

PMO SIG October 2013 Meeting Summary

Opening Topic: Professional Development Day – PMO Speaker

Speaker for PDD on PMO Vision for 21st Century

- PDD organizers are seeking a speaker for a PMO topic related to the vision for PMOs in the 21st century. Please share any suggestions with David Morgen.
- PMIW Professional Development Day will be held Saturday, April 5, 2014, at the Mt. Kisco Holiday Inn. The theme for this year's PDD is "The Twenty-first Century Project Manager: Delivering Stakeholder Value".

Discussion Topic: PMO Lessons from Baseball

Project Management Article on PM Lessons from Baseball

- SIG discussion topic follows theme of this article:
<http://www.projectmanagement.com/articles/280681/Projectball--PM-Lessons-from-Americas-Game--Part-1->

Standards for some things, but not all

- Baseball diamond is standard, with 90 feet between bases
- Outfield is not standard, and varies from stadium to stadium
- PMOs have standards for some things, but not all

Value of Metrics

- Win-Loss records for pitcher who played against inferior teams can be skewed
- Player metrics can be selectively used as positives or negatives
- Project metrics can be equally skewed or selectively used

Alignment to business strategies

- Baseball franchise management may have different strategies
 - Winning the league pennant
 - Filling the stadium (for profit or team support)
 - Merchandising
- Business executives may have individual goals and strategies

Prioritization strategies

- Team batting order may be strategically set for:
 - Quick wins
 - Defense
- Prioritization within a project, or projects within a program may have specific goals

Matching size of organization to size of business

- Major league, Minor league, Little league – Each is staffed and managed according to size of league ‘business’
- Likewise PMOs and project teams are sized according to business

Utilization of team members

- Manager decision to keep pitcher in game vs. sending in relief pitcher
 - Risk burnout of team member by continued utilization
 - Saving talent (relief pitcher) for later need
- Decisions based on what has been accomplished, what is in progress, what is planned next

Ethics – Heroes vs. Villains

- Establishing a good record (metrics), but by questionable means
 - Team member has good playing stats, but was using steroids
- Fixing a game, Selective presentation of facts (stats)
 - Making a project outcome look better than it really is
 - Rigging a proof of concept to get a project approved

Project cycles and phases

- Cycles can be defined and managed along different scales
 - Managing a season, managing a game, managing an inning
- Phases of a project
 - Planning – Scouting, Drafting, Spring training
 - Execution – Season and post-season games
 - Closing – Lessons learned; Apply to trading, awards

Rewards and Recognition

- MVP – recognition of outstanding team member
- Contract renewal – reward for job well done

Next Meeting

Next meeting is in November. Topic: TBD

PMO SIG Discussion Topics to Consider

1. PMO Practice
 - a. PMO Resources - Templates, Websites, etc.
 - √ b. PMO Best Practices to support learning and process improvement within project teams
 - √ c. Coordination to roll out Agile in your organization
 - d. PMO Governance and Portfolios
2. PMO Promotion
 - a. Looking at the PMO from the Outside
 - b. PMO Promotion in the Academic World
 - c. Promoting the value of the PMO

- d. Explaining the benefits of the PMO
- 3. Organizing and Starting the PMO
 - a. Defining the Role of the PMO
 - b. Supporting Organizational Decisions
 - c. The PMO and Cross Organizational Matrix Management
 - d. Lifecycle of a PMO, how to start one and pitfalls at different stages of the lifecycle
 - e. Where should the PMO be migrated into with a company that re-organizes, downsizes?
 - f. Criteria to establish a PMO in your organization - When does it NOT make sense to have a PMO?
 - √ g. Should the PMO be in-sourced or out-sourced? Why?
- 4. Other
 - a. PMO Practices vs. Upper Management
 - b. Client Cultures
 - c. Model PMO Job Descriptions (Maude Fribourg has sample, find others)
 - d. Keeping PMOs Active
 - e. PMO – Current and Future
 - √ f. Working with a Multi-generational Workforce
 - g. PMO Myths
- ★ In progress
- √ Completed

Attending: Adella Rosenthal, Agatha Podhaiski, Carl Gessman, David Morgen, Gabi Kladni, Jason Fox, Jeffrey Cohodas, Louis Kural, Louis Noto, Marlo Moss, Mayra Rodriguez, Ray Francis, Richard Loeb, Sanjey Patil, Wayne Winders

October 8, 2013
8:15 – 9:15 PM

Chair: David Morgen, PMP
dwmorgen@gmail.com

Scribe: Jason Fox, PMP
jpjfox@gmail.com