



# Driving Organizational Agility PMO Leaders - Rev Your Engines!



# TODAY'S PRESENTER

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- 24 years working with PM and PMOs
- 15 years as a PMO leader inside organizations
- 7 years consulting & training PMO & Project Leaders
- Founder of nonprofit PM4Change.org
- 16 years board service in Project Management
- Host, PMO Strategies Podcast
- Certifications: PMI PMP, Scrum Alliance CAL, Prosci Change Management





# Agenda

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**Grounding yourself in a world of chaos**



**Shifting gears toward a “new normal”**



**Getting an engine tune up**



**Driver's maintenance checklist**



**Wrap Up / Q & A**





# Polling Question 1

# Don't Just Survive... **THRIVE!**

- 🧐 **The goal isn't just to finish, but to WIN!**
  - 🧐 Some organizations are impacted positively
  - 🧐 Chance to shift gears
- 🧐 **Eye on the Finish Line**
  - 🧐 We're not going to "wait it out"
  - 🧐 This is a PMO's time to shine
- 🧐 **Pave a Smoother Road Ahead**
  - 🧐 Use this time to re-center, focus, and improve



# What Your Boss is Hearing

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## Gartner CIO Agenda – Fit vs. Fragile Enterprises

“Fit” organizations — those that came out of a turn stronger — outperformed “fragile” organizations in key areas

## Winning in the Turns:

The goal of all organizations should be to lean into uncertainty and come out stronger and more successful on the other side.

## Forrester Report:

Business agility drives a shift in focus for today’s PMOs



# What Your Boss is Hearing

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“The role of leadership today is to bring **clarity in uncertain times**. The **more uncertain** things are, the **more leadership** is required.

There is **no job description** for what you are facing, no rule book...today's leaders need to **thrive in the face of this uncertainty.**”

– Satya Nadella, CEO of Microsoft





A background image of a NASCAR race track at dusk or dawn. Several race cars are visible on the track, including one with the number 43 and another with the number 9. The track is surrounded by a concrete wall and a chain-link fence. The sky is dark blue.

***Companies are being challenged to embrace organizational agility.***

**Organizational agility** is an ability for an **organization** to renew itself, adapt, change quickly, and succeed in a rapidly changing, ambiguous, turbulent environment.



*This is the PMO's opportunity to lead  
the organization into the new normal.*





## Polling Question 2



# Get in the Driver's Seat

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*You hold the keys to driving organizational agility*

- 🕒 Inform decision-making
- 🕒 Provide portfolio perspective
- 🕒 Lead organizational change
- 🕒 Facilitate information distribution





# You've Got This!

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**Hold the wheel steady and put your foot on the gas**

- 🕒 Embrace the VUCA reality
- 🕒 Leverage your strengths
- 🕒 Focus on solving today's needs right now
- 🕒 There will be bumps along the way
- 🕒 You may need to pivot operating model

