



The Global State of the PMO 2012

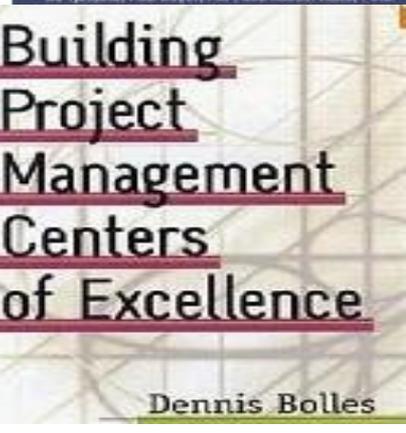
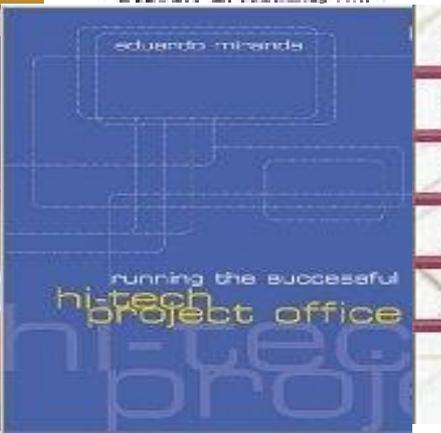
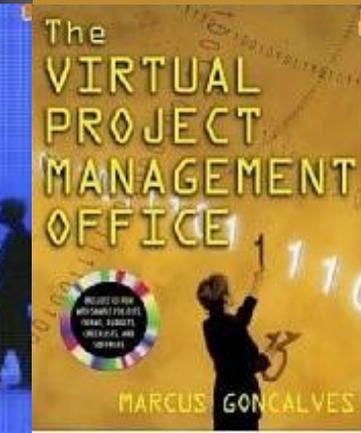
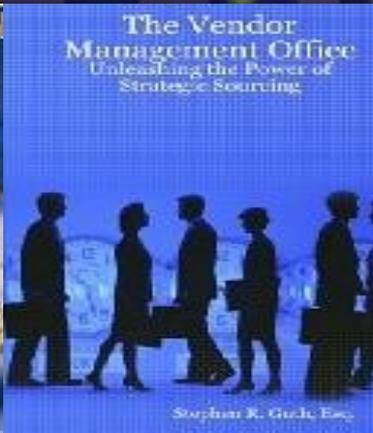
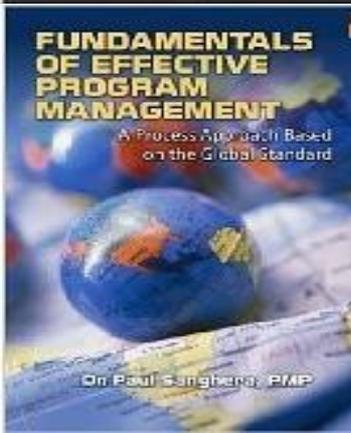
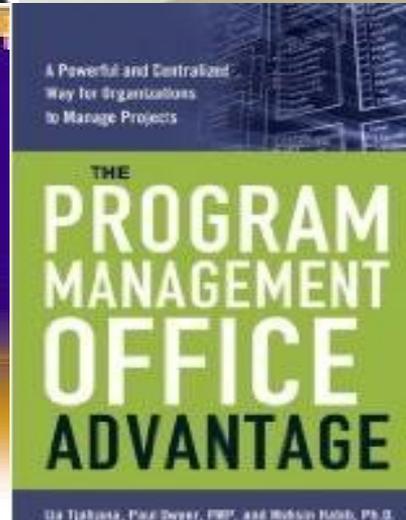
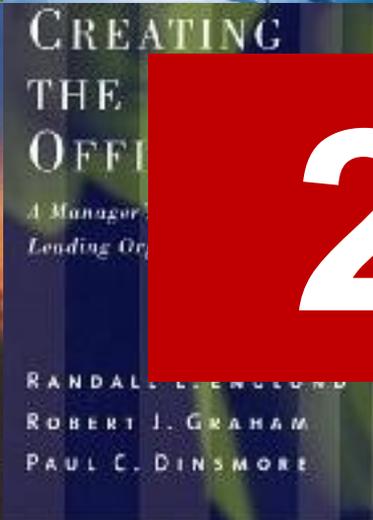
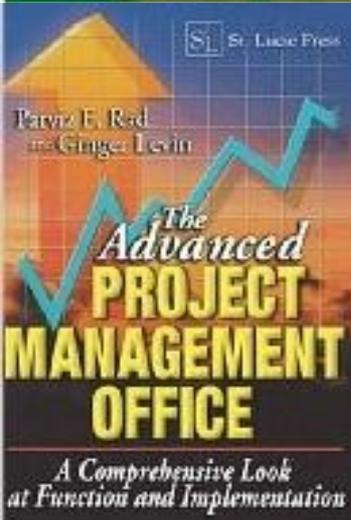
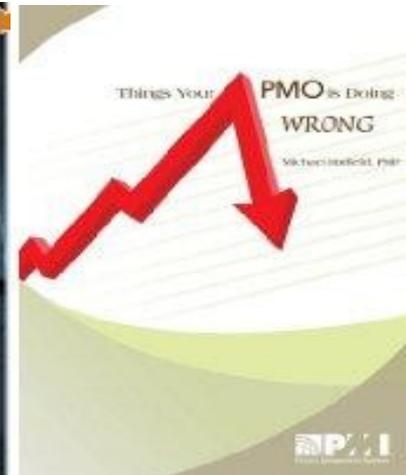
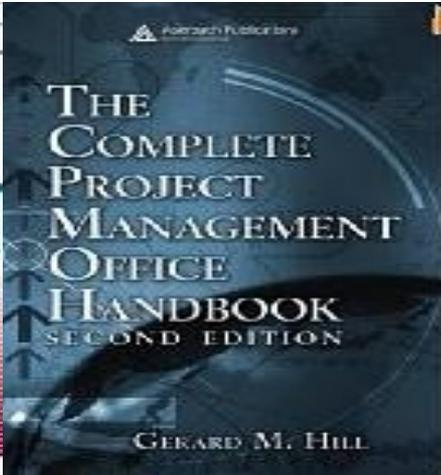
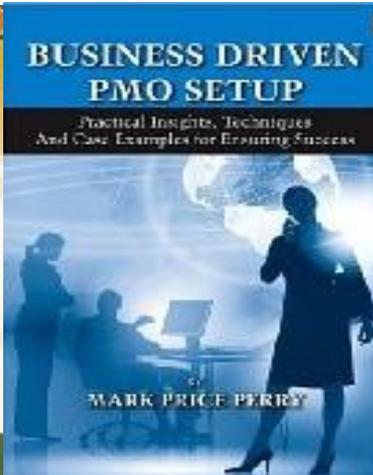
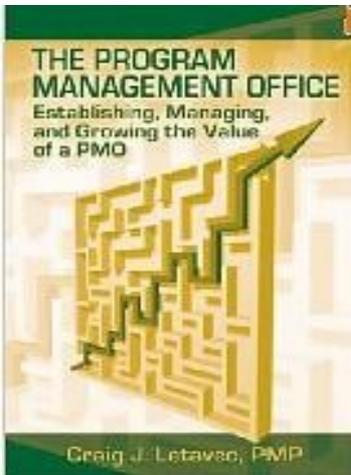
*On the road to the
next generation*

Ravi Sahi, PMP, SCPM
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Practice Manager, ESI Consulting Group
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Google™

34,300,000



2,249

PMO

PMO Linked

PMO group is dedica Program Managem real time project man run an enterprise wid

Yesterday's Activity: Owner: FARHAN LIAG



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 conhe PMI-Pr.

Owner: Marcos Cavallim, PMP | 24 members | Share



PMO Professionals

PMO Institute: Network organisat
Owner: Tjalling Klaucke | 52 memt



PMI Program Management Office CoP

The PMI Program Management Office Community c association focused on the project/program manage disciplines.

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



PMO Luxembourg

Ce groupe est dédié à dé quotidienn Project Man

Owner: Hervé Poignon | 1



Project Management Office SIG

The online Project Management Office (PMO) Sp PMO leaders with an interest in establishing or g practices and hot issues. Become a member of t
Owner: Daniel Stepanic | 64 members | Share



PMO in Israel

a subgroup of Project. apm PMO Specific Interest Group
A Global Subgroup of professional network w tools, methodology an
Yesterday's Activity: Jc
Owner: Ofer Gidot | 1,6

APM PMOSIG

The PMO Specific Inter group open to anyone Office.

Owner: Chris Walters |



PMO Directors

This is a group for Project M ideas.
Yesterday's Activity: Discuss
Owner: Walter Bloch | 1,778 r



Project Management Office

Netwerk van specialisten op gebied van Pro management. PM's en PMO'ers, Dir., Sr. M dienstverlening, financiële dienstverlening,
Owner: Frijnsinger | 17 members | Share



PMI Central Ohio Chapter

You are cordially invited to join the C Chapter of PMI. The local interest gr management office aspects of the pr anyone who is interested.

Owner: Bence Toth, PMP | 271 membe

Europe PMO Forum Network

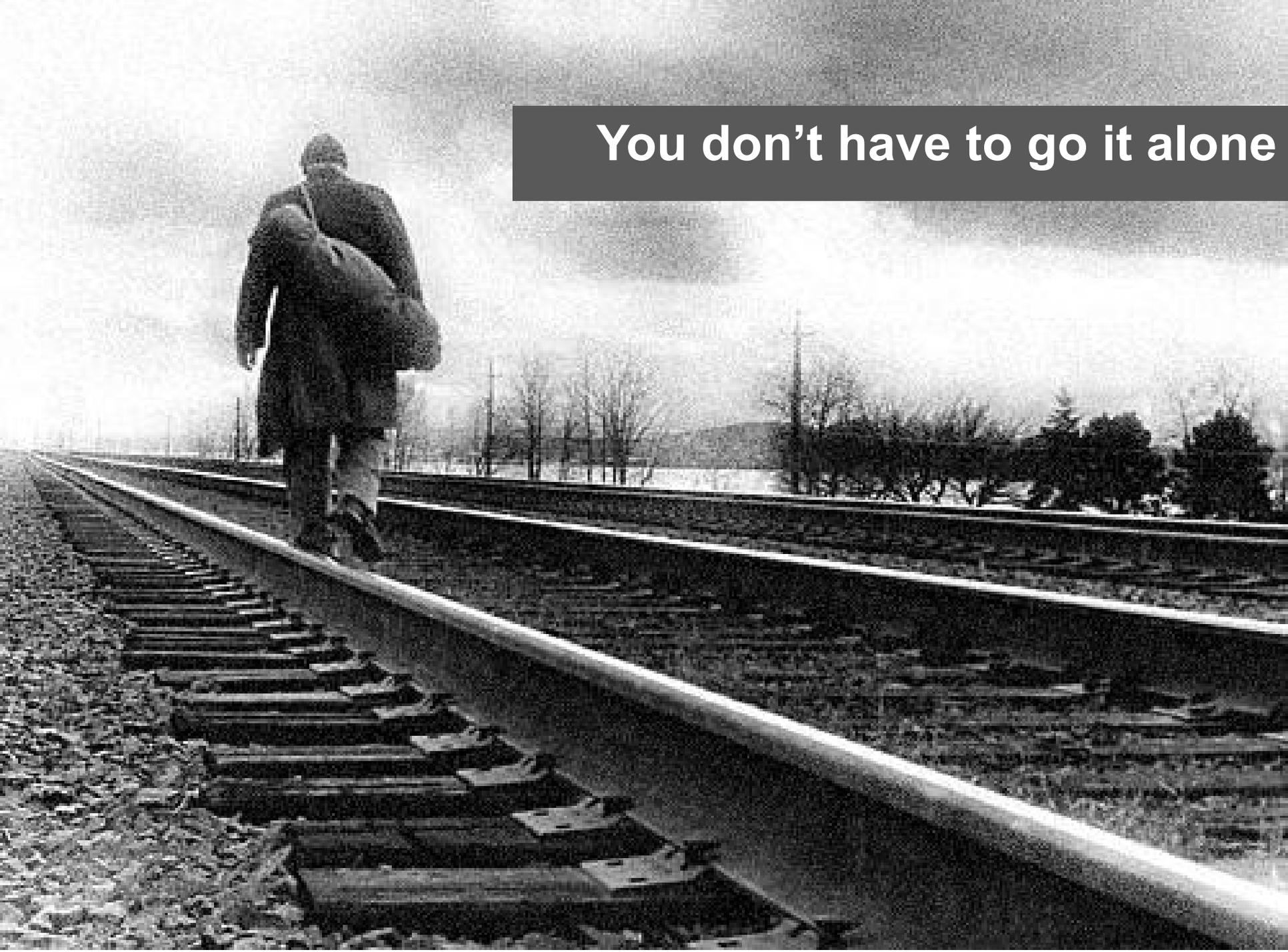
This group will provide a discussion forum for l PMO LIGs in Europe. This group is moderated Director for Europe LIGs.

