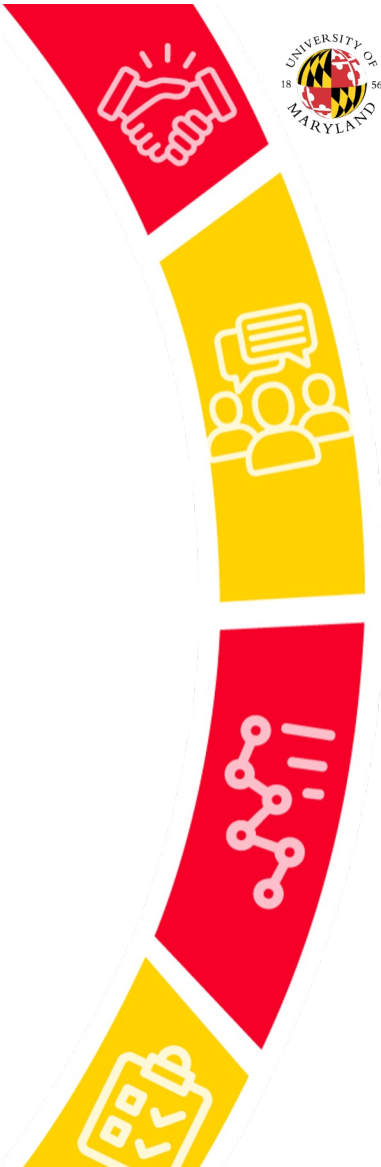




PROJECT MANAGEMENT
CENTER FOR EXCELLENCE

A.J. CLARK SCHOOL OF ENGINEERING
Civil & Environmental Engineering Department

UNIVERSITY OF MARYLAND
2026 PROJECT MANAGEMENT SYMPOSIUM

A decorative curved banner on the left side of the slide, composed of five segments in red and yellow. The segments contain white icons: a handshake, a group of people with speech bubbles, a network diagram, a bar chart, and a clipboard with a checklist.

From Scope to Impact and Outcomes: *Empowering Organizations With the Agile Product Operating Model*

Bob Payne

SVP Organizational Transformation and Enablement

PMSYMPOSIUM.UMD.EDU



Bob Payne



- SVP Organizational Transformation and Enablement
- 26+ years of Agile/Lean
- Specialties: Agile, Lean, Innovation
- Host AgileToolkit Podcast
- Chair, AgileDC Conference



Who here currently has “Project Manager” in their title?



Who has heard their organization talk about moving to a “Product Operating Model”?



Who is wondering what this means for your role and career?



The Shift is Already Happening

70% of work will use product-based delivery models in five years, according to a Gartner CIO study - *Planview, "The Case for Adopting a Product Operating Model" 2025*

50% of respondents predict 80% of their work will be product-oriented within 5 years - *Planview 2024*

96% of organizations now have some form of Product Ops function, with nearly half running dedicated, centralized teams - *Product Leadership Alliance (PLA) Product Ops Survey 2025*



