

What is next for PMOs

Key levers for the future



Executive Round Table

2 QTR 2018



Agenda



- | | |
|-------------|-------------------------------|
| 11:00-11:10 | Introductions and overview |
| 11:10-11:20 | The challenge |
| 11:20-11:50 | Facilitated discussion |
| 11:50-11:55 | Closing comments & next steps |
| 11:55-12:00 | Call to action & wrap up |

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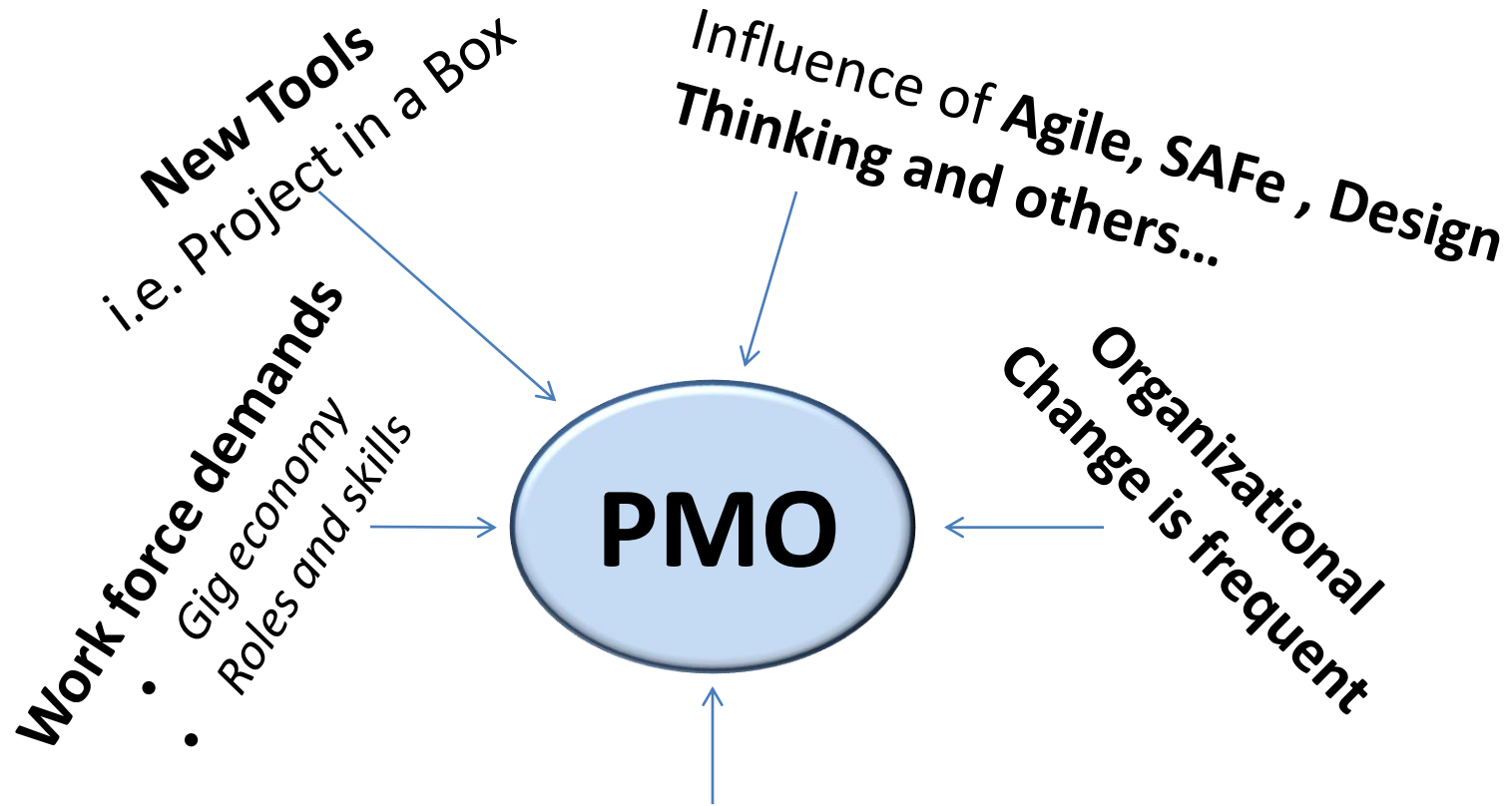
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Background to the Challenge



Influences on PMOs' future



Cultures are changing to be more disruptive and innovative

"Let's try a lot and fail frequently.."

