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PPM & Agile
why, how and when?

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Projectum Facts

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100% dedicated to Microsoft PPM
and have been since 2004

Microsoft Partner of the Year 2015
Runner-up in 2016 & DK Partner of the Year 2007-2011

Strong global track record
from 150+ organizations

Multiple key apps and solutions
for Project Online – some sold directly to Microsoft

International organization
With locations in Copenhagen, Amsterdam and Aarhus

360 degree service offerings
together with key alliance partners

Greatest technical PPM consultants
with real world PPM experience

Member of the MS PPM Partner Advisory Council
and MVP community

Best at custom development and integration
together with our PPM offshore team in Russia and India

Offering the best PPM solution
supporting an O365 strategy

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Education

- B.Sc. (Hons) in Export Engineering
- EBA
- HD(O)
- MoP®
- MSP®
- P3O®

Leadership, change mgmt., P3O and PPM

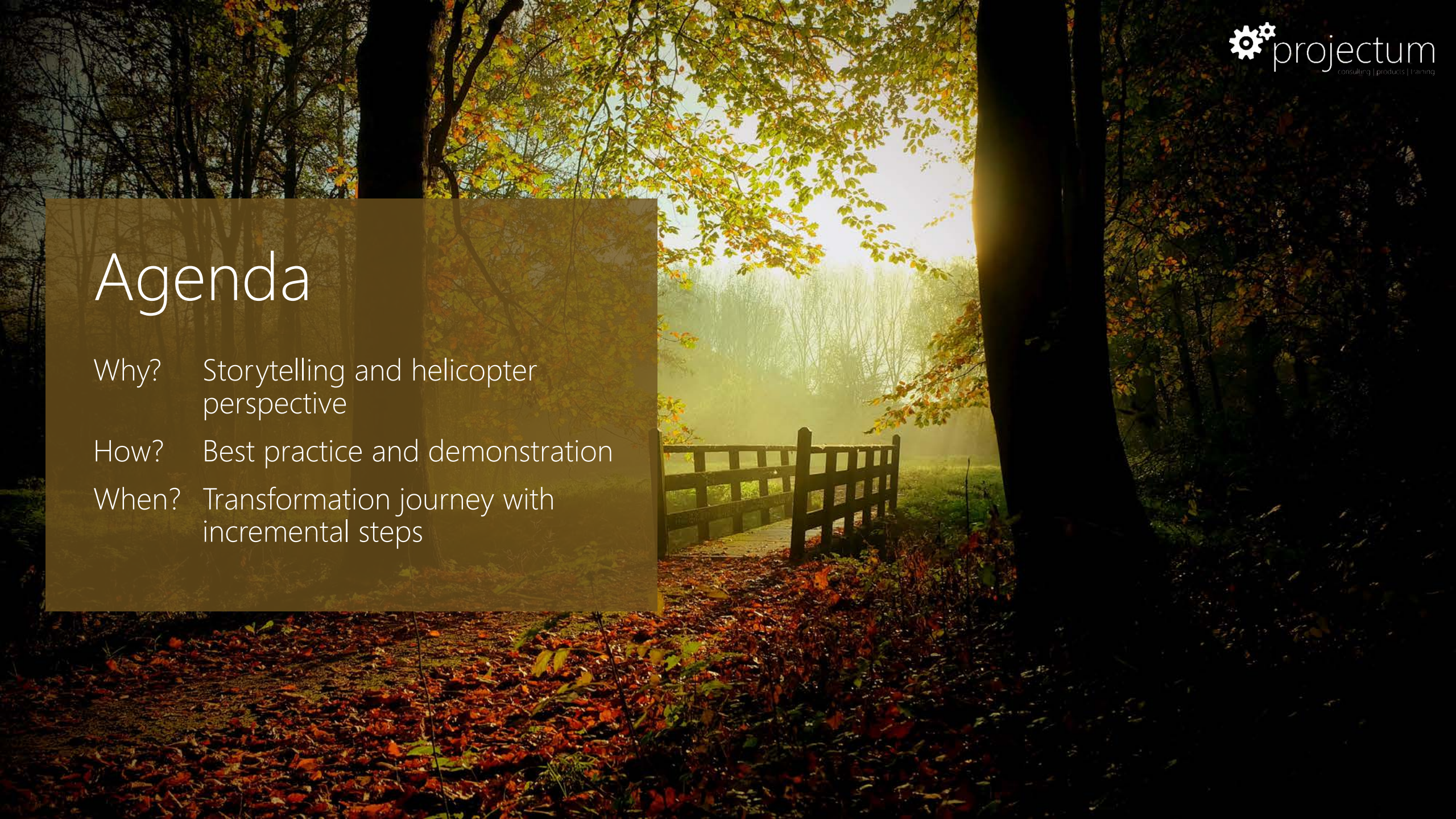
Experience

- Development Engineer — Munch Furniture Labofa
- International Project Manager — ROCKWOOL TECHNICAL INSULATION
- Management Consultant — Nordea
- Head of Product Management — STT Condigi
- Head of PMO, Business Dev. — SIEMENS Siemens Wind Power
- Head of PMO — Danske Commodities

15+ in technology, people and business

Proud member of Projectum

Consulting services, facilitating services, training services and key notes



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Agenda

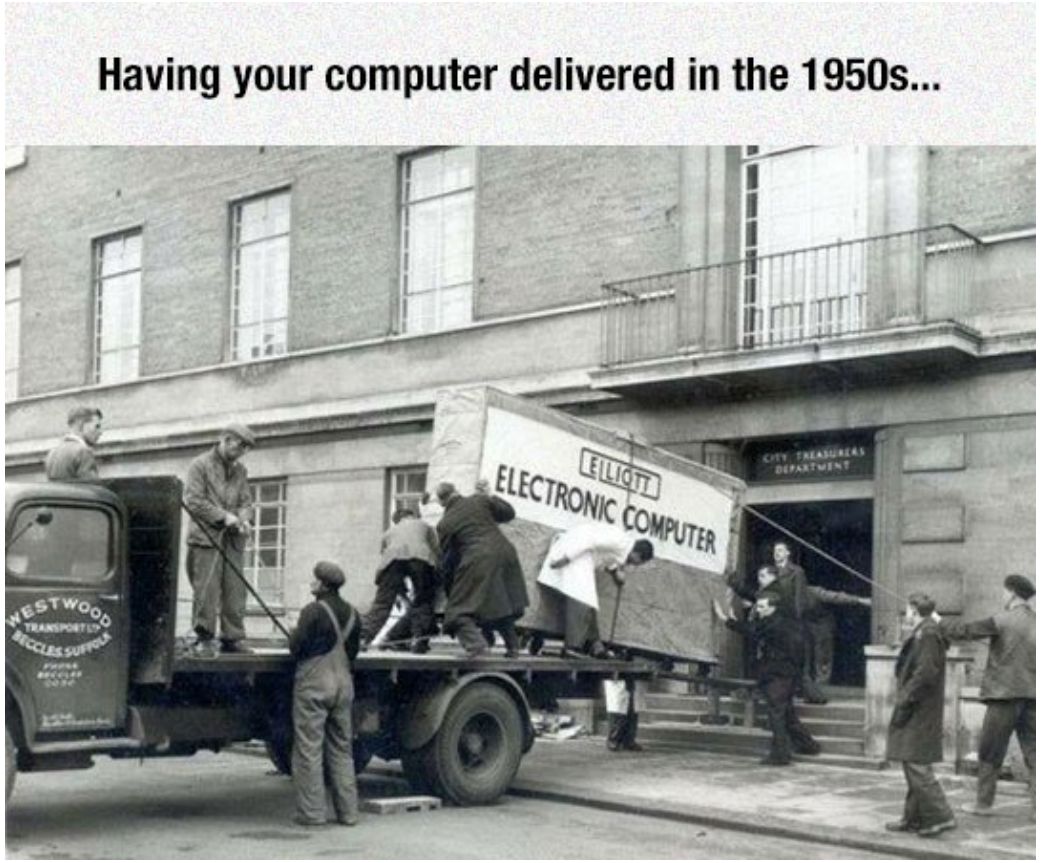
Why?	Storytelling and helicopter perspective
How?	Best practice and demonstration
When?	Transformation journey with incremental steps

Why?

