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SAN DIEGO • 2023

# Reimagine the PMO

**Your Guide:**  
Laureen Knudsen

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Reimagine the PMO!

With only 15% of companies successfully transforming digitally, it's time for the PMO to take charge. This session talks about how the PMO effectively can support the digital transformation within the enterprise by reimagine its traditional charter.

# Laureen Knudsen

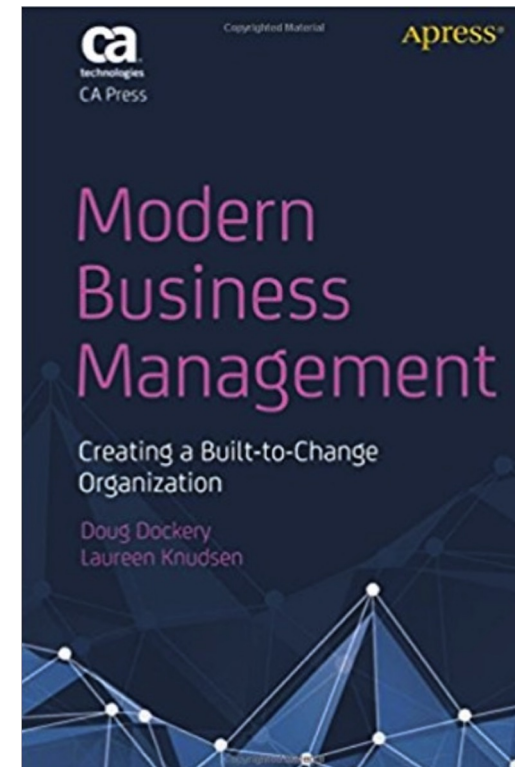
Chief Transformation Officer, Broadcom Software



Award-winning senior business leader with 35+ year career that spans IT, financial and healthcare systems, and analytics. Led transformations at 4 Fortune 1000 companies and has transformed Product and Strategy, IT, Engineering, Professional Services, and Sales and Marketing organizations. Co-Author of **Modern Business Management: Creating a Built-to-Change Organization**.

Laureen is working with industry leaders and internal experts to define the future of business and bring Lean principles to all parts of an organization, focusing on optimizing end-to-end value stream flows, removing waste, and ensuring executives can make data-driven decisions, while building security and sustainability into the flow.

[Forbes Technology Council member](#), [Power50](#), [Top 100 Women in Tech](#), [Change and Transformation Council member](#), **Member World Economic Forum's Impact Circle for Digital Transformation**





How many of you have  
a Transformation Office  
in your organization?





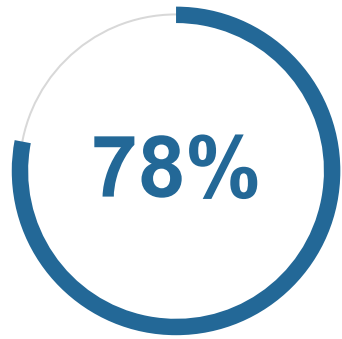
# Chief Transformation Officer Job Description



- **Responsibilities:**

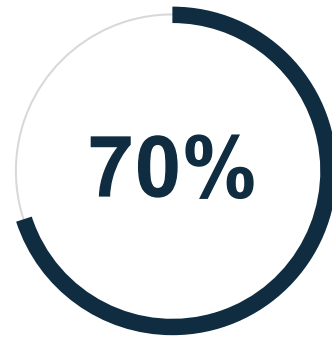
- **Guide execution of transformational growth strategies**, maximizing synergies across diverse business lines in a decentralized business model
- **Clearly articulate strategic objectives and required critical initiatives**
- **Provide a roadmap** of key decisions, actions and milestones, and regularly **report progress**
- **Design and deliver strategy deployment plans**, including robust change management and communication programs to align and direct diverse, decentralized stakeholders
- **Drive technology deployments**, including native tech, as integral components of strategy execution
- **Establish, measure and regularly report on critical leading indicators and KPI's**, including selection and use of consistent reporting system capture and report on KPI progress
- **Communicate and regularly evaluate dependencies between initiatives and actions**
- **Drive key decisions and issue resolution to assure initiatives remain on track and deliver desired impact**
- **Provide necessary data, analytics and insights to support decision making**
- **Organize and facilitate strategy execution sessions with key business leaders**
- **Orchestrate the organization's business planning cycle, in close partnership with finance and other business line and division leaders**
- **Lead change management and communication related to business transformation**

# Why Transformation Is a Driving Initiative



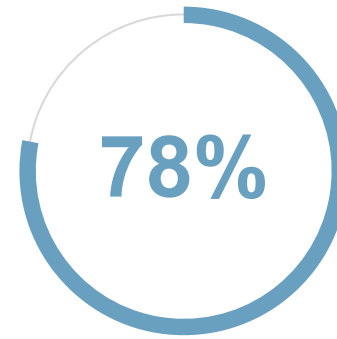
say the disconnect between IT and business units results in significant costs.

Harvard Business Review Analytic Services, in association with Broadcom, "BizOps: Connecting IT to Business Outcomes," June 2020



agree that agile and DevOps can provide project-level improvement, but report those benefits are negated by a lack of enterprise alignment.

