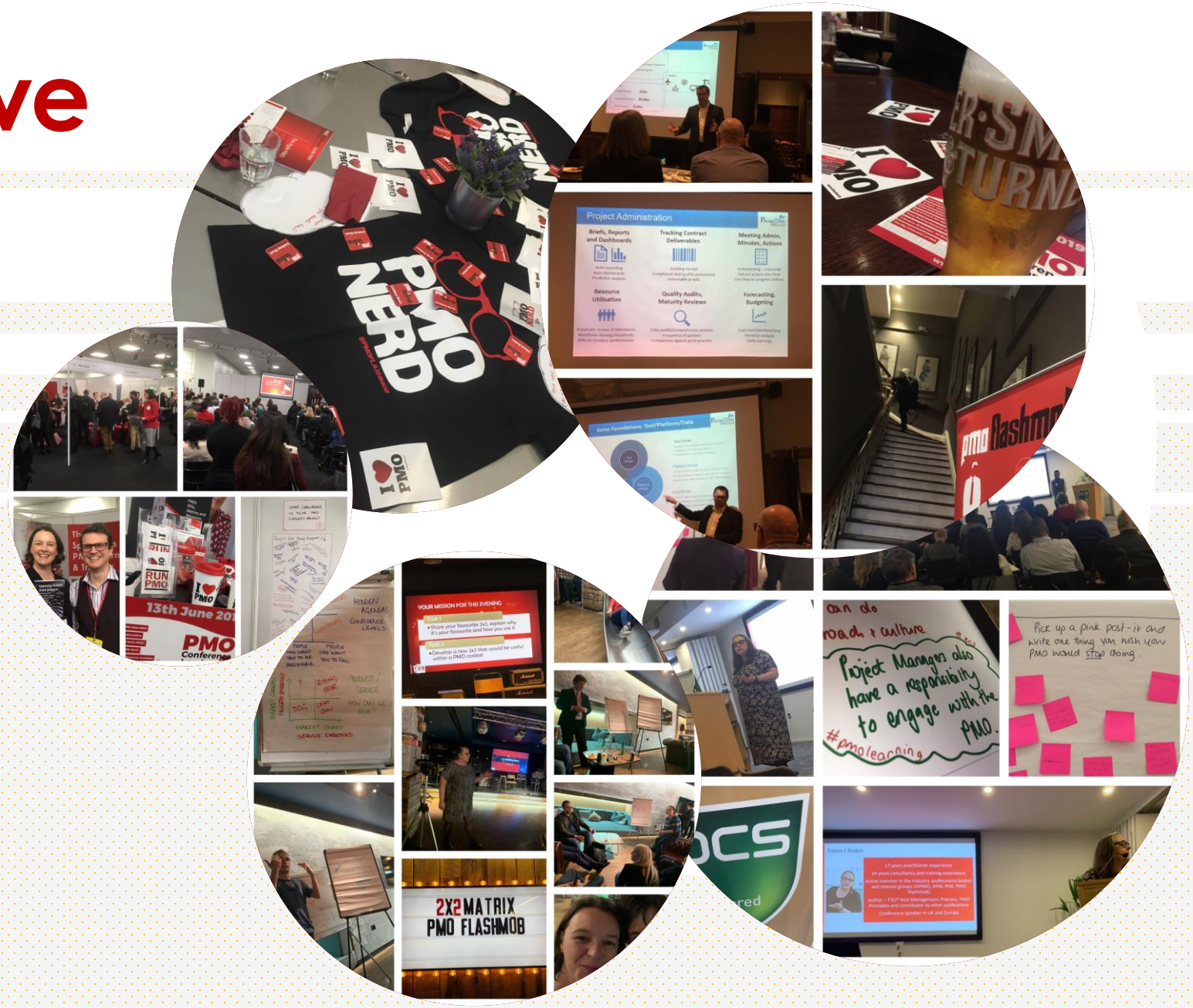
PMO Retrospective



A Look Back at 2019

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- 2019 Kicks Off

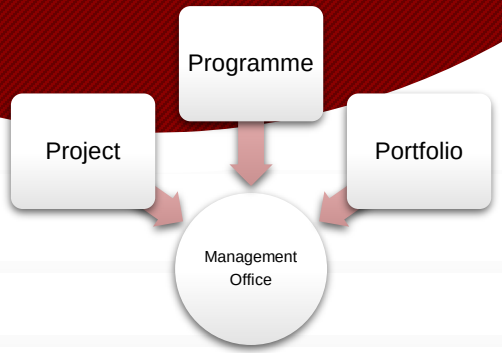
PMO Trends at the Beginning of 2019

- Project data analytics
- Making the case for automation
- More coaching skills needed
- PMO Competency Framework and Assessments
- Storytelling and the visualisation of data
- Creating PMO principles for your PMO
- Digital PMO
- Metrics and measures for the PMO
- Pastoral care to meet the personal, social (wellbeing) and development needs of PMO staff and the wider organisation.
- Utilising PMO skills but not in a PMO role

Things we want the PMO to START doing

- Being more flexible
- Help the team focus on the end game
- Be a key influence in strategy
- Set up effective and valuable services and products
- Be on top of things
- Get better oversight across the whole portfolio