Storytelling…

In the beginning there was…

…a mindset to control what is going to happen

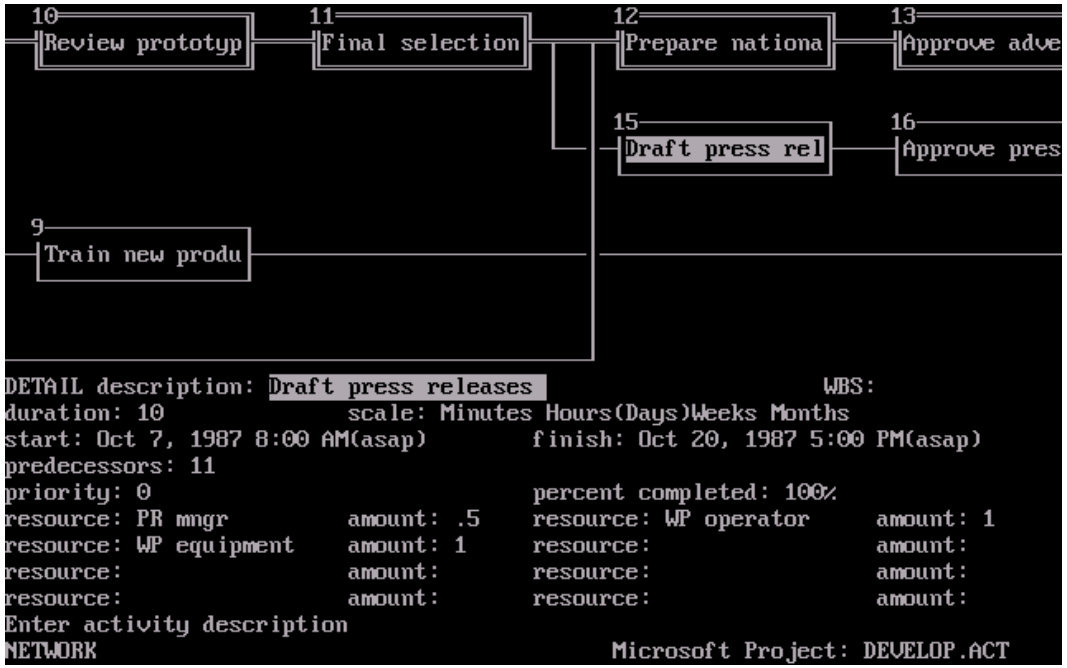


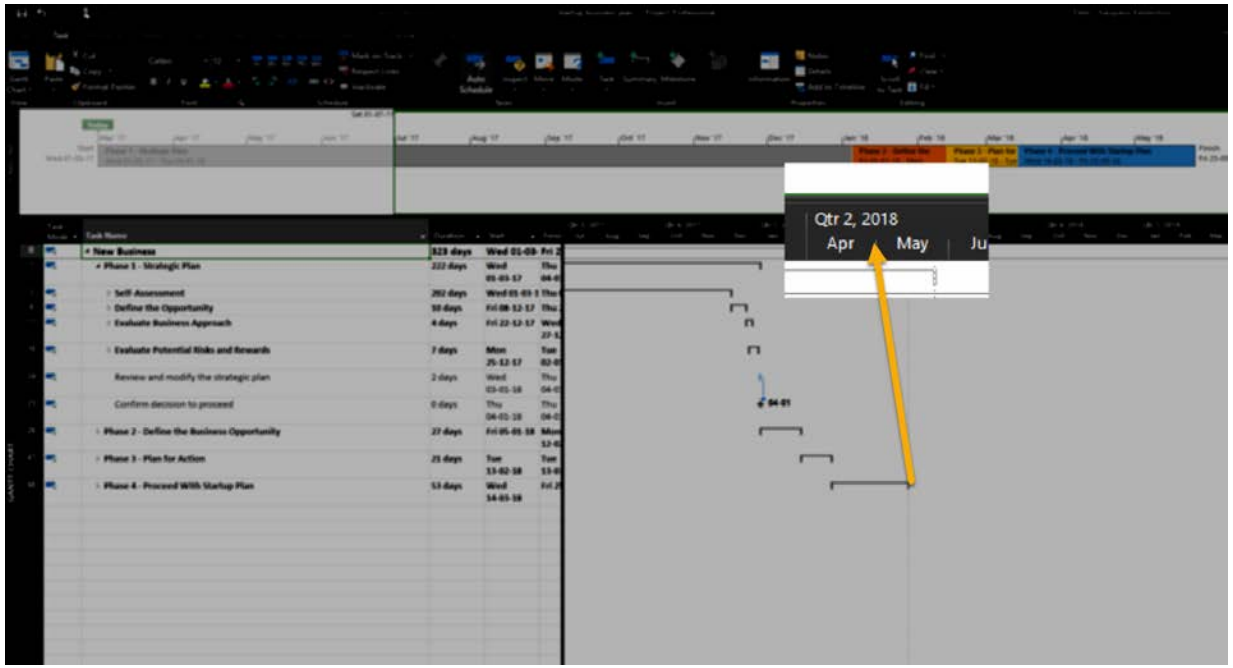
1970

1980

The processes were developed…

…supported by the development of IT tools to better plan long-term and ensure detailed planning upfront…





1980

1990

Enter Agile

Software development

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Often translated into “agile”

Internet Speed

- Constant changes to IT and software
- Difficult to know the future requirements
- 1999 in Utah, some developers meet and discuss better ways of working

Manifesto for Agile Software Development

- **Not** an Agile Manifest
- Agile vs “lightweight”
- **4 values** and 12 principles
  - People over processes
  - Software over documentation
  - Collaboration over contracts
  - Changes over plans

Rugby (scrummage)

- Scrum planning 15 min
  - Stand up
  - No coffee
  - No laptops/phones
- Sprint forward, 3-5 weeks
- Stop and re-plan

A new “triangle”

- No final scope
  - Fixed resources
  - Fixed time
  - Mini “portfolio”

Agile Today

...long live agility

- Are we there yet?
  It's becoming like nails-on-a-chalkboard to hear phrases like "*We're going Agile*" or "*We're doing this because it's agile*". People are putting everything they can under the Agile umbrella, right down to cleaning up your workspace at the end of the day. What does it mean to say you've achieved becoming Agile? Is there a t-shirt? A certificate? An award?

- Agile was meant to reduce analysis paralysis and just do it. There's no perfect time. Just go. When we're overthinking it, we're not doing it. We're overthinking the things that may never happen. Instead, let's do and react to the things that have happened. Even if we take one step, we're still one step ahead.

Agile Wrap Up

The manifesto for agile culture…

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

  1. Individuals and interactions over processes and tools
  2. Working software over comprehensive documentation
  3. Customer collaboration over contract negotiation
  4. Responding to change over following a plan

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

- If you want to be agile, change the organizational IT culture to fit the manifesto values and ensure the business also understand their new role.

