



Value Delivery Office

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Agenda

01 Why VDO?

02 What is VDO?

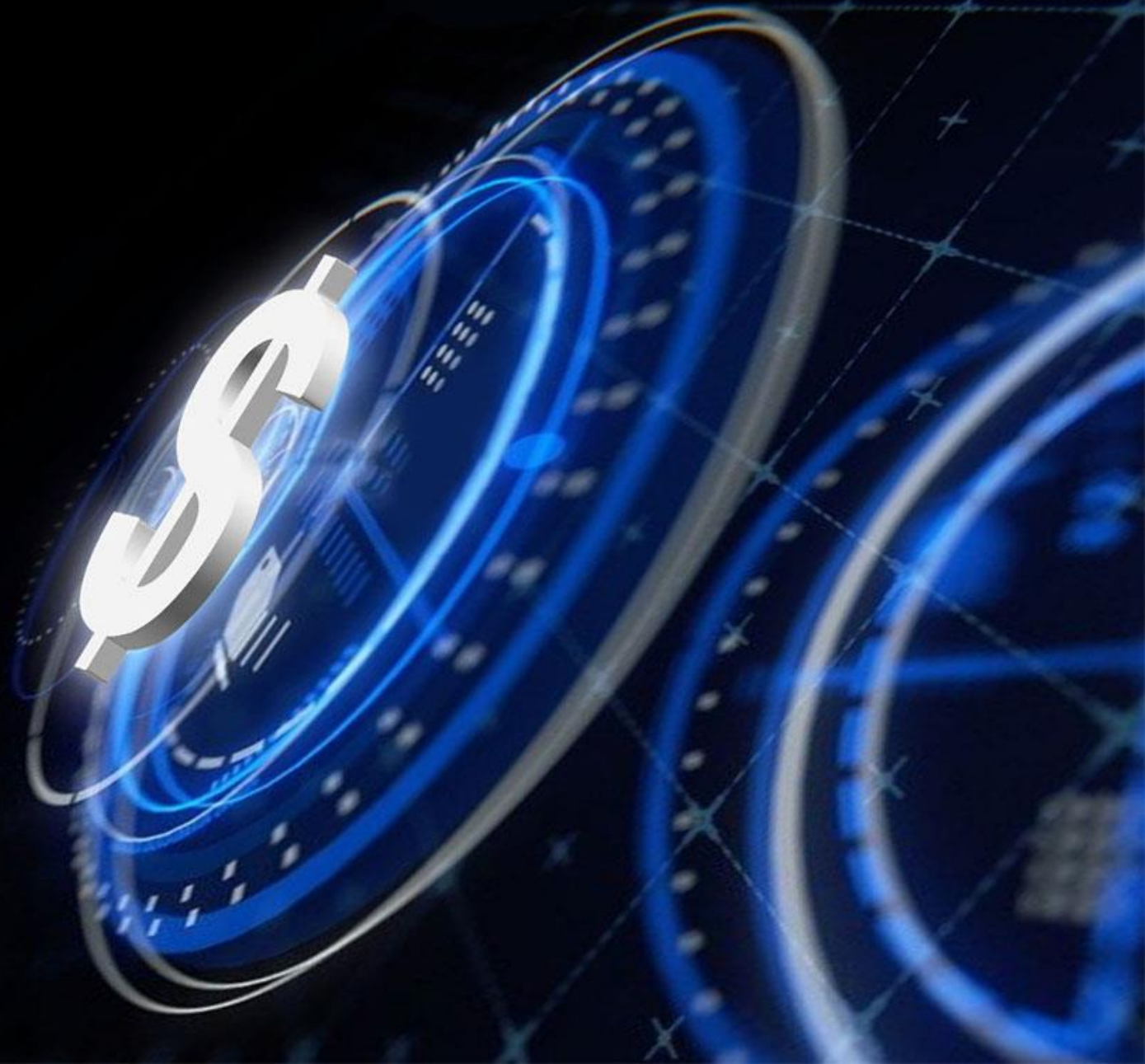
03 How VDO work?



Why VDO?

*All improvement is change, but
not all change is improvement.*

David Hodes



Value

The worth, importance, or usefulness of something.



Source: A Guide to the Project Management
Body of Knowledge 7th Edition, Glossary

