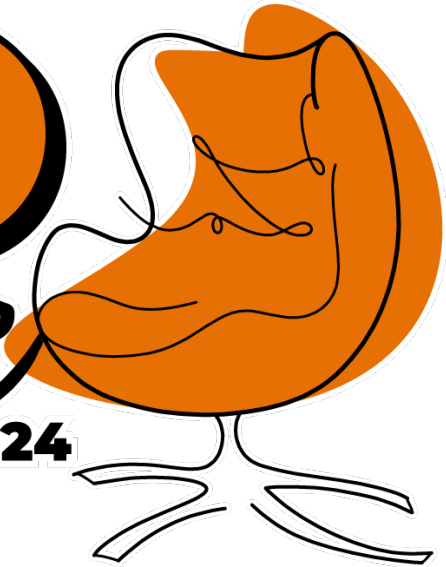
PMO Conference

EDINBURGH 2024

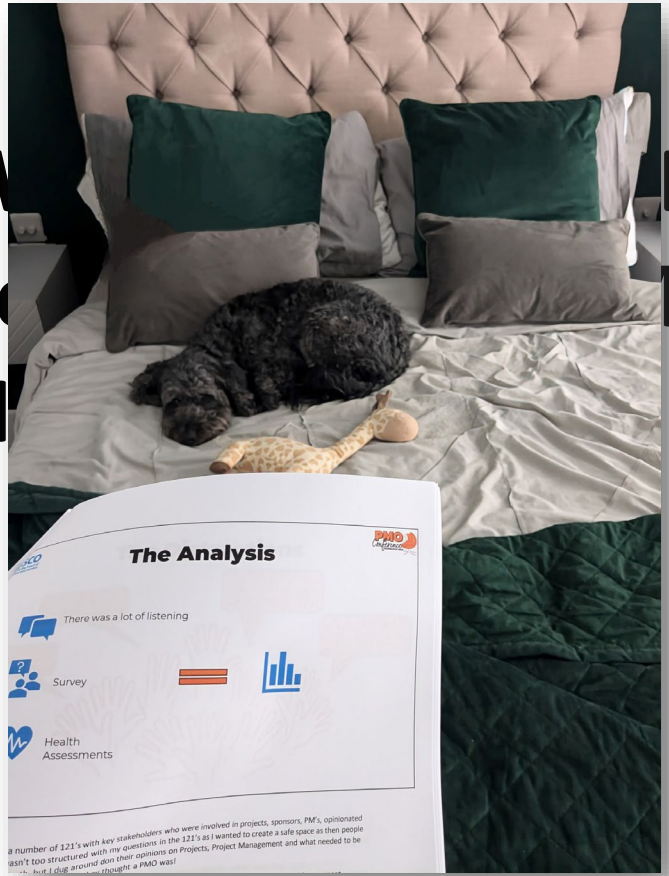


PMO Conference EDINBURGH 2024

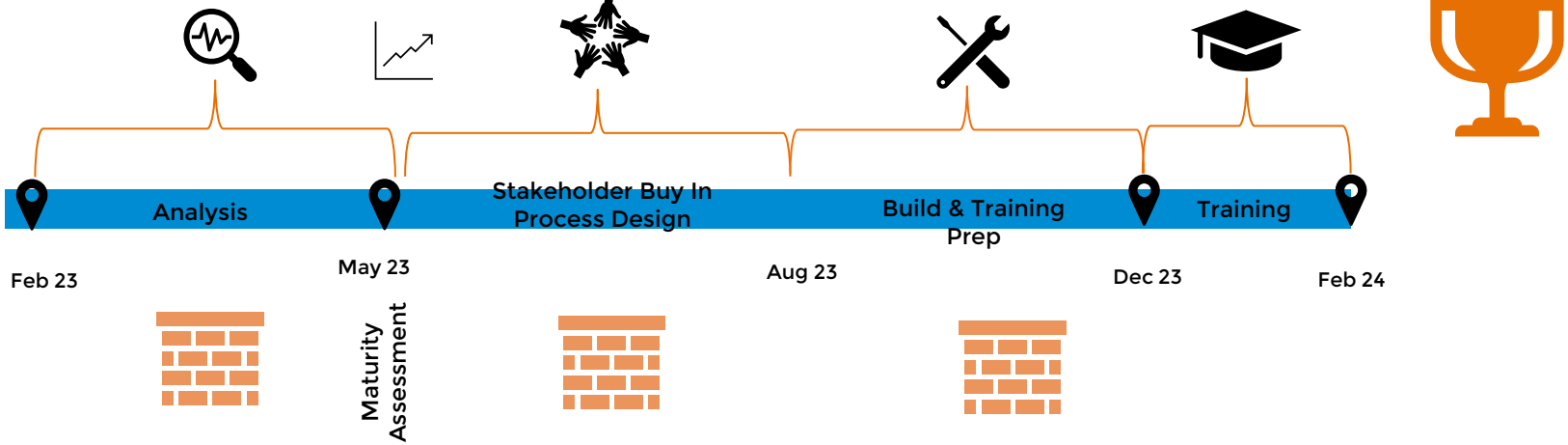
This session will be starting shortly

Please take your seats

One W Dog: The IO I

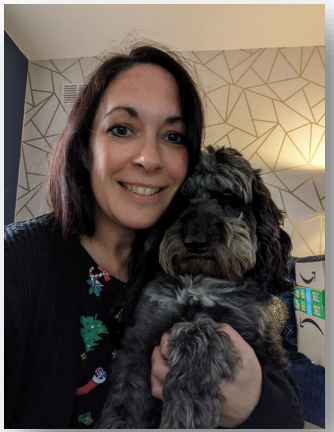


Our (my) Journey



Who am I? and who is the dog?

- **Natalie Rickards** – Head of PMO
- **Sysco GB**
  - Brakes – Largest food distributor in the UK
  - Owned By Sysco – largest food service distributor in the world
- **Hendrix** – Head of getting me away from my desk!



My Challenge

- Implementation of a PMO across all of Sysco GB – with no team!

