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# PMO/EPMO and Agile

**Your Guides:**

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# Abstract

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PMOs/EPMOs are feeling some pressure from Agile disruptors in their organizations. Some Agile purists insist that they can do everything with an Agile tool and no PMO governance, but this really isn't the case. If you belong to a PMO or EPMO, this session will help you to better collaborate with your Agile counterparts in finding better and more holistic solutions to value delivery.

# Agenda

- Introduction
- Part I: Understand Waterfall and Agile Governance and Methodologies
- Part II: Finding the Common Ground
- Part III: Clearing the Terminology
- Part IV: Collaborative Strategy
- Part V: Benefits of a Collaborative Approach
- Part VI: From Projects to Products
- Conclusion
- Q & A

Assumption: For the purposes of this training module, a PMO/EPMO generally represents the governing body for waterfall projects and an Agile 'Center of Excellence' generally represents the governing body for Scrum/Kanban or other Agile practices/methodologies.

# Introductions

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

# Open Mic

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- What is your current org structure? EPMO, LACE/ACE, PMO??

# Part I: Compare and Contrast Waterfall and Agile

Background

Governance

Methodology

Agile Disruptors to Waterfall Methodology and Governance

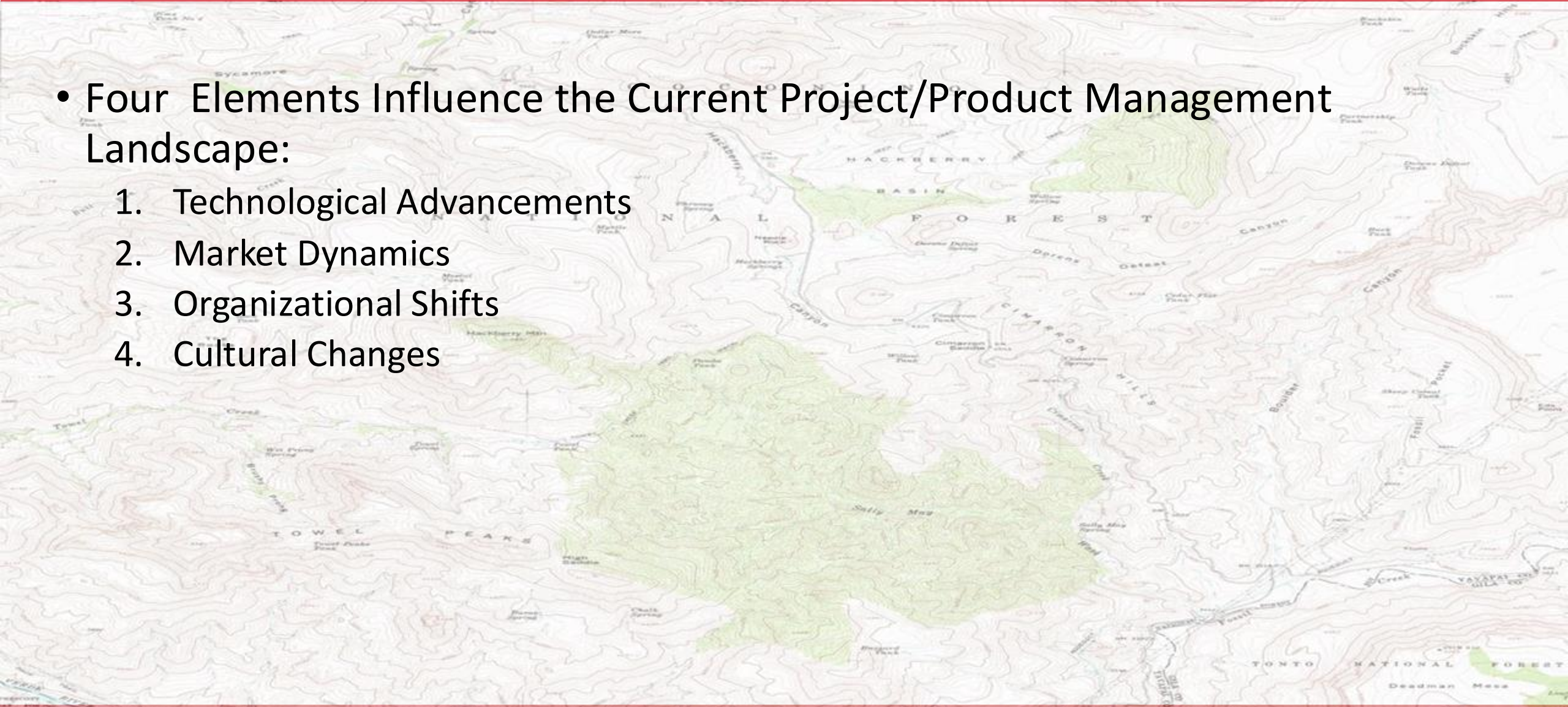


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# Background of the Current Landscape

- Four Elements Influence the Current Project/Product Management Landscape:
  1. Technological Advancements
  2. Market Dynamics
  3. Organizational Shifts
  4. Cultural Changes



# The Dilemma Between PMOs and Agile COEs/LACE



Philosophical  
Differences



Governance  
vs. Autonomy



Collaboration  
Issues



Integration  
Challenges



Finding the  
Right Balance

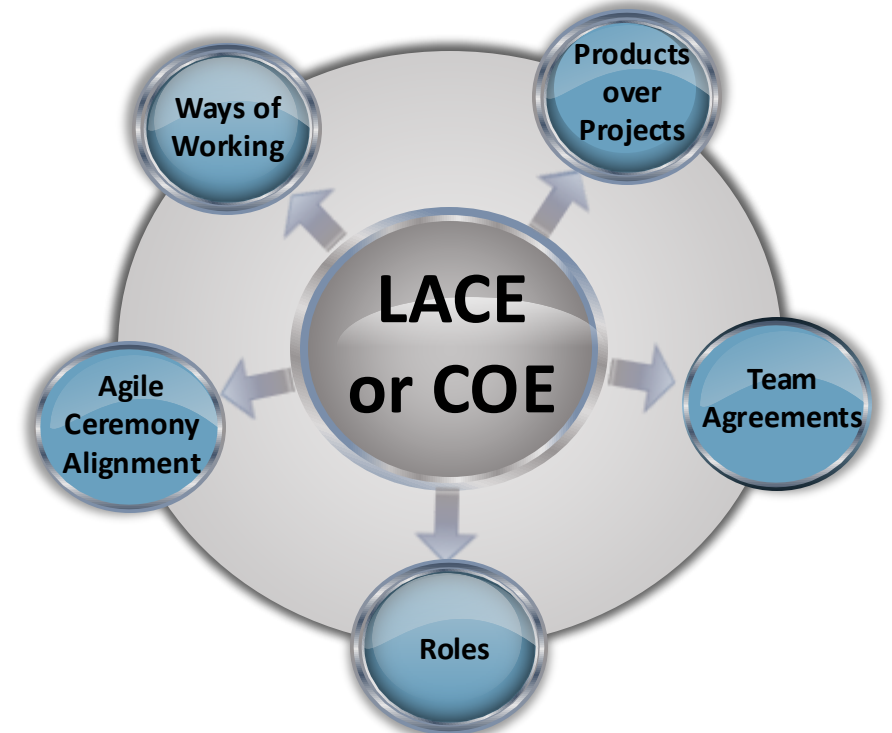


# Understanding **Governance**: A Dual Overview

**PMO**: A centralized unit within an organization that defines and maintains standards for project management, facilitating the sharing of resources, strategic planning, and performance monitoring (among other duties). Often associated with Waterfall projects, though Hybrid and Agile could be managed by the PMO.

