

PMO kot MOTOR UČINKOV za obvladovanje premoženja

(Kako IMPACT Engine System™ izboljšuje ustvarjanje vrednosti skozi celoten življenjski cikel premoženj)



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Vodje
vzdrževanja,
Upravljalci
premoženj ne
potrebujejo še
ene metodologije

Potrebujejo mehanizem,
ki ustvari fokus
(prioritete) in učinke.

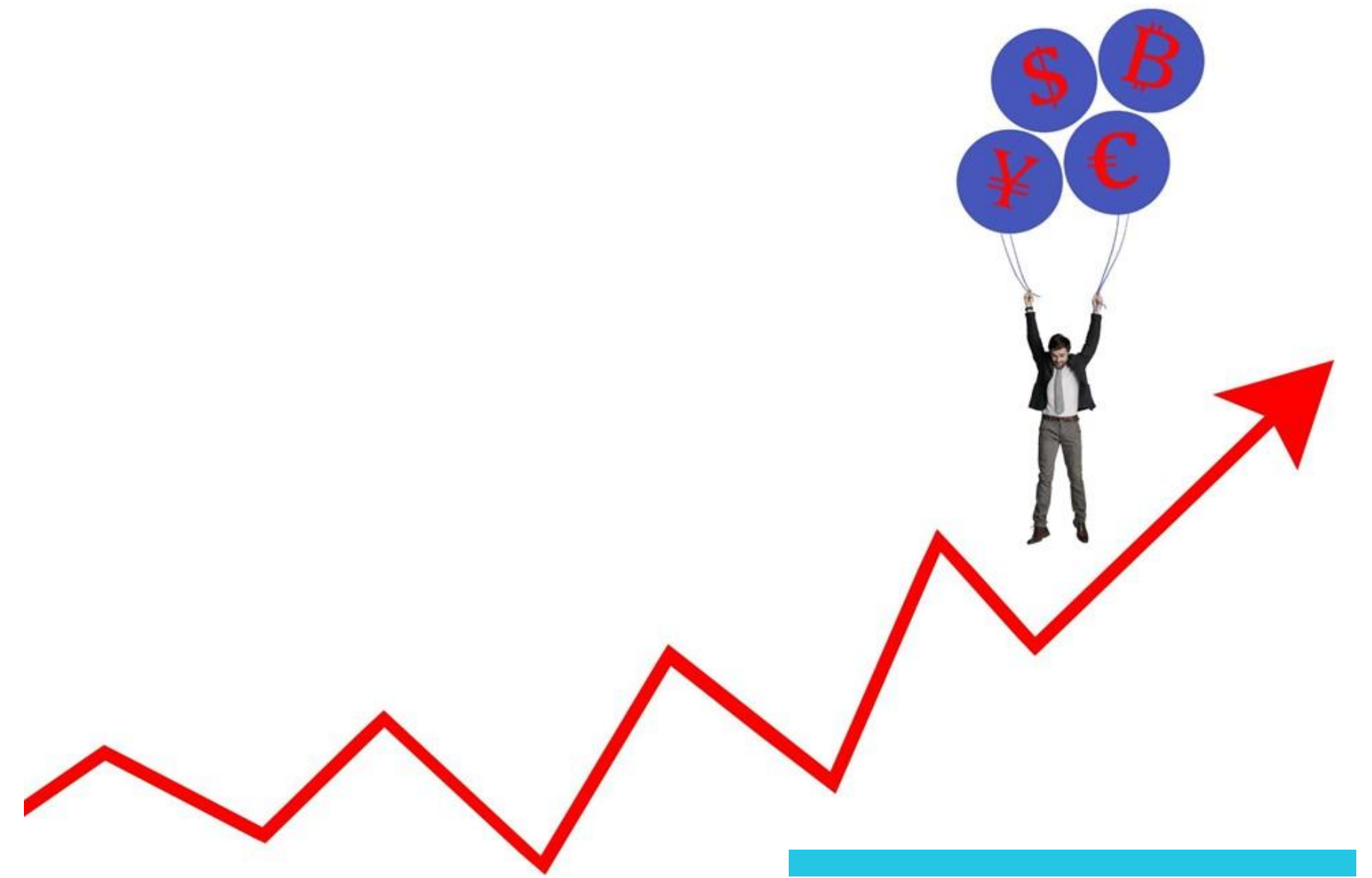


Business owners want
PROFIT

Other public service quality

The all want “ROI”

