



regoUniversity

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ValueOps
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The Problem with Product Management

Your Guide:

**Brian Nathanson, Head of Product, Clarity | ValueOps® by
Broadcom**

Introductions



Introductions

3



Take 5
Minutes



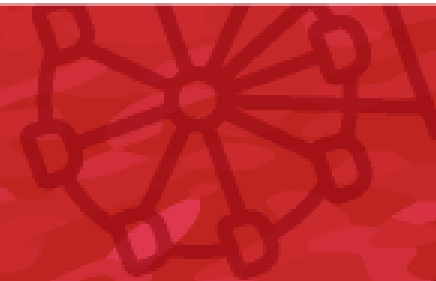
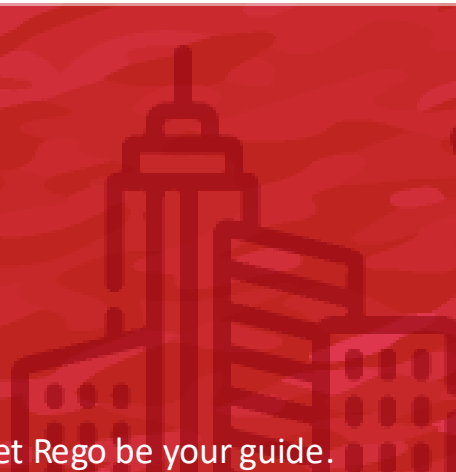
Turn to a Person
Near You



Introduce
Yourself



Business
Cards



Let Rego be your guide.

regoUniversity2024

Agenda

1

Introductions

2

Why “Teams as an Investment”

3

Clarity Capabilities Review

4

Case Studies

5

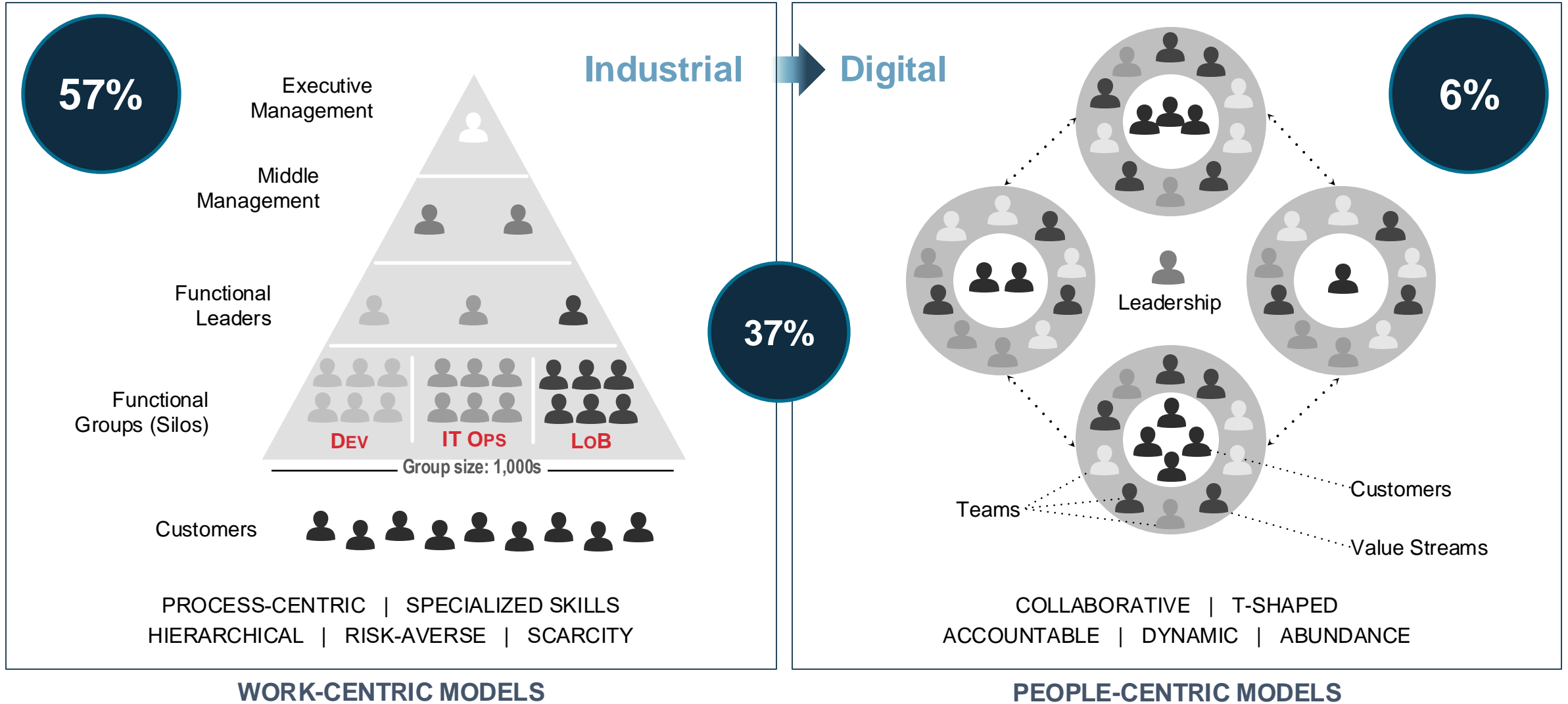
What's Next



Why “Teams as an Investment”



Innovation Requires an Agile Operating Model



Business Needs

7

Organizations need a way to **fund people** rather than **work**

Teams themselves need to be available for allocation to other investments

Flexibility to roll resources in/out

Get visibility into the “**Team of Teams**”