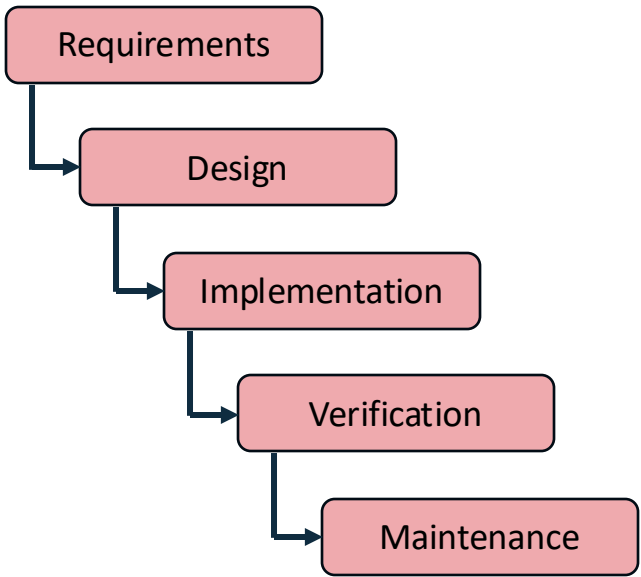


**Agile Center of Excellence (COE) or Lean Agile Center of Excellence (LACE)**: Governing body that defines Agile ways of working, collaboration, standards, agreements, roles, and more. Usually associated with Agile iterative/time-boxed projects or pure Kanban.

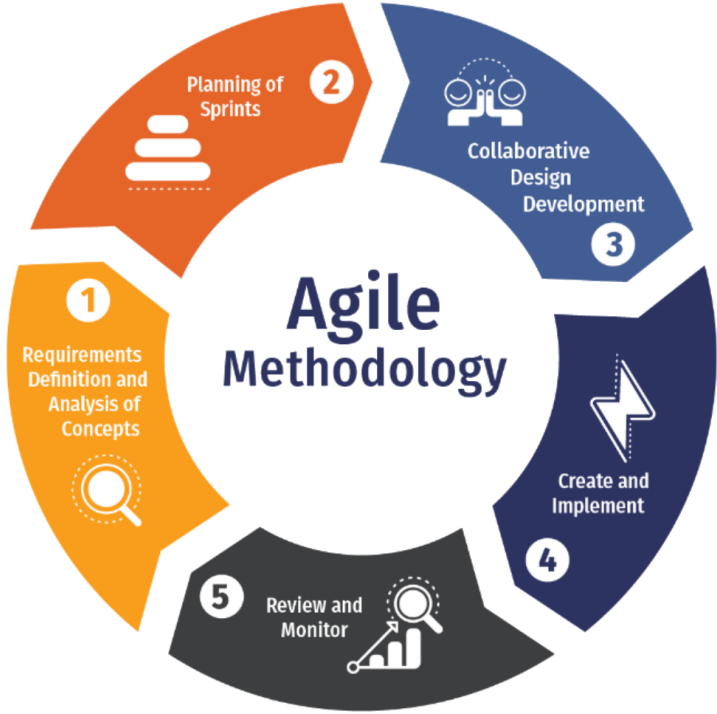


# Understanding **Methodology**: A Dual Overview

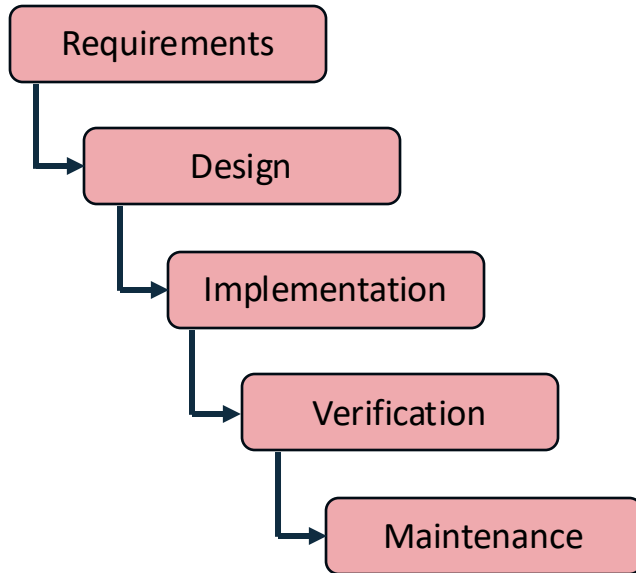
**Waterfall**: A methodology that focuses on clear stages to work through in a linear fashion



