

# Oscillation Patterns in PMO Existence

By

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# Agenda

- Systems view of the role for a PMO
- Primary work place motivations
- Influence of motivations on repeated patterns of PMO renewal
- Recommendation



# Agenda

- Time constrained
  - Lots of slides to cover
  - Clarifications where possible
  - But elaboration must wait until afterwards



# Agenda

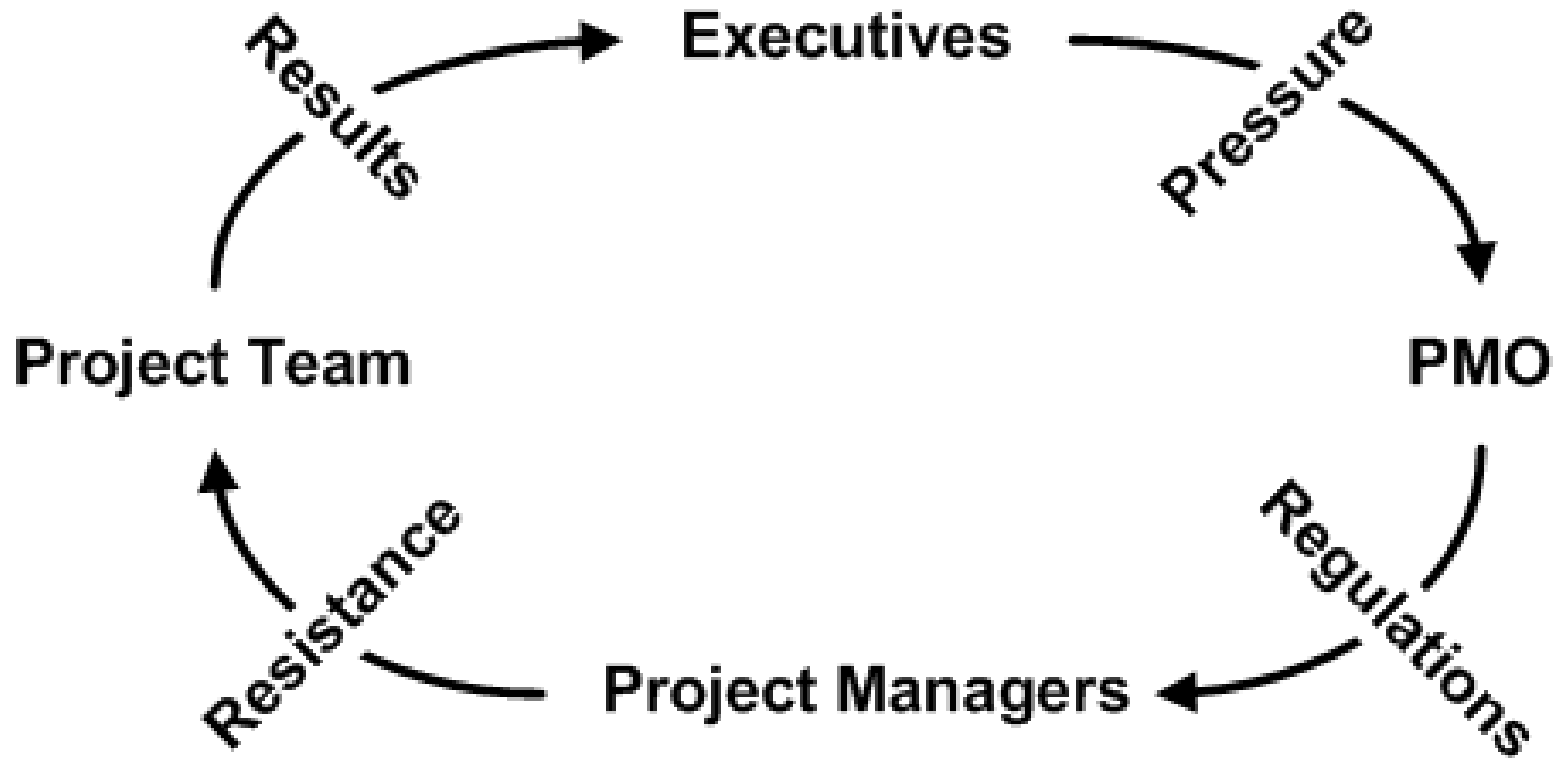
- ➔ **Systems view of the role for a PMO**
  - Primary work place motivations
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# Definition of PMO

