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Thailand

Does Agility Kill PMOs

Bangkok, Wednesday, January 18, 2023

Walter Sedlacek

- Managing Director next level consulting APAC, Senior Consultant, MSc, MBA, PMP, ACP, PSM
- Professional experience (selection):
 - Global implementation of a **Cyber Security framework for DTAG/T-Systems** for 45 000 employees
 - Professionalizing of **Project Management in London for DTAG/T-Systems** as **Head of Projects**
 - Introducing and building-up **Cloud Computing in regional data-center** for DTAG/T-Systems in Singapore as VP
 - Implementing a data-center for a **Manufacturing Execution System for General Motors** as **CIO**



Project Management Excellence for ICTO in the UK

In April 2018 Walter Sedlacek took charge of the ICTO UK Project Management Competence Centre (PMCC). Team Talk spoke to Walter about the critical success factors, pitfalls of setting up a project management office and the introduction of new project management standards.

What is PM Excellence?
PM Excellence provides structure and discipline to enable ICTO to deliver value and drive progress through highly skilled and empowered staff in a cost-effective and transparent way.

What are the key elements of PM Excellence?
It is important to tailor project management to the culture and the nature of the project. The setting and implementation of project management standards should be a continuous process. There is no 'one-size-fits-all' solution. The project manager has the full responsibility for the success of the project. The project manager is responsible for the success of the project and the project manager is responsible for the success of the project.

Key success factors for the implementation of PM Excellence in the UK
The key success factors for the implementation of PM Excellence in the UK are: 1. Transparency and continuous improvement 2. Key to the success of project management is a transparent and continuous improvement process.

GM

Walter Sedlacek
CIO, Manager IS&S
Information Systems & Services
General Motors Powertrain Austria



Abstract

Most elements of a project charter like SMART goals or in project status reports like milestones are loved to be reported to a PMO, loved from PMO side only.

Agile teams typically are self-organized and self-directed, they use their own tools and methods and not those from a PMO.

So, is there a conflict?

Question from PMI ACP Exam:

If you must wait 45 minutes for your 15 minutes project update meeting with the PMO, how efficient is the process:

- a) 25%
- b) 0% (There is no value-added time in this meeting!)
- c) 30%
- d) 33%

Question from PMI ACP Exam:

$$Efficiency = \frac{Value\ Time}{Total\ Time} = \frac{15\ min}{45\ min + 15\ min} = 25\%$$

If you must wait 45 minutes for your 15 minutes project update meeting with the PMO, how efficient is the process:

- a) 25%
- b) 0% (There is no value-added time in this meeting!)**
- c) 30%
- d) 33%

Introduction Questions

Do you know the responsibilities of PMOs?

Did you experience agile teams, who treasure the support of PMOs?

Do you know how agile teams work?

How should PMOs and Agile Team work together?

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Motivation

The Agile Manifesto (2001)

