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The PMO as a Driver of Change

PMISA Pretoria
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Align on terminology

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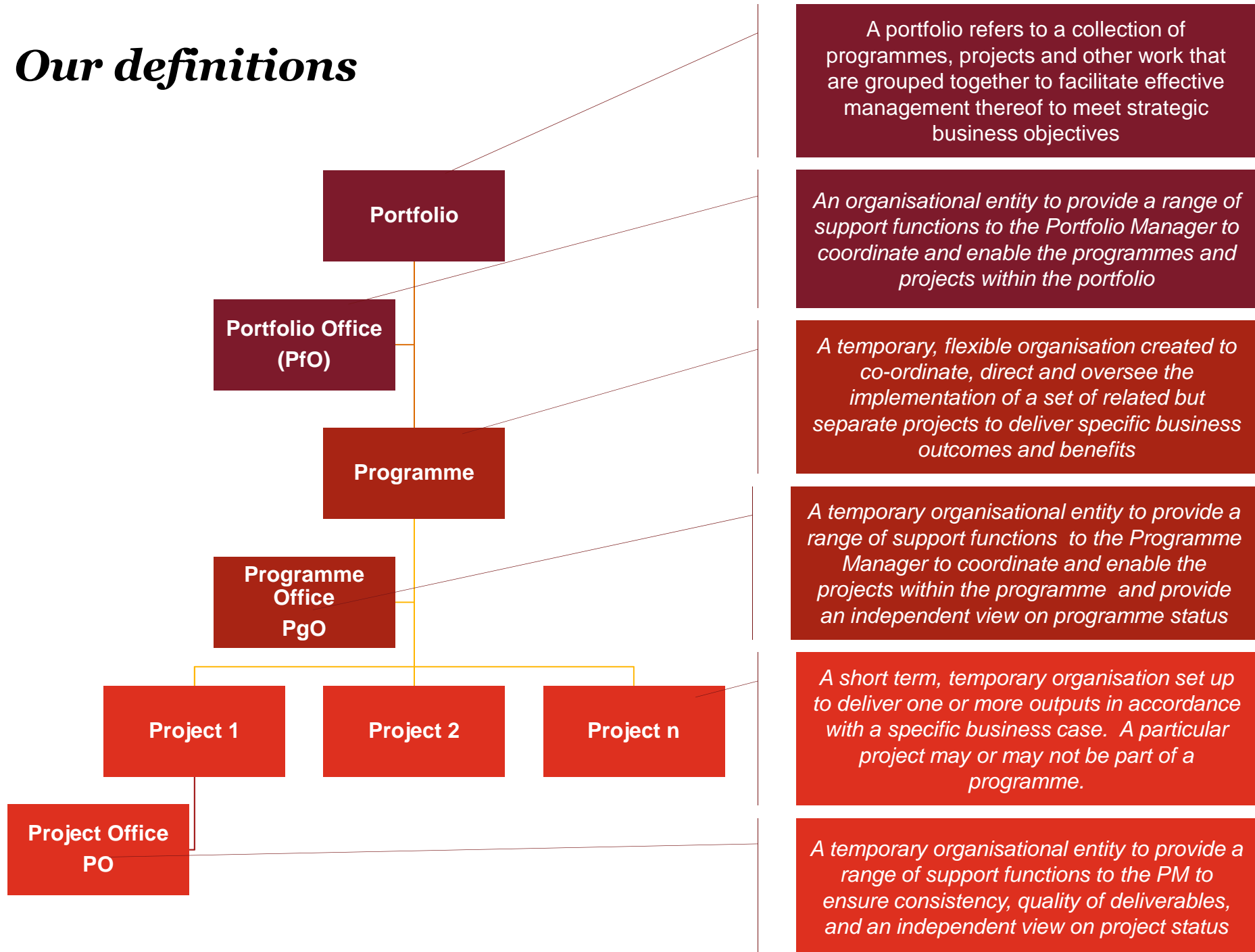
Case study

Questions

Let us align on terminology...

