



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, Licit 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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