PMO

Conference

EDINBURGH 2023

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Top Nine Themes from the PMO Conference Edinburgh 2023

Top Nine

The Basics	Maturity	The PMO Team
House Focus!	Data	Business Agility
Lessons Learnt	Behaviours	Roadmaps

The Basics at PMOLearn!
Risk Management

Design complete – project start
Equipment order placed
Equipment delivered
Site preparation
Equipment installation
Testing
Project complete
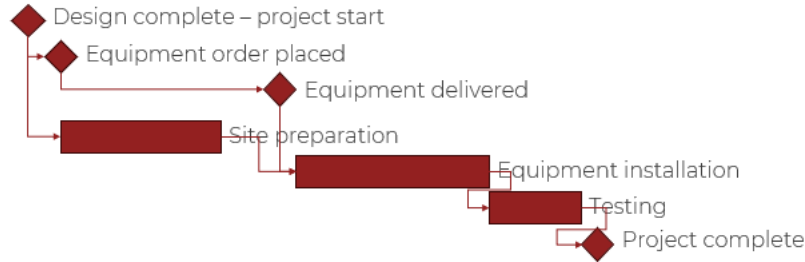
Exercise 1

You are planning a simple installation project that includes purchase of equipment, site preparation, installation, and testing.

Consider the risks that affect your project plan.

Activity:	Risk:

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The Basics at PMOLearn! Governance

PMOs . . .

- Need to identify governance issues
- Support projects and programmes to establish governance
- Provide governance training
- Monitor governance arrangements
- Address the information needs of 3Ps

John Greenwood
Networker
1 Nov at 12:37

I mentioned the difficulty in combining statistics for risks and estimating variance mathematically.

I wouldn't like to give the impression that Monte Carlo is a lazy or low-tech approach for people who can't do the maths: Monte Carlo analysis was used extensively on the Manhattan Project because the statistics around nuclear reactions are very complex.

Lots of the scientists from the Manhattan Project won Nobel prizes.

So, if Monte Carlo is good enough for them, who am I to disagree!

PMO Conference & Eileen Roden like this.

♡ 2

Zoe O'Toole
Influencer
1 Nov at 10:23

Risks: back to basics, so important. Loving hearing the buzz of people sharing and discussing. @John Greenwood making people think.

Zoe O'Toole
Influencer
1 Nov at 12:05

Decision makers vs decision influencers - I totally recognise this scenario.

Chris Taylor & PMO Conference like this.

♡ 2

Eileen Roden
Connector
1 Nov at 11:58

Too many sponsors hide behind a democratic board. We need more sponsors willing to truly carry their project responsibilities.

Chris Taylor, PMO Conference & 2 others like this.

♡ 4

# Maturity Through Process Improvement

Every PMO Member dedicates 5% of their time to mature the PMO!

Maturity Through Process Improvement

PMO Process Improvement Areas

#	PMO Pain Point	Already have Process Improvement Project (Y/N)	Improvement Area	Do you need to improve? (Y/N)	Process Improvement Project Name	PM Lead Name	Notes
1	No Pain Points in the Standards areas at this time		Standards				
2	We have really struggled with this intake process. It is too slow, there are not standard tools...etc.	N	Processes	Yes	Project Intake Process Update Project	Mary Smith	
	We need a better way to track our finances on our projects. Project Managers today have no exposure to financial data to make project decisions.	N	Processes	Yes	Project Finanical Tracking Project	Sam Casler	
3	We need a standard set of project schedules hosted on project online for Waterfall and Agile projects. These templates should have all the required WBS tasks for both types of projects and need to be rolled out through Lunch and Learns in the PMO.	Y	Tools	Yes	Project Online Update Project	Greg Brady	
4	No Pain Points in Training at this time		Training				
5	No Pain Points in Methodology at this time		Methodology				
	We need to develop a standard Program Management methodolology for our projects. We have brand new Program Managers that don't have a structured proces to follow.	N	Methodology	Yes	Program Management Enhancement Update	Todd Francis	
6	We need to update the Risk and Issue process for our PMs. We don't see consistency in how they are storing and recording their risks and issues, and we need dashboards on this data to look across the organization.	N	Governance		Risk and Issue Process update	Kath Jones	
	We need a way to score our projects so we can						
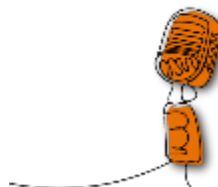
It's all about the PMO team