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 PMO FORUM NETWORKS in Asia/Pacific. This group is mo PMOSIG's 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

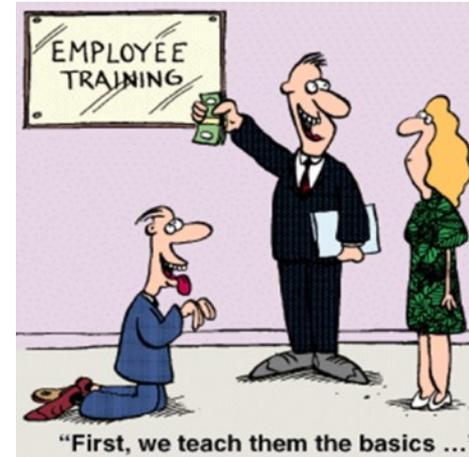
Global PMO Survey



Survey Quick Facts



Value & Effectiveness of the PMO



The PMO and Training



Survey Quick Facts



ESI's Global Survey

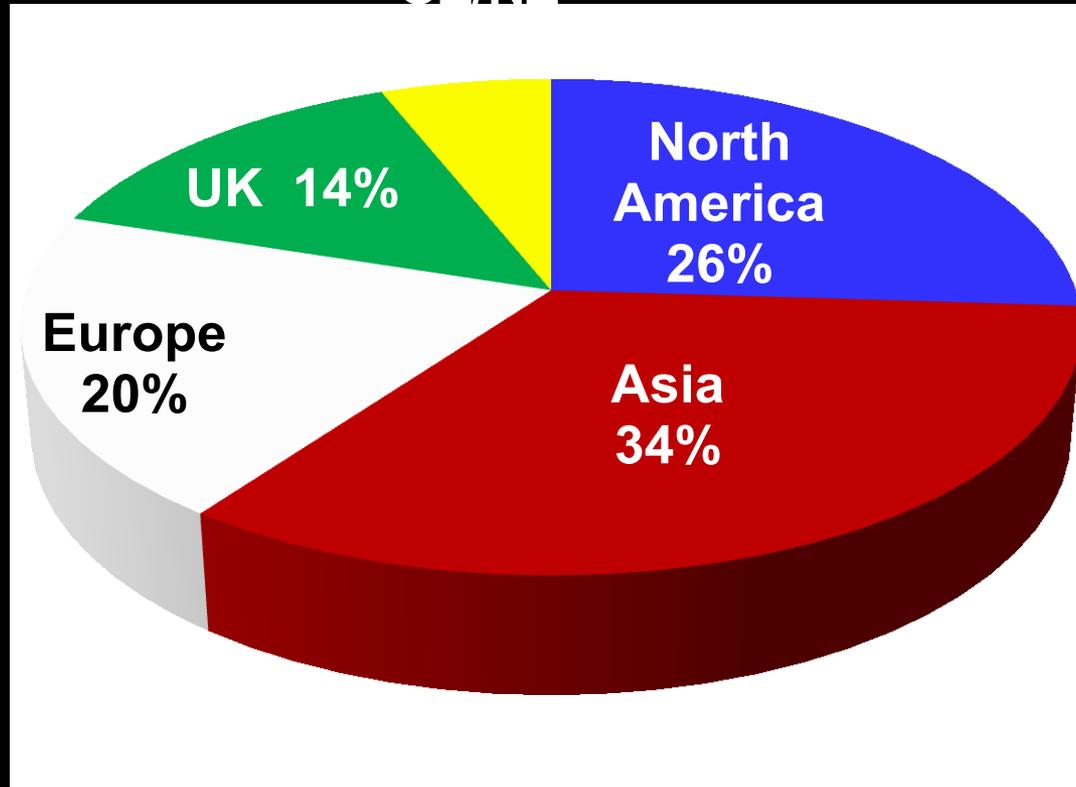
- 3,000+ Respondents
- 16 Industry Sectors
- 6 Continents
- PMO staff & Non-PMO staff

Who participated?



By Geography

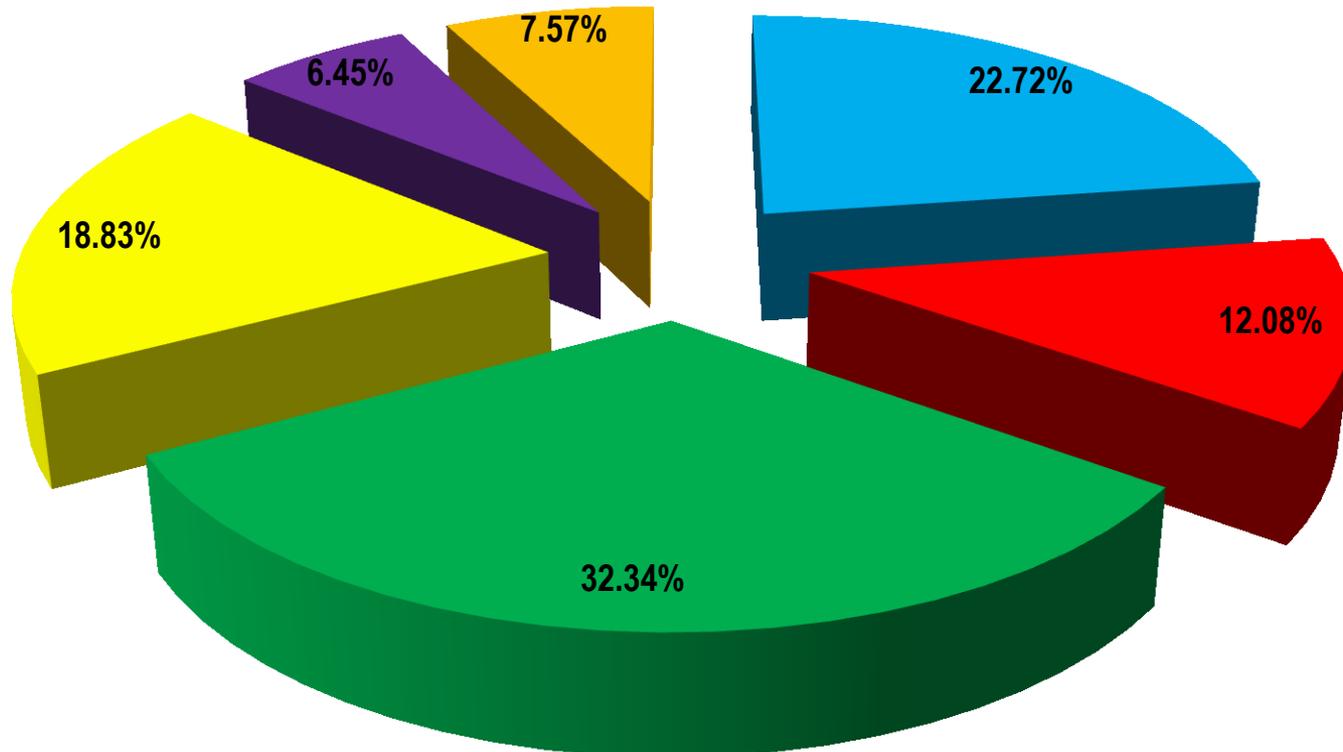
OZ/NZ



Survey Responses by APAC Territory

Survey responses by APAC Territory
(977 responses)

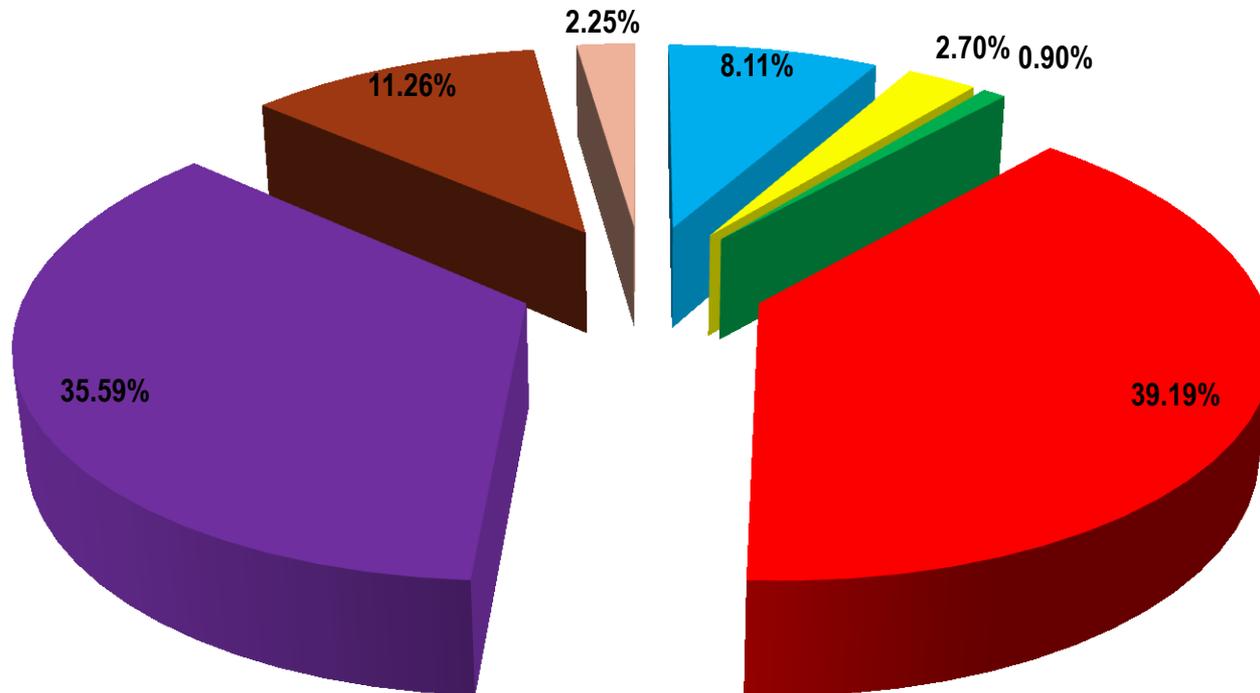
■ Singapore ■ China ■ India ■ Australia/New Zealand ■ South East Asia ■ Asia (other)



