



HAS THE PMO BECOME THE DEATH STAR FOR AN AGILE TRANSFORMATION

Agile in the Age of Digital Synergies



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I Help Clients Innovate:



-  DO SIMPLE
LEARN FAST
-  LIBERATE TEAMS TO
HAPPINESS
-  ASSESS, TRAIN COACH – LEADERSHIP,
ENTERPRISE, PRODUCT AND AGILE TEAMS



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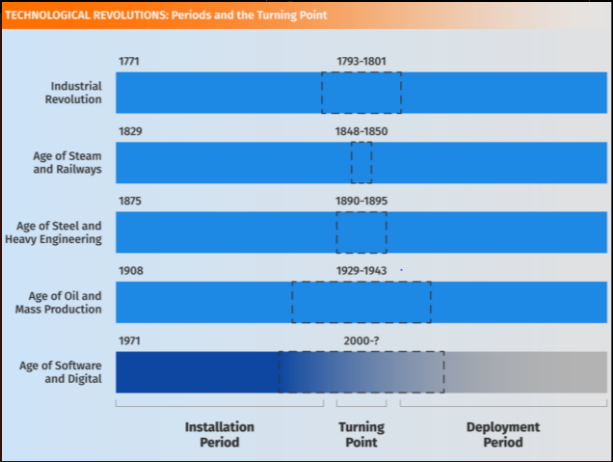

Disclaimer – My Agile PMO... Maybe Agile and PMO Can't Coexist?



<https://amzn.to/2WyCPyi>

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Different Ages – Different Tools Covid a Catalyst

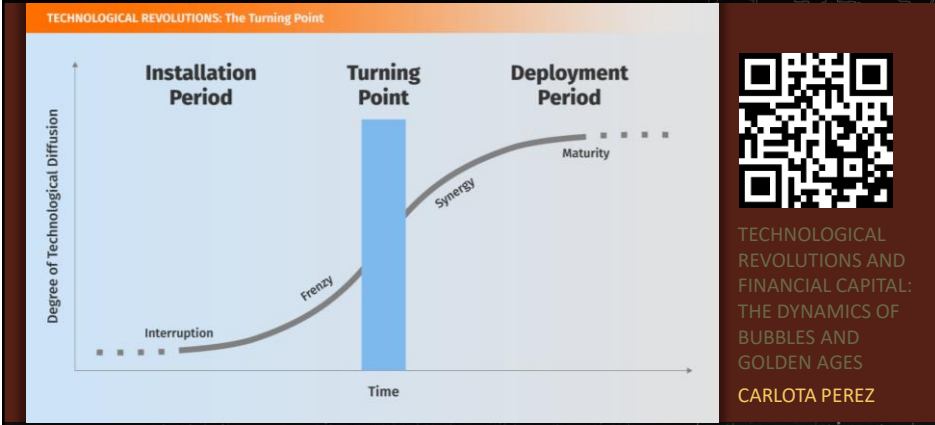


Technological Revolution	Installation Period	Turning Point	Deployment Period
Industrial Revolution	1771	1793-1801	
Age of Steam and Railways	1829	1848-1850	
Age of Steel and Heavy Engineering	1875	1890-1895	
Age of Oil and Mass Production	1908	1929-1943	
Age of Software and Digital	1971	2000-?	

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Age of Software – The Rules are Changing; Rebels Unleash Radical Innovation



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What Does Work?



SIMPLE

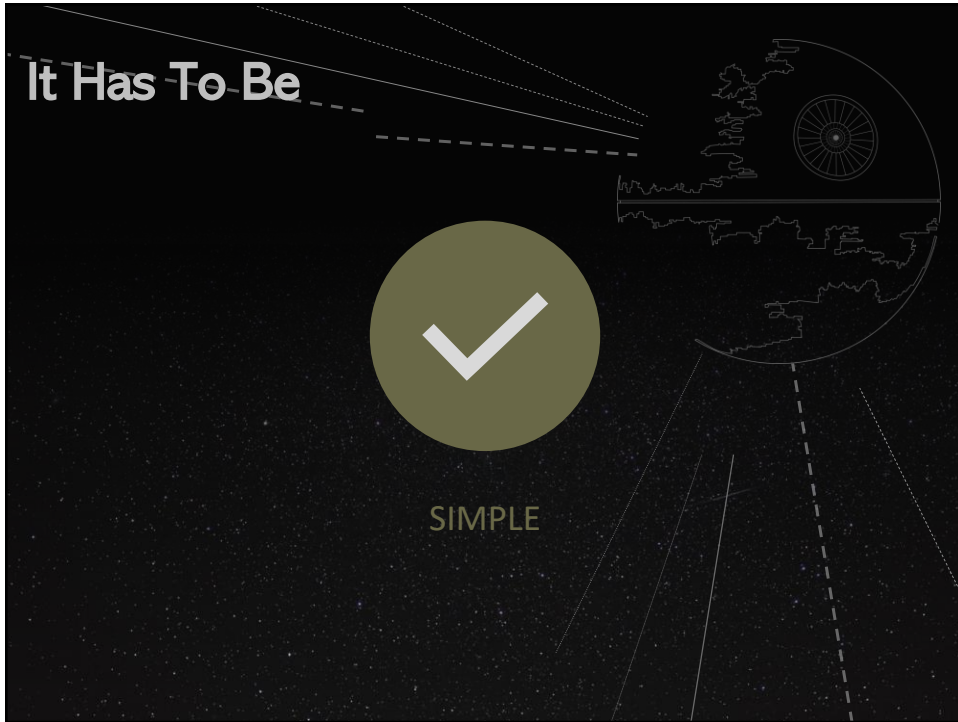


SCALE



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✓
SIMPLE

Program Leadership 2007 Medical Imaging Systems

PMO WANTED – STANDARDIZE
PROGRAM MANAGEMENT AND
IMPLEMENT TOOL FOR RESOURCE
PLANNING
WE DELIVERED

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✓
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Back View Mirror PMO Fixated with Efficiency

