

The PMO Conference London 2018



Bill Dow

**The PMO Lifecycle
The Balanced PMO**
**Using Maturity Models &
Dashboards to Track and
Report Strategic and Project
Value**





Bill Dow, PMP, ITIL, CSM, SA, PMPO

Experience



Speaker/Presenter

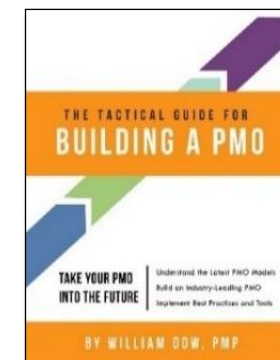
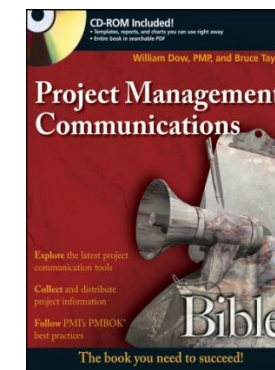
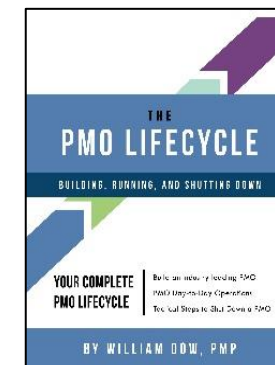


**The PMO Conference
London 2018**

M P you G



Author





HOW TO BUILD, RUN AND SHUT DOWN A PMO

PMO 2018
Conference
Classes

12TH JUNE 2018 \ \ LONDON

Agenda

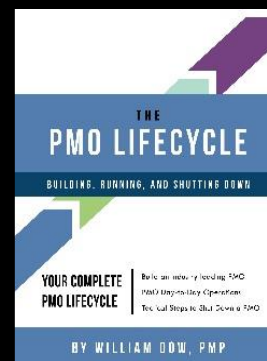
- Problem / Solution Statement
- BPMO Project Trade-Off
- BPMO Maturity Models
- BPMO Telemetry
- Putting it All Together

Takeaways

Learn how to use maturity models and dashboards to track and report strategic and projected value

Understanding of how to make smarter project trade-off decisions

Understanding of PMO Maturity Models
PMO Reports and Dashboards



An autographed copy of my latest book

“The PMO Lifecycle, Building, Running and Shutting Down”

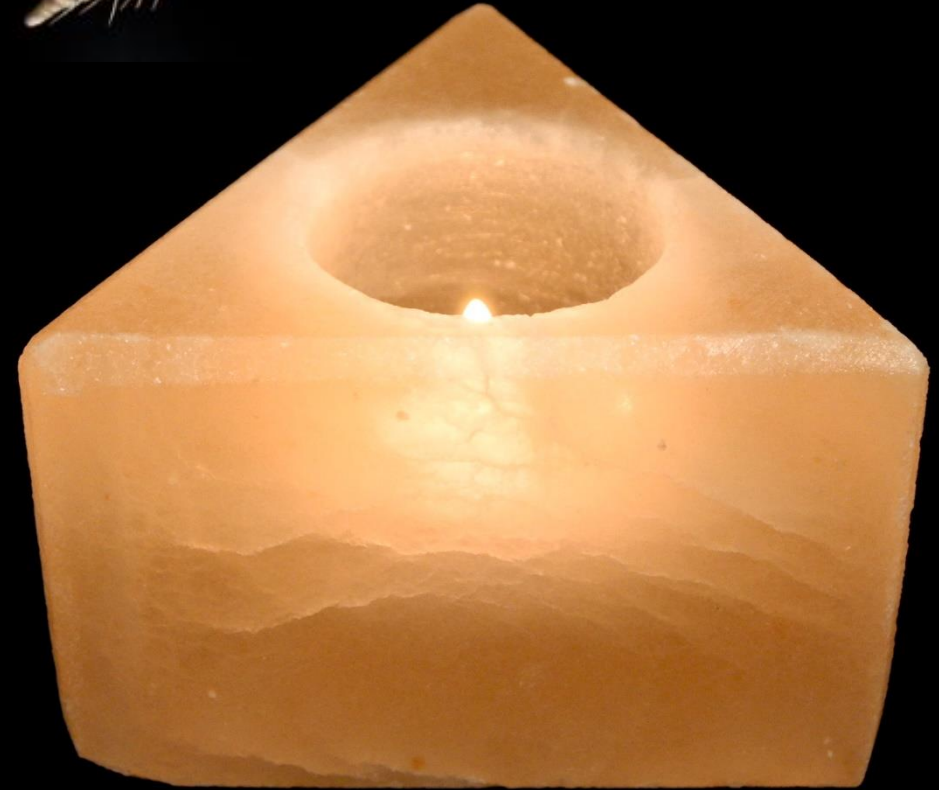


Problem...

Root Cause...

Project Managers
are drawn to the
Iron Triangle...

