

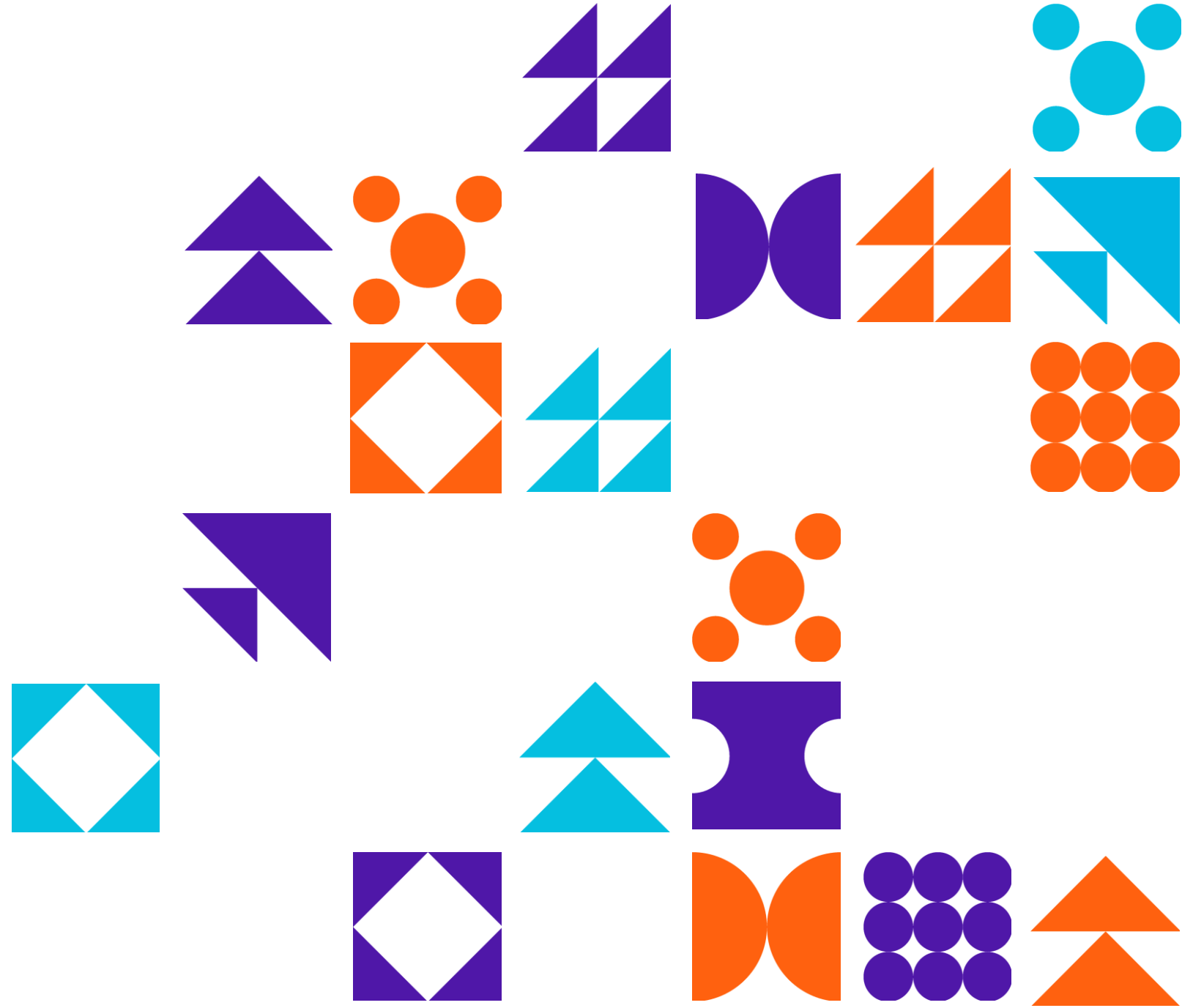
# The Strategy of Strategy in the PMO

Practical Actions from a Case Study

Tim Rumbaugh

PDD 2024 | PMI-OC

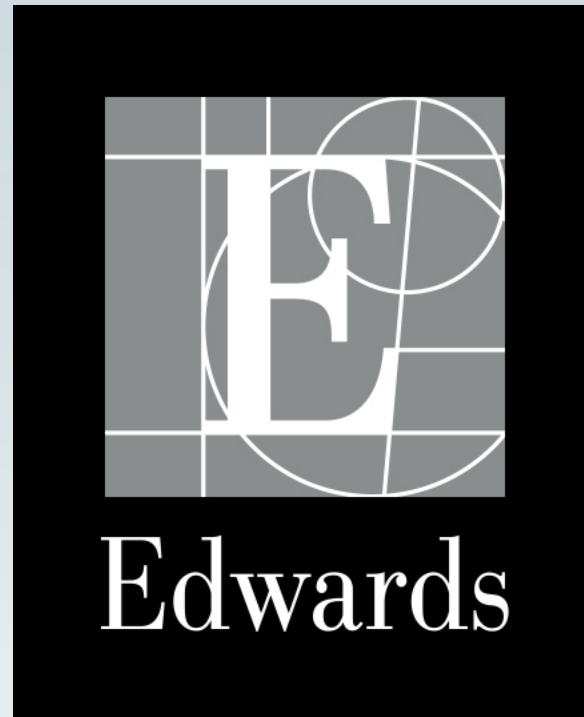
02 24 2024



**“Culture trumps strategy, every time”**

– Nilofer Merchant

Tim Rumbaugh  
PMO



Transcatheter  
Heart Valves  
(THV)

## *What is strategy?*

The essence of strategy is choosing to  
perform different activities or to  
perform activities differently  
to deliver a unique mix of value.

