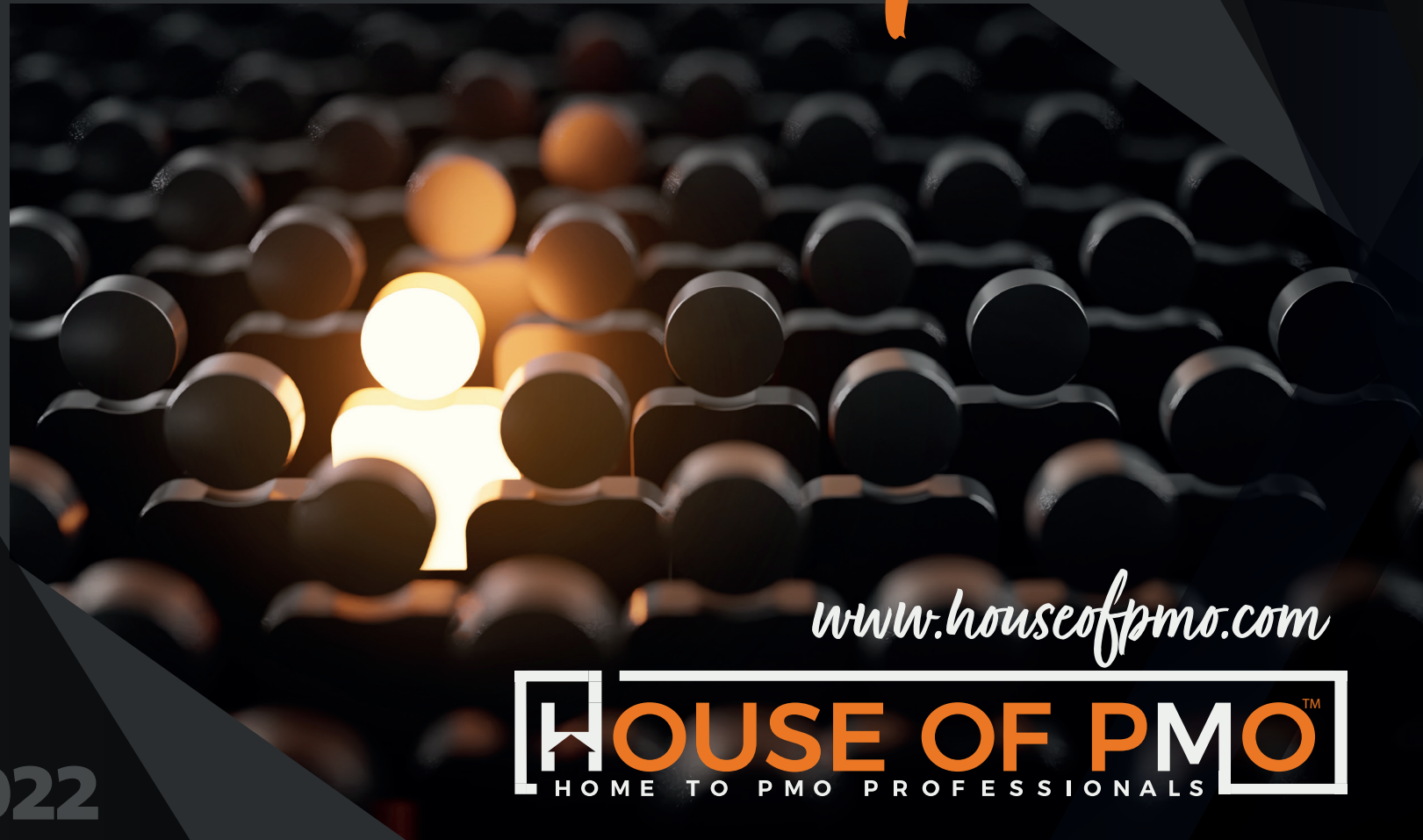


PMO

Leadership



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Spring 2022

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“Being a PMO Leader is not necessarily straight-forward and easy, and you will probably never feel entirely comfortable in all situations. And unfortunately there is no one-size-fits-all operating manual (although this report isn't a bad place to start!). But when you do it well – not necessarily perfectly – then you really can reap the rewards from seeing those within your team develop and grow and you can also take great pride and satisfaction in seeing your organisation delivering meaningful change, achieving its strategic objectives, knowing that you and your team played a key part in it.”