- Be empowered to contribute to portfolio management
- To be less distant
- Communicate what they do to the organisation
- Care about the benefits post project
- Adapt a more agile mindset
- More coaching and training
- Be more directive in managing the programme

Get to know them . . .



Portfolio build, prioritization, analysis and reporting	Programme and project set up and closure	Stakeholder engagement and communications	Planning and estimating
Capacity planning and resource management (including demand management)	Benefits Management	Performance monitoring	Monitor and review
Reporting	Risk Management	Issue Management	Change Control
Finance	Commercial	Quality assurance	Information management
Transition management	Secretariat	Standards and methods	Internal consultancy
	Organizational learning and knowledge management	People and skills	

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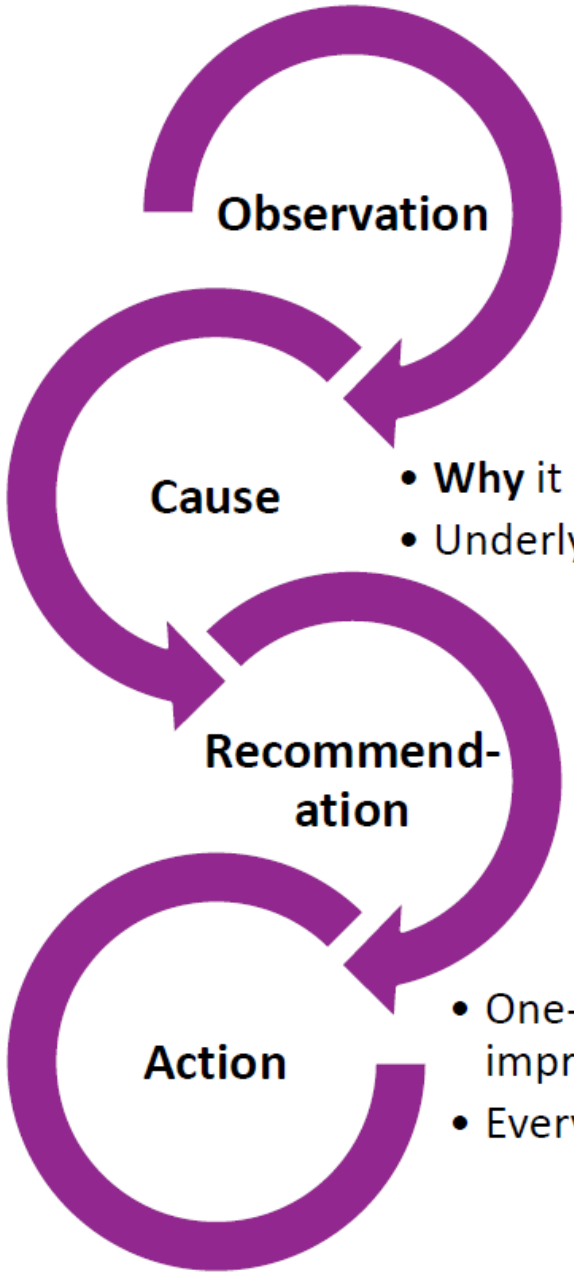
Pragmatic PMO



