Agile Portfolio Management Webinar

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Software Development Done Right

Agile Portfolio Management

Agile Portfolio Management

Xebia Agile Consulting – Inspire Change Act on Results

Theo Gerrits

Job

Agile Management Consultant @ Xebia NL

Clients

RTL, NXP, Nikhef, APG, ING, KPN, Stater, Rabobank, KLM

Publicatie(s)

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SAFe Agilist

Portfolio Management – Challenges and Goals

- Challenges:
  - Lots of parallel projects
  - No flexibility in choosing what to prioritize for the mid term (2 months to 1 quarter)
  - No easy connection between team level and organization level
  - No rational way of determining priority
- Goals:
  - be more predictable
  - deliver fast
  - deliver as much as possible

Portfolio Management – Approach

o Break down projects into smaller parts (Feature Sets)

    o Results in flexibility and more precise prioritization

o Define prioritization process

    o Clear and rational discussions about what should be done first

o Embed estimation and status feedback within capacity management process

    o Estimations and current status affect priority; who should be working on what

o Visualize status of *all* work

    o No surprises; bottlenecks immediately clear;

    o Analysis and estimation takes time and effort as well

Value Chain – Agile Definitions

Example

Business THEME
Digitise mortgage process

Project
STP

Feature sets
Recognise request
Process knowledge-intensive
requests
Financial agreement

Features
Determine mutations + incorporate
into request
Autom. Evaluation offered
request
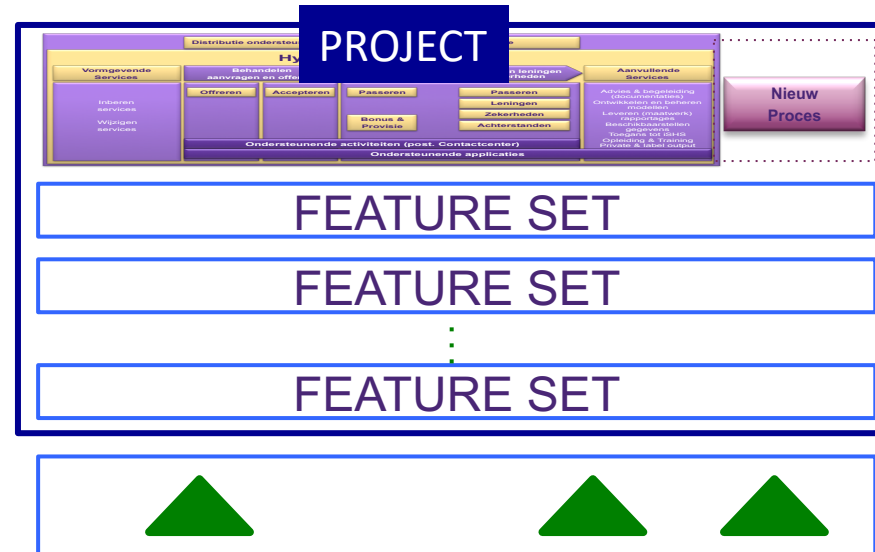Recognise failure reason

User Stories
As credit acceptor I want that BKR-failure leads to separate
BKR-tasks, so that they may be processed efficiently
later.
As money lender I want requests that were delivered by
certain intermediaries to be recognised as special
requests, so that separate processing will follow.