WE OFFERED A COMPLEX PROCESS AND
TOOL – DID WE IMPROVE THE SYSTEM?
(MORE RESULTS)

WE FOCUSED ON INDIVIDUAL ‘BUSY’ BY
MEASURING PROJECT ALLOCATION –
DID WE INCREASE THROUGHPUT?
DID WE MAKE INTAKE MANAGEABLE?

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Fast Feedback Through Cadence Based Development

✓
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Simple *agile*. Chose 3 Principles – Focus on Outcomes

PRINCIPLES DRIVING RESULTS

- DEFINITION OF DONE
- RETROSPECTIVE
- SWARMING

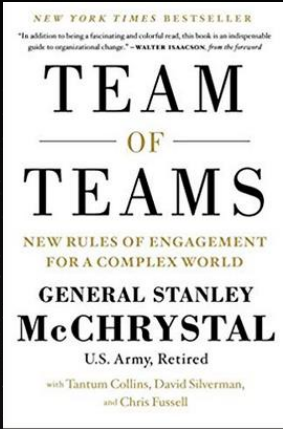
✓
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Create metrics around them

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Team of Teams – Single Practice Made THE Difference



NEW YORK TIMES BESTSELLER

"In addition to being a fascinating and colorful read, this book is an indispensable guide to organizational change." – WALTER ISAACSON, from the foreword


TEAM OF TEAMS

NEW RULES OF ENGAGEMENT FOR A COMPLEX WORLD

GENERAL STANLEY McCHRISTAL

U.S. Army, Retired

with Tantum Collins, David Silverman, and Chris Fussell




<https://amzn.to/2PW7447>

ONE PRACTICE HAS ENORMOUS IMPACT: LEADING INDICATOR FOR COLLABORATION

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Simple Scrum Team Metrics

- STABLE TEAMS
- YESTERDAY'S WEATHER (DOD)
- SWARMING (MEASURE)
- INTERRUPT PATTERN
- DAILY CLEAN CODE
- EMERGENCY PROCEDURE
- SCRUMMING THE SCRUM (IMPACT RETROSPECTIVE)
- HAPPINESS METRIC
- TEAMS THAT FINISH EARLY ACCELERATE FASTER



SIMPLE


Sutherland et al 2014

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Anchors of Simplicity – Innovation is Iterative Incremental

DEATH STAR	DIGITAL AGE
BIG Transformation mindset and vocabulary	Selecting 3 patterns for 3 months, validating impact
Focus on efficiency, agile without customer focus	Practices of high-performance Quality: <i>Shift to the left</i> Customer: <i>fast feedback</i>
PMO – portfolio and process driven control	Agile PMO – outcome driven Cadence is king


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With Leaderful Teams Empowered to Change


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Decisions Decentralized to The Teams Doing The Work



**Liberate
Your
Team**

3 MYTHS OF VALUE CREATION IN COMPLEX SYSTEMS AND HIGH UNCERTAINTY

- CUSTOMER KNOWS WHAT THEY WANT
- WE KNOW HOW TO MAKE IT
- NO CHANGE OCCURS


LEARN TO LET GO





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#Soakability – Continuous Improvement



- INSIDE OUT CHANGE THROUGH TEAM/LEADERSHIP RETROSPECTIVE
- FOCUS ON THE FRAMEWORK AND PROCESS TO GET RESULTS
- LEARN MORE? SUBSCRIBE TO <https://youtu.be/QS65E66Hxl8>


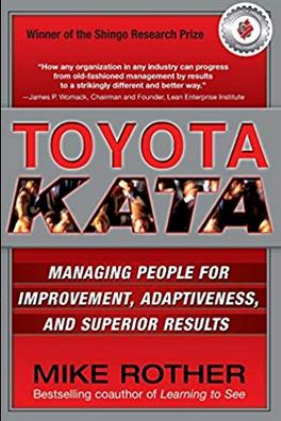


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Toyota Kata: Managing People for Improvement, Adaptiveness and Superior Results



THERE ISN'T A RIGHT SOLUTION – RATHER THERE IS A PROCESS TO LEARNING TOGETHER

[HTTPS://AMZN.TO/2LQVBPH](https://amzn.to/2LQVBPH)



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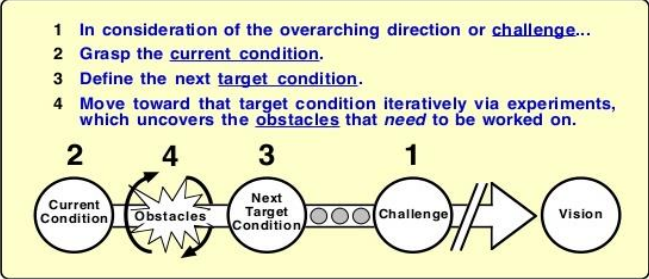
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Move Away From The: Drunken Retrospective

THE IMPROVEMENT KATA PATTERN


The **Improvement Kata** is a 4-step pattern that includes practice routines in order to make striving and scientific working a daily habit

- 1 In consideration of the overarching direction or **challenge**...
- 2 Grasp the **current condition**.
- 3 Define the next **target condition**.
- 4 Move toward that target condition iteratively via experiments, which uncovers the **obstacles** that need to be worked on.



