

# The Secret to Building a World-Class PMO.. Isn't What You Think

Bill Dow, PMP



# Your PMO is a Disaster

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# PMO Statistics

as per  
“\*The Experts”



>% 50 - PMOs Fail



% 33 – Succeed



# Top 5 Reasons PMOs Fail

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as per “The Experts”

1. Executive Stakeholders are not fully committed to the PMO
2. PMO Leaders don't know how to adapt
3. The PMO becomes the project manager's worst enemy
4. No Strategic Vision
5. Lack of metric-based approach



# Top 10 Reasons PMOs Succeed

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as per “The Experts”

1. Responsiveness
2. Independence & complete transparency
3. A consistent, joined-up approach from top to bottom
4. A view of the future
5. Senior stakeholder sponsorship, engagement & support



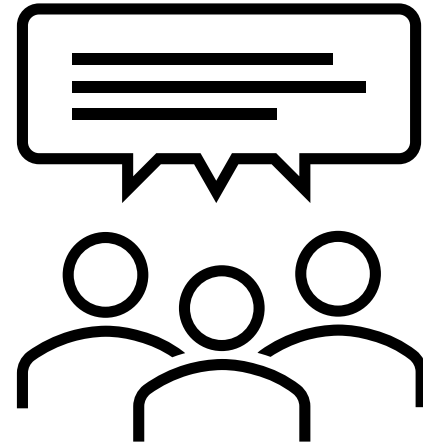
# Top 10 Reasons PMOs Succeed

as per “\*The Experts”

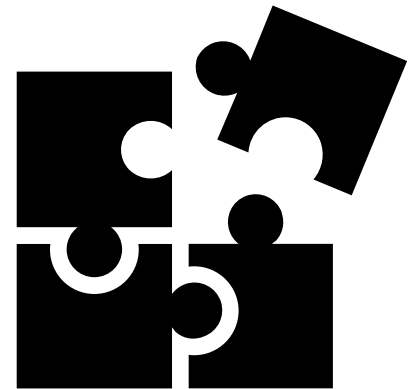
6. Agility not bureaucracy
7. Promote best practice
8. Develop a Project Management Profession & Community
9. Focus on the key metrics
10. Use the right tools



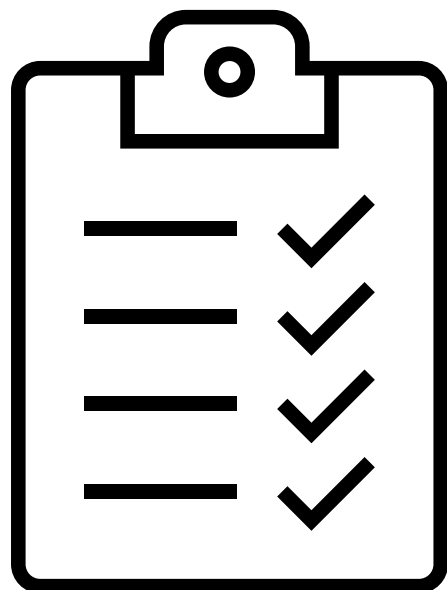
# Survey Data



Do NOT present the  
complete picture/puzzle







# Voting Results

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## Audience Results



What did You Think?

Pick the #1  
reason PMOs  
failure?

Standard Deviation

Logistic Regression

# Industry Focus for PMOs



*“Production Focus”*



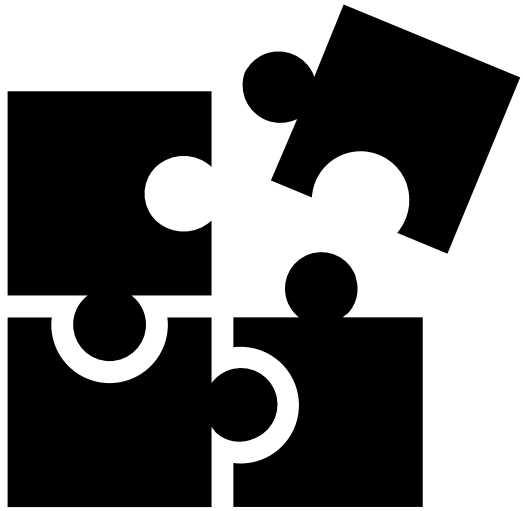
PROCESS



TOOLS



TEMPLATES



Missing the focus  
on People!

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How do we move  
from failure to  
success?

# PMO People Based Programs

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INDIVIDUAL CAREER  
DEVELOPMENT



SOCIAL & TEAM GROWTH

# Individual Career Development

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CREATE TALENT ASSESSMENT  
CARDS & CAREER GROWTH  
PLANS (IDP)



TRAINING PLANS  
*HARD & SOFT SKILLS*



LEADERSHIP, MENTOR/BUDDY  
PROGRAMS



# Talent Assessment Card - <Insert Name>

**Current Title:**  
**Current Level:**  
**Time in Level:**  
**Last Promotion Date:**

## Progression Plan

- Ready Now
- 1-3 Years away
- 3-5 Years away

**Flight Risk: H/M/L or No**

**Backfill Identified? Y/N**

## Reason(s) for New Development Challenges

- To increase project management skill set.
- To stretch and grow leadership skills

## Describe Experiences to be Gained

- Gain project management experiences in a more complex environment.
- Gain technical PM skills; Risk, Issue and Schedule Management.

