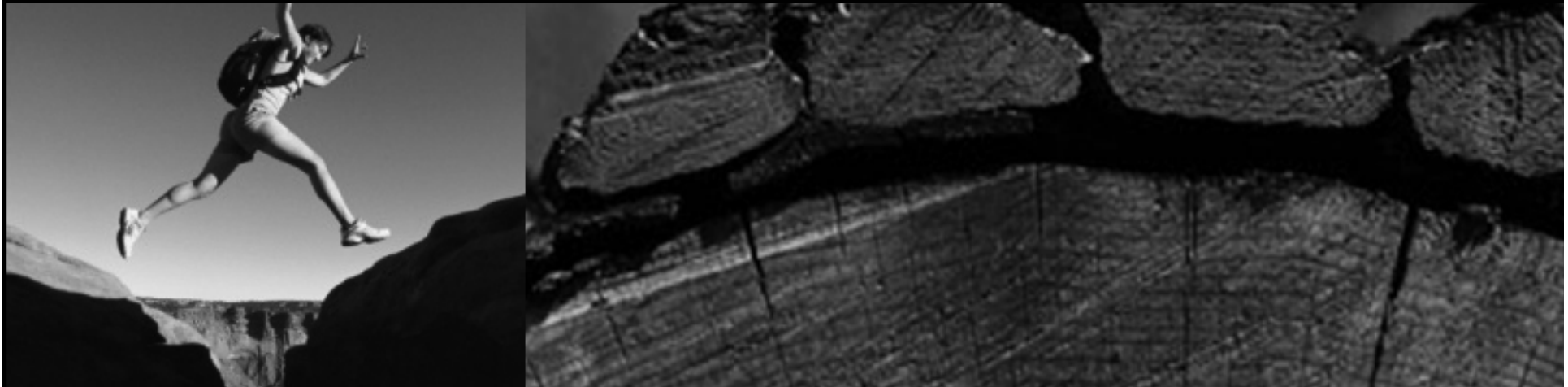


**|c|it|i|**

*for projects and programmes*



your partners  
in delivering **successful** change



PMOs: Copper,  
counsellor, or consul  
- a sponsor's perspective

Christopher Worsley  
CEO: CITI

# PMOs: Copper, counsellor, or consul

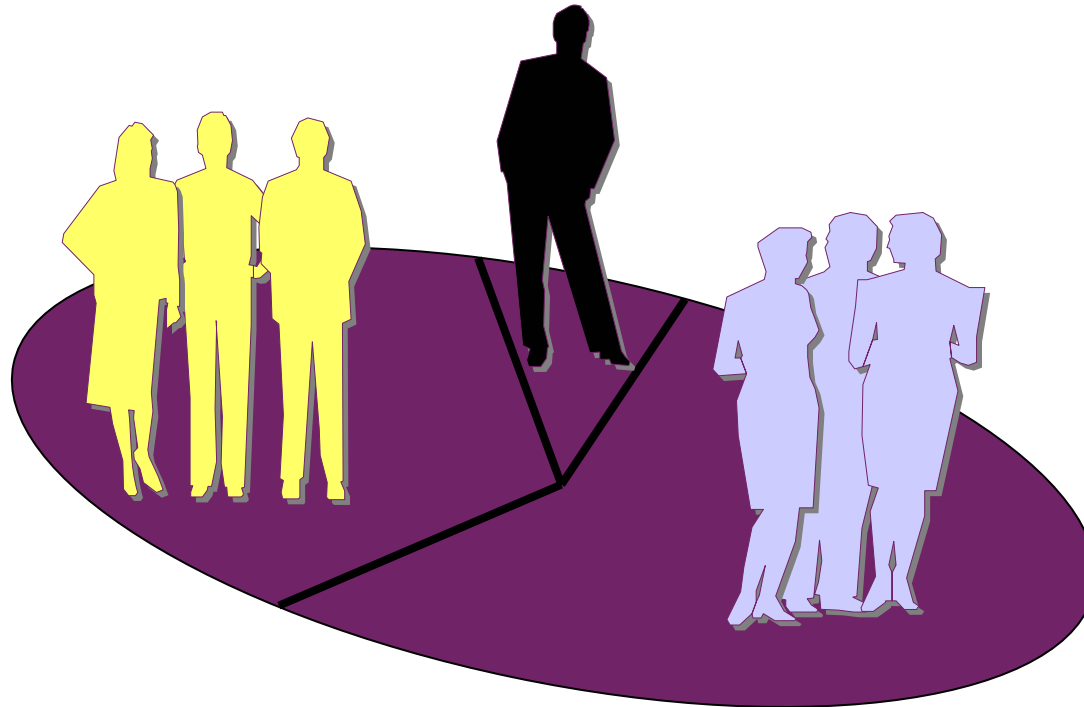
## A sponsor's perspective



Sponsors and PMOs - two critical elements in the good governance, a powerful governance approach that suits the project environment in their organisation.

- what they should do
- how busy executives can deliver the necessary performance
- how they can be suitably supported by their PMOs.
  
- which PMO structures and which sponsor behaviours work well
- how the two are best combined.
- 4 types of PMOs
  - expectations of sponsors
  - wider project management community

# The PPM community



What's going on?  
Resourcing?  
Costs?  
Hot spots?  
Prioritisation?

Are the reports ready?  
Is the method being used?  
Do we know...?

Who knows how to do this?  
Is there an standard approach?  
Who's available?  
Are these estimates realistic?  
What am I supposed to do?

