



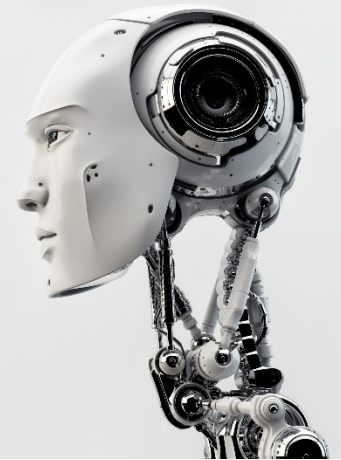
The New Age PMO

Moving beyond a support model to strategic leadership

ProjectChat 2019 Adelaide

—

September 2019



What does the acronym PMO mean to you?

Does it mean:

- A. A great addition to our business – a place I can go to get clear advice and support to help me deliver?
- B. A PM Overhead - a place where the failed PMs go to be employed to collate reports for head office?

Survey says....



The state of play in project management

AIPM and KPMG Australian Project Management Survey 2018

November 2018

AIPM.com.au
KPMG.com.au



<https://www.aipm.com.au/images/news/report.aspx>

49%

of organisations use a centralised PMO to co-ordinate projects.

30%

of organisations have dis-established a centralised PMO in the past two years.

33%

of organisations rate their centralized PMO's ability to support and effect change at very or extremely effective

67%

of organisations with successful projects delivery co-ordinated by a centralised PMO

Beyond the Postbox PMO

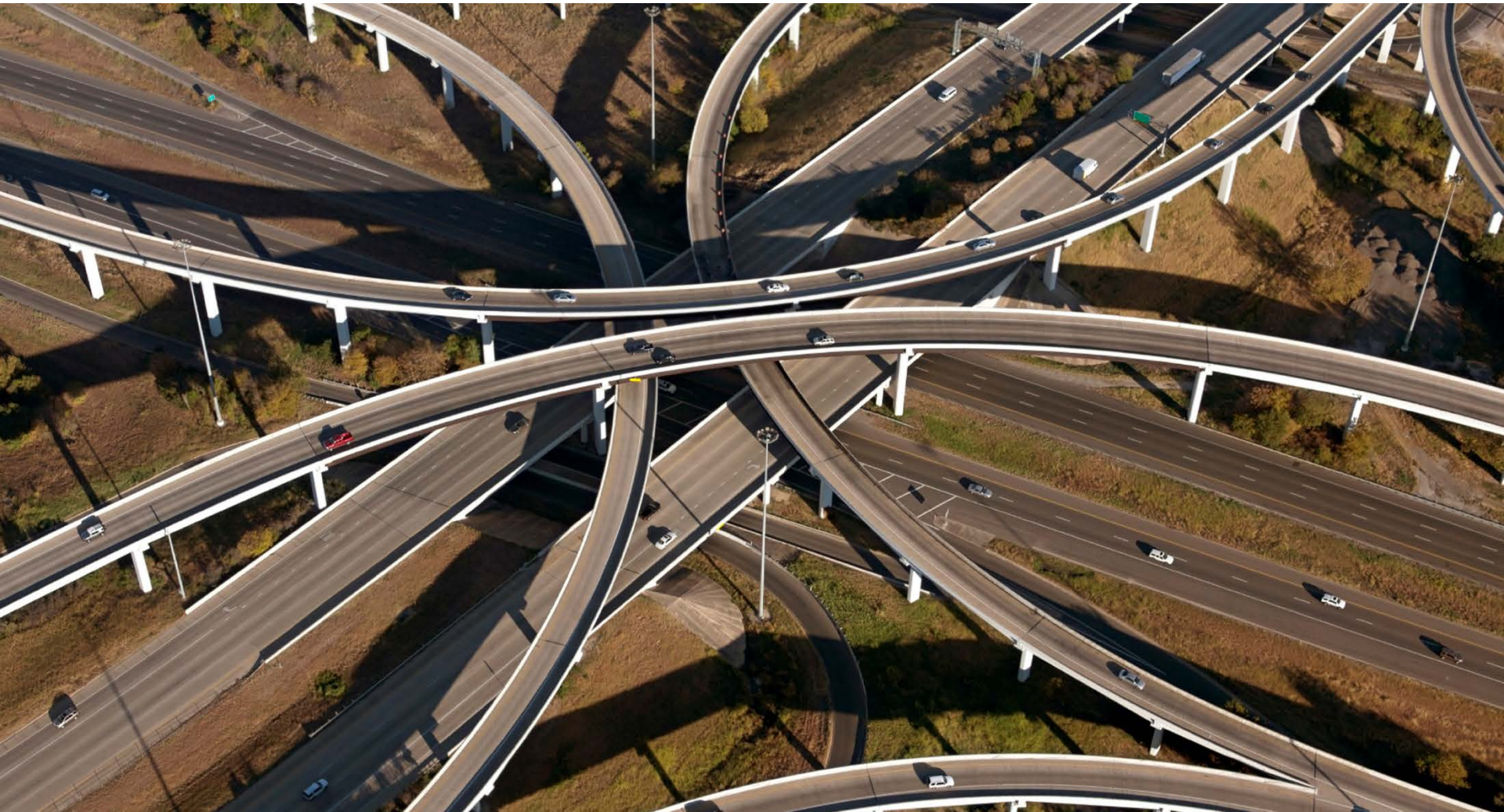
The “traditional” PMO roles:

- Postbox/Report Collector
- Resource Manager
- External governance/QA/policing role
- Heavy in process
- PM CoE - training and development

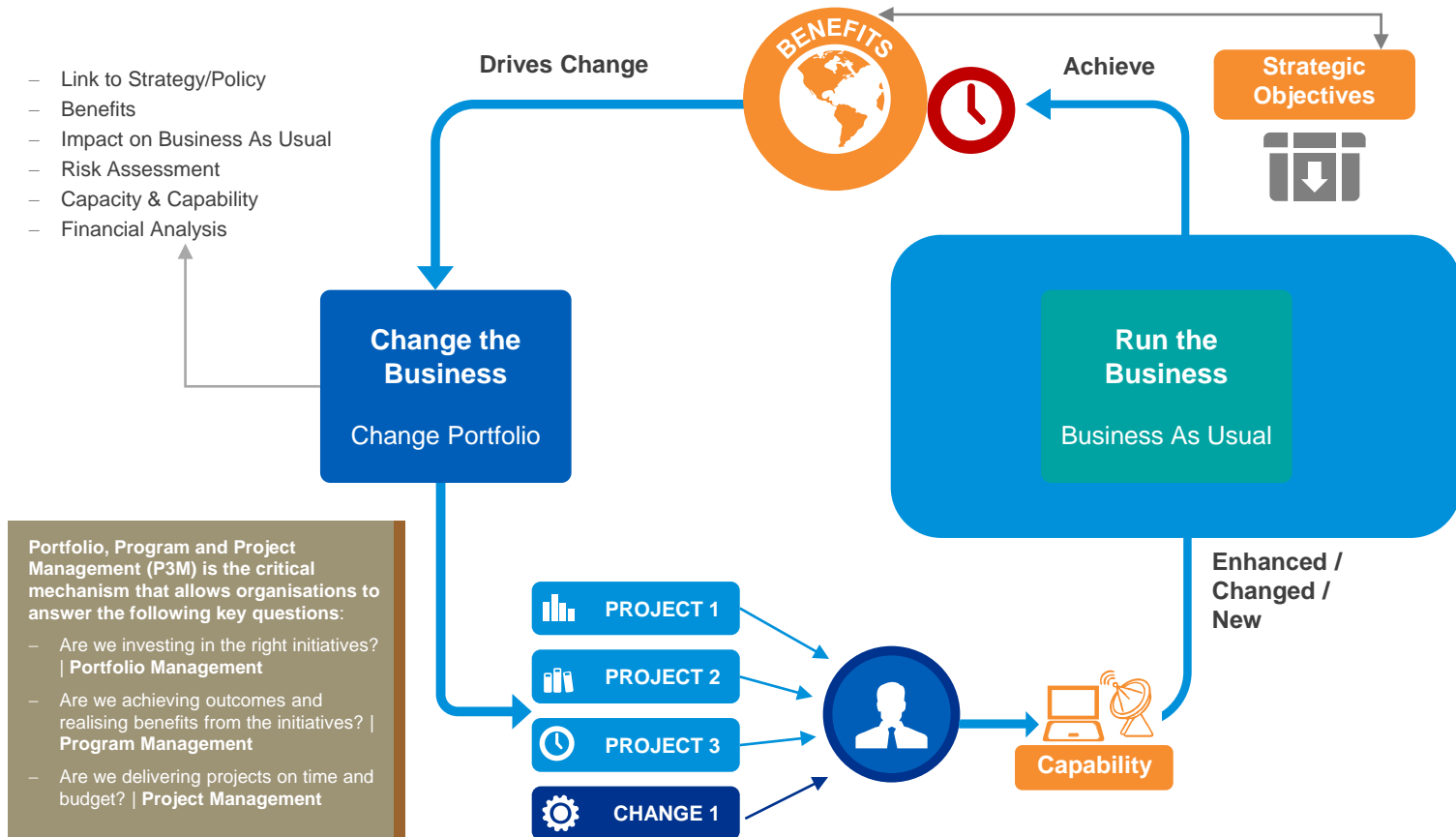


In essence, not a business partner but an overhead....

