

PMO Symposium 2017 – Tentative Agenda

****This Agenda Is Subject to Change****

SUNDAY, 05 November 2017

2:00 PM - 7:00 PM *Registration*
2:00 PM – 9:00 PM *Sponsor Lounge*

PMO17OR100
2:30 PM - 3:00 PM Orientation for First Time Attendees

If this is your first experience at the PMO Symposium, this orientation is a great place to start. Led by an experienced PMO Symposium attendee, this session is meant to give you a broad overview of the whole event and how to make the most of your experience.

PMO17BR101
3:30 PM - 5:00 PM Making Sense of Agile and Hybrid Practices to Your PMO and Organization (Dr. Edivandro Conforto, EC Conforto Research & Consulting Group)

How many agile methodologies do you think are out there? There is a tendency to label just about any approaches that promote the principles of the agile manifesto as “agile.” There are also hybrid practices where users combine different methods and practices. As PMO leaders, are you knowledgeable about the fundamentals of various agile and hybrid approaches to make the right choices? Is adopting “agile” the solution for your PMO? Will “agile” be the gold dust that could take your team, your projects, and your PMO to the next level or will it be a catalyst for confusion and chaos?

Learning Objectives:

- Gain knowledge about the fundamentals of agile, hybrid practices
- Learn from real-world case studies of where “agile” is successful and where it is not.
- Take away practical insights to implement in your PMO.

PMO17BR102
3:30 PM - 5:00 PM Establishing a Strong PMO Foundation - A Workshop (Sarina Arcari, VP EPMO – Amtrak | Anna-Marie Consor, AVP Project Management – Navy Federal CU | Morten Sorensen, Director - Amtrak)

Whether you are a new or a seasoned PMO leader, establishing and fostering a strong PMO foundation is a continuous endeavor in today's ever-changing and complex business environment. Laying the foundation for a PMO takes thought leadership, experience, and understanding of your business. Where do you start? What type of PMO should you develop and what operating principles do you use? How do you respond to the changing environment and continuously align with your organization’s overall goals? How do you demonstrate the value of your PMO—or how do you transform your PMO if it is not delivering results?

Learning Objectives:

- Gain actionable insights on how to establish a strong PMO foundation that can withstand the test of today's disruptive and complex business environment.

- Learn practical tips and techniques for building, sustaining and advancing your PMO.
- Connect with award-winning PMO leaders and learn how you can benefit from their experiences.

PMO17BR103

3:30 PM - 5:00 PM The Adaptive PMO: Enablers of Effective Project Management Today (Tim Wasserman, Chief Learning Officer – Twenty Eighty Strategy Execution & Ed Barrows, Managing Director, Duke Corporate Education)

As the business world becomes more complex and uncertain, the demands placed on PMO leaders to successfully adapt and manage change are greater than ever. While the skills of observation, analysis, and measurement remain core, many practitioners face significant gaps in relational skills that cause friction when navigating organizational dynamics as well as driving project execution efforts. In this session, participants will gain a comprehensive understanding of the mindset needed to be adaptive and the skills required to be an enabler of effective project management. Attendees will explore insights that effective PMO leaders use to turn action into organizational results.

Learning Objectives:

- Identify critical skills required to lead and manage in a volatile, uncertain, complex, and ambiguous (VUCA) business environment.
- Understand the importance of applying an adaptive mindset in the context of running a PMO.
- Assess and overcome the relational skills gaps that exist within project leaders, their teams, and their organizations.

PMO17BR104

3:30 PM - 5:00 PM Small PMO, Big Impact, Utilizing Change Management to Guide Strategic Planning, Initiatives (Lorelie Kaid, VP, Enterprise Project Management – WSECU)

No matter the size, your PMO can—and does—impact the organization's higher level objectives. The key is how you approach it! This session will focus on strategies to help your organization not just state their strategy and objectives, but accomplish them. Utilizing change management and leadership skills, take your PMO to the next level through the building of relationships, fostering action, presenting progress, and celebrating results.

Learning Objectives:

- Leverage change management to help the organization stay on target with its objectives.
- Learn how the PMO can become involved in the strategic planning process, no matter what the size.
- Hear from others about their challenges in being a part of (or not) strategic planning, and gain insight on approaches and strategies to overcome.

6:00 PM - 8:00 PM Welcome Reception

Monday, 06 November, 2017

6:30 AM - 7:30 AM Sunrise Activity

7:00 AM - 6:30 PM Registration

7:15 AM - 8:30 AM Networking Breakfast

PMO17GEN201

8:45 AM -10:15 AM

Opening Plenary - PMI Thought Leadership Series 2017

(PMI Host, TLS Partners, Executive Panelists: Mario Arlt, Group Vice President, Project Management – ABB, Anne Sparrenberger, Vice President, IT - Go to Market – FedEx); Ravesh Lala, Vice President of IBM Watson Partnership)

In a global economy characterized by rapid, sometimes unforeseen and disruptive change, organizations are continually assessing strategies and approaches to adapt quickly and mitigate the risks of such volatility. PMI is taking a year-long look at agile transformation culminating with our 2017 Thought Leadership Series. These reports will address issues of agile transformation that are driving business change—including in the PMO—to help organizations produce better results faster. The reports will address how people, process and culture are impacting the quest for greater agility and innovation. During this session, PMI will provide the findings of the reports, which were done in collaboration with KPMG and Forbes. An executive panel will follow, sharing their perspectives on agility including how to respond nimbly and quickly to the changing environment.

10:15 AM -10:45 AM Networking Break

10:45 AM - 11:00 AM PMO of the Year Finalists - Video Vignettes

11:00 AM - 12:00 PM Opening Keynote – Tony Scott – Leading Change and Driving Innovation

Organization agility, digital transformation, and effective innovation are key enablers of thriving business models of the future. With unmatched experience in both the private and public sectors, including heading up information technology infrastructure for the federal government, Tony Scott shares insight into the steps every business needs to take to remain competitive in a rapidly transforming era. Audiences will learn:

- How to foster breakthrough innovation
- How to successfully confront the enterprise-level challenges of digital modernization
- How to lead effective change and enhance organization agility

12:00 PM - 1:00 PM Lunch

1:00 PM - 5:15 PM Learning Excursion: Houston Food Bank – Brian Greene, CEO – Houston Food Bank & Jose Lopez, Houston Regional Manager – Project Control

The Houston Food Bank is a nonprofit organization that feeds the hungry by seeking food donations and distributing them to more than 600 hunger-relief programs in 18 southeast Texas counties. To meet the

growing issue of hunger and expand its distribution capacity, the Houston Food Bank renovated a neglected, thirty-year-old warehouse. José Lopez of Project Control and Brian Greene of the Houston Food Bank will talk about how this new building is helping to achieve the Houston Food Bank’s vision—to expand service to the community to reach 100,000,000 nutritious meals by 2018. After the talk, guests will have an opportunity to volunteer at the largest food bank in the world.

1:00 PM - 5:15 PM Learning Excursion: Johnson Space Center Hosted by NASA

When in Houston, a must-see is the NASA Johnson Space Center. Your visit will include a tour of the International Space Station Control Center, the lead center for communications and operations with the crew currently living in space. Participants will be up close and personal with the Orion, Soyuz, and commercial crew vehicle mockups used for training. Experts will guide you through your experience of training to fly in space. Join this excursion and gain insights of how project management is part of the space exploration endeavor.

1:00 PM - 2:30 PM Taking the Next Step - Implementing Agile in a Waterfall World (Seth Norburg, Program Management Supervisor – Caterpillar)

Caterpillar has traditionally managed projects utilizing the waterfall methodology. As the company embarks on digital initiatives, agile is being called upon as the discipline of choice for all types of projects. However, in doing so, teams became very aware that, for some projects, agile cannot be completely separated from the waterfall model. As a result, the team developed a “hybrid” version combining waterfall and agile to help teams meet their objectives and deliverables. This session will focus on Caterpillar’s Global Program Management team’s journey to implement agile in a waterfall environment, focusing on lessons learned that are applicable for all practitioners.

Learning Objectives:

- Identify and recognize the challenges and lessons learned associated with implementing agile in a waterfall environment.
- Understand the “hybrid” model and its application to projects.
- Communicate and provide recommendations for strategies to develop agile talent and expertise within teams.

1:00 PM - 2:30 PM Agile Transformation: Real-World Innovative Adaptation (Dr. Linda McIntosh, Director, IT Project Management Office – Sam Houston State University)

This interactive workshop will provide PMO leaders with a strategy for understanding when to use agile or hybrid approaches in their organizations. Using real-world examples, the presenter will share a proven agile-transformation model based on a combination of agile iterative, PMI standards, and waterfall-delivery methods. Whether you have experience or are seeking to gain practical knowledge, this workshop will give you take-home, strategic insights to practical and actionable acumens for your organization.

Learning Objectives:

- Understand one size does not fit all, so be ready to adapt and change—be entrepreneurial.
- Understand the culture and who you are delivering for and be ready to change the leader’s mindset, if necessary.
- Understand the importance of a quality team.

