Agile PMO - Is the PMO Equipped to Support Traditional and Agile Projects?

Lindsay Scott

7th November 2018
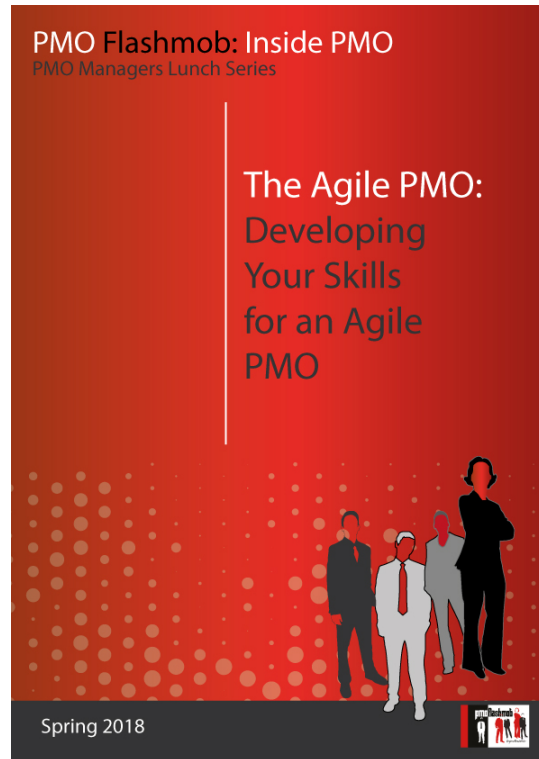
PMO
Learning

The new learning company for PMO professionals

Sister company to PMO Flashmob

Agile PMO - Is the PMO Equipped to Support Traditional and Agile Projects?

PMO Flashmob: Inside PMO
PMO Managers Lunch Series

The Agile PMO:
Developing
Your Skills
for an Agile
PMO

Spring 2018

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
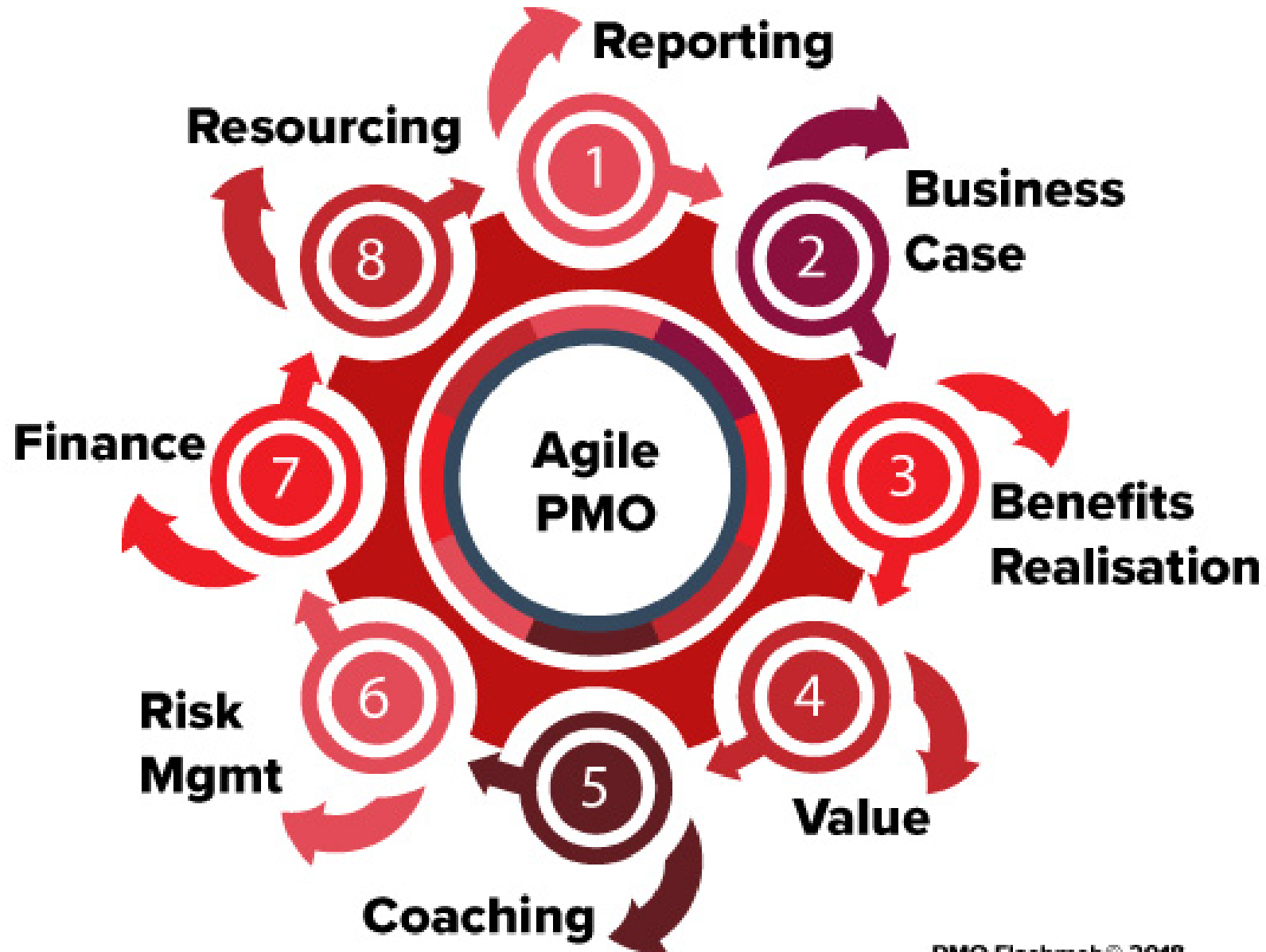
Reporting

- 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

- 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

Value

- 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
Resourcing
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 6

Risk management

- Pulling together the assurance and coaching roles – independent risk reviews are a value add

- Working with the teams to find the best way forward

Reporting
Business Case
Benefits Realisation
Value
Coaching
Finance
Resourcing
Risk

Finance 7

finance

- A change in how the forecasts and costs are reported – translation needed!

