

منتدى دبي العالمي  
لإدارة المشاريع

DUBAI INTERNATIONAL  
PROJECT MANAGEMENT FORUM

6<sup>th</sup> EDITION الدورة السادسة

7 - 10 ديسمبر 2019 • مدينة جميرا • دبي

7 - 10 December 2019 • MADINAT JUMEIRAH • DUBAI



## PARALLEL SESSION STREAM

The Strategic PMO:

7 elements of successful Strategy Execution

**CULTURAL DIVERSITY**

Matt Williams  
CEO  
Amplify-Now Inc.

[www.dipmf.ae](http://www.dipmf.ae)



# The Strategic PMO

7 elements of  
successful Strategy  
Execution



## Matt Williams

- Founder & CEO of Amplify-Now Inc., an enterprise SaaS solution for Strategy Execution Management
- Headquarters - Adelaide, South Australia
- North American Office - Los Angeles, USA



[matt@amplify-now.com](mailto:matt@amplify-now.com)



[www.amplify-now.com](http://www.amplify-now.com)



+1 415 290 8851

# Why the need for a Strategic PMO? [1]

- Organizations waste too much money on poor project performance - why?
  - They don't bridge the chasm between strategy design & delivery
  - Executives don't recognize that strategy is delivered through projects
- Champion organisation's waste significantly less money than under-performers (21x)
  - 1.4% of every \$ wasted compared to 29% [Average.10%]

Source: Success in Disruptive Times: PMI's Pulse of the Profession

## PERFORMANCE LEVELS\*

The traditional measures of scope, time, and cost are essential but no longer sufficient in today's competitive environment. The ability of projects to deliver what they set out to do—the expected business benefits—is what organizations need. When determining project success, we analyzed levels of benefits realization maturity as well as the traditional measures. Through this lens, we identified performance levels among responding organizations:



### CHAMPIONS:

*Organizations with 80% or more of projects being completed on time, on budget, meeting business intent, and having high benefits realization maturity.*



### UNDERPERFORMERS:

*Organizations with 60% or fewer projects being completed on time, on budget, meeting business intent, and having low benefits realization maturity.*

## Why the need for a Strategic PMO? [2]

- Organizations are steadily improving their ability to implement strategy. Failure rate down from 90% to 67% [2001 - 2016]
- Half of Leaders surveyed spend only one day, or less, per month discussing strategy implementation!
- Two thirds (67%) of leaders believe their organization is good at *crafting* strategy but ... only 47% believe they are *good* at implementation

Source: Strategy Implementation 2016 Survey Results (Bridges Business Consultancy (2016))



# What is the single greatest challenge your organization faces to implement its strategy?



Source: Strategy Implementation 2016 Survey Results (Bridges Business Consultancy (2016))

