



Revive the ePMO with Clarity

A Webinar Series



Take Charge of Business Transformation with Clarity and Design Thinking

Sonja Furneaux, Sr. Solution Engineer



If ...

Digital
Transformation
Success Rates
Stay at 15%

You Don't Switch
from Projects to
Products

Innovation Stops
Flowing Across
the Company

Then ...



The ePMO Ends Up Here!

UNITE THE
ENTERPRISE
AND **REVIVE**
THE ePMO
WITH
CLARITY.



Welcome to the Revive Webinar Series

- Change is happening. This series is about:
 - Understanding the adoption gaps transformation creates
 - Sharing insightful ways others have assessed options and taken action
 - Demonstrating practical solution enhancements recommendations
- Objective: Clarity stakeholders on the right side of transformation

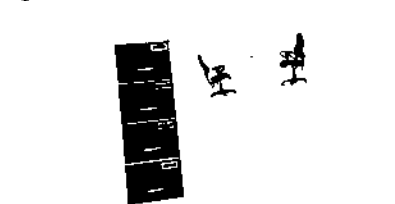
Today's Session:

Take Charge of Business Transformation with Clarity and Design Thinking



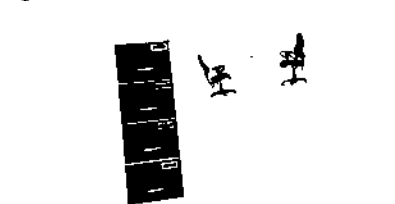
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Hindrance or help? Due to its mission-critical role, the **project/portfolio management office (PMO) is often walled off**, restricting access to business teams with great ideas for new and improved products and value streams. As a result, **big initiatives begin to circumvent the PMO**, leaving it outside the decision-making process. But there's a solution. In this webinar, we'll **explore how Clarity and Design Thinking** – a modern problem-solving approach to improving products – helped other companies breathe new life into their enterprise investments. Join us to see how Broadcom **can help with your digital transformation.**



Agenda

- The PMO's relationship with Transformation
- How do you get on the right side of Transformation
 - Transformation - What it is and is not
 - Transforming without change
 - Shared Success Enablement
 - Quick Win Recommendations
 - Example demonstration
- Q&A



What is Transforming

DPM, VSM, and Projects-to-“Products” includes some fundamental shifts



An management shift from a *service* focus to an *objective* focus



An investment shift from funding *things* to funding *people*



A portfolio management shift from constraints to guardrails



A governance shift from “*what and how much*” to “*who and when*”



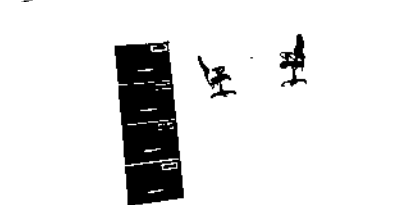
A completion shift from “*on time on budget*” to “*on track on brand*”



