

Joe Schofield

Aligning the PMO for Agile Transformation



Technical Project Management

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Hosted by

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About Presenter's Firm

Selected Offerings:

- Enterprise-wide agile transformation coaching: leadership, teams, individual roles
- *Transitioning to Agile* workshops & *Essential Skills for Scrum Success*
- Certification workshops for Scrum Masters, Scrum Developers, and Product Owners
- Team launches, team development, team and organizational “check-ups,” Transition roadmapping

Selected Key Roles: Joe Schofield is a Past President of the International Function Point Users Group. He retired from Sandia National Laboratories as a Distinguished Member of the Technical Staff after a 31-year career. During twelve of those years he served as the SEPG Chair for an organization of about 400 personnel which was awarded a SW-CMM® Level 3 in 2005. He continued in that role to CMMI® Level 4 until his departure.

As an enabler and educator: Joe is an Authorized Training Partner with VMedu, a Scrum Certified Trainer with SCRUMstudy™, and a contributor to the Great IT Professional Webinar Series sponsored by Computer Aid, Inc. Joe has over 80 published books, papers, conference presentations and keynotes—including contributions to the books: *The IFPUG Guide to IT* and *Software Measurement (2012)*, *IT Measurement*, *Certified Function Point Specialist Exam Guide*, and *The Economics of Software Quality*. He has taught over 100 college courses, 75 of those at graduate level. Joe has facilitated ~200 teams in the areas of software specification, team building, and organizational planning using lean six sigma, business process reengineering, and JAD. He was a certified instructor for the Introduction to the CMMI for most of the past decade.

Life long learning: Joe holds six agile-related certifications: SA, SCT™, SMC™, SDC™, SPOC™, and SAMC™. He is also a Certified Software Quality Analyst and a Certified Software Measurement Specialist. Joe was a CMMI Institute certified Instructor for the Introduction to the CMMI®, a Certified Function Point Counting Specialist, and a Lockheed Martin certified Lean Six Sigma Black Belt. He completed his Master's degree in MIS at the University of Arizona in 1980.

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Abbreviated Background Disclosure

- I've lead and developed software products through release for over 30 years—using a waterfall lifecycle.
- I've lead, mentored and coached dozens of agile teams and organizations over the past 10 years.
- Software can be legitimately developed using waterfall still today; especially when:
 - (1) requirements are fully / almost fully known,
 - (2) some variation is acceptable in schedule, cost, & scope; and
 - (3) the team is somewhat competent.
- Agile development on the other hand is better suited when:
 - (1) requirements are emergent and fluid,
 - (2) funding is less certain,
 - (3) the team is somewhat competent and trusted, and
 - (4) the organization is aligned to embrace (not merely accommodate) agility.

Target Audiences

You are likely to get the most out of this webinar if:

- You are curious about agility
- You are an agile team member encountering traditional culture and project management roadblock and misalignments
- You are an project management professional who thinks of themselves as agile but are stuck in a PM mindset, and maybe don't even know it!
- You are in leadership; a director, VP, C-of-something-O and talk about leading an agile transformation but spend most of your days neither practicing nor enabling an agile culture—and very likely don't know it! Because of your title, no one has the courage to tell you how destructive the committees, boards, and policies of the organization are to your agile initiatives.
- You are a seasoned agile professional who has been fortunate enough to avoid any cultural clash between agile and agile-wanna-be organizations, and you're curious as to why culture continues to rate as the top impediment to organizational success. Maybe you feel “left out” of the fracas and want “in.”

The Set-up, the Premise, and all of the Particulars (Where We Are, Why We are Here, a Path to Progress)

- The state / role of the PMO
- The Premise
- The DIS-connect
- The RE-connect
- The agile PM mindset

Abstract: The Project Management Office plays a critical role in the successful organizational agile transformation. While often in a position to accelerate and lead the transformation, culture and tradition often influence the PMO to hold onto history, to continue the practices of the past, and to thwart the very change they are in a position to drive. Many project managers feel helpless to take part in the transformation or fail to realize that they are a persistent impediment. Such alignment challenges are not rare, but we can nudge PMs towards success. We're overdue for re-examining performance, cost, and schedule in a truly agile environment. Join us as we tackle these oft overlooked (ignored?) opportunities to bolster agile acceptance and usage.

The “Set-up” – “Predictive” or agile? Careful who you ask!

Nearly 1 in 4 of the highest performing companies surveyed by the PMI completed projects with Agile or a hybrid approach. (Pulse of the Profession 2018, Project Management Institute, 2018)

And using the same survey:

- **46% of surveyed organizations use or have used an Agile or hybrid Agile approach over the last 12 months.**
- 23% utilized a hybrid approach.
- **47% are using Predictive approaches—or Waterfall-like methods**

However:

- **80% of federal IT projects were self-described as “Agile” or “iterative” in 2017.** (Agile by the Numbers, Deloitte Insights, 2017)
- **85.9% of 101,592 international surveyed software developers use Agile in their work.** (Developer Survey Results, Stack Overflow, 2018)

Potential biases associated with statistical sampling

- *Selection bias* – who you ask (only PMPs?) triggering a lack of randomness in the sample
- *Response bias* – who responds (mostly PMPs that favor “predictive” planning models) due to few ACPs, few PMOs that embrace agility, and the essence of PM training and traditions

Sampling bias; Wikipedia; retrieved 9/28/2019

So then, how predictive are “predictive” projects given that:

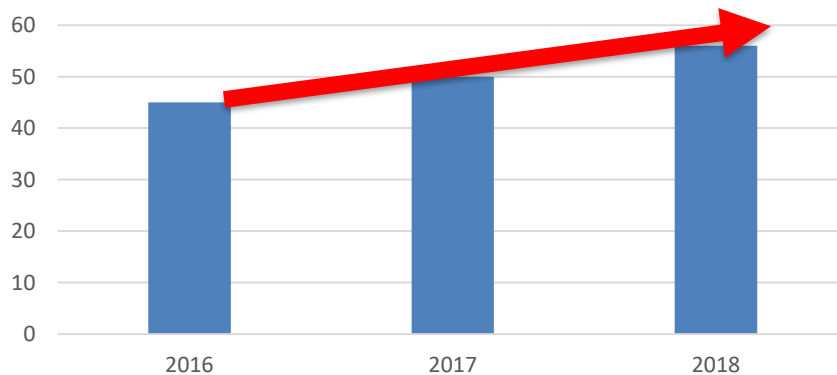
Of all projects surveyed:

- 31 **percent** missed their goals
- 43 **percent** overspent their initial budgets, and
- 49 **percent** were not completed on time.

