

# pmo flashmob



@pmoflashmob



pmoflashmob  
@pmoflashmob

Top **TEN** things  
PMO are  
talking about  
right now



# It's International ~~Project~~ ~~Management~~

**PMO**



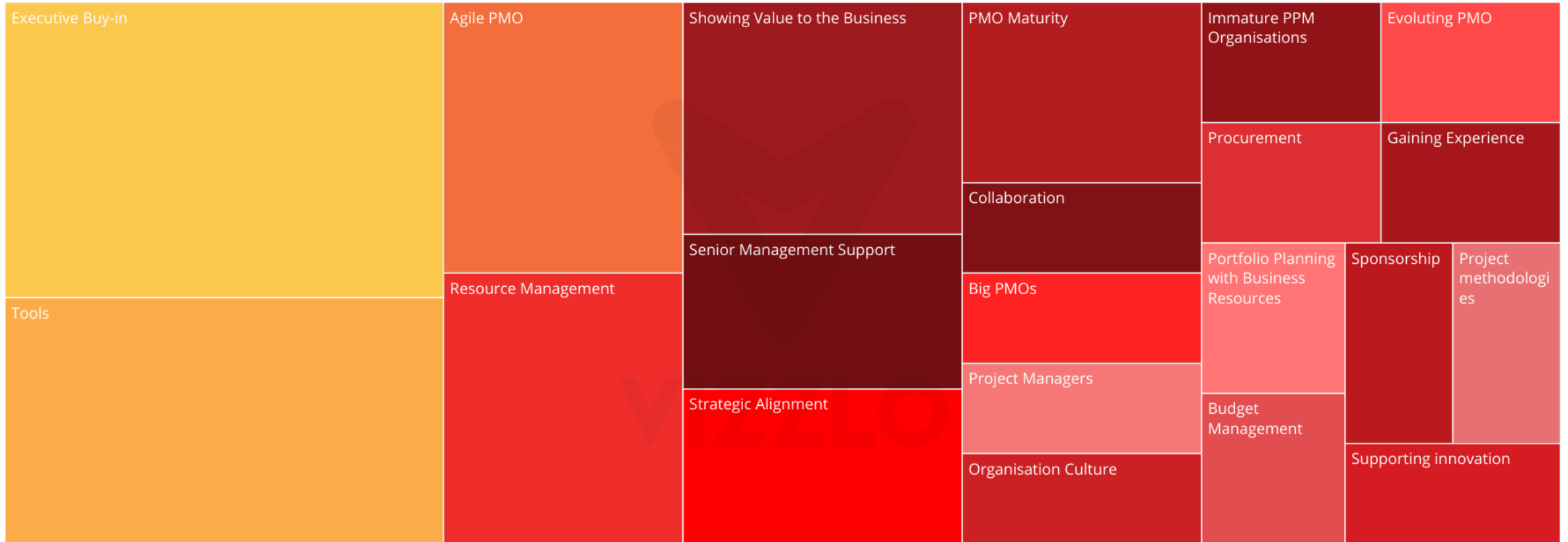
# Your Challenges

getting management to understand that information / tools are perhaps more more important than previously thought	How PMO works within Agile environment and organisation	resourcing	Establishing methodology and practices in a department unfamiliar with project management.	Resources planning	Understanding Agile PMO	Getting senior executive's to understand pm processes and the value a PMO can add to an organisation	Executive Sponsorship	Status reporting and getting away from the 'admin' stuff	C Suite understanding potential of an enterprise level PMO
Navigating what decision makers want versus what they need in terms of data/information for assurance and decision making	Large distributed organisation in a complex context	Buy in	Transforming a 4 year old PMO to respond more flexibly to business needs, regain support / understanding of our value.	Selling the value of PMO	Developing our maturity as a PMO	Siloed approach to project information storage and gathering	Carving up the programme budget into project budgets	Value perception within organisation	Retention staff in the PMO who actually have ambitions to be a Project Manager.
PPM/PMO ownership from the organisation leadership (President).	Understanding from PMs as to why we do what we do	Executive Buy-in	Being seen as a valuable team within the department	Procurement	Portfolio Planning with Business Resources	Manual Status Reports (time consuming) and having a clear strategy/vision for the PMO function which aligns to the business	Implementing an organized PM flow.	Executing projects within the acceptable project methodologies	PMO call to action - to address challenges effecting PM work - increased complexity and disruptive technologies etc
Improve collaboration	organizational culture	Showing value to the business	Connecting strategy to PMO objectives and goals...	Getting experience	Getting a view on the planned location of my companies consultants into the future	Selling Project, Programme & Portfolio Management to those Execs who think Project Management if just 'Progress Chasing'!	Sponsorship- staying the course	Agile	Supporting innovation





# Your Challenges



Top **TEN** things  
PMO are  
talking about  
right now

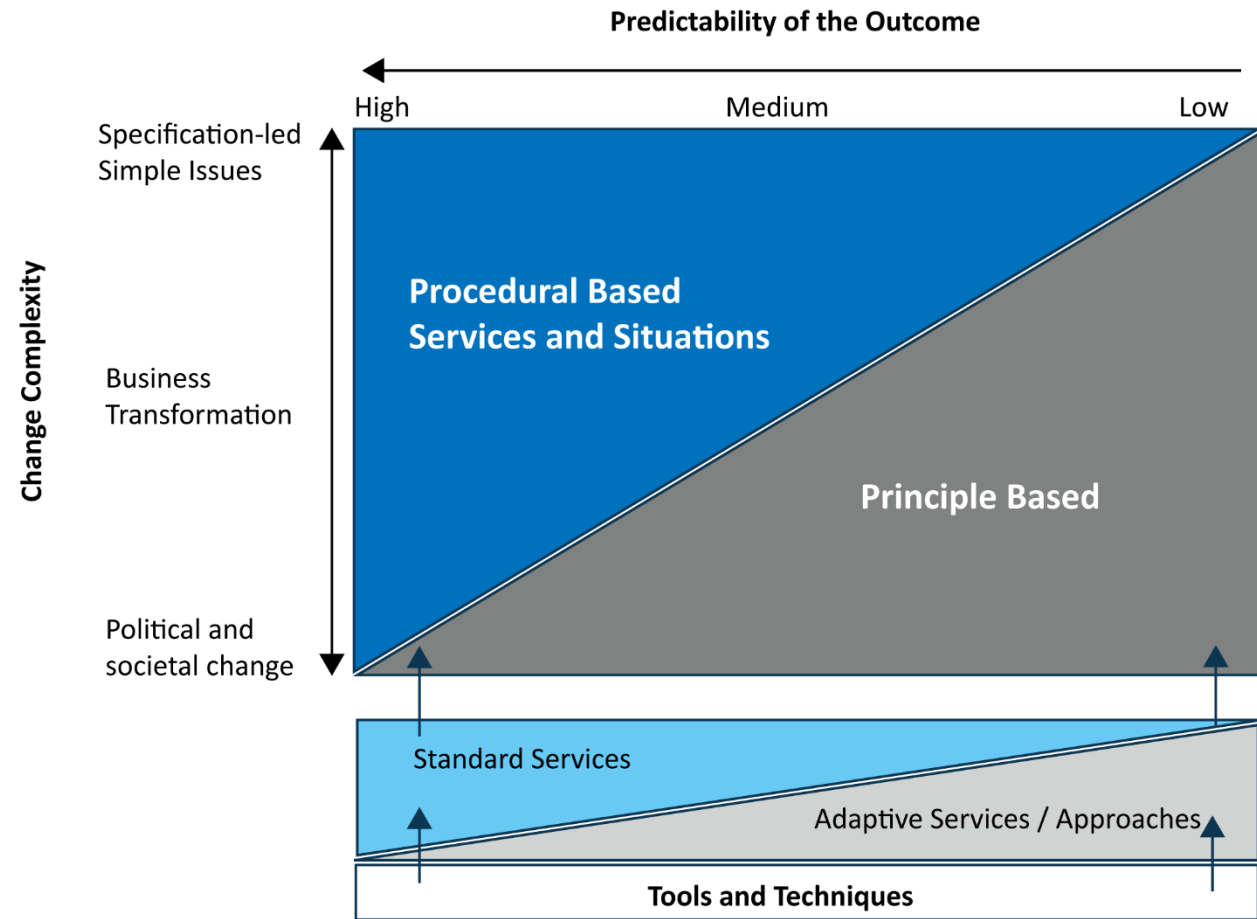


# 1. The PMO Principles



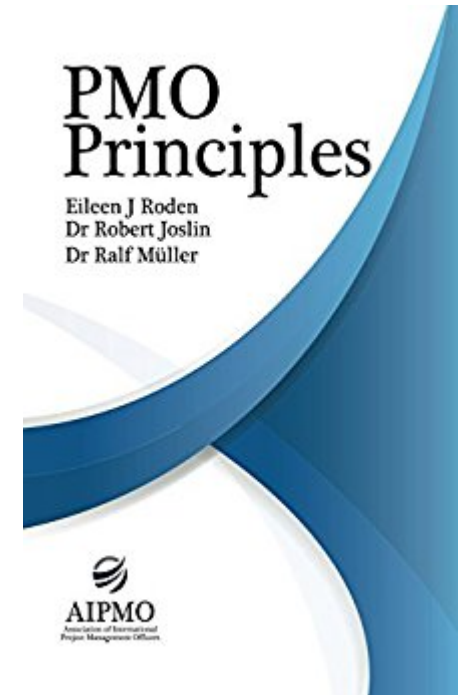
# The need for principles

Increasing complexity requires principles to underpin actions and behaviours required to be successful.