The Improvement Kata pattern is a way of achieving things that you don't know how you are going to achieve

© Mike Rother TOYOTA KATA



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How Do you Soak? Perhaps with OKRs

OUTPUT ORIENTED TEAM VS OUTCOME ORIENTED TEAM

I HIT MY TARGET OF 50 ARROWS A MINUTE.

I HIT AN ACTUAL BUSINESS GOAL.

Alignment and focus Soaking and Scaling



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Teams with OKRs Focus on Outcomes

OKRs consist of:

 Objectives A statement of a broad goal, usually qualitative in nature.	 Key Results A statement that measures achievement of a given objective.
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OKRs => transition from Project to Product and long lived teams => Measure OKR performance

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Digital Age Leadership Use Liberating Structures



INVITE THEM TO WORK TOGETHER

<https://youtu.be/hZZKbFX1040>

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Tell-tale Signs of Soakability – Innovation through coaching

DEATH STAR	DIGITAL AGE
Talk the Talk Teams are 'scrum' while programs and management is waterfall	Walk the Walk It isn't just about you! Leadership is agile - Provides vision Sets Guardrails
Copying 'best practices' from others – Google Intel Amazon	Using the retrospective to cultivate results and building a curiosity driven culture
Culture of fear, shooting the messenger, process rules	Practice behavior: <ul style="list-style-type: none">• Delegate decisions Enabling autonomy• Managing towards outcomes• Costumer focused



Empowerment comes with transparency



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With a Seed of



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'THOSE WHO MASTER LARGE SCALE SOFTWARE DELIVERY WILL DEFINE THE ECONOMIC LANDSCAPE OF THE 21ST CENTAURY'
MIK KERSTEN

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New Great – 2018 Scaling is a PEOPLE Problem

THE PROBLEM – IT PMO
INFRASTRUCTURE
PROJECTS LASTING 2-3
YEARS, SCOPE CREEP,
LOW MORAL (PMs),
MANY VENDORS WITH
LOW TRUST

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New Great – 2018 Utility IT Infrastructure

CUSTOMER WANTED – MAKE IT
FASTER USING SCALING AGILE (OR
SOMETHING) WITH LOTS OF
DOCUMENTATION; (PEOPLE SEEM
TO LIKE COMPLEX SOLUTIONS)

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New Great – 2018 Utility IT Infrastructure

WE DELIVERED – NOT WHAT THE
CLIENT WANTED RATHER WHAT
THEY NEEDED – SCALABLE
FEEDBACK LOOP WITH VENDORS

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New Great – 2018 Utility IT Infrastructure




LESSON LEARNED –
CLIENTS CONFUSE PMO ADHERENCE
TO PROTOCOL (SCRUM MOTIONS)
WITH THE SCALING OF AGILITY
MAKE IT SCALABLE FROM DAY ONE –
FOCUS ON SCALING THE ‘BAD NEWS’

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What is the Outcome of Scalability




SCALABILITY AS THE EMERGENCE, PROPAGATION, and RECTIFYING OF 'BAD NEWS'



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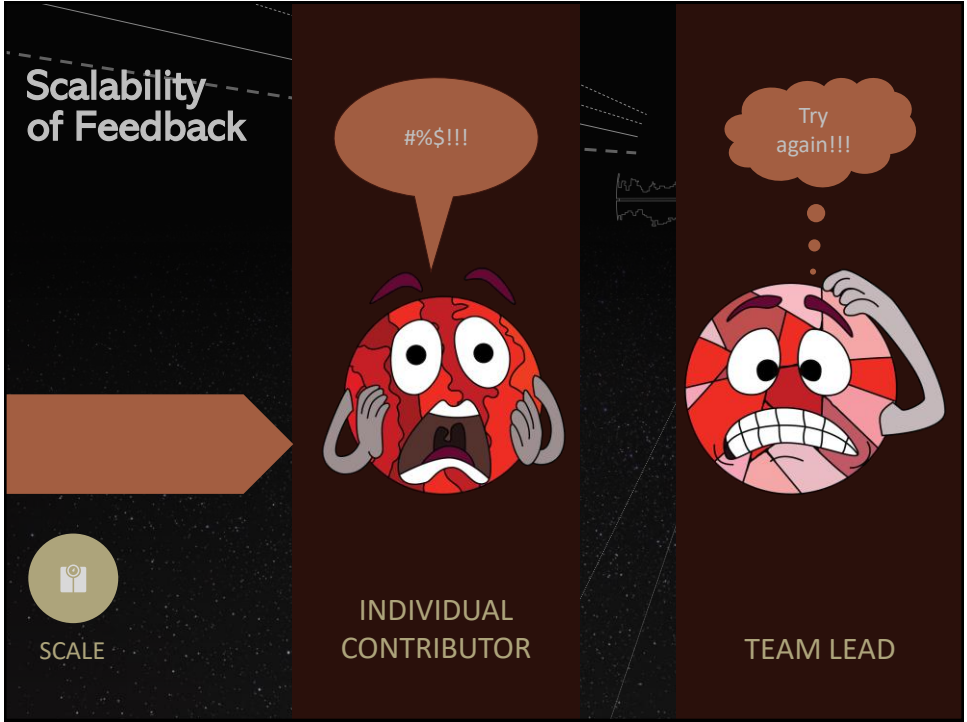
Scalability of Feedback



