

PMO *Conference* LONDON 2023





**This session will be
starting shortly**

Please take your seats



PMOs Rest in Peace
Welcome
Chief Project Officer

Antonio Nieto-Rodriguez

HBR Author, Advisor, Founder Strategy Implementation Institute,
PMI Fellow



Life

London Business School

Work

Teach

Thought Leader



Project Management Institute

BRIGHTLINE™ INITIATIVE

STRATEGY IMPLEMENTATION INSTITUTE

PROJECTS&CO





**Harvard
Business
Review**

Published by
Antonio Nieto-Rodríguez

How to Prioritize Your Company's Projects
by Antonio Nieto-Rodríguez
December 13, 2016



DEC 2016

Selling Products Is Good. Selling Projects Can Be Even Better
by Antonio Nieto-Rodríguez
October 20, 2017



OCT 2017

6 Questions to Ask Before Launching a Moon Shot Project
by Peter Dragan and Antonio Nieto-Rodríguez
August 06, 2019



AUG 2019

6 Questions to Ask Before Starting a Big Project
by Antonio Nieto-Rodríguez and Whitney Johnson
February 13, 2020



FEB 2020

Is Project Management the Right Career for You?
by Antonio Nieto-Rodríguez and Francesco Rossi
December 21, 2021



DEC 2021

The Project Economy Has Arrived
From the Magazine (November-December 2020)

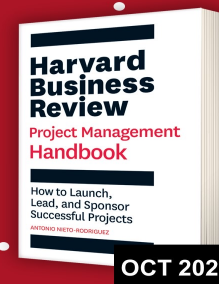


NOV 2021

Does Your Project Have a Purpose?
by Antonio Nieto-Rodríguez
October 13, 2021



OCT 2021



OCT 2021

The Rise of the Chief Project Officer
by Antonio Nieto-Rodríguez
April 26, 2022



APR 2022

Approach Your Personal Brand Like a Project Manager
by Gloria Clark and Antonio Nieto-Rodríguez
May 19, 2022




MAY 2022

Project Leaders Will Make or Break Your Sustainability Goals
by Antonio Nieto-Rodríguez
October 19, 2022




OCT 2022

How AI Will Transform Project Management
by Antonio Nieto-Rodríguez and Ricardo Vilma Vargas
February 02, 2023



FEB 2023

Organize Your Change Initiative Around Purpose and Benefits
by Antonio Nieto-Rodríguez
May 17, 2023



MAY 2023

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**YOUR
PROJECTS ARE
YOUR FUTURE**



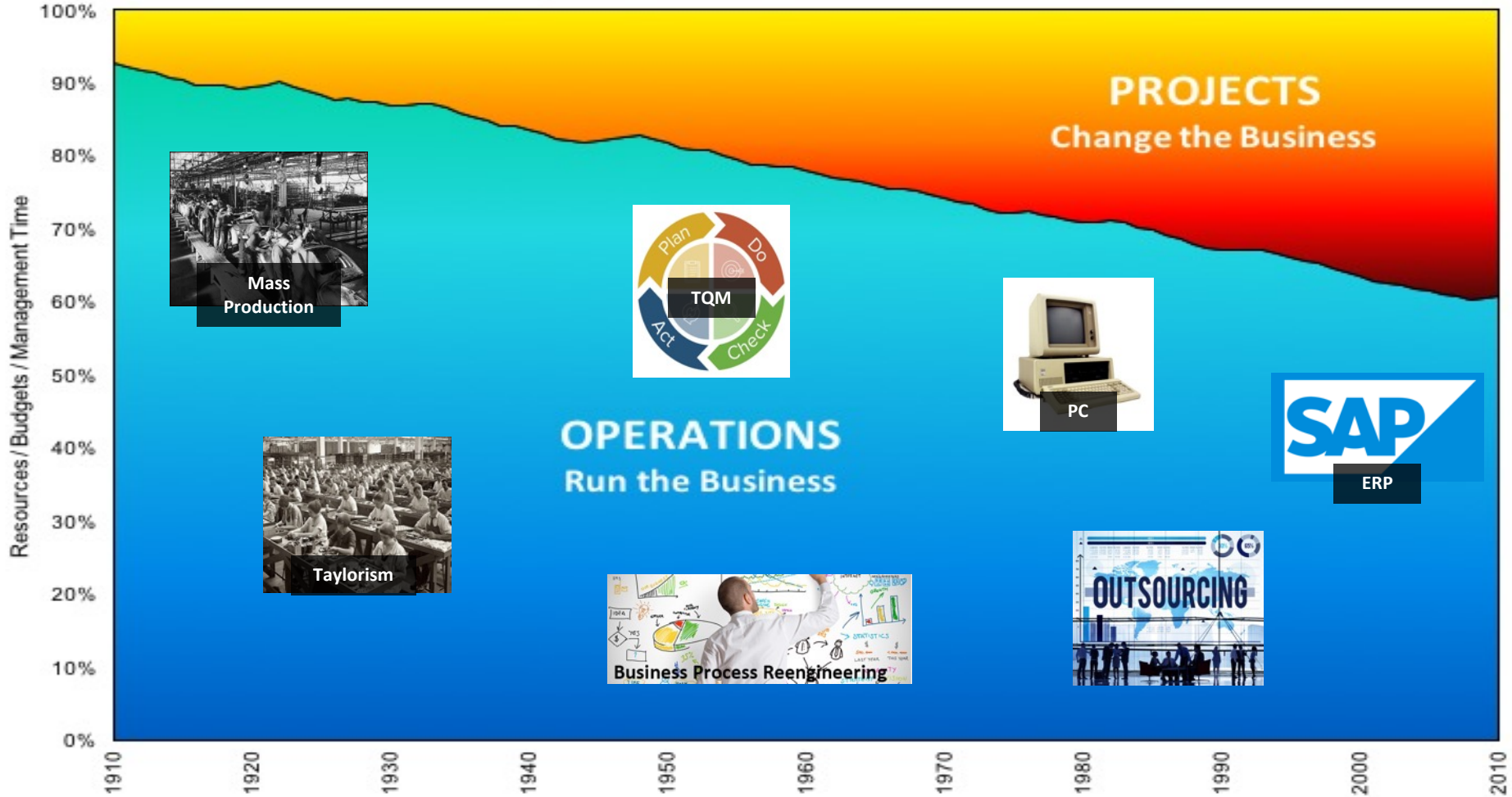
Ad Ignatius
HBR Chief
Editor

Topics

- 1. Rise of the Chief Project Officer - a new C-suit role**
2. Key Responsibilities of the CPO
3. Determining if your Organization needs one
4. How to grow into a CPO