# 7 elements of successful strategy execution

#1 Formulate a strategic plan



#2 Empower teams



#3 Prioritise projects



#4 Create a winning culture



#5 Implement a system of review



#6 Be agile and flexible



#7 Invest in the right talent



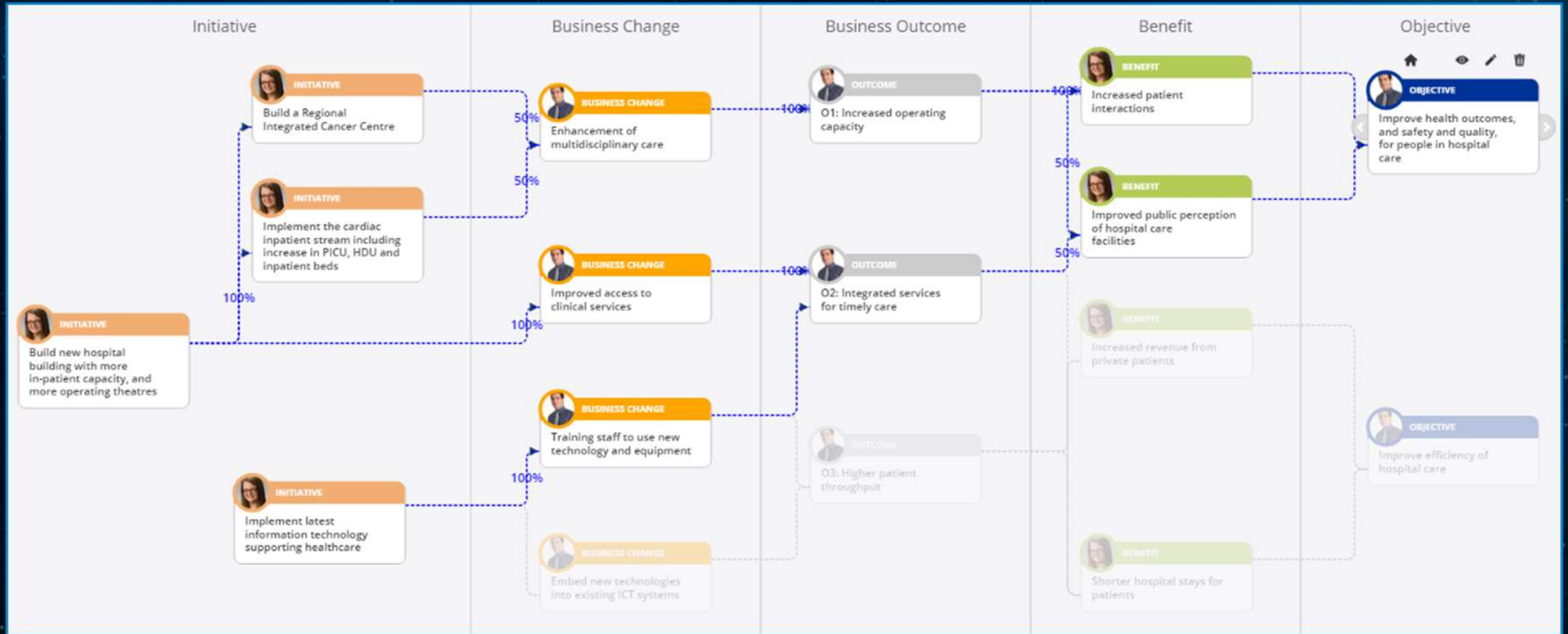
# #1. Formulate a strategic plan aligned to organizational objectives

- Develop plans to drive organisation forward
- Consider competitive environment & differentiating opportunities
- Set a course to reach your destination but be prepared to tack or 'come about'
- Note: Desired results won't just happen!





