



THE UNIVERSITY OF
AUCKLAND
Te Whare Wānanga o Tāmaki Makaurau
NEW ZEALAND

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

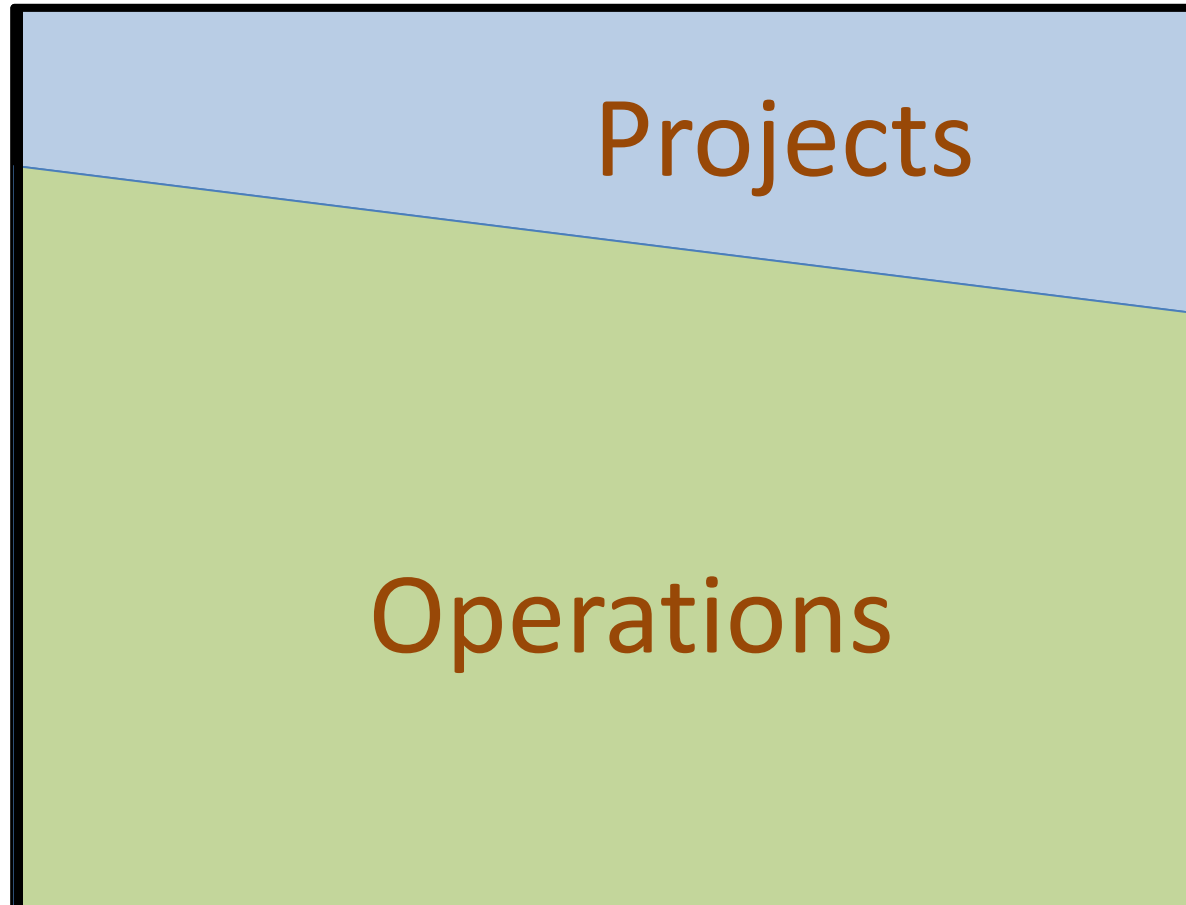


Vision without action is a daydream.

Action without vision is a nightmare.

