

START STOPPING!

A Lean Approach to Portfolio and Budgeting Management



Agile ORLANDO
JULY 24-28 **2023**

#AGILE2023

RANDY HALE

- 30+ year career
- 20+ year Agilist
- Former Portfolio Leader
- Fortune 100 to startups
- Focused on Organizational Agility and working with executives
- Living in Denver Metro Area
- Empty nester
- Love live music, karaoke, movies, huge Marvel nerd





SALLY TAIT

- 30+ year career
- 10+ year Agilist
- Former PMO and Portfolio leader
- Fortune 50 companies to startups
- Led many transformations internally and externally
- Living in Stirling, Scotland
- Married with two teenage girls
- Love travel, cooking, and walking in my beautiful adopted country



Types of Value

- Shareholder Value
- Customer Value
- Learning Value
- Operational Value

⚠ When survey is active, respond at pollev.com/agilevelocit739

What is preventing you from delivering value to your customers?

0 done

 **0 underway**

Start the presentation to see live content. For screen share software, share the entire screen. Get help at pollev.com/app

What is preventing you from delivering value to your customers?

Lack of Understanding Customer Needs

Resource Constraints

Technical Debt

Frequently Changing Requirements

Misalignment between Business and IT

Inability to respond to changing market opportunities

Everything Is a Priority / Too Much WIP





STOP

working on things
where critical
assumptions are wrong!



START HYPOTHESES



What must be true?

START

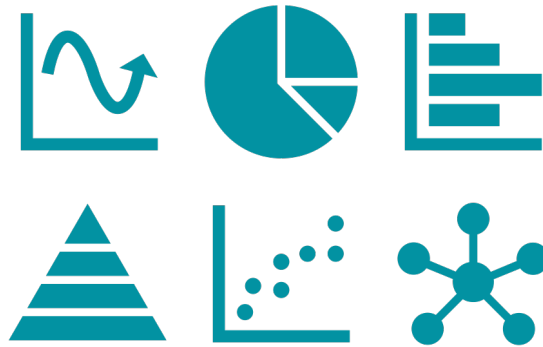
LEADING INDICATORS



How will we know? What will we observe?

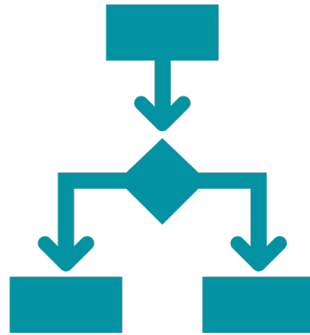
START

INSIGHTS



What patterns and trends do we see?

START DECISIONS



What will we do next?