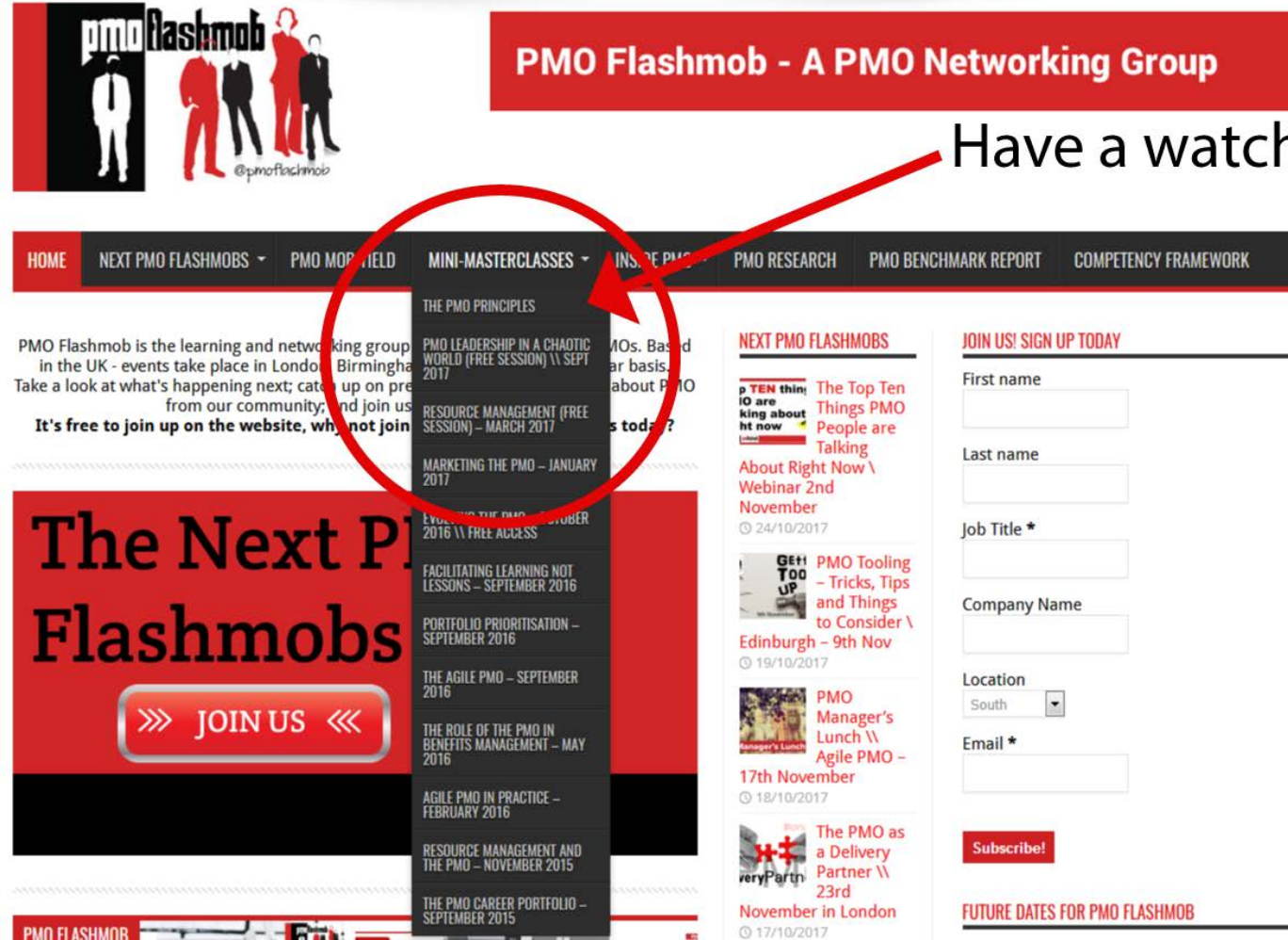


The PMO Principles		
Principle 1: Sponsorship	Senior management sponsorship and engagement	The scope and effectiveness of the PMO is defined by the level of sponsorship and engagement from senior management.
Principle 2: Alignment	Governance alignment	The structure and function of a PMO is designed to fit within and actively support the organizational governance.
Principle 3: Transparency	Consistent, accurate, timely and transparent information	The PMO provides consistent, accurate and timely information used to underpin the decision-making process (governance) and transparent validation of the data provenance.
Principle 4: Challenge	Trusted Challenge Partner to drive value	The PMO provides objective, rational and constructive challenge at a project, program and portfolio level.
Principle 5: Adjustment	Adaptive capabilities and services	The capabilities and services provided by the PMO are set up and then tailored to the organization in which they operate and the people they serve.
Principle 6: Exemplar	Leads by example	The PMO exhibits appropriate behaviours and expertise when delivering change and demonstrates the value of the project and program processes and system and their contribution to project and program success.
Principle 7: Improvement	Continuous improvement mind-set	The PMO looks to improve itself and its contribution to the successful delivery of projects and programs within the organization through continuous improvements of its services.

1. Sponsorship
2. Alignment
3. Transparency
4. Challenge
5. Adjustment
6. Exemplar
7. Improvement



# Watch the Session



**PMO Flashmob - A PMO Networking Group**

Have a watch!

HOME | NEXT PMO FLASHMOBS | PMO MOBILE | **MINI-MASTERCLASSES** | INSIDE PMO | PMO RESEARCH | PMO BENCHMARK REPORT | COMPETENCY FRAMEWORK

PMO Flashmob is the learning and networking group in the UK - events take place in London & Birmingham. Take a look at what's happening next; catch up on previous events from our community, and join us. **It's free to join up on the website, why not join us today?**

## The Next PMO Flashmobs

**>>> JOIN US <<<**

- THE PMO PRINCIPLES
- PMO LEADERSHIP IN A CHAOTIC WORLD (FREE SESSION) \ SEPT 2017
- RESOURCE MANAGEMENT (FREE SESSION) - MARCH 2017
- MARKETING THE PMO - JANUARY 2017
- EVENTS AND THE PMO - OCTOBER 2016 \ FREE ACCESS
- FACILITATING LEARNING NOT LESSONS - SEPTEMBER 2016
- PORTFOLIO PRIORITISATION - SEPTEMBER 2016
- THE AGILE PMO - SEPTEMBER 2016
- THE ROLE OF THE PMO IN BENEFITS MANAGEMENT - MAY 2016
- AGILE PMO IN PRACTICE - FEBRUARY 2016
- RESOURCE MANAGEMENT AND THE PMO - NOVEMBER 2015
- THE PMO CAREER PORTFOLIO - SEPTEMBER 2015

**NEXT PMO FLASHMOBS**

- The Top Ten Things PMO People are Talking About Right Now \ Webinar 2nd November**  
24/10/2017
- PMO Tooling - Tricks, Tips and Things to Consider \ Edinburgh - 9th Nov**  
19/10/2017
- PMO Manager's Lunch \ Agile PMO - 17th November**  
18/10/2017
- The PMO as a Delivery Partner \ 23rd November in London**  
17/10/2017

**JOIN US! SIGN UP TODAY**

First name

Last name

Job Title \*

Company Name

Location

Email \*

**Subscribe!**

**FUTURE DATES FOR PMO FLASHMOB**



# 2. Being Innovative

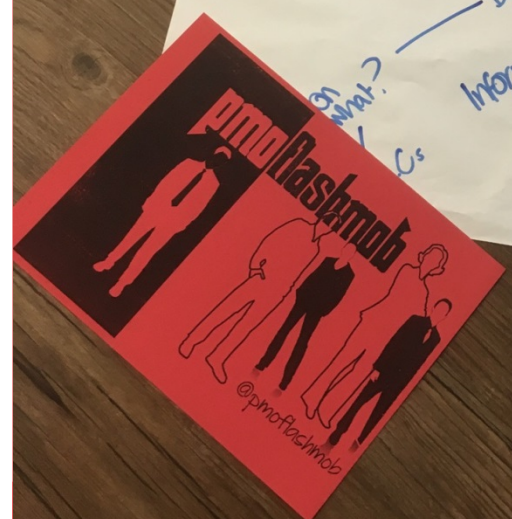
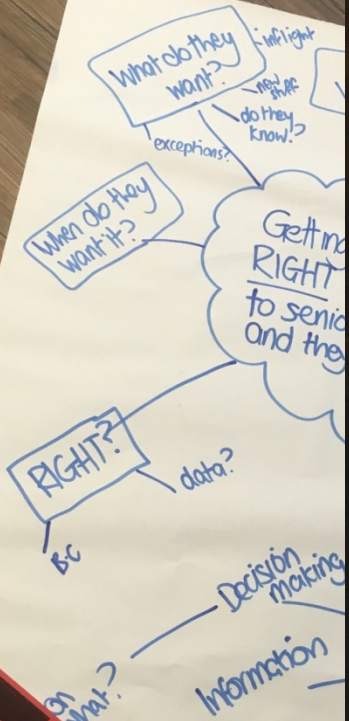










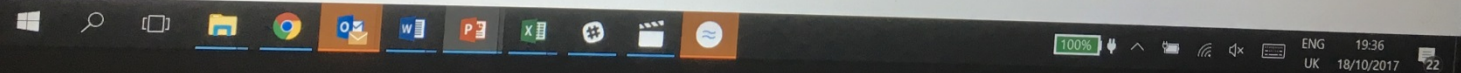


## "Know your [PMO & reporting] purpose"

- All your reporting content flows from it. Adapt and learn.
- Loads of creative ways of doing things and engaging execs with info, but a clear purpose is the starting point!
- You can contribute to a collective accountability for shared business outcomes and helping execs to tell that story.



