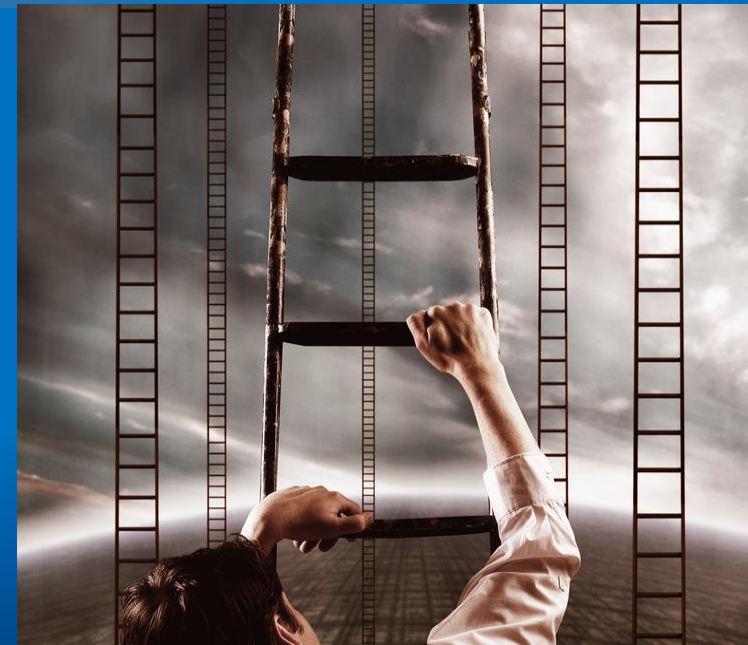




The Next Gen PMO: Aligning Your Organization to Execute Its Strategy

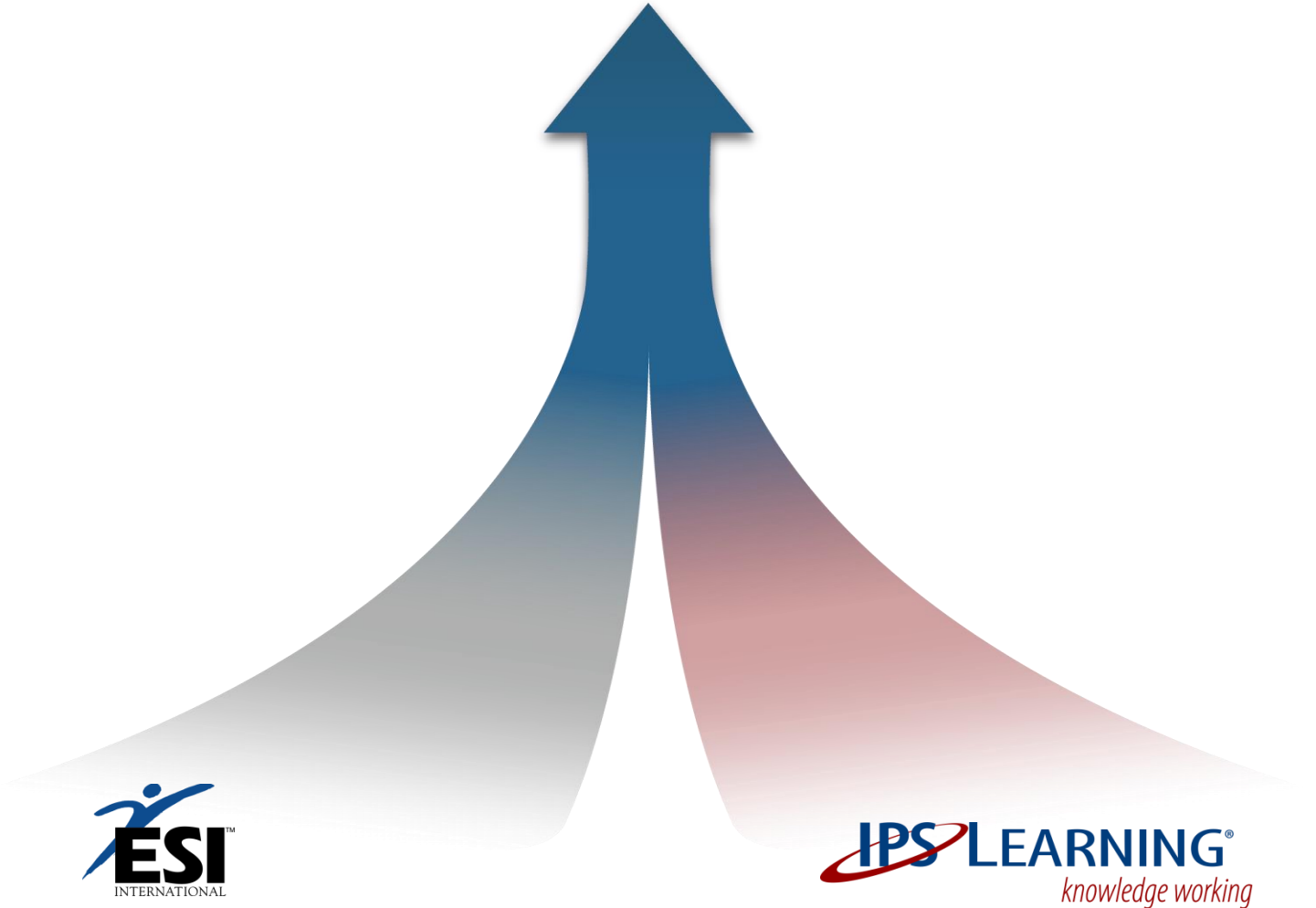
Raed S.
Haddad
Managing Director, APAC





FORMERLY IPS LEARNING & ESI INTERNATIONAL

30+ YEARS OF EXPERIENCE



Where We Are



US Offices

- Arlington/Washington DC
- Chicago
- New York
- San Francisco

ESI Partners

- Japan
- Poland

Global Offices

- Australia
- Brazil
- Canada
- China
- Germany

- India
- New Zealand
- Singapore
- South Africa
- Spain
- Sweden

- United Arab Emirates
- United Kingdom

My commitment.....



