





# Continuous Improvement in a VUCA Organisation

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### WHAT'S ON THE AGENDA?





Another 4-letter acronym you can't remember



### WHAT DOES VUCA MEAN?







## **Understanding VUCA**







Uncertain



Complex



**Ambiguous** 

#### PMO inference London 2024

## How is VMO2 a VUCA organisation?















## SO, COULD ALL ORGANISATIONS BE OPERATING IN A VUCA ENVIRONMENT?





## HOW DOES THE VMO2 PMO TACKLE CONTINUOUS IMPROVEMENT?





#### Conference London 2024

## VMO2 Portfolio Management Office

- To facilitate change across the Delivery team in a way that is meaningful, inspiring & achievable
- Making Delivery a great workplace via our engagement strategy
- CI by facilitating process & technology improvements to ensure accessibility and simplification

Transformation 8
Continuous

Roadmap Planning

- To plan, monitor and co-ordinate the demand across the business and provide confidence in one consolidated 'do able' roadmap via Annual & Quarterly Planning
- Supported by home grown Delivery Modelling Application
- CI by incremental change via tools automation and process optimisation

**Assurance** 

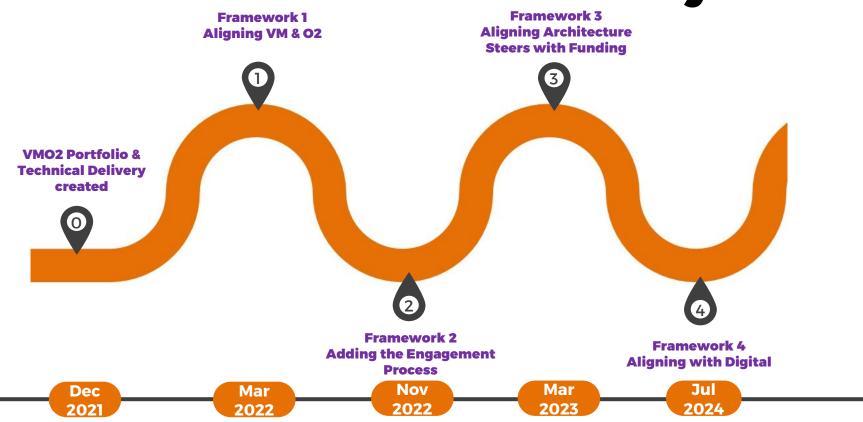
- To support all stakeholders and Project teams to assure the probability of successful delivery
- Ad hoc guidance & subject matter expertise for the delivery community on process and tools
- CI via data quality improvements and automation of manual processes

Reporting, Tools, Process & Governance

- To develop, rollout and embed integrated delivery processes, tools, governance and reporting on behalf of CIO & CTO for all demand
- Development & support of Tooling: Clarity, Delivery Modelling Application, MicroStrategy
- Evolving frameworks and PMO process
- CI via tooling and process improvements



## **VMO2 Framework Journey**

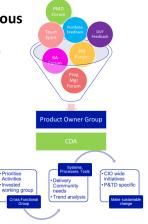




## **How do we manage CI?**

#### **P&TD Continuous Improvement**

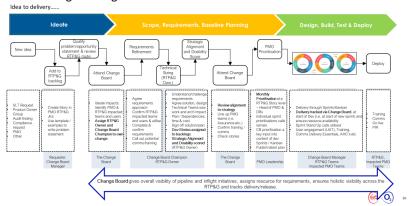
Utilising our current forums



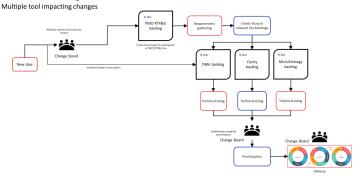
#### **PMO Change Management Framework**

Activities

Invested

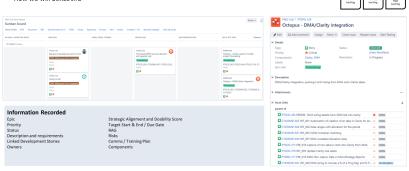


#### RTP&G Jira Alignment



#### RTP&G Jira Kanban Board

How we will utilize Jira





Virgin Media UK Delivery

## CASE STUDY





## Virgin Media UK Delivery

#### 5<sup>th</sup> March 2020









#### **April 2020**

- Increased comms
  - cadence of All Hands Calls (AHC) to fortnightly
  - Weekly updates via email
- Invested more energy into our 'fun squad' (Team Spirit) activities - Easter challenges
- Continued with the transition of IR35 contractors

#### May 2020 onwards

- Restarted some CI initiatives
- Onboarded 52 perm employees
- Increased the Team Spirit activities
- Used the AHC's to showcase portfolio activities
- Christmas party online!



## Virgin Media UK Delivery



Virgin Media IT Application Development & Support and into Technology & Transformation

### CASE STUDY





## Virgin Media IT AD&S







## ITAD&S into Technology & Transformation







## **My Key Takeaways**

It's crucial to have an engaged team

Methodology isn't the priority

Don't wait for stability – embrace change





## QUESTIONS?





## THANK YOU

