

Chicago PMO Roundtable

March 2015



Hosted by:



Sponsored by:
The Chicago PMO Roundtable



Agenda

- 5:00 PM Meet and Greet – Food and beverages served
- 5:30 PM Welcome from MVC
- 5:40 PM Welcome from Allstate
- 5:45 PM Presentation 1: Turning the Ship: Waterfall to Agile
- Presentation 2 : Are we on course: Benchmarking.
(Time Permitting)
- 6:45 PM - 5 min break -
- 6:50 PM Raffle - GoPro3
- 6:55 PM Roundtable Wrap Up
- 7:00 PM Network with fellow Roundtable members
- 7:30 PM End

Welcome!

- Thank you for attending!
- The Chicago PMO Roundtable brings you, local PMO Leaders and Professionals together, with the goal of providing a forum to share your experiences, learn from your peers, and expand your professional network.
- Each roundtable session focuses on a topic unique to the PMO arena and is presented by one of our members.
- If you haven't already, drop your business card in the fishbowl for a chance to win a GoPro3!

Tonight's Roundtable Topics

- Turning the Ship: Waterfall to Agile
- Are we on course?: Benchmarking Projects
- Optimize this session!
 - Ask questions
 - You're encouraged to have a dialogue with presenters.



Agile Integration into Large Waterfall Organizations

MVC Roundtable

March 5th, 2015

Basis for the Future State: The Agile Manifesto

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

That is, while there is value in the items on the right, 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

Robert C. Martin
Steve Mellor
Ken Schwaber
Jeff Sutherland
Dave Thomas

12 Agile Principles

The Manifesto outlines a framework that is essentially driven by 12 Agile Principles. The Principles form the basis for the Agile delivery framework.

Satisfy Customer w/Continuous Delivery	Welcome Changing Requirements	Deliver Working Software Frequently	Collaboration between IT/Business
Empower Individuals	Encourage Interaction	Working Software as Progress	Sustainable Development
Continuous Focus on Design, Tech Excellence	Simplicity is Essential	Self-Actualizing Teams	Continuous Improvement

Now that you have been introduced to Agile, here is what it is NOT

- The same as iterative or spiral
- A silver bullet
- Always faster and cheaper
- Always the right methodology
- Abandoning governance

- Create Agile Process and Metrics Framework
- Introduce Agile ALM and Engineering tools
- Align Release Management processes
- Introduce Agile Engineering Practices
- Increased Test Automation
- Build-out of Agile COE
- Movement towards “Product Based” Team structure

