

Agile PMO at IG

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IG Group

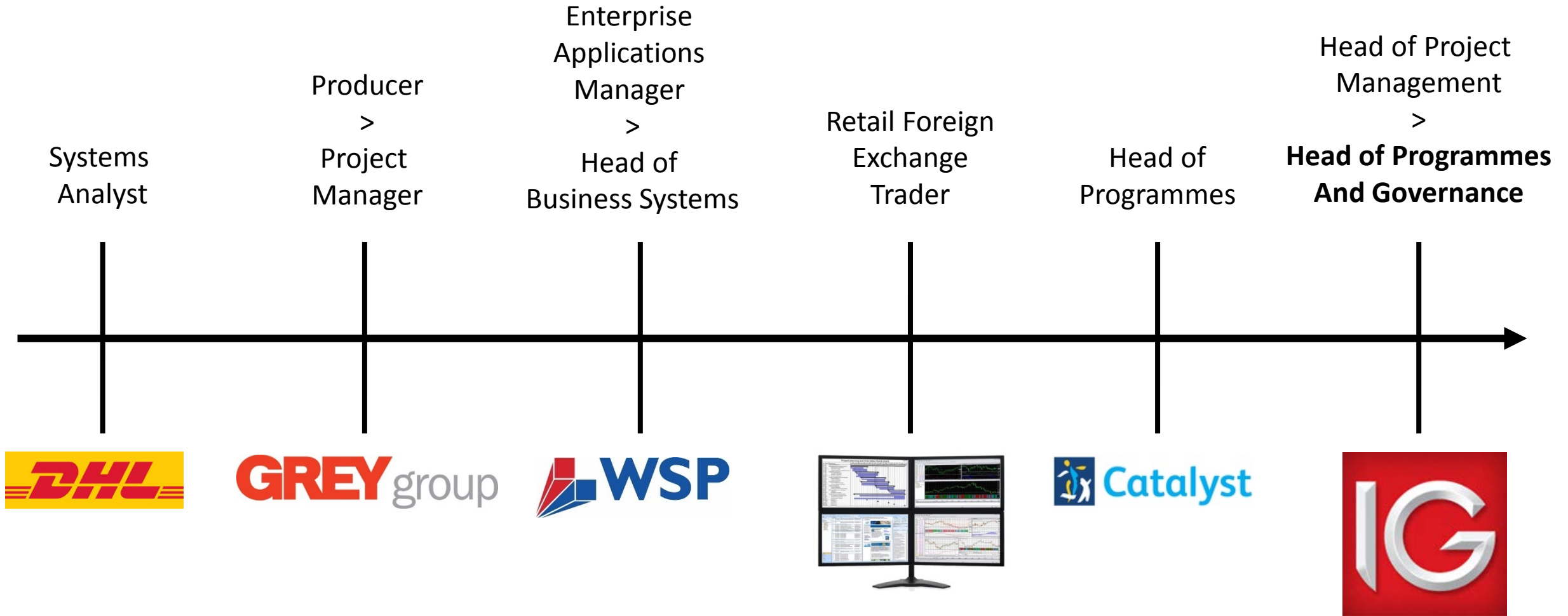


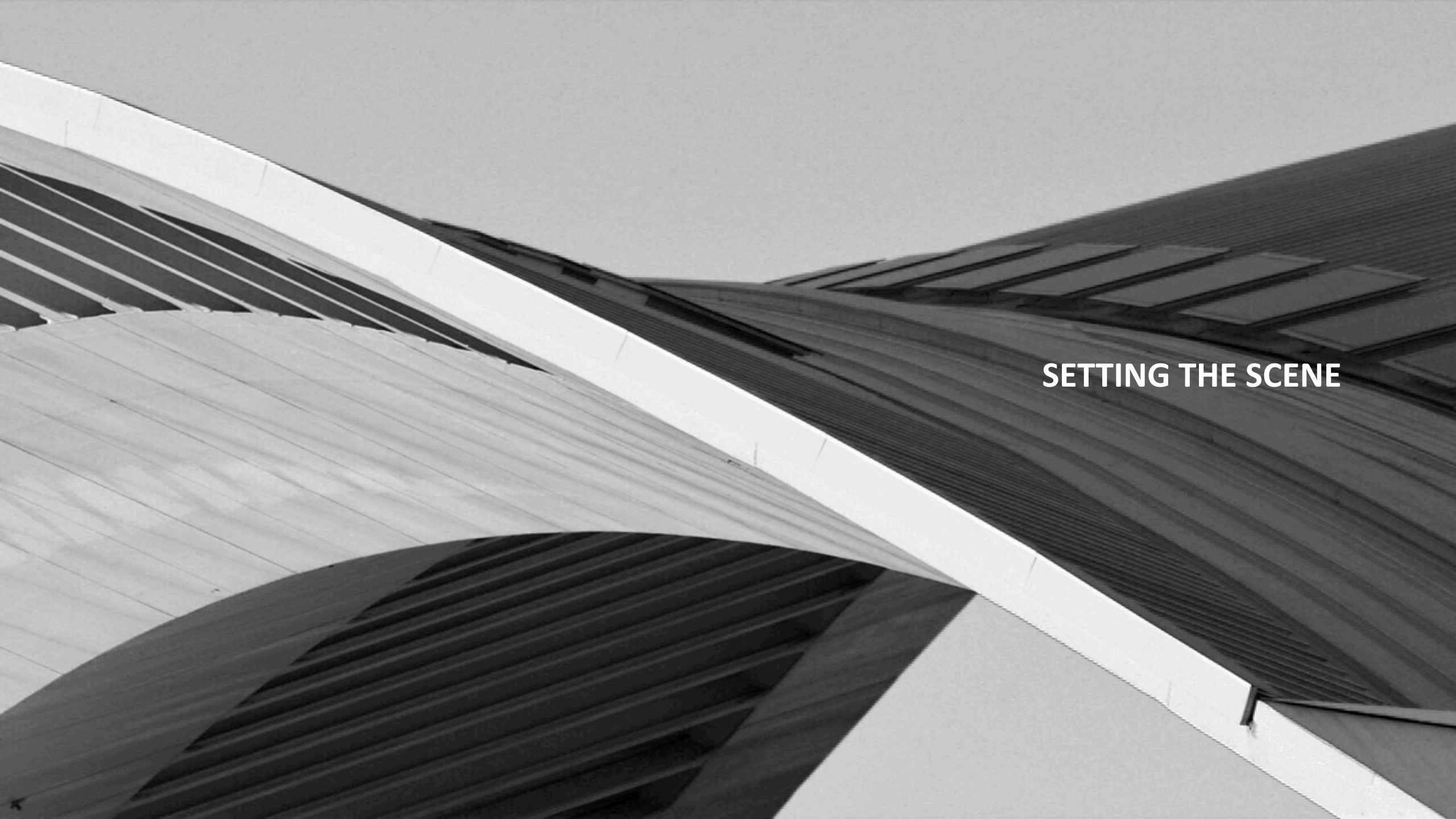
OBJECTIVES

- See how a PMO evolved and adapted to suit its business
- Understand why the PMO at IG works well for Agile Development
- Understand the new PMO – teams, roles, purpose, governance
- See how it is working and the benefits we are seeing
- Ask questions



ABOUT ME





SETTING THE SCENE

ABOUT IG



- Market-leading financial trading provider offering Contracts for Difference (CFDs), Spread betting, and Stockbroking to a mostly retail client base
- Started in 1974, FTSE250 company with market cap of 2.6bn, revenue £400m+
- 1460 staff headquartered in London, with regional offices in 17 countries across Europe, Africa, Asia-Pacific, the Middle East and the US
- 126,000 active clients
- 300,000 daily trades



We invest heavily in technology with award winning web platforms and mobile apps...