**Agile**: A methodology, based on a set of principles for software development, that encourages flexibility, collaboration, and customer-centricity



# The Clash

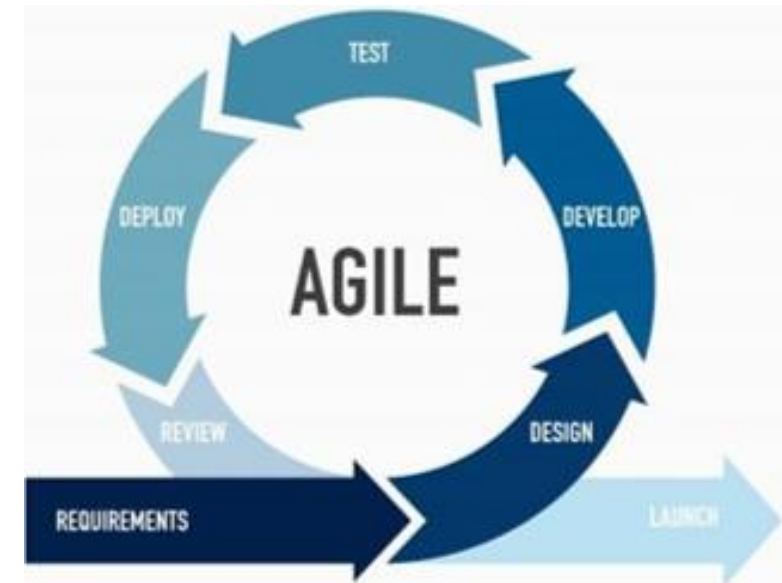


**WATERFALL**

**Control vs Autonomy**

**Planning vs Adapting**

**Cultural Misalignment**



**AGILE**

# Some Agile Characteristic That Can Be Disruptors

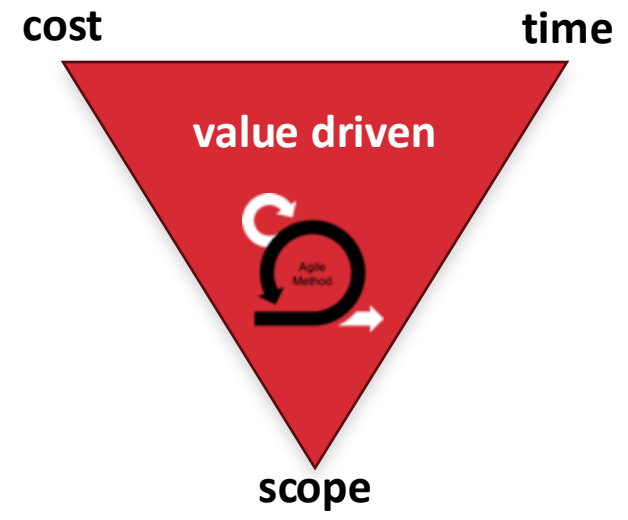
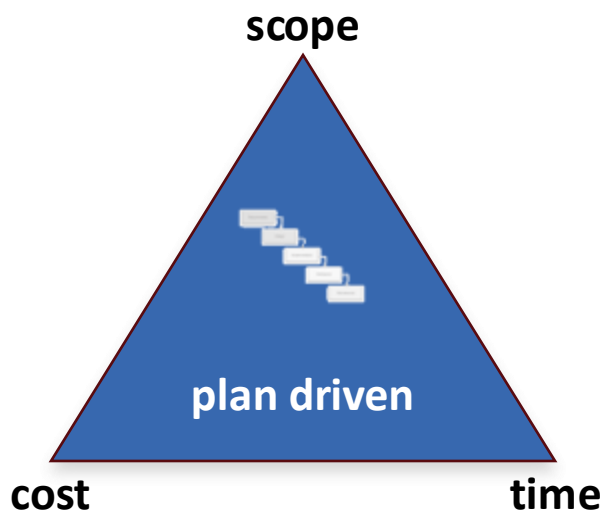
**Class Question: What Agile Characteristics Could be Disruptive to Waterfall?**

