



Crucial Conversations Between PMOs/EPMOs

Your Guides:

Laureen Knudsen and Erich Kissel



Agenda

- Introduction
- PMO and EPMO today
- Why its important to evolve
- Where to start
- Things to keep in mind
- How to see progress

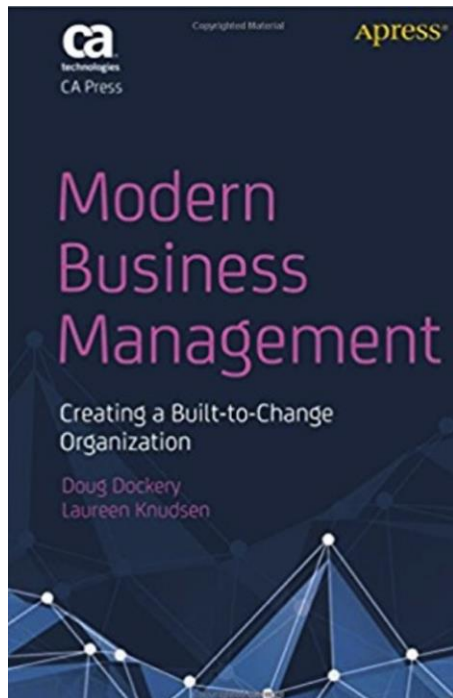


Laureen Knudsen

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.





Erich Kissel

Sr. Solution Architect,
Rego Consulting

Project Portfolio Management (PPM) thought-leader and systems architect / group manager who has delivered solutions that put people at the center of process ecosystems via adoption-centric design, and proven value delivery methodologies.

This has included the enablement of executive success through customer-facing consulting and internal IT leadership roles, mainly focused on SaaS PPM, Agile (SAFe), ITIL, and Organizational Change Management (OCM) outcomes-based initiatives.

Additionally, a contributing author of the book *Realize PPM* (2020), an active blogger, professional Twitter account manager and has presented / actively participate in many industry events, including Global PMI, Gartner Summit and Magic Quadrant white papers, etc.

PMO and EPMO Today



Let Rego be your guide.

“Why” Changing?

- Even after implementing agility and DevOps frameworks, many companies still struggle with silos causing inefficiency, teams working at cross-purposes, lack of cross-team visibility, and etc.
- To enable data-driven leadership decisions, we must define core data standards and “sources of truth” for our entire organization as to align all plans, funding decisions and objectives in one place. This allows general managers and C-level leaders to see the status of every product, project and objective funded in their organization.
- Organizations need to build a team of people who are well-versed in prioritizing strategic work. These teams help leaders create realistic plans and keep them apprised in the event of budget overruns and capacity overflow situations.
 - Within many organizations, these groups are now referred to as the enterprise project management office (EPMO). While the EPMO is not a new concept, models like lean portfolio management and value stream management make them even more relevant.

Why its Important to Evolve



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Key Questions

What should I be looking at as a PMO leader?

I am told I need to change and how do I do that . . . what does that mean?

We must at least look at new ways of working as for our organizations to stay relevant.

Idea to outcome is getting faster

Tech companies that do this well, literally get to choose what markets they take over next. Those that don't will likely be displaced.

Look for Elon Musk to Unveil a Futuristic New Battery That Will Shake the Electric Car Market

Analysts predict a Battery Day big reveal that will make Teslas as affordable as gasoline vehicles

 Steve LeVine · Apr 14, 2020 · 5 min read ★



<https://marker.medium.com/look-for-elon-musk-to-unveil-a-futuristic-new-battery-that-will-shake-the-electric-car-market-cbeb3eef4546>

The (Amazon) Doctor Is In: Amazon Launches Amazon Care For Employees

Amazon Care is a virtual medical clinic for employees.

 By Forrester Research for Forrester | September 26, 2019 -- 15:20 GMT (08:20 PDT) | Topic: Amazon

Business


How Amazon could change the country's grocery game



4th Revolution – Time to Change

- Steam, Science, Mass Production are the first three industrial revolutions that transformed our modern society.
- And right now, it's happening again, for a fourth time.
- This revolution is powered by cloud, social, mobile, the Internet of things (IoT) and artificial intelligence (AI), along with increasing computing power and data.



A photograph of Elon Musk speaking, with his hands raised in a gesture. The background is dark and out of focus.