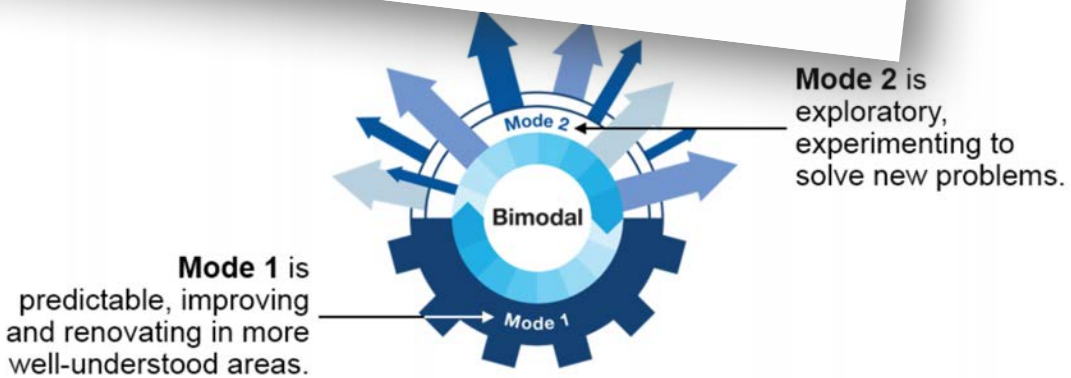
Gartner and b

Digital Transformation

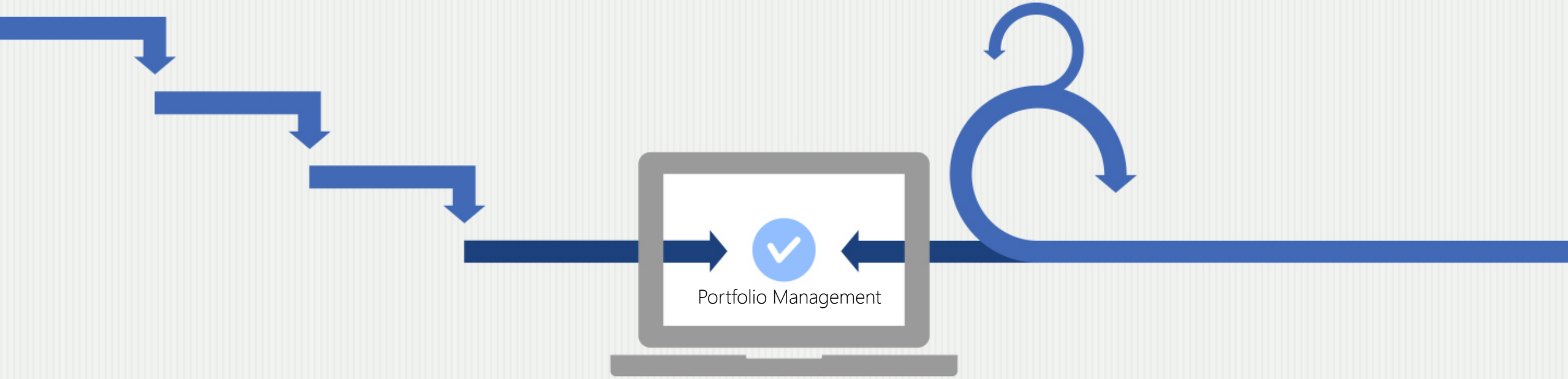
Mode 1 — Marathon

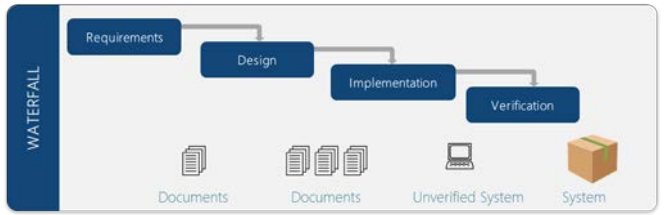
Mode 2 — Sprinting, short cycles, agile

Hybrid mode e.g. is when both modes are used within one program



Bimodal Issues





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Bimodal is a Transition Phase Towards Agile

Traditional PPM Approach

1. Centralized control
2. Project overload
3. Detailed project plans
4. Centralized annual planning
5. Work breakdown structure
6. Project-based funding and control
7. Waterfall milestones

To Lean-Agile Approach

1. Decentralized decision-making
2. Demand management and continuous value
3. Lightweight, epic-only business cases
4. Decentralized, rolling-wave planning
5. Agile estimating and planning
6. Agile budgeting and agile release trains
7. Objective and fact-based measures

Frameworks for Scaling Up Agile Culture

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Governance

Agility

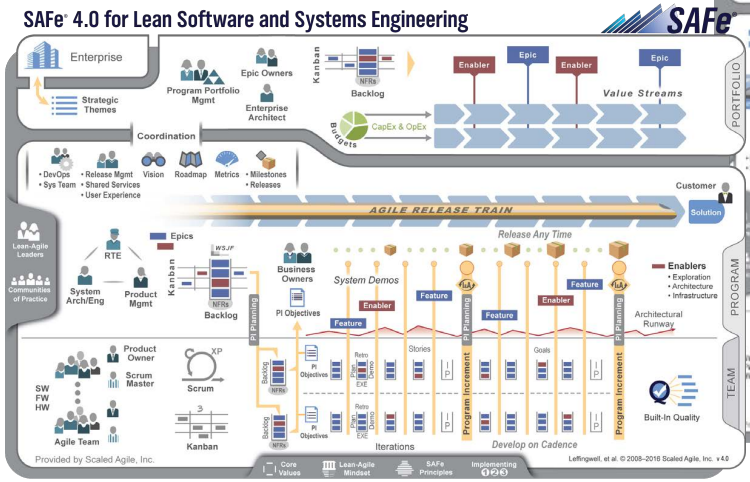
Known Tools

Acknowledge the existence and need of both approaches

Use a framework for the change such as Scaled Agile (SAFe)*

Size it according to your needs:

- 3 level SAFe
- 4 level SAFe



<100 people in value streams

100+ people per value stream and with dependencies across trains

*...or other frameworks like DAD, DSDM, Wet Agile etc.

