

Do I Have to Keep Upselling My PMO to Take it Forwards? (PMO in a BIG world)

David Dunning

If most of us think our PMOs are undervalued – perhaps to keep explaining the traditional value message is just playing the same old record over and over.

It doesn't always work.

Maybe we should be adding more value and supporting a more senior set of customers with the capability a PMO can provide....?

WHO AM I



David Dunning

- Board Chairman, CEO
- Grounded in portfolio, programme, project general management consulting
- Previous APM Portfolio SIG Committee member
- Lead author on Business Integrated Governance
- BSI G1 Governance Committee
- Founder of the Core P3M Data Club CIC, Deepteam, CPS, CMS

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Do I Have to Keep Upselling My PMO to Take it Forwards?

The presentation will cover

What is a PMO?

What is Business Integrated Governance?

Business Support – how is that different?

Where do I start?

This is going to be quick – but slides are available, so HOLD TIGHT!!



PMO REMITS - ALL SHAPES & SIZES

PMO – WHAT DO WE MEAN?

2

[http://pract](#)

[http://](#)

[k/pmolearning-](#)

[blog/pmo/functions-services-](#)

[p3o/](#)

It's a given:

effective support (e.g. a PMO) contributes to project success / avoidance of failure -

<https://www.apm.org.uk/media/4474/12-success-factors.pdf>

**Delivery
Support**

Assurance



WHAT IS BIG?

(BUSINESS INTEGRATED
GOVERNANCE)

What is Business Integrated Governance (BIG)?

- ...is a model that explains how to connect **strategic** drivers, the BAU **organisation**, those that are focusing on managing **products**, and implementing **change**
- It enables information-centric decisions across the **Enterprise** enabling clear **Accountability**
- Created by the Core P3M Data Club, Embedded into Praxis good practice

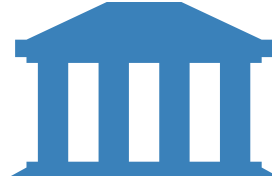


<http://corep3m.club/>
<https://www.praxisframework.org/en/integrated-governance/big-intro>

