



What executives really want from their PMO

...and how to give it to them!

UNIVERSITY OF
MARYLAND

20
24

Stuart
Easton





SERIOUS



DUCKS!

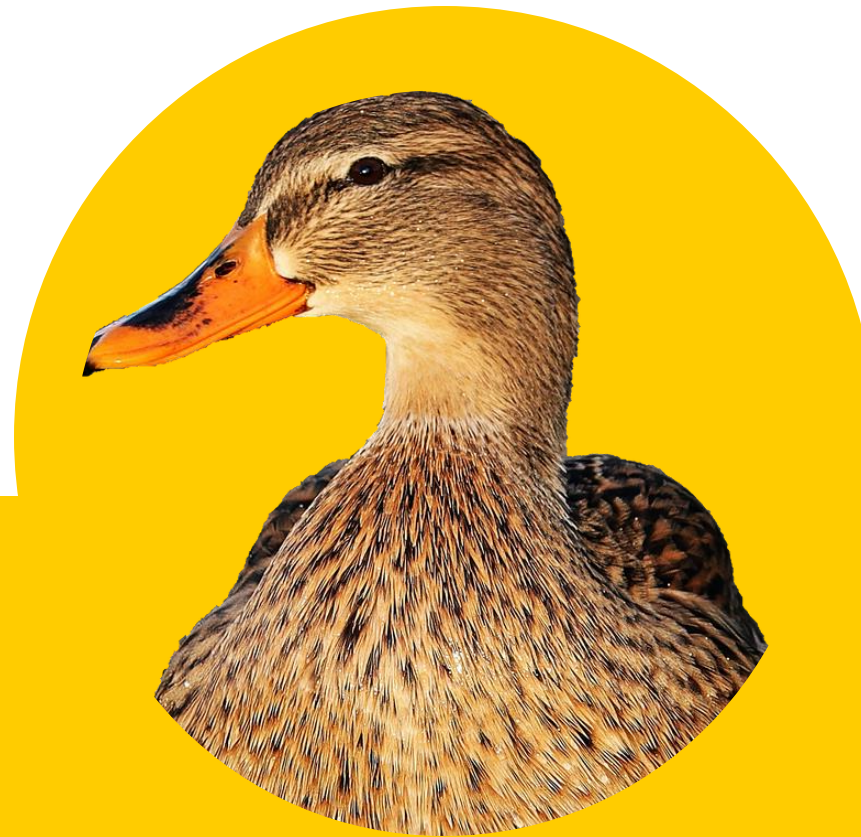




CEO of one of the world's biggest oil and gas companies...

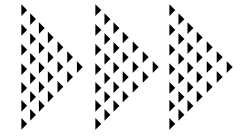


I don't care if it's a boy
duck, or a girl duck...



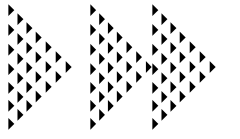
I just want eggs!





Execs only care about outcomes





Egg-secs

~~Execs~~ **only care
about outcomes**



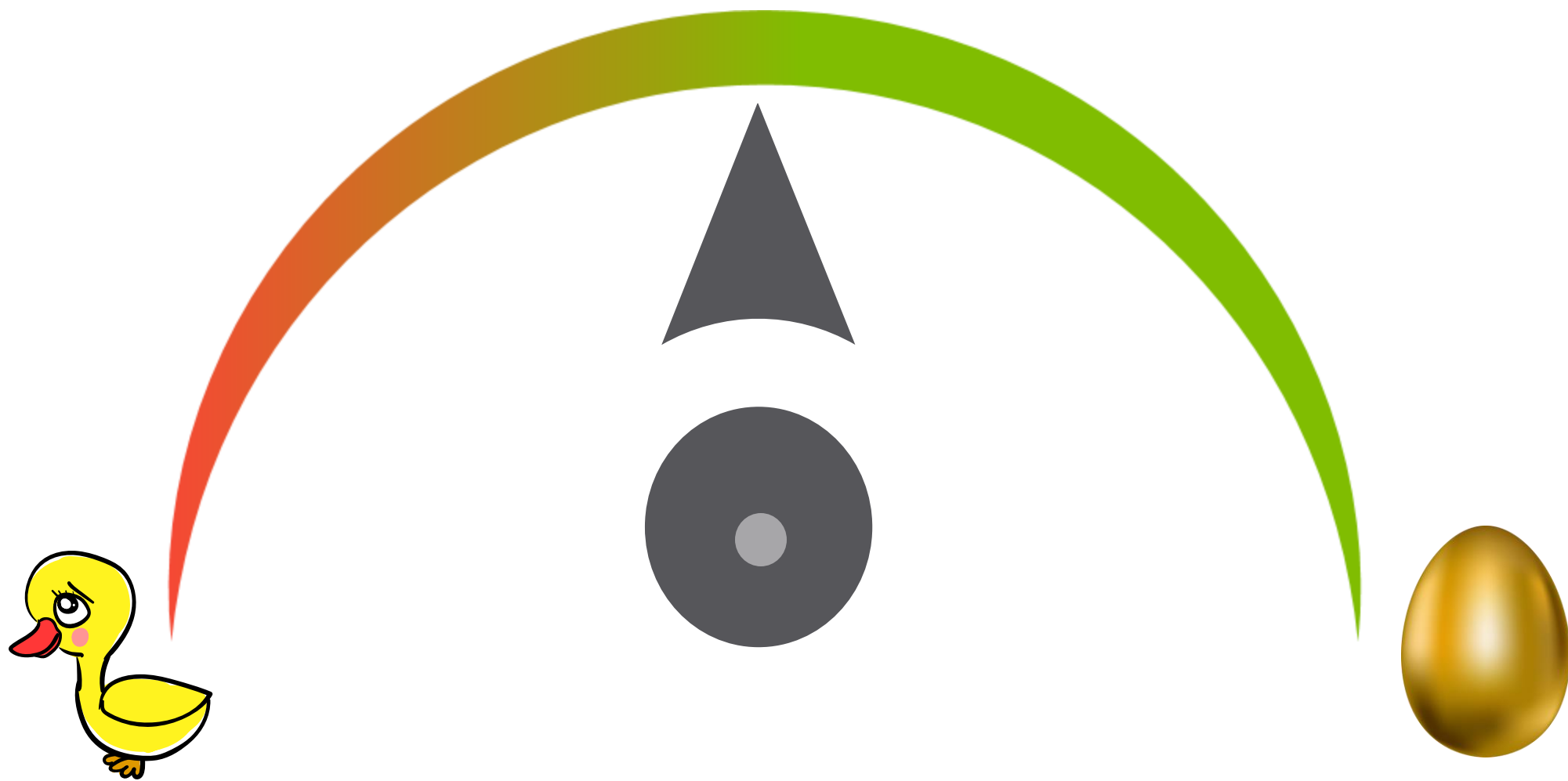
Big idea:

2x

the ROI from your
portfolio



The Return-o-matic



“What does the PMO actually DO?”

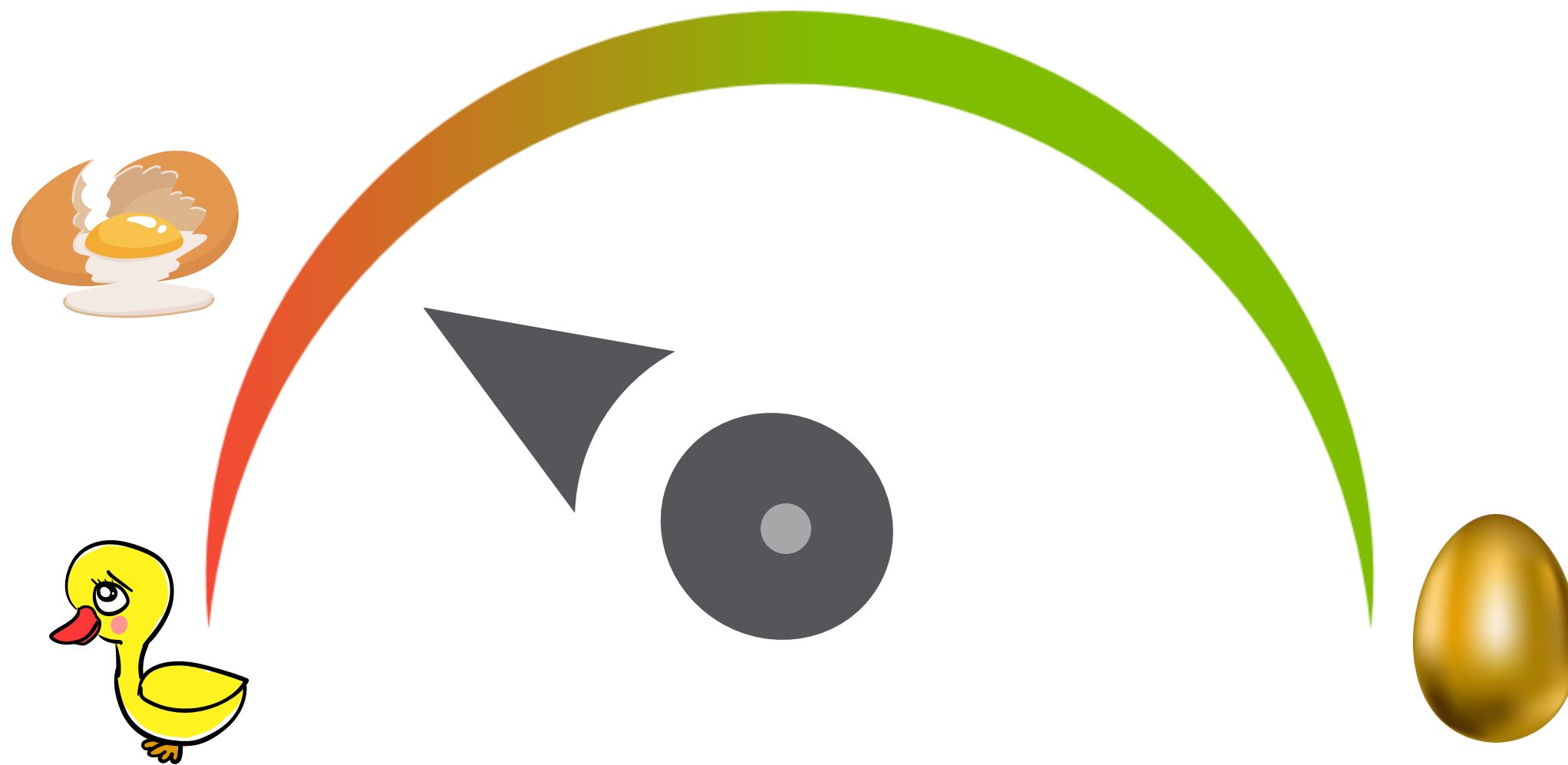
“We couldn’t operate without our PMO!”





Where are we as an industry?

49% of projects unlikely to meet business goals



“What does the PMO actually DO?”

“We couldn’t operate without our PMO!”

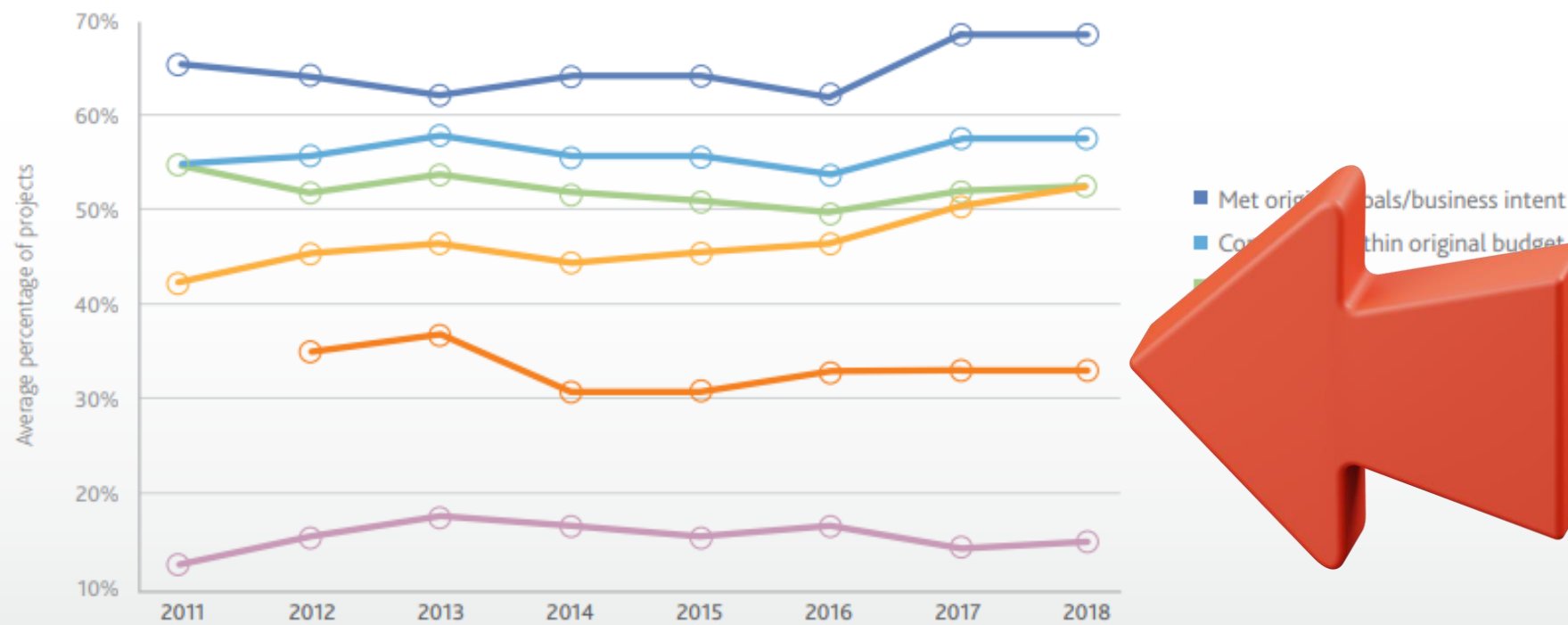




- ○ ○
- ○
-

Project failure rates are too high!

Figure 6: Project Performance Metrics



Failed, budget
lost!





6 OR 7
OF YOUR
JOURNEYS TO
WORK EVERY
MONTH

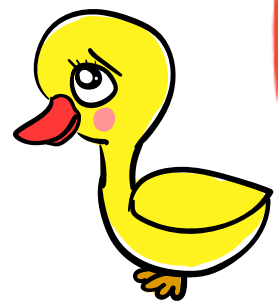


**END
LIKE
THIS**

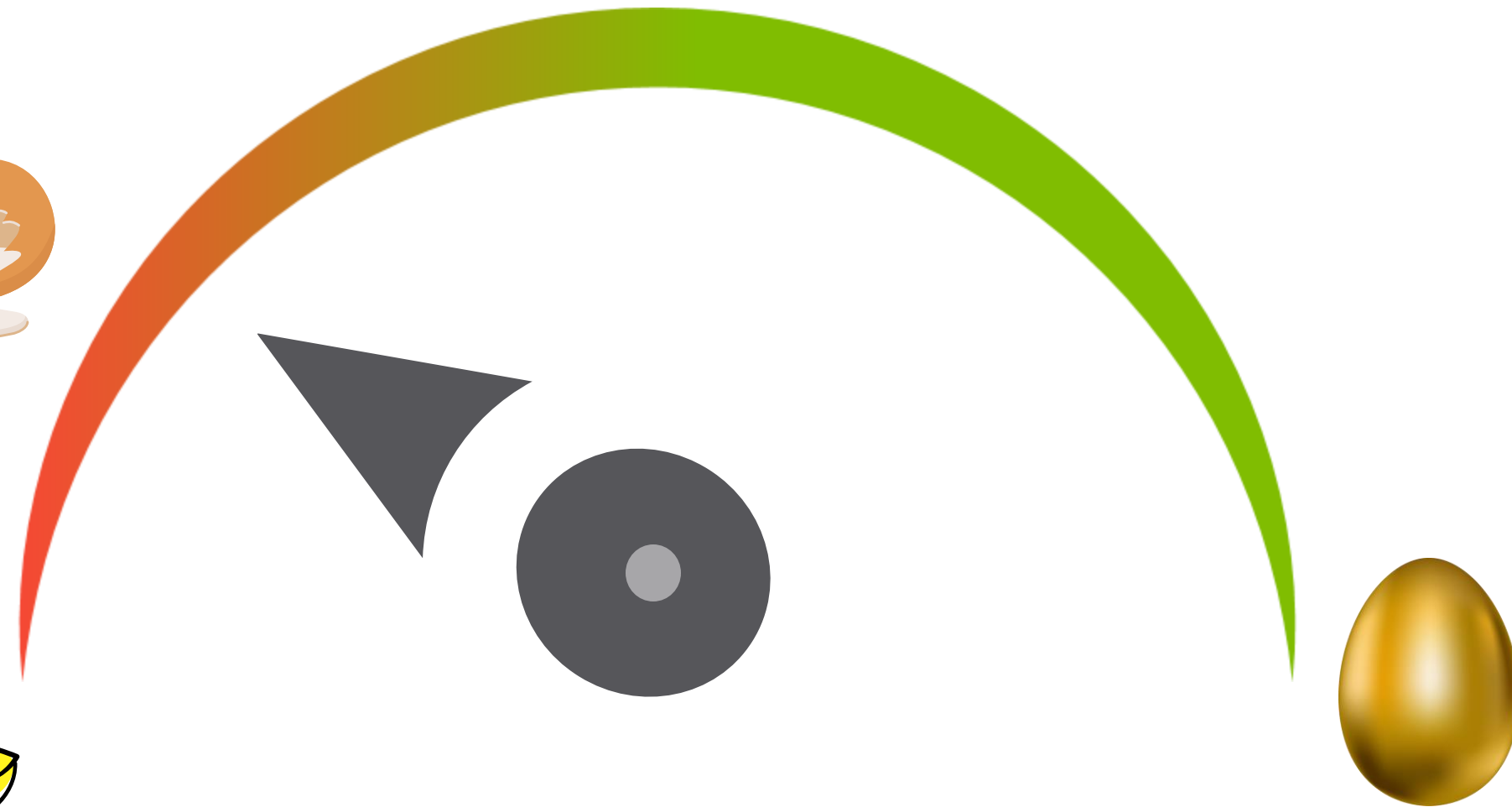


Where are we as an industry?