$IMPACT = value + benefits - costs$



Why it matters

- Increasing complexity of projects and initiatives
- Limited resources (time, budget, personnel)
- Misalignment between projects and organizational strategy
- Difficulty in measuring project success and impact
- Risk of project overload leading to burnout and inefficiency



70% OF STRATEGIES
FAIL TO DELIVER
EXPECTED RESULTS

STRATEGY EXECUTION FALLS SHORT



Challenges

Project related Business Challenges

STRATEGY DELIVERY CHALLENGES

MONEY
NOT ALIGNED
WITH STRATEGY

60% OF
ORGANIZATIONS
DON'T LINK THEIR
BUDGETS TO THEIR
CORPORATE
STRATEGY

MANAGEMENT
NOT ALIGNED
WITH STRATEGY

75% OF MIDDLE
MANAGERS DON'T
HAVE INCENTIVES
LINKED TO THE
ORGANIZATION'S
STRATEGY

PEOPLE
NOT ALIGNED
WITH STRATEGY

95% OF THE TYPICAL
WORKFORCE DOESN'T
UNDERSTAND THEIR
COMPANY'S
STRATEGY

EXECUTION
NOT ALIGNED
WITH STRATEGY

61% OF EXECS
STRUGGLE TO BRIDGE
THE GAP BETWEEN
STRATEGY
FORMULATION AND
IMPLEMENTATION

SOURCE: NORTON, DAVID P. "STRATEGY EXECUTION, A COMPETENCY THAT CREATES COMPETITIVE ADVANTAGE."
PALLADIUM GROUP WHITEPAPER (2007): 1-7 AND ECONOMIST INTELLIGENCE UNIT STUDY SPONSORED BY PMI

PMOexpert - Consulting - Founder & CEO, Coach, Instructor, Speaker

- Supercharging Strategy delivery initiative portfolio to highest ROI and VALUE
 - Empowering clients with PMO like functions (IMPACT Engine System™)
- Reshaping regional PMO trends
 - Speaker, PMO Slovenia community, PMOexpert Mastermind
- Experience (2+ decade)
 - Business Consulting, PMO, PM, QA, CM



Realnost v organizacijah

- **Konfliktni kriteriji odločanja** – izvedba ni poravnana s strategijo
 - (model prioritizacije)
- **Preveč odprtih iniciativ hkrati** – nižja produktivnost
 - (upravljanje programa/portfelja)
- **Vrednost ni definirana** – ne vemo kaj deluje
 - (merjenje učinkov, ne samo izvedbe)
- **Operativa porabi vso energijo** – šibek razvoj
 - (uravnoteženje portfelja iniciativ skozi ŽC)



