



# 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.



**BROADCOM**  
SOFTWARE

# 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

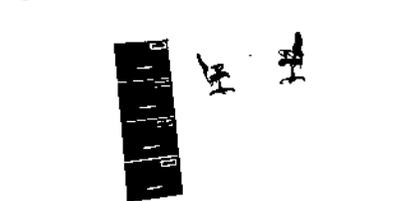
## Today's Session:

## Take Charge of Business Transformation with Clarity and Design Thinking



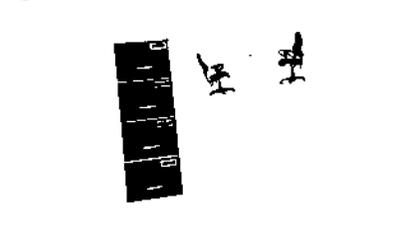
Sonja Furneaux  
Sr. Solution Engineer

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*”



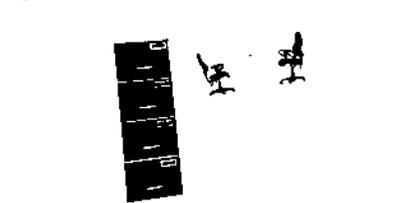
A completion shift from “*on time on budget*” to “*on track on brand*”



A forecasting shift from work change to people change

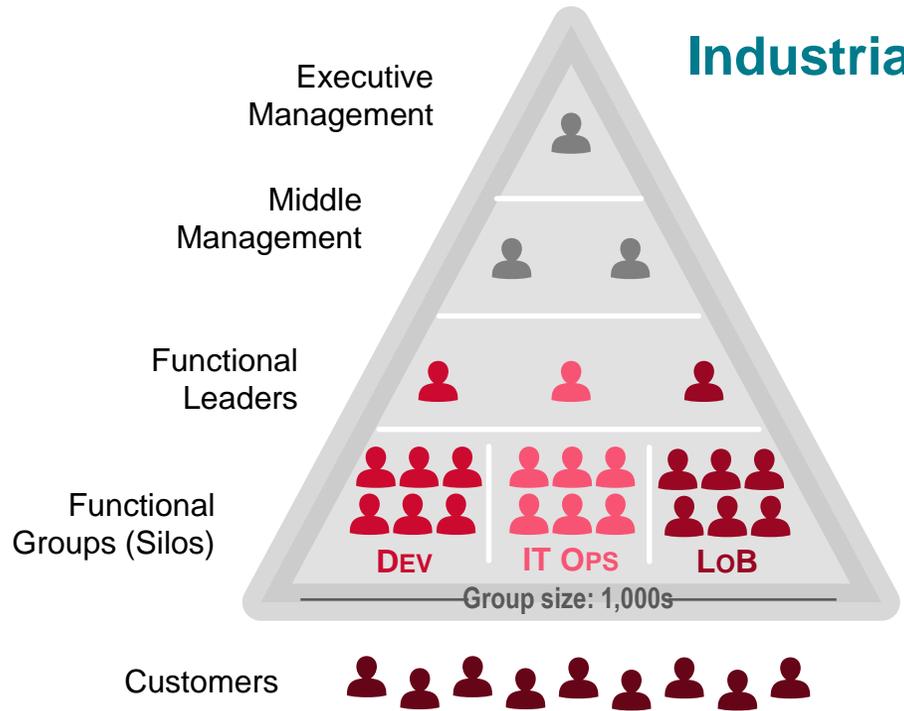
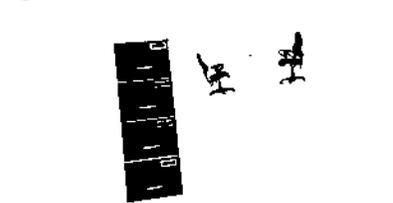


An analysis shift from decisive to relational (flow)