- What we **saw**
- Good or bad
- Circumstances
- Early warnings

- **Why** it happened
- Underlying reason

- **What** we should **do**
- **Who** should do it

- One-off process improvement, or
- Every project

We need to capture lessons effectively

Agile Frameworks

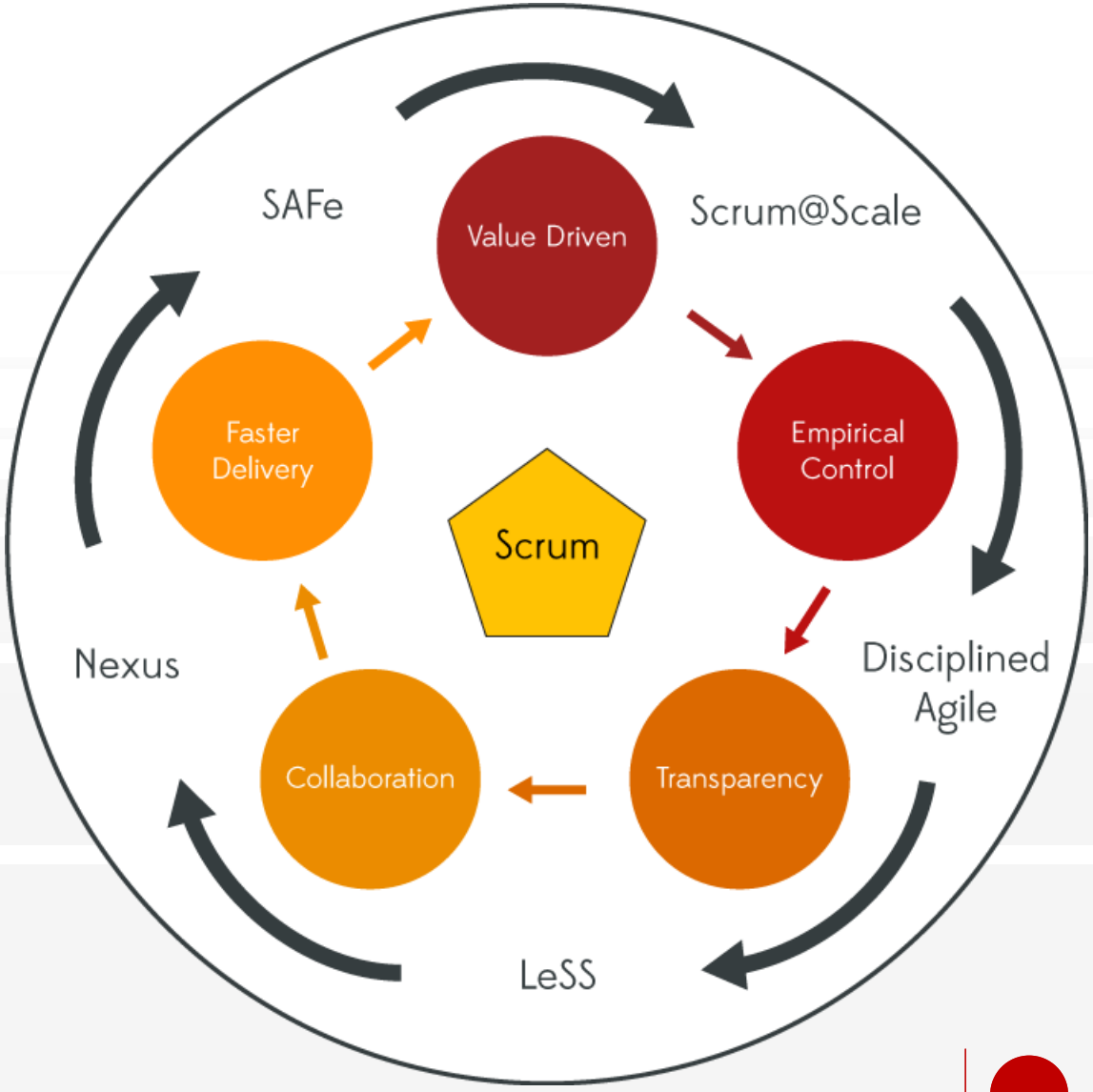
Portfolio management

The Agile Roles
Including the Agile PM

"Work to team" Agile Team Planning