- You will walk away with two or three nuggets, best practices or valuable ideas
- You may disagree, and I welcome the debate
- The interaction doesn't end here

Agenda

Intro & context



**Current State &
Thoughts for
Improvements**



**Strategic Execution—
A PMO Perspective**



Q & A



Why Good Strategies Fail

...lessons for the C-suite

Only **56%** of strategic
initiatives have been
successful

9% rate themselves as
excellent on successful
execution

61% of firms often struggle to
bridge strategy-execution gap

Global CEO's #1 Strategy

Seek better alignment between
strategy, objectives and
organizational capabilities

The Conference Board, 2014

Why focus on Alignment?

High-Performing Organizations are Twice as Likely to have High Alignment of Projects to Organizational Strategy



Turning Strategy into Results

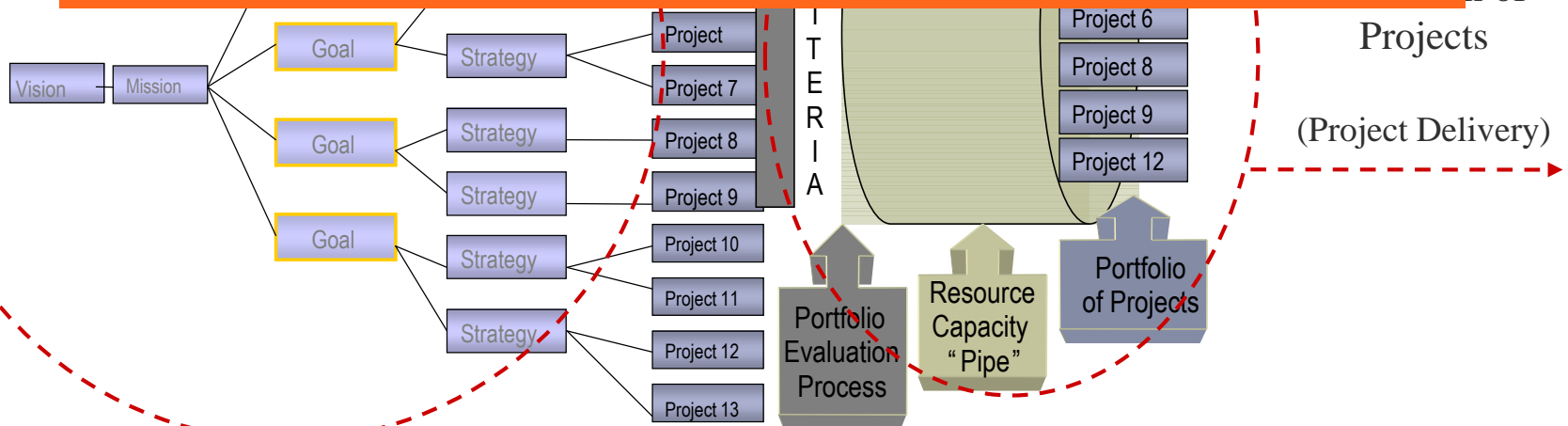
- Strategic Planning (One Plan)

- Project Portfolio Management

Prioritized
Pipeline

Application of constraints

Project Based Work



Agenda

Intro & context



**Current State &
Thoughts for
Improvements**



**Strategic Execution—
A PMO Perspective**



Q & A



Current State—State of Global PMO

01

Survey Quick Facts

02

Value & Effectiveness

03

Skills & Career Development

04

Role in Supporting Agile

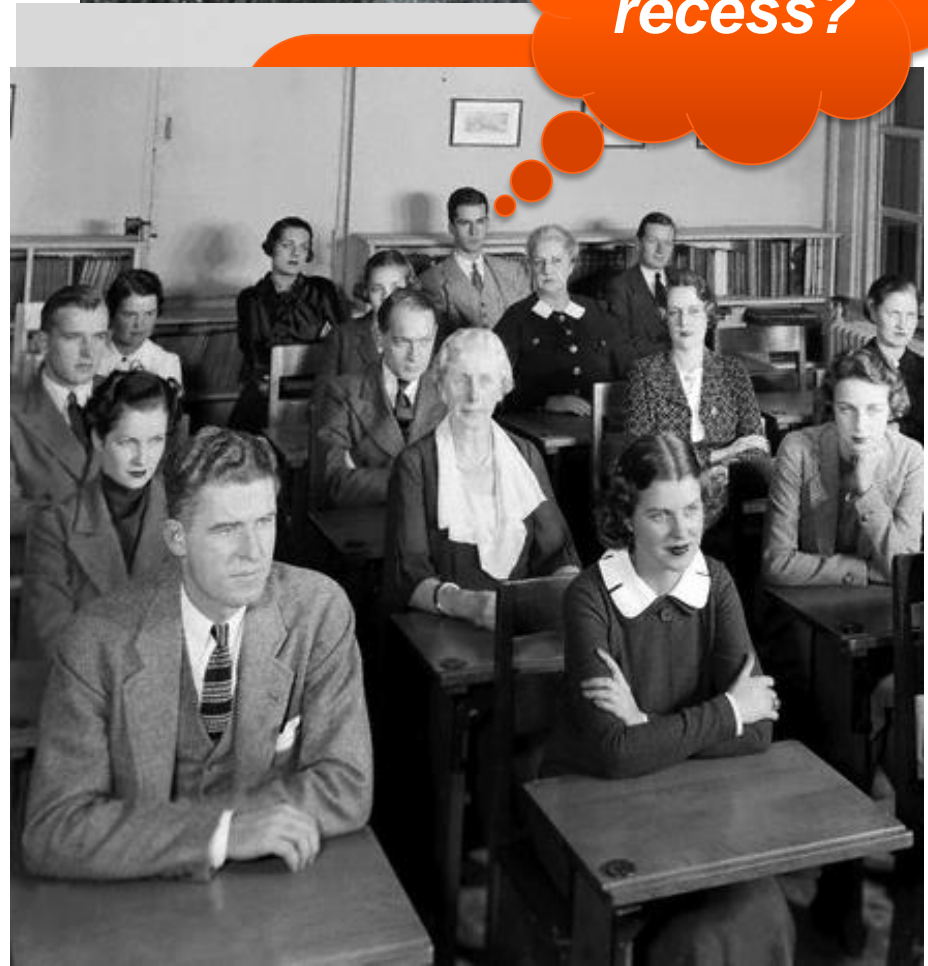
05

Challenges & Obstacles

Main challenges facing the PMO

1. Resources
2. Portfolio Management:
aligning projects to strategy
3. Defining/clarifying the PMO's role
4. Agile support
5. Training & skills development
- 6.¹² Budget & funding

When's recess?