# #1. Formulate a strategic plan aligned to organizational objectives

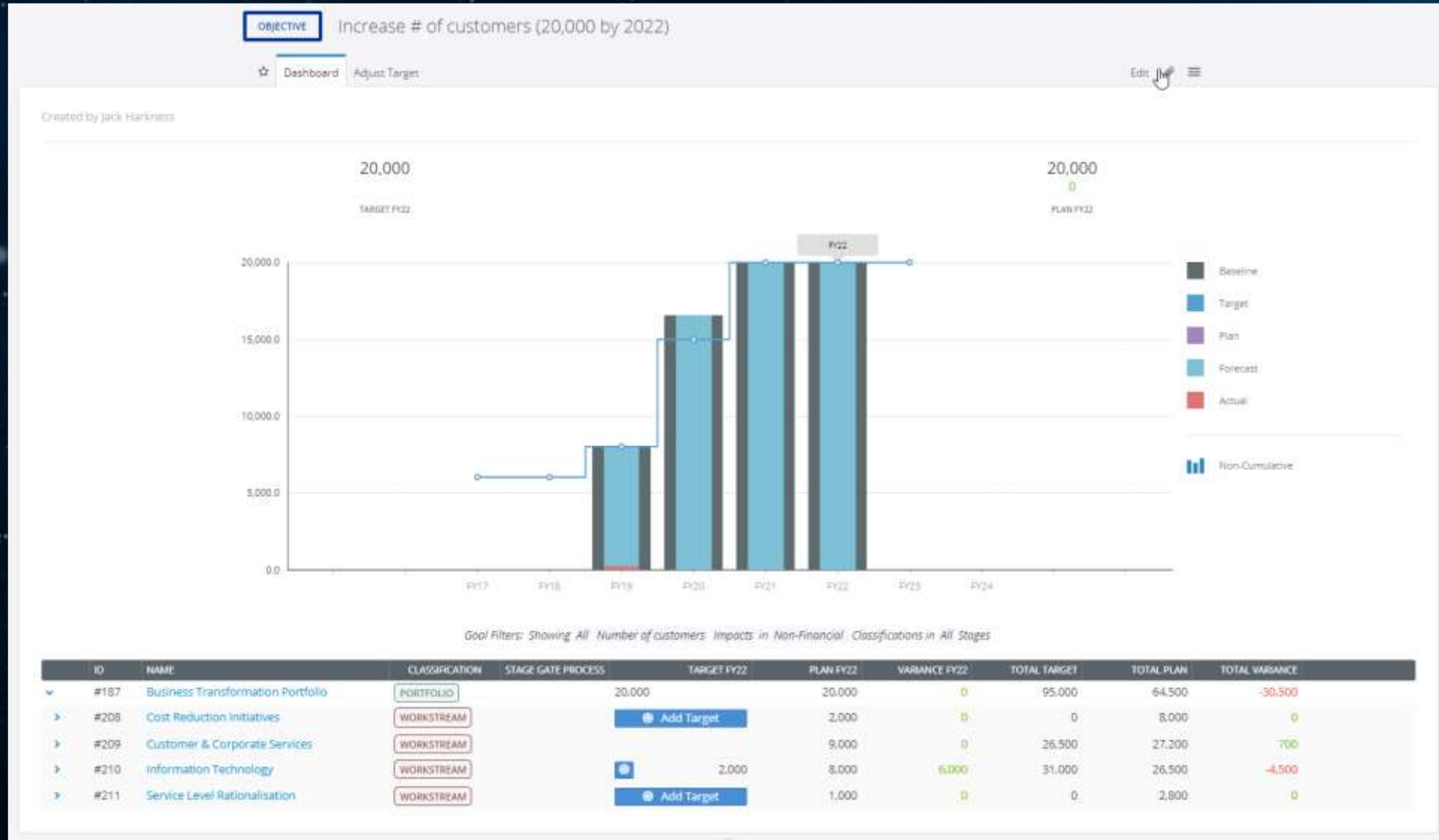


## #2. Empower teams by setting goals and letting them decide how to achieve them

- Be clear about roles and responsibilities
- Implement effective governance & streamline approvals process
- Democratize decision-making process & leverage all available corporate knowledge



## #2. Empower teams by setting goals and letting them decide how to achieve them



### #3. Prioritize projects to maximize return on investment

- Implement the strategic plan with portfolio management
- Identify high-value projects that contribute most to strategy
- Establish a Strategic PMO to maintain portfolio health & promote project excellence
- Use PMO practitioners to socialize organizational goals & equip others them with the tools to achieve them



# #3. Prioritize projects to maximize return on investment

6 selected Automatic Selection Range (FY17-FY24) Tree View Edit Balanced Scenario

