



PMOs Today

Lindsay Scott

HOUSE OF PMO™
HOME TO PMO PROFESSIONALS

AGENDA

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What is the
House
PMO?

02

PMOs
Today

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Why the
House of
PMO exists

101



What is the House of PMO?

www.houseofpmo.com

To create a home for PMO professionals where they can develop themselves, support the development of others and contribute to the development of the PMO profession.



To have an established PMO profession globally and all that it entails



How?



How Do We Do This?

- Building a Community of Practice
 - Networking opportunities
 - Providing a platform to talk and exchange
- Expanding the PMO Body of Knowledge
 - Leading and Sponsoring Research
 - Publication of new work
- Developing Standards and Certification
 - Creation of training opportunities via Accredited Training Organisations (ATOs)

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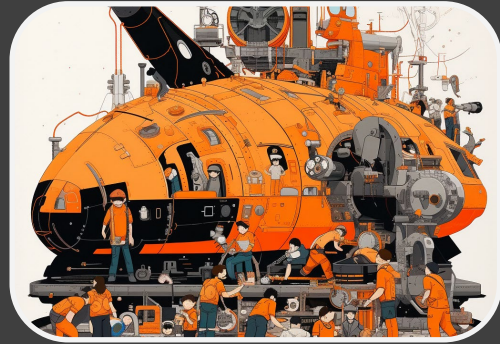


PMOs Today

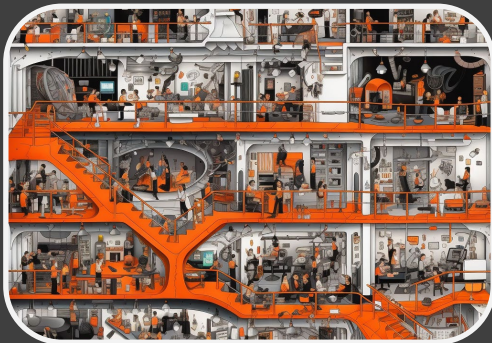
What are we talking about?