Individuals and interactions

are more important than

Processes and Tools

PMOs provide processes and tools

Working Software

is more important than

Comprehensive Documentation

PMOs request documentations

Customer collaboration

is more important than

Contract Negotiation

PMOs love project charters

Responding to change

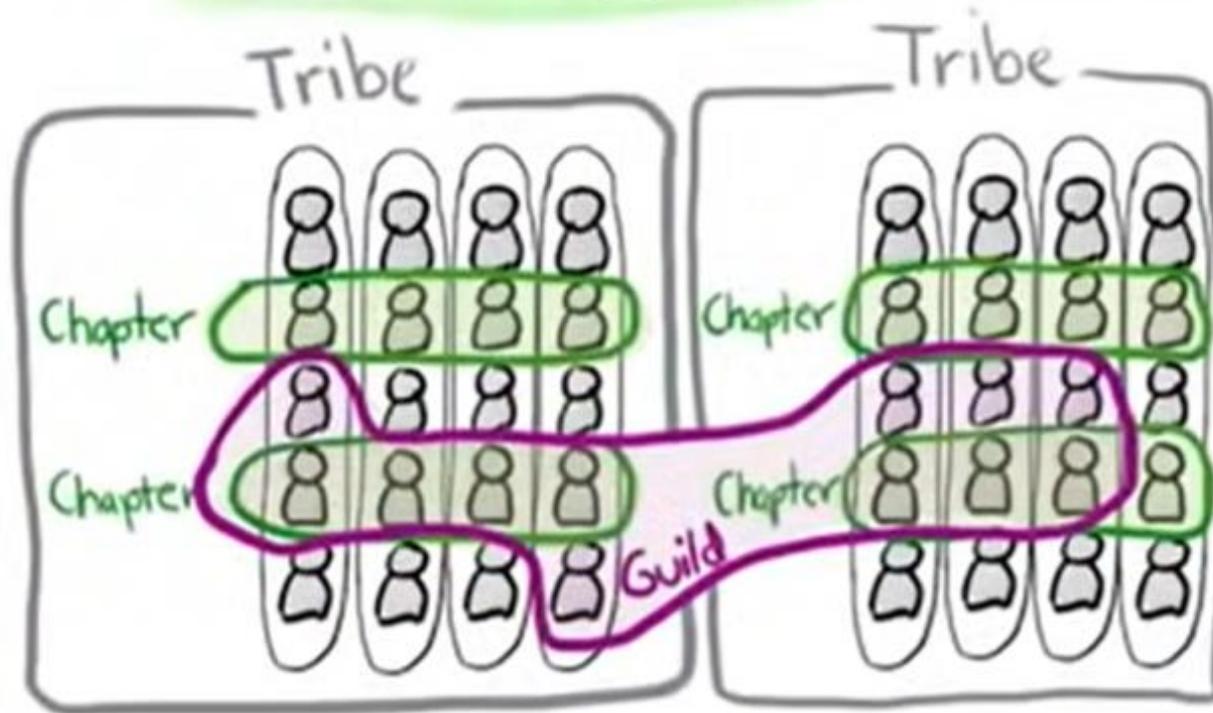
is more important than

Following a Plan

PMOs live on plans

Agile Ideas:

Community > Structure



Agile Ideas:

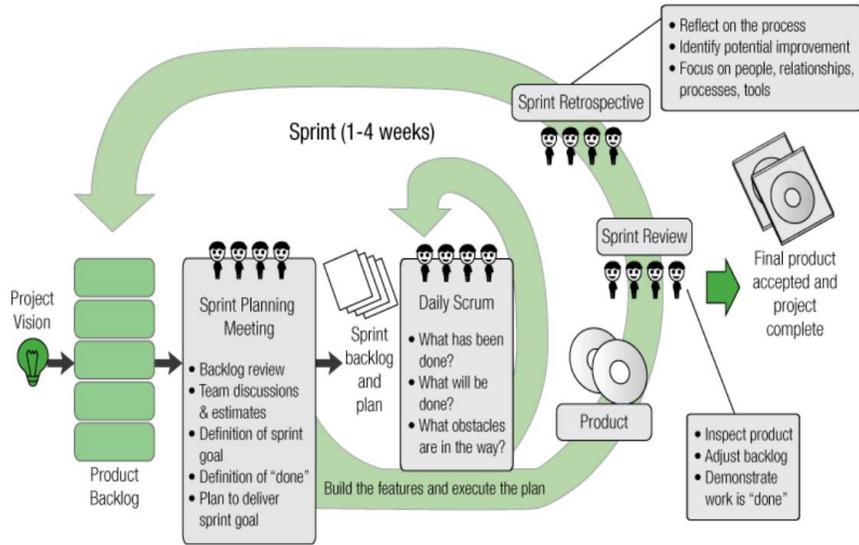


Agile Ideas:

Chaos > Bureaucracy



Battle?



The PMO Management Structure



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Details of PMO

Project Management Office (PMO) Definition



A PMO is an organizational body or entity assigned various responsibilities related to the centralized and coordinated management of those projects under its domain. The responsibilities of a PMO can range from providing project management support functions to actually being responsible for the direct management of a project. The PMO can be a stakeholder if it has direct or indirect responsibility for the outcome of the project.

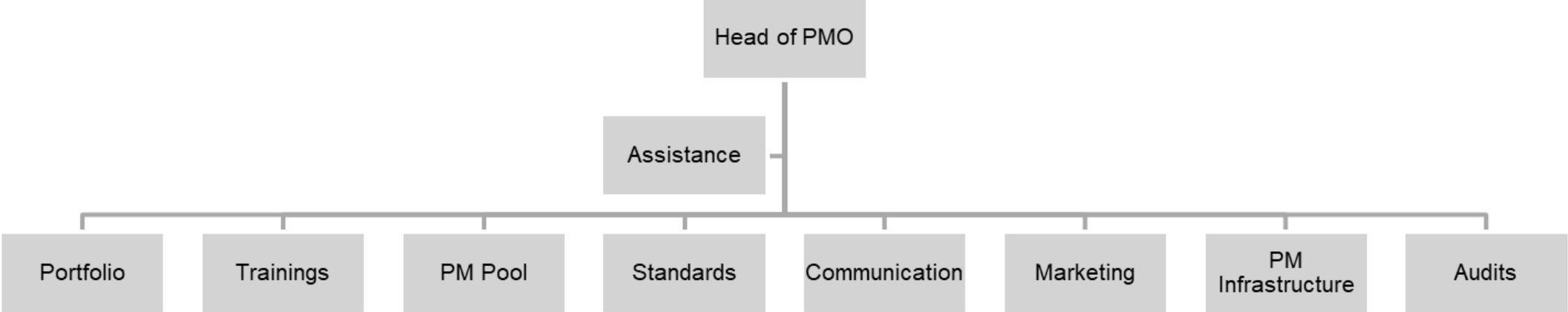
acc. to PMI "The Standard for Portfolio Management"

The deliverable of a Project management Office (PMO)

