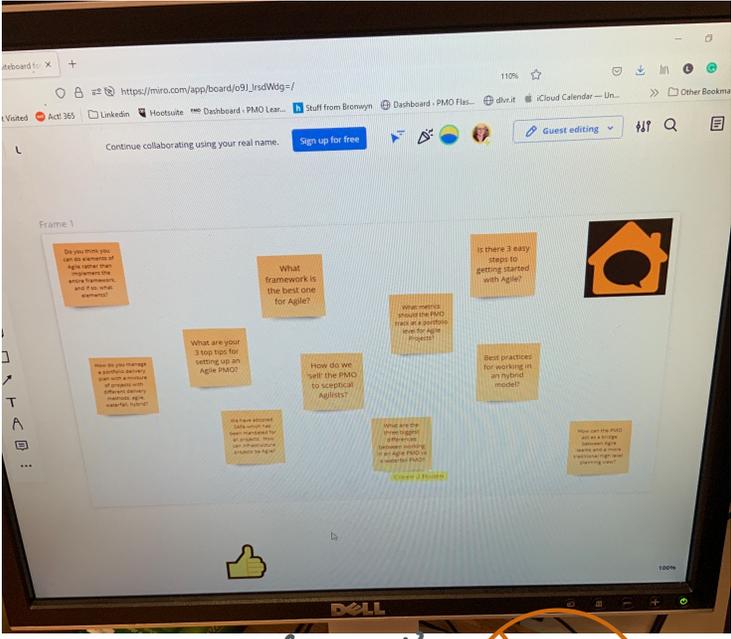


We're using Miro to vote on what we want to talk about



How do you manage a portfolio delivery plan with a mixture of projects with different delivery methods, agile, waterfall, hybrid?

Using a roadmap [multi-horizon] the first popular question.

Things can be planned far into the future
 prioritisation has to be at the right level - and backlog delivering incremental value.

programme increments [PI]
 conversation shifts from planning projects - to what business metrics are we changing and how / what are we doing.

Best practices for working in an hybrid model?

PRINCE2/SCRUM



it's about blended approaches: stop the split of waterfall / agile

my PMO team is working on a framework for all the different delivery methods we have

NOT CHANGING what you're doing BUT how you're doing it

One thing we need to consider in all of this is the auditability of projects

- choose the right business metrics at the right level
- be clear on what approach people are using to deliver.
- PMO has to make sure the approach being used takes into account other business / project processes being used
- have frameworks + standards which are agnostic [not a branded agile approach]



- PMO to embed + ensure the practices
- transparency + comms are crucial to mindset change

clear set of principles are important PLUS listen to what people want / are doing

66 What are the three biggest difference, between working in an Agile PMO vs waterfall PMO

- 1 The amount of reporting is reduced - certainly progress reporting
 - ↳ inviting stakeholders in to standups B B B
 - ↳ using information radiators [|||||]
 - ↳ virtually - by Teams - thumbs up seems to be better than normal.
- 2 The shift away from command + control to supporting / managing the flow of value - looking forward to what we need to do - not back
- 3 continuous improvement - where work is flowing + where it's getting blocked - how the PMO can help the unlocking

I find less reporting but way more data slides!

66 How do we help people get into the Agile mindset - doing sprints, planning, reporting etc

↳ allergic reactions!
↳ I'm going to burn people
↳ be subtle

structured environments around engineering teams
 • change mgmt
 • hygiene factors
 ↳ to change the way they work
 OR
 ultimately this is a management issue NOT a PMO issue

♥ HEARTS + MINDS.

