Qwick start

Introduce yourself to a person near to you and ask them what do they understand by Agile Frameworks
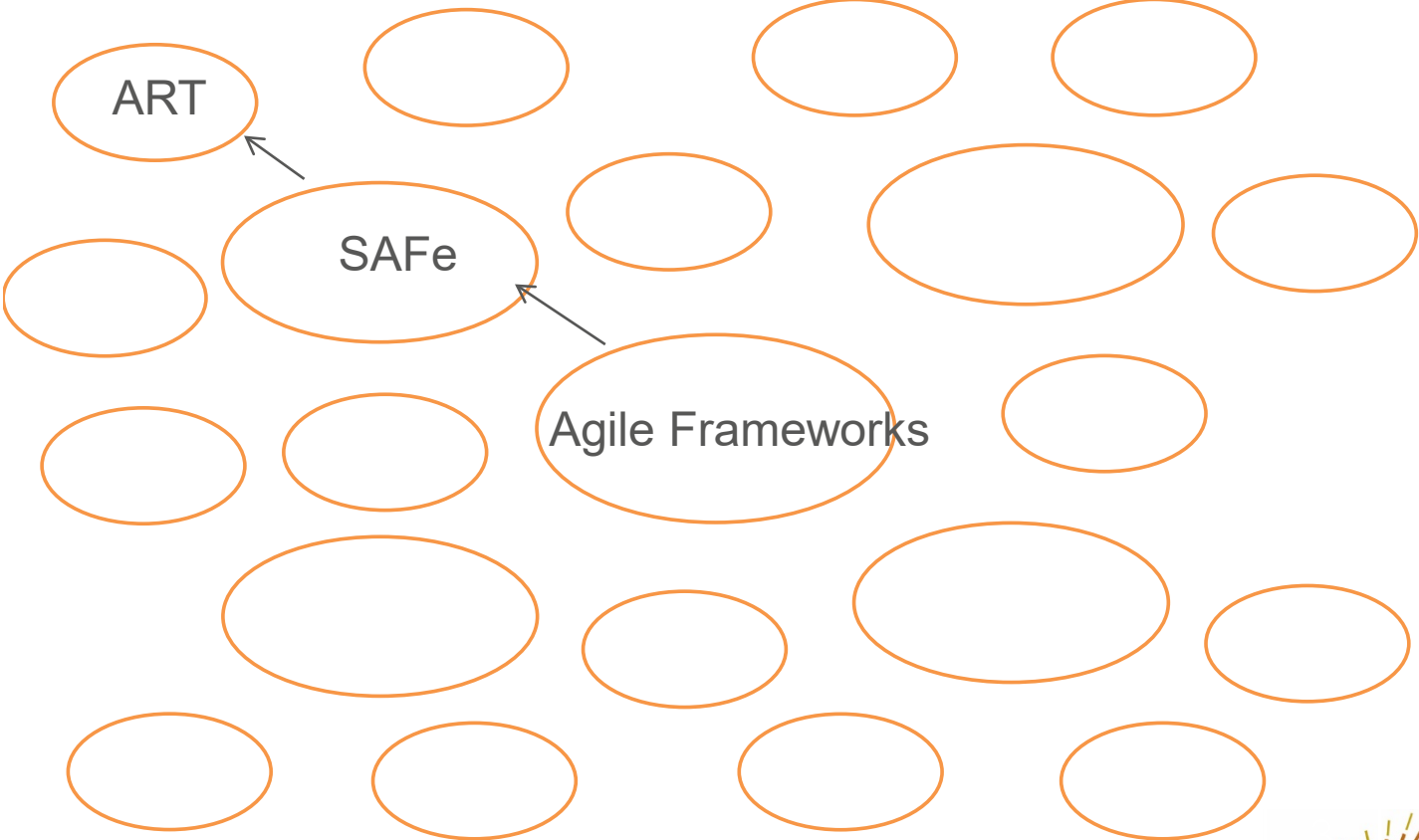
Discuss:

1. Which Agile Framework have they used, or which do they think their organisation will adopt?

2. How does your PMO add value to this?

Concept map

.... Concept Map

ART

SAFe

Agile Frameworks

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Agile Frameworks and the PMO

Warning about content

This IS NOT a session explaining everything about all of the Agile Frameworks

This session will headline the Frameworks and then talk about the implications for the PMO

What is an Agile Framework?

