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Berlin
2025

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WELCOME

to the 34th **IPMA** World Congress

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REDEFINING PMO FROM METHODS TO IMPACT

Thomas Neumeier

Director Global PMO, Dayforce



LEARNING OBJECTIVES

- Discover why the traditional PMO model falls short and explore a fresh approach focused on Projects, Methods, and Outcomes.
- Walk away with a renewed perspective on PMO success and actionable steps for implementation.
- Gain insights into innovative project management methods and discover how to drive meaningful outcomes for your organization.

» QUICK QUIZ

What does ,PMO‘
mean to you?



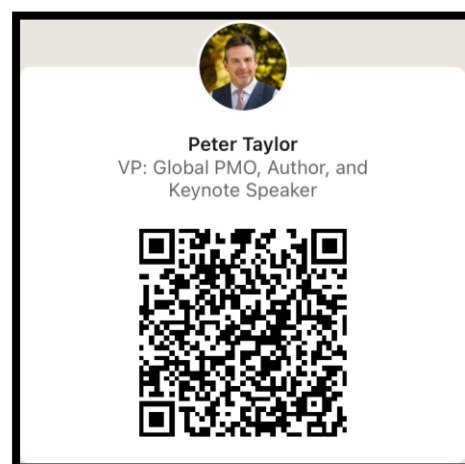
WHY AM I HERE TODAY?

- As part of a Global PMO for IT / Professional Services – Leading the Outcomes Team
- Our PM Community has 240+ PMs/PgMs worldwide (NA 100+, EMEA 60+, APJ 80+)
- We are kicking off ~600 new projects and programs per year (duration 9 – 18 months)
- Since 2020 we had 8 acquisitions, and a strategy change towards partners in 2022
- **A 3.5-years experience report with our new approach: Projects | Methods | Outcomes**

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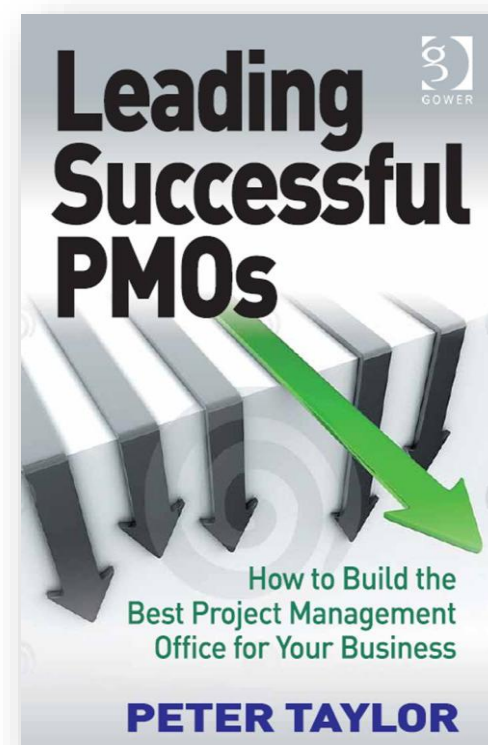
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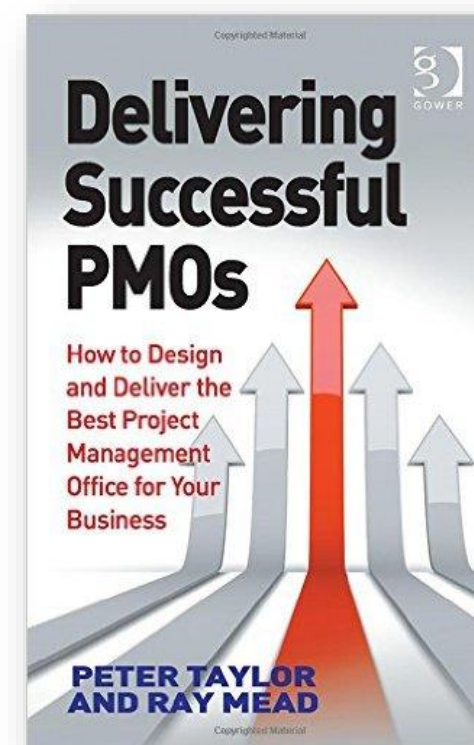
Peter Taylor

