

Session: What are the benefits of the PPSO you work in?

A facilitated workshop to help delegates explore, understand and highlight the key tangible benefits of your PPSO. An opportunity to learn from other delegates experiences on how they sell their PPSO concept to the organisation and the challenges they've faced.

The purpose of this session was to facilitate productive conversations between the delegates on the practicalities of selling the key benefits of their PMO/PSO/PPSO to their own organisation.

The delegates were asked to write down what they saw as the top three benefits that their PPSO could provide to the their own organisation, particularly in the context of starting, expanding or even keeping a PPSO.

Starting with people's top benefit we collected the post-its with suggestions around the room, and then we grouped all the mentioned benefits into seven broad benefit categories.

Each delegate then joined one of those seven groups, choosing the key benefit category that they were personally most interested in quantifying.

The bulk of the workshop was then dedicated to clarifying exactly how the proposed PPSO benefit actually benefited the wider organisation of which the PPSO was part.

The next step was for the delegates in each group to brainstorm how to link those PPSO specific benefits to the most urgent concerns of the wider organisation, swapping ideas about the steps between one and the other.

The sections that follow here record the output captured on each of the seven group flipcharts.

As intended, most of the learning with direct application on 'return to base' came out of conversations in the course of the workshop.

Subject Area:	Prioritisation
Key Benefit Definition:	Gives the very best chance of maximising return from project investments.
Other definition:	Creating and maintaining an investment portfolio to ensure achievement of business objectives Reputational risk if we don't do it
Our Post-Its said:	Effective prioritisation (projects to be active) Consistent approach: <ul style="list-style-type: none">- approach- processes- prioritisation- quality management Prioritisation Control of proposition for new projects including business case

Subject Area:

Resources

Key Benefit Definition:

The organisation wide benefits relate to cost avoidance, and to increased revenue

Other definition:

The following bullet points emerging from the discussion were listed:

- * more efficient use of resources
- * reduce recruitment/contractor cost
- * reduce staff attrition
- * do more projects & earn more
- * reduce delivery costs
- * sell more services to other companies
- * enable more impact

Our Post-Its said:

Efficient use of resources
Efficient mgmt. of resources
Support programme/portfolio mgmt. and selection: information, dependencies, risks, resources, change mgmt.
Identify resource constraints, e.g. one person being pulled onto every project
Greater pool of PM skills
* Guidance to PMs on best practice
* Keep track of projects - cost & time
* Skilled personnel to assist with project success
Effective resource management for projects
Everyone in the team does what they need to do, e.g. consultants do consultancy & pass the more functional tasks to the PO. Better deployment of resources.
Our specialist skills/service - "I/we add value"
Efficient use of resources:
* PMs - 'manage'
* project/programme support - 'support'

Subject Area: Information

Key Benefit Definition: The organisation wide benefits relate to much more than the MI itself

Other definition: Specifically, the following bullet points emerging from the discussion were listed:
 Cost avoidance:
 * stop/go decisions - more effective
 More/new revenue:
 * market intelligence
 * efficiency of existing resource (£/res)
 Strategic Alignment:
 * efficiencies to be gained from change, e.g. mergers
 Better MI:
 * as an enabler

Our Post-Its said:

Info on what projects are going on for the Mgmt Team
Provide overall picture of current project status, e.g. in a programme plan
Control of proposition for new projects including business case
Business wide visibility of project/change activities
One version of the truth - accurate reporting
Provides board and senior mgmt. with a portfolio view of change activities in the organisation
Passing on lessons learnt, thus giving the organisation the ability to continually improve
Facilitation of strategic decisions, e.g. ability to analyse whether a project/programme is possible to do within the constraints
Introduction of consistent processes and reporting
One version of the truth - to enable SMT decision making
Provide information across multiple projects
Production of MI over all projects in order for mgmt. to make better informed decisions
Introduce time recording to give (previously unavailable) mgmt. information on what types of activities are being done across the business
Decision making
Provide project visibility (nowhere to hide)
Access to project management process/procedures/information via the Programme Office Wiki
Source accurate timely status information
Supporting senior management in prioritising change, providing a holistic view
Challenge decisions - project authorisation
Overview of all projects
High programme visibility
Provide perspective & context: * balanced, dispassionate & independent
Safer delivery: visibility of decision making data and influences

