

# Delivering Successful PMOs: A Greenfield PMO

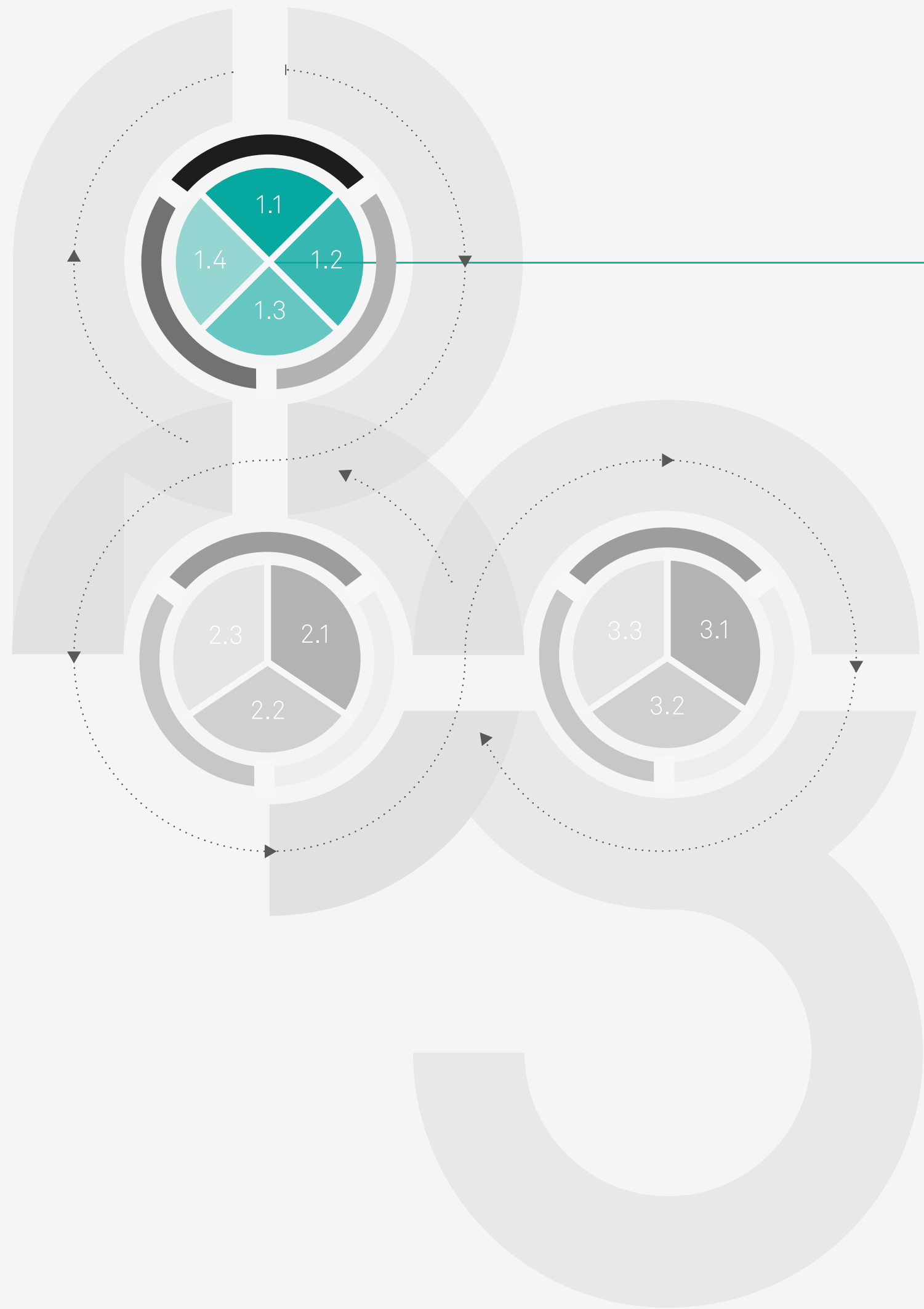
Ray Mead, CEO, p3m global  
PMO Conference, London 2016







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global



1.1

training



1.2

coaching  
& mentoring



1.3

career  
pathways

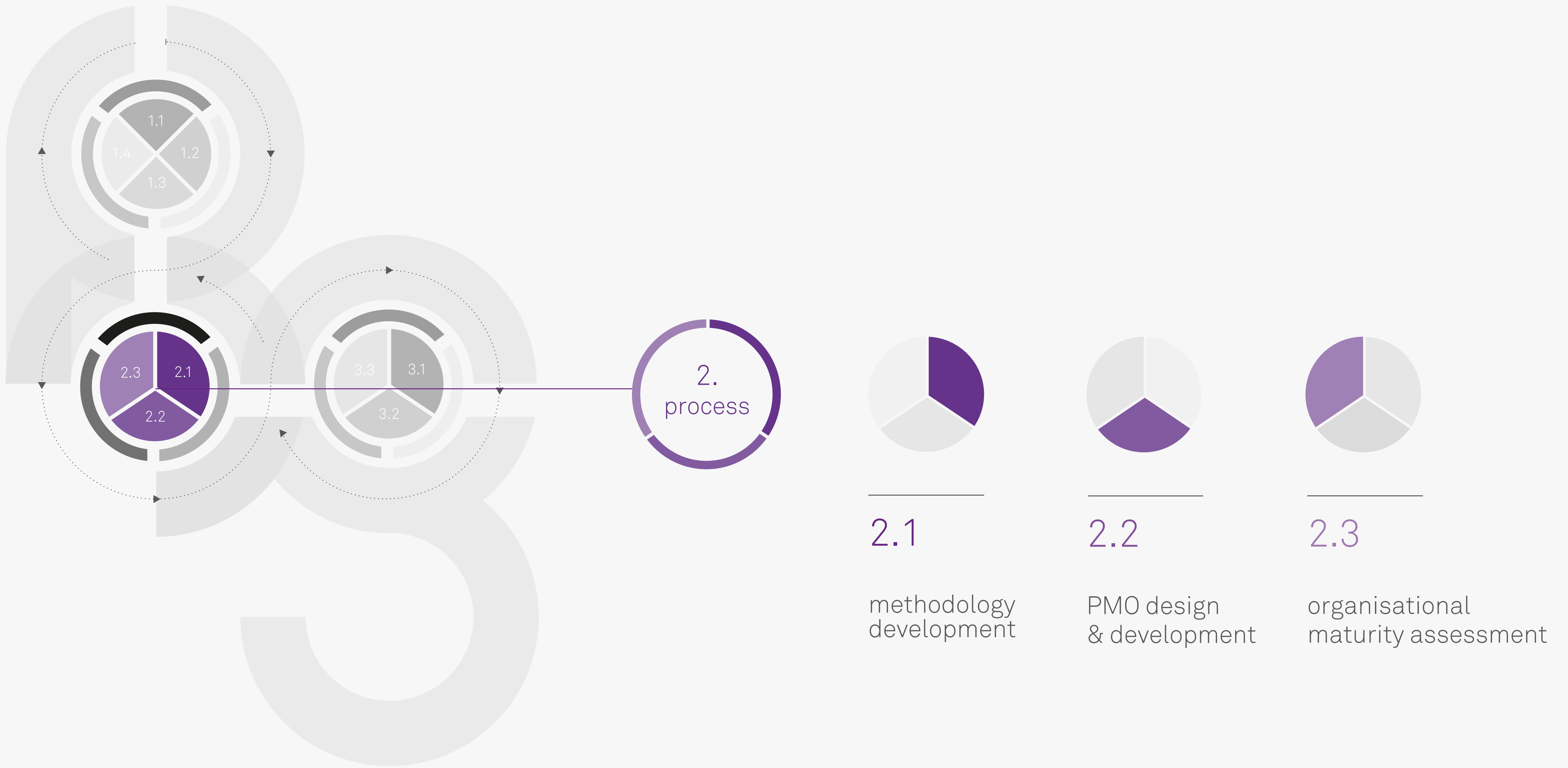


1.4

competence  
assessment

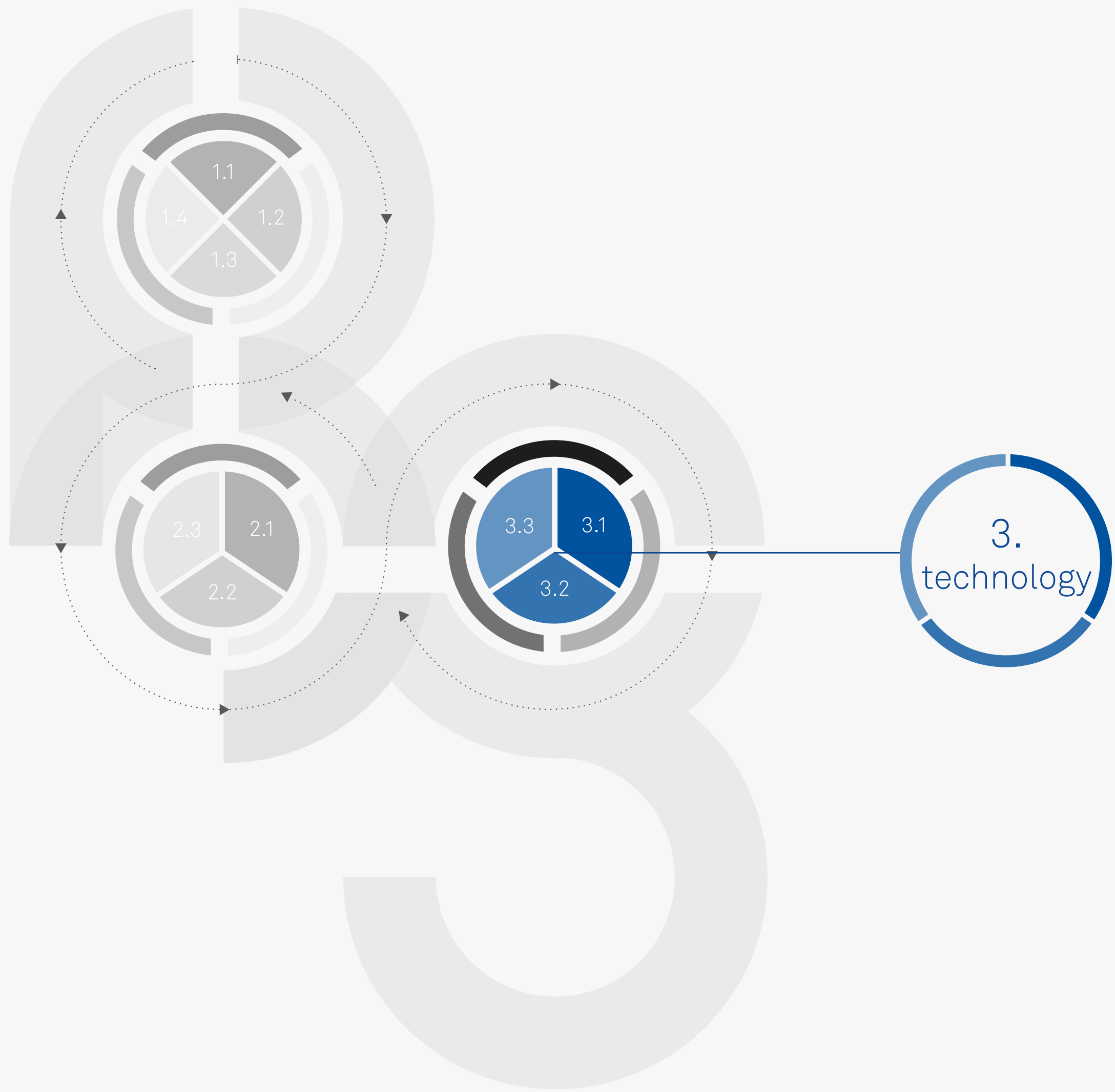


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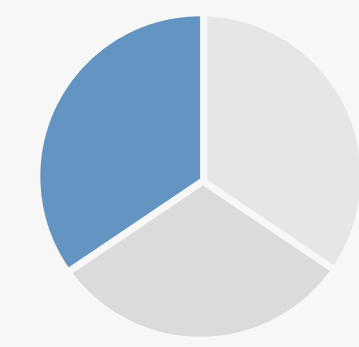
3.1

online  
assessment



3.2

elearning



3.3

enterprise project  
management systems

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# Mature PMO Characteristics

