Will the PMO Survive When an Organisation is Adding More and More Agile Teams?

Henny Portman, Partner HWP Consulting

PMO Conference London 2018

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Biography: Henny Portman

- ING + NN 1981-2017
- Tiel Utrecht Verzekeringen: Developer/Analyst/Head System Development
- Consultancy ING Fatum Paramaribo, Suriname
- ING Investment Management Nederland: Head IT
- ING Investment Management Europe: PMO Head
- ING Insurance Central Europe: Regional PMO head
- ING Insurance STO: Global PMO Head
- I build hub and spoke PMO's in Europe and Asia

Now:

- Partner HWP Consulting
- APMG certified MoP, MSP, PRINCE2, PRINCE2 Agile, P3O trainer, SAFe SPC4 Certified Consultant,
- PMO Value Ring Certified Consultant
- P3M3 Consultant / Assessor
- Blogger, reviewer Managementboek.nl
- Author of PM articles and books

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Agenda

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To do	In progress	Done
1. Agile in general		0. Intro
2. Scaling in general		
3. Implementation Pitfals		
4. Overview of frameworks		
5. Questions		

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The difference between project work and BAU work

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Project work (temporary): Move people to the work

Portfolio Board

PMO (permanent)

BAU (ongoing): Move work to the people

Project direction

Pre project | Initiation stage | New or significantly revised product | Close | Goes into production | New project, One delivery

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Predictability

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- Overruns
- Delays
- Escalations
- Delivered less than promised

Waterfall observations

- Iterative & Incremental
- Embrace change
- Small units
- Delivered value early and often
- Transparency, inspection & adaption
- From control to discipline

Some Agile practices

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Many different trees in the Agile forest

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Continuous delivery by an Agile Team

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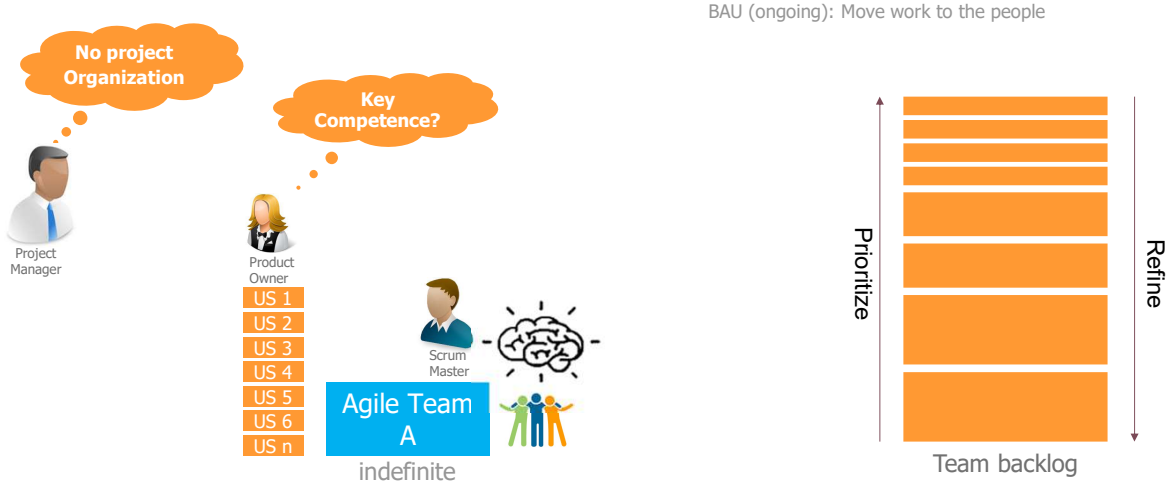
BAU (ongoing): Move work to the people



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Is a PO a:
• Shopping list manager?
• Order taker?
• Backlog secretary?
Or …
Key competence: have the knowledge and mandate to say NO!, otherwise …

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Feature Broker
Balanced, Effective Product Leader
Product dictator
Source: Roman Pitcher

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A PO must have a product vision and
a product roadmap

