



PMO SIG January 2015 Meeting Summary

Member Discussion Topic: Challenges of Bureaucracy

Influencing areas within global organization

- Global IT Organization
 - ♦ Global organization based on competency centers, which are dispersed across regions
 - ♦ PMs need expertise and resources from competency centers to accomplish project tasks
 - ♦ Processes created to request work from competency centers
- PM struggles with influencing competency center
 - ♦ Process unclear for submitting work requests, prioritization of work
 - ♦ Competency centers using process bureaucracy to deflect or delay work
 - ♦ PM cooperating with process, clarifying process needs, trying to ensure acceptance and assignment of work request
 - ♦ Work still not getting done, project schedule in jeopardy
- Escalation of project risk
 - ♦ PM not getting positive response, fully documented requests and responses/delays
 - ♦ Escalation to project executives for support
 - ♦ Decision to perform work locally, without competency center, to mitigate risk
- Organization issues contributing to bureaucracy
 - ♦ Processes for work requests unclear or not proceeding as agreed
 - ♦ Competency centers managed regionally, report regionally
 - Attentive to regional work under direct management
 - ♦ Cultural differences across regions
 - Priority, sense of urgency
 - How to influence
 - ♦ Maturity of global organization and competency centers
 - May take a couple of years to iron out kinks, longer if there is no overarching collaboration or governance
 - ♦ Performing work outside of responsible competency center is contrary to global organization concept
 - ♦ Concern for local integrity is interfering
- Potential help from a PMO
 - ♦ Documenting, clarifying, improving processes
 - ♦ Managing work queues (apart from regional politics)
 - ♦ Coordinating cultural differences and needs
 - ♦ Escalations without going to executives

Compensation and management systems

- Global versus regional management
 - ♦ If compensation and career are managed locally/regionally, allegiance to a global organization is difficult
 - ♦ Regional management may be out of synch with global organization goals
- Stack ranking of staff
 - ♦ Creates internal competition, defeats collaborative spirit
 - ♦ Often forced by high-level HR policy
 - Bell curve for performance ratings and/or compensation
 - ♦ Often used for unexpected purposes
 - Layoffs determined from previous (latest) stack rank
 - ♦ Easy for staff to see the mechanics of the management systems
 - Impersonal, demotivating
 - Fewer opportunities for reward
- Performance based pay systems
 - ♦ 'Pay for Performance' systems are rarely implemented effectively
 - ♦ Small differential between high and low rewards
 - Challenge to divide the merit fund inclusively and equitably
 - Tendency to give each a 'slice' dilutes the portion
 - ♦ Substantial reward for few top performers
 - Limits reward possibilities
 - Challenge to manage and motivate second tier top performers
 - Tendency to 'take turns' in top rank

People versus processes

- People are key to success more than processes
 - ♦ People usually want to get work done
 - ♦ Processes may be inhibiting people
 - Process may be blocking work progress
 - Reward/recognition systems may be demotivating
- Personal communication versus process
 - ♦ People may be responsive on a personal level
 - PMs need to communicate, build rapport, engage personally
- Communication skills paramount
 - ♦ PM needs to apply appropriate communication styles
 - Formal communication, per process
 - Informal communication to build personal rapport, engagement
- People issues versus process issues
 - ♦ Fixing the issue should be the focus
 - Usually easier to fix a process or organization versus people or culture
 - ♦ Blame targeted to a person needs to be handled cautiously
 - Should first try to mend a process or improve an organization

Next Meeting

Next meeting is in February.



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 (Nov 2014 meeting)
 - e. Model PMO Job Descriptions (Maude Fribourg has sample, find others)
 - f. **Several 15-minute talks on PMO topics of interest**

Attending: Adella Rosenthal, Carol Gingold, Charles J. Cante, Charles R. Cante, Daniel Walsh, David DeLuca, David Morgen, David Rabinowitz, Diane DiPaola, Dorothy Cunha, Gary Venner, Ira Seiken, Jason Fox, Marlo Moss, Mo Haryn, Ray Francis, Wayne Winders

January 13, 2015
8:15 – 9:15 PM

Chair: David Morgen, PMP
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