# 'Supply & demand' profile

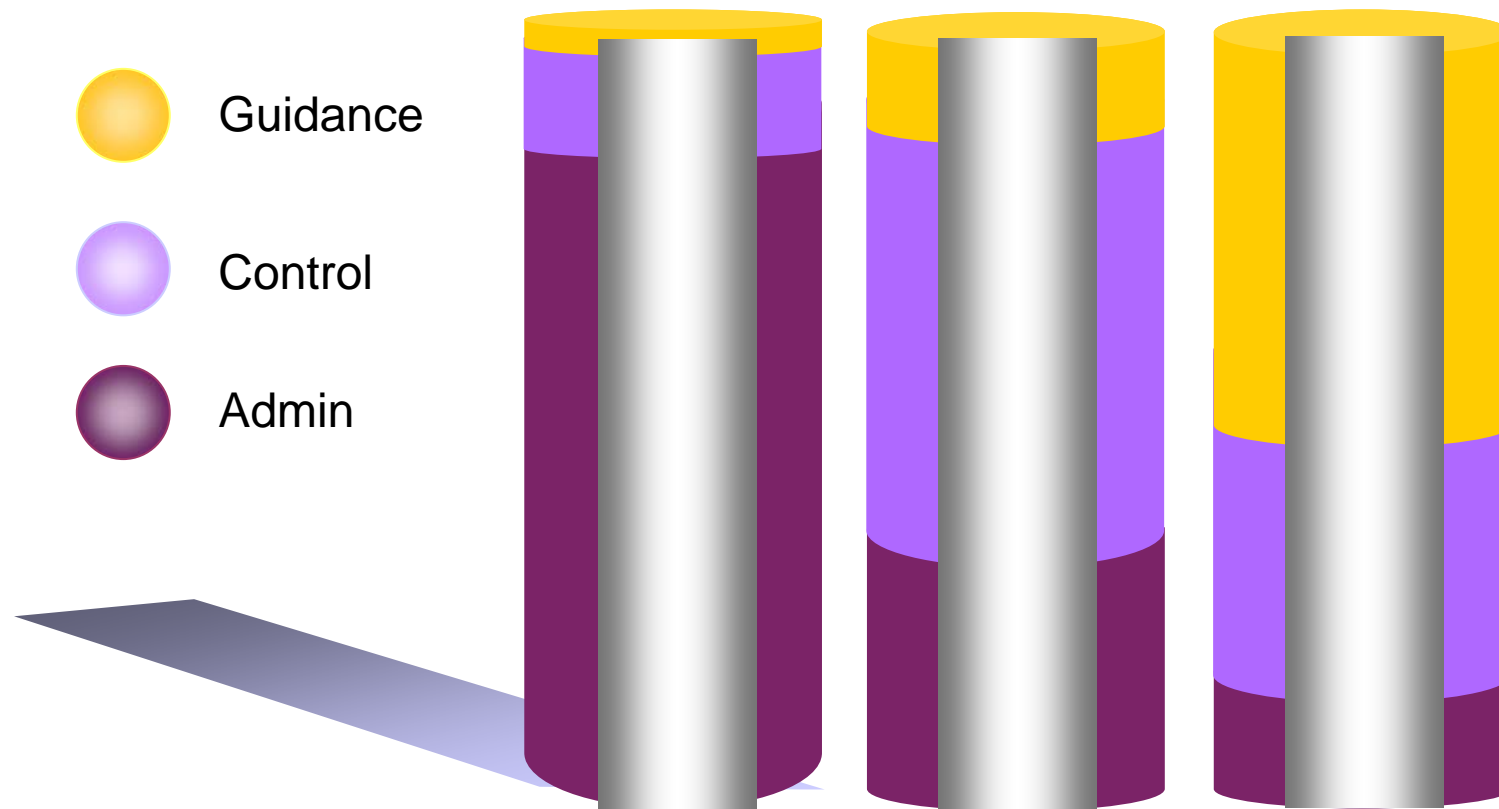
## Project manager

## Sponsor

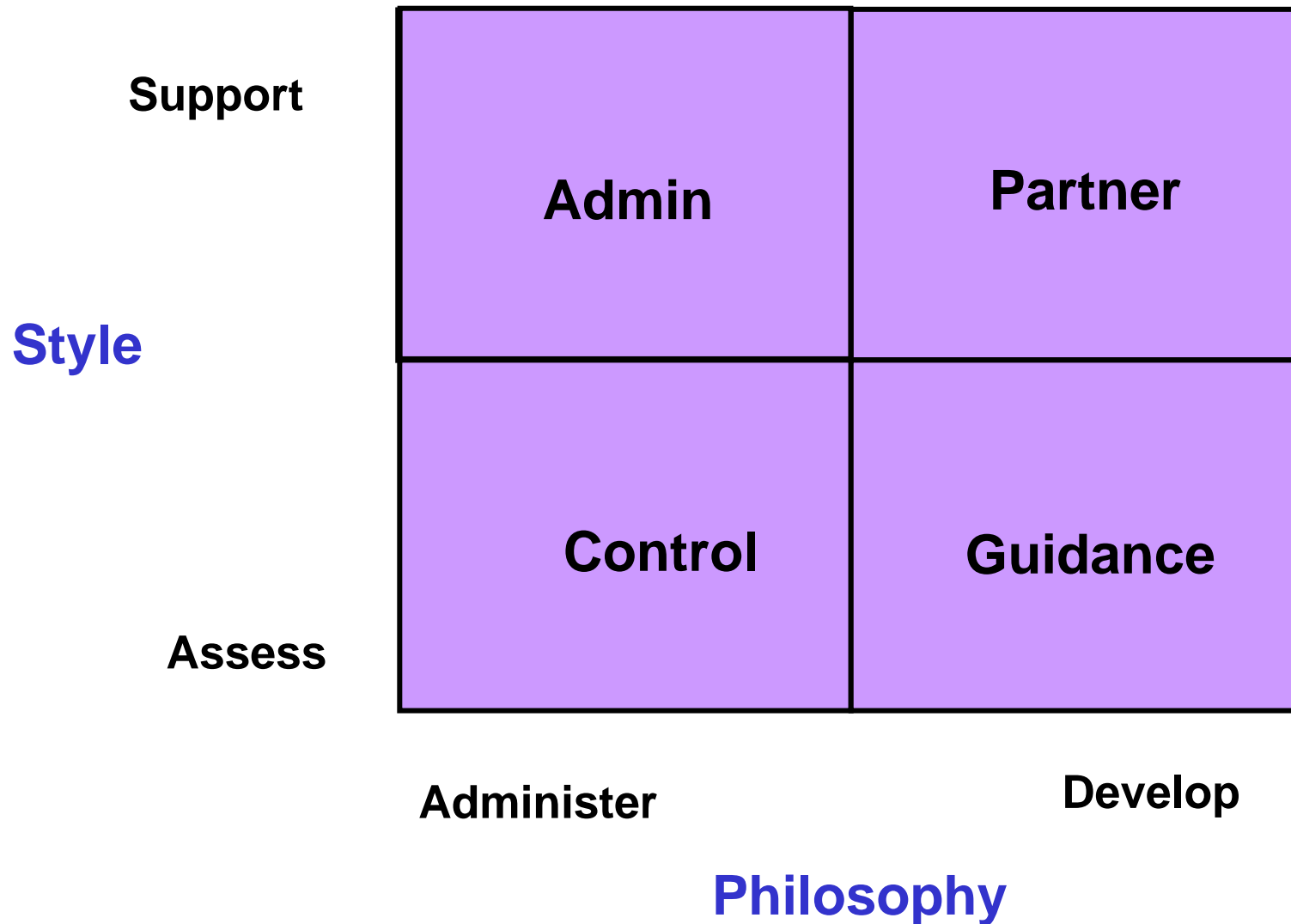
progress	<b>Metrics</b>	issue resolution
control & efficiency	<b>Style</b>	accept ambiguity/collaborate
deliverer	<b>Attributes</b>	politician
products	<b>Delivers</b>	benefits
narrow / avoid change	<b>Scope</b>	wide / change inevitable
tactical / bounded	<b>Plan</b>	strategic
action leader	<b>Role</b>	political / aesthetic leader

