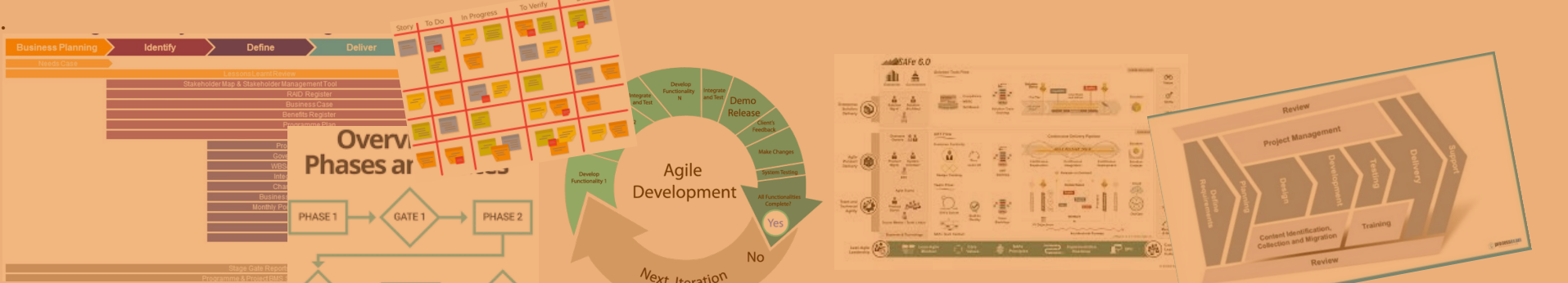
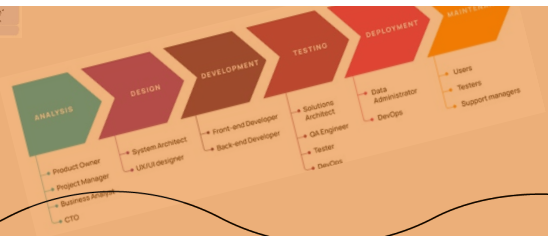
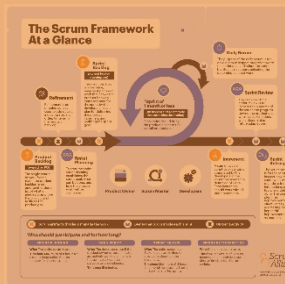
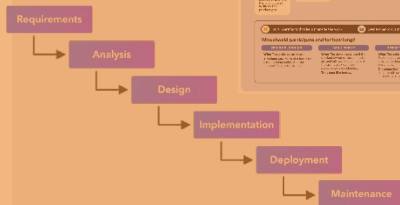
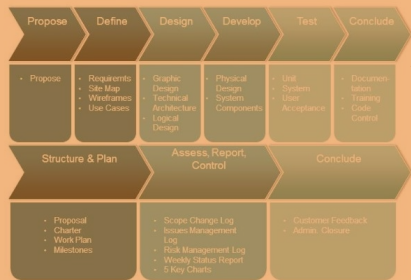


Beyond Project Methodologies: How PMOs Create Biomes of Delivery

John McIntyre - HotPMO



Why do we focus so much on methodologies?





