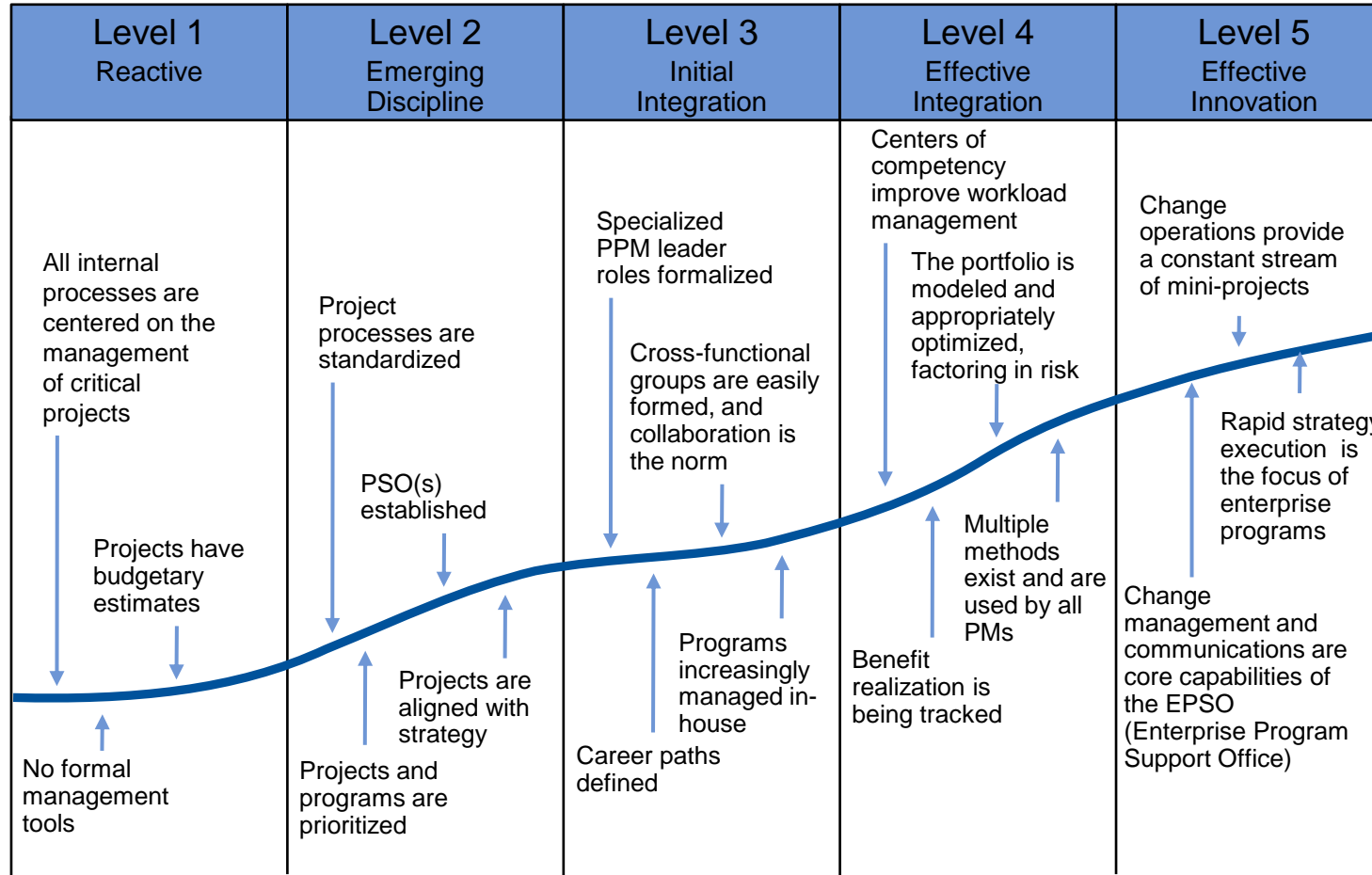


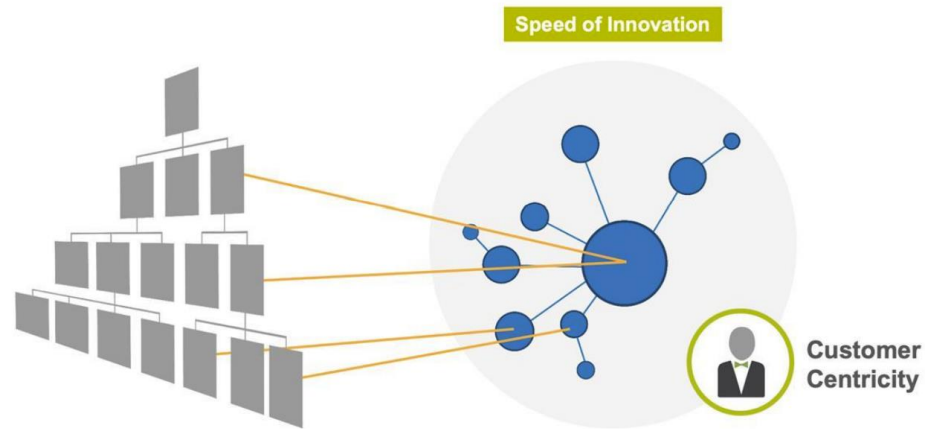
SAFE 5.0 / AGILE...WHY IMPLEMENT ?

