



DALLAS

Project Management Symposium



**Take the
Offensive!**

**Incorporate
Nine Principles
of War
Into
Your PMO**

Picture from Canva 4/24/2022

Presenters

Satinder Baweja



- Founder & CEO of Milestone Consultants.
- 25 years of experience in Program & Project Management.
- Masters in Engineering from Texas A & M

Lori Vidak



- GM & Research Consultant for Milestone Consultants
- 30 years Small Business Management
- Writer, Fitness & Swim Instructor

2

Good Afternoon,

I am sorry to be the bearer of bad news. Satinder was unable to be here to present with me. However, I'm excited to be here and am honored that you have chosen to attend this session.

Usually, when I'm standing before a group of attendees, I'm in a swimsuit, barefoot, and sometimes demonstrating silly-looking exercises, such as the frog jog with tire-pump arms (demo). So, hopefully, I won't feel too much like a fish out of water.

Satinder is the PMO and project management expert with years of experience. I'm a detached observer with the perspective to see patterns, parallels, and connect the dots. It's not my intent to lecture you, but encourage you to consider the observations made (with Satinder's stamp of approval) and encourage input.

I believe together, we will walk away from this presentation with our thinking caps on. That is the first step in incorporating the Nine Principles of War.

Before we get to the Nine Principles of War, let's take a quick peek at the state of the PMO.

State of the PMO and Project Management

Alarming Stats: According to a survey of 4,000+ project management practitioners [1]

- 32% of participants said their organization had no Project Management Office.
- 42% of the organizations did not fathom the value of project management.
- 31% did not successfully meet the original project goals and business intent.
- 43% failed to finish within the initial project budget.
- 48% failed to finish within the project's initially scheduled time.
- 48% experienced scope creep
- 32% experienced budget loss from a project's failure
- 15% of projects failed
- 38% considered the digital transformation of the past five years to have a major impact upon their organizations, 39% a moderate, 14% limited, and only 2% felt no impact.



[1] PMI's Pulse of the Profession 10th Project Management Survey: Success in Disruptive Times – Expanding the Value Delivery Landscape to Address the High Cost of Low Performance. © 2018 PMI Project Management Institute

The statistics on this slide are from a 2018 Pulse of the Profession report. The stats for 2021 are improved by 2-3 %. Considering how many projects were put on hold or cancelled in 2020, and the business failures due to the pandemic, the strength and adaptability of the survivors could be reflected in the current numbers.

However, improvements are still sluggish. Could it be that these numbers are pretty much considered acceptable? If so, I say this complacent attitude is dangerous.

Let's face it, we live in increasingly uncertain times. Technology is advancing exponentially, and projects are increasingly more complex. The project and program management practices that we use today began a century ago to deal with the increasing problems of that era which included world war.

Therefore, the standards and best practices used by over 90% of companies today, such as PERT, Critical Path Method, and LEAN, developed from those early beginnings and now have over half a century of maturity. Even still, the project management field is increasingly experiencing disruptions from emerging tools, techniques, and frameworks adopted too quickly or too slowly (Cohen, 2019)—often without a thorough plan to assimilate them. It is the success of the United States military, especially the Army, during World War 1, that inspired the idea for this paper, and Sun Tzu who inspired principles of war that were passed down and fine tuned through out the centuries.

Satinder and I noticed similarities between military operations and projects, and the challenges of war and the instability and rapid advancements of our time. And, since war requires maximized strategy, advanced training, organization, intelligence (information), and communications to create discipline, urgency, agility, efficiency, and superiority, we considered that the challenges we currently face require the same. So, we changed the Nine Principles of War to help project and program managers incorporate this wartime mindset into their teams, including the PMO.

PM Consultants, like us, arrive at project or program management disaster scenes—chaotic battlefields, desolated resources, and scrambling troops with no reinforcements— caused by:

- A lack of readiness and strategic alignment before the project or program started
- Reactionary tactics used to combat problems



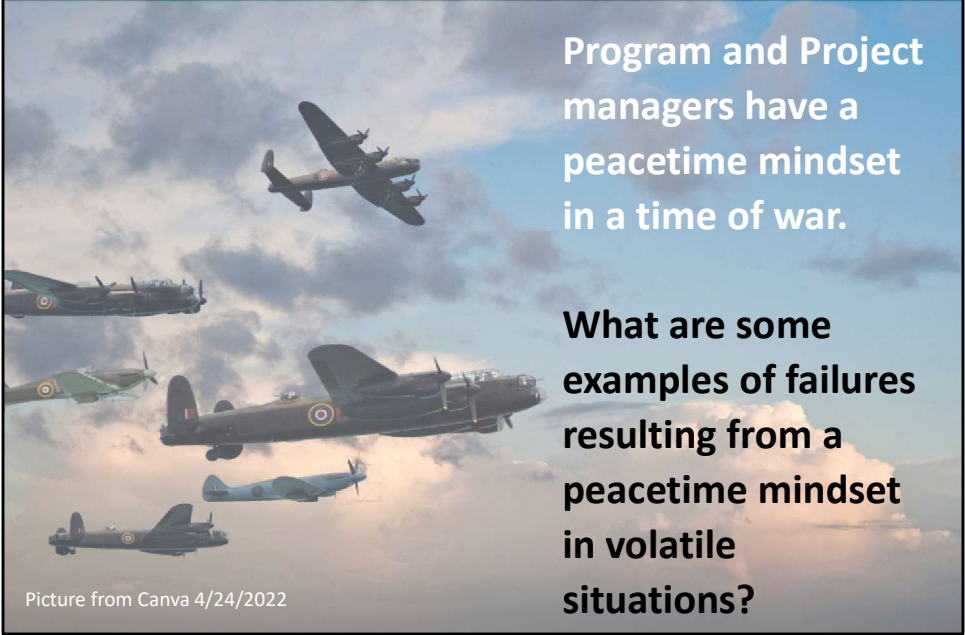
Picture from Canva 4/22/2022

Some reasons for chaos are challenges with traditional PMOs, such as:

- Departmental, program, and project-level PMOs may operate tactically and operationally with a goal to do things the right way. But without strategic alignment with the organization, the things done right might not be what is necessary (Rathore, 2010, p. 4).
- PMOs in large and global organizations can become siloed, leading to poor communications, poor resource utilization, and poor operational efficiency. (Rathore, 2010, p. 4).
- Department, program, and project-level PMOs often lack the perspective to provide succinct, relevant reports to corporate leaders, who can get lost in too many details, wasting valuable time making critical decisions. (Rathore, 2010, p. 4).
- PMOs might not have a standard way of running projects in departments across the organization Rathore, 2010, p. 4).
- PMOs might lack executive support because they don't have top-level visibility. (Rathore, 2010, p. 4).

Does anyone have other issues you attributed to project or program disaster scenes? (Pick one or two.)

I believe there is one underlying factor behind many of these problems. (Next slide.)



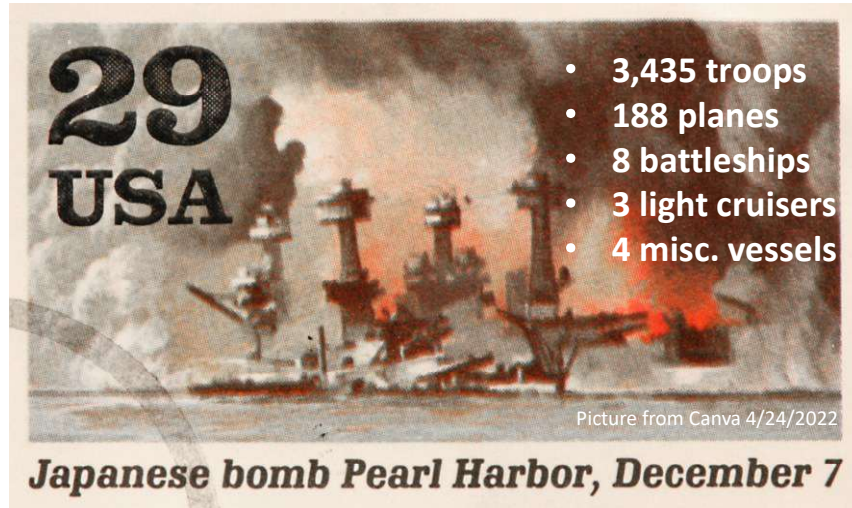
Program and Project managers have a peacetime mindset in a time of war.

What are some examples of failures resulting from a peacetime mindset in volatile situations?

Picture from Canva 4/24/2022

The underlying problem is a peacetime mindset in a time of war. What do I mean? I'll show you two examples, one military and one business fail. (Next slide)

In 1941, the Japanese attacked United States forces on **Pearl Harbor**, resulting in the massive U. S. losses.



The attack on Pearl Harbor on December 7, 1941, is a tragic example of a peacetime mindset, instead of one of war.

In October, intelligence sources warned Admiral Husband Kimmel and Lt. General Walter Short, who shared command at Pearl Harbor, that war with Japan was possible. And on November 27, Kimmel was warned that he should execute an appropriate “defensive” deployment because hostile actions could occur at any time (Pearl Harbor Attack, 2022).

Kimmel only activated five reconnaissance stations on the island to operate from 4 to 7 AM. He located most of his fighter planes at Wheeler Field and nearly all his ships in the Harbor. Neither he, Short, nor leaders in Washington anticipated an attack on the island.

Here is their list of failures to act with a wartime mindset (Attack on Pearl Harbor, 2022) (Pearl Harbor Attack, 2022):

1. Only defensive action was encouraged. Why not plan for an offense that would have required a deeper study of the enemy? Kimmel and Short underestimated the Japanese and were clueless about their strategies.

When Japan became hostile to China and allied with Germany and Italy, our leaders should have prepared for offensive actions, especially since Japan had a beef with the U.S. for sending aid to help China fight against them.

2. Kimmel and Short placed almost all their “eggs in one basket.” They only deployed a few ships and air fighters. Had they gone on the offensive, they would have used more of their forces, leaving fewer resources behind to be annihilated.

3. The reconnaissance stations were staffed with insufficiently trained radar technicians.. They did not pick up the mass deployment of enemy ships and warplanes. And Kimmel did not expand reconnaissance to the Northwest region, from which the Japanese were most likely to come.

5. Kimmel allowed many troops to go on shore leave, when engagement with Japan was likely at any moment! His peacetime brain was still in charge of his strategic thinking.

In April 2010, the BP oil spill was one of the worst environmental disasters of our time.

- 11 workers died
- Smoke covered 30-mile area
- 4.9 billion gallons spilled into the Gulf
- 5-mile radius of contamination
- 8,000 aquatic lifeforms killed
- The U.S seafood supply suffered a 40% disruption.



Picture from Canva 4/24/2022

An example of a huge business fail is the BP Oil Spill.

The fails that led up to the explosion and the oil spill were:

- Poor communications
- Lackadaisical safety measures
- Not prepared for emergencies in the face of high risks
- Delayed decision-making during crisis
- Slow response
- Cost-cutting without proper analysis of the possible risk increases to the project.

Why point out these failures? To show that a peacetime mindset (or business-as-usual) during wartime (or modern volatile times) can easily lead to disaster.

War requires maximized strategy, advanced training, organization, intelligence (information), and communications.

The **Nine Principles of War** will incorporate a wartime mindset into the PMO team for decisive, disciplined, agile, supportive, directive strategies, bringing more value to their organizations.