49% of projects miss business goals



“What does the PMO actually DO?”

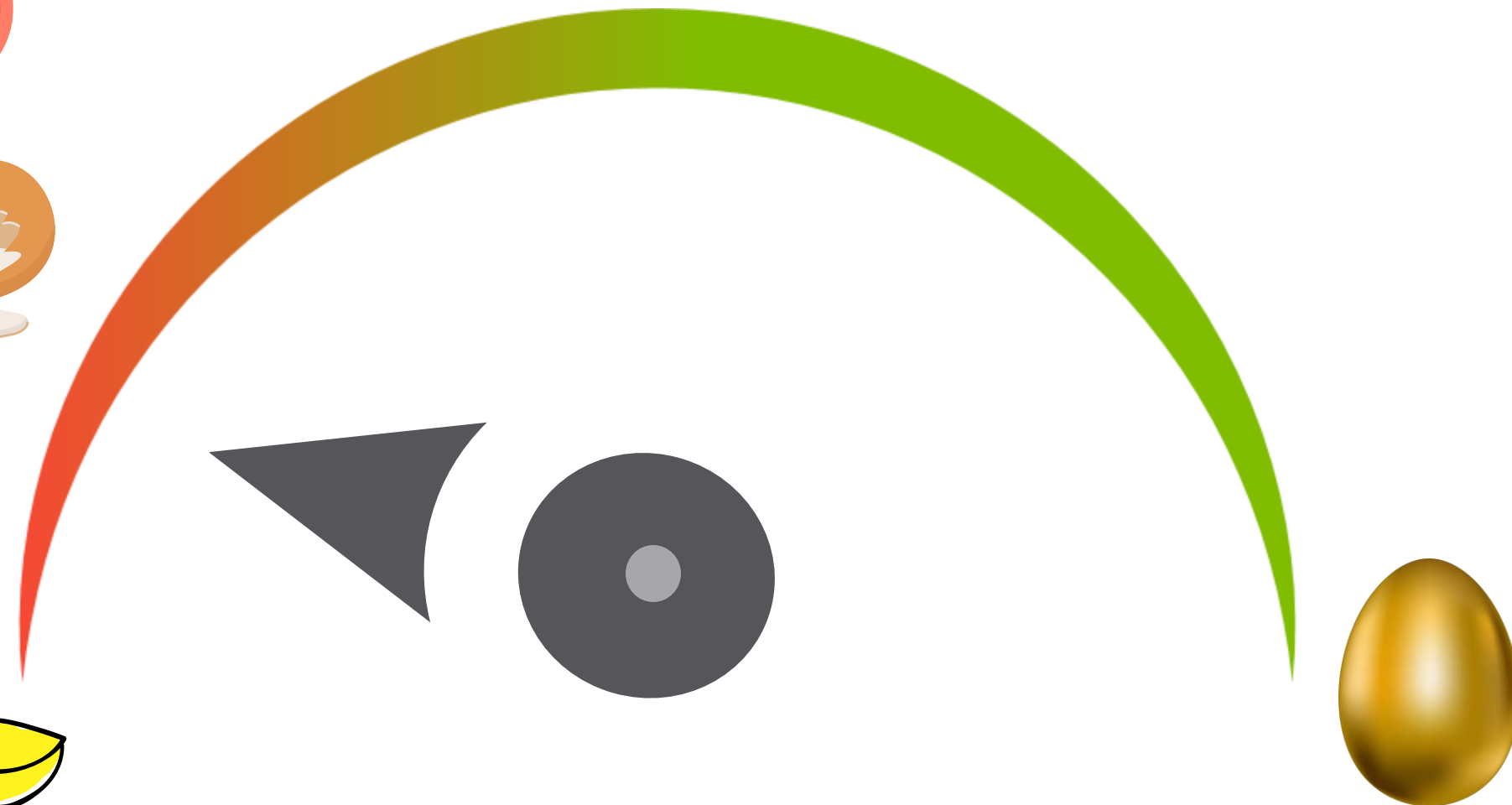
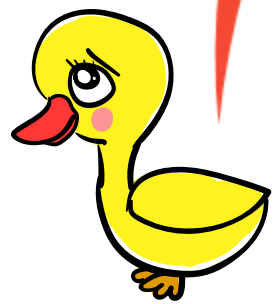


“We couldn't operate without our PMO!”





Where are we as an industry?



49% of projects miss
business goals

58% of projects are late

“What does the PMO
actually DO?”

“We couldn’t operate
without our PMO!”





Where are we as an industry?



49% of projects miss business goals

58% of projects are late

60% of projects are over budget

“What does the PMO actually DO?”

“We couldn’t operate without our PMO!”





Where are we as an industry?



“What does the PMO actually DO?”

“We couldn't operate without our PMO!”





Where are we as an industry?



“What does the PMO actually DO?”

“We couldn’t operate without our PMO!”



Do-able?

2X

the ROI from your
portfolio



-
-
-
-
-

Mike Hannan

ToC / project flow wunderkind!

State gov't, 700 person IT org
2x in one year
3x in 18 months

Telecom, 6,000 person IT org
2x in 1 year
3x in 2 years

.....



Mike Hannan
CEO, Fortezza Consulting





Surprise!

the path to

2x

is not what you
think... probably



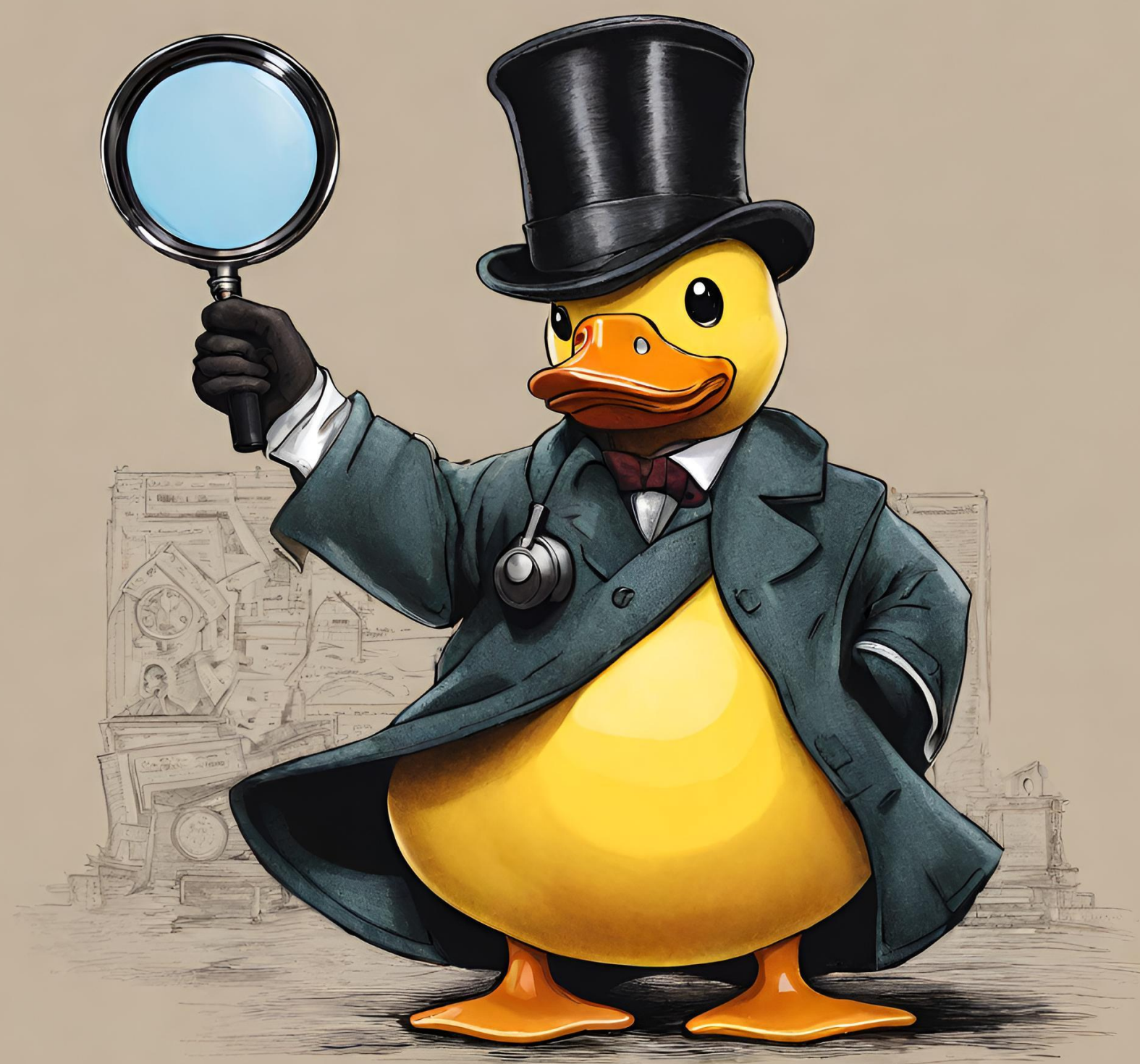


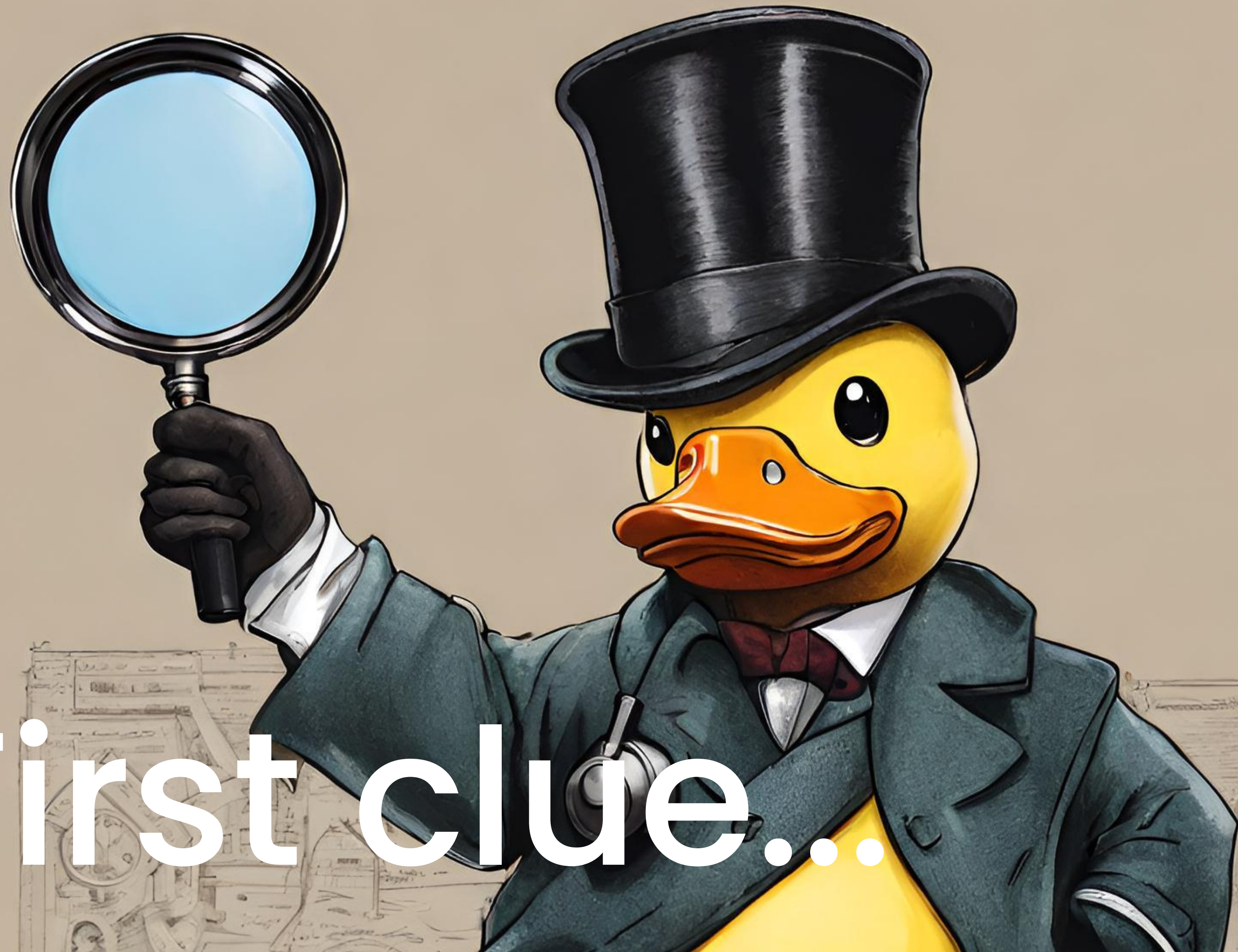
Introducing the
world-famous
duckteative...





Sherduck Holmes!





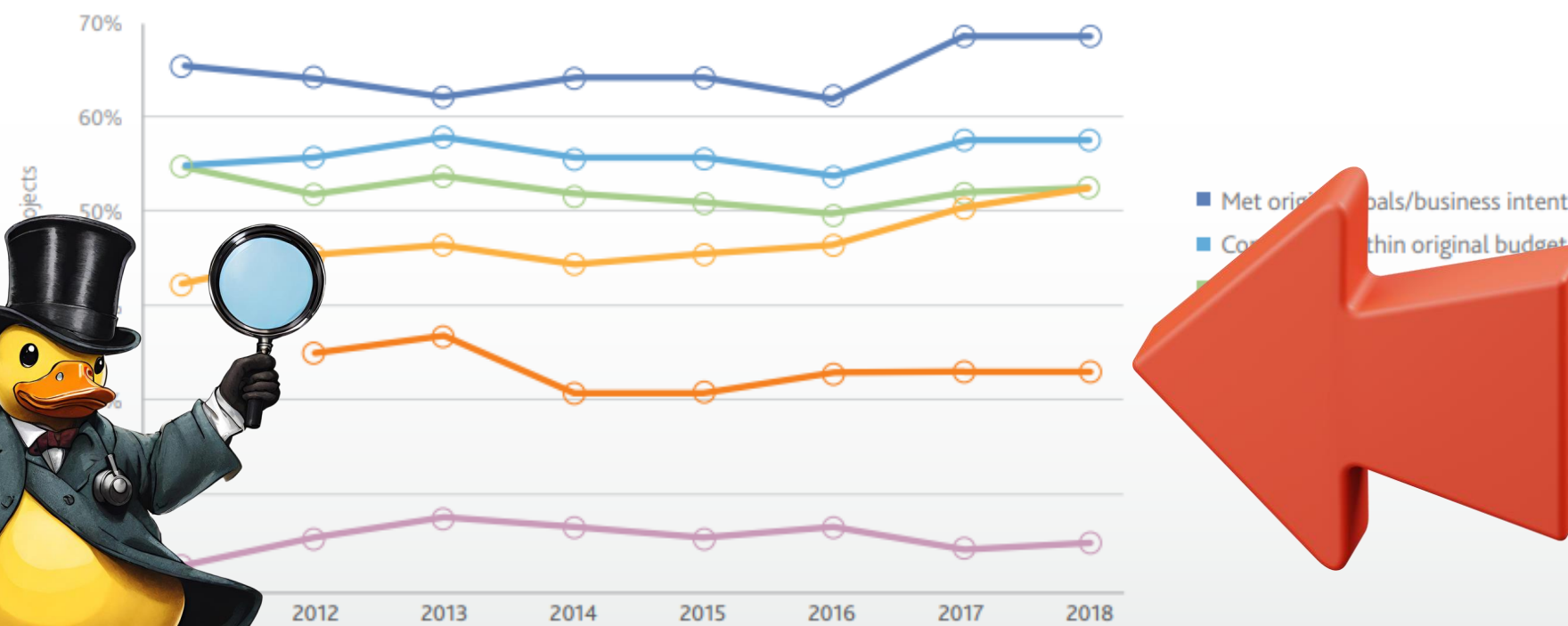
First clue....



