

The Art and Science of Building a PMO

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Building a PMO: Lessons Learned



Presented to: PMINJ

AGENDA



Part 1: Initiation

- **Why PMO's Fail**
- **Introduction and Background**
- **Current Responsibilities and PM & Leadership Philosophies**



Part 2: Planning, Execution & Controlling

- **Benchmarking with Gartner Maturity Model**
- **The Non- Linear Maturity Journey 2014 to Present**
- **Organizing for Success – PMO on Demand**
- **Engagement for Control**



Part 3: Lessons Learned

- **10 Recommended Actions – Lessons Learned**
- **My view of the future of PMO's**
- **Recommended Moves and My Next Moves**



Part 4: Closeout

- **Questions from you?**
- **Where you can find me**





Part 1: Initiation

Why PMO's Fail

Introduction and my background

Current Responsibilities

Leadership & Philosophies



WHY PMO's Fail

KEY STATISTICS

- **75%** - Fail in first 3 years (25% first year, 50% second year)
- **66%** - in progress are in jeopardy
- **60%** - Business wonders "WHY" PMO's?



REASONS

1. Insufficient Authority or Organizational Buy-In
2. Perceived as a Police Function not a value-add function
3. Failure to Streamline Processes & Capture Benefits across the organization

Introduction & Background



Nicknames:

The Mayor, Maestro, King of the Whiteboard, GQ, Pitbull, Dr. Jenkins

PMO creation Experience:

1. Rohm and Haas: 2006 – 2009
2. Keystone Foods: 2012 – 2014
3. Solenis, LLP: 2014 – Present

Value Added Creations from PM Experience:

1. Merger & Acquisition Playbooks
2. Project Management – 7 Simple Steps
3. The Only Job Search Book You Will Ever Need
4. The Art and Science of Vision to Reality!TM - Realization Framework ExperienceTM

Current Responsibilities and Philosophies

Current Responsibilities

- Project Management
- Portfolio Management
- Demand Management
- Governance
- Six Sigma – Process Improvements
- Budget Management and IT budget
- Vendor Management
- IT Strategy / supporting Business Strategy
- Special Projects as deemed by CIO, CFO & CEO

Leadership & Philosophies

- Speed over Methodology
- Inspirational Leadership and Servant Leadership is the key
- People first culture – Correction, Direction, Protection
- Speak the language of your stakeholders not PM language
- PMO on Demand to scale easily – up and down
- Manage Stakeholders and not projects – just get shit done!



Part 2: Planning, Execution & Control

Benchmarking with Gartner Maturity Model

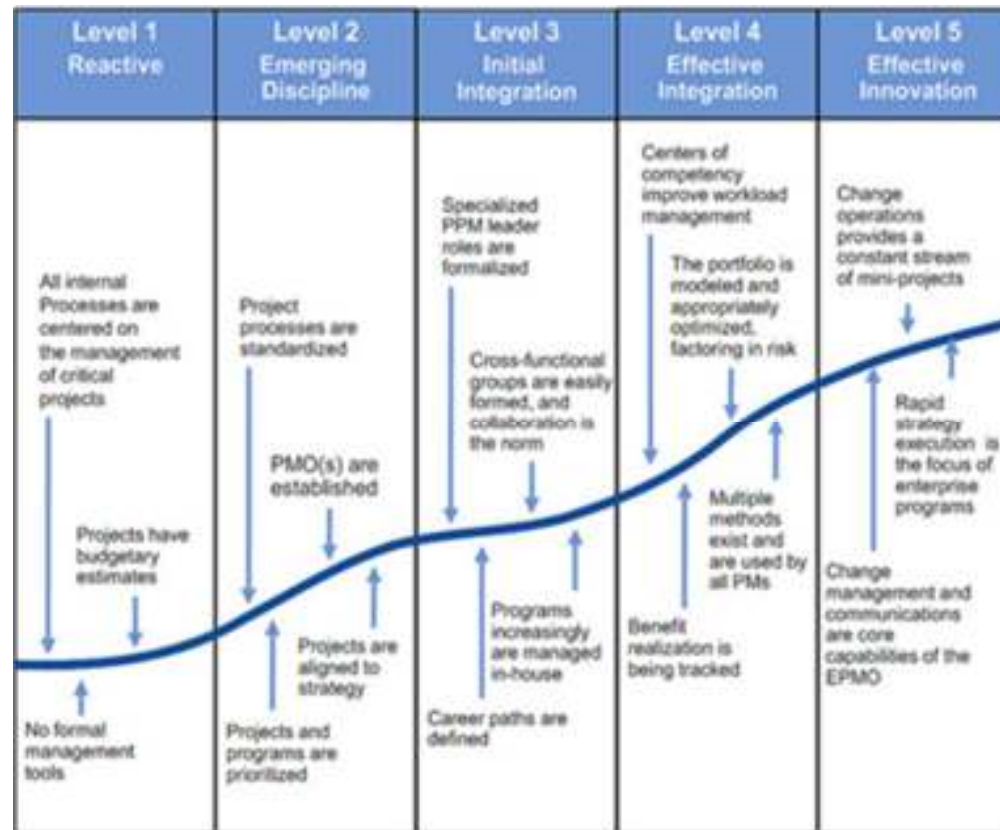
The Non- Linear Maturity Journey 2014 to Present

