

Benefits of Agile and other Methodologies for Enterprise Projects

Fiona Lin

VP PMO | Snap Finance

Lean Six Sigma Black Belt, ACP, PMP

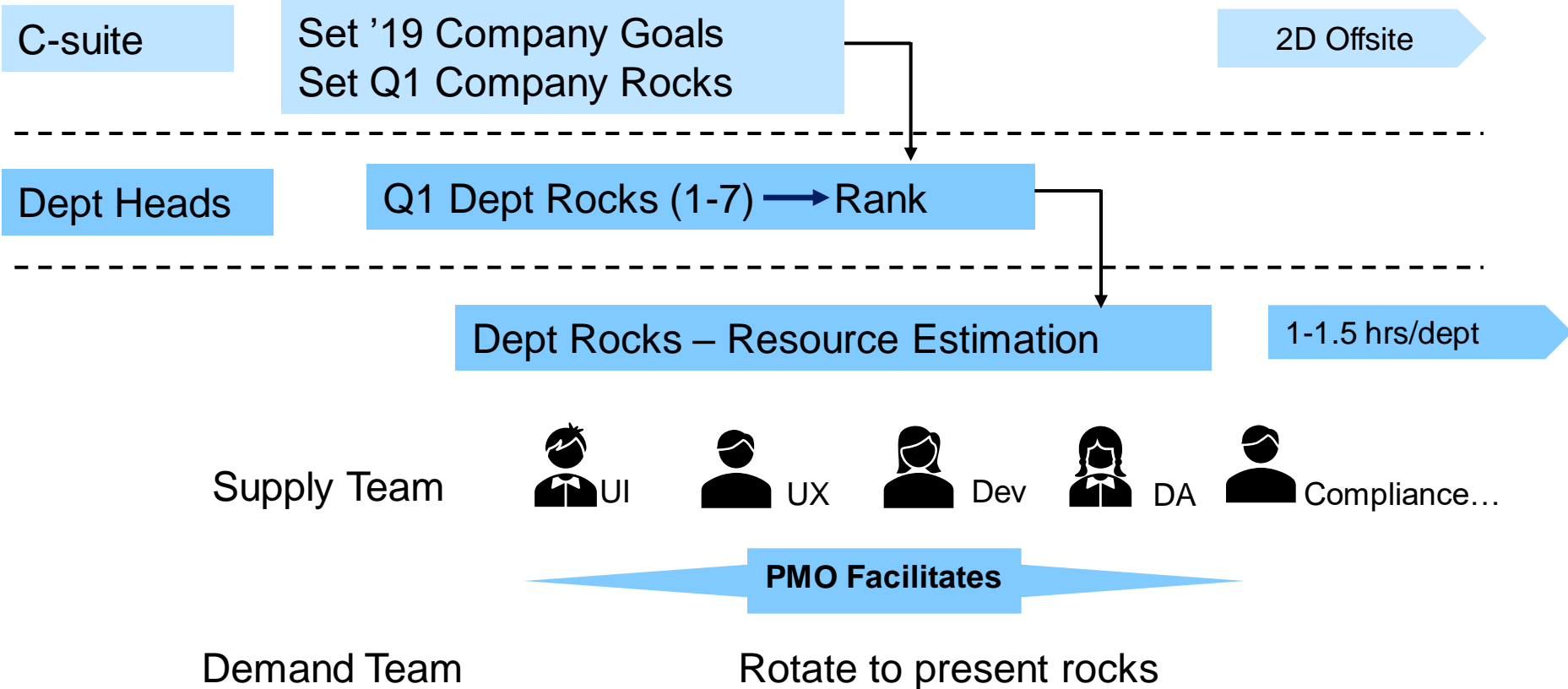
Learning Objectives

1. Explain why PMO leaders need to be involved in strategic discussions to ensure portfolio alignment
2. Differentiate methodologies to employ practices that best suits the organization's needs
3. Appraise the commonalities and differences between enterprise and software projects when applying agile techniques

Presentation Outline

1. PMO's involvement in portfolio management
2. Lean Six Sigma, Stage-Gate, Predictive and Agile
3. A hybrid model for project execution
4. The importance of front-end planning
5. Agile for enterprise projects
6. The myths of Agile
7. Next Steps

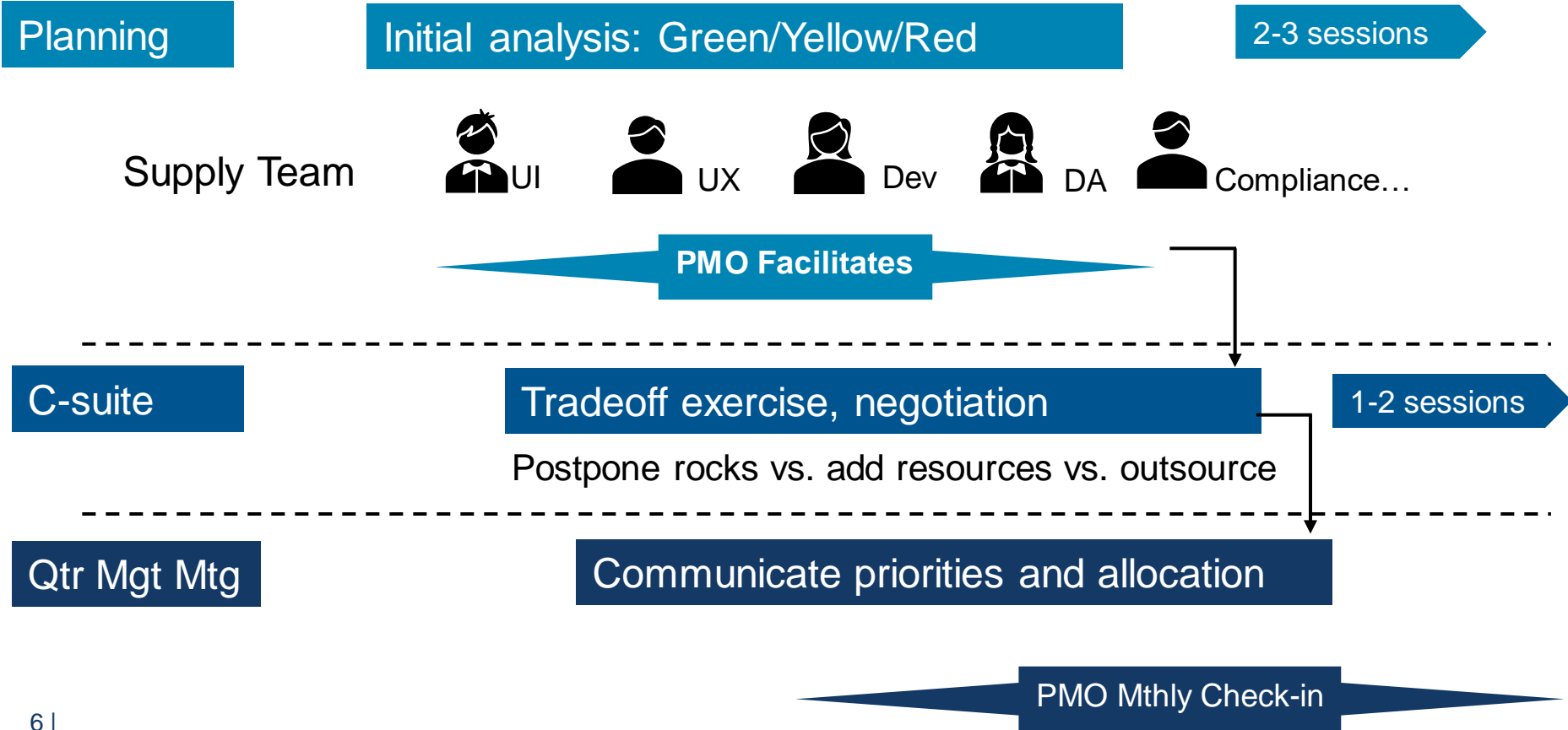
PMO to be involved in the “what” strategic discussions - 1 Q4 2018 Illustration