- A specialization within an organization
- Focused on:
  - Projects
  - Programs
  - Portfolios
- Three primary models
  - Enterprise: top-down focused on compliance
  - Repository: focused on methodologies
  - Coaching: bottom-up focused on the people
    - References at end of slides – see Kendall & Rollins

# Systems view of the role for a PMO





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# Definition of a Motivation

- "A recurrent concern for a goal state based on a natural incentive – a concern that energizes, orients, and selects behavior."
  - References at end of slides – see McClelland



# Motivations are not Traits

- Traits are persistent across adulthood
  - Best known in the old Myers-Briggs model
  - Now replaced by the 5-Factor model
- Motivations are persistent yet situational
  - Your role in the organization influences you
  - Your motivations influence your role



# 3 Primary Workplace Motivations

- Power – also known as Impact
  - Ability to control
- Achievement
  - Results oriented
- Affiliation
  - People are the priority



# Tendencies

- Power
  - Those most in need of power become execs
  - Those most adept at power succeed
  - Greatest concentration of power in world today is in the U.S. President



# Characteristics of select Presidents

- Reagan – most powerful
  - Power motivation scored at 67%
- Carter – an engineer
  - Achievement scored at 63%
- Ford – the great reconciler
  - Affiliation scored at 80%
  - References at end of slides – see McClelland



# Use of Power

- Create legislation to make CA green
  - Create the goals
  - Leave it to someone else to implement
- “No Child Left Behind”
  - Powerful slogan
  - Appeals to almost everyone
  - Yet debate rages as to what it means
  - Arguments continue over funding

