



# Lean Portfolio Management

**Your Guides:**

Noël Rodriguez and Lynn Reling



## 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.





## Lynn Reling

Executive Advisor, Strategic Planning and Portfolio Management,  
Broadcom Enterprise Software

With decades of experience in the strategy and portfolio management industries, Lynn has successfully helped companies design, develop, and manage their portfolios and financials, and she excels at helping leaders automate those processes for maximum efficiency.

Lynn is passionate about showing business leaders how they can overcome challenges and drive real change, using software technology. As a leader at Broadcom in PPM, and a former principal of a software start-up, Lynn has worked with some of the largest global companies to solve real business problems.

Her career has allowed her to gain experience in numerous areas, including digital transformation, lean portfolio management, project portfolio management, professional services, supply chain, ERP solutions, and, more recently, Value Stream Management.

# Agenda

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- Introduction
- What is Lean Portfolio Management and why does it matter
- Key Lean Portfolio Management Practices
- How to get started

# Part 1:

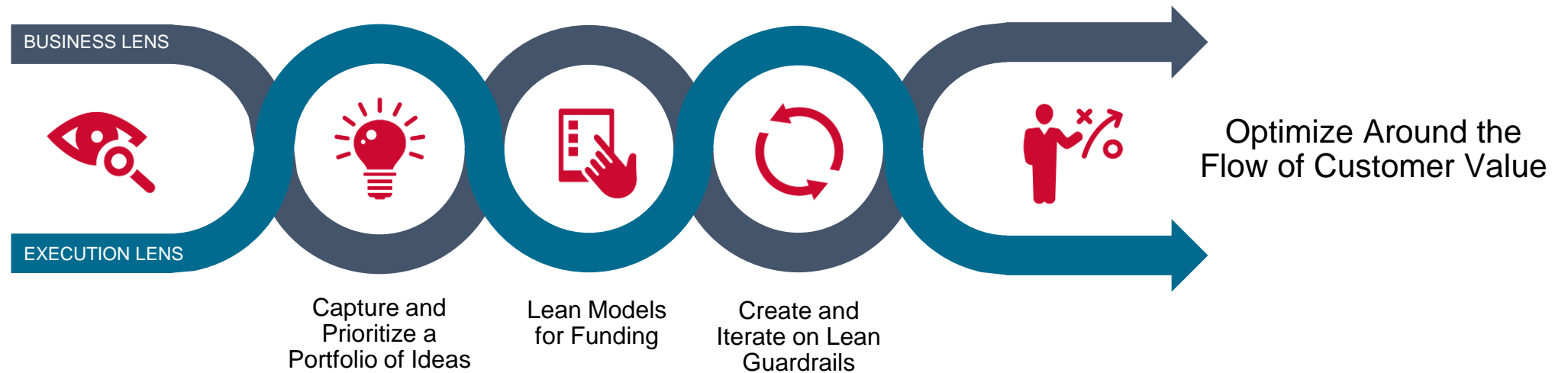
## What is Lean Portfolio Management? Better yet, why does it matter?



Let Rego be your guide.

# What is Lean Portfolio Management?

The alignment of strategy, through the business lens, with execution, where work happens.  
Business stakeholders can respond to change quickly with real time end-to-end transparency



