



PROMS-G
Project Management
Specialist Group

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The Role of an Effective PMO in the Successful Delivery of Projects and Programmes

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17 years practitioner experience

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Author – P3O® Best Management Practice, PMO Principles and contributor to other publications

Conference speaker in UK and Europe

Outline

Accountability for successful project and programme delivery sits fairly and squarely on the shoulders of the Project or Programme Manager, but many other roles contribute to delivery success, including an effective PMO.

This evening's session will consider the role an effective PMO can play in driving and supporting successful delivery, from setting up the organisation's delivery infrastructure and ecosystem to pure administrative support (and everything in-between). Most importantly, we'll consider how to engage with the PMO and identify how best they can help, within the context of their other roles across the organisation.

We'll also consider some of the challenges when dealing with PMOs (particularly an ineffective PMO) and explore strategies and tactics to get the best from them.

Agenda

The role of the PMO

How to engage with your PMO

How to deal with the problem PMO

Closing thoughts

Q&A

Current Thinking



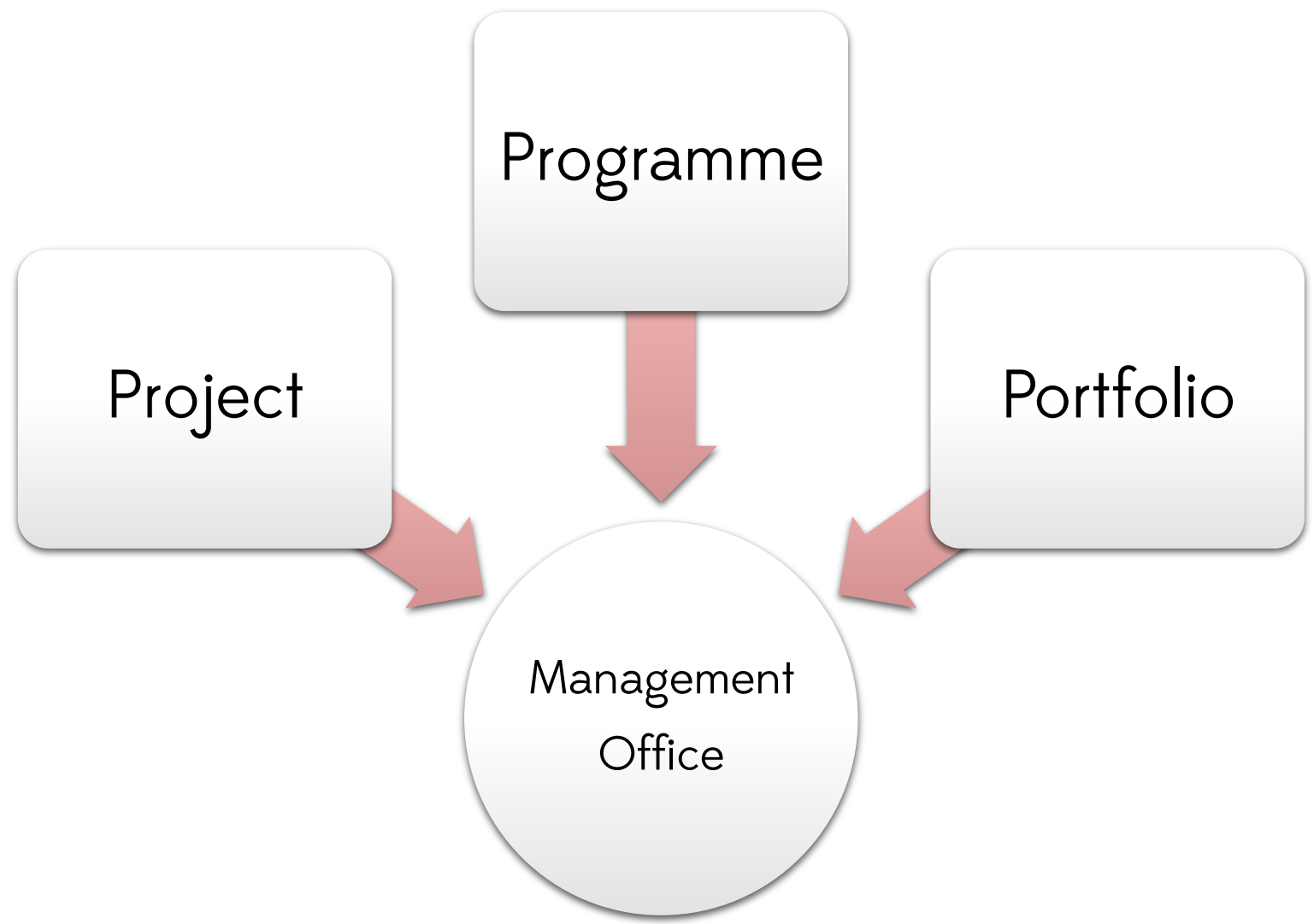
Using the post-it notes provided:

- On the *pink* one, and write down something you would like your PMO to stop doing
- On the *yellow* one, and write down what you think is the most valuable thing your PMO does for you
- On the *green* one, and write down what you would like your PMO to start doing

The Role of the PMO

- The 'P' or no 'P'
- What the text book says
- An effective PMO in the real world

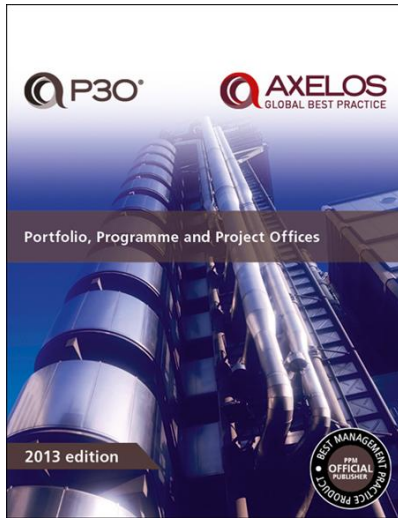
The 'P' or no 'P'



Alternatives

- PSO
- PPSO
- PPMO
- CMO
- CPMO
- APMO
- VPMO
- EPMO
- P3O**

What is a PMO?



The decision enabling and support business model for all business change within an organisation.

P3O® Best Management Practice

The PMO is a mechanism used to address common project management issues in an organisation *in order to support and facilitate project success.*

Mark E Mullally

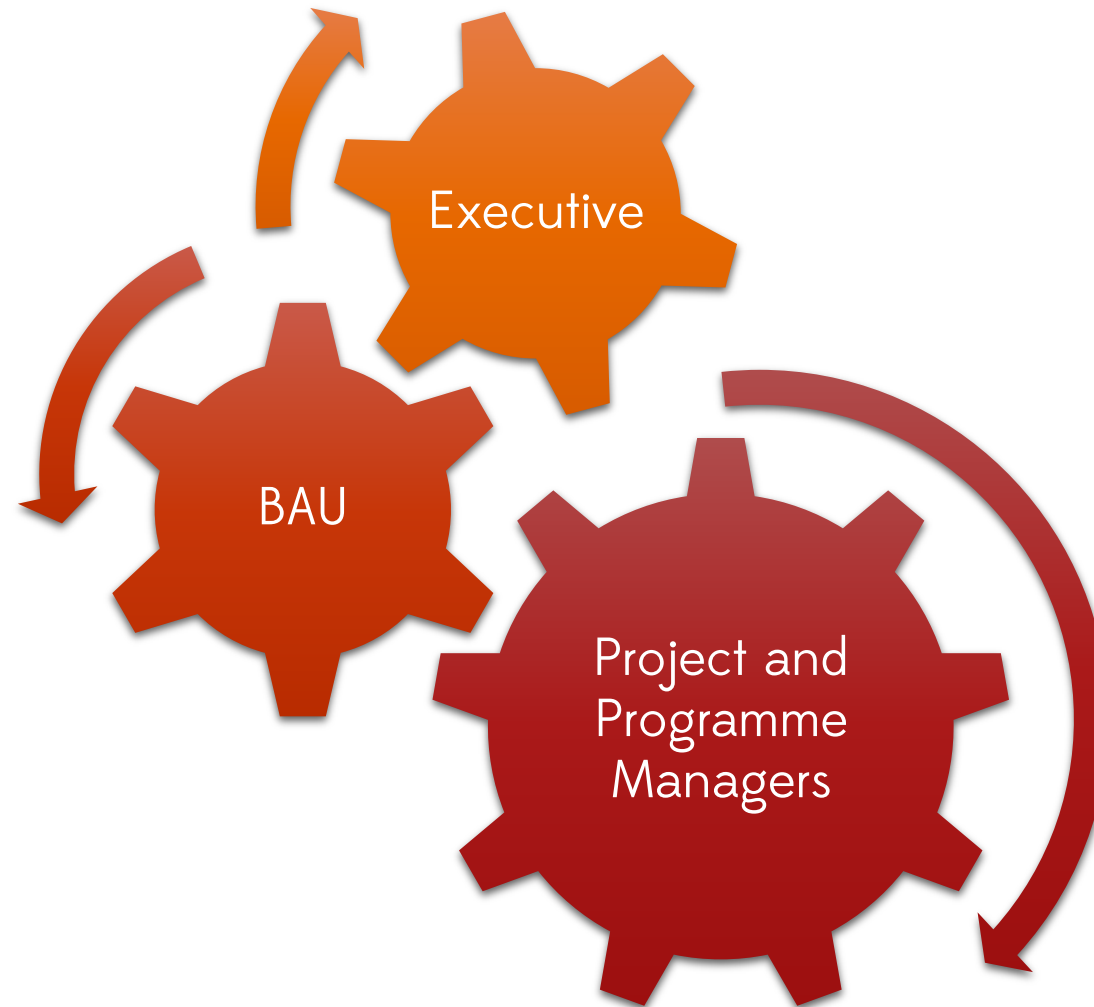
An effective PMO plays an integral part in ensuring . . .