CREATE TALENT ASSESSMENT
CARDS & CAREER GROWTH
PLANS (IDP)

TRAINING PLANS
HARD & SOFT SKILLS

LEADERSHIP, MENTOR/BUDDY
PROGRAMS

OPEN OFFICE HOURS

SKIP-LEVEL 1:1 MEETINGS

HAPPY HOUR/PMO OFFSITE

EVENTS/DAYS

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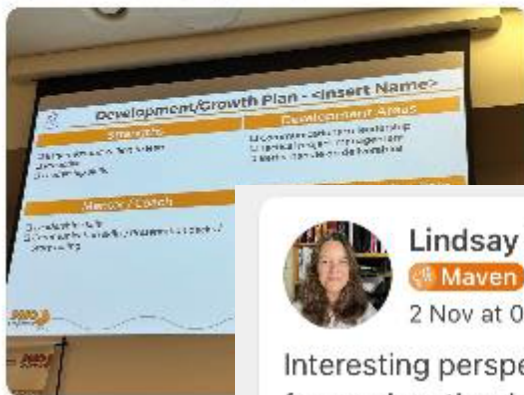Conference

It's all about the PMO team

Lindsay Scott
Maven
2 Nov at 10:04

I know a lot of organisations struggle with understanding what skill sets they have (resource capability) The PMO should lead the way and start with the PMO team first.
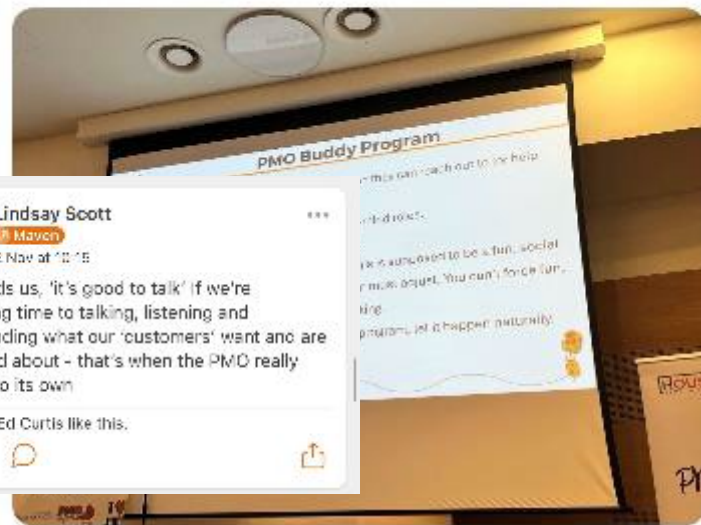
Lindsay Scott
Maven
2 Nov at 10:07

I know many organisations use this as an onboarding exercise for new PMO team members but not necessarily an ongoing thing. Time for a rethink?

PMO Buddy Program

Lindsay Scott
Maven
2 Nov at 09:49

Interesting perspective from Bill, we get so focused on the day to day PMO work and forget we have a duty to help our delivery org increase their capability. I guess if we focused enough of our time on providing career development and CoPs for people, that increased capability might in turn make the every day PMO work easier 🤔

Jess Luscombe, Claire Muldoon & 1 others like this.

♡ 3   💬   ⬆

Lindsay Scott
Maven
2 Nov at 10:15

Bill reminds us, 'it's good to talk' if we're committing time to talking, listening and understanding what our 'customers' want and are concerned about - that's when the PMO really comes into its own

Bill Dow & Ed Curtis like this.

