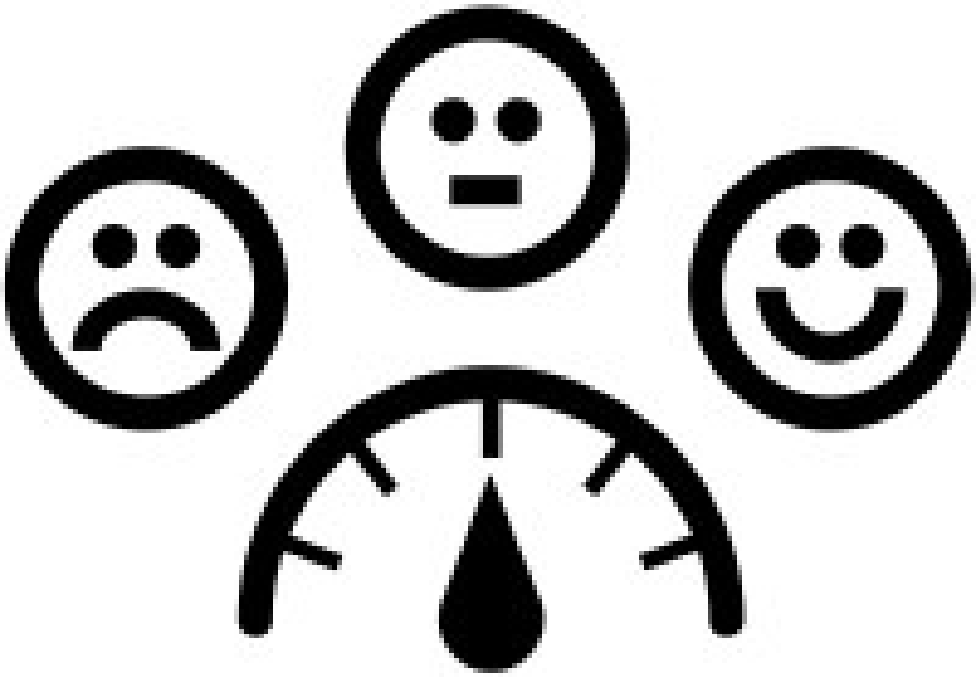
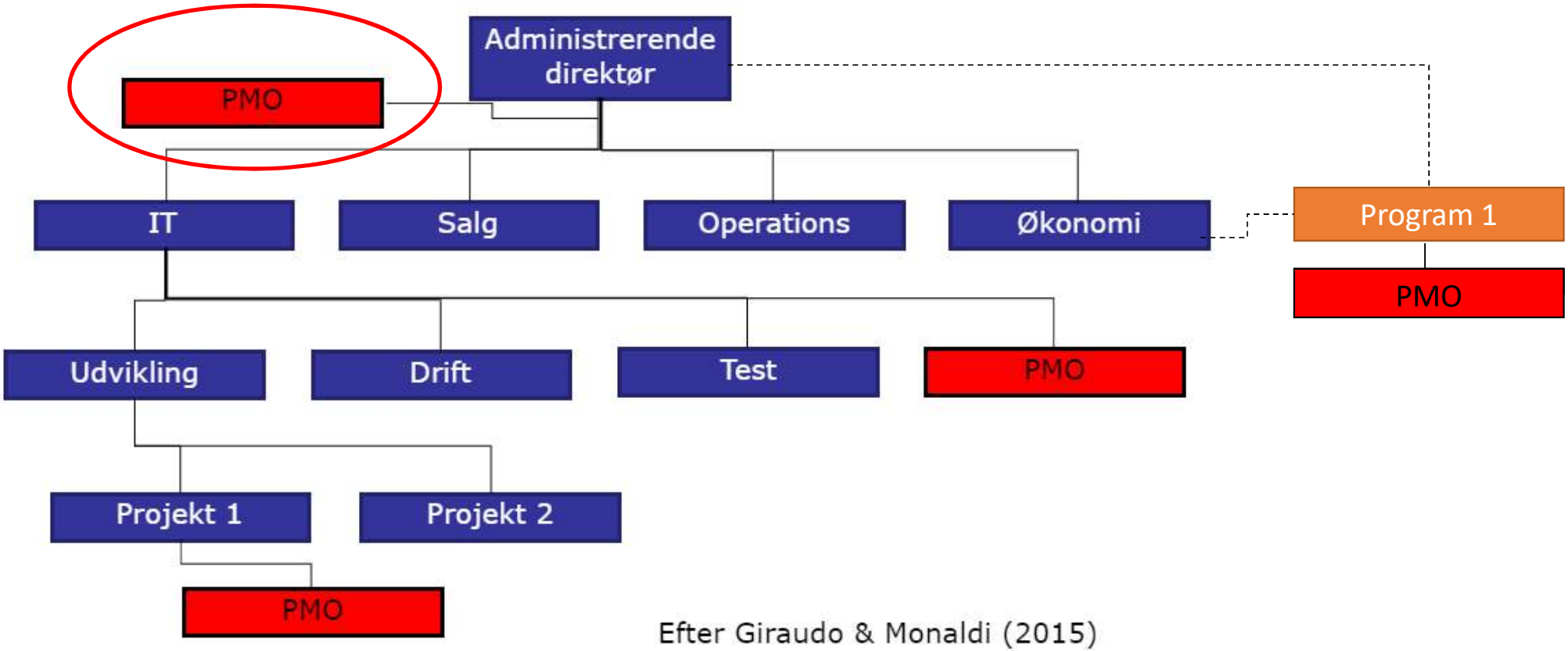
PMOets rolle i business casen og arbejdet med gevinster i porteføljeperspektiv