A forecasting shift from work change to people change

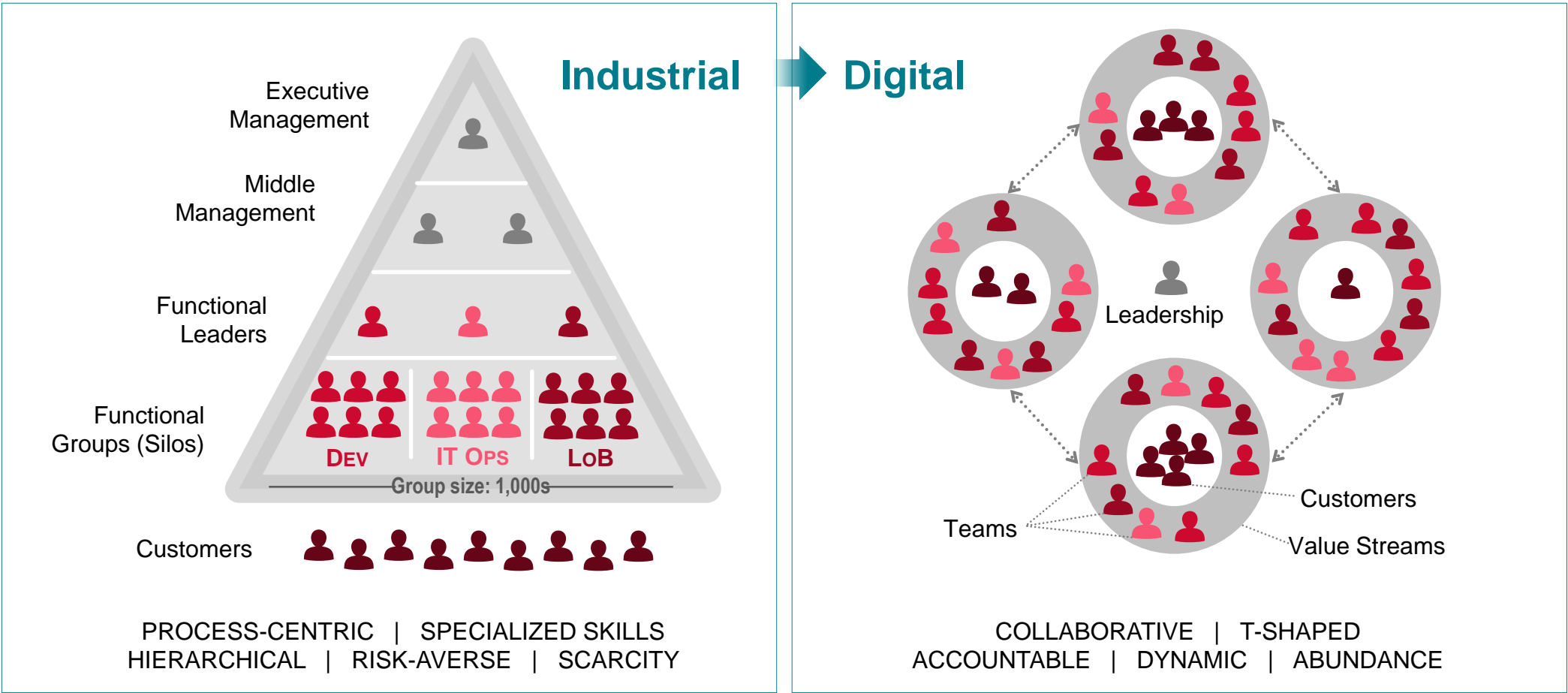


An analysis shift from decisive to relational (flow)



Innovation Requires an Agile Operating Model

...but for the Management Office and Clarity both still exist



What is NOT Transforming

Some things will not change and are the reasons the Portfolio Management is valuable

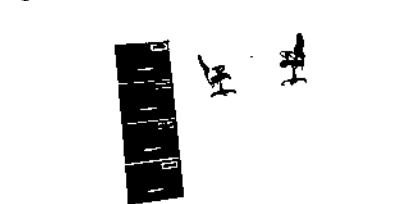
- How corporate financials work
- How employees are hired
- How FTE Planning works
- How contractors are funded/paid
- Need for an Annual Operating Plan
- Approval for large initiatives and/or products
- Need for Capital Planning and auditable actualization
- Transparency on status, impediments/risk, completions (Divestment Trigger)
- Need for business and operations collaboration on the portfolio
- Central data to drive decisions and communicate success



Going with the flow of change



- Be aware of the current
- Nomenclature and education is important
- Governance cannot be perceived as stagnant

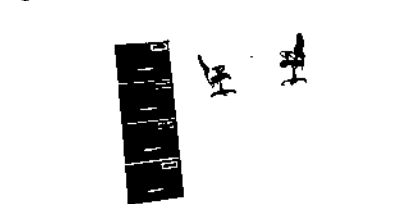


Going with the flow of change



- Be aware of the current
- Nomenclature and education is important
- Governance cannot be perceived as stagnant

- Get wet and embrace it
- Product Manage changes & communicate value
- Adopt Design Thinking as part of your practice



Manage the PMO as a Product or Value Stream

The PMO is:

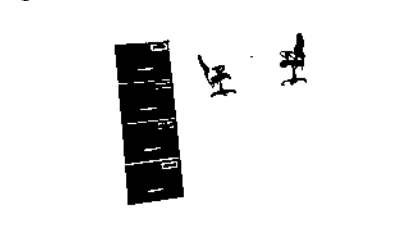
- A sustained asset of indeterminate life
- Delivers value that can be articulated in reasonable business terms
- Receives recurring explicit funding in the form of money and/or people

