

PMO
Conference
London 
2016

Delivering Value or Being Seen as Overhead?


Henny Portman

NN Group CPMO / Hedeman Consulting



Biography: Henny Portman



-  Joined ING in 1981
- Tiel Utrecht Verzekeringen: Developer/Analyst/Head System Development
- Consultancy ING Fatum Paramaribo, Suriname
- ING Investment Management Nederland: PMO head
- ING Investment Management Europe: PMO head
- ING Insurance Central Europe: Regional PMO head
- ING Insurance STO: Global PMO Head
- I build hub and spoke PMO's in Europe and Asia



Now:

- PMO Consultant for NN Group
- Partner Hedeman Consulting
- APMG certified MoP, MSP, PRINCE2, PRINCE2 Agile, P3O trainer
- Blogger



<https://hennyportman.wordpress.com/>

<https://www.linkedin.com/in/hennyportman>



topics



Intro



CoE standards and methods (processes & tools)



CoE internal consultancy



CoE Organizational learning and knowledge management



CoE People & skills



CoE Success factors

topics



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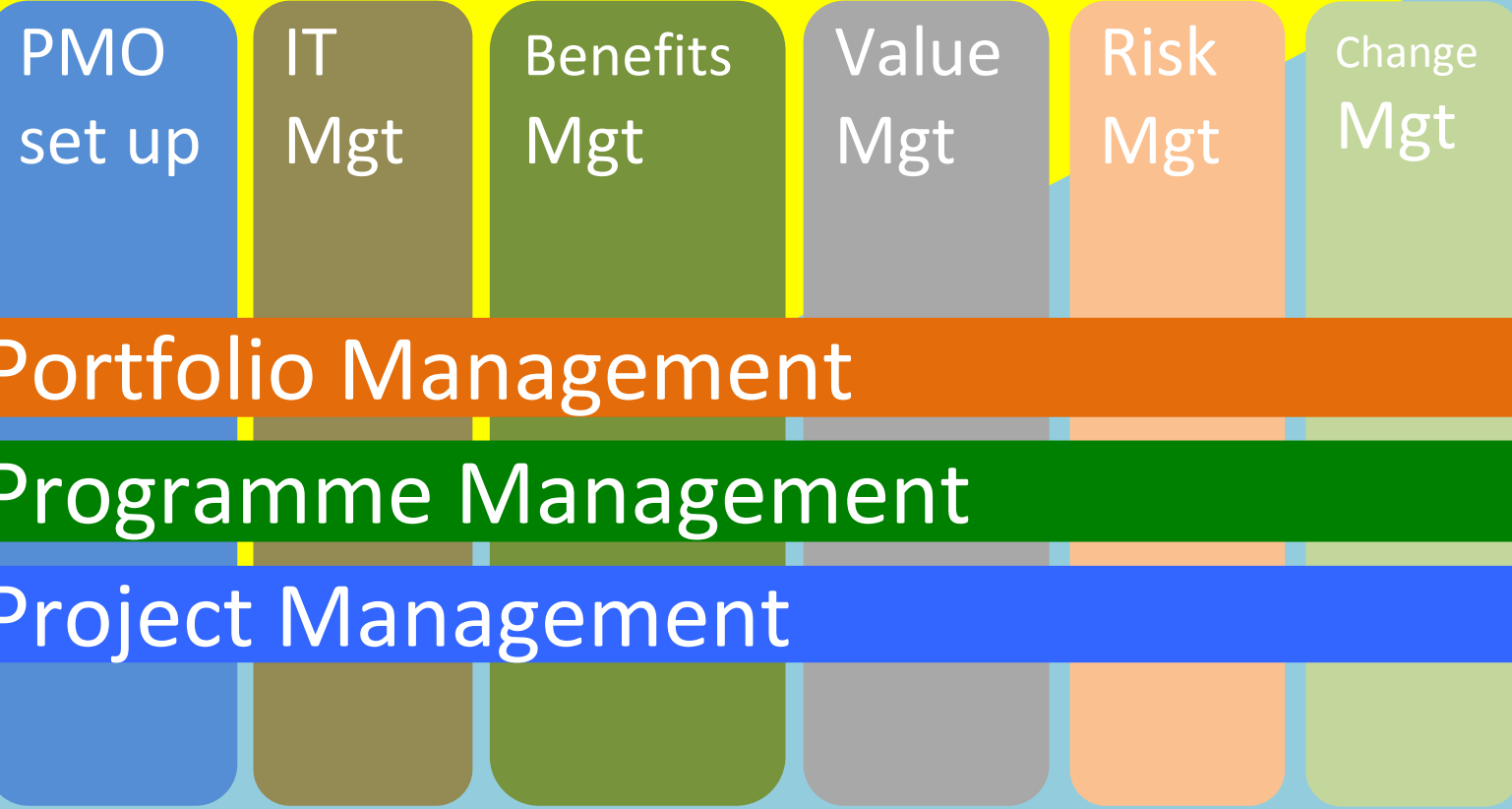
- Lost in standards
- Minimum standards, PoWoW
 - Best practices, good practices
 - Templates, tools

A dense forest of tall, thin trees with dark trunks and green foliage in the background. The trees are closely packed, and the lighting is soft, creating a serene atmosphere. The text "Lost in standards" is overlaid in the center in a white, sans-serif font.

