**Assignment 4**

**Q.1 Explain briefly the types of project organization:**

## The Organizational Structure Types:

## There are three basic types of organizational structures as below:

* Functional Organizational Structure
* Project-Based Organizational Structure
* Matrix Organizational Structure.

And there are others says that there are four type of project management as below:

* An individual project manager to whom no one is required to report;
* A unit project organization where the manager is provided unit help in scheduling and coordinating as well as supervising the funds of the project;
* An intermix project in which some of the operative functions or existing departments are assigned full time to the project and others remain intact; and
* The aggregate organization in which all activities and personnel are assigned to the project manager.

**Q2.** **What are the phases available in project portfolio process:**

Project Portfolio Management is the continuous process of selecting and managing the optimum set of project-oriented initiatives that deliver the maximum in business value or return on investment. It is a dynamic decision-making process, enabling management to reach consensus on the best use of resources to focus on projects that are achievable and strategically aligned with their business goals and objectives. Similar to your personal financial portfolio, your IT projects are investments and fall into a portfolio in which you must manage risk and enhance your return and value.

**Identification and Preparation**

Before specific projects are identified, governments—often in consultation with international agencies—define their national and sectoral development strategies. Some countries prepare five−year plans, whereas others plan over a shorter period. In many countries the longer−term strategy is then translated into annual development plans (ADP). These strategies and plans calculate the national and international resources required for new development projects, determine how much is available, and identity sectoral priorities, Monitoring and Evaluation at the Project Level.

**Project Appraisal, Selection, and Negotiation**

This stage is devoted to assessing the economic, financial, and technical feasibility of the project. Many aid agencies conduct an economic analysis and calculate the internal economic rate of return (IRR) to determine whether the proposed project can be expected to achieve some minimum acceptable IRR on the resources invested.

Conventional appraisal methods often have to be greatly modified when applied to social programs. Gender analysis, social impact assessment, and environmental impact assessment are among the new analytical approaches discussed.

**Project Planning and Design**

Once a project has been approved, attention turns to detailed planning and design. Six kinds of activities are performed in this stage.

**First**, information is collected to define the target population. **Second**, the condition to be resolved or alleviated by the project is identified. **Third**, the project's goals and objectives are formulated. Goals are the social change to which a project is expected to contribute. Objectives refer to the magnitude of an expected output from a project, expressed in quantitative terms. **Fourth**, decisions are made about the duration and sequencing of each stage. **Fifth**, the most efficient methods of construction and service delivery are selected. And **sixth**, additional information is collected for formulating the program model that is expected to produce the desired social change in the target population.

Whether explicitly stated or not, every project includes assumptions about the ways in which the target population will respond to it, the relative effectiveness of different implementation methods, and the ways in which the project is likely to affect and be affected by the social, economic, and political environment in which it operates. In order to design and implement the monitoring and evaluation program, the evaluator must work with program planners and managers to develop all the above assumptions and expectations into a model of how the project is expected to evolve; how it will be affected by the social, economic, and political environment in which it will operate; and how the intended beneficiaries will respond to it.

For the present, we can define a model as a planned intervention based on explicit theories about how to achieve social change or reform, and why that change should be expected. A model of a social program should make explicit how different inputs can be expected to lead to certain impacts. Therefore, a model is a testable hypothesis about a project that can be either refuted or vindicated.

**Project Implementation**

For many projects, this means constructing a physical infrastructure (roads, irrigation systems, schools) and acquiring plant and equipment; but for many social projects this stage may involve training, designing, and testing experimental education programs, and developing delivery systems for health and credit programs. Project implementation involves a number of distinct phases, activities, and decisions:

Decisions have to be made about how the project will be organized, which will be the lead agency and the project executing agency, what other agencies will be actively involved, and how the project will be coordinated. Another important decision concerns the extent to which project beneficiaries will be involved in the planning, implementation, and management of the project. The financial, material, and human resources required for the project must be procured and mobilized. Because the procurement of resources and the contracting of technical assistance are complex tasks and may involve procedures that are unfamiliar to borrowers, the procurement phase tends to be the source of many of the cost overruns and delays that arise in projects and also affects the quality and maintenance of equipment.