- Analysis across hybrid projects – which are better for the business?

Reporting
Business Case
Benefits Realisation
Value
Coaching
Finance
Resourcing
Risk

Resourcing

- Capacity

- Capability

- What self-empowerment really means?

Reporting

Objectives:

- understand more
- be able to <u>coach</u> other
- understand approaches
- support both waterfall + agile
- how to work with an Agile coach.
- trained in Agile PM — no practice

LEAN-Agile PMO will cover:

- Metrics for reporting
- Risk management
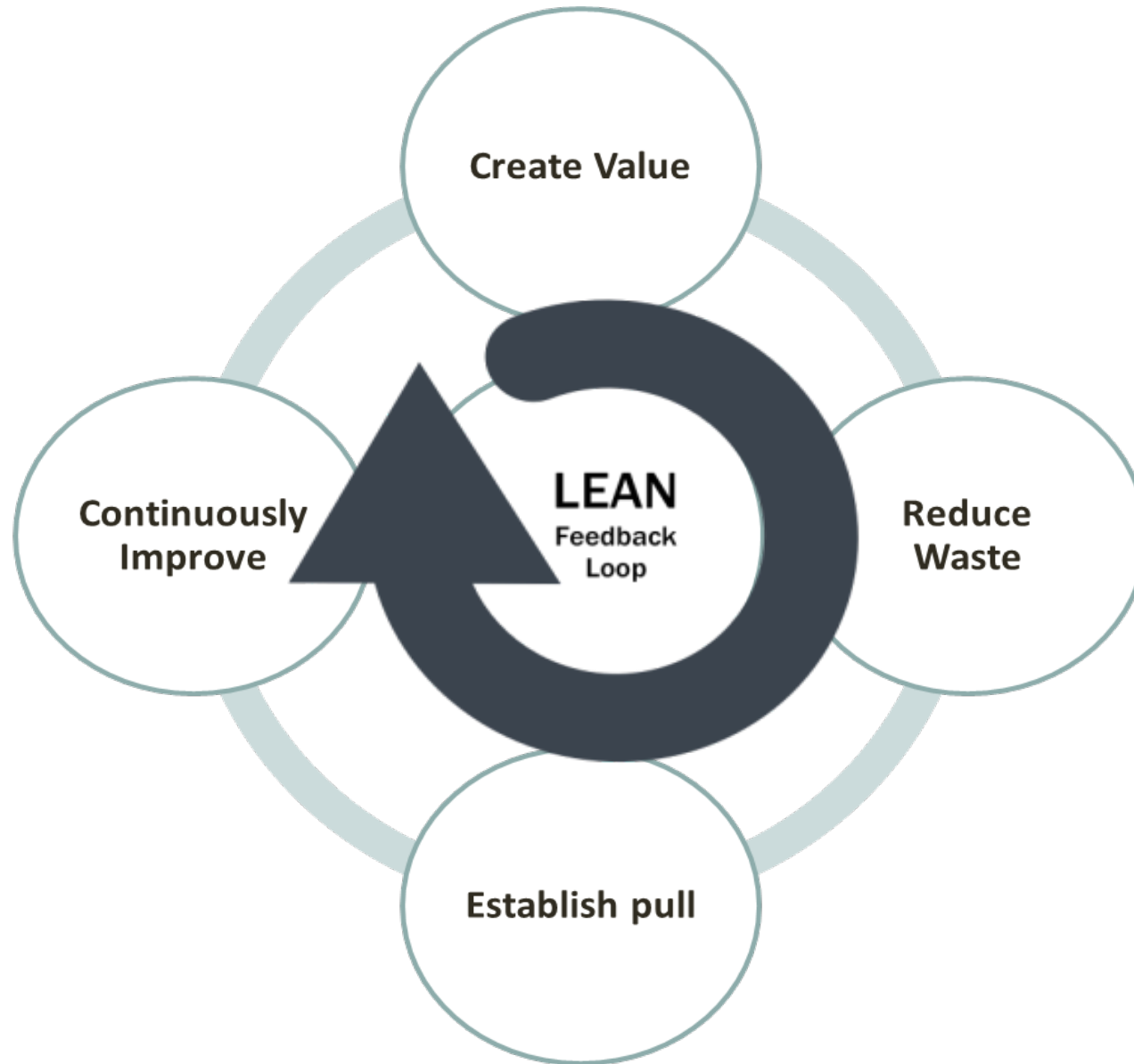- Status of projects
- Control + corrective plans

Lean-Agile PMO

The Lean-Agile concept shifts the focus of the PMO to stopping activities from going wrong and making initiatives, both agile and traditional to go faster