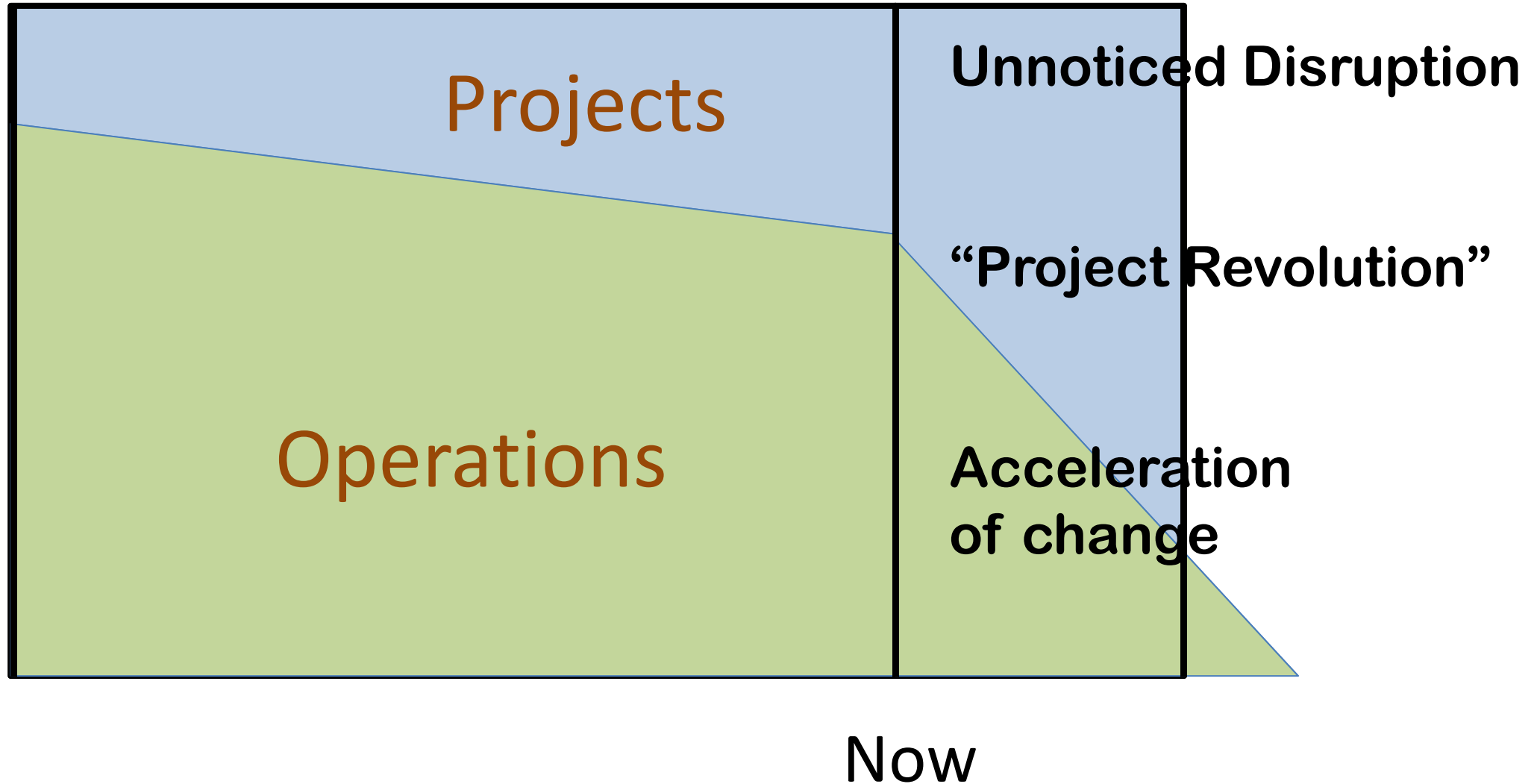


Professor Antonio
Nieto-Rodriguez





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Management Focus



Running the Business
90%



Changing the Business
10%

Management Focus



Running the Business
30%

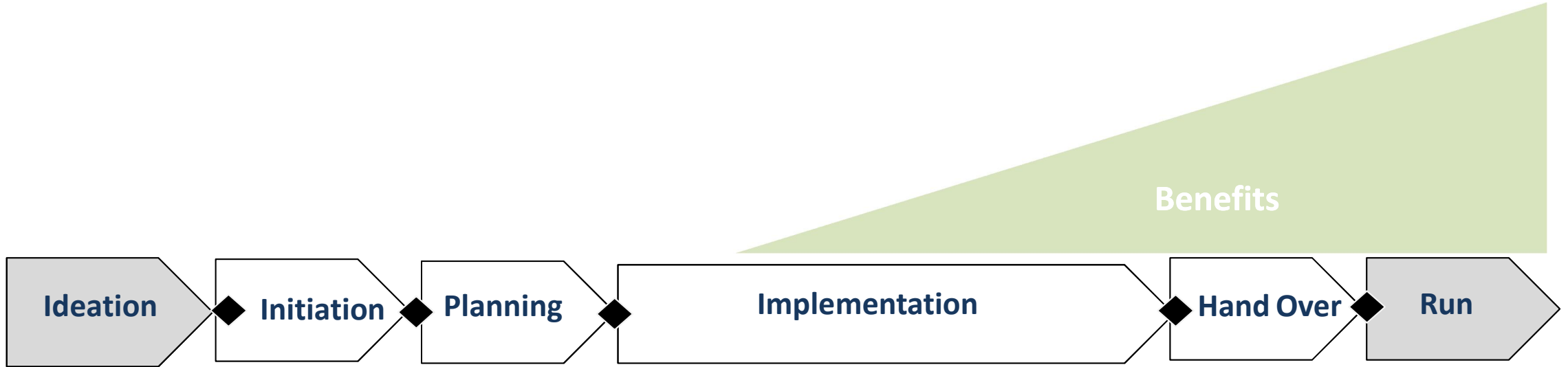


Changing the Business
70%

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

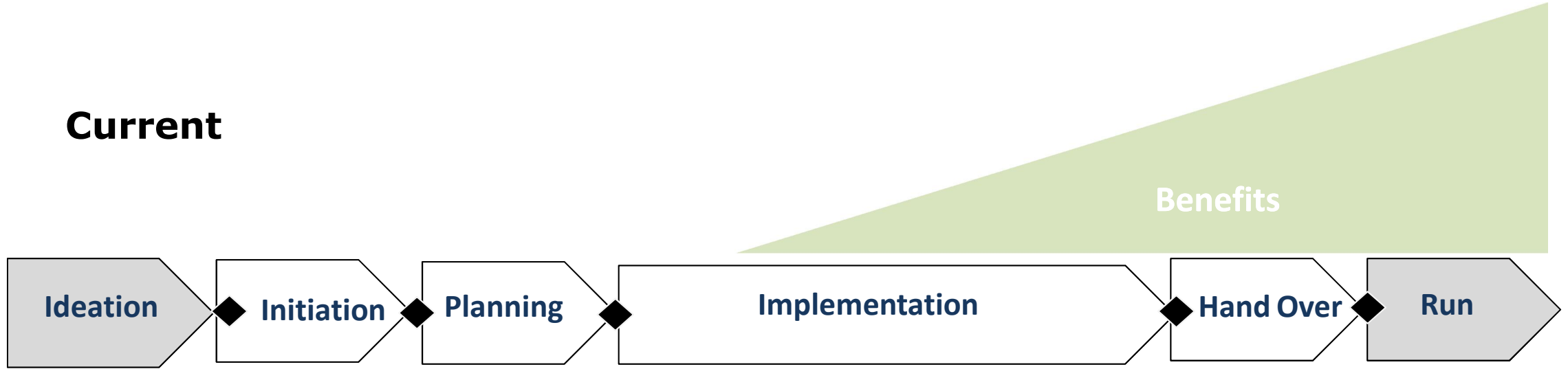
- **Intelligent frameworks**
- **Methodical approaches**
- **Capable well trained professionals**
- **Effective governance structures**
- **Knowledge sharing**
- **Monitoring, reporting and responding**