Overview of Demand and Supply Sheet

Title	Dept Resources	Dept. Priority	UI LoE	UX-R LoE	UX-D LoE	Dev. LoE	Analytics LoE	IT LoE	Mktg LoE	Compliance LoE
Q3 RTO Rocks			13.5	3	7	13.5	13	2.5	8.5	5.5
Rock 1 (Initiative/Project)	'- PMO, - UI, - UX, - Dev, - Anly, - Cmpl, - Mktg, - IT	1	5		4	5	3	0.5	3	1.5
Rock 2	'- PMO, - UX, - UI, - Dev, - Anly, - Cmpl, - IT, - Mktg	2	3	1	1	3	4	1	1.5	1.5
Rock 3	'- PMO, - UI, - UX, - Anly, - Dev, - Mktg, - IT, - Cmpl	3	3	1	1	3	3	1	2.5	1.5
Rock 4	'- Anly, - UX, - UI, - Dev, - Cmpl, - Mktg	4	2	1	1	2	2		0.5	0.5
Rock 5	'- Anly, - Cmpl, - Mktg, - Dev, - UI	5	0.5			0.5	1		1	0.5
		6								
	'- PMO									
Q3 Loan Rocks			8.5	9	6	12.5	13	3	10.5	8
Rock 1 (Initiative/Project)	- PMO, - Anly, - CC, - Loan, -Finance, - IT, - Dev	1				0.5	1	0.5		
Rock 2	- Dev, - IT, - Anly, -Finance, - PMO, - UX, - UI, - CC, - Dev, - Cmpl, -Finance, - CC	2	1	0	1	2			1	0.5
Rock 3	'- UX, - UI, - Dev, - Mktg, - Legal, - Cmpl, - RTO, - Anl	3	2	1.5	1.5	2	2	0.5	2	2
Rock 4	'- Sales, - Dev, - Anly, - Mktg, - Cmpl, - UX, - Legal, - Dev, - CC, -Finance, - UX, - Mktg, - Cmpl, - UI, - Lec	4	0	0.5	0.5	1	0.5		1	0.5
Rock 5	'- RTO, - Loan	5	1	2	0	1	0		1	1
		6		2	0					
	'- Anly, - UI, - UX, - Dev, - Mktg, - Cmpl, - CC, - Legal	7	1	1	0	1	2		2	1

PMO to be involved in the “what” strategic discussions - 2 Q4 2018 Illustration



Example of resource allocation and analysis

Title	Dept Resources	Dept. Priority	UI LoE	UX-R LoE	UX-D LoE	Dev. LoE	Analytics LoE	IT LoE	Mktg LoE	Compliance LoE
Q3 RTO Rocks			13.5	3	7	13.5	13	2.5	8.5	5.5
Rock 1 (Initiative/Project)	- PMO, - UI, - UX, - Dev, - Anly, - Cmpl, - Mktg, - IT	1	5		4	5	3	0.5	3	1.5
Rock 2	- PMO, - UX, - UI, - Dev, - Anly, - Cmpl, - IT, - Mktg	2	3	1	1	3	4	1	1.5	1.5
Rock 3	- PMO, - UI, - UX, - Anly, - Dev, - Mktg, - IT, - Cmpl	3	3	1	1	3	3	1	2.5	1.5
Rock 4	- Anly, - UX, - UI, - Dev, - Cmpl, - Mktg	4	2	1	1	2	2		0.5	0.5
Rock 5	- Anly, - Cmpl, - Mktg, - Dev, - UI	5	0.5			0.5	1		1	0.5
Rock 6		6								
	- PMO									

	UI	Dev	UX-R	UX-D	Compliance	Analytics
Initial Request	59.5	107.8	20	28	20	94
Prioritized Request	48.5	72.9	12	20	15	72.5
Raw Capacity	30	62	12	6	6	60
80% Budgeted Capacity	24	49.6	9.6	4.8	4.8	48
Resource Deficit	-24.5	-23.3	-2.4	-15.2	-10.2	-24.5

Do the RIGHT projects

- Strategic alignment
- Purpose
- Focus

So,

How to do the projects RIGHT?

Which one is the leading methodology for your organization?

1. Lean Six Sigma

2. Stage-Gate

3. Predictive

4. Agile

Each methodology has its application focus, but agile thinking is applicable to all

Lean Six Sigma

A data-driven approach to systematically remove waste and reduce variation, to improve, optimize, and standardize business process capabilities.

Predictive

A linear, sequential planning method with defined tasks and final deliverables.

AKS:
Waterfall
Traditional

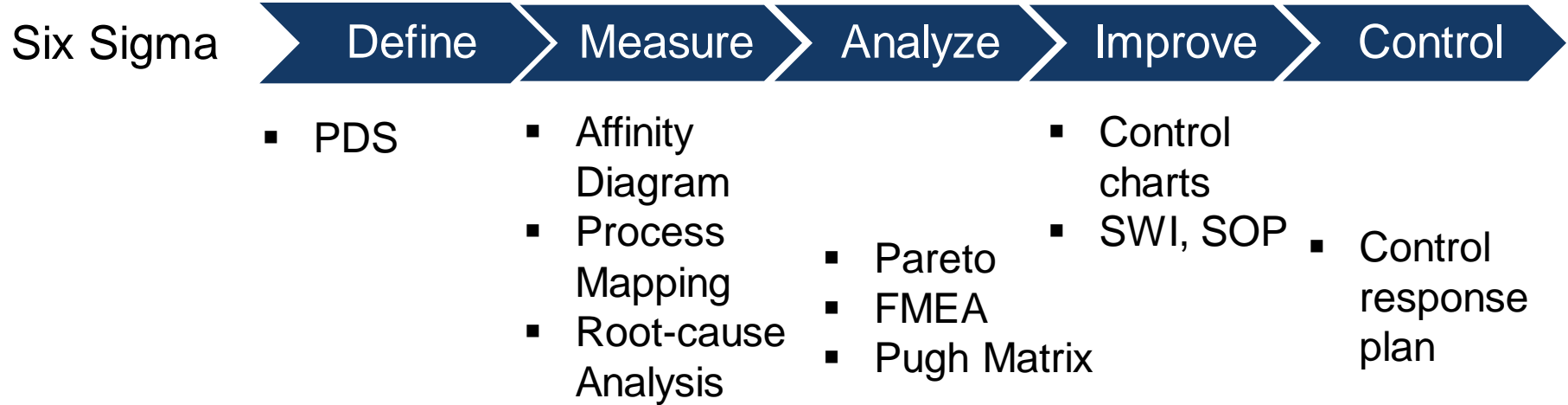
Stage-Gate

A process to bring products to market from ideation to commercialization by dividing work into stages with gate decision points.

