

THE PMO VALUE RING WORKSHOP

London, March 1st 2017



AMERICO PINTO

PMO GLOBAL ALLIANCE, CHAIRMAN

AMERICOPINTO@PMOGA.COM



- ✓ My hometown is Rio de Janeiro, Brazil, but I am a citizen of the world.
- ✓ I have 20 years of experience in project management and PMOs as a Consultant, Practitioner, Professor, Researcher, Speaker and Author.
- ✓ I am a PhD Candidate at Rennes School of Business in France, doing research on PMOs.
- ✓ I have been studying and benchmarking more than 300 PMOs over the last 6 years.
- ✓ I have been leading a worldwide community of PMO professionals with more than 5.000 members.
- ✓ I was awarded with the PMI Distinguished Contribution Award in 2011.

- ✓ It is the result of a 6-year international research program.
- ✓ It was jointly developed with 89 experienced PMO leaders.
- ✓ It has been recently published and presented in more than 30 global conferences worldwide.
- ✓ It is based on a collective intelligence database.



Imagine if you could ask thousands of experienced PMO professionals worldwide about how to overcome your own challenges.

That's what we do at PMO Global Alliance, the worldwide virtual community of PMO professionals.

We develop collaborative research, projects and solutions based on the collective intelligence of our community.

WHAT IS THE PMO VALUE RING?



It is a software based on an international methodology, developed with the participation of successful PMO leaders.

It is based on a broad study, consolidating the experience of mature professionals from around the globe.

Supports the creation, review and operation of the PMO, focusing on generating effective value for the organization.

Provides recommendations, and guides the PMO configuration from successful experiences, similar to the actual situation of the organization.

Success cases in PMOs are hardly constructed from isolated successful experiences, which have been influenced by variables that can not be identified or replicated.

In addition to that, isolated experiences also disregard the fact that organizations are not always able and willing to implement good practices.

This way, evaluating the practices in use in organizations alone does not always portray what is really best and most efficient.

Our benchmarking is based on statistical analyzes, made on the experiences of an international community formed by professionals who have the experience and knowledge in the day to day of successful PMOs.

The consensus of these professionals about which practices actually work (collective intelligence) in different organizational scenarios is the high value content that serves as a source for the recommendations proposed by PMO VALUE RING.



- More than 5,000 users in 65 countries.
- Available in English, Portuguese, and Spanish.
- All the essence of the methodology is available for free to the community.
- It can be used by professionals, consultants, teachers and students interested in the PMO theme.
- It is a contribution to the international community of professionals in PMOs.

- The PMO VALUE RING methodology proposes that the PMO should be seen as a "service provider".
- As such, it has "clients", its stakeholders, each with specific needs and expectations.
- Meeting stakeholder expectations is the best way to generate perceived value.
- The PMO will accomplish this by providing "services" (functions) in the best possible way.

PMO A

PMO B

STAKEHOLDERS
EXPECTATIONS

STAKEHOLDERS
EXPECTATIONS

MIX OF
FUNCTIONS

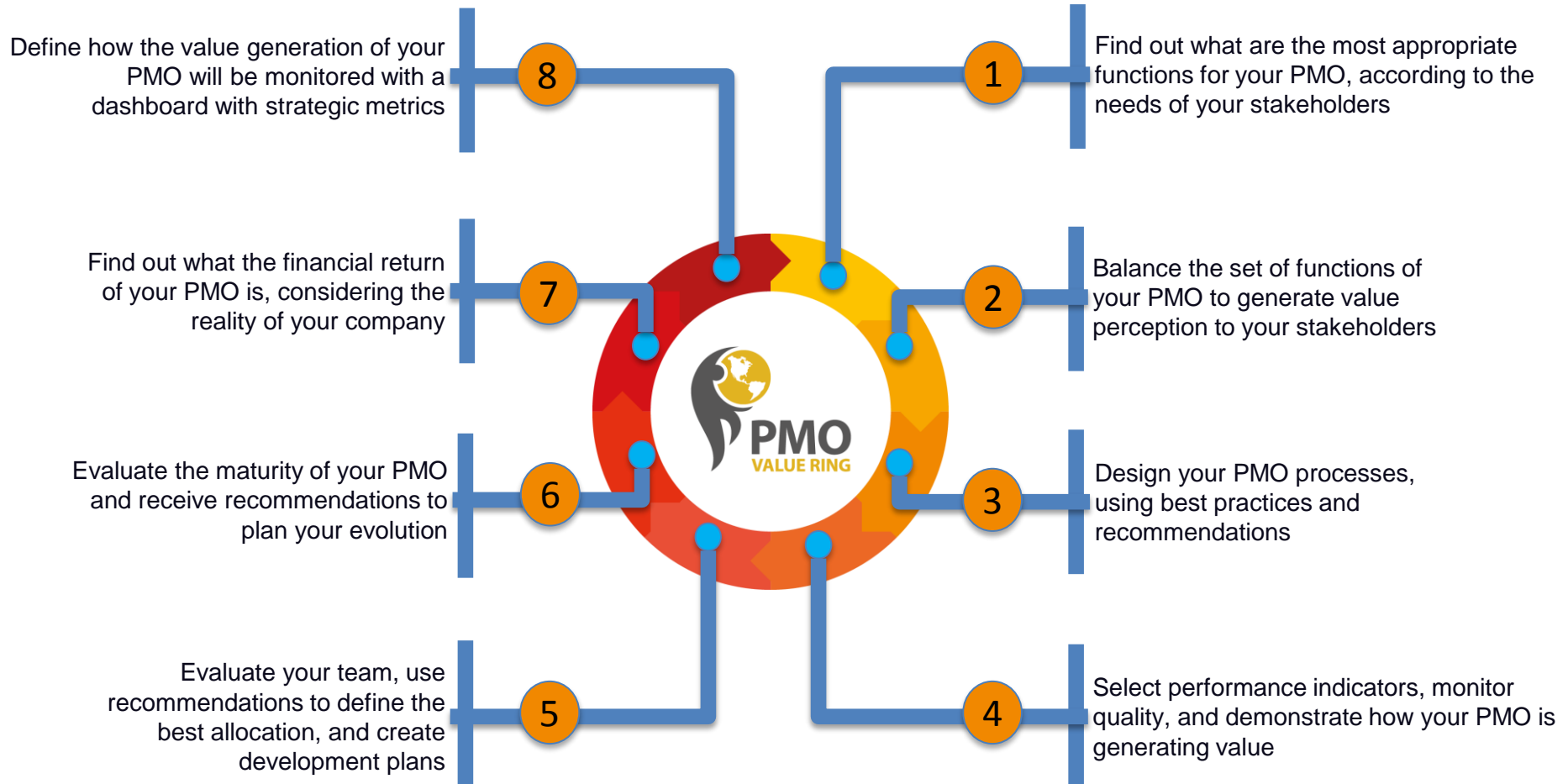
MIX OF
FUNCTIONS

PMO BENEFITS
AND RESULTS

PMO BENEFITS
AND RESULTS

DIFFERENT FUNCTIONS
DIFFERENT RESULTS
DIFFERENT PMOs

- Never follow pre-set types of PMOs. This is the shortest way to failure.
- Success will depend on the ability of your PMO to be flexible enough to adapt to stakeholder needs.
- There is no right or wrong in PMOs. There is only what you need to do so that the value of your PMO is recognized.
- Do not be afraid - or lazy - to re-evaluate or reinvent your PMO whenever necessary.





FIND OUT WHICH ARE THE MOST INDICATED FUNCTIONS FOR YOUR PMO, ACCORDING TO THE NEEDS OF YOUR STAKEHOLDERS

BENCHMARKING:

The PMO should not waste resources on functions that do not generate the benefits and outcomes expected by stakeholders. The lack of this alignment makes the PMO not generate value perception, losing support over time.