40-60% OF PROJECTS ARE
CONSIDERED FAILING TO
MEET BUSINESS GOALS AND
QUALITY METRICS

PROJECTS AND TEAMS STRUGGLE

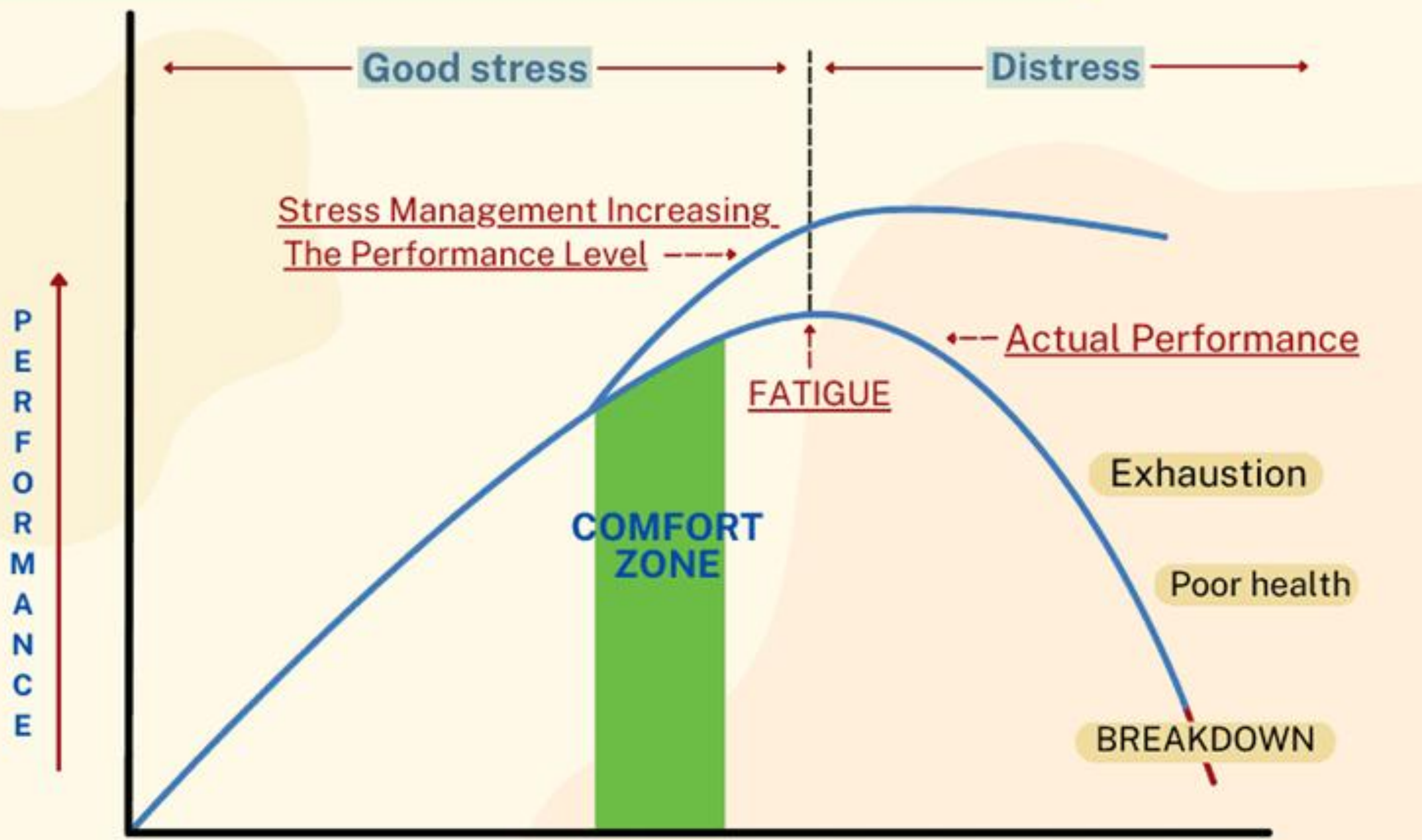


- Too many active projects at one time
- Too many of the wrong projects
- Projects not tied to strategic objectives
- Unbalanced portfolio of projects

Challenges

in Project Portfolio Execution

THE STRESS RESPONSE CURVE



Adapted from Nixon P, Practitioner, 1979

Understanding Stress

The Silent Killer
By [Content Team](#) Kathy Mcilwain



People are Failing

Low productivity
from overloaded teams

The vicious circle of resource overloaded



Understanding productivity vicious cycle

The Silent Killer

By [Content Team](#)
Kathy Mcilwain

A background image showing a group of business professionals in a meeting. A woman in a grey blazer is gesturing with her hand while talking to others. In the foreground, a person's hands are pointing at a tablet displaying a chart. There are coffee cups and a smartphone on the table.

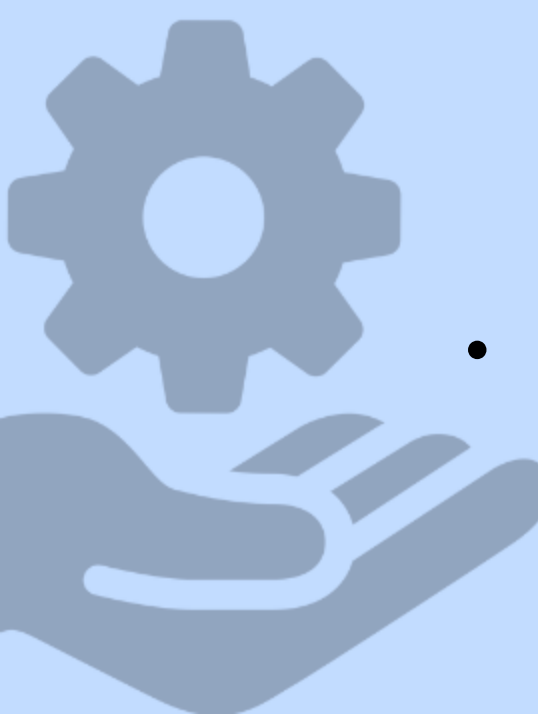
Business Strategy is Failing

Strategy execution must be managed, so that the right project can be delivered not only in the right way.