You?

Stand if you are able – Turn to the person on your left

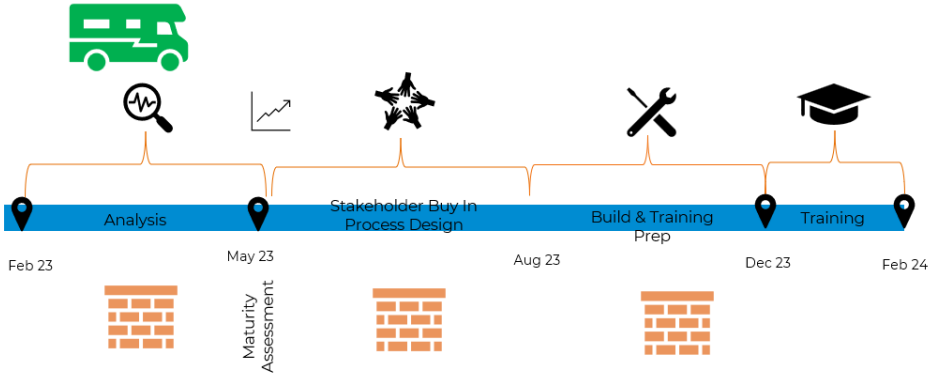
- Introduce yourself!
- What are the main challenges have you faced implementing your PMO
- 2 - minute discussion

Sit down if these are your challenges.....

- Lack of Resources!
- Leadership buy in to PMO!
- Perceived lack of value
- Adoption of change
- There is a lack of data to be an effective PMO

PMO Conference EDINBURGH 2024

Analysis

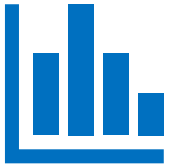

Analysis
Stakeholder Buy In
Process Design
Build & Training
Prep
Training
Feb 23
May 23
Aug 23
Dec 23
Feb 24
Maturity
Assessment