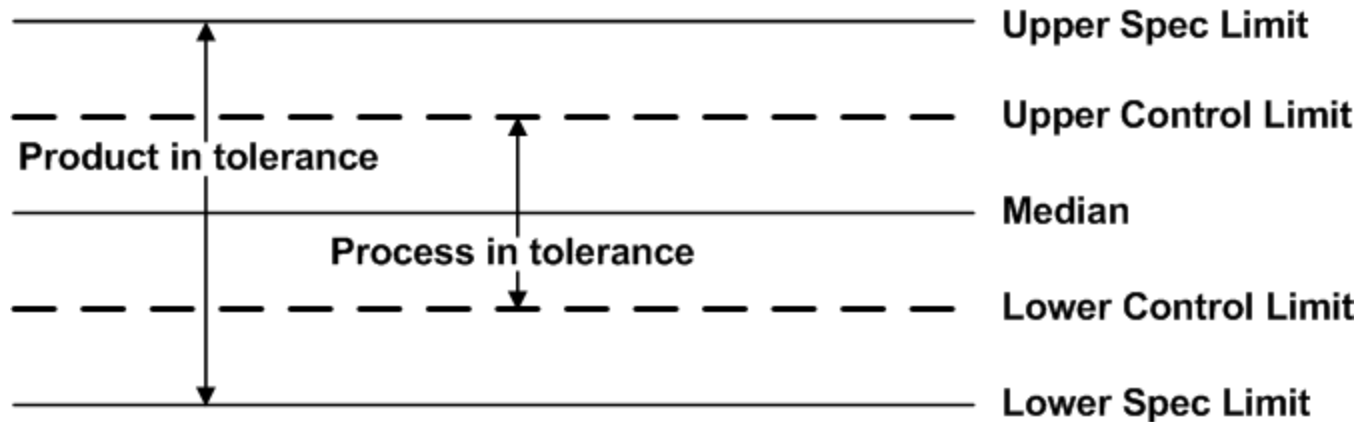


# Power is Impact

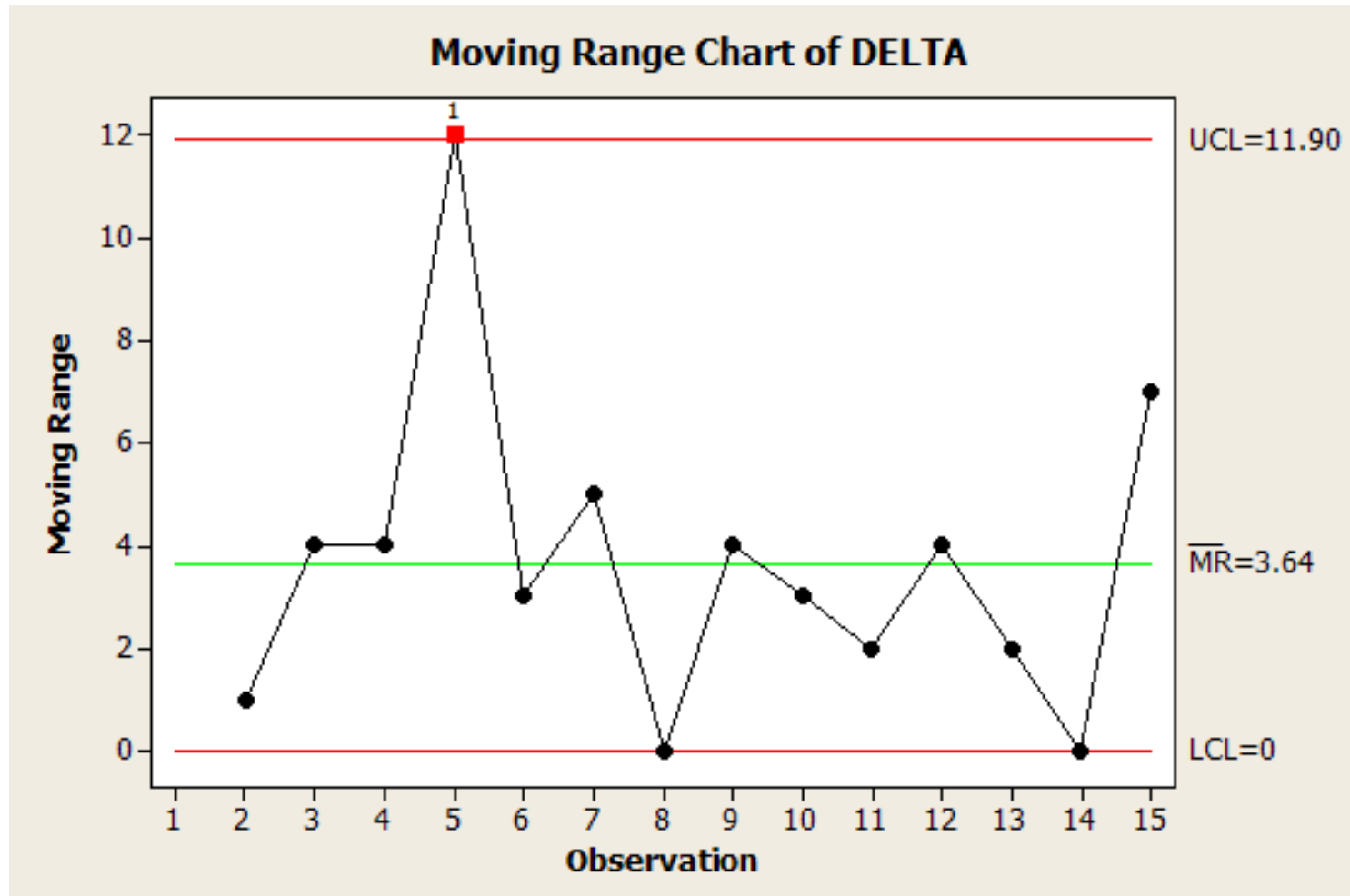
- Problem: Projects not finishing on time
- Permanently solve the problem
  - Create a PMO
- Claim credit quickly

