

PMO Book Club



Tuesday 21 September 2021



Eileen J Roden

17 years practitioner experience

16 years training and consultancy

Consulting Director of PMO Learning

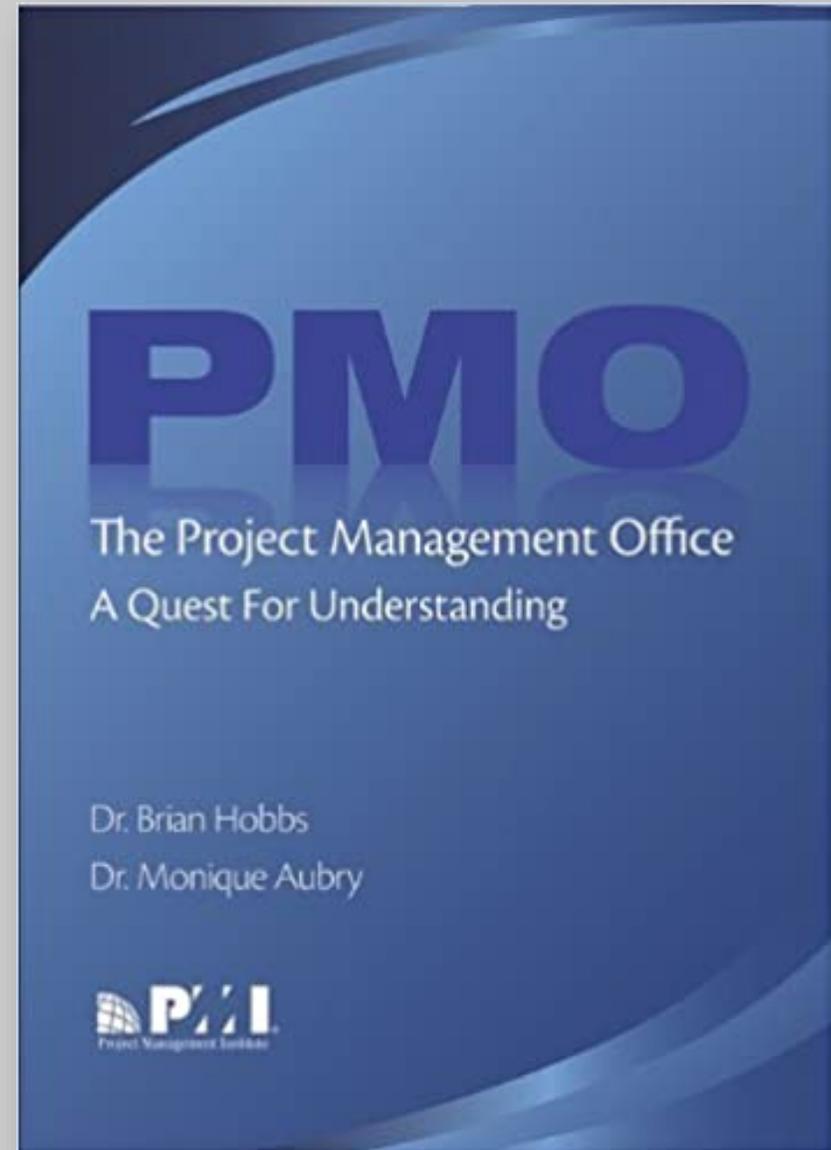
Director and Co-Founder of House of PMO, Fellow of Association for Project Management, Member of Institute of Directors, Chartered Institute of Personnel and Development and Project Management Institute

Author: P3O Best Management, Gower Handbook of Programme Management, PMO Principles, Managing Knowledge in Project Environments, PMO Competency Framework

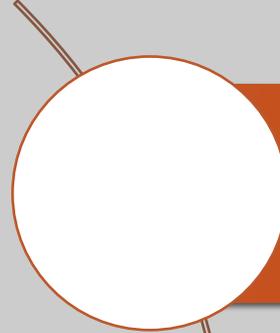
Conference Speaker in UK and Europe

PMO Book Club

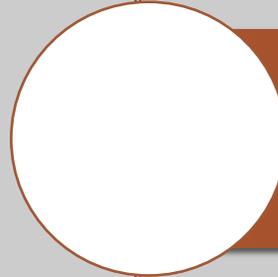
Tuesday 21 September 2021



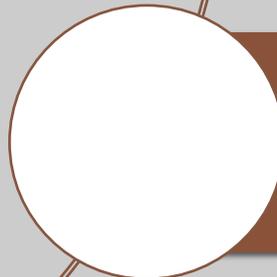
Agenda



Get to know our audience



Brief summary of the book
and discussion of its findings



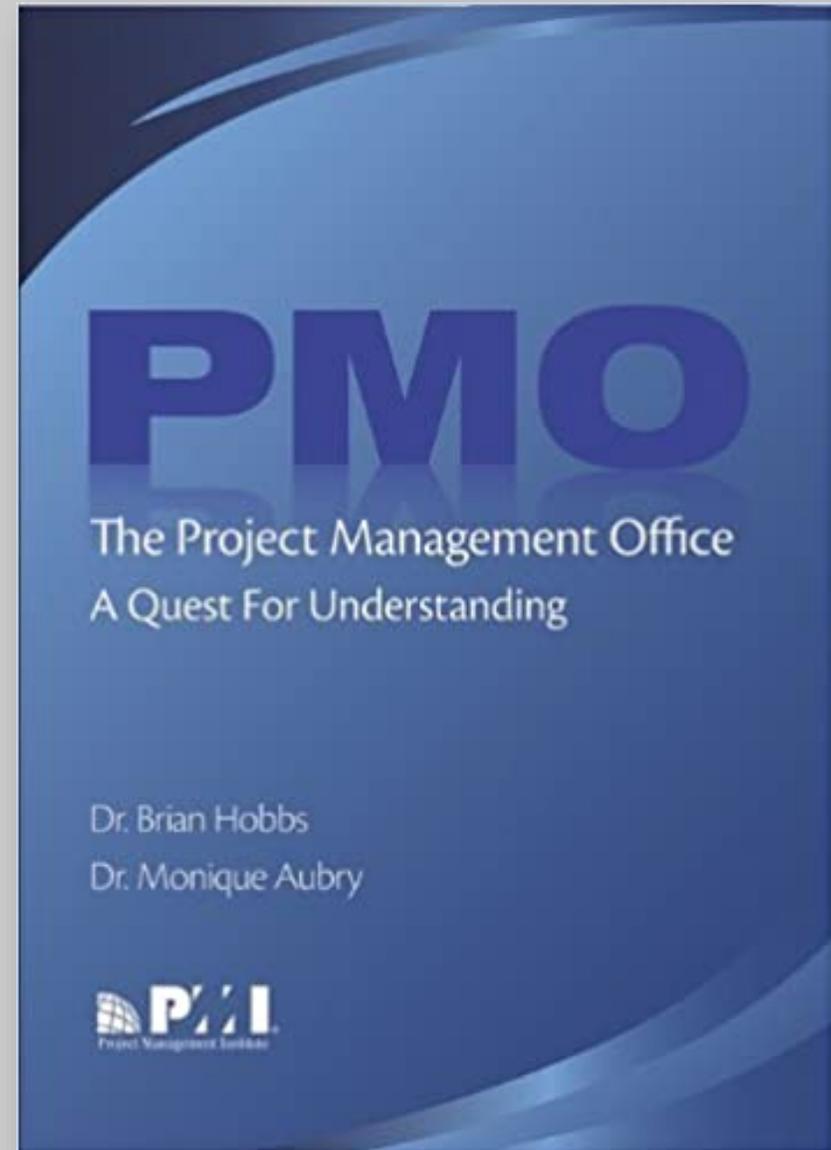
Reflective discussion on the use
of academic papers

Tonight's Group



PMO Book Club

Tuesday 21 September 2021



Authors

MONIQUE AUBRY PHD MPM



BRIAN HOBBS PHD MBA PMP



Abstract

Since project management offices began to appear in organizations over the last decade, project management practitioners and their organizations have been asking how to structure project management offices (PMOs) and what functions to assign them. In *The Project Management Office (PMO): A Quest For Understanding*, authors Brian Hobbs and Monique Aubry address these questions, providing a look at how PMOs exist today, and some clues about how and why they're changing. Of particular interest to practitioners, the authors address the roles that PMOs play in organizations, which provides valuable insights for better creating, structuring and governing PMOs. When designing a PMO, an organization has a variety of choices regarding the PMO's structure and role assignment. By providing a way to define PMOs by type, this research explores how to set up and define a PMO, depending upon the specific type of PMO. The authors discuss the many bases for the types of PMOs, including structural characteristics and functions, and how these types affect the PMO's role in the organization.

