

UNIVERSITY OF AUCKLAND

University Strategic Programme Office (USPO)

From PMO to Strategy Office

Be the Change - PMINZ Conference

Wellington, 25-26 September 2019

Nicola Faithfull





Vision without action is a daydream.

Action without vision is a nightmare.





Professor Antonio Nieto-Rodriguez

Projects

Operations





Professor Antonio Nieto-Rodriguez

Projects

Operations

Unnoticed Disruption

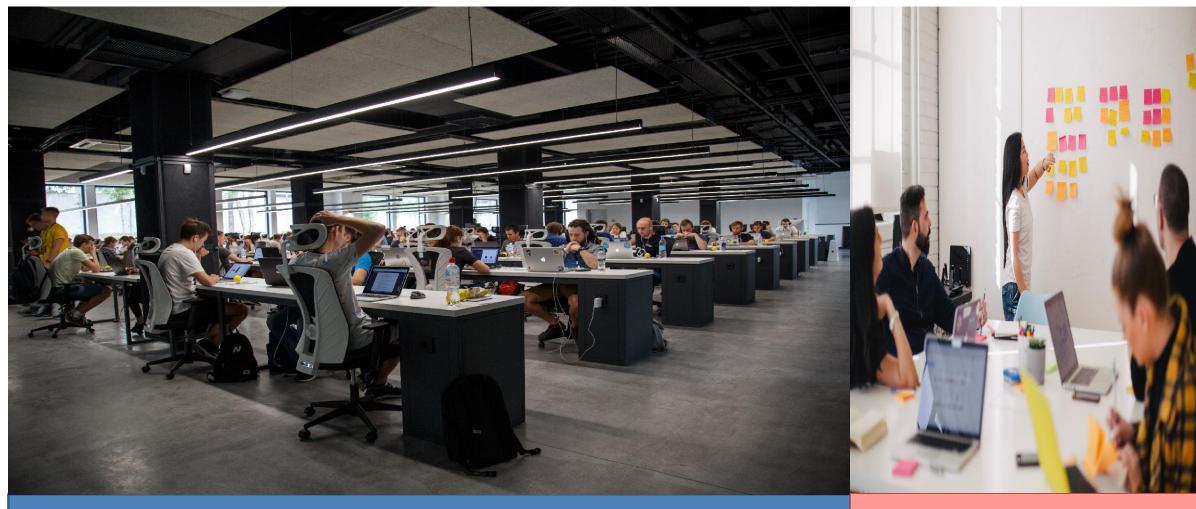
"Project Revolution"