- ○ ○
- ○
-

THE USUAL APPROACH IS NOT WORKING!

Figure 6: Project Performance Metrics

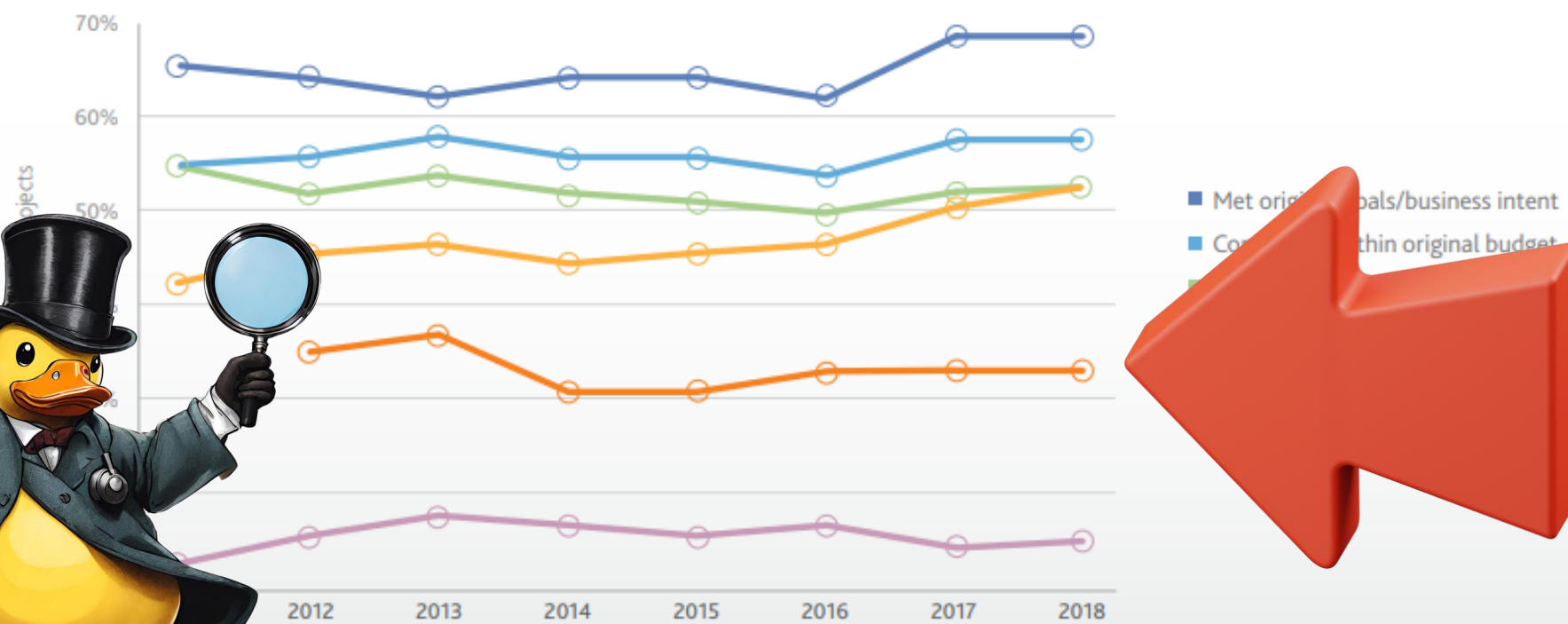


The PPM market is around \$7bn

PMI's revenue ~\$343m

You cannot “project management” your way out of this!

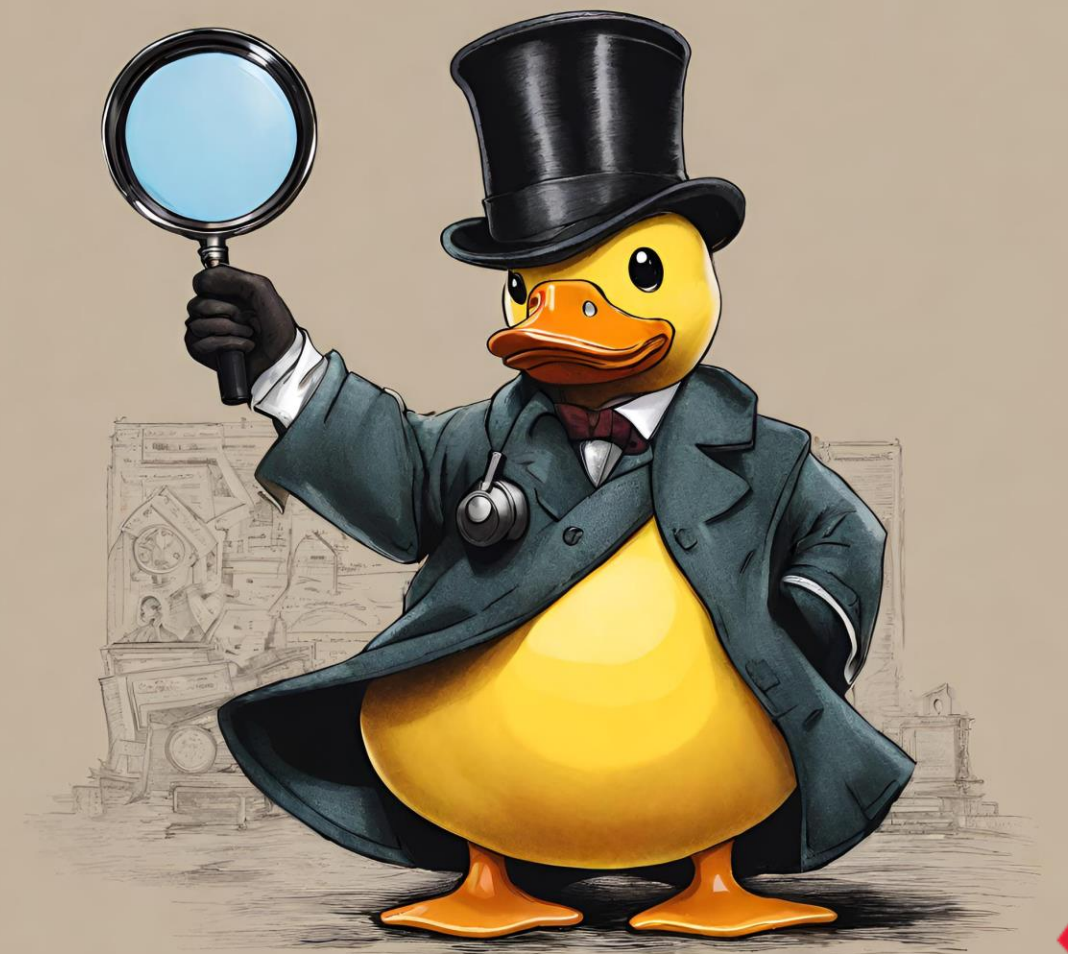
Figure 6: Project Performance Metrics



Second clue...



Duckter
Watson



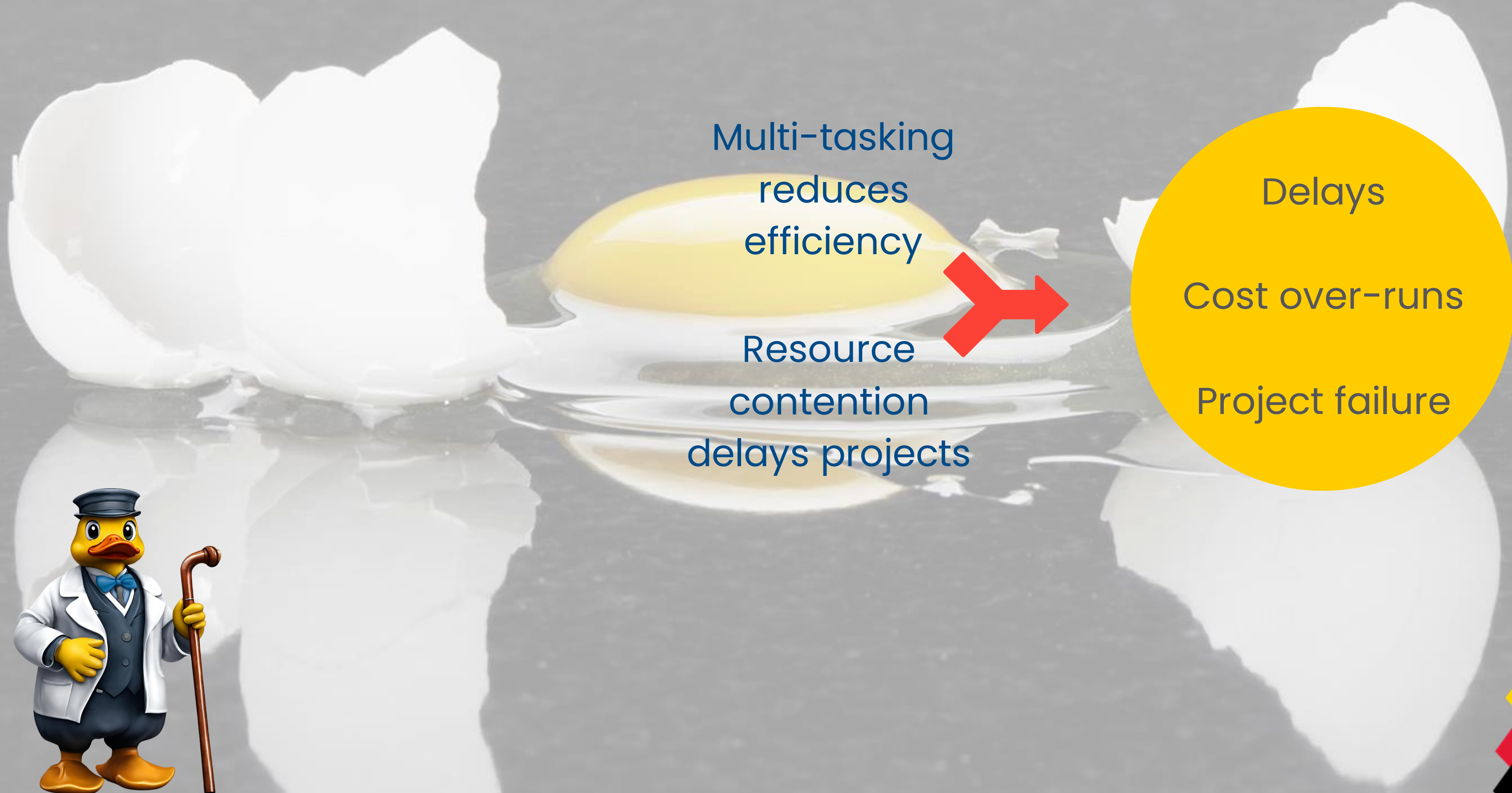


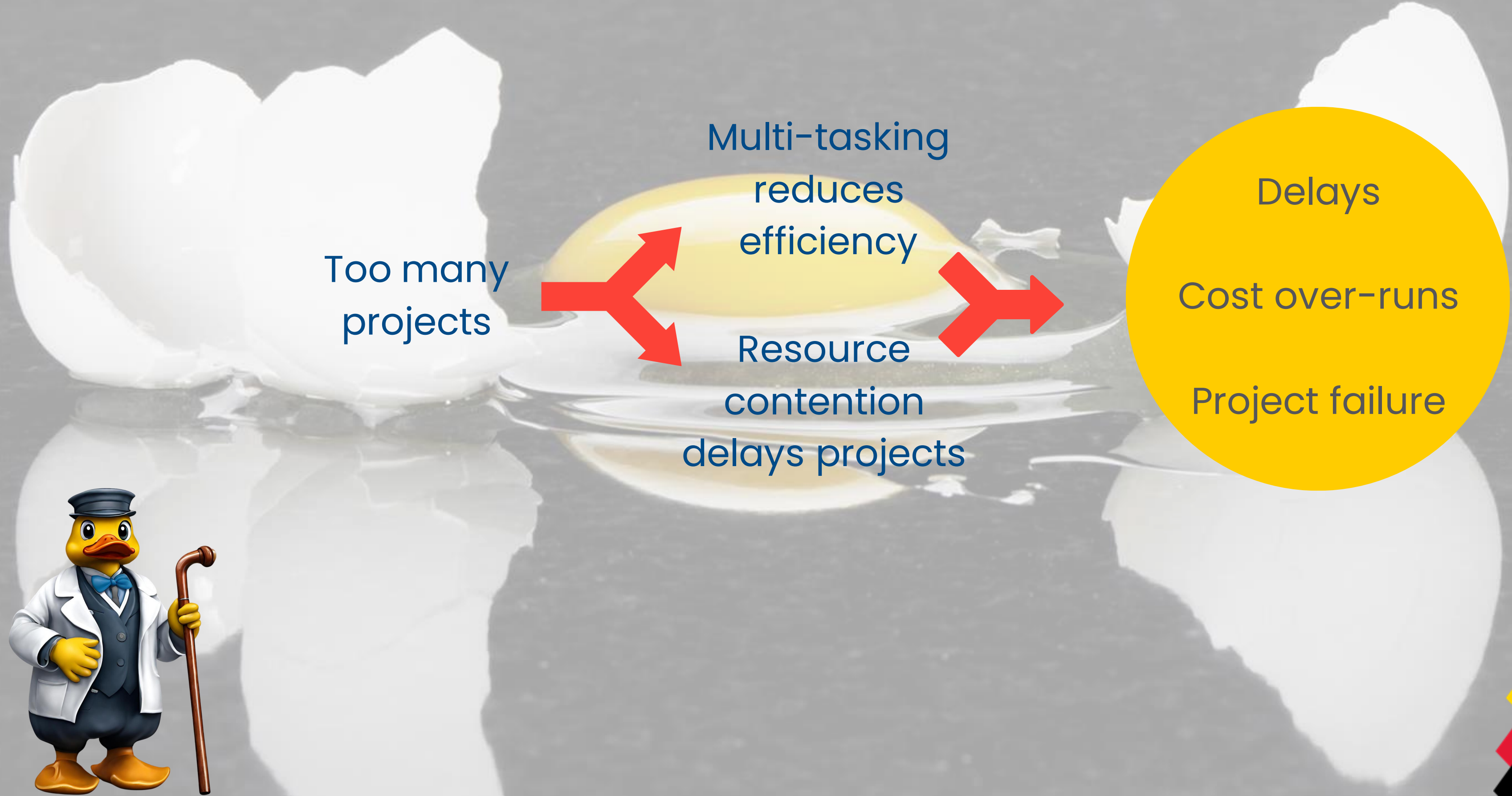
Delays

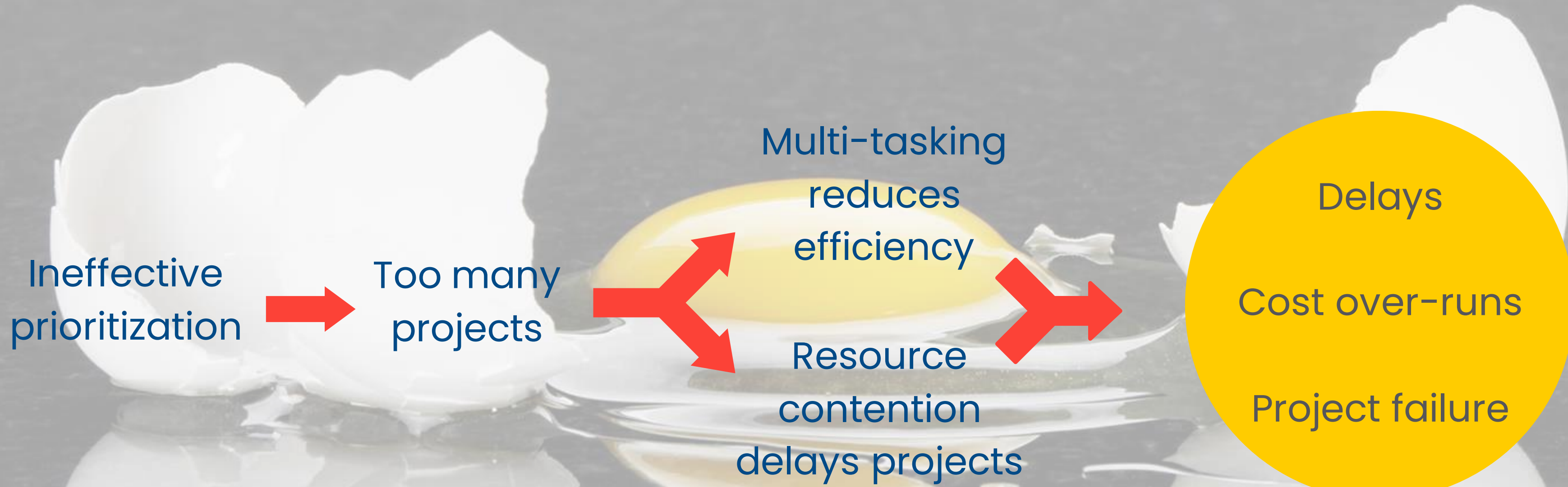
Cost over-runs

Project failure











Let's look at the root cause of project "failure"