# Metrics

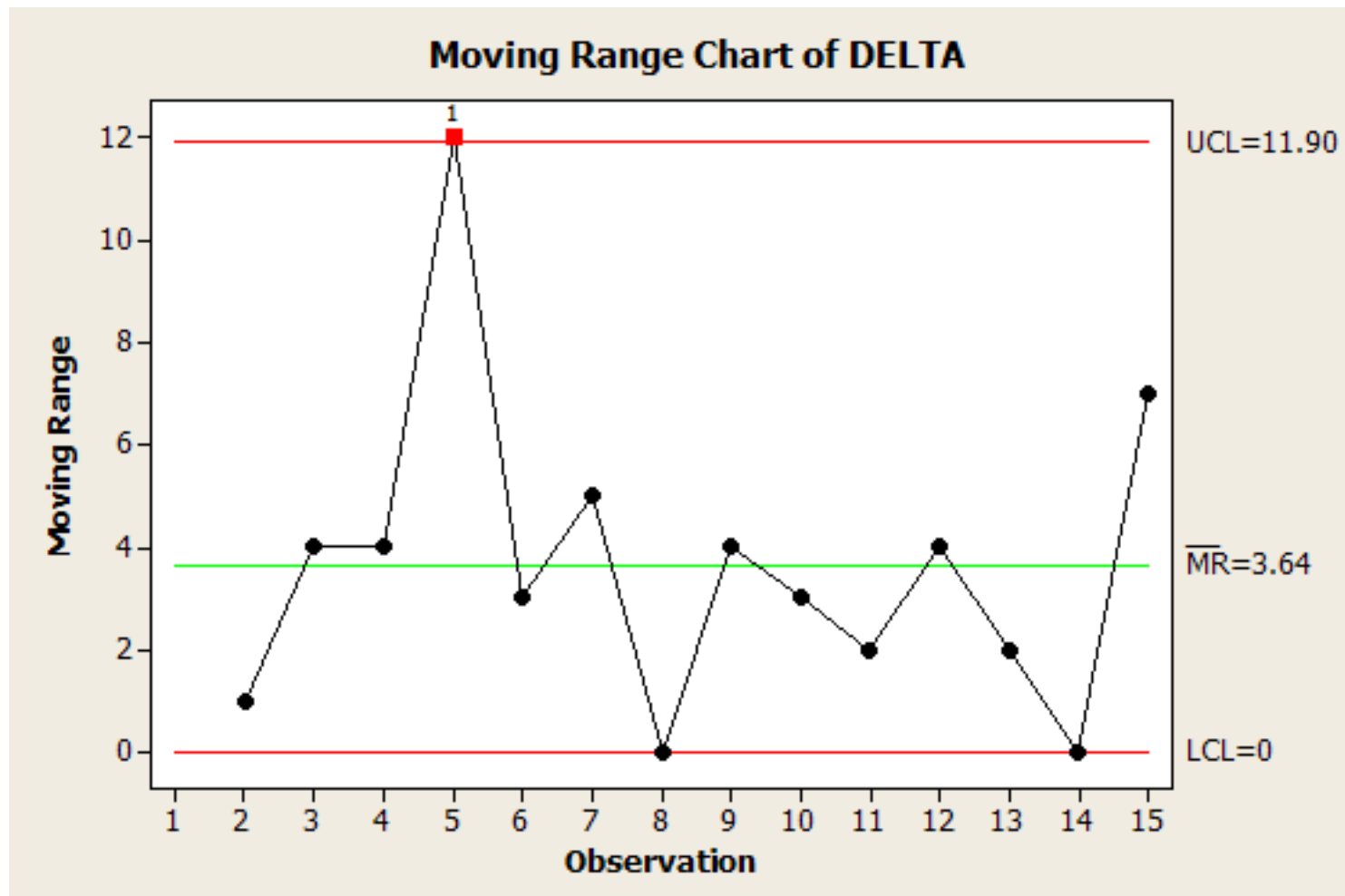
- Quick review of control charts



# Is this process in control?



# Do Politicians want failure?





# Power versus Achievement

- Power creates and claims credit
- Achievement measures
  - Find the people that love to measure
  - Good news means success
    - So what – anyone can do that
  - Bad news means opportunity to change
    - A chance to distinguish self above others



# Achievement

- Achievement is focused on optimization
  - Efficiency
  - Making it better and better
  - Measuring both good and bad
- Middle management tendencies



# Affiliation

- Social, relational, priority is people
- Preferred characteristic for HR career
- Dominate in alienated work groups

# Organizational Life



# Organizational Life

- No judgment implied
- Those who need power find their role
- Those who need achievement strive to
- Everyone else survives





# Who are you?

- Is title important to you?
  - Power
- Is accomplishment satisfaction enough?
  - Achievement
- Is work just time between weekends?
  - Affiliation
- Those are simplifications
- We all blend all of these Motivations
- But most give one greater preference



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# Problem

- Projects flounder
- Projects fail
- Projects are late and/or over budget
- Projects are a problem



# Predominate Motivation of Execs?

- Power
- = Impact
- = Do something big, then claim credit
- Why not start a PMO?