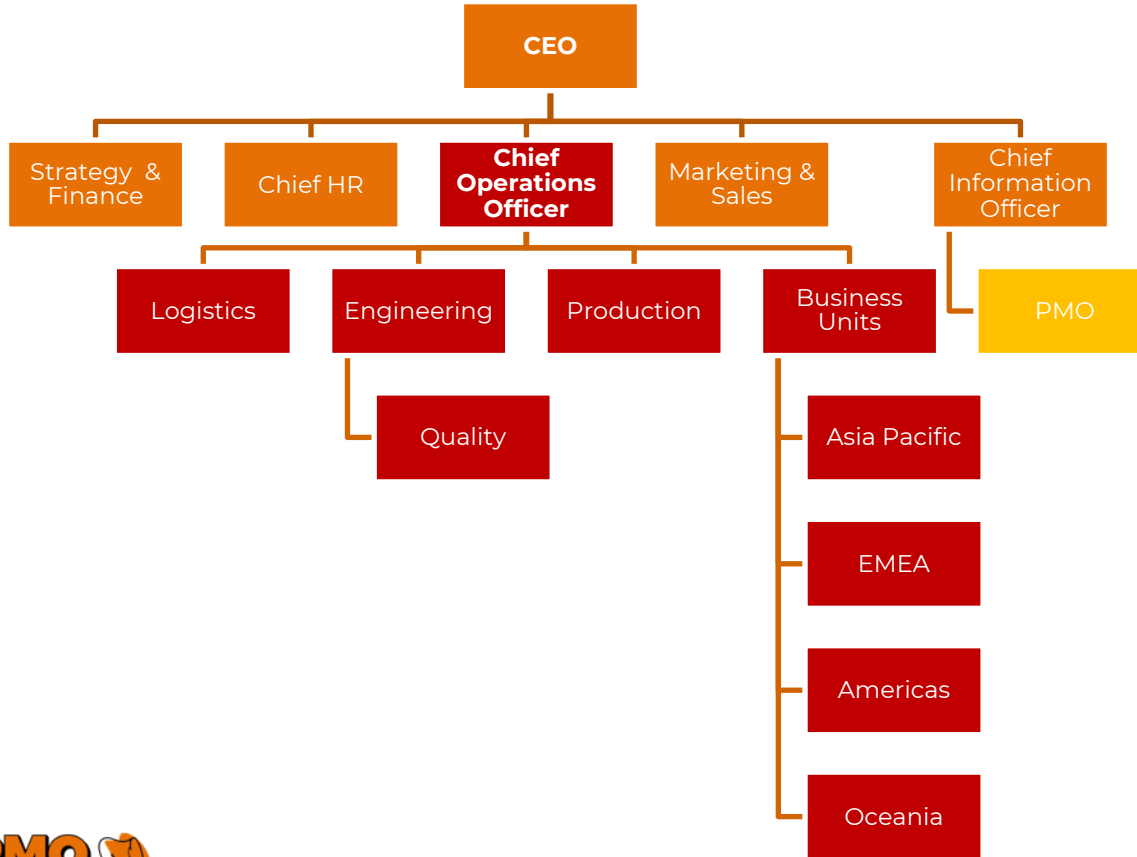


Unnoticed yet Relentless Business Model Radical Shift



Source: Research done on UK's GDP Evolution on economic history

The World of the Chief Operating Officer



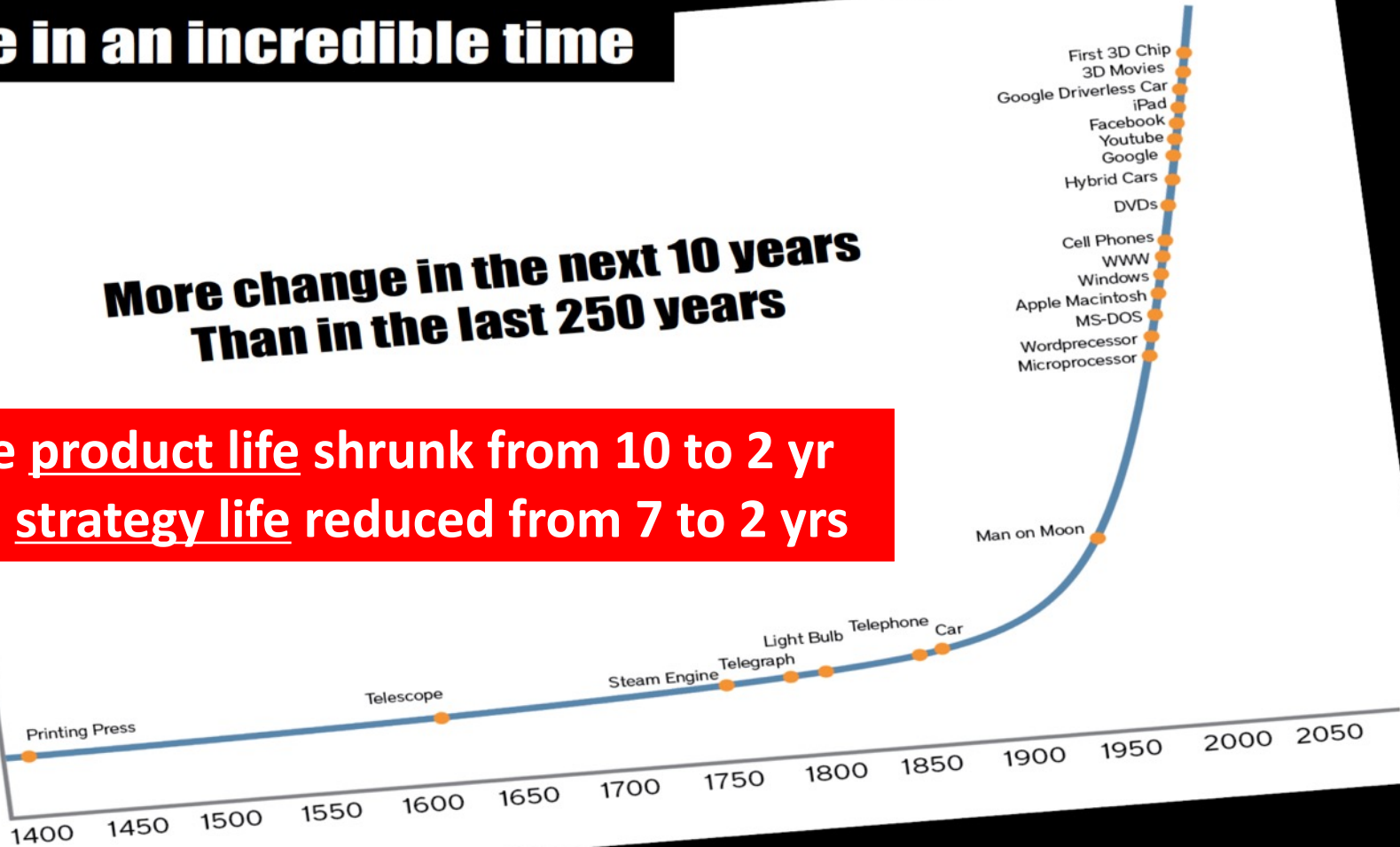
- The COO typically reports directly to the chief executive officer (CEO) and is **considered to be second in the chain of command**.
- Depending on the CEO's preference, **the COO often handles a company's internal affairs**, while the CEO functions as the public face of the company, and thereby handles all outward-facing communication.
- Skills required to be a COO include **strong analytical, managerial, communication, and leadership skills**.