Project Lifestyle

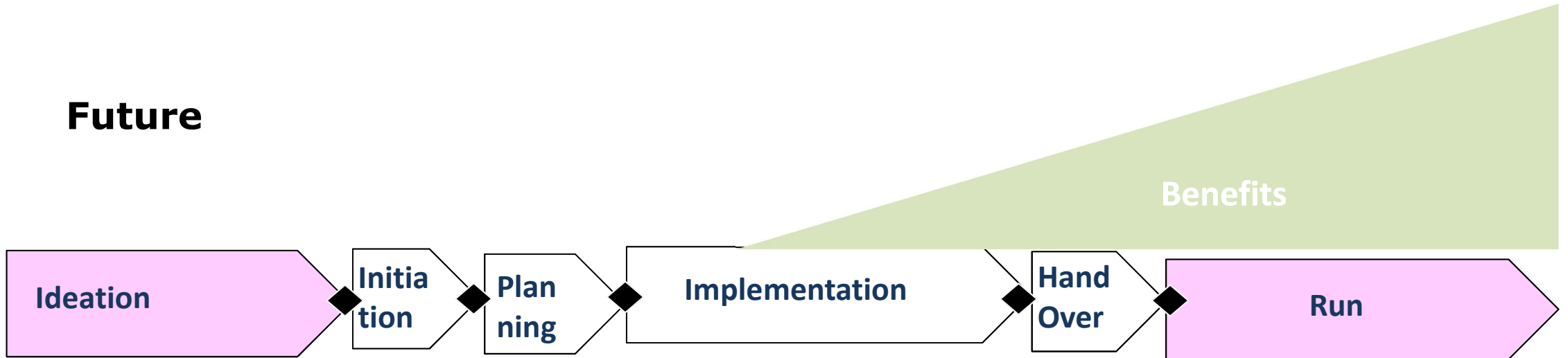


Project Lifestyle

Current



Future



Silo'ed skills

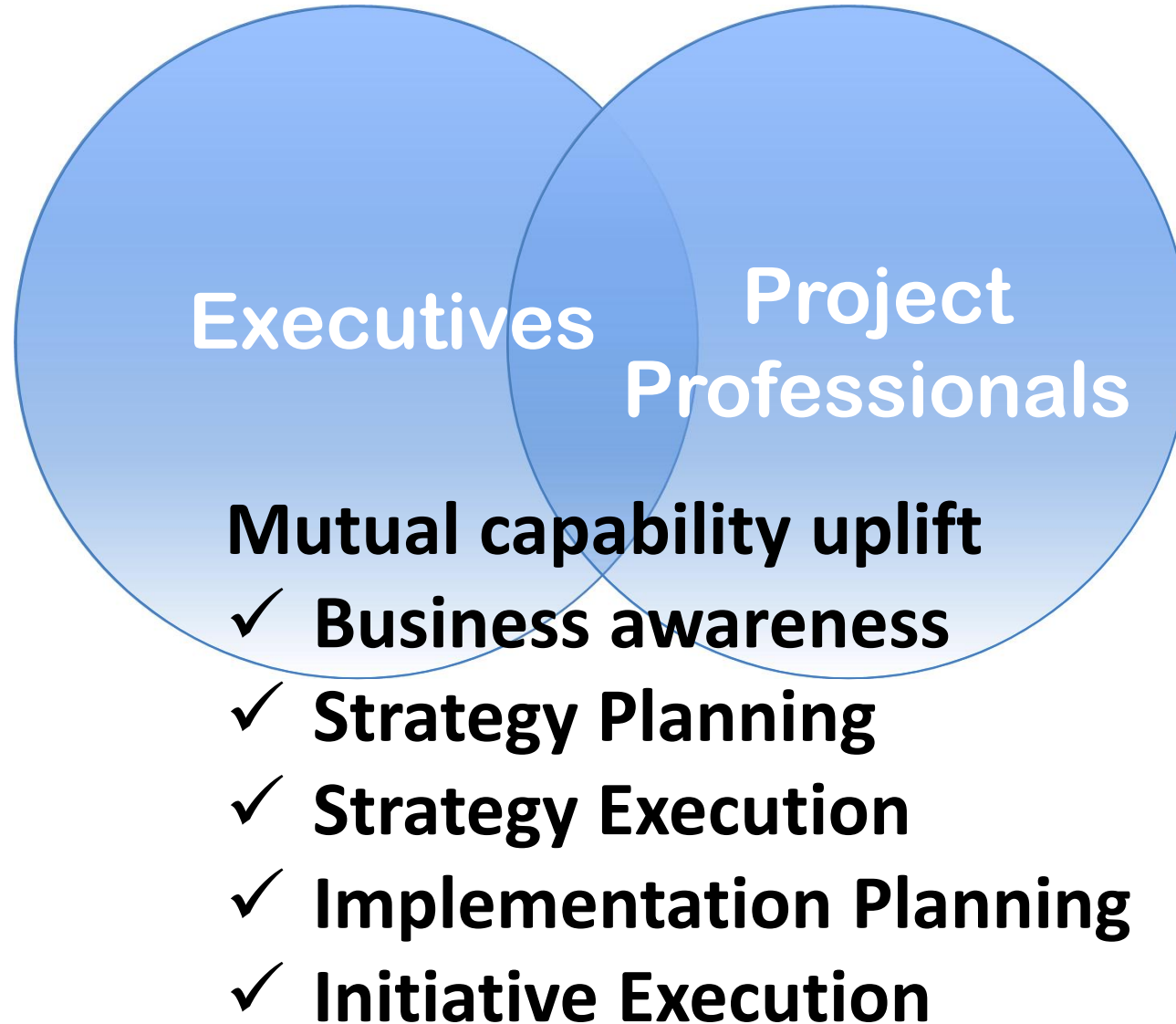
Executives

High business knowledge
High strategy planning skills