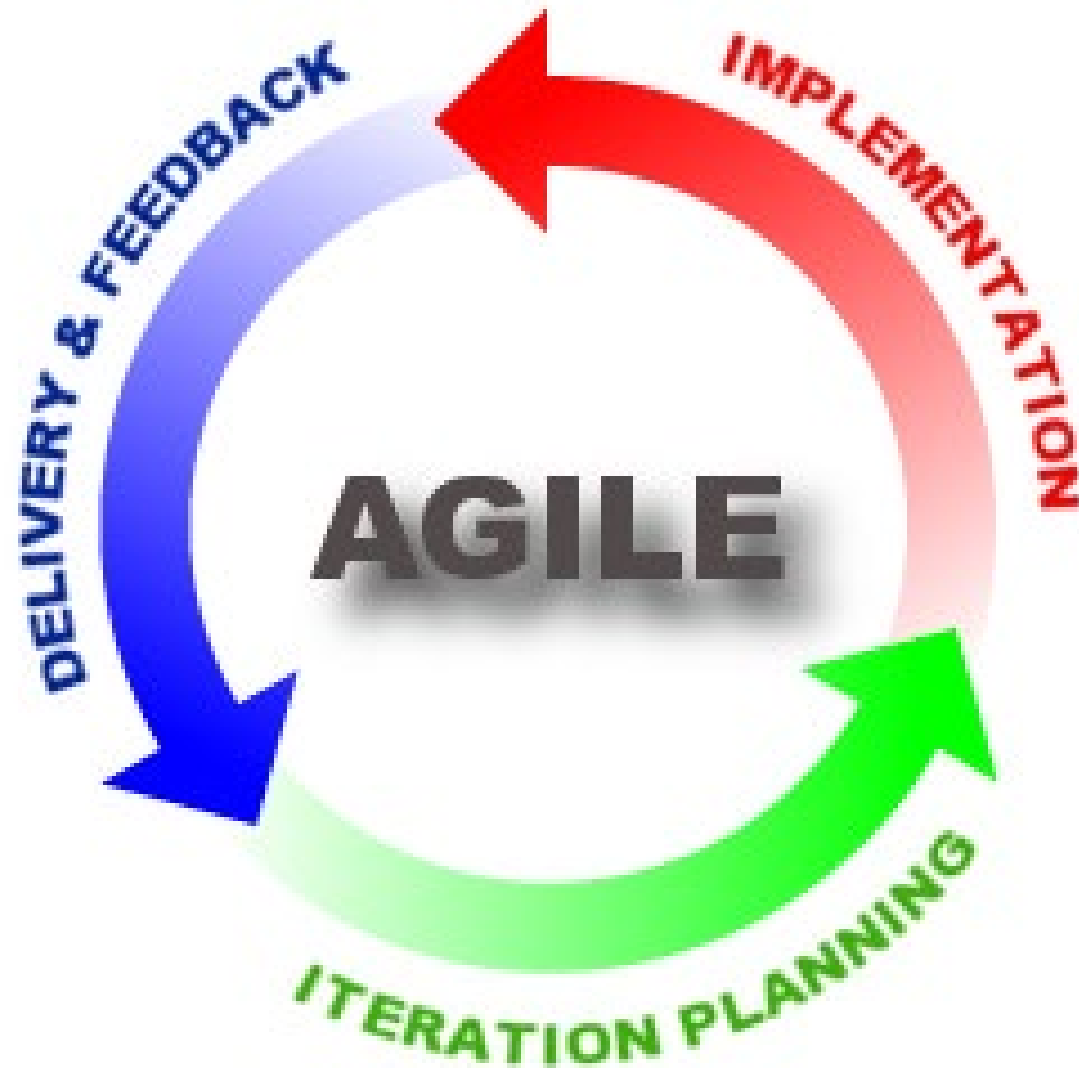Lean-Agile PMO

Lean PMO

The Lean PMO objective: *To design a PMO which* _delivers maximum value_ *to its customers (Stakeholders) with as* _little wasted effort as possible_. *To facilitate project execution such that* _wasted project effort is minimised_. *To provide an* _ethos and mechanism for continuous improvement_

Agile PMO

The Agile PMO objective: *To provide a project ecosystem and collaborative culture such that projects are demonstrably delivered as fast as possible, irrespective of delivery methodology, with "just enough" governance and oversight so that risks are well managed and success is assured.*

- A function which accelerates rather than acting as a brake

- Encourages high performing teams

- Enforces the "rules" which make sense and add value

- Encourages accountability, puts "skin in the game" and is proactive regarding continuous improvement.

Lean-Agile PMO

Lean-Agile Process Map
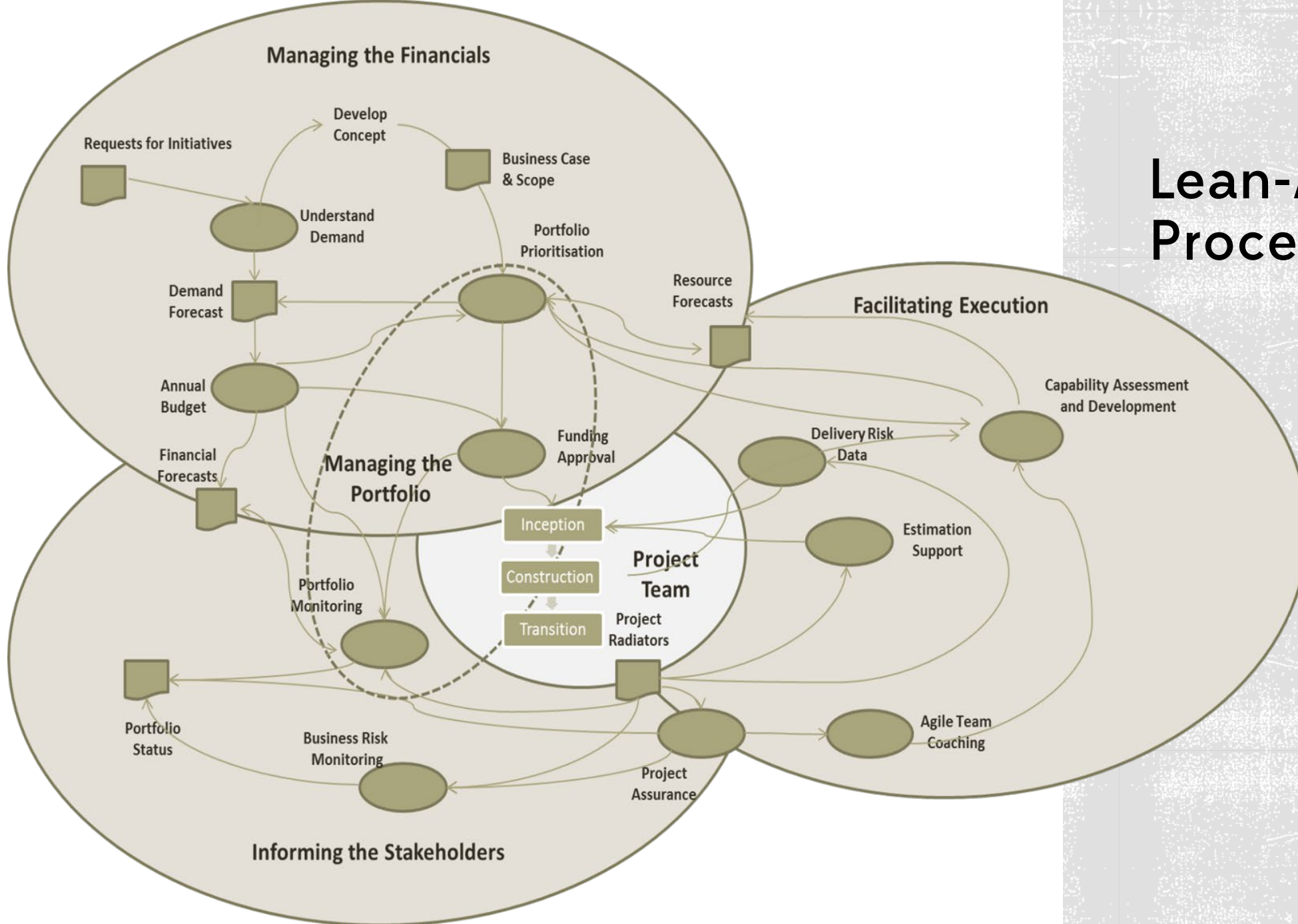
Applicable to all types of PMO