1

Our definitions



Our definitions



The PMO is an organisational entity established to enable effective and efficient management of projects. It is responsible for the implementation of sound project, programme and portfolio management principles, practices, methodologies, tools, and techniques; and owns the organisation's journey towards greater project management maturity.

Why is it important?

2

Why is this important?

According to a report by the Intelligence Unit of the Economist, published earlier this year:

In the last three years an average of just **56%** of strategic initiatives have been successful.

65% of companies employing a structured approach to project management report much better financial performance than their peers.

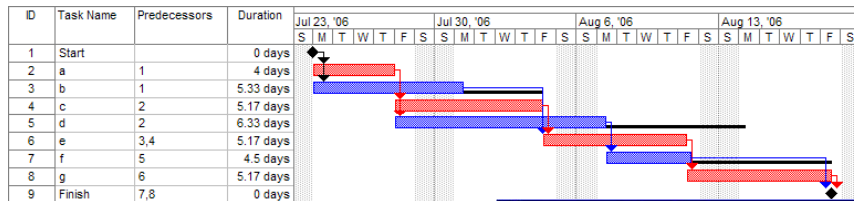
Our view on the maturity journey

3

The history of PPPM

1900 1950 1960 1970 1980 1990 2000 2005 2010

**First Gant charts used
Critical path defined**



**1987:
PMBOK®
published as
white paper**

**PMO's start
to appear**

**2006: PMI Practice
guide for Portfolio
Management**

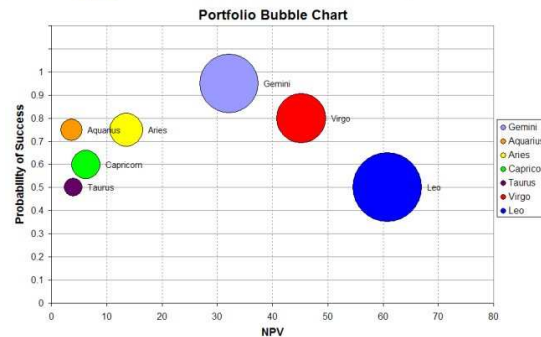
**2003: Organisation
Project Management
Maturity (OPM3®)**