Low strategy execution skills

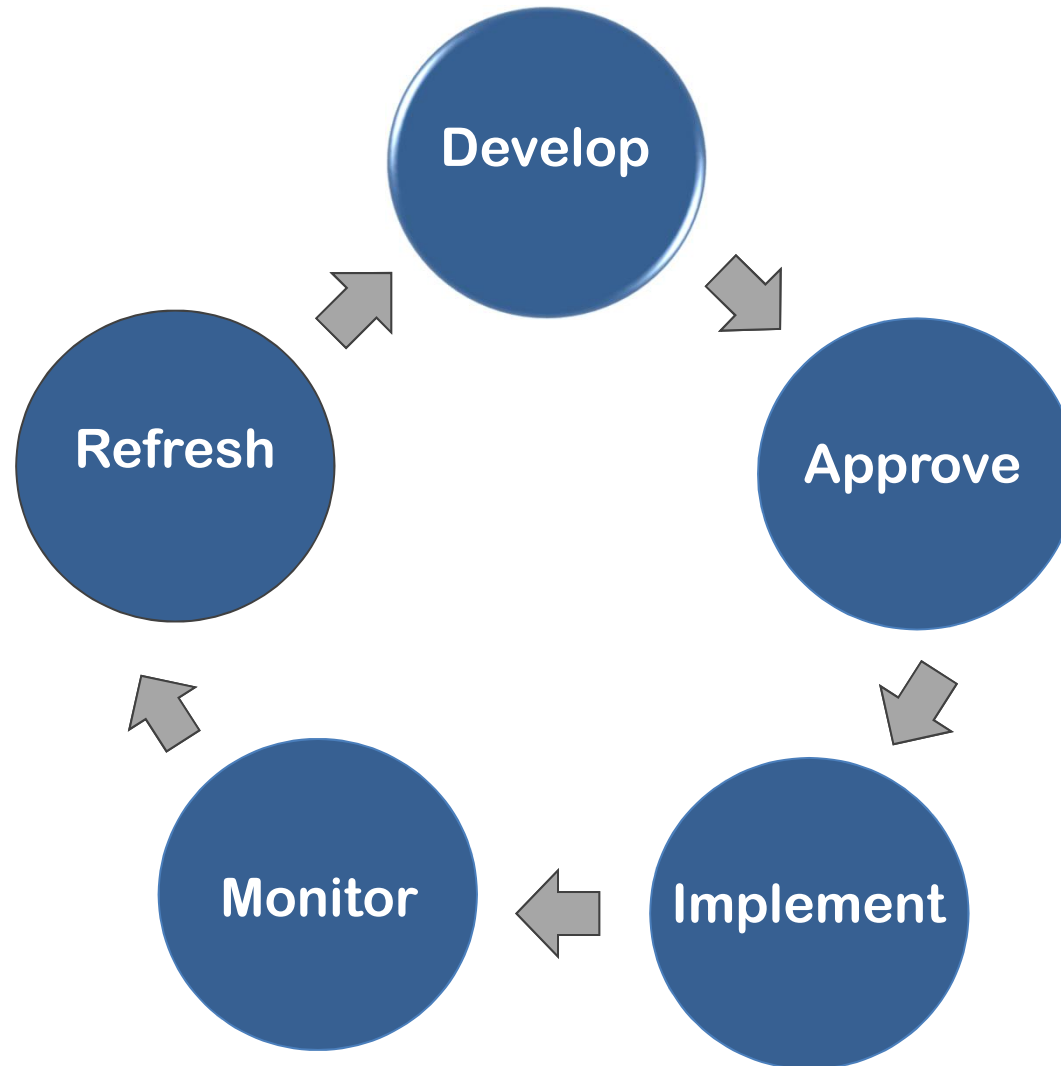
Project Professionals

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

It's a win-win



Strategic Management Process (IoD)