Agile

A flexible and iterative approach that allows teams to adapt to changing customer requirements.

The Six Sigma DMAIC improvement cycle is effective for standardizing and optimizing processes



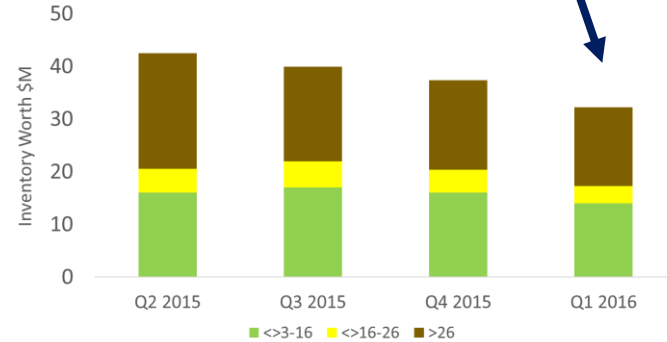
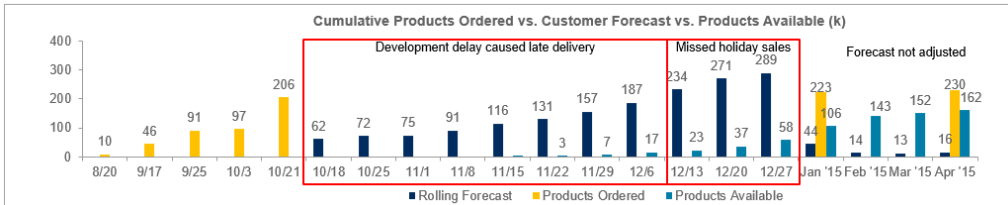
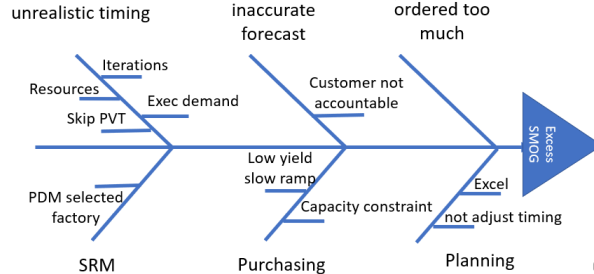
The Six Sigma DMAIC improvement cycle is effective for standardizing and optimizing processes

Illustrative

Six Sigma



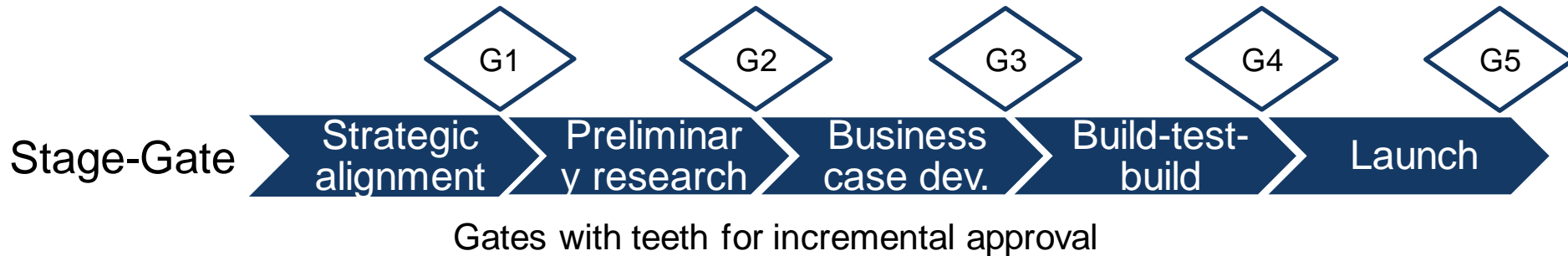
\$9.6m SMOG write-down; Q3, 2014



The Stage-Gate process focuses on incremental commitments to reduce project uncertainties and risks

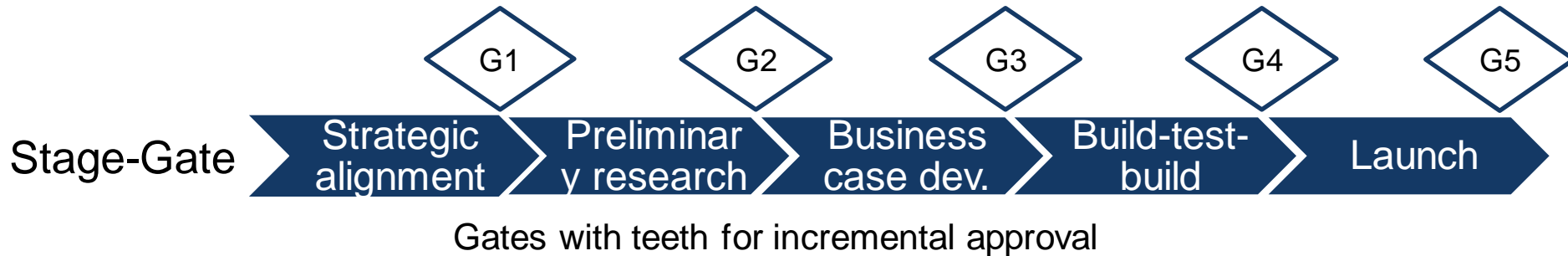
Examples:

- Develop earbuds for the active users....

