

Quick start

- Introduce yourself to a person near to you and ask them what do they know about PMO Value
- Discuss:
 1. How do you measure the value of your PMO?
 2. How do you currently demonstrate this value to the business
- Spend 5 minutes doing this



The Value of the PMO

- What Do We Mean by 'Value'
- How PMO Value is Created
- Current State
- The Modern PMO
- The PMO Value Ring – What it is and what it isn't
- PMO KPIs



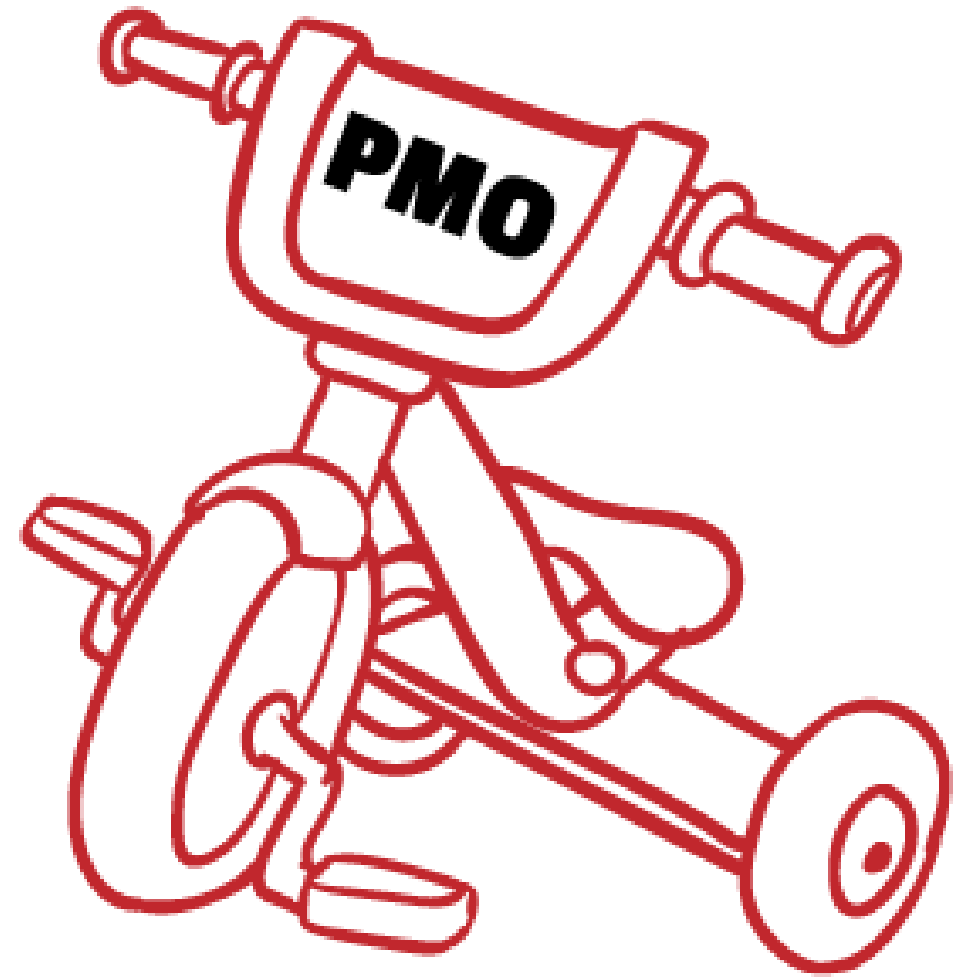
Current state

- How are we measuring value?
- How are we demonstrating value?



Modern PMO is Tri-modal

- Traditional
 - Projects
 - Programmes
- Agile
 - Projects
 - Programmes
- Continuous Delivery (DevOps)



Pulse of the Profession 2018 PMI

Insight 1: The future of value delivery is a spectrum of approaches—predictive, iterative, incremental, agile, hybrid, and whatever will come next to change how we work.

What is the impact on your PMO and the value you deliver?



