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STRATEGIC PORTFOLIO MANAGEMENT WITH KANBAN

STRATEGIC PORTFOLIO MANAGEMENT WITH KANBAN



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**BUT WAIT
A MINUTE...**

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 **FACILITÉ**

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WHO THE HECK ARE THESE GUYS!?

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WE ARE...
FRÉDÉRIC PAQUET
NICOLAS MERCIER

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WHO?

STRATEGIC PORTFOLIO MANAGEMENT WITH KANBAN

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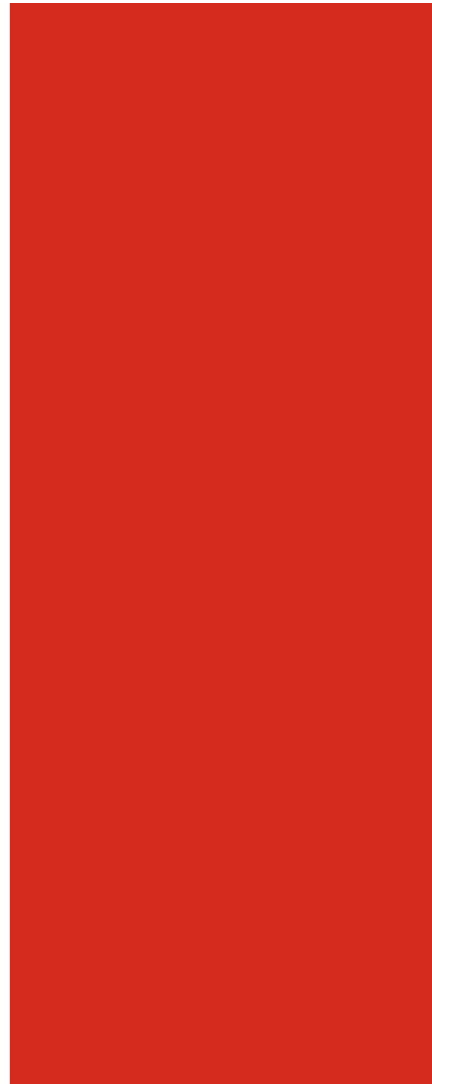
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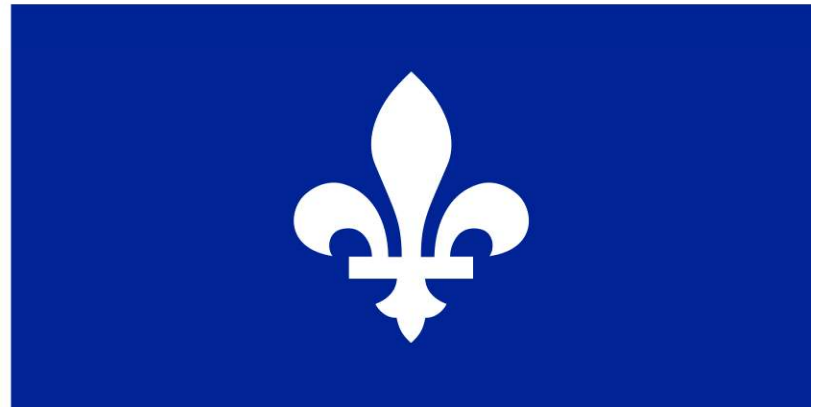
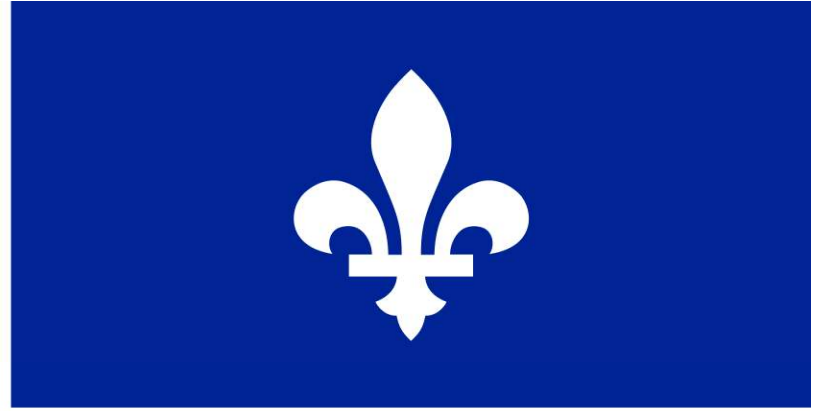
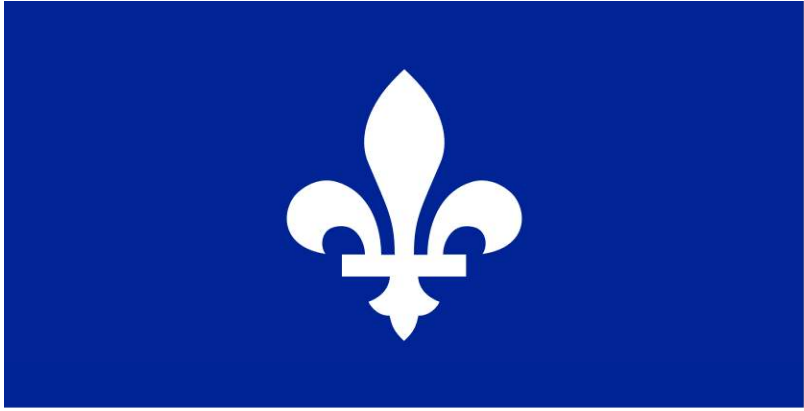
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**YEAH, YOU KNOW
FRED & NICK
FROM CANADA!**

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STRATEGIC PORTFOLIO MANAGEMENT WITH KANBAN



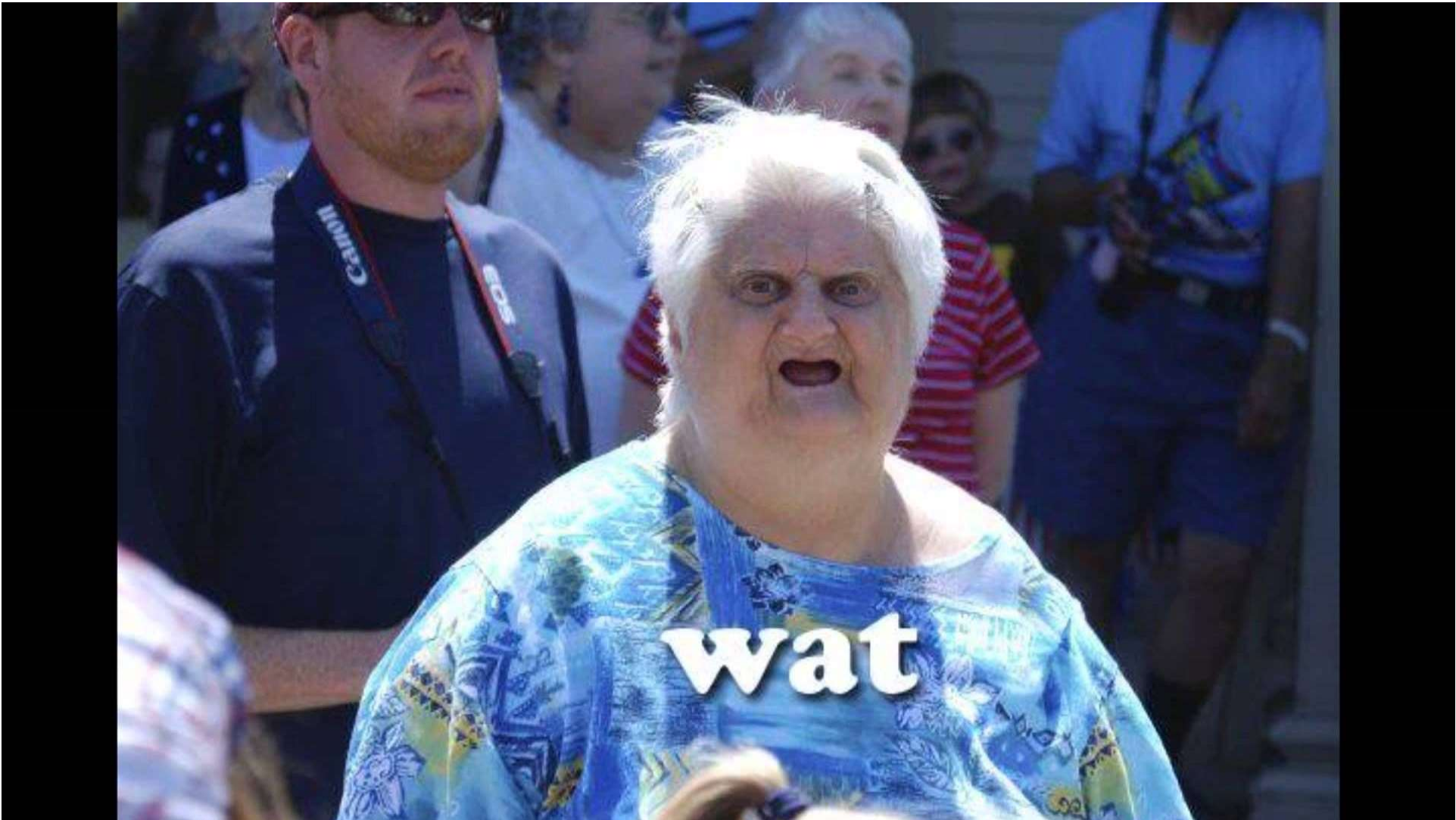
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BEFORE WE BEGIN