## **BUSINESS LENS:** Manage Big Pivots

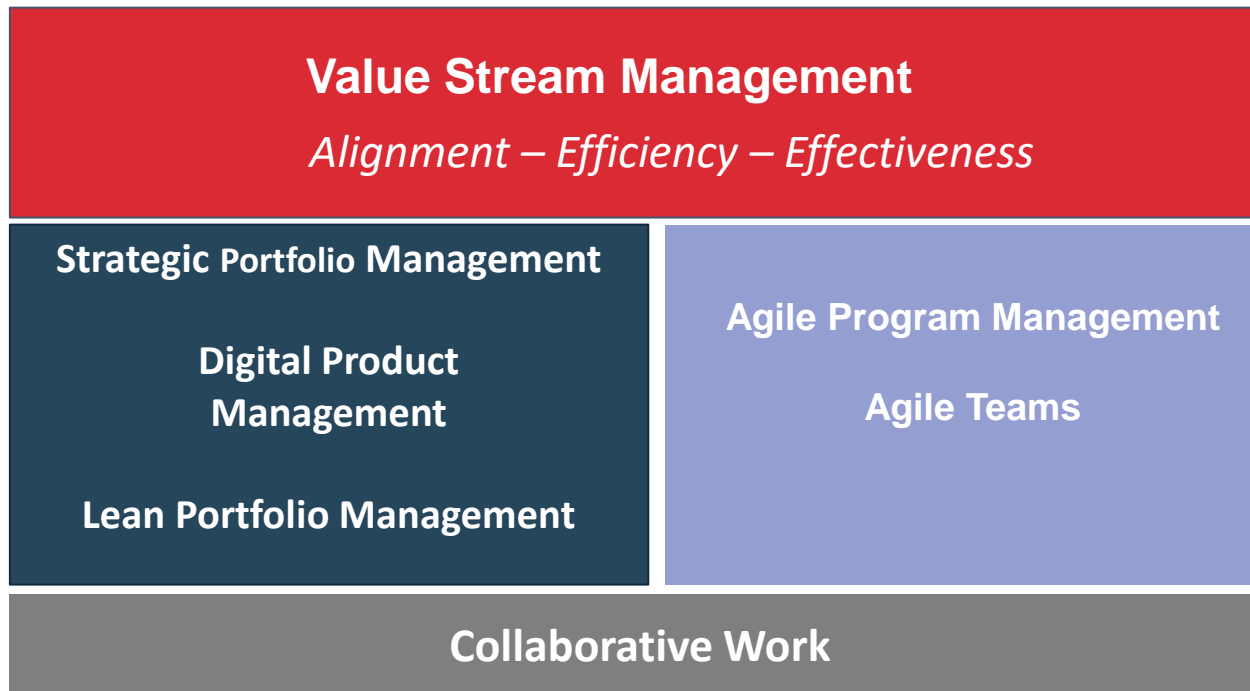
- Manage strategy & competitive threats
- Clear line of sight into current strategies and desired outcomes
- Optimize headcount to deliver results

## **EXECUTION LENS:** Manage Small Pivots

- Optimize delivery & execution
- Respond to technology opportunities
- Autonomy to do what is right

# ValueOps - Value Stream Management

*Value Stream Management enables organizations to optimize their end-to-end flow of value*



*Boeing is a large corporation with a myriad of teams that have to work in unison. To make sure that the funding is yielding the expected ROI, and that teams deliver on time and that customer regulatory demands are met we use ValueOps from Broadcom to match progress data from the teams with business objectives from the executives: - Lynda Van Vleet - Boeing*

*We need to have visualizations of analytics for the entire value stream, that may consist of teams outside of the defined hierarchy in Rally to eliminate blindspots"*

*Agile and DevOps are key transformation practices for software delivery teams, but they are not enough. VSM helps teams identify waste and focus on value while providing end-to end visibility to all stakeholders from planning to production" - Forrester*

# Why *Lean* Portfolio Management?

The ability of an enterprise to sense and respond to change quickly and confidently.

Conventional wisdom once told us ***big*** companies are unbeatable... and eat smaller competitors for breakfast.

Not anymore. These days ***It's Not the Big that Eat the Small... It's the FAST that Eat the Slow!***

~Jason Jennings and Laurence Haughton



# Part 2:

# Key Lean Portfolio Management Practices



Let Rego be your guide.