One approach or way of thinking about demonstrating value

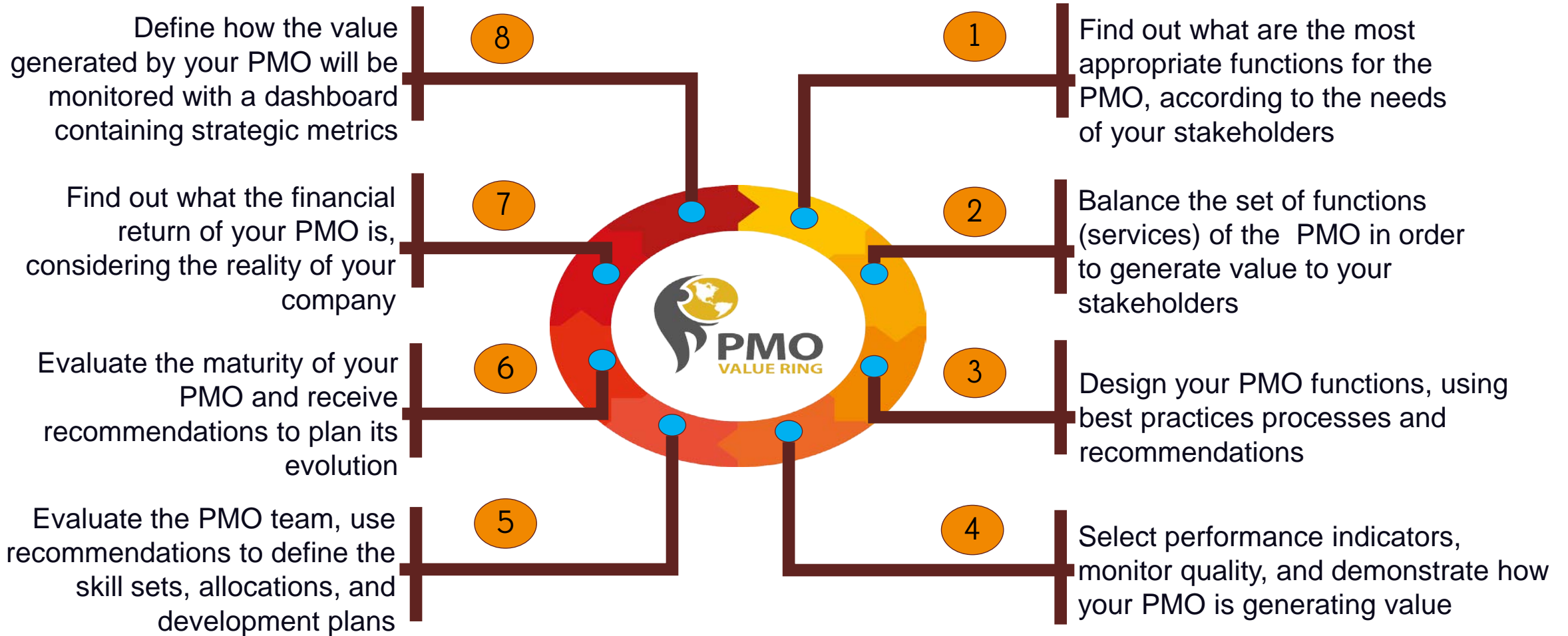


Designing a PMO for Value

- The PMO Value Ring® is based on a broad study, consolidating the experience of PMO professionals from around the globe.
- It supports the creation, review and operation of the PMO; thus maximising organisational benefits.
- It recommends and guides the PMO configuration based upon relevant benchmark data.
- The PMO Value Ring® is an eight stage framework, or methodology, which is supported by software



The eight stage framework



STEP 1

Aligning objectives and benefits expectations

- Find out what are the most appropriate functions for the PMO, according to the needs of your stakeholders

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



- I. Top three problems/opportunities to be solved by the PMO
 1. Poor forecasting and management of project-based revenue
 2. Not enough capacity to perform more projects
 3. Lack of visibility of all the projects of the company
- II. Vision
 - To be an enabling and facilitating organization that is focused on, and accountable for, the project-based success of the company
- III. Mission
 - To develop and execute annual plans and strategies that solve the major project-related problems faced by the company
- IV. Goals and objectives of the PMO (fulfillment of problem/opportunity)
 1. Improve project revenue management
 - Objectives: Reduce forecasting margin of error to 5 percent by year end
 2. Increase project capacity
 - Objectives: 100% increase by year end
 3. Provide holistic view of all projects
 - Objectives: Effective project reporting in place within 90 days
- V. Value to the business
 - \$50m / Significant

Stakeholder:

Top Five Benefits Expected by this Stakeholder? Circle your five

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STEP 2

Balancing the generation of value over time

- Balance the set of functions of your PMO to generate value perception to your stakeholders

