


Surviving & Sustaining PMOs within Organizations

*Project Management Institute Thailand Chapter
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Knowledgeger Co., Ltd.



Agenda

- 1 PMO Overview
- 2 Episode I – Surviving PMOs
- 3 Episode II – Sustaining PMOs

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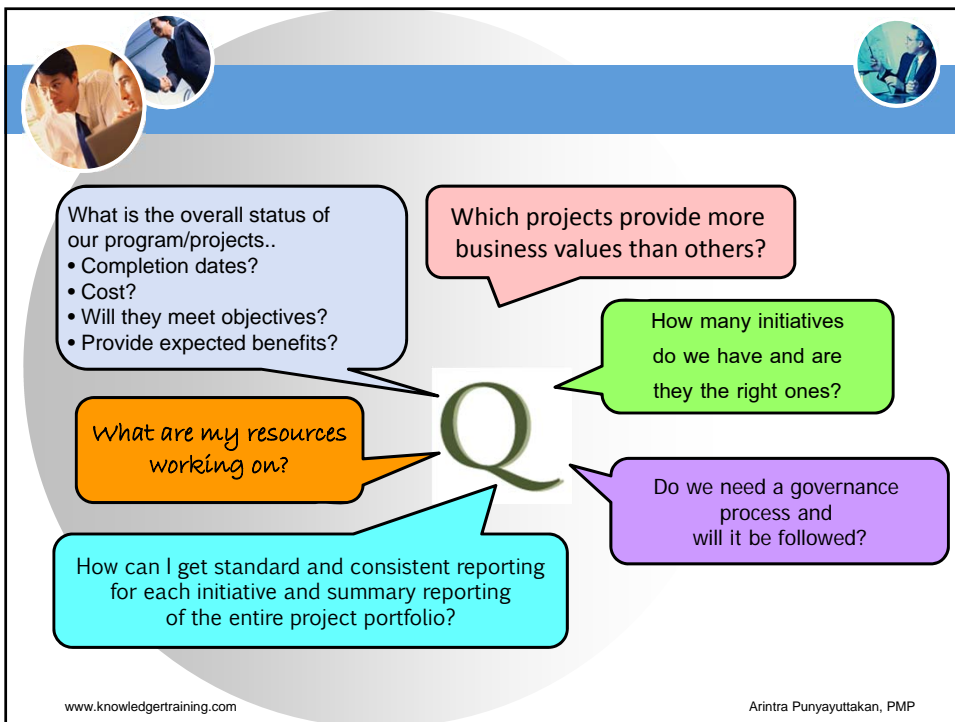
PMO OVERVIEW



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This slide features a blue header with three circular images of business professionals. The main content area has a large grey circle containing the text 'PMO OVERVIEW' in blue. To the right of the text is an image of three wooden blocks with the letters 'P', 'M', and 'O' on top. The footer contains the website 'www.knowledgetraining.com' and the name 'Arintra Punyayuttakan, PMP'.



Q

- What is the overall status of our program/projects..
 - Completion dates?
 - Cost?
 - Will they meet objectives?
 - Provide expected benefits?
- Which projects provide more business values than others?
- How many initiatives do we have and are they the right ones?
- Do we need a governance process and will it be followed?
- What are my resources working on?
- How can I get standard and consistent reporting for each initiative and summary reporting of the entire project portfolio?

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This slide features a blue header with three circular images of business professionals. The main content area has a large grey circle containing a large green letter 'Q'. Surrounding the 'Q' are six colorful speech bubbles, each containing a question related to project management. The footer contains the website 'www.knowledgetraining.com' and the name 'Arintra Punyayuttakan, PMP'.



What is the MAGIC HAND?

IMPLEMENTING PMO

Buy Intelligent Staffs?

Yes! Yes!

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Project Management Office (PMO)

Project Management Office (PMO) is

An organizational structure that standardizes the project-related governance processes and facilitates the sharing of resources, methodologies, tools, and techniques. The responsibilities of a PMO can range from providing project management support functions to actually being responsible for the direct management of one or more projects.