There are many factors affecting the future of your PMO

Background to the Challenge



What is next for PMOs...what are the key levers for the future...

187 Sr. PMs Surveyed (AXELOS study):
6 out of 10 believe that **AI and machine learning will have a profound impact** on the profession:
59% say that automation will replace many routine PM tasks, while 90% predict that project risk will increase, requiring PM's to develop new skills

Gartner

"However, a great PMO leader must hone **specific soft skills** to facilitate success in project management and project execution through the work of others." Feb 2018



intuit.

"...by 2020, 40% of the workforce will be temporary."



"...by 2027, employers will **need 87.7 million individuals** working in project management-oriented roles." *Job Growth and Talent Gap report (PMI)*

"**projected job growth of 33%** through 2027"

More than two-thirds of organizations report using outsourced or contract project managers (68%). (2018 Pulse of the Profession)



Background to the Challenge

What is next for PMOs...what are the key levers for the future...

McKinsey&Company

“of more than 60% of the occupations researched, more than **30% of their activities had the potential to be automated** by adapting currently demonstrated technologies.

Dr. Michael Chui, a partner at McKinsey Global Institute

“The risk in a project is always probabilistic and the human mind is not good at doing **risk-based probability management**, especially when we’re combining many different probabilities,” AI will be helpful in Project Risk Management (think minority report)



Aptage CEO John Heintz



“We see a sluggishly slow adaptation of **AI/ML in the current PM ecosystem**,” Zeb Evans, ClickUp’s CEO

“Today’s executives realize that to stay ahead of the competition, they must also seize new opportunities while **controlling unplanned risks** — this requires a different approach to planning, building, and delivery. “

Background to the Challenge



What is next for PMOs...what are the key levers for the future...

“AI will undoubtedly change how projects are delivered and how project management as a practice will evolve. In the midst of this evolution it is important to remember that there is something AI cannot do – be human.

This means that project managers will also stay relevant in the age of AI if they focus on the core skills of project management and progressively move into work that emphasizes human skills.”

This includes:

- Leadership
- People and stakeholder management
- Communication (verbal & non-verbal)
- Storytelling
- Empathy
- Emotional intelligence
- Negotiation



pwc

Transformation Assurance, 2018

Background to the Challenge



What is next for PMOs...what are the key levers for the future...

“the role of the project manager is expanding to:



- **Strategic Advisor:** plans, executes, and delivers
- **Innovator:** acts as product owner and developer
- **Communicator:** is always clear and concise—no matter the audience
- **Big Thinker:** is adaptable, flexible, and emotionally intelligent
- **Versatile Manager:** has experience with all approaches—waterfall, Scrum, agile, lean, design thinking”

Background to the Challenge



Gartner® On Project Management:

Soft Skill No. 1: **Develop Your Empathy** and Assess Others' POV So You Can Address Their Needs and Maximize Their Effectiveness Simultaneously

Soft Skill No. 2: Communicate in Ways That **Create Change**, Manage Expectations and Enable Alignment Across Teams

Soft Skill No. 3: Model Personal Behavior to **Lead Change Effectively**

Soft Skill No. 4: Establish Yourself as Servant Leader, Defining Who and What You Are Serving

Soft Skill No. 5: Become an Expert at **Persuasion and Influence**, Since PMOs Have Limited Positional Power

*Can a PM both carry a club and a box of tissues...?
Do Timelines, \$\$, and Scope suffer?*

Background to the Challenge



What is next for PMOs...what are the key levers for the future...



Tool capability often sets the process

New AI innovations will leapfrog traditional tools in next 5 years: i.e. [harmon.io](https://www.harmon.io)

...uses AI to cut through the high volume of information that builds up in projects, by highlighting only the most relevant communication threads and documents workers need to complete their tasks.

Facilitated Question #1



How are you developing “**The Total Project Manager**”: manage people, technology, process and organizational changes?

What skills do you see a need for in the future of PM?

- *Agile and/or Waterfall? (do we require diverse thinking?)*
- *Change Management?*
- *SAFe/Agile?*
- *Product Owner?*
- *Diverse methods such as “Design Thinking”?*
- *Other soft skills?*
- *AI?*
- *Machine Learning?*



Facilitated Question #2



In a Gig Economy...

Can project managers engage in open dialogue with third party resources that are in line with an open innovation philosophy?

Is there a difference in engagement level between a third party and an employee?

How do you overcome these obstacles with equal results?

“...alternate, contingent, or contract workers, who do not have the rights or social protections of “employees,” as per employment and labor laws.”