Project Management Institute (PMI) report, 2017

How predictive are “predictive” projects? (part ii)

Respondents *somewhat dissatisfied or very dissatisfied* with PM maturity in their organization



60 – The percent of projects *mostly or always* using

- Risk management
- A defined methodology
- A scoping document (but 28% usually don't)

35 – The percent (only) *sometimes or never* baseline

Wellington State of Project Management 2018, pg 5 & 8

How predictive are “predictive” projects? (part iii)

Response selections:

- Not tracked
- Never
- Sometimes
- About 1/2 of the time
- *Most of the time*
- *Always*

Project Performance

36 – the percent of projects that delivered intended benefits *always or most of the time*

40 – the percent of projects completed on time *always or most of the time*

46 – the percent of projects completed within budget *always or most of the time*

YET, the same organizations report a *success rate of 50 percent*

Wellington State of Project Management 2018, pg 20

The “Premise” – Traditional (PMI) Project Management Collides with Agile’s *Value Delivery*

Forbes interviewed more than 500 senior executives from around the world in July 2017. 92% said they believe organizational agility is critical to business success. ([Achieving Greater Agility](#), Forbes Insights, 2017)

There were a few more takeaways from this study worth mentioning:

- 82% of respondents believe that the ability to incorporate Agile approaches is important to implementing strategic initiatives.
- 84% “agree” that “organizational agility” is essential to achieve digital transformation.
- 27% consider themselves “highly Agile.”

The DIS-connect – The Framework of PM Traditions

Plan Scope Management (Project Scope Management. Includes the processes required to ensure the project includes all the work required, and only the work required, to complete the project successfully.) PMBoK page 23

Collect Requirements
Define Scope
Create WBS
Validate Scope
Control Scope

2nd Issue

Agile accommodates constant change and often the *discovery* of business needs

1st Issue
 Agile fits best when the organization has the *courage* to admit that it *doesn't* know all that it *needs* when the work begins

3rd Issue
 Agile teams determine work tasks (what and who) after the work is "committed"

Plan Cost Management
Estimate Costs
Determine Budget
Control Costs

5th Issue
 An overlooked agile benefit is the ability to "terminate" a project when value delivery doesn't keep pace with investment—EARLY in the project.

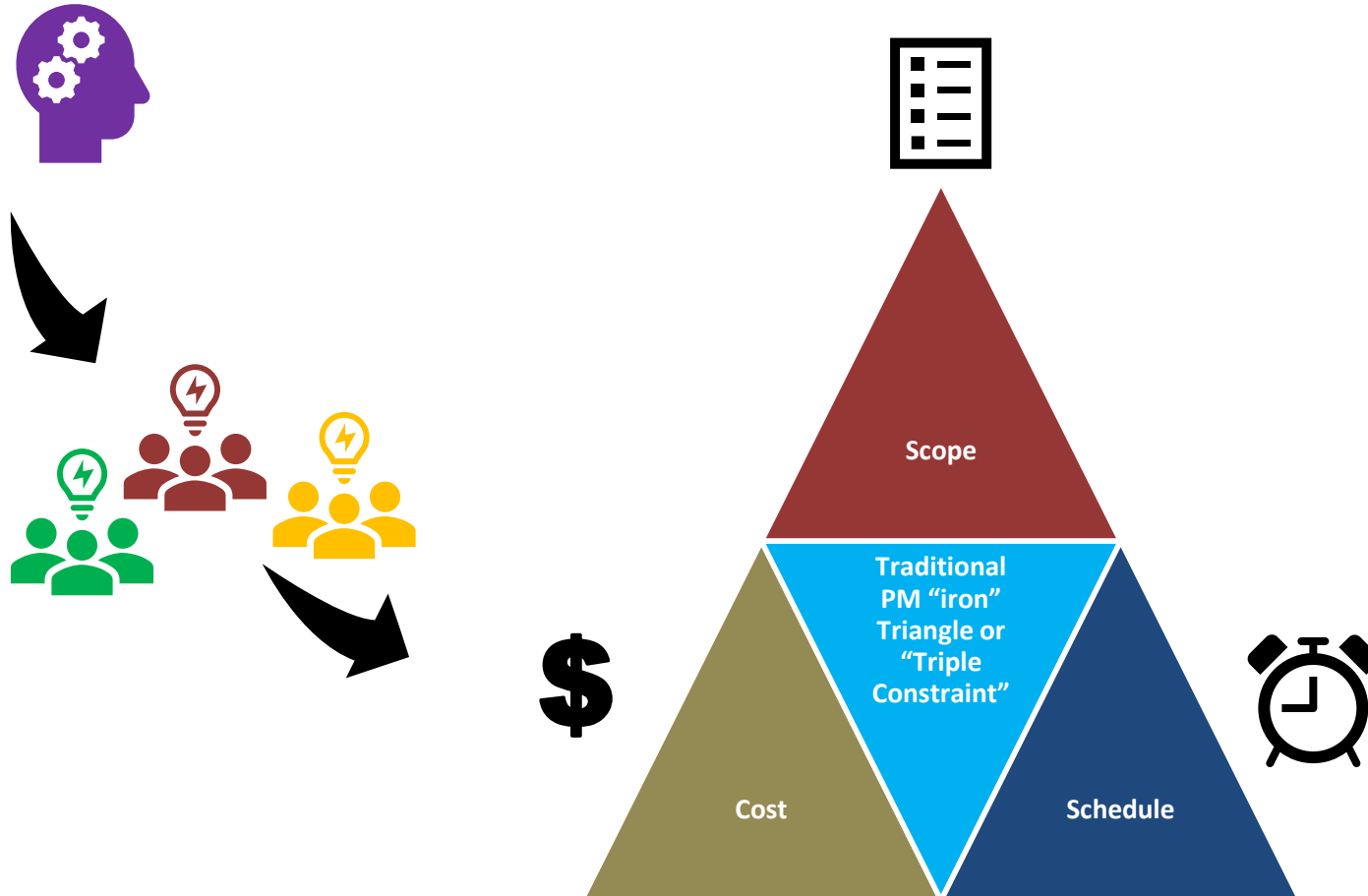
Plan Schedule Management
Define Activities
Sequence Activities
Estimate Activity Durations
Develop Schedule
Control Schedule