Project Office



Programme Office

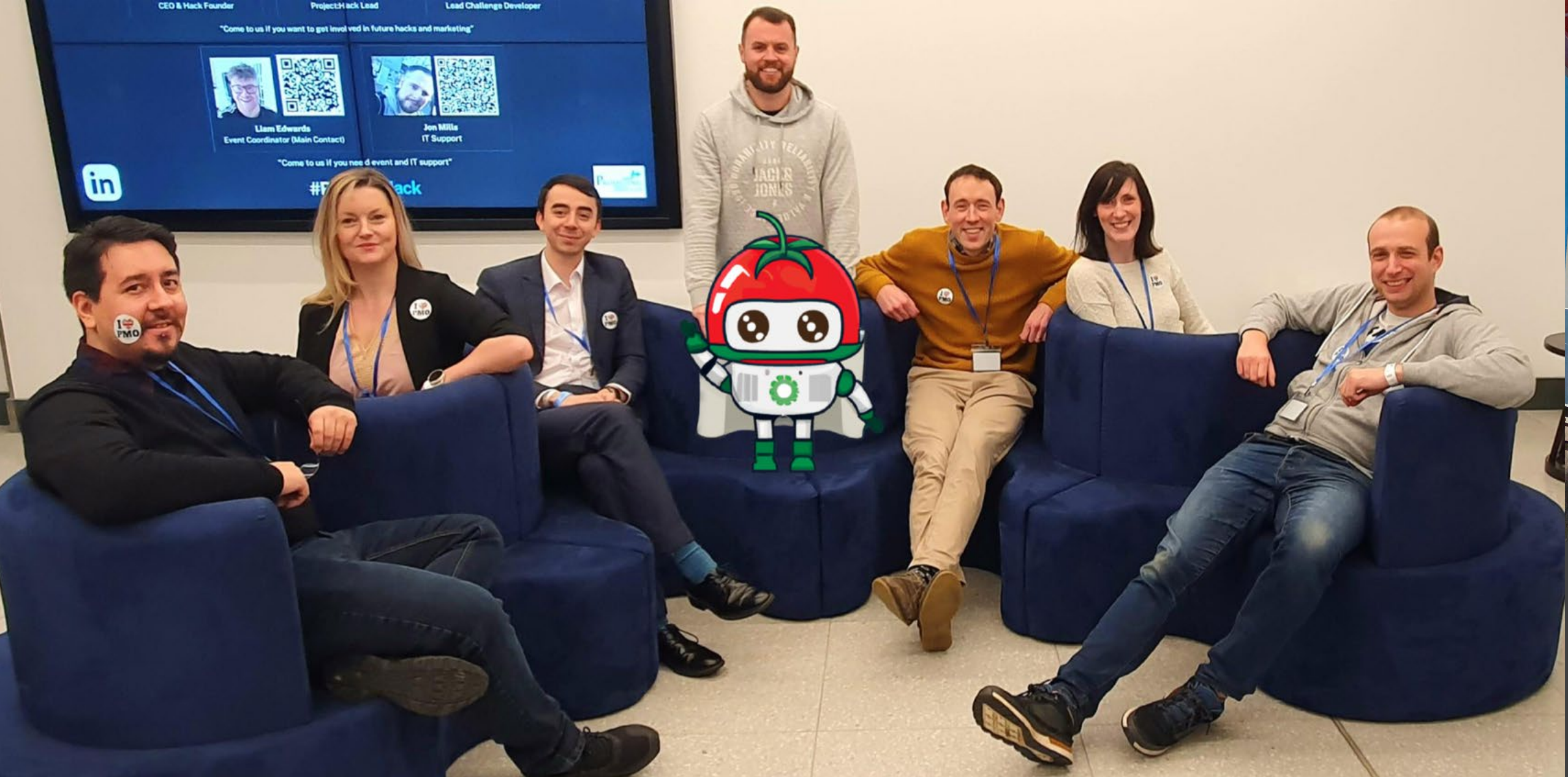
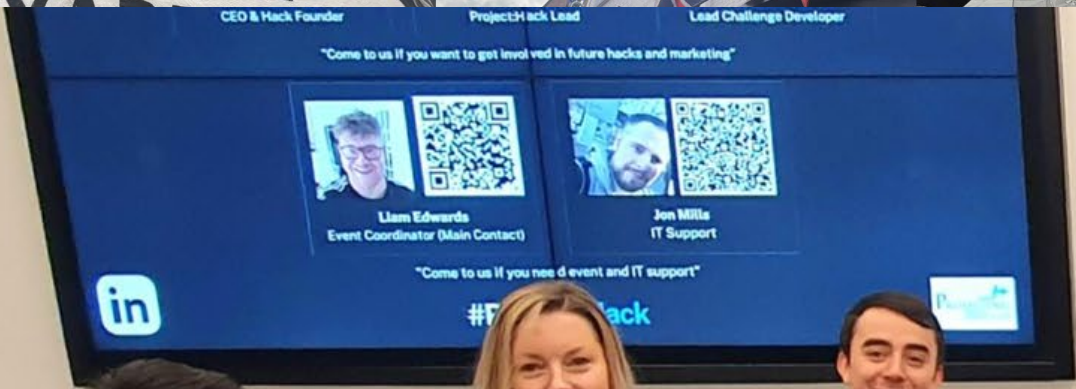
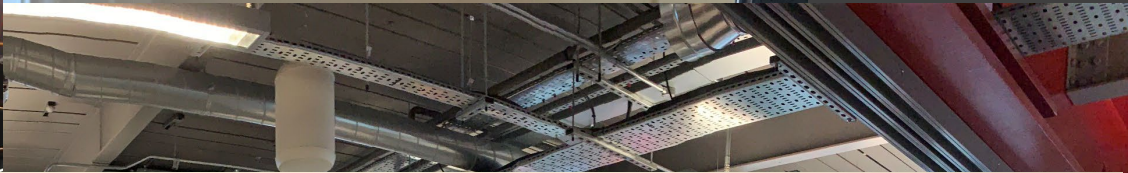