PROJECT

FEATURE SET

FEATURE SET

FEATURE SET

Set of
werk packages

Work package

Definitions

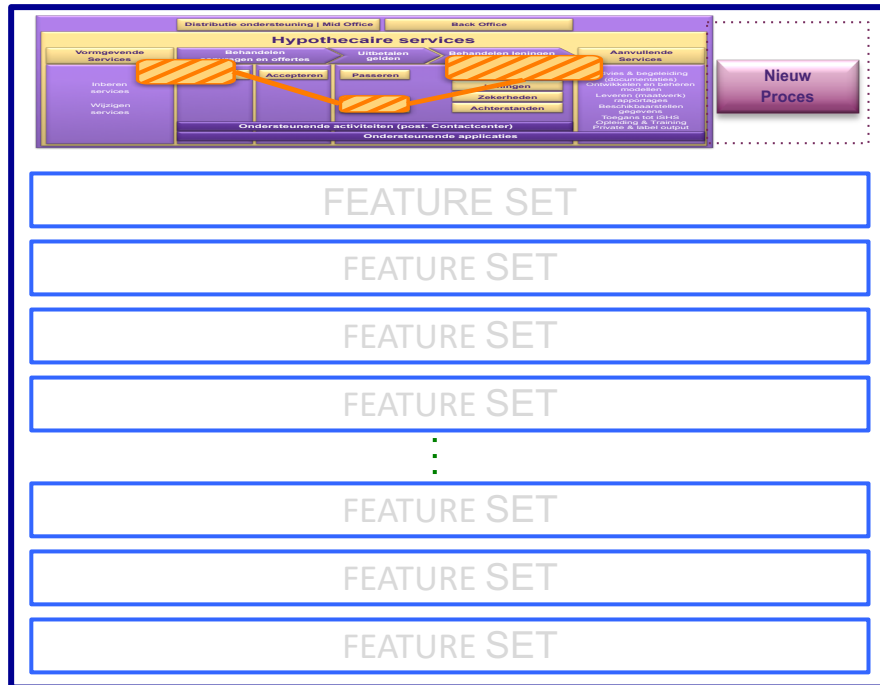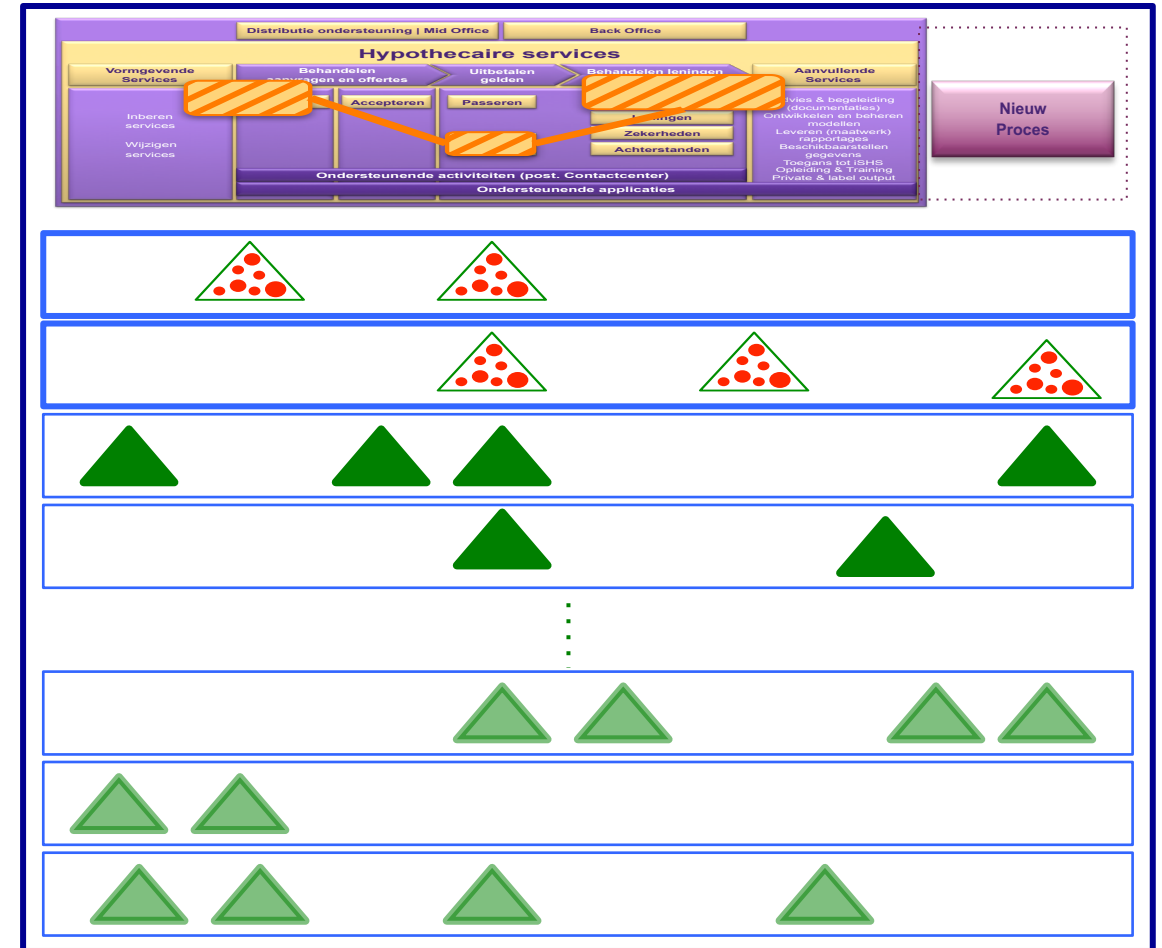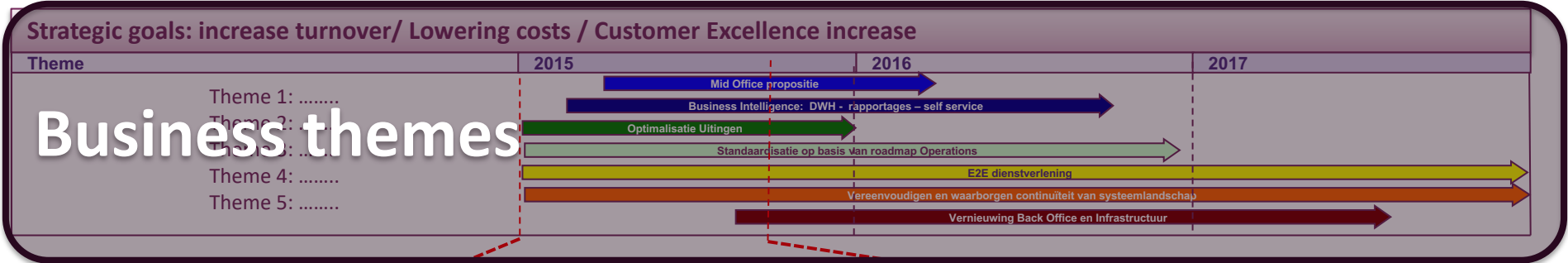|	
Business Theme	*Set of wishes / requirements* *For a strategic goal*
Feature Set	*Set of features with* *customer value* *and functionally releaseable* *(only as a whole)*
Feature	*Smallest requirement* *with customer value* *(may be only technically useable* *but still delivers clear value)*
User Story	*Functionally or Technically* *achievable (1 - 2 days)* *to realise delta*
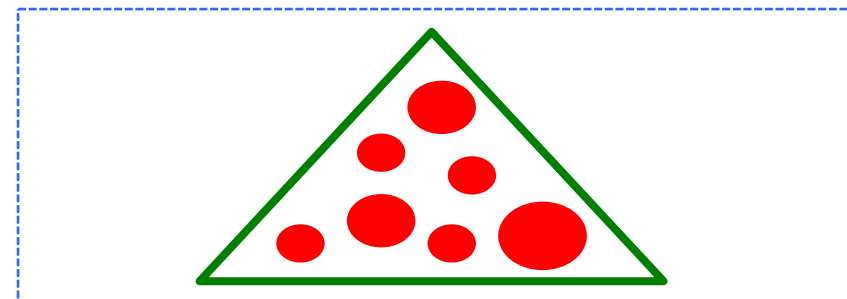
PRINCE2 Deliverables

