



The State of the PMO, 2013

Evolution or Revolution

Shanghai, September 2013

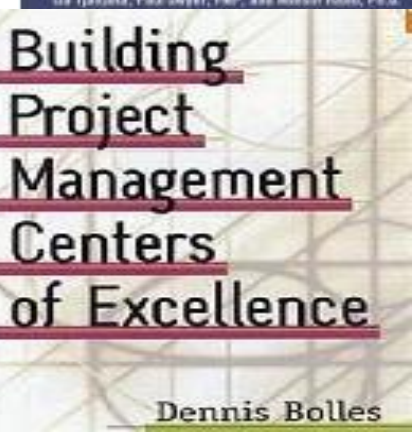
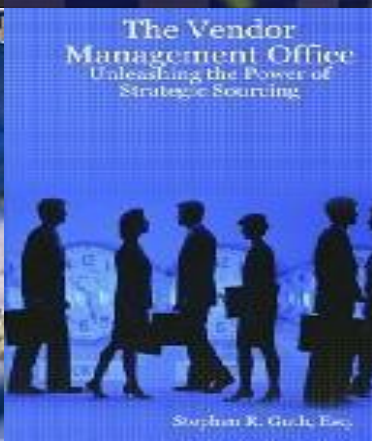
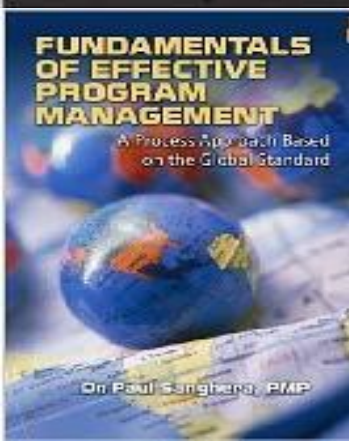
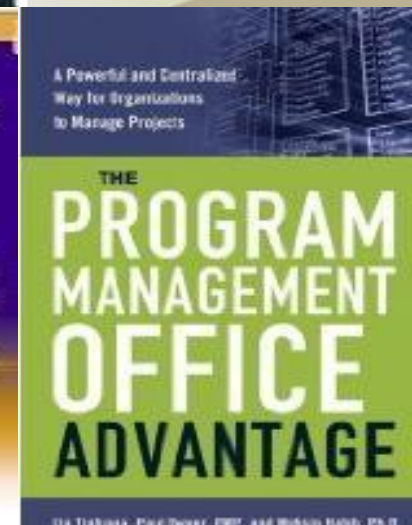
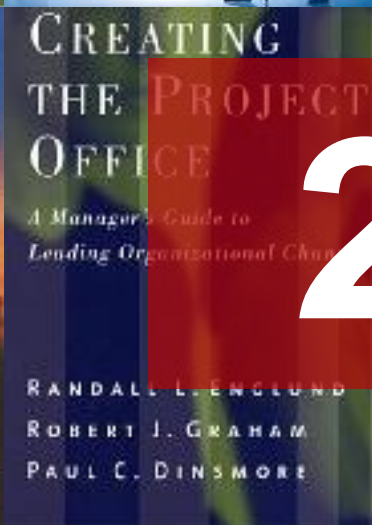
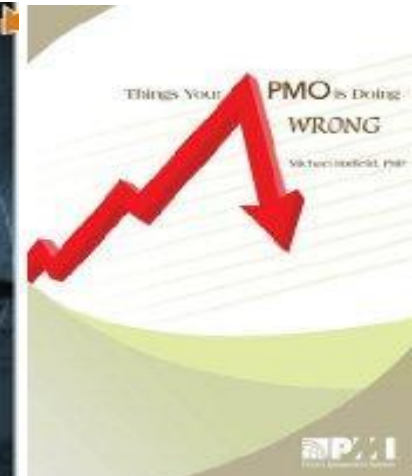
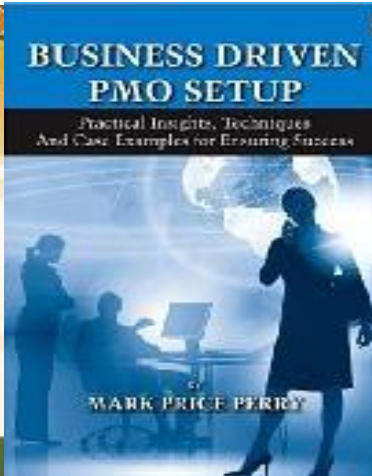
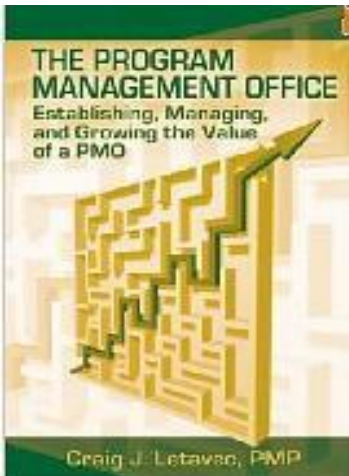
Ravi Sahi, PMP, SCPM, CSM
Regional Director, APAC
rsahi@esi-intl.com

www.esi-intl.com



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2,719



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Participants represent all the key industries, government offices, defence and SMEs, giving the group a broad base of knowledge and experience to draw on.

Program, Portfolio, Project Managers looking for best practices, tools, methodology, certifications, Forum, Articles



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[Henrik Andrea Nicolaysen](#) Ensure more involvement & focus from project requesting unit / sponsor. e.g. Sales & Marketing

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About this Group

Created: March 31, 2008**Type:** Networking Group**Members:** 6,739**Owner:** Rogerio Pires, PMP, CSM**Managers:** Cláudio Fagundes and Edson Costa

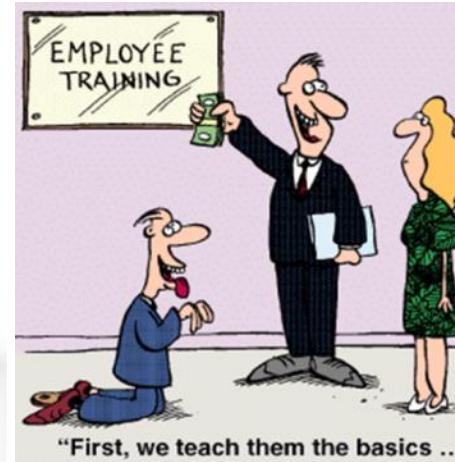
Here's what we'll cover



Survey Quick Facts



Value & Effectiveness of the PMO



The PMO and Training



Impact of Sustainment on PMO's value



Survey Quick Facts



ESI's Global Survey

- 2,000+ Respondents
- 16 Industry Sectors
- 6 Continents
- PMO staff & Non-PMO staff
- APAC respondents said did better at meeting schedule, time and scope requirements with the least skilled staff!

My perspective

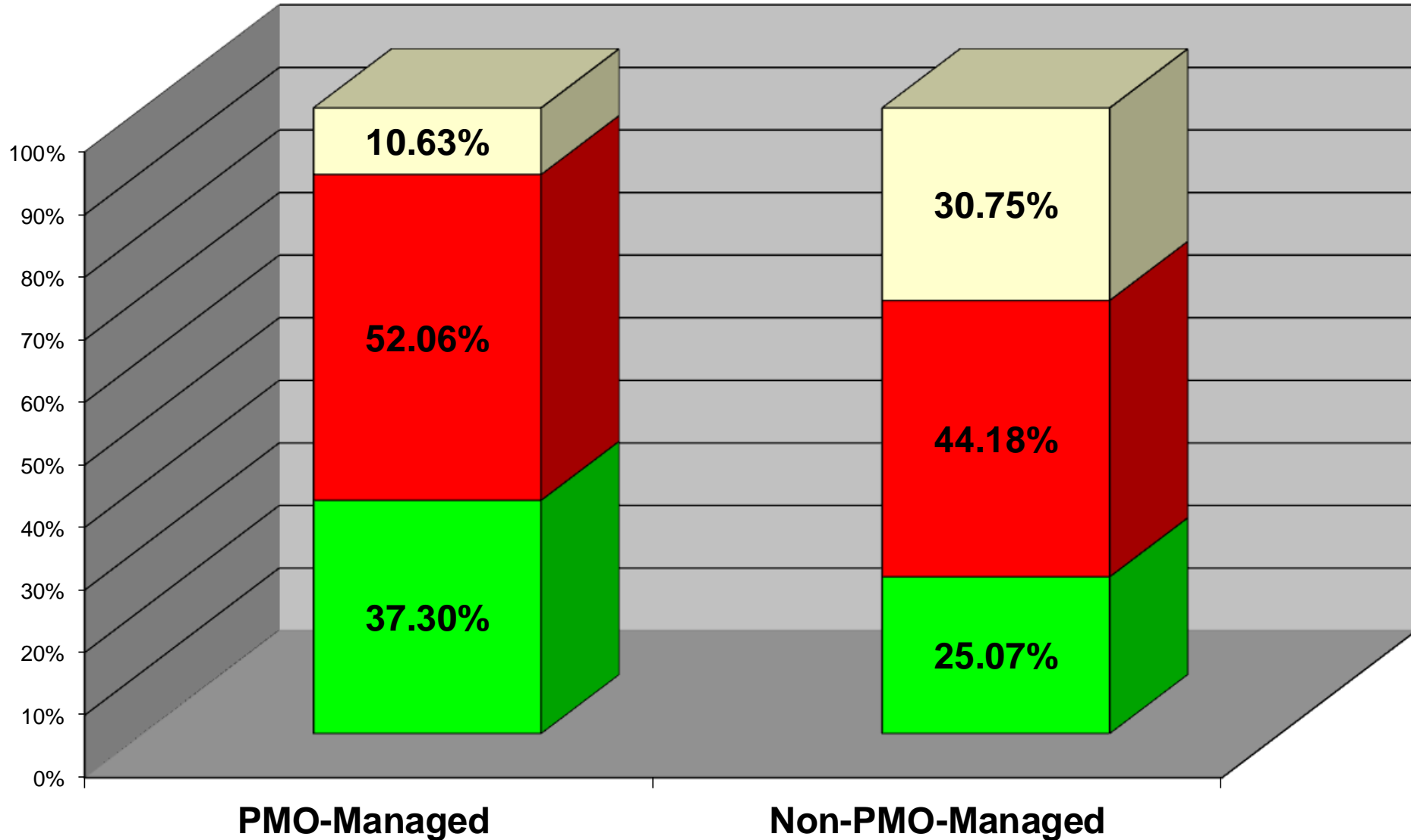
- Good geographic distribution
- Broad industry coverage
- Knowledgeable & experienced respondents
- Two different perspectives represented (PMO vs non PMO-managed)
- Weighted towards large organizations & perhaps IT professionals
- We in APAC are really impressed with ourselves!