Achieving PMO Maturity– Key Techniques and considerations

Organizing for success – Key competencies & Engagements



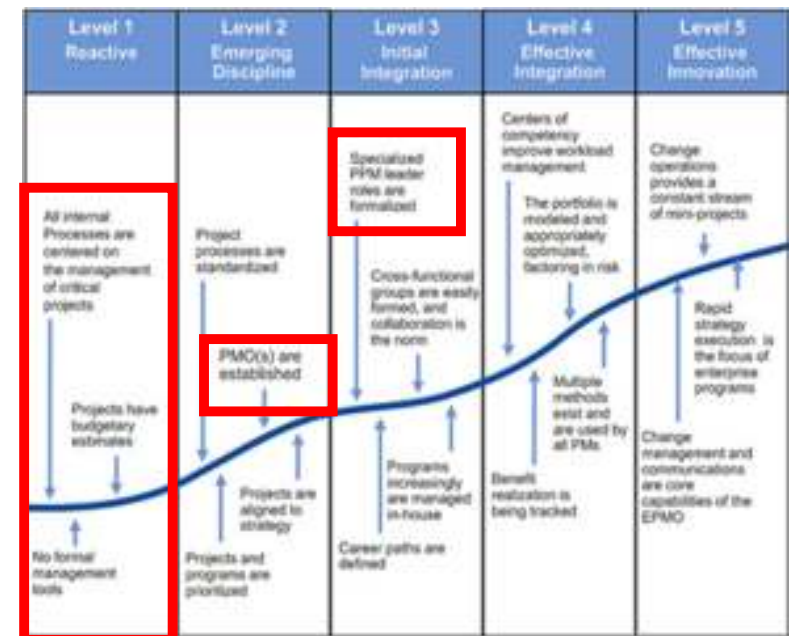
Benchmarking – Gartner Maturity Model*



*<https://i.pinimg.com/originals/6f/f2/35/6ff235234e98b388fac09f2019d1dc13.gif>

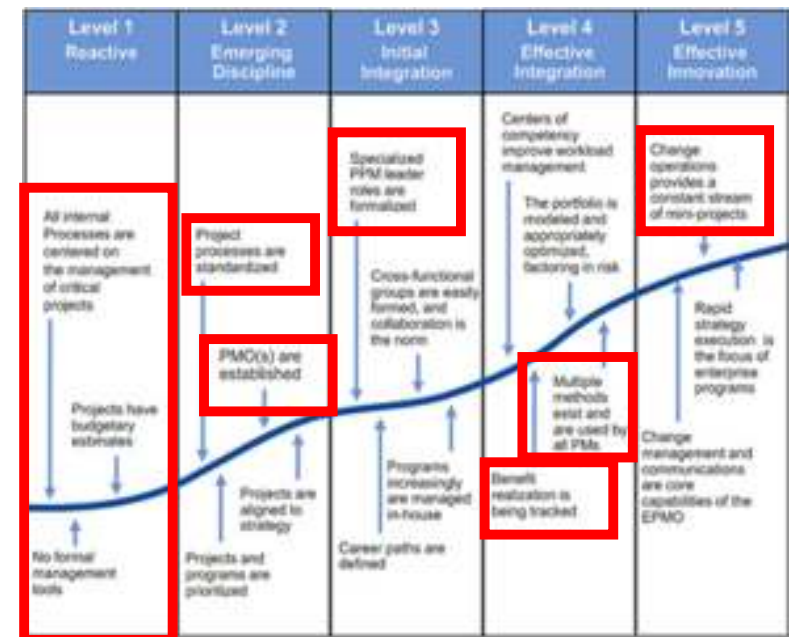
The Non-Linear Journey Through the Years (2014 - 2015)

