

**PMO**  
**Conference**  
**LONDON**  
**2019**



# PMO

Conference  
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# Tomorrow's Status Update Today

*Overview of Predictive Analytics for Programmes*

[p2consulting.com](http://p2consulting.com)



# Introductions



**Pip Peel**  
CEO  
P2 Consulting

- Founder of P2 Consulting
- Previously Founded PIPC in 1992, sold to Cognizant in 2010
- Saved a man's life in the Nepal Himalayas!



**Doug Elliott**  
COO  
P2 Consulting

- Overseen the delivery of over £1.25bn of change in the last 20 years with Global 500 organisations
- Spent his first wedding anniversary with Frank Bruno in Jamaica





## About P2 Consulting

- P2 is one of the world's fastest growing consultancies
- Challenger to the Big 4
- Specialise in business transformation (not fluffy advisory)
- 100% referenceable.

-  An **independent** consultancy with a 100% focus on one thing and one thing only: excellence in transformation delivery
-  We have attracted the deepest pool of seasoned, cross-sector **delivery expertise** (150+ consultants, average age: 37)
-  We have remodeled legacy methodologies and processes to be more flexible, more customizable, more **results oriented** and more assured
-  We have embraced a **commercial model** which is more client friendly, impact-oriented and result's focused.
-  Delivered a disproportionate number of **the world's most demanding business transformations**, are 100% referenceable and been named by the Sunday Times Fast Track Report as the fastest growing consultancy





## What We Do

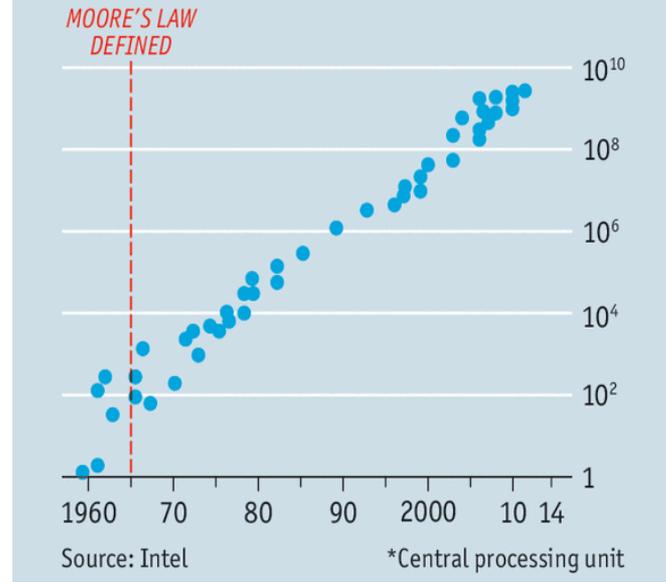
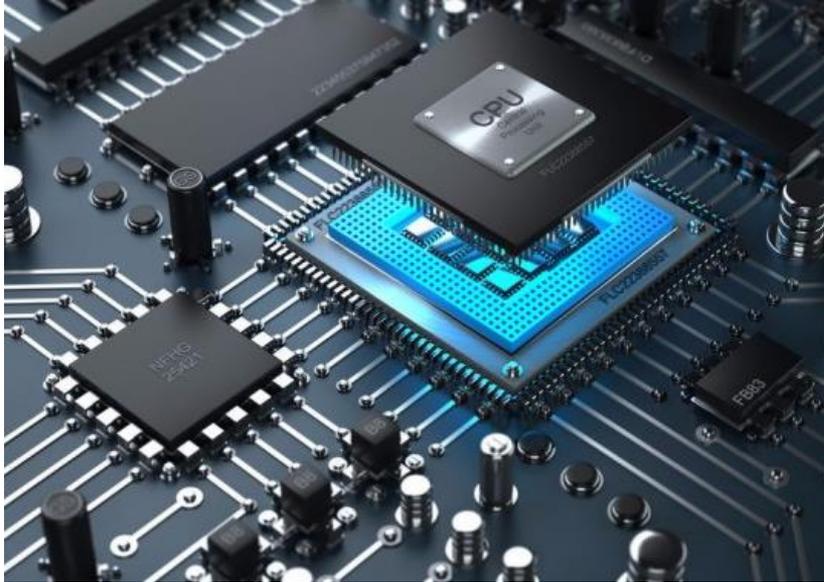
- Digital and technology transformation
- Post-merger integration
- New product or business launch
- Geographical expansion
- Customer acquisition
- Regulatory change.