The Dinosaur Dilemma

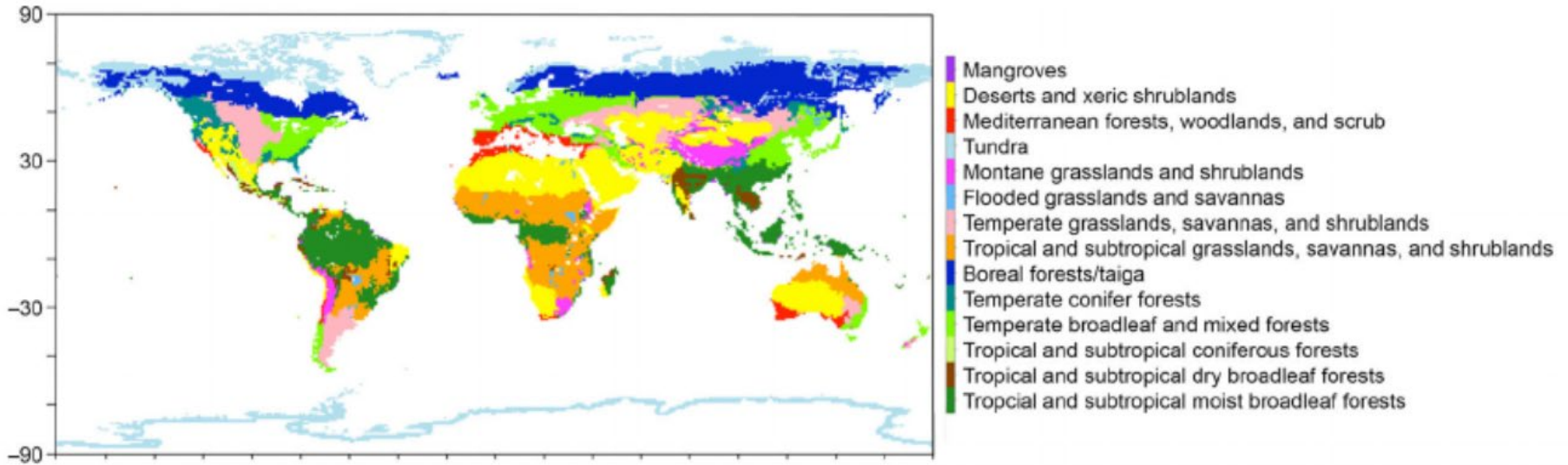




The Dinosaur Dilemma

"You can be the best at being a dinosaur, but if the environment isn't right, you won't survive"

Global Biome Map



Compilation biome map of World Wildlife Fund Terrestrial Ecoregions of the World (Olson et al., 2001)



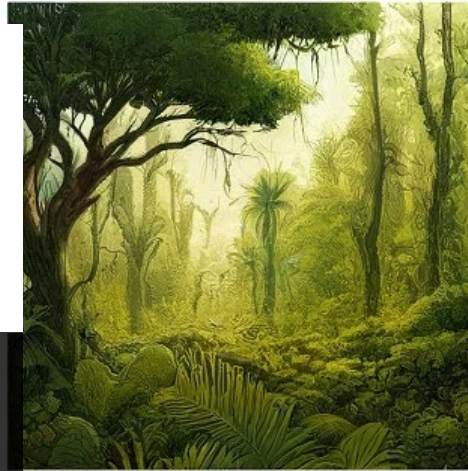
Who wins?





What are Biomes of Delivery?

- Unique organizational environments, with clear objectives
- Tailored to support different types of initiatives/outcomes
- Optimized conditions for delivery to thrive





Reframing the PMO Role:

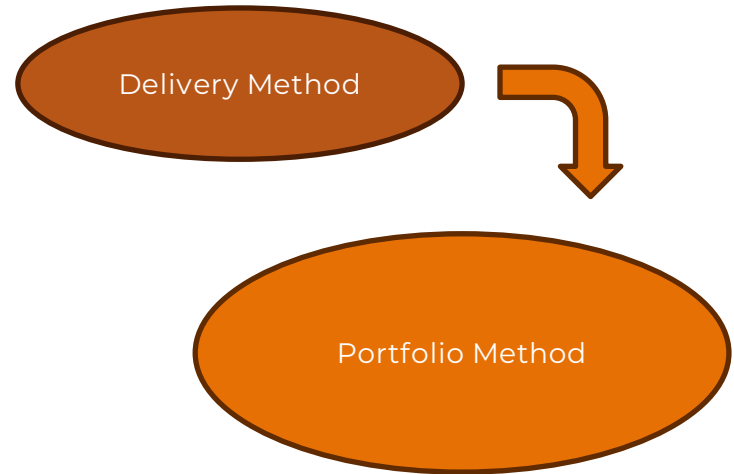
From methodology to environment





A typical project-method first approach:

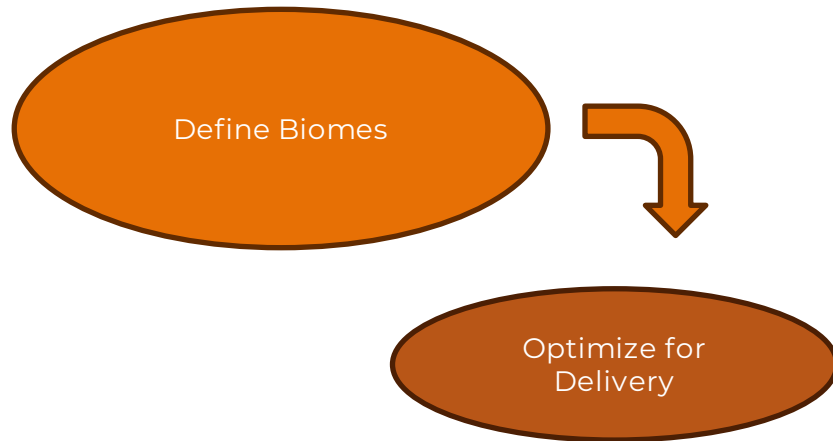
- Choose a method
- Build processes tools and governance outward
- Instil everywhere





