

The Adaptive PMO

Top Practices for Agile Transformation

In 2018, *The Adaptive Organization: A Benchmark of Changing Approaches to Project Management* identified a number of best practices for PMOs in organizations striving to adopt adaptive and agile approaches to projects, programs, and portfolios.

Fast forward to 2020, and we find that in high-performing organizations, the PMOs have adopted those practices, scoring higher across the board on all of them:

Extent PMO engages in the following agile/adaptive practices:
(average score from 1 to 5, where 1=no extent, 5=a very great extent)

	ALL	LOW PERFORMERS	HIGH PERFORMERS
» Chooses which PM approach (predictive, agile/adaptive, or hybrid) is most appropriate for delivering the product, service, or result?	2.7	2.0	3.7
» Advises management about the business value of projects that use agile/adaptive approaches	2.6	2.0	3.3
» Strives to deliver what's needed and keeps a pulse on customers	3.1	2.5	4.0
» Operates as if it were a consulting business, tailoring its efforts to meet specific needs	2.8	2.1	3.4
» Waits for its clients (customers, teams) to request its services rather than mandate approaches	2.9	2.6	3.3
» Provides agile/adaptive tools and templates	2.6	2.0	3.4
» Provides agile/adaptive training courses, coaches, or mentors	2.4	1.6	3.4
» Coordinates agile/adaptive training courses, coaches, or mentors	2.4	1.7	3.2
» Coordinates communication between teams that use agile/adaptive approaches	2.6	2.0	3.5
» Facilitates organizational learning in agile/adaptive approaches	2.5	1.8	3.3
» Develops guidelines for recruiting, evaluating, and selecting team leaders for agile/adaptive projects	2.3	1.9	3.2
» Develops and implements standards for using agile/adaptive approaches	2.6	2.0	3.7
» Takes on the benefits manager role	2.2	1.7	3.3

Source: *The State of Project Management 2020*, PM Solutions Research, Jan. 2020.

Note: Companies in the study score themselves on a wide variety of practices within five process areas, project management offices, project portfolio management, strategic project management, people management, and organizational performance, and in addition they score their organizational performance. The scores are then cross-tabulated on organizational performance and the practices to determine high performers.