Value Equation

Benefit



Cost

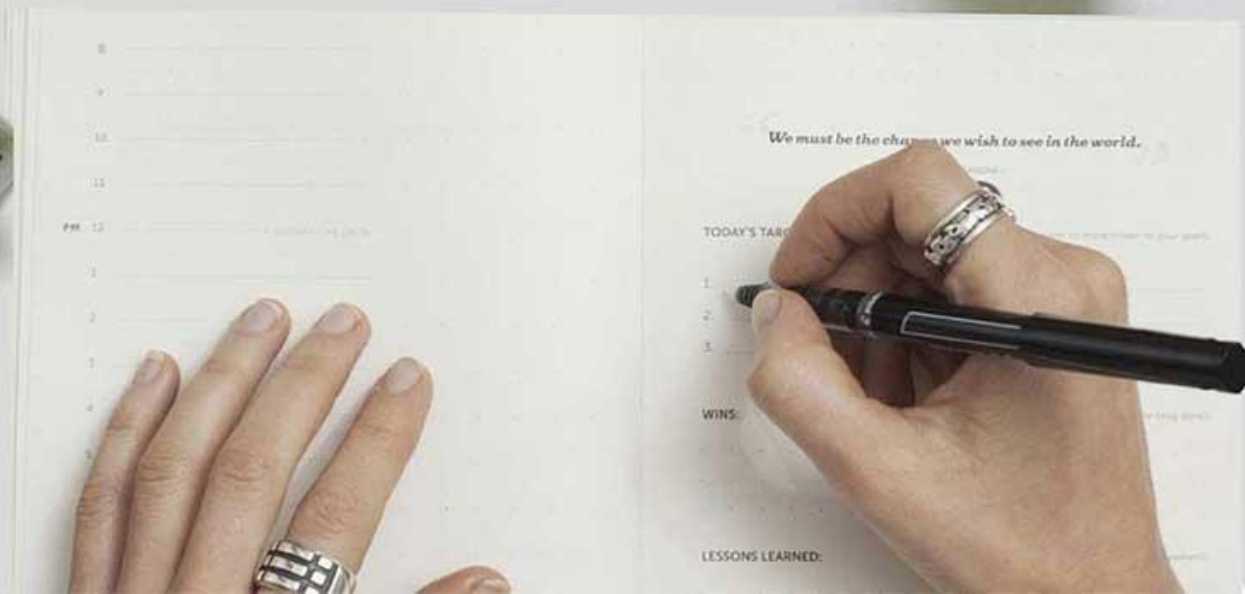

Value

Value

Value can be tangible or intangible and corresponds to the net result of the benefits generated less the cost.

Agile manifesto

Individuals and interactions
over processes and tools

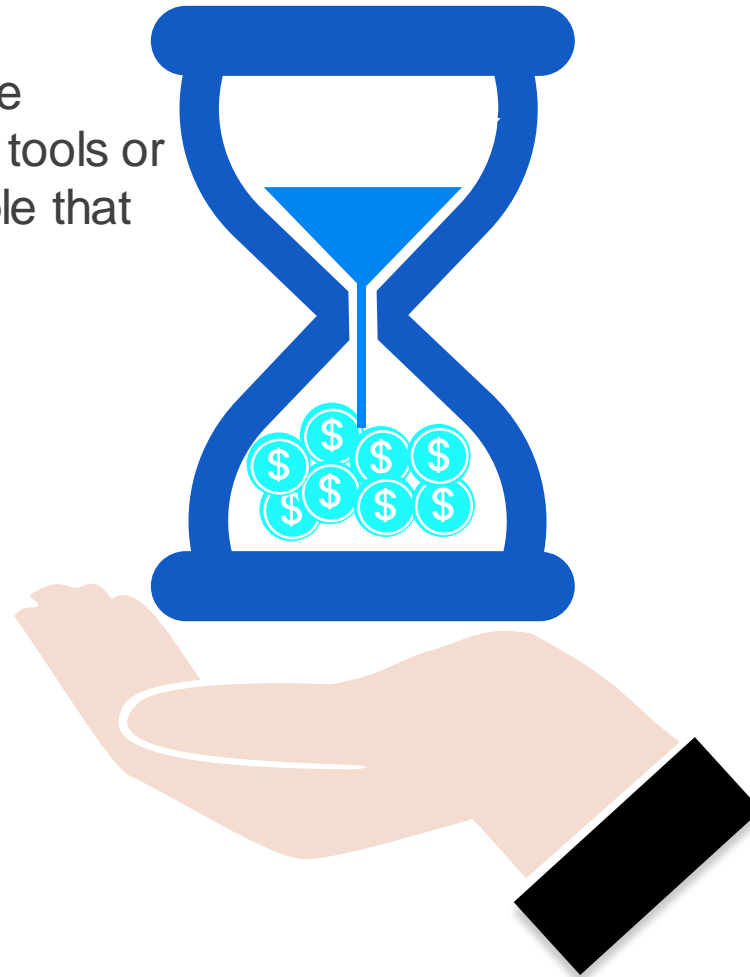


Gap analysis

People are the Core

One of the key reasons why some projects fail is not because of the tools or the processes. It's often the people that are the hardest to manage.


Processes are important, but they should act as enablers for people to interact, work together, innovate and solve problems.



Governance

Management and Right metrics to focus on real value delivered to their customers

Deliver value

- 
1. Moving the focus from delivering outputs efficiently to delivering the right outcomes
 2. Enabling the organization to support delivering outcomes through adaptive governance
 3. Shifting PMO tools to enable people to focus on value instead of enforcing process

Source: <https://expert360.com/articles/reshaping-the-pmo-to-focus-on-value-delivery-pmo-insight>

VUCA
World

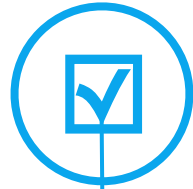
Solution

Establishing a supportive structure to:

- 01 Enable agility by leveraging smaller, lighter weight controls.
- 02 Focus more on individuals and their interactions.
- 03 Generate value delivered to customers in the quickest possible time.

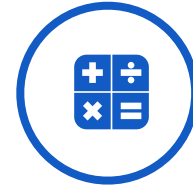


Timeline



Thorp, J (2003) says, it "acts as an advocate of change in the organizational mindset in the way people think about both benefits and value".

2003



Robert Kaplan discussed the VMO noting that organizations today are striving to deliver benefits at a lower cost and as such are experiencing the rewards for accomplishing both.