Abstract

Since project management offices began to appear in organizations over the last decade, project management practitioners and their organizations have been asking **how to structure project management offices** (PMOs) and **what functions to assign them**. In *The Project Management Office (PMO): A Quest For Understanding*, authors Brian Hobbs and Monique Aubry address these questions, providing a look at how PMOs exist today, and some clues about how and why they're changing. Of particular interest to practitioners, the authors address the roles that PMOs play in organizations, which provides valuable insights for better creating, structuring and governing PMOs. When designing a PMO, an organization has a variety of choices regarding the PMO's structure and role assignment. By providing a way to define PMOs by type, this research explores how to set up and define a PMO, depending upon the specific type of PMO. The authors discuss the many bases for the types of PMOs, including structural characteristics and functions, and how these types affect the PMO's role in the organization.

Initial Study

Descriptions of
502 PMOs from
across the globe

```
graph LR; A[Descriptions of 502 PMOs from across the globe] --- B[How are PMOs structured?]; A --- C[What functions do they fulfil?]
```

How are PMOs
structured?

What functions
do they fulfil?

Further Study

12 PMOs in four
organisations examined in
depth

How and why do
organisations implement
their first PMO or
reconfigure existing PMOs
every few years?

Findings – Set Up

PMOs are
extremely varied
and change every
few years

The best way to
set up a PMO is
context specific

Contingency
Theory

Influencing factors:

- Organisation characteristics
 - Project Management maturity
 - Supportiveness of the organisation culture
- PMO characteristics
 - Decision making authority filled by the PMO
 - The portion of projects within the PMO
 - The portion of project managers within the PMO
 - The number of functions filled by the PMO

Top Five Functions

Report project status to upper management

Develop and implement a standard methodology

Monitor and control project performance

Develop competency of personnel, including training

Implement and operate a project information system

Areas for Improvement

Develop and implement standard methodology

Competency of PMO personnel

Insure co-ordination between projects

Monitor and control project improvement

Mentoring of project managers

Findings - Transformation

The organisational and political context in which the PMO is embedded is the most important driver of change to PMOs and thus determines how PMOs are organised and the roles they play