10.40.76.42  
Sharing your screen





**MILEST**

Category: D  
Due date: 25,

Description: L  
amet, consectet  
do eiusmod tem  
labore et dolore

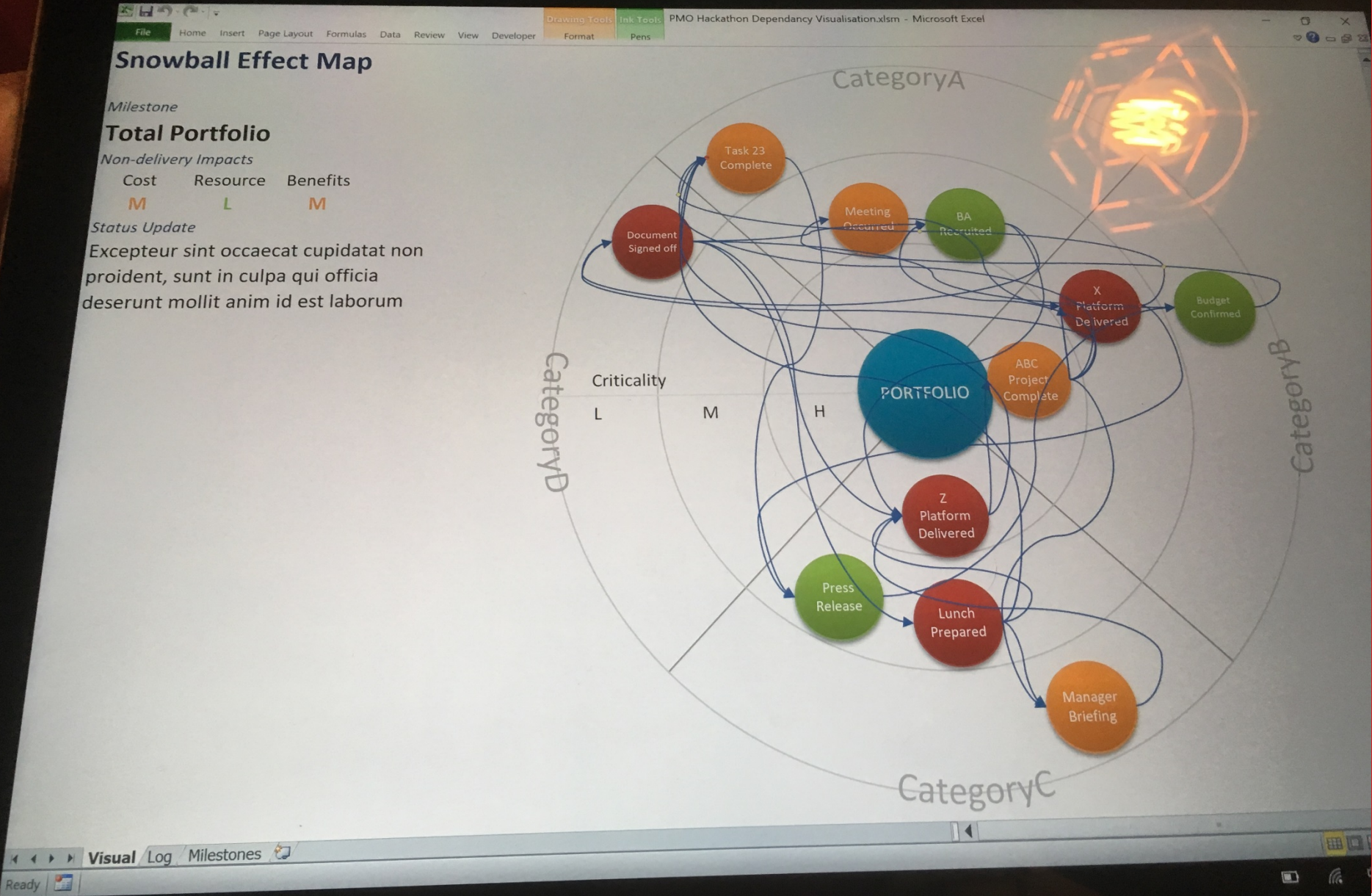
Impact:

**COSTS**

**RESOURCES**

**BENEFITS**

N of projects in

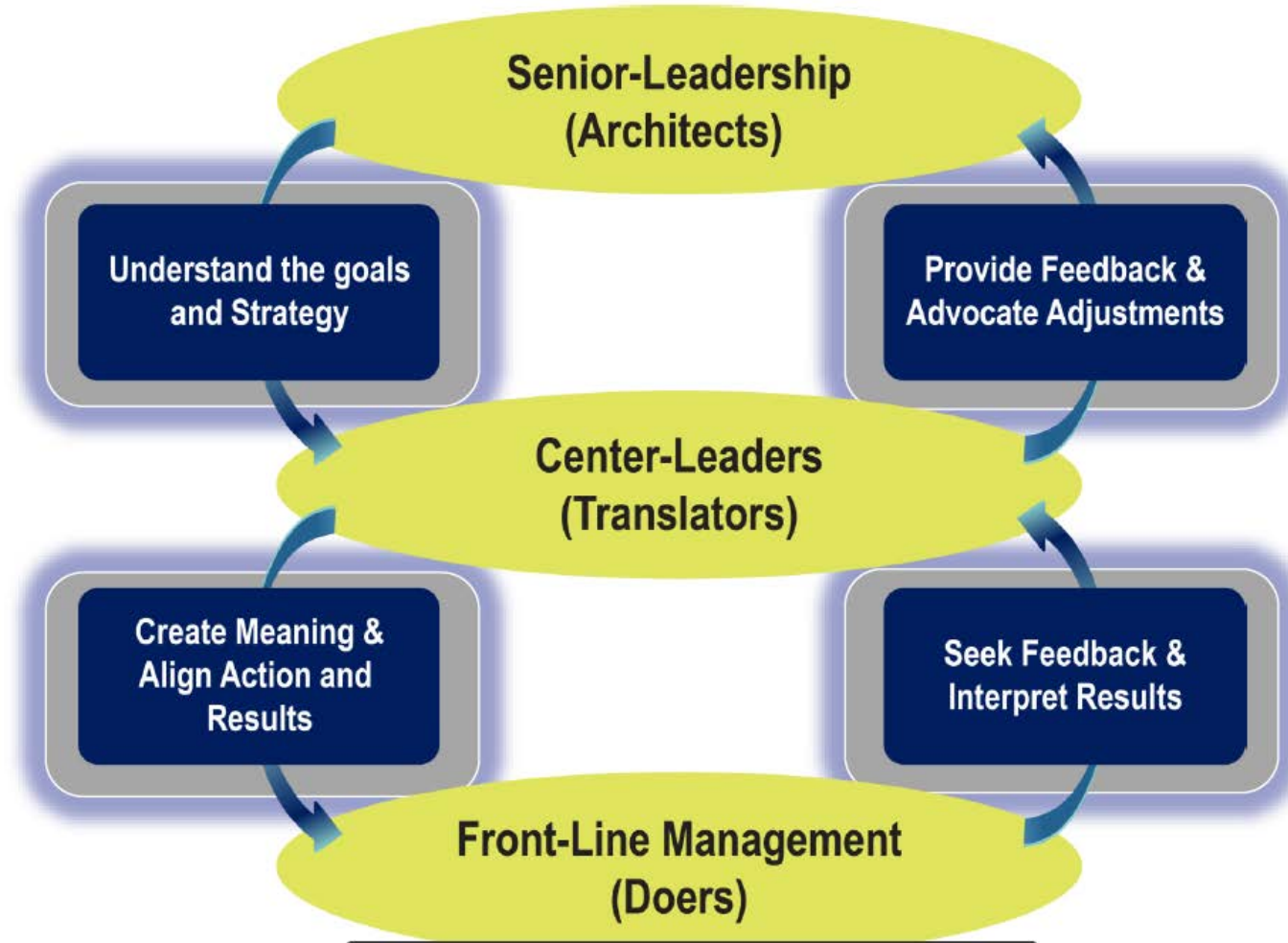


# 3. Centre-Leaders

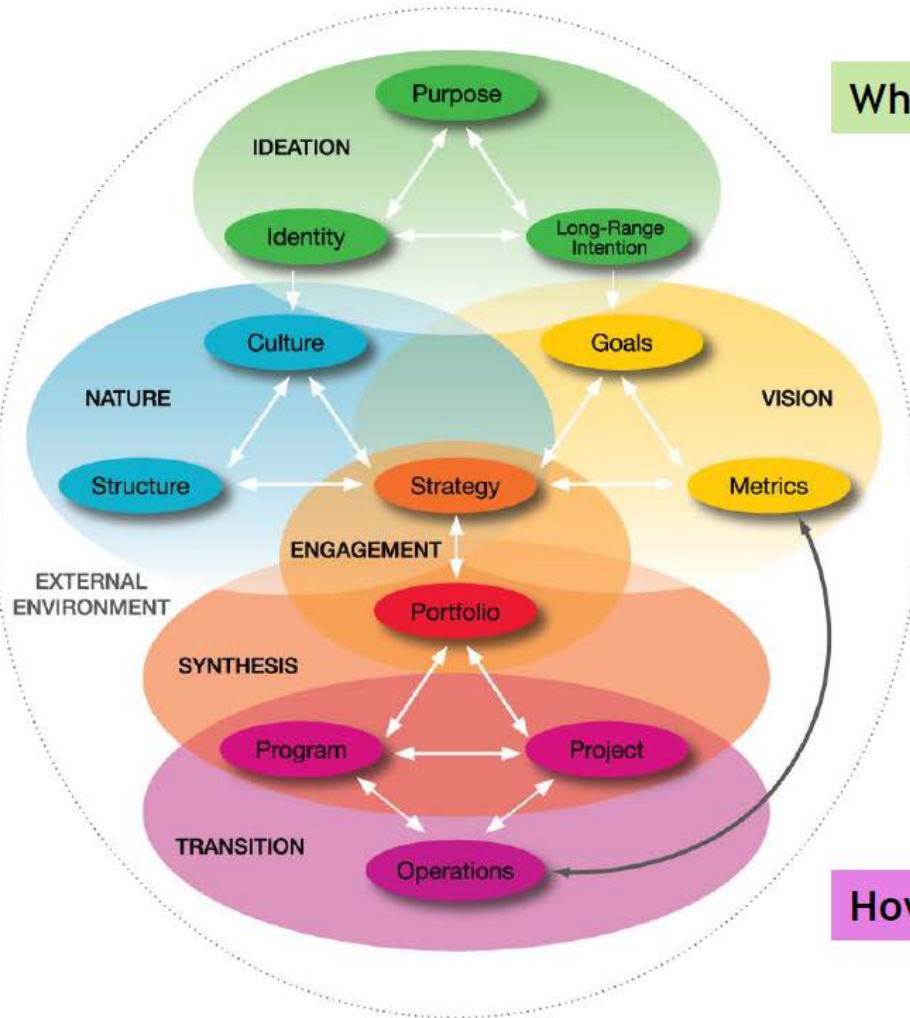


# The Strategic Leadership 'Eco-System'

All levels of leadership are inter-connected



# The Strategic Execution Framework



Who are you?