Web-based platform



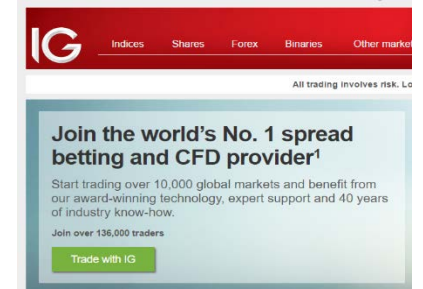
Trading apps



Advanced platforms



Websites



<h3>iPhone</h3> <p>Download on the App Store</p>	<h3>Android mobile</h3> <p>Download on Google play</p>	<h3>Windows phone</h3> <p>Download from Windows Store</p>
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L2 dealer



MetaTrader 4

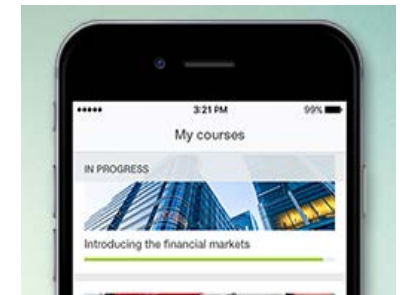


Terminals and APIs

Trading news sites



IG Academy app



IT DEVELOPMENT AT IG



- Of 1460 staff, 641 are in IT:
 -  435 in UK
 -  126 in India
 -  80 in Poland
- Approximately 45 development teams
- 42 staff in the PMO
 -  36 in UK
 -  6 in Poland

PROJECTS, PROGRAMMES, AND PRODUCTS

Projects

- Business approves and plans in terms of projects
- Small project is 10-50 days, large project is 50+ days
- On average there are approximately 230 approved projects at any one time

Programmes

- Programmes are groups of projects that combine to deliver an overall objective
- IG has increasingly recognised the value of programmes in the past couple of years

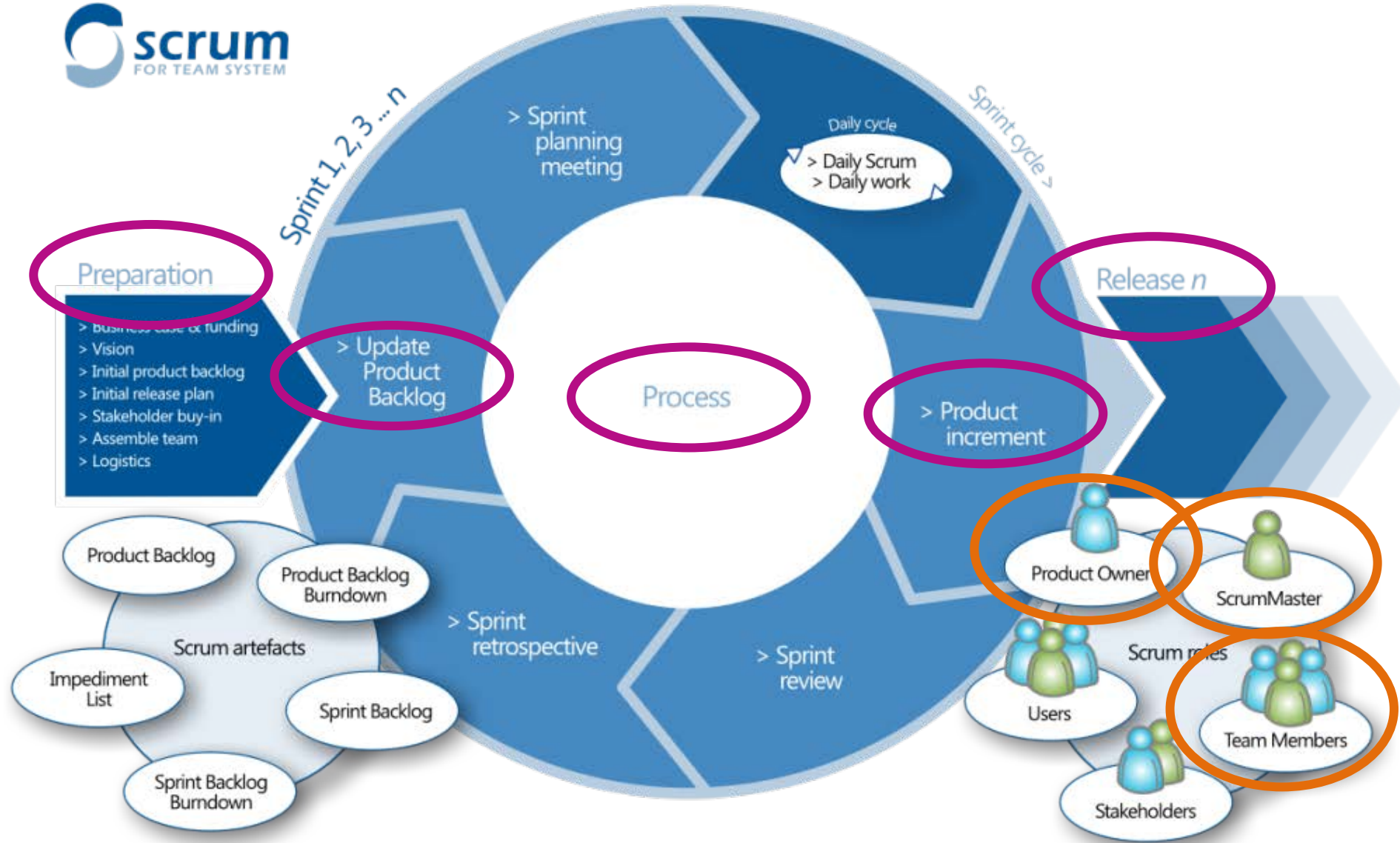
Products

- A Product is a system or application that is created and maintained by IG's development team.
- IT Development teams are each product focussed
- These can be client facing products like Web Platform, iPhone trading app, or Charts
- Or internal Products like Data Warehouse, CRM application, or Payments

A black and white photograph of a modern building's facade. A prominent white diagonal beam or architectural element runs from the top left towards the bottom right. To the right, a grid of windows is visible on a dark, textured surface. The overall composition is geometric and abstract.

AGILE SCRUM

AGILE SPRINT DEVELOPMENT CYCLE



A black and white photograph of a modern building's facade. The image is dominated by strong geometric lines and textures. A prominent white diagonal beam runs from the upper left towards the lower right. To the right, a dark, curved structure with a ribbed texture curves upwards. The background is a plain, light-colored sky. The overall composition is abstract and architectural.

EVOLUTION OF THE PMO

2010

Stats

- 800 employees
- 360 IT staff
- 20 Dev teams
- 10 Business Managers

Issues

- IT Development getting too big and unwieldy
- wanted to build faster and better
- Agile becoming standard approach to software development
- No governance or formal structure to project management