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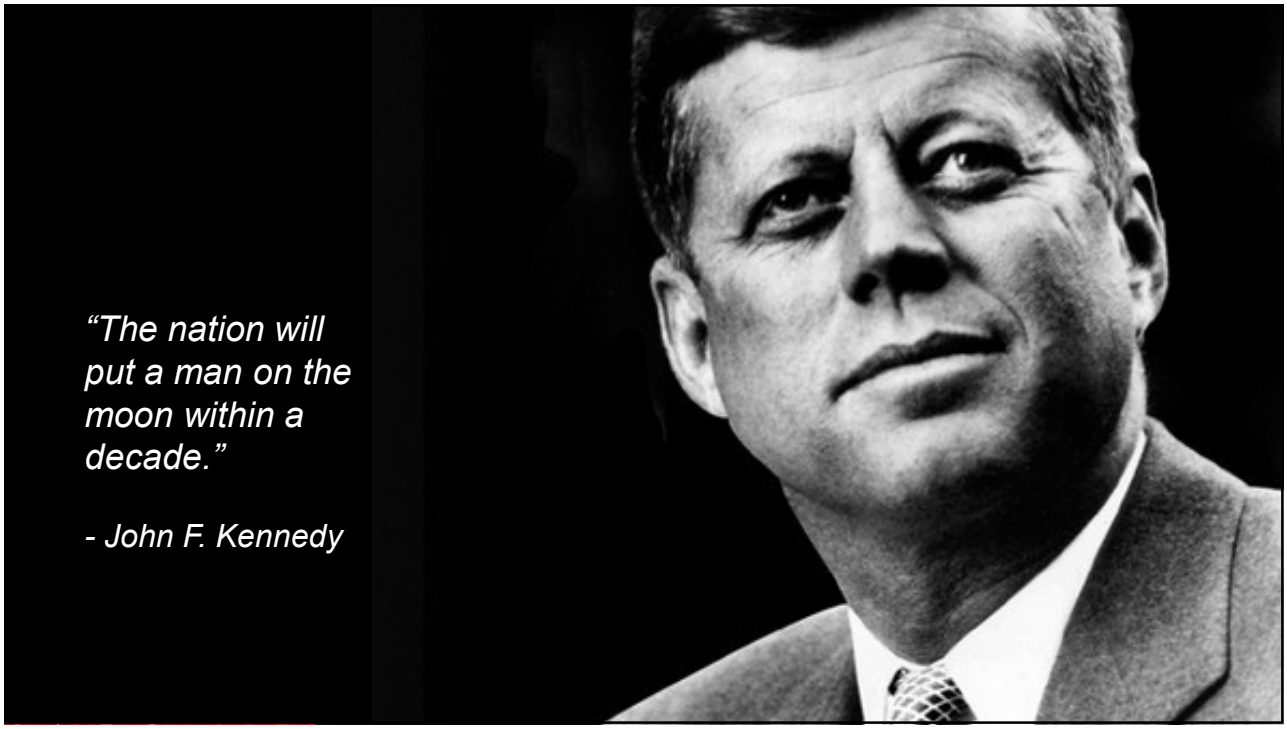
"The nation will put a man on the moon within a decade."
- John F. Kennedy

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empowerment

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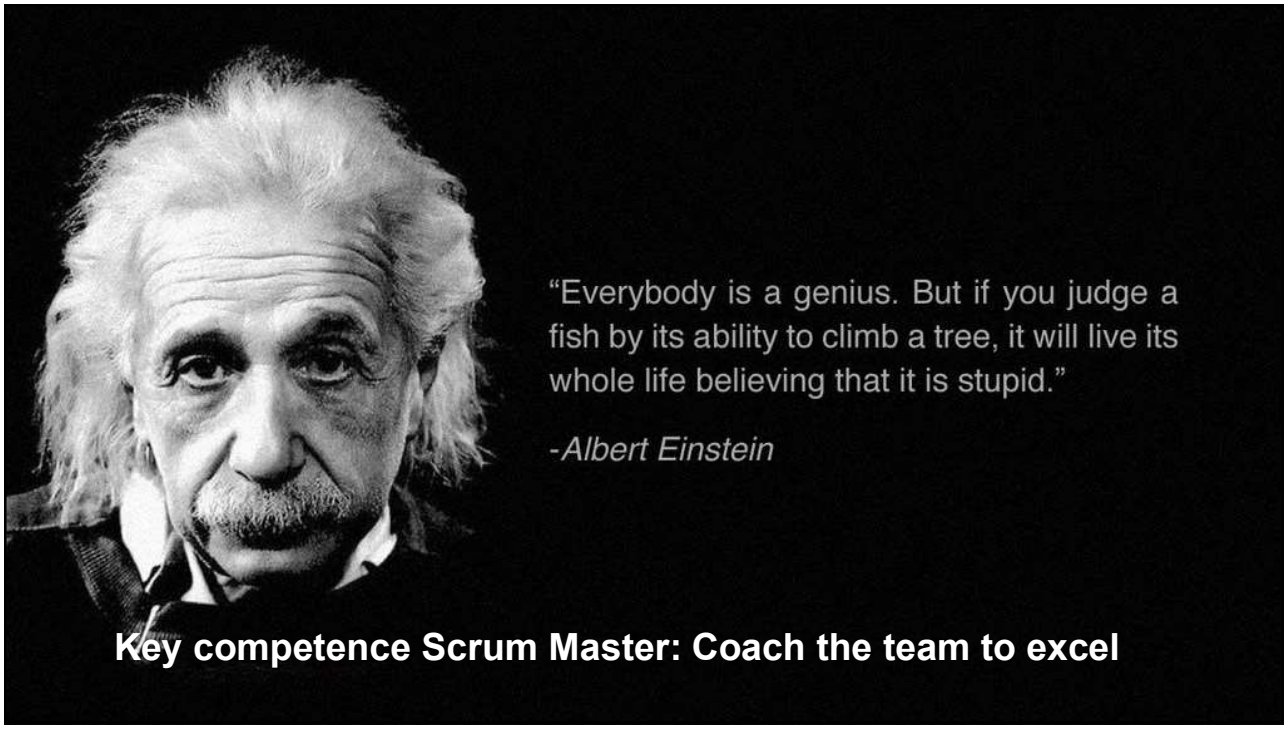