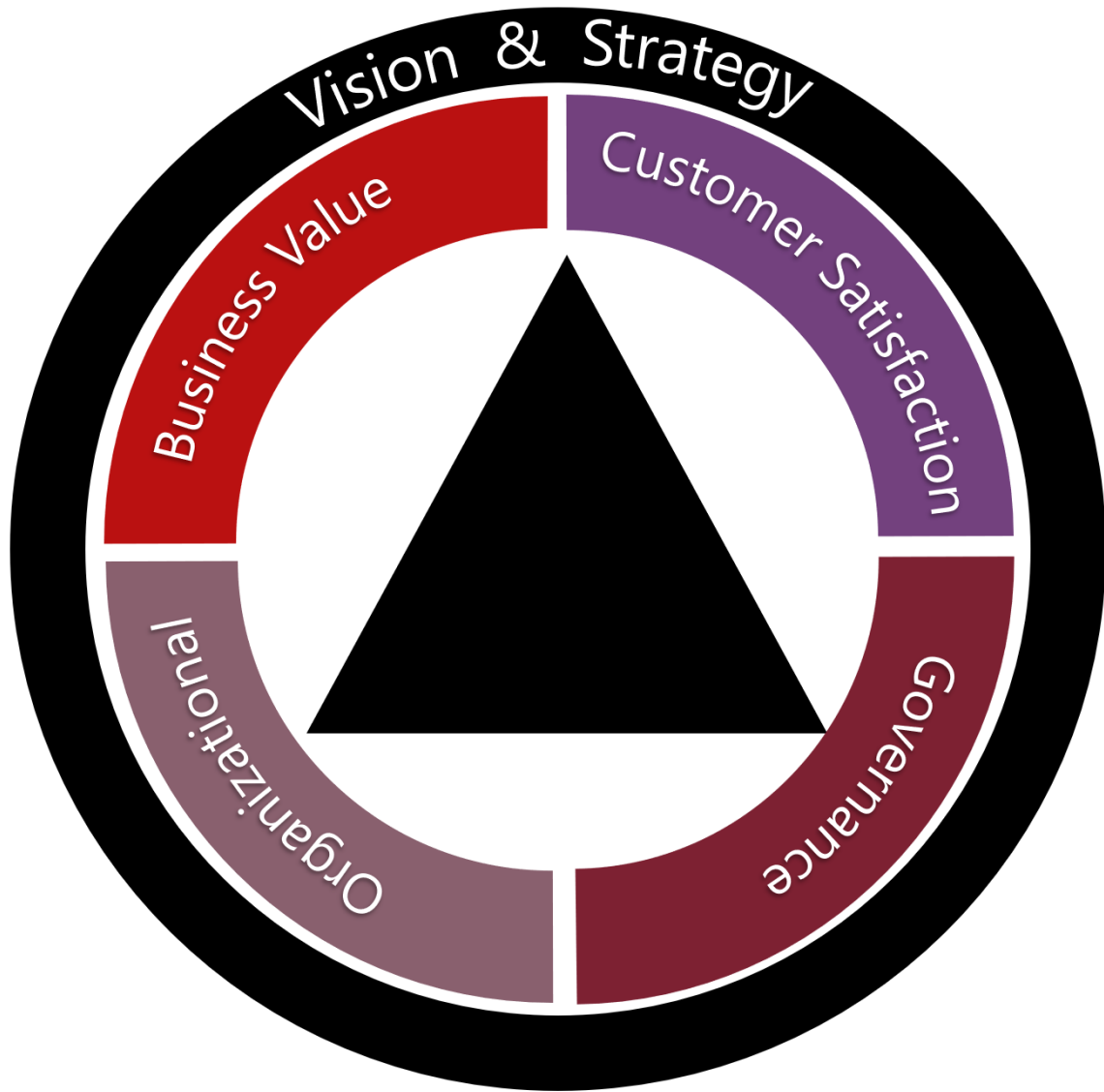
Like a Moth to a Flame



The Balanced PMO (BPMO)

Taking your Business
to the next level!





Let's See What Has Been Missing!

Business Value!

We must expand our typical constraint trade-off conversation to include both expected and actual Business value.

Customer Satisfaction

Another VERY important consideration for project success. We must measure expected and actual "CSAT"

Governance

We must expand our governance models to manage both typical triple constraints AND Business Value & Governance

Organizational Change Management

We must educate and enable both our PMs and our stakeholders on a new model for success.



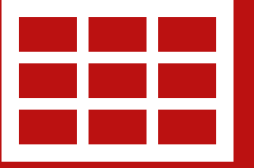
Project Trade-Offs



BPMO Maturity Model



BPMO Telemetry

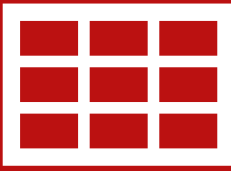
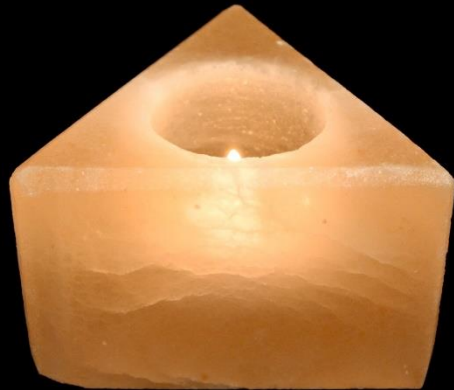


Project Trade-Offs

It's time... *to change the conversation*

Trade-Off Matrix

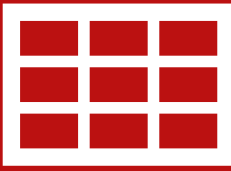
As-is



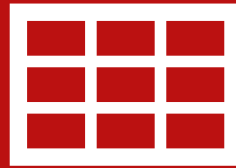
	Fixed	Choose	Adjustable
Time	✓		
Resources			✓
Scope		✓	

Trade-Off Matrix

New!



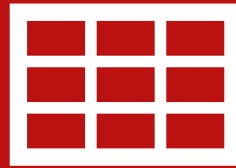
	Fixed	Choose	Adjustable
Time			✓
Resources	✓		
Scope			
Business Value			
Customer Satisfaction			
Governance			
Organizational Change Management		✓	



IT Cyber Attack Project –

Reduce Amount of Cyber Attacks per month.

	Fixed	Choose	Adjustable
Time			✓
Resources			
Scope			
Business Value			
Customer Satisfaction			
Governance	✓		
Organizational Change Management		✓	



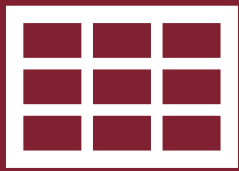
Office 365 Rollout –

*Change the way we collaborate
across the company.*

	Fixed	Choose	Adjustable
Time			
Resources			✓
Scope			
Business Value			
Customer Satisfaction			
Governance	✓		
Organizational Change Management		✓	



Call to Action



Add New Areas

Move beyond the iron triangle that has been the standard for years.

Add the new categories included in the BPMO Model;

- Business Value
- Customer Satisfaction
- Organizational
- Governance

Value Prop

Updating your trade-off matrix will enable new business-centric conversations about what really matters!

Moving to the new model will anchor project management in the enterprise business plan.

Embracing the lead for post-project benefit measurement and accountability will be attractive to your business stakeholders!

Looking Ahead

We can conclude that the Triple Constraint is neither useful for measuring project success nor for evaluating competing demands (scope, resources, time) for the business value and associated capabilities.

The BPMO is a new way of looking at making project trade-off decisions, and one that will advance both your PMO AND the business' that you support.



Project Trade-Offs

BPMO Maturity Model

BPMO Telemetry



BPMO Maturity Model

It's time... *to change the conversation*

PMO Maturity Models



- Tactical, Operational



- PMMM
- OPM3
- Kerzner
- Booz Allen
- OneMind

Business Maturity Models



- Strategic, Value



- Gartner
- Six Sigma
- CMMI

PMO Maturity Models



- Tactical, Operational

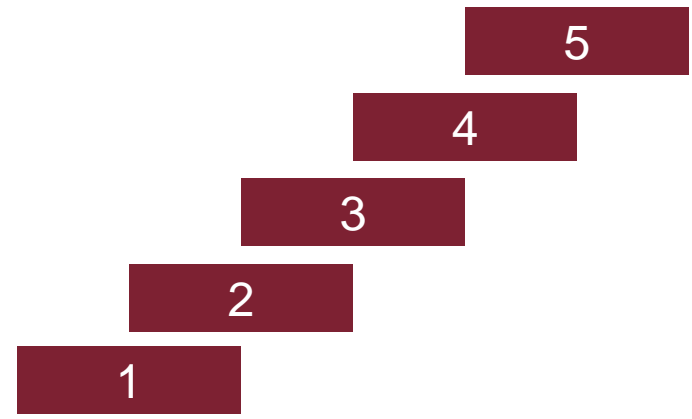
Business Maturity Models



- Strategic, Value

Commonalities

Measurement Method



Usually a measurement scale of 1 to 5

1. Ad-hoc
2. Planned
3. Managed
4. Integrated
5. Sustained

Measurement Categories

- Business Value!
- Customer Satisfaction
- Governance
- Organizational Change Management
- Iron Triangle: Scope Resources, Time

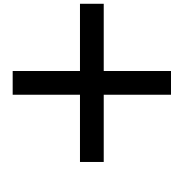
Key Performance Indicators (KPI's) related to the categories

- Business Models use Business-Centric Categories
- PMO Models use Operational-Centric Categories

