



The Global State of the PMO 2012

On the road to the next generation

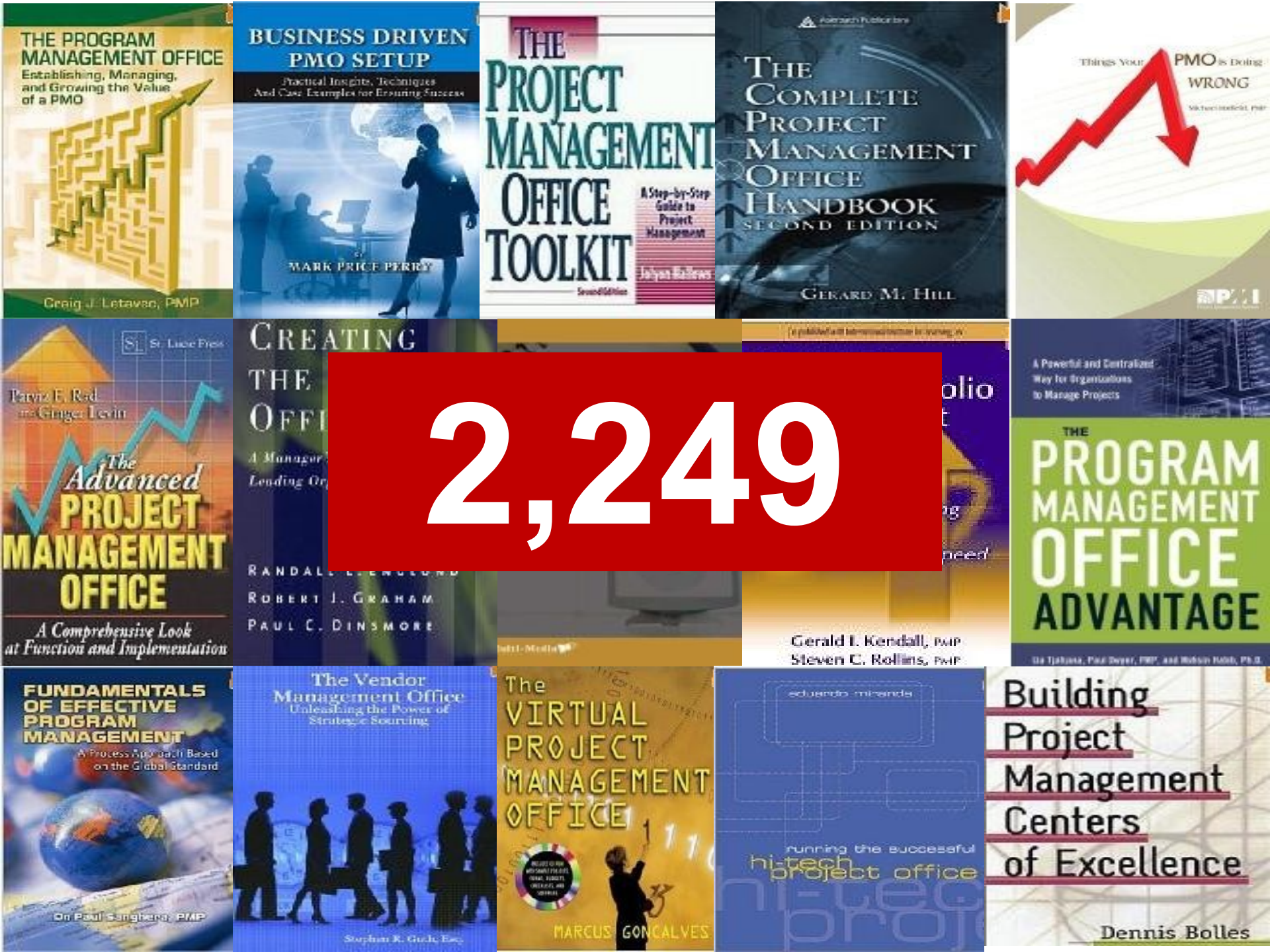
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Practice Manager, ESI Consulting Group
rsahi@esi-intl.com



Google™

34,300,000



2,249

PMO

PMO Linked

PMO group is dedicated to Program Management real time project management run an enterprise wide

Yesterday's Activity:
Owner: **FARHAN LIAC**



PMO - Project Management Office

a subgroup of PMI - Parana/Brazil Chapter

Se você tem dúvidas sobre as responsabilidades, m escritório de gerenciamento de projetos, registre aqui experiência em PMO, pode compartilhar seus conhecimentos

Owner: **Marcos Cavallim, PMP** | 24 members | Share



PMO Professionals

PMO Institute: Network organisation

Owner: **Tjalling Klaucke** | 52 members



PMI Program Management Office CoP

The PMI Program Management Office Community is an association focused on the project/program management disciplines.

Yesterday's Activity: Discussions (2)
Owner: **Frederic Casagrande, PMP** | 2,418 members | Share



PMO Luxembourg

Ce groupe est dédié à développer le PMO

Owner: **Hervé Poisson** | 1 member



Project Management Office SIG

The online Project Management Office (PMO) Specific Interest Group (SIG) is a place for PMO leaders with an interest in establishing or growing PMO practices and hot issues. Become a member of the group.

Owner: **Daniel Stepanic** | 64 members | Share



PMO in Israel

A subgroup of Project Management Office. A Global Subgroup of Project Management Office professionals network with tools, methodology and best practices.

Yesterday's Activity: Discussions (1)
Owner: **Ofer Gidot** | 1,618 members



APM PMOSIG

The PMO Specific Interest Group is a group open to anyone interested in PMO.

Owner: **Chris Walters** | 1 member



PMO Directors

This is a group for Project Management Office Directors to share ideas.

Yesterday's Activity: Discussions (1)
Owner: **Walter Bloch** | 1,778 members



Project Management Office

Network van specialisten op gebied van Project Management. PM's en PMO'ers, Dir., Sr. Manager, etc. dienstverlening, financiële dienstverlening, etc.

Owner: **Frans Frijnsinger** | 17 members | Share



PMI Central Ohio Chapter

You are cordially invited to join the Central Ohio Chapter of PMI. The local interest group focuses on project management office aspects of the project management for anyone who is interested.

Owner: **Bence Toth, PMP** | 271 members

Europe PMO Forum Network

This group will provide a discussion forum for all PMO LIGs in Europe. This group is moderated by the Regional Director for Europe LIGs.

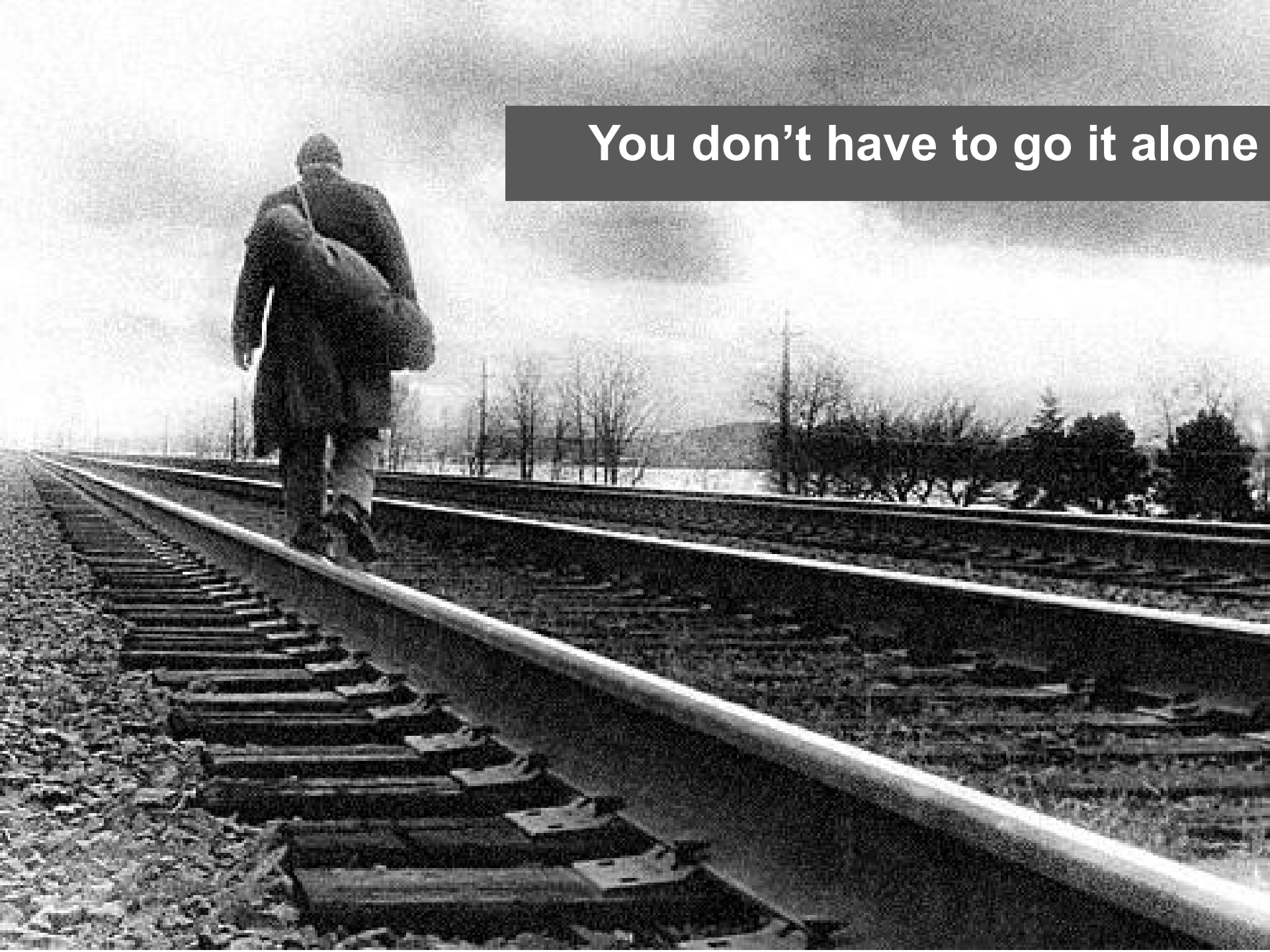
Yesterday's Activity: Discussions (1)
Owner: **Seweryn Spalek** | 363 members | Share

Asia-Pacific PMO FORUM NETWORK

This group will provide a discussion forum for those involved in PMO FORUM NETWORKS in Asia/Pacific. This group is moderated by the Regional Director for Asia/Pacific Network.