90% of executives believe analytics is  
key to transformation success

*Microstrategy.com*





Computing power has become exponentially faster, cheaper and more accessible





# Industries From Healthcare To Banking Use AI And Machine Learning



34.25	+2.24	8,124,000	722,017	35,887
21.3	+1.91	34,726,200	88,108	16,875
43.25	+12.34	2,371,200	123,674	85,000
47.5	-1.55	2,613,000	780,318	38,818
46.25	+1.65	16,856,200	1,008	1,200
6.3	-0.79	270,000	159,573	600
1.68	-9.19	88,259,800	85,002	110,000
155	-0.96	554,700	0	0



# Programme Managers Largely Dependent On Experience And Intuition

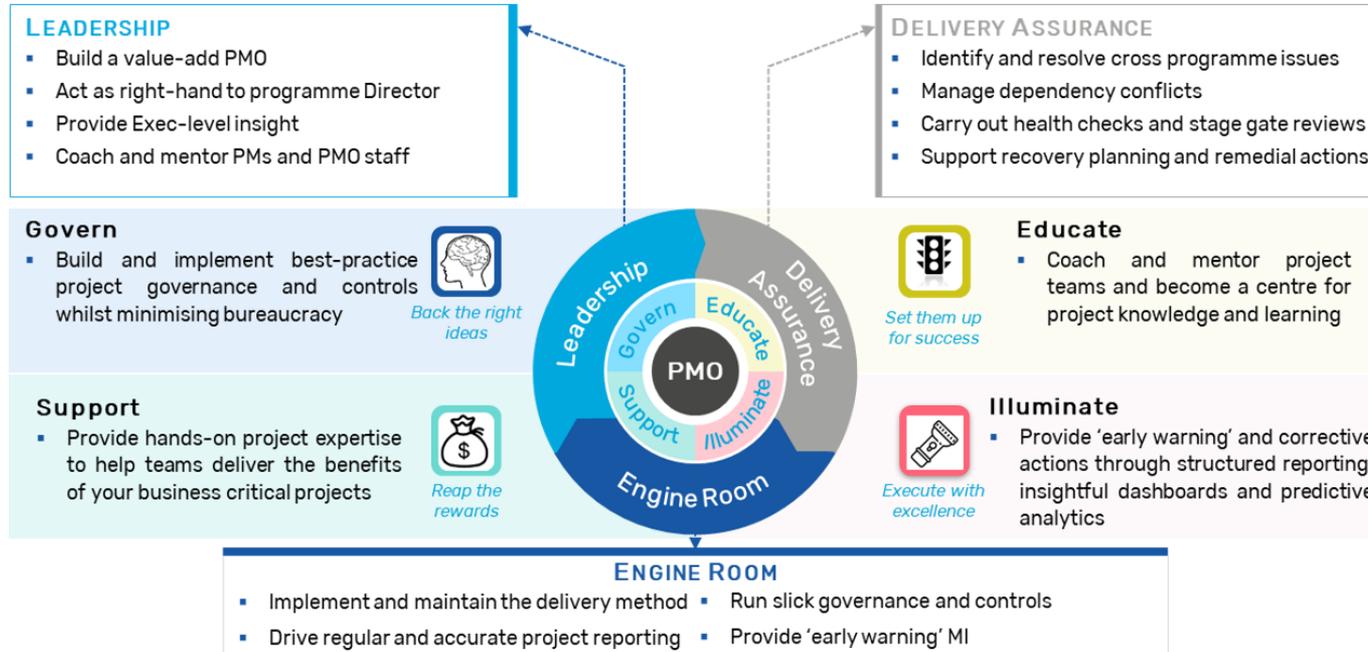




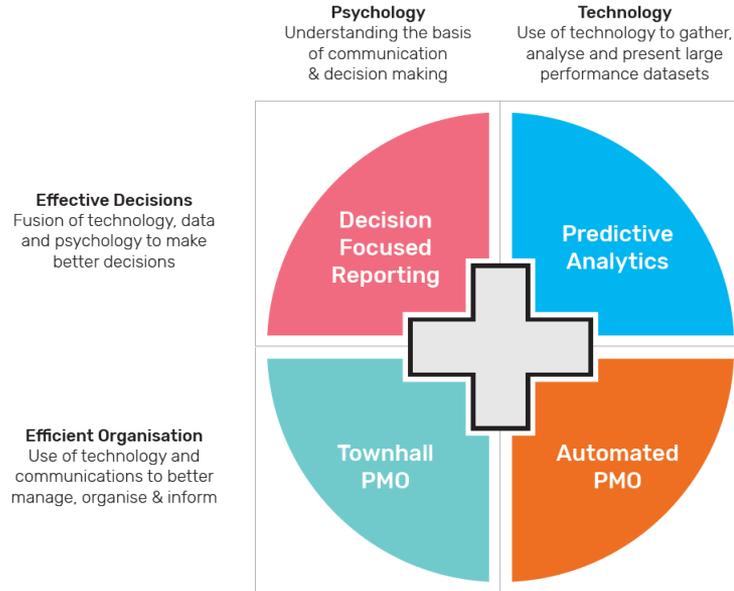
Better data and analytical maturity allows reporting to focus on future insight



# PMOs Provide Both Leadership And Delivery Assurance To The Programme



# P2 PMO+ The Future of Transformation



- P2 Consulting have been developing our PMO+ model. It utilises analytics and psychological advances to create the next generation of PMO
- The primary focus of today's presentation is on Predictive Analytics
- This utilises machine learning capability to better identify areas of risk and likely future states automatically
- Help stakeholders focus effort where it is needed and make informed decisions to influence that future.

