My PMO is smaller than your PMO

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What is a PMO?

- A PMO is a group or department within a business, government agency, or enterprise that defines and maintains standards for project management within the organisation.
- The PMO strives to standardise and introduce economies of repetition in the execution of projects. There is more clarity, greater strategic focus, and an ability to coordinate projects more efficiently.
- The PMO is the source of documentation, guidance, and metrics on the practice of project execution and governance.

Why do you need a PMO?

- Align project delivery with organisational strategy
- Define a consistent methodology for project delivery
- Set standards and introduce stability in projects
- Provide an unbiased view of the projects
- Enable prioritisation across projects, programs, and the portfolio
- Facilitate project funding and approval processes
- Project assurance and governance
- Supports shared services and resources across projects
- Uplift capability and support project learnings across the organisation through a centralised hub for training, education, and mentoring

What is a PMO and why do you need one?

A PMO is the glue that holds everything together and generates order from the chaos.

Organisation Level of PMOs

"Do the right projects" → "Do the projects right"

ePMO	PPMO/ PfMO	PgMO	PMO	PSO
Enterprise Portfolio Management Office	**Project Portfolio Management Office**	**Program Management Office**	**Project Management Office**	**Project Support Office**
Strategic planning and prioritisation of project and programs across the entire enterprise.	Provides advice to ensure the right projects and programs are conducted at the right time.	Supporting a program of projects as a group.	Provides services on a temporary basis to support a specific large project	Administrative support for a specific project

Types of PMO

Supportive PMO
Provides a consultative role, supplying templates, guides and training.
Minimal level of control

Directive PMO
Has control of projects by directly executing them.
High degree of control

Controlling PMO
Provides support and compliance through review, audit and governance.
Moderate level of control

Transformation PMO

Outsourced PMO

Business PMO

Activist PMO

Delivery PMO

Agile PMO

Decentralised PMO

Individual PMO

Compliance PMO

PMO Functions

Essential Questions

Especially for a smaller organisation

- What organisational problems are you trying to solve?
- Why do you think you want / need a PMO?
- What do you want the PMO to achieve?
- What does success look like?
- How quickly do you want the PMO to be up and running?

Essential Questions

Especially for a smaller organisation

- Who is the PMO sponsor? Who is the PMO champion?
- What (time, resources, funds) are you willing to invest to develop AND maintain a PMO?
- What is the minimum viable product needed to show success quickly?
- Is there anything in place currently - is this an uplift or a new implementation?

Essential Questions

Especially for a smaller organisation

- What works well now, what doesn't work well?
- What methodologies are you currently using / want to use?
- Are you delivering projects, or are you conducting business as usual functions, or a combination of both?
- What is the culture of the organisation?

Important Lesson #1

If you build it, they will come……..

I speak from painful experience

They WILL NOT COME

They will run screaming in the opposite direction

Modified from a concept by Laura Barnard PMO Strategies

Key Steps

- Spend time undertaking the right level of discovery
- Define the rollout in stages / phases – be nimble
- Start small and slowly, however show some quick wins that can be shared across the organisation
- Attain buy-in at all levels, establish who is on the journey with you
- Define a clear minimum set of processes

Key Steps

- Identify what PMO / PMOs will be needed and where in the organisation they should reside (ePMO, PgMO, PMO etc)
- Identify type of PMO – Supporting, Controlling, Directive or a combination
- Define the PMOs purpose - Charter & Framework, at the right level for the organisation

Most importantly

What does success look like for the organisation?

Important Lesson #2

It's the little things

Implemented a complete PMO for a small organisation and the uplift that was valued above all else…...

The project approval stage gate process

Key Insights

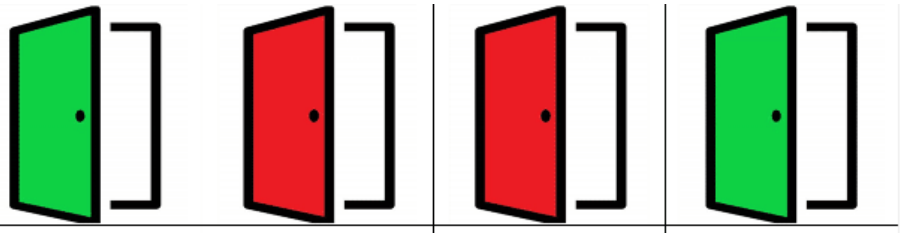
Change and relationship management, are absolutely fundamental in implementing a PMO in an organisation

The A's of Change

- Awareness
- Acceptance
- Appetite*
- Action
- Adherence

*Justine Cox – The Leaders Change Room (leaderschangeroom.com)

Four Doors of Change



Could do before, ***can do*** after	***Couldn't do*** before, ***can't do*** after	***Could do*** before, ***can't do*** after	***Couldn't do*** before, ***can do*** after
Did have before, ***still have*** after	***Didn't have*** before, ***don't have*** after	***Did have*** before, ***don't have*** after	***Didn't have*** before, ***do have*** after
Status quo		Let it go	Go for it