*A sponsor is NOT a project manager!*

# Impact of 'mix of functions'



# The 'types' of PMO



# The critical actors!

<b>Demand</b>	N	N	N	Y	Y	Y	N	Y
<b>Supply</b>	N	Y	N	N	N	Y	Y	Y
<b>PPSO</b>	N	N	Y	N	Y	N	Y	Y

A	A	C	C	G	G	P
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# Sponsor behaviours



**CHALLENGE:** (Acknowledge and exploit capability)  
Use PMO to identify uncertainties and blockages



**DIRECT:** (Take immediate action, take control, give direction, tell...)  
Use PMO to identify variances, monitor performance

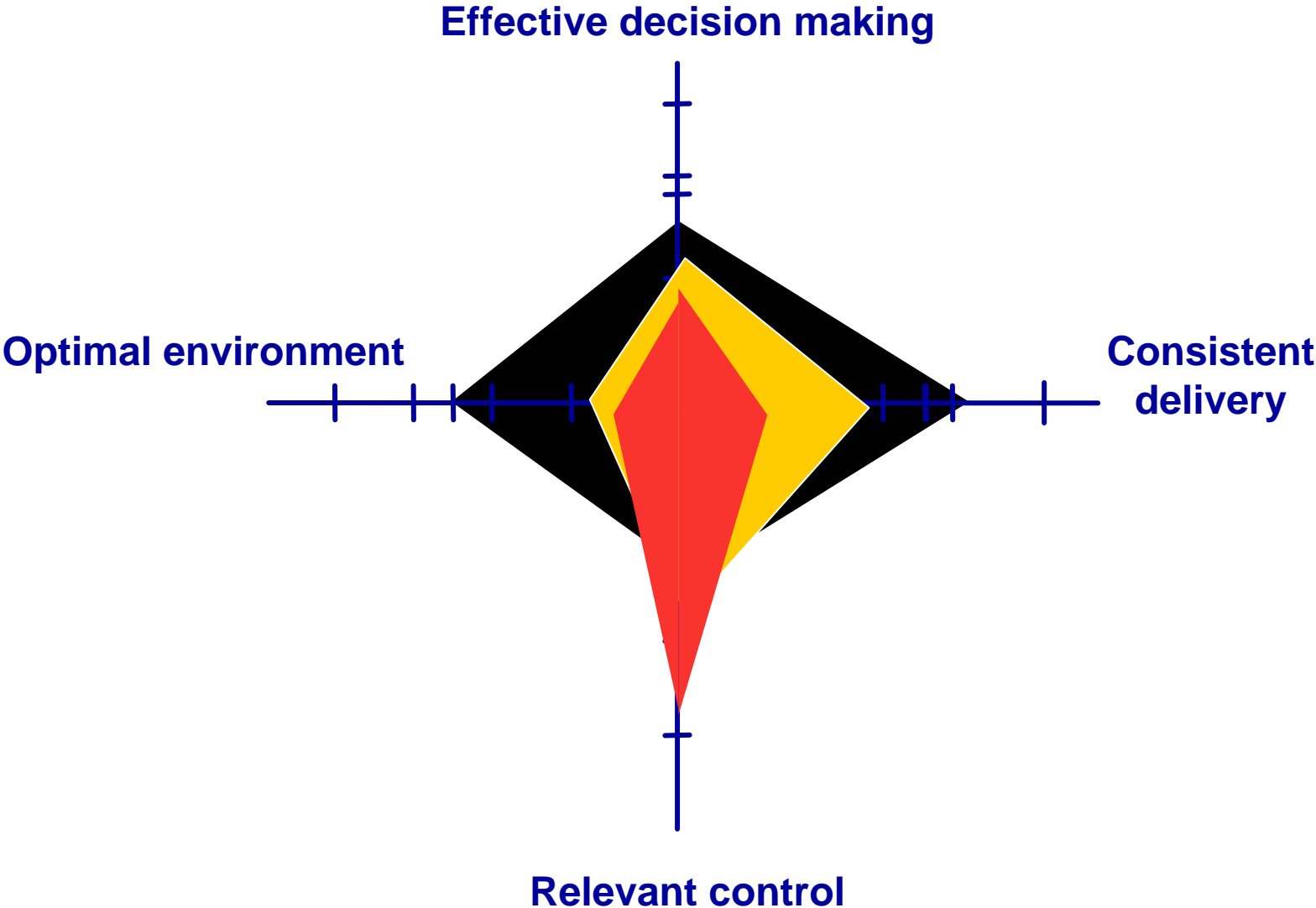


**SUPPORT:** (Acknowledge and keep motivated)  
Use PMO to celebrate success, promulgate lessons learned, 'raise the bar'



**DEVELOP:** (Identify opportunities, coach)  
Use PMO to indicate / suggest better approaches, introduce lessons learned from elsewhere

# The three stages



# The evolution of PMOs

Project status

Process performance

Project manager 'heroes'