What is Your Definition of PMO Value?

Maximize return:

- Improve business results; grow revenue and earnings, cash flow and reduced cost of operations

Increase agility:

- Enable the business organization and operations to adapt to changing business needs

Minimize risk:

- Ensure continuity of internal business operations, while minimizing exposure to risk factors

Improve performance:

- Improve business operations performance end-to-end across the enterprise
- Increase customer and employee satisfaction



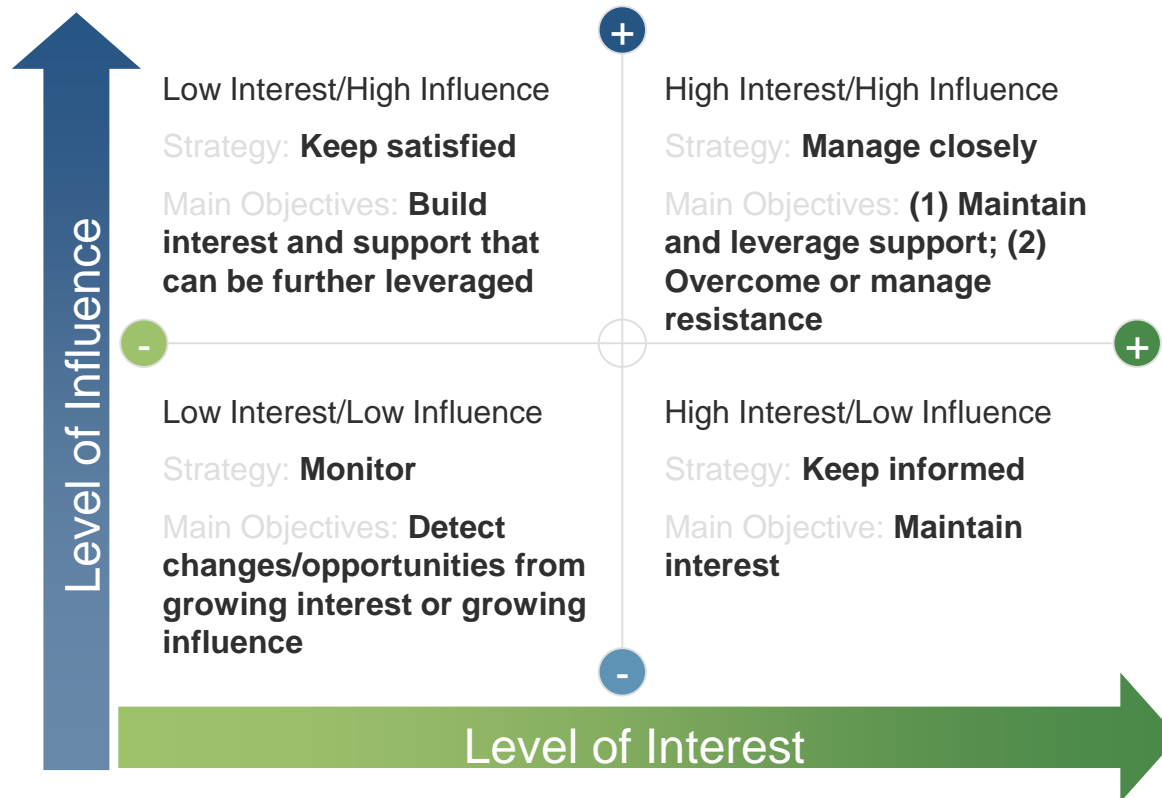
Value—In the Language of Business



- Profitable management of complex projects
- Global consistency and capability
- Effective use of resources to reduce risk on top 50 projects
- Higher customer satisfaction
- Increased employee engagement & satisfaction
- Significant competitive advantage