What is the context?

Where are you going?

What needs creating?

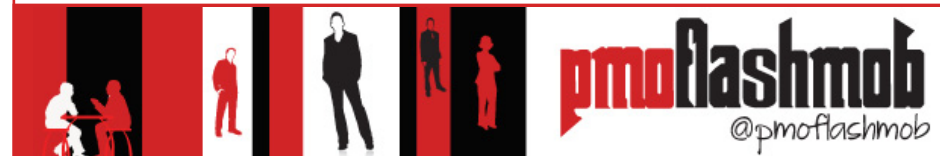
How will we build it?

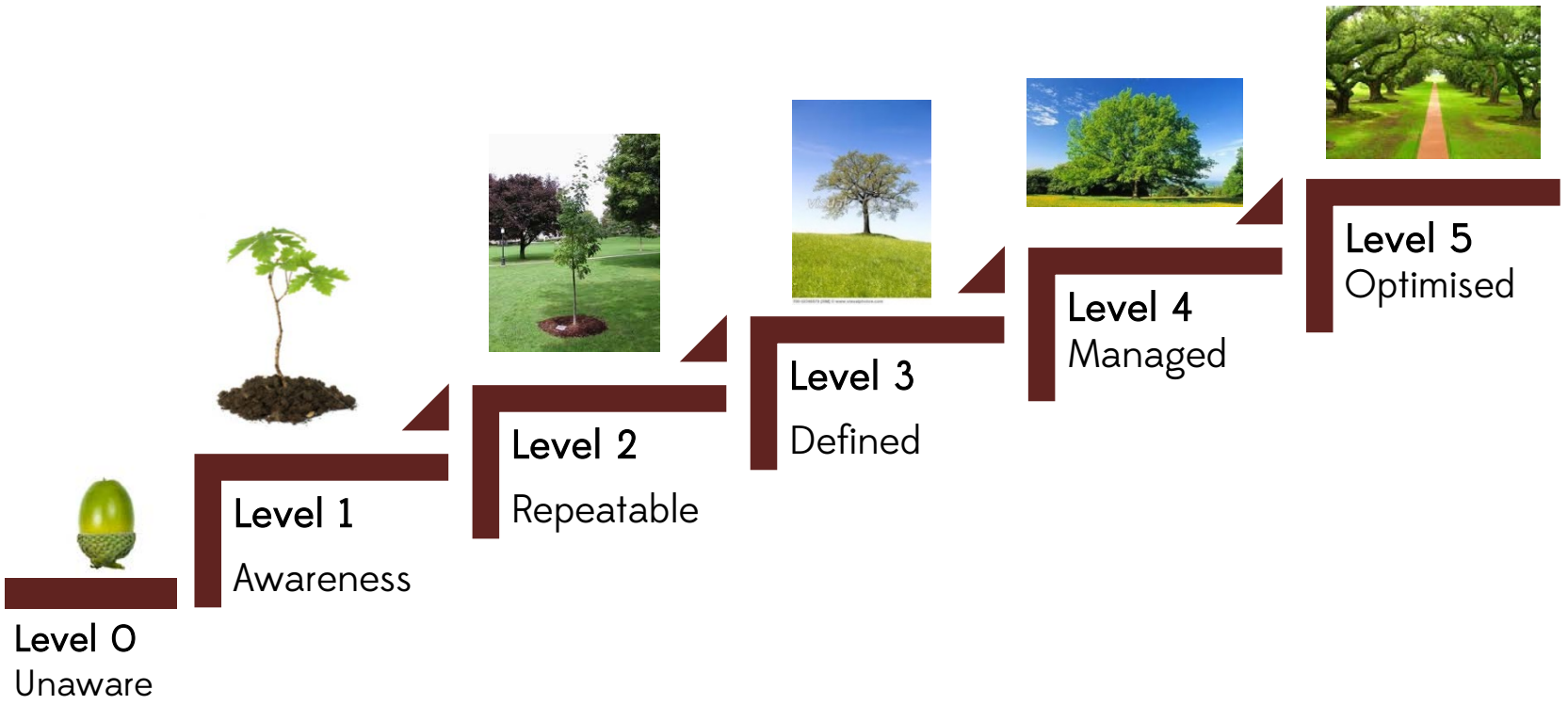
How will you operate?

Strategic Execution Framework (SEF)  
Copyright © 2004 IPS Learning, LLC and Stanford University - ALL RIGHTS RESERVED

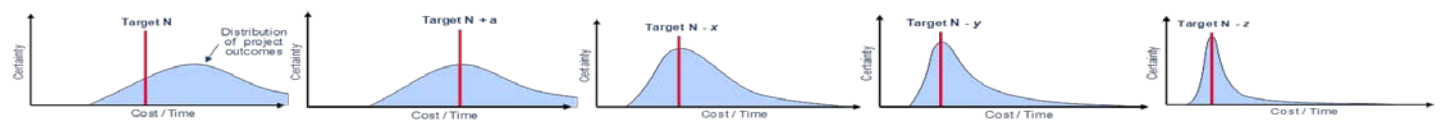


# 4. Maturity



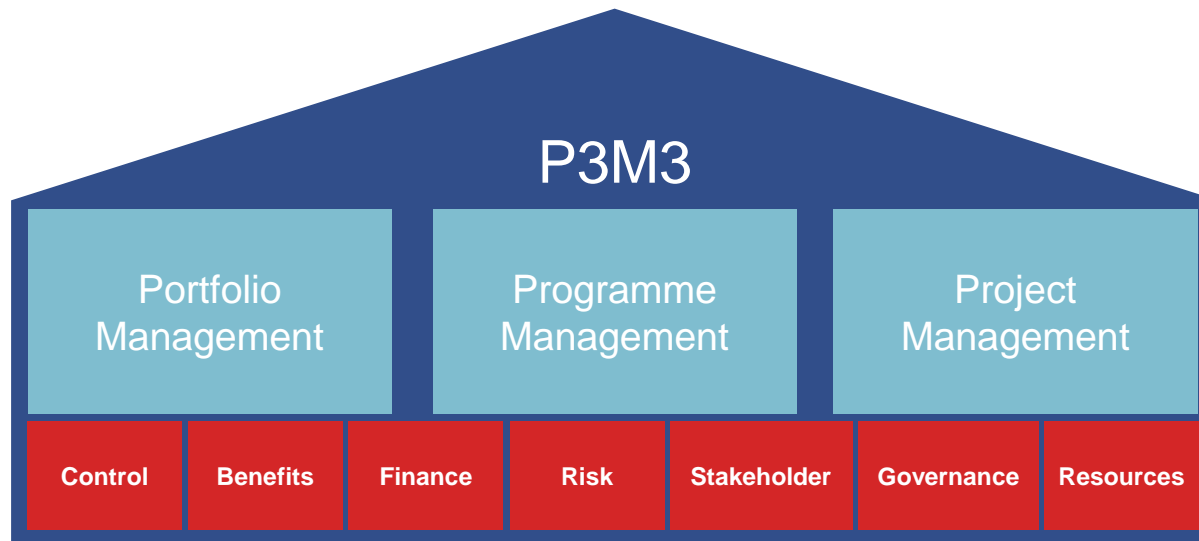


1	2	3	4	5
<b>Initial</b>	<b>Repeatable</b>	<b>Defined</b>	<b>Managed</b>	<b>Optimising</b>
(Chaotic, Ad-Hoc, Heroic) The starting point for use of a new process	(Process discipline) The process is used repeatedly	(Embedded) The process is defined/confirmed as a standard business process.	(Quantified) Process management and measurement takes place	(Process Improvement) Deliberate optimisation/improvement

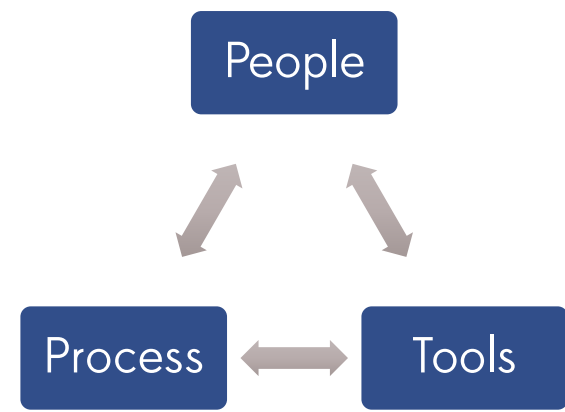




# P3M3 maturity model



The P3M3 model looks at the relationship between processes, tools and people. At level 3 these are normally in balance and at level 4 they are becoming optimised and efficient.



