

IS YOUR PROGRAM MANAGEMENT OFFICE ADDING VALUE?

The effectiveness of your Program Management Office (PMO) in today's business climate is a mixture of art and science, of give and take, of good and bad, and (sometimes) ugly. The pressure on a PMO to bring expected results can be unbearable, unless you are certain that the PMO is indeed adding value. Take a quick look at your PMO and evaluate whether it is adding the maximum value possible to your organization.

VALUE ELEMENTS

Eight elements indicate the level of value your PMO is adding to your company. These eight factors combine to paint a clear picture of how successful the team is...and where they can be more effective. Here are the eight:

1. Connecting work and results to increasing revenues, minimizing costs, or both.
2. Collaborating effectively with line businesses.
3. Keeping leadership informed of progress, challenges, and results.
4. Proactively managing issues and risks.
5. Connecting work and results to business strategies and tactics.
6. Measuring and reporting business metrics.
7. Planning and managing communications with impacted teams and individuals.
8. Acting in accordance with the company's vision, mission, culture, and values.



VALUE ASSESSMENT

When you measure your Program Management Office against each value element you will clarify what is working well and where improvement opportunities exist. You will be able to zero in on where they are adding value. Assess your PMO against the following table:

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1	2	3	4	5	6	7	8	9	10
ADDING LESS VALUE				VALUE ELEMENT		ADDING MORE VALUE			
PMO members do not make the effort required to understand the bottom-line effects of their work.				1. Cost/Revenue		Each PMO member understands how his or her work impacts increasing the organization’s revenues, reducing the company’s costs, or both.			
The PMO is concerned only with its own agendas, unconcerned with what the line business is doing.				2. Business Collaboration		The PMO is an “arm-in-arm” partner with the line businesses they serve. They foster involved collaboration with the business team.			
The PMO communicates with leadership only good news. Bad news is shared too late.				3. Leadership Information		The PMO keeps the leadership ranks fully informed of their progress, challenges, and results. They share both good and bad news.			
The PMO is slow to address the issues they face. Risks becoming issues often surprise the PMO.				4. Issues / Risks		The PMO courageously manages issues, aggressively working them to closure. They have specific, actionable plans in place to mitigate risks.			
The PMO takes a narrow, myopic view of their work, unable to articulate how it impacts the company’s strategy.				5. Business Strategy		The PMO understands how their work supports the company’s strategy and the tactics in place to implement that strategy.			
The PMO does not measure their work or the results of that work.				6. Business Metrics		The PMO has in place rigorous measurement and reporting mechanisms to ensure their goals and business impacts are clearly documented.			
The PMO communicates with those impacted by their work inconsistently. Audience expectations are not well understood.				7. Impact Communications		The PMO has in place a detailed communications plan which ensures the right messages are delivered to the audiences impacted by their work at the right time.			
PMO members cannot articulate the organization’s vision, mission, or values. The PMO does not understand the company’s culture.				8. Company Vision		The PMO is fully integrated with the company’s vision and mission. Their behavior consistently proves they understand the organization’s values and culture.			

How did your PMO score? Now that you have taken a quick look at how well your PMO is adding value, is your Program Management Office adding as much value as possible?

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