PMO SIG November 2013 Meeting Summary

Discussion Topic: PMO Myths

Context of PMO Myths

- Misconception about what a PMO is, does, delivers
- Statement that may have some truth about a PMO, but is not 100% pure truth
  - Things some PMOs may do some of the time, but not all the time, and not every PMO
- Myths often "take sides" on PMOs
  - Defend or exaggerate the benefits of having a PMO
  - Attack or challenge the validity of having a PMO
- Myths fill the gap where facts or evidence are missing to support an argument (pro or con)

Myth: Size matters

- A business needs to reach a critical mass before implementing a PMO
- PMO is a luxury that small companies cannot afford
- Only the biggest projects deserve and get PMO attention

Myth: PMO Panacea

- When things are out of control, a PMO is the solution
- If you have a PMO, all projects are on schedule and within budget
- If you have a PMO, you have best practices

Myth: PMO is a tattletale organization

- PMO measurements, reporting and recommendations/decisions focus on trouble
  - Dashboards will show where there is trouble
  - Actions will focus on removing the trouble
- Project owners may want the support of a PMO, but not the exposure of their project to PMO reporting and scrutiny

Myth: PMO is not worth the cost

- Executives with strong ROI mentality may view PMOs as cost without benefit
- When cost cutting becomes necessary, PMO is first to be cut

Myth: All PMOs are temporary

- PMO life cycle:
  - Organization decides they want a PMO, and starts one
  - PMO runs its course
  - PMO is disbanded (some working practices may remain, but the PMO is sunset)
- The PMO life cycle is started by executives that are pro-PMO, and ended by executives that are anti-PMO
- A "change of guard" at the executive level always brings a change to the PMO

Myth: Burden of PMO to Projects
- Having a PMO will add work and slow every project down
- The additional work does not add value to the project outcome

Myth: Wealth of Resources
- PMO has extensive (unlimited) assets and resources to allocate to projects
- PMO has the authority or influence to acquire additional resources needed, always

Myth: Wealth of Knowledge
- PMO has broad and long historical knowledge of all projects in the organization, business, industry, etc.
- PMO has seen it all
- PMO knows all the impacts and consequences, and has all the answers

Next Meeting

Next meeting is in December. 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, Felicia Ricketts, Jason Fox, Jeffrey Cohodas, Louis Kural,
           Luja Shrestha, Mayra Rodriguez, Ray Francis, Wayne Winders

November 12, 2013   Chair: Jason Fox, PMP
8:15 – 9:15 PM   *jpjfox@gmail.com*

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