Strategic Management Process (IoD)



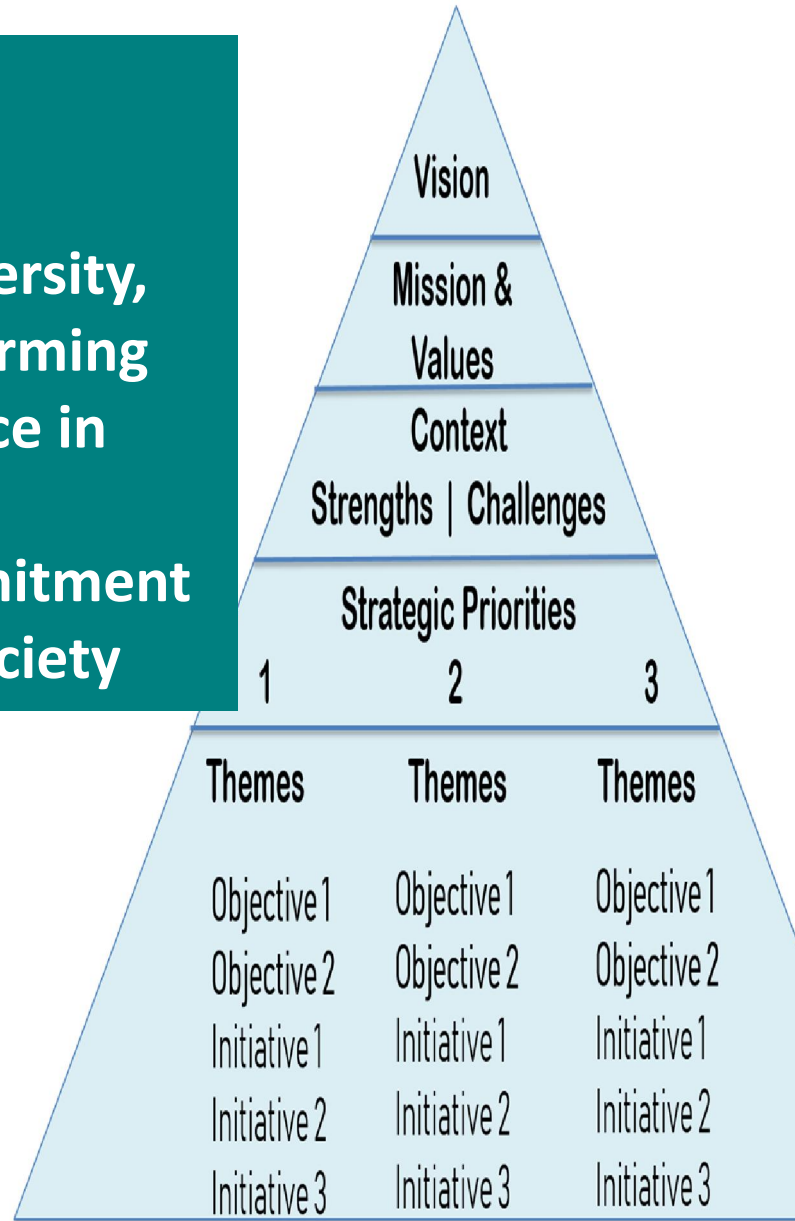
What is a strategy



