PMO 2022 Conference

S&S

PMO OF THE FUTURE

ADRIAN STALHAM
Chief Change Officer
Sullivan & Stanley

This is not ….

PMO 2022 Conference

This is ….

PMO 2022
Conference

S&S
PMO 2022
Conference

PMO 2022
Conference

Monitor
Standardise
Control
S&S
PMO 2022
Conference

VALUE
PMO 2022
Conference

Aligned to ....
S&S
PMO 2022
Conference

50% of project management offices close within 3 years (APM)

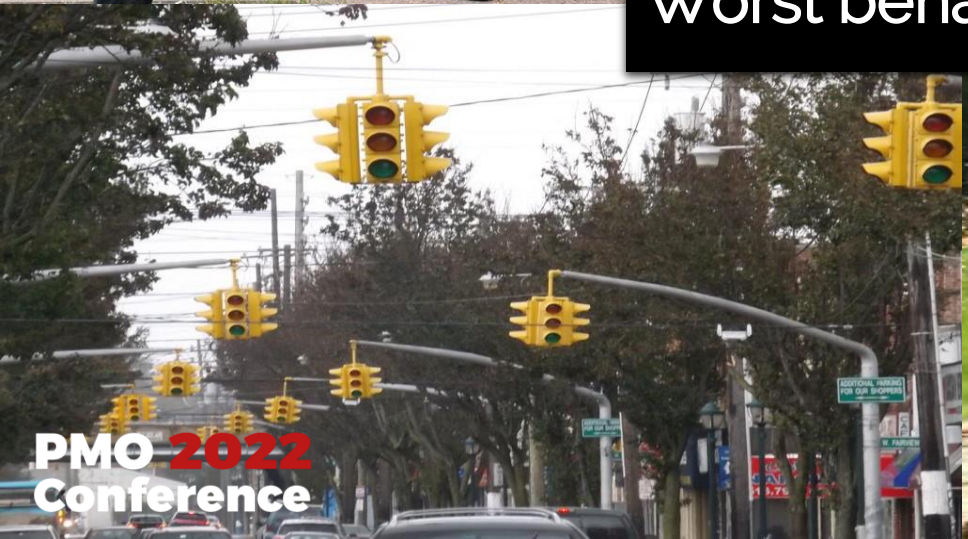
Since 2008, the PMO implementation failure rate is over 50% (Gartner)

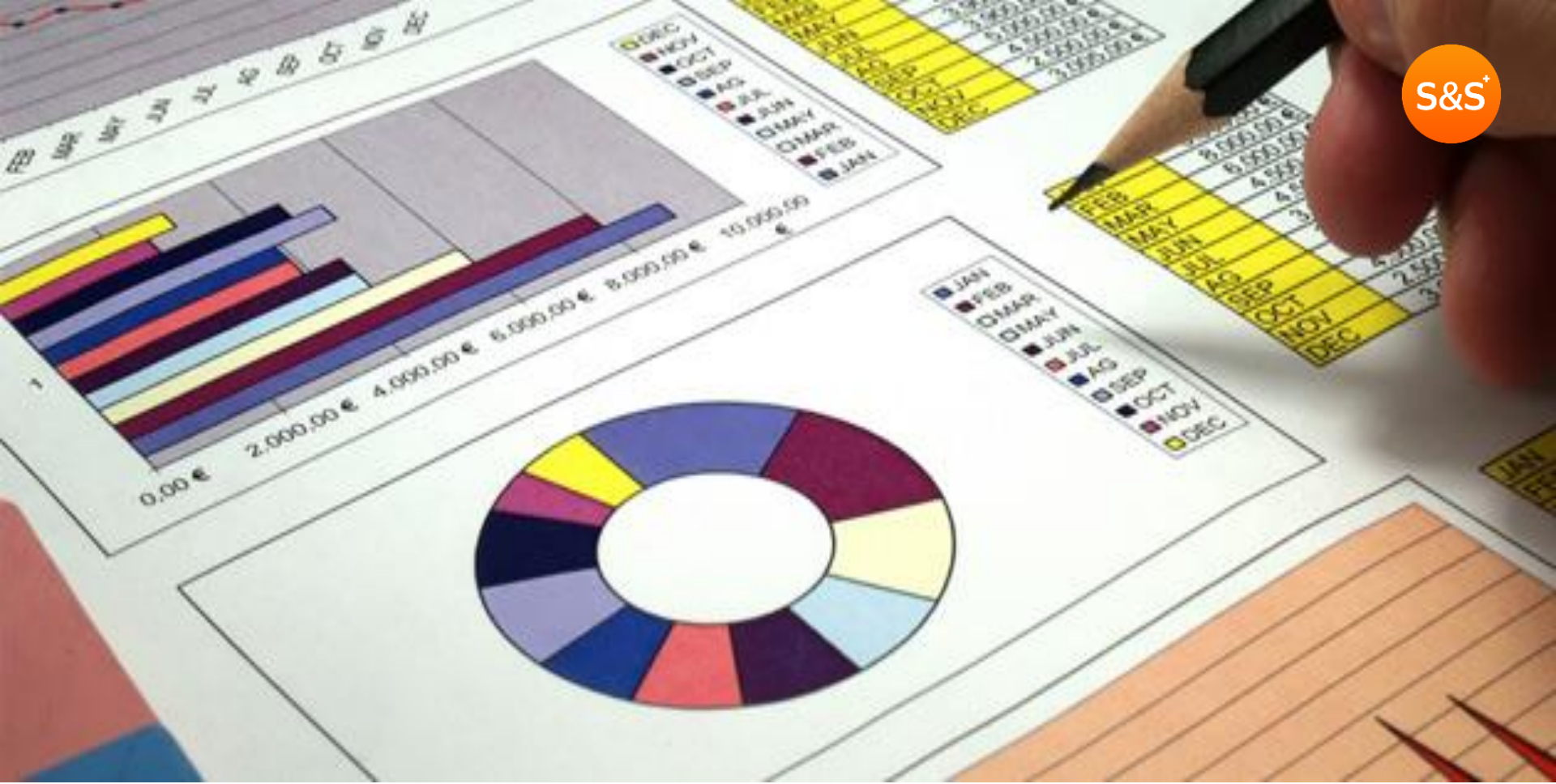
68% of stakeholders perceive their PMOs to be too bureaucratic (Gartner)

