

# Feng Shui Your Data

Welcome again to what you may still consider an unorthodox view on data and all things PMO. The art of de-cluttering just to the right point makes things so much more useful and apparent in the real world; doing the same for your PMO data will bring much needed clarity, if you do not already have it.

## So, how do you go about decluttering your PMO data?

There are quite a few inhibitors in most data sets to the PMO achieving strong data hygiene and data governance that prohibits the application of meaningful data analytics and produce results that are well, frankly, not very flattering. The significance and hard work behind the PMO analytics, whether it be related to organisational or resource performance, project delivery or variance analytics, is well and truly lost in the noise of questions that can so easily derail the conversation, destroying confidence along the way.

For example, we all know what a status is with respect to a task or project. But, what is the significant difference between 'Unlikely' and 'Unsure' or 'Scheduled' and 'Planned'?

If the status does not reflect a step change in a process or trigger a repeatable action as part of a process, that can be measured and reported upon, what use is it? The degree of granularity in a KPI that measures the likelihood of a deal going through, for example in the Sales Process, is not likely to be warranted in the PMO delivery or Workforce Planning processes. Keeping the tiering of status definitions to a meaningful degree of separation is key, especially when each value is commonly understood throughout the organisation. A great place to start! Each status value must be attributable to one or more processes AND maintain the same definition throughout. An example of this is backlog. In Agile, backlog means work that is not yet allocated to a sprint. In Waterfall it does not have a traditional definition; from a delivery point of view, is it work that is signed but does not yet have a resource allocated? Is it work about to be signed? Think about the different ways people would consider the meanings of 'In Progress', 'Allocated', 'Assigned', 'Scheduled' & 'New', or 'Closed', 'Done', 'Completed', 'Accepted', 'Cancelled', 'Rejected'.

Having been in organisations that have had all these statuses and more, is it any wonder that as soon as a new flashy digital PMO dashboard becomes available to an unfamiliar audience, typically of Executives or senior stakeholders, there are more questions than answers. Worse still, the two or three people in the room that are supposed to know all give differing responses.

So now the penny drops; it does not matter how flashy your PMO dashboard is if no effort or due consideration has been given to:

1. The meaning of the data about to be presented
2. The need for each data type to be presented
3. The requirement to process-check each data element
4. The assumed transfer of status lists from one platform to another with little regard to the need or definition, or process embedding

Whilst all digitisation projects start off in the same place, they most certainly do not all end in the same place. At Fujitsu Data & AI, we master everything data and with a keen eye for detail, we can help you implement or improve your Digital PMO and most importantly take a look at your data, data governance and processes at the same time.

If your business needs help with their digitalisation projects, please contact a Fujitsu Data & AI specialist now.

#### **Contact**

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