PMO Maturity Models



Tactical, Operational



Business Maturity Models



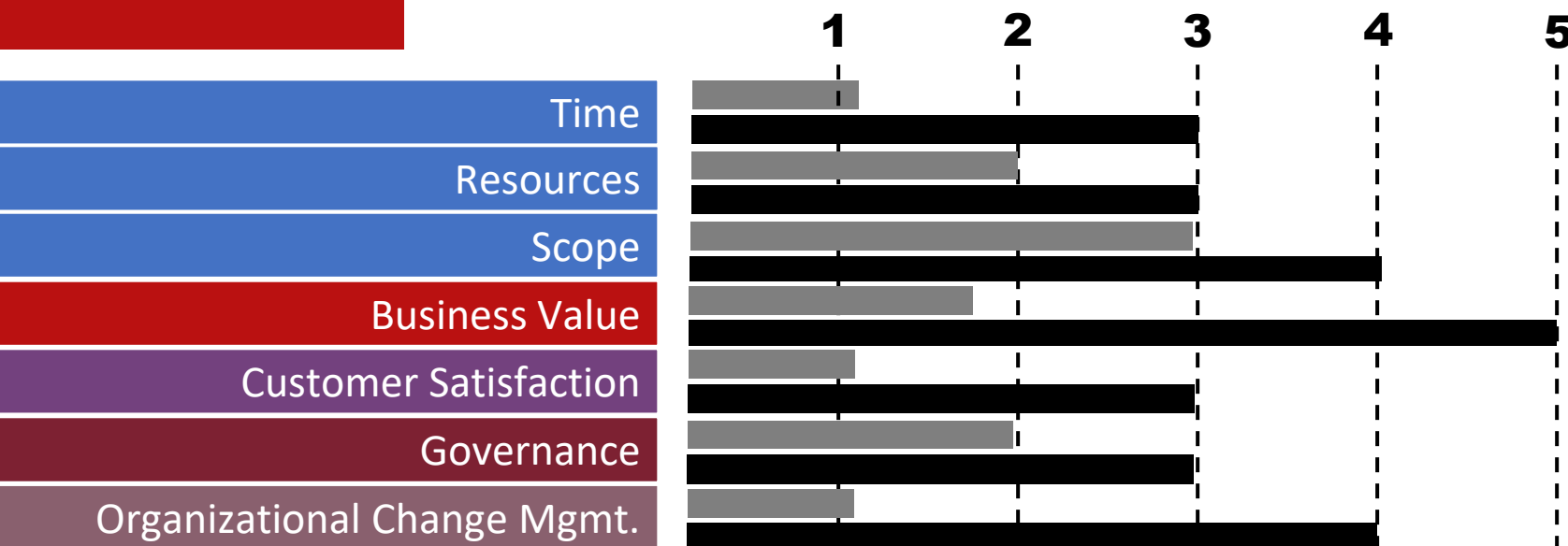
Strategic, Value



BPMO Maturity Model



Strategic & Tactical
Operational & Value



■ = Current State Maturity
■ = Future State Maturity

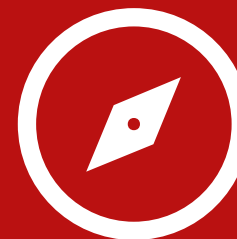
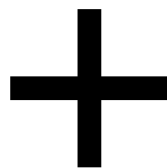
Best Practice

Here I'm using the Kerzner Model combined with business metrics...it works great!
Remember to align your Business KPI's with your Business Stakeholders

Trade-Off Decisions and BPMO Maturity Models Work Together!



Project Trade-Offs



BPMO Maturity Model





Call to Action



Create a BPMO Maturity Model

Go back to your company and create a BPMO Maturity Model.

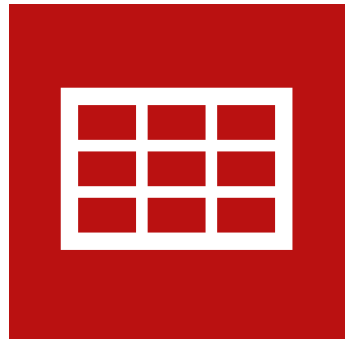
Remember, you'll be using industry standard models like the Kerzner model AND combining that with a Business Model.

Remember to align your business metrics with the respective business stakeholders!

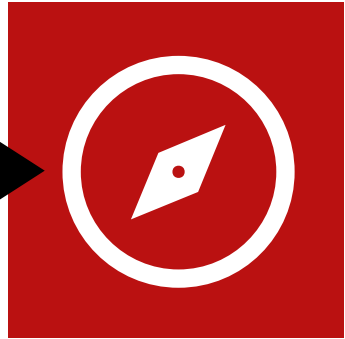
Value Prop

We can no longer get away with just tracking Scope, Schedule & Resources, we have to start tracking Business Value Metrics and turning our PMO's into BPMO's!

A solid Maturity Model allows you to enable your organization to deliver strategic value!



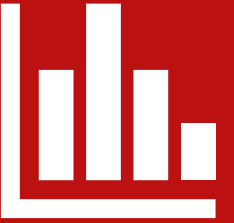
Project Trade-Offs



BPMO Maturity Model

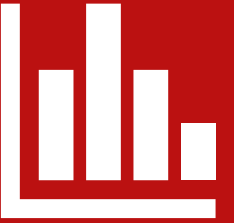


BPMO Telemetry



BPMO Telemetry

It's time... *to change the conversation*

The Power BI logo icon, which consists of a stylized monitor or screen shape with three vertical bars of increasing height inside it.

Power BI

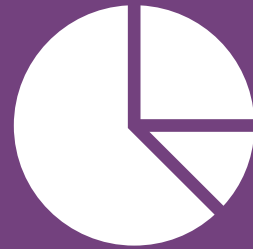
Dashboard Examples

Measure What Matters



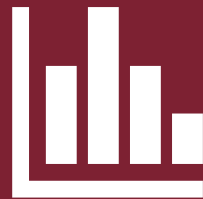
Business Value!

Sales, Revenue, Net Profit, Cycle Times, ROI, NPV, GPBTI



Customer Satisfaction

JD Powers Survey Results, Social Media and Customer Sentiment



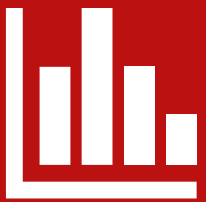
Governance

IT Cyber Security Attacks, Policy Violations, Number and Age of Open Issues



Organizational Change Management

Scope of Change, Number of Employees impacted, Types of Change (process, technology, roles)



Tips & Considerations

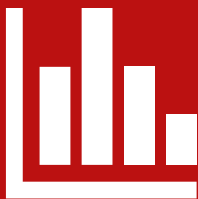
Consider the amount of project information that is created when managing and running your PMO & various projects.

Using a single reporting repository to store and report on this information is priceless!

Think about your BPMO Maturity Model. Pull relevant KPI's into your dashboards! Remember to align Business metrics with your key business stakeholders.

