



Project Office DOs and DON'Ts

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How Accurate was MetaGroup's Crystal Ball?

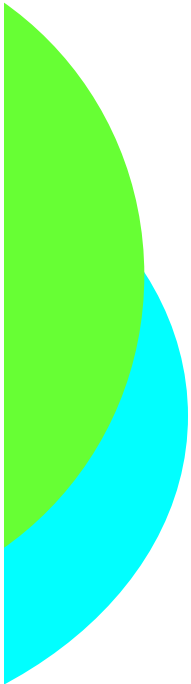
- By 2002, Project Offices will become an integral part of leading enterprises' management structure.
- By 2003, Project Office measures will be linked through dashboards to application portfolios focused on business performance.
- After 2003, momentum of the IT value equation will drive IT executives to insist on having Project offices

MetaGroup Trends, 1999



DO: Know What You Want Your Project Office to Be When It Grows Up

- Service offerings
- Service approach
- Position in the organization
- Role in the organization
- Type of funding model
- Number of projects
- Size of customer base
- Project ownership



Project Office Organization Options

Project Management Center Of Excellence : PROVIDE LEADERSHIP

Project Support Office:
PROVIDE CONSULTING

Project Management Office:
MANAGE PROGRAMS/
PORTFOLIOS

Project Office:
MANAGE PROJECTS



DO: Pay Attention

- Culture
- Organization's size
- Critical support opportunities



DO: Staff Appropriately

- Skill profile and roles aligned with objectives
- Capacity aligned with demand created by success
- Ratio of staff aligned with customer base
- Credibility



DO: Address The Misconceptions

- Big Budget = Good Planning
- Auditing Results = Auditing Process
- Project Tracking = Project Management
- Anyone With A PM Tool = Project Manager
- Standardization = Rigor/Rigidity
- Standardized Process = Standardized Leadership Style
- More Projects = More Results
- \$ to help floundering project > \$ lost if project continues to flounder
- No News = Good News
- IF process is 'complete' THEN project office can deliver value.



DO: Market The Project Office

- Sell the *problem*
- Paint a positive, energetic picture of now and later
- Communicate incrementally
- Seek sponsorship
 - Who has authority to make improvements?
 - Who benefits most?

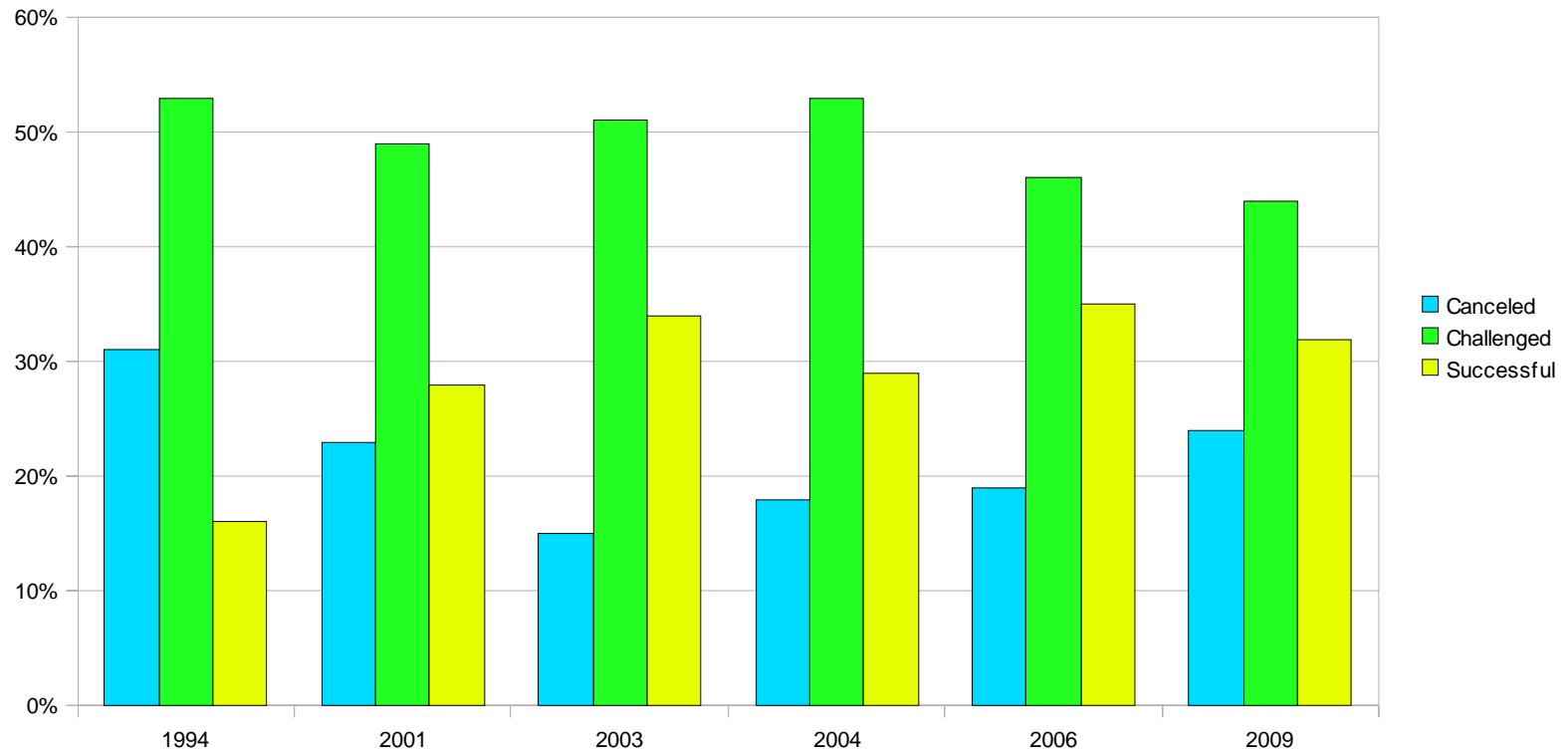


DON'T: Forget The Project Management Practitioners

- This will take their time before it saves them time
- Consult on their turf
- Offer a variety of levels of support
- Make sure success stays visible on them
- Get their feedback, and then use it

Is It Working?

Sampling of
The Standish Group International, Inc. Chaos Report





May your Project Office
endeavors be rewarding!
