



The PMO is dead, long live the PMO

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Barclays moves, lends, invests and protects money for customers and clients worldwide



328 years old, founded 1690

80,000 employees in 40 countries,
29,000 in Technology

Annual revenue ~£20bn (US\$26bn)

48m customers

30% of the annual UK GDP processed every day, ~£600 billion per day

> 6,000 applications

> 3,000 change initiatives

A production change every 18 seconds

8 million hits per day on our artefact repository

Islands of agile
and DevOps



DOES 14: Scaling
DevOps



DOES 16: Scaling
Agility



Better Products Faster Safer
Happier

Principles and practices

that lead to Better Products Faster, Safer with delighted customers and colleagues



Pre-2014

2014

2015

2016

2017

2018



Agile Community of Practice

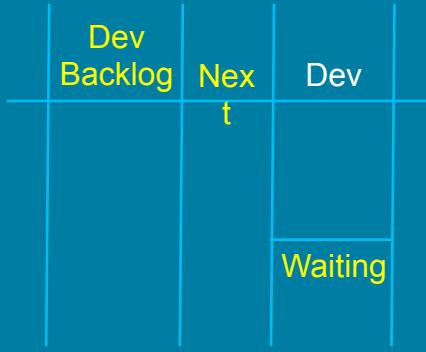


Whole enterprise
agility



DOES 17: Speed and
Control

DOES 18: Lean Portfolio Management And The Role of the PMO



Credit: Klaus
Leopold



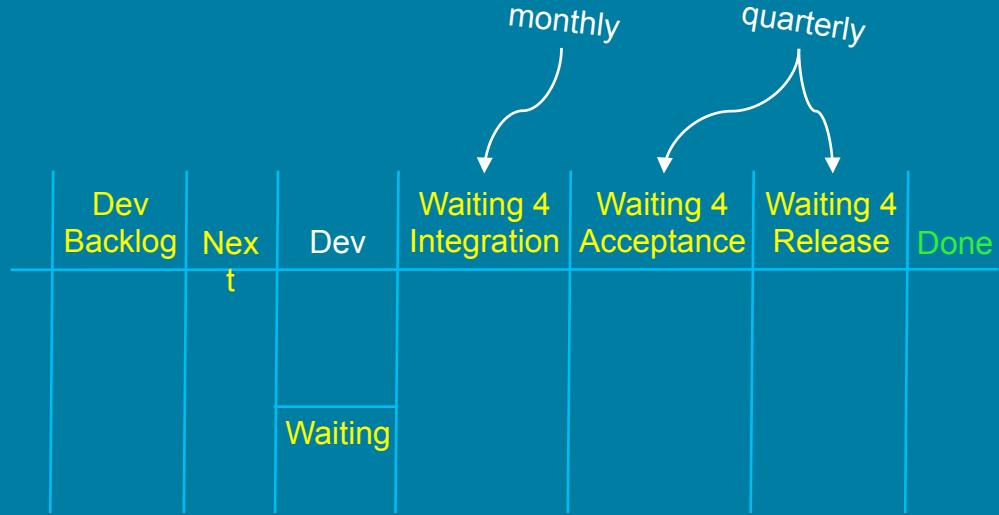
Credit: Klaus
Leopold



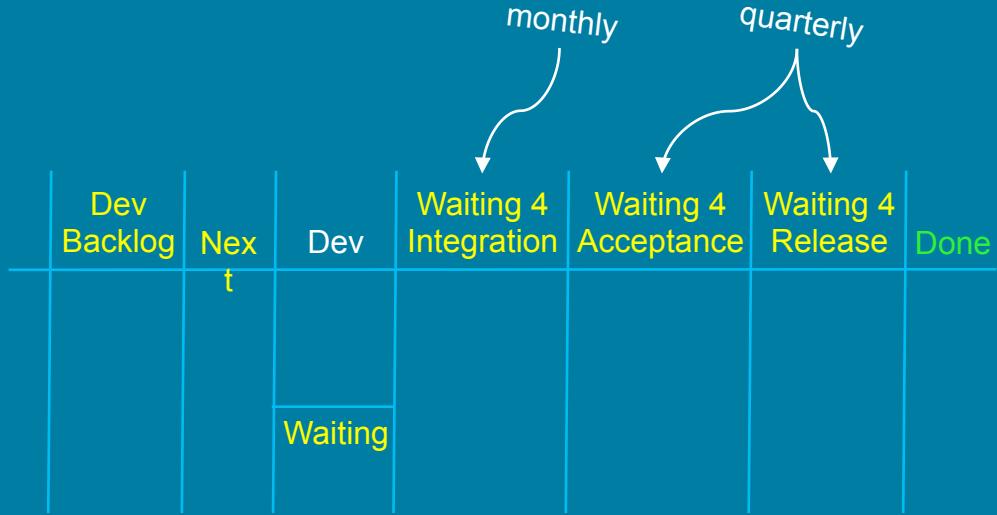
Credit: Klaus
Leopold

Dev Backlog	Nex t	Dev	Waiting 4 Integration	Waiting 4 Acceptance	Waiting 4 Release
			Waiting		