80% of organisations have 1 or more PMOs, 25% of these are less than 2 years old (Wellingtone)

Only 29% of the 300+ organisations that took part in Wellingtones 'State of Project Management' survey say that their PMO is recognised as a strategic business partner

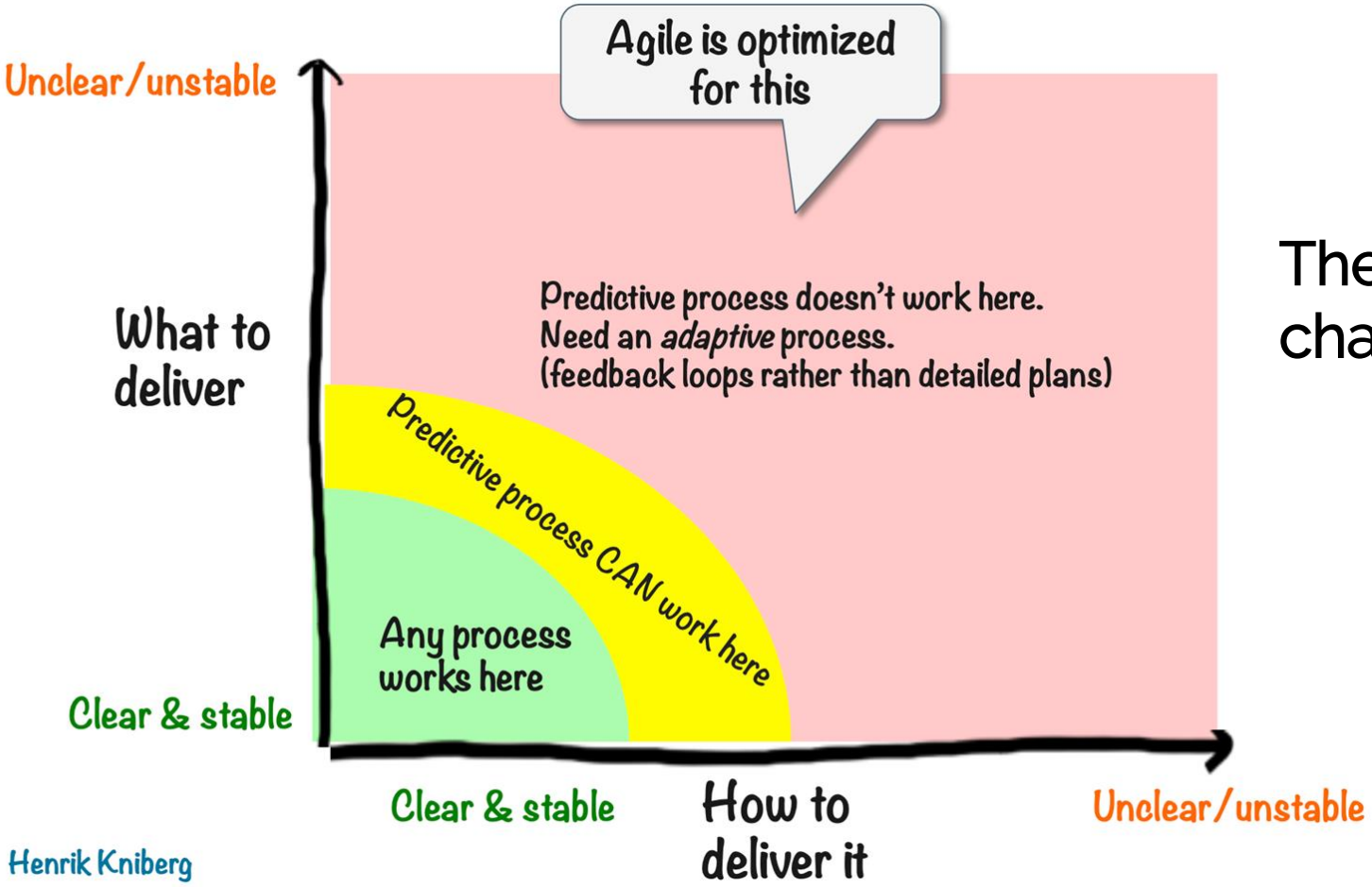
Worst behaviours



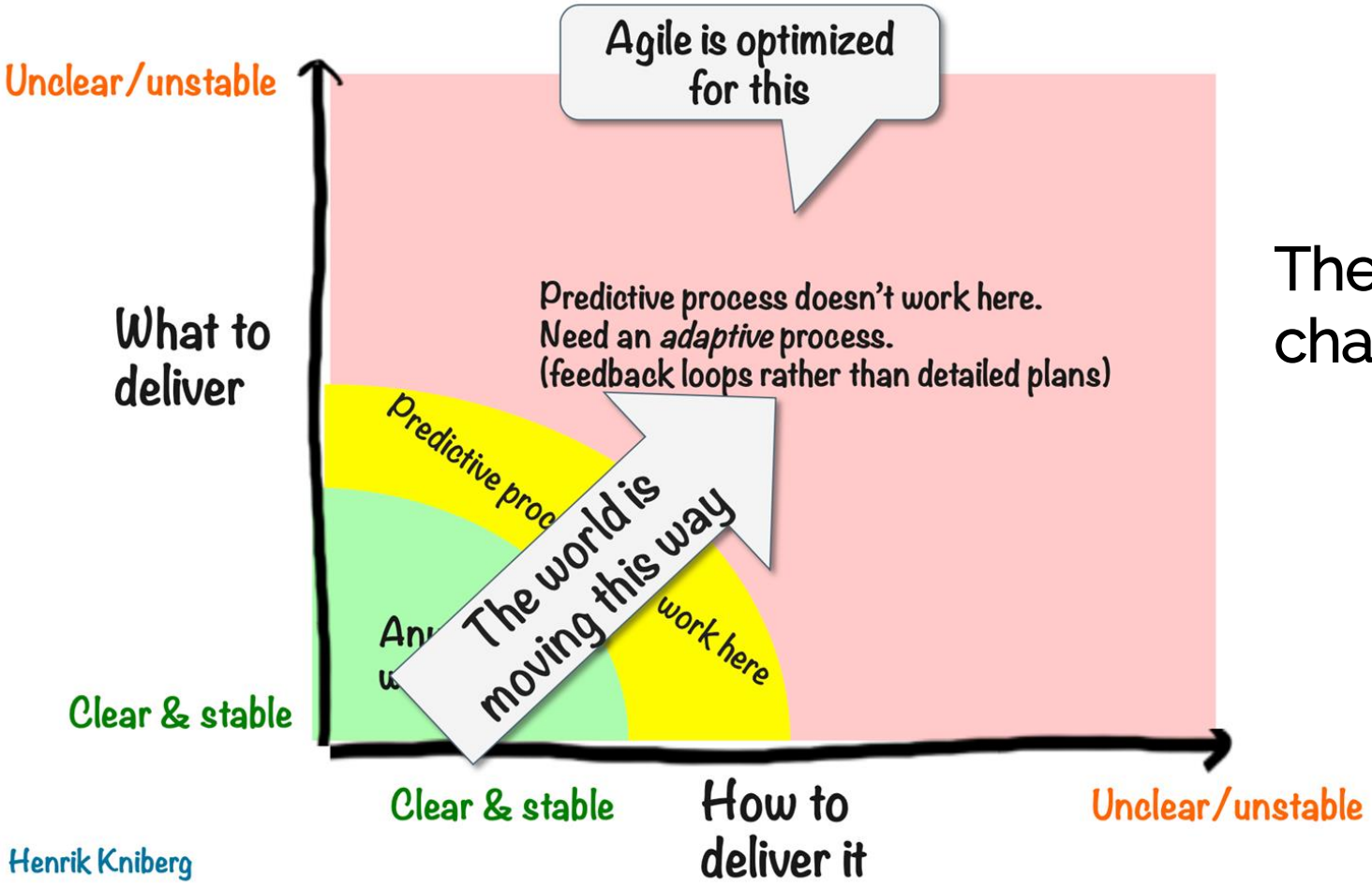


The emperor has no clothes

PMO 2022 Conference



The world is changing



The world is changing

A new purpose...
Maximise the flow of valuable work
S&S
PMO 2022
Conference

STANDARDISE, MONITOR, CONTROL	MAXIMISE THE FLOW OF VALUABLE WORK
Cost focus	Value focus
Activities	Outcomes
Push reporting	Pull reporting
Best practice (static)	Good practice (beta mode)
Lagging metrics	Leading metrics
Gates	Flow
Works in a complicated environment	Works in a complex environment
Maximise resource utilisation	Maximise the throughput of work
Sooner we start, sooner we finish	Latest responsible moment to start
Busyness	Limits work in progress
Spreadsheets, PowerPoint	Visualisation
'Progress vs plan' approach	Emergent approach to change
RAG	Flow efficiency
Bureaucracy	Simplicity
Dependency management	Dependency removal
Rules led	Principles led
Information	Insight and action
Standardise	Enable
Monitor and report	Intervene and optimise
Measure people	Measure work
Incremental	Transformative
Sits on top of Delivery function	Fundamentally changes the delivery function
Easy (been done before)	Less easy (innovative)
Apples	Oranges

S&S+

PMO 2022 Conference

Write a name

The goal is to write a name.

How long will it take to write a name ?

How long does it take to write a name ?