# Key Lean Portfolio Management Practices



Organize around the flow of customer value



Allocate investment using guardrails vs fixed scope and budget



Align work to strategic themes and key results



Define high level roadmap



Manage the flow of work using Kanban



Measure performance and provide transparency

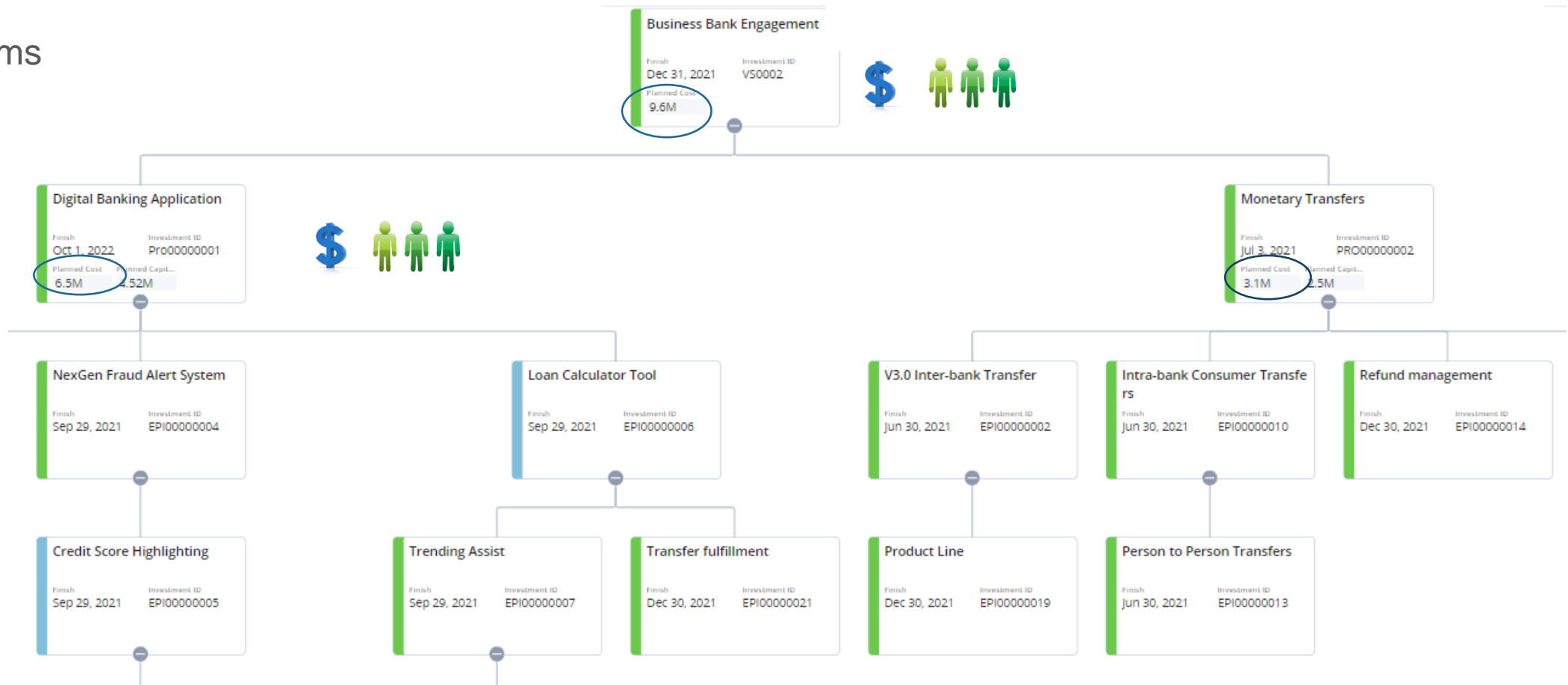
# Organize around the flow of customer value

Value Streams

Products /  
Platforms

Epics

*Lean Canvas vs.  
Comprehensive  
Business Case*



# Allocate investments using guardrails

Guardrails: Planned Investment per Category



	2021-01	2021-02	2021-03	2021-04	2021-05	2021-06	2021-07	2021-08	Grand Totals
*Transaction Class ↑	Cost	Cost	Cost	Cost	Cost	Cost	Cost	Cost	Cost
External Labor	25,000	25,000	25,000	25,000	60,000	300,000	300,000	300,000	1,710,000
Hardware	110,000	110,000	110,000	300,000	60,000	250,000	250,000	250,000	2,365,000
Internal Labor	200,000	200,000	170,000	200,000	200,000	280,000	300,000	300,000	3,050,000
License Costs	35,000	35,000	35,000	35,000	35,000	45,000	45,000	45,000	460,000
Maintenance	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	576,000
Software	45,000	45,000	45,000	45,000	45,000	45,000	45,000	60,000	615,000
Travel	25,000	25,000	25,000	25,000	25,000	25,000	25,000	125,000	820,000