**Total Budget**

\$30M \$29.79M \$209,980

Constraint Plan Variance

\$ 30,000,000.00

Weight: 1

Polarity: High Low

**Increase # of customers (15,000 by 202...)**

**Increase # of customers (15,000 by 202...)**

20,000 17,000 -3,000

Target FY22 Plan FY22 Variance

Weight: 2

Polarity: High Low

**Reduce OpEx spend (\$20m per year by...)**

**Reduce OpEx spend (\$20m per year by...)**

\$20M \$19.75M \$-251,060

Target FY22 Plan FY22 Variance

Weight: 2

Polarity: High Low

**Risk Heatmap**

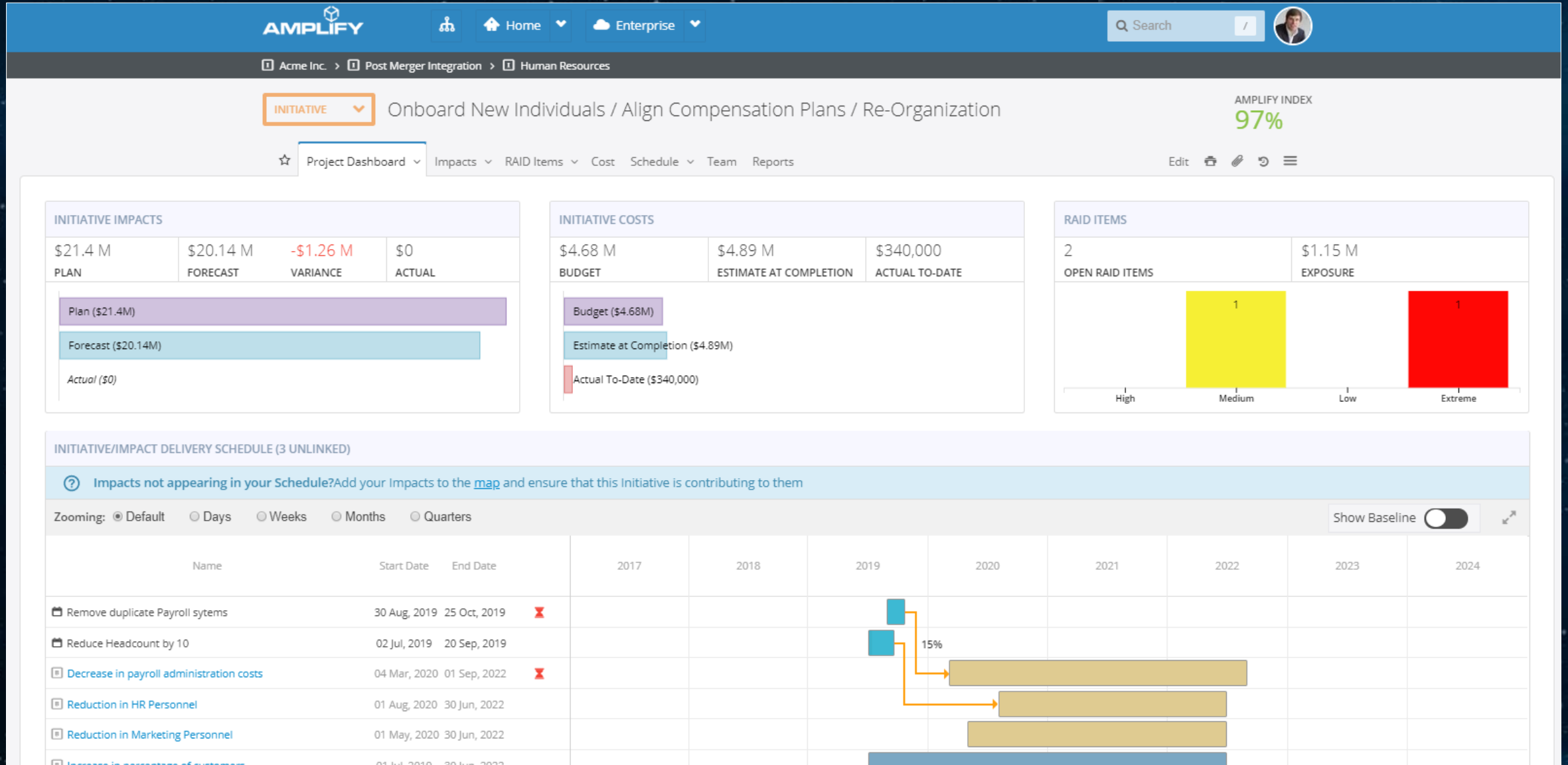
	Rank	Affordable	Recommended	ID	Name
<input checked="" type="checkbox"/>	1		YES	#191	Restructure Commercial function
<input checked="" type="checkbox"/>	2		YES	#198	Customer Relationship Management (CRM)
<input checked="" type="checkbox"/>	3		YES	#199	Enhance MS Azure AD's security
<input checked="" type="checkbox"/>	4		YES	#197	Consolidate virtual machine workstations
<input type="checkbox"/>	5	NO	NO	#195	Scale ICT end user support for new organisation size
<input type="checkbox"/>	6	NO	NO	#196	Purchase Hardware from Tier 2 vendors
<input type="checkbox"/>	7	NO	NO	#200	PC Rationalisation
<input type="checkbox"/>	8	NO	NO	#205	Consolidate Vmware
<input type="checkbox"/>	9	NO	NO	#204	Infrastructure Maintenance
<input type="checkbox"/>	10	NO	NO	#201	Outsourcing Services
<input type="checkbox"/>	11	NO	NO	#203	Video Conferencing
<input type="checkbox"/>	12	NO	NO	#202	Server Rationalisation
<input checked="" type="checkbox"/>	N/A		YES	#217	Reduce paper usage