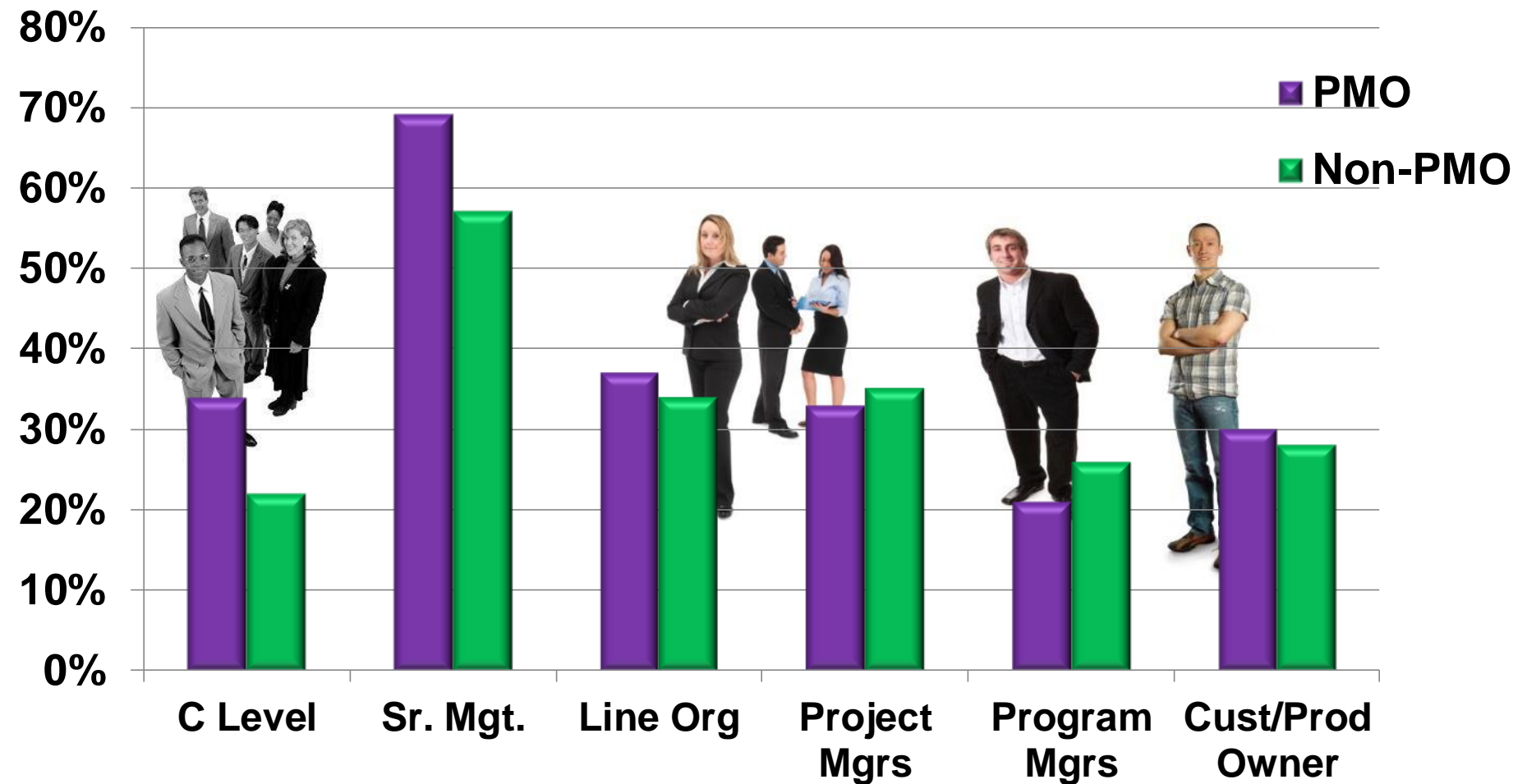
Value,
effectiveness, &
maturity of the
PMO

Has the PMO's value been questioned?

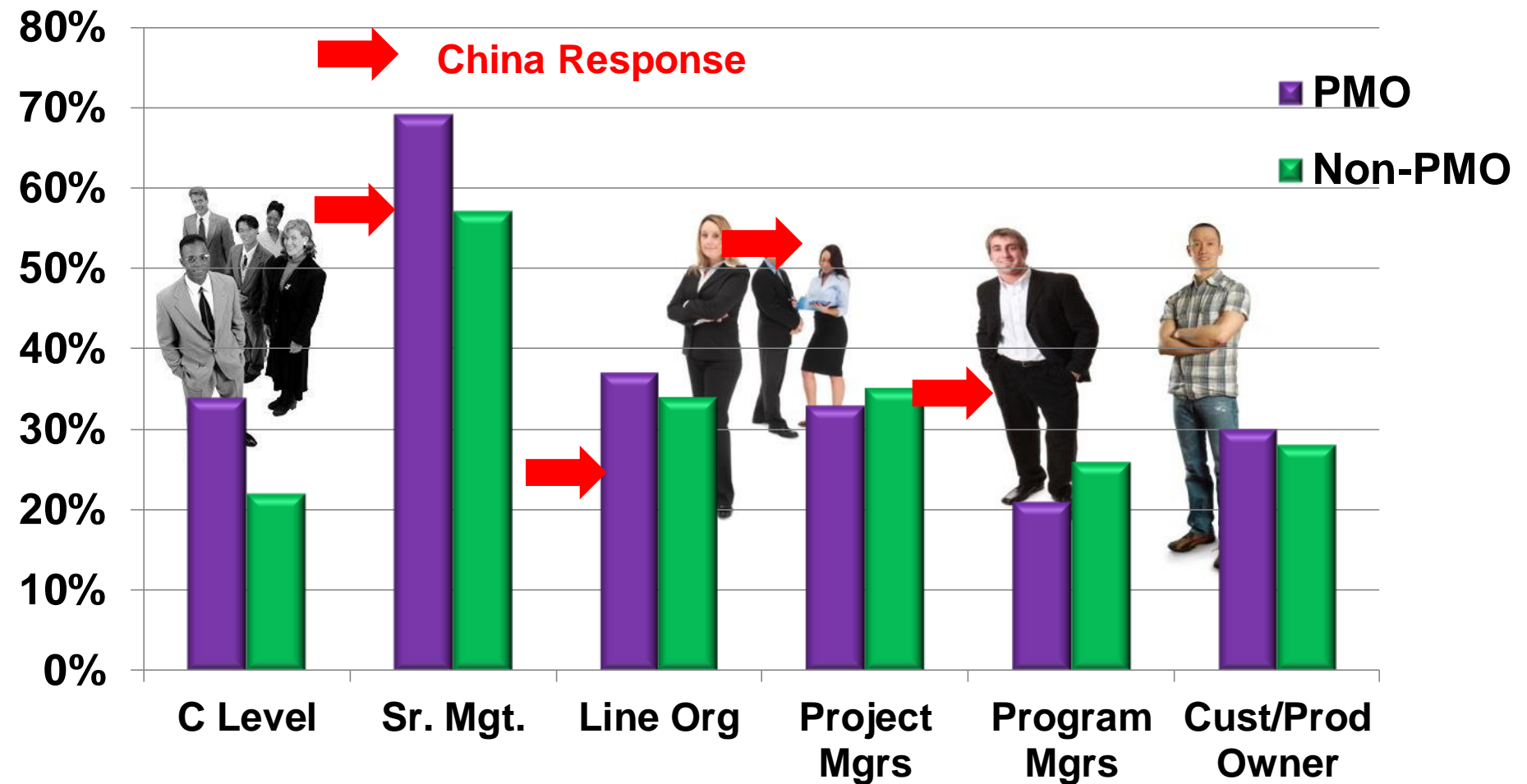
■ Yes ■ No ■ Don't know



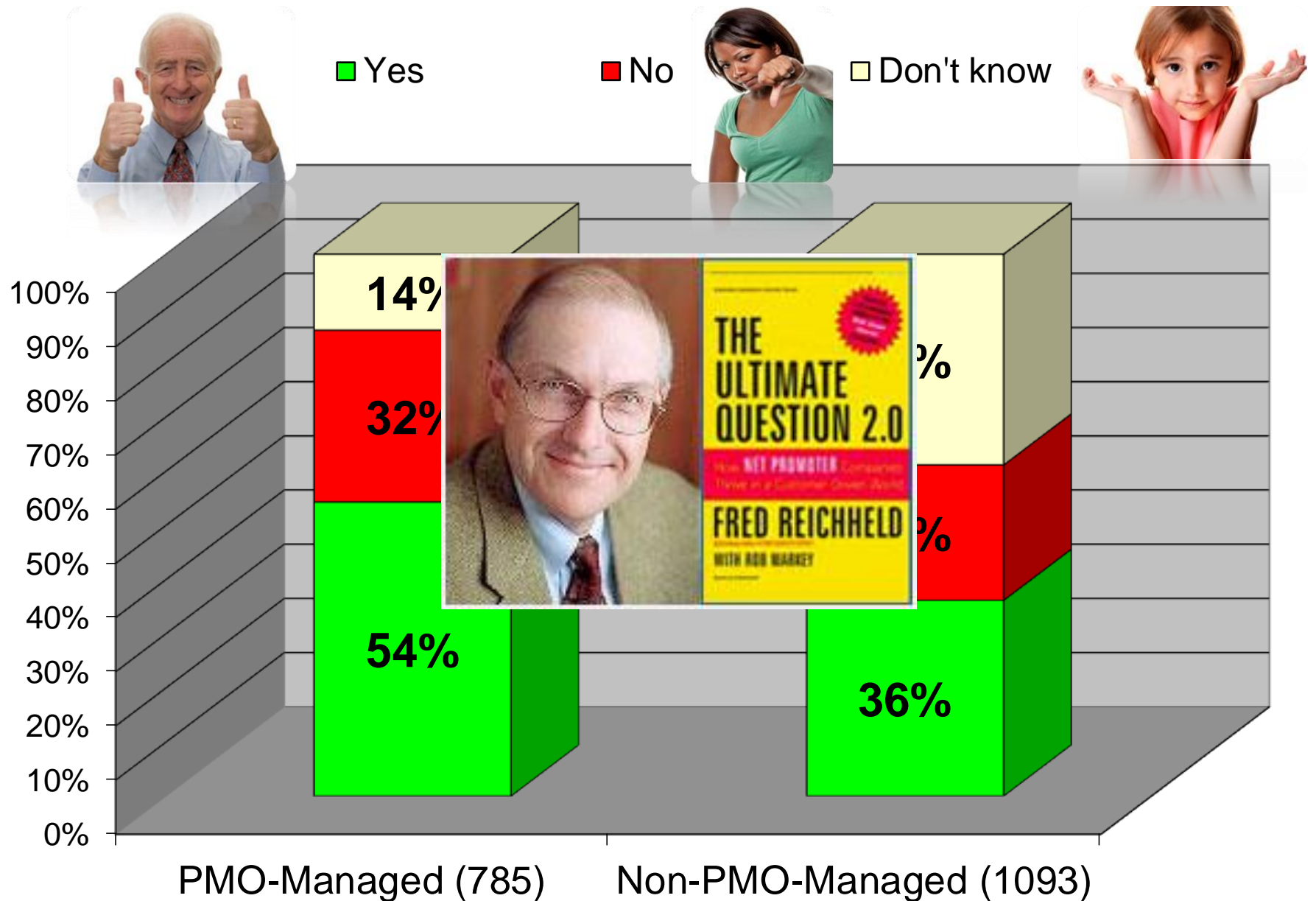
Who has questioned the PMO's Value?



