



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

Henny Portman, Partner HWP Consulting

# Biography: Henny Portman

-  +  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



# Agenda

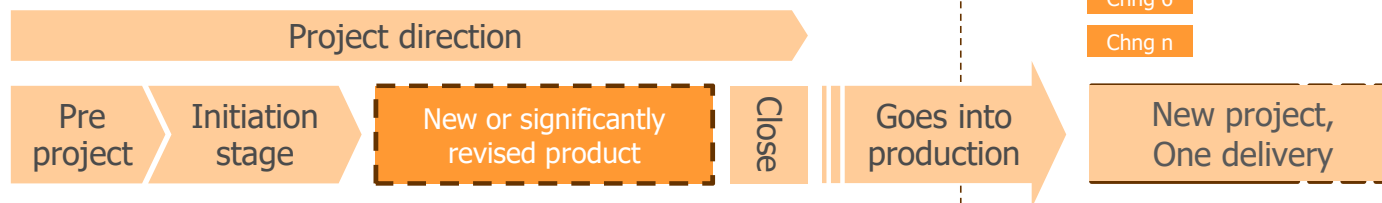
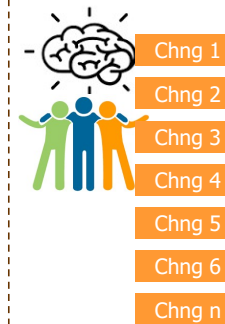
| To do   | In progress | Done   |
|---|-------------|--|
| <ul style="list-style-type: none"><li data-bbox="248 507 622 619">1. Agile in general</li><li data-bbox="248 691 622 802">2. Scaling in general</li><li data-bbox="248 858 622 970">3. Implementation Pitfalls</li><li data-bbox="248 1026 622 1137">4. Overview of frameworks</li><li data-bbox="248 1193 622 1305">5. Questions</li></ul> |             | <ul style="list-style-type: none"><li data-bbox="1534 499 1908 611">0. Intro</li></ul> |

# The difference between project work and BAU work

Project work  
(temporary): Move  
people to the work



BAU (ongoing): Move work to the people



# 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



# Many different trees in the Agile forest

The image displays a large collection of sticky notes, each representing a different agile framework or methodology. The notes are arranged in a dense, overlapping manner, creating a 'forest' of ideas. The frameworks listed include:

- Enterprise Scrum
- Scrum Study
- FAST Agile
- Lean Start-up
- ScALeD
- Large Scale Scrum (LeSS)
- Continuous Agile
- Kanban
- DevOps
- Enterprise Agility
- Polychor Agile
- eXtreme Programming (XP)
- AgilePM / ABC
- MAD
- Behaviour Driven Development (BDD)
- Test Driven Development (TDD)
- PMI ACP
- Disciplined Agile (DA)
- RAGE
- Agile Path
- Nexus
- Feature Driven Development (FDD)
- The Scrum Guide
- Spotify
- XSCALE
- Surge
- Crystal
- PRINCE2 Agile
- SCARE
- Scaled Agile Framework (SAFe)
- Scrum at Scale
- SNAP
- Goal Driven Agile (GDA)
- Agility Scales (Jurgen Appelo)
- Agile Integration Framework (AIF)
- Agile TPM Team Portfolio Mgt
- Industrial XP
- Kanban Guide for Scrum Teams
- Project Half Double
- ?

After publication

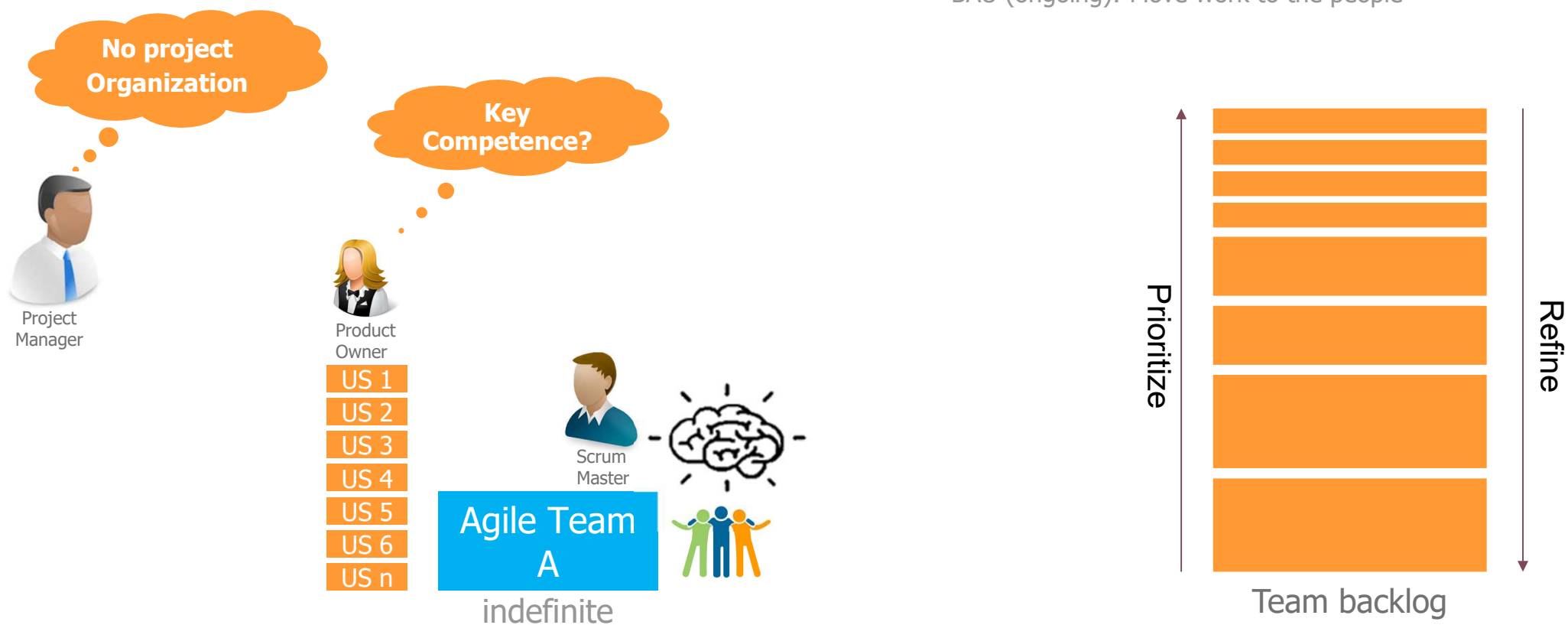
The PM Conference

# Agenda

| To do   | In progress   | Done  |
|---|---|---|
| <p data-bbox="248 691 622 799">2. Scaling in general</p> <p data-bbox="248 855 622 963">3. Implementation Pitfalls</p> <p data-bbox="248 1019 622 1128">4. Overview of frameworks</p> <p data-bbox="248 1184 622 1292">5. Questions</p> | <p data-bbox="913 499 1288 608">1. Agile in general</p> | <p data-bbox="1534 499 1908 608">0. Intro</p> |

# Continuous delivery by an Agile Team

BAU (ongoing): Move work to the people







Is a PO a:

- Shopping list manager?
- Order taker?
- Backlog secretary?