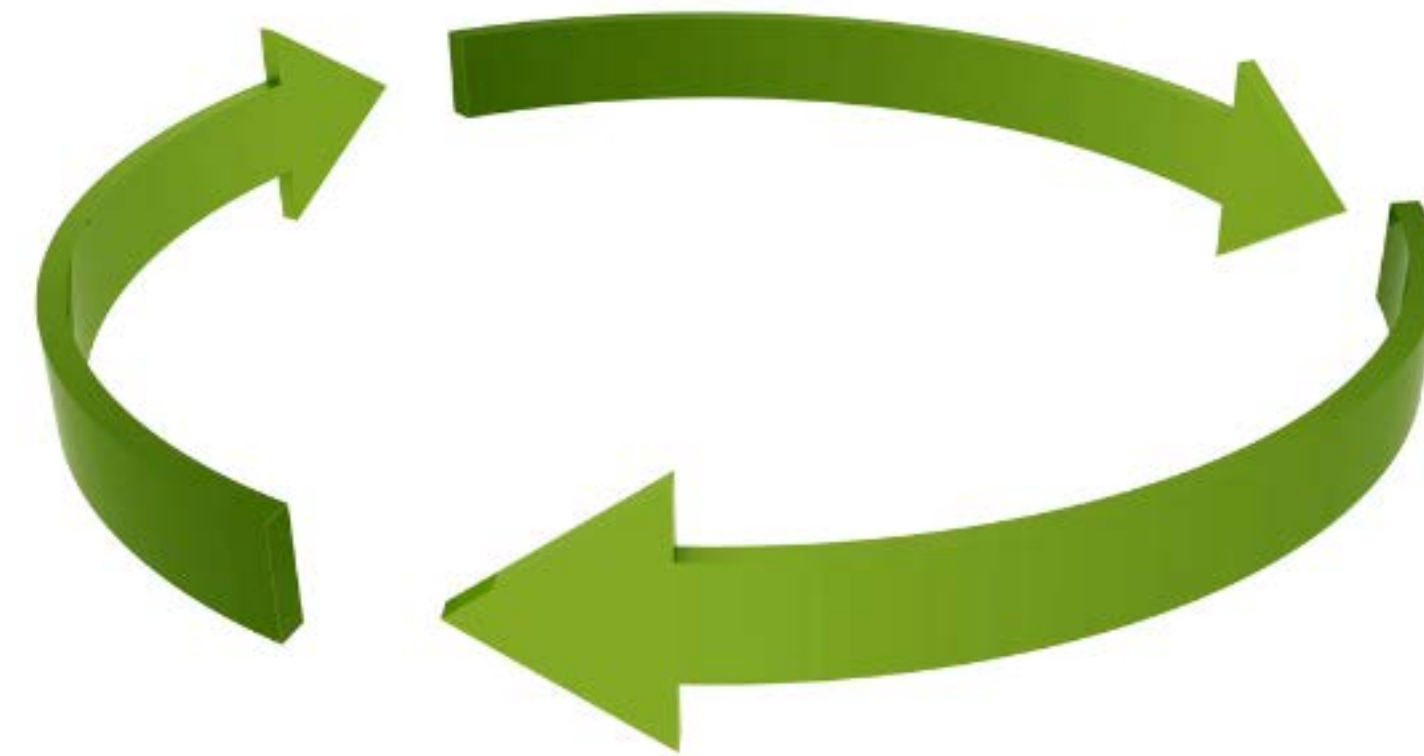
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- Governance – scrutiny and challenge
  - Transparency – one version of the truth
  - Delivery Support - ensuring PM  
Community do things right (competency  
and skills) and do them well  
(assurance)
  - Reusability - embedding best practice  
and lessons learned
  - Traceability - history and documentation

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# 360° Value of the PMO

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- Maintains “big picture” understanding of all business change
- Ensures right programmes and projects are launched, consistency of delivery, things done well the first time
- Provides assurance, mentoring and single source reporting function
- Provides a view across the organisation and aggregates resources and risk. Can anticipate what can go wrong
- Improves organisational accountability, decision-making and transparency
- Protects revenue and spend, enhancing value for money
- Facilitates change more effectively and efficiently
- Improves organisational programme and project delivery
- Protects reputation and stakeholder confidence



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# PMO Evolution

## From:

A local focus

Process compliance

Allocating available people for the project

Attempting all projects requested

## To:

An enterprise focus

Business results

The right people for the project

Facilitating supply, demand and strategic alignment to focus on the high value projects





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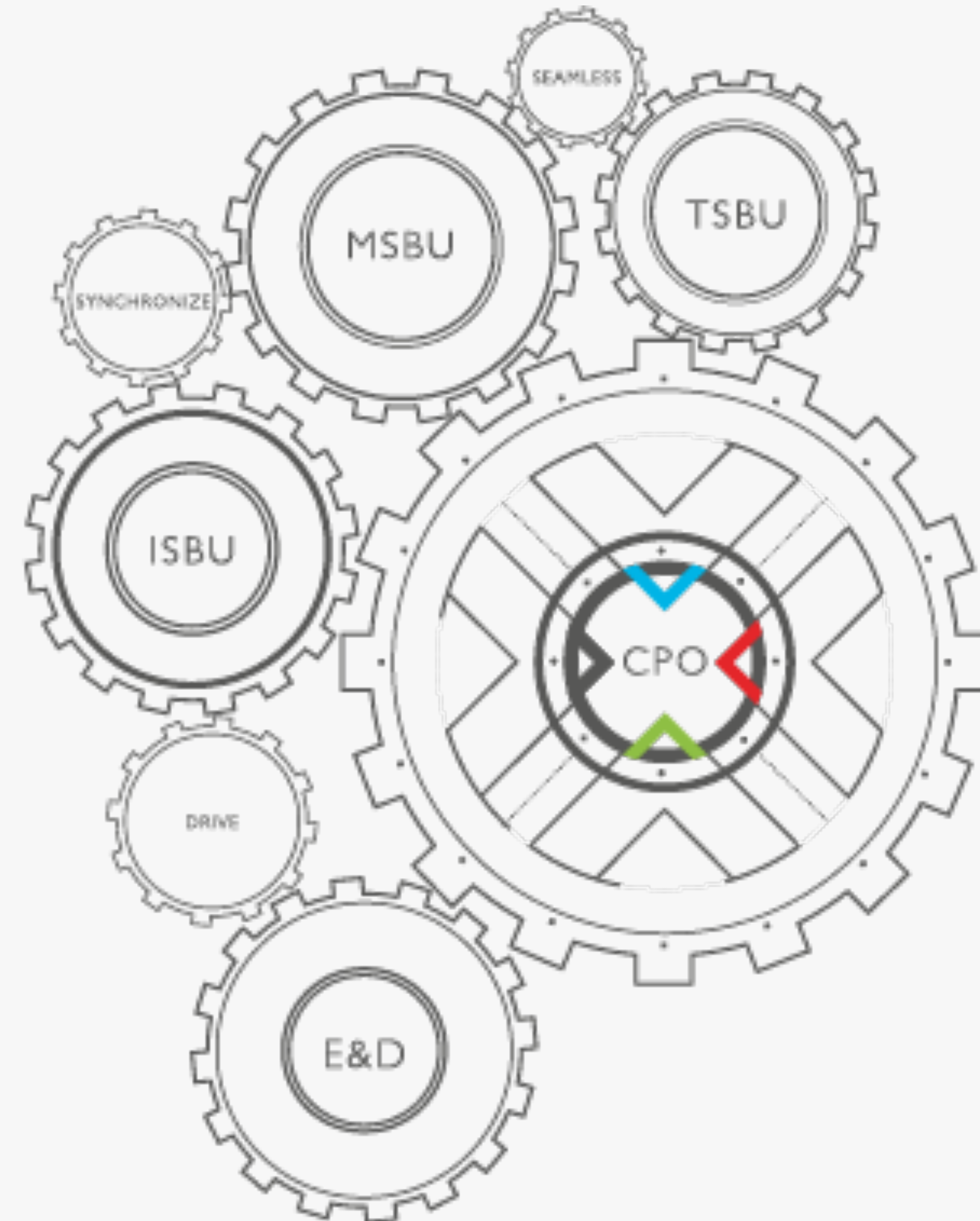
**what if...?**

