



PMO Community of Practice October 2019 Meeting Summary

Header (Required)

Title: Huge Projects

Brief description: How the PMO supports huge projects

Learning objectives: Understanding special requirements for huge project, with large, complex teams and many stakeholders

PDU Amount: 1 PDU

PDU Allocation: 1 Strategic

Member Discussion Topic 10/15/19: Huge Projects

Changes in the work environment – more agile

- At the project level, more projects are agile than in the past. Teams are more independent now, and also more responsible and responsive
- Management requirements still look at project funding and tracking, often the same for agile and waterfall and hybrid projects
- Agile projects tend to have more flexibility in scope - include Minimum Viable Project plus as much important high-value-add scope as will fit in the fixed time and budget.
- Shorter time between releases to customers
- More layers, more matrix, more complexity to management hierarchy – Scrum Master, Program Manager, Functional Manager must coordinate

Generalizations about huge projects:

- Priority / Criticality
- Alignment meetings
- Scope changes
- Multi-Tiered
- Lots of decision-makers / Multi Management
 - Decisions based on impact vs decisions based on seniority
 - Governance vs indecisive deciders
 - Must include Subject Matter Experts (SMEs)
 - Review board elevates design in advance
 - Verticals
- Deadlines

Agile vs waterfall:

- Waterfall is tempting, but may be false sense of comfort
- Many end up as hybrid
- All teams engaged throughout – do not throw over wall to Integration or QA
 - Must integrate early and often
- Need definition of done for both the work and for the Minimum Viable Product (MVP)
 - MVP discipline is required for critical urgent projects to hit the timeline with the most important scope out to market and be competitive



- Prototype so product owners can learn
- Launch early and often – if you want to release sooner, then keep scope small
- Waterfall migration to Agile:
 - Like a new language
 - New timing concepts (Sprints)
 - Tendency to use what has been successful
 - Each person has their own skills, but each person owns responsibility for entire project – culture of collaboration
- Stress the benefits of Continuous Features being built upon if Agile is used
- Add “Pieces/parts”, integration of Waterfall and Agile, for hybrid

Project risks/unknowns:

- Risk Analysis
- Waterfall migration to Agile
 - Security is prioritized based on impact
- Support: Training to handle issues
- Features
- Liabilities
- Management factors
- Bottom lines
- Leadership may demand releases to pace their income timelines

Next Meeting

Next meeting is Tuesday, November 12, 2019

Participants: Ali Ansari, Bill Volckman, Bob Klotz, David Morgen, Jessie Ip, Marlo Moss, Mary Jo Vesseccchia, Ray Francis, Richard Loeb, Sadiq Bakshi, Thomas DeBroch

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