



regoUniversity

NASHVILLE • 2022

Understanding Lean Portfolio Management

Your Guides:

Tad Beaty and Terry Hensley

Introductions

- Take 5 Minutes
- Turn to a Person Near You
- Introduce Yourself
- Business Cards

Agenda

- What is Lean Portfolio Management (LPM)?
- Artifacts of the LPM
- Roles of the LPM
- Ceremonies of the LPM

What is Lean Portfolio Management?

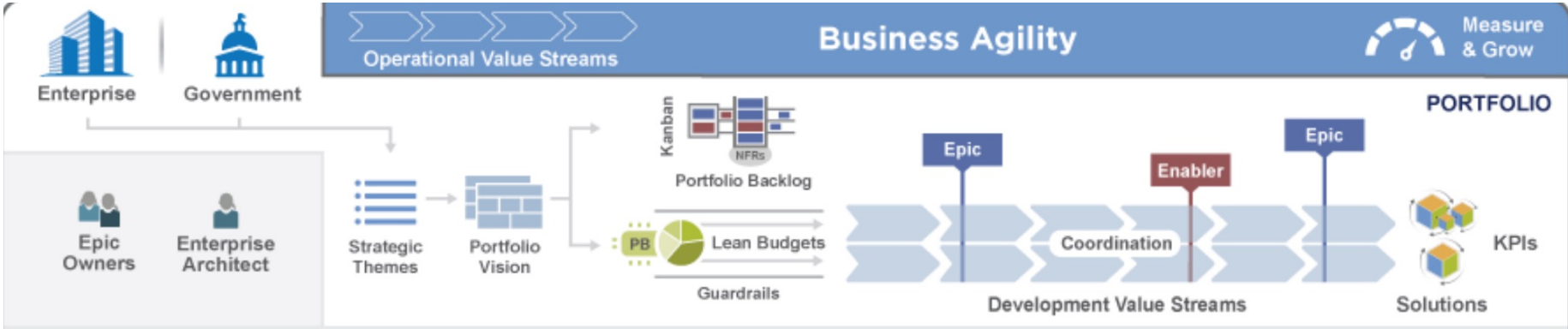


Agile is an Organizational Change

- To get the best Agile conversion possible we must change not only how the teams work, but also the entire organization. If we only change part of the organization, we will only get a small part of the value Agile promises.



The Portfolio Level of SAFe



The Benefits of LPM

- Visibility into all work taking place in the Portfolio
- Transparency of status of all work, from User Stories to Epics
- Coordination of dependencies across the organization
- Key stakeholders verify planned work meets with company strategic direction
- Constant economic prioritization of work ensures that priority issues always move to the top
- Regular review and reprioritization of strategic work eliminates waste and improves enterprise agility
- Work intake is matched to capacity, thus increasing focus and speeding delivery of value
- Rolling wave planning enables the company to shift direction nimbly in an ever-shifting market

Artifacts of the LPM



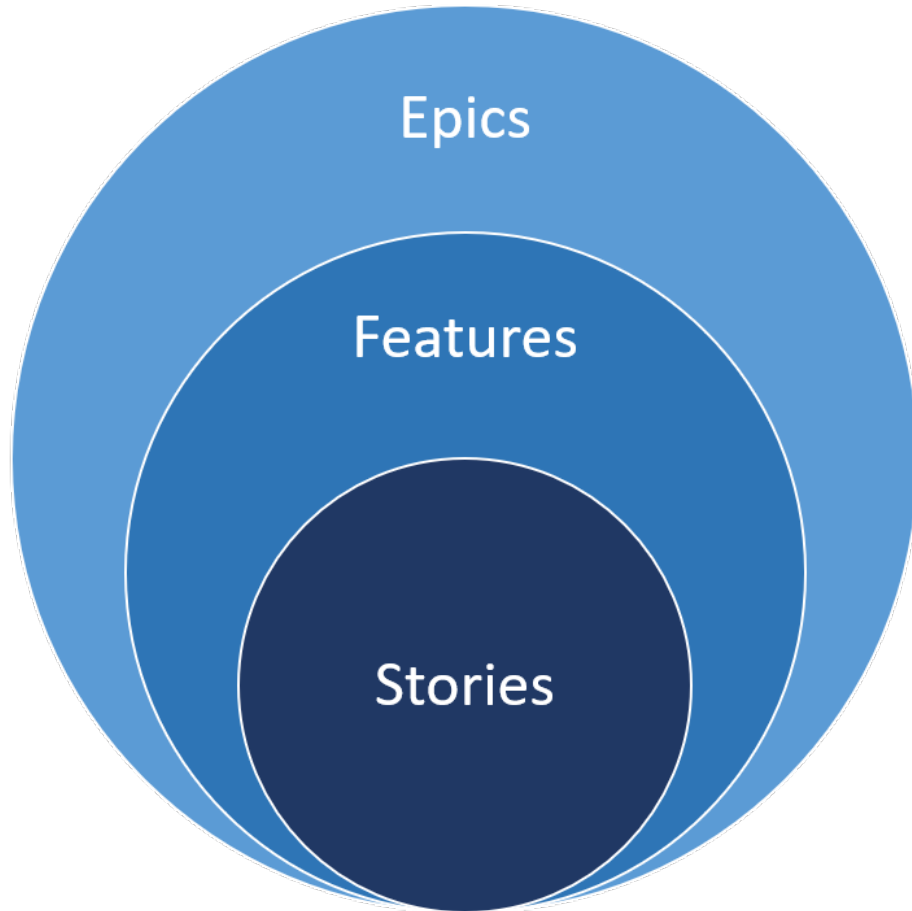
The Artifacts of the Portfolio Level

- Strategic Themes
- Epics
- Value Streams
- Portfolio Kanban and Portfolio Backlog
- Portfolio Vision and Roadmap



Strategic Themes

- The Senior Executives identify the company's strategic direction and list them out as a set of themes. Once the themes are identified, we break off some measurable key results for each one to provide a high-level understanding of the company's intentions.