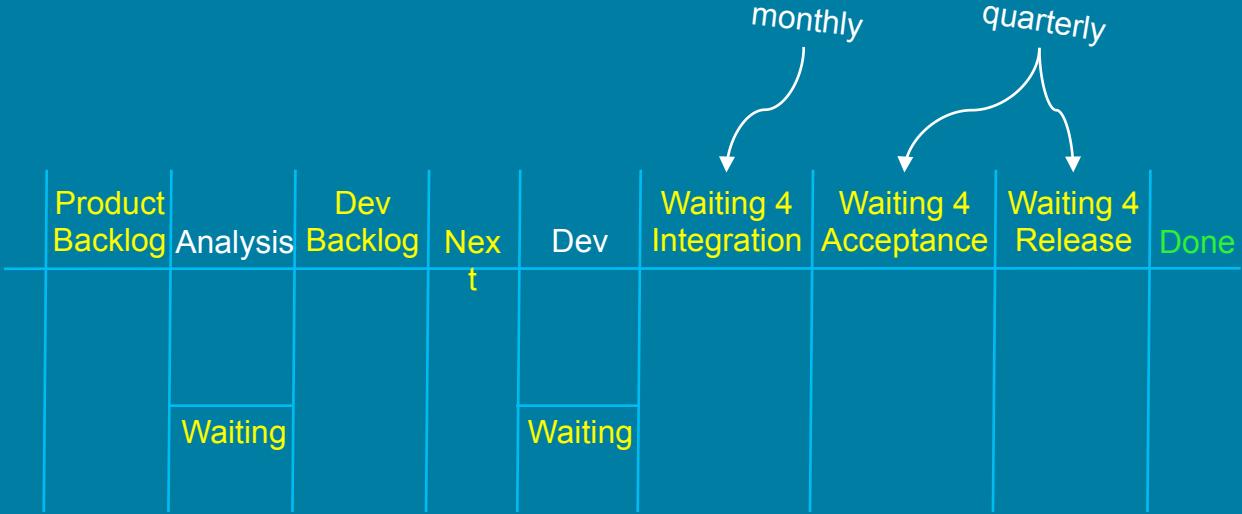
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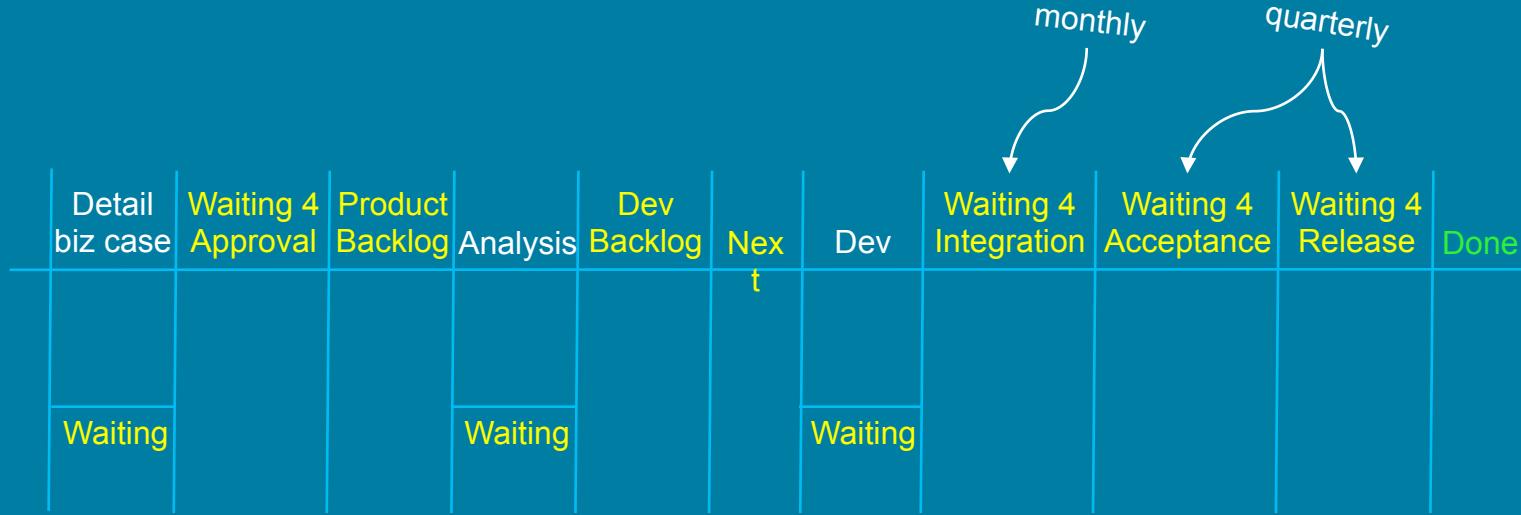