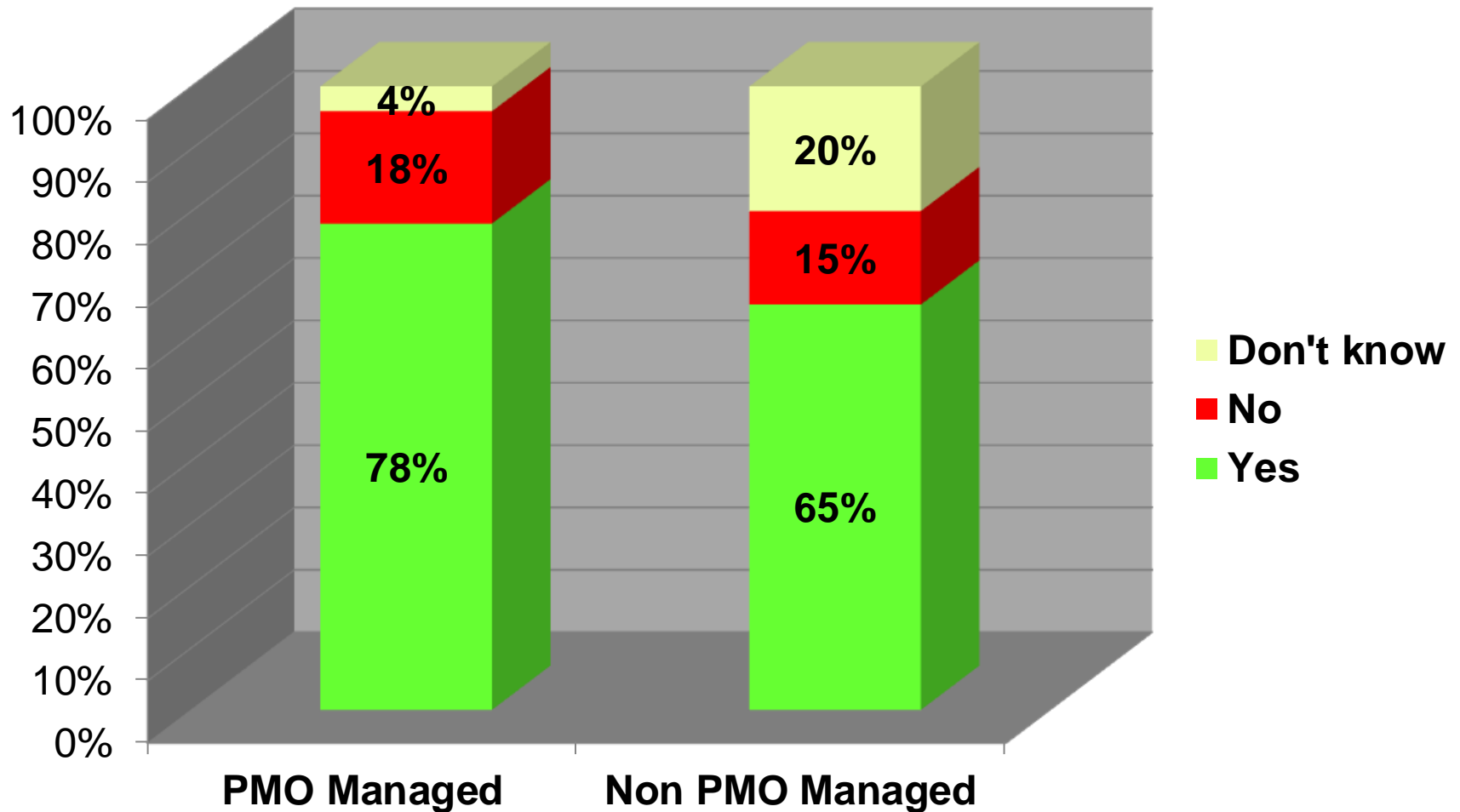
Who has questioned the PMO's Value?



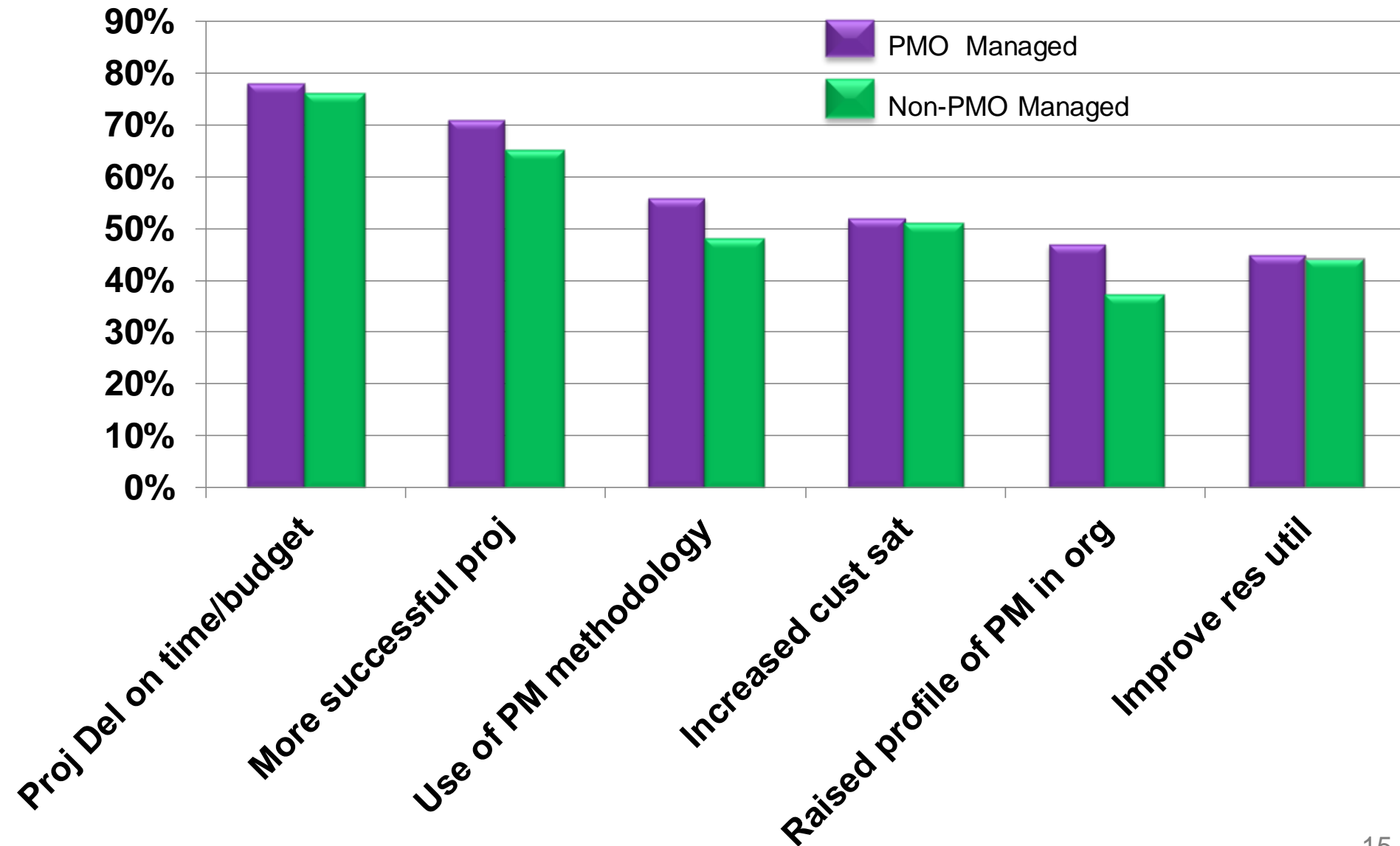
Measuring PMO Effectiveness?