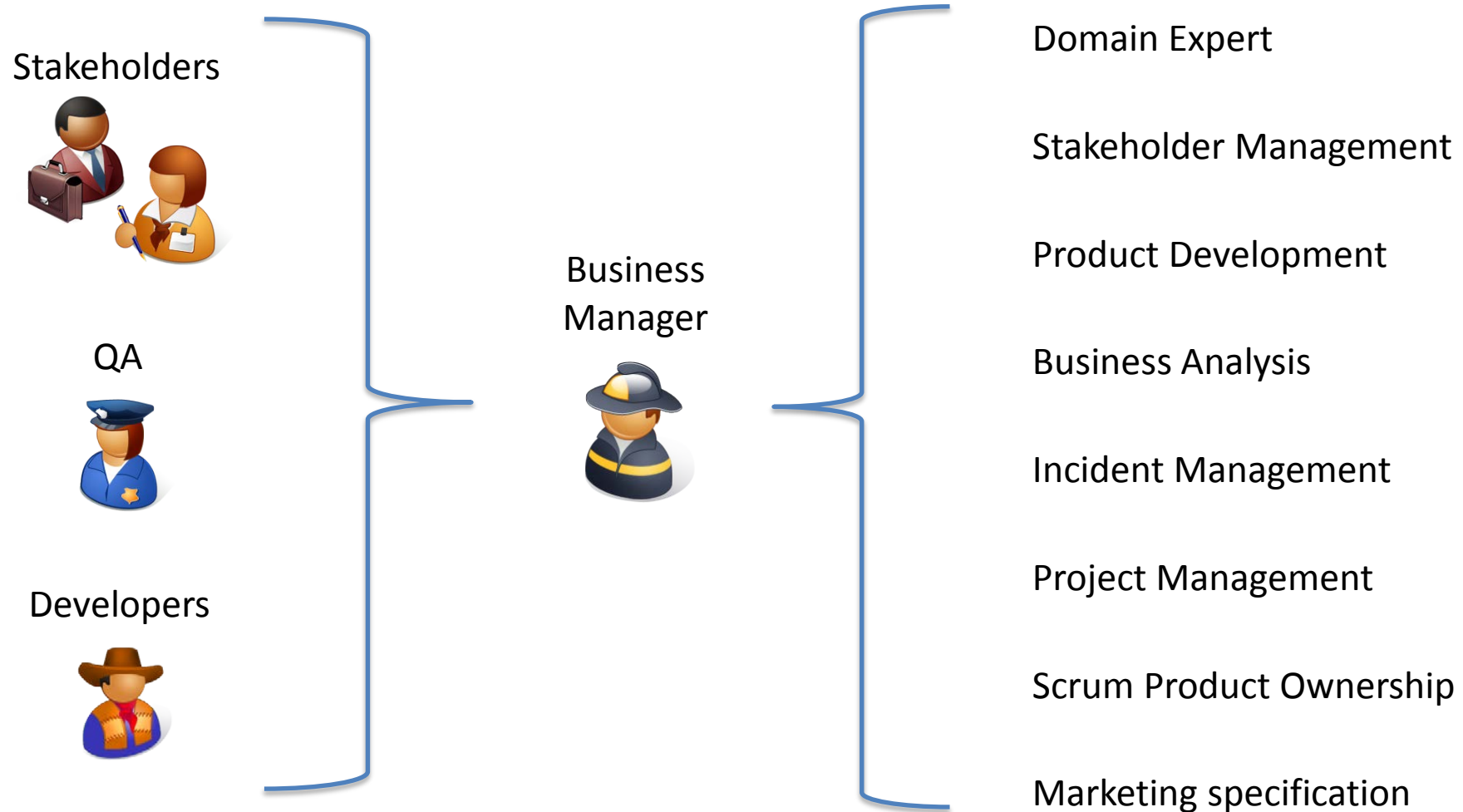
Change

- Agile Scrum formally introduced at IG
- All IT managers, IT team leads, and Business Managers given Scrum Master training

PMO

- “Business Managers” responsible for:
 - Business analysis
 - Project management
 - Backlog management
 - Incident management
 - Release management
 - Product Owner role for dev teams

BUSINESS MANAGER



2010



2012

Stats

- 1000 employees
- 420 IT staff
- 32 Dev teams
- 14 Business Managers

Issues

- Business Managers seen as a bottleneck
- Scope of BM role was too large
- Wider business wasn't connected enough with IT or projects
- Widespread lack of process, governance, documentation
- Delivery was getting slower and messier

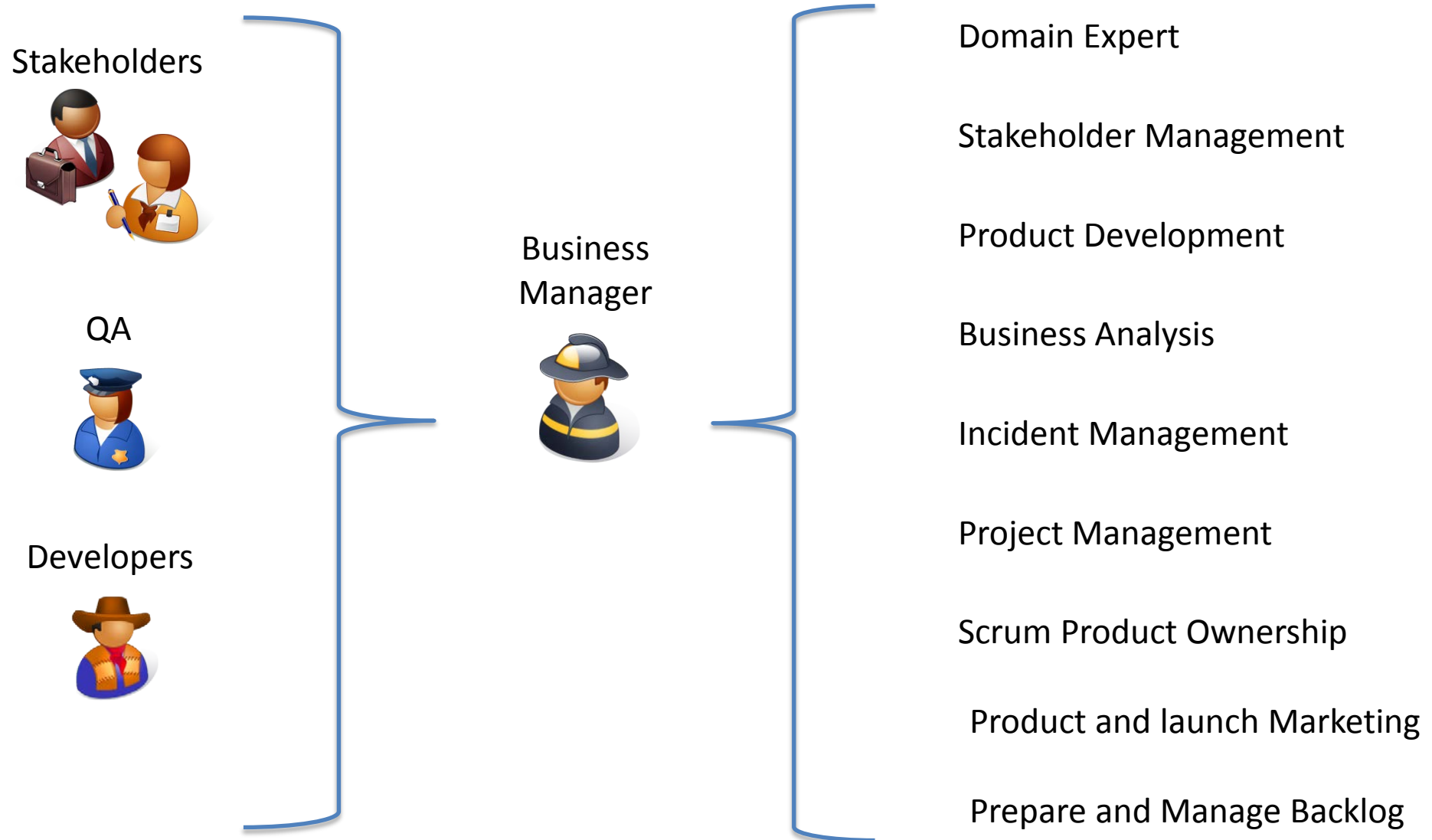
Change

- New CIO recognised we needed a PMO
- Sought advice and decided on PM/BA model
- Wanted to bring in better structure and governance