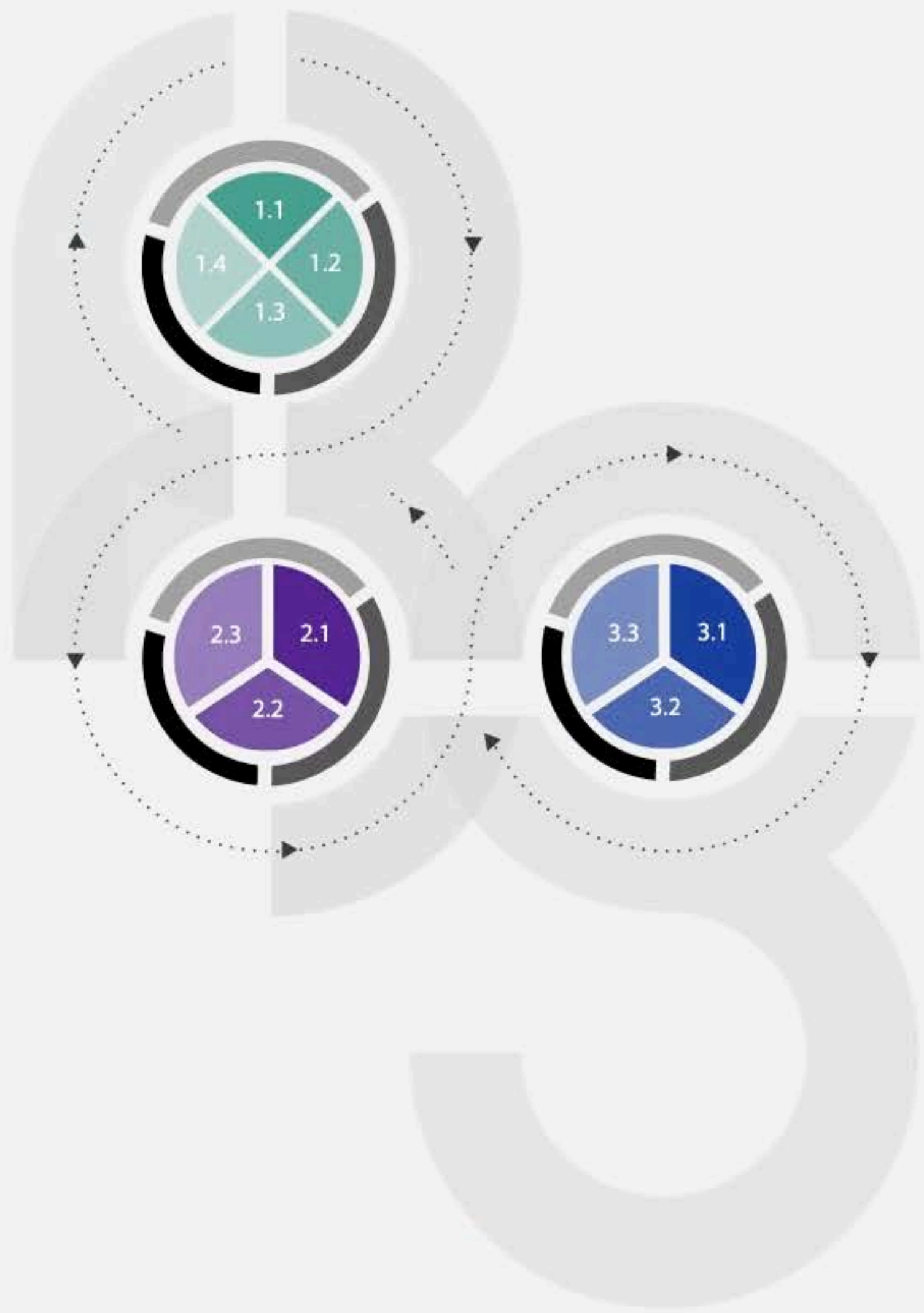
# The Challenge

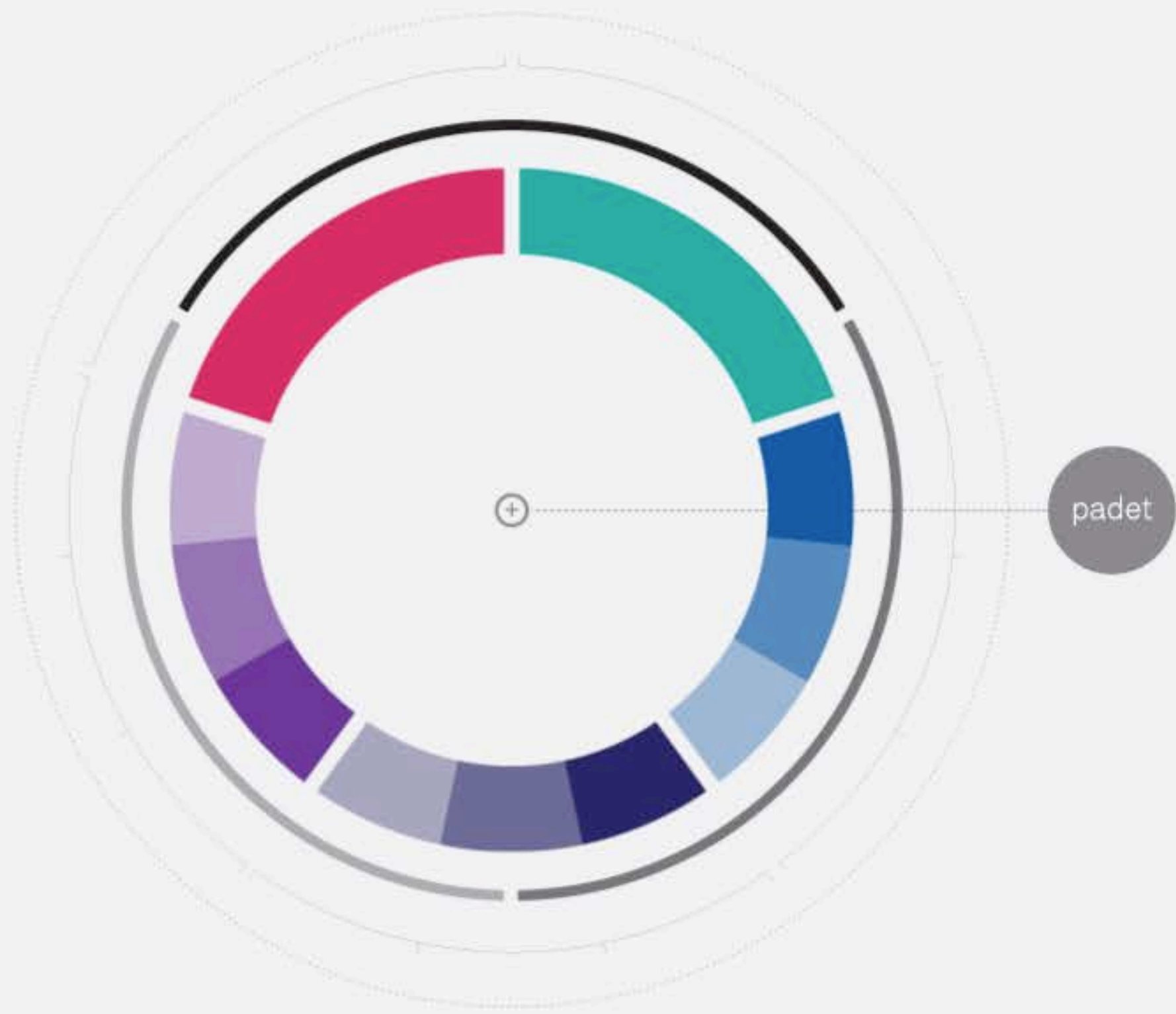


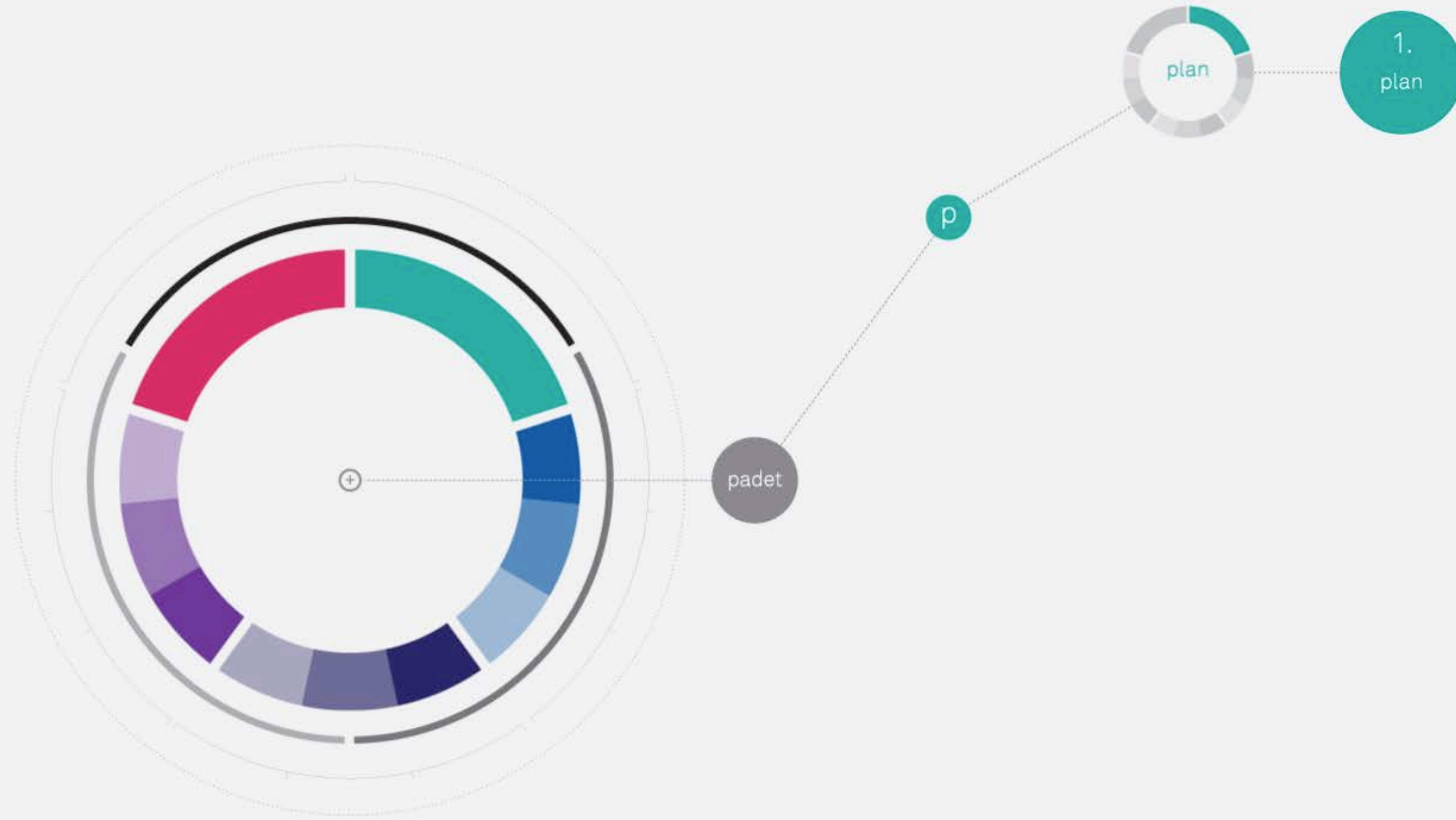
# The Project

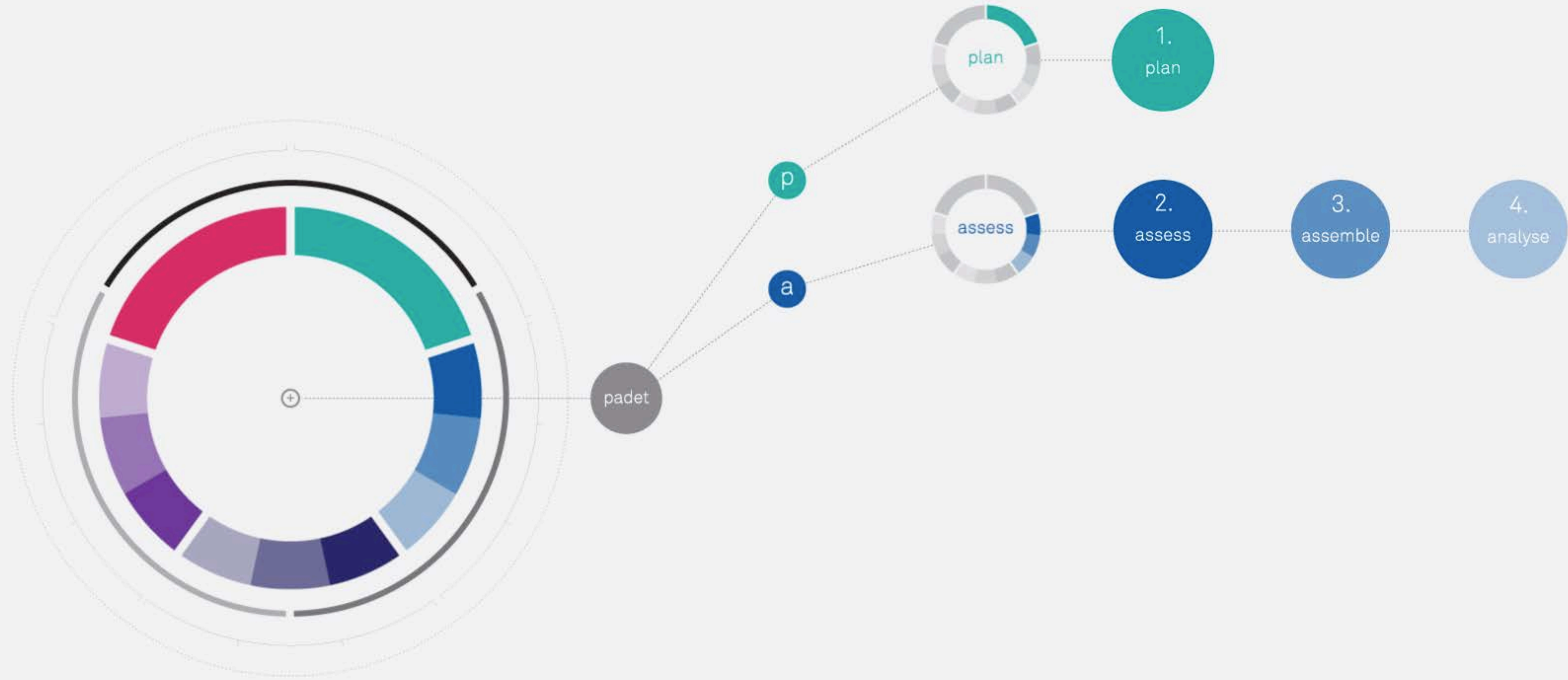
- 3 Business Units (+1)
- 87 Project Managers
- Mix of strategic programmes and tactical projects; client & internal
- Implement Corporate Project Office
- Implement 4 x BU PMOs
- “Pareto” principle design
- Link with competency appraisal and development of staff