REFLECTIONS:

Is your PMO really generating the benefits expected by your stakeholders?

WHAT TO DO IN PMO VALUE RING:

- Automatically identify and collect stakeholder expectations.
- Establish different relevance for each group of stakeholders.
- Use the experience of a worldwide community of PMO professionals to understand how to best meet existing expectations.

EXPECTED RESULTS:

List of recommended functions for the PMO, considering the expectations of the stakeholders. Total alignment between PMO efforts and expected results. Greater perception of value by stakeholders.



BALANCE THE SET OF FUNCTION OF YOUR PMO TO GENERATE PERCEPTION OF VALUE IN YOUR STAKEHOLDERS

BENCHMARKING:

PMO functions should be selected considering their ability to generate value perception over time in stakeholders. This balance is critical to sustaining sponsorship and stakeholder satisfaction.

REFLECTIONS:

Are the functions of your PMO capable of generating value perception in the short, medium and long term?

WHAT TO DO IN PMO VALUE RING:

- Select the functions that will be performed by the PMO in the next cycle.
- Evaluate the adherence of the selected set of functions to the expectations of stakeholders.
- Use the experience of a worldwide community of PMO professionals to understand how the selected functions will be able to generate value perception over time.

EXPECTED RESULTS:

Set of PMO functions for the next cycle, aligned with the benefits expected by stakeholders, and the ability to generate value perception over time.



DRAW THE PROCESSES OF YOUR PMO, USING BEST PRACTICES AND RECOMMENDATIONS

BENCHMARKING:

Each function represents a PMO process. It is essential to describe in detail how each process will be executed, as this is the most effective way to ensure that the PMO delivers value in the way agreed with its stakeholders.

REFLECTIONS:

Are your PMO processes clearly defined, with steps, responsibilities, and deliverables agreed upon with your stakeholders?

WHAT TO DO IN PMO VALUE RING:

- Establish the process for each function selected for the PMO..
- Define inputs, outputs, and responsibilities for each process.
- Use the experience of a worldwide community of PMO professionals to understand how to make your PMO processes more effective and results-driven.

EXPECTED RESULTS:

Detailed processes for each PMO function, including inputs, outputs and responsibilities. PMO Services Catalog, to be agreed with its stakeholders.



SELECT PERFORMANCE INDICATORS, MONITOR THE QUALITY, AND DEMONSTRATE HOW YOUR PMO IS GENERATING VALUE

BENCHMARKING:

Each PMO process should be monitored through specific performance indicators that can demonstrate that its responsibilities are being met as agreed, effectively and efficiently. The first step in demonstrating value is to be able to measure it effectively.

REFLECTIONS:

What is the best way to measure your PMO's performance and if it's really generating value? How to demonstrate the value and contribution of the PMO?

WHAT TO DO IN PMO VALUE RING:

- Select which performance indicators will be used to monitor each PMO function.
- Establish relevancies, form and frequency of measurement, and goals.
- Use the experience of a worldwide community of PMO professionals to understand which are the best indicators for each function, and what are the recommended relevancies for effective value demonstration.

EXPECTED RESULTS:

Set of performance indicators for PMO performance monitoring.



EVALUATE YOUR TEAM, USE RECOMMENDATIONS TO DEFINE BEST RESOURCE ALLOCATION, AND CREATE DEVELOPMENT PLANS

BENCHMARKING:

In order for the PMO to generate effective value, it is necessary for its functions to be performed by professionals with adequate skills. Each PMO function requires critical skills to be developed.

REFLECTIONS:

Do the professionals who work in the PMO really have the necessary skills to perform the functions under their responsibility?

WHAT TO DO IN PMO VALUE RING:

- Make a 360° evaluation for all members of your PMO.
- Identify which professionals are best suited for each function.
- Identify existing development gaps and their impact on the success of the PMO.
- Allocate PMO members to their respective functions.
- Create individualized development plans, and plan the development of your PMO's competencies.

EXPECTED RESULTS:

Professionals allocated to carry out the functions of the PMO. Competency gaps identified. Personal and PMO plans for competency development.



ASSESS THE MATURITY OF YOUR PMO AND RECEIVE RECOMMENDATIONS TO PLAN YOUR EVOLUTION

BENCHMARKING:

The PMO must plan clearly how its evolution will take place, which will contribute to the generation of value. The better the PMO provides its functions, the greater the value generated.

REFLECTIONS:

What is the level of maturity of your PMO? How does PMO maturity influence value generation? Does your PMO have a plan for evolution?

WHAT TO DO IN PMO VALUE RING:

- Identify current and desired levels of PMO maturity..
- Establish action plans for the evolution of maturity over the cycle.

EXPECTED RESULTS:

PMO maturity assessment. Goals for evolution. Action plans for the evolution of the PMO.



DISCOVER WHAT IS THE FINANCIAL RETURN OF YOUR PMO, CONSIDERING THE REALITY OF YOUR COMPANY

BENCHMARKING:

The PMO's financial return (ROI) is a fundamental measure that must be calculated considering the different PMO configurations as well as the different organizational scenarios that generate losses on which the PMO will act.

REFLECTIONS:

What is the financial return of the PMO? Is the PMO cost structure appropriate? Is the PMO really meeting the needs of the organization as a whole?

WHAT TO DO IN PMO VALUE RING:

- Identify the potential financial benefit of the PMO.
- Adapt the calculation to the specific problems of the organization.
- Evaluate the alternatives to maximize the financial return of the PMO.

EXPECTED RESULTS:

Indicator of financial return of the PMO. Detail of information for decision making.



DEFINE HOW YOUR PMO'S VALUE GENERATION WILL BE MONITORED, WITH A CONTROL PANEL AND STRATEGIC INDICATORS

BENCHMARKING:

The PMO should establish strategic performance indicators that allow the generated value to be monitored and evaluated at a required frequency. A control panel for PMOs should consider all the strategic aspects necessary for its success.

REFLECTIONS:

Which performance indicators can demonstrate whether the PMO is fulfilling its strategic role, generating value for the organization? How to monitor such indicators, and how to keep the PMO in line with expectations and needs?

