

The PMO Conference 2017



**7th June 2017
St Paul's | London**



**PMO
Conference
London
2017**

pmo

flashmob



pmoflashmob.org

Now in its fourth year,
it's the place to get
your PMO learning and
networking fix
inbetween PMO
Conferences

Join Us

Welcome to The PMO Conference

Now in its third year, The PMO Conference is an annual event which welcomes over 400 PMO practitioners to London today.

It's been a remarkable journey over the last three years; starting out with our first conference in 2015 with 150 delegates, doubling that the following year and today, well, see for yourself. Look around, these are your peers. These are the PMO practitioners who are passionate and enthusiastic about their role. These people, like you and me, want to learn as much as we can about the ever evolving role of the PMO in our businesses today.

This year's programme sees leading US author and educator, Mark Price Perry open the conference in his keynote session, "The Business Driven PMO – Testing Your Convictions". You can't fail to get enthused by Mark's passion and energy for the PMO profession.

Also joining the programme is Andy Jordan, PMO author for PMI's ProjectManagement.com and Jesse Fewell, Agile specialist, also responsible for PMI's Agile standards. Andy talks about "PPM 2.0" and Jesse, "The Agile PMO".

We welcome respected academics and researchers, Dr Ralf Muller and Dr Robert Joslin - bringing innovative and new approaches for the PMO practitioner.

With case studies from current PMO Managers and Directors - from Nationwide, Ticketmaster, Elsevier, Faithful+Gould and further afield for us this year, the Saudi Ministries.

Further conference streams focus on portfolio; people; process and good practice.

I put together this year's conference programme following another successful year at the PMO Flashmob - listening to what you, the PMO practitioner, wants to hear about. So I thank everyone who has attended that over the year - you were the inspiration for the programme.

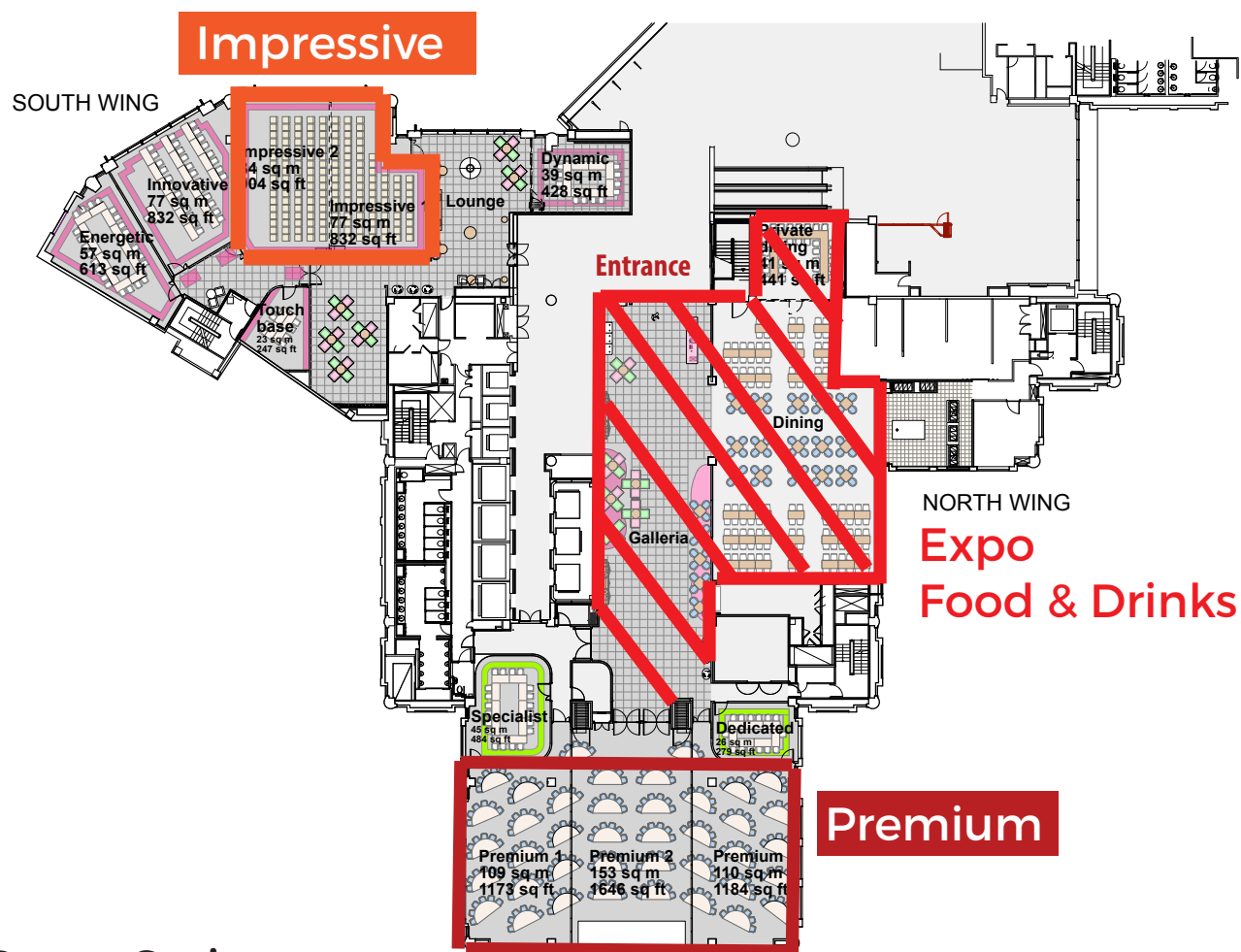
I make no apologies for the conference being packed with sessions - sure, it can be hard to maintain energy and concentration with so many sessions going on - but remember you also get all the recordings afterwards, to share with your colleagues back in the office.

Many thanks for coming along, I hope you have a great day and leave packed with ideas for your PMO.