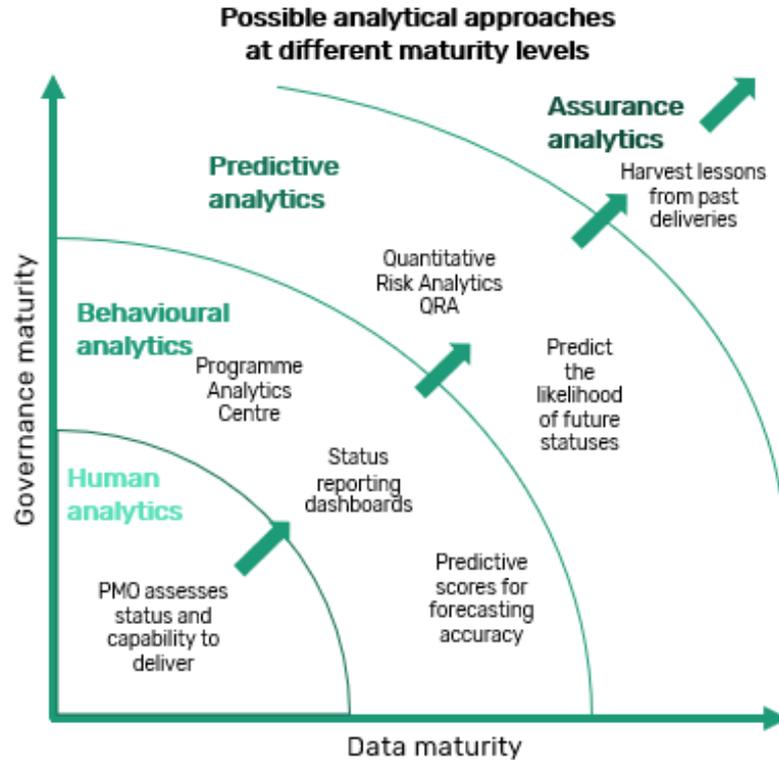


## What Are The Challenges?

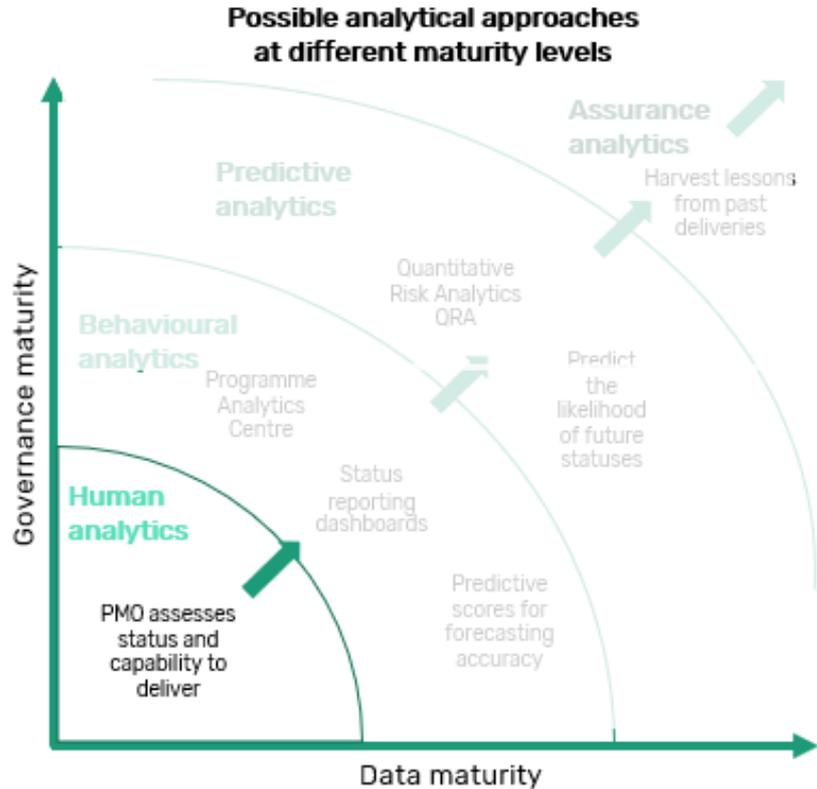
- Incomplete and erratic data quality
- Becoming beholden to one tool
- Focusing purely on data rather than reporting insight
- Trying to “boil the ocean” rather than delivering early, incremental value.

