

PMO Leadership in a Chaotic World



Tim Wasserman
Chief Learning Officer

Tim Wasserman | Chief Learning Officer | TwentyEighty Strategy Execution

Tim is responsible for leading the strategy and content of all Strategy Execution learning solutions. He is an expert in the successful implementation of large-scale organisational behaviour change, with over 25 years of experience developing and implementing enterprise-wide initiatives for Fortune 500 companies. Tim has led design and implementation teams to improve execution capabilities for organisations including Cisco, Google, Medtronic, Nordstrom, Prudential and Boeing around the world.



Alaina Fletcher
Director of
Adaptive Execution

Alaina Fletcher | Director of Adaptive Execution | TwentyEighty Strategy Execution

Alaina brings a wealth of global experience in the design and development of customised and collaborative learning solutions; leadership programmes; organisational performance analysis and evaluation of training programmes. Her work absorbs current technologies and emergent industry trends, implementing them in learning solutions to enable application in the workplace and bring measurable business outcomes. Her experience extends across instructor-led, virtual, online, and blended modalities, and across industries, including Finance, Oil and Gas, Pharma, IT, Manufacturing and Telecommunications.

The Fuqua School of Business and Duke Corporate Education



DUKE UNIVERSITY

Among the very best research universities in the world with research and education programs across the globe including Duke-NUS Graduate Medical School in Singapore and Duke Kunshan University in China.



THE FUQUA SCHOOL OF BUSINESS

Ranked #3 this year in Bloomberg *BusinessWeek* with rigorous research and experience at the forefront of every business discipline.



DUKE CORPORATE EDUCATION

Consistently ranked among the top three custom providers globally by the *Financial Times* and #1 for 12 years straight.

Changing Environment

STRATEGY EXECUTION



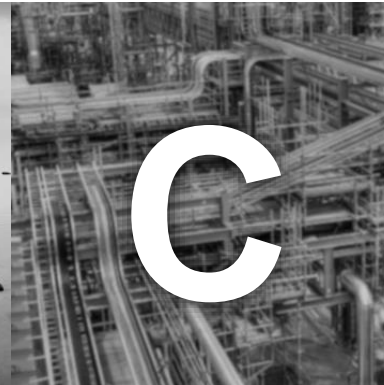
VOLATILITY

From disruptive technologies to unlikely competitors, the nature and magnitude change has become unpredictable and its pace has accelerated.



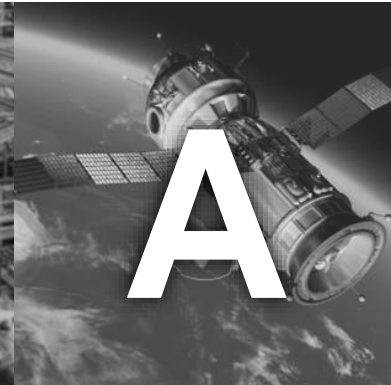
UNCERTAINTY

Less predictability and greater prospects for surprise, there is no guidebook for the new situations and decisions



COMPLEXITY

People, industries, events, even everyday objects are all interconnected in ways that they never have been before.



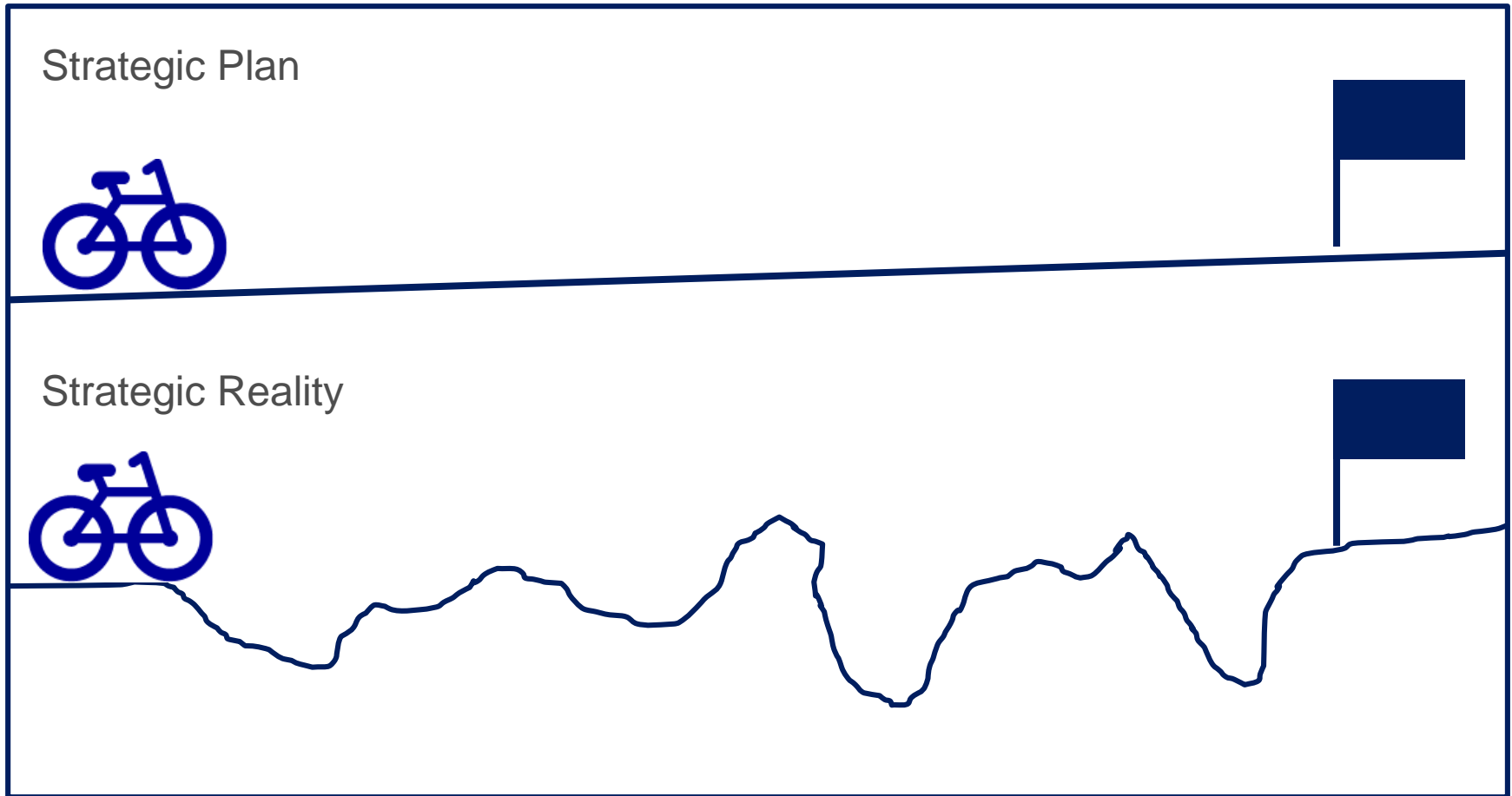
AMBIGUITY

The haziness of reality, greater potential for misreads, and the mixed meanings of conditions