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**LET'S GET
TO IT!**

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**BASED ON AN
EXPERIENCE
IN THE QUEBEC
GOVERNMENT**

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12K EMPLOYEES
WITH 1K IN I.T.

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BEFORE

STRATEGIC PORTFOLIO MANAGEMENT WITH KANBAN

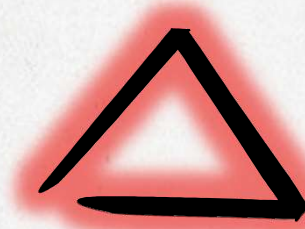


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ONCE UPON A TIME, THE CREATION ... OF A PROJECT

**A SOMETIME EPIC ADVENTURE
TEAM BUILDING
DEFINE SCOPE, BUDGET AND SCHEDULE**



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PROJECT IS LAUNCHED

STRATEGIC PORTFOLIO MANAGEMENT WITH KANBAN



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INDICATORS?

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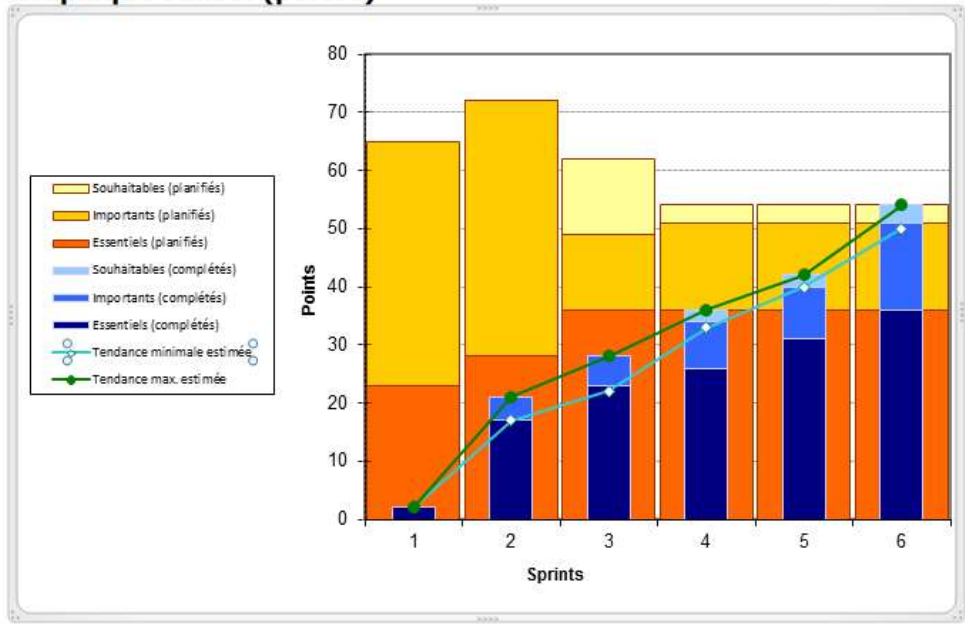
**WHERE WE'RE GOING, WE
DON'T NEED INDICATORS**

STRATEGIC PORTFOLIO MANAGEMENT WITH KANBAN

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	Mar 2012	Apr 2012	May 2012	Jun 2012	Jul 2012	Août 2012	Sep 2012	Oct 2012	Nov 2012	Déc 2012	Jan 2013	Fév 2013	Mars 2013	Avr 2013
Budget (en milliers de \$)	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Actual (en milliers de \$)	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Différence (en milliers de \$)	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Graphique Sunset (portée)