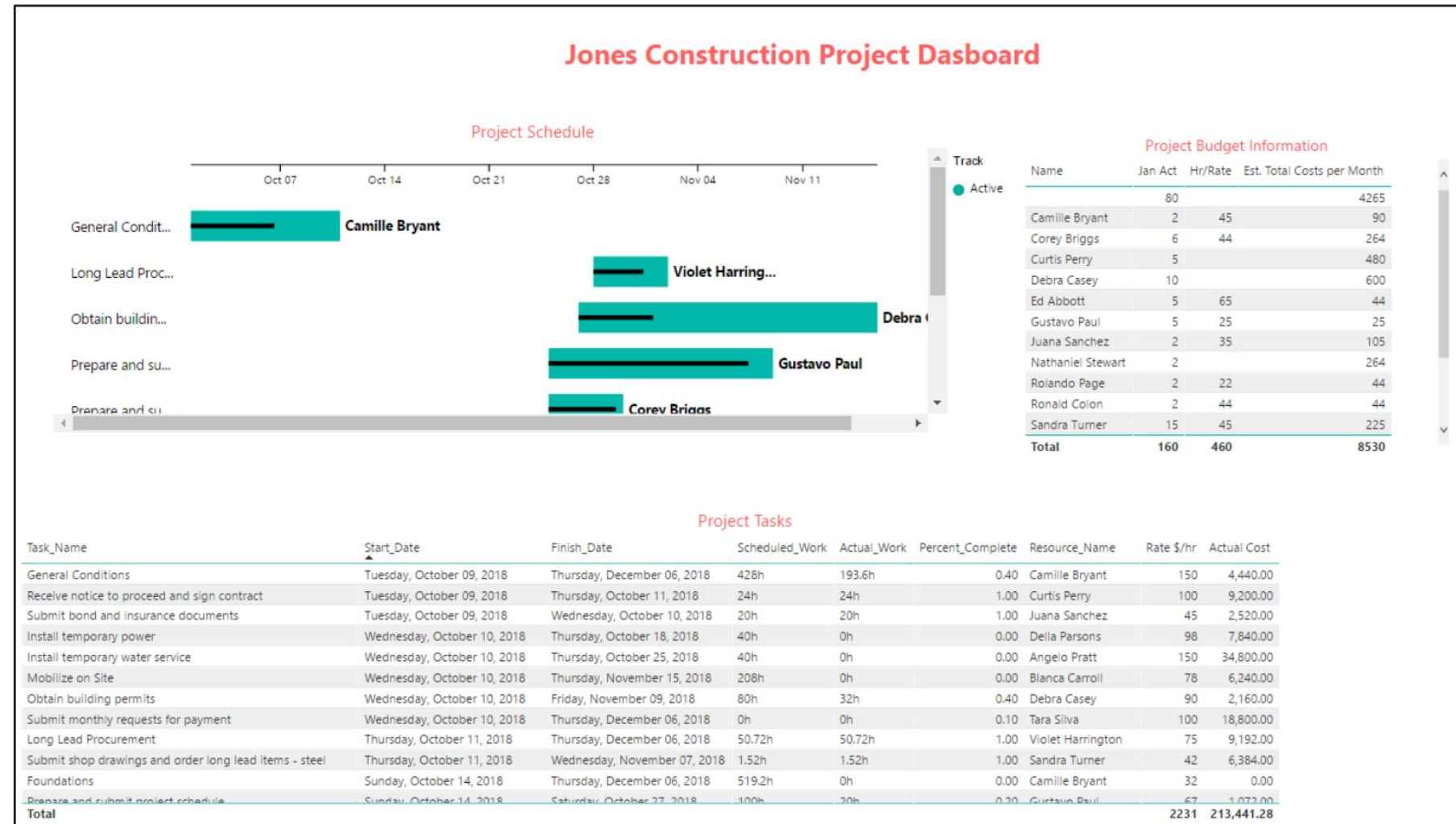
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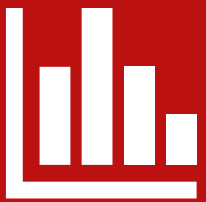
Dashboard Examples