Janick Wrona
Head of PMO, SEAS-NVE



Hvilken type PMO?



Efter Giraudo & Monaldi (2015)

Hvilke typer gevinster?

Finansielle

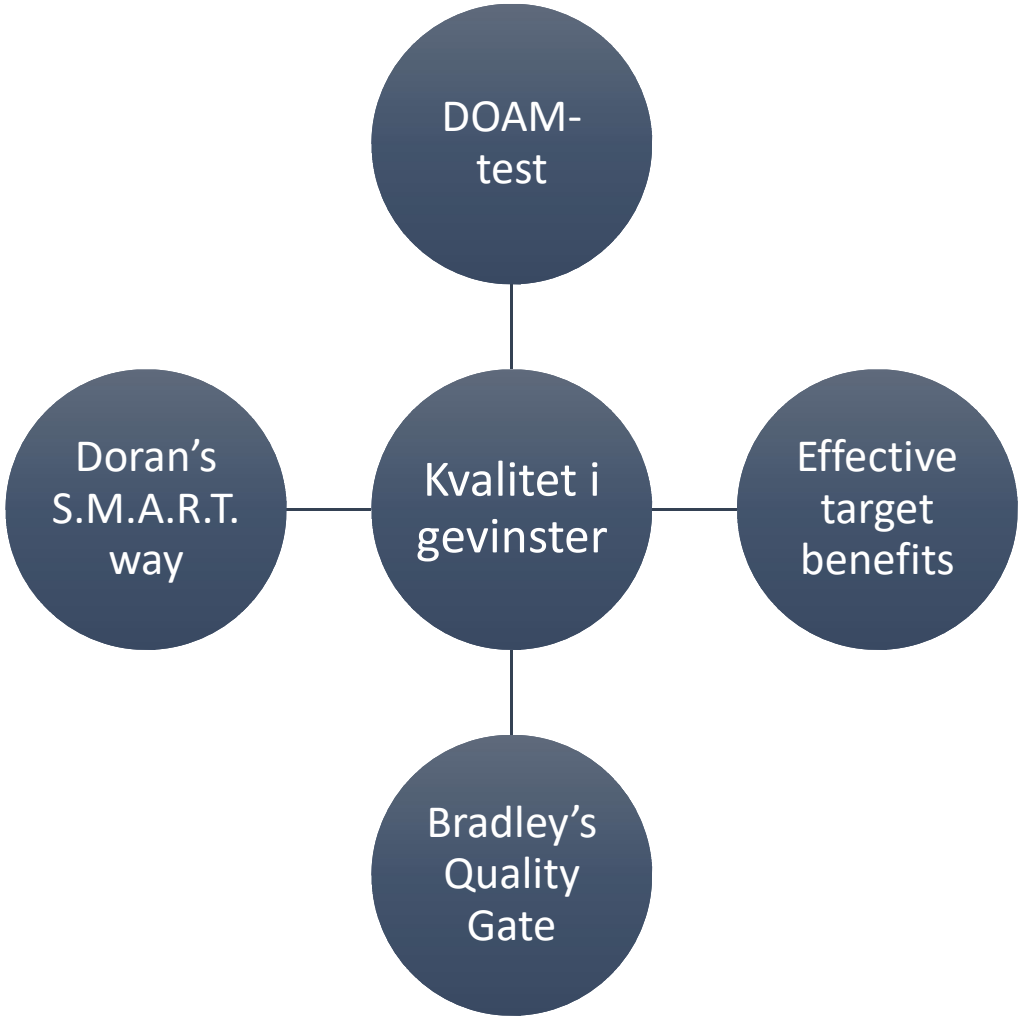
Kvalitetsforbedringer

Effektivitetsforbedringer

(Efter Axelos 2011 [min oversættelse, JWR])

