



PMXPO 2019

Presenter: Dan Furlong, DHA, PMP, PMI-ACP

Title: The Right PMO for You

Date: Thursday, 21 March 2019


Objectives

- Provide a brief overview of PMOs
- Review common PMO maturity models & paths
- Understand why maturity \neq value
- Discover what questions to ask
- Correlate gaps to opportunities
- Relate to the steps to developing a roadmap.

Good Reads

Success in Disruptive Times

Expanding the Value Delivery Landscape to Address the High Cost of Low Performance

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Gartner recommendations based on your activity, profile and tracks.

Recommended Research

How PMO and PPM Roles Will Change in the Digital Business

Digital business is altering the PMO role, requiring that PPM leaders become more effective, impactful change-enablers. They must reinvent capabilities and adopt new ideas and...

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Recommended Research

Revitalize Your Zombie PMO


"Zombie" PMOs merely go through the motions, like the walking dead, performing compliance and clerical tasks, and not knowing how to improve their contribution. Program and...

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Recommended Research

The PMO Leader's First 100 Days

First successes are critical gate openers to longer-term achievements and outcomes for program and portfolio management leaders. As a new PMO leader, you have just 100 days to...



PMOs are Not the Silver Bullet

- In 2002¹
 - 28% of IT projects failed
 - 46% were over budget or behind schedule
- In 2015¹
 - 19% of IT projects failed
 - 45% were challenged
- Approximately 68% of organizations have PMOs²
 - And yet about the same percentage of projects are challenged.

Do you have a
"Zombie" PMO?

74% not successful

13.5% improvement?

64% not successful

Types of PMOs (PMI)

Generally Accepted Wisdom suggests...

Supporting

- Provides training
- Provides templates
- Provides tools
- May provide repositories for project records

Controlling

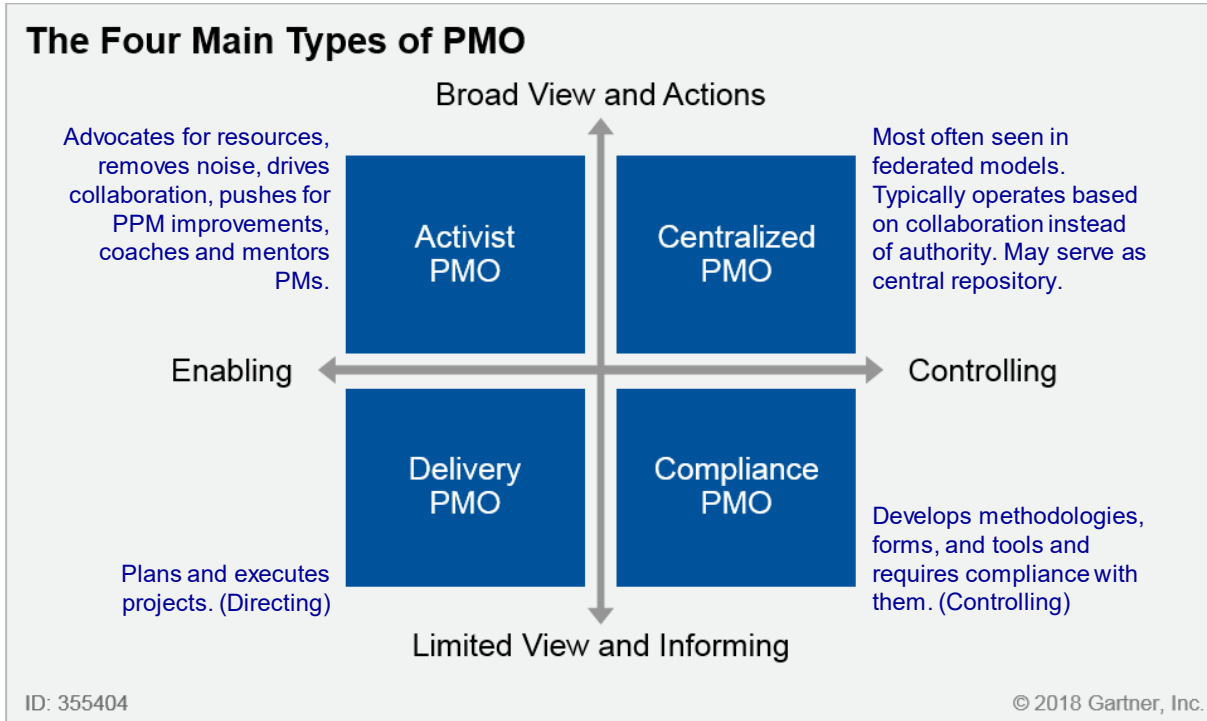
- Enforces use of tools
- Enforces use of methodologies
- Sets standards for PMs to follow
- Provides centralized reporting