Capture actuals against Team assignments

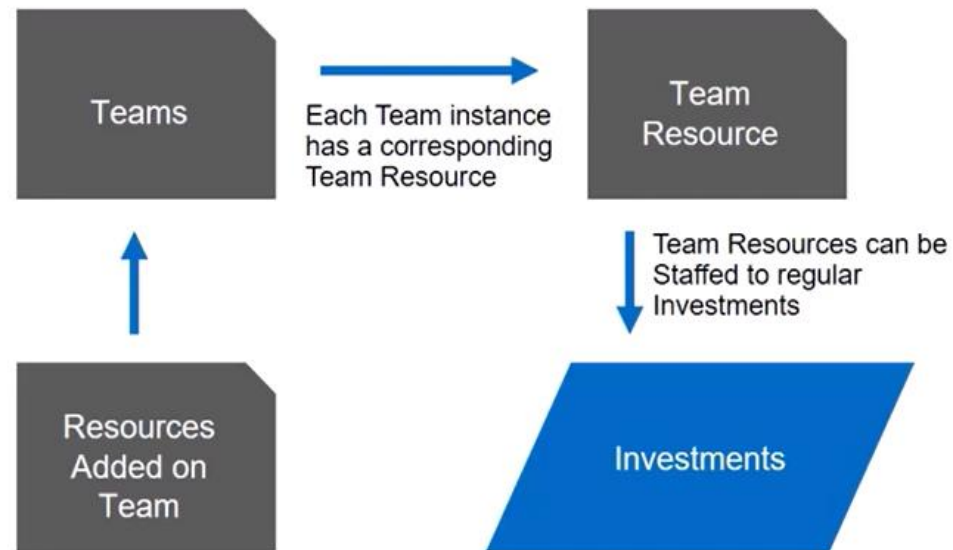


Clarity Capabilities Review



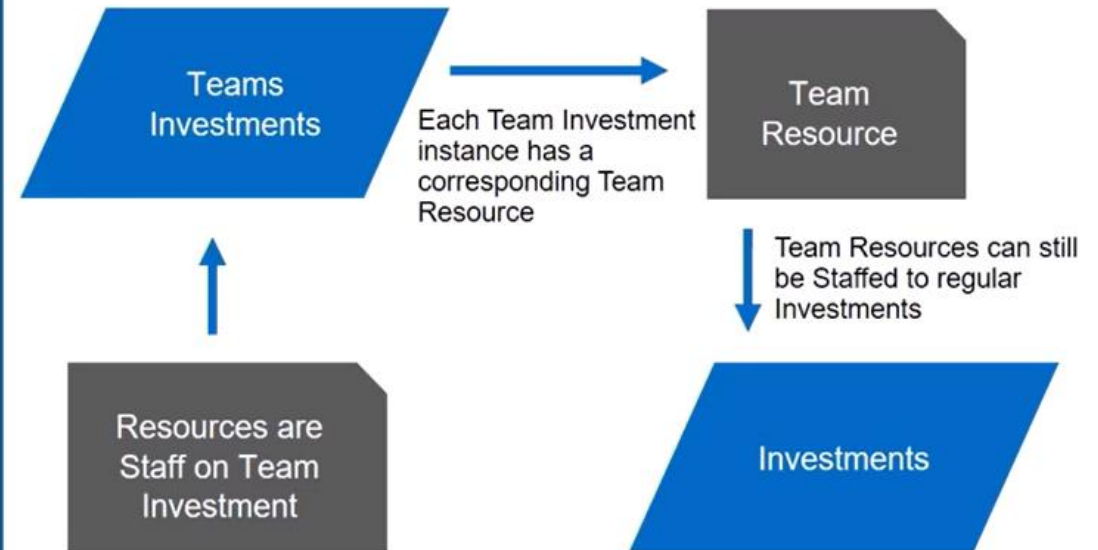
How Teams in Clarity have evolved

Old Team Model



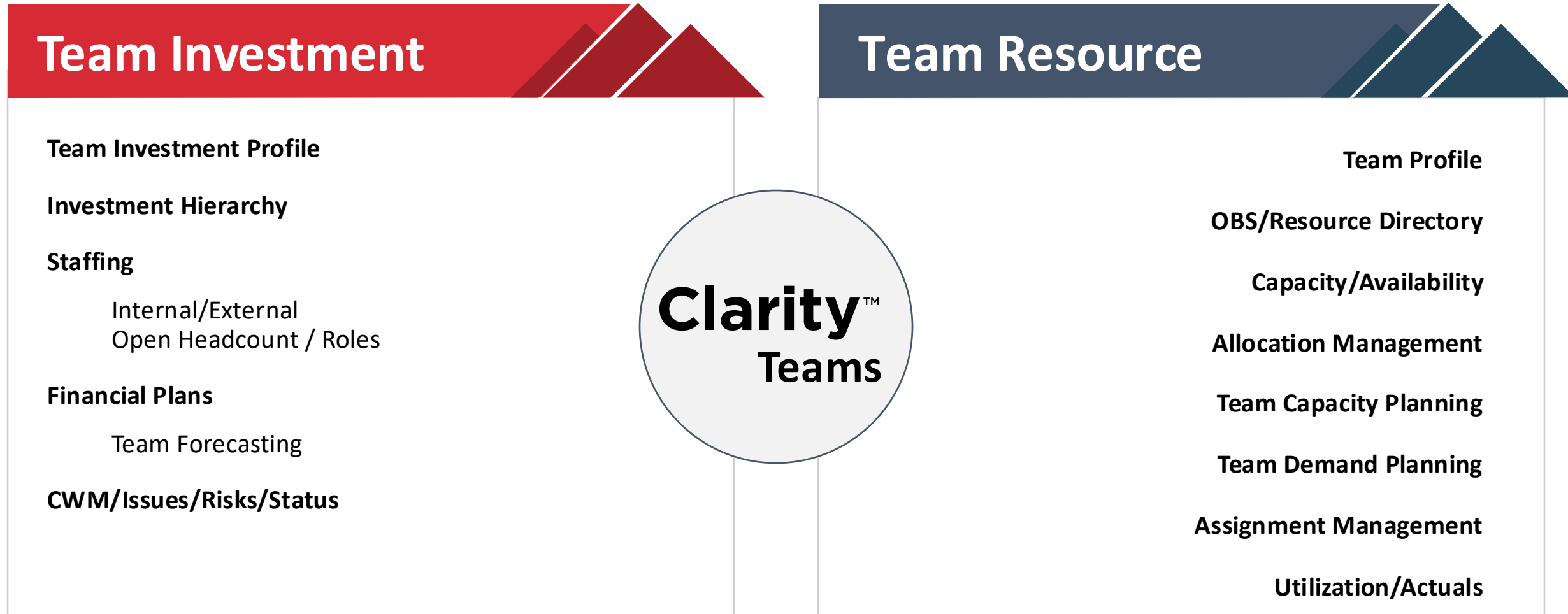
- Easy to determine and track the work and cost of the Investment
- Not easy to determine or track the work or cost of the Team
- Individual Resources on the Team have limited capabilities such as a default Allocation %
- No visibility into everything an individual Resource is working on

New Team Model



- Easy to determine and track the work and cost of the Investment
- Easy to separately track the work and cost of each Team
- Individual Resources on the Team have the same capabilities they have on regular Investments such as Allocations, ETC, and periodic metrics
- Visibility into all the work (both Team and regular Investment) for an individual Resource

The two sides of Teams in Clarity



A word about our sister product, Rally

Enhance your team management further

Team Benchmarking (Insights)