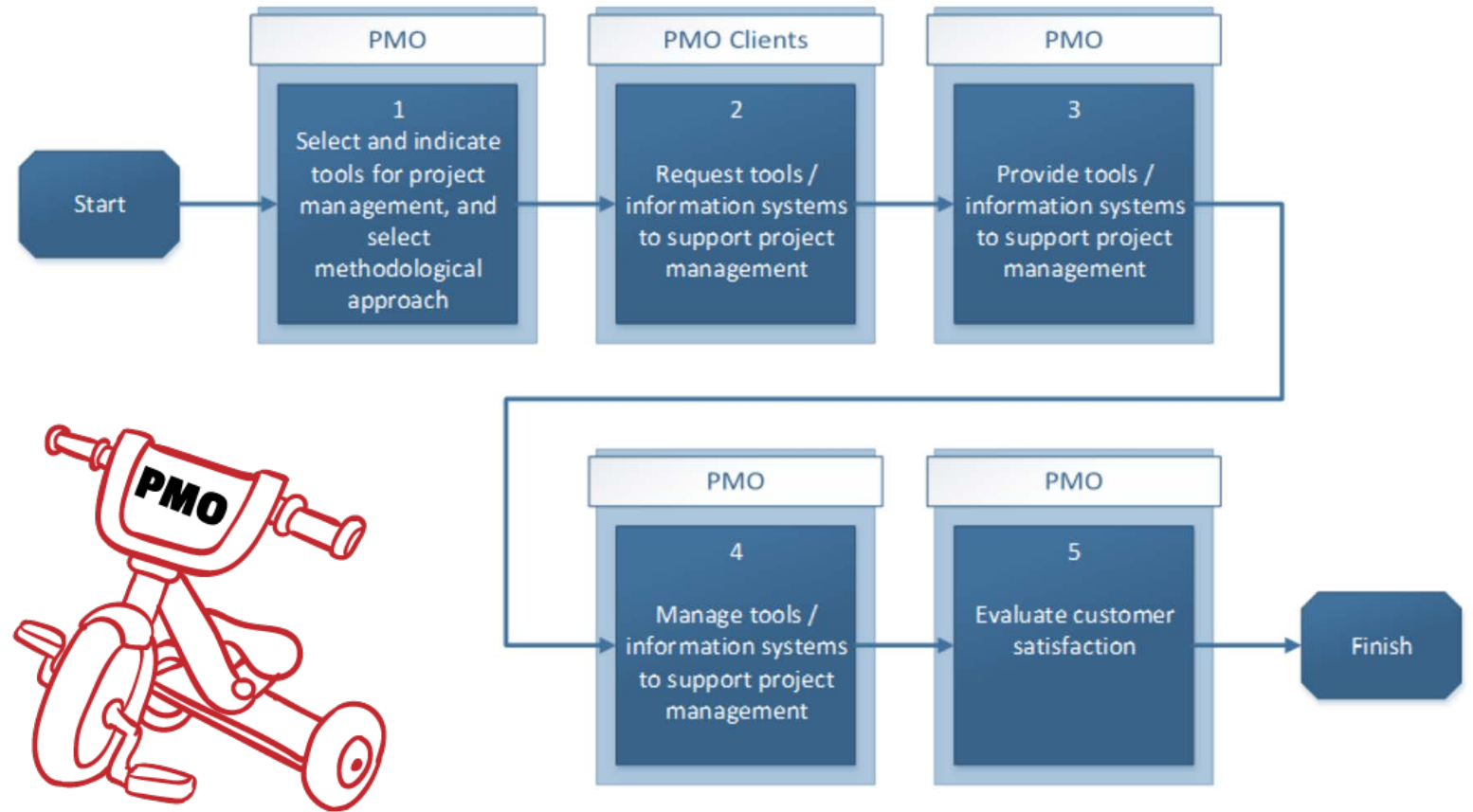
Support project planning	Execute specialised tasks for project managers	Manage resource allocation between projects	Manage interfaces with project clients	Manage organisational changes
Manage people in projects	Manage projects or programmes	Conduct audit in projects	Manage project documentation	Manage lessons learned database
Perform benchmarking	Manage lessons learned meeting	Promote project management within the organisation	Provide mentoring for project managers	Providing training and project competence development
Provide project management tools and information systems	Provide project management methodology	Monitoring and controlling projects or programmes	Provide projects or programme status report for senior management	Provide a strategic project scoreboard
Support project portfolio definition	Manage project or programme benefits	Monitoring project portfolio performance	Participate in strategic performance	Provide advice to senior management in decision making



