IMPROVING YOUR PMO'S WORTH THOUGH CUSTOMER ENGAGEMENT AND ENLIGHTENMENT

Scott Hine

2019 Project Management Symposium

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Project Management Humor

Source: CVR/IT Consulting, LLC

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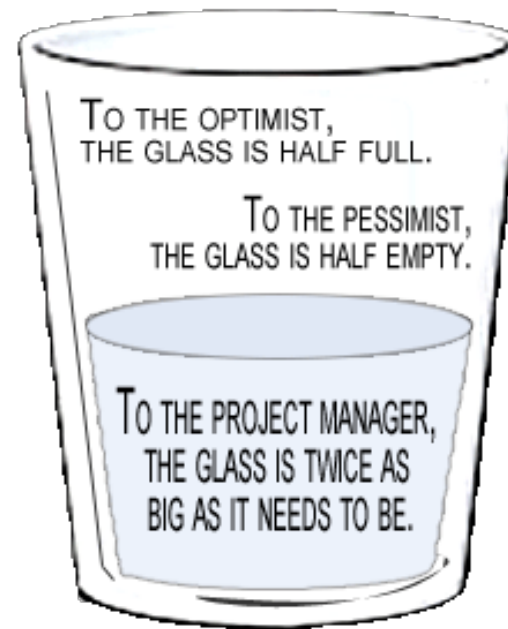UMD Project Management Symposium
May 9-10, 2019   Slide 3
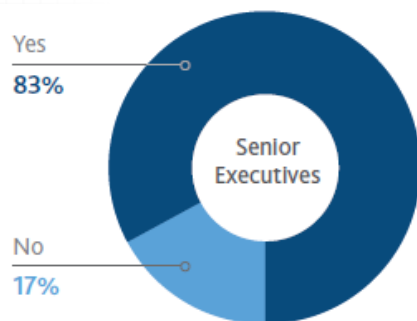
Learning Objectives

- Identify pain points and solutions in establishing your PMO

- Discover what it takes to maintain and advance an impactful and value-added PMO

- Discuss how best to collaborate with your customers to better position your PMO to be considered a strategic, respected and value-added partner
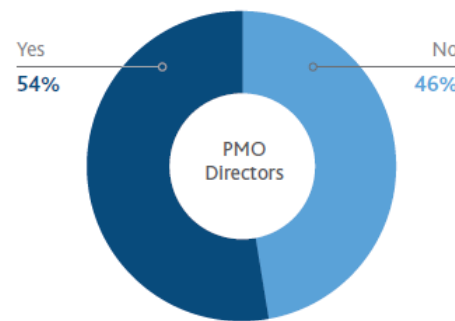
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The Value of Project Management - *Different Points of View*

Q: Do you believe that your organization fully understands the value of project management?
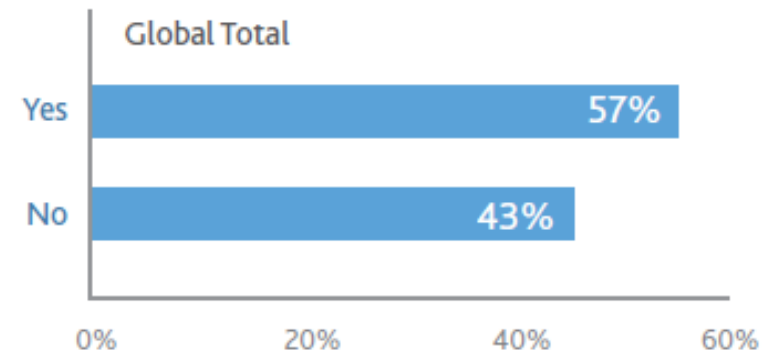
Q: Do you believe that your organization fully understands the value of project management?

