

A decorative graphic consisting of a horizontal orange bar with a small dark blue square on the left side, positioned above the title.

# Agile & Lean Principles at the Portfolio Level – Case Study & Workshop

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# Case Study Constraints

- Anonymous
- No on-site pictures
- No product details



# Context

- Digital group at Major TV network in NYC
- Have product vision
- 9 dev teams



# Pain Points

- Industry disruption
- Heavy cross-team dependencies
- Shared resources
- Unpredictable lead times

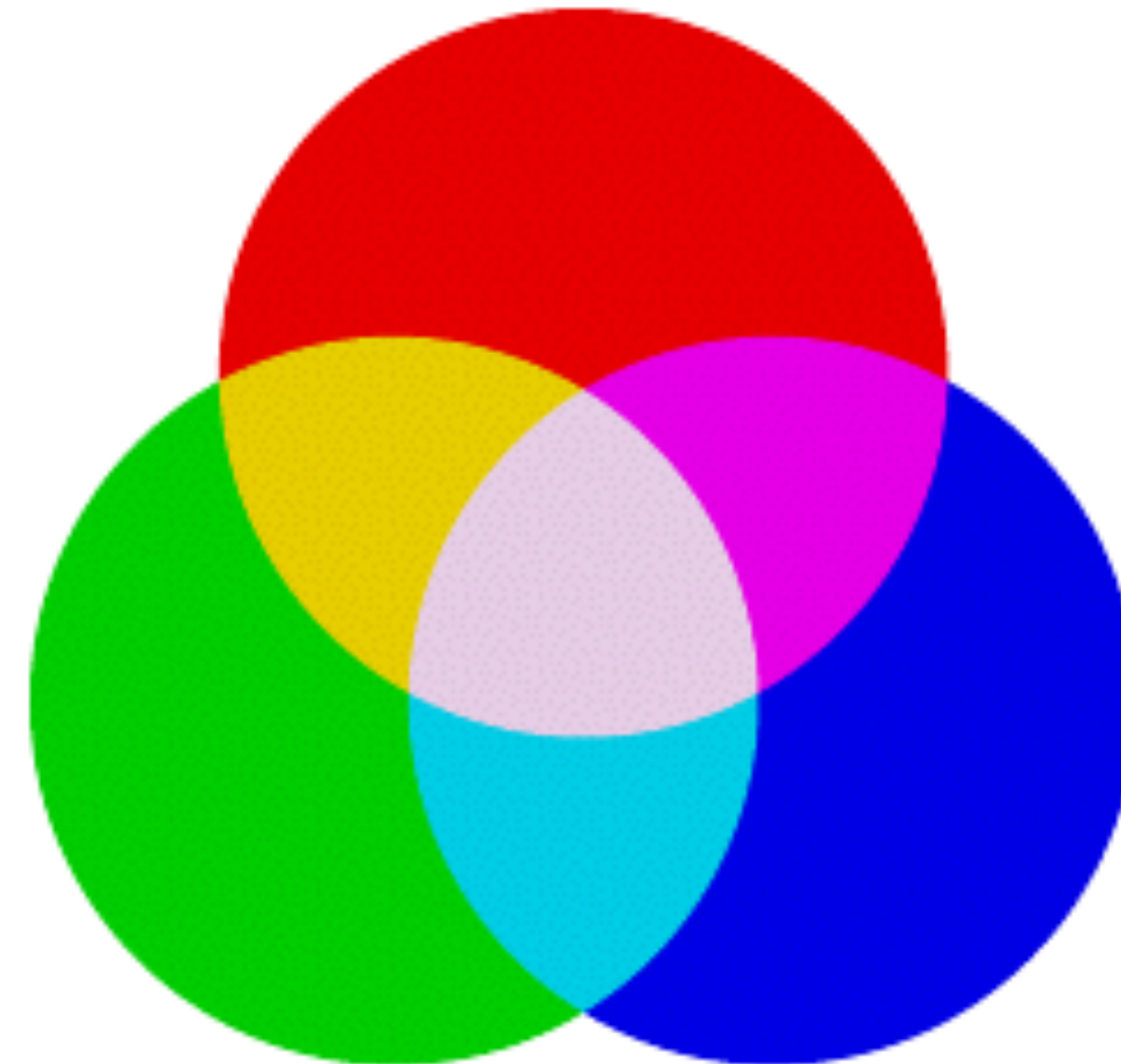


# Pain Points

- What are your top pain points related to portfolio management?
- Write out your top 1 –3 pain points, one per sticky, and discuss with your table.

