

Is Your PMO Agile?

Facilitated Methods

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Project Management Office (PMO)

- ▶ Standardizes project management activities
- ▶ May take on different roles in an organization
 - Supportive
 - Controlling
 - Directive
- ▶ Often referred to as a Project Office

**Organizational structure that standardizes project-related governance processes and facilitates the sharing of resources, methodologies, tools and techniques*

PMO Functions

- ▶ Develop project management best practices, methodologies, standards and templates
- ▶ Coach, mentor, training and provide oversight to project managers
- ▶ Monitor compliance with PM standards, policies, procedures and templates via project audits
- ▶ Manage shared resources
- ▶ Coordinate communication across projects

Project Governance

- ▶ Framework within which the project team performs
- ▶ Includes documented policies, procedures, and standards; responsibilities; and authorities
- ▶ Elements of project governance framework include:
 - Project success and deliverable acceptance criteria
 - Project life cycle approach
 - Process for stage gate or phase reviews
 - Processes for review and approval for changes beyond the authority of the project manager
- ▶ Should be described in the project management plan

****A project's governance is defined by and is required to fit within the larger context of the program or organization sponsoring it, but is separate from organizational governance.***

Phase End Reviews

- Review at end of phase in which a decision to continue to the next phase, continue with modifications or the end the project or program
- Also known as:
 - Phase or Stage gates
 - Phase exits
 - Kill Points
 - Milestones
 - Decision Gates

Agile PMO?

- ▶ How does the PMO have to change?
- ▶ Why are organizations becoming adaptive?
- ▶ Who cares?
- ▶ What changes are needed?
- ▶ What are the benefits?

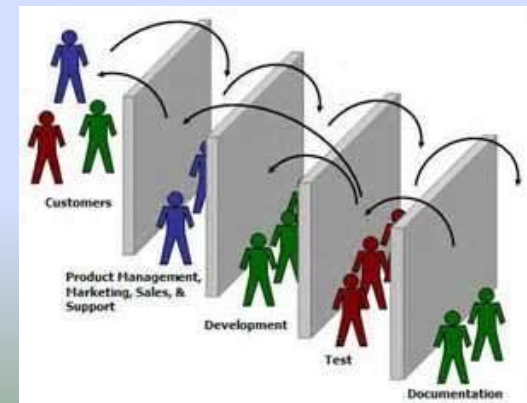
Predictive Methodologies

- ▶ Strong points
 - Heavy up-front analysis
 - Plan formulated, results compared to plan and corrective actions taken as needed
 - Strong change control after requirements agreed upon
- ▶ Weaknesses
 - Resistance to change
 - Often more about process than result
 - Extensive time and expense producing documentation
 - Long delay between requirements and results

Standish Group CHAOS Report

- ▶ 1998 Standish Group CHAOS Project Report
- ▶ Among the top reasons for project failures were aspects of the waterfall method

“Research also indicates that smaller time frames, with delivery of software components early and often, will increase success rate”



Why Adaptive Organizations?