Critical Success Factors for Agile Implementation

Leadership / Sr. Management Buy in for the change

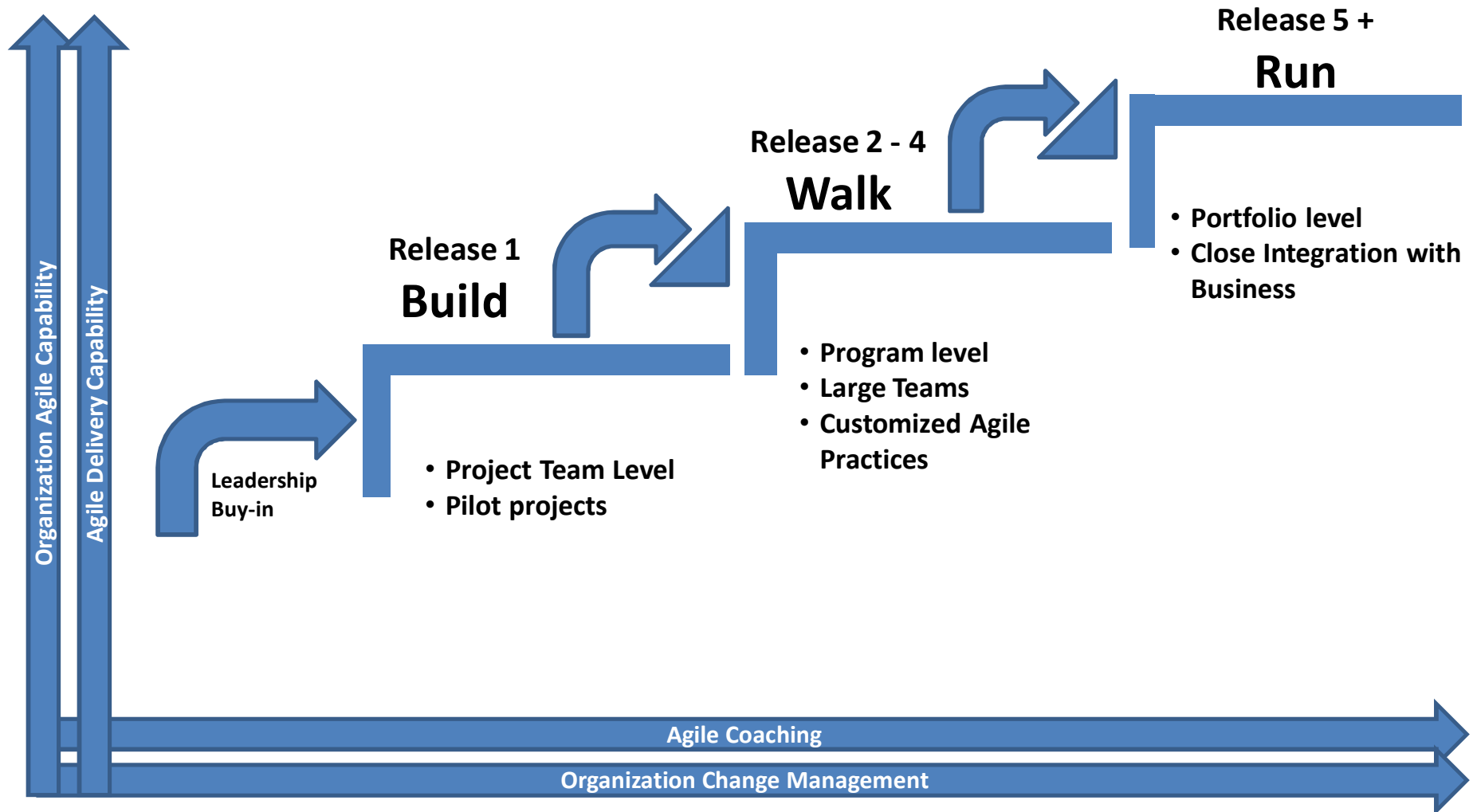
Internal champion / change agent to evangelize Agile

Continuous involvement of Product Management team with the project team

Investment in Agile Coaches

Investment in Agile engineering and ALM tools

Phased Agile Implementation



An organization does not become an Agile enterprise; instead, it is continuously becoming more Agile

Our approach

Learning is Doing...

- Agile as a Product
- Structure the work as an Agile project
- Created Steering Committee
- Implemented Pilot Selection process
- Product backlog developed, groomed, and managed by the team
- Scrum Team to provide Steering Committee demo's in Sprint intervals
- The team responds to feedback and adjusts delivery

Open Discussion

- What training is needed?
- Roles and Skills – HR implications?
- All, Some, or None?
- Which Agile types?
 - Scrum
 - Kanban
 - Iterative
 - XP
 - DevOps
- Portfolio balance?

Five Minute Break



CEB PMO Leadership Council™

Benchmark Update



ATO PMO – Benchmark Plans and Results



We completed 3 benchmarks with Corporate Executive Board (CEB) in 2014: PMO Total Cost Diagnostic (June), PM Effectiveness Diagnostic (September) & PMO Functional Maturity Diagnostic (October)

PM Effectiveness Diagnostic

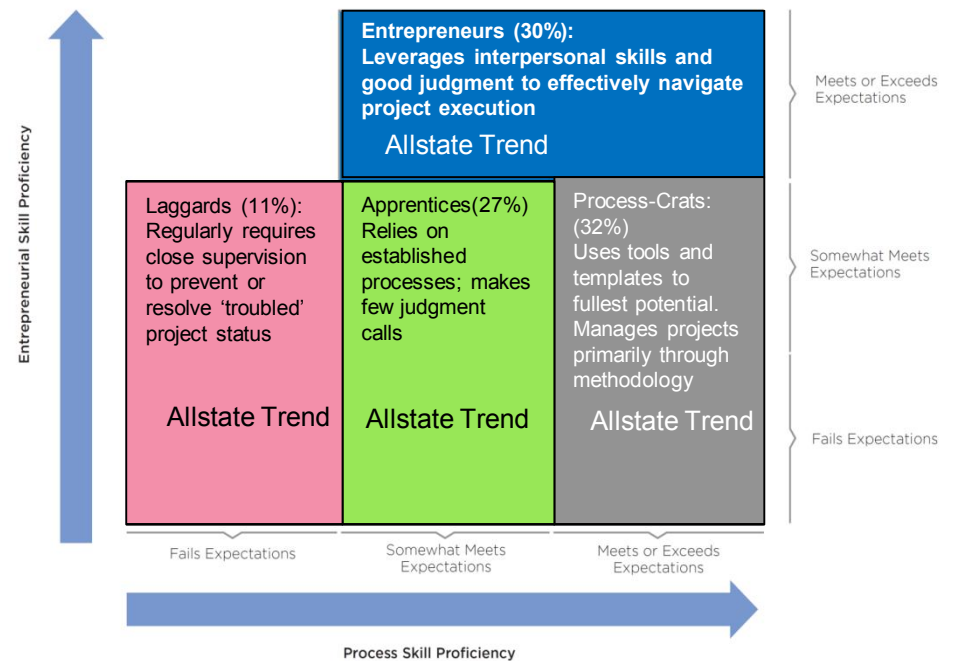
PM effectiveness diagnostic measures the PMs ability to satisfy key stakeholders' business value delivery expectations & PM performance

