PMOs Guiding Project Managers for greater value

By Anita Barrett, PMP

"Every action you take is a vote for the person you wish to become."

"Habits are the compound interest of self-improvement."
-small changes add up to create extraordinary results.

-James Clear from "Atomic Habits"

Agenda

Training Project Managers

- **Assess the need**
- **Develop the material**
- **Educate at multiple levels**
- **Reinforce**

Project Management Offices continue to find better ways to add value to their organization, including training and coaching project managers, establishing effective and efficient processes that match a project's size, complexity, impact to end users, and risk. It includes helping the PM understand the strategic goals of their project, and right sizing the amount of administrative project management activities for each project.

PMO build the PM's skillsets so the PM can add value with successful projects.

Start now and improve your project management capacity DAILY!

Assessment of your organization's needs against the gold standard

A. What is your largest issue? Compare to PMI's Pulse of Industry.

- According to the [Project Management Institute](), 26 percent of projects fail because they needed resources that were otherwise indisposed, and 25 percent fail because leaders wrongly estimated how much time they'd take.

B. Where are the PM's skillsets today?

- Lacking estimating skills

- Missing or poor hybrid or Agile methods / tools

C. Are PM's missing *key data*? Yes, a resource management report.

D. Prioritize order in which to close the gaps

- Add Resource Management reports to PMs for better discussions with Resource Owners

- Start piloting Agile methods, build and host Agile classes.

Cover Multiple Levels of Training

WICHITA STATE UNIVERSITY

Identify technical, leadership skills and business mgmt.

PMI PMBOK version 7, Talent Triangle

Concept and how to:

*   Teach first concept / processes
*   How to do work within organization's application and workflows
*   Teach your PPM tool

"Deliberate Practice"

*   Practicing skills yet to be mastered.
*   Practicing skills mastered.
*   Not practicing half the time.

"Influencer, The New Science of Leading Change" by Joseph Grenny and others, p. 121

Develop the material and process

WICHITA STATE UNIVERSITY

Leverage Others for Concepts / Techniques:

- Peer groups, monthly mtg
- Local PMI chapter mtgs pmiWichita.org
- Scrum.org
- PMI.org
- State of Kansas training &
- https://themathisgroup.com/webinars/
- CMD at Barton School of Business: cmd.Wichita.edu
- PMI preferred trainers

Right size project process to look for:

- Risk
- Size
- Complexity
- Impact to users

Then teach the application, use the vendor's material if possible.

Test the material on a few project managers – less than 4 hours total?

Allow PMs to:

Right size the amount of administrative project management activities for each project based on Risk, Size, Complexity and Impact to users.

PM's work is less than 10% of project hours? Apply this rule of thumb to your vendors also.

Educate

Repeat Classes:

- Basics
- Advanced
- Refreshers
- One topic = ½ hours on specific goal
- Available Knowledge Base articles
- Host a book club

One on One Mentor:

Pair every new project manager with someone other than their boss:

- What would you do?
- How can I do this in less time?
- What is the best approach?
- Organizational knowledge?
- Special resources needed?
- Too heavy, too light or

just right?

Leverage Others:

- Peer groups
- State of Kansas Material
- https://themathisgroup.com/webinars/
- Local PMI chapter mtgs pmiWichita.org
- PMI.org
- Scrum.org
- CMD at Barton School of Business Wichita.edu/cmd

Goal is to keep learning, keep getting better!

Reinforce

- Make available your updated training 24 x 7 for later review
- Encourage Self Audits
  - Power of checklists: https://www.projectmanagement.com/checklists/777059/go-no-go-production-readiness-checklist is an example.
  - **Make your own checklists!**
- Provide monthly project metrics past Time, Scope, Budget
  - Innovative vs sustaining project percentages; Sponsor feedback
  - **Leading** verses lagging metrics (milestones met monthly vs "on time" projects)
  - Closing the gaps identified?
- Review all projects at least monthly with leadership

Summary

Training Project Managers

- Assess the need of the project managers and organization, identify gaps

- Develop the material if none is available

- Educate at multiple levels, PMI's talent triangle, Concepts to How to

Train

Reinforce

PMOs guiding Project Managers for greater value!

Thank you

Anita Barrett, PMO

Anita.barrett@wichita.edu

Wichita.edu/pmo