"I THINK IT'S VERY IMPORTANT TO HAVE A
FEEDBACK LOOP, WHERE YOU'RE
CONSTANTLY THINKING ABOUT WHAT
YOU'VE DONE AND HOW YOU COULD BE
DOING IT BETTER. I THINK THAT'S THE
SINGLE BEST PIECE OF ADVICE:
CONSTANTLY THINK ABOUT HOW YOU
COULD BE DOING THINGS BETTER AND
QUESTIONING YOURSELF."

- Elon Musk

- Planning is still very important. Following the plan, is not as important.
- Modern leaders are looking at how to innovate as part of their normal process.
- The outcome is the focus, not the steps to get there.

Product Life Cycles and SDLC are still needed

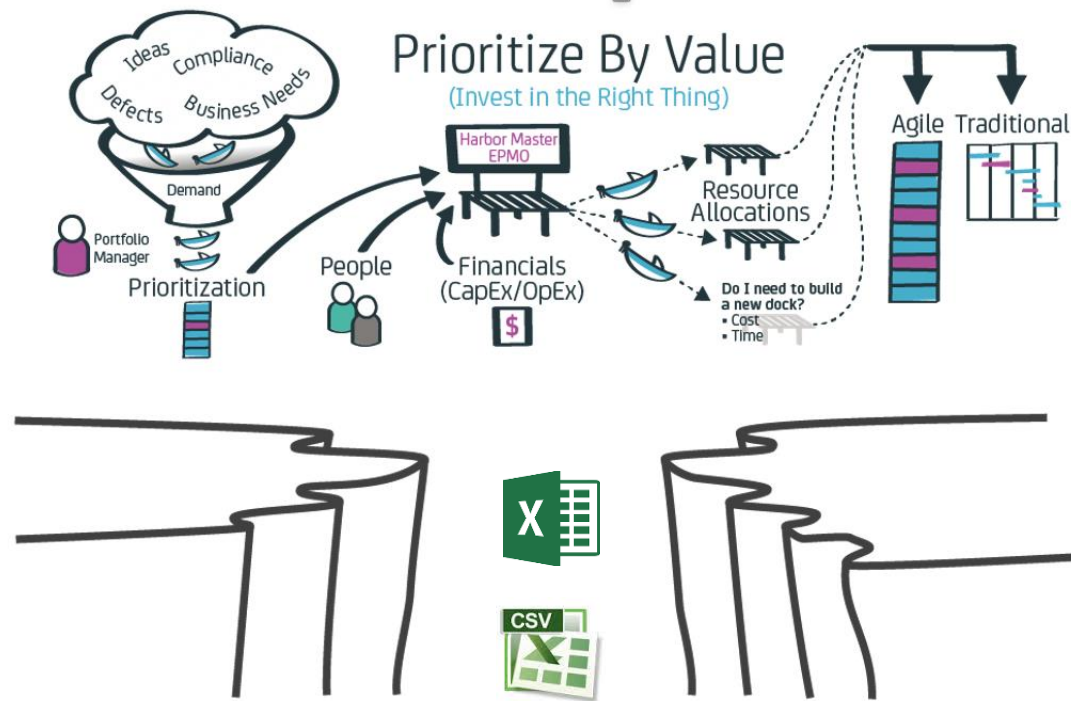
- PMO Guidance and Governance should focus on:
 - Transparency
 - Visualization
 - Quality
 - Eliminating waste
 - Minimizing bottlenecks
 - Data driven decisions
 - Being secure

In preparing for battle, I have always found that plans are useless but planning is indispensable.

