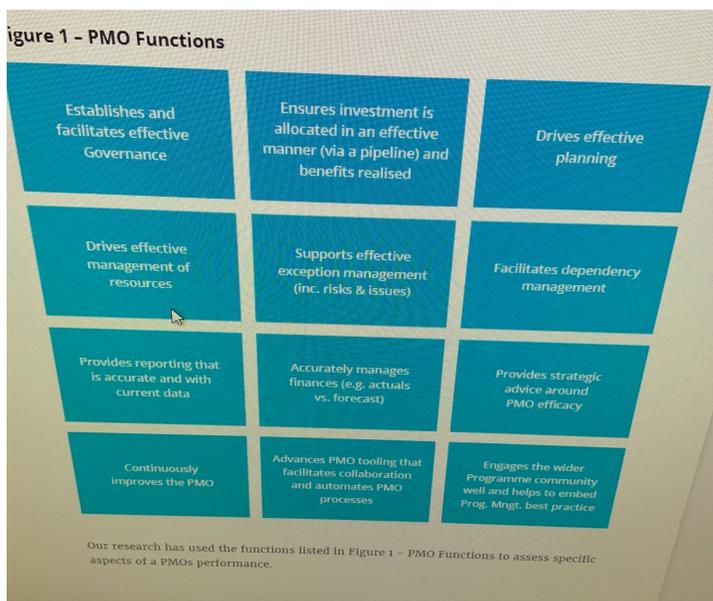


- 85 PMO Professionals Surveyed.
- 13 different industries
- 80%. meeting or exceeding key stakeholder expectations
- 80%. supported by external resources

* seems very focused on programme level PMOs.

A definition of PMO:

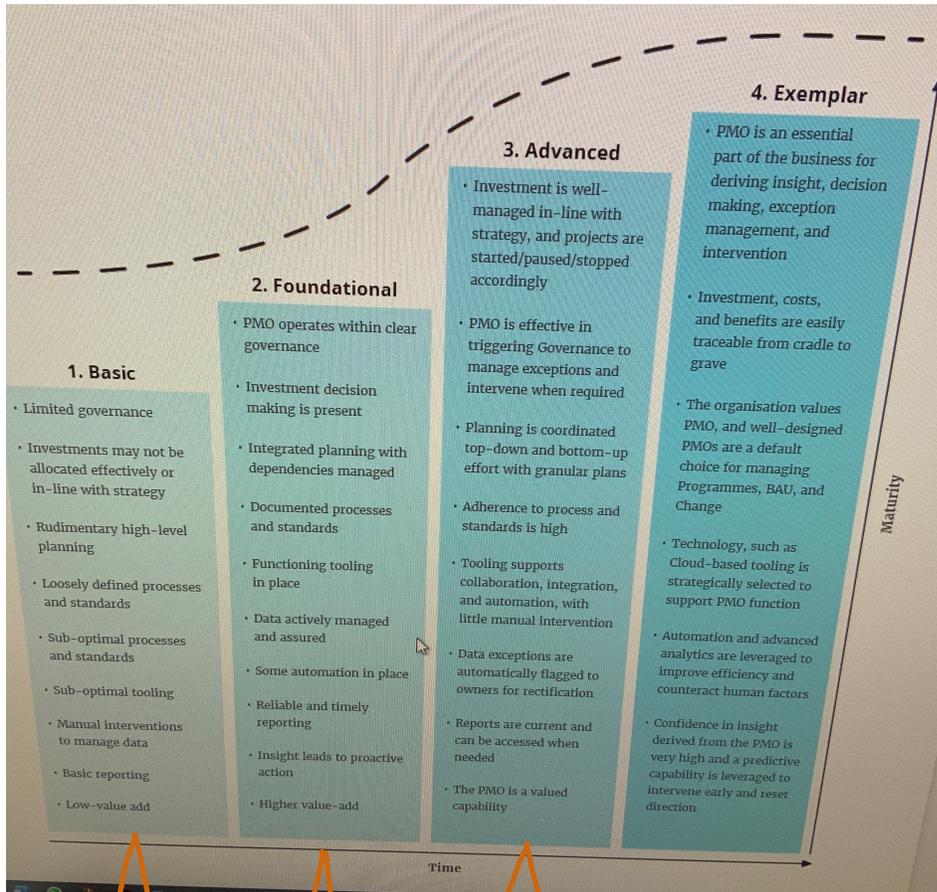
“ A PMO facilitates investment assurance and programme control for all stakeholders through well-designed processes, pragmatic standards, and the use of appropriate tooling, with the number of steps to both establish and operate the related processes minimised. ”



A PMO would need to do some or all of these functions



Chaucer's PMO Maturity Model



13% at Level 1

46% working at or towards Level 2

30% at or working towards Level 3

* Relatively few are working towards this level.

Chaucer...

Insights
from the
Report



47% have a mix of internal and external (consultants/contractors) resources in the PMO

of these 67% had more external than internal



46% have 4 or fewer people working in the PMO



33% have 8 or more people



What does the PMO do well?