Frameworks for Scaling Up Agile Culture

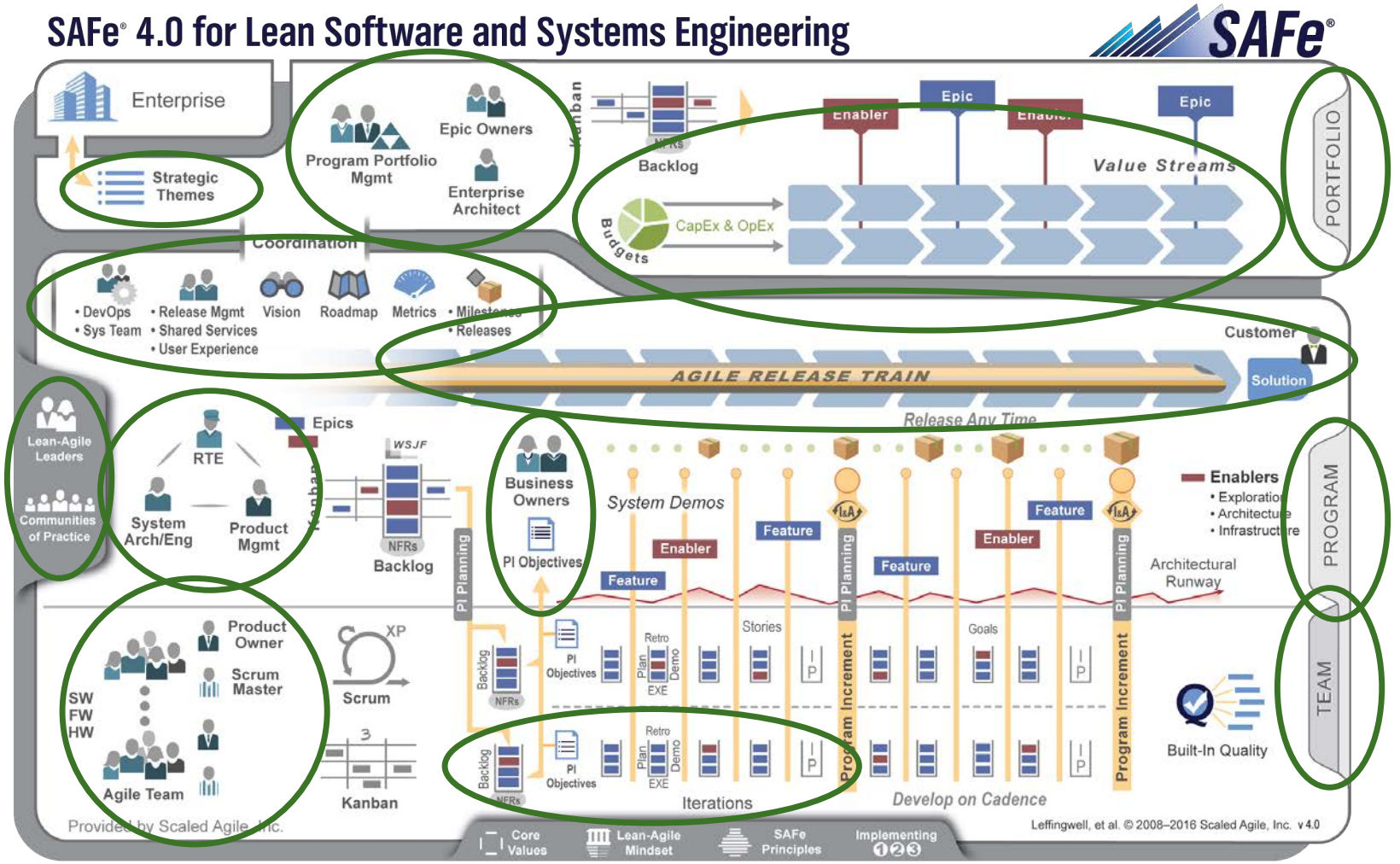
Portfolio

Team

Program

Using lean principles, such as optimizing value streams to help executives and leaders identify and prioritize epics and features that can be broken down at the Program level and scheduled on Release Trains.

Focused participation in planning and demos with cross-organizational stakeholder ownership (Program Increments)



Frameworks for Scaling Up Agile Culture

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Values and Mind-set

- Build-in quality, program execution, alignment and transparency
- Lean-agile mind-set: Lean house, leadership, respect for people and culture, flow, innovation and relentless improvement and support the manifesto for agile software development

Principles

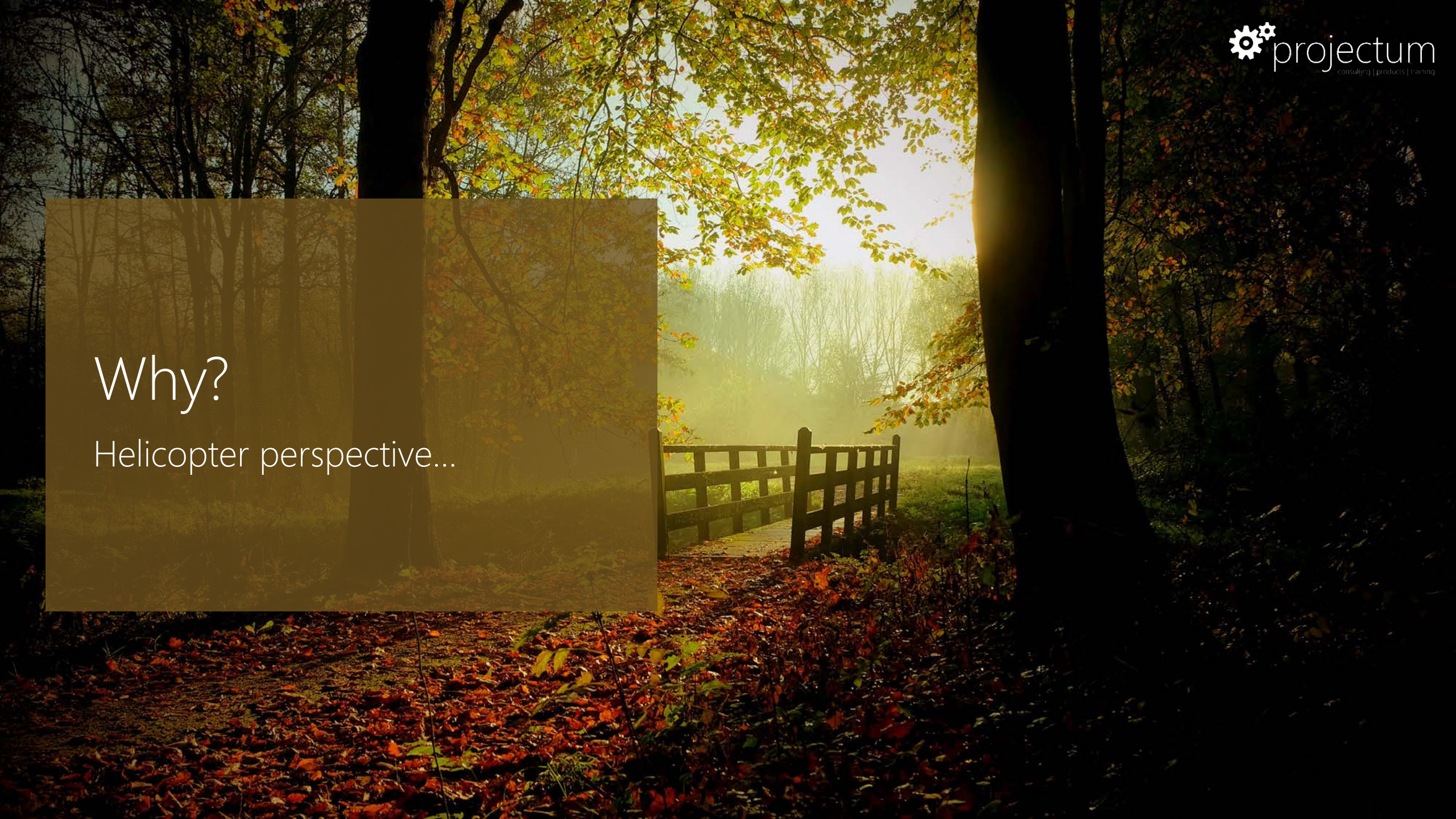
1. Take an economic view
2. Apply systems thinking
3. Assume variability; preserve options
4. Build incrementally with fast, integrated learning cycles
5. Base milestones on objective evaluation of working systems
6. Visualize and limit WIP, reduce batch sizes, and manage queue lengths
7. Apply cadence, synchronize with cross-domain planning
8. Unlock the intrinsic motivation of knowledge workers
9. Decentralize decision-making

Techniques

- WSJF (Weighted Shortest Job First): Prioritize based on CoD/duration (CoD = Cost of Delay)
- CoPs (Communities of Practice)
- MBSE (Model Based System Engineering)
- Economic framework
- Metrics on Portfolio, Value Stream, Program and Team level

Key SAFe Definitions

- Strategic themes
- Epics
- Features
- Stories
- Value streams
- Agile release trains
- DevOps
- Kanban
- Backlog
- Economic framework



Why?

Helicopter perspective…

Digital Transformation in General

Why is it important?

- Businesses are under increasing pressure to provide delightful experiences to customers, employees, and partners in multiple channels as well as innovate and involve customers more quickly than the competition.
- Business priorities and IT investments are misaligned, as IT continues to focus on tactical improvements and maintaining legacy infrastructure and systems.
- Many organizations still don't understand digital transformation e.g. most think its about becoming paperless.

*MuleSoft Connectivity Benchmark Report: The State of Digital, 2016

Digital Transformation in Finance

Knowledge, but limited action

- 90% agree that digital technologies are disrupting their industry
- 93% agree that a digital strategy is key to improve customer experience and engagement
- 46% agree that the firm is adequately preparing for digital disruption

*2016, Deloitte and MIT study, 436 Financial Services respondents
https://dupress.deloitte.com/dup-us-en/industry/financial-services/digital-transformation-in-financial-services.html

Digital Transformation

So how do you "adequately prepare for digital disruption"?

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1. Innovate faster by adopting a new IT operating model and culture to empower line-of-business users to self-service IT.

2. Cross-organisational partnering to ensure priorities and IT investments are aligned and supporting the overall business goals.