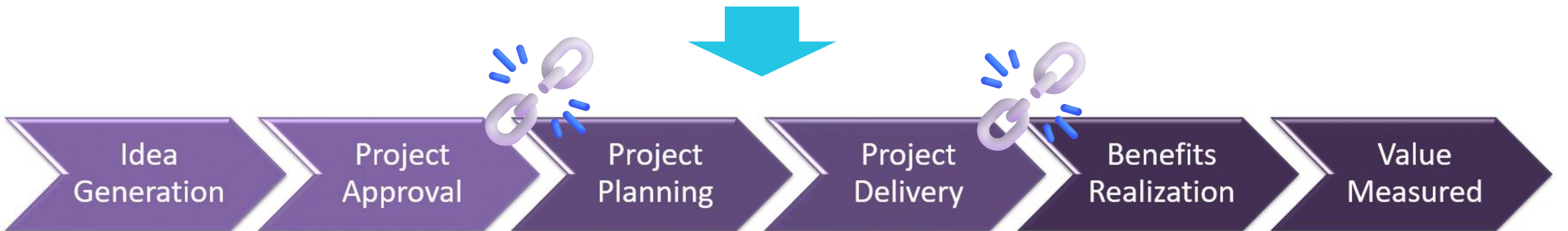
Problem ni izvajanje investicij



„Problem je okolje, kjer aktivno ne povežemo vrednosti ciljev, pobud z izvedbo.“

- Sredstva moramo obvladovati v celotnem življenjskem ciklu (kot narekuje AM).
 - AM kot disciplina potrebuje specializirano okolje, mehanizme, tim, ki zna prevajati cilje strategije in pobud v transparenten portfelj iniciativ (na osnovi vrednosti), jih uravnotežiti z viri, vzpostaviti ritem odločanja in izvajanja, odstraniti ovire in zagotoviti, da se spremembe primejo in delujejo.
 - Zato prispevek postavi **Motor UČINKOV**, kot mehanizem strateške PMO, ki z vidika celotne organizacije podpira upravljanje iniciativ poslovne strategije (tudi AMS) – pomaga že pred odločitvijo, med uvajanjem in po uvedbi
- 

Business Strategy Life Cycle



Project Life Cycle



KLJUČNO VPRAŠANJE

Če bi danes idealno uvedli AM — kdo bi skrbel za učinke?