Laura
Barnard

PMO Global Alliance
Influencer of the year

Host of PMO IMPACT
Summit

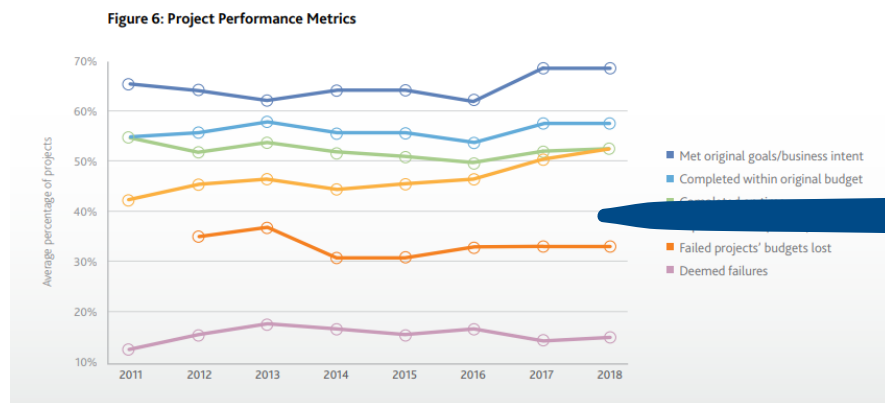




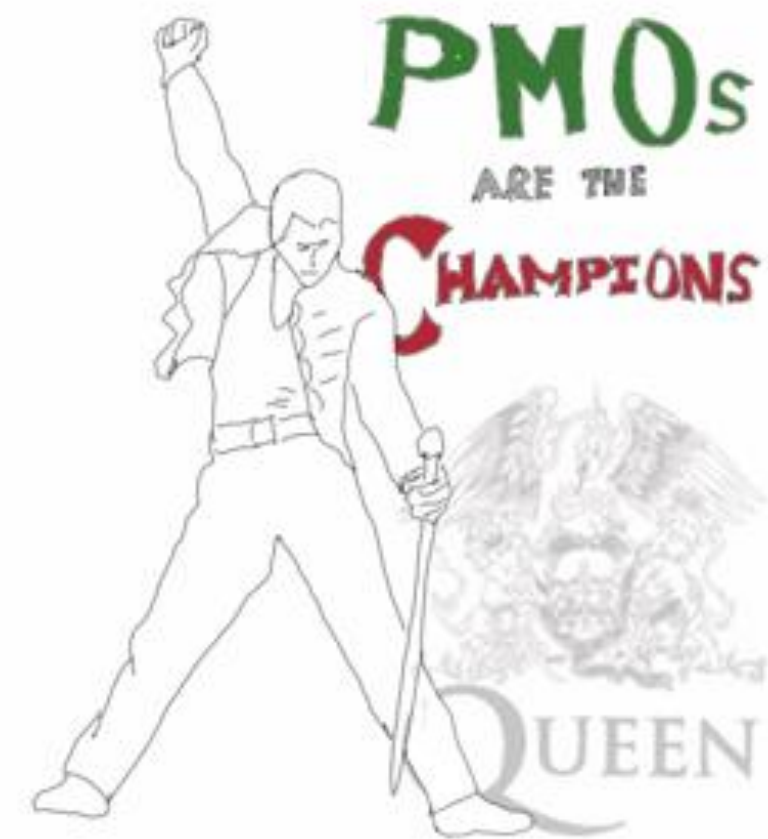
Third clue...



Portfolio governance is the differentiator



**~90%
CONSISTENTLY**



**~65%
more projects
delivered on
time**

**~32%+
fewer projects
over budget**

**~31%
more projects
delivering
business
benefit**

<https://blog.transparentchoice.com/rate-your-pmo>



It's elementary,
dear Watson!



Portfolio governance /
planning / management
is the key!





We know it's possible... but
how can we save the
day?

With the help of some super-heroes, of course.

INTRODUCING..

.





The Eggvengers!

“The Mighty Duck
of Asgard”





The Eggvengers!

“The Incredible Duckling”





The Eggvengers!

“The Metal Mallard”





The Eggvengers!

“Captain Quackmerica”





20% WASTE

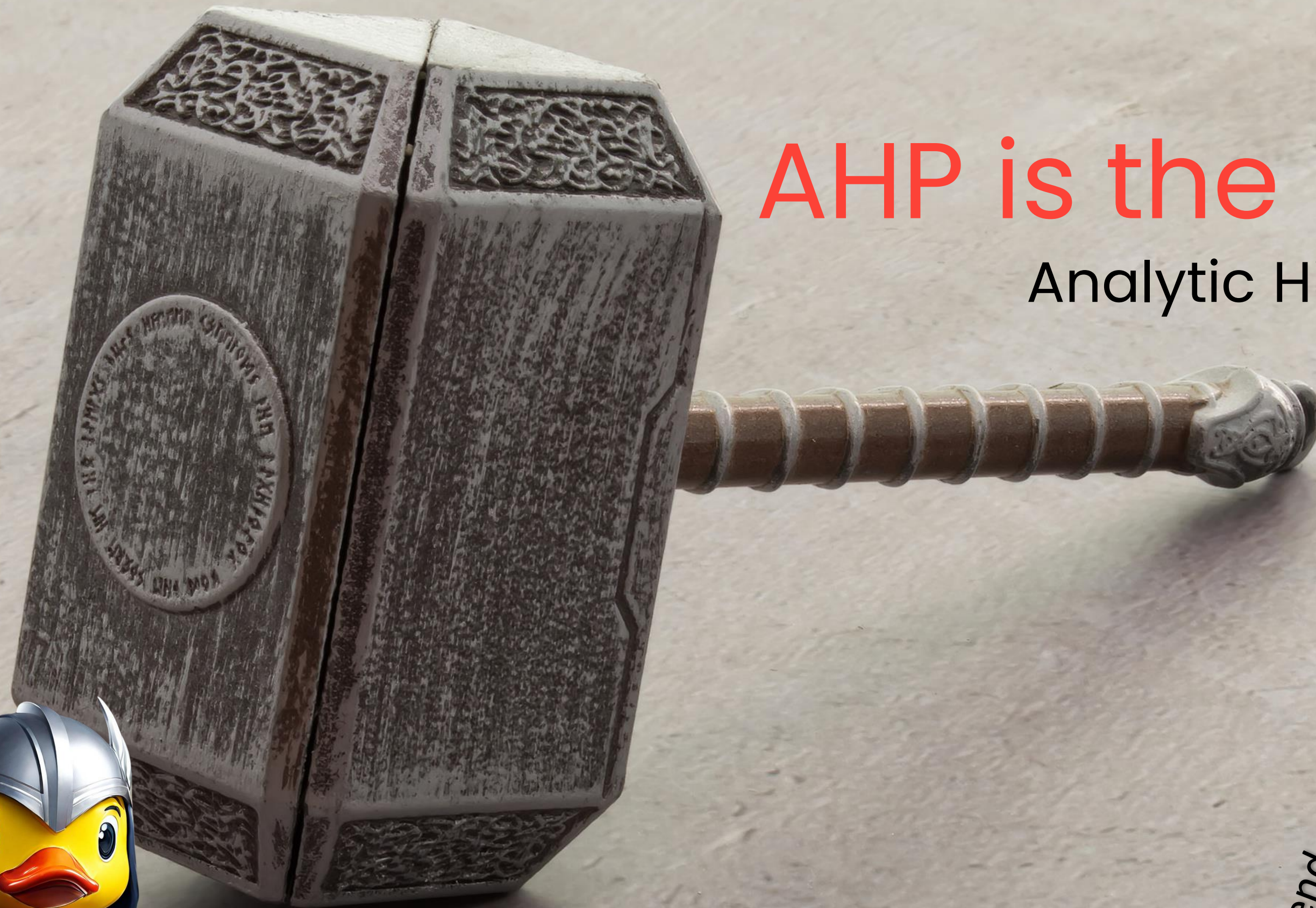
According to the PMI, 20% of projects are so badly aligned with business goals that they should be stopped.





AHP is the right tool

Analytic Hierarchy Process



Recommended by Decision Scientists



Use the right tool

\$10m investment

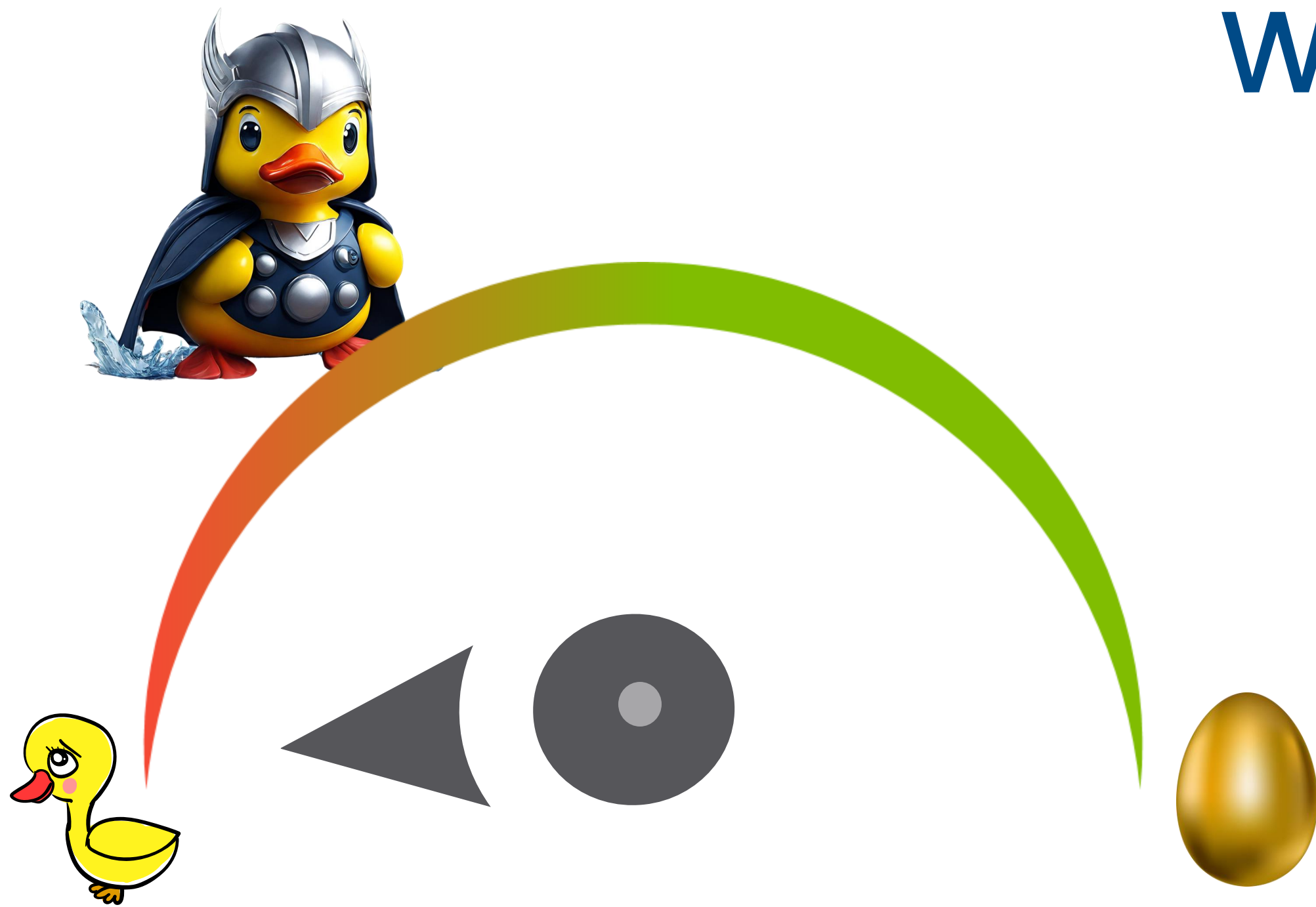
\$2m waste

Expect, say, 3x ROI

\$6m lost value



Where we started



“What does the PMO actually DO?”

“We couldn’t operate without our PMO!”



AHP based prioritization saves money, deliver better eggs!



“What does the PMO actually DO?”

“We couldn’t operate without our PMO!”



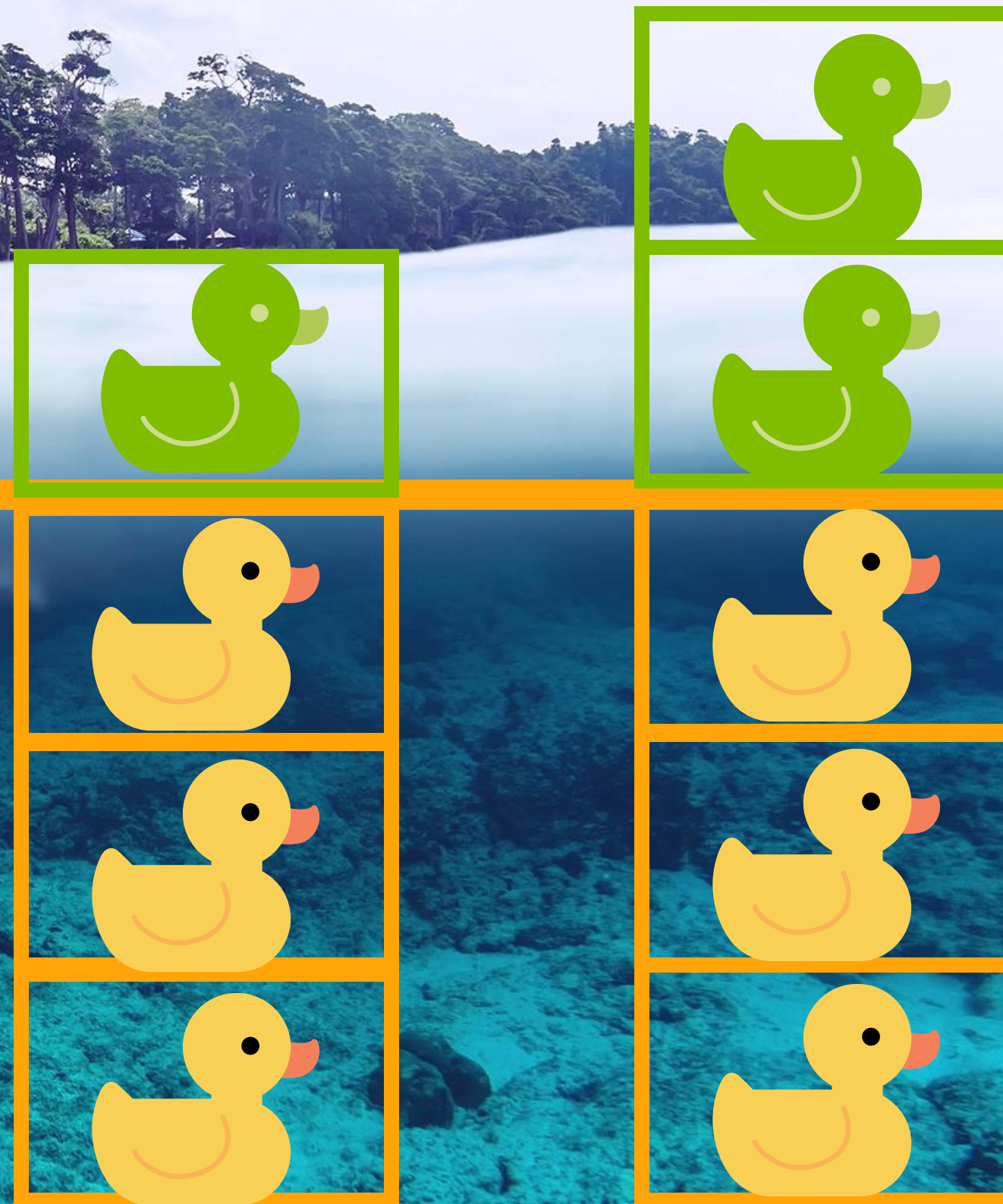
Moving your
strategy forward!!



Keep the lights on /
mandatory projects



Moving your strategy forward!!



