



PMO

Conference
London

A stylized red icon of an office chair is positioned to the right of the word 'Conference' and above the year '2017'.

2017



PMO

Conference

London

2017





PMO

Conference

London

2017

A stylized red icon of an office chair, positioned behind the word 'Conference' and partially overlapping the word 'London'.

What Use is My PMO for Innovation Management?

David Dunning, Director, CPS

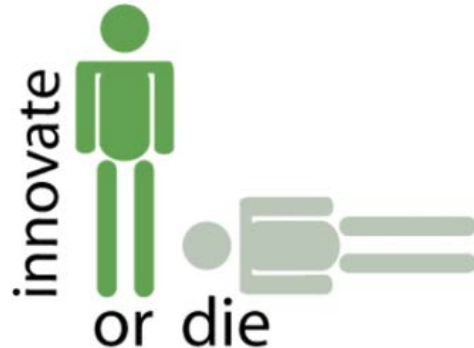
Synopsis

- Innovation – what is it, why do it?
- What are the cultural, business, workload and technology barriers?
- What might a technology solution look like in concept, its components, and how could it be used – top down or bottom up?
- What is the Role of a PMO in this?
- What would an organisation have to go through to get ready to deliver technology supported business change? How do we get an initiative going?
- How do we measure success.


What is it, why do it?

3 key words

- Invent = originate
- Improve = polish
- Innovate = ***better way (change, revolution, metamorphosis...)***



innovation

/ɪnə'veɪʃ(ə)n/ 

noun

the action or process of innovating.

"innovation is crucial to the continuing success of any organization"

synonyms: [change](#), [alteration](#), [revolution](#), [upheaval](#), [transformation](#), [metamorphosis](#),
reorganization, restructuring, rearrangement, recasting, remodelling,
[renovation](#), restyling, [variation](#); [More](#)

• a new method, idea, product, etc.

plural noun: innovations

"technological innovations designed to save energy"

Significant Business Challenges Require Immediate Solutions

Business challenges	
Competitive Pressure	Environmental factors
Products too late to market	Wrong product or solution
Decrease in profitability	Regulation

Fundamental Business law:

- Commercial Circles
 - If you do not advance, you will get overtaken
- Public Service
 - You will soon be given less, and expected to do more

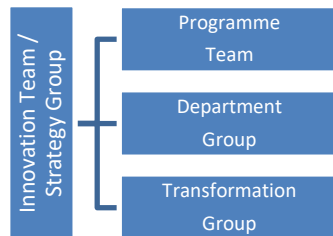
Audience Participation!

• We have Projects related to Clear Strategic Objectives	TRUE	FALSE	UNSURE
• We have an Innovation Approach	TRUE	FALSE	UNSURE
• We have a standardised Project Delivery Framework	TRUE	FALSE	UNSURE
• We manage Strategy, Innovation and Delivery together	TRUE	FALSE	UNSURE

We may be accepting top down projects and have delivery frameworks, but do we recognise how innovation sits between improvement and invention?

Typical Innovation Approach

- Invest in R&D
- Focus groups and test markets
- Acquire competitor or startup
- Invest in intellectual property protection
- Spin off/out group
- Reorganize the business
- Orchestrated
- Managed
- Performance measures
- Controlled
- Justifiable



Social Innovation Approach

- Crowd source ideas
- Set Challenges
- Use Game mechanics for Ideation
- Voting and rating
- Reward innovation
 - ***Cash and Kudos***
- Bottom up
- Use all of your people?
- Enjoyable
- Creative, Unconstrained, Engaging
- ***May just originate something the R&D teams may not***



Bottom up

Executive Office

Marketing

Human Resources

Sales

Engineering

IT

Finance

Generate new marketing campaigns, product packaging concepts, messaging, etc.

Create an internal listening channel for employee feedback.

Solicit feedback on workplace matters.

Implement an internal networking capability based on a common goal.

Improve selling procedures.

Voice of the customer to the business.

Create a pipeline of ideas or concepts for new products.

Reduce time to resolution by leveraging expertise within the team.