Portfolio Office



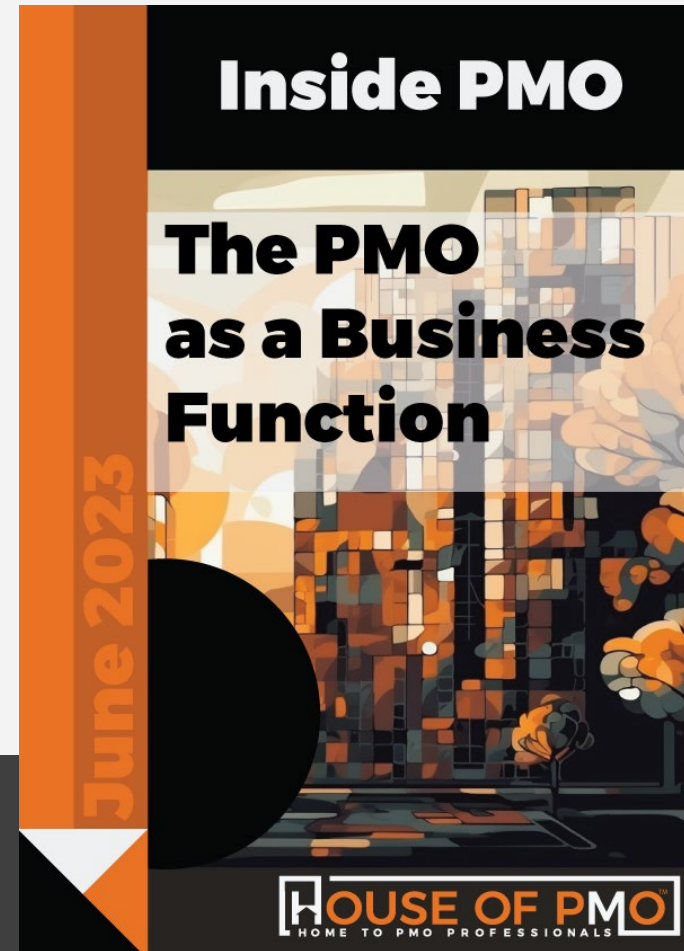
Centre of Excellence

Here at the House of PMO, we use the term PMO as a collective noun rather than an acronym, representing any individual, team or department that supports portfolio, programme, and project delivery within an organisation.




Integrated PMOs

- Organisations with more than one PMO no longer operating independently
- Integrated PMO varies based on:
 - PMO sponsor
 - Size and mix of the portfolio
 - Current capability
 - Maturity of the organisation
 - Geography
 - Organisation structure and size



Inside PMO Reports

PMO Flashmob: Inside PMO
PMO Managers Lunch Series




Beyond Portfolio Reporting: The Challenges and Reality of Portfolio Management

Winter 2015

www.pmooflashmob.org

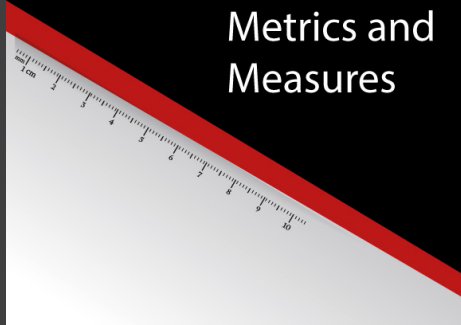
PMO Flashmob: Inside PMO
PMO Managers Lunch Series




Beyond Timesheets: The Challenges and Realities of Resource Management

PMO Flashmob: Inside PMO
PMO Managers Lunch Series

PMO: KPIs, Metrics and Measures




Spring 2018




PMO Flashmob: Inside PMO
PMO Managers Lunch Series

The Agile PMO: Developing Your Skills for an Agile PMO




Spring 2018



PMO Flashmob: Inside PMO
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The AI PMO: Threat or Opportunity?



PMO Managers Lunch Series

Inside PMO

PMO Leadership



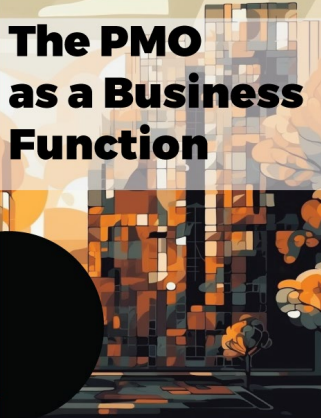
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Spring 2022

Inside PMO

The PMO as a Business Function



June 2023

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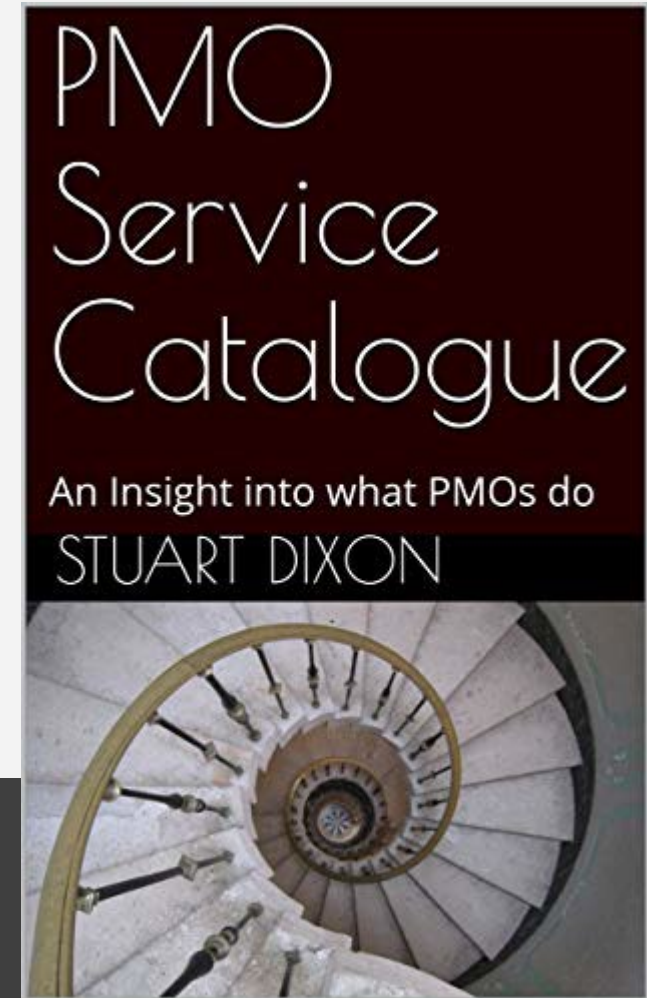
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What Does a PMO Do?


