

PMO

Conference
London



2017

Project Excellence is Dead Long Live the Tailor Made PMO

Hans Arnbjerg, CEO/Founder of
Project Governance



Welcome and Introduction

- Introduction
- Why is this topic relevant?
- Important criteria to look for when tailoring your PMO
- How to do it?
- Examples of PMO activities tailored to the company
- Benefits of tailoring the PMO activities?

Hans Arnbjerg

- Founder and CEO of Project Governance APS
- 25 years of experience within the P3O area
- Has held all of the following positions:
 - Functional head
 - Head of PMO
 - Steering committee chairman
 - Senior project and program manager
 - Department manager



Extensive experience within the pharmaceutical, engineering and wind industries
Since 2010 Hans has been heading Project Governance, a consulting company operating in northern EU, focusing on PMO development and Project management training

- Founder of the PMO Manager practitioner education

Project Excellence is Dead
Long Live the Tailor Made
PMO

Relevance MUST come
before excellence

Why is this topic relevant?

Dilemmas observed regarding PMOs

- PMOs are developed based on literature and an academic thinking (Perry, 2009)
- Few considerations are made regarding the specific environment in which the company operates as well as company culture, company products and other company or industry specific aspects (Gartner Inc, 2008),(Perry, 2009)
- The PMO is not connected to the overall strategy (McBorrough, 2012),(Perry, 2009)
- The PMO is focusing too much on process and methods (McBorrough, 2012), (ESI, 2012),(Perry, 2009)
- The PMO attempts to solve “world hunger” (McBorrough, 2012)
- The PMO is too inwardly focused (Perry, 2009) (ESI, 2012)
- The PMO is not sufficiently measuring and making the value of its activities and services visible (ESI, 2012 +2015)
- One size does not fit all (Gartner, 2008 + 2014) (Taylor 2011)
- PMO staff are more mature than other parts of the company and “knows” what is best for the company (Ward and Illingworth, 2013)

Little impact on the remaining part of the organisation

Little or no legitimacy of the PMO among important managers

Why PMO's Fail

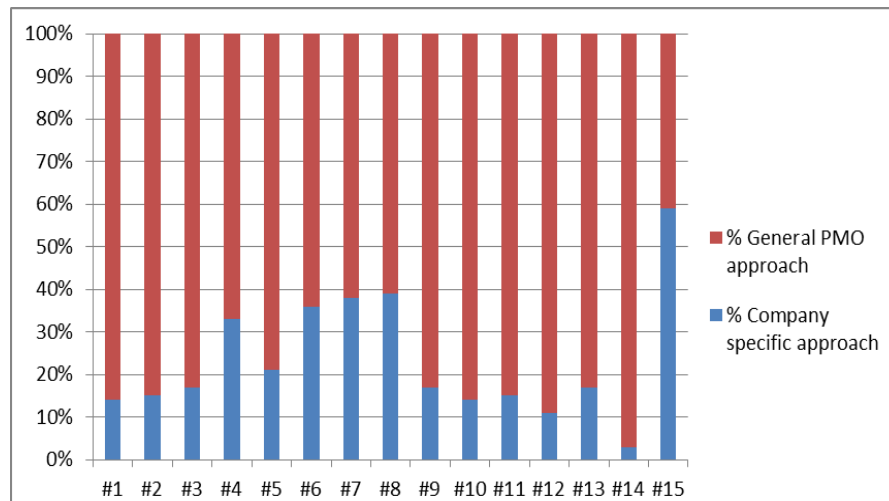
86% of (PMO) organizations under-deliver on the value of their projects by at least 25% and the main reason being that selection/evaluation criteria are not in place. (ESI, 2015)

Most PMOs are not seen to add value...?

- What has the PMO ever done for us? Senior managers are asking this in 72% of PMO cases.... What about your PMO? (ESI, 2015)

Average survival rate of PMO's are approx. 3 years (Gartner 2010, Arnbjerg 2014, + many others)

Company Specific Approach vs General



Hans Arnbjerg, 2014

Does the PMO have a Strategy?

Company #	#1	#2	#3	#4	#5	#6	#7	#8	#9	#10	#11	#12	#13	#14	#15	Total
Strategy paper with vision and mission	no	yes	yes	no	no	no	yes	no	no	no	no	no	yes	no	yes	10=no
Document mainly with deliverables only	yes	no	no	yes	no	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	12=yes

Hans Arnbjerg, 2014

Time to Raise your Hand:

- How many of you are working in some kind of a PMO? Show **green** if yes
- How many of you have PMO strategy formally signed and agreed to by top management? Show **green** if yes
- How many of you have PMO charter? Show **green** if yes
- How many of you are in the process of developing a PMO charter ? Show **yellow** if yes

Summary: Why Tailoring your PMO Activities?

- All companies have specific characteristics
- One size does not fit all
- To be a respected partner
- You depend on your colleagues
- To facilitate implementation
- You need upper and line management support

A unique opportunity to think: OUTSIDE – IN

(from out side the PMO into the PMO)

Room for Improvement



Which criteria should you
look for when tailoring your
PMO activities?

Company specific approach, how?