♡ 2   💬   ⬆

From the House

- Service Catalogue
- Self-Assessments
- Specialist Roles

The Scenario

You are a PMO practitioner in the PMO of a large multinational corporation. Your primary responsibility is to provide regular updates and insights to the senior executive team, including the CEO, regarding the organisation's project portfolio. This report helps senior executives make informed decisions about resource allocation, project prioritisation, and overall corporate strategy.

Pinpoint which competences, knowledge, skills and behaviours you need to perform competently in this scenario

Data

- Inconsistent data models and taxonomy

- A patchwork of disparate systems and data sets

- Manual data processing. Limited automation

- Incomplete and expired data

- Multiple versions of the truth

- A lack of confidence in the data

- Reports that don't add value

- No overall digital strategy (tech & data)

Data Flow Model

Sources

Remediation Team
Caseworkers engage directly with their contacts. Frequent updates including directly to the SQL server.

Homes England
Data gathered via their Portal and direct contact. Monthly report & weekly application status sent to MHCLG. Ad hoc updates as required.

Greater London Authority
Data gathered via their Portal and direct contact. Monthly report & weekly application status sent to MHCLG. Ad hoc updates as required.

Local Authorities / Delta

Aggregation & Analysis

Programme Team

Data and Analysis Insights Team

SQL Database

Other groups
.
Contributions provided as needed by all parties as required.

Outputs

FAB MI Deck
Supporting information for the Pre-FAB and FAB meetings produced monthly

Friday Facts
Internal weekly update

Monthly Data Release
External facing monthly update

One Source Spreadsheet
Internal data source updated weekly and used as a template to collect data from teams.

Other miscellaneous outputs
Additional requests for information & analysis

Weekly COVID19 report / Housing report

Daily update / daily report

Slides for SOS
Various sources including the casework team

Business Agility

Solve the problems your organization needs you to solve.

What systems need to be in place to enable Business Agility?

Business Agility

Prioritizing the portfolio:
1. **Figure out the ROI / Business Case for each project**
2. **Figure out the constraints (skills, timelines, dependencies, politics)**
3. **Figure out alignment (Strategy, OKR, Horizons)**
4. **Play Tetris** ☺

Strategic Planning

Stop asking 'How can we fit it all in'

Start asking 'How can we organize for Delivery?'

Lencioni Triangle

Lencioni Triangle – Characteristics of dysfunctional teams.

1. People feel vulnerable
2. Afraid to debate
3. No buy in to decisions
4. Don't challenge each other to deliver on our decisions
5. Defensive or excusing outcomes

This is often exacerbated as many PMOs are new organisations within existing organisations / specific projects.