Building Blocks



Leadership



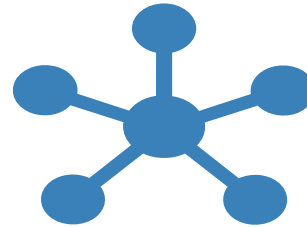
Organisation



Governance



Assurance



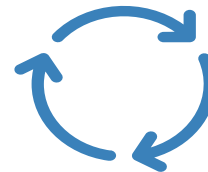
Data and Integration Solution



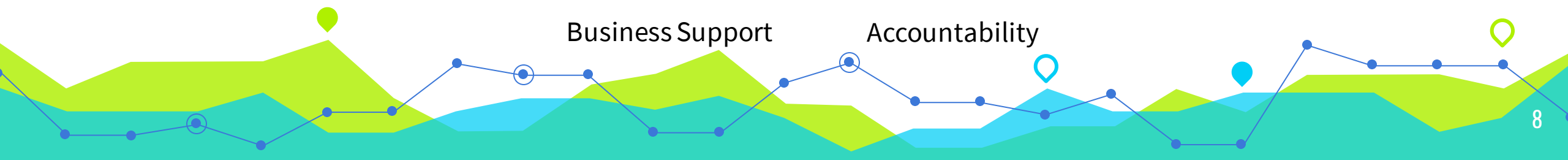
Information



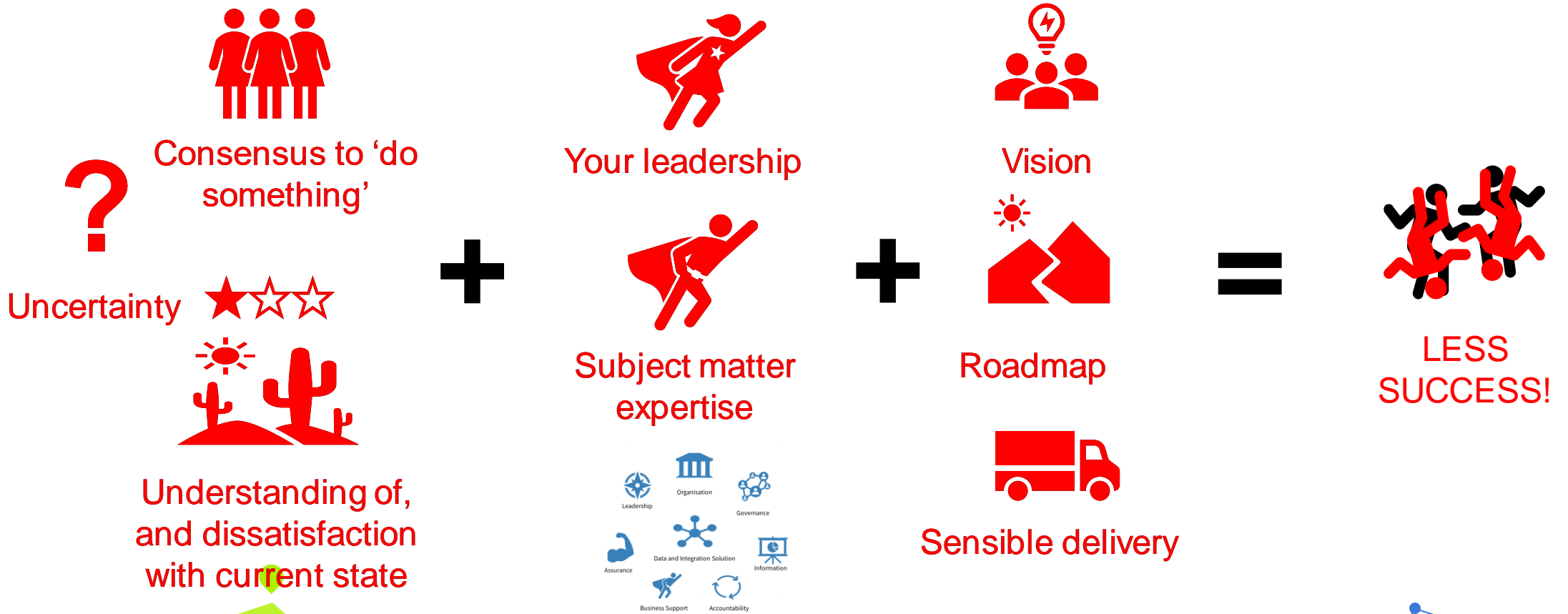
Business Support



Accountability



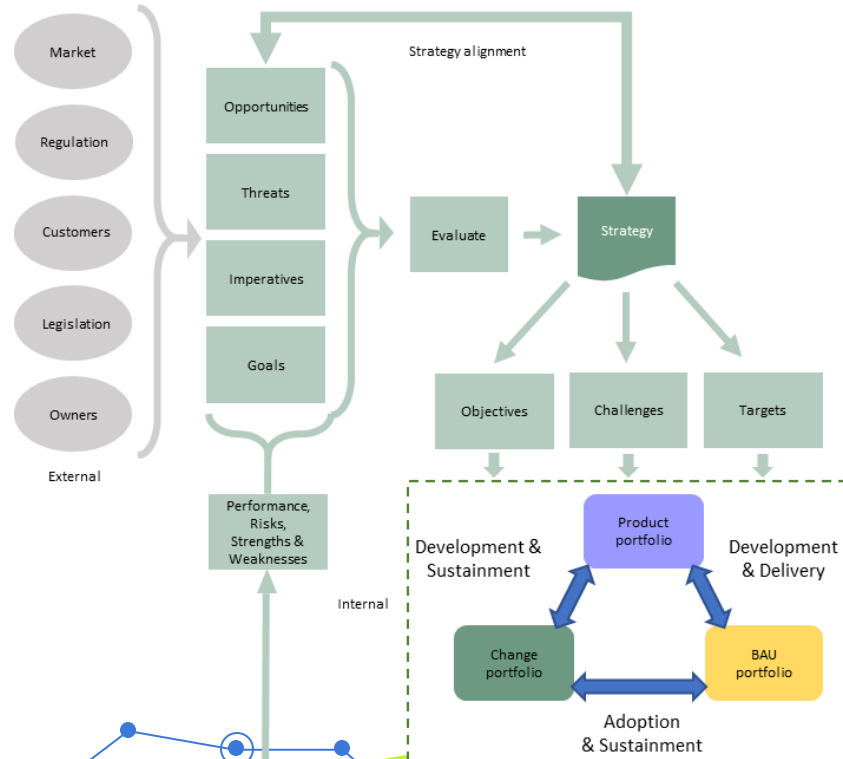
Simple Maths



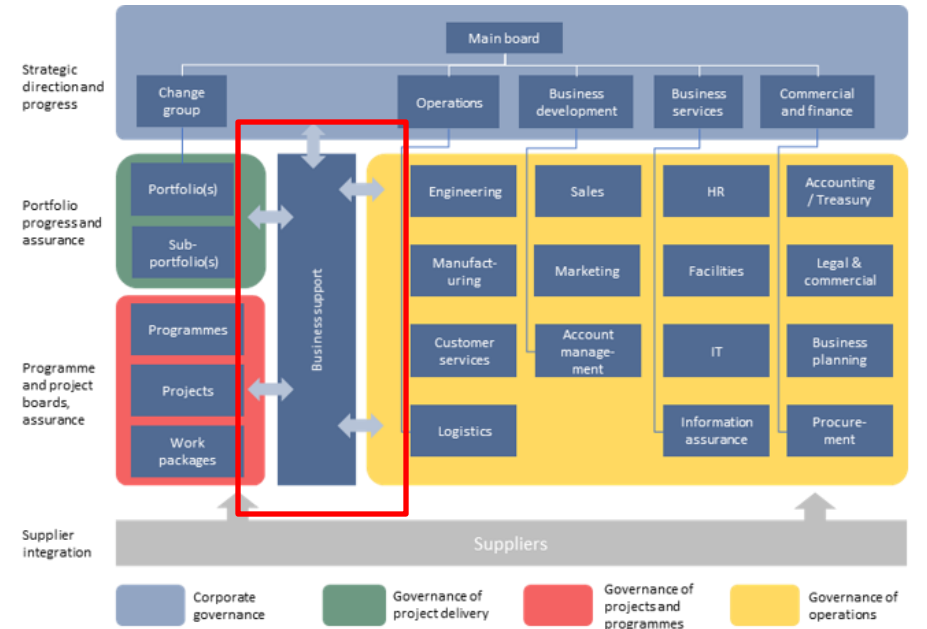


BUSINESS SUPPORT IN BIG

BIG Images

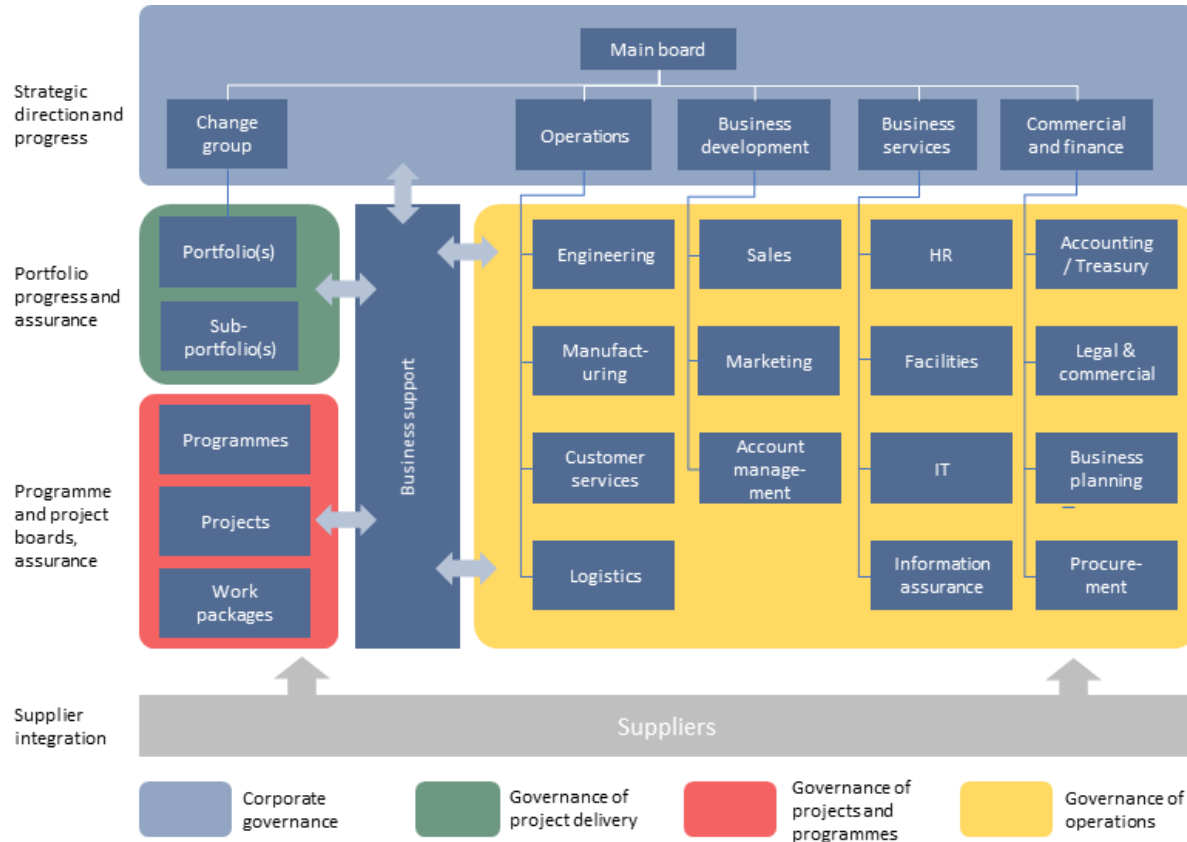


Note – for avoidance of doubt:
Business Support ≠ typing pool, cookie bookers, meeting room booking etc.

