

# The PMO – building a high performance team

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# PMO Assumptions

- We have clients or customers
- We deliver a valuable service
- We have competitors in the market place
- We need to market/advertise our service
- We must be professional in our delivery – so must offer and stick to service level agreements
- Our clients are buying the services of a team, not an individual



# What is a team?

“A team is a small group of people with complementary skills committed to a common purpose and set of specific performance goals.”

*Katzenbach (1993) The Wisdom of Teams.*

“Team – a team is made up of two or more people working interdependently towards a common goal or shared reward.”

*Project Management Body of Knowledge, Association for Project Management*



**Activity:**

**What are the criteria for effective, highly performing teams?**

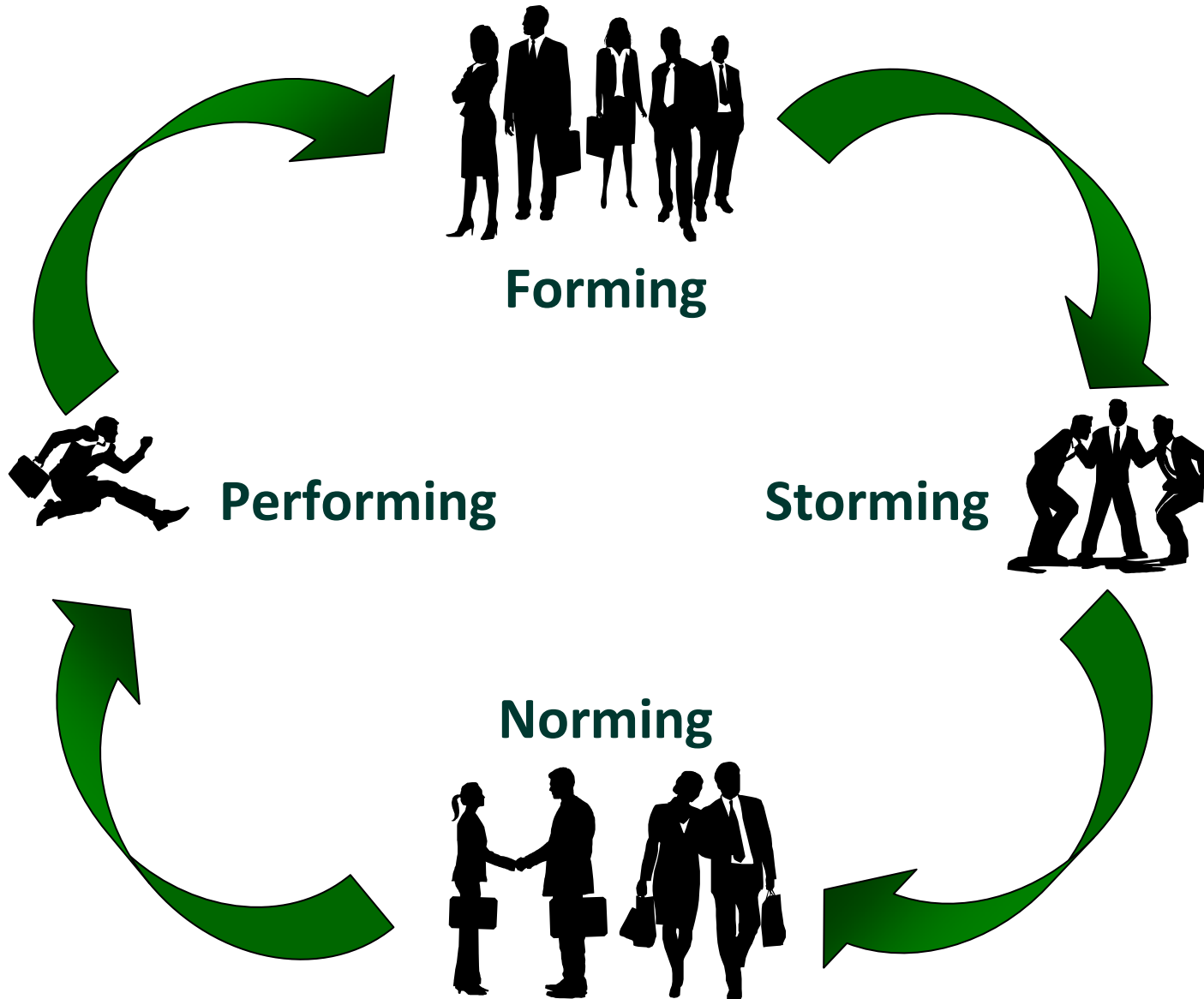
# Effective PMO team

- Well respected for our skills and experience
- No 'weak' members of the team
- Seen as approachable and helpful (not dictatorial or critical)
- Team members share information willingly so all appear well informed