The Good News Your Skills Are Needed— Just Redirected



Instead of managing scope →
Enable business impact and
customer outcomes



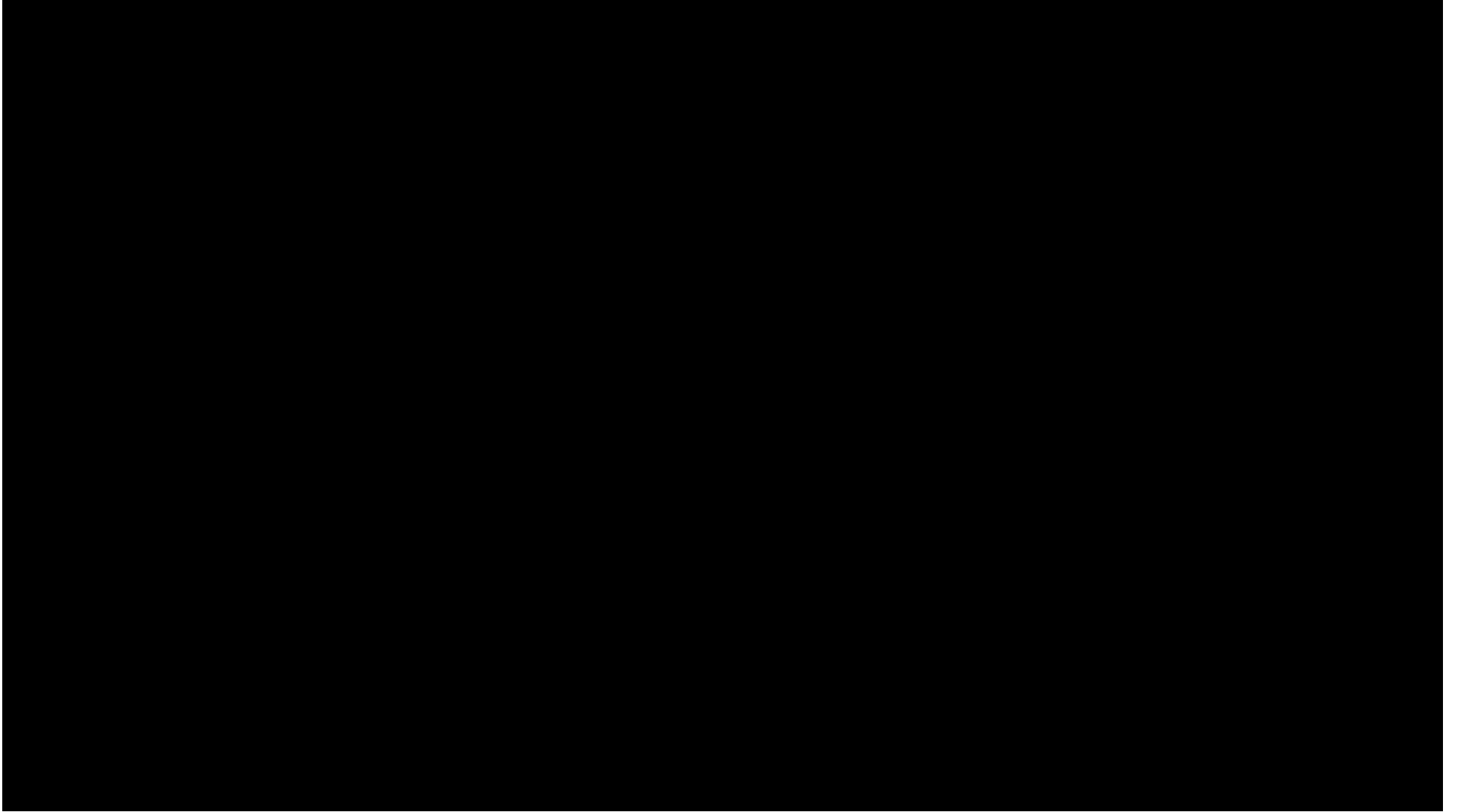
Instead of tracking tasks →
Manage strategic dependencies
across value streams



Instead of reporting status →
Measure what truly matters to
the business



Instead of following plans →
Enable continuous flow and
adaptation



Output versus Outcomes – Jeff Patton <https://www.youtube.com/watch?v=CLPt5n8wj5k>



Life is too short to
build something
nobody wants.

- *Ash Maurya, Running Lean.*

Focus on Product Success - The Product Operating Model



Metrics Champion

Connect delivery efforts to strategic objectives and OKRs—ensure teams understand the “why”



Integrate Customer Discovery

Use Dual track Agile to ensure that the “Voice of the Customer is Heard”



Stand up Value Teams

Identify the people from business, IT and operations that will need to work together to deliver Value