1:00 PM - 2:30 PM Plan Strategic Initiatives for Success, Deliver Benefits with Clarity, and Govern for Results (Morten Sorensen – Director, Amtrak & Nicole Doyle – PMO Program Leader, Procter & Gamble)

Do you have the right governance model to ensure you realize the expected value of your strategic initiatives? Are you having doubt, whether you have too much, not enough governance or perhaps not governing all the right aspects? We will look at how we implement strategic initiatives, and very importantly how we define, implement and right-size the governance required to ensure we achieve the goals as expected. We will look at good, proven practices in the areas of benefit realization and governance, and you will walk away with insight from other participants as well as a concrete governance health-check primer.

Learning Objectives:

- Understand how to realize the expected value of strategic initiatives.
- Understand how to right size governance.

1:00 PM - 2:30 PM Knowledge Hub 1 - The Hybrid PMO - Managing a Hybrid Project Portfolio (Anna-Marie Consor, AVP Project Management – Navy Federal)

Today organizations are facing an evolving challenge for managing various scopes of initiatives. In early days, it was easy to manage business initiatives using waterfall or systems development life cycle (SDLC) frameworks to plan and execute projects/programs. Now we are dealing with a growing demand for using various frameworks and practices to cope with new, emerging initiatives. Existing and upcoming PMOs need to build a hybrid capability to address this demand.

Learning Objectives:

- Understand and identify the needs for a hybrid PMO to deliver various types of initiatives.
- Learn from other PMO leaders who have experience with the management of a portfolio of hybrid projects and discuss challenges to the learning curve.

1:00 PM - 2:30 PM Knowledge Hub 2 - Leading Self-Managed (Organized) Teams (Richard Sigler, Director, PMO - Loyola University Maryland)

A fundamental difference between planned practices and adaptive practices is the concept of a self-managed or self-organized team. Many life cycle frameworks and organization policies have conflicting guidance. What is a self-management team and how is the PMO to interact?

Learning Objectives:

- How the PMO should interact with a self-managed team.
- Approaches to take to mitigate the challenges to a PMO when teams are self-managed.
- What metrics are meaningful to track from the self-managed team?

1:00 PM – 2:30 PM Knowledge Hub 3 - The PMO as the Driver of Strategy (Iain Fraser, Business Consultant - Jacobite Consulting Ltd.)

In order to remain valuable to the organization, a PMO must evolve from a reporting and execution function to providing and enabling leaders to develop and implement strategies that drive better business outcomes. This knowledge hub will explore ways the PMO is uniquely positioned to help achieve successful organizational transformation and become the driver of strategy.

Learning Objectives:

- Learn how PMOs can move from an execution-based PMO to one that helps provide strategic direction for an organization.
- Learn about common challenges a PMO may face as it moves toward a more strategic partnership with senior leaders.

1:00 PM – 2:30 PM Knowledge Hub 4 - Effective PMO Leadership for Organization Agility (D. Hubbard, President - D.G. Hubbard Enterprises, LLC, and Peter Rogers, CEO – P17 Group, LLC)

Organizational agility is the ability to change or adapt rapidly in response to market conditions or other external factors, including new competitors, emerging technologies, customer demands and sudden economic and sociopolitical shifts.

In order to enhance organizational agility, organizations adopt transformational initiatives to optimize themselves to compete effectively in markets. For that to happen, leadership at the PMO level plays a critical role in terms of providing vital inputs/feedback in developing talents, promoting the right mind-set, selecting the right initiative and providing the appropriate resources and guidelines to enhance organizational agility.

Learning Objectives:

- Learn how effective PMO leadership plays a role in improving organizational agility.
- Learn about the best practices that PMOs are using to transform the culture of agility.
- Learn how PMO leadership embraces change toward agility.

2:30 PM - 3:00 PM *Networking Break*

3:00 PM - 4:00 PM How to Use PMO Intake Processes to Manage Your Project Portfolio (Don Clarke, Director Global IT PMO – TeleTech)

Implementing an effective project intake process is a key success factor for expanding the value of your PMO. Your intake processes function as the “gate keeper” for your PMO, and are the foundation for effectively managing your PMO’s project portfolio. Facilitating the process that allows your organization to define, approve, and implement within the limited resources available is a big step toward expanding the value of your PMO beyond just successful project delivery. This session will provide real-life examples of a functioning intake process and ideas in today’s rapidly changing business environment.

Learning Objectives:

- Learn the value of how developing a defined and repeatable project intake process, and utilizing a formal governance committee.
- Learn from real-life examples of an active intake and governance process—how to contextualize the process for their PMO environment.
- Learn how to start doing project intake and governance, and avoid initial pitfalls.

3:00 PM - 4:00 PM Leveraging the PMO to Operationalize Strategic Business Interests Within the Bio-Pharma Industry (Fergus DeLappe, Director Biologics PMO, Bristol-Myers Squibb & Roger Williams, Director, Pharmaceutical Manufacturing PMO, Bristol-Myers Squibb)

Clearly articulating the strategy of an organization provides the PMO their “North Star.”

We must then employ an effective mechanism for cascading this strategy throughout the organization. This allows the organization to align processes, tools, and resources to support these strategic goals and objectives. Processes and tools should aim to balance administrative burdens with the value proposition. This presentation will outline our approach to integrated portfolio planning and successful project execution, supported by effective project resource management, to enable us to operationalize our strategy in a bio-pharma environment.

Learning Objectives:

- Consider Hoshin Kanri A3 as mechanism to articulate and cascade strategy.
- Discuss integrated portfolio planning as a method to operationalize strategy.
- Review an approach to applying resource management to support successful execution in a bio-pharma environment.

3:00 PM - 4:00 PM Five Transformational Steps Toward Increased Organizational Agility (Iain Fraser, Business Consultant - Jacobite Consulting Ltd.)

A “punchy” dialogue that presents guidance that will assist leaders and teams in adapting to and adopting a flexible structure that drives value through the organization. Five steps will be reviewed and detailed that also present an opportunity for delegates to participate in the conversation. Ways to embrace and guide change will also be touched upon, as will elements of talent capability assessment to arm the EPMO/PMO with an increased contribution to organizational performance.

Learning Objectives:

- Identify and operate a value management framework that can be adopted to suit differing needs.
- Quickly change risks to opportunities for EPMO/PMOs to offer a greater contribution to organizational performance.
- Translate, integrate, and then use business change techniques to improve organizational agility.

3:00 PM - 4:00 PM Managing a Portfolio in a Way That Supports and Promotes Organizational Innovation and Agility (Rachelle Reilly, Director, Strategic Investment Planning and Oversight, Canada Revenue Agency)

Government organizations have a reputation of being bureaucratic, stale, and risk averse; so when the Canada Revenue Agency implemented a portfolio management approach, many thought it would slow projects down, stifle innovation, and prevent us from adapting quickly to our changing environment. I'd like to tell you how we proved them wrong and provide some insights to help your organization to maximize its agility.

Learning Objectives:

- See how government organizations are not unlike many others in their quest for increased agility.
- Increase agility by enhancing project and portfolio management maturity.
- Learn how portfolio management and project management work hand-in-hand.

3:00 PM - 4:00 PM Knowledge Hub 1 - Evolving the PMO - How to Catapult Your PMO to the Next Level (Alex Nascimento, PMO Leader and Program Manager)

Your organization has realized the need and benefits of having a formal PMO! You have a portfolio of projects, you're managing them to stakeholder needs and your project managers are executing and delivering—so now what? Are you continuing to deliver value as the business environment and your organizational strategy change and shift? If you're wondering what will take your PMO to the next level, please join your peers and one of our experienced facilitators to share your stories, ask questions and gain insight from other PMO leaders on how to take your PMO to the next level.

Learning Objectives:

- Identify themes and trends for ways to evolve your PMO.
- Understand ways to develop, communicate and sustain PMO value proposition.

3:00 PM – 4:00 PM Knowledge Hub 2 - The Critical Role of the PMO in Agile Transformation (Lisa Cooney - Agile Practitioner, Addx Corporation)

Agile transformation is an ongoing and dynamic effort to develop an organization's ability to change or adapt rapidly in responding to a fast-changing environment to achieve business value by engaging people, improving processes and enhancing culture. Is your PMO leading agile transformation efforts in your organization? What challenges does your PMO encounter? Are there effective solutions for PMOs to focus on in the fast-paced business environment? Join this knowledge hub to share agile transformation lessons learned and PMO stories.

Learning Objectives:

- Awareness of common mistakes in applying agile practices in a predictive environment and how to avoid these errors.
- Learn how to “sense” challenges before they become critical.
- Learn from others who have experience with transformation and make contacts.

3:00 PM - 4:00 PM Knowledge Hub 3 - Impacts of Agile Transformation on People, Processes, and Culture (Adeel Leghari, Director of Strategic Initiatives Delivery - Al Ayuni Investment and Contracting Company)

Changing your organization to an agile mind-set requires a significant shift for most organizations, as agile approaches rely on every team's creativity and thinking and less on checklists and artifacts. Join PMO leaders to discuss the impacts on your critical resources, processes and cultures and how to lessen the negative impact of those challenges.