Although the purpose of a PMO is not to provide an organization with safety from foreign or domestic threats like an army does its country, it is to protect its organization and stakeholders from losses.

- Losses due to projects that fail
- Losses due to projects that add no value.
- Losses due to projects that exceed budgets and deadlines.
- Losses due to missed opportunities for innovation that could put the company ahead of the competition.

All of these can have devastating effects on a company's survival, or at the very least, its bottom line.

During World War 1, from April of 1917 to the summer of 1918, the U. S. Government accomplished:

- A few hundred thousand troops increased to millions
- Bases to house them
- Arms to arm them
- Staff and supplies to sustain them (e.g., uniforms, food)
- Training to shape strong leaders and warriors.

And

VICTORY

At the time of World War 1, the United States was a neutral country, with the minimal forces necessary to protect its own interests. The military was insufficient to make any significant contribution to help the European allies combat German attacks. British and French troops were suffering massive losses and wanted us to send the troops we had to fight under their commands. However, the U.S. leadership wanted to maintain control of its men and earn the right to sit at the negotiating table when they helped defeat the enemy (Garamone, 2022) (United States in World War 1, 2022). Therefore, they had to quickly build our military and ensure it was a superior fighting force.

From April 6, 1917, when the U.S. declared war on Germany to the summer of 1918, about 2 million American troops were fighting in France, had boosted the allies' morale and strengthened their strategic position. The war ended on November 11, 1918 (Garamone, 2022) (United States in World War 1, 2022).

So what are the Nine Principles of War? (Next slide)

How was the Army able to carry out such a massive undertaking? **The Nine Principles of War.**

1. Objective
2. Offensive
3. Mass
4. Economy of Force
5. Maneuver
6. Unity of Command
7. Security
8. Surprise
9. Simplicity

During the Civil War, the United States military leaders used adaptations of the Principles of War as written 2 centuries ago by the Prussian, Carl Von Clausewitz, who fought against Napoleon Bonaparte. So, these principles were already familiar to our U.S. military leaders during the World War 1 era.

These principles became doctrines that allowed our U.S. forces to achieve victory, during not only World War 1, but also World War 2. When the doctrine was followed, the U.S. military was the dominant, superior combat force in the world. When our leaders strayed from the doctrine, they did not win wars, only battles.

The next series of slides will cover each of these principles in more detail, including how each relates to project management and/ or the PMO.

These are the Nine Principles of War used by the Army. (Next slide)

Direct every military operation toward a clearly defined, decisive, and attainable objective (Butler, 2022).

PMO

The PMO's mission statement must be concise and decisive, articulating an attainable goal.

Mission statements answer the question, what does success look like?

Projects

Every project describes its objective in the form of the *commander's intent*, allowing the team to clearly understand the project's purpose irrespective of how those outcomes are achieved.

The mission statement compares to the commander's intent for the objective.

Ask the questions , is the mission statement concise? Is it decisive? Is its goal attainable? The commander's intent does not attempt too many details or, in other words, micromanagement.

The idea of an objective aligns well with the scope management knowledge area of the *Guide to the Project Management Body of Knowledge* (PMBOK guide).

An example of a clearly defined, decisive, and attainable
PMO Mission Statement

The PMO executes business strategy for maximum returns on investment by selecting the right projects, people and timing to deliver the best value. Provide transparency into project budgets, timelines, and ROI

(Satinder Baweja, 2019).

According to our earlier stats, many PMOs to date have failed to prove value. Therefore, the mission statement must convey the value added that supports and aligns with the parent company's or sponsor's mission and goals. To do this requires assessments to know why the company needs a PMO and where the PMO will bring value. (Satinder Baweja, 2019). This slide shows one possible PMO mission statement that embraces this principle.

The use of an objective or intent statement is as much in play during project portfolio management (PPM). The idea of PPM is to align project idea's (proposals) against company strategic objectives. How do you achieve the objective of the portfolio if project goals are not clearly identified in the proposal submissions? The objective of the project is what allows PPM managers to align and score projects against company strategic goals.

Seize, retain, and exploit the initiative

(Butler, 2022).

PMO

Drive and own the narrative. Do not let others decide what the PMO should do.

Projects

Seize and retain control of project execution through planning and schedule management.

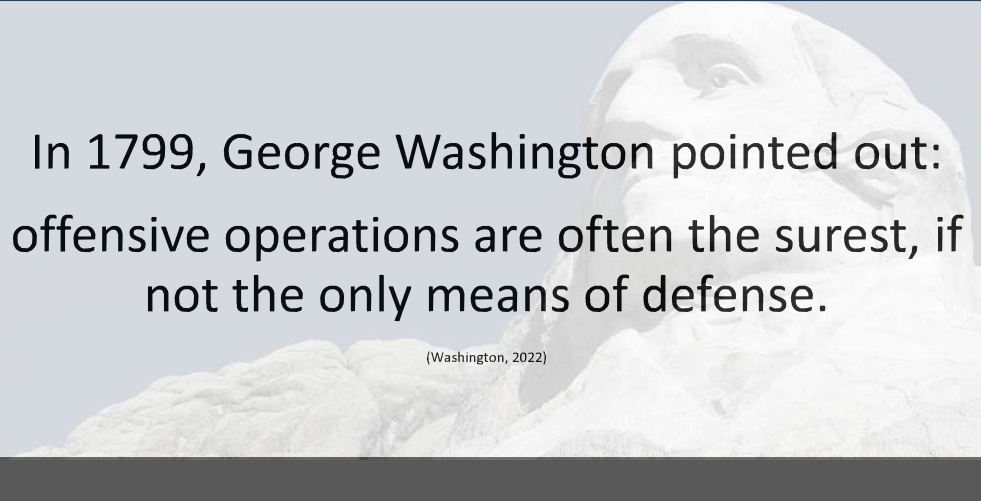
The PMO is the general that marshals project management forces to meet their assigned objectives. Basic principles in the PMBOK prepare program and project management practitioners to take the offensive.