✔ Everything is #1 priority

✔ Strat

✔ Reso allocated

✔ Man staff



✔ Train staff

✔ Create process

✔ Create templates

✔ Implement tools

✔ Projects don't meet goals

✔ Cost more than benefits

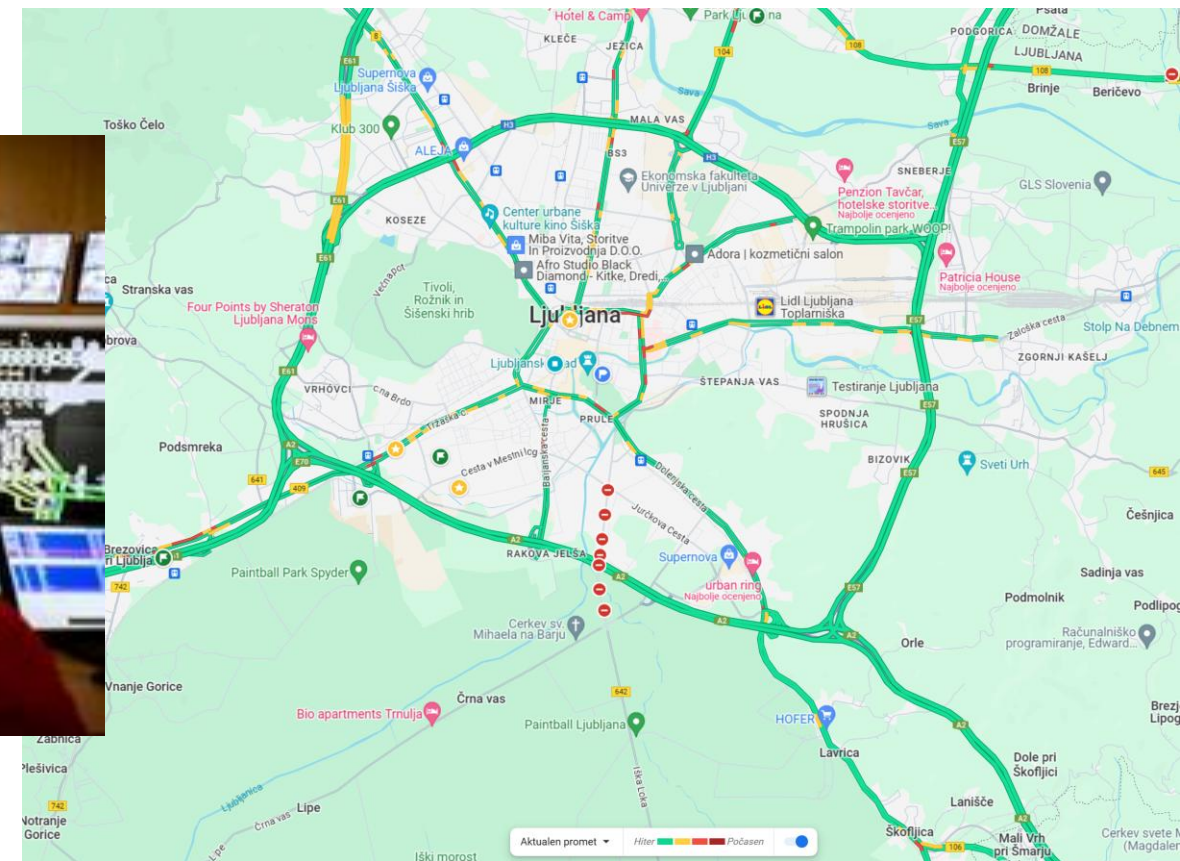
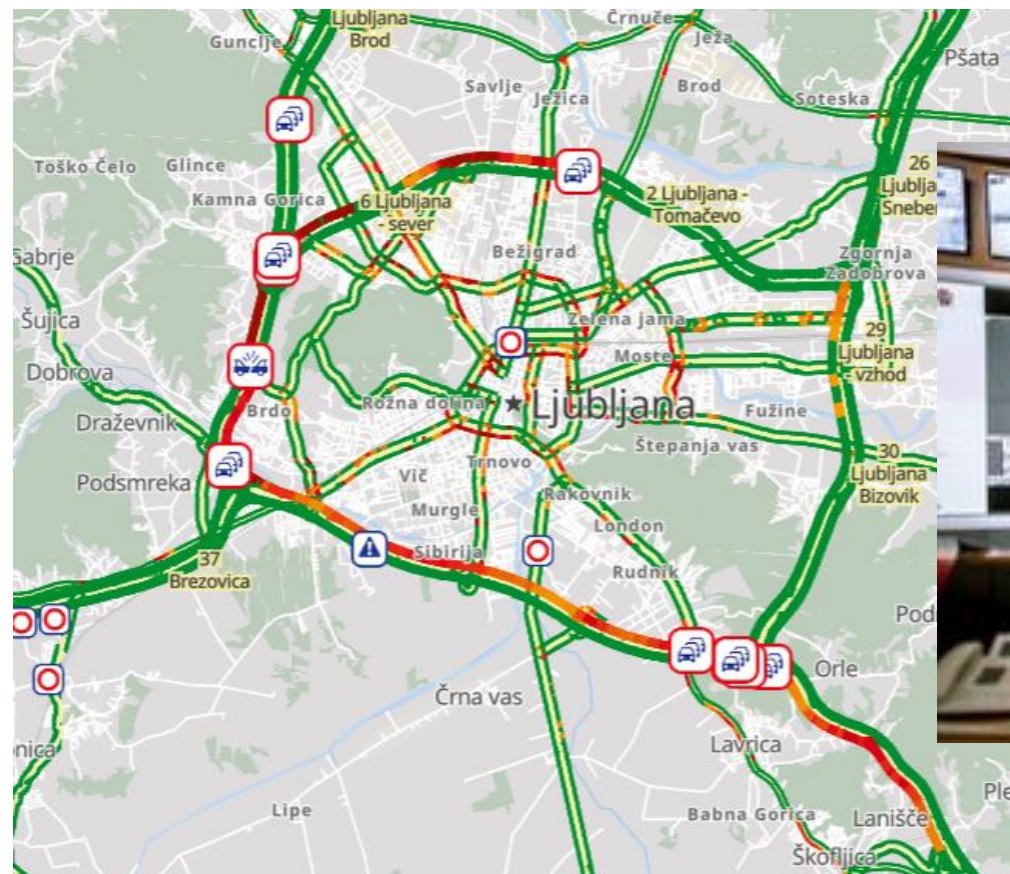
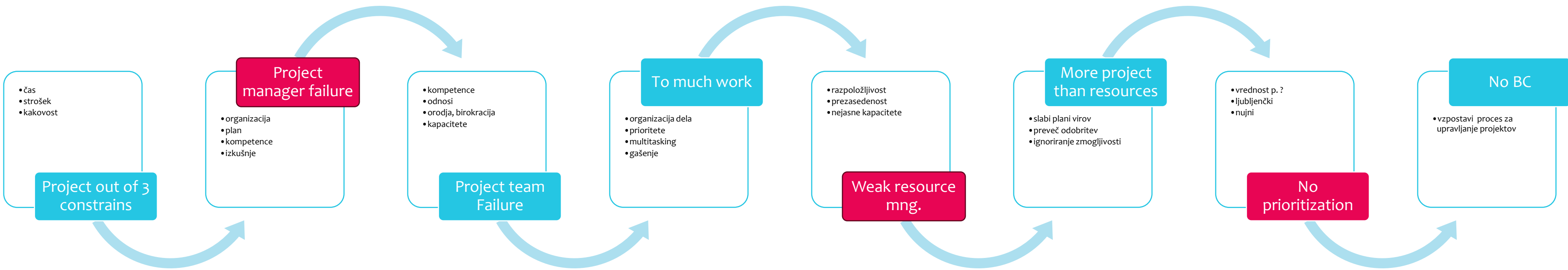
✔ Not measuring value

