

The PMO Bullpen

I love baseball. I played for many years and coached my kid's little league teams too. There are many lessons to be learned in baseball, including teamwork, resilience, statistics, celebrating wins, and learning from losses. There's one area, though, that is important to any team: the bullpen.

When I lead a PMO, my COO asked who in my "bullpen" could handle a special project. At that point I did an assessment of each team member and noted their strengths and expertise. Then, when I needed someone to start, relieve, or close-out a project, I knew who in my PMO staff I could call up. In essence, we had a well rounded PMO Bullpen. Below are some PMO to baseball analogies.

- ✓ The Starter: They start the project and could go at least half the distance, if not all the way to the end. Maybe this person is great at initiation, requirements gathering and stakeholder analysis, laying a solid foundation for the project.
- ✓ The Reliever: The starter is done. Bring in the relief! They may stay in for a couple innings or the rest of the game. The project leader would pick up where the other person left off. The goal is to keep momentum seamlessly going.
- ✓ The Closer: Consider this the implementation phase. It can be short, but a lot happens in a little time. This is where the game can be won or lost, so make sure your closer is solid!
- ✓ The Quick Mound Conference: It's possible the PM needs a little assistance instead of being pulled from the game. Have a quick conference on the mound and see if they can still in, or bring in another person to take over.
- ✓ Every Bullpen Needs a Good Coach: As a PMO leader, you need to understand the strengths of your team and play to them. Provide coaching where needed to continue to build up skillsets.



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