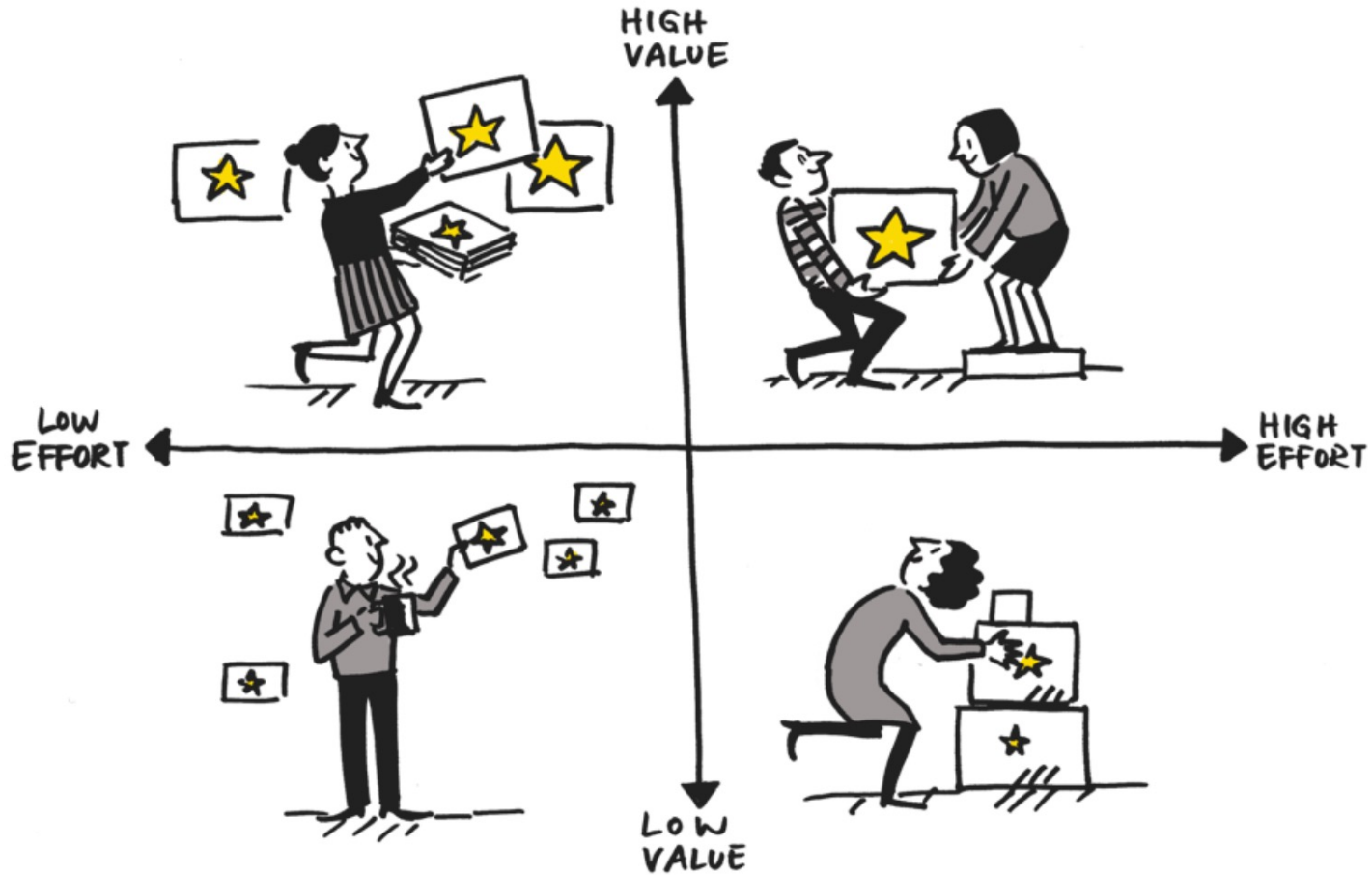
EVALUATE HYPOTHESES REGULARLY

STOP

- ☒ Schedule
- ☒ Budget
- ☒ Scope
- ☒ Risk Mitigation

START

- ▶ Hypotheses
- ▶ Leading Indicators
- ▶ Insights
- ▶ Decisions



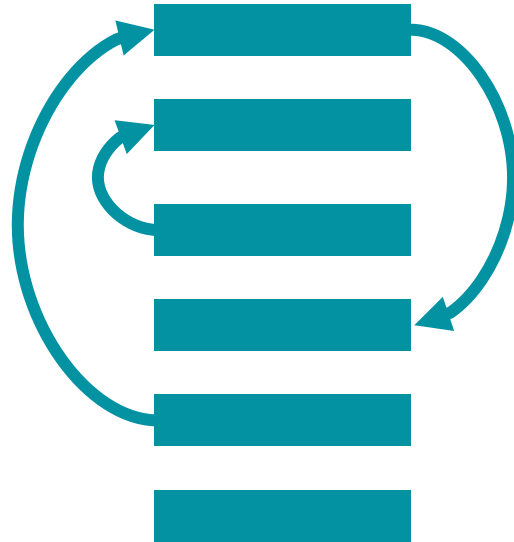


STOP
working on lower
value things!



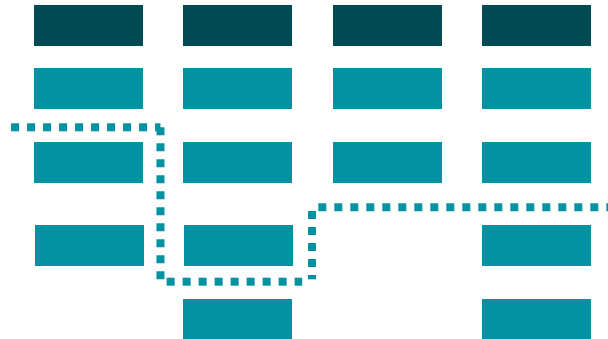
START

HOLISTIC ONGOING PRIORITIZATION



START

SCOPE OPTIONAILITY



START

TRIMMING THE TAIL



Visualization attributed to Jimmy Janlen (Crisp)

OPTIMIZING FOR VALUE DELIVERY

STOP

- ❑ Siloed Prioritization
- ❑ Treating Value as Fixed
- ❑ Treating Scope as Fixed

START

- ▶ **Holistic Ongoing Prioritization**
- ▶ **Scope Optionality**
- ▶ **Trimming the Tail**



