PMO17BR307
Jump-Starting Agile: The One Thing You Need to Do!
J. LeRoy Ward, Executive Vice President for Enterprise Solutions
International Institute for Learning, Inc.
Agile in Wine Making: Mission Bell Winery

Achieve Safe Quality Food Level 2 Certification

• Everyone attends Scrum training

• Exercise: *Make the winery a happier, more productive place to work*

• Agile pilots established in each department
Agile in Wine Making: Mission Bell Winery

The Results

- 10X increase in time to solve problems
- Loading productivity increases from 411 to 425 cases/hour
- ISO 9001 accomplished with zero findings
- Accuracy of finished goods increased by 90%
Agile Marketing – Oreo Cookies

Other company examples:
• Coca Cola®
• Dell™
• Microsoft®
• Hilton®

“YOU CAN STILL DUNK IN THE DARK.”

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There Are Two Dynamic Forces Impacting PMOs Today
The Percentage and Types of People Who Question the PMO’s VALUE

- Executives
- Project/Program Managers
- Business Unit Heads
PMOs have an average life expectancy of roughly three years.
The “Rise” of Agile

Meteoric increase in number of:

- Organizations adopting agile
- Certification holders and certifications
- Conferences, books, webinars, etc.
Top Five Ways to Implement Agile

Scrum @ 58%
Scrum/XP @ 10%
Custom @ 8%
Scrumban @ 8%
Kanban @ 5%

Ref: VERSIONONE 11th State of Agile Report
Countercultural, revolutionary and downright radical!
Scrum Founders

The Scrum Guide™

The Definitive Guide to Scrum: The Rules of the Game

Jeff Sutherland

Ken Schwaber
The Requirement

Implementing Scrum Requires Some Heavy Lifting!
Challenges Identified in These Surveys
## Top Five Barriers to Agile Adoption

<table>
<thead>
<tr>
<th>Barrier</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>63% company culture at odds with agile values</td>
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<tr>
<td>47% lack of agile experience</td>
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<tr>
<td>45% lack of management support</td>
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<tr>
<td>41% lack of business, customer and product owner</td>
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<tr>
<td>34% insufficient training</td>
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</tbody>
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Ref: VERSIONONE 11th State of Agile Report
You Have to Show Value Quickly

It helps to have a head start
That’s Why You Need to Jump-Start Agile
What Is That Way?
What was the ONE THING you did to jump-start agile in your organization?
I Asked…

PMO & former PMO directors
Global head of project & program mgmt. practice
Director of program management
Director of product mgmt. portfolio
Leader of digital transformation
Key industry consultant
Respected industry thought leader
EVP of marketing
EVP of sales
A Wide Range of Industry Sectors

- Financial services
- Enterprise software
- Information services
- Telecommunications
- Transportation
- Food processing
- Non-profit
- Corporate training
Agile Approach Used

Scrum
Scrum & Kanban
custom frameworks
any agile approach
they want
Length of Time Organization Is Practicing Agile

Six months to 10 years with the average being four years
Primary Reason for Using Agile Techniques

- Time to market
- Implement “right” solution quickly
- Increase throughput
- Empower teams to manage themselves
The “One” Thing

- Use a common, single agile method
- Get the execs on board
- Establish the right metrics
- Develop an agile strategy and road map
- Engage client and empower product owner
- Pilot a project to show it works
- Train EVERYONE!
- Focus on dealing with impediments
- Be disciplined in Scrum practices
Executive and business leader support is crucial...and
Whose Support Do I Need?

They all used “coaches” to accelerate adoption
How Do You Find Your ONE THING?
It Doesn’t Happen Overnight

How long will this take?

• Six months for initial pilot
• Two years to scale
• Three to four years for enterprise-wide adoption
Thanks for Listening

...let’s continue the conversation™

J. LeRoy Ward, CSM, PMP, PgMP, PfMP
EVP for Enterprise Solutions
IIL, Inc.