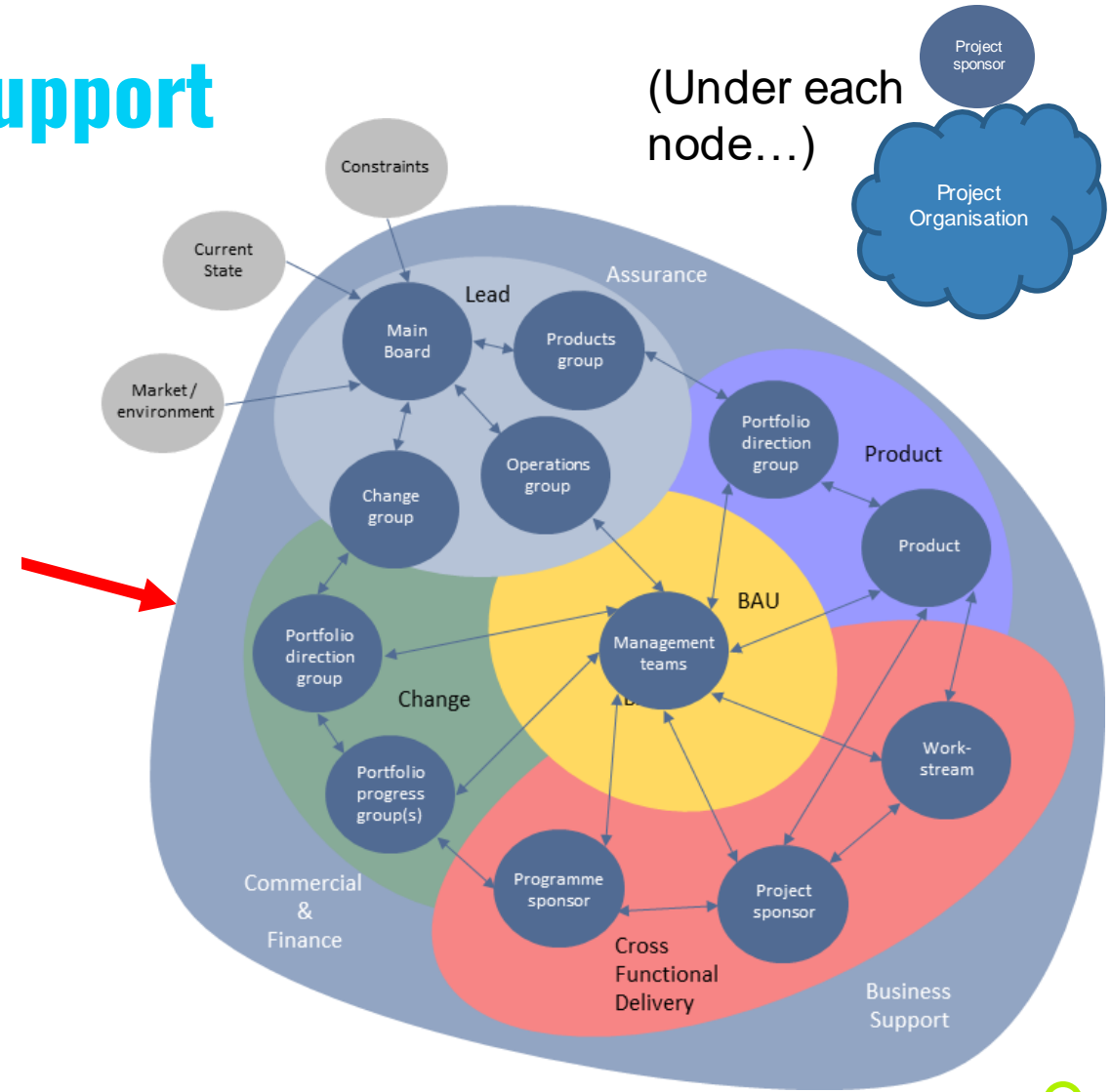


See the Core P3M Data Club Channel on YouTube
<https://www.youtube.com/channel/UCsLr5-yl668mOj-oxhmkQlg>

Business Support



(Under each node...)



BUSINESS SUPPORT - THE WHY

EFFECTIVENESS AND EFFICIENCY PERSPECTIVE

EFFICI

ESS

May have Centre of

May have Engineering

May have support team to compile board reports from disconnected data

May have resource planning team to plan people

Who is doing what, where?
Unshared capability?
Duplication?
Bureaucracy?
Inefficiency?

Wheel Re-invention?
One size fits nobody!

May have Office to "initia

May have finance support team tracking "project costs" on "big projects

May have support teams to assist project manage

assurance

Sub-portfolio(s)

Manuf

May have IT Delivery Support team running "Agile Delivery" in IT

This scenario is not efficient
effective – and does not
provide joined up support

Can this picture be relied
on to support strategy
delivery?

"Agile" deliver teams organis their work parochially

May have Strategy Planning to look long term for the business

Production Planning team to schedule work

Response Planning team to schedule response work

May have Social Support customer projects

PMO GROWTH CHALLENGES

WHAT ARE YOU FINDING?

What to do about this?

- Lack of understanding of value add
- People don't get project management or accountability
- PMO staffing level
- Customer ask vs customer need (MI)
- Poor information facilities
- Poor Resource Management
- Reluctance to adopt process
- Coping with poor communication

Item	Vote
Low understanding of value add	78%
PMO Staffing level	17%
Poor information available	6%
Poor compliance achieved	0%

Increase value add

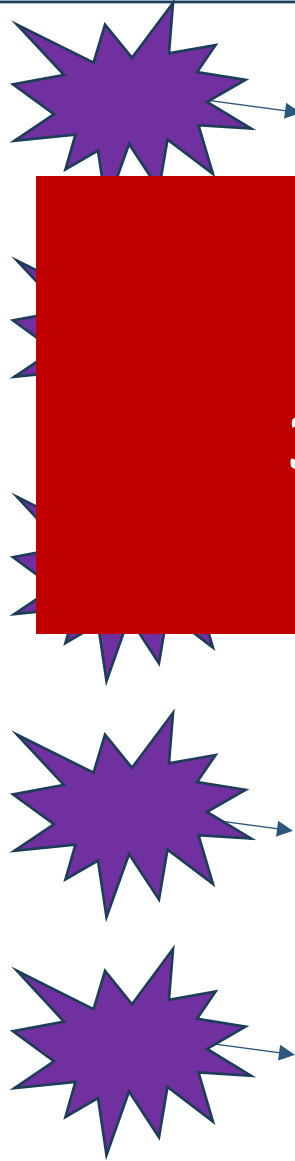
BUSINESS SUPPORT - THE 'ALTERNATE' WAY

Increase value add

MAIN / EXEC BOARD PERSPECTIVE



Opportunities, Threats, Imperatives, Goals



Response

Strategy Objectives:
10% of organizations achieve > 2/3
36% achieving between 50%-67%
54% achieving < 50%

How do we conduct the Magic better?

What is going to come back?



Opportunities exploited?
Threats avoided?



Imperatives Met?
Goals realised?



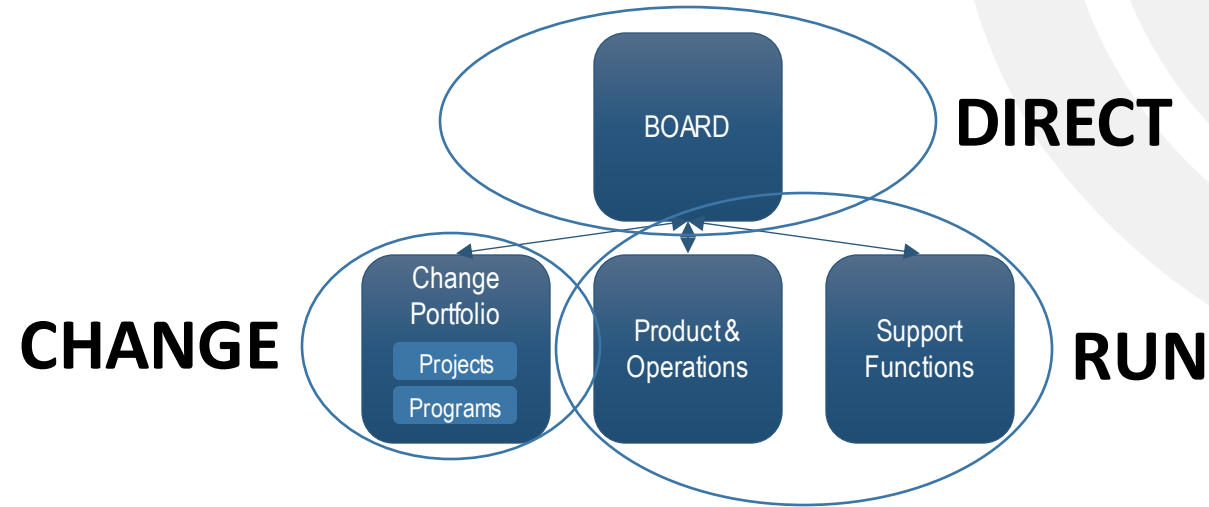
of organizations at least two-thirds achieved strategy objectives, with 36% achieving between 50%-67% and 54% achieving less than 50%

Board / C Suite

Faith in General Managers and the Project Delivery community - "then we all pray and hope"

How do we conduct the Magic better?