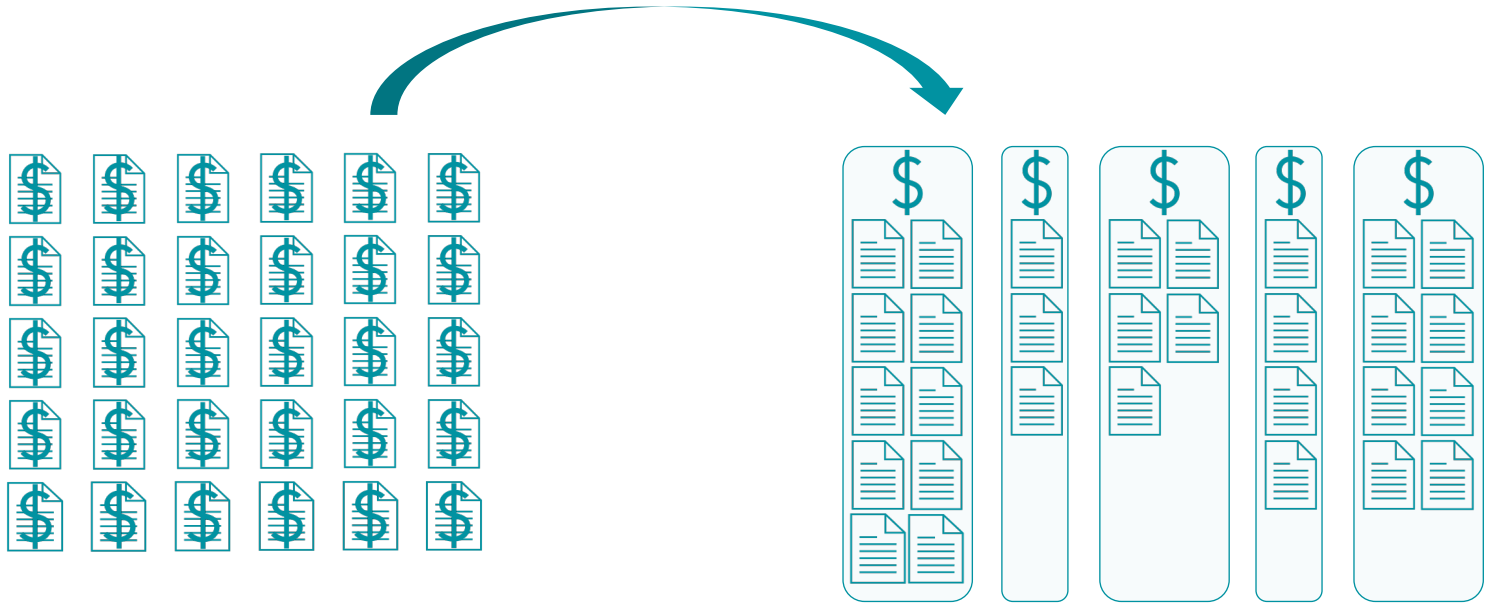
STOP

funding the work instead
of the value!