# Key Concepts

- Transparency
- Prioritization
- Alignment



# Transparency

- Applies just as well at the portfolio level as it does at the team level
- Similar impacts on people at each level



# Transparency

- Where does lack of transparency hurt you?
- Write out your examples, one per sticky, and discuss with your table.
- Associate with a pain point if possible.



# Transparency

- What would improved transparency look like?
- Write out your ideas, one per sticky, and associate with your examples of lack of transparency.

# Transparency — Case Study

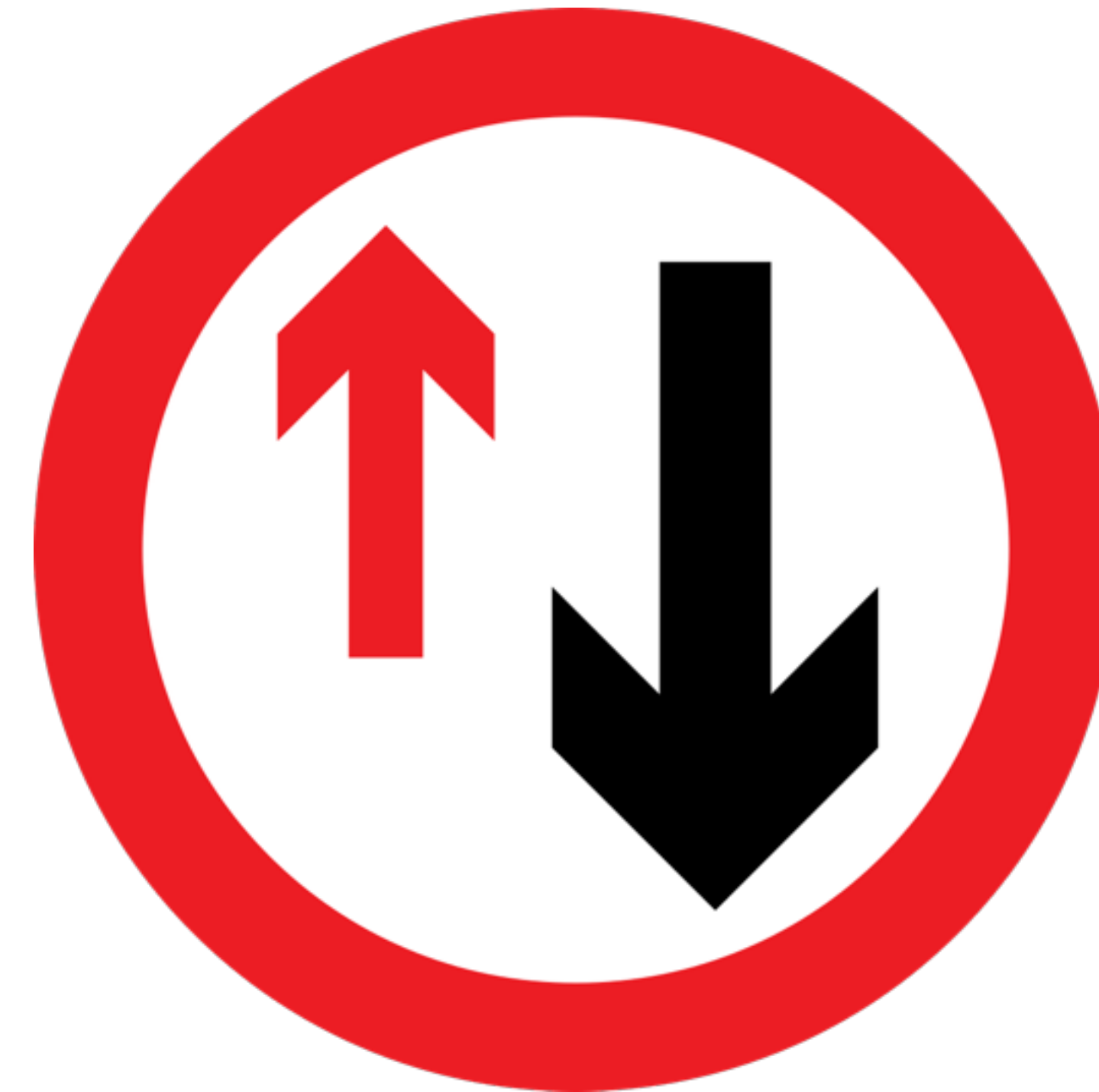


- Created physical kanban board on SVP's office wall
- One column per team
- Work item for any major or multi-team initiative

New	Team 1	Team 2	Team 3	Team 4

# Prioritization

- The key factor in portfolio maintenance and coordination
- Provides focus
- Supports culling



# Prioritization

- What methods of prioritization do you know?
- Stand up and shout out your method, one at a time.

