Implementing a Project Office for Organizational Change

Template

Name: _____ Every Person _____

Organization: _____ My Organization _____

Date: _____ The Present _____

Implementation Goal:
Improve process maturity in the areas of
- Better on-time deliveries
- Better on-scope deliveries
- Improved team morale
- Cross-project impact of slippages
- Close-out of projects

The moderate to weak project culture needs:
- Clearly defined sponsor for each project
- More upper management support for the project management process and better implementation of the sponsorship role
- Better coordination across organization
- More standardized processes, methodologies, and tools

Value Argument:
By applying the use of consistent portfolio and project management principles to focus on an effective set of projects and execute those projects more efficiently, the organization will be able to improve the product life cycle by reducing time to completion and increase outcome quality while enhancing employee morale.

We will implement a global project office that leads these efforts, oversees more than 50% of projects underway, and achieves 95% success rate on projects at a cost not to exceed current cost structures.

High probability exists to achieve a 10x improvement on returns and enhance organizational capacity to grow its capabilities. Initial returns become evident within one year after the PO concept is accepted.
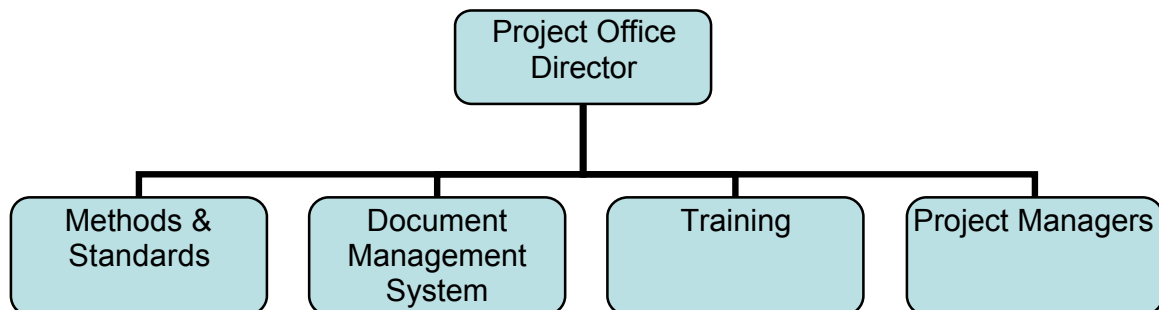
Metrics:

Project Office success will be based on the success of portfolio and project management as it relates to alignment with the organization's business plan and strategic direction.

Data points need to be benchmarked from the previous fiscal year as a baseline for goal setting and measurement of success. Metrics will be agreed upon and communicated across the organization. Proposed data points include:

- Number of projects executed
- Number of projects completed
- Length of project baseline and actual
- Number of resources engaged in each project
- Assessment of project environment
- Assessment of customer satisfaction and other stakeholders (management, team members, etc.)

Content:

The short term focus for the Project Office is to include:

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                    │  Project Office │
                    │     Director    │
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 ┌───────────┐  ┌───────────┐ ┌──────────┐ ┌────────────────┐
 │ Methods & │  │ Document  │ │ Training │ │ Project Managers│
 │ Standards │  │Management │ │          │ │                │
 │           │  │  System   │ │          │ │                │
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These address the most important and urgent needs of the current organization: establishing and leading the project management process.

Longer term additions include:
- Portfolio management—establish process & implement a Plan of Record
- Consulting and mentoring
- Sponsorship development

Implementation Plan/Approach:

Phase 1 (6-9 months)
- Refine the PO plan, including problem statement, political plan, and vision; present to key stakeholders and get agreement to proceed
- Assess the current environment
- Map current processes from project beginning to end and develop an improved standard; get approval
- Train all stakeholders
- Conduct regular communication meetings
- Establish metrics for assessing project results
- Begin staffing the PO and assign key projects
- Gather feedback and update the process

Phase 2 (9-18 months)
- Develop training curriculum
- Implement standard but flexible methodologies
- Expand number, extent, and impact of projects
- Begin POR development
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Procedure/Other:

Start with interviewing a wide variety of stakeholders to understand their priorities, concerns, aspirations, and approach to organizational change.

Define the problem(s) clearly. Craft a vision statement from a core group of interested colleagues that is clear, convincing, and compelling about how the project office will operate. Share this statement broadly to ensure 2/3's of organization supports it.

Maintain flexibility to shift the approach depending on needs of key stakeholders. Position the project office in a central, mainstream location, both physically and on the org chart.

Initially take on only moderate projects where success is highly probable and the project office can be piloted in a willingness to learn environment. Build confidence to take on higher risk, higher impact projects. Share successes broadly via multiple communication channels.

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Action Plan Template for

Name:
Organization:
Date:

Implementation Goal:

Value Argument:

Metrics:

Content:

Implementation Plan/Approach:

Procedure/Other: