In search for the right agile framework

BUSINESS AGILITY TODAY AND TRENDS, November 2, 2021

Henny Portman

PORTMAN
PM[O]
CONSULTANCY

Biography: Henny Portman

- ING + NN 1981-2017
- Tiel Utrecht Verzekeringen: Developer/Analyst/Head System Dev
- Consultancy ING Fatum Paramaribo, Suriname
- ING Investment Management Nederland: Head IT
- ING Investment Management Europe: PMO Head
- ING Insurance Central Europe: Regional PMO head
- ING Insurance STO: Global PMO Head
- I build hub and spoke PMO's in Europe and Asia

Now:

- Partner HWP Consulting (2017-2020), PORTMAN PM[O] CONSULTANCY Portman PM(O) Consultancy 2017-
- Certified MoP, P3O, MSP, PRINCE2, PRINCE2 Agile, AgileSHIFT, AgilePM, AgilePgM trainer, SAFe SPC4 Certified Consultant,
- PMO Value Ring Certified Consultant, Judge PMO Global Awards 2019-2020
- P3M3 Consultant / Assessor, IPMA PE Award assessor
- Blogger, reviewer Managementboek.nl
- Author of PM articles and books

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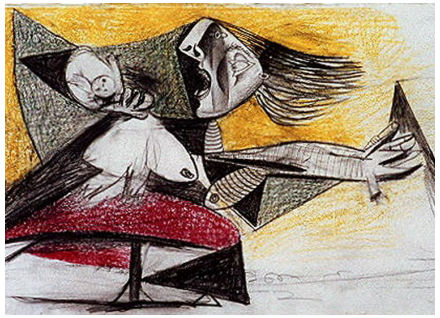
Evolution of agile frameworks/methods

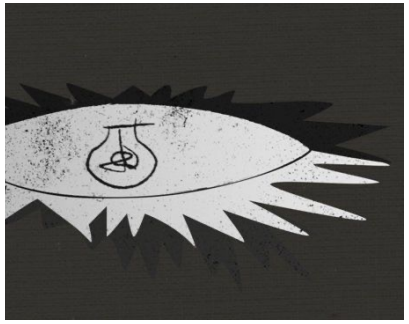
Temporary projects

Team level



Engineering level

Product targeted



Portfolio level

Culture targeted

Team targeted

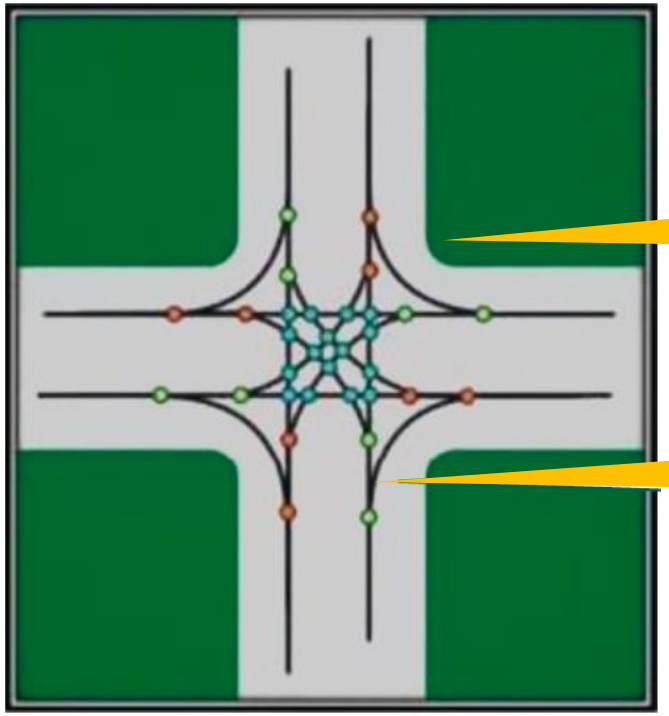
Frameworks/methods at team level

- Agile Manifesto – agile principles
- Permanent or temporary
- team members
  - Number 5-9
  - Motivation
  - Ability to handle ambiguity
  - High level of agreeability
- Timeboxed or continuous flow?
- Autonomous or not?

Autonomous or not?