Directing

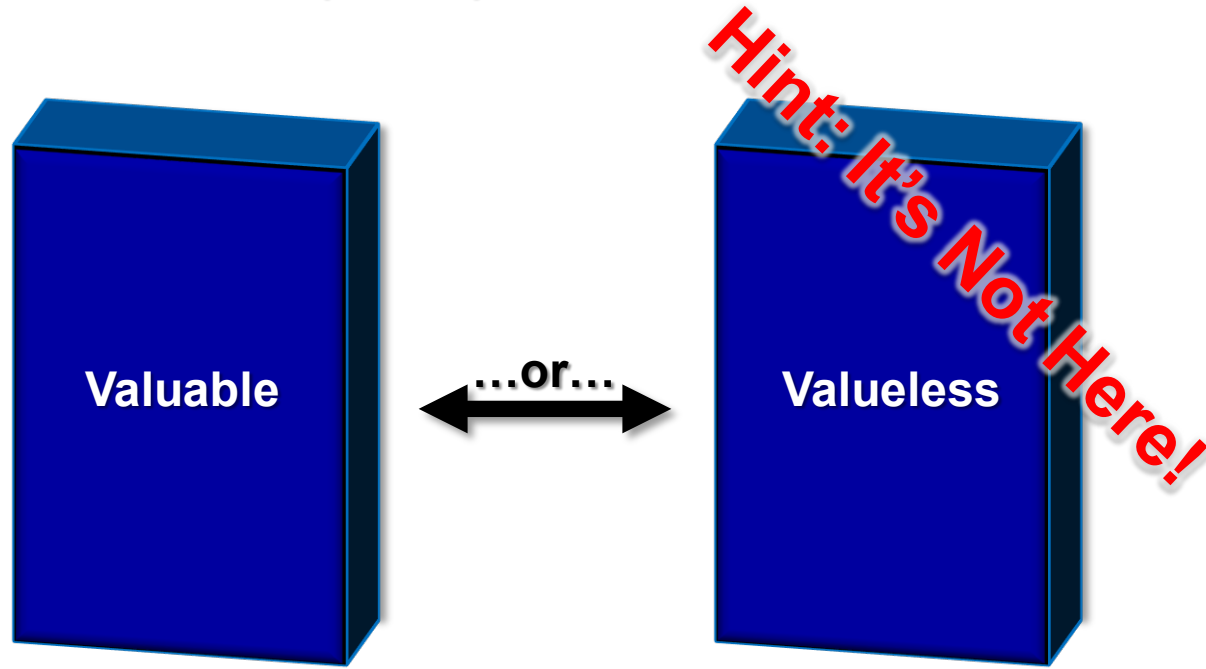
- Runs major projects
- May run all projects

But, does “maturity” correlate with success?

Types of PMOs (Gartner)



Types of PMOs (Dan)



Where do you want to be?

PMO Sphere of Influence

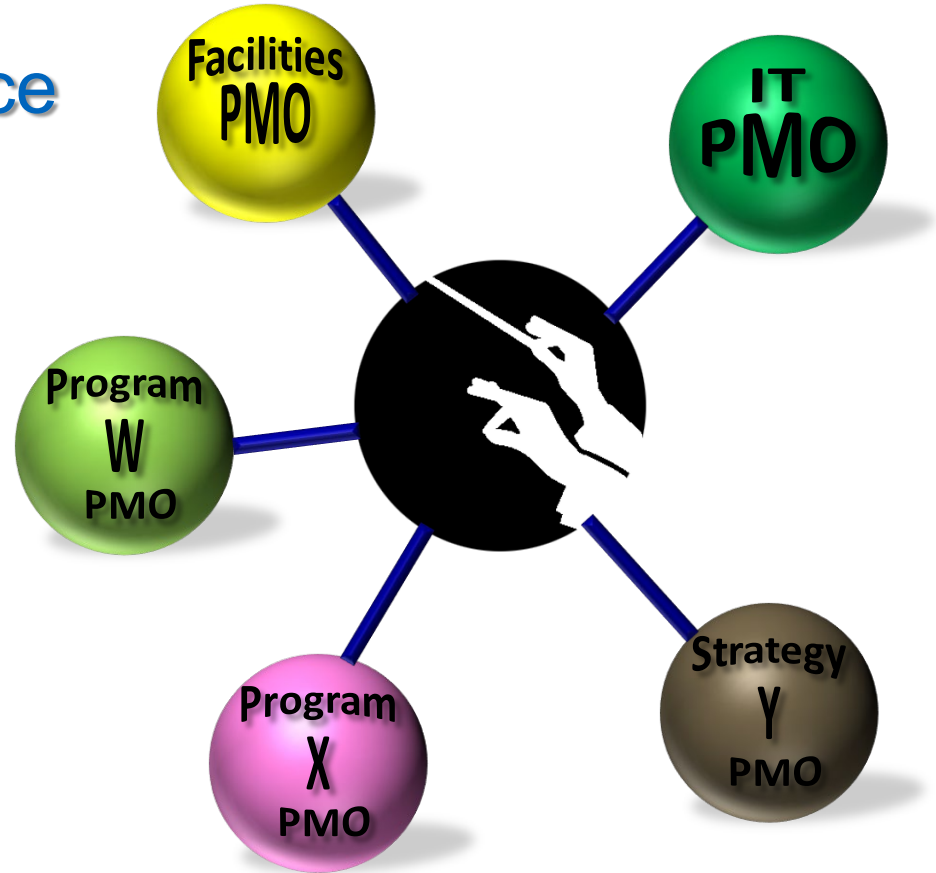
- PMO Scope
 - Enterprise
 - Departmental
 - Temporary
 - Focused on single projects or programs
 - Focused on single strategic initiatives



