

The logo for DASA, consisting of the letters 'DASA' in white, uppercase, sans-serif font, set against a teal rectangular background.

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DASA Portfolio Management Glossary

Version 1.0.0

Glossary Terms	Description
Accountability	The state of being responsible for actions, decisions, or outcomes within a portfolio, ensuring that stakeholders are answerable for their roles and contributions.
Adaptability	The ability of a governance framework to be flexible and responsive to changes in market conditions, customer needs, or external factors within the portfolio.
Alignment	Ensuring that the portfolio's objectives, strategies, and initiatives are synchronized and consistent with the organization's overarching goals and mission.
Automation	The process of using tools and templates to streamline and simplify portfolio assessment and adjustment, making it more efficient and less labor-intensive.
Agile	A set of principles for software development under which requirements and solutions evolve through the collaborative effort of cross-functional teams. Agile encourages flexible responses to change.
Adaptation and Optimization	Making strategic adjustments to the portfolio based on changing circumstances.
Asset Allocation Strategy	The strategy defining how assets are distributed within a portfolio.
Annual Funding	The process of allocating financial resources to projects or initiatives on a yearly basis.
Business Objectives	These are specific, measurable, and time-bound goals that an organization aims to achieve to support its mission and strategic vision. These objectives are often set to enhance performance, competitiveness, and overall success.
Backlog	A prioritized list of tasks, features, or items to be worked on by a team or project.
Brand Perception	The collective opinions and impressions that customers have about a brand, which influence their attitudes and behaviors towards it.
Budget Overruns	When a project or initiative exceeds the allocated budget, resulting in financial strain and potential resource constraints.
Backlog Management	The systematic process of organizing, prioritizing, and tracking the list of pending tasks, known as the backlog, to ensure efficient initiative or project delivery aligning with organizational goals.
Backlog Prioritization and Optimization	A process to review, prioritize, and manage a list of tasks, features, or bugs that need to be addressed, based on their value, effort, and alignment with strategic goals.
Benchmark Comparison	The practice of comparing a portfolio's performance against a standard benchmark to gauge its relative performance and identify areas for improvement.

Glossary Terms	Description
Benefits Tracking	The practice of monitoring, visualizing, and taking actions based on the actual benefits realized from portfolio investments to ensure value is effectively steered within the organization.
Bottleneck Identification	Discovering areas where flow is hindered within processes and taking targeted actions to remove obstacles and optimize overall workflow.
Balanced Scorecard	A performance metric that evaluates various aspects of an organization or portfolio.
Benefits Tracking	The process of measuring the value and benefits derived from certain initiatives.
Complexity of Analysis	The challenges and intricacies involved in evaluating and understanding data, particularly when using complex techniques or dealing with vast amounts of information.
Continuous Feedback Loop	Establishing ongoing communication with customers to continuously understand their needs and improve products or services accordingly.
Cross-Functional Collaboration	Cooperation and communication among different departments or functional areas within an organization to achieve common goals.
Cross-Selling	Offering complementary or related products or services to customers who have already made a purchase.
Customer Empathy	The ability to understand and share the feelings and perspectives of customers to better meet their needs.
Customer Engagement	Actively involving customers through interviews, surveys, feedback sessions, or user testing to ensure their requirements are well-understood.
Customer Loyalty	The degree to which customers consistently choose and remain loyal to a particular brand or company.
Customer-Centric	An approach that focuses on meeting the needs and preferences of customers as a top priority.
Cadence	A predetermined and regular frequency at which portfolio reviews and adjustments occur, helping establish a structured and predictable routine.
Change Management	The discipline that guides how to prepare, support, and help individuals, teams, and organizations in making organizational change.
Competitive Advantage	A condition that enables an organization to outperform its competitors by offering superior products, services, or value to customers.
Conflict Resolution	The systematic approach to identifying, addressing, and resolving disputes, disagreements, or conflicts that may arise among stakeholders to maintain productive relationships and alignment.