Owner: **Gareth Byatt, PgMP PMP MBA** | 77 members | Share

You don't have to go it alone





- # Our Agenda Today
- *A quick look at ESI's global PMO survey*
 - *Facts*
 - *Value of PMO*
 - *Role in Training*
- Health Check and steps to getting it Right
- A case study of recent work to Accelerate a PMO

Global PMO Survey



**Survey Quick
Facts**



**Value &
Effectiveness of
the PMO**



**The PMO and
Training**



Survey Quick Facts



ESI's Global Survey

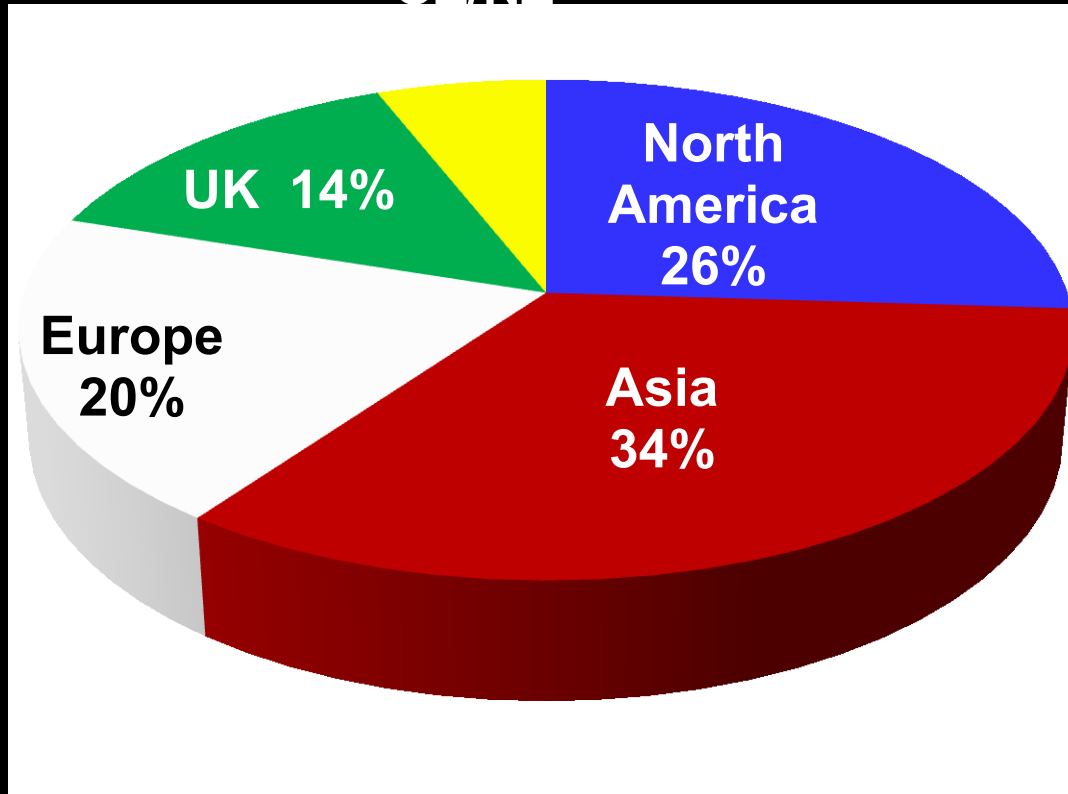
- 3,000+ Respondents
- 16 Industry Sectors
- 6 Continents
- PMO staff & Non-PMO staff

Who participated?



By Geography

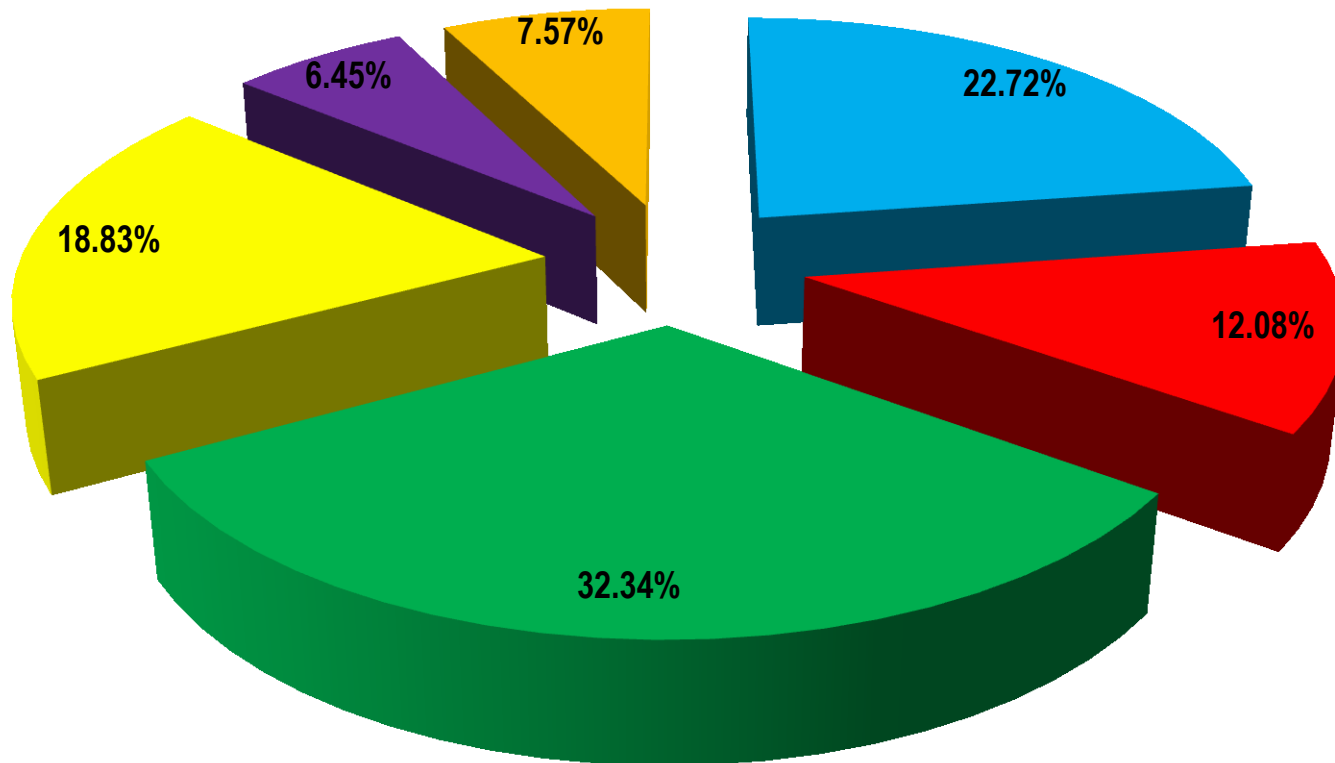
OZ/NZ



Survey Responses by APAC Territory

Survey responses by APAC Territory
(977 responses)

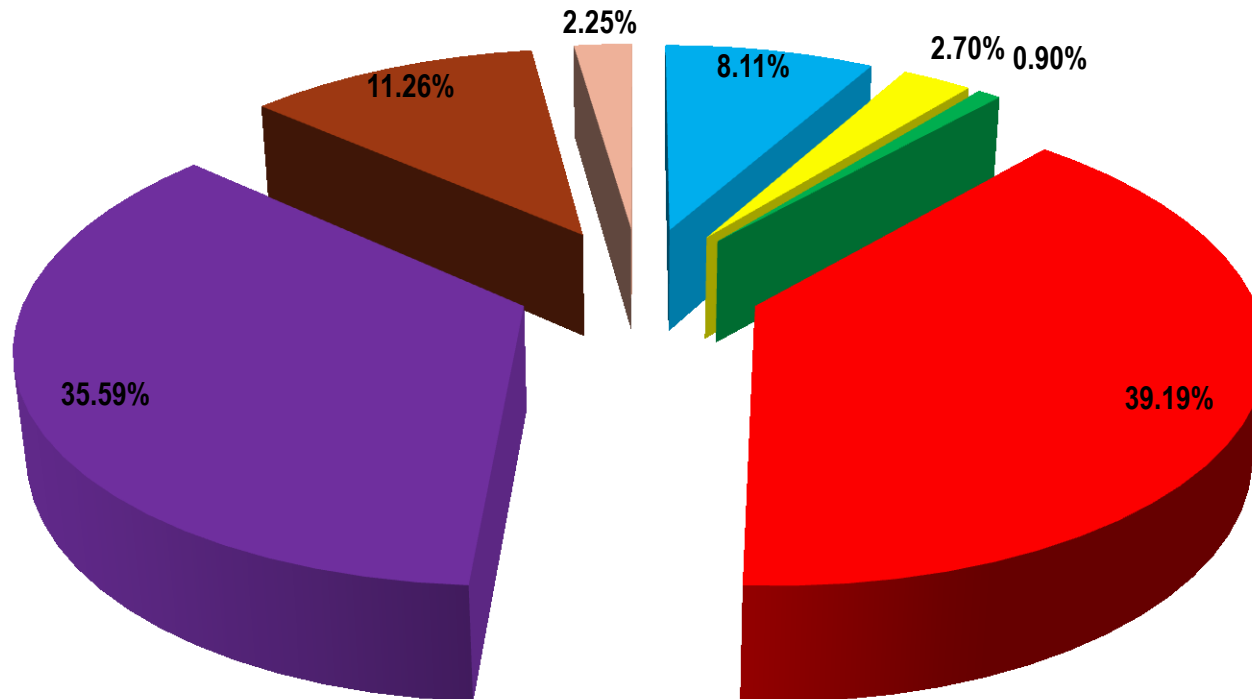
■ Singapore ■ China ■ India ■ Australia/New Zealand ■ South East Asia ■ Asia (other)



Singapore Responses by Role

**Which of the following best describes your current role within the organisation?
(222 responses)**

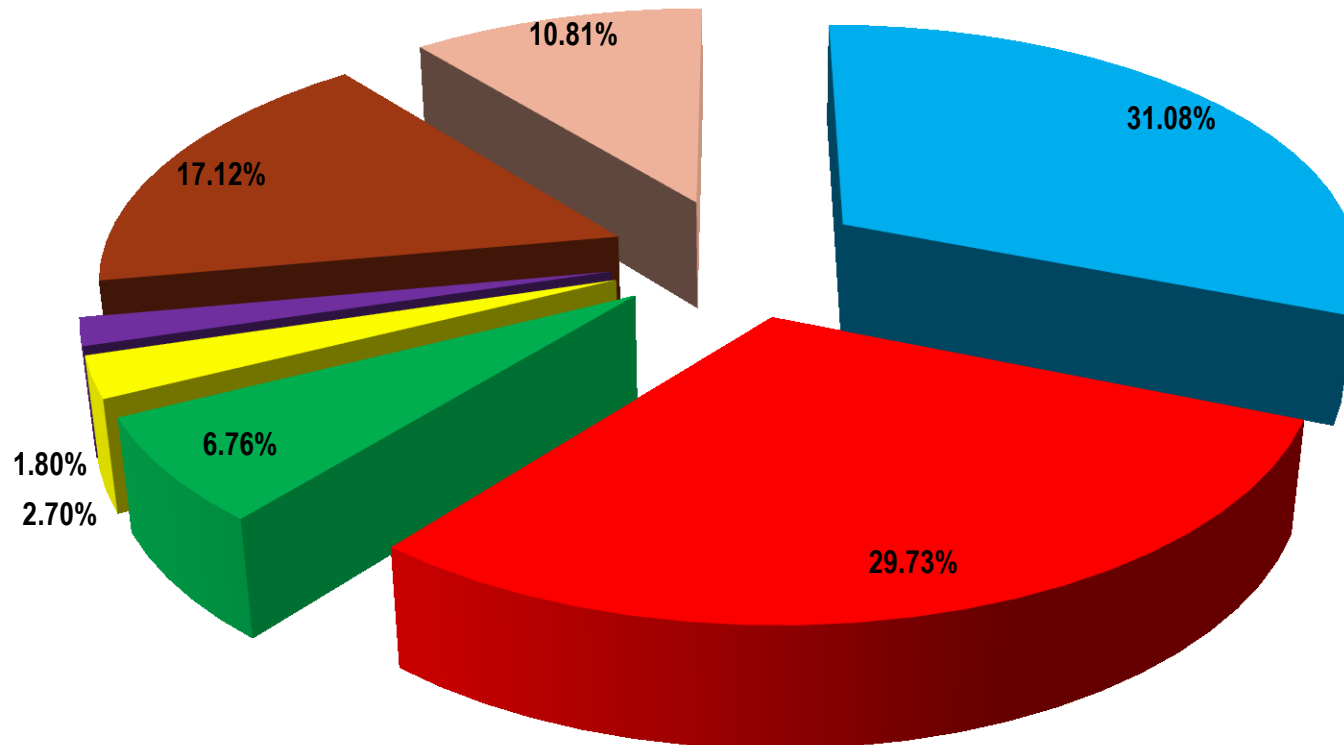
- Programme Management role
- Project Administrator role
- Business or Functional role
- Administrative role within the PMO
- Portfolio Management role
- Project Management role
- Management role within the PMO, e.g. Head of PMO, PMO Manager