Subject Area:

Key Benefit Definition:

Other definition:

Other Comments

Our Post-Its said:

Guidance

Better project management guidance will improve project delivery and avoid costly mistakes

Value in the methods = avoid rework, avoid mistakes, consistency in reporting, auditable and improve efficiencies

Justifications for the PPSO:

PRINCE2 guardian

Assurance

Structure

Improve project delivery

Improve reporting at a higher level within the organisation

More projects = more revenue i.e., freeing up PMs time to work on additional projects

Cost avoidance = Choosing the right projects and doing the projects right

New revenue / additional revenue - direct links from efficiencies need to be clearly demonstrated

- avoid bold statements

Brief discussion on the KPI's and how we can measure the "guidance" benefit, the key is to ensure the current status is noted before tracking commences

Keep saying SO WHAT? Each time a new benefit is thought about for the "guidance" area

Post It notes from the audience in relation to guidance:

Building capability of frontline staff - centre of expertise , draw down and economies of scale
Guidance / Best Practice
Providing tools, templates to reduce PM work and ensure consistent practices
Source of knowledge and expertise
Consistency of approach end to end
Support and training for PM's
Source of excellence - how to run successful projects
Methodology management, training and templates, documentation, maintenance
Source of method knowledge - produce delivery framework & continuous improvement ensured
Provide guidance
Provide clarity and guidance on the project / programme delivery method
Project governance adhered to
Ensuring compliance to methodology and process
PMs working to the same methodology
Using knowledge and experience
Project standards adhered to and consistency to stakeholders
Provide guidance to project managers
Consistency in project delivery and process and support of processes
Champions project management standards
Consistent "approach" to project management across the portfolio / programme

Subject Area:

Key Benefit Definition:

Other definition:

Our Post-Its said:

Control

Ensuring project delivery to cost, time and quality by minimising failure

Understanding "what's going on" - cost avoidance by doing the right projects at the right time

Consistency of approach - cost avoidance with GO / NO GO

To support project managers to ensure delivery to time, cost and quality
- minimising risk of failure and freeing up resources

Consistent management information - accurate forecasting

Controls ensure deadlines are met

Quick turnaround of information - allowing management decisions to be made at the right time

Consistent tools and templates

Facilitating gateways

Management by exception

Reduce risk

Control!
Provides control over documentation
More control over projects
Control of target / goal from end to end / start to finish
Better control of programme
Keeping control and identifying slippage in process
Managing control gates e.g., project initiation, project closure
Better control over programme / project processes
Financial control
Control and monitoring
Increase the organisations ability to deliver its projects / programmes to time, cost constraints without jeopardising the quality of them
Exercises control
Controlled mobilisation of the project

Subject Area:	Reporting			
Key Benefit Definition:	Cost Avoidance - Provide reporting to enable improved decisions on the portfolio Better information/Accurate/Quick Cheaper to gather (e.g. PMs) Less time spent questioning More time analysing			
Other definition:	Cost Avoidance - Provide reports to enable director perception of control Less Director involvement			
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Subject Area:	Risk						
Key Benefit Definition:	Increased Revenue - Review of external events to highlight opportunities - cash						
Other definition:	<p>Avoid duplication and save resource Identify strategic opportunities Support forecasting Enable increased competitiveness</p> <p>Lessons Learnt - Internal/External and Customers</p> <p>Cross Reference - expertise/innovation/quicker and better use of resources Earlier identification of risks Improved estimations CSF/dependency - alternative solutions</p>						
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