especially in construction, engineering type projects

engineers etc are part of a multi-functional team cross

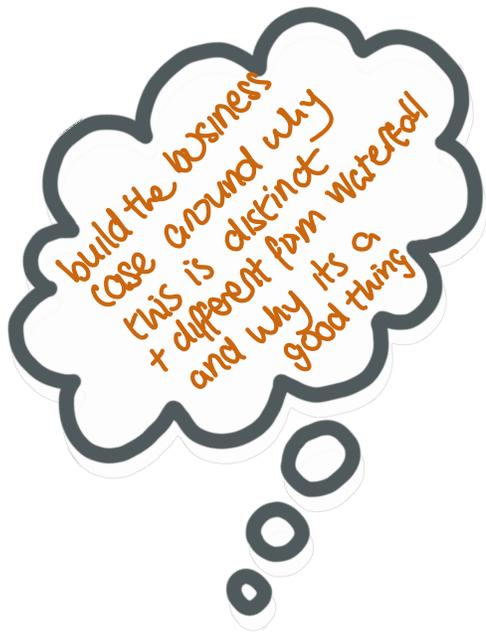
FUNGIBLE - readily changeable to adapt to new situations.

AGILE PMOs

- independent
- critical friend

↳ suggestions on improvements

☰ CHECK OUT DSDM - a temporary environment within which you deliver iteratively



66 Top tips for people setting up a new Agile PMO

- need to understand what key stakeholders + sponsor want.
- can't just put the word 'Agile' on a process or document and expect it to work - fundamental rethink!
- be Agile! The PMO has to change its mindset too.
- Take a temperature check on the organisation - go on the journey with them - not necessarily taking charge.
- Think about the experience of the people involved - the inexperienced teams with dysfunctional stakeholder will need more probing / help.

66 How can the PMO act as a bridge between Agile teams and a more traditional high level planning view?

PMO may have to translate:

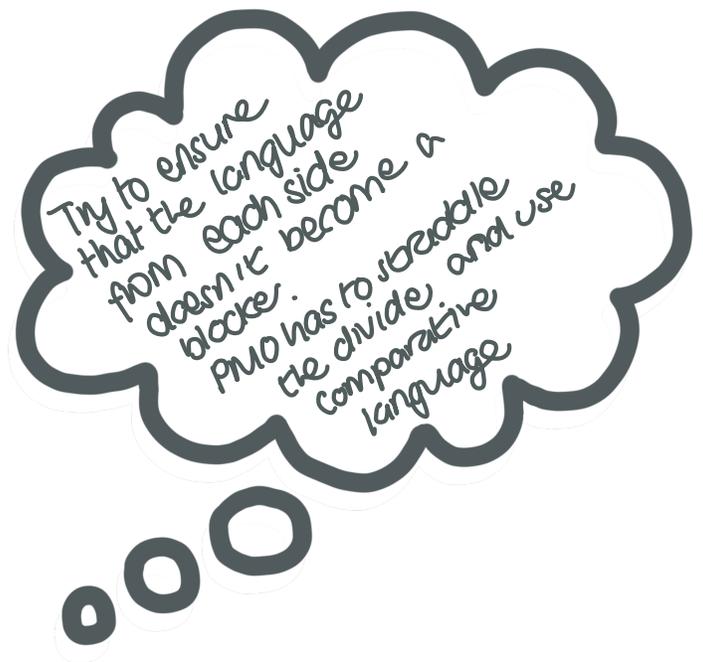
- Agile metrics to business metrics
- The lingo used in Agile teams [the business doesn't understand or care!]
- using our dashboard/visualisation skills to make things more transparent + understandable

PMO to look at the tools:

- the data + visibility
- works with Agile data.

PMO to look at how people are organised [organisational design] effectively to deliver.

eg. funding models
governance structures

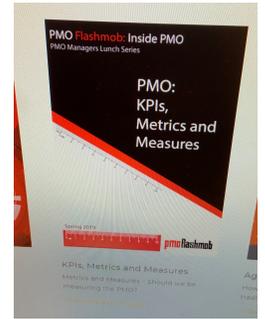


66 What metrics should the PMO track at a portfolio level for Agile projects

Agile projects

- > delivery against commitment
- > on the value enabled by a delivery
- > number of risks mitigated [risk profiles]
- > financial ones
- > lessons learnt [at different levels]
- > maturity against the SAFe framework [self-assessment]
- > the benefits delivered as a result of the delivery

Agile maturity is a multi-faceted assessment and tends to be initially done via self-assessment



> OKR's  Measure what matters.

look recommendation

from the PMO flashmob report