Company specific aspect	#1	#2	#3	#4	#5	#6	#7	#8	#9	#10	#11	#12	#13	#14	#15	SUM
Product specific adaptations	1	1	1	1	1	1	1	1	1	1	1		1	1	1	14
Industry specific aspects	1		1	1			1	1	1		1	1	1	1		10
Regulatory aspects				1			1	1			1					4
Low maturity						1				1			1	1		4
Owner and governance structure		1			1		1				1					4
Finance process	1		1								1					3
Value/supply chain aspects				1					1						1	3
Marked drivers				1		1									1	3
Public political aspects			1										1			2
Frontloading				1							1					2
Company specific culture											1		1			2
SUM	3	2	4	6	2	3	4	3	3	2	7	1	5	3	3	

Hans Arnbjerg, 2014

Company specific approach,
additional criteria to be considered:

Turn to the person sitting next to you and
discuss briefly:

Which criteria would you consider when
developing your PMO activities to fit your
company?

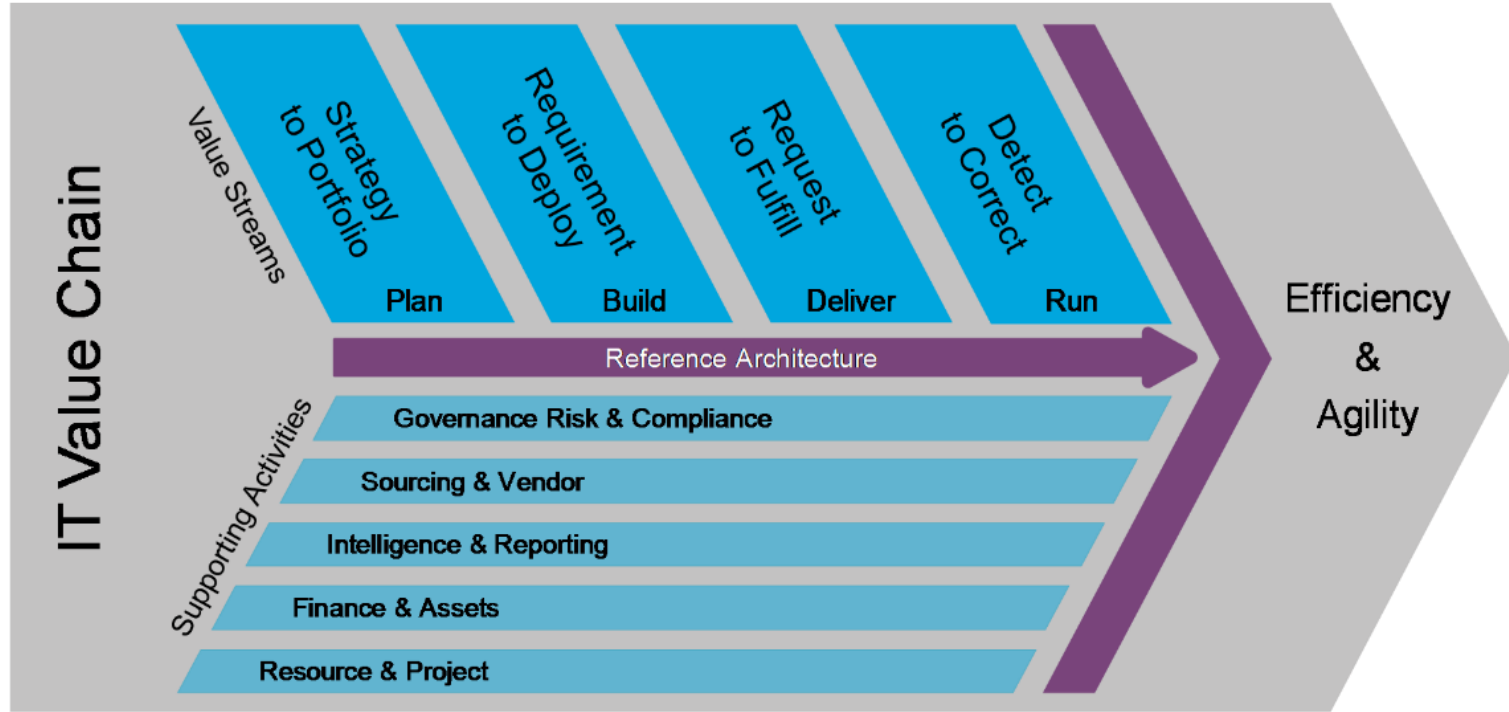
How to tailor your PMO activities?