4th Issue
 Product Owners, representing the business, establish and maintain (grooming) needs and priorities (when)

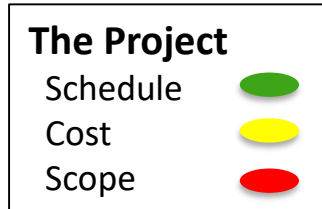
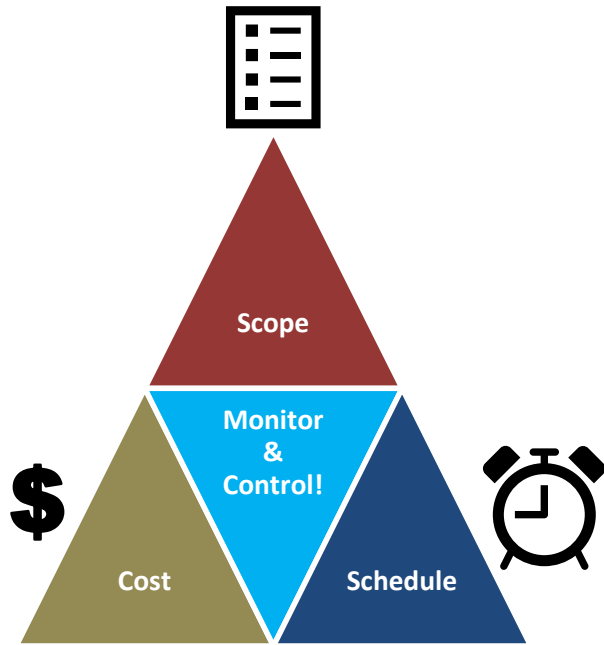
PROJECT QUALITY MANAGEMENT
PROJECT RESOURCE MANAGEMENT



It all starts here, kindda . . .



And then its monitored for progress, kindda . . .



Metrics & KPIs



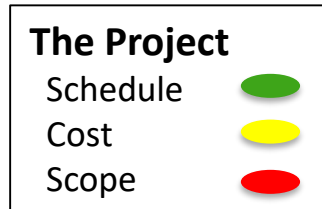
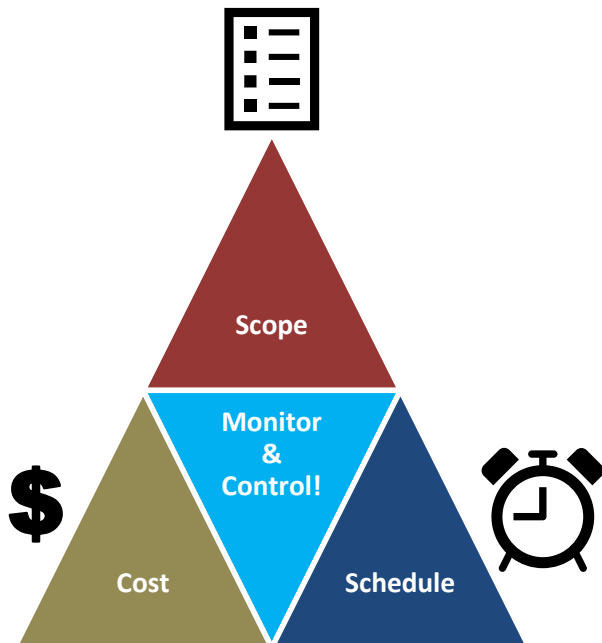
“Burn” rate