Lost in standards

People

Maturity



PMO
set up

IT
Mgt

Benefits
Mgt

Value
Mgt

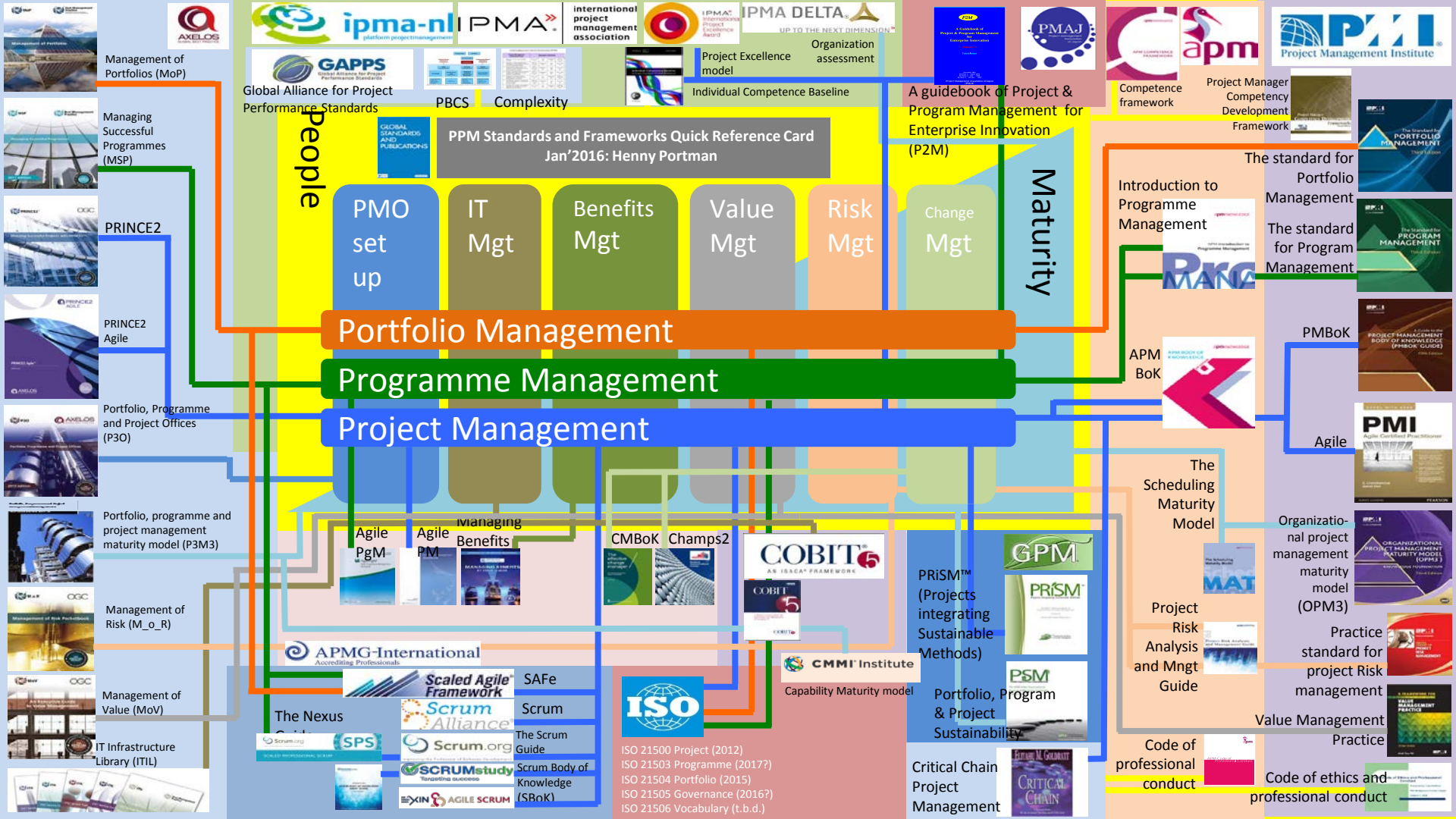
Risk
Mgt

Change
Mgt

Portfolio Management

Programme Management

Project Management



Many different trees in the agile forest



Agile methods and frameworks

One-time programmes / projects

Programme level:
DSDM AgilePgM (MSP)

