

PMO SIG January 2013 Meeting Summary

Preliminary Discussion: Work Related Topics for PMO SIG

No work related topics raised

Discussion Topic: Coordination to Roll Out Agile in Your Organization

Training for Agile

- Create a pilot team
- Hire a qualified Agile coach
- Plan on about one week of training
- Arrange for coach to remain available after training

Pilot project and team

- Identify a project that fits Agile method
- Identify a team that is a good pilot group
 - Difference in role as contributor versus team
 - Need to think in terms of team goals, not individual goals
- Typically takes 3 sprints to 3 years to become 'truly Agile'
- Project still needs a plan
- Roll out is usually more successful in smaller organizations, much harder in larger organizations

Agile project characteristics

- Software development projects suit Agile
 - Common belief that Agile is a method for software development only – Not true
- Uncertainty suits Agile
 - Unsure of everything at the start, and learn as you go
- Well-defined, repeated projects, e.g. 10th SAP roll out are not good candidates for Agile
 - Agile method may find ways to skip some steps in a repeated project

Example of Agile project on WWW

- Design and build a car that achieves 100 MPG
 - Very short sprints
 - Broad, global participation; Team members work in pairs
 - All knowledge is shared; Collaboration of ideas
- References:
 - ["Wikispeed: How A 100 mpg Car Was Developed In 3 Months" \(Forbes\)](#)
 - www.wikispeed.com

Agile project method

- Inception of Agile project
 - Examine the problem/task
 - Build a release schedule
- Requirements may change during course of project – Agile is adaptive to this
- Schedule may change, e.g. early release of preliminary version
- Scope is redefined at start of every sprint
 - Stories describe a feature desired
 - Stories are committed for each sprint, Team commits to deliver stories in the sprint
 - Stories come from the backlog for the project
 - In each sprint there are lessons learned
 - In each sprint you learn more about the capabilities of the team
- Something is always delivered from a sprint
- Agile transparency
 - The sprint is a well-known, short-term entity
 - Changes to requirements have clear impact to the sprint
 - Business owners can make better decisions; impact is transparent

Agile versus Waterfall method

- Analogy example: Project to build a multi-lane bridge in 12 months
- If project is terminated after 4th month
 - With Agile, you would have a bridge, perhaps with one lane
 - With Waterfall, you would have one-third of a bridge

Next Meeting

Next meeting in February. Topic: “Coordination to roll out Agile in your organization” - *continued*

PMO SIG Discussion Topics to Consider

1. PMO Practice
 - a. PMO Resources - Templates, Websites, etc.
 - √ b. PMO Best Practices to support learning and process improvement within project teams
 - ★ c. Coordination to roll out Agile in your organization
 - d. PMO Governance and Portfolios
2. PMO Promotion
 - a. Looking at the PMO from the Outside
 - b. PMO Promotion in the Academic World
 - c. Promoting the value of the PMO
 - d. Explaining the benefits of the PMO

3. Organizing and Starting the PMO
 - a. Defining the Role of the PMO
 - b. Supporting Organizational Decisions
 - c. The PMO and Cross Organizational Matrix Management
 - d. Lifecycle of a PMO, how to start one and pitfalls at different stages of the lifecycle
 - e. Where should the PMO be migrated into with a company that re-organizes, downsizes?
 - f. Criteria to establish a PMO in your organization - When does it NOT make sense to have a PMO?
 - g. Should the PMO be in-sourced or out-sourced? Why?

 4. Other
 - a. PMO Practices vs. Upper Management
 - b. Client Cultures
 - c. Model PMO Job Descriptions (Maude Fribourg has sample, find others)
 - d. Keeping PMOs Active
 - e. PMO – Current and Future
 - √ f. Working with a Multi-generational Workforce
 - g. PMO Myths
- ★ In progress
√ Completed

Attending: Adella Rosenthal, Carl Gessman, Carol Gingold, Chris Memmesheimer,
David Kabat, David Morgen, David Rabinowitz, Howard Paul, Jason Fox,
Mayra Rodriguez, Paul Giovinio, Richard Loeb, Sabina Margeton, Stan Ioffe.
Tim Hopkins

January 8, 2013
8:15 – 9:15 PM

Chair: David Morgen, PMP
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