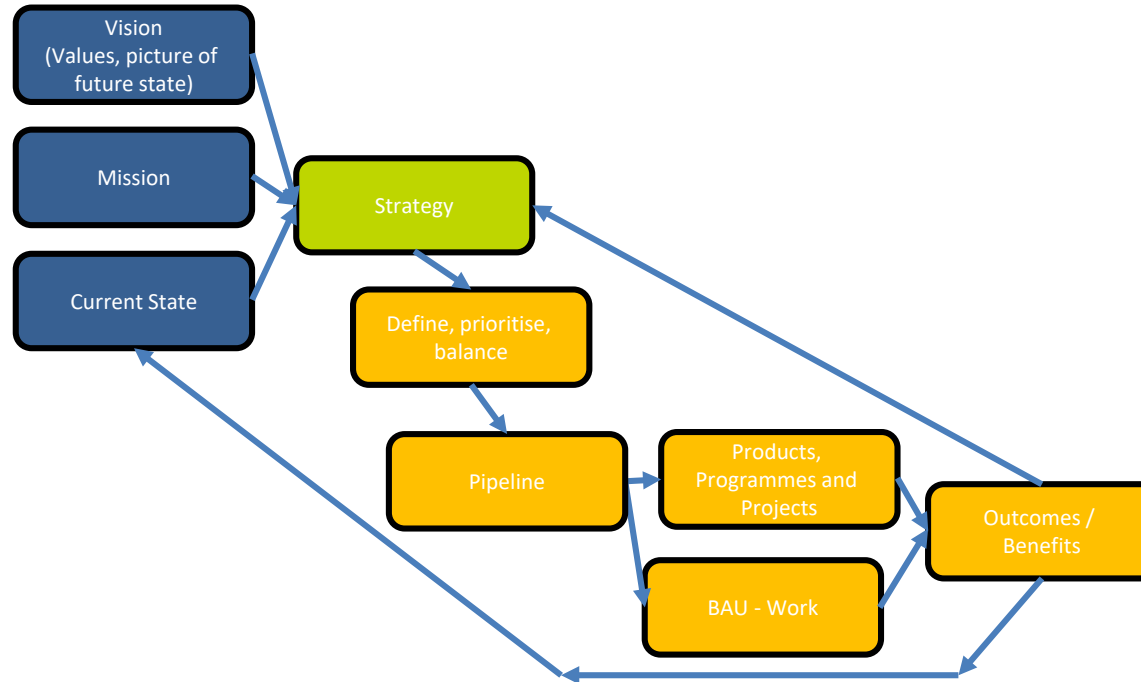
Discover new services and opportunities by sourcing proposals.

Provide a community for solution development.

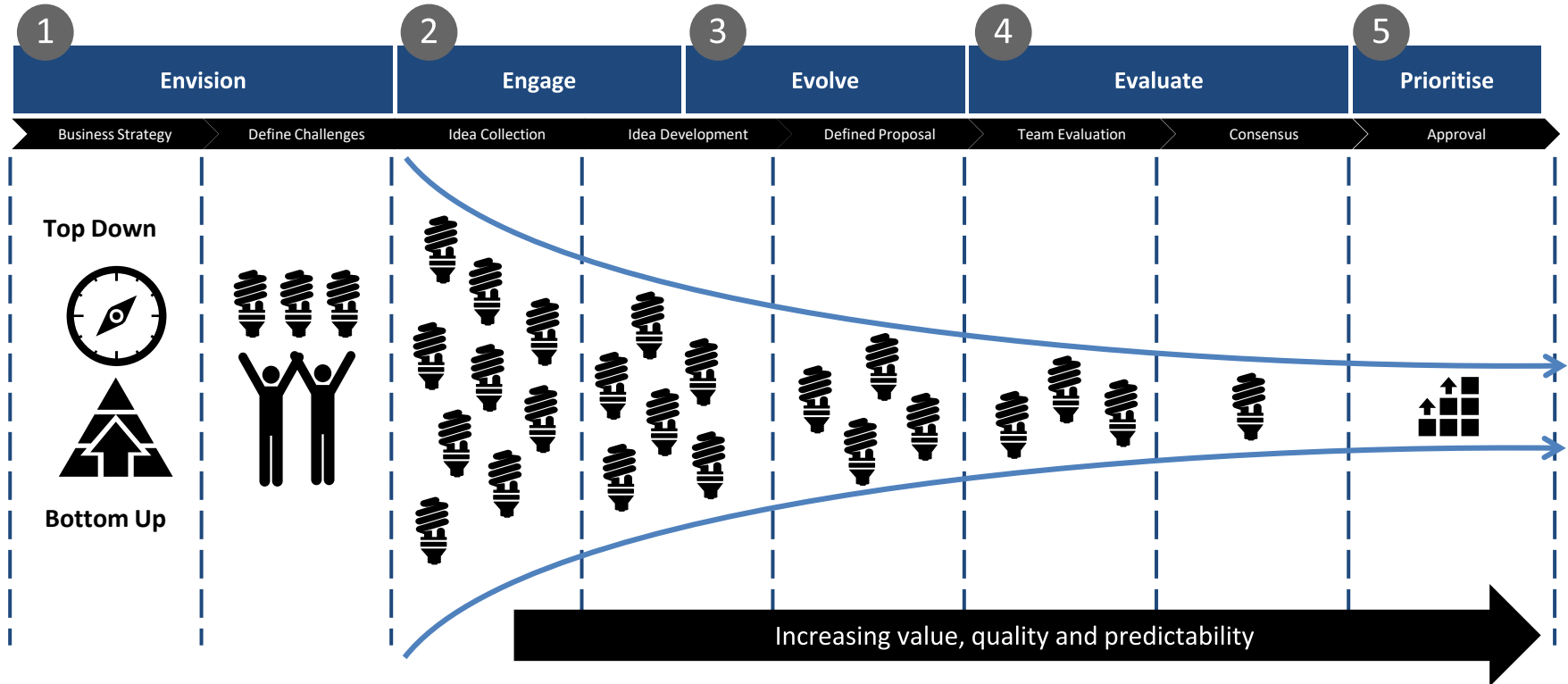
Faster ways to turn around billing.