Or ...

**Key competence: have the knowledge and mandate to say NO!, otherwise ...**



Feature Broker ←

Balanced, Effective  
Product Leader

→ Product dictator



**A PO must have a product vision and a product roadmap**

*“The nation will  
put a man on the  
moon within a  
decade.”*

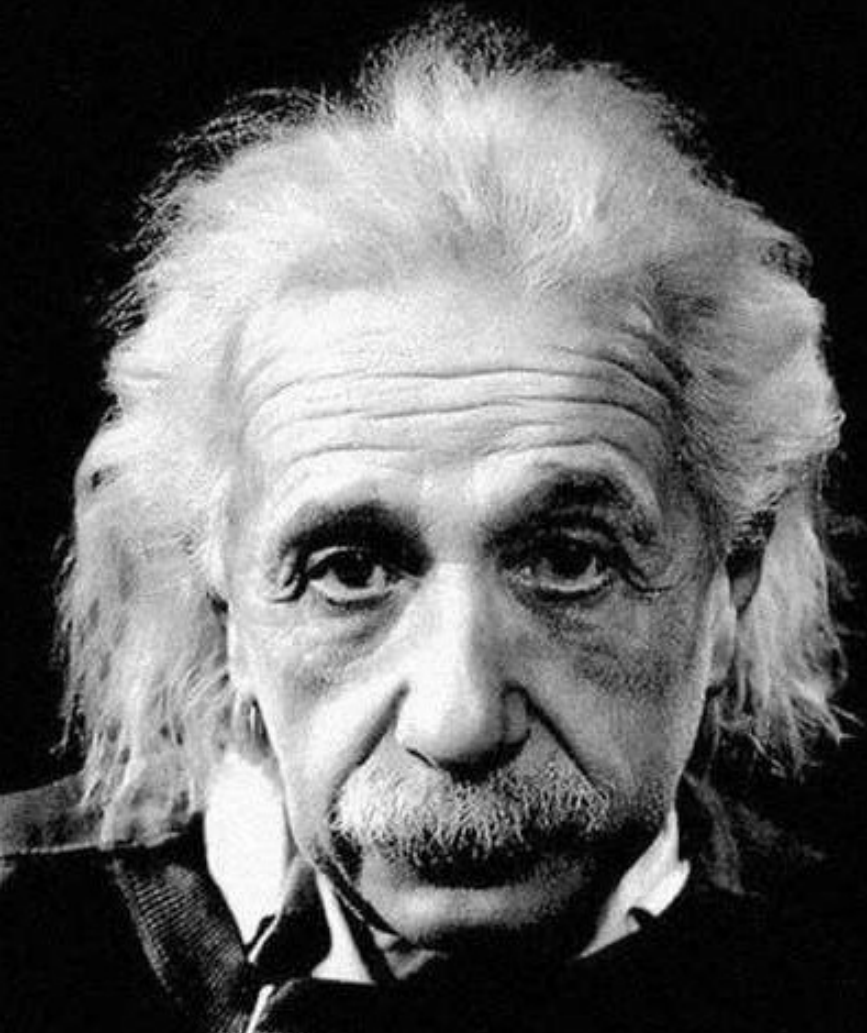
*- John F. Kennedy*



# empowerment





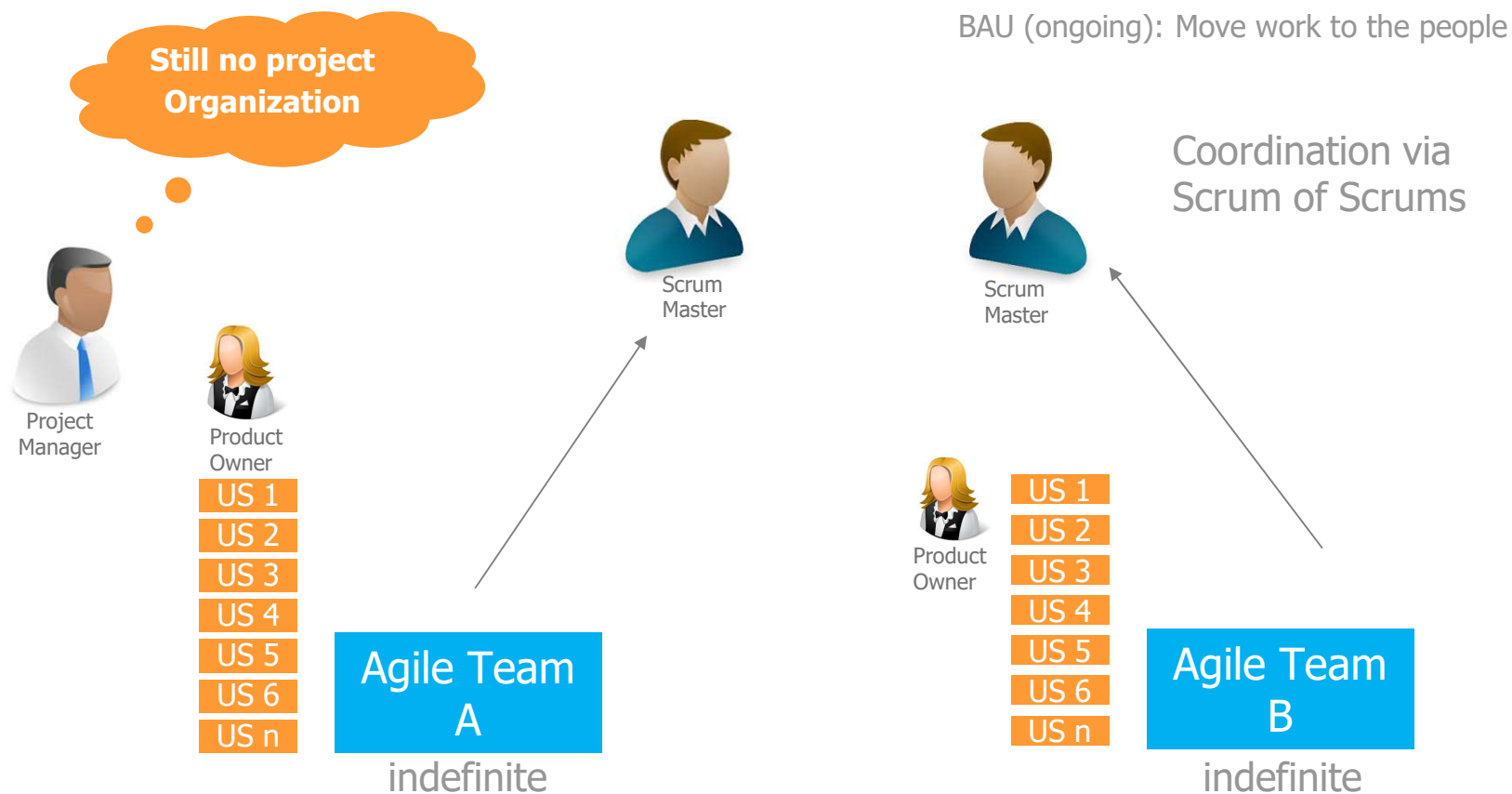


“Everybody is a genius. But if you judge a fish by its ability to climb a tree, it will live its whole life believing that it is stupid.”