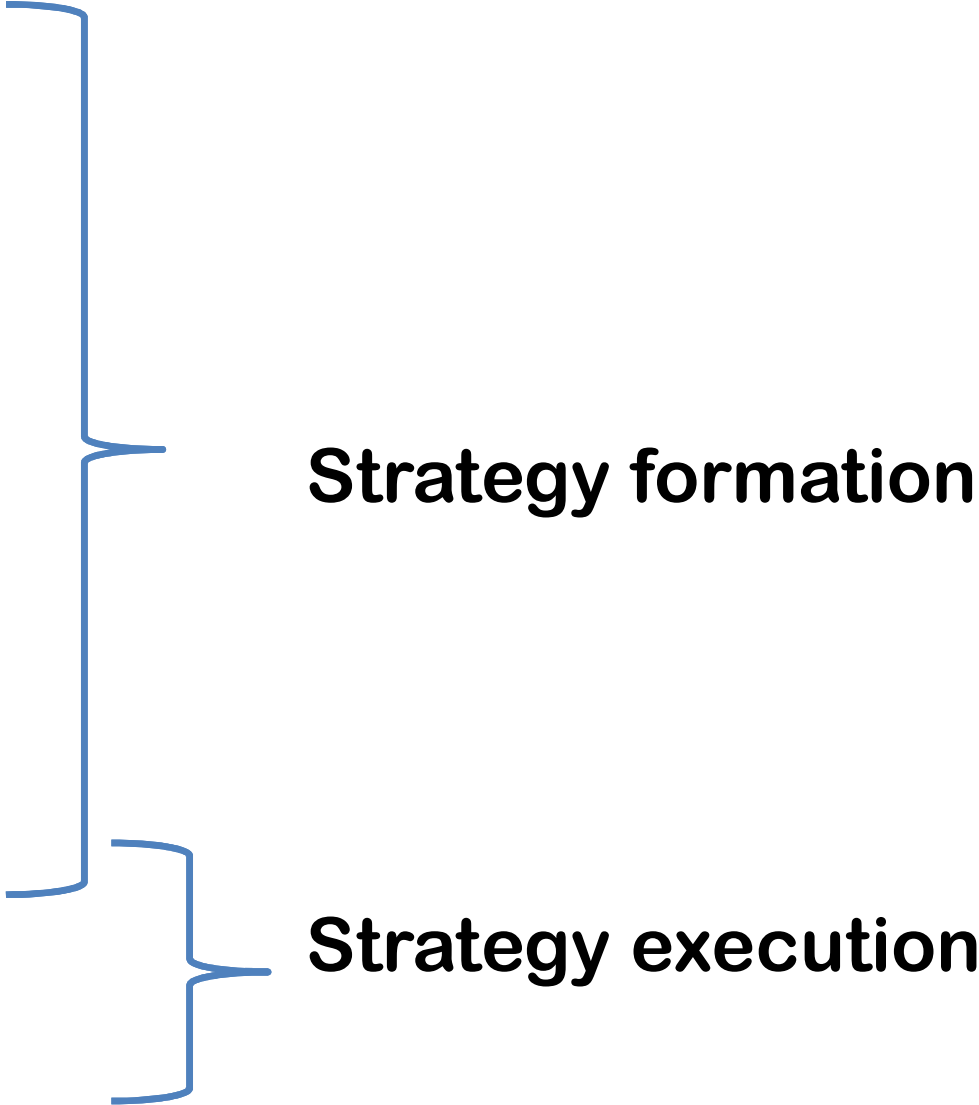
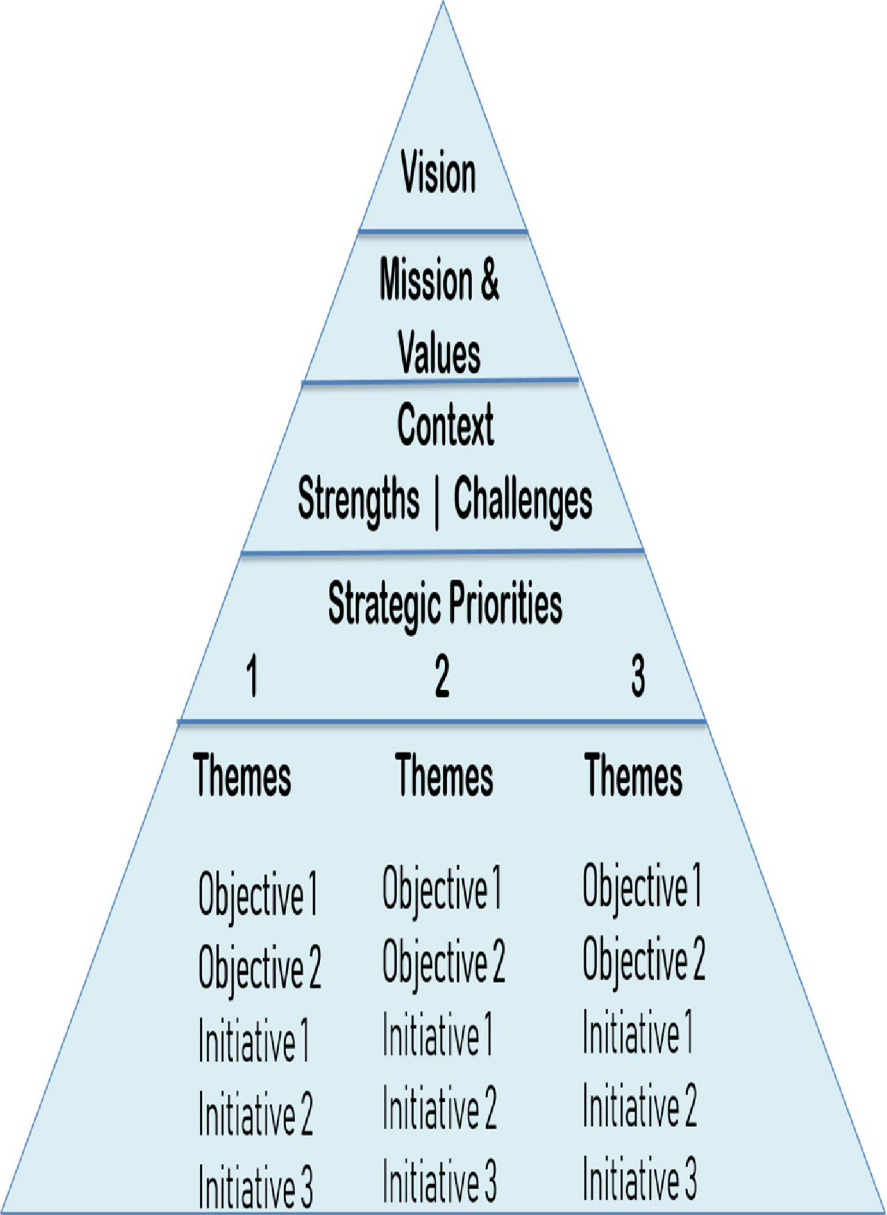
Strategy example: UNSW