Requirements, Estimation and Planning

Maintaining Control in an Agile Project



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KPIs, M

1. The busi
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2. Focusing
   the PMO
   business
3. Time is b
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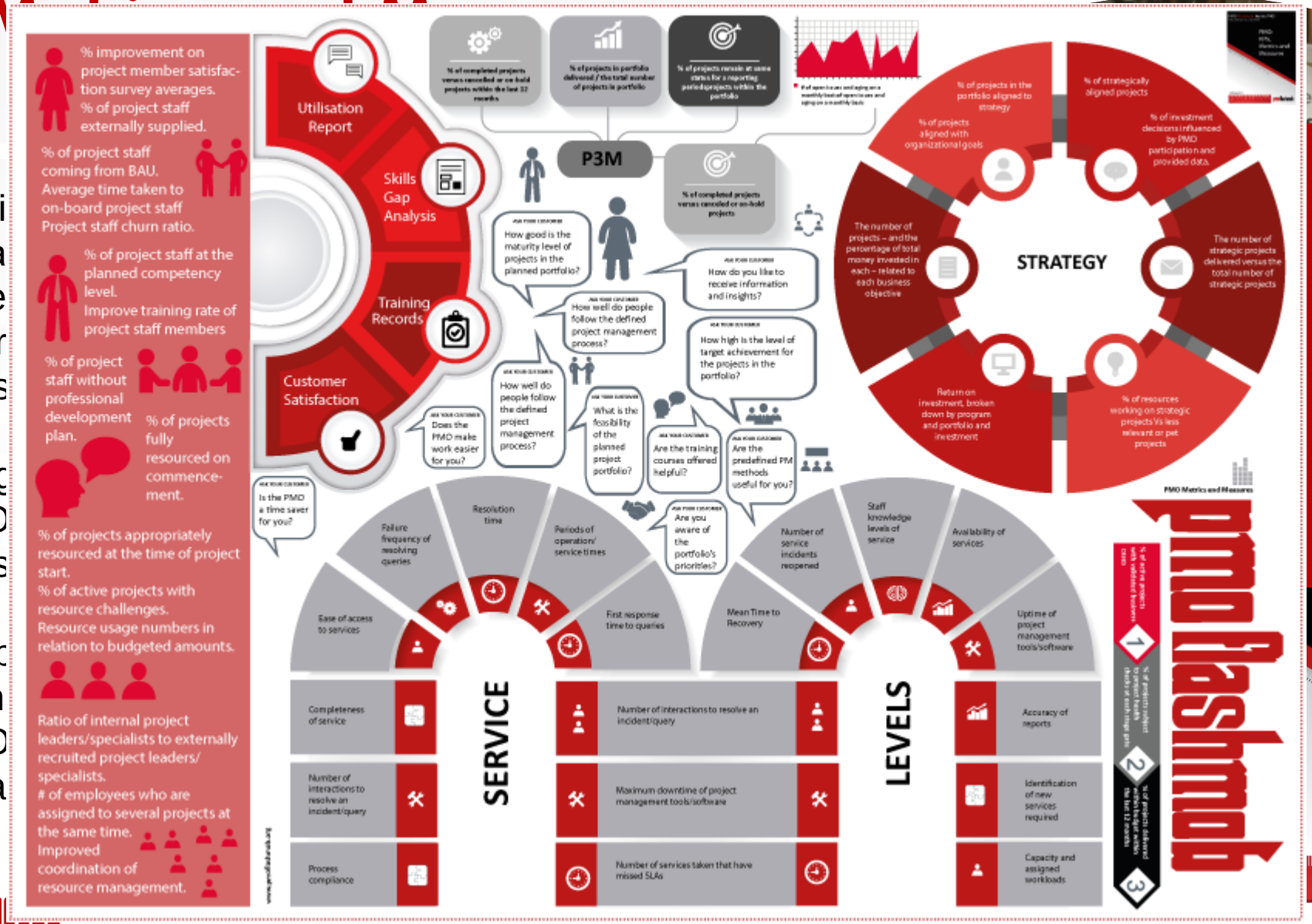
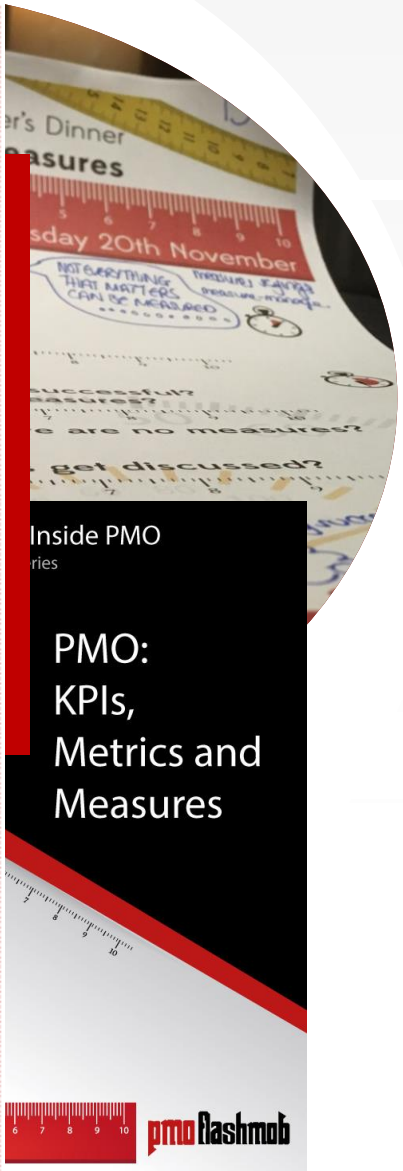
   key area