Yes
83%

Senior Executives

No
17%

SURVEY RESULTS FROM 200 SENIOR EXECUTIVES

Yes   No
54%   46%

PMO Directors

SURVEY RESULTS FROM 510 PMO DIRECTORS

Global Total

Yes   57%

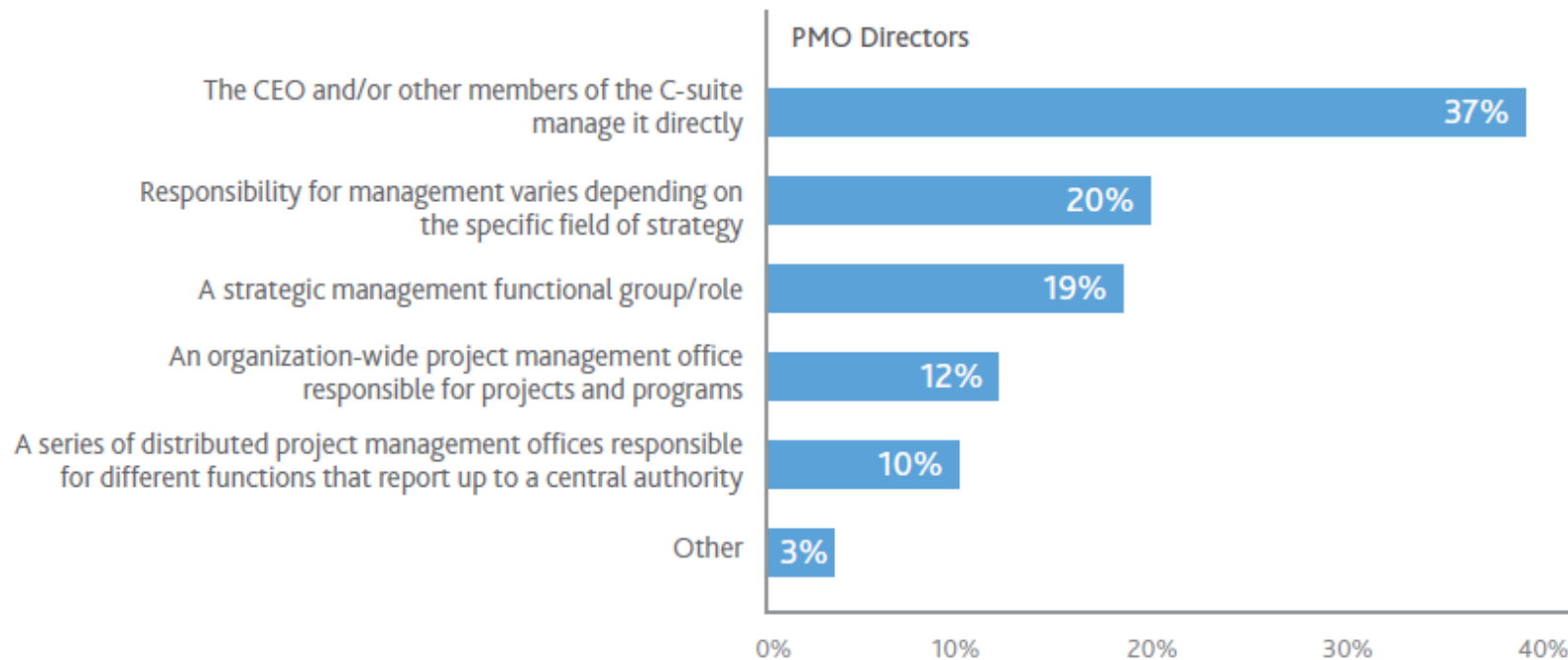No   43%

0%   20%   40%   60%

SURVEY RESULTS FROM 3,234 PROJECT MANAGEMENT PRACTITIONERS

Source: 2017 PMI's Pulse of the Profession®

Where in your organization does responsibility lie for managing the implementation of strategy through high-priority initiatives and projects?

Source: 2017 PMI's Pulse of the Profession®

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Pain Points Impacting Acceptance of Your PMO

- Perceptions
  - No real additional value and costing $$ we do not have

- Feelings
  - Why are they making my life difficult

- Ownership
  - Not invented here

- History
  - We never did it that way…

THE ICEBERG that sinks organizational change

Pain Points and Solutions in Establishing Your PMO

Pain Points	Solutions	Best Practice(s)
• Lack of Executive Level support	• Obtain marching orders from leadership.	• In writing • From the most senior organizational leader • Should be repeated publically at least once per year. • Posted in a central place (e.g., intranet) where all can easily find it.
• Lack of Organizational Buy-In	• Identify advocates at multiple levels both internally and externally	• Well respected technical and operational SMEs • Generation representation • Engage on at least a monthly basis • Ask that they become early adopters of PMO tools, techniques and guidance, and to spread the word (evangelize)

Pain Points and Solutions in Establishing Your PMO *(continued)*

Pain Points	Solutions	Best Practice(s)
• Non-Existent/Minimal Project Management Culture	• Pursue a Change Management approach *prior* to establishing your PMO	• Utilize best practices from prior slide • Establish a Speaker Series and bring in SMEs from similar organizations to discuss the value and importance of program and project management and the importance of PMOs. • Obtain funding for P/PM training and PMP boot camps and certifications • Create a PM Excellence award to be given to PMs doing the *right* things.
• Lack of project management tools, policies and procedures	• Leverage available resources to develop organizational specific guidance	• Join a Community of Practice (CoP) • PMI resources 1. Expanding the Value of Your PMO 2. PMO Quick Tip Guide: For Establishing, Sustaining, and Advancing Your PMO