Important keywords describing your company and surrounding environment

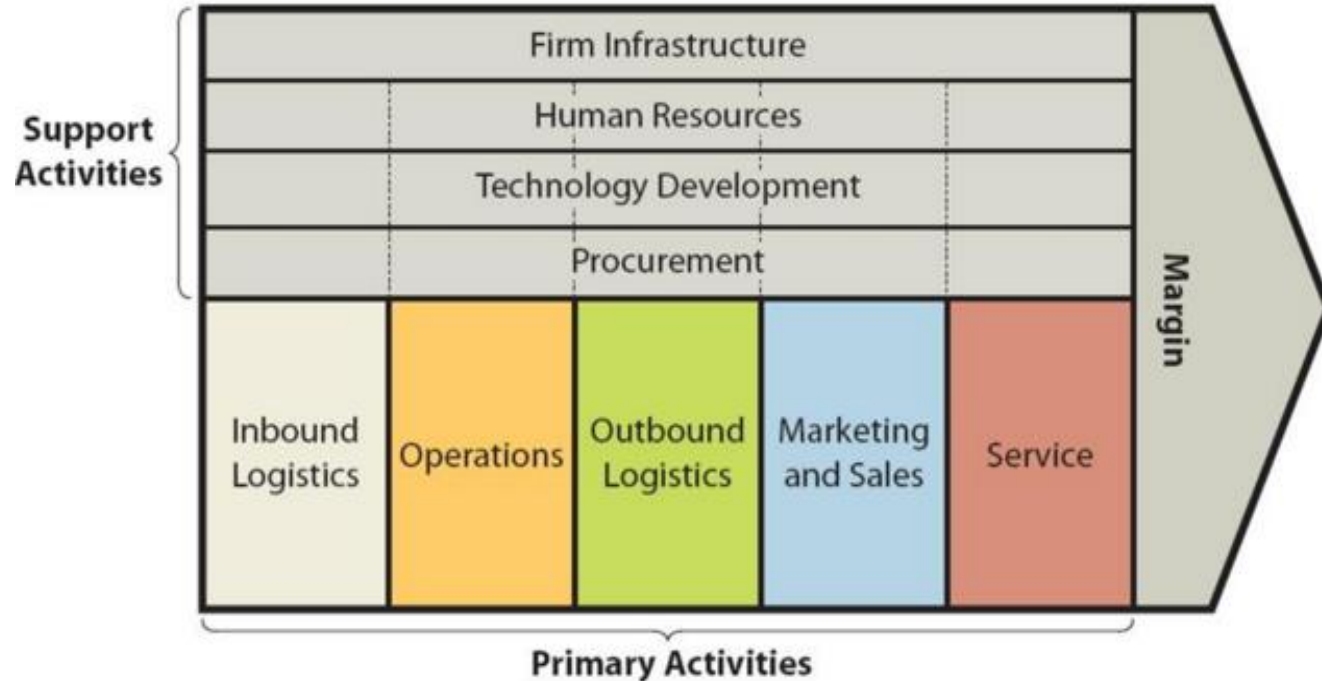
Your company (culture)	Industry
Products/services	Employees

The value chain

© 2015 The Open Group



The value chain of your company



Definition of the Term PMO

- ePMO, Project Management Office, (Corporate/enterprise)
- PMO, Project management Office
- PMO, Program Management Office
- PMO, Portfolio Management Office
- PSO, Project Support Office
- PO, Project office
- PO, Portfolio office
- PTO, Project template office
- PPO, Portfolio and Program office
- Special purpose PMO (IT, Supply chain, development, etc)
- BTO, Business transformation office

PMO and business ownership

100%



PMO and business contact points

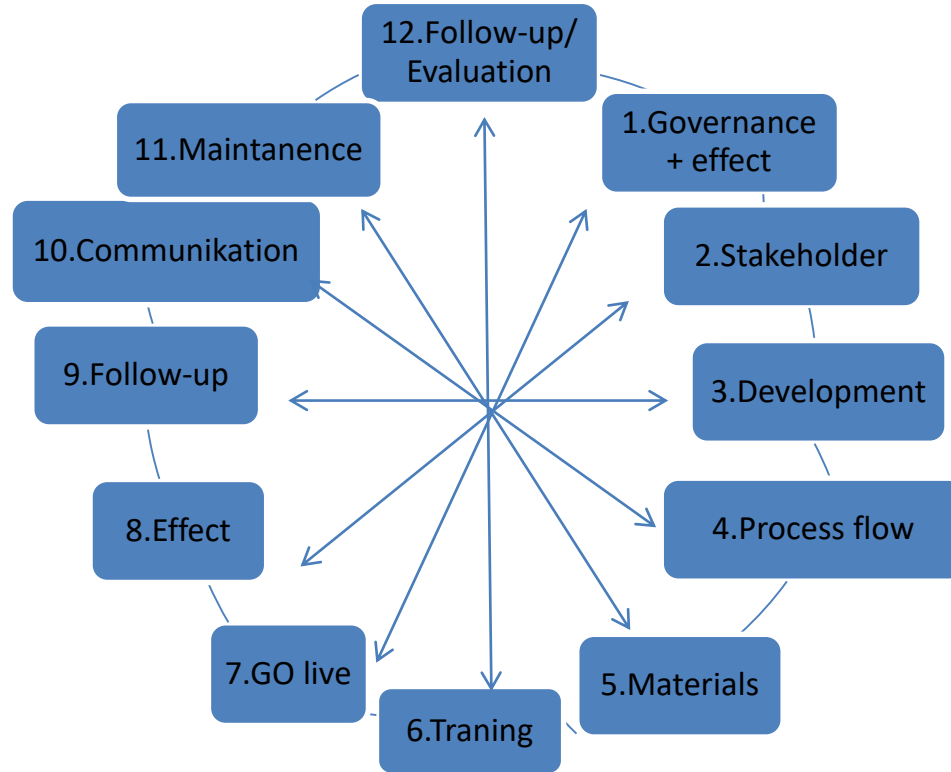
Which parts of the company are impacted by your PMO activities?