Risk management, change management, and transition management help teams anticipate and prepare for challenges before they occur, turning potential catastrophic chaos into well-organized chaos.

Similarly, in portfolio management, the concept of offensive is at the forefront. Manage your portfolio proactively to extract maximum value. Killing projects after they fail is not PPM. Learning to be on the offensive and not letting them see the light of day if there is no good alignment to the company objectives is what PPM is about. It is what adds most value to the company.

Seize, retain, and exploit the initiative

(Butler, 2022).



In 1799, George Washington pointed out:
offensive operations are often the surest, if
not the only means of defense.

(Washington, 2022)

Every method, plan, process, tool, and training regimen should be designed as an offense against the myriad of risks and challenges projects and programs have faced in the past and present, and could face in the foreseeable future.

Seize, retain, and exploit the initiative

(Butler, 2022).

A PMO Offensive to Value Maximization

Strategically qualify, plan and align projects.

Directly manage priority complex projects that add the most value to the organization

Add programs at the departmental level integrating further into the company as resources allow.

Provide training support and career direction for PMs & PM Teams

Here is one possible PMO strategy to achieve Value Maximization.

It involves:

- Qualifying, planning, and aligning projects
- Managing priority complex projects (those that add the most value)
- Add department-level programs to further integrate into the company
- Training and career direction for PMs and PM teams

Hopefully, by adopting a wartime or proactive mindset, you all will perceive other ways to utilize the principle of Offensive in Portfolio, Program, and Project management.

Concentrate the effects of overwhelming combat power at the decisive place and time

(Butler, 2022).

PMO

Resources often don't belong exclusively to one project.

PPM relies on knowing your portfolio and which PM tools and SMEs will best deliver each project in it.

Projects

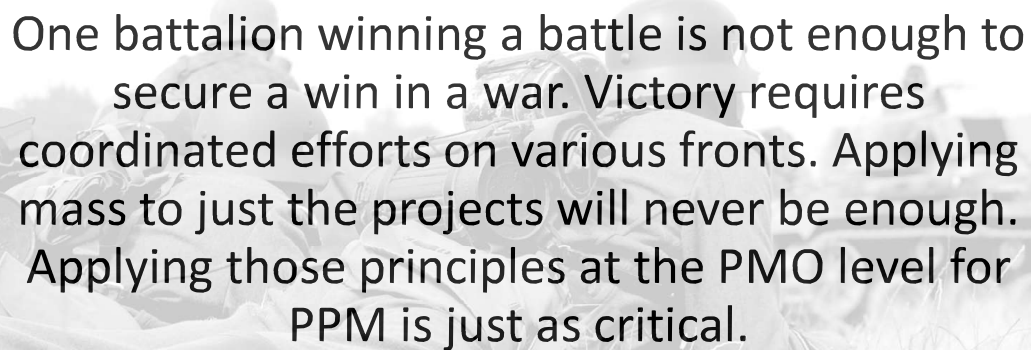
Align the planning of the project with the planning of resources to apply the right mass of resources during each phase of the project.

The ability to plan and manage the team with the right mix and level of effort at the various phases of specific projects, and portfolio staffing is what mass is all about.

The outcomes of applying the principles of mass to PPM will ensure that your individual projects achieve their objectives and that the PMO's portfolio supports the company's mission.

Concentrate the effects of overwhelming combat power at the decisive place and time

(Butler, 2022).



One battalion winning a battle is not enough to secure a win in a war. Victory requires coordinated efforts on various fronts. Applying mass to just the projects will never be enough. Applying those principles at the PMO level for PPM is just as critical.

Employ all combat power available in the most effective way possible; allocate minimum essential combat power to secondary efforts. All operations or strategic initiatives are prioritized to prevent spreading valuable resources too thin (Butler, 2022).

PMO

Focus on the mission of the PMO and success of the projects. Allocate all your resources to achieving those goals. Minimize distraction of the key resources on non-mission critical tasks.

Projects

Project, program, and portfolio managers must define, monitor, and manage all constraints (PM triangle) to deliver a project as was agreed upon.

Have you heard this statement, “You can have it good, fast, or cheap. Pick two (Felty, 2021).”

It aligns with the project management magic triangle. Which is not so magical, since managing the three interdependent constraints of time, cost, and scope is more elusive the more complex projects become and is seldom simple.

The point is that project, program, and portfolio managers ought to be familiar with the fact that all three must be defined, monitored, and managed to deliver a project as was agreed upon.

Unfortunately, we often fall into the trap of the daily minutia that eats up time, costs, and sometimes scope.

For example:

Employ all combat power available in the most effective way possible; allocate minimum essential combat power to secondary efforts. All operations or strategic initiatives are prioritized to prevent spreading valuable resources too thin (Butler, 2022).

Nearly all Program and Project leaders spend an average of 36% of their budgeted time on communication tasks (Mackay, 2018).

A 2019 Adobe survey of 1000 consumers showed that they spend more than three hours a day checking work emails and over two hours on personal emails (Abramovich, 2018).

Let's examine time management (part of the triangle). A McKinsey report showed that almost 26% of the average worker's time was spent checking emails, about 11 times per hour, and taking about 64 seconds to refocus on work. Also, employees are distracted from work every 10 minutes. That's 56 times a day!

How much time is spent writing and editing emails? A great question to ask is how many of my emails are essential to the most urgent project or program management needs? This should apply to each executive, PM, and team member. You might have to include an email triage code in your communications plan.

What are some other examples of an imbalance of resources, whether time, money, supplies, or human resources, that frustrate any of you?

How might this dilemma be addressed? So, what is the short and sweet lesson we can learn from these examples?