Simpler procurement process.

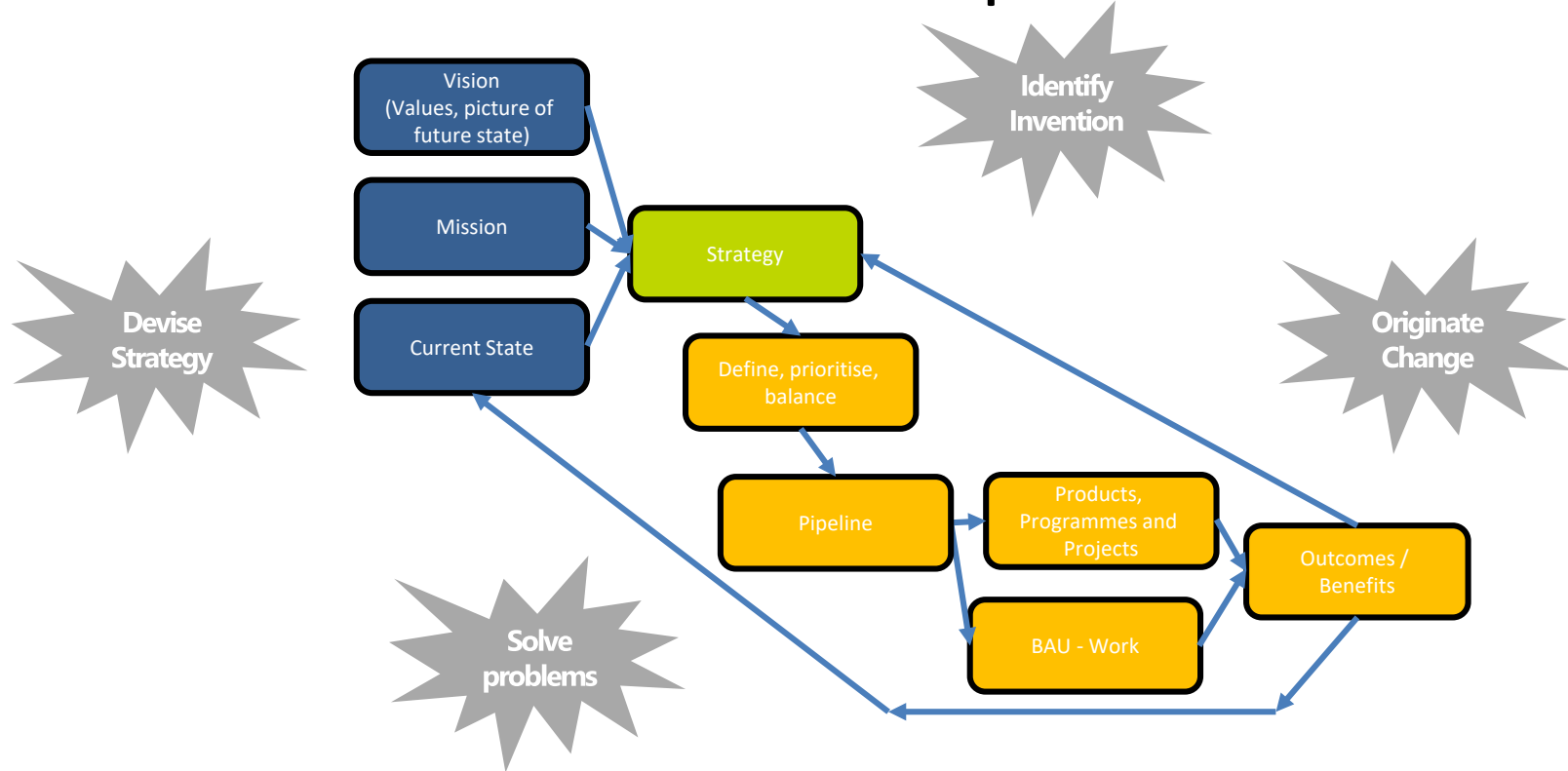
What is Portfolio Management?



