



# Difficult Conversations for PMO Leaders To Have

# Difficult Conversations: A Guide for PMO Leaders

## Welcome!

Ten Six has developed a proven, structured approach to implementing PMOs. We recognize that not all PMOs are the same shape and size; as a result, we do not prescribe a one size fits all solution. There are many different roles that PMOs can fill and these vary from one organization to another.

For many clients, the task of setting up a PMO or improving how it functions can be a daunting challenge. It's not uncommon for politics to play a part in determining the PMO's roles, responsibilities, and authority levels and to whom it reports within the organization. But there are many other factors beyond the organizational ones that will ultimately contribute to the PMO's success or failure.

One of these is the ability to find its place and set expectations about what the PMO is there to do for the organization.

Years in the field have revealed one critical theme: PMO success lies in the ability to align correctly with the organization. While this may sound obvious, it is not uncommon for misalignments to occur, whether subtle or more overt. We have found that the most successful and valued PMOs are the ones that continually realign themselves; sometimes adjusting their roles slightly as inevitable organizational changes occur.

Alignment, and realignment, require leadership. And sometimes they require stepping out of your comfort zone to do what's right, even though it feels difficult.

For the PMO leader, much of the working day is taken up with operational issues and ensuring that projects, programs and portfolios are operating as they should. From time to time, you'll have to face difficult conversations to ensure that you can still deliver those projects, programs and portfolios as a team, and stay aligned to where the business needs you to be.

In this guide, we discuss 5 common, difficult conversations that PMO leaders will face in their career. We share tips on how to deal with them successfully. There might be other options open to you – there most definitely will be other difficult conversations to have at various points. However, we hope that by being honest about the challenges of successfully running a thriving PMO, we can support you in being the best leader you can be.

Here's to your success!

*The Ten Six Team*



## Table of Contents:

- Conversation #1: Securing More People
- Conversation #2: Securing More Funding
- Conversation #3: The Seat at the Table
- Conversation #4: We Are Not Your PA
- Conversation #5: Executive Training
- Conclusions
- How We Can Help You



## Conversation #1: The ‘Securing More People’ Conversation

There comes a time in the journey for all PMOs that you can’t do more without more staff to support the work. There’s a limit to how agile and lean you can be and still offer a great service to your project management community and the executives.

Every PMO is different, but we normally see two types of people within the PMO: delivery personnel and support personnel. The first conversation we’re diving into is this: the one that will let you secure more people. But before we get into the details, the type of conversation it turns out to be depends on what kind of person you are looking for.

### Delivery Personnel

Project delivery personnel are the project managers, business analysts, project co-ordinators and subject matter experts who lead projects. They are full-time allocated to one or more projects. In your business, these staff may not report directly to the PMO, but it still might be appropriate for you to be the one asking for a rise in headcount in this area, especially if you are seeing an increase of work and not enough people to take it all on.

So how do you ask for more project managers? It’s acknowledged that project work has peaks and troughs. While as a business you might be under pressure with projects right now, who knows what the execs will choose to invest in next year? Perhaps there won’t be so many projects to do. That can lead to a reluctance to ask for more staff, and a reluctance to grant the request.

We’re seeing trends that show project work is only increasing. Yes, businesses can go through difficult times where investment is funnelled into other initiatives, but project managers have skills that enable them to contribute to the organization in a number of ways. And, contrary to popular opinion, it isn’t impossible to slim down the workforce if you need to: there’s a constant cycle of people leaving for other roles and retiring that provides natural attrition.

However, it is sensible to address this worry in any request for additional project managers. It’s helpful if you can tie their recruitment to a long term trend you’ve seen in your own business, showing that project work is increasing and your current workforce is overloaded. If you can point to projects that are delayed as a result of lack of staff, that’s another convincing factor to support the need to recruit.

Large projects may need their own dedicated teams, and don’t overlook the benefits of having someone on a contract to work on a particular initiative: you may be able to move them to a permanent role later.