Team Planning

Team Board

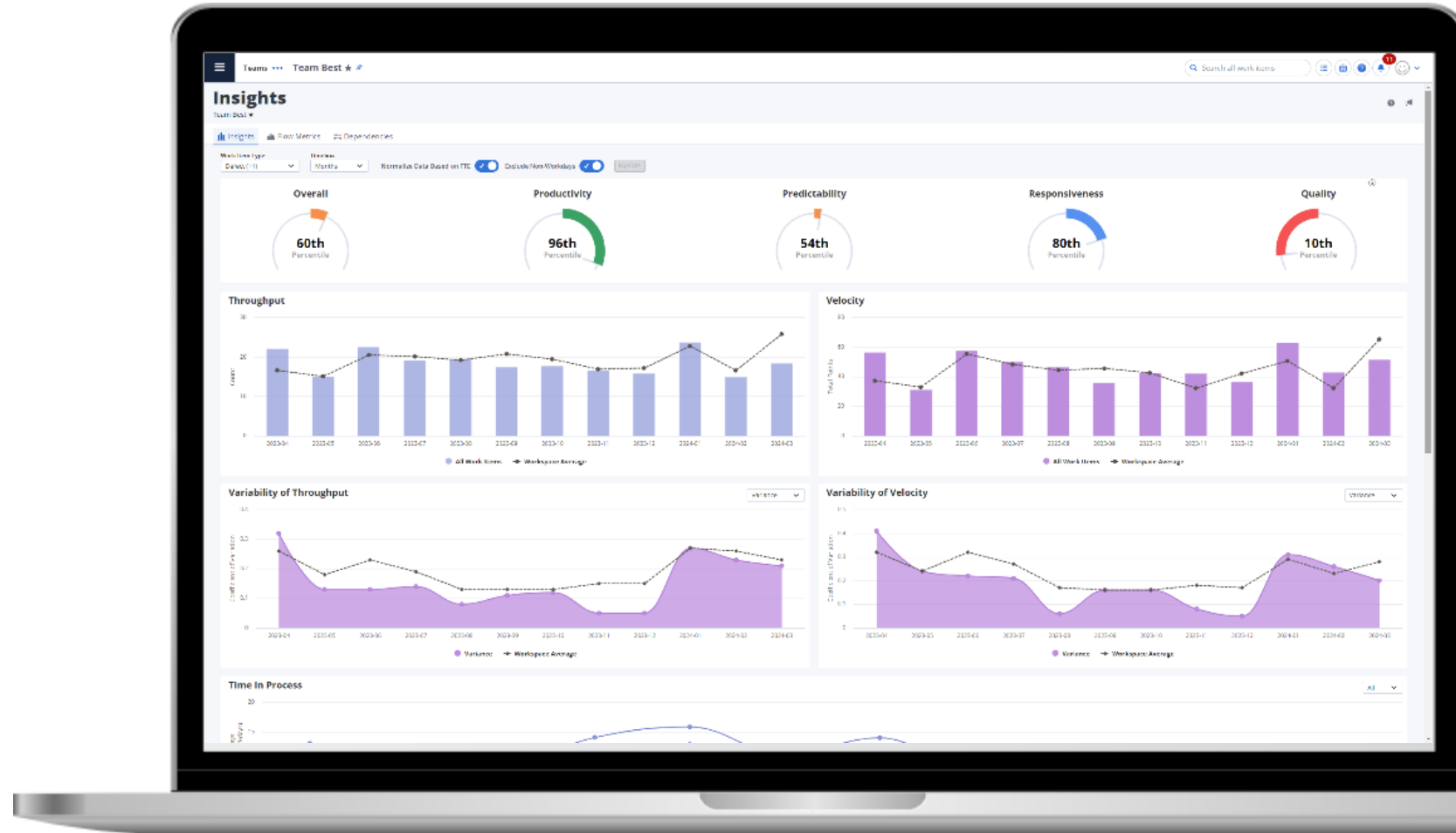
Team Status → Velocity/Throughput

Project User Mgmt. → Flow

Rally Project

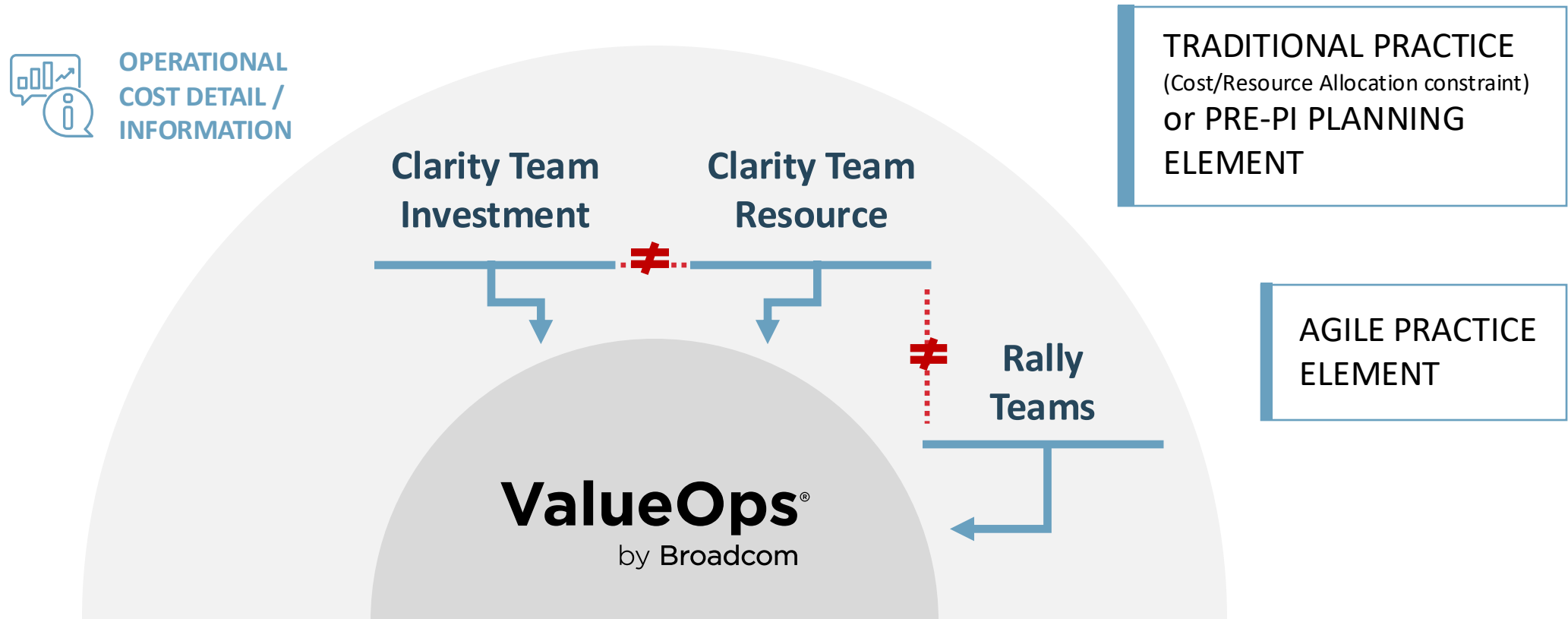
Rally Program (RTE)

Capacity Planning → PI Planning

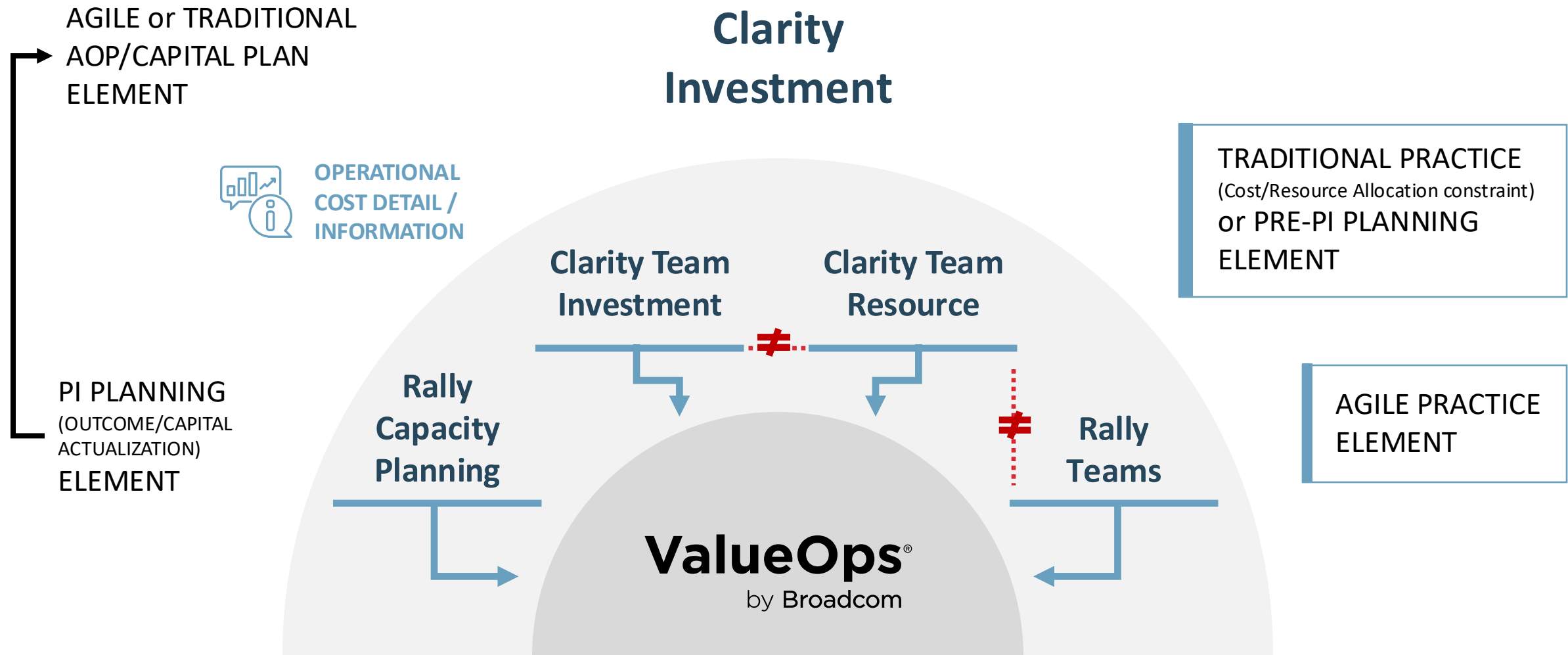


Goal for FY25 is to integrate & synchronize teams between Clarity and Rally to seamlessly tie team investment to execution

The Big Picture



The Big Picture

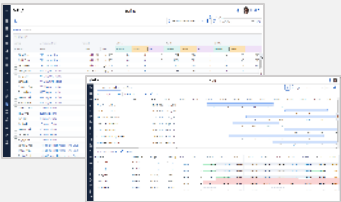


Quick Case Studies

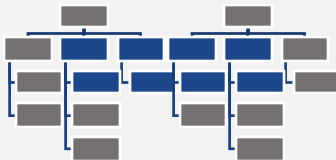


ValueOps Design Diagram for a large insurance firm

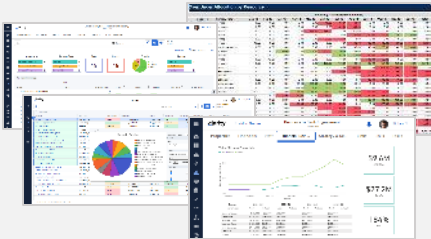
Staffing



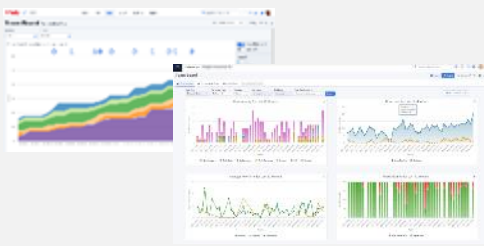
Dimensional Hierachies



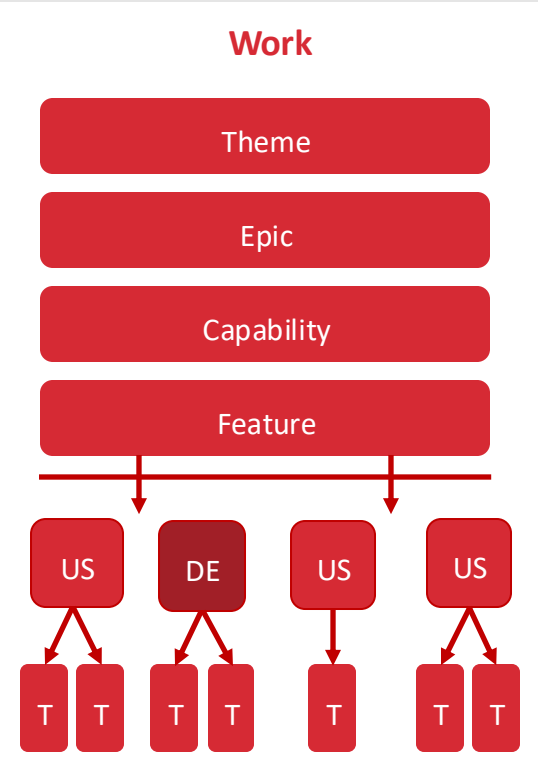
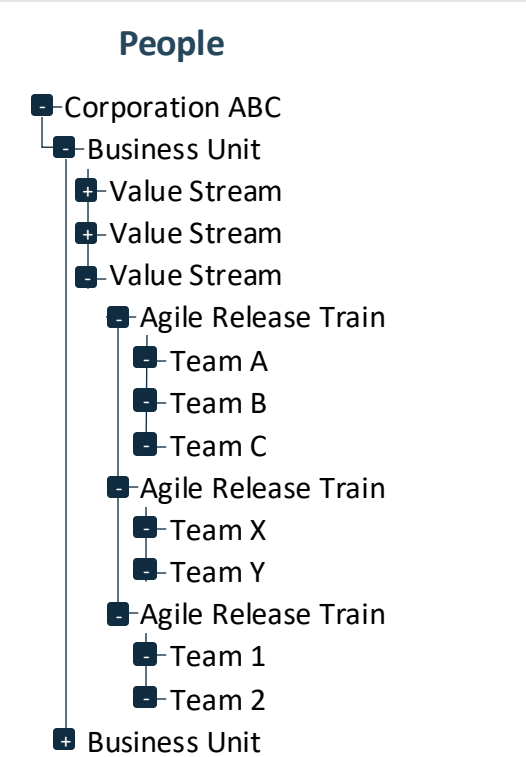
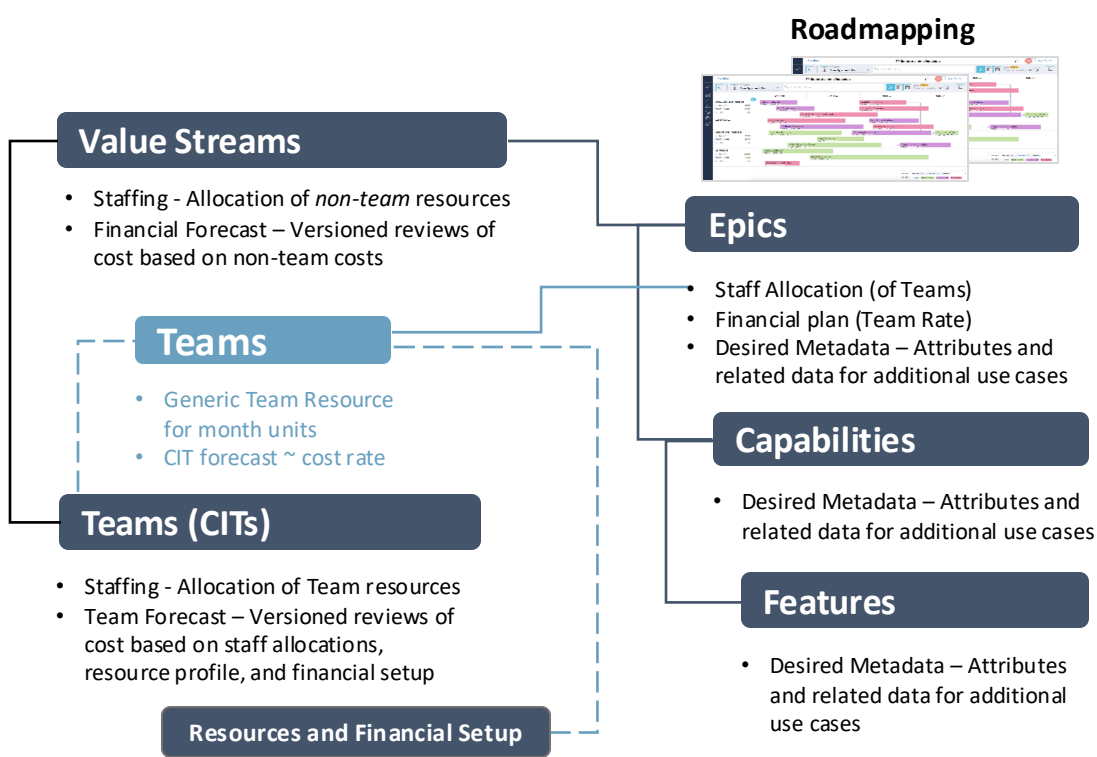
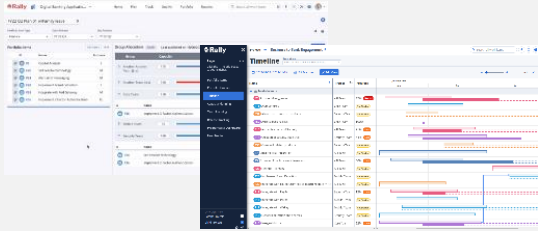
Analysis & reporting



Delivery and flow analysis



Pi planning and execution



One Financial Firm's Troublesome New Funding Model

Product Portfolio Operating Model



Strategy: Establish Enterprise Vision, Strategy, and Priority

- Align Portfolio Objectives
- Fund Port to meet Strategic Priorities and Run the Business
- 3-5 year planning horizon, revisited annually



Portfolio: Align Products and Services to meet Strategic Priorities

- Set priority of work within the Portfolio and fund products accordingly
- Utilize Investment Management practices to ensure value is being delivered and portfolio objectives are being met
- 1-2 year planning horizon, revisited quarterly



Product: Products and Services within th Portfolio are allocated funding based on strategic priorities and where they are in their lifecycle

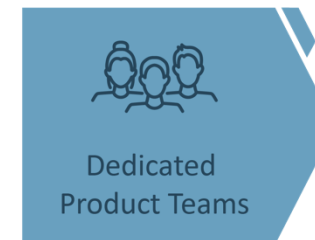
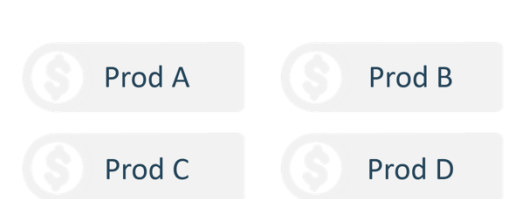
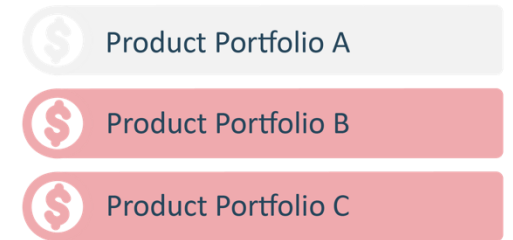
- Understand customer needs and behaviors
- Ensure products Will be valuable, viable, feasible, and usable
- Product Team ensures alignment, prioritization, and orchestration of work



Team: Dedicated teams build and deliver Product/Service priorities and technical needs of the product

- Fully staffed, dedicated, cross-functional teams
- Design, build, and release product solutions using Agile delivery
- Quarterly planning cadance (PI/Release planning): release when ready

Enterprise Strategic Priorities



WHY DID STAKEHOLDERS FREAK OUT?

One Financial Firm's Troublesome New Funding Model



COST Transparency –
WHAT am I paying for?



Work – Resource – Financials – Objectives
ALWAYS have to be on the same graphic

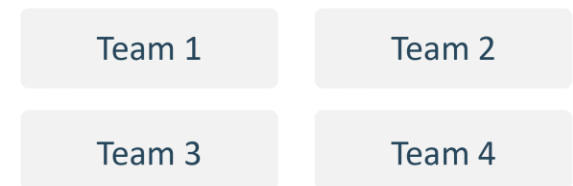
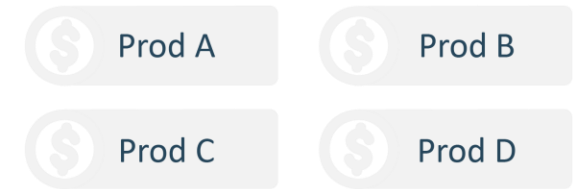


Objectives / Priorities are at many levels



How are outcome prioritized?
ALWAYS have left to right and hierarchical on the same slide

Enterprise Strategic Priorities



One Financial Firm's Troublesome New Funding Model

TODAY

Year planning
around what can
be delivered via
projects

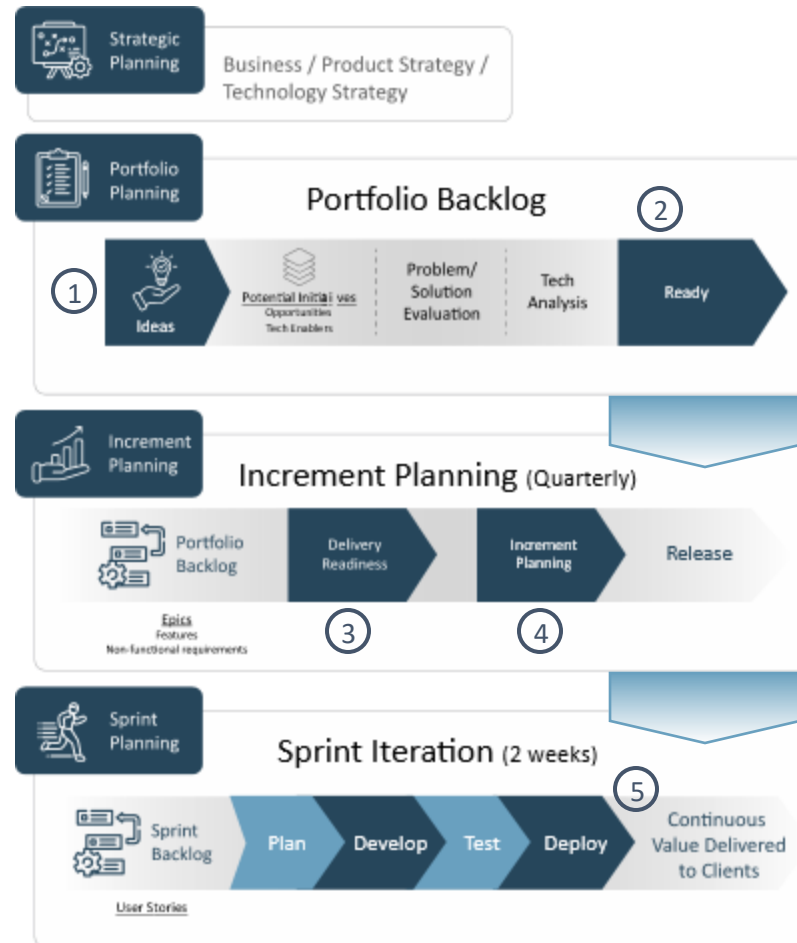
Completing detailed
planning over the
life of a project

Pursuing committed
projects through to
completion without
revisiting outcomes

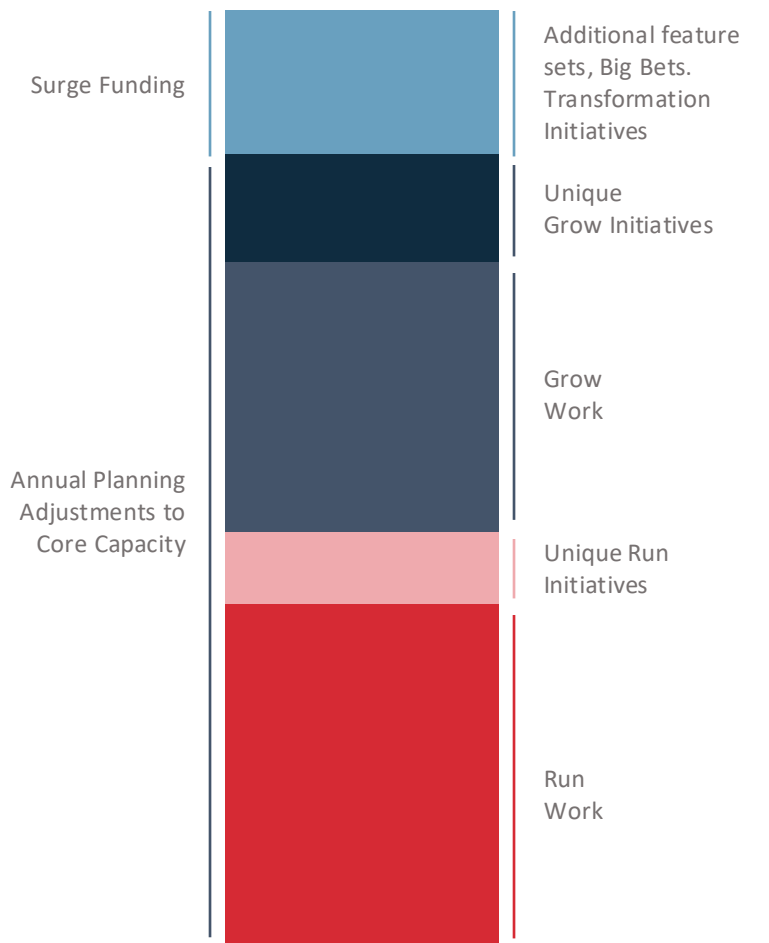
TARGET STATE

- 1 Continuously vet strategy ideas and get them to a 'ready state'
- 2 Keep Portfolio backlog 'ready' state items prioritized in Quarterly Portfolio Reviews (QPR)
- 3 When capacity becomes available the team works on the next highest item in the backlog
- 4 Team agrees with business leaders what **will be delivered over the next quarter**
- 5 Measure value & risk and make start/stop decisions quarterly to **ensure continuous flow of value to customers**

Outcome Planning revealed prioritization



Funding conversation revealed guardrails

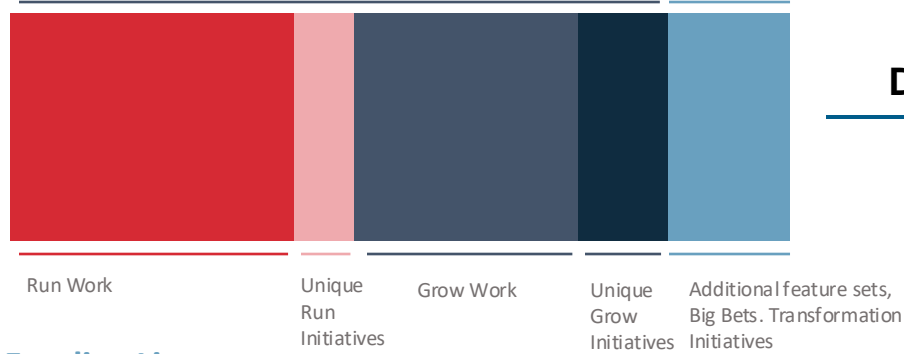


Putting it all together

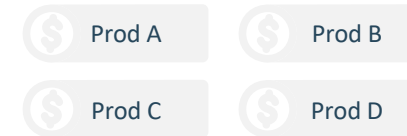
Enterprise Strategic Priorities

Annual Planning Adjustments to Core Capacity

Surge
Funding



Drives People funding



Funding Line



Funding Line



Clarity Team Investment



Dedicated Product Teams

Team 1

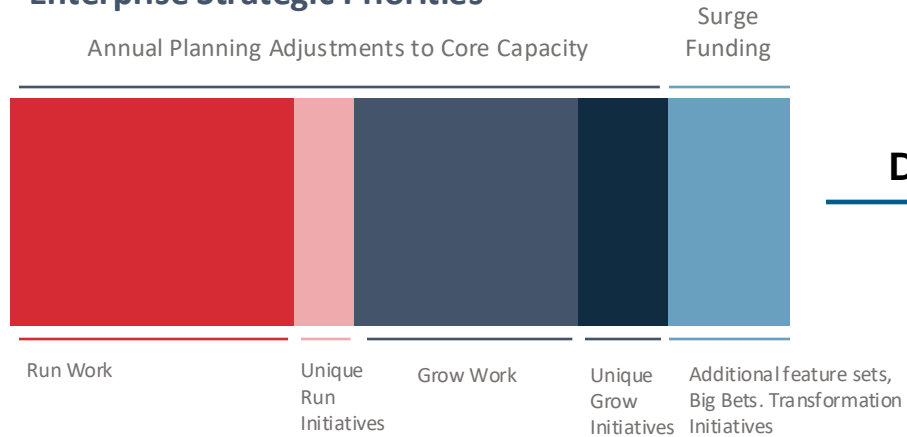
Team 2

Team 3

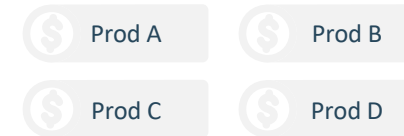
Team 4

Putting it all together

Enterprise Strategic Priorities



Drives People funding



Funding Line

Objectives



Discretionary objectives feed CLARITY ideas for prioritization



Clarity Team Investment



Dedicated Product Teams

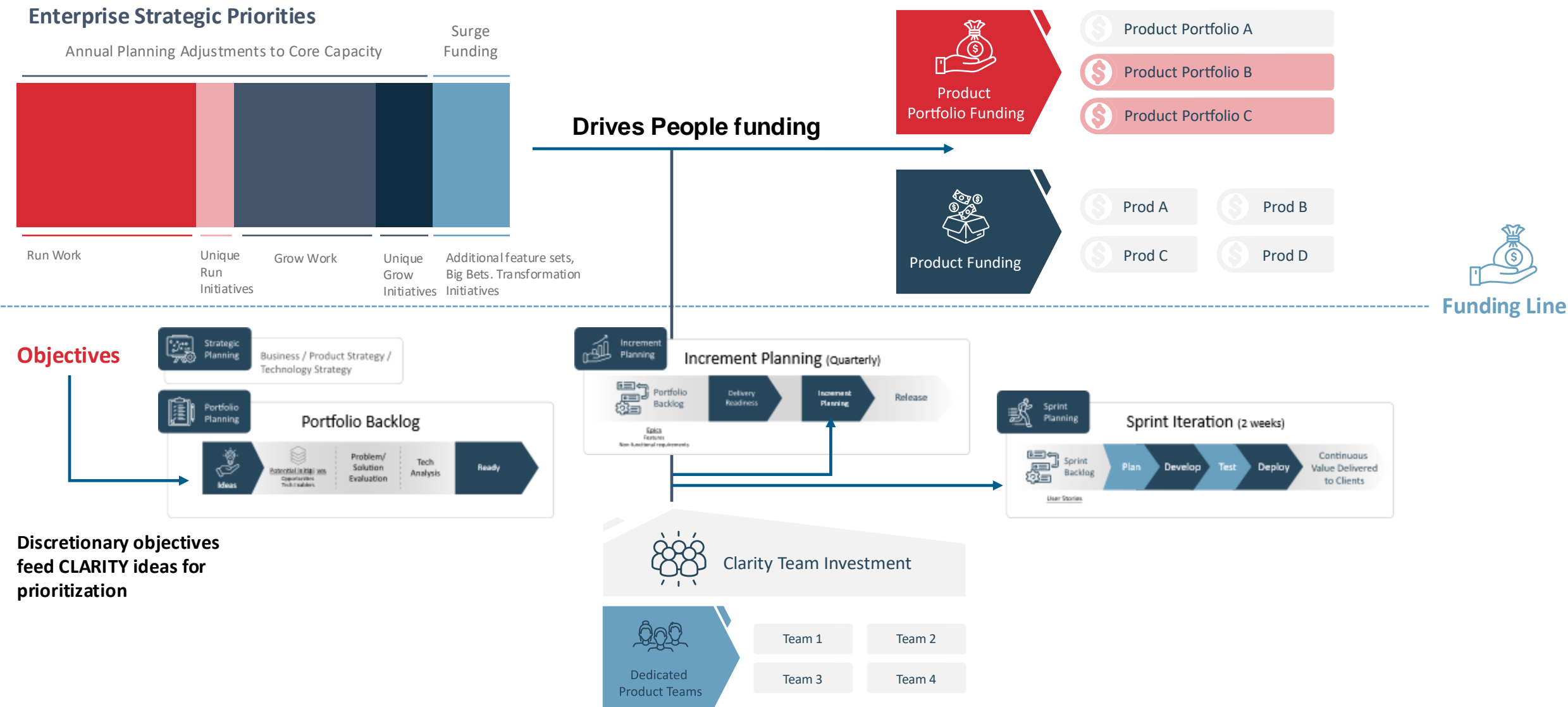
Team 1

Team 2

Team 3

Team 4

Putting it all together

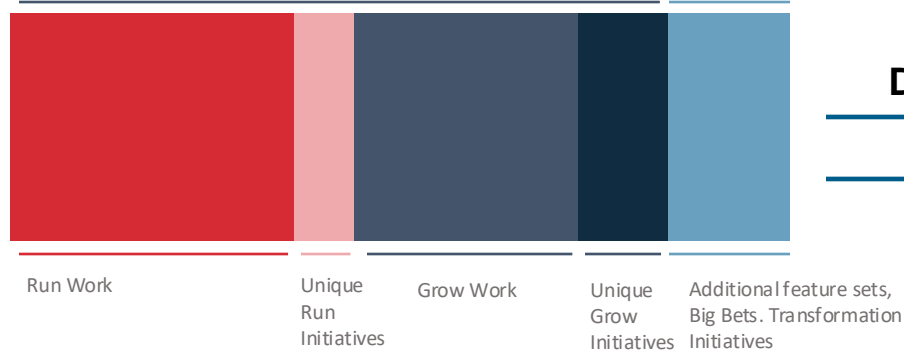


Putting it all together

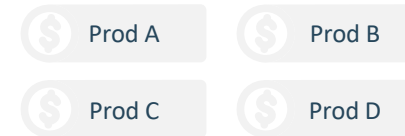
Enterprise Strategic Priorities

Annual Planning Adjustments to Core Capacity

Surge
Funding



Drives People funding



Guardrails
team capacity

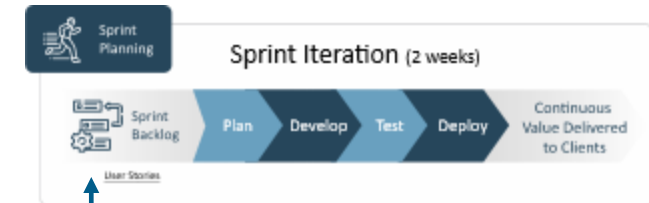
