

LISTEN SHAPE COLLABORATE DELIVER

Programme Management Office Maturity and value

The value a good PMO delivers as it moves up the maturity ladder

Part of the PiC PMO Diagnostic Toolkit

Version 1.0

1 © Partners in Change 2021 - The value a good PMO delivers as it moves up the maturity ladder



PMO benefits materialise differently across an organisation, as it climbs the maturity ladder

5. Optimized Innovation

- Delivery processes continually optimized, with solid baseline allowing relative performance of new methods to be effectively trialled and assessed
- Assessment of performance metrics used to drive process and/or organisational changes to improve performance

4. Quantitatively Managed

- Delivery performance metrics measured and controlled e.g. (time, cost, quality, benefits, outcome achievement, risk level, team, stakeholders etc)
- Cross portfolio dependencies and priorities effectively aligned
- Organisational lessons and Leading practice regularly reviewed and embedded

3. Embedded

- Processes and reporting consistent with reliable quality (trusted data)
- Issues largely proactively managed, minimising impact on time and cost
- Improved focus of "Expert" leaders time, optimising bandwidth
- Organisational learnings identified and consistently applied

2. Developing

- Processes and reporting consistent for key projects although quality varies
- Teams remain largely reactive to issues
- Continued reliance and high bandwidth demand on "expert" leaders
- Organisational learnings identified although inconsistently applied

1. Performed

- Processes and reporting inconsistently applied and of varying quality
- Teams reactive to issues often impacting time, cost and quality
- Heavily reliant on "expert" leaders across all aspects of delivery
- Little organisational memory, learning and improvement across teams

Typical examples of the benefits of a good PMO are seen:

for Sponsors

- Increased clarity on interventions that require decisions
- Increased confidence on achieving benefits and outcomes
- Transparent and consistent reporting across the portfolio

for Executives and Stakeholders

- Improved delivery confidence of 'complete business solutions' to deliver strategic objectives
- Ability to make informed investment decisions based on more consistent and reliable data
- Improved financial planning through costs and benefits being consistently measured and controlled

for Programme Directors

 Able to spend time on the things that can make a material difference, such as, leadership, stakeholder alignment, removing delivery obstacles, proactive issue management etc

for Programme Managers

- Increased bandwidth for managing delivery quality
- Access to highly experienced market peers, leading practice and practical examples
- Sounding board for issue resolution
- Early warning of issues and areas that require greater focus

for Delivery Teams and Suppliers

 Feel more supported through earlier issue management, increased focus on the decisions that matter and removal of 'blockers'

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