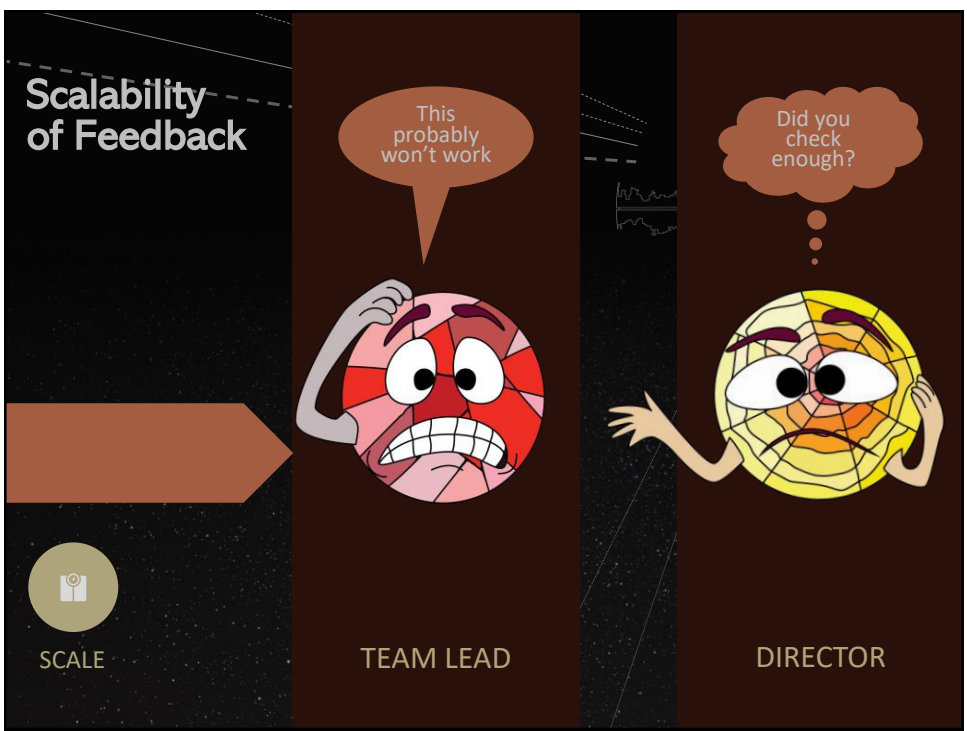
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INDIVIDUAL CONTRIBUTOR

