7 STEPS to a
WORLD-CLASS
PMO

> *A journey of a thousand miles begins with a single step.* **"**

- Lao-tzu, Chinese philosopher

A successful project management office (PMO) ensure projects are aligned to business objectives, are well executed, and meet or exceed stakeholders' expectations.

In this guide, we will explore the seven steps you can take toward developing a world-class PMO including:

1. Understand Goals & Objectives
2. Establish the Vision
3. Design PMO Roadmap
4. Implement the PMO
5. Transition to New Structures
6. Adjust for Success
7. Create Improvement Processes

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UNDERSTAND
GOALS & OBJECTIVES

1

Before you begin your PMO journey, it is important to start with the end in mind and agree upon what you are trying to accomplish.

DETERMINE YOUR STAKEHOLDER NEEDS
Conduct interviews or use surveys to understand what your stakeholders want and have been missing. Stakeholders can be internal or even external customers.

CONDUCT PROJECT & PORTFOLIO MANAGEMENT CAPABILITY ASSESSMENTS
Review the current state of your project management and where your pain points are. Pay attention to things you should be, but are not doing by identifying your levels of standardization and gaps. Make sure to include a review of past projects, tools, templates, and stakeholder satisfaction.

ALIGN THE PMO WITH ORGANIZATION STRATEGY AND GOALS
Ensure that your new PMO will be able to support the strategy and vision of your company goals. Be on the lookout for large initiatives, key directions, and other areas that may have to leverage a PMO for success.

> "*Whenever you want to achieve something, keep your eyes open, concentrate and make sure you know exactly what it is you want. No one can hit their target with their eyes closed.*"
>
> *- Paulo Coelho, The Devil and Miss Prym*

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ESTABLISH
THE VISION

2

Once you understand your goals and objectives you can move on to establishing your vision for the PMO. A well thought-out vision is key to ensuring successful execution.

DETERMINE THE SCOPE OF YOUR PMO
Define what the PMO will be responsible for and its key mission for the company. It is important that this definition is clearly represented and understood throughout your organization.

DEFINE WHAT'S IN
Once your scope is defined, determine the areas of responsibilities contained in the PMO. Typical components include:
- Methodology
- Project Managers
- Portfolio Management
- Demand and Resource Management
- PM Tools and Templates
- Governance

ALIGN YOUR PMO WITH STAKEHOLDER LEADERSHIP
Gain agreement and buy-in of your PMO's direction and responsibility from all stakeholders. A PMO must have the support of leadership in order to succeed.

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DESIGN
PMO ROADMAP

Next, design a roadmap to guide what project management enhancements need to be made, what functions your PMO will include, and how you will ensure adoption in your organization. Here are some ideas for each area:

PROJECT MANAGEMENT PROCESSES

- Will you use a PMI/PMBOK foundation?
- How can you enhance for end-to-end process?
- Will you use a Waterfall and/or Agile approach?
- How can you scale to various types of projects?

ESSENTIAL PMO FUNCTIONS

- Standards and Guidelines
- Project Manager Roles
- Manage Quality and Risk
- Tools & Training
- Project Management Oversight

CHANGE MANAGEMENT

- Plan to promote buy-in & adoption
- Schedule regular communications
- Prepare execution timeline
- Manage performance
- Allow for continuous improvement

GOVERNANCE

- Charter or enhance Governance Steering Committees
- Establish Project Decision Rights
- Establish New Project and Status Monitoring
- Define Funding Processes
- Ensure Alignment with Strategies

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IMPLEMENT
THE PMO

4

Implementation is the heart of the PMO journey. During this step, you will begin executing your roadmap and assembling your team.

CREATE & ENHANCE STANDARD PROCESSES
Build a set of processes that will be used to manage the project lifecycle. Be sure any new process fits with your current culture and expected capabilities.

DEFINE TOOLS & TEMPLATES
Identify and buy/build the templates needed to support your processes. Invest in a tool to assist you in the management of projects and the portfolio.