STEP 3

Aligning expectations and increased productivity

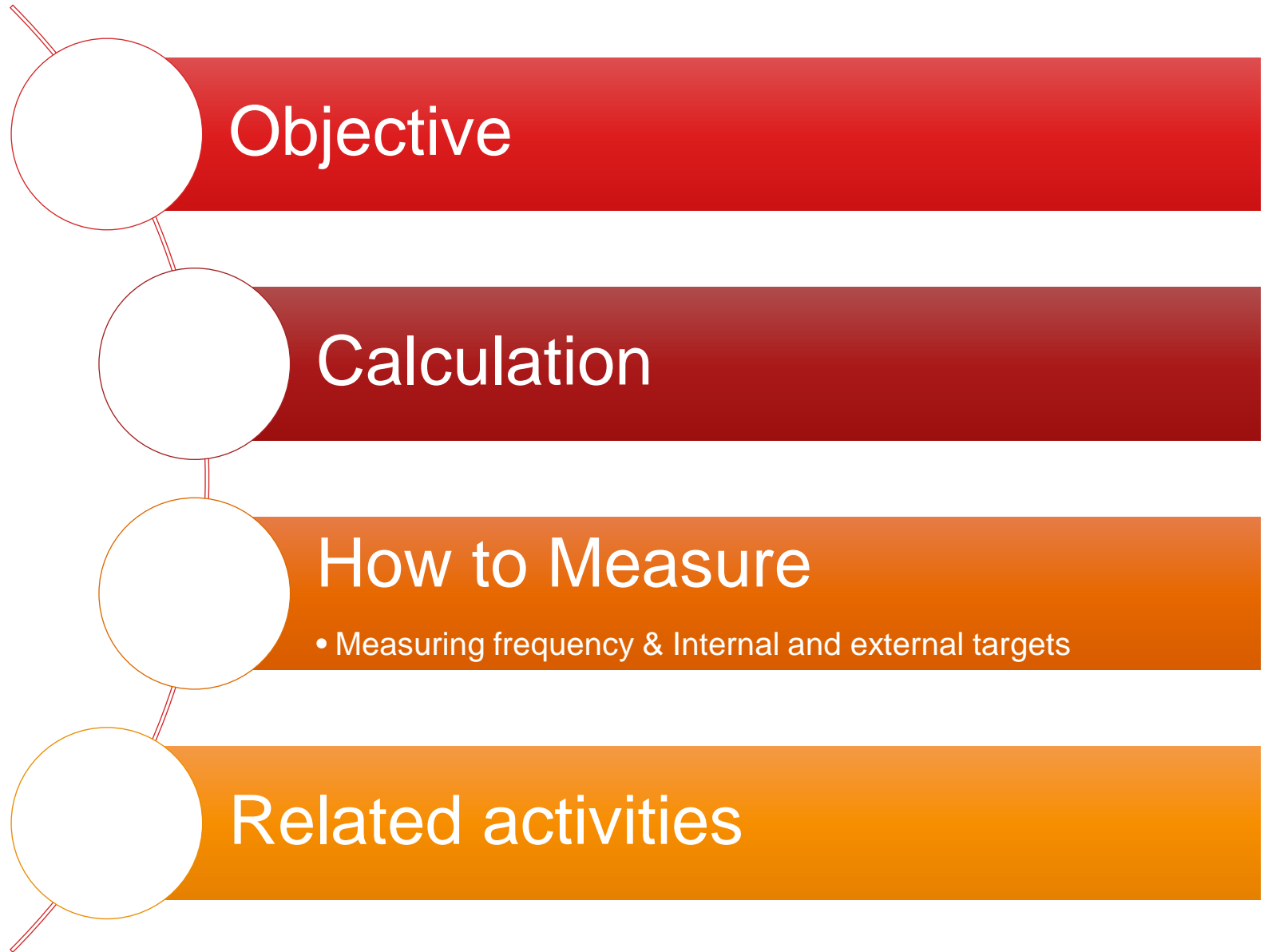
- Define your PMO processes, using best practices and recommendations



STEP 4

Defining metrics to monitor value generation

- Select performance indicators, monitor quality, and demonstrate how your PMO is generating value