www.thelazyprojectmanager.com

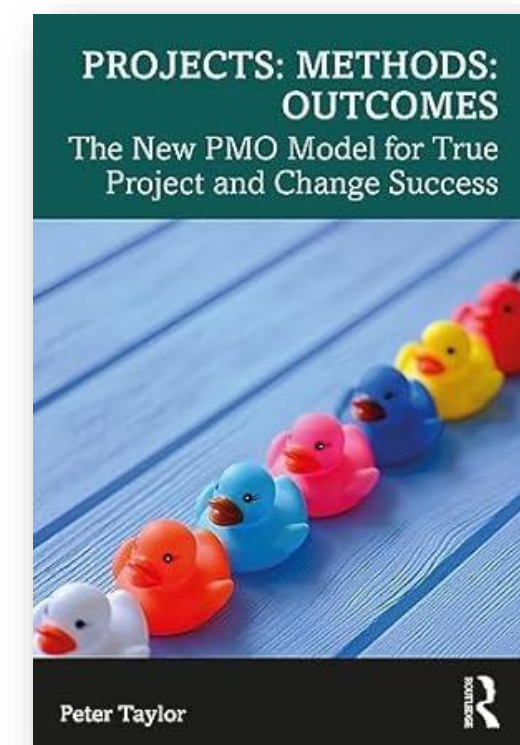
2011



2015



2023





WHAT CAN A PMO BE?

WHAT IS MEANT BY A PMO?



