

PMO Conference London



2016

The Agile PMO

Impediment or Empowerment

Andrew Craddock & Jason Wright



Welcome

**Andrew
Craddock**



**Jason
Wright**



- Introducing you to:
 - Agile Values, Agile thinking
 - Characteristics & concepts for an Agile PMO
- Understanding how a modern PMO:
 - Can safely embrace Agile approaches
 - Empower project teams to deliver
 - Whilst fulfilling their responsibilities of oversight and assuring quality



2001 – the Agile Alliance



Manifesto for Agile Software Development

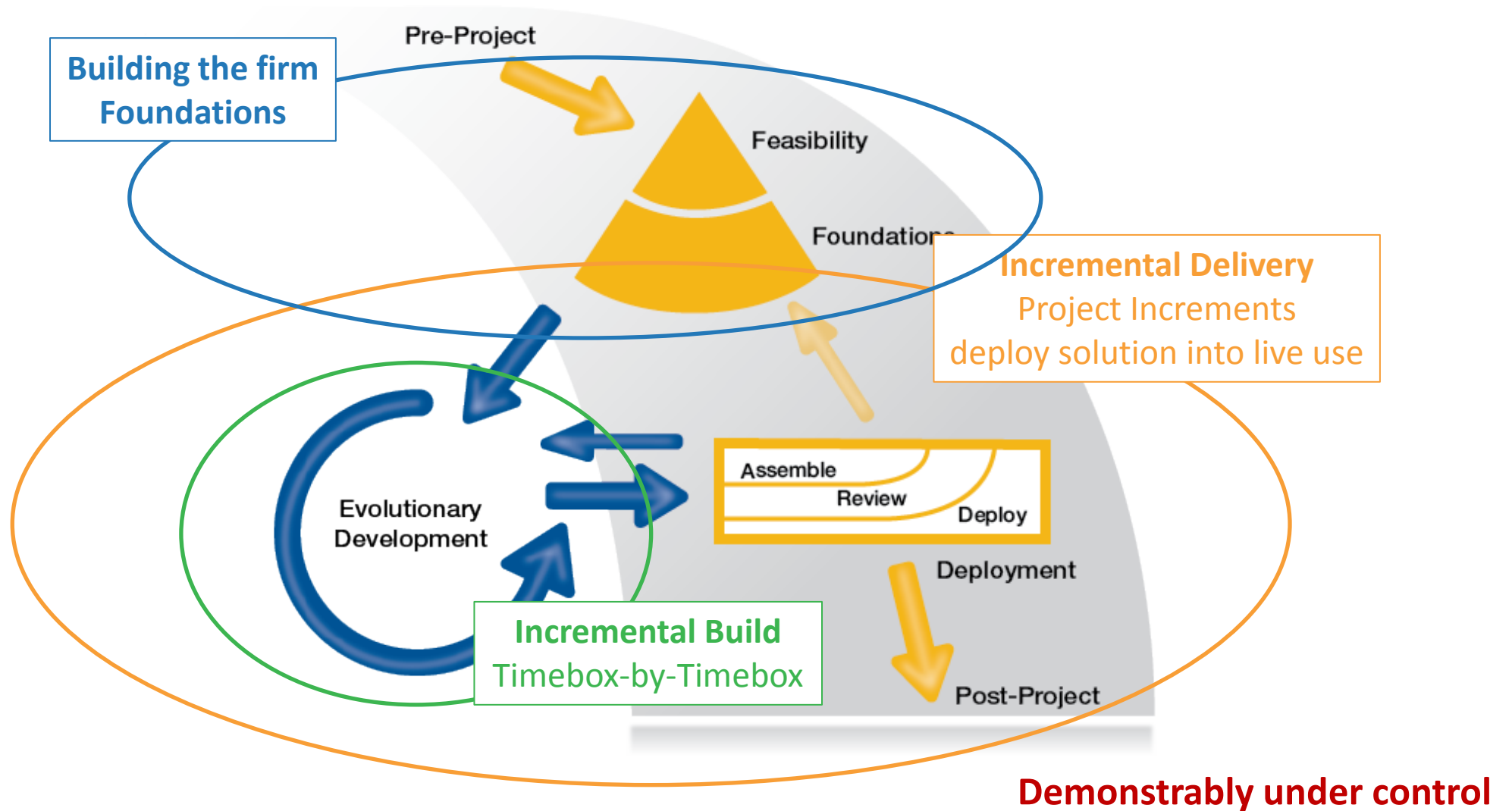
We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

