Transforming to an Agile PMO
Upcoming Agile Webinars!

- Transforming to an Agile PMO
- Agile Portfolio Planning with Kanban
- A Journey Through the Agile Lifecycle
- Agile Requirements Gathering
- A Day in the Life of an Agile Team
- PMI-ACP℠ Certification Update
- Agile Release Planning and Estimating
- The ‘People’ Side of an Agile Transformation
About Me

• Sally Elatta  Sally@AgileTraining.com

• President Agile Transformation Inc

• Leading Agile Transformation Coach, Trainer and Speaker

• Background: Java/.Net Software Architect

• Certified Scrum Professional, ScrumMaster, IBM, Microsoft

• Trained thousands and helped coach dozens of teams on Agile

• Agile Expert for PMI.org LEAD Community

I am simply a transformer. Someone who is really passionate about transforming individuals, teams and organizations to doing what they do better. I believe in Servant Leadership as the way to lead change and create a culture of empowered collaborative high performing teams.
What are the top sources of waste your organization has faced with delivering value from your project initiatives?
Common Sources of BIG Waste

- Conflicting business priorities.
- Over allocation – multi-tasking of resources (push).
- No ROI or value measurement or tracking.
- Delivery of customer needs too late – long wait cycles.
- Unproductive/wasteful meetings.
- No end-end process visibility or optimization.
- Over production – working on non-valuable projects.
- Tactical focus, no time for process improvement.
Common Sources of BIG Waste

- Working in Silos, excessive hand offs and red tape.
- Lack of communication, collaboration, trust within teams and cross-functionally.
- Lack of generalizing specialist.
- Working on bad, missing or changing requirements.
- Firefighting - being reactive to quality issues.
- Unnecessary/ heavy processes and documentation.
- Small and large daily project Impediments.
- Disengaged employees and customer.
From Silos to Collaboration

So you’re trying to go from silo groups working separately and handing off work to each other.

To

More collaborative teams working effectively and efficiently towards teaching a common target.
The Pieces to the Puzzle

Tools for Building Lean High Performing Teams!
The Agile Manifesto - 2001

The manifesto’s shared value statement:

“We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

<table>
<thead>
<tr>
<th>Individuals &amp; interactions</th>
<th>Over</th>
<th>Processes &amp; Tools</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working Software</td>
<td>Over</td>
<td>Comprehensive Documentation</td>
</tr>
<tr>
<td>Customer Collaboration</td>
<td>Over</td>
<td>Contract Negotiation</td>
</tr>
<tr>
<td>Responding to Change</td>
<td>Over</td>
<td>Following a Plan</td>
</tr>
</tbody>
</table>

“That is, while there is value in the items on the right, we value the items on the left more.”

Copyright © Agile Transformation Inc 2011
Principles of Lean Development

• Optimize the Whole
• Eliminate Waste
• Build Quality In
• Learn Constantly
• Deliver Fast
• Engage Everyone
• Keep Getting Better
The Multitasking Name Game

No Customer Waits

1. SARAH 36 sec
2. KERRY 26 sec
3. JACK 17 sec
4. ALEX 30 sec

Each Customer has a turn

1. SARAH 27 sec
2. KERRY 29 sec
3. JACK 25 sec
4. ALEX 26 sec

One Customer at a time

1. SARAH 6 sec
2. KERRY 12 sec
3. JACK 17 sec
4. ALEX 22 sec

Ordered by Value
Multitasking Projects is the #1 Killer of your Organization’s Ability to Deliver Value Effectively!
Allocating Projects Beyond Capacity

- No measurement of enterprise capacity.
- Asking the wrong questions:
  - ‘Which resources are available’ instead of ‘Which team is ready to pull this project into their backlog’
  - ‘How can I have an enterprise view of my resources’ instead of ‘How can I have an enterprise view of my execution teams’
  - ‘What is our enterprise capacity in terms of resource hours’ instead of ‘What is our enterprise velocity per Quarter?’
- Pushing projects beyond capacity actually causes an organization to slow down!
The Agile Team

Business Vision
What? Why?

Product Owner

The Team

Technical Vision

How

Scrum Master

Process Facilitator

Release Plan

Sprint 1
Sprint 2
Sprint 3
Sprint 4
Sprint N
Multi-Team/Program View

Program Leadership Team

Program Plan

PULL from the Backlog
Enterprise Stable Teams View
Enterprise Stable Teams View
Enterprise Portfolio Prioritization

Biggest Bang for the Buck Technique

Value

Dependency

Ranking

Size

Small

Med

Large

Very Large

Risk
How the Agile PMO Delivers Value

Limit Project Multitasking (WIP)

• Create a Vertically Ranked/Ordered Enterprise Backlog
• Teams ‘Pull’ from the Enterprise / Portfolio Backlog
• Apply Agile Idea Qualification and Project Initiation

