

## WHAT GOOD LOOKS LIKE

EXAMPLE OF A GOOD BIO, PRESENTATION TITLE, ABSTRACT,  
LEARNING OBJECTIVES AND FIRST PRESENTATION DRAFT WITH  
NOTES



Presenter Brief Biography – (100 words or less) - This biography may be used in promotional materials, mobile app or event guide. PMI reserves the right to edit the biography to meet space requirements.

*Chris leads the enterprise Project Portfolio Office at Mater, a non-profit health service. She has commenced her PhD journey focusing on portfolio management. An advocate for diversity and giving back to the profession, Chris's efforts have been recognized by her peers, awarding her for "Contribution to Women in Project Management" at the Australian PMI National Awards for 2015. Chris serves as a member of the PMI OPM Global Advisory Group.*



What is the title of your proposed presentation? (10 words maximum – A good title is very important. It will help inform and attract attendees to register for your session)

*Make Your Governance More Objective and Reap the Benefits*

Presentation Abstract: (100 words or less -- This description will be used in promotional materials, mobile app or event guide. Similar to the title, a good abstract is very important. Please be as precise as possible and keep the audience in mind in your description. PMI reserves the right to edit the description to meet space requirements.)

*Benefits realization begins with well validated business cases and active governance by the permanent part of the organization. This session will propose some cognitive and governance shifts in how we treat a business case as a hypothesis instead of a certainty and then have an ongoing monitoring process that keeps testing that hypothesis. The willingness to take corrective action that may include early retirement is crucial to the delivery of benefits that enable your strategy implementation.*

What will you cover specifically? Describe the outline and flow and how you will make the session interactive. What can you share with the PMO Symposium audience that adds value, educates the audience and isn't a sales pitch? Give us new insight, new research, best practices and trends that help advance organizational project management. Please use as much space as needed.

*This session will look at changing the perception of how senior decision makers of an organization think about a business case. It is not a "certainty" that they can hand over to a single sponsor and project team. It is a critical part of how their business should take an active role and assuring their success. The intent is to alter a cognitive process in the belief that it may lead to a change in leadership behavior.*

*The session flow will follow the key decision points from concept to through to post implementation review outcomes and highlight points where the human psychology and organizational culture have led to less than optimal decisions. Objectivity bias, Organizational politics, Organizational culture, Validity bias, Neuroscience and other areas of the literature in both business and social psychology will be draw upon in shaping the content and interaction within this session.*

*The presentation will follow the journey of a project from concept to post delivery. I will pause at key stages and ask the participants to discuss and contribute examples of either their own experience or projects with public profile to reflect on how the path could have been changed if there had been a different decision and/or decision making process in place.*

Learning Objectives – Please provide key takeaways that the audience can use right away. Why would the audience want to attend your session?

1. *To identify critical points within their own organizations processes where benefits and value could be increased by a shift in approach*
2. *To recognize the psychology and value of different decision points*
3. *To design changes or modifications to process that enhance objective decision making and increase business ownership and benefits outcomes.*



# DRAFT PRESENTATION WITH NOTES




# PMO Symposium®

SAN DIEGO, CA, USA | 6-9 NOVEMBER 2016

The background of the top half of the slide is a blurred photograph of several people walking in a modern, brightly lit indoor space, possibly a transit station or a large office lobby. The motion blur gives a sense of activity and movement.

**Active Governance – Get your objectivity  
mojo happening and reap the benefits.**

A thick, solid yellow horizontal bar spans across the slide, positioned below the main title and above the speaker's name.

**PMO16BR03**

**Chris Lawler**

(BTch (Hons), BSc (Psych), MEd, MLAD, Cert IV TAA, DipProjMgt, DipCompRep, AdDipProjMgt, JP(Qual), PMP)

**Mater Group, Australia**

# Interactivity



**This slide may be replaced with the standard one from PMI if suitable.**

**Introduce the voting app and encourage participants to download and log in if they have not already.**

**This slide to be updated with more detail on a) how to connect to conference wi-fi and b) how to use the voting for this presentation.**

This session will incorporate some audience polls. If you would like to participate, please ensure you have downloaded and logged in to the PMI InPerson Events app. You will also need to be connected to the internet via the conference wi-fi or your own data service.