We live in an incredible time

**More change in the next 10 years
Than in the last 250 years**

**Average product life shrunk from 10 to 2 yr
Average strategy life reduced from 7 to 2 yrs**

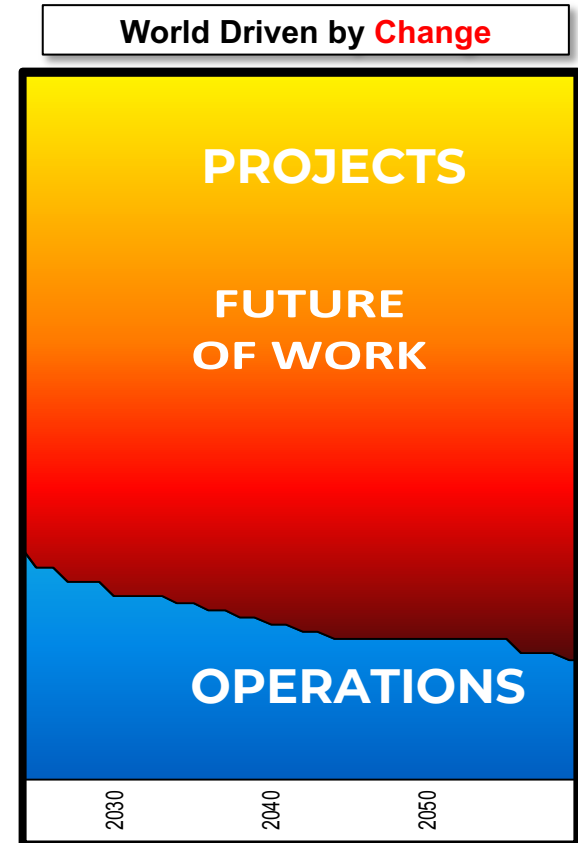


The Future of Work



Project Economy - Major Disruptions

- 1 COO, Job Descriptions, PMO, Resource Allocation -> RIP
- 2 Prioritization and Focus on Strategy Implementation is key
- 3 Project Managers need generate Revenues/Value (faster)
- 4 It is not Waterfall or Agile; it is both and more
- 5 Need to develop new competencies, for all



JCPenney

RED ZONE
CLEARANCE

W
WORTHINGTON

Customer Service

ana
A NEW APPROACH

a a n a

In January 2022, **Katie Mullen** was appointed JCPenney's chief digital and transformation officer, leading the e-commerce business's growth and reimagining how consumers experience JCPenney.

She is also responsible for driving enterprise strategy and the company's transformation agenda.

Meet the **Leader**



Katie Mullen

*Chief Digital and
Transformation Officer*

NEW ARENA GFINITY ELITE SERIES BUILT FOR LEGENDS



Gfinity, a world-leading esports solutions provider, appointed **Thomas Preising** in April 2021 to the role of chief revenue and transformation officer.

He is responsible for overseeing all revenue generation and technology transformation across the company and reports directly to the CEO.





IN A YEAST
BREWERY FRESH DELIGHT
EST. 

Heineken

Stacey Tank of Heineken N.V. was appointed in late 2020 as chief corporate affairs and transformation officer.

Her role entails supporting the orchestration of crucial change and transformation initiatives of Heineken's strategic agenda.



Transformations were **temporary**



[Source: Jobs.ca](http://Jobs.ca)

CHIEF PROJECT OFFICER

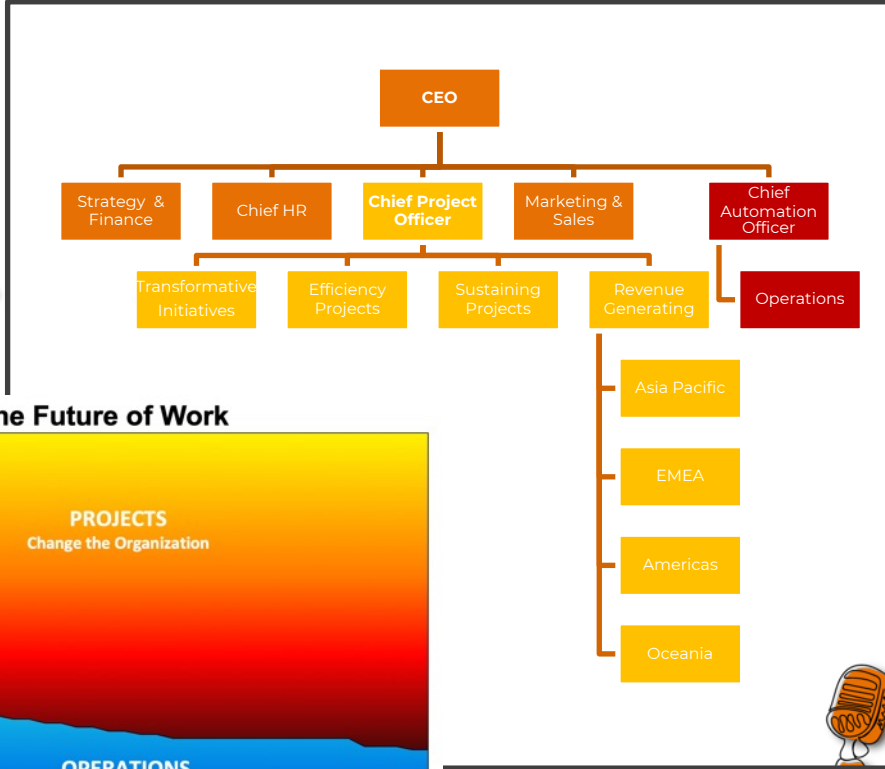
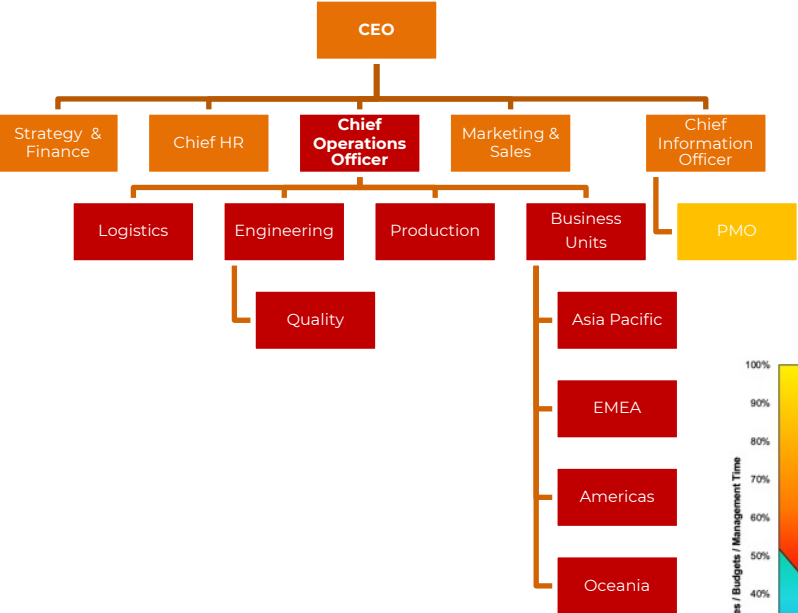