Portfolio

- Doing the Right Things



Project

- Doing it the Right Way



Program

- Doing it in the Right Order



PMO

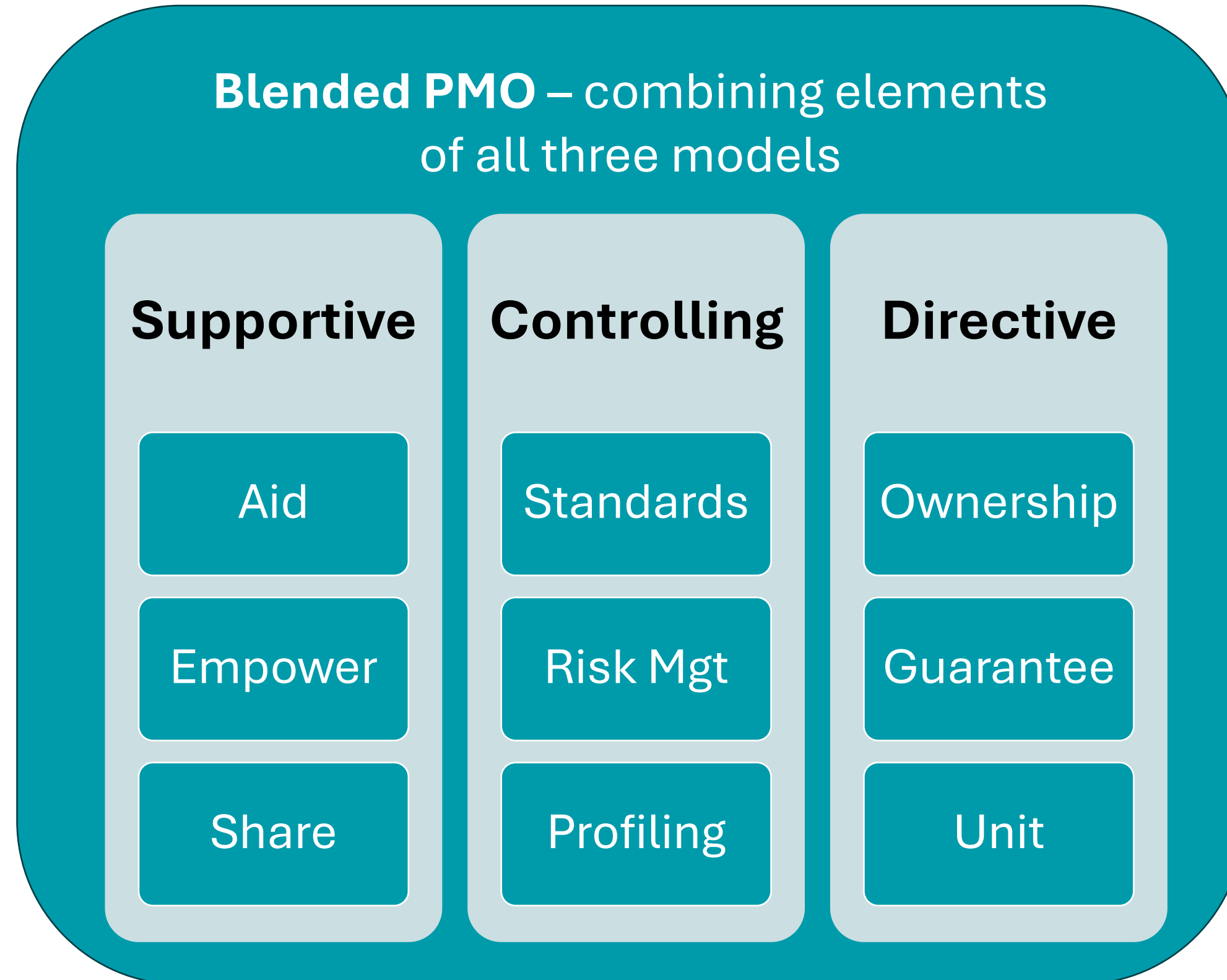
- Doing it all with the Right Team



PMO 2.0

- Doing it all with the Right Strategy

MODELS OF PMO



ALL PMOS ARE NOT EQUAL



Level 1 – Ad Hoc

- Few formal definitions
- PMO is a trouble shooter



Level 2 - Defined

- Project discipline in place – repeatable behavior
- Standards and Method and simple Measures