A Service Based Approach

Each PMO delivers a number of services to its customers that:

- provide benefits to its customers
- directly contribute to the strategic aims of the organisation





Service Name:	pmo flashmob
Service description	
What the service provides for the customer	
Why is this service being offered to the customer?	
Criteria for when the service should be offered	
How the PMO will measure the value of this service	
Skills/Knowledge Required	
	 PMO

PMO Services

Project Management

Agile PMO

Data Analytics

- The Smart Digital Project Assistant - Insights from Project:Hack
- PMO Conference 2022 \ Building the PMO of the Future - Selfridges and P2 - Gary Stoneley
- PMO Conference 2022 \ Change is Complex, Getting Decisions made is even Harder...! - Craig Mackay
- Agile PMO - Tooling
- Business Storytelling
- Power PMO
- Practical Project Data Analytics
- Getting Started with Power Automate

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Delivery Support

- Overcoming the barriers to effective implementation of good practice
- PMO Conference 2021 \ An Award Winning PMO: One PMO - GCHQ
- PMO Trends for 2022 with the Lodgers
- The Savvy PMO's Guide to Demand Management
- DevOps and the PMO - Supporting Continuous Delivery
- Principles for Project Success
- Supporting Complex Projects
- PMO Services for Agile and Waterfall Projects

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Metrics and Measures

- Three Letter Acronyms - What Every PMO Should Know
- Paper Review: Evolving PMOs in an Enterprise Agile World
- Agile Reporting and Metrics
- Good Books for KPIs in Agile
- Balanced Scorecards and the PMO
- Goal Setting for PMO Teams
- PMO Lab: Driving Executive Business Decisions
- PMO Lab: Clean, Consistent and Maintained Project Data

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read more

PMO Capability

Being skilled, experienced and knowledgeable

- Important to understand competences required for different roles in the PMO
- To have a clear role profile for common roles in the PMO
- To know what skills, knowledge and behaviours are required



PMO Competency Framework

P3M Administration

PMO Management
(inclusive of PMO design, set up, run, transform and close)

PMO Competency Domains

P3M Delivery Support

P3M Enabling

Benefits and Value Management
Business Case
Change Control
Change Management
Financial Management
Information Management
Issue Management
Knowledge Management
Planning and Scheduling
Quality Management
Reporting, Insights and Analysis
Resource Management
Risk Management
Stakeholder Engagement
Supplier Management

Assurance
Capability Development
Capacity Development
Delivery Methods
Governance Frameworks
P3M Tools



PMO Competency Framework

<p>Applications and tools of the organisation (e.g. office systems, CRM/ERP systems, document management systems, P3M tools and HR systems)</p>	<p>Change and Delivery methods and associated controls from conception to benefits realisation (e.g. MoP, MSP, PRINCE2, Managing Benefits, etc and local tailoring)</p>	<p>Corporate processes and procedures (and associated timings) relevant to delivery (e.g. Administration, Finance, HR, Procurement, Quality Management System)</p>	<p>Corporate metrics and measures (KPIs, OKRs, etc) and associated tools and techniques (e.g. benchmarking, Balanced Scorecard)</p>
<p>Corporate vision, strategic aims and strategy and the industry & market within which the organisation operates</p>	<p>Corporate language and communication, culture (including politics), context and current priorities</p>	<p>Content of the current portfolio and pipeline/backlog</p>	<p>Boundaries of your authority and responsibilities</p>
<p>Job descriptions, role descriptions and associated organisation specific competency frameworks</p>	<p>Organisation, governance, assurance, and management theories (including strategy development)</p>	<p>P3M and PMO theories and practice, including maturity models</p>	<p>Professional standards and corporate norms (including appropriate delivery and legal frame-</p>
<p>The organisation's governance structure and who's who (along with customer and supplier organisations as appropriate) and relationships between the parties</p>	<p>Skills, capabilities, and availability of people across the organisation that are involved in the delivery of the portfolio (and pipeline of change).</p>	<p>Service management frameworks (e.g. ITIL)</p>	<p>Who to contact for what (internally and externally)</p>

