

Will Adoption of Other Disciplines Ensure Successful PMOs



Executive Round Table

1 QTR 2018



Agenda



- | | |
|-------------|-------------------------------|
| 11:00-11:10 | Introductions and overview |
| 11:10-11:20 | The challenge |
| 11:20-11:50 | Facilitated discussion |
| 11:50-11:55 | Closing comments & next steps |
| 11:55-12:00 | Call to action & wrap up |

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Background to the Challenge



Root Cause – Benefit Realization

As many PMOs face the strategic challenge of benefit realization and being a “Strategic Asset” to corporate leadership...

“Will the adoption of disciplines such as SAFe (Enterprise Agile) and/or Change Management ensure greater success for achievement of portfolio goals and objectives?”

McKinsey&Company

Rapidly changing business conditions are demanding more flexible organizations, say McKinsey

Gartner®

Disruption Project is the new normal...



Will the new methods help with Benefit Realization?



Background to the Challenge



Gartner Program & Portfolio
Management Summit
12 - 14 June 2018

2018 Hot Topics

- Demand management
- Resource management
- Portfolio management
- EPMO
- Program management
- Project prioritization
- PPM tools
- Reporting, metrics, dashboards
- Strategy realization
- Enterprise transformation
- **Change management**
- IT governance
- **Enterprise agile**

Market Guide for Enterprise Agile Frameworks (17 July 2017)

- Disciplined Agile 2.0
- Dynamic Systems Development Method (DSDM), Now Known as Framework for Business Agility
- Enterprise Scrum
- Fast Agile Scaled Technology (FAST)
- Large-Scale Scrum (LeSS)
- Nexus
- Recipes for Agile Governance in the Enterprise (RAGE)
- **Scaled Agile Framework (SAFe) 4.5**
- ScALeD Agile Lean Development (ScALeD)
- Scrum at Scale
- Spotify
- eXponential Simple Continuous Autonomous Learning Ecosystem (XSCALE)

60% by
2020

90% Summit on Traditional PMO

Background to the Challenge



McKinsey&Company

“shifting traditional organizations to an “agile” model inspired by companies such as Google, Netflix, and Spotify.”

“Many companies are all in on Agile Business (not just software development)...”

“Shift From Projects to Products..”

Senior Leader Challenges:

“We have new titles in the business, Product Owners, even in HR”

- Walmart Global Talent Acquisition COE Lead

“We have executed Agile well...It is always delivering...Sometimes it is hard connecting the output with my corporate goals and commitments to the board” “Therefore we are customizing SAFe deployment”.

- President, USAA P&C

There is confusion around an Agile Enterprise and an Enterprise Agile Framework

New requires Change Management

Background to the Challenge



Adoption of Change Management

BCG

THE BOSTON CONSULTING GROUP

Yet 50-75% of change programs fail. Companies that implement change effectively give themselves a significant competitive edge

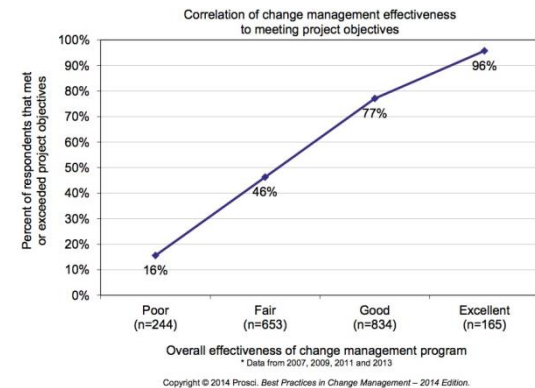


PMI's Pulse of the Profession™:

Notes that “change management contributes to the increased success of projects and programs”



“Change Management” “seventy percent, a dramatically high rate of failure.”



The case is clear for the need, but organizations are still failing (50-70%) ...Why?



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Facilitated Question #1



How do the Change Management methods such as:

- ADKAR from Prosci
- John Kotter's The 8-Step Process for Leading Change
- Crucial Conversations by Patterson et al.
- Custom Build from all Best Practices

help PMOs achieve benefits from projects and become a greater corporate strategic asset?

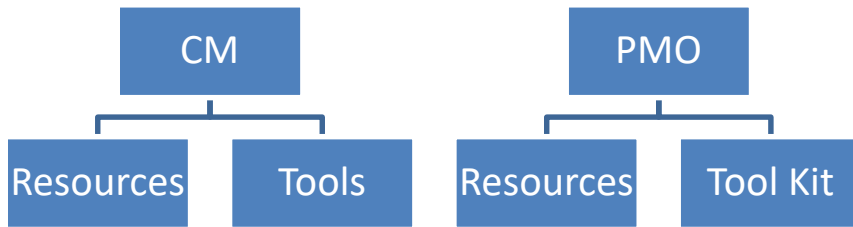
Does Your Change Management also help in Delivery Methods for :

- ***Time to market***
- ***Cost of Execution***
- ***Scope Management***
- ***Quality of Execution***