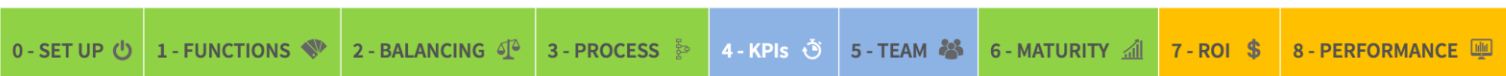
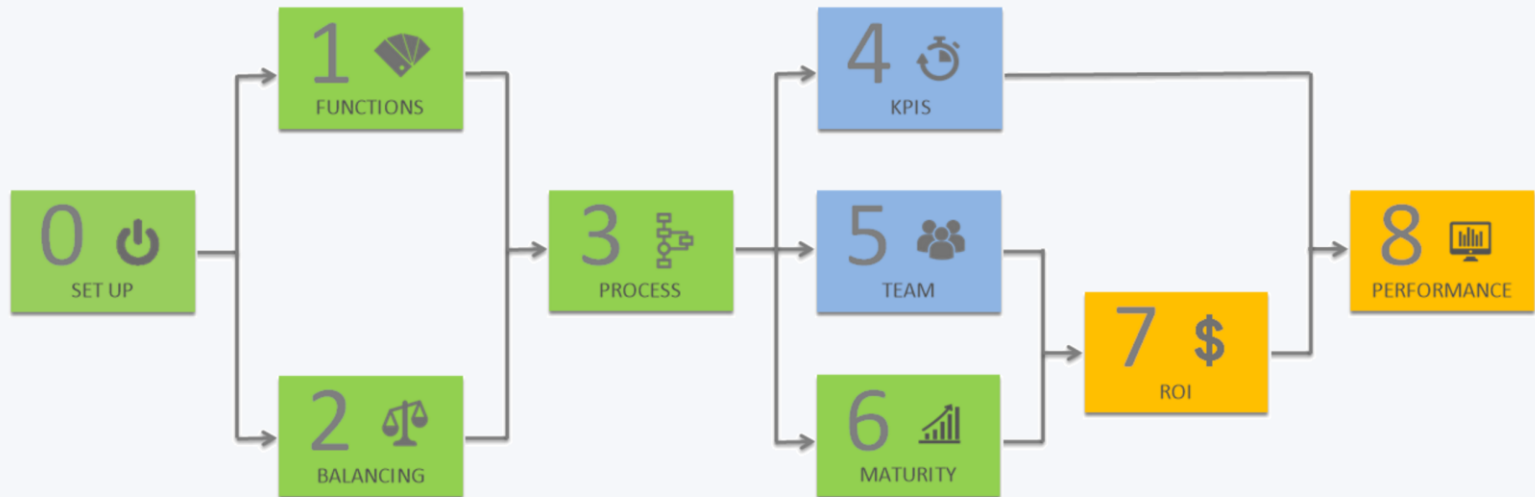
WHAT TO DO IN PMO VALUE RING:

- Establish performance indicators for the strategic control panel.
- Set goals and objectives.
- Report the results and follow the indicators.
- Take corrective actions to ensure the value of the PMO.

EXPECTED RESULTS:

Control panel with strategic performance indicators for the PMO. Monitoring the performance of the PMO. Generation of effective value for the organization and its stakeholders.

PMO VALUE RING Map



- ☒ Select functions' KPIs
- ☐ Review KPIs' relevances
- ☐ Establish functions' goals

[< Previous](#)[Next >](#)

MYTH
→ OR ←
FACT

“Most PMOs fail due to lack of sponsorship.”

- ✓ A new mindset about PMOs has emerged: The “Stakeholders-Driven PMO” concept.
- ✓ The only thing that really matters is to be recognized by the stakeholders.
- ✓ Meeting stakeholders’ expectations depends on how they perceive the PMO in terms of value.
- ✓ The PMO VALUE RING methodology supports the identification of PMO stakeholders and the definition of their relevance for the PMO.

“The first step is to choose the ideal type of PMO for your organisation.”


WHAT THE COMMUNITY EXPERIENCE HAS SHOWN US


- ✓ The choice of a "type" is absolutely unnecessary. Flexibility is the key to generating value.
- ✓ Your PMO may be all types at the same time. Or maybe none of them.
- ✓ What really matters is that the PMO must perform functions that meet stakeholders' expectations.
- ✓ The PMO VALUE RING methodology supports the identification of the best aligned functions for a PMO, based on stakeholders' expectations.

THE POTENTIAL FUNCTIONS OF A PMO

Conduct project audits
Execute specialized tasks for project managers
Manage interfaces with projects clients
Manage lessons learned
Manage lessons learned database
Manage organizational changes
Manage people in projects
Manage project or program benefits
Manage projects documentation
Manage projects or programs
Manage resource allocation
Manage stakeholders in projects
Monitoring and controlling projects or programs

Monitoring project portfolio performance
Participate in strategic planning
Perform benchmarking
Promote project management within the organization
Provide a strategic project scoreboard
Provide advice to the upper management in decision-making
Provide mentoring for project managers
Provide project management methodology
Provide project management tools and project information systems
Provide project or program status reports for upper management
Provide training and project competences development
Support project planning
Support project portfolio definition

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Stakeholder groups

Define groups of PMO stakeholders ☒

Group name ▲	Relevance scale	Group relevance		
Executive Directors	4	26.7%	<input type="button" value="Edit"/>	<input type="button" value="Delete"/>
Functional Managers	2	13.3%	<input type="button" value="Edit"/>	<input type="button" value="Delete"/>
PMO Sponsors	5	33.3%	<input type="button" value="Edit"/>	<input type="button" value="Delete"/>
Project Managers	3	20.0%	<input type="button" value="Edit"/>	<input type="button" value="Delete"/>
Project Teams Members	1	6.7%	<input type="button" value="Edit"/>	<input type="button" value="Delete"/>

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PMO Stakeholders

Define PMO stakeholders


☐ Show inactive


+

🔄

<input type="checkbox"/> Name ▲	Email	Language	Stakeholder group	Status		
<input type="checkbox"/> Anabelle Lochmann	anabellelochmann@pmotools.net	Português BR	Project Teams Members	Active		
<input type="checkbox"/> Arnold Schwarz	arnoldschwarz@pmotools.net	Português BR	Project Teams Members	Active		
<input type="checkbox"/> Carl Wallace	carlwallace@pmotools.net	English	Project Managers	Active		
<input type="checkbox"/> Derek Brown	derekbrown@pmotools.net	English	Executive Directors	Active		
<input type="checkbox"/> Emanuelle Jordan	emanuellejordan@pmotools.net	English	Project Managers	Active		
<input type="checkbox"/> Felix Cartago	felixcartago@pmotools.net	English	Project Teams Members	Active		
<input type="checkbox"/> Joanna Tiz	joannatiz@pmotools.net	English	Project Managers	Active		
<input type="checkbox"/> Lena Stoks	lenastoks@pmotools.net	English	Executive Directors	Active		
<input type="checkbox"/> Leo Bianchi	leobianchi@pmotools.net	English	PMO Sponsors	Active		
<input type="checkbox"/> Maria Donadonni	mariadonadonni@pmotools.net	English	Project Managers	Active		

COLLECTING STAKEHOLDERS' EXPECTATIONS

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Stakeholders' expectations

















Request PMO stakeholders' expectations

Invite PMO Stakeholders

Search

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<input type="checkbox"/>	Name ▲	Group	Sent date	Status	Response date	Expiration		
<input type="checkbox"/>	Anabelle Lochmann	Project Teams Members	04/24/2016	● Done	04/24/2016	212 days		
<input type="checkbox"/>	Arnold Schwarz	Project Teams Members	04/13/2016	● Done	04/13/2016	201 days		
<input type="checkbox"/>	Carl Wallace	Project Managers	04/13/2016	● Done	04/13/2016	201 days		
<input type="checkbox"/>	Derek Brown	Executive Directors	04/13/2016	● Done	04/13/2016	201 days		
<input type="checkbox"/>	Emanuelle Jordan	Project Managers	04/13/2016	● Done	04/13/2016	201 days		
<input type="checkbox"/>	Felix Cartago	Project Teams Members	04/13/2016	● Done	04/13/2016	201 days		
<input type="checkbox"/>	Joanna Tiz	Project Managers	04/13/2016	● Done	04/13/2016	201 days		
<input type="checkbox"/>	Lena Stoks	Executive Directors	04/13/2016	● Done	04/13/2016	201 days		

THE POTENTIAL BENEFITS OF A PMO

Better allocation of resources across projects
Better availability of information on lessons learned from previous experiences
Better availability of resources with skills in project management
Better communication among areas of the organization
Better communication among the project team
Better communication with the upper management level
Better control over project teams
Better definition of roles and responsibilities
Better project support from the upper management
Better project time and project cost control
Better projects prioritization
Better quality of projects results
Better third parties and subcontractors control
Effective transfer of knowledge in project management
Greater agility in project management decision-making