- Product (Value) Manager

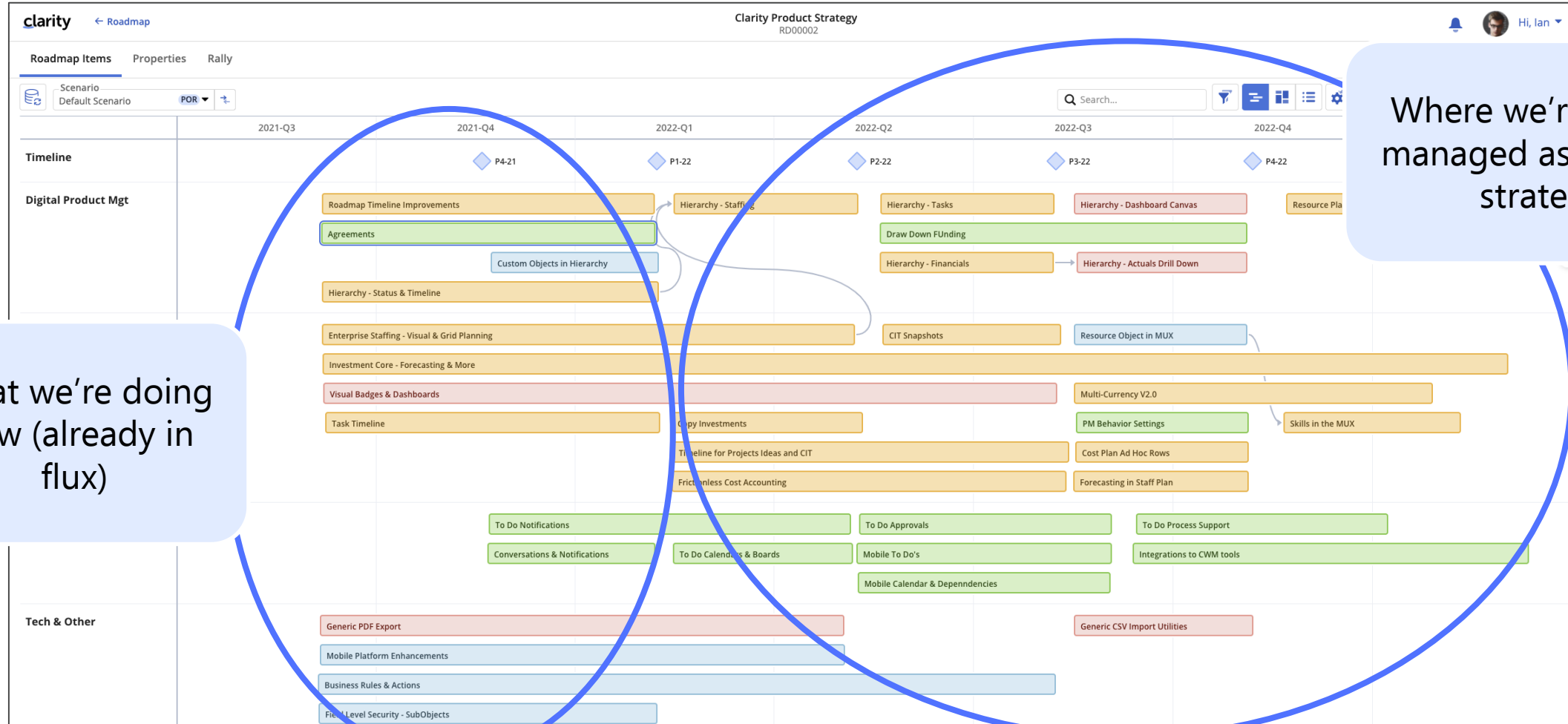
- Understands the (internal or external) audience the product serves
- Understands the value the product provides (or is intended to provide)
- Manages & messages the strategic vision for the product
- Maintains accountability to the funding stakeholders (investors)
- Maintains accountability to the business for forecasting & (financial) performance
- Should be able to clearly articulate the value delivered in return for the investment
- Spends the majority of their time working with customers