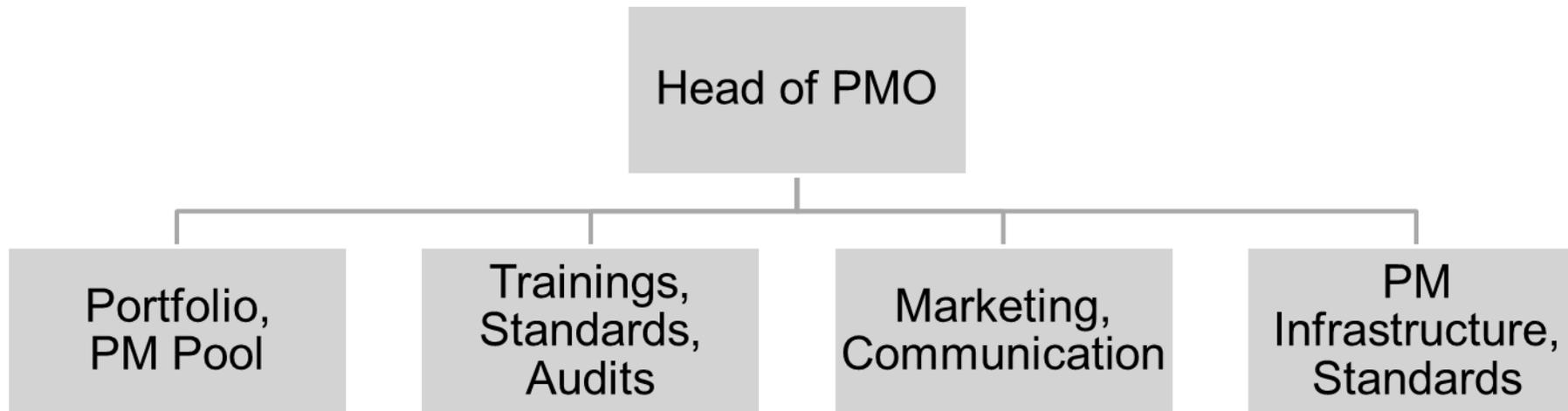
- PM Standards & Tools
 - Definition of PM guidelines and methodology
 - Central management of PM tools, templates and information systems
 - Knowledge archive
- Quality management & assurance of project portfolio
 - Planning and execution of project audits
 - Quality checks and quality improvements in projects
- Project management education and training
 - Definition of PM training goals, project manager career path
 - Execution and management of PM training
 - Coaching of project managers and project teams
 - Building and developing the PM community within the company
- Providing a pool of resources for projects
 - Project managers
 - Project assistant
- Project portfolio management and controlling
 - Regular monitoring and reporting of project portfolio
 - Preparation of Project Portfolio Board meetings

What could interfere with Agile work?