– Dwight D. Eisenhower



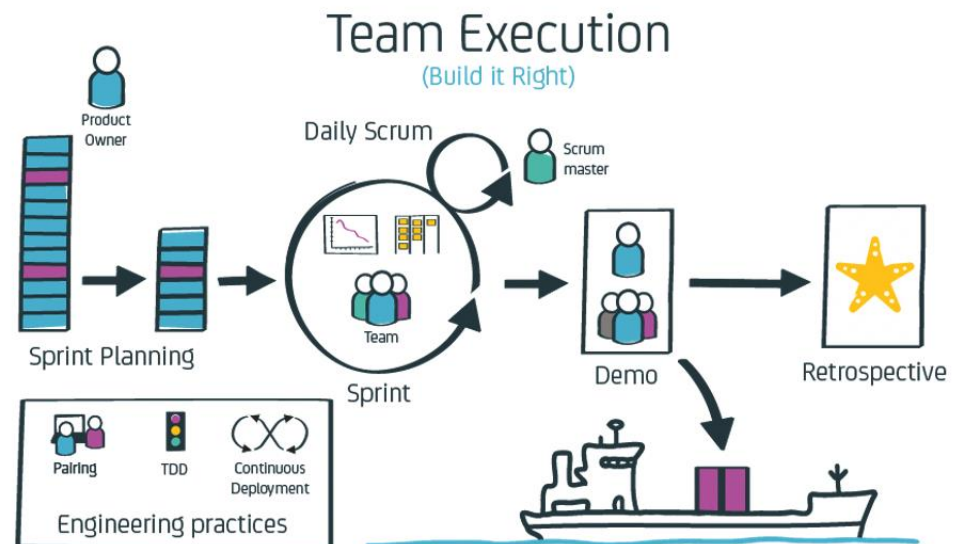
Current-State



No Lean-Agile Practices

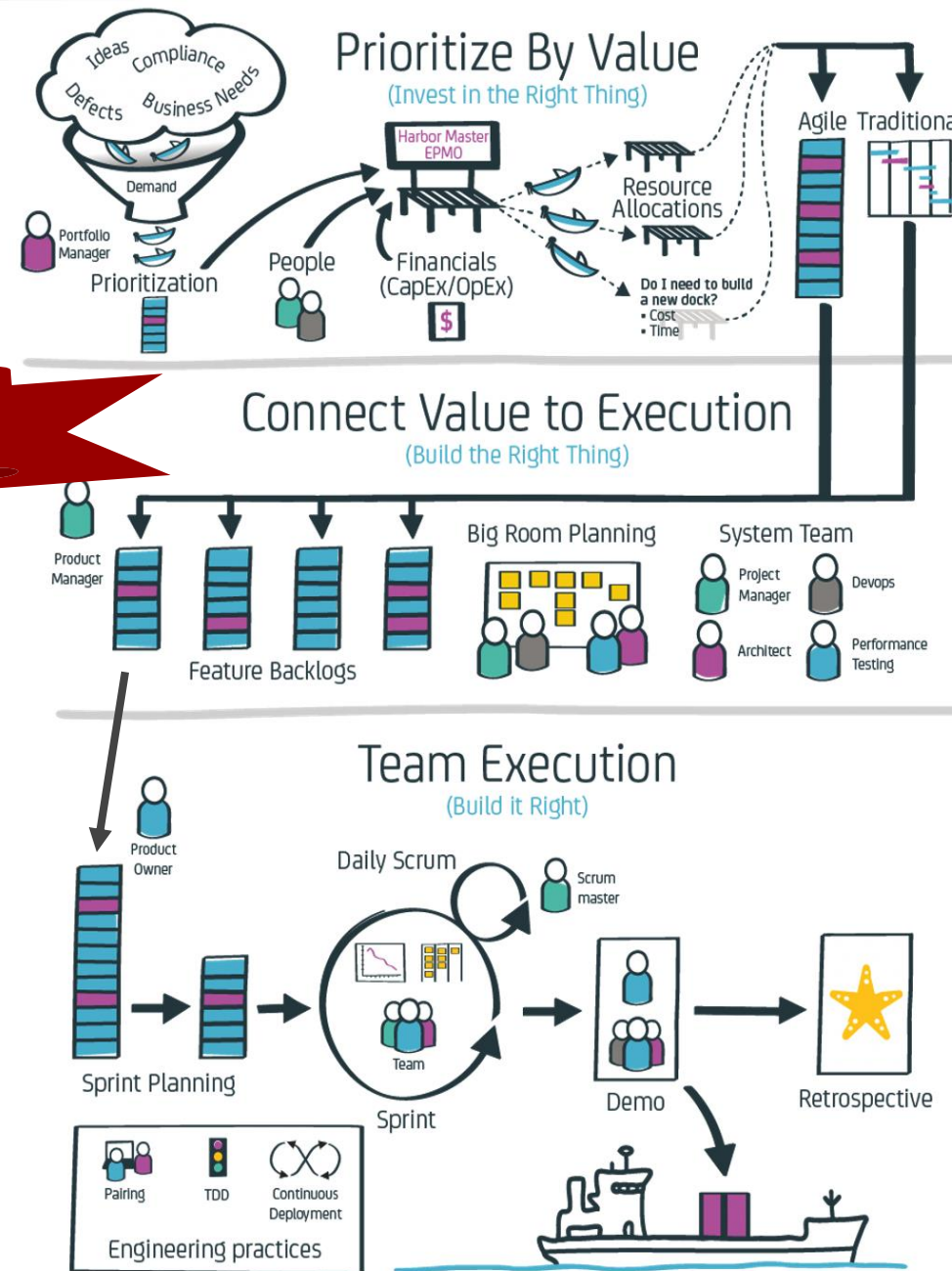


Disparate/Unstructured Data Sets



Future-State

Lean-Agile Mgmt Practices
All levels: Portfolio, Program, Team



Data Strategy
Connected Backlogs

Strategic Objectives

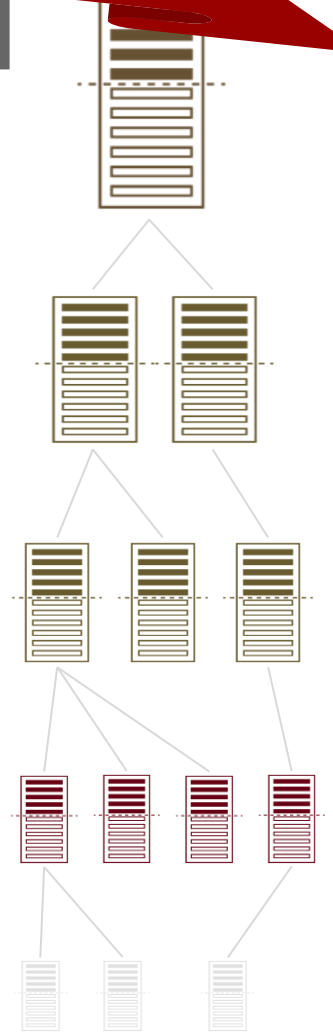
Initiative

Capability

Features

User Stories

Tasks



Where to Start



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Focus on Customer Value

What is Agile?

Agile is a company culture based on creating **value for the customer**. It is a special mindset shared by employees whose attention is focused on goals and the concerns of the consumer.