## Q1. Test Survey



Which region is your work location in?

- a) Africa
- b) Americas
- c) Asia / Oceania
- d) Europe

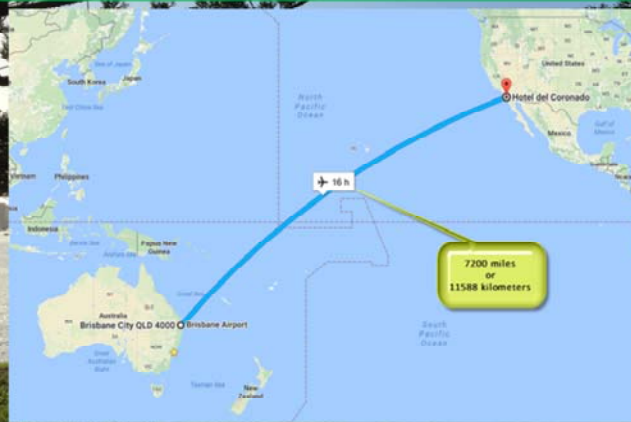


This survey will provide some demographic understanding of the audience while also providing an opportunity to complete setup and technical troubleshooting prior to the main body of the presentation.

The conference wifi details will also be on this slide for those still trying to connect.

I will pause to see if there are technical issues. If the system is not functioning adequately then I will bypass the use of the surveys during the presentation.

# Presenter Background



- From Brisbane, Australia
- Degrees in Education, Psychology, Organisational Learning & Development
- Qualifications and credentials in Project & Portfolio Management
- 9 years setting up and continuously improving an enterprise PMO
- 20+ years in projects
- An observer of human behaviour

Provide a very brief introduction to myself including qualifications and experience that provide a foundation for this presentation.

Note: There are likely to be culture differences between myself and a large portion of this audience. It may influence some of my observations and that is ok. The underlying messaging in today's presentation will remain true.

# INTRODUCTION TO SESSION



Structural organisation slide only. Not for presentation.

## Session Overview

- Forces that influence organisational culture
- Understand the human characteristics
- Project & Portfolio Governance layers
- How process change can have positive downstream effect and cognitive shifts

Outcome = Improved Benefits and overall Value



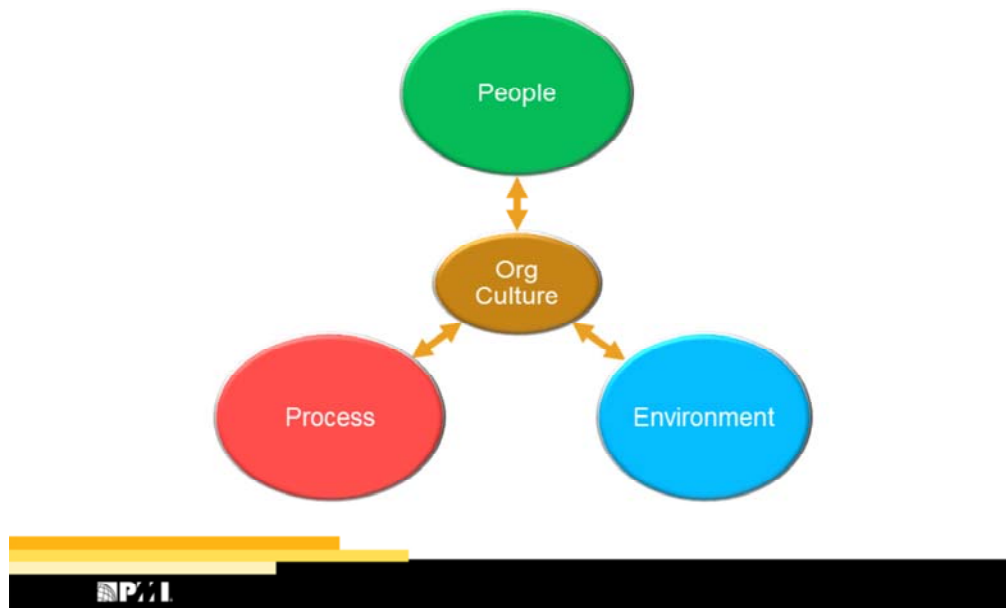
The session today will begin with an examination of some of the forces that are helpful to be cognizant of in the work environment. We will look in a bit more detail at some human behaviours and specifically how they interplay with layers of governance. We finish up with an exploration of how the PMO can use this knowledge to have a positive effect on the their organisation as they strive to improve benefits and the value the PMO brings to the organisation.