Harvard Business Review Analytic Services, in association with Broadcom, "BizOps: Connecting IT to Business Outcomes," June 2020



fail to scale and sustain their digital transformation, and 73% of enterprises fail to realize sustained returns on their digital investments.

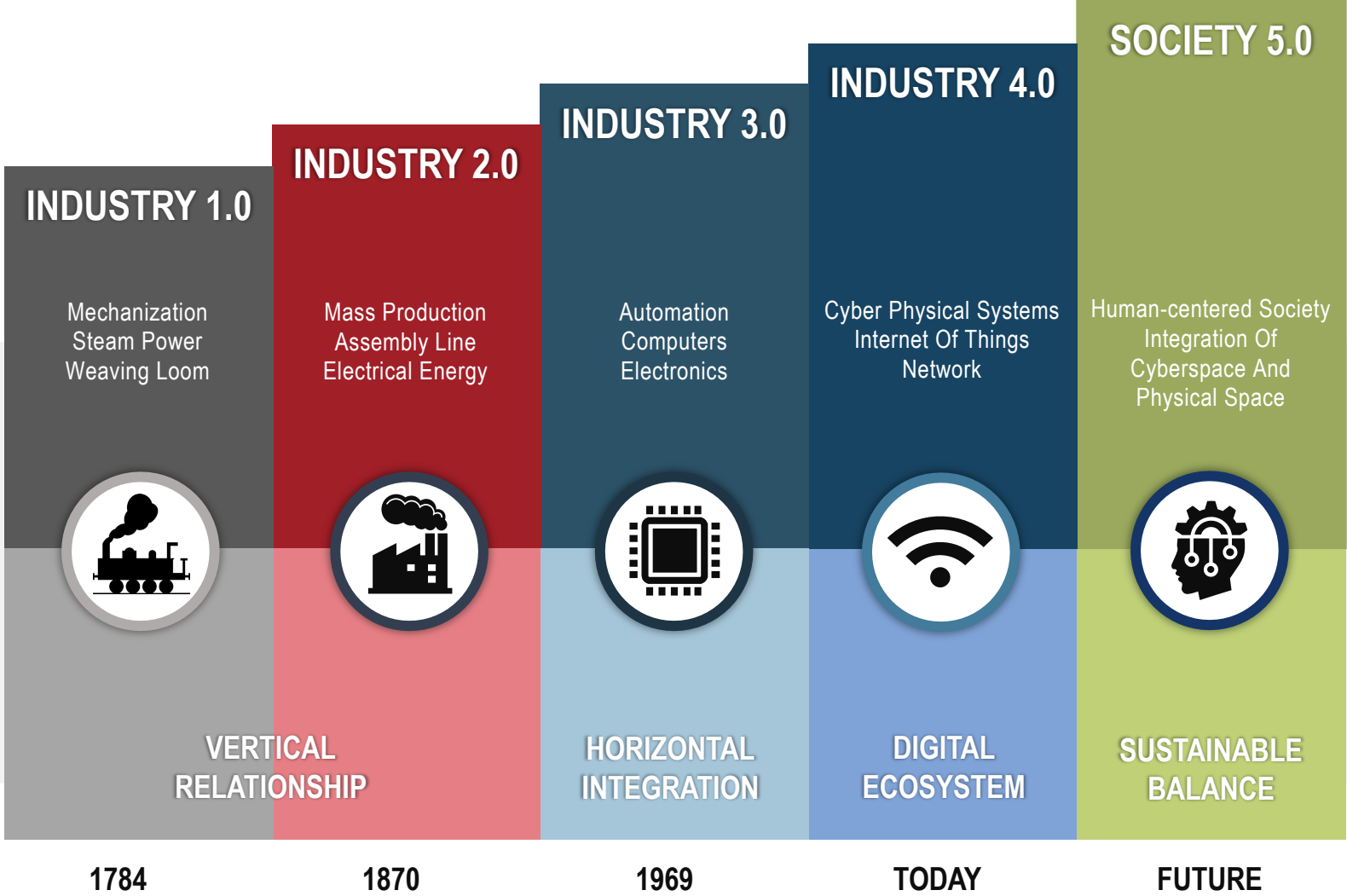
Everest Group, "78% of Enterprises Fail to Scale and Sustain Their Digital Transformation Initiatives," <https://www.everestgrp.com/2018-08-78-enterprises-fail-scale-sustain-digital-transformation-initiatives-everest-group-says-old-school-operating-models-blame-press-release-46192.html/>



is wasted every day due to the poor implementation of strategy.