# Align work to strategic themes

## Strategic Themes and Key Results

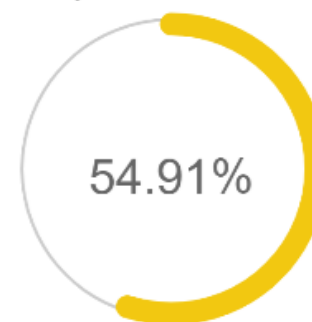
**Value Stream:** Business Bank Engagement

**Product:** Digital Banking Application

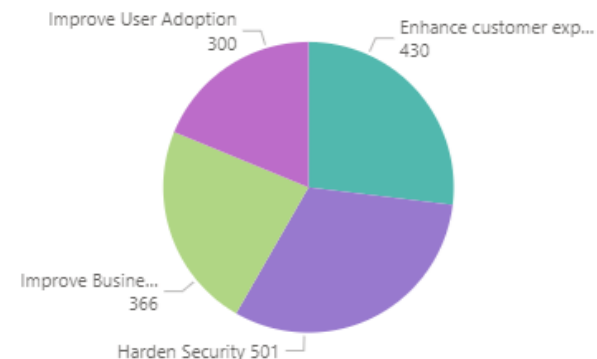
Strategic Theme	Key Results	% Attainment	Status
Improve Business User Support	Complete Self Serve portal V2.0	30%	In Progress
Improve User Adoption	Complete self service B2B portal enhancements	70%	In Progress
Improve Business User Support	Convert in person to online support time by 50%	20%	In Progress
Harden Security	Detect all Cloud Based automated attacks	99%	In Progress
Harden Security	Implement disruptionware processes to prevent emerging threats	50%	In Progress
Enhance customer experience	Improved NPS score by 4points	42%	In Progress
Enhance customer experience	Improved sales funnel conversion metrics by 10%	45%	In Progress
Harden Security	Mitigate Insider Risks created by Work From Home	75%	In Progress
Improve Business User Support	Reduce MTTR by 30%	40%	Partially Achieved

Supporting Epics	Lifecycle	Storypoints	Delivery Timeframe
Automatic Deal Structuring and Decisioning	Analyzing	100	2021-P2
Build read-write API for handling loan applications	Backlog	15	2021-P2
Commercial Credit Analysis	Analyzing	15	2021-P2
Configuration Options	Analyzing	15	2021-P2
Consumer Portal	Done	6	2021-P1
Credit Score Highlighting	Reviewing	15	2021-P3
Credit Scoring	Implementing	40	2021-P1
Digital Banking User Experience	Implementing	200	2021-P1
<b>Total</b>		<b>1597</b>	