## Current Projects Assignments

- New Payroll System
- Kronos Time Tracking Upgrade
- Process Improvement Project: Lessons Learned Tracking







# Development/Growth Plan - <Insert Name>

## Strengths

- Eagerness and willing to learn
- Proactive
- Leadership skills

## Development Areas

- Communications to leadership
- Tactical project management
- Better handle on deliverables

## Mentor / Coach

- Leadership skills
- Communication skills / Presentation decks / Story telling

## Action Plan / Potential Next Roles

- Continue in the role to allow tactical growth
- Add additional projects to give more exposure and leadership opportunities.





# PMO Leadership Program Individual's Benefits

## Hands-on Experience on PMO Leadership team

- Seat at the table.
- Helps in running the PMO.
- Provides input to what is working and not in PMO by working with IC peers.

## Direct Leadership Feedback

- From PMO Leader (1:1s) during Leadership program.
- Manager feedback.
- Grow and learn from specific feedback.

## Leverage PMO & Non PMO Events

- Leverage events that not normally exposed to in day-to-day role.
- Exposure to Leadership throughout organization.
- Mentoring opportunities with Sr. Leaders.

## Gain Advocates for your career!

- Ability to speak to PMO Management capabilities.
- Known skills/background to running an organization.
- Gain Leadership and technical skills you might not have had exposure too in your career.





# PMO Buddy Program

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**Goal of Program:** Give PMO team members a person they can reach out to for help and support when needed.

- Informal Non-HR Program that connects like-mind roles.
- Buddy pairings last no longer than 6 months.
- If Buddy pairings don't work, shift buddies. This is supposed to be a fun, social program and if people are not having fun, you must adjust. You can't force fun, but you can listen if pairings they are not working.
- There should be little to no rules around this program, let it happen naturally.



# Social & Team Growth

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OPEN OFFICE HOURS



SKIP-LEVEL 1:1 MEETINGS



HAPPY HOUR/PMO OFFSITE  
EVENTS/DAYS



# PMO Team Events / PMO Days

## Example Agenda:

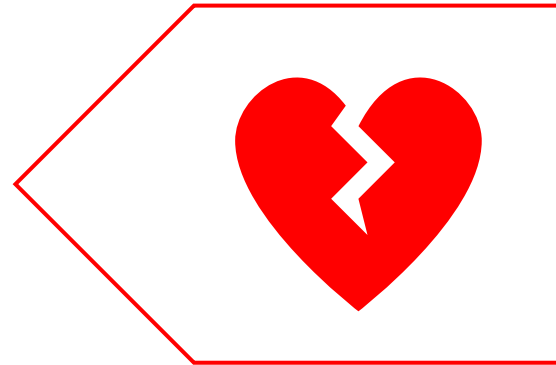
	<b>Agenda Topic</b>	<b>Start Time</b>	<b>Speaker</b>	<b>Comments</b>
1	Breakfast	9:00AM	-	Catered if in-person, Expensed if remote
2	Ask the LT	9:30AM	Executive Leadership Team Members	Open forum, Q&A
3	Ice-Breaker	10:00AM	TBD	Fun activity to kick things off
4	PMO Mission and Vision Statements	10:30AM	PMO Director	Review, and ideate on any improvement opportunities.
5	Portfolio Management	11:00AM	PMO Director, Portfolio Managers	SWOT* conversation
6	Program Governance	11:30AM	PMO Director, Program Managers	What is working and not working in Governance?
7	Lunch	12:00PM	-	Eat and fun event! Poker, Hallway Golf
8	Project Management	1:00PM	PMO Director, Project Managers	Project Management Playbook discussion
9	PMO Process Check	1:30PM	All	What process is needs refreshing?
10	PMO Professional of the Month Award & Photos	2:00PM	All	Award Presentation and Photos for new PMO team members
11	Meeting Close	3:00PM	PMO Director	Close



# Social & Team Growth – PMO Professional of the Month



# My Turning Point?



# PMO Study of Systems - Success



*"This is NOT working!"*



BILL DOW

*PMO MANAGER*



6 PM DIRECT REPORTS



# Current PM

*“Bill is a true professional and distinguished in customer service.”*

*“Bill has tremendous expertise as a PMO leader.”*

*“Bill is a strong leader and authentically cares about his team. He holds the team accountable and champions growth and improvements in all that he does”*

42

PMO Staff

<5%

Attrition Rate

100+

Active Programs & Projects

4

Years and Counting!

# Success Stories – PMO Leadership Program



**Sr. Project Manager**

6 months into the leadership program positioned her for a PMO Manager role she was trying to win for years!



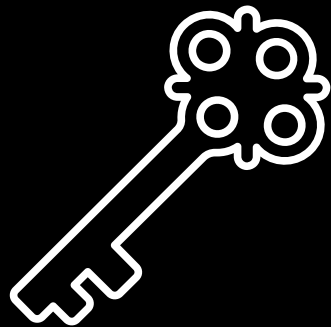
**Sr. Project Manager**

“It has taught me a lot. One of the biggest benefits I got from the Leadership program is that I am much more comfortable speaking in front of a higher-level person”.



**Project Manager**

“It shows me how much my leadership cares about the people in the PMO”.




# The Secret to Building a World-Class PMO

## **Is your People!**

# Bill Dow

PMP, ITIL, CSM, SA, PMPO

- Husband, Father, Brother
  - 30+ years experience
  - Expert in PMO & Project Management
  - 7 X Author
  - PMO & PM Coach
  - Conference Speaker
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- A decorative graphic consisting of several blue, thick, curved dashes arranged in a curved path in the bottom right corner of the slide.



Bill Dow, PMP | 7-time Author

More Information :



[www.billdowpmp.com](http://www.billdowpmp.com)