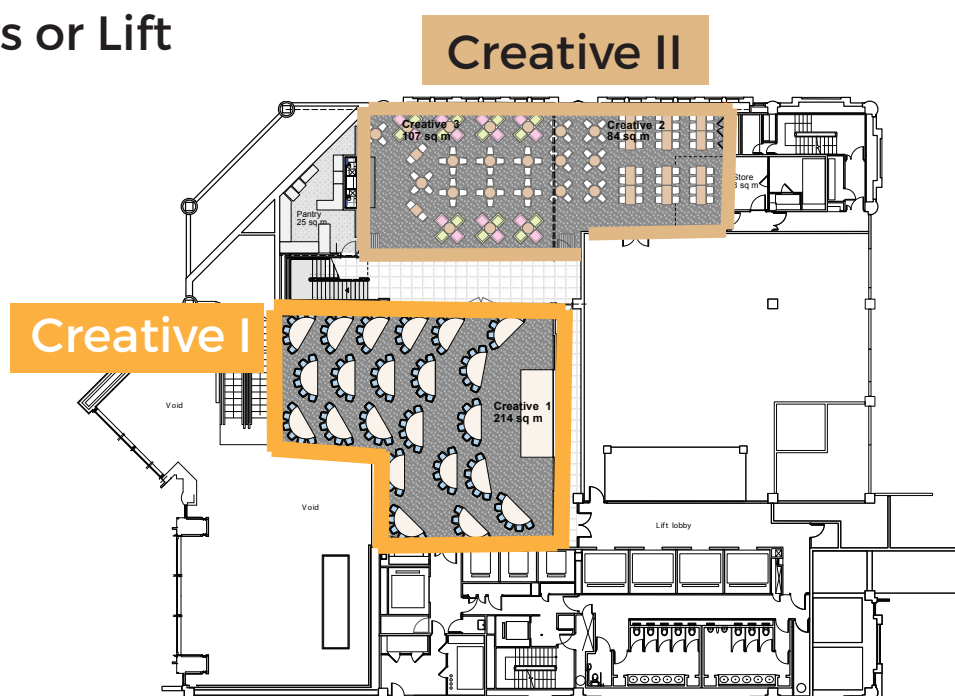
*Best Regards,
Lindsay Scott*



The PMO Conference // Room Locations



Down Stairs
via Stairs or Lift



The PMO Conference 2017 // Programme at a Glance

PMO
Conference
London
2017

08.00 - 09.00	 Registration and Coffee			Exhibition Hall
09.00 - 10.00	 Opening Keynote "The Business Driven PMO – Testing Your Convictions" Mark Price Perry			Premium Suite
10.05 - 11.00	Premium	Impressive	Creative I	Creative II
Session 1	PPM 2.0 Andy Jordan	Governance and Governmentality Dr Ralf Muller	Involving the PMO in Stakeholder Engagement Louise Worsley	Beyond the Tricky Third Year John McIntyre
11.00 - 11.30	 Morning Coffee			Exhibition Hall
11.30 - 12.30	Premium	Impressive	Creative I	Creative II
Session 2	The Agile PMO Jesse Fewell	Knowledge Management and the PMO Eileen Roden & Dr Judy Payne	Project Excellence is Dead, Long Live the Tailor-Made PMO Hans Arnbjerg	PMO through the Eyes of Strategy Richard Hinwood
12.30 - 13.30	 Lunch			Exhibition Hall
13.30 - 14.30	 PMO Flash Talks Four presenters - 15 minutes each - sharing fresh, innovative, new ideas for PMO success.			Premium Suite
14.35 - 15.20	Premium	Impressive	Creative I	Creative II
Session 4	The Future of the PMO – The Chief Change Officer Simon Harris	Planning and Delivering Value with an Agile PMO Ian Harvey	PMO as a Career- how do we build capability? Angelina Rizza	What Use is My PMO for Innovation Management? David Dunning
15.20 - 15.50	 Afternoon Coffee			Exhibition Hall
15.50 - 16.40	Premium	Impressive	Creative I	Creative II
Session 5	The Top 10 Drivers for PMO Change Dr Robert Joslin	Agile Portfolio Management Barbara Roberts & Ed Holt	Modern PMO Needs to Accept and Adopt Technology to Achieve its Goals Dave Hurren & Kingsley Thomas	The Kingdom of PMOs Mazen Bizrah
16.45 - 17.45	 Closing Keynote Jez Rose			Premium Suite
17.45 - 17.50	 Closing Words			Premium Suite

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The Programme

Time	Session Overview	Location
Session 1		
10.05 - 11.00	<p>Beyond the Tricky Third Year John McIntyre</p> <p>We hear the statistic all the time in PMO, "50% of PMOs fail within the first three years". But what if your PMO doesn't fail? What if you've been doing a great job so far and now you're looking beyond that third year? In this session, John McIntyre talks about the journey of the PMO at Ticketmaster UK. From the start up phrase; the development of robust methods, tools, processes; the adoption of supporting Agile projects; the recognition from PMI's PMO of the Year to now – the Review period that will determine the future of the PMO.</p> <p>In this session John will talk about where the PMO has been over the last three years; what the challenges were; how they managed the change in appetite from senior executives; how they managed with doing more with less and how deciding on what to carry on providing and what to drop.</p>	Creative II
11.00 - 11.30	<p> Morning Break</p>	Exhibition Hall
11.30 - 12.30	<p>The Agile PMO Jesse Fewell</p> <p>Now that Agile methods are here to stay, executives are looking to PMO leaders for answers to fundamental questions: What is the Agile movement all about? When does it fit for a given project, and when does it not? Even more puzzling, if Agile methods encourage self-organizing teams, then how does that impact the role of a PMO, or even the role of the project manager itself? In this eye-opening session, we will sift out fact from fiction and walk away with actionable tips for incorporating Agile methods into your PMO strategy.</p>	Premium
11.30 - 12.30	<p>Knowledge Management and the PMO Eileen Roden & Dr Judy Payne</p> <p>Knowledge is critical to the successful delivery of project and programmes. How best can PMOs support the identification, creation and use of the required knowledge?</p> <p>This session will challenge your understanding of what knowledge is and provide an insight into the contextual considerations that are key to determining effective knowledge management activities for projects and programmes.</p>	Impressive
11.30 - 12.30	<p>Project Excellence is Dead, Long Live the Tailor-Made PMO Hans Arnbjerg</p> <p>It has often been said that "One size does not fit all". This is especially true in the case of developing PMOs.</p> <p>How to tailor your PMO activities to fit your company and how do you find the balance between generic project management processes and the need to tailor your PMO activities, in order to facilitate the implementation and gaining the respect of your colleagues (outside the PMO).</p>	Creative I
11.30 - 12.30	<p>PMO through the Eyes of Strategy Richard Hinwood</p> <p>The majority of the PMO's work has focused on strategy execution through portfolio, programmes and projects yet a PMO also has the knowledge and skills to oversee the creation of an organisation's strategy. In this session, Richard looks at what exactly strategy is, how is it formed, and how is it executed. From this he shares what the role of the PMO is in driving strategy execution; the role of PMO in supporting strategy formulation and the PMO in the Board room (how to ensure that the Board understands the value the PMO is delivering). The PMO has additional value to add and Richard will share the mutual benefits in connecting organisation strategy and the PMO.</p>	Creative II

The Programme

Time	Session Overview	Location
Session 1		
12.30 - 13.30	 Lunch	Exhibition Hall
13.30 - 14.30	 <p>Featuring four talks in an hour, PMO Flash Talks are about innovative, fresh thinking in PMO – new theories, research, different thinking or introducing new concepts and ideas.</p>	Premium
14.35 - 15.20	<p>The Future of the PMO – The Chief Change Officer (CCO) Simon Harris</p> <p>Where is the PMO heading? As project management continues to mature and organisations increasingly use programmes and projects to manage big changes, the role of the PMO will also evolve and change to meet the demands of increasingly risky and complex strategy execution. At the helm of the PMO of the future, strong, senior leadership with a seat at the top table will be inevitable.</p>	Premium
14.35 - 15.20	<p>Planning and Delivering Value with an Agile PMO Ian Harvey</p> <p>Even in organisations that utilise agile delivery methods, the language of the project manager and the PMO is often steeped in waterfall thinking. For the PMO to remain relevant it needs to adapt to the changing needs and goals of the business.</p> <p>Drawing on his experience within Elsevier, Ian will discuss how he is working towards creating a PMO that is not a follower, but a leader in the transition to an evidence based product organisation.</p>	Impressive
14.35 - 15.20	<p>PMO as a Career- how do we build capability to be ready for anything.. not everything? Angelina Rizza</p> <p>As a fledgling PMO Practitioner searching the internet for “PMO Accreditation” will bring back a plethora of offerings but somehow the “O” of “PMO” gets lost after the first or second result!</p> <p>With very little relevant, formal PMO training available and more and more pressure on L&D budgets, how, as we build our PMO community of Practice, can we develop a self-sustaining learning cycle which will develop the individual as well as the service?</p> <p>This session will explore the challenges presented and some solutions in building capability within a PMO Practice where the “bar” is constantly rising, and PMO, even though respected can be considered second choice as a Career.</p>	Creative I
14.35 - 15.20 	<p>What Use is My PMO for Innovation Management? David Dunning</p> <p>Our portfolios typically contain strategic and business delivery portfolio items, which are initiated through top down imperatives or BAU work.</p> <p>However, how do we deal with ideas from the bottom up? How do we set idea challenges and nurture ideation? How do we capture and develop the good idea? Does that need to be part of the portfolio management and what part does the ‘PMO’ play in creating the environment for, and perhaps managing that process?</p>	Creative II