PMO Sphere of Influence

The ePMO should not have to own, control, or dominate other PMO groups.

Collaboration and integration are the important factors!



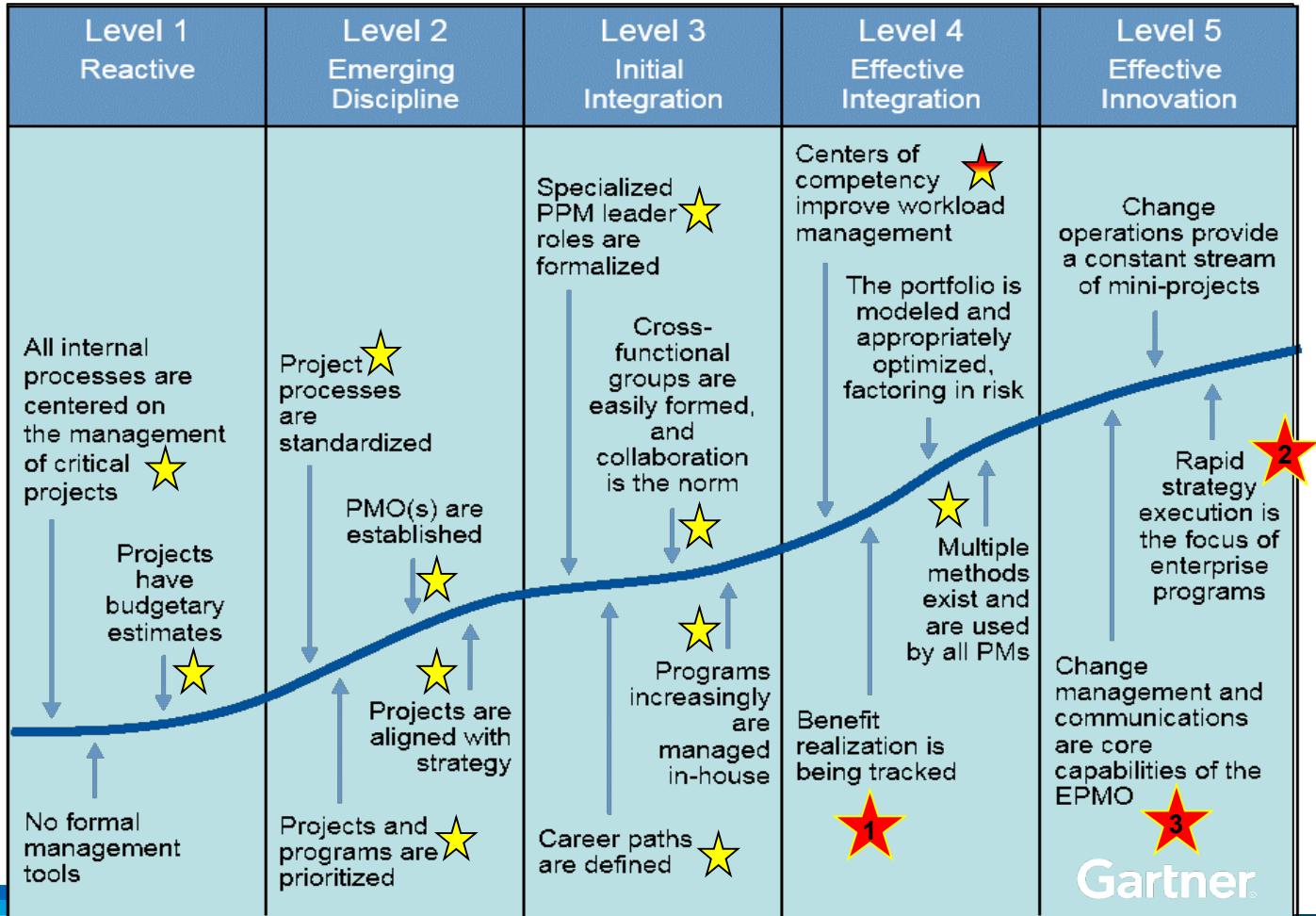
PMO Sphere of Influence

The outcome from this situation will quickly become divisive!

This is a ...



Common PMO Maturity Models



Definition of “Approach”

- **Operational**
 - Leads programs, projects
 - Reports on project progress
- **Tactical**
 - Aligns tactics with strategies
 - Develops methods, tools, processes
- **Strategic**
 - Involved in long term direction / planning
 - Demonstrates value of project management
 - Many, including Gartner, question this PMO type

Common PMO Maturity Models

		SCOPE		
APPROACH	STRATEGIC	X	X	
	TACTICAL		X	X
	OPERATIONAL	X		X
		ENTERPRISE	DEPARTMENTAL	PROGRAM/ PROJECT

Strategic

Involved in long term direction / planning
 Demonstrates value of project management
 Many, including Gartner, question this PMO type

