write down five personal actions.
- Suggested that you use an agile story syntax
 - “ As a _____ I want to _____ so that _____.”
- Find the person you talked with at the beginning of the session and share your take-aways and actions



Find the person you first met with

- Outline what were the key take aways for you
- What do you plan to do next?

For further information contact:

Jonathan Ward

Director

Beneficial Consulting Limited

Dashwood House,

69 Old Broad Street

London

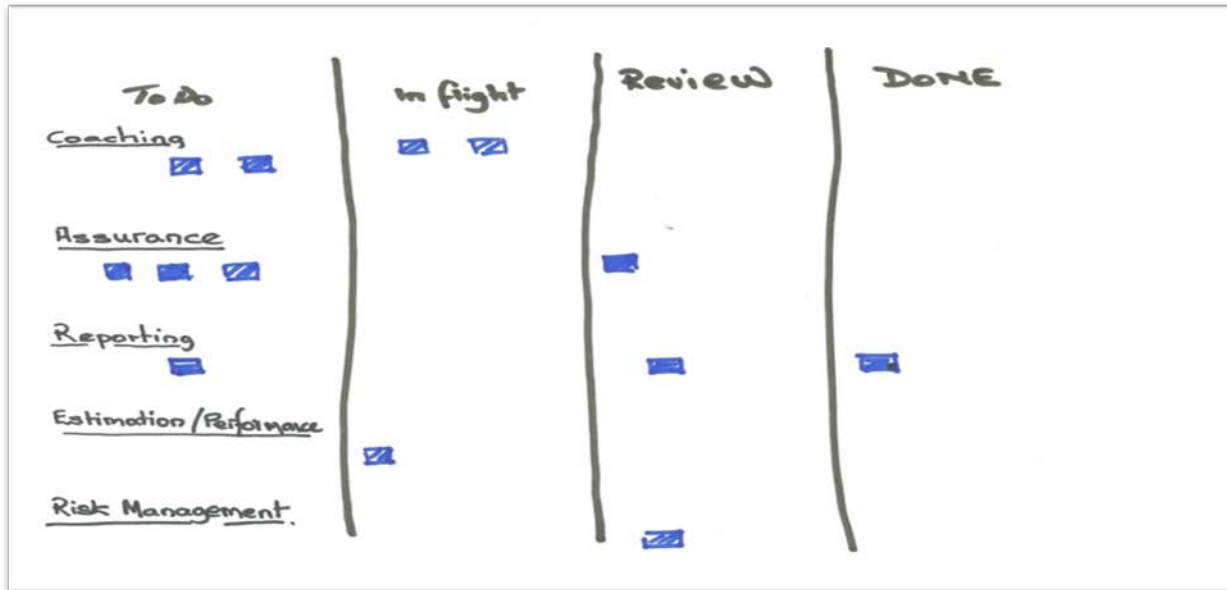
EC2M 1QS

Jonathan.ward@beneficialconsulting.co.uk

Mobile: +44 (0) 7802 884598

www.beneficialconsulting.co.uk

The Agile PMO - Kanban



- Daily Stand-up
- Identification of blockers
- Throughput and performance analysis
- Sprint cycle aligned with reporting or Programme Sprints
- Production of PMO KPIs



| Theme | Sponsor | Sprint Cycle | Project Manager | Reporting Period | Sprint Date | Previous Status | Current Status |
|-------|---------|--------------|-----------------|------------------|-------------|-----------------|----------------|
| | | 3 weeks | | | | G | G |

