



3pm every Wednesday by Zoom

Talking to Senior Executives

TALKING TO SENIOR EXECUTIVES

with Terry Doerscher

pmo flashmob

Key Discussion Points

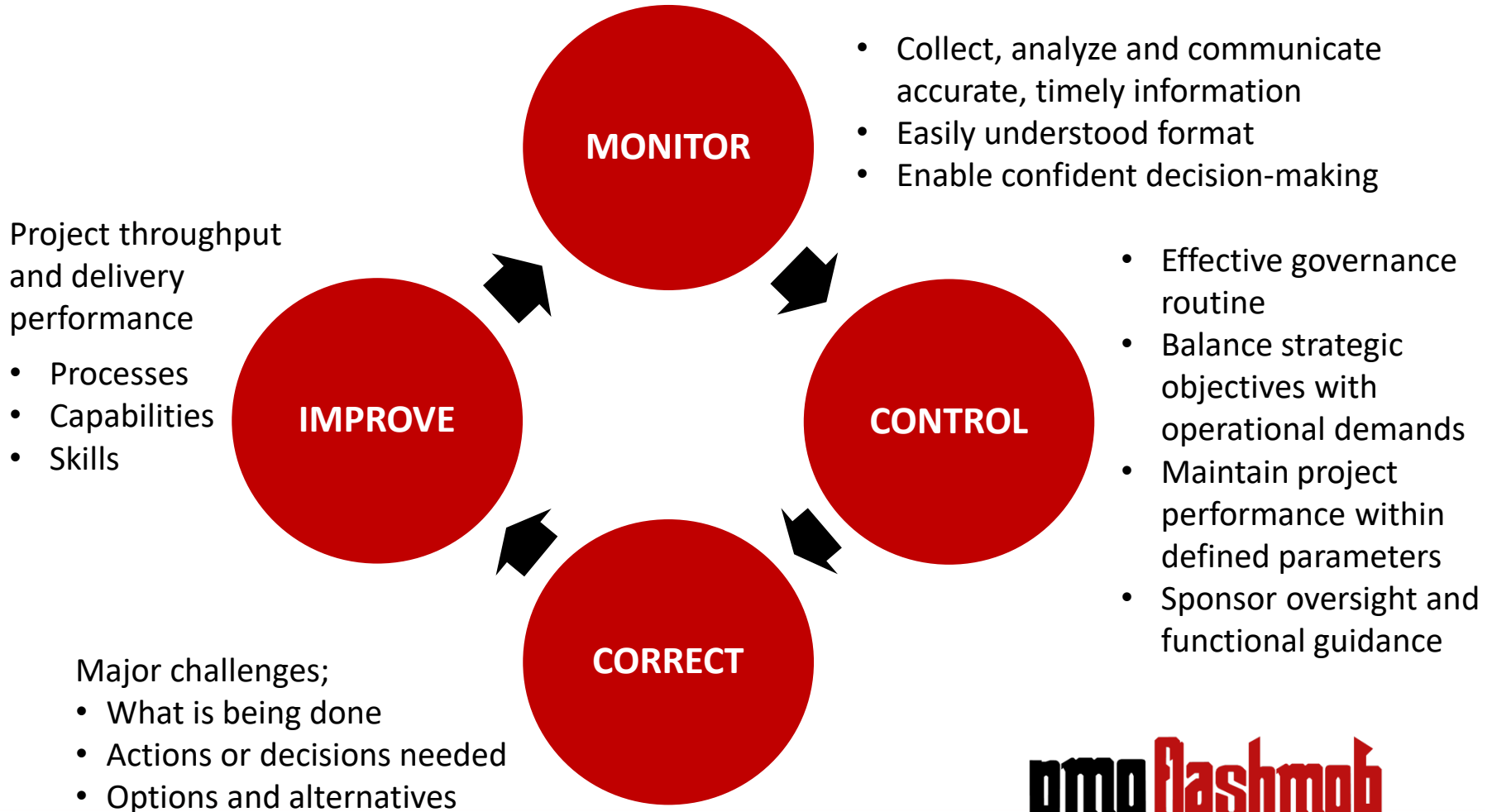
- Role of the PMO from an executive perspective
- Communicating project and portfolio performance
- Effective portfolio governance and project sponsorship

BENEFACTORS

- A PMO serves at the pleasure of Senior Leadership
- If you are not considered indispensable by your sponsors, you *will* be dispensed with...
 - EPMO should consider itself an “*Executive PMO*”
 - A corporate PMO is a *shared service provider*, specializing in facilitating operational evolution and transformation
 - Accordingly, PMO leaders must manage 360° to align the organization and its change management capabilities

EXECUTIVE EXPECTATIONS

Assurance the PMO is *managing* the project portfolio:



