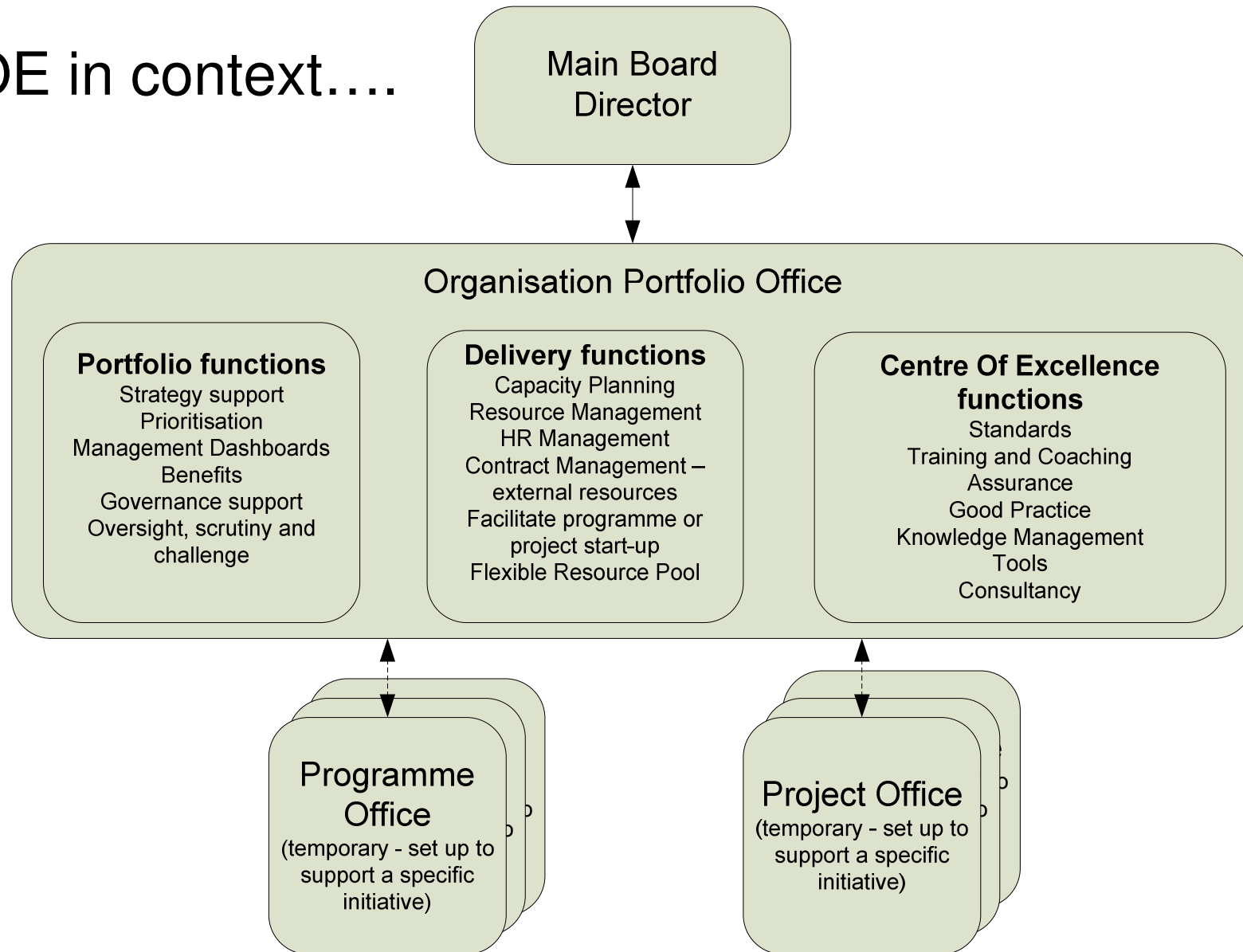


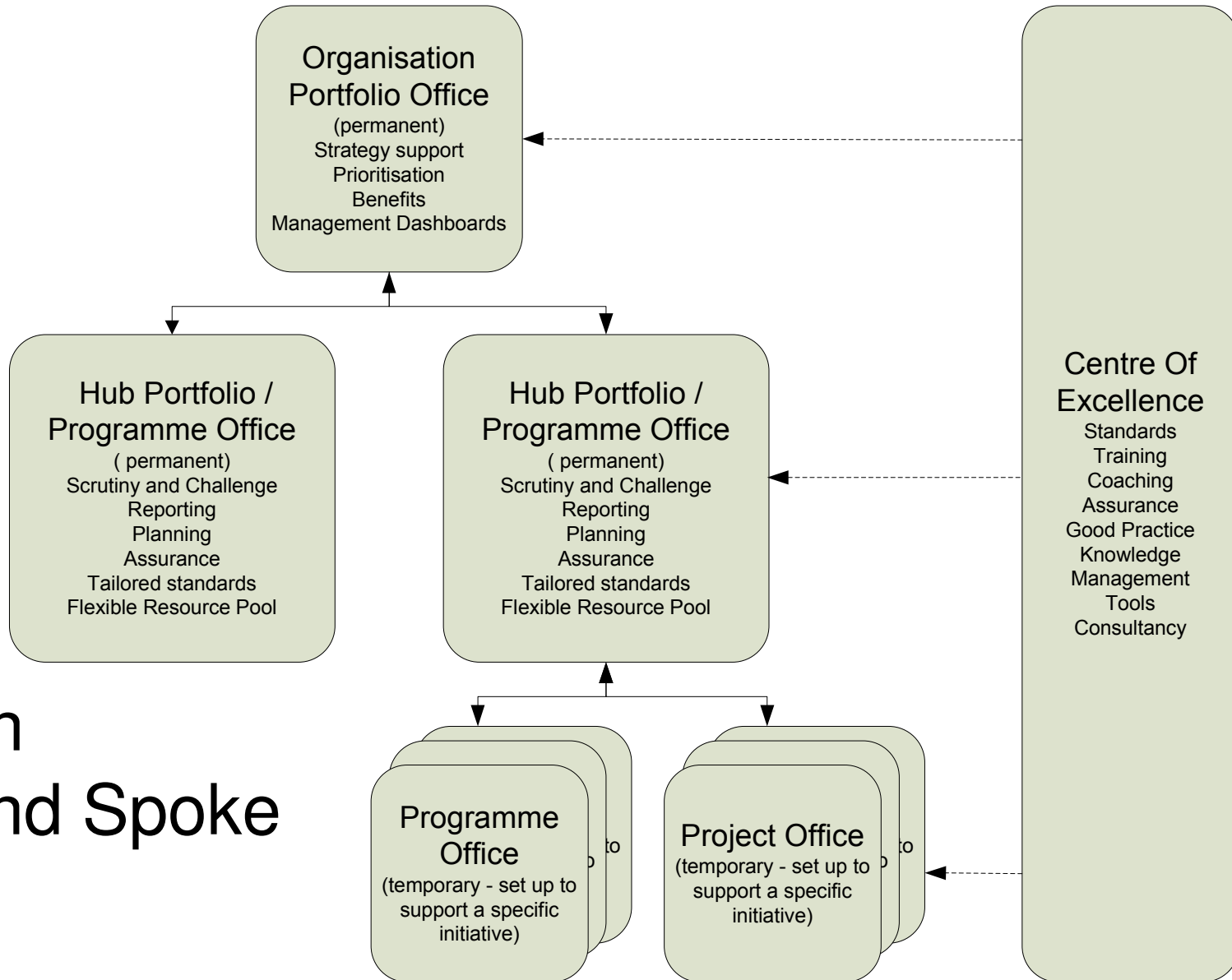
Programme Office as a Centre of Excellence



Sue Vowler
Director, Project Angels

COE in context....