Clarity Team
Resource



Objectives



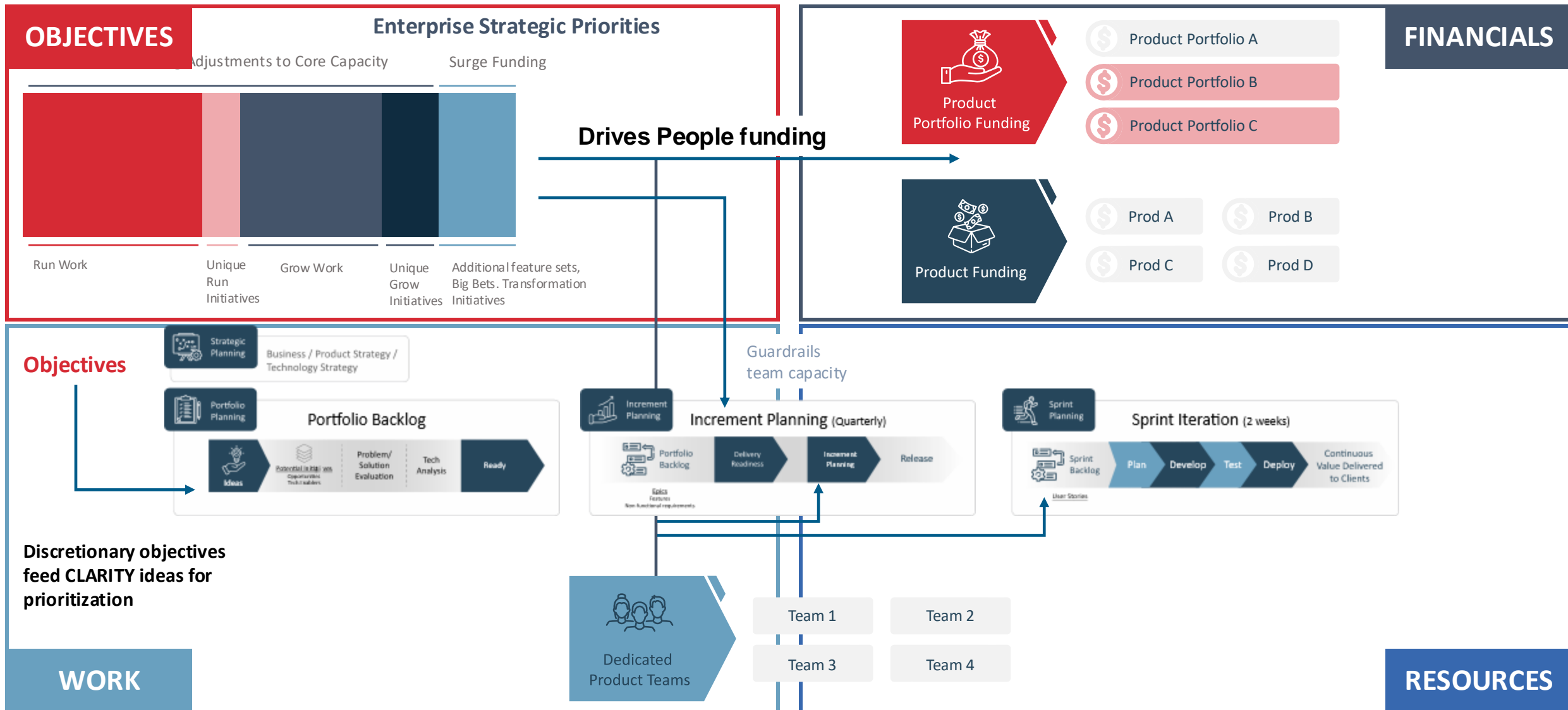
Discretionary objectives
feed CLARITY ideas for
prioritization



Clarity Team
Investment



Putting it all together



What's Next



On the Horizon

Integration between Clarity & Rally
for team definition & membership

Actuals by resource rate for
individual team members

Scenario planning in the Modern UX

Advanced skills search & matching



Questions?





Master Clarity with Rego University

Earn Certifications in
Administration, Leadership,
and Technical Proficiency

Let Rego be your guide.



Elevate Your Professional Expertise with Rego University Certifications

Rego is excited to introduce our **new certification programs**, designed to enhance your expertise in Clarity administration, leadership, and technical skills. These certifications provide hands-on experience and knowledge to excel in your career.



Certification Requirements:

✓ **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
- 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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