Glossary Terms	Description
Cost Variance (CV)	A financial metric used in portfolio management to compare actual costs to budgeted costs, indicating cost performance.
Customer Satisfaction	A quality metric that measures customer feedback and satisfaction levels, reflecting the quality of delivered products or services.
CoD (Cost of Delay)	A technique quantifying the financial impact of delaying initiatives, focusing on high CoD items for maximum value delivery and ROI.
Continuous Improvement (Kaizen)	A lean concept that involves a series of ongoing efforts to improve products, services, or processes by making small, incremental improvements.
Continuous Monitoring and Measurement	An ongoing process to track, analyze, and measure performance and flow metrics within a portfolio to derive data-driven insights and prompt corrective actions.
Culture of Learning and Experimentation	Fostering an environment where individuals are encouraged to learn, experiment with new ideas, and contribute towards continuous improvement and innovation.
Cross-Functional Coordination	Collaborating with various teams and departments to ensure alignment and effective execution of portfolio strategies.
Cycle Time	The time it takes for a single unit of work to move through its complete process or cycle.
Centralized Push	A top-down approach where decisions and directives originate from a central authority or source.
Communication Strategy	A plan of action designed to achieve a specific objective related to effective communication, often aligned with stakeholder analysis.
Community of Ambassadors (Guiding Coalition)	A dedicated group of individuals who champion and advocate for portfolio management within the organization.
Continuous Improvement Loop	A systematic process of regularly evaluating and adapting portfolio management strategies to meet evolving business needs and ensure ongoing enhancement.
Data Security and Privacy	Measures and practices implemented to protect sensitive data from unauthorized access, use, or disclosure, ensuring customer trust and compliance with regulations.
Decision Tree Analysis	A modeling technique used for decision-making that involves creating a tree-like structure to represent possible decisions, uncertainties, and their potential outcomes.
Delighter	Features or initiatives that exceed customer expectations and create a positive surprise, leading to high customer satisfaction and loyalty.
Data-Driven Decisions	Making decisions based on actual data and analysis rather than intuition or observation alone.

Glossary Terms	Description
Decentralized Decision-Making	Empowering teams and individuals closest to the work to make day-to-day decisions within defined parameters, reducing bottlenecks while maintaining alignment.
Defect Density	A quality metric that indicates the number of defects per unit of work, helping assess the quality of deliverables.
Dynamic Reporting Mechanisms	Providing stakeholders with regular, concise, and meaningful reports that highlight key progress, challenges, and strategic shifts. Transparent reporting fosters understanding and maintains alignment.
Data Integration	The process of combining data from various sources into a unified view to facilitate analysis and decision-making.
Data Interpretation and Analysis	The process of examining data to discover trends, patterns, and insights, which can be used to make informed decisions.
Data-Driven Decision Making	The practice of making organizational decisions based on actual data and analysis rather than intuition or observation alone.
Data Integrity	Ensuring that the data used in portfolio management is accurate and reliable.
Diversification Metrics	Measurements that evaluate how assets are spread across different investments, sectors, or regions to minimize risks.
DASA Approach	The specific methods or practices recommended by DASA for effective portfolio management.
DASA Portfolio Management	A specific approach or method to managing a collection of projects, products, or investments within an organization.
Decentralized Pull	A bottom-up approach where decisions and directives originate from decentralized or individual units.
Detailed ROI Calculations	Comprehensive evaluations of the return on investment for particular projects or initiatives.
Dynamic budgeting	A flexible approach to budgeting that focuses on delivering value through various activities or processes.
Effective Communication Channels	Clear and accessible tools and platforms used for information exchange and collaboration among team members. These channels facilitate the flow of information, insights, and decisions.
Effective Feedback Loops	Structured mechanisms for teams to provide and receive feedback on their progress and performance. Feedback loops support assessments of progress, identification of areas for improvement, and informed adjustments.
Effective Governance	A comprehensive framework that includes clear governance structures, defined roles and responsibilities, decision-making processes, performance metrics and reporting, communication, risk management, stakeholder engagement, and continuous improvement, aimed at ensuring successful portfolio management.

