

## **Project Business Management and the PMO**

### **Series Introduction**

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and  
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In today's global market, executives in the most competitively effective enterprises recognize the project management organization (PMO) as a functional business organization, which has emerged at the executive-level and can enable their enterprises to become world-class leaders in their markets. The marketplace is placing continuous and growing pressure on large enterprises to apply, in a more formal manner, business management to their projects, project-programs, and project-portfolios.

Research now shows the enterprise-level use of a PMO can ensure the alignment of projects with the enterprise's business strategies. The research also shows senior executives are the primary sponsors and champions who have invested in the development and on-going management of their enterprise's PMO's.

Any enterprise-wide adoption of project management methodologies, processes, and best practices also calls for the enterprise-level PMO to be an executive-led and single-owner functional organization. The premise is that a PMO, which is able to deliver business benefits and value to their enterprise, must also be functional, effective, mature, and sustainable, therefore, executive led.

The PMO of *yesterday* never was, the PMO of *today* is not, and the PMO of *tomorrow* never will be just an "office." The PMO is, was, and will continue to be a functional "organization" for the business management of projects, project-programs, and project-portfolios, which is a Project Management Organization.

During 2016 we will provide a series of articles to be published in the PM World Journal based on the analysis and related synthesized knowledge acquired from our Project Business Management Organization™ (PBMO™) research over the past 18 years (1997 - 2015). Over the next twelve months, we will provide short articles on the following aspects of business and the PMO.

<b>Month</b>	<b>Article Title</b>
FEB	PMO's an Executive Office View
MAR	The Enterprise PMO as a Business Organization
APR	Enterprise-Wide Project Management and the PMO as Business Concepts

MAY	The Enterprise PMO as a Management Model
JUN	Setting Policy and Establishing the Enterprise PMO Charter
JUL	Role of the Enterprise PMO in Managing Project-Portfolios, Project-Programs, and Projects
AUG	Enterprise-Wide Project Business Management PMO Methodology
SEP	Creating Policies, Plans, and Procedures for the Enterprise-Level PMO
OCT	Creating PMO Project Management Capabilities and Competency Enterprise-Wide
NOV	PMO Methodology – Integrated Planning and Execution
DEC	PMO Methodology – Strategic Initiatives Integration
JAN 2017	PMO Sustainability and Maturity

We are in the research and planning process related to publishing Volume III of our PMO Case Study books. Please email [dbolles@dlballc.com](mailto:dbolles@dlballc.com) if you and your enterprise are interested in submitting a case study for this next volume.

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## About the Authors



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**Dennis Bolles, PMP**, President – DLB Associates, LLC, has over forty-five years of experience in multiple industries providing business and project management professional services. He assists organizations, as a Subject Matter Expert (SME) consultant, to achieve their business strategic objectives with the analysis of their business process improvement needs and development of business and project management capabilities.

He has been a member of the Project Management Institute (PMI) since 1985, received his PMP® certification in 1986 (#81), and is a founding member of the PMI Western Michigan Chapter, serving on its Board of Directors and in several positions since its 1993 inception. Bolles performs speaking engagements and assists Project/Program/Portfolio Organizations (PMOs) start-up teams begin the planning and implementation processes; conducts on-site organizational project management capability assessments; provides virtual and periodic on-site support for development of business and project management methodologies, policies, procedures, processes, systems, tools, and templates for organizational governance and corporate strategy; assists in the implementation of a project business management methodology that integrates strategic planning, business objective development, portfolio management, program management, and project management processes to achieve strategic objectives and maximize operational efficiency enterprise-wide through the development and management of Project Management Organizations.

Bolles served as the PMI Standards Project Manager who led the project core team to a successful completion and on-time delivery of the Project Management Body of Knowledge (PMBOK®) *Guide* Third Edition in 2004. He has served on and has contributed to multiple PMI Standards bodies over the past 20 years.