Best Practice Example – Benefits of Communities of Practice

- Benefits of project management communities of practice
  - Shared passion
  - Learning and knowledge sharing
  - Maturation of processes
  - Increased agility
  - Networks
  - Engagement

Best Practice Example - FedPM CoP Overview

- Currently led by DOE-EERE
- Central source for federal P/PM best practices
- Almost 1,000 individuals from more than
  80 agencies and departments
- Virtual and in-person sharing
- Online library and discussion board
- **No membership fee**
- Working Groups on key Knowledge Areas
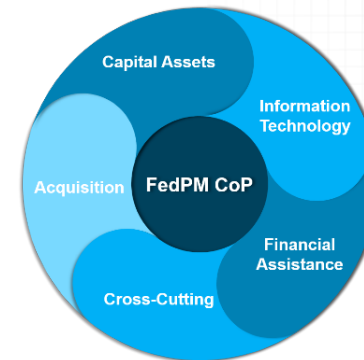
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What it Takes to Maintain and Further an Impactful and Value Added PMO

Solutions	Best Practice(s)
• Develop portfolio reporting and analysis capability	• Develop an understanding of the demographics of the portfolio that others did not have. • Develop an algorithm to identify High Priority Projects • Asked leadership and project staff what type/form of reporting was helpful to them • Distribute a monthly detailed report on the health of the portfolio.
• Refine tools, policies and guidance	• Use previous years data to refine tools • Include stakeholders in the change control process
• Lessons Learned and Best practices	• Develop a Bulletin Board of Lessons Learned • Collect input from project managers – ask that they share how they solved problems

What it Takes to Maintain and Further an Impactful and Value Added PMO *(continued)*

Solutions	Best Practice(s)
• Program Management Reviews	• Meet with Program Managers (after sharing data with the project managers) and share portfolio information, identify high priority projects and let the PM know how they are doing relative to other PMs within the enterprise.
• Independent assessments	• Develop the capability to conduct Independent Project Reviews.

Best Practice Example - Evaluation Criteria for Project Health Analysis (examples)

- Changes in market conditions
- Leadership changes
- Failure to comply with corrective actions
- Chronic failure to meet performance, schedule, or cost goals
- Policy changes that may have market, financial or technical impacts
- Significant weather events

- Project size
- Number of projects with a specific vendor
- Invoicing history
- Reported project health
- Third party financial metrics

Send me an email if you want a copy of a financial analysis tool

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How Best to Collaborate With Your Customers to Better Position Your PMO

Solutions	Best Practice(s)
• Early and Continual Engagement	• Develop and maintain a communication plan • Meet with program and project managers on at least a monthly basis *(go to them)* • Ask what they want/need from the PMO in the context of good project support and governance. • Assign a team member from the PMO to work directly with the program and perhaps sit in their spaces several days a week.
• Support Troubled Projects	• Offer to provide PM support (not oversight) and perhaps even manage a troubled project.
• Develop the Capability to Conduct Independent Assessments	• Offer to conduct Independent Project Reviews.
• Timely Delivery of Heuristic Based Impactful Information *(Enlightenment)*	• Provide actionable data, information and wisdom to the program and project managers to better enable them to achieve their mission and to *thrive* in front of leadership.

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Best Practice Example - Early and Continual Engagement with Stakeholders

- Develop and maintain a communication plan
- Share DRAFT P/PM policy, tools and resources as early as possible
  - Address both:
    - The way we say we get things done
    - The way we really get things done
  - Post to intranet/internet site
  - Seek constructive feedback *(not pot shots)*
  - Develop and share comment resolution matrix
- Invite stakeholders to regular (monthly) status meetings
- Go to office team meetings and present the status of ongoing PMO activities and where/how stakeholders can get involved

Send me an email if you want a copy of a communication plan

If you don't like something change it; if you can't change it, change the way you think about it.
Mary Engelbreit

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Best Practice Example - Independent Project Reviews (IPR)

Send me an email if you want a copy of an IPR policy

- Monthly reviews by an independent, objective third party

- Identify programmatic trends, systemic issues, or external factors that would influence project management

success ☑

- Try to use readily available information to minimize the burden on the project manager.