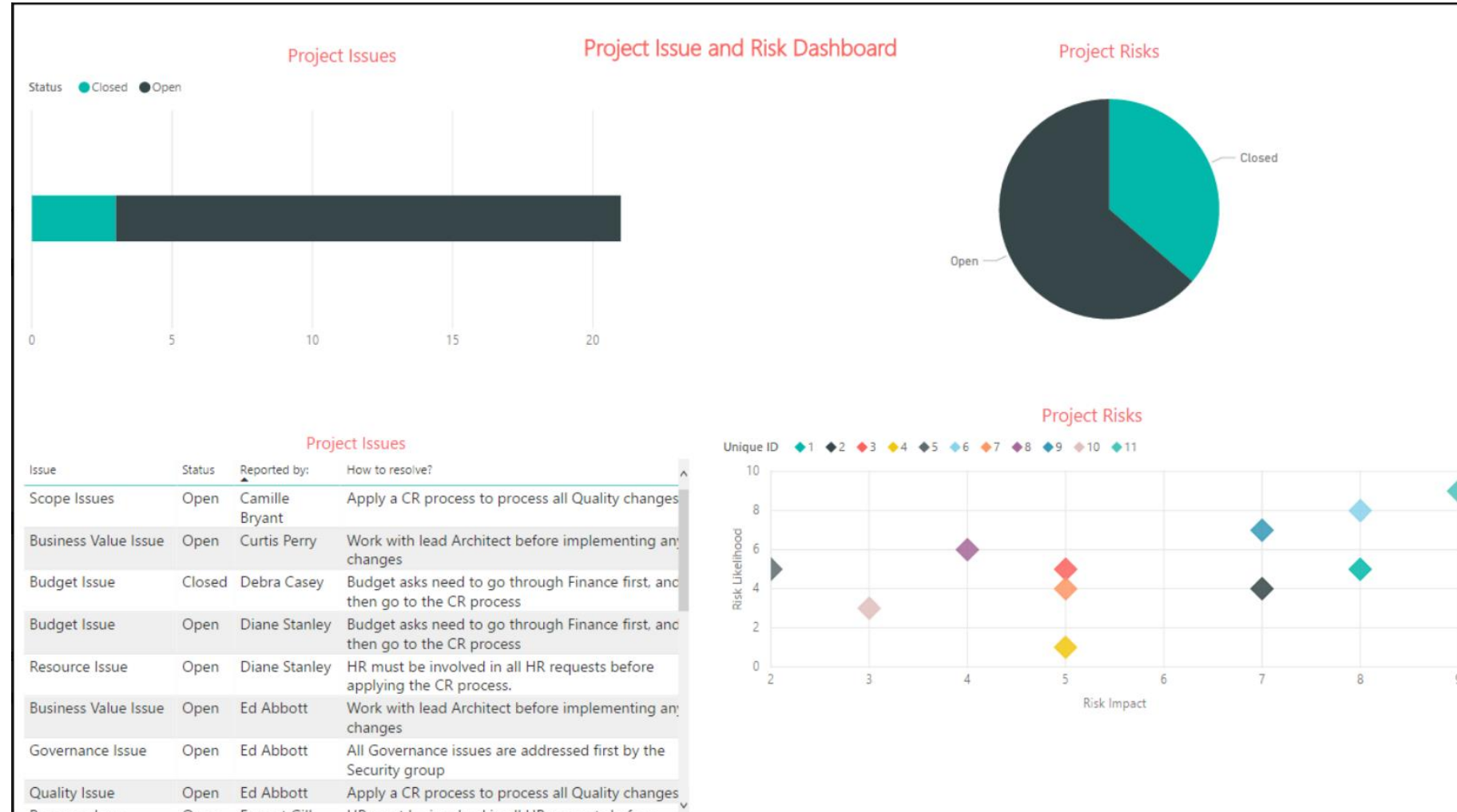
Standard Project Dashboard

- Gantt chart
- Budget
- Tasks



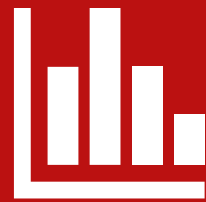


Project Risk & Issue Dashboard

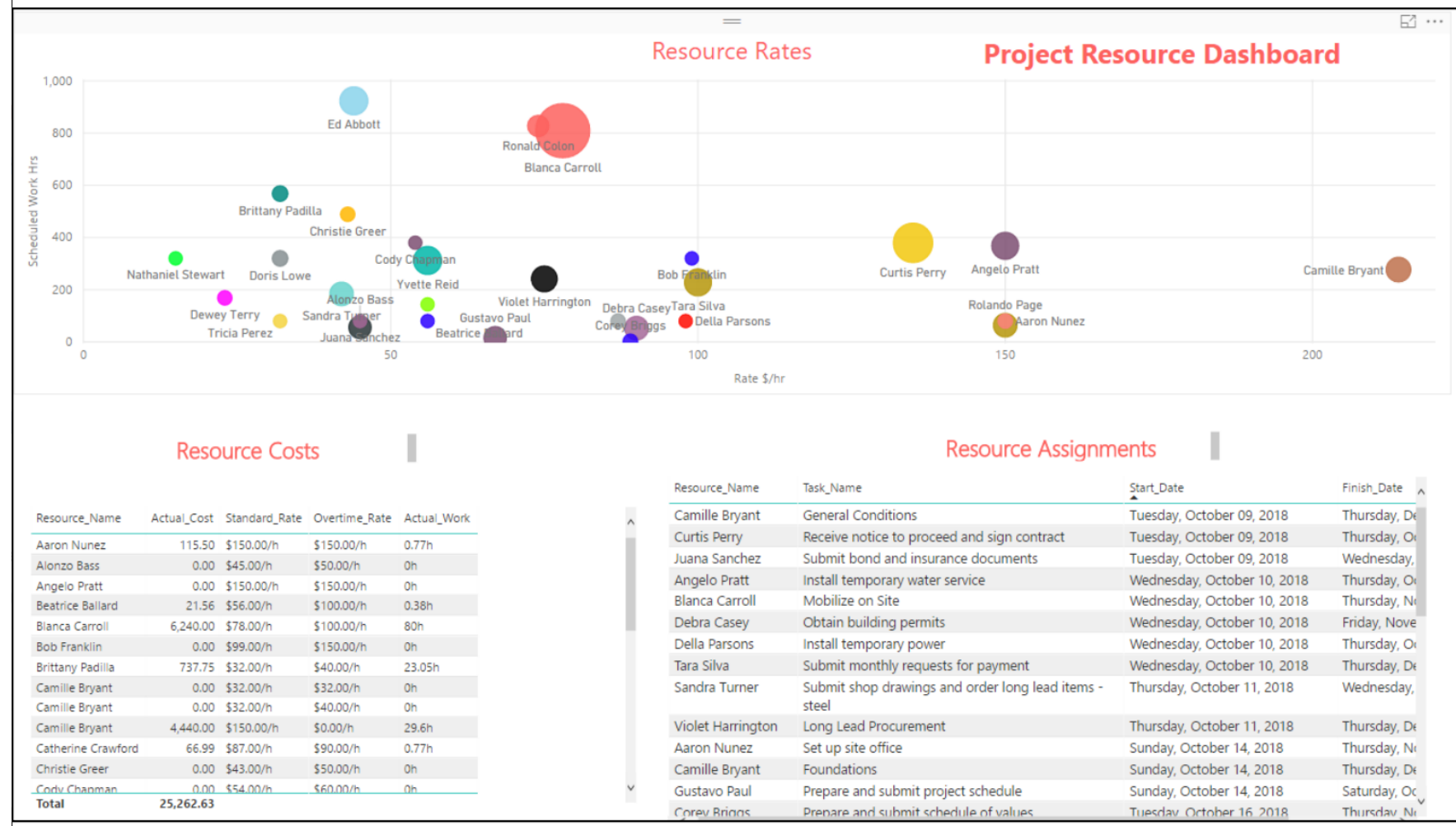


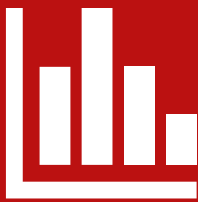
BPMO Telemetry