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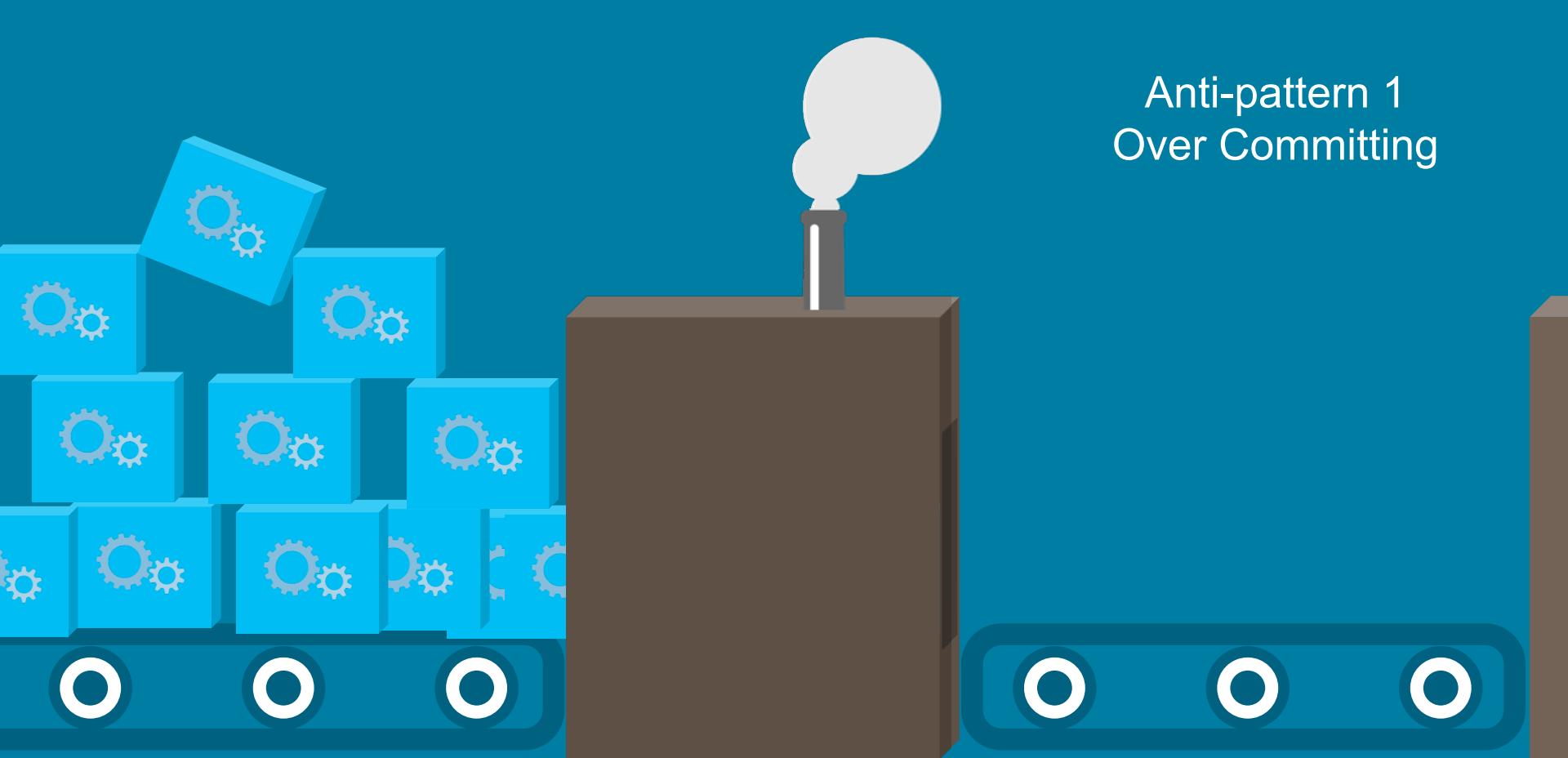
Credit: Klaus Leopold