The Programme

Time	Session Overview	Location
Session 1		
15.20 - 15.50	 Afternoon Break	Exhibition Hall
15.50 - 16.40	The Top 10 Drivers for PMO Change Dr Robert Joslin Many PMOs are vulnerable to failing within the first three years of operation due to the changes that continually impact its very existence. In this session, Robert Joslin explores the top ten key drivers of change that affect the PMO and gives insights into how practitioners can prepare for the PMO's response to changes. This session, based on evidence-based findings, introduces the seven core PMO principles, which form the basis of a new international PMO standard. Implementing these seven core PMO principles, within any type of PMO today, will not only underpin PMOs with a solid foundation for delivering high value services, they will also reduce the risk of adverse effects during these turbulent change periods.	Premium
15.50 - 16.40 Gold Sponsor	Agile Portfolio Management Ed Holt & Barbara Roberts In many organisations, infrequent consideration of business strategy and annual budgeting cycles results in static portfolios often created 6-18 months ahead of the initiation of the Programmes and Projects they contain. In this session, Ed and Barbara explore how to create and run portfolios of projects, programmes and business as usual initiatives in an agile way. Some of the themes explored will be 'what is Agile Portfolio Management, how it contributes to the agile business, how it differs from traditional portfolio management.	Impressive
15.50 - 16.40 Gold Sponsor	Drinking from the Source of Truth - how the Modern PMO Needs to Accept and Adopt Technology to Achieve its Goals Dave Hurren & Kingsley Thomas In this case study, Kingsley and Dave will explain how RPCuk and Faithful + Gould deployed technology to facilitate the delivery of integrated services, which included Project Controls, Portfolio Management and Costs Integration. This solution has been designed and a POC delivered for a leading UK academic institution. This presentation will highlight one particular component, the integration of cost data and how we brought together information from multiple systems to manage budgets, expenditure, resources and schedule and delivered visibility of the true cost of the project.	Creative I
15.50 - 16.40	The Kingdom of PMOs Mazen Bizrah The concept of PMOs have been established at the Kingdom level reporting to highest authority. This presentation explains why and how the PMOs have been established and how the topology reflects the business demand across the various departments and industries. This amazing story explains how PMOs were identified as functional critical success factors and how they are one of the main pillars of success for a nation that needs to change. The presentation moves from the macro to the micro level and details the 10 top challenges PMO Directors and PMO Managers face in the government sector.	Creative II
16.45 - 17.45	Closing Keynote: Jez Rose	Premium
17.50	Conference Close	

PMO Conference Speakers 2017



Mark Price Perry is the founder of BOT International, a boutique PMO Content Asset firm started in 1999. Prior to BOT International, Mark had a 17 year career with IBM including positions in the IBM AS/400 Division as Telecommunications Industry Manager based in New York, Asia Pacific Channels Manager based in Tokyo, and the General Manager for Southeast and South Asia based in Singapore.



Jez Rose trained and practiced as a behaviourist and works worldwide as a speaker and behaviour insight advisor. A member of the American Association for the Advancement of Science, he is Faculty Lead of the ground-breaking research pilot The Good Life Project. Books include the best-selling Flip the Switch.



Andy Jordan is President of Roffensian Consulting Inc., an Ontario, Canada based management consulting firm with a strong emphasis on organizational transformation, portfolio management and PMOs. Andy has a track record of success managing business critical projects, programs and portfolios in Europe and North America in industries as diverse as investment banking, software development, call centres, telecommunications and corporate education.



Jesse Fewell an author, coach, and trainer in the world of innovation, collaboration, and agility. The founder of VirtuallyAgile.com, he's helped teams from Boston to Bangalore catapult to better results. He journaled his global experiences in the handbook "Can You Hear Me Now: Working with Global, Distributed, Virtual Teams". As a project management bridge-builder, he founded the original PMI Agile Community of Practice and co-created the PMI-ACP® agile certification.



Hans Arnbjerg is the Founder and CEO of ProjectGovernance APS and has over 25 years experience in the P3O field. Hans has extensive experience within the pharmaceutical industry with employment at Novo Nordisk, H.Lundbeck, Genmab and Missionpharma. Since 2010 Hans has been heading ProjectGovernance, focusing on PMO development and Project management training, and during this period participated in the development of +30 PMOs.



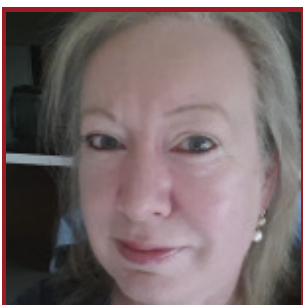
Dr Robert Joslin PhD, CEng, AIPMO-E, PfMP®, PgMP®, PMP®, is a portfolio/project/program management consultant, academic researcher, PhD, Master and MBA supervisor and co-founder of AIPMO (Association of International PMOs). Robert has published books, chapters and research papers in the field of project, program and portfolio management and presents his research at conferences such as PMI research and EURAM. Robert is in the process of co-authoring an international standard on PMOs for AIPMO.



Dr Ralf Müller is Professor of Project Management at BI Norwegian Business School, as well as adjunct and visiting professor at many other institutions worldwide. He lectures and researches in leadership, governance (incl. PMOs), organizational project management, and research methods. He has (co-) authored more than 200 academic publications, including his latest book titled Governance and Governmentality for Projects.



Eileen Roden is the Lead Author of P3O® Best Management Practice, Eileen is a recognised expert in the implementation and development of PMOs. She is an active member of PMI, APM and PMO Flashmob, supporting the development of the PMO profession. She is a frequent conference speaker on a wide range of related subjects, and contributes to variety of committees and panels. Eileen is an experienced PMO and PPM Consultant and Trainer and a P3M3® Assessor.



Dr Judy Payne works as a management consultant and academic specialising in knowledge management, collaborative working and learning. Her work is positioned firmly on the boundaries between academia and practice. Not the most comfortable place to be, but there's such a huge gap between the two that there's a lot of bridging to be done. Judy works with organisations to improve their management of knowledge, and with universities to develop and deliver online degree programmes.