# Prioritization

- Choose a method with your table, and write it on an index card.
- Write out the information you need to support the chosen method.

# Prioritization — Case Study



- Selected cost-benefit prioritization
- Managed exceptions as stakeholder group decision

Name:	
Team:	Owner:
Description:	Due:
	Type:
Dependencies:	BV:
	LoE:
Notes:	

# Alignment

- A practice, not a state
- Establish reliable maintenance mechanisms



# Alignment

- Where do you anticipate lack of alignment in your portfolio management?
- Write your ideas, one per sticky, and discuss with your table.



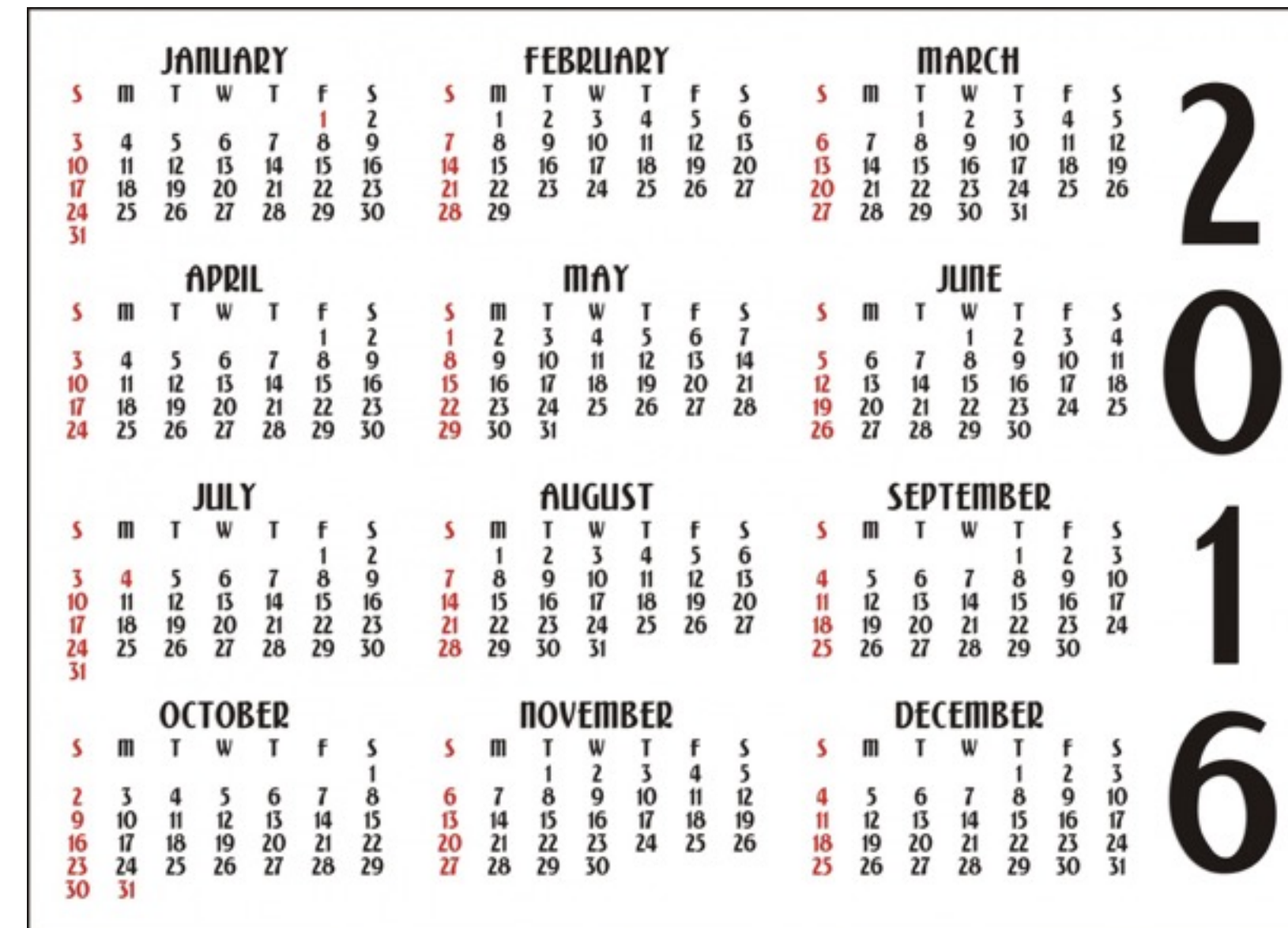
# Alignment

- Write an agenda for a periodic alignment meeting on an index card with your table.