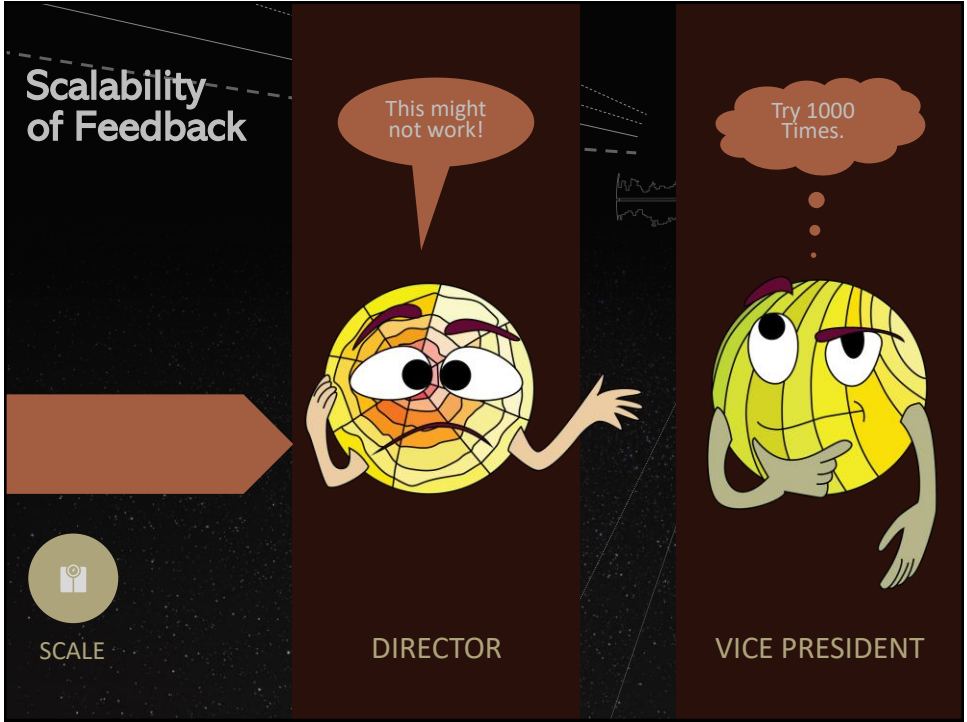
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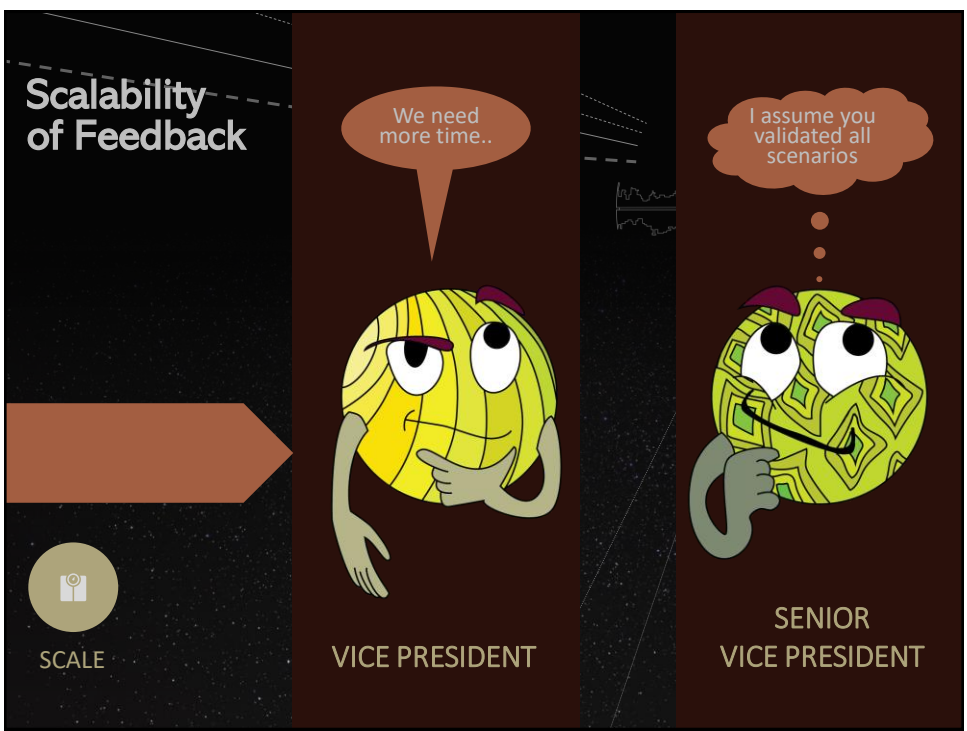
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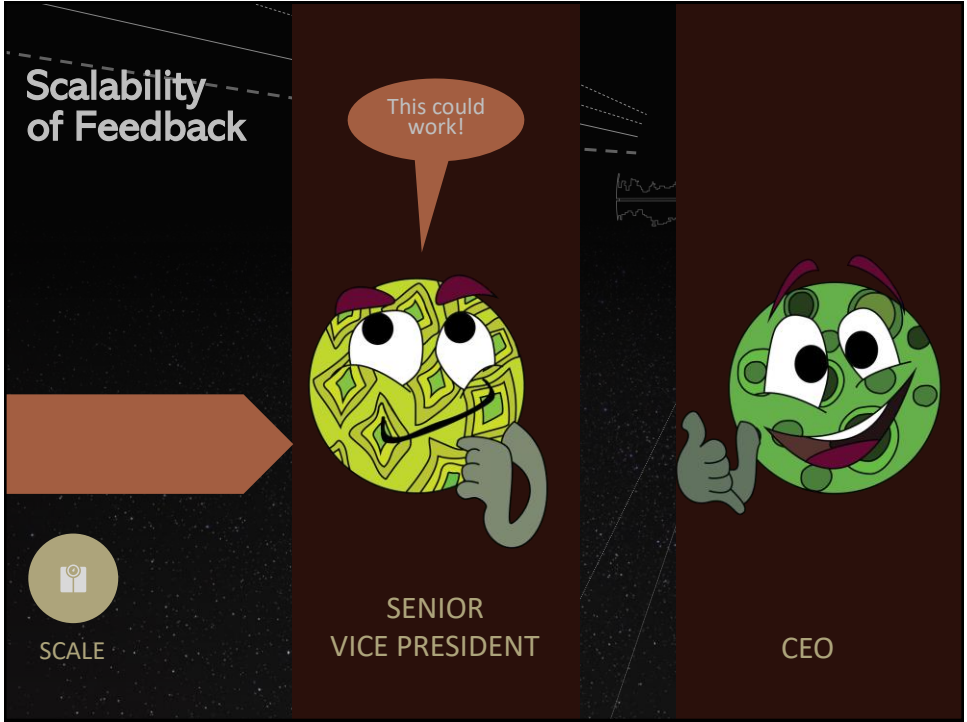