Results

Accountability

Commitment

Conflict
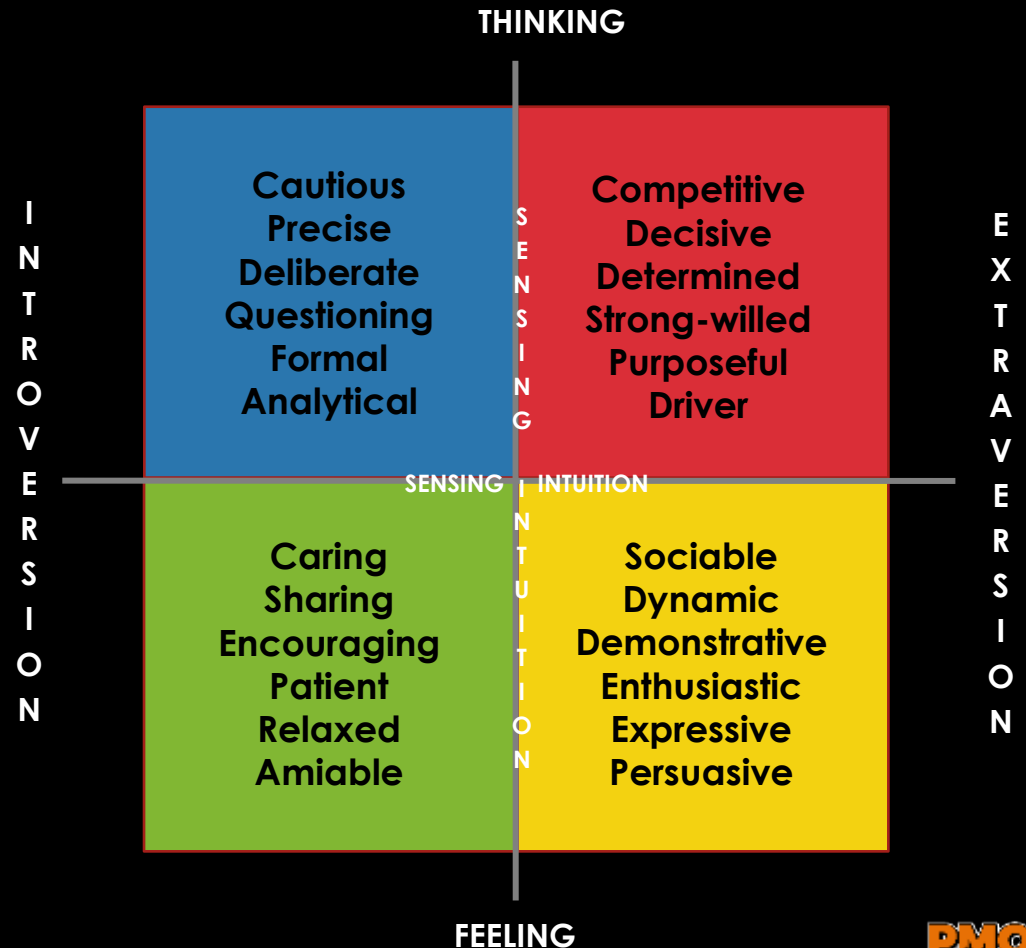
Trust

THERE ARE MANY I'S IN A TEAM

TEAM

They are called Individuals

With invaluable and unique technical and people skills

BEHAVIOURAL STYLES

1. Be HONEST

2. Think about YOU naturally

3. Read all the adjectives on each card

4. Based on the adjectives, decide what colour is most like you

5. Order the others until least like you

6. Make a note of your colour order i.e. Y,G,R,B

THINKING

INTROVERSION

EXTRAVERSION

SENSING

INTUITION

| Cautious Precise Deliberate Questioning Formal Analytical | Competitive Decisive Determined Strong-willed Purposeful Driver |
| Caring Sharing Encouraging Patient Relaxed Amiable | Sociable Dynamic Demonstrative Enthusiastic Expressive Persuasive |

SENSING | INTUITION

FEELING

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Roadmap

Product and Project Strategic alignment

- **Use of consistent value creation appraisal approach for ideas / initiatives, enabling comparison**
- **Proven viability and alignment to strategy**
- **Focus on maximum value, ROI and benefit enabling prioritisation of scarce resource**
- **Management and documentation of agile approach methodology**
- **Track changes to Project scope**

Full Reporting Suite

- **Data driven** - leveraging single data source, <u>providing insight rather than hindsight</u>
- **Automated Reporting from PPM tool**
  - Exceptions
  - Tolerance thresholds
  - Status Reporting
- **Enhanced and real time Project and Portfolio health oversight**
- **Enhance collaboration and communication amongst stakeholders**
- **Increased RAID Management oversight**

Resource Planning

- **Consistency in approach**
- **Effective time tracking**
- **Demand and Capacity Management**
  - Balance demand and supply, avoiding resource shortages or overallocation
  - Portfolio and project prioritisation
- **Resource Management**
  - Optimize resource utilisation and efficiency
  - Reduce project costs and risks

Automation and AI

- **Automate routine, manual processes and tasks**
  - Template production
  - reporting,
  - scheduling,
  - testing
- **Enhance decision making**
  - predictive analysis
  - Reduce errors
- **Maximising value from lessons learned**
  - thematic and trend analysis,
  - enhancing training and development

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