



WEBINAR FAQs

THE RISE OF THE  
**Dynamic & Hybrid PMO**

Presented by **PM-Partners** and **Sensei**

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# Questions for Ray Wall

Client Engagement Director, PM-Partners

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## How do you align EPM vs PMO governance?

There are many ways this can be achieved, but the relevant targets and metrics containing both lead and lag indicators must first be defined and agreed between the PMO and the executive team. There can be several considerations, so a workshop series is potentially the most practical way to get the basics completed initially. The following resources provide more context and some ideas to assist in this regard:

» [5 top reasons why PMOs fail](#)

» [6 questions to answer to secure the future of your PMO](#)

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## How to develop rapport and trust in teams under hybrid work arrangements?

One of the best ways to develop trust among the teams is to be clear about what is expected from each group and regularly measure performance against the agreed standards. If possible, make the exercise of measuring team performance and outcomes a job that the various teams self-manage and self-rate.

To build this trust even further, you can have teams jointly develop their performance standards, measures and metrics with key personnel from the PMO and senior executives who oversee PMO and delivery team performance. The following article provides some further context:

» [What is a hybrid PMO and how can you achieve it?](#)

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## What do executives most want to see and how do you build strong sponsorship/relationships with them?

The simplest way to answer this question is to say that executives want delivery outcomes in a predictable and cost-effective manner. Executives usually have very busy day jobs and it's important to understand the amount of time they can provide for PMO or programme/project delivery matters. Once understood, book the executives for regular sessions – and similarly to Q1, commence work to ensure that you and your executives have agreed on how the PMO will be managed and how the PMO will provide performance updates to them.

When providing performance updates, whether it's for the PMO itself, a programme of projects, or a broader portfolio of work, it is imperative that a base set of (agreed) metrics (including both lead and lag indicators) always be presented in the same formal report every time. This might mean that the pack provided always has the same four or five pages with consistent information.

You will find that the executives request many different cuts of information and the type of additional information they request will differ over time, or over the life of a project.

Importantly, provide the additional information in addition to the standard reporting metrics, otherwise you will not be able to build up historical performance statistics.

Other key points to remember with most executives are:

- » Keep information concise and accurate (dashboard style) and avoid technical jargon or wordy reports
- » Be very clear about any information you believe requires management attention or escalation
- » Executives hate surprises so wherever possible raise risks early before they become larger issues
- » Where possible, provide executives with options and recommendations in terms of the action to take
- » Keep a register of decisions required and decisions made (or delayed as the case may be)
- » Let executives know the impacts of any decision latency upfront
- » Avoid trying to teach executives a whole new language e.g. specific agile or other approach-type jargon
- » Never lose sight of the objectives, targets and expected outcomes (including benefits).



### **In today's volatile world with hybrid delivery models and rapid change, how do you present value from the PMO function to the business and be an enabler of business goals? And how do you determine the role of the PMO?**

This also a very broad range of potential approaches and answers. But again, perhaps the most effective way is similar to the answers provided above: you must ensure that you and your sponsoring executives are completely aligned in terms of the services and functions that are provided by the PMO. You must also be similarly aligned regarding how performance will be measured and reported on.

Also, setting longer term performance objectives and targets can be very effective so long as you mutually agree on what the baseline performance is, what the targets are and what measures will be used to track progress.



### **How long does the transition take to a dynamic PMO model and how can you accelerate this process?**

This can vary quite substantially depending on the functions and services being provided. A good rule of thumb is to use something like the Capability Maturity Model Index (CMMI), which measures process maturity on a 5-point scale. It will typically take 12 months plus to move from, for example, level 2 to level 3. Some aspects can be accelerated, especially if you and your executives are willing to invest in areas such as:

- » More experienced team members, or
- » Tools and advice from experts.

The following articles are also worth reading as they provide a range of information built up over many years of dealing with PMO's in a variety of organisations:

- » [How to work more effectively with your project sponsor](#)
- » [What PMO leaders need to thrive](#)
- » [Aligning projects with corporate strategy](#)

## Questions for Scott Meddings

Biz Apps Technical Sales Manager, Microsoft



### **How is low code no code utilised in business nowadays and how do we work with IT to build confidence that we (the PMO) can work on process improvement and automating repetitious tasks using the low code technology?**

Low code no code platforms like the Microsoft Power Platform are being increasingly adopted across organisations to enable more people to create applications and workflows to increase productivity, reduce repetitive or low value work and link information and data across the business.