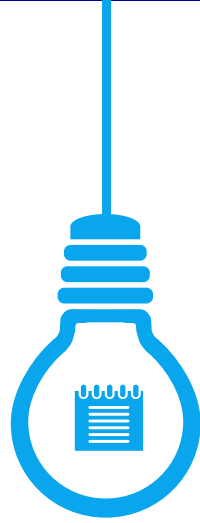
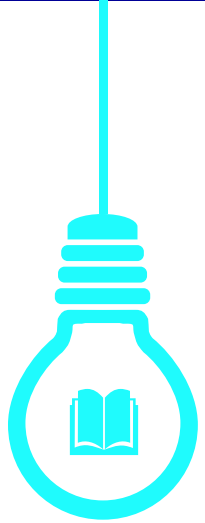
2015



Rodriguez, R advises a VMO should answer: What value and benefits we capturing from project?

2021

VDO Highlight



PMO is a necessary but not sufficient condition for delivering value. PMO may transform into a VDO. VDO is an instrument of organizational learning and systems thinking that looks not only to improve on the given way of doing work, but to ask the question about how to continuously innovate for better ways.

What is VDO?

*VDO turns theory into practice
while measuring tangible
business benefits.*


David Hodes



Value Delivery Office

A project delivery support structure that focuses on coaching teams; building agile skills and capabilities throughout the organization; and mentoring sponsors and product owners to be more effective in those roles.



A background image showing a business meeting. Two people in dark suits are shaking hands over a dark wooden table. One person is holding a tablet computer. On the table, there are papers with charts and graphs. The overall scene is professional and collaborative.

The VDO serves an enabling role, rather than a management or oversight function. It focuses on coaching teams, building agile skills and capabilities throughout the organization.

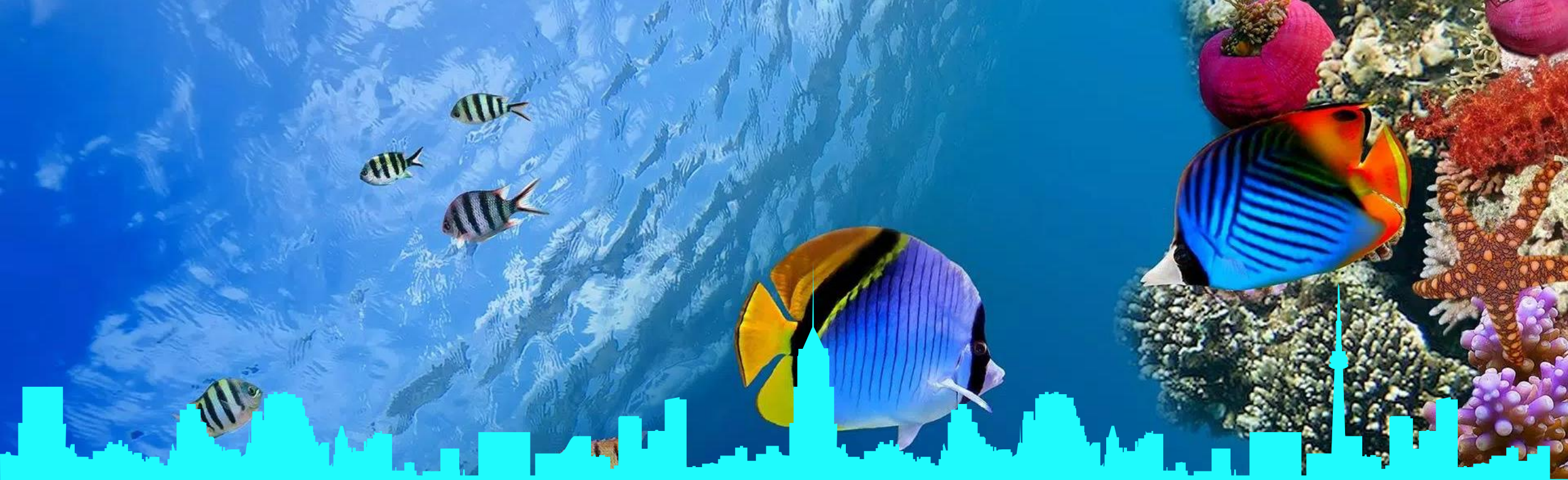
VDO Role

VDO Solution

The formation VDO is based on organizational needs. Key influencers:

- 01 Types of projects being delivered.
- 02 Size of Organization, its structure and culture
- 03 Degree of centralized/ decentralized decision making





VDO is emerging within organizations adopting decentralized structures where teams need to respond quickly to changing customer needs.

- Organizations with flatter structures,
- customer-centered initiatives,
- and more adaptive delivery approaches.