- Flexibility
- Iterative Development
- Early Feedback
- Risk Management
- Team Involvement
- Prioritization
- Change Management



# Agile and Waterfall: Understanding Constraints

**FIXED CONSTRAINT(S)**



**VARIABLE CONSTRAINT(S)**

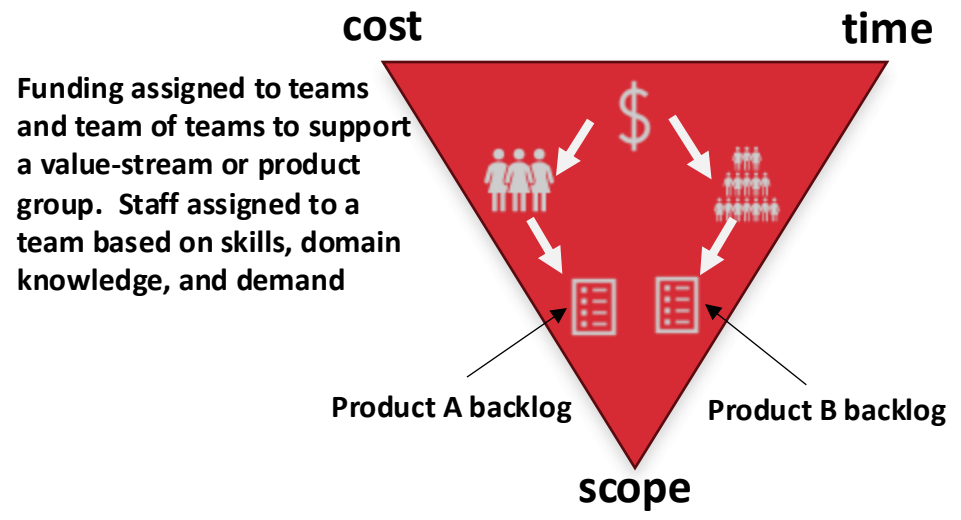
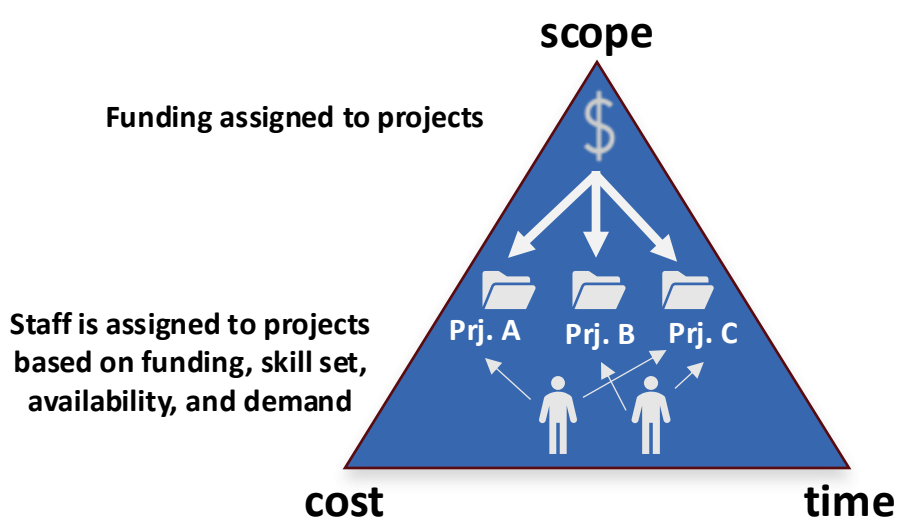
**WATERFALL**