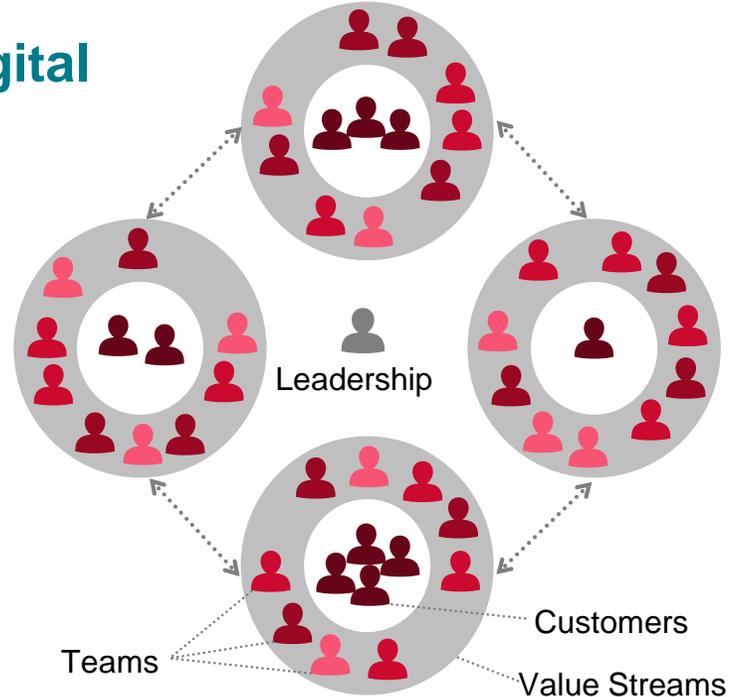
# Innovation Requires an Agile Operating Model

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



PROCESS-CENTRIC | SPECIALIZED SKILLS  
HIERARCHICAL | RISK-AVERSE | SCARCITY

**Digital**

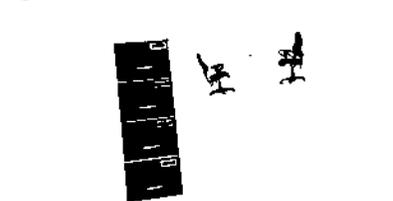


COLLABORATIVE | T-SHAPED  
ACCOUNTABLE | DYNAMIC | ABUNDANCE

# What is NOT Transforming

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

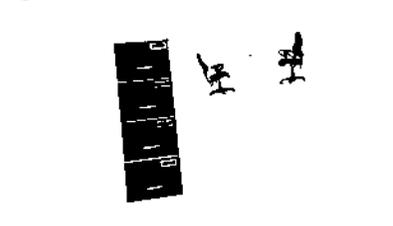
- How corporate financials work
- How employees are hired
- How FTE Planning works
- How contractors are funded/paid
- Need for an Annual Operating Plan
- Approval for large initiatives and/or products
- Need for Capital Planning and auditable actualization
- Transparency on status, impediments/risk, 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

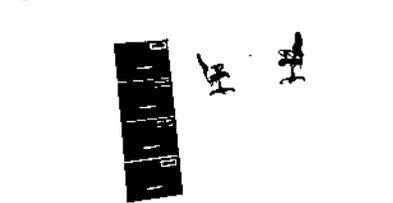


# Going with the flow of change



- Be aware of the current
- Nomenclature and education is important
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- 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:

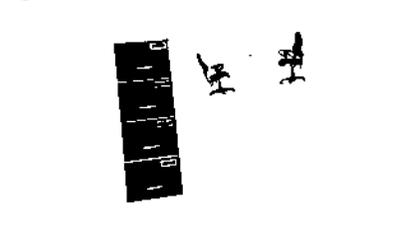
- A sustained asset of indeterminate life
- Delivers value that can be articulated in reasonable business terms
- Receives recurring explicit funding in the form of money and/or people