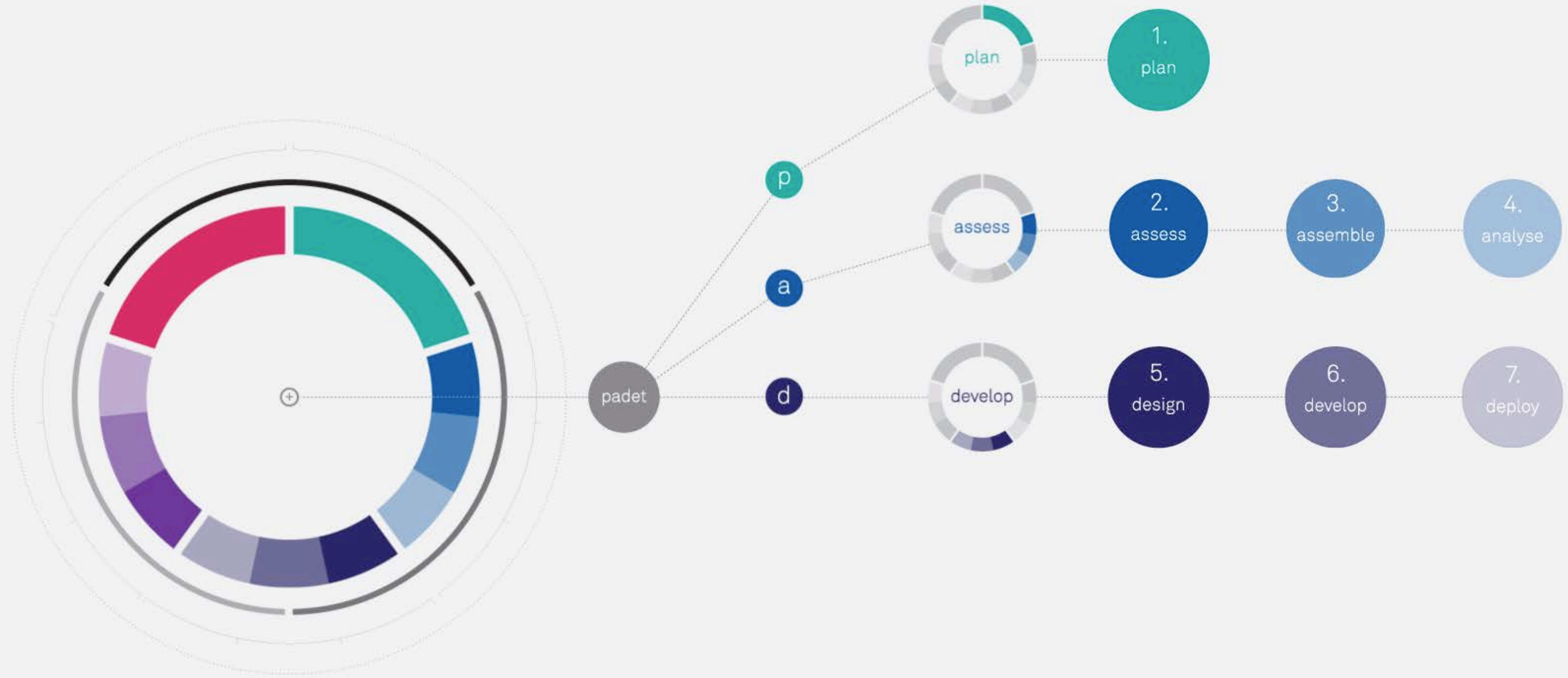




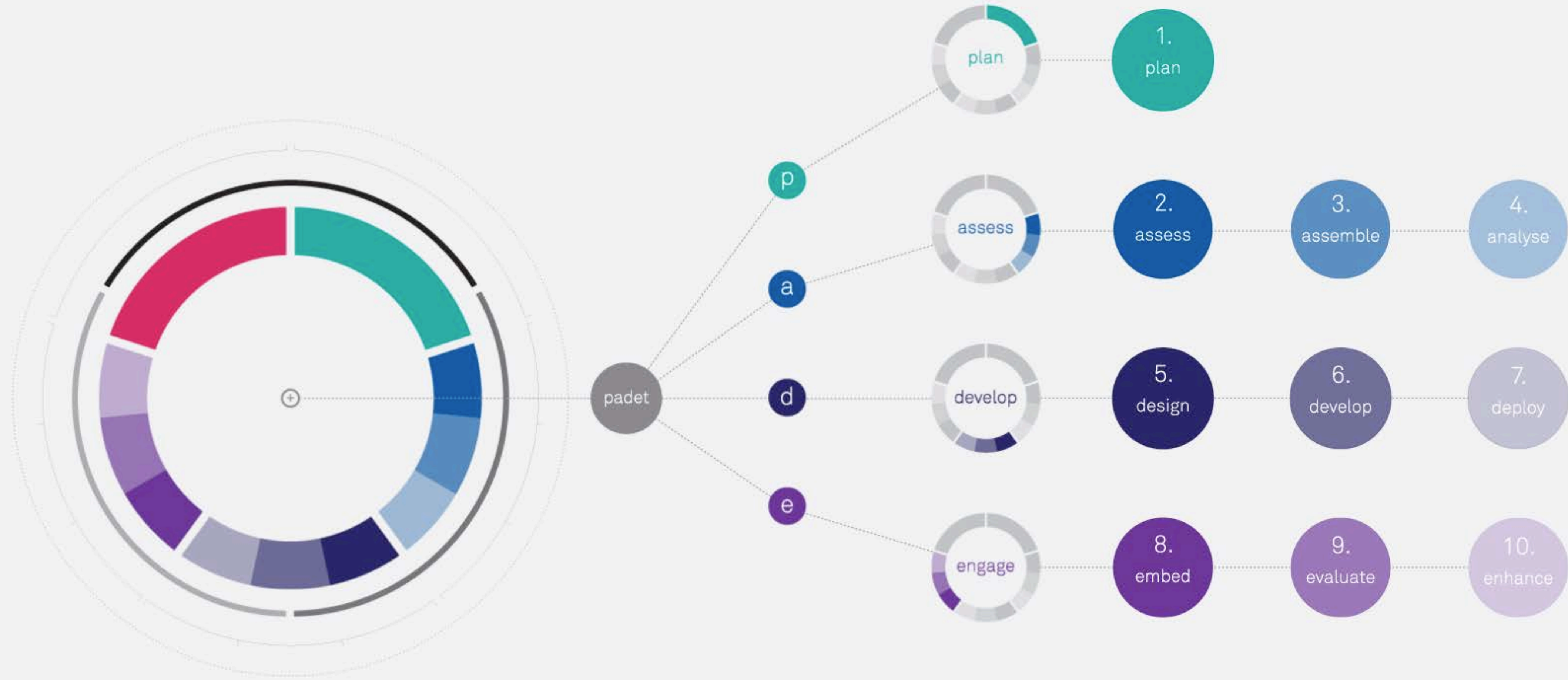


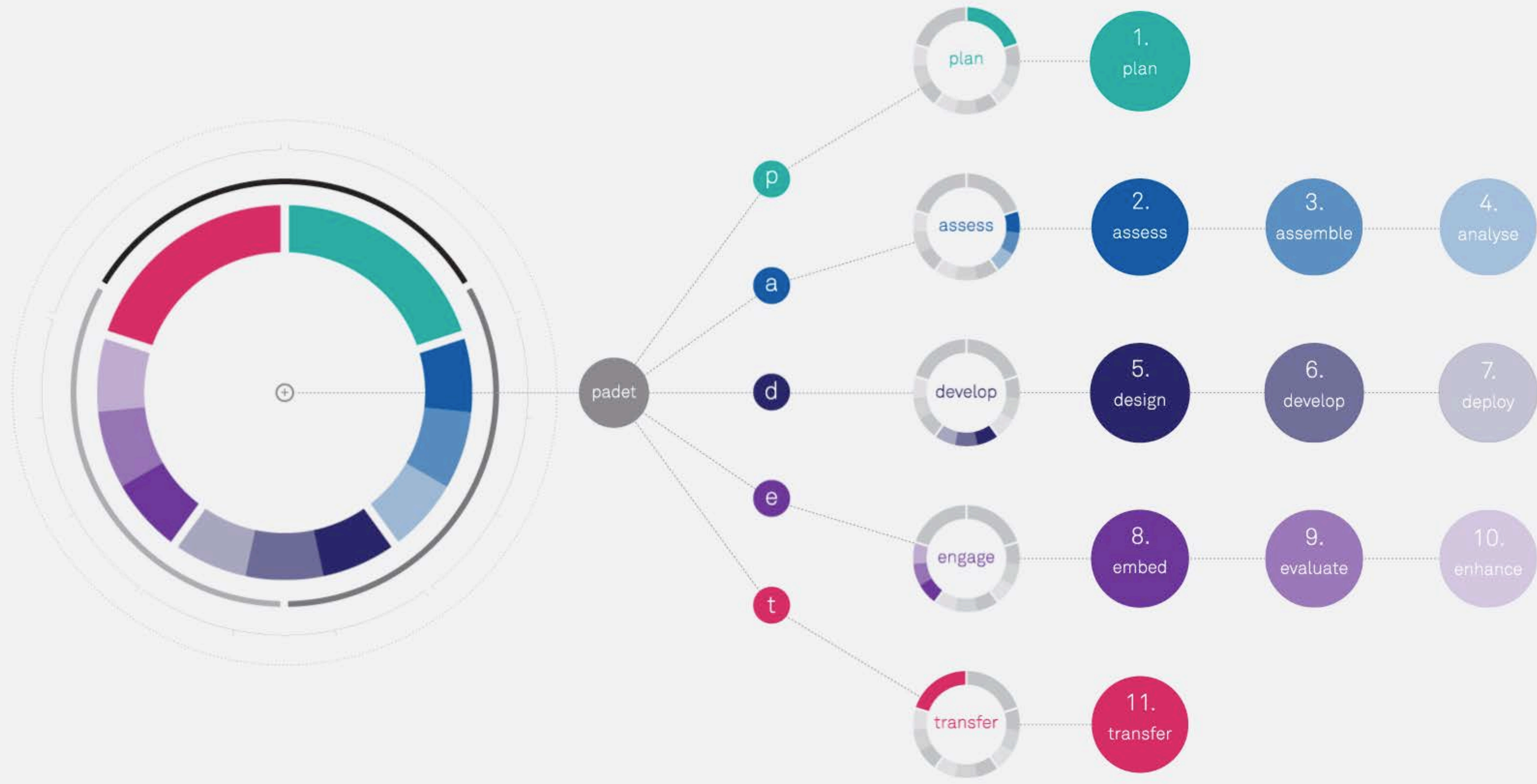














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# phase one: plan





# phase one: plan

## objectives

Align the various stakeholders of the PMO Programme in a clearly defined and understood direction.

## key activities

Defining programme vision

Organisation chart

Develop programme charter

Develop scope of work

Address risks and issues

Develop detailed programme work plan

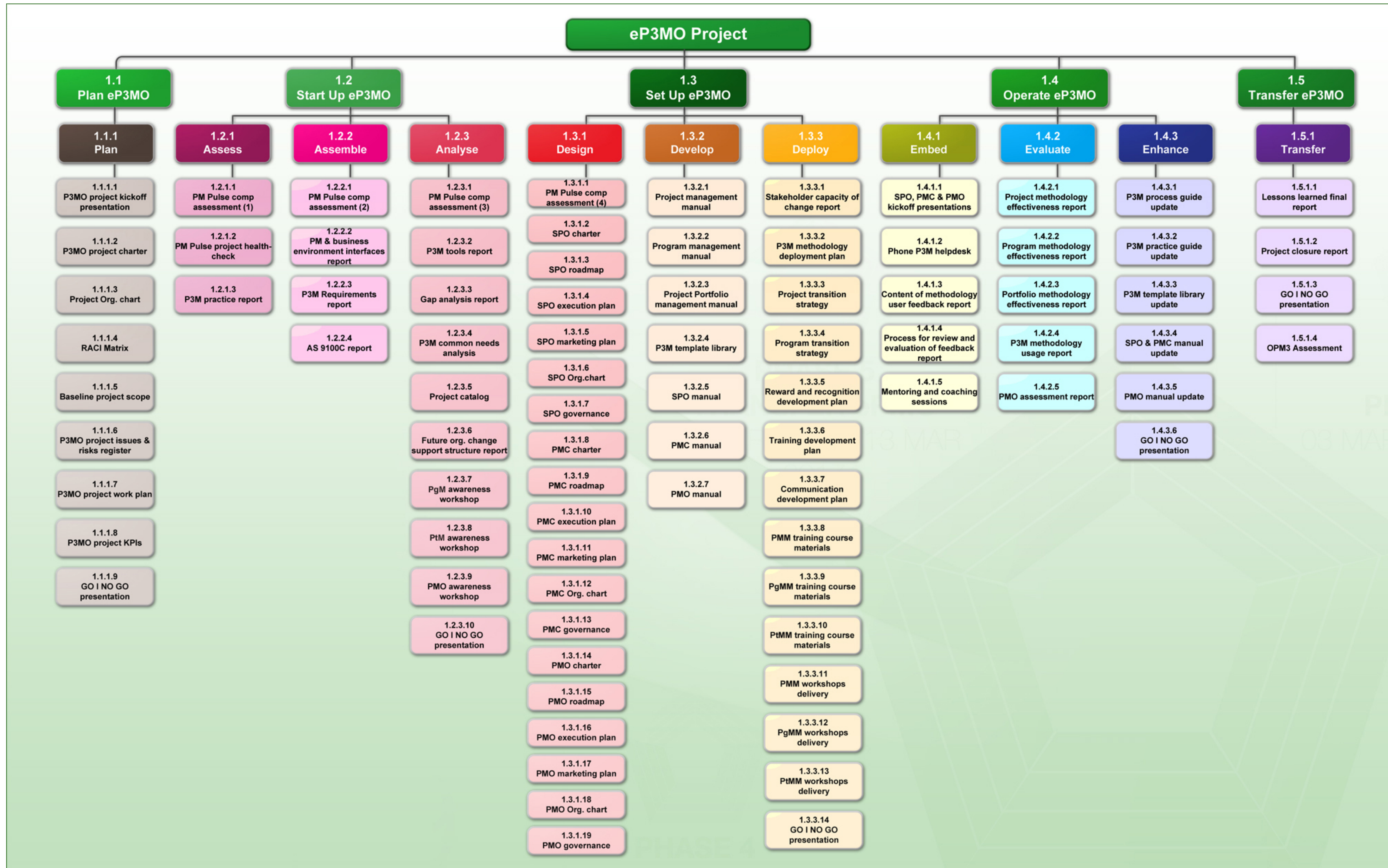
Develop quality plan

Conduct kickoff presentation



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# Work Breakdown Structure





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# phase two:

assess  
assemble  
analyse





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# phase two:

assess  
assemble  
analyse

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## objectives

Assess the current P3M competency, processes and tools and understand the real drivers for this change using OPM3 and p3m pulse™ as a guide.

Capture the new future P3M state by gathering client requirements.

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## key activities

Competence assessment

Project management tools assessment

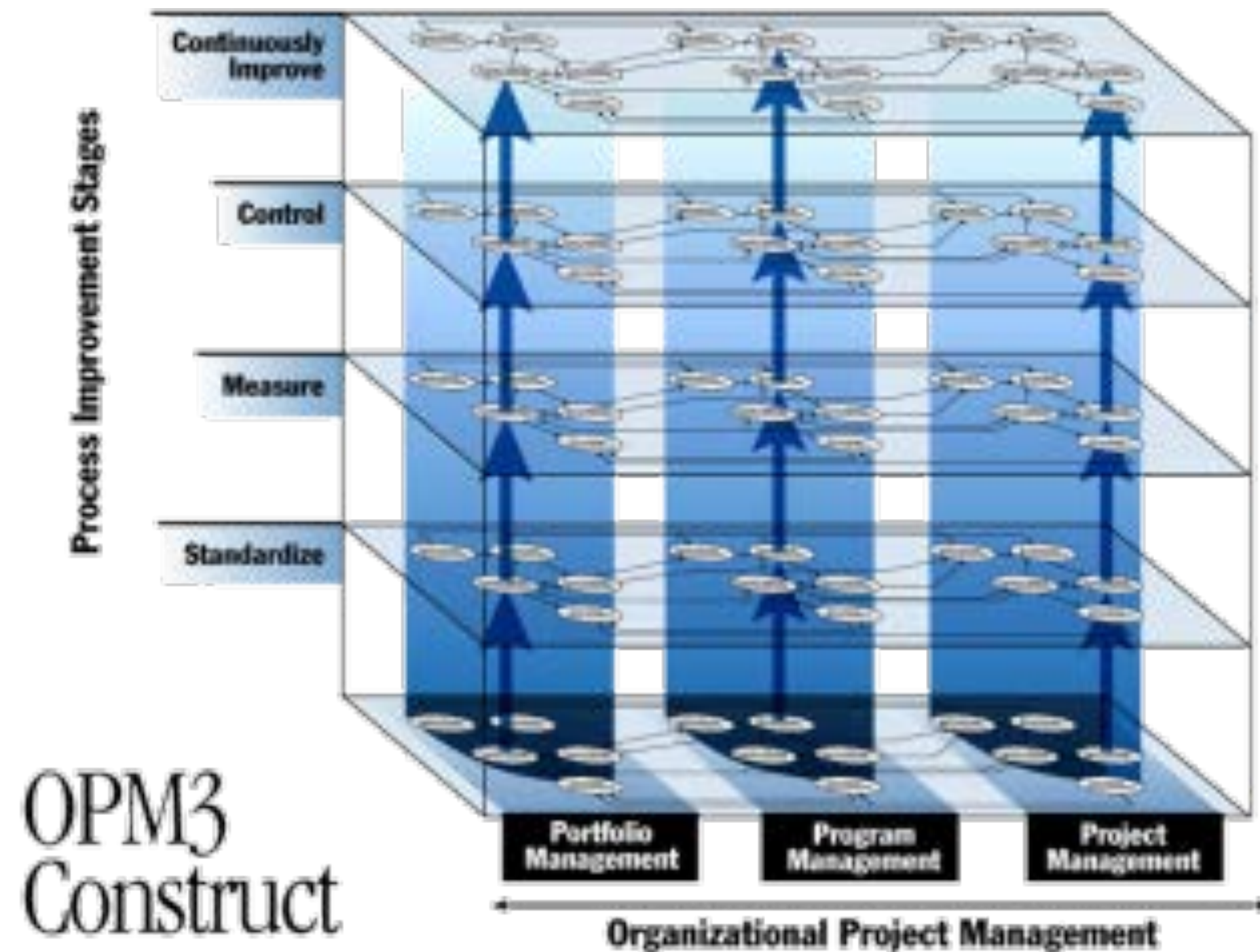
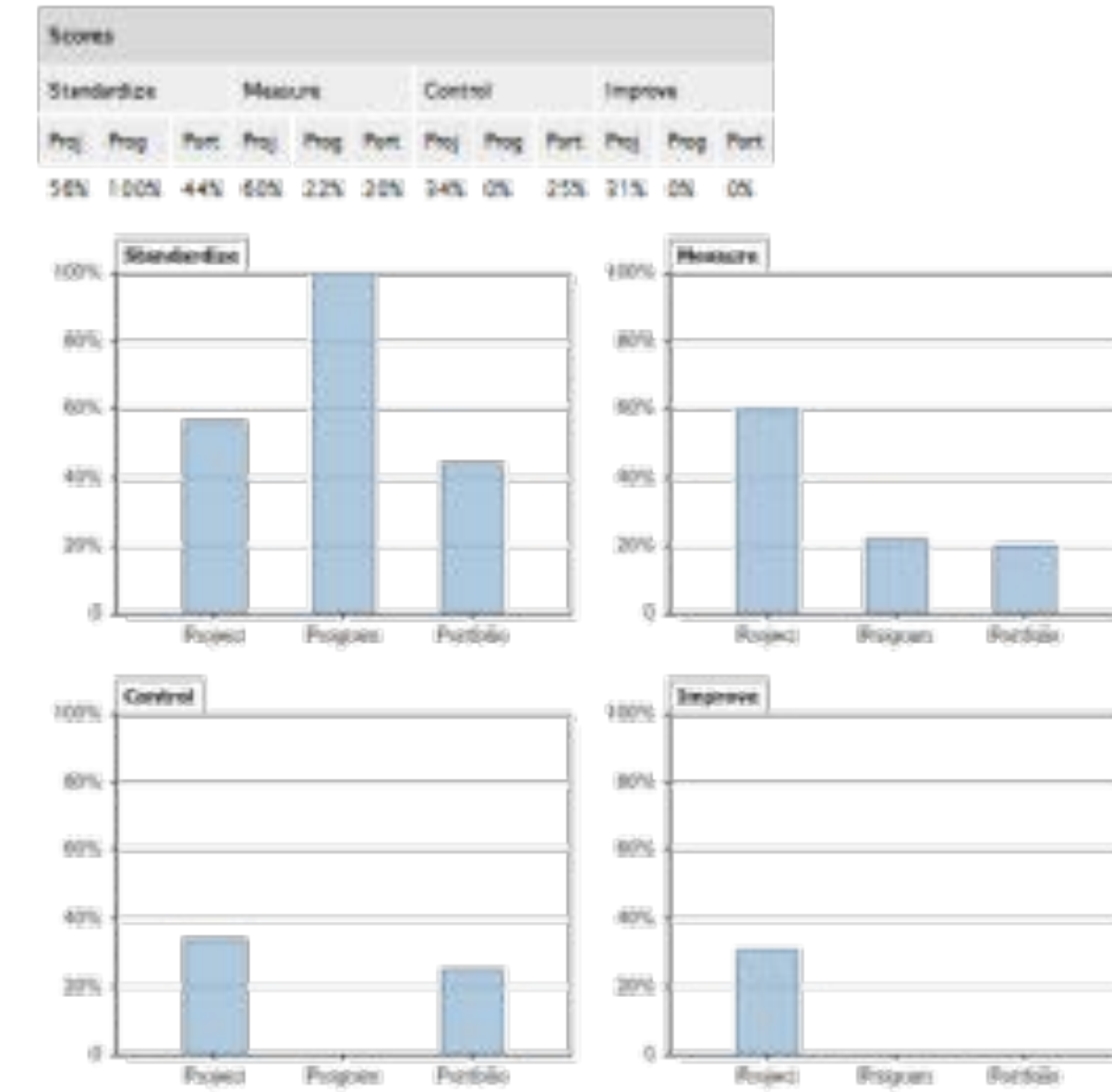
Stakeholder requirements analysis  
P3M requirements gathering