Dashboard Examples

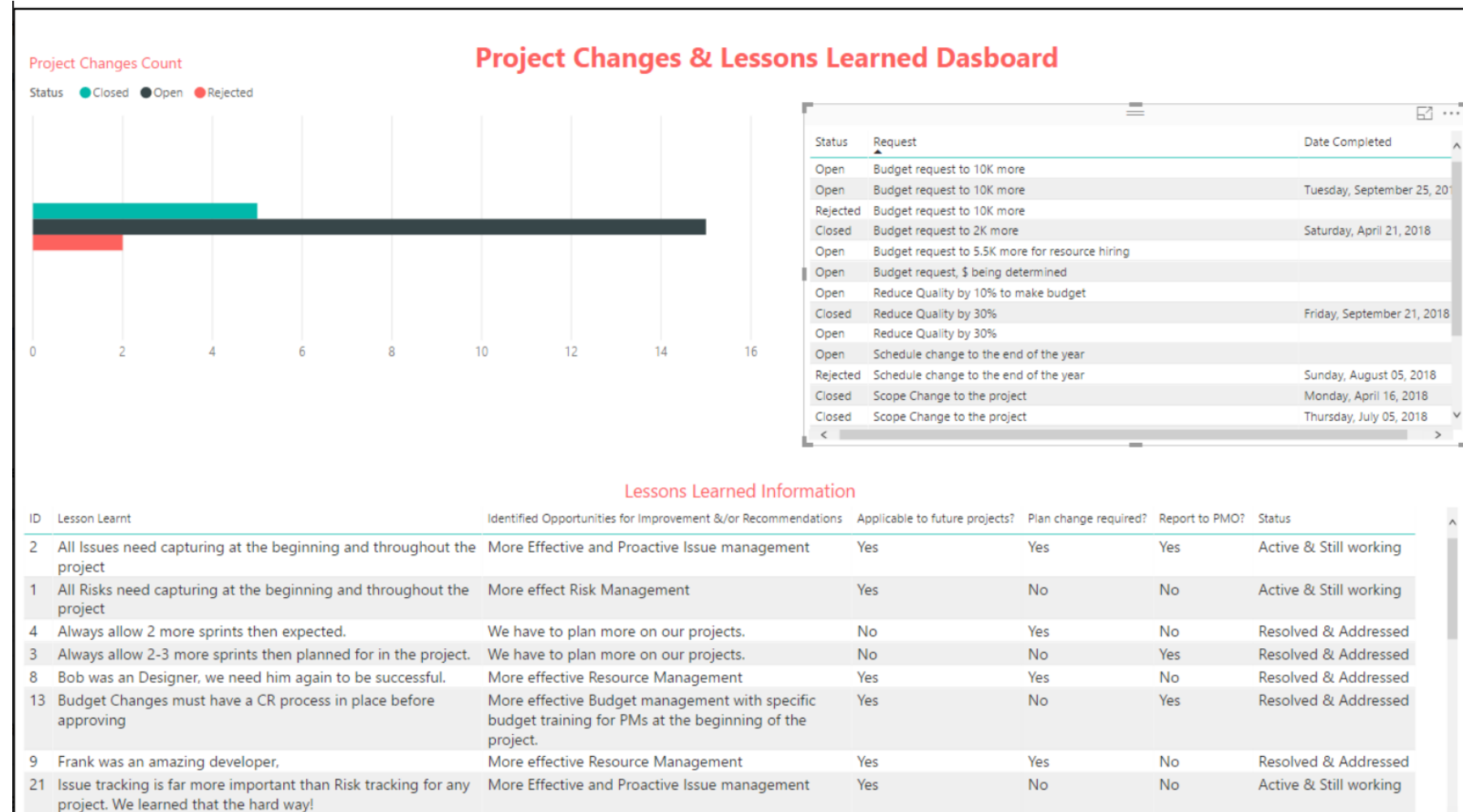


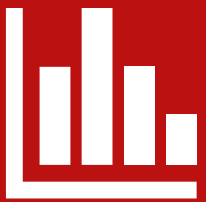
Project Resource Dashboard



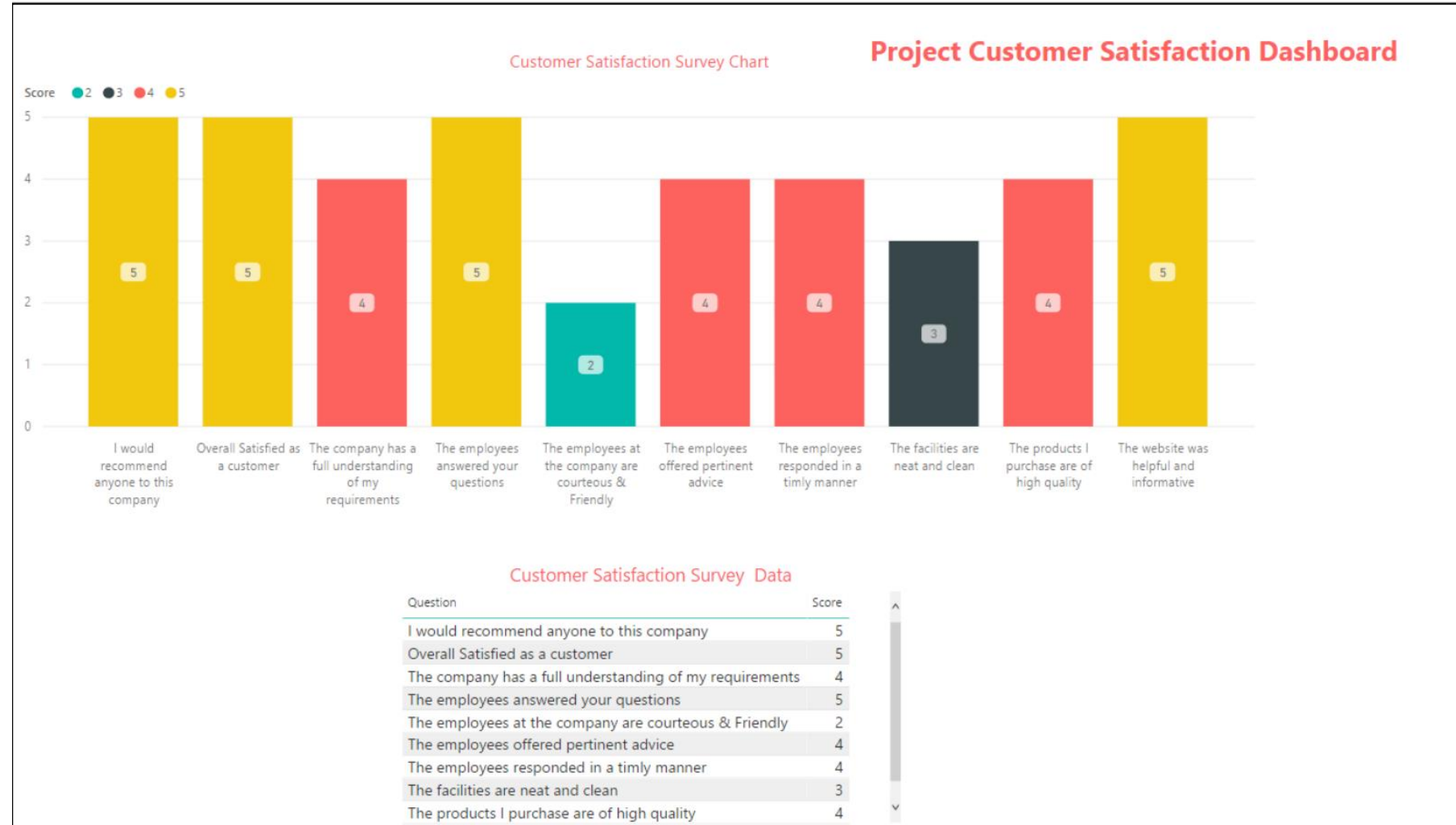


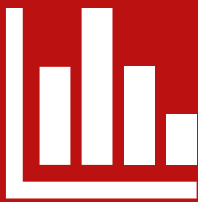
Project Changes & Lessons Learned Dashboard