VDO Environment

VDO Functions



Providing ideas and solutions



Coaching project teams



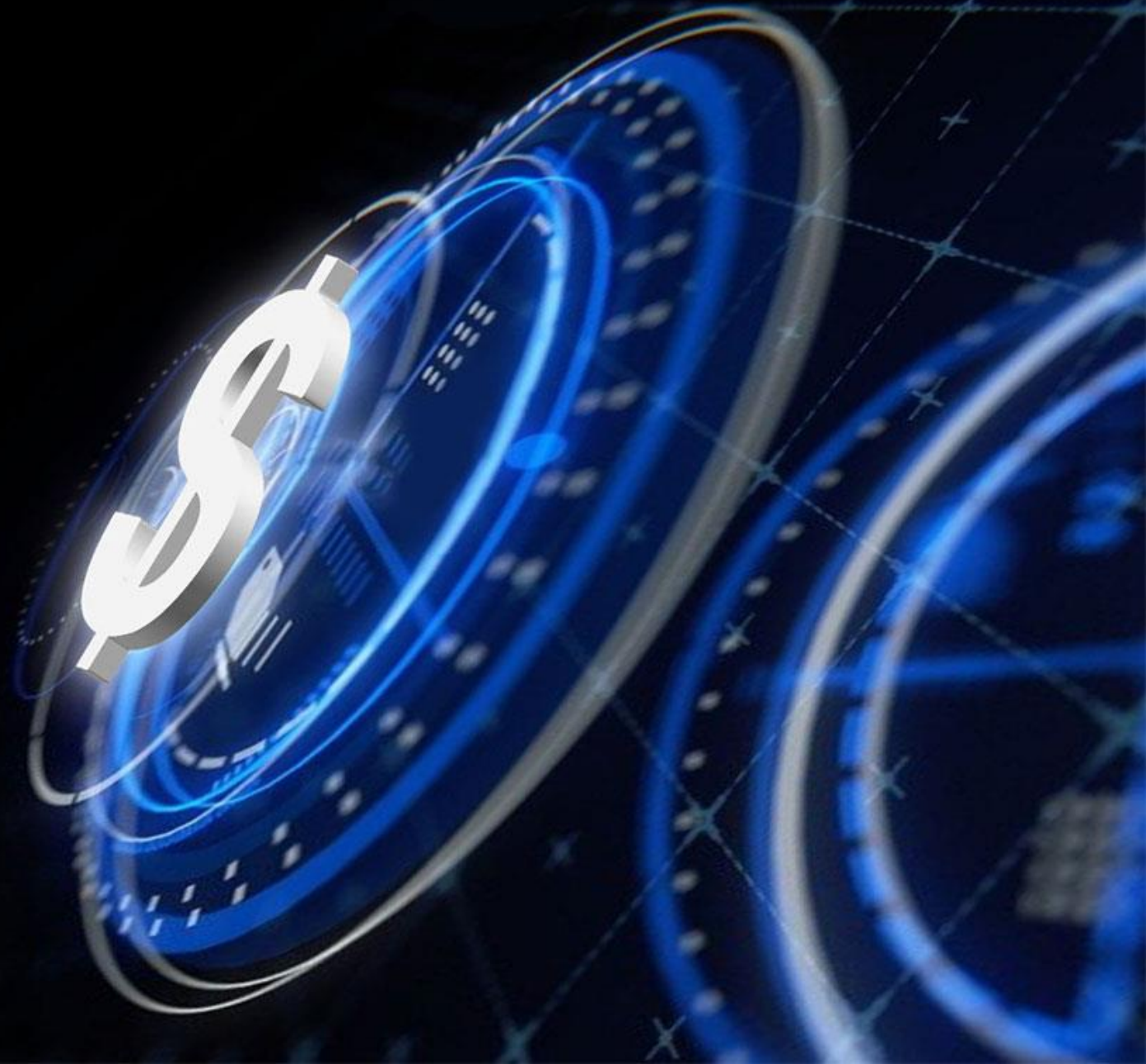
Building adaptive skills and capabilities throughout the organization;



Mentoring sponsors and product owners to be more effective in those roles.

How VDO Work?

Great landing but Wrong airport.