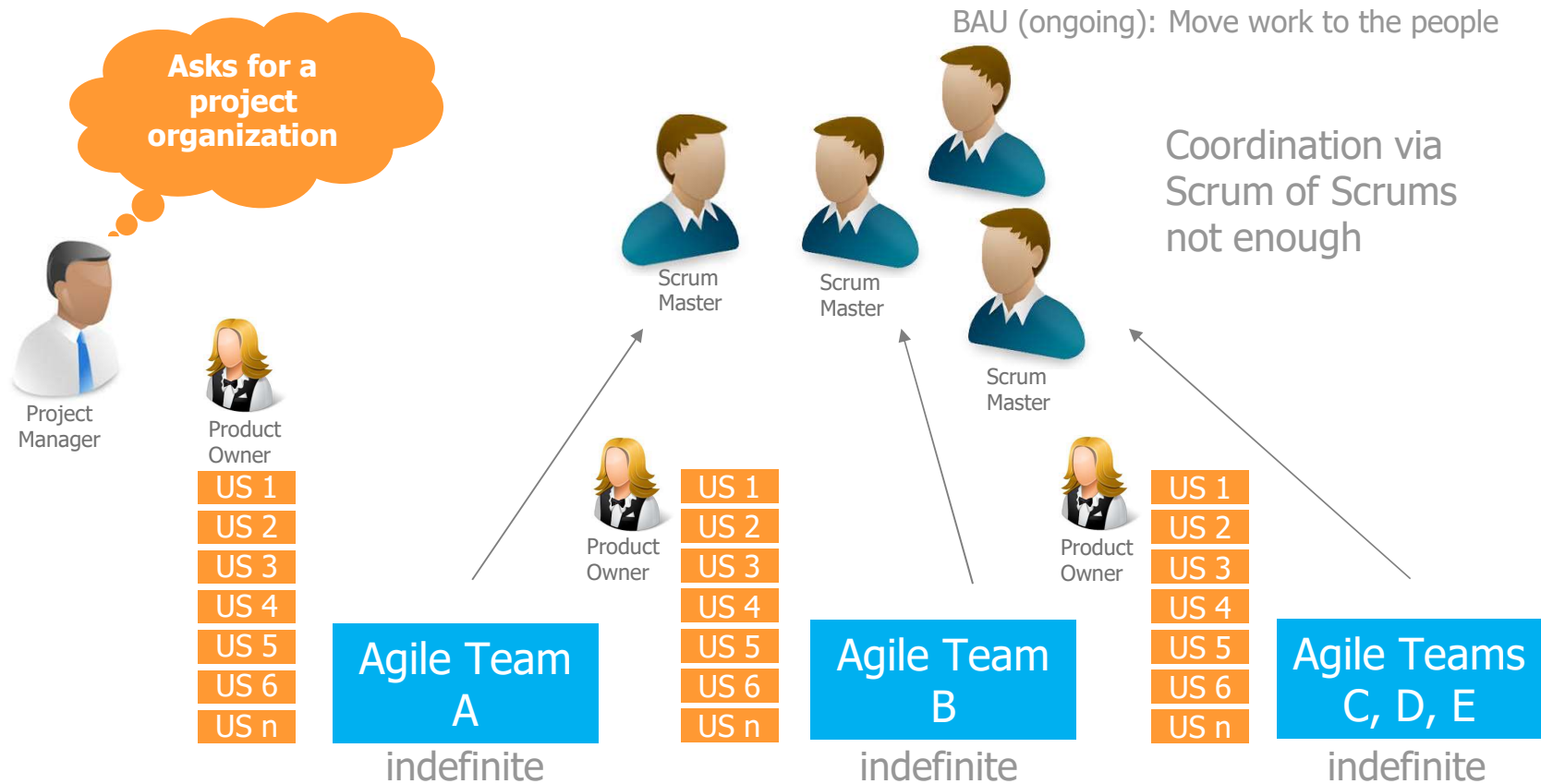
*-Albert Einstein*

**Key competence Scrum Master: Coach the team to excel**

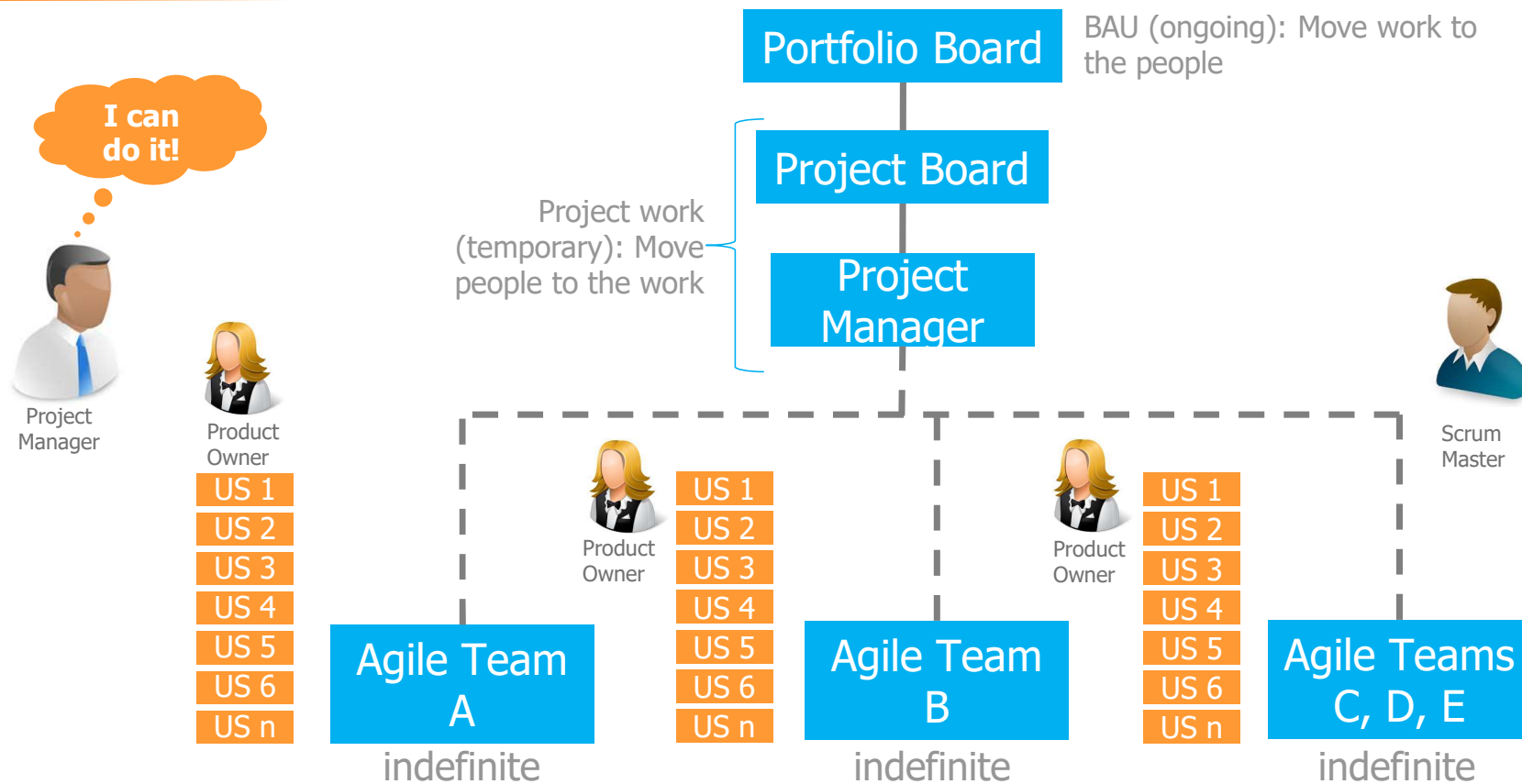