MATURITY LEVEL

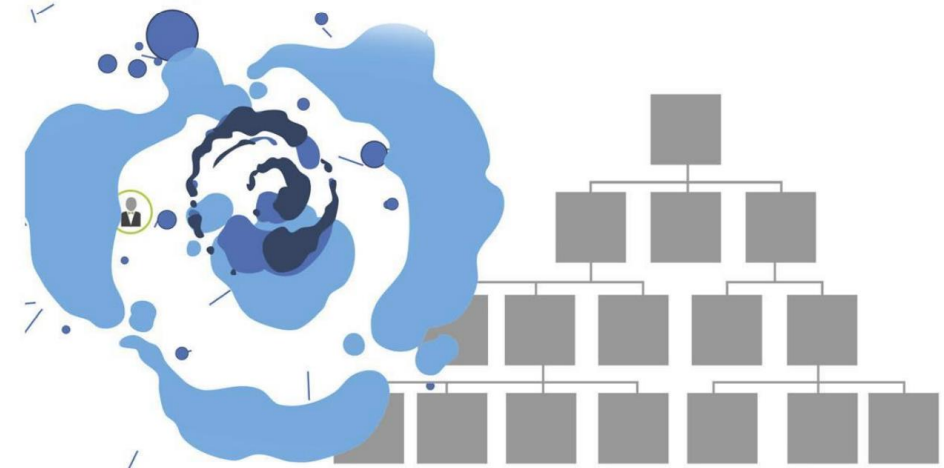


WHY DO YOU NEED TO IMPLEMENT BUSINESS AGILITY?

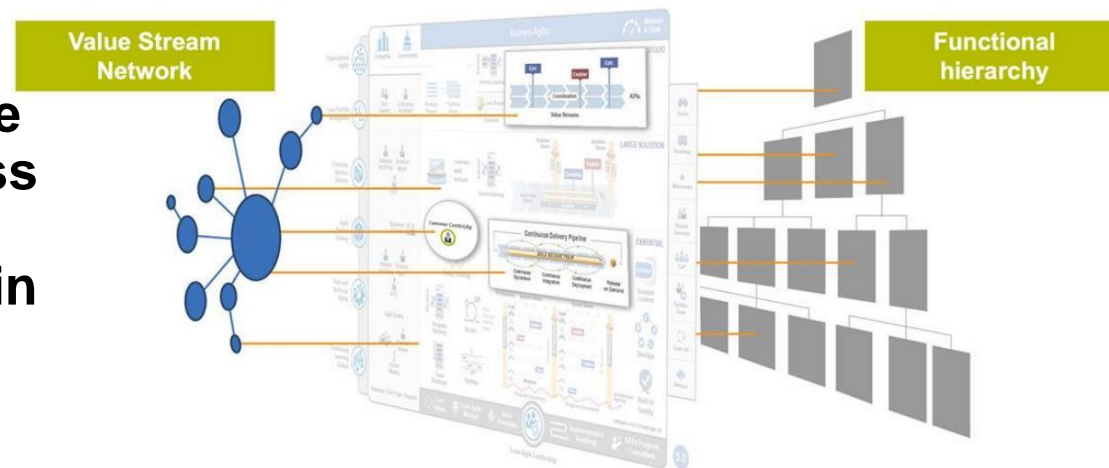
When you attempt to put structure to a customer centric business with high speed of innovation without having the correct framework



Customer delivery can become “blurry” due to misalignment and not understanding customer / business value