PROJECT TO PRODUCT

MIK KERSTEN

HOW TO
SURVIVE AND
THRIVE IN THE
AGE OF DIGITAL
DISRUPTION
WITH THE FLOW
FRAMEWORK

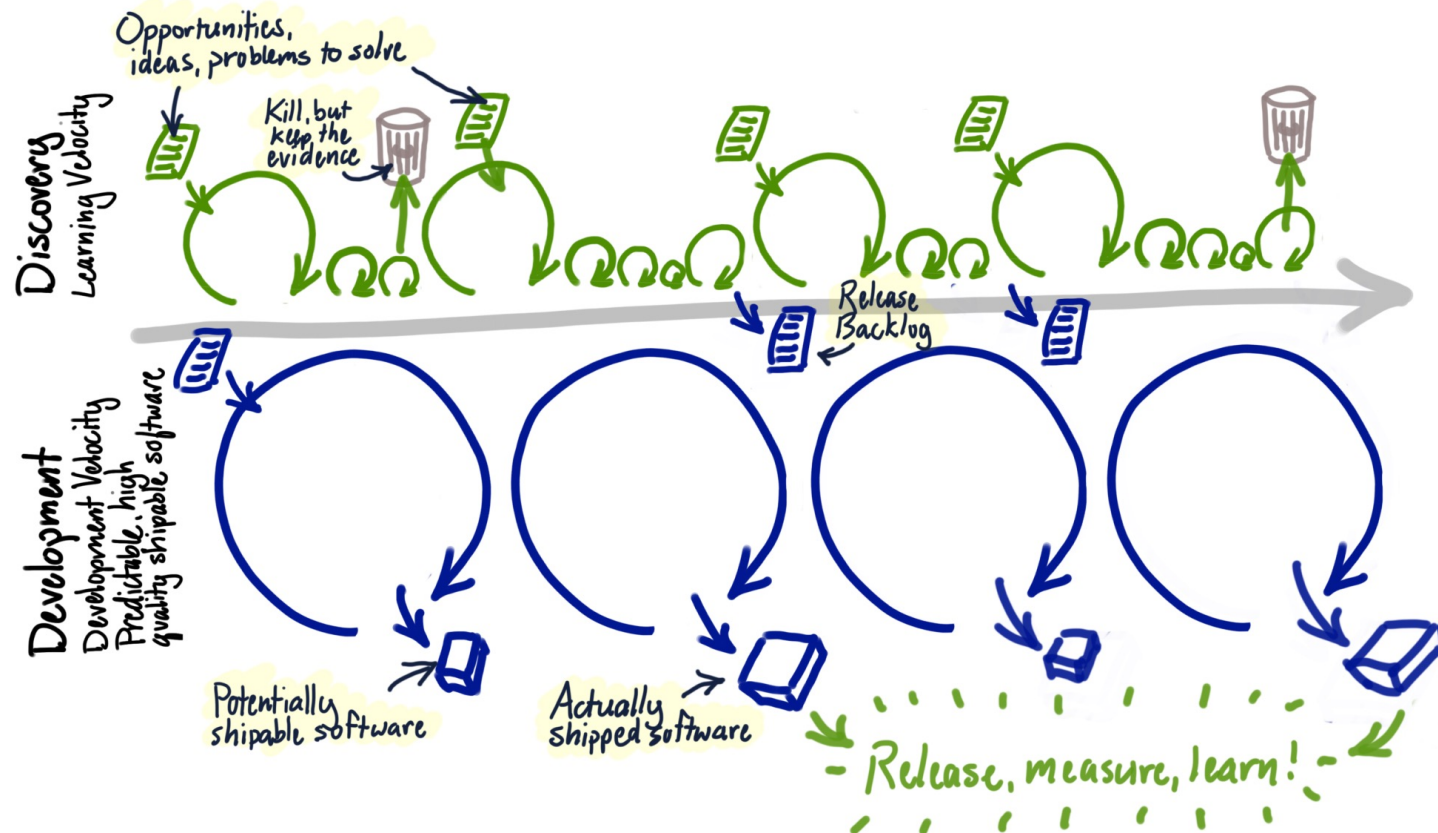
**Project to Product: How to
Survive and Thrive in the
Age of Digital Disruption
with the Flow**

- [Mik Kersten](#)



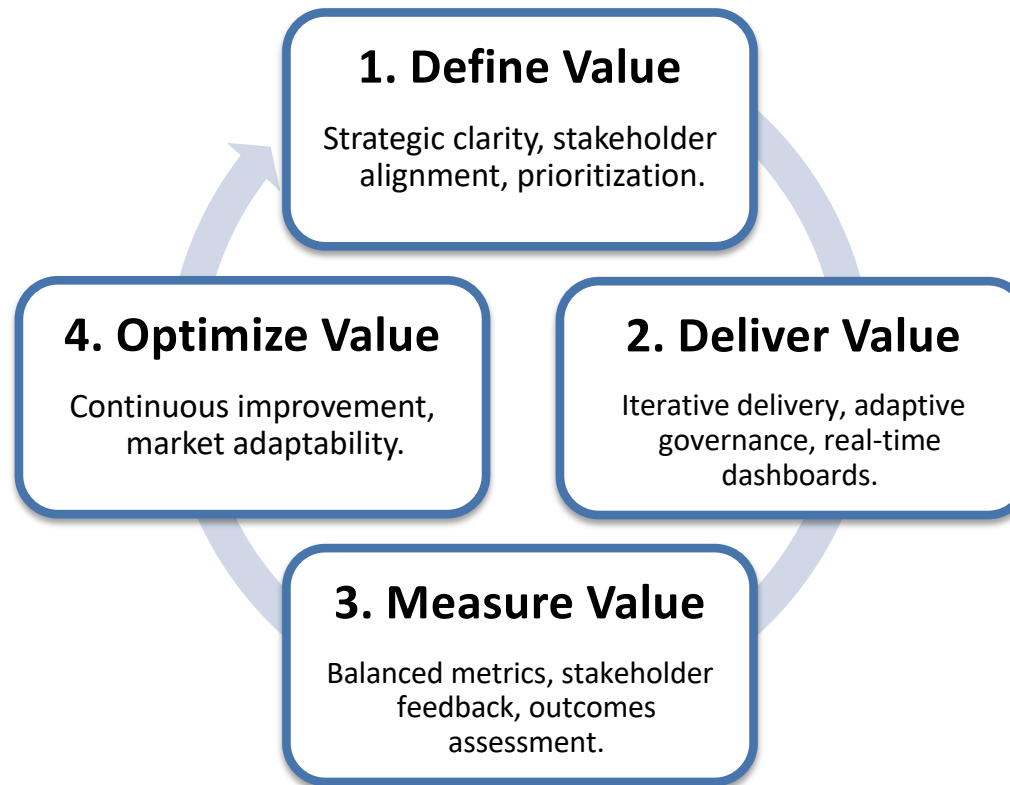
Incorporating Experimentation and Discovery

