



Modern PMO

Your Guides:

Laureen Knudsen and Noël Rodriguez



Noël Rodriguez

Strategic Advisor, Business Transformation,
Broadcom Enterprise Software

Accomplished agile leader with 29 years of experience across the Military, Education, Telecommunications, Retail, and Supply Chain industries. A transformative servant leader, she has successfully led organizational change in these industries and steered other executive leaders in top echelon organizations with this same mission. While her career has been dominated by technology, she maintains a passion for people and processes.

Noël is energized by helping leaders create a culture of innovation, achieving great things with fast feedback loops and quick wins (or fast fails.) Her belief is that companies of all sizes must be armed to pivot, built for change; the past year and a half has pushed these ideals to the forefront.

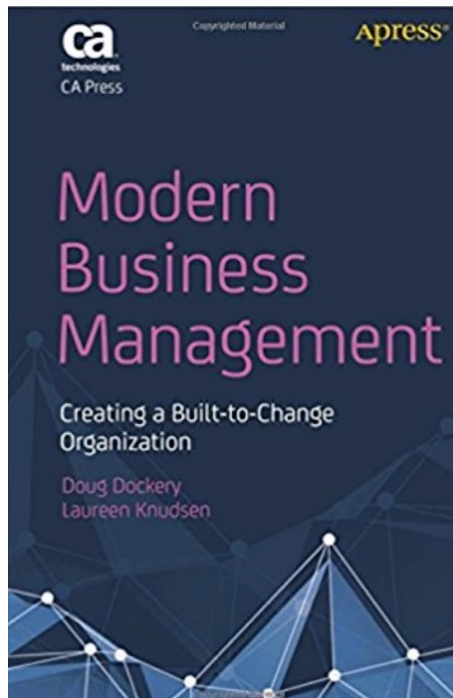


Laureen Knudsen

Chief Transformation Officer,
Broadcom Enterprise Software

Award-winning senior business leader with 25+ year career that spans IT, financial and healthcare systems, and analytics. Led transformations at 4 Fortune 1000 companies and has transformed Product and Strategy, IT, Engineering, Professional Services, and Sales and Marketing organizations. Co-Author of *Modern Business Management: Creating a Built-to-Change Organization*.

- 2021 [Forbes Technology Council member](#), [Power50](#), [Top 100 Women in Tech](#)
- Laureen is working with industry leaders and internal experts to define the future of business and bring Lean principles to all parts of an organization, focusing on optimizing end-to-end value stream flows, removing waste, and ensuring executives can make data-driven decisions.



Many are at a crossroad

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 the urgency to move faster is real?”

“We’ve just hired a Chief Strategy Officer. We expect them 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?

\$1M is wasted every 20 seconds due to ineffective implementation of business strategy

78% of organizations believe that business objectives and project requirements do not match

\$97M of every \$1B in enterprise IT spend is wasted due to inefficiencies in project execution

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
- Promotes guardrails
- 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

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

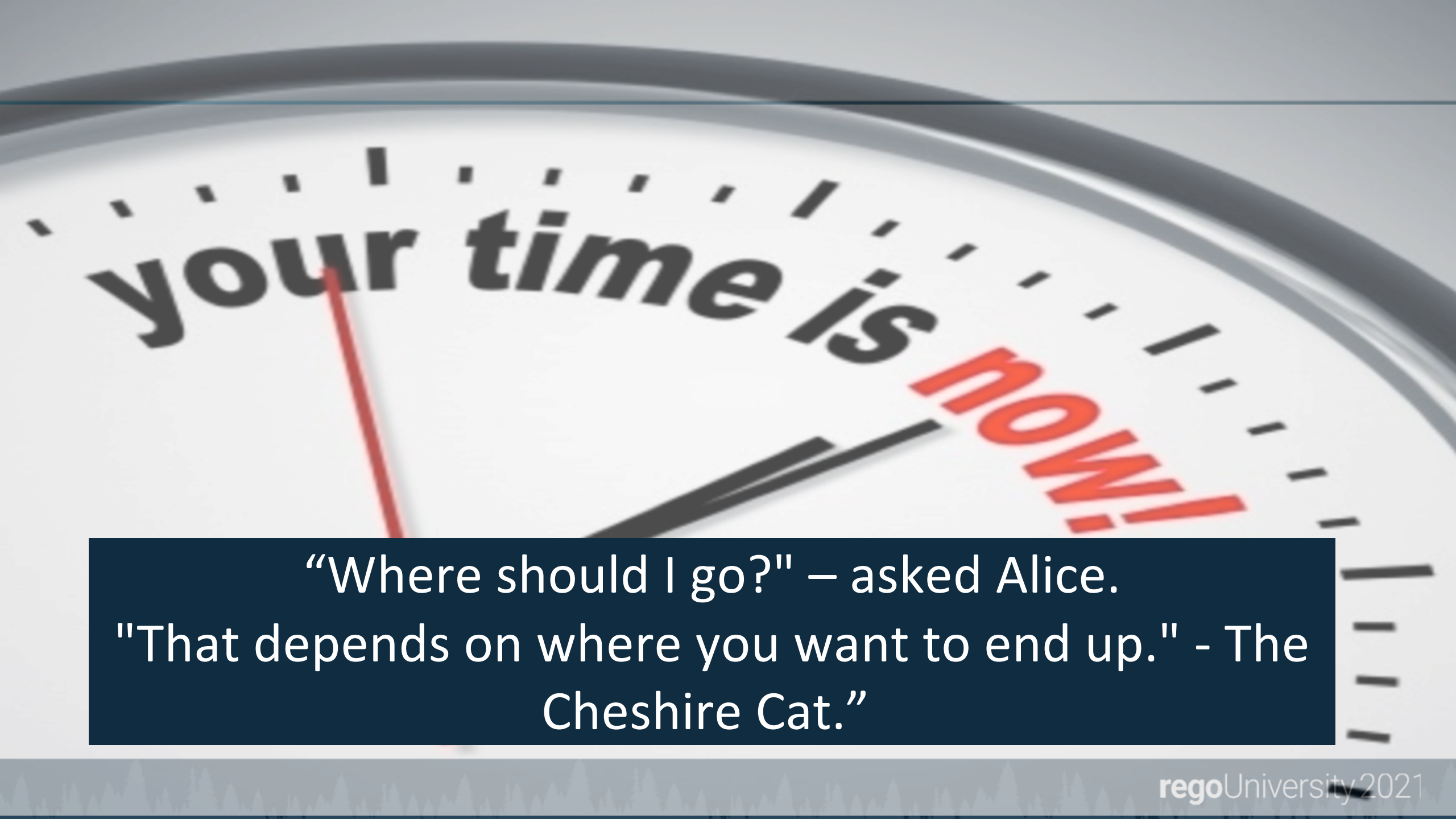
A man in a light blue business shirt and dark tie is captured mid-air, jumping over a hurdle on a red running track. The background shows a hazy city skyline with several tall buildings. The overall image has a soft, slightly faded aesthetic.

- Middle management
- Decisions by committee or too high
- Strict Change Control
- Bottlenecks

Give and Receive the Right Help



- Offer training, invest in coaching
- Leverage professionals who have led successful transformation
- Showcase those who are agile not just do agile
- Understand how to create and nurture an environment for change



“Where should I go?” – asked Alice.
“That depends on where you want to end up.” - The
Cheshire Cat.”

Thank You.

laureen.knudsen@Broadcom.com

noel.rodriguez@Broadcom.com