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Few teams together; one product

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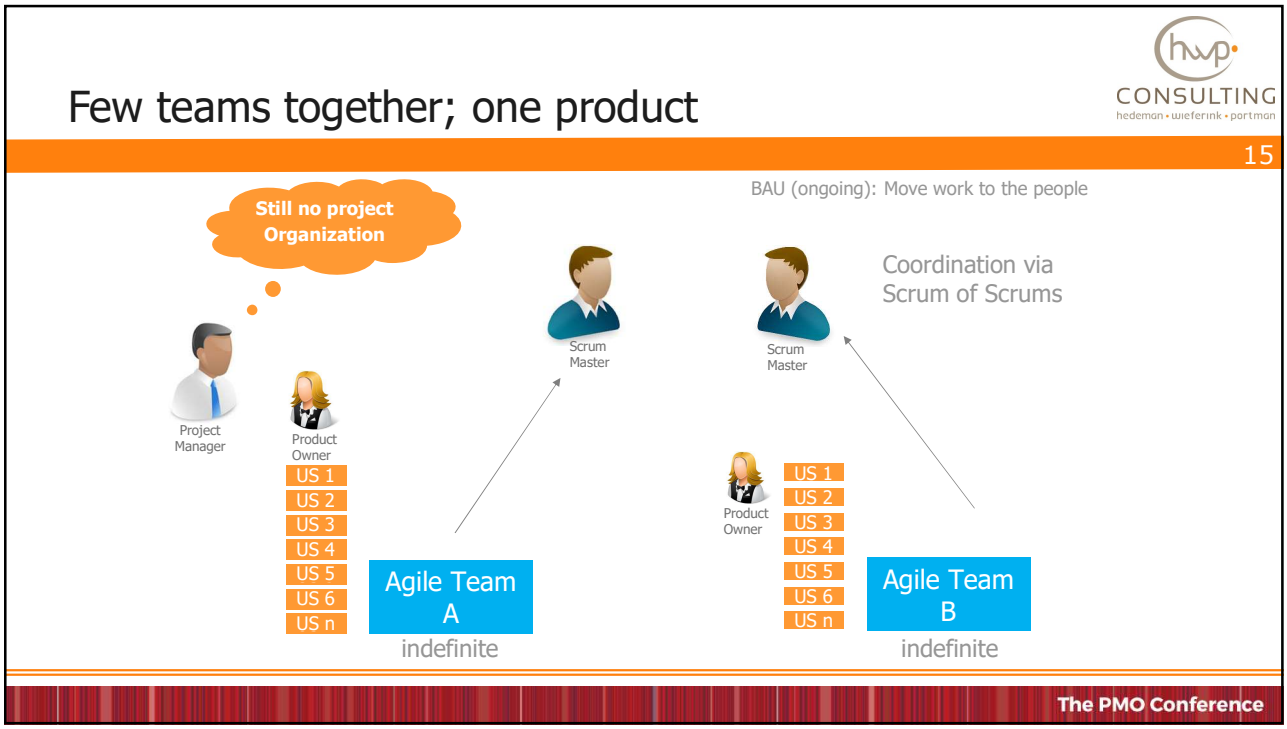

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Many teams together; one product, integration, dependencies, …