16 Knowledge Areas

<p>Self</p> <ul style="list-style-type: none"> Act Assertively Active Listening Ask Powerful Questions Balance Competing Needs Follow Reflect Professional Judgement Time Management 	<p>Relationships</p> <ul style="list-style-type: none"> Build Consensus Coach and Mentor Consult Customer Service Delegate Engage Empathise Empower Manage Conflict Motivate
<p>Thinking</p> <ul style="list-style-type: none"> Decision Making Intuitive Interview Learn Systems Thinking 	<p>Communications</p> <ul style="list-style-type: none"> Communicate and Present Influence Others Inspire Innovate Persuade Think Creatively
<p>Analytical</p> <ul style="list-style-type: none"> Analysis Benchmark Contingency Planning Critical Analysis Forecast Scenario Building Setting Objectives 	<p>Problem Solving</p> <ul style="list-style-type: none"> Data Assimilation Evaluate Feedback Monitor Negotiate Prioritise Research Reviewing Solve Problems
<p>Strategic</p> <ul style="list-style-type: none"> Demonstrate business and commercial acumen Think Strategically 	<p>Collaboration</p> <ul style="list-style-type: none"> Collaborate Demonstrate Facilitate Network

51 Skills

<p>Pay attention to detail, but be pragmatic – keep the bigger picture in mind.</p>	<p>Provide candid feedback and recommendations in a constructive manner</p>
<p>Take ownership of tasks and complete promptly, keeping customer up to date of progress and task completion</p>	<p>Remain objective, reserving judgement until all the information has been assimilated</p>
<p>Act with discretion and integrity, maintaining an appropriate level of confidentiality</p>	<p>Be a team player, being a role model for the core values and behaviours of the organisation</p>
<p>Be proactive and use initiative to achieve a successful outcome for all those involved in a timely manner</p>	<p>Be open and honest, take time to build relationships, credibility, and trust</p>
<p>Be tenacious and act assertively as appropriate</p>	<p>Be open to challenge and debate; avoid being wedded to a single solution</p>
<p>Be resilient and maintain a positive attitude</p>	<p>Work with passion and compassion, maintaining a growth mindset</p>
<p>Probe and challenge confidently, in a professional manner</p>	<p>Recognise the limits of your expertise and continue to develop your knowledge and skills</p>
<p>Be curious and look beyond the obvious; recognising non-verbal behaviours to get to the real picture</p>	<p>Practice what you preach and lead by example</p>

16 Behaviours

Growing with the Profession

ESSENTIALS
FOR PMO
ADMINISTRATORS™

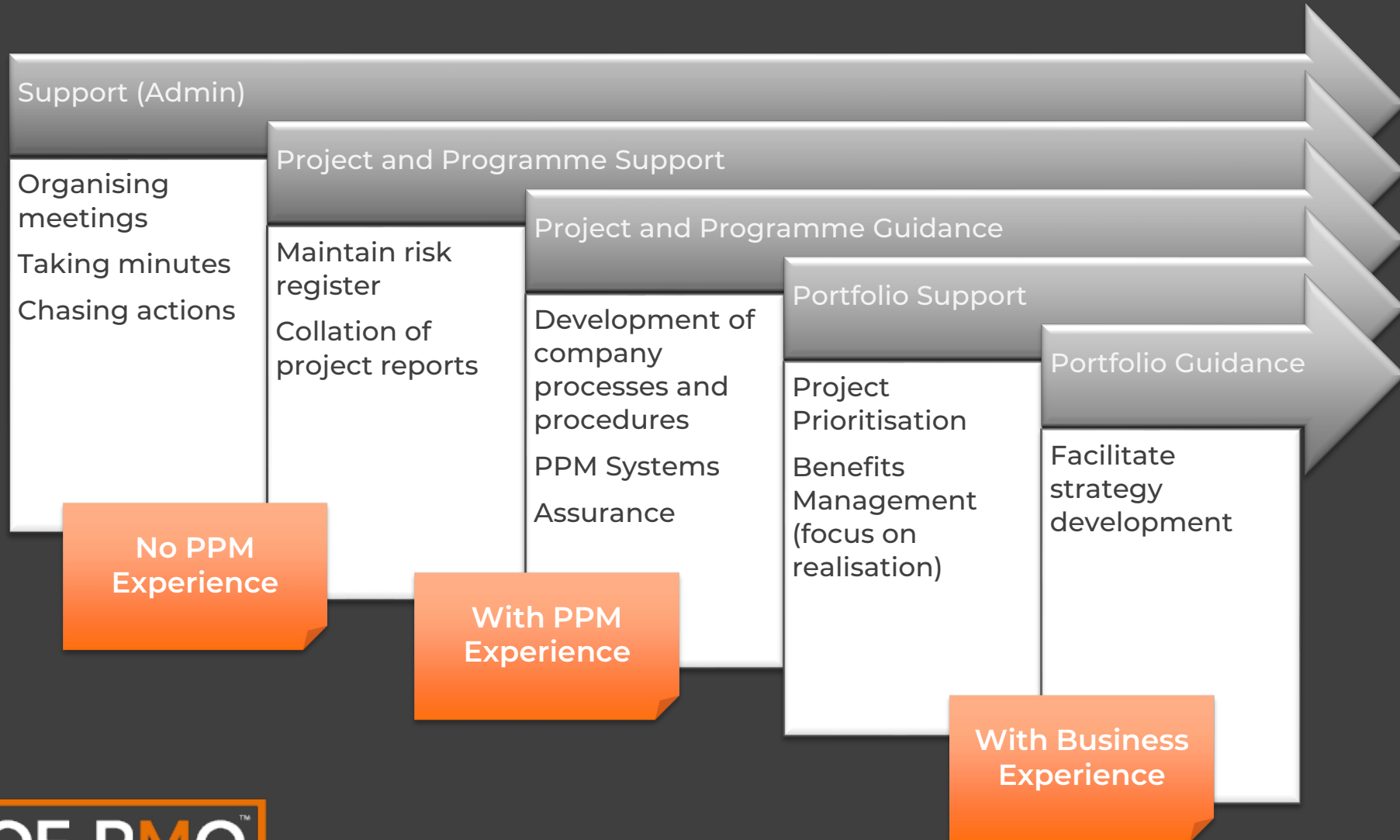
ESSENTIALS
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ANALYSTS™