The Conclusions

- ▶ From all the theories available on leadership, the PMO Managers/Directors embrace the authentic and servant leadership models the most.
- ▶ Leaders in PMO are responsible for setting the vision and to unite the team in striving to achieve the vision.
- ▶ PMO leaders spent a lot of time supporting, nurturing, empowering and building a sense of community with their teams. Emotional intelligence is key.
- ▶ Leading a PMO often means that the leader is also part of the leadership team in the organisation – they have to find the balance between working with senior executives and delivery leads. The challenge comes from being a supporter, enabler, encourager as well as providing objective assurance.
- ▶ The PMO itself is also providing a leadership role utilising classic leadership skills in the work it does and the services it provides, such as strategic planning, developing others, coaching, being a critical friend, building communities, instilling confidence, leading by example and utilising best practice.
- ▶ With the PMO performing a leadership role, the people within the team also actively engage in both leading and following. It doesn't matter what the level of position that team member is in, they are using leadership skills in their day-to-day work.
- ▶ Reflective practice is one of the ways PMO leaders continue to get better at their leadership role – as is development based on feedback and learning from challenging situations.
- ▶ New hybrid ways of working are testing the leadership skills of PMO Managers / Directors and the resilience skills of the team. New sets of ground rules and acceptable behaviours, with the teams input and commitment are being developed and matured over time.

“

It's time we talked about PMO leadership

We want to understand about your leadership experiences, leading people, the PMO and leading in your organisation.

The PMO Managers Lunch is an annual event from the House of PMO where we bring together PMO Managers and Directors to talk about a PMO topic area over lunch. We asked a number of questions, recorded those answers and created this Inside PMO Report.

Not only do the PMO community get some real insights into what PMOs are doing today across different industries - you can also use this report as a piece of informal benchmarking, comparing your own PMO against others.

In December 2021, ten PMO Managers/Directors got together in London's Soho district, at the Groucho Club to talk about PMO Leadership.



The PMO Managers

Stuart Collins - BBC
Samantha Dowsett-Browse - NYK Group
Rosalind Guy - CloudPay
Simon Harwood - Fidelity International
Carol Hindley - Houses of Parliament

Alan McPherson - Motability
Andy Taylor - PDP
Rosella Taylor - Gilead Sciences
Alistair Wood - John Lewis
Kim York - Airwalk Reply

Getting Started with Leadership

There is a real lack of insights when it comes to leadership in PMOs. What makes a good PMO leader? How do you become a great leader of the PMO? Is it different to leading any other type of business function? These were just some of the questions we wanted to find answers to for this Inside PMO Report.

There are so many different definitions of leadership and being a leader. Some of our favourite definitions are picked out to the right. In this report we wanted to hear what our PMO Managers/Directors, leaders in their own PMOs, defined leadership as.

All of them agreed that the leader of any PMO is responsible for vision setting and it is the combination of the vision and leadership that determines whether people are happy to get behind it and strive to achieve the vision.

"A leader has followers, you can't appoint yourself as a leader, it has to be your followers' choice to make you a leader"

"Leadership is about giving the team the tools, the confidence, the opportunity, the space to produce their best and be their best, and work towards their objectives without micromanaging them"

The preferred definitions for leadership included a lot about the team - inspiring them, developing them, empowering them. Providing encouragement and building confidence.

Leading by example was seen to be a key component of leadership and as important as being able to connect with people and seeing the world from their point of view. There is also the recognition that our leaders don't have all the answers but they do have the experience and confidence to get to the answers.

One major factor affecting the way the PMO Managers/Directors saw leadership and the role of the leader, is the context, organisation and culture in which they are working. They adapt and flex depending on what the situation requires.

"Leadership is the combined skills of interpersonal relationships, motivation, decision-making and emotional maturity to mobilise people"

Zimmerer & Yasin 1998

"Leadership is about exercising intentional authority over individuals in an effort to guide actions towards the accomplishment of a mutual goal"

Pierce & Newstrom 2006

"Leaders are needed to implement change, establish direction, align people, motivate and inspire, communicate, build teams, share decision-making, mentor and coach and demonstrate a high degree of integrity"

Thompson 2010



Leadership Models \ Servant Leadership

There were two leadership models our PMO Managers most identified with - servant leadership and authentic leadership.

Servant

"To Serve First"

"The servant-leader is servant first... It begins with the natural feeling that one wants to serve, to serve first. Servant Leadership is embedded in a set of behaviors and practices that place a primary emphasis on the well-being of those being served. A servant-leader focuses primarily on the growth and well-being of people and the communities to which they belong. The servant-leader shares power, puts the needs of others first and helps people develop and perform as highly as possible"

Greenleaf (1964)

There are some shared characteristics in the servant and authentic leadership models such as a commitment to developing others, being empathic in relationships, having respect for others and being supportive. Whilst authentic leadership is character-driven and based on an individual's own experiences and personality - servant leadership has a set of characteristics that leaders are supposed to emulate and in doing so shapes the character and personality of the leader.

Servant leaders give priority to the interests of others and will use certain personal characteristics regardless of the situation. The key servant leadership characteristics which are closely aligned with those of our PMO Managers and the role they carry out include building a community; being service-oriented; removing obstacles; stewardship and a general sense of supporting the PMO team members.

The support PMO Managers give also includes developing their staff and the pastoral care elements such as general health and wellbeing - more keenly felt during the pandemic.

PMO Managers Serving Their Teams

One PMO Manager talked about a specific leadership programme (from The University of Queensland) which had been useful and very much in line with servant leadership - it focuses on the team, building a sense of social identity (or 'us-ness'), "it's about focusing on the team's identity and trying to understand what really makes our team, connect and work well today. In identifying 'us' we can work on what we need to move 'us' forward."