Brightline Project Management Institute, "The Brightline Initiative is closing the gap between strategy design and delivery," February 11, 2019, <https://www.brightline.org/resources/the-brightline-initiative-is-closing-the-gap-between-strategy-design-and-delivery/>

# Industrial Ages Giving Way to Society 5.0

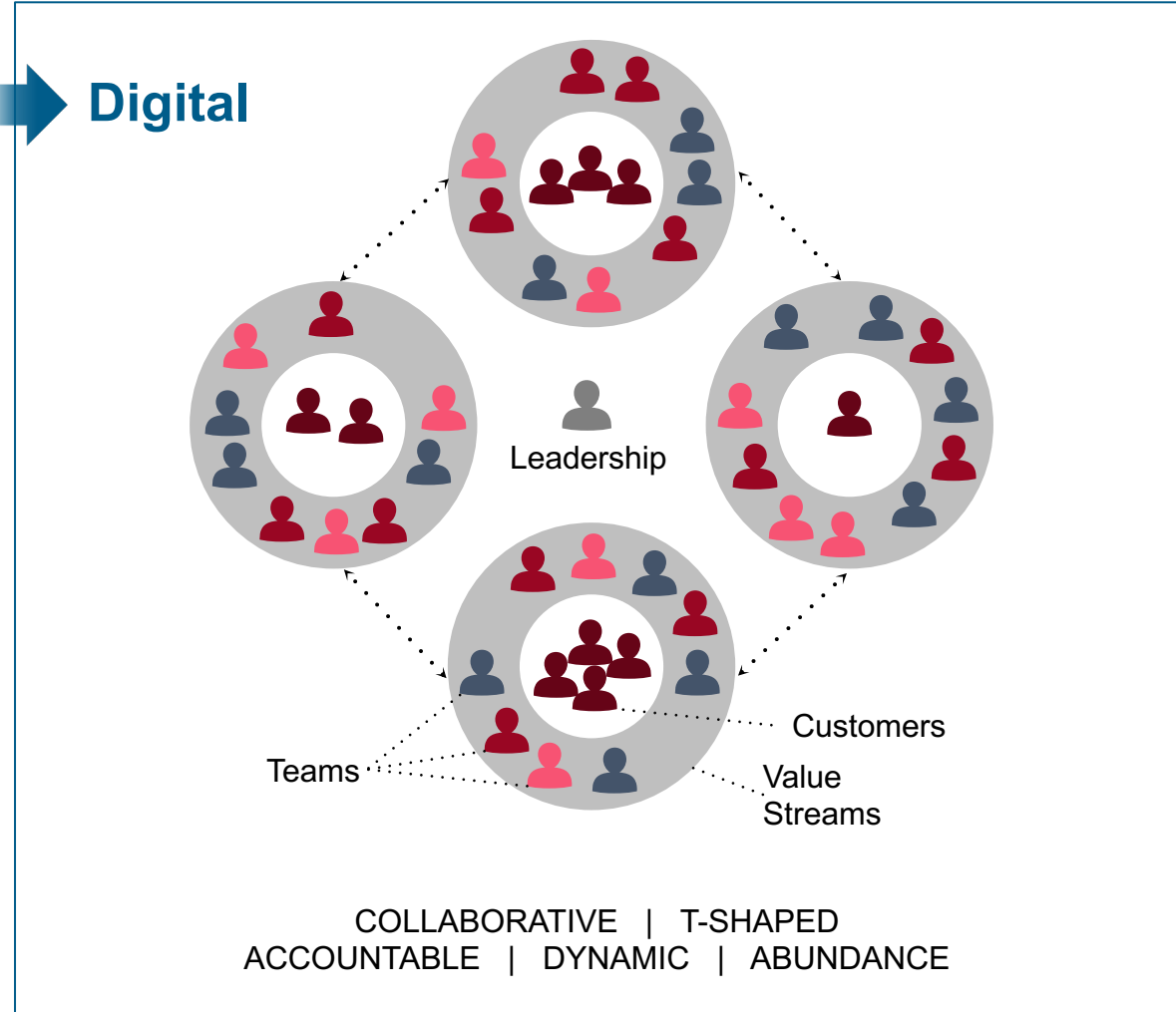
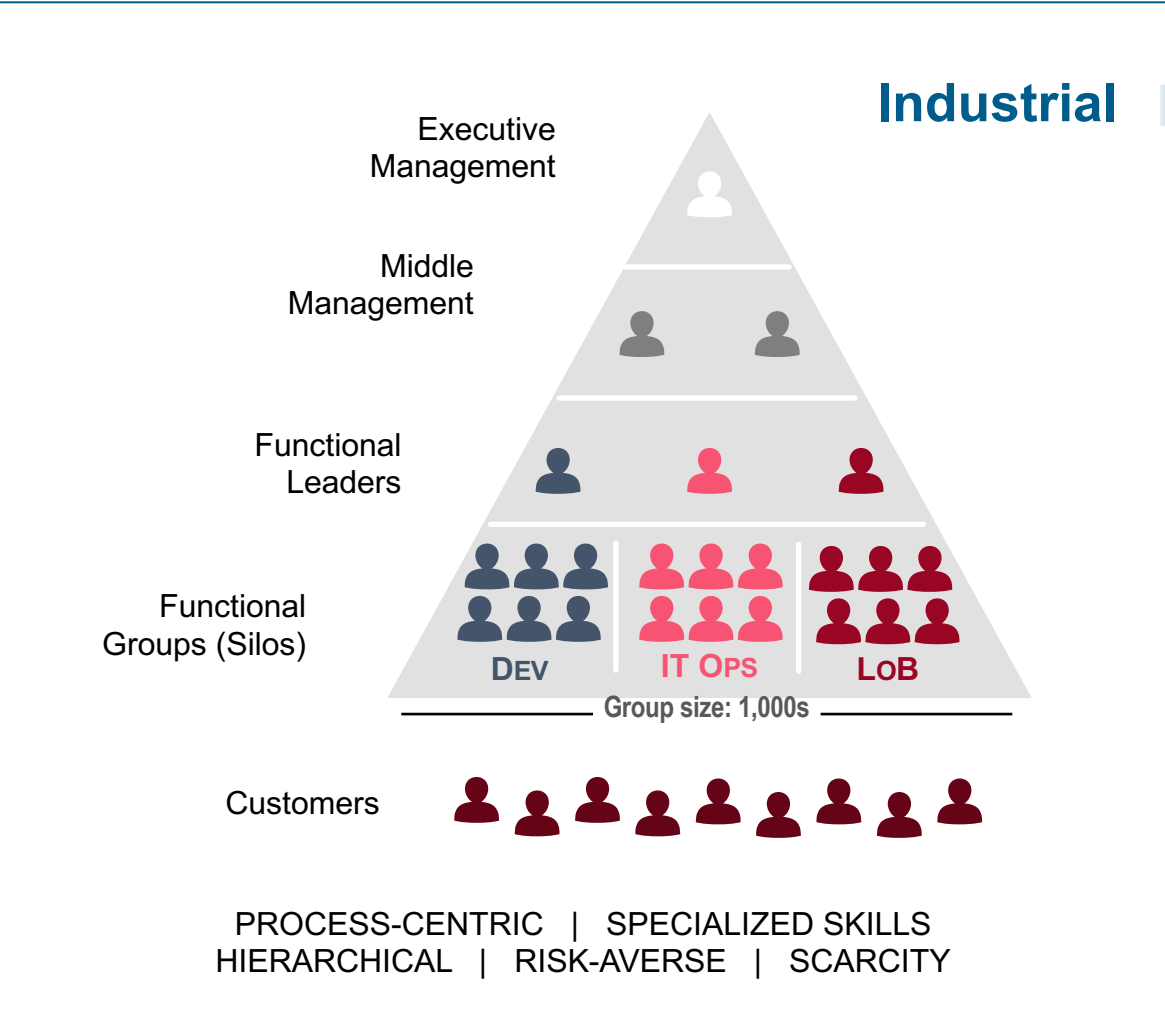