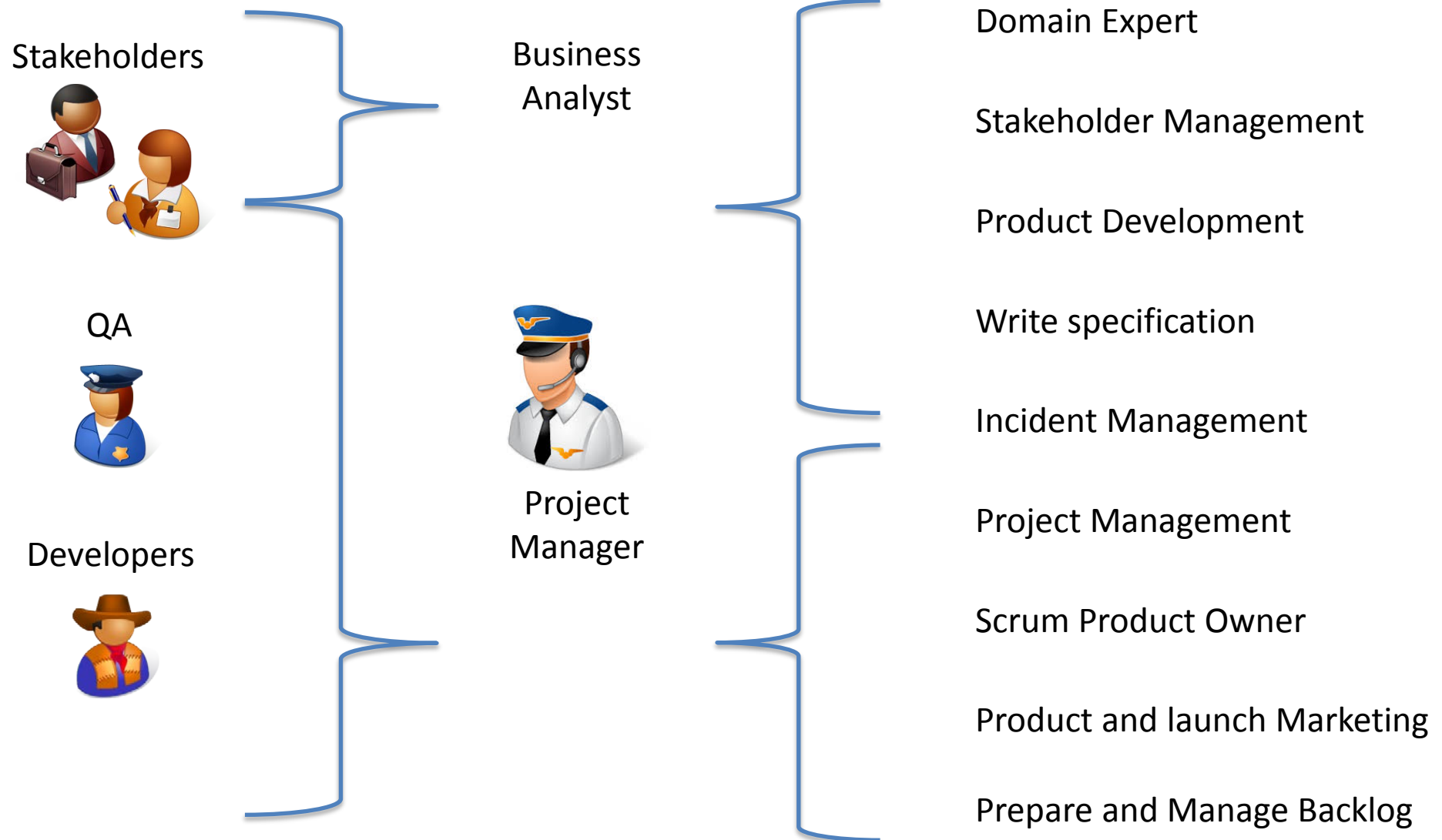
PMO

- PMO formed splitting Business Managers into Business Analysts and Project Managers
- Head of Project Management joined to set governance for PMO

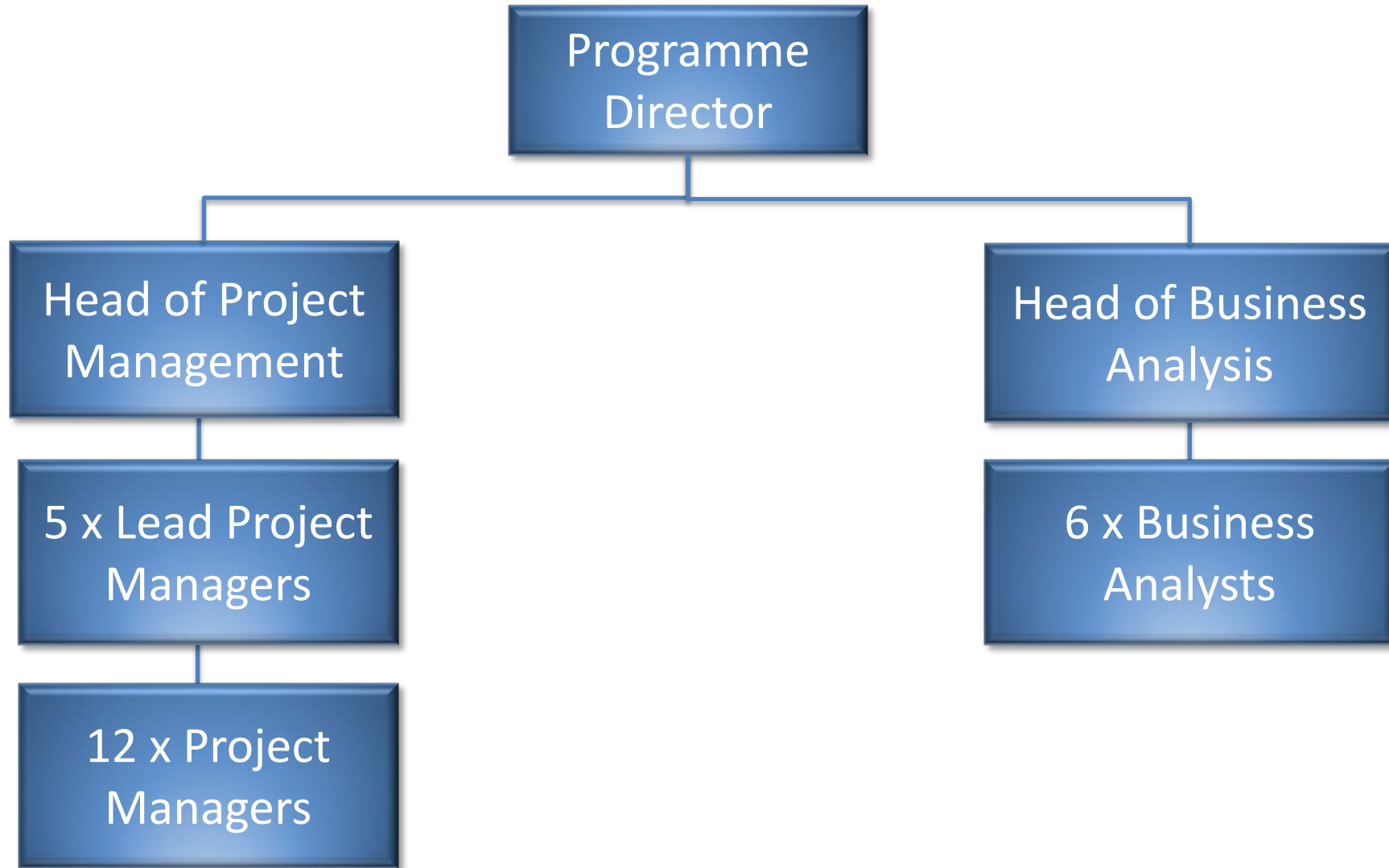
OLD ROLE OF BUSINESS MANAGER



2012 - NEW ROLES OF BA/PM



2012 PMO TEAM STRUCTURE



2013/2014 – TRYING TO MAKE IT WORK

- Clear definition of roles and responsibilities
- Bespoke Project Lifecycle
- Improved Project Documentation
- Better communication across the business
- Better prioritisation of projects
- Introduced cost/benefit analysis
- Better integration with marketing
- Project Retrospectives to adopt lesson learned
- Industry recognised accredited training for BAs and PMs
- Regular learning workshops and knowledge sharing sessions
- Central area for project information accessible to everyone in the business
- Risk analysis
- Success measuring
- Project tracking and reporting

2015

Stats

- 1350 employees
- 580 IT staff
- 42 Dev teams
- 5 PM Team Leads
- PMO:
 - 16 Project Managers
 - 8 Business Analysts

Issues

- BA/PM model didn't work well with Agile
- Not aligned well with IT development
- No consistent focus on products or business areas
- PMs were doing too much, overloaded
- Poor handovers of projects and work
- Lack of autonomy and/or ownership
- Poor staff engagement
- People unhappy = high turnover
- Hard to recruit

Change

- How can we:
 - align responsibilities to be more effective?
 - improve prioritisation of small vs strategic changes/ work
 - Better empower the team?
 - Reduce admin whilst meeting regulatory requirements?
 - Work better with agile?
 - Improve product development?
 - improve overall delivery?