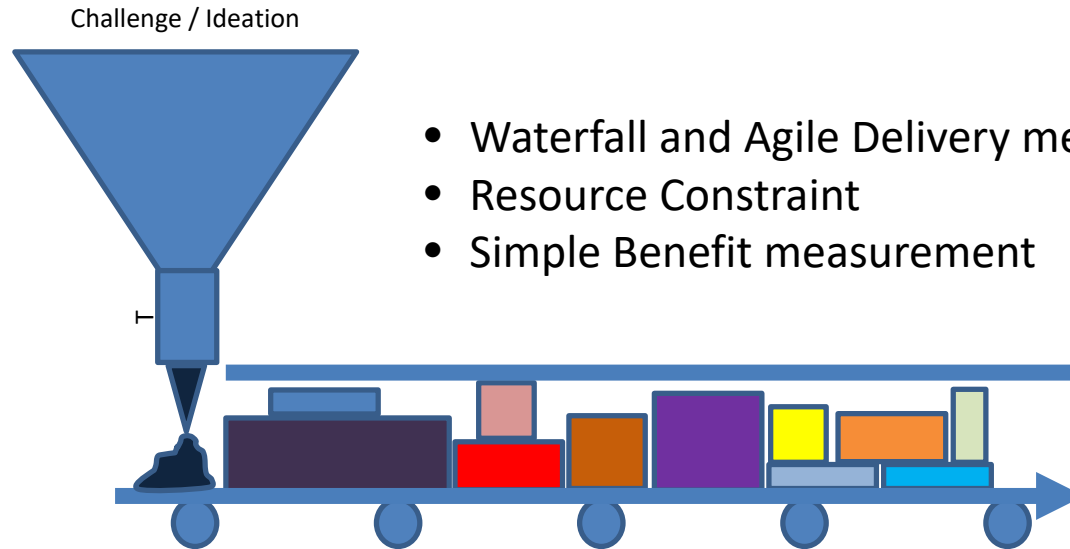
Integrated Portfolio Management



Innovation Helps...



Or... Set Aside Resource and Prioritise Innovation



Select > Deliver > Change > Benefit

Barriers

Innovation is not Simple

Business challenges		Innovation challenges	
Competitive Pressure	Threat of market disruption	Top Down approach limits ideation	Problems dimensions not fully understood
Products too late to market	Wrong product or solution	Not enough good candidate ideas	Poor success rate from idea to solution
Decrease in profitability	Regulation	Discourage expression, encourage suppression	Difficult to share / merge ideas