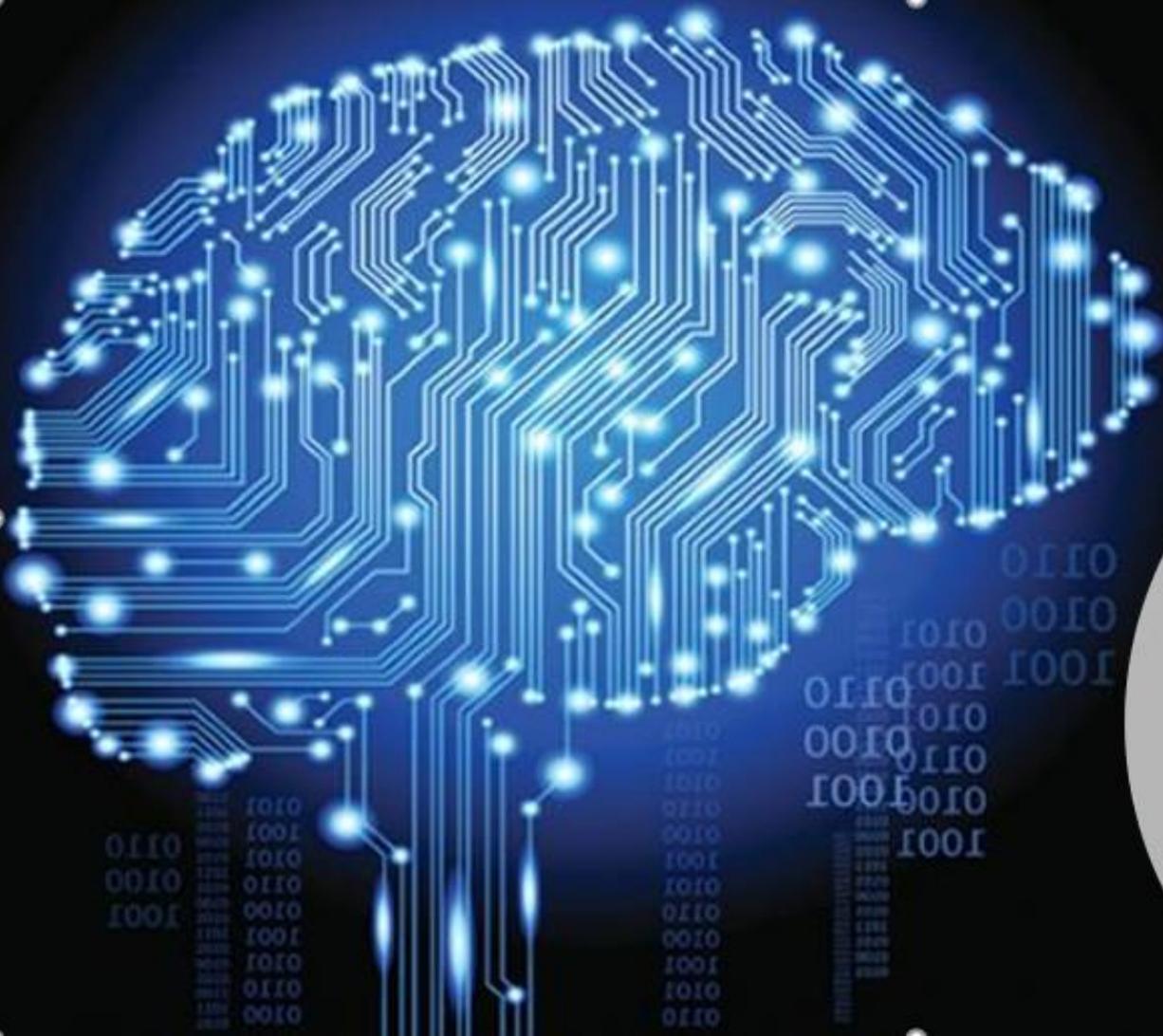


# Four Analytical Groups Are Iterative Steps In A “Maturity Journey”



# The First Level Of Analytical Maturity Is “Human Analytics”





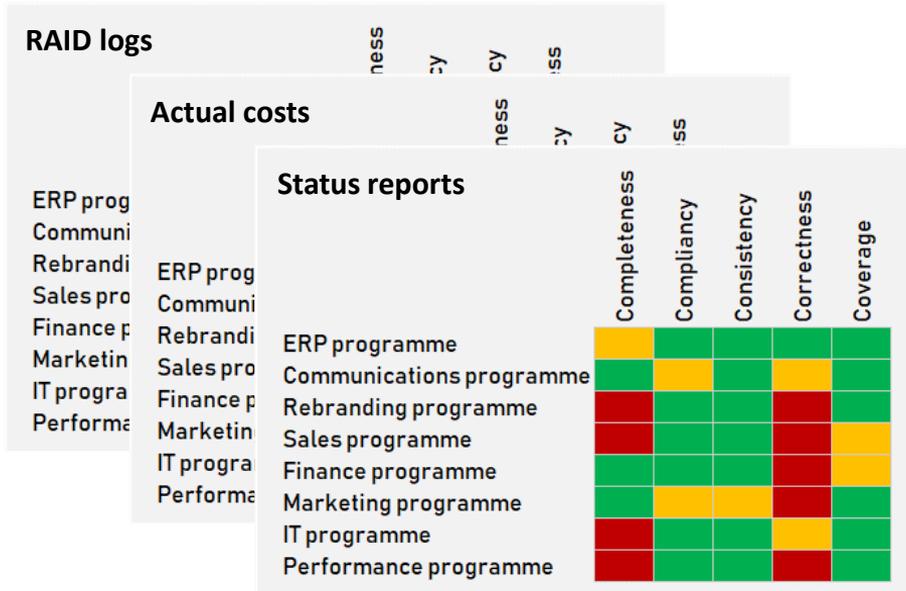
Human analytics makes  
use of our own  
“pattern recognition  
machines”

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# Data Gap Analysis

Assess and address data gaps to improve decision-making