Level 3 - Controlled

- Aligned with business goals
- PMO is governing, reporting and correcting



Level 4 – Measured

- Quantitative goals set
- PMO KPIs in place



Level 5 – Optimized

- Continual improvement
- PMO drives innovative changes



THE BALANCED PMO

THE BALANCED PMO

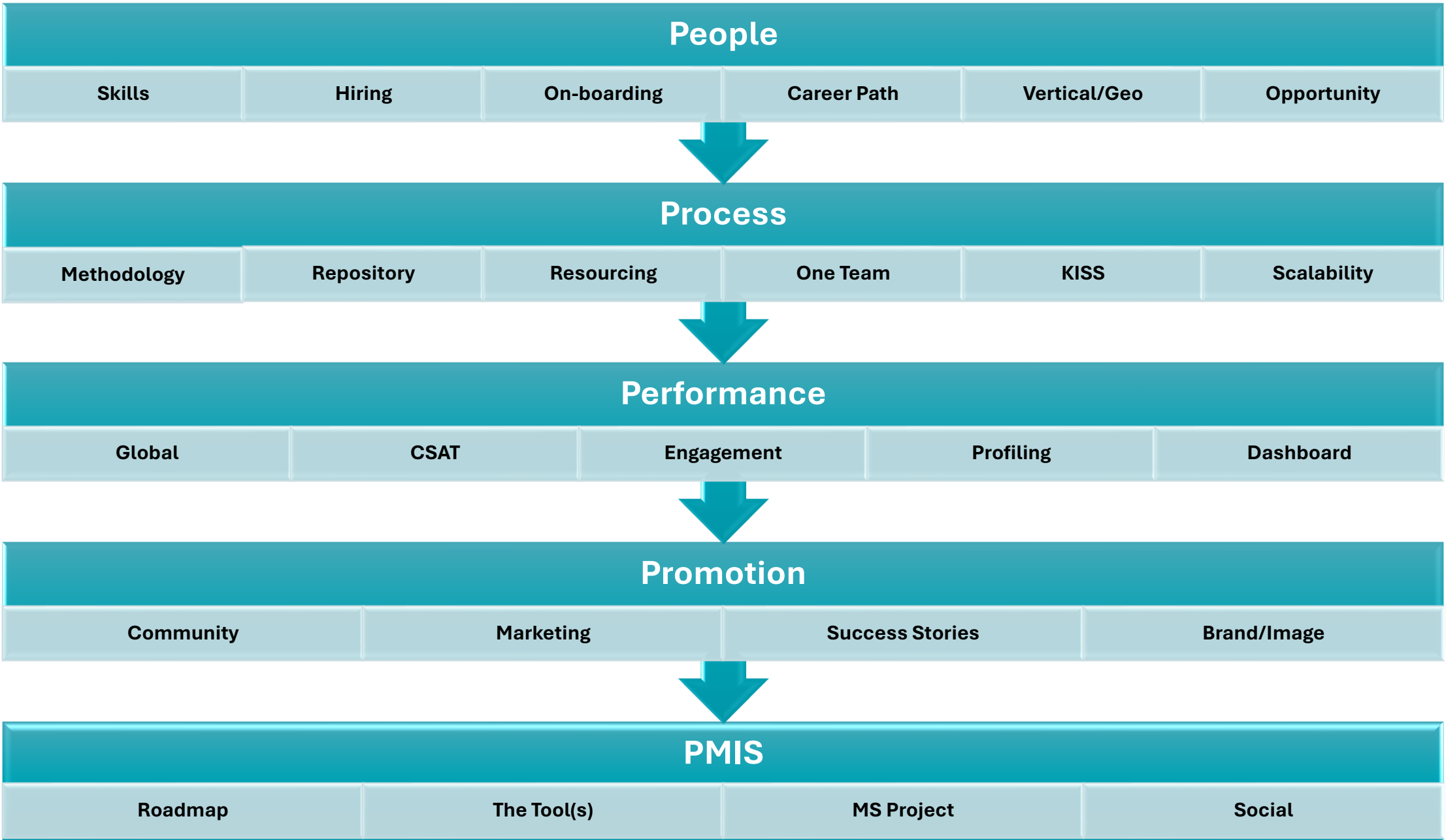


Image: Taylor, 2016



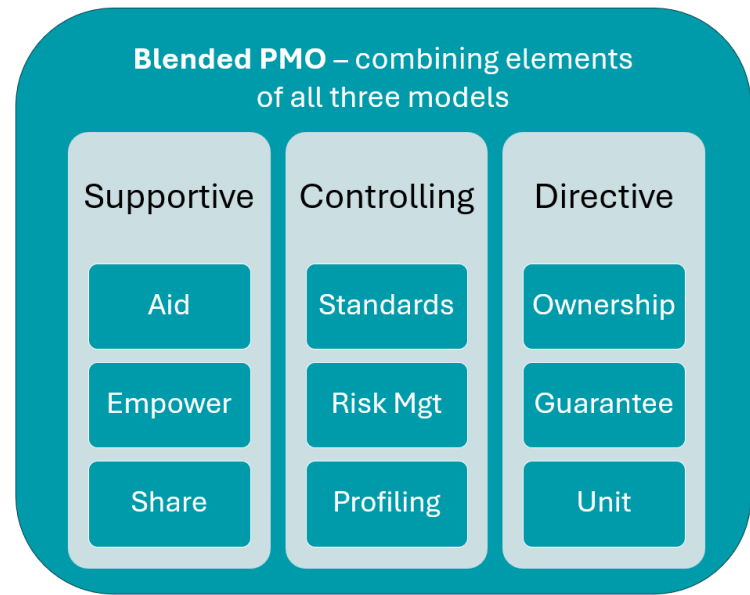