Central command and control system

Traffic lights directly control the drivers' activities

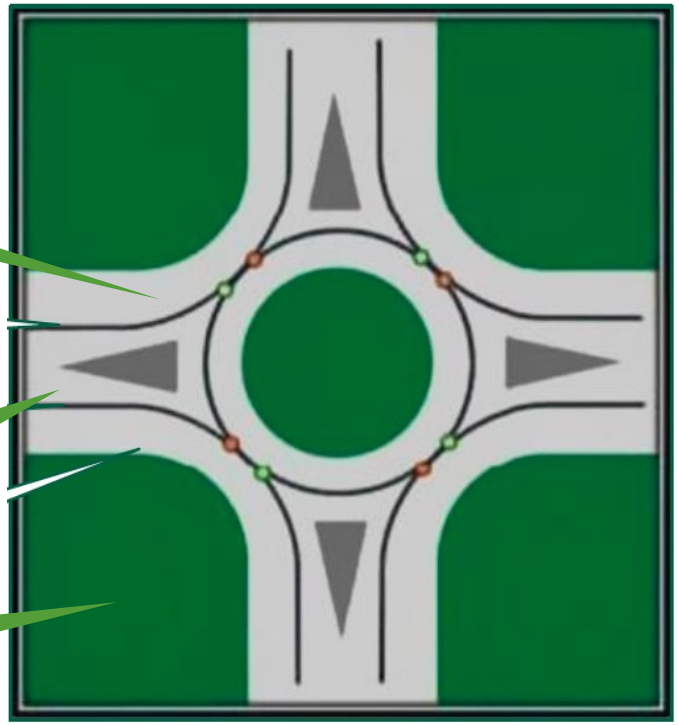


Trafic lights are hard controls

Control & compliance

32 conflict points

Roundabouts create conditions for drivers to self-regulate



Roundabouts are soft controls

Trust & autonomy

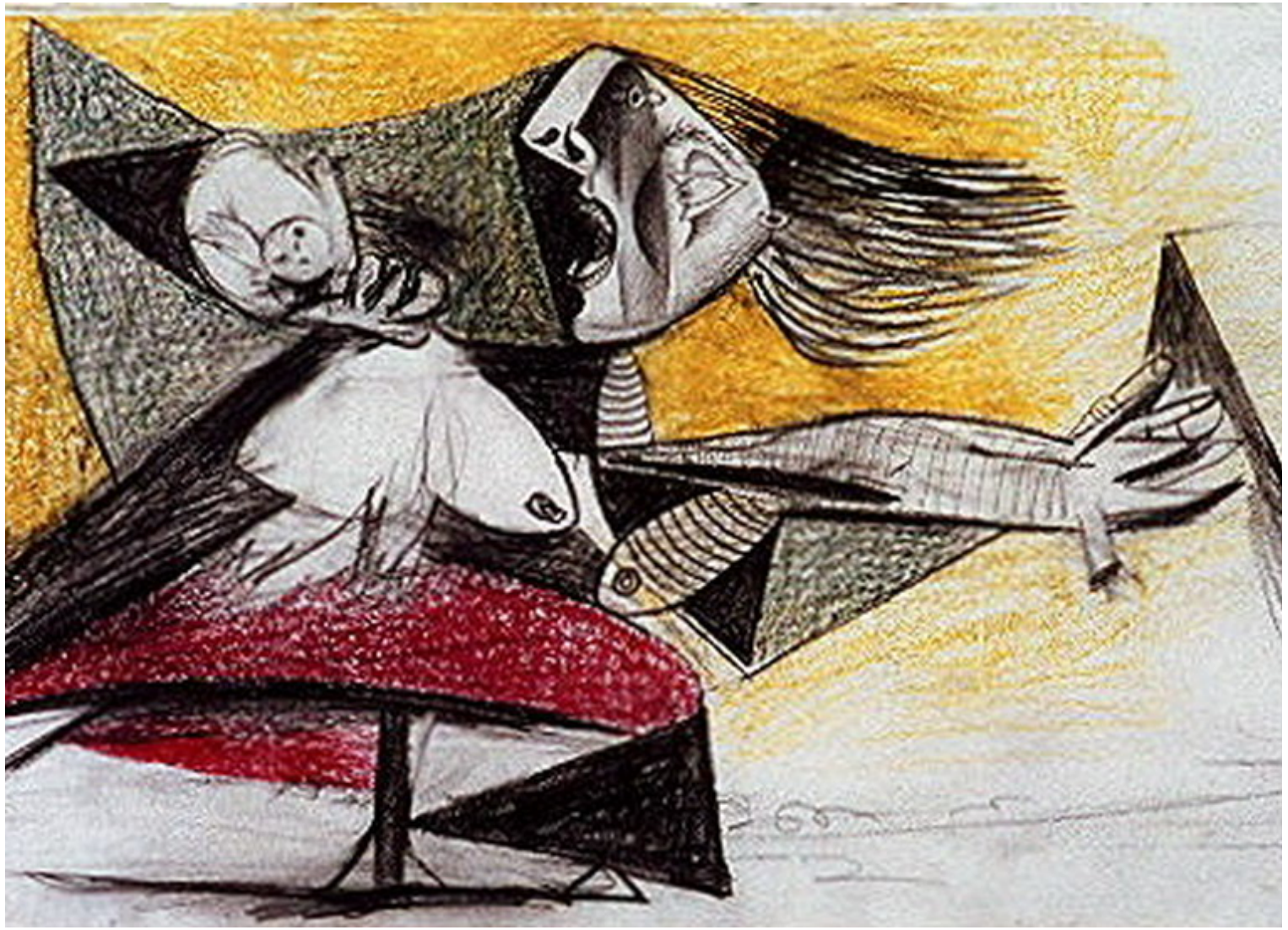
Faster throughput

8 conflict points

Less accidents

Source: Blue Striped Frog magazine + Basile Lemaire

Frameworks/methods at engineering level



- A framework/method is not enough
- Suitable environment
  - Cloud (e.g. Azure MS, AWS)
  - CI/CD
  - Microservices architecture
- Engineering skills
  - Environment skills
  - Tool skills
  - Different way of working: e.g. test driven development, peer reviewing

Temporary projects and programmes

- Agile: we bring the initiative to the team

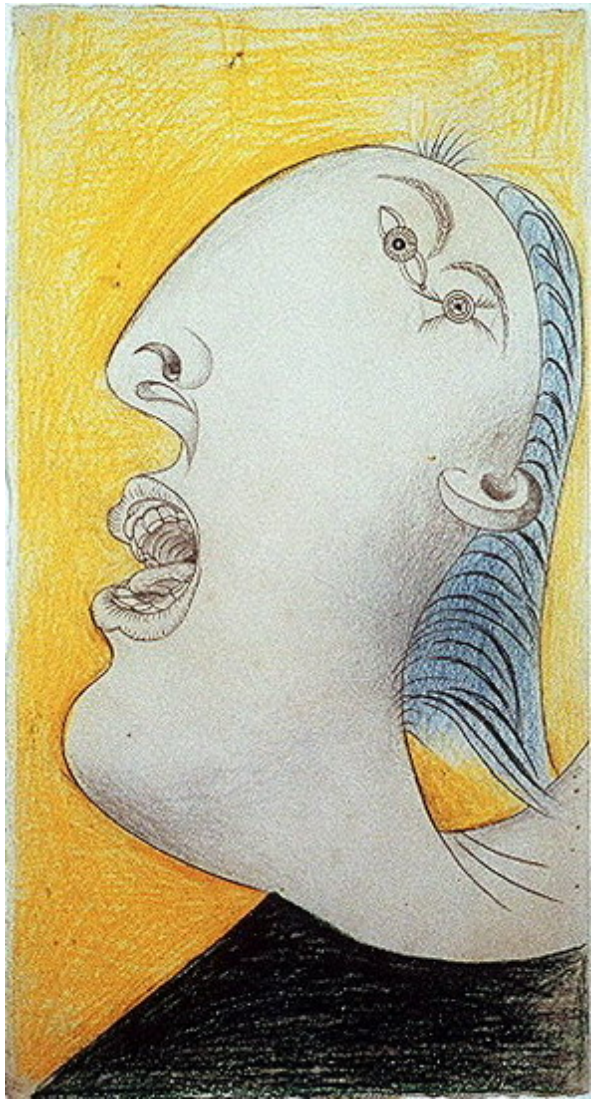
- What if there is no team to accept the initiative?
- Or the team can't implement the change?

- We have to build a team and

- Bring the team to the initiative

- Who builds the team?

- A Project or Programme Manager!