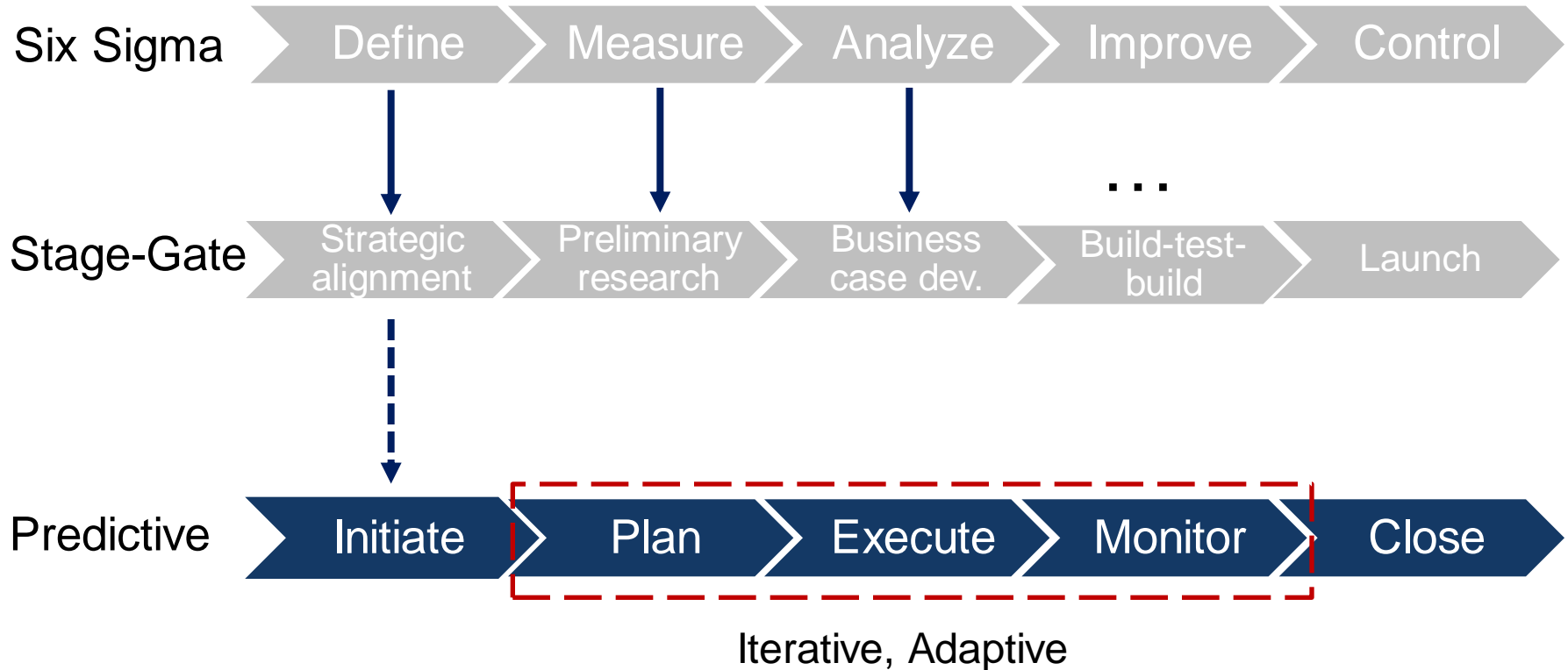


The Stage-Gate principles are aligned with agile thinking

- Customer centric
- Engage early and often
- Open to feedback
- Kill projects early, celebrate wins
- ...



These methodologies are complementary though with their own terms



A simple structure to ensure successful and efficient outcomes



Sprint planning – daily standups – review – retrospective

Activities

- Define
- Assess
- Kickoff

- Data
- Process mapping
- RCA
- Workstreams, prioritize

- Measure outcomes
- Celebrate!

Outputs

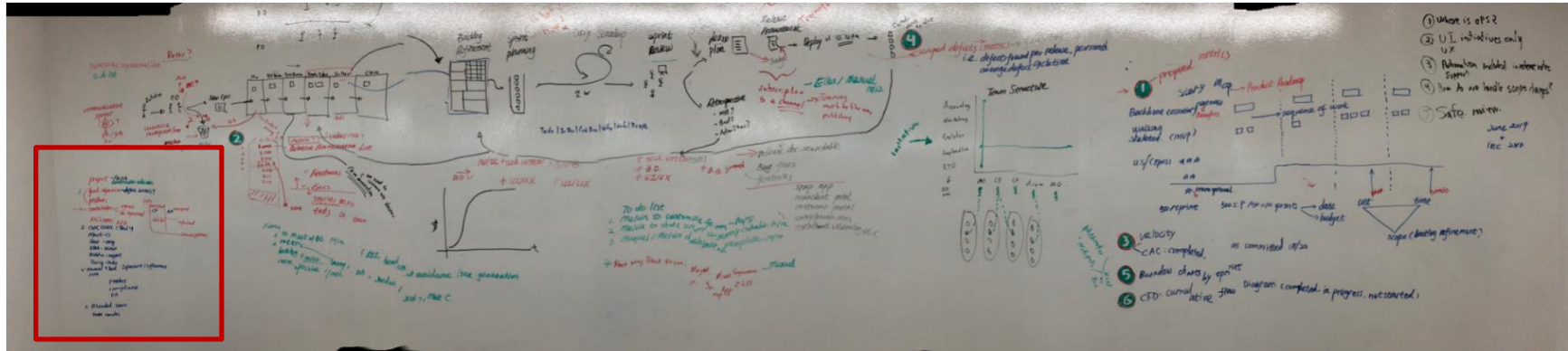
- Product roadmap
- Success metrics

- MVP (Go/No Go)
- Phase deliverables

- Happy Team!

***Project initiation is critical, but sometimes it is lacking
(for tech projects...)***

Lack of alignment creates issues and challenges



PMO and Tech Teams reviewed development process and identified opportunities for improvement

- Teams not clear of “what success looks like”
- Teams not sure if their efforts have real impact on the business
- Team deploys codes without agents being trained on changes/features
- UAT test cases not built up front