# Few teams together; one product



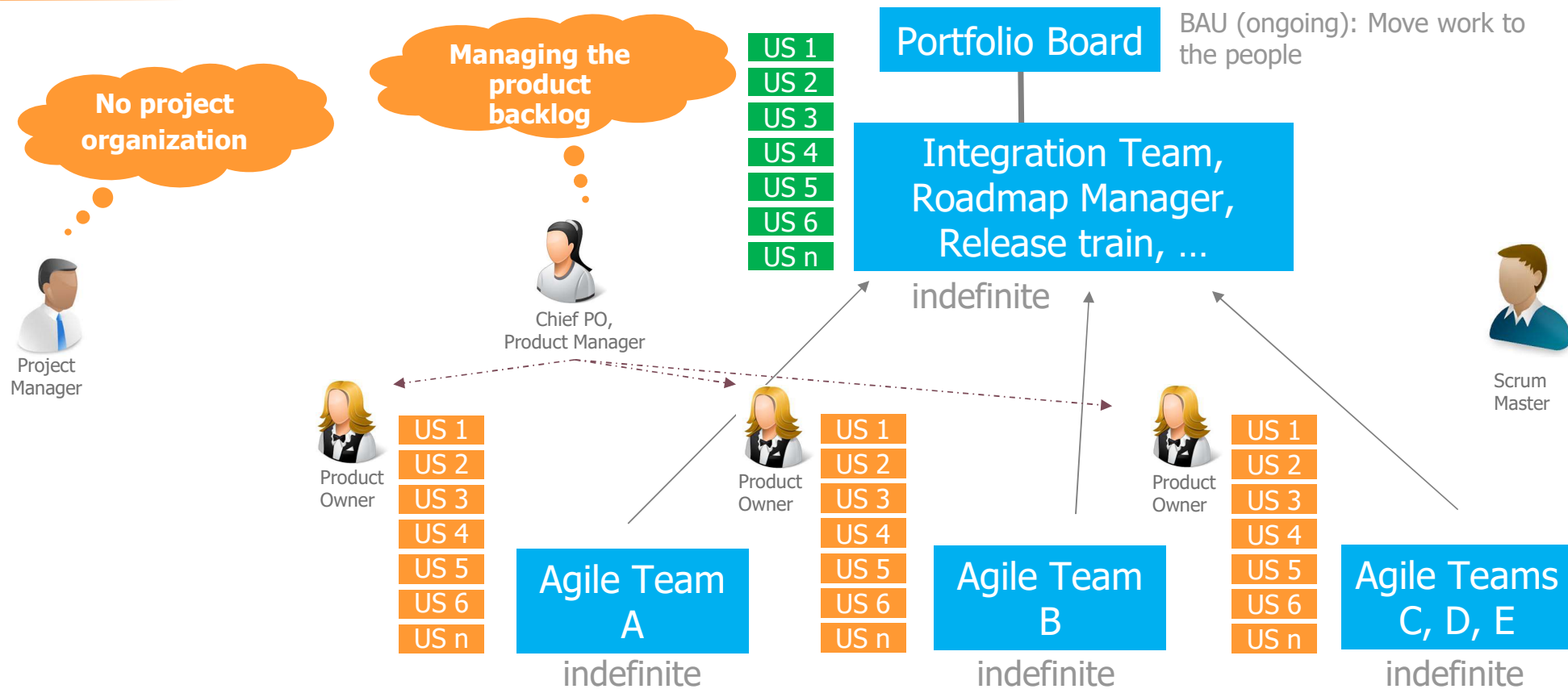
# Many teams together; one product, integration, dependencies, ...