What is meant by the term
Agile Framework?
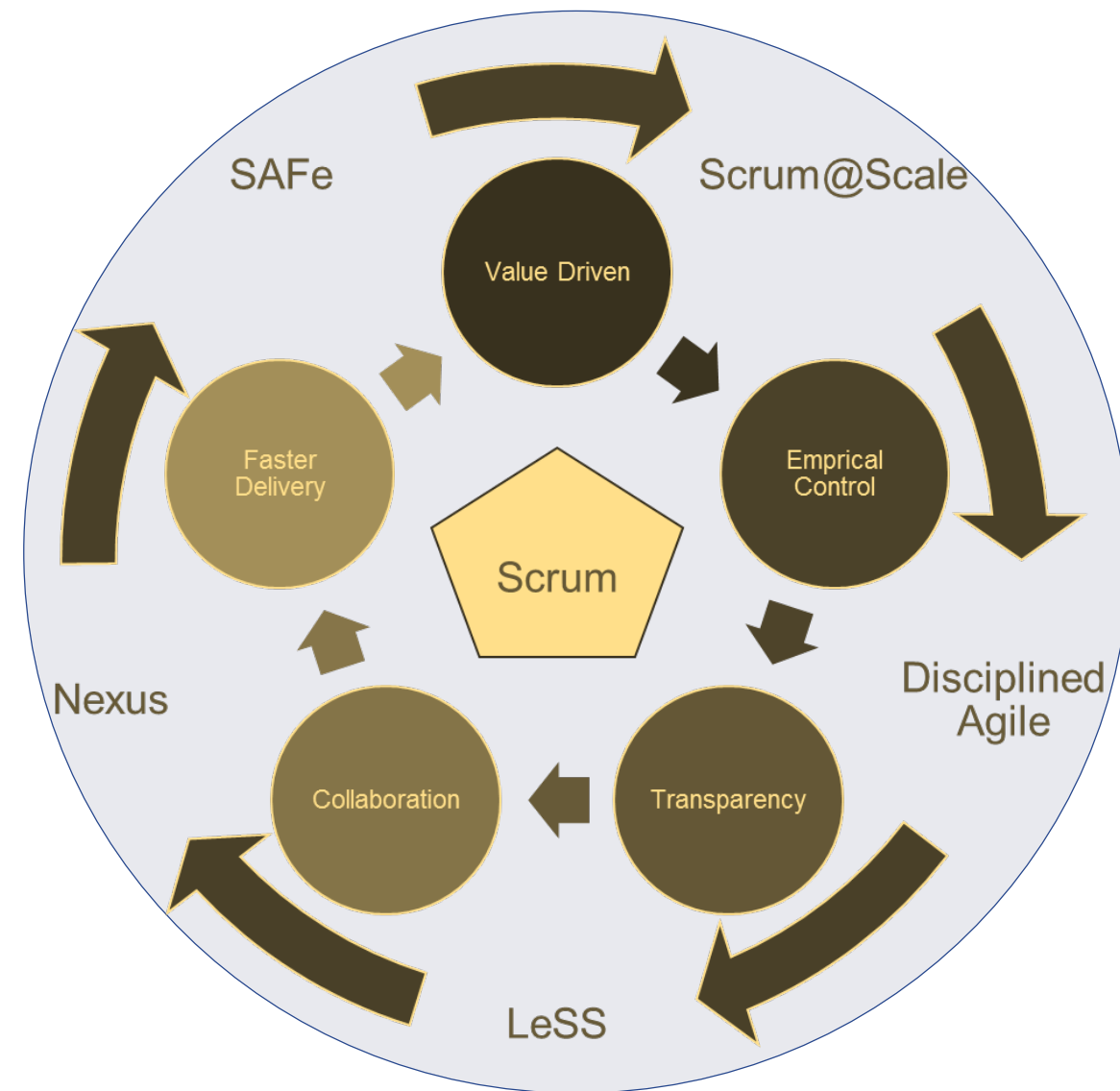
Why is it
not a methodology?

Which Agile Frameworks has
your group; used or heard of?

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Agile Frameworks

All have common elements

- ✓ Scrum at the centre; at the team level,
- ✓ Small teams
- ✓ Many teams sharing the same backlog (work slate)
- ✓ Planning collaboratively across teams
- ✓ The principles of:
  - • "pull"
  - • Self organization, and
  - • Continuous improvement

Benefits of Scrum

Scrum significantly increases productivity and reduces time to benefits when compared to classic "waterfall" processes.

Scrum enables organisations to adjust smoothly to their rapidly changing environments, and product solutions which meet the evolving business goals. An Agile Scrum process benefits the organisation by helping to:

1. Increase the quality of deliverables,

2. Cope better with change (and expected changes),

3. Provide better estimates while spending less time creating them,

4. Be more in control over the project schedule and status.

PMO Scrum Benefits

Use visibility to plan more effectively

Adjust portfolio strategies based upon hard data

Reprioritise if the external landscape changes

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Implications for the PMO

Portfolio management

The Agile Roles
Including the Agile PM

"Work to team" Agile Team Planning

Requirements, Estimation and Planning

Maintaining Control in an Agile Project

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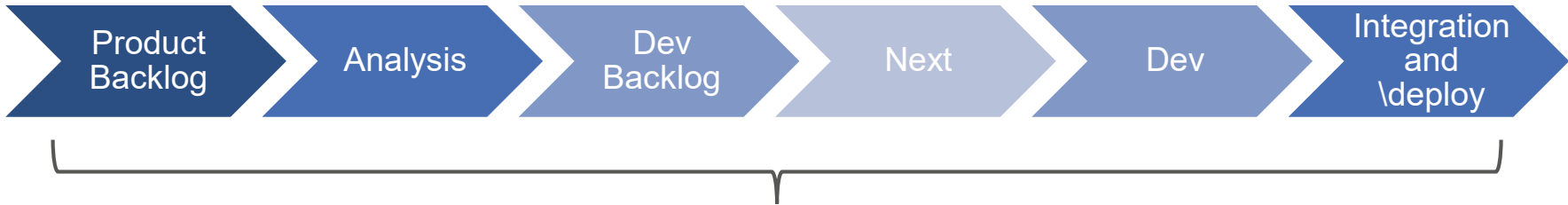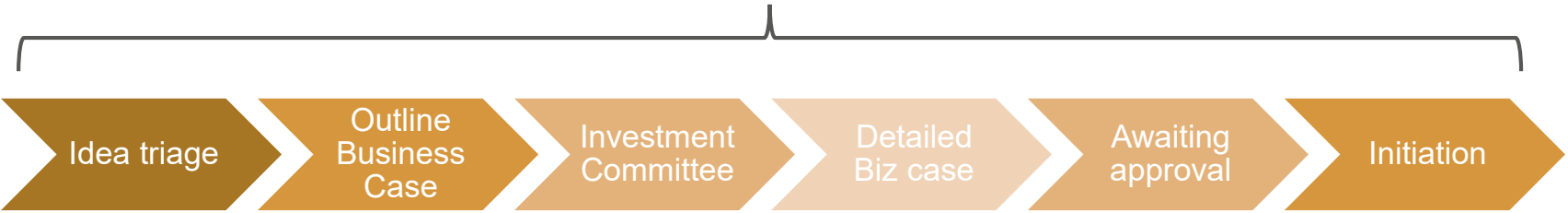# Portfolio Management