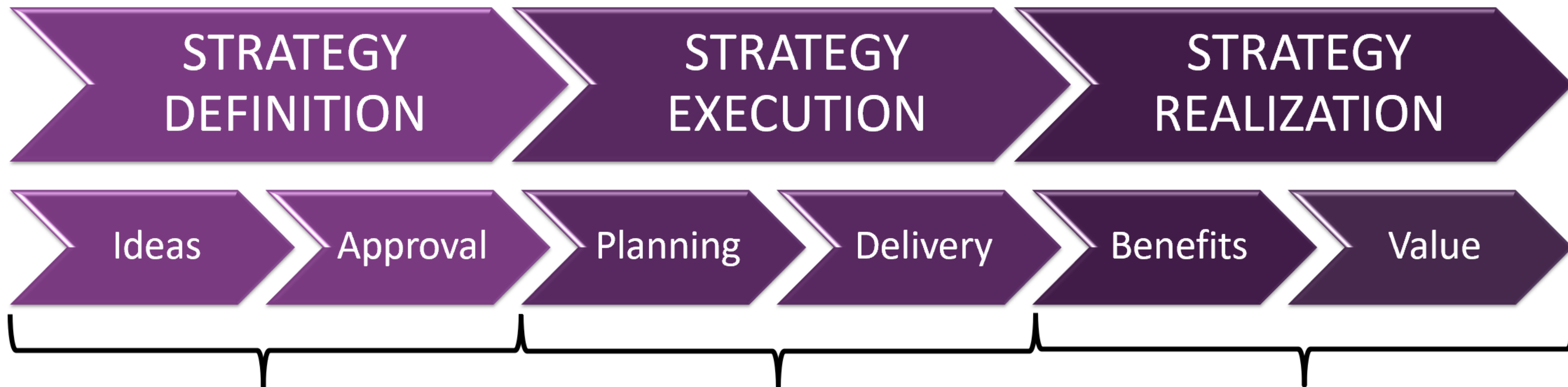
✔ Making same mistakes

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Razumevanje vzroka in ukrepi (5 x zakaj)





