BUILDING HIGH PERFORMANCE ENTERPRISE PMOS

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2019 Project Management Symposium

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Project Management Office (PMO) Defined

- A management structure that standardizes the project-related governance processes and facilitates the sharing of resources, methodologies, tools, and techniques.

- Can support both programs and projects at the same time. Often the head of program management (directly/indirectly) is also in charge of all programs and project managers within the organization.

Key Goals and Duties of a PMO

- Provide a formal and administrative infrastructure for programs and projects.
- Define program and project management processes for the organization.
- Manage schedules and budgets at the program level.
- Set the quality framework for programs and component projects.
- Define what success means for programs within the organization.
- Support an organization-wide management of risks and issues.
- Provide governance for component projects and ensure alignment to organizational strategy.

Critical Elements in Building The PMO

High Performance Organizations Defined

- HPOs are organizations that have employees and leaders who are willing to be flexible, able to deploy their talents to the organization's advantage, customer-focused, aware and attuned to the needs of the organization and to changing marketplace conditions, and have a high degree of accountability for their own actions.

- These organizations balance, realign, and renew their market focus and position (through unique insights into the firm's value), are mastery of distinctive capabilities (exploit a set of hard-to replicate capabilities), and have a high anatomy(a combination of distinctive capabilities that out-perform competitors).

High Performance Organizations Are Superior

- High performance organizations (HPOs) are superior to their low performing counterparts in the following:
  - HPOs strategies are consistent, clear, and well thought out.
  - HPOs are more likely to provide exceptional customer service.
  - HPOs are more likely to adhere to their ethical code of conduct.
  - HPOs' leadership is clear, fair, and talent-oriented.
  - HPOs are clear and concise when it comes to their performance measures, training, and human relations.
  - HPOs' workforce is more likely to view the job as a long-term career.
  - HPOs' workforce is more likely to use their skills, knowledge, abilities, and experience to provide top quality products and services.

Blanchard 2007 HPO Model/Principles

Code	• Code Description	• HPO Principle Characteristics
S	• Shared information and open communication	• Information in HPOs is readily available and open communication builds trust and employee ownership both of which keep the organization agile and fluid.
C	• Compelling vision	• A highly focused culture is created once all employees share a clear vision. Employees develop a sense of purpose that helps create energy and shared values
O	• Ongoing learning	• HPOs are learning organizations that build knowledge and able to transfer it to others.
R	• Relentless focus on customer results	• HPOs are customer-centric. They know what the customer wants and are able to produce high quality products and services.
E	• Energizing systems and structures	• HPOs' systems, structures, processes, and practices are aligned to support the vision and mission of the organization. Such a platform provides a rapid response to the unexpected.
S	• Shared power and high involvement	• In HPOs, the power and decision-making are shared and distributed. HPOs are built on the concept of participation, collaboration, and teamwork. This structure motivates employees to function as valuable contributors to the purpose of the organization).

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High Reliability Organizations (HROs) Defined

- Organizations that employ complex technologies, tightly-coupled and interdependent, and operate in extremely high-risk environments where the threat of catastrophic failure is high.

- They are organizations that operate with a high level of reliability because the prospect of failure is high.

Principles of HROs

| Principle	Description
Preoccupation with failure	They constantly focus on predicting and eliminating errors rather than reacting to them. A near miss is a sign of failure not a sign of success.
Reluctance to simplify	To create a state of mind " a mindset" in every employee that helps them capture the big picture and maintain a comprehensive system awareness.
Sensitivity to operations	Maintain strong contact between their employees, especially front-line employees, to make sure anomalies and problems are quickly identified and dealt with.
Commitment to resilience	The ability to quickly and instantly engage employees and resources to contain errors or difficulties that may be seen as potential problems.
Deference to expertise	Influencing employees to work as a team and defer to experts when a situation requires it. The hierarchy of the organization is rather deemphasized.