2x

Keep the lights on / mandatory projects





Getting from
GI Mudduck



to “Captain
Quackmerica”





0%

UTILIZATION OF RESOURCES





30%

UTILIZATION OF RESOURCES





100%

UTILIZATION OF RESOURCES

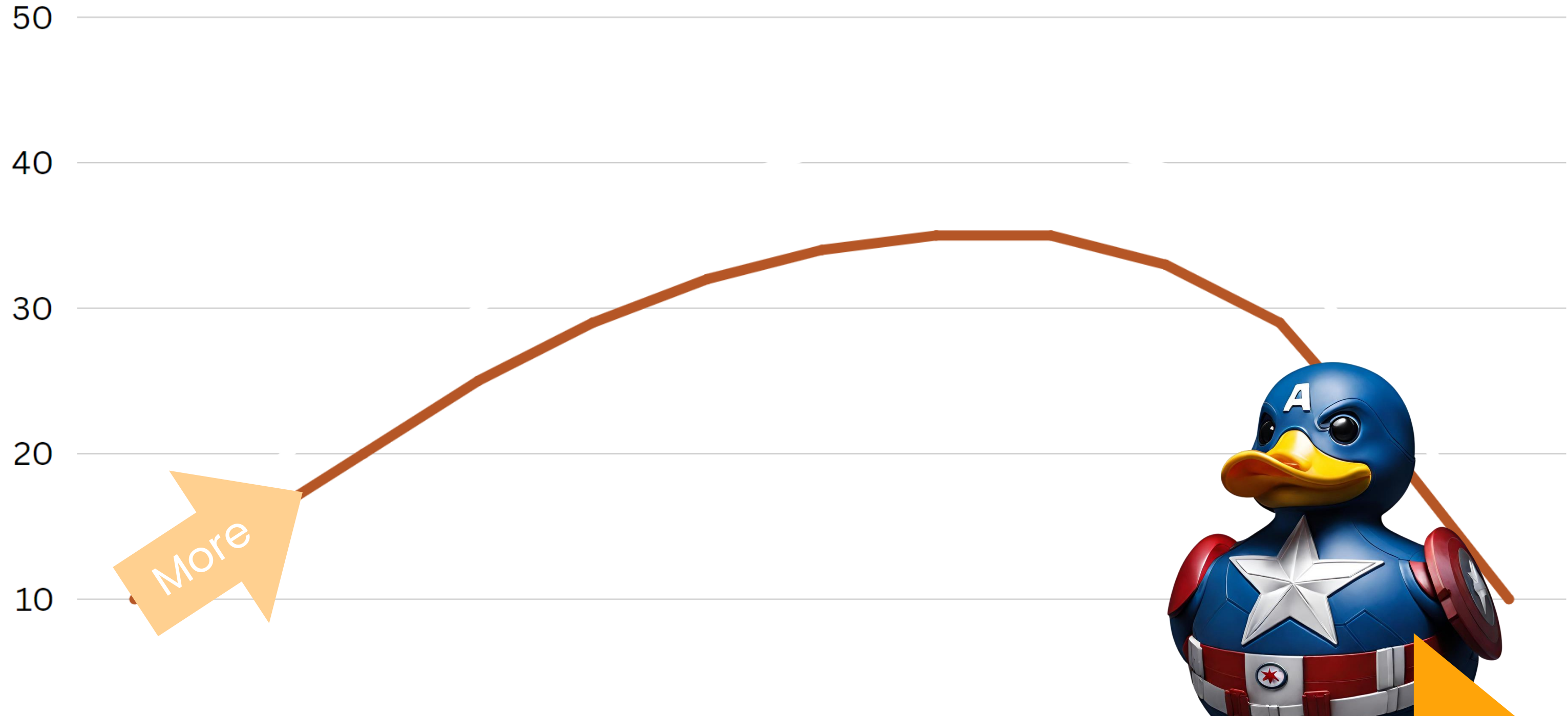


PROJECT MANAGEMENT
CENTER FOR EXCELLENCE

A.J. CLARK SCHOOL OF ENGINEERING
Civil & Environmental Engineering Department



Business value delivered.

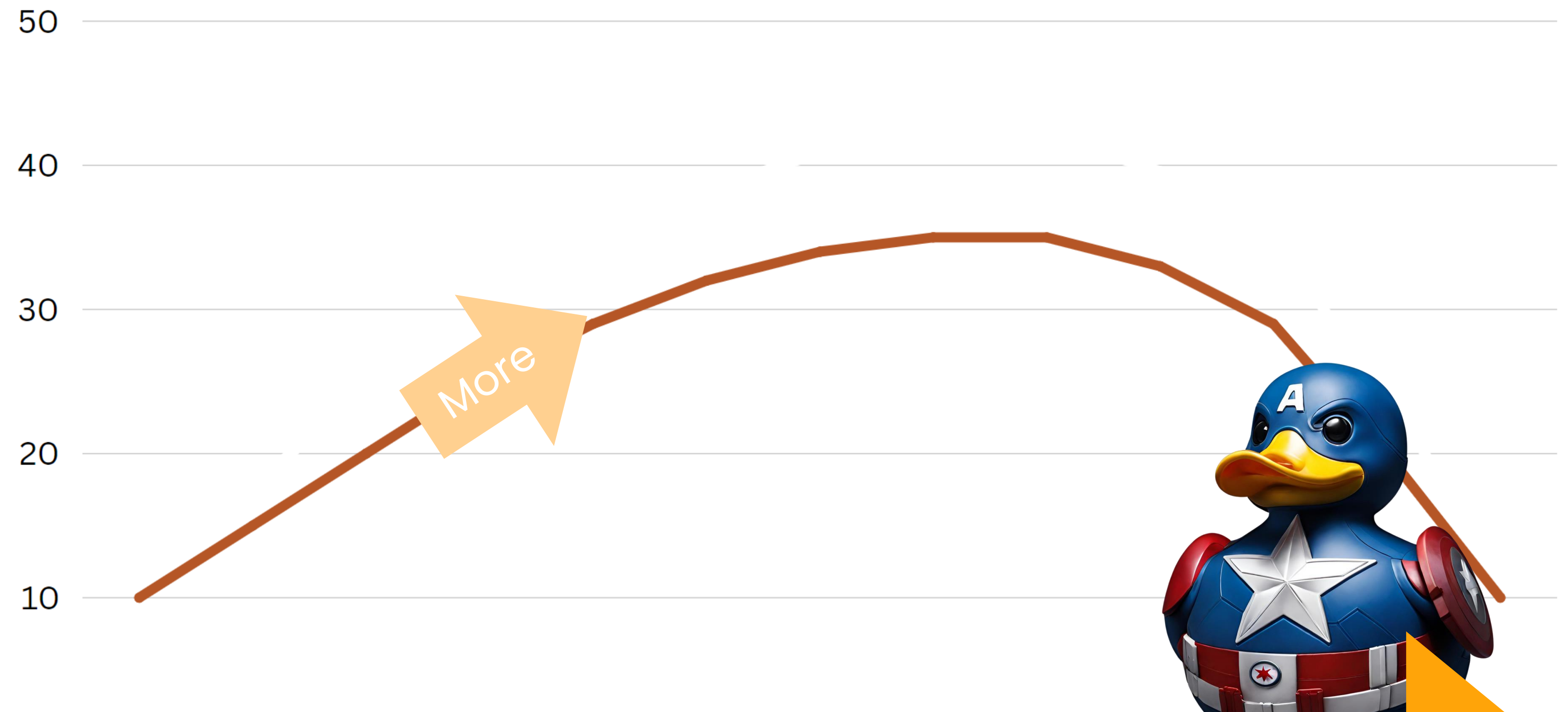


Resource utilization rate.





Business value delivered.

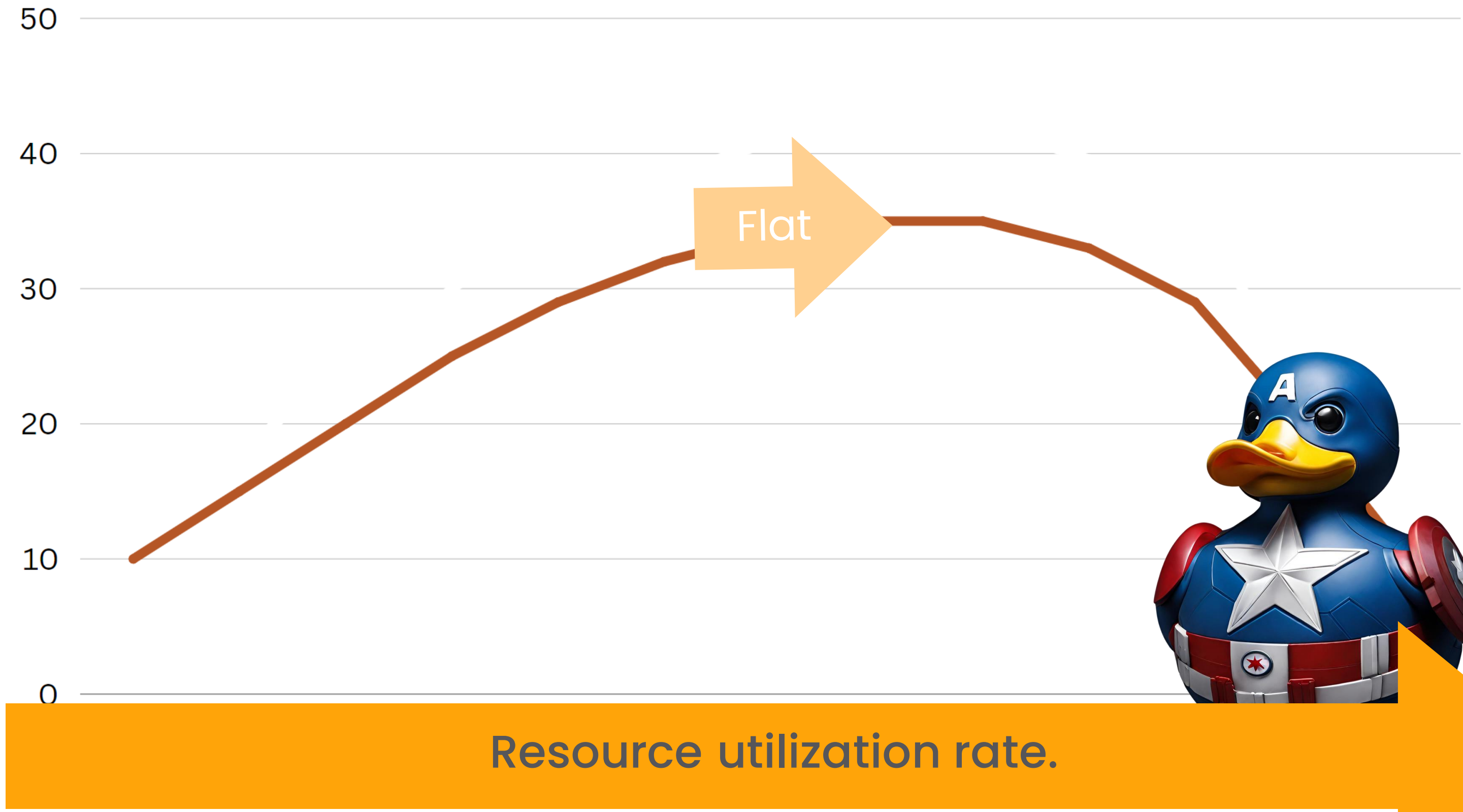


Resource utilization rate.





Business value delivered.

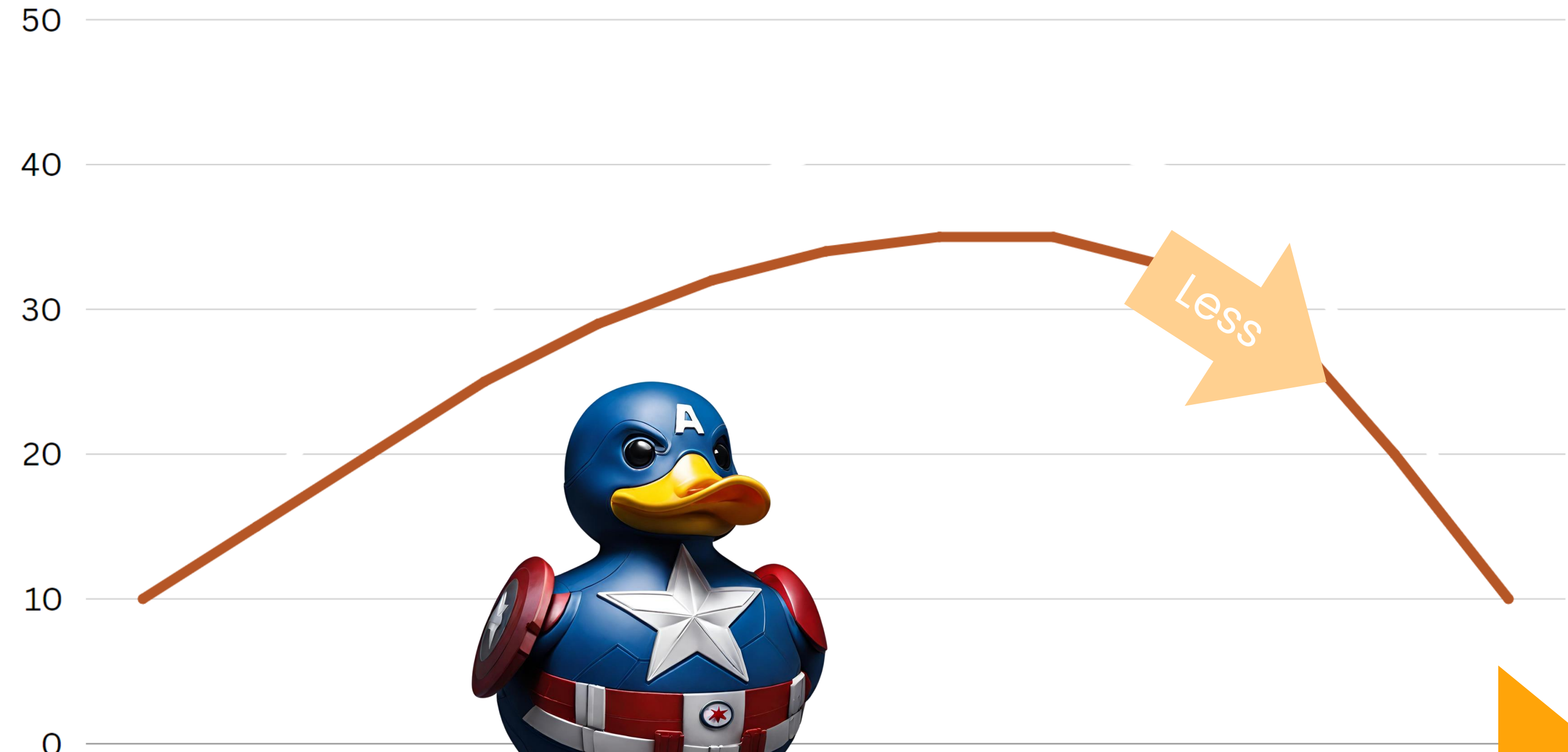


Resource utilization rate.





Business value delivered.

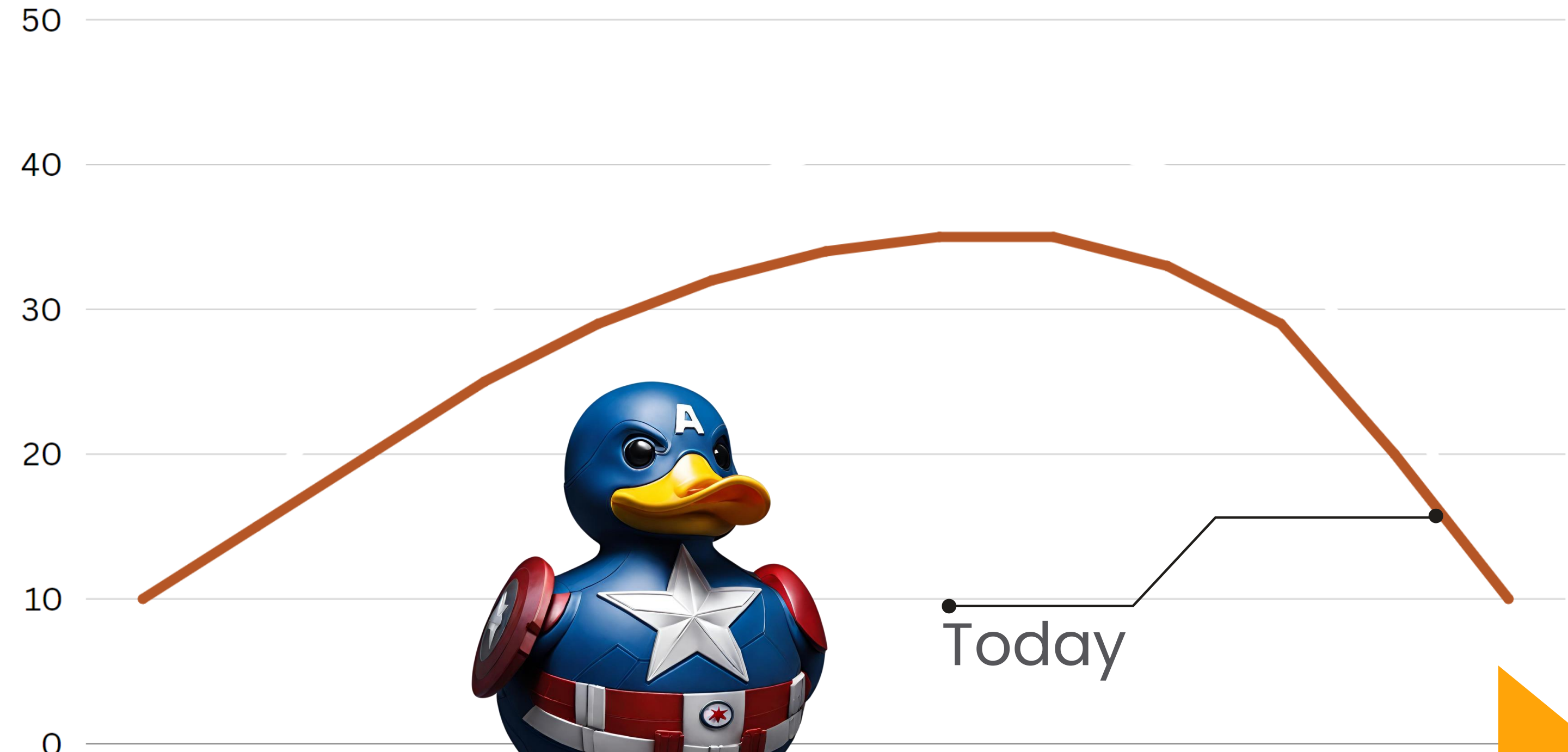


Resource utilization rate.