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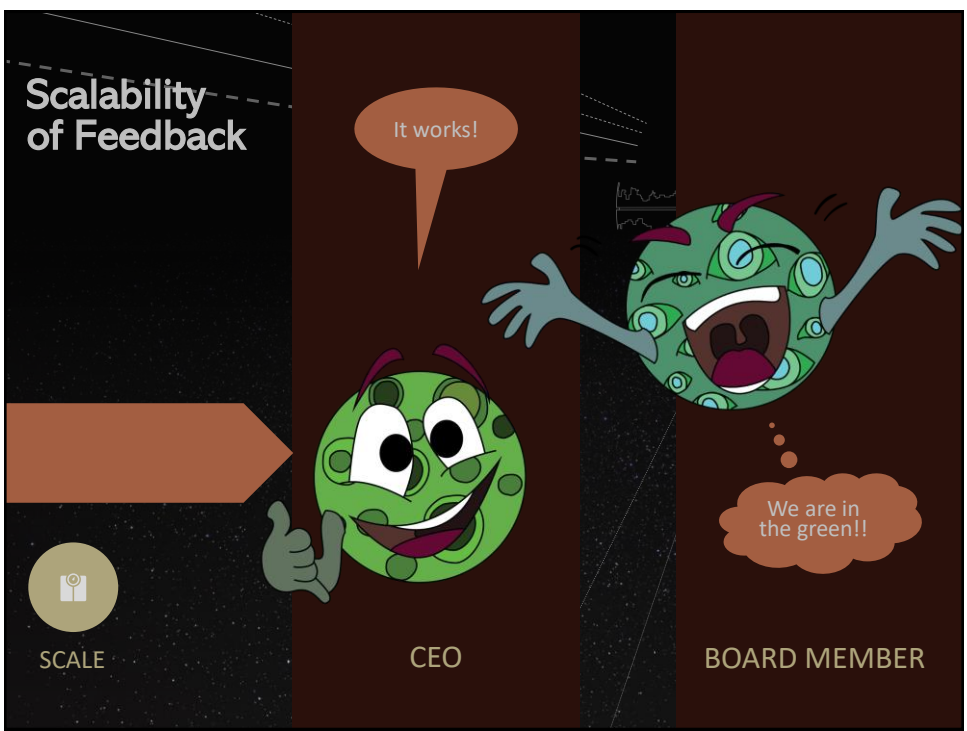
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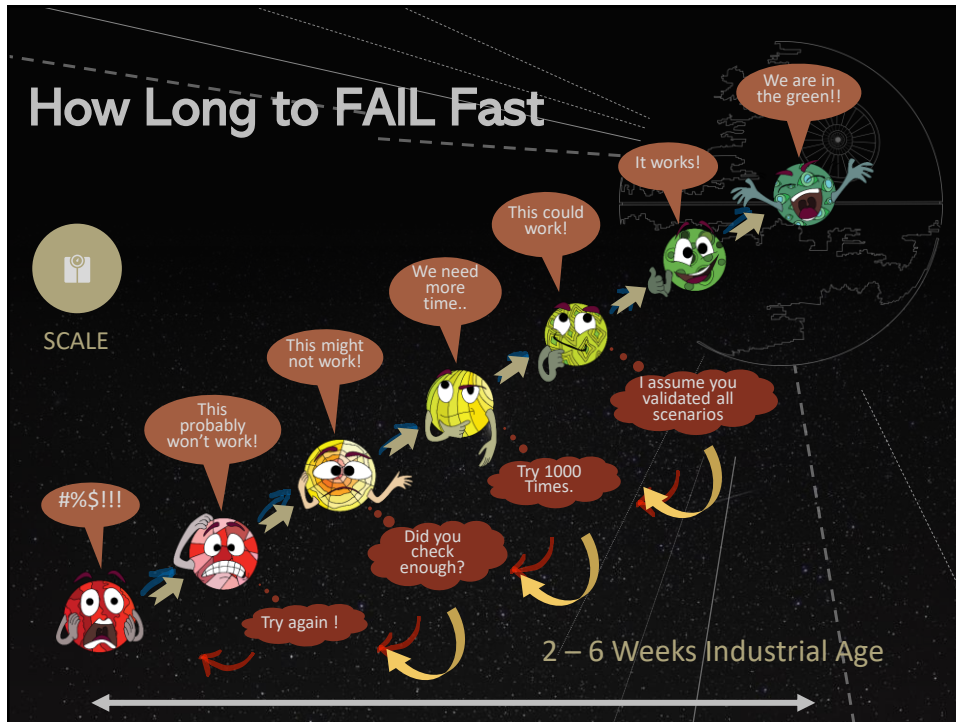
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What is the Turnaround Time to Fix in Your Organization