The strategies and performance requirements of an organization are realized via the effective management of an integrated portfolio of programmes, projects and operations.

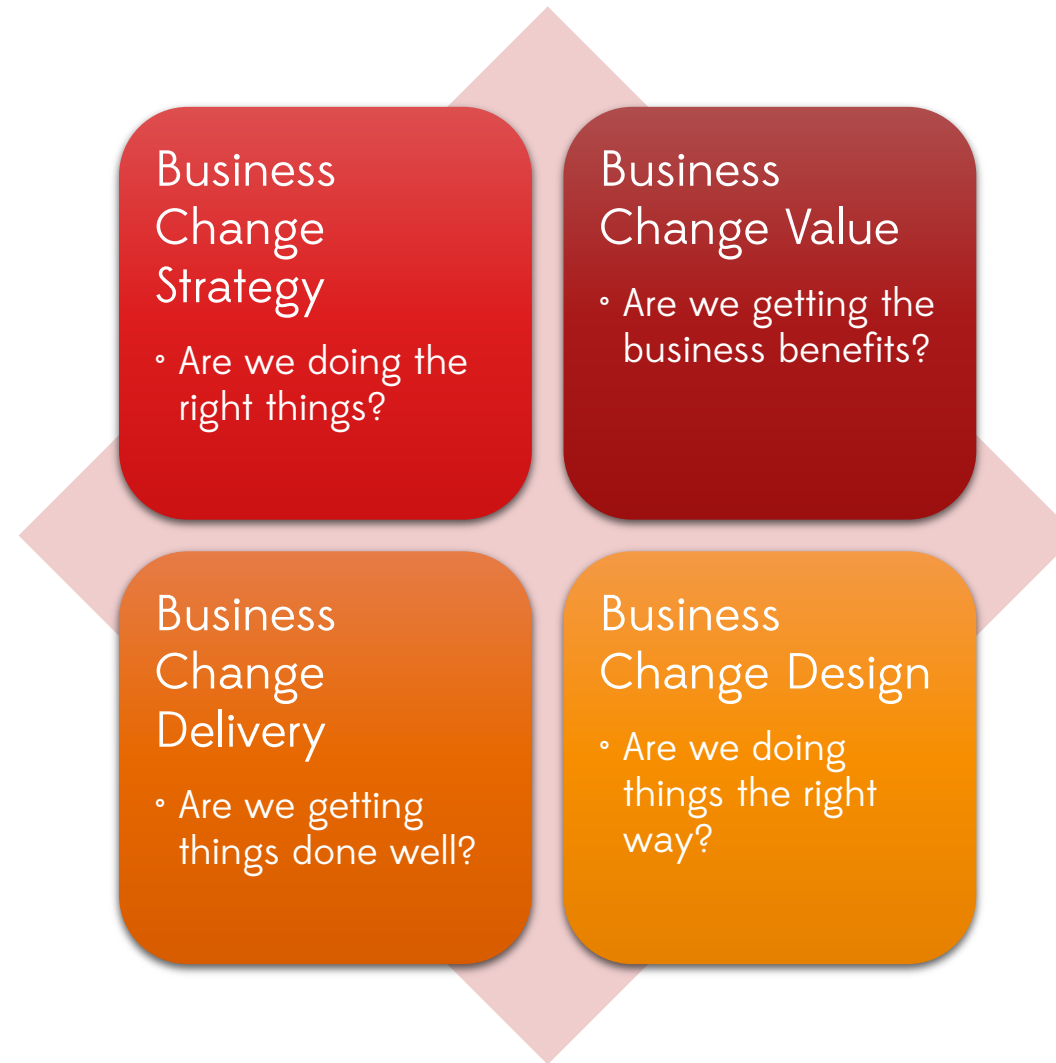
To provide a stable framework that improves the probability of programme and project success within an organisation.