Potential Added Value PMO Metrics

PMO Value	Metric	Measured
Improve time to market	Average time from Project Approval to Project Start	Monthly
Improved time to market	Average time from project start to project delivery	Monthly – (could use release cadence)
Improved time to market	Ratio Estimated time v actual time	Monthly
Increased success rate of projects	#Projects in red or amber status	Weekly (could also use # weeks in red or amber status)
Increased success rate of projects	# project exceeding control limits	Weekly
Improved project forecasting	Ratio Estimated costs v actual costs	Monthly
Increased value of projects	Ratio actual benefits realised v actual benefits realised	Quarterly
Escalation efficiency	Number of open issues and average age of issues	Monthly
Competency improvement	Number of training and coaching days delivered	Monthly



STEP 5

Preparing the team for high performance

- Evaluate your team, use recommendations to define the best allocation, and create development plans

Ability to influence

Ability to integrate

Client focus

Conflict management

Effective communication

Interpersonal relationships

Knowledge management

Proactivity

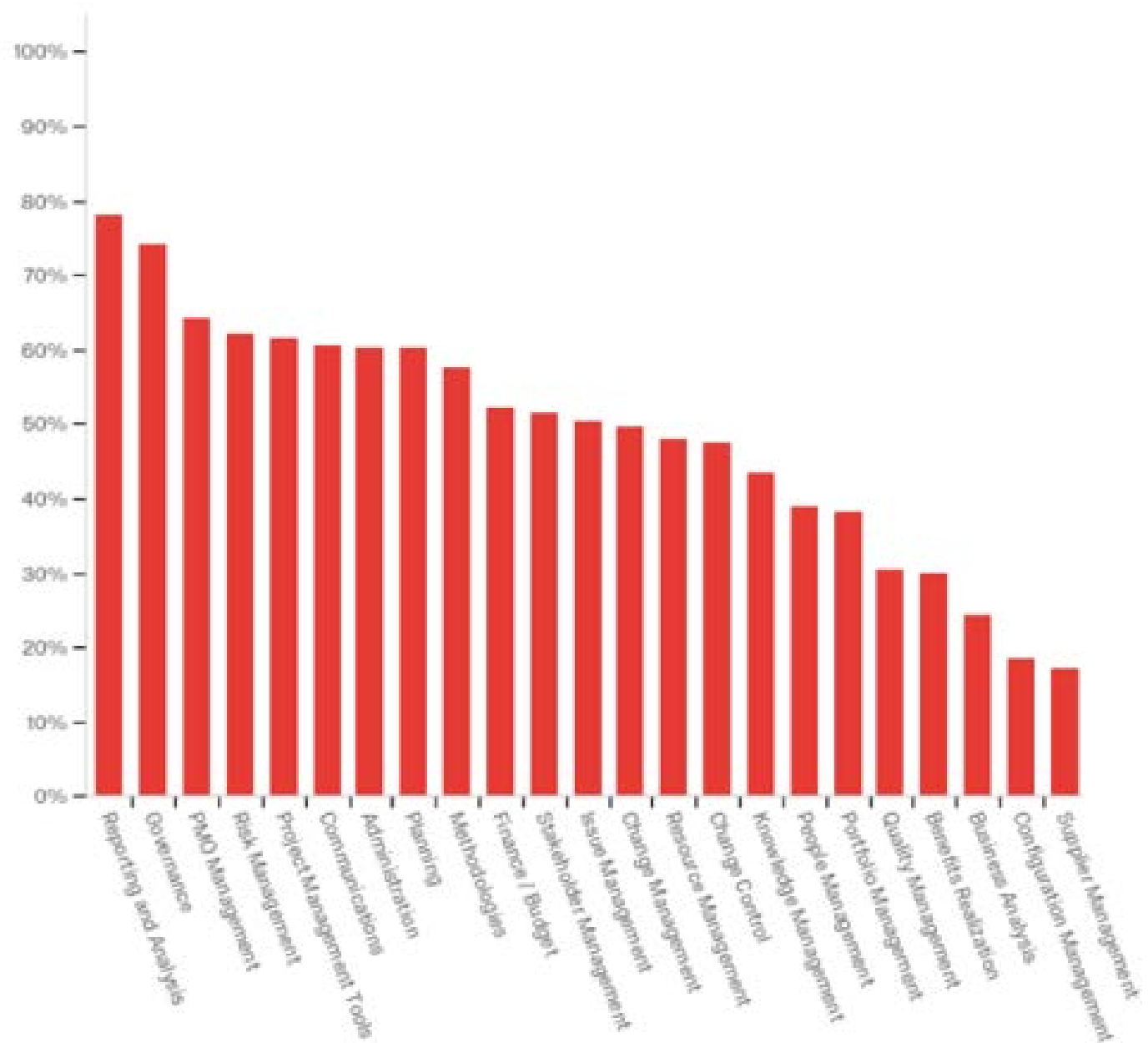
Process management

Project management



What is done

What you say
you do



How good am I/ do I need to be?