**2006: Project,
Programme, Portfolio
Maturity P3M3®**

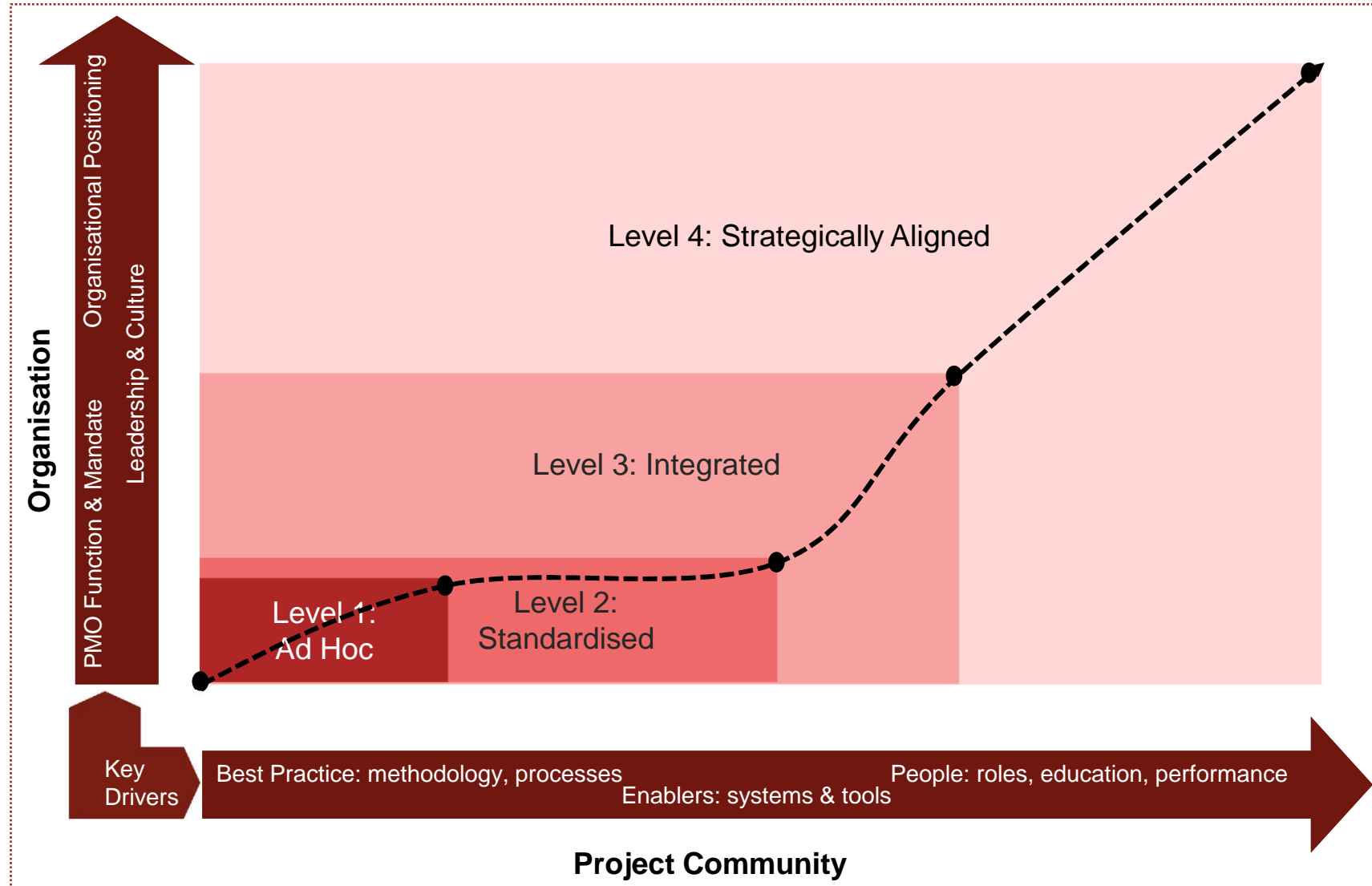
**1999: Managing
successful
programmes (MoP®)**