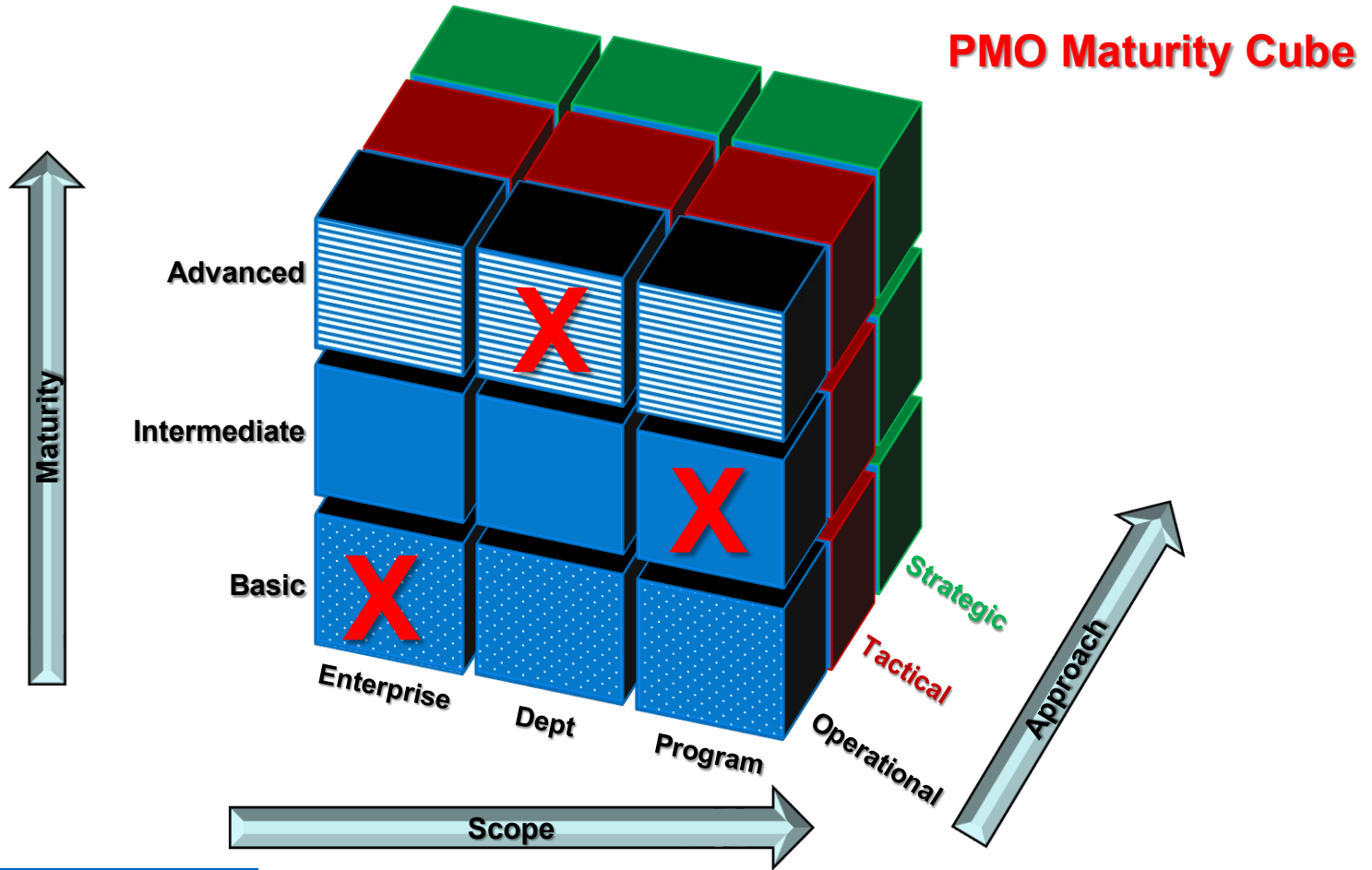
Tactical

Aligns tactics with strategies
 Develops methods, tools, processes

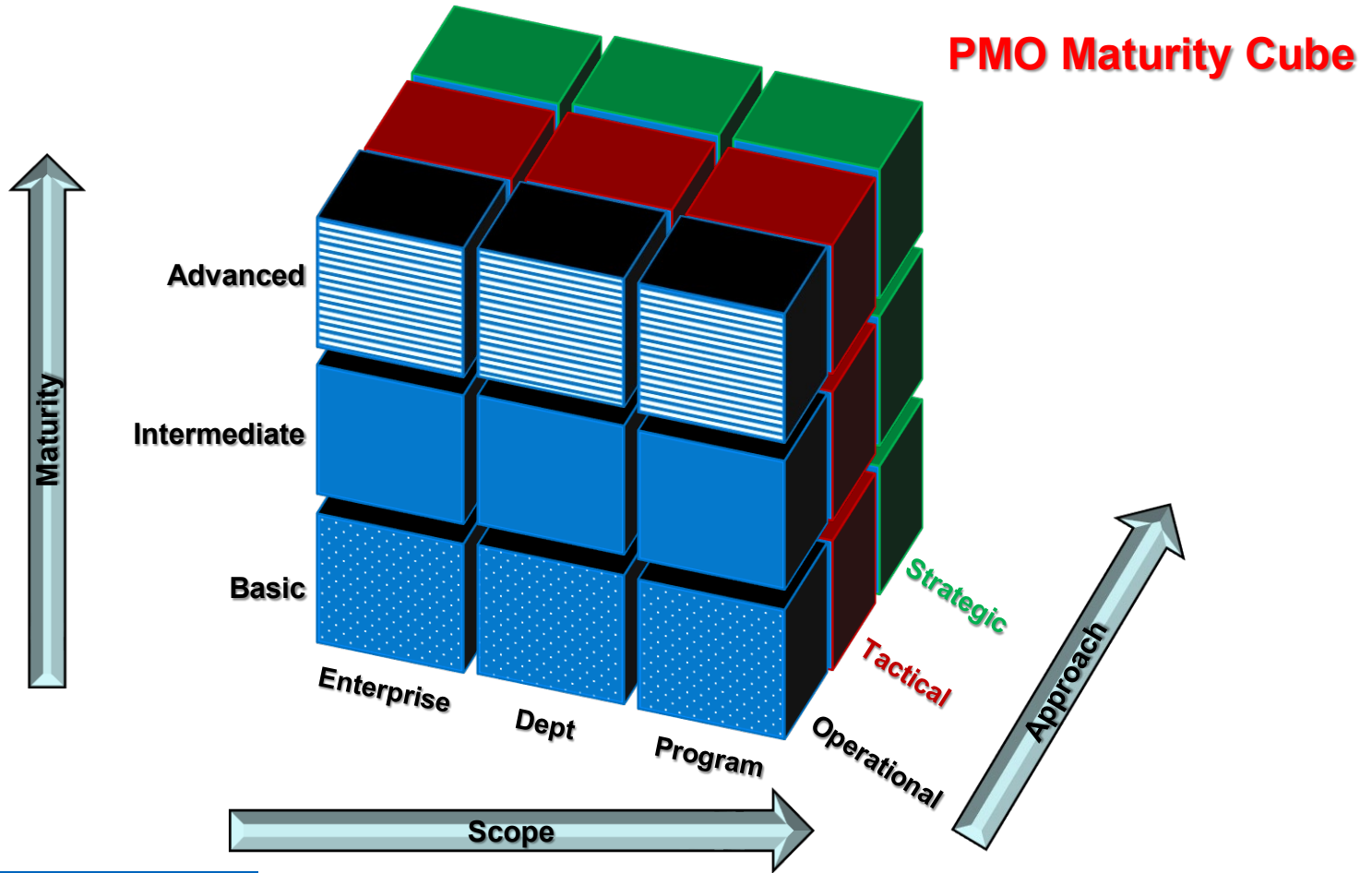
Operational

Leads programs, projects
 Reports on project progress

Common PMO Maturity Models



Common PMO Maturity Models



PMO maturity ≠ PMO value

Does Your PMO...