Richard Hinwood is the Head of Strategy & Chief of Staff at Withers, an international law firm focused on advising successful individuals, families, and institutions. Richard leads the formulation and implementation of firm-wide strategy and business planning across the firm's 18 international offices and attends all of the firm's Board and Global Senior Management Team meetings. Richard holds an MBA from Cranfield School of Management as well as a degree in jurisprudence from the University of Oxford.



Ian Harvey is a highly experienced IT delivery professional, having spent over 20 years' driving business outcomes through projects. He has led major initiatives in big pharma, education, engineering and publishing. Ian has also formed or transformed several PMOs and enjoyed success as a programme manager, project lead and at times through pioneering technology. In his current role Ian aims to put the PMO at the core of the organisation transformation in the digital economy.



Simon Harris is a project management veteran with 30 plus years experience of projects gained mostly within large-scale blue-chip environments across finance and banking IT, defence engineering, oil & gas, government and not for profit. Simon has set-up and run PMO for several programmes and organisations. Simon's passion is to improve the state-of-the-art in organisation's ability to cope with change.

PMO Conference Speakers 2017



Louise Worsley is a CITI consultant and a visiting lecturer at the University of Cape Town. She has presented to an international audience through the UCT Business School and PMI & IPMA Global and local congresses. As the joint leader of the Success Stories Shared initiative to encourage the sharing of experiences and learning across the South African project manager community, she has captured and shared project stories with a particular focus on effective stakeholder engagement



Angelina Rizza is a seasoned 3PM Professional who has been leading complex change projects and their respective PMOs across private and public sector organisations. Currently in her fourth year as a Leader in Nationwide Building Society, she has been part of a talented team, building and refining services and capability in PMO across a £600 million transformation portfolio.



Mazen Bizrah IT Strategy and Transformation Director in Ministry of Commerce and Investment in Saudi Arabia famous for its pioneer e-services and high tech solutions that created a governmental new benchmark. With over 8+ years' experience as PMO director, 6 of them in government sector, Mazen involved in Saudi Arabia National Transformation Program 2020, which is five-year strategy part of Saudi Vision 2030.



John McIntyre is the Head of PMO and Projects at Ticketmaster UK. He has over 18 years experience helping organisations deliver projects and programmes that deliver business outcomes. With real-world experience of project management in the trenches and the breadth of knowledge that comes with an MBA from the UK's leading Business School, he's experienced at programme turnaround and setting up PMOs. John returns to the PMO Conference for the second time, following the success of Ticketmaster's PMO of the Year recognition from PMI.



Ed Holt is a 'seasoned' (ie old!) executive with a 30 year track record in the software industry covering both large scale applications (at IBM leader MSA) and software development (4GL / OO / Component / CASE – you name it!). He was instrumental in the founding of the Agile Business (formerly DSDM) Consortium over 20 years ago, when it led the drive for responsive software development – this was the very early days of 'agile' even though it wasn't called that in those days!



Barbara Roberts has been the Agile Business Consortium Director for Professional Development for many years, has been working in Agile from the beginning – the early days of RAD. She has been actively engaged with the Agile Business (formerly DSDM) Consortium since day 1, and ran one of the early adopter projects in 1994/5 which helped form the first version of DSDM. Since then Barbara has been actively involved in DSDM and all things Agile ever since. Barbara has led many successful Agile transformations in a variety of sectors.



David Dunning is a founding director at CPS who originated the professional services delivery organisation. He is an APMG Registered Consultant, Deputy Chairman of the APM Portfolio Management Specialist Interest Group and a Certified Management Consultant. While being Chairman of the CPS Board, David continues to work with customers on a strategic level to understand problems and envision people, process, technology and organisational solutions.



Kingsley Thomas MBA MRICS MAPM, is the Business Intelligence Lead, UK & Europe for Faithful+Gould. Kingsley has a background in project and management consultancy in the built environment, and leads Business Intelligence in Faithful+Gould. He also leads their partnership with Oracle, a leading software provider for EPPM solutions.



Dave Hurren is a hugely experienced and acknowledged by Oracle as a leading UK expert in architecting, delivering and implementing Oracle Primavera EPPM product set solutions, including integrations with ERP systems and other third party toolsets, in a variety of industry sectors. Dave works for RPCuk, this year's PMO Conference Gold Sponsor.



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best practice **PROCESSES**
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effective PROJECT CONTROLS
is these three ingredients
working in harmony

1. **PEOPLE** with
the appropriate
skills and experience

⋮

People



2. consistent best practice
project execution and
monitoring **PROCESSES**

⋮

Processes



RPCuk can help by...

- providing top calibre Project Controls experts with extensive experience of successfully managing all aspects of programme and project execution
- developing your skills from our comprehensive range of accredited education, covering essential Project Controls skills and Oracle Primavera product training
- tailoring your Project Controls processes, standards and methodologies, based upon acknowledged best practices
- supplying Oracle Primavera EPPM software tools, implemented by Oracle Certified Implementation Specialists, covering solution design, product configuration and customisation, deployment and exploitation guidance



Products

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3. supported by world
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INTELLIGENT PROJECT CONTROLS

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A project is deemed to be successful when the defined **scope** or objective(s) is achieved to the desired level of **quality** within stipulated **cost** or budgetary constraints and within required **time** limits.

Project Controls is a key technique for ensuring that a project remains on track by focusing on each of the highlighted aspects above, in order to identify, communicate and address issues that require remedial action. It underpins the entire project lifecycle, harvesting and analysing essential data points, including deliverables, costs, time, risks, quality, resources, procurement and, especially, change.

An effective Project Controls function is an amalgam of...

- **people** with the appropriate skills and experience to be able to analyse, interpret, communicate and act upon...
- relevant audit results and performance data produced by EPPM software **products** and ...
- governed by pertinent and consistent project execution and monitoring **processes**

But no matter how skilled Project Managers and Planners may be, if they are operating in an environment that lacks a consistent and disciplined approach to project delivery, enshrined in well defined and observed processes, then they face an uphill battle to deliver programmes and projects successfully.

Similarly, an investment in world leading EPPM software tools is a waste if the professionals that are using them are unable to fully exploit the capabilities that these products can offer.

This is where RPCuk can help.

We specialise in helping organisations to establish an intelligent Project Controls culture that harmonises people, processes and products...

PEOPLE...

we provide access to a pool of top calibre Project Controls experts with extensive experience of operating in programme and project management roles and managing all aspects of the complete project lifecycle

we help with skills development by offering a portfolio of top quality, accredited education and training, covering essential generic 'soft' Project Controls skills and relevant Oracle software tools

PROCESSES...

we provide assistance with tailoring Project Controls processes, standards and methodologies, based upon acknowledged best practices, to provide the 'glue' linking people with supporting software products

PRODUCTS...

we supply Oracle Primavera Enterprise Project Portfolio Management software tools, implemented using high quality, value-for-money Oracle Primavera product consultancy, delivered by our Oracle Primavera Unifier Cloud Services Specialized and Oracle Primavera P6 EPPM Specialized experts, covering solution design, product configuration and customisation, deployment and exploitation guidance

With competencies spanning generic project controls skills, solution design, development and deployment, performance reporting services, cloud infrastructure, education and application support, RPCuk offers a comprehensive portfolio of expertise and solutions to create the ideal platform to support the complete project lifecycle.

