



## **PMO SIG December 2015 Meeting Summary**

### **Discussion Topic: Building Relationships (Projects and Owners)**

#### **Product Owners**

- Product may be a brand or market, e.g. Coca-Cola, Automobile
- Product may be internal, part of corporate business
  - ♦ Infrastructure, e.g. Active Directory
  - ♦ Finance, e.g. SAP

#### **Identifying bad relations between Project and Owner**

- Much time spent on defense versus offense
  - ♦ Documenting “problem is not here” to avert blame
- Focus is not on collaboration, productivity

#### **Perception of PMO**

- Traditional PMO
  - ♦ Perceived as “command and control” bureaucracy
- Collaborative PMO
  - ♦ Presented as “How can PMO help?” versus PMO control

#### **Overcoming bias**

- Product owners may dismiss need for project management
  - ♦ “Do it ourselves” attitude
  - ♦ Struggle to meet schedule, budget, quality
- PMO can document and demonstrate
  - ♦ Urgency of schedule, business need
  - ♦ How team is missing schedule
  - ♦ How PMO can help
  - ♦ Build appreciation of urgency and overall business

#### **Cautions**

- Close contact between team members and project owners can introduce problems
  - ♦ Circumvention of PM and project control
  - ♦ Side-stepping processes
  - ♦ Scope issues
  - ♦ Change management issues

#### **External partners**

- Bring consulting partners into corporate organization
- Advise internal service providers to adopt best practices
  - ♦ Establish business relationship managers (BRM)



## **Cross Training**

- Cross training can improve relationships and collaboration
  - ♦ Awareness of roles
  - ♦ Adds credibility
- Trial period or apprenticeship, e.g. six months
  - ♦ Product manager (Owner) joins PMO
  - ♦ Mentor assigned to apprentice
  - ♦ Apprentice shadows experienced PMO member(s)

## **Fixing an immature, non-influential PMO**

- Risk to PMO success if PMO does not have influence or appreciation
- Executives work around processes, “call the shots”
  - ♦ Dealing with failures, fixing as they arise
- Loose culture spreads to other areas
- Rogue management becomes the norm
- Challenges build for PMO success
  - ♦ Introduce stability to rogue environment
  - ♦ Escalate PMO function to higher executive level
  - ♦ Elevate presence of PMO
    - Front page of corporate intranet site, versus buried on sub-page
- Authority as a means of control
  - ♦ Limit decision making authority from management levels
- PMO needs to be nimble to meet needs of rogues without being perceived as a deterrent
- Establishing or revamping PMO
  - ♦ Charter from executives to (re)implement PMO in six months
  - ♦ PMO can be created, but takes longer to really become effective
    - In large global organization 5 years for PMO to fully replace rogue management
  - ♦ Large PMO Organization
    - Sub functions within PMO aligned to business areas, e.g. IT, Sales, Finance
    - SMEs grouped to serve each business function
    - One overall PMO keeps everything standard
- Metrics to prove value of PMO
  - ♦ Fewer projects written off
  - ♦ Higher success rate for projects

## **Stakeholder engagement**

- Need demonstrated by PMs following PMO processes, but projects not succeeding
- Sponsors deny process was followed, project failure blamed on process
- Solution is to get sponsors and stakeholders engaged
  - ♦ Stakeholders included at Project stage gates, approval to proceed from sponsors

## **Financial reporting**

- Financial reporting can be means to promote Owner collaboration with PMO
  - ♦ Track and report all projects
  - ♦ Failing or slipping projects start showing up as “blips” on reports and dashboards
- Accountability builds engagement
  - ♦ Reporting puts blips “on the radar”, versus buried
  - ♦ Owners of blips need to take action, engage with project



## Next Meeting

Next meeting is in January.

## PMO SIG Discussion Topics to Consider

### Proposed Topics (items in bold are recent suggestions)

1. PMO Practice
  - a. **Types of Charters**
  - b. **Using BAs in PMO Models**
  - c. PMO Resources - Templates, Websites, etc.
  - d. PMO Governance and Portfolios
  
2. PMO Promotion
  - a. Looking at the PMO from the Outside
  - 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
  - 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. Sphere of control vs outside your control - knowing the difference
  - b. **Internal Audit Projects**
  - c. **Enforcing Results Offshore**
  - d. Thanksgiving Project Management (November meeting?)
  - e. Model PMO Job Descriptions (Maude Fribourg has sample, find others)
  - f. **Several 15-minute talks on PMO topics of interest**

Attending: David Morgen, Dorothy Cunha, Howard Paul, Jason Fox, Lait Jagtiani, Louis Kural, Marlo Moss, Mayra Rodriguez, Richard Loeb, Scott Morrison, Victoria Kolonikina, Yin Choy Chen

December 8, 2015  
8:15 – 9:15 PM

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