



Project Controls Expo – 14th November 2018

Emirates Arsenal Stadium, London

PMO as a Vehicle for Strategic Outcomes

About the Speaker

- ❑ Turner & Townsend's Programme Advisory lead in the UK, responsible for the all products Turner & Townsend brings to the Infrastructure sector.
- ❑ 12 years to date with Turner & Townsend, initially as a PMO and Controls subject matter expert.
- ❑ Overall 20 plus years background in Natural Resources, Real Estate and Infrastructure sectors, having worked extensively in Europe and Australia.

About the Topic

- ❑ Not one Programme Management Office is ever the same as the last. The development of a PMO affords an organisation an opportunity to root strategic goals and critical business targets into the fabric of an organisation, hardwiring business level outcomes into the structure, ways of working and day to day business of an organisation.
- ❑ Developing a transformational PMO solution is not simple, but it doesn't need to be difficult. It requires commitment from the whole business, and requires a careful understanding of why the business exists, what value it intends to bring, and how that value proposition manifests in practical capital delivery. But with these considerations in hand, we can create *the* critical component of a successful capital delivery organisation.

Four types of client

- Clueless
 - I want a PMO;
 - I want xxx's PMO;
 - My PMO is so rubbish I don't bother talking to it. Give me another one.

Four types of client

- Lazy
 - Obviously I need a PMO, I know exactly what a PMO is, it's obvious, read my mind and give me that PMO;
 - Give me a PMO to do all the boring stuff that doesn't pander to my ego;
 - I want a PMO. You know, project controls and stuff.

Four types of client

- Informed
 - Can I get my PMO to improve my delivery efficiency?
 - Would a PMO improve our consistency of approach?
 - I need to reduce risk. Can you get a PMO to do that?

Four types of client

- Enlightened
 - I need an organisation to deliver outcome xxx as efficiently as possible. What does that look like?

What is the Opportunity?

- What is a PMO?
- What have others found it life changing for?
- What can a PMO do for you?
 - Driving Efficiency
 - Driving Clarity
 - Driving Optimisation
 - Targeting Risk

Critical Factors to a Successful Design

- ❑ Starting with the corporate outcome – What is your value proposition?
- ❑ Maturity - what are the steps that get you there?
- ❑ Designing the organisation around the process, not the function;
- ❑ Achieving a service based culture - understanding the client;
- ❑ Understanding relationships.

Realising the Outcome

A PMO implementation or transformation is not about writing procedures and changing job titles.

It is a transformational change to how the people inside the PMO operate, and to how the organisation as a whole operates.

- People Change;
- Investment decision and business cases;
- Stakeholder conversation and impact.

How can you do things differently?

- Does your PMO address your corporate strategy?
- When you make changes, what is your value proposition?
- Think about relationships.

Questions?

Thank You!