Gap analysis between the current state and the future state

Examine PM common needs and requirements across the various departments

# OPM3 Assessment

- PMI Organisational Maturity Model
- International Benchmark
- Comprehensive organisational project management assessment
- Provides a roadmap for improvement
- System of Capabilities & Best Practices
- Overall 3% Maturity (in OPM3 BP terms)





## Knowledge Competencies:

What the project manager knows about the topic of project management.

## Personal Competencies:

How the project manager *behaves* when performing activities within the project environment.

## Industry Specific Competencies:

In some industries there may be specific knowledge, skills or attitudes that are needed to succeed therein.



## Performance Competencies:

How the project manager *applies* Project knowledge to project activities in a live environment

## Organisational Competencies:

There may be specific elements of the organisation in which a project manager works that, when mastered, enables them to perform better. This may be the ability to use certain systems, methods, escalation paths and other organisational process assets.

# Competence Assessment

		Knowledge	Personal	Performance	Industry Specific	Organisational
Online	p3m pulse 360 Assessment	●	●	●		
	Knowledge Test	●				
	Psychometric Test		●			
Assessment Centre	Interview			●	●	●
	Technical Test				●	●
	Observed Workshop	●	●	●		

# P3M-Pulse Competency Assessment



On-line self-assessment  
and peer review

section 1: 360 online assessment  
Level of Operation & 360 Feedback  
360 Feedback Table  
Proficiency across 14 Knowledge Areas  
Comparison by Knowledge Area

One-on-one  
interviews

section 2: face to face interview  
assessment  
The Face to Face Interview Assessment  
Proficiency Across Knowledge Areas

A training course  
forward view

section 3 recommended training plan  
Findings  
Assumptions  
Recommended Training plan

Optional blended  
learning methods

section 4 optional supplementary learning  
Global Growth in Project Management  
Self-Paced Learning Opportunities  
Sample Training Calendar

# Results: Recommended Training Plans

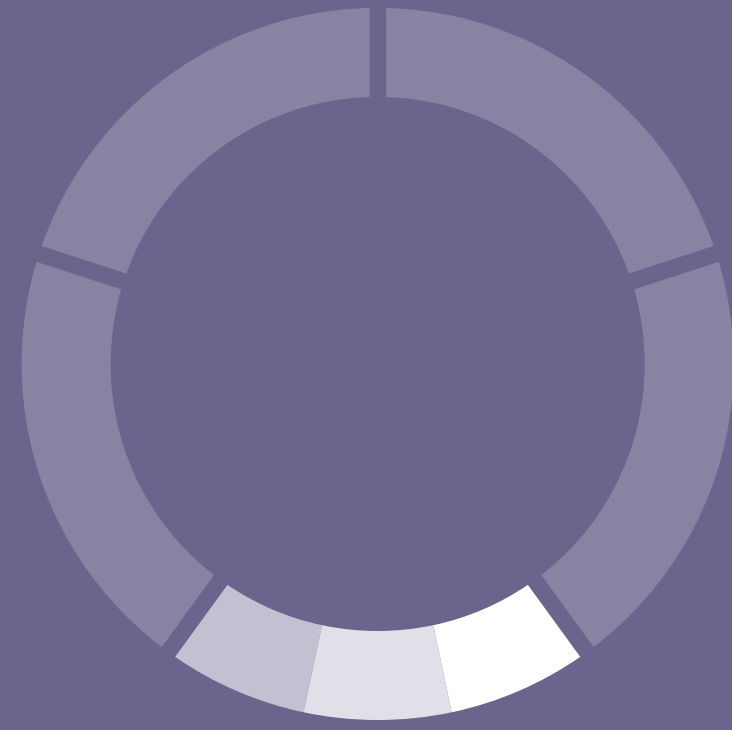
assessment level: practitioner				
2014	TP3100: MS project advanced	TP4200: Project management professional (PMP) preparation		
2014	TP2100: Project management in practice	TP2101: The project managers Toolkit		
2014	TP	expected level: expert		
2014	↑	TP5101: Coaching and mentoring for project managers	TP5102: Understanding business financials	TP5301: Agile PM practitioner
2013		TP4100: Building and leading project teams	TP4104: Project Quality Management	TP4107: Project Risk Management
2012		TP4200: project management professional preparation (and exam)	TP3100: MS project advanced	
assessment level: expert				
2014	leader negotia	expected level: expert		
2014	↑	TP4108: Vendor and supplier management	TP4110: Project simulation workshop	TP5100: Managing the PMO
2013	advanced	expected level: advanced practitioner		
2012	Pro (P	Project management professional (PMP) exam	TP3100: MS Project advanced	TP4104: Project Quality Management
2012	Inter	assessment level: practitioner		
2012 Q3/4		TP2100: Project Management in practice	TP2101: The project managers	
assessment level: intermediate				
2012		Mind Mapping	ERP	
2011		Presentation skills	PMP	communication skills
2008		motivation at work		ITIL



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# phase three:

design  
develop  
deploy



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# phase three:

design  
develop  
deploy

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## objectives

Establish P3M in the various branches leveraging on phase 2, p3m global's long years experience and the industry best branches (PMI, Cabinet Office)

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## key activities

Establish the P3M Governance Model

Develop the Organisation & Structure Functional Model

Develop project management methodology

EPM Solution and Design

EPM Proof of Concept

Develop transition strategy

Change management determine measurement of change

# Tailored Career Pathway



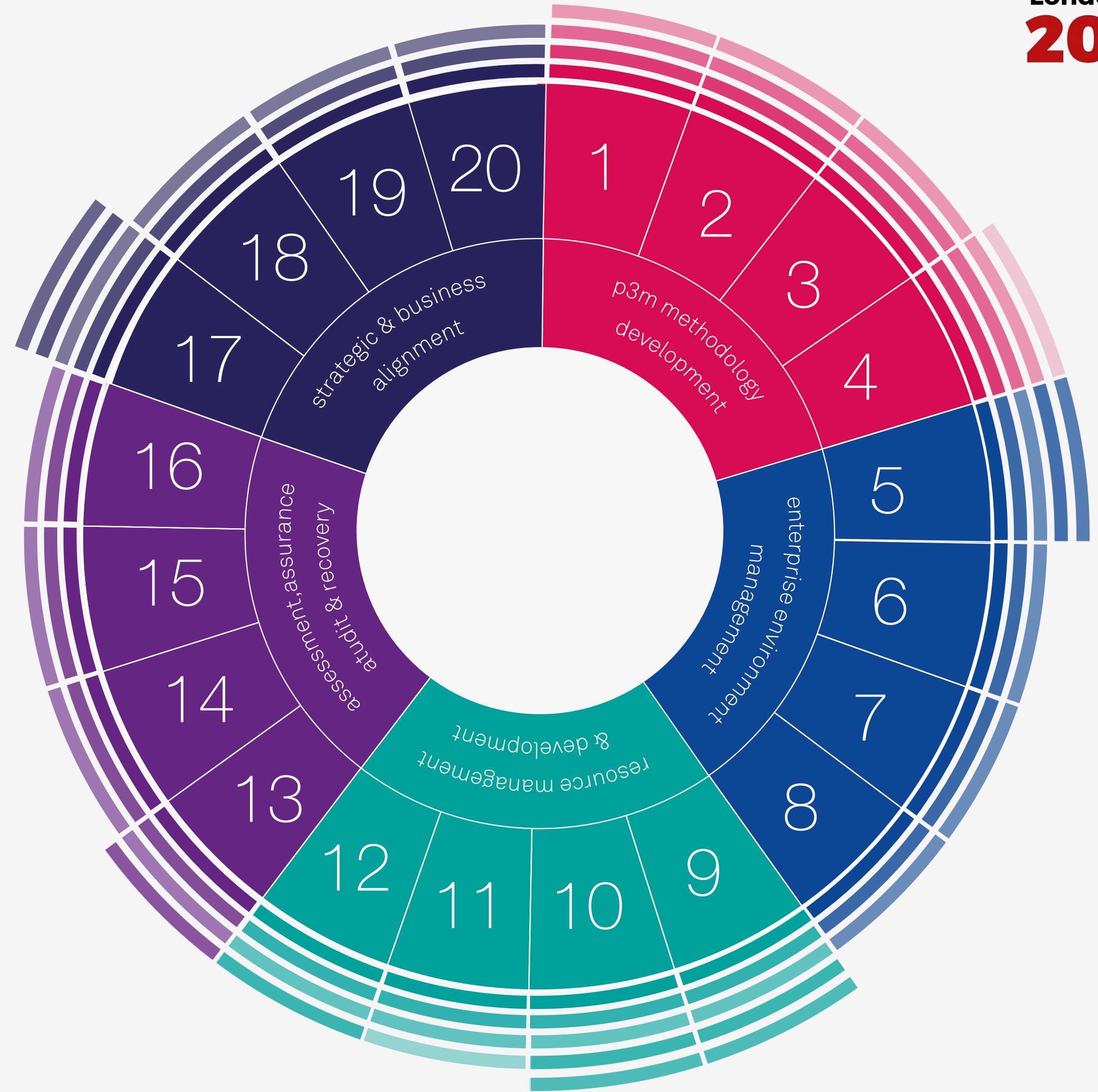
**Navigate**  
Click on the titles to take you to that page

Delivery	Project Roles
<p><b>Delivery overview</b> Take me back to the page</p>	07
	06
	05
	04
	03
02	
01	

Delivery	Course Learning	SENIOR PROJECT MANAGER >7 YEARS
	<p><b>Course Learning</b> <b>Senior Project Manager</b></p> <p>Axelos Management of Risk (MoR) Foundation MoR Practitioner</p> <p>Axelos on Vodafone Learning Management of Risk: Guidance for Practitioners (00015916, Version: 1.0)</p> <p>Axelos on Books 24x7 Management of Risk: Guidance for Practitioners by The Office of Government Commerce (OGC) ISBN:9780113312740</p> <p>PMI</p> <p>PMI on Vodafone Learning PMI-RMP Certification (Parts 1 to 11) (10080)</p> <p>PMI on Books 24x7 PMI Risk Management Professional (PMI-RMP) Examination Specification by Project Management Institute ISBN:9781933690500</p> <p>APMG Agile PM Foundation, Agile PM Practitioner, Programme and Project Sponsorship (PPS)</p> <p><b>Recommended Reading</b> From Projects to Programs: A Project Manager's Journey by Samir Pentar ISBN:9781466591813</p>	04
	<p><b>Course Learning</b> <b>Senior Project Manager</b></p> <p>p3m global Courses Coaching &amp; Mentoring for Project Managers Project Governance &amp; Sponsorship</p> <p><b>Recommended Reading</b></p>	