BEGIN STAFFING
Typical roles in a PMO include
- Project Managers
- PMO Manager
- Methodologists
- Demand/ Resource Managers

MONITOR UTILIZATION
Ensure your team is leveraging the latest tools and templates. Enforce regular status reporting on current projects.

TRY IT OUT
Don't be afraid to iterate. Train an initial group of PMs for a proof of concept then apply learnings to enhance the processes for future success.

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TRANSITION
TO NEW STRUCTURES

5

Once your PMO structure is fully defined and implemented, it is essential to focus on ensuring success through proper training, communication, and team enablement.

TRAINING

Train stakeholders and practioners to the new PMO ensure full understanding of processes, tools & templates, and governance. Creating a central knowledge area for training and FAQs can be highly beneficial.

COMMUNICATION

Create a communication and marketing plan to educate employees on enhancements. Don't be afraid to over-communicate. Include cycles in your plan to allow for feedback on the processes and environment.

ENABLEMENT

Enable and support new functionality for new users and PMO team members.

> " *Planning without action is futile, action without planning is fatal.* "

- Cornelius Fitchner, PMP Trainer

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ADJUST
FOR SUCCESS

6

Expect the unexpected and make adjustments to your plan that will ensure success. This initiative will be taking place in the midst of other business priorities. Be flexible, but persistent, in your commitment to enhancing your PMO.

MONITOR
Closely monitor initial projects for gaps and areas that need shoring-up. Survey your team and stakeholders to identify trouble areas early.

ENHANCE
Modify processes and tools as needed. You may need to update templates or invest in new or existing tools.

RE-TRAIN
Re-train stakeholders and practicioners on any new or enhanced processes or tools. Make sure to update the central knowledge areas with current training and FAQs.

COMMUNICATE
Continue to communicate, communicate, communicate with your team and stakeholders. The more you publicize and reinforce your changes and successes, the more it will be remembered.

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CREATE
IMPROVEMENT PROCESS

To ensure your PMO continues to meet stakeholder needs, go back through your processes and guidelines to evaluate what is working and what is not. An enhancement program will help ensure you keep tabs on your own performance and the effectiveness of your project management process.

### RE-ASSESS CAPABILITIES REGULARLY
Create a regular schedule to identify gaps and trouble areas. Include standardization reviews to determine how often processes are followed. Make sure to evaluate stakeholder reviews and project performance to assess performance.

INCORPORATE LESSONS LEARNED
Ensure lessons learned are a regular part of your project processes. All lessons should be communicated and trained/available to your team members to take advantage.

GATHER IMPROVEMENT SUGGESTIONS
As part of your regular enhancement process, gather suggestions on processes, tools, and templates. Make sure to stay in tune with company strategies and vision as changes in direction may require adjustments to current processes.
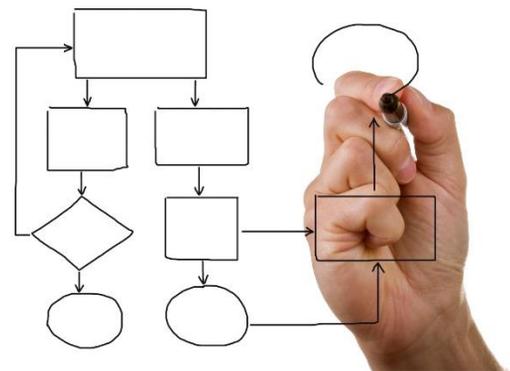
> " Even if you are on the right track, you will get run over if you just sit there. "
>
> - Will Rogers, Actor & Social Commentator

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GET STARTED TODAY

Whether you're seeking to establish a new PMO for your enterprise, or remediate an existing PMO that has fallen short of your expectations for success, Intellinet has the expertise to work with you to establish an effective Project Management Office that is "right-sized" for your organization. Contact us today at 877.362.4530 or by clicking below to schedule your PMO Jumpstart today.

PMO JUMPSTART

CLICK HERE TO SIGN-UP

During Intellinet's _PMO Jumpstart_ our experts will :

- Assess project management practices and PMO functions
- Provide findings of the assessment along with recommendations for enhancements
- (Optional) Create a PMO roadmap

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