Shifting to an environment-first approach

- Focus on broader environmental factors
- Design delivery environments tailored to unique contexts
- Methods and tools are imported/adapted to these Biomes





Creating thriving delivery biomes


Step-by-step




1. Identify and Define Delivery Biomes


- Iterative Process
 - Use tools such as PESTLE Analysis
 - Create Straw-man model of Biomes
 - Share and Refine
-
- Avoid replicating the org structure for the sake of it – look for synergies
 - Aim for Discrete Biomes – minimize conflicts and dependencies

 Political

 Economic

 Social

 Technological

 Environment

 Legal

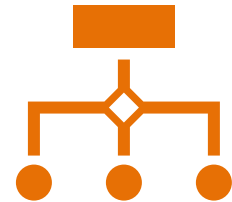
Vision

Mission

Strategy

Objectives

Key Results



2. Define OKRs and descriptions for each Biome

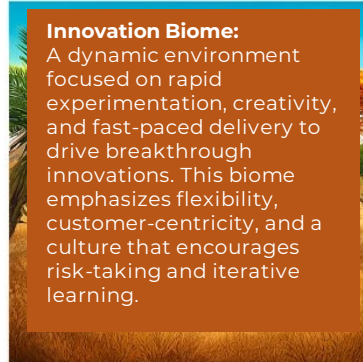
- Set Clear Objectives and Key Results
- Align with broader organizational goals
- Create a description / definition for each biome



New Markets Biome

Objective: Successfully expand into new geographical markets to drive revenue growth and increase market share.

- **Key Result 1:** Achieve a 20% increase in revenue from new markets within the next 12 months.
- **Key Result 2:** Establish a local presence in at least 3 new target markets by the end of the year.
- **Key Result 3:** Develop and launch 2 market-specific products or services with a customer satisfaction rating of 85% or higher.
- **Key Result 4:** Build partnerships with 5 local distributors or resellers to enhance market entry and reduce entry costs by 15%.



Innovation Biome:

A dynamic environment focused on rapid experimentation, creativity, and fast-paced delivery to drive breakthrough innovations. This biome emphasizes flexibility, customer-centricity, and a culture that encourages risk-taking and iterative learning.



Efficiency Biome: An environment optimized for maximizing operational efficiency and reducing costs through streamlined processes and continuous improvement. This biome focuses on enhancing productivity, minimizing waste, and leveraging data-driven decision-making to deliver consistent, high-quality results with minimal resources.



Customer-Centric Biome

Objective: Enhance customer experience and loyalty to become the top choice in our market segment.

- **Key Result 1:** Achieve a Net Promoter Score (NPS) of 70 or above by the end of the next quarter.
- **Key Result 2:** Increase customer retention rate by 15% within the next 6 months.
- **Key Result 3:** Implement 3 new customer feedback channels and collect actionable insights with a 50% response rate.
- **Key Result 4:** Reduce average response time for customer support inquiries to under 4 hours by the end of the year.





3. Implement Minimum Viable Governance (MVG)

- Define MVG for the Biome, considering organizational, sector and legal governance.
- Focus on Flexibility and Accountability
- Balance the need for alignment with the need for bureaucracy.





