

Preliminary findings from a PPM evaluation of 8 agile/bimodal organizations

Background for findings

- We (the research team) are developing an PPM evaluations framework (Hansen et al., 2019) with 20 questions in four dimensions—the questions cover a wide span of PPM areas
- During the last 3 months we have used the evaluation framework in 15 different organizations with different sizes and with different types of portfolios
- Eight of these companies' portfolios can be defined as “portfolios of agile projects” (Sweetman and Conboy, 2018) or “bimodal” (Haffke, Kalgovas et al. 2017)
- Now, we will highlight some of the “good the, bad and the ugly” in the aforementioned agile/bimodal portfolios

**Portfolios of
agile projects +
bimodal PPM**

PPM evaluation framework

Approaches	Publications	Questions
Process	Six PPM publications on process	Q1. Use of (traditional) PPM processes and techniques Q2. How integrated are PPM processes Q3. How formalized are PPM processes and practices Q4. How tailored is the PPM design Q5. PMO roles of coordinating, controlling, and supporting Q6. Management quality, allocation quality, and cooperation quality in PPM
Bench-marking	Four PPM publications on benchmarking	Q7. Use of maturity assessment Q8. Assessment of PPM governance Q9. External or internal comparison of the project portfolio balance Q10. Data on project portfolio costs in internal and external benchmarking
Outcome	Five PPM publications on outcome	Q11. Effectiveness of strategic attributes Q12. Effectiveness of operational attributes Q13. Measure value creation at portfolio level Q14. Sustainability included in PPM Q15. To what extent is the logic of effectuation used in PPM
Learning	Five PPM publications on learning	Q16. Use of learning loops Q17. Responsiveness and flexibility in PPM Q18. Frequency of face-to-face interaction in PPM Q19. Formative role of projects Q20. Use scaling learning from project level to portfolio level

**15 Portfolios in
different types
companies**



Preliminary findings

Looking at the mirror what can we see? “Things running OK” (The GOOD), “Things to Monitor and/or Manage” (The BAD) and “Things to Correct Immediately” (The UGLY).



Things are running OK...

Having a pluralistic view on value in PPM:

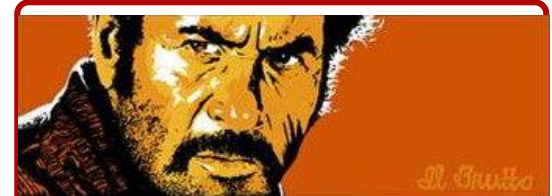
Being asked about the real an ideal state of applying a pluralistic view on value in PPM, e.g. (sustainability) non-commercial issues such as ecological, environmental, social, health, and safety values (Brooks and Pagnanelli, 2014; Martinsuo and Killen, 2014)



Things to Monitor and/or Manage

Measuring value creation at portfolio level

Being asked about the real an ideal state of measuring value creation at portfolio level (Laursen and Svejvig, 2016)? For example, stakeholder satisfaction (Martinsuo and Killen, 2014), or fulfilling KPIs (Sanchez and Robert, 2010)



Things to Correct Immediately

Use of benefit realization

Being asked about the real an ideal state of following up on project benefits during the entire lifecycle of the projects? (Nielsen and Persson, 2017)

Preliminary findings

Looking at the mirror what can we see? “Things to Monitor and/or Manage” (The UGLY).



J. Calvo

Having a pluralistic view on value in PPM

...is seen as quite important for success in PPM. Fortunately “delta” between real and the ideal (desired) state is very small

“Things to Monitor and/or Manage” (The GOOD), “Things to Monitor and/or Manage” (The BAD)



J. Trujillo

Measuring value creation at portfolio level

...is seen as “important” for the success of PPM but only done “sometimes”



Use of benefit realization during the entire lifecycle of the projects

...is seen as “important” for the success of PPM, but is only done less than “sometimes”

References



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