Learning Objectives:

- Learn how PMOs can lead the individual team transformation and create flexible processes.
- Learn about the best practices that PMOs are using to transform the culture of agility.
- Agility is achieved through the flexibility the organization needs to respond with greater value rather than applying a methodology or tool.

3:00 PM - 4:00 PM Knowledge Hub 4 - Implications of the Program Management Improvement and Accountability Act (PMIAA) (Lorelie Kaid, VP, Enterprise Project Management – WSECU)

On December 14, 2016, President Barack Obama signed into law S.1550, the Program Management Improvement and Accountability Act of 2015 (PMIAA), which will enhance accountability and best practices in project and program management throughout the federal government. The legislation was approved by both chambers of Congress with overwhelming bi-partisan support. Join this knowledge hub to learn more about PMIAA and how this legislation is impacting the project management profession and U.S. federal government.

Learning Objectives:

- Learn about PMIAA
- Gain insights about PMIAA potential impacts
- Learn from other participants regarding their experience with PMIAA

4:00 PM - 4:15 PM Transition Break

4:15 PM - 5:15 PM Best Practices for Achieving Organizational Agility (Holly Lyke-Ho-Gland, Principal Research Lead – APQC)

CEOs believe that due to the fast pace of change in today's business environment—disruptive technologies, internet of things, evolving relationships with customers, industry convergence, etc.—there will be more competition and opportunities on the horizon than three years ago. However, most of the CEOs are concerned that their organizations lack the skills and flexibility necessary to identify and deal with new opportunities and competitive threats.

Additional research indicates that organizational agility allows organizations to overcome these obstacles. This presentation will look at current research by APQC on trends in organizational agility and strategic planning.

Learning Objectives:

- Learn about the characteristics of organizational agility and trends around common performance.
- Discover the key planning and implementation techniques that improve agility.
- Find ways to determine the right level of agility, and learn about practices that can be adopted to improve your ability to identify and execute new opportunities quickly.

4:15 PM - 5:15 PM A Results-Driven PMO: Win Every time! (Richard G. Sigler, Director, PMO - Loyola University Maryland)

Build and refine your PMO to achieve unparalleled levels of success by following four precepts that, when used in combination, synergize into “The Results-Driven PMO.” Learn how to leverage “Total Success Mindset,” “Total Transparency,” “Total Accountability,” and “Total Proof” to drive your PMO to measurable levels of success never before achieved. Accept nothing less than success and then demonstrate the value your PMO provides.

Learning Objectives:

- Learn how to define success concretely so all subjectivity is removed.
- Discover ways to define accountability and hold people accountable.
- Find the best ways to demonstrate value and provide relatable information that highlights the value of the PMO.

4:15 PM - 5:15 PM Super Powers of the EPMO: The Future is Now (Jessica Ballew, Deputy Assistant Director of Policy & Planning - Texas Department of Public Safety & Amanda Arriaga, Assistant Director of Administration – Texas Department of Public Safety)

Today’s Enterprise PMO must understand how to develop and exploit a vast arsenal of superpowers in order to maximize short- term delivery and long-term value. Now, more than ever, agile delivery is required to meet evolving strategic objectives, exploit new opportunities, and rapidly respond to an ever-changing threat environment. With continuous delivery, also comes continuous change and the need to manage toward enterprise adoption and sustainability. The speakers will provide the audience with tools and techniques that are proven to effectively and successfully plan and deliver, while shaping the future of the organization.

Learning Objectives:

- Learn methods for designing projects and portfolios that deliver the most benefit in the least amount of time.
- Gain an understanding of how to optimize stakeholder and communication management in order to achieve key insights that result in greater benefits realization and adoption for the organization.
- Identify techniques for developing a framework that is more adaptable, scalable, and agile to maximize short-term benefits and achieve long-term sustainability.

4:15 PM - 5:15 PM Building Strong Foundations: Underwriting Fannie Mae's Agile Transformation (David McMunn, Director, Fannie Mae)

For the last two years, Fannie Mae has worked to transform itself from a siloed, hierarchical culture, following a gated workflow with long release cycles, to an agile organization. This experience report will focus on Fannie Mae's journey; the challenges, benefits, and key learnings. Our conclusion: Too often, agile transformations stop short. While it is important to build bridges with the business, mature agile teams, and leverage automation, successful transformation requires an unrelenting focus on changing the ecosystem (e.g., budgets, governance, procurement, HR) and supporting how the organization does work—or change will not sustain itself.

Learning Objectives:

- Gain perspective on the momentum needed to support an agile transformation.
- See how leadership and management are pivotal change agents required at the outset to change traditional ways of thinking and embedded legacy cultures.
- Gain insight into how an unrelenting focus on innovation and experimentation is required to break down barriers to the technical status quo and get to the vertical slice.

4:15 PM - 5:15 PM Knowledge Hub 1 - Scaling Agile Practices to the Enterprise (Dr. Edivandro Conforto, EC Conforto Research & Consulting Group)

Agile teams often report friction between the way the teams operate and the way other parts of the organization function. Teams and their leaders often want to find effective ways to scale the agile approach and mind-set to the rest of the organization. What important factors should the PMO consider, and what are some practical tips the PMO can use to scale agile concepts across and up the organization?

Learning Objectives:

- Learn how others convinced their organization to accept agile concepts and develop an agile mind-set.
- Learn about the approaches that were successful and those that weren't.

4:15 PM - 5:15 PM Knowledge Hub 2 - PMO Quick Tip Guide - The Value Added PMO (Mickey Nakamura, Director, Information Services – Scripps Health)

PMO Quick Tip Guide – The Value-Added PMO is a complimentary publication of the PMO Symposium 2017. This publication provides selected, insightful practices and techniques that PMOs are uniquely positioned to perform and deliver more value to stakeholders and the organization that they serve. Join this knowledge hub to meet the contributors of the PMO Quick Tip Guide and discuss the various approaches highlighted in the publication.

Learning Objectives:

- Gain more insights from the subject matter experts who developed the Quick Tip Guide
- Learn from peers regarding how their PMO creates value
- Learn about the value-added approaches that are successful and those that aren't

4:15 PM - 5:15 PM Knowledge Hub 3 - Benefits Realization Management in an Adaptive Project Environment (Joey Roa, PMO Manager – Suncor Energy)

Various project management practices require a strong emphasis on customizing and tailoring the work to fit the needs of the project and the environment. These strategies and efforts can enhance agility and deliver faster business results. However, how does benefits realization management fit into a constantly changing project environment where adaptive processes are replacing plan-driven approaches? What strategies, tools and techniques can PMO leaders use for identifying, executing and sustaining benefits in this environment? Join your peers and an experienced facilitator for a lively discussion on how the use of agile/hybrid/blended approaches impacts benefits realization management.

Learning Objectives:

- Learn about agile/hybrid/blended approaches and its potential impact on benefits realization management.
- Learn how to apply the right approaches and enhance benefits realization management to your current PMO.

4:15 PM - 5:15 PM Knowledge Hub 4 - Best PMO Agile/Hybrid Practices (Leila Rao, Lean-agile Coach, AgileXtended)

Does your PMO use different agile, hybrid, or customized approaches to enhance agility and deliver better business results faster? There are well documented organizational level practices that improve agility. Join this knowledge hub to share those practices and discuss their value.

Learning Objectives:

- Gain awareness of agile practices at the PMO level.
- Gain insight in how to identify, create and build a new best practice.

6:00 PM - 8:00 PM *Networking Reception*

Tuesday, 07 November, 2017

6:30 AM - 7:30 AM *Sunrise Activity*

7:00 AM - 6:00 PM *Registration*

7:15 AM - 8:30 AM *Networking Breakfast*

8:00 AM - 8:45 AM **Lightning Talk 1**

A lightning talk is an engaging, compelling, fast-paced method of sharing information. Each speaker in the lightning talk articulates an insightful, inspiring, thought-provoking, humorous, or enlightening idea or story within a short time frame of 5 minutes following by a 10-minute Q&A with the audience. Join this lightning talk to hear from Mike Griffith (Chair of PMI Agile Practice Guide), Chris Lawler (PMI OPM Advisory Group Member), and Meredith Rousseau (TD Bank - Head of Strategic Portfolio Delivery).

- Mike Griffith - Beyond Agile: The Future for Projects
- Chris Lawler - Risks in Agile Transformation
- Meredith Rousseau - Applying Agile Routines to Traditional Project Delivery

8:00 AM - 8:45 AM **Lightning Talk 2**

A lightning talk is an engaging, compelling, fast-paced method of sharing information. Each speaker in the lightning talk articulates an insightful, inspiring, thought-provoking, humorous, or enlightening idea or story within a short time frame of 5 minutes following by a 10-minute Q&A with the audience. Join this lightning talk to hear from Iain Fraser (Business Consultant - Jacobite Consulting Ltd.), Seth Norburg, (Program Management Supervisor – Caterpillar), and Morten Sorensen (Director, Amtrak).