Acceleration of change

Now

Management Focus





Running the Business

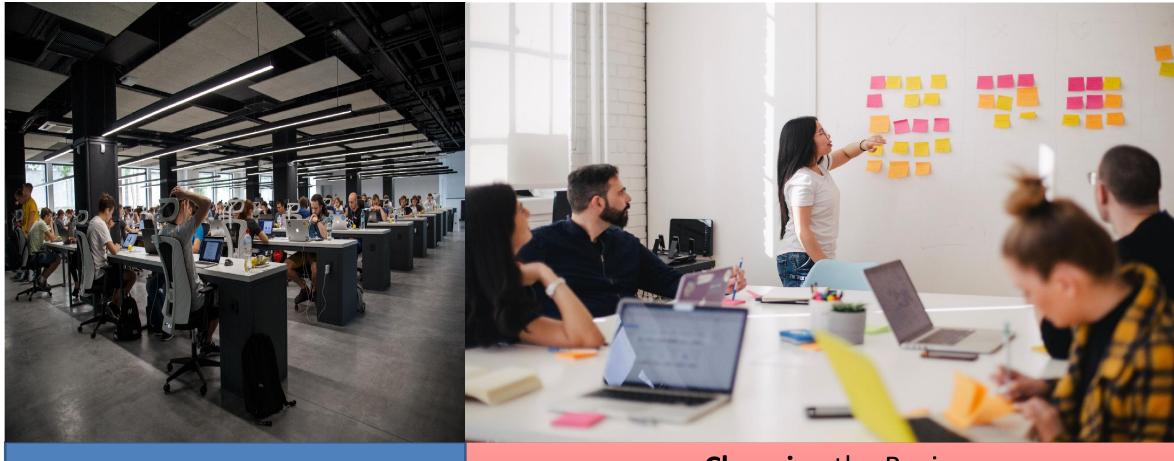
90%

Changing the Business

10%

Management Focus





Running the Business 30%

Changing the Business70%

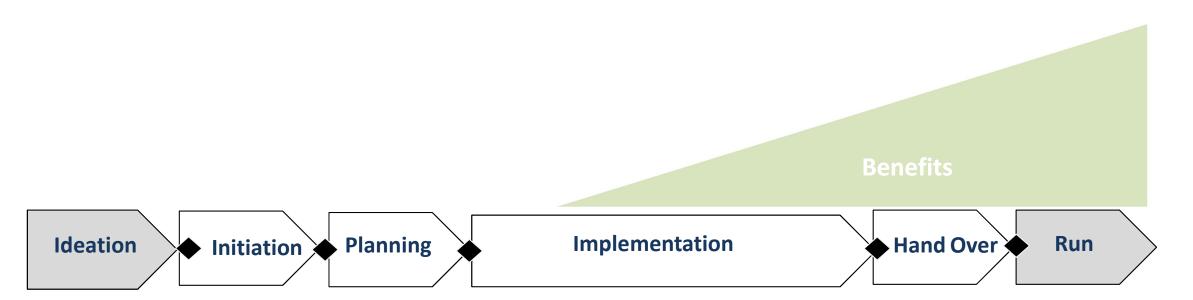
Enabling project and strategy execution (based on Kaplan & Norton)



- Intelligent frameworks
- Methodical approaches
- Capable well trained professionals
- Effective governance structures
- Knowledge sharing
- Monitoring, reporting and responding

Project Lifestyle





Project Lifestyle



Current Planning Implementation Ideation Hand Over Run Initiation **Future** Initia Hand Plan **Implementation** Ideation Run tion Over ning

Silo'ed skills



Executives

High business knowledge
High strategy planning skills
Low strategy execution skills

Project Professionals

Low strategy planning skills High project planning skills High project execution skills

It's a win-win



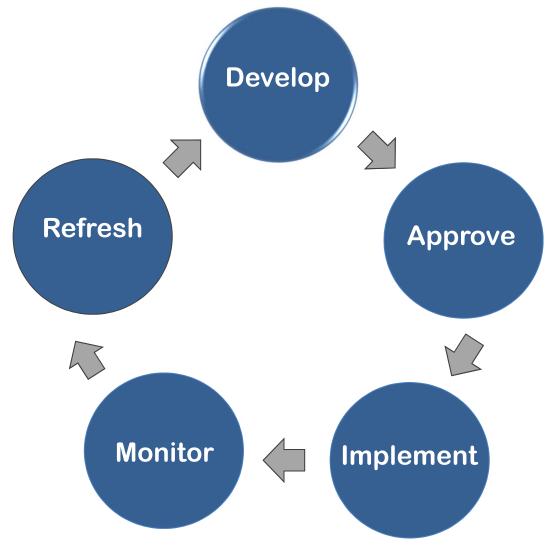
Executives Project Professionals

Mutual capability uplift

- ✓ Business awareness
- ✓ Strategy Planning
- ✓ Strategy Execution
- ✓ Implementation Planning
- ✓ Initiative Execution

Strategic Management Process (IoD)





Strategic Management Process



etermine sustainable purpose

ision, Values and strategic goals

Propose strategic options and priorities

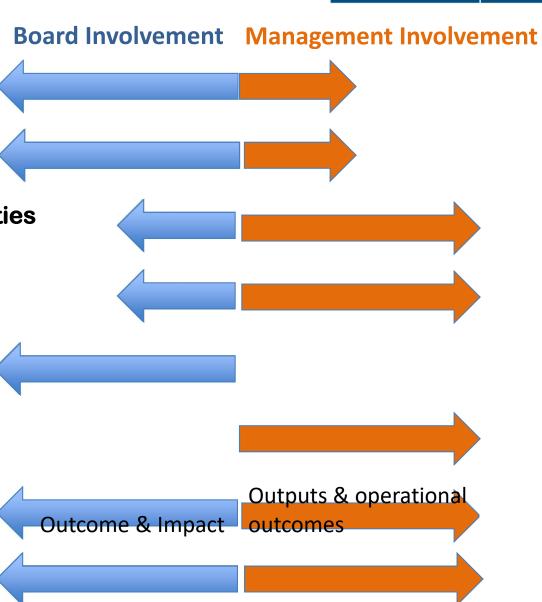
evelop strategy

pprove strategy

mplement strategy

onitor and control

efresh strategy



(IoD)