# Many teams together; one product, integration, dependencies, ...



# Many teams together; one product, integration, dependencies, ...







**Project Managers can be thrown away**

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

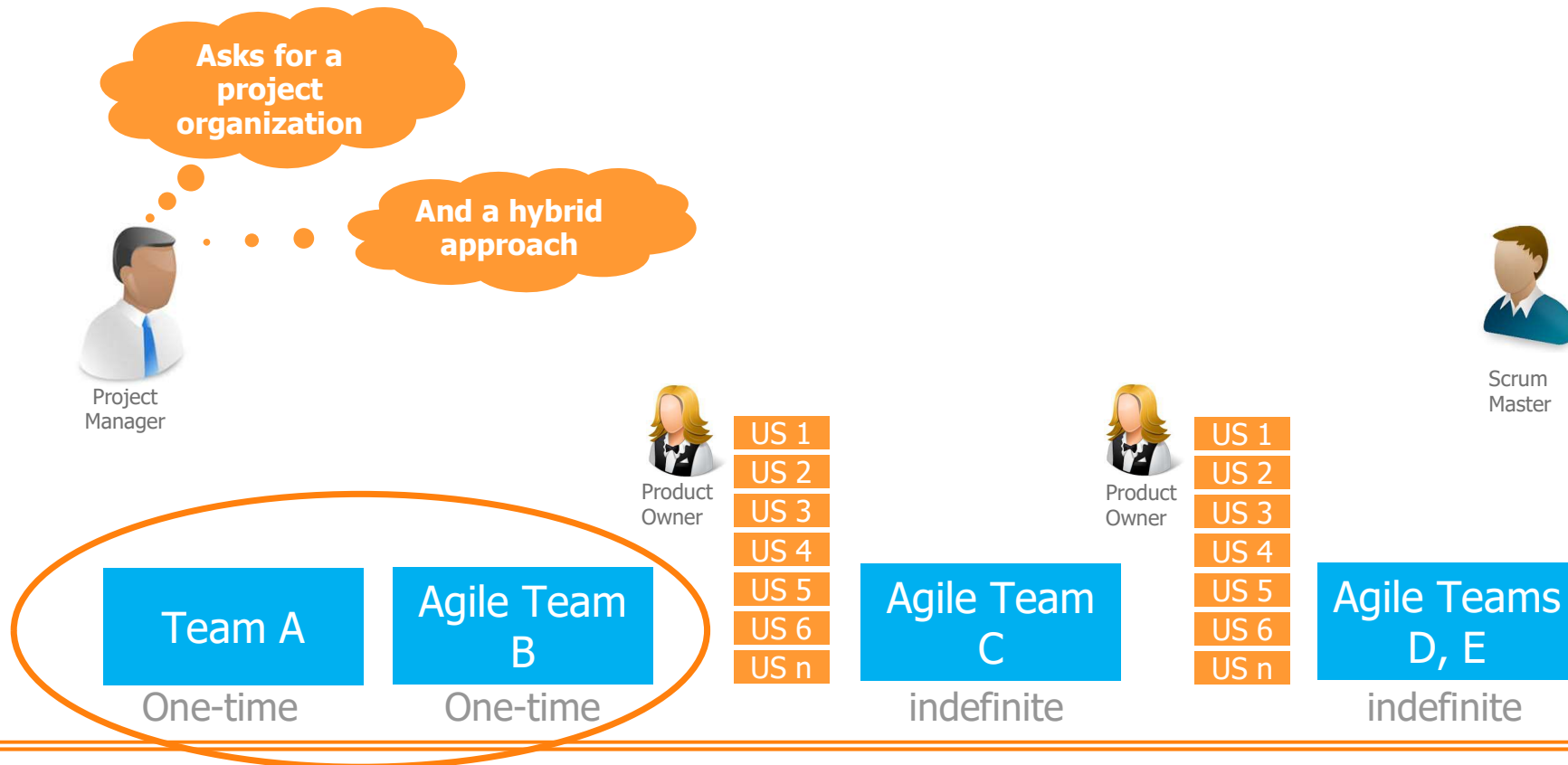


**But be careful, don't throw them all!  
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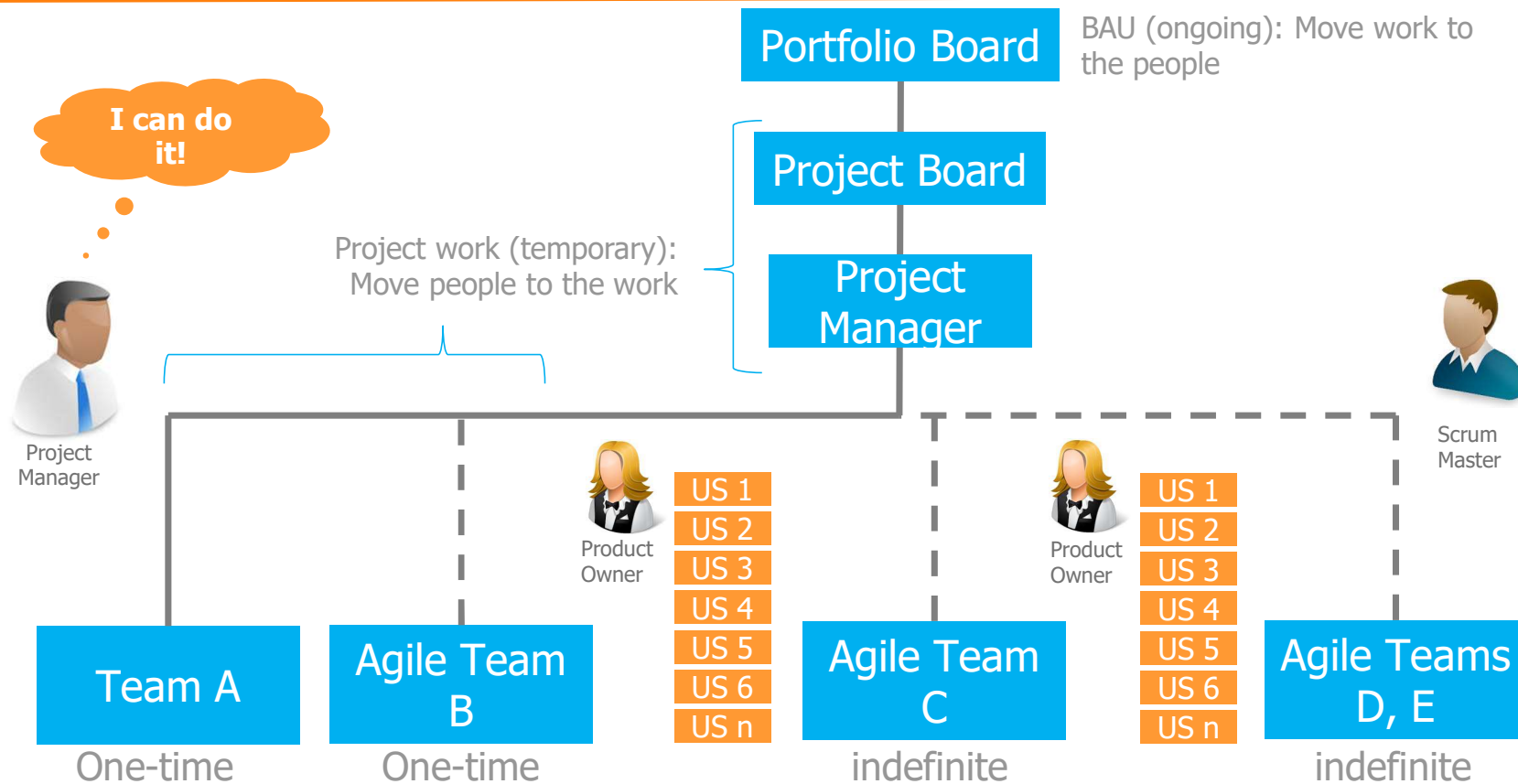
# Many (one-time) teams; one product, integration, dependencies, ...