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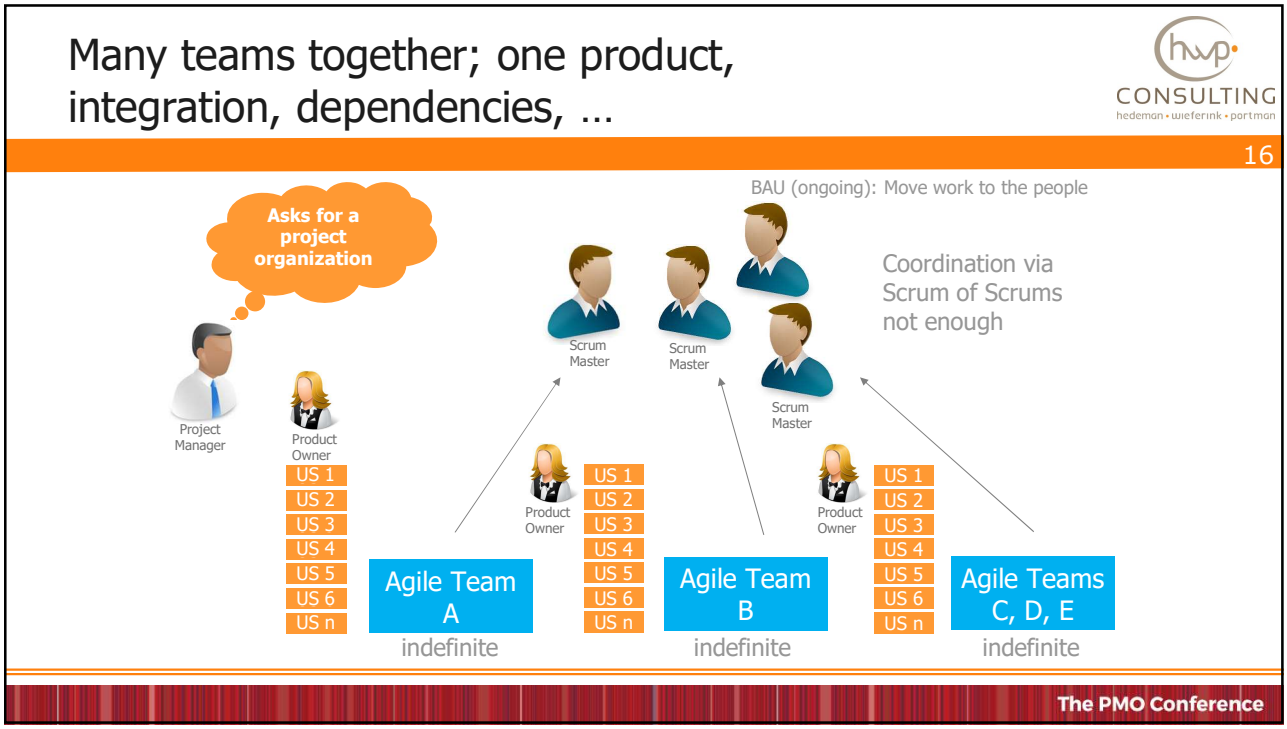

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Many teams together; one product, integration, dependencies, …

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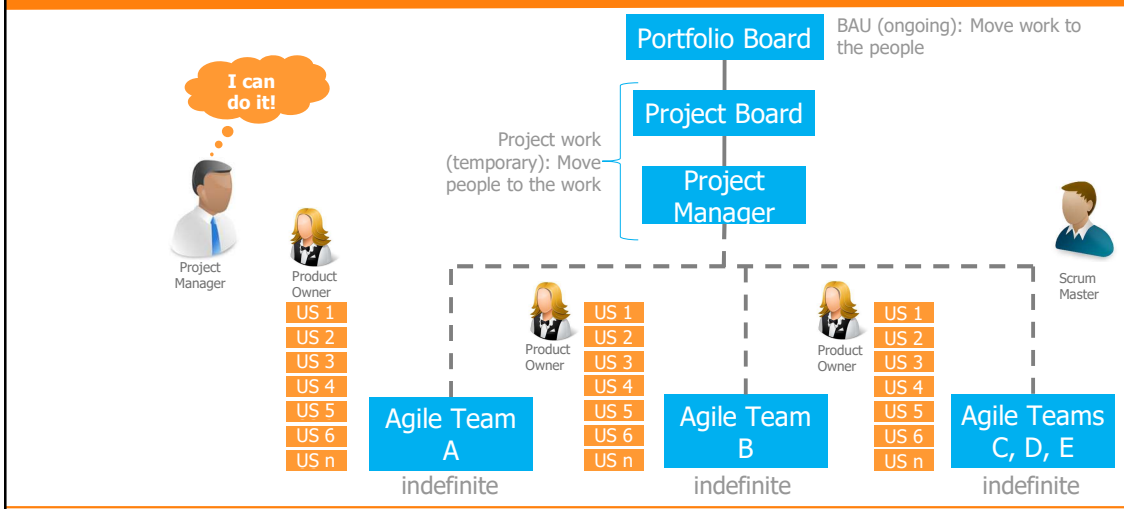