## #4. Create a culture of rigorous strategy execution

- Create the right culture for successful strategy execution
- Communicate assign, resource & action strategic goals through effective project delivery
- Set ambitious timelines & benefit realization plans, & encourage partner working for goal attainment
- Innovate. Trial & error is good, so learn from experience, and success will follow



# #4. Create a culture of rigorous strategy execution



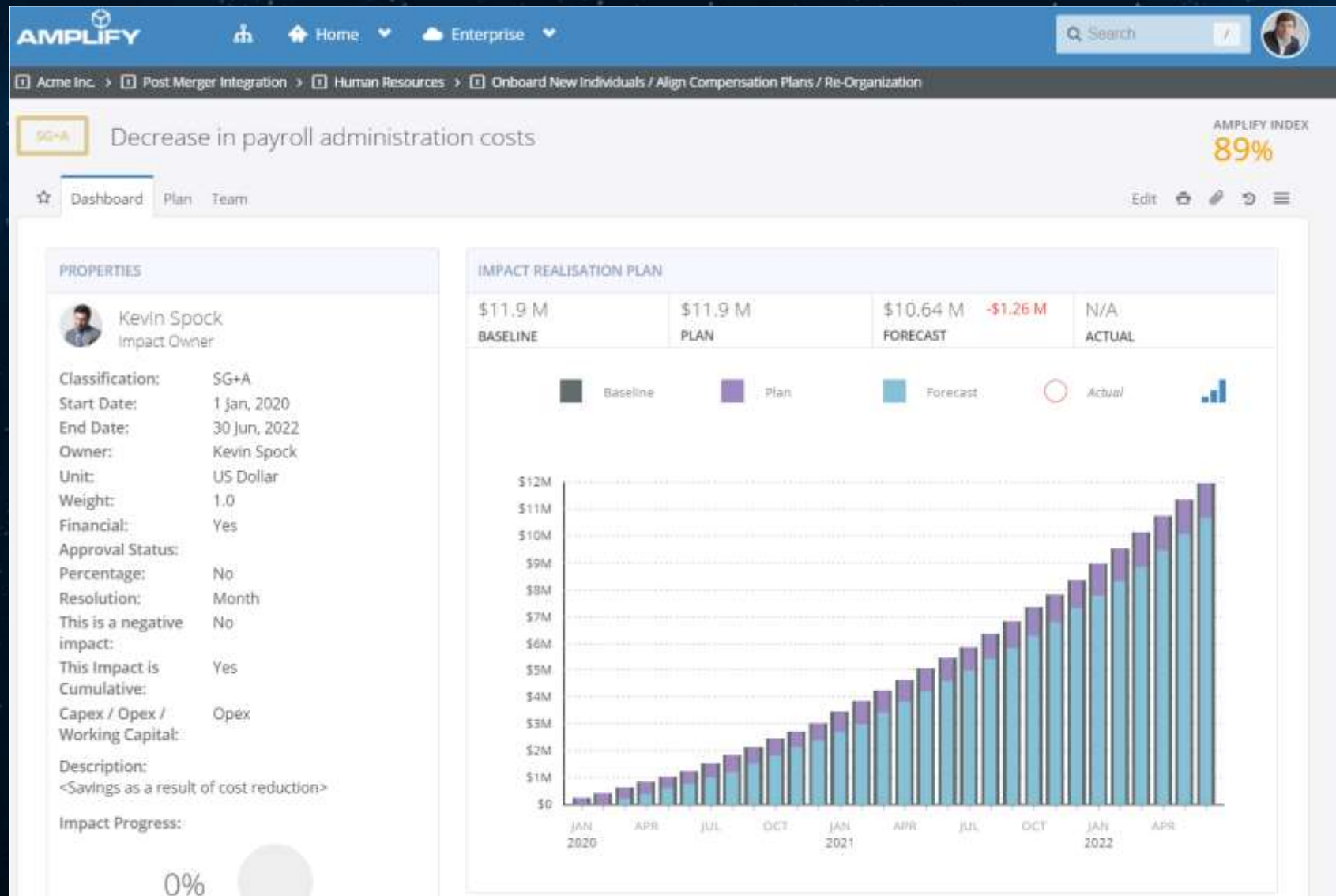
## #5. Implement a system of review & accountability for results, linked to rewards

