The Modern PMO

How the top PMO offices are wildly successful using agile methods

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Who we are
We are at a crossroads

PMOs are being eliminated

or

PMOs are becoming invaluable
When we went agile we laid off our entire PMO
Our PMO refuses to change so we are slowly moving them out as teams pick up steam.
Our PMO insists on doing things the old way. How do we convince them that agile is real?
We’ve just hired a Chief Strategy Officer. We expect our SMO to replace our PMO in 2-3 years.
Root cause

- Understanding current business problems
- Risk-averse
- Demotivating practices
- No culture change
Why should we care?

- Up to 80% of products lose money
- 60-80% of products are never used
- 37% of product managers state their work is aligned to strategy
Agile benefits you

81% of executives believe that agile and DevOps are critical to successful digital transformation.

40% Improvement in time-to-decision is seen by Advanced agile users.

33% Improvement is seen by basic agile users.

42% Improvement in speed to market is seen by Advanced DevOps users.

24% Improvement is seen by basic agile users.

88% Of advanced agile teams see an improvement in customer experience.

87% Of advanced DevOps users, see improvement in customer experience.

From Accelerating Velocity and Customer Value - Coleman Parkes Research
I have the data I need to run my business because of our PMO
Our PMO continually pushes our company to improve, from front-line teams to the executive staff. They are invaluable in helping us run our company.
Our PMO is helping us redefine our process for setting our strategy
My Executive Portfolio Manager IS my Chief Strategy Officer
The Invaluable PMO

- Value focused
- Ties strategy to execution
- Data driven
- Track spend
- Sets standards
- Relentlessly improves
Great! How do I do that?
Get REAL!

- Stop kidding yourself
- Do more with less does not work
- Waste and inefficiencies are killing your org
  - Dollars speak louder than words
- Stop focusing on the “work about the work”
Define your current PMO

- **Supportive** – Consultative, provide best practices, standards and practices, and learnings from other projects. Low control.

- **Controlling** – Provide support and governance; require compliance. Moderate control.

- **Directive** – Directly manage all aspects of project. High control.
Supportive Control

Sounds like

Servant Leadership
Lead the transformation!

- **Become invaluable**
  - Strategic masters
  - Drive out waste
  - Value and outcomes

- **Expand your reach**
  - Data
  - Identify disruption
  - Track strategy
Organizational Management
Follow Through

- Provide support to your leaders
  - Link all work to strategy
  - Track market changes

- Give your executives the data they need to run the business
  - Status based on data – no more verbal status reports
  - Create a standard dashboard for all strategic projects

- Force trust, collaboration, and knowledge sharing
Mind the Hurdles

- Middle management
- Decisions by committee or too high
- Multi-tasking
- Agile Theater
Get the right help

- Anyone can take a class
- Have they actually LED a transformation?
- Been part of an agile team (or transformed a PMO)?
- Are they agile?
- Do they understand how to create an environment for change?
Examples
PMO Success: Ag/Construction
Company Success/PMO Failure - Financial
PMO Success: Insurance
“Where should I go?” – asked Alice. "That depends on where you want to end up." - The Cheshire Cat.”
Thank You.

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