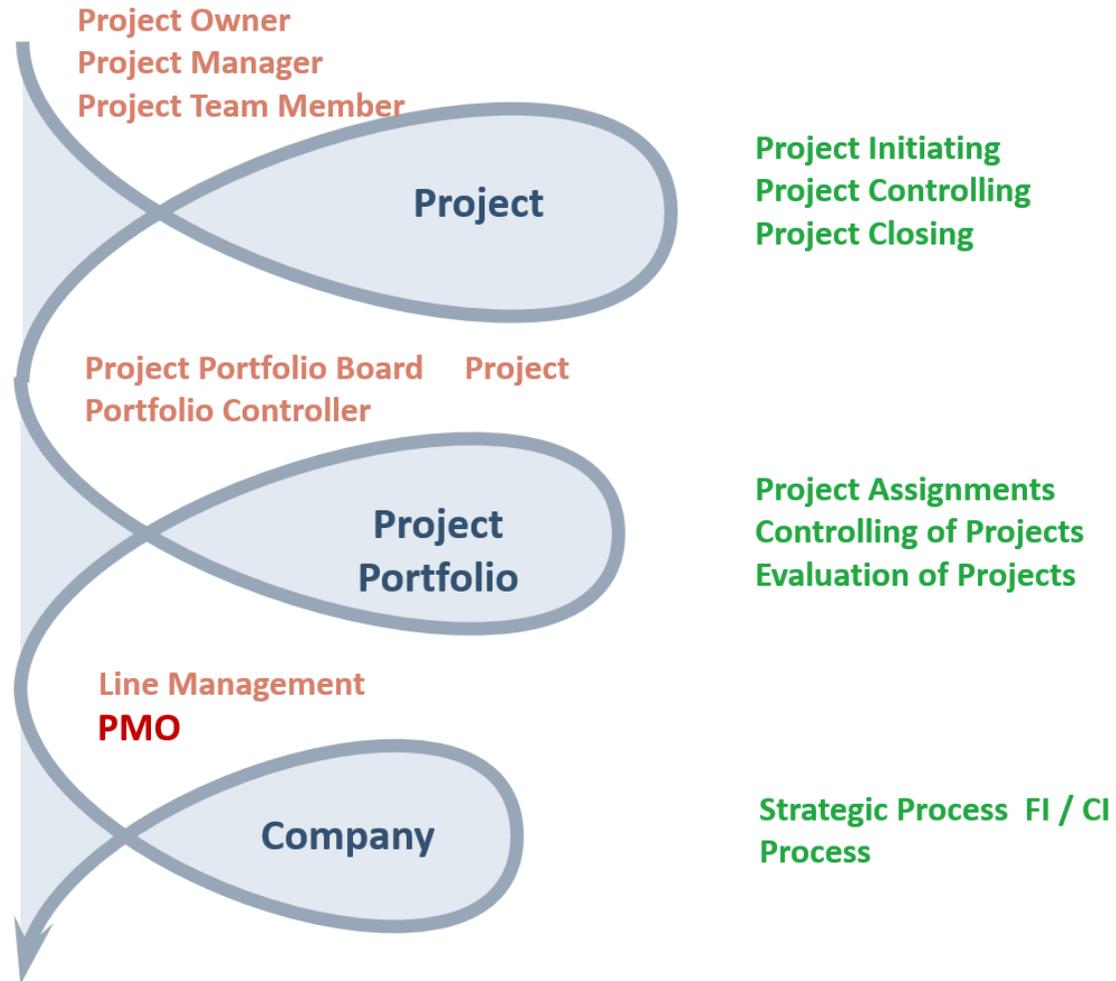
Project management Office: Organization



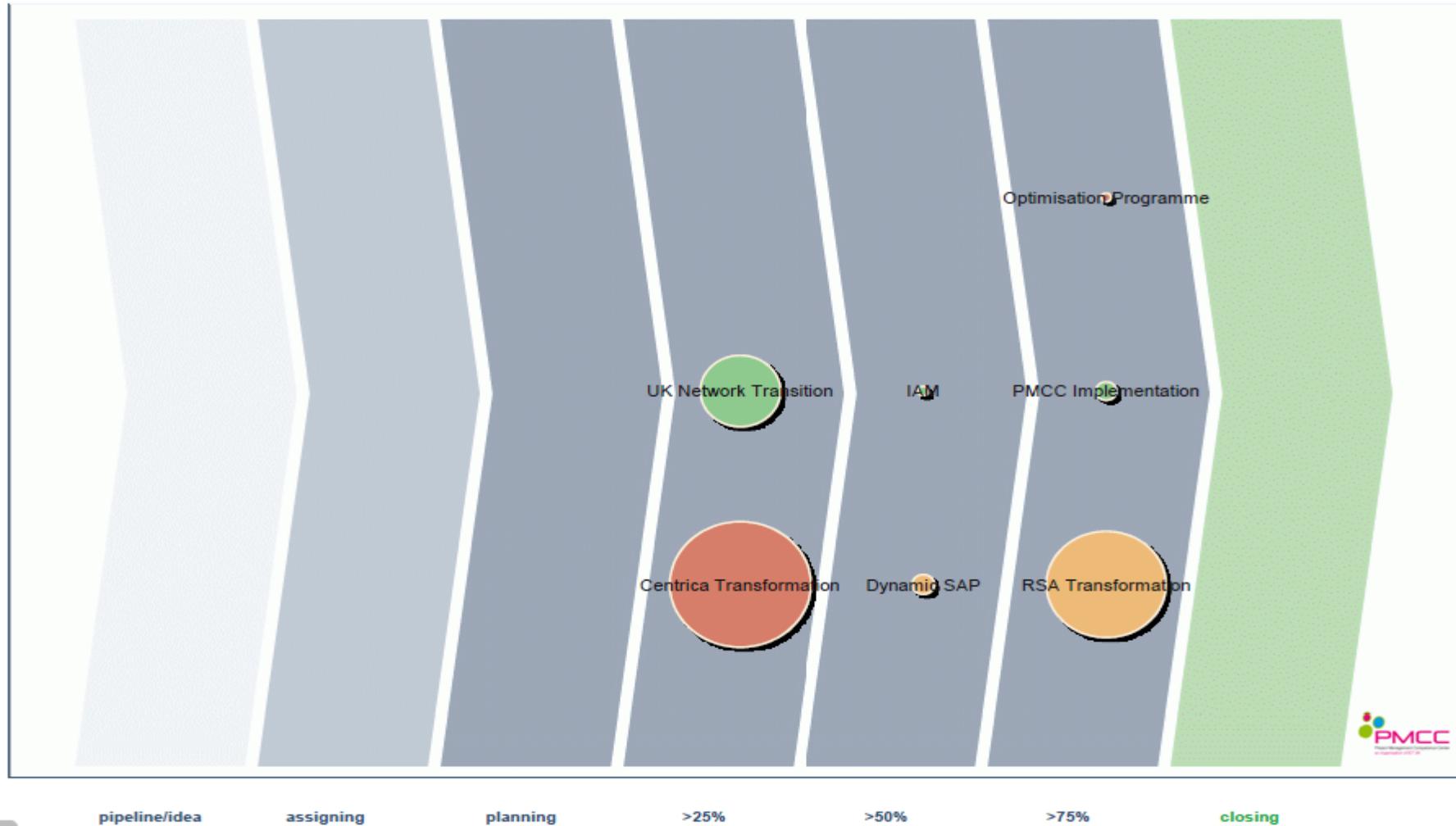
Project management Office: Organization (combined roles)



PMOs are useful!



PMOs are useful!



PMOs are useful!