to learn more, go to swaysystem.org



Why are we doing this?

Who are we doing
this for?

Project to Product



Project to Product

Legacy Mindset

- Schedule-focused
- Yearly budgets
- Large upfront planning
- Track to plan
- Individual capacity
- Elastic resource pool
- Assign FTEs to projects
- Program = group of Projects
- Plan-Based

Lean Thinking

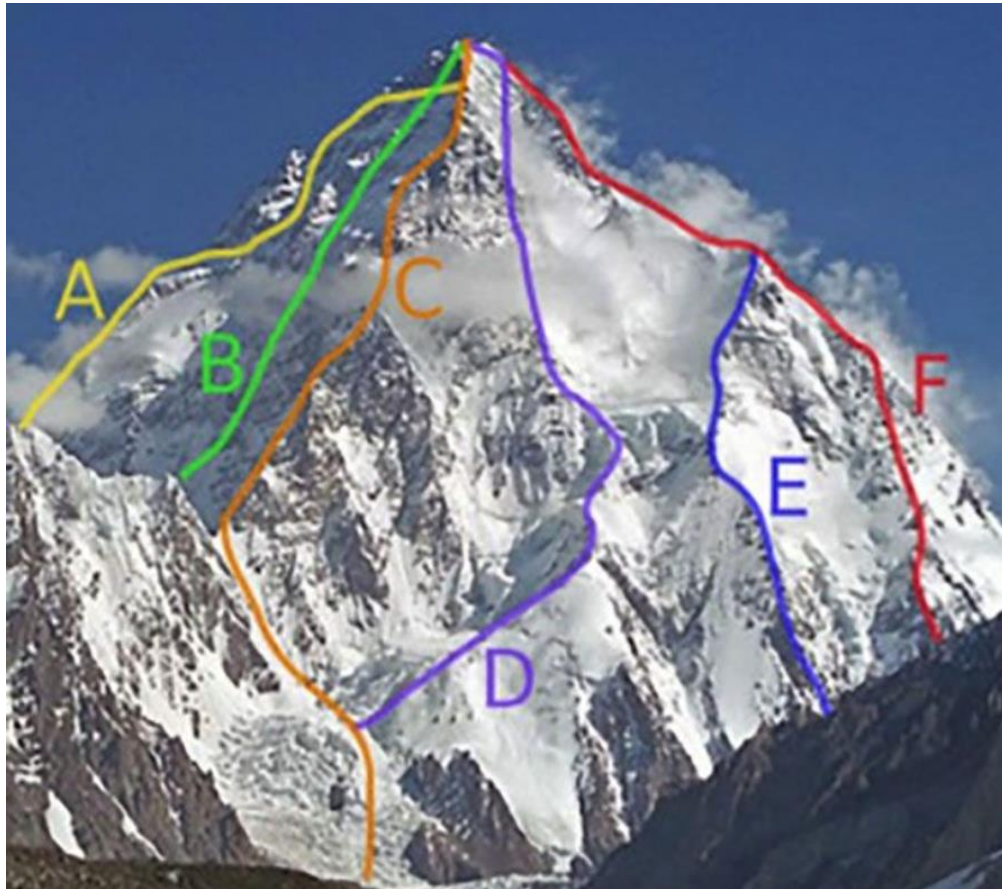
- Value-focused
- Incremental funding
- Continuous steering
- Plan to replan
- Team capacity
- (mostly) Fixed capacity
- Flow features thru teams
- Program is a group of Teams
- Adaptive