Source: www.bcg.com

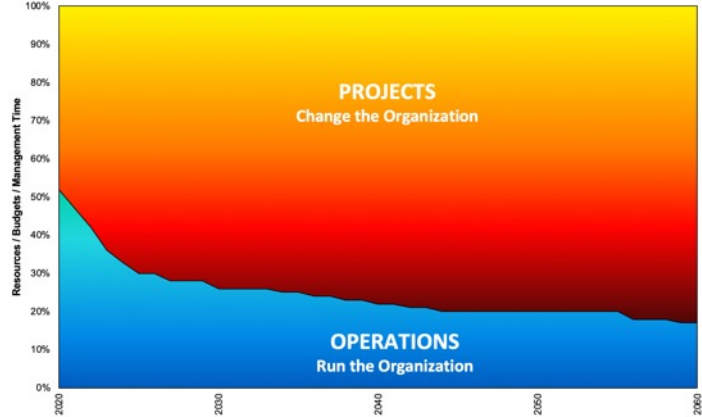
With the **significant increase in automation of operations** and the increase in change initiatives and project work, a new role is emerging in the executive committee.

Companies are beginning to **consolidate responsibility for orchestrating and successfully implementing the organization's continuous transformation** and significant strategic initiatives within a single C-level executive.

The World of the Chief Project Officer



The Future of Work



Topics

1. Rise of the Chief Project Officer - a new C-suit role

2. Key Responsibilities of the CPO

3. Determining if your Organization needs one

4. How to grow into a CPO



Key Responsibilities

1. Translating strategy into execution through project selection and prioritization
2. Promoting a “less is more” mindset
3. Establishing accountability and governance
4. Optimization of resource allocation
5. Modernizing organization and project management practices
6. Accountable for value creation and delivery of major initiatives, like the sustainability transformation

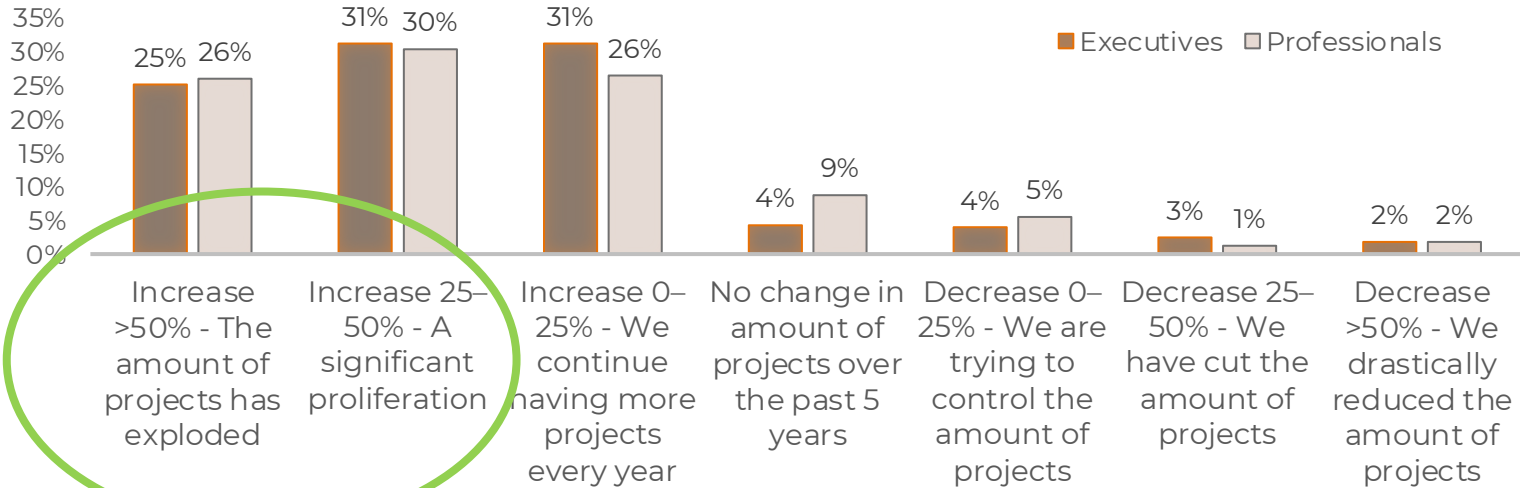


Translating Strategy into Execution



Exponential Growth in Projects

INCREASE OF DECREASE IN PROJECT NUMBERS AT YOUR ORGANIZATION IN PAST FIVE YEARS



I don't know how many Projects we are running!

We have more Projects than Employees !