Key Result Attainment



Storypoints by Strategic Theme

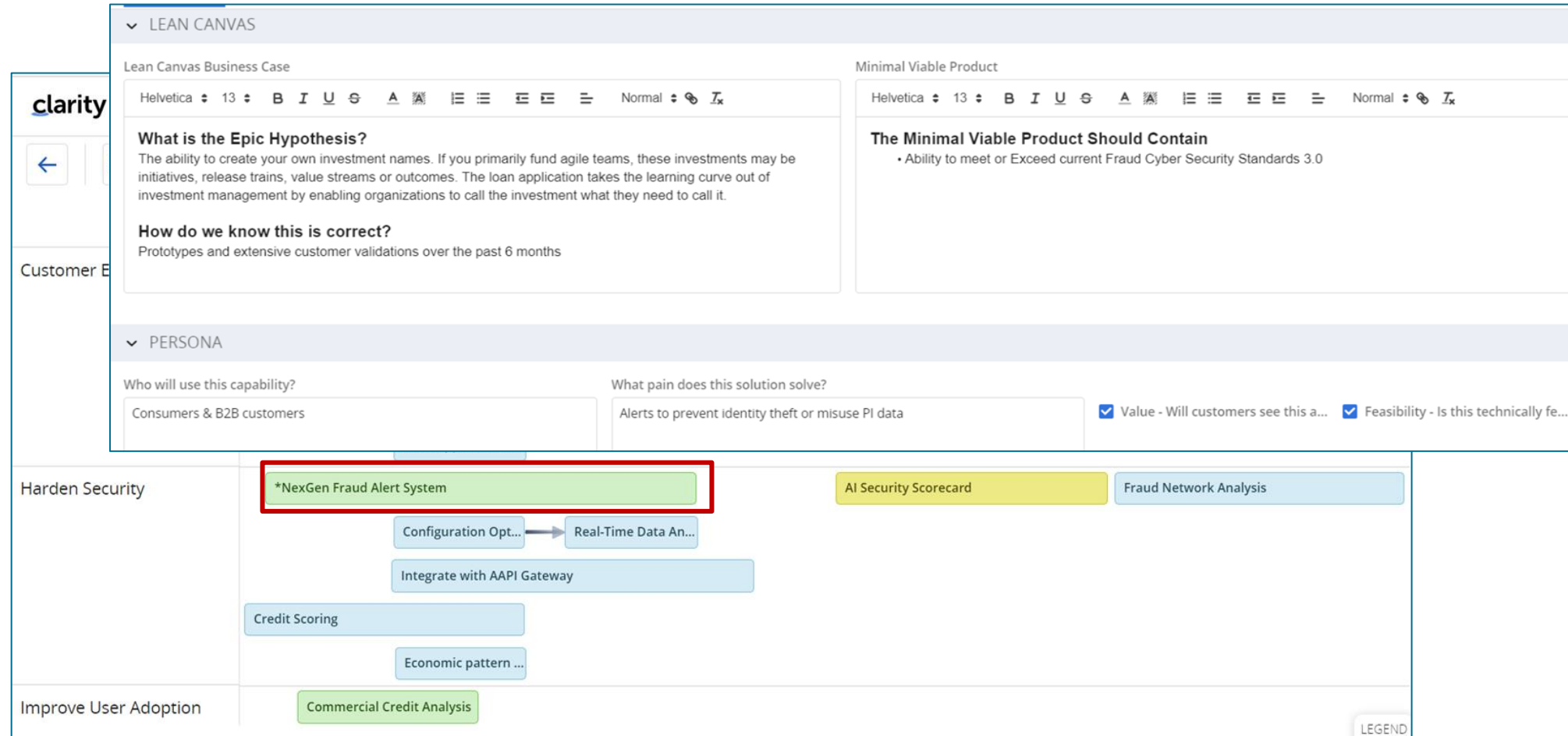




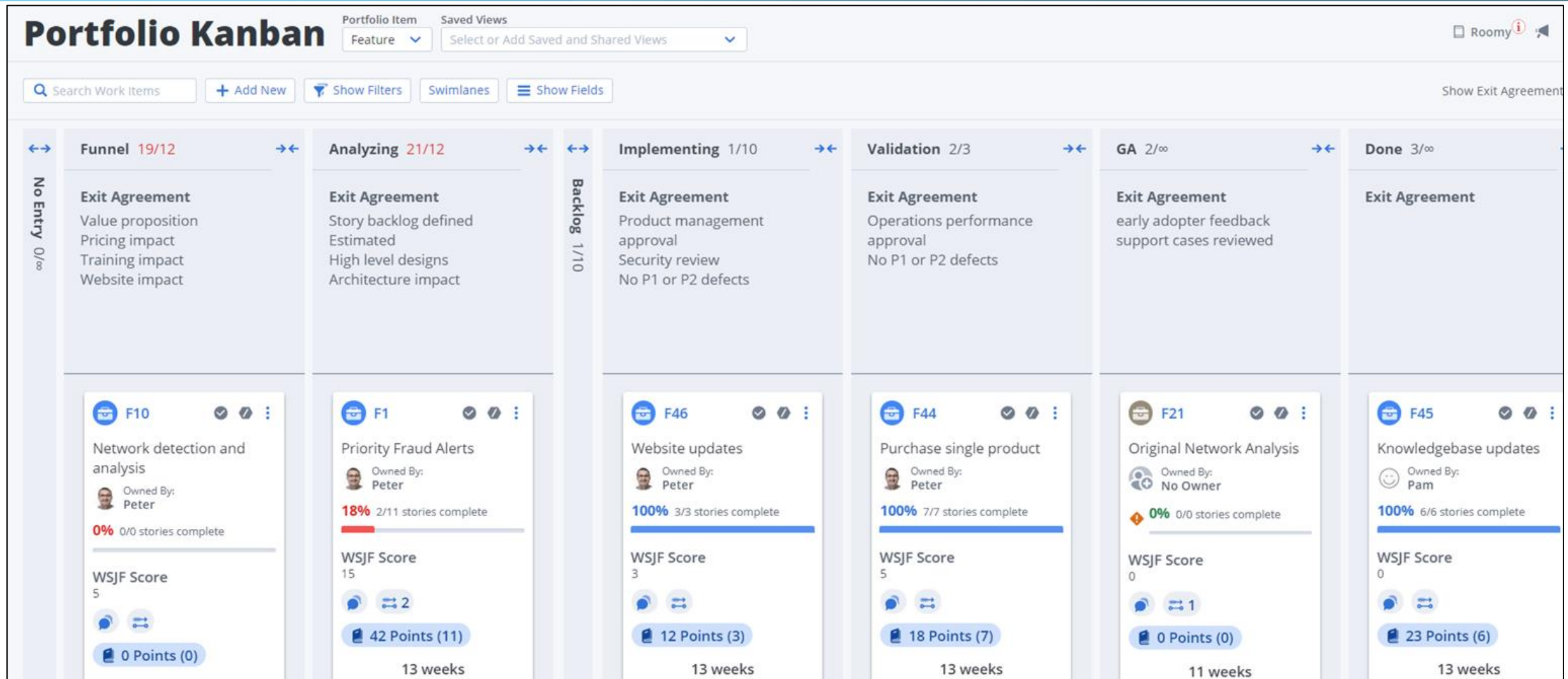
# Define high level roadmap

Speed up the flow of value with a top-down approach to investment planning