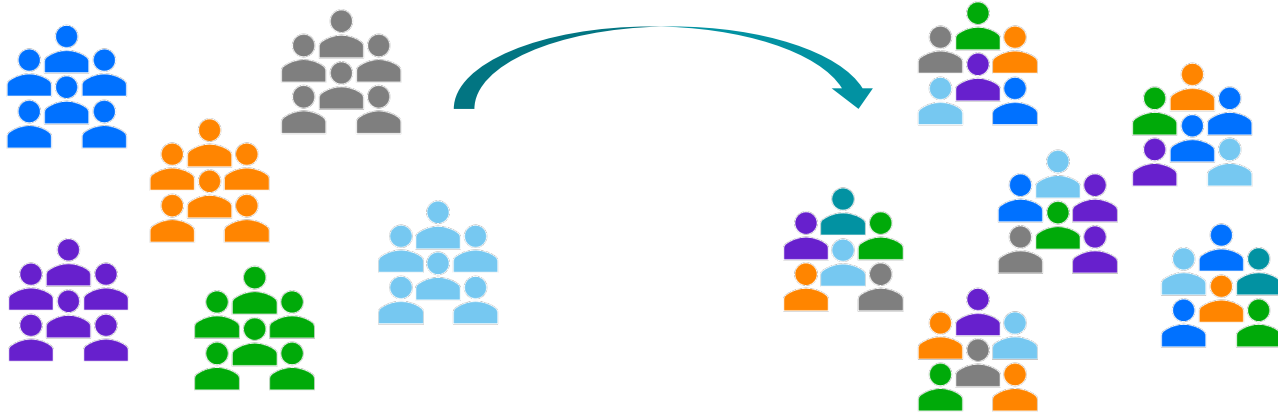
START

LEAN BUDGETING



START

PRODUCT-FOCUSED TEAMS



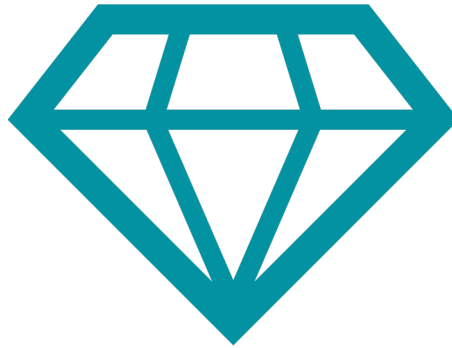
START

LOCAL AUTONOMY



START

REWARD IMPACT



FUNDING THE VALUE

STOP

- ❑ Project Funding
- ❑ Annual Budget Planning
- ❑ Project Teams
- ❑ Centralized Decisions
- ❑ Annual Goals/Bonuses

START

- ▶ **Lean Budget**
- ▶ **Product-Focused Teams**
- ▶ **Local Autonomy**
- ▶ **Reward Impact**

Portfolio Activity: Theme Park Improvements

Wonderland Adventure Park, open for 5 years with moderate success, faces challenges. Families have expressed dissatisfaction due to limited attractions and inadequate facilities. Visitors find it uncomfortable in the heat, discouraging them from spending a full day.

To improve, the park needs to offer more thrilling rides and interactive shows, expand indoor family attractions, and provide better cooling solutions. Moreover, increased focus on cleanliness and maintenance is essential to enhance guest experience and regain positive feedback.



Photo by CHITTERSNAP on Unsplash

Portfolio Activity: Theme Park Improvements

You are attending the Strategic Portfolio Review, in which you are reviewing 8 new Portfolio Epics. You will score them using the following strategic value criteria:

- Increase Family Attendance
- Increase Average Time in Park
- Increase Customer Satisfaction
- Increase Hotel Utilization
- Decrease Operations Costs



Photo by CHUTERSNAP on Unsplash

Epic Prioritization Matrix

PORTFOLIO EPIC	IMPACT→ WEIGHT→	IMPACT					OUTCOME IMPACT (Value Score)	EFFORT / SIZE	BANG FOR YOUR BUCK
		Incr. Family Attendance	Incr. Avg. Time in Park	Incr. Customer Sat.	Incr. Hotel Utilization	Decr. Operations Costs			
		5	10	10	10	5			
Water Play Area		3	3	3	1	1	90	20	↑ 4.5
Sanitation Improvements		1	1	3	1	9	100	20	↑ 5.0
Family Restaurant		1	3	3	1	1	80	30	→ 2.7
Marine Life Program		3	3	1	1	1	70	30	↓ 2.3
Log Flume Ride		3	3	3	1	0	85	80	↓ 1.1
Shady/Misty Kiddie Ride		1	3	3	1	0	75	50	↓ 1.5

*Impact: 0 = None | 1 = Low | 3 = Moderate | 9 = High

Total 230

Epic Prioritization Matrix

PORTFOLIO EPIC	IMPACT WEIGHT	IMPACT					OUTCOME IMPACT (Value Score)	EFFORT / SIZE	BANG FOR YOUR BUCK
		Incr. Family Attendance	Incr. Avg. Time in Park	Incr. Customer Sat.	Incr. Hotel Utilization	Decr. Operations Costs			
		5	10	10	10	5			
Water Play Area		3	3	3	1	1	90	20	↑ 4.5
Sanitation Improvements		1	1	3	1	9	100	20	↑ 5.0
Family Restaurant		1	3	3	1	1	80	30	→ 2.7
Marine Life Program		3	3	1	1	1	70	30	↓ 2.3
Log Flume Ride		3	3	3	1	0	85	80	↓ 1.1
Shady/Misty Kiddie Ride		1	3	3	1	0	75	50	↓ 1.5
Feature Attraction		3	1	3	9	0	145	130	↓ 1.1
Improve Family Experience		9	9	9	1	1	240	130	↓ 1.8

*Impact: 0 = None | 1 = Low | 3 = Moderate | 9 = High

Total 490

Start Stopping!

STOP

Ignoring critical assumptions

Working on lower value things

Funding the work

START

Evaluate hypotheses regularly

Optimizing for value delivery

Funding the value

What did we miss?

Grab a sticky!

**Tell us what you
would like to Start
Stopping in your
organization!**

SPEAKER MEET AND GREET

RANDY HALE AND SALLY TAIT
START STOPPING! A LEAN APPROACH TO
PORTFOLIO AND BUDGETING MANAGEMENT



MONDAY, JULY 24, 2023
7:00-7:30PM



ICAGILE BOOTH EXHIBIT SPACE



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JULY 24-28

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