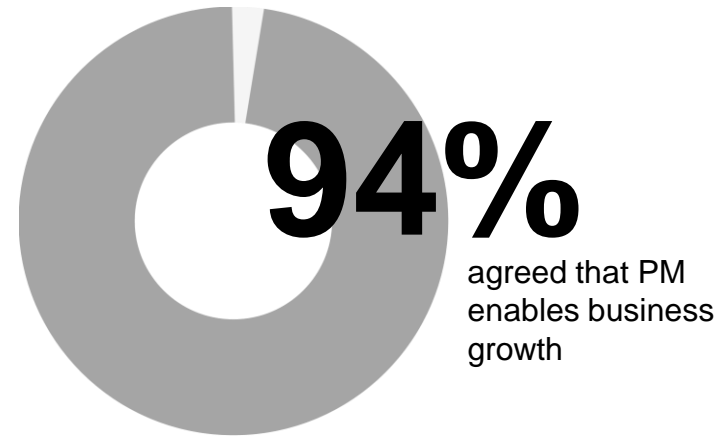
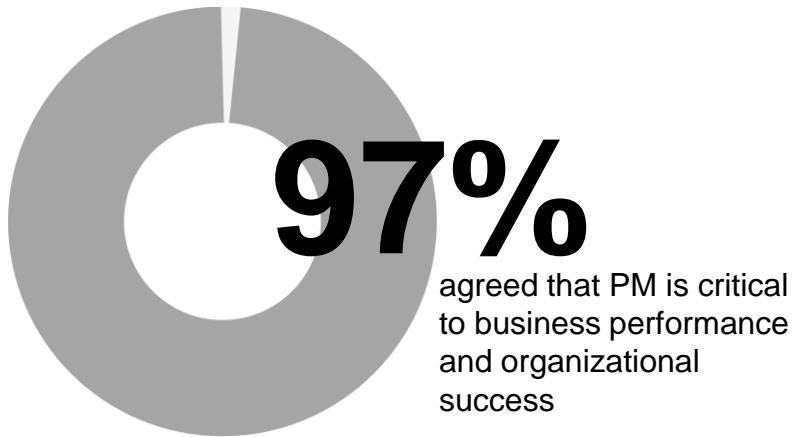
Introduce yourself and discuss how
VUCA is impacting:

1. Your organization
2. Your role as a PMO leader

The New Strategic Reality: More Volatile and Complex



Organizational Project Work is Increasingly More Important

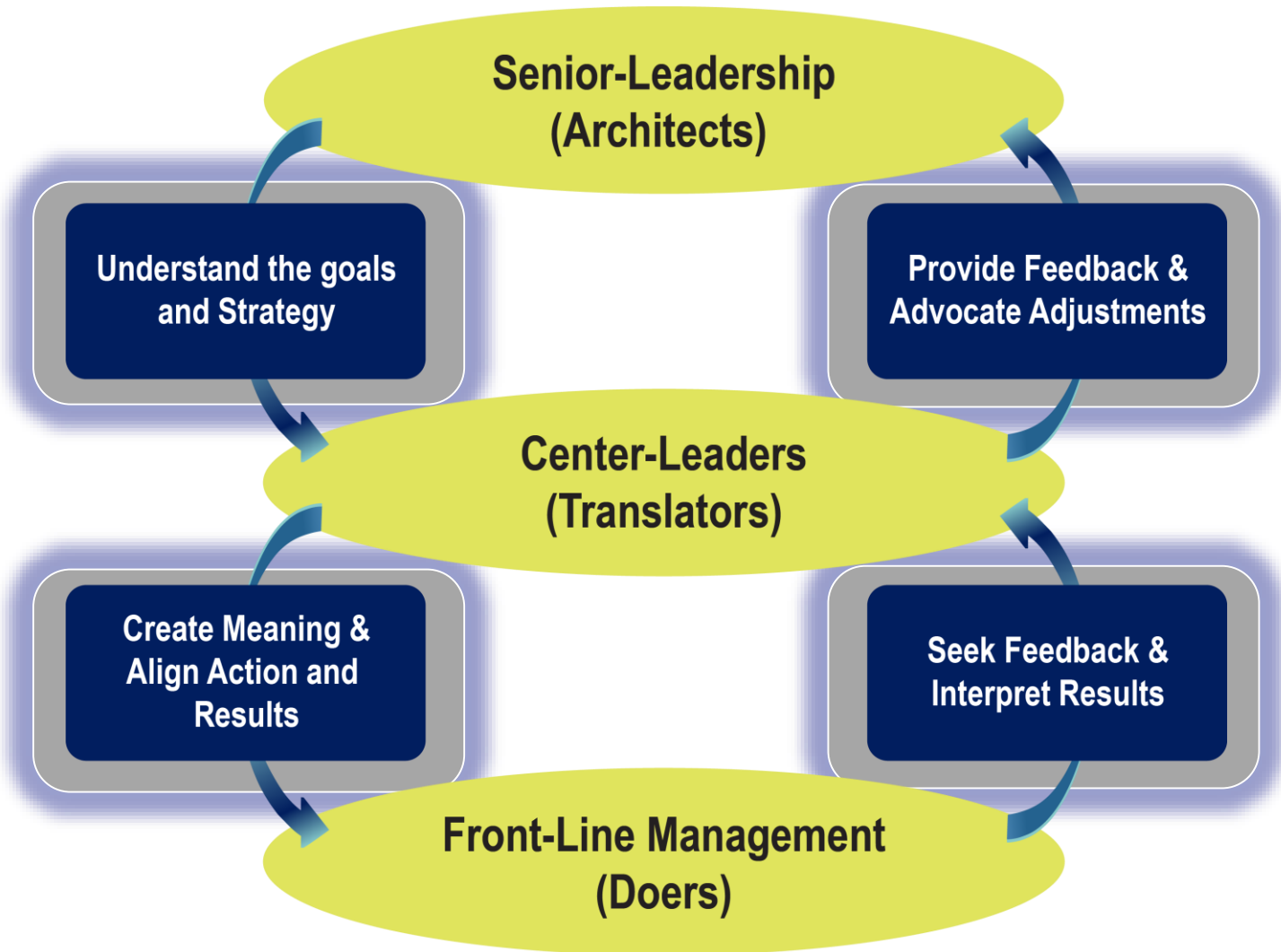


In a world of volatile rapid change, where businesses are protecting their core AND transforming themselves to meet the demands of the future, **a growing portion of strategy is being executed through projects/initiatives.**



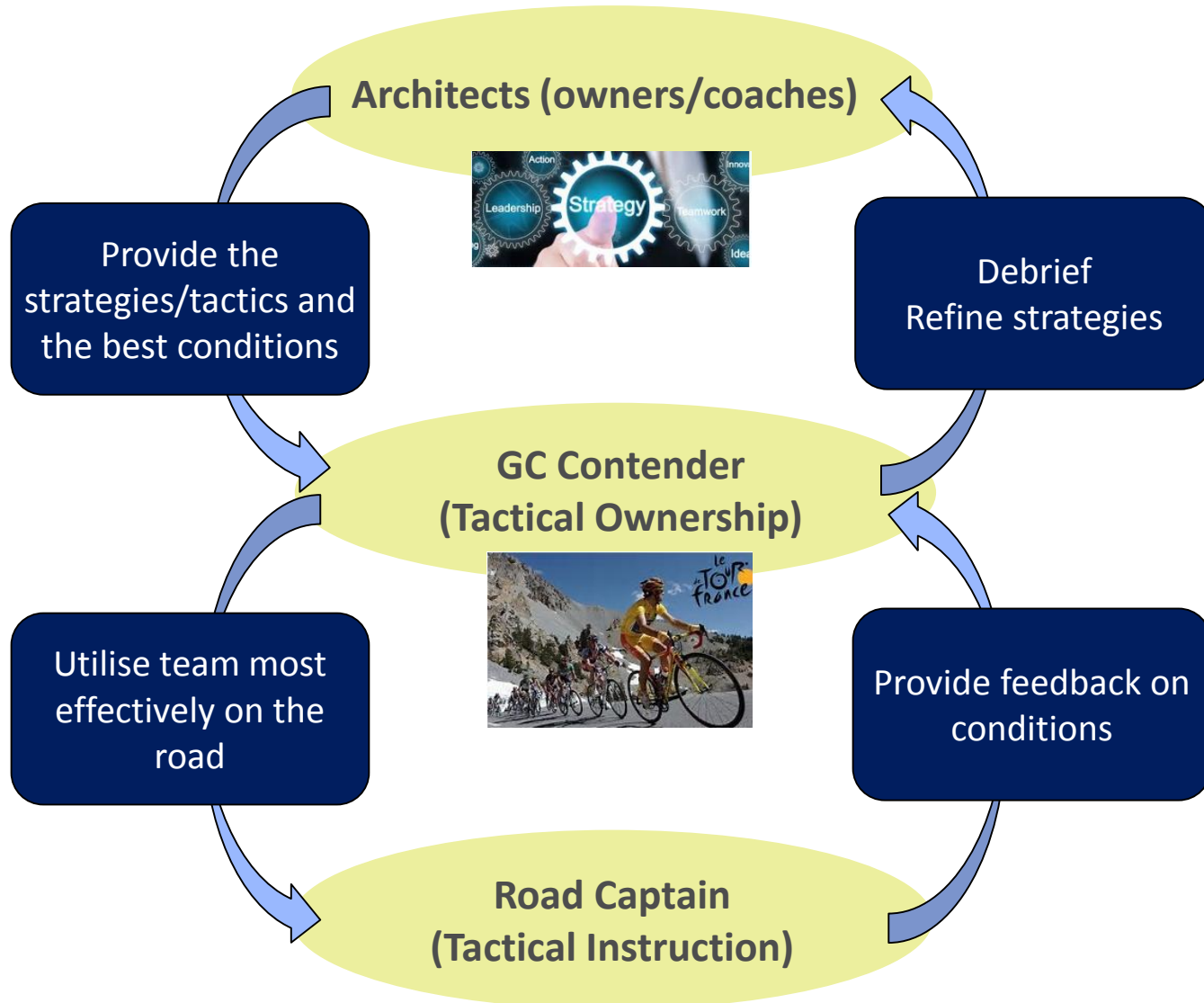
The Strategic Leadership 'Eco-System'