- Level 1: All internal Processes are centered on the management of critical projects
- Level 1: Projects have budgetary estimates.
- Level 1: No formal management tools
- Level 2: Emerging Discipline: PMO's are established
- Level 3: Specialized PPM roles are formalized (Started)



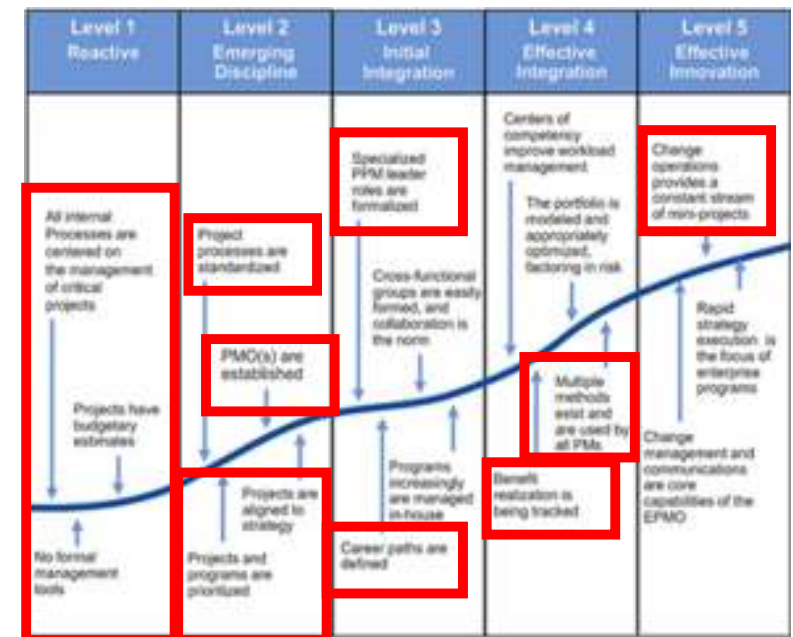
The Non-Linear Journey Through the Years (2016)

- Level 2: Project Processes are Standardized (Started)
- Level 4: Benefit Realization starting to be tracked – this matured more in 2018/2019 – still going
- Level 4: Multiple methods exist and are used by all PM's – 2015 & 2016
- Level 5: Effective innovation: Change operations provides a constant stream of mini-projects



The Non-Linear Journey Through the Years (Early 2017)

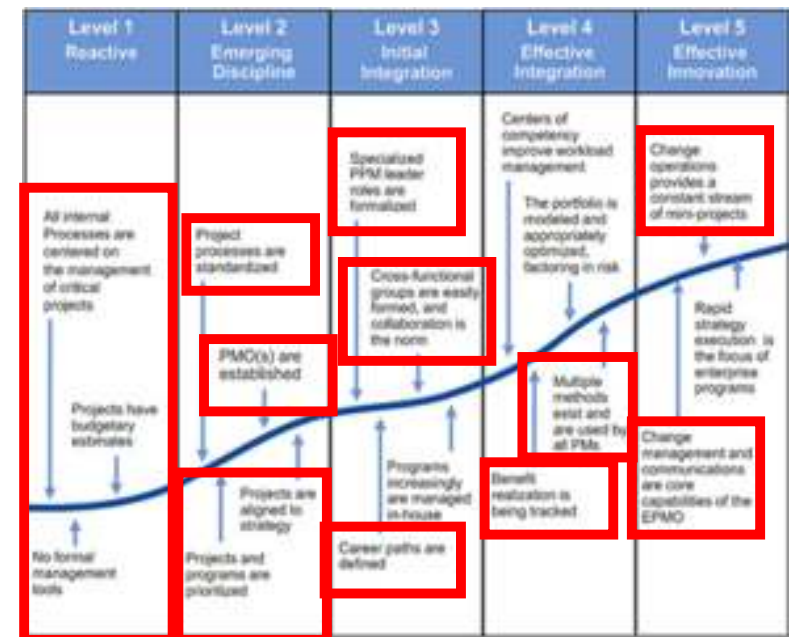
- Level 2: Projects are aligned to strategy
- Level 2: Projects and programs are prioritized.
- Level 3: Career Paths are defined