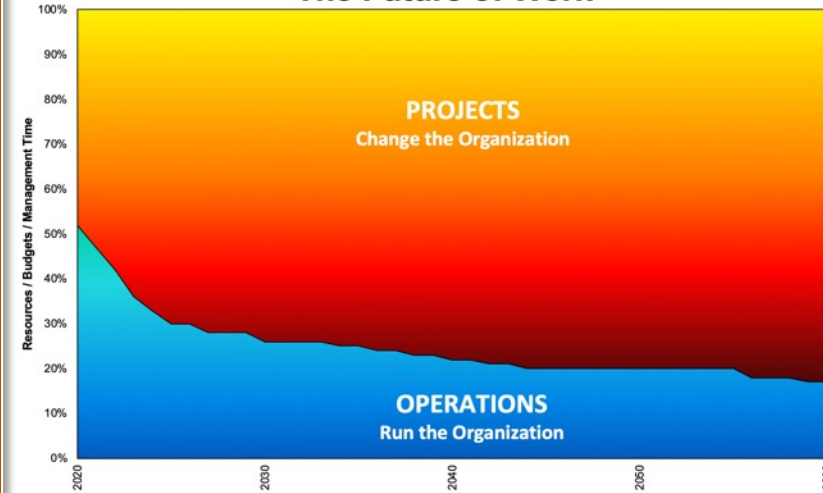


Translating strategy into execution through project selection and prioritization

The CPO will ensure that projects are appropriately selected, prioritized, and resourced, based on the strategic priorities of the organization and available capacity.

The "*Hierarchy of Purpose*" is a valuable tool to carry out this exercise.

The Future of Work



What Advice Would You Give Gina?

1. Focus on **efficiency**, ignore the lady

2. Focus on **efficiency**, acknowledge the old lady

3. Focus on **efficiency**, but spend one minute on small talk

4. Focus on **customer satisfaction** take the time

5. Focus on **customer satisfaction** and sell new app



Promoting a “less is more” mindset



My Three Golden Rules

1. Cancel 50% of the running projects
2. Carried out through continuous improvement projects with less than 100 mandays
3. Never start a project without cancelling or finishing two projects

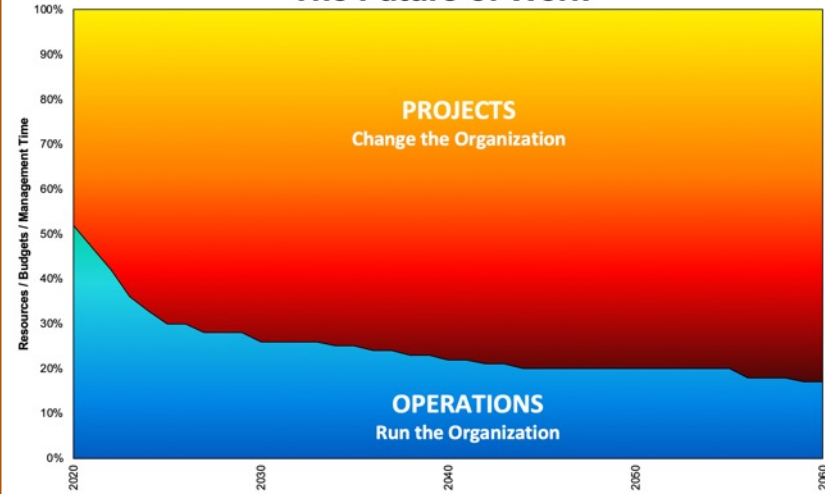


Promoting a “less is more” mindset

In order to add new strategic projects, leaders must free up capacity and resources.

Although it is painful, the CPO must be willing to ruthlessly cancel projects to increase the organization’s focus and overall success.

The Future of Work



Establishing Accountability & Governance

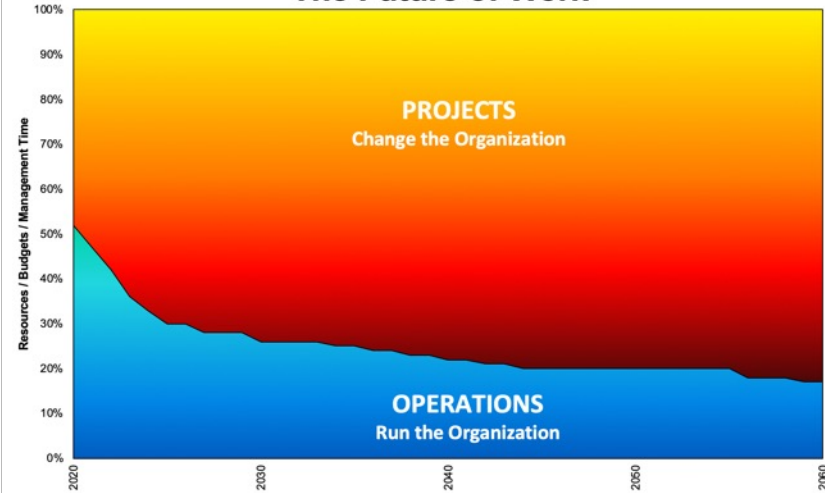
A hand is holding a white rectangular sign against a bright blue sky with scattered white clouds. The sign has the text "Who Is Accountable?" written in a black, casual, handwritten font. The sign is tilted slightly upwards and to the right.

Who Is
Accountable?

Establishing accountability and governance

The CPO plays a crucial role in clarifying accountability and establishing a project governance committee to break silos and work together as one organization.

The Future of Work



Optimization of Resource Allocation

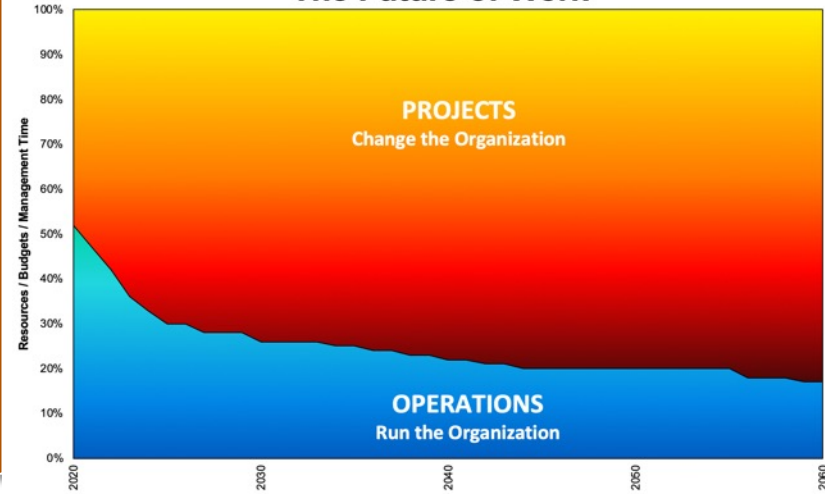
A close-up photograph showing a person in a dark blue suit jacket handing a white envelope labeled "RESIGNATION" to another person. The person receiving the envelope is also wearing a dark suit jacket. In the background, a document with text is visible on a desk, and a hand is holding a pen over it. The scene is set in an office environment.