Measuring PMO Effectiveness? China Response

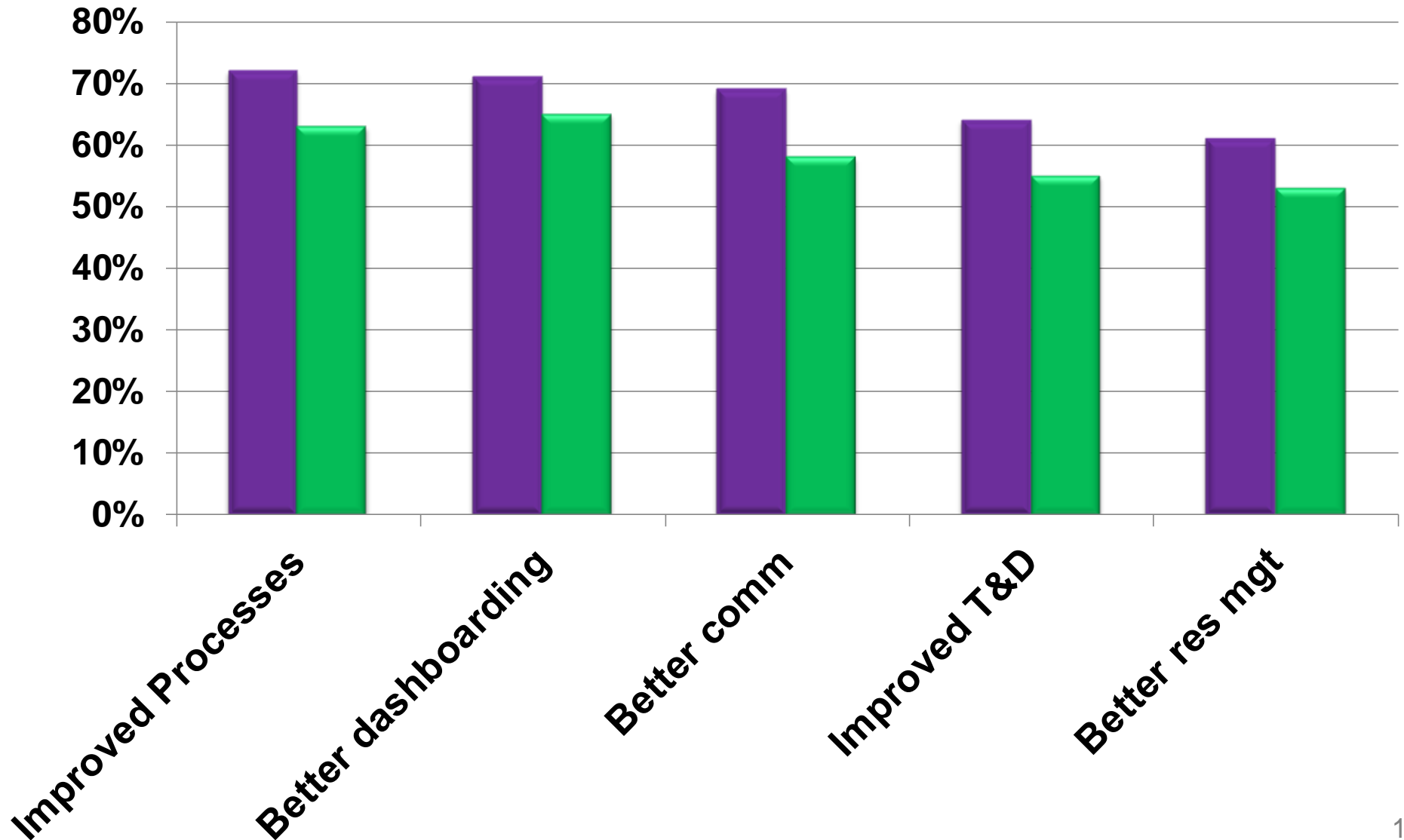


Top 6 Criteria Used to Measure & Report on its Effectiveness

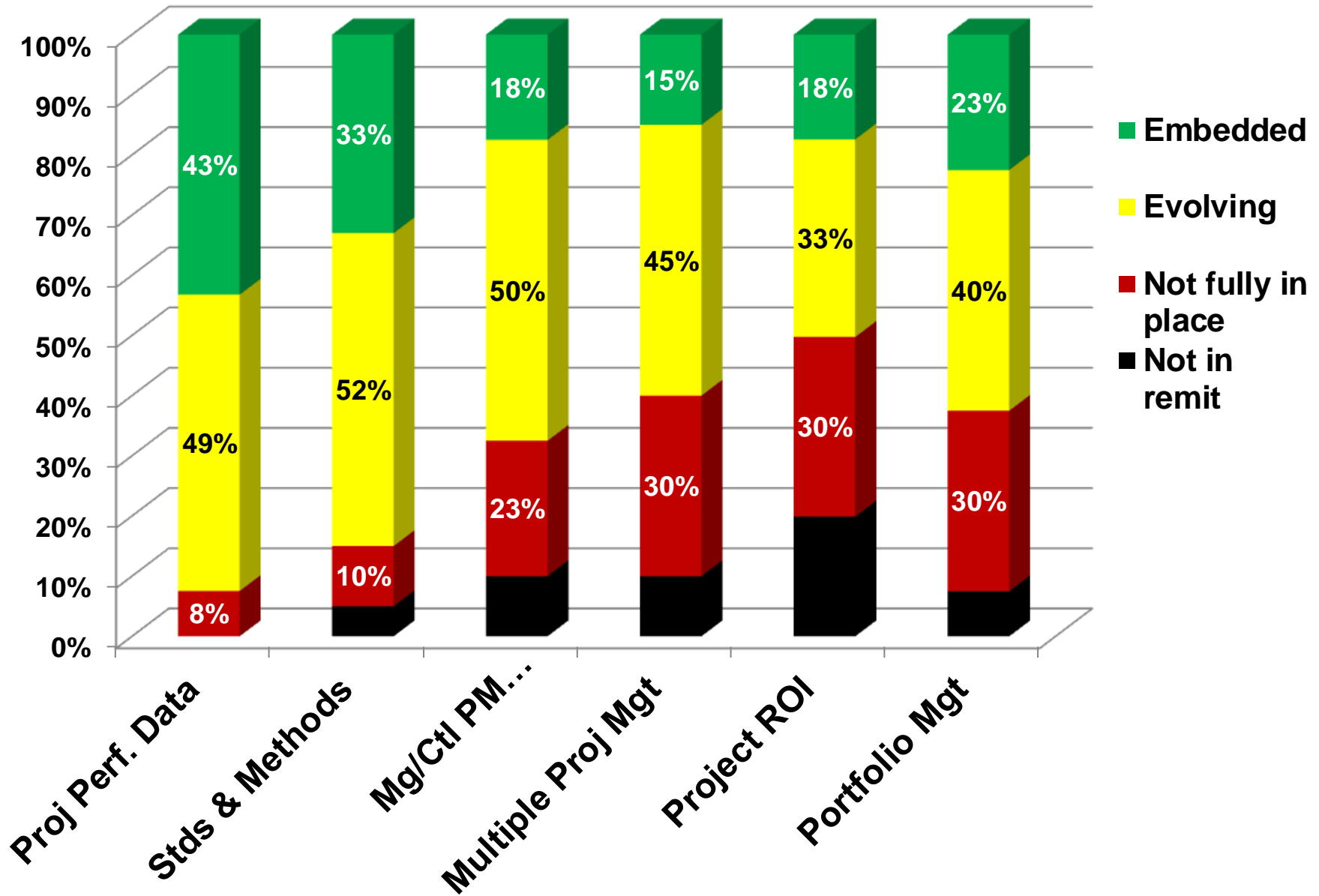


Improvements attributable to PMO

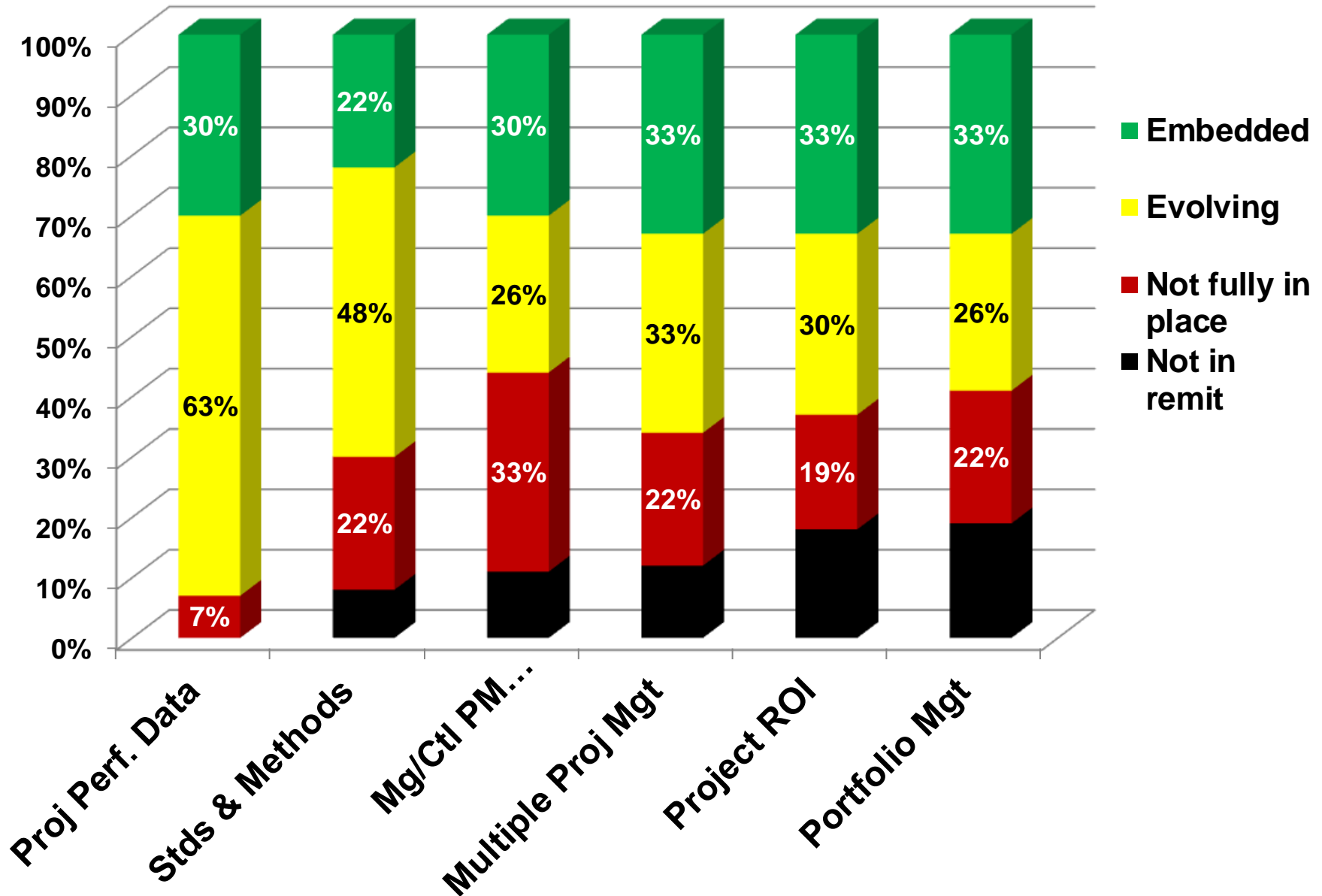
PMO-managed vs. **Non PMO-managed**



PMO Maturity by Evolutionary Stage-PMO

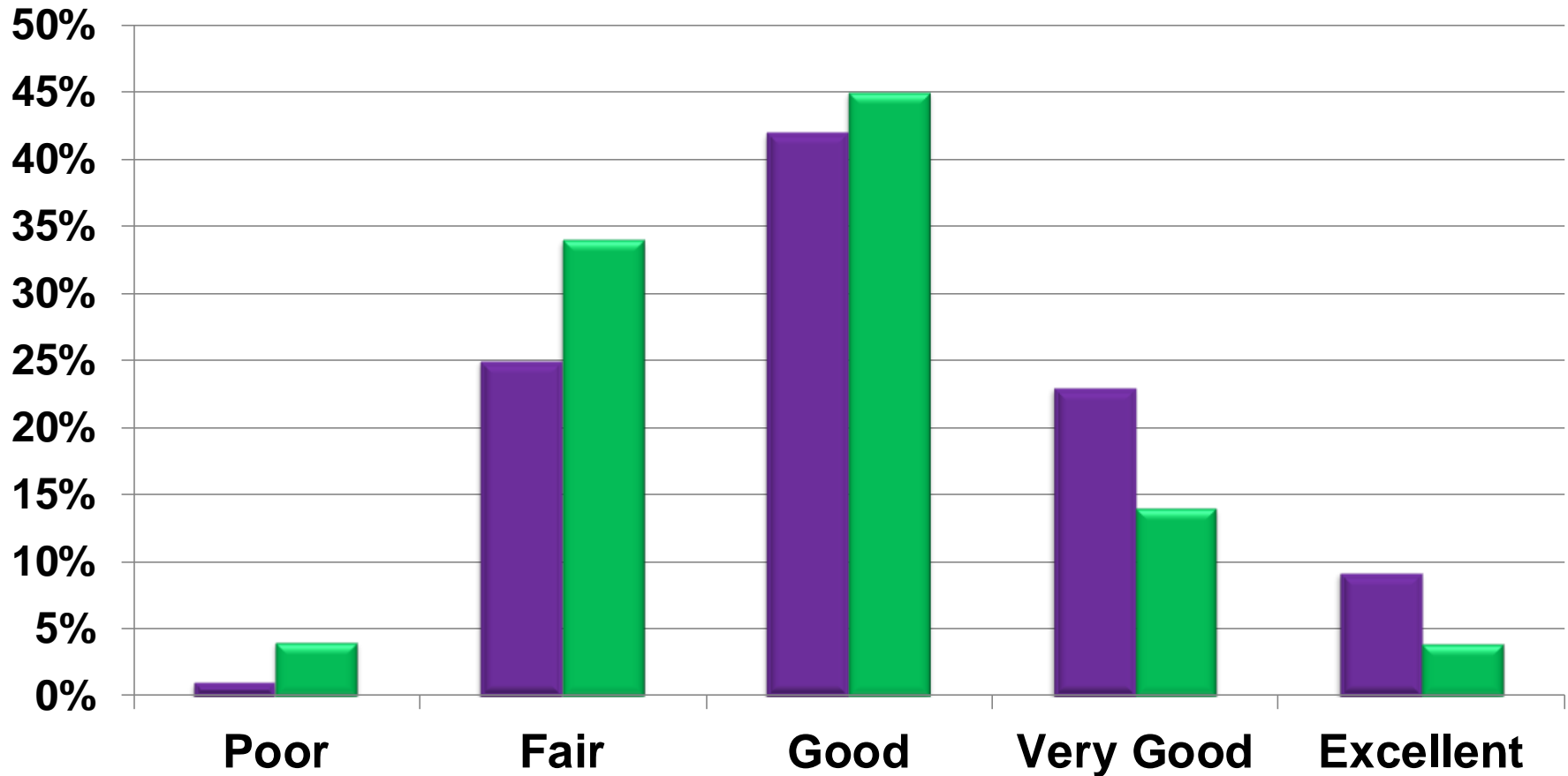


PMO Maturity by Evolutionary Stage-PMO CHINA



How well does the PMO fulfill its role?

PMO vs. Non PMO



We've got some work to do

I've got to
work harder
and smarter!



My perspective

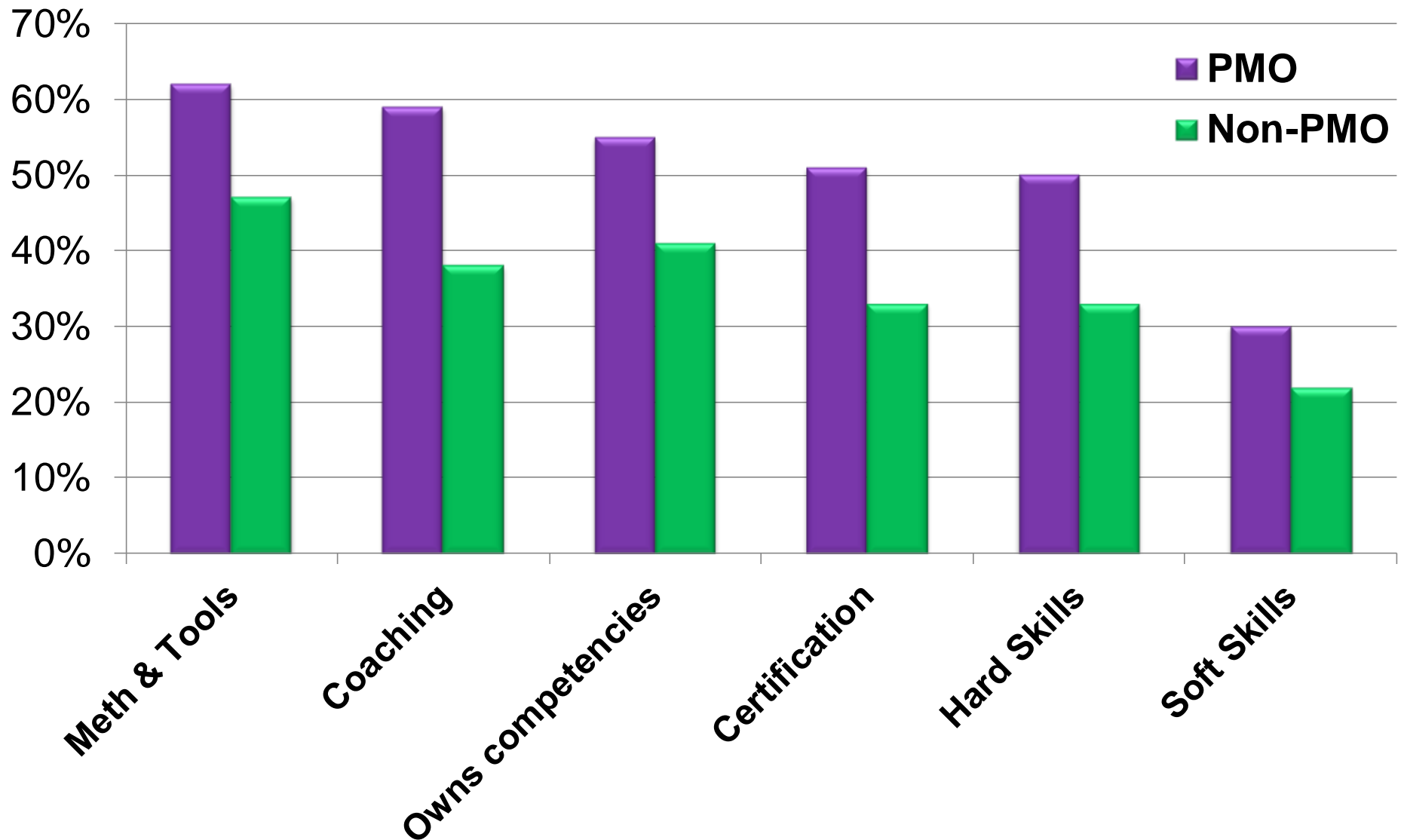
- Value of PMO remains a concern
- Too many PMOs not measuring effectiveness
- PMO Heads in non-ops function need to reach out more to project professionals
- PMO should consider ways to accelerate evolutionary development
- PMO Heads need to do a better job of marketing and public relations