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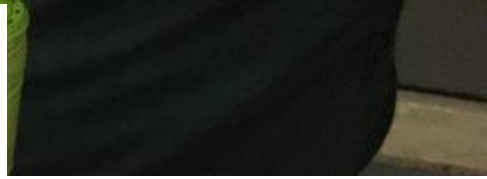
LOGICAL FRAMEWORK

Design a project by identifying how resources and activities contribute to project goals



	DESCI
Goal	Insert text
Outcomes	Insert text
Outputs	Insert text
Activities	Insert text

PMDPRO STARTer

The Vertical Logic

Project Description	
Goal **4**	If the OUTCOMES occur; Then this should contribute to the GOAL
Outcome(s) **3**	If the OUTPUTS are produced; Then the OUTCOMES will occur
Outputs **2**	If the ACTIVITIES are conducted; Then OUPUTS can be produced
Activities **1**	If adequate RESOURCES/INPUTS are provided; Then the ACTIVITIES can be conducted

Azure

- Cognitive Services
- App Builder

UiPath Reboot Work.™

BHAG

Big
Hairy
Audacious
Goal

Meet Cyril

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Pushing the Limits Means Having Time to Think

Few PMOs operate here

Value creation

Typically PMOs operate here

Efficiency

PMOs set aside resources (time) for **knowledge management, innovation and partnering**

PMO are focused to help projects complete on time, cost, budget *typically* ***admin and supportive***

See Müller, R., Glückler, J., & Aubry, M. (2013). A relational typology of project management offices. Project Management Journal, 44(1), 59–76

5. Good Practice

1. What the textbook says
2. What your principles are
3. What your gut says
4. And your experience

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 Mindset	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.