VALUE DEFINED



**WHERE BUSINESS
NEED SUPPORT 1ST**

VALUE CREATED

Tools Templates
 Process Trainings
 Trainings Tools
 Process

**WHERE PM LEADERS
TENDS TO FOCUS**

VALUE REALIZED



**WHERE BUSINESS
NEED SUPPORT 1ST**

Motor UČINKOV Strateške PMO

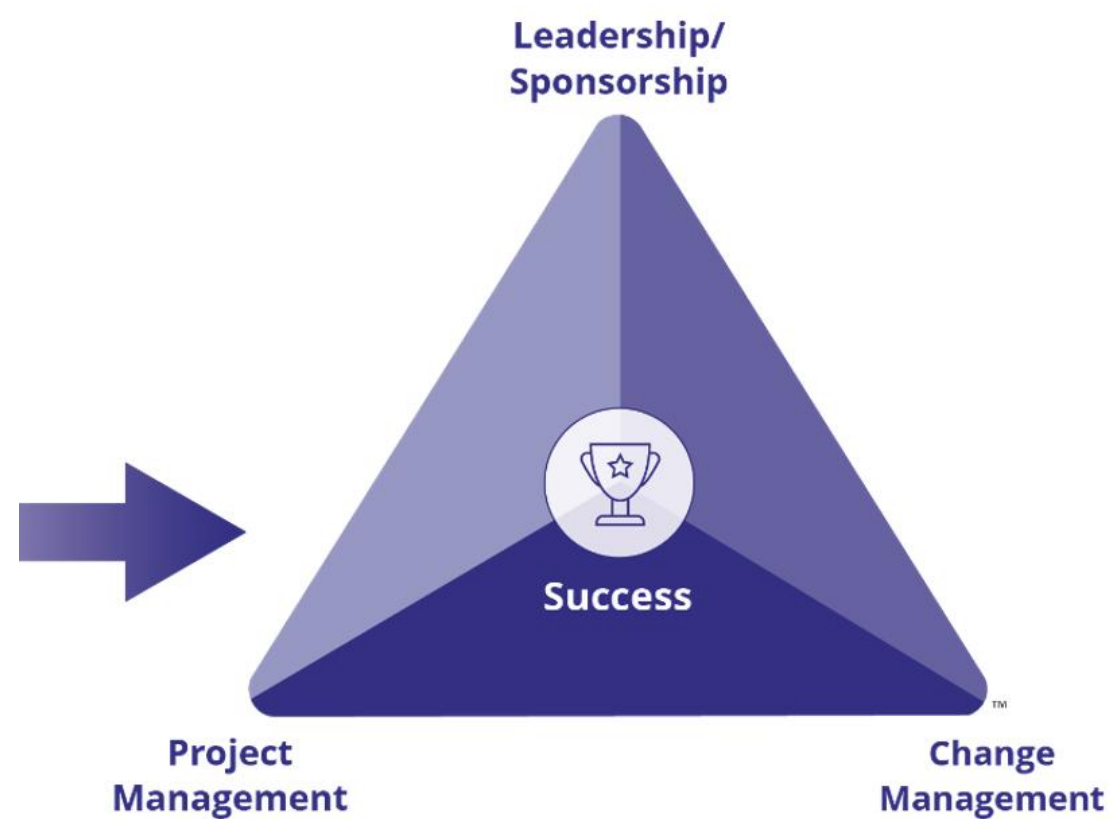
- Ni administrativna projektna pisarna
- Je mehanizem za dostavo iniciativ strategije,
 - tudi za vzpostavitev AMS, kot
 - tudi upravljanje sredstev (premožanja)
- Deluje čez celotno organizacijo, vseh življenjskih fazah.