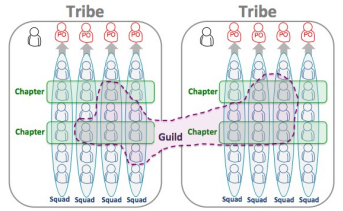


Product targeted frameworks/methods

- Team of teams: one product
  - Dunbar number
- Coordination, dependencies
- Cadence, synchronization
- All involved in planning or representatives
- Single or multiple horizons:
  one timebox or multi-level timeboxes
- One backlog or cascaded backlogs
- One product owner or hierarchy of product owners
- Team of team of teams

Team targeted frameworks/methods

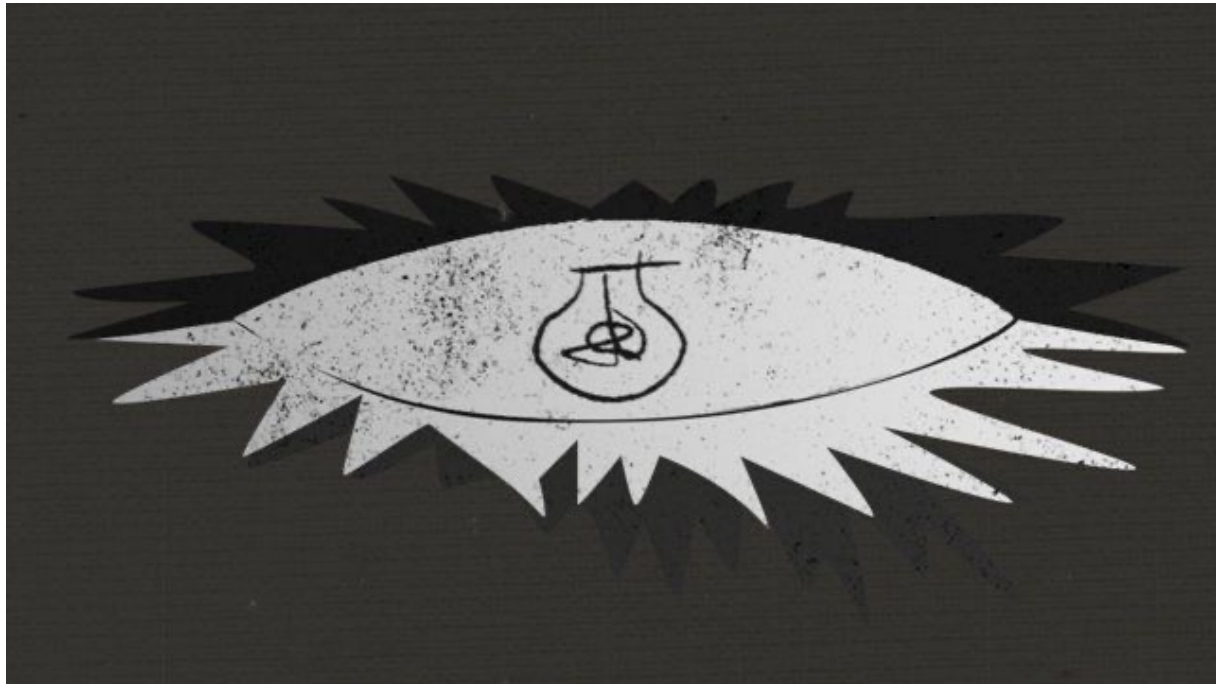
- Autonomous, independent teams
- Multiple teams, multiple (sub) products
- No cadence
- Dedicated product owner



Spotify

APMG International™ AgileDS

Frameworks/methods at portfolio level



- Traditional, agile, hybrid
- Integrated framework/method (team, product, portfolio) or specialized framework/method
- Prioritization (Multi Criteria analysis, MoSCoW, WSJF, relative estimation)
- 3 horizons of Mckinsey

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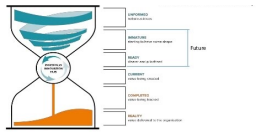
AgilePfM



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PMI Disciplined Agile

Many failures

CHAOS resolution by agile versus waterfall

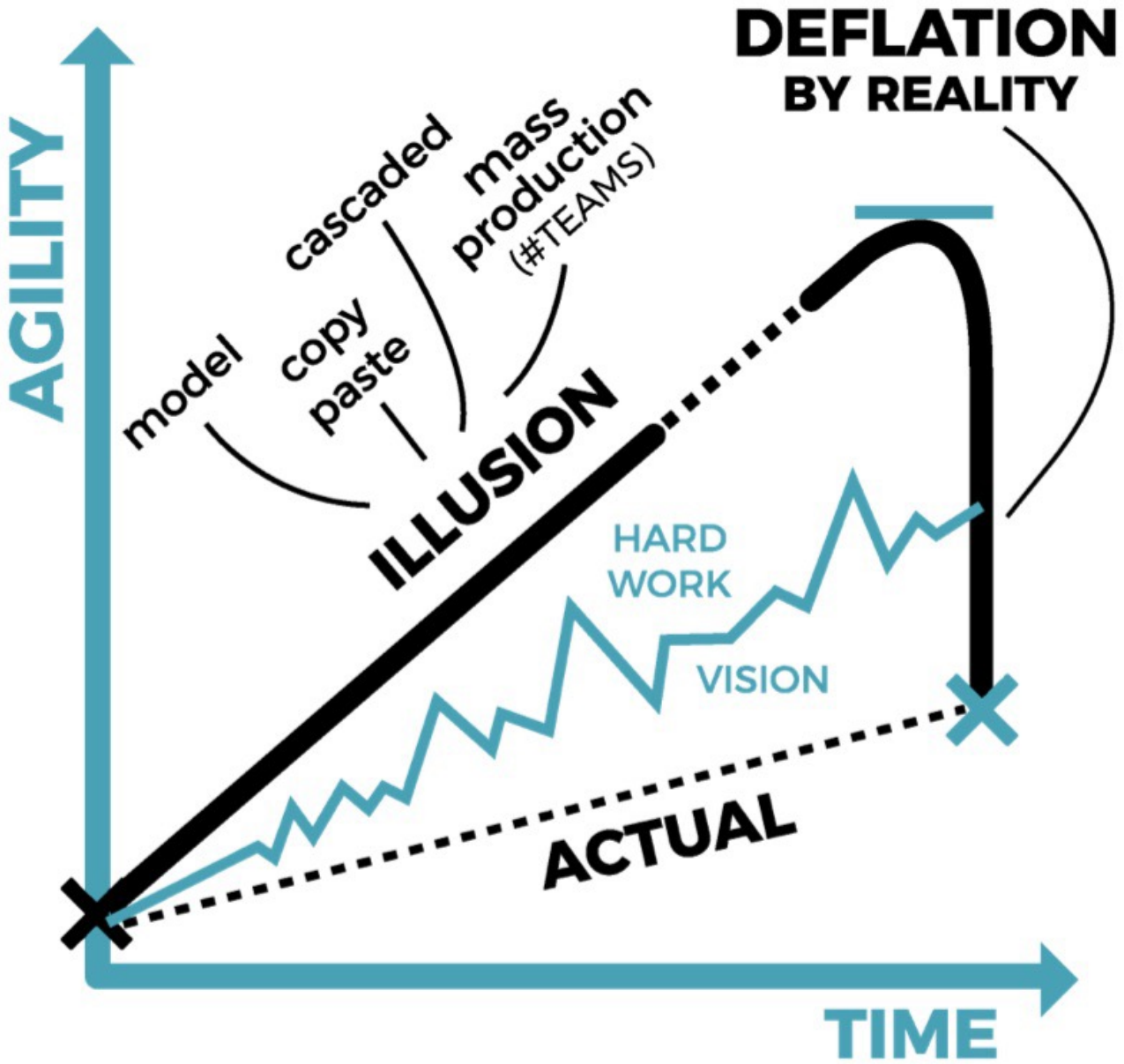
Size	method	Successful	Challenged	Failed
All size Projects	Agile	42%	47%	11%
	Non-agile	13%	59%	28%
Large size projects	Agile	19%	47%	25%
	Non-agile	8%	47%	36%
Small size projects	Agile	59%	36%	5%
	Non-agile	45%	46%	9%