"First, we teach them the basics ..."

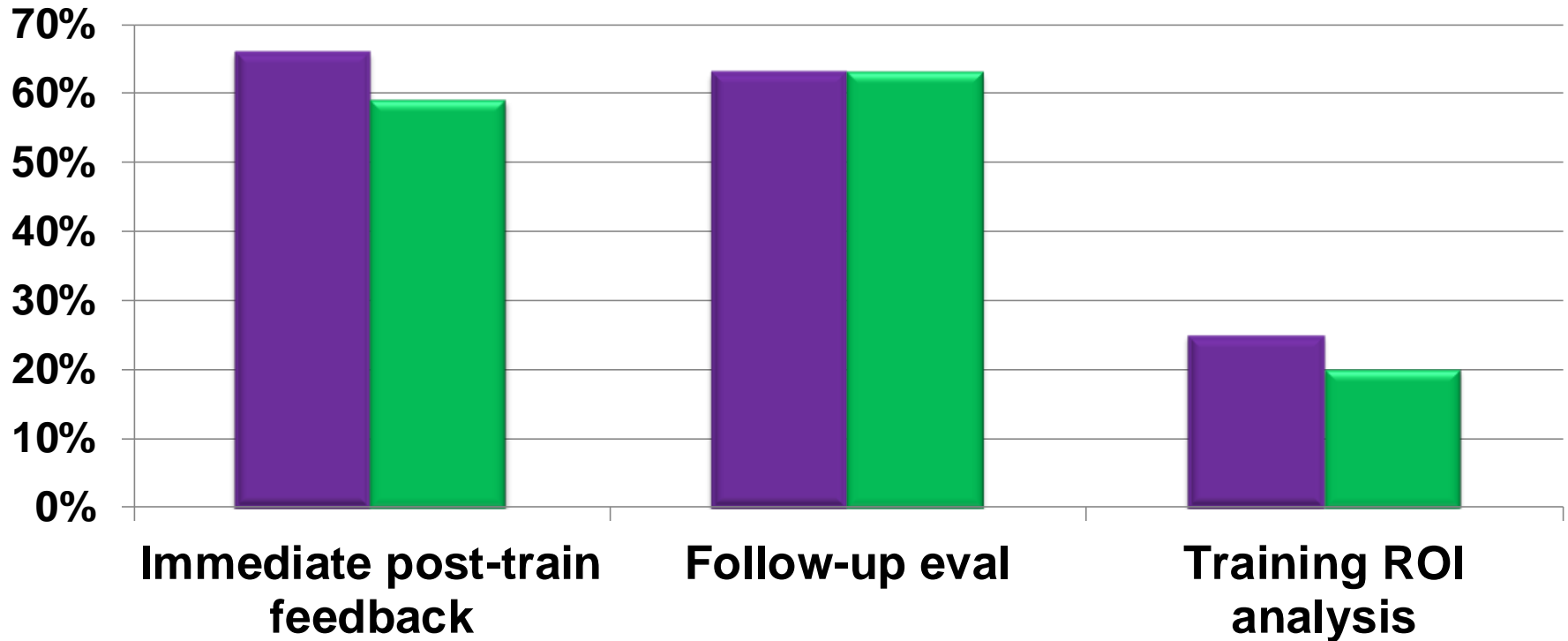
The PMO and Training

PMO Training Involvement



How PMO's Measure Training's Impact






PMO vs. Non PMO



My perspective

- Training topics appear to align to PMO maturity level
- Incorporate soft skills training earlier in PMO maturity stage
- Better training measurement techniques needed.....stop using the “smile” sheets

Directions: Please check one face:

| Great | Good | OK | Fair | Poor |
|---|---|---|---|---|
|  |  |  |  |  |

I especially liked _____

It might be better if _____

Other suggestions and comments include _____

A question/concern I still have _____



The impact of
learning
sustainment on
PMO's value

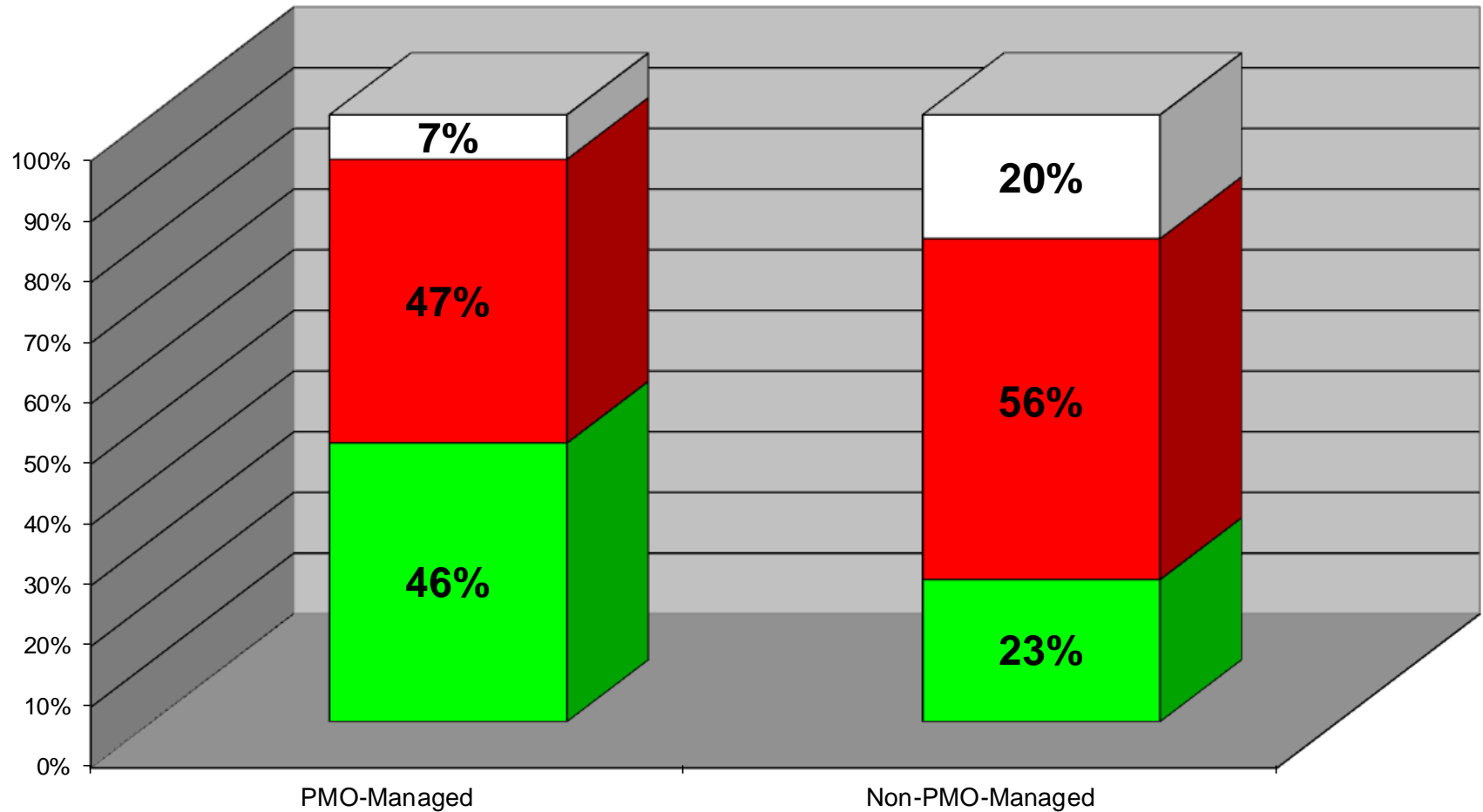
PMO Involvement in Sustainment of Learning

Does the PMO get involved in activities (both before and after training) to help you practice, master and sustain new skills learned through training?

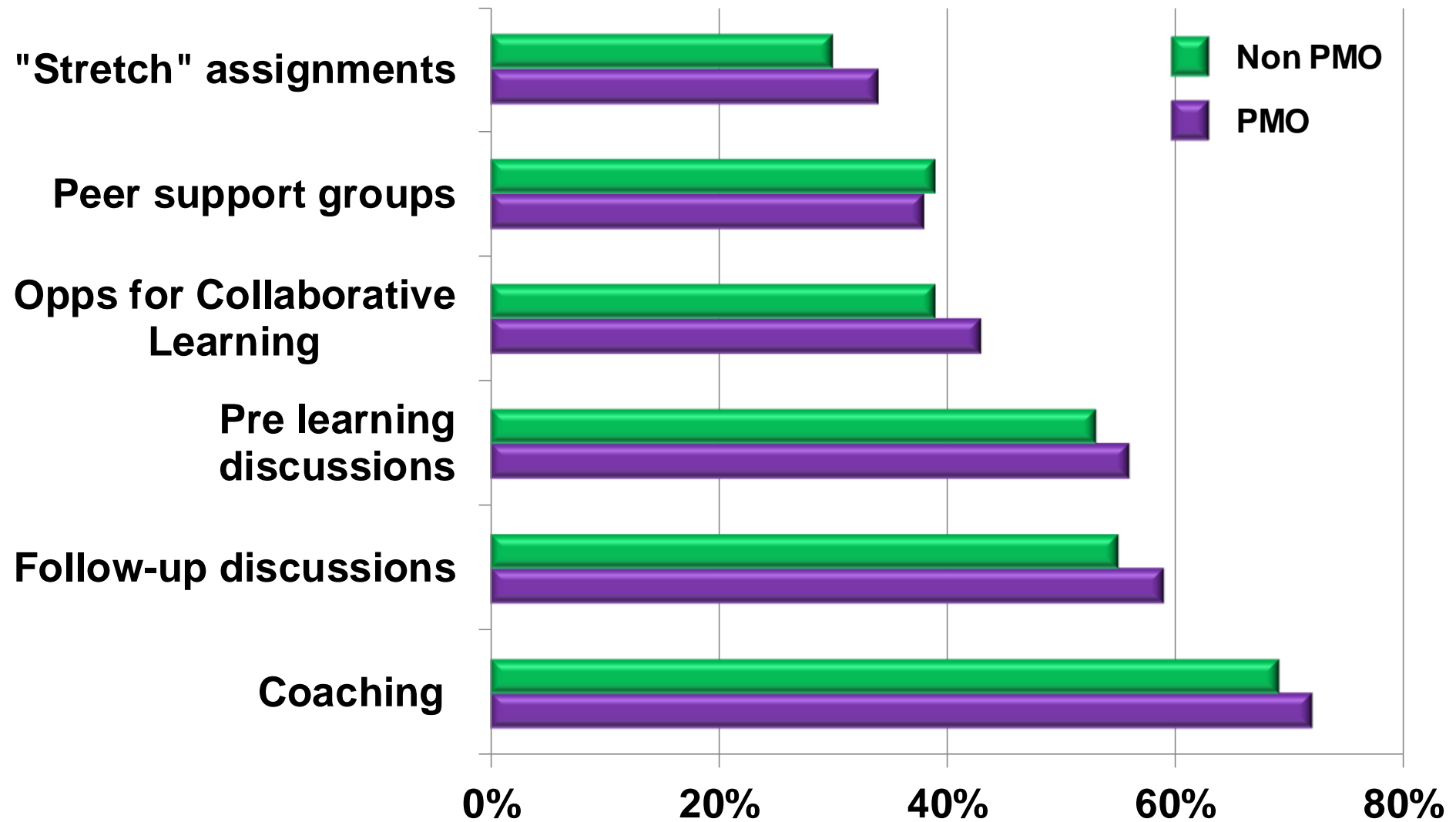
■ Yes

■ No

□ Don't know



How is learning sustained?