Share on the poll





<https://pollev.com/michaelnir>


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We All Make Mistakes – Scalable Organizations Fix Fast

	 ↓ LEAD TIME FOR CHANGE	 ↑ DEPLOYMENT FREQUENCY	 ↓ MEAN TIME TO RECOVERY (MTTR)	 ↓ CHANGE FAILURE RATE*
	Measures of MARKET AGILITY		Measures of RELIABILITY	
WHAT	Time from code committed to deployed to production	Proxy for batch size, how often does an app deploy to production	How long it takes systems to recover from failures in production	Percentage of deployments requiring rollback and/or fixes
WHY	Shorter is better. Enables faster feedback cycles and makes you better able to adjust to the marketplace	Indicator of batch size. Smaller batch size leads to more market agility	Critical to ensure that we aren't speeding up delivery at the expense of negative customer impacts	*Secondary indicator of stability


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FORSGREN ET AL ACCELERATE

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Accelerate: The Science of Lean Software and DevOps: Building and Scaling High Performing Technology Organizations





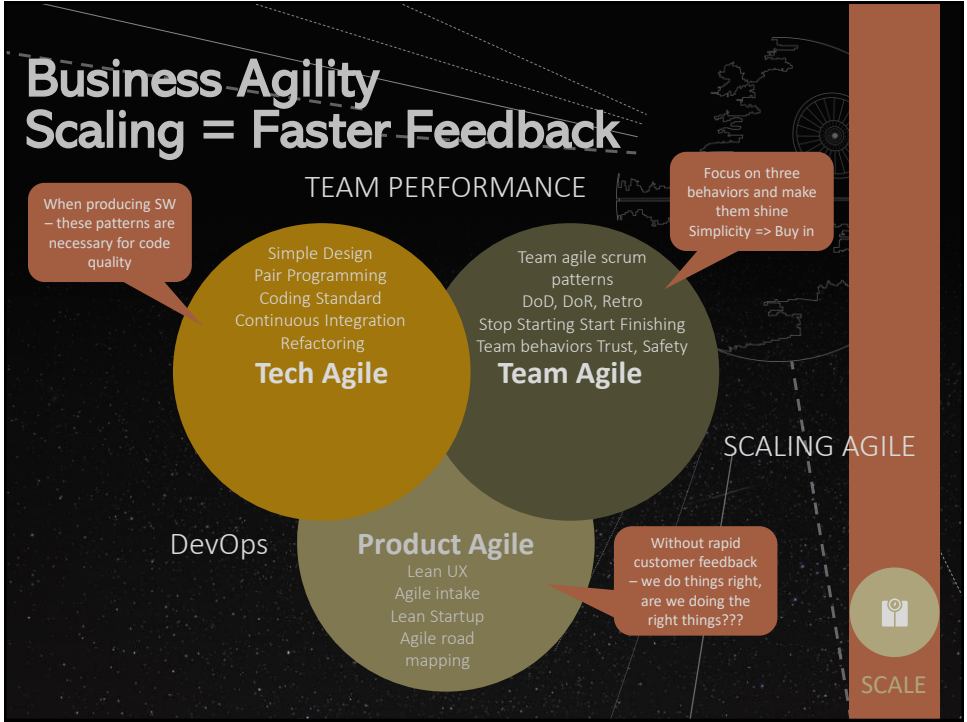
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LEGACY?
AUTOMATED TESTING?

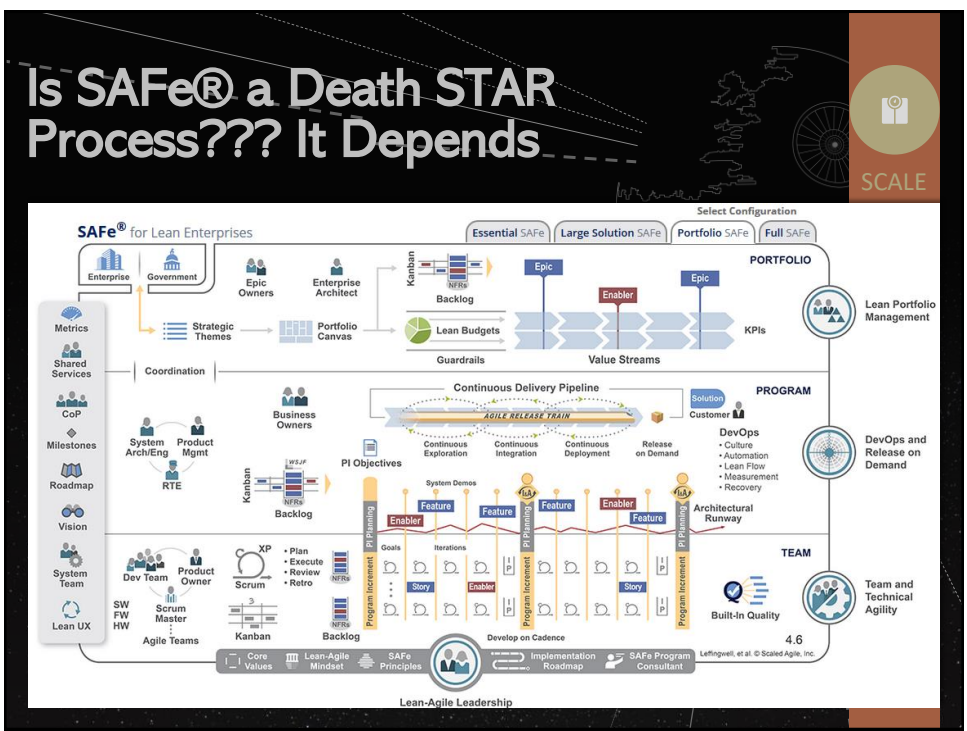


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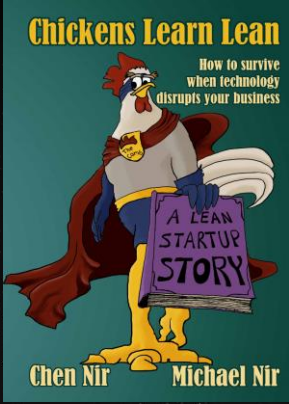
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Exploration not Prescription Scaling – From Features to Outcomes