Enterprise level PMO

Portfolio functions
Strategy support – annual/quarterly budgeting and planning
Prioritisation Management
Portfolio dashboards
Governance support

Delivery functions
Capability Planning
Resource Management
Facilitate programme or project start-up
Business case monitoring

Centre of Excellence functions
Standards
Training and Coaching Assurance
Good Practice
Knowledge Management
Tools
Consultancy

Business or Programme level PMO

Programme or release planning
Project and Quality assurance
Benefits monitoring
Portfolio or programme status reporting
Standards and tools coaching

Programme or release risk monitoring
Budgeting and forecasting
Escalated Issue resolution
Backlog cleansing
Business case evaluation and monitoring
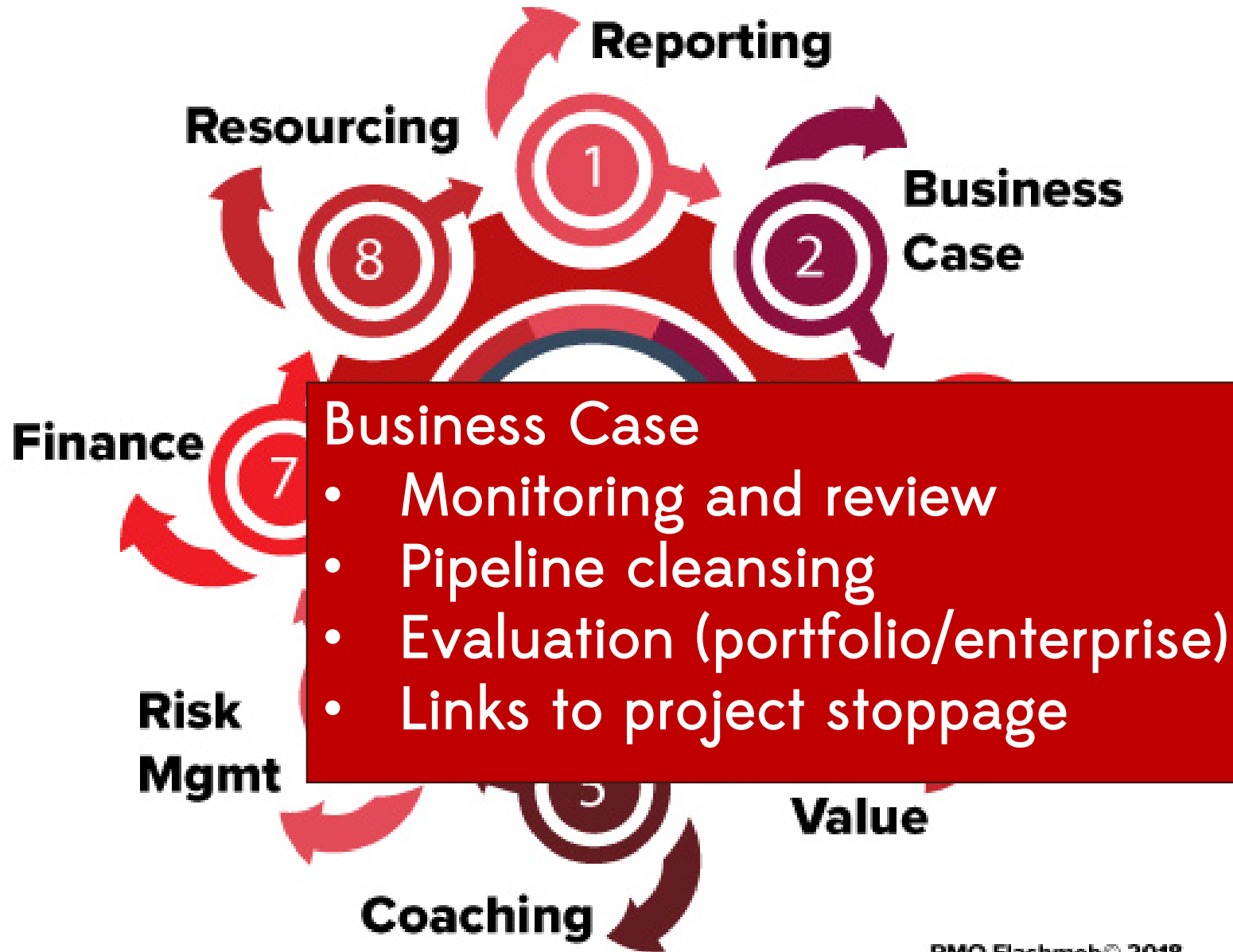
Project level functions

Sprint planning, Planning and dependencies
Managing and forecasting project finances
Status monitoring and reporting

Risks, Issues and Changes
Information Management

Reporting
- Planning based on metrics
- Status reporting related to sprints
- New terminology, e.g. cadence, velocity involving mathematics!
- Metrics related to value delivered
- Metrics!!!