Project work (temporary): Move people to the work

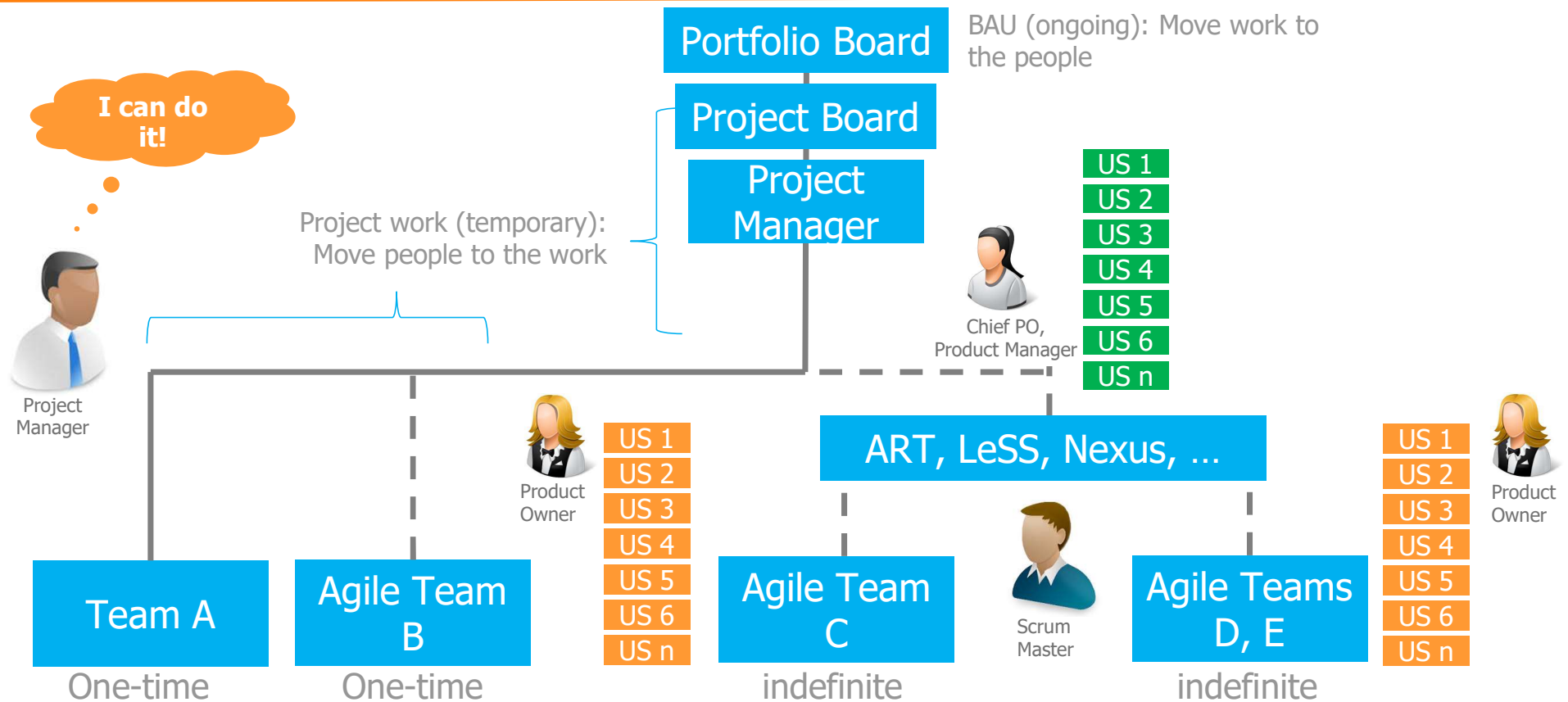
BAU (ongoing): Move work to the people



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



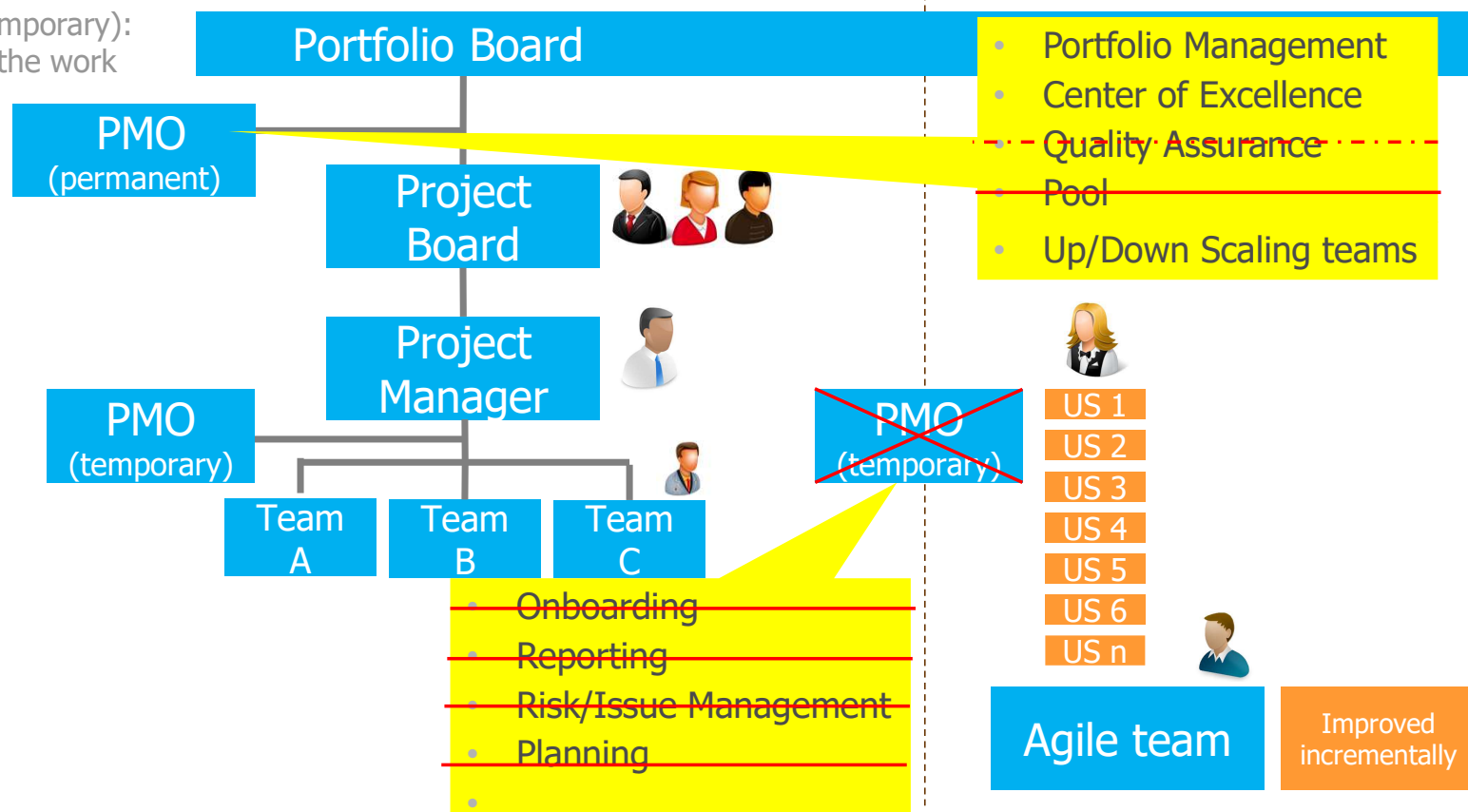
# Many (one-time) teams; one product, integration, dependencies: hybrid organization