Projects are how organizations deliver their strategy, so if there aren’t enough bodies to do the work, your business will grow more slowly. Often the opportunity cost of not having a person in post is greater than the cost of that person’s salary. Tying your request to a business case for a project is often a powerful message: what would be the cost to the business of *not* having the benefits of this project for another six months? With extra staff, you get the benefits faster.

You may be more effective in asking for extra staff if you make it clear what kind of person you need. For example, do you really need a program manager with 15 years’ experience? Or would a newly-certified PMP® be able to do the job? Do you need a project manager, or would a project co-ordinator be able to support in an adequate way? Or perhaps you need both?

### Support Personnel

This is a harder conversation to have: no one wants to add resource to the business where there isn’t a clear return. ‘Support’ can mean a lot of things but here we are using it to mean team members who do

not actively work on projects. They provide back office support to project teams and executives, through project reporting, portfolio management, prioritization support, system administration, leading teams, training, managing lessons learned databases, facilitating knowledge sharing and so on.

Unfortunately, support people, managers, team leaders and so on can often be seen as an overhead if they aren't actively delivering projects that impact on revenue or profitability.

But support staff (at every level) *do* have an impact on profitability. They help by doing all the things listed above. Managing a document library and updating organizational lessons learned means that project teams have access to resources to enable them to get started more quickly and with fewer mishaps. Mentoring and coaching project managers means they are more efficient, delivering their projects more successfully and with better operational buy in.

The conversation to ask for additional headcount needs to be centered around the value these people will add. It is hard to place a financial amount of this, but you can 'sell' the idea of having more support. Here are some ideas:

- Track the increase in projects in the business: you need the staff to be able to support your organization's growth.
- Track the increase in demands for management information: if you don't have the staff, you cannot service the information needs of senior executives.
- Track the increase in the number of project delivery personnel: more project managers means more admin and project support, mentoring, coaching, training needs etc.
- Track project management maturity: you should be able to show that you are trending upwards, and can lay out a plan for how you intend to increase maturity through additional programs, led by your new team members.

If you can link the requirement for a new starter to a particular initiative, that's another good way to introduce more heads to the organization. A new large program, for example, might require a dedicated support person, and you may be able to get them on a contract if your management team aren't happy to go ahead with a permanent hire at this point.

The common complaint for adding additional people to a business is that management don't believe you need the extra heads. That happens because they don't understand what your team is doing today. Make sure you have monthly reporting, trend analysis, and visibility to demonstrate what your team is working on and the results you are getting. It's always easier to ask for more if people value what you are offering them at the moment.

Even if you don't feel like you need more people now, you should be future-proofing your potential needs but ensuring that the people who matter know what it is you deliver and how your resources are currently being used.

## No One Knows What You Need Except You

Don't expect anyone to offer you extra headcount. It is most definitely up to you to put together a proposal for additional staff. State clearly:

- Why you need them
- What they would work on
- When you anticipate them starting (if you need several additional resources and do not need them all to begin at the same time)
- What role they will carry out
- What type of person you are looking for and at what level
- What you propose to pay the new staff members.



Effectively, you are creating a business case for new team members. It needs to be compelling, clear and easily understood. Given the work involved in requesting new staff, it's worth considering your resource needs for the year and ensuring your proposal covers a number of additional resources, with staggered start dates.

Finally, don't struggle on overstretched and understaffed. You'll burn out your current team, and risk absences due to sickness or stress, and ultimately face people handing in their resignation. Stay close to how your existing team are feeling about their workload and be prepared to act. When you do so in a considerate and thought-through way, you might be surprised at how supportive your management team is for securing extra resources.



## Conversation #2: The 'Securing More Funding' Conversation

Sometimes you need more than just bodies to deliver your strategy.

Below, we look at how to secure more funding for your PMO. This can be a difficult conversation, and one that some PMO leaders put off, through fear of being told they can't have any extra money. However, if you want your PMO to succeed and grow, you are going to have to face this second discussion at some time. Here's how to prepare.