Always prioritize. It's vital to complete your essential tasks first and allocate your resources accordingly.

Place the enemy in a position of disadvantage through the flexible application of combat power

(Butler, 2022)

PMO

Stay agile. At any time, a disruption could occur.

Risk Management!

PMO leaders cannot afford to become complacent.

Projects

Stay agile. At any time, a disruption could occur.

Risk Management!

Going back to our triangle, balancing time, cost, and scope, we can see that resources must be maneuvered wherever needed to restore balance.

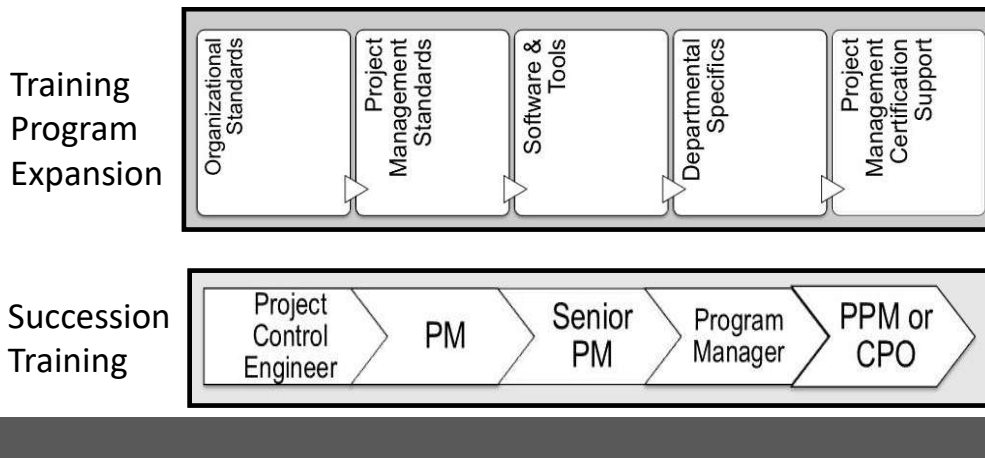
In 2020, COVID-19 led to lockdowns, quarantines, social distancing, and masking, ending business as usual. Virtual meetings, online shopping, personal deliveries, and streaming services went from nice conveniences to essentials for work and entertainment.

Organizations that thrived had already recognized the potential of digital services and had the resources in place to accelerate the delivery of a broader scope to meet new demands. Others were flexible enough to transition and survive. Sadly, those businesses that could not then failed. The difference was the wartime mindset of the organizations, the readiness and agility of their project management teams, and their culture of innovative thinking.

Another application of the maneuver principle is that PMO leaders cannot afford to become complacent, even in the successful operation of their PMO, because half of PMOs close within 3 years (Satinder Baweja, 2019). Some close for failing to deliver their promised value, and others for succeeding. Success lessens the stress on executive leadership. They take the peace the PMO achieved for granted. Therefore, the program manager or chief projects officer (the commanding general of the PMO) should create a plan to gain greater ground within the organization to continue adding value. The following graphic illustrates such a maneuver.

Place the enemy in a position of disadvantage through the flexible application of combat power

(Butler, 2022)



As exemplified by the Army, training and chain of command are vital to the success of military operations. Well-trained troops and leaders, who know exactly who their direct commander is, put the enemy at a disadvantage and make the maneuver principle possible. So, this slide shows how this applies to the PMO.

What “enemies” of program and project management are put at a disadvantage by a step-by-step advancement of a training program?

One is unclear expectations of specific roles within the company. What else?

What enemies are disadvantaged by Succession Training? One is the difficulty of retaining PM leaders and team members who lack a clear advancement path. What else?

You might notice that some of these principles intersect with, or support or advance, other principles.

For every objective, ensure unity of effort under one responsible commander

(Butler, 2022)

PMO

Ensure that executive leadership gives the head (the commander) of the PMO the responsibility to achieve the mission and the authority to do it.

Projects

The PMO leader allows the PMs autonomy to achieve their goals since they are the commanders of their project's mission.

As exemplified by the Army, training and chain of command are vital to the success of military operations. Well-trained troops and leaders, who know exactly who their direct commander is, put the enemy at a disadvantage and make the maneuver principle possible. But it's also what establishes the Unity of Command.

For the PMO and project management, the Unity of Command principle falls under organizational governance frameworks. According to the PMBOK guide, governance refers to the administrative and managerial structure of an organization that determines and influences team member behavior (A Guide to the Project Management Body of Knowledge: PMBOK Guide 6th Edition, 2017).

- It considers people, roles, structures, and policies
- It involves direction and oversight through data and feedback

For every objective, ensure unity of effort under one responsible commander

(Butler, 2022)

PMO

The PMBOK Guide defines the Unity of Command—only one person gives orders for any action or activity to an individual (A Guide to the Project Management Body of Knowledge: PMBOK Guide 6th Edition, 2017).

Governance is the framework of an organization's exercised authority and influences how objectives are set and achieved; how risk is assessed and monitored, and how performance is optimized. The Unity of Command is one of the managerial elements allocated according to the governance framework.