**AGILE**

The fixed and variable constraints differ between Agile and Waterfall which can be disruptive to Waterfall followers

# Agile and Waterfall: Understanding Funding and Teams

**FIXED CONSTRAINT(S)**



**plan driven**      **VARIABLE CONSTRAINT(S)**      **value driven**

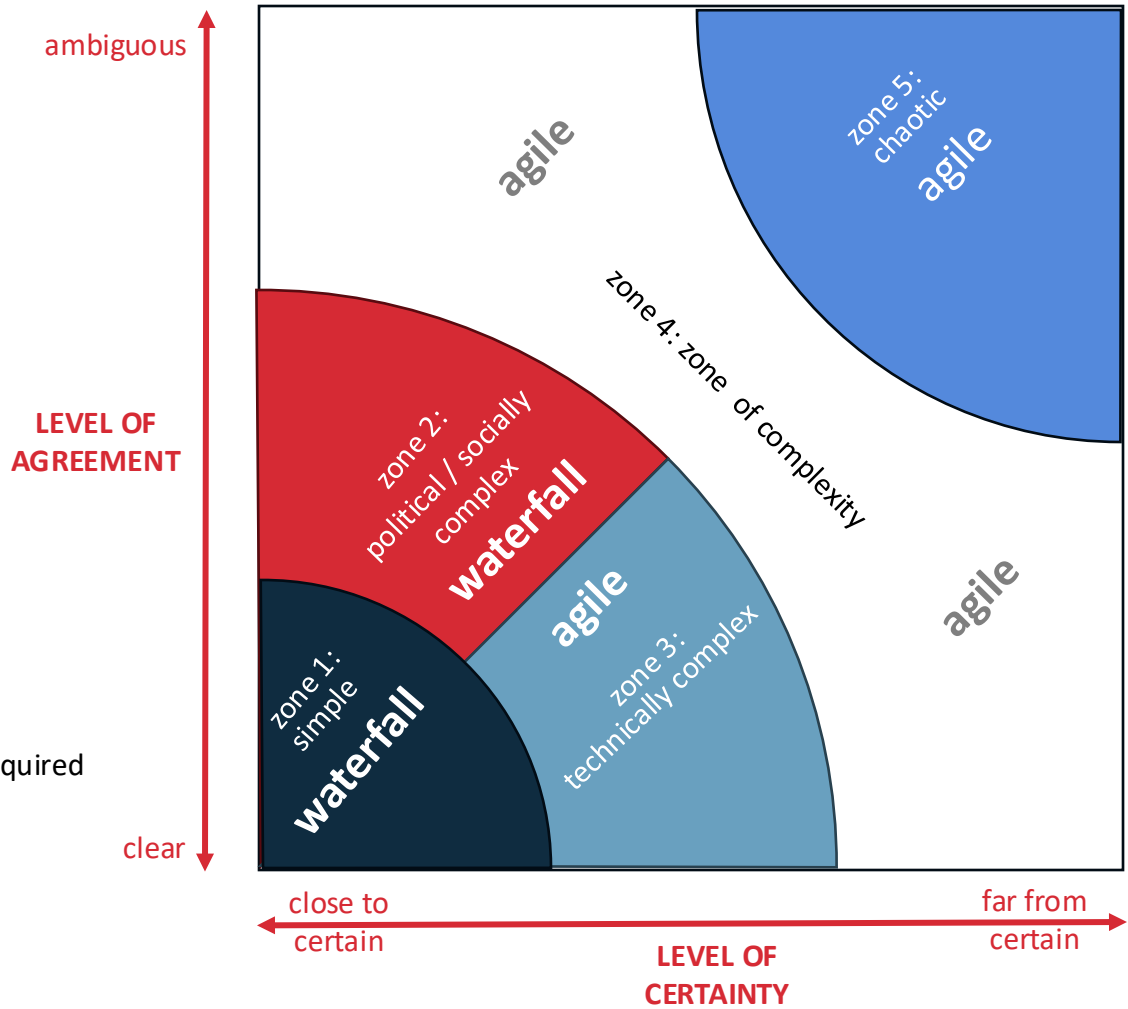
**WATERFALL**

**AGILE**

The funding, team composition, and managing requirements differ between Agile and Waterfall, which can be disruptive to Waterfall followers