(I.e. Improve delivery of Strategic Outcomes/Performance with Confidence and Control)



Unclear roles

Ad hoc Governance

Information and Data?

Tools, process, standards for domains?

Identify Accountable Elements

The Environment

The Organisation

Opportunities,
Threats,
Imperatives
and Goals
(OTIGs)

Objectives,
Targets and
Challenges
(OTCs)
i.e. Strategy

faced by the Board

BOARD

defined by the Board

RUN

Change
Portfolio
Projects
Programs

OTCs

CHANGE

Product &
Operations

OTCs

Support
Functions

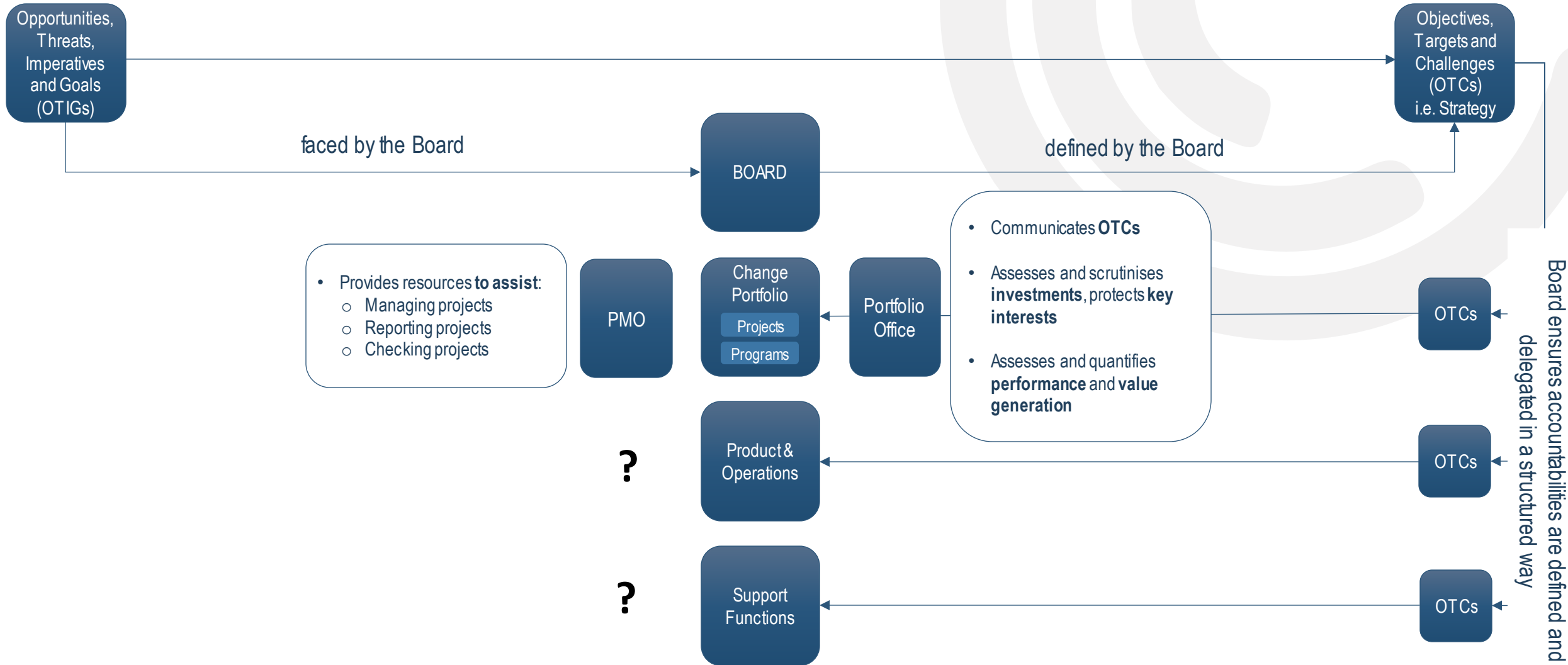
OTCs

Board ensures accountabilities are defined and delegated in a structured way

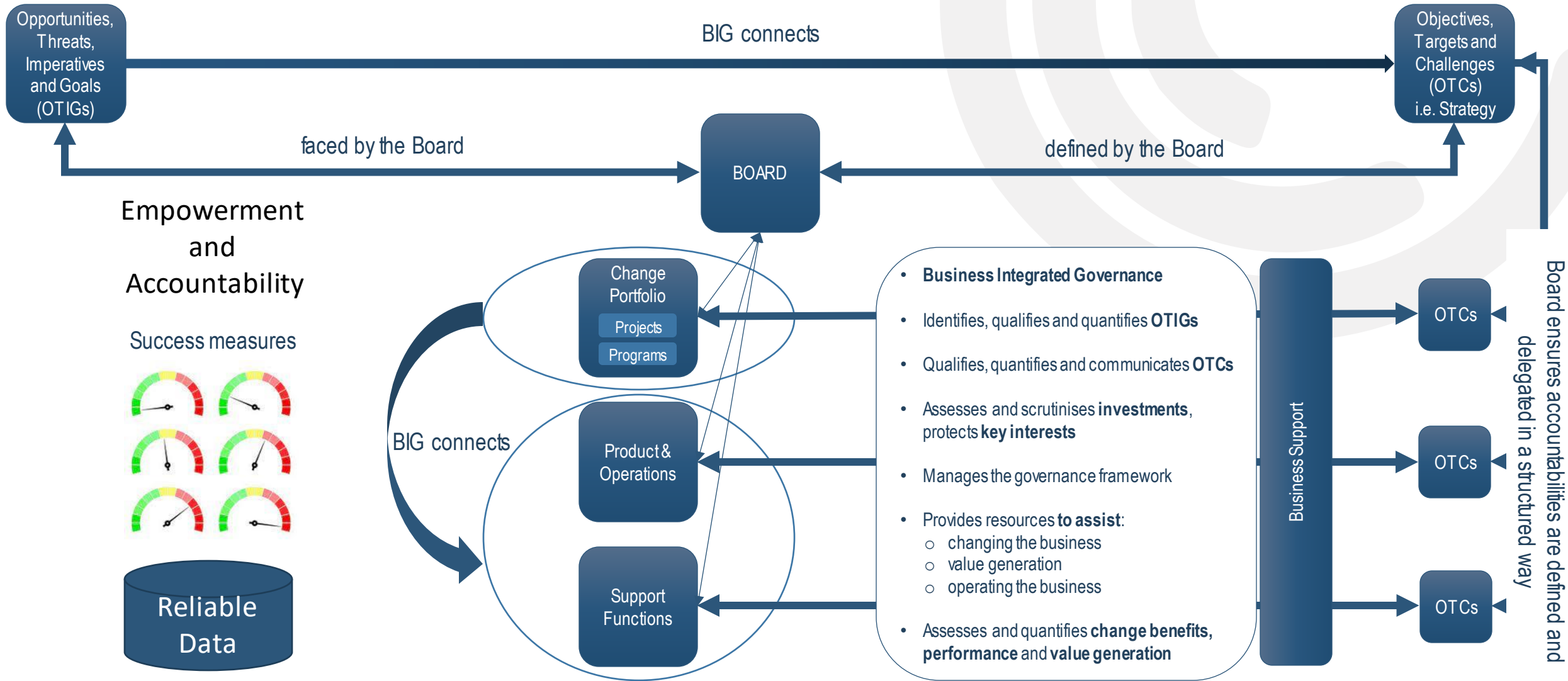
Current Support Capability?