For every objective, ensure unity of effort under one responsible commander

(Butler, 2022)

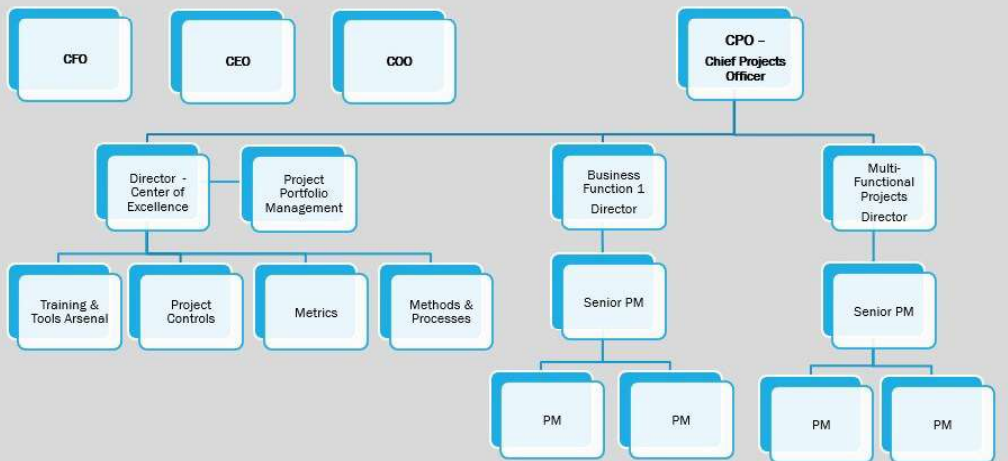
Another element is Clear Communications Channels. There should be a communications plan that specifies who, when, what, where, and how to communicate program and project management concerns internally and externally.

Think back about our email statistics. A well thought out communications plan can help reduce unnecessary emails and distractions. Everyone knows the line of communications according to the level of priority of those communications. And, according to the unity of command, should know to whom they are directly responsible.

For every objective, ensure unity of effort under one responsible commander

(Butler, 2022)

EPMO ORGANIZATIONAL LEADERSHIP STRUCTURE



Although there is no one-size-fits-all program or project management leadership structure, here is one enterprise-level PMO example.

This one is flexible. It can be expanded or contracted depending upon the project and program load.

Never permit the enemy to acquire an unexpected advantage

(Butler, 2022)

“Confront them with annihilation, and they will then survive; plunge them into a deadly situation, and they will then live. When people fall into danger, they are then able to strive for victory.”

[Sun Tzu](#) (Sun Tzu Quotes (n.d.) , 2022)

I believe Sun Tzu might have said this after demonstrating his abilities to build, train, and lead an army. He took women, concubines, and trained them to fight. But they didn't take him seriously. They giggled when ordered to follow his commands. He singled out one of them when she again giggled and did not do as ordered, cutting off her head. From that point on, the rest of the women knew their lives depended upon obedience and action. They became a formidable fighting force and proved their prowess and his. Now, I'm not suggesting any PMO or Project leader cut off a team member's head or even fire them. However, a performance-based reward system couldn't hurt to provide additional incentives to the team.

Never permit the enemy to acquire an unexpected advantage

(Butler, 2022)

PMO

Risk management, change management, transition management are all opportunities to meet and prepare for challenges before they occur.

Projects

The PMO leader allows the PMs autonomy to achieve their goals since they are the commanders of their project's mission.

Risk analysis, when done right, identifies the worst-case scenarios for projects, programs, and portfolios so that project management leaders and teams can confront them and examine how they would address them. If the risk happens, they already have solutions and can strive to perform better than planned.

Never permit the enemy to acquire an unexpected advantage

(Butler, 2022)

Factors that contribute to PMO or project failures should be equated to “enemies.” Don’t let them take you by surprise.

Stakeholder Management – Never let the lack of stakeholder communication allow biases to appear against the PMO or the project, leading to lack of leadership commitment.

Schedule Management – Never let schedule impacts lead to the project delays with a mitigation plan. Develop schedule mitigation as the schedule is impacted to prevent delays from becoming a reason the project team feels no urgency to delivery the projects in a timely manner.

Scope Management – Never let unmanaged scope creep become the reason your original project goals are not met.

Project management standards and best practices already provide excellent tools to support the principle of security when used. Better yet, master them.

Strike the enemy at a time, at a place, or in a manner for which he is unprepared

(Butler, 2022)

PMO

Take the initiative to understand executives and stakeholders, their viewpoints. Supply them with what they need before they realize they need it. Build it into the PMO.

Project

Encourage innovation within the project management team to create solutions to recurring situations whether tools, new processes, or trainings.

One of the principles in resource management is the Develop Team, which involves improving the competencies, interactions, and environment of the project management team to enhance project performance. A prime responsibility of program and project managers is to facilitate teamwork, provide challenges, and opportunities for team members. Oh, and don't forget timely feedback and support (A Guide to the Project Management Body of Knowledge: PMBOK Guide 6th Edition, 2017).

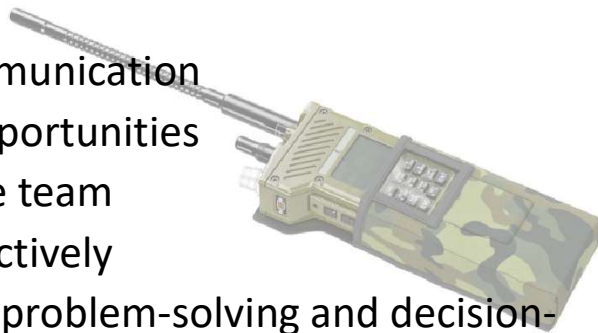
Strategic and tactical planning, assessments, and decisive, timely decisions are necessary to avoid surprises. A well-harmonized program and project management team with a wartime mindset is always thinking ahead and thinking innovatively. So, how do we develop team unity?

Strike the enemy at a time, at a place, or in a manner for which he is unprepared

(Butler, 2022)

Employ these behaviors to build and maintain a high performing team:

1. Use open and clear communication
2. Create team-building opportunities
3. Develop trust among the team
4. Manage conflict constructively
5. Encourage collaborative problem-solving and decision-making



Prepare clear, uncomplicated plans and clear, concise orders to ensure thorough understanding

(Butler, 2022)

PMO, PPM & PM

All communications should be as clear and concise as possible, whether the mission statement, reports, documented processes and procedures, or portfolio, program, and project plans.