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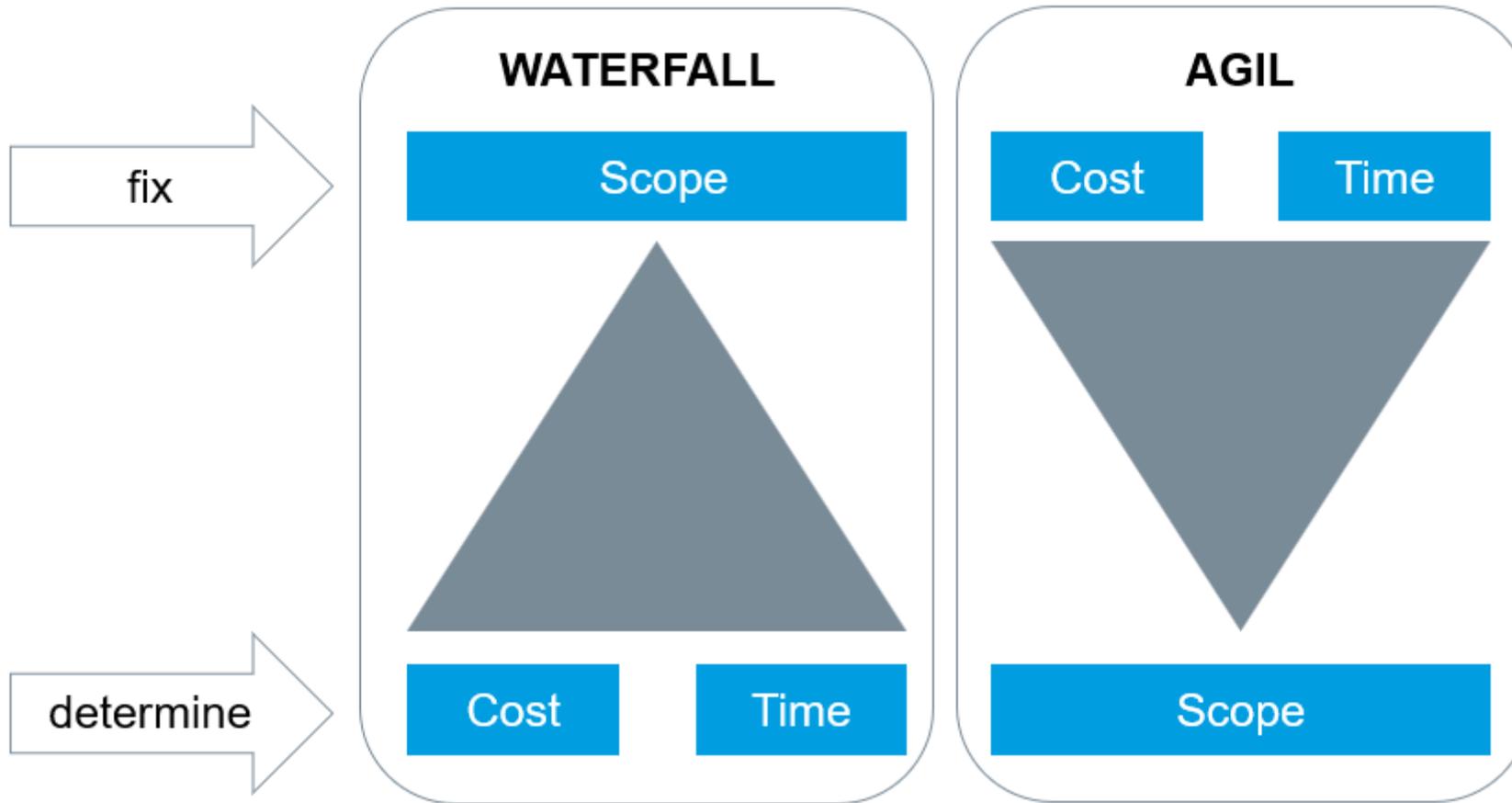