Source: PMI, 2013, A Guide to the Project Management Body of Knowledge (PMBOK Guide® 5th ed.)

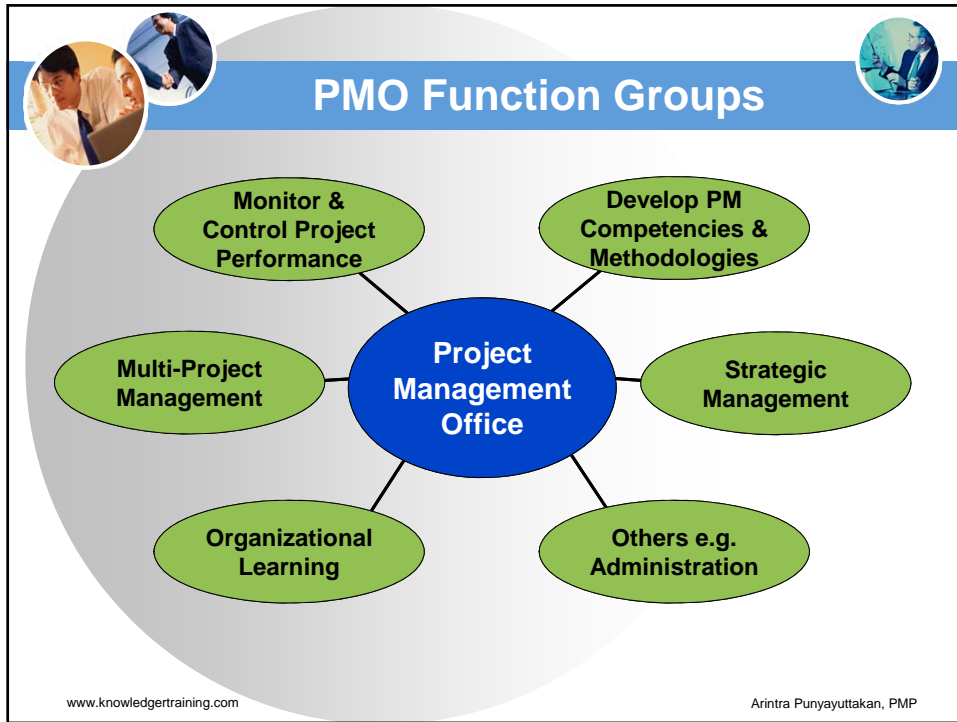
Wide variety of PMO names

Project Management Office*, Program Management Office, Project Support Office (PSO), Enterprise Program Office (EPO), Center of Excellence (COE), Center for Excellence, Project Office (PO), Program Office (PO)

* Most frequently used

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Is your PMO perceived as...?