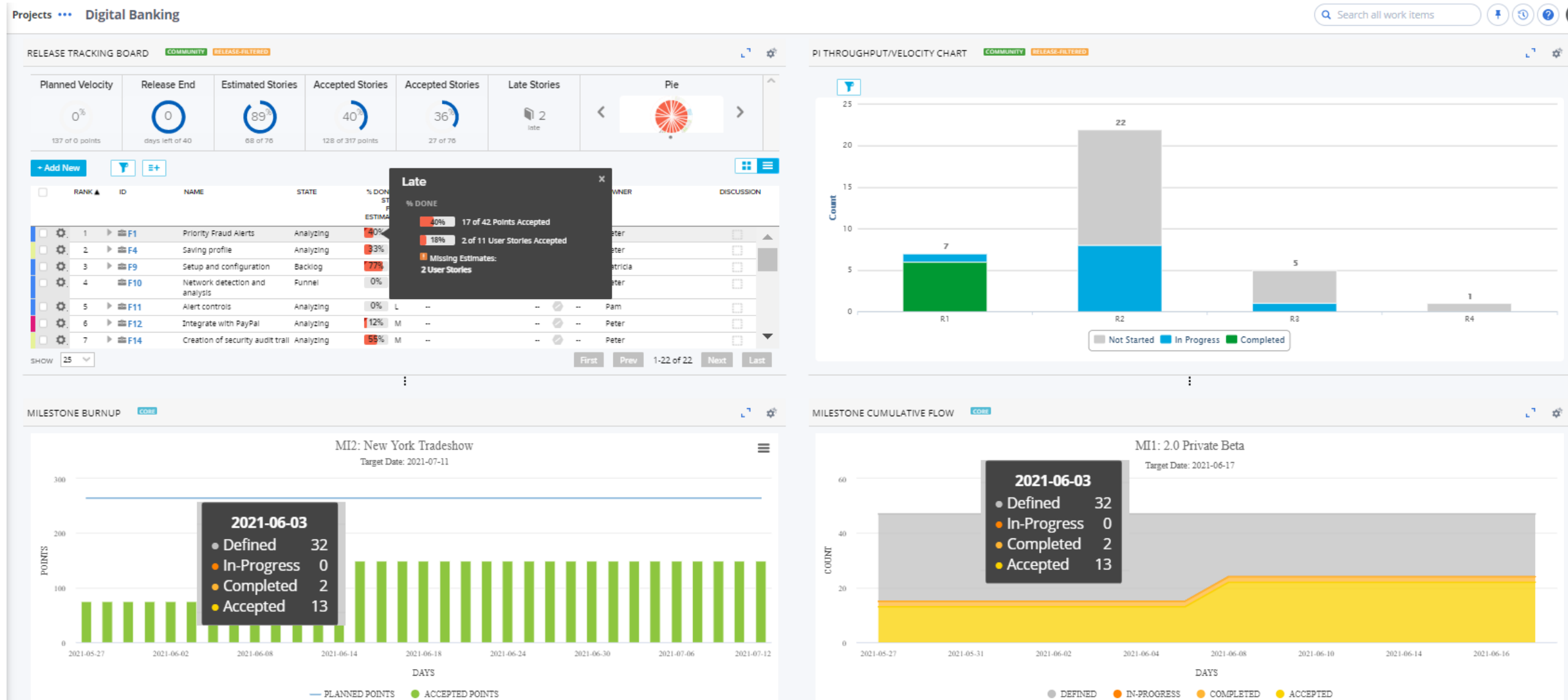
- Prioritize work in order to get the best value possible
- Communicate your plans with stakeholders
- Organize work into swimlanes and easily switch views for different perspective