Units of the company involved/impacted	#1	#2	#3	#4	#5	#6	#7	#8	#9	#10	#11	#12	#13	#14	#15	Total
Upper management	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	15
IT department	1	1			1		1			1	1	1	1	1	1	10
Development				1	1	1	1	1		1	1		1	1	1	10
Quality	1		1	1		1	1		1				1		1	8
Production/manufacturing	1		1	1		1		1	1				1		1	8
Sales/marketing	1		1	1		1		1							1	6
Finance/legal/HR	1		1		1						1	1				5
Supply chain/procurement						1			1				1		1	4
Customers		1			1											2
Engineering				1					1							2
Total Average % of the company involved or impacted	48	10	30	48	21	24	28	37	12	13	56	29	16	26	17	

Hans Arnbjerg, 2014

NB.NB. Only a small part of the company outside the PMO and PM department are involved/impacted, according to the Head of PMO. WHY ?

Diamond of implementation



How to tailor your PMO activities and get business ownership?

- Massive involvement in the development process (**insisting**)
- Show via words and behaviour that you understand the business
- Suggest examples of how to measure the effect of any given PMO activity
- Discuss the governance of your PMO activities
- No business ownership = are you sure you want to implement this PMO activity?

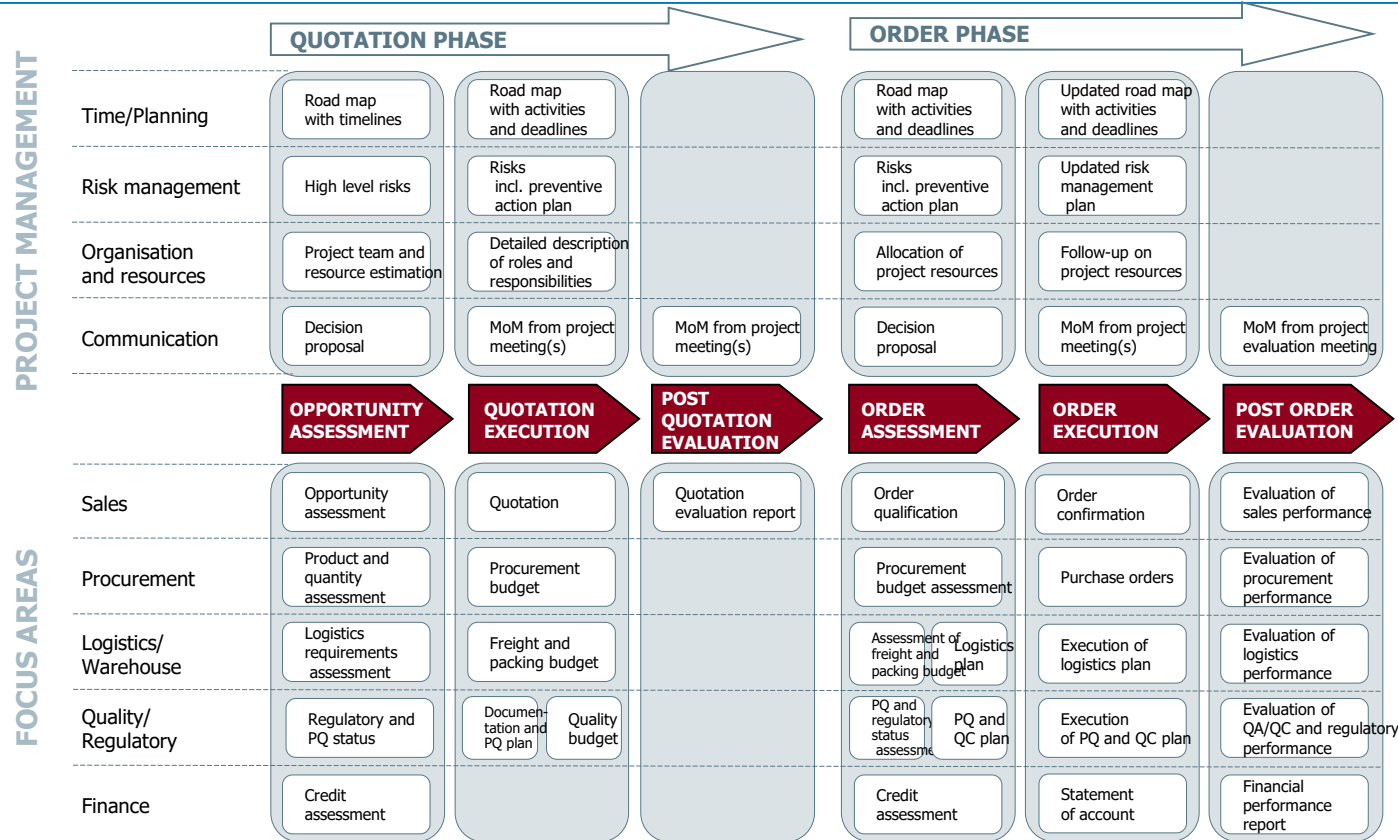
Tailoring your PMO activities to the company: Also a matter of a mindset approach