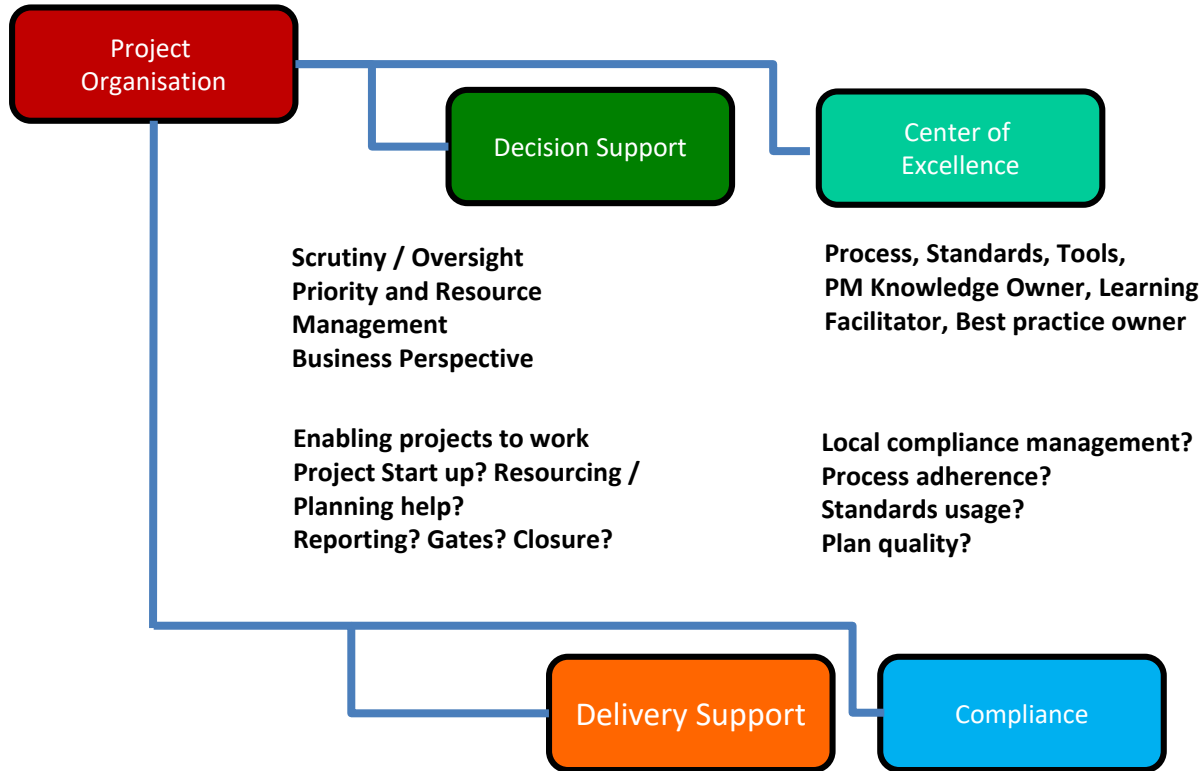
Delivering Innovation is not Simple



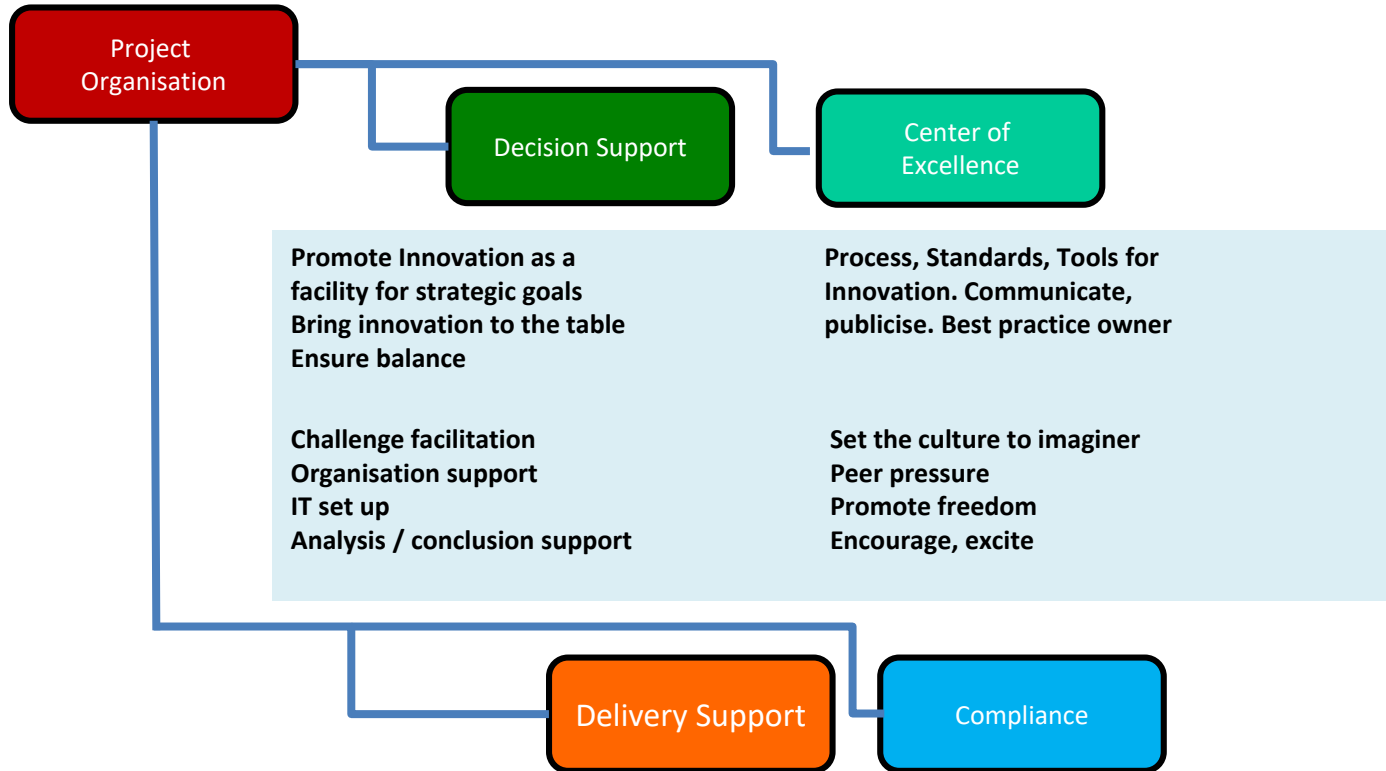
Business challenges		Innovation challenges		Delivery challenges	
Competitive Pressure	Threat of market disruption	Top Down approach limits ideation	Problems dimensions not fully understood	Pressure to do the day job	Resource competition
Products too late to market	Wrong product or solution	Not enough good candidate ideas	Poor success rates getting from idea to solution	Uncertain dependency	Failure to identify or manage risk
Decrease in profitability	Regulation	No way to nurture innovation	Difficult to share / merge ideas	Goals not well defined	No agreed prioritization or governance