- Iain Fraser - Value Management – A Framework for Strategy Alignment
- Seth Norburg - Pairing Up For Success
- Morten Sorensen - Roadmap Your Way to Benefits

9:00 AM – 10:30 AM **Morning Keynote – Transient Advantage - Dr. Rita McGrath (Columbia University)**

The ingrained systems that executives rely on to extract maximum value from a competitive advantage are liabilities—outdated and even dangerous—in a fast-moving competitive environment. Based on her research and work with global companies, McGrath defines the new transient lifecycle of competitive advantage and shows how firms can manage it by using her updated philosophy. McGrath's new playbook for strategy helps companies with: continuous reconfiguration, using resource allocation to promote deftness, building an innovation proficiency, leadership and mind-set, personal meaning of transient advantage, and offers a bold new set of principles for competing in volatile and uncertain environments.

11:00 AM – 12:00 PM Continuous Improvement of the PMO at BC Hydro: People, Practices and Technology - Neil Kelly, Director & Ken McKenzie, VP, Project, Program and Portfolio Services - BC Hydro

The purpose of this presentation is to focus on the key things that the PMO at BC Hydro has been focused on since winning the 2016 PMO of the Year Award at the 2016 PMO Symposium. Key topics to be discussed include career development for PMO staff, the scalability of our single standard practice to all projects in the portfolio—which range from under US\$1 million to over US\$1 billion—the introduction of schedule contingency, as well as updates to the technology that we use to deliver our projects.

Learning Objectives:

- Use practical tools to drive career development for PMO staff.
- Gain insights about approaches to scaling project delivery practices in a diverse project portfolio.
- Apply schedule contingency to project schedules to recognize duration uncertainty.

11:00AM – 12:00 PM Connecting the Dots – Using Rich Data to Improve Complex Portfolio Delivery - Gayan Benedict, Deputy CIO, Information Technology - Reserve Bank Australia

As Australia’s central bank, the Reserve Bank Australia (RBA) is responsible for conducting monetary policy, maintaining an efficient financial system, and issuing the nation’s banknotes.

Despite the recent exponential increase in the RBA’s IT portfolio, the PMO has delivered large industry projects on time, and with great results. The RBA’s IT PMO has integrated its governance and quality assurance processes across IT and broader bank functions, and has enhanced transparency with forward-looking analytics and reporting. Join this session to learn about the RBA's IT PMO and how an adaptive PMO can benefit your organization.

Learning Objectives:

- Leverage a small, lightweight PMO and focus on external teams, integrated processes, and data to achieve outcomes.
- Ask how the right data delivered at the right time to the right people can contribute to significantly improved portfolio outcomes.
- Learn how a learning-based culture that gathers data to use later will set a PMO up for ongoing success.

**11:00AM – 12:00 PM The Big Bang – Cerner’s Approach to Agile Transformation
Matt Anderson, PMO Director - Cerner Corporation**

Cerner’s whole portfolio was in a hot, dense mess eight years ago, and Dr. Sheldon Cooper was nowhere to be found. As rapid expansion was happening, the historic processes could no longer meet the need. Enter Cerner’s PMO to bring needed organization to the chaotic situation by introducing agile practices to a few, and then accelerating in a Big Bang fashion across 2000+ developers in less than six months. What could have been a docudrama or horror story turned into a magnificent new creation, positioning Cerner for sustained growth and increased business agility across the entire enterprise.

Learning Objectives:

- Build a roadmap for fast-paced agile adoption at scale.
- Understand the role of an executive champion for agile to be maintained at the enterprise level.
- Understand how the PMO can be the change agent and champion that leads agile, rather than a victim of a business decision.

11:00AM – 12:00 PM Building Integrated Program Teams: A Key to Agile Success - Eric Rebentisch, Lead Researcher - MIT Consortium for Engineering Program Management

Managing complex development initiatives—whether physical products or services delivered through software—requires highly aligned teams with members from different disciplines. Research shows that to be effective and deliver the right value, interdisciplinary teams must quickly integrate their practices and establish a highly collaborative environment. This session details a framework that PMO leaders can use to facilitate that integration to produce stronger performance and better results. The session includes a detailed case study of the framework in action in a U.S. federal government program.

Learning Objectives:

- Understand how to apply the integration framework within the PMO to drive stronger performance.
- Identify the key elements associated with effective integration.
- See how the integration framework works in actual application.

**11:00AM – 12:00 PM Hit a Home Run: How to Evolve Your Federal PMO
Scott Hine, Director, Project Management Coordination Office - US Department of Energy, Office of Energy Efficiency and Renewable Energy**

Advancing a government PMO requires initial and ongoing executive support based upon a strong value proposition. However, it isn't enough to provide tools, guidance, and lessons learned. The PMO must work with its stakeholders to make sure it is offering meaningful support that better positions the program/project to achieve its intended mission. It must also communicate actionable information about portfolio performance and the PMO's value. This session will describe how an office created to manage a US\$17 billion presidential initiative now works to improve project management across the Department of Energy, with lessons applicable to government and non-government PMOs.

Learning Objectives:

- Identify ways of building upon past successes to build support for the PMO's current activities and to continually evolve and improve the PMO.
- Identify and discuss the unique leadership, coordination and collaboration challenges faced by government PMOs—at the federal, state or local level, regardless of international or cross-cultural reach, and to develop new strategies for facing those challenges.
- Develop tools for managing a PMO team that incorporates the right mix of skills among federal and contractor staff.

11:00AM – 12:00 PM Delivering Strategy in a Changing Environment Through Effective Portfolio Management – Kate Ganley, Vice President Group Programs and Projects & Tasha Sawchuk, Senior Manager Group Programs & Projects, Etihad Aviation Group

Building a new or transforming an existing PMO begins with a roadmap and relies on continued top-down support. Regularly reviewing your roadmap and reconnecting your organization and senior leadership to the value of the PMO is key to successfully delivering strategic objectives. Using agile concepts to implement organizational transformation enables change to be developed collaboratively and delivered incrementally, utilizing a scalable, continuous improvement methodology. Join this session to hear about one PMO's journey and explore useful tools, methodology and lessons learned that have a multi-jurisdictional, multi-sectoral application.

Learning Objectives:

- Recognize areas where PMO offerings can be enhanced to provide additional value to the business.
- Understand the impact that balancing portfolio management with project management can have on the business.
- Investigate ways where a PMO can become a strategic partner to the business.

**11:00AM – 12:00 PM Jump-starting Agile: The One Thing You Need to Do!
J. LeRoy Ward, Executive Vice President for Enterprise Solutions - International Institute for Learning, Inc.**

Bandwagons, you've got to love them. When something's hot, everyone wants in! And, that's the case with agile. Think agile is just for software? Think again. It's being used in winery operations, sales, marketing, and a host of other areas where a group of folks need to get a tough job done. Based on scores of interviews with PMO directors and other leaders hailing from all industry sectors, Mr. Ward has identified the "one thing" a PMO can do to accelerate agile implementation. This is your ticket to a bandwagon you may not want to let pass by.

Learning Objectives:

- Understand how agile, and its various implementations and frameworks, are transforming the way projects get done in a wide variety of industries.
- Recognize how a PMO can transform itself from being stuck in the tactical mud of standards and process to being a more strategic entity by "leading the charge" in agile adoption in their organization.
- Use the lessons learned, commentary, and guidance from a wide variety of senior PMO directors and leaders of project, program, and portfolio management who have successfully implemented agile in their organization focusing on the "one thing" they did that really made a difference.

11:00 AM - 12:00 AM Knowledge Hub 1 - The Hybrid PMO - Managing a Hybrid Project Portfolio (Rehan Baaqri, Senior Enterprise Portfolio Manager - Pepsi)

Today organizations are facing an evolving challenge for managing various scopes of initiatives. In early days, it was easy to manage business initiatives using waterfall or systems development life cycle (SDLC) frameworks to plan and execute projects/programs. Now we are dealing with a growing demand for using various frameworks and practices to cope with new, emerging initiatives. Existing and upcoming PMOs need to build a hybrid capability to address this demand.

Learning Objectives:

- Understand and identify the needs for a hybrid PMO to deliver various types of initiatives.
- Learn from other PMO leaders who have experience with the management of a portfolio of hybrid projects and discuss challenges to the learning curve.

11:00 AM - 12:00 PM Knowledge Hub 2 - Leading Self-Managed (Organized) Teams (Lisa Cooney, Agile Practitioner, Adx Corporation)

A fundamental difference between planned practices and adaptive practices is the concept of a self-managed or self-organized team. Many life cycle frameworks and organization policies have conflicting guidance. What is a self-management team and how is the PMO to interact?

Learning Objectives:

- How the PMO should interact with a self-managed team.
- Approaches to take to mitigate the challenges to a PMO when teams are self-managed.
- What metrics are meaningful to track from the self-managed team?

11:00 AM - 12:00 PM Knowledge Hub 3 - The PMO as the Driver of Strategy (Adeel Leghari, Director of Strategic Initiatives Delivery - Al Ayuni Investment and Contracting Company)

In order to remain valuable to the organization, a PMO must evolve from a reporting and execution function to providing and enabling leaders to develop and implement strategies that drive better business outcomes. This knowledge hub will explore ways the PMO is uniquely positioned to help achieve successful organizational transformation and become the driver of strategy.