The Analysis

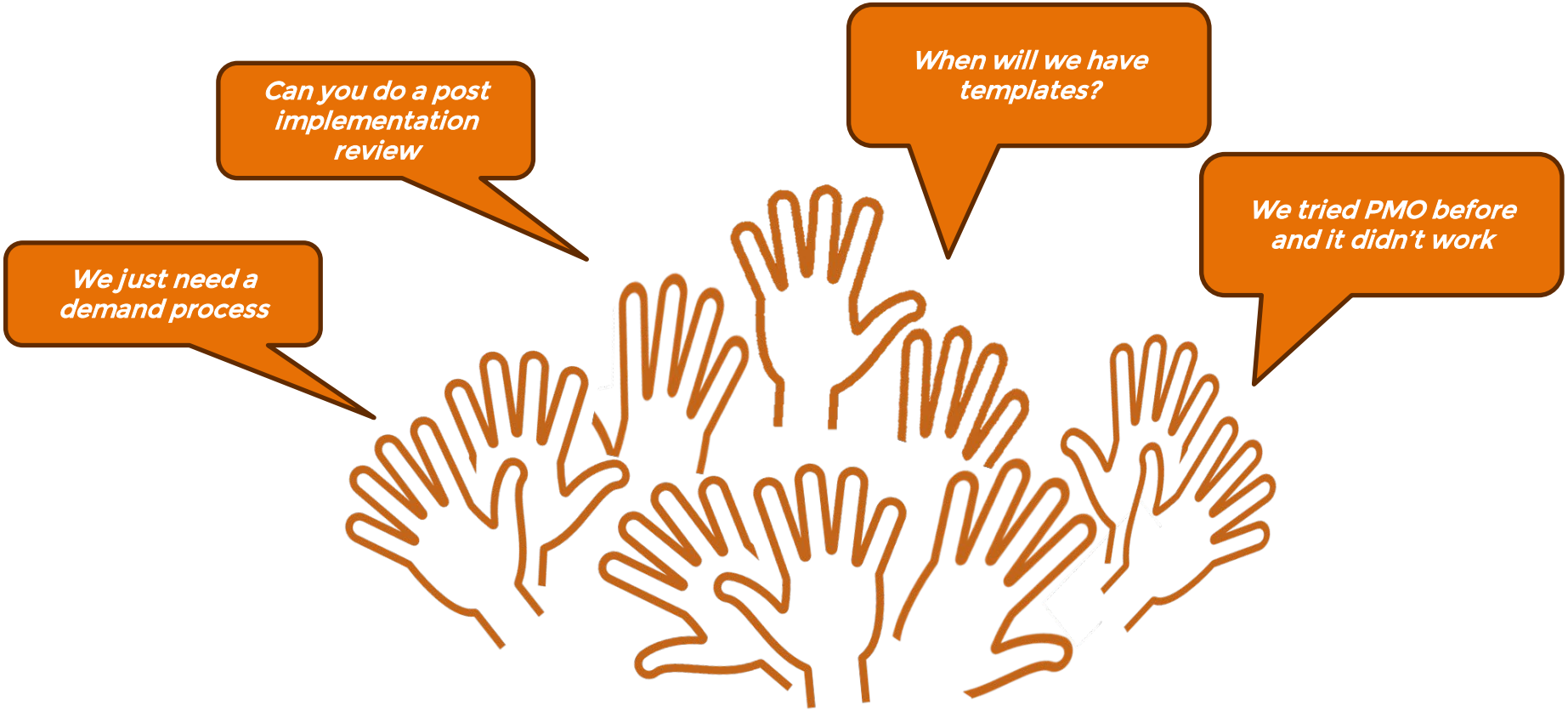
There was a lot of listening

Survey

Health Assessments



The Distractions



The Problem

Request	No formal way of approving projects starting
Approval	No review of the value of the project and how it aligns to Strategy
Cycle	Inconsistency in the delivery of projects
Visibility	Lack visibility of the status of the Portfolio
Health	Lack of understanding of the health of projects and how that is impacting strategic goals

PMO Maturity Matrix

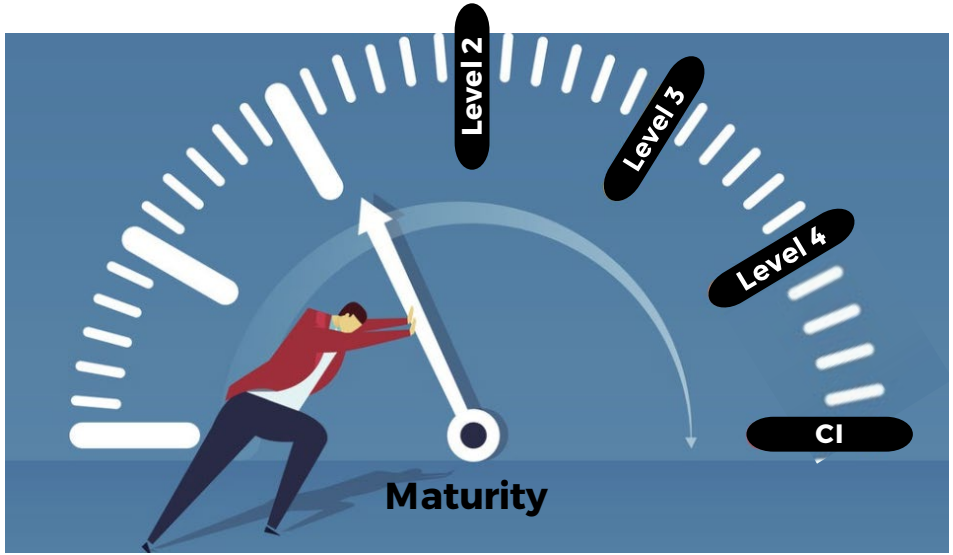
WE ARE HERE (FY23)