**The goal is to become invaluable!**



# Use the Turn for Momentum

## 🏎️ How to pivot

- 🏎️ Become nimble and flexible
- 🏎️ Prepare to evolve into new model

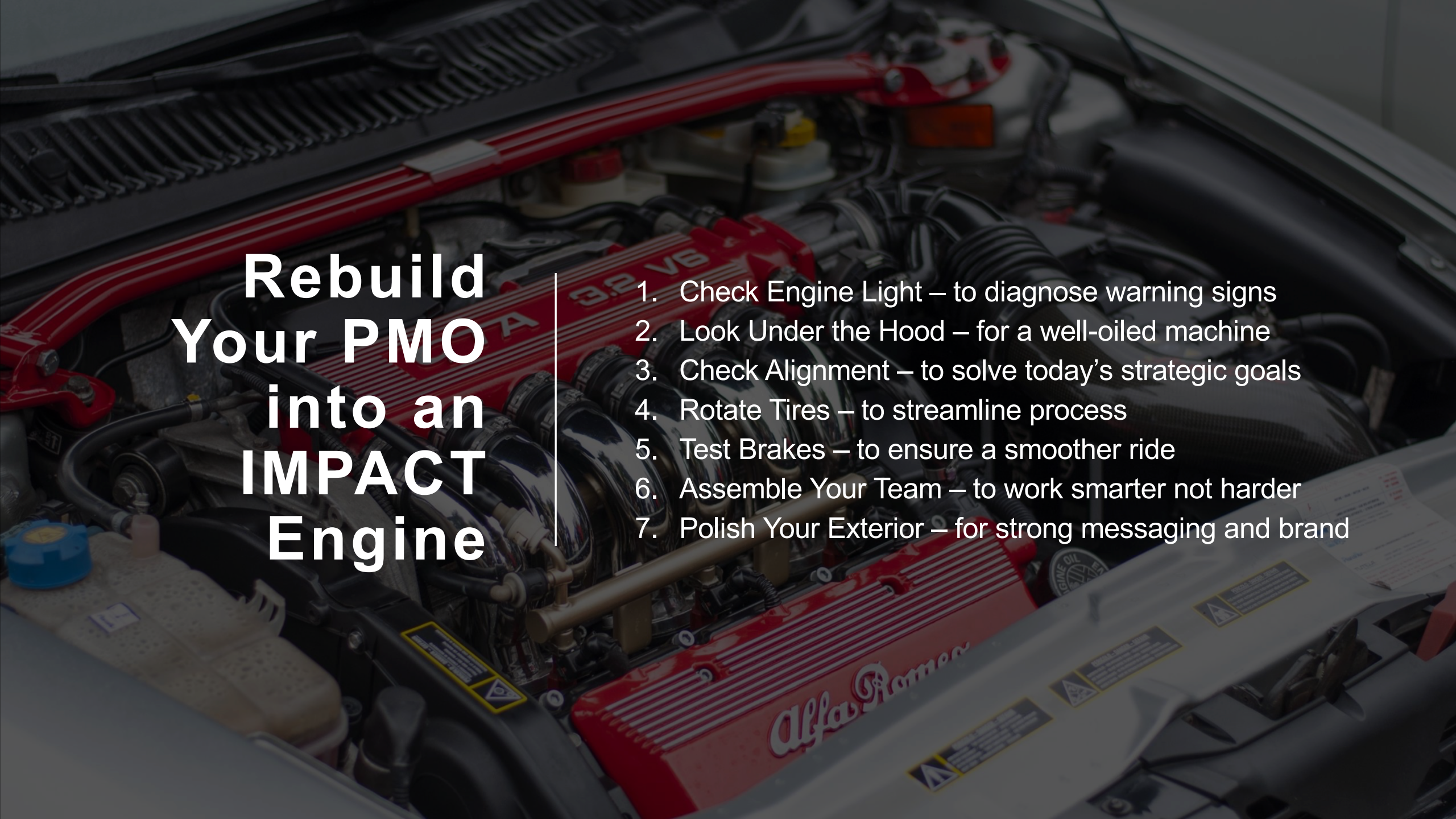
## 🏎️ Forge a new future

- 🏎️ Commit to the shift
- 🏎️ Leadership support easy
- 🏎️ Prepare for ongoing VUCA



## Polling Question 3



A close-up, high-angle shot of an Alfa Romeo V6 engine. The engine is painted a vibrant red, with the 'Alfa Romeo' logo and 'V6' clearly visible on the valve covers. Various mechanical components, hoses, and a blue-capped reservoir are visible in the foreground and background. The image is slightly blurred, giving it a sense of motion or focus on the engine's complexity.

# Rebuild Your PMO into an IMPACT Engine

1. Check Engine Light – to diagnose warning signs
2. Look Under the Hood – for a well-oiled machine
3. Check Alignment – to solve today's strategic goals
4. Rotate Tires – to streamline process
5. Test Brakes – to ensure a smoother ride
6. Assemble Your Team – to work smarter not harder
7. Polish Your Exterior – for strong messaging and brand



# Check Engine Light On?

- 🚗 They may not know how to engage
- 🚗 Don't understand your role
- 🚗 Making decisions with incomplete data
- 🚗 Define PMO's power source





# What's Under the Hood?

- 🔧 What drives your PMO?
- 🔧 Where do you spend YOUR energy?
- 🔧 On time / on budget falls short
- 🔧 Drive outcomes, not just outputs





# Check Your Alignment

- 🚗 PMO as Strategy Navigator
- 🚗 PMO services clearly aligned to strategy
- 🚗 Create project connection to strategy
- 🚗 360-communication and transparency
- 🚗 Strategy might/will shift – that's okay!



# Rotate Your Tires

- 🕒 Process must accelerate outcomes
- 🕒 Let go of the minutia
- 🕒 See the entire strategic road map
- 🕒 Solve business problems vs. roadblocks





# Test Your Brakes

- 🚗 Do you have the tools you need?
- 🚗 Don't become inundated with spreadsheets
- 🚗 Measure outcomes achieved
- 🚗 Tie PMO IMPACT to results
- 🚗 Offer a centralized communication strategy



# Assemble Your Team

- 👁️ Build a cross functional team
- 👁️ External support is invaluable
- 👁️ They don't have to report to you
- 👁️ Everyone on crew knows their role







# Polish Your Exterior

- 🕒 What is your PMO Brand?
- 🕒 Perception and reality aligned
- 🕒 Confirm focus and reiterate priorities
- 🕒 Invest energy in evangelizing mission
- 🕒 Show your role in organizational wins



# IMPACT Driver Checklist

- ✓ Align your PMO to strategic goals/needs
- ✓ Embrace the VUCA reality
- ✓ Solve business problems fast
- ✓ Anticipate decisions needed
- ✓ Do more together than alone
- ✓ Enable streamlined communication
- ✓ Keep focus on driving outcomes







- Founded in 2011
- HQ is in Minneapolis, MN; offices in Manchester, UK, San Francisco, CA
- Serving 500+ global customers; 1 million users; NPS score: 9/10
- 2019 Gartner Peer Awards Winner



CEO - LAURI KLAUS

50%

IMPROVEMENT

Speed of Reporting



Walgreens  
Boots  
Alliance

60%

INCREASE

Forecast Accuracy

Office  
DEPOT

50%

SAVINGS

Project Management Cost



Pearson



# Agile Portfolio Management

Applying Agile Principles to Top Down Portfolio Decision Making

Invest in the projects or products that have the biggest impact

Manage projects as you would a product for better results

Prove better PMO value by delivering on strategic objectives



Centralize projects and products regardless of methodology

Allocate the right resources to the most valuable initiatives

Communicate with the business and make data-driven decisions

Place the Right Bets

Turn Quickly

Deliver Faster



Easily pivot when business priorities shift

Prioritize continuous improvement

Embrace change rather than resist it to yield better results





## Contact KeyedIn

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THANK YOU

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