Agile Value Streams and Orchestration Center of Excellence Establishment

"Our customer business was in the process of designing and implementing a new operating model. AMO was engaged to support the design of the Value Management Office, referred to as the Portfolio Orchestration function. We started from scratch and designed a model that would work in practicality and one we could iterate on. Having team AMO work with us on the design brought an external and best practice lens to creating a custom solution that worked for us. Fatimah's experience and passion enabled us to constantly test our thinking, challenging our status quo and coming up with creative solutions that you won't find in textbooks."

~ Head of Portfolio Orchestration, Vaishali Nagaratnam

KEY RESULTS

- Successfully established a well-defined Orchestration Center of Excellence (OCOE) framework, aligning strategic objectives with structural coherence and capabilities.

- Facilitated seamless transition coaching and provided ongoing support to the OCOE leader, ensuring effective leadership and adaptability to dynamic operational landscapes.

- Enhanced collaboration and stakeholder engagement through the design process, resulting in a comprehensive roadmap for the OCOE's evolution from its current state to its envisioned future, thereby fostering organizational agility and resilience.

COMPANY OVERVIEW

A leading energy retailer and generator, serving millions of customers across Australia. With a commitment to sustainability and innovation, they provide reliable electricity and gas solutions while pioneering renewable energy initiatives to power a cleaner greener future.

THE PROBLEM

The client was facing the need to establish Streams, necessitating the creation of an Orchestration Center of Excellence (OCOE). However, the current lack of defined design principles, content clarity, and strategic alignment posed significant challenges. Stakeholders needed to collaborate effectively to review existing practices, gather essential information, and design a coherent framework for the OCOE's structure, capabilities, governance, and methodology. Additionally, there was a critical requirement for transition coaching and ongoing support to ensure the successful implementation and leadership of the Orchestration CoE amidst evolving operational needs and strategic objectives.

The engagement took place over three key stages:
- Discovery - engagement and drive
- Design - designing and building the solution
- Execution - executing and adoption of the plan

OUR CHALLENGE

- To align diverse stakeholder perspectives and requirements
- Balancing the need for strategic alignment, structural coherence, and capability development within the OCOE
- Ensuring smooth transition coaching and providing ongoing support amidst dynamic operational landscapes and goals
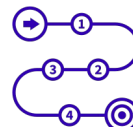
PROJECT OVERVIEW

For the project, we were asked to provide:

Review

Design

Delivery

THE SOLUTION ⌄

The solution involved a comprehensive approach to designing and implementing the OCOE including:

1. **Review of Current State**: We conducted a thorough review of existing design principles, content, and organisational context to understand the starting point and identify areas for improvement.
2. **Stakeholder Collaboration**: We facilitated collaborative workshops and discussions with relevant stakeholders to gather insights, align strategic objectives, and define requirements for the OCOE.
3. **Design Process Facilitation**: Utilising the collected information, we co-led the design process for the OCOE, focusing on aspects like structural framework, capabilities, governance, information flow, cadence, and method.
4. **Transition Coaching**: We provided transition coaching and recommendations to ensure a smooth transition to the new OCOE framework, equipping the OCOE leader with the necessary guidance and support to effectively lead.

Framework for Governance
Defined the hybrid governance model .

Delivery Execution & Information Flow
Built the roadmap and executed the development of design of the framework, capabilities, governance, information flows, cadence, and methods.

Coaching Advisory
Provided targeted coaching and advisory support to agile coaches and the OCOE leader.

Knowledge Management
Documented and built a repository of knowledge and information for ongoing use and iterative improvements.

THE OUTPUTS ⌄

- A comprehensive report detailing the review of the current state, including design principles and content.
- Transition coaching documentation, including recommendations and action plans for the OCOE leader.
- A well-defined OCOE framework document outlining strategic alignment, structural framework, capabilities, governance, information flow, cadence, and methodology.

- Ongoing support materials such as guidance documents, problem-solving resources, and insights for continued success.
- Post-Implementation Review (PIR) documentation summarising the effectiveness of the implemented OCOE framework, including insights, lessons learned, and recommendations for future improvements.

THE RESULT ⌄

The implementation of the solution for our client yielded significant results. Firstly, a well-defined Orchestration Center of Excellence (OCOE) framework was successfully established, aligning strategic objectives with structural coherence and capability development. Additionally, seamless transition coaching was provided, coupled with ongoing support for the OCOE leader, ensuring effective leadership amidst dynamic operational landscapes. Furthermore, collaboration and stakeholder engagement were enhanced throughout the design process, culminating in a comprehensive roadmap for the OCOE's evolution from its current state to its envisioned future. These outcomes collectively fostered organisational agility and resilience, positioning the client for sustained success.

1 Acceleration
Accelerated the client's agenda by helping bridge gaps between their current and desired destinations.

2 Culture Uplift
Uplifted teamwork, culture, engagement, and satisfaction by reinforcing strategic alignment at all program levels.

3 Enhanced Framework
Streamlined governance and built an adaptive framework that integrated across all levels of portfolio.