"I have a saying I use with my team, it's about being the person you're meant to be not who I want you to be, and they always say, "That's really refreshing because I'm always being told I need to learn the next new trend, I need to learn how to deal with something different." But I tell them, "No, if you're happy being a PMO analyst, I'm happy for you to be an analyst, but be the person you need to be, be the best"

“Know Thyself”

Authentic

“Authentic leaders use their natural abilities, but they also recognize their shortcomings, and work hard to overcome them. They lead with purpose, meaning, and values. They build enduring relationships with people. Others follow them because they know where they stand. They are consistent and self-disciplined. When their principles are tested, they refuse to compromise. Authentic leaders are dedicated to developing themselves because they know that becoming a leader takes a lifetime of personal growth.”

George (2003)

Throughout the lunch session, the same words and phrases keep coming up - trust, respect for others, integrity, honesty, being true to yourself. All are classic characteristics of authentic leadership.

It is important to our PMO Managers that they are transparent, fair and balanced in their leadership style. Empowering their teams, trusting them to get on with their jobs, encouraging them to seek more autonomy in their roles and to be energised to develop themselves further. “We empower people to be better than us”

It is important to our PMO Managers to be building a strong PMO teams, seeking out the teams strengths and turning them into super strengths. A key characteristic of authentic leadership is the importance of the development of employees, helping them to see their potential and helping them to get there. Development is also just as important to the PMO Manager themselves, to lead by example requires a growth mindset, changing, flexing and adapting to what the PMO and organisation needs.

Behavioural aspects such as emotional intelligence, listening, showing empathy, influencing are all areas our managers use on an ongoing basis.

Authentic leadership is ultimately based on a leader's own character and personality that has been shaped by their experiences, training and self-reflection.

With experience comes credibility, something which is definitely needed when leading both people and also the PMO function within the wider organisation.

“Reflection is a key part for me and it's the fact that it is multi-faceted. It's the reflection of a situation that you might be about to encounter and how do you plan to deal with it? It's the reflection retrospectively about how did I do it? But also asking that question, how would X deal with this?”

To get started with reflective practice, the book - The Reflective Practitioner - How Professionals Think in Action - is a recommended place to start.

“It's about how can I take the great ideas and the way other people do it but adapt it to me and my style”

Self Recognition as Leaders

We asked the PMO Managers how and when they recognised themselves as leaders and in doing so, what kind of responsibilities they felt that placed upon them.

The PMO Managers present, have all reached a point in their career where they have a level of confidence in their abilities, they have “earned the position where their voice is heard” and with that comes certain expectations.

They are often in situations where they have to be comfortable with not knowing what the end game is - they don't have all the answers. They are able to share their vulnerabilities, their own feelings in order to empathise and lead the team. They need to be able to let people perform, making interventions, rather than causing interference, when the situation demands someone takes control.

It's up to the PMO Managers to set the tone; be calm; make those tactical and strategic decisions when necessary. They have to do the right thing - make the right call, remain passionate and positive and be prepared to put their neck on the line.

All of this comes back to what their vision is, how to instill it, getting the team involved in the planning behind the vision and ultimately having their backing.

Being Prepared to Speak Up

Sometimes it's about putting your neck on the line to stand out and say, “No, this is what needs to be done in order to achieve greatness in what we're doing. If we continue doing what we're doing, all we're going to do is burn people out.”

Being the Balanced Voice

“I see a lot of business leaders that have got the vision, they're driving it forward and they're doing it brilliantly but they're also at risk of effectively greenwashing the situation, and it is incumbent on you to be the one that's willing to say, “There are challenges, there are things that need to be done differently.”

Bringing a Large Team Together

“I've found that I'm stronger on a one to one basis with people because you can get to know them etc. Once you get to a group of ten plus people in a room and you're trying to inspire them it's hard because everyone has slightly different needs, and that's the bit that I kind of struggle with when I'm looking at the whole team and thinking, “How do I bring this together in a way that's going to fit everyone in nicely”

“

a vision is not the
what it's the why

Be more overt with your intent
- every action that happens
comes from some form of
communication, so be more
clear and overt



Being a PMO Manager/Director means being part of the senior leadership team within the organisation. The PMO Leader has to balance how much time they spend and how they work with both senior executives (often sponsors and owners of the projects) and the delivery leads and their teams (responsible for delivering the project).

One of the guests highlighted the importance of the relationship with delivery teams - those on the front line.

"I find with service functions that the gravity of organisational politics and power pulls you to be more focused upwards than outwards. You've always got to remember we're serving people on the front line, and they need our time and attention"

The balance of time between these groups also heavily depends on where in the organisation the PMO sits and how much accountability and control the PMO has. On the one hand the PMO is there to support and help projects deliver. On the other hand, the PMO has a remit to mitigate the risks of failure, providing transparency to the C-suite about what is happening.

There is a leadership challenge with being both a supporter, enabler and encourager as well as providing an objective assurance role.