# Building the team

# Team development cycle



# Forming and Storming

- Defining the boundaries of our service
- Working out who does what
- Finding out who leads us
- Doubts about being able to work together
- Anger/annoyance at the structure of the team
- Concern about our role in the team

**Team Charter**

**Confirmed roles  
and responsibilities**



**Activity:**

**Build a team charter**

# Moving towards high performance

# Norming and Performing

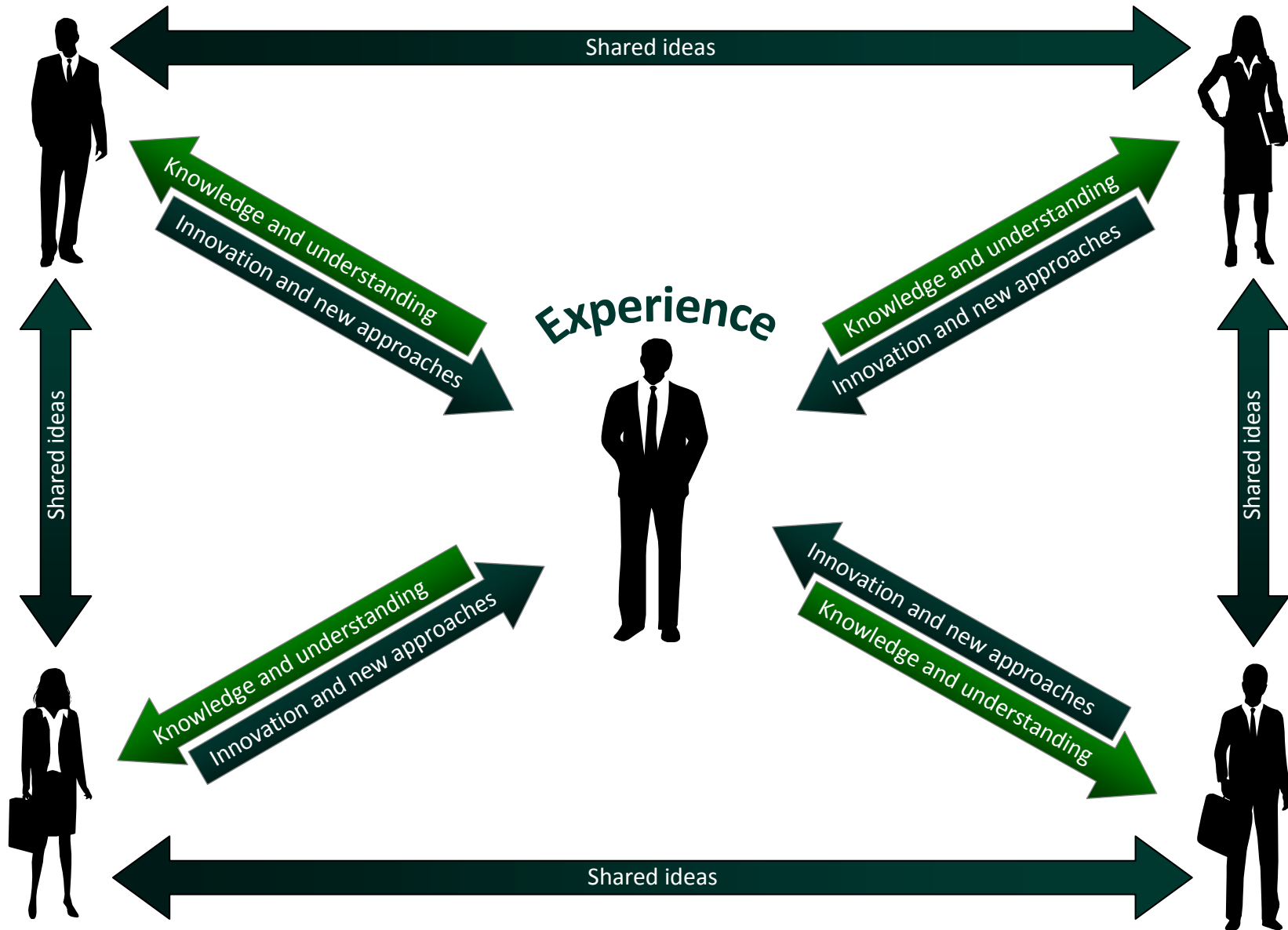
- Developing knowledge, skills and experience
- Experiencing new challenges
- Identifying new ways of working
- Learning lessons from each assignment
- Sharing outputs and lessons learned from the challenges faced

**Operating processes  
& clear service levels**

**Ongoing development  
of capability**



# Developing capability



**Activity:**

**Develop procedures  
to build capability  
within the team**