Business Case
- Monitoring and review
- Pipeline cleansing
- Evaluation (portfolio/enterprise)
- Links to project stoppage

PMO Flashmob© 2018

Benefits
- Governance – checkpoints
- Potential value = benefits – tracking of both
- Independent analysis and observation
- Budget, actual spend and forecast, timeline, Business Risk Impacts and forecast benefits in addition to actual benefits realised

Business Case

Benefits Realisation

Value

PMO Flashmob© 2018

Value
- Tracking value (what delivered)
- Value streams
- Earned value analysis

Benefits Realisation

Risk Mgmt

6

5

4

Value

Coaching

PMO Flashmob© 2018

Coaching
- Learn from an Agile Coach
- Understand different techniques
- 'PMO' Coach – guidance
- Mentoring – developing capability

Reporting
Re:
Finance
Risk Mgmt
6
4
5
Value
Coaching

PMO Flashmob© 2018

Risk Management
- Strong basics
- Support the process
- Release planning
- Spikes
- Risk burndown
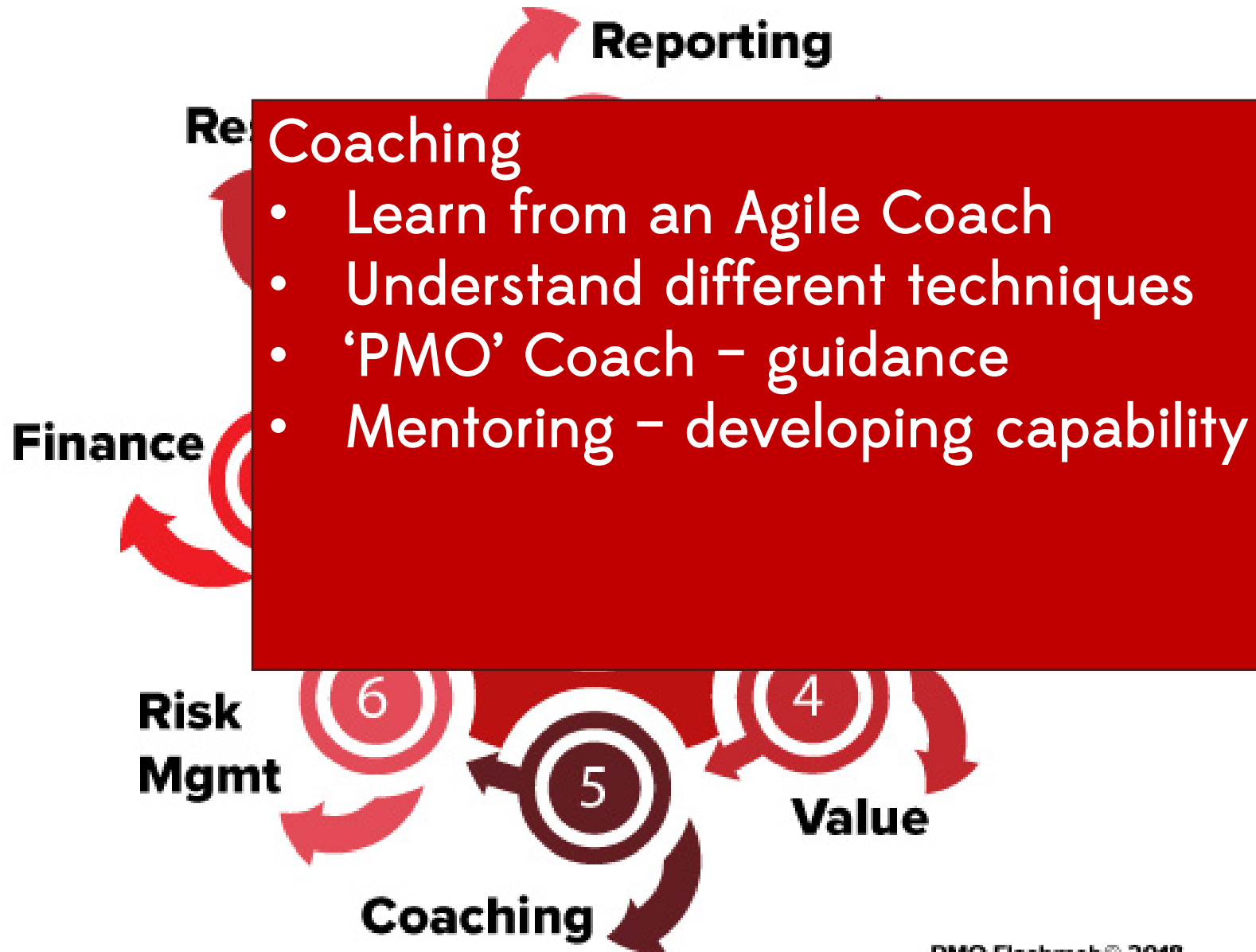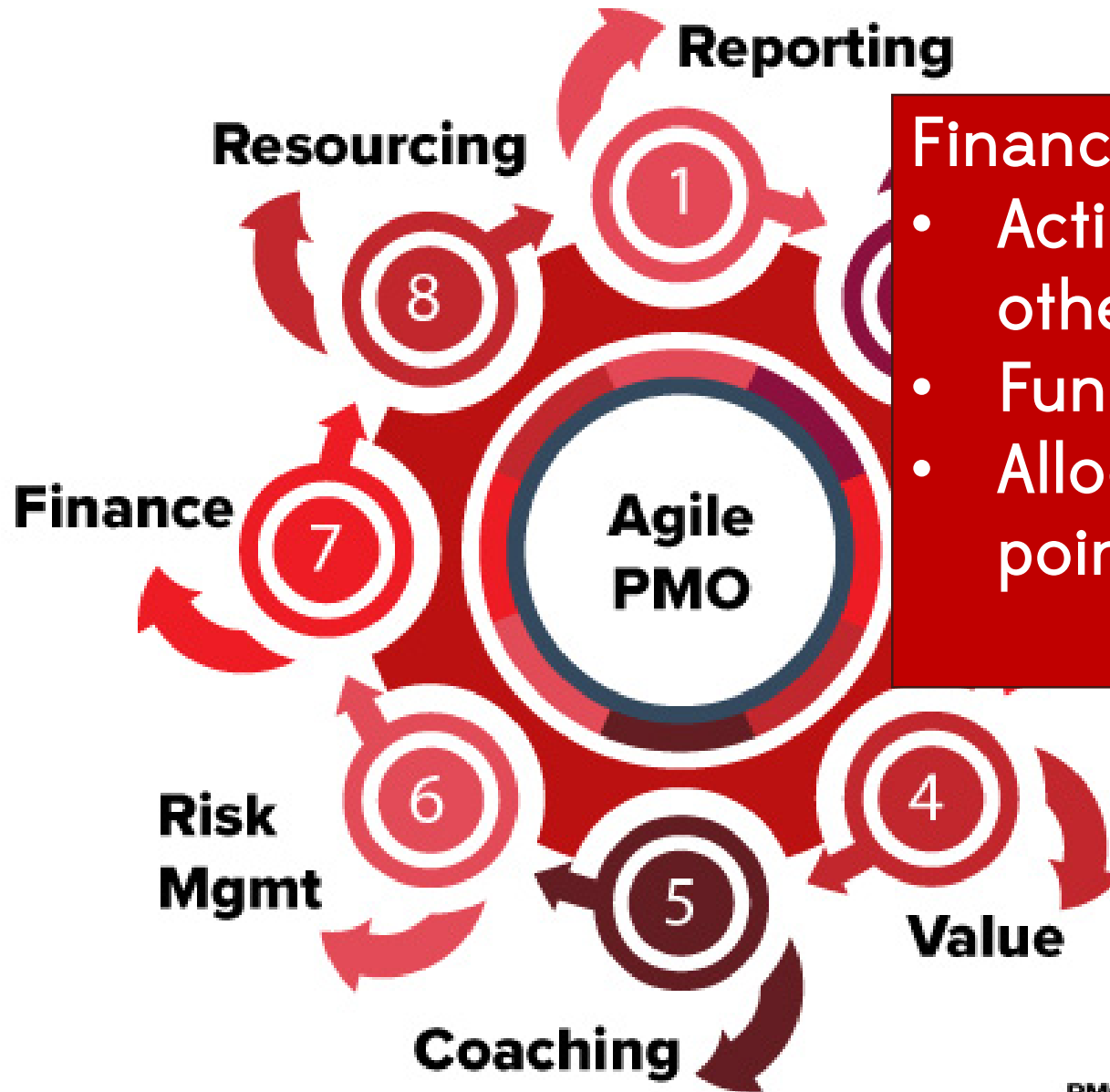
Finance
- Acting as a buffer with other org depts
- Funding!
- Allocations and funding points (stage gate)