Conducted first benchmark in late 2012 and subsequent benchmark in late 2013:

- Entrepreneurial PMs (as a percent to total PMs)

Sponsor Feedback:

- Survey contained questions related to 11 measures of stakeholder satisfaction.



PMO Total Cost Benchmark

Total Cost Benchmark measures project and portfolio management productivity and cost efficiency

Functional Maturity Diagnostic

This diagnostic measures performance across six objectives: Engage Stakeholders, Deliver Projects, Enable Project Management Staff, Manage the PMO, Manage the Project Portfolio, and Manage the Methodology Standards

CEB's PMO Functional Activity Map

CEB has developed the framework below to comprehensively represent the scope of the activities for the typical PMO Function.



Leadership assessment on what is most mature and most important to your organization with recommendations to improve

PMO Functional Activity Definitions

Engage Stakeholders	
Activity	Definition
Define a Stakeholder Management Approach	How the PMO manages relationships with the company's senior executives, business partners, and other stakeholders who assess the PMO's performance.
Engage Project Sponsors	How the PMO creates, measures, and manages sponsor engagement throughout the project lifecycle.
Prepare Business Partners to Manage Projects	How the PMO supports and prepares business partners to manage projects independently.

Manage the Project Portfolio	
Activity	Definition
Collect Project Proposals and Business Cases	How the portfolio decision-makers solicit, create, and evaluate project proposals prior to allocating funds for their execution.
Manage the Project Prioritization Process	How the portfolio decision-makers develop the right portfolio mix based on strategic goals and ensure that project funding matches the relative priority of these goals.
Select and Report Portfolio Metrics	How the PMO measures portfolio performance and tracks the interdependencies between projects in the portfolio.
Manage Project-Driven Change	How the PMO anticipates, plans for, and actively manages changes related to the delivery of new projects.
Define Programs	How the PMO provides guidelines and establishes processes to create new programs efficiently and effectively.

Maturity Models: Engage Stakeholders

Define a Stakeholder Management Approach				
Level 1	Level 2	Level 3	Level 4	Level 5
The PMO provides limited guidance on identifying and engaging stakeholders, if any.	The PMO provides tools and templates to structure project managers' engagements with senior project stakeholders.	The PMO provides tools and training to help project managers classify stakeholders in terms of their ability to influence project-driven change.	The PMO trains project managers to clarify stakeholder responsibilities upfront and to identify a broad set of project stakeholders, including all individuals or groups able to influence project resources, project execution, or adoption.	The PMO provides tools, techniques, and training to help project managers build personal relationships with the most influential stakeholders in the organization.

Engage Project Sponsors				
Level 1	Level 2	Level 3	Level 4	Level 5
Project sponsor engagement relies on the skills and practices of individual project managers.	The PMO offers tools and templates to structure project managers' engagement with project sponsors, and align the frequency and agenda of engagement with the organization's project management methodology.	The PMO offers formal training to project managers on project sponsor engagement, and defines standard roles and responsibilities for project sponsors.	The PMO formally onboards and coaches project sponsors to effectively engage with the project team at specific points during the project lifecycle.	The PMO tracks project sponsor engagement throughout the project lifecycle and corrects waning sponsor engagement during project delivery.

Prepare Business Partners to Manage Projects				
Level 1	Level 2	Level 3	Level 4	Level 5
The PMO informally provides project management support for projects managed beyond the PMO in the event that they go off track.	The PMO provides project management coaching to help business partners independently manage projects reactively, when asked.	The PMO proactively provides overviews of project management practices, tools, templates, and coaching to help business partners independently manage projects.	The PMO helps business partners identify and coach employees most suited to manage projects independently.	The PMO provides targeted project management services, such as project estimation and initiation services to support business partners managing projects independently.