Project level:
DSDM AgilePM
PRINCE2 Agile

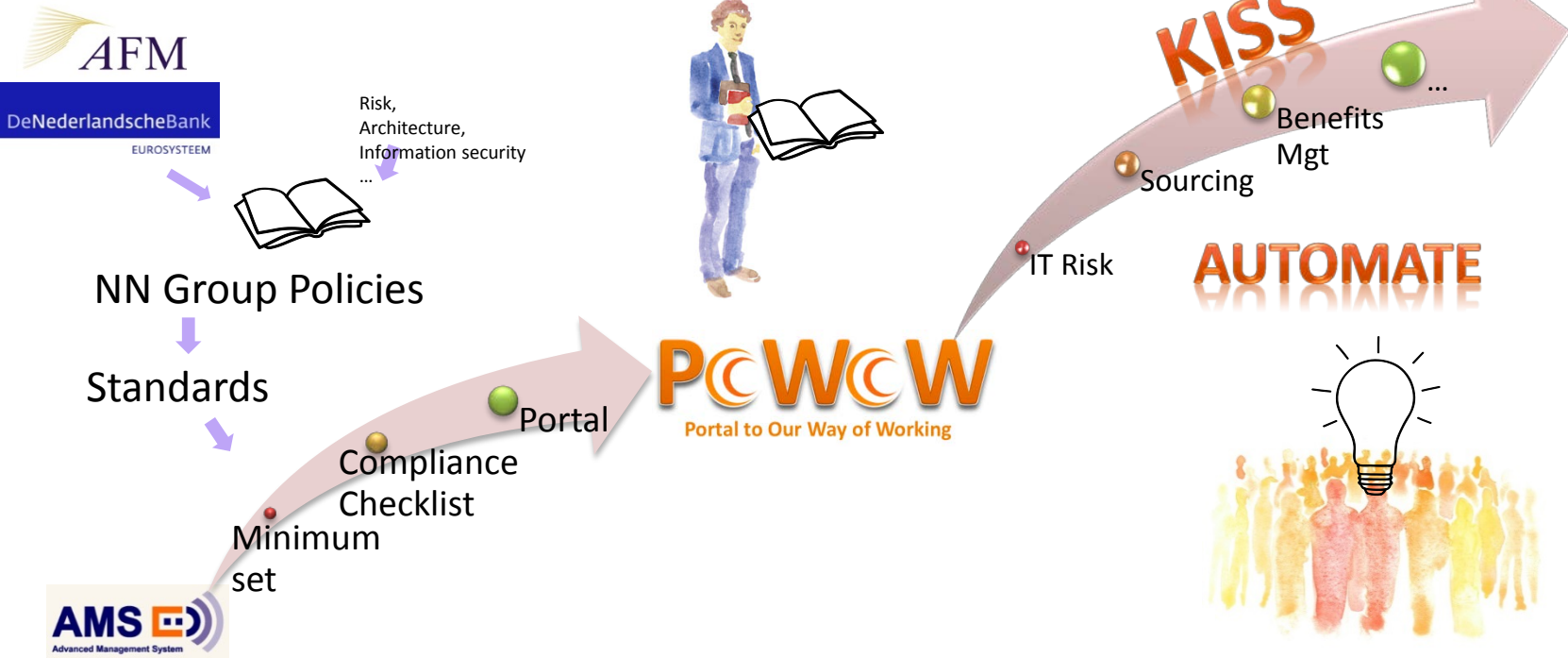
Business as usual / indefinite

Product based scaling level:
SAFe 4.0 (scaled Agile Framework)
Nexus (Scaled professional Scrum)
SaS (Scrum at Scale)
LeSS (huge) (Large Scale Scrum)
DA 2.0 (Disciplined Agile)

Team level: Scrum, Kanban, Scrumban, DevOps

Engineering level: XP, TDD, FDD, BDD

Minimum standards



Advanced Management System

Category:Processes

Strategic

- Strategy: Policies, Governance, Finance, Process & Technology Improvement, Sourcing, Resource Management, Competence Management, Organizational Training, Knowledge Management

Control

- Architecture: Enterprise Architecture, Domain Description, Application Portfolio Management, Package Selection
- Programme Management A - B: Defining a Project Set, Project Set Management
- Programme Management C - D: Identifying a Programme, Defining a Programme, Managing the Project Set, Delivering the Benefits, Closing a Programme
- Change: Organizational Change Management
- Project Management: Agile Projects, Waterfall Projects

Operational

- Service Management: Service Level Management, Service Delivery Planning
- Task Management: Task Management
- Service Delivery: Security Management, Capacity Management, Continuity Management, Availability Management
- Development: Requirements Development, Development Lifecycle, Testing, Requirements Management, Configuration Management
- Service Support: Event Management, Incident Management, Problem Management, Configuration Management