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We are trying to manage companies  
using methods from previous  
“revolutions”

# Transformation Requires an Agile Operating Model



# The Entire Organization Needs to Become Efficient

Tech companies that do this well, literally get to choose what markets they take over next. Those that don't will likely be displaced.

Next-Gen Technologies · 9 Min Read

## ChatGPT plans an entire AI project for CIOs: An overview

ChatGPT plans an AI project, board presentation, profit-loss statement and gives red flags to avoid while choosing a vendor, roles to hire and what CIOs can use the AI bot for



**Vaishnavi J Desai** · ETCIO  
Updated On Feb 21, 2023 at 09:54 AM IST

Read by:  
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# How can the PMO impact transformation?

# PMO, EPMO, VSMO



**PMO**

Portfolio Management Office



**EPMO**

Executive Portfolio  
Management Office



**VSMO**

Value Stream  
Management Office

# Evolving Over Time: 1960s – 1990s

Information Technology  
was the focus...

PMI/PMP Certified  
Resources

“Bled over” from  
Construction/Engineering

Heavy emphasis on Work  
Breakdown Structures

Minimal Reporting

No Decision Support





# Evolving Over Time: Late 90s – Early 2000s

Dot.com bubble drove different approaches

Speed and innovation were the focus

Requirements gathering and planning still a focus however,

Project Managers were also the ones who “got things done”

Homegrown applications prevalent

Reporting became essential for leadership and insight



# Evolving Over Time: 2001 and the Agile Manifesto

2001 – the Agile Manifesto was drafted, creating a disruptive force in Project Management

Interactions and Change were stressed over processes and tools

Scrum, Lean, Kanban and other approaches started growing in organizations

Daily updates to project status because available through data but was often not used.

It left leadership without visibility, capacity planning or any additional insight than they had in the “black hole of development”



# Evolving Over Time: 2010s – 2020s / The Application Economy

Consumer-based expectations are simple: application access and ease

Portfolio Management is not 'one size fits all' rather it is tailored to meet the needs of the organization