All levels of leadership are inter-connected



Tour de France

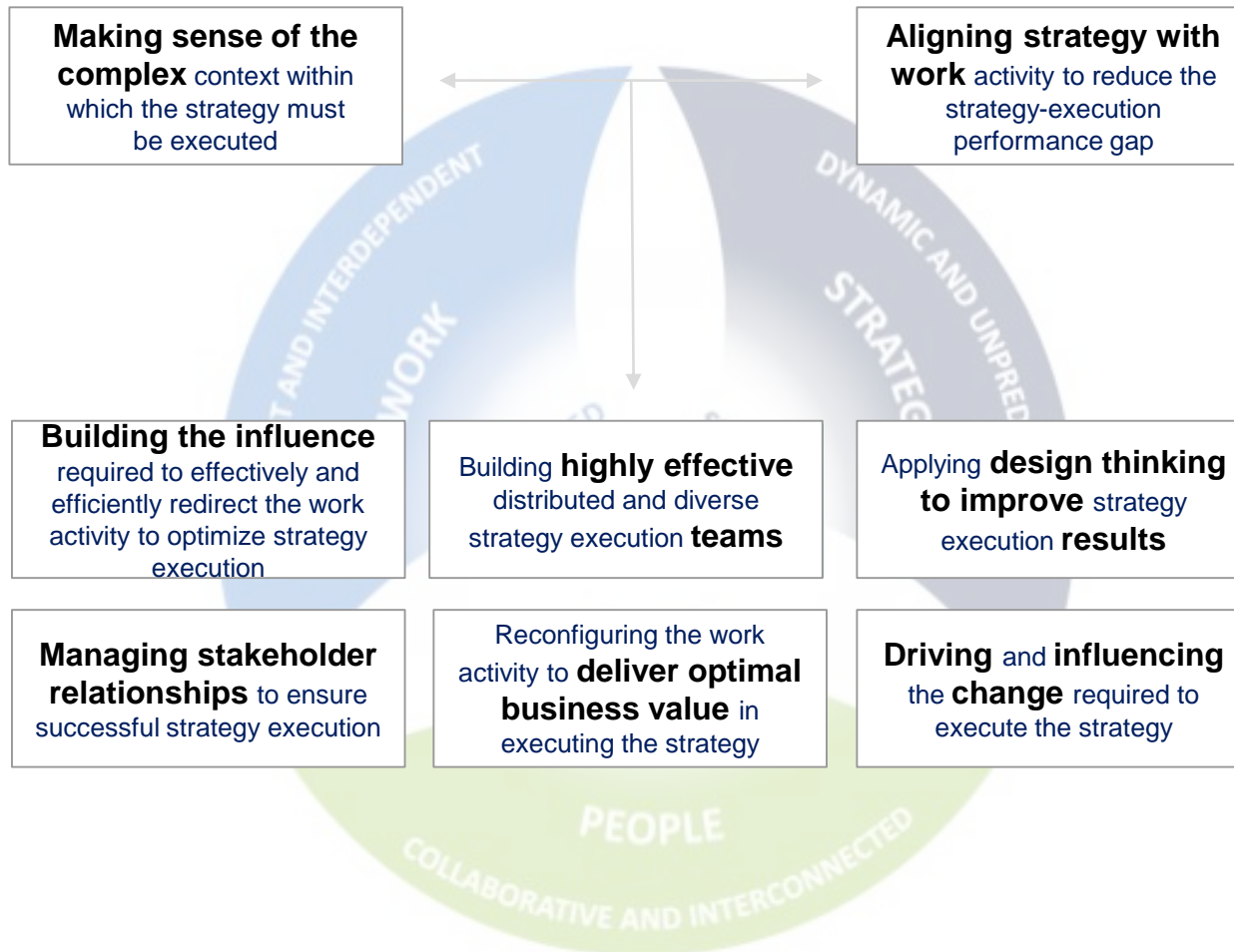
GC Rider needs to finish each day and the race with the least amount of time



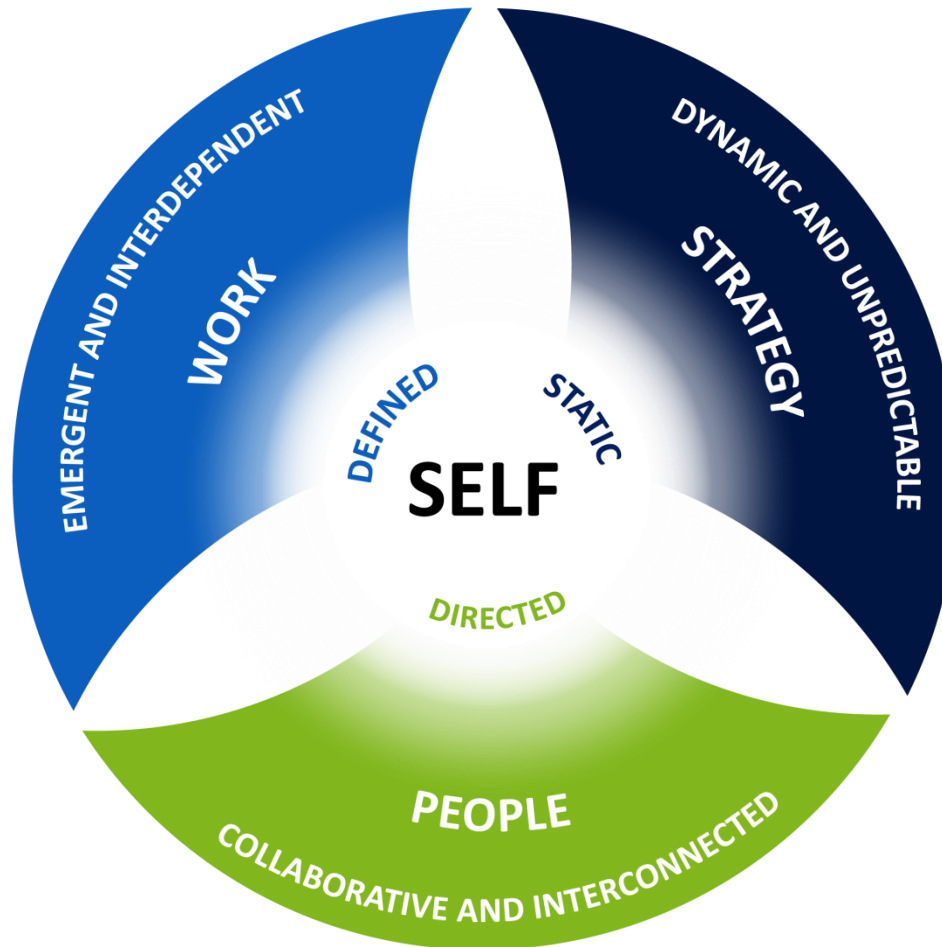
Discuss who you think the
center-leaders are in your
organisation?