# Manage the flow of work



# Measure performance



# Provide transparency

## Portfolio Epic Status Report

**Value Stream:** Business to Bank Engagement

**Digital Product:** Digital Banking Application

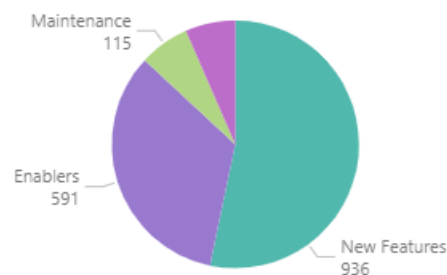
**Delivery Timeframe**

All

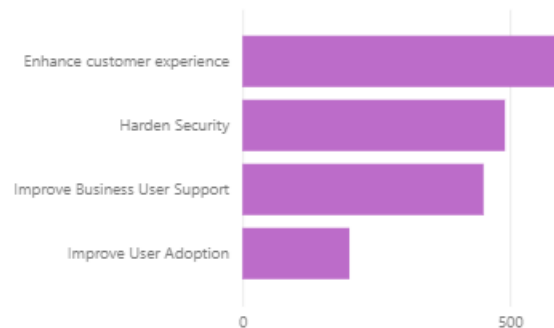
T Shirt Size by Portfolio Lifecycle



T Shirt Size by Capacity Type



T Shirt Storypoints by Strategic Theme



Name	What pain does this solution solve?	Who will use this capability?	% Complete	Horizon	T Shirt Size	T Shirt Storypoints
NexGen Fraud Alert System	Alerts to prevent identity theft or misuse PI data	Consumers & B2B customers	90%	Horizon 1: Investing / Extracting	XL	100
Commercial Credit Analysis	Consolidate business credit reports in one easily consumable location	B2B	90%	Horizon 0: Retiring	M	15
Credit Score Highlighting	Consolidate our customer credit reports in one easily consumable location	Consumers	0%	Horizon 2: Emerging	M	15
Credit Scoring	Consolidate our customer credit reports in one easily consumable location	Consumers	90%	Horizon 1: Investing / Extracting	L	40
Quick System Deployment	DevOps Refresh automation	Engineering	0%	Horizon 1: Investing / Extracting	M	15
Product Listings	Improve access to offering listings and optimize the value we offer	Consumers	0%	Horizon 0: Retiring	M	15
Homepage	Improve mobile access	Consumers B2B	20%	Horizon 2: Emerging	M	15
Consumer Portal	Improve mobile portal capabilities - customer voice	Consumers	0%	Horizon 1: Investing / Extracting	S	6

