PM World Journal (ISSN: 2330-4480)
Vol. XII, Issue VII – July 2023
www.pmworldjournal.com   Book Review

Things Your PMO is doing Wrong
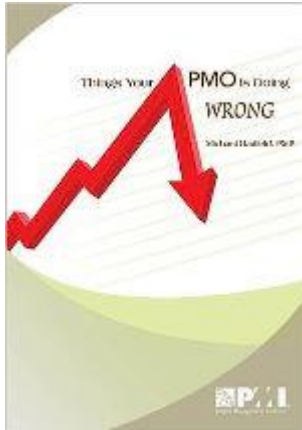Author: Michael Hatfield
Reviewer: Ed Raibick

PM WORLD BOOK REVIEW[1]

Book Title: ***Things Your PMO is doing Wrong***

Author: **Michael Hatfield, PMP**

Publisher: Project Management Institute

List Price: $34.95 U.S.

Format: Soft Cover, 73 pages

Publication Date: 2008   ISBN: 978-1-933890-55-5

Reviewer: **Edward Raibick, PMP**

Review Date: May 2023

Introduction

The Project Management Institute book titled **Things Your PMO is Doing Wrong** discusses the struggles and mis-steps that organizations encounter when establishing a Project Management Organization aka. PMO. It highlights the steps often taken, from the initial phases through maturity and provides warning signs, pitfalls and critical insight to the short-comings of each of the well-intended implementation steps.

Also discussed are the mis-alignment of a PMO's Earned Value Management System (EVMS) and alignment to an organization's financial reporting organization and systems.

Finally, it offers recommendations and best practices for circumventing the pitfalls of a short-sighted PMO implementation.

Overview of Book's Structure

Part 1 Tactics that Don't Work

- **Chapter 1 – Leveraging Organizational Power** reviews the pitfalls of exercising authority to force compliance at an organizational and PMO level.
- **Chapter 2 – Training and Certification** discusses the down side of forced training with uncommitted participants.
- **Chapter 3 – Forcing the Tool** looks into the "black box syndrome" and forcing compliance through the PMO system.

---

[1] How to cite this review: Raibick, Ed. (2023). Things Your PMO is doing Wrong, book review, *PM World Journal,* Vol. XII, Issue VII, July

PM World Journal (ISSN: 2330-4480)
Vol. XII, Issue VII – July 2023
www.pmworldjournal.com   Book Review

Things Your PMO is doing Wrong
Author: Michael Hatfield
Reviewer: Ed Raibick

- **Chapter 4 – Procedures and Guides** discusses generating documents, and documentation enforcement to drive compliance at the demise of PMO maturity.
- **Chapter 5 – Consultants** reviews the gaps of consultation that uses the one-size-fits-all approach to establishing a PMO in complex environments.
- **Chapter 6 – Inertia and the Need for Drivers** discusses the consequences of poor technical and leadership communication.
- **Chapter 7 – The Graded Approach** discusses the issues and downfalls of a graded approach system

Part 2 Tactics that Work

- **Chapter 8 – Cooperation and Defection** discusses the DUME (Define, Use, Measure, Evaluate), IDEAL (Initiating, Diagnosing, Establishing, Acting, Leveraging) and PDCA (Plan-Do-Check-Act) implementation methods. Also discussed is the PMOs capability maturity model, and interlevel actions of a PMO.
- **Chapter 9 – Post's Theory** is discussed along with the need to consider the reporting and measurements in a PMO vs Finance and the organization's general ledger.
- **Chapter 10 – De Minimus EVMS Rollout** reviews the extremely powerful Earned Value Management System and its output as a primary driver of a PMO
- **Chapter 11 – Maintaining the Centerpiece** discusses the negative aspects of EAC (Estimate at Completion) and the use of an Earned Value System to address these issues.

Part 3 Hazards Along the Way

- **Chapter 12 – Politics** are discussed and the need to establish the PMO as the source and residence of cost and schedule performance information.
- **Chapter 13 – Rival Systems** are discussed and their danger when outside systems crop up to strong arm the organization in an unwanted direction.
- **Chapter 4 – Frontal Assaults** discusses organizational opposition and way to deal with this opposition.
- **Chapter 15 – The need for consensus** is reviewed and the need to have a clear- eyed view of it's objectives.
- **Chapter 16 – Conclusion**

Appendix A: An Earned Value Primer reviews the details and aspects of an Earned Value Management System

PM World Journal (ISSN: 2330-4480)   *Things Your PMO is doing Wrong*
Vol. XII, Issue VII – July 2023   Author: Michael Hatfield
www.pmworldjournal.com   Book Review   Reviewer: Ed Raibick

Highlights

The book titled **Things Your PMO is doing WRONG** is a compelling and informative book that takes the reader through a series of experiences, insights and missteps encountered during the full life cycle of maturing a PMO. It focuses on the cause and effects, told by a seasoned project management expert, and offers practical advice for anyone involved in project management governance.

The author identifies a wide range of missteps that PMOs often make that hinder project success and organizational growth. Mistakes include inadequate communication, poor alignment with business objectives, and lack of flexibility in adapting to changing project demands.

The book dives into root-cause analysis behind these issues and provides actionable strategies to overcome them. Guidance is provided on how to improve stakeholder engagement, provide clear goals, and optimize resource utilization.

The book also tackles the critical issue of PMO and leadership accountability, urging leaders to take responsibility for their actions and to seek feedback from their teams and stakeholders. By acknowledging and correcting mistakes, the PMO can evolve to be a catalyst for successful project execution and business results, and organizational excellence.

Highlights: What I liked!

I found myself a little frustrated as I began to read the book. The first chapters discussed what was being done wrong, without remedies. My frustration was resolved in the Part 2 chapters that started to provide recommendations and tips for avoiding and overcoming each of the issues. The third section provided additional tips for overcoming hazards that may appear. Appendix A provided a thorough primer on Earned Value Management and its use in an effective PMO.

Who might benefit from the Book

This book will be beneficial to a seasoned project manager engaged in setting up a PMO, or currently in a PMO organization that is struggling with the performance and organizational issues discussed in this book written examples found in the chapters, and proposed remedies will assist the reader in the implementation corrective actions and next-steps for the PMO..

Conclusion

In conclusion, "**Things Your PMO is Doing WRONG**" serves as a comprehensive guide for leaders and PMO professionals seeking to optimize their project management practices. By highlighting common mistakes made within a PMO, and

PM World Journal (ISSN: 2330-4480)
Vol. XII, Issue VII – July 2023
www.pmworldjournal.com

Things Your PMO is doing Wrong
Author: Michael Hatfield
Book Review   Reviewer: Ed Raibick

providing actionable solutions, the reader is empowered to transform their PMO into a high-performing entity driving project success and organizational excellence.

For more about this book, go to: https://www.amazon.com/Things-Your-PMO-Doing-Wrong/dp/193389055X

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.

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.com.

About the Reviewer

Edward Raibick, PMP, SCM

Texas, USA

Edward Raibick, PMP is a Senior Security Program Manager with extensive experience in software engineering, managerial and IT Project Management. Edward holds a Master's degree in Information Technology with a concentration in Internet and IT security, a Bachelor's degree in Information Technology and an Associate in Specialized Technology degree in Electronics. His career includes over 10 years with the IBM Corporation and over 15 years with Texas Instruments. His consultant projects include major clients such as Experian, United Airlines and Southwest Airlines.

Edward is a member of the Project Management Institute, Dallas Chapter, having acquired his PMP certification in 2011. Edward is also currently the Director of the Dallas PMI Chapter Book Review Program.

Ed can be contacted at raibick@sbcglobal.net