Level 1	Level 2	Level 3	Level 4
<p>Has basic knowledge of the activity and terminology.</p> <ul style="list-style-type: none">• Demonstrates this competency in familiar, day to day situations. Follows established methodologies and codes of conduct• Works with guidance and seeks advice on non routine activities• Influences immediate colleagues in own team	<p>Has broad knowledge of the activity and terminology and how it is applied in the current organisation.</p> <ul style="list-style-type: none">• Demonstrates this competency in new situations at an operational and tactical level. Interprets guidelines and codes of conduct and applies them to all situations.• Works with little guidance, seeks review of outputs and approach to work as required. Influences colleagues, customers, suppliers and partners on short term issues.	<p>Has extensive knowledge of the competency and terminology and how it is applied in the current and other organisations.</p> <ul style="list-style-type: none">• Demonstrates this competency in complex and ambiguous situations. Takes initiative in creating and managing own workload and that of others. Advises others on the application of guidelines, code of conduct and methodologies. Influences widely within the organisation at all levels on medium and long term issues.	<p>Contributes to developing new knowledge and understanding of the activity.</p> <ul style="list-style-type: none">• Demonstrates this competency organisation-wide, focus is on future and strategy. Sets direction and• standards. Accountable for the contribution and performance of others to the overall success of the organisation. Influences externally, contributing to development of policy, standards and thought leadership.



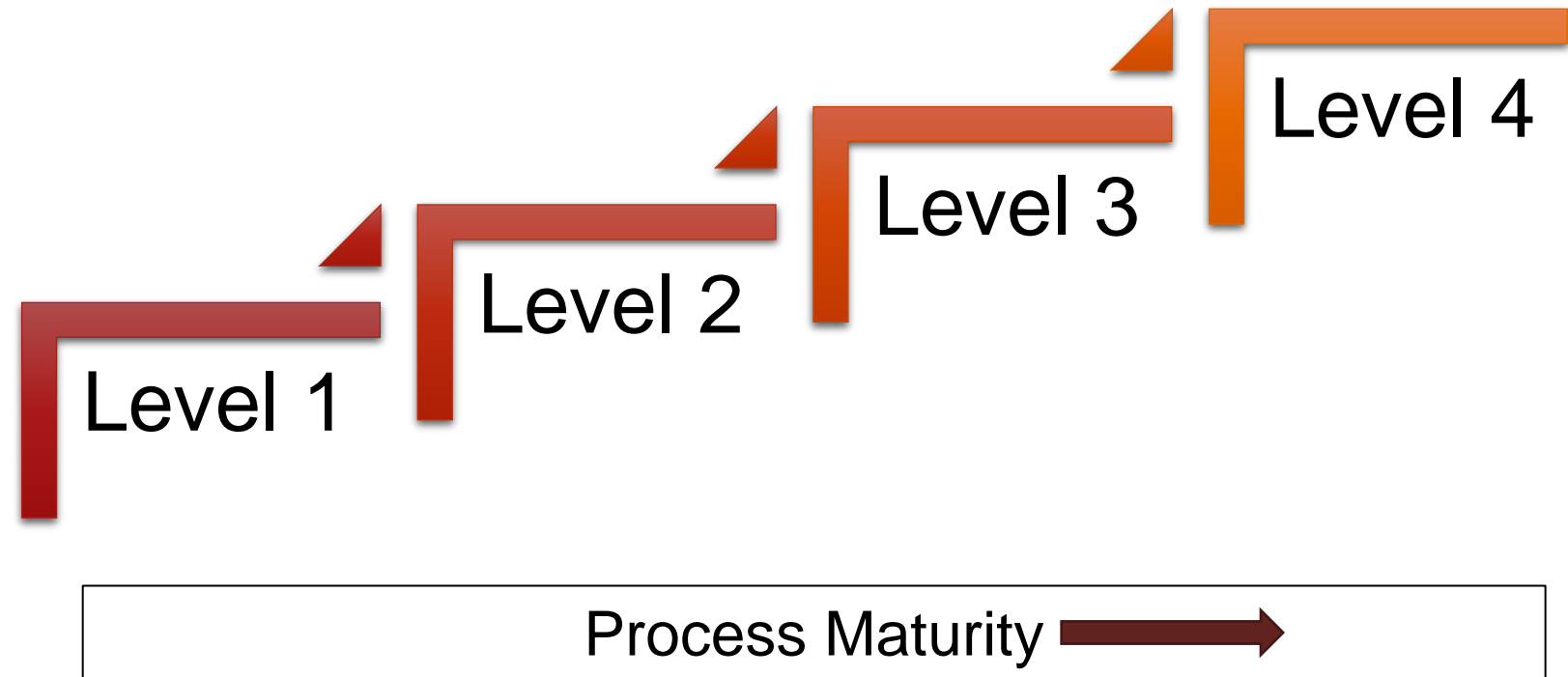
What does good look like?