# Part 3:

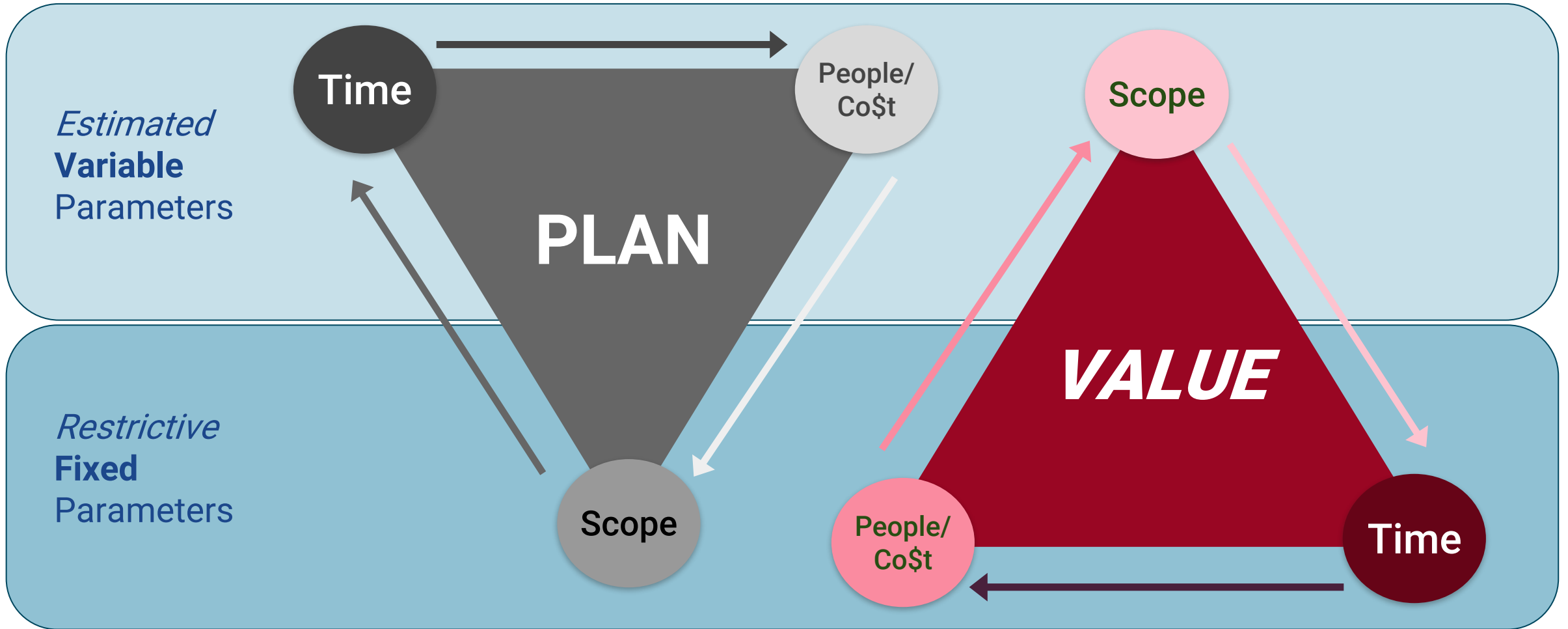
# How to get started



Let Rego be your guide.



# Management Paradigm: Flip the Triangle



# Implementing Lean Portfolio Management

## Tips to get started

In spirit of relentless improvement, maintain a prioritized backlog of changes to implement. Focus on high value experiments, that reduce overhead and “waste.”

Start with value streams or products that have already been identified.

## Participating Groups and Roles

- Agile PMO
- Portfolio Manager
- Finance
- Business Stakeholders
- Audit
- Release/Program Facilitators

# Questions?



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- Access your account at pmi.org
- Click on **Certifications**
- Click on **Maintain My Certification**
- Click on **Visit CCR's** button under the **Report PDU's**
- Click on **Report PDU's**
- Click on **Course or Training**
- Class Name = **regoUniversity**
- Course Number = **Session Number**
- Date Started = **Today's Date**
- Date Completed = **Today's Date**
- Hours Completed = **1 PDU per hour of class time**
- Training classes = **Technical**
- Click on **I agree** and **Submit**



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### Phone

888.813.0444



### Email

[info@regouniversity.com](mailto:info@regouniversity.com)



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