# What does agile mean for the PMO?

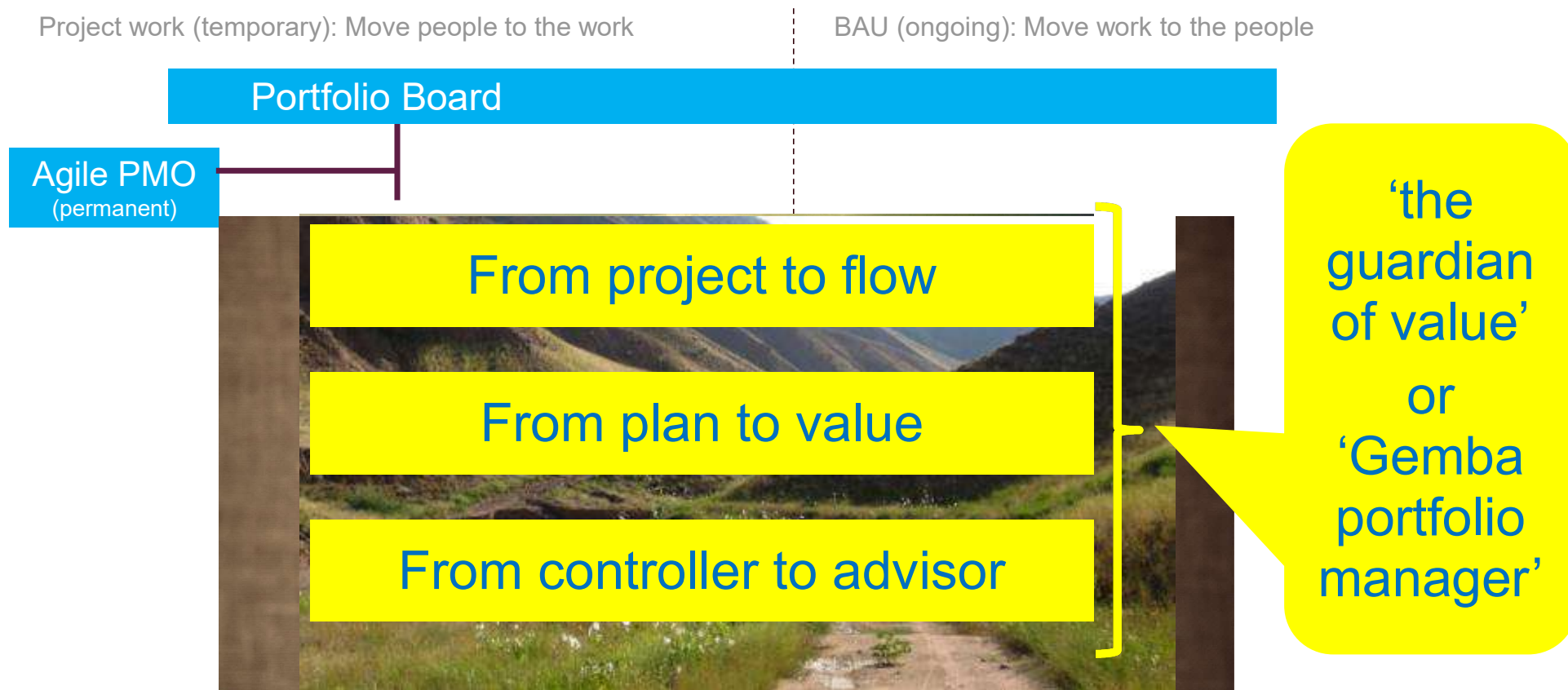
Project work (temporary):  
Move people to the work



BAU (ongoing): Move work to the people

# What does agile mean for the Portfolio Manager?

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# Agenda

| To do   | In progress   | Done   |
|---|---|--|
| <p data-bbox="248 660 622 772">3. Implementation Pitfalls</p> <p data-bbox="248 826 622 938">4. Overview of frameworks</p> <p data-bbox="248 992 622 1104">5. Questions</p> | <p data-bbox="913 501 1288 612">2. Scaling in general</p> | <p data-bbox="1534 501 1908 612">0. Intro</p> <p data-bbox="1534 660 1908 772">1. Agile in general</p> |



**Many failures, why?**

# Implementing Scrum (agile way of working)

## The Scrum Guide™

The Definitive Guide to Scrum:  
The Rules of the Game

November 2017



Only 16 pages!  
How difficult can it be?

Developed and sustained by its creators: Ken Schwaber and Jeff Sutherland



...TING CODE  
...AINING.