Resources
- Support development
- Team culture
- Trust
- Talent

Typical planning metrics

- Cadence or lead time gives an indication of how long an Epic takes from the beginning of development to completion. The Cadence is used to decide which features will be available at the Programme Increment (PI) points.

- Velocity is the average amount of work a scrum team completes during a sprint, measured in either story points or hours, and is very useful for forecasting.
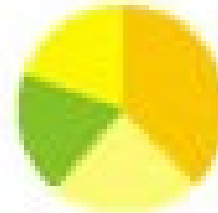
- Quality metrics, such as number of defects found/open/closed will show that the team has a concern for the quality of the solution they are developing.
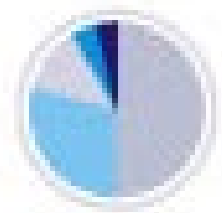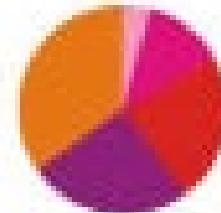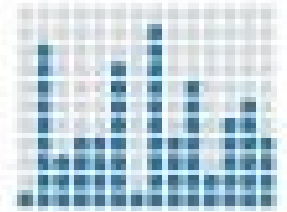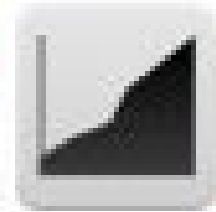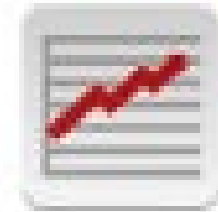
Eight step - implementation

- Recognise that this a cultural change impacting the PMO, the agile teams, the Programme and Project Managers and other organisational functions such as HR and Finance. Take the following steps:
  1. Understand the business needs
  2. Plan research for on-going improvement
  3. Have a multi-disciplined team to design, build and operate the service
  4. Build out the services using agile methods
  5. Iterate and improve frequently
  6. Evaluate how tools and systems may improve efficiency
  7. Test and learn
  8. Produce KPIs in order to illustrate progress

- Facilitation
- Servant Leadership
- Analytics
- Metrics
- Early Days Translator
- New approaches
- New tools
- Culture – eco-system