Top Drivers for Change

CEO or business unit manager change

PMO director change

Change in the philosophy of management

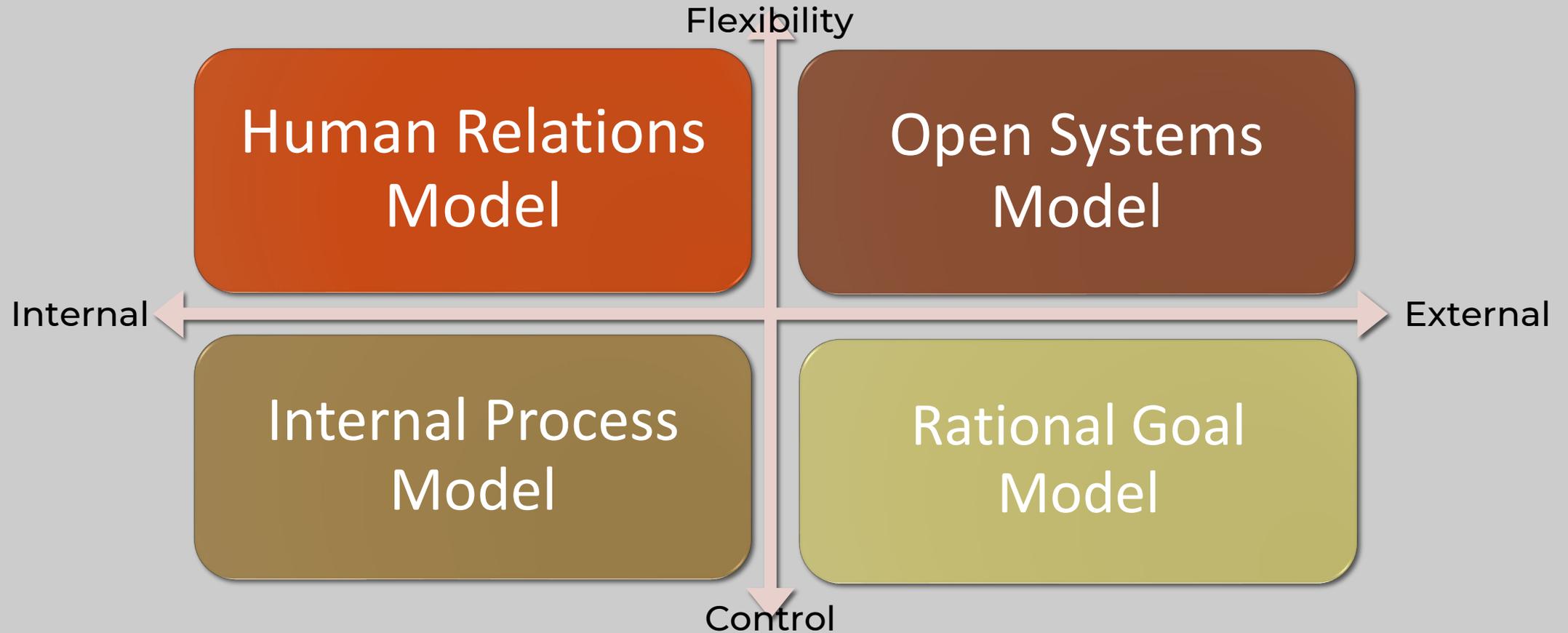
Organisational politics

Economic tension on the cost of PMO

Standardisation vs flexibility

Business or process orientation

Findings – PMO Performance



Findings – PMO Performance

Primary Factors

- Recognition of the PMOs expertise
- Collaboration with other project participants
- PMOs mission being well understood

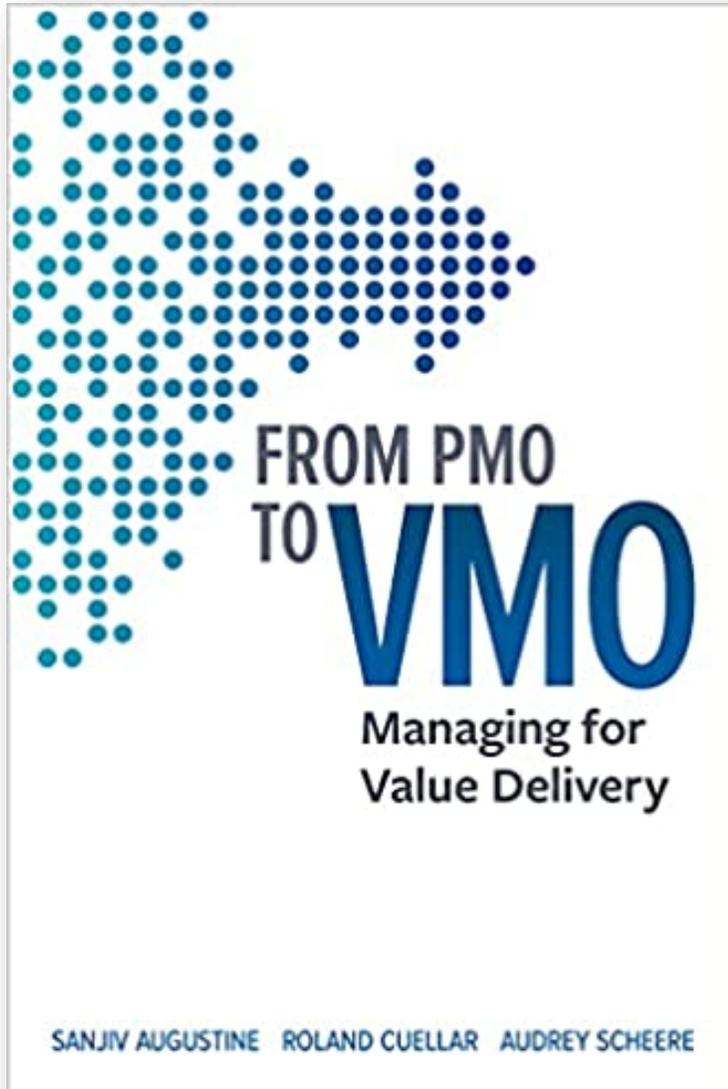
Secondary Factors

- Upper management support
- Filling multiple important functions
- The characteristics of the organization context

Q1 – Is there value
for the practitioner
in going back to
academic papers?

Q2 – Does the book
change our view of
PMOs?

**Q3 – What further
research into PMOs
would be useful?**



Next Time

Talk by the Authors

2 December

14 December

Book Club Discussion