Singapore Responses by Role

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

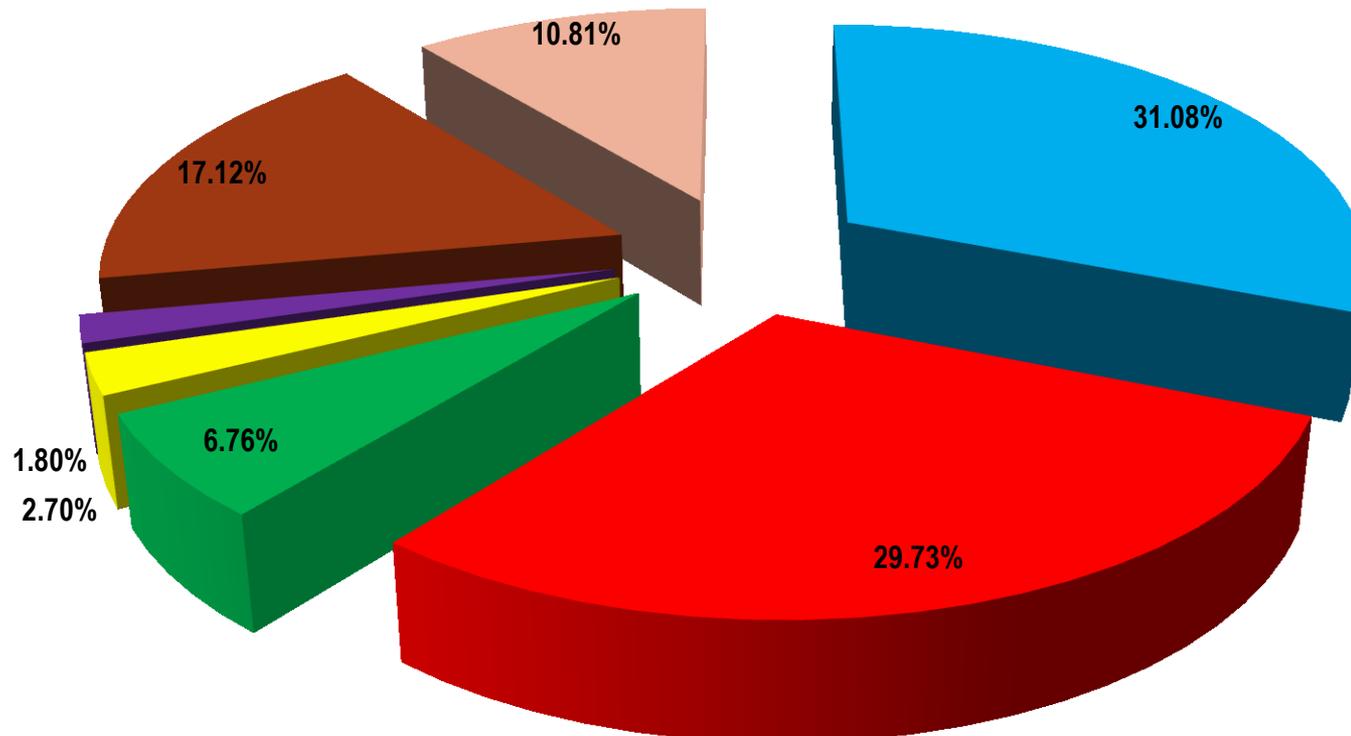
- Programme Management role
- Project Administrator role
- Business or Functional role
- Administrative role within the PMO
- Portfolio Management role
- Project Management role
- Management role within the PMO, e.g. Head of PMO, PMO Manager



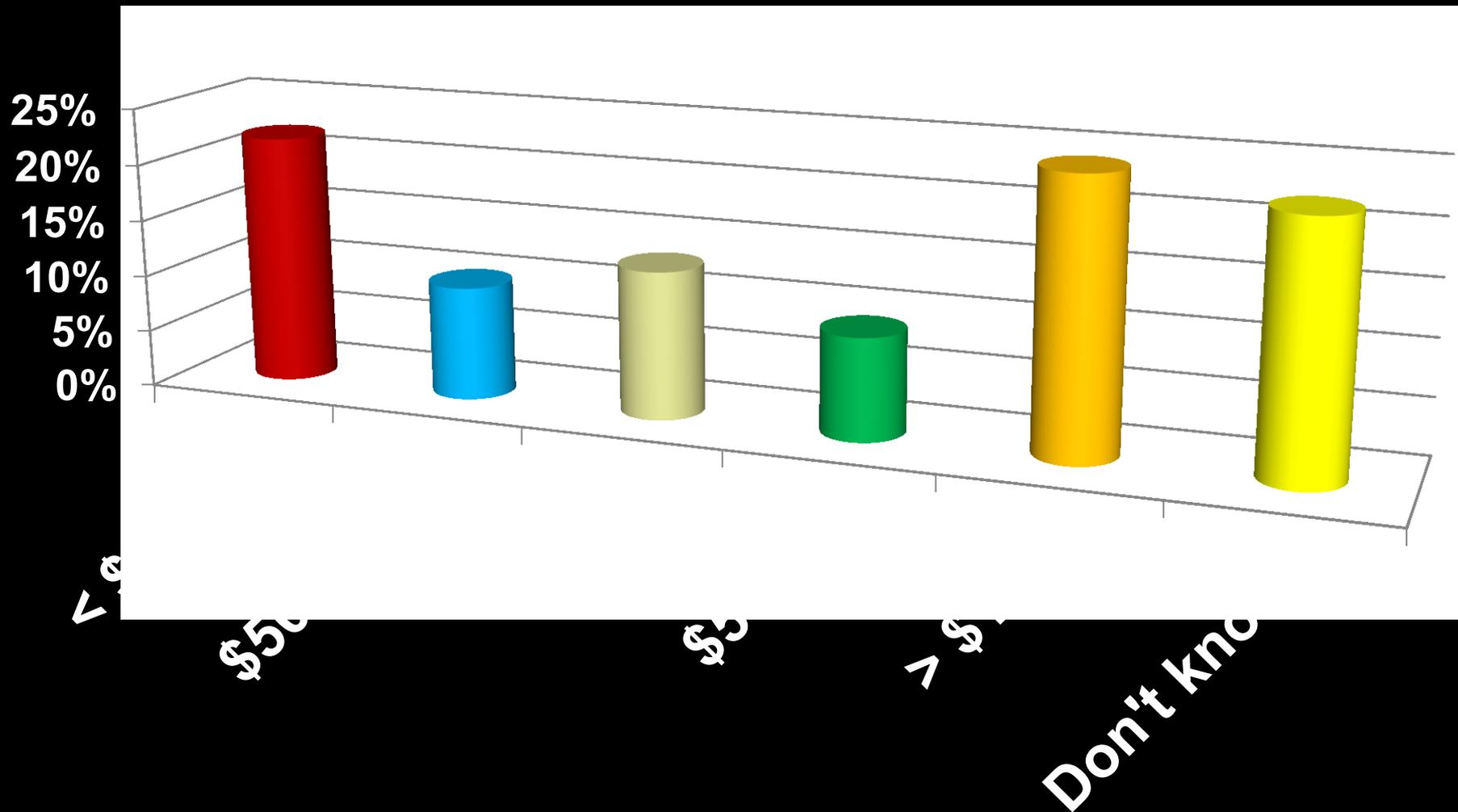
Do You Have a PMO? (Singapore)

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

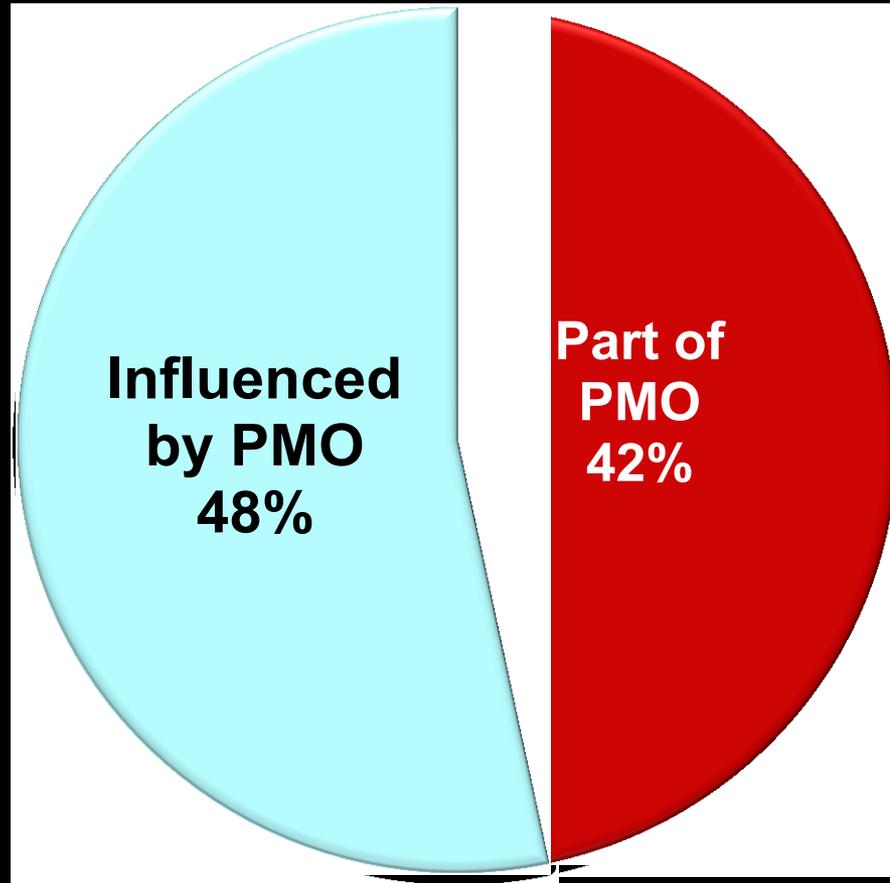
- Yes, we have a global PMO structure
- Yes, other
- No - we used to have a PMO but it was closed down/disbanded
- Don't know
- Yes, we have a regional or divisional PMO structure
- No - but we plan to implement a PMO during 2012
- No - we have never had a PMO