Project Customer Satisfaction Dashboard

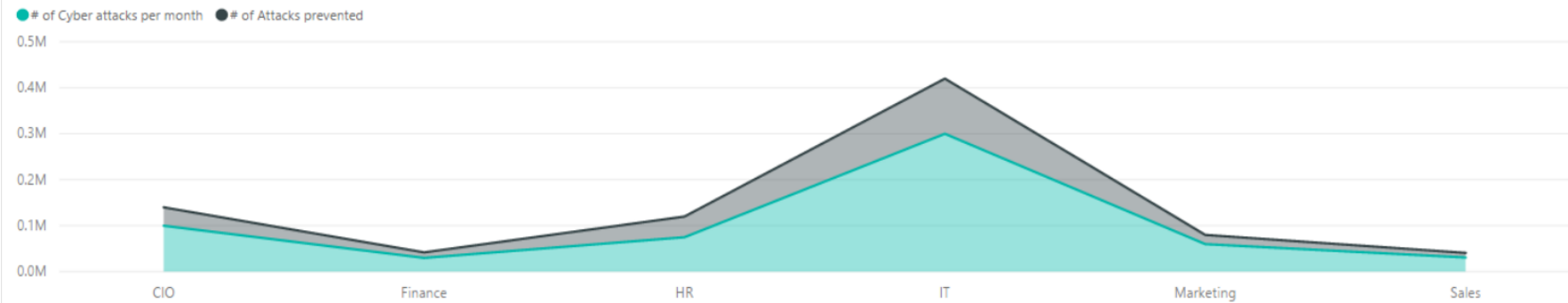




Project Governance Dashboard

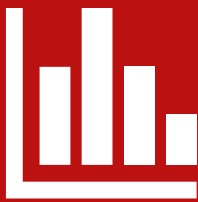
Project Governance Dashboard

Cyber Attacks/Prevention per Month by Dept

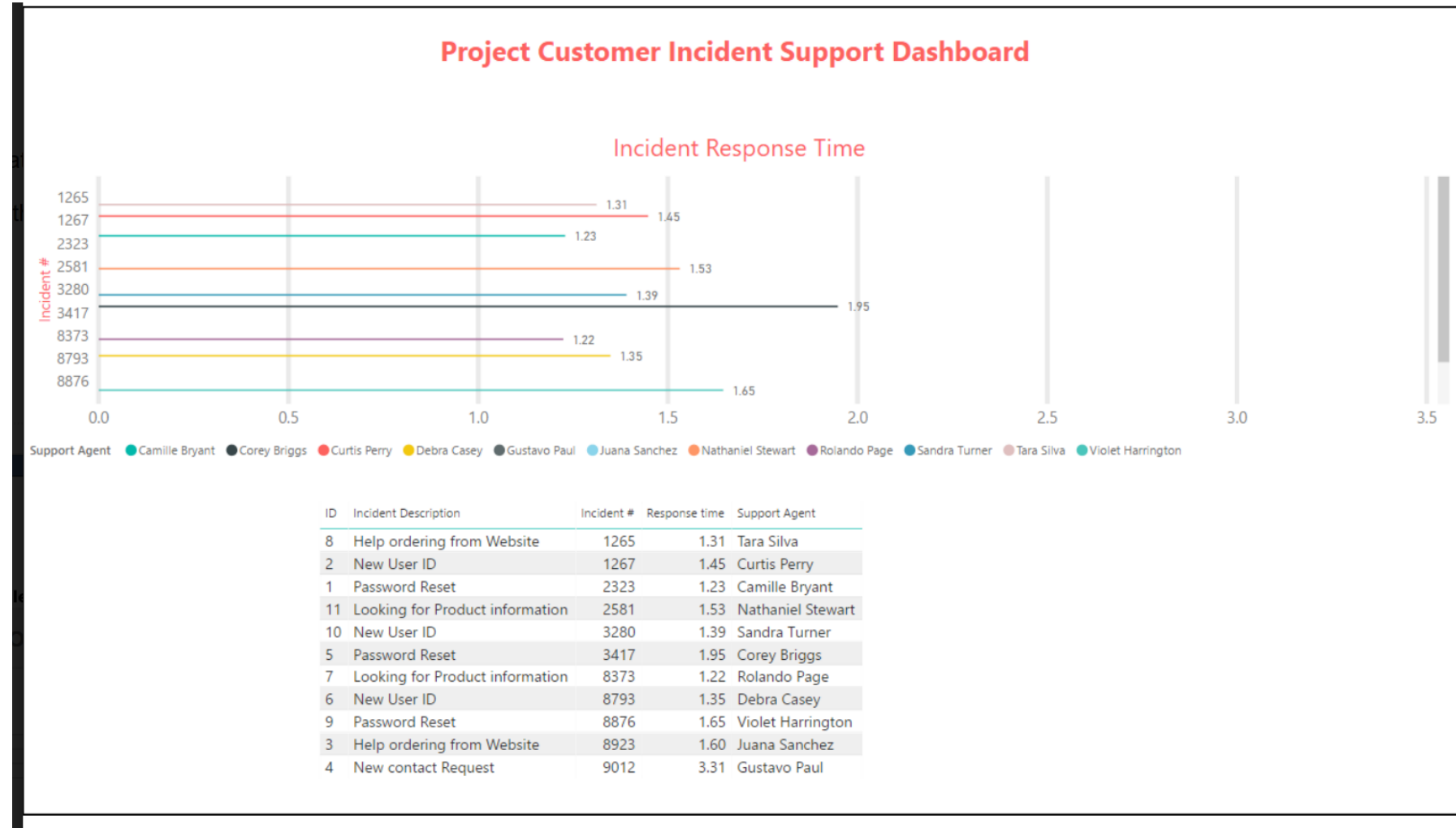


Governance Metrics

Month	Group Name	Attack Description	# of Cyber attacks per month	# of Attacks prevented
Jul	CIO	Distributed Denial of Service Attack	50000	20000
Mar	CIO	Social Engineering attack	50000	20000
May	Finance	Malware, Spyware, Ransomware	10000	4000
Oct	Finance	Social Engineering attack	10000	4000
Jan	Finance	Website Attack	10000	4000
Feb	HR	Brute Force Attack	25000	15000
Jun	HR	Brute Force Attack	25000	15000
Nov	HR	Brute Force Attack	25000	15000
Dec	IT	Brute Force Attack	100000	40000
March	IT	Distributed Denial of Service Attack	100000	40000
May	IT	Social Engineering attack	100000	40000



Project Customer Incident Support Dashboard





Example Projects

Project #1 – Jones Customer Incident Support

Purpose: Reduce response time down from 60 mins to 10 mins per support call.

Business Value: Customers Satisfaction increase, reduced cost per incident, increased incident velocity

Project #2 – Jones Cyber Attack

Purpose: Reduce the number of cyber attacks

Business Value: Decrease in labor costs to deal with cyber attacks, increase in productivity, increased employee satisfaction, Revenue loss exposure decreased.

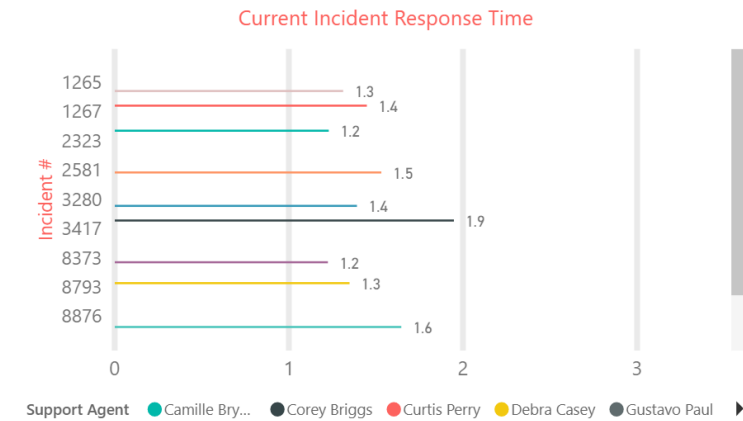
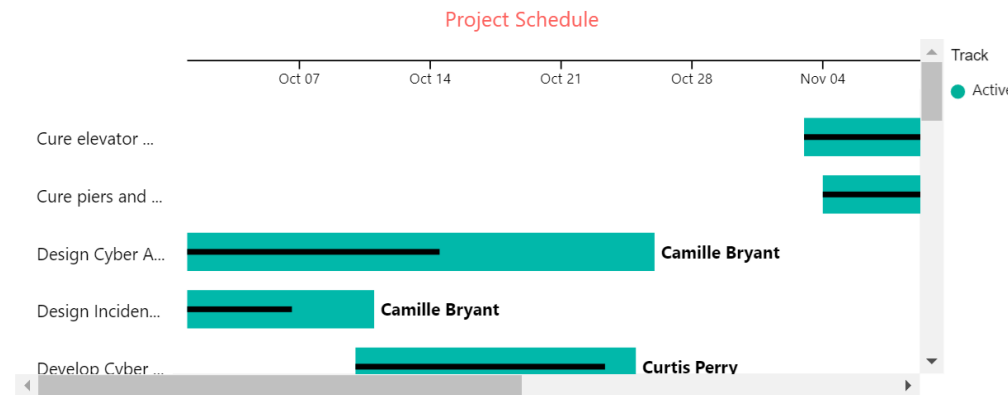
BPMO Telemetry