THE NEW MODEL FOR SUCCESS

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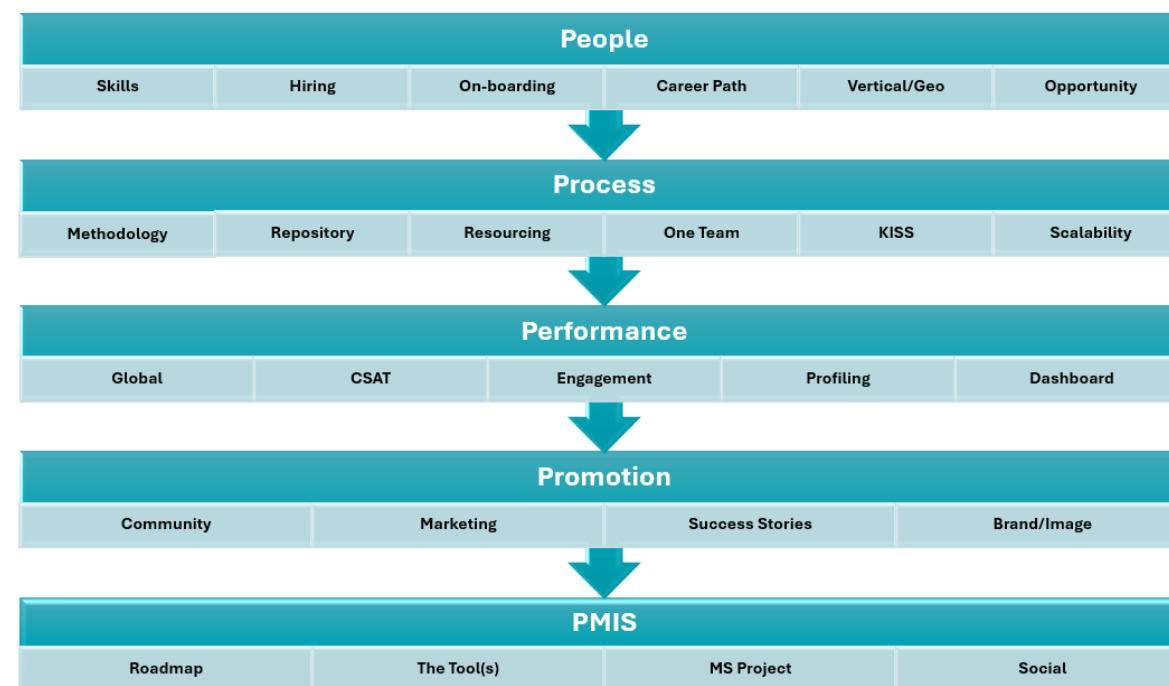
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- ✓ **Portfolio**
 - Doing the Right Things
- ✓ **Project**
 - Doing it the Right Way
- ✓ **Program**
 - Doing it in the Right Order
- ✓ **PMO**
 - Doing it all with the Right Team
- ✓ **PMO 2.0**
 - Doing it all with the Right Strategy