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

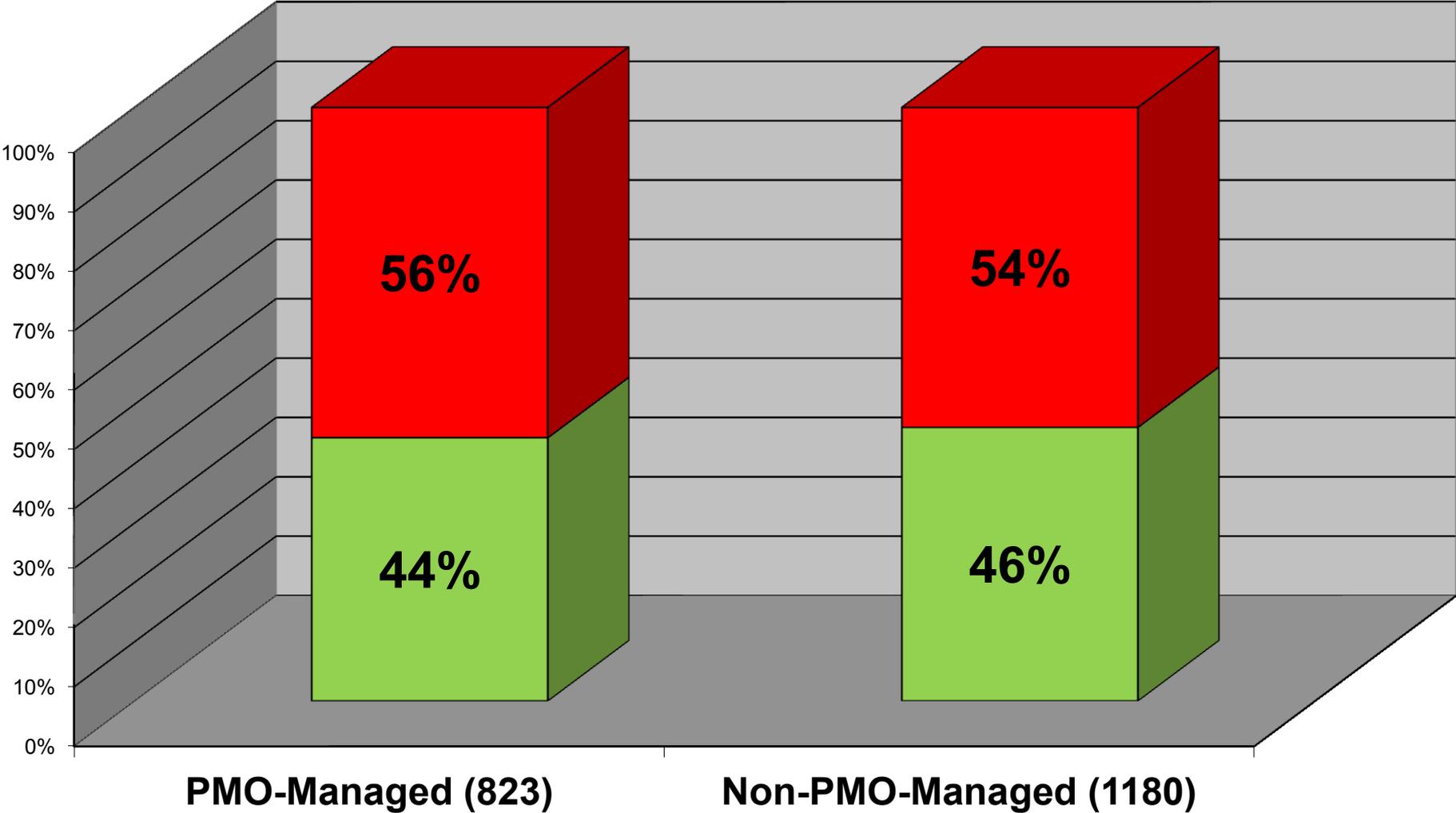




Value and
effectiveness of
the PMO

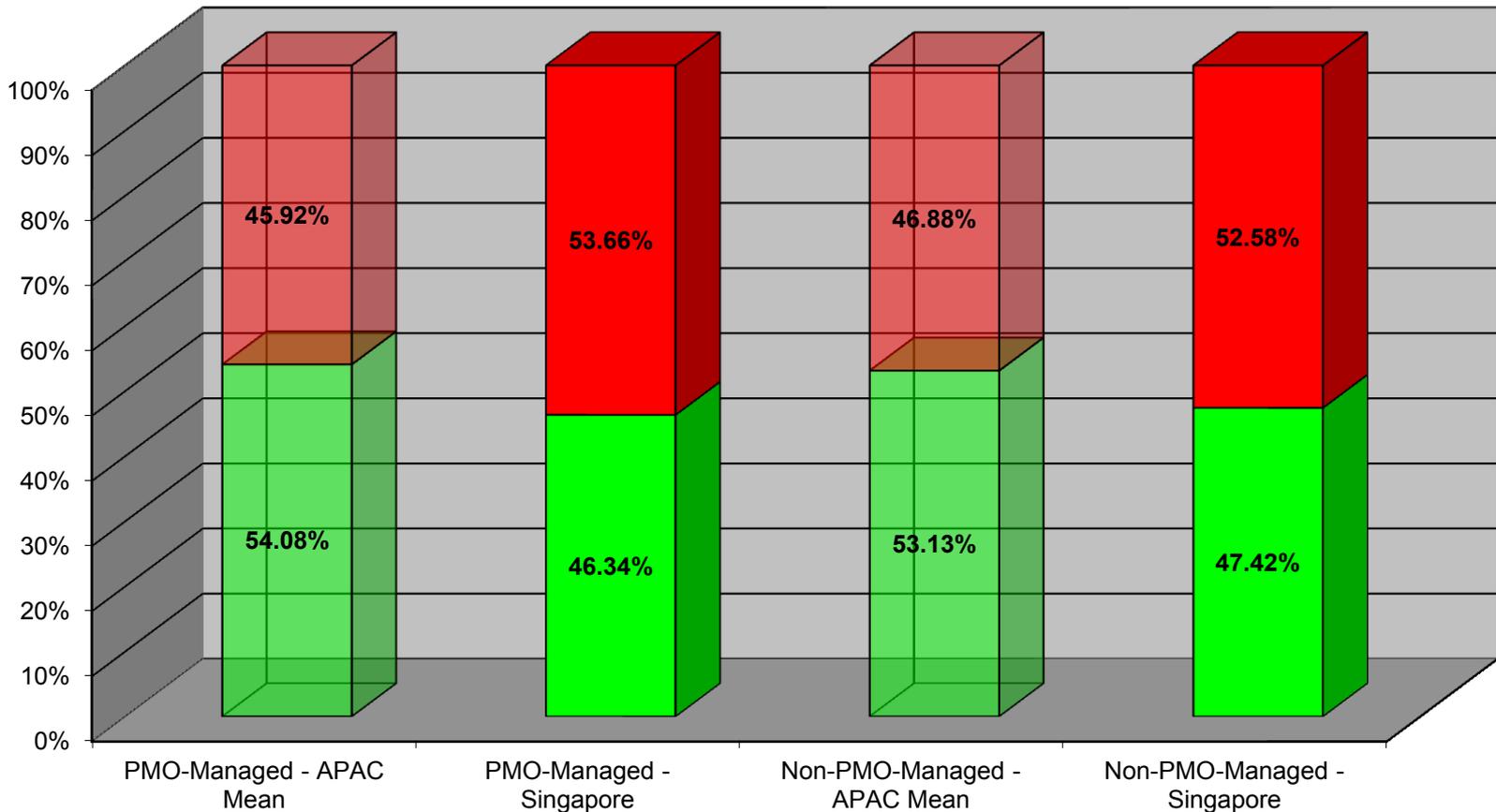
Has the PMO's value been questioned?

■ No ■ Yes



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

Yes No



Geographies where PMOs value is questioned the most



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

Coming in last.

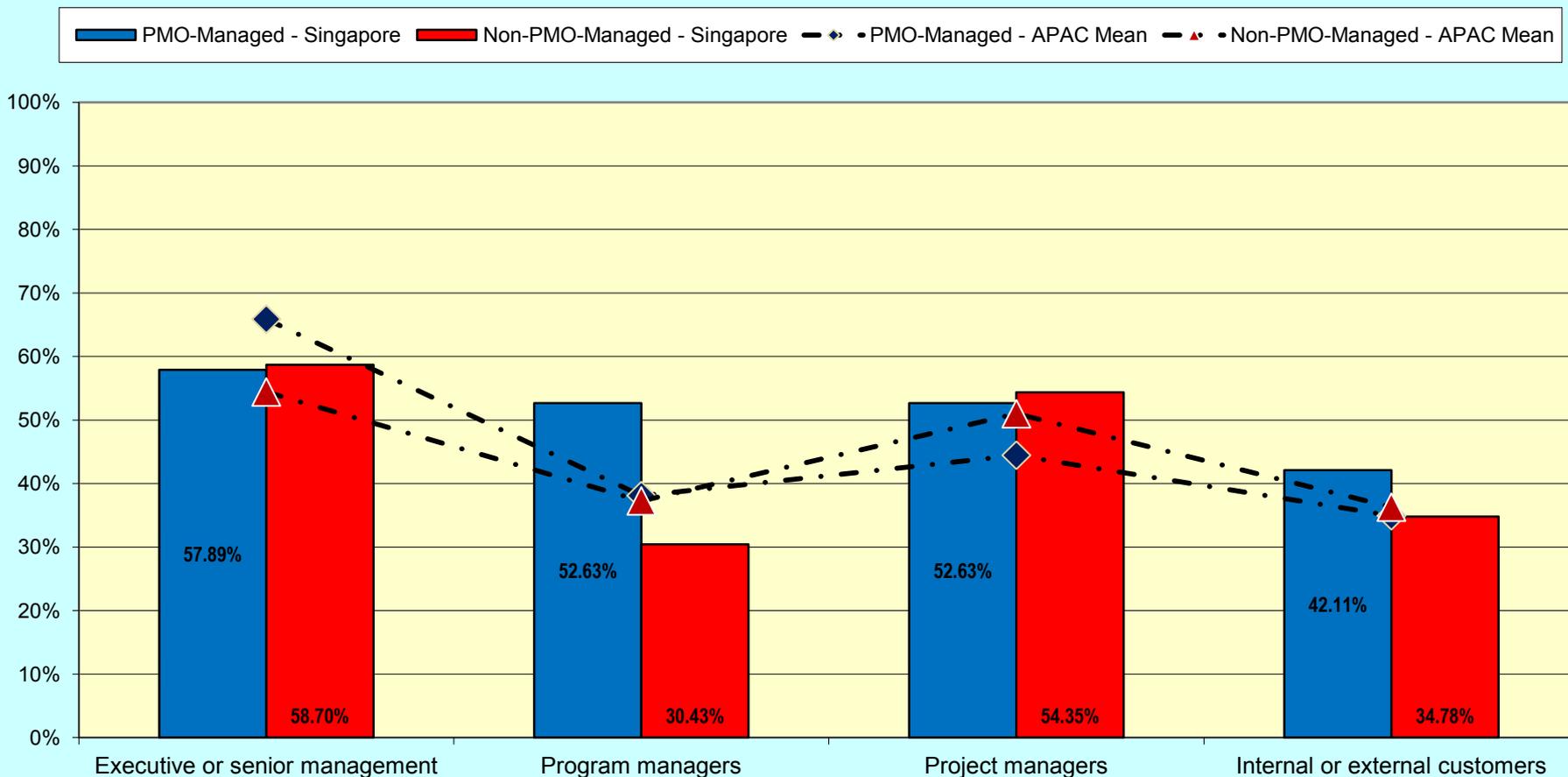
**..and that's a
GOOD place
to be**



45%

Which Stakeholder Groups Have Challenged? – Multiple selections available

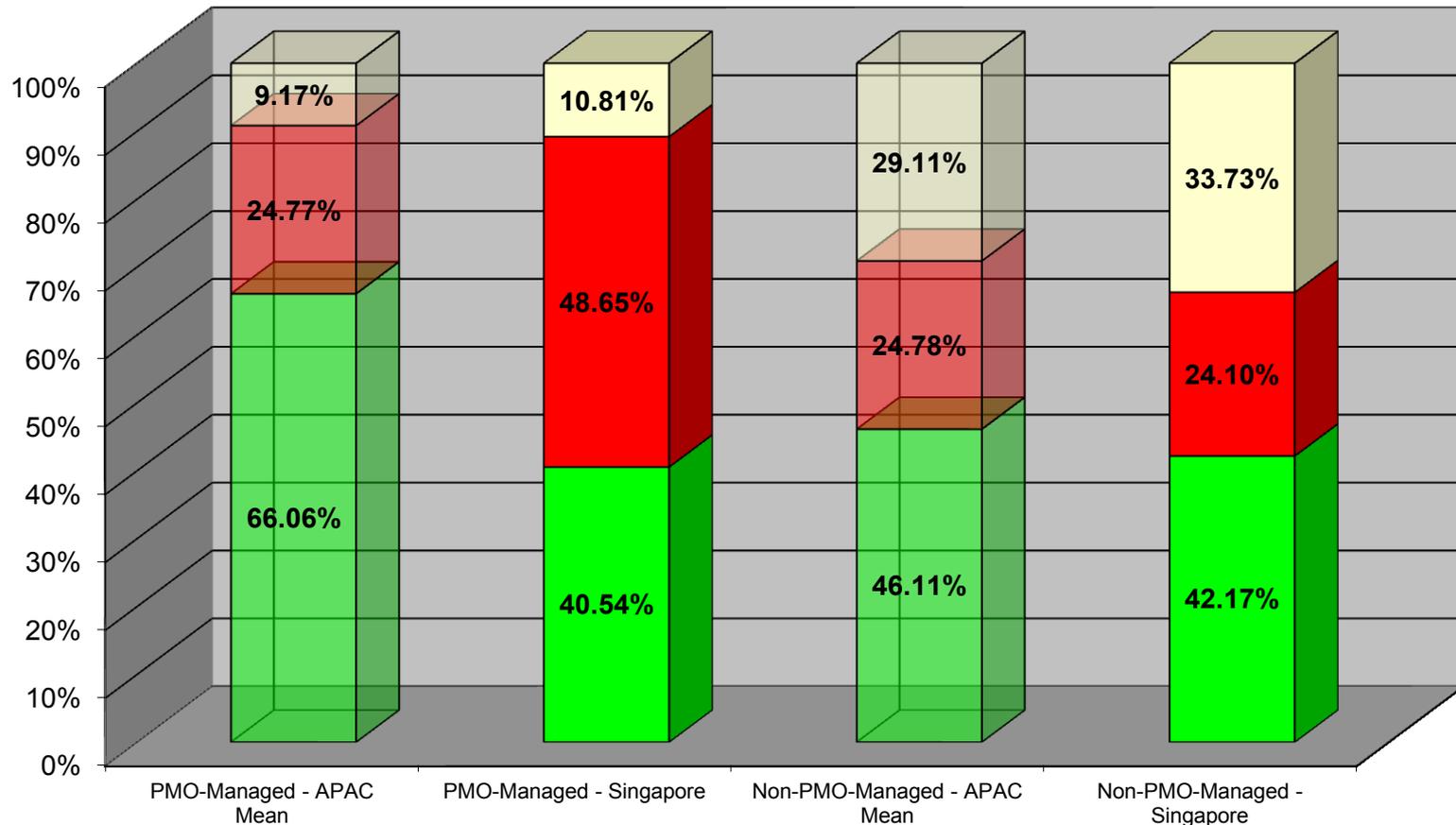
Which stakeholder groups have recently challenged or questioned the value of the PMO?