Transformation offices assume the role of defining the process for the company

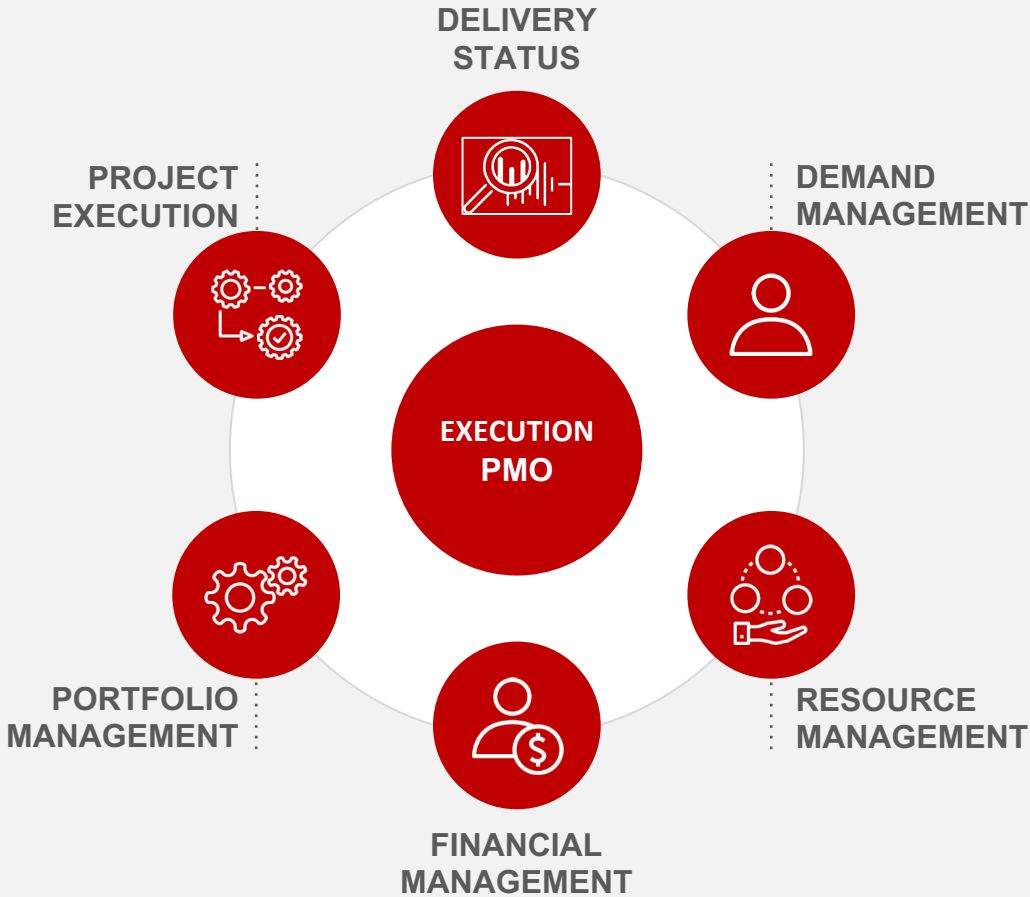


DevOps is expanding with microservices, no-code/low-code, and focus on speed

Organizations need cross dimensional visibility and to see interactive business ecosystems--  
-data is king

Decision support that crosses business units is a necessity

# The PMO Transformation





# We Need to Think Holistically

Aligning Decision Making to Increase Trust and Transparency

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Put technology outputs in the context of business outcomes

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To ensure alignment and confidence across the organization