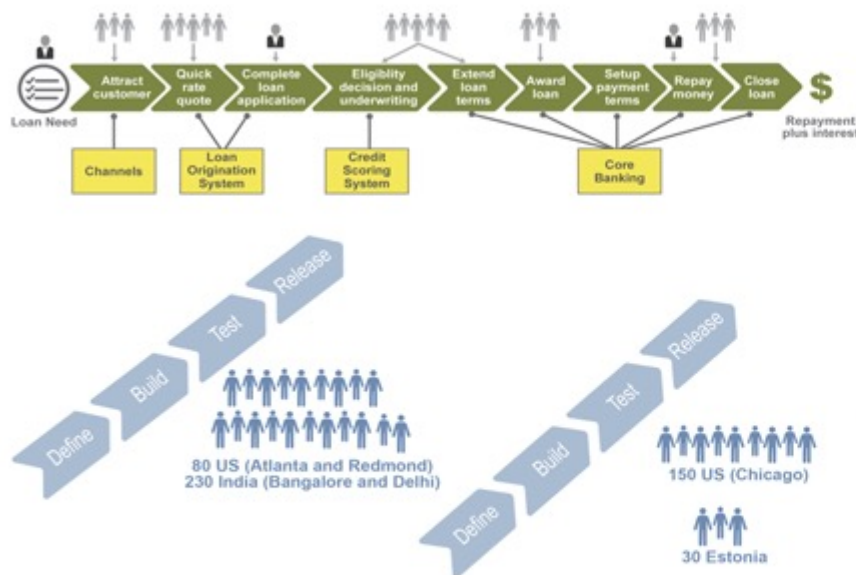


Epics

- Epics are large-scale deliverables that help us materialize the key results associated with the Strategic Themes. Epics are vision statements that provide the what gets built without telling the teams how to make it happen.

Value Streams

The Value Streams are the people who support the delivery of value for the Portfolio. We create Agile Release Trains within the Value Streams to bring the people together to work in a coordinated fashion



1. Operational Value Streams

The sequence of activities needed to deliver a product or service to a Customer. Examples include manufacturing a product, fulfilling an e-commerce order, admitting and treating a patient, providing a loan, and delivering a professional service.

2. Development Value Streams

The sequence of activities needed to convert a business hypothesis into a technology-enabled Solution that delivers Customer value. Examples include designing and developing a medical device, developing and deploying a CRM system, and an eCommerce web site.

© Scaled Agile, Inc.

Portfolio Backlog and Portfolio Kanban

To shepherd the Epics from concept to completion, a Kanban board is used to identify the step that the work is in and provide a holding place for all Epics as ideas are identified.



Portfolio Vision and Roadmap

The Portfolio Vision contains the aspirational future state of the Portfolio based on the work in progress and the influence of the themes.

The Portfolio Roadmap provides customers with an understanding of the planned timeline to deliver Epics.

Roles of the LPM



Who Participates in LPM?

- Lean Agile Center of Excellence (LACE)
- Agile Project Management Office (APMO)
- Solution Portfolio Manager
- Senior Executives
- Epic Owners
- Business Owners
- Enterprise Architect



Ceremonies of the LPM



Coordinating the LPM

- Like every other level of SAFe, we need ceremonies to coordinate the process and ensure transparency and alignment. The Portfolio has three ceremonies to keep the work on track:
 - Portfolio Sync
 - Strategic Portfolio Review
 - Participatory Budgeting Workshop



The background of the slide features two luxury watches with metal bracelets. The watch in the foreground is a Rolex Oyster Perpetual Datejust, with a white dial, Roman numerals, and a date window at 3 o'clock. The watch in the background is a Rolex Oyster Perpetual Datejust with a black dial and Arabic numerals. The watches are set against a dark, textured background.

The Portfolio Sync

- Held monthly, this meeting brings together the APMO, LACE, Senior executives, and Business Owners to discuss the current state of the Epics in flight, evaluate their MVPs, and address cross-Value Stream coordination.

The Strategic Portfolio Review

- Held once in the middle of each PI, the Senior Executives, Business Owners, Enterprise Architect, and Solution Portfolio Manager meet to review and discuss the Strategic Themes, verify alignment with the Lean Budgeting Guardrails, and review and approve upcoming Epics.

Let Rego be your guide.



The Participatory Budgeting Workshop

- Run by the APMO and held twice a year, this workshop brings together business and technical stakeholders from across the Portfolio to review and prioritize the upcoming work to help with identifying strategic direction and allow the Portfolio to realign the Value Streams contained within to optimize value delivery.

Questions?