PMO

- Total restructure...

WHAT WE DID

Sought
feedback
from each
member of
PMO

Sought
feedback from
IT,
stakeholders,
senior execs



PMO FEEDBACK

Strengths

- Project information is good and transparent to everyone
- Good communication to sponsors and stakeholders
- Good tracking and measuring of success
- Good working relationships, helpful to each other within the team
- Good management of multiple dependencies
- Team is committed and hardworking
- Do a lot with relatively little resources

Weaknesses

- No consistent focus on products or business areas
- PMO held accountable when we have little say in major decisions or priority changes
- Developers still think we are “waterfall”
- PMs feel a lack of autonomy / ownership
- Lots of context switching
- PM role feels admin heavy
- Inefficient handover of BRD from BA to PM
- Cross-stream projects have too many cooks
- PMs mostly doing old BM role

STAKEHOLDER FEEDBACK

Strengths

- Good requirements gathering, BRDs are really useful
- Good open involvement between PMO and developers
- People we have are generally very smart
- Good structure and organisation around projects
- Like being able to see status of projects across IG
- Useful to have someone co-ordinate project across different teams
- PMO do a great job but don't get enough credit

Weaknesses

- No consistent person throughout the project
- It's hard to know who to go to
- Can spend too long on analysis when we just need to get on with it – can feel waterfall
- BAs should be more involved throughout the project
- Hand offs create delays
- We don't hold developers to deadlines
- Want more dedicated product ownership - someone who can live and breathe a product
- Confusion over the scrum roles between Dev and PMO

WHAT WE DID

Sought feedback from each member of PMO

Sought feedback from IT, stakeholders, senior execs

Full day workshop offsite

Consult and agree new structure

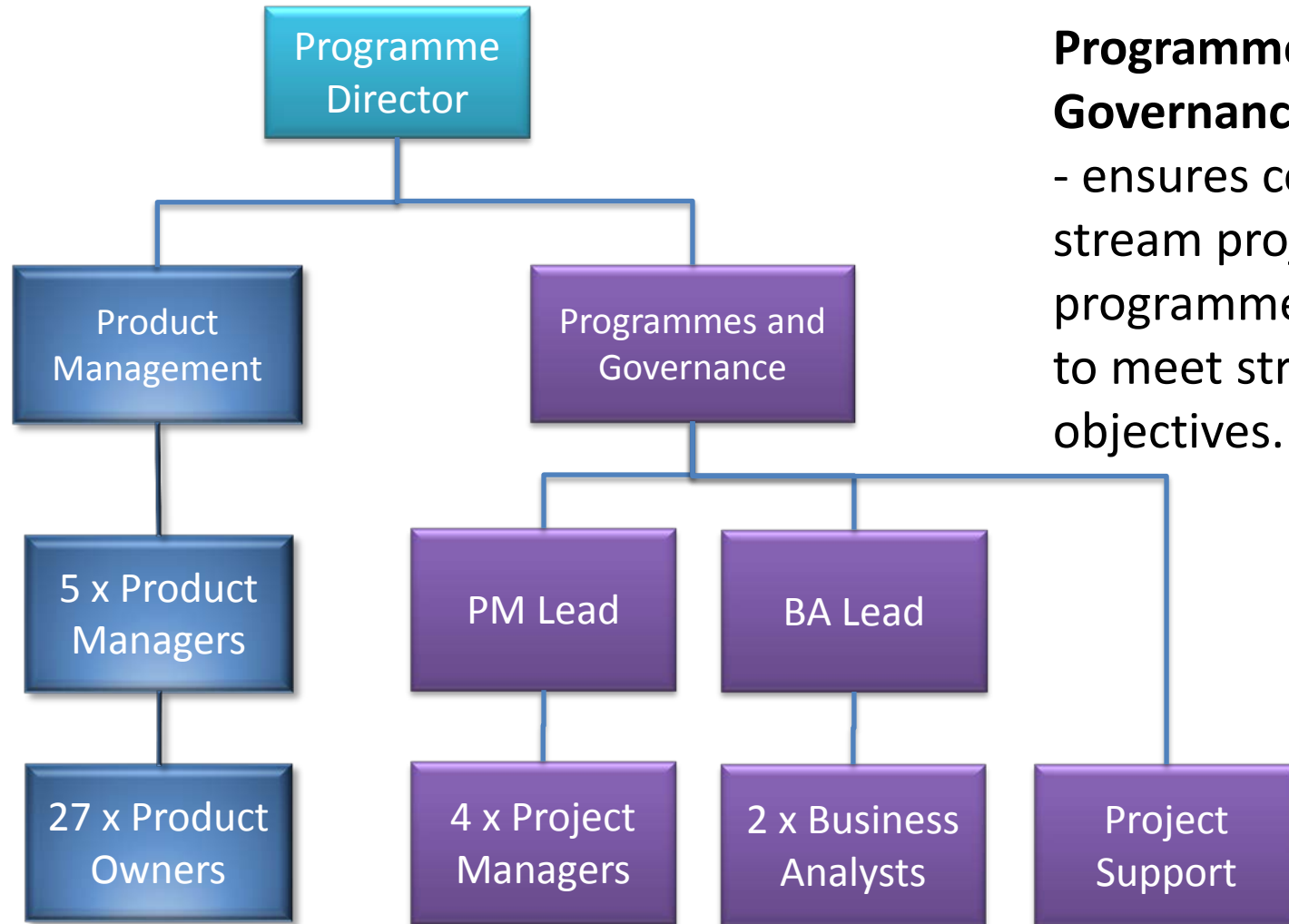
TEAM GUIDELINES FOR NEW STRUCTURE

Theme	A team that will....
Delivery	Drive products and projects forward to successful delivery, hold development to deadlines.
Information / Reporting	Satisfy internal and external stakeholders' needs for information. E.g. auditors, regulators, sponsors. Be the window onto IT.
Flexibility	Cope with requests as well as projects of varying sizes, different styles of team (Product vs service), get things done even if not your role.
Ownership	Have a strong sense of ownership, autonomy, responsibility and accountability.
Minimum viable bureaucracy	Operate efficiently where processes and admin should be lightweight and add value.
Agile Friendly	Work as efficiently as possible with the Agile methodology used by IT Dev.

THE NEW PROGRAMME OFFICE (PMO)

Product Management team

- facilitates IG's planning, development, and marketing for each of our products.



Programmes and Governance team

- ensures complex cross-stream projects and programmes are delivered to meet strategic business objectives.

PRODUCT MANAGEMENT TEAM

The Product Management team facilitates IG's planning, development, and marketing for each of our products.



PRODUCT MANAGER

- Represent a product area
- Work with stakeholders to lead and facilitate strategy for their product area
- Line manage Product Owners for that product area
- Have ultimate responsibility for delivering to their product area's roadmaps
- Understand external / competitor landscape for their area, incl. Client Feedback
- Do analysis / project management / pitch docs etc. for large projects in their area
- Live and breathe the products in their area
- Run steering committee for their area