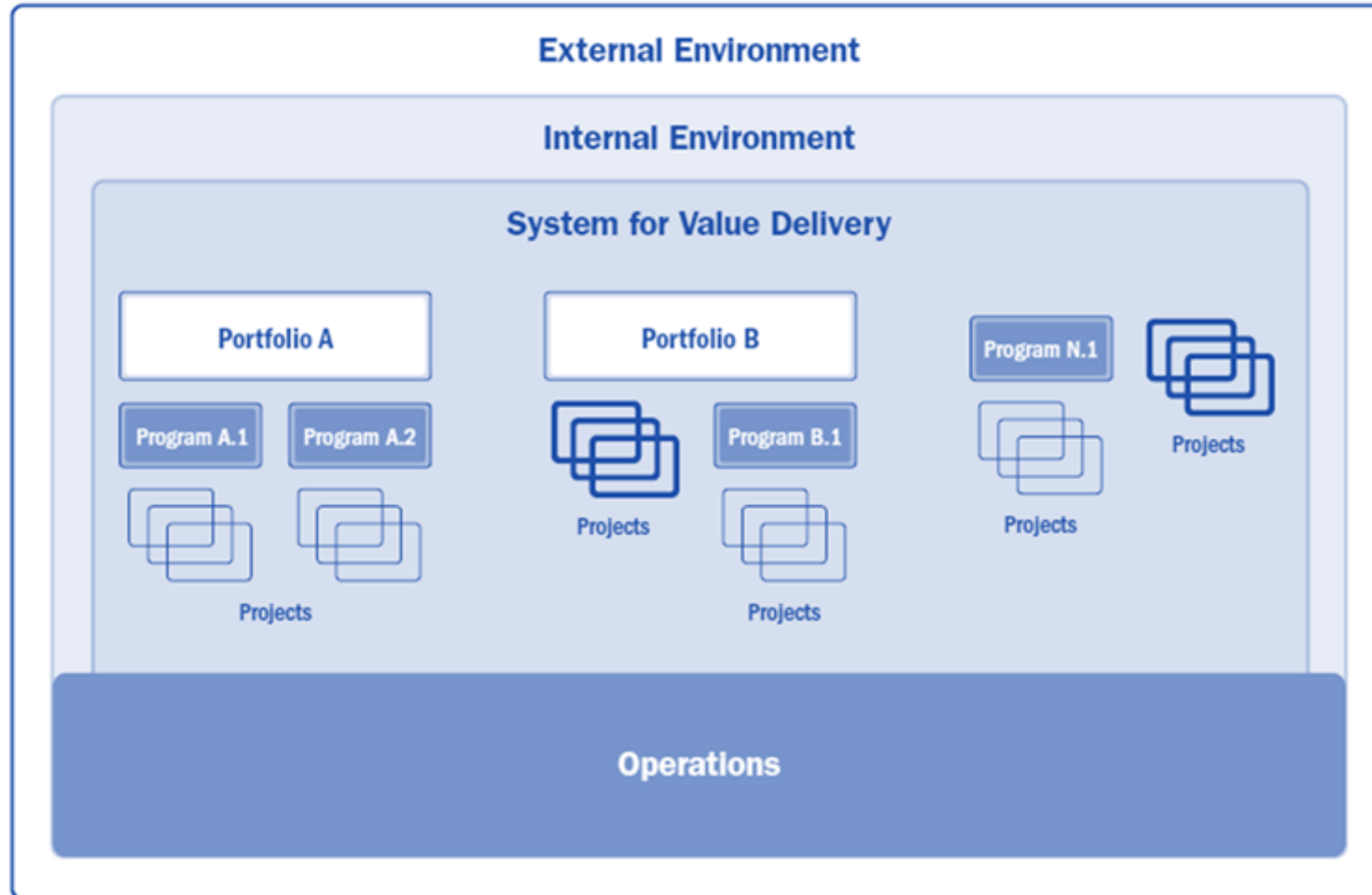
Value Delivery System

A collection of strategic business activities aimed at building, sustaining, and/or advancing an organization.

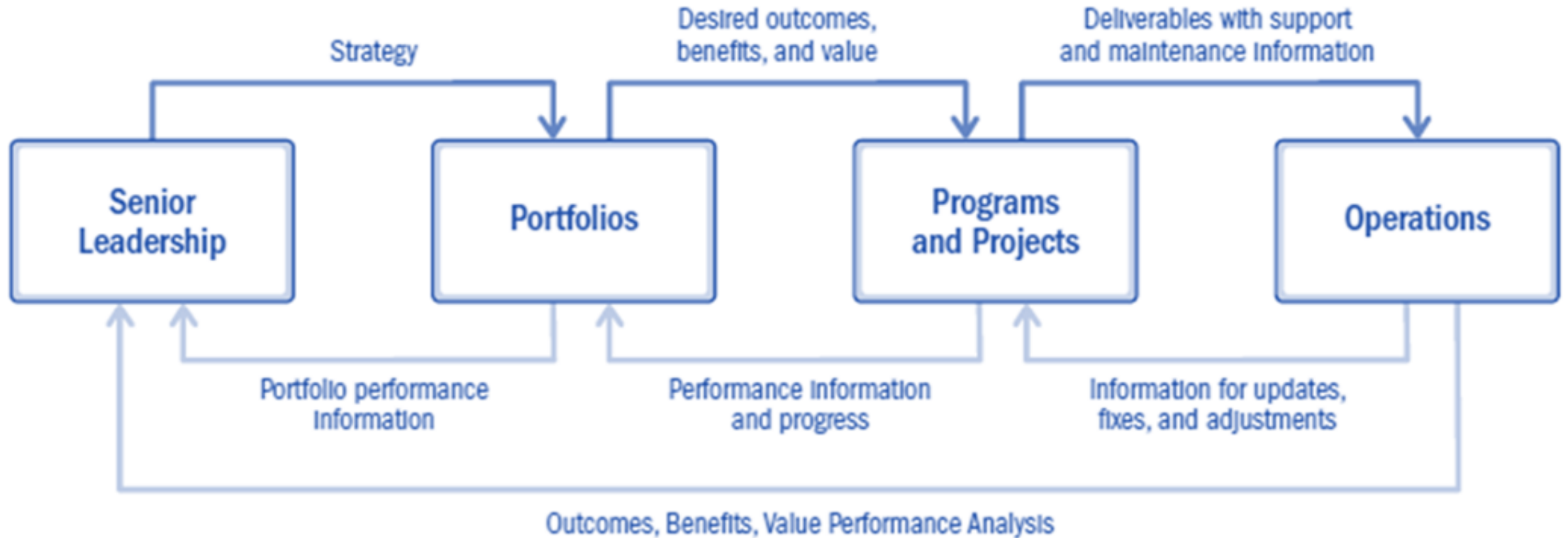


Source: A Guide to the Project Management
Body of Knowledge 7th Edition, Glossary

Value Delivery System



Value Delivery Flow



Value Delivery System Pillars

Value governance

responsible for defining the rules, guidelines and governance model related to value management.