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Many teams together; one product, integration, dependencies, …

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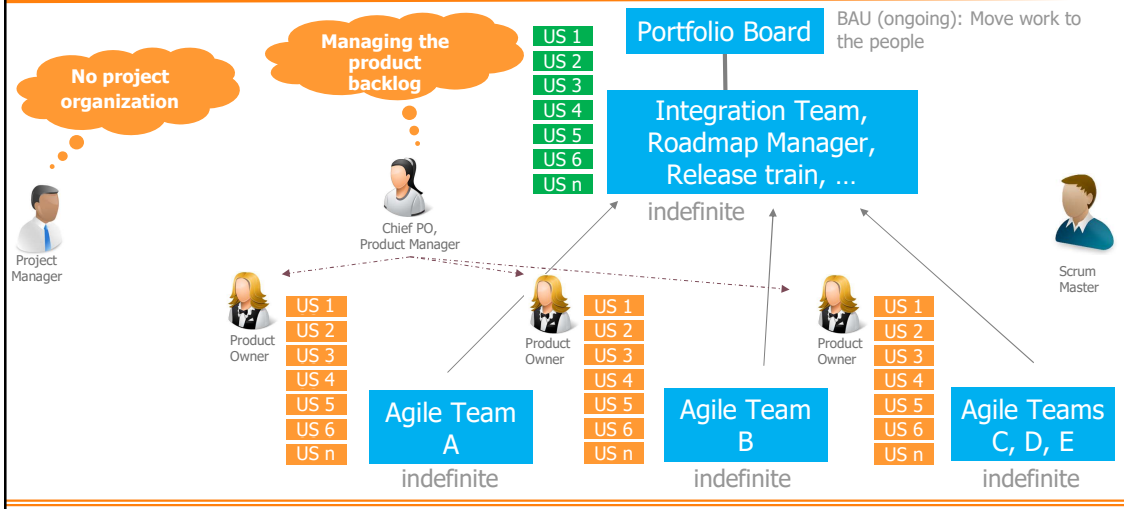

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Project Managers can be thrown away
But be careful, don't throw them all!
Maybe you still need some!

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But be careful, don't throw them all!
Maybe you still need some!

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Many (one-time) teams; one product, integration, dependencies, …

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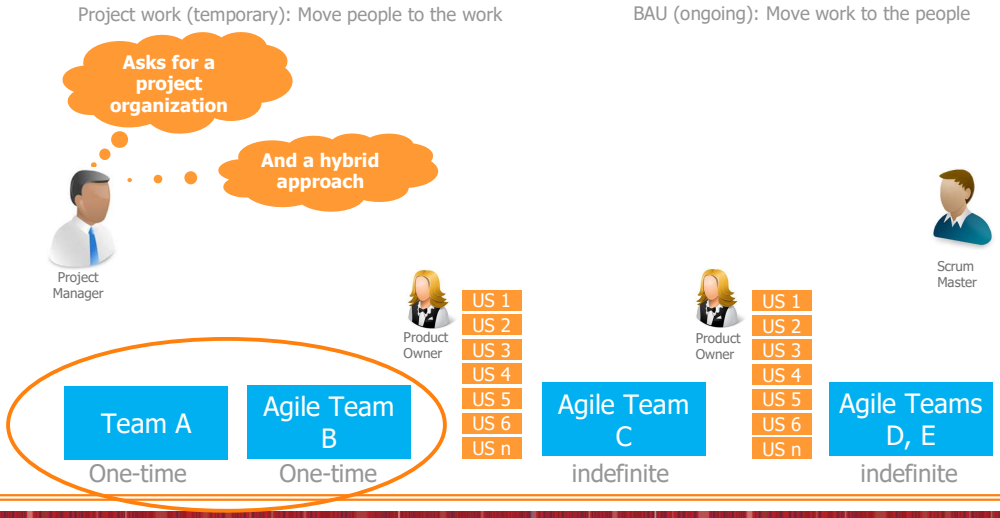

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Many (one-time) teams; one product, integration, dependencies, …

