

PO/PMO/EPMO – you've got to have teeth!



AIPM Victorian Forum

Mike Pepperell, CEO Planpower

30 August 2007

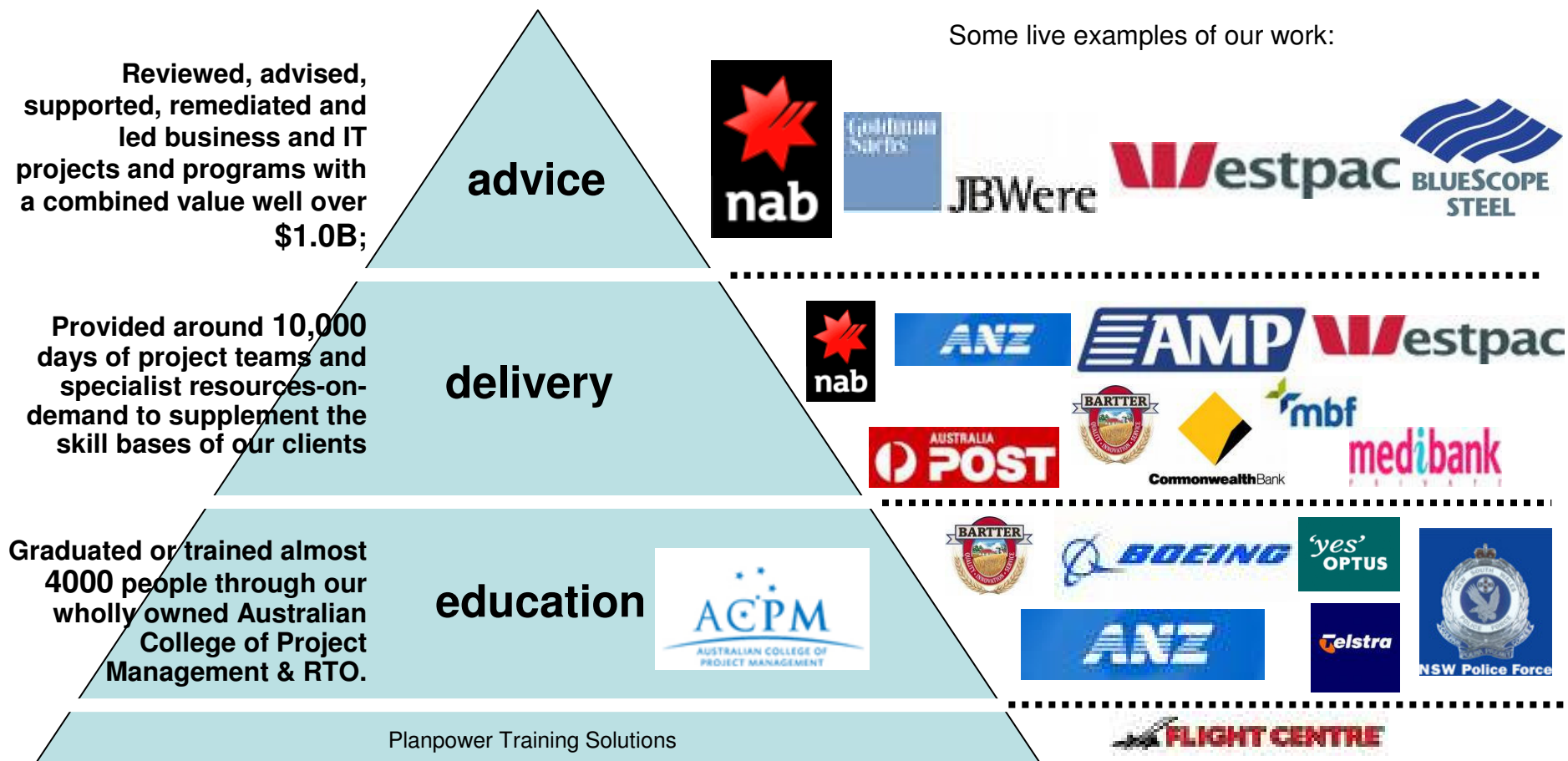
PLANPOWER
a uxc company

How can you fight project monsters, without teeth?



Planpower – who we are and what we do....

Australia's leading project management company



What gives a PMO teeth?

1. CEO Sponsorship
2. Business outcome focus
3. Business buy-in
4. Structural authority
5. Solution orientation
6. Clear, crisp, consistent communication
7. Commercial savvy
8. Balance between big picture and devil in the detail
9. Project, program and portfolio management experience
10. Respect

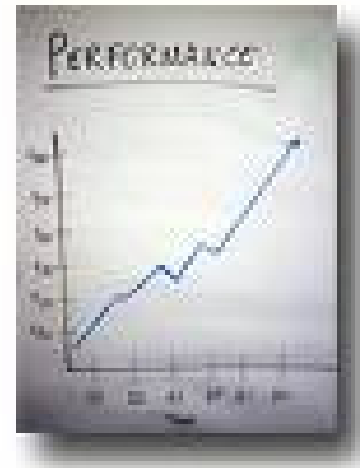
1. CEO Sponsorship

- Active
- Takes cues
- Drives Executive accountability
- Creates transparency and a sense of reality



2. Business outcomes focus

- Never lose sight of the end game
- Balance project & program needs with business needs
- Is this investment going to pay off?