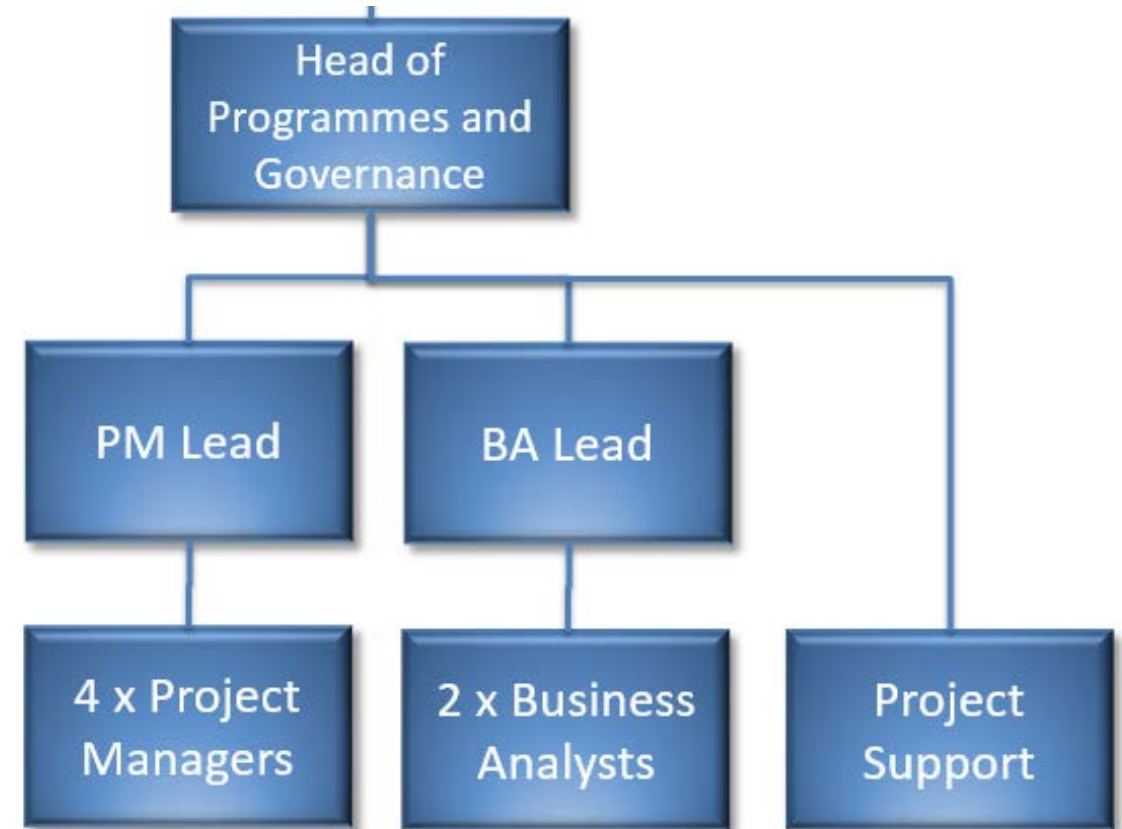
PRODUCT OWNER

- Aligned to specific product and its development team(s)
- Is an expert in that product
- Work with Business stakeholders to understand business requirements
- Work closely with the dev team to translate business requirements into development tasks (“user stories”)
- Manage projects for their area and contribute to larger programmes of work
- Risk analysis and management
- Manage and prioritise requests for their area
- Manage and prioritise overall backlog of work for their teams
- Define and publish the product roadmap



PROGRAMMES AND GOVERNANCE TEAM

- The team deliver complex cross-stream projects and programmes that deliver strategic business objectives.
- The team defines and demonstrates best practices in collaborative project analysis, management, implementation, and communication.



PROGRAMMES AND GOVERNANCE TEAM



PROJECT MANAGER

Project managers drive the execution of projects and programmes that cross through multiple products, technologies, and business areas. Key responsibilities:

- Manage cross-stream Projects and/or large Programmes of work
- Manage the entire project lifecycle from Pitch Approval to completion
- Plan the project effectively and keep it on track for delivery
- Work closely with relevant Product Owners and dev teams to manage the work
- Manage all “non-dev” resources required (UX, design, marketing, comms, etc.)
- Manage any additional requirements or changes to scope
- Identify, manage, and mitigate for risks to the project
- Keep stakeholders involved and updated regularly
- Ensure all affected business areas are informed and prepared



BUSINESS ANALYST

Business analysts work closely with sponsors and stakeholders to help pitch new projects and to elicit and define business requirements for approved projects. Key responsibilities:

- Work with stakeholders to prepare business cases for new projects and programmes of work
- Run collaborative requirements workshops to elicit and explore business requirements
- Define any Operational, Legal, Marketing, Reporting, and Non Functional Requirements as required
- Prepare BRD including prioritised requirements (MoSCoW), clear scope, “SMART” success criteria, etc
- Manage stakeholder expectations to control scope creep
- Advise and assist Product Owners with analysis and stakeholder management