	Estimate
1 name :	**4 s**
5 names :	**20 s**

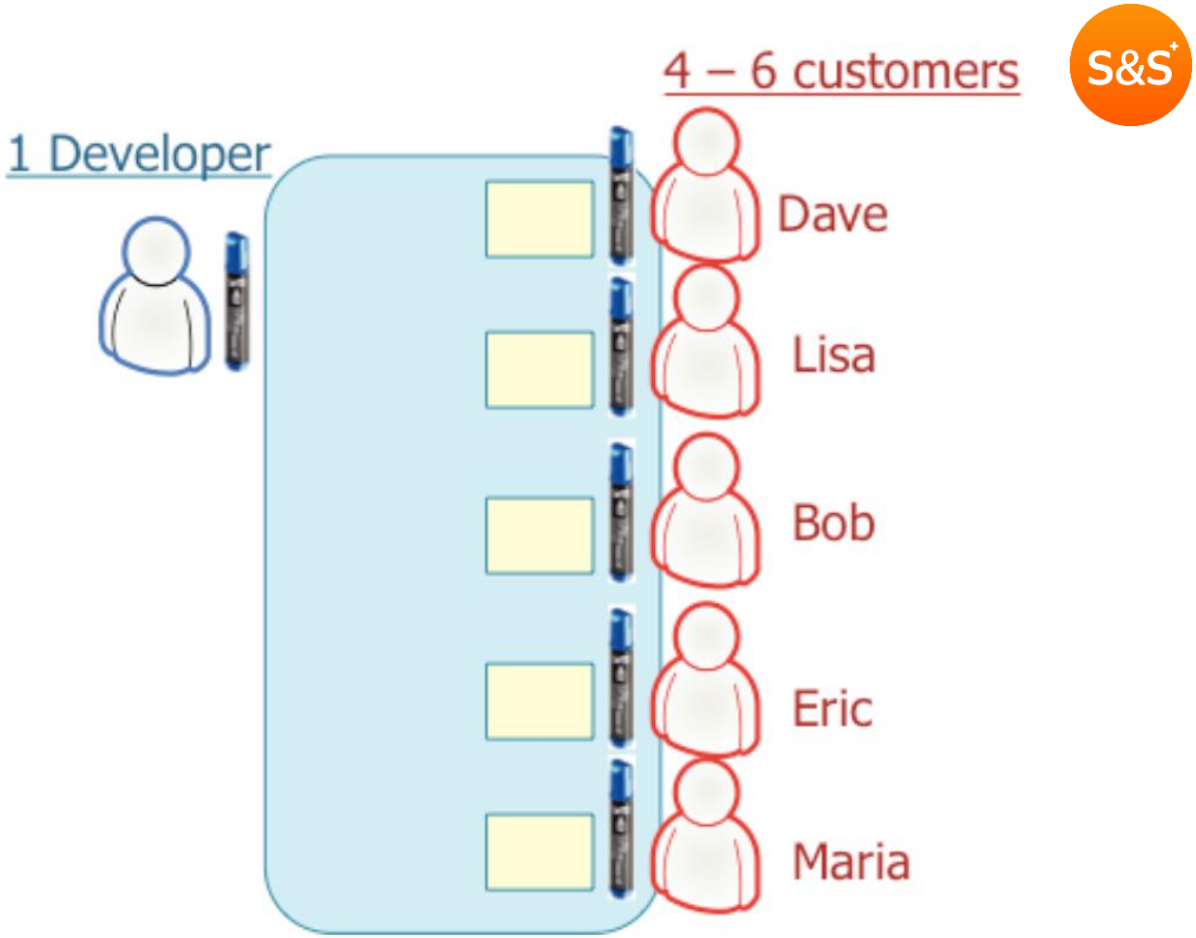
Well, it depends ….

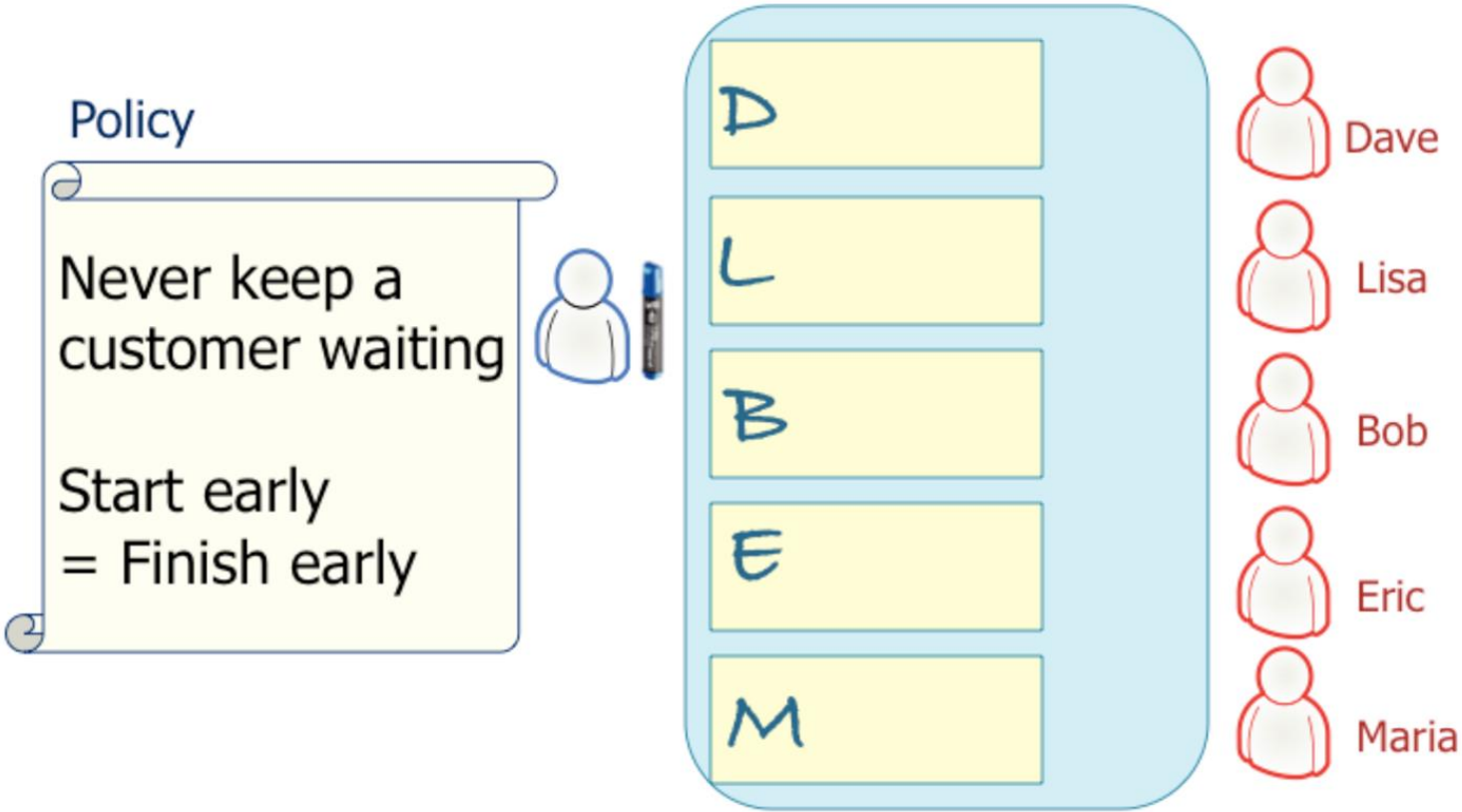
- Length of name
- Complexity
- Tools
- Size
- Quality
- Handwriting skill
- Etc.