The PMO Principles published by IPMO Advisory © 2017

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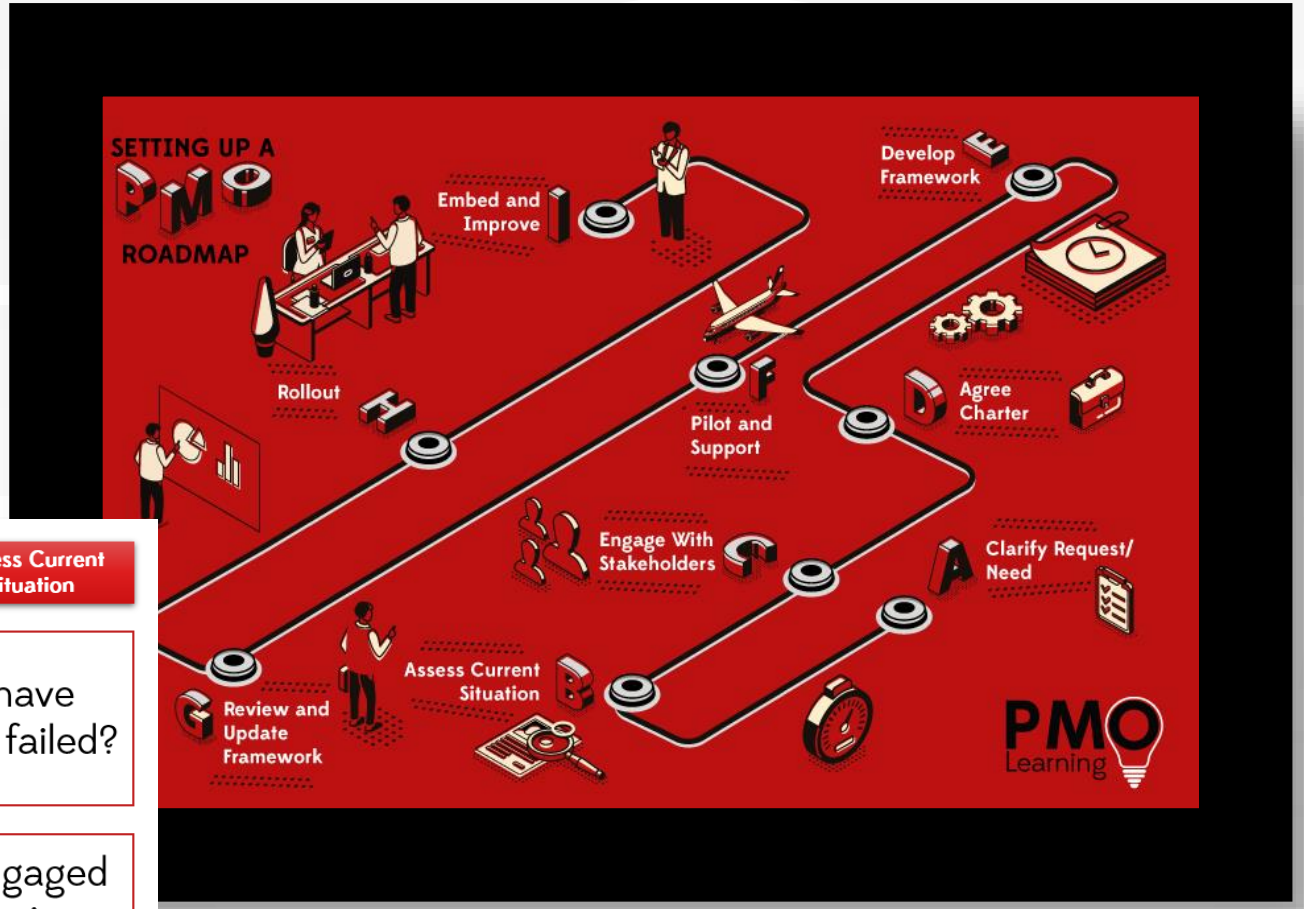
pmolearning.co.uk

Setting Up a PMO



Considerations

Assess Current Situation

Current method(s) and templates	Current list of projects	Why have projects failed?
What has helped projects succeed?	Who manages the projects?	How engaged are senior managers?
What type of projects do we do?	Where are decisions made?	Where does the money come from?