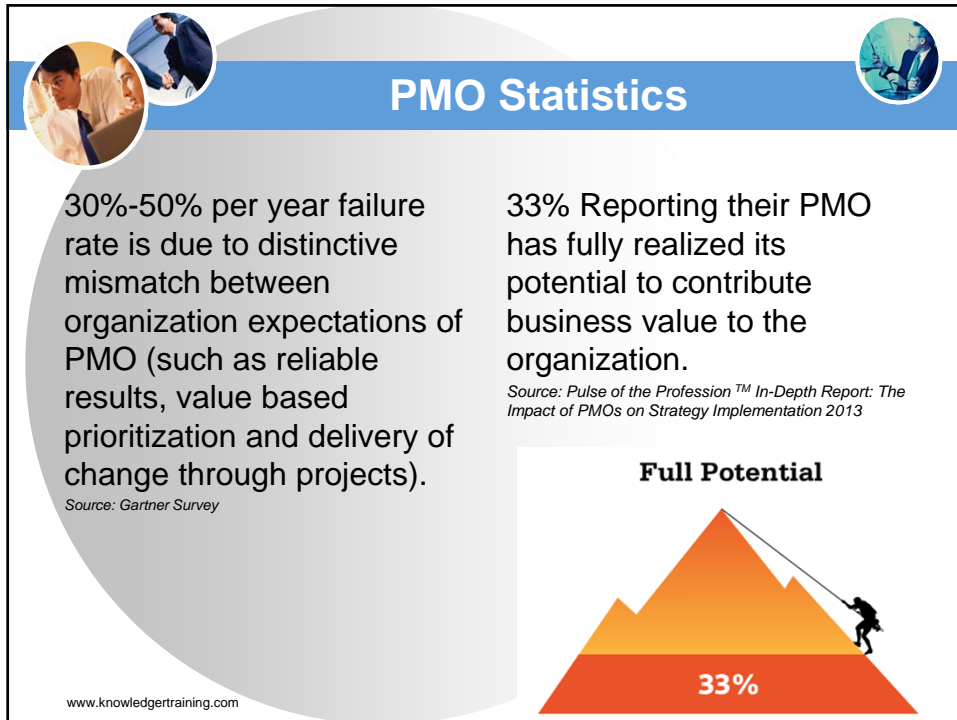
Increase Work

In Fashion

Bureaucracy

Overhead

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PMO Statistics

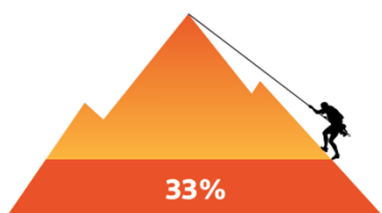
30%-50% per year failure rate is due to distinctive mismatch between organization expectations of PMO (such as reliable results, value based prioritization and delivery of change through projects).

Source: Gartner Survey

33% Reporting their PMO has fully realized its potential to contribute business value to the organization.

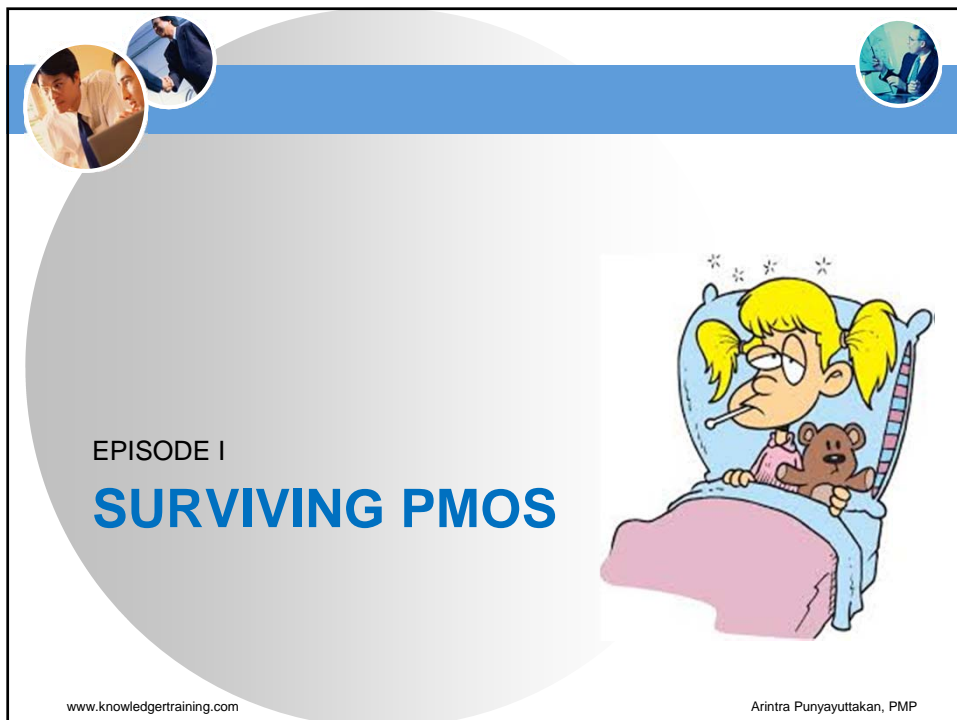
Source: Pulse of the Profession™ In-Depth Report: The Impact of PMOs on Strategy Implementation 2013

Full Potential




A pyramid diagram with a red base labeled '33%' and a yellow top. A silhouette of a person is climbing the right side of the pyramid, holding a rope that goes up to the top. The text 'Full Potential' is written above the pyramid.