• Facilities and equipment must be constructed and installed.

• The most effective methods of service delivery must be selected and implemented.

• Physical implementation and service delivery need to be supervised and financial control established for all aspects of project implementation.

**Management of Project Operations and Ensuring Sustainability**

After implementation, the project may continue as a separate activity or it may be absorbed into the general operations of the responsible ministry or agency. If the project is to be successfully sustained, organizational and financial arrangements must be made for managing service delivery; for ensuring that the infrastructure, plant, and equipment will be maintained on a regular basis; and for assisting the formal and informal agencies and organizations involved with the project. Many projects are unable to keep operating because they paid far less attention to sustainability than to implementation.

Through its continued operation, the project is intended to produce one or more impacts (or outcomes). An impact is defined as the expected effect (or effects) of a project on a target population. Impacts can be further classified as short−term and long−term (depending on when they occur and how long they last); intermediate and final (depending on the objectives of the project); and intended and unintended (depending on whether or not they were planned or expected).

The results of the preliminary impact studies (conducted during the implementation phase) are used to assess whether impacts are likely to be achieved and whether the intended target groups will benefit. If the prospects in this regard look poor, corrective measures can be taken. Since most impact studies are conducted after projects are operating, however, their main purpose is to help improve the selection and design of future projects.

**New Project Identification**

Decisions concerning the selection and design of future projects seldom take full advantage of the M/E information from earlier projects.

**Q3.Explain the term risk management**

### As a project manager or team member, you manage risk on a daily basis; it’s one of the most important things you do.

### There are 5 risk management process steps, we will explain then as below:

### A common definition of risk is an uncertain event that if it occurs, can have a positive or negative effect on a project’s goals. The potential for a risk to have a positive or negative effect is an important concept. Why? Because it is natural to fall into the trap of thinking that risks have inherently negative effects. If you are also open to those risks that create positive opportunities, you can make your project smarter, streamlined and more profitable. Think of the adage –“Accept the inevitable and turn it to your advantage.” That is what you do when you mine project risks to create opportunities.

### Uncertainty is at the heart of risk. You may be unsure if an event is likely to occur or not. Also, you may be uncertain what its consequences would be if it did occur. Likelihood – the probability of an event occurring, and consequence – the impact or outcome of an event, are the two components that characterize the magnitude of the risk.

### All risk management processes follow the same basic steps, although sometimes different jargon is used to describe these steps. Together these 5 risk management process steps combine to deliver a simple and effective risk management process.

### Step 1: Identify the Risk. You and your team [uncover, recognize and describe risks](http://continuingprofessionaldevelopment.org/risk-management-process-practical-technique-identifying-risks/) that might affect your project or its outcomes. There are a number of techniques you can use to find project risks. During this step you start to prepare your [Project Risk Register](http://continuingprofessionaldevelopment.org/risk-register-template-the-benefits-of-standardized-approach/).

### Step 2: Analyze the risk. Once risks are identified you determine the likelihood and consequence of each risk. You develop an understanding of the nature of the risk and its potential to affect project goals and objectives. This information is also input to your Project Risk Register.

### Step 3: Evaluate or Rank the Risk. You evaluate or rank the risk by determining the risk magnitude, which is the combination of likelihood and consequence. You make decisions about whether the risk is acceptable or whether it is serious enough to warrant treatment. These risk rankings are also added to your Project Risk Register.

### Step 4: Treat the Risk. This is also referred to as Risk Response Planning. During this step you assess your highest ranked risks and set out a plan to treat or modify these risks to achieve acceptable risk levels. How can you minimize the probability of the negative risks as well as enhancing the opportunities? You create risk mitigation strategies, preventive plans and contingency plans in this step. And you add the risk treatment measures for the highest ranking or most serious risks to your [Project Risk Register](http://continuingprofessionaldevelopment.org/key-elements-project-risk-register-template/).