Individuals and Interactions over Processes and Tools
Working Software over Comprehensive Documentation
Customer Collaboration over Contract Negotiation
Responding to Change over Following a Plan

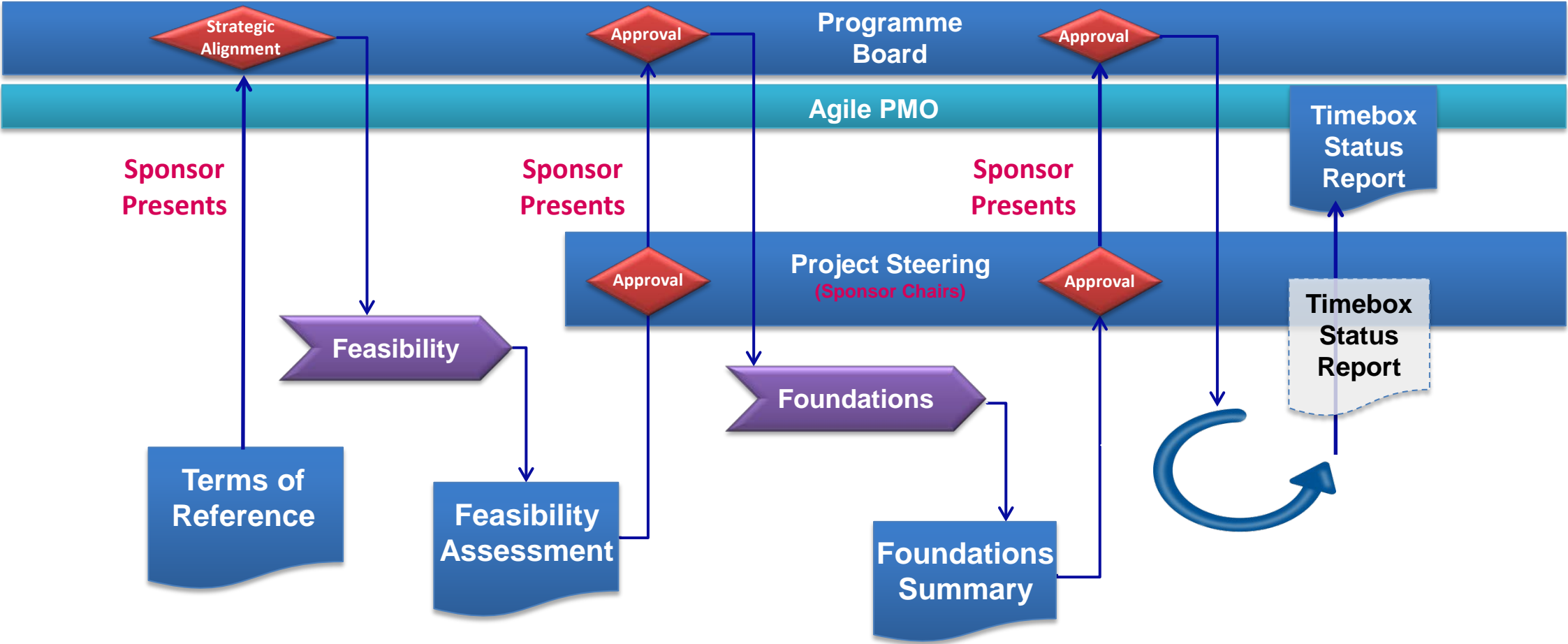
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we value the items on the left more.