Source: Standish Group CHAOS Report 2020: Beyond Infinity

Why?

The illusion of agility

Gunther Verheyen



Source: https://guntherverheyen.com/2019/01/07/the-illusion-of-agility-what-most-agile-transformations-end-up-delivering/

Agile
culture
Company
culture

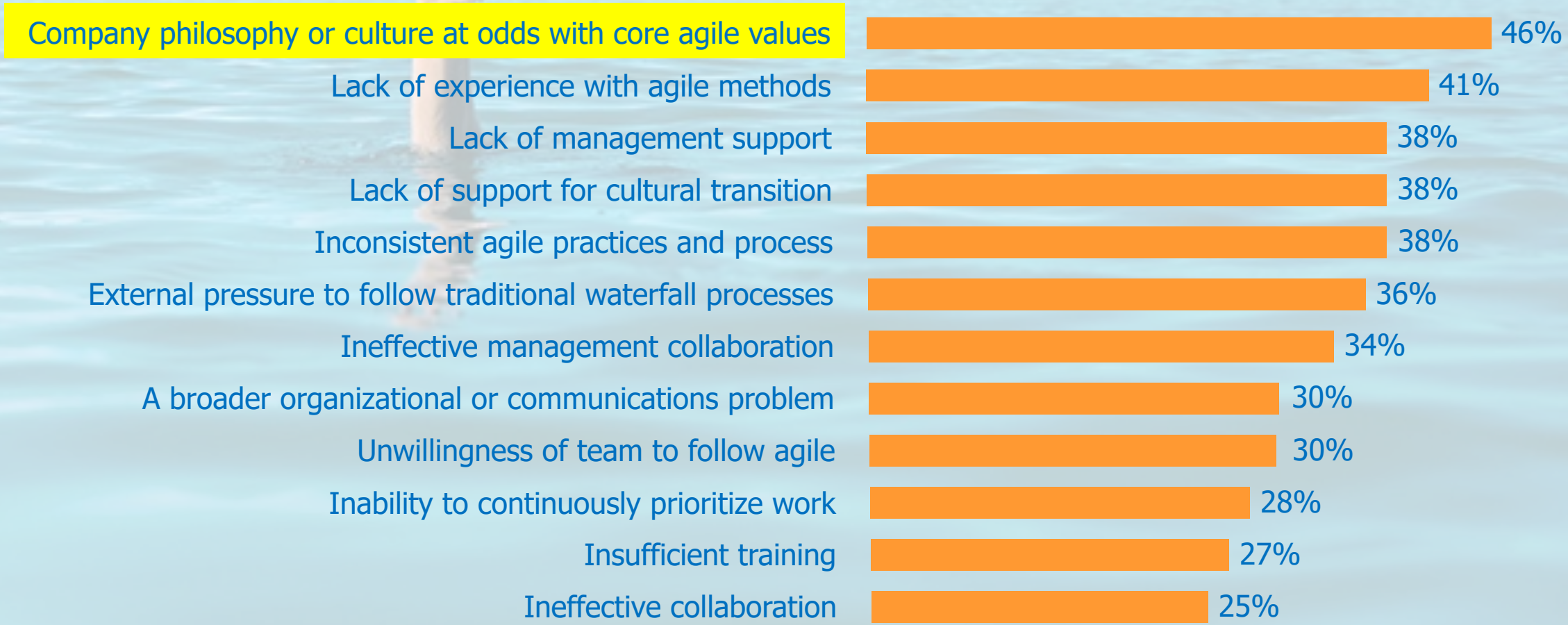
And then I said …
Yeah sure PO, you have mandate

Psychological safety

Having employees who are unafraid to **speak up** means:

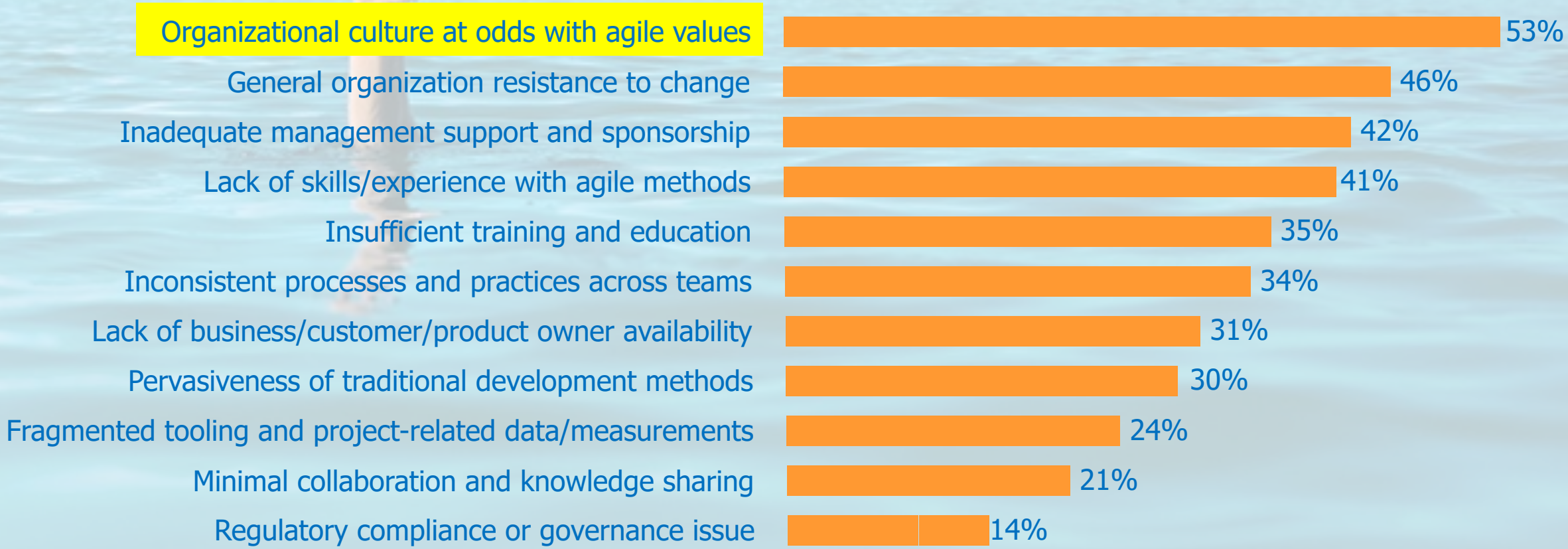
- full creativity to problem solving
- prevention of delays
- No blame games

Leading causes of failed agile projects



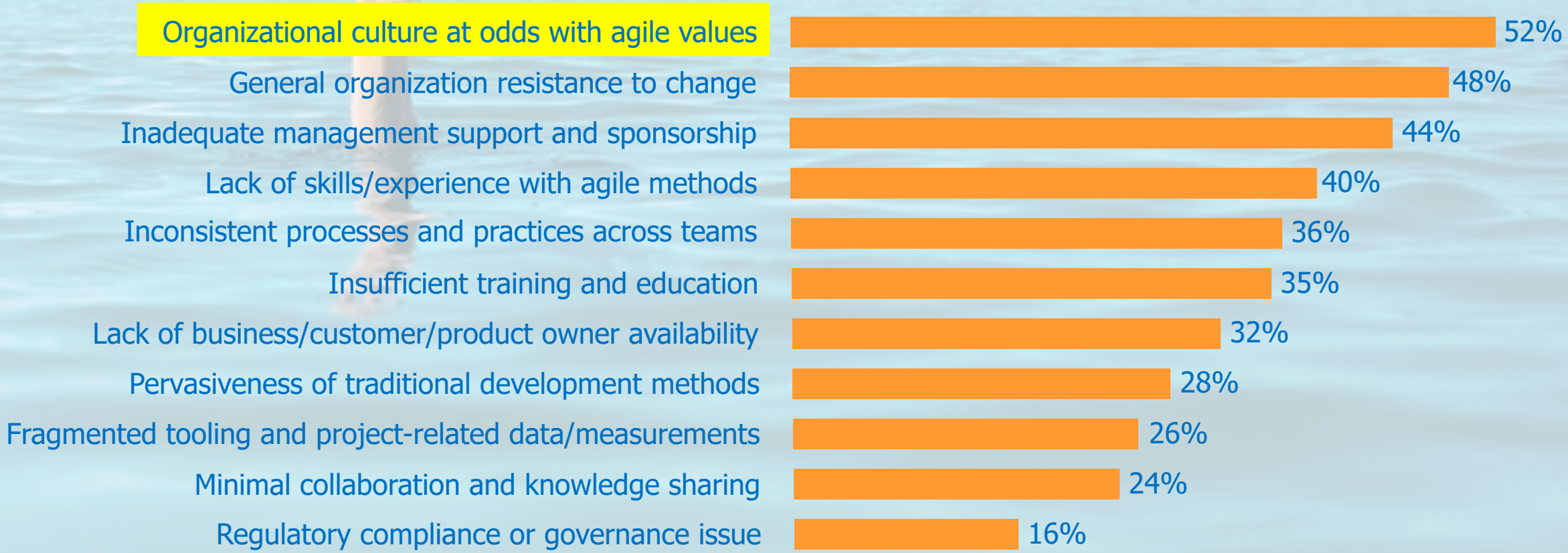
Source: 11th Annual State of Agile Report, 2017