Write a name

We work for a company that has amazing values:

- We put customers first so we never say NO to a customer demand
- We also never keep a customer waiting. So we start early and finish early on all work.

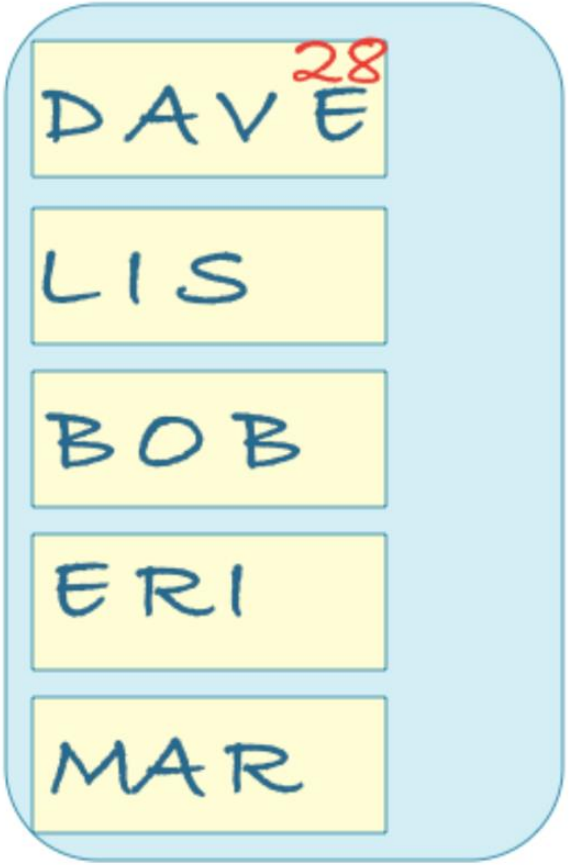

4 – 6 customers
1 Developer
Dave
Lisa
Bob
Eric
Maria


Policy
Never keep a customer waiting
Start early
= Finish early
D
L
B
E
M
Dave
Lisa
Bob
Eric
Maria