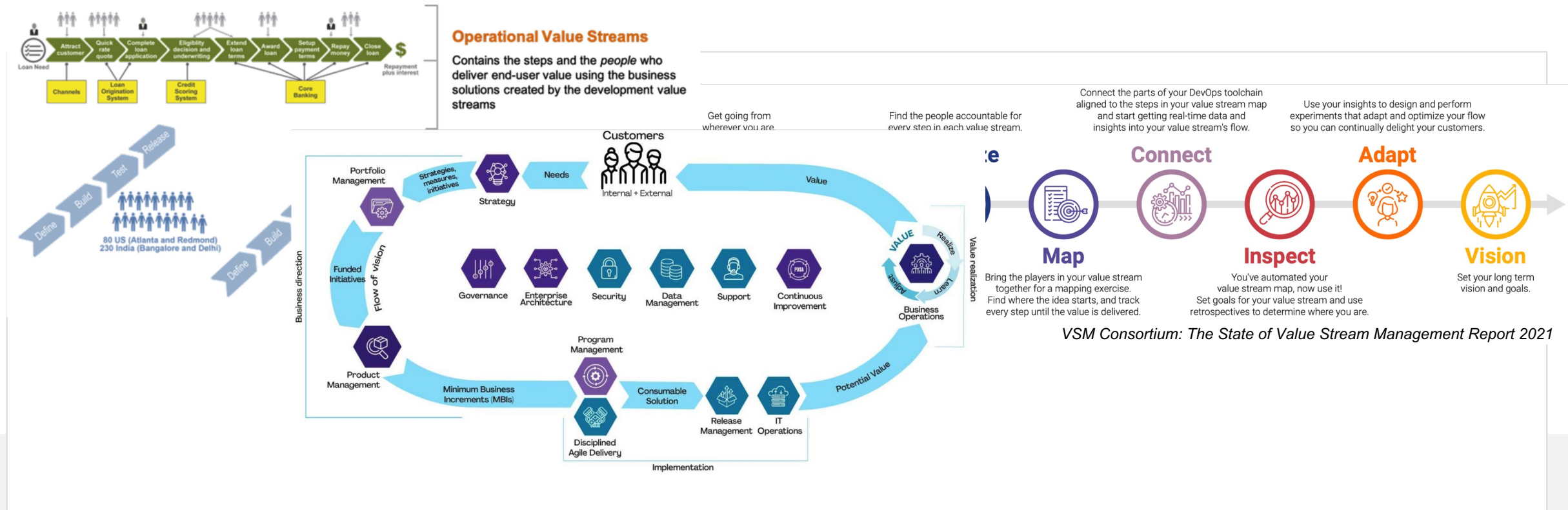


# Value Streams Are Key to Digital Transformation

- Value Streams have been added to many frameworks
- Companies are creating roles specific to value streams
- Everyone is focused on customer value
- Product over Project is a difficult move for some organizations. Value Streams are providing an easier way to flow work
- Customer value has become the key objective. Most organizations are working to find the right balance between innovation, risk, and customer requests



# The 'Management Office' Should Lead Value Streams



They are most adept at **setting the right standards** for product and service creation.

**They work cross-functionally** and have both business and technical relationships.

While they no longer need to drive execution, they have the skills to **track value and strategic alignment**

The VSMO focuses on **ensuring the customer feedback loops** into the organization



# Value Stream Management Office

- Covers strategies for optimizing the **end-to-end flow of value**, from business objectives and investment plans to customer delivery.
- Know the industry and the **disruption landscape** so they can help **guide their organization**.
- Can force **prioritization of customer value** over the loudest executive in the room.
- Are masters at weaving **security, quality, and innovation** into the **work pipeline** while streamlining every process.
- Understand the difference between a **Roadmap and a Gantt chart**.
- Know how to **gain productivity and how to eliminate obstacles** that stops teams from focusing on getting work done.
- Understand everything it takes to move work through the organization successfully and take time to ensure **data is a natural outcome of the process**.
- Know what **information is needed to run the business**.





A group of people are sitting around a table in a meeting room, working on laptops. One person in the foreground is wearing a headset. The scene is dimly lit, suggesting an indoor office environment.

# Value is in the eye of the beholder, but customer experience is key

The State of Value Stream Management 2021 | [vsmconsortium.org](https://vsmconsortium.org)