IRLE WORKING PAPER #106-17 September 2017, a study out of Berkley



Facilitated Question #3



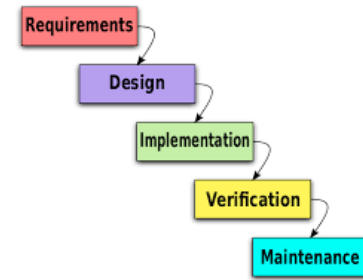
How are new methodologies impacting your PMO?

- Are your business partners adopting new methods and roles?
- How do different methodologies help or hurt your PMO?

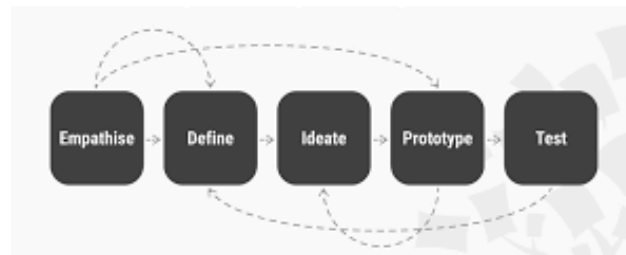
A) Agile



B) Waterfall



C) Design Thinking

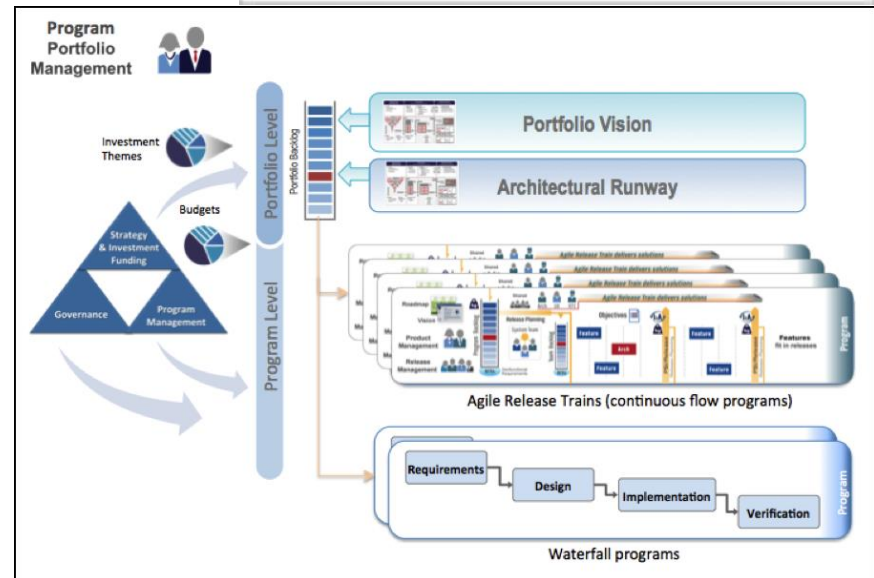
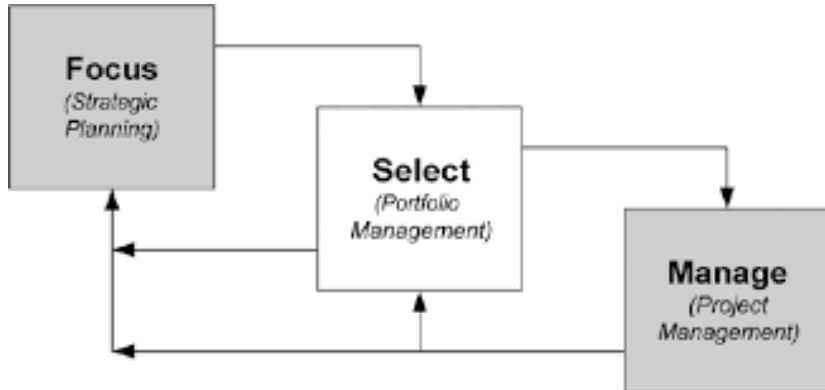


D) Innovation or Other



Facilitated Question #4

How are you ensuring your PMO is adding value to corporate performance and strategy?