Example

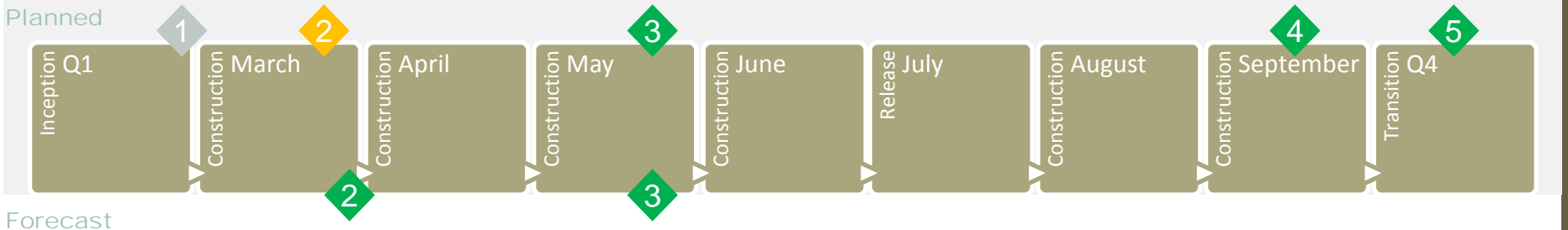
Project Assessment

• Lorem ipsum dolor sit amet, consectetur adipiscing elit. Praesent nibh felis, ornare vel ex pharetra, imperdiet facilisis neque. Curabitur feugiat magna mollis, finibus justo ac, commodo nunc. Nam hendrerit in nisi sit amet dignissim. Mauris tincidunt elit ut nibh tristique, eget tristique lacus eleifend. Maecenas ultrices ut velit eu rhoncus

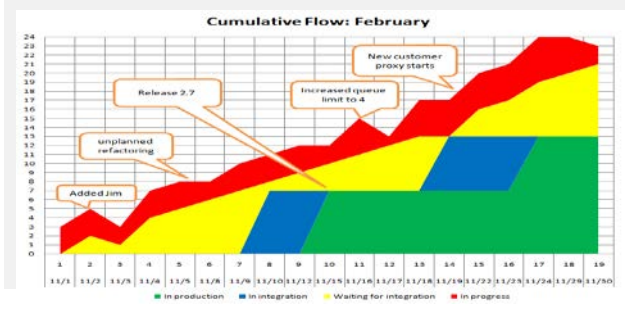
Executive attention – items for resolution

- Morbi sed viverra ligula.
- Donec et nisl ut erat dictum dapibus.
- Fusce quis lectus placerat tellus volutpat bibendum.

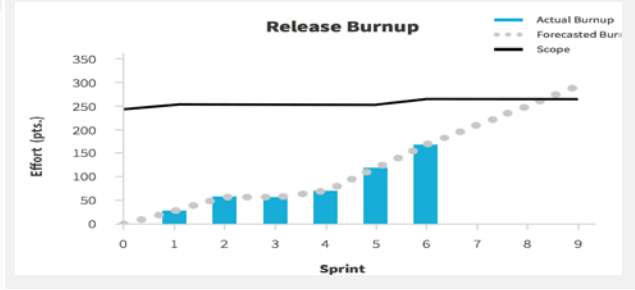
Milestones



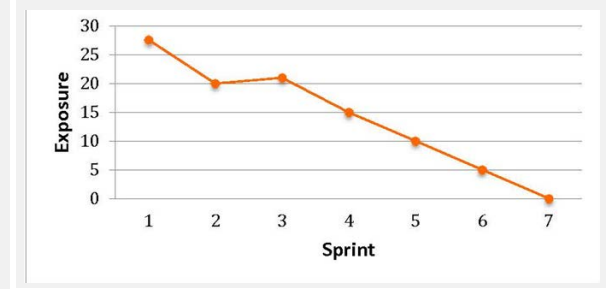
Release Progress



Release Burn-up



Risk Burn-down Chart



Achievements this Sprint

Orci varius natoque penatibus et magnis dis parturient montes, nascetur ridiculus mus. Praesent fringilla aliquet aliquet. Praesent bibendum augue in lectus finibus, a malesuada sapien cursus.

Key dates and decision points

| | Sprint | Due Date | Forecast | Status |
|--|--------|----------|----------|--------|
| | | | | G |
| | | | | G |
| | | | | G |
| | | | | G |
| | | | | G |

Completed On track At Risk Delayed

Measuring the value of your PMO

| PMO Value | Metric | Measured |
|------------------------------------|---|--|
| Improve time to market | Average time from Project Approval to Project Start | Monthly |
| Improved time to market | Average time from project start to project delivery | Monthly – (could use release cadence) |
| Improved time to market | Ratio Estimated time v actual time | Monthly |
| Increased success rate of projects | #Projects in red or amber status | Weekly (could also use # weeks in red or amber status) |
| Increased success rate of projects | # project exceeding control limits | Weekly |
| Improved project forecasting | Ratio Estimated costs v actual costs | Monthly |
| Increased value of projects | Ratio actual benefits realised v actual benefits realised | Quarterly |
| Escalation efficiency | Number of open issues and average age of issues | Monthly |
| Competency improvement | Number of training and coaching days delivered | Monthly |