# our methodology: p3m framework

- |                                      |   |   |  |
|--------------------------------------|---|---|--|
| 1.<br>project management methodology | 2.<br>program management methodology    | 3.<br>portfolio management methodology  | 4.<br>organizational change management |
| 5.<br>p3m governance function        | 6.<br>p3m organization & structure      | 7.<br>knowledge management capability   | 8.<br>facilities & equipment support   |
| 9.<br>resource management            | 10.<br>education & development          | 11.<br>team development                 | 12.<br>mentoring & coaching            |
| 13.<br>assessment & improvement      | 14.<br>project & program assurance      | 15.<br>project & program internal audit | 16.<br>project & program recovery      |
| 17.<br>strategic project management  | 18.<br>customer relationship management | 19.<br>supplier relationship management | 20.<br>business performance management |





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# Traditional Types of PMO

## Supportive PMO

### “Weather Station”

- Provides support, templates & processes
- “On-demand” expertise
- Observes and reports but does not influence
- Easier to implement
- Limited control

## Controlling PMO

### “Control Tower”

- Provides hands-on guidance; ensures compliant through audits/reviews
- Intervenes where necessary. E.g. corrective action or recovery
- Brings discipline and recovery
- Brings discipline and consistency
- Can trigger matrix conflicts
- Requires senior management “teeth” to back its stance

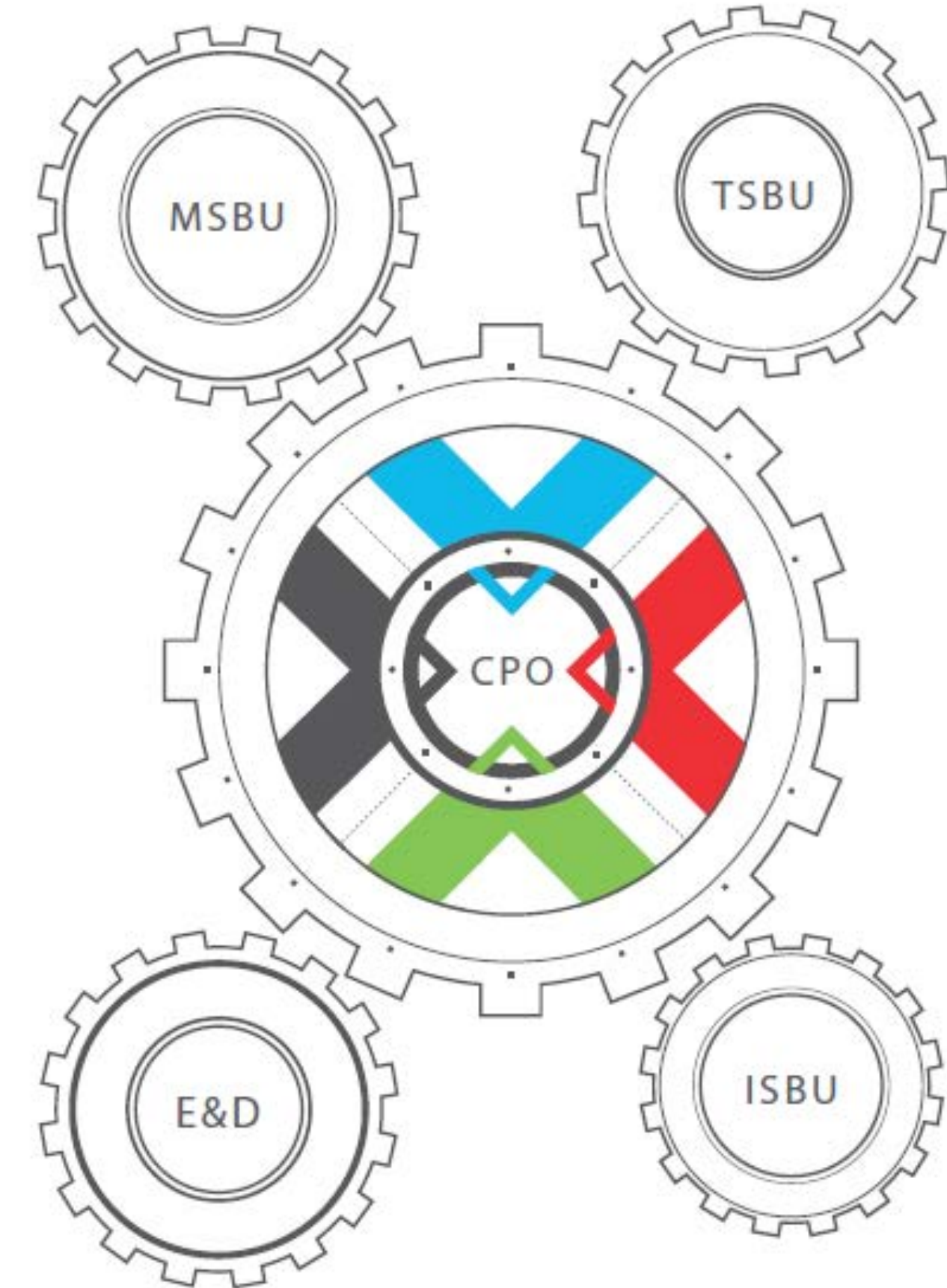
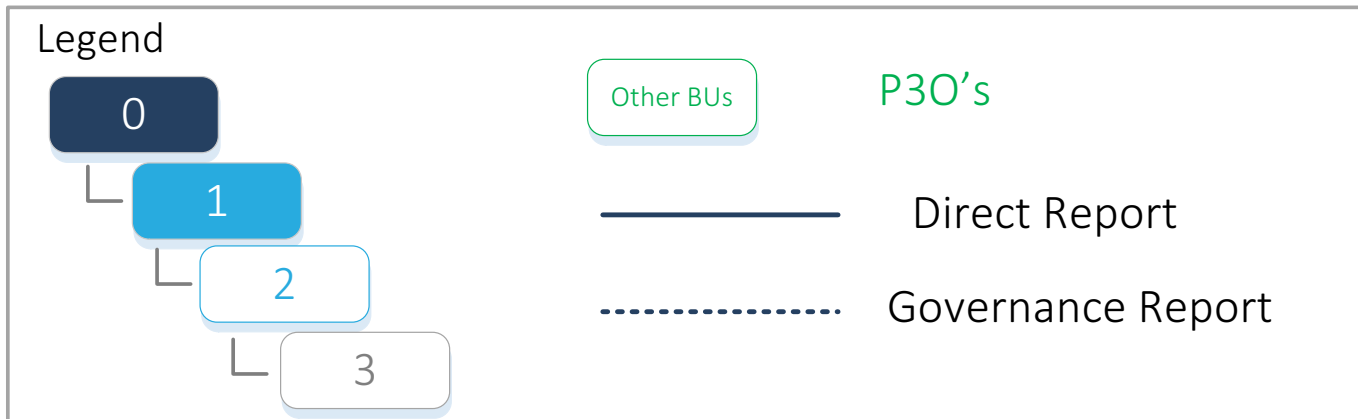
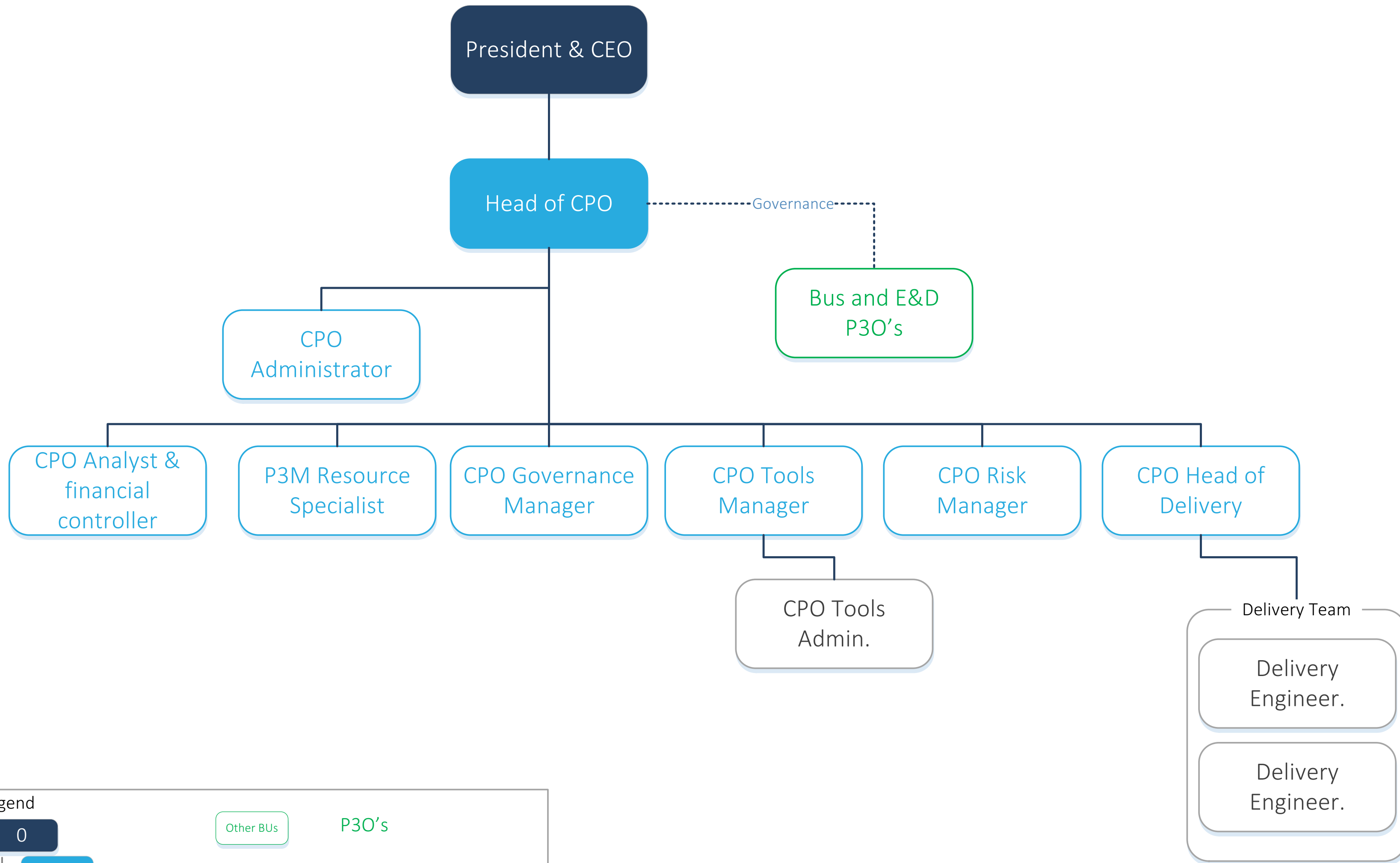
## Directive PMO

### “Command Central”

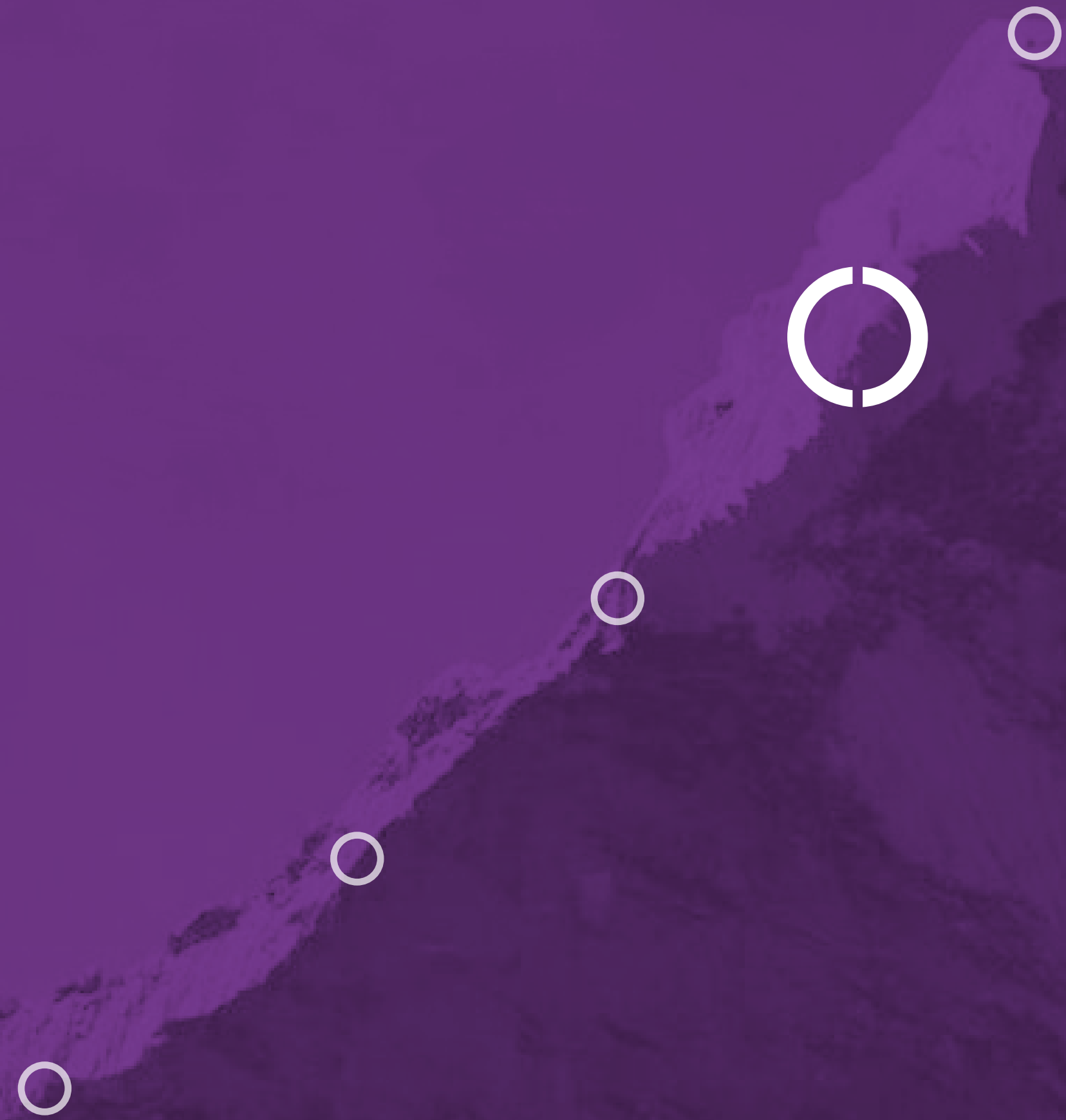
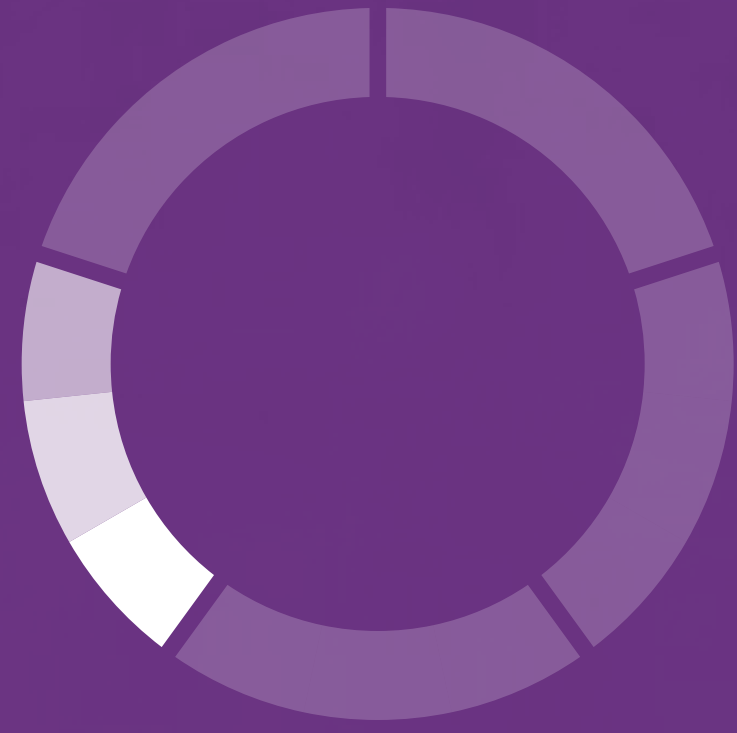
- Assumes control of PM resources and oversees project delivery
- Creates PM “specialists” and efficient resource utilisation
- good for cross-functional project environment
- Implementation is politically charged