"I always go on the basis that I shouldn't be surprising anybody, I shouldn't be shaming the project leader in front of the bosses. It's about being the critical friend and providing constructive feedback."

The Wider Leadership Role

“The relationship with project and programme leaders

"I can't remember a time where we haven't managed to negotiate (with a project leader) to a point where we're both happy that things are being called out (in a troubled project), but it's been called out in a way that they can go, "Okay, it's a fair cop, we can't not dodge that." It's been presented in a way that it's not going to go nuclear because we haven't quite reached nuclear point yet and we want people (senior execs) to focus on what we're doing about it, not the fact of where we could end up."

PMO leaders need to invest the time, outside of the normal day-to-day interactions with project leaders, to build relationships at a more personal level. Whilst we know stakeholder management theory, applying it can often feel contrived.

Spending time developing emotional intelligence, components such as empathy; being aware of personal style or modus operandi; the effect on others whilst building more trusting relationships - all are crucial for PMO leaders.

“On maintaining transparency and trust

"There's no such thing as an off the record conversation." If somebody comes to you and says, "Can I just have a conversation off the record?" You have to be able to say, "Actually, as a senior manager of this organisation I can't have an off the record conversation. However, you need to be able to trust me that what I do with that information is the right thing for the organisation as a whole."



The PMO as a Leader

In talking about their own experiences in leading the PMO function, our PMO Managers realised that the PMO itself has a leadership role in the organisation, something which had not been explicitly stated before. What does this mean?

In the absence of Chief Change Officers at board level, portfolio and enterprise level PMOs are in place to ensure the strategy of the organisation is executed through successful programmes and projects. They have to create the vision of how the delivery organisation will be successful and to do so, they need the organisation's backing to make the vision a reality.

The PMO is also often utilising classic leadership skills in the work it does and the services it provide - strategic planning, developing others, coaching, being a critical friend, building communities, instilling confidence, leading by example and utilising good practice.

When we think about the PMO having a leadership role to play in the organisation, that can also have an impact on how we think about the people working within the PMO too.

Do individuals do leadership or do the team do leadership?

The answer is definitely both. "It takes some teamwork to do leadership and it requires some leadership to cause teamwork". With highly effective teams, people actively engage in both leading and following. It flows back and forth in different situations such as different meetings for example.

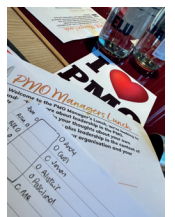
With PMO teams, they regularly utilise their leadership skills to obtain buy-in, to get backing for a course of action or ideas. It doesn't matter what the position is of that person, the ability to do these things is skill-driven and doesn't rely on their job title.

Individual PMO team members using leadership skills

One of our PMO Managers talked about how their PMO have seen many positive changes stemming from 'raising the expectations for what [our PMO roles] are and what they do'. Each member of the team has been given the ability to use leadership skills and it is utilised directly with customers. They have already seen a significant difference to the business bottom line as a result.

It is down to the PMO Manager to recognise, enable and support their PMO team members to develop and use these leadership skills in different situations and opportunities. "I'm there to guide them" and "empowering the people in those skills, highlighting it and showcasing the team" are the general sentiments from our PMO Managers.

"Leadership is not hierarchical, it can come from literally anywhere"



Developing Leadership Skills

Our PMO Managers have used many different ways to develop their own leadership style. From learning about the theoretical aspects of leadership; understanding what the different styles are and what will work for them and the types of organisations and roles they work within.

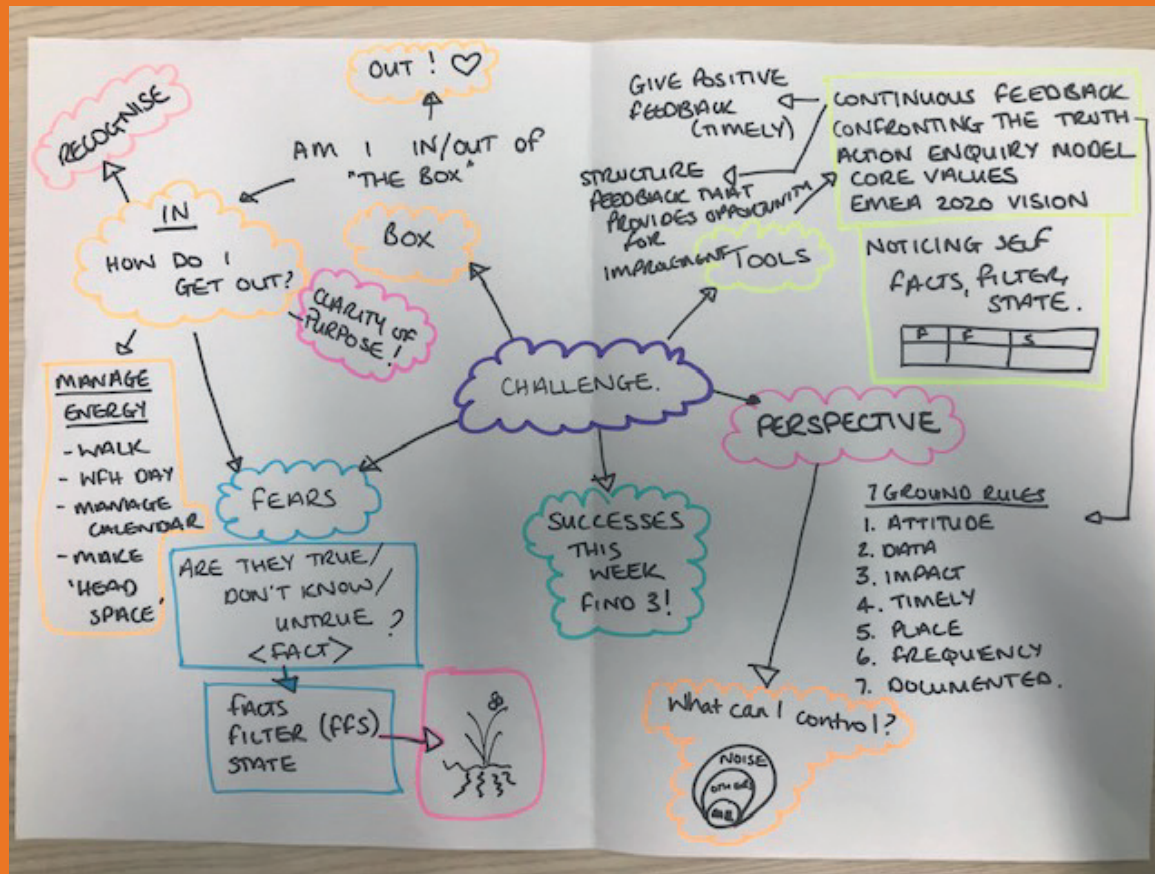
Training budgets can be tight for programmes and coaching but our PMO Managers advocate learning from others as one of their best ways to develop themselves. Bytesized learning gets a thumbs up from time-poor PMO leaders as does any type of insights that can be gained from other industries and leadership based roles.

"I take every course that is offered to me because they don't offer them that often!"

Our PMO Managers have used a number of different development methods to improve their leadership capabilities.

The diagram (bottom left) is a real example from one of the PMO Manager's own executive coaching sessions. It was described as "revolutionary" to them.

- ✓ Role Models
- ✓ Theories & Models
- ✓ Formal Training
- ✓ Executive Coaching
- ✓ Leadership Programmes
- ✓ Reflective Practice
- ✓ Self-Assessment
- ✓ Teaching Others
- ✓ Learning From Others



Continuing Development in Leadership

Our PMO Managers definitely have a 'growth mindset', they're committed to continuously learning because they know the environment they are working in is constantly moving and changing. Being aware of their current skill sets - either through assessment or feedback often forms the basis of where their development activity is focused.

Reflective practice is one approach or mindset that can help with longer term goals and outcomes they want to achieve. PMO Managers have to take the time to reflect on the impact of what they have done and how they have done it. There is a recognition that there are many different ways to lead and PMO Managers need to step back occasionally and think consciously about how their chosen approach to leadership might be landing or be perceived.

Good leadership is about being honest with ourselves and being our own critical friend and being able to say, "I need to get much better at dealing with this kind of situation." As is having the strength of character to rectify our mistakes and apologise.

Building in time to regularly reflect and continue to improve can only improve our leadership capabilities.

Development from team feedback

What better way to identify areas for improvement in your own performance than feedback from the people you are leading.

One PMO Manager talked about a simple approach that has really worked with the team. It's based on just three questions:

- What do I do that you like?
- What do I do that you don't like?
- What could I do better?

This was used for everyone in the team, repeated every 6 weeks or so, with issues being resolved quickly and the team became more cohesive and productive as a result.

Development from challenges

According to the 70:20:10 model of learning - we do 70% of our learning on-the-job (20% informal learning, 10% formal learning).

"My perception is that you learn when you are really challenged as a leader"

When you are in challenging situations where it is a fine line between success and failure, "that's when you really get a sense of who you are and what you want to bring to work."

"The challenge for the PMO is interesting because how do PMO team members find these types of opportunities that will help establish their values and help to develop their sense of what they believe in?"

“

"We all cast a shadow at work," and whether we want to or not, the higher up the organisation we go, the bigger shadow we tend to cast. If we cast a good shadow then actually that proliferates better behaviours in our team, it might even proliferate leadership skills in our teams too"

“

Every PMO Manager
at this lunch at
some point has
suffered from
imposter syndrome

Imposter syndrome is about believing you are not as competent as others perceive you to be (Clance & Imes 1978) and with 70% of people experiencing it at some point in their lives, all our PMO Managers had experienced it too. Common symptoms include:

- Feelings of being a fake / fraud
- Feelings of self-doubt
- An inability to internalise success
- Berating your own performance
- Overachieving
- Self sabotaging

“It’s walking in the room and you’re wondering, you know, “Should I be in here?” And you’re wondering why they’re listening to you, and “Should I be saying this?”