Daily standups help, but standups everywhere ≠ agile

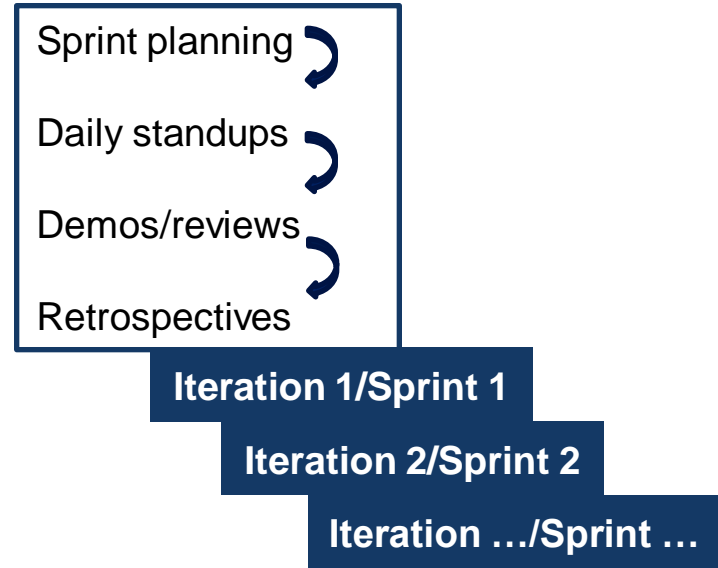
- Frequent check-ins
- Adjust and Adapt



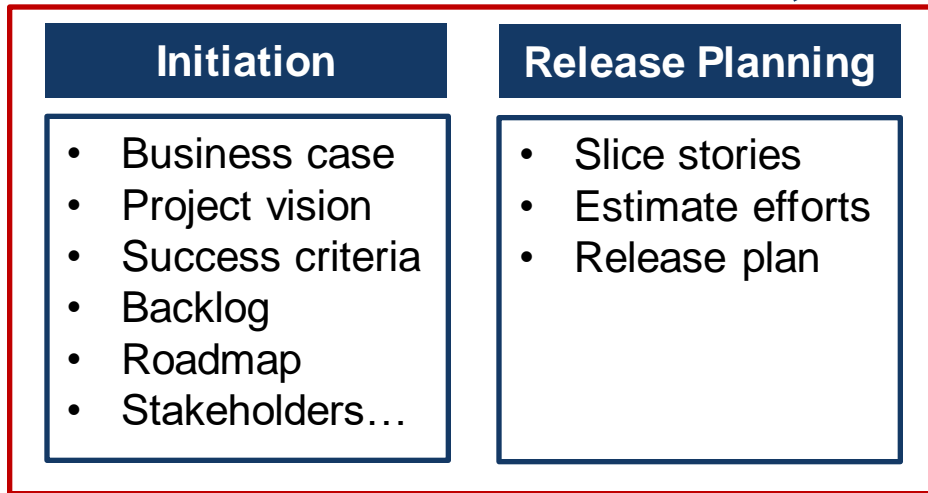
Daily standups

The Scrum Framework brings more benefits to the team, but not enough

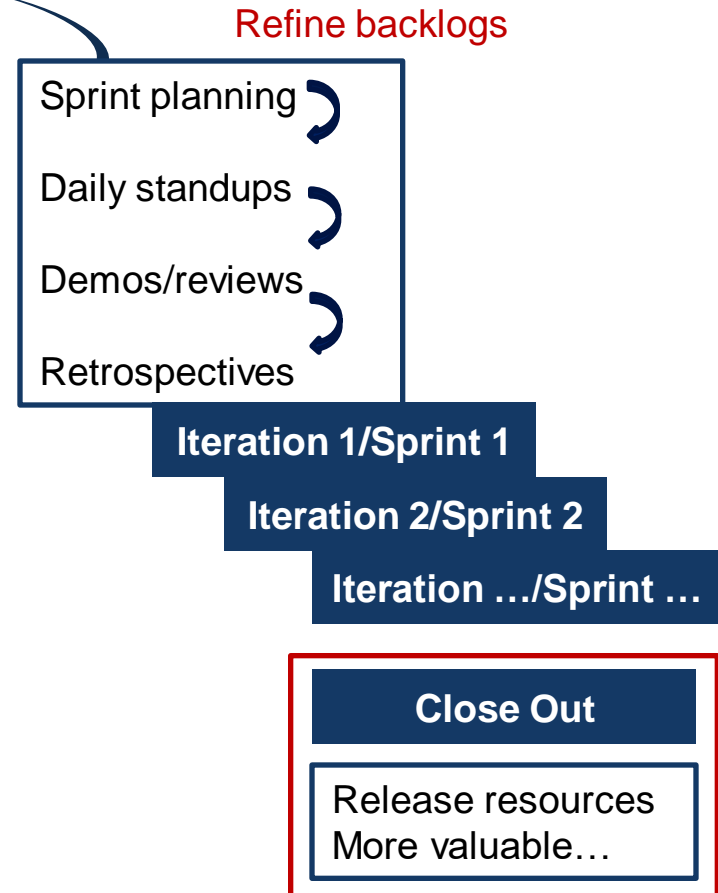
- Set increment goals
- Reflect regularly to improve
- Deliver frequently and incrementally
- Satisfy customer needs



Improving the front end and the back end to drive better results



- Alignment
- Cross-functional teams
- Value-based prioritization
- Maximize work not done



*How do we build a structured initiation process to
gain alignment?*

好的开始是成功的一半

Project Kickoff Handouts

Will not go through in details

Project Name:

Project Team

- Business Owner:
- Executive Sponsor:
- Project Manager:

Timeline

- Demo Date:
- Target MVP Alpha Launch Date: 10/30/19
- ...

Project Focus

Context:

Problem Statement:

Launch Plan: Phased rollout.

MVP Alpha: xx pilot merchants in Q4, iterate and scale.

Objective Statement:

- Build an eCommerce solution ...
 - API's
 - Front end library
 - Sandbox
 - ...

What does success look like?

- Increase dollars funded via eCom channel by \$2m in Q4
- ...

Stakeholder Analysis

Keep Satisfied

Manage Closely

High

Legal

Marketing

Product

Compliance

Dev.