- Product (Value) Owner

- Manages the technical delivery of the product (value)
- Spends the majority of their time working on delivery of value



Top Down Product Strategy Planning



What we're doing
now (already in
flux)

Where we're going,
managed as product
strategy

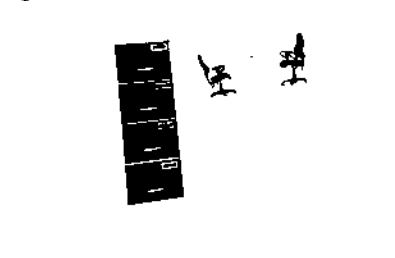
Design Thinking

A SAFe perspective

Design Thinking - goes beyond the traditional focus on the features and functions of a proposed product. Instead, it emphasizes understanding the problem to be solved, the context in which the solution will be used, and the evolution of that solution.

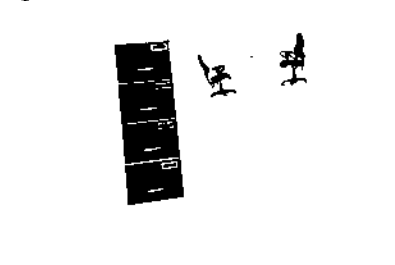
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How to get wet

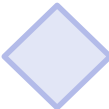
- Take the initiative – get curious
 - Shift upgrade management to innovation releases
 - Create a pattern of success
 - Expand success cross business lines
- Focus on Adoption and Transparency
 - Re-learn and re-approach the impediments to adoption
 - Re-learn and re-approach portfolio asks
 - Choose a quick win(s) and then promote your success



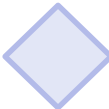
Recommendation #1: Drop the nomenclature



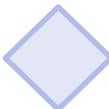
What are we funding?



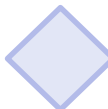
Completion 1



Completion 2



Completion 3



Completion 4

What the business wants

How do we
prioritize and
deploy?

How do we
align work to
their objectives

Get clarity.