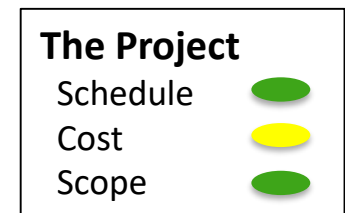
Scope



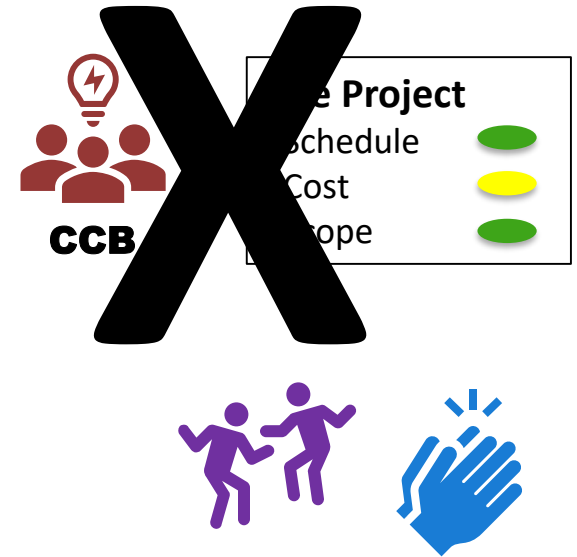
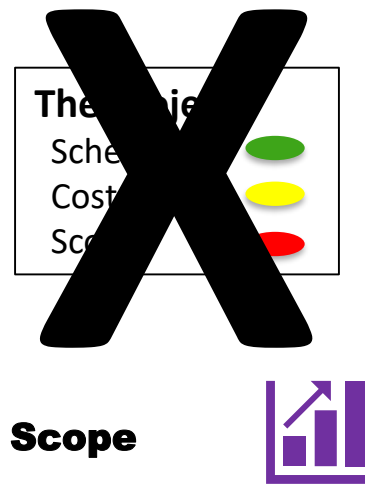
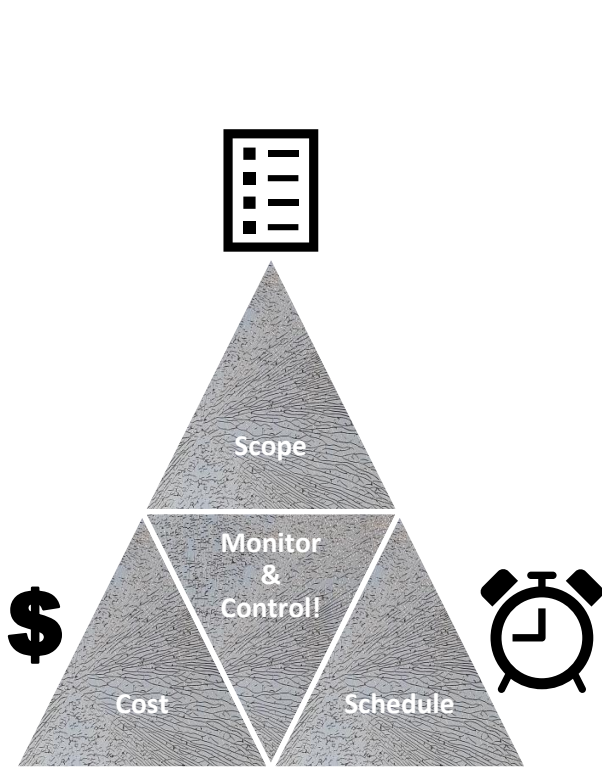
Where there's monitoring, there's an OCP (Onerous Change Process)



Justifications
Explanations
Supplications

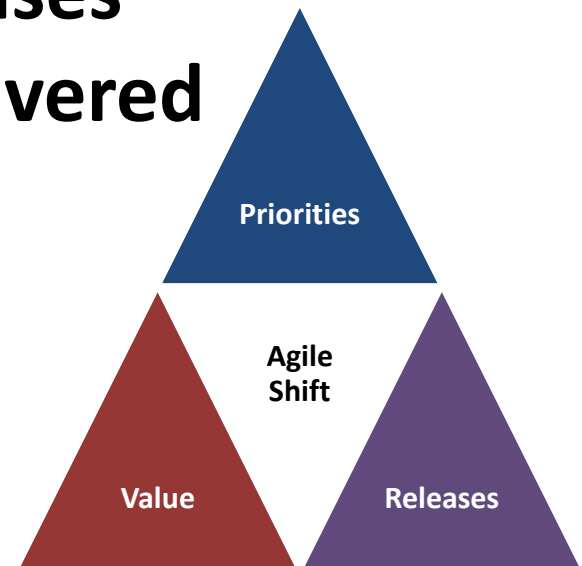
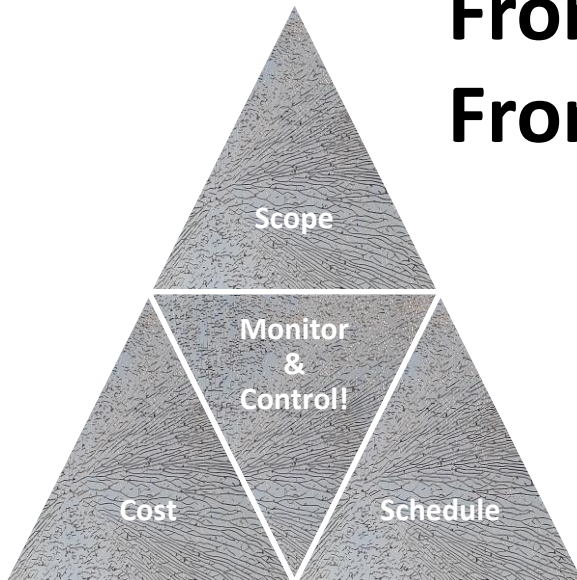


The Re-connect – We need to re-examine these traditions to enable an agile mindset