Kent Beck, Mike Beedle, Arie van Bennekum, Alistair Cockburn, Ward Cunningham, Martin Fowler
James Grenning, Jim Highsmith, Andrew Hunt, Ron Jeffries, Jon Kern, Brian Marick
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DSDM Process



DCME: Project Governance Process



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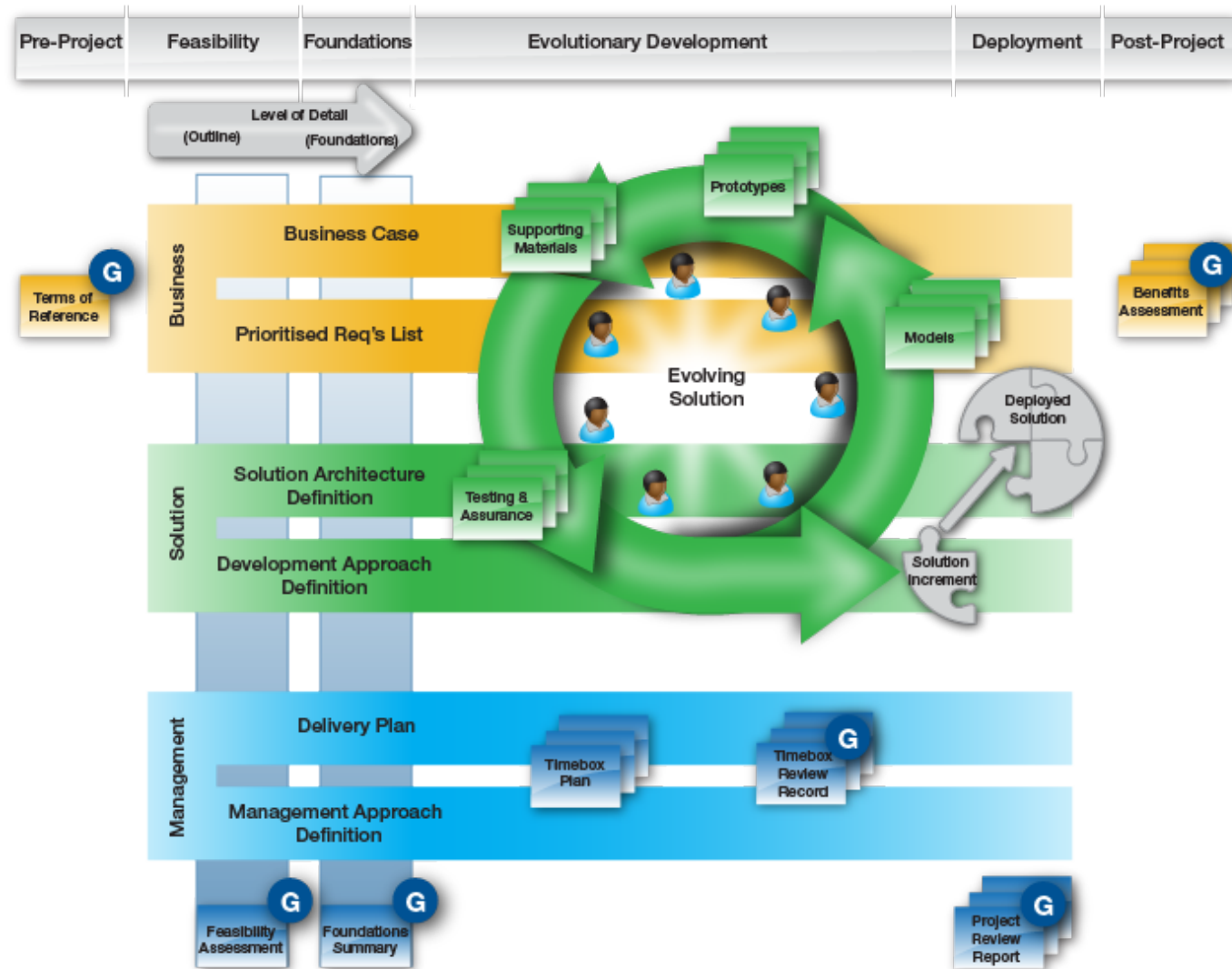
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The DSDM Products



Products may be:

- **Business**
- **Solution/Technical**
- **Management**

- **G** Used for governance
 - Project governance
 - Regulatory compliance

- Agile PMO
 - Helps projects & organisation understand what may be valuable and why...