### Know Your Worth

One of the risks with PMOs is that they see their budget cut. The truism is that PMOs have a lifecycle of around seven years, and while that's not the case for many successful PMOs, the fact the truism exists at all is because it is grounded in reality. Not all PMOs stay the course. When investment across the business is cut, executives look for areas that they feel they can do without, and the PMO is often one of the targets in a cost reduction exercise.

Even if you don't think that's a risk for your PMO, it's always wise to know your worth, and to make sure other people do too. Share your successes and be clear about how your team contributes to the organization. It's hard to convince people to invest more in your department if they don't understand what you do in the first place.

### Create A Business Case

In a project-driven organization, any request for funding starts with a business case, and your request for funding should be the same.

Think clearly about what you want the money for. PMOs need investment for a range of things including:

- Software: rolling out new tools or upgrading your existing estate
- Training: professional or in-house training for your project management community and PMO staff
- Building maturity: putting everyone through a certification exam or implementing a maturity model
- Communication materials: investing in video equipment, printing or other communications tools.

Your business case should follow the same standard template as used elsewhere in the business, covering the same content.

In addition, be aware of the general costs of running your department. Software licence fees may increase year on year as your organization grows or more users are added. Staff costs may increase through offering people cost of living wage increases. These P&L costs should be something you are managing as a matter of course for your team, and aren't really what we are talking about today – however, you should still factor them into your annual budget request along with your other funding requirements.

### Show The Benefits

Your business case should clearly show the benefits of the investment that you are asking for. If you want a new software tool, answer the questions that the decision makers will be asking:



- State why you want the tool and why the time is right for the investment now
- State what benefits it will bring to the company: improved reporting, shorter turnaround times, better management information, freeing up time from resources who would be better spent doing other things, increase capacity etc.
- State why you believe this is the right choice: use case studies from other businesses, cite industry research and show you have done your homework.
- State how you will track the benefits to show that the investment is delivering the returns you expected it would.

In short, make your business case compelling!

## Offer Choices

Another tip for presenting your funding request is to offer choices. You might want to put 50 project managers through Primavera training, and you might be able to justify why this is necessary and a good idea. But if you just offer that one option, you are leaving the execs with only two choices: give you the funding or refuse it outright.

You know your organization better than we do, but it is sometimes sensible to present options. For example:

- 2-day classroom based training for 50 project managers at a fixed cost.
- 1-day classroom based training for 50 project managers, with online training to support the transfer of knowledge back to the workplace and two staff going through system administrator training to better support their colleagues.
- Online-only training for 50 project managers and 1-day administrator training for two staff.

You can cut this anyway you want. Set out the benefits for each option and include your recommendation for the plan you would like to move ahead with. Just don't offer an option that you wouldn't be prepared to take! Hopefully then the decision makers feel that there are a range of choices and can make a risk-based decision that still results in a win outcome for you and your team.

## Ask At The Right Time

It pays (literally) to know the funding cycle for your business. Missing the cut off for investment in this financial year, for example, could mean the difference between accessing funds or having to wait another 12 months before your suggestions can be considered.

As the PMO team, you should be linked into the budget timescales for the business anyway, so note the key deadlines and get your requests in front of the right people when it matters.

Asking for additional funding isn't an easy conversation, but when you need to take your PMO to the next level, it's essential. Plan in advance, be able to justify why you need the additional funds and how they will be used, then prepare your request and ask.

No one is going to offer you additional funding, largely because they don't know your requirements and vision for the PMO as well as you do. There are plenty of other department directors asking for an increase in their budget, so you have to make your voice heard and make your request irresistible.

Then when you do get your funding approved, move quickly to spend it in the way that you said and start tracking the benefits.

## Conversation #3: The ‘Seat at the Table’ Conversation

How many times have you been in a meeting and felt you didn’t have the whole picture? Whether it’s a reference to a strategic decision, new plans for transformative change or something about the business landscape – it’s clear that they knew something that you didn’t.

This kind of situation doesn’t feel good, but more than that, being left out of the conversation puts you and your PMO team at a disadvantage.

Without insight into what is going on in the organization, you can’t staff appropriately, respond to risk and changes, or support the business needs. And isn’t that what the PMO is supposed to do?