What skills and capabilities are required of a center-leader?

Key Challenges



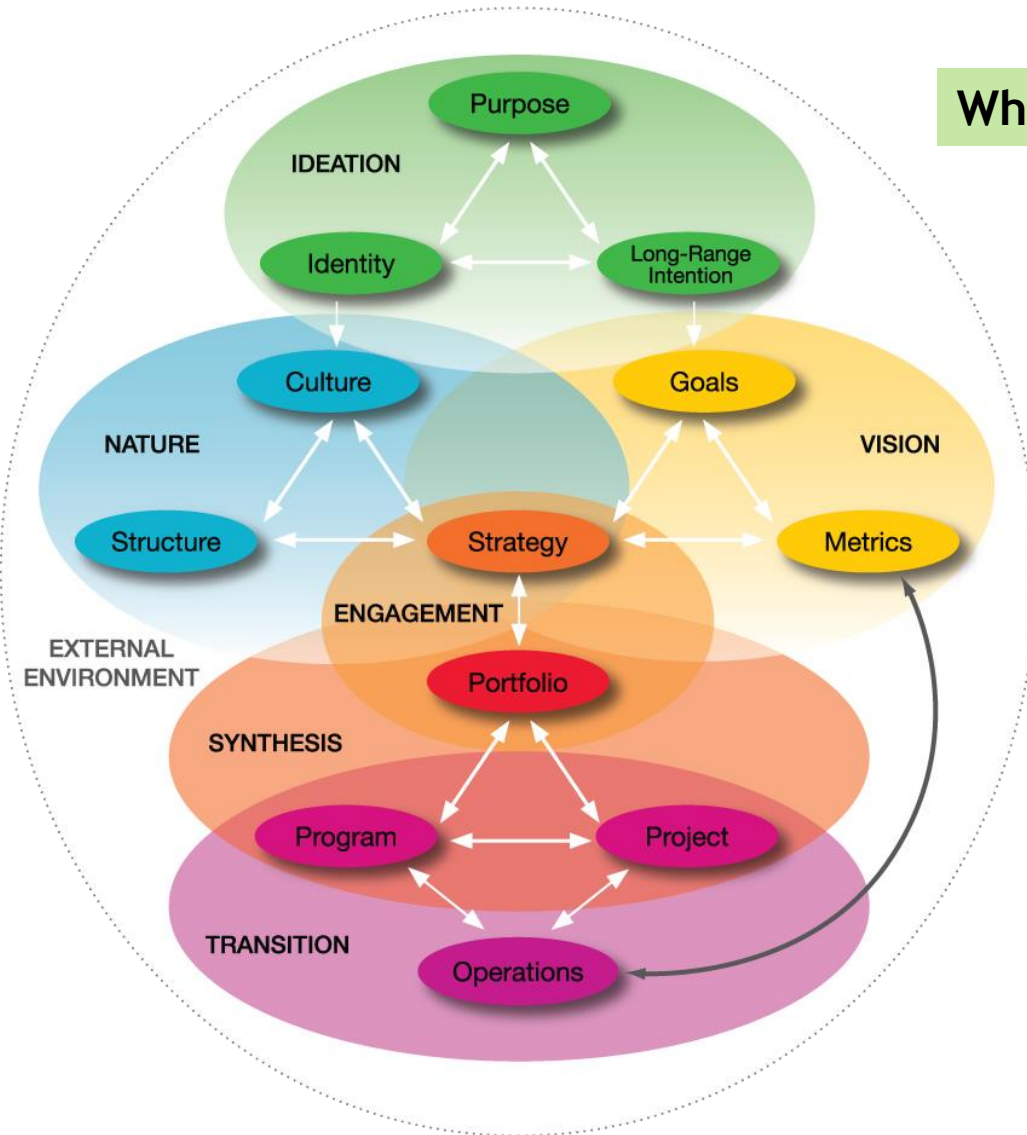
Adaptive Leadership



Bridging the gap...



The Strategic Execution Framework

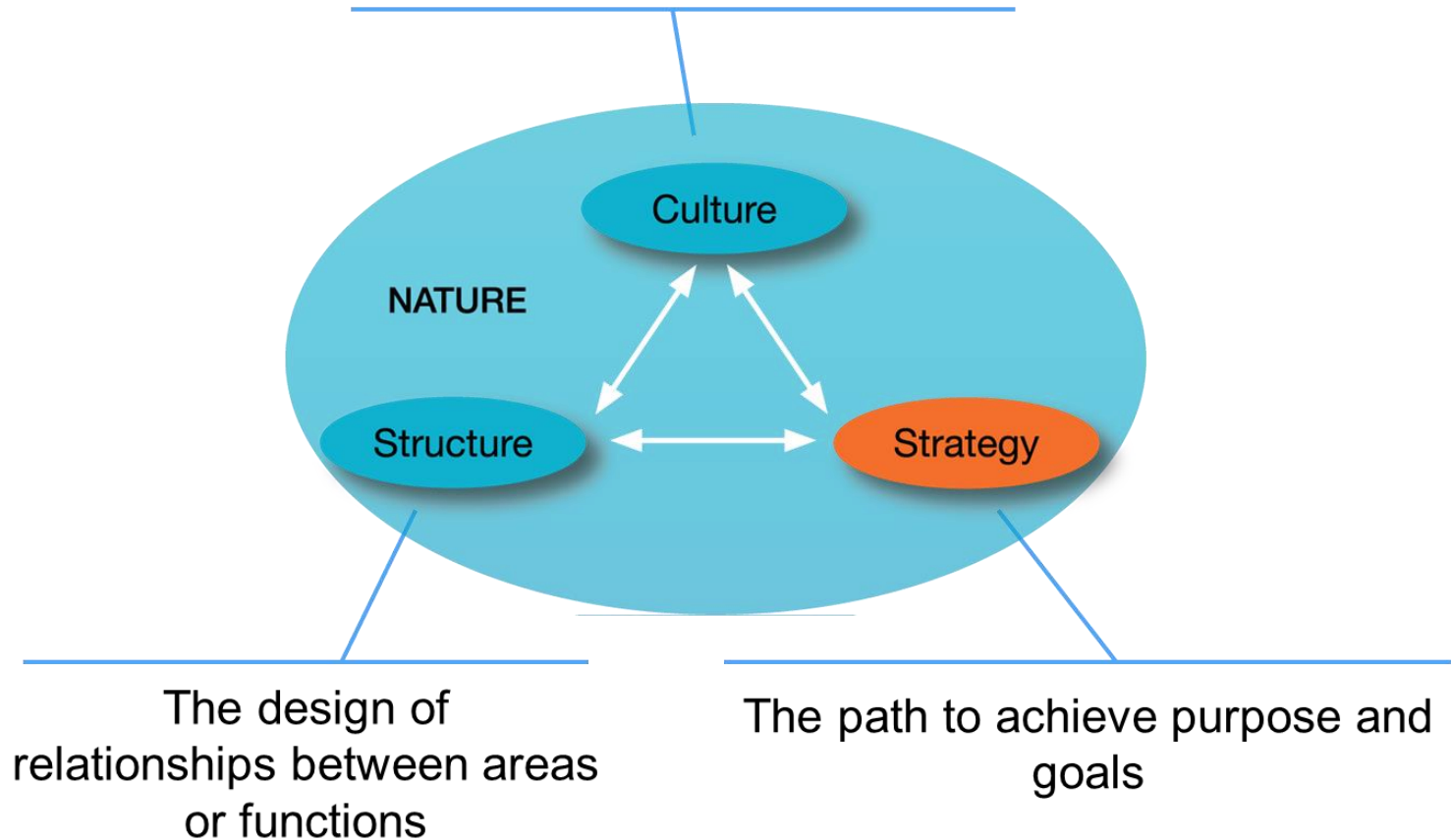


Who are you?