What Else Have We Learnt

In the space of a year – other skills and competencies have become apparent too
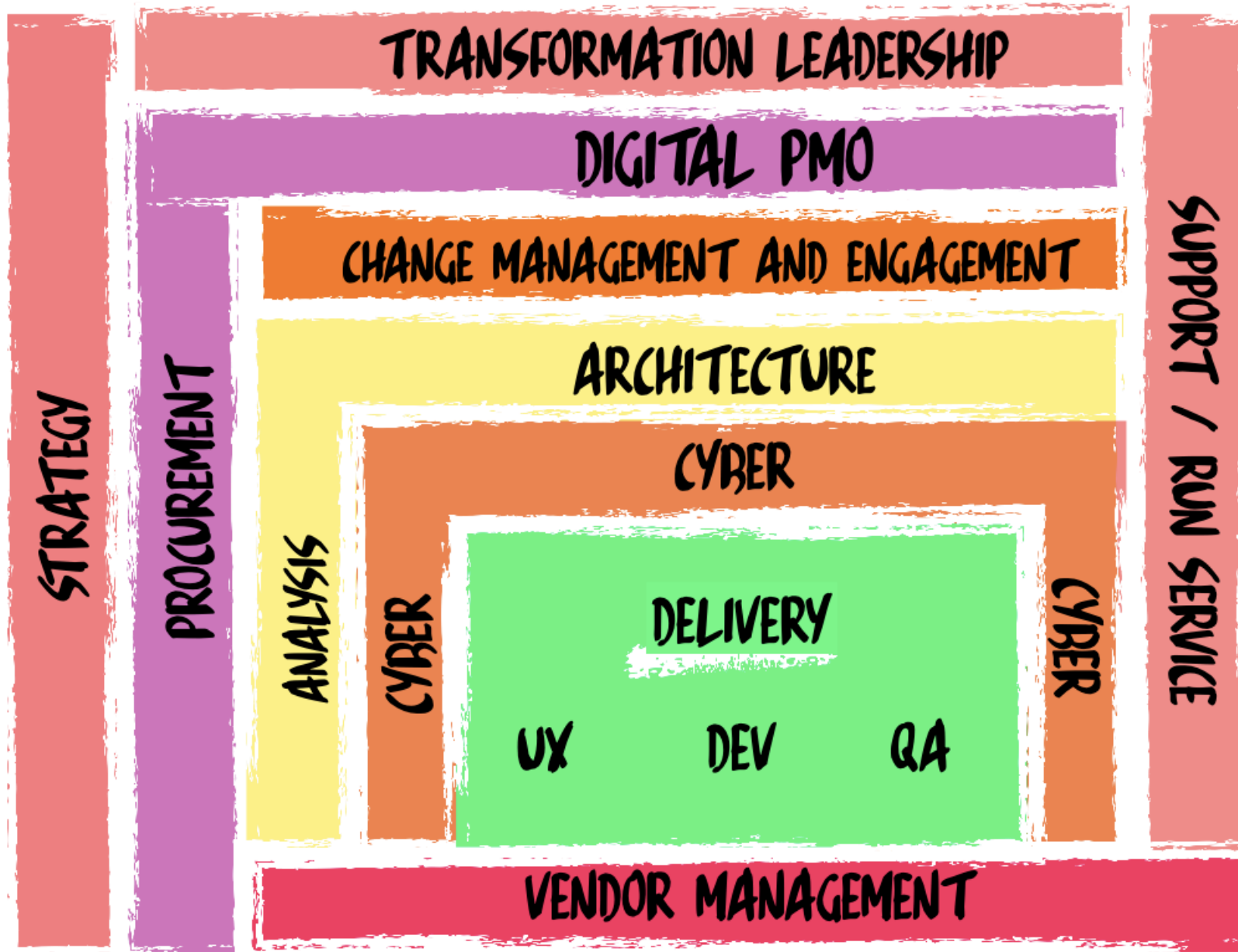
And more..

At the PMO Conference this year in London
From:
Ralf Finchett
Alex Clark
Barbara Roberts
Henny Portman

Bonus!
Watch Henny's session:
https://tinyurl.com/henny-agile

And more..

At the PMO Conference this year in London
From:
Ralf Finchett
Alex Clark
Barbara Roberts
Henny Portman

Bonus!
Watch Henny's session:
https://tinyurl.com/henny-agile

And more..

At the PMO Conference this year in London
From:
Ralf Finchett
Alex Clark
Barbara Roberts
Henny Portman

Bonus!
Watch Henny's session:
https://tinyurl.com/henny-agile

DIGITAL PMO – ECOSYSTEM

HOW WE DO IT

Yes we can: adding agile to the PMO

- PMOs can act as engines of change to promote better management of benefits (and agile practices)
- Operating as a service rather than a regulator encourages a focus on value
- Operating to an agile cadence (sprints aligned to reporting cycles, reviews and retrospectives, planning meetings) encourages agile behaviours
- Operating with a Kanban board and a backlog to manage changes and improvements
- Focusing on a collaborative approach to supporting change delivery:
  - Participating in Lessons Learned / Retrospectives and identifying improvements with teams
  - Working collaboratively with teams to ensure meaningful reporting is developed
  - Being conscious of the overhead PMOs can be in gathering data and mandating rules

STRATEGY

And more..

At the PMO Conference this year in London
From:
Ralf Finchett
Alex Clark
Barbara Roberts
Henny Portman

Bonus!
Watch Henny's session:
https://tinyurl.com/henny-agile

Agile PMO – Desired Behaviours

DIGITAL PMO – ECOSYSTEM

Agile Business Consortium

Be the Egg, avoid the Oil

Focus on Compliance

Focus on Assurance

Dictatorial

Collaborative

Close to business & projects

Distant from business or projects

Clerical

Facilitative

Reactive

Proactive

Responsive to business change

Avoiding change to projects

Bureaucratic

Responsive

Ensuring incremental delivery

Staid and traditional

Rule-based administrators

Empowered experts / advisors

Periodic spikes of demand on projects

Continuous support & monitoring

Encouraging small chunks of work

Championing "big bang"

Measures a significant overhead for projects

Measures arising from projects

Respecting resource constraints

Doing it all (context switching for people, pet projects etc.)