COMMUNICATING PORTFOLIO PERFORMANCE

Overall Status/Trend	ID	Project Title	Delivery Org	Strategic Priority	Project Owner	Priority	Type	Phase	Cost	Time line	Scope	Resources	Risk	# of Risks	# of Issues	# of CR's	# of Baseline Changes	Comments
S	1	AVRO Product & Technical Investment	eCommerce	Op Excellence	Peterson	High	Tier I	Develop	Green	Green	Green	Green	Green	-	-	-	1	
D	2	Agency Retailer - FC	eCommerce	Partner w/G	Kumar	Med-High	Tier I	Design	Green	Red	Green	Yellow	Green	1	-	-	-	Requirements are behind schedule due to audit
S	3	Mandate - TFE Close the Gaps Rel 3.0	Core Busine	Op Excellence	Johnson	High	Tier I	Develop	Green	Green	Green	Green	Green	-	-	-	-	
I	4	Trusted Relationship 2016	Core Busine	Partner w/G	Sanchez	High	Tier II	Develop	Green	Green	Green	Green	Yellow	-	1	-	-	
S	5	AVIX - Product Investment	Marketing	Think Cust	Hendricks	Med-High	Tier I	Define	Green	Green	Green	Green	Red	-	-	-	-	Waiting for critical resource from Accounting team
S	6	HSPD - PMS - MAINTENANCE	PMS	Op Excellence	Bates	Med-High	Tier I	Develop	Green	Green	Yellow	Green	Green	-	-	2	-	
S	7	I0948 2014 PROD INV - TICKET FIELD EXPA	Core Busine	Go Digital	Carnoli	High	Tier II	Deploy	Green	Green	Green	Green	Green	2	-	-	-	
D	8	I1625 DR - Seat Bundles Robust Solution	Merchandis	Culture	Sanchez	High	Tier I	Develop	Green	Yellow	Green	Yellow	Green	-	-	-	1	[comments required]
S	9	BRD-AB-Servicing Solution	eCommerce	Go Digital	Carnoli	Med-High	Tier II	Design	Green	Green	Green	Green	Green	-	3	-	-	
I	10	PMS Prod Support	PMS	Culture	Carnoli	Med-High	Tier II	Develop	Green	Green	Green	Yellow	Green	-	-	-	-	[comments required]
S	11	AX GBT Global Profile System	Cust Info M	Think Cust	Hendricks	Med-High	Tier I	Develop	Yellow	Green	Red	Green	Green	-	-	7	3	Scope is changing due to market conditions
S	12	CUST OBL PI-SELLING ANCL	Merchandis	Partner w/G	Johnson	Medium	Tier II	Define	Green	Green	Green	Green	Green	2	-	-	-	[comments required]
D	13	PMS Services	PMS	Think Cust	Kumar	High	Tier II	Deploy	Green	Yellow	Red	Green	Red	-	-	5	4	Resources not available to address changed scope
S	14	CSS Tech Maint - CORRECTIVE/SUPPORTIV	eCommerce	Op Excellence	Hendricks	Med-High	Tier II	Deploy	Green	Green	Green	Green	Green	-	-	-	-	
S	15	Pricing/EMO-Auto Store Manual Credit C	Cust Info M	Think Cust	Hendricks	Med-High	Tier II	Develop	Green	Green	Yellow	Green	Green	3	-	1	-	
S	16	Virtual Payment FOP	Merchandis	Think Cust	Peterson	Med-High	Tier I	Define	Green	Green	Green	Green	Yellow	-	2	-	-	
S	17	CSS Tech Maint - Provenir	Core Busine	Op Excellence	Sanchez	High	Tier I	Develop	Yellow	Green	Green	Red	Green	4	-	-	-	Two critical risks occurred; implementing plans to address
I	18	SaaS Operations	SAAS	Op Excellence	Peterson	Medium	Tier II	Design	Green	Green	Green	Green	Green	1	-	-	-	
S	19	PROD INV - RESPONSIVE DESIGN-SINGLE	eCommerce	Go Digital	Bates	Med-High	Tier I	Design	Green	Yellow	Green	Green	Green	-	1	-	-	[comments required]
S	20	Loyalty Change & Cancellations	Marketing	Think Cust	Johnson	High	Tier I	Define	Green	Green	Green	Green	Green	-	-	1	-	
S	21	SRW Backward compatibility	Marketing	Think Cust	Kumar	Med-High	Tier I	Deploy	Green	Green	Green	Green	Yellow	-	-	-	-	

- Active executive engagement in monthly review sessions
- Unambiguous performance indicators
- Effective corrective actions

PROJECT PERFORMANCE REPORTING

Standardization and consistency in monthly is *essential* to enable portfolio level dashboards

Project Title										
Project ID:										
Last Updated:										
Priority & Type:			Overall Project Status: Amber			Status Trend: Amber				
Project Manager:			Cost	Timeline	Scope	Resources	Risk			
Business Owner:			Status Description:							
Executive Sponsor:										
Delivery Organization:										
Key Strategic Priority:			# of Risks	# of Issues	# of CR's	of Baseline Chng	Actual/Fcst	Baseline	Var B / (W)	
Phase:										
Project Description:										
Project Manager Discussion					Recent & Upcoming Key Milestones					
					Milestone	Status	Scheduled	Actual		
Next Steps					Critical / High Risks					
					Description	Category	Priority	Mitigation Plan		
Significant Change Requests					Critical / High Issues					
Description	Category	Date	Requestor	Description	Category	Priority	Action Plan			
None					Timeline	High				



BUILDING EFFECTIVE PROJECT SPONSORS

- C-Level executives want assurance that senior leaders are doing their part in project governance
- A strong network of effective, engaged sponsors is a PMO's best ally
- The sponsor is the single most important and influential player on the project team
 - They establish the project objectives, requirements, constraints, timing, and funding
 - The project owner is ultimately responsible for project success and delivering business value from the outcomes

DEVELOPING HIGH PERFORMANCE PROJECT SPONSORS AND STAKEHOLDERS

4-Part Series on

LinkedIn



Developing High Performance Project Sponsors and Stakeholders - Part 1: The Irrefutable (and Oh So Desperate) Case for Action

Terry Doerscher on LinkedIn

September 5, 2017