Data
Analytics

**Influence/
Power**

Customer service

Channel mktg

Merchant support

Monitor

Sales

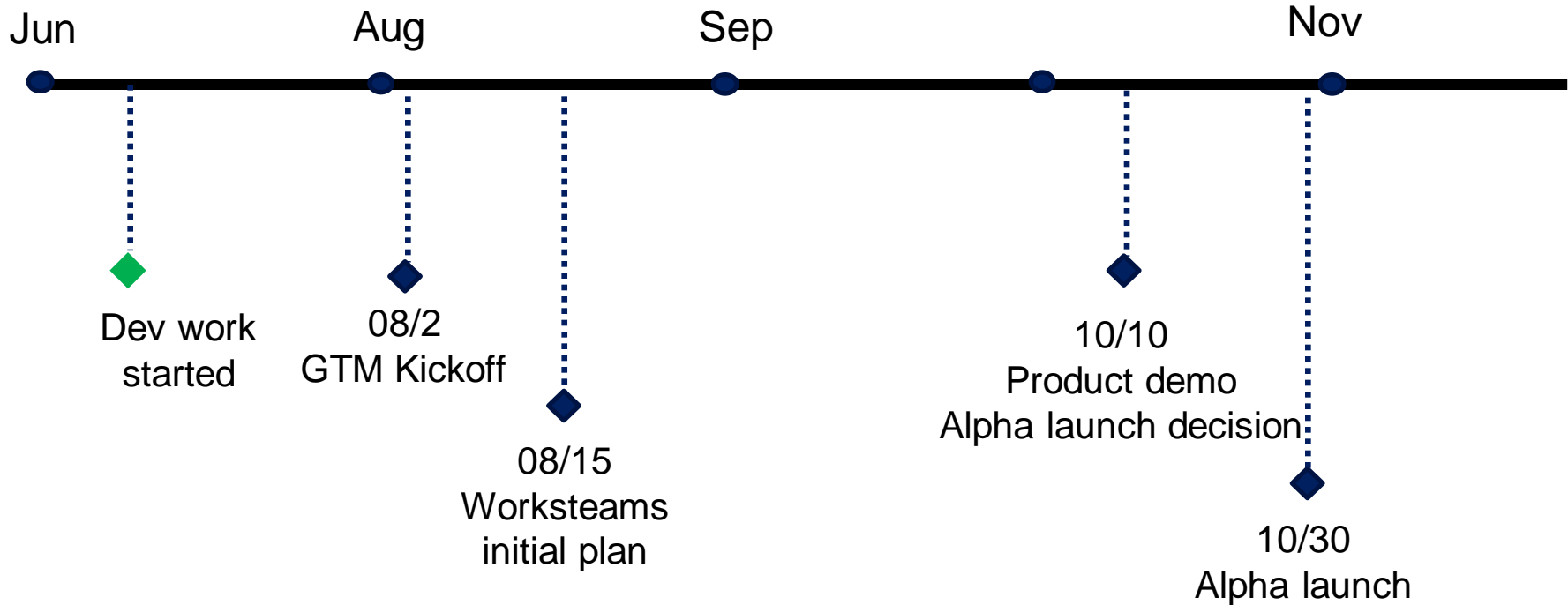
**Keep
Informed**

Low

Interest

High

Project High-level Plan



Metrics Examples

Metric(s)	Baseline	Goal	Validation Method
Increase application conversion rate	22%	26%	Monitor via testing until goal is reached.
Increase dollars funded in '19	\$20m	\$27m	Report on quarterly basis

Identify the Value Driver(s) ✓

✓	Revenue		Compliance		Cost avoidance/reduction		Scalability/Efficiency		Merchant/Customer Retention
	\$7m		\$		\$		\$		\$

Estimated Expenses ✓

	CapEx	✓	OpX						
	N/A		\$15K new app						

Estimated Level of Effort ✓

	<3 months	✓	Between 3 and 6 mo.		Between 6 mo. and 1 year		> 1 year
--	-----------	---	---------------------	--	--------------------------	--	----------

Project Work Team (Sprint Planning, Review and Retros)

Team Member	Function	Roles and Responsibilities	Comments

Project Stakeholders (Sprint Review)

Name	Function	RACI	Info to be Communicated	Communication Method/Timing/Frequency
A		Informed		At monthly Technology Steering Committee Meeting
B		Informed		Join sprint review
C		Consulted	General loan process review	Join sprint review

Meeting Cadence and Participants

Example of a weekly Sprint with combined workstream standups

	Mon	Tue	Web	Thu	Fri	Participants
Planning 1:00-2:30 p.m.		✓				All workstream teams+ stakeholders
Product Branding + GTM 9:00-9:30 a.m.			✓			Workstream team 15' standup + issues resol.
CC + Sales Training 9:00-9:30 a.m.				✓		Workstream team
UI/UX/Tech 9:00-9:30 a.m.					✓	Workstream team
Complia./Legal/Data/Report 1:30-2:00 p.m.	✓					Workstream team
Review + Retrospective 3:30-5:00 p.m.	✓					<ul style="list-style-type: none"> ▪ All workstream teams ▪ Stakeholders (highly welcome)

How will we communicate as a team?

Project Name Project Channel within PMO Teams



	PM Tool Task-level Approval	Conversations Tab Project-level	Files Tab	Agenda and Summary
Internal Team	✓	✓	✓	✓
External Team	✓		✓	✓
		@ to individual or team	@ to individual for review	For information

Project Team Rules of Engagement

- Attend meetings – if you can not make it, please share your updates with the xxx in advance on Teams Project Channel, and follow up after the meeting.
- Utilize Teams and PM tool to communicate with our teammates
- Update and own your assigned work in PM tool. Match status with true progress
- Propose constructive suggestions to improve our project team interaction and performance
- Raise questions if you foresee any issues or prioritization conflicts
- ...

Handouts Finish

***Built the planning and execution rhythm that
meets your organization's needs***

Plan Enough to get going

Business and software projects planning are similar in many ways

Software Projects

Similarities

Business Projects

Cross-functional Teams

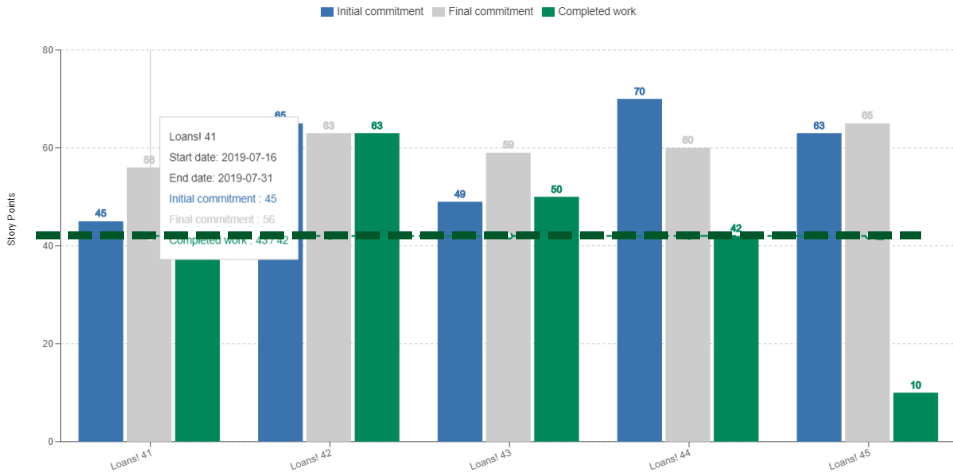
- a. Build 1 backlog
 - b. Create user stories
 - c. Decompose requirements
 - d. Team agrees to t-shirt sizing and effort hours
-
- a. Establish sprint goal
 - b. Daily standups
 - c. Sprint reviews
 - d. Retrospectives

Be aware of the differences to not force practices

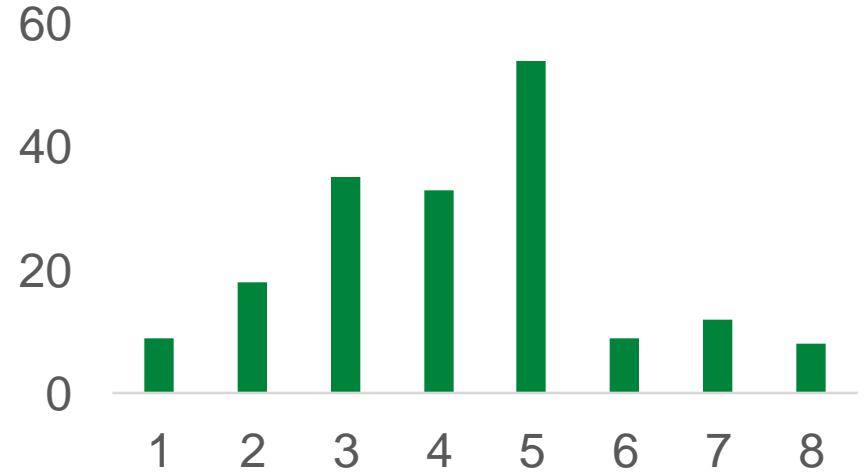
Software Projects	Similarities	Business Projects
<ol style="list-style-type: none">1. 1 workstream2. DoD at team level3. Team estimation (planning poker, etc.)4. Team validates effort hours to fit into sprint5. Velocity - consistent	<p>Cross-functional Teams</p> <ol style="list-style-type: none">a. Build 1 backlogb. Create user storiesc. Decompose requirementsd. Team agrees to t-shirt sizing and effort hours <ol style="list-style-type: none">a. Establish sprint goalb. Daily standupsc. Sprint reviewsd. Retrospectives	<ol style="list-style-type: none">1. Multiple workstreams2. DoD: B.O. and WS3. WS contributor estimates size4. WS validates effort hours to fit into sprint5. Velocity – not quite

