



5 WAYS THE PMO

CAN DRIVE DIGITAL
TRANSFORMATION

Introduction: Driving digital transformation

There are few organizations that doubt the value of digital transformation. It's the strategy and execution that can be challenges. Executives and workers everywhere want to improve the way they work and do business through the implementation of new technologies. However, the associated initiatives require projects be strategized, managed and executed, then analyzed for optimal realization of benefits.

While most companies are beginning to take steps in their digital transformation journey¹, less than half of companies have undertaken a digital transformation project.² Some organizations worry about digital transformation projects failing, but if they hesitate to act, they risk falling behind in all areas of business, including productivity, innovation, customer service, and more.

Half of executives (51 percent) report that collaborating across silos is a top challenge when taking on digital transformation projects, and 49 percent say inadequate collaboration between those in IT and those in lines of business is a problem.³ Lack of visibility, communication, and collaboration gets in the way of completing projects and achieving digital transformation goals.

If the PMO is using inadequate and outdated tools and processes, project leaders won't be able to manage projects intended to modernize how all teams within the organization work. With smarter, more modern project management practices, the PMO can effectively lead its organization in digital transformation. Here are five common stumbling blocks faced by PMOs and how to overcome them.

1. Problem: The PMO is seen as a facilitator.

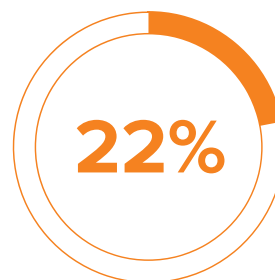
The PMO does facilitate projects but it does not exist to simply remind team members of their tasks and deadlines, to coordinate communications, and so on.

They also have the ability to create value for the organization, but members of the organization may not know everything that the PMO does or is able to do. They may mainly interact through notifications that projects are late or going over budget.

Solution: Create a roadmap.

- **Identify priorities.** Rank priorities based on their alignment with your organization's goals. Then partner with executives to use those priorities to guide your organization's digital transformation strategy.
- **Define best practices.** Establish the protocols that everyone working on projects will follow. Define communication guidelines and share them with members of the organization who will be involved in digital transformation.

In cooperation with executives, the PMO can take the reins in creating a high-level blueprint or roadmap that supports an environment of innovation. Address the projects, technologies, and processes needed on this path to digital transformation. With clearly defined priorities and best practices, the PMO will be able to improve perceptions, expand its role and even take the lead in digital transformation initiatives.



Only 22% of PMO directors say that project management offices are responsible for management of implementing the strategy for top initiatives.⁴

2. Problem: There's no visibility into work.

Stakeholders must request frequent status updates to learn the status of work and to get on the same page with team members. Team members don't have a way to get answers to their questions, so mistakes are made, causing rework and missed deadlines.

Solution: Centralize all work within a project.

- **Control request and resource management.**

Take charge of incoming work and of the assignment of resources put toward that work by making sure all requests and capacity information is in one place. By taking control, you'll know who has the ability to take on new work, so teams aren't stretched thin and missing deadlines.

- **Collaborate in one place.** Keep all communication about work at all stages in one place. Make sure some conversations don't get siloed in emails or through other methods by requiring that all communication take place in the context of work in one centralized location. That way everyone who may need project status or other information will know where to find it and have easy access.

When work is more centralized, teams will have a better view of the status of projects as well as a clearer sense of what else they can take on while keeping work-in-progress on track. Digital transformation projects are dependent on other projects within an initiative as a whole, so this increased visibility can keep your entire organization on track to achieve its strategic goals.



IT PMOs are more likely to face challenges like resource management shortfalls than are enterprise or line of business PMOs.⁵

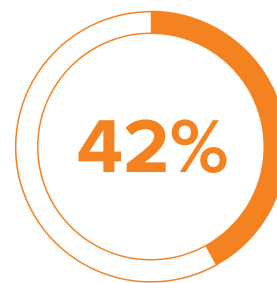
3. Problem: Work is not aligned with business goals.

You don't have the data necessary to continually improve. The PMO is in the position to see where projects succeed and where they fall off track, but you need hard data to show stakeholders and executives what that means in terms of what has gone wrong and where you can make improvements.

Solution: Modernize your tech stack.

- **Collect data in one place.** Gather information about resources, time tracking, spending, etc. from all projects, teams, and individuals in one place. A cloud-based work management solution should include a customizable dashboard where you can easily retrieve the information you need when you need it.
- **Make sure the tools integrate.** Ideally, all your tools should integrate with each other, so you don't have to manually gather data from different sources to compile into reports. Integration saves times, improves accuracy, and will help you see that work aligns with goals as it's in progress.

By having all data in one place and using tools that work together to share data, you can more easily inform executives and decision-makers about the importance and progress of digital transformation projects. Real numbers can reduce resistance to these projects and initiatives because you can more easily see benefits and predict outcomes.