# OVERVIEW - FORCES



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# Forces

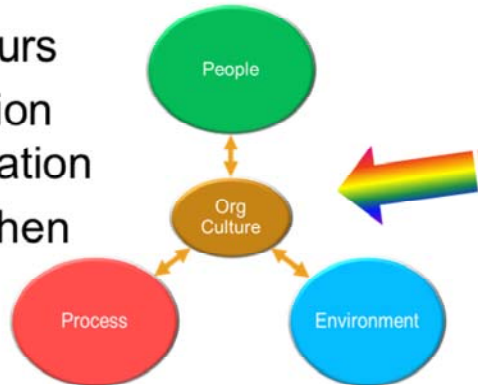


There are many theories on how these factors all work together to influence the world we work in. This is a “coffee shop” model. I am using an informal model I have designed rather than a formal academic theory for the purpose of this discussion to explore how People, Environment and Process can impact on the overall Organisational Culture. The culture equally can influence the other elements.

Much like the time, cost, scope, quality triangle project managers are familiar with, you can create a flow on effect by making adjustments to one of the dimensions. The PMO has greatest capacity to influence the Process sphere. This is where PMOs and many models focus their effort and perspective. I am suggesting that this is not always done with an awareness of the net effect on the other spheres or “forces” in this diagram.

# Organisational Culture

- Values & behaviours
- How people function within the organisation
- Very noticeable when you change jobs



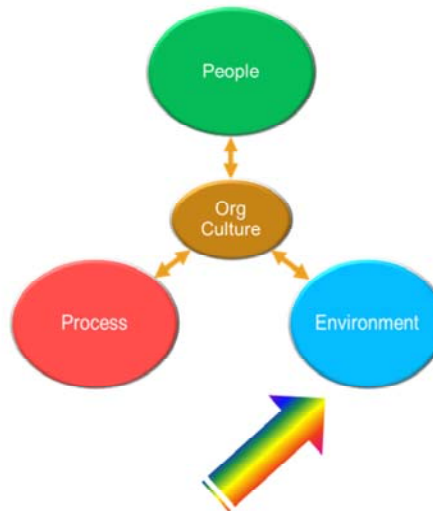
## ORGANISATIONAL CULTURE

Organisational culture is a system of shared assumptions, values, and beliefs, which governs how people behave in organisations. These shared values have a strong influence on the people in the organisation and dictate how they dress, act, and perform their jobs. It is the “how we do it here” factor. It is challenging to change culture by just focussing on it in isolation. If your culture is what is presenting you and the PMO with a challenge then you may be more successful in using one or multiple of the other forces to drive the change. Unless there is a very powerful driver or watershed event, cultural change takes time and requires patience and persistence.

If you are a successful PMO that is focused on more than process, I would be fairly confident that you will sustain your PMO long enough to see the change to the organisational culture, especially around aspects of decision making, stakeholder engagement, transparent reporting, management of risk and focus on valuable outcomes.

# Environment

- Physical
- Political
- Geographic
- Economic
- Demographic
- Seasonal
- Technological



## ENVIRONMENT

There is frequently not much we can do to change the environment, however it is important to be aware that internal and external environmental factors such as physical, political, geographic, economic, demographic, seasonal, technological etc all create the microcosm in which your organisation functions.