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# phase four:

embed  
evaluate  
enhance



# phase four:

embed  
evaluate  
enhance

## objectives

Transitioning to delivery by executing the programme strategy plan, conducting methodology training, activating user feedback, mechanism and providing mentoring.

Examine opportunities for methodology expansion and improvement, based on measuring P3M capabilities usage, analysing methodology performance and evaluating its effectiveness.

## key activities

Conduct methodology user required training

Establish a P3M helpdesk

Facilitate executive management support

Promote methodology usage

Collate user feedback

Mentoring and coaching

Conduct methodology performance evaluations





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EFFECTIVE P3M  
FRAMEWORK  
TO ACHIEVE  
EXCELLENCE  
IN BUSINESS  
CAPTURE &  
DELIVERY

AIM X

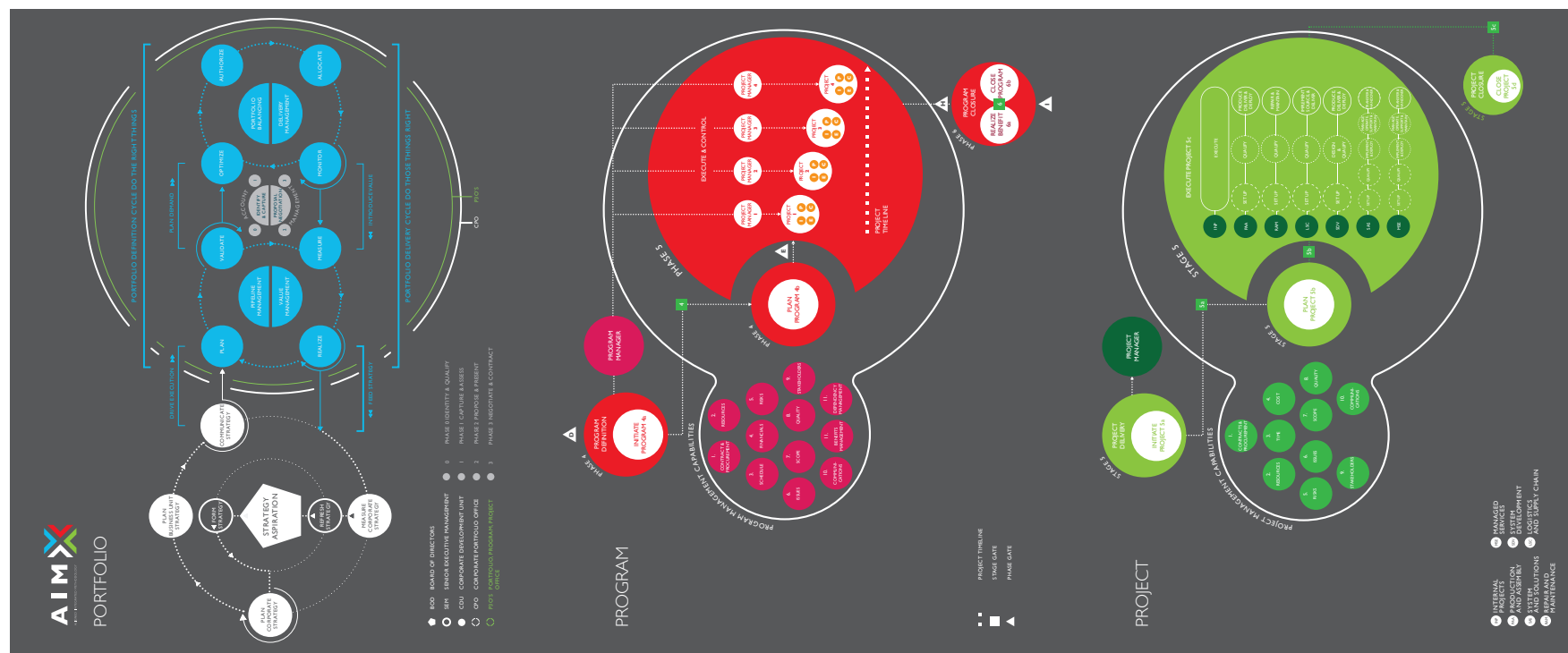


5 - 6

## MEET THE CPO

The Corporate Portfolio Office (CPO) is the focal point of maintaining the integrity and success of AIM to ensure excellence in capture and delivery. The CPO is headed by Yasser Al-Dohaim, who is the governance authority for AIM. It is this office's role, as the custodian of AIM, to control and manage all the different aspects of the P3M framework and to ensure that all opportunities are captured and delivered in a time, cost and resource efficient manner. This is implemented through the deployment of a hub and spoke model of governance through which the CPO can standardize the methods of operation across the business to ensure best practice is followed in every instance.

The AEC CPO will maintain independence from individual business units and will report directly to the CEO to solidify the system of governance and accountability being deployed through AIM. The overall purpose of this is to ensure that all portfolios are aligned with AEC's strategy.



EFFECTIVE P3M  
FRAMEWORK  
FOR ACHIEVING  
EXCELLENCE  
IN BUSINESS  
CAPTURE  
AND DELIVERY

YOU ASKED...  
... WE DELIVERED

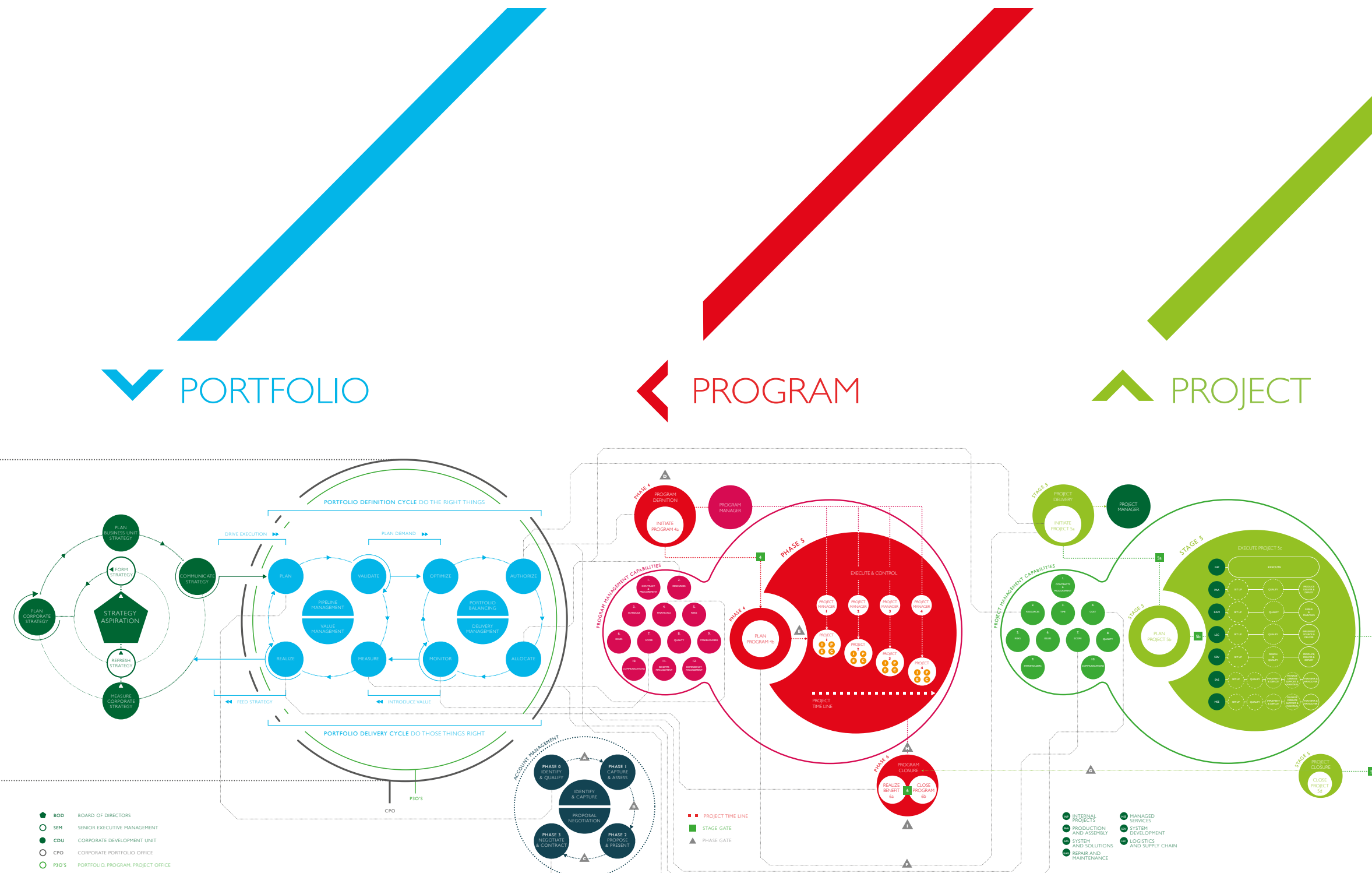
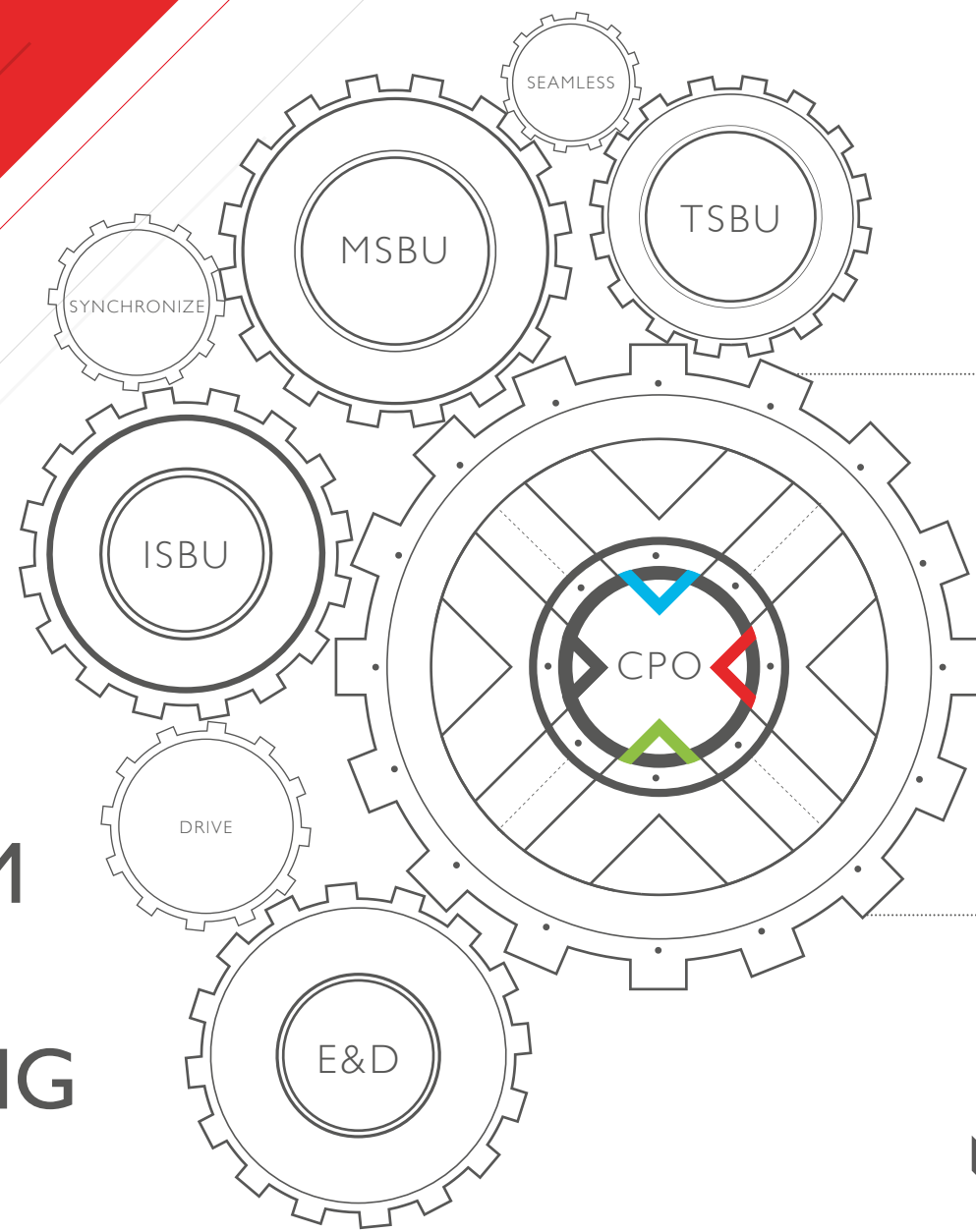