Dual Track Delivery by Jeff Patton



<https://www.jpattonassociates.com/dual-track-development/>

Product Value Realization Lifecycle



Connecting Strategy to Execution with OKRs

Objective: Streamline Mortgage Processing for Faster Approvals

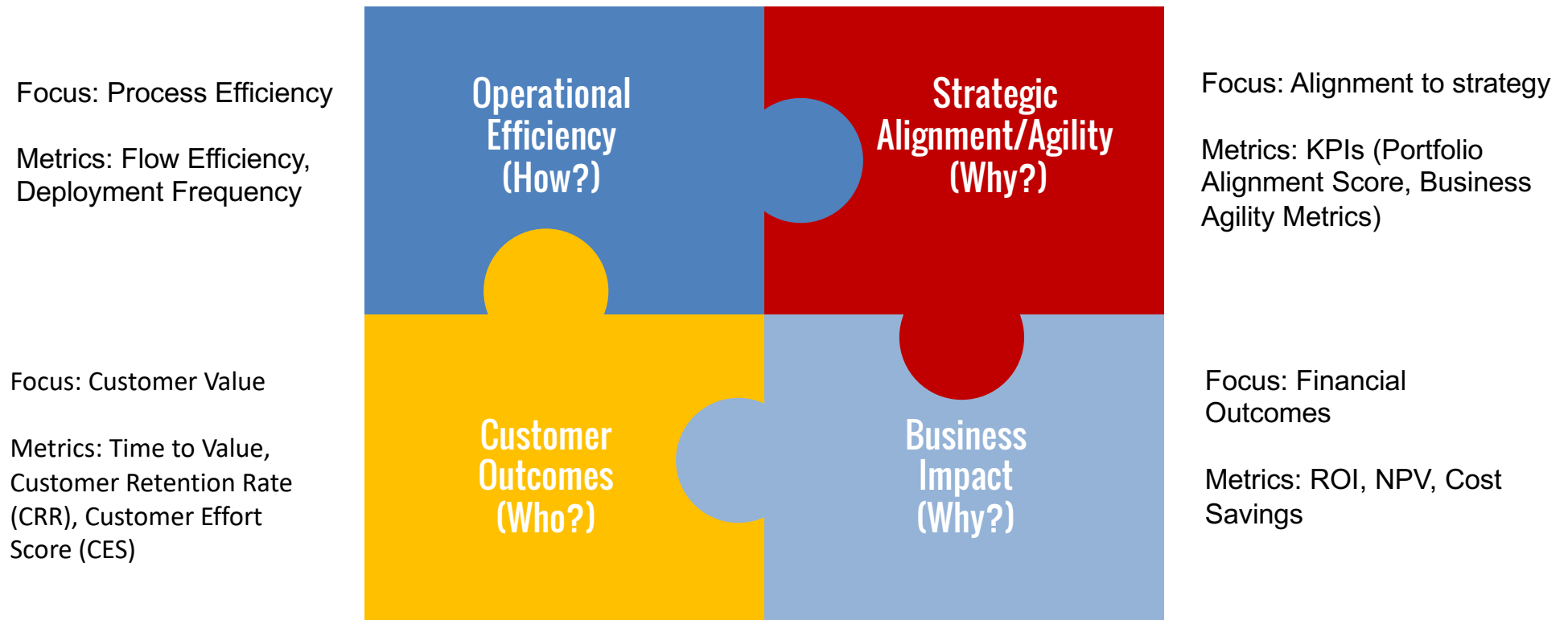
Key Results:

KR1: 20% reduction in processing time within next quarter

KR2: 80% of customers using digital platform by year-end

KR3: 98% accuracy in documentation and compliance checks

Balancing Product Value Across Four Dimensions



USCIS – Transformation Case Study (Mark Schwartz)



“We can take these multibillion dollar programs that take four years to write the requirements for and instead start delivering value in six weeks, and use that value delivery as a way to control the program,” – Mark Schwartz.