- **Product (Value) Manager**

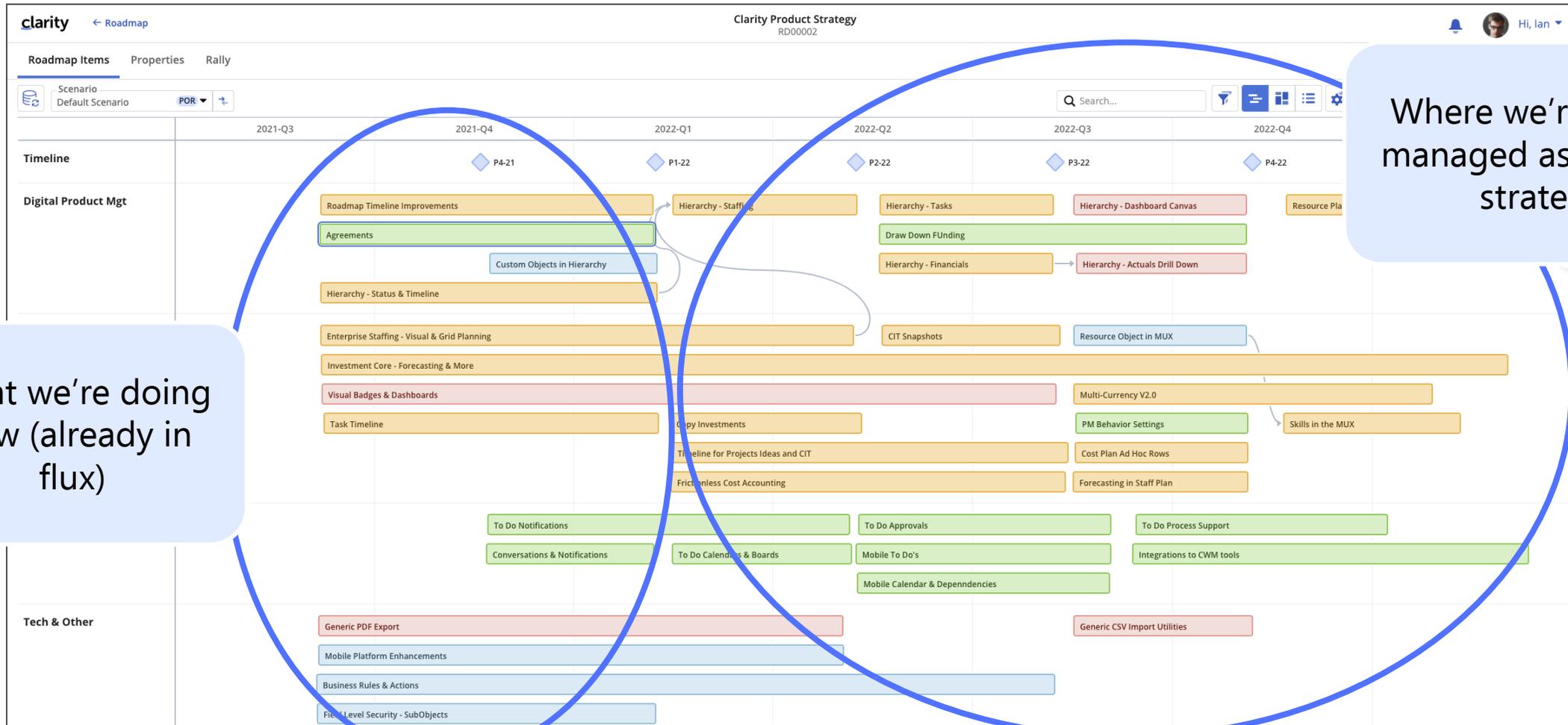
- Understands the (internal or external) audience the product serves
- Understands the value the product provides (or is intended to provide)
- Manages & messages the strategic vision for the product
- Maintains accountability to the funding stakeholders (investors)
- Maintains accountability to the 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