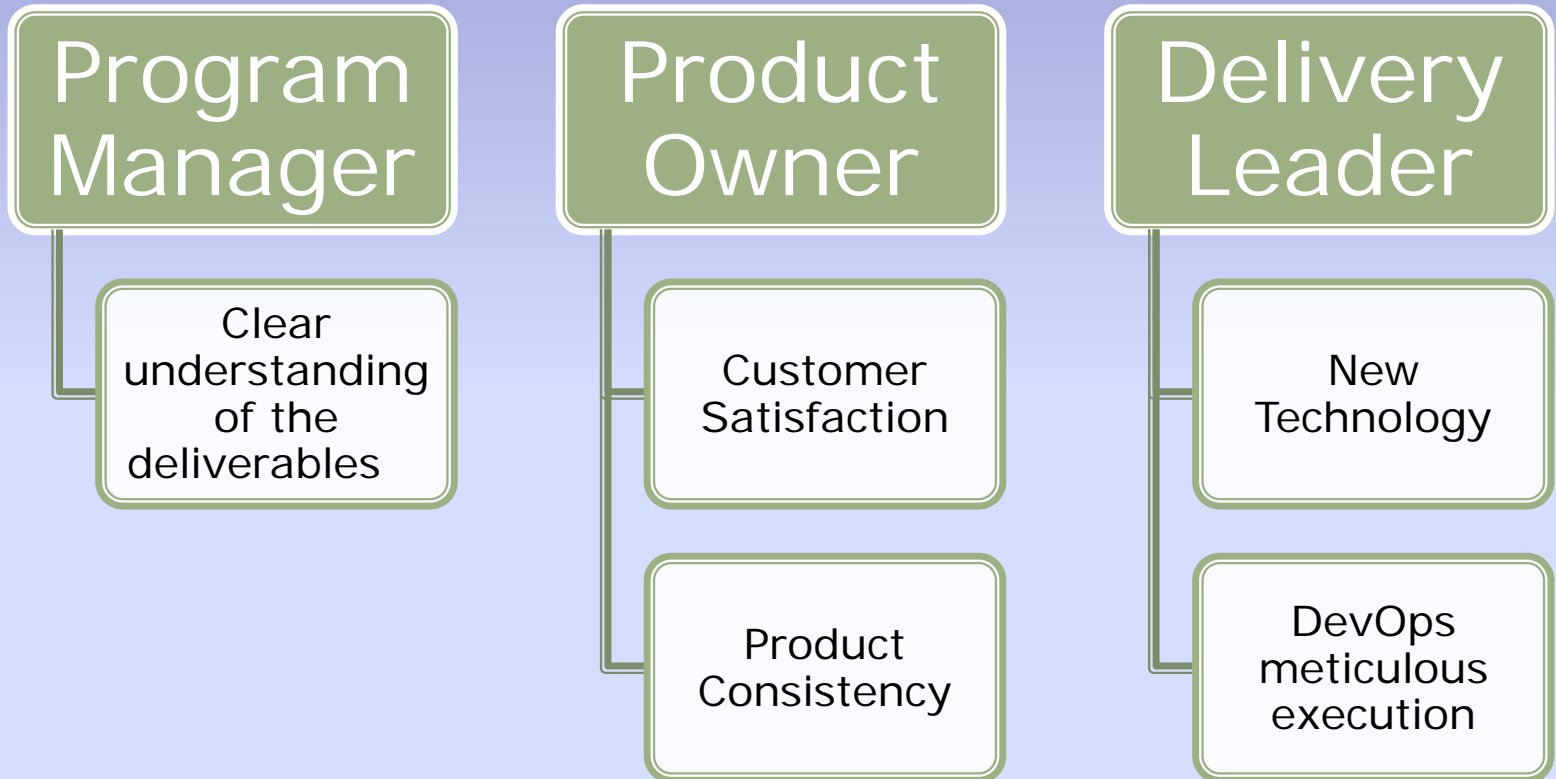
- ▶ Time Savings (productivity)
 - Repeatable tools
 - Repeatable processes
- Predictability
- Quality
 - Operational efficiency
 - Value delivery measurements
- Common Language
 - Collaboration
 - Information sharing

Personas Pressures



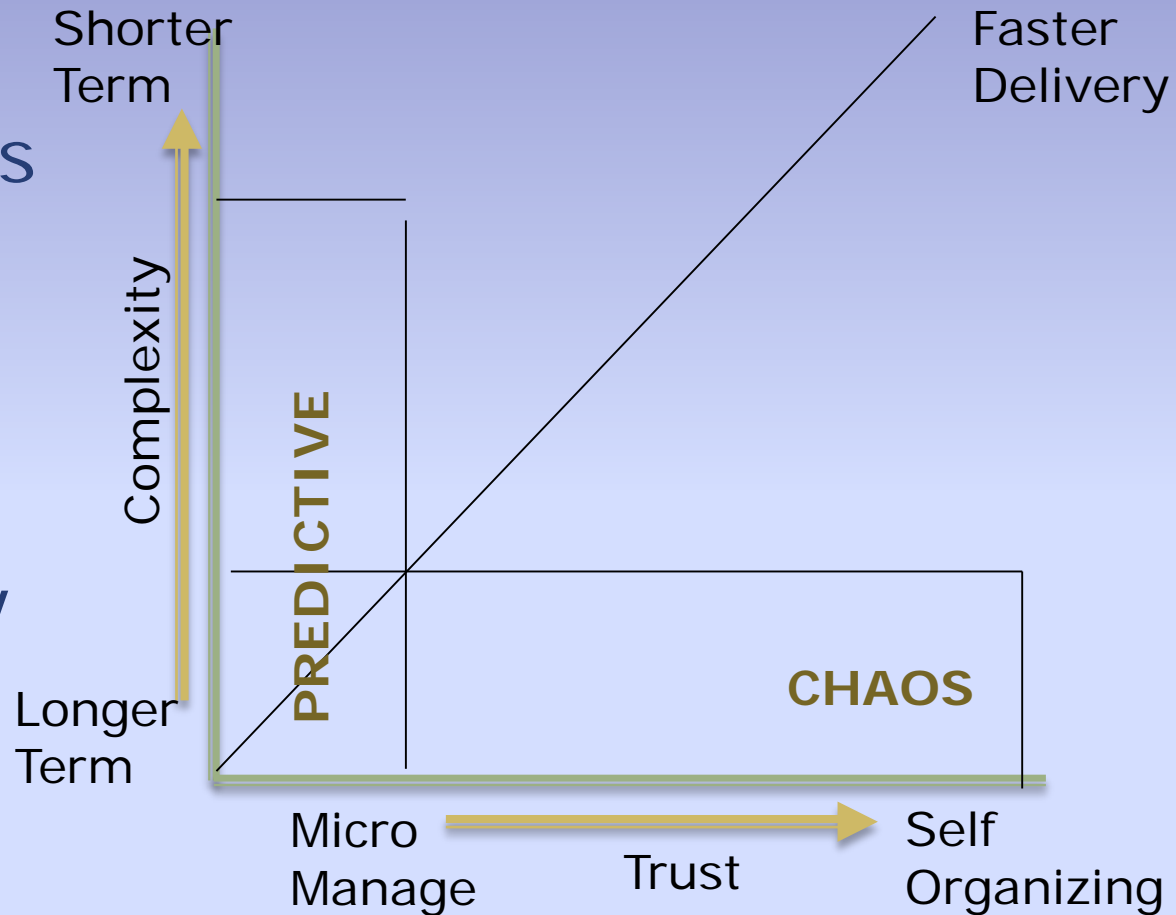
? How do these people become sold on the change?