UNSW Vision:

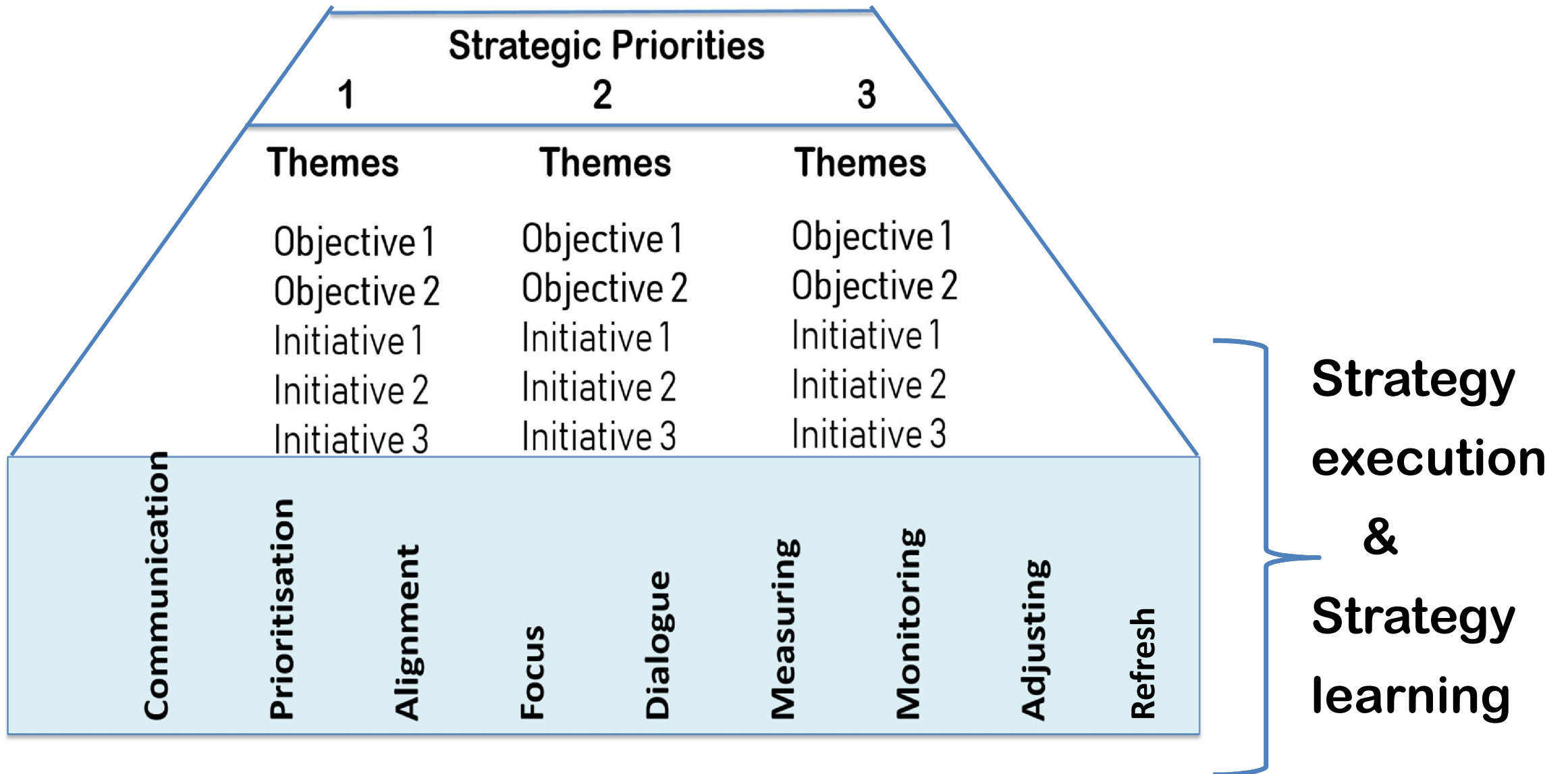
UNSW aspires to be Australia's global university, improving and transforming lives through excellence in research, outstanding education and a commitment to advancing a just society