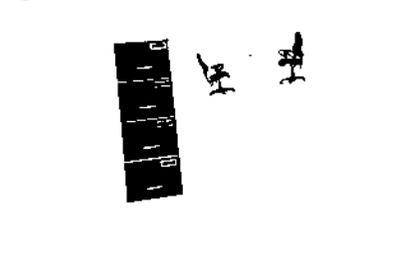
# Design Thinking

## 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.

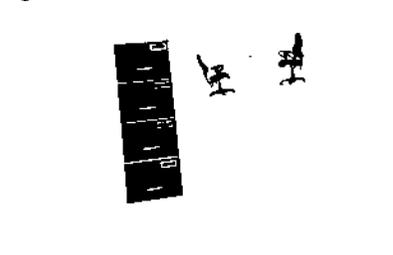
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# How to get wet

- 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



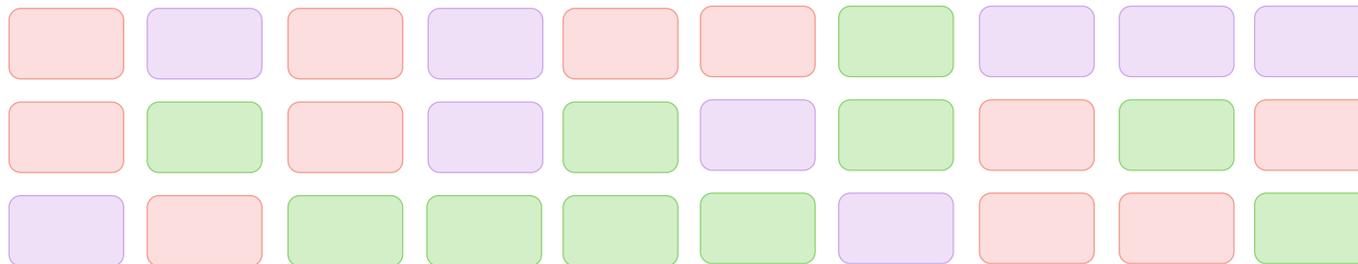
# Recommendation #1: Drop the nomenclature



What are we funding?



What the business wants



How do we prioritize and deploy?