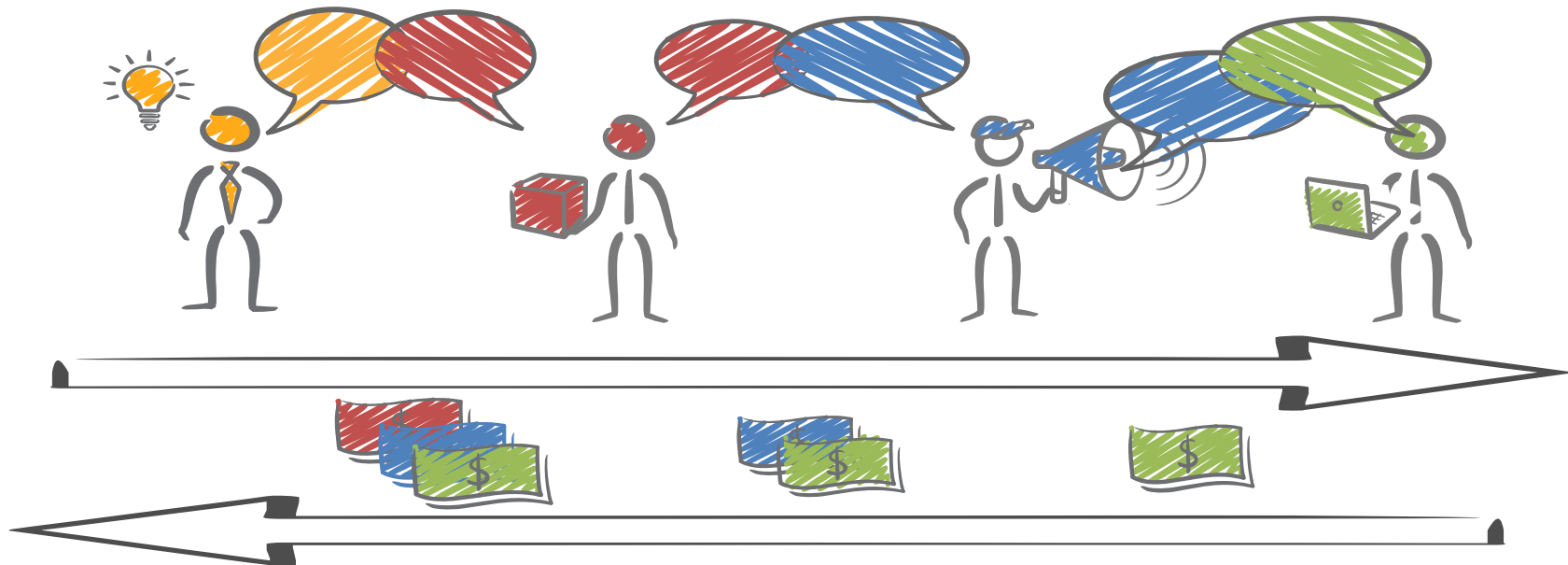


**BASELINE, BAC
EV, SV, CV, SPI, CPI, TCPI
VELOCITY
PARKING GRAPH
SUNSET GRAPH**

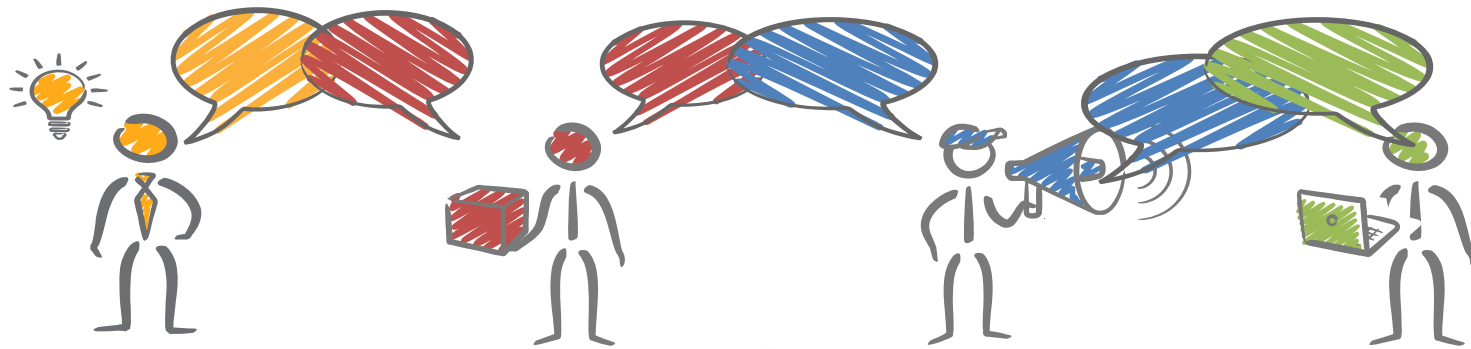


failblog.org

RECURSIVE PADDING

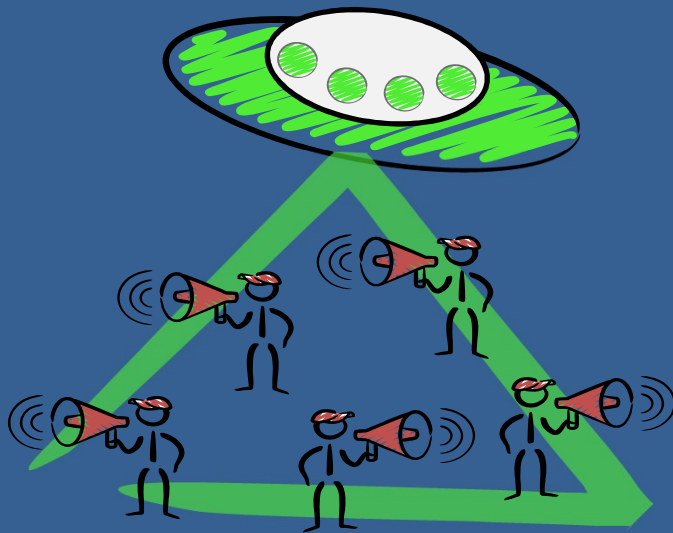


WATERMELON INDICATORS



PROJECT-CENTRIC DIMENSION

LET'S SUPPOSE EVERYTHING IS FINE,
but there is still a problem ...

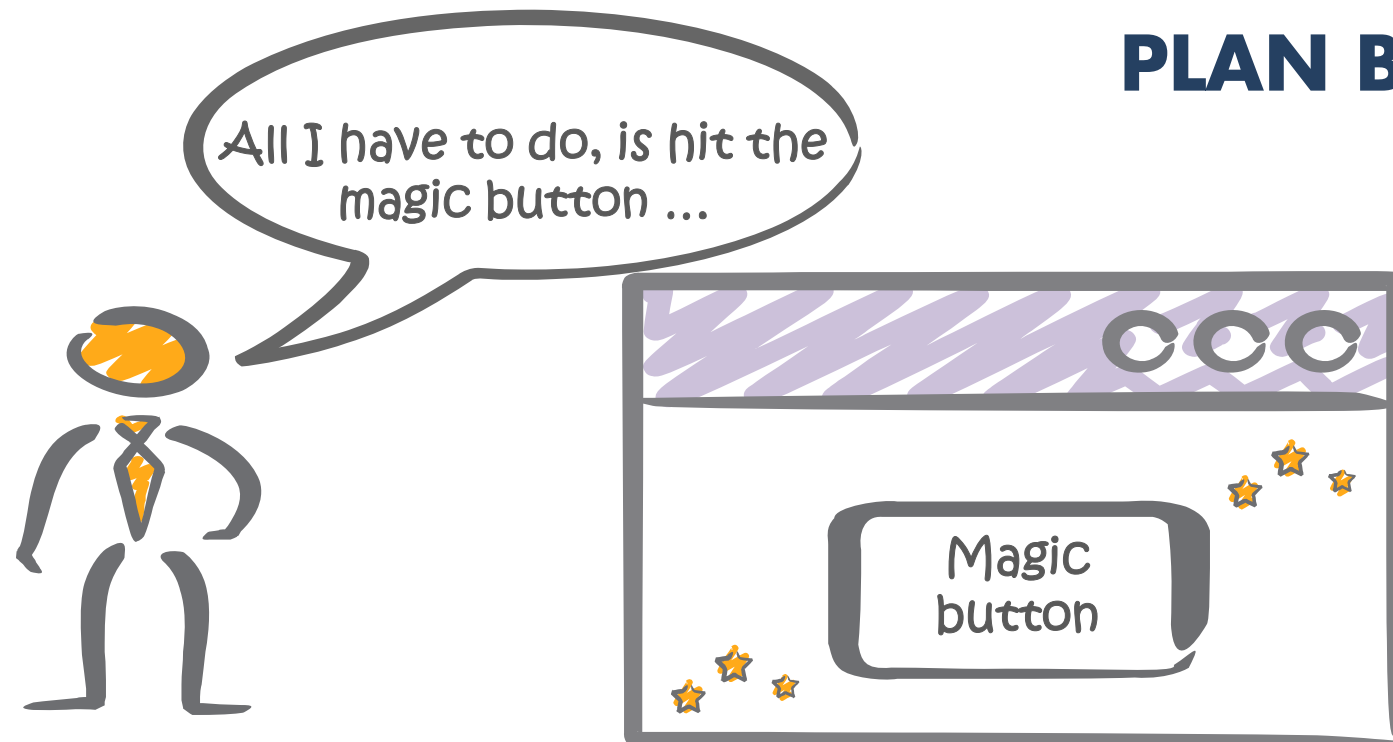


WE ARE
NOT ALONE



A COMMON STRATEGY TO FIX THE PROBLEM

PLAN BETTER



FROM CREATION TO ...