Value streams

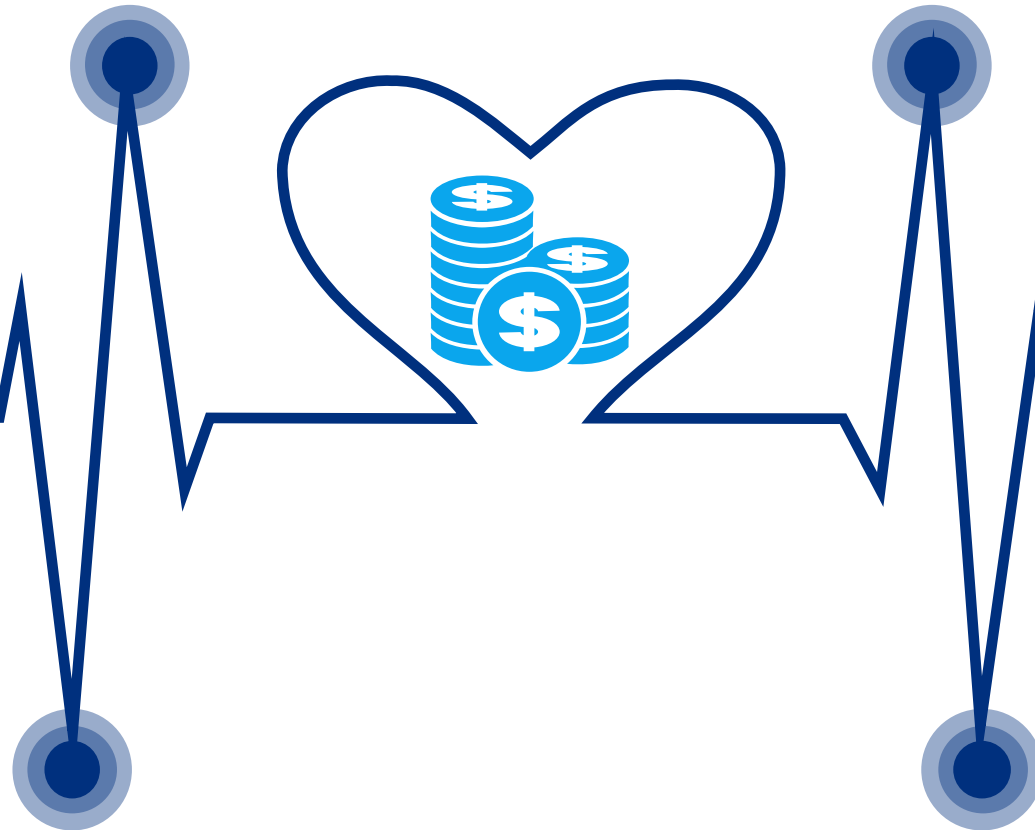
the set of processes and activities that need to be carried out to effectively deliver value to the customer.

Value teams

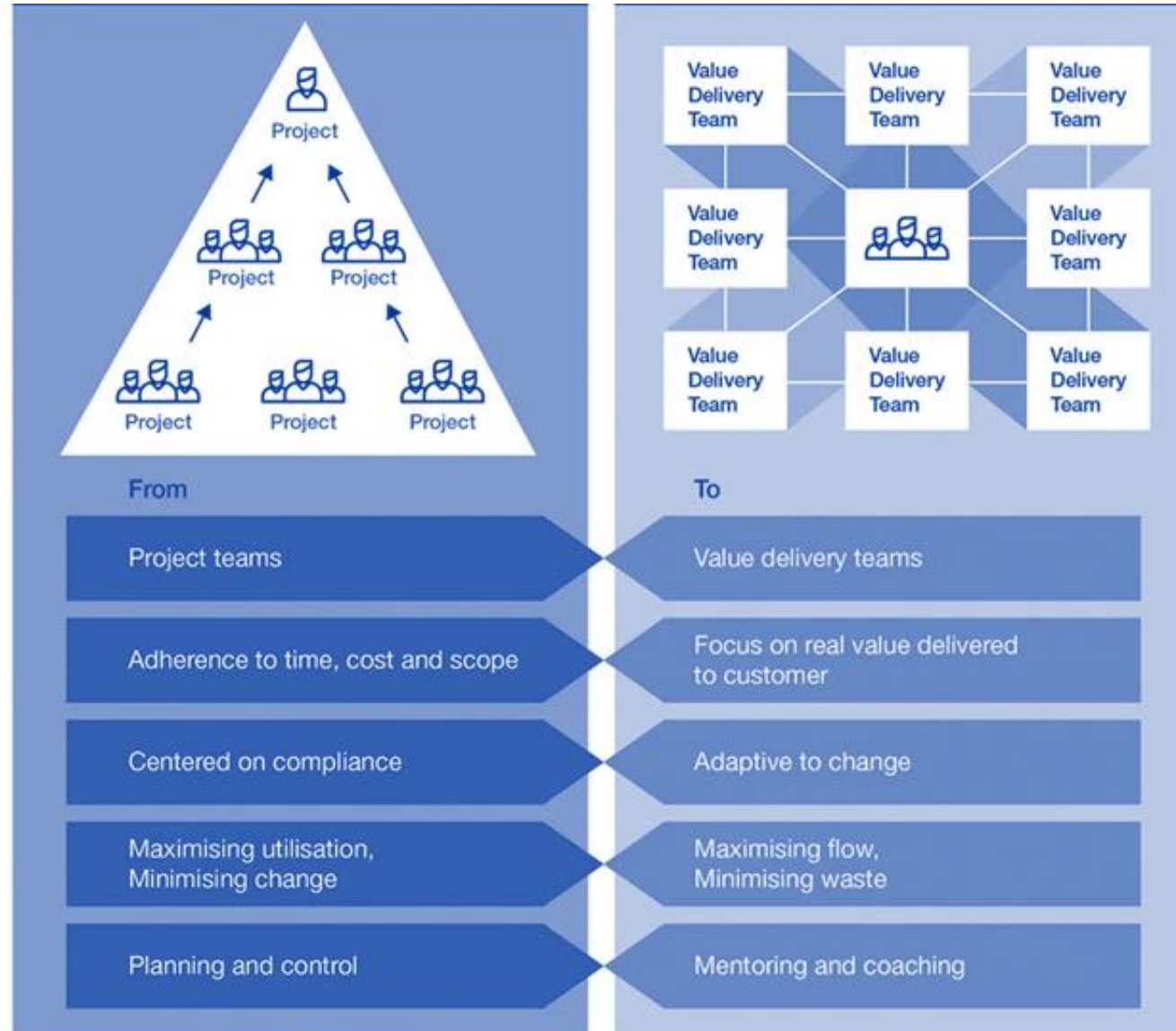
teams focused on developing solutions, aligned with the strategy, generate value for customers.