Learning Objectives:

- Learn how PMOs can move from an execution-based PMO to one that helps provide strategic direction for an organization.
- Learn about common challenges a PMO may face as it moves toward a more strategic partnership with senior leaders.

11:00 AM - 12:00 PM Knowledge Hub 4- Effective PMO Leadership for Organization Agility (Alex Nascimento, PMO Leader and Program Manager)

Organizational agility is the ability to change or adapt rapidly in response to market conditions or other external factors, including new competitors, emerging technologies, customer demands and sudden economic and sociopolitical shifts.

In order to enhance organizational agility, organizations adopt transformational initiatives to optimize themselves to compete effectively in markets. For that to happen, leadership at the PMO level plays a critical role in terms of providing vital inputs/feedback in developing talents, promoting the right mind-

set, selecting the right initiative and providing the appropriate resources and guidelines to enhance organizational agility.

Learning Objectives:

- Learn how effective PMO leadership plays a role in improving organizational agility.
- Learn about the best practices that PMOs are using to transform the culture of agility.
- Learn how PMO leadership embraces change toward agility.

12:00 PM – 1:00 PM Lunch

**1:00 PM – 2:30 PM The End of Competitive Advantage – A Workshop
Dr. Rita McGrath (Columbia University)**

The ingrained systems that executives rely on to extract maximum value from a competitive advantage are liabilities—outdated and even dangerous—in a fast-moving competitive environment. Based on her research and work with global companies, McGrath defines the new transient lifecycle of competitive advantage and shows how firms can manage it by using her updated philosophy. McGrath’s new playbook for strategy helps companies with: continuous reconfiguration, using resource allocation to promote deftness, building an innovation proficiency, leadership and mind-set, personal meaning of transient advantage, and offers a bold new set of principles for competing in volatile and uncertain environments.

**1:00 PM – 2:30 PM Building Team Agility and Releasing Creativity Through the Thoughtful Language of Leadership
John Post, Senior Advisor - Lawrence Livermore National Laboratory & John Tompkins – Consultant Coach - Team Deserve, Inc.**

It is easy to agree with the theory that soft skills are the key to effective teams. In practice, soft skills are the hard skills for many people. This session will provide you with an introduction to a project-proven communications model—complete with skills and techniques—that has been successfully deployed across a broad spectrum of projects, including civil construction, information technology, and leading-edge, first-of-a-kind technologies. This session will provide you with an overview of the model and the opportunity to practice it in small groups.

Learning Objectives:

- Develop a detailed awareness and understanding of the dynamics of total communication. Learn about what the outcomes (positive and negative) of that communication can be, both in individual relationships with others and team effectiveness and productivity.
- Improve your ability to understand more clearly what others are communicating. This includes the ability to translate the meaning of the words used, and also to help discern the meaning of other nonverbal communications, including body cues, etc.
- Acquire the beginnings of the knowledge and tools needed to facilitate and significantly improve the overall communication within your project teams. When team members collectively understand and embrace the techniques and tools together, the interpersonal relationships and team productivity often improve dramatically.

1:00 PM – 2:30 PM On Your Mark, Get Set...Innovate!

Jeremy Pasley, Program Management Supervisor – Caterpillar

Creating customer value and internal efficiency gains doesn't happen by accident; nor does it happen overnight. It takes commitment by leadership and focus by the group to truly create a culture of innovation. This session will focus on Caterpillar's Global Program Management innovation journey and the processes they leveraged that ultimately led to the generation of 150 ideas, US\$1 million cost avoidance, and over 5,000 hours of efficiency gains.

Learning Objectives:

- Understand Caterpillar's PMO approach to innovation and continuous improvement.
- Recognize the PMO benefits associated to a dedicated focus on innovation and continuous improvement.
- Identify and apply key innovation concepts to your PMO to drive customer value and efficiency gains.

1:00 PM – 2:30 PM Agile Transformation Through Effective Leveraging of PMO Capabilities

Dr. Edivandro Conforto, EC Conforto Research & Consulting Group

An agile transformation initiative begins with a clear understanding about what agility means for different organizational areas, including the PMO. The PMO can play a significant role in the implementation of an agile culture and support the use of tailored practices (hybrid models). This session explores how the PMO can leverage its capabilities to support the implementation of agile-hybrid practices, and development of teams' competencies. Key takeaways are based on a 1.5-year case analysis supported by an internal survey with 21 professionals combined with multiple in-depth interviews.

Learning Objectives:

- Learn key strategies your PMO can take to effectively support agile transformation initiatives.
- Gain knowledge about key factors that might influence the need for the use of hybrid approaches.
- Take away key insights and steps to prepare your PMO to support agile transformation initiatives.

1:00 PM – 2:30 PM Advancing Your PMO to be Strategically Relevant

Dannell Peddell, Director, Project Management Office –Cineplex Digital Media

The presentation will provide the audience with specific tools and examples for relating the strategic objectives of the organization into active projects. An overview will be provided on benefits realization and how projects can provide transparency tracing back to the original forecasted business model of the project. It will provide tools to empower project management leaders to own strategy tracking within their project reporting. There will be an interactive exercise to equip audience members with the "how-to," so they can bring it back to their organization.

Learning Objectives:

- Gain ways to increase your competitive response and market demands.

- Discover ways to improve your agility and discipline.
- Learn about constant evolution and improvements.

1:00 PM – 2:30 PM 2017 PMO of Year Finalists – Achieving Award Winning Results (Speakers To Be Announced)

Hear from the 2017 PMO of the Year Finalists who will share their challenges and best practices.

1:00 PM - 2:30 PM Knowledge Hub 1 – Evolving the PMO – How to Catapult Your PMO to the Next Level – Don Clarke, Director Global IT PMO – Tele Tech)

Your organization has realized the need and benefits of having a formal PMO! You have a portfolio of projects, you're managing them to stakeholder needs and your project managers are executing and delivering—so now what? Are you continuing to deliver value as the business environment and your organizational strategy change and shift? If you're wondering what will take your PMO to the next level, please join your peers and one of our experienced facilitators to share your stories, ask questions and gain insight from other PMO leaders on how to take your PMO to the next level.

Learning Objectives:

- Identify themes and trends for ways to evolve your PMO.
- Understand ways to develop, communicate and sustain PMO value proposition.

1:00 PM - 2:30 PM Knowledge Hub 2 – Critical Role of the PMO in Agile Transformation (Deb Strutt - Senior Coordinator, EPMO - City of Darebin, Melbourne, Victoria, Australia)

Agile transformation is an ongoing and dynamic effort to develop an organization's ability to change or adapt rapidly in responding to a fast-changing environment to achieve business value by engaging people, improving processes and enhancing culture. Is your PMO leading agile transformation efforts in your organization? What challenges does your PMO encounter? Are there effective solutions for PMOs to focus on in the fast-paced business environment? Join this knowledge hub to share agile transformation lessons learned and PMO stories.

Learning Objectives:

- Awareness of common mistakes in applying agile practices in a plan-driven environment and how to avoid these errors.
- Learn how to “sense” challenges before they become critical.
- Learn from others who have experience with transformation and make contacts.

1:00 PM – 2:30 PM Knowledge Hub 3 – Impacts of Agile Transformation on People, Processes, and Culture (Jessica Ballew, Deputy Assistant Director of Policy & Planning - Texas Department of Public Safety)

Changing your organization to an agile mind-set requires a significant shift for most organizations, as agile approaches rely on every team's creativity and thinking and less on checklists and artifacts. Join

PMO leaders to discuss the impacts on your critical resources, processes and cultures and how to lessen the negative impact of those challenges.

Learning Objectives:

- Learn how PMOs can lead the individual team transformation and create flexible processes.
- Learn about the best practices that PMOs are using to transform the culture of agility.
- Agility is achieved through the flexibility the organization needs to respond with greater value rather than applying a methodology or tool.

1:00 PM – 2:30 PM Knowledge Hub 4 – Implications of the Program Management Improvement and Accountability Act (PMIAA) (Scott Hine, Director, Project Management Coordination Office - US Department of Energy, Office of Energy Efficiency and Renewable Energy)

On December 14, 2016, President Barack Obama signed into law S.1550, the Program Management Improvement and Accountability Act of 2015 (PMIAA), which will enhance accountability and best practices in project and program management throughout the federal government. The legislation was approved by both chambers of Congress with overwhelming bi-partisan support. Join this knowledge hub to learn more about PMIAA and how this legislation is impacting the project management profession and U.S. federal government.

Learning Objectives:

- Learn about PMIAA
- Gain insights about PMIAA potential impacts
- Learn from other participants regarding their experience with PMIAA

2:30 PM – 3:00 PM Networking Break

3:00 PM – 4:00 PM Drive Faster Adoption of PMO Capabilities to Deliver Stronger Business Outcomes - Nicole Doyle, PMO Program Leader, Procter & Gamble

Often, the hardest aspect of leading a PMO is driving adoption of new processes, tools, and methods. While the PMO envisions the new capabilities driving stronger business results, not everyone in the organization will understand and appreciate the changes. At most companies, the PMO cannot simply mandate; therefore, the ability to influence stakeholders and leverage change management best practices are critical to being able to drive change quickly and effectively. This session will explore practical tools and techniques to manage the people-side of adoption in a way that visibly links the efforts to the organization's business goals.

