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# Leading Successful PMOs

*How to Build the Best Project  
Management Office for Your Business*

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**GOWER**

# Introduction

## The PMO Acid Test

**Call up your CEO and then count the number of seconds before he recognizes your name...**

First in a series of quick checkpoints, or acid tests,<sup>1</sup> to see how successful the PMO you are leading is. If you are really connected to the business, at the right level and with the right profile, then your CEO will know you and your PMOs work.

## INTRODUCTION

*Leading Successful PMOs* is a book to guide all would-be and current PMO (Project Management Office) leaders. As a PMO leader myself I know that this can be a really rewarding experience but it is not always easy to find the right balance between the needs of projects and business demands.

It is a book for all project-based organizations and for all project managers who contribute to and benefit from a PMO.

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<sup>1</sup> Acid test – a test used to determine whether a metal is real gold or not. Ever since, a generalized term for ‘verified’ or ‘approved/tested’. In this case, a quick mental check on the state of your PMO.

It is a book about successfully leading a PMO (whatever you understand by those three letters) to deliver better projects, better business to all the customers of those projects and to best serve the contributing project managers professionally and personally.

It is not a book about *managing* PMOs but rather a book about *leading* PMOs; a complex challenge, especially in terms of reconciling the PMO activity with business strategy.

*Leading Successful PMOs* brings together the experience and views of PMO leaders from around the world; of project managers who work within PMOs, as well as those who are now seeking leaders for their PMOs.

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I have tried to identify what it is that defines successful PMO leaders; what they do that allows them to be successful and how the rest of us can learn from their experiences. I have also tried to balance the value associated with the PMO value from the perspective of executives and the business as well as from that of PMO members, the project managers and supporting staff.

You can use the book as a health check against the PMO you are already leading or to assess your own contribution to the PMO; successful PMO leaders need a lot of support from their PMO teams so it is important that you understand what project managers are saying about PMOs.

Finally, I hope that *Leading Successful PMOs* will teach you how to lead the best, and most relevant, PMO for your business.

*Leadership and learning are indispensable to each other.*

John F. Kennedy

## The PMO Acid Test

**When was the last time that a project manager contacted your PMO asking for some form of help?**

If this has not happened in some time then perhaps your PMO is not as accessible and open as you may wish it to be?