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WE NEED AN ARMY OF PCOs AND PMs



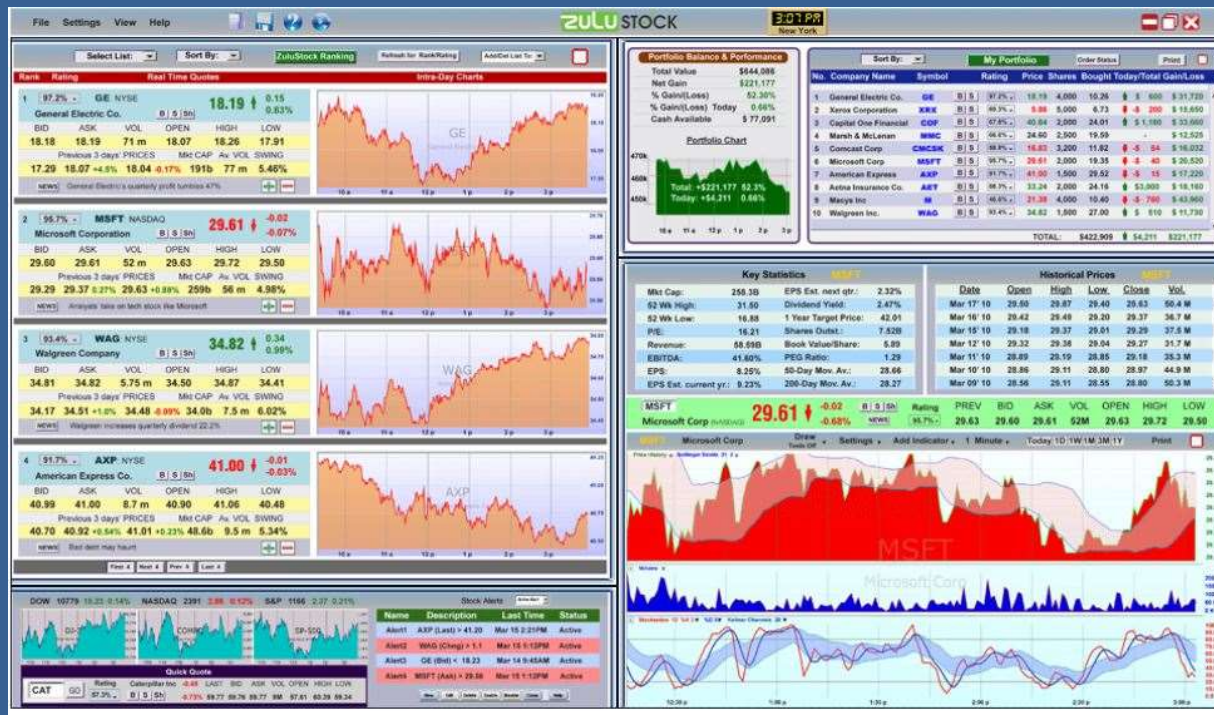
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AT A PORTFOLIO LEVEL



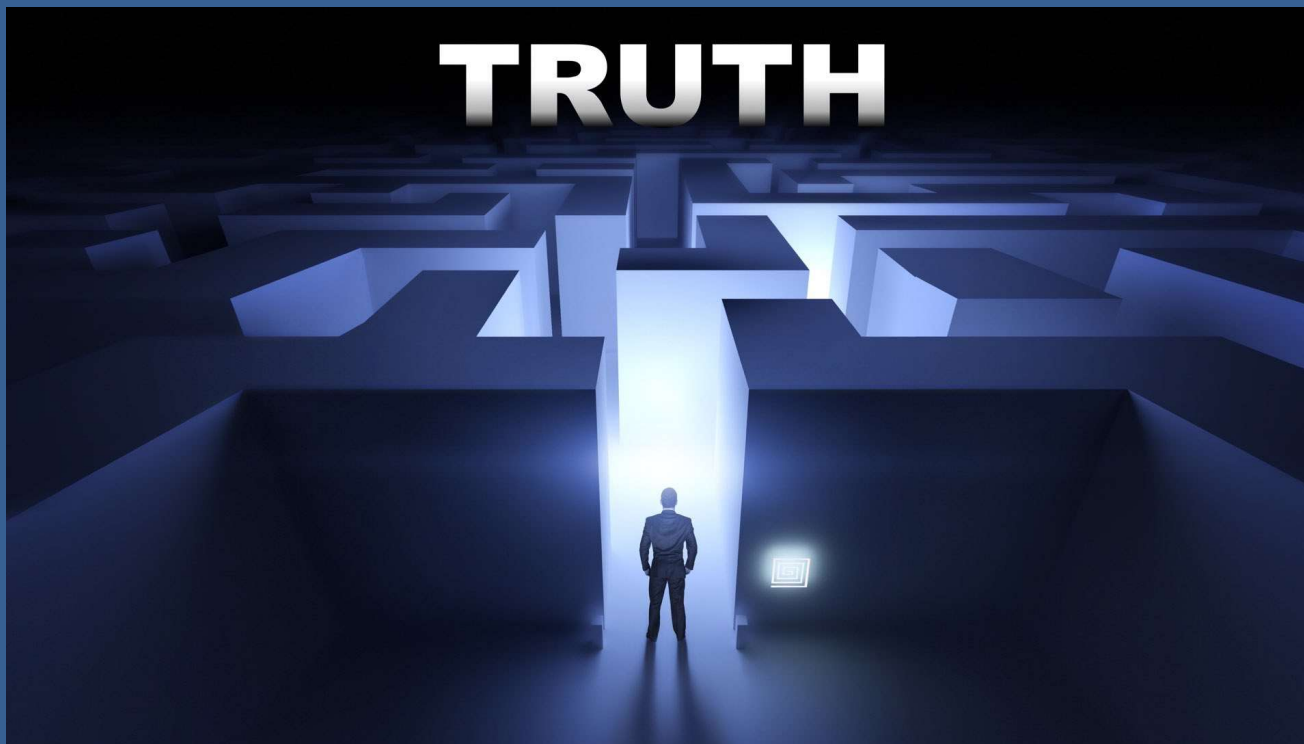
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AT A PORTFOLIO LEVEL



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FROM BEGINNING TO REALIZATION



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**64% OF
FEATURES
REALLY
RARELY OR
NEVER USED**

STANDISH GROUP

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SO THIS IS WHAT WE DID

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**THERE MUST BE
A BETTER WAY**

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OUR EXPERIENCE WITH KANBAN

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WE WENT TO THE TEAMS

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PRINCIPLES & VALUES

STRATEGIC PORTFOLIO MANAGEMENT WITH KANBAN

 FACILITÉ

- ➔ **VISUALIZE**
- ➔ **LIMIT WIP**
- ➔ **MANAGE FLOW**
- ➔ **MAKE POLICIES EXPLICIT**
- ➔ **IMPLEMENT FEEDBACK LOOPS**
- ➔ **IMPROVE CONTINUOUSLY**