- Review strategy to keep it current
- Strategies should be SMART & follow the KISS principle
- Align individual targets with corporate goals; challenge complacency & reward positive behaviours
- Project managers should report on KPIs that clearly demonstrate contribution to strategic goals





# #5. Implement a system of review and accountability for results, linked to rewards

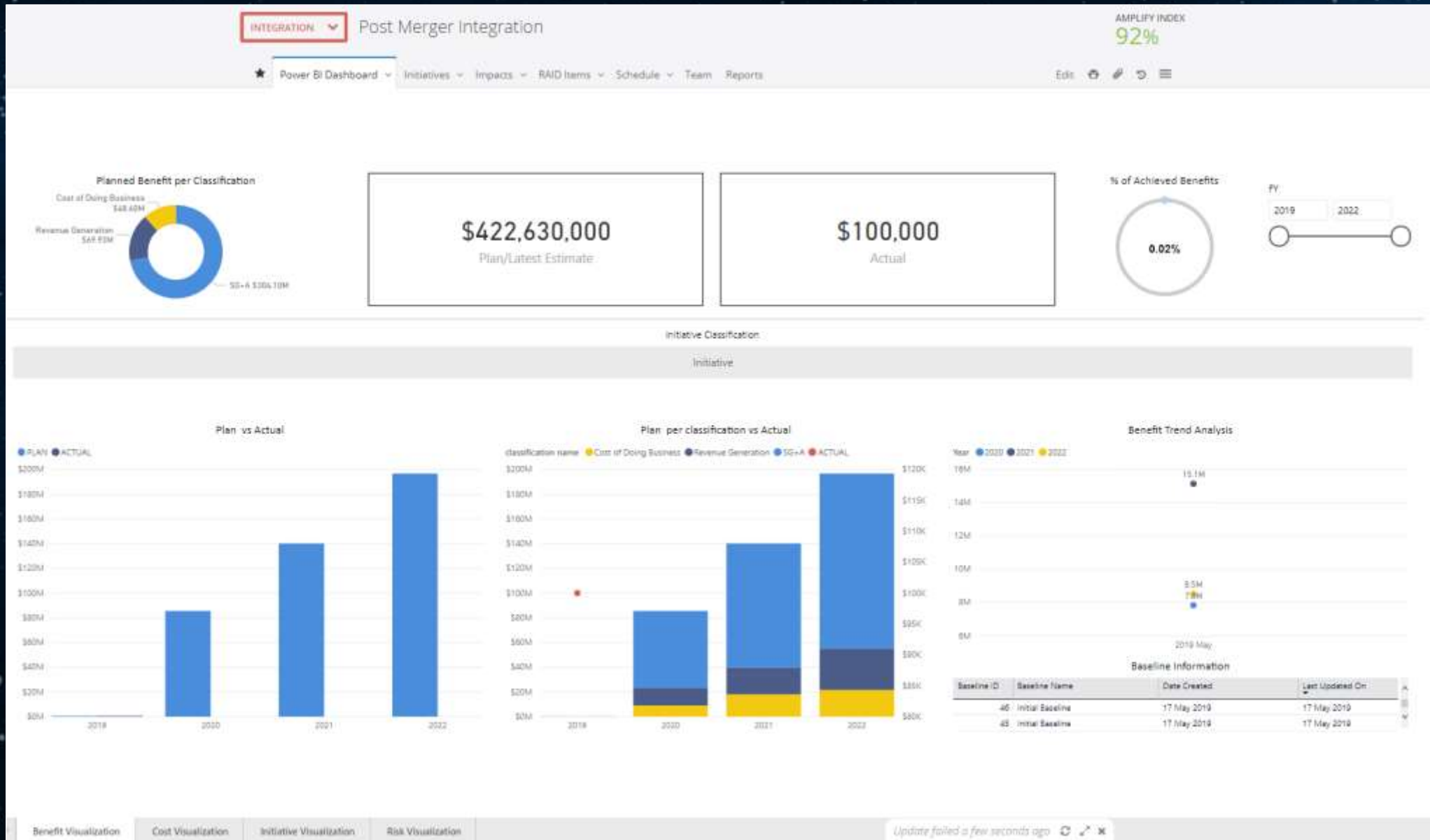


## #6. Be Agile and Flexible to Change

- Seize new opportunities & mitigate emergent threats
- Screen new opportunities against organizational strategy
- Reallocate funds & resources across units quickly
- Develop an effective structure to adapt to change



# #6. Be Agile and Flexible to Change



## #7. Invest in the right talent & resources

- Develop a talented & motivated workforce
- Portfolio & programme managers require business & leadership skills
- Project managers should ‘take the long view’ & challenge the status quo
- Assess & develop competence & capability



# 7 elements of successful strategy execution

#1 Formulate a strategic plan



#2 Empower teams



#3 Prioritise projects



#4 Create a winning culture



#5 Implement a system of review



#6 Be agile and flexible



#7 Invest in the right talent





## Matt Williams

- Founder & CEO of Amplify-Now Inc., an enterprise SaaS solution for Strategy Execution Management
- Headquarters - Adelaide, South Australia
- North American Office - Los Angeles, USA



[matt@amplify-now.com](mailto:matt@amplify-now.com)



[www.amplify-now.com](http://www.amplify-now.com)



+1 415 290 8851

منتدى دبي العالمي  
لإدارة المشاريع

DUBAI INTERNATIONAL  
PROJECT MANAGEMENT FORUM

6<sup>th</sup> EDITION الدورة السادسة

7 - 10 ديسمبر 2019 • مدينة جميرا • دبي

7 - 10 December 2019 • MADINAT JUMEIRAH • DUBAI



## PARALLEL SESSION STREAM

The Strategic PMO:

7 elements of successful Strategy Execution

**CULTURAL DIVERSITY**

Matt Williams  
CEO  
Amplify-Now Inc.

[www.dipmf.ae](http://www.dipmf.ae)