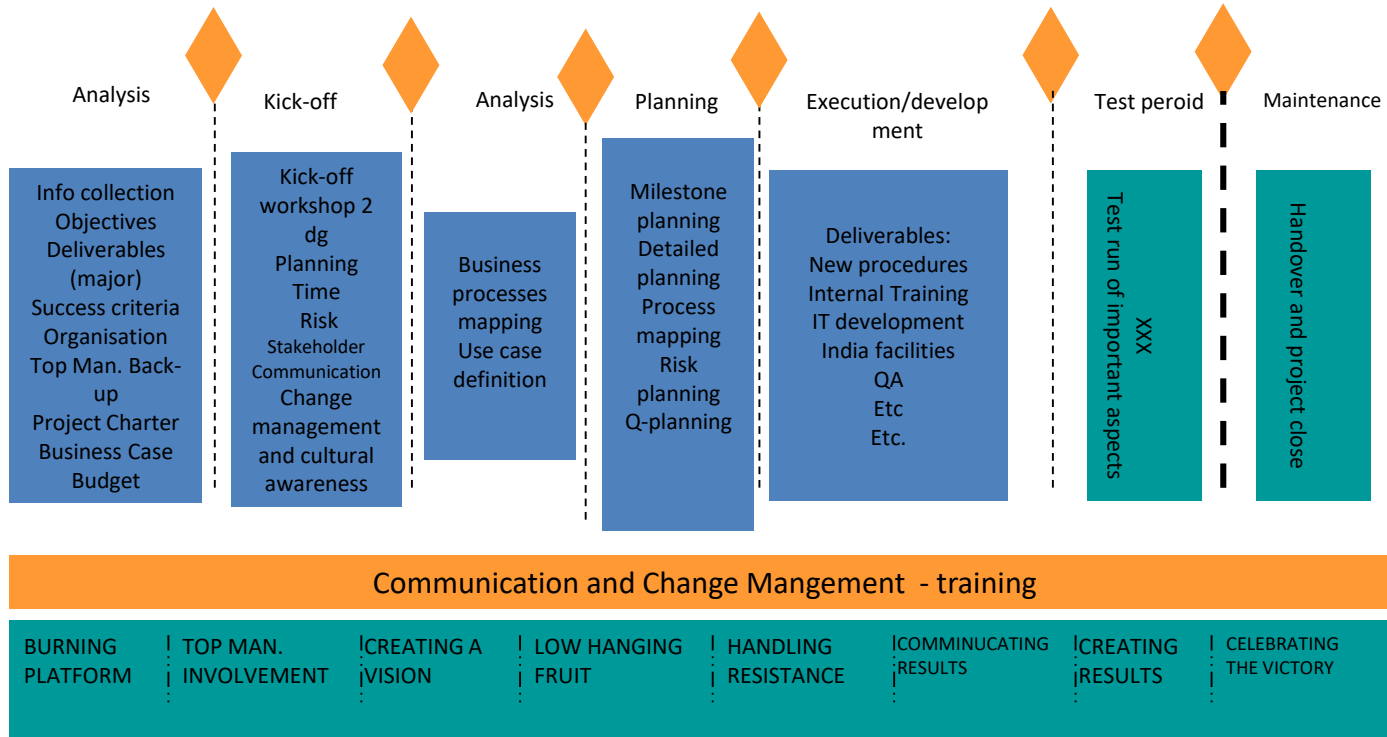
- Think Outside – IN
- Focus on PMO as a service provider
- Focus on business ownership
- Value creation and ability to measure it \$ 😊
- Consider the implementation power of your company
- Check PMO manifest again

Examples of PMO activities tailored to your company/business

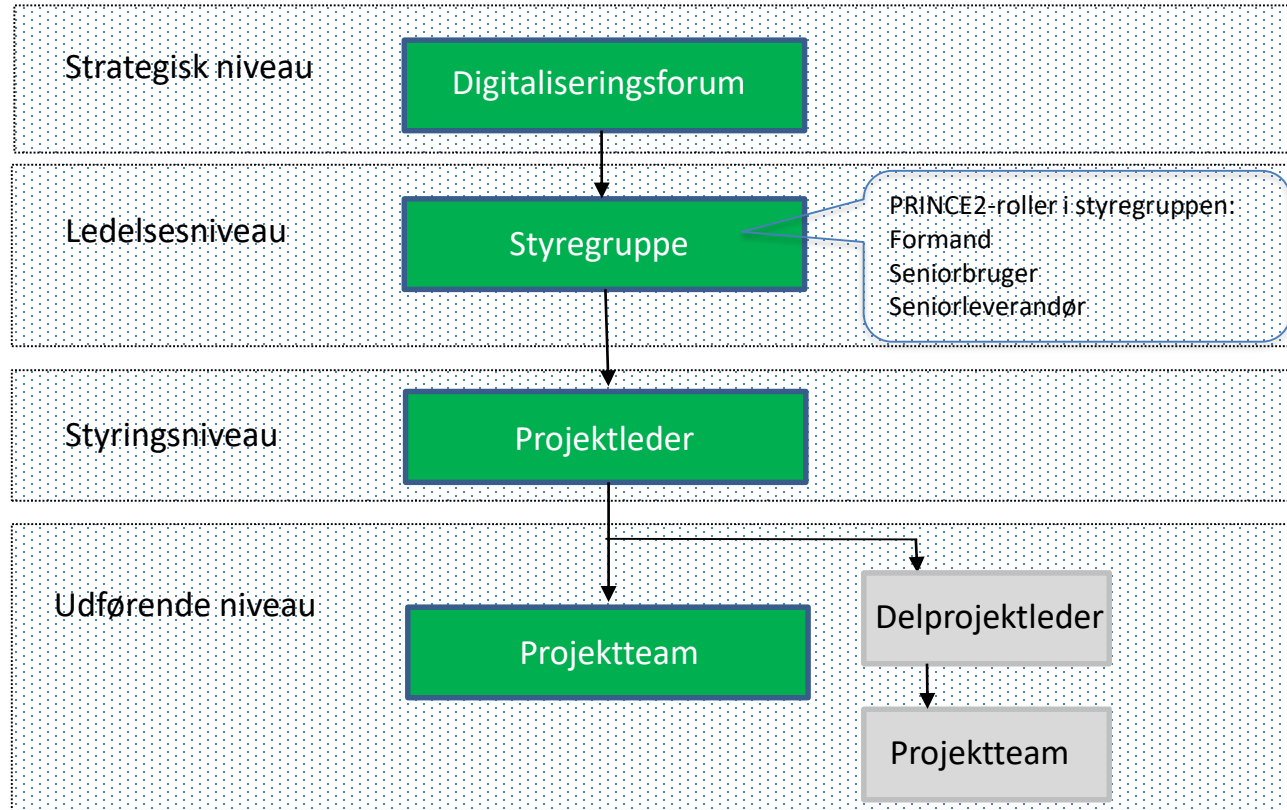
Project Life Cycle model – *for tender projects*