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PMO Enlightenment

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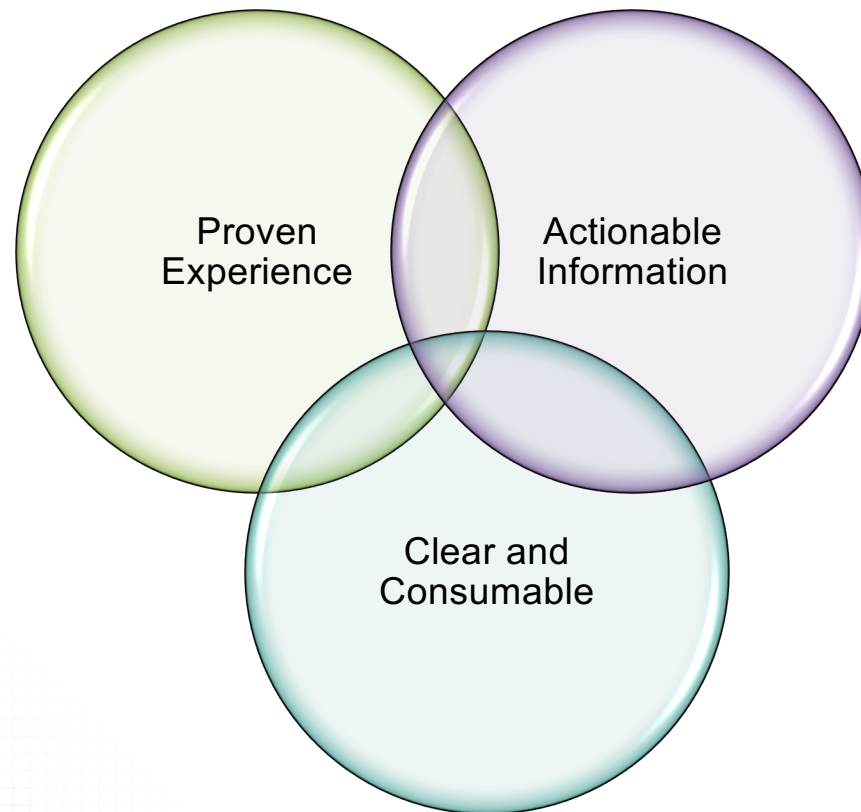
Synopsis – Improving Your PMO's Worth Though Engagement and Enlightenment

- Building capabilities
  - Prove yourself with small successes that add value
  - Build your own momentum
- Building credibility
  - Project staff
  - Senior leadership
- Learn from those that have done it!

Questions, Answers, Discussion

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https://gov.max.gov/fedpmcop

Back Up Material

Best Practice Example – P/PM Excellence Award

- The award allows supervisors and other individuals to nominate a Project Manager for exemplifying sound project management practices and professionalism
  - This is a $500 monetary award
  - This award funded by the PMO
- How has the nominee exemplified one or more of the following criteria?
  - Excellent management of projects as evidenced by impactful outcomes
  - Sharing of best practices/lessons learned
  - Demonstration of leadership and innovation in the improvement of project management
  - Mentoring/developing others in project management

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Best Practice Example - Communities of Practice

- Groups of people bound together by a common disciplinary background and similar work activities
- Primary purpose is to develop members' capabilities by building and exchanging knowledge
- Generally self-selected and can be internal to a specific workplace or span across different companies and organizations

Source: slatecube.com

Best Practice Example - Centralized Resources

- Develop project management intranet site

- Establish a "help desk"

- Take ownership of templates, guidance, tip sheets

- Engage with staff
  - Mentoring
  - Centrally funded training resources

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Best Practice Example - Project Management Reviews

- Quarterly meetings between PMO and Program Manager
- Discuss and resolve issues in real-time
- Share information with all of the right people in the room
  - Project portfolio and overall health
  - Project status
  - High priority projects (i.e., at risk projects)
  - Comparative analysis to other Program Managers

PMO Enlightenment

1. *Uncertainty* – Do not understand the task

2. *Awakening* – Understand the problems, not the solutions

3. *Enlightenment* – Understand HOW to solve known problems

4. *Wisdom* – Understand WHY the solutions work

5. *Certainty* – Can solve unexpected problems

Source: Philip Crosby's Five Patterns of Management Attitude

Generation Representation

Generation Name	Births Start	Births End
The Silent Generation	1925	1945
Baby Boomer Generation	1946	1964
Generation X (Baby Bust)	1965	1979
Xennials	1975	1985
Generation Y The Millennials Gen Next	1980	1994
iGen / Gen Z	1995	2012
Gen Alpha	2013	2025

Source: Careerplanner.com

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