*P2 Consulting's **Data Gap Algorithm** automatically assesses data availability and quality across the 5Cs so actions can be identified to improve data and allow a programme to begin its maturity journey*



## When to use it?

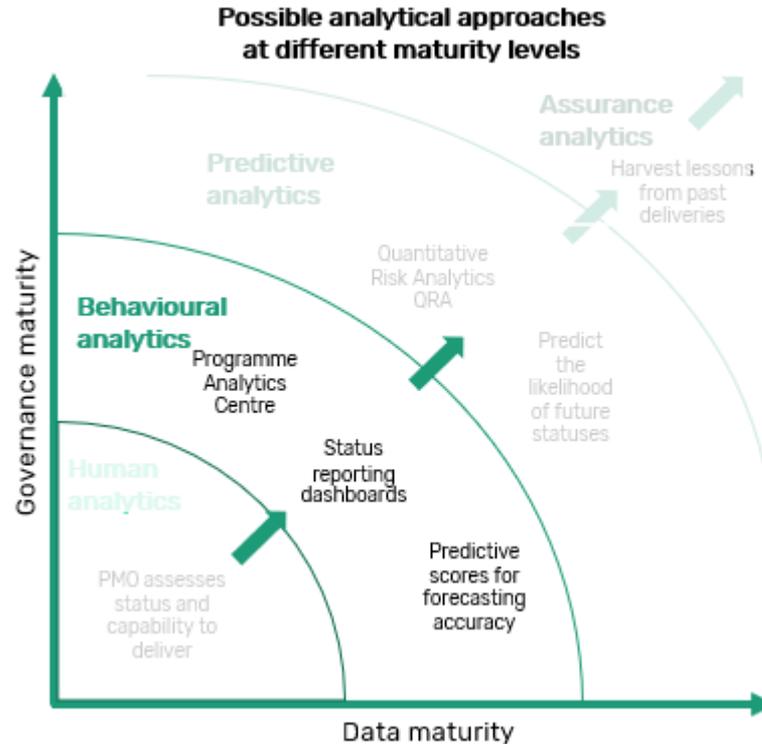
- When PMO experience could be enhanced by analytics, but data availability and quality prevent this
- The first step in improving a programme's data maturity.