- **Not** one size fits all

Project

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1.2 Pi

<<Con: busines

2. Project Characteri

2.1 Project Type

Mandatory / Regulatory
Non-optional – Business Drive

2.2 Project Impact and I

The project:
Must start immediately
Should start before <<month>

This project is likely to have :
areas or state 'the firm as a

2.3 Estimated man-days

Less than 60 Man days
Between 200 and 600 man da

Estimate all manpower

2.4 Estimated Cost (Tot

Between zero and ¥50M*
Between £1M sterling and ¥20

*Check current exct

2.5 Budget status

The corporate budget for this
budgeting process. Based o
'is not>> required and DCM

2.6 Business Ownership

Business Sponsor
(Responsible and Accountable
investment for the project)
<<Name>>

Enter name

2.7 Solution Sourcing /

The proposed solution <<is /
The project <<is / is not>> lik

Note: Contractor resour

2.8 Approval for next step(s)

This Project Definition document was approved by the Business Sponsor on <<dd mmmm
yyyy>>

Approval of this Project Definition by the DCME Programme Board approves the project to
proceed to the Feasibility Phase and approves budget of <<£xxxxxx>> for the project moving
forwards.

The minutes of the Programme Board on <<dd mmmm yyyy>> record approval of this project
and whether the Programme Board wish to formally review project status at the end of