- ✓ Continuous delivery

- ✓ Faster time to market

- ✓ Investment planning

- ✓ Resource allocation

- ✓ Dependency Management

3/1/2019

Getting more agile

Portfolio Management Improvements

| Idea triage | Outline Business Case | Investment Committee | Detailed Biz case | Awaiting approval | Initiation |

| Product Backlog | Analysis | Dev Backlog | Next | Dev | Integration and \deploy |

Delivery team improvements

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How the frameworks support the portfolio

SOME HAVE ELEMENTS OF PORTFOLIO MANAGEMENT BUT NOT ALL.

SOME HAVE AN INBUILT EMPHASIS ON CONTINUOUS DELIVERY

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Agile Resource Management

✓ **A long-lived team**

✓ **A single team**

✓ **Primary and secondary teams**

✓ **Many primary (feature) teams**
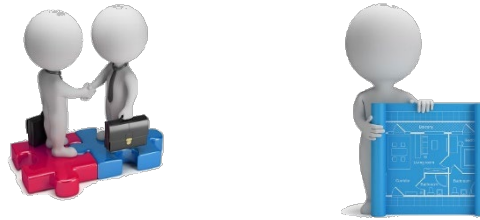
Project Manager

Business Architect

Scrum Master **Solution Owner** **Technical Consultant** **Team Member**

The Primary team prepares and delivers the solution

The Secondary team relates to the customer and translates the business requirements for the primary team

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Agile Team implications

✓ Long-lived teams makes resource planning more simple

✓ Multiple teams are a feature of Scrum@Scale and LeSS

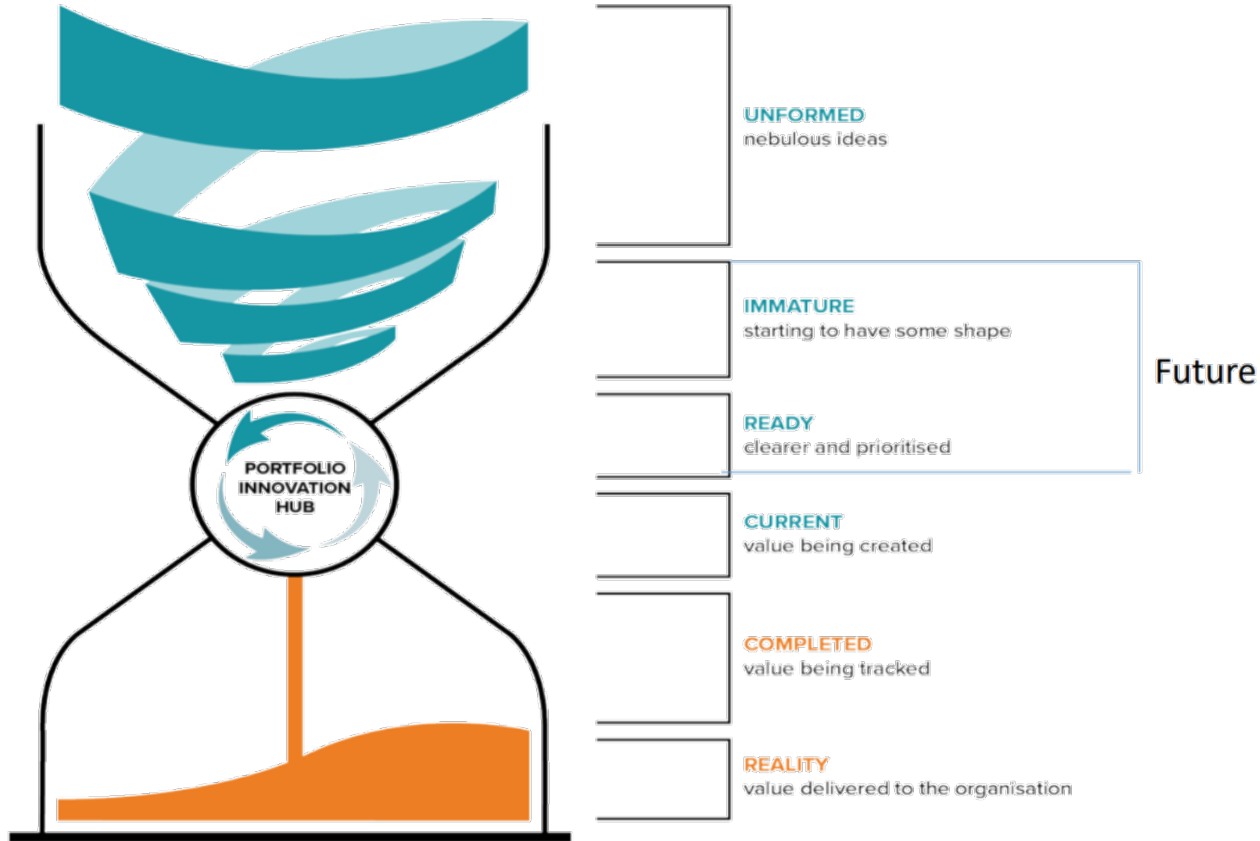✓ SAFe moves the Resource Management process inside the ART

Dependency Management

✓ A team starting Release Planning identifying dependencies

✓ SAFe has a portfolio planning event known as PI planning.