Organization Strategies

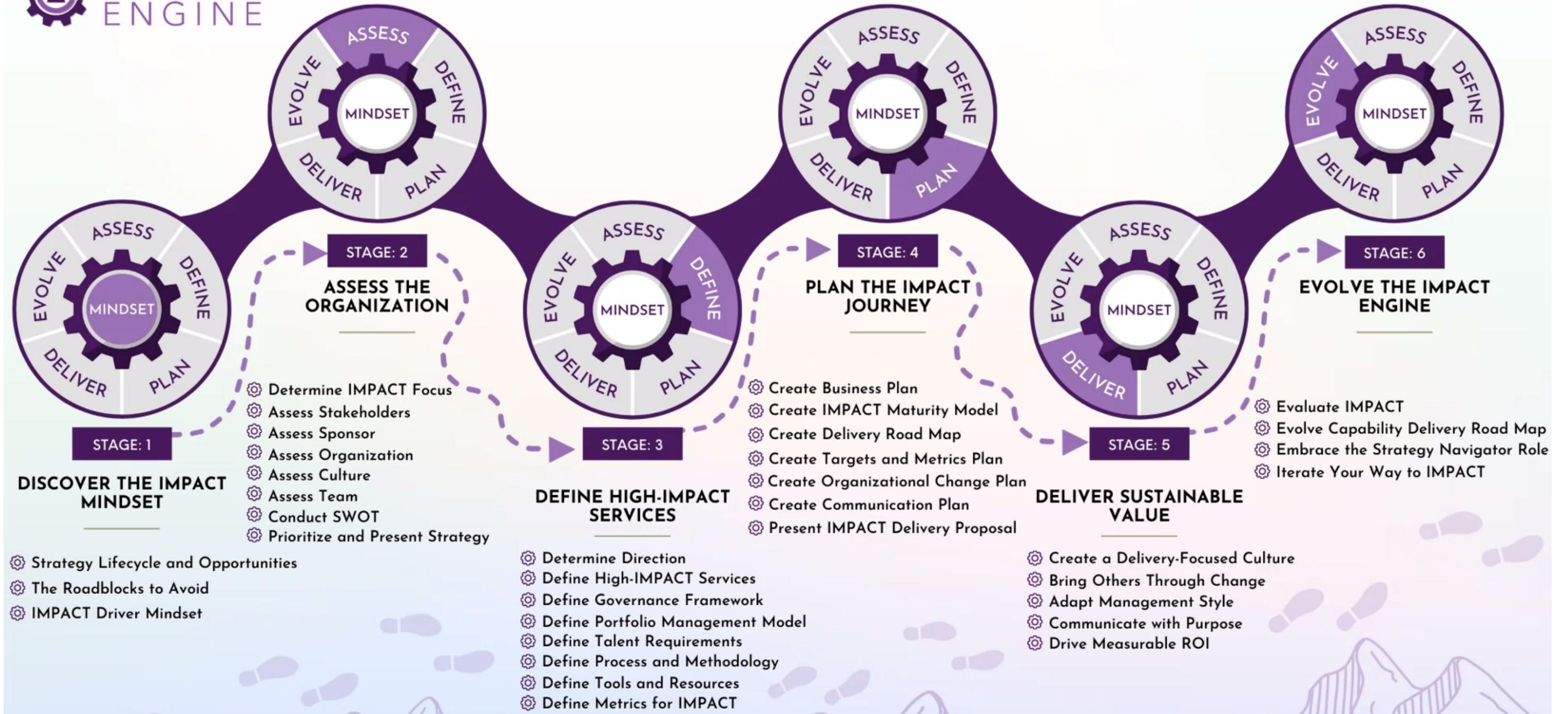
Projects/Initiatives

People



Uspeh = vrednost

Motor UČINKOV gradi strukture in kulturo



Zakaj je to naravno za AM

- **AM je portfelj dolgoročnih odločitev (CAPEX / OPEX / varnost / razpoložljivost)**
- **Motor UČINKOV je praktičen mehanizem, ki evolucijsko razvija strukture, PMO upravljanja projektni portfelj**
- **skupen namen je ustvarjanje vrednosti**



- Determine where to focus to drive highest IMPACT
- Get to project cancellation faster if not meeting goals
- Drive highest project throughput
- Get to ROI faster



Project Portfolio Mgmt GOAL

Is to maximize the IMPACT of projects by creating frictionless framework accelerating project throughput for initiative with the highest ROI potential

- Are we doing the right projects?
 - (high value) – ROI
- Are we doing enough of the right projects?
 - (right mix) – Strategy Alignment
- Are we doing the projects right?
 - (remove friction) – Accountability
- Are we ensuring the priorities and the resources are aligned?
 - (maximum throughput) – Transparency



Governance Framework

Ensure that the process and roles are clearly defined to support the strategy delivery lifecycle and deliver highest ROI as quickly as possible

Kako MOTOR UČINKOV podpira AM



PRED: (odločitev in priprava okolja za AM)

- Pomaga upravljati sredstva že pred uvedbo AMS
- Pomaga do odločitve za uvedbo AMS



Kako MOTOR UČINKOV podpira AM

MED: (uvajanje AMS in integracija sprememb)

- Usmerjenost v učinke in strateško poravnavo
- Večje iniciative se vodi kot program sprememb
- Realno planiranje glede na prioritete in razpoložljive vire
- Iterativno uvajanje sprememb s hitrimi učinki
- Adaptivno vodenje sprememb z ljudmi



Kako MOTOR UČINKOV podpira AM

PO: (stalne izboljšave in upravljanje sredstev)

- Motor UČINKOV omogoča evolucijski razvoj AMS (gradnja v uporabi)
- Motor UČINKOV lahko postane ponovljiv mehanizem stalnega izboljševanja tudi za AMS
- Strateški PMO lahko upravlja celoten življenjski cikel vseh projektnih iniciativ



Primer iz prakse: Elektro Gorenjska

- +84 % izvedenih transformatorskih postaj
- +68 % finančne realizacije investicij
- Brez povečanja števila zaposlenih



Ključno sporočilo za vodje AM

Največji potencial ni v odličnih procesih izvedbe ali informacijskih orodjih AMS.

Je v okolju, strukturah, ki omogoča odločanje, sodelovanje, upravljanja vseh iniciativ na nivoju organizacije, v celotnem življenjskem ciklu obvladovana sredstev.

Ključno vprašanje je: kako hitro priti do merljivih učinkov?

ZAKLJUČEK

Motor UČINKOV (Strateški PMO) evolucijsko razvija strukture org. okolja in centralizirano pospešuje UČINKE.

Optimalna pot, se začne s prevajanjem poslovnih ciljev v jasne prioritete ter povečevanjem pretočnosti izvedbe.

»Standardi narekujejo smer.
Motor UČINKOV povečuje hitrost do vrednosti.«



PMO orodja



PMO novice



Q & A

31. Tehniškem posvetovanju
vzdrževalcev Slovenije (TPVS),
16.-17. april, Celje

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