Measuring PMO Effectiveness

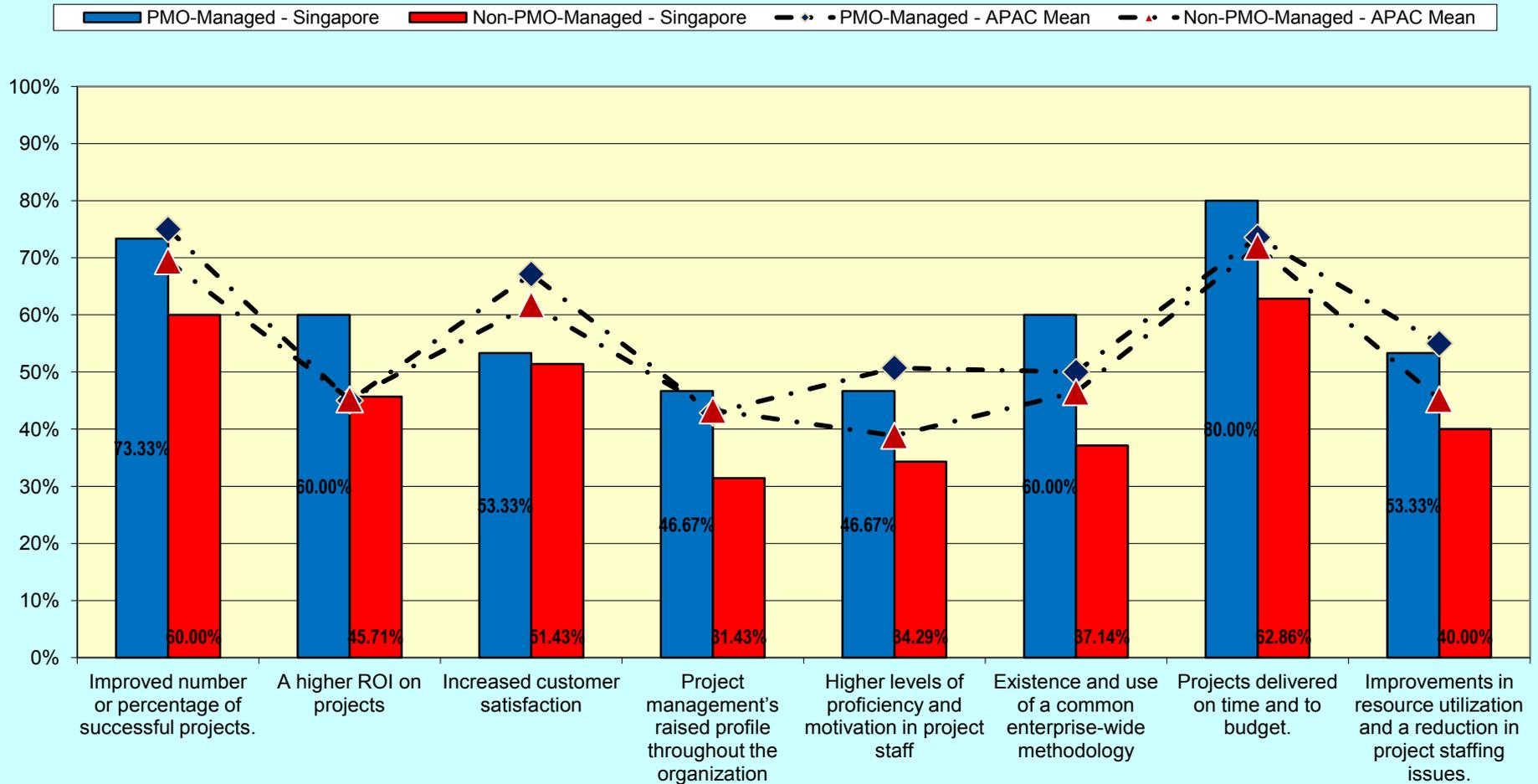
Does your PMO measure, and report formally on, its own effectiveness?

Yes No Don't know



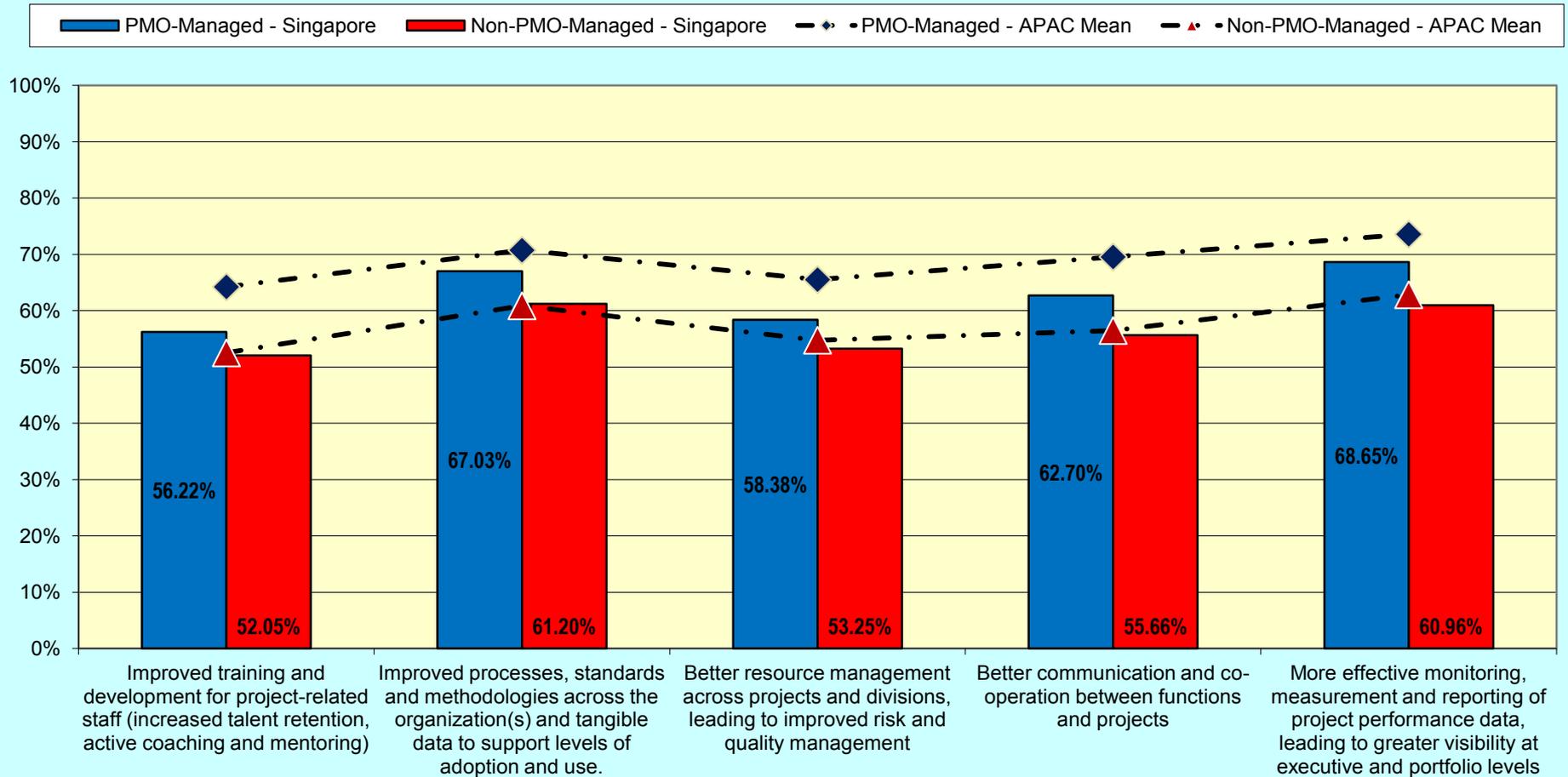
Data Used to Communicate PMO Effectiveness

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



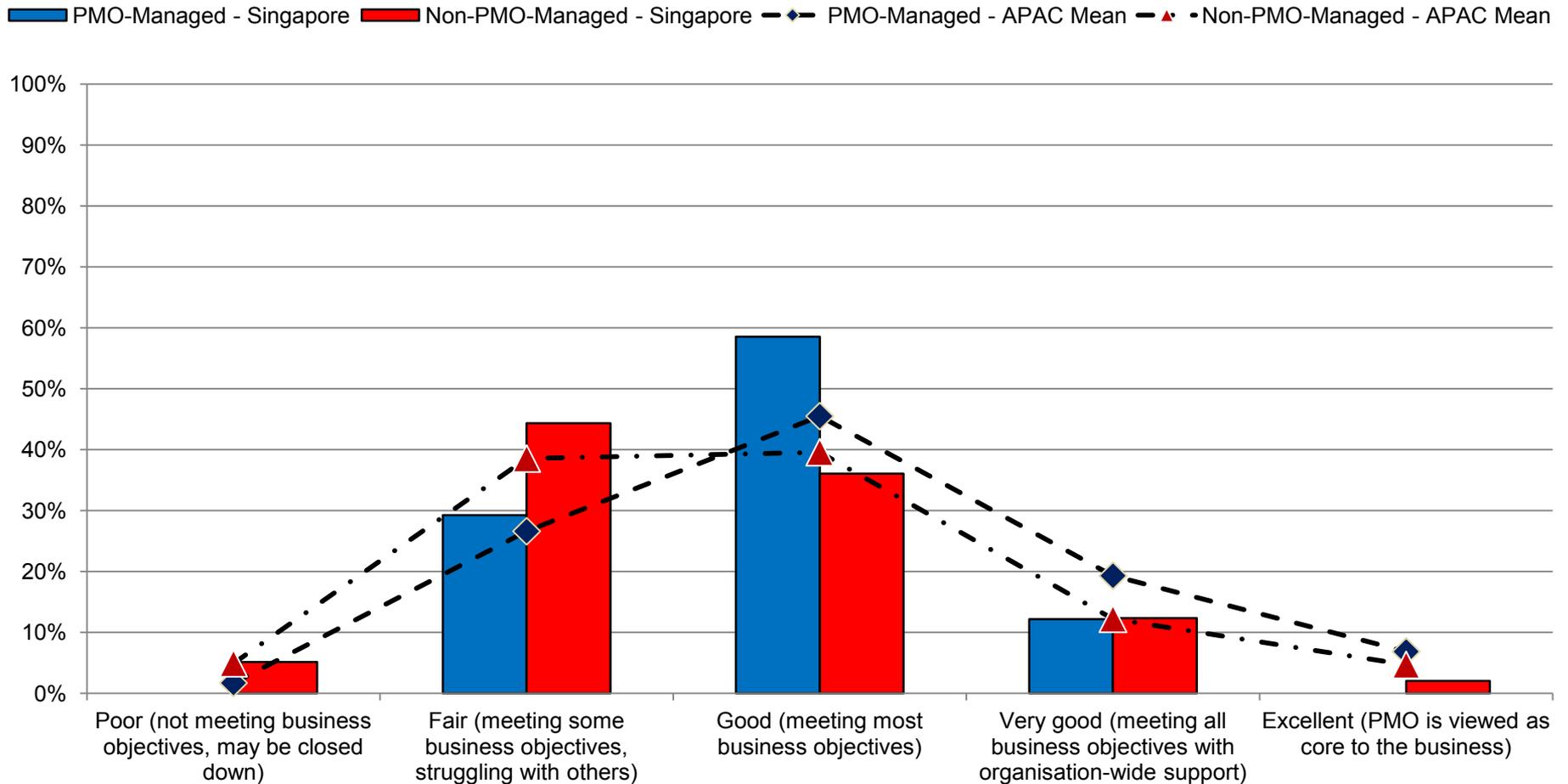
Improvements Attributable to PMO Involvement