**2010: Management of
Portfolios MOP®**

PD-Trak™ Portfolio Bubble Chart © PD-Trak Systems, 2001



The PwC maturity framework

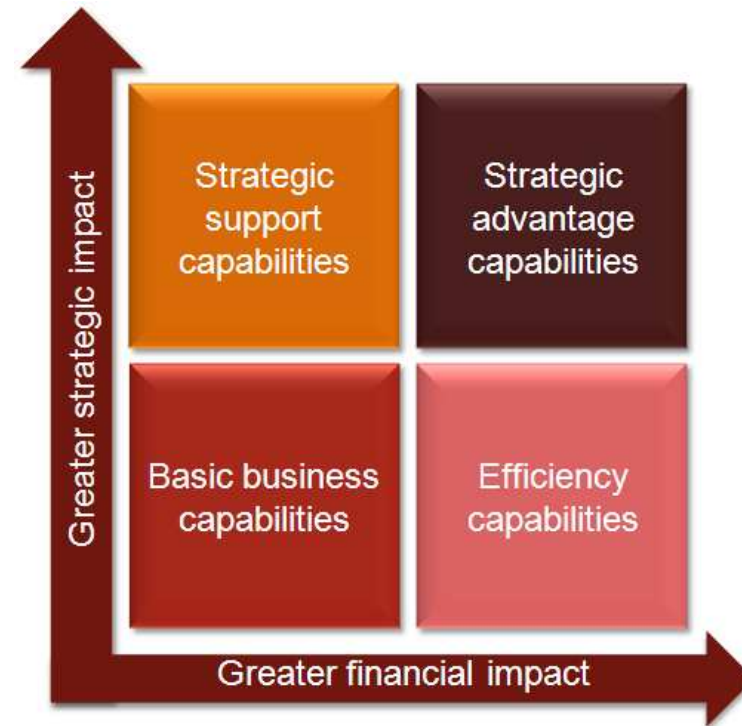


Our view

Maturity = PPPM becomes a **strategic capability**

*A strategic capability is a set of capacities, resources, and skills that an organization can apply to create a **long-term advantage** in a competitive environment*
(Business Dictionary)

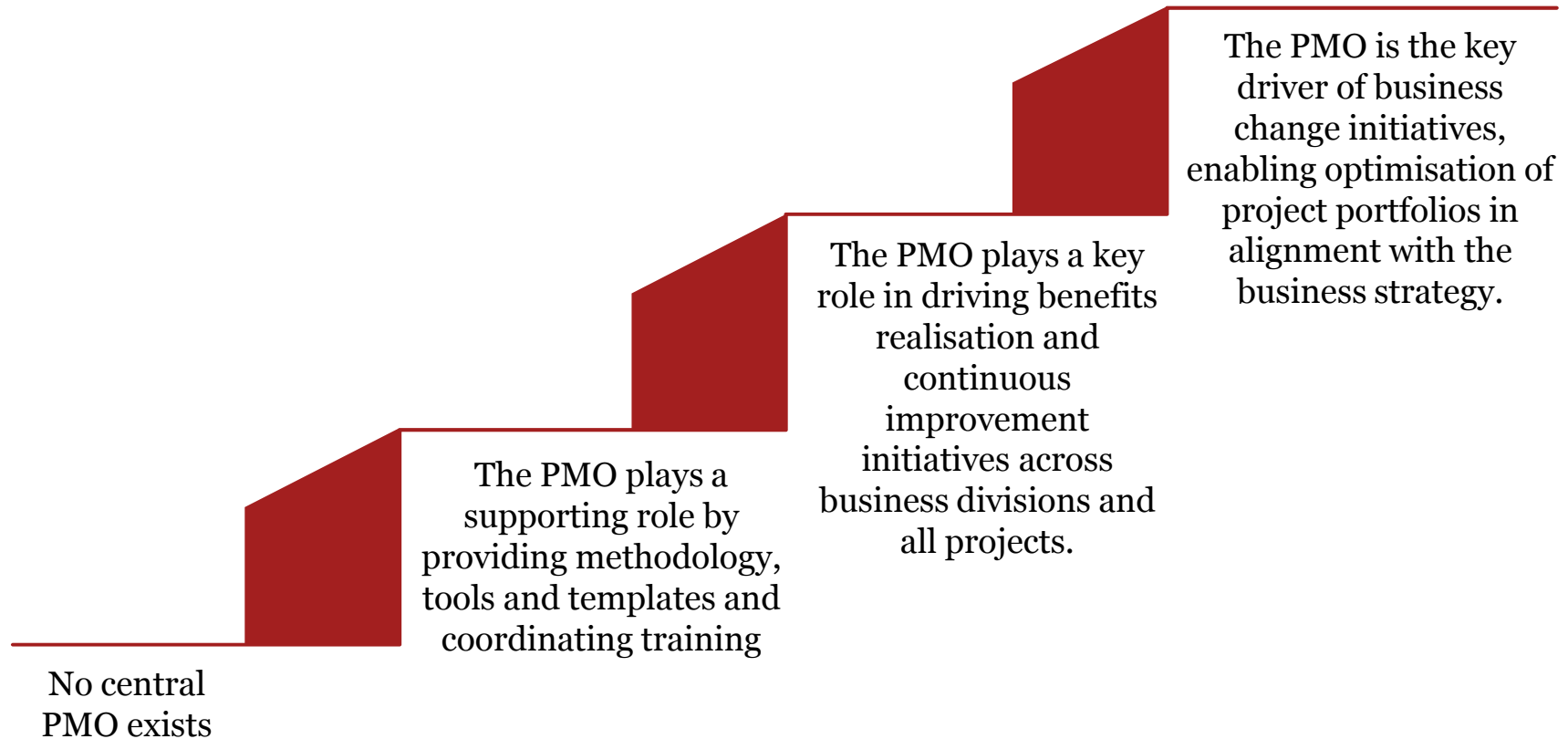
“Advancing maturity has the potential to distinguish successful organizations in the marketplace”
PMI Pulse of the Profession, 2013