Things to keep in Mind

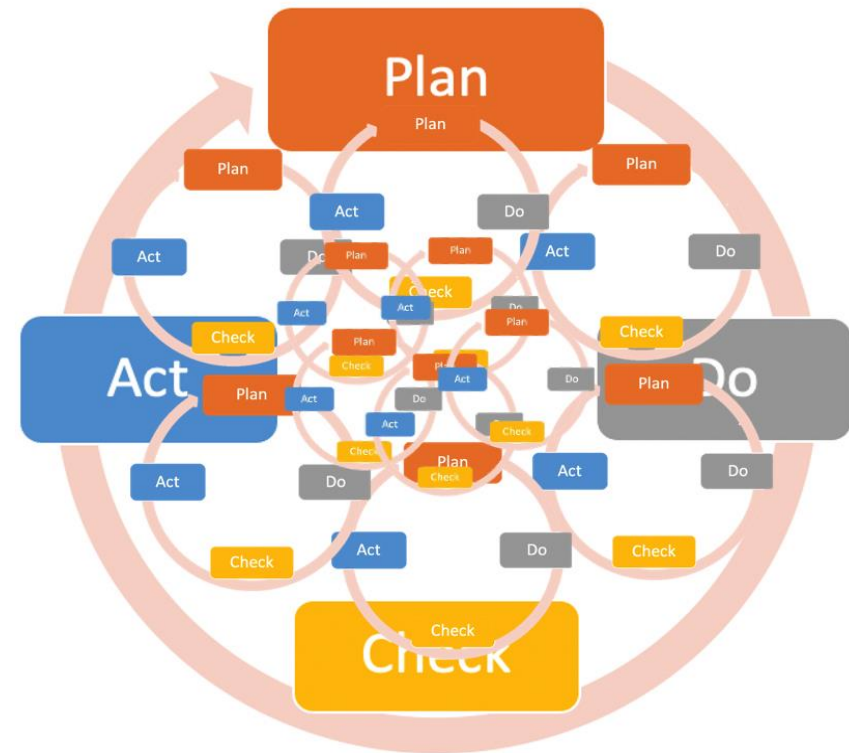


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We know objectives, but not the best way to get there