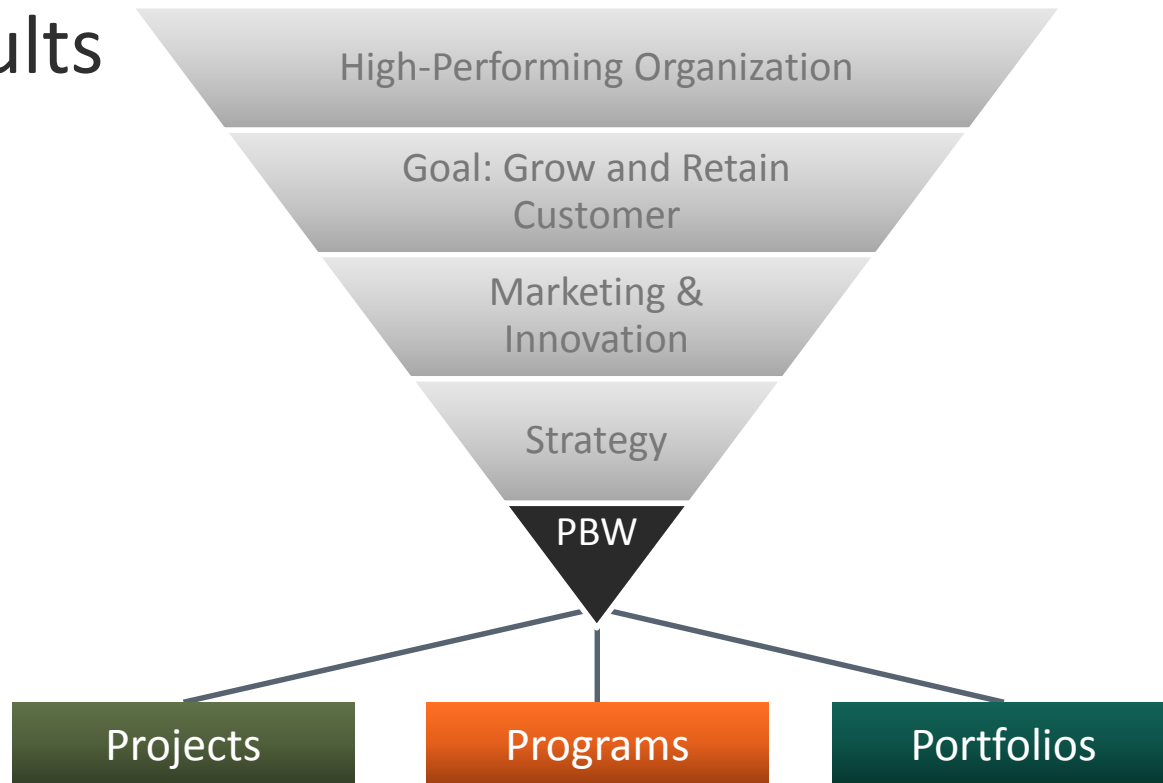
Know Your Audience

Stakeholder Management



Defining Strategy Execution

- The translation of smart strategies into effective results



Are my portfolio
investments
aligned to my
strategic goals?

Are my
resources
aligned to my
strategic goals?

Do my
PPM investment
decision **criteria**
& process align?

STRATEGY

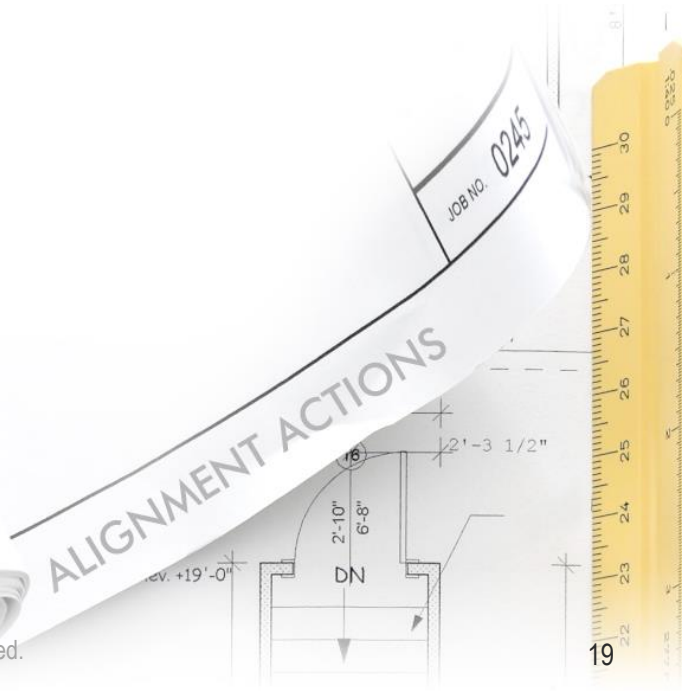


EXECUTION

REAL STRATEGY is the portfolio of
projects
in which my organization invests.

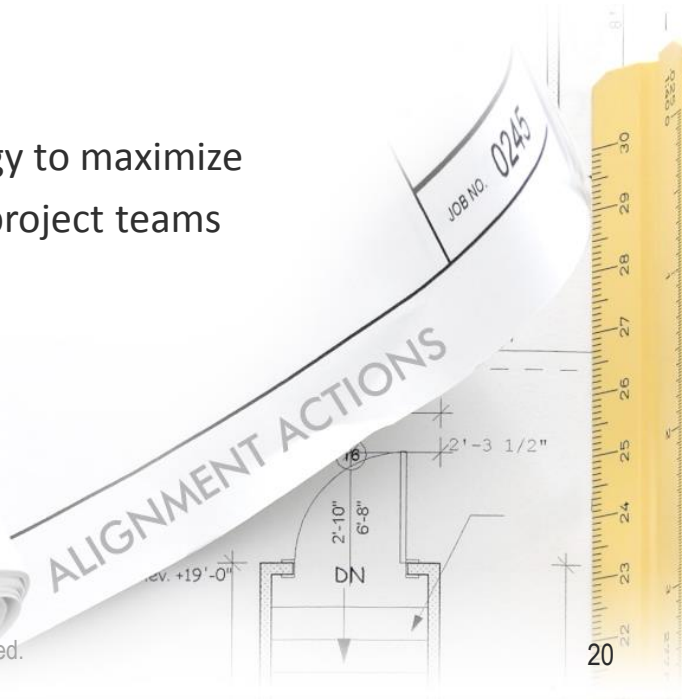
Alignment Actions To Take Now

- **#1: Fully Understand The Strategy –**
 - Gather leadership into a strategy workshop to ensure clear strategy definition, communication, accountabilities and priorities
- **#2: Ensure You Have The Highest Level Of Sponsorship –**
 - Identify an executive sponsor to lead and advocate for improvement of strategy execution across the organization
- **#3: Take A Snapshot –**
 - Know where you are so you know where you have to get to