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



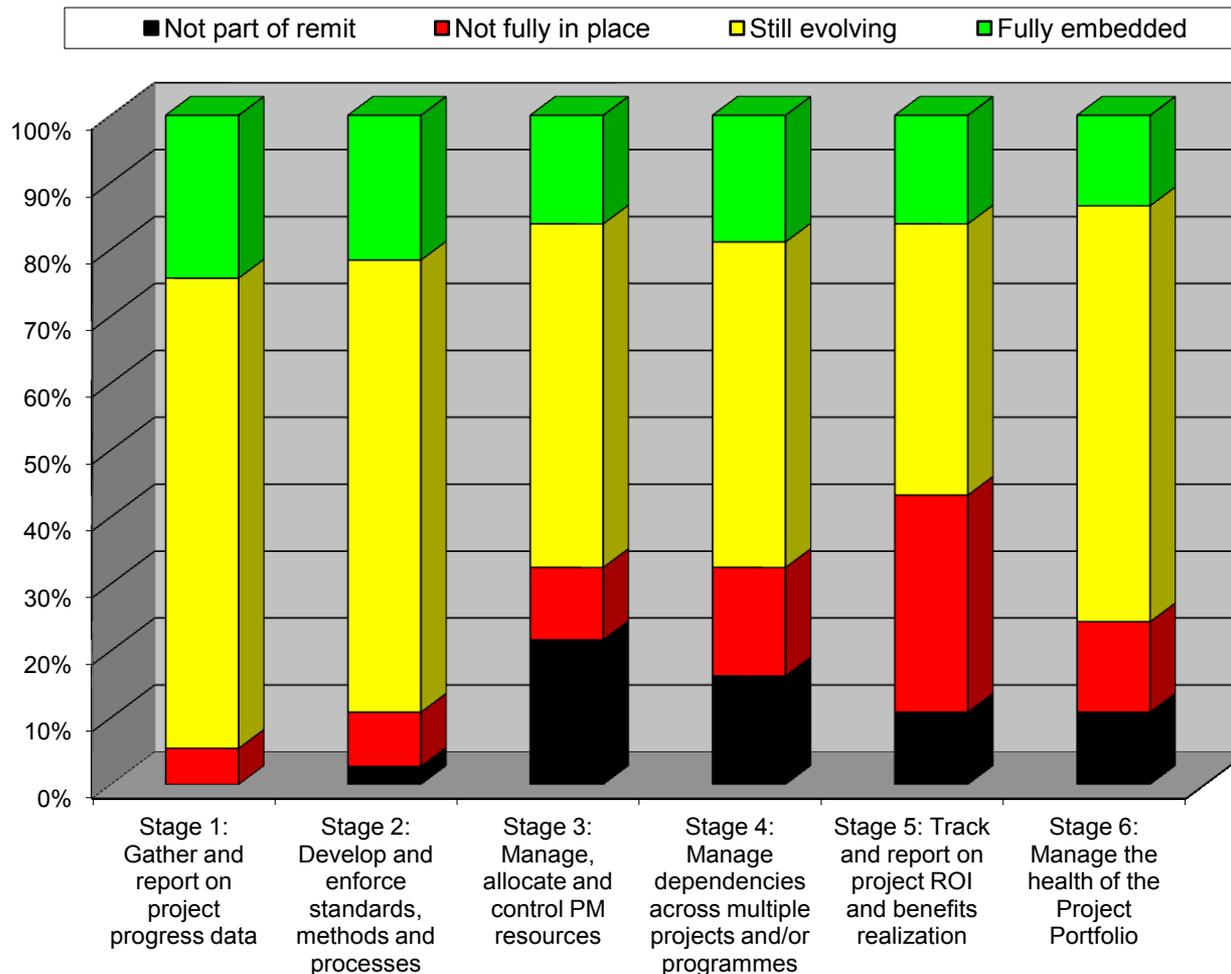
How Well Does the PMO Fulfil Its Role?

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

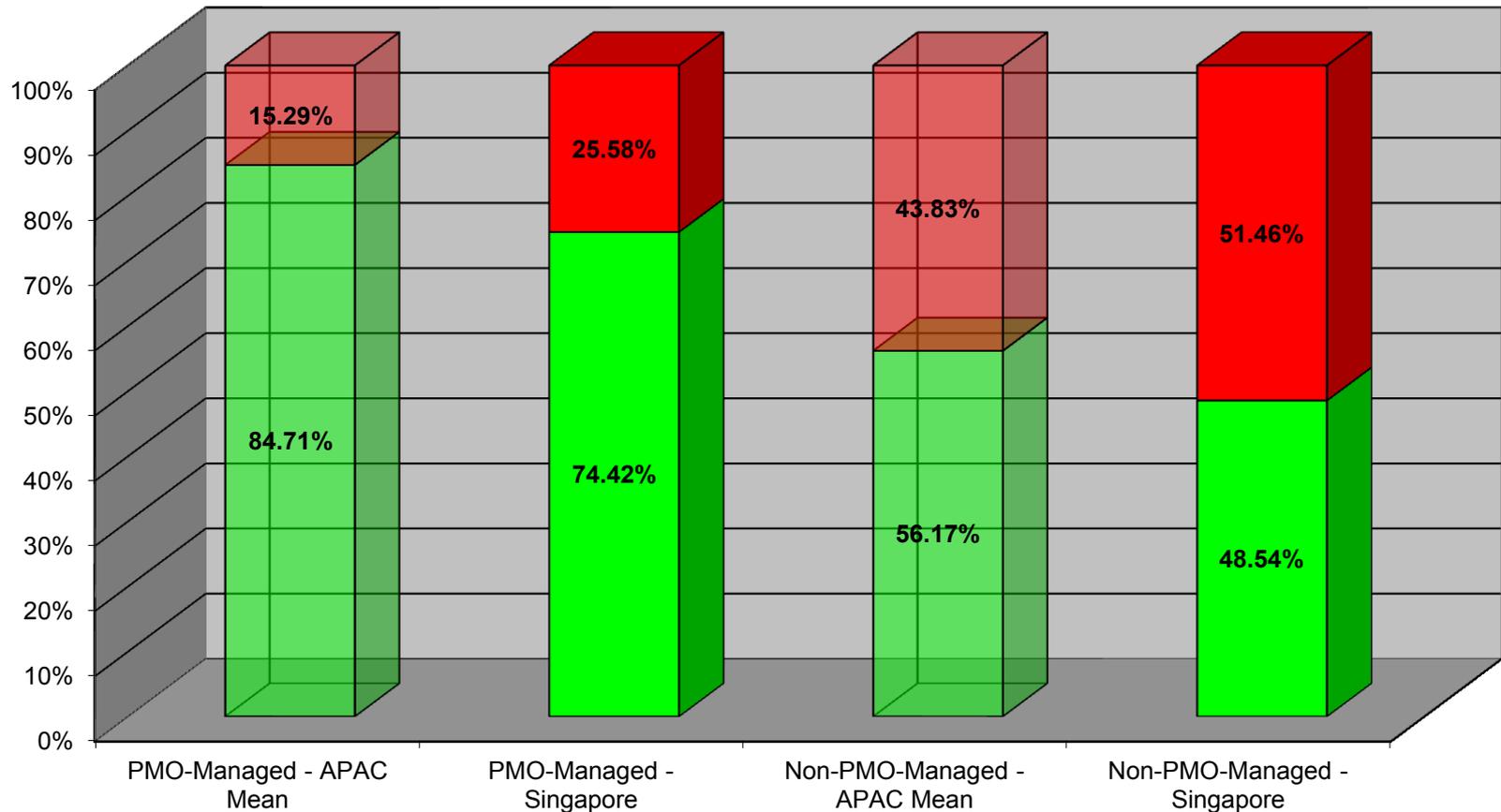
And the good news is.....