Role of a PMO

Role of a PMO

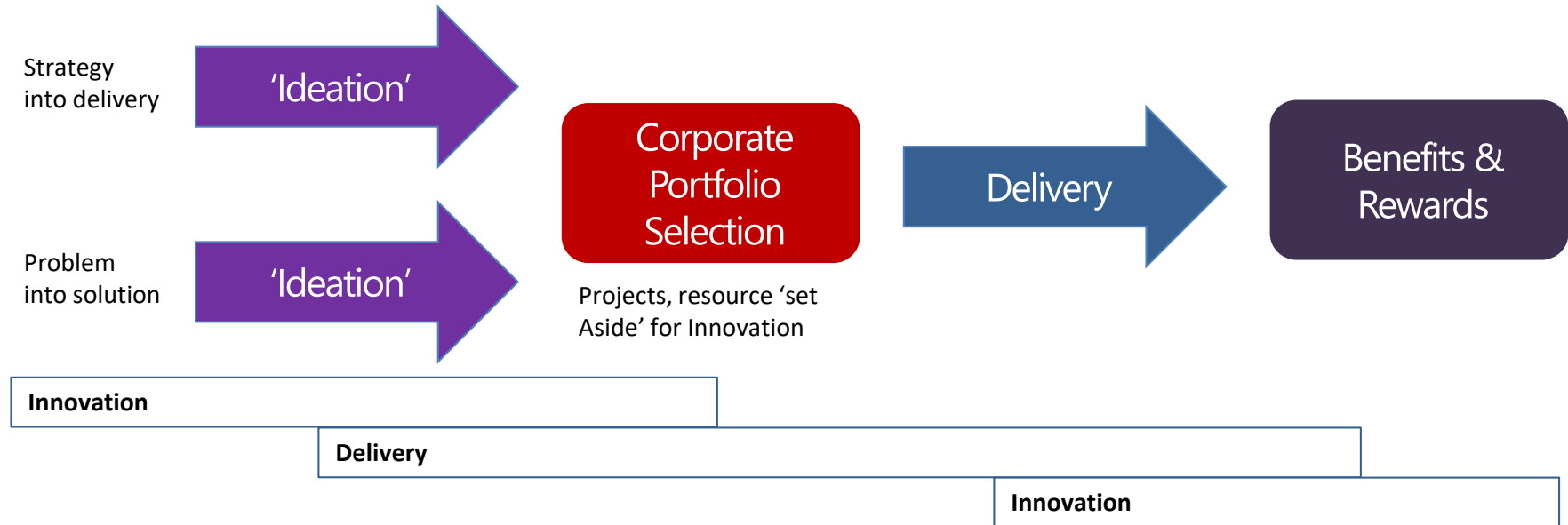


Role of a PMO - Innovation

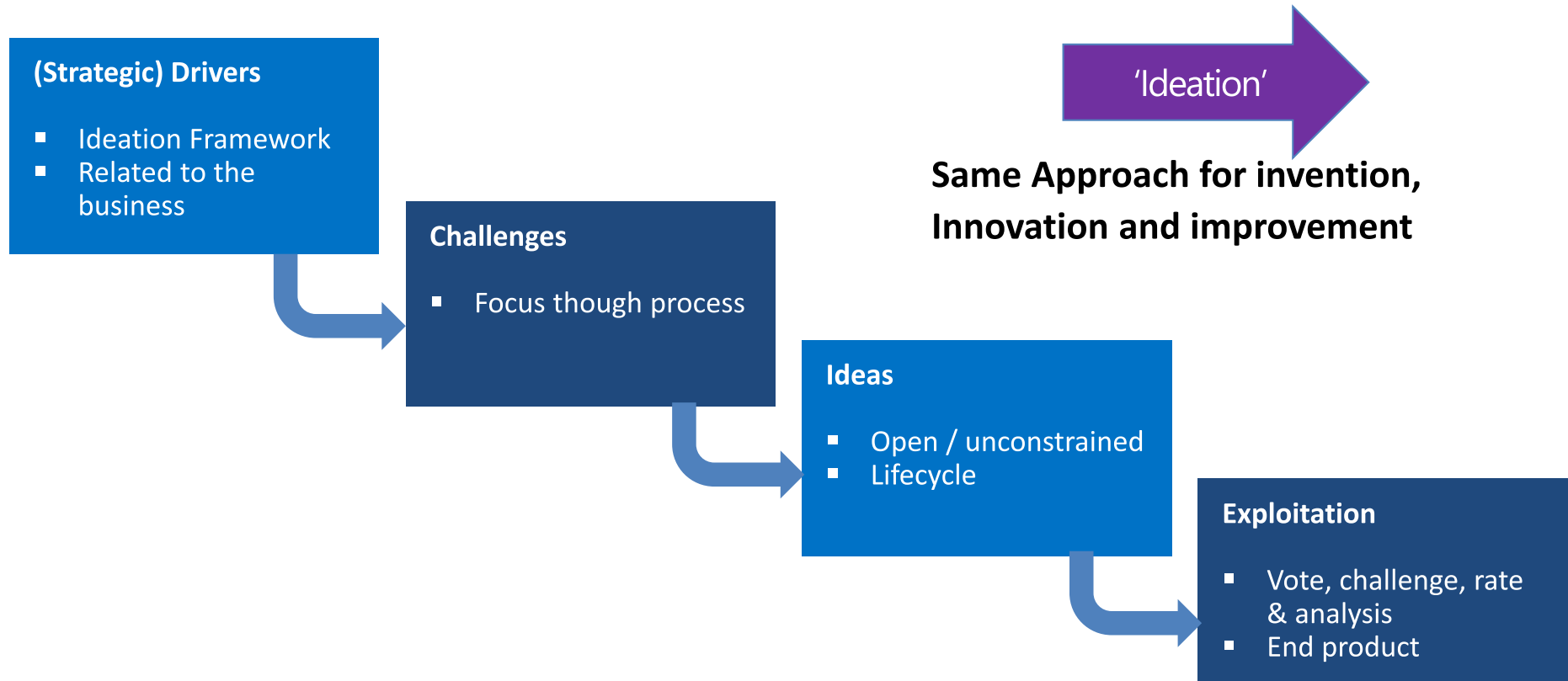


Solutions

Innovation Tools and Project Tools



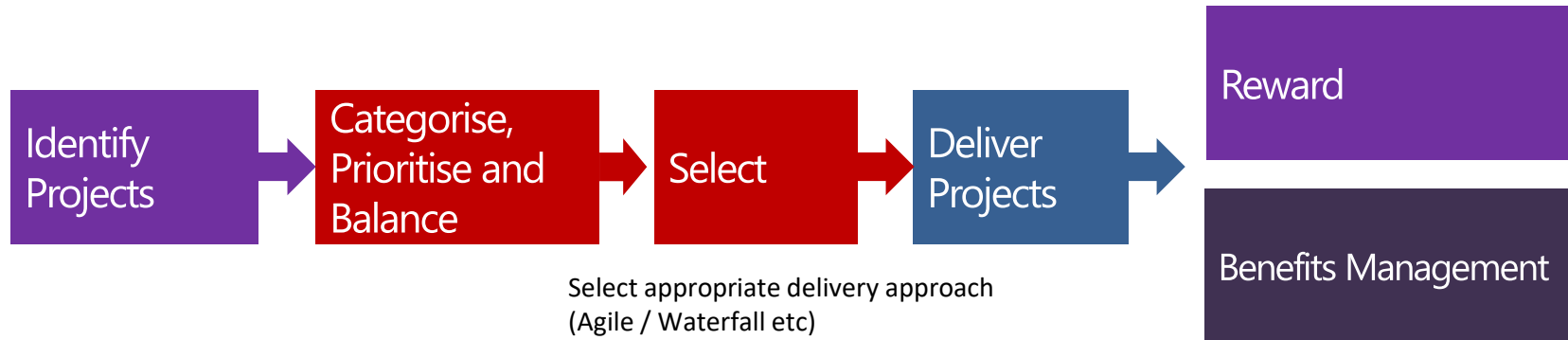
Innovation Tools - Basic Concept



Innovation Tools and Project Tools



Projects, resource 'set
Aside' for Innovation



Get Ready

Readiness

People

- Inspired / informed
- Empowered / enabled

Process

- Functional / Productive
- Sustainable

Technology

- Simple / effective
- Integrated

Organisation

- Leadership / Motivation
- Resources / Support

Getting Going I

Express the challenges,
and the benefits to be
realised

Agree / set the rules to
use v1

Work out the **support
and governance**
framework, reward
models

How will we get it
**adopted, embedded,
exploited?**

Getting Going II

Awareness – what's coming and why

Readiness – what are we going to use this for (Desire and Knowledge)

Facilitation through **first use**, for example, a pilot? (Ability)

Promotion, acclaim, re-use and sustainment. Business as usual status (Reinforcement)

Same Approach for innovation and invention

Measuring Success

Measuring Success

People

- Engaged / retained
- Fulfilled / productive

Technology

- Used and Rated
- Greater ROI achieved

Process

- Greater volume of realistic proposals
- Less 'loss'

Organisation

- Strategy attainment
- Greater benefit realisation



Strategy Success

"We have a list of objectives and some idea what is most important"

"We deliver new projects and we measure benefits and whether they have contributed to our strategy"

"I know what our strategy is"

"We are not just operationally blinkered, there is drive to ensure we deliver our strategy"



Innovation Success

"It's not just the management team coming up with the same ideas each time"

"We seem to be able to keep on surprising our competitors and they seem to be playing catch up"

"we have a lot of energy and excitement going into problem solving – which is great as it means we solve problems!"