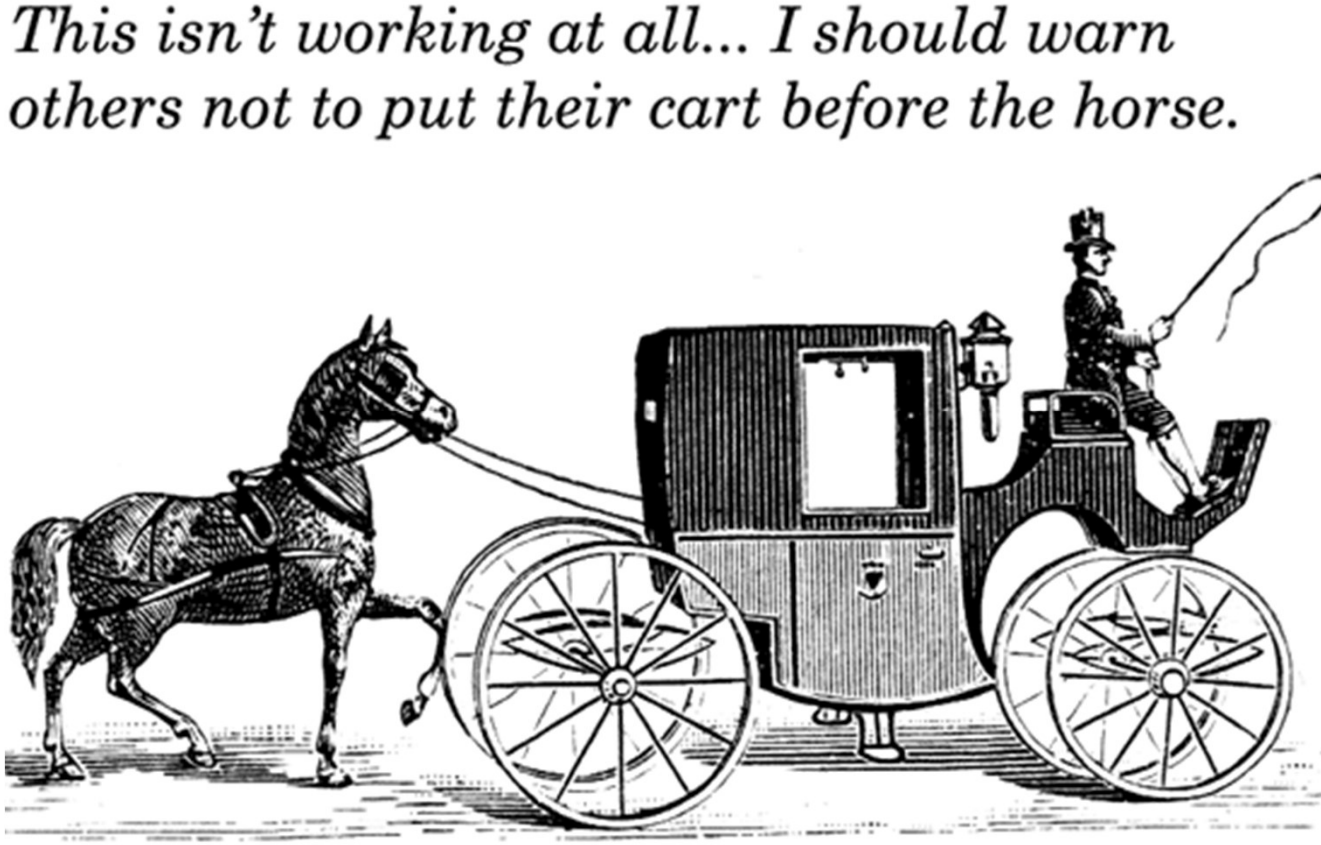
Problem #1 – Uensartet gevinstklassifikation

Problem #2 – Kvalitetskriterier ved gevinster



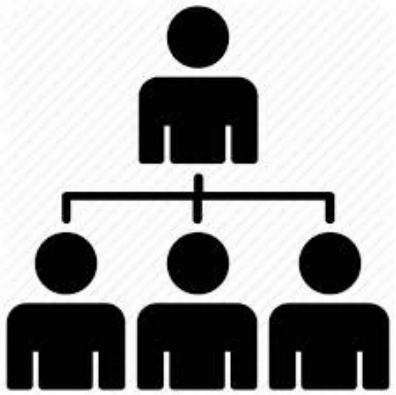
(Bradley 2006), (Axelos 2011), (Doran 1981), (Zwikael, Chih et al. 2018)