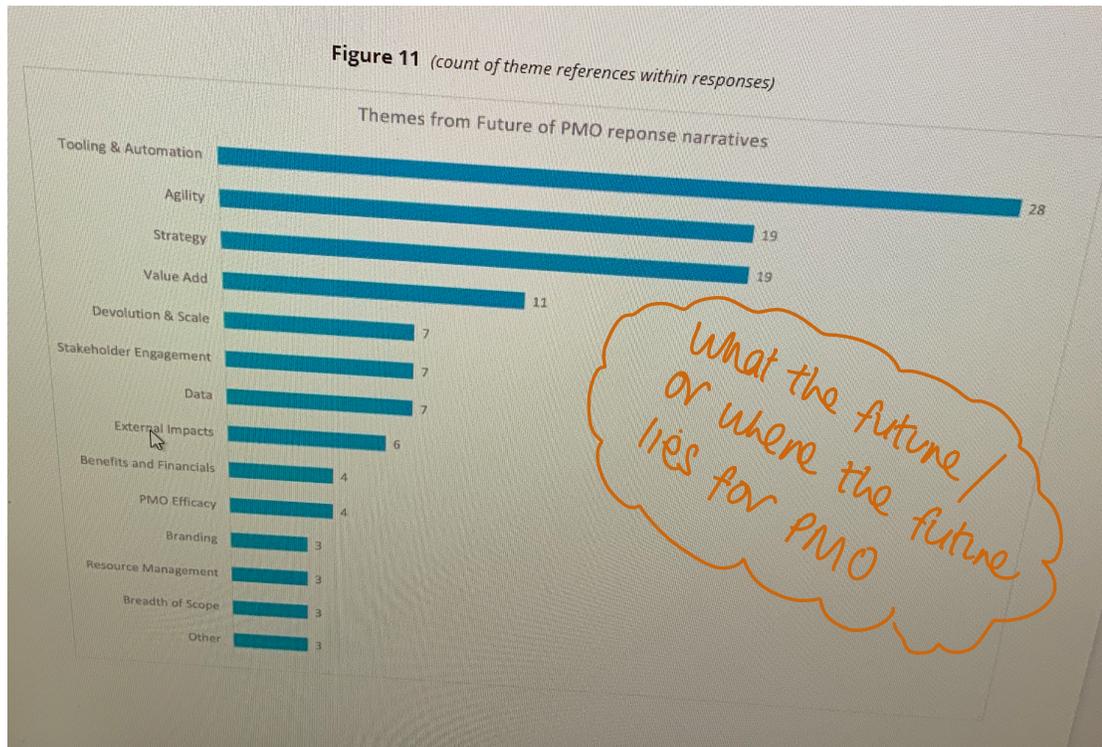
- ✓ establishes and facilitates effective governance
- ✓ provides reporting that is accurate + current data
- ✓ delivers effective planning
- ✓ supports effective exception management



What are the main areas that need improvement?

- ✓ provide strategic advice around PMO efficacy
- ✓ Engage the wider community and helps to embed best practice culture
- ✓ Advances PPM tooling that facilitates collaboration and automates processes
- ✓ Delivers effective planning.

5



6

Top 3 barriers to successful tooling and automation:

- lack of strategic selection of tooling - which tool is the best one for us?
- data - poor data quality
- PMO skillsets - need new data skills within the PMO

7

Agility - the responsiveness and pace of the PMO and the ability to support both traditional + agile

- Pace is linked to the team's capability and ways of working
- The PMO has a role to play in the organisation's adoption of Agile mindset.

8

strategy - the PMO role in strategy deployment

- Needs a healthy tension between rigour + assurance PMO processes provide + the freedom given to others to escalate when they have issues.
- The PMO must be capable + engaged in the right places.

9

Stakeholder Engagement - engaging the wider community

Biggest impact to better engagement:

Addressing Change - PMO people need change management skills and use the techniques to increase engagement

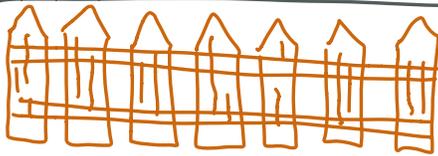
Operating Model + Design Thinking - using DT to better

establish a PMO within an organisation. Empathetic

stakeholder management is a part of DT - use it to engage others in the design of the PMO

POTENTIAL IMPACTS OF THE PANDEMIC

cost cutting \ more internal staff than external \ more PMOs in certain industries \ online collaboration tool adoption \ global competition for PMO services due to virtual working \ more Agile PMOs to adapt quickly to change



BARRIERS TO >> FUTURE CHANGE, COMPROMISES + PRAGMATIC ADVICE

- ① Positioning at the Strategic Level: need to be skilled to operate at this level
→ focus more on senior level positions at the expense of junior ones
- ② Tooling: it's a barrier to pace, efficiency and accuracy
→ need a voice at a senior level to highlight this
- ③ Agile: it will be a traditional + Agile hybrid approach
→ common-ground needed, design thinking principle should be considered.
- ④ Stakeholder engagement → more consultation needed in PMO setup - design thinking + change mgmt