"The change project"



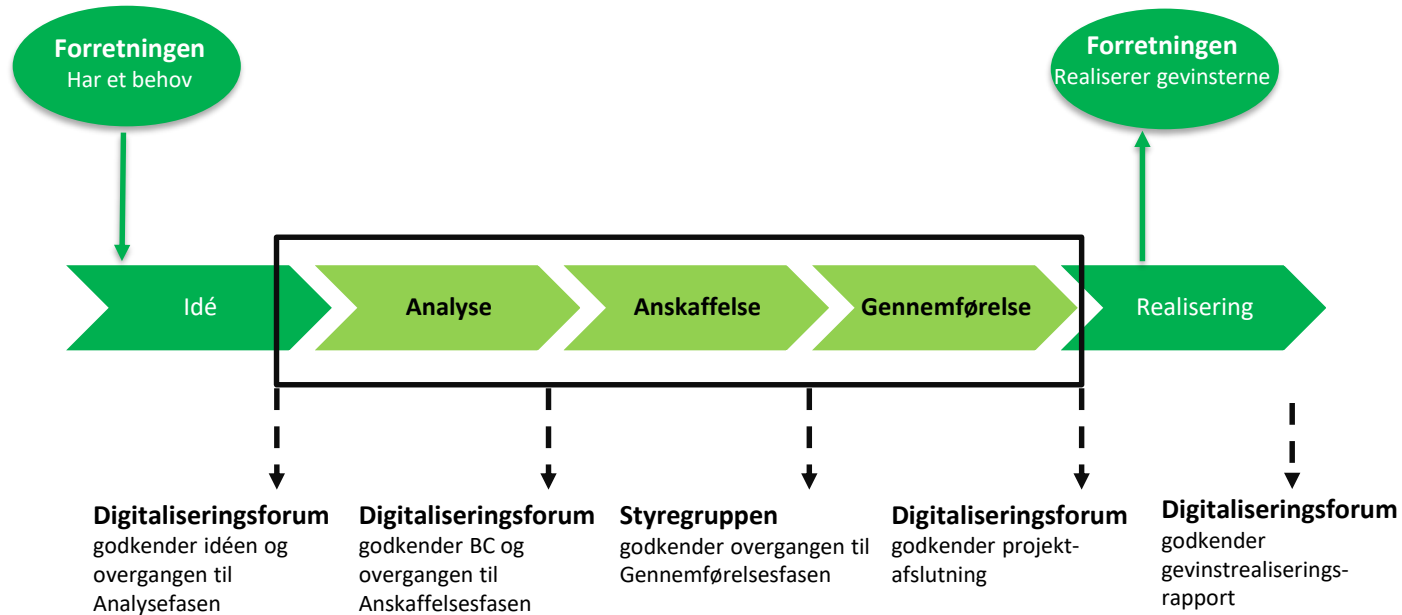
Hans Arnbjerg, 2008



Faseovergange



Miljø- og
Fødevareministeriet
Fødevarestyrelsen

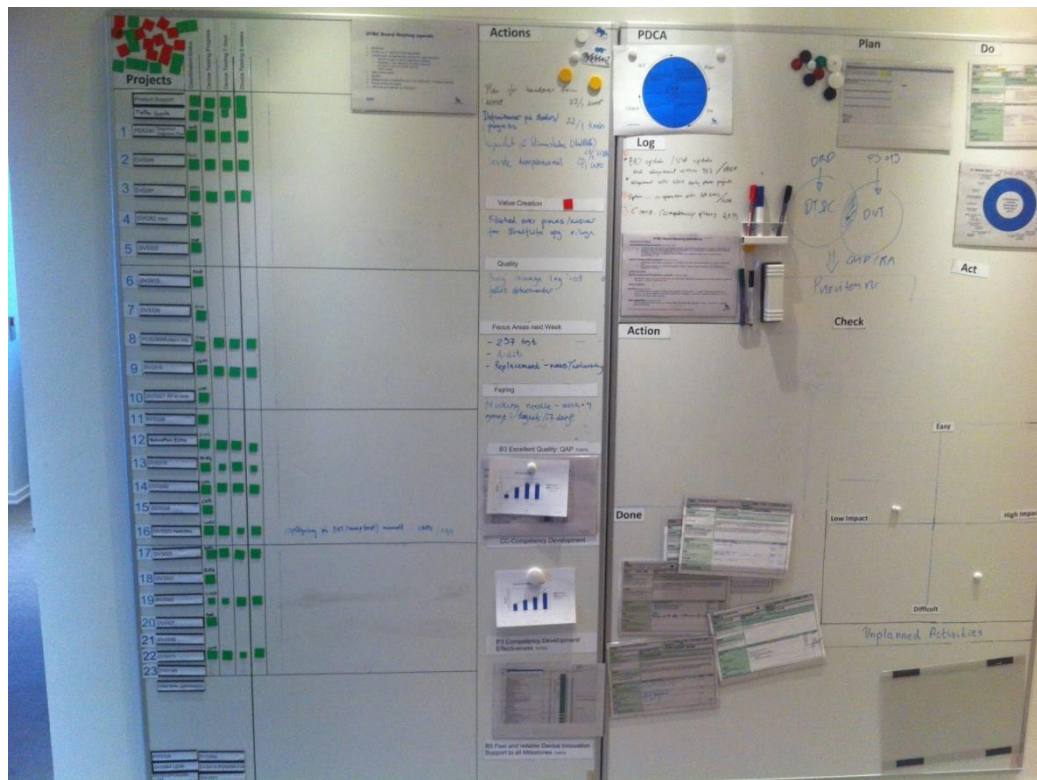


Portfolio overview

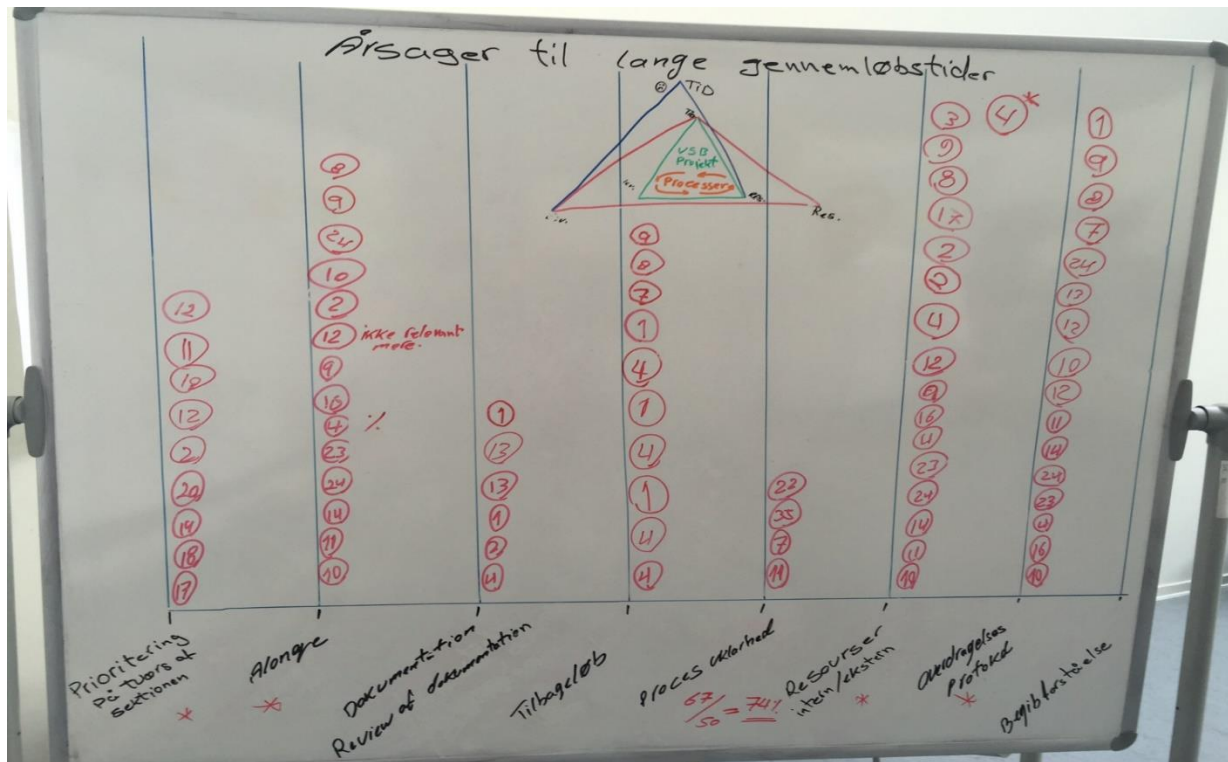
PROJEKT – PORTEFØLJE – OVERBLIK					
PROJEKT NAVN	BESKRIVELSE	PROJEKTLEDER	PROJEKT EIER / SPONSOR	WILKØY: TRIP PER PROJEKTET / VILKØY: NYE	FREMDRIFTS- STATUS
TIME AWAY	LEVERING av Time Away brett til brukere i 2017/2018 for å sikre at de har informasjon om hvilke funksjoner	ESMAKKE ANNESEN	KRISTEN REHMAN	PLAN LØSNING	PLAN LØSNING oppstart
NEW PLANNING	LEVERING av FELLE brett til brukere i 2017/2018 for å sikre at de har informasjon om hvilke funksjoner	HENRIK BUNOV	KRISTEN REHMAN	PLAN LØSNING	PLAN LØSNING oppstart