Leading causes of failed agile projects



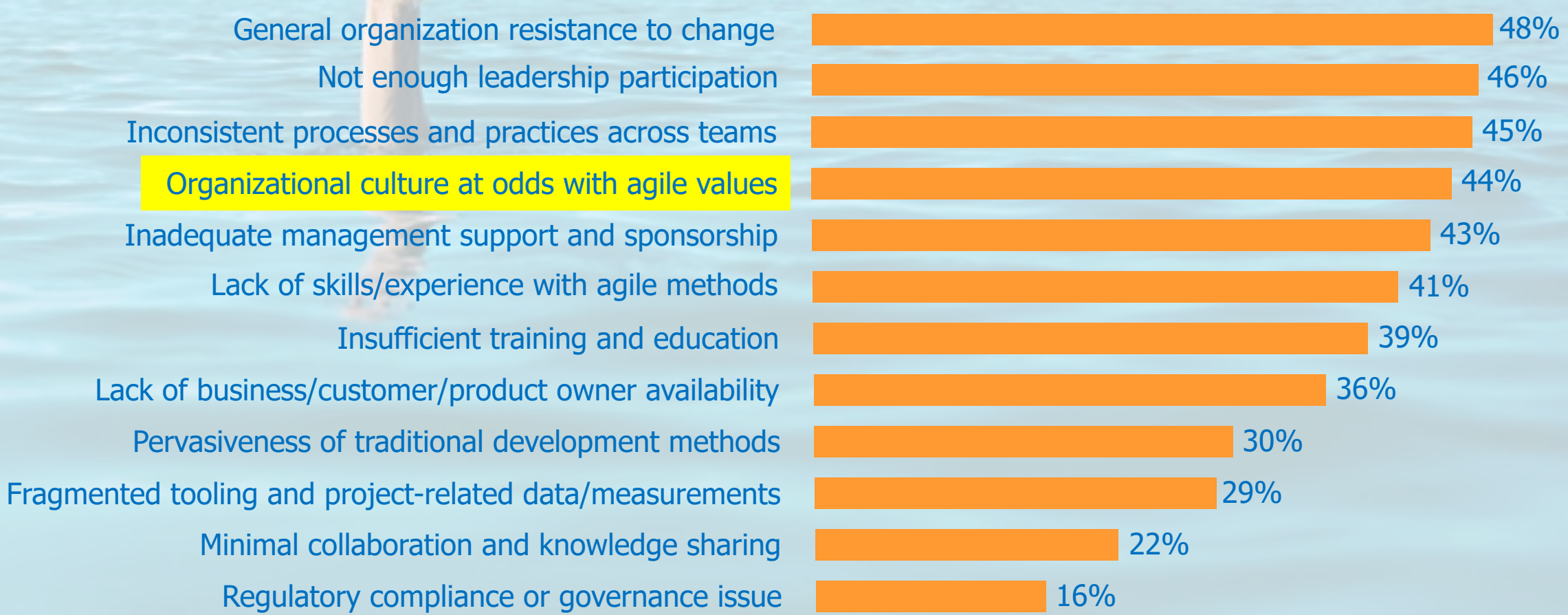
Source: 12th Annual State of Agile Report, 2018

Leading causes of failed agile projects



Source: 13th Annual State of Agile Report, 2019

Leading causes of failed agile projects



Source: 14th Annual State of Agile Report, 2020

Leading causes of failed agile projects

Source: 15th Annual State of Agile Report, 2021

Culture targeted frameworks/methods

- To avoid agile transition failure
- Agile culture, agile mindset
- Psychological safety
- Decentralized decision making
- Organization wide, not only IT
- Helps to create uniformity, rhythm and roles

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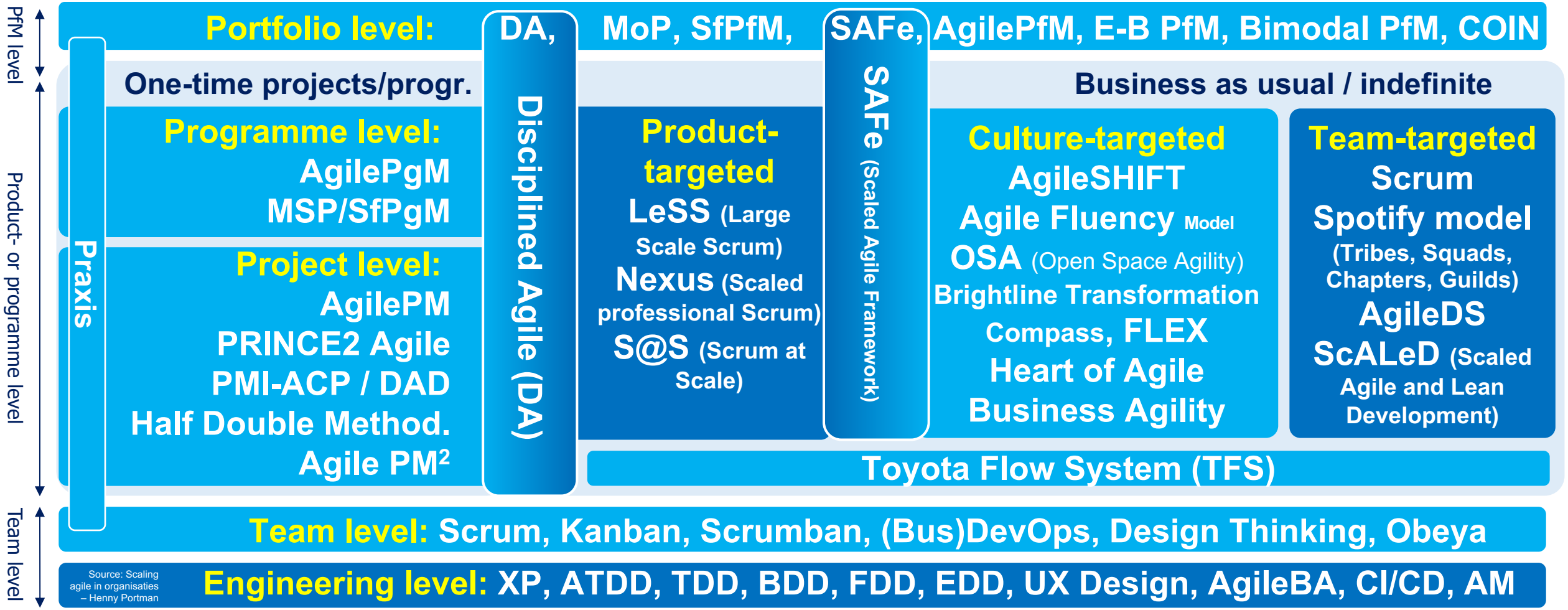
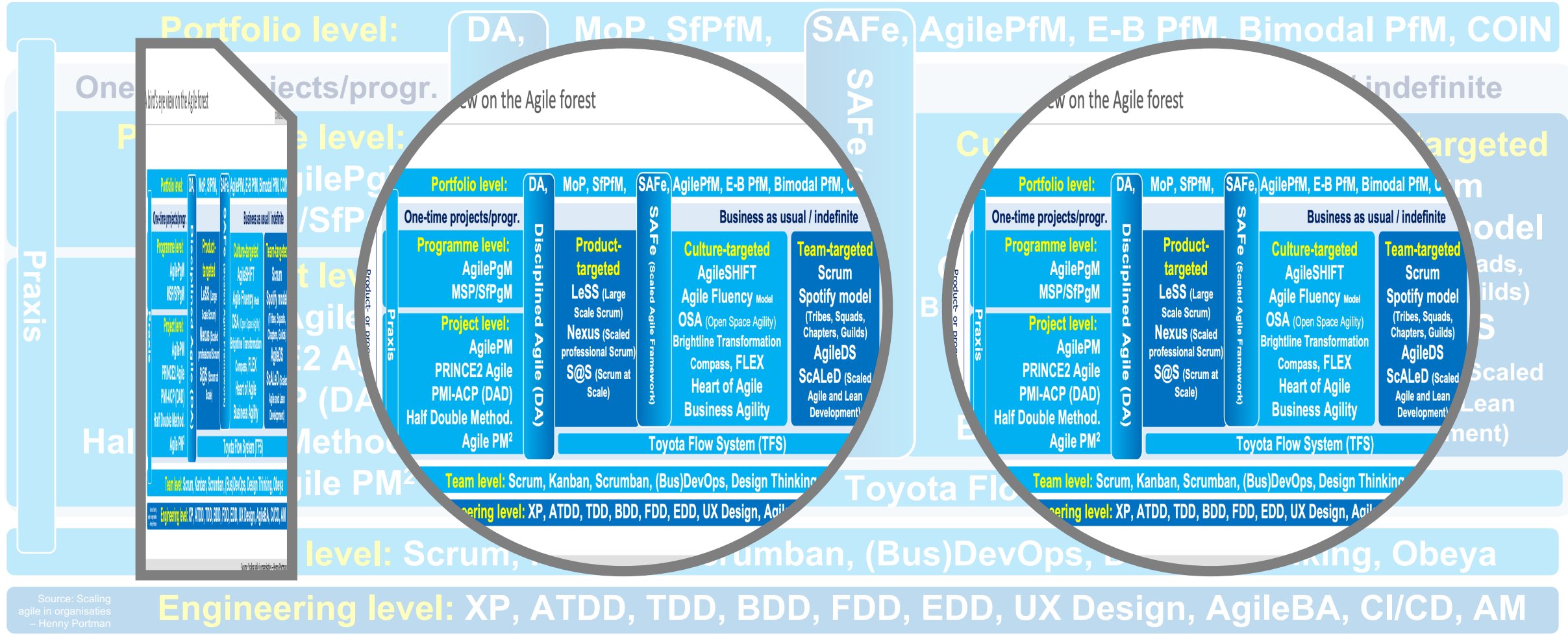
Bird’s eye view on the agile forest