Feasibility and/or Foundations phase or whether this will be done exclusively via the weekly
reporting for the project

3. Next Steps

3.1 Next Step Objectives

<<Describe, in a handful of bullet points, the objectives of the next step (or steps) in the
project (i.e. tell the programme board what they will next be presented with for approval)>>

It is intended that the <<Feasibility Assessment / Foundations Summary>> for the project will
be presented to the Programme Board for approval in <<Month>>

3.2 Next Step Effort Required

Name	Department/Team	FTE days
<<Name>>	<<Department/Team>>	<<n>>
<<Name>>	<<Department/Team>>	<<n>>
<<Name>>	<<Department/Team>>	<<n>>
<<Name>>	<<Department/Team>>	<<n>>
<<Name>>	<<Department/Team>>	<<n>>

Populate the table above with named individuals contributing to the next steps – focus on the key
players and/or those contributing most in terms of effort

3.3 Next Steps External Spend

The next steps <<will / will not>> require external expenditure. << if applicable outline
how much will be spent and on what - or simply delete this field>>

4. Targets, Dependencies and Constraints

<<Briefly describe any target dates/events for the project (e.g. September 2013 or End of FY
13/14) or state 'No targets identified at this point'>>

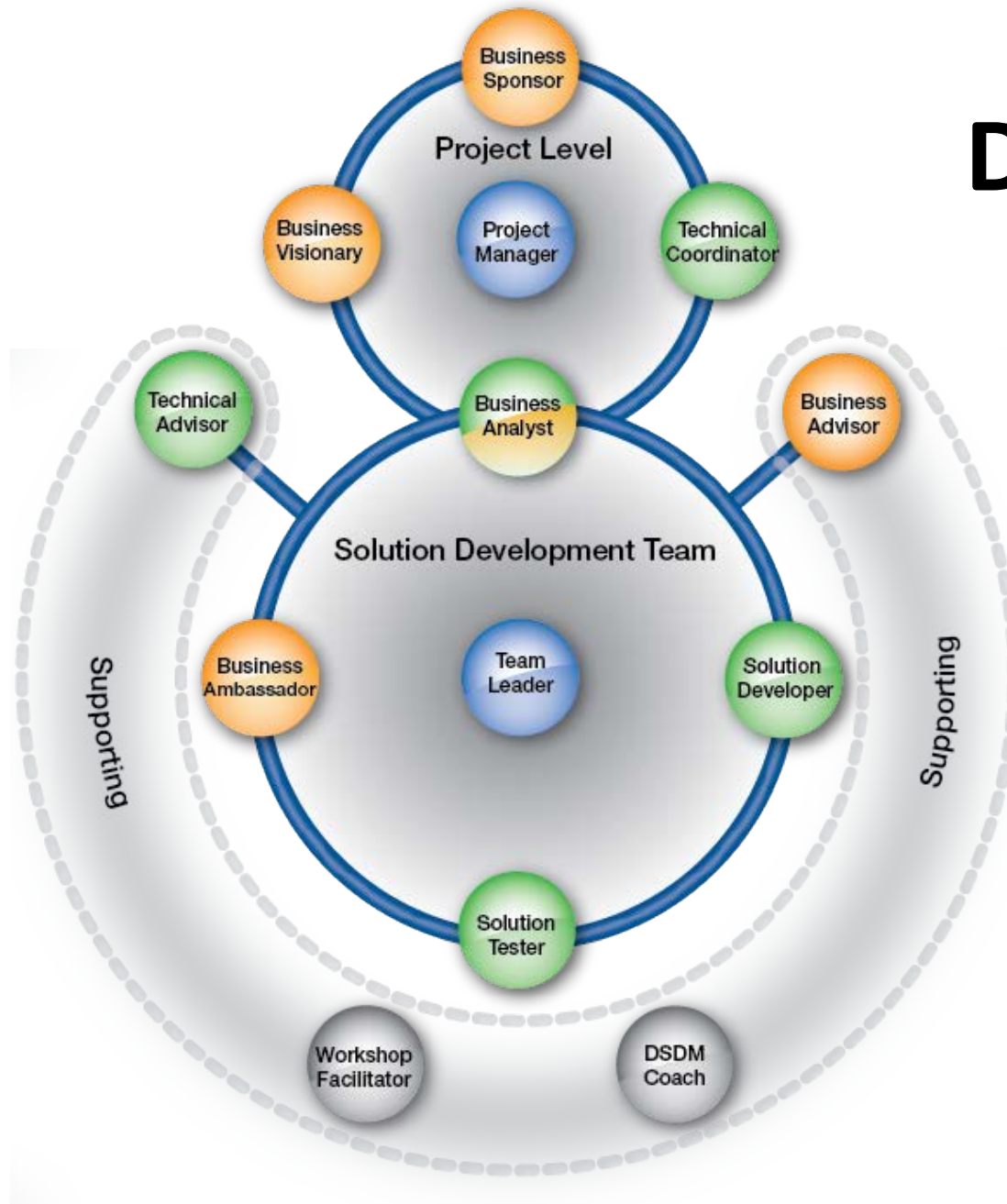
<<Briefly describe any constraints or dependencies for/on the proposed project or state 'No
constraints identified at this point'>>