INVOICE WORKFLOW	INNOVATIONSTILGANG TIL ELEKTRONISKE FAKTURER OG OPPFØLGERE	HENRIK BUNOV	TRINE ARNSEN	PLAN LØSNING	PLAN LØSNING oppstart
CSF	INNOVATIONSTILGANG TIL ELEKTRONISKE FAKTURER OG OPPFØLGERE	JOUE SIMON	TRINE ARNSEN	PLAN LØSNING	PLAN LØSNING oppstart
BI-PROJEKTET	INNOVATIONSTILGANG TIL ELEKTRONISKE FAKTURER OG OPPFØLGERE	TRINE ARNSEN	TRINE ARNSEN	PLAN LØSNING	PLAN LØSNING oppstart
LEADERSHIP ACADEMY	INNOVATIONSTILGANG TIL ELEKTRONISKE FAKTURER OG OPPFØLGERE	TRINE ARNSEN	TRINE ARNSEN	PLAN LØSNING	PLAN LØSNING oppstart
EUREST RE-FRESH	INNOVATIONSTILGANG TIL ELEKTRONISKE FAKTURER OG OPPFØLGERE	TRINE ARNSEN	TRINE ARNSEN	PLAN LØSNING	PLAN LØSNING oppstart
CARE PROJEKTET	INNOVATIONSTILGANG TIL ELEKTRONISKE FAKTURER OG OPPFØLGERE	TRINE ARNSEN	TRINE ARNSEN	PLAN LØSNING	PLAN LØSNING oppstart

