

The Evolving PMO

Governance, Portfolio Management, Resources Optimization, and Performance Measurement

Course Overview

Is your PMO performing at the highest possible level? A decade ago, Kent Crawford created the term Strategic Project Office in his award-winning book, *The Strategic Project Office: A Guide to Improving Organizational Performance*. Since then, the PMO has changed dramatically, as thousands of organizations have implemented this cultural remake to maximize the business benefits of project and program management. Today, successful PMOs, once confined primarily to IT departments, are expanding into other organizational business units or evolving into Enterprise PMOs. From decades of working with corporate leadership, Kent will share how your PMO can evolve into a highly valued enterprise asset, balancing strategy execution, governance and resource demand. Interweaving the latest concepts of governance, portfolio management, resource optimization, and organizational performance measurement, this class helps you implement what your corporate leadership needs and expects from your PMO.

Key Outcomes

Upon completion of this course, participants will be able to:

- Identify the top ten functions of the strategic PMO
- List at least four value drivers for today's PMO
- Analyze the alignment between PMO and organizational business needs
- Examine and compare the evolving PMO functions to your organization's PMO
- Analyze effective PMO governance characteristics
- Evaluate three strategies to overcome some of the top resource management challenges

Course Outline

The PMO – Latest Research

- Discuss the latest survey findings and compare them to your own organization's PMO progress
- Define the top 5 PMO challenges
- Identify the top 5 PMO priorities over the next 12 months
- Discuss how the PMO adds value to an organization

The PMO is Becoming a Demand Management Office

- Identify different PMO types and placement within an organization
- Describe the evolving purpose and functions of the PMO
- List three roles that can enhance the strategic PMO influence in the organization
- Make the case for the PMO as a "Demand Management Office"
- Understand how the PMO adds business value

Portfolio Management – Seven Steps to Strategy Execution

- Build a best practices Portfolio Management process
- Describe the operations of the portfolio review board

At-a-Glance:

Course Length:

4 days

Course Number & Level:

401.EDMO – Mastery

Professional Development Units

(PDUs): 28 (Business)

Continuing Professional Education Credits (CPEs): 33.5

PMBOK® Guide Knowledge Areas Covered:

- Project Integration Management
- Project Quality Management
- Project Cost Management
- Project Time Management
- Project Risk Management
- Project Human Resources Management
- Project Procurement Management
- Project Communications Management

Delivery Options:

- Instructor-led Training (Delivered Onsite at Your Location)

- List at least 5 criteria that could be used for portfolio prioritization
- Address the challenges of monitoring portfolio performance
- Explain the Portfolio Management Lifecycle

Governance – Contributions from all Levels of the Organization

- Provide a definition of governance
- Identify governance roles and responsibilities
- Articulate the leadership commitment necessary for governance
- Identify successful strategies to obtain buy-in for governance processes

Performance Measurement – Measuring PMO and Organizational Effectiveness

- Articulate the basic principles and terminology of measurement
- Explain how a PM Performance Measurement System correlates to the business impact of implementing projects
- Establish a good set of project management performance measures
- Use measurement to link PMO and project management gains to organizational improvements that speak to the executive level

Resource Optimization – The Key to Managing Demand

- Define the 3 components of competency-based management
- Outline the portfolio issues that influence effective resource management
- Explain 3 strategies to overcome some of the top resource management challenges
- Define the Resource Management Action Plan

Change Management

- Apply change management requirements to project environments
- List several of the key principles around change management in the project environment
- Identify which organizational processes should be the focus of change management
- Outline several of the factors that can lead to change failure

Best Practices – Lessons from Winning PMOs

- Utilize examples of successful practices from award-winning PMOs
- Describe best practices to address PMO critical change management success factors
- Identify similarities in practices for best performing organizations and their PMO strategies

A Plan of Action – The Roadmap to Benefits Realization

- Measure project management maturity in your organization
- Determine the next steps in expanding your PMO
- Identify the most important business benefits of a project management culture