This isn’t just about sitting in with the board as they plan the next five years for your company. PMOs function at lots of different levels in the organization and you might not even have an enterprise PMO. That shouldn’t matter: you can get your voice heard and offer more value at any level.

You can have a seat at the strategy table at any level in the organization. For example, if your PMO serves the IT team, the PMO leadership should be involved in the IT managers’ conversations about strategy and vision for that department. Then you can make sure your PMO plans align with and support the delivery of the IT strategy.

If you find yourself on the periphery of strategic discussions too often, you should start lobbying for a seat at the table.

The third conversation we are looking at is exactly how to do that. We cover how to talk about the extra value your PMO can bring and what risks the organization might face if you continue to be excluded from the strategy debate. But before we get started, let’s consider why the gap exists in the first place. Why don’t you have a seat at the table already?

### Why Don’t You Have a Seat at the Table?

In our experience, the most common reason for not being invited to be part of the strategic debate is that the people who are in those meetings don’t know what you could bring.

They probably think you are doing a fine job as a PMO team. They know you are serving the business, leading projects and strategic change, and doing it very well. Many people don’t understand the extra value that a PMO can offer an organization, when it is fully integrated and operating at the most senior levels.

Hopefully the people who matter know that the PMO offers more than simply an admin and reporting function. If they don’t, that’s the first place to start. Build your internal ‘brand’ by showcasing what you currently do. Get your team noticed for being supportive and for shaping the conversation at lower levels in the organization.

Your place in the conversations may also be blocked by those who feel that strategy discussions should be held behind closed doors. It may be that to get in, you need to put forward the most senior person in the PMO hierarchy, whoever that might be. As a starting point, that at least gets the PMO present at the meetings, and you have a mechanism to get information fed back to the PMO team.

Having addressed concerns about why the PMO isn’t included in the first place, you can then move the discussion on to what you could bring if you were there.

### Explain The Extra Value

What more could you do if you had more knowledge of what was happening in the organization? These are the kinds of thing that you should be explaining.

For example, strategic execution is high up the agenda for executives. It isn't enough to design a strategy; you have to have the infrastructure and teams in place to implement it too. The PMO is instrumental in making this link. As people who understand how the business works, your team can explain how individual projects support strategic delivery. And, even more importantly, they can point out where projects are not aligned to strategy.

With that level of knowledge and awareness at the table, the executives should have the information they need to prioritize the right projects to deliver the right outcomes.

## Explain The Risk

If you aren't involved in those discussions, what would the risk be? There are a number of factors affecting the success of any change. Here are some suggestions to prompt your own thinking about risks relevant to your organization.

- **Staffing:** If you aren't aware of the strategic direction of the department or business, you aren't able to flex PMO staffing to ensure there are sufficient project resources to meet demand.
- **Training:** If you aren't aware of the types of projects the business wants to do more of (e.g. "In five years' time we will be totally digital"), you can't equip the workforce to meet those needs (e.g. improving the teams' skills in digital project management).
- **Prioritization:** Lack of awareness of strategic direction could lead to the PMO giving the wrong advice or focusing on the wrong measures for reporting. Better knowledge leads to better prioritization of the work.

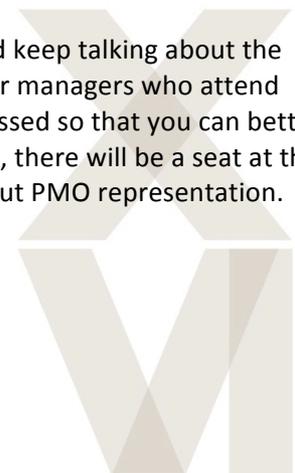
It's even better if you can use real examples from past projects, where you can show that lack of information had a negative effect on the project's outcomes. Perhaps a critical project was delayed through lack of resource because no one knew it a strategic initiative was dependent on it? Perhaps a decision was taken to fund a project, and then a strategic project came along which meant that project had to be stopped? If you had known about that work, you would never have started the first project.