## What are the benefits?

- Easily see which data can and can't be relied upon
- Forces focus on better-data quality required for progression to higher levels of analytical maturity.



# Stage 2 Of The Maturity Journey Is Behavioural Analytics



# Behavioural Analytics: Programme Analytics Centre (PAC)

Get the big picture on status, costs, risks and benefits across the portfolio

*Rapidly captures programme telemetry for decisions and maintains an accurate record of fact that can be used to clearly evidence the accuracy of Project Manager's forecasts*



## When to use it?

- When a good level of basic governance and data maturity has been achieved ...but insight is often held back by low accuracy of workstream forecasts
- Can easily be installed across 100s of projects/programmes (Excel based) so is system agnostic.

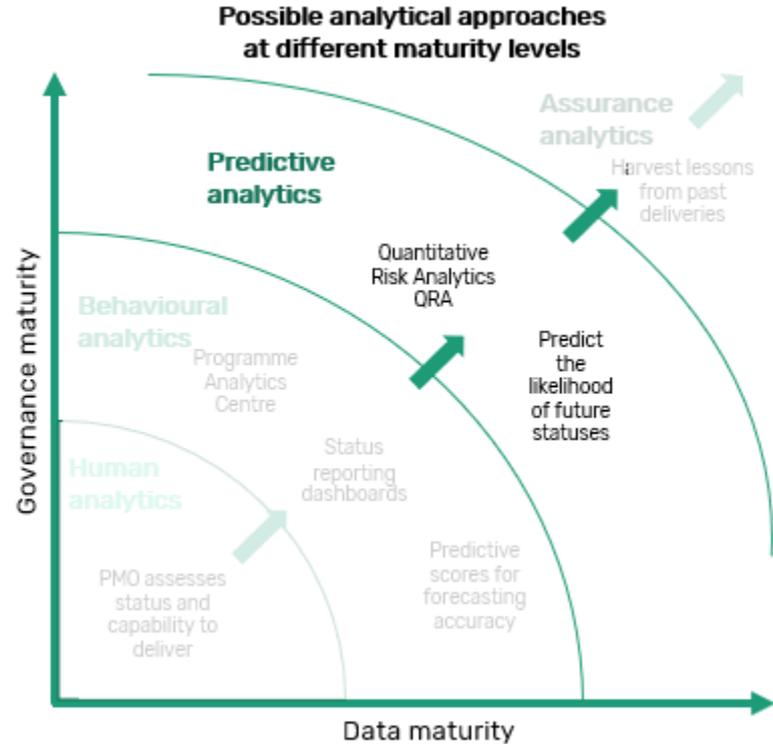
## What are the benefits?

- Easily maintainable RECORD of FACT
- Clearly evidences predictive accuracy of Project Managers' forecasts
- Automated reporting functionality creates additional efficiency savings.