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PMO
Agile
PMO's
value
different
need
Governance
Automation
PMOs
agile
portfolio
delivery
work
management
projects
tasks
just
will
can
key
new
project
add
Digital
People
sweat
know
Lean
Lots
Metrics
Everything
transformation
difference
Methodology
harmony
supporting
communication
bases
under-valued
Integrating
Certification
together
awareness
Adapt
Portfolio's
evolving
repetitive
Quality
IPMO-P
difficulty
Importance
Robotics
remain
always
matrices
model
outside
organisation
interpretations
adapt
broadly
benefits
Consistency
Adaptability
Focus
agile-sas
Balance
added
basis
programmes
Aligning
coaching
considering
within
online
future
stay
Helpful
Controls
transform
cast
roadmaps
Using
Introducing
KPIs
get
alot
standardisation
customer
global
effective
seen
change
skill
Breakfast
enable
learn
Scrum
Planning
vulnerable
provide
sets
firstly
service
Improve
measure
relevant
implementing
Brilliant
Risk
closer
Education
stakeholders
behaviours
seems
Service-based
number
Structure
suffering
everywhere
Collaboration
Management
continually
old-mould
embedding
Communication
regular
role
Lean-Agile
means
catch
Providing
many
psychology
methodology
Tomorrow's
possibilities
requires
mostly
main
crunch
started
look
happens
test
makes
move
one
Project
policing
selecting
staff
ways
practices
resilience
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Basics
Org
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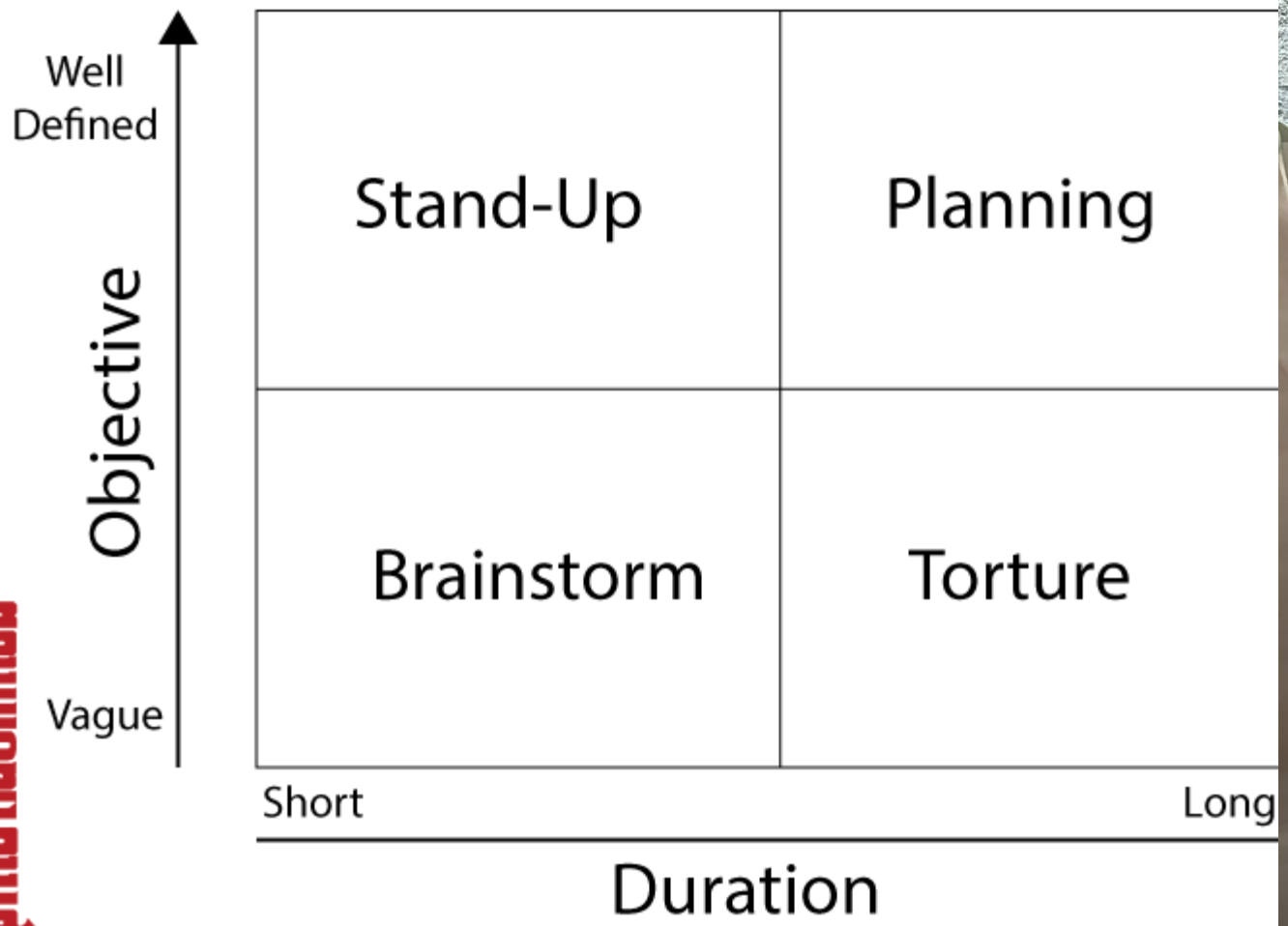
Ensure
Metrics
framework