PMO, PPM & PM

Have a minimalistic attitude toward directing and managing portfolios, programs, and projects.

Too much control, too much bureaucracy will make the project management process sluggish. Find the balance of just enough to drive the project management machine to appreciable progress.

Use the U.S. Army to model a better PMO, especially an EPMO.

- It has a Well-Established Chain of Command
- Is heavily vested in training soldiers, officers, and civilians for battle-readiness and smooth day-to-day operations through four primary functions:
 1. Recruiting and Training Soldiers, Supporting Unit Training
 2. Developing Soldiers and Civilians into Adaptive Leaders
 3. Guiding the Army through Doctrine
 4. Building and Integrating Formations, Capabilities, and Materials to shape the Army

In 1973, the U.S. Army created the U.S. Army Training and Doctrine Command (TRADOC) to shape the Army through these four primary functions: (About, 2022)

TRADOC oversees 32 Army Schools organized under 12 Centers of Excellence (About, 2022). One of these centers of excellence, the U.S. Army Maneuver Center of Excellence (MCoE) was established in 1918 at Fort Benning, Georgia. Its mission in coordination with Fort Benning is:

To provide trained and combat-ready Soldiers and Leaders; develop doctrine and capabilities for the maneuver force and provide a first-class quality of life for our service members, civilians, and families to ensure our Army's maneuver force is ready now and in the future. (Command Overview: Maneuver Center of Excellence, 2022)

What key points present themselves from the previous slide that can and should be adapted for project management?

- A clear chain of command and line of communications
- Intelligence
- A mission statement
- A training program under the direction of a Center of Excellence
- Innovation of processes, tools, and strategies.

1. A clear chain of command and line of communications

In a PMO, this would include executive leadership, the Chief Project Director, program managers, project portfolio managers, senior project managers, project managers, assistant project managers, and so on. This structure does no good if these roles are not well-defined and understood.

2. Intelligence

Recall the failure at Pearl Harbor. The commanders did not obtain sufficient intelligence on the Japanese commanders, forces, and strategies. They failed to take seriously what intelligence they were provided. Strategy is built upon intelligence as well as the capability to understand it and formulate strategic maneuvers. Real-time monitoring of actions on and off the battlefield is included. Information on assessments, such as risk, organizational maturity, project and program management capabilities, stakeholder and executive engagement, industry trends, and more, is important to a healthy project portfolio. This is akin to the observational and clandestine information sought out by Army commanders.

Monitoring and reporting provide the information needed for agile decision-making.

3. A mission statement - The PMO, the portfolio, and the project need a mission statement to clarify intent in an easy-to-remember and understandable way using as few words as possible.

4. Another key is a training program, preferably under the direction of a Center of Excellence

Training includes project management, leadership, and technical skills tailored to the company's specific needs. There should be expected skills, capabilities, and experience requirements that distinguish each role within the program and project management chain of command.

5. Innovation of processes, tools, and strategies.

The Army is always working on new designs for weapons, jets, tanks, ships, software, uniforms, and anything that will give them an advantage over enemy forces.

Likewise, the PMO should encourage an environment of creativity to develop new processes, tools, and strategies.

In the military, times of war require maximized strategy, advanced training, organization, intelligence, and communications.

"Do essential things first. There is not enough time for the commander to do everything. Each commander will wisely have to determine what is essential and assign responsibilities for accomplishment. He should spend the remaining time on near essentials. This is especially true of training. Nonessentials should not take up time required for essentials."

General Bruce C. Clarke

(Chapter 2-Mission Essential Task List, 2022)."



Picture from Canva 4/24/2022

This slide is just another reminder to prioritize! The army's agility is important for staying ahead of evolving war strategies. In our era of rapid advancements and global crises, the corporations with the most agile project and program management teams are the most successful. Taking the offensive, or being proactive, even in defense, enables agility.

Therefore, the proactive mindset of leaders and team members leads to strategic as well as tactical thinking in planning, training, and determining which data are necessary, the communications channels by which to share them, and whom to share them with.

Proficiency in every area of training is not achievable or sustainable during volatile periods like war.

The Army uses two fundamental inputs to build the Mission Essential Task List (METL):

1. War Plans: These are the organization's operations and contingency plans—the most important. Mission and other related information are the keys to determining crucial training tasks
(Chapter 2-Mission Essential Task List, 2022)
2. External Directive: Such are other sources of training tasks related to the wartime mission
(Chapter 2-Mission Essential Task List, 2022)