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EPISODE I

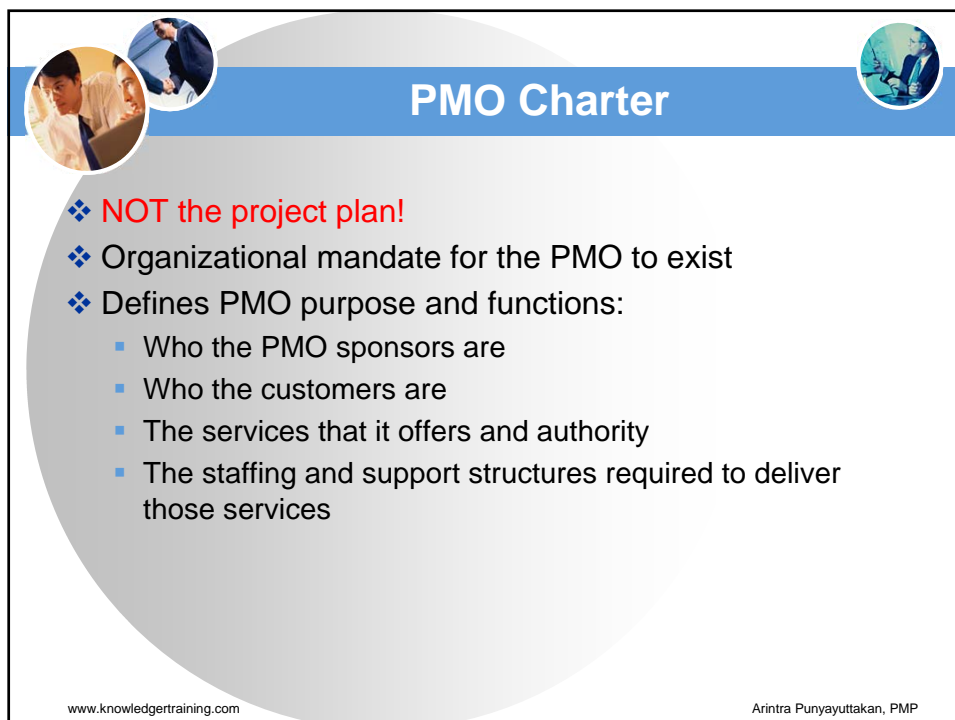
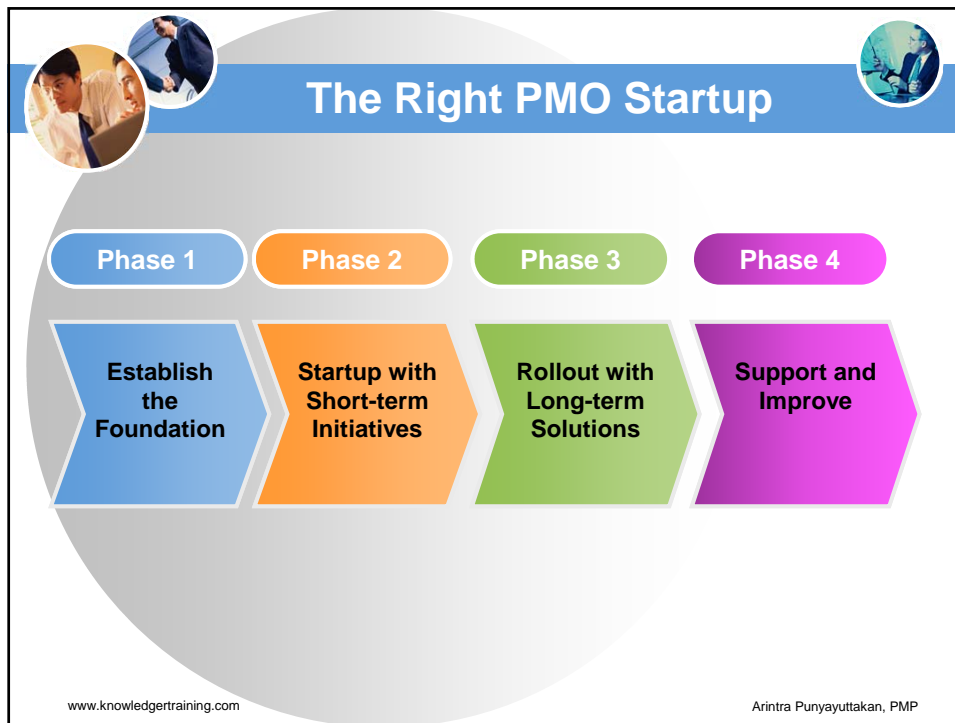
SURVIVING PMOS