Facilitated Question #2

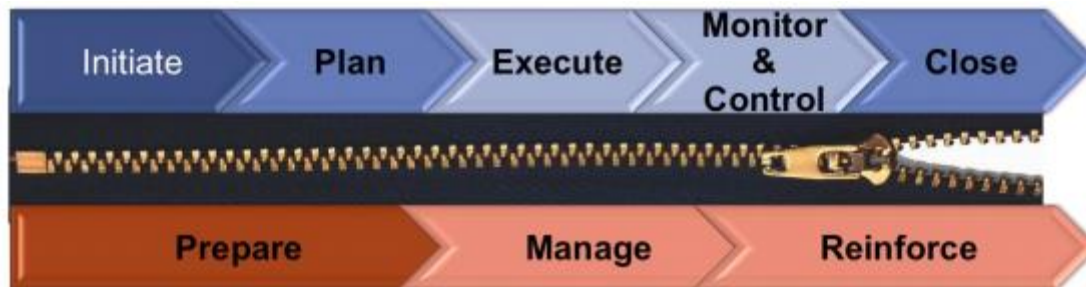
Should PMOs be concerned with the integration of Change Management into their methods or just adoption?



**Together?
Or
Separate?**

Change Management

PMOs



Facilitated Question #3



Please share key lessons learned and best practices from your Adoption of Change Management as a practice?

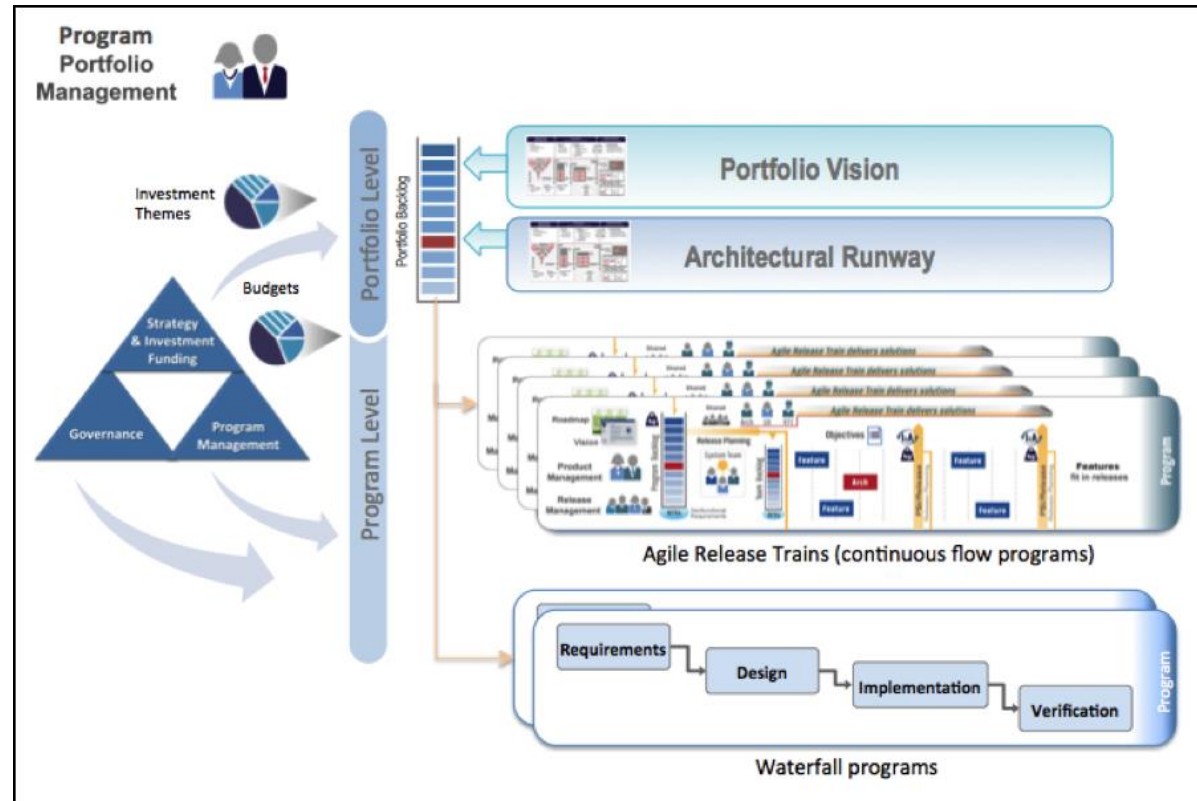
- *Roles and Responsibilities*
- *Tool Kits*
- *Training*
- *Staffing*
- *Stakeholder engagement*
- *Results*





Facilitated Question #4

Where does an Enterprise Agile method, such as SAFe, help a Business PMO with Benefit Realization and becoming a greater strategic asset?