In general terms it takes around 18 months to move up a level within the model.

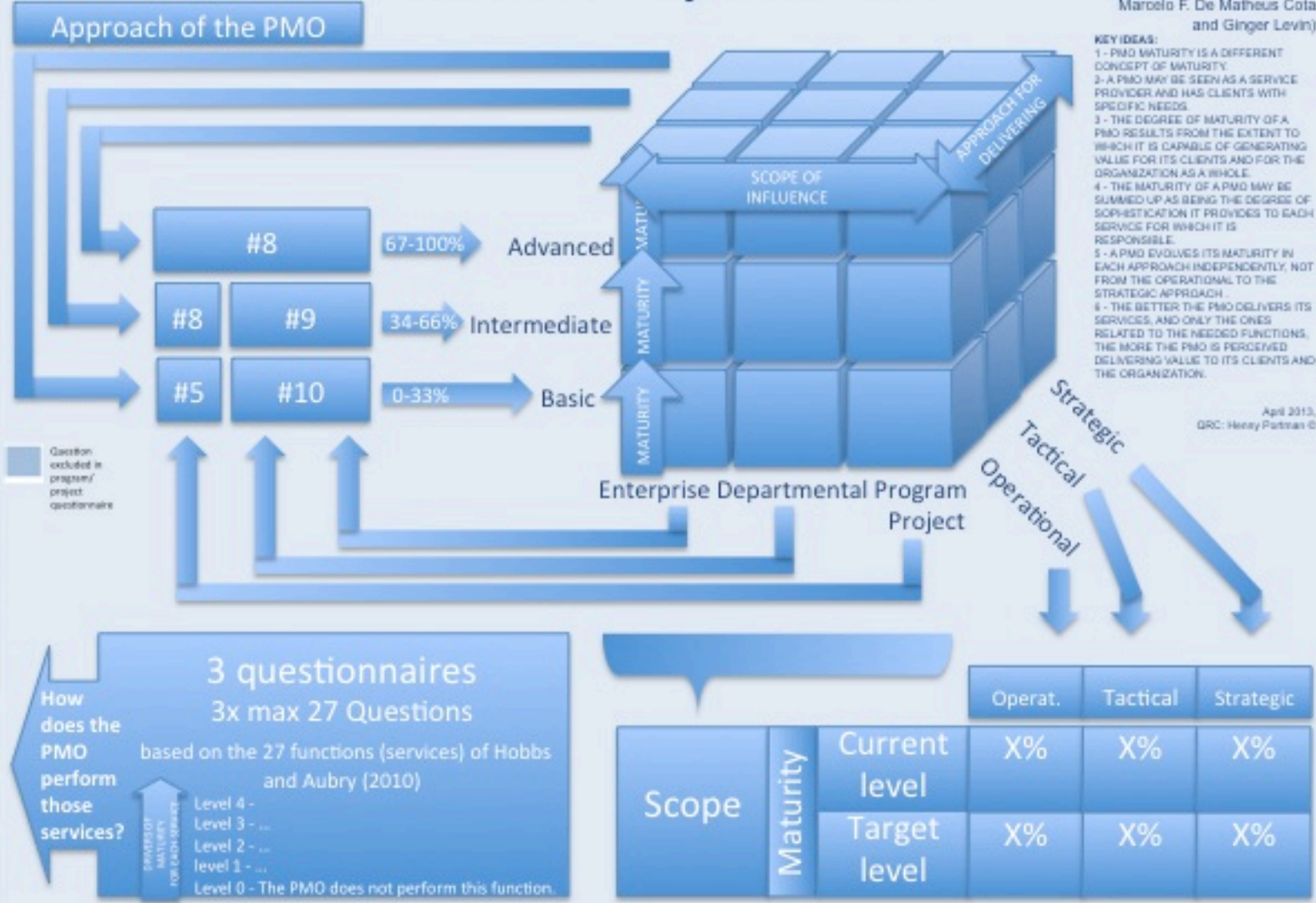
- **Level 0** is characterised by no recognition of the need for the activity
- **Level 1** is characterised by individually developed ways of working which leads to heroic performance
- **Level 2** is characterised by groups and teams setting their own ways of working or a central approach that is partially adopted
- **Level 3** is characterised by a consistent approach being used across the organisation
- **Level 4** is characterised by continual improvement and analysis of performance
- **Level 5** organisations are optimised for their particular environment.

Read the post on the website called **What are the Three Sides of the PMO Maturity Triangle?**



- | Strategic assessment   |   |
|------------------------|---|
| 1                      | provide advice to the senior management?  |
| 2                      | coordinate and integrate the portfolio?   |
| 3                      | develop and maintain a strategic framework of projects and programs (scoreboard)?           |
| 4                      | promote project management awareness?   |
| 5                      | monitor and control its own performance?  |
| 6                      | participate in the strategic planning process?  |
| 7                      | manage one or more portfolios?  |
| 8                      | identify, select and prioritize new projects and programs?                                  |
| 9                      | manage the benefits?  |
| Tactical assessment    |   |
| 1                      | map the relationships and the environment of projects and programs in and out of the scope? |
| 2                      | develop and implement the project management methodology?                                   |
| 3                      | develop skills in project management?   |
| 4                      | implement and manage project information systems?   |
| 5                      | manage interfaces with customers?   |
| 6                      | provide a set of tools for project management?  |
| 7                      | allocate and share resources between projects?  |
| 8                      | implement and manage the lessons learned database?  |
| 9                      | implement and manage the risk database?   |
| 9                      | select, manage, and evaluate project managers?  |
| Operational assessment |   |
| 1                      | provide specialized services for the project manager?                                       |
| 2                      | provide information to senior management of the status of projects that are under way?      |
| 3                      | monitor and control project / program performance?  |
| 4                      | provide mentoring for project managers.   |
| 5                      | manage and collect project files and documentation?   |
| 6                      | manage one or more programs and projects?   |
| 7                      | conduct project audits?   |
| 8                      | conduct post-reviews of project management (lessons learned)?                               |

# The PMO Maturity Cube®



**The PMO Maturity Cube, a Project Management Office Maturity Model**  
(developed by: América Pinto, Marcelo F. De Matheus Cola and Ginger Levin)

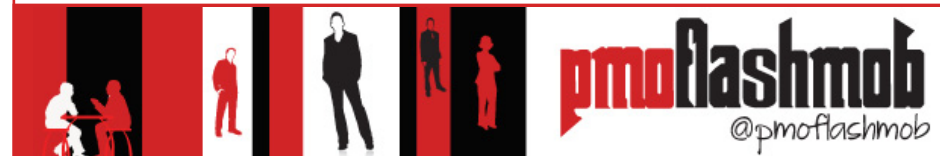
- KEY IDEAS:**
- 1 - PMO MATURITY IS A DIFFERENT CONCEPT OF MATURITY.
  - 2 - A PMO MAY BE SEEN AS A SERVICE PROVIDER AND HAS CLIENTS WITH SPECIFIC NEEDS.
  - 3 - THE DEGREE OF MATURITY OF A PMO RESULTS FROM THE EXTENT TO WHICH IT IS CAPABLE OF GENERATING VALUE FOR ITS CLIENTS AND FOR THE ORGANIZATION AS A WHOLE.
  - 4 - THE MATURITY OF A PMO MAY BE SUMMED UP AS BEING THE DEGREE OF SOPHISTICATION IT PROVIDES TO EACH SERVICE FOR WHICH IT IS RESPONSIBLE.
  - 5 - A PMO EVOLVES ITS MATURITY IN EACH APPROACH INDEPENDENTLY, NOT FROM THE OPERATIONAL TO THE STRATEGIC APPROACH.
  - 6 - THE BETTER THE PMO DELIVERS ITS SERVICES, AND ONLY THE ONES RELATED TO THE NEEDED FUNCTIONS, THE MORE THE PMO IS PERCEIVED DELIVERING VALUE TO ITS CLIENTS AND THE ORGANIZATION.

April 2013, GRC: Henry Patrino ©

## PMO MATURITY CUBE® ASSESSMENT CYCLE



# 5. Business Driven PMO



# Mark Price Perry

- Step 1 → Leadership team determined PMO mandate (ends to be achieved)
- Step 2 → PMO manager developed business plan to achieve PMO mandate (means to the ends)

# Nemawashi – Unanimous Consensus (start)

I. Top three problems/opportunities to be solved by the PMO

- 1. ....
- 2. ....
- 3. ....

II. Vision

- .....

III. Mission

- .....

IV. Goals and objectives of the PMO (fulfillment of problem/opportunity)

- 1. ....
  - Objectives: .....
- 2. ....
  - Objectives: .....
- 3. ....
  - Objectives: .....

V. Value to the business

- .....

*From Individual Perspectives to Unanimous Team Consensus*



Want to watch the full session?

