AgilePfM QRC

Based on AgilePfM from Agile Business Consortium, Dec.’2017, Henny Portman

Help to build the right things: VMOS

<table>
<thead>
<tr>
<th>Vision</th>
<th>Mission</th>
<th>Objectives</th>
<th>Strategy</th>
<th>Tactics</th>
</tr>
</thead>
<tbody>
<tr>
<td>We want to achieve that...</td>
<td>We will achieve that by...</td>
<td>We will measure our success with... on...</td>
<td>We will focus on...</td>
<td>We will do so...</td>
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</tbody>
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Rough balancing And Blending, based on strategy

More accurate balancing And Blending, based on strategy and availability

Fine tuning Based on strategy and progress, availability

Step 1
- For portfolio...
  - i.e. Evolve strategy
  - Required high-level outcome:
    - Vision and goals/objectives
    - Business justification and leadership

Step 2
- Agree criteria for evaluating ideas and for influencing blend and balance
  - What we need to do
  - How we will do it
  - Appropriate organisation and governance

Step 3
- Plan (identify, categorize, prioritise, blend & balance, agree)
  - Coordinate and enable delivery of change initiatives
  - Get the job done
  - Deliver value incrementally and as soon as possible

Agile governance rules:
- Ensure value drives priority (do the right things)
- Never compromise quality (Do the things right)
- Decide with the initiatives, don’t manage them
- Give clear considered direction
- Stay informed

Effective agile portfolio rules:
1. If it’s in the portfolio, it must be in the strategy
2. If there is no strategy, STOP! DO NOT proceed without one
3. Constantly review the portfolio and adjust when required. No one-off exercise!
4. Concentrate prioritising, blending, balancing on the near-term horizon

Six core behaviours for AgilePfM:
1. Focus on the creation of value
2. Review the portfolio continuously
3. Involve the right people to shape and manage the portfolio
4. Clearly and continuously demonstrate that the portfolio is delivering optimum value
5. Encourage innovation and creativity
6. Encourage collaboration and empowerment