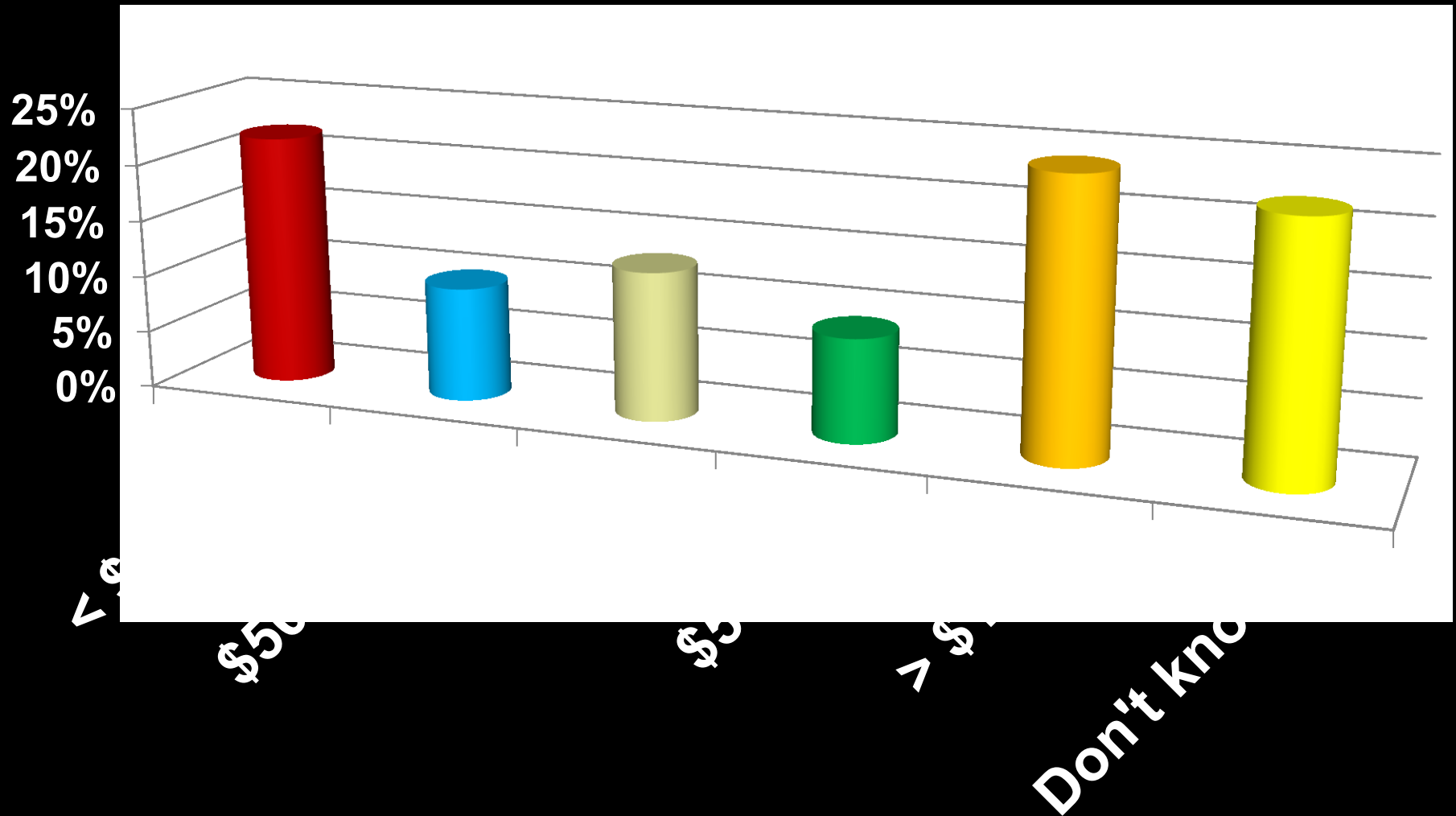
Do You Have a PMO? (Singapore)

Does your organisation have a PMO in place today? (222 responses)

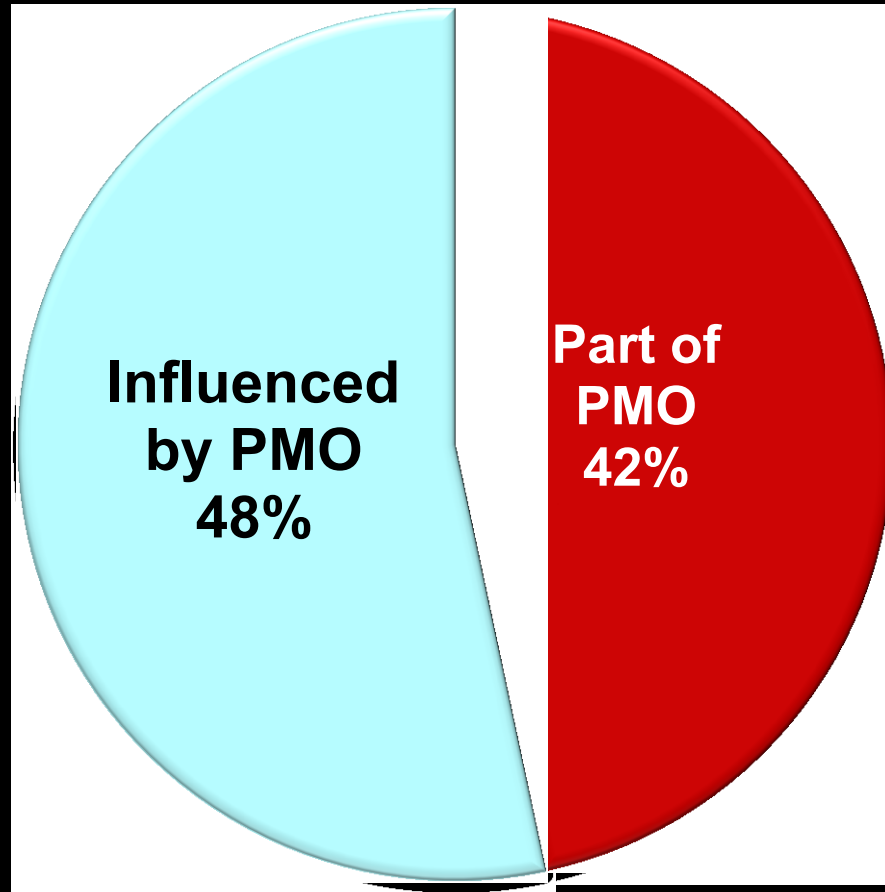
- Yes, we have a global PMO structure
- Yes, we have a regional or divisional PMO structure
- Yes, other
- No - but we plan to implement a PMO during 2012
- No - we used to have a PMO but it was closed down/disbanded
- No - we have never had a PMO
- Don't know



By Annual Revenue



Relationship to PMO



My perspective

- Good geographic distribution
- Broad industry coverage
- Knowledgeable & experienced respondents
- Two different perspectives represented (PMO vs non PMO)
- Weighted towards large organizations & perhaps IT professionals