An integrated portfolio of programmes and benefits are measured, managed, monitored and refined to ensure that optimal investment and strategic goals are achieved.

PMO Customers



What are the business drivers?



Three functional areas



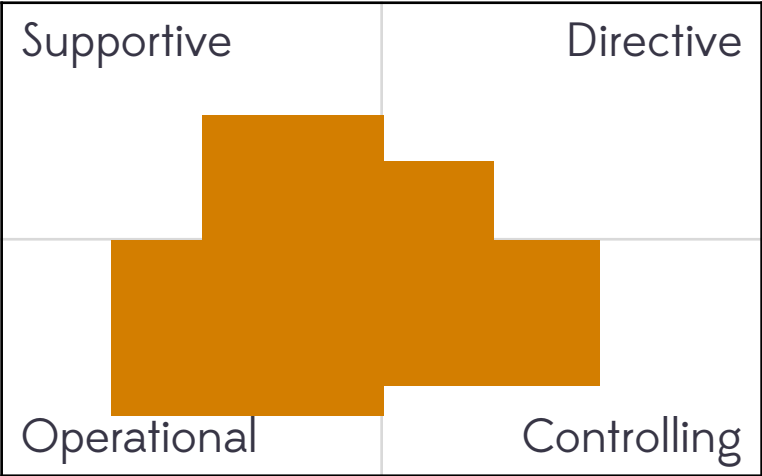
An effective PMO is not support based, but service based



Functions and Services of a PMO



Approach/ Culture



How to engage with your PMO

- Get to know them
- Engage
- Know what you want/ need them to do

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 | |

[illegible]

Potential challenges with your PMO

- The Jack of All Trades
- The Template Police
- The Power Crazy

Jack of All Trades



Define the required service.
Agree the required SLA.



The Template Police

Explore the purpose and principles behind the template.
Agree acceptance criteria.

Presentation Title
Subheading goes here



The Power Crazy



Clarify roles and responsibilities



Closing Thoughts

Can a PMO make a difference?

| No PMO | With PMO |
|--|---|
| Projects are selected based on the “squeaky wheel” | Projects are linked to strategies |
| Poorly performing projects just keep on going, and going, and going | Stage Gates are agreed early on to help determine viability of project |
| Project performance is unknown until failure is identified | PMO reviews projects objectively and mentors/coaches |
| Projects follow various, if any, methodologies or lack defined process | Projects follow standard methodology and consistent processes |
| Project success varies on the Project Manager chosen | Project success is more consistent as best practices are used throughout the organisation |

“

Questions

”

Hope to see you soon . . .



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