STRATEGY

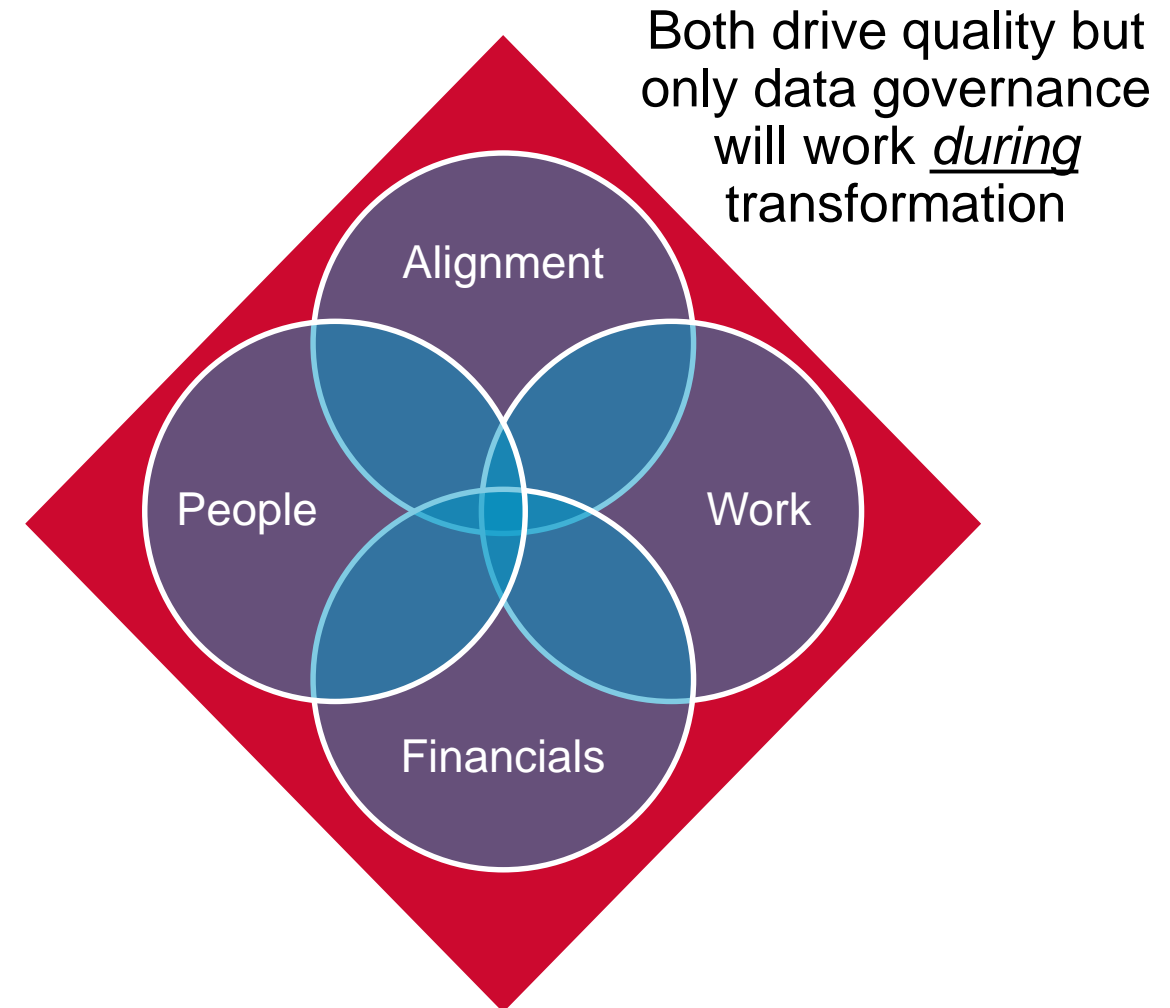
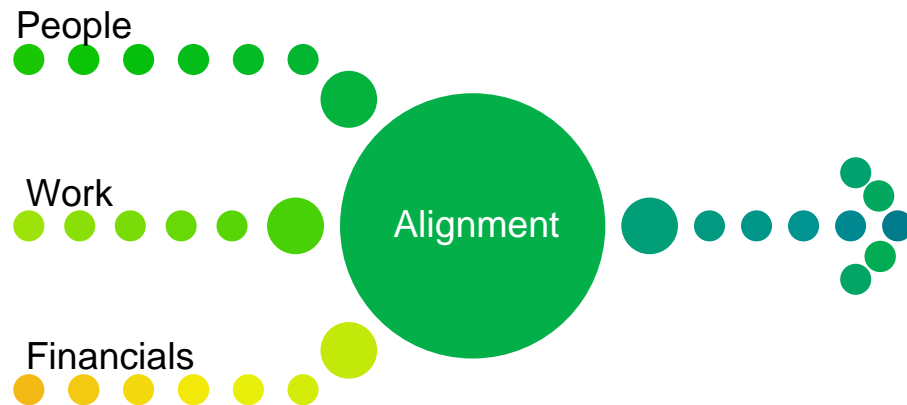
PLANNING

EXECUTION



How to not DROWN

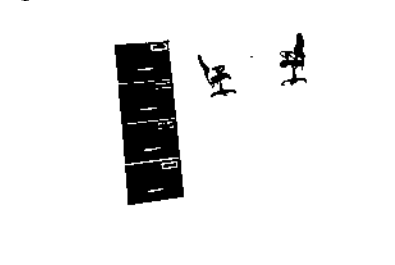
Shift your focus from Process Governance to Data Governance



Proven Quick Wins

Implement new data transparency and value to production in hours

- Grid Views as Dashboards
 - Resource
 - Projects
 - Ideas
 - Timesheets
 - Staffing
 - Status
- Alternative use case experiences
 - Allocation management with Staffing and or Hierarchies
 - Timesheet approvals with bulk edit, mobile, etc.
 - Financial Governance with Roadmaps and or Hierarchies
- New use case pilots
 - Roadmaps – Strategic planning, Product/Value Stream *Planning* (integrated agile)
 - Hierarchies – Strategic/Program *Management*, Product/Value Stream Mgmt.
 - Collaborative Work Management – Program Mgmt., M&A, Sustainability, etc.



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Thank you and enjoy the water!