Greater integration among areas of the organization
Greater organization commitment to results
Improved availability of information for a better decision-making
Improved client satisfaction
Improved reliability of the information provided
Increased motivation and individual commitment
Increased predictability for decision-making
Increased productivity on projects
Increased visibility of project progress
Increased visibility of resource demand
Increased visibility of the relationship among projects
Increased visibility of the relationship among projects and strategy
Reduction of risk exposure
Reduction of the projects life cycles within the organization
Time and cost estimates more reliable

PRIORITIZING EXPECTED BENEFITS




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Stakeholders' expectations

Invite PMO Stakeholders

Search

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<input type="checkbox"/> Name ▲	Group
<input type="checkbox"/> Anabelle Lochmann	Project Teams
<input type="checkbox"/> Arnold Schwarz	Project Teams
<input type="checkbox"/> Carl Wallace	Project Manag
<input type="checkbox"/> Derek Brown	Executive Directors
<input type="checkbox"/> Emanuelle Jordan	Project Managers
<input type="checkbox"/> Felix Cartago	Project Teams Members
<input type="checkbox"/> Joanna Tiz	Project Managers
<input type="checkbox"/> Lena Stoks	Executive Directors

Benefit expectations

5 main benefit expectations selected by Anabelle Lochmann

Main expectations regarding the PMO

- 1 - Better availability of information on lessons learned from previous experiences
- 2 - Effective transfer of knowledge in project management
- 3 - Better communication among the project team
- 4 - Better communication with the upper management level
- 5 - Better quality of projects results




Close

Response date	Expiration
04/24/2016	212 days
04/13/2016	201 days
04/13/2016	201 days
04/13/2016	201 days
04/13/2016	201 days
04/13/2016	201 days
04/13/2016	201 days
04/13/2016	201 days
04/13/2016	201 days


“Sometimes providing project management methodology and tools are not the most important functions for a PMO.”




- ✓ How the PMO will generate value over time is important to maintain the support of its stakeholders.
- ✓ The functions of the PMO must generate value perception in the short and long term.
- ✓ When selecting the functions of your PMO, don't forget to keep it balanced.
- ✓ The PMO VALUE RING methodology supports the selection of a well-balanced mix of functions for the PMO, based on the potential to generate perceived value over time for each of them.

SELECTING PMO FUNCTIONS



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Select PMO functions ☒ 

PMO

Group

Stakeholder

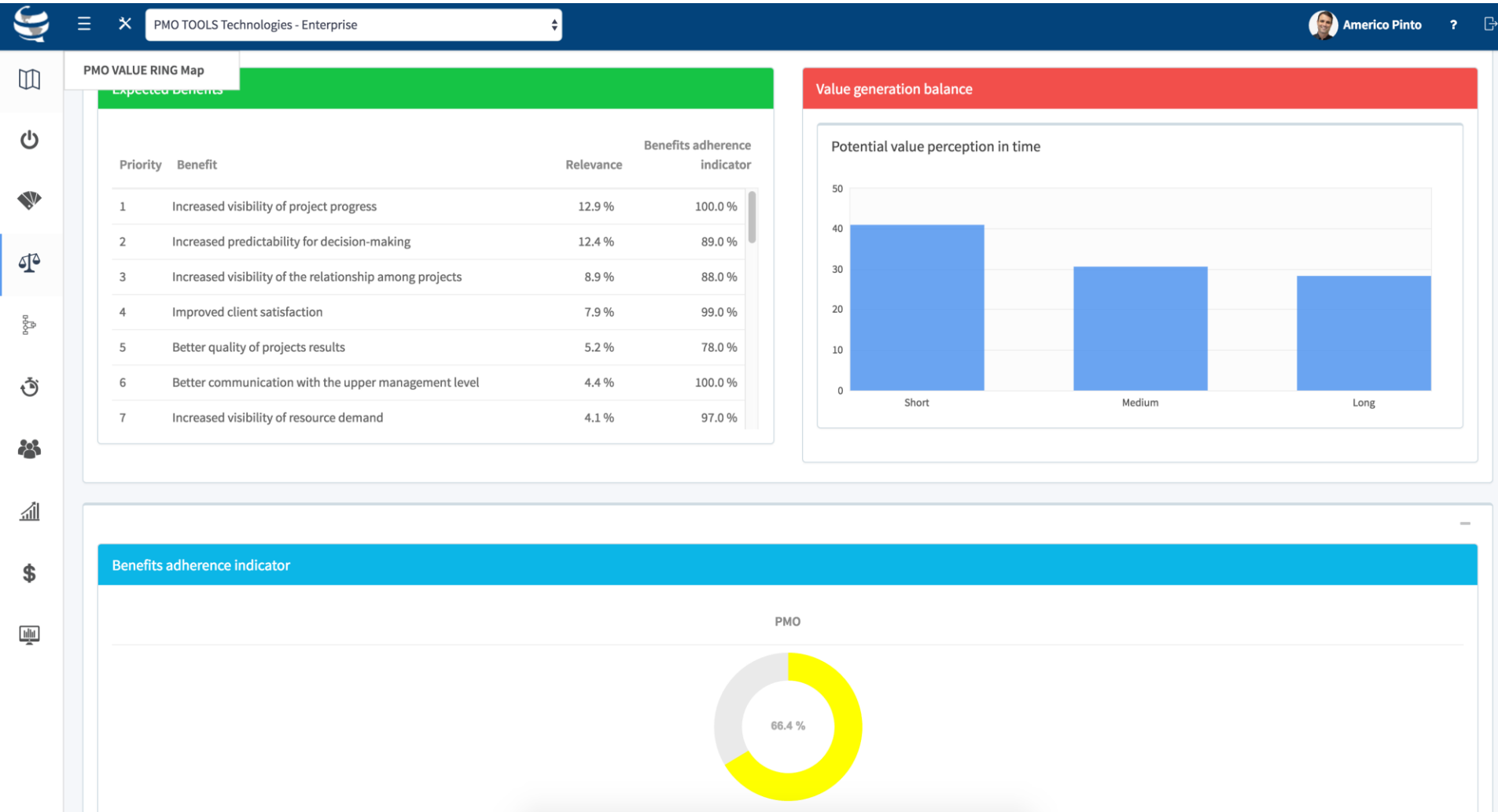
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All

All

Selected functions for the PMO

<input type="checkbox"/> Functions	Relevance ▼	Short-term perception	Mid-term perception	Long-term perception
<input type="checkbox"/> Provide Project Management Tools and Information Systems	10.0 %	9.0 %	34.0 %	57.0 %
<input checked="" type="checkbox"/> Provide a Strategic Project Scoreboard	8.6 %	90.0 %	7.0 %	3.0 %
<input checked="" type="checkbox"/> Provide Projects or Program Status Reports for Upper Management	7.9 %	91.0 %	5.0 %	4.0 %
<input checked="" type="checkbox"/> Monitoring Project Portfolio Performance	5.9 %	18.0 %	29.0 %	53.0 %
<input type="checkbox"/> Manage Organizational Changes	5.4 %	76.0 %	14.0 %	10.0 %
<input checked="" type="checkbox"/> Monitoring and Controlling Projects or Programs	5.2 %	89.0 %	8.0 %	3.0 %
<input checked="" type="checkbox"/> Provide Project Management Methodology	5.1 %	7.0 %	22.0 %	71.0 %
<input checked="" type="checkbox"/> Manage Stakeholders in Projects	4.2 %	87.0 %	9.0 %	4.0 %





