Question Asked	Answer Theo	Answer Robert
Q to teh 1st speaker - 'how do you measure the success of your progress with transformation?' how do you measure yourself?	Best is to determine up front AND regularly during the transition what objectives should be achieved and agree how you would 'see' progress on this. This can be quantitative but also qualitative measurements. We also have general maturity models to measure the most common goals and objectives, such as flexibility, predictability, focus, value creation.	In addition to Theo`s answer. In DMEC we also measure adoptation of the Portfolio Framework, are product owners driving value creation by using the Portfolio Framework, the processes, tools, meetings which should drive transparancy and prioritization. To bring a Portfolio Management framework into an organization is also measuring the adoption of the framework to make sure it will last and it will make you flexible to learn&adapt improvements in the Portfolio Framework, because there`s always room to improve and tailor to the needs of the ones who use it day by day.
Q to the 2nd speaker - how big that company was - IT and Business headcount? how big the portfolio office was?	Appoximately 400 IT people and 600 business	
Which roles are involved in which layer of allignment (discovery; roadmap; delivery measuring)?	Everyone that has something to do with the product development and delivery process. Roles should have overlap to enhance alignment: so business owners and management should be involved in discovery, but also representatives from the workfloor. In large organizations it is useful to create overlapping structures between hierarchy levels.	
One aligned backlog - where / how do you create it? Jira with all the stories? Or only epics? Would be great to learn more about it.	The one aligned backlog is created on strategic / tactical level (market place) and is then 'fleshed out' into more detail and distributed among the available teams. It can be stored in tools such as Jira, but also Excel, paper, Service Now, VersionOne, etc.	In addition to Theo`s answer. In DMEC we use, Planisware Safe for the financial connection, Invision where we need visual boards and Azure for the backlog management of the development teams.
Is the new idea analyze part a different team than the develop teams?	It is best to let the analysis be performed by the same people that will realize the new initiative. At least they should be involved.	
Hi, What are the organisation preconditions that you evaluated before starting off on the portfolio managmetn journey ?	No preconditions are necessary, you start with what exists. However, to set up this type of portfolio management, you need to set up stable Agile teams first: this will create the predictable work capacity that can realize the backlog work. Don't shuffle people around, do not bring people to work, but in stead: "Bring work to people/teams".	
What is the quantified value set as goal by your management for bringing this change ?	The estimated contribution to the current business themes of the organization. Plus additional measurements on speed of delivery: Mean Time To Repair, Time to Deploy, etc.	
Stable Agile Team: What is the interpretation of Colour code of the stacked requirements ?	Red: stories; green features; blue: feature sets; yellow: refinement work	
What tool do you use for portfolio management?	Jira with either Advanced Roadmaps plugin or Jira Align, Service Now, Trello, Excel, physical paper and boards.	
Theo, very recognisable story. I'm in an organisation with several projects and different deadlines, with different feature sets etc. You mention it is important to visualize all work to be able to prioritize. Do you have any advise how to do this while working from home? Or is registering in Jira already a sufficient way of visualisation? (In the office we had a physical portfolio wall, but with working from home it's harder.)	Yes, indeed, in this Corona time you need to resort to electronic tools. See previous question. Be aware that constant communication around the features and projects is still a must. The tools should be used to facilitate this alignment and communication.	
How would you handle new discovered functionality / features after the Pid was done?	If it was something that definitely contributes to the goal(s) of the project, the new idea would be evaluated against the other parts of the project and possibly get a higher value/cost ratio. In that case it would be prioritised higher and maybe even prevent a planned part to be realized. the new idea would then replace the old one. It might also lead to an official lead time exception. If the new idea was something else/different; then it would be handled as (part of) a new project.	
estimations seems always a difficult tasks for teams for teams how did you align this over teams and themes.	We used reference stories that were recognizable for all teams. In effect we created a common estimation measurement rod. In any case the actual estimations are less relevant: most important is to be become (more or less) predictable.	
refinement upfront : which teams or persons are working on this ? like features and feature sets?	See row 13: if possible involve the people that will do the actual work.	
who attend the Obeya room and who have mandate on impediments or descisions?	In the second case: product owners, project managers, and (interested) stakeholders . Mandate was completely (!) with the product owners, so definitely not with the project managers.	
Robert, did you compare various frameworks? F.e. SAFe. And if you did, what was the main reason to choose the Spotify model? Regards, Jan Theo		Hi Jan Theo, we have been supported by Mc Kinseyto see which Agile model fitted best for our organizational setup. With their advise the Spotify Model was chosen. Looking back I see why certain Spotify framework items fits the DMEC organization but I have chjosen for an ScaledAgile (SAFE) based Portfolio Framework which fits better interacting with the whole Phlips Enterprise.
Question for Robert: How has onboarding leadership helped the work and activities of the tribes?		I think it`s important to onboard Leadership from the beginning, not only for keeping focus on the North Star, but mainly because it creates a sense of priority to keep moving in the Agile Transformation. What I experience, it`s not easy to transform and deliver your day to day work in the same time. Leadership can help to keep the focus on the benefits, transparancy, empowerment, making the right decisions, lowering meetings and so on.