Dashboard Examples



Merging
the two
worlds

Jones Customer Incident Response Project Dashboard



Project Tasks

Task_Name	Start_Date	Finish_Date	Sc
Design Incident Response System	Tuesday, October 09, 2018	Thursday, December 06, 2018	42
Develop Incident Response System	Tuesday, October 09, 2018	Thursday, October 11, 2018	24
Prototype Incident Response System	Tuesday, October 09, 2018	Wednesday, October 10, 2018	20
Install temporary power	Wednesday, October 10, 2018	Thursday, October 18, 2018	40
Install temporary water service	Wednesday, October 10, 2018	Thursday, October 25, 2018	40
Mobilize on Site	Wednesday, October 10, 2018	Thursday, November 15, 2018	20
Retire old Incident Response system	Wednesday, October 10, 2018	Thursday, December 06, 2018	0h
Train Customer Support Reps on System	Wednesday, October 10, 2018	Friday, November 09, 2018	80
Migrate Data from old system to new system	Thursday, October 11, 2018	Thursday, December 06, 2018	50
Submit shop drawings and order long lead items - steel	Thursday, October 11, 2018	Wednesday, November 07, 2018	11
Total			

Project Budget Information

Name	Jan Act	Hr/Rate	Est. Total Costs per Month
	80		4265
Camille Bryant	2	45	90
Corey Briggs	6	44	264
Curtis Perry	5		480
Debra Casey	10		600
Ed Abbott	5	65	44
Gustavo Paul	5	25	25
Juana Sanchez	2	35	105
Nathaniel Stewart	2		264
Rolando Page	2	22	44
Ronald Colon	2	44	44
Sandra Turner	15	45	225
Tara Silva	10	45	675
Total	160	460	8530

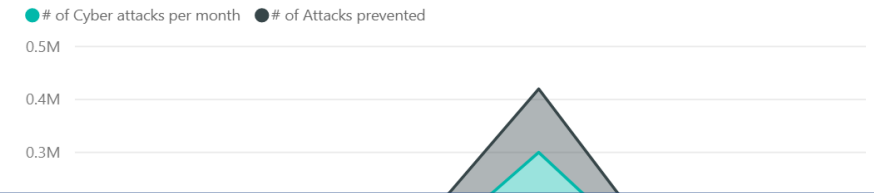


Jones Cyber Attack Project Dashboard

Project Budget Information

Name	Jan Act	Hr/Rate	Est. Total Costs per Month
	80		4265
Camille Bryant	2	45	90
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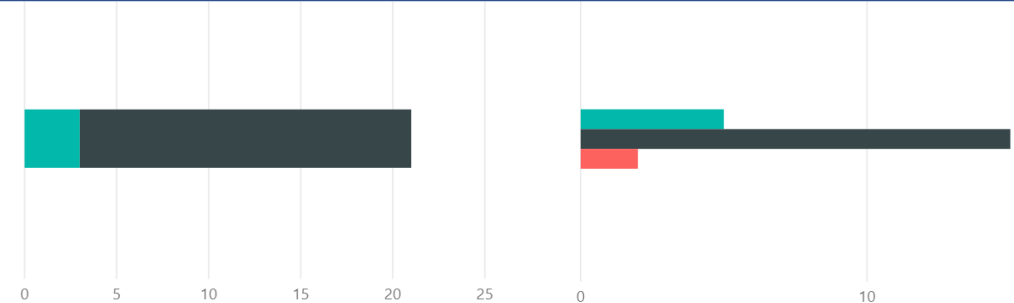
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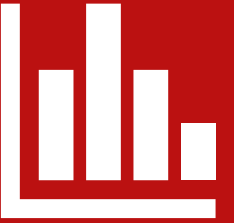


Merging
the two
worlds

The BPMO Mergers the two worlds together!

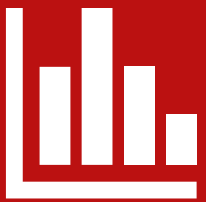
29	Design Cyber Attack Response System	Wednesday, November 21, 2018	Wednesday, November 21, 2018
30	Develop Cyber Attack System	Wednesday, December 05, 2018	Wednesday, December 05, 2018
31	Prototype Cyber Attack System	Sunday, October 14, 2018	Thursday, December 06, 2018
32	Test Cyber Attack System	Wednesday, October 17, 2018	Thursday, December 06, 2018



The Power BI icon, which consists of a stylized monitor or screen shape containing three vertical bars of increasing height from left to right.

Power BI

Building Dashboards



Power BI

"Connect to what matters to you. Excel spreadsheets, on-premises data sources, big data, streaming data, and cloud services..."



Excel



Azure Analysis Services



Google Analytics



Azure SQL Database



CSV



Web Pages



MySQL



Microsoft Dynamics
CRM



SharePoint Lists



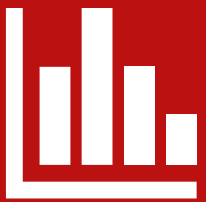
Oracle



Salesforce



MailChimp



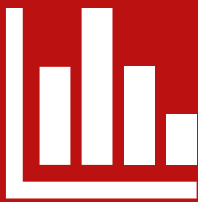
Power BI

"Connect to **what matters to you**. Excel spreadsheets, on-premises data sources, big data, streaming data, and cloud services..."

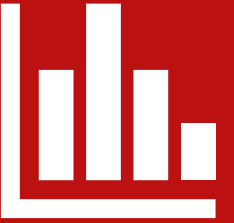


Project





#	Step Name	Description
1	Collect	In this step the project manager and the team document where all the relevant project files are located. Some files may need to be moved from their current locations to ensure that they are accessible when the data is pulled into the BI tools. Keeping all the project files together in a centrally accessible location is good practice, and doing so makes reporting from this data much easier.
2	Prepare	In this step, the project manager is preparing the data for use with the BI tools.
3	Consume	Once the file locations are known and the data is prepared, the BI tools are used to consume the data. This step takes data from the many different files, locations and formats and feeds the data into the BI tools.
4	Shape	Because the project data comes from a variety of source files, locations and formats, some changes are often required to match data formats and descriptive items. Shaping may also be needed to filter out unneeded information, leaving behind just the data required for the required reporting.
5	Visualize	Once the data has been consumed and shaped, it is ready for visualization. There are many visualization techniques that can be applied to express project information, including charts, graphs and tables. In the next section we will share some examples.
6	Share	Once the project BI reports have been created, the project manager needs to share these reports with the target stakeholder groups. There are a variety of means to share these reports ranging from emailing a copy, pasting snapshots into other reports, and posting to a shared drive or team site. BI reports are created to increase the readers understanding of the complex data that is fed into them, so sharing these reports is arguably the most important step in the BI process.
7	Consume	After the project BI reports have been shared, the project stakeholders can access the reports, and using the controls and options therein gain a quick and deep understanding of the state of the project. The BI report consumption method depends on the means by which the BI reports are shared.
8	Refresh	BI reports can be refreshed over the life of the project.



Power BI

Demo



Call to Action



Build!

Building your dashboards will give you a whole new level of reporting within your BPMO. Especially with the mobile component!

Spend the time to understand the process of moving data between the various source systems e.g. MS Project, Excel, to build your own reports.

Dashboards should include both project AND business specific metrics to ensure you are moving your BPMO AND the Business forward.

BPMO



Summary

Start

We covered four major topics today that will move your BPMO into the future! Start implementing these steps today!

Focus

Move beyond the iron triangle, and increase your focus to “Business Success Metrics.”

Learn

BI Dashboards will enable business-context decision making for your BPMO. Take the time to learn these new tools and processes!



The PMO Conference London 2018

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