Compliance

- Risk Management
- Quality Management: Quality Planning, Quality Assurance, Process Assurance, Work Product Inspection, Defect Management, Quality Reporting
- Release of IT-Deliverables

Supporting Processes

- Communication
- Issue Management
- Dependency Management
- Supplier Agreement Management
- Resource Allocation
- Estimation
- Bench marking
- Measurements

Source VSD-file "Processes overview"
Source MAP-file "Image Map"

Subcategories

<http://wiki.nn.insim.biz/ams/index.php/Procedure%20for%20Establishing%20a%20Programme>

PoWoW

Portal to Our Way of Working

Idea	Foundation
One-pager *	Stakeholders Way
Project Mgt	Project Risk Assessment Bus
	Outsourcing Feasibility Study Not
	Outsourcing Risk Assessment * NN O
Requirements	Non-functional requirements Def
Risk	BIA * Threa
	ASVS
Testing	WoW - Test Strategy
Configuration	Proj. Document Repository (PCB) Con

Browser: http://wiki.nn.insim.biz/ams/index.php/Roadmap | Roadmap - AMS | sam.scp.insim.biz | This page can't be displayed

AMS

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Printable version | Special pages | Help | Log in / create account

Roadmap

Document Information

The **Roadmap** is an overall view of the requirements and a valuable tool for planning and organizing the journey of development and delivery of benefits. The **Product Owner** creates the **roadmap** with help from the development team. The roadmap is used to categorize **requirements**/user stories, to prioritize them, and to determine a timetable for their release.

Downloads

Download Form/Template:

- Roadmap (Basic RPM)
- Roadmap (Rolling Plan)
- Benefits Review Plan and RPM Roadmap (Building Block)

BestPractice:

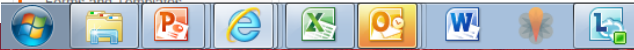
- Good Practice - Roadmap Pensions

Disclaimer: Available BestPractices have not been reviewed. Compliance cannot be guaranteed.

History

Revision history of

- Image:Roadmap.xltx
- Image:Roadmap.potx
- Image:BB 14 Benefits Review Plan.potx



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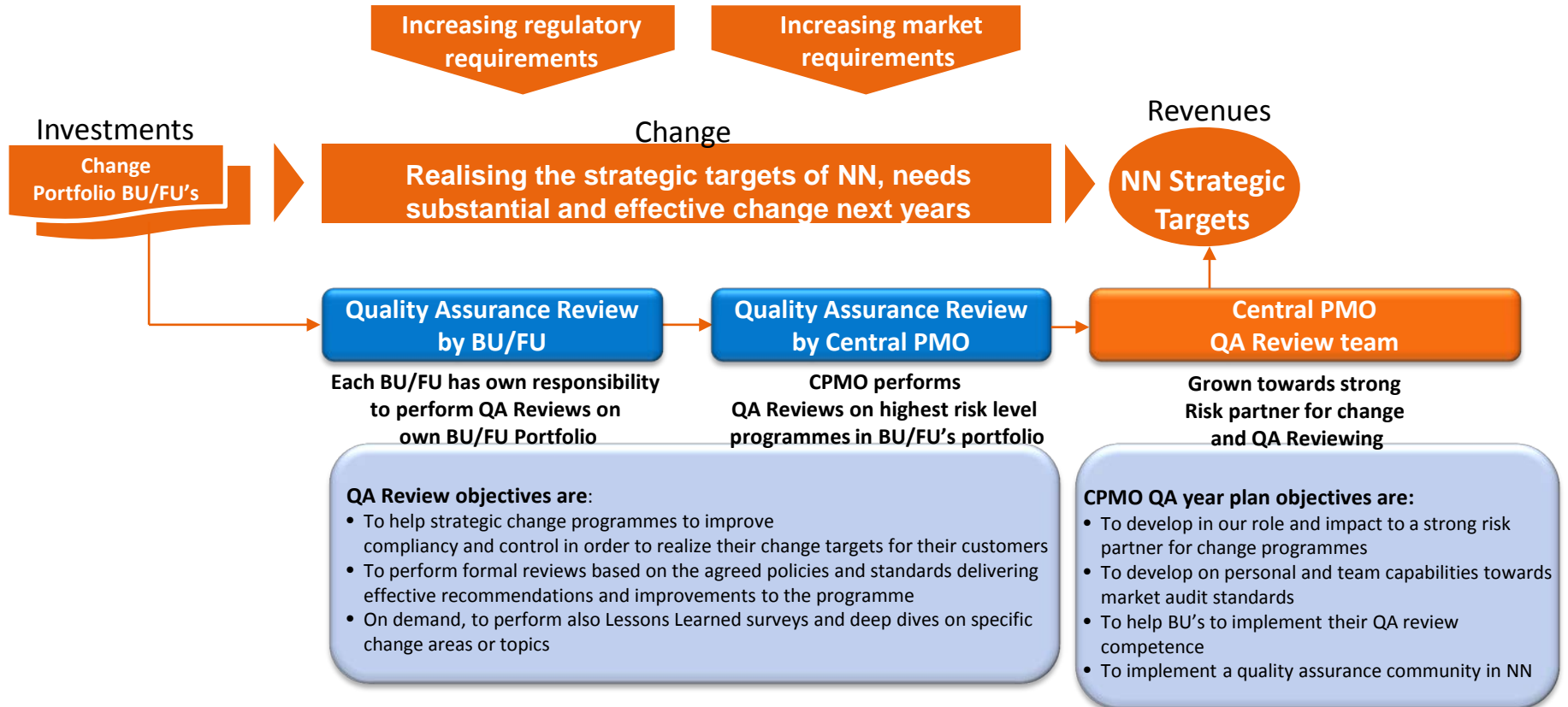