- Goal: Reach the summit;
- Guiderail: Stay on this side of the mountain







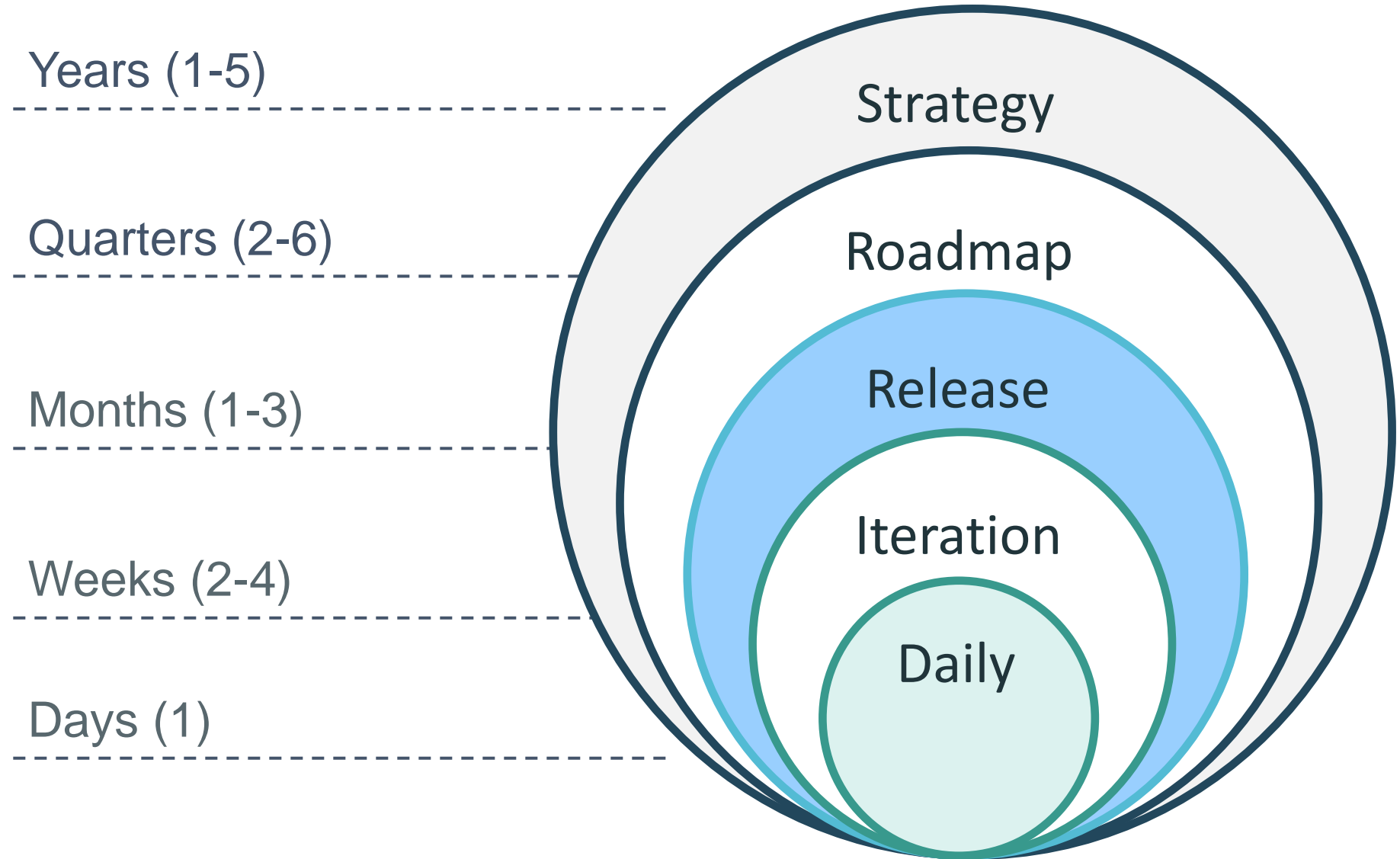
... but steering

How to See Progress