Glossary Terms	Description
Effective Resource Allocation	The efficient distribution of resources, such as financial, human, and technological assets, based on stakeholder preferences and priorities, to optimize investment decisions.
Employees	Internal stakeholders affected by portfolio decisions that may impact their roles, responsibilities, and work environment.
Enhanced Value and Performance Evaluation	Utilizing data-driven analysis to accurately measure and evaluate the performance and value delivery of a portfolio's initiatives and overall progress.
Financial Metrics	Metrics that assess the financial aspects of portfolio initiatives, including Return on Investment (ROI), Net Present Value (NPV), Internal Rate of Return (IRR), and Cost Variance (CV).
Fill-Ins	Low value, low effort tasks that can be considered when resources are available, identified using the Value vs. Effort Matrix.
Flow Optimization	Enhancing the flow of work and information across the portfolio to reduce bottlenecks, delays, and hand-offs, thereby improving the speed and responsiveness of value delivery.
Governance Charter	A document that outlines the purpose, objectives, roles, responsibilities, and guidelines for decision-making within a governance framework.
Governance Framework	Processes and standards established to ensure consistency and alignment with organizational objectives.
Governance Structure	The organizational framework outlining roles, responsibilities, decision-making processes, and overall management approaches within a portfolio context.
Granularity	Detail level at which tasks or features are evaluated, with some techniques like White Elephant Sizing lacking granularity for smaller features.
Holistic Metrics	Comprehensive performance measurements that consider both short-term achievements and long-term goals for a balanced evaluation.
High Level Portfolio Management Quick Scan	A strategic assessment tool used to evaluate the current or desired state of portfolio management within the organization.
Initiatives	Specific projects, programs, or actions undertaken within a portfolio to achieve defined goals or objectives.
Investment Evaluation	The process of assessing the potential return on investment (ROI) and alignment with strategic goals for portfolio initiatives.
Investors and Shareholders	Individuals or entities who have invested financial resources into the portfolio and are interested in its performance and outcomes.
Iterative and Incremental Development	A method of software development where the product is designed, implemented, and tested incrementally (a little more is added each time) over several iterations.

Glossary Terms	Description
Incremental Delivery	The approach of delivering products or services in stages or increments, allowing for continuous feedback and improvement.
Key Performance Indicators (KPIs)	Metrics established to measure the success and progress of portfolio initiatives. They enable data-driven decision-making and adjustments as needed.
Lead Time	The total duration it takes for a project or initiative to progress from its initial phase to its completion.
Lean	A methodology focused on minimizing waste while maximizing productivity. Lean thinking emphasizes eliminating non-value-added activities and continuous improvement.
Liquidity	The ease with which assets can be bought and sold in the market.
Long-Term Sustainability	The ability of a strategy or initiative to remain viable and effective over an extended period.
Lean Business Cases with MVP	Simplified business justifications that focus on the minimum viable product or the most basic version of an idea.
Market Reach	The extent to which a product, service, or organization can penetrate and engage with its target market or audience.
Market Research	The process of collecting and analyzing data to gain insights into market trends, consumer behavior, and competitor analysis.
Minimum Viable Product (MVP)	Delivering the smallest possible product or feature that meets customers' core needs to gather feedback early in the development process.
Must-Have	Features or initiatives that are basic requirements and must be present for the product or service to meet minimum customer expectations.
Market Opportunity	The assessment of potential market segments or niches that may present attractive prospects for portfolio initiatives.
MoSCoW	A prioritization technique categorizing tasks into "Must-Have," "Should-Have," "Could-Have," and "Won't-Have" based on their importance and urgency, aiding in decision-making and resource allocation.
Market Dynamics	Factors that influence the behavior and direction of the market.
Metrics:	Quantitative measurements used to assess and track performance or progress.
Objective Decision Making	Making decisions based on factual data and evidence rather than subjective opinions or biases.
Omnichannel Integration	A strategy that provides a seamless and integrated experience for customers across different channels, such as online, mobile, and in-store.

Glossary Terms	Description
Obeya	A management approach that utilizes a physical or virtual “big room” to enhance visual management, cross-functional collaboration, information transparency, and continuous improvement in an organization.
Optimization	The process of making something as effective or functional as possible. In DASA Portfolio Management, it entails aligning portfolio activities and resources to maximize value delivery and minimize waste.
Overall Governance	The framework or structure that defines roles, responsibilities, and processes in portfolio management, including budget allocation and performance metrics.
Portfolio Goals	High-level targets set for the collection of projects managed together as a portfolio. These goals align directly with the business objectives and represent specific outcomes the portfolio seeks to achieve.
Priority Setting	The act of identifying and ranking projects based on their criticality in achieving desired outcomes. Focusing on high-priority projects increases the organization’s chances of success and prevents wasting resources on projects that do not align with strategic goals.
Performance Evaluation	Assessing how well the portfolio is doing against its objectives.
Portfolio Strategy	A detailed plan outlining specific actions, milestones, and resources required to achieve the portfolio vision.
Portfolio Optimization	Seeking to maximize the overall portfolio performance by considering resource constraints, market dynamics, and organizational capabilities.
Portfolio Vision	A clear and compelling depiction of the desired future state of portfolio management within the organization.
Portfolio Roadmap	A practical plan that outlines the journey towards achieving the portfolio vision, including milestones, timelines, and key initiatives.
Periodic Strategy Assessment	Regular evaluations of portfolio strategies to ensure alignment with stakeholder needs. These assessments identify any gaps or shifts in priorities, enabling timely adjustments to maintain alignment.
Portfolio Initiatives	Individual projects or programs that make up the portfolio of work within an organization.
Prioritization	The process of ranking portfolio initiatives based on predefined criteria to determine which projects should receive resources and attention.
Portfolio Returns Evaluation	The process of analyzing the gains or losses generated by an investment portfolio over a specific period to understand the performance and assess the effectiveness of investment decisions.

