



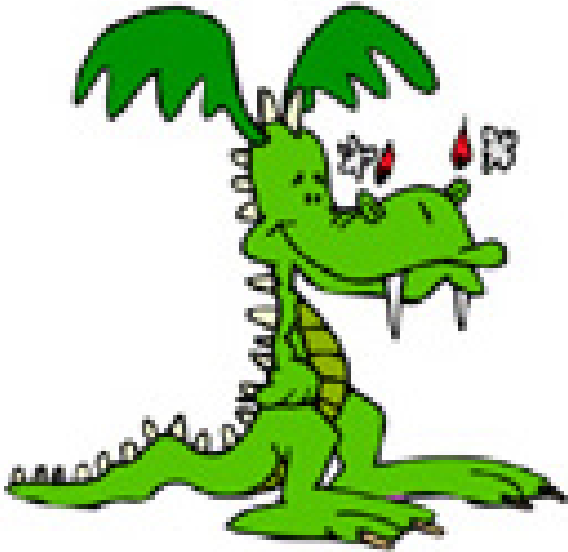
On Bunyips, Successful PMOs and Other Mythical Creatures

Learning from Practical Experiences in non-performing Program Management Offices

2008 NATIONAL AIPM CONFERENCE

What is a Bunyip?

BEWARE OF BUNYIPS!



Bunyips are dangerous Australian animals that live and around waterholes.

No-one really knows if they exist, or have ever existed....

What is a PMO?

BEWARE OF P.M.O.s!

PMOs are reportedly large offices that live in and around major portfolios of projects.

No-one really knows if a successful PMO exists, or has ever existed

Program Management Organisation?

Project Support Office?

Portfolio Management Office?

A review of experiences with non-performing PMOs

In this presentation, I will provide insights and an action plan based on my experiences in establishing PMOs. In particular, I will seek to answer the following questions:

- *Do successful PMO's exist, or are they just a myth?*
- *What drives PMO performance?*
- *What can be done to avoid failure*

Do successful PMOs exist? Or is it just a myth?

Some survey results:

PMI 2007 white paper analysing the current state of play

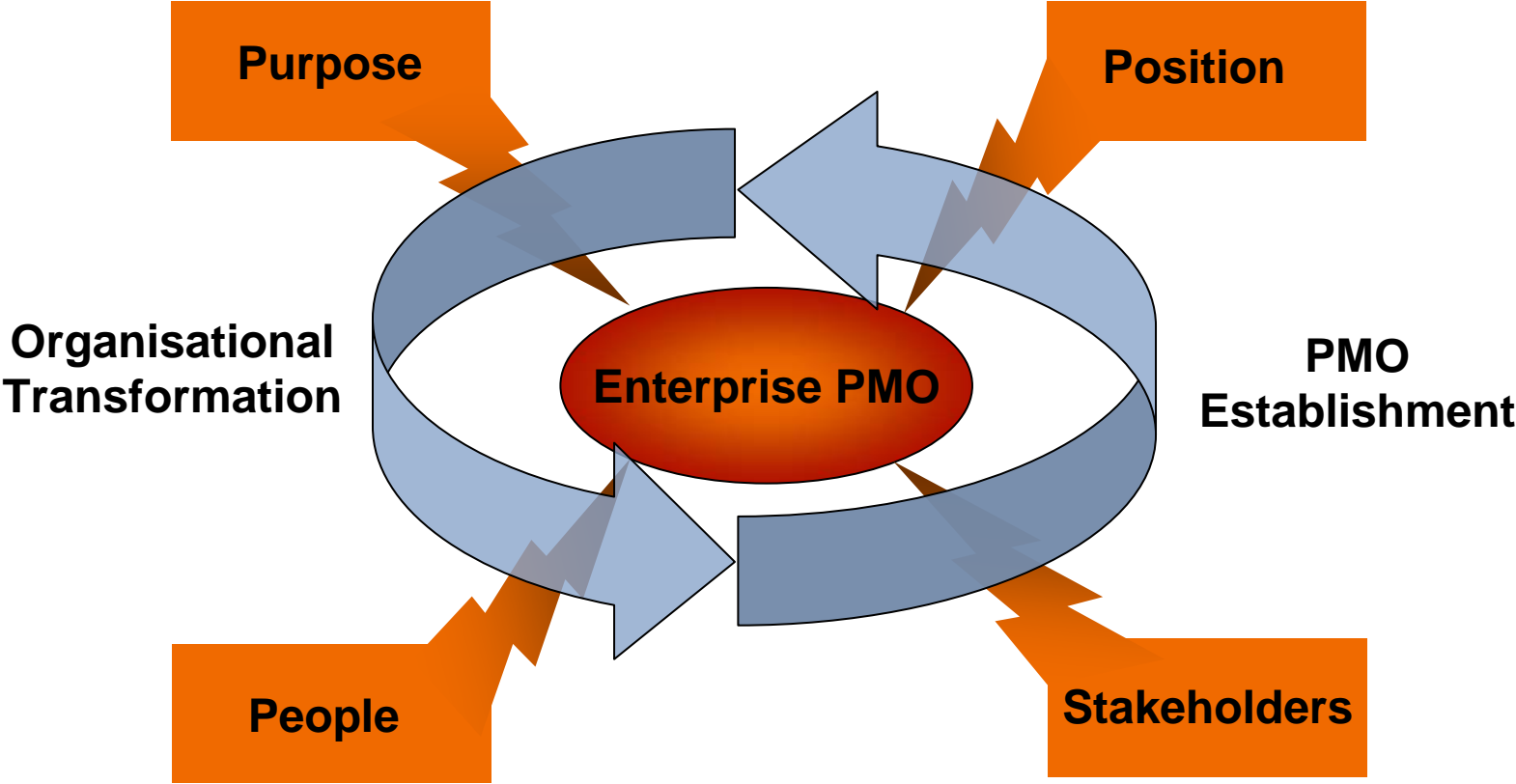
KPMGs 2005 Global IT Project Management Survey

2007 UniSA Research



The reality is darker – survey results are positively biased...

Elements of PMO Success



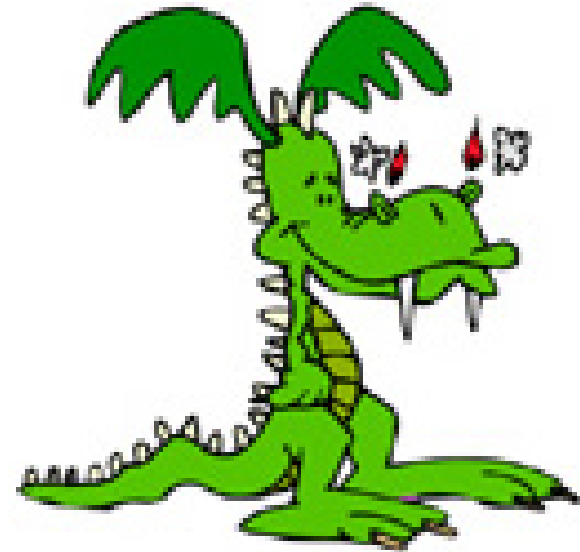
Why are successful PMOs rare?

Kotter (Jan 2007 in HBR) identified eight errors in transformation management that are worth considering:

- Lack of a sense of urgency
- Failure to create a powerful guiding coalition
- Lack of a vision
- (Gross) under-communication of the vision
- Not removing obstacles to the vision
- Not planning for, creating and celebrating quick wins
- Declaring victory too soon
- Change not anchored in the organisational culture

Making the myth a reality

- Establish Purpose
- Confirm executive buy-in
- Resource PMO
- Establish performance metrics
- Develop and advertise engagement model
- Engage with business
- Review



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