Try to think of some situations relevant to your own organization that illustrate the kinds of challenge facing the PMO and how they would be alleviated for the good of the business overall.

## Use Your Influence

You'll need to use all your influencing skills to get your seat at the table. Some managers will be open to extending their meetings to you and will quickly pick up on the extra support the PMO can offer. Others may be more resistant.

If you face resistance, keep trying. Keep adding more services to the PMO and keep talking about the value you have to offer the business. See if you can talk to and influence other managers who attend the right meetings, and catch up with them afterwards to see what was discussed so that you can better shape the PMO's responses. Let others know that you are doing that. One day, there will be a seat at the strategy table for you, and people will wonder how they ever managed without PMO representation.



## Conversation #4: The 'We Are Not Your PA' Conversation

PMOs exist at all kinds of levels in an organization. You may have one set up to support a particular large project, or a specific team. The PMO may be attached to a corporate division, or support the work of one country in a multi-national business. Or you may have an enterprise PMO, created to underpin the project and change work that is happening everywhere in your organization.

PMOs, and the people in them, morph to support the unique needs of the enterprise at any given time. They carry out a range of tasks from governance to training, communication to strategic consultancy.

What they rarely do, though, is exist solely to provide secretarial and administrative support to project managers. In fact, we've never seen this. That kind of admin support is helpful for project managers, but can be provided through a project coordinator role, or the departmental assistant. PMO managers aren't there to take minutes or type up reports.

However, there are plenty of project managers and executives out there who may feel that the PMO team are a bunch of glorified secretaries.

So how do you deal with that issue?

If you haven't been asked to turn some scribbles into a beautiful slide deck on a non-PMO topic yet, it's best to think about how you will respond to being asked to do administration tasks. This is the fourth awkward conversation, and preparing your own thoughts in advance will definitely make it easier.

Here are some ways to ensure that your PMO team stays focused on what they should be doing, and don't get distracted with someone else's admin tasks.

### Set Expectations for the PMO

Talk to the project managers who you work with. Talk to the executives you support. Keep underlining the types of work that you do as a PMO team. That includes a huge range of value-added activities... but not admin jobs for other people.

The message here is to set expectations for what you do. Oftentimes, people ask for admin support because they perceive the PMO to be a support function, and admin is what they need support with.

Of course that work needs to be done. And of course the work of the PMO generates quite a lot of admin of its own: there are meetings that need minutes and reports to produce. But these support the work of the PMO and are crucial to the successful functioning of the team. They aren't secretarial support to a project manager who would prefer not to book their own meeting rooms.

Define what project support looks like for you, and give people examples of what tasks you undertake. For example, you might actively facilitate a workshop for a project manager and write up the minutes of that, but you wouldn't sit in a project steering group meeting simply to take notes. You might agree that booking rooms for an internal project management training course you are running is part of your responsibilities, but booking rooms for someone else's project meetings is not.

Be very clear about what you are prepared to take on because it's relevant for your PMO responsibilities, and what falls outside your remit. Once you have this clear in your own mind, it's easier to talk to others about the boundaries, and set realistic expectations.

### Call Out People Who Are Trying Their Luck

It's OK to tell people directly that it isn't your job to do their admin. Your team doesn't exist to serve as a PA function for busy project managers.

You can do this politely. The admin work that goes into a project is highly important. It's essential to document decisions and keep accurate records, so the work is not without value. It's just that you have your own valued work to do and are not the best people to do project admin.

You can judge the relationships you have with these people, but if you can let them know with humour that they are taking liberties, then that's a good approach. Remember that these individuals may not know what the official role of the PMO is. If they haven't been involved in the expectation-setting conversations, they may be under the misapprehension that your team can do those tasks for them. Set them straight, and try to do so in a way that avoids conflict.

## Empower the Team to Say No

It's hard to say no, especially if you see that the project is under pressure and that the project manager has a lot on. However, everyone is busy. If you aren't busy enough in your PMO role, you should be looking at what tasks you could take on to support the business. Schedule [a health check](#), for example.