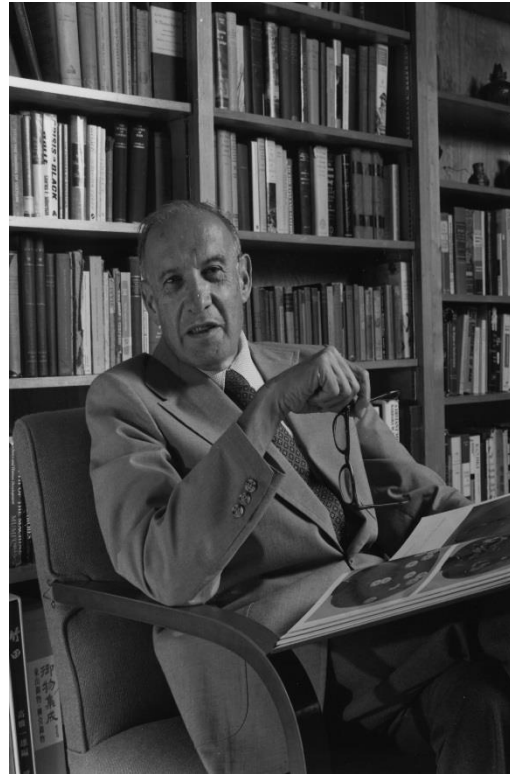
What is the context?

The Nature Domain

The artifacts, core values, and behaviors of the group



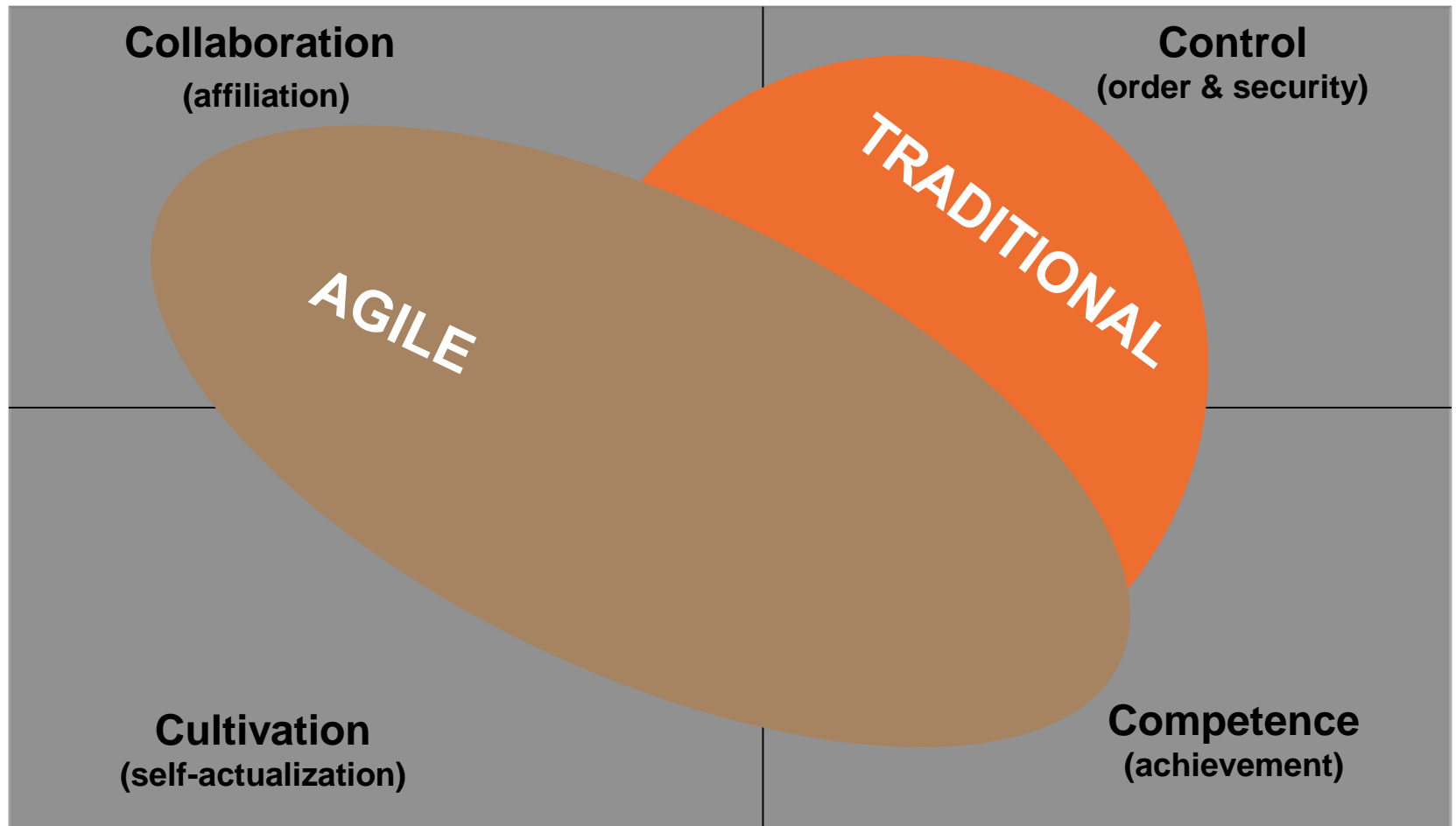
Don't Underestimate the Power of Culture



Peter Drucker

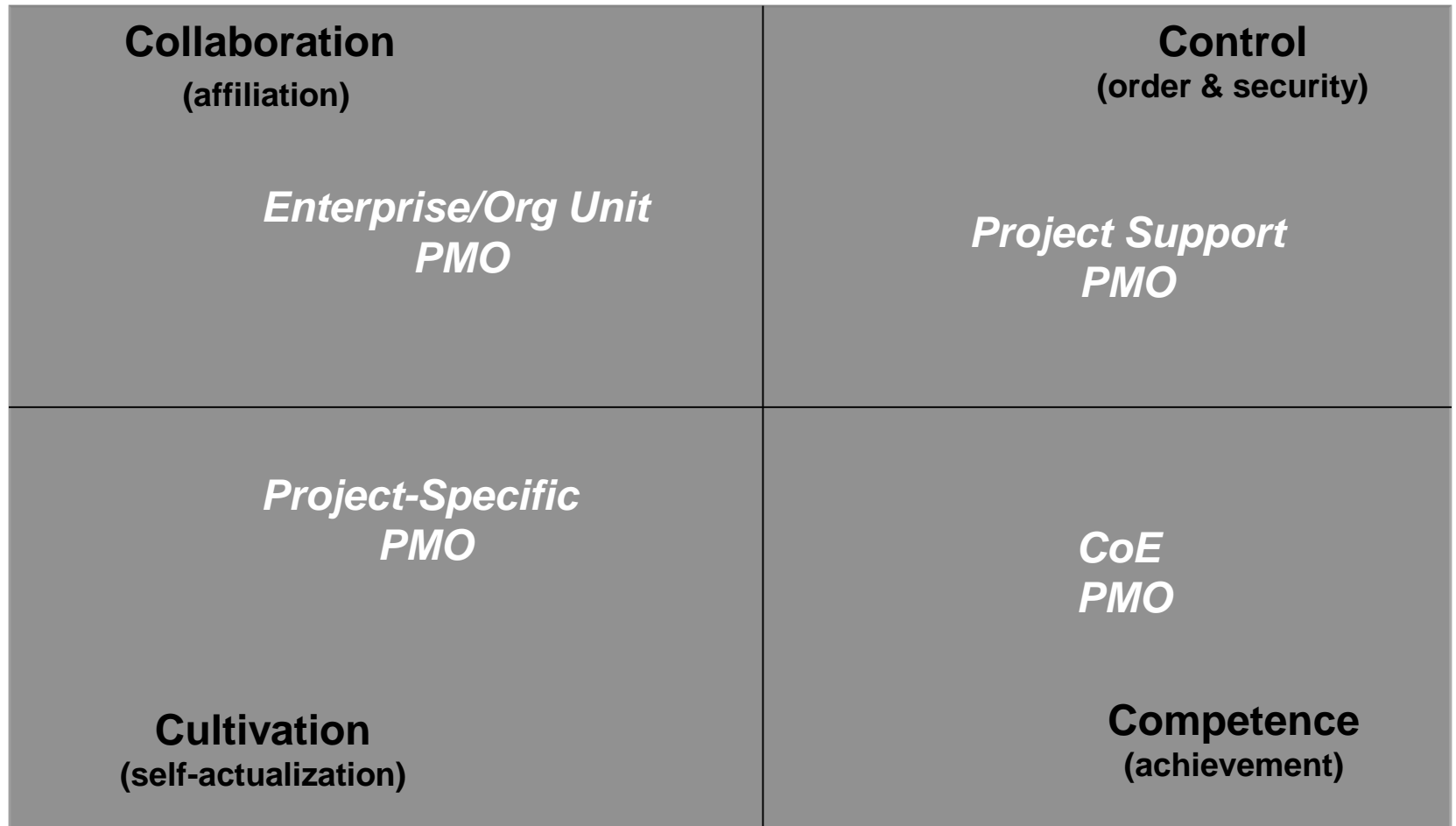
“Culture eats strategy for lunch.”