# VSMO Ensures All Are Ready for Release



**PRODUCT**



**COMPANY**



**MARKET/CUSTOMER**



# The Importance of Starting With Value

**Value must be projected before the work is funded or approved.**

You can't determine value during execution—it must be estimated early

**Value can't be proven until the product or service has been used by a customer.**

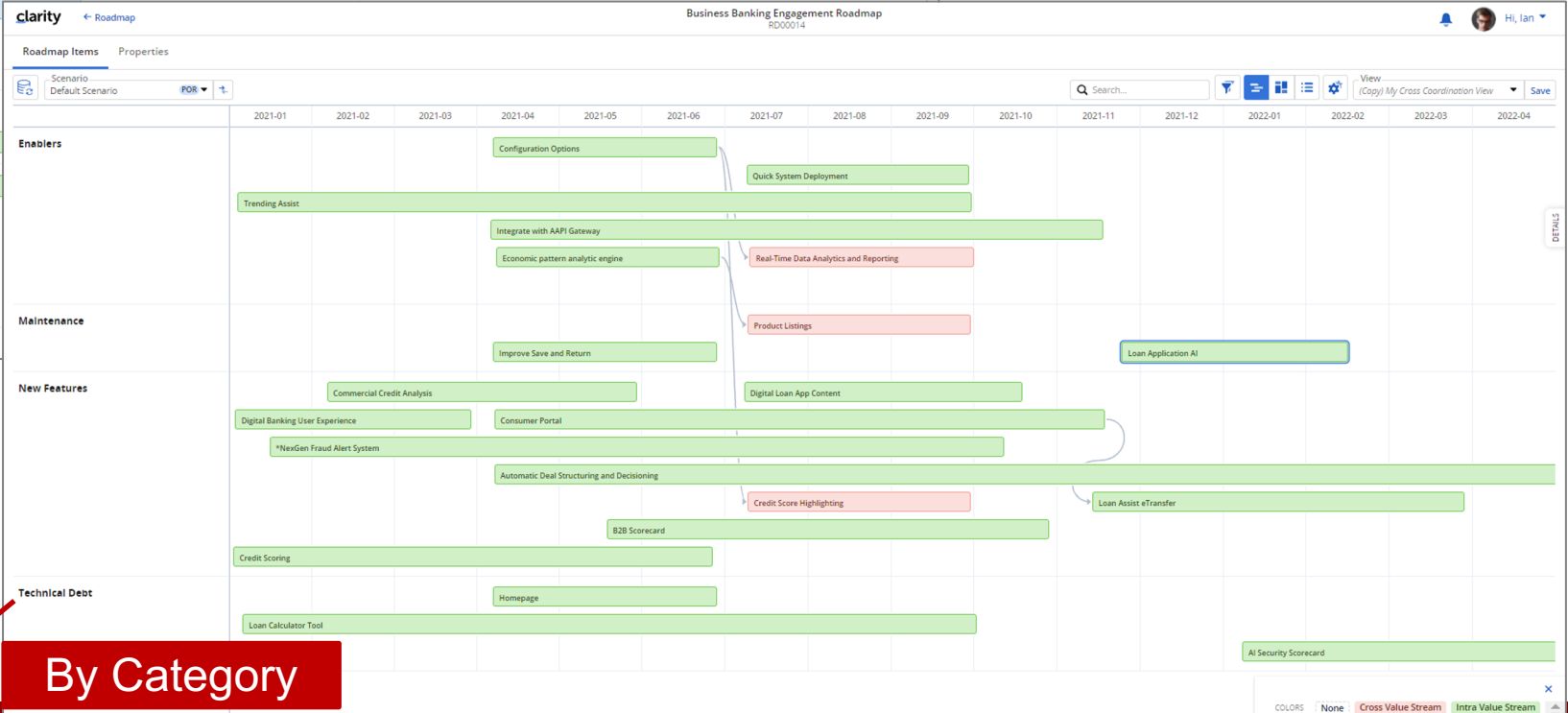
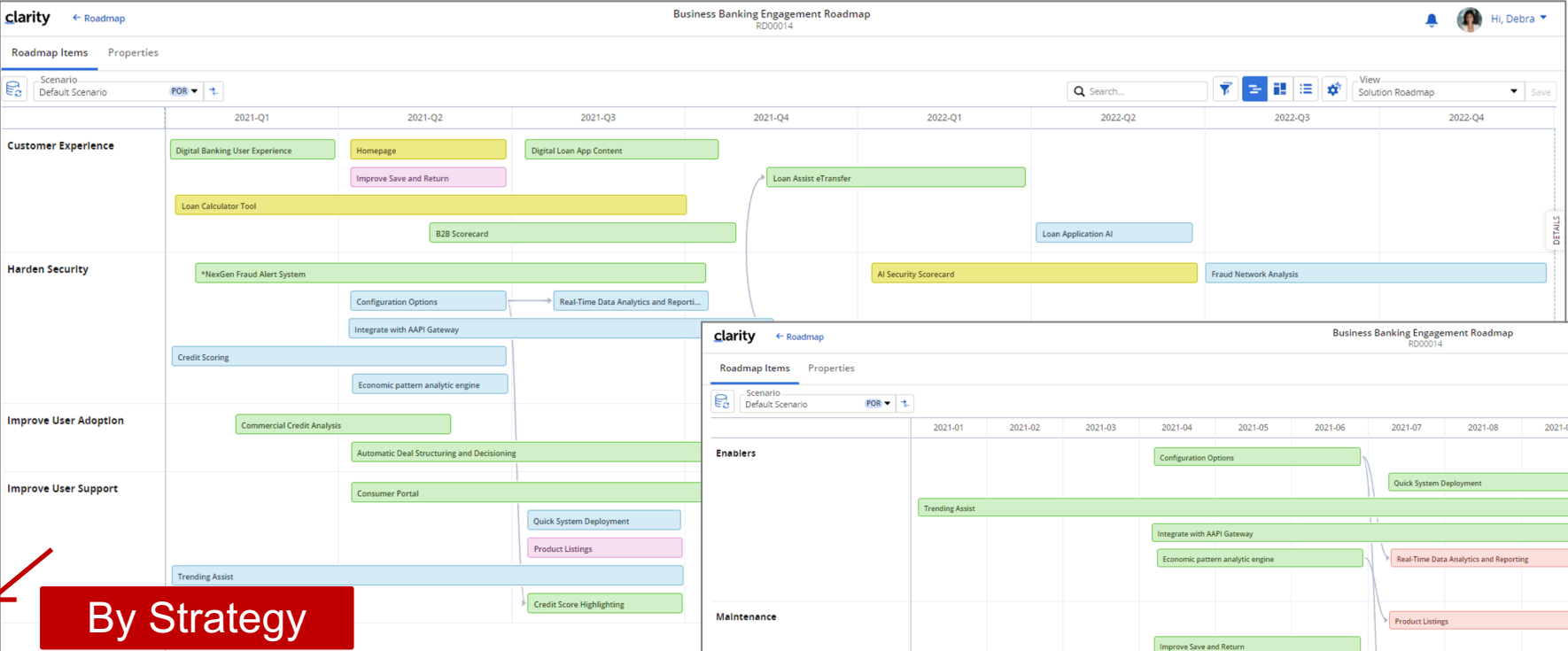
To ensure you can track value, the Planning Canvas must include:

- The value you want to achieve
- The product or service you believe will give that value to customers
- The metrics you will use to determine if value is being achieved
- The telemetry needed to create the data for the metrics

**Feedback must be built into the process**



# Can You Find Value on Your Roadmaps?





# Eliminate Anti-Patterns

This takes **collaboration and planning**

Enlist HR to help ensure **goals are aligned across the value stream**, regardless of department. Business, Technology, and Marketing should all have the same goals around delivering product.

Practice systems thinking to **ensure the entire Value Stream is included**.

Keep the **customer in view at all times**.