# Agreement and Certainty Can Drive Methodology

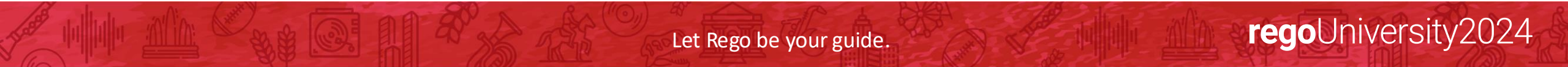
## Stacey Matrix



- LEVEL OF AGREEMENT SPECIFICS**
- agreement among stakeholders
  - agreement on business goals
  - agreement on WHAT solution is required

- LEVEL OF CERTAINTY SPECIFICS**
- for cause/effect relationships
  - for technology methods and tools
  - for HOW the solution is provided

Adapted from Ralph Stacey matrix for 'Complexity and Creativity in Organizations'



# Part II: Finding the Common Ground

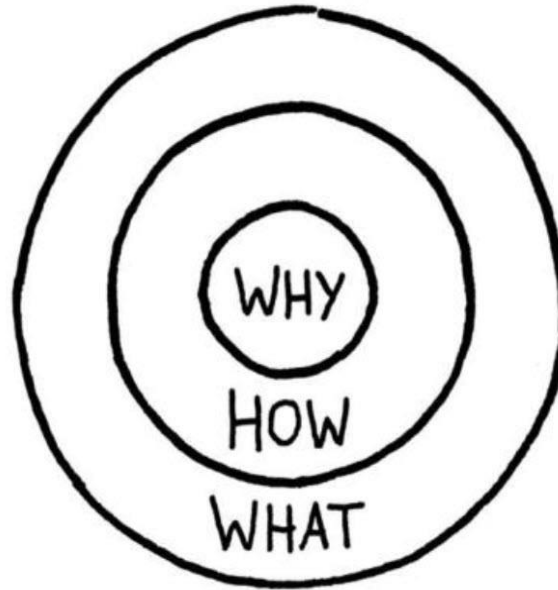




# Finding the Common Ground: The Why

## The Importance of WHY:

- Alignment with Organizational Goals
- Creating a Collaborative Culture



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## The Business Problem:

- Complexity and Dynamism
- Customer Expectation

## Aiming For the Greater Good:

- Shared Vision
- Optimizing Value Delivery

# Part III: Clearing the Terminology

# Clearing the Terminology: The What

Project Management is the application of processes, methods, knowledge, skills, and experience to achieve project objectives.

-Association of Project Management

Project  
Management

- ✓ Gets Stuff Done ✓
- ✓ Manage Risk ✓
- ✓ Manage Communication ✓
- ✓ Manage Planning ✓
- ✓ Manage Scope ✓
- ✓ Manage Cost ✓
- ✓ Manage Stakeholders ✓

Agile

# Part IV: Collaborative Strategy

# Collaborative Strategy: The How

- Foster Collaboration—Better Together
- Leverage both traditional (Waterfall) and Agile approaches in situations that have a mix of innovative needs and thoroughly known elements.
- Choose Collaborative Platforms and Tools



# Case Studies in PMO/Agile Collaboration

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# Your Case Studies

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- Do you have similar examples you can share?