Components

	Level 1: Ad Hoc	Level 2: Defined	Level 3: Managed	Level 4: Optimised
Funnel	• Minimal controls on projects being initiated across the organisation	• Definition of a project is agreed and communicated • Project requests are coming through a project request funnel	• Demand management processes are in place and the pipeline of work is clear and understood and is being used at the project board	• The project request process is being used to generate new ideas across the business
Approval	• Project initiated are not consistency assessed against Strategy, Value, Risk, & Impact • There are inconsistencies in how business cases are set up	• A weighted assessment tool has been agreed and is being used to approve or reject projects • Business cases consistency • Changes to project reflected in Business case	• Business cases are being managed throughout the duration of the project and changes are being reported back into the Project Board	• Business cases are following the 5-case model, including a view of the portfolio and project initiation.
Cycle	• The set up of projects is causing changes later in the project • There are inconsistencies in the delivery of projects and there is no standard ways of working	• We have started to provide tools and training to enable consistent ways of working for strategic projects from start to closing the project	• There is consistency in strategic project delivery • PMO are providing training and support for anyone running projects	• Project standards are being continually improved and following new project industry practices.
Visibility	• There is minimum visibility of the whole portfolio and the impact it's having on strategy. • There is no visibility of projects for all stakeholders	• Portfolio data is available with simple data analytics: Timelines, Risk, Budgets/ Benefits, RAG, basic resource management and health • There is a virtual Project Room that enables stakeholders to see what change is happening	• Portfolio data is available with advanced analytics on resourcing, dependencies • Communication strategies are in place for all projects	• An understanding of projects across all of Sysco is understood and PMO are able to share knowledge across Opcos
Health	• There is no way to measure performance of projects and therefore no indication of whether it will be a success.	• Health assessments are in place for strategic projects. • The data for Health Assessments is used to identify improvements	• The data for Health Assessments is being presented at the Project Board and being used to understand root causes. • PB understand the impact of the data to the Strategy and Org Risk.	• The data for Health Assessments is being used for continuous improvements to the project methodology and ways of working. • The data is being used for self-reflection and behavioural change resulting in cultural shift

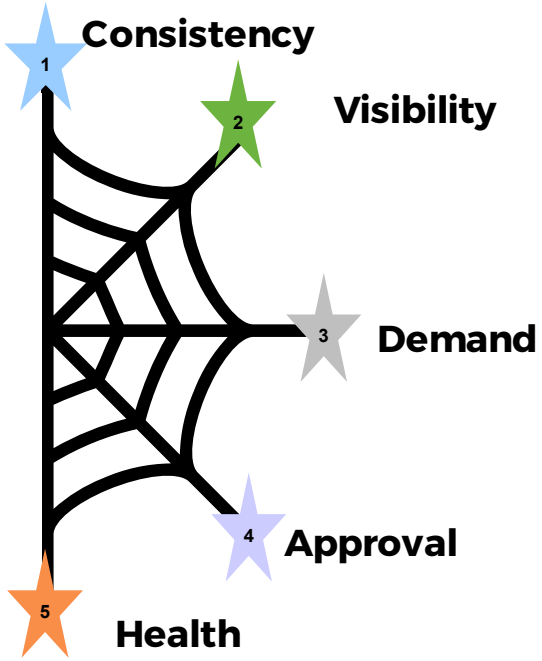
Increasing Maturity

How do we have enough effect to make noticeable change?