ESSENTIALS
FOR PMO
MANAGERS™

ESSENTIALS
FOR PMO
DIRECTORS™

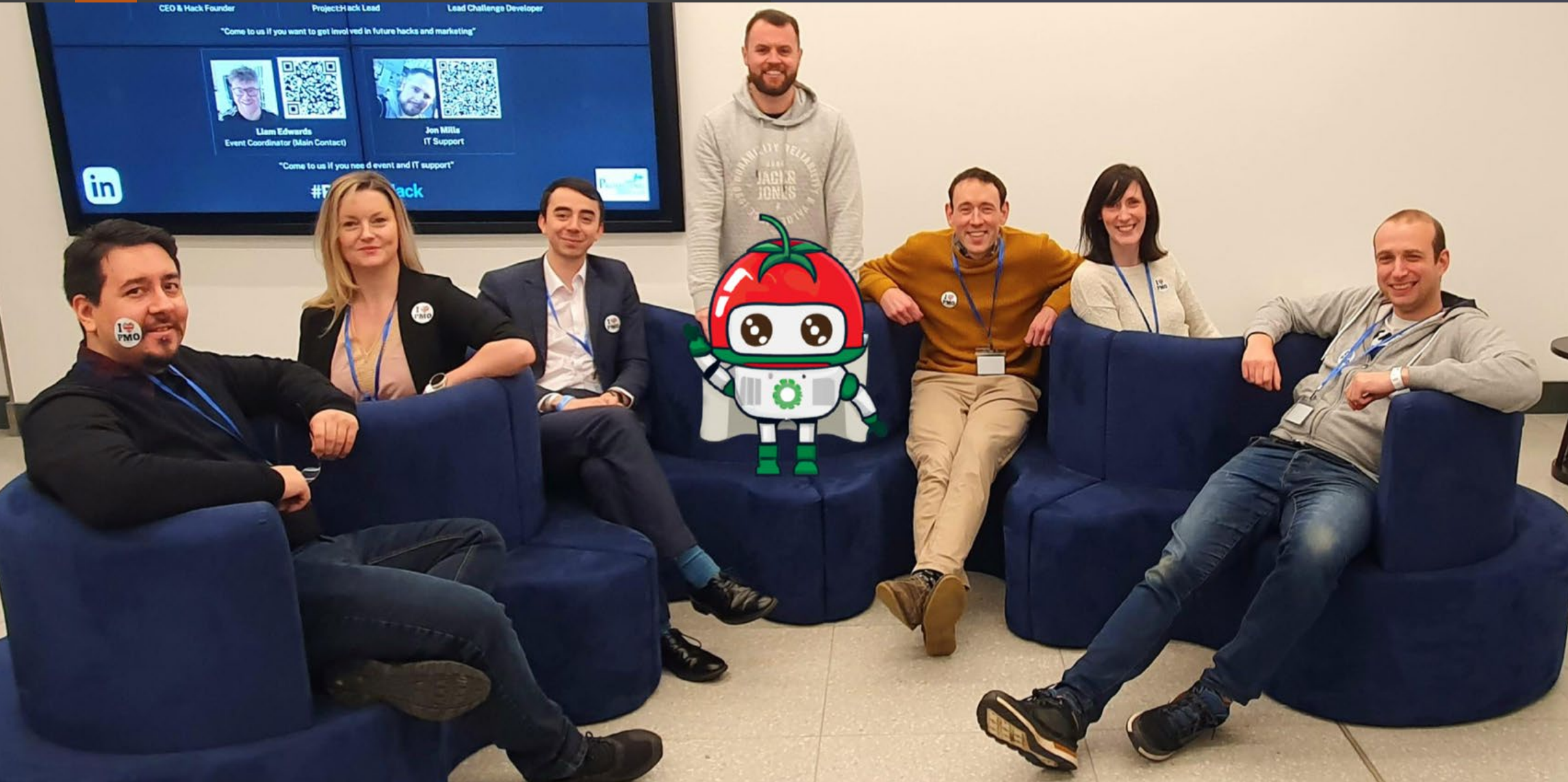


Evolving Role and Opportunities





Give me the most important five things that should be in a PMO charter?



The Basics

Improving organisational maturity in PPM

That means the basics of:

- Business cases
- Planning
- Risk management
- Resource management
- Benefits management





Benefits Management

- Management of Value (MoV) - What the PMO Needs to Know
- Maximizing PMO Value During Times of Economic Uncertainty
- Benefits Management and the PMO
- Benefits Management: For or Against?
- External Resource: Importance of Benefits Management

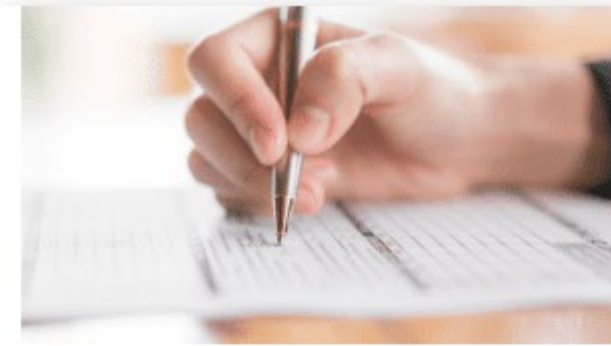