Consider for example the difference in your workplace and how it functions that may be a result of technology changes over the last 10 years. Remote connectivity has had a noticeable impact on our work culture and the expectation to be accessible. This impact will vary by the regions across the world.

Technology enablers are certainly one lever you can utilise. Changing the physical space can also be something to consider. I once entered a government department that had very high wall dividers and very narrow corridors. The internal lighting was poor and there was generally a very oppressed feel to the physical workspace. I found the staff were very aggressive, talking about conspiracy and full of suspicion. I do not know if the psyche or the layout came first but I know what I would have addressed first if I was tasked with addressing the unhealthy culture.



# People

- Individuals
- Groups



## PEOPLE

Human beings are exceptional diverse and complex. I am going to explore this topic with a slightly deeper dive into some individual and group characteristics that can offer some insights that we can utilise in how we make positive change.

# Individuals

- Motivators
- Personal type
- Generational
- Objectivity bias
- Confirmation bias



The notes for this slide are yet to be fully developed. I am going to review some current thinking in social and behaviour psychology to ensure any specific theory I cover is current.

# Group

- Individual behaviour influences
- Behaviour in a group
- Cultural norms very significant in this
- Conformity



The notes for this slide are yet to be fully developed. I am going to review some current thinking in social and behaviour psychology to ensure any specific theory I cover is current.

**Q2. Is it culturally normal for your governance members to challenge or publicly critique?**



- a) Yes
- b) No

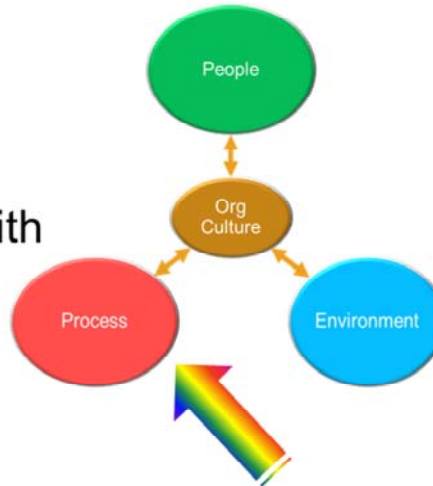


Discuss the vote outcomes. Culturally normal may be either country generally or organisation specific. Conflict avoidance, respect, status, strong cultural norms can all be very observable in this behaviour.

Look for ways to challenge the project without it being a personal challenge. Provide the example of how we worked to provide an executive with very transparent information and let him lead the decision to terminate.

# Process

- PMOs world
- Greatest point of leverage
- Design process with awareness of:
  - People
  - Environment
  - Org Culture



## PROCESS

This is where the PMO has the greatest ability to influence the other facets of the organisation.

Following on from our exploration of the human factors, we will look at key governance touch points where your process can be designed to shift your organisation away from the passive and towards one that is actively engaged in seeking value or avoiding ongoing waste of effort or funding.