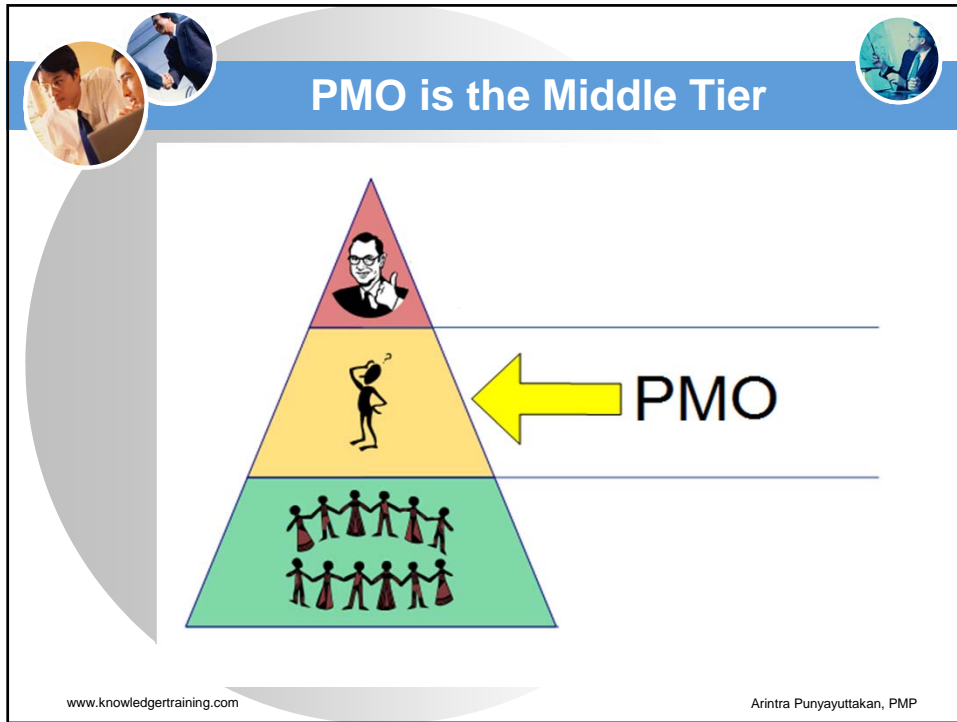


A cartoon illustration of a young girl with blonde pigtails, wearing glasses and a pink shirt, lying in bed. She has a thermometer in her mouth and a brown teddy bear next to her. There are small stars above her head, indicating she is sick or tired.