Now let's "examine" the key findings

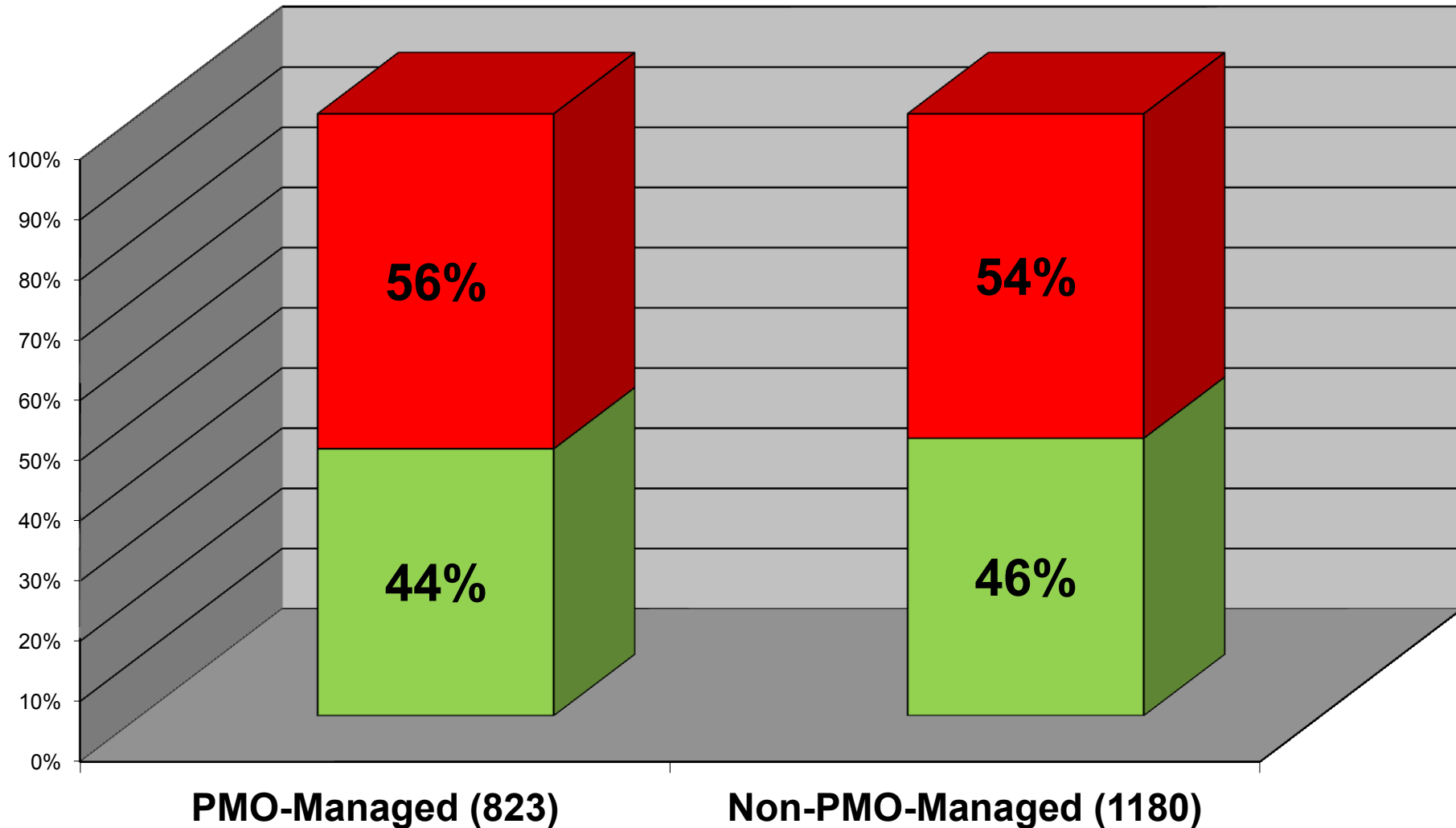




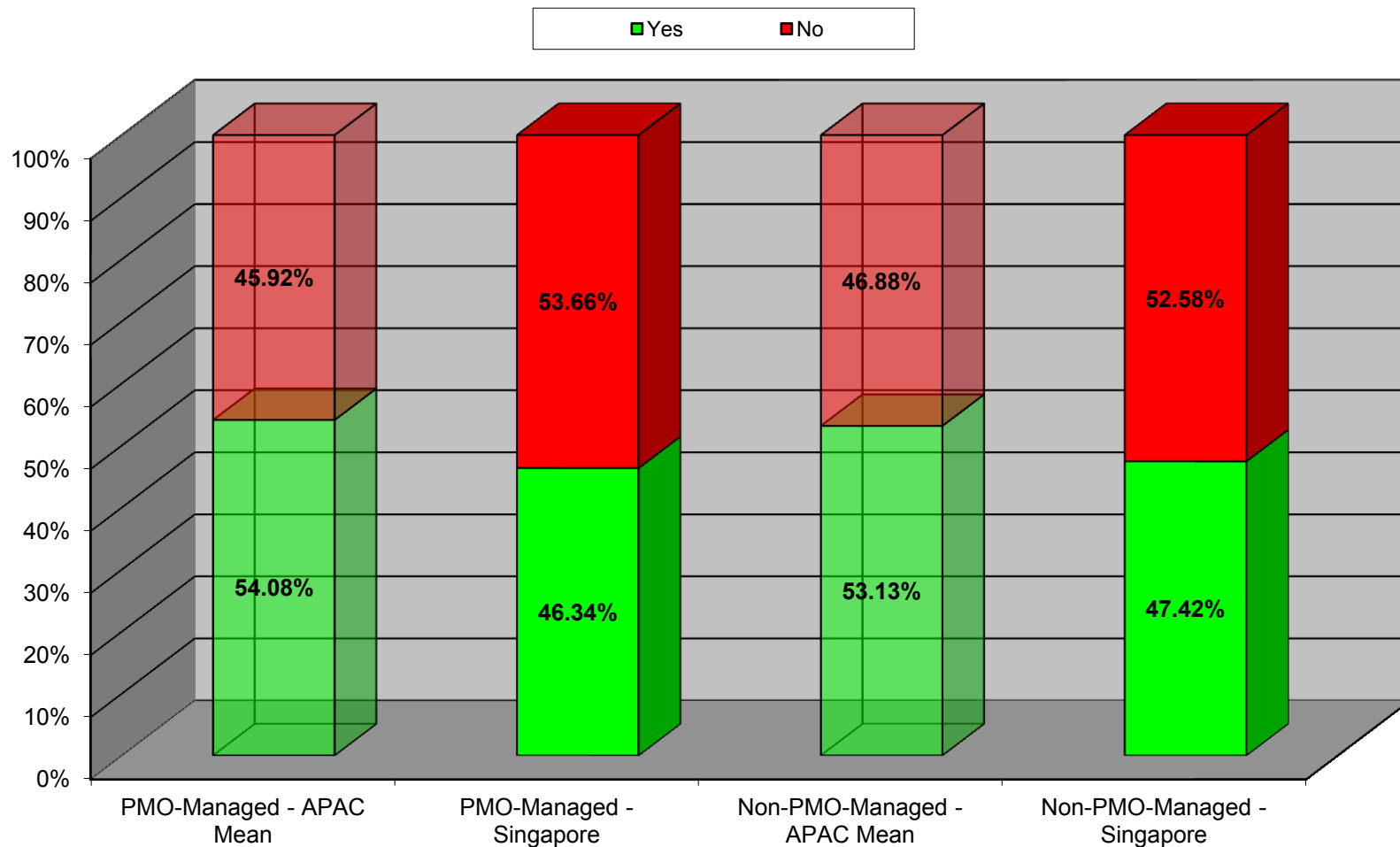
Value and
effectiveness of
the PMO

Has the PMO's value been questioned?

■ No ■ Yes



Has the value of the PMO recently been questioned, or challenged, by any of the following stakeholder groups?



Geographies where PMOs value is questioned the most



Australia/NZ	68%
China	67%
Middle East	63%
Europe	60%
UK	58%

Coming in last.

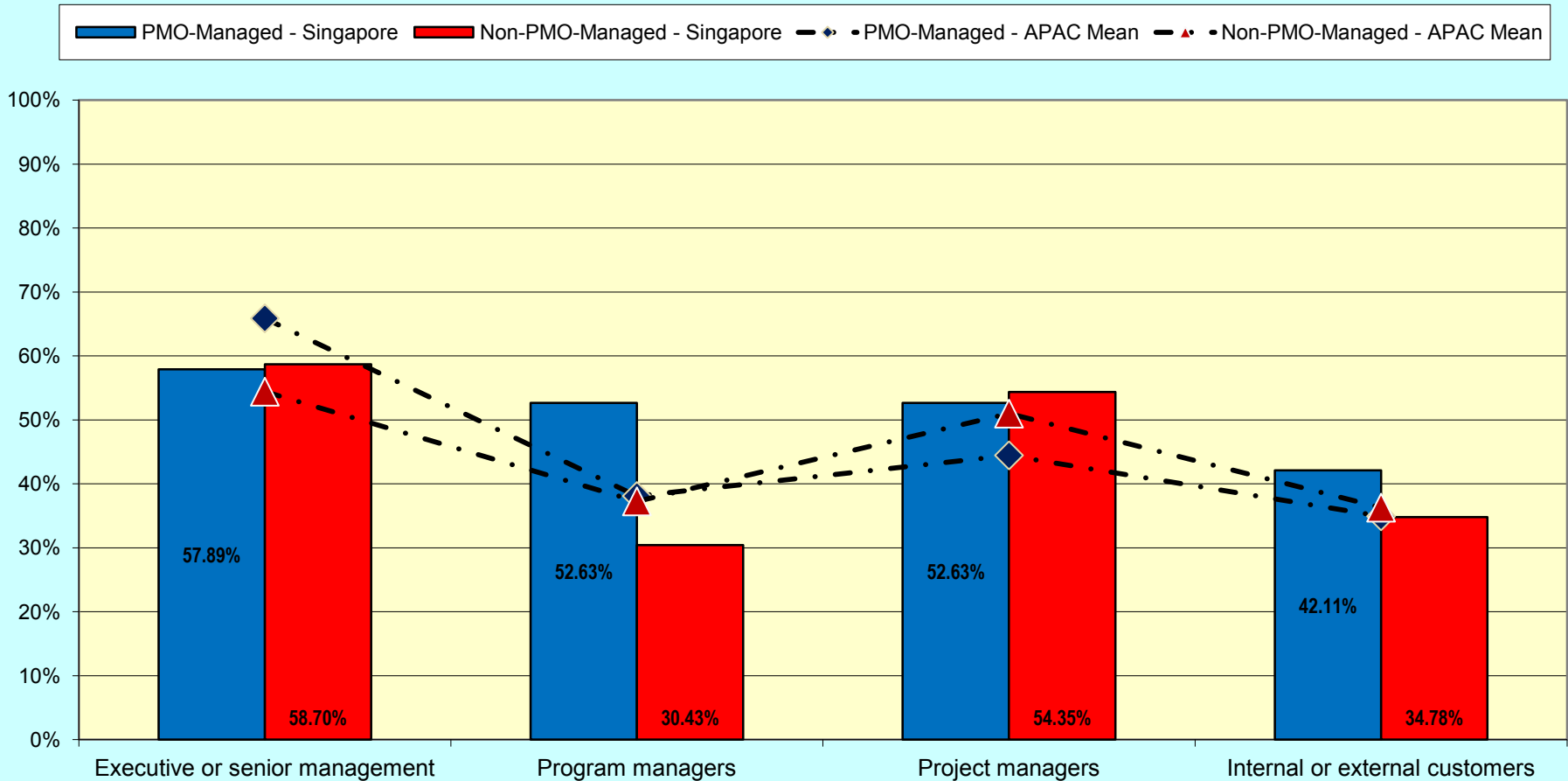
**..and that's a
GOOD place
to be**



45%

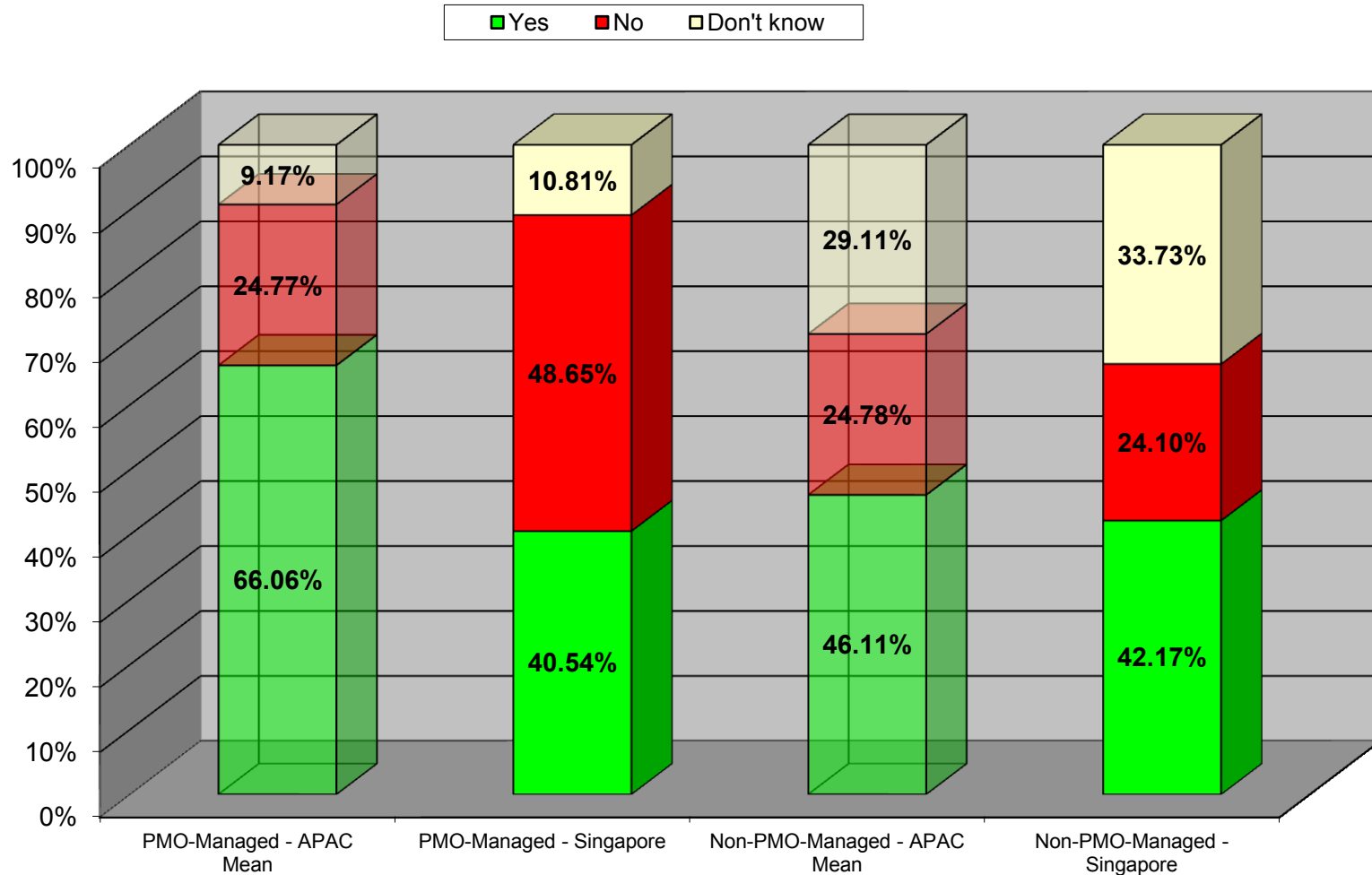
Which Stakeholder Groups Have Challenged? — Multiple selections available

Which stakeholder groups have recently challenged or questioned the value of the PMO?