WHAT WE DID

Sought feedback from each member of PMO

Sought feedback from IT, stakeholders, senior execs

Full day workshop offsite

Consult and agree new structure

Interview/ agree people for roles

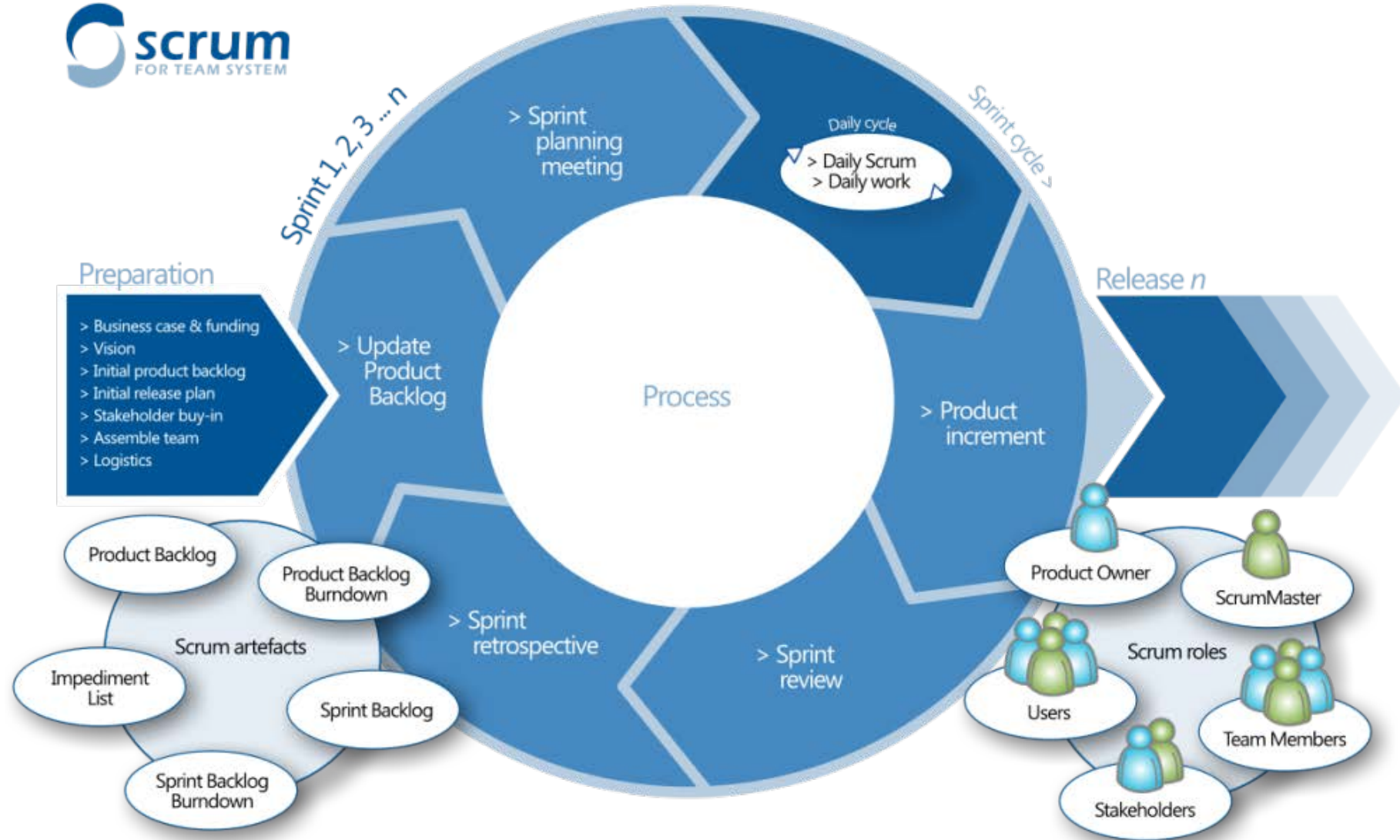
Communicate and implement

FIVE WEEKS

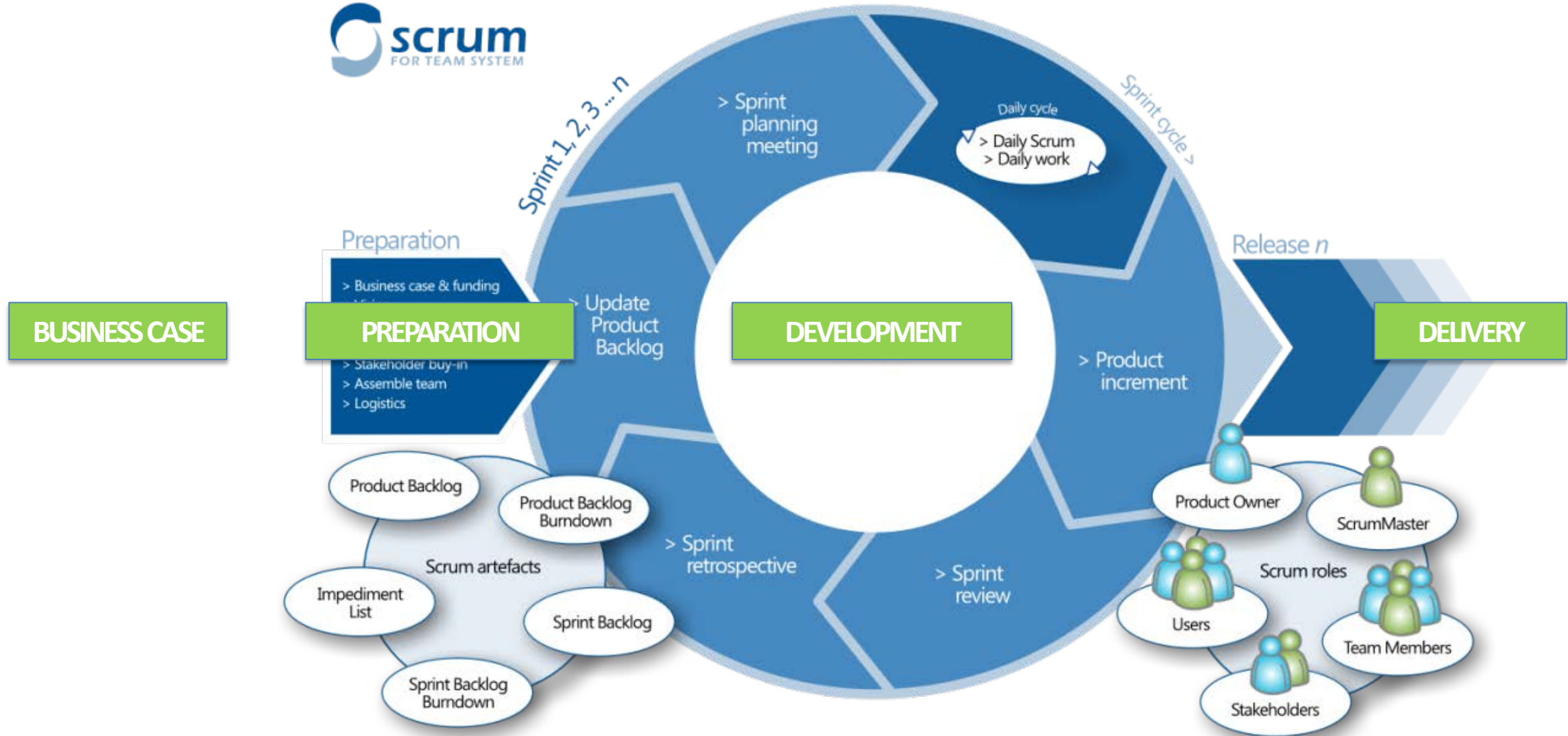
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HOW DOES IT ACTUALLY WORK













AGILE DEVELOPMENT CYCLE

















AGILE PROJECT LIFECYCLE



MOSTLY ONE PRODUCT

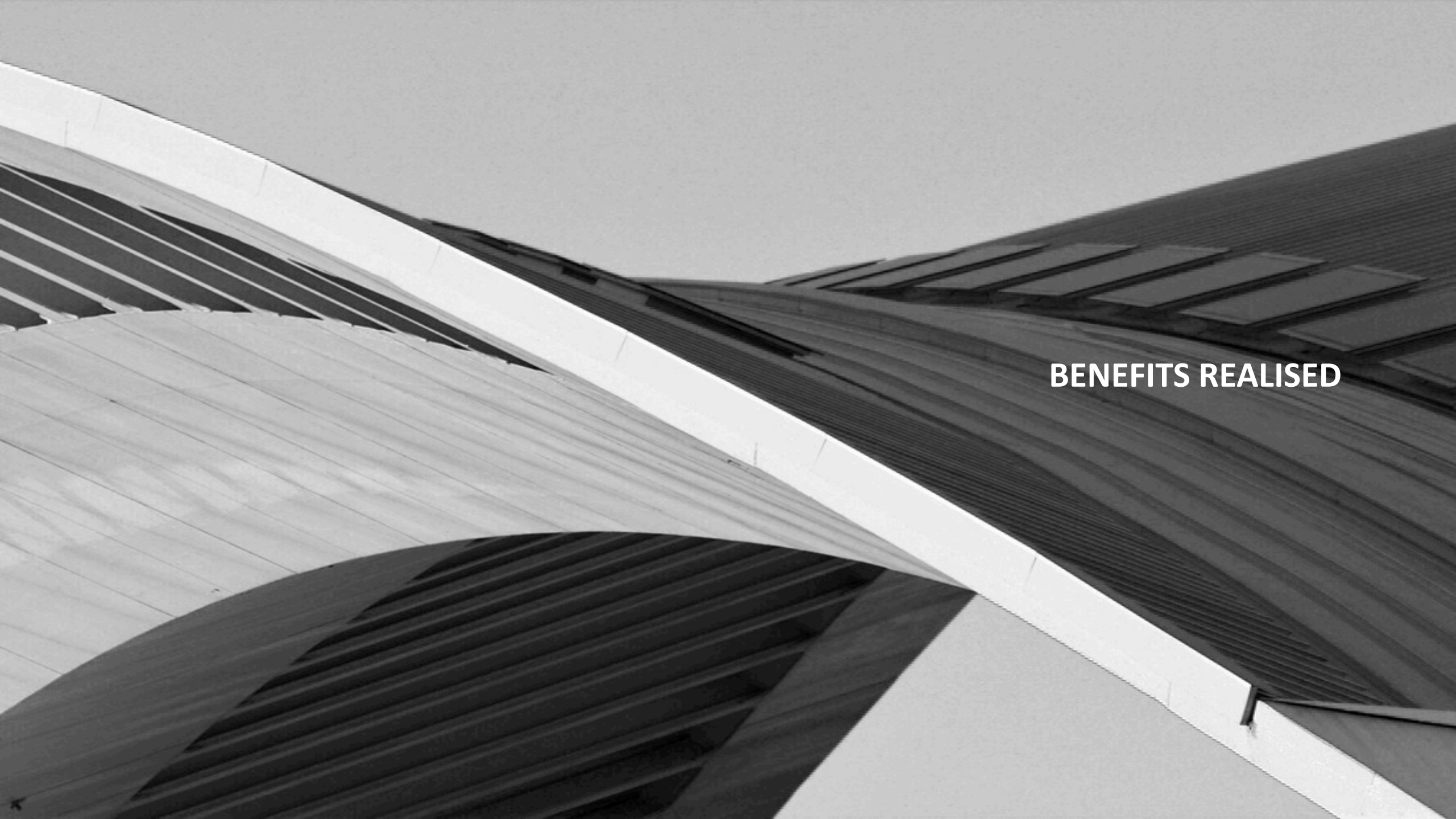
	SMALL PROJECT (10-50 DAYS)	LARGE PROJECT (50+ DAYS)	PROGRAMME OF WORK
Analysis <ul style="list-style-type: none"> • Elaboration • Prepare BRD • Success measurement 	 Product Owner	 Product Owner <i>or</i>  Product Manager	 Product Owner <i>or</i>  Product Manager
Manage project <ul style="list-style-type: none"> • Coordinate Product Owners • Manage stakeholders • Coordinate any non-dev resources (marketing, comms, operations, etc.) 	 Product Owner	 Product Owner	 Product Owner <i>or</i>  Project Manager
Product Ownership <ul style="list-style-type: none"> • Contribute to requirements • Define and prioritise work with developers for their product 	 Product Owners	 Product Owners	 Product Owners