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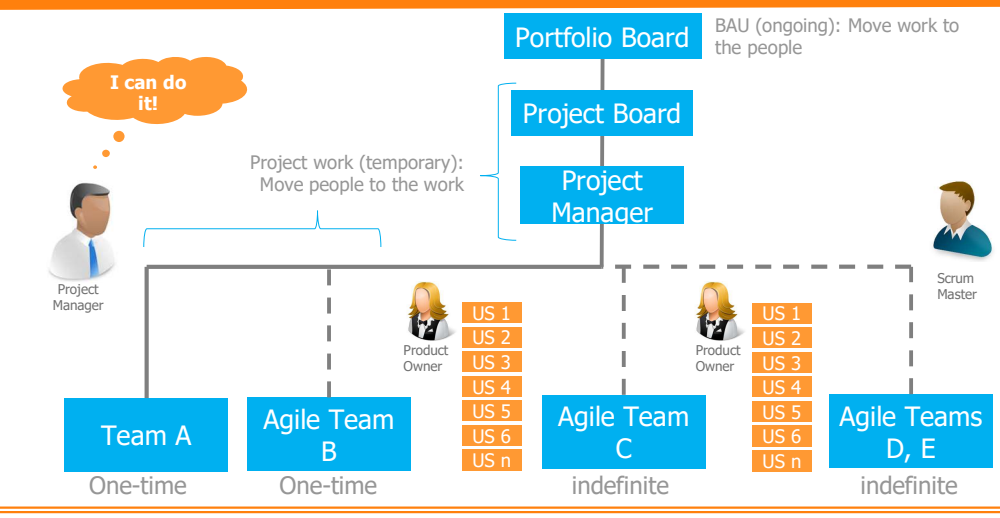

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Many (one-time) teams; one product, integration, dependencies: hybrid organization

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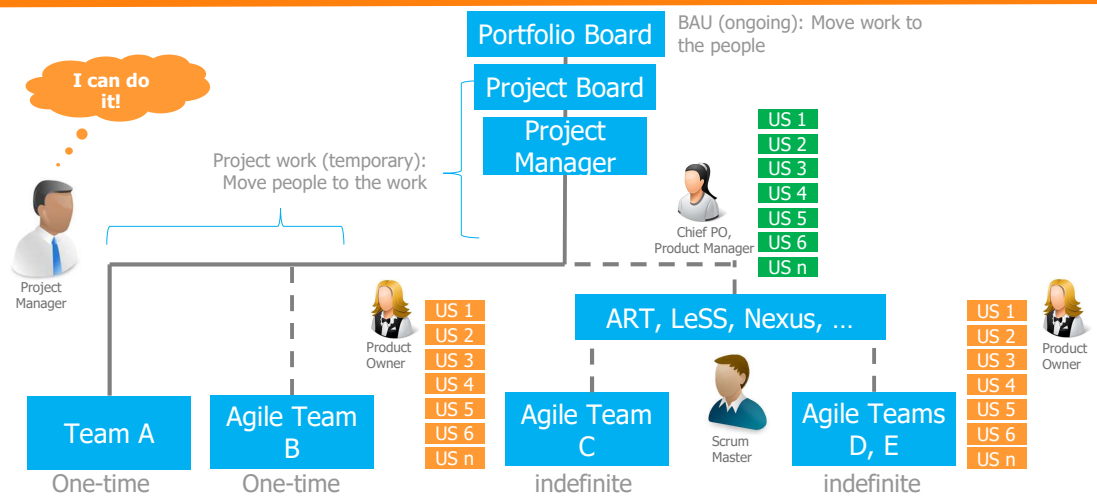

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What does agile mean for the PMO?

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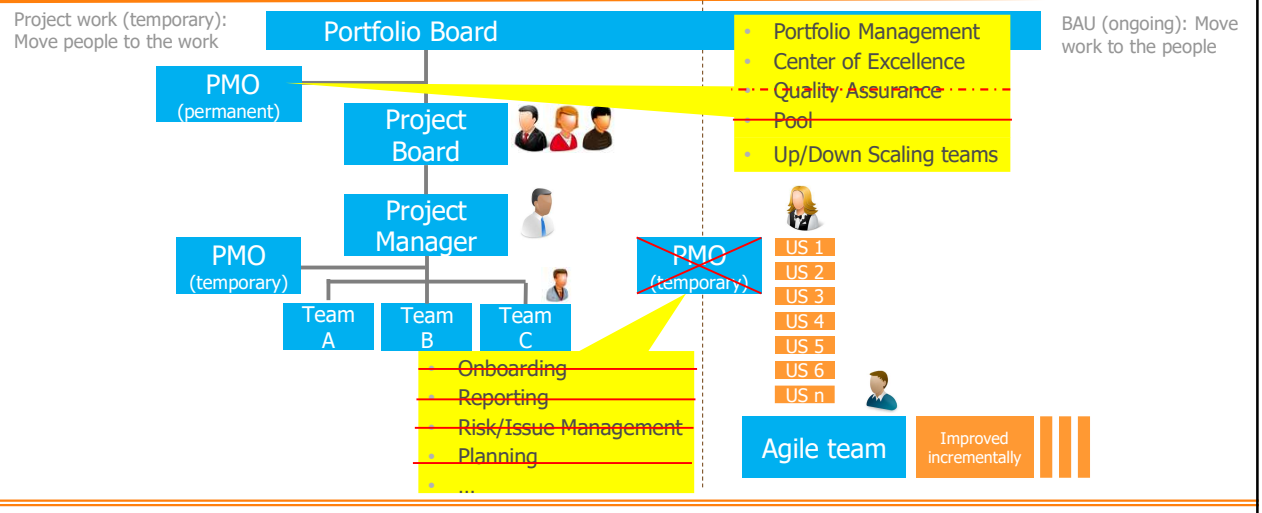