“You know what you’re saying is right, you know what you’re doing is correct but you’ve never realised that the seat of the table is yours, and you feel almost like you shouldn’t be there, you’re going way past where you should be. It’s self-doubt, and I used to get it, I don’t anymore.”

PMO Managers tend to overcome imposter syndrome, not just from building experience over time - it’s also related to how successful their PMO is and how valuable it is to their organisation.

“I believe that we’re delivering something that helps mature the business and if the business wants to move forward and do that in a way that is effective and efficient and they want me to lead that, they need me at the table”

Each PMO Manager has to have credibility and belief in the PMO and what it is trying to achieve - without this doubts can creep in.

Occasionally doubts do creep in because of the responsibilities of supporting, nurturing and protecting your team. You’re doing it to the best of your abilities but does the team really believe that?

“The more you feel you belong in a certain environment, the less likely you are to feel like an imposter”

Adam Grant (2021)

The latest research into imposter syndrome highlights there are ways to overcome it or at least see it as something that shouldn’t hold us back:

- Become a better learner by actively seeking support and gaining ideas from others
- Embrace balanced self-doubt - just enough self-doubt to work a little harder and avoid complacency, some self-doubt is healthy.
- Work smarter to fill gaps in knowledge and skills and rethink strategies such as letting go of perfectionism and learning to celebrate successes.

Focus on Knowledge, Skills and Behaviours

All of our PMO leaders have built up many years of working experience - not just working in PMO but also portfolio, programme and project roles - plus wider business related roles too. Their day-to-day leadership role requires a blend of knowledge, skills and behaviours depending on the core activities they are performing or what goals or outcomes they are looking to achieve.

Within the PMO Competency Framework there are many different types of knowledge, skills and behaviours required depending on the role you are performing. Highlighted here are three key areas a typical PMO leader focuses on and we highlight, using examples from the Framework, the associated knowledge, skills and behaviours that can be adopted and used in executing those tasks and activities.



Developing and Setting the Vision

Developing and setting the vision for the PMO is a key responsibility for the PMO leader. With a focus on creating the purpose, goals and outcomes it requires a combination of knowledge, skills and behaviours.



Knowledge examples:

- Corporate vision
- Strategic aims
- Metrics and measures
- Corporate culture and norms



Skill examples:

- Build consensus
- Engage
- Empower
- Communicate



Behaviour examples:

- Work with passion
- Act with discretion
- Lead by example

Building a High Performing Team

Building a high performing PMO team requires a PMO leader who can inspire, support, empower and protect - getting the best out of the team. It requires a combination of knowledge, skills and behaviours.



Knowledge examples:

- Skills and capabilities
- Professional standards
- Corporate culture
- Role descriptions



Skill examples:

- Inspire
- Think creatively
- Empathise
- Motivate



Behaviour examples:

- Take time to build relationships
- Be a role model
- Maintain a positive attitude

Developing Individuals & Teams

The PMO leader has responsibilities for the development of their own staff as well as the remit for wider capability development across the delivery organisation. It requires a combination of knowledge, skills and behaviours.



Knowledge examples:

- Skills and capabilities
- Competency frameworks
- Change and delivery methods
- Processes and procedures



Skill examples:

- Coach and mentor
- Delegate
- Facilitate
- Learn



Behaviour examples:

- Provide candid feedback
- Provide recommendations
- Maintain a growth mindset

March 2020 had a huge impact on our PMO leaders who like others suddenly had a real challenge in managing their PMO teams remotely - a change literally overnight. One PMO Manager said, "the process of leadership had to change."

With the initial stages of uncertainty and the knock on effects to mental health, our PMO leaders spent much of their time on wellbeing, pastoral care duties and regular check ins. Not just for those in their team working in the PMO but also the wider delivery organisation. At the heart of it, it was immediate change to the portfolio of what was being delivered and the PMO were asked to step in and help support and manage aspects of it. The PMO was stepping into that leadership role.

"Leadership is about sharing a vision and where we are heading. Standing still doesn't need leadership, standing still is about management. Leadership is about the change. So why not go the department that deals with change?"

Suddenly the social aspects of team cohesion became much more important and everyone was gaining greater insights into their colleagues' lives. Virtual working started to become less transactional and more aligned to a communications hub.

Our PMO Managers created a sense of community with team meetings and often were the pioneers of new types of communications and ways to connect. The PMO has also been instrumental in creating virtual communities across the wider delivery organisation too as this continues today.

The Challenges of Remote Leadership

“*There's a difference between virtual working and virtual working through a pandemic*”

Adjusting to continued working from home is bringing fresh challenges to our leaders. We are no longer all in the unique set of circumstances that helped drive the initial change of working virtually. Now there is a hybrid environment, an impetus to ensure there is a level playing field for everyone regardless of where they are working. The pressures are changing for the leader and the resilience skills of the team are being tested.

PMO leaders are looking for different ways to “walk and talk” with their teams and customers. There is a feeling that spontaneity has been lost, that the supplementary information comes from face-to-face conversation is missed.