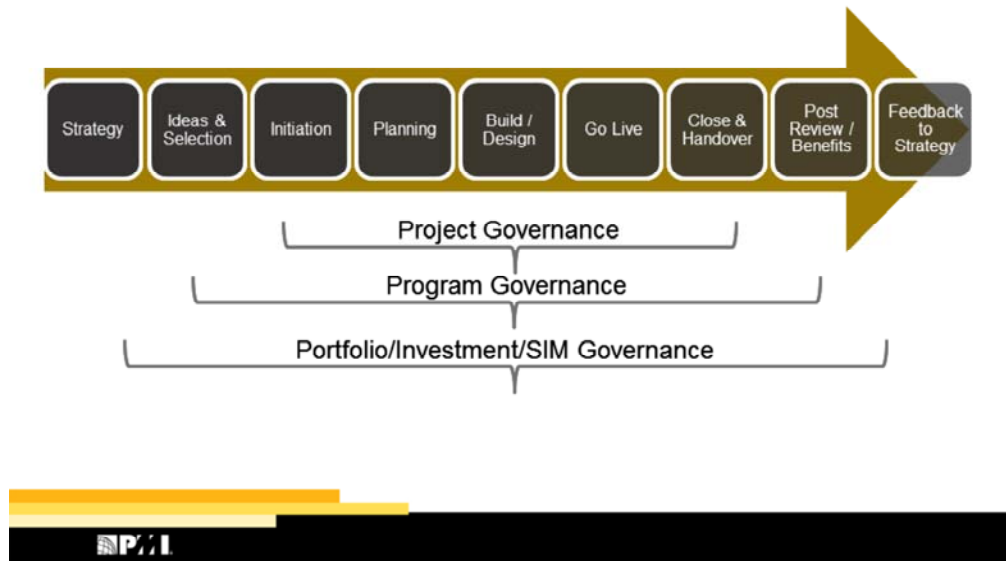
Firstly, we begin with examining the strategy to execution lifecycle and some of the key layers of governance.

# IMPACTS ON GOVERNANCE



Structural organisation slide only. Not for presentation.

# Portfolio Lifecycle



This span of the governance layers will vary slightly across organisations. In the following few slides I will be contrasting the project/program layer that is focussed on delivering projects and the overall organisational layer that is focussed on executing strategy and value from the collection of projects and programs.

In your own organisation you may refer to this lifecycle by other names – SIM, Strategy Cycle, Investment Management etc.

You may not have a strategy to end process linked in your current organisation. Hopefully you can identify where they occur and potentially gaps that you may want to revisit in your process improvement.

### Q3. How well integrated is strategy through to closing the loop on execution?



- a) Strategy, portfolio management and benefits realisation are solidly integrated.
- b) The process is not entirely integrated. Most elements occur but not seamlessly.
- c) The linkage is inconsistent and non aligned projects are often approved.
- d) No link at all.

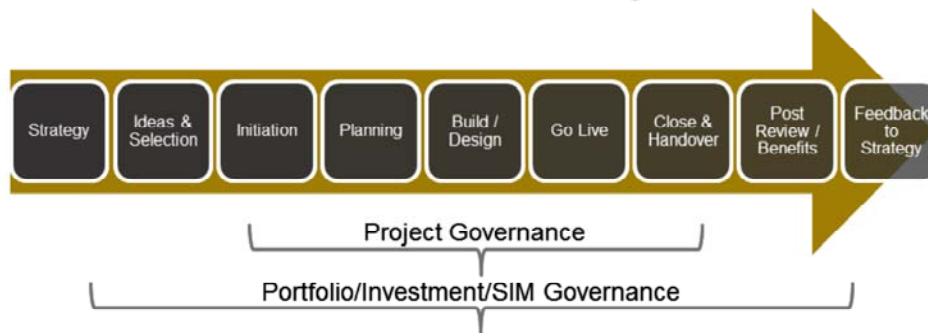


Consultants or those not currently with organisation may select one that they are familiar with for the survey.

Look at results briefly discuss value leakage, inefficiency & risk factors.



# Portfolio Lifecycle



In the next few slides we will explore the people layer of these two levels of governance. I again highlight this is based on experience and observation within my own context and may not be fully equivalent to your own culture experience. If I identify something that is inconsistent with your own observations, I just ask you to consider what is true for you and what else may be a human factor in your own culture.

I am eliminating Program governance for now and will focus on project versus portfolio. The People characteristics of Program governance shares traits with both levels however it frequently sits closer to the project layer, again depending greatly on how your organisation functions.

## Project Governance Characteristics

- Focus is on the project & not the organisation
- Emphasis shifts to the deliverable
- Business case treated as a certainty
- Objectivity & Confirmation bias
- Horizon is dominated by the project deliverable and not the long term outcome (benefits)
- Roles dependant on delivering project

Nothing here is wrong, but it **requires balancing**



Governance groups will frequently become very focussed on delivering the project. The environment and organisational direction may change along the way but unless they are actively watching, a project may continue to deliver something that is not going to enable anything appropriate and valuable.