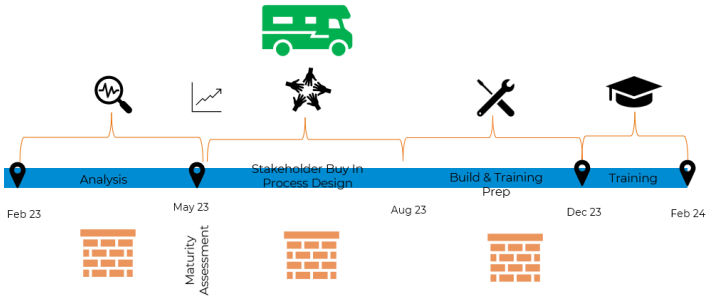


The spider's web - Phasing

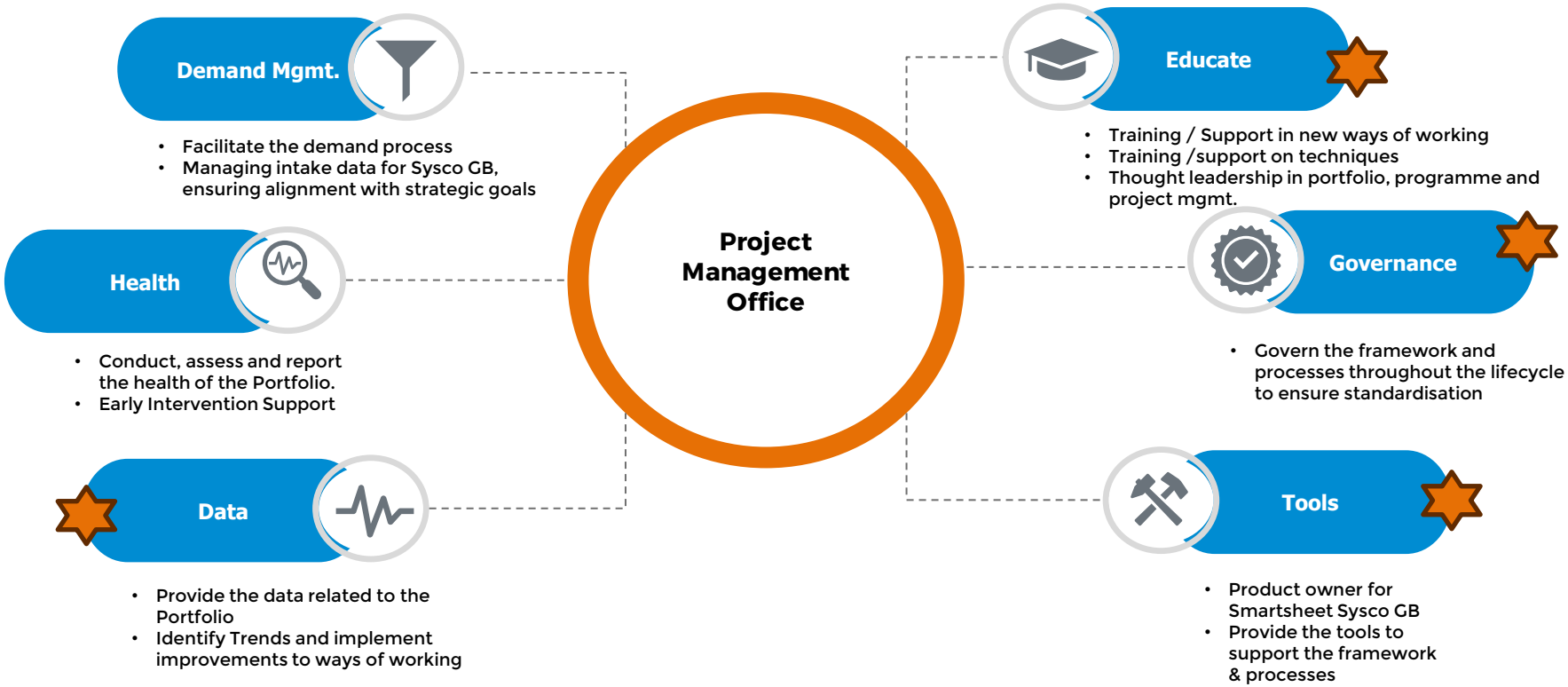
1. **Consistency** creates visibility by having consistent data points across projects
2. **Visibility** of the current portfolio allows us align to strategy and support delivery
3. That would then enable a **demand** process to be implemented, to allow us to …..
4. **Approve** it's something we want to do, and create governance
5. Which then allows us to ensure we are focussing on the right projects and supporting the **health** of those



Stakeholder Management & Process Design



The role of Sysco GB PMO



The importance of Data

Sysco Enterprise Risk

Sysco Strategy

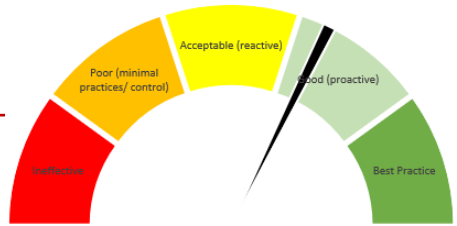
Reduce

Deliver

Projects

Good Health = Reduces Risk Likelihood/ Impact

Poor Health = Increases Risk Likelihood/ Impact



Good Health = Will deliver strategy on time, cost or realising benefits

Portfolio Health

Poor Health = Will not deliver strategy on time, cost or realising benefits

Allies

Project Plans

RAGs (Tolerance Based)