Competence	Reporting and Analysis v1.0			
Description	Collection and collation of data from various sources and presentation in a structured manner for the user to analyse and make decisions.			
	Level 1	Level 2	Level 3	Level 4
Project Office	<ul style="list-style-type: none"> Collects data on progress and risks and contributes to the production of the highlight and/ or checkpoint reports. 	<ul style="list-style-type: none"> Produces highlight reports using the defined template on behalf of the project manager. Produces checkpoint reports using the defined template on behalf of the project teams. Knows the source of the data. Validates the data contained within the reports. 	<ul style="list-style-type: none"> Summarises the data to highlight key information for the Project Manager. Provides scrutiny and challenge to the data providers on the project. Advises on tailoring of reporting standards, templates and frameworks for the project. 	n/a
Programme Office	<ul style="list-style-type: none"> Collects highlight reports from projects and collates into a defined format Collects data on benefits. Contributes to the production of regular programme reporting using the defined template. 	<ul style="list-style-type: none"> Produces highlight reports using the defined template on behalf of the project manager. Produces checkpoint reports using the defined template on behalf of the project teams. Knows the source of the data. Validates the data contained within the reports. 	<ul style="list-style-type: none"> Summarises the data to highlight key information for the Programme Manager. Provides scrutiny and challenge to the data providers on the programme. Advises on tailoring of reporting standards, templates and frameworks for the programme. 	<ul style="list-style-type: none"> Provides a dialogue to accompany the reports, highlighting key information for the board. Provides recommendations for decisions based on the data. Provides scrutiny and challenge to the programme board on the decisions based on the data presented.
Portfolio Office	<ul style="list-style-type: none"> Collects highlight reports from projects and collates into a defined format Collects data on benefits. Contributes to the production of regular programme reporting using the defined template. 	<ul style="list-style-type: none"> Collates information from projects, programmes and business as usual to provide regular portfolio reports using the defined template. Knows the source of the data. Validates the data contained within the reports. 	<ul style="list-style-type: none"> Summarises the data to highlight key information for the Portfolio Manager. Advises on tailoring of reporting standards, templates and frameworks for the projects and programmes within the portfolio. 	<ul style="list-style-type: none"> Provides a dialogue to accompany the reports, highlighting key information for the board. Provides recommendations for decisions based on the data. Provides scrutiny and challenge to the board on the decisions based on the data presented.
Centre of Excellence	<ul style="list-style-type: none"> Maintains a register of comments and feedback on the reporting standards, templates and tools. 	<ul style="list-style-type: none"> Trains and supports users of the reporting standards, templates and frameworks. Update reporting standards, templates and tools as directed. 	<ul style="list-style-type: none"> Designs and updates reporting standards, templates and frameworks for project and programmes. 	<ul style="list-style-type: none"> Develops a corporate level dashboard. Establishes reporting standards, templates and tools across the organisation. Designs and updates reporting standards, templates and tools across the organisation in line with changing corporate needs.
Key Behaviours	Influence, Questioning, Constructive challenge and scrutiny			

STEP 6

Planning the evolution and maximising the value generated

- Evaluate the maturity of your PMO and receive recommendations to plan your evolution



STEP 7

Aligning objectives and benefits expectations

- Find out what the financial return of your PMO is, considering the reality of your company