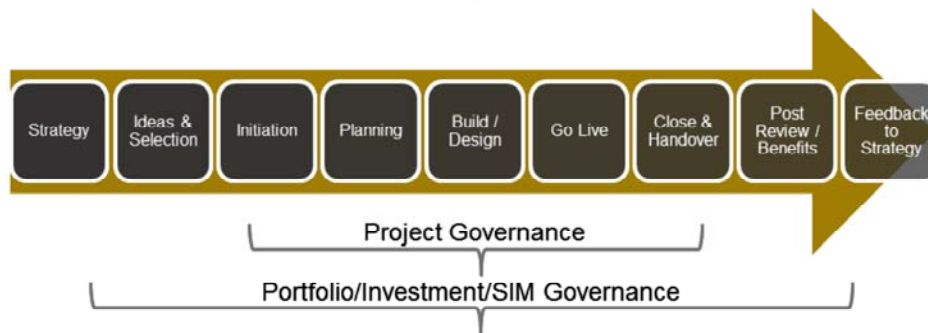
**NOTES – expand on each dot point here**

## Portfolio Governance Characteristics

- Focus on business value / capability & future
- Less concerned with technical detail
- More Objective (degree of separation)
- Less familiar with content / expertise



# Critical questions



Build critical questions into how you design and word:

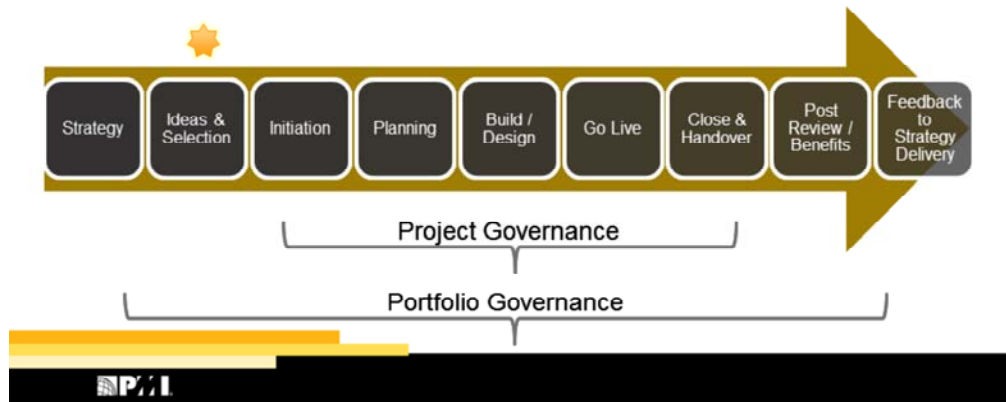
- Governance processes / Gates etc
- Reporting and planning templates
- Your own conversations.



With some awareness of how people are not perfect beings and frequently bring subconscious behaviour and thinking patterns to play, you can design your PMO artefacts and conversations to shift those cognitive patterns. By design you can change what can be a passive approach to governance into a more active critical enquiry.

## Build these questions into your process

- Is this a Great project?
- Is it the Right project?
- How do we both prove and disprove?
- What is the exit strategy?
- What are we not doing if we spend money here (opportunity)?
- Do objective people agree?