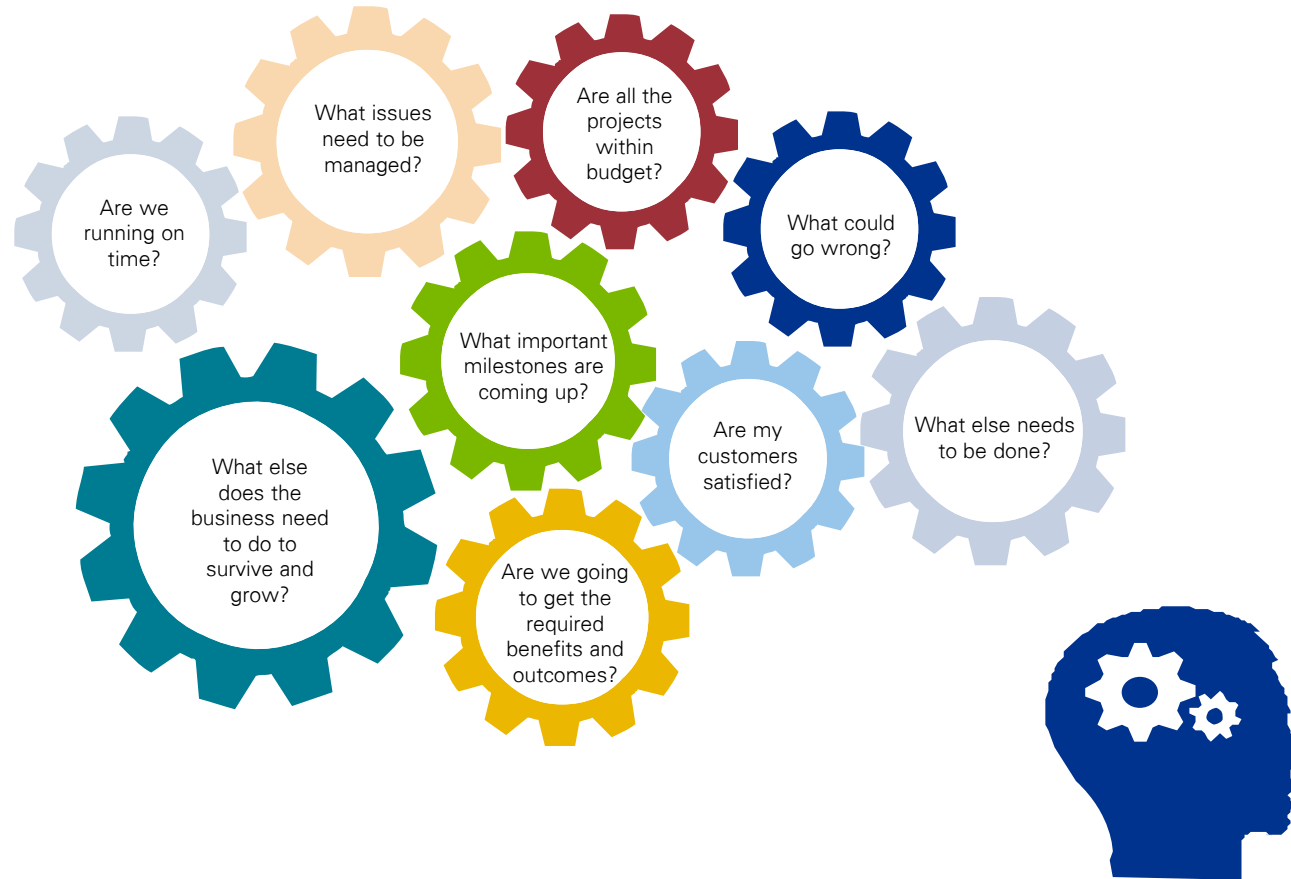
Where to?



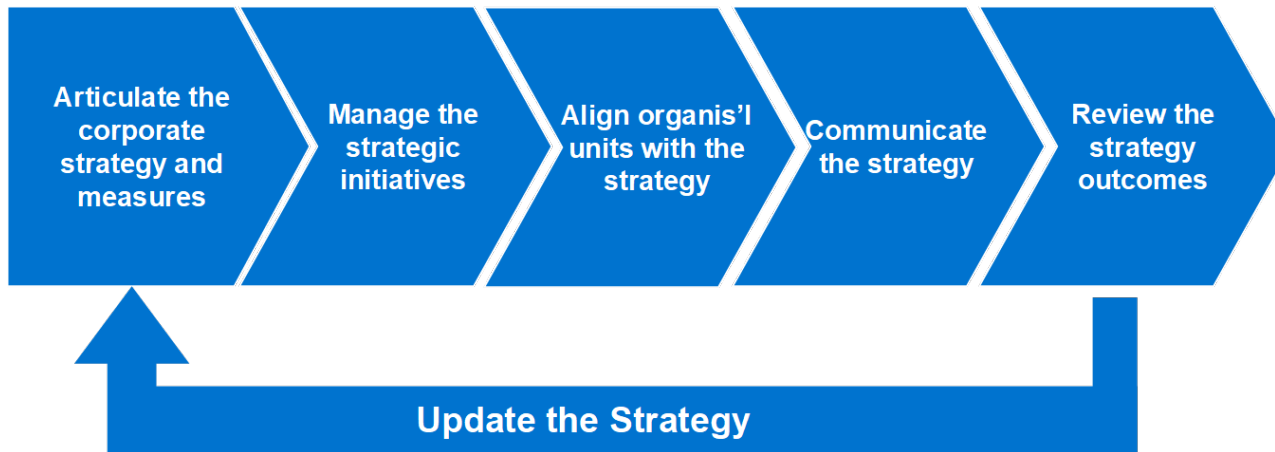
The Strategic Change Environment



What do the Exec need?



Strategic Execution Process

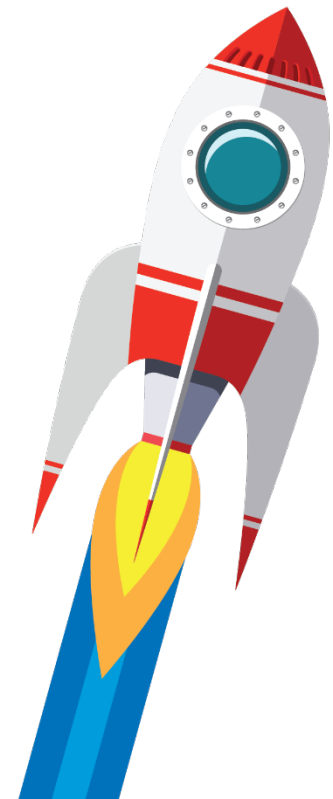


“Organizations with a formal strategy execution process are dramatically outperforming organizations without a formal process”

Source: Kaplan and Norton , “The Execution Premium”, Harvard Business Press 2008

Key Steps

- Baby steps
- Check today's situation – are you currently weighting strategic alignment correctly in initiative viability assessment
- Look to assist strategy facilitation
- Re-work reporting and resourcing to underscore strategic alignment
- Establish continuous re-assessment of portfolio to ensure most important initiatives are receiving resource priority
- Stakeholder dependency and alignment assessment
- Assist Senior Management understand, monitor and manage benefits delivery from portfolio





Peter Sexton

Partner

Transformational Program
Management Services

petersexton@kpmg.com.au

kpmg.com.au

kpmg.com.au/app



© 2019 KPMG, an Australian partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative (“KPMG International”), a Swiss entity. All rights reserved.

The KPMG name and logo are registered trademarks or trademarks of KPMG International.

Liability limited by a scheme approved under Professional Standards Legislation.

The information contained in this document is of a general nature and is not intended to address the objectives, financial situation or needs of any particular individual or entity. It is provided for information purposes only and does not constitute, nor should it be regarded in any manner whatsoever, as advice and is not intended to influence a person in making a decision, including, if applicable, in relation to any financial product or an interest in a financial product. Although we endeavour to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

To the extent permissible by law, KPMG and its associated entities shall not be liable for any errors, omissions, defects or misrepresentations in the information or for any loss or damage suffered by persons who use or rely on such information (including for reasons of negligence, negligent misstatement or otherwise).