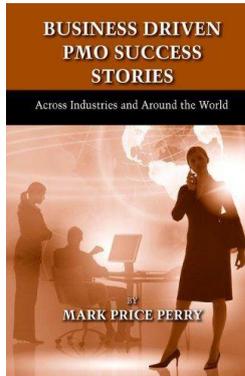


## PM WORLD BOOK REVIEW



Book Title: ***Business Driven PMO Success Stories***  
Author: Mark Price Perry  
Publisher: J. Ross Publishing  
List Price: US \$ 39.95      Format: Hard Cover, 368 pages  
Publication Date: January 2013    ISBN: 978-1-60427-076-1  
Reviewer: Rita Swan  
Review Date: October/2015

### Introduction

This is an excellent book that clearly depicts what it takes for a PMO to be successful. It includes many success stories and ample techniques to ensure that a PMO is driven by specific needs of the business.

In contrast, the author clearly articulates the shortcomings and mishaps that lead to a PMO failure. He provides case examples and surveys to support his arguments.

### Overview of Book's Structure

The book is organized in two parts:

#### Part 1: Business Driven PMO Insights and Techniques

##### Section 1 - PMO Mandate

Why PMOs Fail

PMO Survey Findings

Project Management Community Mind-set All Wrong

Case Study Examples of PMO Failure

Techniques for establishing a PMO Mandate

##### Section 2 – PMO Business Acumen

This section is devoted to reviewing the importance of project management practitioners' exhibition of PMO business acumen. This includes business driven project acumen, portfolio acumen, dashboard acumen, methodology acumen and maturity acumen.

##### Section 3 – PMO Future

This last section contains perspectives regarding the future of the PMO domain considering numerous research and opinions of subject matter experts. A perspective that the PMO domain needs improvement within the formal project management and PMO community was cited. In addition, this

section includes perspectives regarding PMO managers' skill set which is thought to be broad enough for a wide range of application.

## Part 2: Business Driven PMO Success Stories

The last part of this book contains a list of numerous business problems that were successfully addressed by the PMO in various companies.

## Highlights

Attention is first given to research report statics that shows the following:

- 25% - PMOs fail within the 1<sup>st</sup> year
- 50% - PMOs fail by their 2<sup>nd</sup> year
- 75% - PMOs fail and are closed by their 4<sup>th</sup> year

Traditional inside-the-box thinking regarding PMOs causes them to fail. The Project Management community focus on people, process and tools and the typical roadmap for setting one up does not work. It is a means to the ends of the PMO versus a focus on the ends to be achieved by the PMO. Without knowing the business problem to be solved, a plausible solution can't be found.

Survey findings show that Business Driven PMOs are successful versus the traditional Theory Driven PMOs. A Business Driven PMO has a mandate, which includes the top business problems to be solved, the vision and mission identified, goals, and measurable objectives. It does not require the PMO to engage in "Selling" the PMO activities.

Business driven acumen should be utilized throughout the operations of the PMO. This includes the formal project management and PMO community mind-set regarding the management of projects, portfolio management (definition, why/where to do portfolio management, and techniques), dashboard management (purpose, what is it and how to do it), methodology, and PMO maturity.

## Highlights: What I liked!

Throughout this book, it was emphasized how the PMO needs to be driven by the business in every aspect. There is ample documentation that supports the perspectives and techniques. It challenges the project management and PMO community to change their mind-set to embrace PMO business acumen in their views, convictions, project management and effective use of PMOs.

This book breeds success!

## Who might benefit from the Book?

This is a MUST READ book for all PMO Managers.

Information contained in this book would be useful for anyone that interacts with the PMO. This includes executives, managers, and others involved in the projects of the

organization. This book provides a clear understanding of the value a PMO can provide, the knowledge required to determine the PMO purpose, and how to create a PMO driven by business needs.

## **Conclusion**

This is an excellent book that would facilitate the success of any Business Driven PMO.

The continued global research and superb work of this author and other global experts will propel the rapid growth and knowledge of Business Driven PMOs. These PMOs will have increased value, efficiency and effectiveness to their organization.

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For more about this book, go to: (<http://www.irosspub.com/business-driven-pmo-success-stories.html>)

*Editor's note: This book review was the result of a partnership between the publisher, PM World and the [PMI Dallas Chapter](#). Authors and publishers provide the books to PM World; books are delivered to the PMI Dallas Chapter, where they are offered free to PMI members to review; book reviews are published in the PM World Journal and PM World Library. PMI Dallas Chapter members can keep the books as well as claim PDUs for PMP recertification when their reviews are published. Chapter members are generally mid-career professionals, the audience for most project management books.*

*If you are an author or publisher of a project management-related book, and would like the book reviewed through this program, please contact [editor@pmworldjournal.net](mailto:editor@pmworldjournal.net).*

## About the Reviewer



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**Rita Swan**, PMP Certified (September 2005) is an IT / SAP Project Manager with proven experience managing projects in numerous areas, including systems development, integration, business process reengineering, ERP implementations, creating ERP Centers of Excellence (COEs), data center consolidation and virtualization. She leverages a strong interpersonal skill set that encompasses solid relationship building and business management expertise across multiple industries and sectors.

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