Process Owners / Drivers



How does it work?

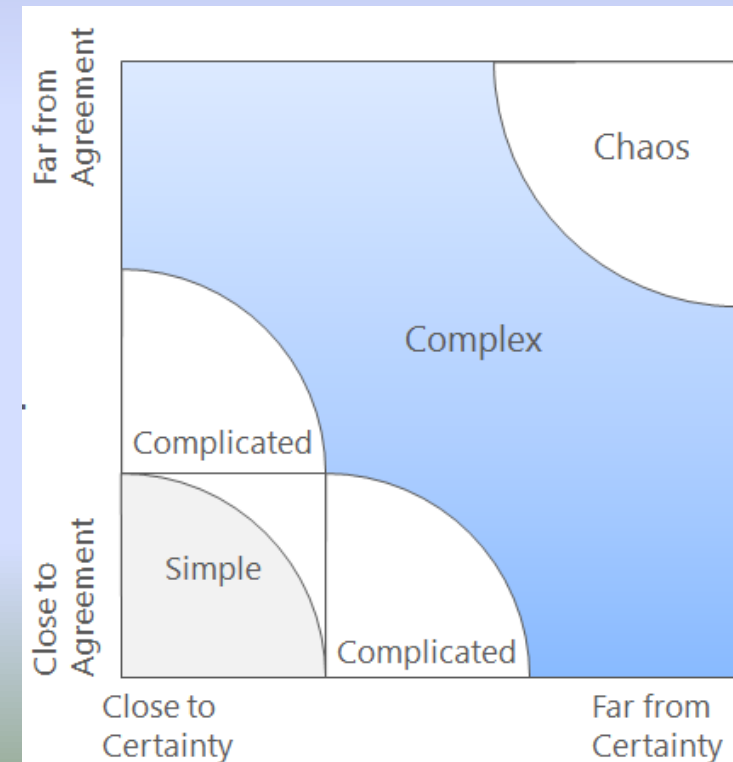
- Lean Continuous Improvement
- Main Stream
- Scalable
- Metrics – value & accountability



How can the Change Happen?

▶ Gap Assessment?

- Identify persona pain points
 - Stakeholder engagement
- Identify those who have the power to change
 - Executive Sponsor
 - Power Influence Grid
- Determine an engagement plan of action
 - Identify early adopter
 - Identify best opportunity
 - Pilot small changes
 - Demonstrate success



Changes Needed for PMOs

- ▶ Understand self-governing environment
- ▶ Modifications of
 - Governance process
 - Development methodologies
 - Project management best practices
- ▶ Consolidate communications
- ▶ Provide training for adaptive environment

PMO Support for Benefits

Improved Delivery Time

Desired Work Environment

Improved Value and Quality

Increased Customer Satisfaction

Mahalo

For more information
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