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PMO Design

PMO VALUE RING Map

Set Up

Step 1

Step 2

Step 3

PMO process guide

Step 4

Step 5

Step 6

Step 7

Dashboard

PMO process guide

Establish process' flowcharts

Functions

Provide a Strategic Project Scoreboard


Flow chart

Inputs


Outputs

Best practices

My workplace

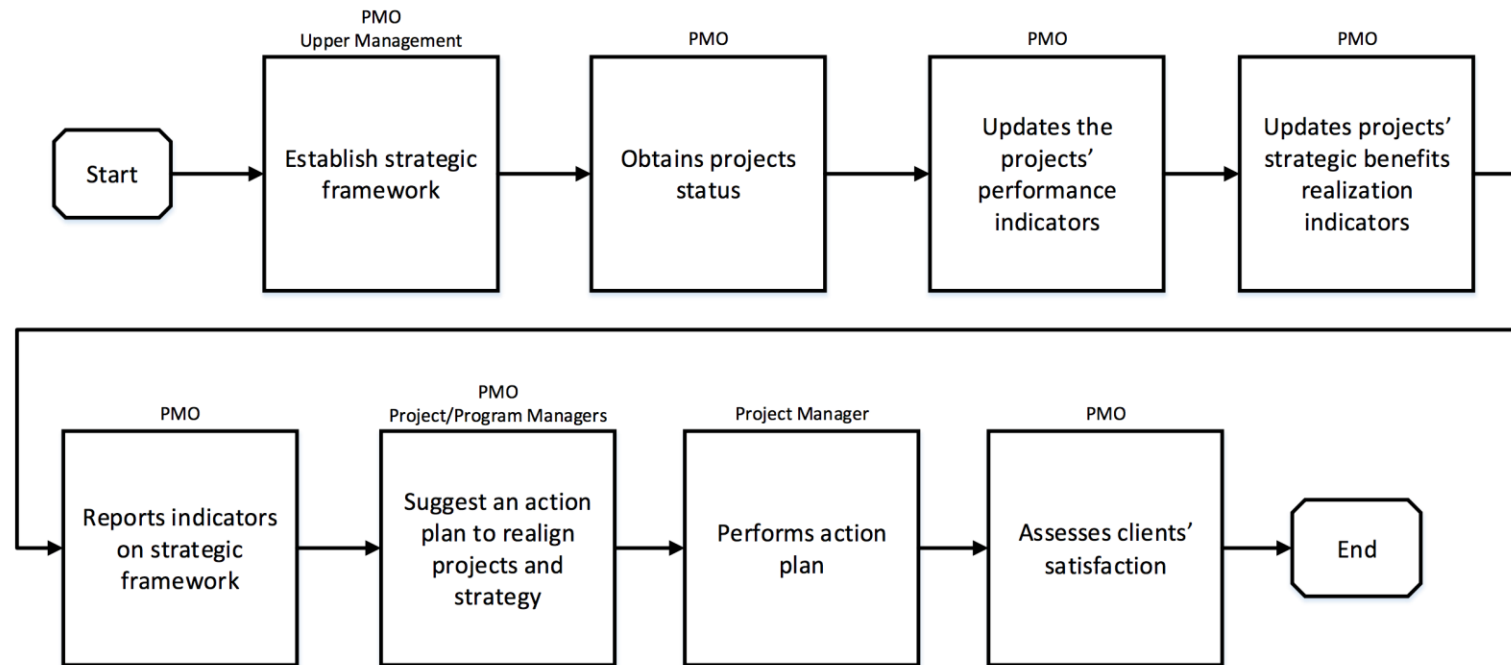


Flow Chart in Microsoft PowerPoint format.
(0.06 MB)



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Service: Provide a Strategic Project Scoreboard



“Projects’ success may not be always the best proof of the PMO’s success.”

WHAT THE COMMUNITY EXPERIENCE HAS SHOWN US

- ✓ It is impossible to demonstrate value without measuring performance.
- ✓ Each PMO function should be measured differently.
- ✓ The selected set of KPIs should be used to monitor PMO performance.
- ✓ The PMO VALUE RING methodology provides detailed recommendations for establishing PMO processes and a comprehensive list of performance indicators for each PMO function.

MEASURING PMO PERFORMANCE

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Performance Indicators

Select functions' KPIs ☒

Function


Provide Project Management Methodology

	Indicator	Relevance (%) ▼	Measuring frequency (months)	Internal goal (%)	External goal (%)	Change to yellow on (%)	Change to green on (%)		
<input checked="" type="checkbox"/>	Project Sponsors' Satisfaction Indicator	50	6	90	80	69	84		
<input checked="" type="checkbox"/>	Service Adherence Indicator	30	1	100	90	69	84		
<input checked="" type="checkbox"/>	Methodology Support Availability Indicator	17	1	100	90	69	84		
<input type="checkbox"/>	Users' Training Adherence Indicator	15	3	95	85	69	84		
<input type="checkbox"/>	Implemented Improvement Suggestions Indicator	10	6	90	80	69	84		
<input type="checkbox"/>	Project Managers' Satisfaction Indicator	9	6	90	80	69	84		
<input type="checkbox"/>	Team Members' Satisfaction Indicator	6	6	90	80	69	84		


“The competencies of a PMO professional are the same found in a project manager.”

- ✓ The greater the adherence to the required competencies, the greater is the value generated.
- ✓ The most appropriate professionals should be selected and allocated for each function, considering the relevance of each competence.
- ✓ The PMO VALUE RING methodology supports a 360° Feedback Assessment for PMO team members, and identifies the best way to allocate them to each PMO function.


IDENTIFYING PMO TEAM MEMBERS FOR A 360° FEEDBACK ASSESSMENT





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PMO VALUE RING Map


Define assessed persons ☐ 


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<input type="checkbox"/> Name ▲	Email	Language	Position	Status		
<input type="checkbox"/> Anabelle Lochmann	anabellelochmann@pmotools.net	Português BR		Active		
<input type="checkbox"/> Arnold Schwarz	arnoldschwarz@pmotools.net	Português BR		Active		
<input type="checkbox"/> Carl Wallace	carlwallace@pmotools.net	English		Active		
<input type="checkbox"/> Cinzia Canarille	cinziacanarille@pmotools.net	English		Active		
<input type="checkbox"/> Derek Brown	derekbrown@pmotools.net	English		Active		
<input type="checkbox"/> Emanuelle Jordan	emanuellejordan@pmotools.net	English		Active		
<input type="checkbox"/> Felix Cartago	felixcartago@pmotools.net	English		Active		
<input type="checkbox"/> Harold Turner	haroldturner@pmotools.net	English		Active		
<input type="checkbox"/> Joanna Tiz	joannatiz@pmotools.net	English		Active		
<input type="checkbox"/> Kate Lavigne	katelavigne@pmotools.net	English		Active		


DEFINING 360° FEEDBACK EVALUATORS GROUPS



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Evaluators groups


Define group of reviewers ☐ 

Group name ▼	Relevance scale	Group relevance		
Project Teams Members	2	6.9%		
Project Managers	4	13.8%		
PMO Team Members	3	10.3%		
PMO Sponsors	5	17.2%		
PMO Manager	5	17.2%		
Membros do PMO	3	10.3%		
Functional Managers	3	10.3%		
Executive Directors	4	13.8%		