Hans Arnbjerg, 2015

White board, project overview and progress



Value stream board

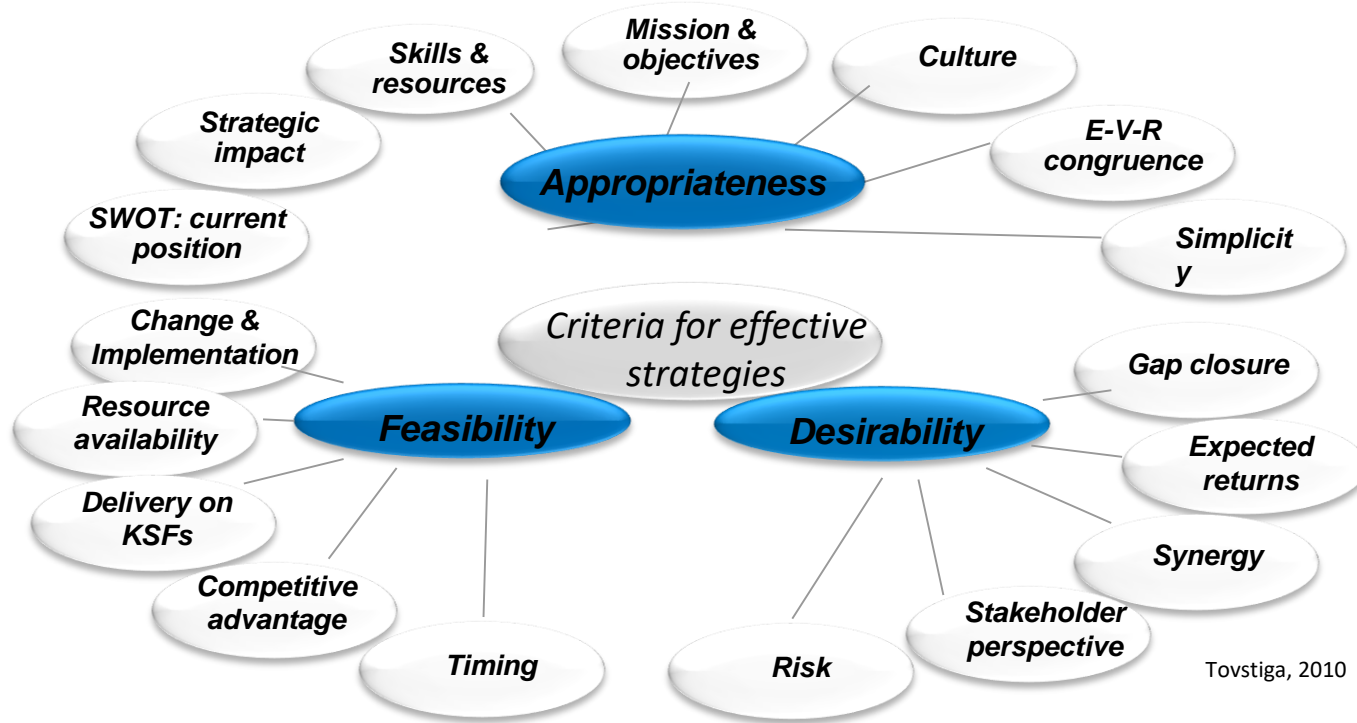


PMO service catalogue



Strategic/project evaluation

Feasibility – Appropriateness – Desirability framework



Tovstiga, 2010

Major takeaways and benefits of tailoring your PMO activities to your company/business

Tailoring: Benefits and effects

- You show your colleagues that you understand the business in which the PMO operates
- You form the basis for creating real impact on project execution and the business
- You facilitate implementation
- You demonstrate a true "OUT side – IN" perspective
- You will gain the respect of senior management
- You will improve attraction regarding qualified persons
- You will ensure a sustainable PMO

Tailoring your PMO activities to the company: Also a matter of a mindset approach



- Think Outside – IN
- Focus on PMO as a service provider
- Focus on business ownership
- Value creation and ability to measure it \$ 😊
- Consider the implementation power of your company
- Check PMO manifest again

PMO Conference London 2017

A red icon of an office chair is positioned to the right of the word 'Conference' and above the word '2017'.