CoE Success factors

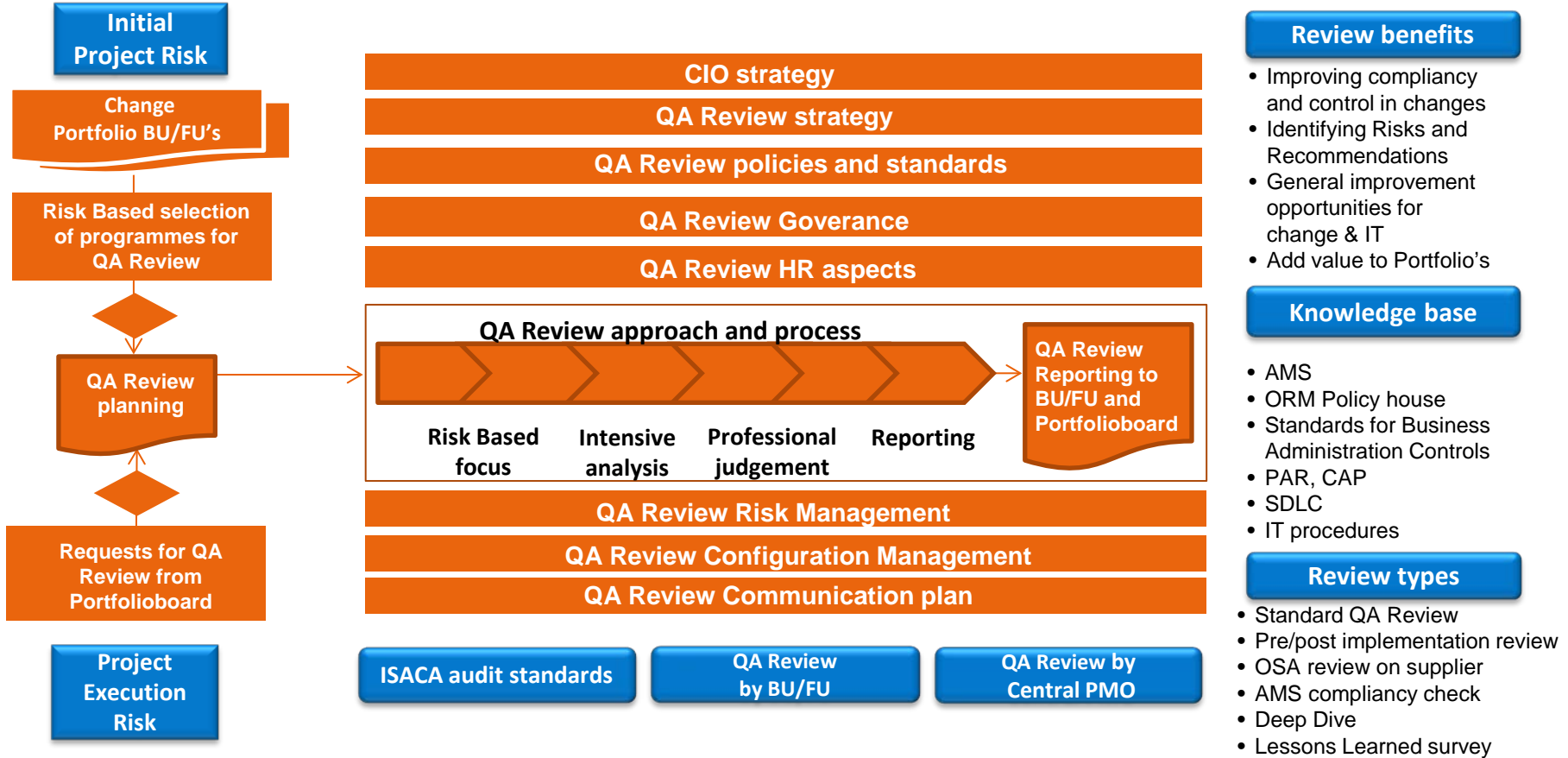
CoE internal consultancy

- Quality assessments
- Maturity scans
- Start-up workshops
- Temporary PMO, project, programme set-up