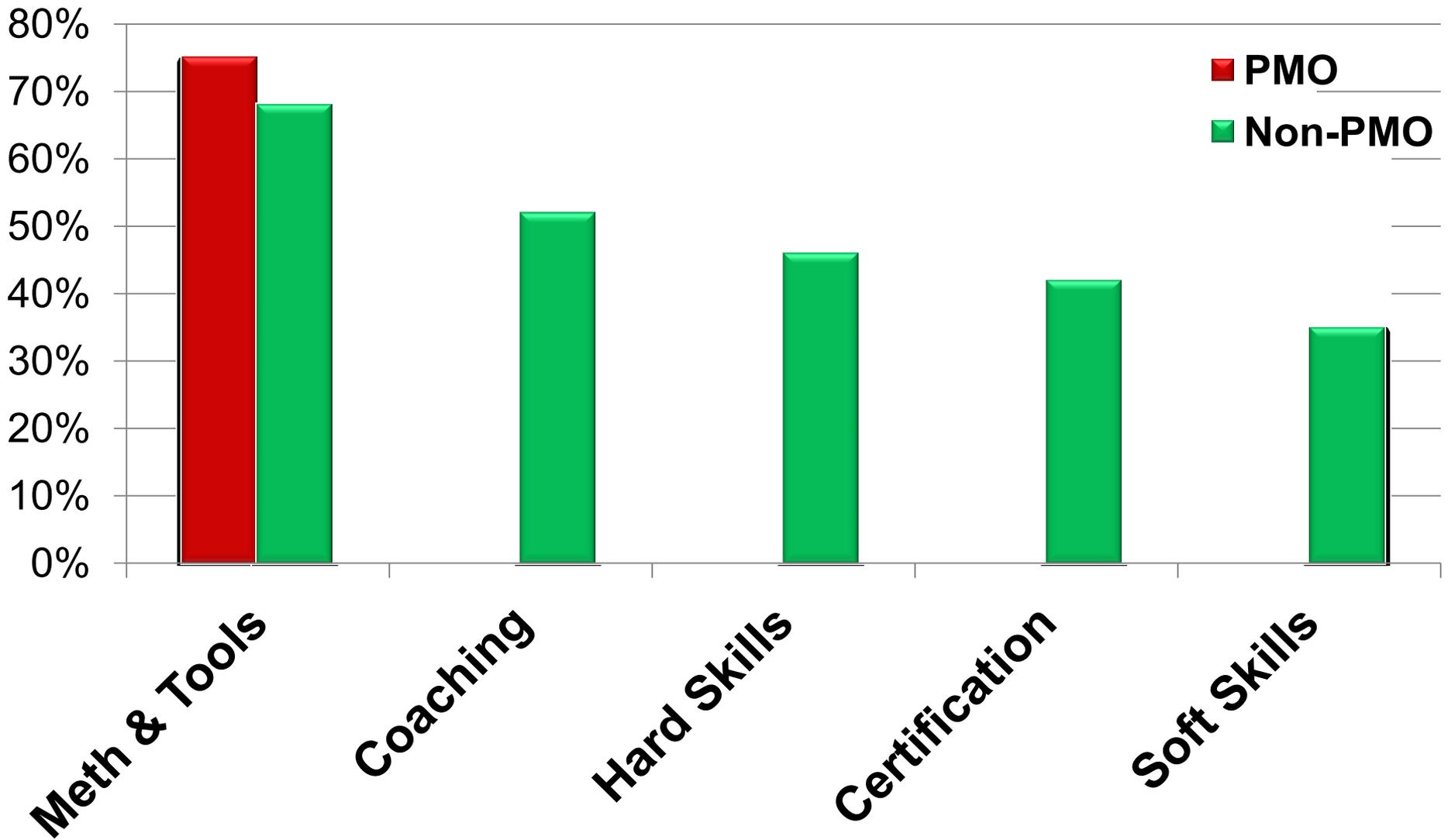
PMO Involvement in Training

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

Yes No

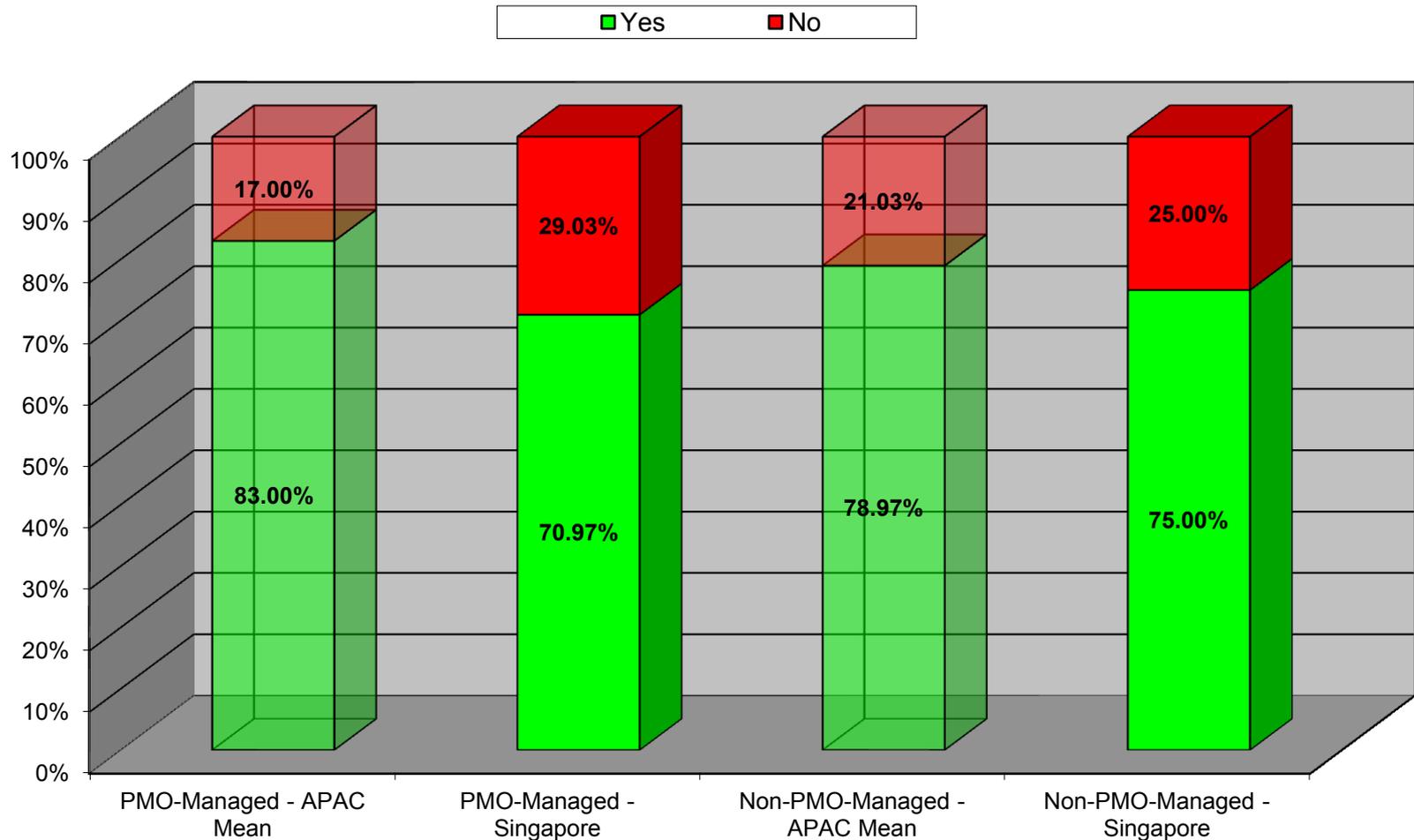


What type of “training” is provided?



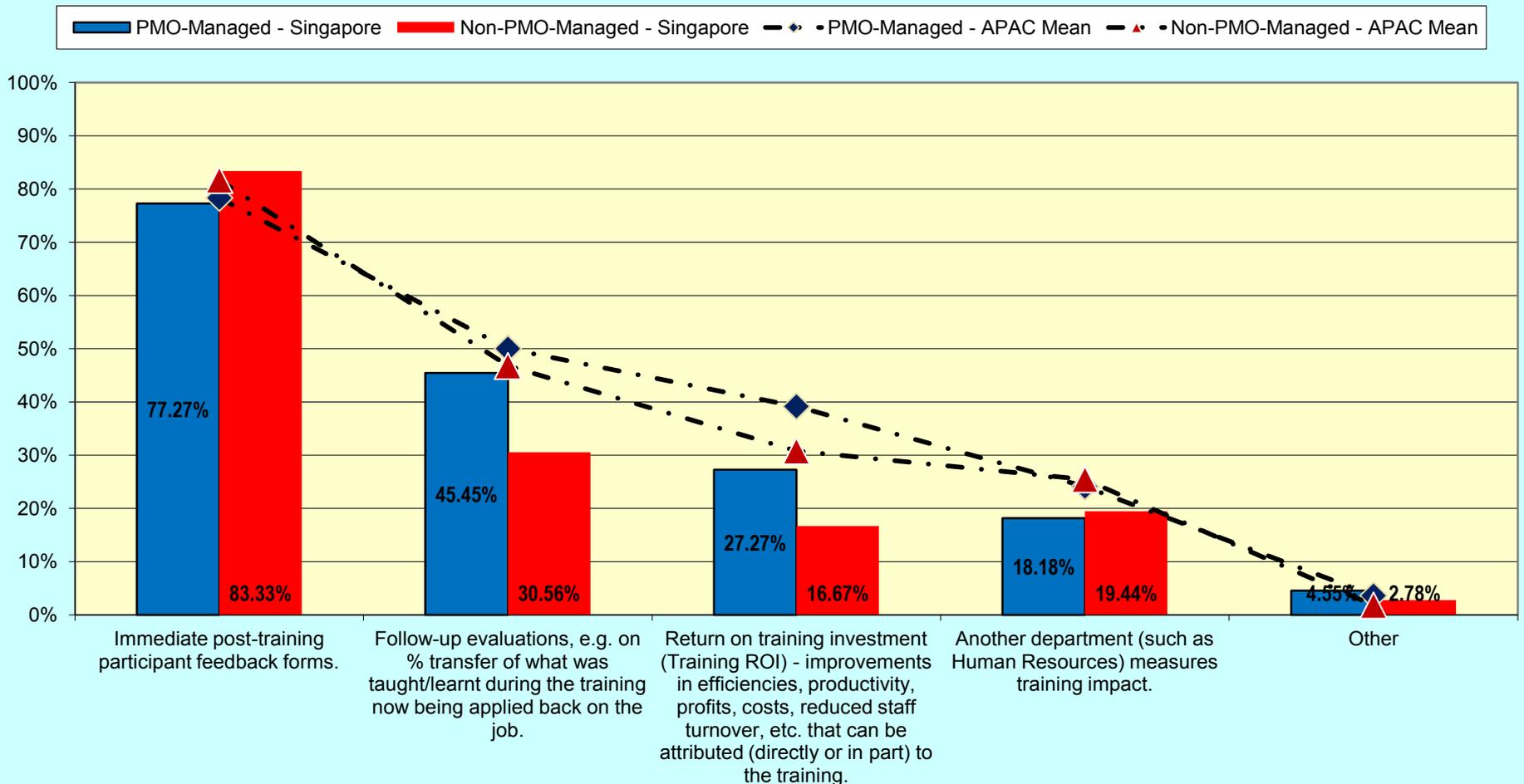
Measuring Training Impact

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

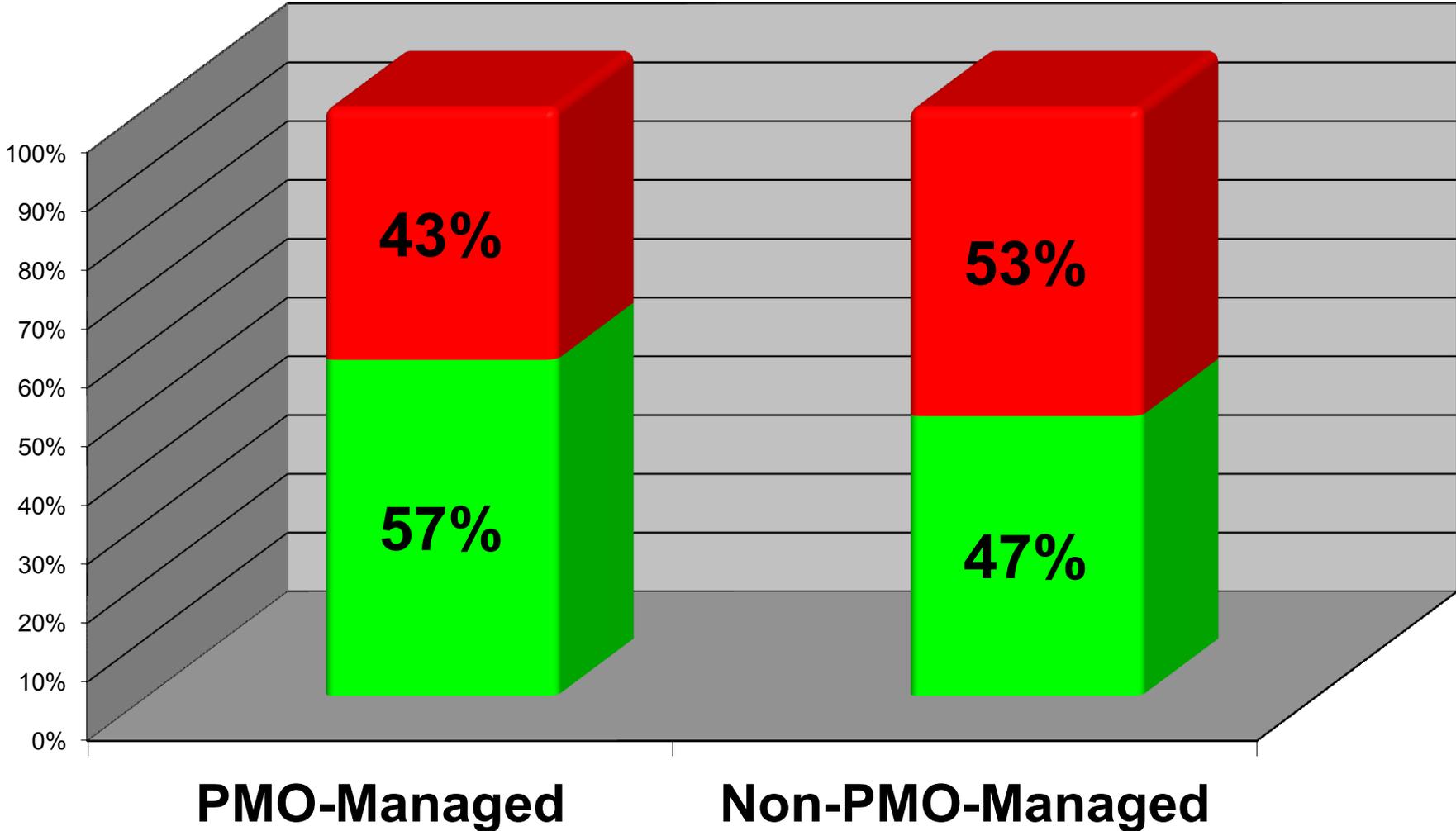
- More PMOs taking active role in training
- Training topics seem to align to PMO maturity level
- Incorporate soft skills training earlier in PMO maturity stage
- Better training measurement techniques needed.....dump the “smile” sheets
- Availability & uptake of training appears strong but.....