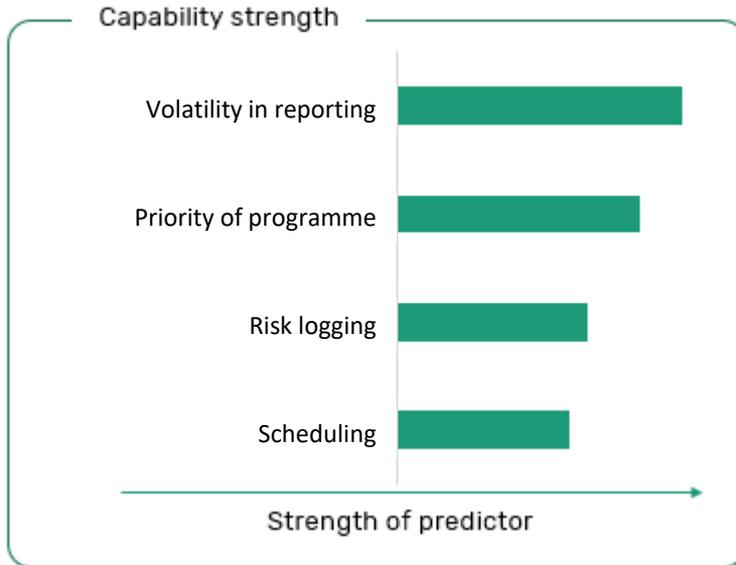


# Predictive Analytics Further Builds On The Wider Context Within The Programme



# Predictive Analytics: StatusPredict

A whole host of factors can act as predictors

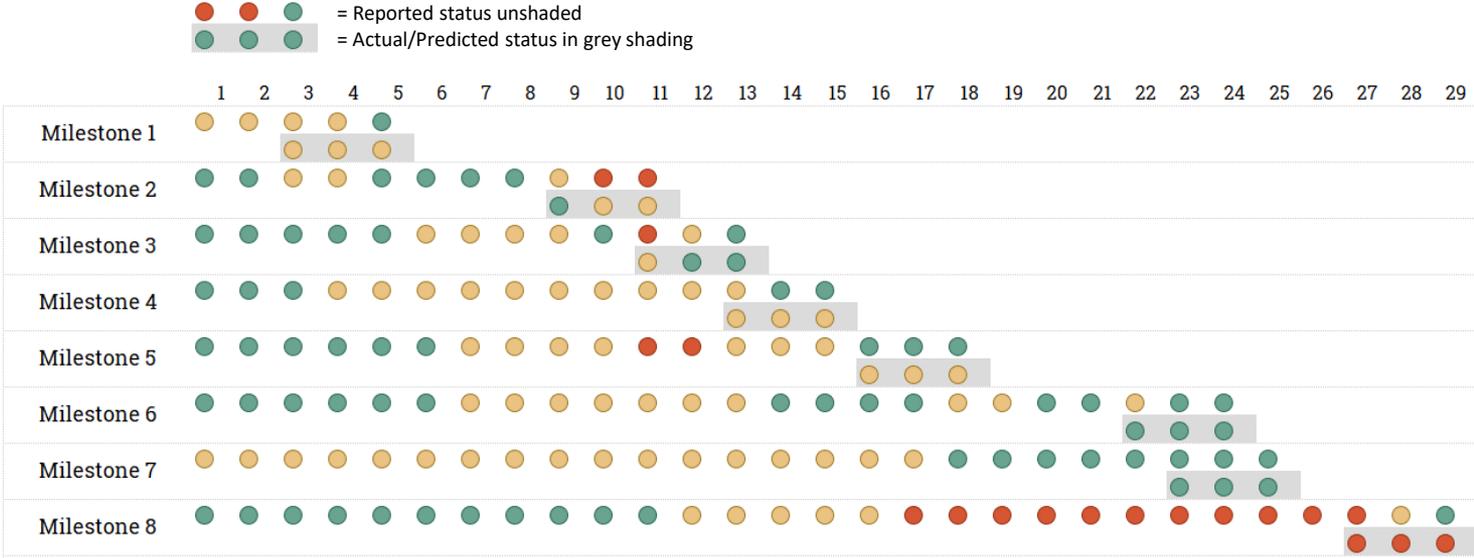


- Compare how well reporting items predict status
- In this example: risk logging and scheduling are weakest predictors.