It's simple things like picking up the phone again rather than scheduling Zoom and Teams calls. It's rethinking how a sensitive or difficult conversation can be managed which aligns with their leadership style rather than it being technology led.

Virtual meetings for many of the PMO leaders have become much easier - a level playing field - which allows people to take part, raise hands, only one person speaking at once, shorter in time etc. To lead these sessions well it has required developing a whole new range of technical and communication skills for example how to actively listen; how to read the visual cues; how to deal with muted and invisible participants. The key to it has been creating a new set of ground rules and acceptable behaviours, with the teams input and commitment. These continue to develop and mature over time.

Finding the balance of how much time is spent virtually and letting people get on with their work has led to PMOs becoming more efficient in leading meetings. Throughout the pandemic there was a sense of urgency which meant a directness in getting to the crux of the problem so solutions could be offered up and actions taken quickly. The pandemic showed that there was a different way to work and those efficient ways of working are here to stay.

“The impact of the pandemic on how I was working as a leader was a real Senn Delaney moment. His theory was that we get frozen into habits, and unless there is some form of unfreezing, we stay stuck.”

Leadership can sometimes feel demoralising to the PMO practitioner, they're still getting beaten up for things not being right. They should be more, "No, we're on the right path here". Be more positive and assertive.

It's about how I can take the great ideas and the way other people do it but adapt it to me and how my style is

It's quite lonely some-times

You're leading from the front so often you don't see everything that's going on in the background.

No-one actually teaches you leadership, it's something done alongside the day job

The PMO is a function with a leadership role as well as the individuals who work in it

It's about giving the team encouragement, support and belief

It's a real challenge when you inherit a team that you haven't built up yourself

We all get moments of low confidence

Wing it but wing it with heart

Leadership is about who you are and putting your stamp on it.

It's all about really enabling and empowering people to get to where they want to be.

Thanks for the group therapy!

It would be interesting to see if it would make a difference if you consciously chose to demonstrate a leadership behaviour on a daily basis

“

Is there a uniqueness in leading a PMO function?

For the PMO to succeed as a leader in the delivery organisation it requires a vision which not only aligns with what the business needs, it also has to captivate and motivate the team involved in delivering that vision.

PMO leaders do not just focus on the development of their immediate team, they are also conscious that a growth mindset and lifelong learning is required to manage multi-generational teams; dispersed and virtual teams plus leading other stakeholders and managers within the business too. Their own development must feature behavioural based learning topics alongside the business and technical ones, in recognition that they are constantly wearing two hats in their day-to-day role.

In this Inside PMO Report we set out to understand more about leadership in the PMO and started with the question - is there a uniqueness in leading a PMO function over any other type of business function?

PMO leaders are just like other leaders in that they have built up their own leadership styles over time - from a mixture of learning about the theoretical models and frameworks; to taking guidance from others; watching and learning from people they admire and those that they don't; finding their way to their authentic selves through trial and error.

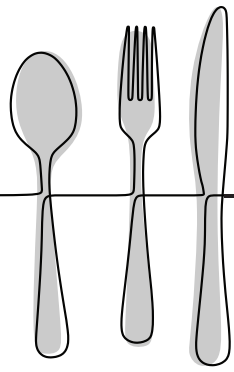
Whilst the act of providing leadership might not differ for our PMO leaders from any other business function leader - what has emerged in this report is that the PMO itself acts as a leader in the delivery organisation, leading excellence in projects, programmes and portfolios. PMOs which provide a service-based, directive role regularly utilise leadership skills to meet their objectives of helping projects, programmes and portfolio succeed.

“The influence, the leadership and the thought leadership from the PMO can be company and beyond-wide

A PMO Manager (2021)

If there were just three things to take away from this report:

- Being a leader is about having followers - think about how you want to gain your followers and keep them following you.
- An authentic leader is unique - it is based on a whole host of things that are unique to you so think about what kind of leader you want to be, find your guiding principles and continuously develop and hone your style.
- Invest in developing the leadership skills of your PMO team, empower them to utilise them in the work they do.



PMO Managers Lunch Menu

10th DEC
2021

Welcome to the PMO Manager's Lunch, we're looking to understand more about leadership in the PMO. We're interested in your thoughts about your own leadership experience plus leadership in the context of leading people, PMOs, your organisation and your profession.



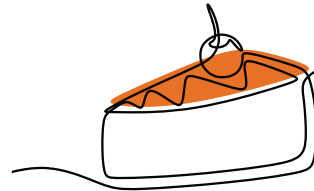
Starters - Introductions

What does leadership mean to you?
How have you got to where you are now?
What helped shape your leadership style?
Did you have any role models?
How did you learn and develop your skills and your thinking?



Main Course - Your Role Today

What leadership skills are required in your role today?
How has it changed in the last two years?
Have your leadership skills ever been assessed?
How about the people in your PMO?