MOSTLY ONE PRODUCT AREA

	SMALL PROJECT (10-50 DAYS)	LARGE PROJECT (50+ DAYS)	PROGRAMME OF WORK
Analysis <ul style="list-style-type: none"> Elaboration Prepare BRD Success measurement 	 Product Manager	 Product Manager <i>or</i>  Business Analyst	 Product Manager <i>or</i>  Business Analyst
Manage project <ul style="list-style-type: none"> Coordinate Product Owners Manage stakeholders Coordinate any non-dev resources (marketing, comms, operations, etc.) 	 Product Manager <i>or</i>  Product Owner	 Product Manager <i>or</i>  Project Manager	 Product Manager <i>or</i>  Project Manager
Product Ownership <ul style="list-style-type: none"> Contribute to requirements Define and prioritise work with developers for their product 	 Product Owners	 Product Owners	 Product Owners

CROSS-STREAM PROJECTS

	SMALL PROJECT (10-50 DAYS)	LARGE PROJECT (50+ DAYS)	PROGRAMME OF WORK
Analysis <ul style="list-style-type: none"> • Elaboration • Prepare BRD • Success measurement 	 Business Analyst	 Business Analyst	 Business Analyst
Manage project <ul style="list-style-type: none"> • Coordinate Product Owners • Manage stakeholders • Coordinate any non-dev resources (marketing, comms, operations, etc.) 	 Project Manager	 Project Manager	 Project Manager
Product Ownership <ul style="list-style-type: none"> • Contribute to requirements • Define and prioritise work with developers for their product 	 Product Owners	 Product Owners	 Product Owners



BENEFITS REALISED

TANGIBLE BENEFITS REALISED

- Improved staff retention
- Better staff engagement results
- Higher stakeholder engagement results
- More investment from IG into developing the PMO

INTANGIBLE BENEFITS

Team feel greater sense of ownership and autonomy

Better relationships with IT and business Stakeholders

Projects are better defined and delivered

Product Owner approach is much more Agile, gaining respect and buy-in from developers

PMO is better trusted and respected

Better understanding from IT and stakeholders of what we do and who to go to

Products are more focussed and efficient

Better collaborative working across the business on projects

Better career progression for PMO team

People are happier

A black and white photograph of a modern building's facade. The image features a prominent white diagonal beam that runs from the upper left towards the lower right. To the right of this beam, there is a curved, ribbed structure that appears to be part of a large, curved architectural element. The background is a plain, light-colored sky. The overall composition is geometric and abstract, focusing on the play of light and shadow on the building's surfaces.

WHERE ARE WE NOW?

2016

Stats

- 1460 employees
- 612 IT staff
- 45 Dev teams
- 42 in PMO

Issues

- IG Business has restructured itself
- Business is becoming more product and programme focussed
- IT and PMO staff are more widespread internationally
- PMO being asked to manage wider range of projects

Change

- Not expecting major changes to the roles
- Will adapt to the new business structure and changing set of products

PMO

- 3 Business Analysts
- 5 Project Managers
- 5 Product Managers
- 27 Product Owners
- 1 Project Coordinator
- 1 SharePoint Analyst Developer

WHAT IS NEXT?

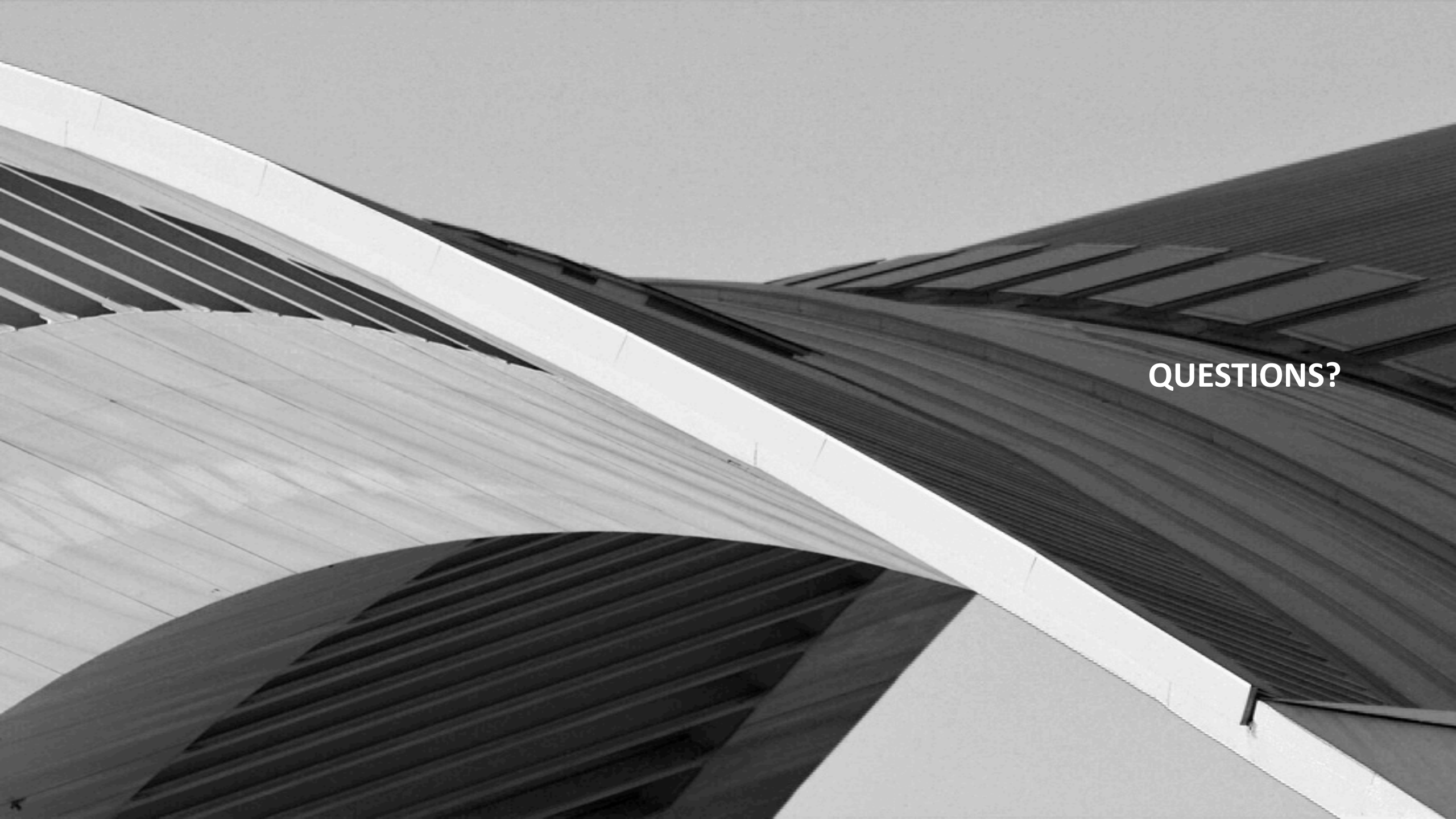
- Keep the roles and responsibilities largely the same
- Adapt the product areas to better match the business structure
- Expand and adapt for team members in Poland and India
- Continue to evolve



OBJECTIVES

- See how a PMO evolved and adapted to suit its business
- Understand why the PMO at IG works well for Agile Development
- Understand the new PMO – teams, roles, purpose, governance
- See how it is working and the benefits we are seeing
- Ask questions





QUESTIONS?