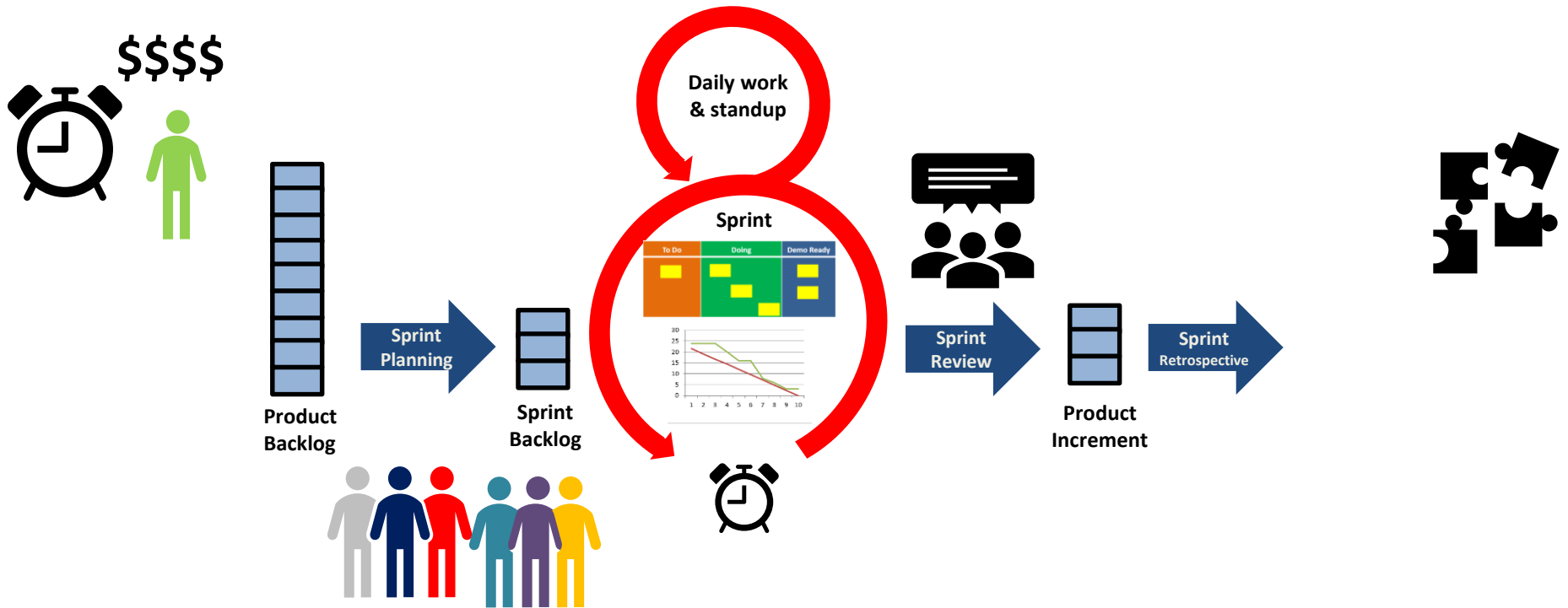
Shifting the focus on performance and the discussion on status

From scope to priorities
From schedule to releases
From cost to value delivered

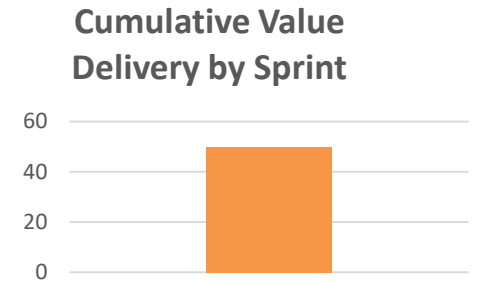
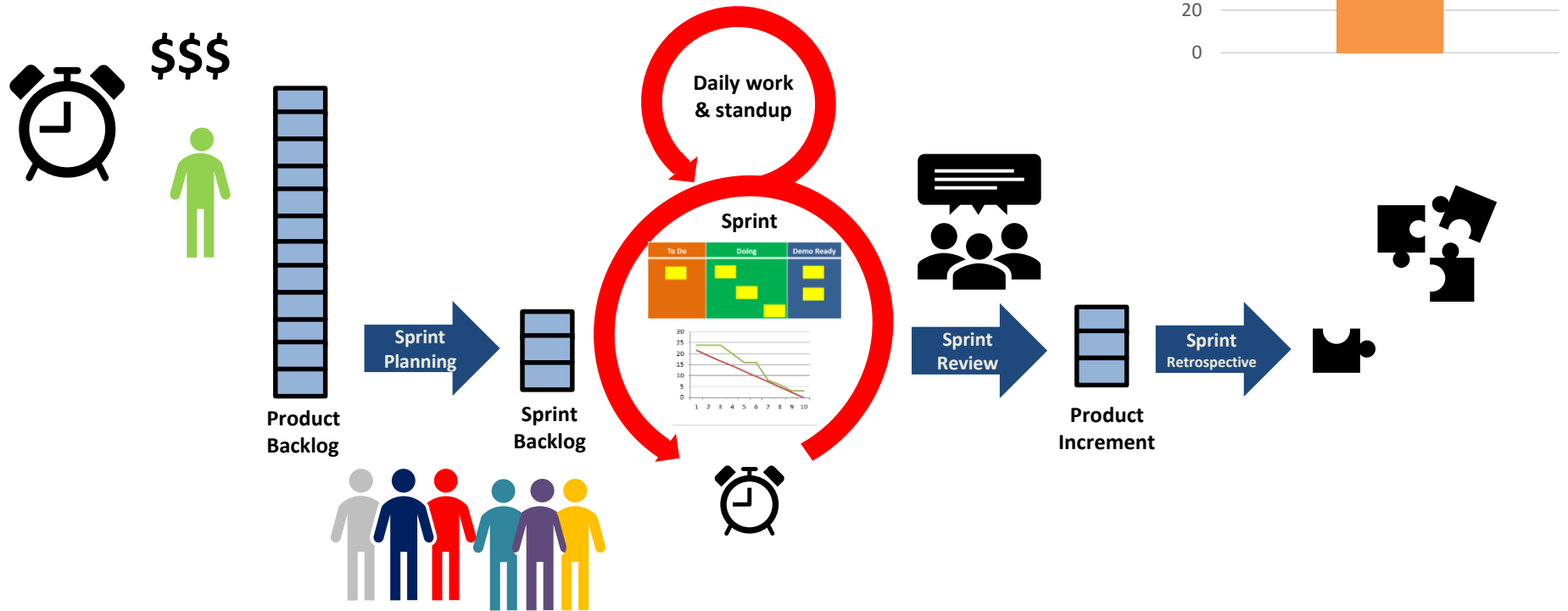