### Step 5: Monitor and Review the risk. This is the step where you take your Project Risk Register and use it to monitor, track and review risks.

### Risk is about uncertainty. If you put a framework around that uncertainty, then you effectively de-risk your project. And that means you can move much more confidently to achieve your [project goals](http://continuingprofessionaldevelopment.org/setting-goals-and-objectives-for-projects-leads-to-successful-outcomes/). By identifying and managing a comprehensive list of project risks, unpleasant surprises and barriers can be reduced and golden opportunities discovered. The risk management process also helps to resolve problems when they occur, because those problems have been envisaged, and plans to treat them have already been developed and agreed. You avoid impulsive reactions and going into “fire-fighting” mode to rectify problems that could have been anticipated. This makes for happier, less stressed project teams and stakeholders. The end result is that you minimize the impacts of project threats and capture the opportunities that occur.

**Q4. How are projects cushioned from risk**

Every project comes with risks. A service provider to whom you’ve outsourced an important task falls a month behind schedule. A key member of your project team is suddenly called away for several weeks to deal with a family medical crisis. A piece of equipment you need to purchase for the project turns out not to be available or costs far more than you expected.

Given the wide array of risks that can derail a project, you need to practice risk management: identifying key risks and developing plans for preventing them or mitigating their adverse effects. Risk management consists of three steps:

* Conduct a risk audit.
* Take action to avoid or minimize risks you’ve identified.
* Develop contingency plans.

Managing project risks is something you start doing during the buildup phase of the project management process. But it continues during the implementation phase. For example, you may need to put a contingency plan into effect if a risk that you anticipated does arise.

When you assemble a team to handle an important project, you research several suppliers who sell a critical piece of equipment you’ll need for the project. You choose the supplier that seems to offer the highest-quality equipment for the best price. But you keep the other suppliers on your list of possibilities as backup, just in case things don’t work out with the first supplier. During the implementation phase, when it’s time to purchase the equipment, you discover that the item is no longer available from the supplier that was your first choice. You call on the next supplier in your list. He has the equipment and can send it in time to keep your project on schedule.

Conduct a risk audit

To conduct a risk audit, take stock of all the things that could go wrong with your project:

Collect ideas widely People’s perspectives about risk differ greatly. Some foresee perils that others miss entirely. So talk with project team members, customers, or suppliers to get a complete picture of risks to your project. For instance, a supplier tells you that a rival company is working on a product for the same market that your team is working on. Even more worrisome, the competitor’s product development team is much further along than yours.

Identify internal risks. Understaffing is a common source of risk. One key resignation could cause an important project to collapse. Poorly trained quality assurance personnel represent another source of internal risk. Their substandard work may allow defective or dangerous products to reach customers. That could result in a costly product recall, lawsuits, and a public relations fiasco.

Identify external risks. An external risk may take the form of an emerging technology that will render your new product line obsolete. An impending regulatory change may also pose a threat.

Pay particular attention to problems that have the greatest potential to harm your project. Depending on the project, these might include health and environmental issues, technical breakdowns, economic and market volatility, and relationships with customers and suppliers. Then identify which of these things are most likely to surface.

Risks that would do the most harm and are the most likely to surface are the ones you most need to avoid or minimize.

Avoid or minimize risk

Look at the risks that represent the worst things that could go wrong for your project and that are most likely to occur. For any such risks that you’re not prepared to confront, alter your project’s scope to avoid them.

A sausage maker planned to launch a new line of meat products. It feared the possibility of bacterial contamination somewhere in its production processes and distribution channels for the new line. The manager in charge of the project suggested producing only precooked and aseptically packaged meats.

With other risks, you may take steps to prevent them from escalating into full-blown crises.

You’re concerned that a key project member may leave your group. So you make sure she has a visible and attractive future within the group. You also start preparing and training employees to fill her place if she does leave. Finally, you distribute important tasks among several reliable project team members.