RESIGNATION

Optimization of resource allocation

The CPO will ensure that projects are not launched until the right resources have been selected and people have been freed up from some of their ongoing responsibilities.

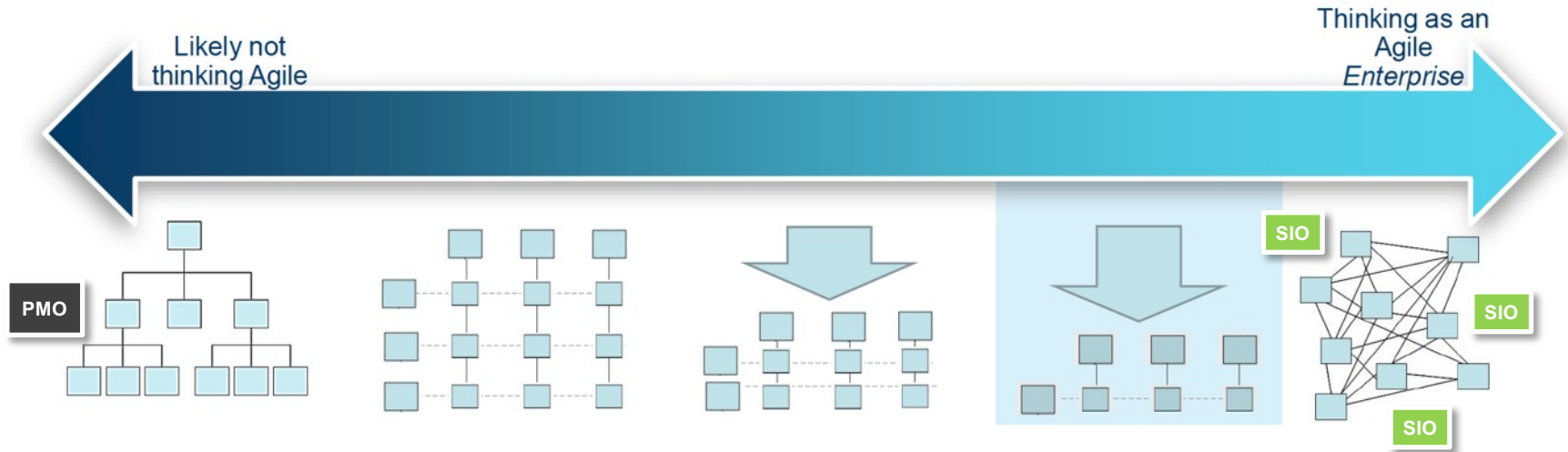
The Future of Work



Modernizing Organization and Project Management Practices

The background of the slide is a digital tunnel composed of binary code (0s and 1s). The code is arranged in curved lines that create a sense of depth and perspective, leading the viewer's eye towards a bright, glowing light at the end of the tunnel. The overall color palette is a mix of dark blues and bright cyan, giving it a high-tech, futuristic feel.

Strategic Implementation Office

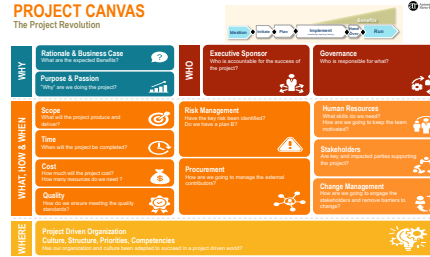


From a static PMO to
A dynamic Strategic Implementation Office

Reinventing Project Management

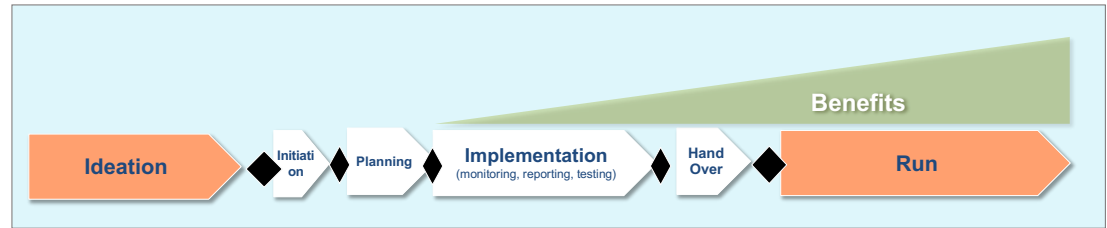
1

Simplification of **Project Management Frameworks** so that anyone can apply them and be successful



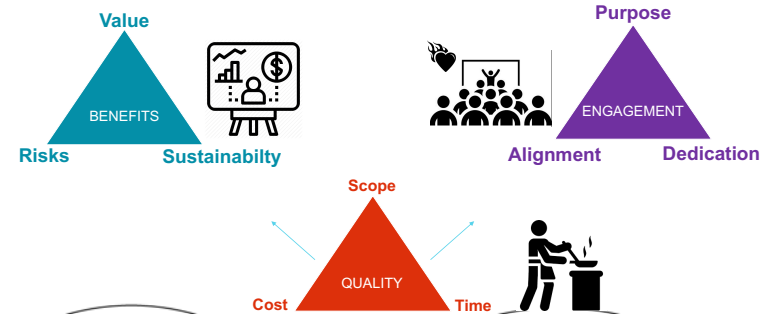
2

Expanding the reach of **Project Life Cycle** to encompass the start and end stages



3

Developing two additional **Project Triple constraints** to reflect the new reality