- Integrated Agile Program across 20 Teams delivering multiple releases weekly on Mission Critical System
- Compliance built into Agile methods and DevSecOps pipeline
 - Security
 - 508 Certification
 - Multilevel Test Automation
 - Real time Penetration Testing
- Integrated Risk Management with daily synchronization
- Utilizing customer focused design thinking and user experience testing
- Outcome based funding



U.S. Citizenship
and Immigration
Services

<https://www.youtube.com/watch?v=m2tw5T9puzo>
https://www.youtube.com/watch?v=ZR3JMNp_J-4

Reframing Success Metrics

Your value is measured by the
value you enable—not the
tasks you track

✗ Old Success Measures

- Project completed on time
- Came in under budget
- All scope delivered
- Followed the plan
- Met milestone dates
- No scope creep

✓ New Success Measures

- Customer outcomes achieved
- Business OKRs met
- Value stream flow improved
- Teams aligned & productive
- Faster time to market
- Learning velocity increased

Facilitate Value Delivery With a VMO



Strategic Alignment Champion

Bridge the gap between Strategy and Execution by creating visibility and working sessions



Cross-Functional Facilitator

Bridge Product Managers, Agile teams, executives, and stakeholders—enable collaboration



Dependency & Flow Manager

Navigate complex interdependencies across teams, products, and value streams—optimize end-to-end flow



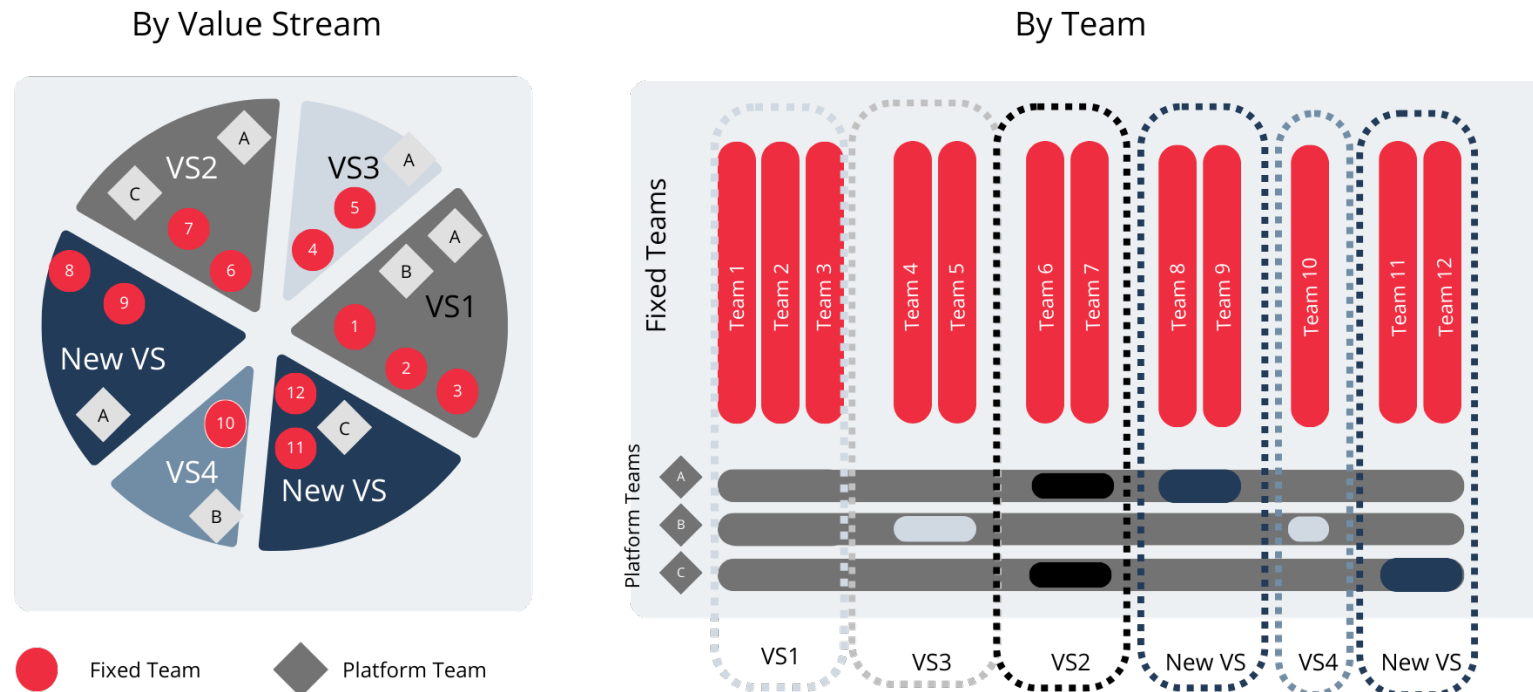
Continuous Improvement Driver

Identify waste, remove impediments, facilitate retrospectives—optimize ways of working