42% of PMO professionals say one of their top challenges is a resistance to change within their organization.⁶

4. Problem: Work is often delayed or slow.

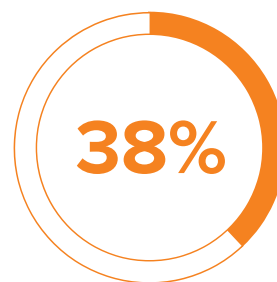
Projects are complicated by using too many tools or because teams miss steps. Tasks feel complicated or team members aren't clear about what they're expected to do. Work efficiency decreases with too many tools because it takes unnecessary time to switch between tools, and team members must remember what lives where.

Without processes for repeatable work, it's easy to miss steps. Teams end up wasting time on rework because of these errors, creating delays and missed deadlines.

Solution: Simplify work.

- **Minimize the number of tools.** By consolidating work management tools, you save time and improve productivity. These tools include email, spreadsheets, online work management, tools, reporting software, and anything else your team uses to complete tasks. Evaluate which ones are used by most members of the team and which ones serve redundant purposes and which ones provide the most visibility.
- **Automate and streamline processes.** Document and automate processes. Use solutions that allow smooth transitions to the next step. A bonus feature is if the solution sends automatic notifications to the next task owner so that work keeps moving and isn't dependent on someone to manually pass the baton.

Less is more when it comes to implementing digital transformation initiatives—at least in the way of tools and steps. Solutions with multiple features—especially automation—save time and reduce confusion that would have resulted in rework, missed deadlines, and blown budgets.



38% of PMO professionals say consistent processes is one of their top challenges.⁷

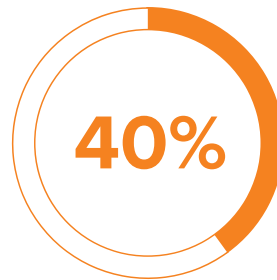
5. Problem: There is a perception that work is inefficient and ineffective.

Your teams keep running into the same delays, same conflicts, same silos, and the same questions with every project. Stakeholders wonder about the value of the PMO, because so many projects are late and over budget, and so many are ultimately considered failures.

Solution: Make projects scalable and reproducible.

- **Create templates.** Once you've developed processes for specific tasks, create templates so that you don't have to reinvent the wheel with every new project. Use these for every repeatable project or as a framework for similar projects. Periodically request feedback on the templates, and make improvements as processes, teams, and projects evolve.
- **Document workflows.** By setting up workflows, everyone will be able to see all the steps involved in any kind of project. Team members will know what it takes to consider one step complete so they can move onto the next step. Documented workflows will let you take on any size project and determine the time and resources necessary to take it on and establish a realistic timeline.

Making digital transformation projects easily scalable and reproducible will improve teams' efficiency and effectiveness. Simplified work processes will also make taking on digital transformation as a whole seem less daunting, giving teams confidence that they are up to the task.



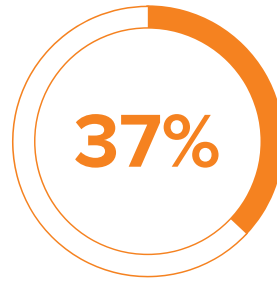
Only 40% of projects meet their deadline, budget, and quality goals.⁸

The Modern PMO

Today's PMO needs the latest tools and technology to facilitate digital transformation. You can't use outdated solutions to lead your organization into the future of work.

High-performing PMOs are more likely to implement project management software as well as provide training on it than are their lower-performing counterparts.⁹ It can be challenging to know which solutions and technologies are right for the goals of your organization.

First, consider the goals for your PMO—whether they strive to be more effective, more efficient, achieve greater visibility, meet more organization goals, or be seen as a strategic leader in digital transformation. Then you can find the solutions that will help you better strategize, centralize, simplify, scale, and ultimately modernize work.



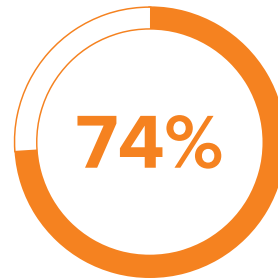
Only 37% of organizations are trying new digital processes.¹⁰

Long-Term Benefits

The modern PMO makes projects run more smoothly for today's digital enterprise. However, it can also facilitate greater success for the bigger picture of organizational digital transformation.

IDC has predicted that by 2019, four out of ten IT projects will monetize data to create new revenue streams.¹¹ Digital transformation is no longer optional for most enterprises—it's reality. However, only those that have the strategy and means to effectively execute on that strategy will see returns on their efforts.

A modern work management practice will allow you to not only efficiently deliver projects, but ensure those projects align with your organization's short and long-term goals.



74% of leaders say digital projects do not align with strategy.¹²

Transform your work with Workfront

It's no easy task to work efficiently and create results that help your organization reach its digital transformation goals. Workfront is an enterprise work management solution that allows IT departments and PMOs to work with increased visibility, efficiency, and confidence.

Workfront will help you:

- Centralize projects in one solution
- Manage digital work processes
- Review and approve digital work
- Deliver client-facing services
- Govern compliance workflows

TRANSFORM YOUR WORK



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