I have a
coach



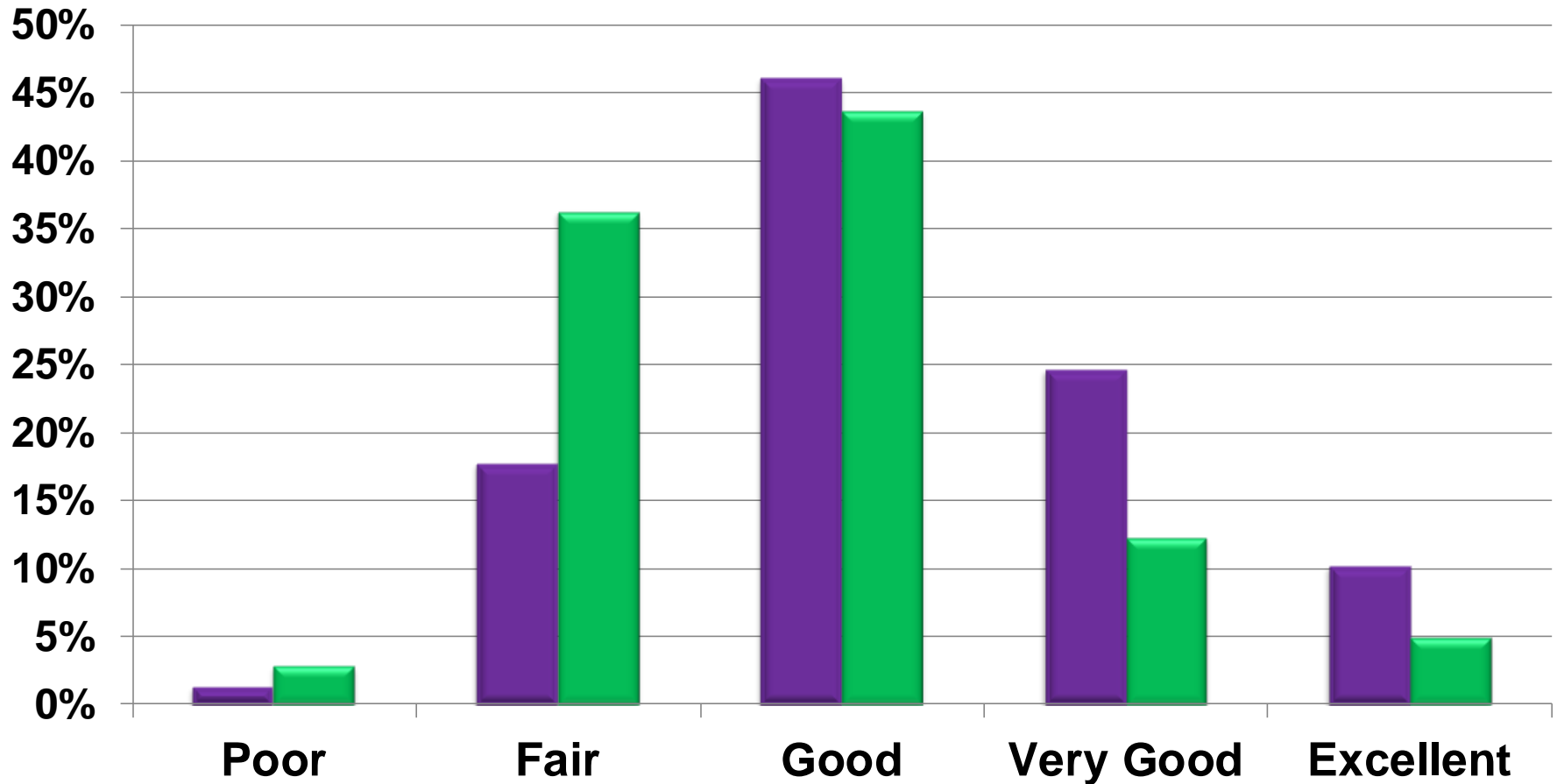
Me too.
YOU need
one too!

Tiger Woods

Inbee Park

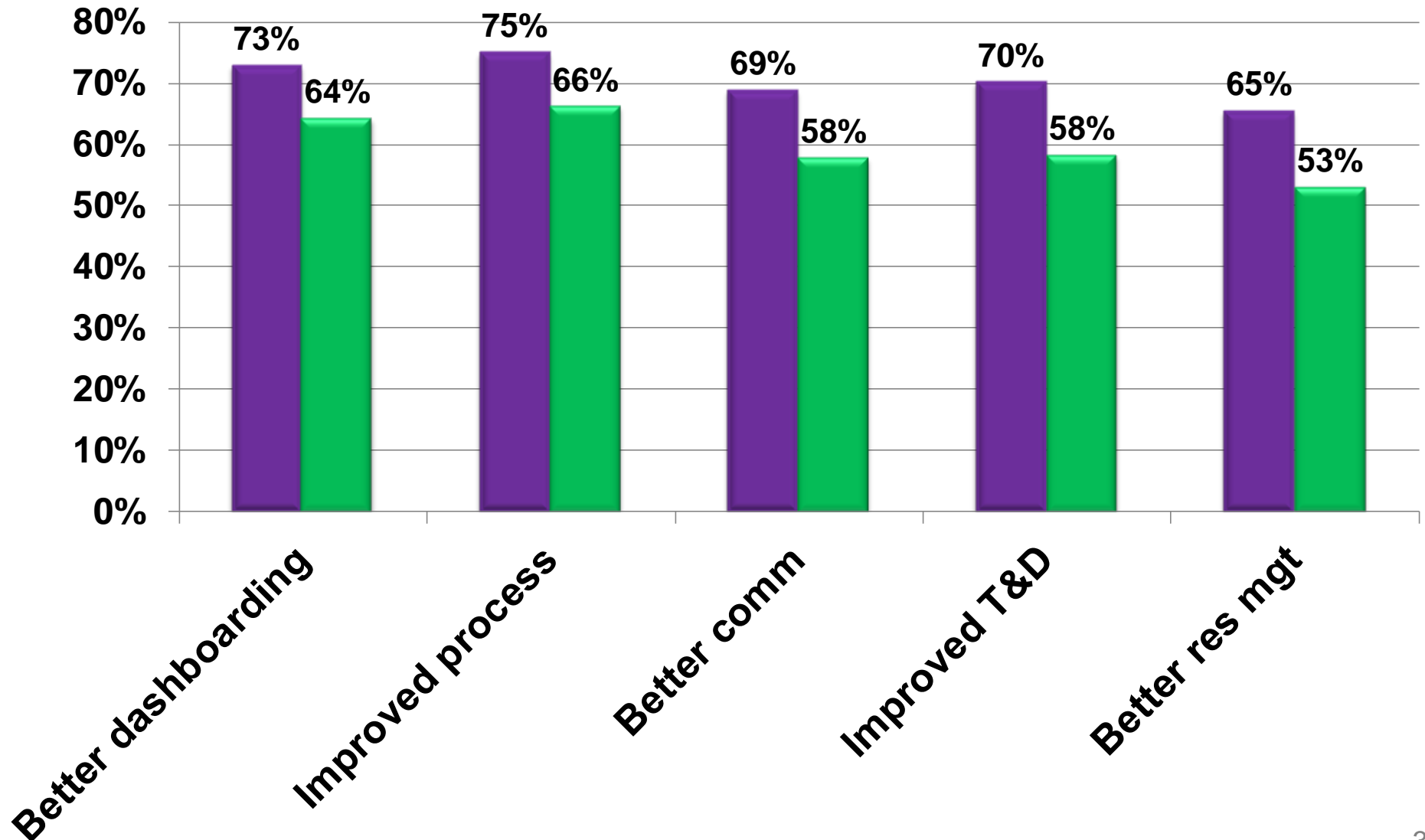
How well does the PMO fulfill its role?

