PMO Conference London 2016

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Governing the Programme Office

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What is a Programme Office?

*"The PMO is a **decision-making and support** group responsible for ensuring that programme **goals are achieved**.*

It provides support to the SRO/Executive Sponsor and the programme team."

Thiry, 2014

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What is ?

"Governance is a theoretical concept referring to the actions and processes by which **stable practices and organizations** arise and persist."

https://en.wikipedia.org/wiki/Governance#Governance_as_process

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auditors
risk
policy
findings
recovery
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security
continuity
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Today's context is complex and turbulent, so…

- **Stable** cannot not mean **Static**
- **Persisting** cannot not mean **Preserving**

- Organisations must be **agile** and **dynamic**!
- Focus on **transient** competitive advantage

accountability
Mission
CORPORATE
GOVERNANC
team
Staff

What is Corporate Governance?

*"Corporate governance […] provides the structure through which the **objectives** of the company are set, and the **means** of attaining those objectives and **monitoring** performance are determined."*

(OECD, 2004, p. 11)

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PMO Governance

- **Leading**
- **Structuring**
- **Conforming**

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The Three Main Functions of Governance

1. ***Forming (Leading)***:
   influencing the forming of the corporate mission;
2. ***Performing (Structuring)***:
   contribute to the strategy process with the intention of improving the future performance of the corporation and;
3. ***Conforming***:
   ensure corporate conformance to the stated mission and strategy.

De Wit and Meyer (2004, p. 595)

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1.Leading

Develop the program **vision and objective**,
based on the **business strategy**
…and **stakeholders' needs**.

Focus on **Alignment**

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Knowing the Why?

- Video Clip from Simon Sinek:
- https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action?language=en

Adapted from: Simon Sinek – How Great Leaders Inspire Action

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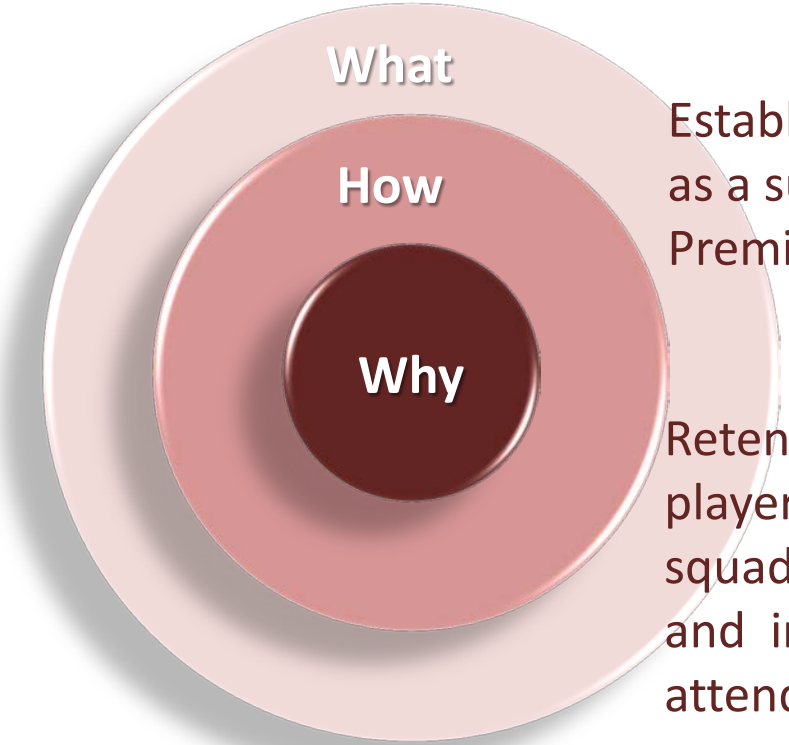
Knowing the Why?

Strong fan base
Quality players
Top coaching and management team
Committed owners



Establish Leicester City as a successful, self-sustainable Premier League football club

Retention of existing key players, investment in playing squad recruitment and increase in average attendances

Adapted from: Simon Sinek – How Great Leaders Inspire Action

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2. Structuring

Put in place the **right structures**
and **allocate the resources** necessary
…to **achieve the vision**.

Focus on **Achievability**

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Let’s talk about Achievability

1. Financial Factors
- Cost vs. overall budget
- Type of funding
2. Parameters & Constraints
- Resource availability
- Level of empowerment
3. Human Resources and People Factors
- Commitment of resources
- Expertise, competence
4. Complexity Factors
- Type of work/Innovativeness
- Clarity of objectives and scope

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3. Conforming

Set up appropriate
monitoring and control systems to
make the **right decisions**
and **realign the program** if necessary.

Set simple intermediate objectives that are measurable and lead to the ultimate goal.

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Too Many Rules…

Yves Morieux Video Clip
https://www.ted.com/talks/yves_morieux_how_too_many_rules_at_work_keep_you_from_getting_things_done?language=en

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Practical Advice for PO Governance

1. **Lead**: Formulate the strategy, clarify goals, align actions to vision and be prepared to reformulate the strategy.
2. **Structure**: Create clear policies, scale down processes and procedures, ensure achievability and optimise effort.
3. **Conform**: Set intermediate measures of success, gather meaningful data, collate and analyse.
4. **Empower** people to make decisions on a daily basis and encourage first mistakes.

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Develop a strong programme office governance model

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