## PMO SIG May 10, 2011 Meeting Summary

## Main Topic: Handling PMO Opponents

### PMO Perception

- It is important for the organization to understand the PMO agenda, in order to accept the PMO.
- PMO should not be perceived as an auditing body – better to have project audits performed by another organization (transfer 'bad guy' role).
- PMO perceived as a 'helping organization' works better.
- The skill level of the PMO affects the perception. More savvy = better respect.

### Management Support

- There is less resistance to working with a PMO if management sponsors and supports the PMO.
- PMO success needs C-level management commitment for 5+ years.
- Changes in top management often change the commitment, enthusiasm for PMO erodes.

### PMO Lifespan

- Average PMO exists 2½ years, with energy in the first year, then lost after consideration of 'job done', leading to PMO disbanded.
- Smaller organizations tend to start, then expend PMOs. Larger, regulated organizations tend to keep PMOs longer.

### Divisional Organization Factors

- Multiple PMOs, e.g. PMO in each company division, will often collapse into a central PMO.
- A central PMO that is funded by splitting cost to multiple divisions may have some divisions 'buy in', some not, with disrespect of the PMO from some.
- PMO enforcing standards (e.g. platforms) company-wide might conflict with the preferences of some divisions, but the standard usually wins overall.

### PMO Communications

- Rather than just providing templates for project management, also provide examples of good, completed project plan templates.
- Executive summaries prepared by PMOs can be challenging when too much information is reported to PMO (difficult to highlight as PM would want it), or too little information is provided (difficult to show significance). Better to ask each PM to provide executive summary highlights in addition to full reports to PMO.

**Outsourcing Factors**

- Outsourced services often contractually come with a PMO provided by the outsourcer. If the customer organization has a PMO, the outsourced PMO is generally viewed as an unnecessary extra cost in the contract.
- An outsourced PMO managing internal resources meets great resistance.
- Outsourcing to multiple vendors, or transitioning from one vendor to another, can produce sabotage circumstances, with one vendor 'setting up' the other to fail (e.g. faulty cost/work estimates, scope, etc.).
- Complete truth and honesty with vendors can work, even in ugly circumstances. Explain decisions made, new directives, options to cooperate, possibilities for the future, etc. and vendors may respond with integrity and win-win attitude.

**Project Salvage**

- Changing business conditions, budgets or unsatisfactory project prognosis can lead to PMO recommendation to stop the project.
- Better to salvage than cancel a project, e.g. revising to a diminished scope to reap something from the work done, rather than scrapping.
- Projects defined with deliverables in stages can avoid a salvage ending, by delivering benefits progressively, with the option to continue to the next stage or not.

## Future Topics to Consider

1. PMO Best Practices to support learning and process improvement within project teams
2. Coordination to roll out Agile in your organization
3. Defining the Role of the PMO
4. Looking at the PMO from the Outside
5. Supporting Organizational Decisions
6. PMO Governance and Portfolios
7. Handling PMO Opponents
8. PMO Resources - Templates, Websites, etc.
9. Client Cultures
10. The PMO and Cross Organizational Matrix Management
11. Model PMO Job Descriptions (Maude Fribourg has sample, find others)

Attending: Daniel Walsh, David Kabat, David Morgen, David Rabinowitz, Dorothy Cunha, Gabriella Kladni, Jason Fox, Louis Kural, Marlo Moss, Maude Fribourg, Mayra Rodriguez, Paul O'Connor, Rich Lewson

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| May 10, 2011 | Chair: David Morgen, PMP |
| 7:45 – 8:45 PM | *davemorgen@hotmail.com* |
| | Notes: Jason Fox, PMP |
| | *jpjfox@gmail.com* |