What is a strategy



Vision

Mission & Values

Context

Strengths | Challenges

Strategic Priorities

1 2 3

Themes	Themes	Themes	
Objective 1	Objective 1	Objective 1	
Objective 2	Objective 2	Objective 2	
Initiative 1	Initiative 1	Initiative 1	
Initiative 2	Initiative 2	Initiative 2	
Initiative 3	Initiative 3	Initiative 3	

Strategy example: UNSW



UNSW Vision:

UNSW aspires to be
Australia's global university,
improving and transforming
lives through excellence in
research, outstanding
education and a commitment
to advancing a just society

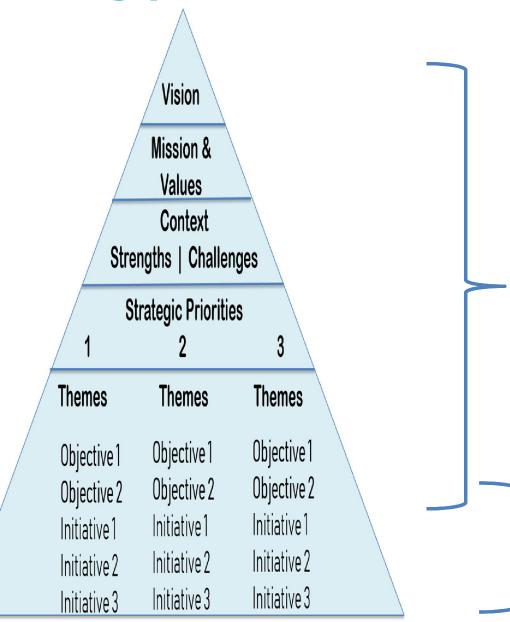


	Themes	Themes	Themes
	Objective 1	Objective 1	Objective 1
/	Objective 2	Objective 2	Objective 2
	Initiative 1	Initiative 1	Initiative 1
	Initiative 2	Initiative 2	Initiative 2
	Initiative 3	Initiative 3	Initiative 3

Strategic Priorities and Themes			
emic lence	Research Quality		
Acad Excel	Educational Excellence		
int	A Just Society		
Social ngagemer	Grand Challenges		
Eng	Knowledge Exchange		
7(0)	International Education		
Global	Partnerships		
	Disadvantaged Communities		

Strategic planning phases





Strategy formation

Strategy execution

Strategic planning phases



	1	Strateg	ic Priori 2		3		
	Themes	Th	emes	The	emes		
	Objective?	_	ective 1 ective 2	-	ective 1 ective 2		
	Initiative 1 Initiative 2	Initi ! Initi	ative 1 ative 2	Initia	ative 1 ative 2 ative 3		-
Communication	Initiative 3		ative 3			g	
Commu	Prioritisation Alignment	Focus	Dialogue	Measuring	Monitoring	Adjusting	Refresh