Strategic planning phases



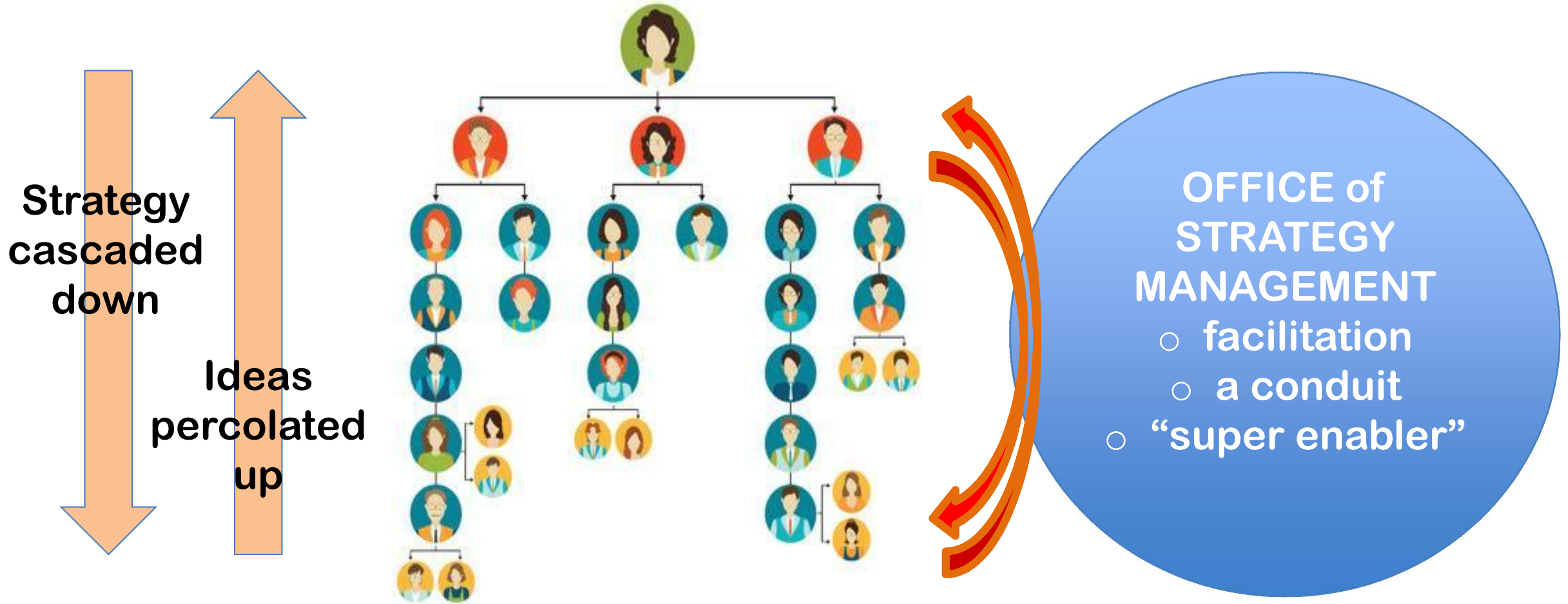
Strategic planning phases



What flavour is your Strategy Office?



Kaplan & Norton Office of Strategy Management



Kaplan & Norton

Activities of a Strategy Management Office

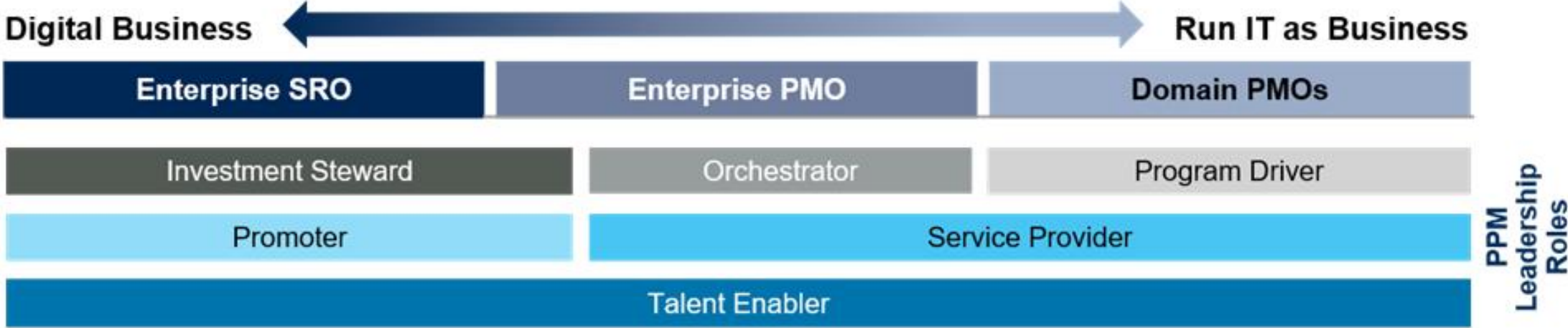


- Create & manage strategy map & balanced score card
- Align the organisation – cascade to business units & support functions
- Review and adjust
- Strategy development – facilitate
- Communicate strategy
- Manage strategic initiatives
- Integrate strategic priorities with other support functions
 -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

Gartner Strategy Realisation Office



Transforming PPM and the PMO for the Future



Gartner Strategy Realisation Office



Strategy Facilitation	Portfolio Management	Change Enablement and Strategic Communication	Program Management Centre of Excellence
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“Facilitate the development of strategic tactics to execute value”

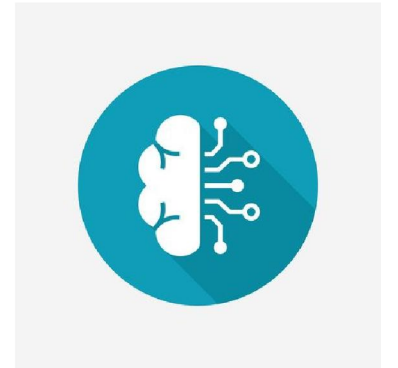
Adaptive approaches to delivery – agility, goal driven, value speed

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 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, make-or-break skill set.”

Technology Quotient + Project Management

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

What flavour is your Strategy Office?

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.
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Focus: tech & digital



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PMTQ

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

Focus: project
management



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USPO



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...