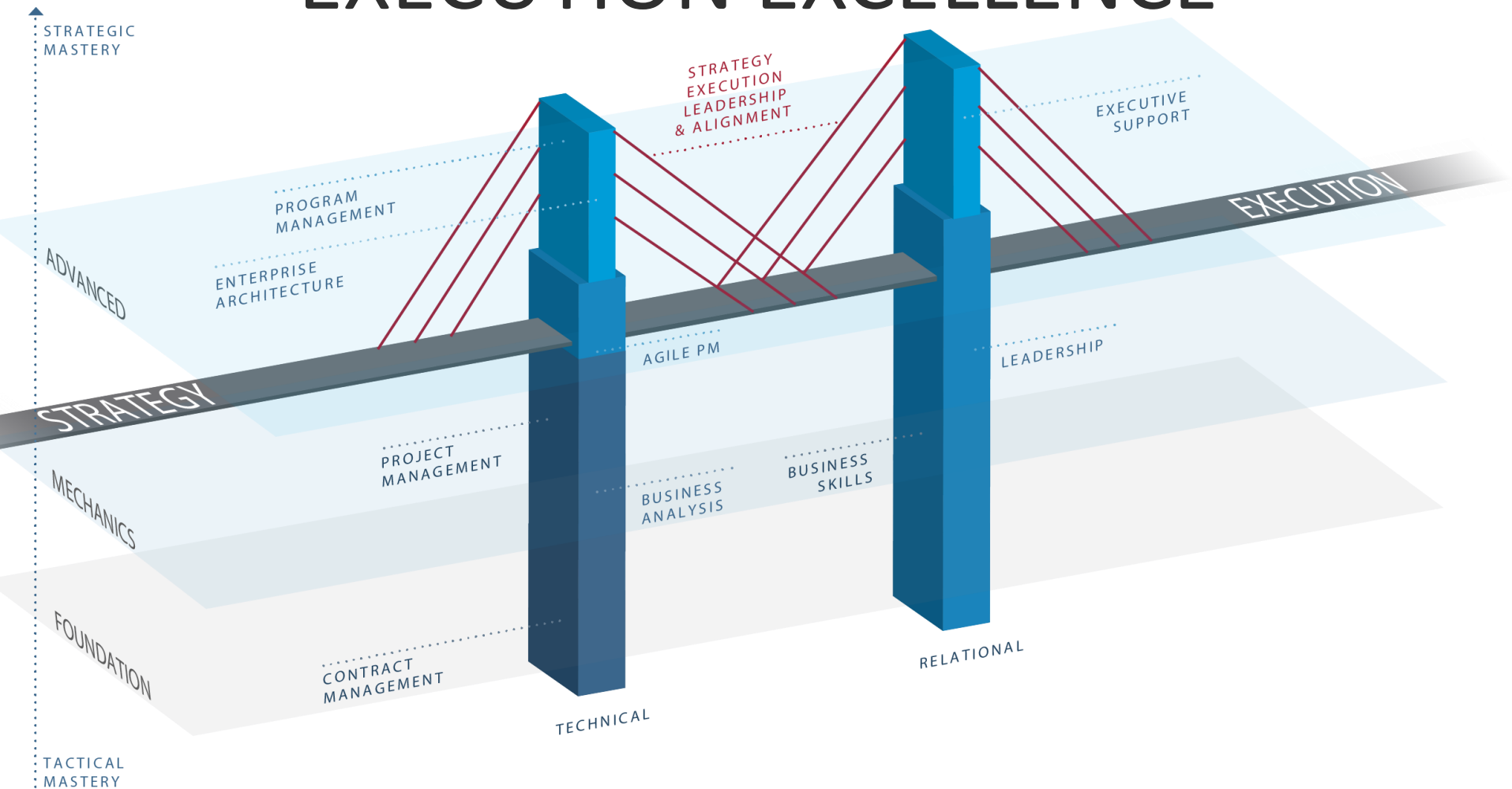


Alignment Actions To Take Now

- **#4: Establish Appropriate Metrics –**
 - Utilize available data and metrics to prompt informed debate, on a portfolio level, via:
 - Project prioritization
 - ROI
 - Resourcing
 - Balance of short and long-term initiatives
 - Risk
- **#5: Invest In Talent Development –**
 - Future proof your human capital development strategy to maximize competency opportunities and efficiencies with your project teams and leadership