The role of the PMO

4

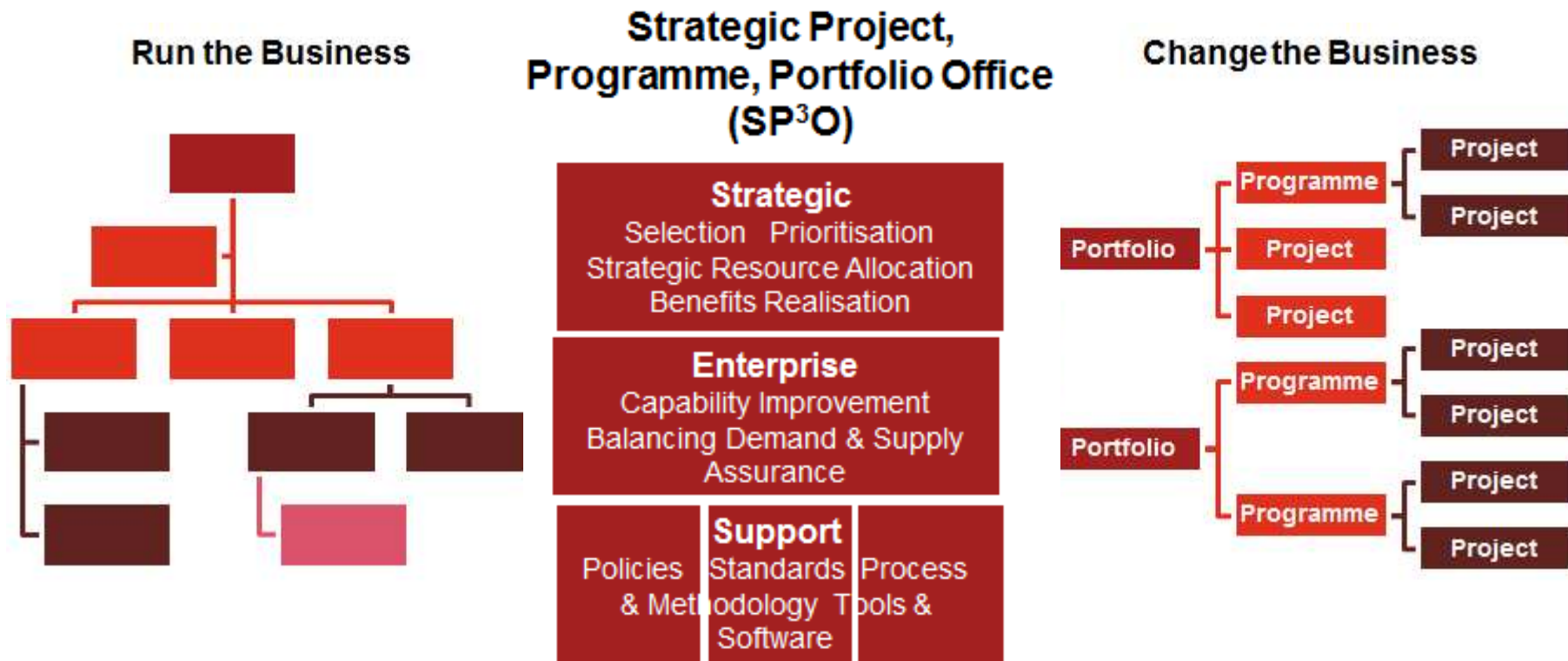
The PMO Role



PMO Role



PMO Role

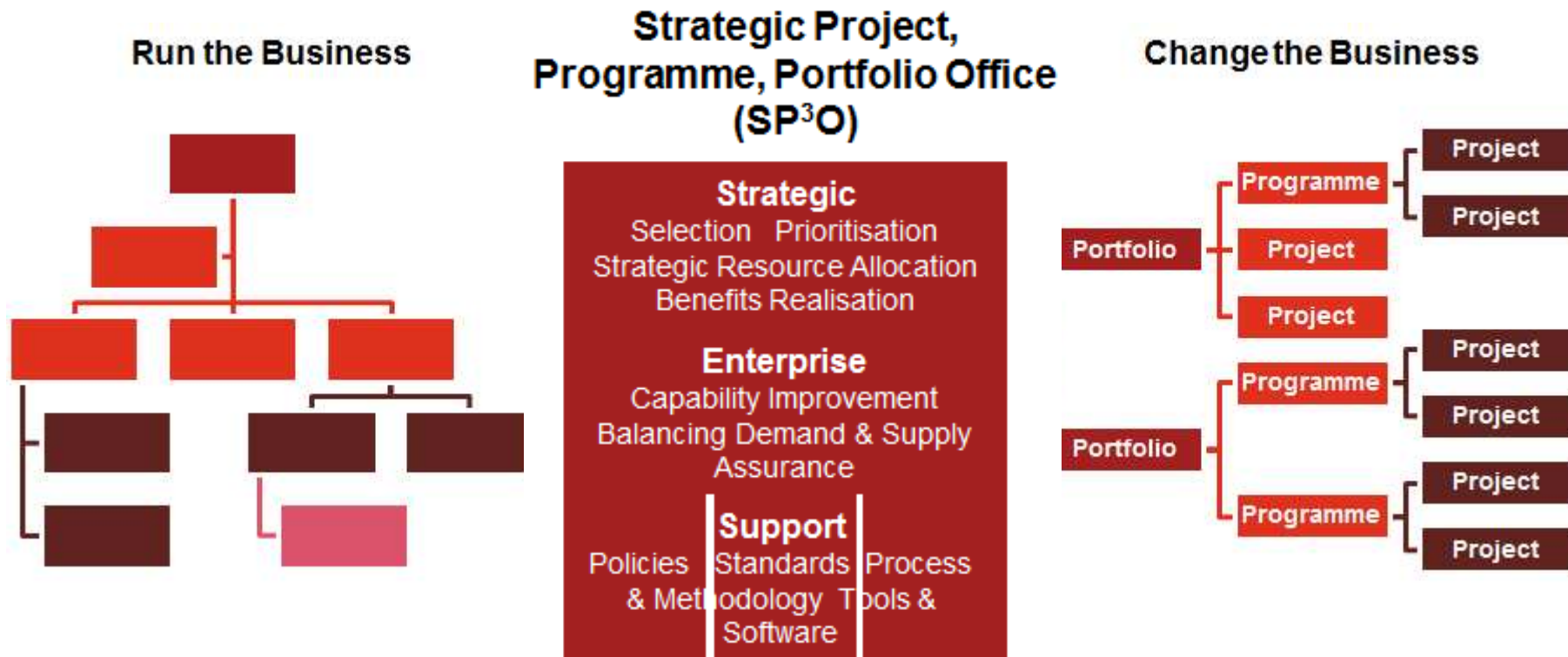


PMO's aspire to become next-generation PMO's but continue to struggle to make the transition from bureaucratic entities drowning in document overkill to strategic visionaries driving portfolio change while removing barriers to delivery.