✓ PI planning or a big room planning event can be used with all the frameworks

Initiative Maturity

UNFORMED
nebulous ideas

IMMATURE
starting to have some shape

READY
clearer and prioritised

Future

CURRENT
value being created

COMPLETED
value being tracked

REALITY
value delivered to the organisation

PORTFOLIO INNOVATION HUB

Project governance based on Scrum

The critical roles are:	The Team, the Scrum Master and the Solution Owner.
The artefacts are:	Outputs, Tests, Epics, User Stories, Tasks.
The time boxes are:	Releases and Sprints
The ceremonies are:	Sprint Planning, The daily stand-up, The Sprint Review and The Retrospective

LeSS Rules

The LeSS Rules are the definition of the LeSS Framework. They are things we consider a must.

LeSS Framework Rules

The LeSS framework applies to products with 2-"8" teams.

LeSS Structure

- Structure the organization using real teams as the basic organizational building block.
- Each team is (1) self-managing, (2) cross-functional, (3) co-located, and (4) long-lived.
- The majority of the teams are customer-focused feature teams.
- Scrum Masters are responsible for a well-working LeSS adoption. Their focus is towards the Teams, Product Owner, organization, and development practices. A Scrum Master does not focus on just one team but on the overall organizational system.
- A Scrum Master is a dedicated full-time role.
- One Scrum Master can serve 1-3 teams.
- In LeSS, managers are optional, but likely to change. Their focus shifts product work to improving the value development system.
- Managers' role is to improve the product, practicing Go See and Help, encourage over conformance".
- For the product group, establish the start; this is vital for a LeSS adoption.
- For the larger organization beyond evolutionarily using Go and See to experimentation and improvement.
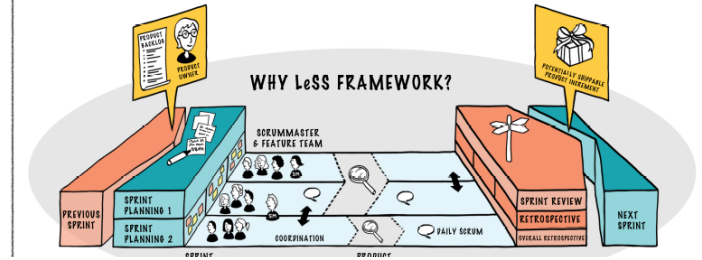
LeSS Product

- There is one Product Owner and one shippable product.
- The Product Owner shouldn't work on refinement; he is supported by the customers/users and other stakeholders.
- All prioritization goes through the Product Owner much as possible directly between other stakeholders.
- The definition of product should be centric as is practical. Over time, the Broader definitions are preferred.
- One Definition of Done for the whole product.
- Each team can have their own stronger the common one.
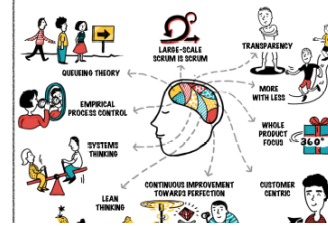- The perfection goal is to improve the product in a shippable product each Sprint.

LeSS Sprint

- There is one product-level Sprint. Each Team starts and ends the Sprint results in an integrated whole product.
- Sprint Planning consists of two parts for all teams while Sprint Planning each team. Do multi-team Sprint Planning closely related items.
- Sprint Planning One is attended by Team representatives. They together each team will work on the that Sprint opportunities to work together and
- Each Team has their own Sprint Backlog.
- Sprint Planning Two is for Teams items. This usually involves design Backlogs.
- Each Team has their own Daily Scrum.
- Cross-team coordination is decided and informal coordination over Just Talk and informal networks meetings, component mentors, travel
- Product Backlog Refinement (PBR) are likely going to do in the future. increase shared understanding and opportunities when having closely input/learning
- There is one product Sprint Review that suitable stakeholders join to effective inspection and adaptation
- Each Team has their own Sprint Retrospective
- An Overall Retrospective is held after cross-team and system-wide issues, and create improvement experiments. This is attended by Product Owner, Scrum Masters, Team representatives, and managers (if any).

LeSS Framework

WHY LeSS FRAMEWORK?

PRODUCT BACKLOG — PRODUCT OWNER

POTENTIALLY SHIPPABLE PRODUCT INCREMENT

SCRUMMASTER & FEATURE TEAM

PREVIOUS SPRINT · SPRINT PLANNING 1 · SPRINT PLANNING 2 · SPRINT BACKLOG · COORDINATION · DAILY SCRUM · PRODUCT BACKLOG REFINEMENT · SPRINT REVIEW · RETROSPECTIVE · OVERALL RETROSPECTIVE · NEXT SPRINT

Principles

QUEUEING THEORY · EMPIRICAL PROCESS CONTROL · SYSTEMS THINKING · LEAN THINKING · LARGE-SCALE SCRUM IS SCRUM · TRANSPARENCY · MORE WITH LESS · WHOLE PRODUCT FOCUS · CONTINUOUS IMPROVEMENT TOWARDS PERFECTION · CUSTOMER CENTRIC

LeSS Huge Rules

LeSS Framework Rules

LeSS Huge applies to products with "8+" teams. Avoid applying LeSS Huge for smaller product groups as it will result in more overhead and local optimizations.