Glossary Terms	Description
Pull System	A lean method where production is driven by actual demand from customers, as opposed to a push system where production is based on forecasts or schedules.
Push System	A traditional production method where products are produced based on forecasts or schedules without regard to actual customer demand.
Performance Reporting	Providing regular updates on the progress, achievements, and issues of the portfolio.
Portfolio Board	A guiding council responsible for setting the portfolio's strategic direction, overseeing its execution, and managing risks.
Portfolio Governance	The set of processes and structures that ensure that an organization's activities are aligned with its strategic goals. It acts as the foundation for portfolio management and integrates lean and agile principles into strategic and operational activities.
Portfolio Kanban	A visual system for managing work as it moves through various stages. It helps in visualizing, managing, and optimizing the flow of initiatives in the portfolio.
Portfolio Manager	An individual responsible for the day-to-day operations and execution of portfolio strategies. They collaborate with stakeholders, manage resources, and report on portfolio performance.
Portfolio Office	The entity responsible for establishing and maintaining processes, tools, and standards for effective portfolio governance. It ensures data integrity, supports communication, and provides tool and technology support.
Portfolio Prioritization & Balancing	The process of determining the importance of different initiatives within the portfolio.
Predictability	The ability to forecast outcomes based on historical data or trends.
Phase Gating	A process that involves evaluating projects at various stages or phases to determine if they should proceed.
Portfolio Management Readiness Assessment	An evaluation of an organization's preparedness and capability to implement and benefit from portfolio management practices.
Product Flow	The movement or progression of products through various stages of development and delivery.
Project Allocation	The distribution or assignment of projects within a portfolio.
Quick Wins	High value, low effort tasks or features identified using the Value vs. Effort Matrix, yielding high returns with minimal investment.

Glossary Terms	Description
Resource Optimization	Involves efficiently allocating limited resources, such as budget, time, and talent, to projects that directly contribute to the achievement of business objectives. This ensures that resources are utilized effectively, maximizing the impact of the portfolio's efforts.
Risk Management	The identification, assessment, and mitigation of risks at different levels.
Resource-Intensive	Refers to processes or activities that require a significant amount of time, effort, or resources to execute effectively.
Resource Management	The efficient allocation and utilization of resources, including skilled individuals and appropriate tools, to achieve strategic objectives within the portfolio.
Risk Assessment	The evaluation of potential risks and uncertainties associated with portfolio initiatives, aiming to identify potential challenges.
Relative and Absolute Variables Estimation	Techniques employed for estimating the priority or size of portfolio items either by comparing them to each other (relative) or assigning specific values or metrics (absolute), aiding in effective prioritization and resource allocation.
Resource Optimization	Efficient allocation and utilization of resources (financial, personnel, and infrastructure) across the portfolio to ensure they are effectively applied to valuable initiatives.
Risk Optimization	Identifying, assessing, and mitigating risks associated with portfolio initiatives to ensure alignment with the organization's risk appetite.
Risk-Adjusted Metrics	Metrics that are adjusted for the level of risk involved in an investment or portfolio, allowing for a more accurate comparison of performance against benchmarks and peer groups.
Regular Cadence	A predetermined and consistent frequency for reviewing and adjusting processes or strategies.
Regular Strategy Reviews	Recurring reviews of the organization's strategic goals and alignment. They ensure a shared understanding among stakeholders and make necessary adjustments based on feedback.
Resource Management	Overseeing the allocation and planning of resources for various initiatives.
Return Metrics	Measurements that assess the performance or profitability of an investment or portfolio.
Risk Appetite	The level of risk an organization or individual is prepared to accept in pursuit of their objectives.
Risk Mitigation	Strategies and actions taken to reduce the impact or likelihood of identified risks.
Risk Tolerance	The degree of variability in investment returns an investor is willing to withstand.