The Environment

The Organisation



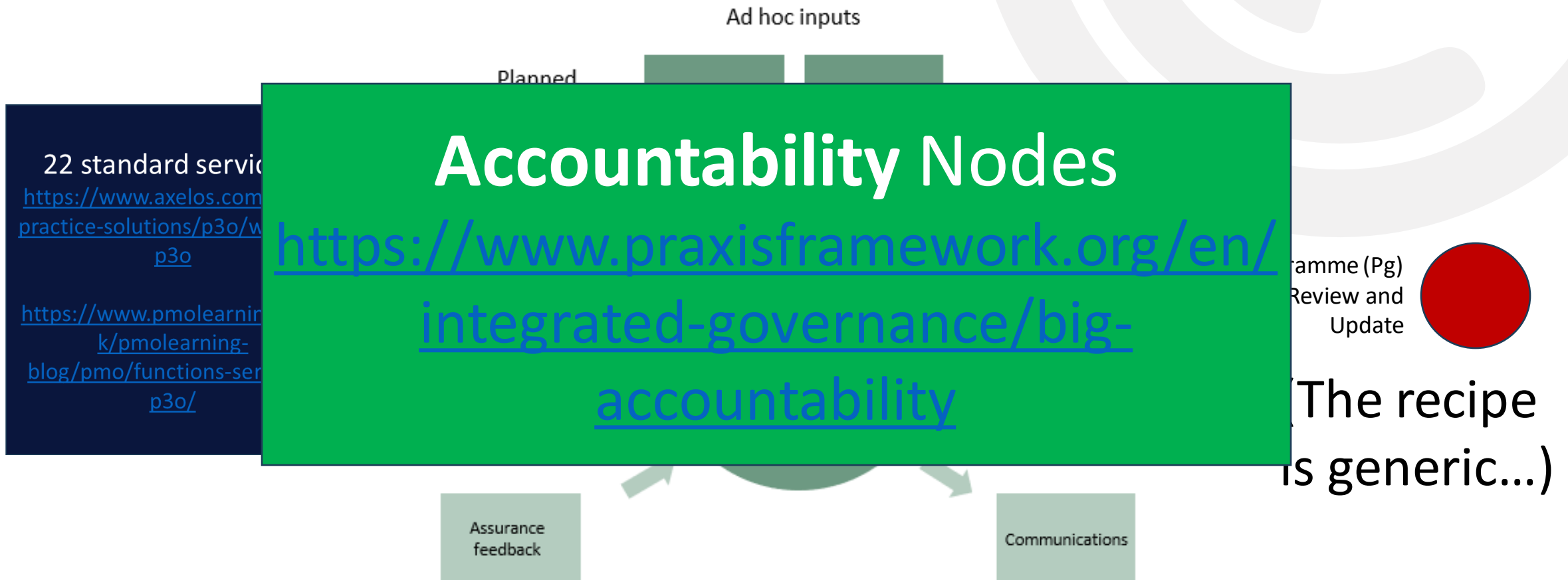
Strategy Management



BUSINESS SUPPORT IN BIG - THE HOW

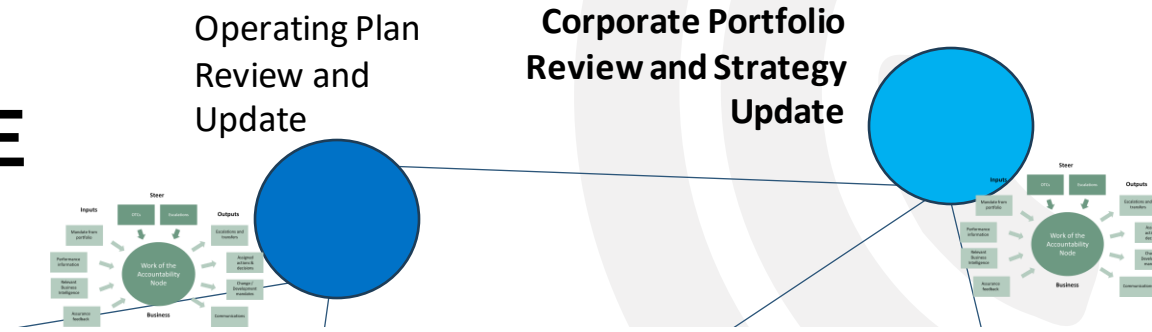
WHAT DOES IT DO?

GOVERNANCE AGENDAS – INPUTS, AGENDA, OUTPUTS



INTEGRATED CADENCE

(Heartbeat / Drumbeat)



Quarterly?

- Fundamental logic underpins integrated governance (e.g. work packages update before projects, projects update before programmes...)
- Schedule the governance operation
 - Connect diaries of senior people
 - Enable teams to fit in local processes (smaller project / sprint timescales)
 - Configure data integration tooling to gather, validate and process data

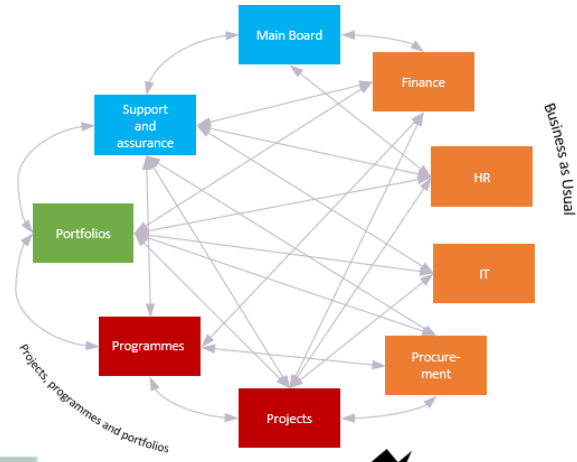
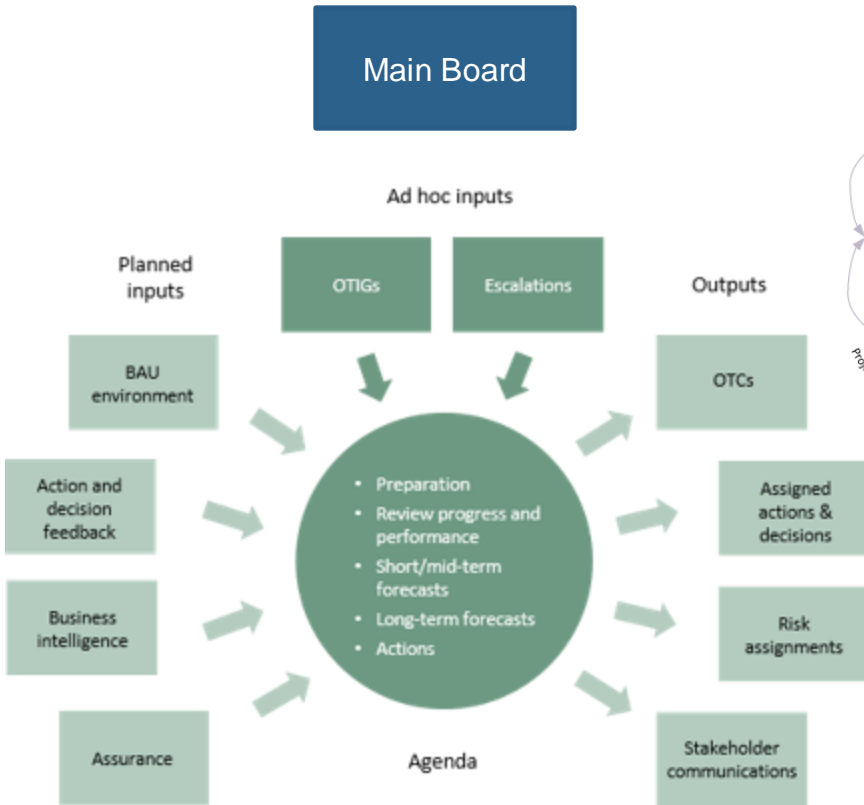
A

thly?