- 1** Level 1 – Ad Hoc
 - Few formal definitions
 - PMO is a trouble shooter
- 2** Level 2 - Defined
 - Project discipline in place – repeatable behavior
 - Standards and Method and simple Measures
- 3** Level 3 - Controlled
 - Aligned with business goals
 - PMO is governing, reporting and correcting
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- 5** Level 5 – Optimized
 - Continual improvement
 - PMO drives innovative changes

**Business
Strategy**

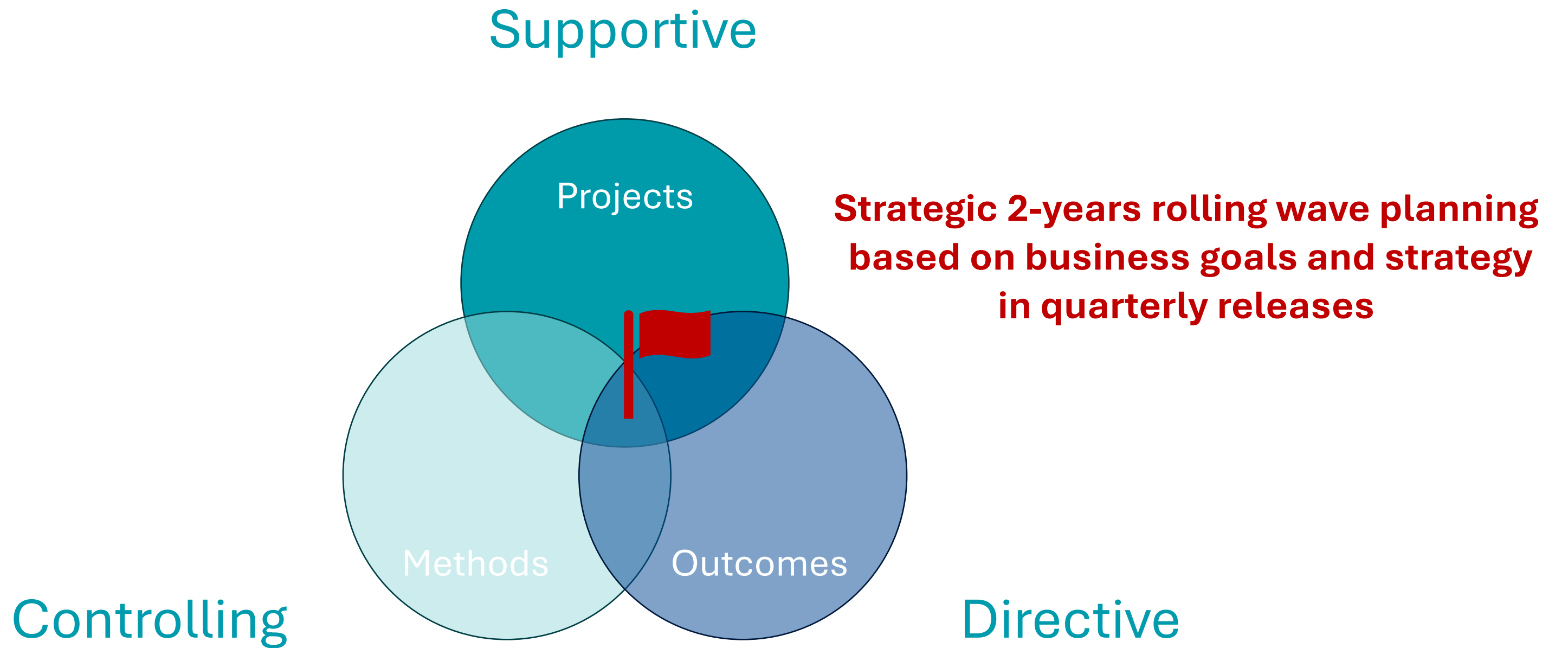


**PM Community
Requirements**

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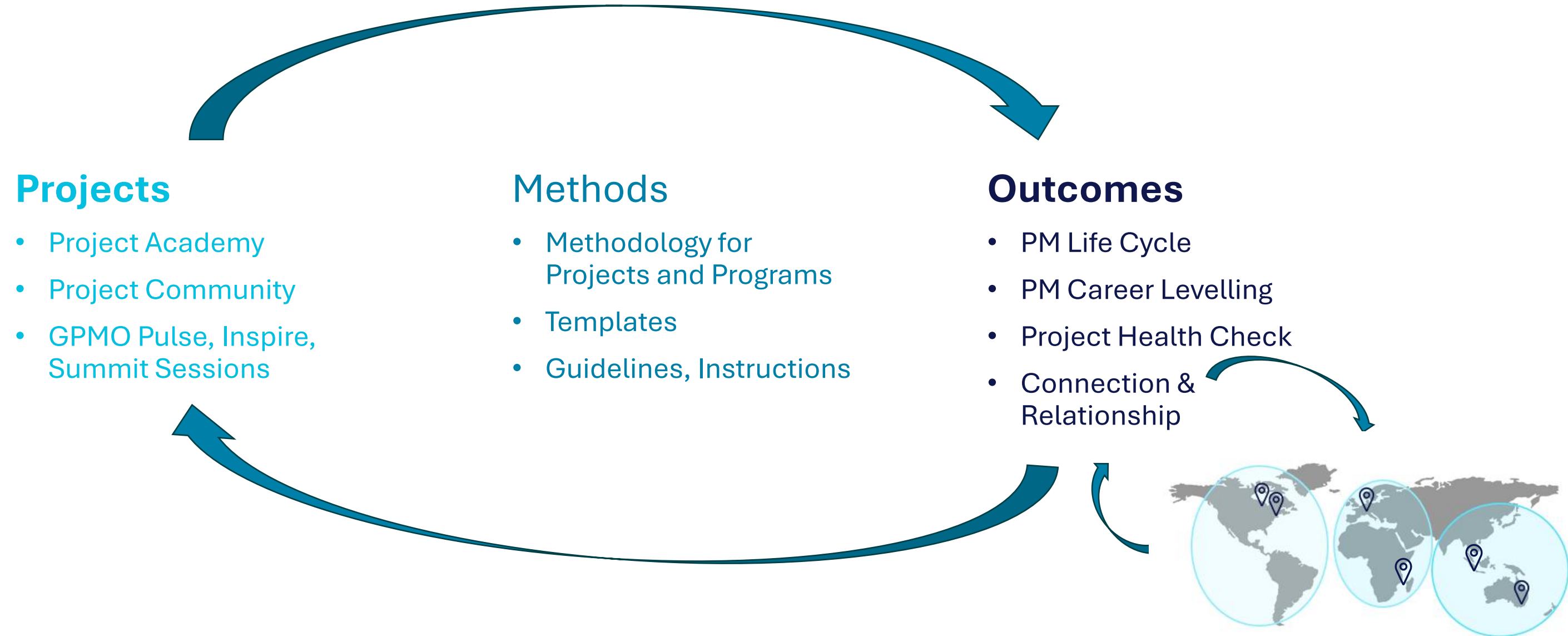
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>> Q&A

Questions
Thoughts
Comments
Concerns



»» **THANK YOU**

Let's continue the conversation!





KEY TAKEAWAYS

- Find your own Balance!
- Stay focused to your customers AND business goals!
- Nothing is perfect at the beginning!

 **THANK YOU**



**Thomas K.L. Neumeier, PMP,
IPMA B**
Director GPMO