The goal is to do **as little as possible to succeed**. Work to change the mindset of everyone in your organization towards effectiveness and efficiency.

Change at the **right pace** for your organization and teams

# Create Standards



Definition of Ready



Definition of Done

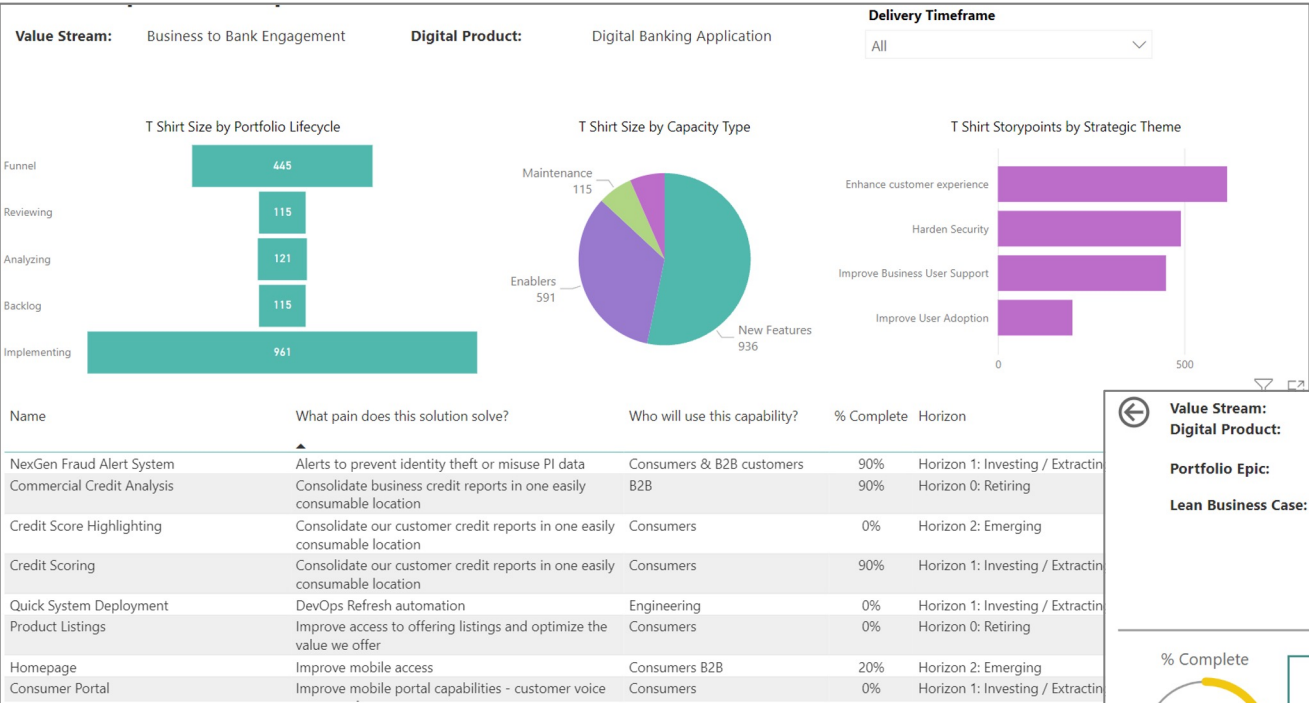


Release Criteria - Include product, company, and market criteria



Define dashboards that include data to run the business

# Use Standard Data: Portfolio Status Dashboards



## Financials and Key Results

## Value Delivered

Value Stream: Business to Bank Engagement    Digital Product: Digital Banking Application    Portfolio Lifecycle: Implementing    Delivery Timeframe: 2021-P2

Portfolio Epic: NexGen Fraud Alert System

Lean Business Case: **What problem are we solving?**  
- Maintain and Improve Consumer Trust in online and mobile banking through improved Fraud Detection and Prevention.

MVP: Ability to meet or Exceed current Fraud Cyber Security Standards 3.0

**Delivery Progress**

% Complete: 44.00%

\$1.08M	\$475K	08/26/21
Planned Cost	Expended Cost	Eng Planned Finish

XXL T Shirt Size: 300 T Shirt Storypoints, 290 Engineering Est, 119 Accepted Storyp..., 32 Accepted Stories

**Business Value**

% Attainment: 74.67%

\$5M	342%
Benefit	ROI

Strategic Theme: Harden Security

Objective: Improve Fraud Detection and Alerting processes to maintain Banking Trust with consumers

Key Results	Target Date	% Complete
Detect all Cloud Based automated attacks	09/30/21	99%
Implement disruptionware processes to prevent emerging threats	07/30/21	50%
Mitigate Insider Risks created by Work From Home	07/30/21	75%



# Conclusion



Start planning your organization



Step back and review the current state of the organization



Determine where the skills sit in your organization



Start!

# Questions?





# Surveys

Please take a few moments to fill out the class survey.  
Your feedback is extremely important for future events.



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- Click on **Course or Training**
- Class Provider = **Rego Consulting**
- Class Name = **regoUniversity**
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- Date Started = **Today's Date**
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Let us know how we can improve!  
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