Tell your team that it is OK to say no to admin requests. If possible, tell them where they should be directing people instead – the executive PA team, an admin resource or somewhere else. Or you could tell them that they are responsible for their own admin!

Support your team in this decision. If someone comes to you, as the PMO leader, and asks you to force your team to take on admin work, you should back the team's choices. It doesn't make sense to empower your team to say no and then undermine that if a manager asks for your support. Make the call, and stick with it.

## Get Admin Support

There's nothing to stop you recruiting someone specifically to provide admin support to project teams, if that is what is required. Project and program managers can be highly paid professionals. Is their time really best spent reformatting monthly reports into the new template style? Perhaps there is an argument for your team to get someone onboard who can take some of the admin away from the project managers – as long as this will enable them to spend more time on value-added work like risk management or stakeholder engagement.

Weigh up the arguments in your own team and see if you can justify admin support for the department. It could be a very popular move for the project managers and the PMO team alike!

All areas of business involve an element of admin work, and the purpose of this article isn't to stop or devalue those tasks. You simply need to be aware of your priorities, and the purpose of your team. You exist to provide PMO support to the enterprise. If you take up all your time on project support admin tasks, you can't deliver on your PMO responsibilities, and that can have a disastrous effect on the business. Managers won't get the information they need to make the best decisions, and the strategic alignment of projects will suffer.

Many PMOs face the, "How much admin support do we offer?" question at some point, so it's worth spending some time now thinking about how you will deal with these issues when they arise for you.

## Conversation #5: The 'You Need Training' Conversation

Frequently, we see leaders within an organization who mean well, but who simply don't have the skills to be able to carry out their roles on projects. They might be senior managers who have a lot of experience, but who have never been in the role of project sponsor before. They might be board members who want to make the right strategic decisions but don't know what information to ask for from the PMO. Whatever the reason, sometimes we need to upskill the people at the very top of the organizational hierarchy.

Hands up who wants to tell the CEO that she is due for mandatory project sponsor training?

That's a difficult conversation to have, and the last we are looking at in this guide. However, PMO leaders can't avoid having these discussions if they want to improve project delivery and success rates. We all know that executive leadership support is crucial for the successful delivery of projects. And many of your executives will know that too. So why is it so difficult to launch PMO training for executives?

### The Training Challenge

There are two main reasons why people are reluctant to set up a training program for executives.

First, there's the belief that executives know it all already. They have reached their position in the organization because they have great leadership skills and they know their subject matter. That all might be true – we don't doubt that your top leaders are great people – but many of them won't have firsthand experience of sponsoring a business critical change project, precisely because that level of project is only sponsored by someone at the very top of the business. They won't have firsthand experience because they couldn't have got it at earlier points in their careers.

Added to that, many leaders don't want to be seen as someone who doesn't have the answers.

Second, executives are busy people. When was the last time you saw your managers going on a training course? Of course, some organizations do invest in top management training programs from business schools, or executive mentorship programs. But project-related training doesn't always feel like it fits into that category.

Ironically, PMO leaders have far fewer difficulties in organizing training programs for project delivery staff and other managers at team leader level across a business. There's genuine belief and acceptance that adequately training staff who work on projects is a given. We need people who understand change management and have good people skills, as well as the technical knowledge to drive project management tools like Primavera and use advanced risk management techniques.

Let's look at how we can break down the barriers to executive level project training.

### Make Training Personal

Think about the kind of training you can offer senior leaders in the business. Classroom based training is always one of the options considered, but is it most effective for engaging your executive population? Maybe not. Think about mentoring programs, or personal coaching. This kind of training feels less exposed and your executives can ask questions in a safe space. Providing a personal training environment can have better results and encourage managers to actually take part.

On the job training, offered by the PMO team to the relevant managers, can be done and can be your only option in smaller organizations. However, be sensitive in how it is delivered so that you don't

inadvertently make executives feel as if they are going back to school. The PMO is perfectly placed to do this, because you can approach the training from a position of support for the sponsor in their new role.