Process improvement

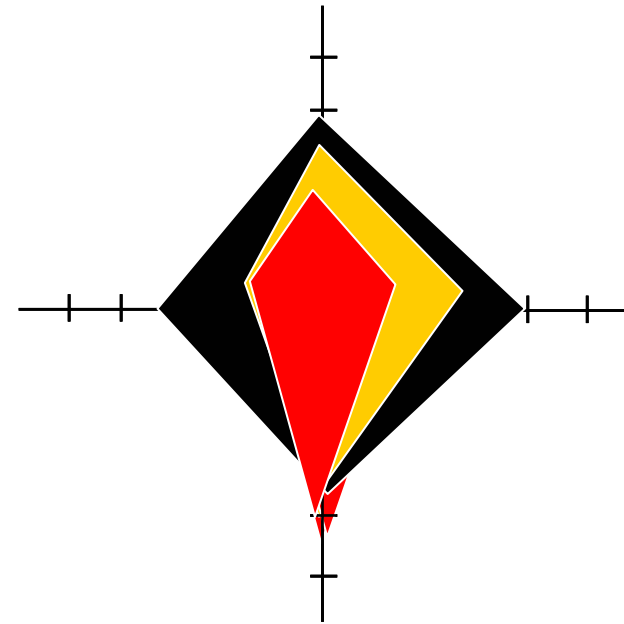
Method performance

Project management disciplines

Project success

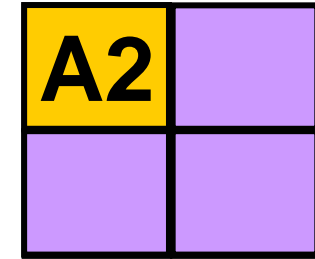
Process management

Project management authority



# PMO: admin

- ➔ Data collector
- ➔ Keeps the 'scores' and 'history'
- ➔ Reports aggregator
- ➔ Supports individual projects
- ➔ Passive
- ➔ Staffed by administrators
- ➔ Conduit for information on current projects
- ➔ Reviews



Librarian

**Secretariat**

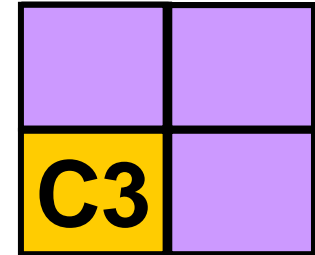
**Facilitator**



**Information gathering reviewers**

# PMO: control

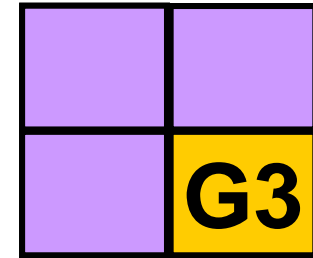
- Information management
- Interpreter of project status
- Focus on project delivery
- Interventionist
- Staffed by functional specialists
- Perform health checks
- Reports on the 'portfolio'
- Reviews



**Criteria based reviewers**

# PMO: guidance

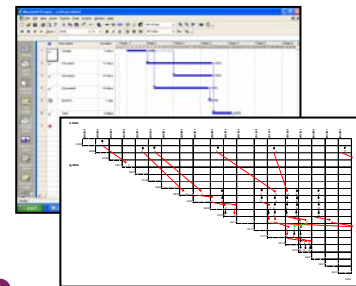
- ➔ Centre of excellence - agency of change
- ➔ Pro-active and interventionist
- ➔ Staffed by process specialists
- ➔ Supports portfolio and projects
- ➔ Provides training and support
- ➔ May 'own' PMs
- ➔ Monitors portfolios and projects  
- influences project performance
- ➔ Reviews



**Health  
clinic**

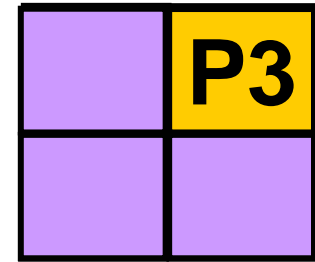


**Expert reviewers**



# PMO: partner

- ➔ Source of best practices
- ➔ Demand-driven
- ➔ Staff competent in PM
- ➔ Guides business-led initiatives to improve
- ➔ Monitors the portfolio - maintains capacity and capability
- ➔ Involved in strategic direction
- ➔ Represents PM at board level
- ➔ Reviews



