

Prioritization in Modern Portfolio Management - An Action Design Research Approach to Method Development for Scaled Agility

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Abstract : Allocation of scarce resources is a core process of traditional project portfolio management. However, with the popularity of agile methodology, established concepts and methods of portfolio management are reaching their limits and need to be adapted. Consequently, the question arises of how the process of resource allocation can be managed appropriately in scaled agile environments. The prevailing framework SAFe offers Weighted Shortest Job First (WSJF) as a prioritization technique, but established companies are still looking for methodical adaptations to apply WSJF for prioritization in portfolios in a more goal-oriented way and aligned for their needs in practice. In this paper, the relevant problem of prioritization in portfolios is conceptualized from the perspective of coordination and related mechanisms to support resource allocation. Further, an Action Design Research (ADR) project with case studies in a finance company is outlined to develop a practically applicable yet scientifically sound prioritization method based on coordination theory. The ADR project will be flanked by consortium research with various practitioners from the financial and insurance industry. Preliminary design requirements indicate that the use of a feedback loop leads to better team and executive level coordination in the prioritization process.

Keywords : scaled agility, portfolio management, prioritization, business-IT alignment

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