we are so freaking AGILE, yay!

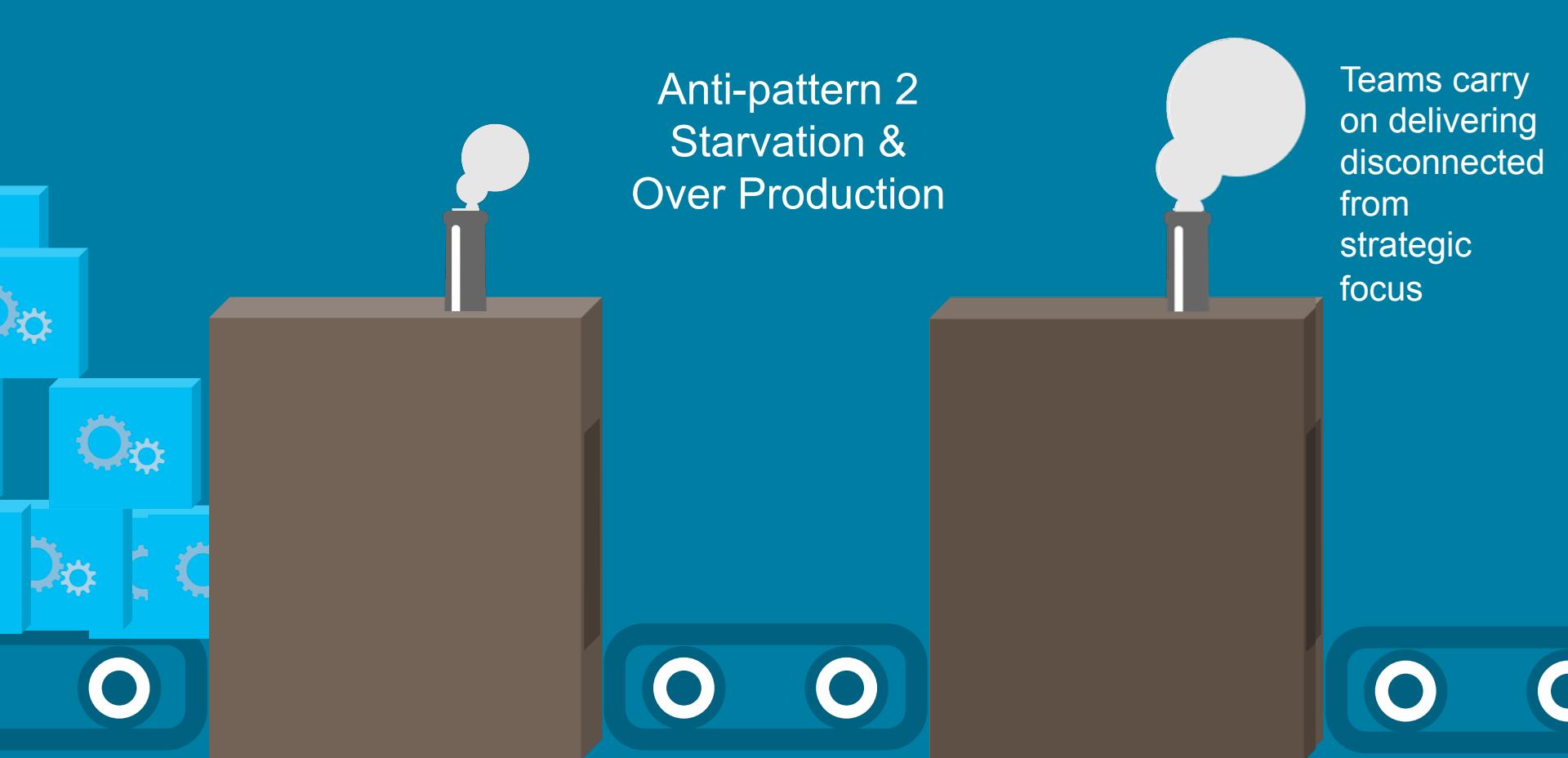


18 months. Not urgent?
Perhaps not the best end to end performance?!
Urgent!
Urgency Paradox