Question for Theo: How do teams estimate the time required for preparations (refinement)? And will estimations be better over time?	See row 25: We used relative estimation against reference stories. Then we measured team velocities based on these estimations. This leads to a realistic fact-based estimation in time. For example: if a team normally is able to realize 25 points per sprint (of 2 weeks), then the estimated time of a feature of 50 points would take that team 4 weeks, so 12.5 points per week. Note that this is a known, but team dependent value.	
Questions, we have difficulty determining value for our IT initiatives (maintaining and improving our transaction platforms at a bank). Do you have tips & tricks how to determine value here and be able to prioritize?	Who is the direct user of your delivered work? Talk with these people about wat they need most and determine value based on their needs. And, try to incorporate organization goals: how do your initiatives help the organization as a whole? For example: if some improvement of the transaction platform saves time: how much would that lower 'transaction cost'?	
Will the slide-deck be shared after this meeting?		
In the organization that I work at the moment they find it very important to connect writing hours of IT personell and the epics. How can you take steps away from that so that IT personell doesn't have to take a lot of time to keep track of their hours and just focus on making software?	For every Sprint, every team knows what stories they will work on. These stories are part of Features, which are part of Epics. What we did is use the relative estimations for the stories to calculate how much of the total team capacity would need to be spent on a certain Epic. Then take the total team hours and use the same fraction to calculate hours on that epic. This can be easily done by one person for a number of teams.	
How much resistance did you both encounter and how did you manage that?	Resistance was (as usual) most evident at the middle management layers. This is very understandable, because lots of things change on those levels. The resistance mostly is based on concerns about how things will work and whether we will be in control. Best thing to do is listen to all the people that utter these concerns and then explain or work out together how things should work satisfactorily for all parties.	
How did you manage to combine waterfall and scrum?	Short answer: we definitely moved away from waterfall, because we split the work into small pieces and worked in short cycles with multi-disciplinary teams. However, we did our very best to provide forecasts (this is definitely not planning cast in concrete) for the mid and long term. We used the mechanisms that are very much provided by Prince2 for adjusting planning and use of team capacity. More emphasis on the iterative approach, less emphasis on inflexible long term planning.	
I hear you talk a lot about product owners and business. What was the role of agile coaches and scrum masters in this transition? And, how do you keep the delivery teams involved?	Both Scrum Masters and Agile Coaches were helping setting up and maintaining the complete system. We tried to involve the market and customers as much as possible with the new (flexible) process. In fact, most customers liked to be able to change wishes/details based on new information/devlopments in the market. Key here is communication and alignment on why priorities have or should be changed.	
How do you deal with promises to the market? If you define scope, time, and quality you're not agile. So what can you promise the stakeholders? And what not?	See previous row: scope was flexible/negotiable with market/customers involved.	
Any advise on how you deal with legacy migration versus new value streams where the migration efforts run across multiple value streams and release trains?	If possible, let all value stream handle and improve their own legacy. However, if this is non-practical (do not decide this to easily(!)), try to set up 'improvement' value streams, where the new value streams are customers/stakeholders of those improvement value streams. Based on their needs, prioritise the legacy migration work.	
lessons learned / best practices?	Communication is never enough. Listen to concerns: often they contain valuable improvement ideas. Do not sub-optimise: always look at the system as a whole. Don't stick to ideas that don't work, even if they are 'standard Scrum': be flexible and react to the situation at hand.	
@robert do you have a spesific stakeholder structure that works for you? Preventing PO's from having to handle too many stakeholders.		We have been strugelling with that part and have identified that a specific Tribe, focussed on Growth, will help to be standing at the front door where all new initiatives requests come in. We added new roles in that Tribe to be first point of contact for Markets. At the backdoor the Growth Tribe will also look back on KPI delivery and being on track of the strategy goals set in a Clan. With this we are able to balance the work outside our own organization and the progress of delivering work which the PO and development team are focussing on. Important here is to create the right enviroment where the empowerment of the product owner stays intact which will enable them to keep driving the Value Creation.
For Theo: Were stickies put on a large wall used because a) it was cheaper/easier to use ... or b) there is no agile project management tool to support you? (How would you do this during remote work from home?)	We used a physical wall, since thi was the best way to ensure dialogue, communication and alignment.	
Thanks for sharing your insights Robert. Where are you in actively changing the role of management / leadership to add their value for the agile teams.		I would say we are at the middle currently with the role of the Management / Leadership, we have still some steps to make to transform the management in their servant leadership role.
how fits portfolio managment on a small organization	The ideas are the same, but probably you don't need to set up an elaborate system to manage it: just do backlog management/refinement on your own scale.	
Thanks Robert for your clear presentation. Can you share a bit more detail which were the key challenges to onboard your leadership and how you resolved them?		Since the Portfolio Management Framework in a large organization is an overwelming structure it`s important to cherry pick those parts of the framework that can contribute to the immidiate burning platforms that exist in a transforming organization. That`s why we have different goals in each Clan since they are not experiencing the same issues where the Portfolio Management framework can help. What is important that a few basics are being started from the beginning eg. Linking Strategy to the backlog of the Product Owner, Quarterly Planning sessions, Roadmap meetings, Prioritization, Intake New Initiatives are among them. They resemble the heart of the framework since there the decisions are made on budget, resource, KPI`s, progression on strategy. This will kick-off the communication and transparancy a Portfolio Management framework should give.