PROJECT CANVAS

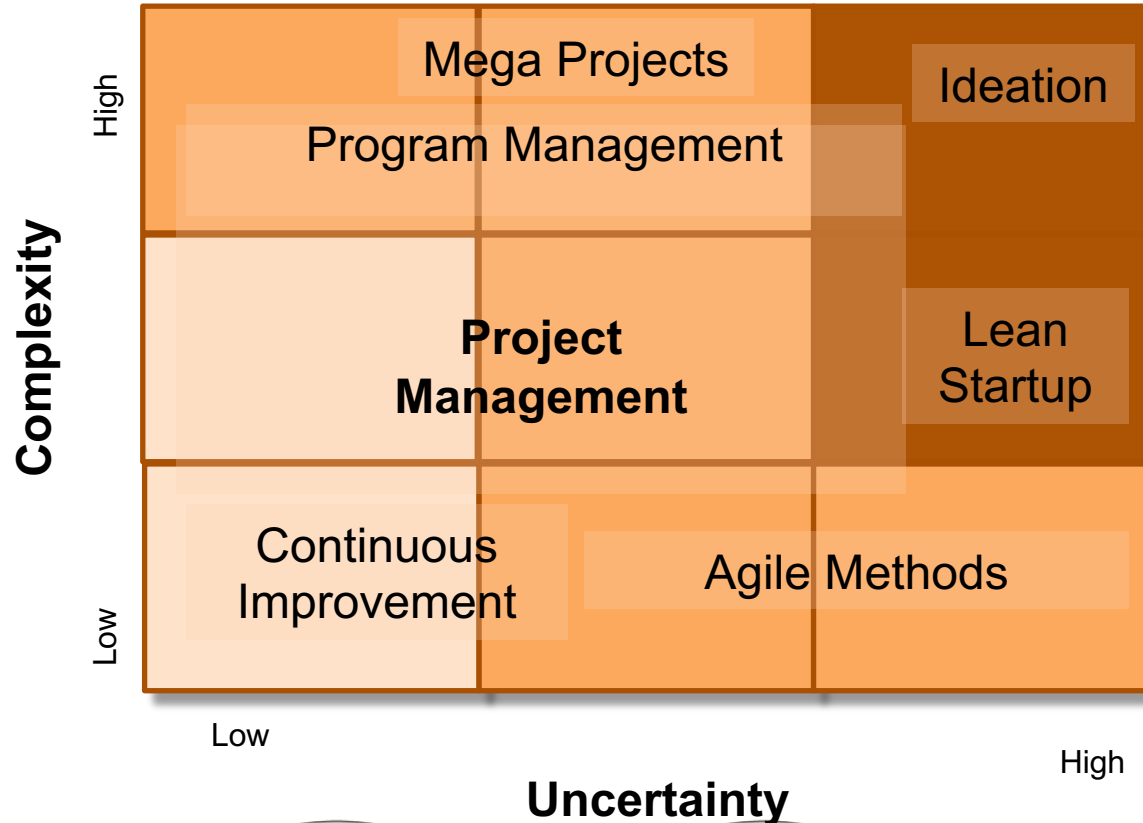
The Project Economy



WHY	Executive Sponsor	Governance
Rationale & Business Case What are the expected Benefits? 	Executive Sponsor Who is accountable for the success of the project? 	Governance Who is responsible for what?
Purpose & Passion "Why" are we doing the project? 		
WHAT, HOW & WHEN	Risk Management	Human Resources
Scope What will the project produce and deliver? 	Risk Management Have the key risks been identified? Do we have a plan B? 	Human Resources What skills do we need? How are we going to keep the team motivated?
Time When will the project be completed? 		Stakeholders Are key and impacted parties supporting the project?
Cost How much will the project cost? How many resources do we need ? 	Procurement How are we going to manage the external contributors? 	Change Management How are we going to engage the stakeholders and remove barriers to change?
Quality How do we ensure meeting the quality standards? 		
WHERE	Project Driven Organization Culture, Structure, Priorities, Competencies Has our organization and culture been adapted to succeed in a project driven world? 	



Implementation Toolbox





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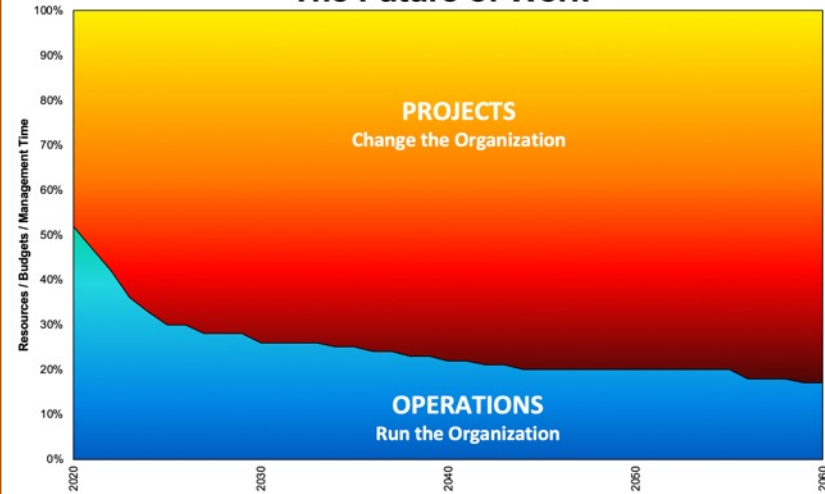


Modernizing organization and project management practices

The CPO, in partnership with HR, ensures that the organization develops the right capabilities to deliver diverse projects.

An essential area for the CPO to champion is to create a more agile and project-driven organization.

The Future of Work



Accountable for value creation and delivery of major initiatives

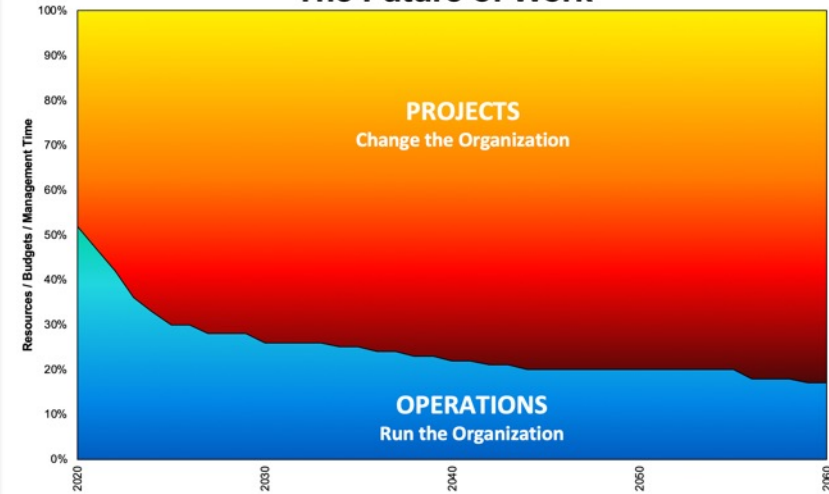


Modernizing organization and project management practices

The CPO is responsible for ensuring that full bottom-line targets of the projects are delivered and accelerated when possible.

The CPO's compensation should be linked to performance, with potential incentives for over-delivery.