# Who runs the PMO

- Power motivated executive
  - Create rules
  - Claim victory
  - Known as Executive Model
- Achievement motivated manager
  - Make charts
  - Describe opportunities
  - Known as Repository / Tools Model
- Affiliation motivated people-person
  - Focus on training and mentoring
  - Build up the team
  - Known as Coaching Model

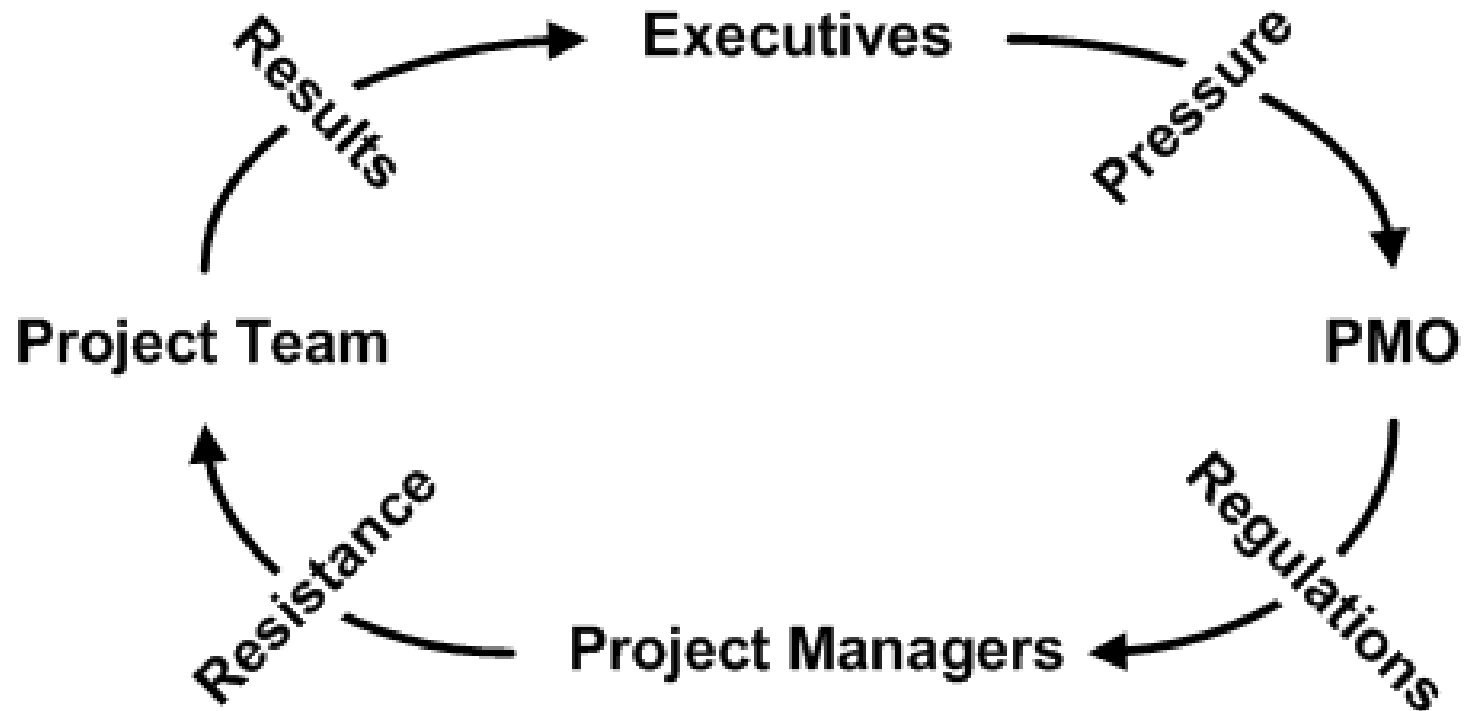


# Will this succeed?

- Power motivated executive = Alienates the PMs
  - Create rules
  - Claim victory
  - Known as Executive Model
- Achievement motivated manager = What value?
  - Make charts
  - Describe opportunities
  - Known as Repository / Tools Model
- Affiliation motivated people-person = Invisible
  - Focus on training and mentoring
  - Build up the team
  - Known as Coaching Model