Build and Support Stable Cross-Functional Teams

• Limit Resource Shifting and Multitasking
• Track and Remove Organizational Impediments
• Educate the Team, Gain Buy-In
• Empower and Support High Performing Self Organizing Teams
How an Agile PMO Delivers Value

Support the Organization’s Agile Transformation

- Heavily support and be part of the ‘Agile Champion’ team
- Invest in ‘Process’ and ‘People’ Transformation Education for all roles through Pilot, Scaling and Enterprise Adoption stages
- ‘Make it Stick’ Plan – Establish Process Guidance and Initiate Communities of Excellence
- Gather ‘just enough’ metrics that help communicate the overall picture, confirm delivery of strategic value and support the service teams through their execution.
Communities of Practice

- Standards & Best practices
  - Knowledge sharing, Coaching
  - Skill development
  - Tools/Technology choices
  - Process Improvement
  - Innovation

- Agile Coaching
- Project Management
- Enterprise Requirements
- Product Owner
- Engineering
- Testing
- Release MGMT
Tracking Velocity

Backlog = 48 pts

Velocity = 8 pts
Velocity = 11 pts
Velocity = 10 pts
Velocity = 15 pts
Velocity = 4 pts

Release Burn Up Chart

Avg Sprint Velocity = 12 pts

Points
Sample Point and Cost Burn Up Chart

• What is ‘Done’? How much did it cost me?

Current Project % Done 83%

Current Project % Burn 74%
Agile EVM (Earned Value) Burn UP Chart

Source: Mike Griffiths www.LeadingAnswers.com
## Measuring Program Progress

<table>
<thead>
<tr>
<th>Team 1</th>
<th>Team 2</th>
<th>Team 3</th>
<th>Program Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Overall Target</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Total Actual</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Total Pts</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Targeted</th>
<th>Actual</th>
<th>Bugs</th>
<th>Impediments</th>
<th>Total Pts</th>
<th>Start/End</th>
<th>Targeted</th>
<th>Actual</th>
<th>Bugs</th>
<th>Impediments</th>
<th>Total Pts</th>
<th>Start/End</th>
<th>Targeted</th>
<th>Actual</th>
<th>Bugs</th>
<th>Impediments</th>
<th>Total Pts</th>
<th>Start/End</th>
<th>Targeted</th>
<th>Actual</th>
<th>Bugs</th>
<th>Impediments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Month 1</td>
<td>6/5</td>
<td>12</td>
<td>2</td>
<td>1</td>
<td>650</td>
<td>6/11</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>460</td>
<td>7/24</td>
<td>6/15</td>
<td>6</td>
<td>1</td>
<td>0</td>
<td>7</td>
<td>650</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>6/25</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Month 2</td>
<td>6/26</td>
<td>24</td>
<td>11</td>
<td>2</td>
<td>700</td>
<td>7/6</td>
<td>7</td>
<td>5</td>
<td>0</td>
<td>9</td>
<td>520</td>
<td>8/16</td>
<td>8</td>
<td>1</td>
<td>0</td>
<td>7</td>
<td>700</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>7/18</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Month 3</td>
<td>7/19</td>
<td>29</td>
<td>40</td>
<td>0</td>
<td>720</td>
<td>7/31</td>
<td>3</td>
<td>8</td>
<td>0</td>
<td>540</td>
<td>9/11</td>
<td>10/1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>710</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>8/8</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Tracking and Removing Impediments

<table>
<thead>
<tr>
<th>Iteration</th>
<th>Start</th>
<th>End</th>
<th>Impediments</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>05/01/08</td>
<td>06/30/08</td>
<td>12</td>
</tr>
<tr>
<td>1</td>
<td>07/01/08</td>
<td>07/25/08</td>
<td>9</td>
</tr>
<tr>
<td>2</td>
<td>07/28/08</td>
<td>08/22/08</td>
<td>10</td>
</tr>
<tr>
<td>3</td>
<td>08/25/08</td>
<td>09/19/08</td>
<td>5</td>
</tr>
<tr>
<td>4</td>
<td>09/22/08</td>
<td>10/17/08</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td>09/22/08</td>
<td>01/00/00</td>
<td>40</td>
</tr>
<tr>
<td>Totals:</td>
<td></td>
<td></td>
<td>40</td>
</tr>
</tbody>
</table>
Interested in the PMI-ACP Exam?

• Visit: http://www.pmi.org/agile
• Read this: http://bit.ly/pmi-acp-exam-tips
• Join this: http://linkd.in/pmi-acp-exam-prep
• Why this new certification? www.AgileTraining.com/pmi-acp
Get Engaged and Informed!

- **Download** this presentation & giveaways:
  www.tinyurl.com/agiletraining

  - Full PDF, VersionOne survey, Signs of Project Trouble Cheatsheet, Agile Adoption Roadmap

- Register for our upcoming Agile webinars!
  http://lead.vc.pmi.org/Webinars.aspx

- Sally@AgileTraining.com
  Twitter.com/sallyelatta
  Linkedin.com/in/elatta
Leaders in Agile Training, Coaching and Agile Transformation!