REVEAL



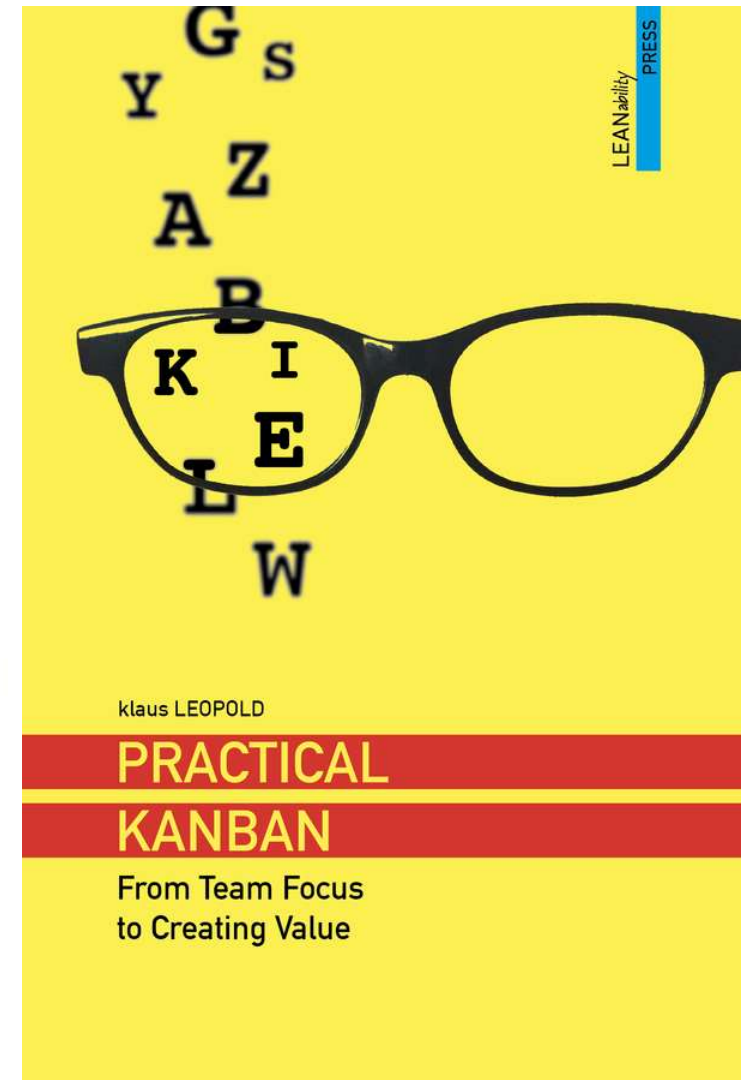
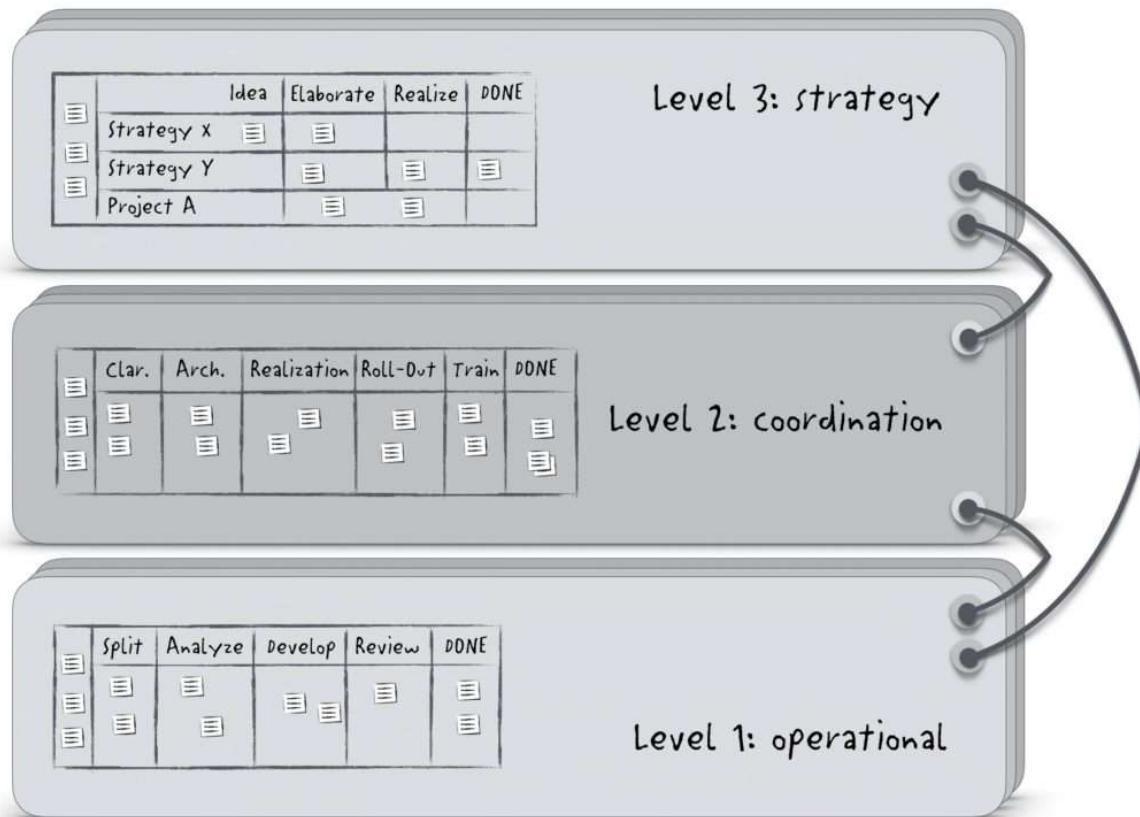
STABILIZE



THRIVE



KLAUS AND HIS FLIGHT LEVEL MODEL



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START WITH WHAT YOU DO NOW

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WE VISUALIZED THE SYSTEM

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DEPENDENCIES HEALTH ISSUES

STRATEGIC PORTFOLIO MANAGEMENT WITH KANBAN



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DISCLAIMER

IT HURTS!

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BUT IT'S OKAY...

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SYSTEM OWNERSHIP
SHARED UNDERSTANDING
RELEVANT FEEDBACK

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OK SO, VISUALIZE...
BUT HOW?

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**WE'LL GET TO THAT
BUT FIRST...**

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LET'S TALK ABOUT SYSTEMS THINKING

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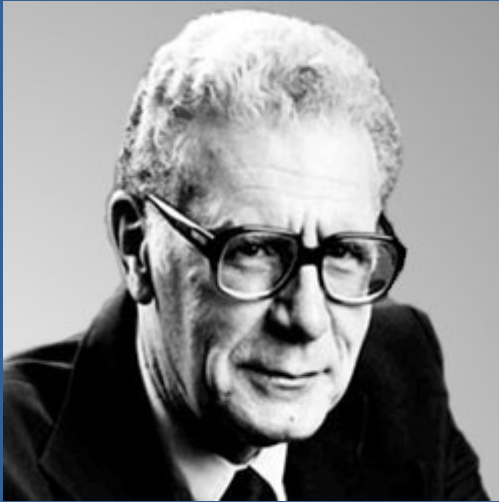






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RUSSELL L. ACKOFF

**“A SYSTEM IS NOT THE SUM OF IT’S PARTS
IT IS THE PRODUCT OF THEIR INTERACTIONS.”**

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MADE POLICIES EXPLICIT

STRATEGIC PORTFOLIO MANAGEMENT WITH KANBAN

 FACILITÉ



CULVER CITY BOARD OF SUPERVISORS
CULVER CITY BOARD OF SUPERVISORS
PROHIBITED
THE FOLLOWING ACTIVITIES ARE PROHIBITED:
• GOLF PRACTICE
• ARCHERY PRACTICE
• SKATE BOARDING
• SKATING
• OPERATING A MOTOR VEHICLE
• OPERATION OF ANY TYPE OF MOTOR VEHICLE
• HANDBALL AT ELEMENTARY SCHOOLS

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IMPLEMENTED FEEDBACK LOOPS

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PORTFOLIO COORDINATION TEAM

STRATEGIC PORTFOLIO MANAGEMENT WITH KANBAN



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CREATE ALIGNMENT
HELP SYNCHRONISATION
MANAGE CONSTRAINTS

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NEXT...

STRATEGIC PORTFOLIO MANAGEMENT WITH KANBAN



LITTLE'S LAW

$$L = \lambda W$$

$$\lambda = \frac{L}{W}$$

CYCLE TIME = $\frac{\text{WIP}}{\text{THROUGHPUT}}$

LIMITED OUR WIP
STOP STARTING
START FINISHING





GÉRER LA VÉLOCITÉ (DU 12 fév. AU 14 mai 2017)

RÉALISATION

TRANSITION

EN SERVICE

ARCHITECTURE DE VISION
2018 ET PLUS
LIV. NOV. 2017
ÉTÉ 2017
LIV. MAI 2017

DOSSIER D'AFFAIRES
APPROB.
À FAIRE
EN COURS
TERMINÉ

LIMITED WIP



CONTRAINTES MAJEURES
PROJETS D'AFFAIRES
PROJETS FONDATIONS
PROJETS FONDATIONS
MISE EN PLACE WORKWAY SERVICES
CENTRES D'EXPERTISE
CONTINUITÉ

Grid of project cards with various colored tabs (blue, orange, red) and handwritten notes.

Handwritten notes on yellow sticky paper.

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AND
WE ALSO NEEDED...

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THAT'S RIGHT PULL!