Learning Objectives:

- Understand what change management and adoption are and how important they are to achieving a PMO's business goals.
- Learn a simple change management framework and how to incorporate change activities into the PMO's transformation plans.
- Learn some practical change management techniques you can easily apply to drive change faster and more effectively.

3:00 PM – 4:00 PM The EPMO Role in Achieving the UN's Sustainable Development Goals (SDGs) - Don Kingsbury, President/CEO - PM Global Leaders

Mr. Kingsberry worked with the World Health Organization (WHO) to establish an organization-wide Project Management Centre of Excellence (PMCOE). The PMCOE is a strategic investment for WHO, enabling the organization to manage consistently and align projects with long-term global health goals that are embodied in the UN's overall Sustainable Development Goals (SDGs), as well as to support in delivering emergency responses. The lessons learned from this work can demonstrate the value an EPMO in international organizations can bring to the achievement of the Sustainable Development Goals for mankind, and to help other organizations achieve their own success.

Learning Objectives:

- See where to begin to correctly build a value-added, sustainable EPMO function.
- Learn why enterprise-wide project portfolio management is critical to an organization's success, and in linking strategy to execution.
- Learn about the six key activities of an enterprise-level PMO.

3:00 PM – 4:00 PM Communities of Practice - Doing it Right! Edouard Larocque, Senior Program Manager - Employment and Social Development Canada

This presentation focuses on a real-life example of transforming a typical bureaucratic Community of Practitioners (Canadian Government - Interdepartmental Investment Planning and Project Management - Community of Practitioners) into an organization that is able to influence government policy and multi-department collaboration for the identification and resolution of systemic issues affecting effective, efficient, and accountable project management. The presentation will bring focus on how communities of practice (CoP) can be influential in:

- Increasing agility, especially in a bureaucracy-heavy environment
- Influencing professional competency and development
- Supporting PMOs in their efforts to evolve into a value added commodity

Learning Objectives:

- Learn what a community of practice is and what it can do for you.
- Learn how to create an effective CoP.
- Find ways to energize or re-energize your PMO.

3:00PM – 4:00PM How to Be a PMO in the Agile Age - Meredith Rousseau, SVP, Head of Strategic Portfolio Delivery - TD Bank

More and more organizations are moving toward agile as a delivery approach, but how does the "legacy" PMO function stay relevant and continue to add value during an organization's transformation from traditional project delivery to agile? This session will explore things that worked and did not work for the PMO function during one organization's journey toward a multidisciplinary project delivery model, integrating waterfall, iterative and agile methods. We will discuss practical ways that the PMO can not only support the agile transformation, but also lead the journey.

Learning Objectives:

- Discuss a PMO's role in an agile project delivery environment, especially when more traditional project delivery methods, such as waterfall, will continue to exist.
- Provide practical ways in which a PMO can support and lead an organization's transformation to a multidiscipline project delivery environment including waterfall, iterative, and Agile.
- Understand lessons learned from the PMO's evolution during the organization's agile transformation, what worked and what did not.

3:00PM – 4:00PM A Pragmatic, Holistic Approach to PMO Maturity – Focused on Business Outcomes - Tracy Grimes, Sr. Program Management, NTT Data Services EPMO

This session will offer pragmatic tips and techniques for leaders to continuously improve and mature their PMO, while keeping business outcomes top-of-mind and using value-added metrics to drive results. We begin with a holistic PMO assessment to identify pain points and quickly address tactical challenges, while prioritizing and driving strategic changes across the organization.

Learning Objectives:

- Learn how to approach PMO maturity from a fresh, holistic angle—addressing both tactical and strategic aspects.
- Leave knowing immediate steps you can take toward maturity in your PMO.
- Learn to use business outcomes as a driver toward PMO maturity.

3:00PM – 4:00PM Knowledge Hub 1 - Scaling Agile Practices to the Enterprise (Matt Anderson, PMO Director, Cerner Corporation)

Agile teams often report friction between the way the teams operate and the way other parts of the organization function. Teams and their leaders often want to find effective ways to scale the agile approach and mind-set to the rest of the organization. What important factors should the PMO consider, and what are some practical tips the PMO can use to scale agile concepts across and up the organization?

Learning Objectives:

- Learn how others convinced their organization to accept agile concepts and develop an agile mind-set.
- Learn about the approaches that were successful and those that weren't.

3:00PM – 4:00PM Knowledge Hub 2 - PMO Quick Tip Guide - The Value Added PMO (Morten Sorensen – Director, Amtrak)

PMO Quick Tip Guide – The Value-Added PMO is a complimentary publication of the PMO Symposium 2017. This publication provides selected, insightful practices and techniques that PMOs are uniquely positioned to perform and deliver more value to stakeholders and the organization that they serve. Join this knowledge hub to meet the contributors of the PMO Quick Tip Guide and discuss the various approaches highlighted in the publication.

Learning Objectives:

- Gain more insights from the subject matter experts who developed the Quick Tip Guide
- Learn from peers regarding how their PMO creates value
- Learn about the value-added approaches that are successful and those that aren't

3:00PM – 4:00PM Knowledge Hub 3 - Benefits Realization Management in an Adaptive Project Environment (Leila Rao, Lean-agile Coach, AgileXtended)

Various project management practices require a strong emphasis on customizing and tailoring the work to fit the needs of the project and the environment. These strategies and efforts can enhance agility and deliver faster business results. However, how does benefits realization management fit into a constantly changing project environment where adaptive processes are replacing plan-driven approaches? What strategies, tools and techniques can PMO leaders use for identifying, executing and sustaining benefits in this environment? Join your peers and an experienced facilitator for a lively discussion on how the use of agile/hybrid/blended approaches impacts benefits realization management.

Learning Objectives:

- Learn about agile/hybrid/blended approaches and its potential impact on benefits realization management.
- Learn how to apply the right approaches and enhance benefits realization management to your current PMO.

3:00PM – 4:00PM Knowledge Hub 4 - Best PMO Agile/Hybrid Practices (Dr. Eric Rebentisch - Lead Researcher - MIT Consortium for Engineering Program Management)

Does your PMO use different agile, hybrid, or customized approaches to enhance agility and deliver better business results faster? There are well documented organizational level practices that improve agility. Join this knowledge hub to share those practices and discuss their value.

Learning Objectives:

- Gain awareness of agile practices at the PMO level.
- Gain insight in how to identify, create and build a new best practice.

4:00 PM – 4:15 PM Transitional Break

4:15 PM – 5:15 PM Afternoon Keynote – Real World Agile Transformation – Anthony Gayter, VP, Program/Portfolio Management, Mergers, Acquisitions, Divestiture and Integration, DXC Technology

Transforming an organization is a complex, multidimensional process. How does the PMO effectively support organizational transformation while focusing on strategic initiatives to deliver business value amidst constant change? This keynote presentation offers insights into the Hewlett Packard Enterprise transformation and becoming DXC Technology. Whether you lead a large or a small PMO, take home

applicable strategies and leadership lessons that will enable and enhance your PMO effectiveness in the uncertain and evolving environment.

6:00 PM – 8:00 PM Networking Reception

Wednesday, 08 November, 2017

6:30 AM - 7:30 AM Sunrise Activity

7:00 AM - 11:15AM Registration

7:15 AM - 8:30 AM Networking Breakfast

8:00 AM - 8:45 AM Lightning Talk 3

A lightning talk is an engaging, compelling, fast-paced method of sharing information. Each speaker in the lightning talk articulates an insightful, inspiring, thought-provoking, humorous, or enlightening idea or story within a short time frame of 5 minutes following by a 10-minute Q&A with the audience. Join this lightning talk to hear from Édouard Larocque (Senior Program Manager - Employment and Social Development Canada), Scott Hine (Director, Project Management Coordination Office - US Department of Energy, Office of Energy Efficiency and Renewable Energy), and Jeremy Pasley (Program Management Supervisor – Caterpillar).

- Édouard Larocque - Understanding and Implementing the right PMO
- Scott Hine - The Race to Recovery
- Jeremy Pasley - Giving Back to the Community via Pro Bono Project Management Support

8:00 AM - 8:45 AM Lightning Talk 4

A lightning talk is an engaging, compelling, fast-paced method of sharing information. Each speaker in the lightning talk articulates an insightful, inspiring, thought-provoking, humorous, or enlightening idea or story within a short time frame of 5 minutes following by a 10-minute Q&A with the audience. Join this lightning talk to hear from Cristina Has (Product Management - Strategic Programs Portfolio - Wolters Kluwer), Gayan Benedict (Deputy CIO, Information Technology - Reserve Bank of Australia), and Dr. Eric Rebentisch (Lead Researcher - MIT Consortium for Engineering Program Management).