Four Core Cultures and Today's Work Approaches



Source: Schneider, William E. The Reengineering Alternative: A Plan for Making Your Current Culture Work. Burr Ridge, IL: Irwin Professional Pub., 1994.

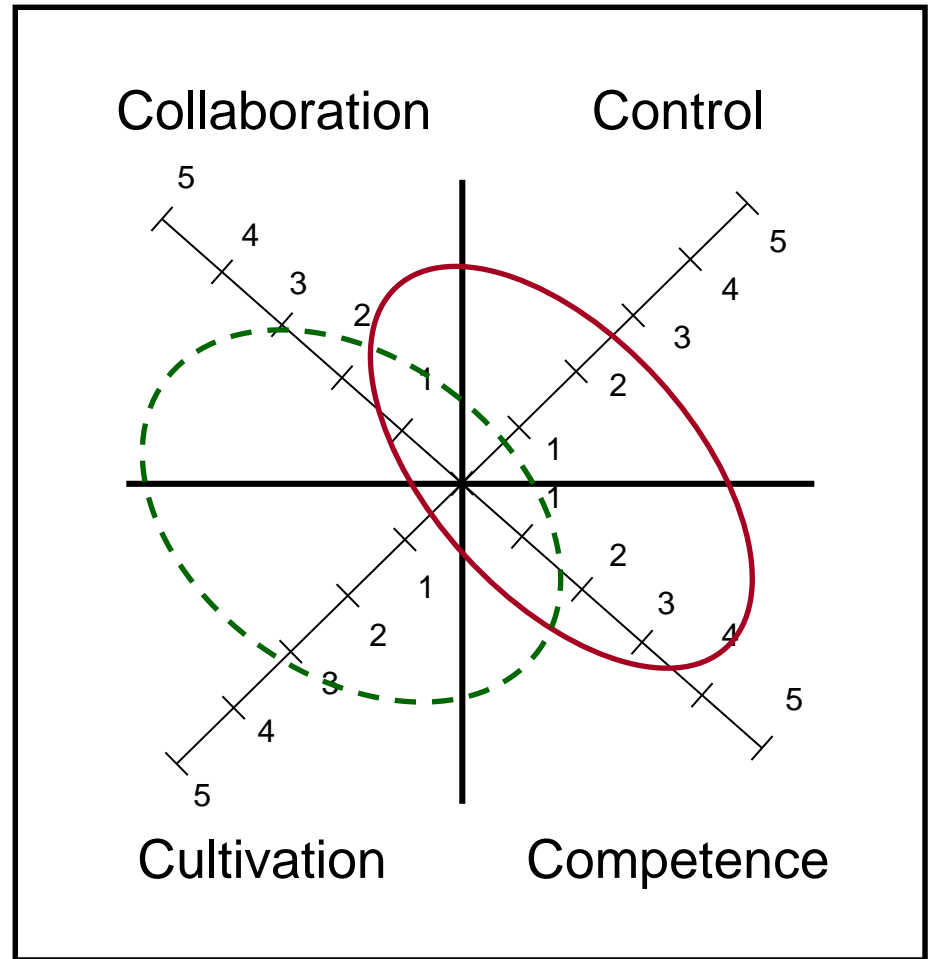
Aligning PMO Strategy & Culture



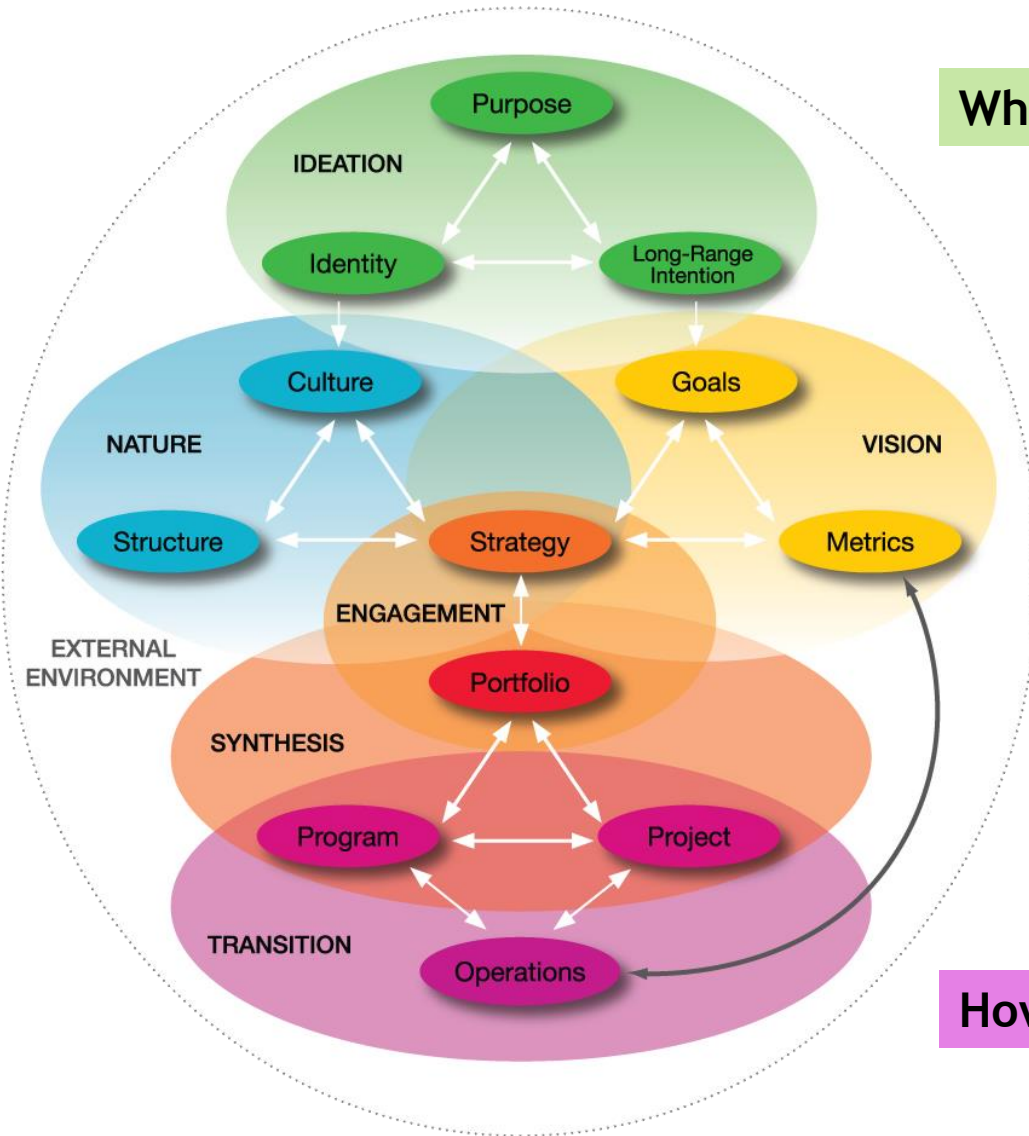
Draw Your Culture Map

Draw a culture map for:

- Your Organization (**red/solid**)
- Your Initiative/Program/Project (**green/dashes**)



The Strategic Execution Framework



Who are you?