A bird's eye view on the Agile forest



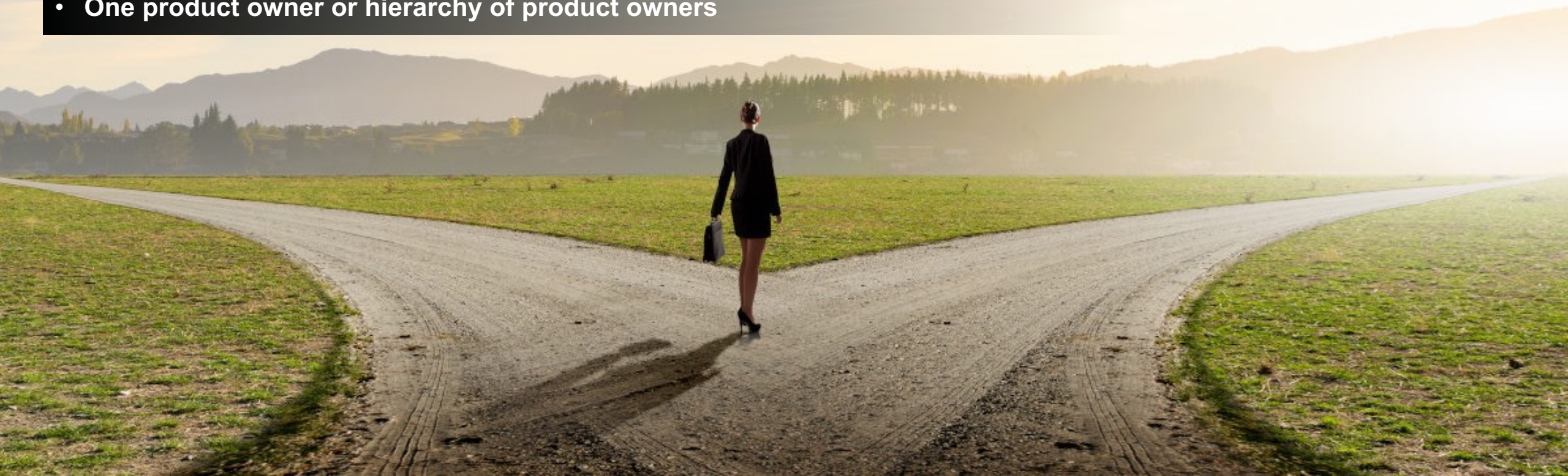
A bird's eye view on the Agile forest



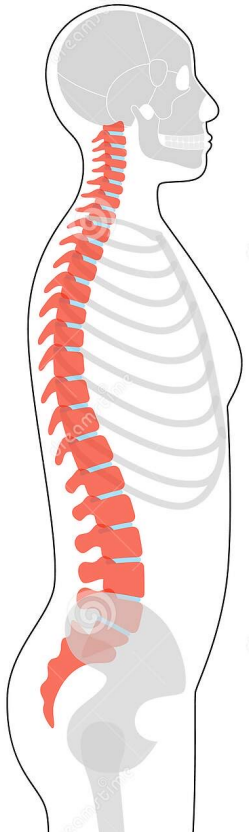
Source: Scaling agile in organisaties – Henny Portman