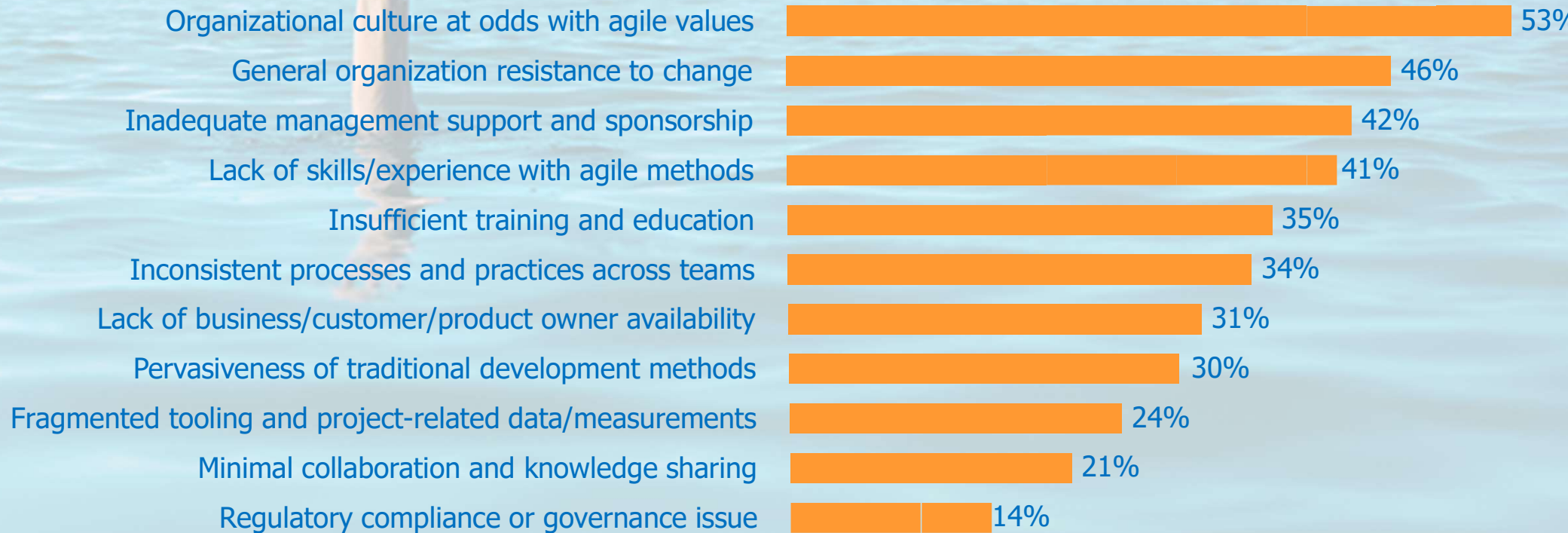
Agile  
culture

Company  
culture

| <b>Traditional organization</b>                          | <b>Agile organization</b>  |
|--|--|
| 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  |



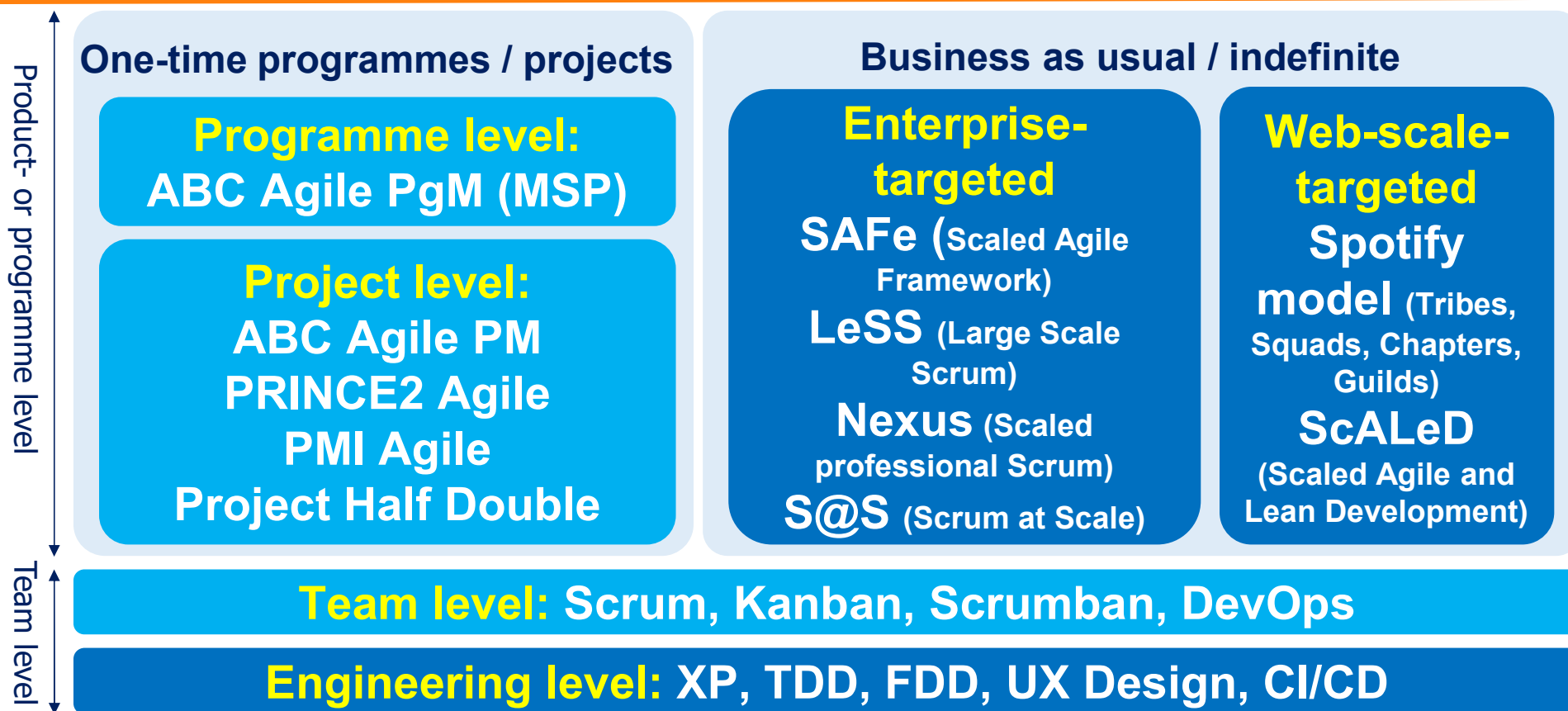
# Leading causes of failed agile projects



# Agenda

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# Agile methods and frameworks



# Agile methods and frameworks

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

One-time programmes /  
projects

Business as usual / indefinite

# Agenda

| To do  | In progress   | Done  |
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## Contact details

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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>