Maturity Models: Manage the Project Portfolio

Collect Project Proposals and Business Cases				
Level 1	Level 2	Level 3	Level 4	Level 5
Very few projects, if any, require business cases to receive approval from portfolio decision-makers.	Project sponsors create detailed business cases for all project proposals across the organization, but in a non-standard fashion.	The PMO offers guidance and standard templates to help project sponsors efficiently build comprehensive business cases.	The PMO adjusts business case development rigor based on project characteristics, such as budget and duration estimates, and the PMO partners with project sponsors to co-present proposals for approval.	The PMO has a lightweight process for assessing soft benefits, not just hard benefits, of projects, and offers advice to help portfolio decision-makers approve projects that will provide the most organizational benefit.

Manage the Project Prioritization Process				
Level 1	Level 2	Level 3	Level 4	Level 5
Portfolio decision makers approve project proposals on a first-come, first-served basis.	Portfolio decision-makers use standard project evaluation criteria, such as cost, risk, and financial return, to approve and prioritize all projects across the portfolio.	Portfolio decision-makers review only the projects that require their consideration, and prioritize projects based on relative impact on achieving strategic business objectives for the enterprise.	The PMO regularly assesses ongoing projects and provides recommendations to help portfolio decision-makers reprioritize projects based on changes in business priorities.	Portfolio decision-makers prioritize new investment in terms of enterprise-level business capabilities, but allow the PMO and project sponsors to decide how to sequence projects that map to a specific capability.

Select and Report Portfolio Metrics				
Level 1	Level 2	Level 3	Level 4	Level 5
Project managers track budget and schedule performance for their individual projects.	The PMO uses standard metrics to track the budget and schedule of all projects across the portfolio.	The PMO tracks operational risks that could impact budget and schedule performance of individual projects and rolls them up to report on project portfolio health.	The PMO tracks and reports leading indicators of project benefits realization, such as sponsor engagement, and external risks as well as internal obstacles to project business benefits realization, such as inflation or seasonality and organizational politics.	The PMO not only tracks the performance of individual projects in the portfolio, but also has distinct metrics to assess the extent to which it creates an environment necessary to ensure project business benefits realization.

Team Consensus – Maturity (Activities Ranked By Maturity Gap)

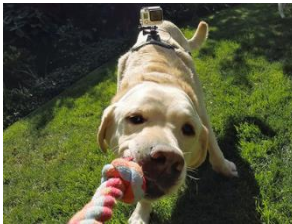
Objective	Activity	Overall (n=5)	Senior (n=2)	Staff (n=3)	Gap (Senior Minus Staff)
Manage the Project Portfolio	Define Programs				
Manage Methodology Standards	Define Project Management Methodology				
Deliver Projects	Manage Project Risks and Interdependencies				
Deliver Projects	Manage Benefits Realization				
Manage the Project Portfolio	Manage the Project Prioritization Process				
Manage the Project Portfolio	Collect Project Proposals and Business Cases				
Manage Methodology Standards	Manage PPM Tool				
Enable Project Management Staff	Manage Project Management Career Paths				
Manage the PMO	Manage the PMO Mandate				
Deliver Projects	Manage Contractors				
Deliver Projects	Manage Project Resources				
Deliver Projects	Manage Project Financials				
Engage Stakeholders	Prepare Business Partners to Manage Projects				
Enable Project Management Staff	Define Project Management Roles				
Manage Methodology Standards	Improve Project Management Methodology				
Deliver Projects	Select and Report Project Metrics				
Engage Stakeholders	Define a Stakeholder Management Approach				
Manage the PMO	Measure PMO Performance				
Manage the Project Portfolio	Select and Report Portfolio Metrics				
Enable Project Management Staff	Develop Project Management Skills and Competencies				
Manage Methodology Standards	Design a Risk Management Approach				
Deliver Projects	Manage Project Estimates				
Engage Stakeholders	Engage Project Sponsors				

PMO Roundtable Survey

- Please take a moment to fill out the Roundtable Survey
- How can we improve, make this more useful for you?

Raffle

- GoPro3 -
- Last chance, is your card in the fishbowl?



Wrap Up

- Consider being a Roundtable Host
- Next Roundtable
 - TBD
- PDU instructions will be emailed
- Please Visit the LinkedIn Group; “Chicago PMO Roundtable” and feel free to contribute
- Thanks YOU for your participation: You make it better!
- Please linger to Meet your Peers/ Network.