RPCuk has been providing effective project controls solutions for over 20 years and helps organisations to create a holistic environment in which projects are routinely delivered successfully – on time and within budget – and expected returns on investment are fully realised...

- project controls expertise
- best practice processes
- software solutions
- consultancy and education
- cloud infrastructure provision
- application support

To find out more about our range of services and solutions, please contact Mark Horne at...

mark.horne@rpc.uk.com
or on **01943 222 001**



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DAVID DUNNING,
CHAIRMAN
PRESENTING
AT 14.35PM
IN CREATIVE 2

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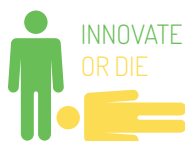


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WHAT USE IS MY PMO FOR INNOVATION MANAGEMENT?



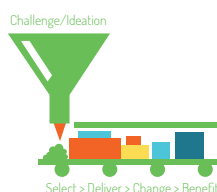
Innovation – what is it, why do it?

Innovation is the process of coming up with a better way – involving change, revolution, or metamorphosis and is accepted as essential to any organisation – hence the cliché “innovate or die”. In commercial worlds, fail to advance, you get overtaken; in Public Service you will soon be given less and expected to do more. It can be driven top down or bottom up, using specialist teams or social approaches.



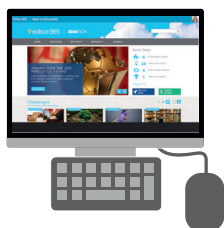
What are the cultural, business, workload and technology barriers?

It's not simple. Top down approaches limit ideation and discourage free expression, problem dimensions may not be understood, we may not get enough candidate ideas, sharing them may be difficult and result in poor success from idea to solution. In delivering innovation, we have day jobs, resource competition and may suffer from poorly defined goals, risks and confusing prioritisation.



What is the role of a PMO?

A ‘current’ PMO or ‘developed’ PMO? For one already providing decisions, delivery support, and centre of excellence, innovation oversight is a logical extension of portfolio management support capability. A PMO could promote innovation as a facility for strategic goals, facilitate challenge setting, provide organisation support, IT set-up, conclusion support with analysis, bring innovation to the executive, ensure balance between top down and bottom up, while owning the process for innovation, communicating, publicising and being the best practice owner.



What might a technology solution look like?

A top down portfolio consists of a reasonably manageable dataset, even for large organisations. If we encourage innovation bottom up, we may generate hundreds of challenges, involve the whole business, and generate thousands of ideas. The IT must be engaging for those of us that like still, and those of us that like sparkling water, and capable to enable analysis and decisions to be made from the data collected. Simple and powerful, with the ability to turn agreed innovations into trackable tasks or be collected into manageable projects. **Please see us on Stand 12 to learn more.**

"It's not just the management team coming up with the same ideas each time."

"Employees really do have a voice and feel valued - we get 'outcome' for their input."

"We have a lot of energy and excitement going into problem solving - which is great as it means we solve problems!"

"We now always realise when we have a great idea and don't re-invent so much."

How do we get an initiative going to make change?

As with any change, we need a sponsor and a drive. We need leadership, motivation, resources and support. After that, people need to be inspired, informed, empowered and enabled. We need a functional, productive, sustainable process and simple, effective, integrated technology. CPS, the authors of edison365 and PS+ can provide **Core Solutions** for innovation and delivery (edison365, Project Portfolio Management PS+) and help organisations make them work with assistance in current state agreement, vision and strategy creation, technical and business solutions, change management and sustainment services.

How do we **measure success**? Simple – people are more engaged, retained, fulfilled and productive. Technology will be used and rated, with greater ROI achieved. Processes are delivering greater volume of realistic proposals with less ‘ideas lost’. Most importantly – the organisation has greater strategy attainment, greater benefit realisation and ultimately – it thrives – with profit.

Please visit us on **Stand 12**

Agile Business Consortium



Something
new is about
to emerge...

Launching
May 2017



...introducing AgilePM[®] and Digital Services

The world's leading framework and certification for Agile Project Management, AgilePM, has now exceeded 56,000 exams since 2011. **AgilePM and Digital Services** builds on the reputation and success of AgilePM, while reflecting emerging best practice in user-focused digital service delivery as practiced by GDS Government Digital Services.

To find out more about this visit www.agilebusiness.org

The Agile Business Consortium is coordinating the work of experienced Agile practitioners across a broad spectrum of disciplines and sectors to create the Agile Business Change Framework launching throughout this year.

AgilePM[®] is a Registered Trade Mark of Agile Business Consortium Limited



A New Era for Project Management?

AgilePM® is now recognised as the world's most popular framework for Agile Project Management. Global candidate numbers for the AgilePM qualification are showing an exponential increase year on year, and it's clear that professionals are looking for new ways to manage projects, and that organisations are exploring more effective routes to deliver strategy. There seems to be a thirst for new approaches that is challenging well established methods.

Does this herald a new era for project management – and how far does AgilePM fulfil these new requirements?

The origins of Agile are firmly rooted in software development, but since the launch of AgilePM in 2010, this new framework has demonstrated value across all aspects of business. In contrast to earlier varieties of Agile, AgilePM offers a robust but flexible route through the whole project lifecycle; setting firm foundations and strong governance, whilst offering the flexibility, empowerment and collaboration that are proving essential for navigating today's fast-changing business context.

Embracing change to survive and thrive

AgilePM was developed by the Agile Business Consortium in partnership with the examination institute, and the qualification's accrediting body, APMG International. Mary Henson, chief executive of the Agile Business Consortium, shares her thoughts on the success of AgilePM: "Time and again, the principles underpinning AgilePM have proved to be effective in helping organisations of all shapes and sizes implement successful project management programmes.

"The pace of business life is continually speeding up and – in a time of increasing uncertainty – organisations need to embrace change if they are to survive and thrive.

"As acknowledged in the UK government's recent Industrial Strategy** paper, improving productivity isn't about making people or businesses work harder; it's about helping them work smarter. AgilePM helps organisations to do this and to achieve their goals in a timely and cost-effective manner."

Meeting needs v. delivering product

Project management is increasingly focused on people over process. Particularly in the public sector, where value is about meeting people's needs – citizens, customers and patients. Project management today is less about delivery of a predefined product, and more about unleashing value, at the point in time when it's most needed. AgilePM helps to identify and prioritise what is most valuable by bringing the people with both knowledge and understanding together in collaborative teams. Iterative delivery allows the most valuable outputs to deliver first, so customers are already benefiting while the detail of later iterations is evolving.

Supporting transformation

Organisations and government departments recognise that what worked yesterday may no longer work today. Repeatable processes have lost their security, as innovation becomes necessary to keep up with the pace of change. This is a new era of project management, where Agile's ethos of experimentation and testing in the face of change becomes a core element of strategic success.

For more information about Agile Business Consortium, visit www.agilebusiness.org



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Top 7 Analytics for IT PMO Success

Gated Project Dashboard Shows Value Every Single Day

For the IT PMO, the story is always the same – show your value every hour of every day. But just delivering projects on-time and on-budget won't cut it. In fact, 72% of PMOs say they face regular challenges from senior management, according to the most recent ESI International survey.