Develop contingency plans

Develop contingency plans for unavoidable and uncontrollable risks. A contingency plan is a course of action you prepare in advance to deal with a potential problem.

An organization set up a two-year project to modernize its manufacturing facilities. Senior management defined the two-year deadline as crucial. But the project sponsor recognized the real risk that the deadline might not be met. So she agreed to set up a reserve fund that could be used to hire outside help if the project fell behind schedule. She also established a monthly progress review and a provision that falling three or more weeks behind schedule would trigger release of the reserve funds. In addition, she asked several managers to identify vendors that could help with the project.

A good contingency plan prepares your project and organization to deal quickly and effectively with adverse situations. When disaster strikes, you and your project team can take immediate action. You don’t have to spend weeks trying to figure out what you should do or how you’ll find the resources to deal with the situation.

**Q5. Why is it important to plan for risk in execution of any project:**

Great project management means much more than keeping project management’s iron triangle in check, delivering on time, budget, and scope; it unites clients and teams, creates a vision for success and gets everyone on the same page of what’s needed to stay on track for success. When projects are managed properly, there’s a positive impact that reverberates beyond delivery of ‘the stuff’.

Why Is Project Management Important?

### 1. Strategic Alignment

Project management is important because it ensures what is being delivered, is right, and will deliver real value against the business opportunity.

Every client has strategic goals and the projects that we do for them [advance those goals](http://www.pmi.org/-/media/pmi/documents/public/pdf/white-papers/pmo-strategy-implement.pdf). Project management is important because it ensures there’s rigor in architecting projects properly so that they fit well within the broader context of our client’s strategic frameworks Good project management ensures that the goals of projects closely align with the strategic goals of the business.

In identifying a solid business case, and being methodical about calculating ROI, project management is important because it can help to ensure the right thing is delivered, that’s going to deliver real value.

2. Leadership

Project management is important because it brings leadership and direction to projects.

Without project management, a team can be like a ship without a rudder; moving but without direction, control or purpose. Leadership allows and enables a team to do their best work. Project management provides leadership and vision, motivation, removing roadblocks, coaching and inspiring the team to do their best work.

Project managers serve the team but also ensure clear lines of accountability. With a project manager in place there’s no confusion about who’s in charge and in control of whatever’s going on in a project. Project managers enforce process and keep everyone on the team in line too because ultimately they carry responsibility for whether the project fails or succeeds.

### 3. Clear Focus & Objectives

Project management is important because it ensures there’s a proper plan for executing on strategic goals.

Where project management is left to the team to work out by themselves, you’ll find teams work without proper briefs, projects lack focus, can have vague or nebulous objectives, and leave the team not quite sure what they’re supposed to be doing, or why.

As project managers, we position ourselves to prevent such a situation and drive the timely accomplishment of tasks, by breaking up a project into tasks for our teams. Oftentimes, the foresight to take such an approach is what differentiates good project management from bad. Breaking up into smaller chunks of work enables teams to remain focused on clear objectives, [gear their efforts](http://projectmanagementdegree.org/7-reasons-why-project-management-matters/) towards achieving the ultimate goal through the completion of smaller steps and to quickly identify risks, since [risk management is important](https://thedigitalprojectmanager.com/10-tips-for-project-success-manage-risk/) in project management.

### 4. Realistic Project Planning

Project management is important because it ensures proper expectations are set around what can be delivered, by when, and for how much.

Without proper project management, budget estimates and project delivery timelines can be set that are over-ambitious or lacking in analogous estimating insight from similar projects. Ultimately this means without good project management, projects get delivered late, and over budget.

Effective project managers should be able to negotiate reasonable and achievable deadlines and milestones across stakeholders, teams, and management. Too often, the urgency placed on delivery compromises the necessary steps, and ultimately, the quality of the project’s outcome.