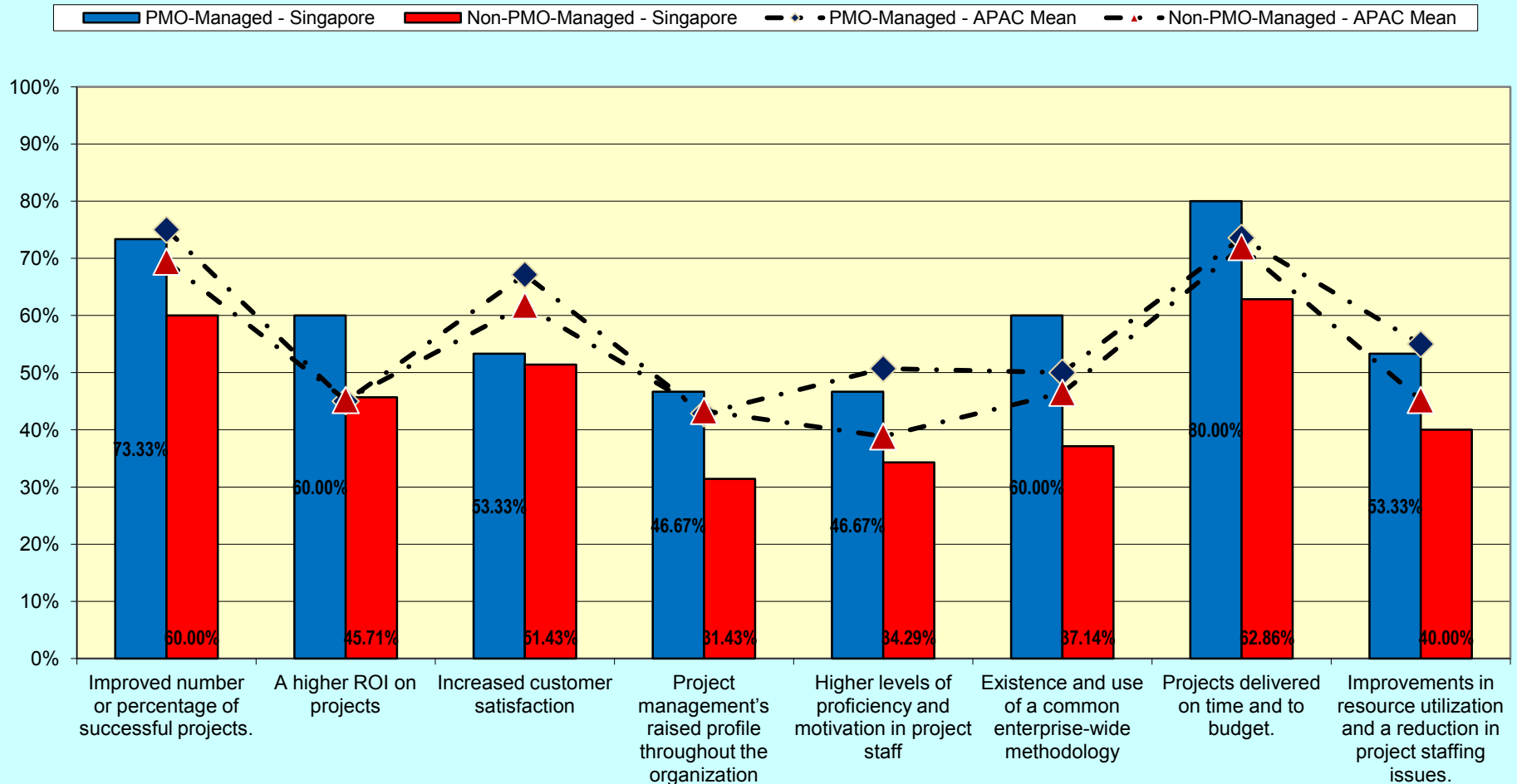
Measuring PMO Effectiveness

Does your PMO measure, and report formally on, its own effectiveness?



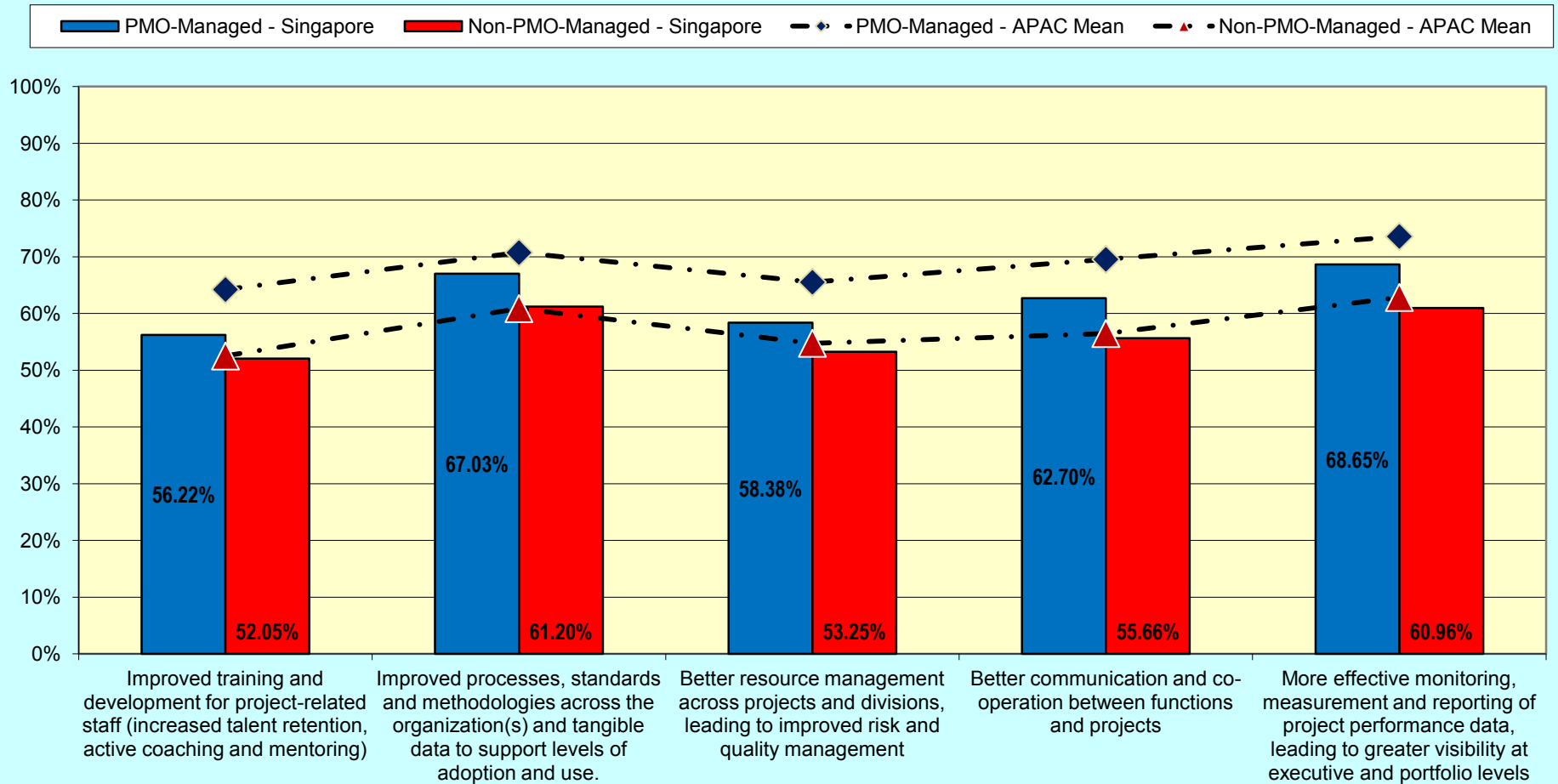
Data Used to Communicate PMO Effectiveness

What data does your PMO use to communicate and report on its own effectiveness?



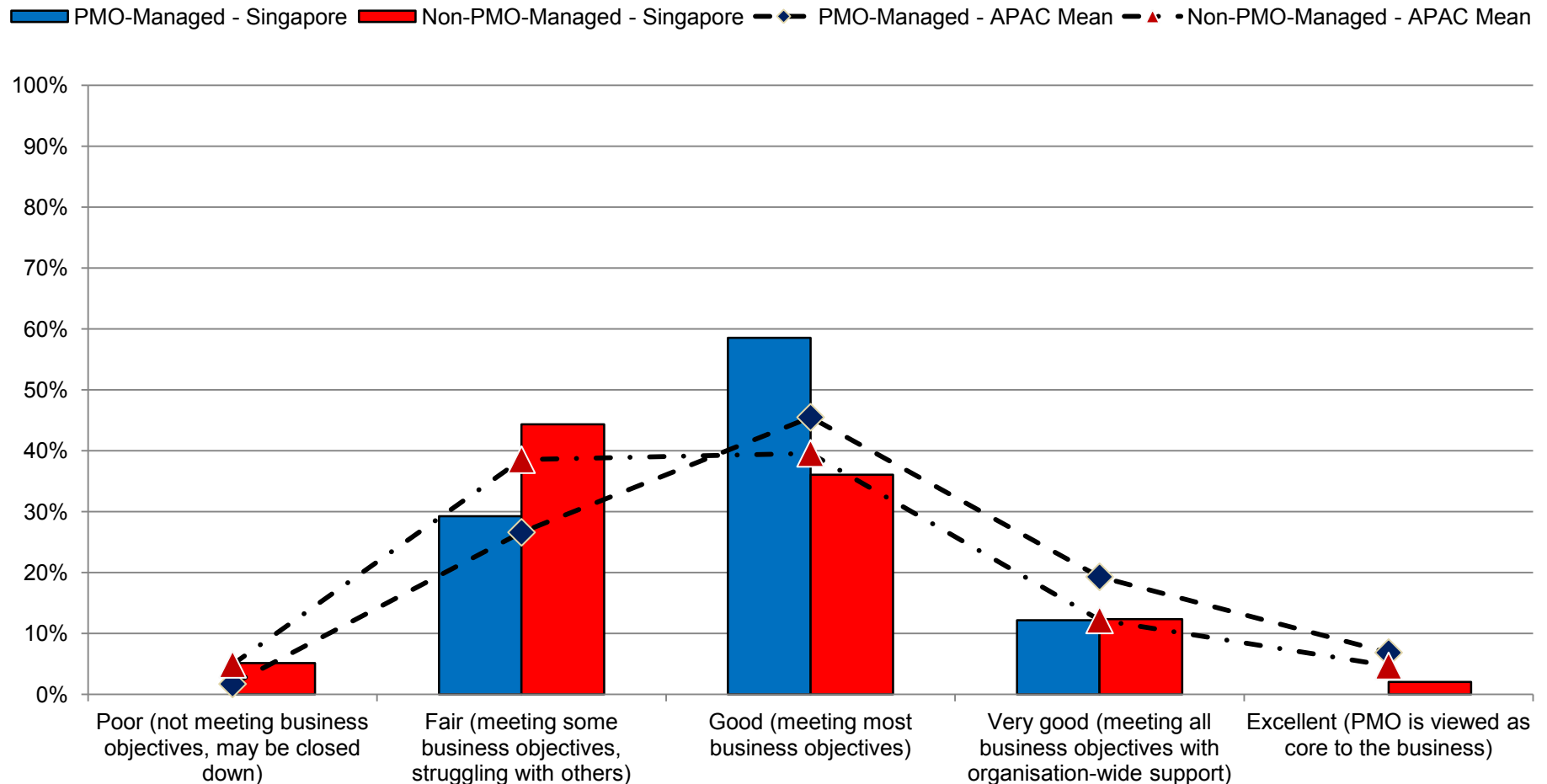
Improvements Attributable to PMO Involvement

To what extent has the PMO been responsible for improvements achieved in the following areas?