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Principles of HROs in Action

Elements of Reliability Culture in HROs
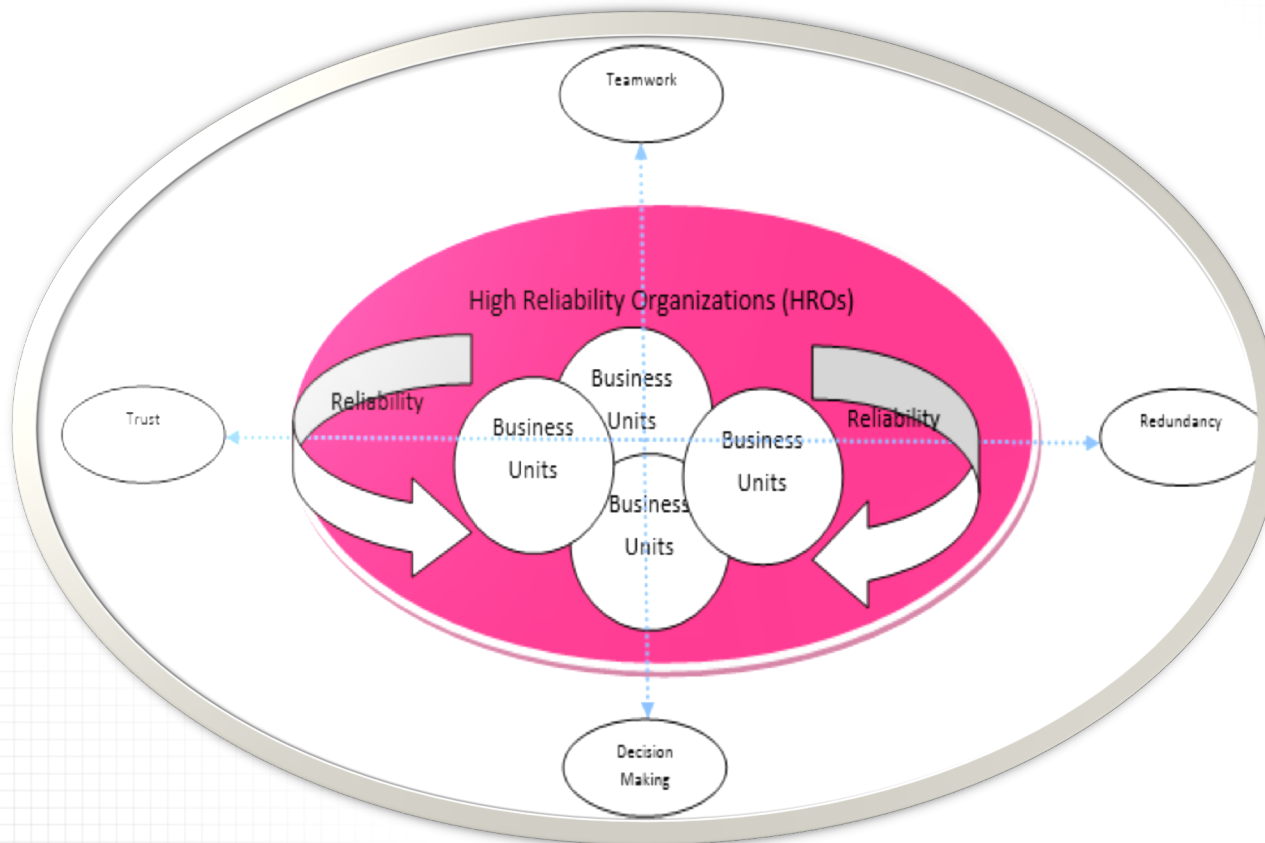
The Seven Elements of Project Management Maturity

Primary:

- Practices.

- Tools and Technology.

- Processes and Functions.

- Professional Development.

Secondary:

- Knowledge Management and Organizational Learning.

- Leadership and Competence Framework.

