

Establish an Effective PMO for IT










Over **60%** of IT projects don't succeed. Build an effective PMO to avoid becoming another statistic.

Many organizations use projects as a method for achieving strategic goals. Due to the project-based nature of most IT departments, IT is often tasked with managing, executing, or delivering many projects or project components for both IT and the business.

Managing many projects simultaneously in a coordinated manner is beyond the capability of many organizations. This results in a poor understanding of project performance and making decisions based on inadequate information. Projects are more likely to fail and be inefficient in their execution, leading to a destruction of business value.

A PMO is the conductor of your project orchestra.

Without a PMO, projects execute independently in an uncoordinated manner. A PMO brings them together into a single holistic view and maximizes project synergy.

Capability Name	Description
 Portfolio Management	Holistic coordination of projects as a portfolio to ensure benefits delivery
 Resource Management	Manages and balances resources across the portfolio, including specialized resources and general capacity
 Integrated Monitoring & Reporting	Consistent portfolio, program, and project metrics and reporting
 Governance, Risk, and Compliance	Establishment of policies and approval structures to manage and mitigate risk and enforce compliance across the portfolio
 Communication	Disseminating critical process, project, and portfolio information
 Stakeholder & Change Management	Stakeholder analysis, culture analysis, culture modification, and change management
 Project Management Delivery	Provision of PMs to projects / departments without PMs
 Project Management Support	Management of PM tools, training, knowledge management, consulting services, and other support made available to individual projects
 Vendor Management	Manage vendors, contracts, and SLAs across portfolio

Like instruments in an orchestra, projects are best viewed as a holistic collection.



Just having a PMO is insufficient; a high performing, quadruple, capability-based PMO can attain quadruple the impact of low performing PMOs.*

*Source: "PMO's Pulse of the Profession In-Depth Report: The Impact of PMOs on Strategy Implementation," Project Management Institute, Nov. 2013, Web, 5 June 2014. <<http://www.pmi.org/~media/PDF/Knowledge%20Center/UK/pmo-strategy-implementation-report.Lashco>>

Low-performing PMOs focus on processes and enforcing compliance, where high-performing PMOs recognize that project portfolio management is the key to a holistic, successful PMO.



Project Steps

- 1. Understand the characteristics of high-performing PMOs**
Determine if a PMO is right for your organization.
- 2. Prepare to build the PMO**
A PMO is not generic; each organization needs a PMO tailored specifically to it.
- 3. Assess your PMO capabilities**
A good conductor has a keen ear; a world-class PMO has finely honed capabilities. A PMO can maximize the benefits of nine PMO capabilities, but your PMO should focus on those that are most important for your organization
- 4. Build your implementation roadmap**
Focus on closing the capability gaps that will add the greatest value, first.
- 5. Get your roadmap approved**
Selling the plan is just as important as building it; make sure it resonates with your management.