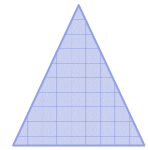
Ambassador

Portfolio  
reporting

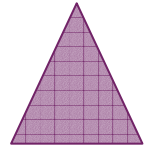


Coach / trainer

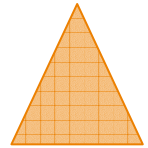
# 'Designing' your PMO



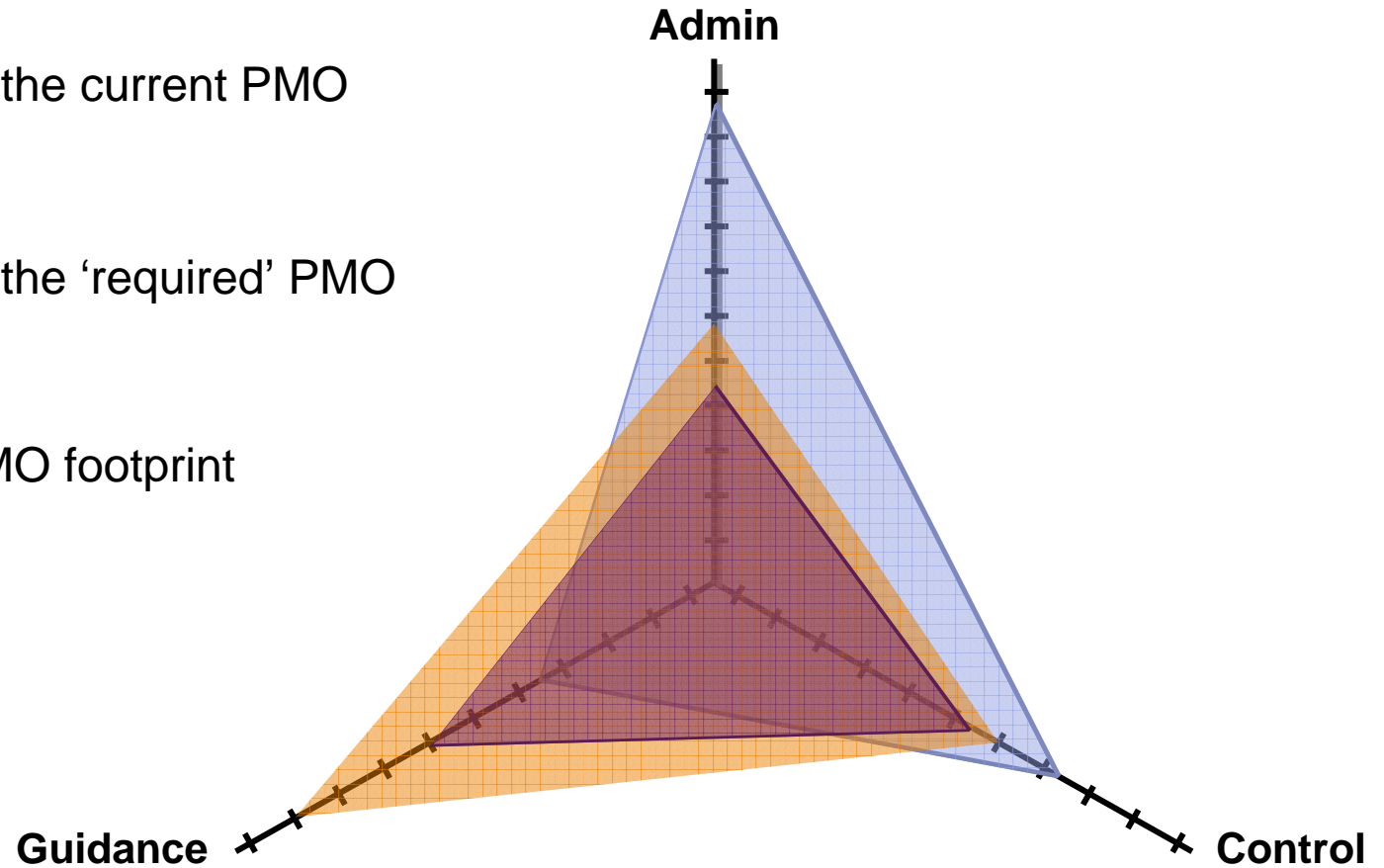