How do we align work to their objectives

# Get clarity.

STRATEGY

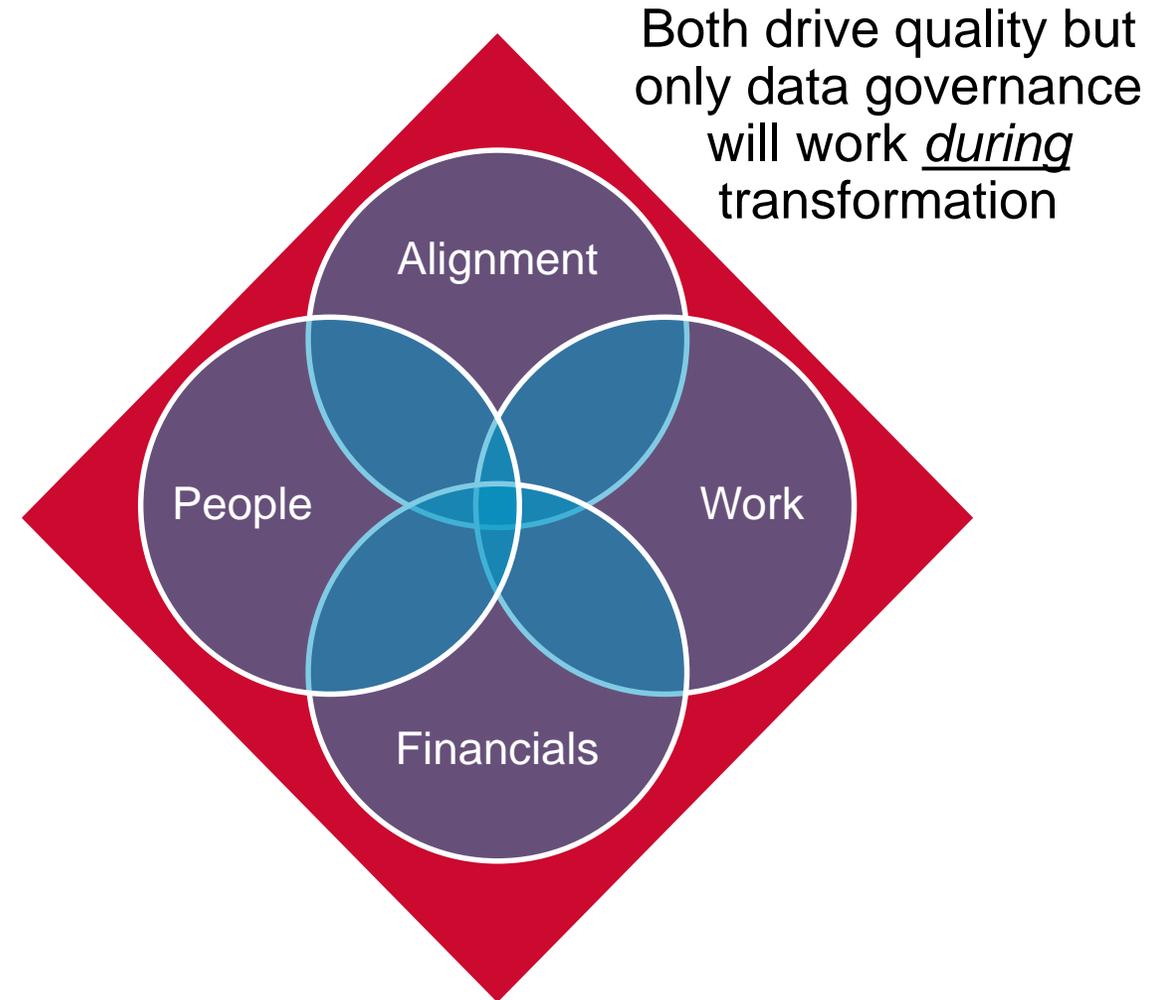
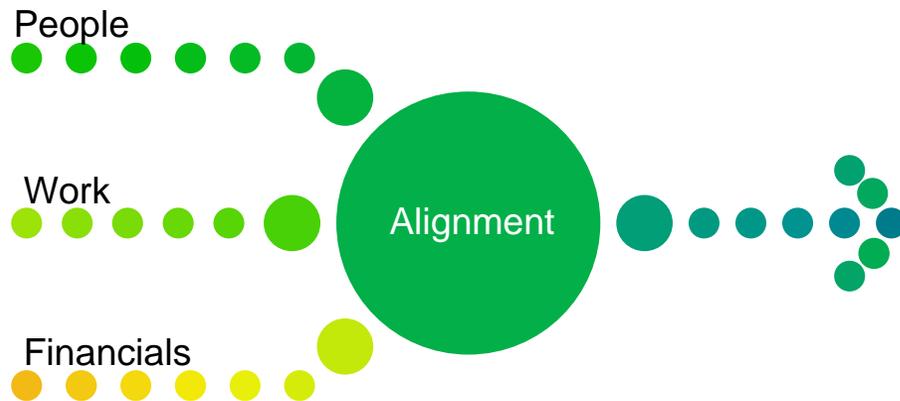
PLANNING

EXECUTION



# How to not DROWN

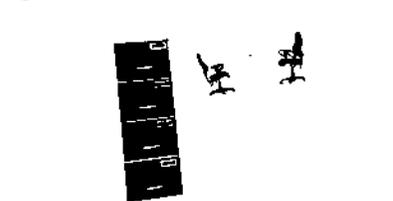
Shift your focus from Process Governance to Data Governance



# Proven Quick Wins

Implement new data transparency and value to production in hours

- Grid Views as Dashboards
  - Resource
  - Timesheets
  - Projects
  - Staffing
  - Ideas
  - 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.



A group of people in an office celebrating with high-fives. In the foreground, a man with a beard and a green sweater is high-fiving another man in a grey sweater who is sitting at a desk. In the background, another man in a blue shirt is also high-fiving. The office has a modern, open-plan layout with desks, computers, and large windows.

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Thank you and enjoy the water!

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