Focus on Product Agility!
Leading to business Agility
<https://amzn.to/2uBDOCe>




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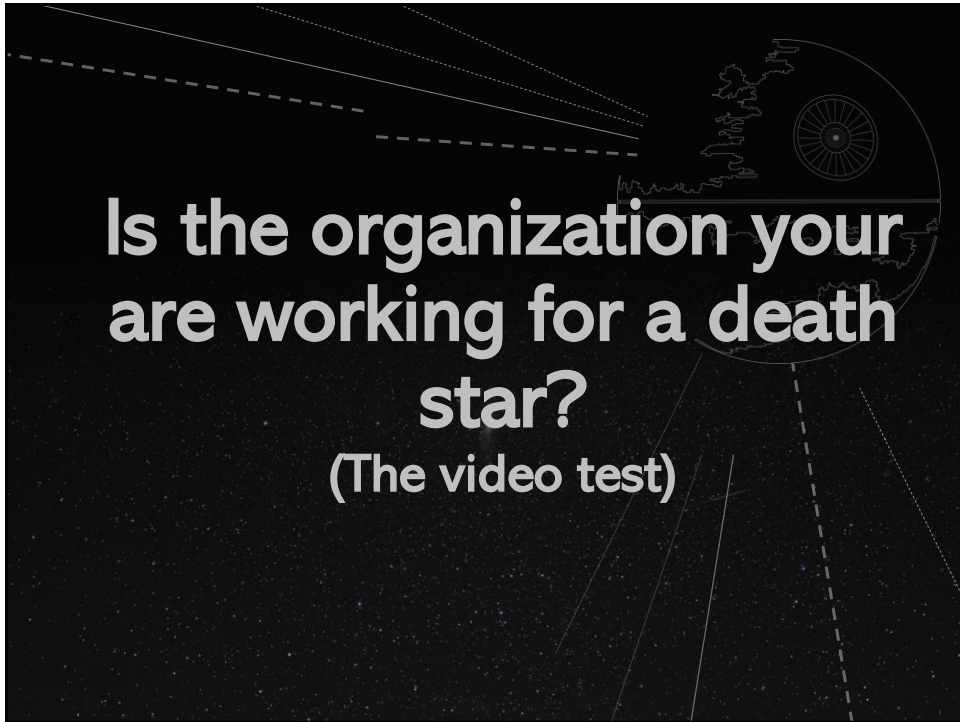
Mainstays of Scalability – Innovation is Decentralization

DEATH STAR	DIGITAL AGE
Scaling the process - pursuing the output scalability	Scaling the flow – pursuing the outcome of scalability – faster feedback
Leader as manager...	Leader as coach, tuned to people needs; TRUST, COLLABORATION, COMMUNICATION
Committee based INTAKE process or HIPPO	Iterative, evidence-based delivery controls flow of incoming work

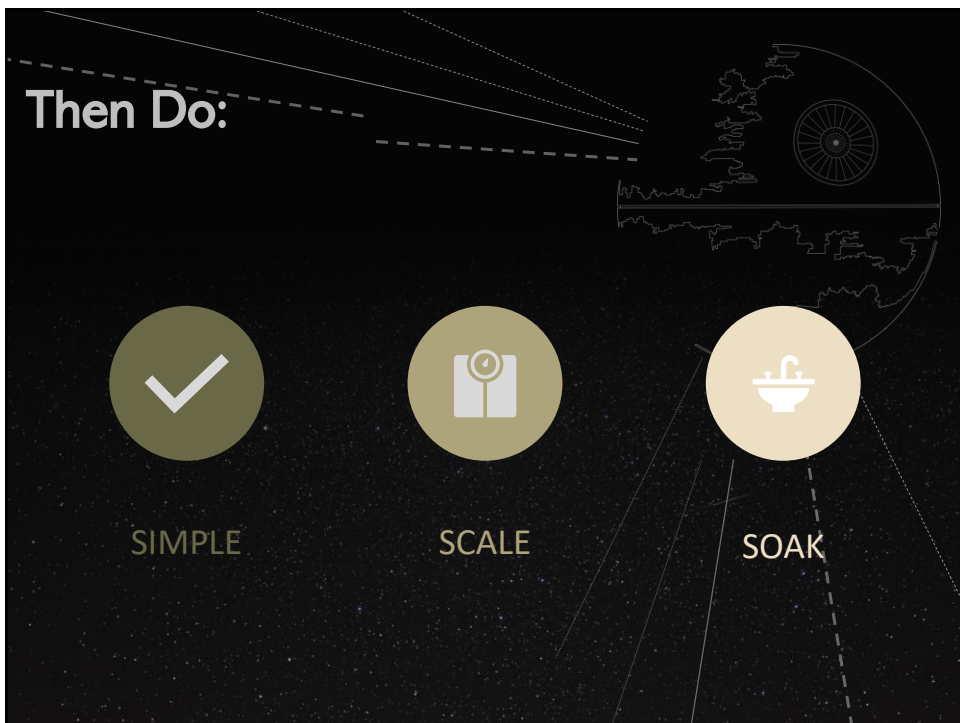


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Where do YOU start?



Here

-  DO SIMPLE LEARN FAST
-  FOCUS ON TEAMS
-  RUN EXPERIMENTS




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Reflect: What is one Scaled agile (or agile and scaling metric related) question you want answered in the next two hours – review and vote?

Share on the poll

<https://pollev.com/michaelnir>



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<p>Building HIGHLY EFFECTIVE ((REMOTE)) TEAMS</p>		<p>Connect with Michael</p> <p>LinkedIn</p> <p>michael@michaelnir.com</p>
<p>MICHAEL NIR</p> <p>THE AGILE PROJECT MANAGEMENT OFFICE</p>	<p>Chickens Learn Lean</p> <p>How to survive when technology disrupts your business</p>	
<p>Project INFLUENCE And LEADERSHIP</p>		

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