Active sustainment vs. No active sustainment

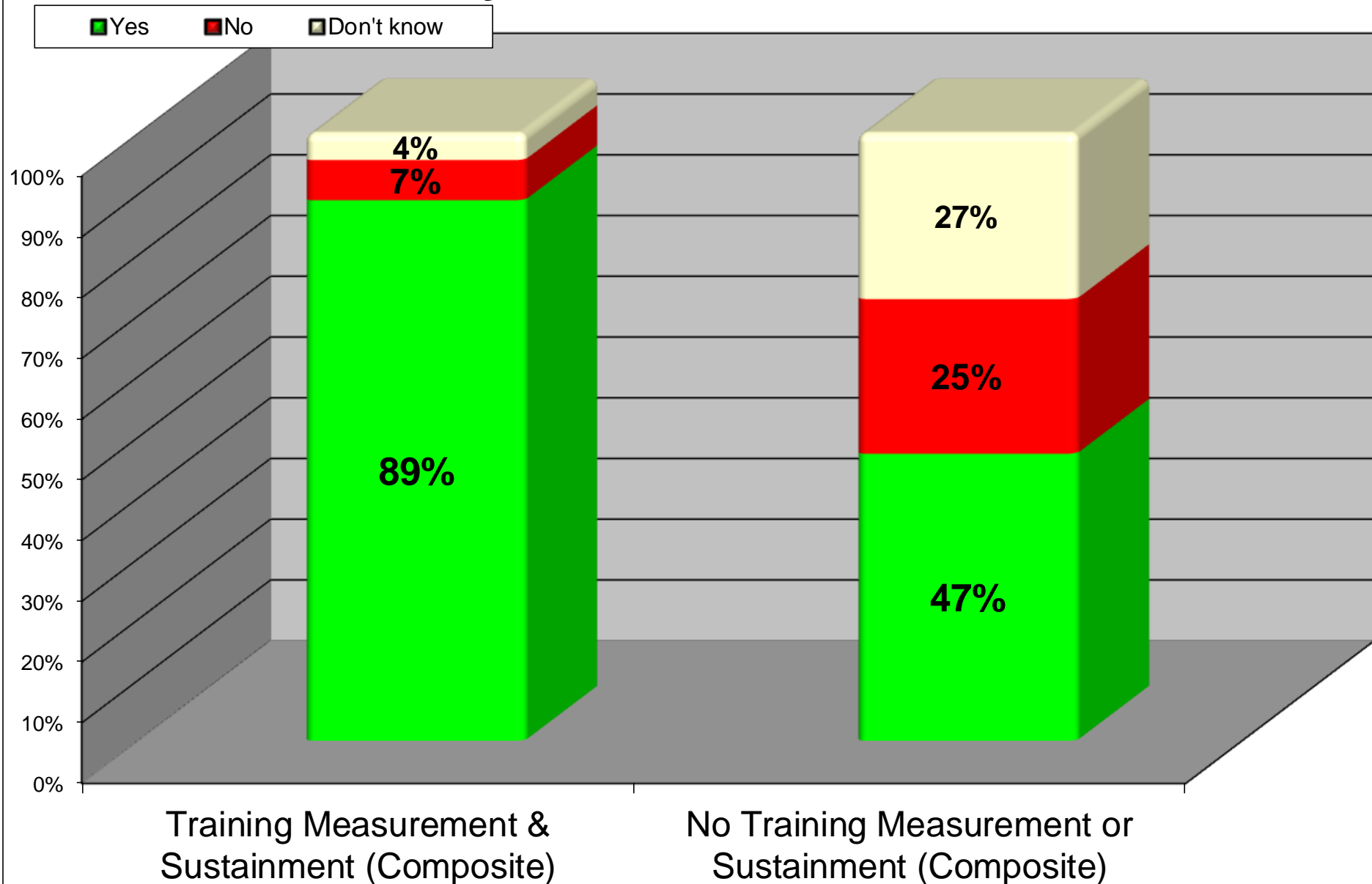


Improvements attributable to PMO

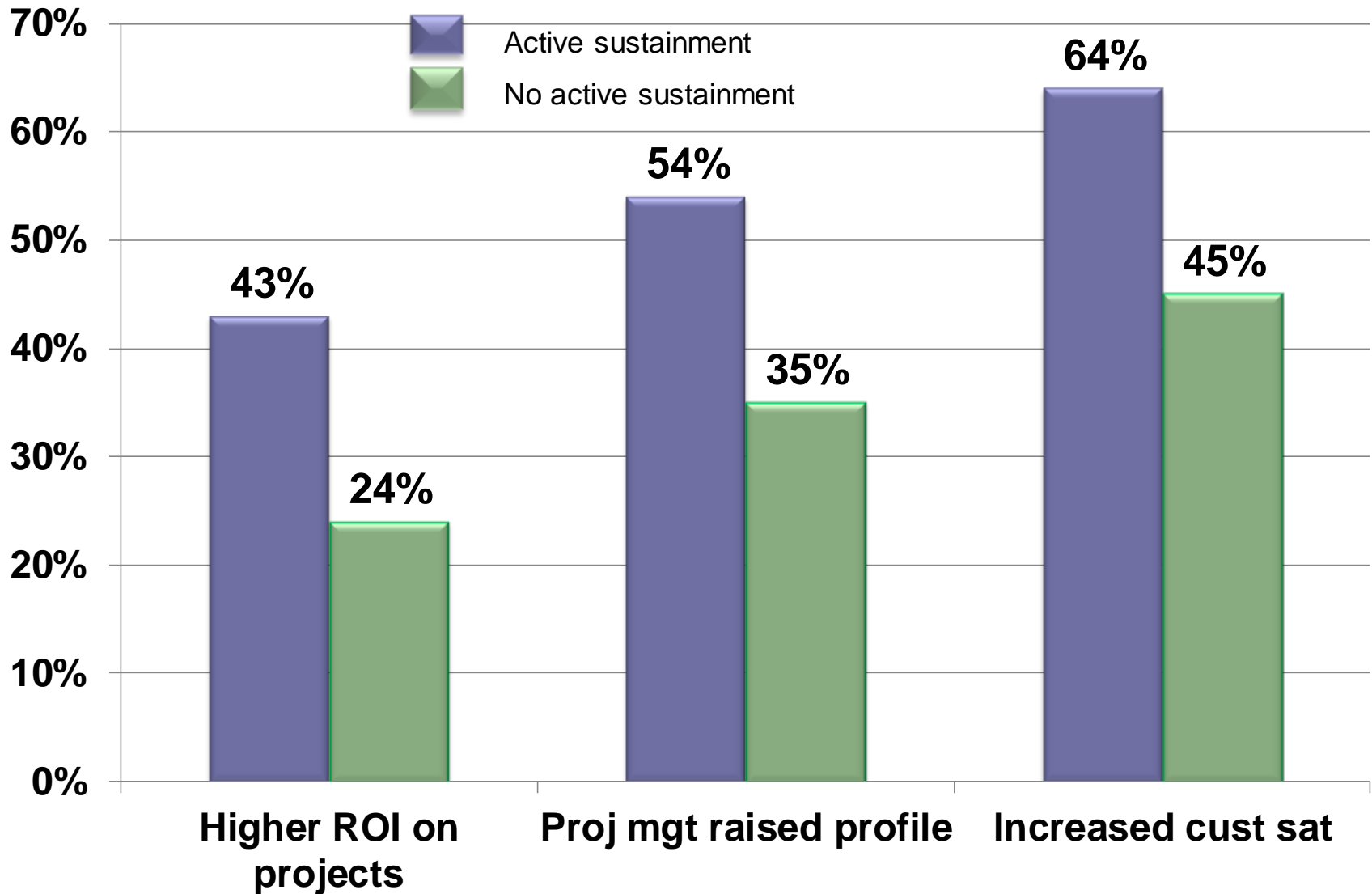
Active sustainment vs. **No active sustainment**



Does your PMO measure, and report formally on, its own effectiveness?

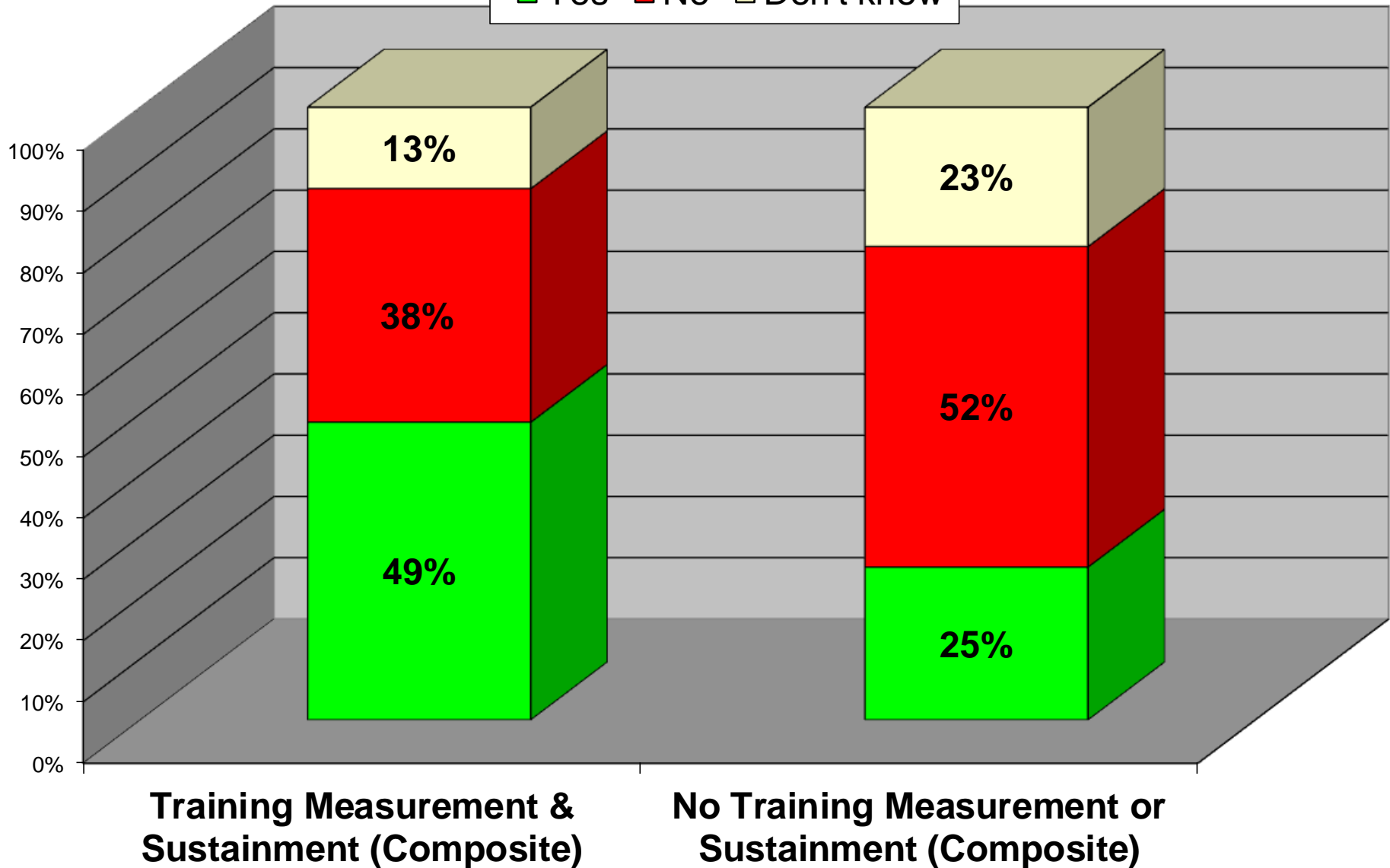


Criteria Used to Measure & Report on its Effectiveness- (Major Differences)

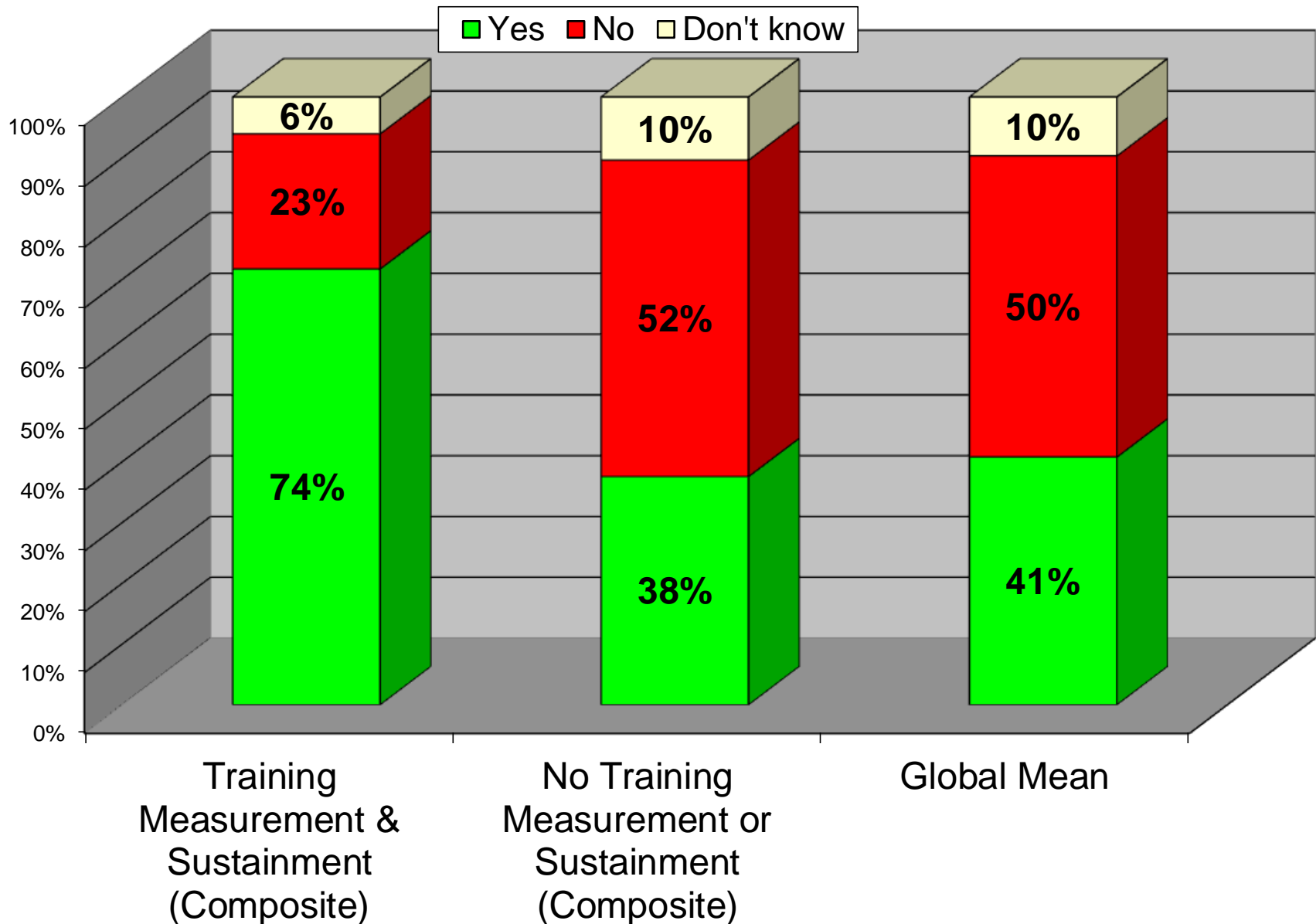


Has the role, function or value of your PMO been formally challenged during 2012?

