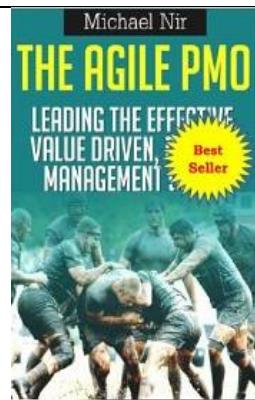


The Agile PMO by Michael Nir



The value driven PMO is easier said than done – but can be achieved through agile change leadership.

Michael Nir has been helping clients overcome business challenges and achieve their potential for over 15 years. He is author of bestsellers in the fields of Influencing, Agile, Teams and Leadership. His experience includes significant know-how in the telecoms, hi-tech, software development, petrochemical and R&D environments. He develops creative and innovative solutions in Agile project and product management, process improvement, leadership, and team building programs.



Quote... *"Tools, methodology, techniques, processes are all nice to have ... Value driven PMOs genuinely understand that they must continuously create, refine, and update the mapping of resource allocation in the organization"*

Sentiment Analysis... "useful and relevant" ... "A practical guide" ... "Great High Level View" ... "Short and Effective" ... "wisdom distilled in a very easy read" ... "excellent guide" ... "Easy and informative" ... "Great value" ... "Detailed"

What is it?... A short e-book advocating and explaining an approach to implementing Project Management Offices (PMOs) as change programs in companies. PMO's have become increasing prevalent as the structure to facilitate project management in business where delivering successful projects is key to success. The book is divided into three main sections offering first some background on the colossal failures of PMO's in the past. Then the author uses a case study to illustrates the problems and misdirections of value based PMOs. The third section outlines the recommended approach to constructing a value-adding PMO by employing Kotter's model.

Why is it worth reading?... To consider how a well functioning PMO is critical to the success of a business in terms of delivering internal and external projects, efficient consumption of scarce resources and offering flexibility in the face of constant change. To understand the difference between tactical, methodology and "project manager rest-home" PMO's. To consider how the best intentioned PMOs ultimately fail by focusing on tools & methodologies in an effort to show value. To learn how to use Kotter's model during rollout and implementation of a PMO. To consider using an Agile approach or Hybrid PMO models

How can you use it?... Learn Kotter's change leadership model – a systematic approach to achieving and promoting change by decomposing the change process into 8 phases...

1. Establish a sense of urgency
2. Create a coalition
3. Develop clear vision
4. Share the vision
5. Empower people to clear obstacles
6. Secure short-term wins
7. Consolidate and keep moving
8. Anchor change

... and not just for PMOs, use in your personal life to manage and lead changes you want to make

What if... the specific goal of each PMO is to create value? What if...your PMO could create value by enabling educated fact-based decisions regarding resource allocation across projects, programs and portfolios? What if...a PMO first emphasised people before methodology, process and tools? What if...you could learn from over 20 years of accumulated experience of PMOs to ensure that you don't make the same mistakes? What if...your PMO created value by helping your organisation decide where to invest its resources for the optimal return on investment? What if...your PMO is about changing resource management?

Thimbler comment... a much needed fresh perspective on the much talked about PMO – offers insights on why projects fail? – and offers an alternative approach on how we can do better... BC