

Achieving Agility

Evolve toward a more agile PMO for faster delivery

Overview

The dynamic nature of today's economy requires enterprises to respond to changes in market conditions in near real-time. To deliver faster and shift quicker, organizations have embraced more agile ways of working. Agility requires fundamental change not only across how teams deliver value but also within portfolio management and strategic planning practices.

Becoming a more agile PMO conflicts with the traditional approach of centralized control, standardized process, and strict governance. PMOs need to redefine their role in a world of decentralized decision-making, shorter delivery cycles, and rapidly shifting priorities. PMOs can achieve agility by evolving how they plan and govern, as well as how they support delivery teams.

ADVANCING AGILITY ACROSS PLANNING AND DELIVERY

	Classic	Modern	Lean
Portfolio Planning Cycle	Annual	Quarterly	Continuous
Planning Process	Bottom-up Project Schedules	Prioritized Projects	Top-down Programs
Funding	Project	Program	Value Stream
Capacity	Named Resources	Role-based Capacity	Hybrid Team
KPIs	Utilization & Compliance	Cost & Efficiency	Value-based OKRs
Forecasting & Actuals	Actuals Only	Project Forecasting	Program Forecasting
Governance	Prescriptive (Methodology and Control)	Reactive - Flexible	Adaptive - Servant
Autonomy	Command & Control	Execution Flexibility	Team Autonomy
Execution Tools	Disparate & Disconnected	One Size Fits All	Adapted
Delivery	Large Release / Infrequent	Phased Releases	Incremental
			Continuous

Key benefits of moving towards an Agile PMO state:

- ✓ Integrate **Strategic and Portfolio Planning** for communicating high-level priorities, managing cross-team dependencies, and providing executive-level visibility to progress
- ✓ Move to **Continuous Planning** for focusing on strategy across demand management, capacity planning, and work delivery
- ✓ **Analytics and Reporting** to track progress, measure performance, and empower users to make informed, data-driven decisions
- ✓ Adapt the **Portfolio Management Configuration** for driving more flexible ways of working while continuing to support traditional work modes
- ✓ Support **Delivery of Any Type of Work** be it traditional, iterative, lean-agile, or collaborative work

Achieving Agility with Planview: Evolve your Planview solution

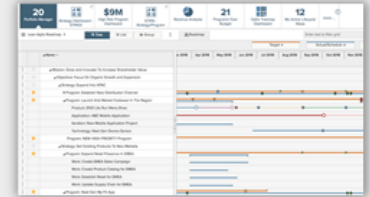
Portfolio Planning Cycle

Investment and Capacity Planning for continuous planning in a world of dynamically changing priorities



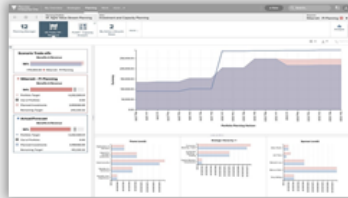
Planning Process

Strategic Roadmapping creates the framework for agile delivery by defining top-down direction and translating strategy into actionable plans



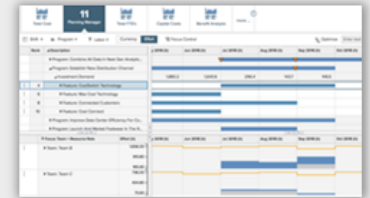
Funding

Fund portfolio initiatives and value streams by aligning work to achieve the business outcomes desired



Capacity

Shift investments with Scenario Planning to optimize capacity and demand, bringing work to fixed teams



KPIs

Manage the portfolio to value as well as cost targets; shift to deliver within capacity constraints

Item	Value	Target	Variance
Portfolio Total	\$1,234,567,890	\$1,200,000,000	\$34,567,890
Item 1	\$100,000,000	\$100,000,000	\$0
Item 2	\$200,000,000	\$200,000,000	\$0
Item 3	\$300,000,000	\$300,000,000	\$0
Item 4	\$400,000,000	\$400,000,000	\$0
Item 5	\$500,000,000	\$500,000,000	\$0

Forecasting & Actuals

Associate outcomes, programs, and work to promote a product and value stream-centric approach



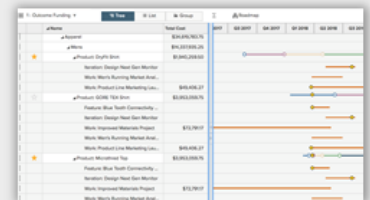
Governance

Streamlined lifecycles to simplify workflow and demand management processes



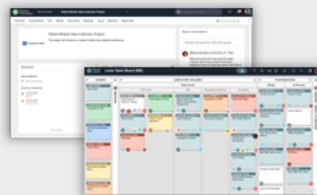
Autonomy

Outcome funding to approve initiatives while empowering teams to optimize the speed of value delivery



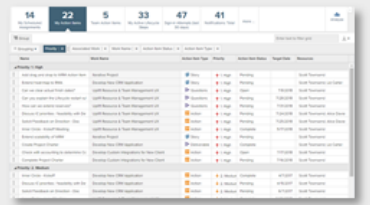
Execution Tools

Planview FLEX – digital workspaces - for portfolio visibility while allowing delivery leaders and team members to get work done in the right solution for them



Delivery

Rethink work as smaller, incremental releases, collecting only the data needed for prioritization



Contact your Planview Representative or email us at agility@planview.com to develop a roadmap for achieving agility.