DEFINING 360° FEEDBACK EVALUATORS

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PMO VALUE RING Map

Define evaluators

Search

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<input type="checkbox"/>	Name ▲	Email	Language	Group	Group scale	Relevance scale	Evaluator relevance	Status		
<input type="checkbox"/>	Anabelle Lochmann	anabellelochmann@pmotools.net	Português BR	Project Teams Members	2	2	2.8%	Active		
<input type="checkbox"/>	Arnold Schwarz	arnoldschwarz@pmotools.net	Português BR	Project Teams Members	2	2	2.8%	Active		
<input type="checkbox"/>	Carl Wallace	carlwallace@pmotools.net	English	Project Managers	4	4	5.6%	Active		
<input type="checkbox"/>	Cinzia Canarille	cinziacanarille@pmotools.net	English	PMO Manager	5	5	6.9%	Active		
<input type="checkbox"/>	Derek Brown	derekbrown@pmotools.net	English	Executive Directors	4	4	5.6%	Active		
<input type="checkbox"/>	Emanuelle Jordan	emanuellejordan@pmotools.net	English	Project Managers	4	4	5.6%	Active		
<input type="checkbox"/>	Felix Cartago	felixcartago@pmotools.net	English	Project Teams Members	2	2	2.8%	Active		
<input type="checkbox"/>	Harold Turner	haroldturner@pmotools.net	English	PMO Team Members	3	3	4.2%	Active		
<input type="checkbox"/>	Joanna Tiz	joannatiz@pmotools.net	English	Project Managers	4	4	5.6%	Active		
<input type="checkbox"/>	Kate Lavigne	katelavigne@pmotools.net	English	Project Teams Members	2	2	2.8%	Active		

CREATING A NEW 360° FEEDBACK ASSESSMENT

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Assessment

Search

Professional to be evaluated

Maria Vitorelli

Position









Position

Status

Finished

Search

+ - ✉ ↺

























<input type="checkbox"/> Evaluators ▼	Group	Status	
<input type="checkbox"/> Maria Vitorelli (self-assessment)	PMO Team Members	Finished	 
<input type="checkbox"/> Livia Johnson	PMO Team Members	Finished	 
<input type="checkbox"/> Leo Bianchi	PMO Sponsors	Finished	 
<input type="checkbox"/> Harold Turner	PMO Team Members	Finished	 

Close

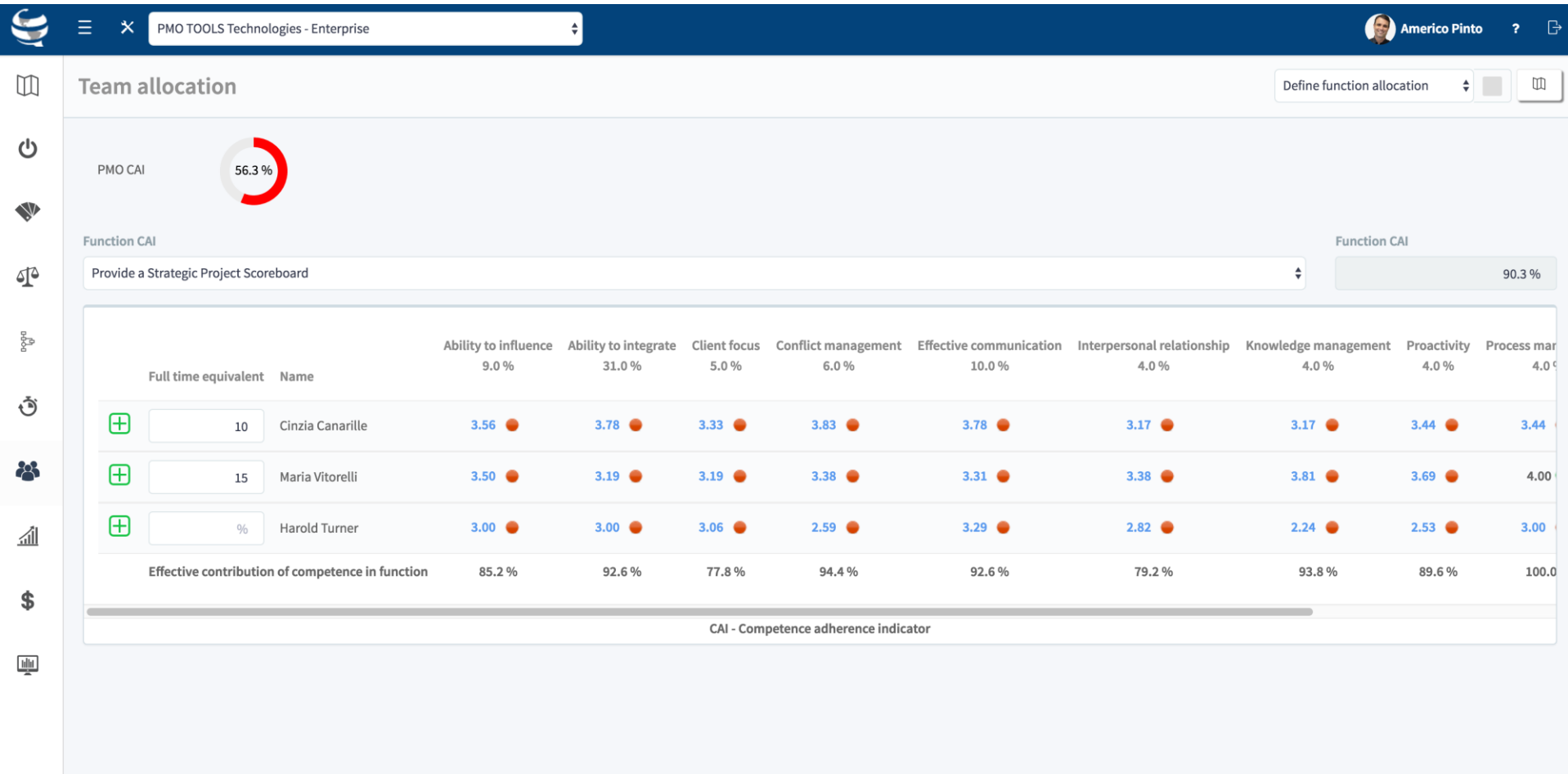
Request 360-feedback evaluation

Show canceled

Status

Pending		
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ALLOCATING RESOURCES TO THE PMO



“The PMO should evolve its maturity from the operational to the strategic level.”

- ✓ The mature PMO performs its functions in a high level of sophistication. No matter if these functions are strategic or operational.
- ✓ The greater the function maturity, the greater is the value generated.
- ✓ The PMO VALUE RING methodology provides a model for assessing PMO maturity, and recommendations for action plans to improve PMO maturity.

CREATING A NEW PMO MATURITY ASSESSMENT



PMO TOOLS Technologies - Enterprise

Americo Pinto

PMO VALUE RING Map

Set current maturity levels

Assessment

Result

History

Assessment date:

Started

04/13/2016

Finished

04/22/2016

Save

Delete

Update

Print blank questionnaire

Approach	Function	Current level	Target level	Function maturity indicator
Operational				
	Monitoring and Controlling Projects or Programs	New function	Level 3	0 %
	Manage Stakeholders in Projects	New function	Level 2	0 %
	Provide Mentoring for Project Managers	New function	Level 3	0 %
	Support Project Planning	New function	Level 3	0 %
Tactical				
	Provide Project Management Tools and Information Systems	New function	Level 2	0 %
	Provide Project Management Methodology	New function	Level 2	0 %
	Manage Lessons Learned Database	New function	Level 2	0 %

THE LEVELS OF MATURITY FOR A PMO FUNCTION

software.pmotools.net/PMOTools.Web/#/app/pmotools/pmomaturecube

Test Company - Enterprise

User: Ricardo Triana

Assessment date: Started 04/21/2016 Finished /

Save Delete Print blank questionnaire

Approach	Service	Current level	Target level	Service maturity indicator
Operational	Monitoring and controlling projects or programs	2	3	50 %


Maturity levels

Level 1	Level 2	Level 3	Level 4
The service is provided only to a few projects under the PMO mandate, always under request of the upper management, when performance problems are identified. The PMO only monitors projects performance, identify problems, and informally reports to the project managers. The PMO is not involved in the development of action plans and has no authority to address problems.	The service is provided for some projects under the PMO mandate, always under request of the upper management, when performance problems are identified. The PMO monitors projects performance, identify problems, and formally reports to the project managers and the project sponsors. In some cases, the PMO participates in the development of action plans, as requested by project sponsors. The PMO has no authority to address problems.	The service is provided for most of the projects under the PMO mandate, previously defined by the upper management, depending on their strategic importance. The PMO monitors project performance, identify problems, and formally reports to the project managers and the project sponsors. In most cases, the PMO participates in the development of action plans, every occasion it detects threats to the projects success. The PMO has limited authority to address problems, being supported by the project sponsors in the most critical cases.	The service is provided for all projects under the PMO mandate, focusing on organization's strategic projects. The PMO monitors project performance, identify problems, and formally reports to project managers, project sponsors, and upper management. The PMO always formally participates in the development of action plans, every occasion it detects threats to the projects success. The PMO has full authority to address problems.