How Well Does the PMO Fulfil Its Role?

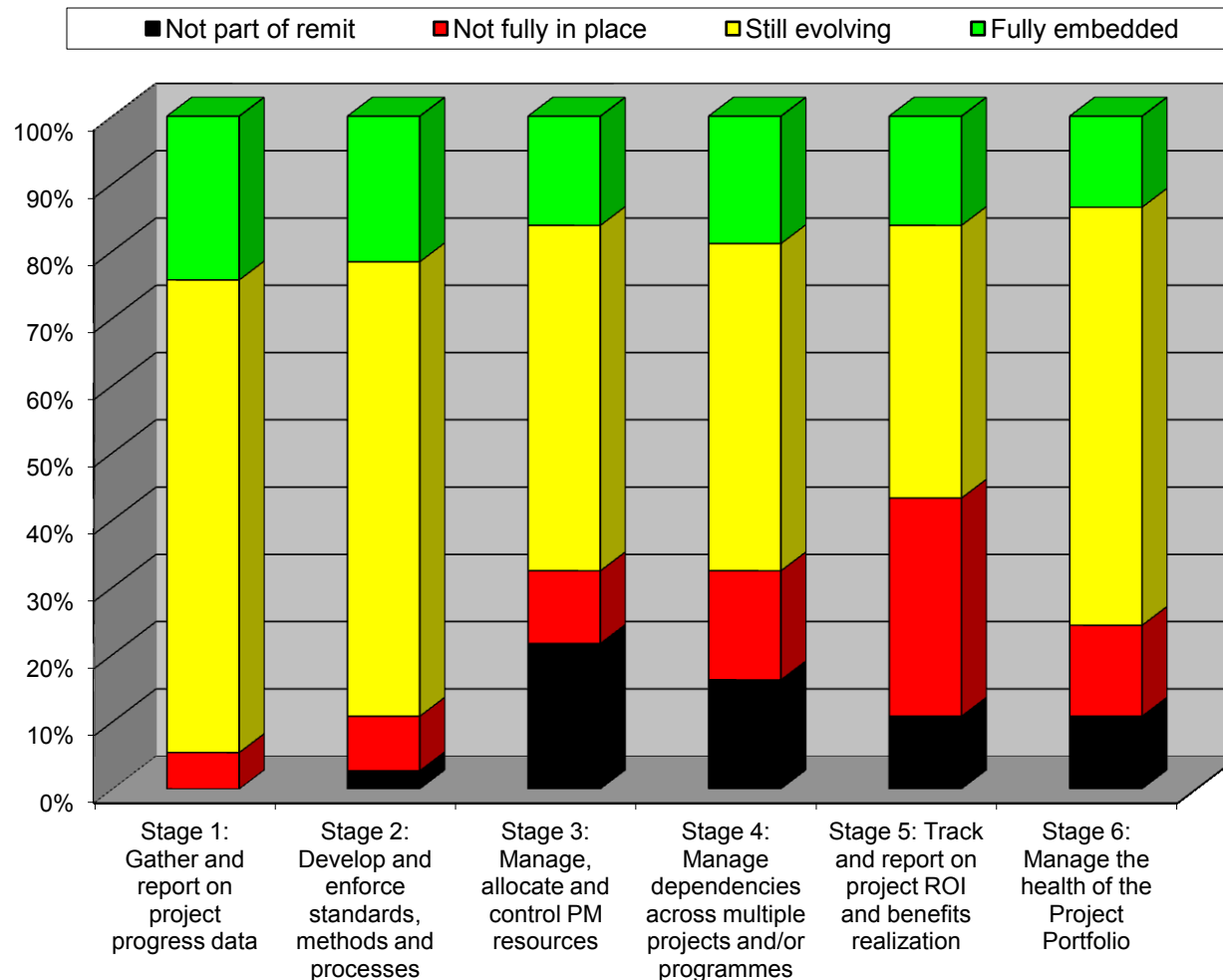
To what degree would you say your PMO fulfils its role?



PMO Maturity by Evolutionary Stage

(PMO-Managed Staff Perspective – Singapore)

PMO Maturity by Evolutionary Stage - PMO-Managed Staff (Singapore)



We've got some work to do

I've go to
work harder
and smarter!



My perspective

- Value of PMO remains “front and center”
- Too many PMOs not measuring effectiveness
- PMO Heads in non-ops function need to reach out more to project professionals
- PMO should consider ways to accelerate evolutionary development
- PMO Heads need to do a better job of marketing and public relations



"First, we teach them the basics ..."

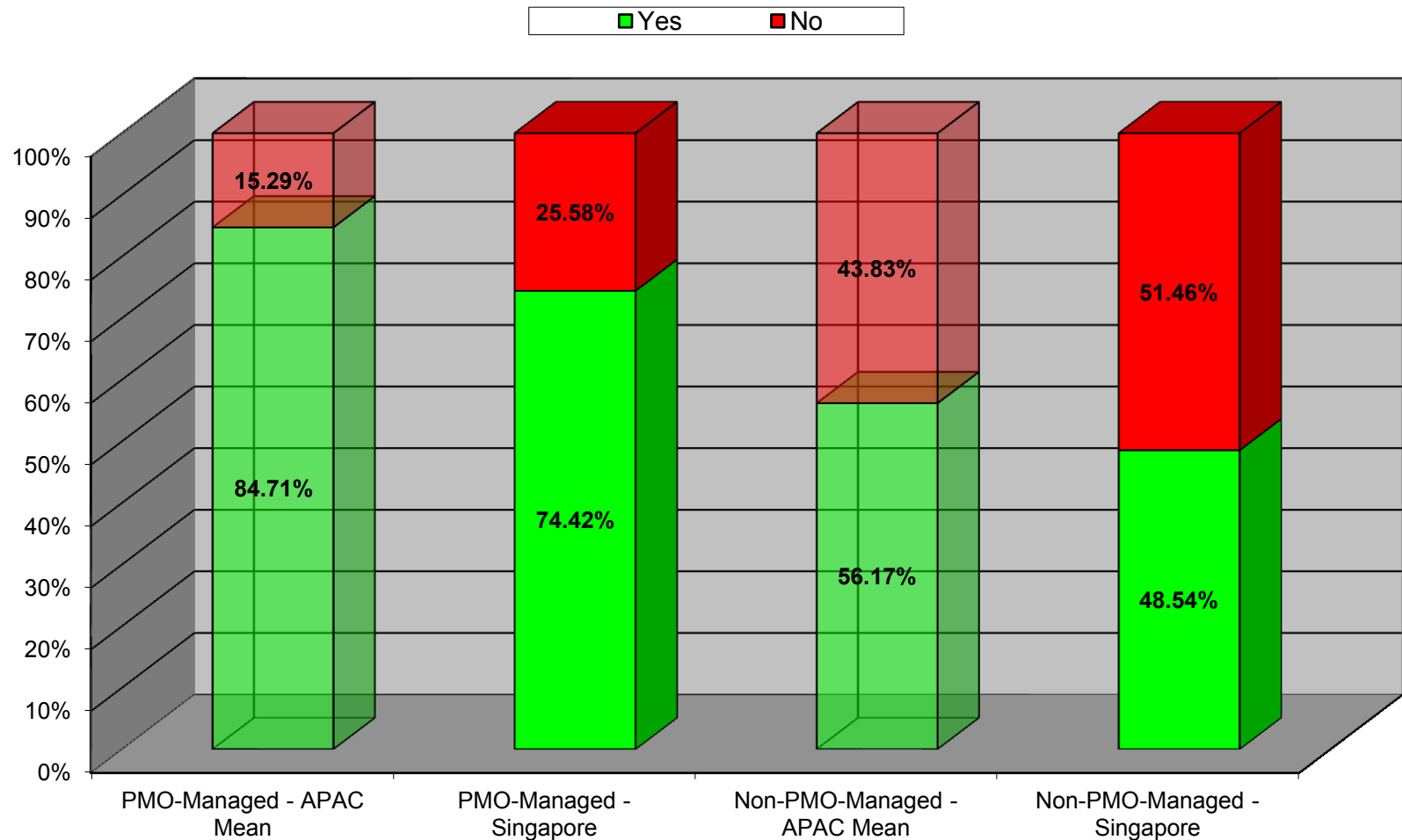
The PMO and Training

And the good news is.....