Today's PMO must transform to become a change agent for business technology, taking advantage of new opportunities by stripping away inessentials and creating a framework of practices that promote total transparency.

Are You Ready To Transform Your PMO?
Margo Visitacion, **Forrester Research, Inc.**, 2011

PMO Role



The SP³O is all about **CHANGE!**

Managing change

Understanding the
management of change

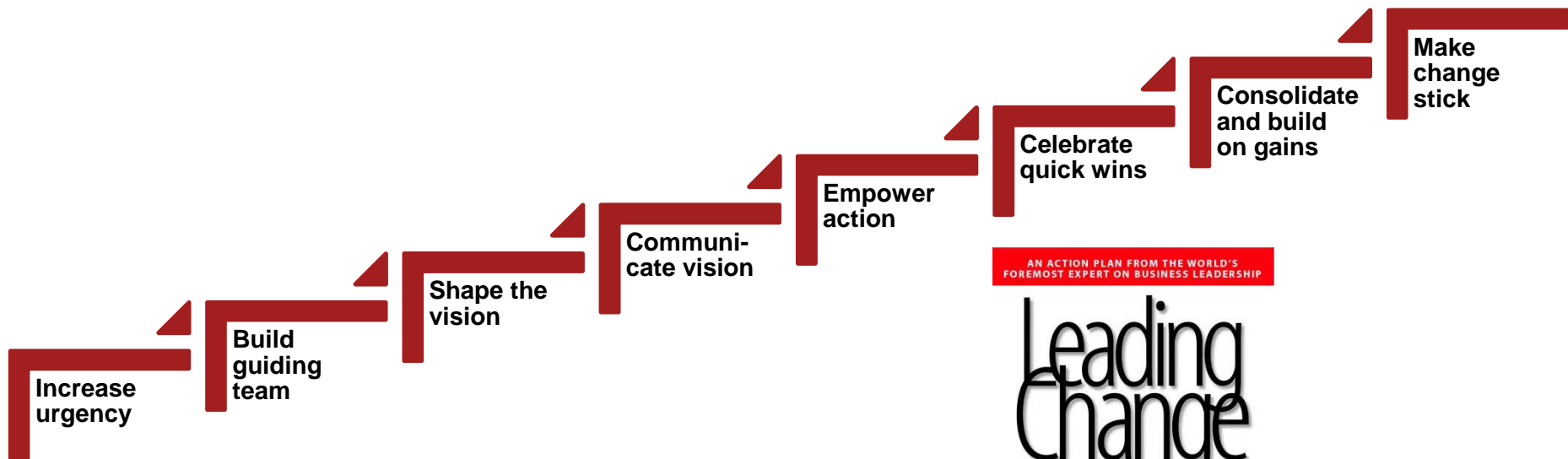
1

**A structured approach
to achieving change
objectives**

2

**Appropriate roles to
successfully drive
change**

A structured approach to achieving change (= moving organisation to next level of maturity)



AN ACTION PLAN FROM THE WORLD'S
FOREMOST EXPERT ON BUSINESS LEADERSHIP

Leading Change



John P. Kotter

HARVARD BUSINESS SCHOOL PRESS

Understanding change management roles



Understanding potential barriers

Poor vision

Lack of
sponsorship

Not understanding
and measuring the
benefits

Negative culture

Underestimation
of the time it takes

Organisation not
ready



A Case Study

5

Case study

The challenge

Low maturity levels;
insufficient planning;
undefined processes;
lack of visibility on
project status;
inexperienced project
managers; general lack
of discipline → quality
issues; over budget;
late delivery; under
expenditure of capital

The usual solution

More training;
More governance &
controls;
etc

Our approach

Understanding it is
about change

PMO Time-Out to
create strong case for
change and mandate
PMO

Clear action plan to
address change
barriers, create
executive sponsorship
and drive
transformation



Questions?

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