ACHIEVING STRATEGY EXECUTION EXCELLENCE

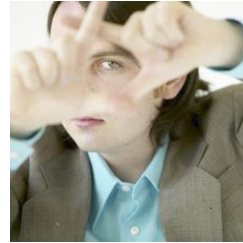


Agenda

Intro & context



**Current State &
Thoughts for
Improvements**



**Strategic Execution—
A PMO Perspective**



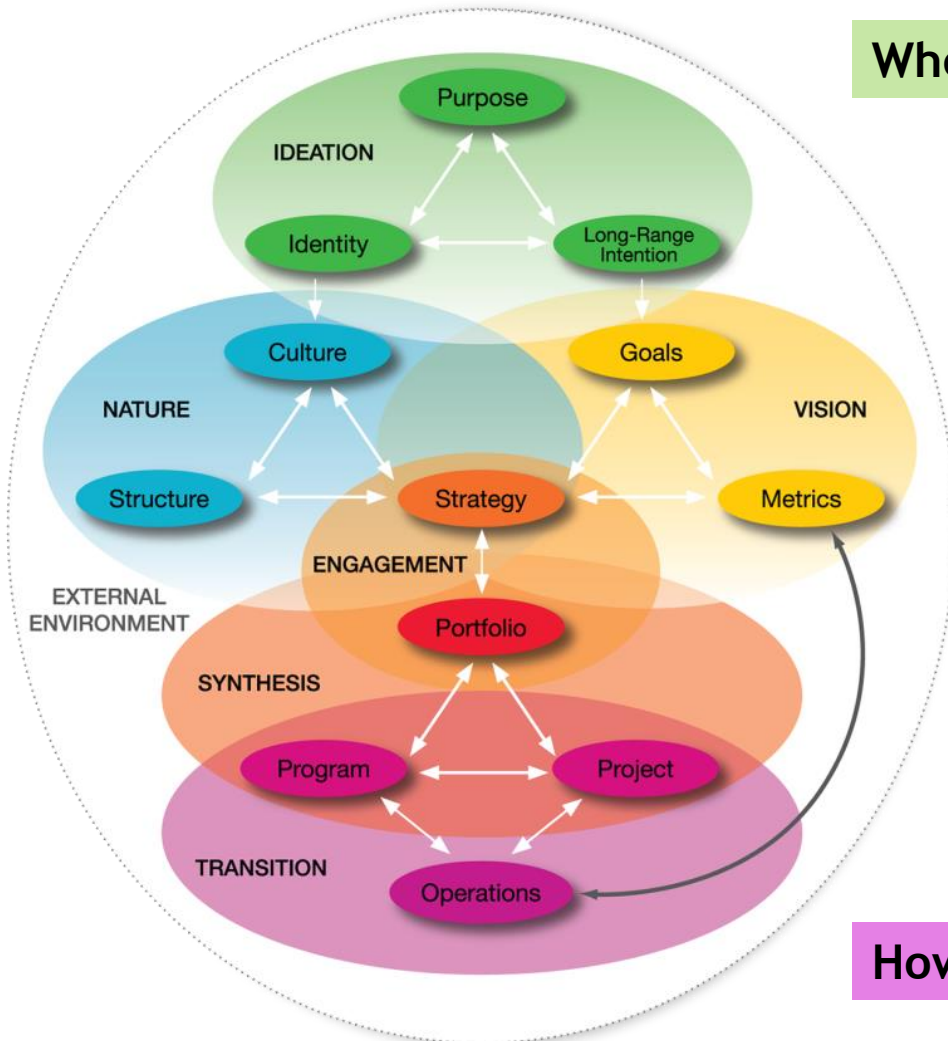
Q & A



Strategic Execution Journey



The Strategic Execution Framework



Who are you?

What is the context?

Where are you going?

What needs creating?

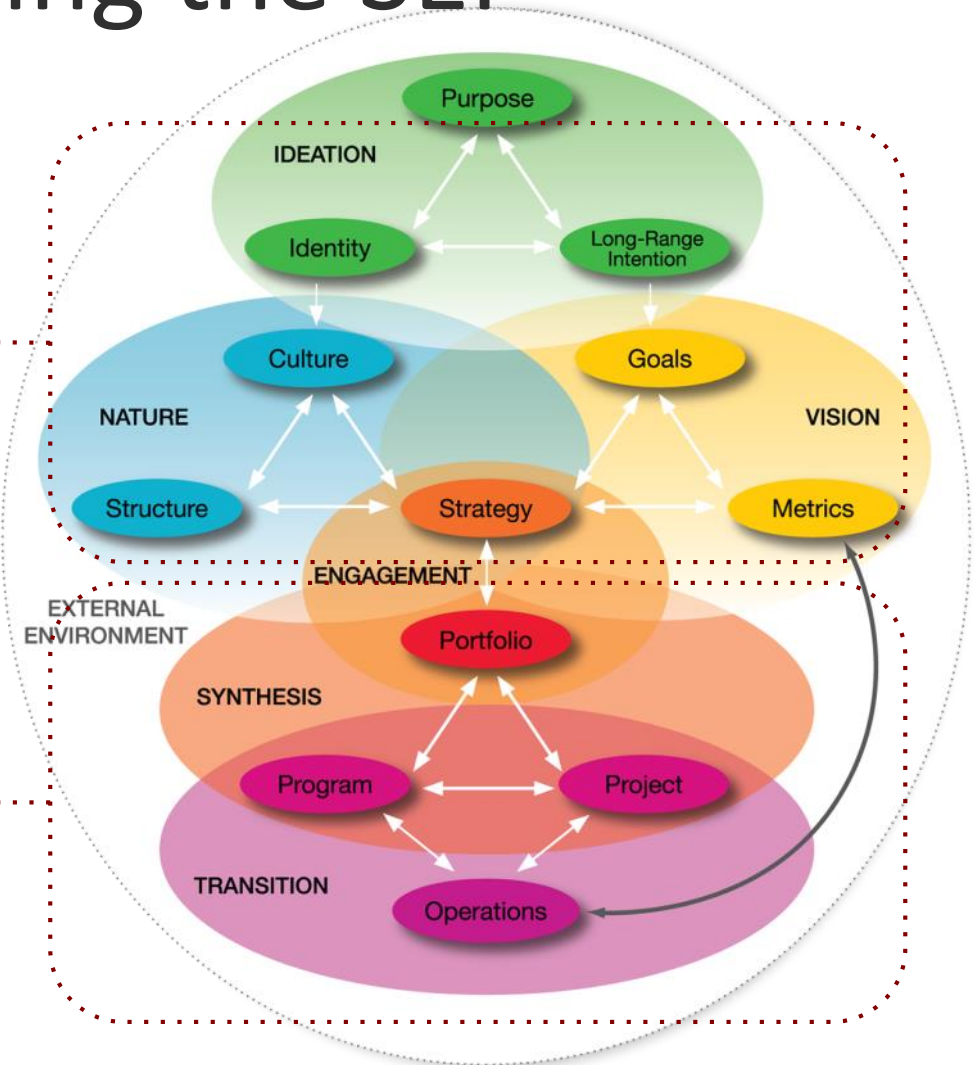
How will we build it?

How will you operate?

Unpacking the SEF

Strategy Making

Strategy Execution

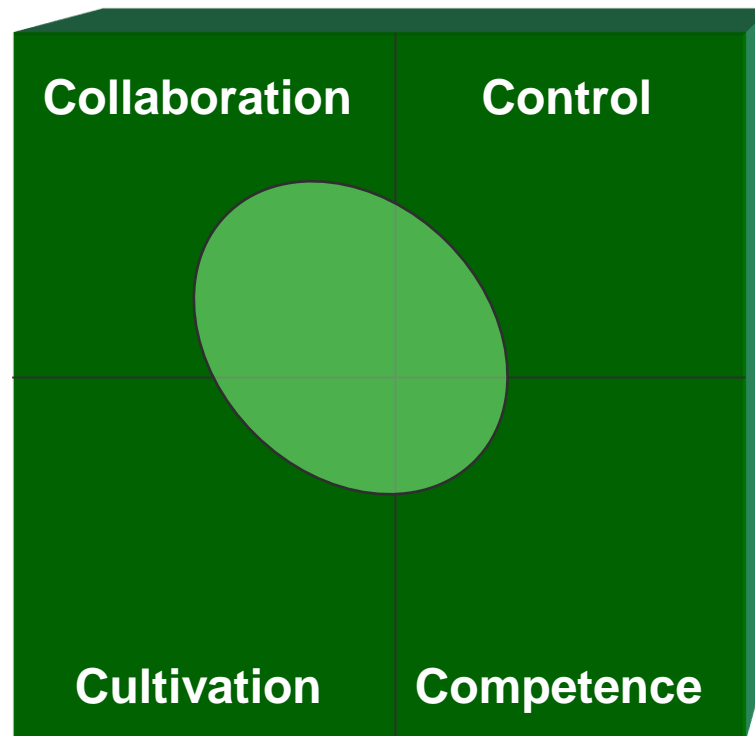


Questions to Ask & Actions to Consider

- What is your PMO's Ideation?
- Is it compelling to the point of being a "magnet?"
- How is your PMO perceived by it's customers? By senior management? By the project and program community?
- Can your people connect what they are doing to the organization's Ideation?