[goo.gl/L1Zw2W](https://goo.gl/L1Zw2W)

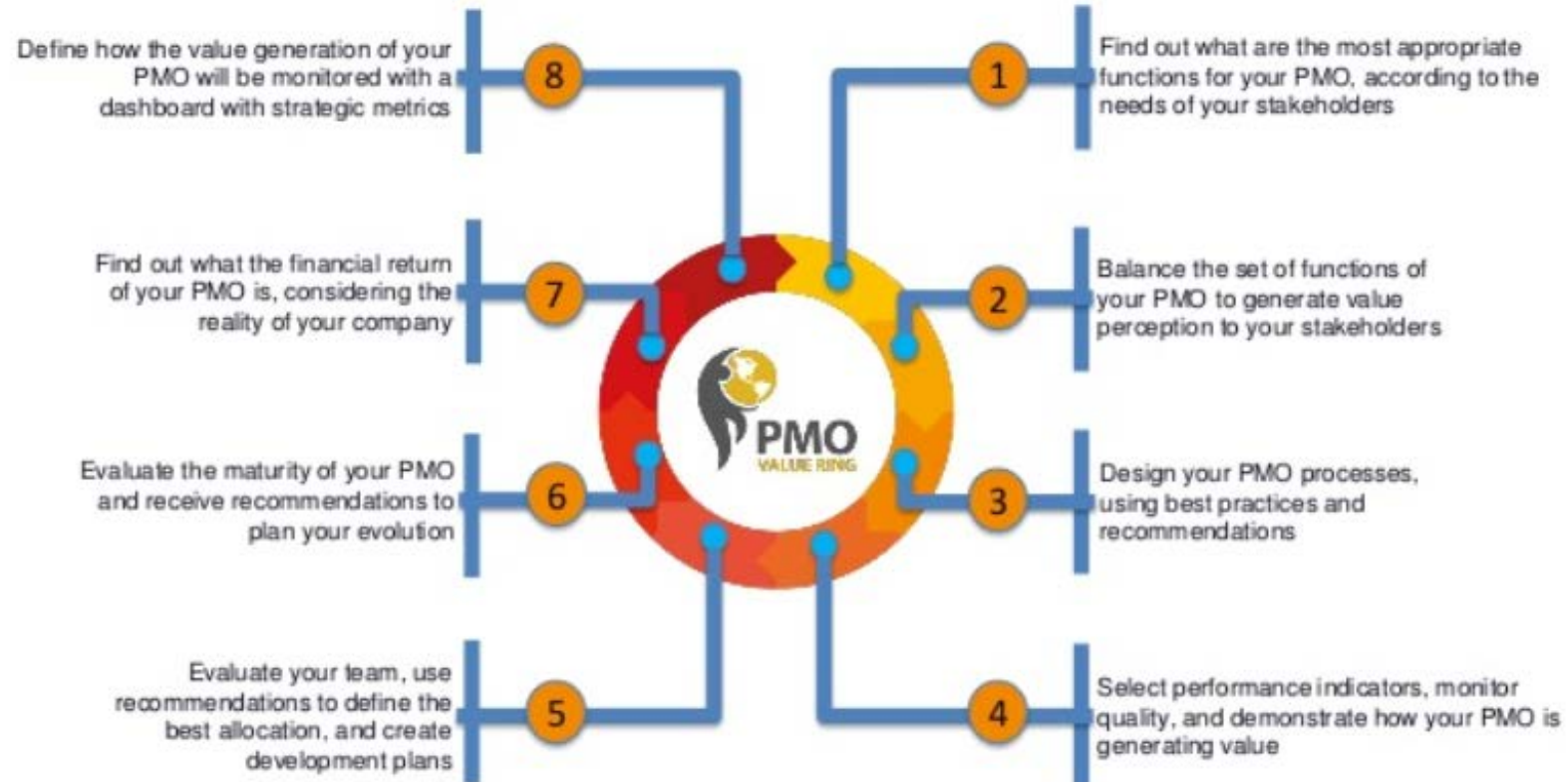


Private link – available until 31<sup>st</sup> December 2017

# 6. Value Ring



## PMO VALUE RING BENEFITS



[www.pmovaluering.com](http://www.pmovaluering.com)





# Value Ring

## Which benefits do stakeholders want from your PMO

Better availability of information on lessons learned from previous experience	Effective transfer of knowledge in project management	Better communication with the senior management level	Better quality of project results	Better project prioritisation
Better communication among the project team	Better project support from senior management	Better control over project teams	Increased productivity on projects	Increased visibility of the relationship among projects and strategy
Time and cost estimates more reliable	Effective transfer of knowledge in project management	Increased motivation and individual commitment	Better availability of resources with skills in project management	Improved client satisfaction
Increased predictability for decision-making	Greater organisation commitment to results	Increased visibility of the relationship among projects and strategy	Increased visibility of resource demand	Greater integration among areas of the organisation
Increased visibility of project progress	Greater agility in project management decision-making	Better quality of project results	Reduction of the project life cycles within the organisation	Better definition of roles and responsibilities
Reduction of risk exposure	Increased predictability for decision-making	Better communication among areas of the organisation	Better third parties and subcontractors control	Better allocation of resources across projects

We will cover it in  
more detail soon  
Or just take a look  
[pmovaluering.com](http://pmovaluering.com)

# 7. Agile, agile

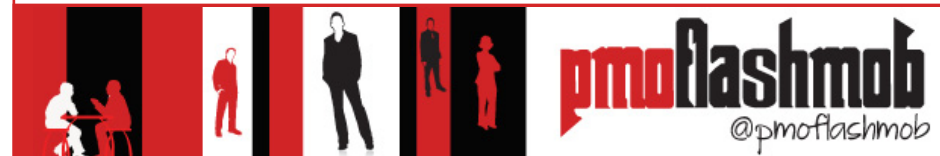
# Lean Canvas

<b>PROBLEM</b> <i>List your top 1-3 problems.</i>	<b>SOLUTION</b> <i>Outline a possible solution for each problem.</i>	<b>UNIQUE VALUE PROPOSITION</b> <i>Single, clear, compelling message that states why you are different and worth paying attention.</i>	<b>UNFAIR ADVANTAGE</b> <i>Something that cannot easily be bought or copied.</i>	<b>CUSTOMER SEGMENTS</b> <i>List your target customers and users.</i>
<b>EXISTING ALTERNATIVES</b> <i>List how these problems are solved today.</i>	<b>KEY METRICS</b> <i>List the key numbers that tell you how your business is doing.</i>		<b>CHANNELS</b> <i>List your path to customers (inbound or outbound).</i>	
	<b>COST STRUCTURE</b> <i>List your fixed and variable costs.</i>		<b>REVENUE STREAMS</b> <i>List your sources of revenue.</i>	



# Agile Portfolio Governance

- Objective is to enable, rather than impede
- Providing appropriate controls to ensure effective delivery
- To be effective, requires clarity about
  - What is being governed
  - When intervention would be necessary
  - When intervention is not necessary



# Agile Portfolio Governance

- Keeping delivery of value aligned to business strategy
  - Making stop / start decisions about initiatives on an on-going basis
- Ensuring empowerment is working
  - Decisions being made
    - At the lowest possible level
    - As efficiently as possible
    - At the latest responsible moment
- Making best use of transparency of Agile Projects and Programmes
  - No hiding place
  - Avoids “water melon” reporting !



# The next steps in learning

- Risk management
- Benefits management
- Initiative performance
- Evaluating agile status
- Implications for waterfall activities



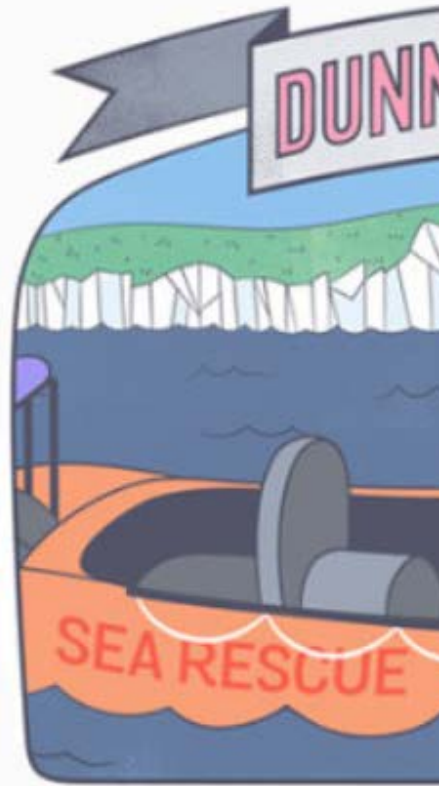
# 8. Bias







It is natural to think that the latter is greater.



Avoid basing decisions on ability may be unattractive if you know you have to try to avoid over-th

Dur

Uns  
abilit

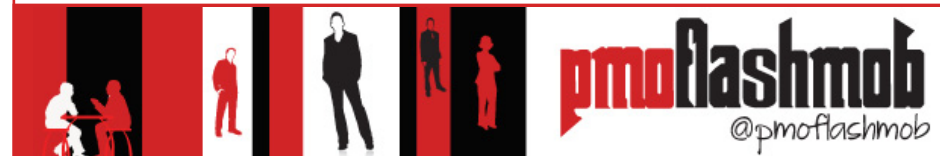
## Framing Effect

Drawing different conclusions from the same information presented differently



In politics and the wider media, jargon constantly changes to influence public opinion. The next time you're considering your stance on a certain issue, listen closely to the information presented and try to uncover its real meaning.