Strategy
execution
&
Strategy
learning



Enterprise strategy

management

Enterprise strategy formation

Business Unit strategy development

... and execution

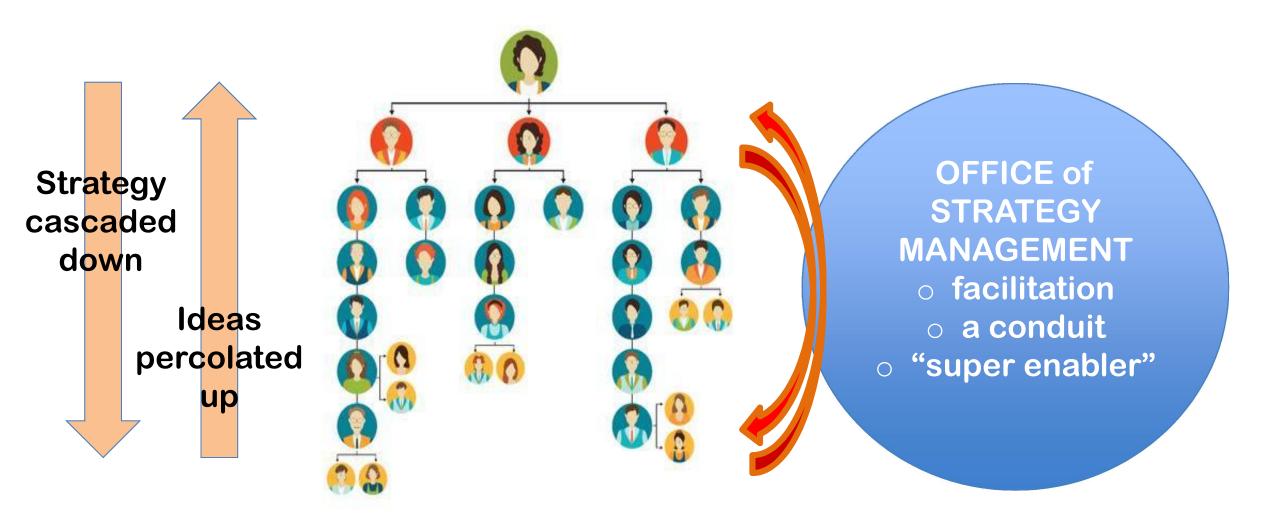
> **Enabling** activities

> > Strategy learning

End to end strategy execution

Kaplan & Norton Office of Strategy Management





Kaplan & Norton Activities of a Strategy Management Office

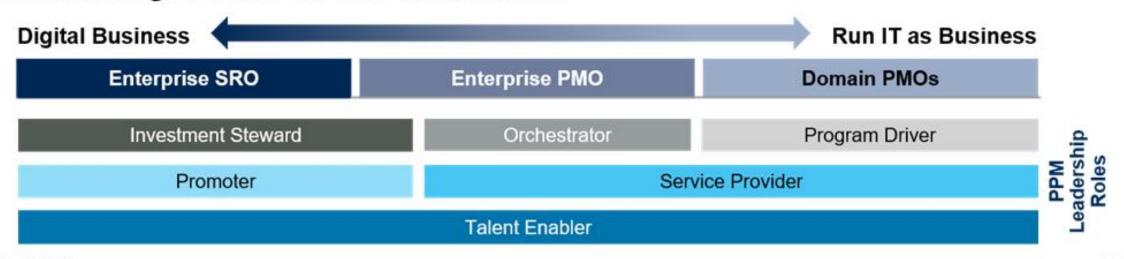


- Create & manage strategy map & balanced score card
- Align the organisation cascade to business units & support functions
- Review and adjust
- Strategy development facilitate
- Communicate strategy
- Manage strategic initiatives
- Integrate strategic priorities with other support functions
 - Planning and budgeting
 - HR
 - Knowledge Management

Gartner Strategy Realisation Office



Transforming PPM and the PMO for the Future



ID: 368537

Gartner Strategy Realisation Office



Strategic Centre of Communication Excellence		Management	Enablement and Strategic	Centre of
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"Facilitate the development of strategic tactics to execute value"

Adaptive approaches to delivery – agility, goal driven, value speed

PMI

Pulse of the Profession 2018



Next practices | Maximising the Benefits of Disruptive Technologies

The challenge

- 10% project investment wasted
- Strategy-implementation gap

The solution

- Employ disruptive technologies
- Organisational agility
- New ways of working







And how?

- Increase PM expertise in disruptive technologies
- Increase PM's strategic role in managing disruption
- Embrace the value delivery landscape

PMI Dules of the Dr



Pulse of the Profession 2019

The Future of Work | Leading the way with PMTQ



"For anyone charged with making strategy reality in a world constantly being remodeled by tech, PMTQ will be the must-have, makeor-break skill set."

Technology Quotient + Project Management

- Ability to learn
- Capacity to learn
- Capacity to adopt and integrate new technologies into new projects



OSM

Kaplan & Norton
Cascading,
communication &
monitoring of
enterprise level
strategy through the
organisation.

Focus: whole of org





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Gartner
An EPMO on steroids
– wider & deeper.
"Enabling change
through innovation
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Focus: tech & digital







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PMTQ

Strategy
implementation
through disruptive
technologies and
embracing new
ways of working.

Focus: project management





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University Strategic Programme Office



2019
Learning
Upskilling
Frameworks
Strategy development
& execution

2020 Support new UoA strategy development



2021
Facilitate
cascading of
strategy, and
execution





What could possibly go wrong?





RISKS

Detract from traditional key capabilities

Impact on project focussed staff

Capability of the PMO leader

Capability of the team

Opposition from other corporate units

Missing other next-generation PMO innovations

What could possibly go wrong?





RISKS	RESPONSE
Detract from traditional key capabilities	Delineation of service areas and care with resource allocation
Impact on project focussed staff	Reinforce where they fit and the impact their contributions have
Capability of the PMO leader	Know your strengths and weaknesses, and manage the gap
Capability of the team	Draw in the capabilities you need (acquire or hire)
Opposition from other corporate units	Clarity of roles and how each unit contributes
Missing other next-generation PMO innovations	Constant assessment of PMO value and relevance; be prepared to pivot



Action without a target is just busyness

While I've got the stage...