Quite frankly, the PMO can crush it all day long and still feel the pressure. Winning over the CIO is not done by cranking out more and more labour-intensive reports. What senior management really wants are the analytics that support project alignment with the firm's objectives and a roadmap to reducing project failures.

So, how can PMOs consistently demonstrate strategic success for the entire enterprise, including innovation, agility, and stakeholder engagement? For the high-performing PMO, Planview Enterprise can help you report early and often on IT PMO success.

In our updated ebook, the Top 7 Reports for IT PMOs, we detail how to quickly prove PMO value. We think you'll find that our Gated Project Dashboard Report is critical for PMO innovation. With our interactive dashboard, the PMO gets a complete view of projects and performance. This dashboard makes it easier to align project efforts with strategic goals, define which areas to focus on, and drive project selection and resource allocation. You can also use the content in this overview to:

- Ensure that cost and revenue projections approved in the first gate are still in line with the latest financial forecast

- Track and trend changes to potential market and strategic impact of the project by gate
- Identify resource bottlenecks that threaten project success

Here are some of our other top analytic reports:

- **Monitoring Project Health Report** - Wrangle portfolio sprawl to easily see, at-a-glance, how a project is doing, its historical trend, and any roadblocks. Your CIO will clearly see potential problems and get at-the-fingertips access to project and portfolio status. This allows the PMO to quickly review and communicate issues, make informed decisions and ultimately, improve portfolio health.
- **Plan vs. Actuals Report** - Show how interruptions and unplanned work limit your ability to deliver on high-priority, strategic work. By mapping plan to actuals, disruptions can be mitigated while work based on better information is re-estimated. Now, you can see when short-term needs are being prioritised ahead of higher priority, long-term goals .

Isn't it time to show management just how much you do?

Download our full ebook, Top 7 Reports for IT PMOs, now to get all of our analytic reports. Download at: <http://bit.ly/2ridFFw>

Also, catch us at Stand No. 7 at the PMO Conference – to book a meeting with the Planview Team at the conference email: [Esther Porter-Quinn at epquinn@planview.com](mailto:Esther.Porter-Quinn@planview.com)



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The Ninth Wave / SmartCore Story

Jon Lewis, Director, Ninth Wave

Ninth Wave was founded in 1995 by a group of ex-KPMG consultants. We specialised in working with clients and helping them to deliver business change and large IT projects and programmes.

Like many project managers at that time (and now, more than twenty years later) we created our own spreadsheets and small databases to help manage tasks and reporting.

Recreating these tools to meet each customer's specific needs proved a time consuming process. As we couldn't find a single technology solution that would do the job well we decided to build our own.

Our first product, Project Assistant Toolkit (PAT) was launched in 2001. It was one of the first web-based configurable PPM solutions. Over time our business was transformed from management consulting to the very different world of software services, requiring offices, servers, development and support staff.

Since then both the company and product have grown and evolved significantly. Our private cloud SaaS solution was launched in 2006 and the product was rebranded as SmartCore in 2009.

SmartCore is now used for a wide range of applications, including programme, portfolio, project, risk, estimation, resource, time, performance, change and document management.

For over 20 years we have seen PPM vendors come and go. Ninth Wave remains one of a very small number of UK-based, home-grown, PPM software providers.

Our customers include Capita, EE, Lloyds Banking Group, Phoenix Group, LCH Clearent, Tokio Marine Kiln, THALES UK, TSB Bank and RSSB.

You can find out more about SmartCore and PPM tool implementation from Jon and his Ninth Wave colleagues at the PMO Conference 2017 on Wednesday 7th June.



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“Stakeholder management is not a series of steps to be gone through, but a perspective that when fathomed and its implications understood, always makes a difference to the conduct of the project. Or put more bluntly: If you think you are doing stakeholder management and it’s not making a difference to the way you run your project, then you aren’t!” (Worsley, 2016)

Most project offices and those responsible for promoting skills in their project managers agree that stakeholder engagement competence is critical to successful project management. But what support should be given? There is a fine line between the PMO facilitating good practices; acting as a broker between the project and its stakeholders; and taking on the role of leader in stakeholder engagement.

The more responsibility the PMO takes, the higher the risk that the PMO disempowers the project and threatens the creation of effective project-stakeholder relationships. The PMO has the potential to support and encourage good stakeholder engagement practices, but how to get the balance right?

In workshops with PMO Managers in South Africa we identified some of the areas where they felt PMOs do and should provide stakeholder engagement support:

- Sharing of stakeholder lessons learnt: Promoting a community of practice
- Providing a knowledge base on stakeholders: “The who’s who in the zoo”
- Formulating stakeholder engagement strategies: Not templates but guidance
- Instigating/facilitating project coaching: Knowing when to step in
- Oversight on type and level of stakeholder engagement: Monitoring the appropriateness of engagement (not the amount of it!)

These ideas will be explored further during my PMO Conference 2017 presentation. I look forward to seeing you there.

Louise Worsley, CITI Managing Consultant

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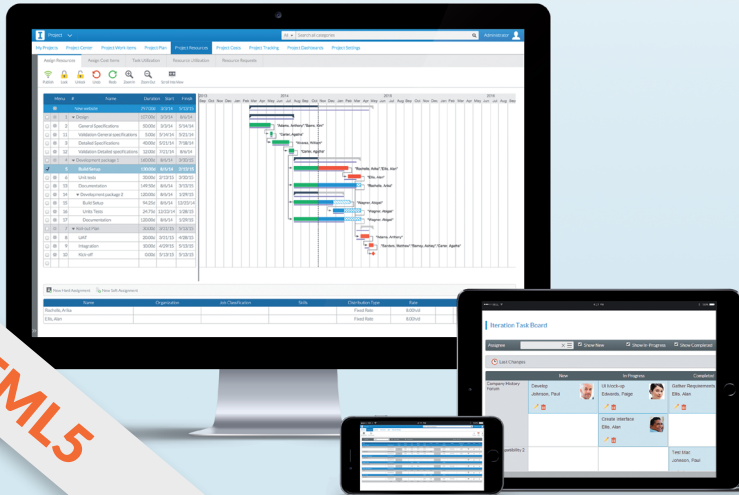


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Businesses that have multiple projects from multiple clients, including internal customers, need to be able to prioritize efforts that will bring the best results to the company. This customizable PPM solution provides project managers and executives the ability to analyze investments, plan capacity, manage risks, and control expenses better.

More information at: www.sciforma.com/en-uk/



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Best Practice in Implementing your New PPM Tool

Since 2001, Antura has been implementing its Antura Projects tool, a complete project portfolio & resource management (PPM) tool to organisations in now more than 50 countries around the world.

Based on our experience, we can recommend best practice when it comes for successfully implementing a new PPM tool as follows:

1. Set a clear purpose and agree on objectives for what you and your organisation need a PPM tool to do (such as increasing visibility on the whole project portfolio).
2. Get commitment from a sponsor and management on the purpose and objectives behind the new PPM tool.
3. Agree on change management, as once you have that management support you will need to agree on changes in processes, roles and responsibilities (linked to the maturity of your PMO).
4. Ensure you have the right staffing, with the key to this being to ensure that there is a strong bond of trust between the organisation and the project manager overseeing this vital task.
5. Examine other related processes and systems, because a PPM tool will not exist in isolation.
6. Decide on a phased implementation or "big bang" approach.
7. Understand the PPM tool vendor's role.
8. Focus on user adoption and training.
9. Ensure continuous improvement because it should be a tool that can continue to grow with you.