QA Review Framework



Overview of the QA Review Framework



Maturity scans (P3M3)

Question	Focus	Level 1 - awareness of process	Level 2 - repeatable process	Level 3 - defined process	Level 4 - managed process	Level 5 - optimized process	Select Level
1	Our organization can be best characterized as having:						2
2	Our management control is best described by:						3
3	Our benefits management is best described by:						1
4	Our financial management is best described by:						3
5	Our risk management is best described by:						1
6	Our approach to stakeholder management is best described by:						3
7	We deliver organizational governance by:						1
8	Our resource management is best described by:						2
9	Does the organization:						1

2	2	2	2	2	2	2
1	1	1	1	1	1	1

Level 5 - optimized process
 Level 4 - managed process
 Level 3 - defined process
 Level 2 - repeatable process
 Level 1 - awareness of process

PM3

Management Control
Portfolio
Project
Programme
Portfolio
Project
Programme
Portfolio
Project
Programme

PM3

Management Control
Portfolio
Project
Programme
Portfolio
Project
Programme
Portfolio
Project
Programme

example!

Our organization can be best characterized as having:	Maturity	Czech & Slovak Republic		Romania		Hungary		Greece		Spain	
		Poland	Rubulic								
Total Maturity level		2	2	2	2	2	1	1	1	1	1
Our management control is best described by:	Portfolio	3	3	2	3	2	2	2	2	2	2
	Project	4	2	2	2	2	2	2	2	2	2
Our benefits management is best described by:	Portfolio	1	3	2	2	2	1	2			
	Project	1	1	1	1	1	1	1	1	1	1
Our financial management is best described by:	Portfolio	3	2	2	2	2	1	1			
	Project	1	1	1	1	1	1	1	1	1	1
Our risk management is best described by:	Portfolio	1	2	2	2	2	1	3			
	Project	1	1	1	1	1	1	1	1	1	1
Our approach to stakeholder management is best described by:	Portfolio	3	2	2	2	2	3	2	3		
	Project	2	3	2	2	2	1	2			
We deliver organizational governance by:	Portfolio	3	3	2	2	2	2	2	2	2	2
	Project	1	1	1	1	1	1	1	1	1	1
Our resource management is best described by:	Portfolio	2	2	2	2	2	1	2			
	Project	3	2	2	2	2	2	2	2	2	2

Programme Management out-of-scope

Green = highest score (max 2 countries)
 Red = lowest score (max 2 countries)

Develop local Action Plans

PMO Spain - Action Plan 1

Area	Current State	Target State	Priority	Owner	Start Date	End Date
Management Control	Level 1	Level 2	High	John	2023-01-01	2023-03-31
Portfolio	Level 1	Level 2	High	John	2023-01-01	2023-03-31
Project	Level 1	Level 2	High	John	2023-01-01	2023-03-31
Programme	Level 1	Level 2	High	John	2023-01-01	2023-03-31
Benefits	Level 1	Level 2	High	John	2023-01-01	2023-03-31
Financial	Level 1	Level 2	High	John	2023-01-01	2023-03-31
Risk	Level 1	Level 2	High	John	2023-01-01	2023-03-31
Stakeholder	Level 1	Level 2	High	John	2023-01-01	2023-03-31
Governance	Level 1	Level 2	High	John	2023-01-01	2023-03-31
Resource	Level 1	Level 2	High	John	2023-01-01	2023-03-31

example!