- ✓ Solve a problem?
- ✓ Fit your culture?
- ✓ Align with available technology?
- ✓ Have a sustainable model, for your environment?
- ✓ Get needed leadership support?
- ✓ Have defined success criteria?

Three Questions You Need to Ask

- What problem are you trying to solve?
- How did we arrive in this situation?
- How much change can our group take?

First Steps...

- Based on the previous three questions....
 - Identify areas where a PMO can help
 - Assess which type of PMO is best for you
 - Create a roadmap for improving the situation
 - Be honest in setting expectations
 - Deliver on your roadmap
 - Evolve. Always evolve.

Your PMO Roadmap

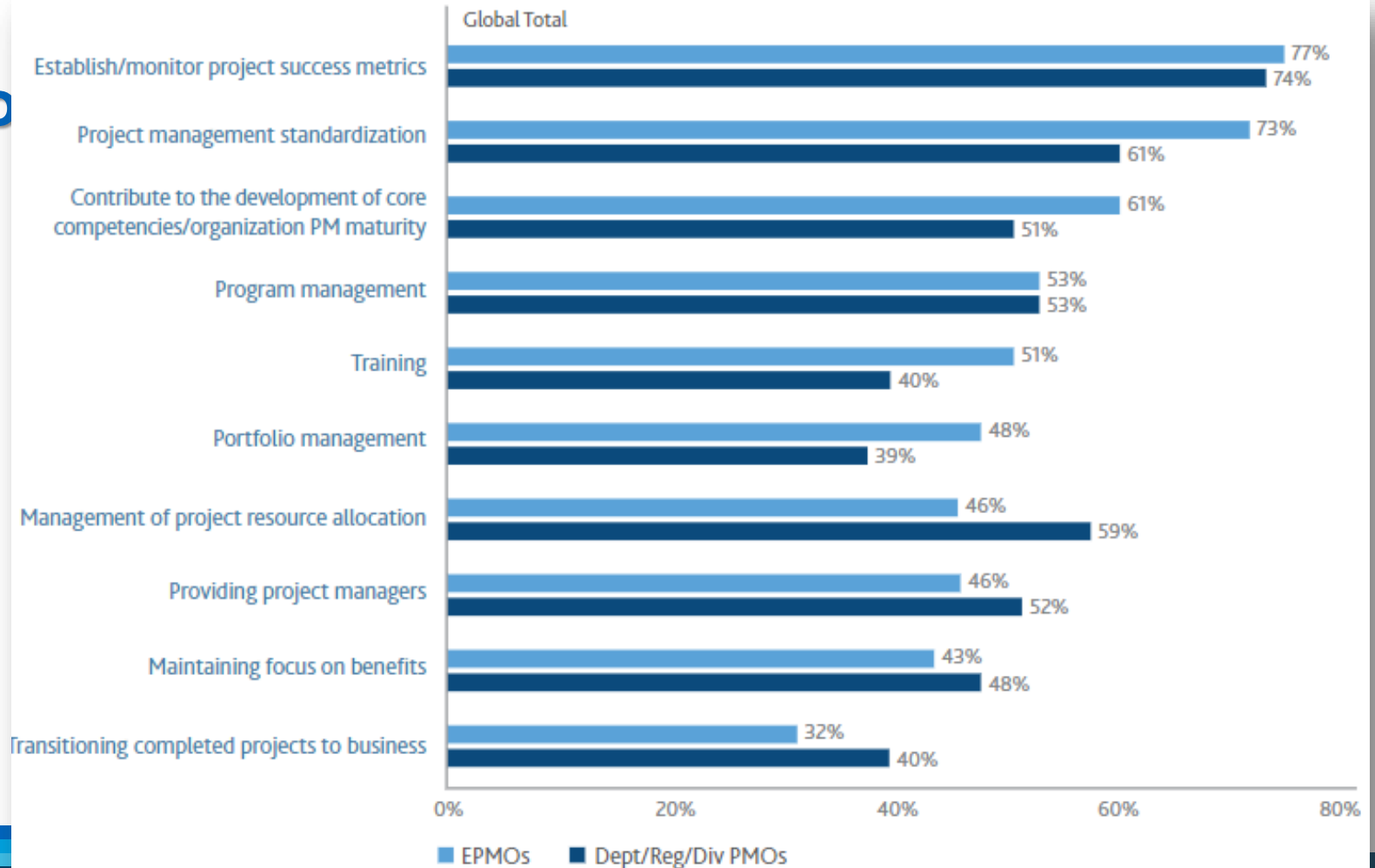
- Start with a mission
 - **Why** will the PMO exist?
- Next work on a vision
 - **What** do you want to be in 1 year?
 - How about 2 years?
 - Dream big – how about 5 years?
- Identify initiatives needed in the short term, perhaps 90 days out
- Add high level initiatives needed to round out your first 12 months
- Put placeholders for years 2 to 5, focusing more on closer years