All LeSS rules apply to LeSS Huge, unless otherwise stated. Each Requirement Area acts like the basic LeSS framework.

LeSS Huge Structure

- Customer requirements that are strongly related from a customer perspective are grouped in Requirement Areas.
- Each Team specializes in one Requirement Area. Teams stay in one area for a long time. When there is more value in other areas, teams might change Requirement Area.
- Each Requirement Area has one Area Product Owner.
- Each Requirement Area has between "4-8" teams. Avoid violating this range.
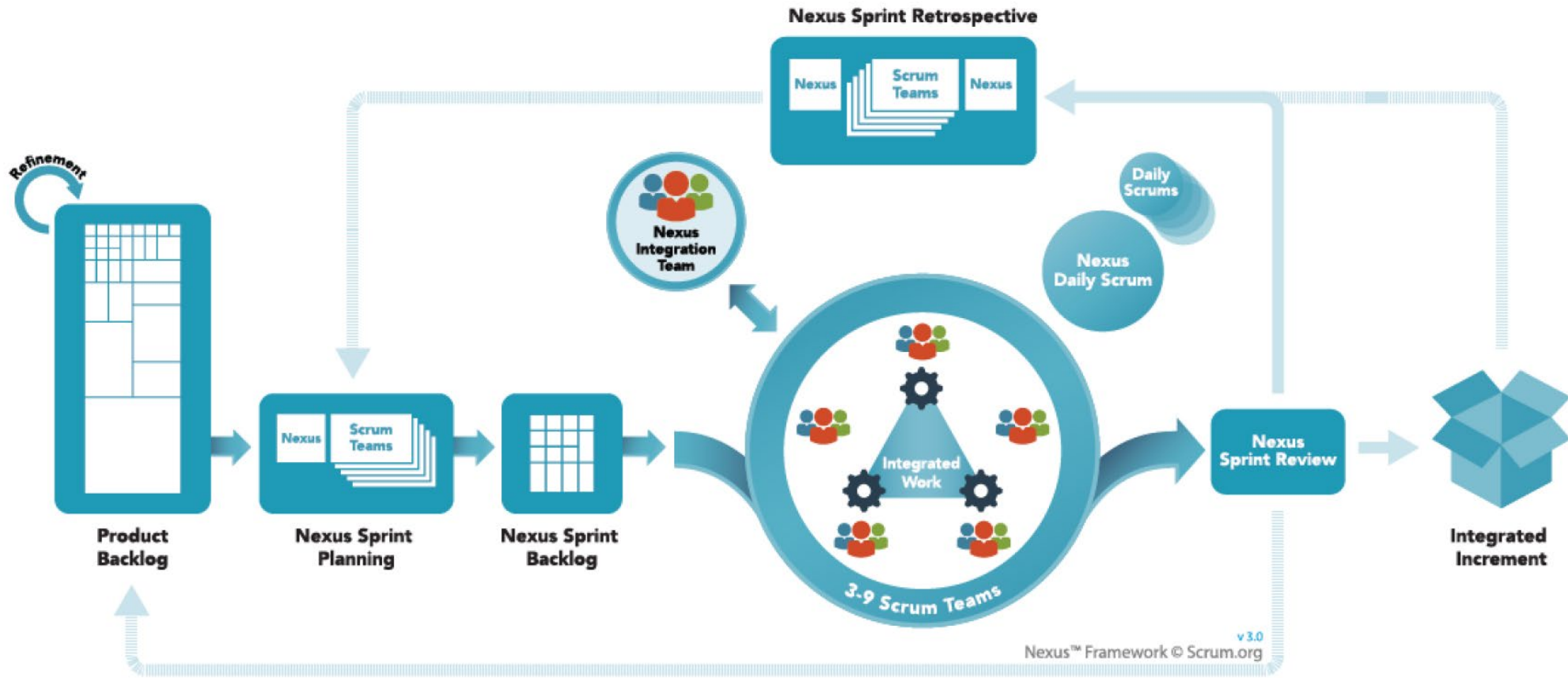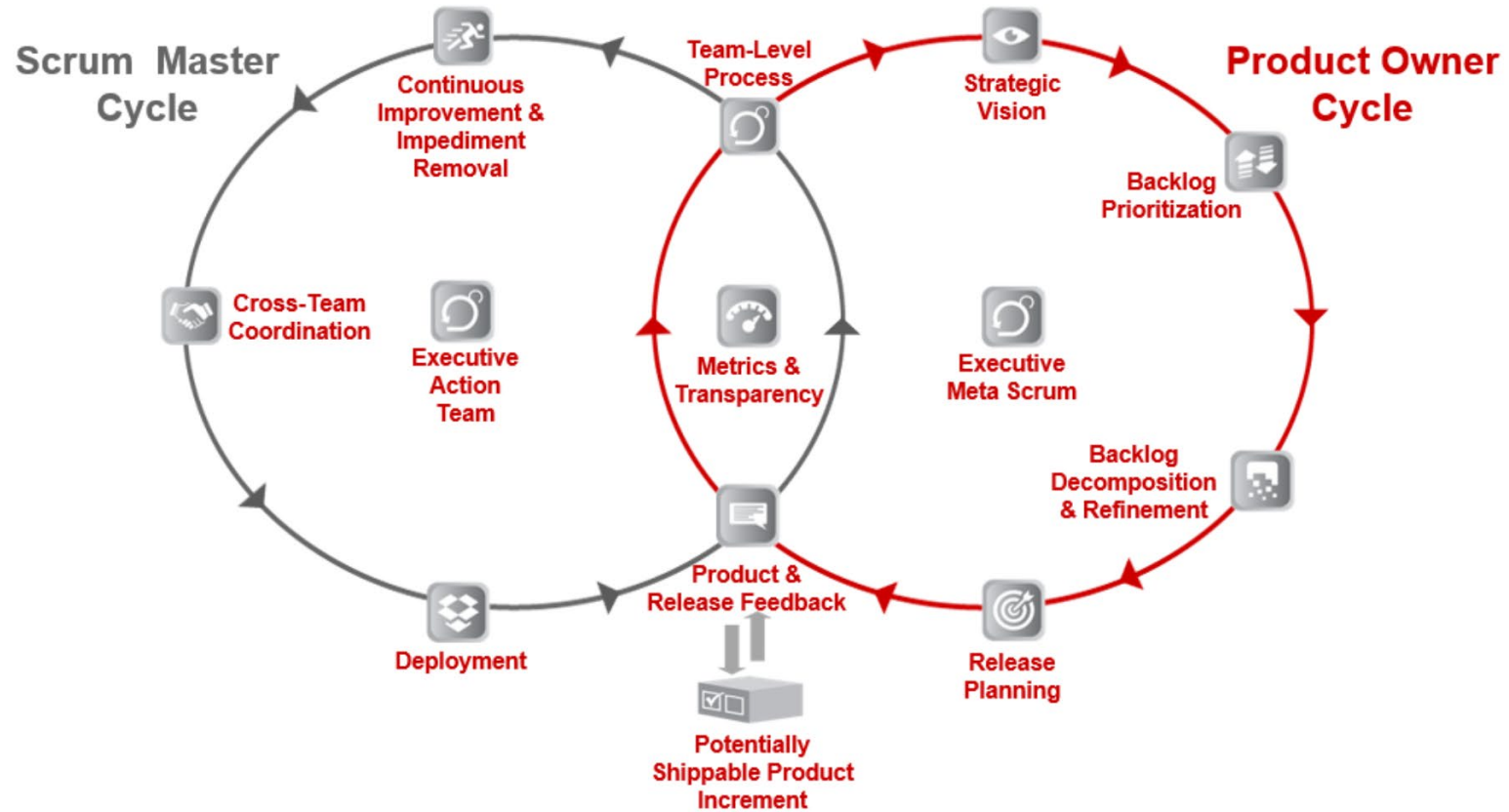- LeSS Huge adoptions, including the structural changes, are done with
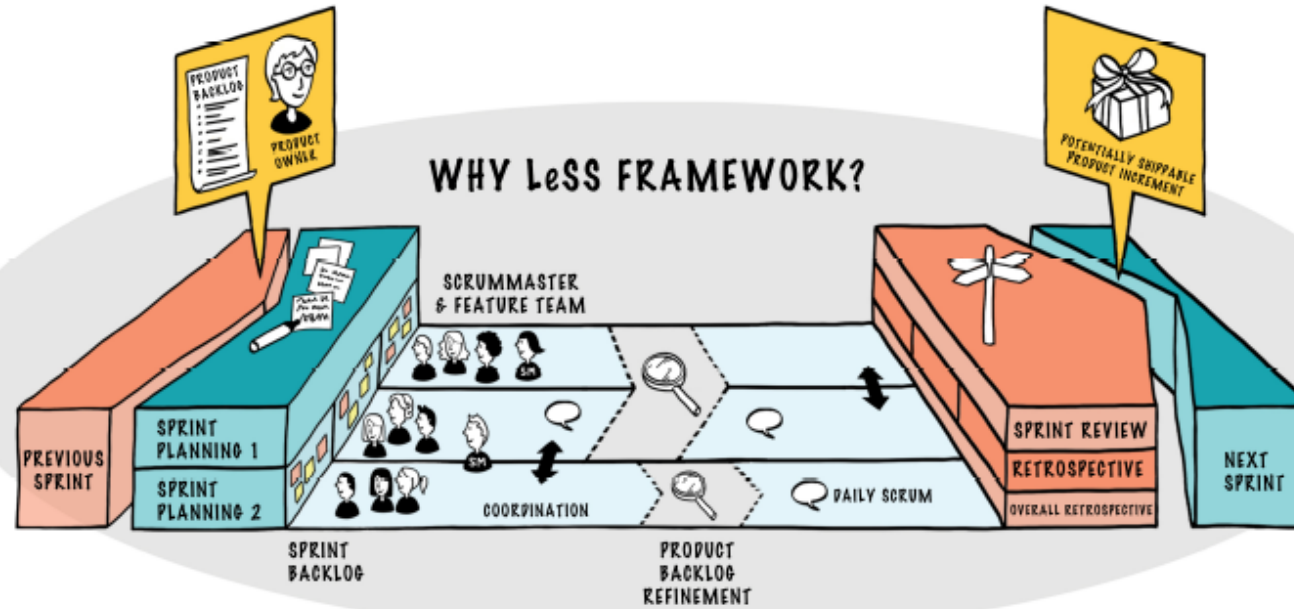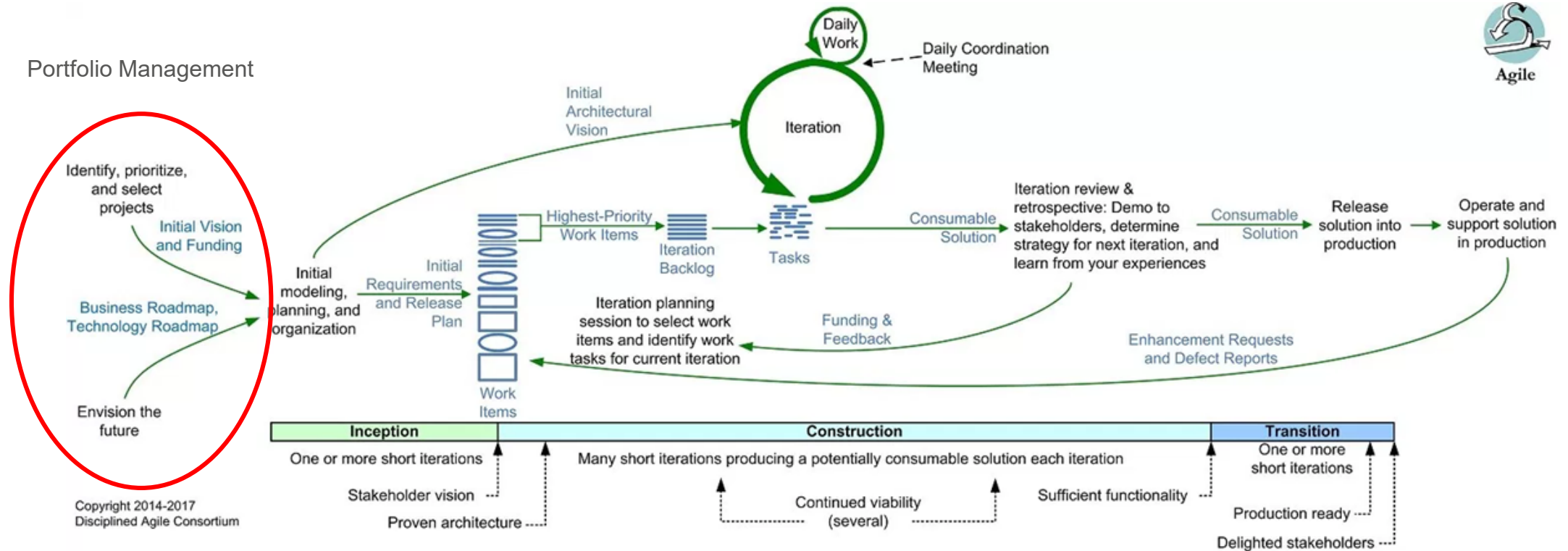
(Version: April 2016(2)) http://less.works