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**AIMX**  
ALIGNED INTEGRATED METHODOLOGY

EFFECTIVE P3M  
FRAMEWORK  
FOR ACHIEVING  
EXCELLENCE  
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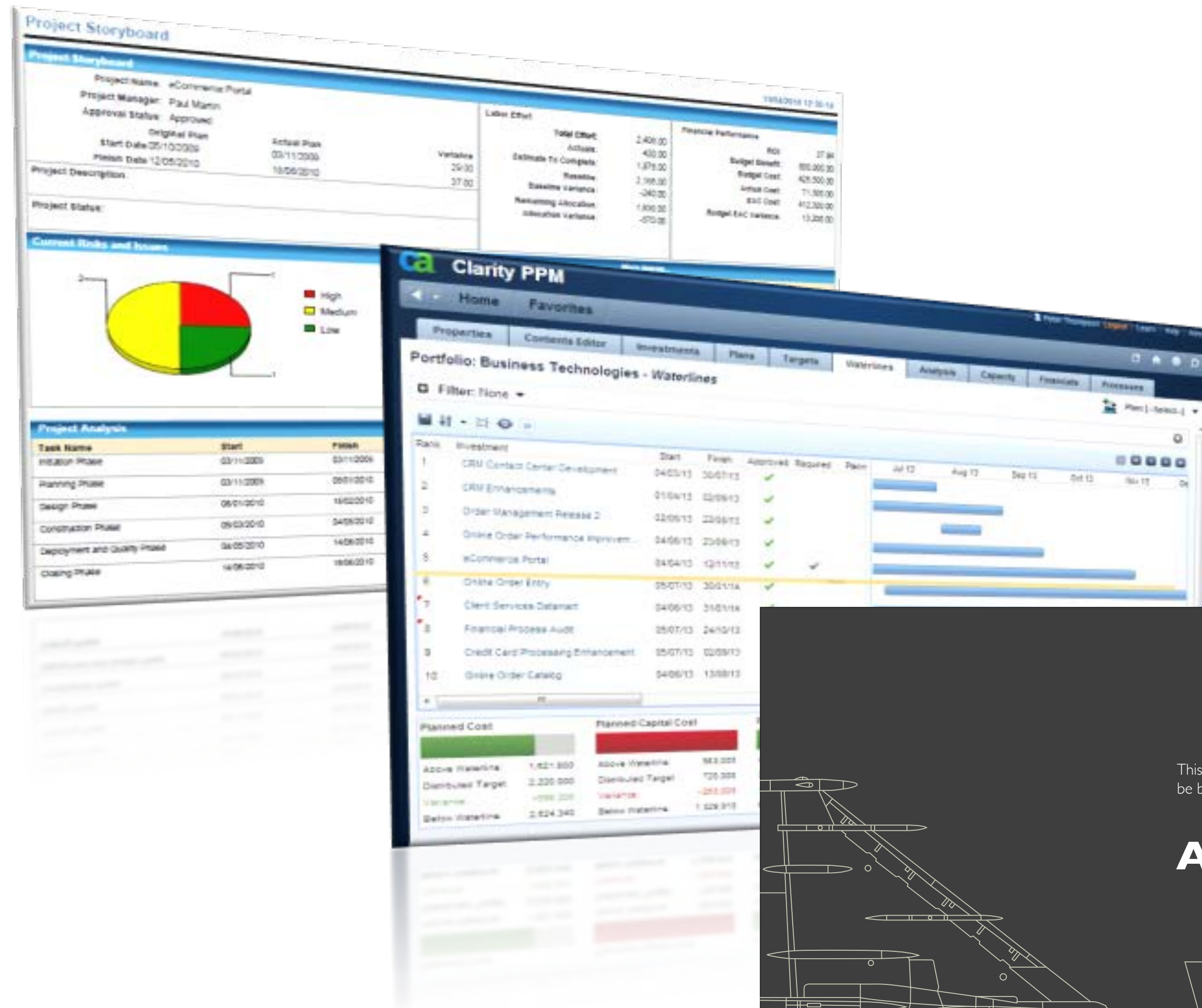
YOU ASKED... UNITED WORKFORCE / PRACTICAL PROCESS /  
COLLABORATION / IMPROVED EFFICIENCY /  
CAREER PROGRESSION / FLEXIBILITY / GROWTH /  
SHARED KNOWLEDGE... WE DELIVERED



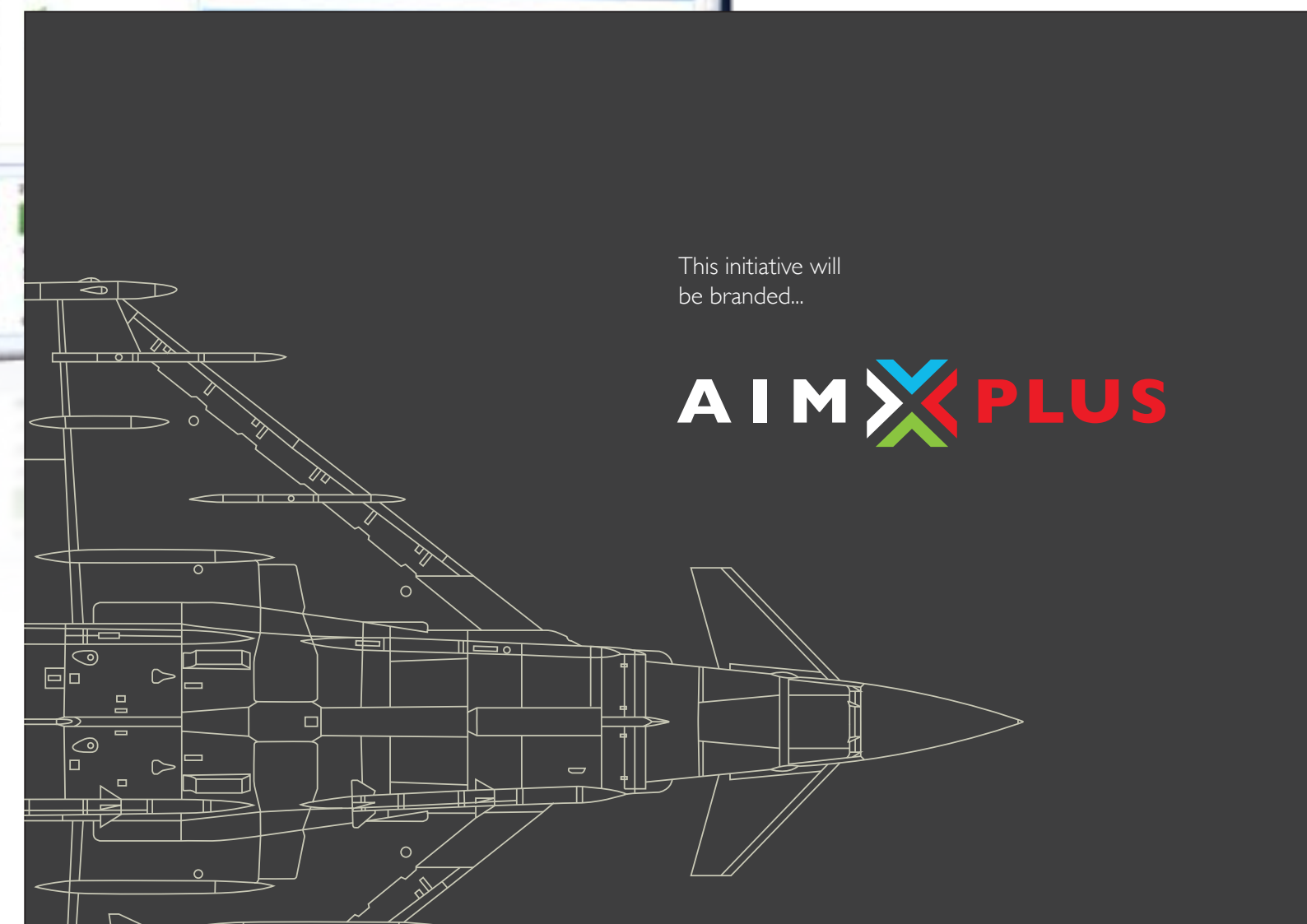


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# AIM Automation



- Tool Assessment & Rationalisation – Existing ERP & PM tools vs procurement
- Procurement Support – vendor scrutiny
- Configuration & Implementation
- Onboarding & Support





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# phase five: transfer



# phase five: transfer

## objectives

Shut down the programme, release and transition the support of the P3MO to the appropriate client staff, and preserve relevant data and knowledge gained during the course of the programme.

## key activities

Develop programme closure report

Submit all artefacts

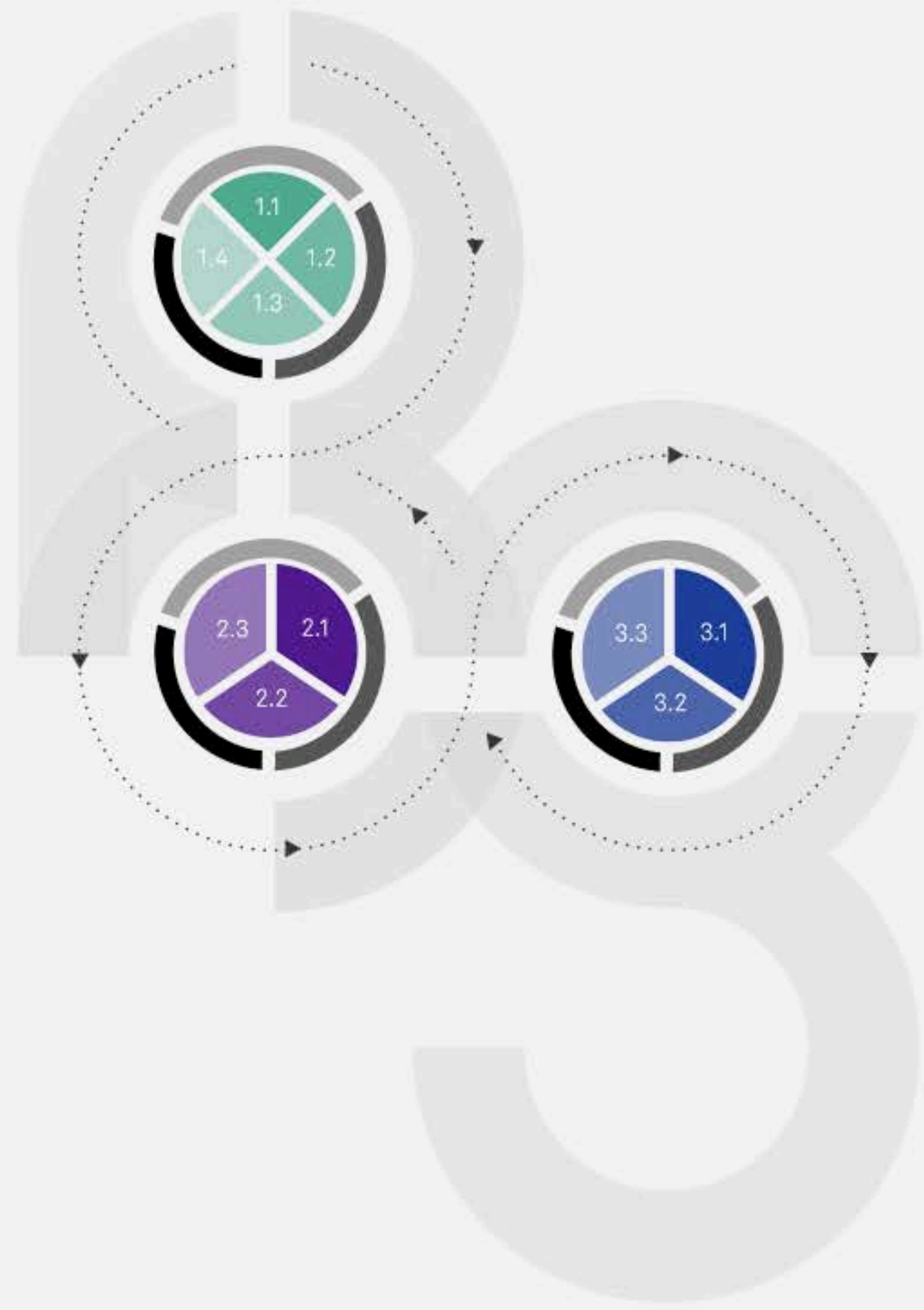
Assure that all the deliverables established in the programme scope have been completed

Acquire final lessons learned

Close financial and engagements contract

Release programme resources







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p3mg: [www.p3m.global](http://www.p3m.global)



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