Remember that change is a process, not an event!

Identifying & Closing Your Gaps



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Each gap should provide a glimpse into the risks you will face!

Current State

- **All large projects farmed out**
- **Small projects run by anyone available**
- **Everyone has their own method – or not**
- **No single way of identifying ongoing projects**
- **Accidental PMs typical**
- **Inability to track project time**



Desired State

- **Large projects run by PMO**
- **Small projects run by PMs within teams**
- **Various approved methodologies available**
- **All projects are tracked in one system**
- **PMs trained & mentored**
- **Time tracked against projects**

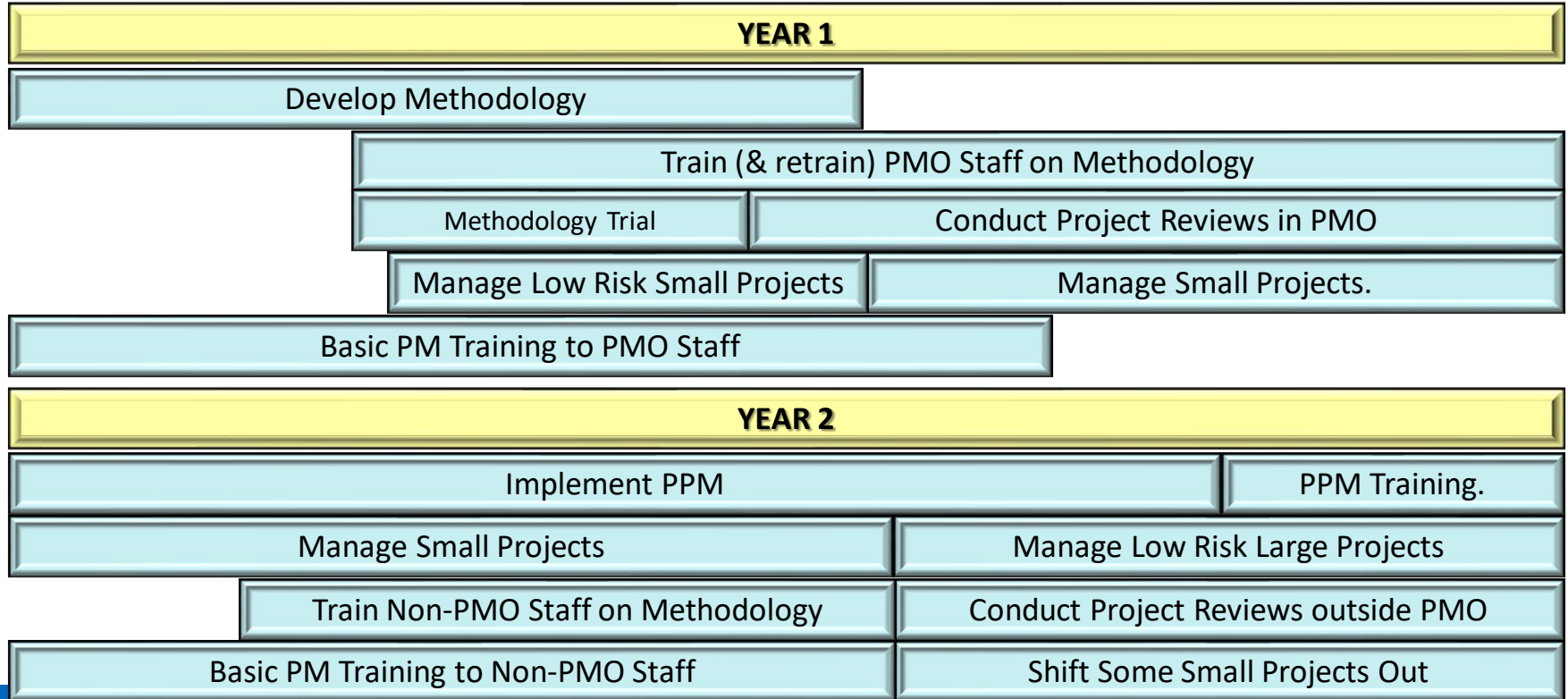
To Fill Gaps, Where do you Start?