What is the context?

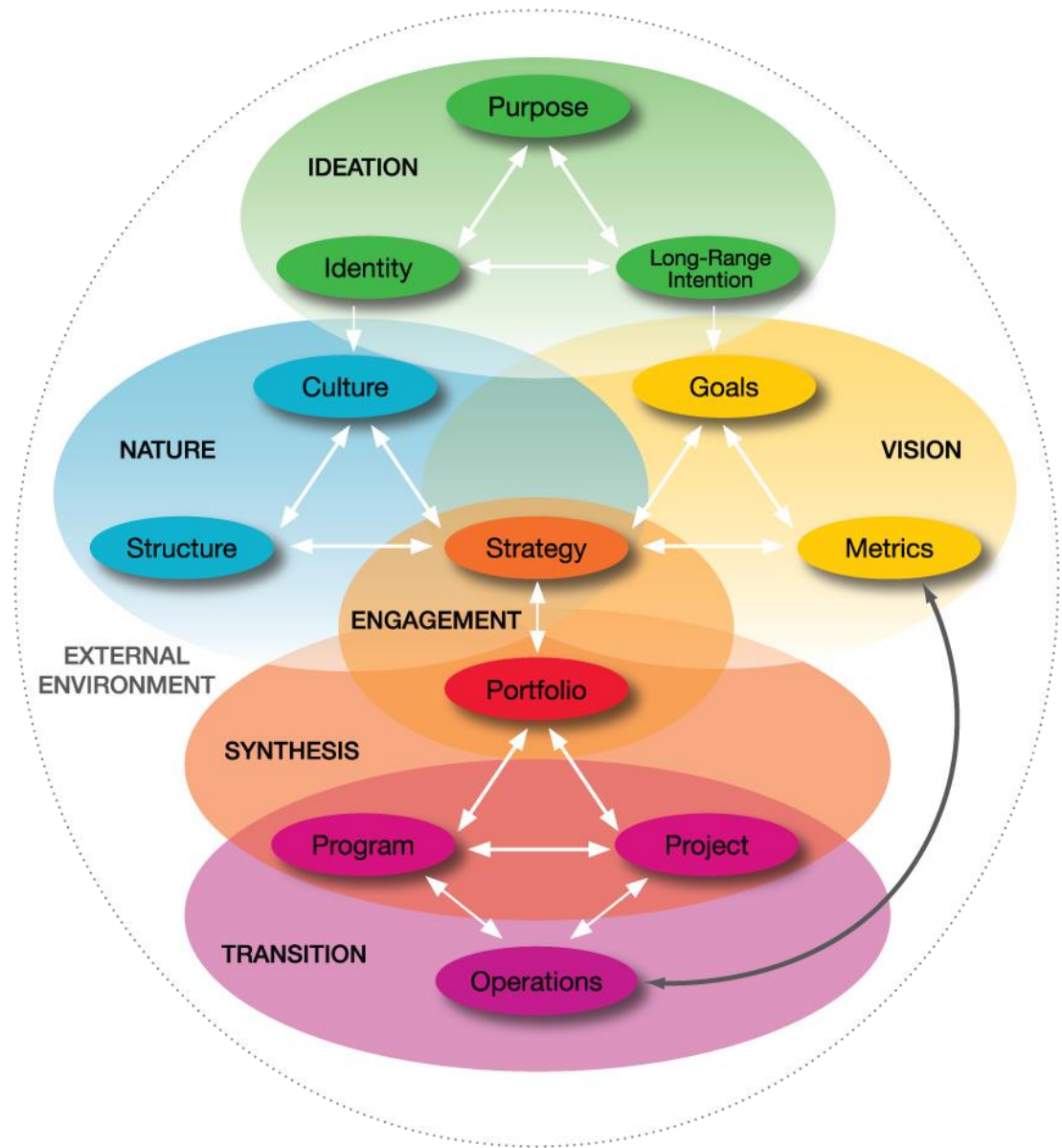
Where are you going?

What needs creating?

How will we build it?

How will you operate?

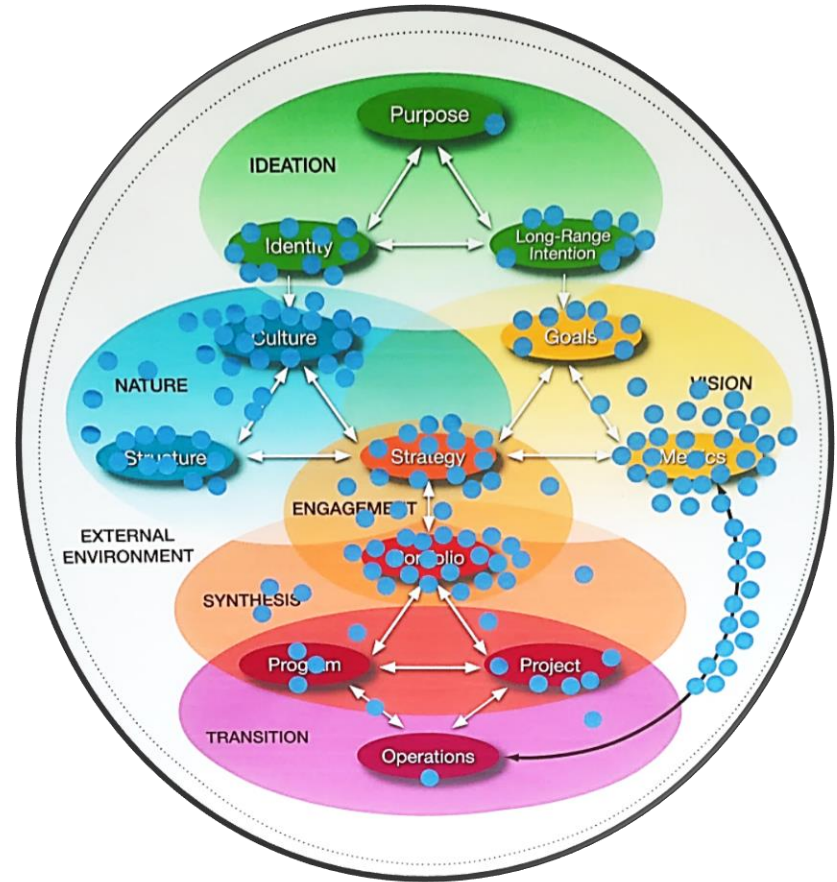
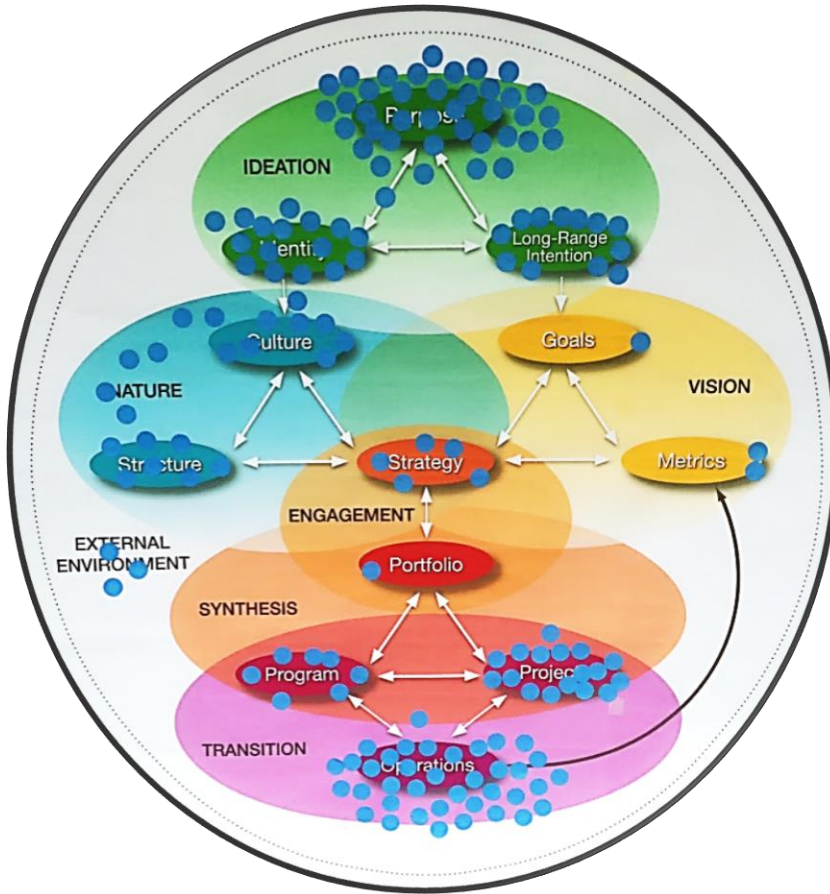
Discuss where
are your
Strengths and
Opportunities?