Business value delivered.

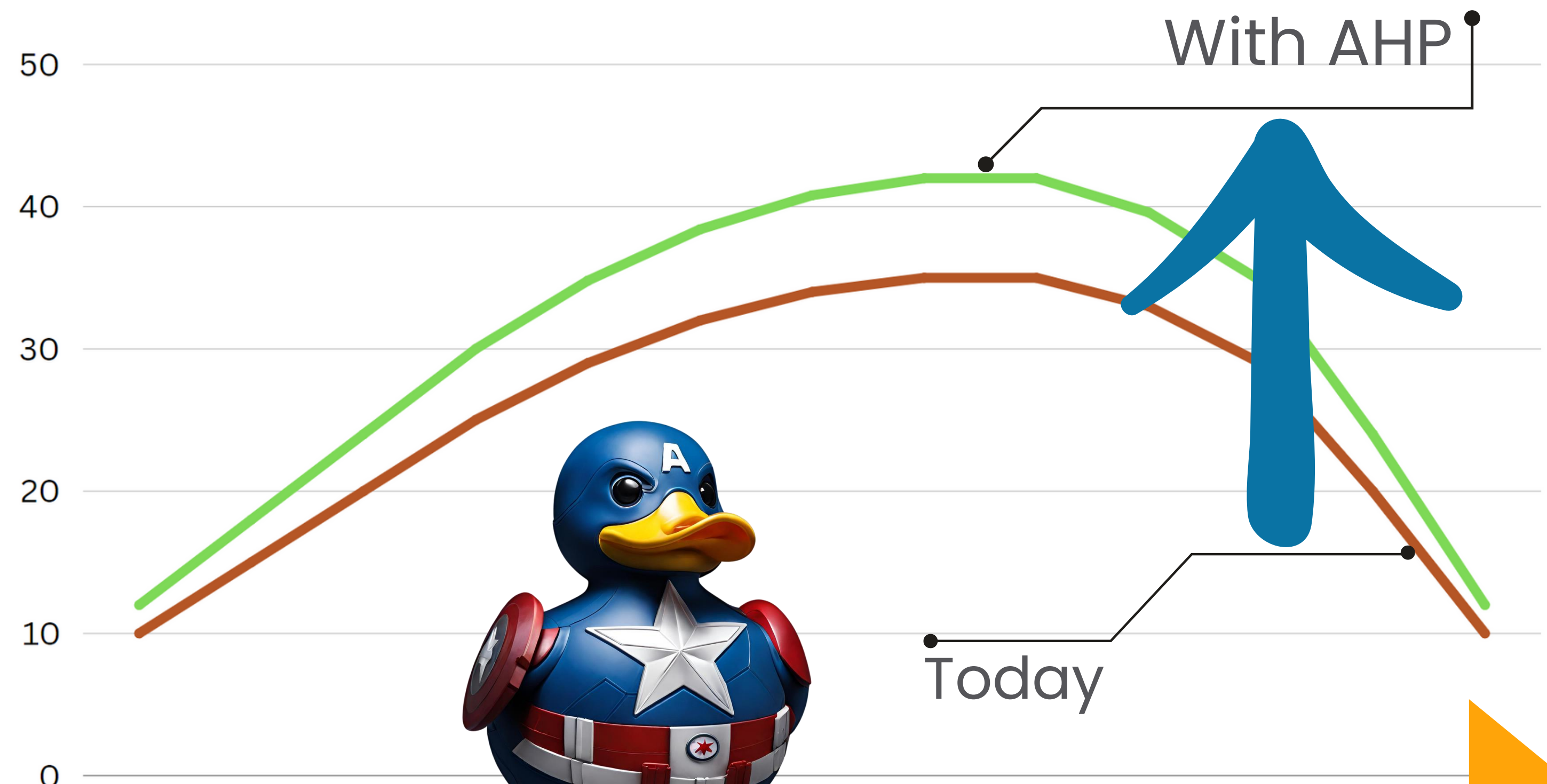


Resource utilization rate.





Business value delivered.



Resource utilization rate.





And One More Thing...

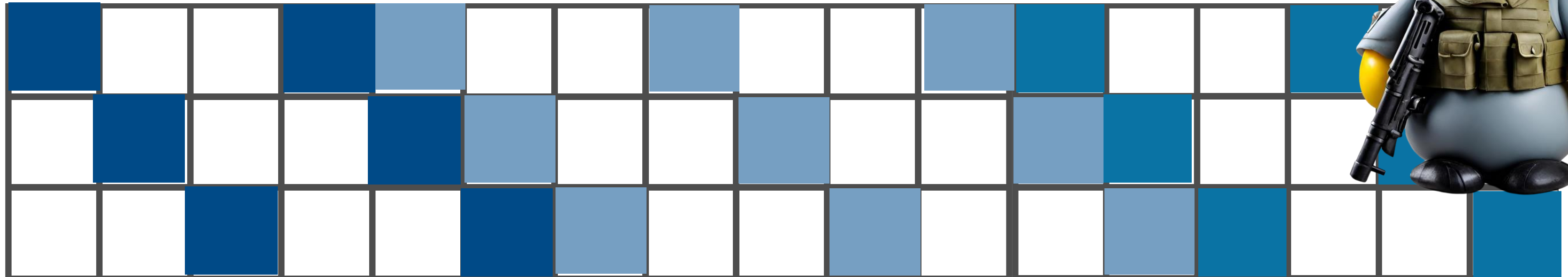




The **POWER** of staggering projects



P
1
P
2
P3



Everything starts on day 1

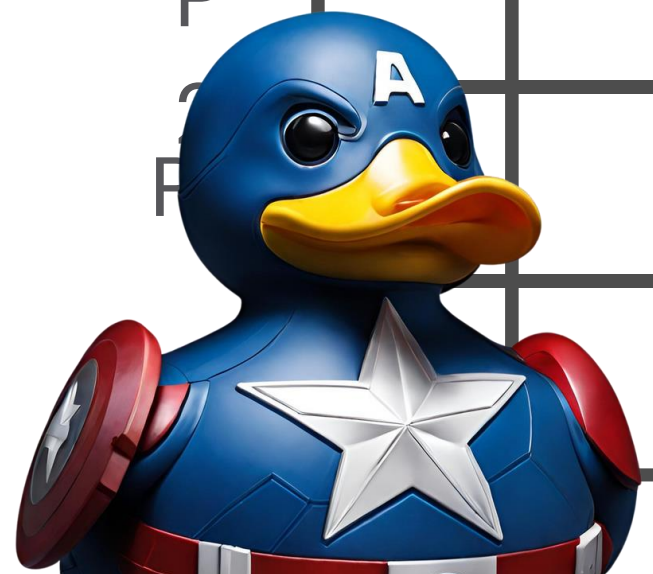
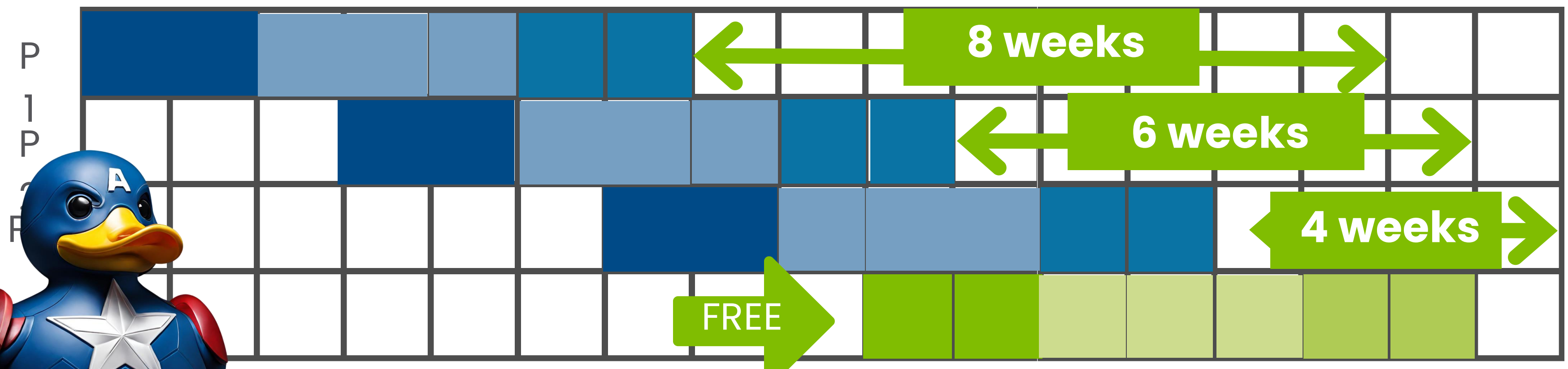
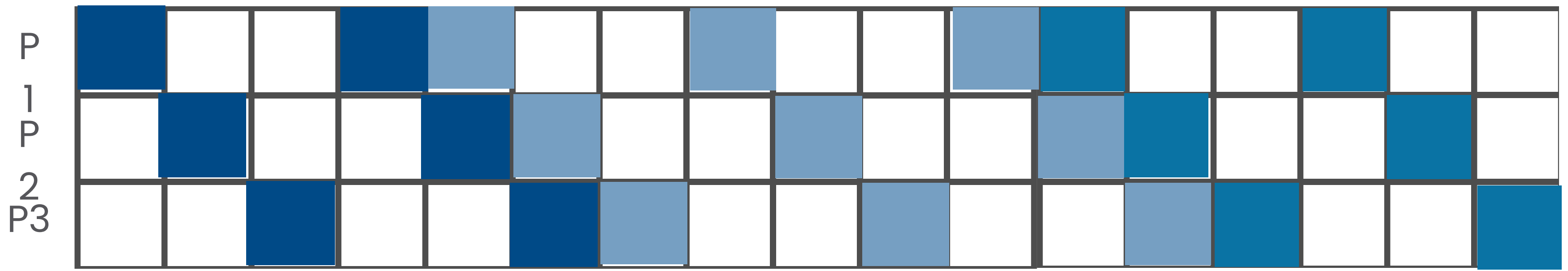
Task switching is inefficient...
...REALLY inefficient

Value doesn't come until really late!





The **POWER** of staggering projects



Based on the work of Mike Hannan at <http://www.fortezzaconsulting.com/>





AHP based prioritization saves money, deliver better eggs!



“What does the PMO actually DO?”

“We couldn’t operate without our PMO!”



Top-of-a-higher-hill and staggering deliver staggering value!

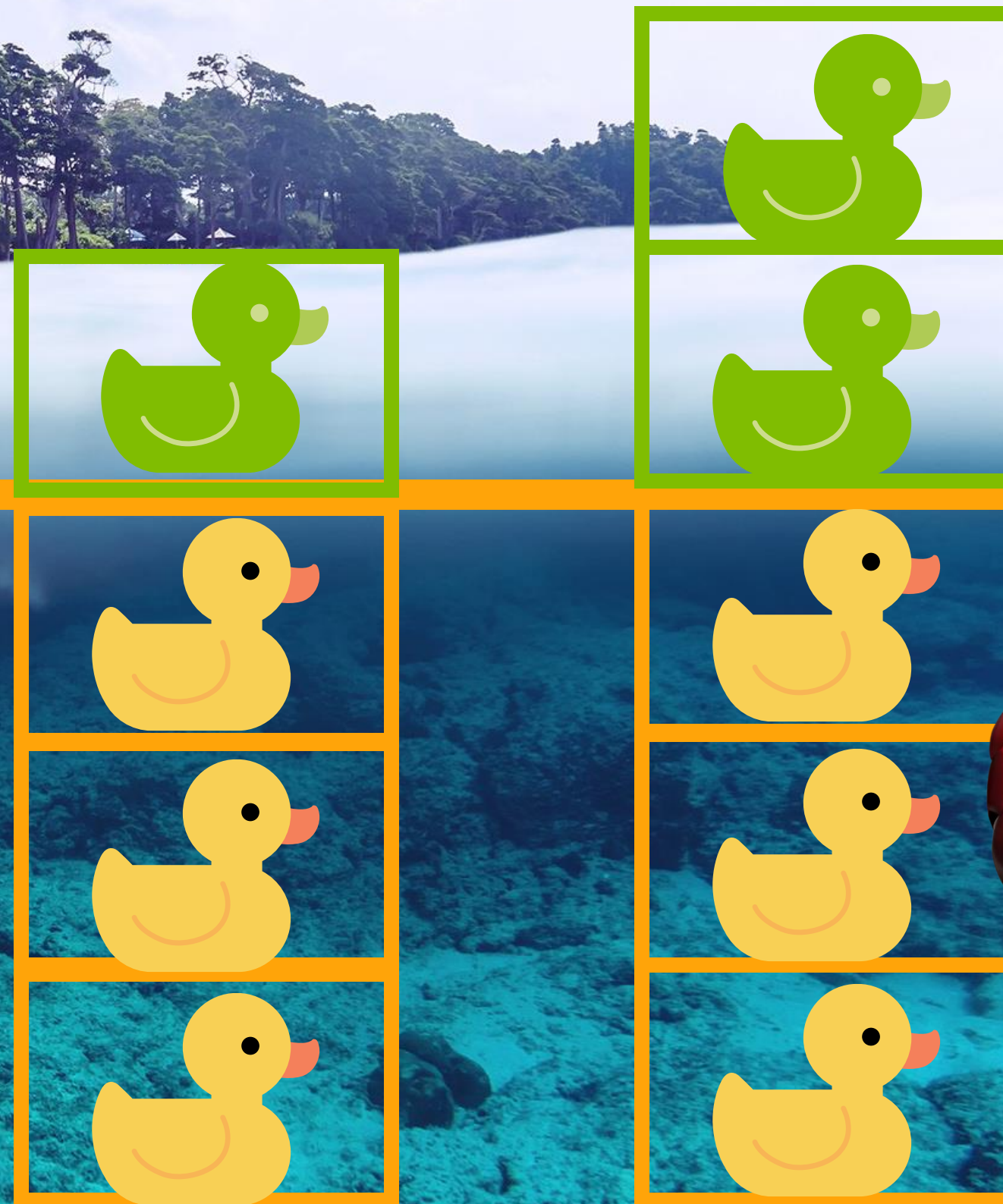


“What does the PMO
actually DO?”

“We couldn’t operate
without our PMO!”



Moving your strategy forward!!