Credit: Klaus
@jonsmart @MoragMcC



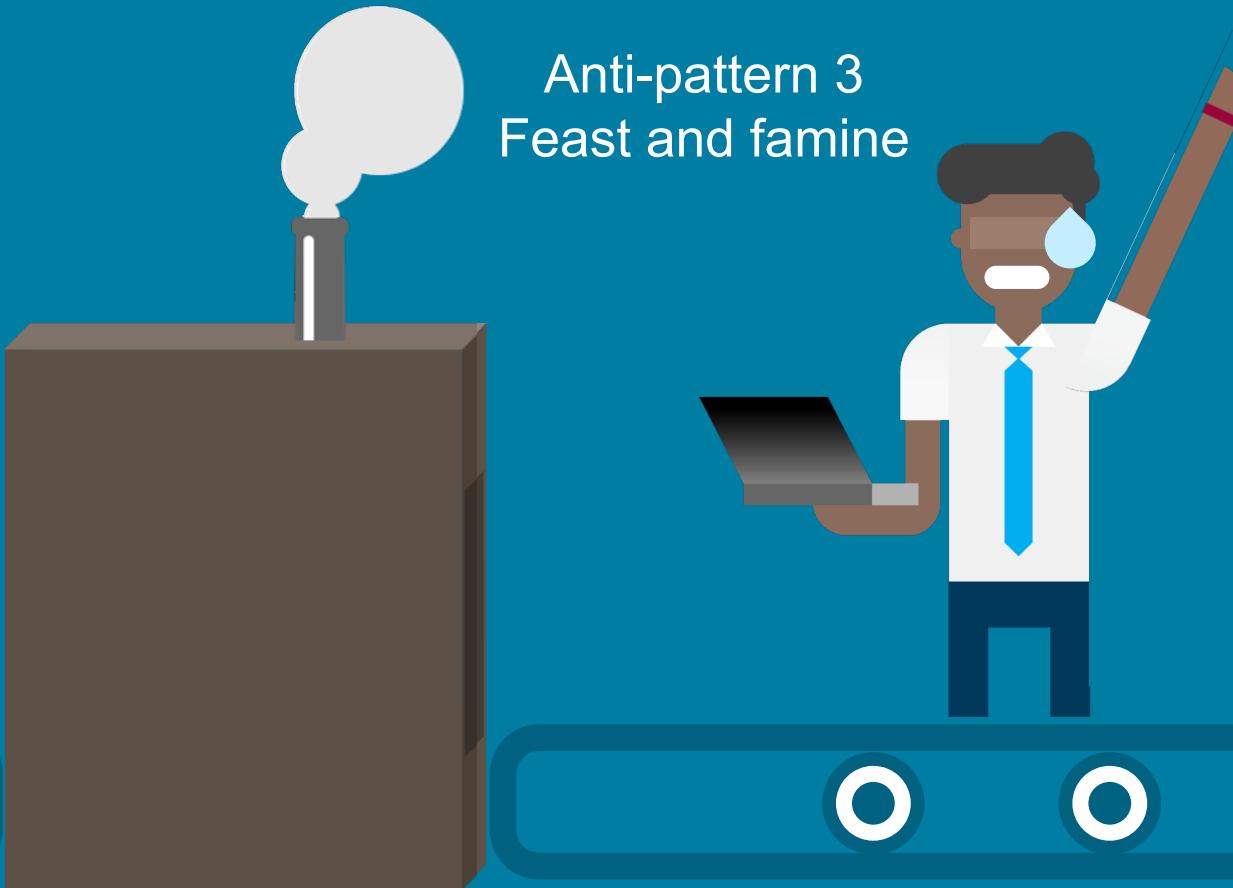
Anti-pattern 1 Over Committing

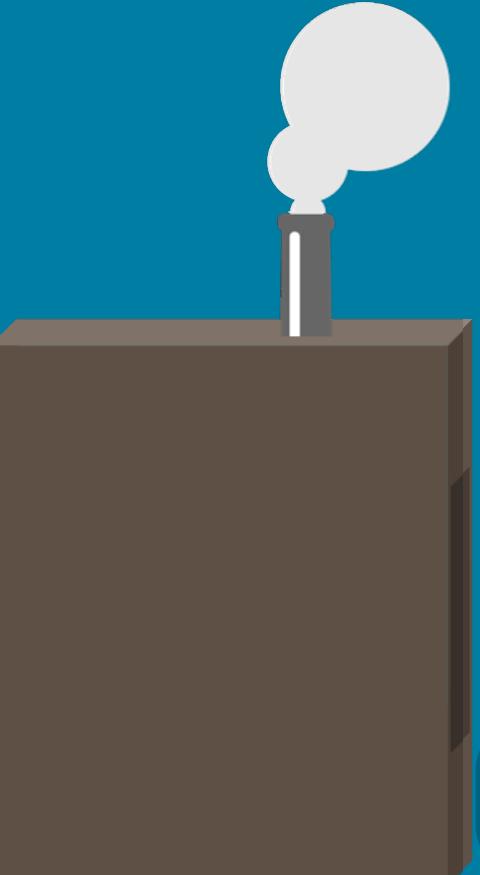


Anti-pattern 2 Starvation & Over Production

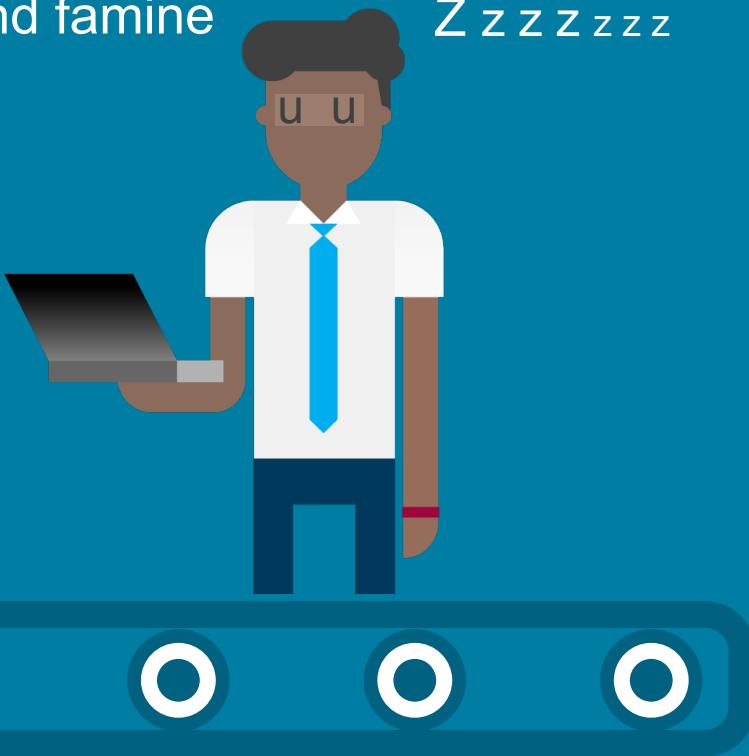
Teams carry
on delivering
disconnected
from
strategic
focus