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Resource Management

- PMO Challenge: Resource Allocation
- PMO Conference 2022 \ Teams, Trains, and Traffic-Scaled Resource Planning Fuels Scaled Agile Delivery - Lloyd Norman
- Hybrid Reporting - Panel Session
- Resource Management and the PMO
- Is Demand Management Failing You?

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Governance

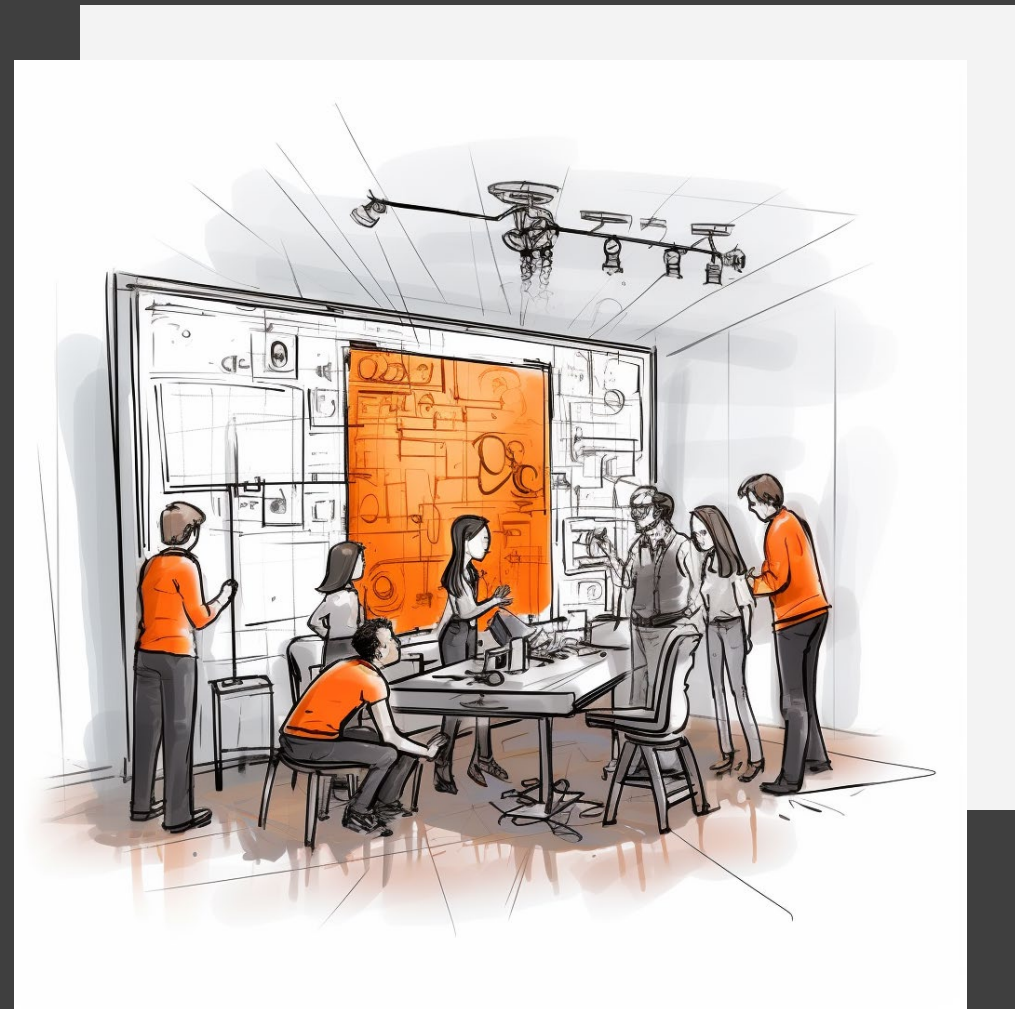
- Ask a Stupid (PMO) Question
- Book Club - Project, Programme and Portfolio Governance
- PMO Conference 2022 \ The PMO of the Future - Adrian Stalham
- PMO Conference 2022 \ Mastering Lean Portfolio Management - Jon Ward
- Project, Programme and Portfolio Governance