Digital Transformation

Remove friction and change culture

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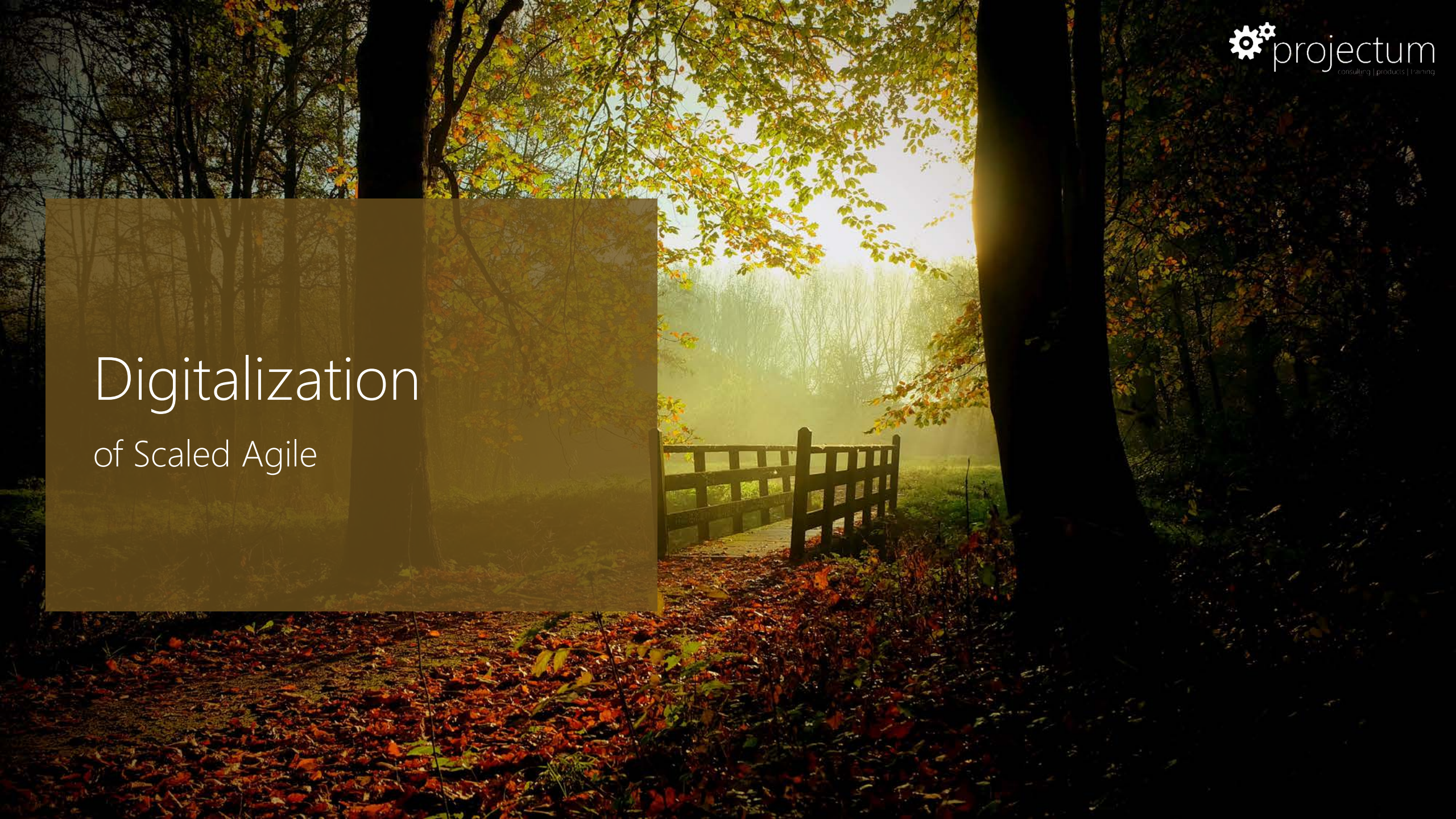
Figure 2. FSI legacy and Digital DNA attributes

Culture attributes	Legacy DNA	Digital DNA
Adaptability to change	**Slow, but innovating** • Resistance to fail • Focus on innovation • Late adopters of technology change	**Agility** • Iterative • Constant disruption • Continuously innovating • Fail early, fail fast, learn faster • Fluidity • Uneven velocity between digital and businesses • Changing nature and topology of work • Continuous ecosystem disruption
Work style	**Siloed** • Fixed team structures • Siloed operations • Well-defined roles and skill requirements • Geography dependent	**Collaboration** • Morphing team structure • Democratizing information • Dynamic skill requirement • Intentionally collaborative • Geography agnostic
Organizational structure	**Hierarchical** • Long-standing levels of hierarchy • Decision making driven by positional authority, and not skills and proficiency	**Distributed** • Flattening and changing hierarchy • Ongoing shifts in decision rights and power • Changing mix of traditional and nontraditional stakeholders
Risk appetite	**Cautious** • Regulatory-determined risk appetite • Siloed operations separating more risky and less risky businesses	**Exploratory** • Modulating risk and security boundaries
Customer experience	**Customer focus** • Use of analytics to anticipate customer needs • Focus on the feedback loop to hear customer voices • Latency in customer feedback and firms' response	**Customer centricity** • Real time and on demand • Increased customer involvement

Source: Deloitte Digital and Deloitte Center for Financial Services analysis.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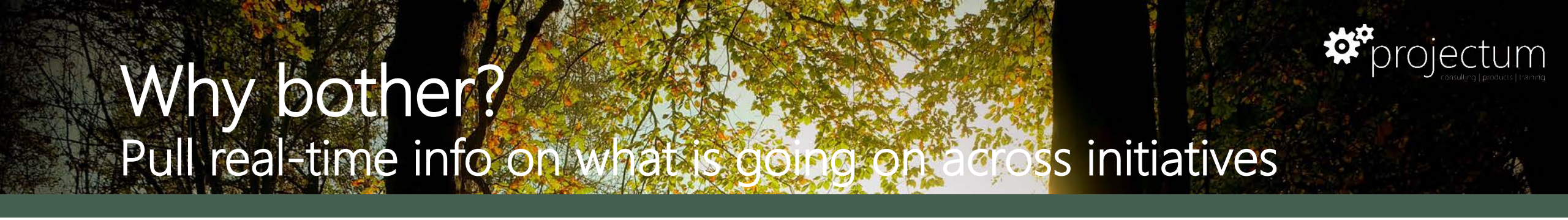
Digitalization
of Scaled Agile

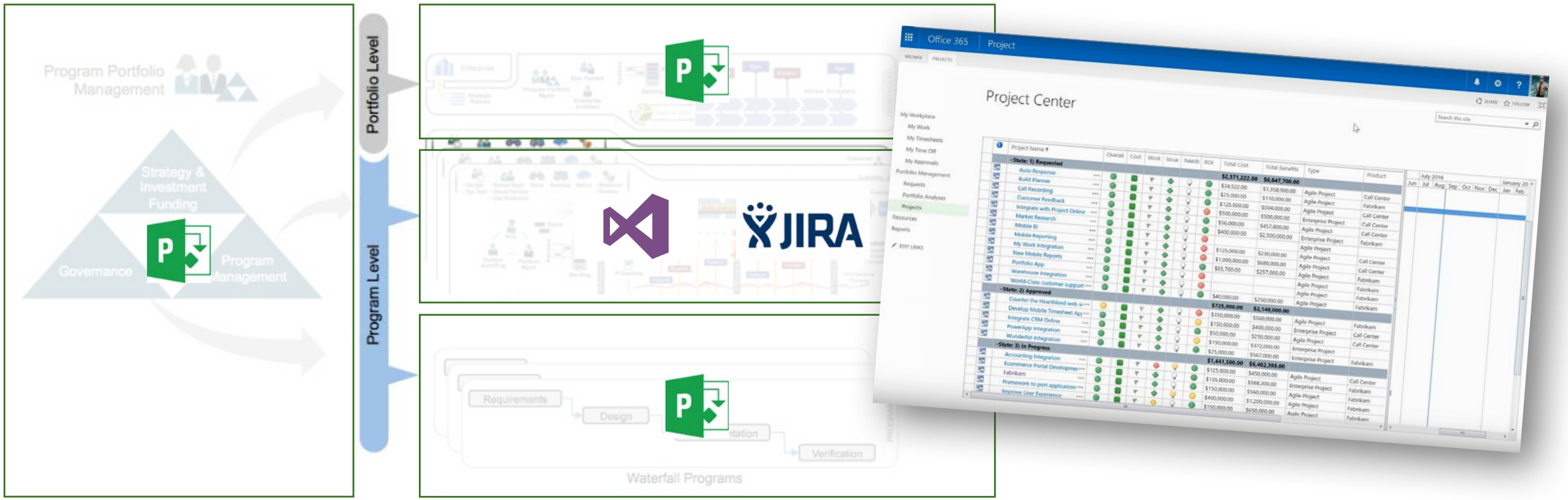


Why bother?