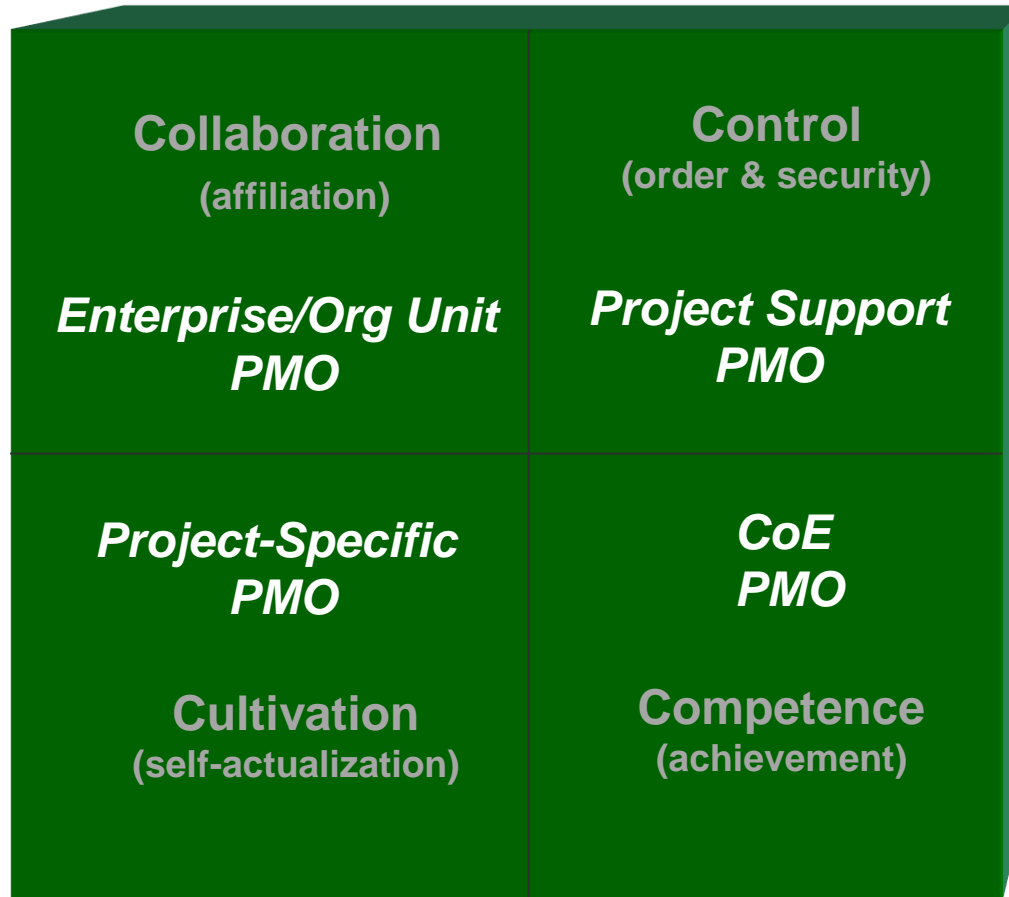
Four core cultures

Every organization has a predominant culture and may have subordinate cultures.



Source: Schneider, William E. *The Reengineering Alternative: A Plan for Making Your Current Culture Work*. Burr Ridge, IL: Irwin Professional Pub., 1994.