FROM	TO
Legacy organizational silos	Value Stream Teams
Lack of visibility & alignment	Visual portfolio tracking
Large batch project delivery	Product-based MMP delivery
Project-based Book of Work	Prioritized portfolio backlog
Process enforcement	Value-delivery enablement
Output-based measurement	Outcome-based measurement
Fixed project plan	Adaptive Planning

Fund and Track Business Outcomes By Value Streams



Business outcomes are tracked by Value Streams, with traceability to fixed and platform teams.

Implement Cross Team Portfolio Tracking & Governance

Governance Cadences:

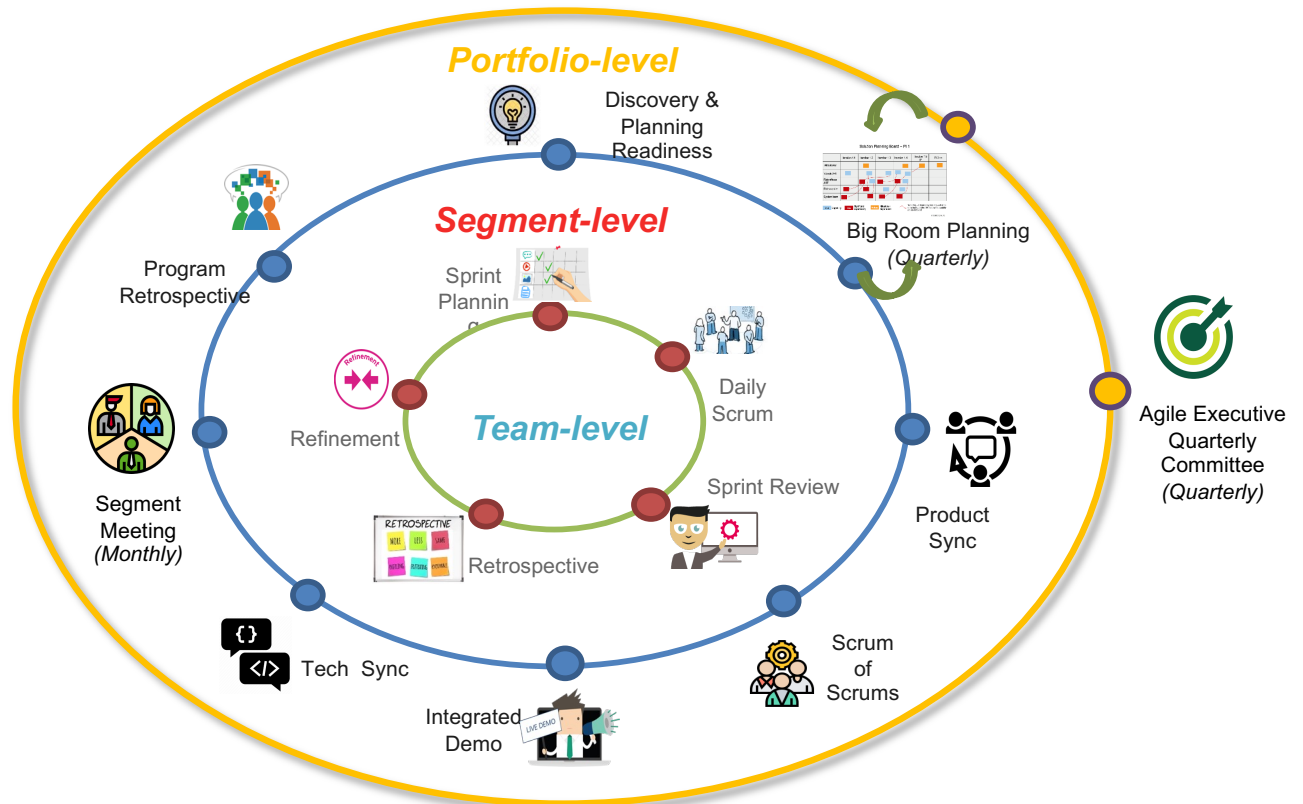
Quarterly, monthly, and bi-weekly reviews to align goals, reprioritize, and adapt delivery.

Real-Time Visibility:

Dashboards and Kanban boards for tracking flow and outcomes (e.g., OKRs).