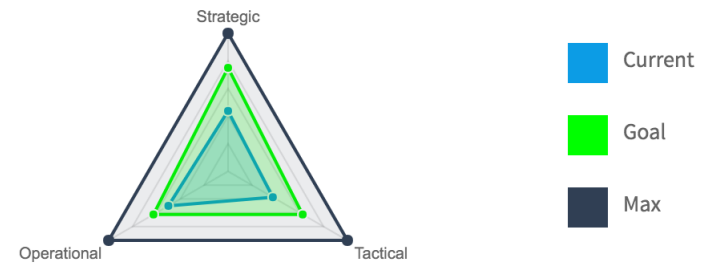
PMO MATURITY ASSESSMENT RESULTS

Historical Maturity

Historical Maturity Performance

<input checked="" type="checkbox"/>	Assessment date	Strategic	Tactical	Operational	PMO	
<input checked="" type="checkbox"/>	04/21/2016	43.8 %	37.5 %	50.0 %	43.8 %	


Historical Graphic



***“Not every organisation
needs a PMO.”***

- ✓ The basic assumption is that PMOs exist to mitigate cost overrun of the organisation's portfolio, caused by various reasons.
- ✓ PMO's functions will determine its potential to mitigate portfolio cost overrun.
- ✓ For some organisations, a PMO does not make sense.
- ✓ The PMO VALUE RING methodology provides a full model to calculate a PMO's ROI, considering the performed functions, and the specific reasons for the organisation's losses.

THE PMO ROI MODEL ASSUMPTIONS



PMO TOOLS Technologies - Enterprise

Americo Pinto

ROI assessment

Setup scenario

AssessmentResultHistory

Reference date:Start04/24/2016End04/24/2016SaveDeleteImport

Current scenario

Current scenario - Problems

Current scenario - Functions

This assessment is for:

Annual portfolio value0,00

Portfolio loss (%)0.0

Portfolio loss value in the previous cycle0,00

Annual PMO cost0,00

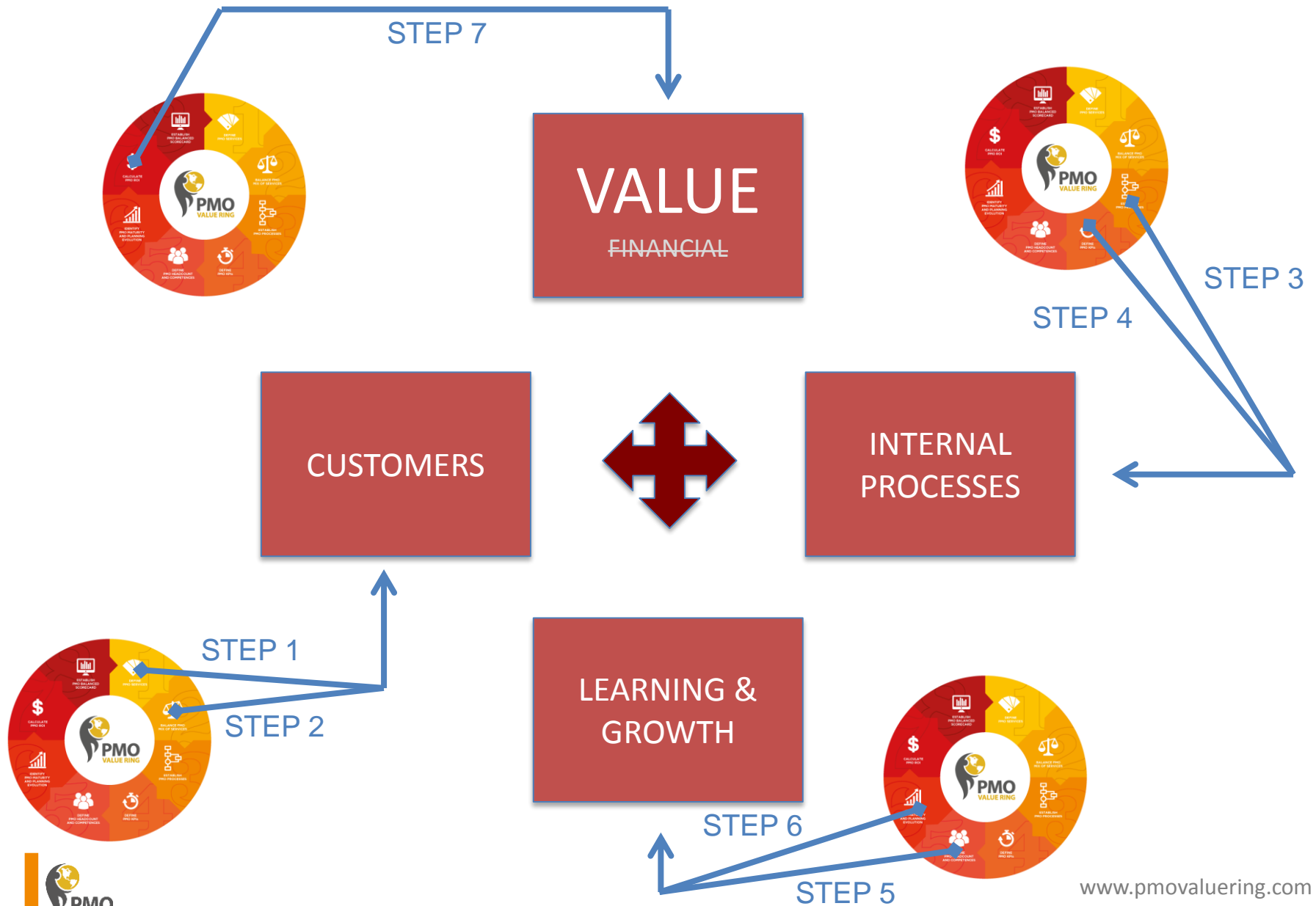
CALCULATING THE PMO ROI

PMO TOOLS Technologies - Enterprise													Americo Pinto			
Monitoring and Controlling Projects or Programs	37.5%	61.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	69.0%				
Monitoring Project Portfolio Performance	25.0%	87.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	15.0%	3.3%	54.0%				
Perform Benchmarking	37.5%	89.8%	83.0%	27.9%	0.0%	0.0%	82.0%	27.6%	0.0%	0.0%	0.0%	54.0%				
Promote Project Management within the Organization	25.0%	56.0%	0.0%	0.0%	0.0%	0.0%	81.0%	11.3%	65.0%	9.1%	0.0%					
Provide a Strategic Project Scoreboard	37.5%	90.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	16.9%	0.0%					
Provide Advice to Upper Management in Decision-Making	25.0%	86.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	30.0%	6.5%	46.0%					
Provide Mentoring for Project Managers	37.5%	89.3%	57.0%	19.1%	76.0%	25.4%	96.0%	32.1%	29.0%	9.7%	78.0%					
Provide Project Management Methodology	25.0%	62.3%	46.0%	7.2%	0.0%	0.0%	6.0%	0.9%	41.0%	6.4%	61.0%					
Provide Project Management Tools and Information Systems	25.0%	0.0%	45.0%	0.0%	0.0%	0.0%	0.0%	0.0%	51.0%	0.0%	0.0%					
Provide Projects or Program Status Reports for Upper Management	25.0%	89.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	52.0%	11.6%	0.0%					
Provide Training and Project Competence Development	25.0%	89.0%	52.0%	11.6%	68.0%	15.1%	95.0%	21.1%	24.0%	5.3%	71.0%					
Support Project Planning	37.5%	57.8%	96.0%	20.8%	0.0%	0.0%	10.0%	2.2%	0.0%	0.0%	82.0%					
Maximum likelihood of loss recovery for the next cycle				27.9%		25.4%		32.1%		18.6%						
Percentage of problem representation for the next cycle			20.0%		10.0%		10.0%		30.0%		20.0%					
Adjusted value of the loss in the portfolio									750,000.00							
Estimated value of the loss at issue			150,000.00		75,000.00		75,000.00		225,000.00		150,000.00					
Loss recovery estimate			41,920.71		19,077.19		24,097.50		41,788.13		39,100.00					
Estimated loss recovery									166,041.96							
Annual PMO cost									850,000.00							
ROI									-80.5%							

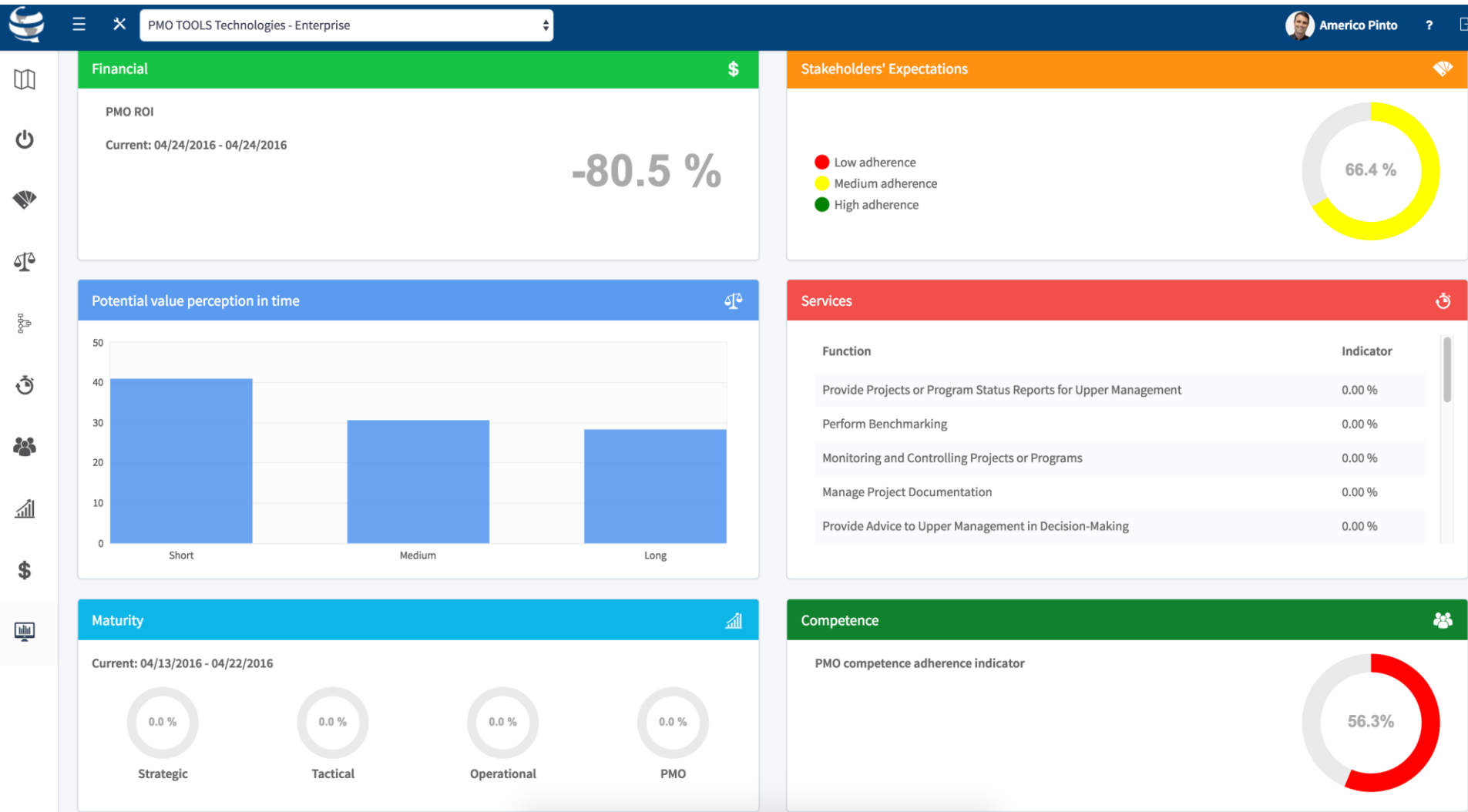
*“Monitoring the strategic portfolio
and monitoring the PMO
strategically are different
activities.”*

- ✓ “Value” for a PMO is much more than just a financial measure.
- ✓ Many factors will influence the strategic performance of a PMO and, consequently, its ability to generate value and be recognized.
- ✓ The PMO strategic map will be the ultimate reference to the value generation for its stakeholders and the organisation.
- ✓ The PMO VALUE RING methodology provides a BSC-oriented dashboard to monitor the PMO strategic performance.

THE PMO BALANCED SCORECARD



PUTTING IT ALL TOGETHER IN A STRATEGIC MAP



- ✓ Never follow pre-established PMO types. They are the shortest path to failure.
- ✓ The secret of success is to be sufficiently flexible to meet the expectations of your stakeholders.
- ✓ Everything in PMOs will depend on the functions that are being performed.
- ✓ There is no right and wrong in PMOs. There is only what your PMO must do to have its value perceived.
- ✓ Reevaluate and reinvent your PMO whenever necessary.

PMO VALUE RING CERTIFICATION PROGRAM



certified consultants

PMO-CC (PMO VALUE RING Certified Consultant)

focus on the quality of delivery

- ✓ US\$ 300
- ✓ exam + experience + one real case study
- ✓ limited quantity by sales territory
- ✓ Independent consultants can apply where there is no LSP
- ✓ one new real case every 12 months for renewing
- ✓ 1 license for free each six months



certified trainers

PMO-CT (PMO VALUE RING Certified Trainers)

focus on ensuring proper education

- ✓ US\$ 200
- ✓ exam + one conceptual or real case study
- ✓ limited quantity by sales territory
- ✓ indicated by GSP/RSPs/LSPs
- ✓ independent trainers can apply where there is no LSP
- ✓ valid for 3 years. new exam required for renewing



associated professionals

PMO-AP (PMO VALUE RING Associated Professional)

focus on creating mindset awareness

- ~~✓ US\$ 150~~
- ✓ Exam
- ✓ Every professional can apply
- ✓ valid for life

MY GIFT FOR YOU

THANK YOU



TRY THE METHODOLOGY WWW.PMOVALUERING.COM

JOIN OUR COMMUNITY WWW.PMOGA.COM

KEEP IN CONTACT AMERICOPINTO@PMOGA.COM