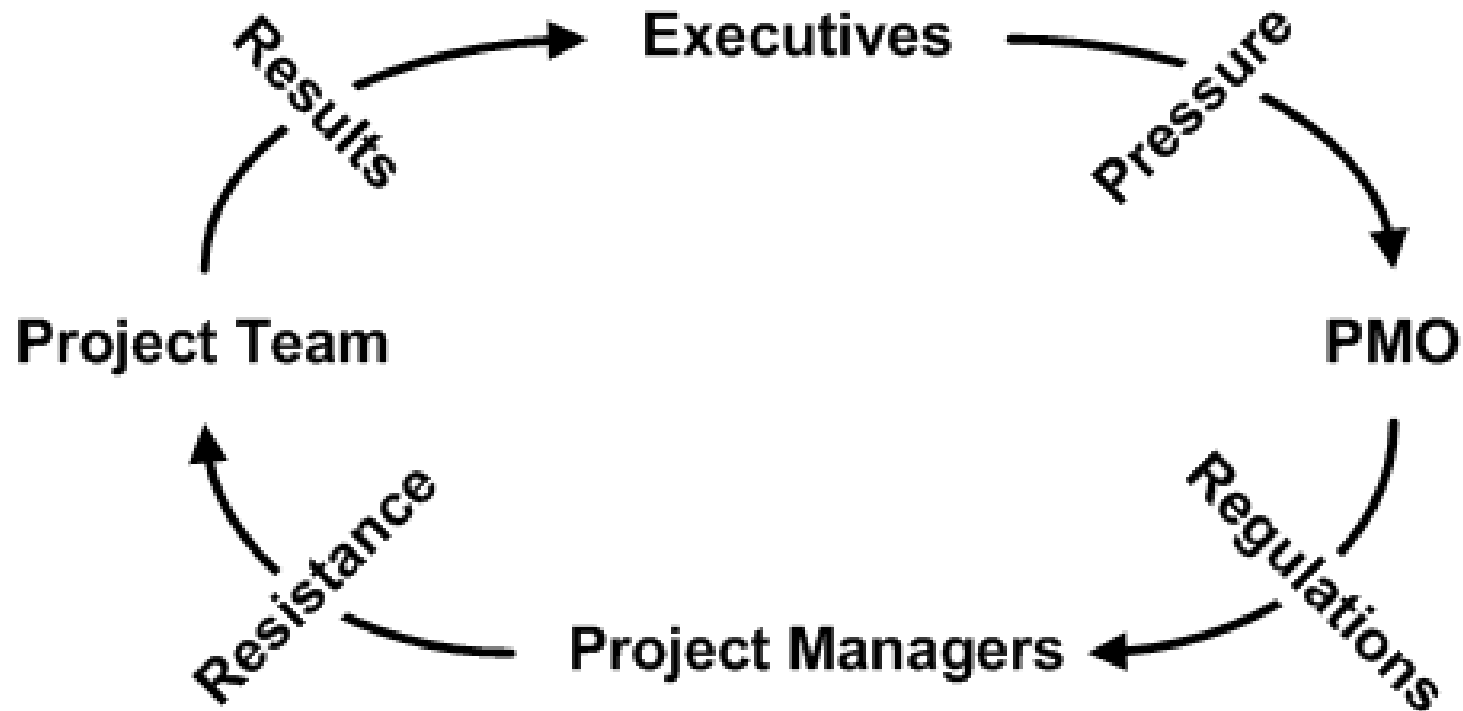
# This is a system

- Who delivers the project results?