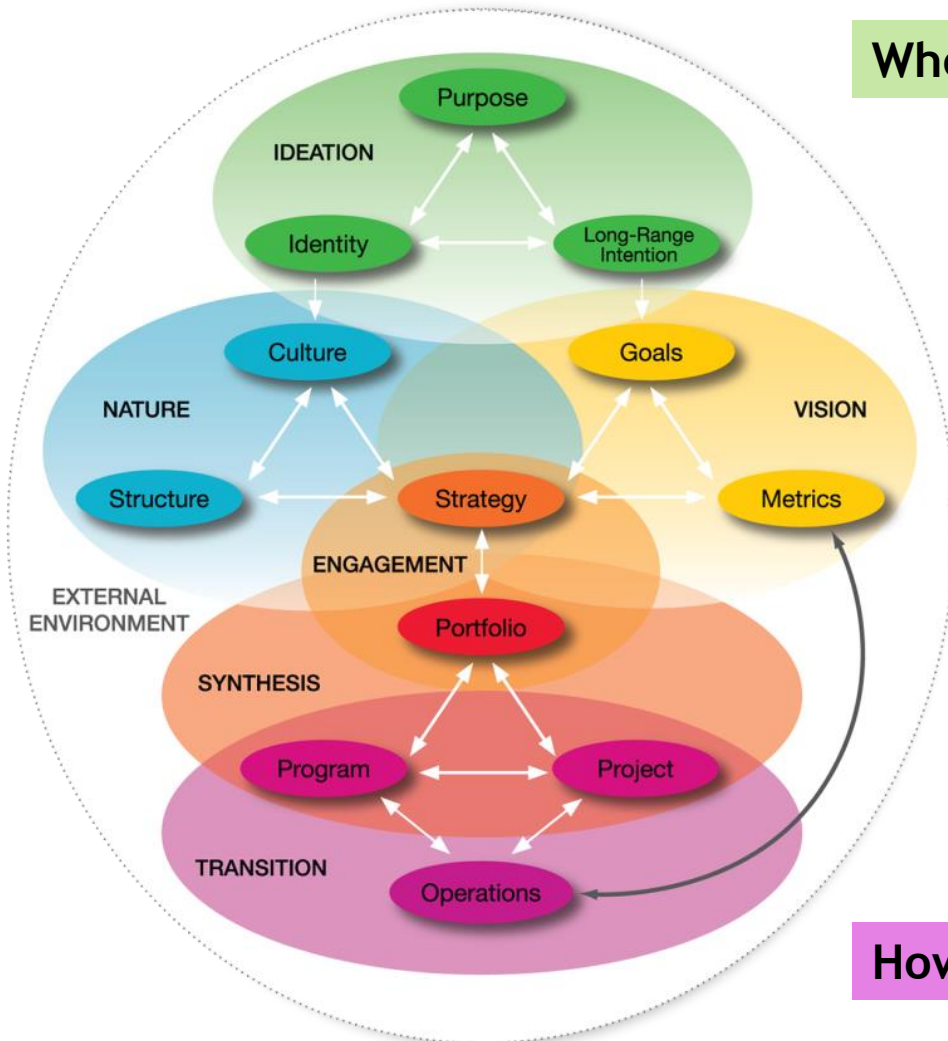
Aligning PMO Structure and Culture



Questions to Ask & Actions to Consider

- What is your PMO's culture “egg”?
- Are you culture and structure aligned within the PMO?
- How does this compare/align to your business unit? The overall organization?
- What do you need to adjust?

The Strategic Execution Framework



Who are you?

What is the context?

Where are you going?

What needs creating?

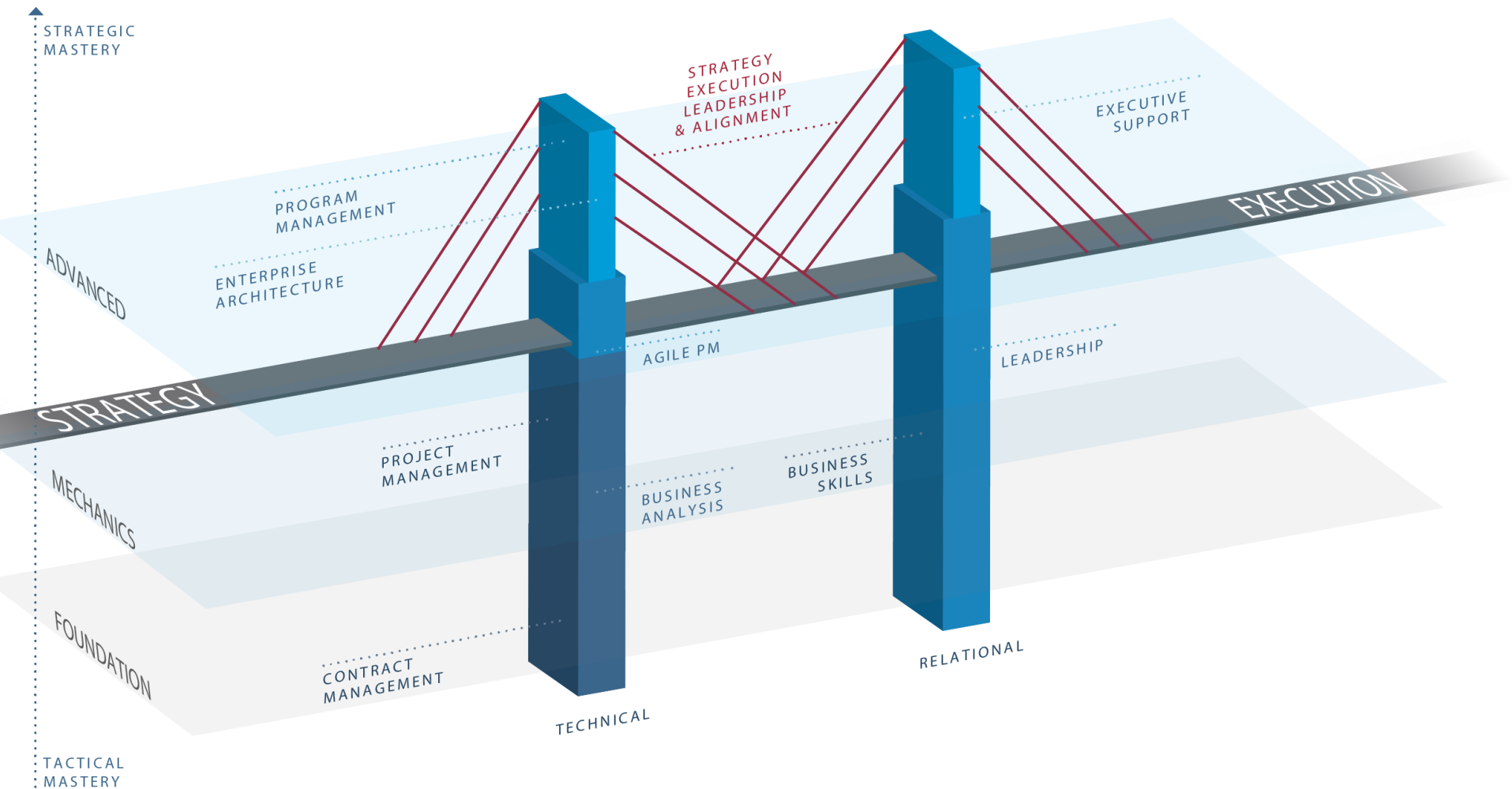
How will we build it?

How will you operate?

Engaging and Aligning Your People



Alignment Skills Bridge



Some parting thoughts...

1. It's all about **ALIGNMENT**
2. Do the **RIGHT** PROJECTS and
do the PROJECTS **RIGHT**
3. Leading project-based work
requires **DISCIPLINE** and
AGILITY



“If you’re not at the table
you’re on the menu”

It’s all about what *you* bring to the table

Questions?



Raed S. Haddad

raed.Haddad@strategyex.com

www.strategyex.com.sg

 **TWENTYEIGHTY**TM
Strategy Execution

FORMERLY IPS LEARNING & ESI INTERNATIONAL