- Cristina Has - Scrum in Large Scale Programs - The Case for Feature Teams
- Gayan Benedict - Early experiments on Machine Learning and Portfolio Management
- Dr. Eric Rebentisch - What Is and Isn't Agile

9:00 AM – 10:00 PM Developing the Tools That Enable PMO Development

Mike Watson, Manager Corporate Administrative Solutions PMO - FedEx Services

Project leaders have lots of experience selecting and implementing software applications to meet business objectives. This session will demonstrate how turning those skills in on the PMO's own needs and objectives can improve project and portfolio performance and create a platform for data collection, analysis, transparency, and cooperation with lasting value for the PMO, its customers, and the enterprise.

Learning Objectives:

- Identify the objectives for governance, data gathering, and reporting that will help ensure successful adoption and enable growth and adaptability.
- Gain information to help ensure that the PMO and its investment in software contribute lasting value to the organization.
- Learns ways to apply the standards and techniques commonly applied to externally facing projects to the internal objectives of the PMO.

9:00 AM – 10:00 PM Promote Many Options: PMOs That Are Traditional, Hybrid, and Agile Friendly - Mike Griffiths, Consultant - Leading Answers & RMCLS & Chair of PMI's Agile Practice Guide

Does your PMO “produce multiple obstacles” or “promote many options” for agile and hybrid projects? PMOs often act as an obstacle to agile projects, either by asking for inappropriate planning detail by not recognizing the likelihood of changes; or asking for conformance to templates that are not used on agile projects. PMOs do not need to be an obstacle. Instead, they can add tremendous help and support. This presentation examines the role of the PMO and explains how organizations have positioned PMOs to better support agile and hybrid projects.

Learning Objectives:

- Understand how the standard processes and tools used by traditional PMOs create impediments to agile projects. Approaches created to develop, support, and keep plan-driven projects on track often create serious issues with deliberately plan-light approaches. Instead, learn how, by examining the end-goals of the PMO, we can often get to the same destination (successful projects, happy stakeholders, responsible processes) by taking a very different path.
- Learn non-invasive ways to support, steward, and monitor hybrid and agile projects that will not alienate the project teams. Understand the warning signs of poorly executed agile projects to distinguish between when the emperor truly has no clothes and when he is just scantily clad. Learn how to translate progress and retrospective results into traditional tracking metrics, issues, and risks.
- See how companies are successfully embracing hybrid and agile approaches by creating PMOs that serve them. See how lean approaches have been used to transform existing plan-driven PMOs (that were once deliberately avoided by agile teams) into centers of excellence that are now information hubs for traditional, hybrid, and agile execution teams.

9:00 AM – 10:00 PM Creating a Collaborative Environment for Agile Digital Transformation - Chris Stone-Stecklein, Sr. Director, Walmart, International Technology

How do you create an evolving PMO with agile transformation? How do you enable your IT portfolio to deliver value while focusing on entrepreneurial partnership and speed to market? Our customer shopping experience is changing, therefore the way we deliver technology has to be in front of our customers' needs. Join this session to learn effective ways to be a customer-centric digital enterprise while sustaining operational effectiveness, creating a culture of change, promoting adaptive learning, supporting self-organized teams, and up-skilling to add value.

Learning Objectives:

- Learn how to be adaptive and flexible.
- Explore ways to enable effective collaboration.
- Gain insights on how to improve agility.

9:00 AM – 10:00 PM Lessons Observed, Lessons Learned, or Lessons Used? - Wayne Kremling, Senior Project Manager - Boeing

Leveraging lessons learned should be a strategic goal of all enterprises. By putting action to this strategy, organizations can avoid repeating mistakes and take advantage of opportunities. Many projects conduct lessons learned meetings at the end of a project. The problem that they run into is the value of the lesson is not leveraged. A change in processes/tools is needed as an outcome of these reviews so the lesson's value can be realized.

Learning Objectives:

- Gain knowledge on the sources of lessons.
- Understand each lesson's value.
- Understand how to leverage lessons to take advantage of their value.

9:00 AM – 10:00 PM Life After PMO of the Year Finalist: Where Do We Go Next? Barry Draskovich, Vice-President, Program and Contract Management - Parker Aerospace

Parker Aerospace was a finalist for the 2016 PMO of the Year Award. This presentation will focus on our continued journey and efforts to expand the PMO's influence across larger parts of the corporation. Parker Aerospace is but one operating group within the larger Parker-Hannifin Corporation. With our continued success and visibility, the other operating groups have taken notice. Our challenge now is to adapt what we have done from a PMO perspective in the aerospace group and deploy it across the rest of the organization. Opportunities and risks will be discussed.

Learning Objectives:

- Learn how to assess PMO performance.
- Gain insights on how to apply best practices and lessons learned across the enterprise.
- Leverage opportunities and risks for improvement.

9:00 AM – 10:00 PM PMIAA and the Quest for Building Agile PMOs for Government – Dr. William Brantley, Adjunct Faculty - University of Maryland Project Management Center for Excellence

With the passage of the Program Management Improvement and Accountability Act (PMIAA) and the increasing use of agile project management, federal agencies are building capacity to manage programs and projects more effectively and efficiently. In this active learning presentation, we will discuss best practices and lessons learned from current federal agency program/project management offices. The presenter will also describe a cultural change model for agencies moving from traditional project management to agile project management.

Learning Objectives:

- Learn from the best practices of the public sector and private sector PMOs in implementing an agile government program/project management methods and techniques.
- Take away an action plan to develop an agile government program/project management office specific to their workplace.
- Address organizational, cultural change of transitioning from the traditional program/project management to agile program/project management.

9:00 AM – 10:00 PM Leading Enterprise Wide Change in an Agile World Panel Discussion – Panelists: Heather Rarick, Assistant Director in the Flight Operations Directorate | NASA; John Post, Assistant Principal, Associate Director | Lawrence Livermore National Laboratory; Emil Dzuray, Director, Strategic Planning | US Postal Service. Moderator: Dr. Ed Hoffman | PMI Strategic Advisor

If you work in projects, you know it's a rapidly evolving field where agile methods are driving unprecedented transformation. But with so much change, what is the best way to lead enterprise-wide change efforts? How do you successfully lead enterprise-wide change in a world with so many voices and so much noise? While change and agile are the subject of countless books, there's very little about how you actually manage enterprise-wide change in a project-based organization. This session will bring you behind the scenes of actual project leaders who have led enterprise-wide change and are able to talk about how they did it.

9:00 AM - 10:00 AM Knowledge Hub 1 - The Hybrid PMO - Managing a Hybrid Project Portfolio (Rehan Baaqri, Senior Enterprise Portfolio Manager - Pepsi)

Today organizations are facing an evolving challenge for managing various scopes of initiatives. In early days, it was easy to manage business initiatives using waterfall or systems development life cycle (SDLC) frameworks to plan and execute projects/programs. Now we are dealing with a growing demand for using various frameworks and practices to cope with new, emerging initiatives. Existing and upcoming PMOs need to build a hybrid capability to address this demand.

Learning Objectives:

- Understand and identify the needs for a hybrid PMO to deliver various types of initiatives.
- Learn from other PMO leaders who have experience with the management of a portfolio of hybrid projects and discuss challenges to the learning curve.

9:00 AM - 10:00 AM Knowledge Hub 2 – The Critical Role of the PMO in Agile Transformation – (Lisa Cooney, Agile Practitioner, Addx Corporation)

Agile transformation is an ongoing and dynamic effort to develop an organization's ability to change or adapt rapidly in responding to a fast-changing environment to achieve business value by engaging people, improving processes and enhancing culture. Is your PMO leading agile transformation efforts in your organization? What challenges does your PMO encounter? Are there effective solutions for PMOs to focus on in the fast-paced business environment? Join this knowledge hub to share agile transformation lessons learned and PMO stories.

Learning Objectives:

- Awareness of common mistakes in applying agile practices in a predictive environment and how to avoid these errors.
- Learn how to “sense” challenges before they become critical.
- Learn from others who have experience with transformation and make contacts.

9:00 AM - 10:00 AM Knowledge Hub 3 – The PMO as the Driver of Strategy – (Meredith Rousseau, SVP, Head of Strategic Portfolio Delivery - TD Bank)

In order to remain valuable to the organization, a PMO must evolve from a reporting and execution function to providing and enabling leaders to develop and implement strategies that drive better business outcomes. This knowledge hub will explore ways the PMO is uniquely positioned to help achieve successful organizational transformation and become the driver of strategy.

Learning Objectives:

- Learn how PMOs can move from an execution-based PMO to one that helps provide strategic direction for an organization.
- Learn about common challenges a PMO may face as it moves toward a more strategic partnership with senior leaders.

9:00 AM - 10:00 AM Knowledge Hub 4 – Effective PMO Leadership for Organizational Agility (Chris Lawler, PMI OPM Advisory Group Member)

Organizational agility is the ability to change or adapt rapidly in response to market conditions or other external factors, including new competitors, emerging technologies, customer demands and sudden economic and sociopolitical shifts.

In order to enhance organizational agility, organizations adopt transformational initiatives to optimize themselves to compete effectively in markets. For that to happen, leadership at the PMO level plays a critical role in terms of providing vital inputs/feedback in developing talents, promoting the right mind-set, selecting the right initiative and providing the appropriate resources and guidelines to enhance organizational agility.