COE in Hub and Spoke Model

Centre of Excellence Services and Functions

Standards, Methods and Tools

Organisational Learning /
Knowledge Management

People and Skills
(P3RM roles and competencies)

Internal Consultancy

Standards, Methods and Tools

- Standards and Methods
 - Processes
 - Templates
 - Roles / Responsibilities
 - Handbooks
 - Posters
 - Quick Reference Guides
 - Tailoring Guidelines and Help

- Tools
 - Portals / Collaboration
 - Planning
 - Workflow

Organisational Learning / Knowledge Management

- Repositories of good practice
- Lessons Learned – collation, dissemination, action plans
- “Dial a Friend”- Directories of contacts
- Programme Office networking
 - PPSO SIG
 - Seminars
 - Conferences
 - Best Practice User Groups
- Background Reading / Knowledge
 - Blogs / good web sites
 - Library of Books, White Papers, Magazines

People and Skills (P3RM roles and competencies)

- Skills / competencies analysis
 - Career development maps
 - Secondments
 - Buddying / Mentors
 - Coaching
 - Recruitment support / Induction service
- Training / Education
 - Conduit to public courses
 - Training Needs Analysis
 - Training Plans
 - Internal hosted / delivered courses
 - E-learning

Internal Consultancy







- Independent Programme or Project Assurance
 - Readiness to deliver
 - Healthchecks / Stock Takes
 - Gateway / Gated Reviews
- Programme / Projects “Trusted Advisor” or “Critical Friend”
- Specific Help, Advice and Support
 - Development of Business Cases
 - Assistance with Stakeholder Engagement and Communication
- Rescues / Help Squads / the “A” team
- Facilitated Workshops

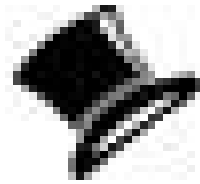
Facilitated Workshops

- Types
 - Start up / Kick off
 - Planning
 - Risk
 - Lessons Learned
 - Problem / Issue Resolution
 - Stakeholder Engagement and Communications
- Techniques
 - Facilitation Kit - Brown Paper, Post-its, Pens, Bluetak etc.
 - Six Thinking Hats



Edward de Bono – drives parallel thinking

-  The **White Hat** calls for information known or needed. "The facts, just the facts."
-  The **Yellow Hat** symbolizes brightness and optimism. Under this hat you explore the positives and probe for value and benefit
-  The **Black Hat** is judgment - the devil's advocate or why something may not work. Spot the difficulties and dangers; where things might go wrong. Probably the most powerful and useful of the Hats but a problem if overused.
-  The **Red Hat** signifies feelings, hunches and intuition. When using this hat you can express emotions and feelings and share fears, likes, dislikes, loves, and hates.
-  The **Green Hat** focuses on creativity; the possibilities, alternatives, and new ideas. It's an opportunity to express new concepts and new perceptions.
-  The **Blue Hat** is used to manage the thinking process. It's the control mechanism that ensures the Six Thinking Hats® guidelines are observed.

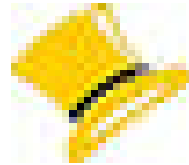


“ Black Hat” Brainstorm

What doesn't work well and what hinders the set up and operation of an effective COE function in your organisations?

5 mins

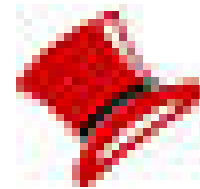
(Assign a scribe)



“Yellow Hat”

What has worked well?

5 mins

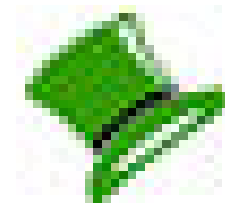


“ Red Hat”

If you could fix only one thing and get it working well in your COE, what would it be?

2 mins

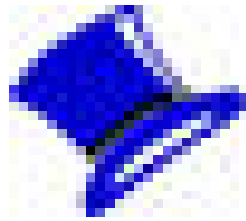
In a workshop you could use voting stickers



“ Green Hat”

Consider solution to top issue....

Brainstorm practical solution to top issue –
How would you introduce the new service?
(10 minutes)

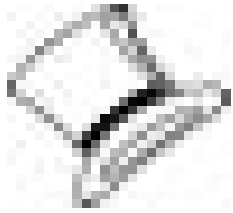


“Blue Hat”

Next Steps:

Collation of outputs

Publication to all delegates



Meeting the challenges

- Defining the “compelling reason for change”
- Senior Management Buy-in
- Getting the initial investment
 - Infrastructure
 - Team size
- Maintaining ongoing investment
 - Charging models
 - Selling your success
 - Key performance indicators
- Recruiting the “right” people

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Audio Briefings with the Lead Author Club discussing
Portfolio, Programme and Project Management and P3O
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