Anti-pattern 3 Feast and famine



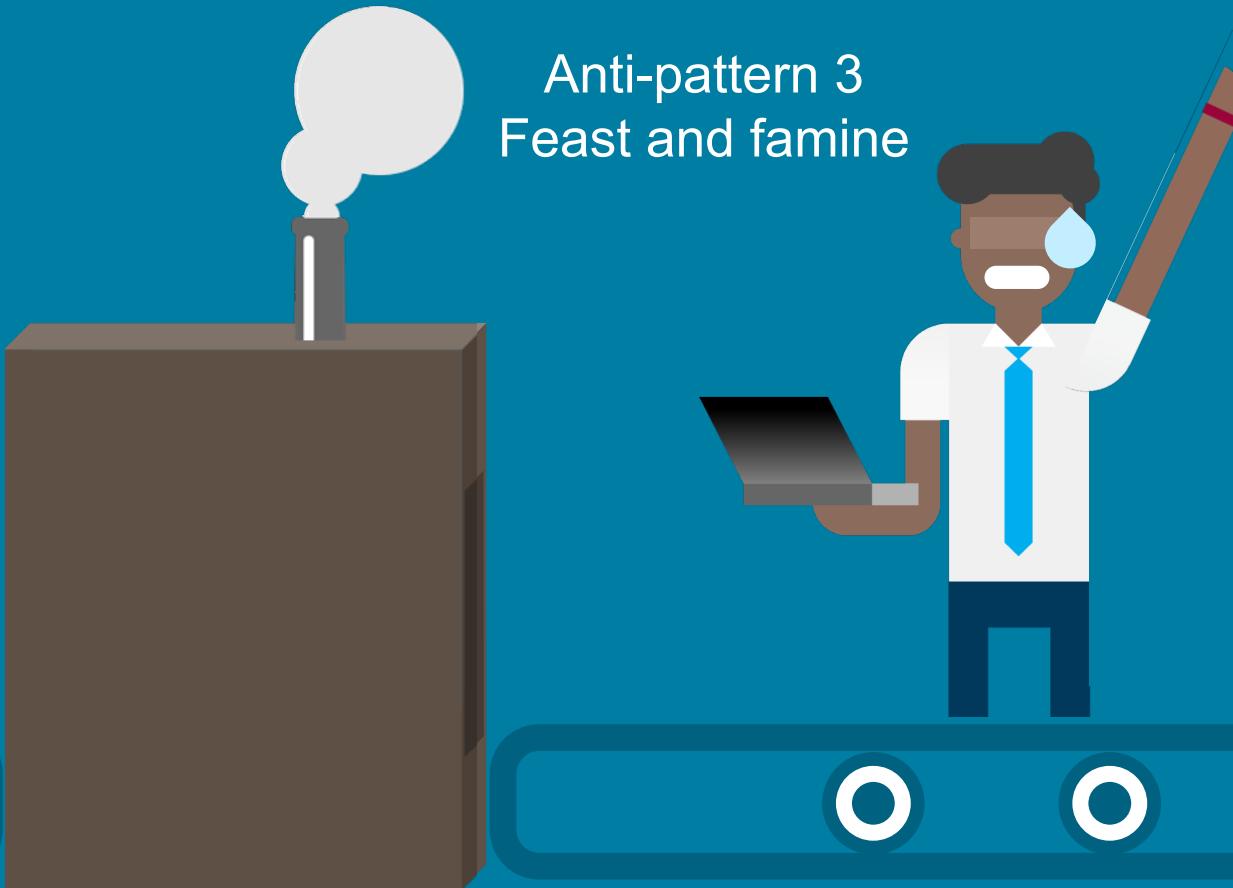


Anti-pattern 3 Feast and famine



Z z z z z

Anti-pattern 3 Feast and famine

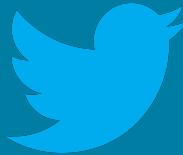


Focus on the biggest constraint