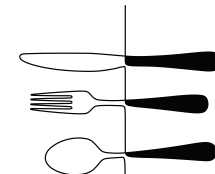
Dessert - Reflection

What is the hardest part of your leadership role?
And what do you love the most?



Coffee

What's your advice for new leaders?
What have you learnt from today's lunch?



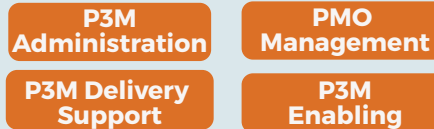
PMO Competency Framework

The PMO Competency Framework is a guide for PMO professionals interested in assessing and developing organisation-wide, team and personal competences within a PMO environment.

4 Role Profiles



24 Competencies in 4 Domains



4 PMO Contexts



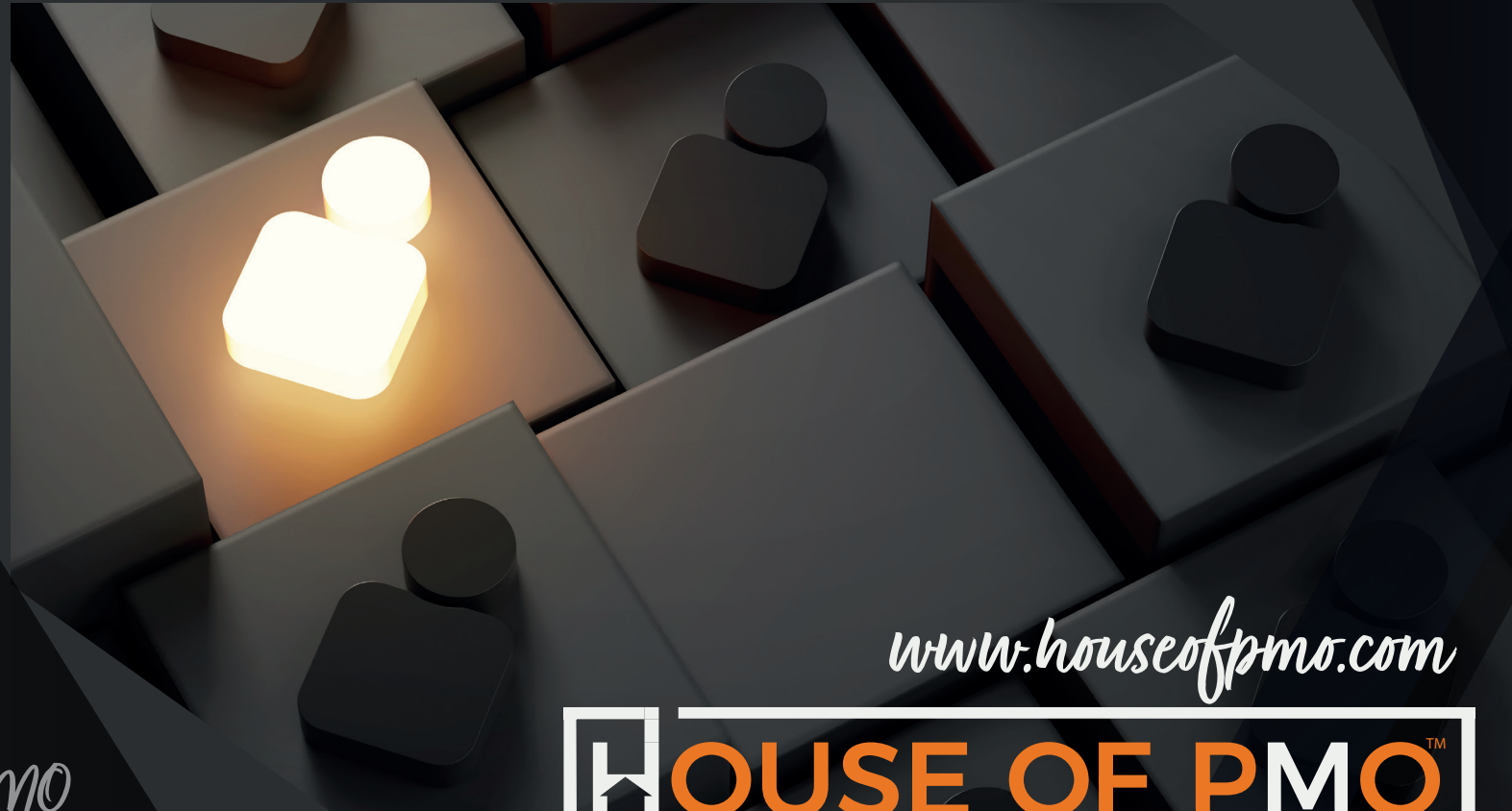
Knowledge, Skills and Behaviours



“A great piece of work and I have no doubt that it's going to be a great resource for both individuals to shape their career and organisations to develop their



The Inside PMO Reports are an annual report from the House of PMO based on real-life experiences of PMO Managers working today. This report is the sixth in a series, visit the House of PMO to find reports on portfolio management, resource management, Agile PMO, metrics and measures and artificial intelligence in the PMO.



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