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The Components of the Scrum@Scale® Framework

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Disciplined Agile

Source Disciplined Agile for Regulatory Projects
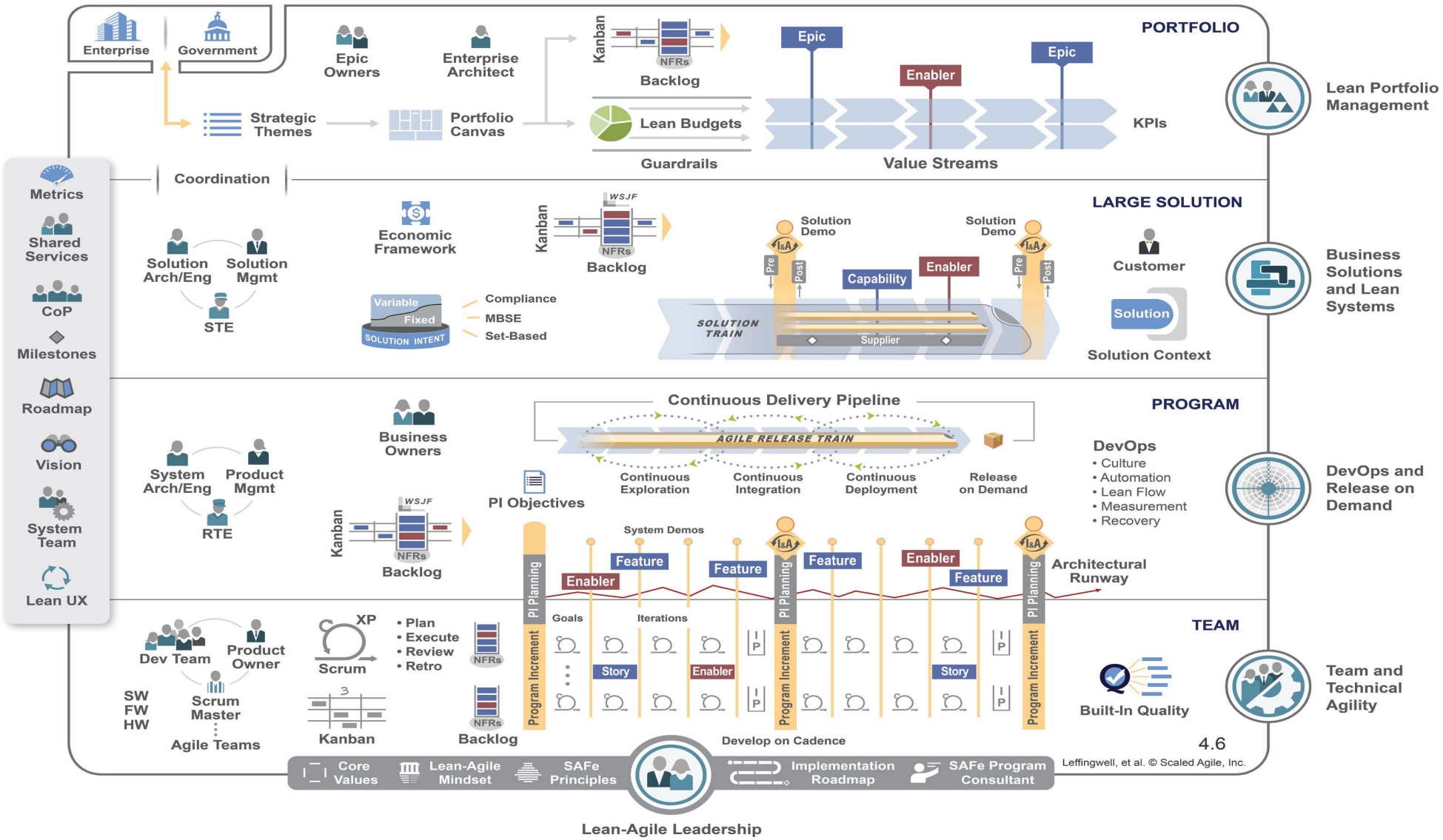
Government Digital Services (GDS)
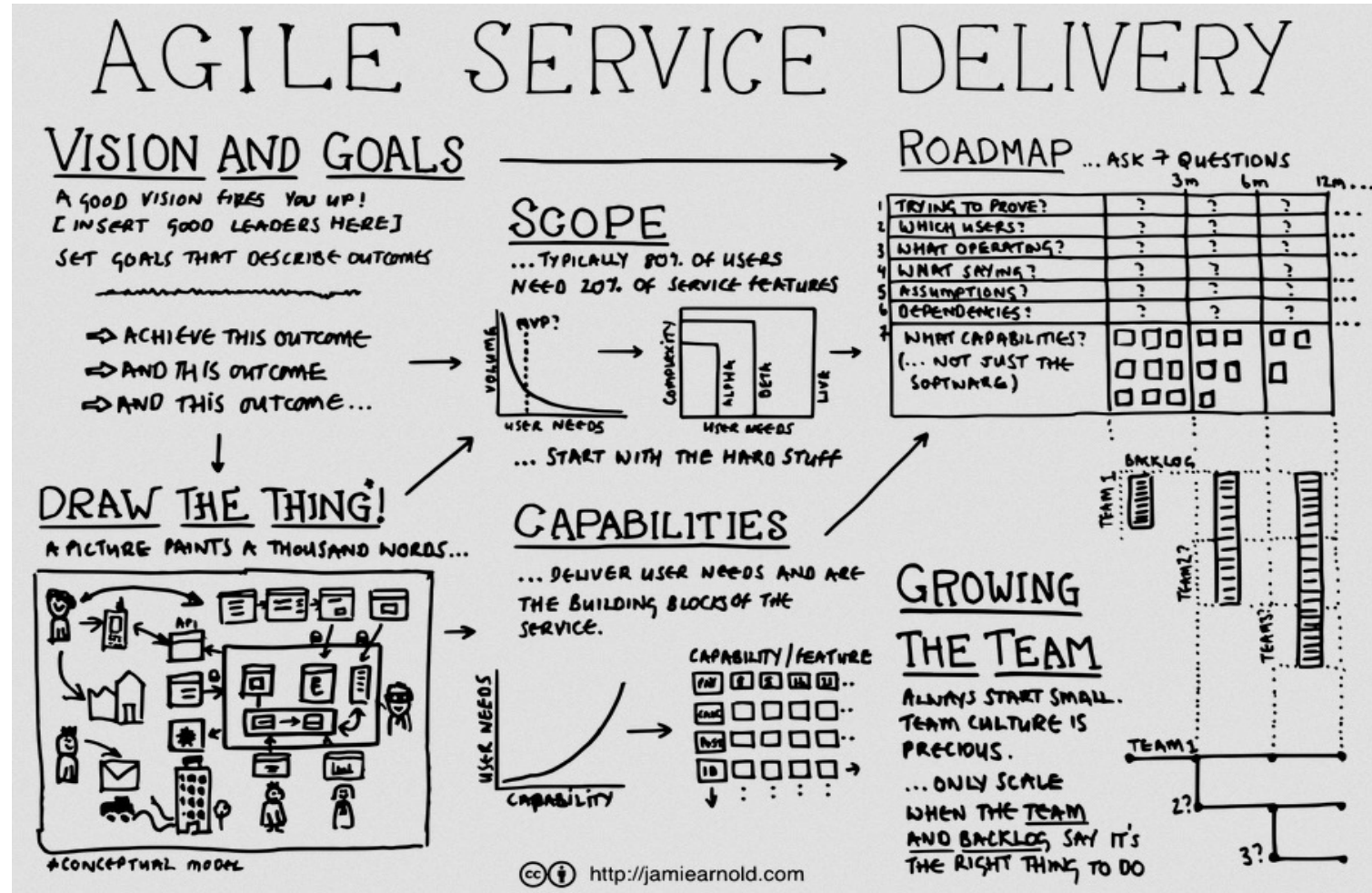
Which framework to use?

All of the frameworks need tailoring

Size of team is a key consideration

The type of portfolio

Then choose

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My mantra...

"

Agile without metrics is anarchy

Agile without quality is pointless.

"

With all frameworks; Release planning, Sprint planning and Sprint Review produce metrics

Agile tooling uses graphical reporting such as Burndown Charts.

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Find the person you first met with

Outline what were the key take aways for you

What do you plan to do next?

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