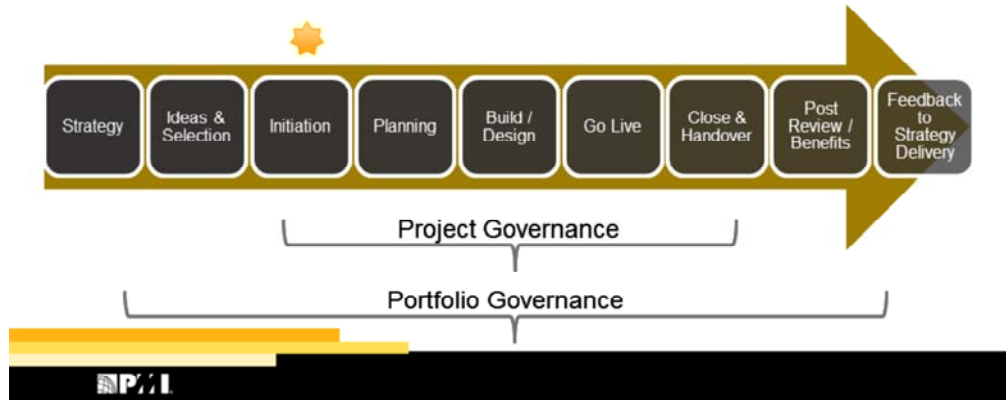


Each of these key phases are frequently used as gates. Even if you do not have an overly rigid gating process you can still build elements into your methodology, tools, templates etc. Many of the questions are similar at each of the phases so you can decide what fits best for tweaking your won organisation and what shifts you are striving for.

I would advocate for much of this happening at the Portfolio or Corporate governance level as there is a degree of separation which assists in overcoming the objectivity bias. The higher level governance body will also be in a much better position to be aware of broader organisational imperatives, strategy change, long term horizon etc.

## Build these questions into your process

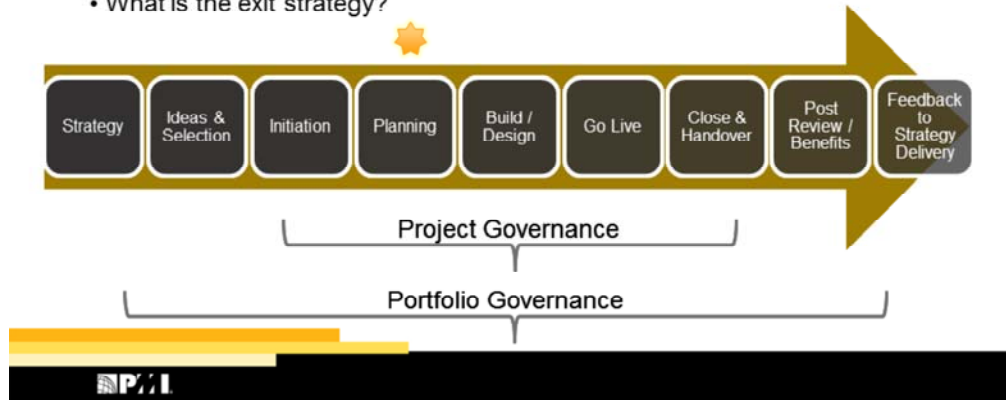
- Will the output give us the **benefit**?
- Is it **still the best thing** we can be doing with our investment \$\$\$ ?
- Has **anything changed** that impacts value?
- How do we both **prove and disprove**?
- How do we keep checking and **testing hypothesis**?
- What is the **exit strategy**?
- Who will own this for the next 5 to 10 years?



I will provide examples of how I have blended elements of these in to my own organisation.

## Build these questions into your process

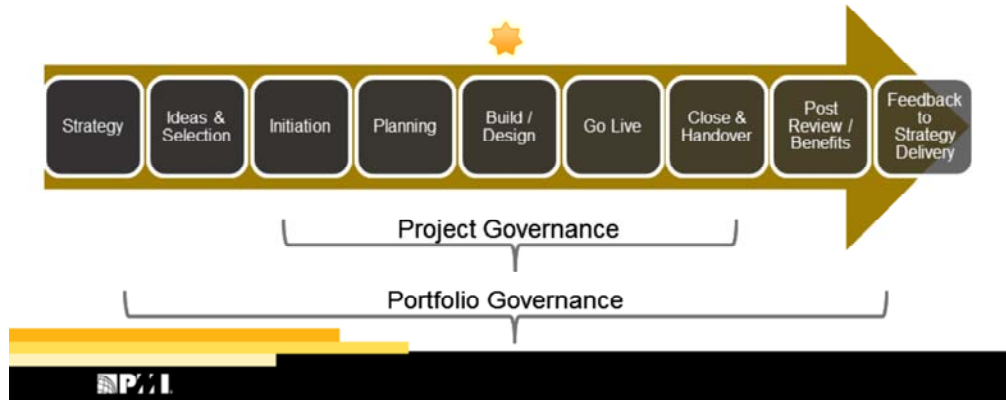
- Do we still think this a Great project?
- Do we still think it the Right project?
- How confident are we that the output give us the benefit?
- What is our threshold for benefits realisation?
- How are we testing our benefits hypotheses?
- What will disconfirm our hypothesis?
- Has anything changed that impacts value?
- What is the exit strategy?