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Some Details of Agility

Unclear Scope



No Man-Days or Money Charts

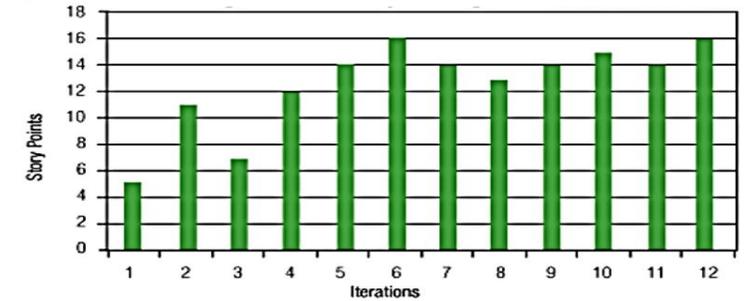
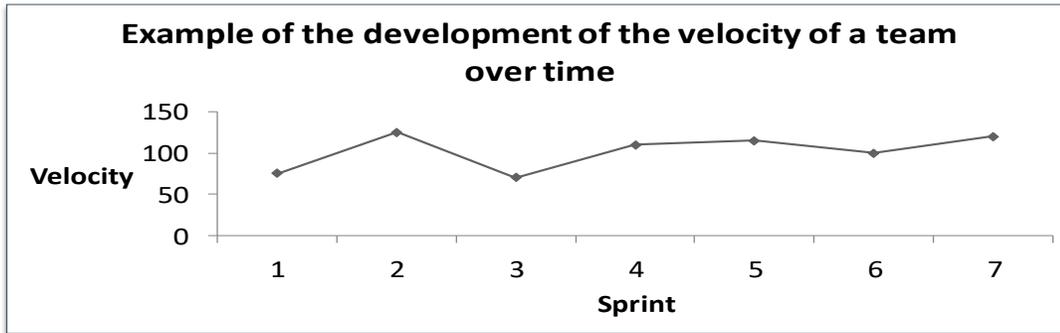
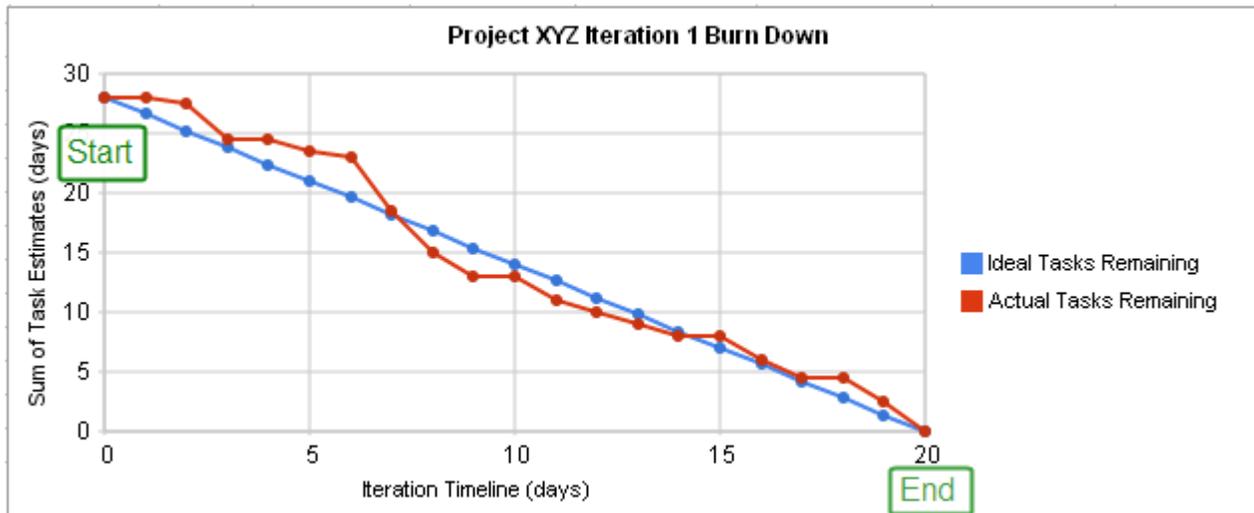


Figure 4.20: Velocity Tends to Stabilize as the Project Progresses



7 Wastes

Partially
done
work

Extra
processes

Extra
features

Task
switching

Waiting

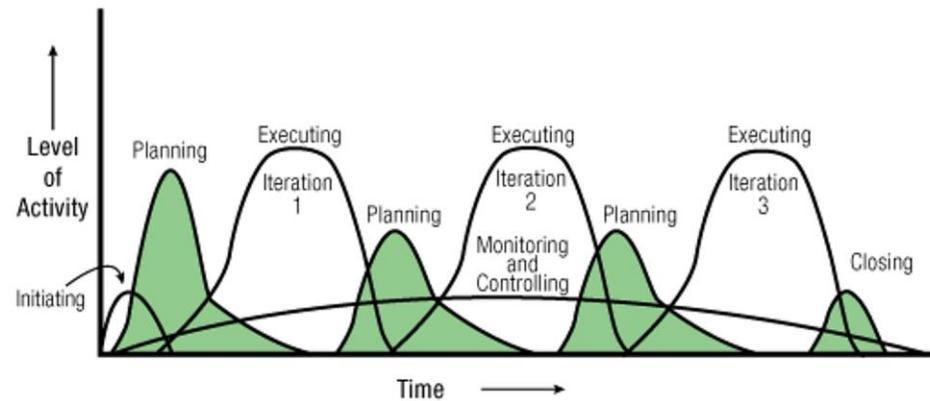
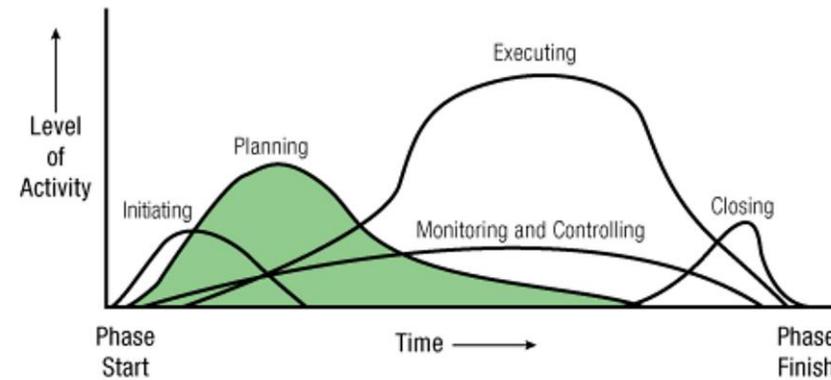
Motion

Defects



Is a PMO a Form of Waste (extra processes)

Adaptive Planning – Loose Synergies?