Bad project estimates

Lack of leadership

Lack of project management skills

Lack of sponsorship

Unmanaged risks

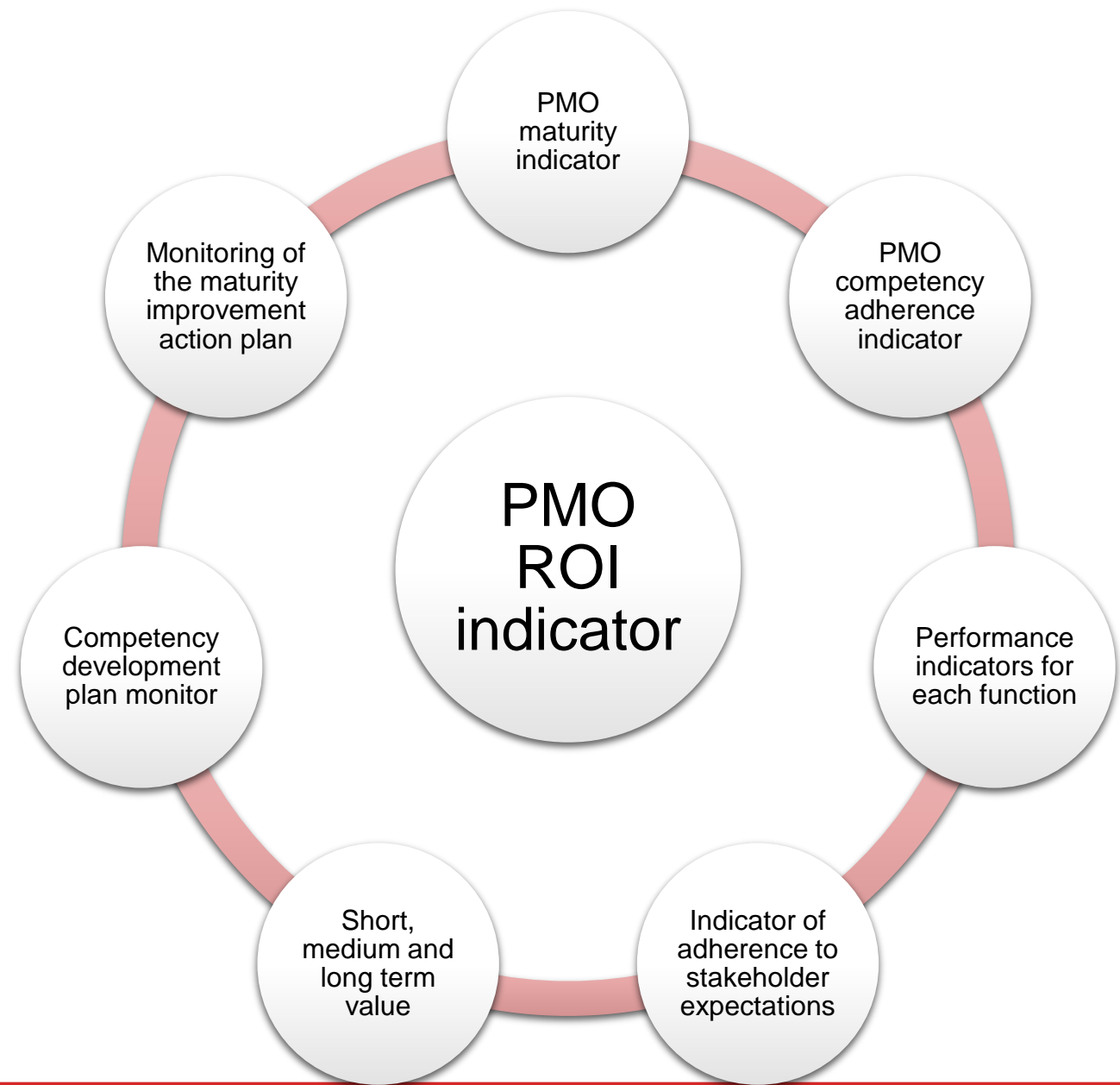
Other issues



STEP 8

Monitoring and demonstrating value generation

- Define how the value generation of your PMO will be monitored with a dashboard of strategic measures



Personal Five Take-Aways:

- Please write down five personal actions.
- Suggested that you use an agile story syntax
 - “As a _____ I want to _____ so that _____.”
- Find the person you talked with at the beginning of the session and share your take-aways and actions



What Will You Do Next?



pmo flashmob



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The PMO

AS A

Facilitator

26TH APRIL 