We all know that most tasks will take longer than initially anticipated; a good project manager is able to analyze and balance the available resources, with the required timeline, and [develop a realistic schedule](https://thedigitalprojectmanager.com/10-top-tips-for-creating-timing-plans-allow-time-for-amends/). Project management really matters when scheduling because it brings objectivity to the planning.

A good project manager creates a clear process, with achievable deadlines, that enables everyone within the project team to work within reasonable bounds, and not unreasonable expectations.

### 5. Quality Control

Projects management is important because it ensures the quality of whatever is being delivered, consistently hits the mark.

Projects are also usually under enormous pressure to be completed. Without a dedicated project manager, who has the support and buy-in of executive management, tasks are underestimated, schedules tightened and processes rushed. The result is bad quality output. Dedicated project management ensures that not only does a project have the time and resources to deliver, but also that the output is quality tested at every stage.

Good project management demands gated phases where teams can assess the output for quality, applicability, and ROI. [Project management is of key importance to Quality Assurance](http://management.simplicable.com/management/new/why-project-management-is-important) because it allows for a staggered and phased process, creating time for teams to examine and test their outputs at every step along the way.

### 6. Risk Management

Project management is important because it ensures risks are properly managed and mitigated against to avoid becoming issues.

[Risk management](https://thedigitalprojectmanager.com/10-tips-for-project-success-manage-risk/) is critical to project success. The temptation is just to sweep them under the carpet, never talk about them to the client and hope for the best. But having a robust process around the [identification, management and mitigation of risk](https://www.apm.org.uk/media/10466/pram_web.pdf) is what helps prevent risks from becoming issues.

Good project management practice requires project managers to carefully analyze all potential risks to the project, quantify them, develop a mitigation plan against them, and a contingency plan should any of them materialize. Naturally, risks should be prioritized according to the likelihood of them occurring, and appropriate responses are allocated per risk. Good project management matters in this regard, because projects never go to plan, and how we deal with change and adapt our plans is a key to delivering projects successfully.

### 7. Orderly Process

Project management is important because it ensures [the right people do the right things, at the right time](https://thedigitalprojectmanager.com/how-to-brief-better/)– it ensures proper project process is followed throughout the[project lifecycle](https://thedigitalprojectmanager.com/project-management-lifecycle/)**.**

Surprisingly, many large and well-known companies have reactive planning processes. But reactivity – as opposed to proactivity – can often cause projects to go into survival mode. This is a when teams fracture, tasks duplicate, and planning becomes reactive creating inefficiency and frustration in the team.

Proper planning and process can make a massive difference as the team knows who’s doing what, when, and how. Proper process helps to clarify roles, streamline processes and inputs, anticipate risks, and creates the checks and balances to ensure the project is continually aligned with the overall strategy. Project management matters here because without an orderly, easily understood process, companies risk project failure, attrition of employee trust and resource wastage.

### 8. Continuous Oversight

Project management is important because it ensures a project’s progress is tracked and reported properly.

Status reporting might sound boring and unnecessary – and if everything’s going to plan, it can just feel like documentation for documentation’s sake. But continuous project oversight, ensuring that a project is tracking properly against the original plan, is critical to ensuring that a project stays on track.

When proper oversight and project reporting is in place it makes it easy to see when a project is beginning to deviate from its intended course. The earlier you’re able to spot project deviation, the easier it is to course correct.

Good project managers will regularly generate easily digestible progress or status reports that enable stakeholders to track the project. Typically these status reports will provide insights into the work that was completed and planned, the hours utilized and how they track against those planned, how the project is tracking against milestones, risks, assumptions, issues and dependencies and any outputs of the project as it proceeds.

This data is invaluable not only for tracking progress but helps clients gain the trust of other stakeholders in their organization, giving them easy oversight of a project’s progress.

### 9. Subject Matter Expertise

Project management is important because someone needs to be able to understand if everyone’s doing what they should.

With a few years experience under their belt, project managers will know a little about a lot of aspects of delivering the projects they manage. They’ll know everything about the work that their teams execute; the platforms and systems they use, and the possibilities and limitations, and the kinds of issues that typically occur.