Glossary Terms	Description
Strategic Alignment	Ensuring that the initiatives and projects within the portfolio directly contribute to the overarching goals and vision of the organization, maximizing strategic impact.
Stakeholder Engagement	The process of collaborating with individuals or groups that have an interest in the outcomes of a project or strategy.
Satisfier	Features or initiatives that meet customer expectations and requirements, contributing to customer satisfaction without necessarily exceeding expectations.
Sensitivity Analysis	The evaluation of how changes in certain factors or parameters impact the outcome of a decision or model.
Static Analysis	An assessment or evaluation based on a fixed or current set of data, without considering changes or updates over time.
Sustainable Supply Chains	Supply chain management practices that focus on minimizing environmental impact, promoting ethical sourcing, and ensuring long-term viability and resilience.
Stakeholder Buy-In	The commitment and support of stakeholders, including employees and leadership, for the regular cadence of assessment and adjustment.
Stakeholder Consensus	The achievement of a shared understanding and agreement among stakeholders regarding portfolio strategies. Consensus prevents misunderstandings and misalignments.
Stakeholder Interest Balancing	The complex task of analyzing and balancing a wide range of stakeholder interests to create a portfolio that aligns with the organization's strategic objectives while addressing various needs and concerns.
Stakeholder Communication	The process of keeping stakeholders informed about the progress, decisions, and outcomes related to a portfolio.
Stakeholder Dynamics	The interactions and interests of different individuals or groups involved in a portfolio.
Strategic Alignment Mapping (SAM)	A framework that ensures the organization's strategic goals are aligned across various levels. It can be illustrated through an OKR (Objectives and Key Results) cascade.
Sense of Urgency	The importance of timely adoption of portfolio management practices to ensure smooth and efficient implementation.
Stakeholder Analysis	A process of identifying individuals or groups that are likely to affect or be affected by a particular action and evaluating their interest, influence, and needs.
Start Up Experiments	Controlled tests or pilots of portfolio management practices conducted on a smaller scale to refine approaches and identify best practices.
Time Wasters	Low value, high effort tasks that are typically deprioritized, identified using the Value vs. Effort Matrix.

Glossary Terms	Description
Traditional Approach	The conventional methods or practices used in portfolio management.
User Stories	Brief, user-focused descriptions of a feature or functionality that capture what a user needs to achieve with a product.
Value Stream	A sequence of activities that adds value to a product, service, or customer.
Value Architecture	The coherent structural framework constructed to model the potential value drivers and components within an organization, facilitating a comprehensive value management approach.
Value Delivery	The process of ensuring that the portfolio's activities deliver the maximum value to the organization and its stakeholders.
Value Office	A pivotal organizational unit that collaborates with the portfolio office to ensure continuous and consistent design, creation, and monitoring of value, aiding in benefits tracking and portfolio management support.
Value vs. Effort Matrix	A visual tool assessing tasks or features based on their potential value versus the effort required, aiding in effective resource allocation.
Value-Driven Mindset	An approach focused on optimizing the value derived from investments by aligning strategies and operations towards value creation, management, and monitoring.
Visual Management	Utilizing visual tools like Kanban boards to create a clear and transparent representation of work progress, enhancing communication and coordination among teams.
Value Cases	Documents used in the analysis of potential initiatives, detailing aspects like value, strategy contribution, benefits, cost, dependencies, and conditions.
Value Office	An alternate term for the Portfolio Office, emphasizing its role in tracking value and benefits.
Waste Minimization	The effort to reduce non-value-adding activities, unnecessary hand-offs, delays, and excessive documentation to improve efficiency.
White Elephant Sizing	A method identifying and prioritizing large, complex initiatives with substantial impact potential, optimizing resource allocation.
WSJF (Weighted Shortest Job First)	A data-driven method prioritizing epics or features based on relative value, time sensitivity, and risk, optimizing flow and maximizing ROI.
Work-in-Progress (WIP)	The number of projects or tasks that have been initiated but are not yet completed.

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