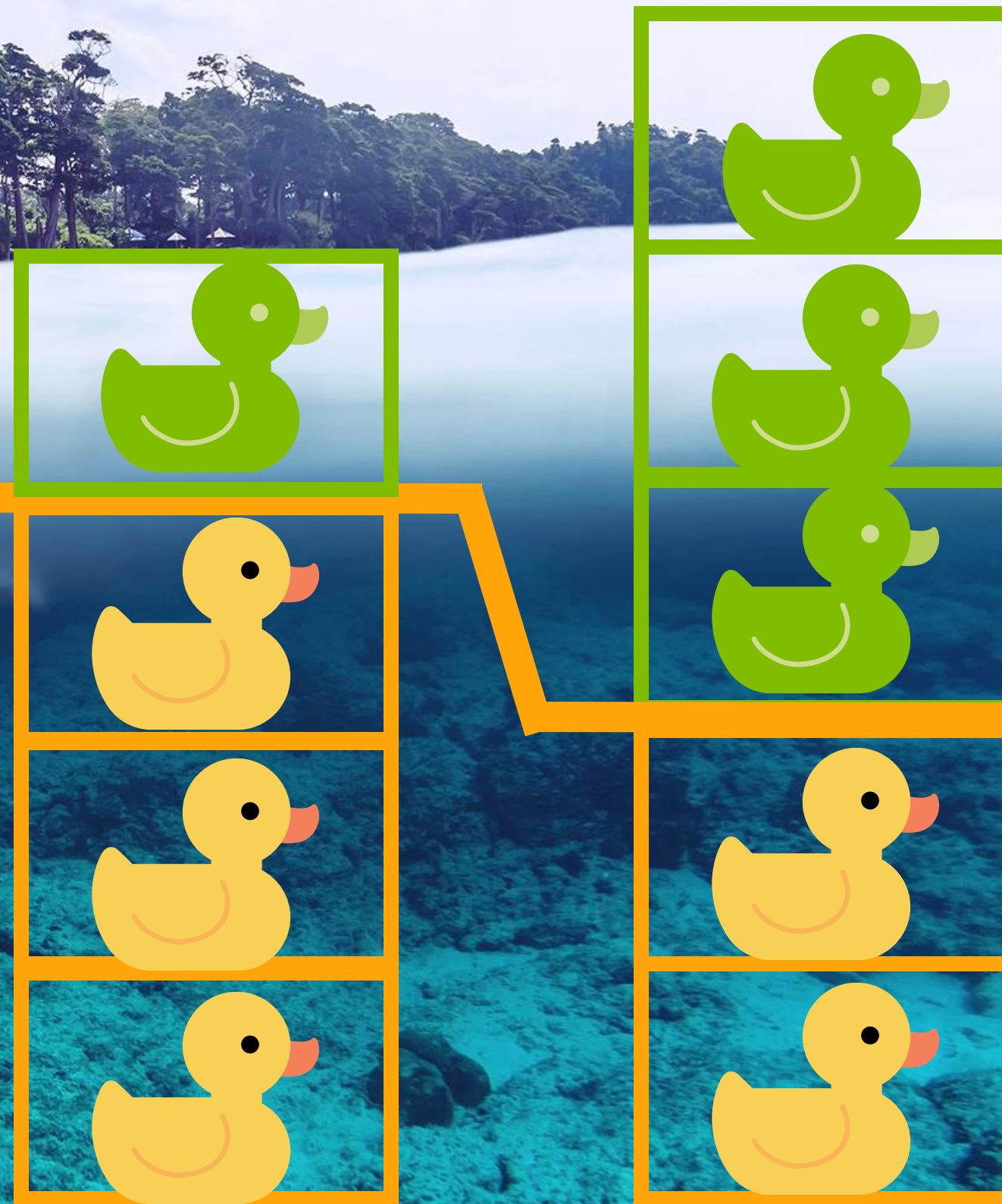
2x

Keep the lights on / mandatory projects



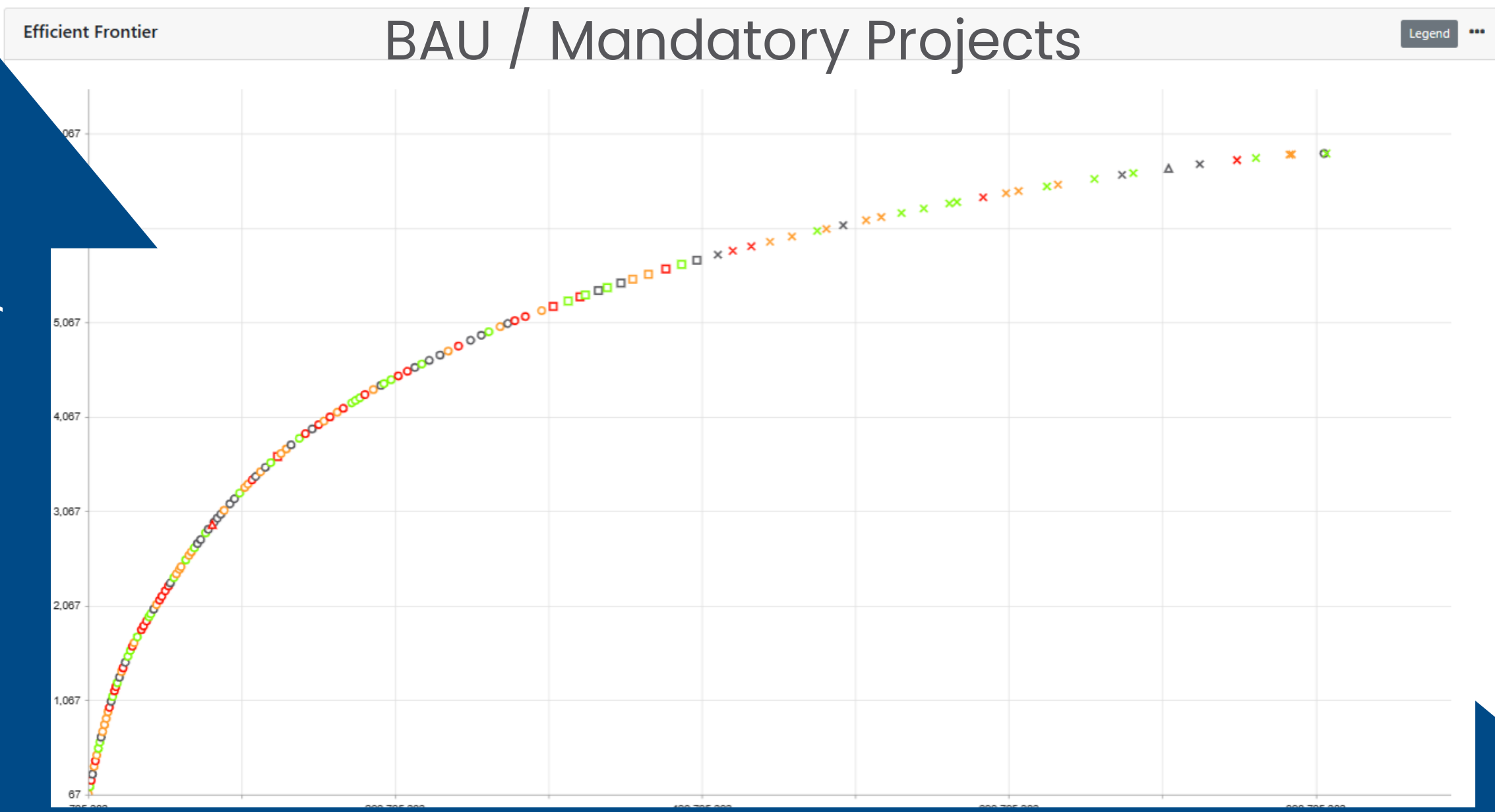
Moving your strategy forward!!

Keep the lights on / mandatory projects



3x





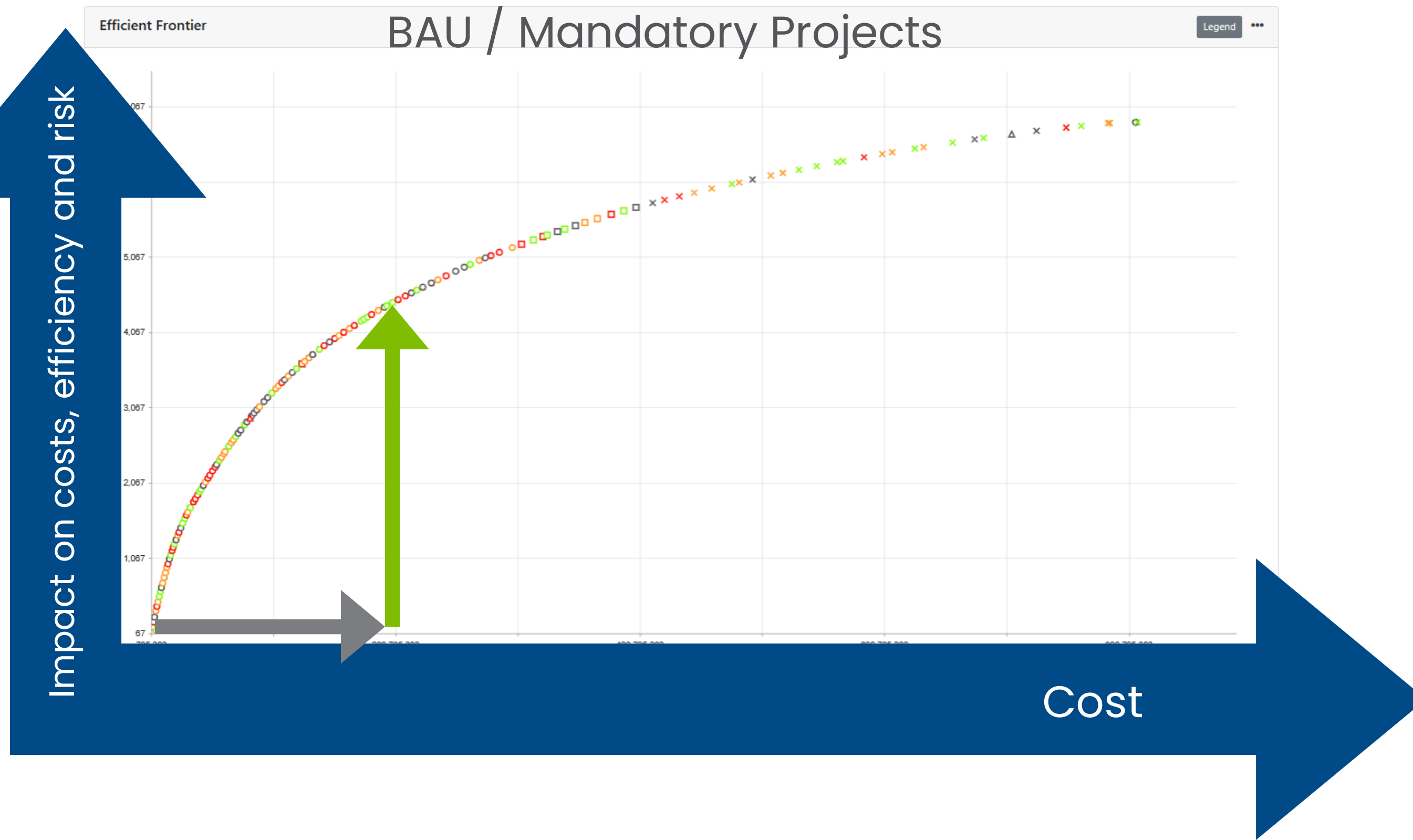
Reducing cost /
boost efficiency

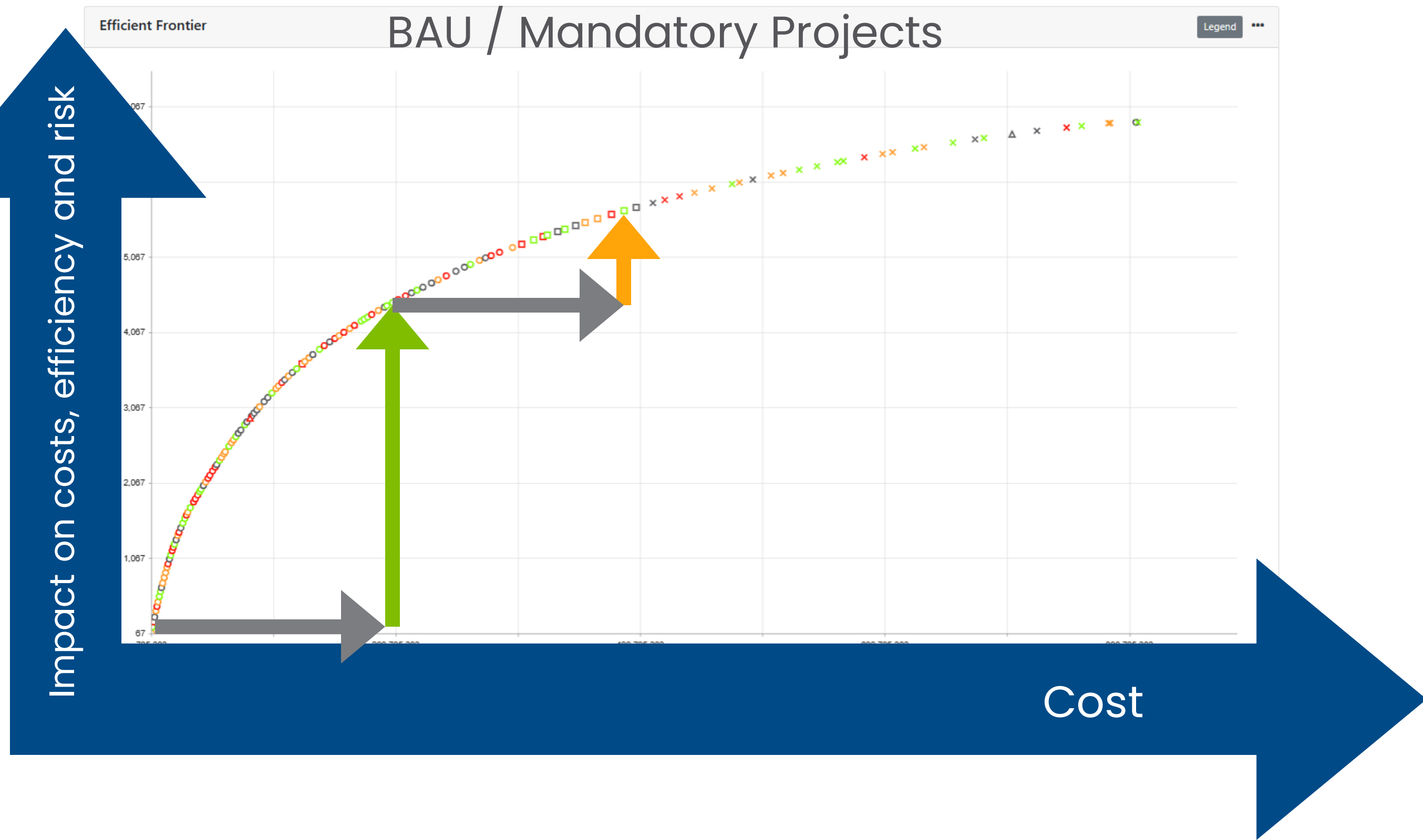
Reducing risk
(inc. "mandatory" projects)

Impact on costs, efficiency and risk

Cost

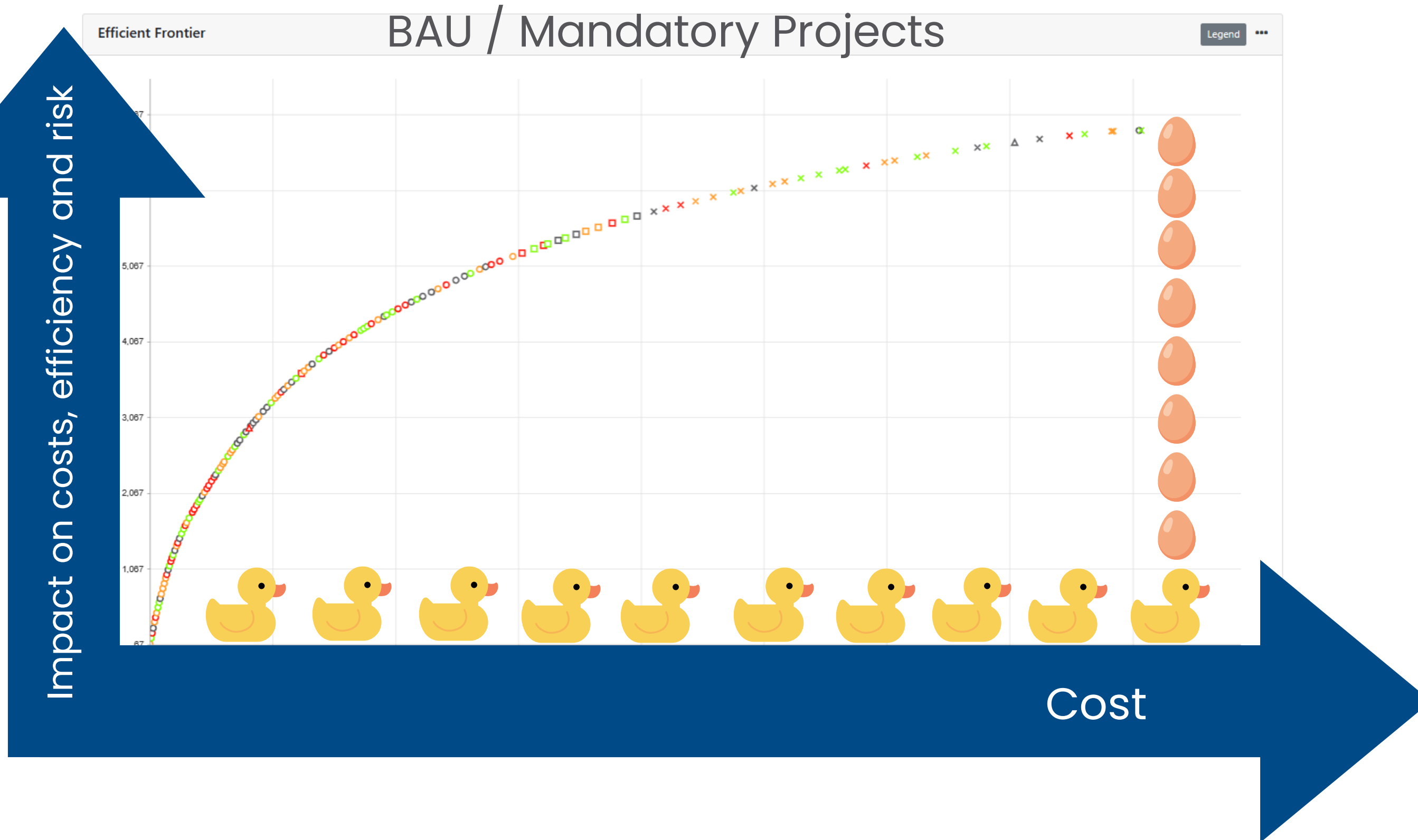






This is the law of diminishing returns, or Pareto's law.