Rethinking schedules and costs

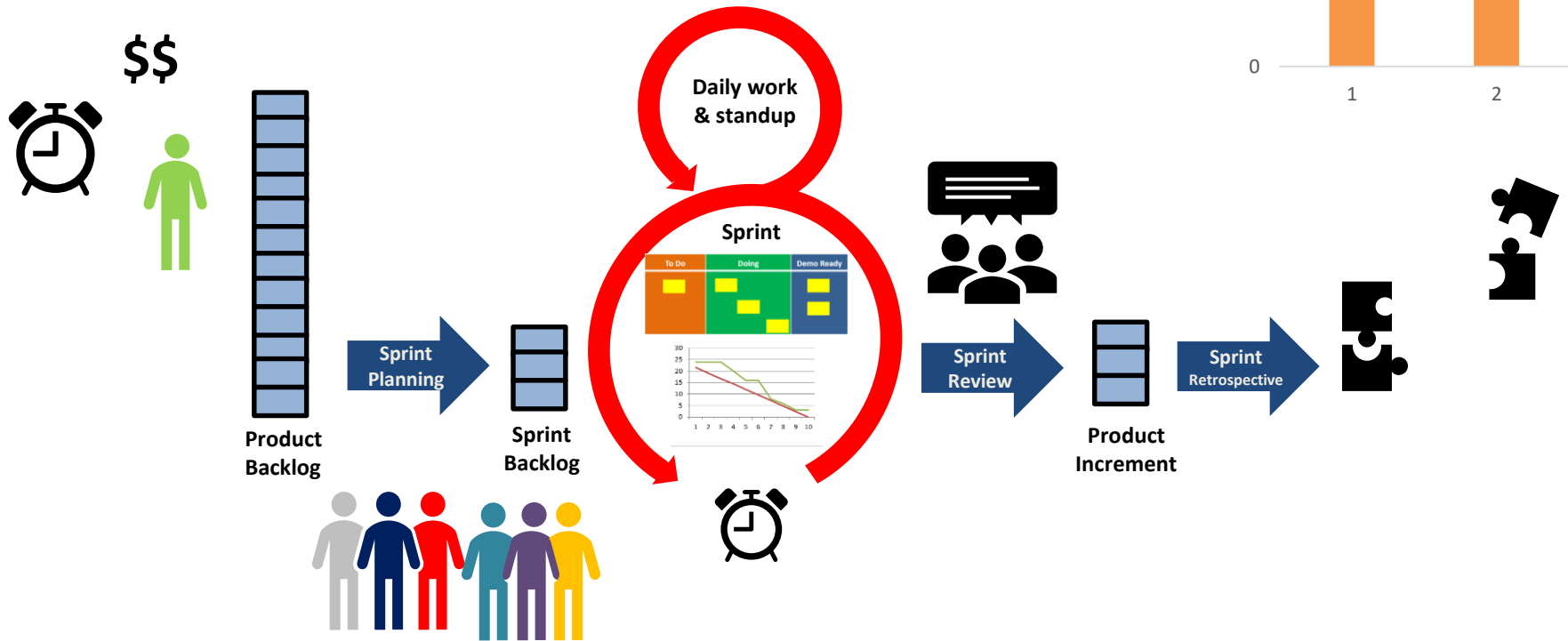
(part i)



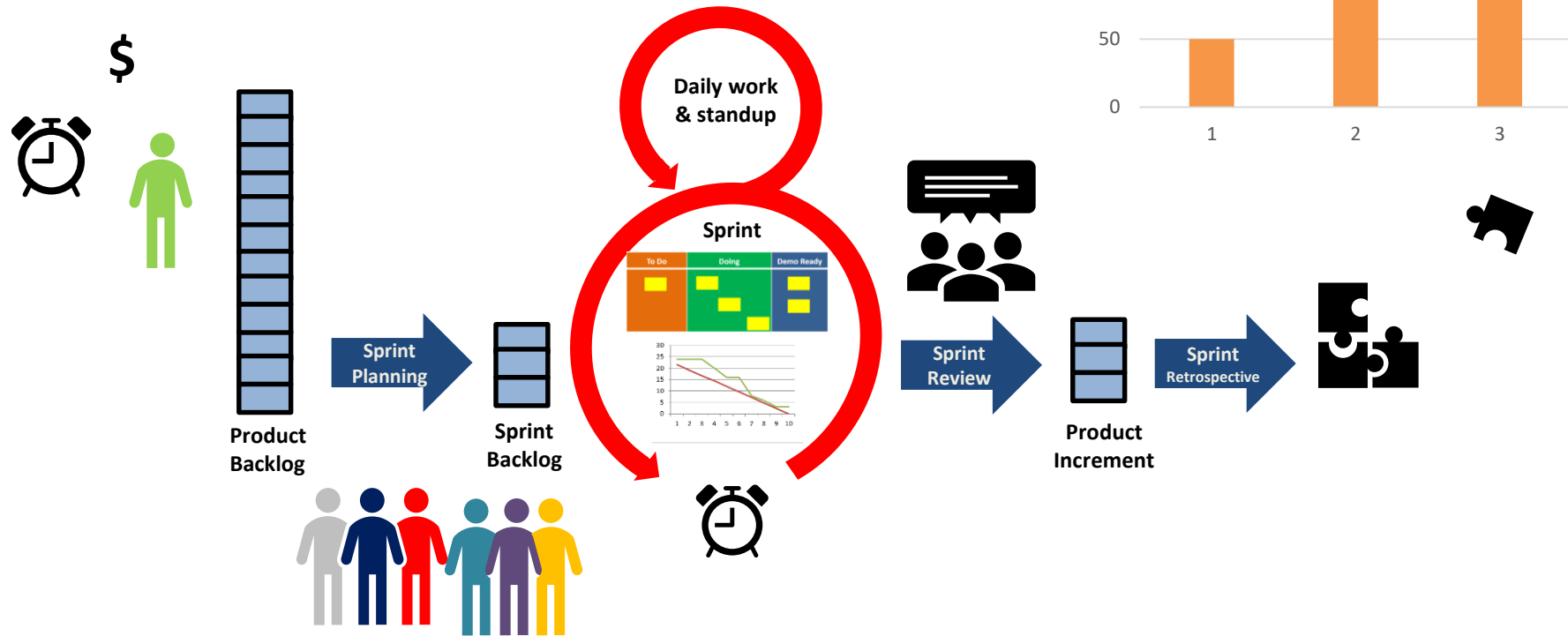
Rethinking schedules and costs, (part ii)