Facilitated Question #5

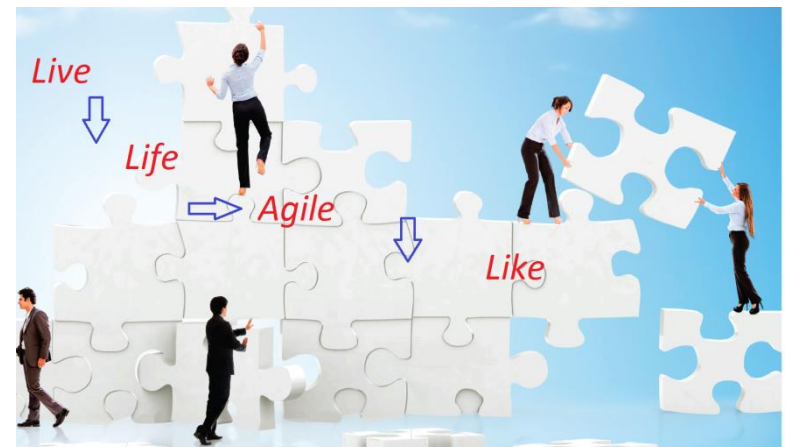
Is Agile moving beyond IT projects into the way business works?

Is the business starting to call itself an Agile Business?

What are the implications for your PMO in a culture of an “Agile Business?”

“As our companies turn into highly focused software organizations, we must change the way we manage them. A continuous learning environment fueled by round-the-clock customer insight and feedback demands teams, environments, decision-making structures, and funding models that exhibit the true meaning of the word **agility** — resilience, responsiveness, and learning.”

Harvard Business Review





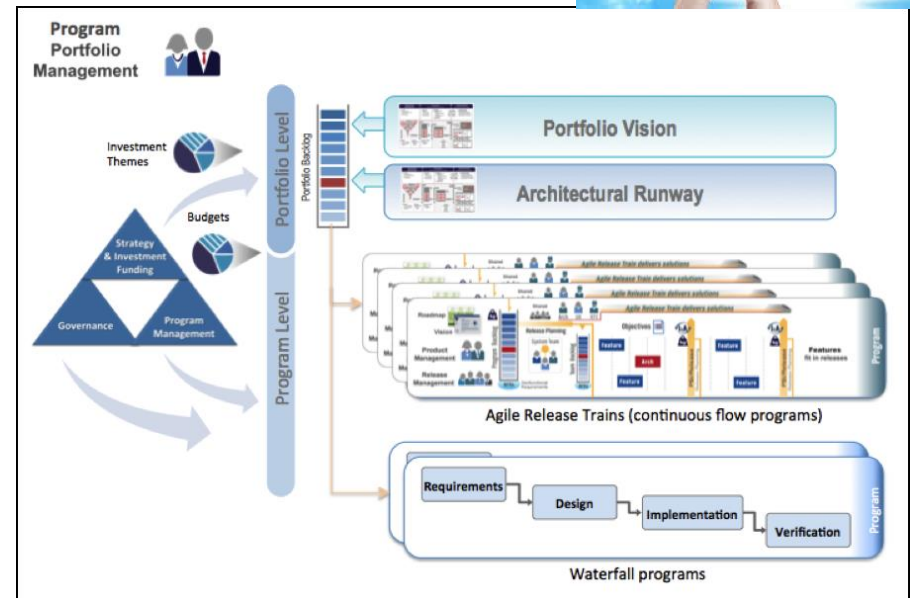
Facilitated Question #6

Can you share a key lesson learned about how a Business PMO can better integrate with new methods and practices?



Such as :

- *SAFe*
- *Agile Business*
- *Innovation Labs*
- *Design Thinking*
- *Lean*
- *Customer Experience*



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Conclusion #1



COLLABORATION

“Working with HR to ensure a career path and development roadmap is key.”

A PMO should stay focused on Value Delivery as all things change around them

“PM Skills requirements are changing...due to pressures of disruption, automation, AI and new methods”

- Goal of AI and Automation is to enable PMs to focus on more strategic and human factor roles
- Change Management is seen as more of a requirement due to disruption and frequency of changes
- All methods focus on delivering value and can be valuable to PM



Conclusion #2



COLLABORATION

“Discussion on tools and collaboration between disciplines is key to success.”

PMOs need to help integrate methods and tools to ensure adoption

There are many industry-proven methods and hybrid methods available. Alignment of methods and tools is key.

- Not all methods work in all areas.
- Different methods have different roles.
- Finding the connection to roles and helping the business translate will ensure success.



Conclusion #3



COLLABORATION

“Collaboration with senior leaders around governance models and future agility are key.”

PMOs should get ahead of new innovations and trends in corporate leadership and cultures

Business Cultures are changing. The mode in which leaders operate and manage the business will drive changes to the PMO.

- Corporate governance may change the PMO role
- Agile Businesses may see more investment in “innovations” and fail fast models
- The key will be to connect corporate strategies with PMO outcomes

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Call to Action

What three things can you do tomorrow?

1)

2)

3)