The Future of Work



CPO to drive organization's priorities

Priorities for the C-Suite in 2023 according to BCG





1. Win the Race to Net Zero, Be Early and Bold
2. Understand AI's Full Potential Before Moving Forward
3. Embed Equity into Strategy and Use Your Voice for Change
4. Build Your Innovation Muscle to Compete Like a Digital Native
5. Start Developing a Deep Tech Strategy Now
6. Treat Cyber Attacks as a Business Risk, Not an IT Problem

Topics

1. Rise of the Chief Project Officer - a new C-suit role
2. Key Responsibilities of the CPO
- 3. Determining if your Organization needs one**
4. How to grow into a CPO







Does Your Organization Need a CPO?

1. Is there a **lack of clarity on the number of projects** being carried out, their status, and their order of priority? 
2. Has the **number of projects grown exponentially** in the past years? (That is, do you launch more projects than you stop or close?) 
3. Have **silos become more predominant**, impeding the implementation of cross-business initiatives? 
4. Does your **staff feel overwhelmed by the number of projects** they are asked to contribute to? 



Does Your Organization Need a CPO?

5. Is there a **lack of visibility on the value expected** and created from your strategic initiatives and critical projects? 
 6. Are the **responsibilities of selecting, launching, and overseeing projects** spread across three or more executives? 
 7. Do your **executives and CEO act as sponsors of more than five projects** yet have little time to dedicate to them? 
- If you **answer yes to five or more of the questions**, then your organization will undoubtedly benefit from a chief 



Topics

1. Rise of the Chief Project Officer - a new C-suit role
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CPO is not a project manager or a project management officer

The role goes beyond and requires new skills:

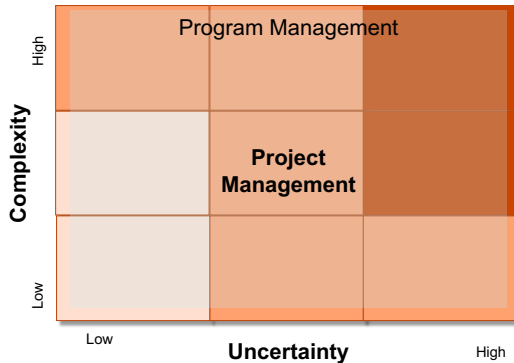
- Executive and growth mindset
- Strategic and critical thinking
- Goal and value creation driven
- Situational leadership and emotional intelligence
- Able to implement strategic initiatives through uncertainty and silos
- Change management and communication skills
- Experience in bringing ideas into reality
- Experience with program, project, agile, and other implementation methods





PM to Chief Project Officer

Generalist Project Manager

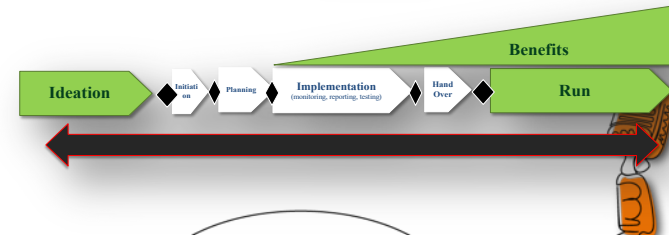
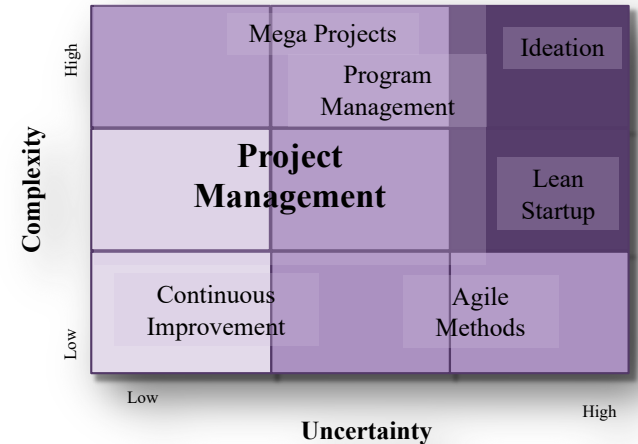


1. Project Management
2. Agile Methods
3. Lean Start-Up
4. Ideation
5. Continuous Improvement
6. Leadership



7. Entrepreneurship
8. Design Thinking
9. Change Management
10. Product Management
11. Business & Strategy
12. Technology

Deep Generalist Strategy Implementation Professional



antonionietorodriguez.com

Antonio Nieto-Rodríguez | The World's Champion in Project Management

HOME KEYNOTE CONSULTING TEACHING BLOG

If one-day poverty and famine will be eradicated from the surface of the earth, it will be through a Project.

Free Resources

CHAPTER ONE PROJECT CANVAS PROJECT MANIFESTO

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Welcome to The Project Economy

“The most significant disruption of the 21st century is not technology, Artificial intelligence or big data, but it is the way organizations and countries will be managed – through Projects.”

Antonio Nieto-Rodríguez
World Champion in Project Management

Lead Projects Successfully
I believe that anyone can learn to be a project leader to 14,582 subscribers

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Messaging

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Harvard Business Review Project Management Handbook: How to Launch, Lead, and Sponsor Successful Projects (HBR Handbooks) Kindle Edition

by Antonio Nieto-Rodríguez (Author) Format: Kindle Edition

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[HBR Project Management Book](#)

and project management skills have become essential for every leader and manager. Still, project failure



LinkedIn Learning interface showing a video player for the course "Project Management Reinvented for Non-Project Managers". The video title is "The Project Economy and why we are all project managers". The video thumbnail shows a woman in a yellow shirt standing next to a whiteboard with a circular arrow diagram. The video has 289 likes, 7,928 views, and 2,446 active learners. The title "PROJECT MANAGEMENT REINVENTED" is overlaid in large white text on a black background at the bottom of the player.

LinkedIn Learning interface showing a video player for the course "Project Management Reinvented for Non-Project Managers". The video title is "The Project Canvas". The video thumbnail shows a woman in a yellow shirt standing next to a whiteboard with a circular arrow diagram. The video has 289 likes, 7,928 views, and 2,446 active learners. The title "THE PROJECT CANVAS" is overlaid in large white text on a black background at the bottom of the player. Below the video player, there are navigation options: Overview, Q&A, Notebook, and Transcript.




LinkedIn Learning interface showing a video player for the course "How to Be an Effective Project Sponsor". The video title is "Four pitfalls when sponsoring projects". The video thumbnail shows two women, one in a white blazer and one in a yellow sweater, looking at a laptop. The video has 50 likes, 1,538 views, and 382 active learners. The title "HOW TO BE AN EFFECTIVE SPONSOR" is overlaid in large white text on a black background at the bottom of the player.



Thank
You



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