# 9. Learning from Projects





# PMO Mini-MasterClass



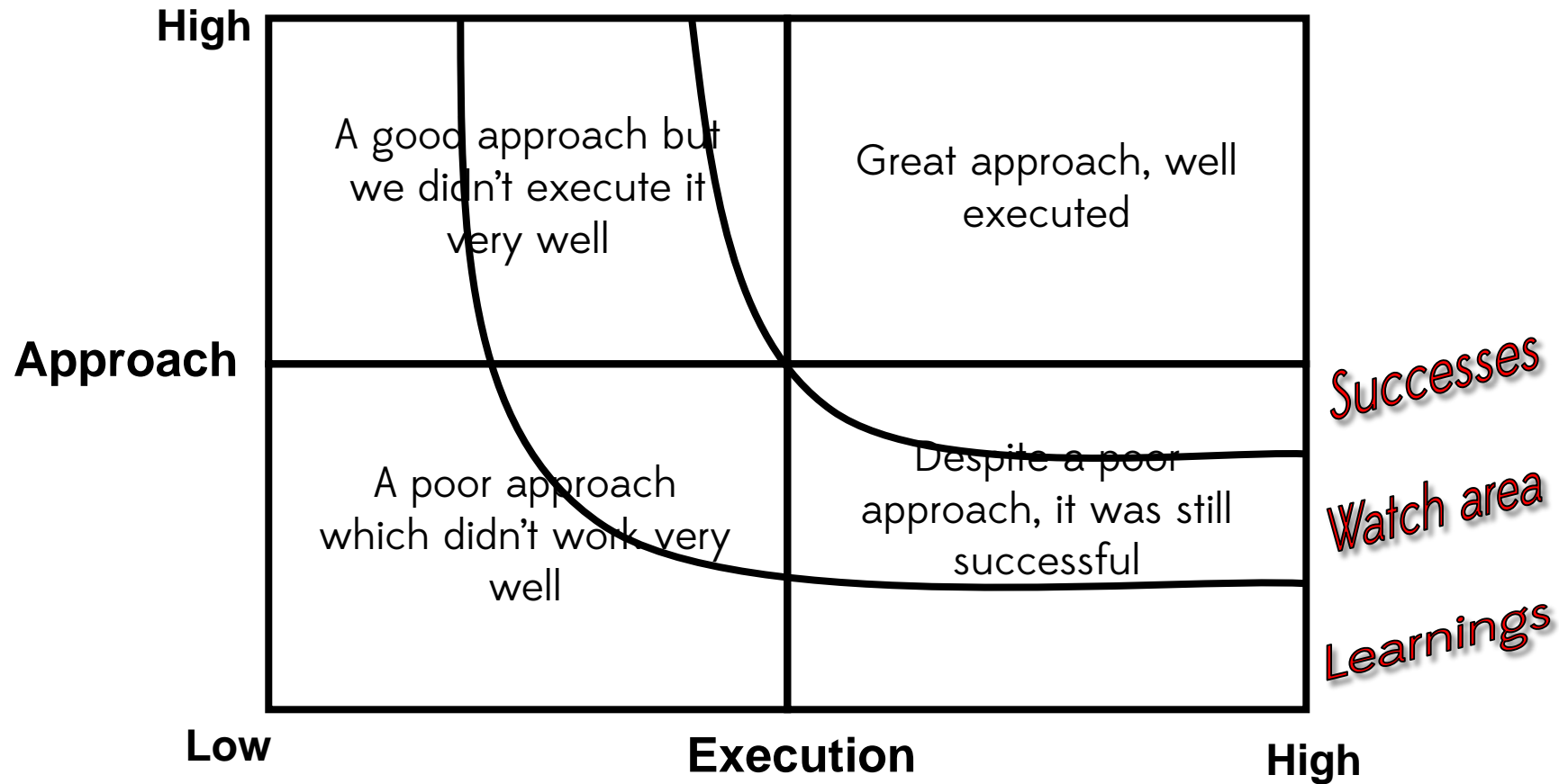
# Facilitating LEARNING Not ..... LESSONS

THURSDAY 29TH SEPTEMBER: 8WORKS



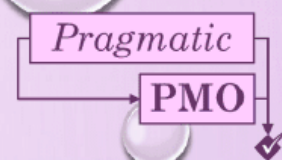
**pmoflashmob**  
@pmoflashmob

# Facilitation Skills

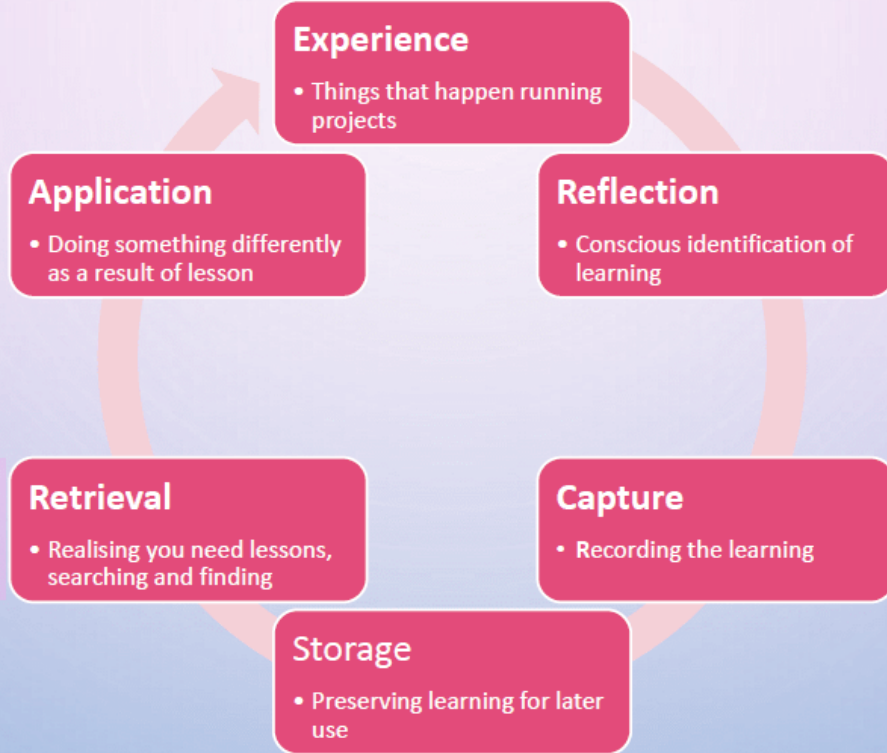




# A model of learning in projects



These boxes show how the PMO can help



- Signpost relevant info
- Provide contacts

- Facilitate collection
- Interpret and document

- Curate knowledge base
- Maintain repository

Inspired by Kolb, D. A. (1984), "Experiential Learning: Experience as the source of learning and development" New Jersey: Prentice Hall., and "Seeing the whole elephant" by Chris Collison <https://chriscollison.wordpress.com/2015/01/12/seeing-the-whole-elephant/>



Storage

MICRO Enhancements Scaled x 100000

Align expectation "Team People"

Custom Focus

only what is CRITICAL to transport FUNCTIONAL Profit

APPLICATIONS inconsistent due to geographical difference

Heavily.

Informal workshop rather than just a db

only a few categories ∴ easy retrieval

Basic

Application

Experience



Retrieval

Storage

Impression that lessons not learnt fully - no blame culture - Don't dig down to root cause

Experience Driven

Monitor the market to adapt to new markets

People centric

use staff to trial new lines

Probably have slow established processes

use respected / trusted staff to disseminate lessons learned / behaviours use experience

Marks & Spencers

Mission - operational quality available to all.

Values - innovation & Trust

Process is established - stable - fragmented between the different lines

Lessons based on Facts

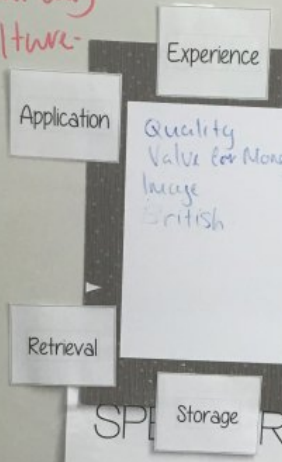
Customer Focus

Evidence Driven

They would make time for reflection / attention to detail

Good data to base their decisions on

Quick to adjust tactics - slow to adjust strategies



Reflection

Capture

SPER

# Marks and Spencer

- The lessons would be based on fact, customer focused and evidence driven.
- The process would change depending on which line of business
- They would use their strong values of innovation and trust -operational quality available to all.
- They would make time for reflection – and pay attention to the detail.
- They would ensure that the data is accurate – therefore knowing their decisions are based on good data.
- Quick to adjust tactics but slow to adjust strategies.
- They would use staff to trial new lines
- Probably have a slow established process to retrieve learning
- Use respected/trusted staff to disseminate lessons learnt / behaviours
- Learnings would be very people centric
- Impression that their lessons are not learnt fully either.



# PMO Hackathon



# Elements of the solution

Behavioural / Cultural

Self-Serve knowledge repository

Curation & Dissemination

Tracking and reporting on gains



# Behavioural / Cultural

- Call them retrospectives – Make “Retrospective” part of the every day language of continual improvement
- Lead by example (Managers should champion the cause)
- Make them fun through Gamification
  - Red Wine Retros
  - Lager lessons
  - Punishment drinks for epic fails (Don't get a drink unless you contribute)
- Incentivize contribution (Digital badges, Leaderboards, Prizes)
- Demonstrate the value

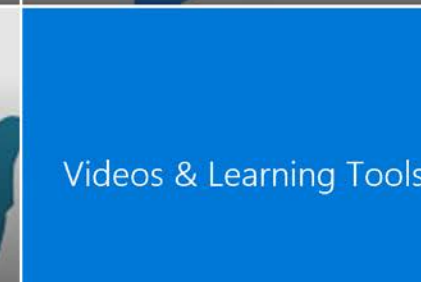
Lager Lessons



# Self-Service

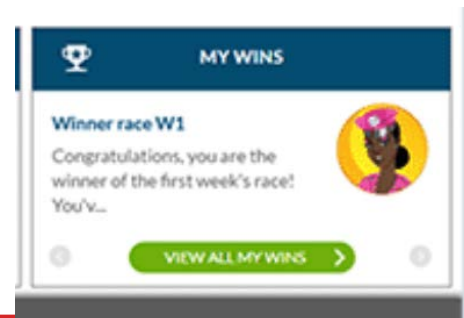
- LINK (Lessons, Information N Knowledge) Communications Site (SharePoint)
  - Tiles for
    - Lessons repository (Searchable by keyword using meta-data)
    - Lesson of the week
    - Case studies (The hot-seat with Phil – more in this later)
    - Chatbot
    - Analytic dashboard showing trends