The Non-Linear Journey Through the Years (Late 2017 / 2018)

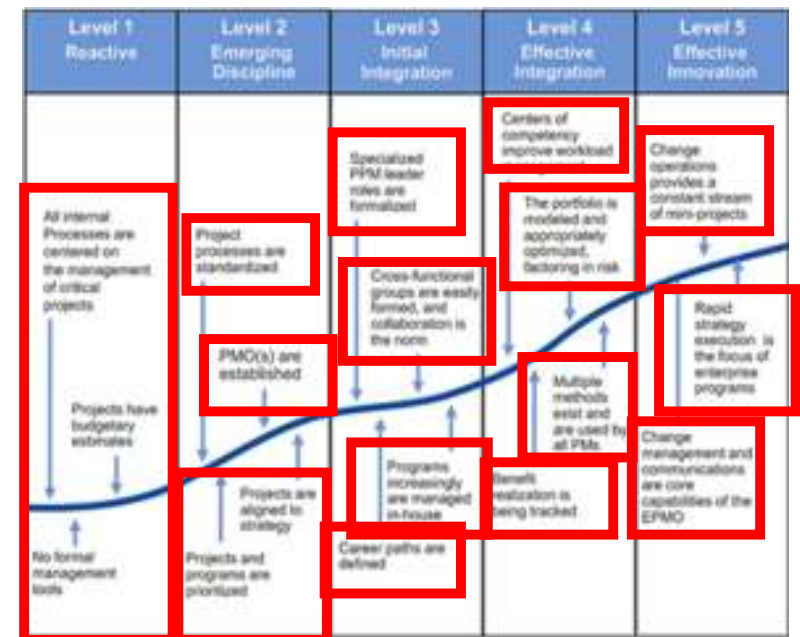
Major acquisition – stops everyone to focus on execution

- Level 5: Effective Innovation: Change Management and communications are core capabilities of the EP MO
- Level 3: Cross Functional groups are easily formed, and collaboration is the norm



The Non-Linear Journey Through the Years (2019 – Present Day)

- Level 3: Programs increasingly are managed in-house
- Level 4: Centers of competency improve workload management
- Level 4: The portfolio is modeled and appropriately optimized. Factoring in risk
- Level 5: Rapid Strategy execution is the focus of the enterprise programs



Organizing for Success

PMO ON DEMAND

- Project Managers: FTE's and Contractors
- Portfolio Manager
- 6 Sigma Black Belt(s)
- Project Administrator
- Budget Leader/Vendor/Change Management Leader
- Business Relationship Managers /Business Analysts

Engagement for Control

Weekly

- PMO Team meetings
- One-on-ones – established by the team members
- IT Leadership Team meetings (2x per week)

Bi - Weekly

- Project Performance discussion
- Governance for selecting projects to go into active state

Monthly

- Prioritization meetings with each functional executive leader and their team members.
- Monthly Executive Leadership Team meetings – Americas and Eurasia's

Quarterly

- Governance with CFO – tie breaker for too many #1's requested.
- Cross Functional Capital roundtable