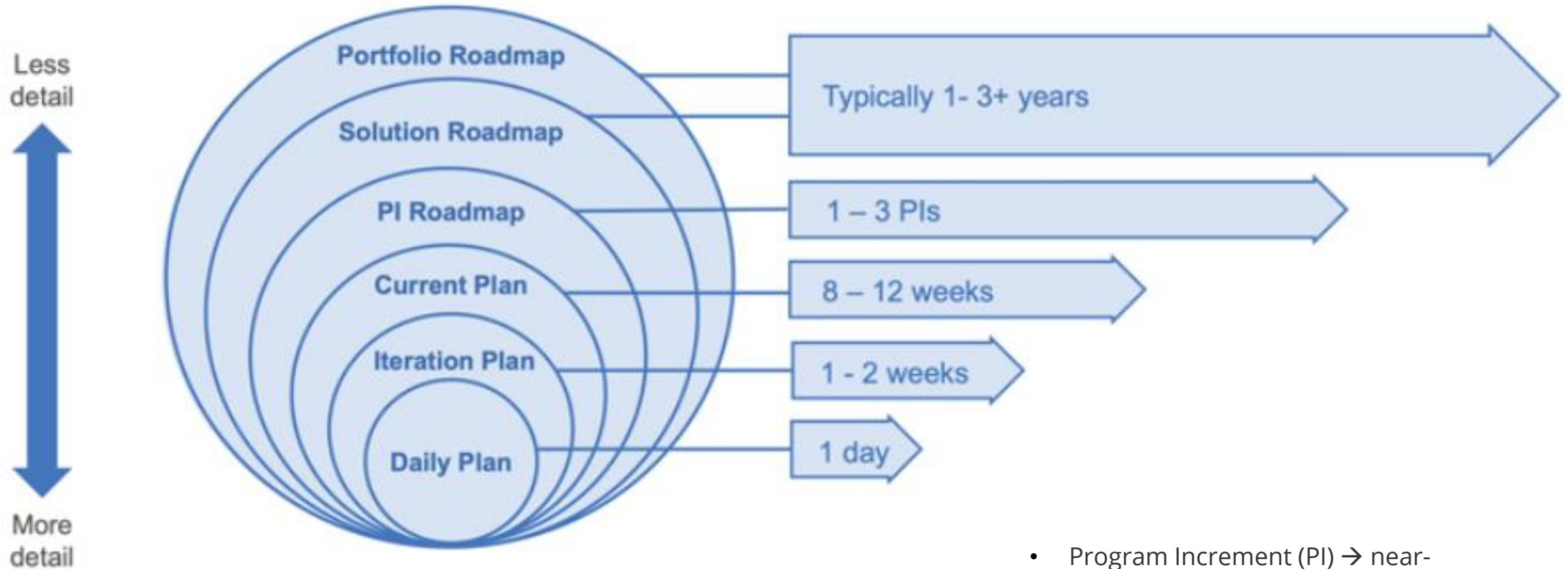


Every business is a “software type business” now. You need business agility not just in Lean / DevOps / Agile DEVELOPMENT, but agility in the ENTIRE COMPANY in order to deliver solutions faster and cost effectively



Agile and enterprise solution delivery

Planning Horizons



- Program Increment (PI) → near-term commitments for an Agile Release Train (ART) or Solution Train

EPMO / Delivery

Agility as it relates to Delivery

(1) Demand Management / (2) Enterprise Strategy Alignment / (3) Resource Management

There needs to be alignment between Division strategic initiatives and the PMO – that includes ranking, risk management / mitigation, determining dependencies and constraints ☐ So moving towards an ePMO and not just a business Unit PMO

A system needs to be in place to prioritize and rank the projects based on fair and impartial mechanisms, considering the following (NPV, ROI, CAPEX and OPEX \$ request, Business Value both tangible and intangible, etc.)

I would make sure we implemented a process where the Program and Project Managers to lead the business case process from the initial stages and work with the Division's functional and technical teams to determine the Business Value proposition (that way we can be held and measured against those)

This would ensure also that Program and Project Managers and the ePMO has visibility in the demand pipeline on a multiyear horizon planning (through Portfolio and Resource management tailored to specific divisions) and to be able to Resource allocate / plan accordingly



EPMO / Delivery

Agility as it relates to Delivery

(3) Value Management

I would look at the opportunities to have the cost of the ePMO funded through the Division / Business Lines potentially as a “*ePMO-as-a-Service*”.

Typically, organizations are dealing with the costs of the PMO by absorbing them into the running of a head office function (cost of doing business = PMO leader's budget is part of the overall central budget, and you must justify what you do with the money and be involved in budget negotiations...there is no cross-charging out to other departments. Any funding you need for the PMO is provided centrally.

Move away from the PMO being a pure cost center and want to be able to split the cost of running the group into a “project charge” aka the “cost of services provided” and apportion that cost between Divisions / Business Units.

High Level things that need to be worked out (metrics) in order to apportion the cost in a fair matter:

1. Number of projects each division is requiring
2. Resources Allocation used on the projects for each division
3. Financial value of the project (Business Value / Benefits from the Business Case).

We look at the PMO portfolio and establish what proportion of the cost of running the PMO should be allocated to each Division, based on their usage of services.

For ad-hoc requests from other departments, we could use the same mechanism for cross-charging staff and services.



EPMO / Delivery

Agility as it relates to Delivery

(4) Mentoring and Coaching (cont'd)

Implement 365 reviews

Performance plans as needed

Remediation plans as needed

Push for and support my team members in the 3 following facets:

- **Autonomy** People want to direct their own lives (self direction).
- **Mastery** People want to have a “Challenge”.
- **Purpose** People want to “Make a Contribution”. Organization needs to have a transcendence purpose / objective.



Leveraging Data when Delivering