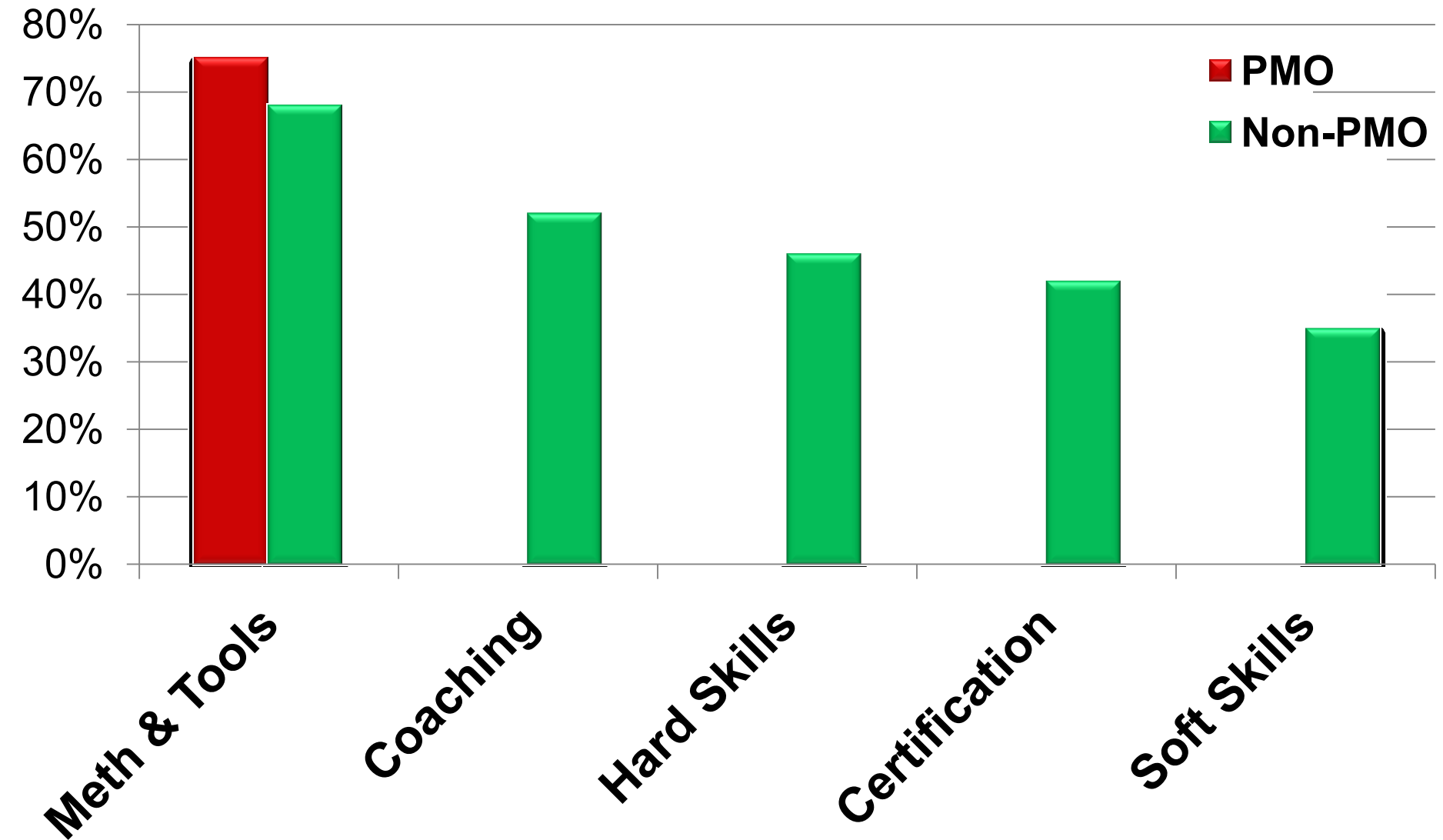


PMO Involvement in Training

Is the PMO actively involved in the training and development you receive for Project Management and/or Programme Management?

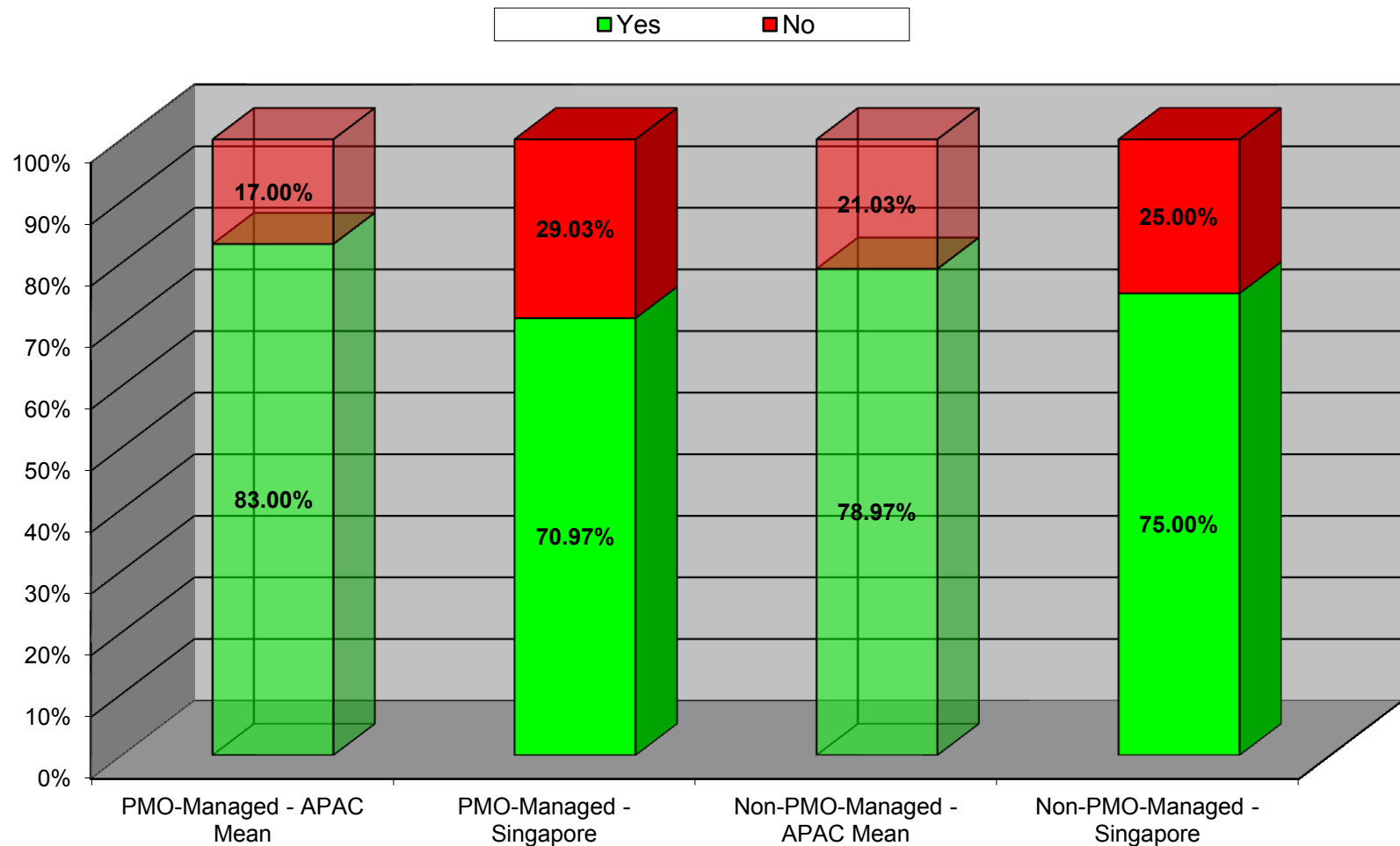


What type of “training” is provided?



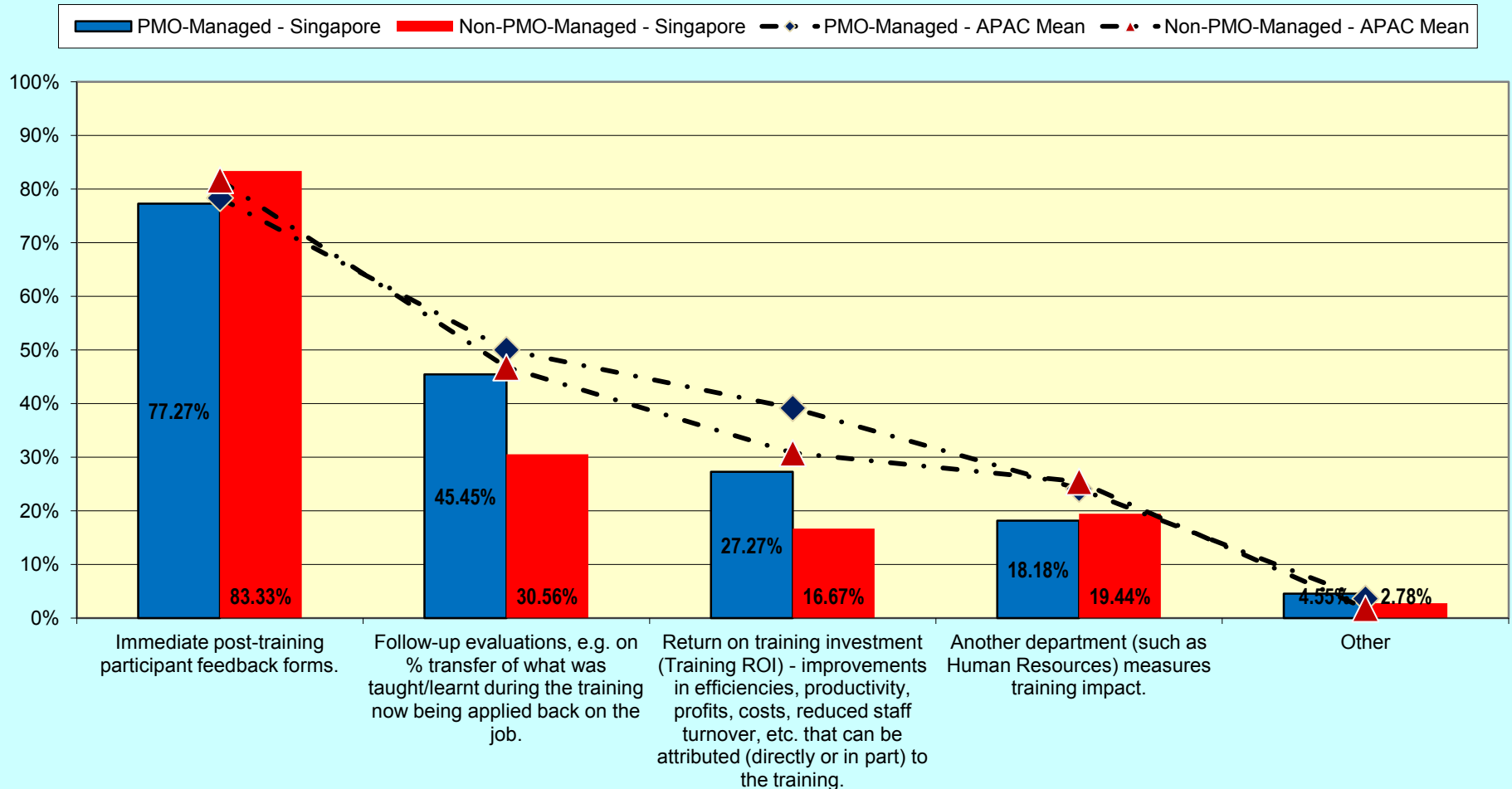
Measuring Training Impact

Does your PMO measure the impact of training?



How Is Impact Measured?

Which of the following methods are used by the PMO to measure the impact of training?