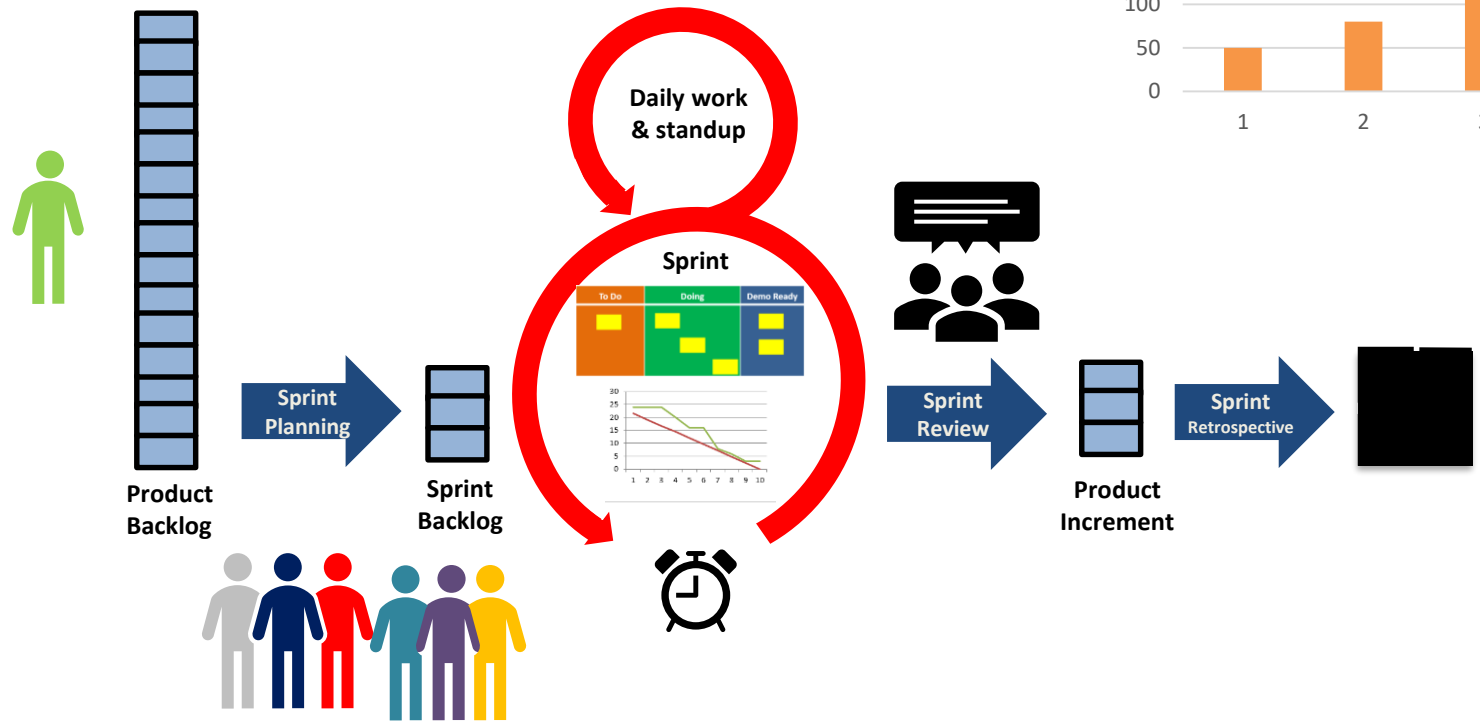
Rethinking schedules and costs, (part iii)



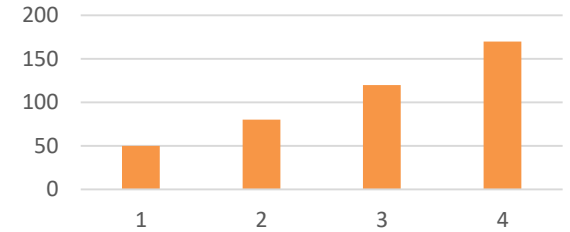
Rethinking schedules and costs, (part iv)



Rethinking schedules and costs, (part v)



Cumulative Value Delivery by Sprint



The Role of Culture

52 percent of respondents to a recent survey identified

“organizational culture at odds with agile values”