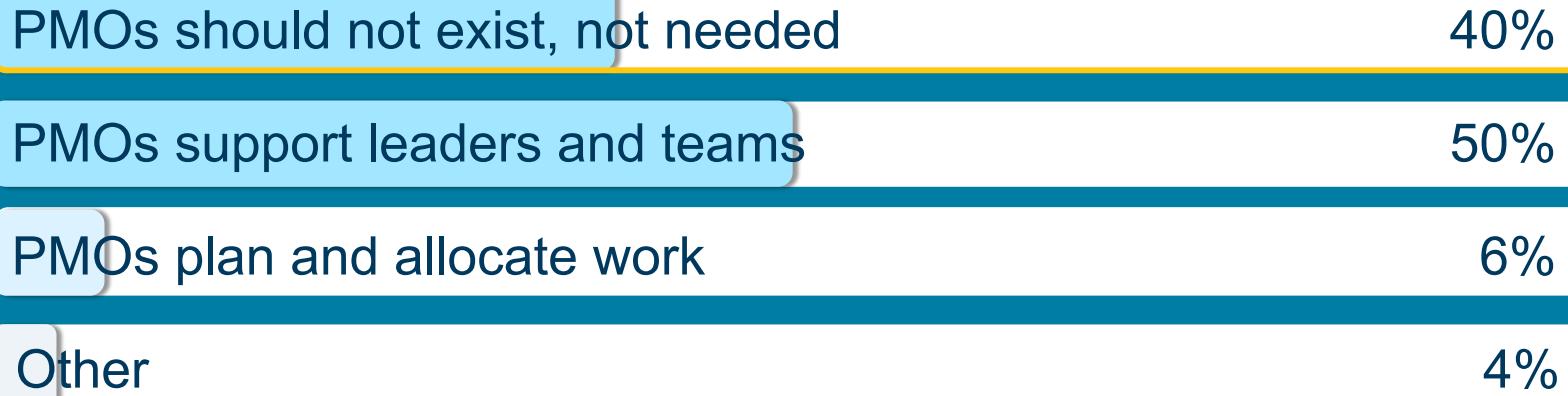
Portfolio Management & PMO

Is there a role
for a PMO
in a large agile organization?

We asked...



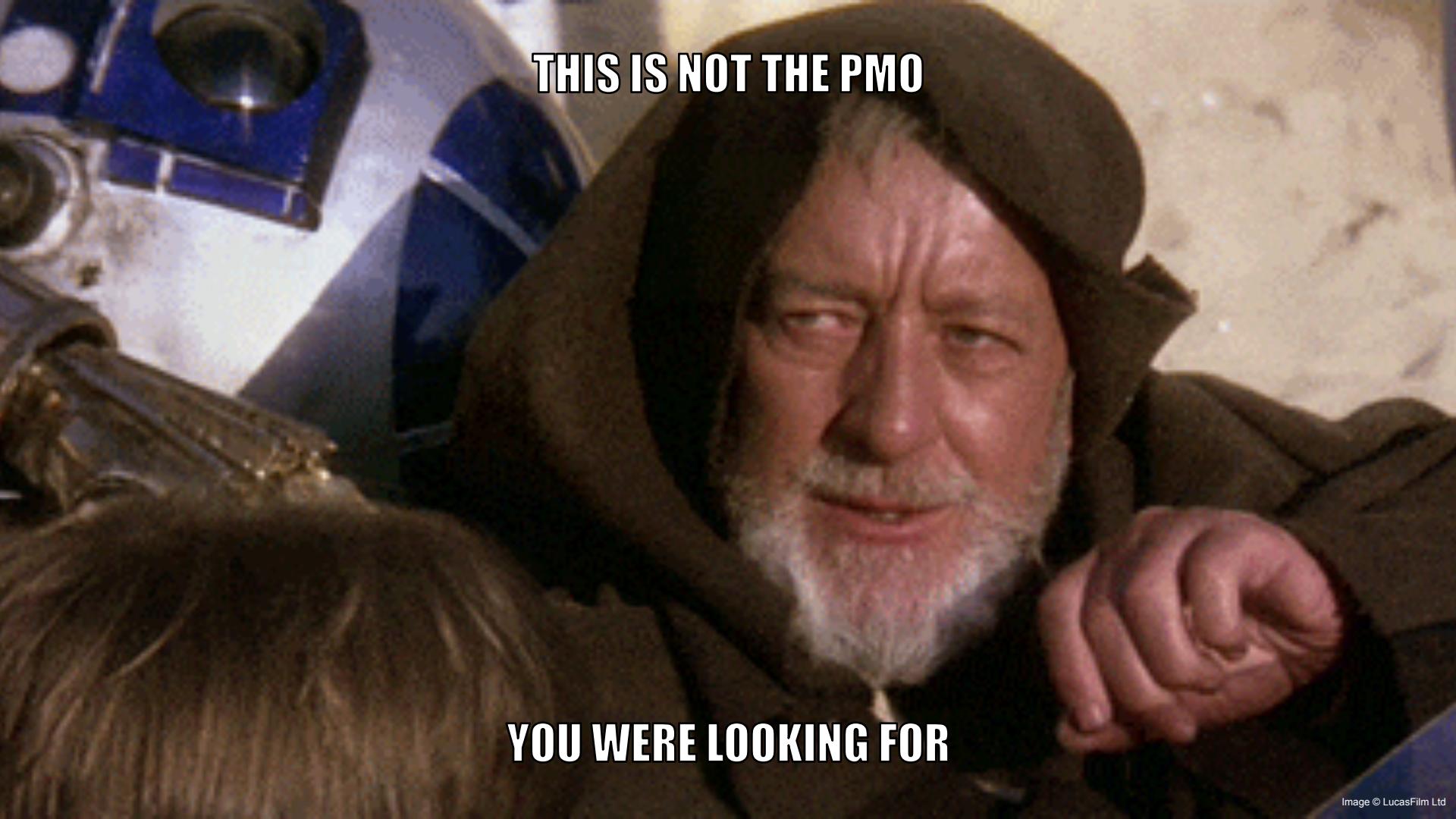
*What do you think the role of a PMO
is in a large agile organisation?*