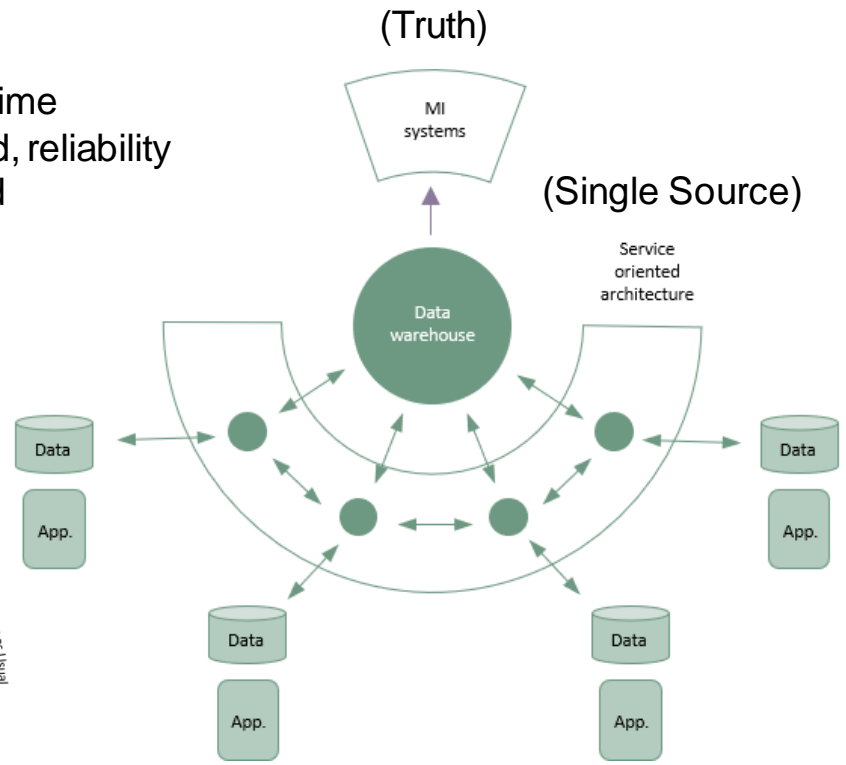
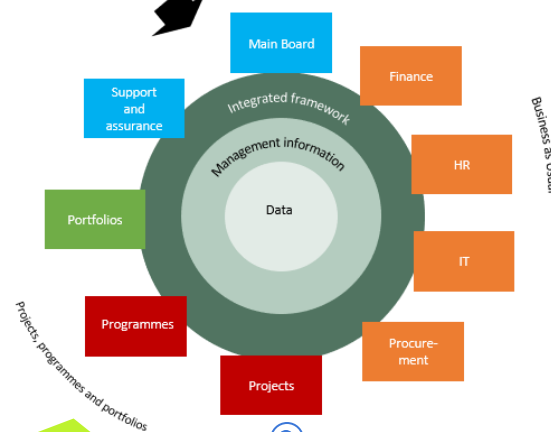
Business Support enables Governance Agendas to function smoothly



BIG Images



Process time shortened, reliability increased



Method / System agnostic – but common data view

BUSINESS SUPPORT IN BIG - THE WHO

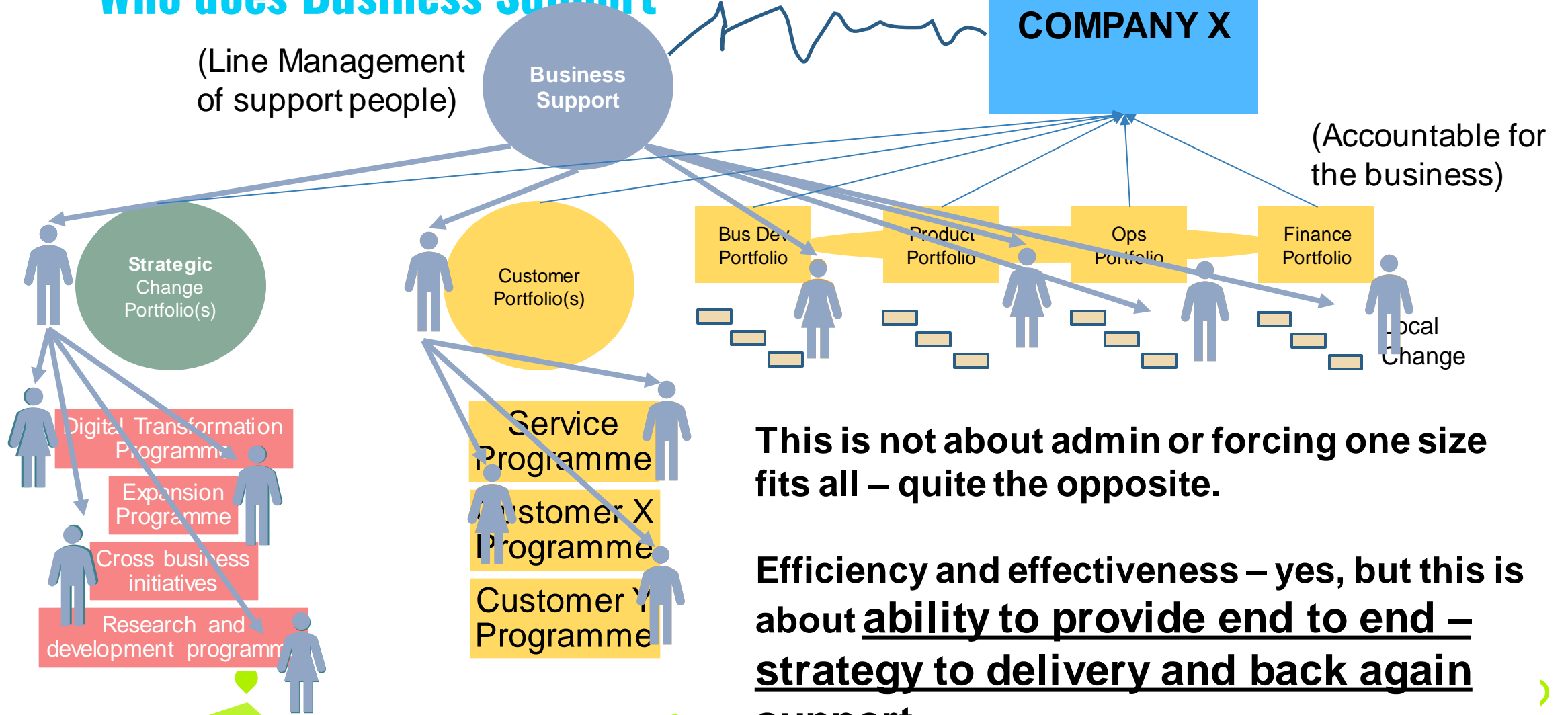
WHO DOES IT?