*\* Based on actual programme data anonymised and adjusted for confidentiality*

# Predictive Analytics: StatusPredict

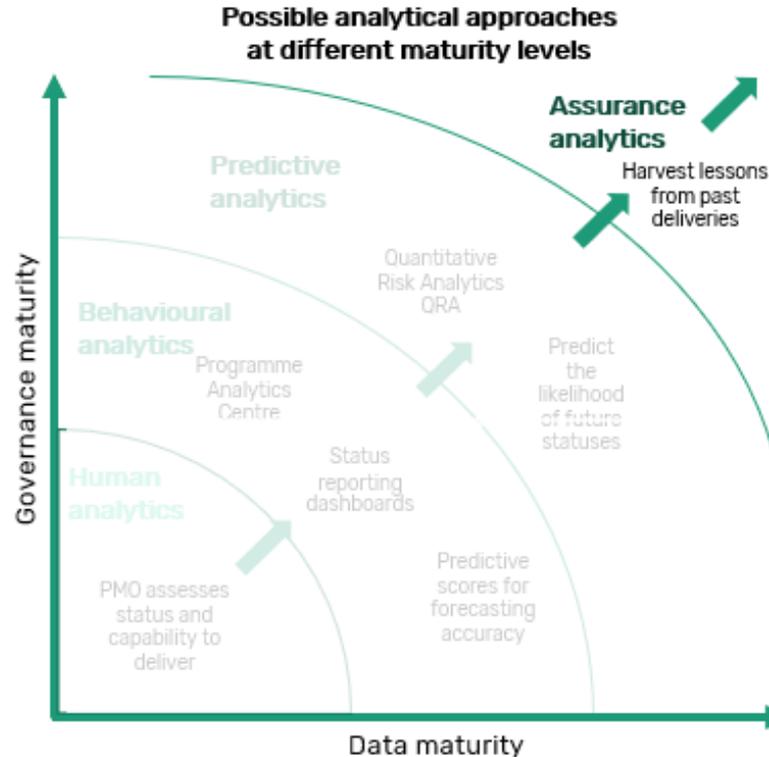
Predicted with 90% accuracy allowing appropriate action to be taken



*\* Based on actual programme data anonymised and adjusted for confidentiality*



# Assurance Analytics Allows The Team To Build Portfolio Level Insights

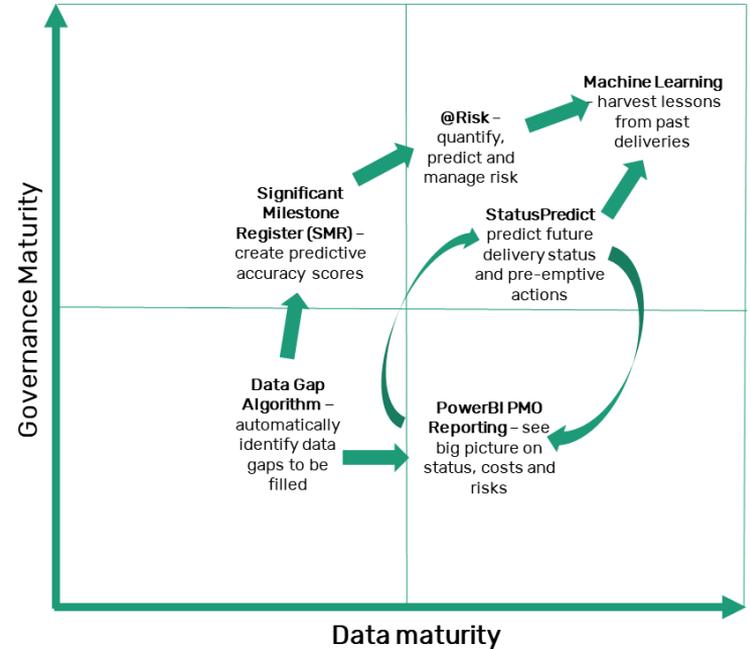


# PMO+ Analytics Tools Selection

Governance maturity tends to coincide with data maturity. The value of insight currently generated determines which tools will help assure delivery:

- **Data Gap Algorithm** – automatically identify gaps in data availability and quality, and actions to improve to better inform decision-making, and enable increased insight from advanced analytics
- **PowerBI PMO Reporting** – gives big picture on schedules, status, costs risks - customisable to the decision-making needs of your deliveries
- **Programme Analytics Centre (PAC)** – creates scores for predictive accuracy, to assess reliability of forecasts and manage discrepancies. Also forms the baseline for Quantitative Risk Analytics (QRA) below
- **@Risk** – Quantitative Risk Analytics (Monte Carlo simulation) to quantify, predict and manage risks to delivery-time and cost
- **StatusPredict** – Machine Learning to predict status and identify pre-emptive actions. (Predicted status is fed back into PowerBI PMO reporting to see next month/week's report)
- **Machine Learning (NLP\*)** can harvest further lessons from past deliveries, to predict and assure current deliveries

Tools to increase PMO maturity, depending on the baseline...



## Summary

- **The Future PMO** – use technology to drive efficiency and aid decision making
- **Analytics** – will be a critical component of this
- **Beware** – One-Size-Fits-All
- **Modular** – Step by step maturity journey
- **It is possible to see the future....**



## Some Predictions Of Our Own...

- Next Prime Minister:



- Wimbledon Champion 2019:



- Cricket World Cup Winners:



Thank You



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