Adapted from David Taylor's Fried Egg of Freedom

STRATEGY

And more..

At the PMO Conference this year in London
From:
Ralf Finchett
Alex Clark
Barbara Roberts
Henny Portman

Bonus!
Watch Henny's session:
https://tinyurl.com/henny-agile

Agile Reporting to Senior Management

Agile
Business
Consortium

➢ Agile transparency = honest (untampered) reporting – this can be painful

➢ In Agile status Red is a call for help

> "Our project has problems. Resolution is outside our power.
> We will fail if we don't get help."

HELP

➢ "No hiding place" = Agile projects more likely to flag Red status

- Problems are highly visible and will be dealt with early
- The *"Fingers crossed things will sort themselves out"* approach
  is not an option in Agile

STRATEGY

And more..

At the PMO Conference this year in London
From:
Ralf Finchett
Alex Clark
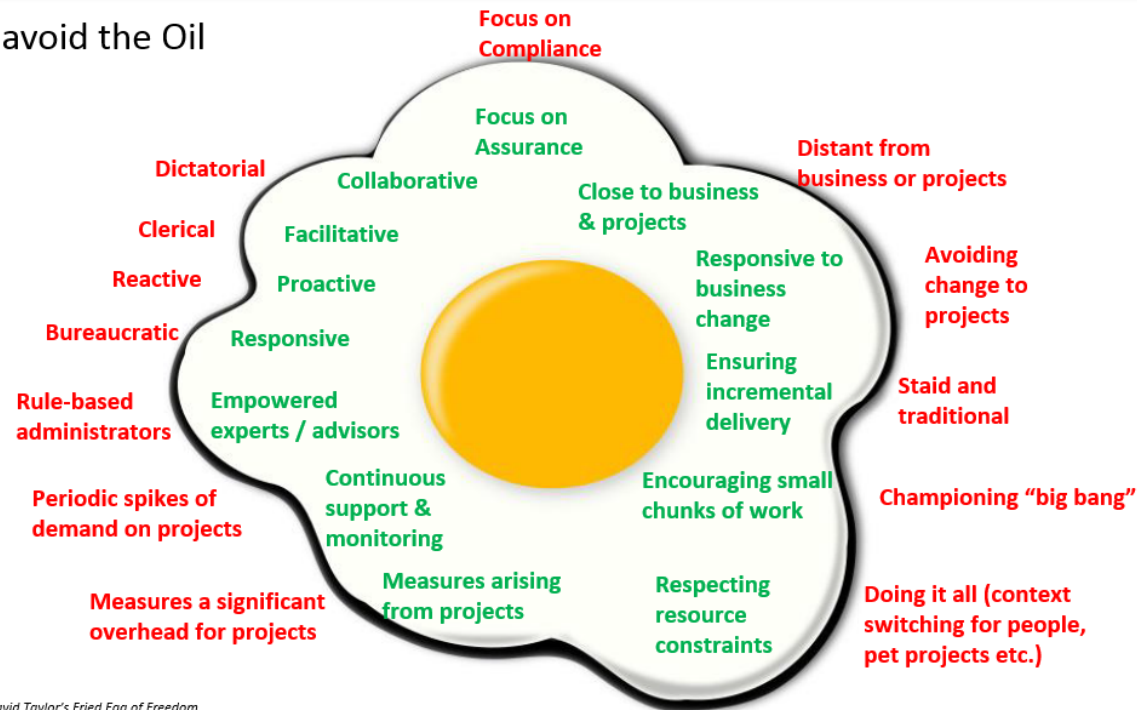Barbara Roberts
Henny Portman

Bonus!
Watch Henny's session:
https://tinyurl.com/henny-agile

Many different trees in the Agile forest

Enterprise Scrum

Scrum Study

FAST Agile

Lean Start-up

ScALeD

DevOps

Large Scale Scrum (LeSS)

Continious Agile

After publi-cation

Kanban

eXtreme Program-ming (XP)

AgilePM / ABC

AgilePgM / ABC

Enterprise Agility

Goal Driven Agile (GDA)

Agility Scales (Jurgen Appelo)

Polychor Agile

MAD

Behaviour Driven Develop-ment (BDD)

Test Driven Develop-ment (TDD)

The Scrum Guide

PMI ACP

Spotify

Disciplined Agile (DA)

RAGE

XSCALE

AgileTPM Team Portfolio Mgt

Agile Integration Framework (AIF)

Industrial XP

Feature Driven Develop-ment (FDD)

PRINCE2 Agile

SCARE

Scaled Agile Frame-work (SAFe)

Agile Path

Surge

Kanban Guide for Scrum Teams

Project Half Double

Nexus

Scrum at Scale

SNAP

Crystal

?

The *"Fingers crossed things will sort themselves out"* approach is not an option in Agile

The PMO Conference

STRATEGY

And more..

At the PMO Conference this year in London
From:
Ralf Finchett
Alex Clark
Barbara Roberts
Henny Portman

Bonus!
Watch Henny's session:
https://tinyurl.com/henny-agile

hwp.
CONSULTING
hedeman • wieferink • portman

Lean-Agile PMO

1 day

Friday - 23rd November in London

Tuesday - 29th January in London

Also available in-house for 8 or more people.

Next webinar coming up: AIPMO

The Principle-Driven Business Case: Maximizing Performance using the AIPMO's 9C Framework and Business Case Maturity Model

Register: https://aipmo.org/webinars/

PMO
Learning

Contact us

eileen.roden@pmolearning.co.uk

lindsay.scott@pmolearning.co.uk

www.pmolearning.co.uk

0207 164 6901