- Develop methodologies?
- Support other PMs?
- Implement software PM tools?
- Run small projects?
- Run large projects?

Consider Additional Services to Offer

- PM training,
- PM tool support,
- Portfolio oversight,
- Ideation oversight,
- Project governance,
- Project selection,
- Project prioritization,
- Project metric reporting,
- Project reviews,
- QA/QC?

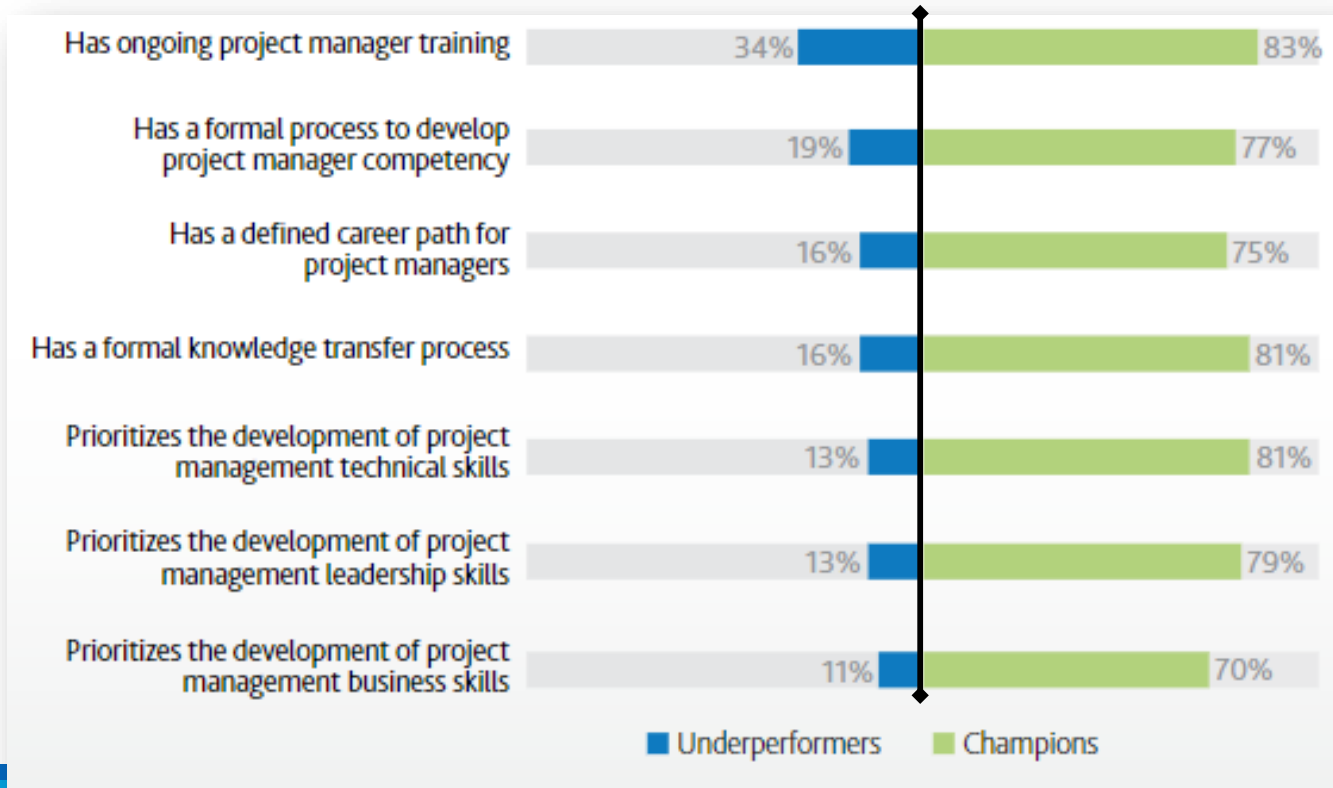
Now, Put the Roadmap to Paper



Rules of the Road[map]

- Dream big, but be realistic
- Always keep your eye on the next step
- It's your job to create and maintain momentum
- Don't be afraid to take a step back, as long as you do it intentionally and for the right reasons
- Reassess your roadmap at least quarterly; adjust as needed
- Be the evangelist for Project Management
- Sometimes you will feel alone
- Often you have to make your own good luck!

Good vs Great PMOs



Thank you!

Questions?

References

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