



regoUniversity 2019

SAN DIEGO

PMO in the Age Of Agile

Your Guide: Rob Greca, Alyson Poston

Introductions

- Take 5 Minutes
- Turn to a Person Near You
- Introduce Yourself
- Business Cards



Agenda

- Introduction/overview
- Explore the concepts of agile and how they might apply to a PMO
- Share an approach of creating your new PMO model

Open Mic

- How many of your PMOs must provide oversight for Agile work?
- Does the PMO have different goals/responsibilities related to or impacted by Agile?
- Have you been asked “What value am I getting from the PMO?” or “What value am I getting from Clarity?”

Compare and contrast

The purpose of the PMO

- Originally established to provide structure and oversight to projects
- Makes sure the projects are delivered in a standardized and repeatable way
- Over the years, PMOs are sometimes viewed as the “project or policy police”

What makes Agile work?

- Team autonomy (self-directed teams)
- Servant leadership
- Simplicity

The Four Values in the Agile Manifesto

The Agile Manifesto

We are uncovering better ways of developing software by doing it and helping others do it.

Through this work we have come to value:

Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

The Authors:

Kent Beck, Mike Beedle, Arie van Bennekum, Alistair Cockburn, Ward Cunningham, Martin Fowler, Robert C. Martin, Steve Mellor, Dave Thomas, James Grenning, Jim Highsmith, Andrew Hunt, Ron Jeffries, Jon Kern, Brian Marick, Ken Schwaber, Jeff Sutherland

Agile works because

- Dedicated teams (avoid team development stages)
- Self-directed teams
- Whole teams (avoid hand-offs)
- Limited to no multi-tasking
- Few meetings, more work
- Simplicity
- Little time spent on reporting (information radiators)
- Individuals appreciate this way of working and are therefore more motivated
- More motivated individuals are more effective and productive

The Trusted Advisor – The Agile PMO

- Model for Servant Leadership with all the characteristic of agility.
- Takes on a strategic role with greater involvement in capacity, portfolio and strategic planning.
- Accepts more operational responsibility such as planning the product backlog, incremental releases, and iterations.
- Sheds the stigma of “Process Police” transforming into a agile coach who offers constructive oversight and advocacy.

Shifting the Mindset

Agility is a mindset, an intention to deliver value to your customer faster.

By wearing the hat of “Champion of Change”, the agile PMO has an opportunity to:

- Lead by example
- To improve business outcomes
- Enable all teams to move faster, become more focused on ensuring that actions and decisions lead to the planned outcome

Let the operating model be your guide

We don't just build tools for the sake of building tools, and we don't just address a problem by deploying a tool.

An operating model helps us consider the various aspects necessary to fully support a business capability.

This does not mean that this effort needs to involve a significant amount of effort to build, nor should it mean that layers of bureaucracy be set in motion.

This operating model should be:

- Fit for purpose
- Not be overly burdensome
- Designed to support the mission and objective for PPM capabilities
- Continuously improved

Aspect	Descriptions
Vision	Create a compelling, inspirational view of what can and should be achieved
People and organization	What is the organizational structure (formal or informal) that supports this? What are the roles and responsibilities? Is it a central or de-central model?
Engagement model	What are the interactions with other business units or stakeholder groups? What are the handoffs?
Governance	Who are the decision-makers? What types of decisions will be made? What information do they need?
Processes	How do we support all of this? What do groups and individuals do?
Tools	What tools or tool integrations are needed to support this?
Metrics	What metrics are used to document how well this operating model is performing? Do we have performance indicators that will be used to motivate individuals?
Culture	How does our culture shape all of the above?
Differentiating capabilities	Do we have any core competencies that allow us to do all of the above in a way to gain a competitive advantage?

Let the operating model be your guide

Aspect	Descriptions
Vision	Create a compelling, inspirational view of what can and should be achieved

From	To
Reactively addressing demand in a short-sided manner; unclear demands	So that we can proactively address our demand in a way to meets our strategy; trade-offs
Prioritizing demand in silos, as a result...	Prioritizing across the entire GBT function and achieving the right balance to maximize business outcomes
Having difficulty collaborating	Efficiently collaborating through clear meetings and systems
Not having the ability to shift direction	Being able to shift direction/resources more quickly
Not fully understanding dependencies	Understanding how work impacts other work

Let the operating model be your guide

Aspect	Descriptions
People and organization	What is the organizational structure (formal or informal) that supports this? What are the roles and responsibilities? Is it a central or de-central model?

- Product Managers
- ScrumMasters as servant leaders
- Self-directed teams
- Shared services teams
- Agile Center of Excellence (ACE)

Let the operating model be your guide

Aspect	Descriptions
Engagement model	What are the interactions with other business units or stakeholder groups? What are the handoffs?

- Application development
- Finance
- HR
- Agile Coaches
- RMO

Let the operating model be your guide

Aspect	Descriptions
Governance	Who are the decision-makers? What types of decisions will be made? What information do they need?

- Decision-makers
 - The customer/stakeholder
 - Product Owner
- Types of decisions
 - What if we can invest more in a product to get more value?
 - Prioritization
- What does the governance structure look like

Let the operating model be your guide

Aspect	Descriptions
Processes	How do we support all of this? What do groups and individuals do?

- Annual planning vs continuous planning?
- Resource management?
- Forecasting?
- Status reporting?

Let the operating model be your guide

Aspect	Descriptions
Tools	What tools or tool integrations are needed to support this?

- PPM
- Agile
- Financials
- Work Management
- Single-platform

Let the operating model be your guide

Aspect	Descriptions
Culture	How does our culture shape all of the above?

- “We do things really slowly”
- “Our executives haven’t bought in or don’t understand agile”
- “Finance won’t move away from project cost accounting”

Let the operating model be your guide

Aspect	Descriptions
Differentiating capabilities	Do we have any core competencies that allow us to do all of the above in a way to gain a competitive advantage?

- “We have a collaborative culture”
- “We excel at innovation”

The expectation of a PMO in the age of agile

- It has a direct and positive result on business agility
- It helps accelerate time to market
- It helps to drive innovation
- It reduces the friction of getting work done
- It acts more from a servant leadership perspective
- It plays an active role in shaping the culture to enable business agility objectives

Questions?



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