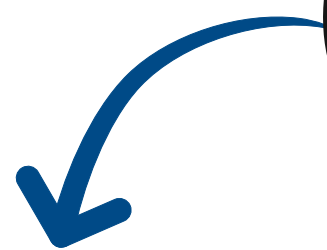
Doing 10 ducks worth of projects

Getting 8 eggs worth of value



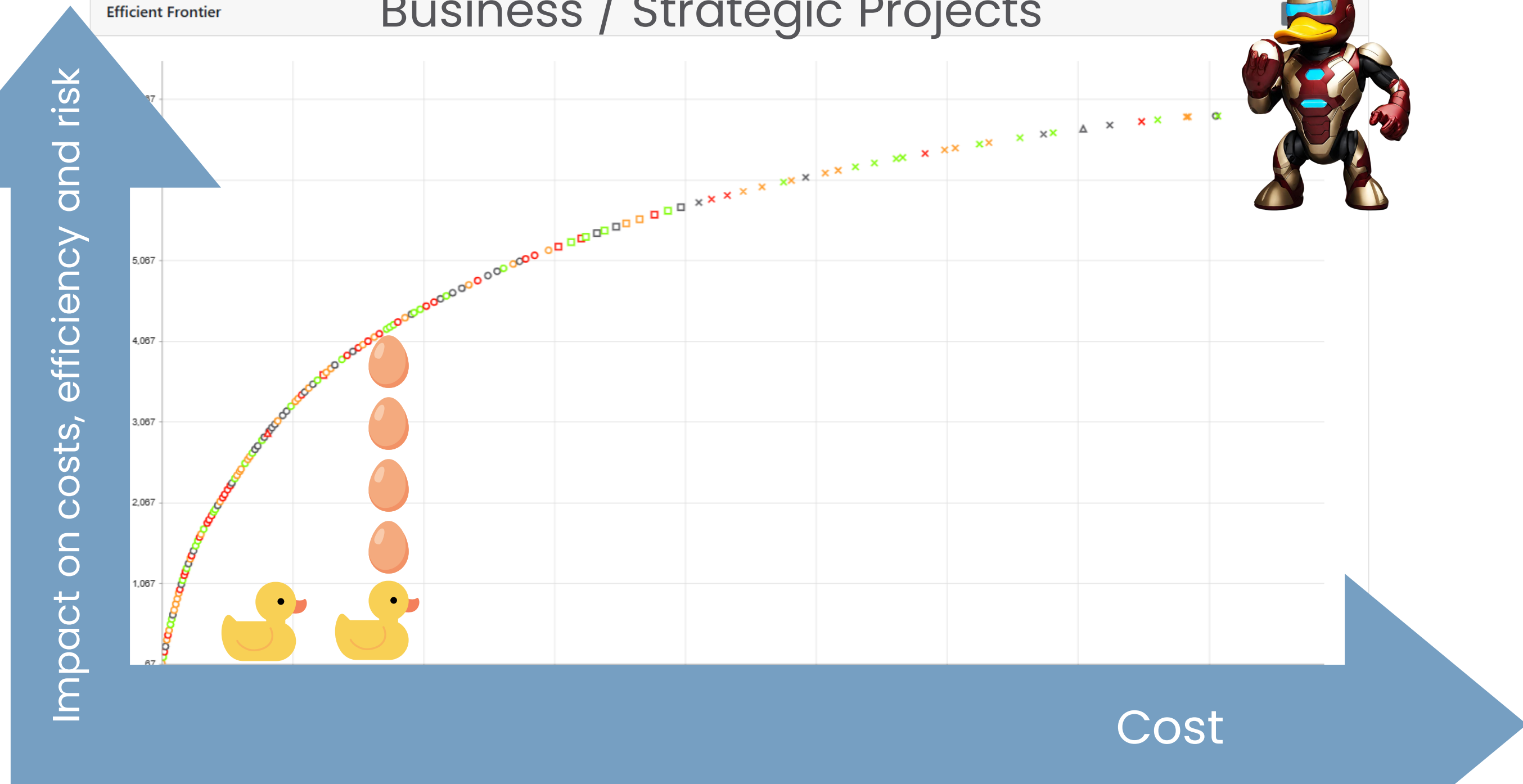


Pay attention people!



Business / Strategic Projects

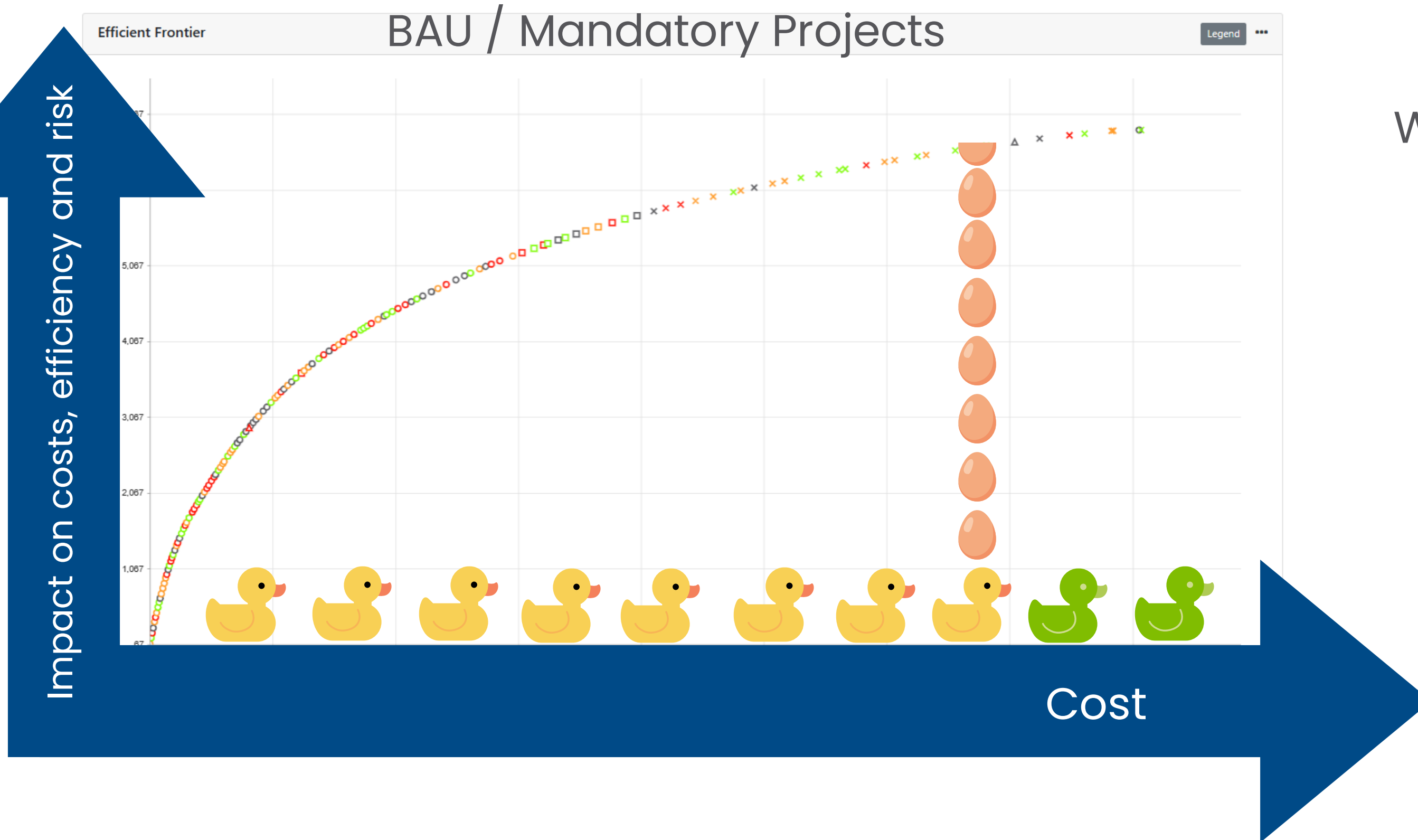
Efficient Frontier



Doing 2 ducks worth of projects

Getting 4 eggs worth of value





What if we only did
8 ducks worth of
projects?

We only lose
HALF an egg!



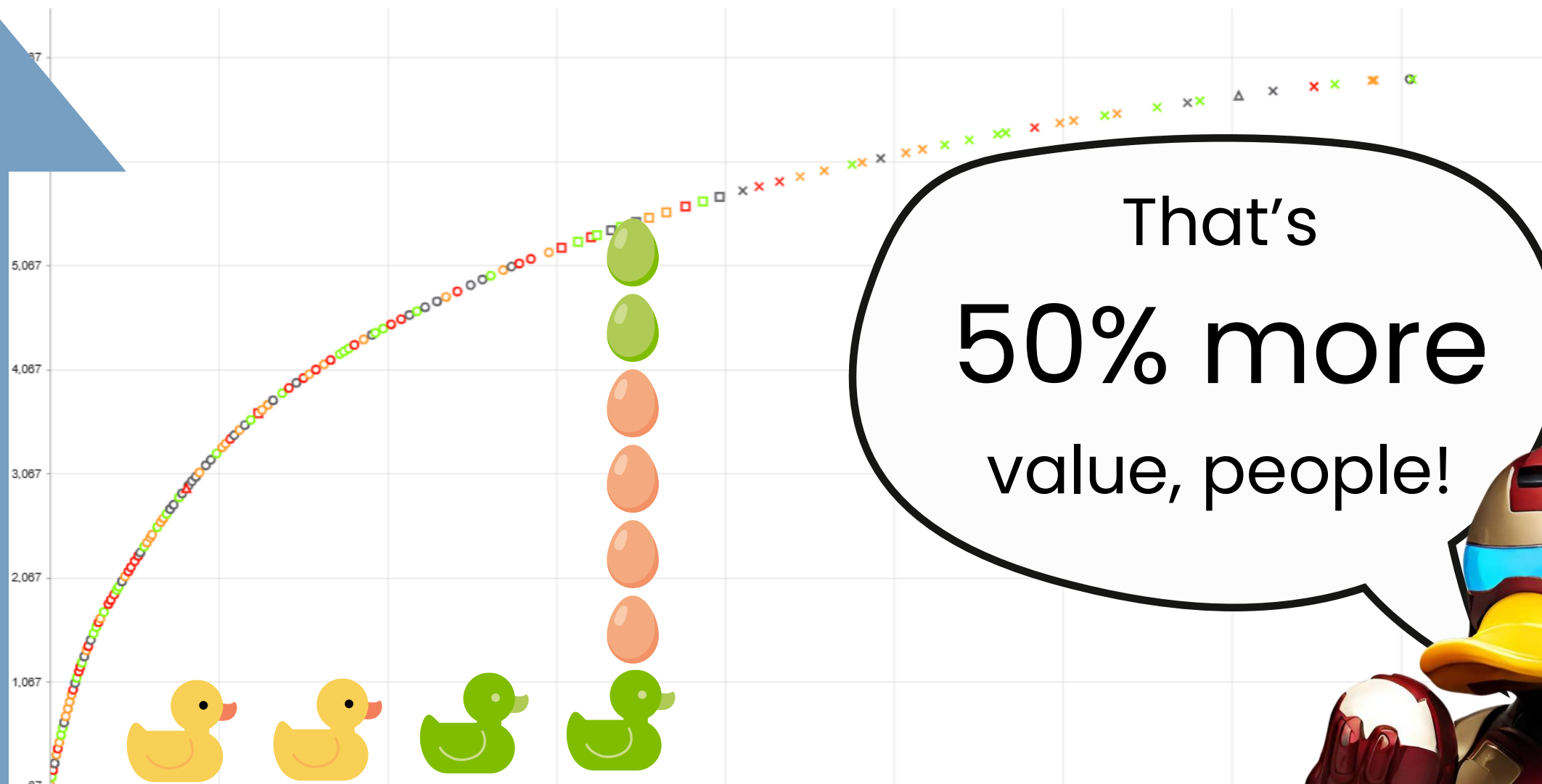


Business / Strategic Projects

Efficient Frontier

Legend

Impact on costs, efficiency and risk



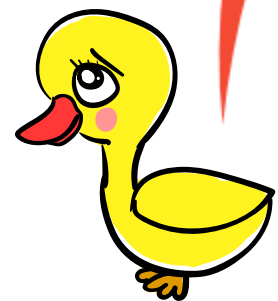
That's
50% more
value, people!

Now we have 4
ducks worth of
projects

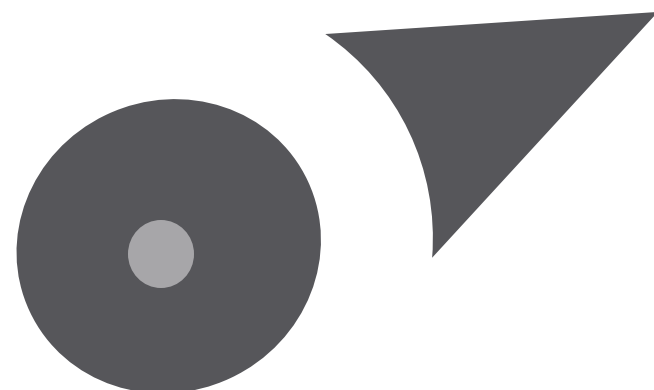
Delivering 6 eggs
of value



Top-of-a-higher-hill and staggering deliver staggering value!



“What does the PMO actually DO?”

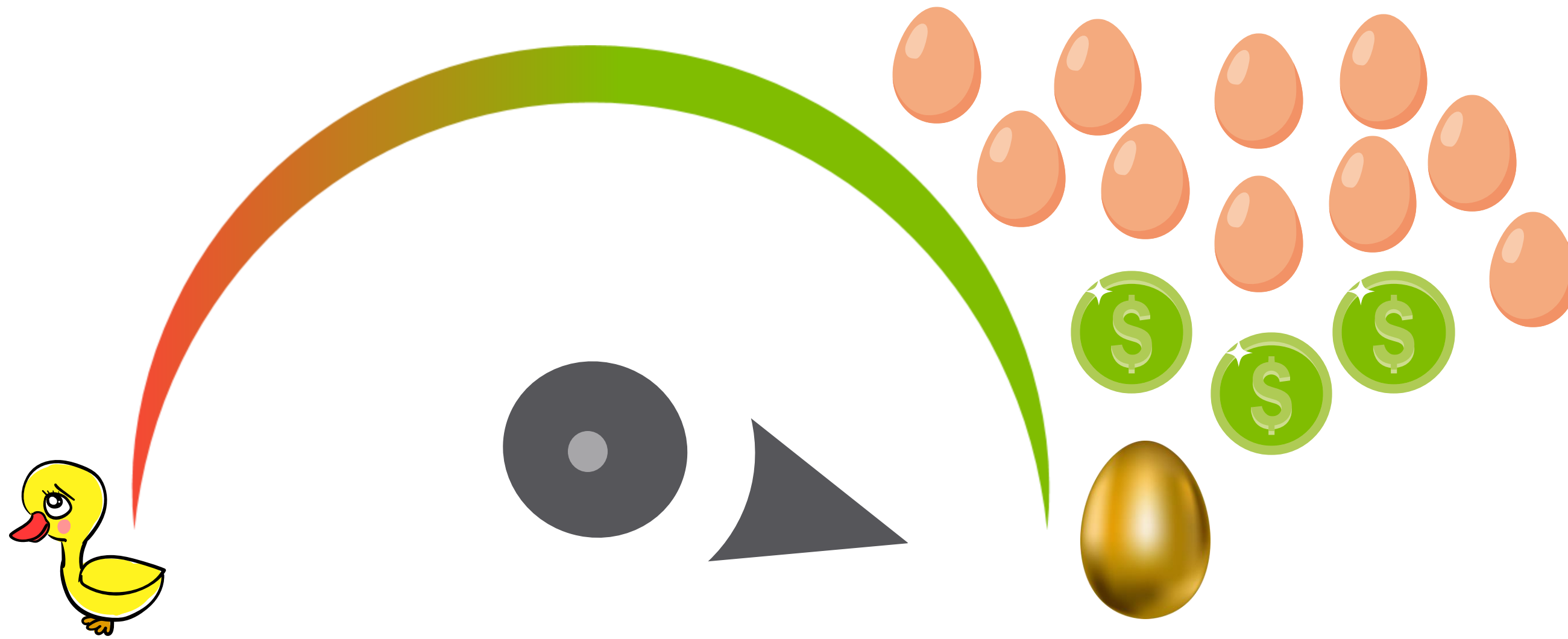


“We couldn’t operate without our PMO!”





Pushing down the waterline pushes up the ROI... Bigtime!!



“What does the PMO actually DO?”

“We couldn’t operate without our PMO!”



And it's all about portfolio management

2x

Reduce waste

Top-of-a higher hill

Staggering

Push down the water



Time to hatch a plan

TransparentChoice.com