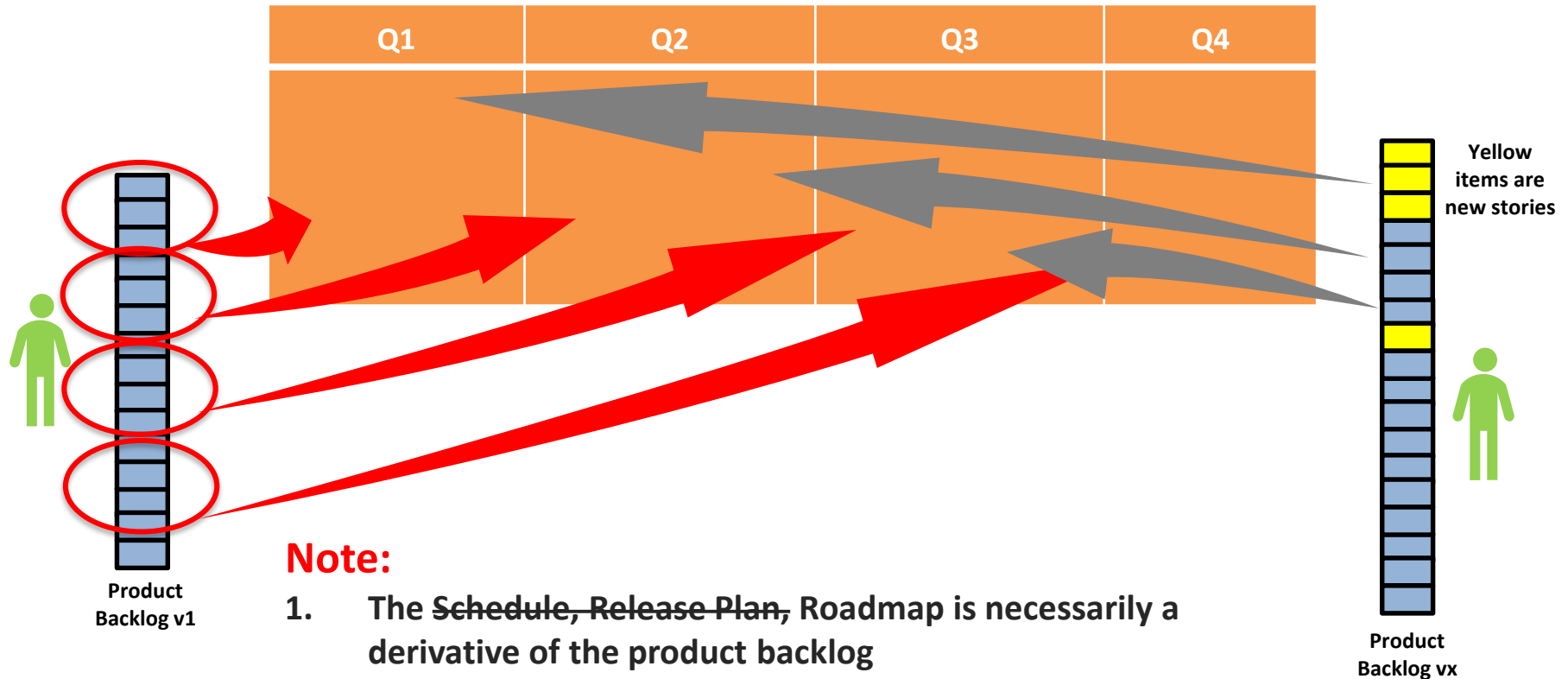
as the most significant impediment to organizational adoption of agile.

VersionOne 13th Annual State of Agile Report, 2019; pg. 12

An Agile PM Mindset: The Agilized PM's Agile Principles View

- Our highest priority is to satisfy the customer through early and continuous delivery of valuable software. *The agile team exists to satisfy the customer as portrayed by the Product Owner.*
- Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage. *Embrace ongoing grooming of the product backlog; respect the fidelity of the committed sprint / iteration backlog.*
- Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale. *The delivery of working software supersedes attention to milestones.*
- Business people and developers must work together daily throughout the project.
- Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done. *Monitoring and controlling is the observation of outcomes not an active engagement on the part of a PM.*
- The most efficient and effective method of conveying information to and within a development team is face-to-face conversation. *The team determines priorities and work roles for committed work.*
- Working software is the primary measure of progress. *Working software is the primary measure of progress.*
- Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely. *The Product Owner selects the value to be developed based on the development team's ability to commit.*
- Continuous attention to technical excellence and good design enhances agility. *Continuous attention to reporting and justifying reduces time for technical excellence.*
- Simplicity—the art of maximizing the amount of work not done—is essential. *Less attention to requirement documents, change control, project plans, and traditional reporting, simplify and minimize non-value-added work.*
- The best architectures, requirements, and designs emerge from self-organizing teams.
- At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly. *The agile team determines, within the bounds established by the organization, how to best optimize its practices and delivery.*

Rethinking ~~Schedules / Release Plans / Roadmaps~~



Note:

1. The ~~Schedule, Release Plan, Roadmap~~ is necessarily a derivative of the product backlog
2. The product backlog may change at any time
3. Therefore, the Roadmap may change at any time
4. Descriptions like “schedule” and “plan” are misleading

Two more observations

- 1. The roles of agile team members absorb many of the historical roles filled by the Project Manager.**
 - The Scrum Team self-organizes prioritizing committed work and who undertakes that work
 - The Product Owner establishes priorities in the Product Backlog, driving the project / product vision, and maintain stakeholder relationships
 - The Scrum Master facilitates all of the “ceremonies,” minimizes impediments, coaches team members, and keeps the team with the bounds of their process
- 2. The classical PMO office might be supplanted by a PO, or Product Office.**
 - Since the Product Owner represents business
 - A Product Office could contain “displaced” business / requirements analysts who could assist the PO with the “fitness” of the Product Backlog.
 - A Product Office could also contain financial analysts, governance, compliance, et al, to incorporate the needs of the business early in product visioning.

The Set-up, the Premise, and all of the Particulars (Where We Are, Why We are Here, a Path to Progress)

- The state / role of the PMO – a time of transition
- The Premise – growing discontent and gap between agile and traditional practices
- The DIS-connect – accommodating agility vs embracing agility
- The RE-connect – requires a desire to change the vision
- The agile PM mindset – “it’s the ~~economy~~ value delivery stupid” and more

An Agile PM Mindset May Help to Eliminate Sentiments Like:

“We need a restraining order on the PMO!”

Valerie Eilers-Masse, 2019

Questions?



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