Who does Business Support

(Line Management of support people)

COMPANY X

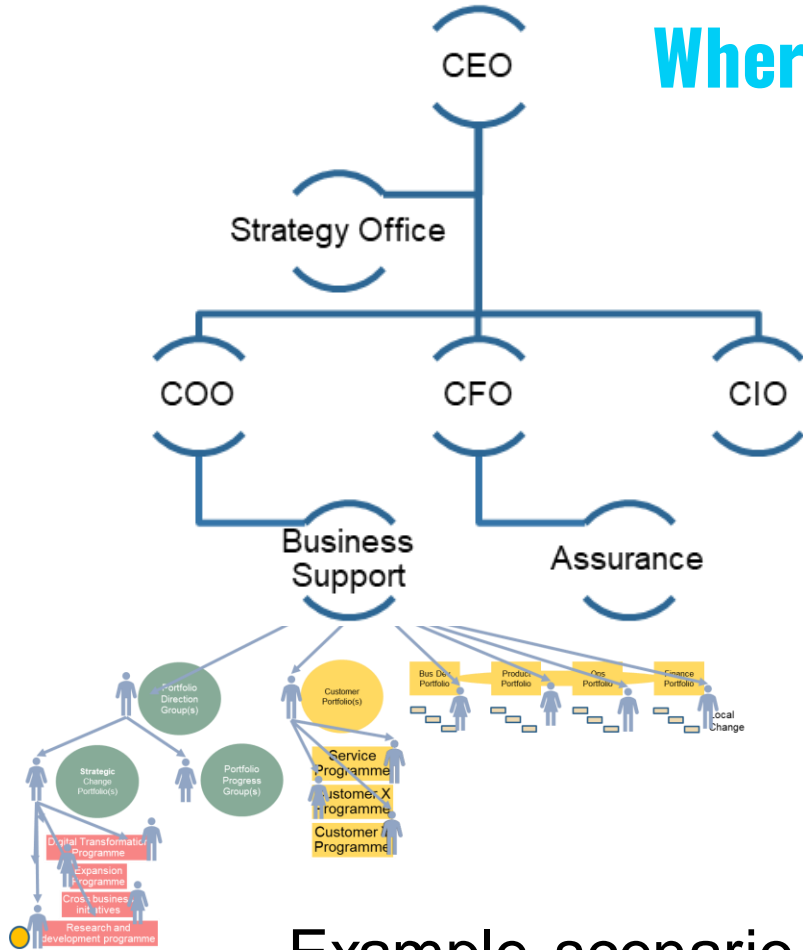
(Accountable for the business)



This is not about admin or forcing one size fits all – quite the opposite.

Efficiency and effectiveness – yes, but this is about ability to provide end to end – strategy to delivery and back again support

Where does Business Support fit?



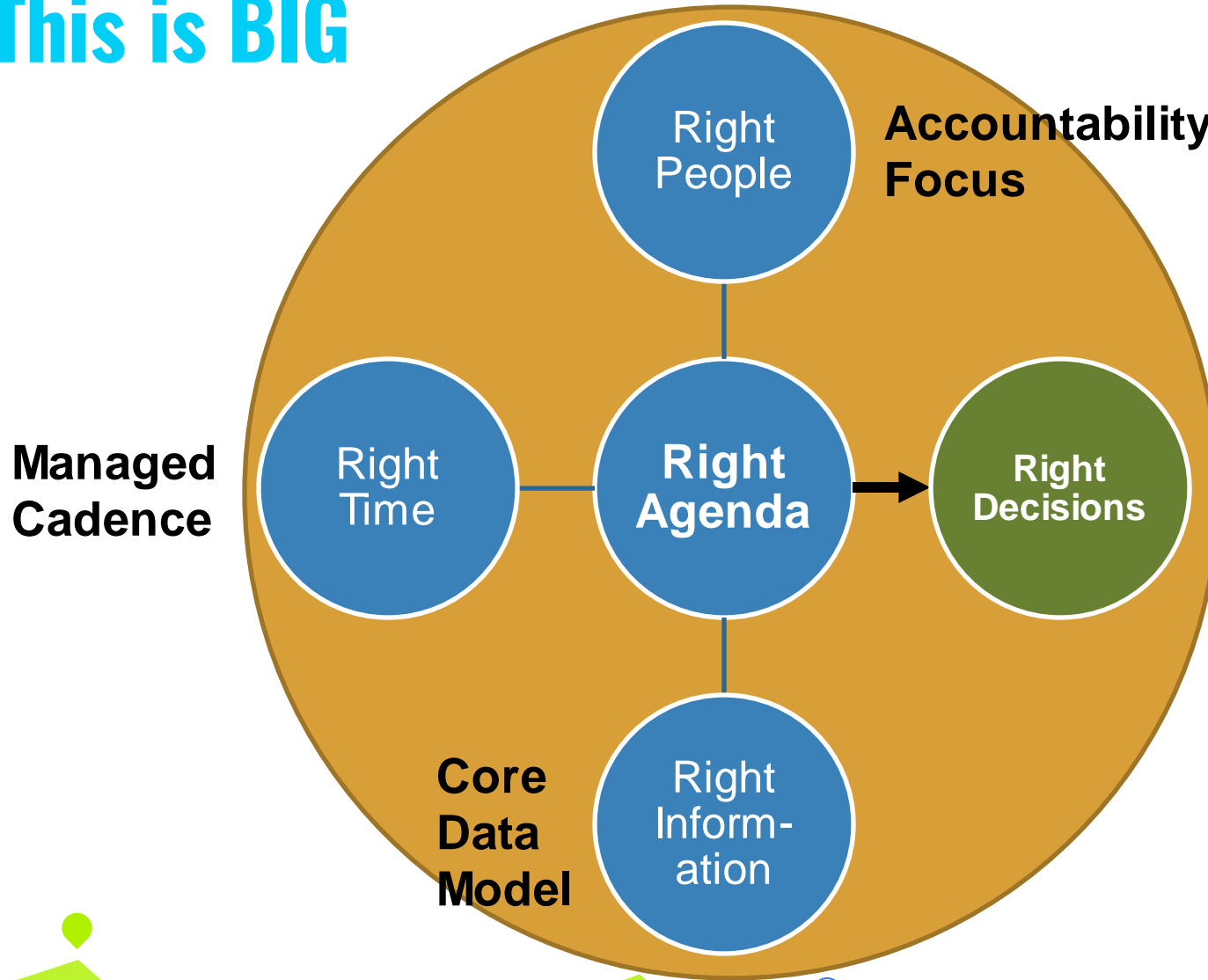
Example scenario

- It's a **Service Function** with Objectives and Targets
- ... **accountable** for performance
- ... manages deployment of Business Support people across competing priorities for services
- ... maintains the **corporate** Governance Agenda and Cadence for the Organisation – **aligning strategy to delivery and back again**



WHAT FIRST?