- Strategic and Organizational Aspects.

Why Measure PMO Maturity?

- **Benchmarking**: systematically manage process improvements.

- **Project management maturity models:**
  - Benchmark best practices.
  - "**Maturity**" is an ongoing process.

- **Maturity models** provide the necessary framework to:
  - Analyze and critically evaluate current practices as they pertain to managing projects;
  - Compare those practices against those of chief competitors or some general industry standard; and
  - Define a systematic route for improving these practices.

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Putting it Altogether—Four Types of Organizations

Design Components	Traditional (Mainstream) Organizations (MOs)	High Performance Organizations (HPOs)	Reliability-seeking Organizations (RSOs)	High Reliability Organizations (HROs)
People	• Narrow expertise • Rugged individuals	• Multitasked • Team player	• Multitasked • Team player	• Multitasked • Team player
Decision Systems	• Centralized • Closed	• Decentralization • Open	• Decentralization • Open	• Decentralization • Open
Human Resources Systems	• Standardized selection • Routine training • Job-based pay • Narrow, repetitive jobs	• Realistic job interviews • Continuous training • Performance-based pay • Enriched jobs • Self-regulating teams	• Realistic job interviews • Continuous training • Performance-based pay • Enriched jobs • Self-regulating teams	• Realistic job interviews • Continuous training • Performance-based pay • Enriched jobs • Self-regulating teams
Structure	• Tall, rigid hierarchies • Functional departments	• Flat, flexible hierarchies • Self-contained businesses	• Flat, flexible hierarchies • Self-contained businesses	• Flat, flexible hierarchies • Self-contained businesses
Values and Culture	• Promote compartments • Routine behaviors	• Promote involvement, innovation, and cooperation	• Promote involvement, innovation, and cooperation	• Promote involvement, innovation, and cooperation

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Scenario Sharing Highlights—The PMO HPO Model

High Performance PMO Team 6x6 Framework

- The six capabilities of this framework, combines the best attributes from other HPO models, to provide the foundation for a team to accelerate and increase their performance potential.

- The HPO 6x6 Framework is a guide for the PMO team to become a higher performing organization
  - In each of the 6 capabilities are 6 traits that define that capability.

Commitments

Leadership

Purpose & goals

PMO HPO 6x6 Framework

Behaviors

Tools

Culture

Team Norms/Capabilities

Commitments: We will be fully committed to the project or the task we are assigned. We will take pride and ownership in our work. We will be the pig in the breakfast meal.

Leadership: We will have a step-up leadership attitude. We will give ourselves permission to be proactive and be in charge of our own careers and destiny.

Behaviors: We will be flexible, adaptive, and supportive of each other and to our business partners. We will *be engaged*, we will *listen*, and ask that you *tell us* (BLT) what we don't know or how to improve.

Culture: We will assume positive intent. We encourage debate of ideas with the understanding that it is not personal and we all want to do what is right.

Tools: We are life long learners. We learn from each others and from our business partners. We will share our knowledge to make our team better.

Purpose & goals: We will develop a clear purpose and clear goals.

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The 6 Traits of the 6 Capabilities

Commitments

- We collaborate and cooperate acting as one team and not as a collection of individuals.
- We give feedback in an open, honest, objective, structured, and supportive way to our peers.
- We work well with each other remotely and make efforts to solidly connect with virtual team members to maximize productivity and achieve mutual results.
- We constructively challenge each other about our plans and approach with an improvement goal in mind
- We praise each other and provide recognition for achievement.
- We listen without judgement, follow a set of ground rules that govern how we work together, and have a bias for action to produce results.

Leadership

- Our leadership team have empowered us to act as leaders and to lead from where we stand.
- Our leadership team is effective and makes the decisions it should - at the right level with appropriate involvement.
- Our leadership team makes sacrifices in their departments or areas of expertise for the good of the team.
- Our leadership team is fair and equitable when it comes to performance evaluation.
- Our leadership team has demonstrated belief in continuous improvement.
- Our leadership team is empathetic to our needs for growth and development.