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WE AIMED FOR A PULL SYSTEM

STRATEGIC PORTFOLIO MANAGEMENT WITH KANBAN

 **FACILITÉ**

GÉRER LA VÉLOCITÉ (DU 12 fév. AU 14 mai 2017)

RÉALISATION

TRANSITION

EN SERVICE

PRÊT POUR D.A. DOSSIER D'AFFAIRES APPROB. ARCHITECTURE DE VISION
À FAIRE EN COURS TERMINÉ 2018 ET PLUS LIV. NOV. 2017 ÉTÉ 2017 LIV. MAI 2017

LIMITED WIP

UPSTREAM



EXECUTION

CONTRAINTES MAJEURES
PROJETS D'AFFAIRES
PROJETS FONDATIONS
PROJETS FONDATIONS
MISE EN PLACE WORKSHOP SERVICES
CENTRES D'EXPERTISE
CONTINUITÉ

De 12 fév. au 14 mai (commencé)
12/02/17
12/02/17
12/02/17

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DRIVEN BY VALUE CREATION



STRATEGIC PORTFOLIO MANAGEMENT WITH KANBAN

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EXAMPLE

IT FOUNDATION

VALUE STREAM

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**“UNLOCK KEY
FOUNDATIONS TO
UPGRADE OUR
PROJECTS VELOCITY”**

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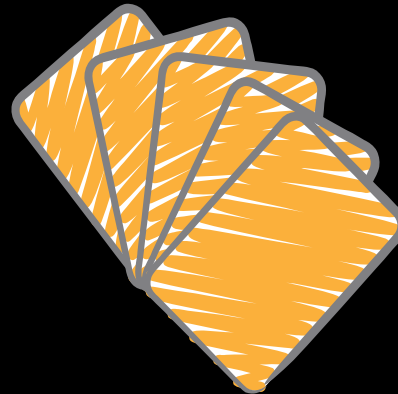
1. **CREATE VALUE**
2. **ENTERPRISE ALIGNMENT**
3. **ACCELERATION**



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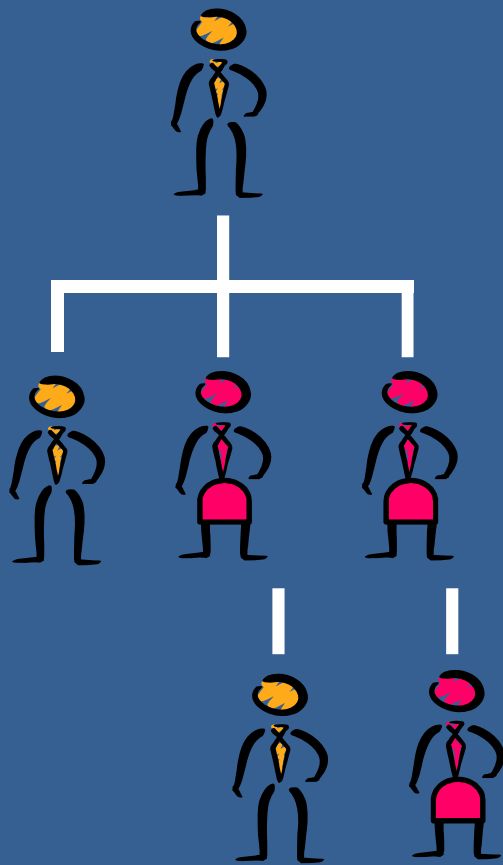
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1 MEMBER = 1 VOTE

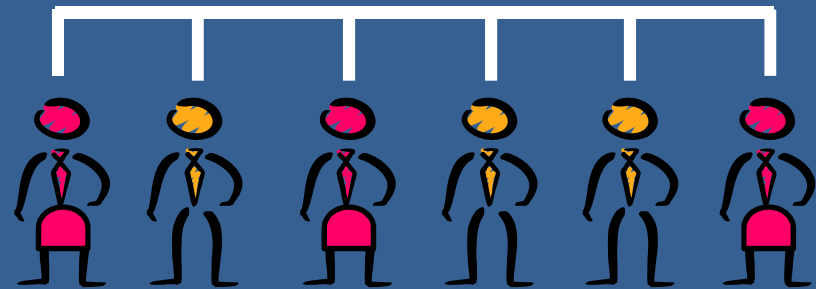


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COLLABORATIVE GOVERNANCE



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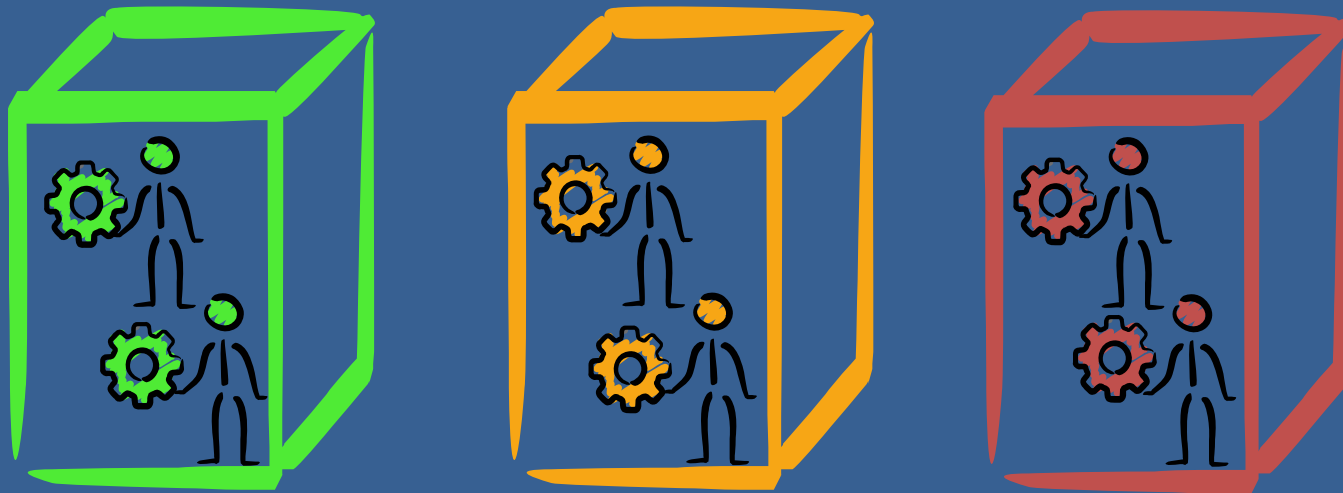
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CULTURAL PARADIGM SHIFT

STRATEGIC PORTFOLIO MANAGEMENT WITH KANBAN



 **BETTER IDEAS**
=
 **COMMON OBJECTIVES**



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THEN WHAT...

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**BE
LIKE
WATER**

STRATEGIC PORTFOLIO MANAGEMENT WITH KANBAN



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WE ENABLED FLOW

STRATEGIC PORTFOLIO MANAGEMENT WITH KANBAN



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BY LOOKING FOR CONSTRAINTS

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THE OCCASIONAL EXECUTION SNAFU

STRATEGIC PORTFOLIO MANAGEMENT WITH KANBAN



SNAFU

A photograph of a man lying on his back on a sidewalk. He is wearing a blue plaid shirt and khaki pants. His legs are raised and bent at the knees, with his feet pointing towards the camera. A dark backpack is lying on the ground next to him. In the background, the lower legs and feet of other people are visible, suggesting a public outdoor setting like a city street.

SNA'FOO
NORTH AMERICAN, INFORMAL
NOUN

A CONFUSED OR CHAOTIC STATE; A MESS.

SYNONYMS: MUDDLE, MESS, TANGLE, JUMBLE, CONFUSION

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DECENTRALIZED DECISIONS
TRUST PEOPLE
SUPPORT TO THE SYSTEM

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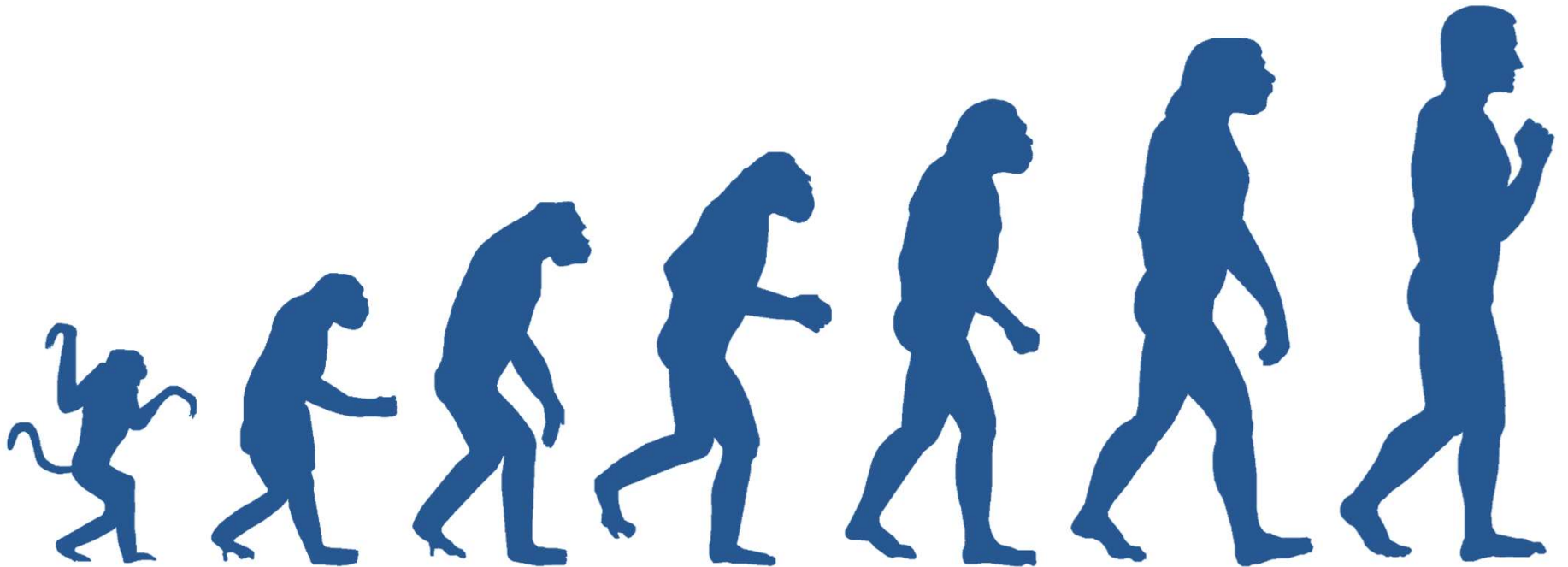
**AND LAST, BUT
NOT LEAST...**

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WE IMPROVED CONTINUOUSLY

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**BECAUSE HIGH LEVEL
LEVERAGES
HIGH IMPACT**

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WE INVESTED IN IMPROVEMENT EFFORTS

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KAIZENS

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SO WHAT IS NEXT?

STRATEGIC PORTFOLIO MANAGEMENT WITH KANBAN

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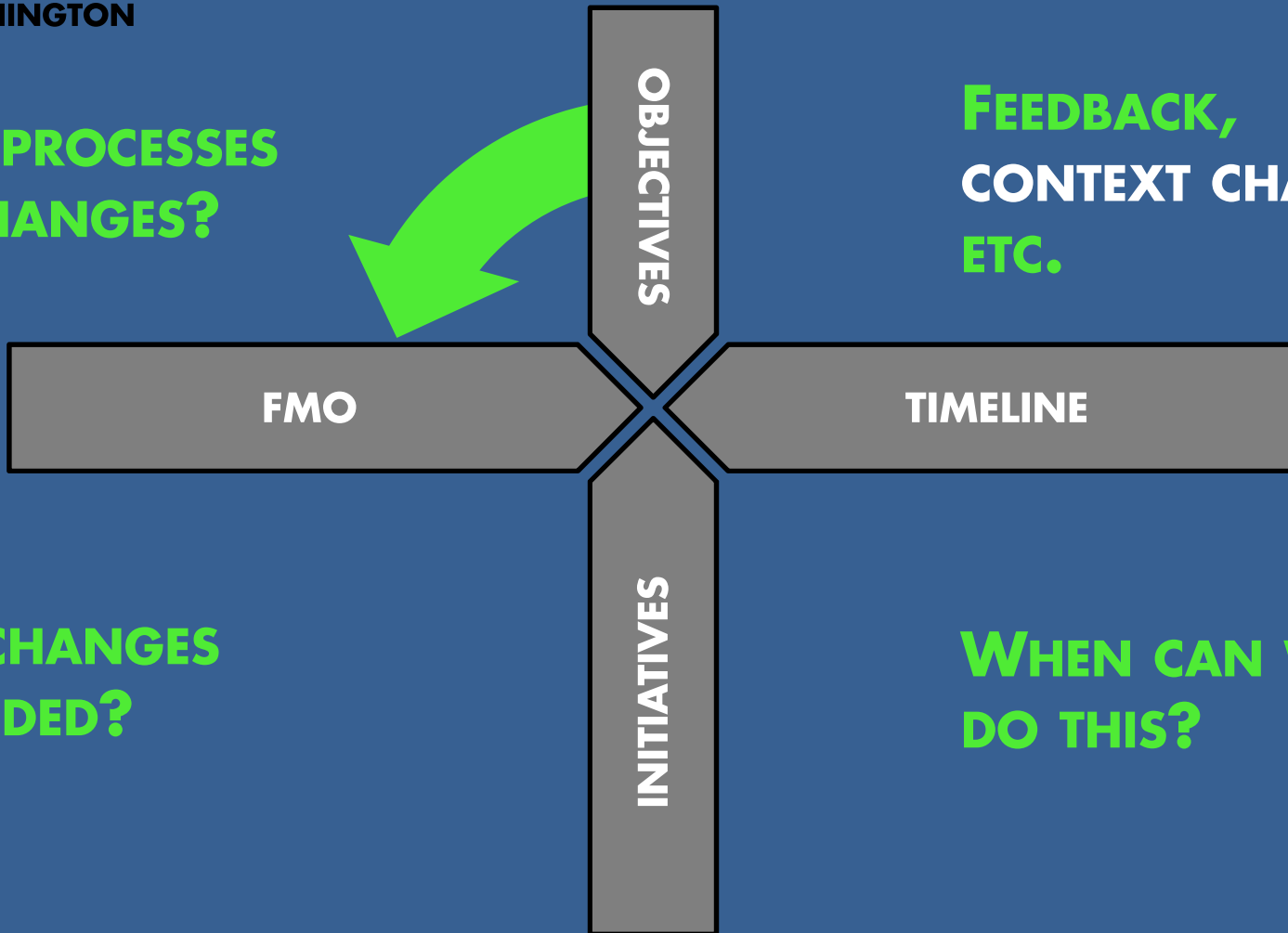
NOT JUST AN IT THING