Having this kind of subject matter expertise means they can have intelligent and informed conversations with clients, team, stakeholders, and suppliers. They’re well equipped to be the hub of communication on a project, ensuring that as the project flows between different teams and phases of work, nothing gets forgotten about or overlooked.

Without subject matter expertise through project management, you can find a project becomes unbalanced – the creatives ignore the limitations of technology or the developers forget the creative vision of the project. Project management keeps the team focussed on the overarching vision and brings everyone together forcing the right compromises to make the project a success.

### 10. Managing and Learning from Success and Failure

Project management is important because it learns from the successes and failures of the past.

Project management can break bad habits and when you’re delivering projects, it’s important to not make the same mistakes twice. Project managers use retrospectives or post project reviews to consider what went well, what didn’t go so well and what should be done differently for the next project.

This produces a valuable set of documentation that becomes a record of “dos and don’ts” going forward, enabling the organization to learn from failures and success. Without this learning, teams will often keep making the same mistakes, time and time again. These retrospectives are great documents to use at a [project kick off meeting](https://thedigitalprojectmanager.com/project-kickoff-meeting/) to remind the team about failures such as underestimating projects, and successes such as the benefits of a solid process or the importance of keeping time sheet reporting up to date!

**Q6. What can be a source of conflicts in a team and how can the same be solved**

Sometimes conflict can be productive by bringing ideas up from different people; sometimes it can be detrimental to the overall productivity of the group and its members. Remember to allow people to express their ideas, even if they differ.

## 1. Be Aware That Conflict Occurs

## Knowing that conflict may and will occur is the first step to resolving it, especially if you know that certain team members may disagree with each other. By recognizing that there will be conflict, a project manager knows what to expect.

## 2. Set the Ground Rules

At the beginning of your project [set some ground rules in your first meeting.](https://www.brighthub.com/office/entrepreneurs/articles/80850.aspx) Be sure to address what process will be taken to address conflicts, as they are bound to rise and will need to be taken care of before they spiral out of control. Tell team members that everyone’s ideas are valid and that they shouldn’t be dismissed, even if you do not agree with them.

## 3. Learn About Destructive Conflicts

Conflict becomes destructive when no resolution is in sight or the issue cannot be resolved. A psychological model for explaining destructive patterns is the persecutor-victim-rescuer triangle. The persecutor would be the bad-guy or bully in this scenario, but the rescuer is also placing him or herself in a position of superiority over the supposed victim. Stop yourself if you see yourself slipping into any of these roles and also try to recognize it in your team.

## 4. Stop Conflict When it Happens

Conflict should be addressed immediately before it can grow. If a discussion grows heated during a meeting, do not wait until the next meeting to address the issue. Instead, discuss the issue while in the meeting; even if members disagree, they are still able to see each other’s points of view.

5. Get the Whole Story

Be sure you understand the perspectives of every person involved. Conflicts arise when there are differences of opinion, but also due to miscommunication or misunderstanding. As the project manager, you should get all the information you can in regards to the conflict so that you can resolve it efficiently and effectively.

## 6. Meet for Resolutions

If the conflict can't be resolved during the initial meeting, set up a separate meeting with those that are having the conflicts, so that a resolution can be reached without getting the other team members involved and picking sides.

## 7. Discuss Both Sides of a Perspective

Even if you are inclined to agree with one side of the conflict, do not make a final judgment until each person has had their say. Ending a discussion without hearing each person out can escalate the problem. Explain the pros and cons of both ideas, so that both people can consider the opposing view.

## 8. Make Compromise a Goal

## Compromising between parties is helpful, as it can allow for both conflicting parties the ability to use their ideas. Most times, points can be combined in order to make a better idea or solution.