Velocity measurement can be different

Dev Team SP by Sprint



Enterprise Project SP by Sprint

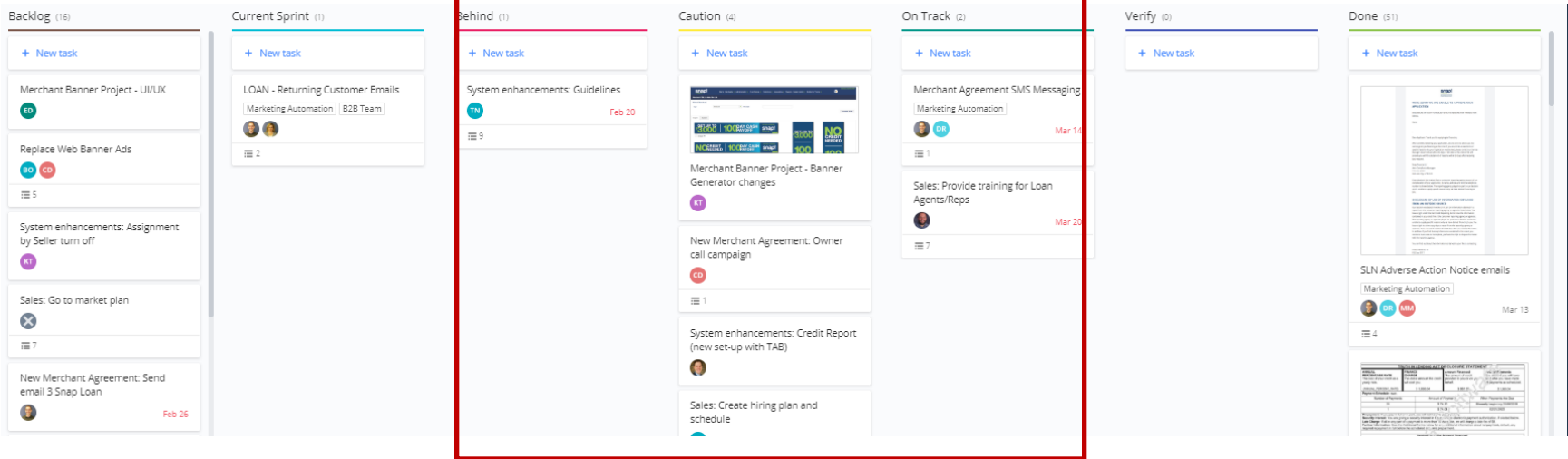


Customized workflows provide better visibility (information radiators)

Break down “In Progress”

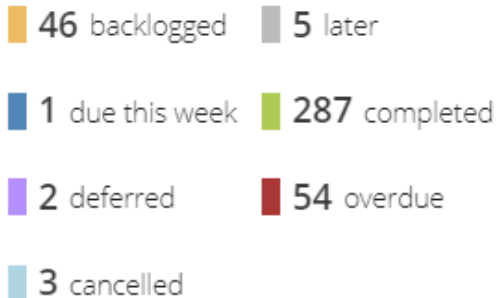
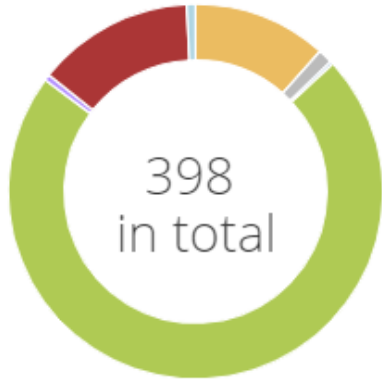
Functional Lead/Business Owner

Backlog Current Sprint **Behind** Caution On Track Verify Done

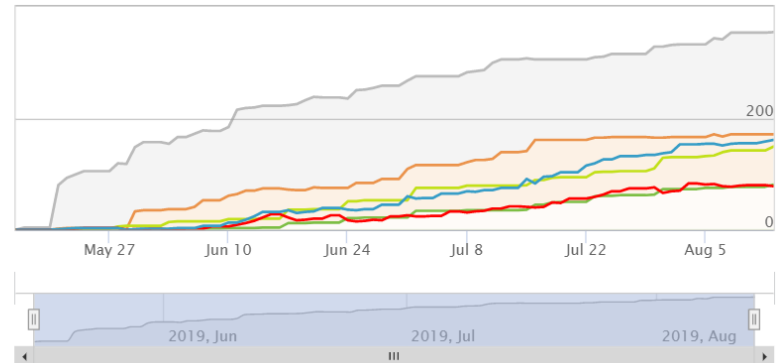
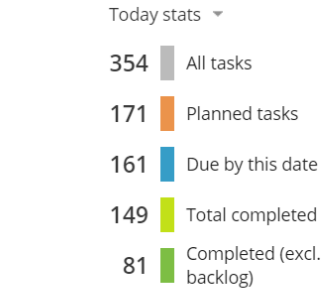
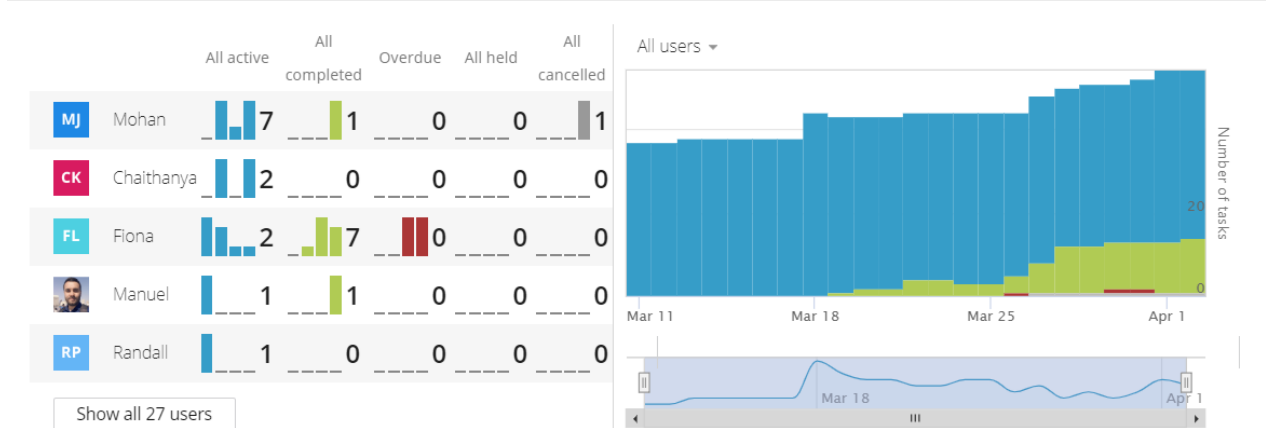