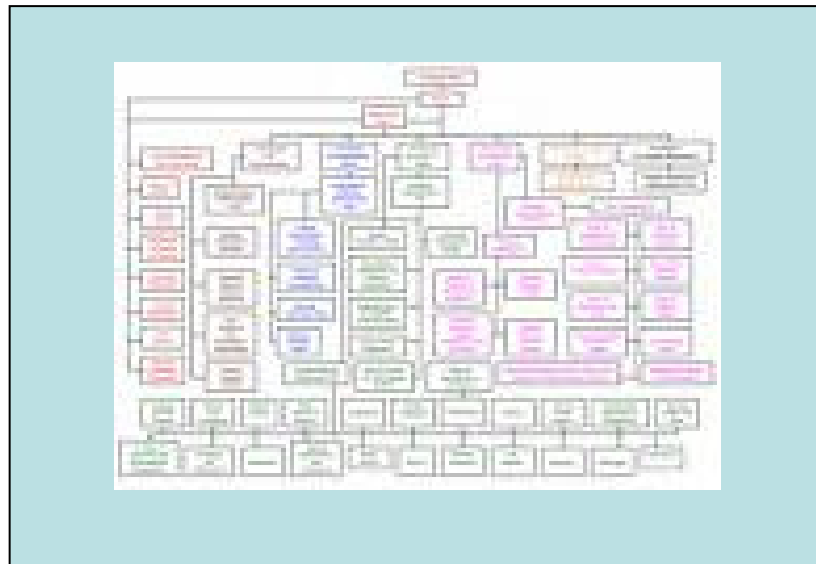
3. Business buy-in

- There's no point without it!
- Listen
- Respond
- Get involved!



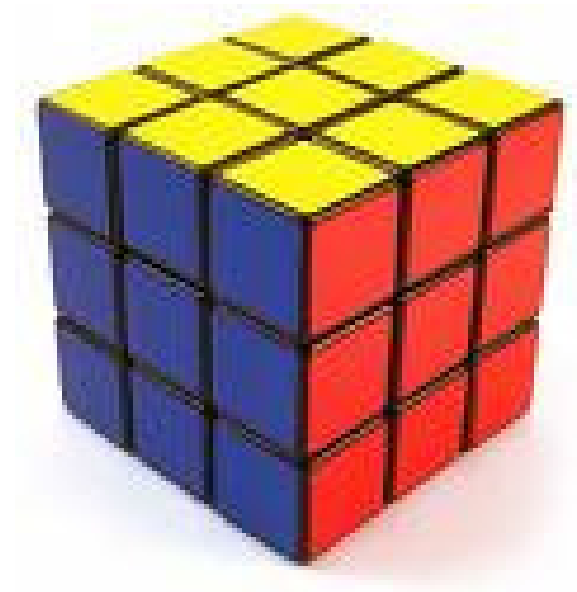
4. Structural authority

- Senior peers
- Reporting lines
- At the executive table



5. Solution orientation

- Don't just report issues and risks!



6. Clear, crisp, consistent communications

- Five page updates
- Consistent format and flow
- Reusable up and down the line



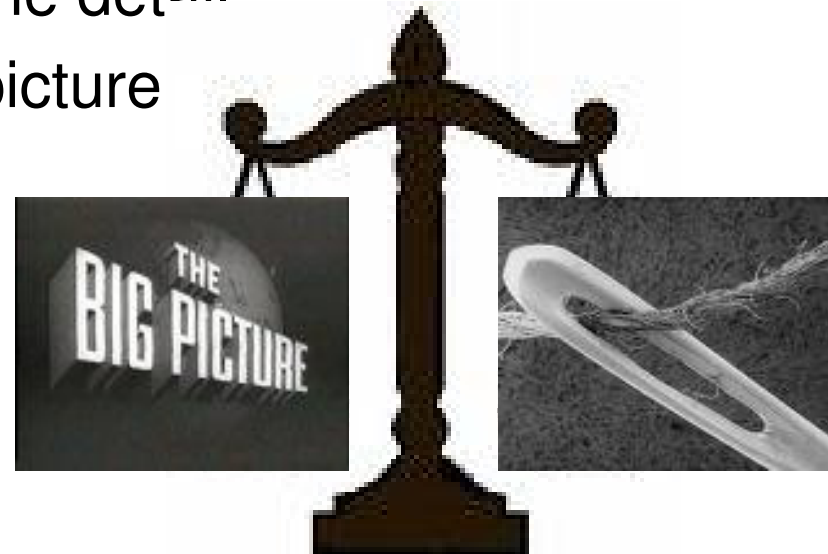
7. Commercial savvy

- Nine times out of ten this is what it's about!
- Driving benefit realisation is fundamental
- Controlling funds is critical
- Investment focus



8. Balance between the big picture and the devil in the detail

- Understand the big picture
- Help paint the big picture
- Respect and appreciate the detail
- Link the detail to the big picture



9. PPM experience and competency development

- Project, Program, Portfolio
- Build it, share it, extend it
- But, it counts for nothing, without points 1 to 8!



10. Respect

- Respect is earned
- Points 1 to 9 enable it



It's all about leadership versus management

With teeth

LEADERSHIP

Act

Decide

Consult

Highlight

Challenge

Summarise

Resolve

Without teeth

MANAGEMENT

Ask

Defer

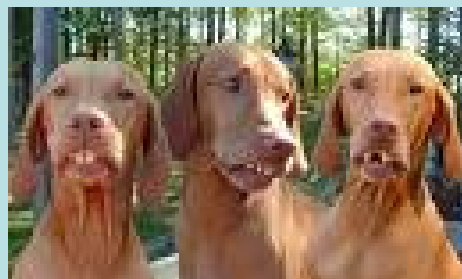
Contrive

Hide

Chasten

Saturate

Report



PO/PMO/EPMO

You've gotta have teeth to tackle the 'Budget Muncher'!



PlanPower
a uxc company