Risk & Issue Management

Status Reporting
& Cadence

Budget Tracking

Dashboards

Change Control

Decision Logs

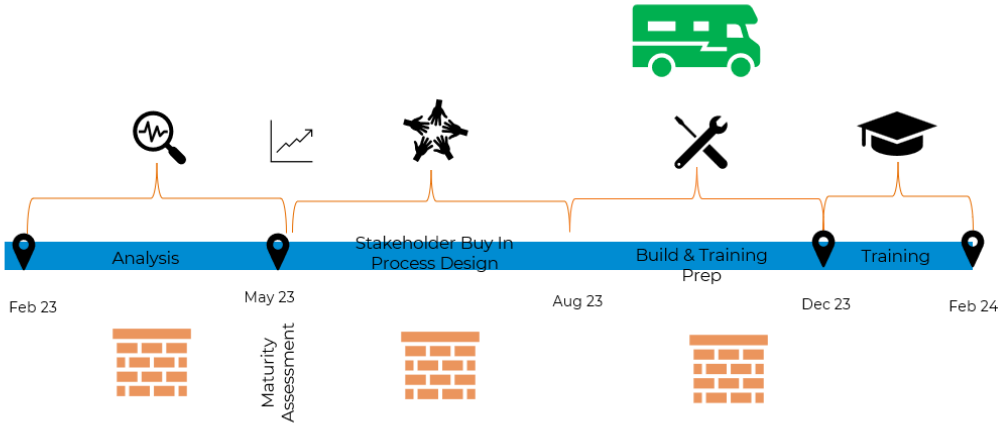
The Distractions

When can we have a template for Lessons Learnt?

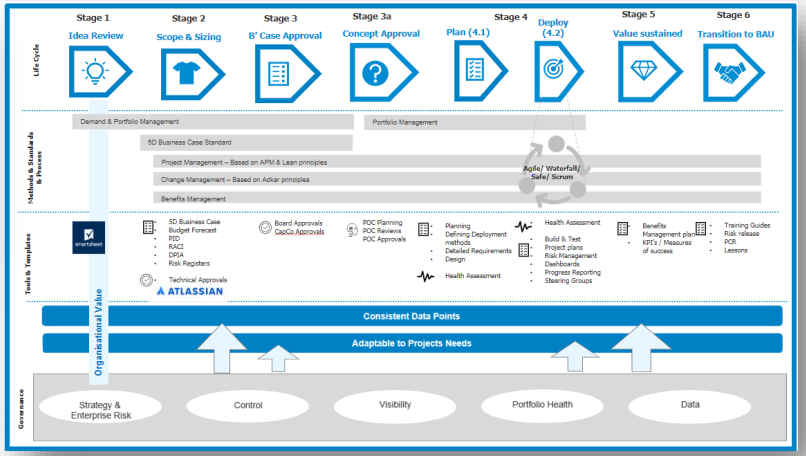
Can we have a resourcing tool?