What kind of meeting am I committing my time



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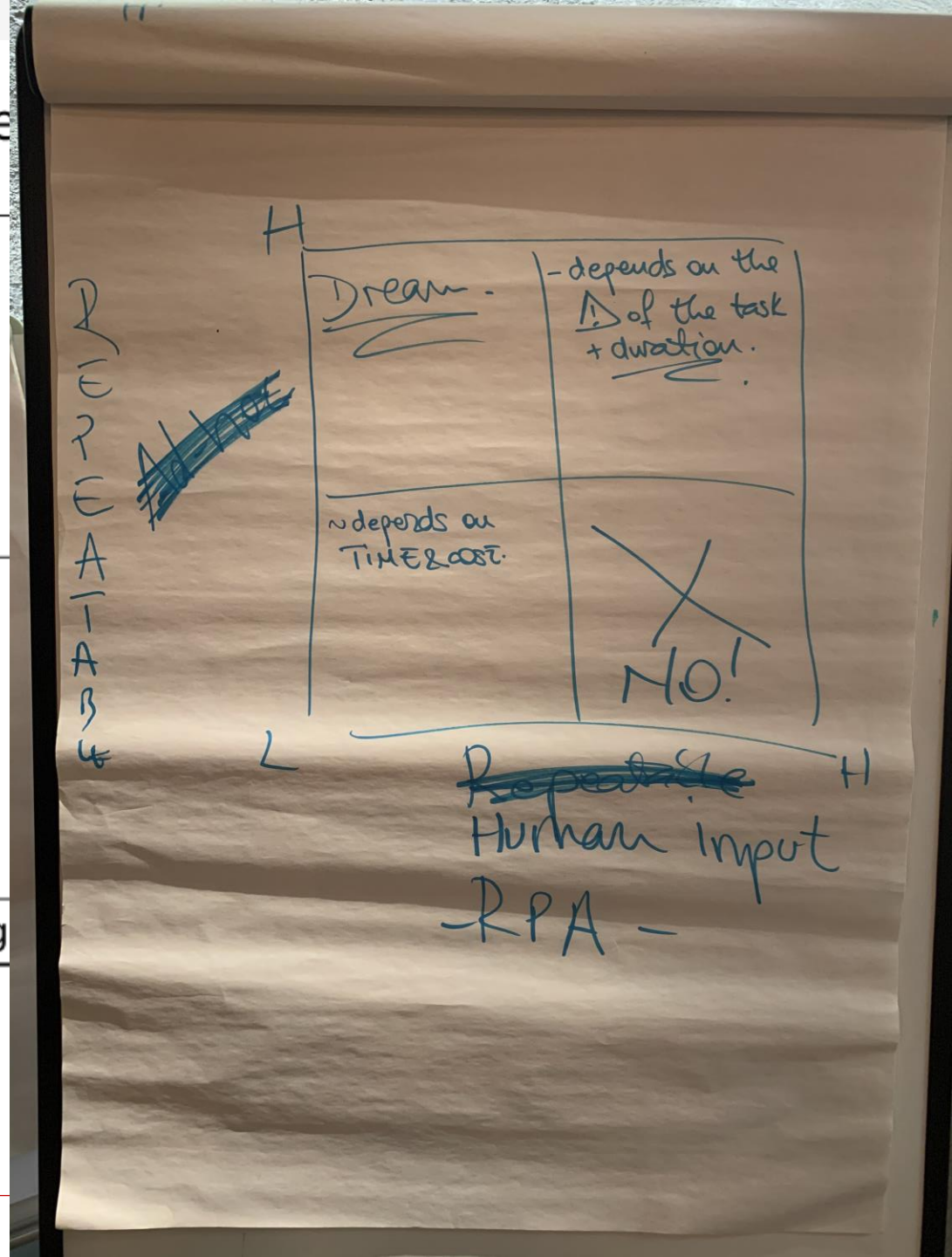

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Reviewing our implementation + key principles

Looking back what made our transition successful?

We ran our implementation in PPO as the first project fully utilising the system

Change management was crucial

Proof of concept approach

Implement incrementally, core basic function, prove it works, then add one each month…

Understand your audience, tailor your individual change management activity accordingly

Communicate, communicate, communicate…

Listen to suggestions, some will be good and useful to implement now, others can sit on a parking lot

Always look for iterative improvements - we've seen month-on-month improvements in data quality and enhanced decision-making, and we're sequencing projects better

Maintain communications and profile!!

Choose your partners wisely

Finishing Off 2019

https://www.southernwater.co.uk/the-news-room/the-media-centre/2019/november/southern-water-wins-top-prize-for-risk-management-programme-of-the-year

https://www.traveldailynews.com/post/winners-of-the-national-project-awards-2019-announced

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Heading into 2020

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PMO Flashmob: Inside PMO

The AI PMO:
Threat or
Opportunity?

PMO Managers Lunch Series

Many thanks!
Have a great Christmas and see you in 2020!

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