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Enabling PPM

Delivery Methods

- Agile
- Hybrid
- Enterprise level Agile - SAFe
- Product - Dev Ops





A key topic area for many PMOs right now – working with the Agile approach.

There have been two prominent areas of learning, discussion and sharing of insights around Agile.

The first, how does the PMO support both traditional projects and projects which have adopted the Agile philosophy or approach? Questions like how to report on both; how to realise benefits; what happens with the business case?

The second, how does the PMO support Agile-at-scale, so focusing on the portfolio management level, what does the PMO need to do to support the business and help make all projects successful.

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Agile PMO

Agile PMO
Is the PMO Equipped
to support

TRADITIONAL & AGILE

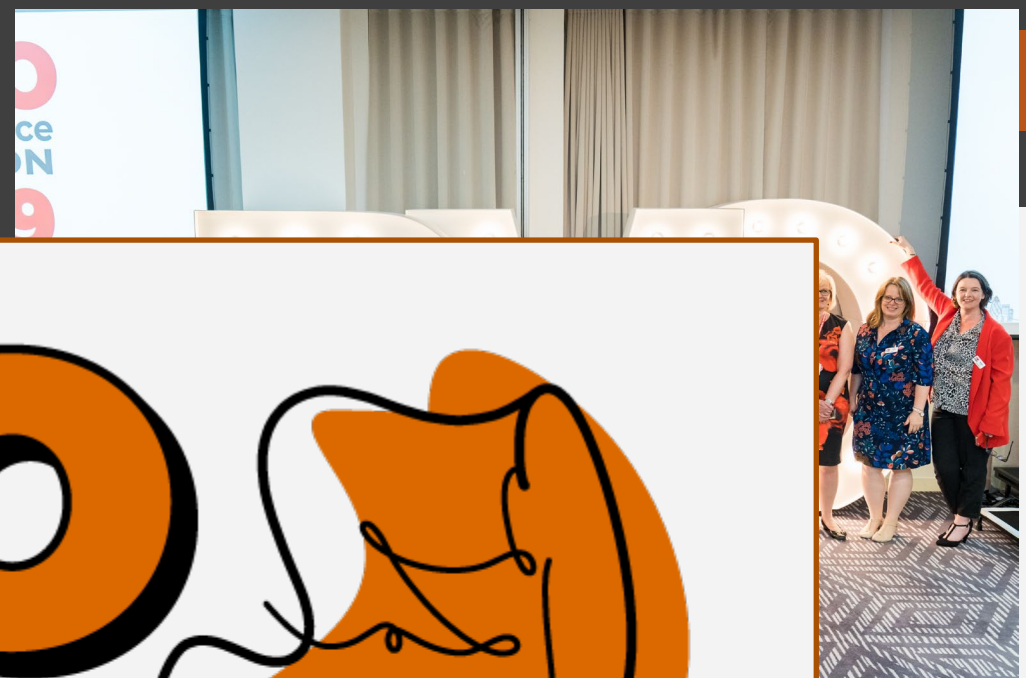
Projects?

SCALED AGILE
and the
(Portfolio)
PMO

pmo flashmob SAFE.



PMO Conference



Scanning the Horizon





03

Why House of PMO Exists

www.houseofpmo.com

There is a lot to
learn

There is no one
piece of best
practice

PMOs are
unique and not
unique

The answers lie
in the
collective
knowledge

Thanks!

Any questions?