STRATEGIC PORTFOLIO MANAGEMENT WITH KANBAN



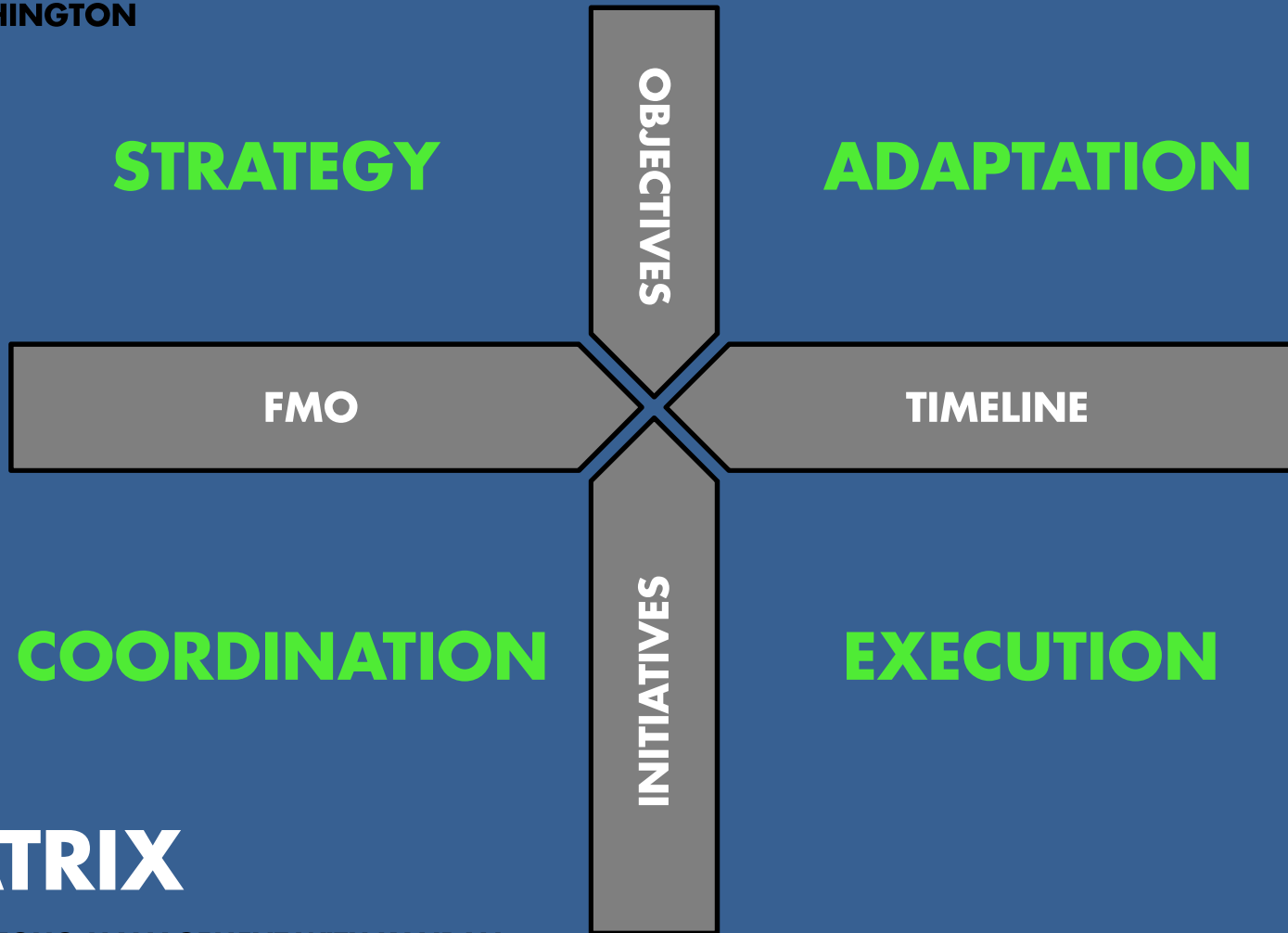
**WHICH PROCESSES
NEED CHANGES?**

**FEEDBACK,
CONTEXT CHANGES,
ETC.**



**WHAT CHANGES
ARE NEEDED?**

**WHEN CAN WE
DO THIS?**



X-MATRIX

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SOME CHALLENGES TO COME

STRATEGIC PORTFOLIO MANAGEMENT WITH KANBAN



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SOME CHALLENGES TO COME

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ACTUAL VS FUTUR
FLATTEN THE ORGANIZATION

FEEDBACK
MEASURES OF SUCCESS

OBJECTIVES

FMO

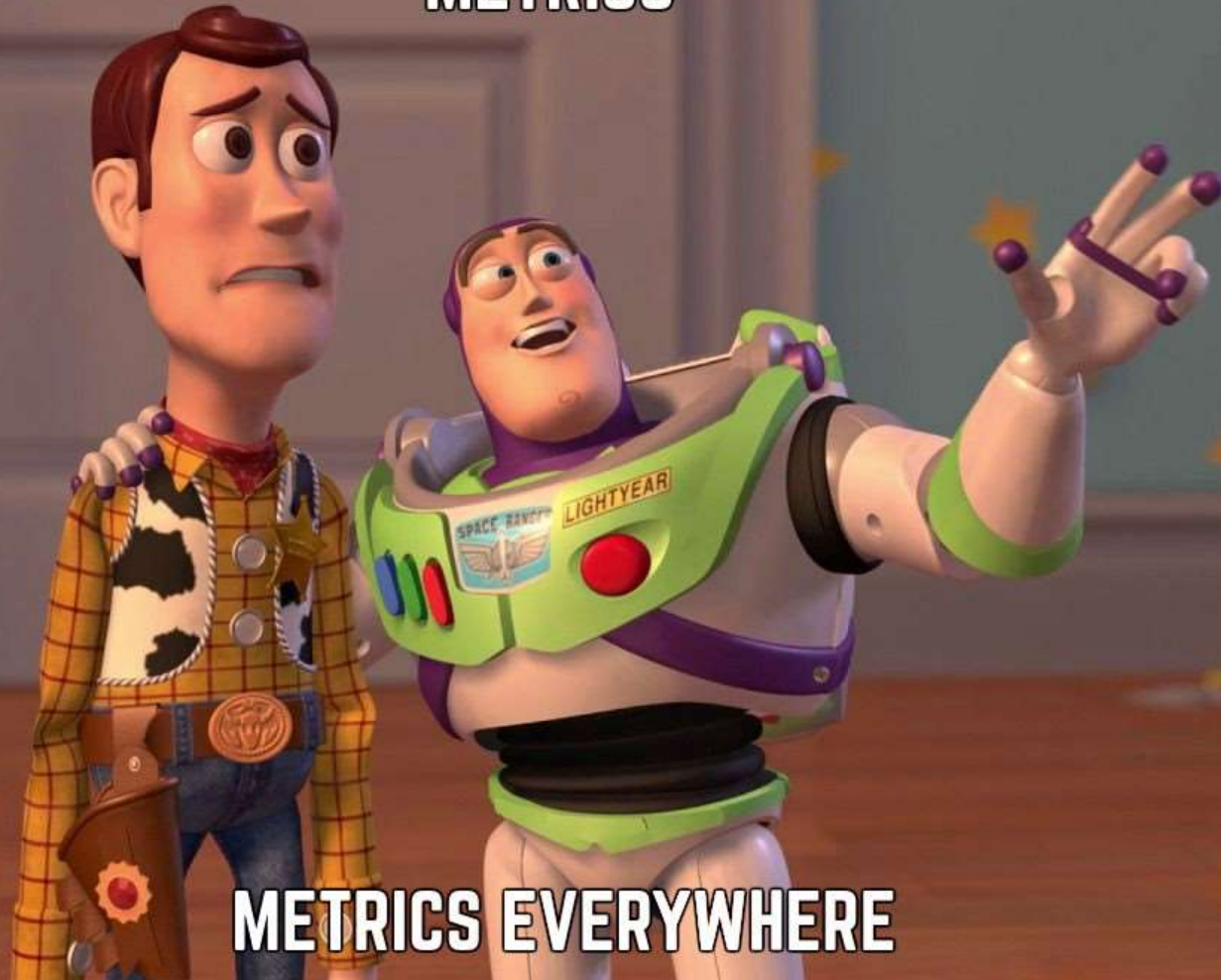
TIMELINE

USER CENTRIC
VALUE-DRIVEN
JUST ENOUGH

JUST IN TIME
PREDICTABILITY & SLA
WIP

INITIATIVES

METRICS



METRICS EVERYWHERE

THIGHTNESS
IMMEDIACY
BREADTH
DEPTH
RESILIENCY
AUTONOMY

- **SLA SUCCESS RATE**
- **FLOW EFFICIENCY**
- **CLASS OF SERVICE VARIETY**
- **RISK VARIETY**
- **SYSTEM RECOVERY TIME**
- **DEPENDENCY COUNT**

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THANK YOU
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IT'S BEEN GREAT!

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