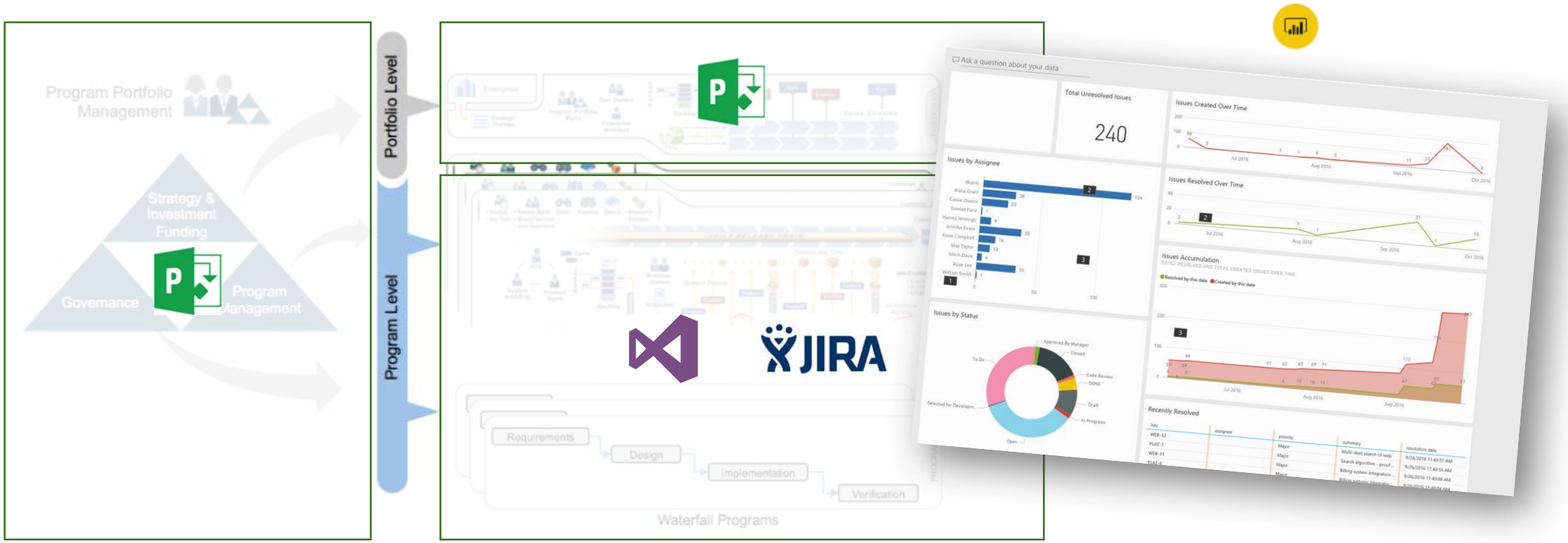
Pull real-time info on what is going on across initiatives

1. Complete transparency
2. Consistent project reporting with comparable metrics
3. Improved efficiency through integration
4. Portfolio access to those outside of IT/stakeholders
5. Collaborate with remote team members
6. Implement and anchor the PFA high level structure
7. Track performance on portfolio level
8. Track demand and allocations for better staffing
9. Enable mobile ways of working
10. Data for friction analysis of project execution

Bimodal/Hybrid vs Technology

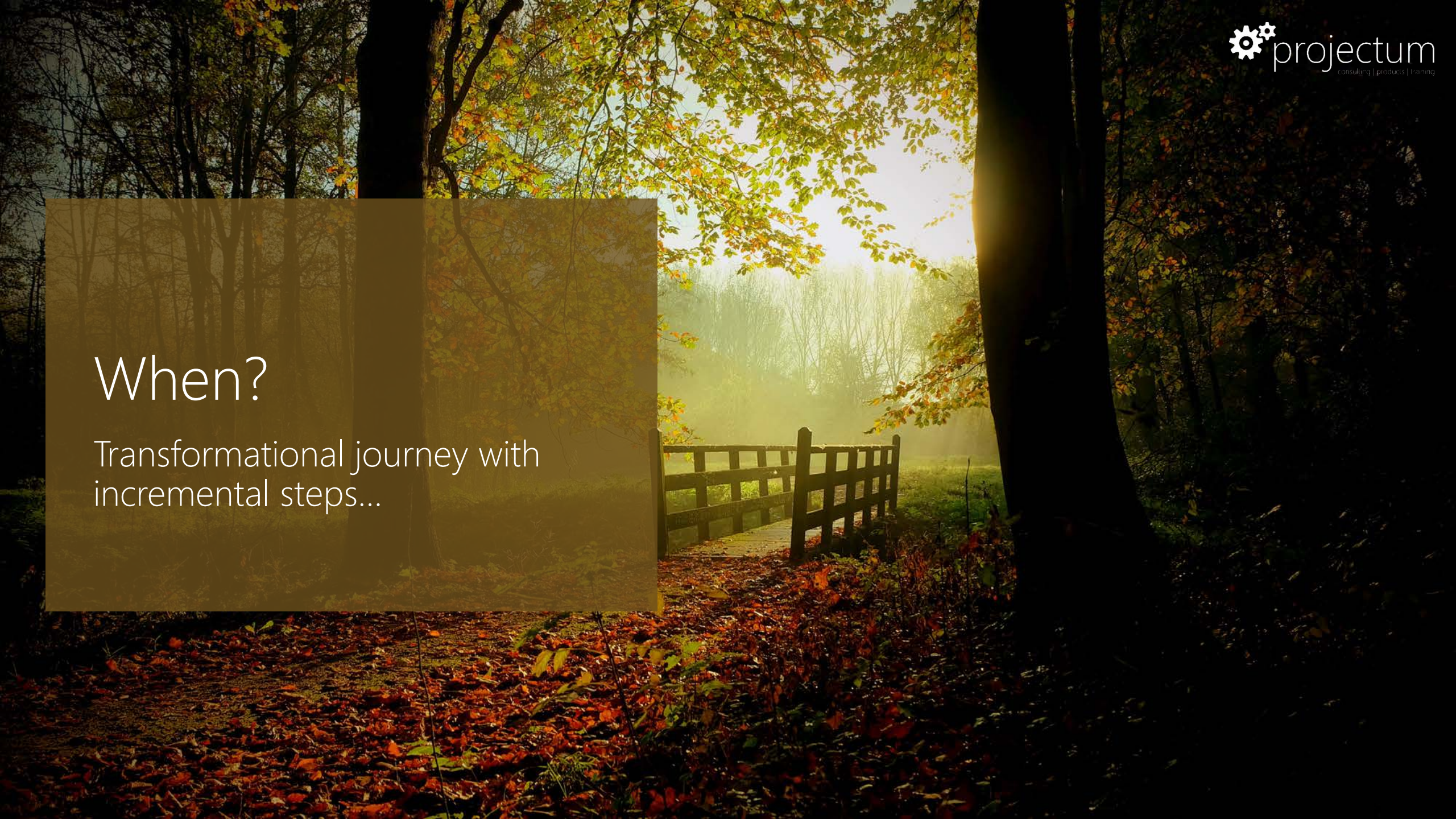


Scaled Agile vs Technology



How?