Problem #3 – Gevinster klistres på efter løsningen er besluttet



Problem #4 – Gevinster vedligeholdes ikke i løbet af projektet

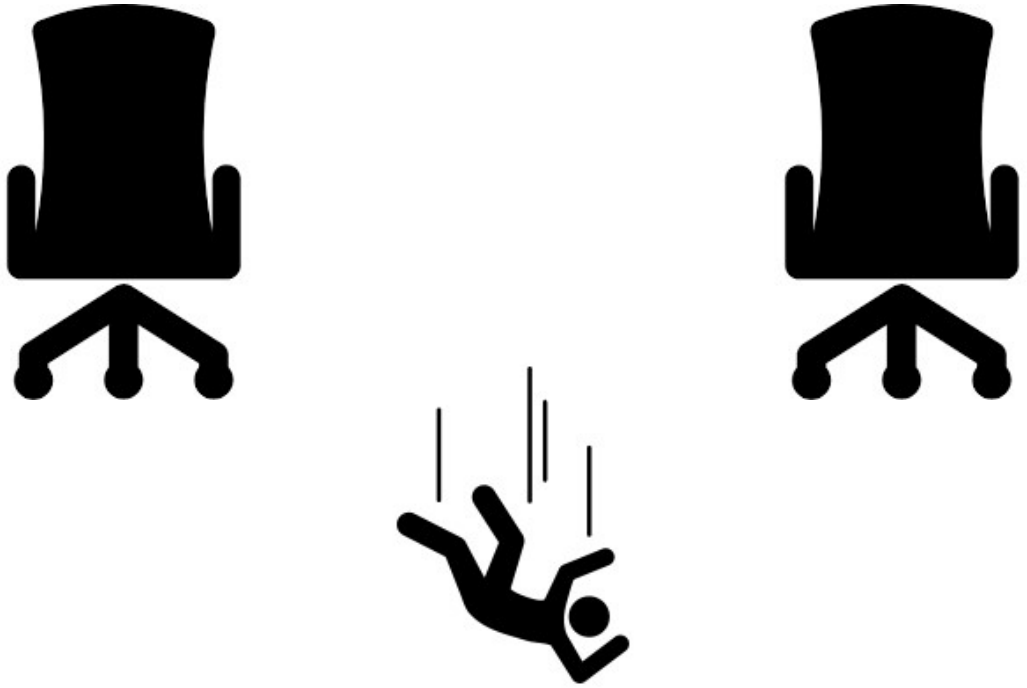
Problem #5 – Fokus på gevinststyring, ikke gevinstledelse