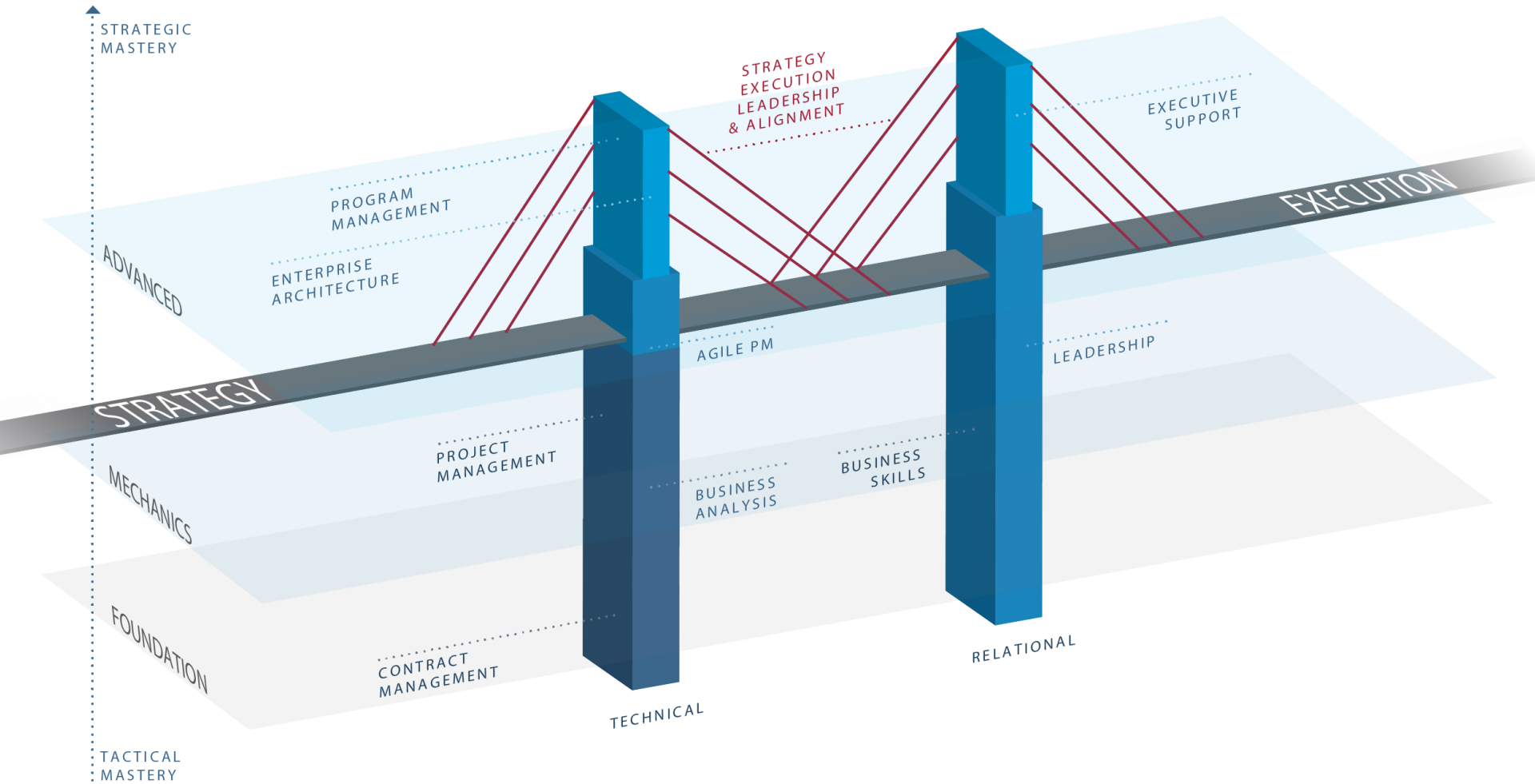
Strategic Execution Framework (SEF)
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What We Do Well

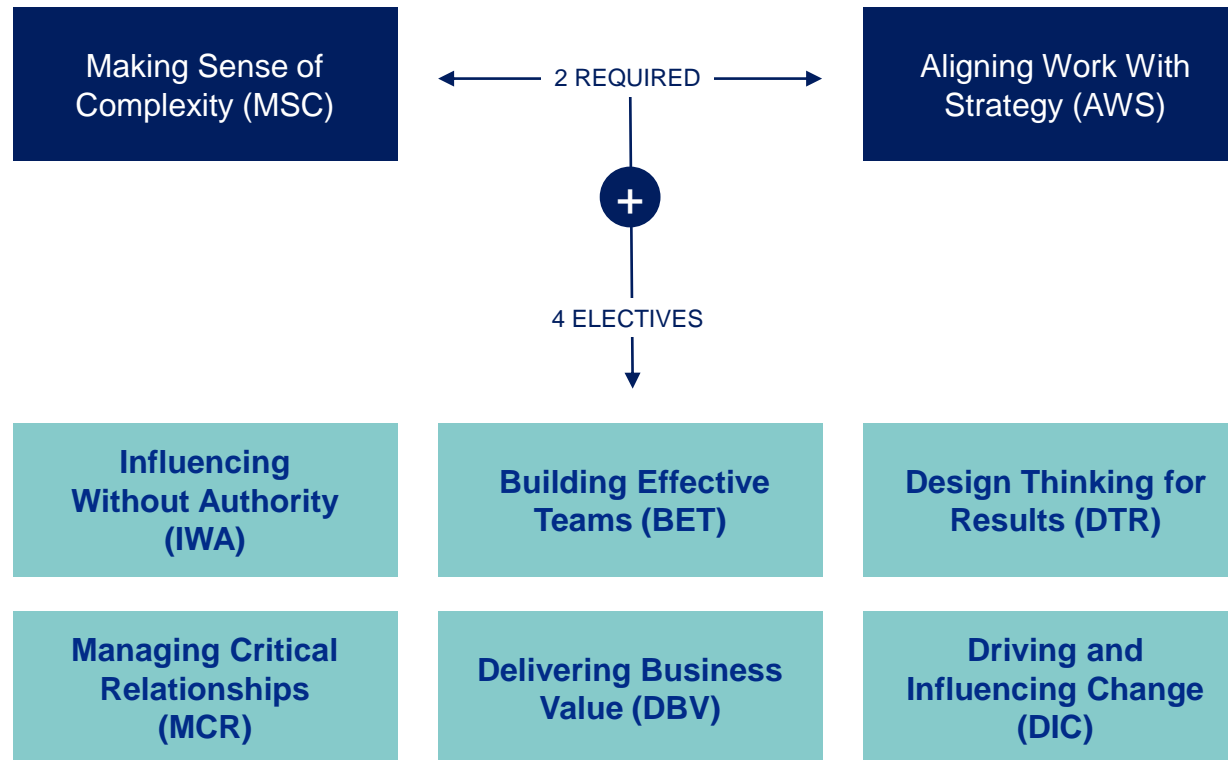
Opportunities for Improvement



Adaptive Strategic Execution Excellence



Adaptive Strategic Execution Programme



Questions & Answers