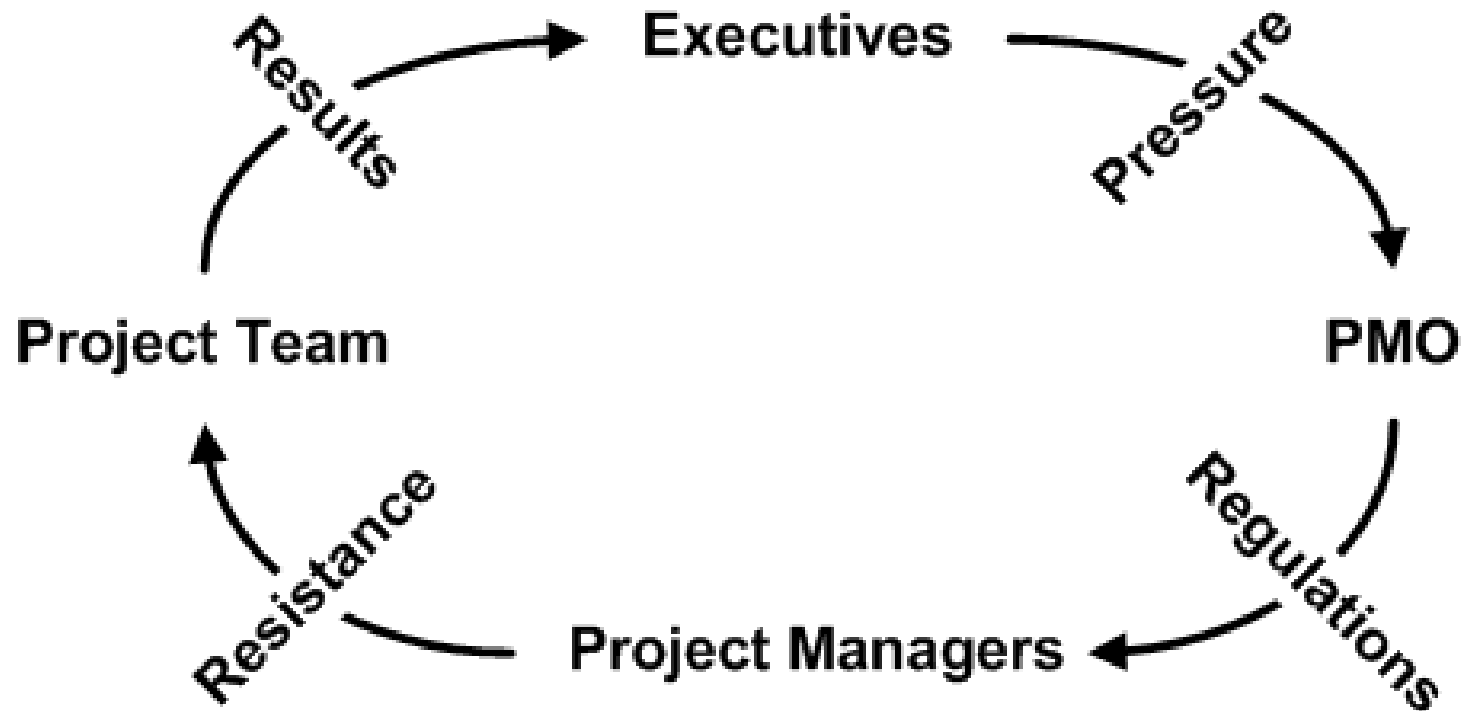
# This is a system


- Who delivers the project results?
- Who does the PMO communicate to?



# This is a system

- Who delivers the project results?
- Who does the PMO communicate to?
- Who gets blamed for project failures?





# Power = Impact

- Corporate Executives, just like politicians, have a consistency that votes in or out
- Power claimed victory by creating PMO
- Power needs to claim victory again
  - Obviously this PMO idea did not work out



# Case Study

- National oil company
  - Founded a PMO to fix problems with projects
  - 18-months later broke the PMO into divisions
  - Laid off PMO staff in corporate
  - Then shutdown the PMO in convenience stores division



# Case Study

- Local finance company
  - Founded a PMO to fix problems with projects
  - 18-months later broke the PMO into divisions
  - 12-months later laid off the entire PMO
  - 6-months later, created a new PMO
  - 6-months later, laid off the entire PMO



# Case Study

- USA division of an automobile company
  - Workers got PMP cert – problems persist
  - Created PMO templates – problems persist
  - Created a PMO - avoided and isolated
  - More “big bang” initiatives since then:
    - ITIL
    - Six Sigma



# Case Study

- Local software company
  - Started a PMO
  - Laid off the PMO staff
  - Restarted a PMO
  - Laid off the PMO staff
  - Rehired the same PMO staff
  - Followed by high turnover
  - Recently disbanded the PMO yet again

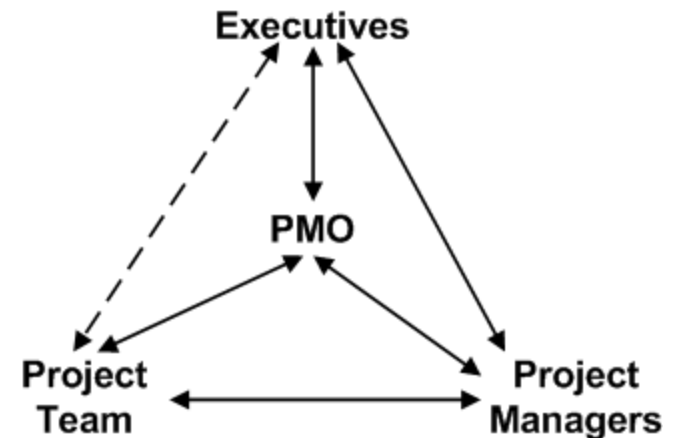


# Case Study

- How many companies can you think of that have either created or destroyed their PMO within the past year?