Picture from Canva 4/24/2022

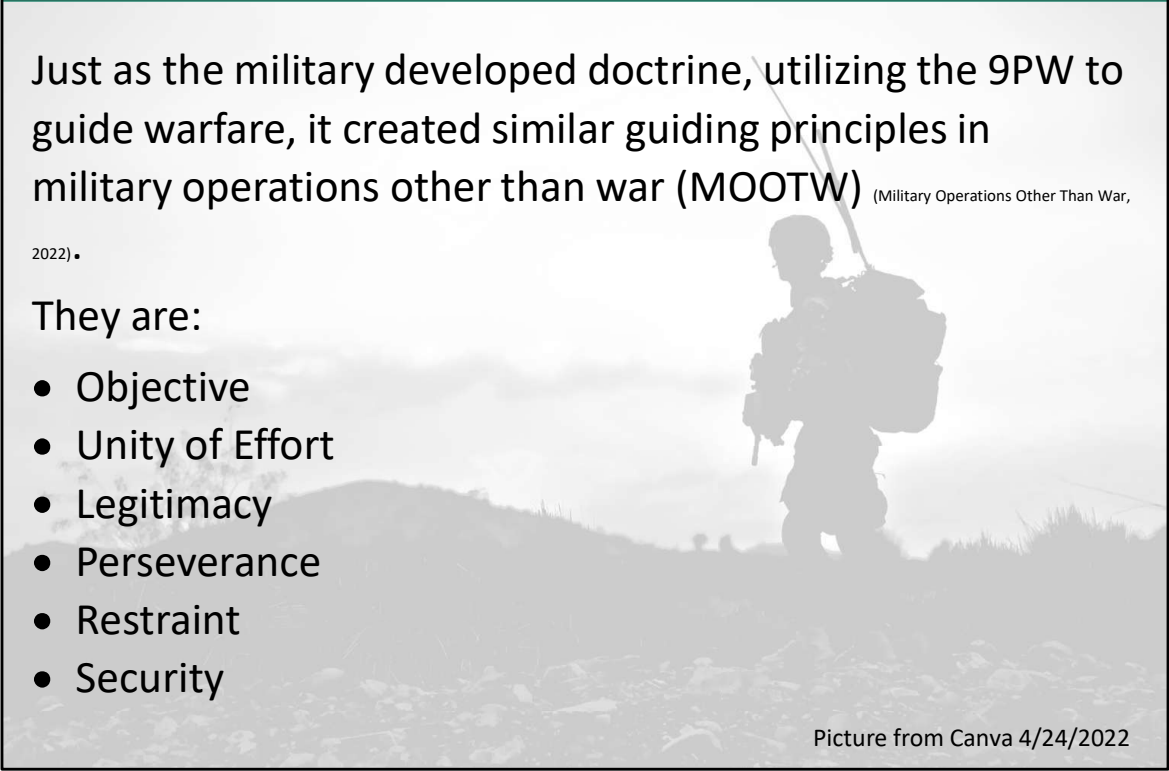
Successful project portfolio management uses similar processes to approve and triage programs and projects. A PMO lists its value-adding objectives based on its growth plan and assessments of the organization's objectives and project management maturity. Project management utilizes a work breakdown structure to create a schedule for each project. The essential task list used by the Army relates to the critical path in the Critical Path Method of scheduling.

Just as the military developed doctrine, utilizing the 9PW to guide warfare, it created similar guiding principles in military operations other than war (MOOTW) (Military Operations Other Than War,

2022).

They are:

- Objective
- Unity of Effort
- Legitimacy
- Perseverance
- Restraint
- Security



Picture from Canva 4/24/2022

- Objective – All the PMO's day-to-day operations or support operations should be designed to implement and maintain the value-added mission, especially during disruptions
- Unity of Effort – The PMO smooths integration between interdependent projects through resource and cost management of its project portfolio & requiring a project approval and prioritization process.
- Legitimacy – The PMO needs the authority to influence project managers & teams.
- Perseverance – Continue self-evaluation to ensure the PMO delivers its promised value, expands its scope of service, and provides continued training.
- Restraint – Portfolio management within the PMO lessens the number of no-added-value projects. Kill projects or programs that no longer align. Limit project and program scopes to what will meet the purpose.
- Security – Training produces skilled teams and career path within the organization for team members. Also, it provides a leadership pool and better retention.

The peacetime operations of the PMO or project management are about maintenance, monitoring, and continued assessment. Though program, project, and portfolio delivery may be going smoothly, and the teams are in step with or even ahead of the planned objectives, program, project, and portfolio managers cannot become lax in vigilance. Smooth operations are only one or two unaddressed problems away from a battle scene, if not an outright war with managing chaos.

- The Army's MOOTW are foundational to how the 9PW are used.
- The 9PW dictate the purpose and guidelines of that foundation.
- Thus, the 9PW establish strategies for the foundational operating principles that enable the achievement of those strategies.

Application:

The PMO, PPM, and PM leaders develop day-to-day best practices, methods, and processes that are designed to excel during the most chaotic situations.

If their teams can master the storms, they can easily manage the day-to-day. Keep them on their toes, so they are always ready.

Picture from Canva 4/24/2022

MOOTW = Military Operations Other Than War

Your team may not be actively battling a risk that you prepared for. There may be no current need to maneuver. Hopefully, the need for economy of force and mass has already been established and deployed as planned, so it is not necessary. Bottom line, the organization's project management is one force prepared for the worst and always does the day-to-day with this in mind.

What does the practice of these principles by a PMO look like?

- The PMO framework, standards, and tools are designed to be used capably.
- The PMO framework will have an established leadership structure with well-defined roles of authority, responsibilities, and training requirements.
- A Center of Excellence within or partnered with the PMO provides training or training incentives for leadership advancement and applicable subject matter skills.
- Project portfolio management is a primary function of project and program management strategy, whether directed by the PMO or partnered with a project portfolio management office.
- Communications are standardized, accessible, and easily understood. Only the information essential for tracking portfolio, program, and project progress status and decision-making is monitored and reported.

Picture from Canva 4/24/2022

- Project management is agile because of clear, concise objectives, line of authority, communications, and responsibilities, without micro-managing minutia.
- Proactive risk management and a culture of innovation allow quick adaption to disruptions.
- PMO leaders and teams can define long and short-term objectives for the PMO and projects by using these principles.
- They can use their strengths at the right time with the most impact to achieve program and project goals and lessen the opportunities for chaos.
- They master the efficiency of resources and reinforcement of weaknesses.
- The PMO team will demonstrate decisiveness, discipline, agility, support, and directive, providing more value to the organization.

Picture from Canva 4/24/2022

With all that has been said, remember, not everything can be planned for, not every vision happens at once. Part of winning wars is knowing what battles you aren't equipped to fight, yet.

“In the Army, we are taught to manage expectations. It's important to understand what you are capable of, both as an individual and as a group, and to plan accordingly. Overextending because of unrealistic objectives can be deadly, for both a commander and his troops.”

Luis Carlos Montalvan (Montalvan, 2011)

Thank You

Picture from Canva 4/24/2022