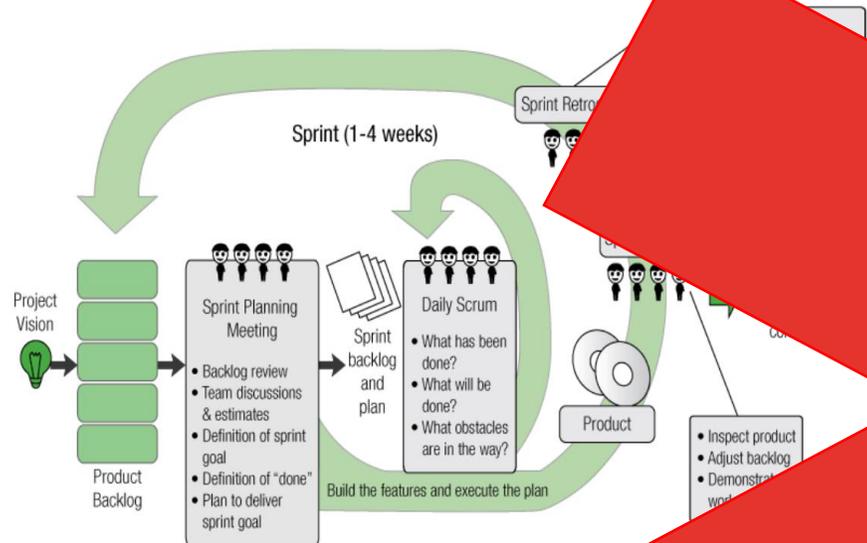


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Ideas to adopt PMO toward Agility