If you'd like to discuss how we could help you, then please come talk to us at our booth at the PMO conference or visit www.antura.com



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**COME AND VISIT US ON
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As Vice President of Sales at Keyedin Solutions, I am delighted that my team and I have the opportunity to exhibit at this, the third PMO Conference. This is our first appearance at the show, so please make sure you come and see us to find out how we can help take your PMO to the next level with our simple, persona-based, strategy-led PPM solution for project, programme and portfolio leaders.

Last year was an exciting year for us, launching Keyedin Projects Version 6 with a brand new user interface which provides our customers with a fast, efficient, personalised way, to simplify the collaboration, visibility, and control needed, to optimise the planning and execution of their project portfolio, to deliver real business value.

I am confident that our highly intuitive and configurable solution will show you that it's easy to align strategy with execution, ensuring you deliver the right work, in the right way, at the right time, with the right resources.

With deep industry experience, our solution and knowledge are a winning combination that delivers long term, profitable relationships for our customers and partners. We pride ourselves on being a genuine, transparent group of professionals wanting to build and support you through the process of finding the right solution that is suitable for your needs, so come and see me, Clayton and Henry on stand 6 for a quick demonstration and a free gift to take home with you!

(Jamie Taylor – VP of Sales, Keyedin Projects)

TwentyEighty Strategy Execution and Duke Corporate Education have recently partnered and we are pleased to introduce our new joint programme:

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The Impact of PMO Communications on Delivering Strategic Objectives

As well as managing a portfolio of different projects and programmes and ensuring their successful outcome, a PMO needs to also ensure their alignment to the organisation's strategic goals.

In order to increase the chances of successful strategic execution, it is essential that the PMO leader can communicate up as well as down – or to be more precise, tactical progress up to the executive leadership and strategic goals down to the project managers.

Cultural barriers and a lack of tailoring the communication according to the recipient are some of the challenges PMO leaders and senior project managers face in this area.

Effective communication starts with awareness and empathy – this means taking time to understand the context of a situation, to become familiar with an audience's pain points and priorities, and to ensure that everyone's on the same page.

Communicating up

Executives look to PMO leaders for information on a variety of initiatives, ranging from the performance of individual projects or programmes, to entire portfolios and other deliverables such as curriculums, tools and training.

No matter what the subject matter is, one of the key challenges for PMO leaders is adapting and tailoring the communication style to suit the individual preference of the receiver, from factors such as written or verbal, formal or casual updates, time, frequency and language.

But even once the preferred style is known, the communication is not going to be as effective if knowledge of what it all means for the business remains unknown.

This requires a high level of situational awareness, but unfortunately, fear can sometimes inhibit this – particularly if there is a potential backlash for communicating in the wrong way, or sharing negative information, which might result in the withholding of critical information that could have serious implications down the line.

Communicating down

Communicating down to the project teams helps facilitate their work as well as supporting the individual team members.

This requires the same situational awareness as above but also requires knowing what all the different moving pieces are, how they fit together and what each person's role is in making that happen.

It also involves relaying the organisation's strategy down to the members of the project teams and – most importantly – linking the strategy to what each team member is doing so the team members know the extent to which they contributing to the strategy.

How to become effective

To ensure effective communication there needs to be regular reiteration of the strategy at all meetings, highlighting the importance of what everyone is doing.

One of the biggest communication pitfalls can be avoided by being proactive. Hiding status reports or business-critical information in emails that get buried in people's inboxes will just leave issues to go unchecked. Project managers need to be aware of what is going on – and also be able to solicit information from their team members so that they can communicate back to project leaders.

One way of doing this is to share information in informal sessions, ideally face to face but if not then using Skype or instant messenger. Other communication tools and project tracking software is another option. By creating casual touch points, more information can flow. In the process, this will ensure an environment of open communication so that it doesn't all pass through hierarchical reporting and formal status meetings.

The good news is that effective communication is skill that can be easily developed, once a stronger sense of awareness about the project teams and the organisation, its culture and specific situations has been cultivated.

Proactively seeking feedback will help with this understanding, while training will really hone this skill. Training focused on strategic execution, leadership and communication will also accelerate project performance and team dynamics – an investment worth making for the benefit it will not only deliver to the project team, the project and PMO leaders but also the organisation as a whole.

A photograph of two men in a professional setting. One man, wearing a grey polo shirt, is leaning over a desk and gesturing with his hand while looking at a laptop. The other man, wearing a blue and white checkered shirt, is sitting at the desk and looking at the laptop. On the desk, there is a laptop, a tablet displaying a colorful bar chart, and some papers. The background is slightly blurred, showing a modern office environment.

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According to AIG consulting, 68% of all projects fail or have a marginal outcome. Like many of the organizations who become our customers you might feel like you're fighting a losing battle on your projects – Join our leadership team for dinner and learn first-hand how you can enable your project teams to thrive in a 21st century PMO.

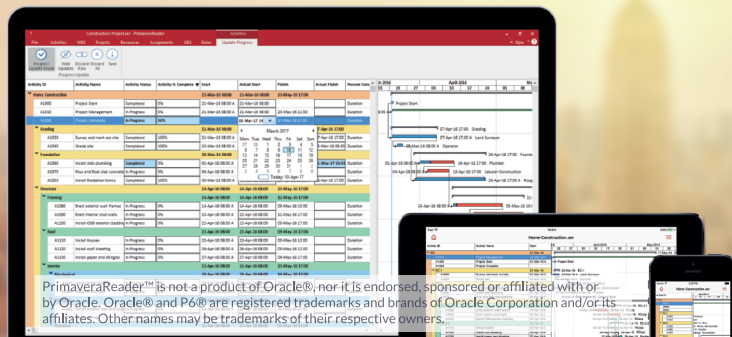
Here's what we know: When team members lack visibility and accurate information -- it's hard to make smart decisions -- let alone the type of fast, nimble pivots often required. Milestones are then missed, budgets are exceeded, customers are frustrated, and profit margins erode or disappear as a result.

When employees can connect to a larger and more meaningful purpose, and managers have full visibility into projects, programs and resources, progress is not only clear, it's accelerated.

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We work with many organizations of all sizes, including KPMG, Deloitte, UPS, Mazda, Box, and many more across 79 countries to bring together project management, configurable workflow automation, in-context collaboration, and to boost performance and profits through gap accountability.