# Part V: Benefits of a Collaborative Approach





# Benefits of a Collaborative Approach



Faster ROI



High Quality  
Deliverables



Increased Business  
Agility

# The Bigger Picture



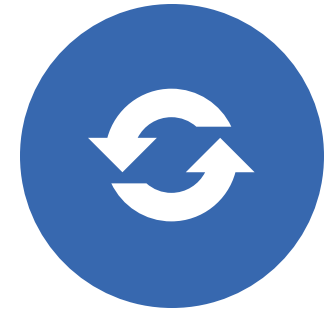
**UNIFIED VISION**



**MAXIMIZING POSITIVE  
IMPACT**



**STAGE SETTING FOR  
CULTURE CHANGE**



**CREATES ENVIRONMENT  
OF CONTINUOUS  
IMPROVEMENT**

# Part VI: Project to Product



# ...From Projects to Products

## PROJECT MANAGER FOCUSES ON:

### DEVELOPMENT

Project requirements  
Investment delivers scope

### PLAN

Predictive Planning (up-front)

### TEAM-ORIENTED

Short-lived Project Team

### TECH KNOWLEDGE

Beginning and end date  
One-off delivery

### BUDGET

Isolated costs

### COMPLETION

Focus on delivery

## PRODUCT MANAGER FOCUSES ON:

### STRATEGY

Evolving customer needs  
Investment delivers benefits/KPIs

### VISION

Adaptive planning (iterative)

### BUSINESS-ORIENTED

Long-lived customer focused Feature Team

### INDUSTRY KNOWLEDGE

Permanent (until decommissioned)  
Continual Improvements

### TCO

Product-level P&L

### GROWTH

Focus on outcomes

# Questions?





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- ✓ **Completion:** 12 units per certification track
- ✓ **Eligibility:** Open to all Rego University attendees



## Important Reminder:

To have your certification **credits tracked**, ensure you **complete the class surveys in the app** after each session. This step is critical for certification progress.

# Surveys

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





# Thank You For Attending Rego University

## Instructions for PMI credits

- Access your account at [pmi.org](https://pmi.org)
- Click on **Certifications**
- Click on **Maintain My Certification**
- Click on **Visit CCR's** button under the **Report PDU's**
- Click on **Report PDU's**
- Click on **Course or Training**
- Class Provider = **Rego Consulting**
- Class Name = **regoUniversity**
- Course **Description**
- Date Started = **Today's Date**
- Date Completed = **Today's Date**
- Hours Completed = **1 PDU per hour of class time**
- Training classes = **Technical**
- Click on **I agree** and **Submit**



Let us know how we can improve!  
Don't forget to fill out the class survey.



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# Specific Agile Characteristic That Can Be Disruptors

Characteristic	How Characteristic is a Disruptor
Flexibility	Being flexible and adaptable in an agile approach leads to resolving unexpected situations quickly and efficiently. The ability (and necessity) to pivot quickly can be disruptive to the less-flexible waterfall projects.
Iterative Development	Adopting iterative development means we release (as soon as possible) items that are only partially complete but add value to the customer. Releasing often is an Agile-DevOps principle that is disruptive to a long-term waterfall project.
Early Feedback	Engaging with external customers to receive early feedback on a solution disrupts traditional waterfall practices by 1). creating a situation where pivoting is often necessary after receiving customer feedback, and 2). Creating additional interactions with customers can be disruptive to waterfall projects where customer interaction is initially only during requirements definition and upon completion.
Risk Management	Agile's iterative approach allows for risk management to be addressed early on, whereas waterfall's sequential approach may lead to a higher risk of delivering a product that doesn't meet stakeholder expectations.
Team Involvement	Some foundational characteristics of an agile team are that they are high-performing and they have the autonomy to accept/manage work they can complete. This is disruptive to waterfall teams who have a more hierarchical and structured approach to collaboration. Also disruptive because more functional roles are part of the permanent cross-functional team in agile
Prioritization	Prioritization is an extremely important characteristic of agile. The concept of constant prioritization strives to ensure the most valuable work to our customers is prioritized highest (an outcome). By contrast, waterfall projects are task driven and re-prioritization is more of an exception activity.
Change Management	Both agile and waterfall projects are more successful with a solid change management plan in place. The difference is agile change management can quickly pivot to support our customers as their priorities/needs change. Waterfall projects tend to have an inflexible change management plan based upon the early (and possibly stale) requirements defined.