- By design:
 - Ultra-high level
 - Simple
 - Structured
 - Space constrained
 - Embedded guidance

Programme Board demanded information:

- Quick to read
- Quick to understand
- Easy to compare
- Targeted exclusively to the decision they needed to make

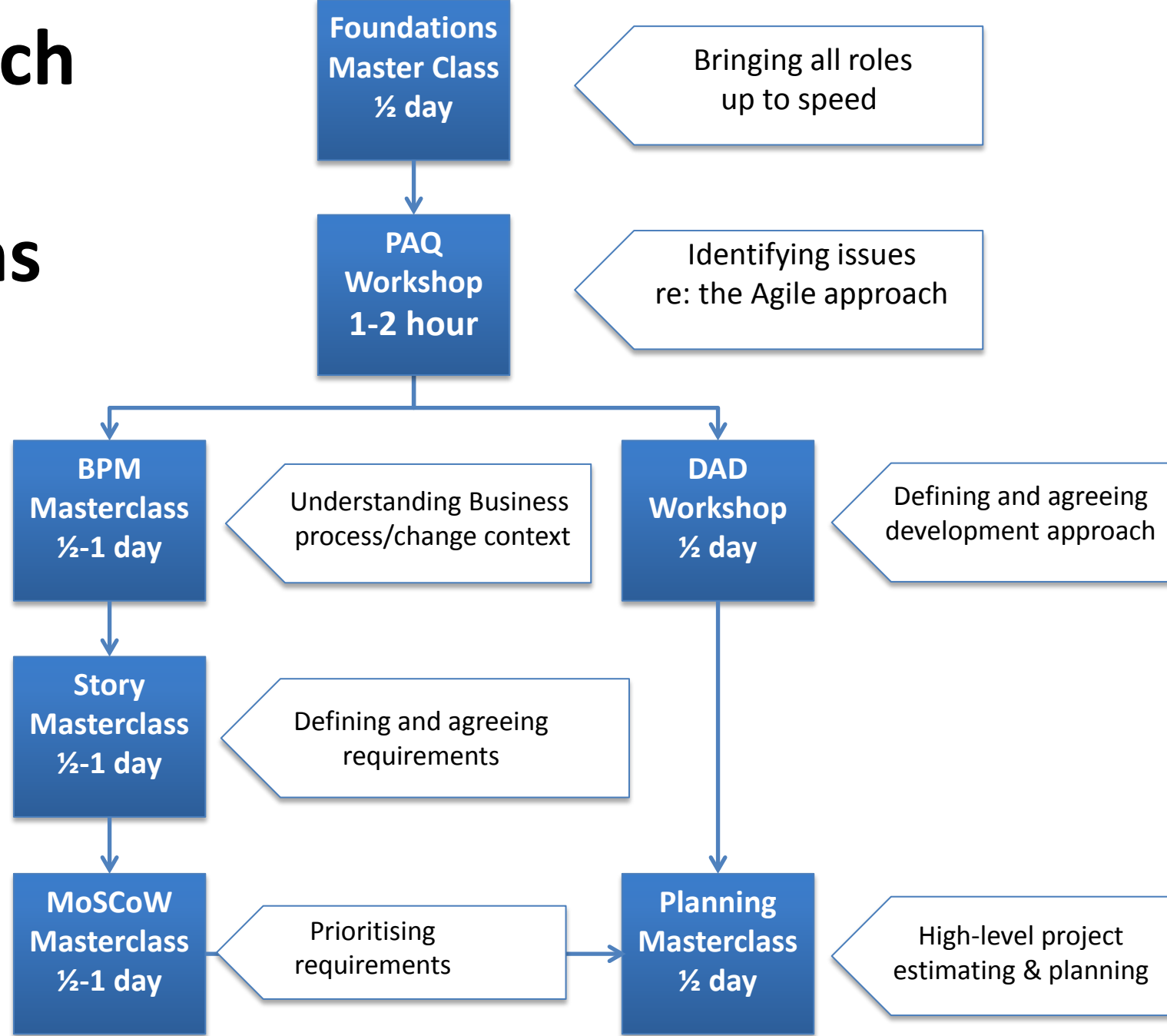
DSDM Roles



Roles with interests aligned with:

- **Business**
- **Solution/Technical**
- **Management**
- **Process**

Masterclass approach Establishing firm project foundations



Capability Building

- **250+ People received training:**
 - Business and IT staff
 - 1 Day “Awareness”
 - 3 Day “Practitioner” (Cert)
 - 5 Day AgilePM Practitioner (Cert)
 - Executive “People and Interactions” workshops
- **12 Internal “Coaches” identified:**
 - Coached to DSDM Profesional level (Cert)
 - Facilitation skills training
 - Agile Business Analysis
 - Agile Technical Coordination
 - User Stories Masterclass



Continuous Development and Support:

- Ongoing Training
- Coaches Forum
- Practitioners Forum
- Brownbag Lunches
- User Stories Masterclass
- Embedded DSDM Practioners / Coaches

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Timebox Status Report

Project Name
Widget Replacement

Timebox
5 of 10

Start Date
1st Apr 10

Planned End Date
30th Aug 10

Projected End Date
30th Aug 10

RAG Status	
Final	G
Suggested	A

Requirements Delivered	
Must	4/4
Should	1/2
Could	0/2

Budget (£)	Projected Cost (£)	Delta (£)
500,000	500,000	0

Status Update

Amber override to Green as Hoojamaflip Report has only 2 hours work estimate to complete and is expected to be completed early in TB 6.
Whathisname expected to return next week.

MoSCoW	Requirement	Done?
M	Whatsit	Y
M	Thingamajig confirmation delivery	Y
M	Whatchamucallit gizmo allocation	Y
M	Whatsherface interface	Y
S	Doodad inquiry screen	Y
S	Hoojamaflip report	N

H/M/L	Risk	RAG
M	Whathisname on long-term leave	A

In Summary...

- Agile is not a fad, it is here to stay...
- **Applying Traditional (waterfall) thinking:**
 - Process, Control, Governance, Bureaucracy
 - Will not work
- **A PMO wedded to traditional thinking:**
 - Process, Control, Governance, Bureaucracy
 - Will be an impediment Agile projects
- **A modern progressive PMO can:**
 - Safely embrace Agile approaches
 - Encourage business-wide collaboration
 - Empower project teams to deliver
 - Fulfil their responsibilities of oversight and assuring quality better than ever



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