Learning Objectives:

- Learn how effective PMO leadership plays a role in improving organizational agility.
- Learn about the best practices that PMOs are using to transform the culture of agility.
- Learn how PMO leadership embraces change toward agility.

10:00 AM – 10:15 AM Transitional Break

10:15 AM – 11:15 AM The Real Solution to Successfully Execute a Powerful Business Strategy - Darrel Hubbard, President - D.G.Hubbard Enterprises, and Peter Rogers, CEO – P17 Group, LLC

It is obvious to most executives leading prosperous enterprises that the keys to success are to accelerate the pace of innovation; take more risks; be aligned top to bottom using appropriate systems, processes, and tools; create and sustain a culture that supports their strategies and goals; and anticipate and quickly and effectively respond to change. These are many, but not all, of the imperatives for success in today's and tomorrow's world. The purpose of this presentation is to share a real solution to the ever-present challenges with successfully executing your business strategies. Be forewarned: Complacency is a death knell.

Learning Objectives:

- Understand how the Project Business Management Organization (PBMO) can improve alignment of broader business strategies.
- Learn how to adjust your organizational structure to align your project and operational work to strategies and goals.
- Determine changes to systems, processes, and tools to meet criteria, including alignment.

10:15 AM – 11:15 AM Agile transformation: How a PMO Can Walk the Talk - Deborah Strutt, Senior Coordinator, EPMO - City of Darebin, Melbourne, Victoria, Australia

Building a new or transforming an existing PMO begins with a roadmap and relies on continued top-down support. Regularly reviewing your roadmap and reconnecting your organization and senior leadership to the value of the PMO is key to successfully delivering strategic objectives. Using agile concepts to implement organizational transformation enables change to be developed collaboratively and delivered incrementally, utilizing a scalable, continuous improvement methodology. Join this session to hear about one PMO's journey and explore useful tools, methodology and lessons learned that have a multi-jurisdictional, multi-sectoral application.

Learning Objectives:

- Learn about the application of the agile methodology and concept to the ongoing maturation of a PMO.
- Gain a broad set of tangible tools to support PMO transformation.
- Understand of the importance of ongoing stakeholder engagement and regularly reconnecting your organization and executives with the value of the PMO as a key to successfully delivering strategic initiatives.

10:15 AM – 11:15 AM Your Brain on Agile: The Social Neuroscience of High Performing Teams - Lindsay Agans, ISD Service Manager - Navy Federal

Most of us are striving to build an agile culture that allows for the cultivation of high-performing teams, or we are looking to maintain the high performance of those teams that are doing well today.

Sometimes, it can seem as though great teams happen by chance or by magic. This session draws out the path to high-performing teams by elucidating the aspects of what works from a social, biological, and neuroscience perspective and discusses how to leverage agile methods to bring about high-performing teams. A diagnostic tool on "ways of working" is offered to participants for use.

Learning Objectives:

- Acquire a clear understanding of the underlying key elements of how we work and think and alignment to agile methods.
- Receive a "ways of working" diagnostic tool and learn how to apply the tool to your current teams.
- Understand the complexity of knowledge work and engage in analysis of developing an action plan.

10:15 AM – 11:15 AM Governance and Agile – How to Ensure Effective Governance in Agile-enabled Organizations - Laurel Sim, Partner, Vice-President of Portfolio Management – Taleo

This presentation brings together two leaders in organizational project management, sharing their unique perspectives regarding challenges in governance, reporting, and benefits realization in agile-enabled organizations. With an emphasis on lean, agile, and hybrid organizations, this presentation will highlight new approaches to governance in today's PPM environments and highlight ready-to-use best practices and key best practices.

Learning Objectives:

- Understanding governance processes in agile, lean, or hybrid environments.
- Take away ready-to-apply techniques in agile governance.
- Obtain real-world business applications in agile governance.

10:15 AM – 11:15 AM Designing Your Company's Strategic Vision - Cristina Has, Product Management - Strategic Programs Portfolio - Wolters Kluwer

From design thinking to pragmatic marketing, there are endless ways to bring strategic thinking to life. But what is the right balance between listening to your customers and disruptive innovation? The pragmatic marketing framework tells us that the customer needs to be in the center of everything we do and that our internal opinion, although interesting, is irrelevant. How does this fit with the words of Henry Ford?: "If I had asked people what they wanted, they would have said faster horses." A bold strategy with the right implementation is the only way organizations can succeed in the marketplace.

Learning Objectives:

- Understand what strategic thinking means and how to make the link from an idea to strategic vision and planning.
- Recognize the right products to be implemented in a strategy and bring the strategy to life.
- Learn about design thinking and pragmatic approaches to implementing strategy.

10:15 AM – 11:15 AM Suncor's Transition to Delivering Projects Using an Integrated Team Approach - Joey Roa, PMO Manager - Suncor Energy

Suncor Energy's transformation of its project delivery approach to an integrated leadership accountability is revolutionary on many fronts. It represents a significant cultural shift toward a transparent, risk-based framework driven by early benefit management planning. More so, overall project success can only be achieved through collaborative leadership among three stakeholder groups: Business, project execution, and operational sustainment form an integrated team with each group being responsible for leadership at different points in the project life cycle. This presentation will detail the motivation behind the move to this framework as well as the challenges and opportunities presented in employing a shared leadership model.

Learning Objectives:

- Learn how to drive shared project accountability across business, execution, and operational leadership.
- Learn how to manage role ambiguity, the culture shift to collaboration and shared project leadership, and evolving the role undertaken by project governance.
- Demonstrate how benefit realization can be made to become a pivotal centerpiece to an organization's project delivery methodology.

10:15 AM - 11:15 AM Knowledge Hub 1 - Scaling Agile Practices to the Enterprise (Kate Ganley, Vice President Group Programs and Projects & Tasha Sawchuk, Senior Manager Group Programs & Projects, Etihad Aviation Group)

Agile teams often report friction between the way the teams operate and the way other parts of the organization function. Teams and their leaders often want to find effective ways to scale the agile approach and mind-set to the rest of the organization. What important factors should the PMO consider, and what are some practical tips the PMO can use to scale agile concepts across and up the organization?

Learning Objectives:

- Learn how others convinced their organization to accept agile concepts and develop an agile mind-set.
- Learn about the approaches that were successful and those that weren't.

10:15 AM - 11:15 AM Knowledge Hub 2 - PMO Quick Tip Guide - The Value Added PMO (Nicole Doyle, PMO Program Leader, Procter & Gamble)

PMO Quick Tip Guide – The Value-Added PMO is a complimentary publication of the PMO Symposium 2017. This publication provides selected, insightful practices and techniques that PMOs are uniquely positioned to perform and deliver more value to stakeholders and the organization that they serve. Join this knowledge hub to meet the contributors of the PMO Quick Tip Guide and discuss the various approaches highlighted in the publication.

Learning Objectives:

- Gain more insights from the subject matter experts who developed the Quick Tip Guide
- Learn from peers regarding how their PMO creates value

- Learn about the value-added approaches that are successful and those that aren't

10:15 AM - 11:15 AM Knowledge Hub 3 - Evolving the PMO - How to Catapult Your PMO to the Next Level (Alex Nascimento, PMO Leader and Program Manager)

Your organization has realized the need and benefits of having a formal PMO! You have a portfolio of projects, you're managing them to stakeholder needs and your project managers are executing and delivering—so now what? Are you continuing to deliver value as the business environment and your organizational strategy change and shift? If you're wondering what will take your PMO to the next level, please join your peers and one of our experienced facilitators to share your stories, ask questions and gain insight from other PMO leaders on how to take your PMO to the next level.

Learning Objectives:

- Identify themes and trends for ways to evolve your PMO.
- Understand ways to develop, communicate and sustain PMO value proposition.

10:15 AM - 11:15 AM Knowledge Hub 4 - Best PMO Agile/Hybrid Practices (Leila Rao, Lean-agile Coach, AgileXtended)

Does your PMO use different agile, hybrid, or customized approaches to enhance agility and deliver better business results faster? There are well documented organizational level practices that improve agility. Join this knowledge hub to share those practices and discuss their value.

Learning Objectives:

- Gain awareness of agile practices at the PMO level.
- Gain insight in how to identify, create and build a new best practice.

11:15 AM - 11:45 AM Networking Break

11:45 AM – 12:00 PM PMO of the Year Award

12:00 PM - 1:00 PM Closing Keynote – Adrian Gostick - All In: How the Best Leaders Develop a Culture of Belief & Drive Big Results

While most leaders understand their most reliable competitive advantage comes from their people, few know how to get their teams “all in”—convincing employees to buy into the strategy they've put forward. If a culture is positive, and strong, then people will believe what they do matters and that they can make a difference. If a culture is dysfunctional, employees will not be motivated. In this keynote, Adrian Gostick presents the findings of an unprecedented 300,000-person study and shares a roadmap that leaders can follow to create a high-achieving culture where employees are engaged, enabled and energized.

1:00 PM – 2:00 PM Lunch

2:00 PM PMO Symposium Concludes