Your view of the current PMO



Your view of the 'required' PMO

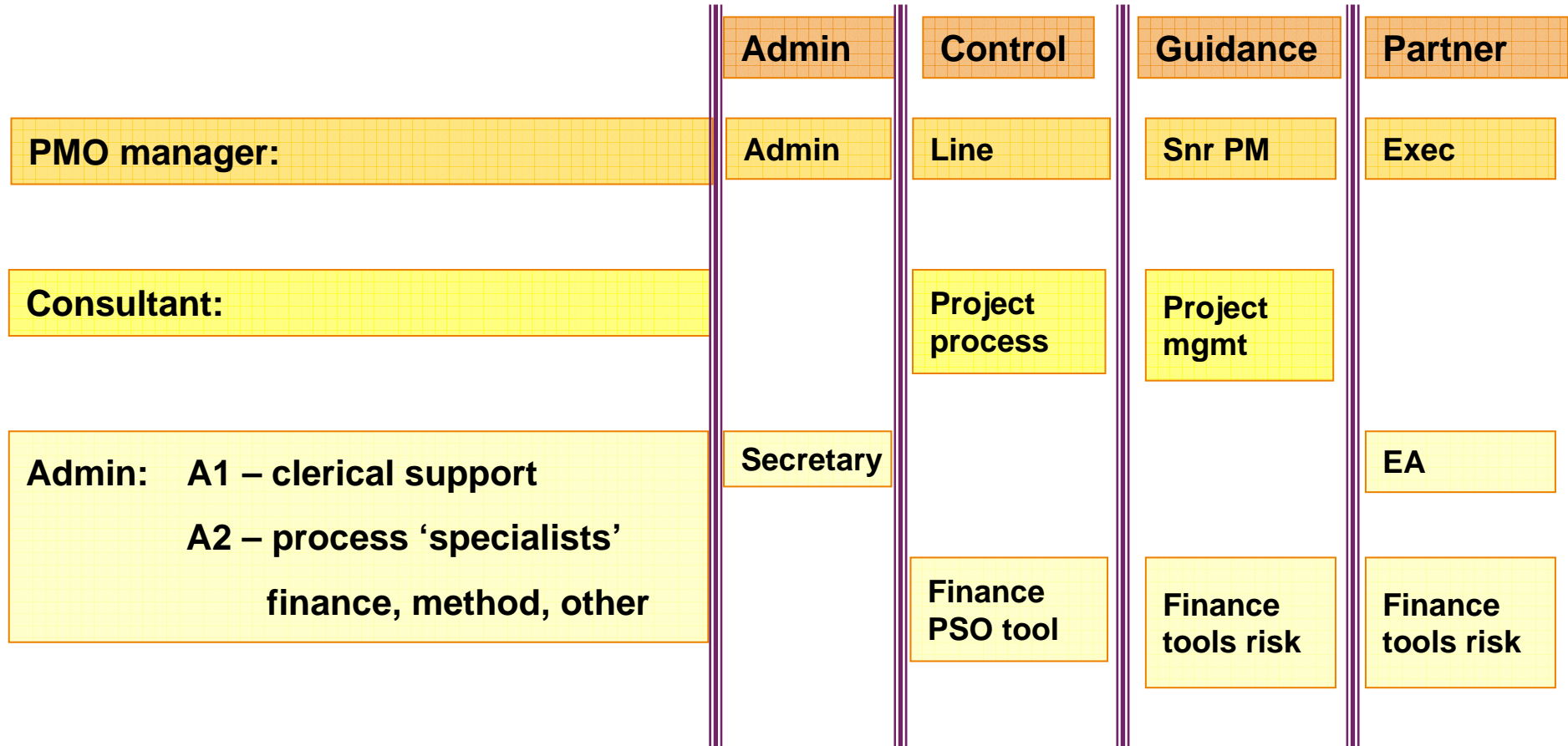


Guidance PMO footprint





# PMO staffing



# Questions?

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CEO: CITI