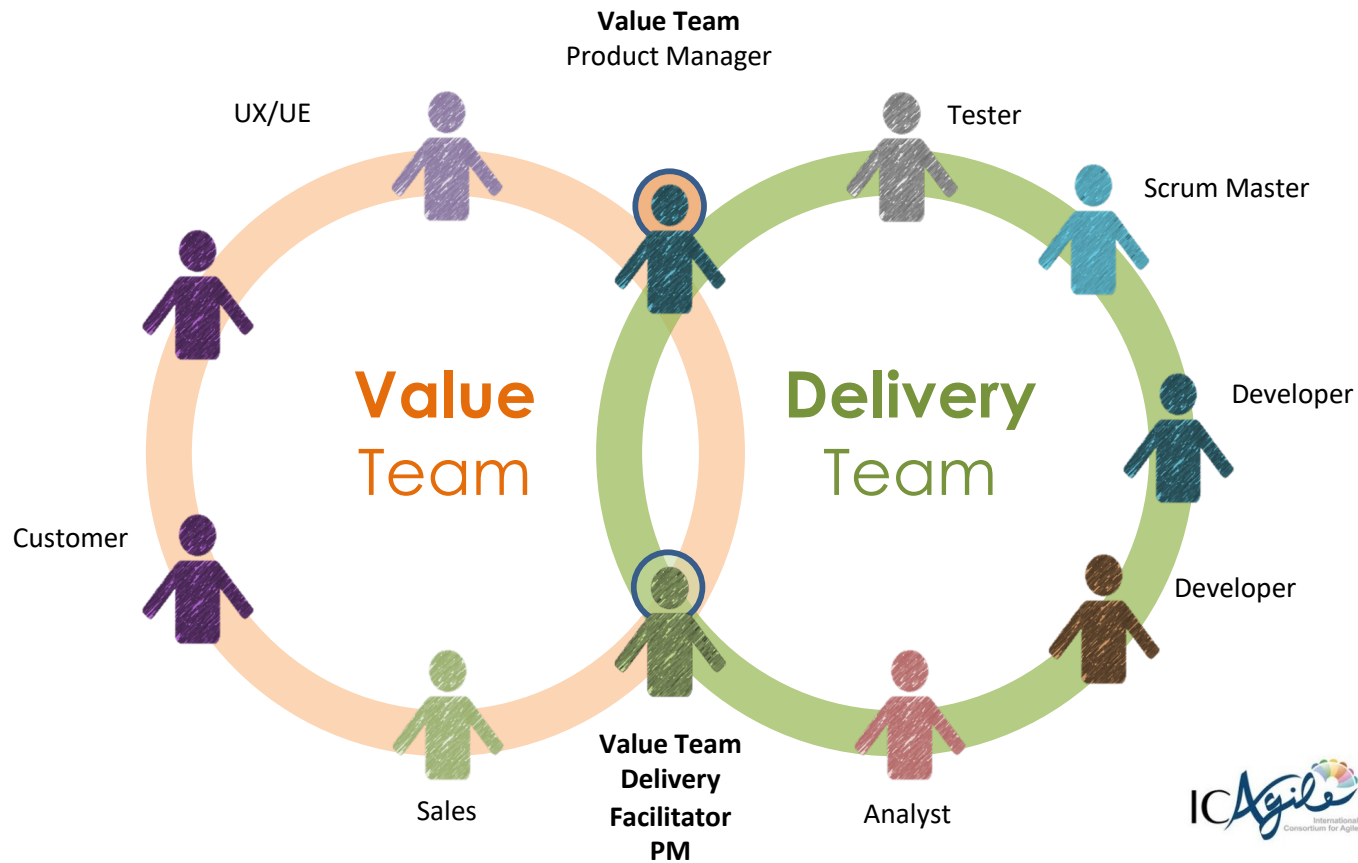
Empowered Teams with Guardrails:

Clear decision boundaries (e.g., funding limits, risk thresholds) enabling autonomy.



End-to-end feedback and collaboration across teams and domains

Interlinked Value Teams



PM + Product Manager: Powerful Partnership

Complementary Roles, Not Competing

Product Manager (WHAT & WHY)

- Product vision & strategy
- Customer discovery
- Feature prioritization
- Success metrics definition
- Market insights
- Product roadmap

Project/Value Stream Manager (HOW & WHEN)

- Cross-team coordination
- Dependency management
- Risk & impediment removal
- Flow optimization
- Strategic alignment
- Portfolio visibility



Visualize Value Flow

- Visualizing Flow allows everyone to understand the state of the system
- Create frequent working sessions with Stakeholders, Teams and Leaders to connect Strategy with Execution
- End to End visualization creates opportunities for collaboration across
 - Leadership
 - Business
 - Delivery
 - Operations