# Recommendation

- The problem is in the system
  - Must change not just PMO
  - Must change not just Project Managers
  - Entire organization needs to learn how to use Project Management to get results
- Change the **COMMUNICATION**
- Change the **CULTURE**





# Emerging trends

- Peter Senge – Learning Organization
  - Shared vision
  - Personal mastery
  - Systems thinking
  - Dialogue
    - Other points omitted for brevity



# Recommendation

- Vision driven + Unanimous participation
  - Not PMO herding project managers
  - Not PMs herding cats
- Deep learning about project methodology
  - People doing the work do not understand
  - Nor do they value the process
  - Applies to PM and PMO
- Networked communication
  - “No” is not a four letter word
  - Innovation can start anywhere



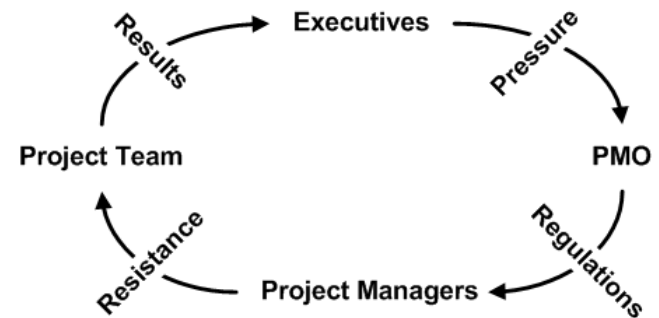
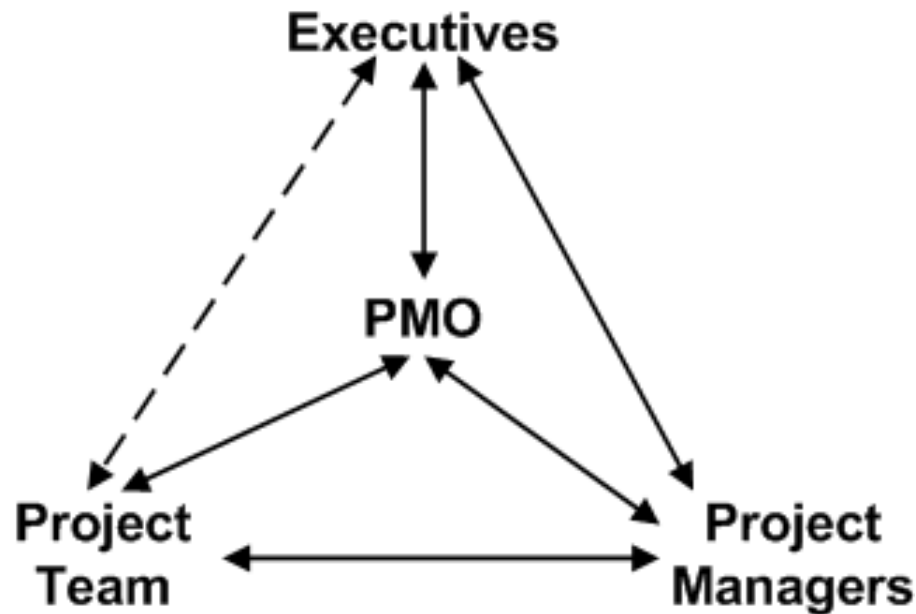
# Recommendation

- Allow enough time
  - Creating a PMO will not change culture
  - Disbanding PMO will not change culture
  - But a PMO is an excellent tool for guiding the process to grow a new culture

# Recommendation

- Change the Communication pattern and you will change the culture
- THIS

Not this





# Key References

- David C. McClelland  
*Human Motivation*  
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- Peter M. Senge  
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A Five-Factor Theory Perspective*  
The Guilford Press; 2002; ISBN 1572308273
- Ziva Kunda  
*Social Cognition: Making Sense of People*  
MIT Press; 1999; ISBN 0-262-61143-0
- Gerald I. Kendall and Steven C. Rollins  
*Advanced Project Portfolio Management and the PMO*  
J. Ross Publishing; 2003; ISBN 1-932159-02-9



# New reference to add to the list

- Robert Fritz; Corporate Tides: The Inescapable Laws of Organizational Structure; Berrett-Koehler Publishing; 1996; ISBN 1-881052-88-5.
  - This book describes the oscillating pattern that impedes most organizational changes.

# Thank you

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