We need this all before Christmas……

Build & Training Prep

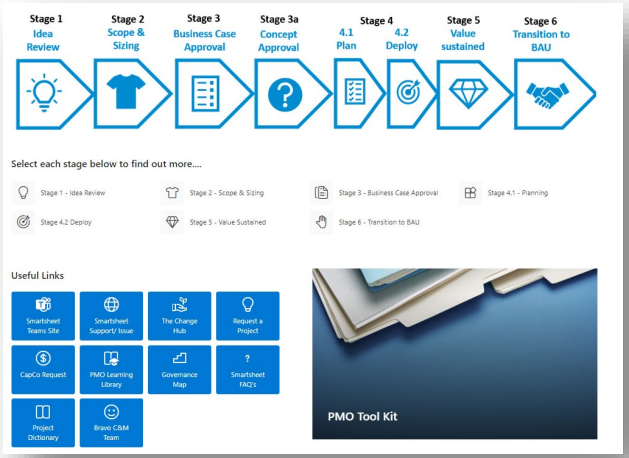


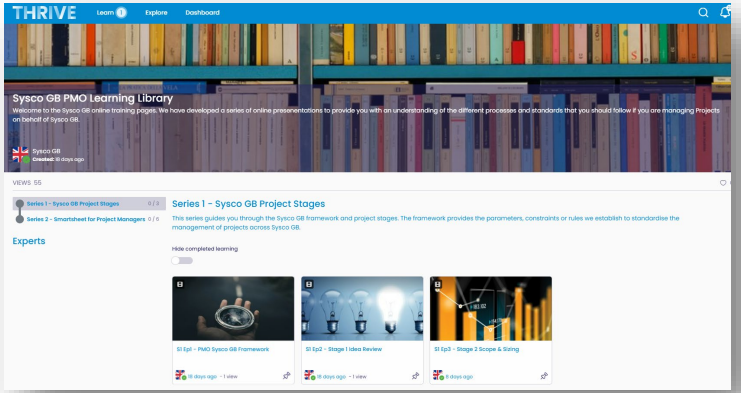
smartsheet



Paul Nieduszynski

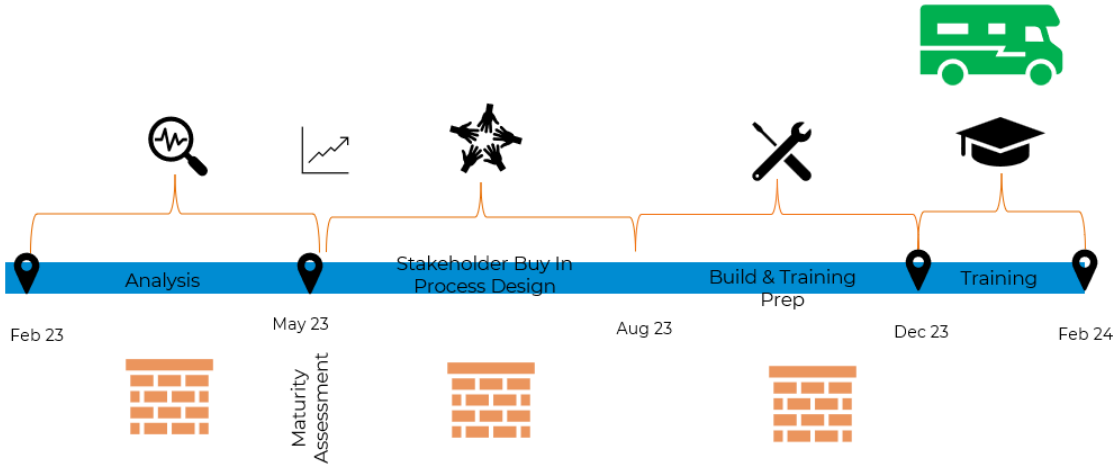
DELIVERING OUR LONG-TERM GROWTH STRATEGY





PMO Conference EDINBURGH 2024

Training

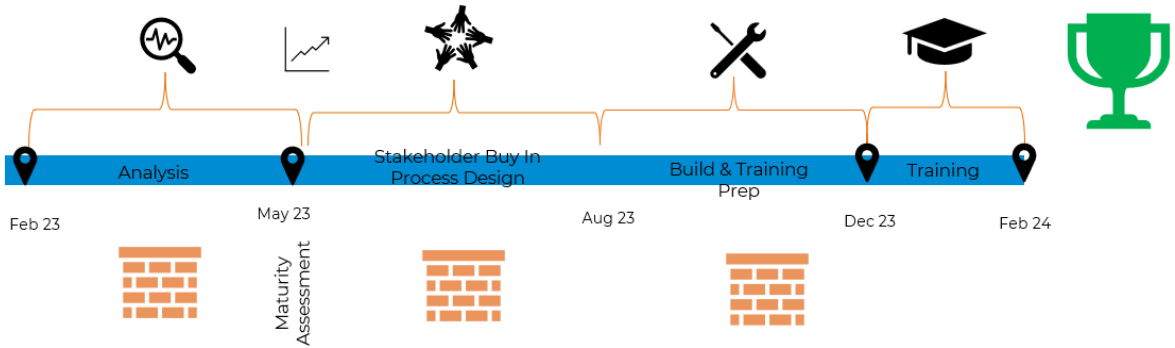

Analysis
Stakeholder Buy In
Process Design
Build & Training
Prep
Training
Feb 23
May 23
Aug 23
Dec 23
Feb 24
Maturity
Assessment

The interaction of the whole day. Having a smaller group meant it was easier to discuss ideas and help each other.

