



Capability Driven Portfolio Management Uplift

Having a company like AMO as the subject matter expert really helped guide us with invaluable insights to our improvements. The flexibility from AMO to pivot depending on the business needs and to do so without slowing the progress of changes is to be congratulated.

- Head of Portfolio Management

KEY RESULTS



50%

reduction in forecast variance



240

hours saved annually in financial reporting



\$36 000

saved annually in financial reporting alone



4.6

out of 5 rating for our capability uplift workshops



6%

reduction in underspend of budget

COMPANY OVERVIEW



This organisation is one of the largest automotive companies in Australia and has locations globally. Having inspired a way of working in various industries since being founded, the tenets of this organisation have revolutionised manufacturing as we know it.

THE PROBLEM



In 2020 the IT department in this organisation undertook a transformational change management program to redefine its strategy and structure. The aim was to future-proof the organisation whilst preparing for the digitisation of the current organisation, in line with an enterprise-wide agenda.

After 12 months of competing priorities and lack of resource availability, the team were unable to move forward the uplift in maturity. One of the Portfolio Management Team approached Agile Management Office (AMO) to develop their **FY22 Portfolio Management Roadmap**, whilst providing business analysis support in closing out some inflight initiatives and uplifting some capability focused on Visualisation and Reporting.

OUR CHALLENGE

- Working with a team with high levels of change fatigue
- Delivering tangible solutions in a COVID remote working environment
- Difficulties in accessing key personnel
- The pace of change
- Working with and aligning ~80 stakeholders

PROJECT OVERVIEW

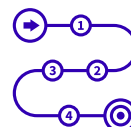


For the project, we were asked to provide:

Review



Roadmap



Delivery



THE SOLUTION



We helped this firm redefine its ways of working when it comes to Portfolio Management, how the Portfolio Management team worked together and how the team interacted with its customers and consumers. This was achieved by providing a solid foundation of a temporary **Build & Grow** function to develop the capabilities before handing over to a **Run & Operate** function to operationalise, maintain and support the capabilities and its customers and consumers. A standard **Capability Management Toolkit** was developed, containing a *Framework Requirements template*, *Implementation Guide template*, *Health Check template* and *Handover to Operationalise template*. A roadmap was developed and established, that gave them a structured, scalable solution to achieve kicking off the roadmap maturity journey. The following capabilities were also co-developed and rolled out as part of the roadmap to Maturity Level 3:



Knowledge Management

Providing a single source of truth for how projects will be delivered across the Portfolio and hand over to support teams



Dependency Management

Increase visibility on issues causing project delays, forecasting inaccuracies, and providing executive management advanced warning of escalations



Delivery Support

Determined what services Portfolio Management provided to the organisation, and how they would be delivered that was lean and agnostic of methodology



Methodology Management

Transparency on the multi-methodologies used in TMCA along with which methodology is used when and the supporting artefacts

THE OUTPUTS



- Assessment of current agile practices and a plan of proposed improvements, including structural, requirements validation and proposed activities / roadmap for future growth
- Creation of guidelines and, framework for rolling out future capabilities, introduction of innovative techniques, supportive tools
- Personalised workshop for the non-project managers who worked with IT.
- Endorsement of a division-wide Portfolio Management Capability that would support delivery
- An independent overview of capability and capacity for change through interview process
- Uplifting of key staff through coaching and introduction of innovative techniques and supporting tools.

THE RESULT



The core of our work with this organisation's solution was helping them undertake a **mindset shift**. The issue was not that they didn't have the vision of where they wanted to go, but lacked knowledge in how to help a large team of people to "get on the bus" and work towards that shared vision, aligning the best of delivery with the best of agility into a shared space that they could thrive in. Implementing an iterative "proof-of-concept style" was important and helped build trust. **We helped them to implement an anchor (*capability management*) in which to set the foundations to mature their project management function in a scalable way. We helped them realise the focus was to start with the "why" not the "who" first.**

1

Engagement

Increased engagement from the customers and consumers of Portfolio Management Services

2

Executive Endorsement

Received recognition and endorsement by CIO and other executives on strategy and roadmap

3

Improved Forecasting

Reported a reduction of projects outside the +/-10% threshold for forecasting variances month on month