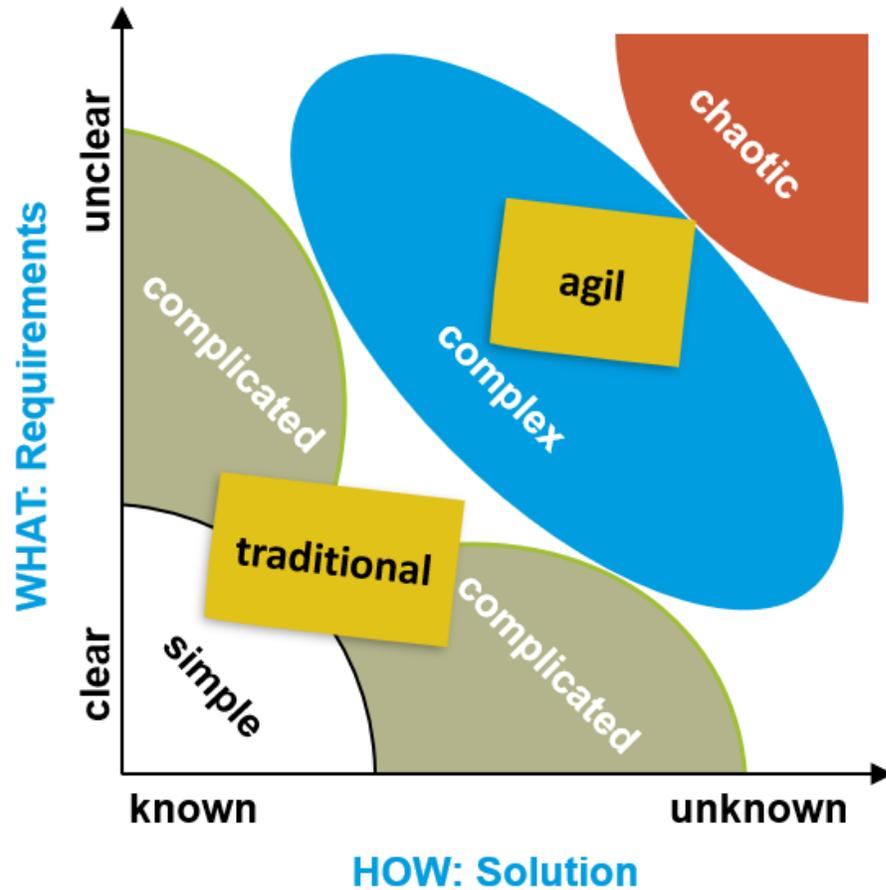
Allow Agility, it will be done anyway



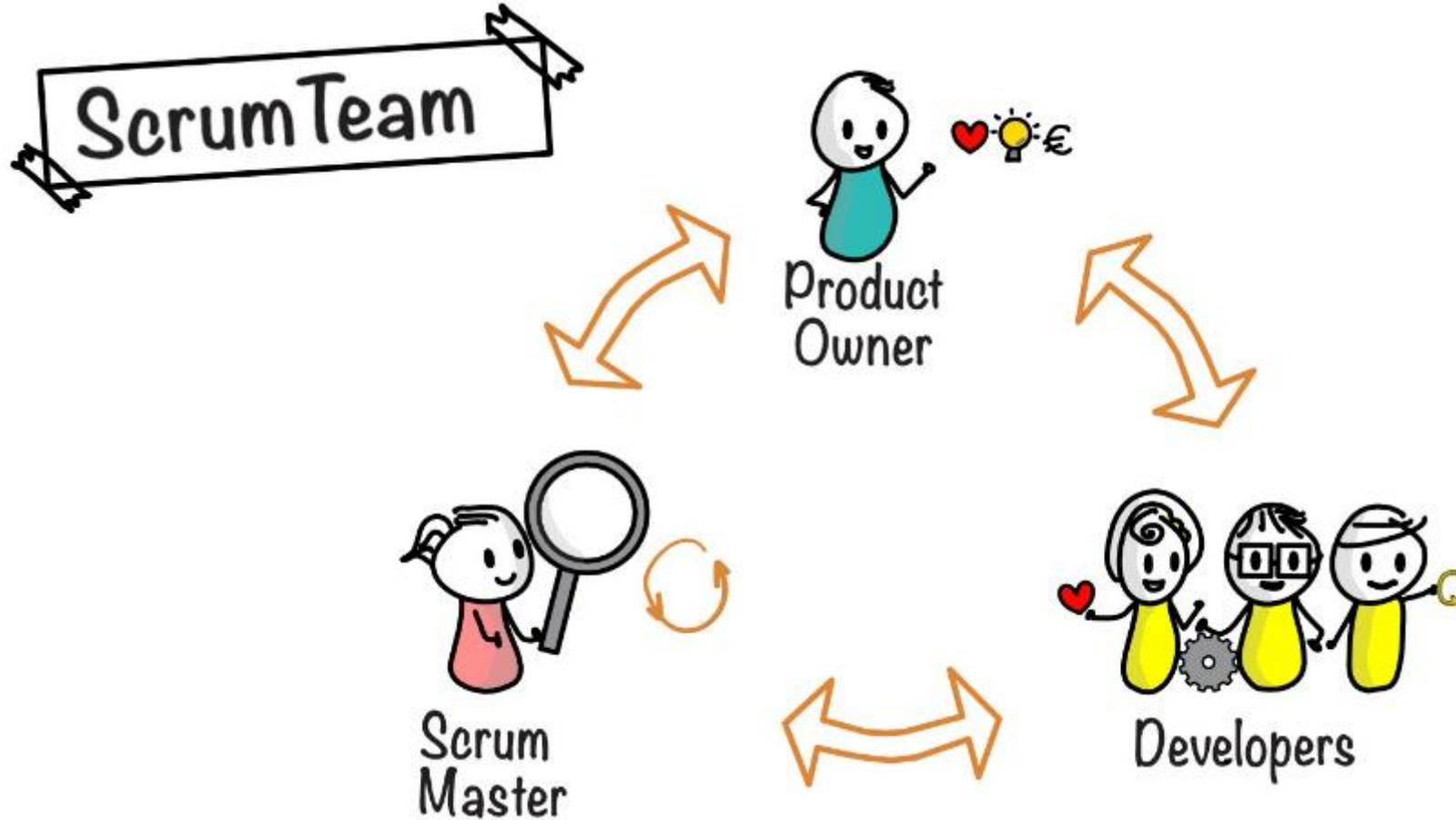
Management Structure



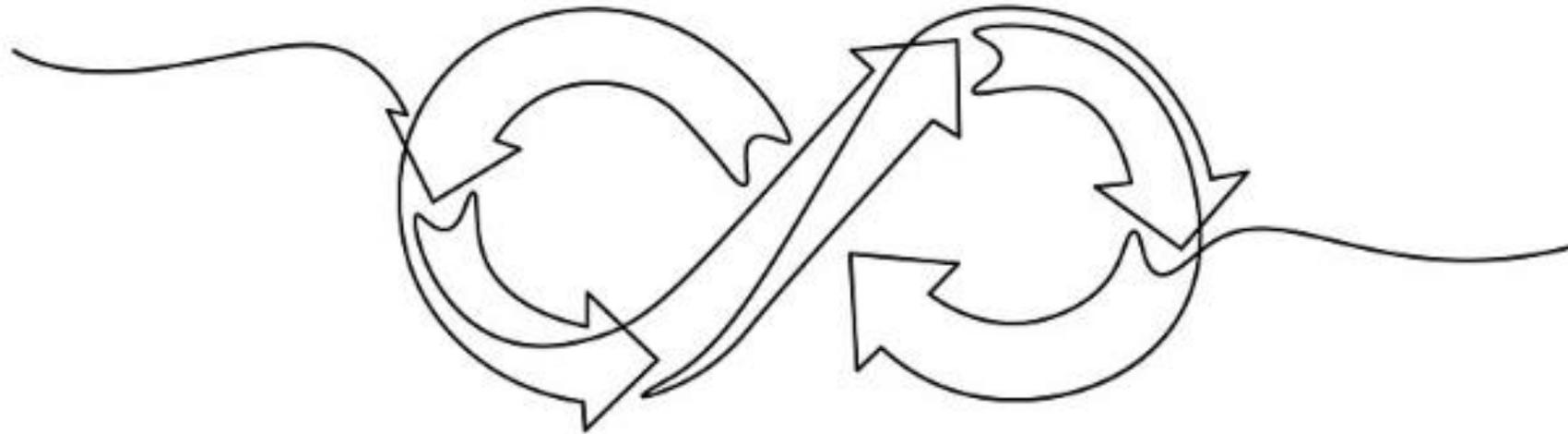
Apply Stacey Matrix to find out which type of PM Method should be used



Provide and train Resources



Align with HR to introduce the Change



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Open Questions - Discussion