# Alignment — Case Study

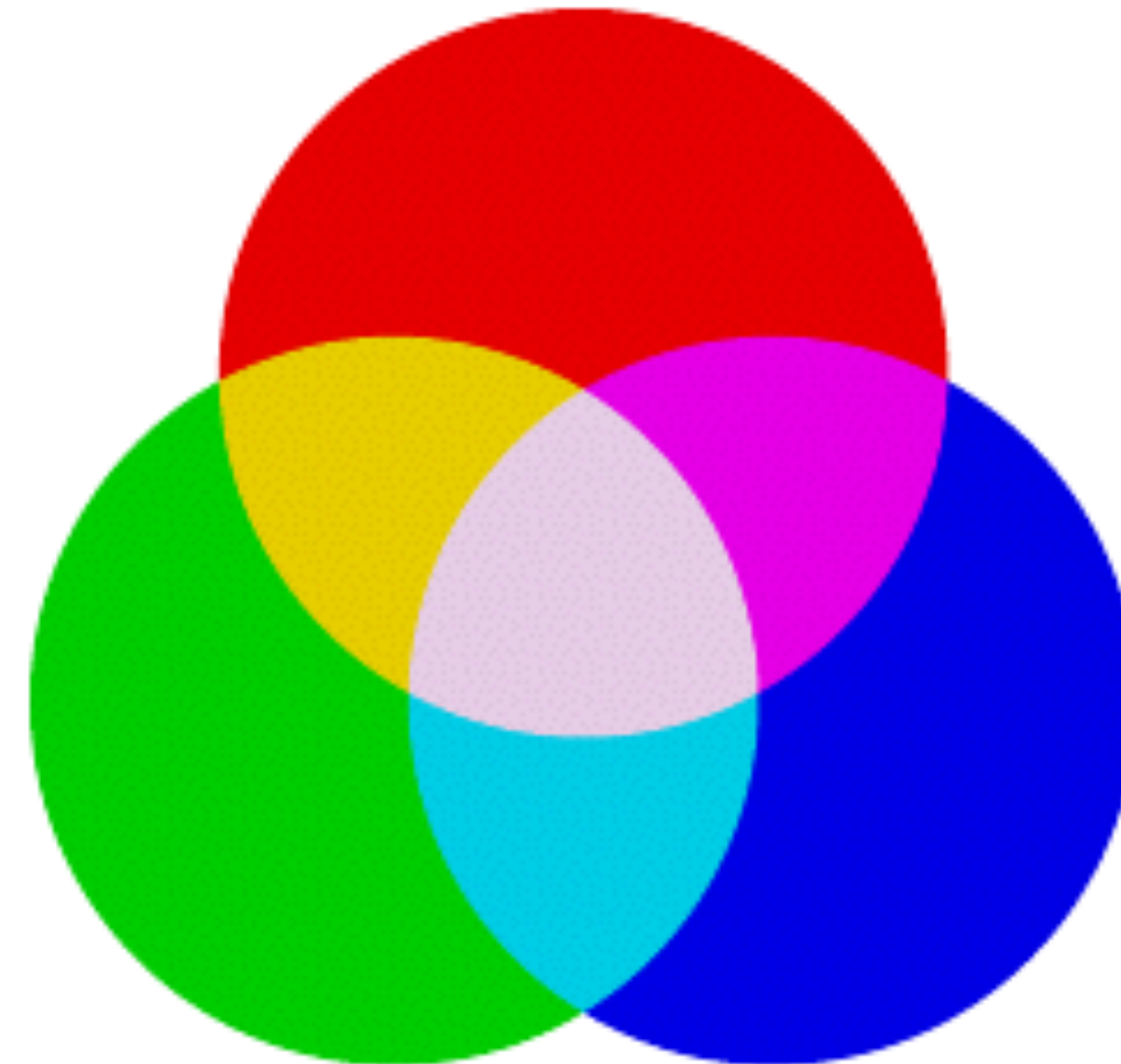


- Weekly meeting facilitated by the PMO
- Attended by all POs and stakeholders
- Walked the board, and groomed it
- Highlighted blockers, dependencies, resource contention



# Key Concepts

- Transparency
- Prioritization
- Alignment



# Transparency, Prioritization, Alignment

- What prevents you from adopting portfolio kanban?

# Transparency, Prioritization, Alignment

- What steps will you take to establish your TPA?

# Additional Considerations



- Customers then  
Products then  
Teams
- Finding the right  
level of detail
- Dropping the right  
work



# Thank You

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