Supporting Continuous Planning

**You operate at ALL levels—connecting
strategy to execution**

Portfolio/Strategic Product Planning (Quarterly)

Align investments to strategy, manage
Portfolio Kanban, set OKRs

Cross Team Product Planning (2-12 weeks)

Cross-team planning, dependency
identification, commitment alignment

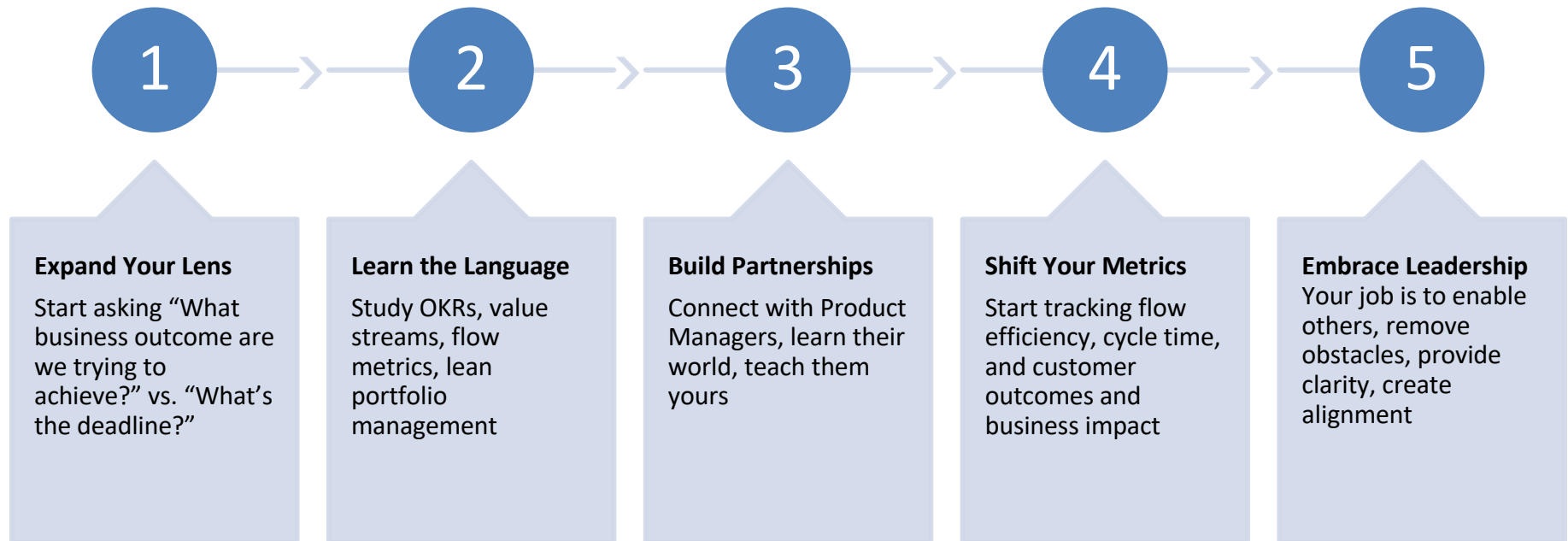
Sprint/Iteration Planning (2 weeks)

Team-level planning, remove impediments,
ensure context is clear

Daily Flow Management

Monitor flow metrics, address blockers,
maintain visibility

Your Path Forward: Practical Steps



1,2,4 All

Your Plan
Going
Forward



Who is committed to learning more about the VMO model?



Who will start having conversations with Product Managers in their organization?



Who feels more confident about their future in this evolving landscape?

Key Takeaways

“From managing scope to enabling impact—that’s the PM evolution”

70% of work will be product-based in 5 years — the shift is inevitable

Your skills translate — redirect them toward outcomes and flow

This is an opportunity to have more strategic impact

Success comes from collaboration — especially with Product Managers

Value management is the new project management



Resources to Continue Learning



Key Books

Project to Product - Mik Kersten

Transformed - Marty Cagan

From PMO to Agile VMO - Augustine & Cuellar

Rewired - McKinsey



Training & Certification

Certified Agile VMO Practitioner (CVP)

Agile Leadership Academy

SAFe Lean Portfolio Management

LitheSpeed VMO Workshops



Communities

LinkedIn Agile VMO Group

AgileDC Conference

Local Agile meetups

Product management communities



Podcasts & Content

Agile Toolkit Podcast

Agile Caravanserai

Planview blog on Product Operating Model

SVPG articles



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Civil & Environmental Engineering Department

Questions & Evaluation

Evaluate Session:



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