4. Provide Tailored Methods and Tools

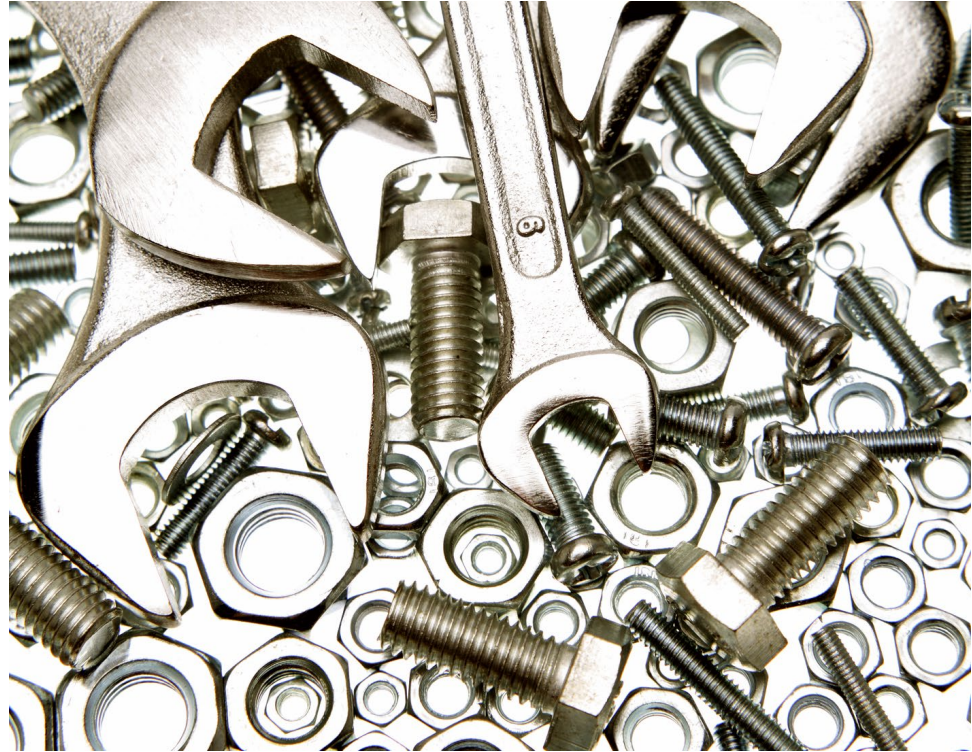
- Import/adapt methods that align with the Biome description and OKRs
- Encourage Biome-specific optimization and experimentation





5. Embed boundary spanner roles

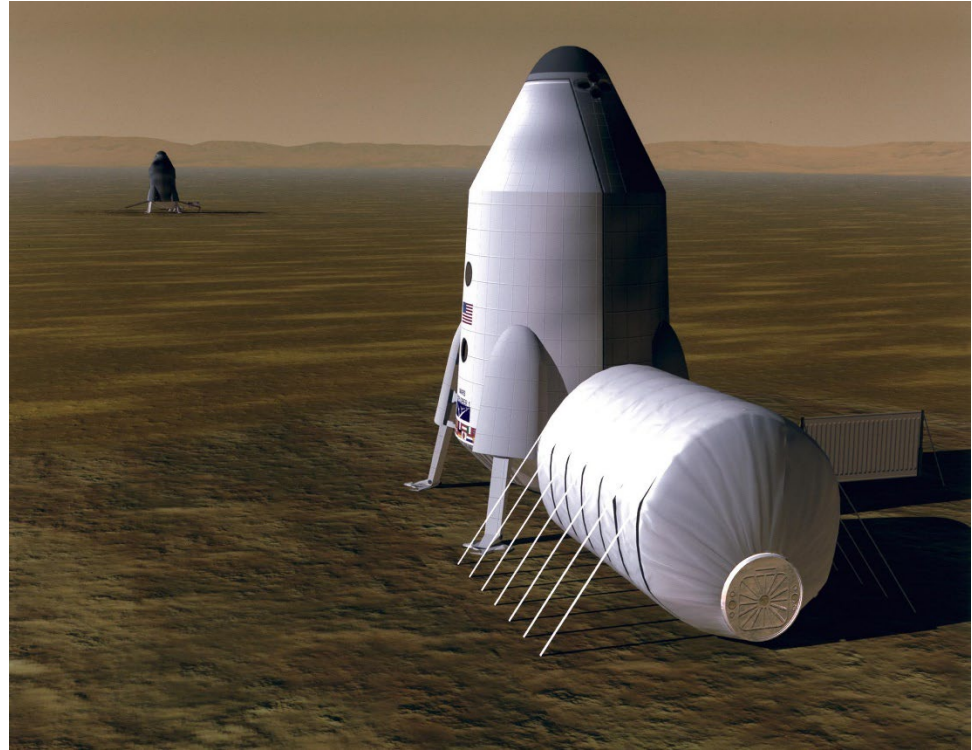
- Boundary spanners connect biomes
- Facilitate communication and resolve conflicts
- Manage dependencies across shared resources