Behaviors

- We share responsibility and ownership for our project team's performance and results.
- We share responsibility and ownership for the PMO team's performance and results.
- We have a continuous improvement mindset.
- We hold ourselves and each other accountable to published performance standards.
- We are aware of our roles and responsibilities when part of a project team and PMO.
- We are aware of our surroundings and considerate of our peers and colleagues.

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The 6 Traits of the 6 Capabilities

Culture

- We have a clear mission, vision, objective, values statement and strategy for its purpose.
- We are united behind the team's mission, vision, objective, values statement and strategy for its purpose.
- We have a high morale and maintain trust between peers and frontline members and managers within our team.
- We take a light-hearted perspective towards work and try to make the workplace an enjoyable space to be in (physically and virtually).
- We're transparent and consistently strives for continuous improvement, innovation and creativity.
- We incorporate the values of equity, diversity, and inclusion into its principles (there are no cliques within the team).

Tools

- We use clear, concise, and clear communications, basic business language, avoid technical jargon and acronyms.
- We actively use and incorporate tools and/or training provided to us within our daily tasks.
- We have the training and tools we need to do our jobs well.
- We are consistent and standard with our work processes and our approach in executing projects including documenting and storing.
- We are resilient and are able to adapt and be flexible with our work processes and environment when needed.
- We have effective meetings that end with clear specific resolution and action plans.

Purpose & Goals

- We are clear on what success is for our project team and PMO team and how it is measured.
- We know the success metrics for our project team and the PMO team are easily accessible and reviewed regularly.
- We know each other's capabilities (strengths and weaknesses), and recognize the need for "non-tech time" and turn off technology to create blocks of time to focus on important work.
- We know what our peers are working on and how they contribute to the collective good of the team.
- We are clear on our project and PMO goals and how to achieve them.
- We prioritize our work correctly and understand what the best use of our time is.

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Analysis of Each of The 6 Capabilities

Commitments

Leadership

Behaviors

Culture

Tools

Purpose & goals

PMO HPO Framework

The High Performing PMO Team Maturity Assessment

- The maturity assessment is based around the 6 capabilities.

- Each capability of the High Performance framework have questions to measure its maturity level, for a total of 56 questions

- The answers are weighted to take into consideration any N/A or blank response
  - The N/A or blank responses are not calculated as part of the average score.

- This assessment was done with the entire team, with team members filling out the assessment individually and turned in anonymously.

- The higher the score, the better the organization is equipped to create and maintain innovative practices to improve customer service, quality, and operational efficiency.

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The High Performing PMO Team Maturity Assessment

- The scaling of the model is on a zero to five point scale.
- The goal of each organization or department is, at a minimum, to be at level 3, Defined / Matured.

N/A	0: Non-Existent	1: Initial Reactive & Unpredictable	2: Basic Emerging & Semi-repeatable	3: Defined Mature & Focused	4: Managed Transformative	5: Optimized Innovative
N/A	**0**	**1**	**2**	**3**	**4**	**5**
Not applicable. I don't think this applies to me or the team	This does not happen on this team or I don't do this at all	This rarely happens on this team or I seldom do this	This inconsistently happens on this team or I sometimes do this	This consistently happens on this team or I regularly do this	This commonly happens on this team or I normally do this	This happens all the time on this team or I do this all the time
Not applicable. I don't think this applies to me or the team	I strongly disagree with this statement	I disagree with this statement	I slightly disagree with this statement	I slightly agree with this statement	I agree with this statement	I strongly agree with this statement

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Wrapping it Up

1) Set up the PMO Structure.

2) Implement elements of HPOs.

3) Implement elements of HROs.

4) Measure Maturity regularly.

5) Continuous Improvement—Plan-Do-Check-Act.

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