Policy

Never keep a customer waiting

Start early
= Finish early



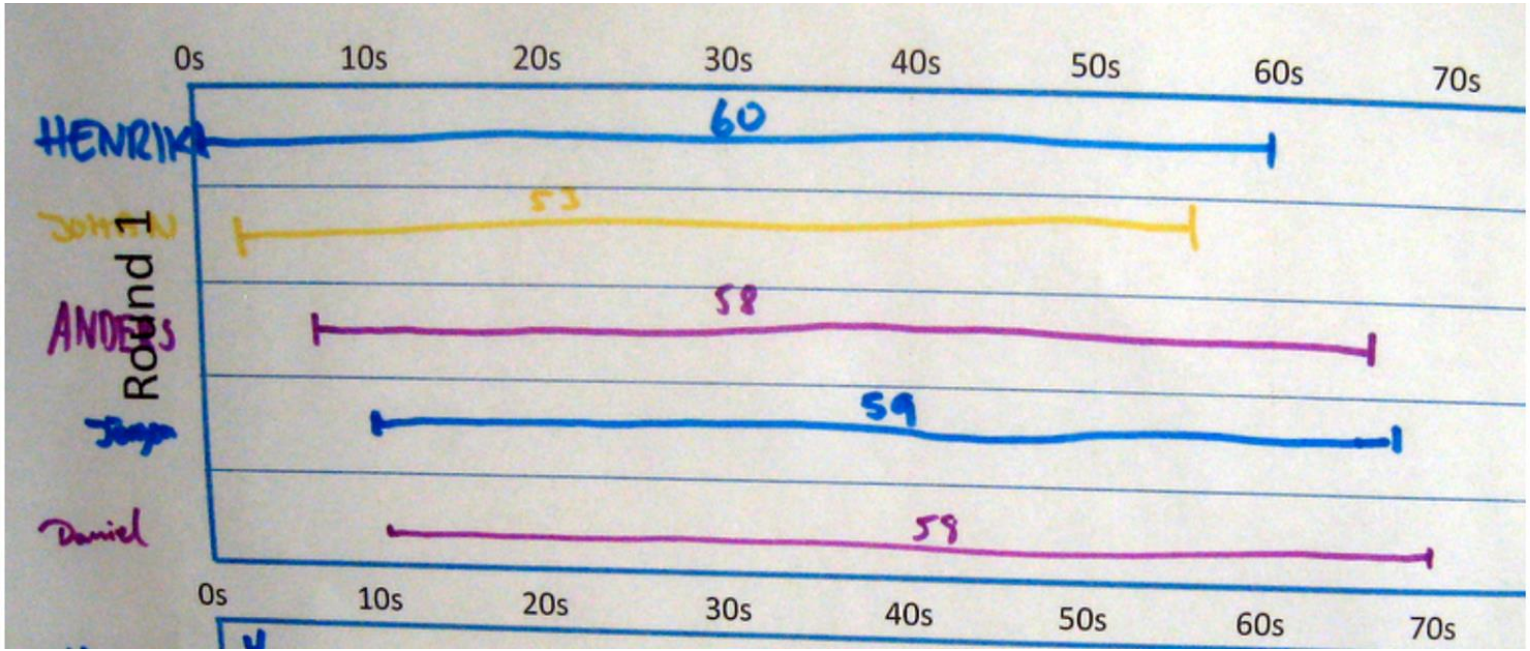
Dave

Lisa

Bob

Eric

Maria


0s
10s
20s
30s
40s
50s
60s
70s
HENRIK
60
JOHN
53
ANDERS
58
59
Daniel
59
Round 1
0s
10s
20s
30s
40s
50s
60s
70s

How long does it take to write a name ?

	Estimate	*Actual*
1 name :	**4 s**	**56 s**
5 names :	**20 s**	**70 s**

Well, it depends ….

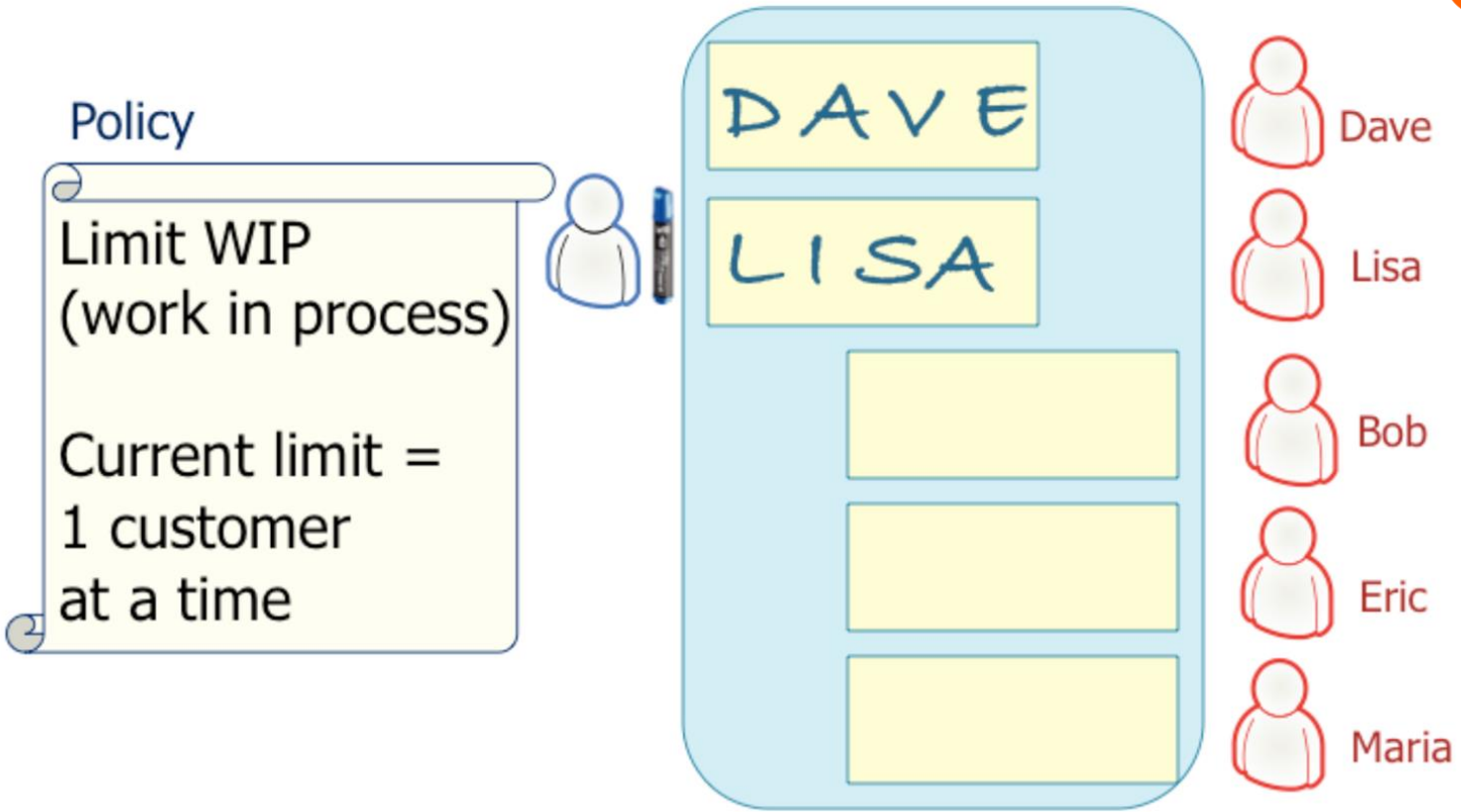
- Length of name
- Complexity
- Tools
- Size
- Quality
- Handwriting skill
- Etc.

MULTITASKING !

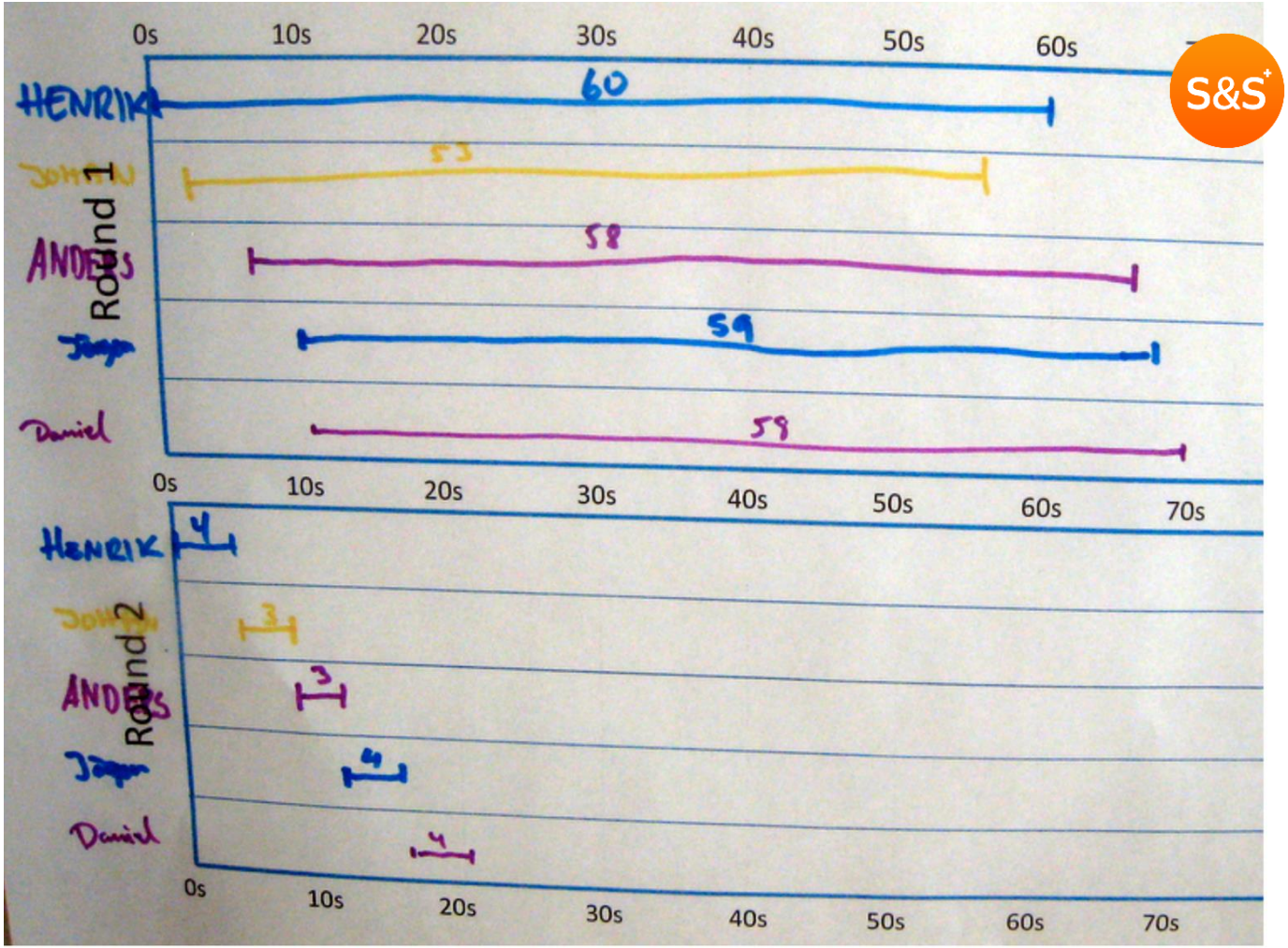
Write a name

Our *revised* company values:

- We care about flow, so we limit “work in progress” to 1.


Policy
Limit WIP
(work in process)
Current limit =
1 customer
at a time
DAVE
LISA
Dave
Lisa
Bob
Eric
Maria