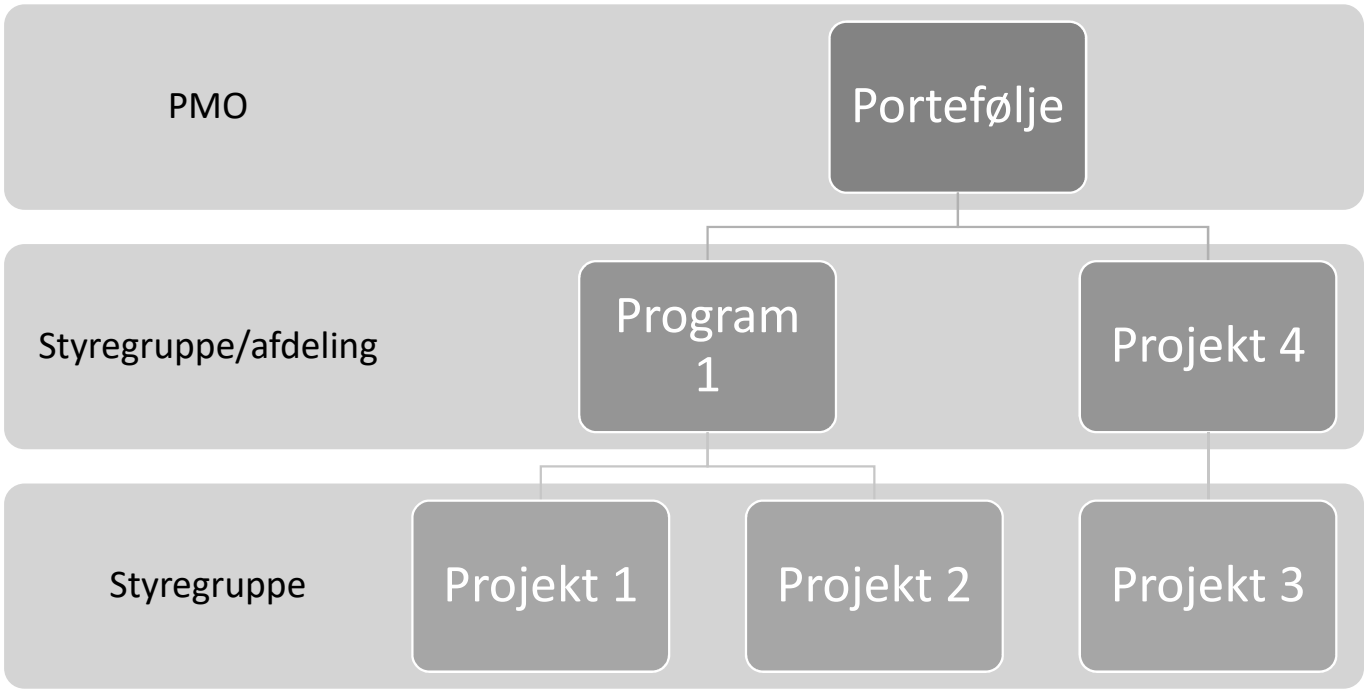
Management

Leadership

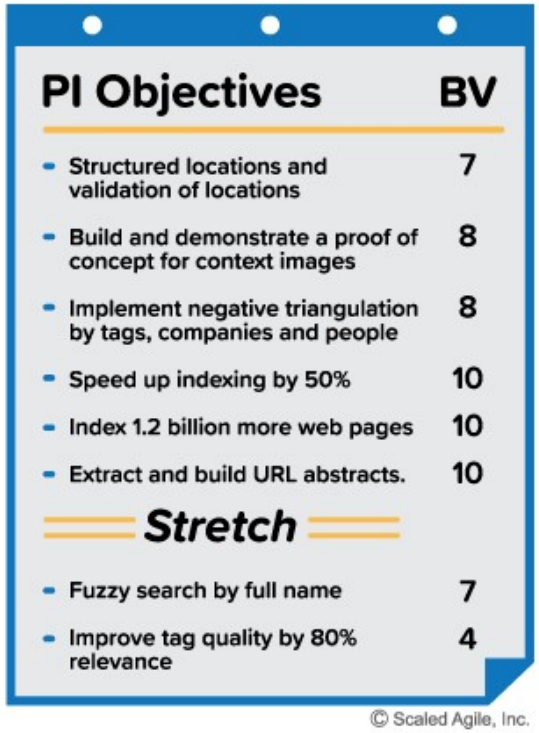
Problem #6 – Gevinsterne falder på gulvet, når projektet lukker



Problem #7 – Gevinster styres i isolerede projekter



Problem #8 – Gevinster i agile projekter og organisationer



PI Objectives	BV
Structured locations and validation of locations	7
Build and demonstrate a proof of concept for context images	8
Implement negative triangulation by tags, companies and people	8
Speed up indexing by 50%	10
Index 1.2 billion more web pages	10
Extract and build URL abstracts.	10
Stretch	
Fuzzy search by full name	7
Improve tag quality by 80% relevance	4

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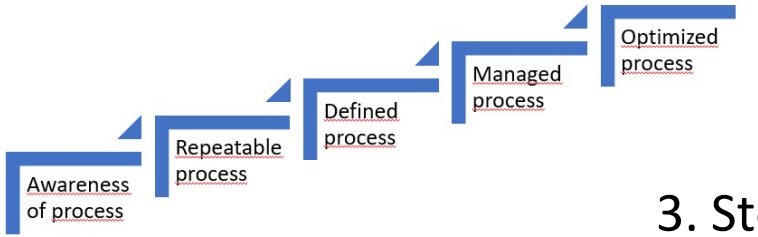
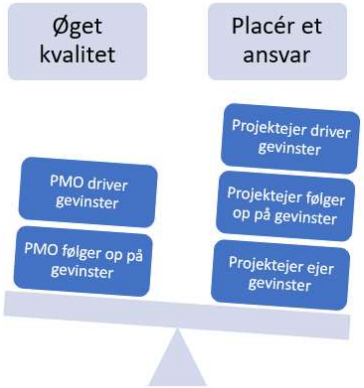
"the existence of objective values to feed as input into the decision making process in agile projects and in particular in the prioritization methods, is questionable; instead, what is priority seems to be a combination of subjective valuebased criteria." (Bakalova 2014:79) [min fremhævning, JWR]

Nogle forbehold

1. Modenhed i måling



2. Placering af ansvar



3. Størrelse af organisation of PMO

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