Highlight how during this and the next few phases an exit strategy becomes more critical. Projects frequently continue because no one considered perhaps they could stop. An exit strategy may be more about minimising sunk effort and cost.

## Build these questions into your process

- Is this a

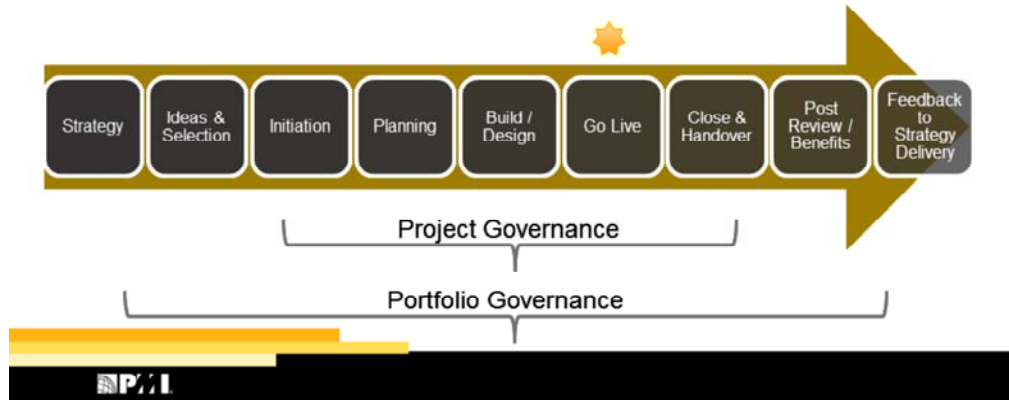


Speak briefly to this slide as it is extending the same concepts from the previous few slides.



## Build these questions into your process

- Is



Speak briefly to this slide as it is extending the same concepts from the previous few slides.

# SUMMARY



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## **Disrupt** the unconscious human behaviour



Be aware of the multiple forces & human characteristics  
Treat a business case as a set of hypotheses  
Test hypotheses at key decision points  
Monitor for subjective human decision behaviours

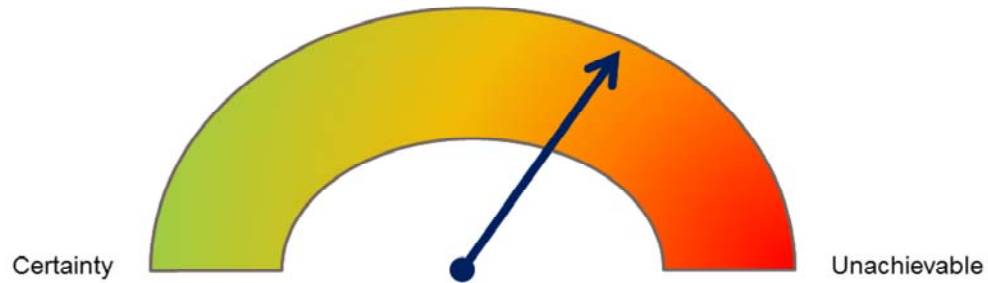
## **Design** governance to be more active



# Test the Hypothesis

What is your certainty threshold?

- Risk Tolerance
- Hurdle rate
- Value for the risk



## **Watch the culture shift and harvest the benefits**



# Contact



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