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Check up your PMO

- ✓ No clear direction. Just do as the management told  PMO Mission, Charter
- ✓ Overwhelmed with obstacles beyond PMO  PMO Sponsor
- ✓ Ignored by C-level executives  Business Jargon, PMO Metrics, Stakeholder Mgmt
- ✓ No respect from project team  Quick Win, Develop PM Stakeholder Mgmt
- ✓ Surrounded by enemies  PMO Staffing, Stakeholder Mgmt

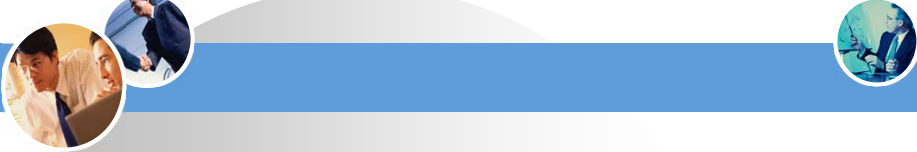


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LEVERAGE PROJECT MANAGEMENT MATURITY

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EPISODE II

SUSTAINING PMOS



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Sustaining PMOs

Portfolio Management

Be the strategic driver of company goals, to deliver business value.

51% of respondents agreed that aligning projects with strategic objectives has the greatest potential for adding value to organizational activities

Source: Pulse of the Profession™ In-Depth Report: The Impact of PMOs on Stral



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Sustaining PMOs

Cultivate Support

Create an organization culture of project management



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Sustaining PMOs

Keep Eyeing the Horizon

Demonstrate progress and value.
Continually monitor PMO impact and report - tracking KPIs e.g. project outcomes, added efficiencies, financial benefits and quality results.

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PMO Success Criteria

Most perceived as PMO Success Factors are:

- ✓ Executive sponsorship and support
- ✓ PMO staff capabilities and experience
- ✓ Value propositions are understood and embraced

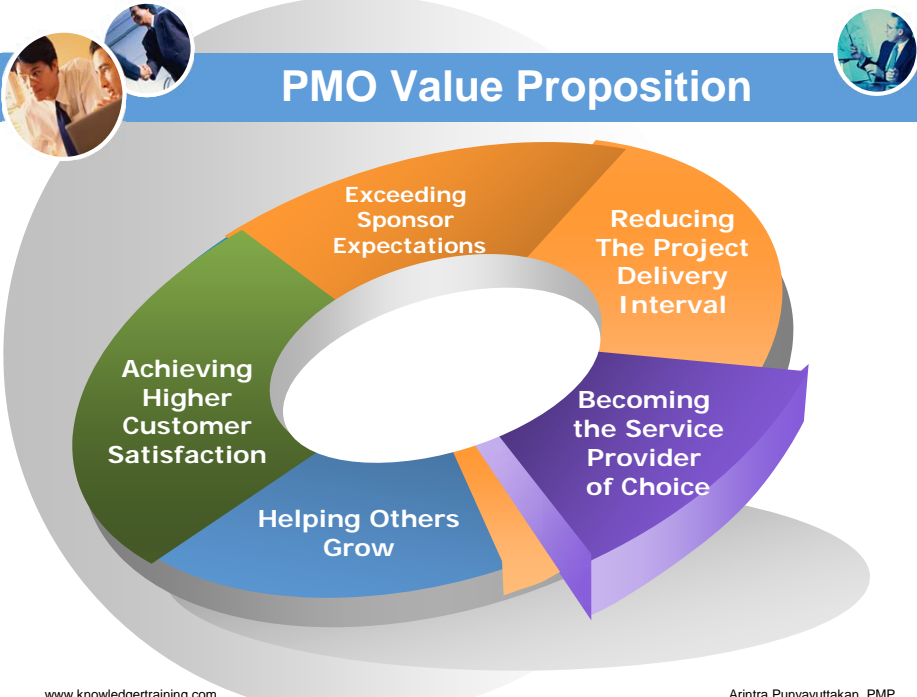


Success!

Source: The State of PMO in Thailand, 2008, KMUTT


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PMO Value Proposition




- Exceeding Sponsor Expectations
- Reducing The Project Delivery Interval
- Becoming the Service Provider of Choice
- Helping Others Grow
- Achieving Higher Customer Satisfaction

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Time to Shut Down PMO

1. Senior-level support is waning
2. There's a lack of institutional expertise
3. There's no evidence of ROI
4. The PMO can be merged with another



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