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What does agile mean for the Portfolio Manager?

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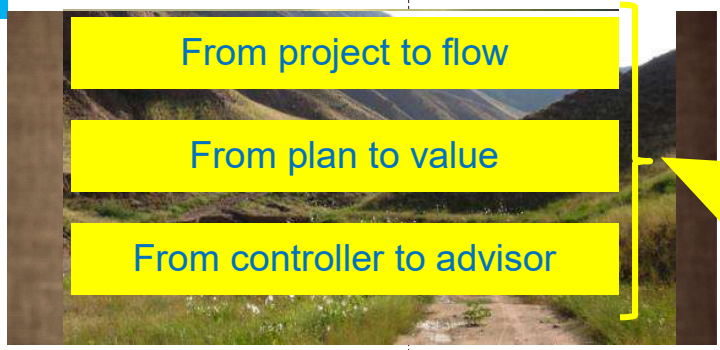
Project work (temporary): Move people to the work | BAU (ongoing): Move work to the people

Portfolio Board

Agile PMO (permanent)



From project to flow

From plan to value

From controller to advisor

'the guardian of value' or 'Gemba portfolio manager'

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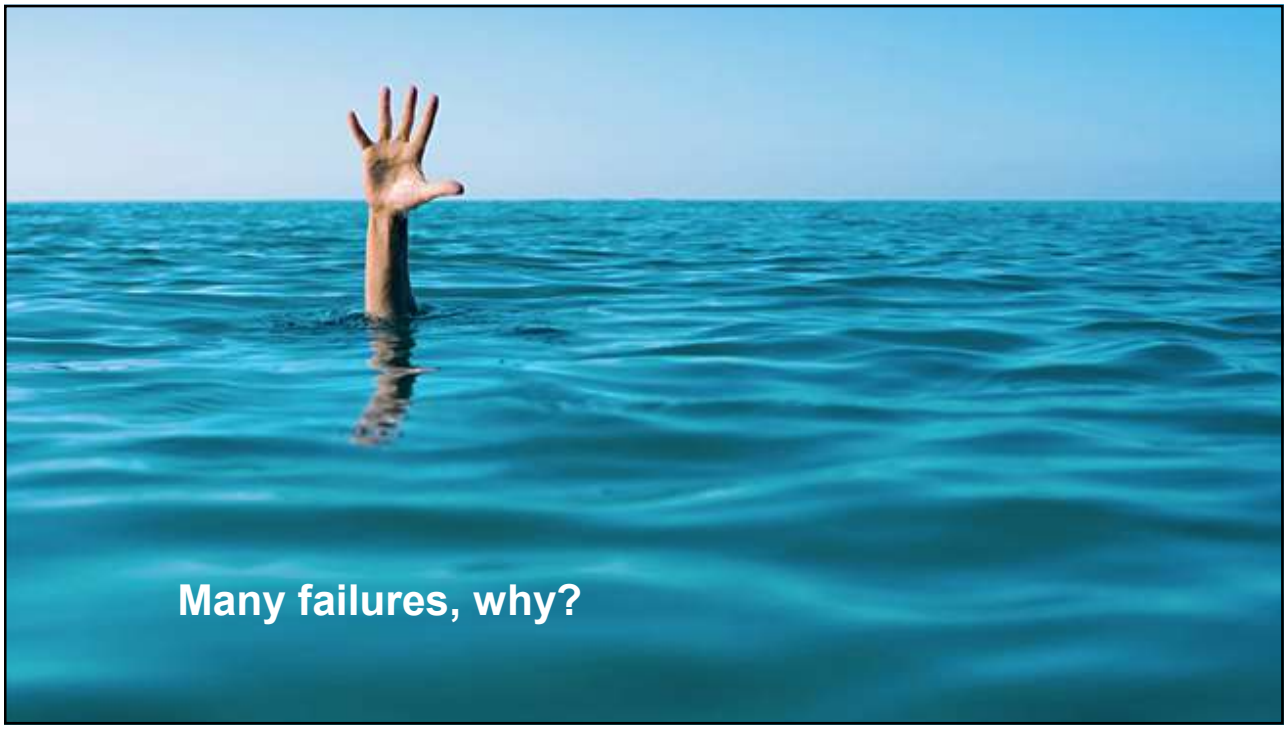