Facilitated Question #5



There are two ways in which Agile is used to describe an enterprise...“Enterprise Agile” refers to the delivery framework such as SAFe. Whereas, an “Agile Enterprise” is an organization with the flexibility to adapt and win time to market and changing factors.

Share your experience in your company around the conversation about being “Agile”. Which conversation is more prevalent?

1. The delivery framework such as SAFe
2. Or the need for agility in the business?

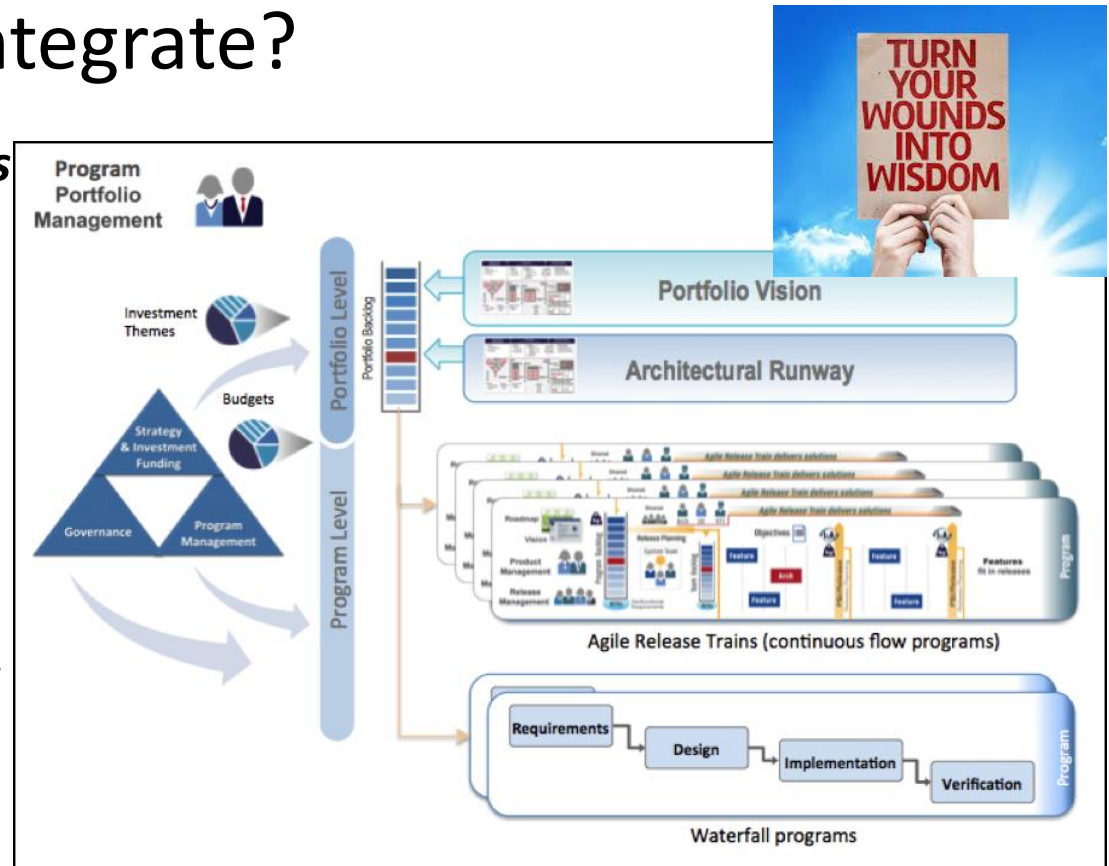




Facilitated Question #6

Can you share a key lesson learned from methods such as SAFe, for how a Business PMO can better integrate?

- ***Roles and Responsibilities***
- ***Tool Kits***
- ***Training***
- ***Staffing***
- ***Stakeholder engagement***
- ***Results***



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Conclusion #1



COLLABORATION

“People are at the heart of all projects delivering change...How well you address people will be key.”

A PMO will need to ensure Change Management is done well, with discipline

“Change Management is needed; however, organizations struggle with the implementation”

What remains TRUE:

- Projects deliver Change. This requires working with people and ensuring readiness
- Change Management deployment needs Change Management to deploy



Conclusion #2



COLLABORATION

“Discussion on tools and collaboration between disciplines is key to success.”

PMOs need to help integrate methods and tools to ensure adoption

There are many methods and customized methods available. Alignment of methods and tools is key.

- Not all methods work in all areas.
- Different methods have different roles.
- Finding the connection to roles and helping the business translate will ensure success.



Conclusion #3



COLLABORATION

“Collaboration with senior leaders around corporate performance and strategies is key.”

PMOs should bridge corporate management with delivery teams and methods

Not all PMOs are created equal, nor should they be. As long as the PMO is ensuring delivery of value to senior leadership, methods should not matter.

- Corporate governance will impact PMO design
- Benefit Realization will be required of any PMO model.
- SAFe/Agile are here to stay and can also be customized. They are just tools (tools will always keep changing)

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Call to Action

What three things can you do tomorrow?

1)

2)

3)