## Get a Mandate

The fastest way to getting buy in for executive level training is to get a mandate from above that makes it compulsory. If your CEO specifies that everyone sponsoring a project needs to attend a half-day training course or meet with a dedicated coach, then there is no excuse for non-compliance, and no one feels that they are being singled out for “development”.

## Make Expectations Clear

This works even if you don't have the budget, mandate or time to offer individual training. Create a guide for project sponsors, setting out what is expected of them. This can highlight, for example:

- The impact of slow decision making
- What they should expect from a project manager
- What kinds of questions they can use to challenge project managers
- How to interpret project data, and common glossary terms
- What they should be doing at project kick off
- The rationale for strategic alignment and the link between project sponsor engagement and successful delivery
- How the PMO can support

And so on. A sponsor induction pack can be a way to disseminate high level training to everyone, especially if it also includes contact details for the PMO and how they can get further information.

## Get an External Agency to Suggest Training

It's often easier to have the difficult conversations as an external consultancy. Somehow it feels less personal for the people on the receiving end, if the discussion comes as part of an enterprise analysis of training needs analysis, for example.

When you are really struggling to improve the skills of the people above you, it might be time to call in an impartial person who can help you have those discussions with senior managers. You might be pleasantly surprised at how willing your executives are to take on project sponsor training, for example, if someone external to the organization suggests it would have a dramatic impact on project success rates.

However you go about improving the skills of your executive and project sponsor community, you should definitely have a conversation with those who need support. The risk of not doing so is that your projects suffer delays, poor decision making, low morale in the team, and maybe even premature closure due to lack of prioritization and resourcing. Even reluctant business leaders will be able to see that is not a good position for any organization to be in.



## Conclusions

It's tough to be a PMO leader! There are difficult conversations on the horizon, however successful your PMO is today, or whatever challenges you may be facing. The main takeaway we want to leave you with is this: Know your value.

The easier you find it to articulate the role and benefits of the PMO, the easier it is to stand your ground in difficult conversations. The more you focus daily on delivering organizational benefit, the more evidence you'll have of how and why your support is crucial to the company in difficult times.

PMOs have huge value to add, and it's a rewarding and influential career. With your team, and supportive business partners by your side, we wish you every success!



## How We Can Help You

Ten Six Consulting specializes in implementing Enterprise Project Management (EPM), Project Portfolio Management (PPM) and Earned Value Management (EVM) solutions. Our consultants have successfully implemented these solutions in many industries, including Aerospace and Defense, IT, Media, Energy, Telecom, Public Sector and Finance.

Our proven structured approach enables us to apply best practices in implementing processes and tools throughout large organizations. This includes addressing cultural concerns, such as user adoption, as well as balancing the pace of an implementation to accommodate the organization's absorption rate.

We are experts in implementing and training in tool suites from Oracle Primavera, Deltek and Microsoft. We have unparalleled experience in successfully integrating these tools into client organizations, significantly improving their Project Management and Earned Value Management capabilities. Our uniquely developed training classes address user adoption challenges by combining both tool use and organizational process.

We understand what it takes to gain real user acceptance and adoption. We recognize the difference between a 'successful tool deployment' and accomplishing real change, with a system that is truly embedded within your organization.

We apply a focused, practical approach to our clients' implementations, an approach that is driven to achieve well-defined business benefits. We only deploy seasoned experts with years of experience, deep solution knowledge and a track record of success.

We combine this unique blend of rich capabilities, industry knowledge, solution knowledge and unparalleled delivery experience to provide real world results for our clients. Our collaborative approach and drive to exceed our clients' expectations helps our clients to rapidly focus, improve and succeed in project performance.

If you're interested in setting up a PMO or have an existing PMO that needs help realigning or "upping its game", call us today (703) 910-2600 or email us at [pmo@tensix.com](mailto:pmo@tensix.com) to discuss how Ten Six's expertise and experience can help.

Ten Six Consulting, LLC  
576 North Birdneck Road, # 626  
Virginia Beach VA 23451

Tel: (703) 910-2600

[info@tensix.com](mailto:info@tensix.com)