A close-up, low-key lighting photograph of Darth Maul's face. He is wearing a dark hood that obscures most of his head. His face is painted with his signature red and black stripes, and his glowing orange eyes are visible through the hood. The background is a warm, out-of-focus yellow.

GO AHEAD, DO DEVOPS

SO LONG AS NOTHING CHANGES



THIS IS NOT THE PMO

YOU WERE LOOKING FOR



Chapter 1: The Toddler Years

Start constant improvement in Ways of Working

Building agility in the PMO



Physical first, tooling second

Self optimising team

Chapter 2: The Age of Enlightenment

Pivot to long lived Products

Products deliver one or more Business Services

Long lived Product teams

Overall Enablers



Chapter 3: The Yoda Years



Limit Portfolio Work in Progress

Focus on Outcomes and Value

Advisory, consultative and supporting function

Pivot to become a Learning Organisation

Portfolio

Strategic Objective (multi-year, e.g. BU vision or very large programme such as Brexit)

Portfolio Objective (<3 years)

Portfolio Epic (<12 months)

Business Outcome (<3 months)

Feature (<1 month)

Feature (<1 month)

Feature (<1 month)

Business Outcome (<3 months)

Feature (<1 month)

Feature (<1 month)

Portfolio Objective (<3 years)

Portfolio Epic (<12 months)

Business Outcome (<3 months)

Feature (<1 month)

Feature (<1 month)

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Business Outcome (<3 months)

Feature (<1 month)

Feature (<1 month)

Portfolio Epic (<12 months)

Business Outcome (<3 months)

Feature (<1 month)

Feature (<1 month)

Feature (<1 month)

Business Outcome (<3 months)

Feature (<1 month)

Feature (<1 month)

Story
Story
Story
CD

Horizontal:
Delivery via
Services
with long
lived
Products
and long
lived Teams

Service (e.g. Fraud)

Service (e.g. Fraud)

Product (Platform)

Team Alpha
Team Bravo
Team Charlie

Product (Platform)

Team Delta
Team Echo

Service (e.g. Risk Management)

Product (Platform)

Product (Platform)

Service (e.g. Market Making)

Product (Platform)

Strategic Objective (multi-year)

Portfolio Objective (<3 year)

Portfolio Epic (<12 months)

Q1

Business
Outcome
(<3 months)

Q2

Business
Outcome
(<3 months)

Business
Outcome
(<3 months)

Portfolio Epic (<12 months)

Q1

Business
Outcome
(<3 months)

Q2

Business
Outcome
(<3 months)

Business
Outcome
(<3 months)

Finance

Quarterly rolling wave Outcomes

Value Stream capacity funding

Lightweight business case

Procurement agile ways of working



From → *To*

Controlling → Advisory

Predictive Milestones → Rolling Outcome Roadmap

Projects → Products

Thousands of projects → Limited Portfolio WIP

Reporting Project Status → Outcomes, Benefits, Learning

Gated Reviews → Continuous Engagement

Project Management Office → Value Enablement Team



5 Things To Get Started

- ✓ Identify your long lived Value Streams & Products
- ✓ Identify your Quarterly Business Outcomes
- ✓ Visualise and Limit your Portfolio Work in Progress
 - ✓ Focus on Reducing Lead Time
 - ✓ Build Agility, Become An Enabler

We'd like to hear your stories about...

Portfolio Agility

Reinvention of the PMO

Reinvention of Finance

Thank You