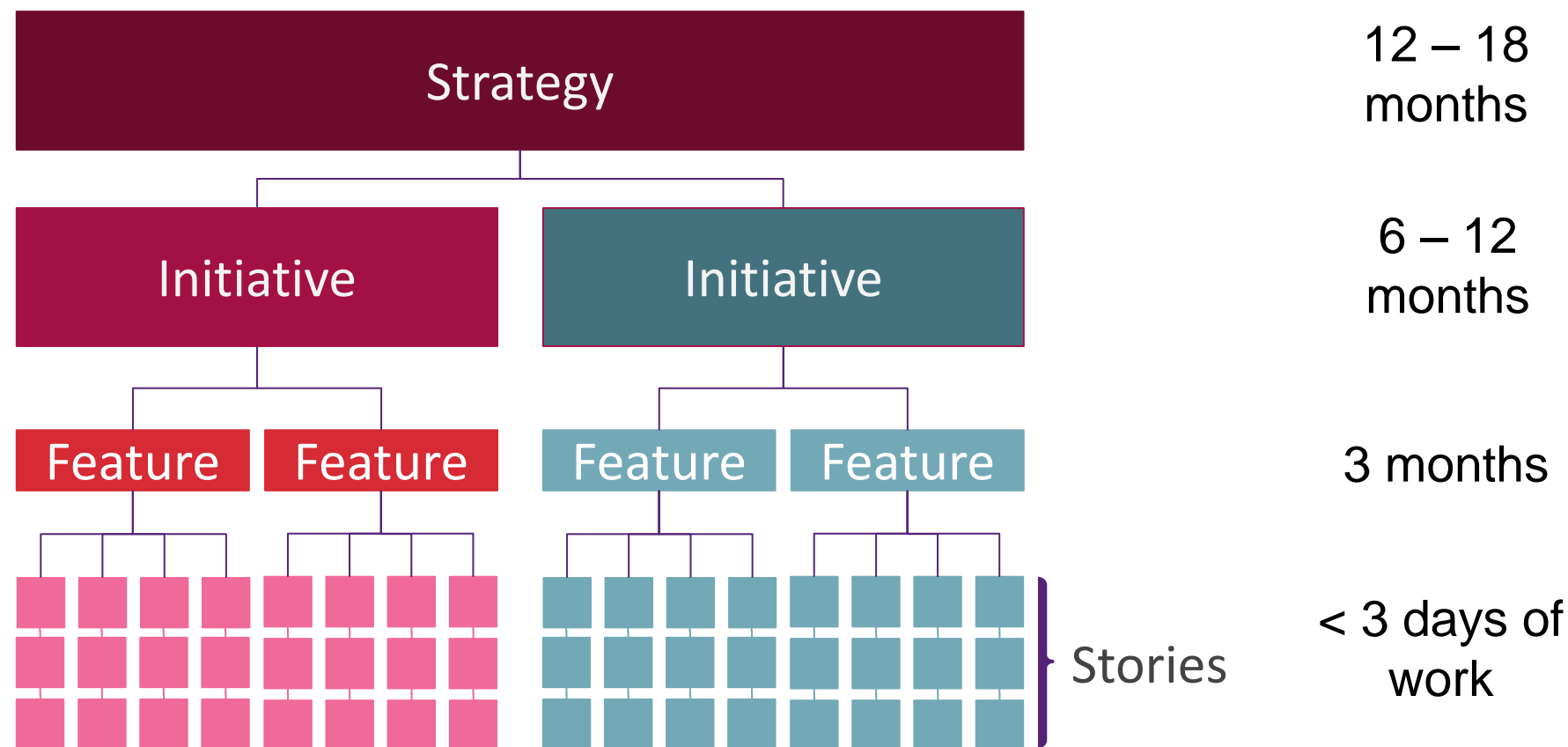


Let Rego be your guide.

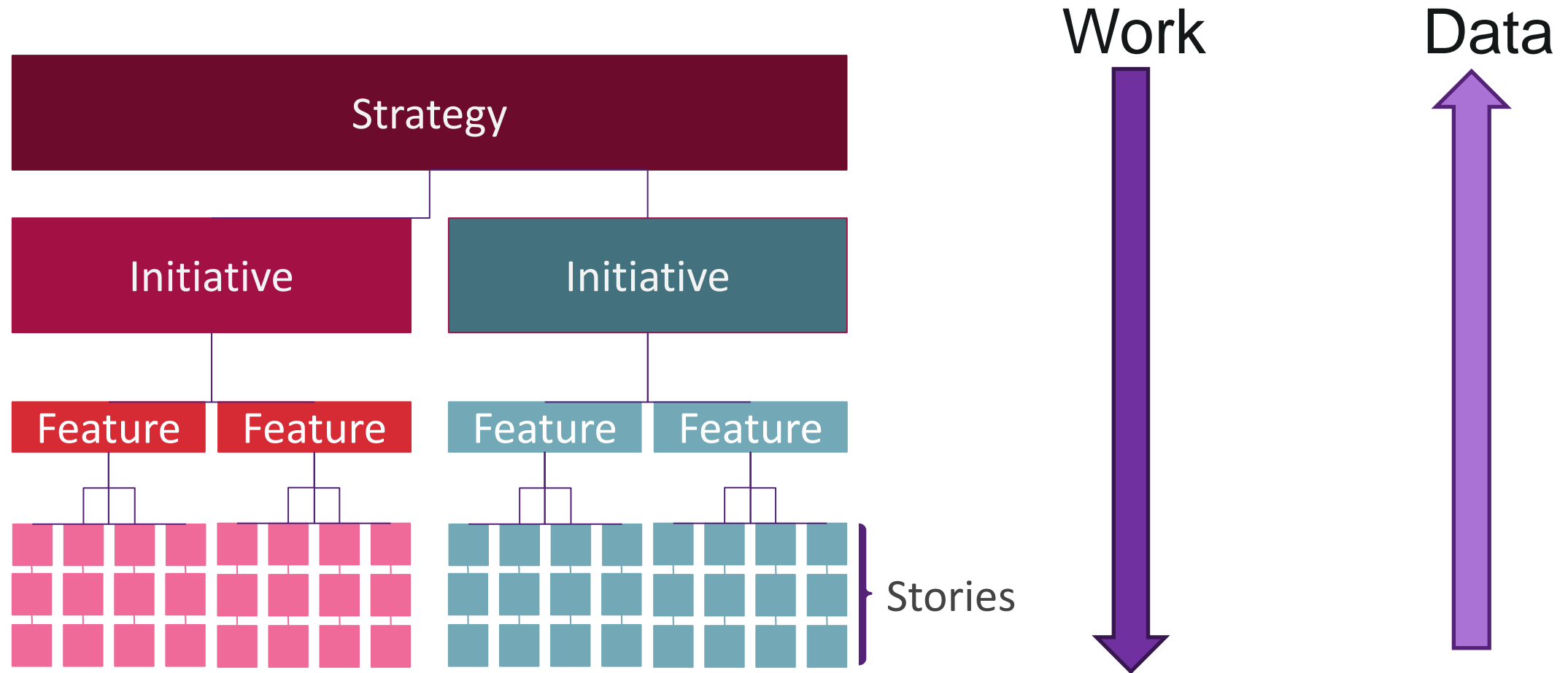
Agile Planning happens at a number of levels



