

Showing PMO Value and Starting a PMO in Your Organization

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PMO Value Proposition

Improve business results and deliver projects better, faster, and cheaper by implementing best practice project management processes consistently across your organization.

Examples of PMOs Adding Value...

1. PMOs can initiate a project more quickly by using established tools and project artifacts.
2. PMOs can facilitate project prioritization more effectively because they are able to see the entire landscape of project activities across the organization.
3. PMOs can increase the probability of project success through experience and lessons learned, especially when things go wrong.
4. PMOs can communicate project information and metrics more timely and consistently by following approved project templates and plans.
5. PMOs can identify project risks sooner and manage them more cost effectively through better controls in place across all functional groups.
6. PMOs can allocate resources and budget more efficiently because they operate at a project portfolio level rather than a project-to-project level.

Practical Steps to Starting a PMO

Understand Your Objective

What problem is the PMO sponsor trying to solve?

- To improve project success rate?
- To facilitate project selection?
- To establish a framework of best practices?
- All of the above?



Know Your Capabilities and Options

- Does the PMO team have the skillset and adequate resources to deliver on the objectives of the PMO Sponsor or Business?

There are many PMO types and sizes. Consider using a consultant to assist with starting your PMO if you lack the expertise.



Develop a Plan Together

- Work with the PMO Sponsor to formulate a PMO plan that is clear and attainable.

Part of the ability to achieve the PMO Value Proposition comes from the organization's ability to implement common processes across the enterprise consistently.



Communicate and Deliver

- Communicate effectively and set clear expectation with all key stakeholders at all times.
- Deliver on your promises - If the PMO cannot consistently deliver value, there is no reason to have a PMO.



How Can I Make It Work?



Keys to PMO Success

- Communicate Effectively
- Ensure a Strong, Well-Balanced Project Portfolio
- Be Relevant
- Stay Focused
- Evolve and Adapt to Your Environment to Survive

Not Ready To Jump In?



Things You Don't Need on Day 1

- PMP/PMPg Certification
- Expensive Project Management Tool or Application
- Formal Project Management Methodology
- Fully Staffed PMO (can be a member of one)

Avoid These PMO Pitfalls!



Top Reasons Why PMOs Fail

- ◆ Lack strong PMO sponsorship
- ◆ PMO doing too much (boiling the ocean)
- ◆ PMO Manager lacks authority
- ◆ PMO adds a layer of bureaucracy that slows down business (too rigid)
- ◆ PMO does not consistently deliver
- ◆ Project managers operate independently or are scattered all over the organization

Recommended Reading and References

- ◆ [Learn How to Setup and Run a Program Management Office](#)
- ◆ [The State of the PMO 2012](#)
- ◆ [Project Management Office](#)