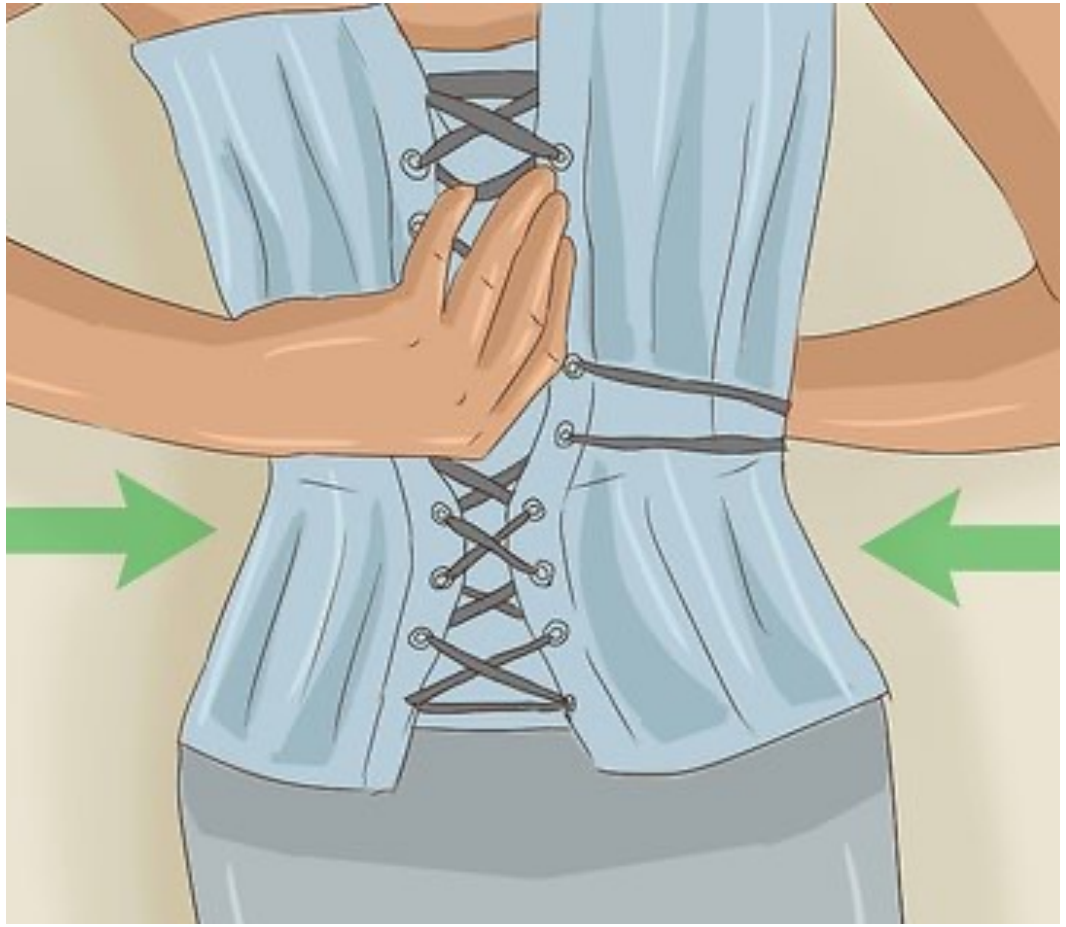
When choosing an agile framework, which attributes are important?

- Temporary projects or permanent teams
- Timeboxed or continuous flow
- Single or multiple time horizons
- One team (5-9) or team of teams (<= 125) or team of team of teams (> 125)
- One cadence and synchronization or independent team releases
- All involved in planning or only representatives
- One backlog or cascaded backlogs (Epics, features, stories)
- One product owner or hierarchy of product owners



Framework / Method: backbone or corset

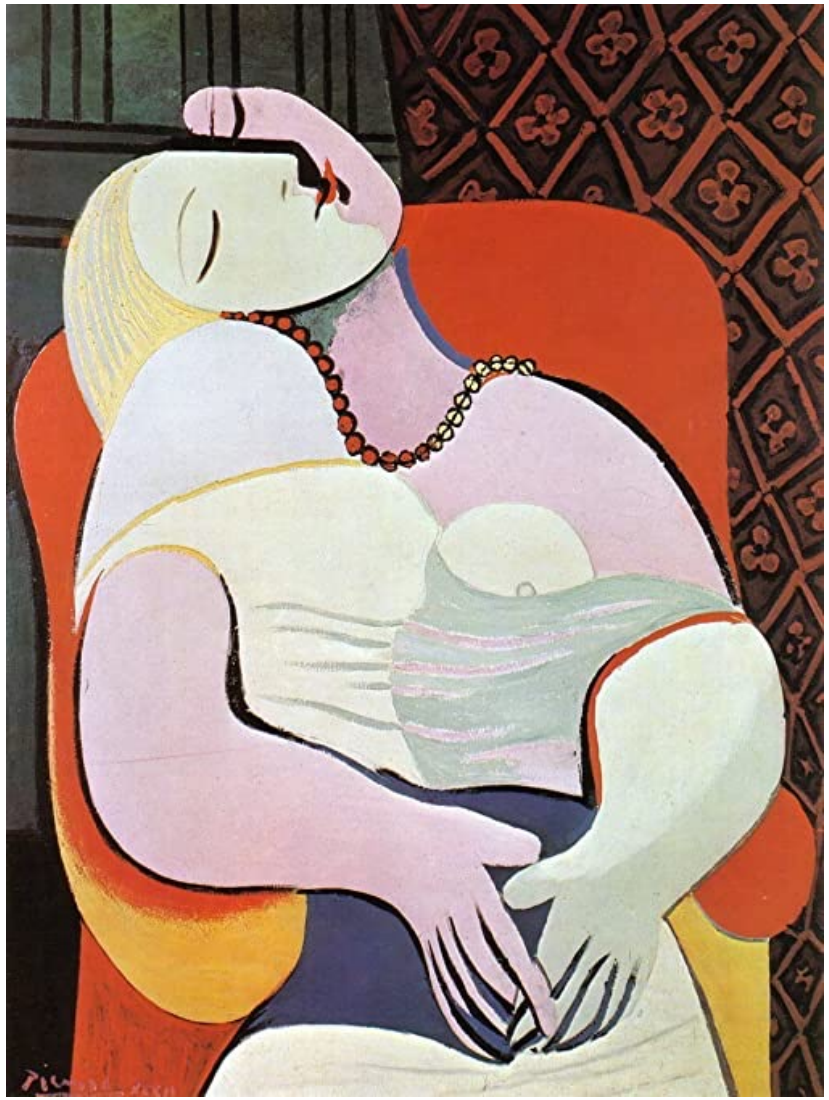




“Learn the rules like a pro, so you can break them like an artist”

Pablo Picasso

A dream



- More and more frameworks or methods
- Will the method war ever stop?
- What will be the next hype:
  - Architecture driven methodes
  - data driven methods
  - Artificial intelligence driven methods
- Use common sense, see your method as a backbone and not a corset
- Be an agile pragmatic in stead of an agile purist
- Take practices that suit the situation *(Learn the rules like a pro, so you can break them like an artist)*
- Have fun

Contact details

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My mail address: Henny.portman@gmail.com

On request I can give (agile) project, programme, portfolio management or PMO training classes or project board awareness workshops, grasp sessions scaling agile, P3M3 maturity scans, et cetera.

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