This is BIG



**Business Support
enables BIG to
work**

**BIG makes
Business Support
more effective**

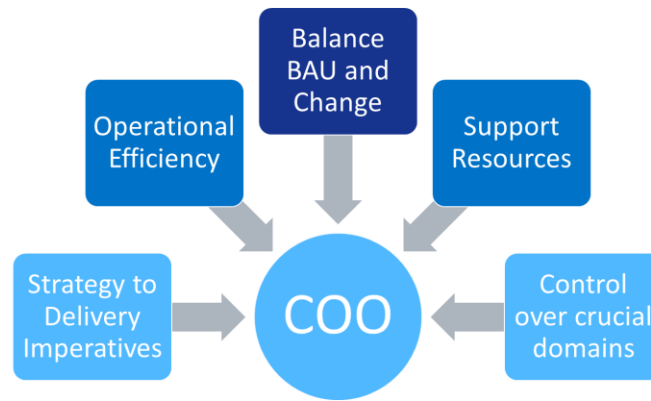
(Symbiotic)

INGREDIENTS?

Typical drivers – what are yours?

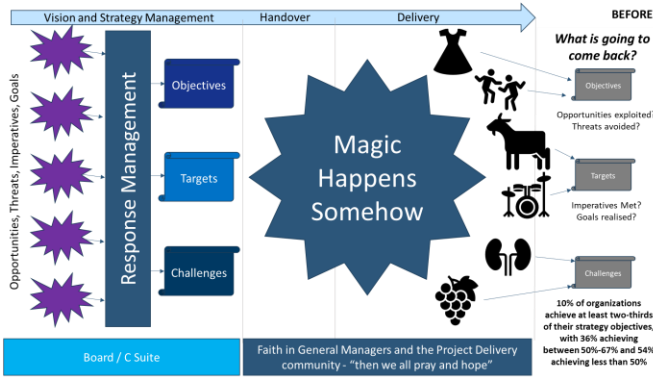
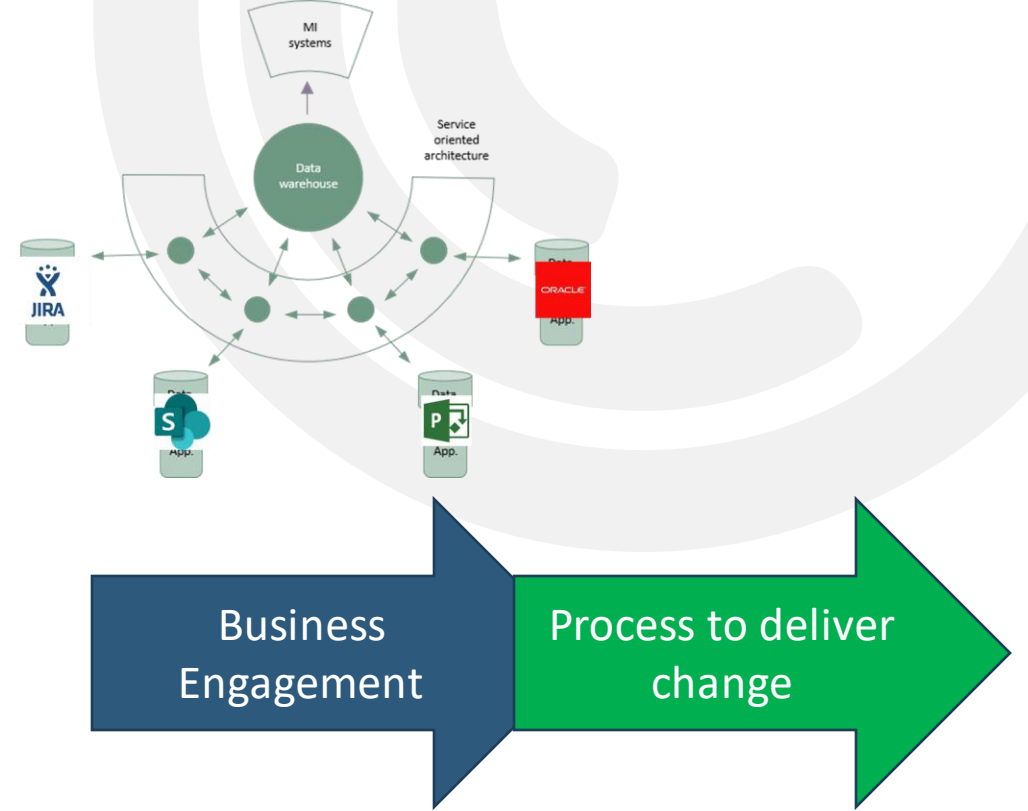


Respected Framework



A Sponsor

Existing Enablers



22 standard services:
<https://www.axelos.com/best-practice-solutions/p3o/what-is-p3o>
<https://www.pmolearning.co.uk/pmolearning-blog/pmo/functions-services-p3o/>

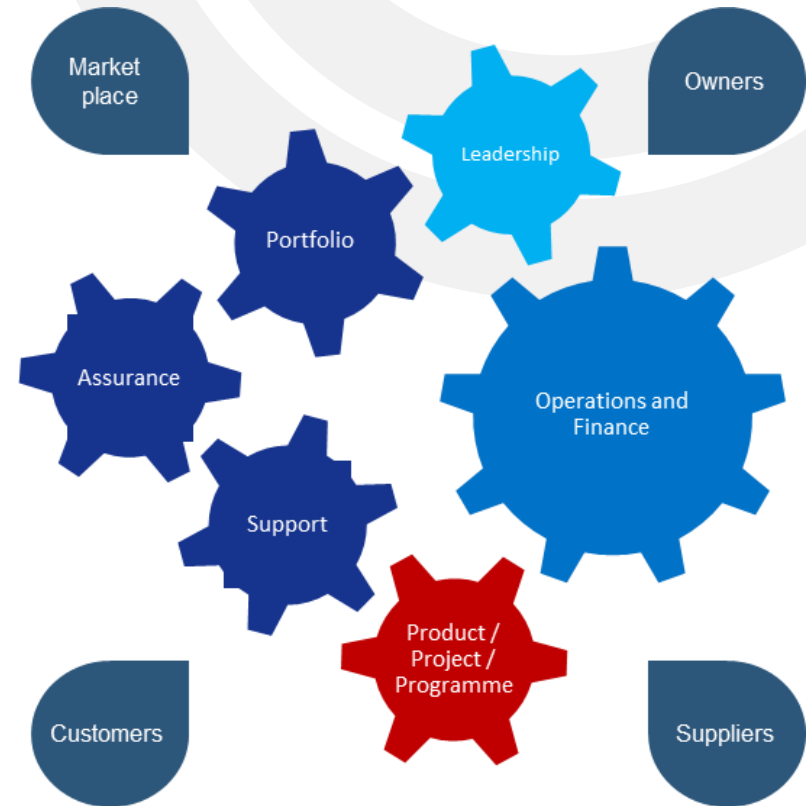
BUSINESS SUPPORT – EFFICIENCY AND EFFECTIVENESS!

- Efficiency Savings – Deployment of Support resources where needed
- KPIs show that service levels are being hit (or not)
- Rich career path for support professionals, better developed people for the business
- Less wheel re-invention, less support ‘borders’, more good practice
- ***Confidence to challenge sponsors***



BUSINESS SUPPORT – STRATEGY TO DELIVERY!

- Top to toe Support ensures strategic objectives map to portfolios, to programmes, to projects – ***greater strategy attainment***
- Management Teams supported to plan and balance BAU, Products and Change – ***effective prioritisation***
- Fast, facilitated decisions / issue resolution – ***business agility***





WRAP UP / Q&A

PMO CHALLENGE

Polls show us PMO are perceived as 'Low value add'.

Can you (PMO) put the **BIG** message to your business and show **strategy delivery based** value-add outcomes?



www.linkedin.com/in/davidjdunning/

THANK YOU - Q&A

Find out more here:

<https://www.corep3m.club>

<https://www.deepteam.co.uk/promote-your-pmo>



Deepteam