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CoE Success factors

CoE Organizational learning and knowledge management

Communi-
ties of
practice

Lessons
Learned
workshops

Retrospec-
tives

interview

Free e-
books

Bookboon.
com

free-management-
ebooks

e-learning

Learning
path

Book
reviews and
workshops

Risk
manage-
ment

Project
politics

Programme

Abilene

Chimp
paradox

topics



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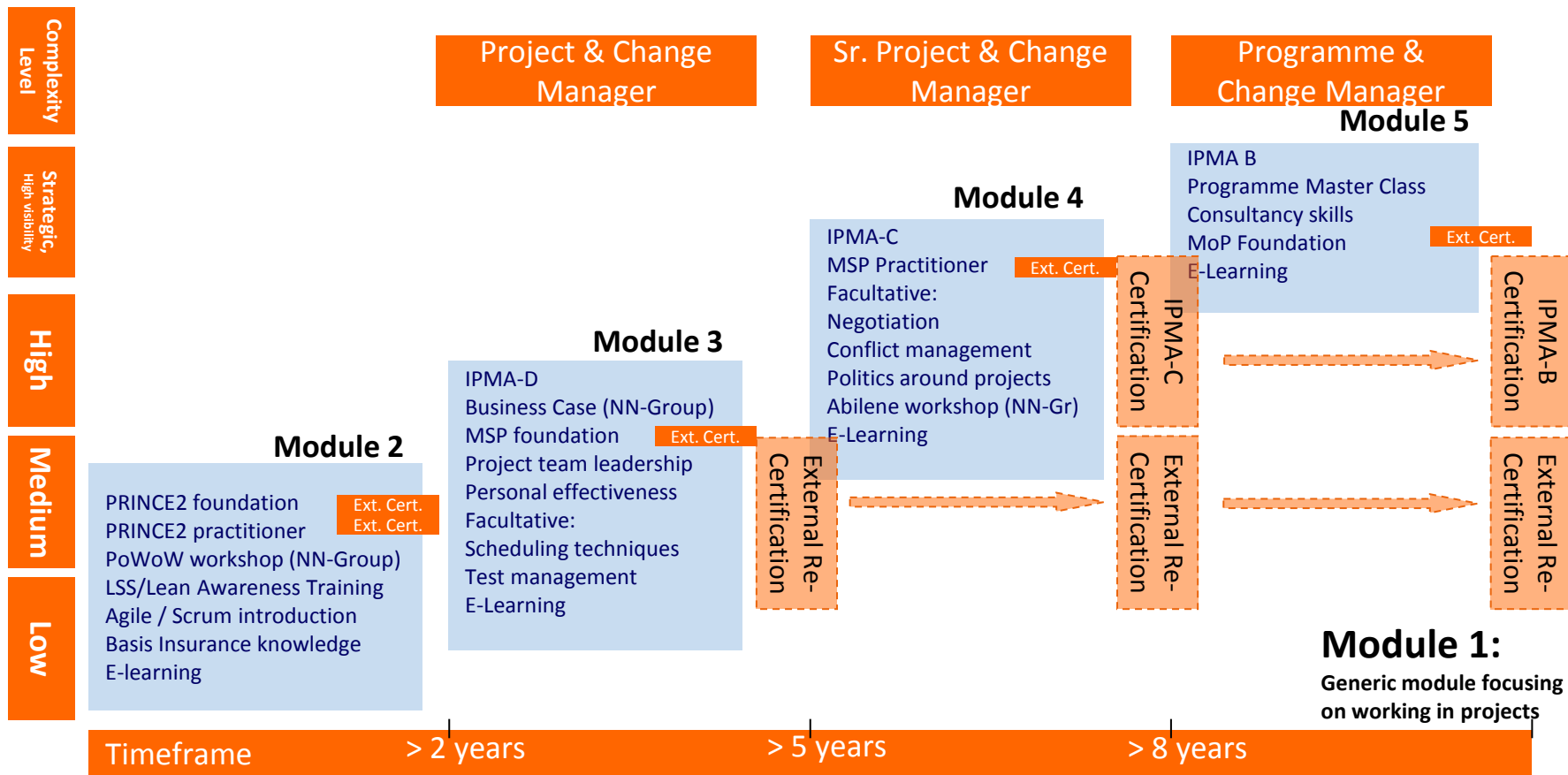


CoE Success factors

CoE People & skills

- Learning paths
- Training classes and Workshops for:
 - PMs, PgMs, PfMs, PMO staff
 - SMs, POs
 - Pj/Pg/Pf Board members
- Coaching
 - Coach the coach
 - Individuals