## 9. Avoid Falling into Groupthink

## Groupthink is when [a group suppresses the opposing views of members](https://www.brighthub.com/office/collaboration/articles/79096.aspx) in order to create harmony. While it is always good to maintain harmony within a group while working on a project, this idea of keeping opposing viewpoints at bay because they will disrupt the norm will end up doing more harm than good. To avoid this, make sure that there is one or two members that bring up constructive criticism to ideas.

## 10. Don’t Try to Change a Team Member

## This final tip might be the most important. Just as in any type of relationship, do not try to change a member of your team. They are an individual person with unique ideas and forms of expression. Trying to change their feelings or viewpoints will only lead to resentment. You can propose to them alternatives, or list benefits of other ideas, but in the end you may just have to accept that they will disagree with an outcome.

Sometimes conflict can be productive by bringing ideas up from different people; sometimes it can be detrimental to the overall productivity of the group and its members. Remember to allow people to express their ideas, even if they differ.

**Q7. Give some ideas citing relevant examples for successful and better project teams**

1. Acquire the right people, knowledge, skills and collaborative

From the hiring stage to project execution, all too often project management offices have focused time and energy on primarily technical aspects of project execution. This focus on primarily technical job-related activities can leave a gap in areas like soft leadership skills. PMO offices should hire, train and mentor project managers with the soft skills to, in turn, do the same. Project managers who have the requisite skills and abilities to direct effort towards creating buy-in, mentoring, conflict resolution, and driving changes to offer companies the best advantages. This creates a larger pool of top-notch leaders who understand the value they contribute to project and strategic goals.

2. Identify and execute high-impact, high-visibility initiatives.

Once a PMO has hired and trained strategic thinkers, it increases the likelihood of executing high-impact, high-visibility projects that align with the long-term goals of companies. If time is spent executing minor, non-value added or siloed projects, company resources are not only being squandered, potentially more desirable opportunities may be as well. The role of a PMO should not be a passive one; every project professional should have a clear understanding of the direct line from project to strategic direction.

3. Report on what the business really cares about.

Key performance indicators (KPIs) play an important role in helping project teams identify the required and agreed-on strategic objectives and measure progress. Whether quantitative or qualitative KPIs are used, a PMO should be able to regularly report progress to project sponsors and stakeholders. They should be able to provide considerable visibility into project, program and portfolio performance with absolute confidence.

4. Build a framework that shows how the PMO aligns with strategic enterprise objectives.

A project manager and PMO’s value can only be recognizable if stakeholders and executives can distinguish a direct line back to strategic goals. There also has to be clear direction and ongoing, transparent communication that flows from project leaders to all areas of the company about how projects are progressing toward those goals. If a project manager can effectively communicate how the efforts of the team are geared toward successfully meeting goals, it helps to pave the way when issues arise, and teams get side tracked.

5. Provide senior managers with simple, unambiguous information.

Project leaders need to sit down with project sponsors, executives, stakeholders, and teams at the start of any project and nail down the precise information each is looking for regarding KPIs and ongoing project insights. If this is something that’s murky from the start, how can a project manager determine the types of data they need to sift through to gather useful, timely and relevant business intelligence. Too much information can be just as bad as no information. Ensure the right tools are in place to offer each area with relevant to-the-point dashboards that can provide at-a-glance takeaways. It should be a project manager's goal to seek and leverage tools that help them capture pertinent real-time data from multiple sources and display it visually so teams can quickly and easily access KPIs in an instant. This helps teams and stakeholders to understand how they are performing and where they are in relation to project goals in an instant.

6. Highlight the PMO's achievements.

Project managers should be able to explain how the gathered business intelligence ties into the achievements of the PMO. Information collection and analysis is only worth the exercise if there is a link back to the PMO activities in relation to stakeholder needs.

7. Evolve the PMO to support bimodal IT and digital business.

The PMO and all project professionals should remain in a perpetual state of improvement. It is necessary to continually review processes, internal resources, technologies, culture, etc., to make sure stakeholder needs and strategic goals are being met. What works today isn’t necessarily going to work tomorrow. Project managers need to continually evolve to keep pace.

Kind regards

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