

## THE PROBLEM

- Projects had moved to Agile Practices, but the PMO and Executive had not.
- No Understanding of how to Best Support these New Methods.
- A Growingly Toxic 'Us' and 'Them' Culture.

The Department of Education, Skills and Employment's ICT Project Management Office (PMO) were facing an uphill battle.

Over the last few years many of the projects and project managers within their portfolio had made the shift from Waterfall delivery approaches to Agile ones. However, the PMO had no agile experience, and were now stuck on how to support, monitor and govern the new delivery methods.

Adding further to the problem, Education's ICT Project Executives were still in 'waterfall' ways of thinking – expecting waterfall style reports and information.

Increasingly there was a toxic 'us' and 'them' culture forming, causing growing discontent.

**“ We received both the vision and kick-start our Project Office needed.**

- Sarah, ICT PMO Lead,  
Department of Education,  
Skills and Employment

## WHAT WE DID

- Understood Pain Points to Create Quick Wins
- Built and Implemented a Service-Centred Roadmap
- Coached Staff on 'Service Thinking' to Ensure Ongoing Effectiveness & PMO Longevity

The staff within the PMO needed a guide through their transition from traditional waterfall to agile thinking. They needed to be shown what a modern, agile PMO looks like - and what it means to be service focused.

We implemented our three-part PMO maturity and uplift model:

- 1) Understand Current State Pain Points to Identify Immediate Wins.
- 2) Build and Implement a Service-Centred Roadmap.
- 3) Coach and Reinforce to Embed Service Thinking.

Alongside this, we also engaged and uplifted the standard of agile delivery across the portfolio, identifying and implementing key wins with each project.

## THE RESULT

- Project Delivery were now Supported
- Project Executives were More Comfortable with Agile Concepts
- The PMO no longer Worked as 'Adversaries' with Projects, and now treated them as Clients and Peers.

Within just six months the PMO was operating completely differently. The PMO were no longer disconnected with their Project Delivery area, they were now actively providing support functions, releasing time and energy within those Projects to be spent on Delivery. Further, the Project Executives were now receiving exposure to both agile and waterfall ways of thinking and tracking.

Further, the conversations were service focused, and work completed was leveraging agile toolsets. Those who were part of the ICT Project Delivery Portfolio were also better supported, and the Project Executives had greater insight into their projects.