Value technology

tools to collect, process, analyze, distribute and store all information related to value management (VMIS)

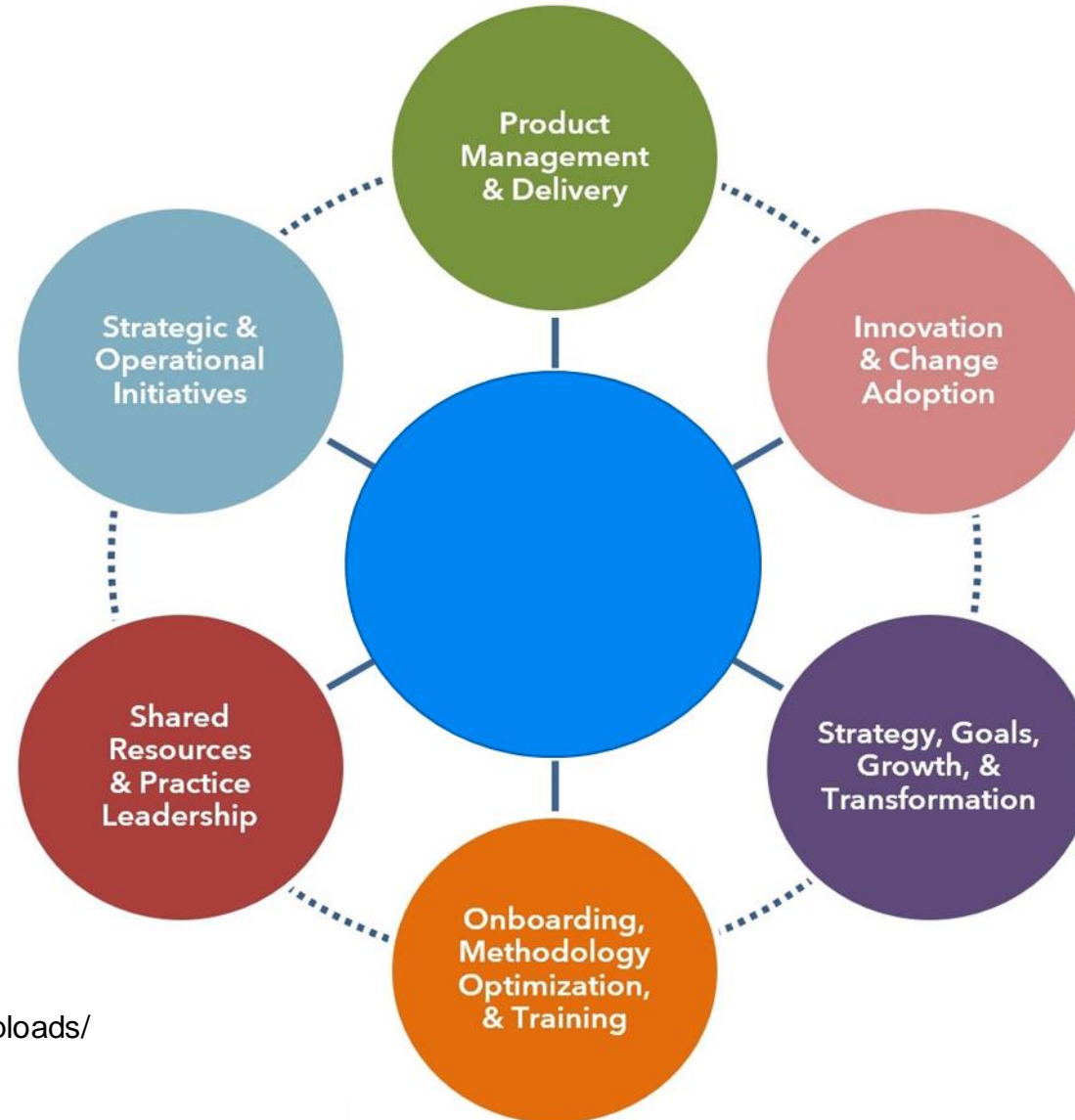


VDO Framework

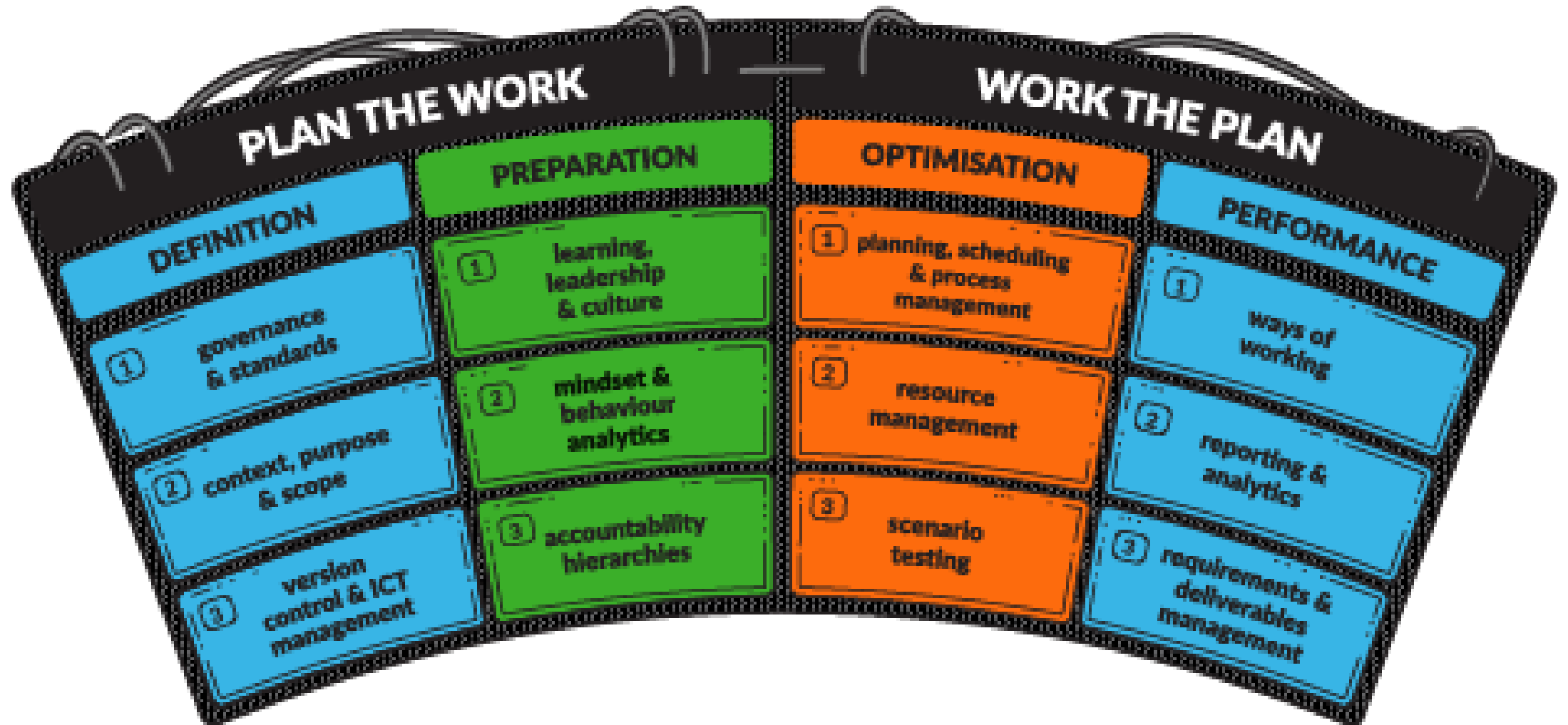


Source:
<https://www.pwc.com/my/en/perspective/people-and-organisation/>

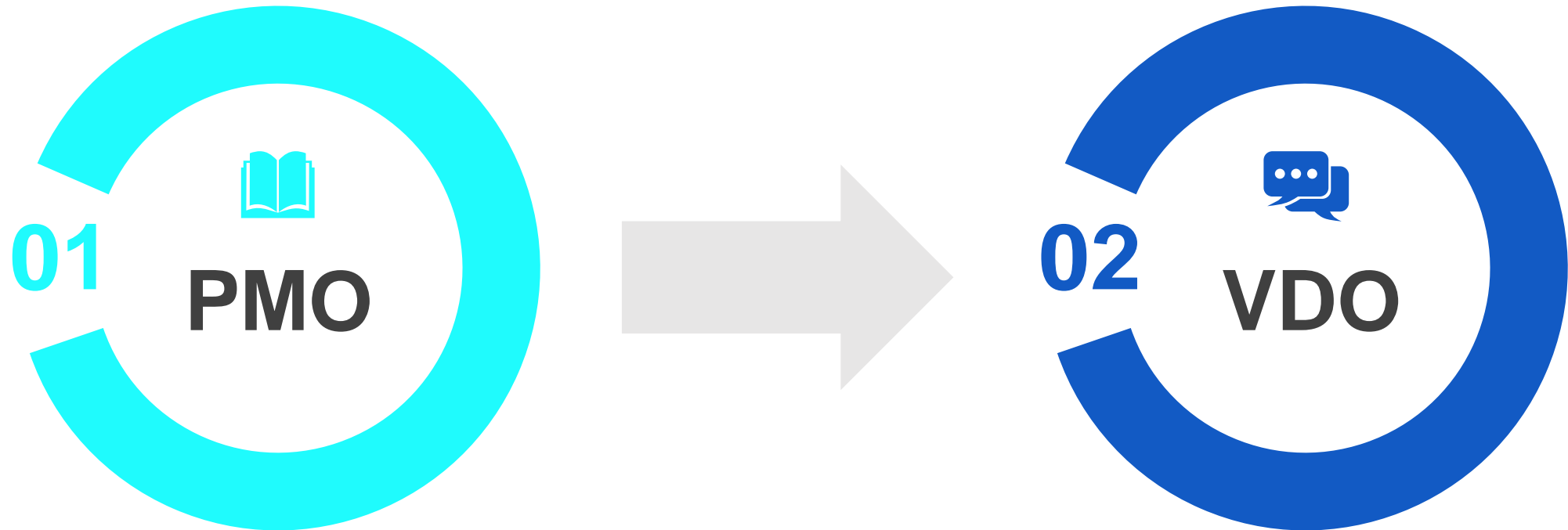
VDO Framework



VDO Process Groups



From tracking Motion to tracking Value



1. Partner with an influential stakeholder on the business team.
2. Make sure you have the tool (or tools) that allow tracking of the value requested, from concept to cash, in real-time.
3. Adopt the agile principles and practices within your VDO.



Value of Values

Values create heroes, enabling the heroes to feel good about themselves.

Values give reason for others to admire the person who stuck to their values even though it was clearly against their personal interests.



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