6. Monitor, Evaluate and Adjust

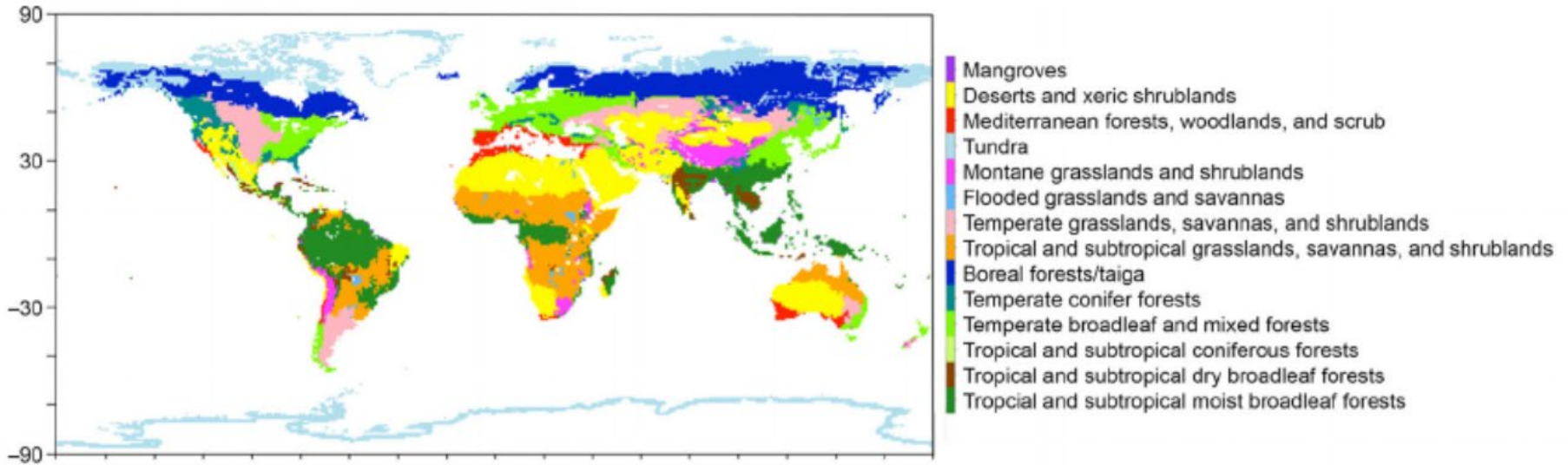
- Use continuous feedback loops
- Regular reviews of Biome health and performance
- Adjust strategies based on data and feedback
- Will we have the same biomes in 5 years' time?



NASA/JSC by John Frassanito and Associates



Global Biome Map



Compilation biome map of World Wildlife Fund Terrestrial Ecoregions of the World (Olson et al., 2001)



The Dual-Layer PMO Structure

Strategic facilitator and Biome enabler



Organizational-Level PMO: Strategic Facilitator

- Organization, facilitation and oversight of the biome mosaic
- Facilitate the formation, evolution and termination of biomes
- Monitor biome health and alignment
- Provide strategic guidance and cross-biome coordination





Biome-level PMO: Biome enabler

- Optimize biome-specific delivery methods
- Facilitate biome-specific reporting, decision making, administration and governance
- Support boundary spanner roles and external integration





**Conclusion – and call
to action**



Key Takeaways

- Environments first – not methodologies
- Iteratively define your delivery biomes
- Implement biome-level OKRs
- Embed boundary spanning roles

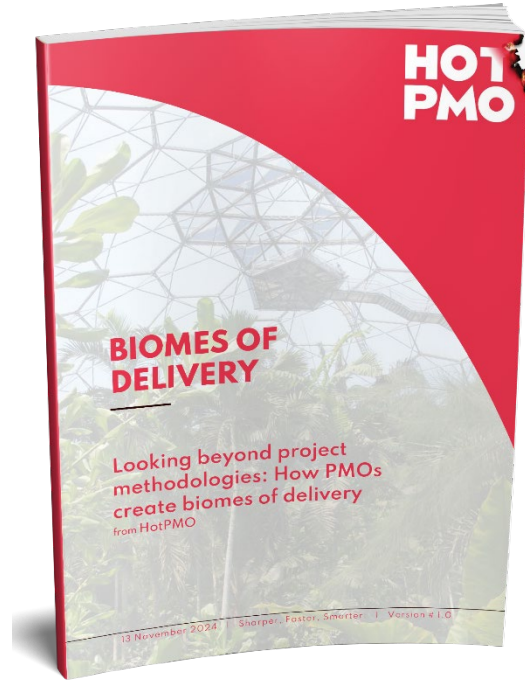


Your org through the biome lens

- Start identifying your organizations biomes (these may not be how your projects org is structured today)
- How are tools/methods aligned to the needs of the biomes?
- Introduce boundary spanner roles to reduce friction
- Make it your PMO mission to create and nurture thriving delivery ecosystems.



Further Guidance



- Step-by-step framework
- Practical checklists
- Continuous improvement guidance

