



## Good Governance



### Quick Tip:

For a quick win, standardize project status reports. As leaders become familiar with a single format across projects, everyone can focus on the content rather than orienting themselves to the format.

### Join Me!

See details below for a best practice discussion on governance on Monday, January 31, 2022 at 11 a.m.PT; 12 noon MT; 2 p.m.ET.

***Successful leadership is***

Scope Function	Enterprise	Department	Program or Project
Strategic			
Tactical			
Operating			

*Various Scope and Functions of a PMO*

## ***impossible without good governance!***

In business transformation and project leadership, the question is “what is good governance”? And as usual, the answer is “it depends”. Governance is established to increase the good an organization can produce. When

governance doesn’t meet business requirements, or isn’t embraced by the organization, it becomes bureaucracy. Here are some pillars of good governance:

**Sponsorship** – Leaders have a sacred responsibility to sponsor business initiatives, to provide clarity around the company’s vision, mission, and strategies, and to connect these to project goals.

**Stakeholder engagement** – Strong participation from stakeholders in making decisions. This includes respectful listening and being consensus-oriented in making decisions about implementation objectives.

**Fairness** – Equitable treatment of all stakeholders, including minority stakeholders, in decision-making and implementation builds acceptance and support for project goals.

**Responsibility/Accountability** – Clear assignment and responsibility for tasks within the implementation plan to achieve project objectives. Leaders build confidence by consistently holding task owners accountable to completing their tasks in a timely, effective and efficient manner.

**Transparency**– Regular, timely, and clear communications to leaders and stakeholders on decisions and implementation progress. Project leaders are responsible to establish clear communications to build greater trust across the organization.

So how do you consider these pillars and make sure your project management office (PMO) promotes good governance?

### **What do you need?**

A PMO means different things to different organizations. There are several possible definitions based on the SCOPE of the PMO’s governance (e.g., project specific, department, or enterprise) and the FUNCTION or the PMO services provided.

The first request from leaders for a PMO often starts with a critical business initiative that needs to be executed. Your company just won a major contract, you're implementing a new ERP system, or new regulations need to be applied to policies, processes and procedures across the company. You launch your business initiative with an Operating PMO focused on this single program or project with services like:

- \* Managing the end-to-end project lifecycle: Initiate, Plan, Execute, Monitor, Close
- \* Providing skilled PM resources and tools

See this Small/Medium (SMB) Transformation Case Study to learn some critical success factors for launching an Operating PMO.

## **Expand use**

While successfully managing the project requirements for a major business initiative, you develop templates for project planning, status reporting, checklists and more. You've likely started using various project management tools to increase PM efficiency and have developed relationships across the organization to manage resource requirements and dependencies. Leadership has become accustomed to the governance and status reporting that has been done for this initiative.

You have an opportunity to expand the use of both the project management toolset and the relationships built across the enterprise. By taking what has worked for a major project, standardizing and leveraging those to other business projects, you provide greater value to your organization.

Leaders recognize this as a great business case for leveraging investments already made and the result is a Tactical PMO that can be used by a department or an entire enterprise to increase the efficiency of business projects with services like:

- \* Setting documentation requirements and standardizing templates, tools and systems
- \* Reporting project status in a consistent way to upper management
- \* Providing PM training and mentoring and defining PM methodologies to be used

## **Lead strategically**

As you lead major business initiatives, senior leaders become aware of interdependencies and resources that need to be allocated and aligned across organizational silos to achieve business goals. They want greater transparency on the prioritization of investments and projects and as a result, a more

strategic PMO is needed. A Strategic PMO is usually led at an enterprise level but may be used for a department in a large company and provides services like:

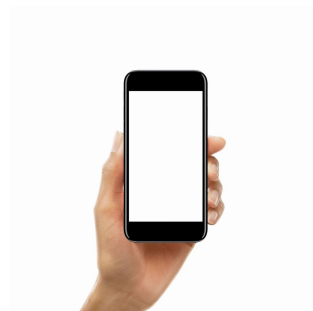
- \* Participating in strategic planning to define and prioritize the project portfolio
- \* Providing information to upper management for decision-making
- \* Managing implementation of strategy and monitor portfolio performance

Another aspect of PMOs may be the degree of control that the PMO leader has in setting standards and direction. For example, the PMO team may simply advise and support the organization or alternatively may have significant control and authority in how the organization manages projects.

## Stay relevant

Ultimately, the PMO needs to be defined based on the organization's current need. In my reading, I've found good resources on how to evaluate and evolve your PMO to keep it relevant. See the additional resource section below.

Reference used: Pinto, A. (2012). How to assess the maturity of a PMO. Paper presented at PMI® Global Congress 2012—North America, Vancouver, British Columbia, Canada. Newtown Square, PA: Project Management Institute.



## Talk to Me!

Attend a Good Governance Best Practice Session to share templates for project charters and status reporting. Time: **January 31, 2022, 12:00 PM Mountain Time (US and Canada)**

**Go to:** [https://us02web.zoom.us/j/4727752117?](https://us02web.zoom.us/j/4727752117?pwd=TFhvemNQVFpOMnIXVTRFdVBFWWV2Zz09)

[pwd=TFhvemNQVFpOMnIXVTRFdVBFWWV2Zz09](https://us02web.zoom.us/j/4727752117?pwd=TFhvemNQVFpOMnIXVTRFdVBFWWV2Zz09)

Meeting ID: 472 775 2117

## Or dial in by phone

- Dial-in: (669) 900-6833
- Access Code: 332353

Find your local number: <https://us02web.zoom.us/j/4727752117?pwd=TFhvemNQVFpOMnIXVTRFdVBFWWV2Zz09>

## Additional Resources:

For good governance in a small organization, consider using **Just Enough Process**.

See this **Small/Medium (SMB) Transformation Case Study** to learn some critical success factors to launch an Operating PMO for a major business initiative.

The Project Management Institute (PMI) developed material with Capgemini about the **Next Generation PMO** and the accelerated evolution from a Tactical PMO to a Strategic PMO. Capgemini (2018). The Next Generation PMO.

PMI also has a conference paper posted on **How to make your PMO survive**, introducing the PMO Value Ring framework with eight steps to ensure your PMO generates value for your organization. Pinto, A. (2015). How to make your PMO survive. Paper presented at PMI® Global Congress 2015—North America, Orlando, FL. Newtown Square, PA: Project Management Institute.



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### *About Annette*

*Annette is a business transformation coach focused on creating more effective operations and greater business value. Both vision and execution are key to motivate people to transform work. She guides leaders to develop transformation vision and strategy, structure implementation projects and roadmaps, and mentor project teams to be successful. Her blog and newsletter share transformation tips, resources and best practices.*



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