A quick live demonstration…



When?

Transformational journey with incremental steps…

The Agile Onion

The larger the onion circle, the more powerful, but less obvious, it is...

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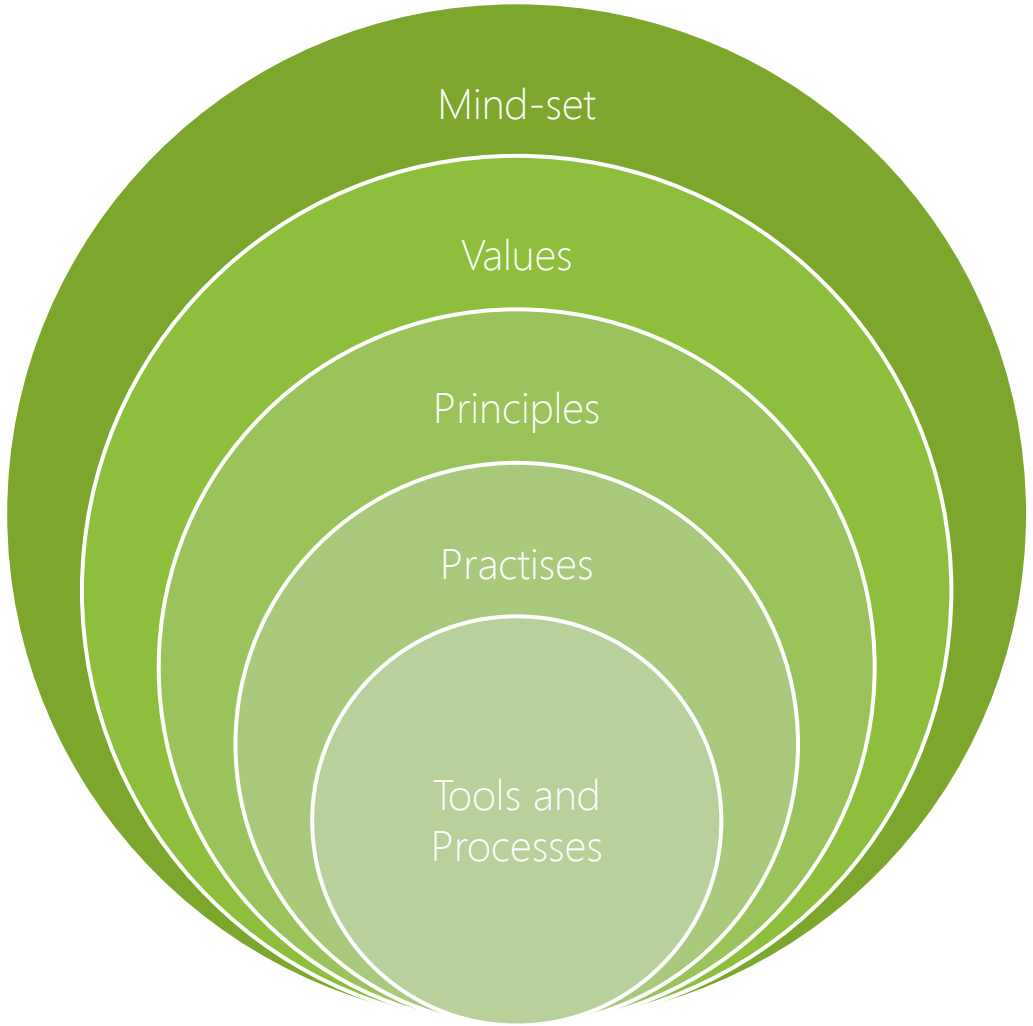
More powerful,
but less visible



More visible,
but less powerful

Move towards the learning organization

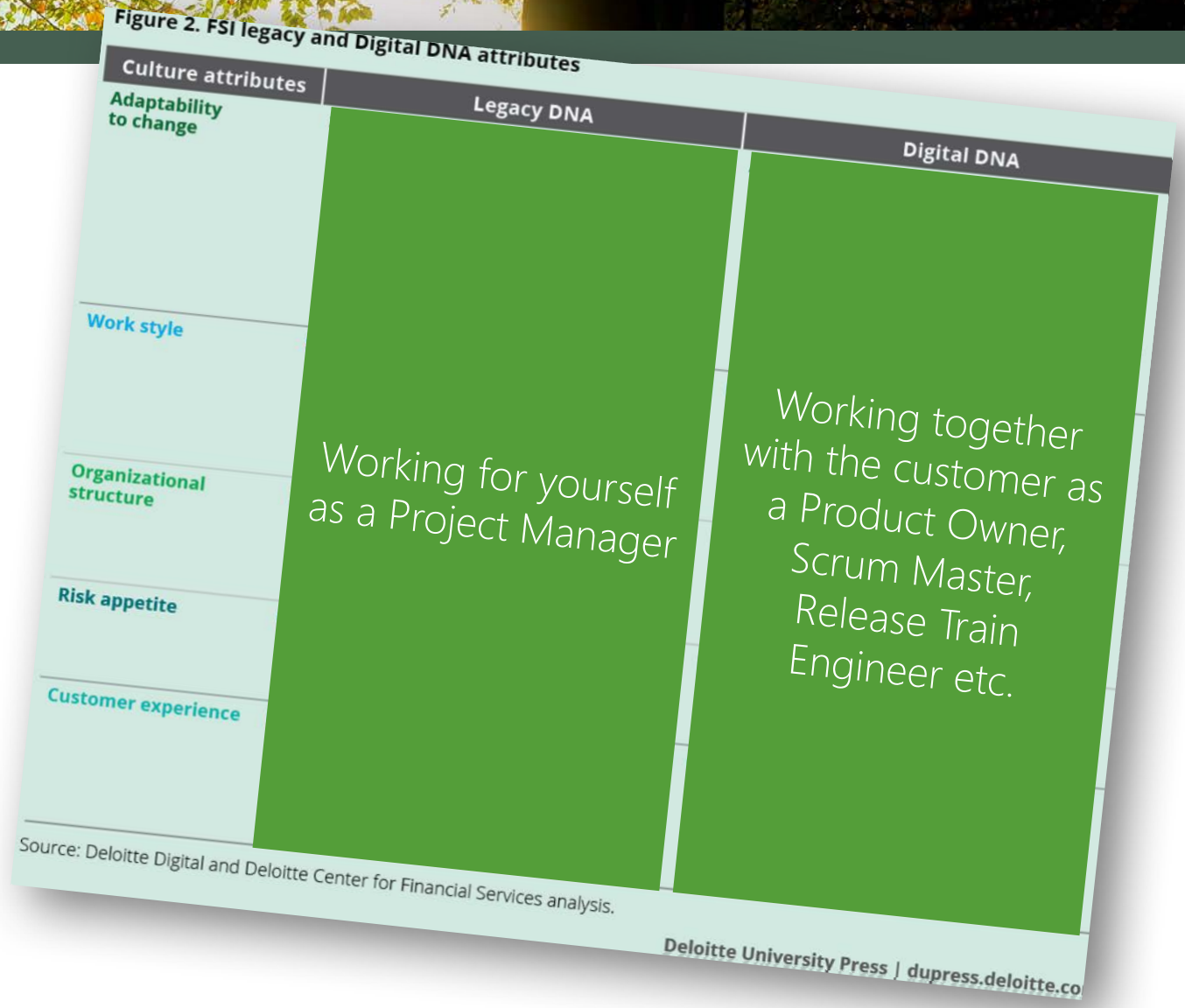
Requires structural and cultural change

Can be adopted in command and control

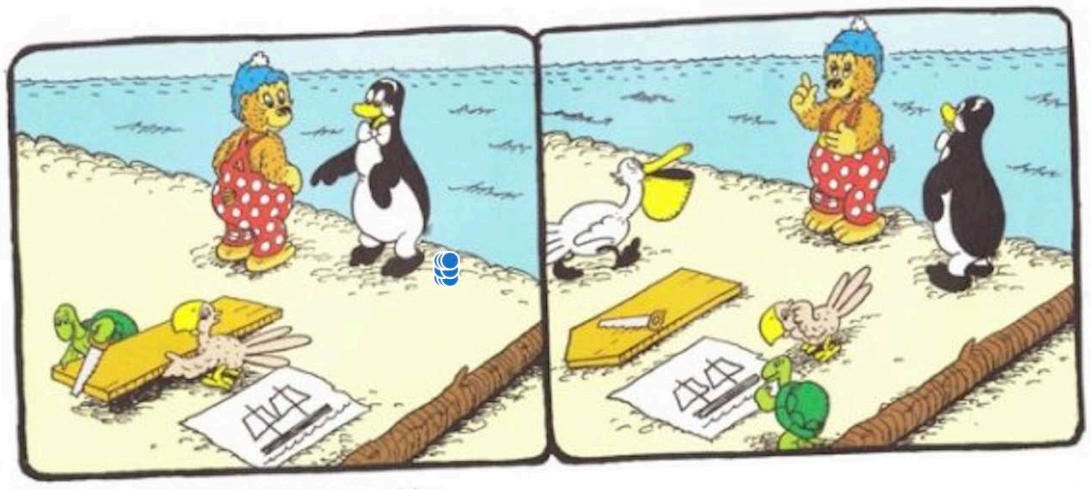
*Adventures with Agile, 2016

Embrace the Change and Enjoy the Ride

- Facilitate more than manage
- Less focus on requirements
- Teams commit to work and progress status reporting
- Removed silos between customer and project team
- The customer/product owner is in charge of the value (ROI)
- Work with high performance teams
- Remove obstacles (friction)
- More customer satisfaction -> more success, more fun!

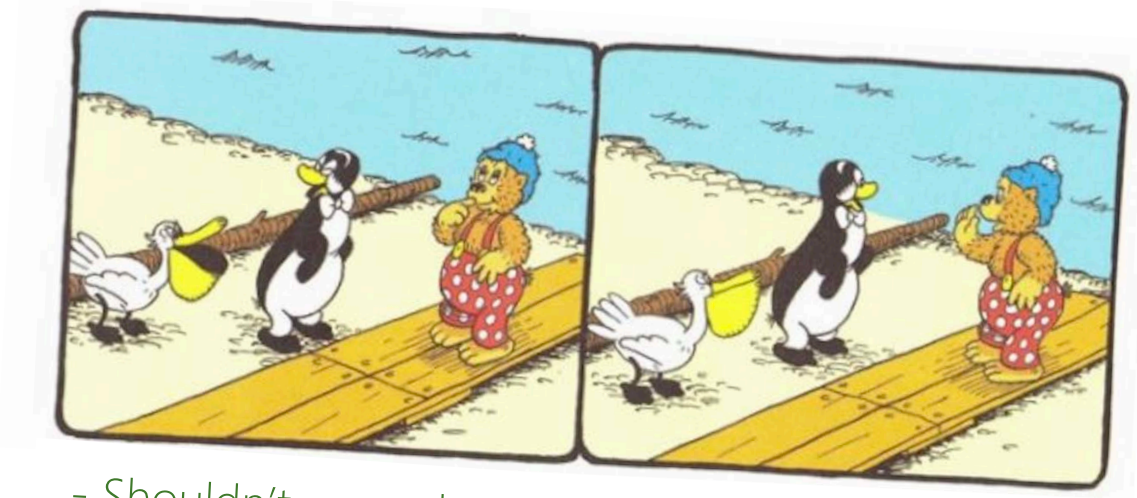


Rasmus Nalle's/Bruin's Logic...



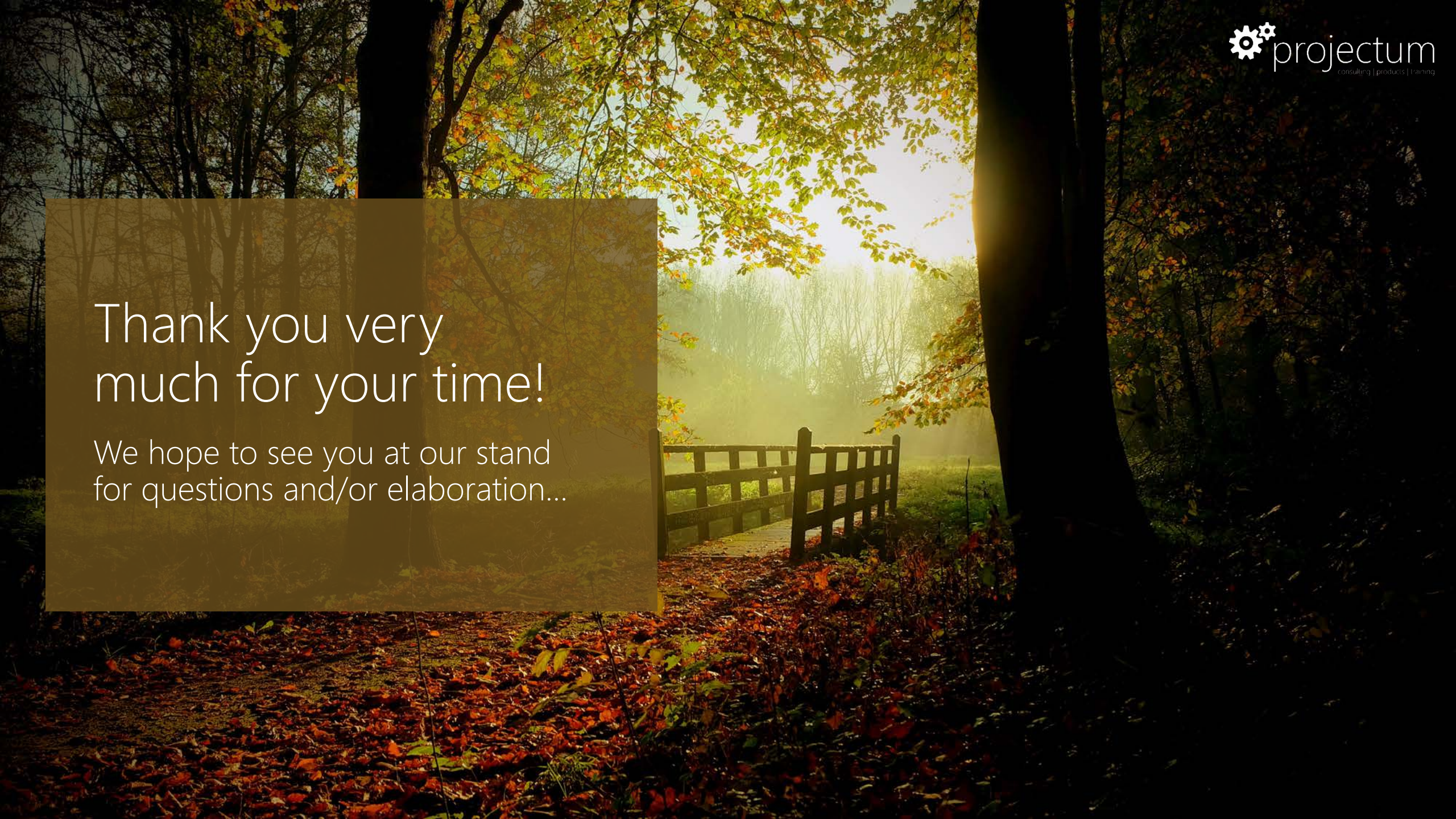
- Look, the small ones are building a ship...

- Do you know what, guys? All this talking about ships has actually made me want to build one anyway!



- Shouldn't we make a cool drawing to construct it after?

- Nah, the ship is never going to look like the drawing anyway. It's better to built the ship and *then* make the drawing...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Thank you very much for your time!
We hope to see you at our stand for questions and/or elaboration…