Use analytics to gage project health and team activities

Overall Project Health



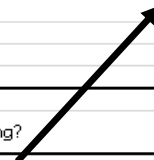
Team Activities Overview and CFD



Increase feedback loop through retrospectives

Sprint Goal/s			
a. Get merchant agreements out, and get the approval for customer agreement b. Each of the team members have something to work on			
Key Accomplishments			
What went right? What worked well? What was found to be useful?			
1			
2			
3			
Key Opportunities for Improvement			
What went wrong? What part of the process did not work well? What were the effects of these key problem areas? What risks are still outstanding?			
	Opportunity Area	Detailed Comments	Lessons Learned / Takeaways / Action Items
1			
2			
3			

Review at next planning and next retro to make sure learnings are applied



PMO surveys to further gauge team satisfaction via NPS score

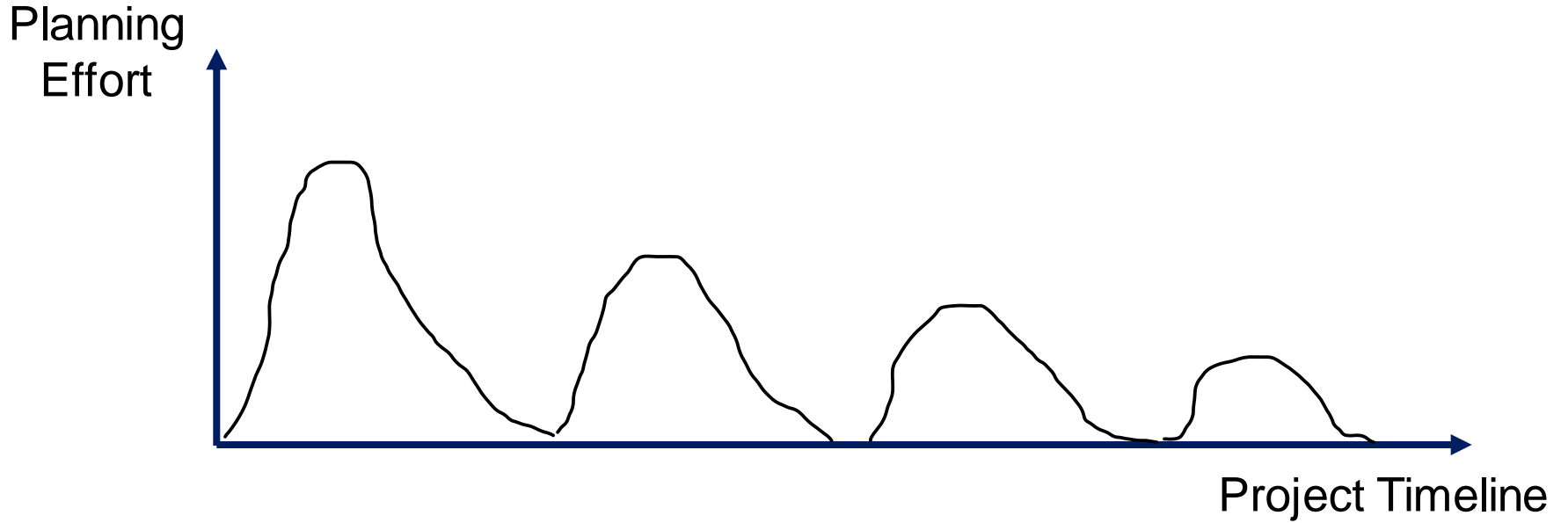
1. Providing structure, and easy to use tools and templates
2. Providing clear project goals and objectives
3. Clarifying team roles and responsibilities
4. Communication speed, frequency, and quality
5. Organization of documents, deliverables, and reports
6. Responsive and receptive to feedback
7. Overall project execution to deliver business results

Revise as PMO matures

1. How likely will you recommend the PMO service to other teams? (NPS Score)
2. What has gone well?
3. What could be improved?

***Myths of Agile that is not true – all teams
need to know early on***

Myth 1: Agile is no structure and requires less planning.



Myth 2: If you are agile, you can't commit timeline and cost.

Example of Timeline Discussion:

- 2-week sprint.
- First sprint ended Feb 28.
- Team average velocity: ~50 story points/sprint.
- 200 story points left.

Questions:

1. When can you finish the project?
 - $200 \text{ story points} / 50 = 4 \text{ sprints left; Feb 28+ 8 weeks}$
2. What if we need to finish by early April?

Myth 3: Now is not the right time for agile.



Learning Objectives

1. Explain why PMO leaders need to be involved in portfolio management
2. Appraise the commonalities and differences between enterprise and software projects when applying agile techniques
3. Differentiate methodologies to employ practices that best suits the organization's needs

The highlights of methodologies

Lean Six Sigma

- Reduce waste
- Improve continuously
- Solve the root problem
- Focus on critical X

Stage-Gate

- Break work down into chunks
- Defer decisions
- Customer centric

Agile

- Adaptive planning
- Scrum framework
- Maximize work undone
- Experiments

Servant leadership | Frequent feedback | Empower team

VALUE

Share one action that you will take to improve your current practice

Action Plan for Leaders

- Next week:
 - Discuss and select one smaller and less complex project (<3 months)
 - Establish baseline for measurement

- Next 90 days:
 - Internalize agile thinking, experiment Scrum Framework
 - Listen to customers – internal and external
 - Celebrate small wins! Share with other PMs or your network

- Next 12 months:
 - Measure – adjust - refine approach, show results
 - Apply learnings to 3+ projects

Let's stay in touch

Fiona Lin

Vice President, PMO

Snap Finance

flin@snapfinance.com; fiona.lin.yufei@gmail.com

<https://www.linkedin.com/in/fionalin/> (connect with a note)

Disclaimer

- The views and opinions expressed in the following PowerPoint slides are those of the individual presenter.
- These PowerPoint slides are protected under the copyright laws of the United States of America and other countries. Used by permission. All rights reserved. Project Management Institute and PMI are registered trademarks. All other trademarks are the property of their respective owners.
- The PowerPoint slides are for registered attendees of the PMI 2019 Portland Conference Attendees.