Same capacity, Same demand



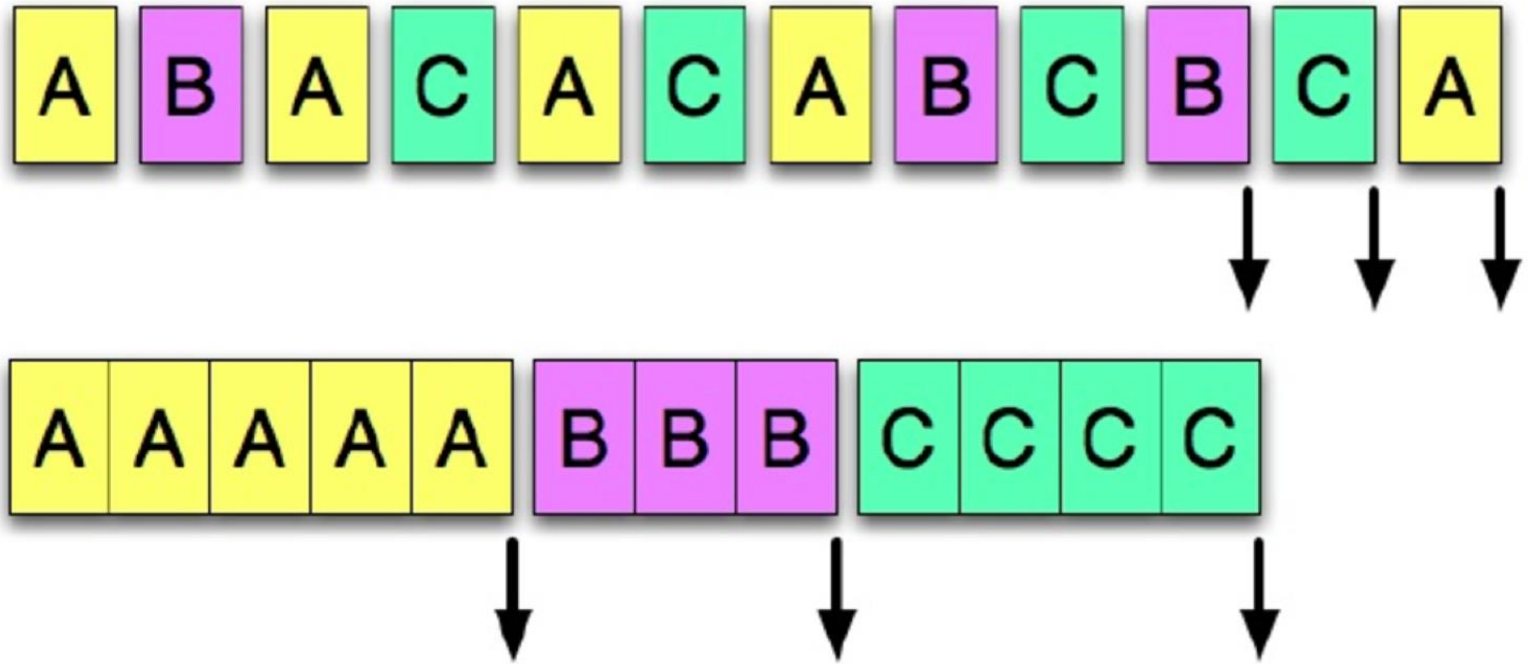
PMO 2022 Conference

How long does it take to write a name ?

	Estimate	*Round 1*	*Round 2*
1 name :	**4 s**	**56 s**	**4 s**
5 names :	**20 s**	**70 s**	**22 s**

Same capacity,
Same demand
All we changed was
the way of working

Limit Work in Progress



Context switching

Source: Gerald Weinberg, Quality Software Management: Vol. 1 System Thinking

Queuing
Theory
Utilisation
S&S
PMO 2022
Conference

Managing Traffic performance - one option

Who is in control ?

Based on what information ?

Managing Traffic performance - an alternative

Who is in control ?

Based on what information ?

Which is most efficient ?

Which is most difficult ?

In which are values more important ?

Safer ?
Cheaper ?

Humans prefer the status quo, even when it's crazy

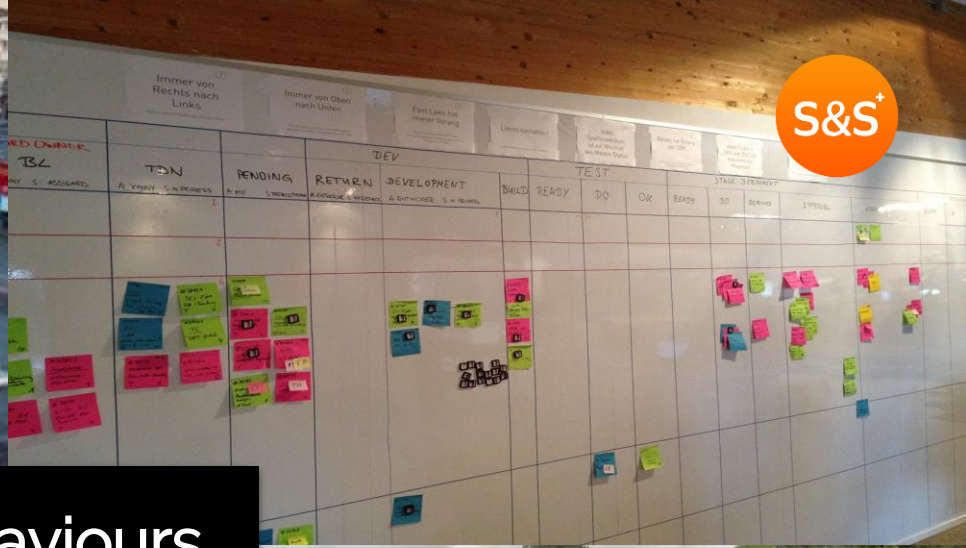
<u>In U.S.</u>
311,000 traffic lights vs.
5,000 roundabouts

Although roundabouts ….

- Reduce injuries by 75%
- Reduce fatalities by 90%
- Reduce delays by 89%
- Are cheaper
- Work during power outages

From *managing* performance … to *enabling* performance

What sort of PMO are you ?



New behaviours

New Metrics
Watch the baton, not the runner

PMO 2022 Conference

S&S
Move closer
PMO 2022
Conference

Will it make the boat go faster?

Opportunity

Re-skill
Re-purpose
Re-energise

Takeaways

- It is possible to create a PMO that adds significant value - but you need to think differently
- A PMO at the heart of delivery - not stuck on the side
- Align to the optimising goal
  (tip: it's probably to *maximise the flow of valuable work*)
- Work on the fundamental shifts (from that …to this)

"Maximise the flow of valuable work"

The PMO of the Future has such promise - but it needs bold, courageous pathfinders to bring it to life

PMO 2022 Conference

Thank you