PMO Community of Practice April 2021 Meeting Summary

Header (Required)

Title: PMO Strategies to support business growth

Brief description: How the PMO can add value for business strategy

Learning objectives: Learning about strategic insights that PMOs can provide to help the business grow and mature the business processes

PDU Amount 1   1 PDU

PDU Allocation 1   Strategic

Member Discussion Topic 4/13/2021: **PMO Strategies to support business growth**

Oxford Dictionary definition of strategic: "relating to the identification of long-term or overall aims and interests and the means of achieving them."

1) What is strategic?
   a) Strategic frequently requires formal change management building out something new; non – strategic is often extending the life of legacy or retiring products
      i) Some organizations leverage consulting managed services to handle the non-strategic
      ii) SaaS solutions are becoming strategic
   b) High-risk, strong directives/required - you have no other choice
   c) Mergers and acquisitions are often strategic
   d) Large, cross-department engagement
   e) Strategic makes a difference and directly affects company goals / strategic projects affects the bottom line. Tactical are more of the side roads, nice to have but not vital.
   f) Core to the direction of the company, ex: significantly impact many employees or a new way of doing business
   g) Influenced by stakeholders, such as IT, business manager, business VP, President/CFO/CEO
2) Is your PMO strategic or tactically focused?
   a) Many people fear doing the wrong thing over taking the best action, bias toward inactivity
   b) If your PMO is tactical, do the tactics align with strategy or focused on clerical work, such as making sure forms are filled in?
   c) If strategic, is it
      i) one way: senior management identifies strategies for PMOs to execute
      ii) bi-directional: PMO influences strategy
   d) If your PMO's top 3 projects all succeed, will it increase revenues or decrease costs by a multiple (ex: double the revenues of the company, cut the divisions total resource costs in half while increasing revenue)
   e) If your PMO's top 3 projects all fail, will your company still be in business?
3) PMO and business strategic work
   a) Need to be leaders and managers at the same time, drive energy and excitement. PMO role to move projects forward, even if it takes tough love.
   b) We need to give the landscape letting go of the current rung to move to the next rung / next steps. Stay on message and have expectations.
   c) Example: Pivoted the PMO recently moving toward being more agile. Agile is something you are as well as something you do. Formal PM role does not exist in Agile, but project management activities still need to be done to drive things forward and to make sure the work makes sense.
   d) PMO may manage strategic Initiatives, but often come in to organize and track after c-level prioritizes
      i) Real strategic vs support ego based initiatives.
      ii) Some C-Level people are better driving results, have a vision vs caretakers
      iii) Portfolio management and strategy - value of projects and fit with strategy

  iv) Management of resources and consistency across projects to keep things organized. Even if PMO is supposed to control resources, people with influence actually get the resources.
 e) Examples:
  i) Y2K was strategic - spent night into data center. They opened up the budgets for Y2K. Anything we needed - throw into Y2K.
  ii) Enterprise Data Warehouse with feeding system going away.
4) Tie of PMO work to strategy - PMO can help to educate new PMs are consistent within the organization, consistent style, metrics
 a) New processes and products,
 b) Evolving standards, including regulations
 c) Competition – what are they doing and how are they moving forward with greater efficiency
 d) Provides value for the PMs for guidance, same basic tools and processes. PMO can help with process and management. Cross team related as well as PM processes. Get everyone in the room.
5) Does the business call on the PMO when they are starting out the project to help with business ideas or only to make sure that the tactics/rules are followed, such as security scans?
6) Issues
 a) Great execution of projects without strategic value, what happened and why
 b) Changing strategies and the impact on projects in flight, budgets, timeframes

References:
"Be More Strategic" – PMO Strategies
Surviving the Zombie PMO Apocalypse
PMO Essentials, Strategies and Tactics
Gartner Glossary: Project Management Office (PMO)

Next Meeting
Next meeting is Tuesday, May 11, 2021

Participants: Anne Lewson, Claudia Compagnoni Gibb, David Morgen, Gregory McClellan, James Kusi, John Kelly, Julia Kuo, Kristi Rodgers, Marlo Moss, Raymond Francis, Sadiq Bakshi

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