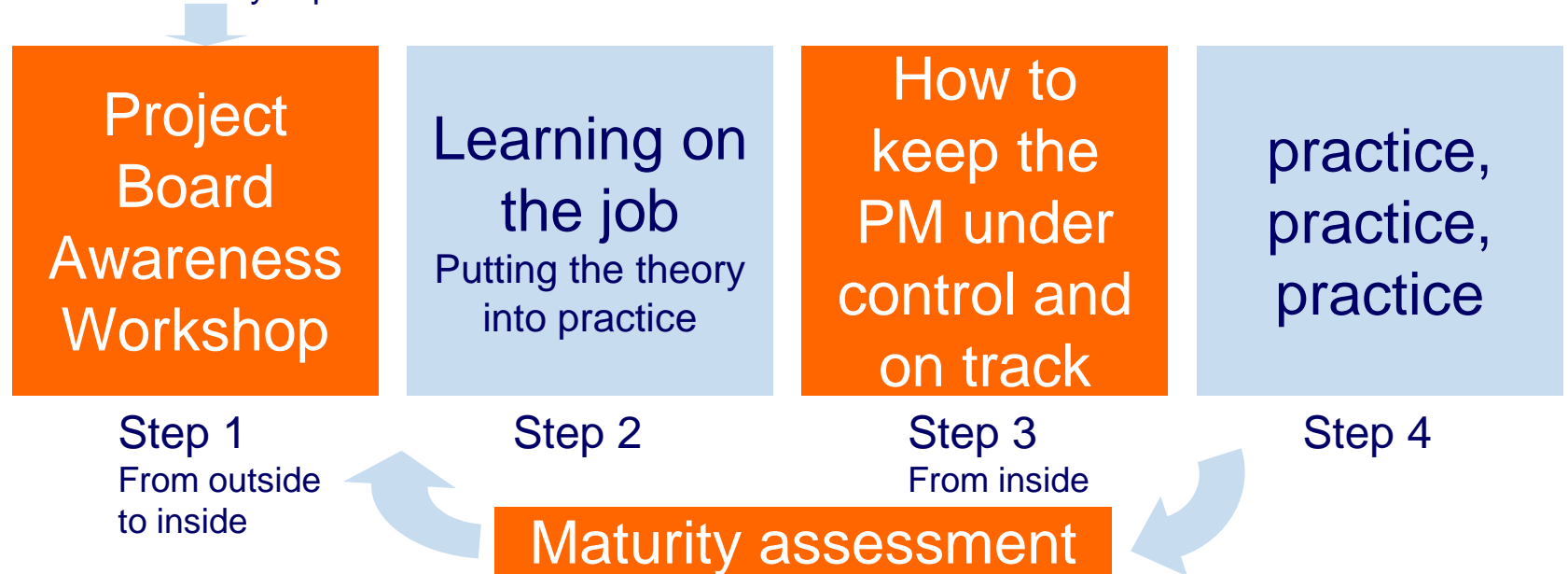
Project Manager



Project Board member

Issues regarding the Project Board

- Unclear roles and responsibilities
- Unclear tasks and competencies
- Incorrect composition
- Unsatisfactory expertise



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Senior management commitment



Take small steps
Start with low hanging fruit

A close-up photograph of a hand holding a piece of white chalk, writing mathematical formulas on a dark green chalkboard. The formulas are written in white chalk and include various mathematical symbols and numbers. The word "Experts" is overlaid in white text on the bottom left of the image.

Experts

Don't
Push



Wait for
the pull

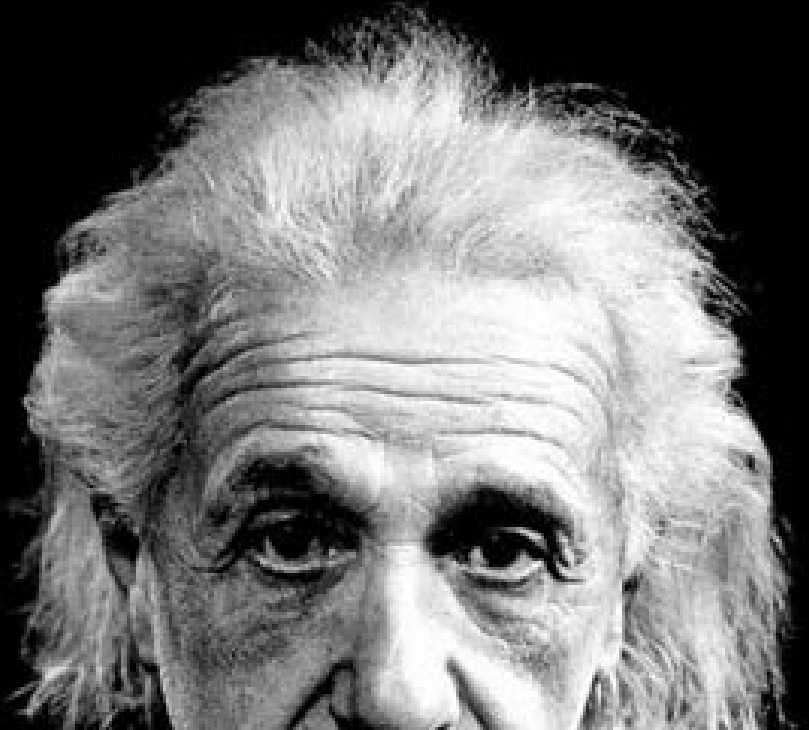
A black and white photograph of two men in business attire sitting at a desk. The man on the left is smiling and looking at the man on the right. The man on the right is wearing glasses and is also smiling. They are both looking at a document on the desk. A laptop is open on the desk to the right, and a glass of water is next to it. The background is a bright window with a view of a city.

Follow up

“Everything should be made
as simple as possible,
but not simpler.”

Albert Einstein

Processes
tools
templates





0	●	2	3
0	1	●	3
0	●	2	3

A	B	C	D
	×		
		×	
			×



Ask for feedback



Questions



Further reading



For project, programme, and portfolio management related articles, reviews etc. (mostly in English):

See my blog: <https://hennyportman.wordpress.com/>

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