As the world of Citizen Developers is opening up, it's important to work alongside technology departments to create frameworks and guardrails for these developments and start to gradually build confidence in citizen developer capability. Ensure you have the right people with a solid set of digital skills, agree which work will be done first, collaborate and co-ordinate with the right teams and people to get a good outcome and build 'best practice' learnings to share across the organisation.

We've included some resources that you may find helpful:

- » [Progressive PMOs are harnessing the power of citizen developers](#)
- » [Microsoft Power Platform for project management](#)
- » [Microsoft Power Hour Series](#)

## Questions for Marc Soester

Executive Director, Sensei APAC and Sensei Vision Team Leader



### **How can a PMO give delivery teams the option to choose the most appropriate approach for specific projects and then support and realise business value in measurable terms?**

Most PMOs today are working in a hybrid world of project delivery dealing with a mix of agile and waterfall project methodologies and with teams spread across multiple work locations. To support project success, it's important for teams to be able to connect efficiently and to use the best methodology for their project while still providing

information and insights to leaders that allow for effective management, assessment and decision making.

This is where digital transformation comes into play. Well defined governance and information requirements supported by a robust technology platform will enable the roll up and visibility of all project information, regardless of the methodology being used or location of the work being done, to allow for effective management and reporting.

In addition, a good platform will enable all projects and portfolios to be linked to organisational goals so that progress against these goals can be tracked and measured. As PMOs mature and transition from an administrative function, the focus on delivery of value to the business becomes a key driver and the ability to demonstrate this value to key stakeholders and executive leaders is critical.

A platform like [Sensei IQ](#) creates a common view of work across an organisation, allows seamless collaboration by integrating with the tools that teams are already using and enables management of outcomes against both project and organisational goals.



## **How do we transition project teams and schedulers into using a single Project Management Tool across the organisation when maturity is not fully developed?**

Modern Project Management tools enable you to cover all levels of maturity allowing users (professional and citizen project managers) to intuitively manage projects. A modern solution should enable you to provide users with the tools they need and prefer to work with and consolidate them into a single organisational view.

By engaging with and understanding the key concerns and benefits of each of the user groups involved, you can implement a solution that will make their work easier and provide them with access to information and insights to help them achieve better outcomes.

Many organisations with siloed project management areas or complex organisational structures, take a staged approach to introducing a new platform, working through areas of the organisation progressively to support effective change management and embedding of the new solution before moving to the next.

As with any major transition, support from learning and change management is critical to adoption success, as is support and sponsorship from senior stakeholders in the organisation who can connect the outcomes of using the new system to the achievement of organisational goals.

[Read further insights into PMO maturity and transition.](#)

# Our expert speakers

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**Ray Wall**

Client Engagement  
Director, PM-Partners

As an industry leader in globally recognised delivery methods and standards, Ray has a wealth of experience implementing effective governance frameworks and controls across diverse industries and organisations. He has a proven ability to help leaders and delivery teams achieve business agility through the design and execution of complex change and transformation.

PM-Partners are strong advocates and practitioners of Agile and Scaled Agile, with a 25-year pedigree in traditional project and program management and portfolio execution. Known to reduce risk, improve costs and services, we are also skilled at driving measurable, long-term value to our customers. Speak with us today 1300 70 13 14, [info@pm-partners.com.au](mailto:info@pm-partners.com.au).

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**Scott Meddings**

Biz Apps Technical Sales  
Manager, Microsoft

Scott has worked in the IT industry for close to 30 years with experience across global organizations and large public companies. Scott has been at the forefront of the Power Platform growth and adoption experienced locally by enabling a low code approach to drive digital transformation across many industries and customers. Scott advises customers on the capabilities of a low code strategy and what is possible for enabling enterprise digital transformation – together with employee productivity improvements and an excellent user experience.

The Microsoft Business Applications platform enables you to transform your organisation by connecting and empowering every employee, from the office to the frontline worker, with a Microsoft 365 solution that enhances productivity and drives innovation.

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**Marc Soester**

Executive Director, Sensei  
APAC and Sensei Vision  
Team Leader

Marc has over 20 years' experience in being a PPM & Work Management Subject Matter Expert. He has been part of over 250 PPM implementations and is an Industry Standard Expert on PMI, P3O, Scaled Agile. Active member of the Microsoft Product Advisory Council.

Sensei brings world leading project and portfolio management solutions to clients to help improve the way they work and link their project investments to the achievement of strategic goals. Our solutions give project teams an intuitive, accessible platform to work in while providing leaders with trustworthy information to track outcomes and make timely decision.