Agile en Project Governance
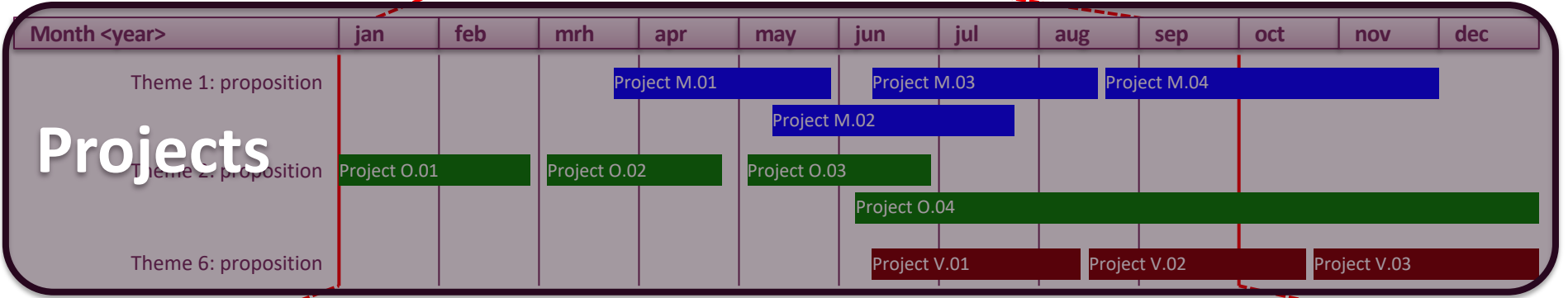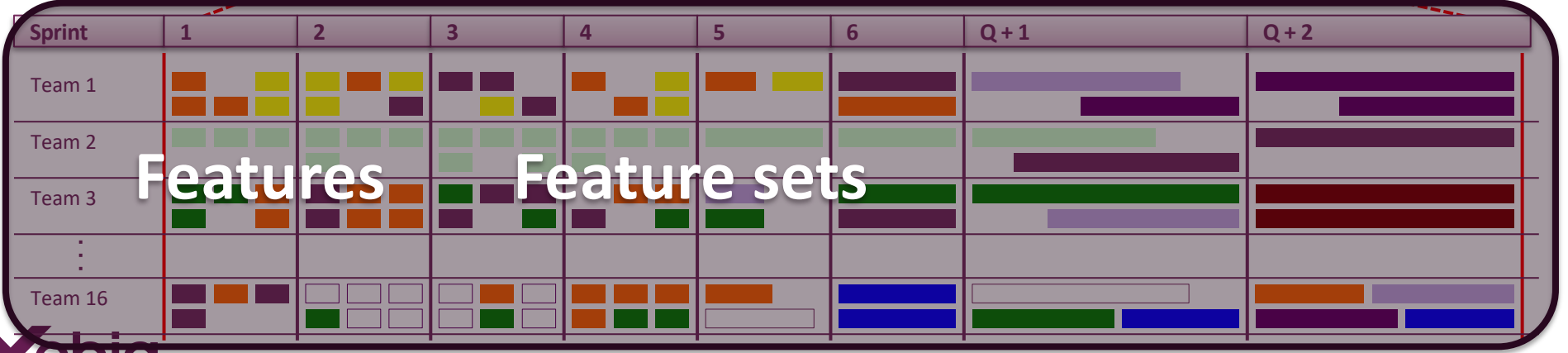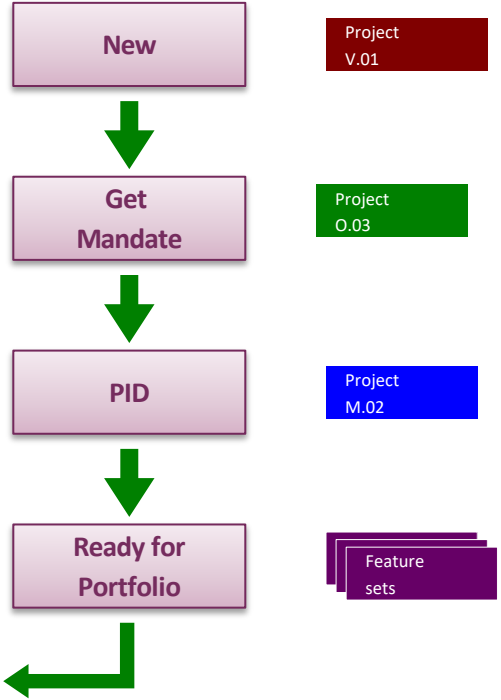
Stable Agile Team: Way of Working

PID

Feature Refinement

Team Backlog

24h

2-4 Weeks

Delivery of the change in the service

PID

Mandate

PID

Mandaat

PID

Get Mandate

Theme

Mandaat

FEATURE SET
FEATURE SET
FEATURE SET
FEATURE SET
FEATURE SET
FEATURE SET
FEATURE SETS

*Product Owner must have **mandate***
*Team helps with **detailing***

Xebia
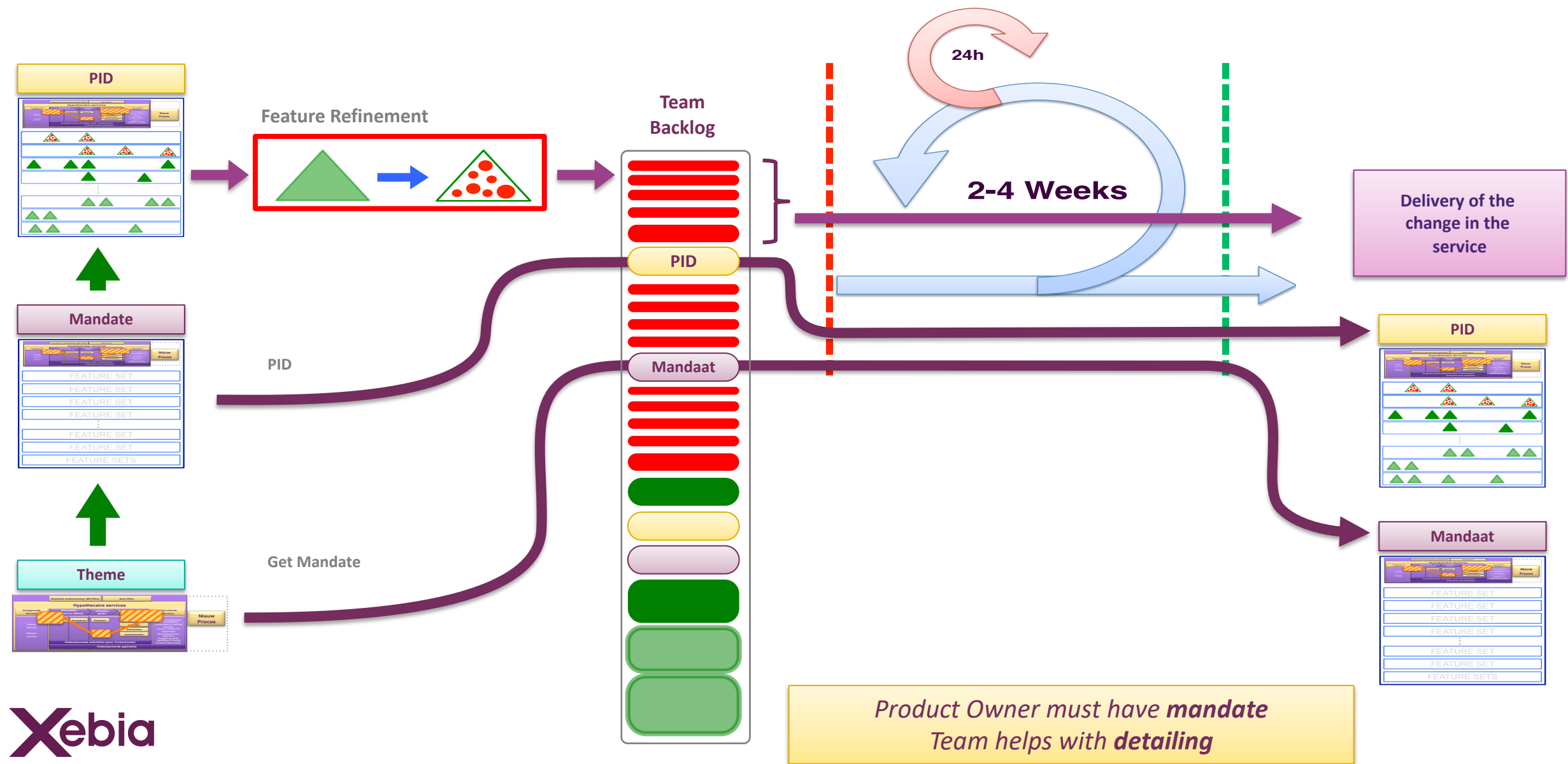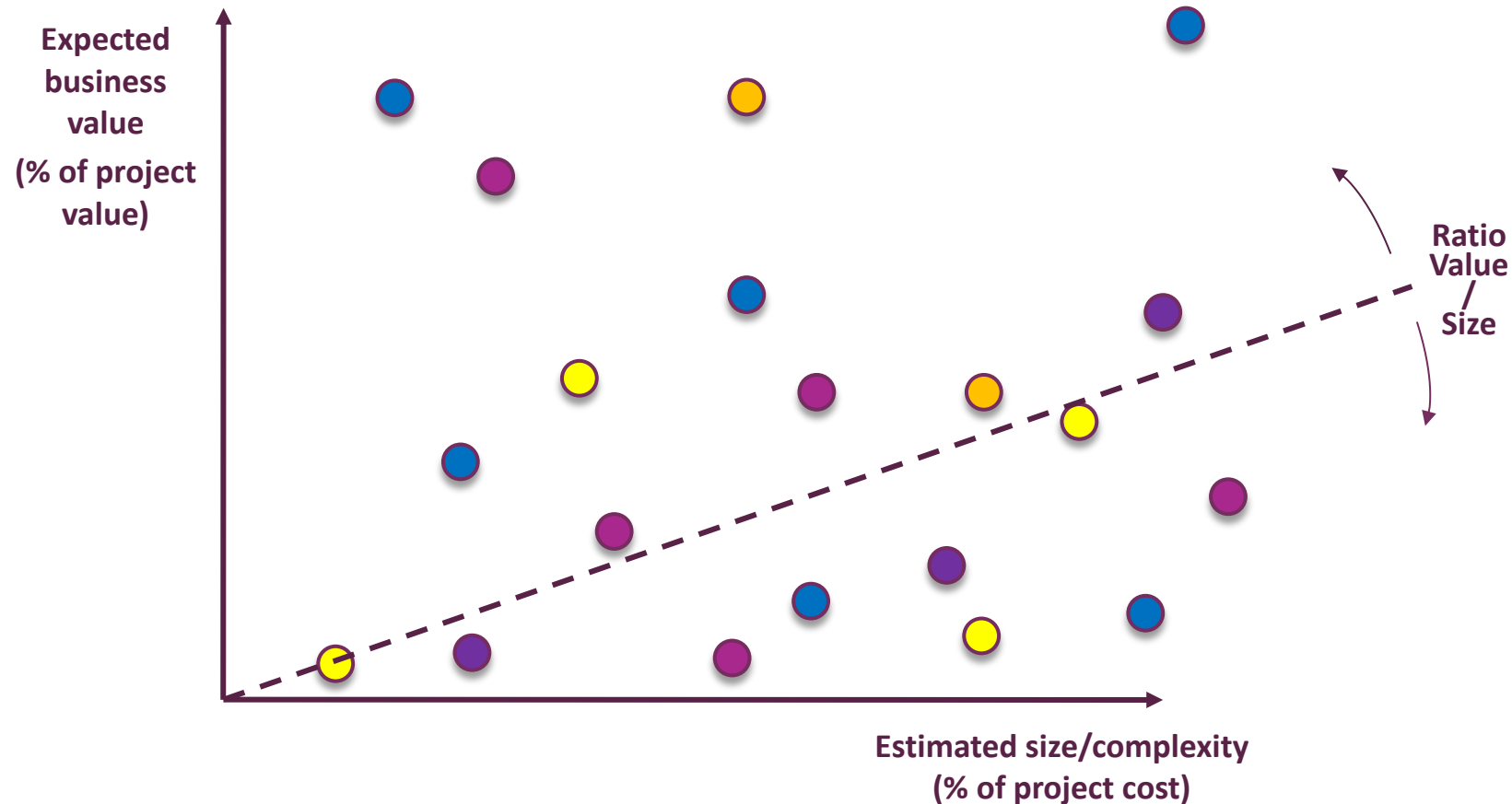
Prioritization by Cost/Benefit Analysis
Strong relationship with up-to-date- Business Case

Portfolio Wall – Physical Magnetised board

Business Themes

Agile Teams

Team Backlog