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Implementing Scrum (agile way of working)

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Traditional organization	Agile organization
Position / function	Role
Expert	Generalist
Team lead	Coach
Product / Project Manager	Product Manager / Product Owner
Responsibility of line management: Team, daily operation	Responsibility of line management: Individual (focus intrinsic motivation), strategy
Passiveness	Activeness
Planning of uncertainty over a long horizon	Planning for a short and clear time horizon
In-transparency	Transparency
Presence	Accomplishment
Customer as an alien	Involvement of customers
Delegation of responsibility	Adoption of responsibility
Control	Self-responsibility – positive idea of man
Job	Passion

The Scrum Culture – Dominik Maximini

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Leading causes of failed agile projects

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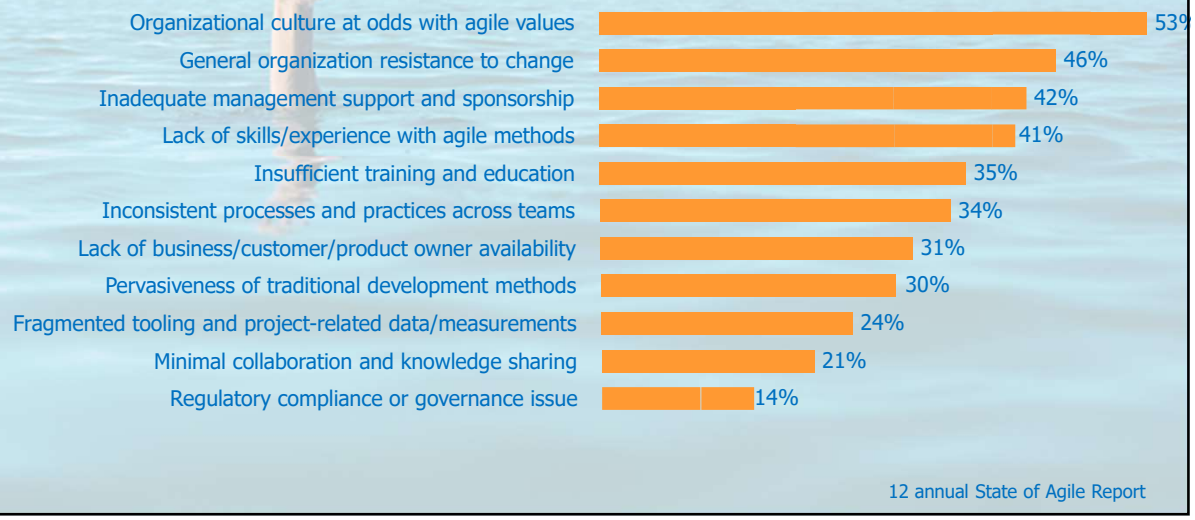

12 annual State of Agile Report

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4. Overview of frameworks 5. Questions	3. Implementation Pitfals	0. Intro 1. Agile in general 2. Scaling in general

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Agile methods and frameworks

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Product- or programme level

One-time programmes / projects

Programme level:
ABC Agile PgM (MSP)

Project level:
ABC Agile PM
PRINCE2 Agile
PMI Agile
Project Half Double

Business as usual / indefinite

Enterprise-targeted
SAFe (Scaled Agile Framework)
LeSS (Large Scale Scrum)
Nexus (Scaled professional Scrum)
S@S (Scrum at Scale)

Web-scale-targeted
Spotify model (Tribes, Squads, Chapters, Guilds)
ScALeD (Scaled Agile and Lean Development)

Team level

Team level: Scrum, Kanban, Scrumban, DevOps

Engineering level: XP, TDD, FDD, UX Design, CI/CD

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Portfolio level: MoP, SfPfM, SAFe, Agile PfM, disciplined Agile (DA)

One-time programmes / projects

Business as usual / indefinite

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5. Questions	4. Overview of frameworks	0. Intro 1. Agile in general 2. Scaling in general 3. Implementation Pitfals

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On request I can give (agile) project, programme, portfolio management or PMO training classes or project board awareness workshops, grasp sessions scaling agile, P3M3 maturity scans, et cetera.

You can reach me on +31 6 21512 987 or
http://www.hwptraining.nl or http://hwpconsulting.nl

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