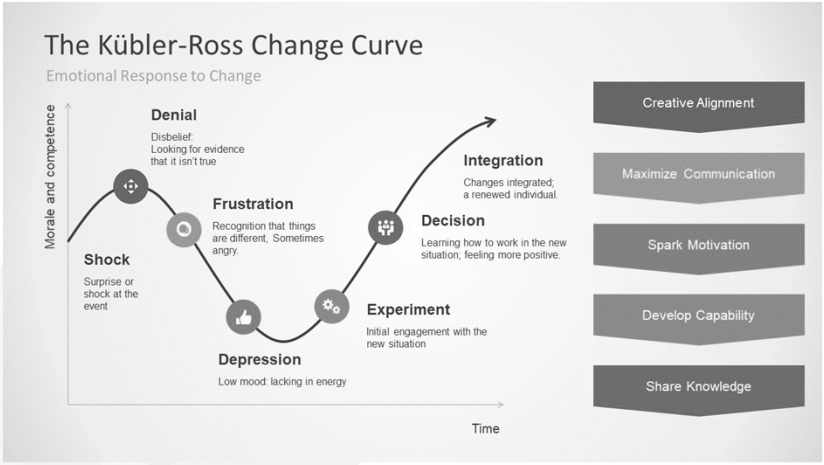
* Jason Clarke Embracing Change

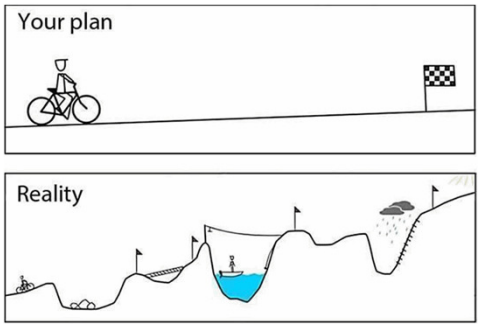
Important Lesson #3

The third door is the hardest for people ....

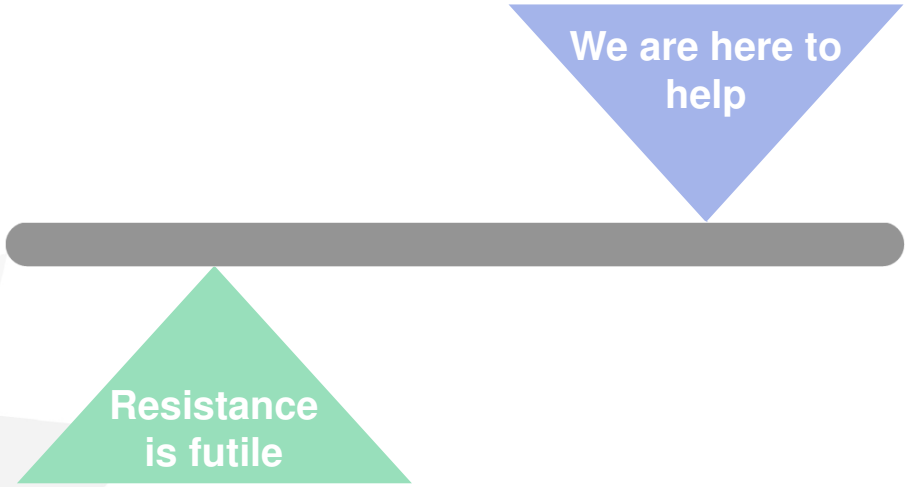
- "I could circumvent the governance process before, but now the PMO processes are harder to dodge"
- "I'm a technical expert and I just did my job before, I now have to follow your processes, and you're stopping me from doing what I want"
- "I had to manually recreate the data and copy/paste, now the tools do that, I won't be as busy"

Beware the Dip





Balancing role of the PMO



Insights

[Very] Small organisations

- Lack of funds, or resources to set up an effective PMO
- Don't have a background in, or understanding of project management
- May not know what a PMO is or even more importantly what a PMO isn't
- Have 1 or 2 heroes – desperately trying to uplift the organisation

Insights

Large organisations

- Can be glacial in their change management
- Are looking too far upwards and ahead and may not see the lower-level challenges
- Are following enterprise obligations, not good project governance
- Focused on operational metrics
- Can have poor communication across the organisation

Overall Insights

- Define what success looks like for the organisation and give everyone that vision
- Ensure a clear understanding of what the organisation needs and wants.
- Identify ALL stakeholders
- Regularly revalidate the value proposition throughout the implementation.

Overall Insights

- Ensure all the PMO team have the skills (hard and soft) to deliver success
- Identify the investment required as upfront as possible, to ensure buy-in by sponsor
- Develop communications based on the stakeholders' communications preferences

Final consideration

Do not underestimate the change management required

"What if we don't change at all ...
and something magical just happens?"

Thank you
Any questions?