My perspective

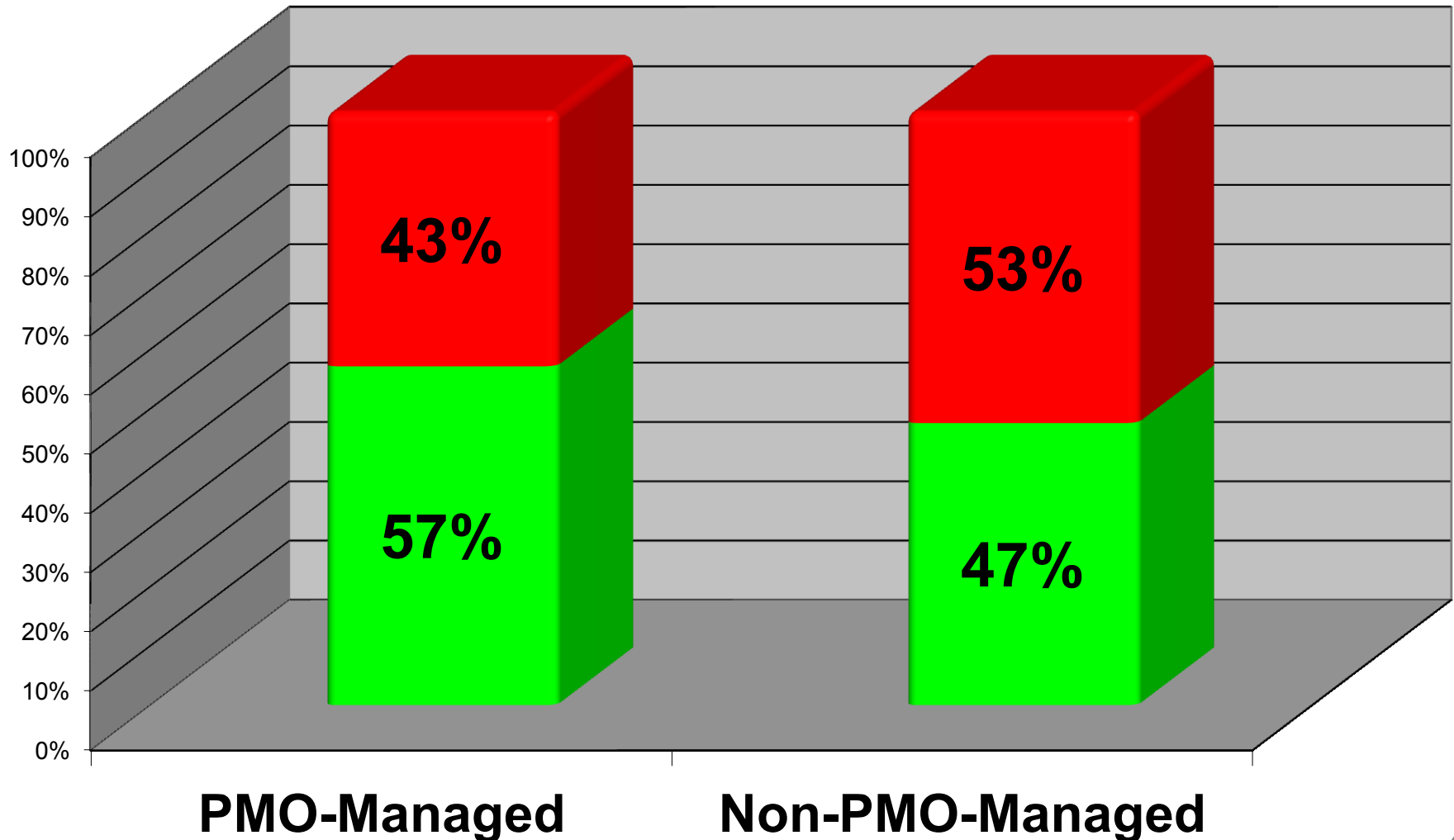
- More PMOs taking active role in training
- Training topics seem to align to PMO maturity level
- Incorporate soft skills training earlier in PMO maturity stage
- Better training measurement techniques needed.....dump the “smile” sheets
- Availability & uptake of training appears strong but.....



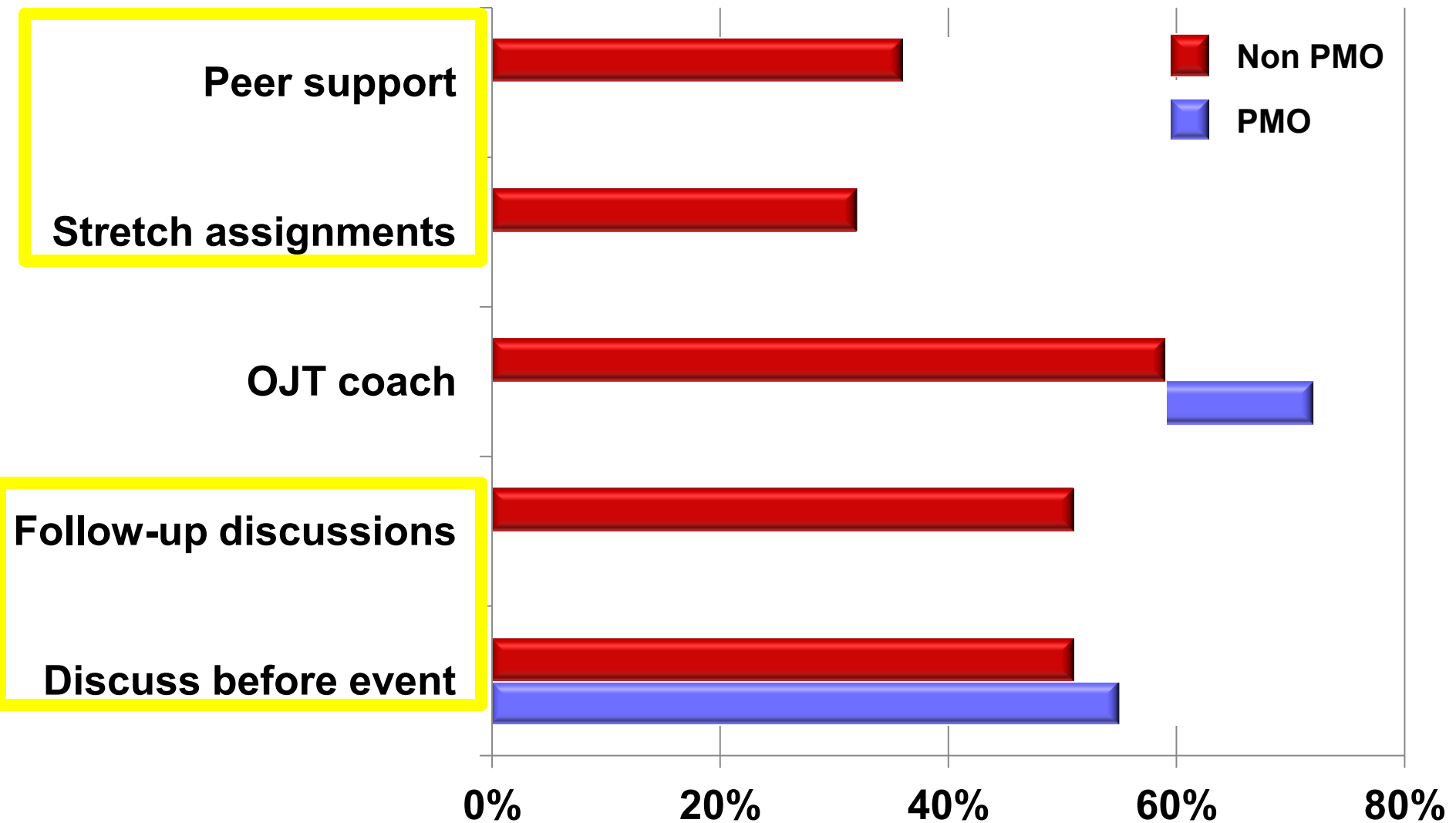
The impact of
sustainment on
PMO's value

Does PMO help practice, master, and sustain new skills?

■ Yes ■ No



How is learning sustained?

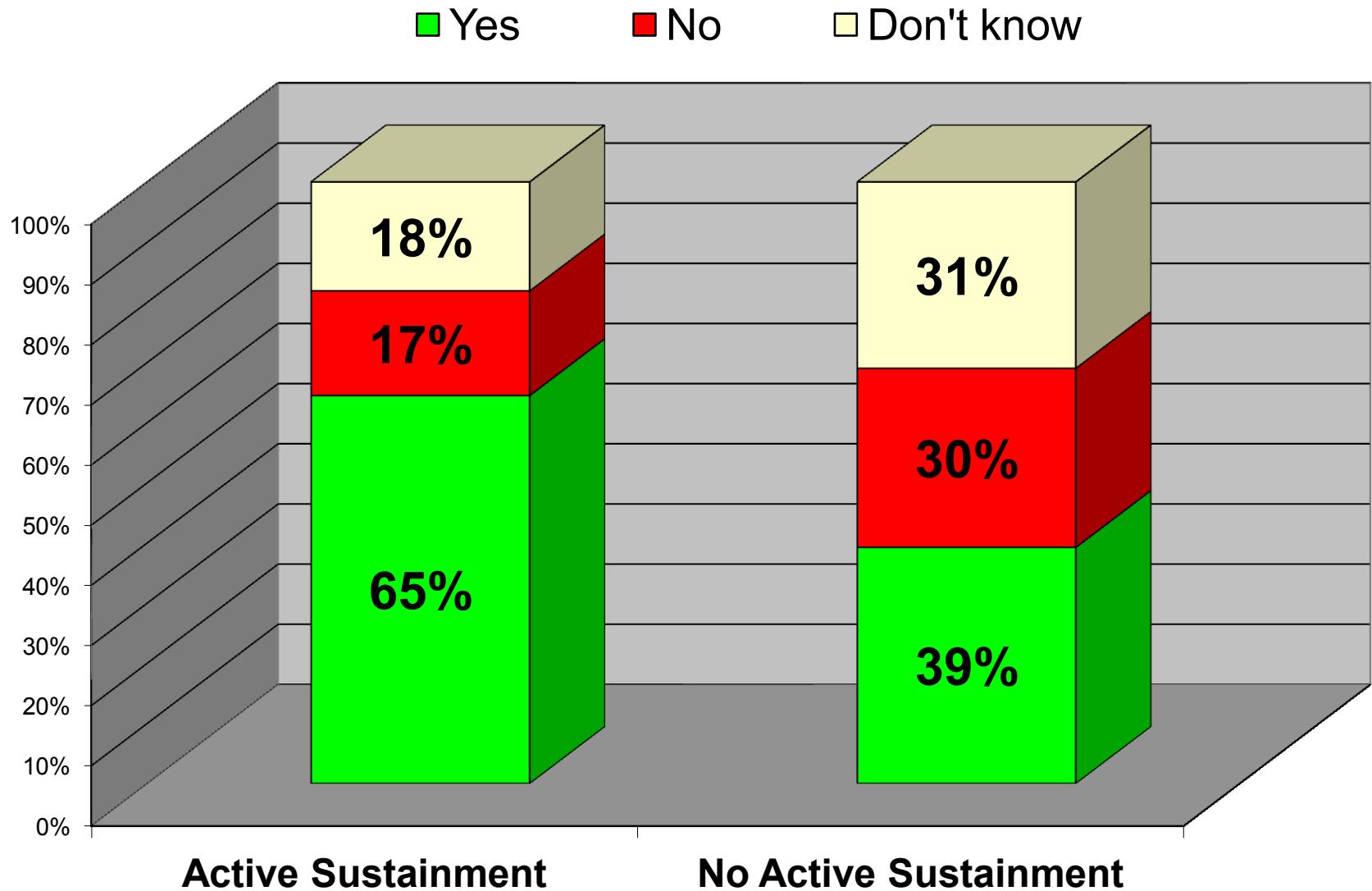


How well does the PMO fulfill its role?

Active sustainment vs. **No active sustainment**



Measuring PMO Effectiveness



Percentage of PMOs Involved in Active Sustainment by Country/Region

Country/Region	% of PMOs Involved w/ Sustainment
China	35%
India	34%
Sweden	27%
USA	23%
SE Asia	22%
Middle East/Africa	21%
Europe (other)	19%
U.K., Singapore, Aus/NZ	18%
Canada	16%

My perspective

- Sustainment works and has a big impact on PMO evolution and probably performance
- Coaching one of the best “bang for the buck” interventions
- PMOs engaged in sustainment focus on measuring their own effectiveness a lot more
- Plenty of room to improve and show value. Singapore is low at 18%



Thanks for listening!

Questions?

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