## Learnings of the week

## Learnings of the week



<https://www.youtube.com/watch?v=F1jEBPMz32M&sns=em>



YouTube

[www.youtube.com](http://www.youtube.com)

Enjoy the videos and music you lov

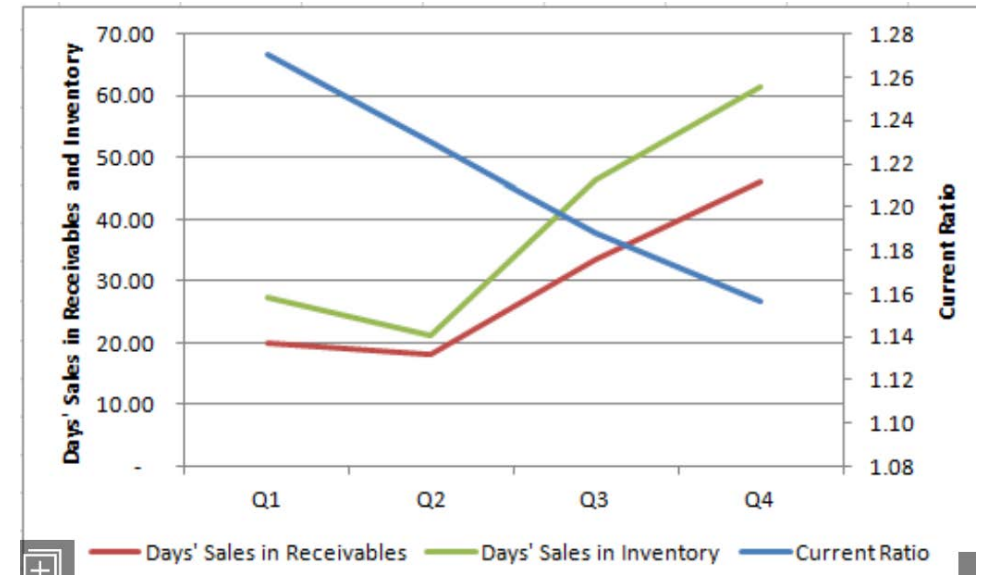
# Curation & Dissemination

- Curation of “rough” lessons into a navigatable database
- Weekly Newsletter (VLOG, Animations)
  - Weekly RETRO QUEST – A “fun” survey which poses a theoretical situation relating to a lesson learned during the week and asks people to indicate how they would proceed
    - Leader boards
    - Prizes
- Quarterly/Annual high level retrospective to executives to help drive strategy (Biggest pain points, biggest gains)



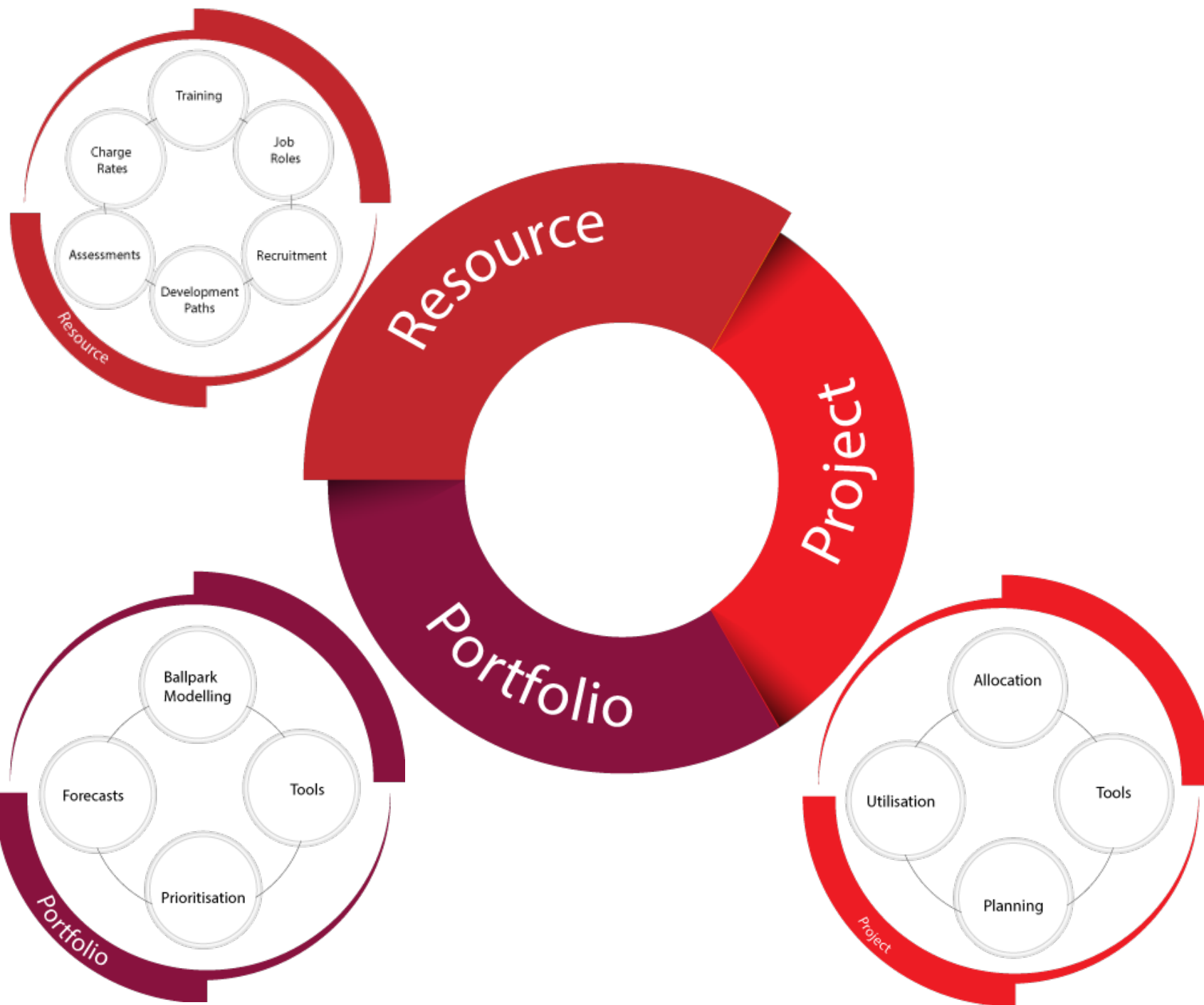
# Tracking & Reporting on gains

- Lessons categorized and trends reported
- Projection of money/effort that could be saved
  - Top 10 high impact lessons (Successes & Failures)
  - Most recurrent lessons (i.e lessons that are not being learnt)
  - Etc...





# 10. Resource Management



# What's the problem?

I don't want all of it.

I can't do all of it.

I need all of it to make the bit I do want work!





# Key findings

It doesn't matter where you start.

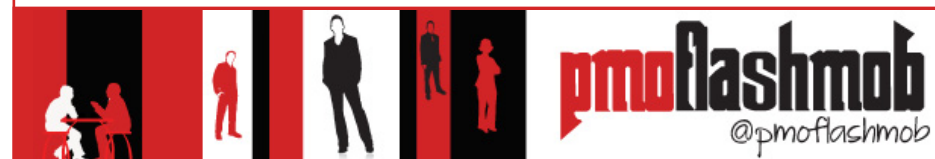
Effective resource management at organisation level requires one or more component from each segment.



# Get the Full Report

The screenshot shows the PMO Flashmob website. At the top, there is a navigation bar with links: About PMO Flashmob, Dates, Archive, Advertising / Sponsorship, Want a PMO Flashmob near you?, and Contact Us. Below this is a header with the PMO Flashmob logo and the text "PMO Flashmob - A PMO Networking Group". A main navigation menu includes: HOME, NEXT PMO FLASHMOBS, PMO MOB YIELD, MINI-MASTERCLASSES, INSIDE PMO, PMO RESEARCH, PMO BENCHMARK REPORT, and COMPETENCY FRAMEWORK. The "INSIDE PMO" menu is circled in red and contains sub-items: PMO MANAGERS LUNCH, INSIDE PMO \ RESOURCE MANAGEMENT, and INSIDE PMO \ PORTFOLIO MANAGEMENT. A dark grey overlay on the right side of the page contains the text "Get the Report Here!!!". Below the navigation, there is a paragraph of text: "PMO Flashmob is the learning and networking group for people interested in... in the UK - events take place in London, Birmingham and Scotland on a regular basis. Take a look at what's happening next; catch up on previous events; read reports from our community; and join us at a future event. It's free to join up on the website, why not join other PMO Flashmobbers today." Below this is a red banner for "The Next PMO Flashmobs" with an image of a man in a suit. On the right, there are several article teasers, including "The Top Ten Things PMO People are Talking About Right Now \ Webinar 2nd November" and "PMO Tooling - Tricks, Tips and Things to Consider \ Edinburgh - 9th Nov". At the bottom right, there is a registration form with fields for First name, Last name, Job Title, Company Name, and Location (set to South).

pmoflashmob.org/inside-pmo/



Top **TEN** things  
PMO are  
talking about  
right now

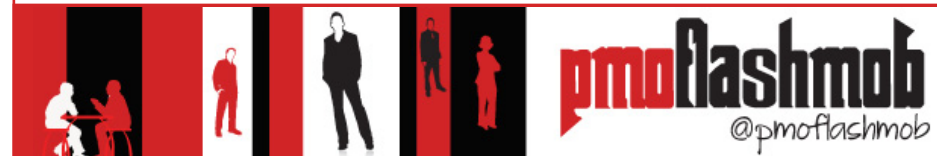




# Stay informed

# Sign up at

[pmoflashmob.org](http://pmoflashmob.org)



# pmo flashmob



@pmoflashmob



pmoflashmob  
@pmoflashmob