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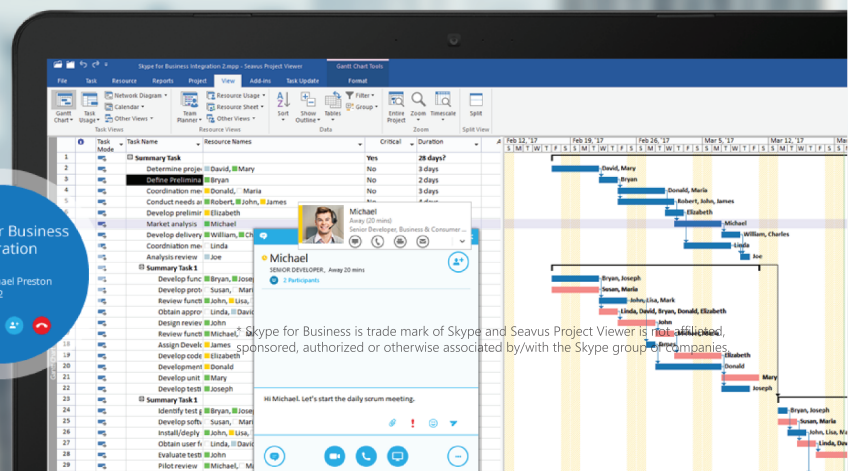
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"The most valuable feedback for developing new features is coming from the PMO's as they are the ones facing with real-life project cases and looking for solutions." (Dimitar, 2017)

Seavus is a software development and consulting company with a proven track-record in providing successful enterprise-wide business solutions. The company has over 700+ IT experts worldwide with more than 3,500 customers including more than half of the Fortune 500 companies and a globally authorized master distributor for the following Project Viewing applications:

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We are looking forward to meet you at Stand 11.

INTRODUCING THE PRINCE2 2017 UPDATE

The fundamentals of PRINCE2 remain - but a renewed focus on tailoring will give you the tools to flex the PRINCE2 methodology to suit your business needs and project objectives.

Your project can be of any scale or scope PRINCE2 2017 will help you get the best out of it.



Introducing the PRINCE2® 2017 Update



Over the last decade alone, more than one million people worldwide have qualified as PRINCE2® practitioners; the methodology is used each day by hundreds of thousands project management professionals across a vast range of industry sectors. But we live in an ever-changing world, and even something as tried-and-tested as PRINCE2 is not immune to change.

Since PRINCE2's last iteration in 2009, the business world has evolved rapidly. Leaps in technology and automation have fostered an expectation for quicker project delivery. We have seen the phenomenon of agile infiltrate traditional project management discourse and stress the fundamental need for flexibility. PRINCE2 2017 responds to these changes. Most significantly, the update places greater emphasis on tailoring: how to adapt the methodology to suit the needs of your specific project, organization, and working environment, whether this is agile or not.

Although the fundamentals of PRINCE2 remain the same, the PRINCE2 2017 update brings greater clarity and flexibility. Highly scalable; PRINCE2 2017 provides guidance on identifying the minimum requirement for a PRINCE2 project and on making selective, but optimum use of PRINCE2's elements to suit the scale of the project in hand.

Mid-2017 marks the arrival of updated PRINCE2 guidance and new Foundation and Practitioner examinations. Together, these form PRINCE2 2017 and represent the first major update to PRINCE2 since 2009. We are confident that this update will prepare practitioners for change, and keep them delivering successful projects in today's, and tomorrow's, dynamic working environment.

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Do you have constant fire drills that leave you racing around all day? Do you see chaos everywhere in the form of sticky notes? Are you faced with constant interruptions from emails about last-minute status update meetings?

Research shows that drive-by work requests, meetings, and interruptions can take a significant toll on productivity. The result? Knowledge workers end up using less than half their time on their primary job responsibilities*. With more than half your day consumed by unplanned requests and interruptions, it's almost impossible to be productive.

And you know where that leads: the spiral of late nights, weekends, and total burnout.

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There are five key ways that Workfront helps its clients to be successful; centralising projects in one solution, managing digital work processes, reviewing and approving digital work, delivering client facing services and governing compliance workflows. Workfront is trusted by thousands of global enterprises, like Cars.com, Cisco Systems, Comcast, iProspect, Schneider Electric, and Trek.

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* "2014 Enterprise Work Management Report," Harris Interactive and Workfront, survey completed June 3-5, 2014.

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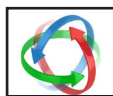
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Matt Lowman | Managing Director



THINK

Set Strategies, Define Initiatives, Drive Insights, Analyse Portfolio



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Plan Capacity, Collect Demand, Manage Process, Monitor Status



DO

Schedule Resources, Track Time, Manage Delivery, Control Cost, Collaborate

"...We had the great pleasure of working with Blue Ball on our PPM implementation project. They demonstrated a strong drive to really understand our needs and processes. When trying to solve our problems, there was always a focus on not just handling the immediate need but also seeing the long-term perspective. Blue Ball clearly also has some technical brilliance on staff, as their deliveries were always prompt and with excellent quality. I would recommend Blue Ball to anyone seeking experienced help within the PPM area..." ~ VP Information Services, Stena Metall Group

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MeetingQuality

Meetings With Meaning

Have you noticed that there has not been a new project management measurement metric this century? Of course time, cost and quality metrics are important but still projects are capable of providing nasty surprises.

So, we believe the answer is to measure the effect of people on a project. The unique element is continuously and simply measuring the quality of relationships between and within project teams, steering committee members and stakeholders and then tying that to project success probability.

Our tool, called MeetingQuality does this using 45 second assessments for each member of Steering Committees, Project Teams and other Stakeholders. All results are returned within 24 hours to all participants graphically showing their effect on the project. Portfolio assessments on a project by project basis are automatically generated each month for PMO use.

In effect MeetingQuality provides a powerful additional tool to gauge the true health of any portfolio of projects.

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The PMO Conference 2017 //

Programme at a Glance



08.00 - 09.00	 Registration and Coffee			Exhibition Hall
09.00 - 10.00	 Opening Keynote "The Business Driven PMO – Testing Your Convictions" Mark Price Perry			Premium Suite
10.05 - 11.00	Premium	Impressive	Creative I	Creative II
Session 1	PPM 2.0 Andy Jordan	Governance and Governmentality Dr Ralf Muller	Involving the PMO in Stakeholder Engagement Louise Worsley	Beyond the Tricky Third Year John McIntyre
11.00 - 11.30	 Morning Coffee			Exhibition Hall
11.30 - 12.30	Premium	Impressive	Creative I	Creative II
Session 2	The Agile PMO Jesse Fewell	Knowledge Management and the PMO Eileen Roden & Dr Judy Payne	Project Excellence is Dead, Long Live the Tailor-Made PMO Hans Arnbjerg	PMO through the Eyes of Strategy Richard Hinwood
12.30 - 13.30	 Lunch			Exhibition Hall
13.30 - 14.30	 PMO Flash Talks Four presenters - 15 minutes each - sharing fresh, innovative, new ideas for PMO success.			Premium Suite
14.35 - 15.20	Premium	Impressive	Creative I	Creative II
Session 4	The Future of the PMO – The Chief Change Officer Simon Harris	Planning and Delivering Value with an Agile PMO Ian Harvey	PMO as a Career- how do we build capability? Angelina Rizza	What Use is My PMO for Innovation Management? David Dunning
15.20 - 15.50	 Afternoon Coffee			Exhibition Hall
15.50 - 16.40	Premium	Impressive	Creative I	Creative II
Session 5	The Top 10 Drivers for PMO Change Dr Robert Joslin	Agile Portfolio Management Barbara Roberts & Ed Holt	Modern PMO Needs to Accept and Adopt Technology to Achieve its Goals Dave Hurren & Kingsley Thomas	The Kingdom of PMOs Mazen Bizrah
16.45 - 17.45	 Closing Keynote Jez Rose			Premium Suite
17.45 - 17.50	 Closing Words			Premium Suite

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