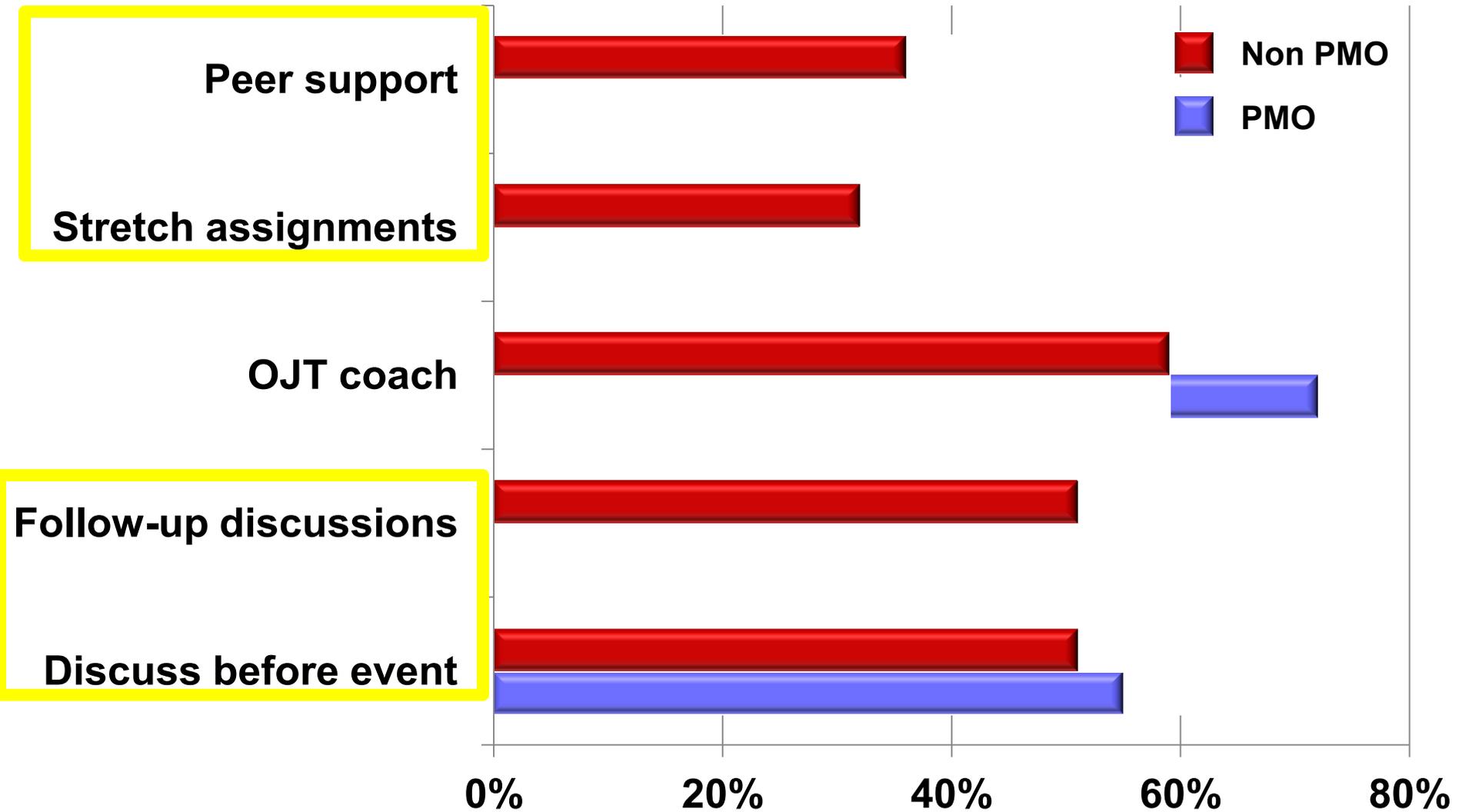
The impact of
sustainment on
PMO's value

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

■ Yes ■ No

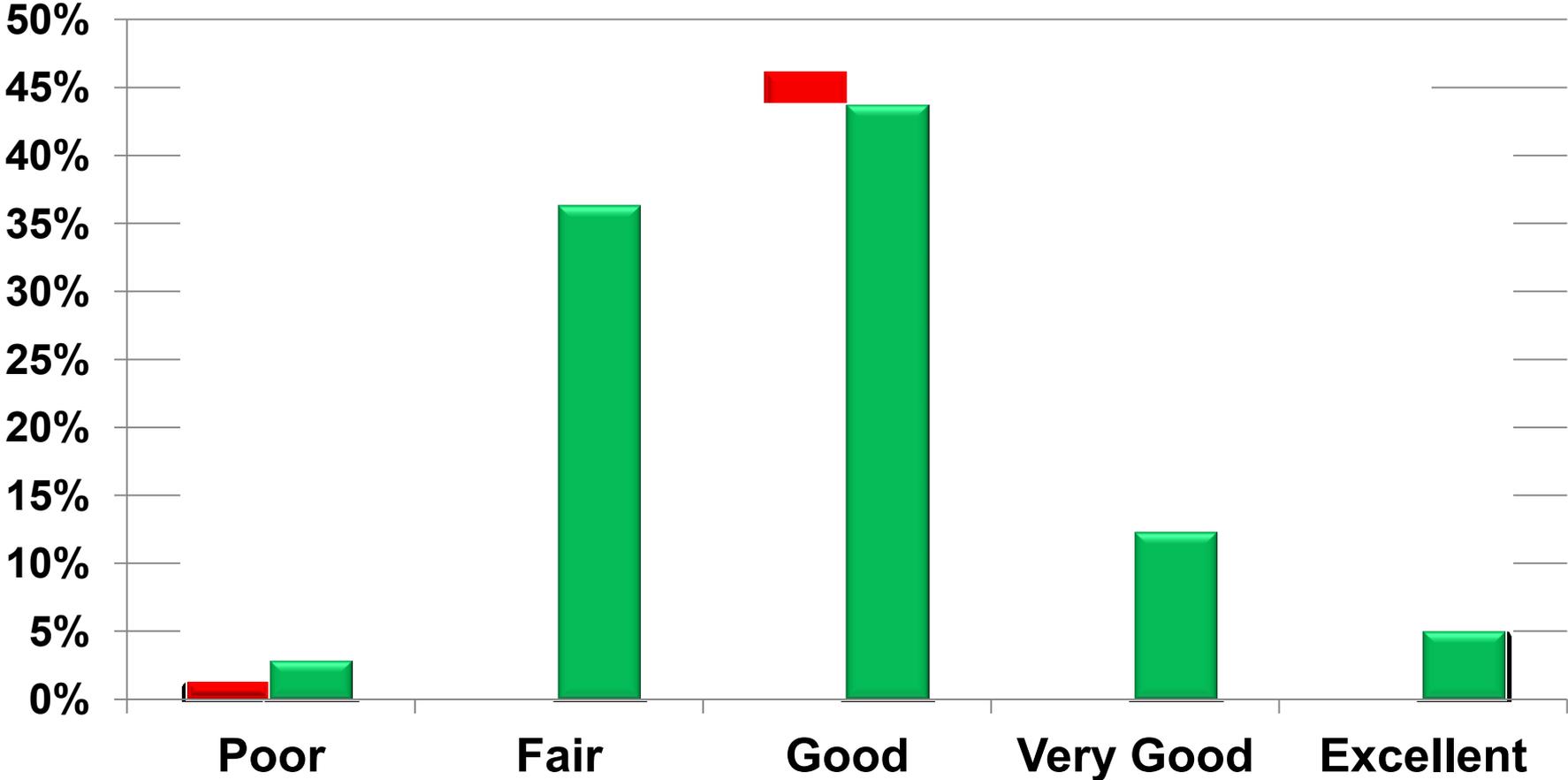


How is learning sustained?

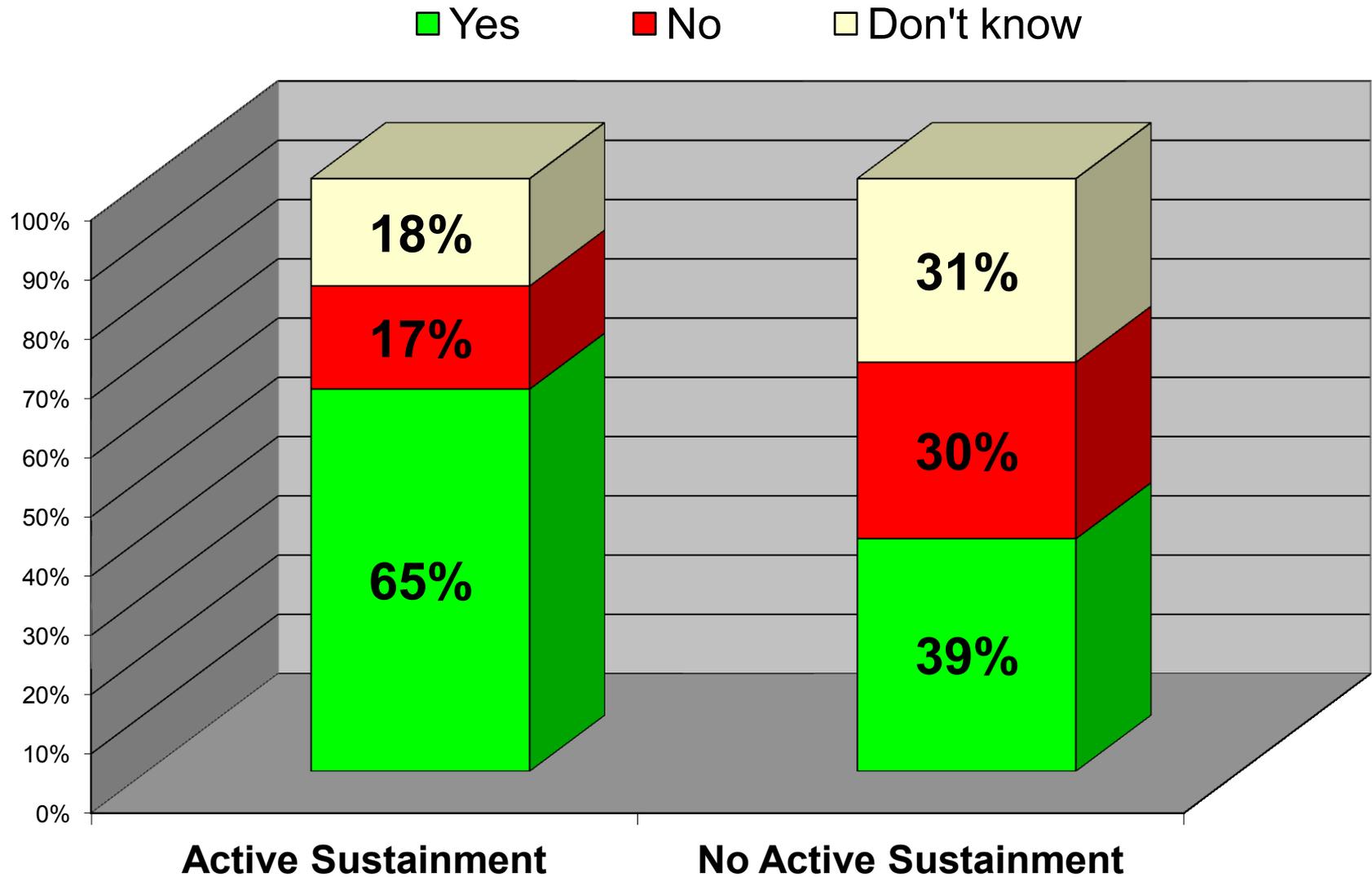


How well does the PMO fulfill its role?

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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