He is a published author of many project management articles, is a PMI Congress/Symposium/Chapter speaker, and author of *Building Project Management Centers of Excellence*, AMACOM, NY, 2002. He is the co-editor of *The PMOSIG Program Management Office Handbook*, JRoss, 2010. He is the co-author with Darrel G. Hubbard of *The Power of Enterprise-Wide Project Management: Introducing a Business Management Model Integrating and Harmonizing Operations Business Management and Project Management*, hardcover – AMACOM, NY, 2007, now in paperback, revised, and retitled *The Power of Enterprise PMOs and Enterprise-Wide Project Management* – PBMconcepts, MI, 2014, and of *A Compendium of PMO Case Studies - Volume I: Reflecting Project Business Management Concepts*, PBMconcepts, MI, 2012 and of *A Compendium of PMO Case Studies - Volume II: Reflecting Project Business Management Concepts*, PBMconcepts, MI, 2015. He can be contacted at [DBolles@dlballc.com](mailto:DBolles@dlballc.com) and at *LinkedIn* at <http://www.linkedin.com/in/dlballc01>. Visit the [www.PBMconcepts.com](http://www.PBMconcepts.com) for information about current and future book projects



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**Darrel G. Hubbard** is President of D.G.Hubbard Enterprises, LLC providing executive consulting and assessment services. He has over 50 years of experience in consulting, line management, and technical positions. He has served as a corporate executive officer; managed the due diligence processes for numerous mergers and acquisitions; managed information technology, proposal, accounting, and project control organizations; was a program manager on engineering projects; was a project manager on commercial projects; and a designated “key person” under government contracts. He has also held executive positions in, and was professionally licensed in, the securities and insurance industries.

He assists organizations, as a Subject Matter Expert (SME) consultant, to achieve their enterprise’s strategic business and tactical objectives. He provides analysis of their management structures, business processes, general business operations, and project management capabilities, while supplying specific recommendations on business, methodology, and process improvements. Mr. Hubbard also assists companies, as an out-side third party, with the intricacies of the due diligence process in their merger and acquisition activities. He also supports companies in the managerial development and establishment of their Project/Program/Portfolio Organizations (PMOs) and provides workshops and seminars focusing on the business management aspects of project management.

Mr. Hubbard holds a bachelor’s degree in mathematics and physics with a minor in chemistry from Minnesota State University at Moorhead. He is a registered Professional Engineer in Control Systems in California. Mr. Hubbard joined the Project Management Institute (PMI) in 1978 (#3662), is a charter member of the PMI San Diego Chapter, and was deputy project manager for the Project Management Body of Knowledge (*PMBOK®*) Guide Third Edition ANSI Standard by PMI. He was the Exhibitor Chairperson for the 1993 PMI North American Congress/Seminar/Symposium, is a published author of many articles, a presenter at several PMI Congresses and other Project Management Symposiums, and a guest speaker at PMI and IIBA Chapter meetings. Darrel is also a Life-Member of the International Society of Automation (ISA).

He is a contributing author to *The AMA Handbook of Project Management*, AMACOM, 1993 and *The ABCs of DPC: A Primer on Design-Procurement-Construction for the Project Manager*, PMI, 1997. He is the co-author with Dennis L. Bolles of *The Power of Enterprise-Wide Project Management: Introducing a Business Management Model Integrating and Harmonizing Operations Business Management and Project Management*, hardcover – AMACOM, NY, 2007, now in paperback, revised, and retitled *The Power of Enterprise PMOs and Enterprise-Wide Project Management – PBMconcepts*, MI, 2014, and of *A Compendium of PMO Case Studies - Volume I: Reflecting Project Business Management Concepts – PBMconcepts*, MI, 2012 and of *A Compendium of PMO Case Studies - Volume II: Reflecting Project Business Management Concepts*, PBMconcepts, MI, 2016. He can be contacted at [Darrel.Hubbard@dghellc.com](mailto:Darrel.Hubbard@dghellc.com) and *LinkedIn* at <http://www.linkedin.com/in/DarrelGHubbard> Visit [www.PBMconcepts.com](http://www.PBMconcepts.com) for information about current and future book projects.

