

The PMO Programme

...building a Programme PMO in the real world

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THE PMO VISION

HOW TO DEVELOP A VISION STATEMENT FOR A PROGRAMME PMO

The Vision Statement—what is it?

A vision statement is simply a concise and easily remembered declaration of what you intend your PMO to be. It is needed for two reasons:

1. To provide a brief and unambiguous description of what the PMO is and what it does
- the language used needs to make the vision statement accessible to all programme stakeholders, from the SRO to programme team members to external stakeholders. Be short. Be clear. Avoid jargon.
2. To provide an aspiration for the PMO team
- the vision statement should set some goals for the PMO to aim towards

Think of the vision statement as a lazy elevator speech—one that you have to deliver in the ride up two floors that your stakeholder is taking when she really should have used stairs.

Developing the Vision Statement

If you're developing a permanent PMO then you may wish to spend some time developing a very precise vision statement and may engage a large number of stakeholders to ensure you get it right.

For a temporary PMO supporting a single programme there simply isn't time to do this. Here's what we suggest:

- Do not spend more than an hour developing the vision statement
- Run it by someone who understands PMO (your programme manager, for instance) and someone who doesn't (such as a business stakeholder with no programme experience)
- If it works—they understand what the PMO is for and what it's trying to do—then that's it
- If it doesn't work—allow yourself one more iteration and go with that

What to do with the Vision Statement?

So you've written a PMO vision statement—what do you do with it?

- Talk it —use it to tell people what the PMO is there for
- Promote it —put it at the front of your presentations and on your intranet
- Use it — to direct your PMO development plans
— to challenge PMO scope creep