Break Down the Work into Small Enough Chunks

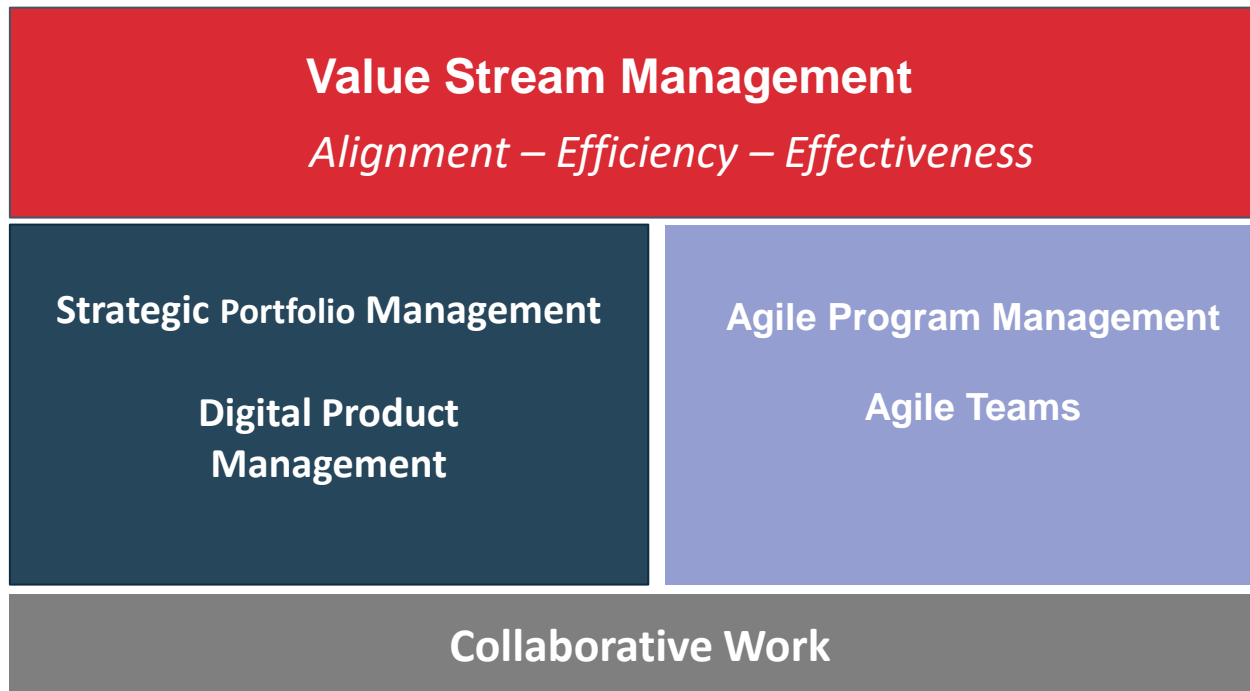


The Framework Lets us Easily Roll up Data



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

Questions?



Let Rego be your guide.

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- Class Name = **regoUniversity**
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