"Employees really do have a voice and feel valued – we get 'outcome' for their input"

"We are now very able to reward good ideas, with financial and social dimensions"

"We now always realise when we have a great idea and don't re-invent so much"



Delivery Success

"Although we have agreed Stage Gates and project methodology we now also have this hooked into our corporate governance / decision making"

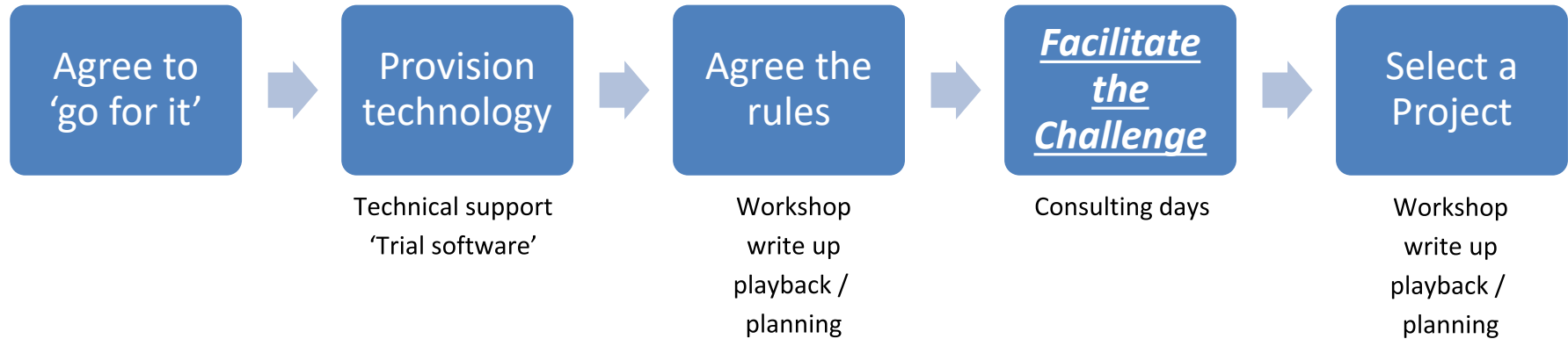
"We have great confidence in our resources demand and find it reasonably easy to schedule / prioritize future work"

"I can see all the work we have and is coming down the track. I can make resourcing decisions upon that."

"Project Information is simple to gather, I now spend my time solving problems not worrying about data"

CPS Can Help

Six Week Innovation Challenge



What might yours be?

Facilitate the Challenge

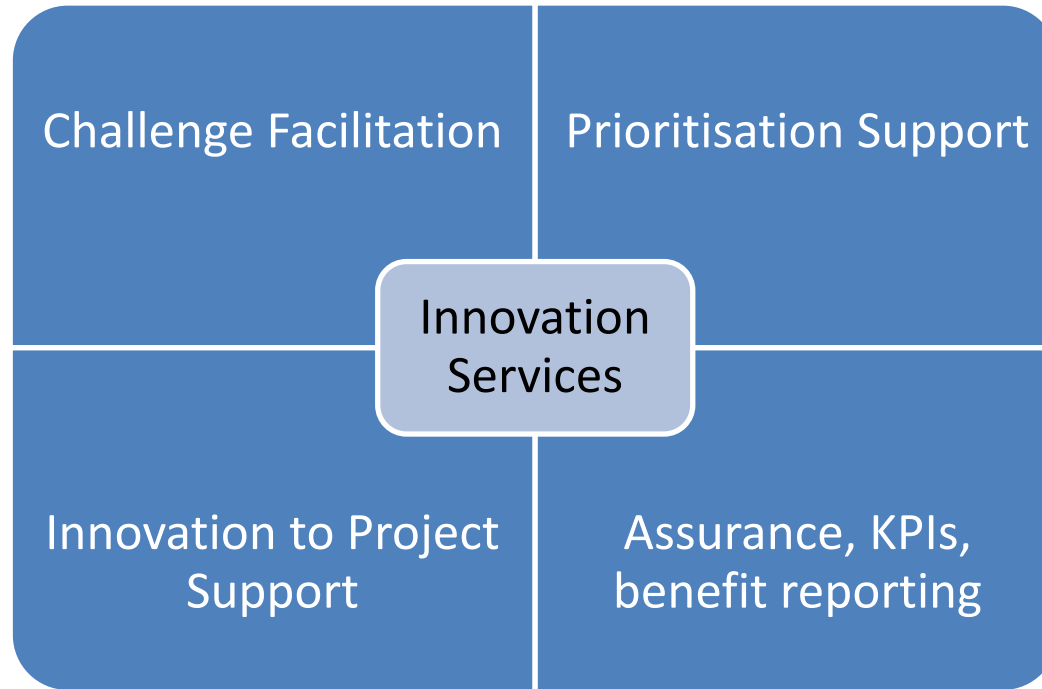




Technology

- Core Solutions
 - edison365
 - Project Portfolio Management (PS+)
- Making them work
 - Current State, Vision and Strategy
 - Technical Solution, Business Solution
 - Change
 - Sustainment

Help Available





Summary

- Innovation – **its what makes you better**
- Its generally seen as background, embedded as part of an organisation
- Technology can collect and manage data, give you insight
- A PMO can own what it is, pull it into Portfolio Management, drive / resource
- It needs business change – leaders and motivators
- Success in bottom line, seen first with increased organisational energy



INSPIRE

3.20pm – Coffee Break
served in the Exhibition Hall





PMO

Conference

London

2017

A stylized red icon of an office chair, positioned behind the word 'Conference' and partially overlapping the word 'London'.