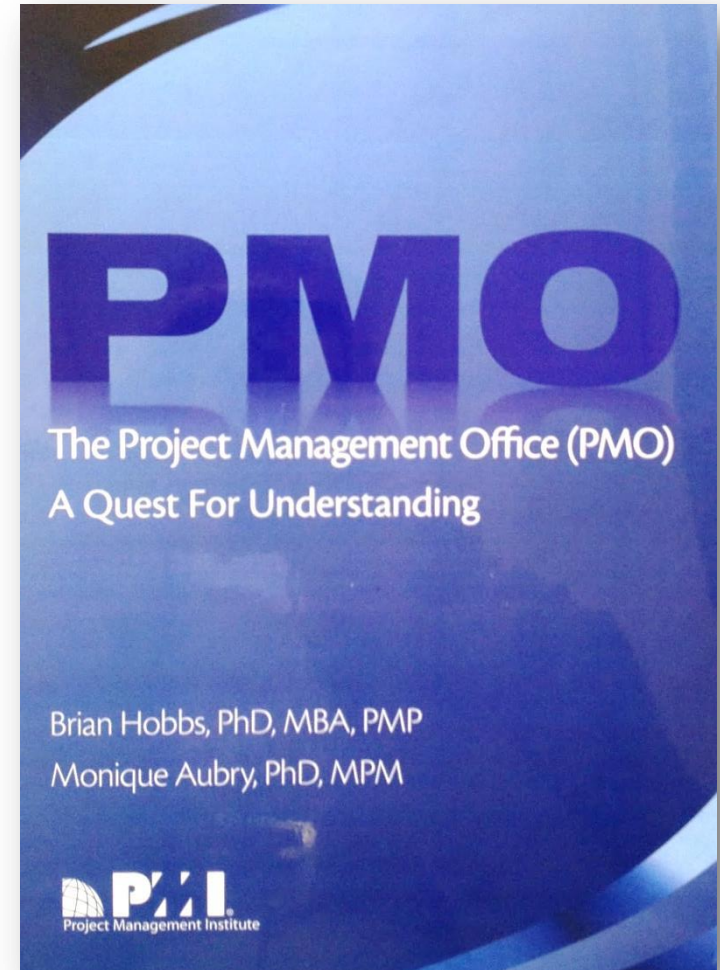
■ Yes ■ No ■ Don't know



Does your organization provide a structured career path for PMs?



Brian Hobbs, PhD, MBA, PMP
Monique Aubry, PhD, MPM

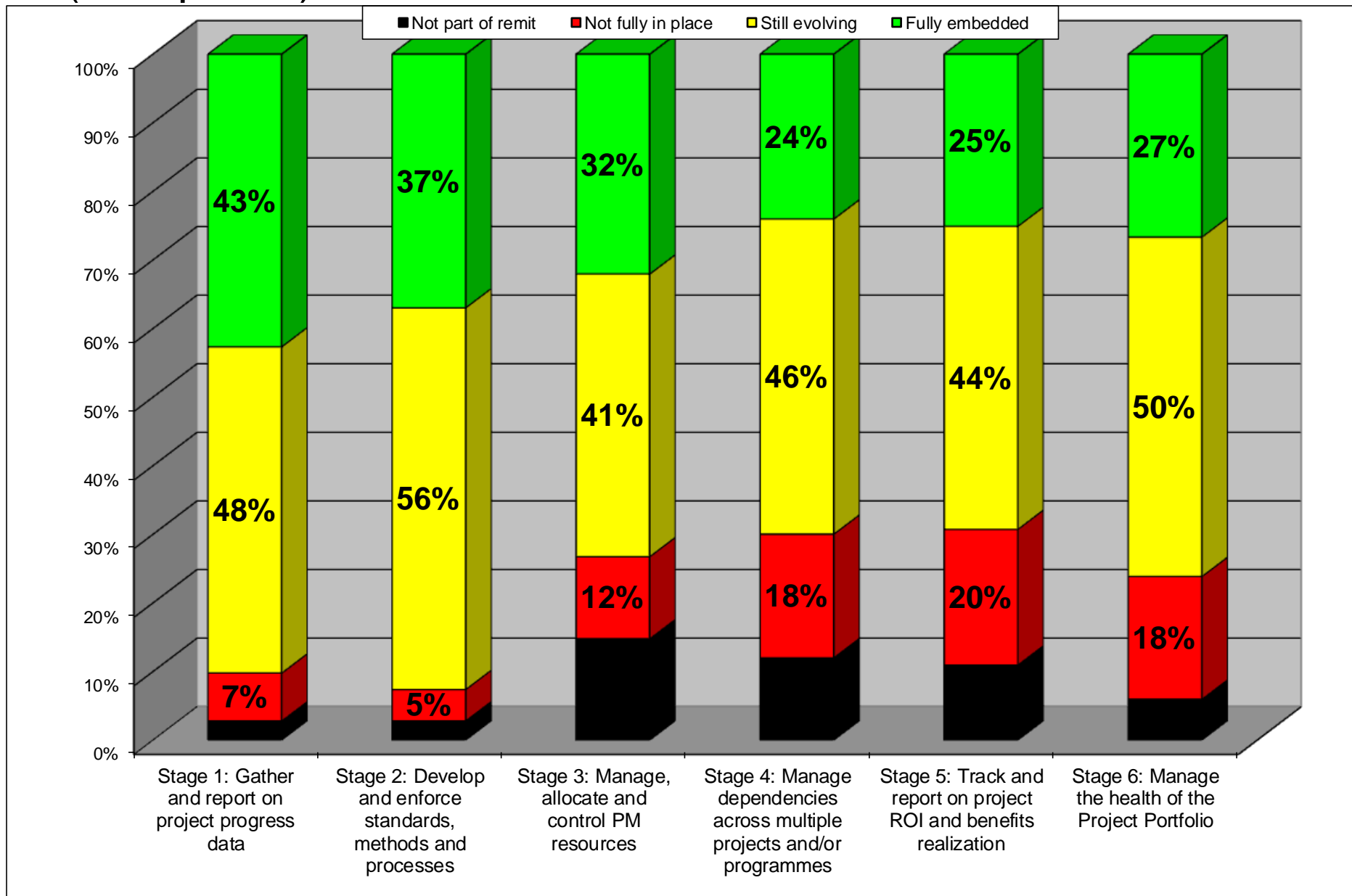


PMOs that focus on Strategic Management

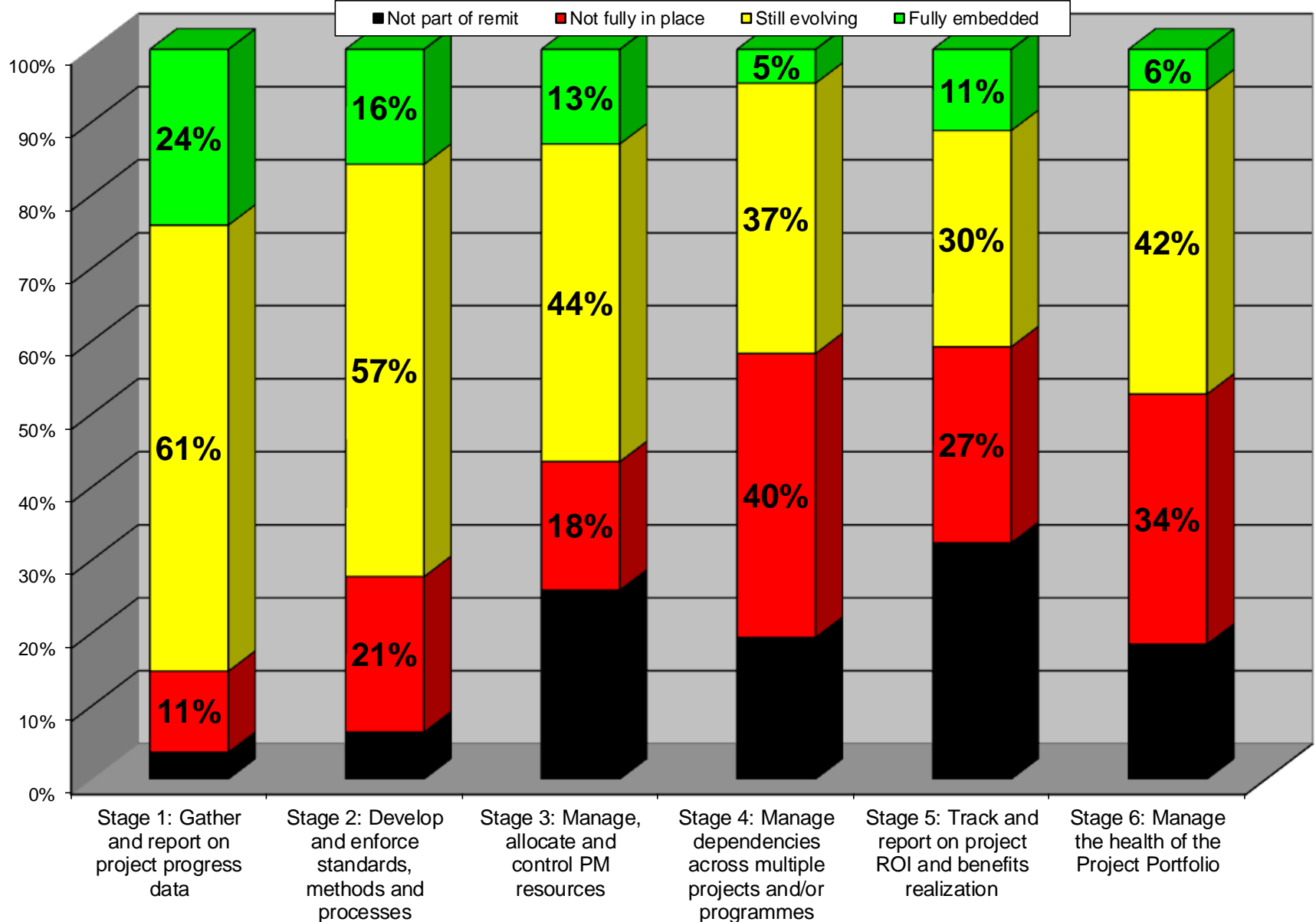
- Provide advice to upper management
- Participate in strategic planning
- Manage benefits
- Networking and environmental scanning

Involvement in the above brings the PMO closer to upper management.

PMO Maturity by Evolutionary Stage – Strategic PMO (Composite)



PMO Maturity by Evolutionary Stage – Tactical PMO (Composite)



My perspective

- Sustainment works and has a big impact on PMO evolution and performance
- Coaching one of the best interventions
- PMOs engaged in sustainment focus on measuring their own effectiveness much more
- PMOs self-identifying as “strategic” show greater progress in evolutionary development
- Plenty of room to improve and show value



Thanks for listening!

Ravi Sahi, MBA, PMP, SCPM
Regional Director, APAC
rsahi@esi-intl.com