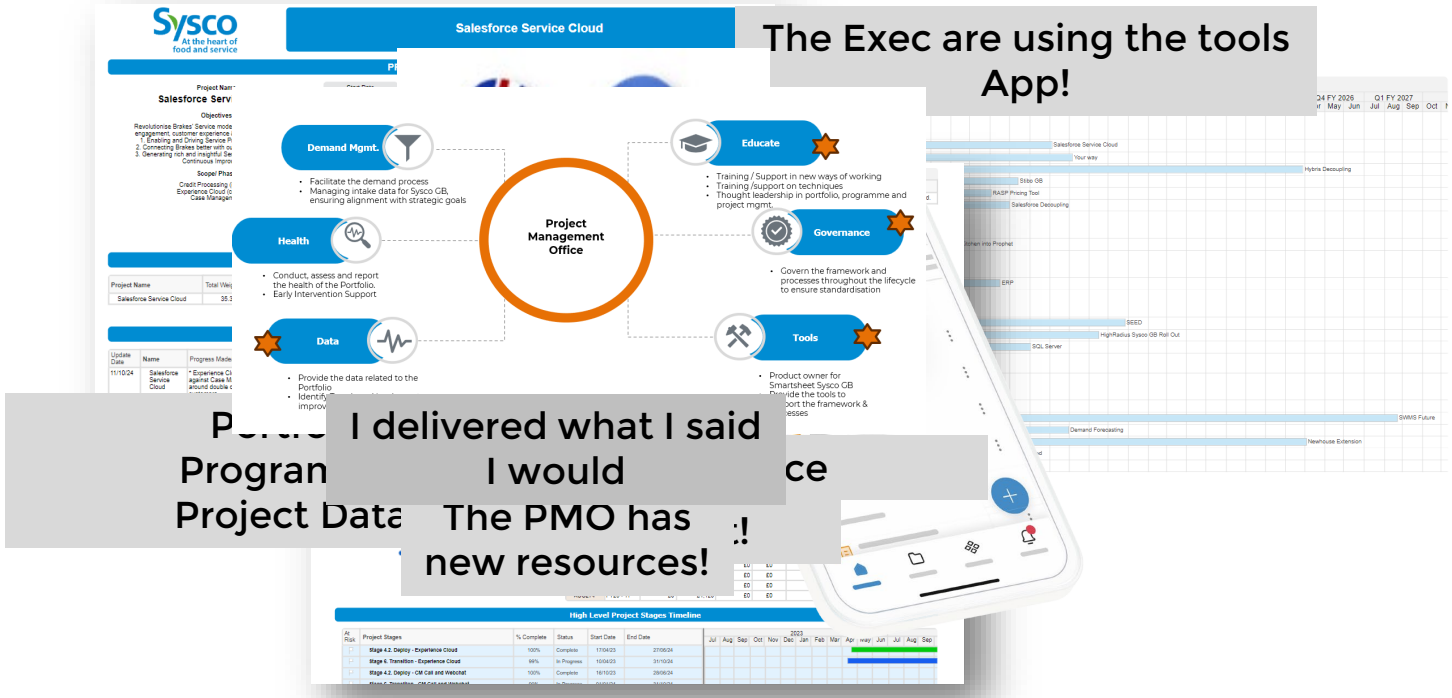
I thought the exam where we had to put the statements under the framework helped me most as I'm a visual learner, and I'm looking forward to using it!

More biscuits! Seriously that's all I can think of that's under your control, the workshop was great.

The Result


Analysis
Stakeholder Buy In
Process Design
Build & Training
Prep
Training
Feb 23
May 23
Aug 23
Dec 23
Feb 24
Maturity
Assessment

The Result


Salesforce Service Cloud
Demand Mgmt.
Facilitate the demand process
Managing intake data for Sysco GB, ensuring alignment with strategic goals
Health
Conduct, assess and report the health of the Portfolio.
Early Intervention Support
Data
Provide the data related to the Portfolio
Project Management Office
Educate
Training / Support in new ways of working
Training /support on techniques
Thought leadership in portfolio, programme and project mgmt.
Governance
Govern the framework and processes throughout the lifecycle to ensure standardisation
Tools
Product owner for Smartsheet Sysco GB
Provide the tools to
The Exec are using the tools App!
I delivered what I said I would
The PMO has new resources!
High Level Project Stages Timeline

The Lessons

- Say NO & stay focussed
- Remember what will make the biggest impact to your maturity
- Build your network
- Talk, Talk, Talk – Listen, Listen, Listen - win the hearts, then minds
- Data has no emotion, use it to create some!

My biggest lesson....

Thank you!