Annually

- Strategic Planning
- Budget Planning – Opex and Capex



Part 3: My advice for you

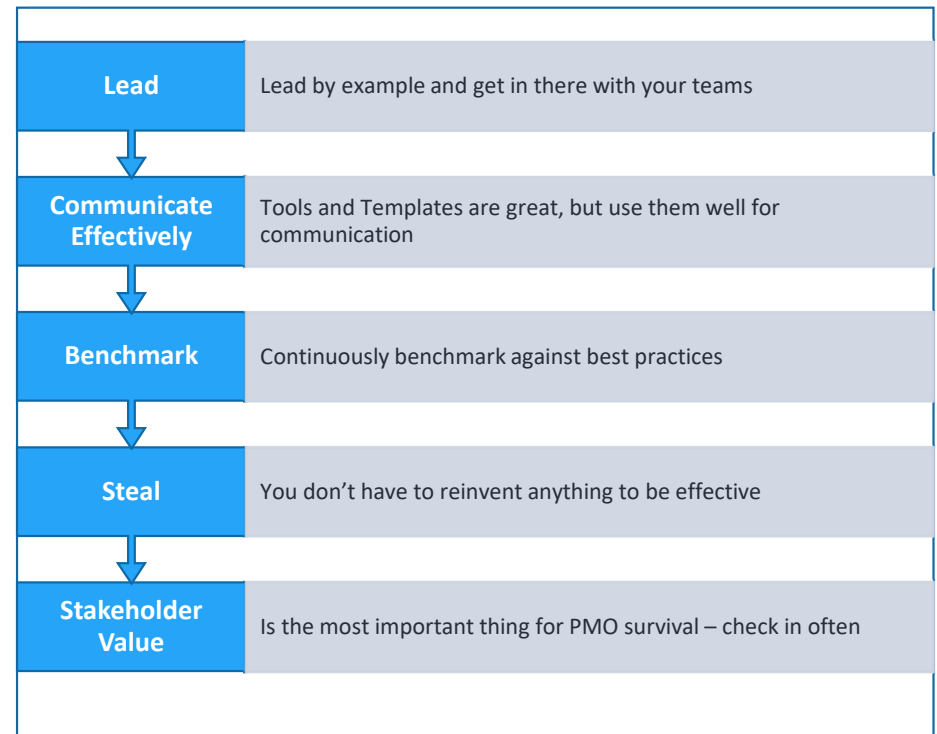
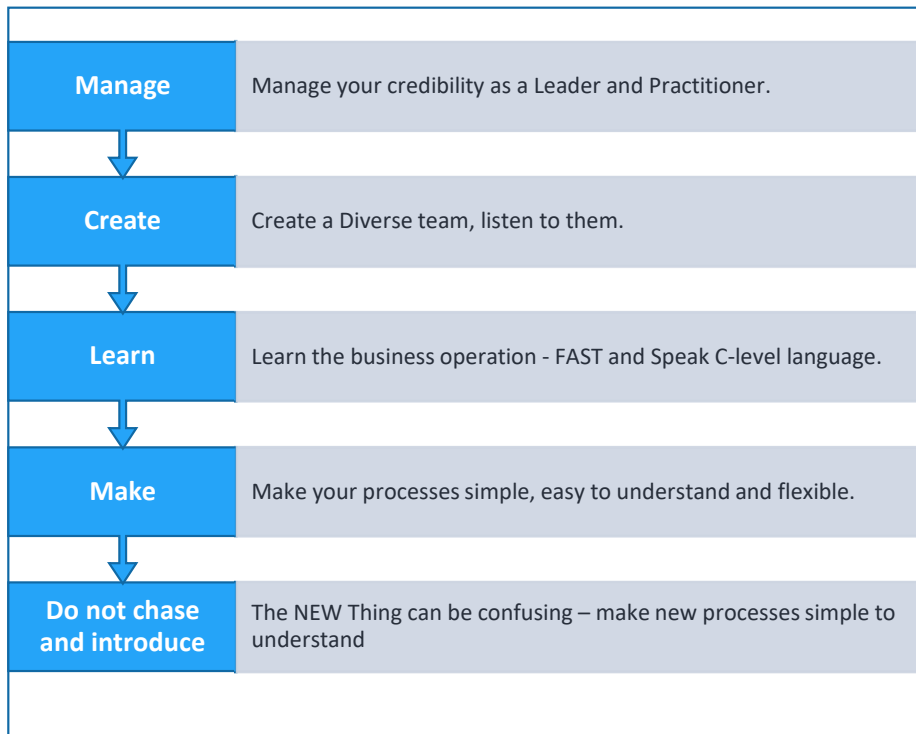
10 recommended actions – Lessons Learned

Where do I see Project Management

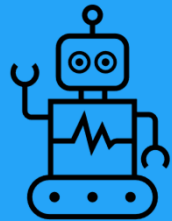
What you should do, What I plan to do



10 Recommended Actions – Lessons Learned



Where I see PMO's Going



Moves: Yours (Recommended) and Mine



Your next moves:

Get a strong sponsor or strengthen your relationships for PM sponsorship

Learn where project management is going and be prepared

Contact me for a consultation or questions/issues with your PMO

My next moves:

Grow the Project Management discipline – 2 high potentials from each functional group

Work on my successor

Continue evangelizing Project Management – new book, podcasts, speaking engagements, advisory boards, etc...



Part 4: Closeout

Questions

Where you can find me



QUESTIONS?



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Coming Soon

- Book: Vision to Reality! June 22, 2022 – Pre orders at a bookstore near you!
- Podcast: Visionary Ventures! April 2022