– [hbr.org/1996/11/what-is-strategy](https://hbr.org/1996/11/what-is-strategy)





**Business Unit 1**

**Business Unit 2**



**Business Unit 1**

**Business Unit 2**

**Business Unit 3**



**Business Unit 1**

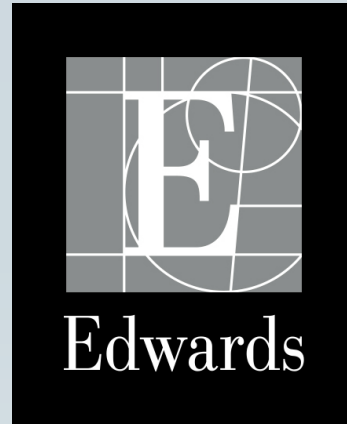
**Business Unit 2**

**Business Unit 3**

**Business Unit 4**

**Business Unit 5**





**Business Unit 1**

**Business Unit 3**

**Business Unit 4**

**Business Unit 5**

**Business Unit 2**



**Business Unit 3**

**Function**

**Function**

**Marketing**

**Strategy**

**R&D**

**Function**

**Function**

**Function**

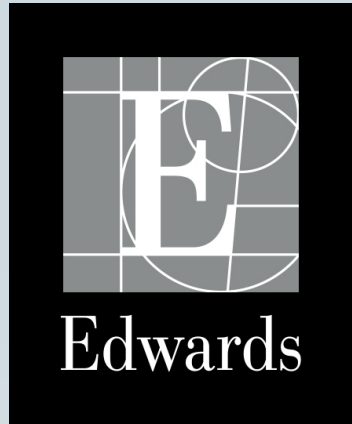
**Function**

**Function**

**Function**

**Function**

**Function**



**Business Unit 3**

**Function**

**Marketing**

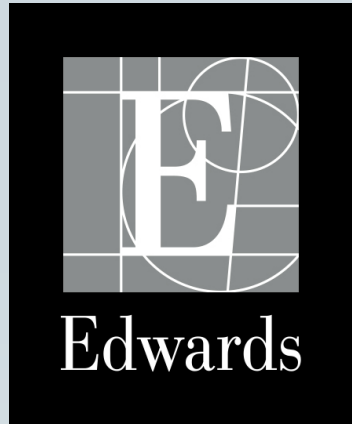
**Strategy**

**R&D**

**Function**

**Strategy**

**Process  
Integration**



**Business Unit 3**

**Function**

**Marketing**

**Strategy**

**R&D**

**Function**

**Strategy**

**PMO**



**Business Unit 3**

**Marketing**

**Strategy**

**R&D**

**Data Analytics**

**Strategy**

**Portfolio Mgmt**

**PMO**



## Corporate Strategic Objectives

**Business Unit  
3**



**Strategy**

**Business Unit Strategy**

**Portfolio Mgmt**

**PMO**

**Programs & Projects**



**Business Unit  
3**

**Strategy**

**Portfolio Mgmt**

**PMO**

**Corporate Strategic  
Objectives**



**Business Unit Strategic  
Objectives**



**Business Unit Strategy**



**Product Portfolio**



**Programs & Projects**



# PMO

## Project Type 1

5 Total  
1 Assoc.  
Analysts  
Analysts  
Sr.  
Analysts  
1 Manager  
2 Sr.  
Managers  
1 Director  
Sr.



Director



# PMO

Project  
Type 1

Project  
Type 2

9 Total  
Assoc.  
Analysts  
1 Analysts  
3 Sr.  
Analysts  
1 Managers  
3 Sr.  
Managers  
2 Directors  
Sr.

Director



# PMO

Project  
Type 1

Project  
Type 2

Project  
Type 3

10 Total  
Assoc.  
Analysts  
Analysts  
3 Sr.  
Analysts  
3 Managers  
2 Sr.  
Managers  
Director  
2 Sr.  
Directors



# PMO

Project  
Type 1

Project  
Type 2

Project  
Type 3

Project  
Type 4

13 Total

Assoc.

Analysts

Analysts

3 Sr.

Analysts

3 Managers

3 Sr.

Managers

2 Directors

2 Sr.

Directors

PDD 2024



# PMO

Project  
Type 1

Project  
Type 2

Project  
Type 3

Project  
Type 4

Project  
Type 5

15 Total

Assoc. Analysts

1 Analyst (BA)

2 Sr. Analysts

4 Managers

4 Sr. Managers

2 Directors

Sr. Directors

2 VPs

*PMO Vision*

# ***Stakeholder Delight***

The essence of strategy is choosing to perform activities differently or to perform different activities to deliver a unique mix of value

*PMO Vision*

# ***Stakeholder Delight***

To achieve this vision, and make your strategic plan truly strategic:

- 1) identify your stakeholders every one of them
- 2) identify your “target customer” who directly benefits from your work?
- 3) understand what each stakeholder needs from you
- 4) understand what you need from each stakeholder
- 5) design your strategy new / different activities to achieve delight
- 6) improve (dis)continuously micro-steps (or leaps)

# WTBHTB

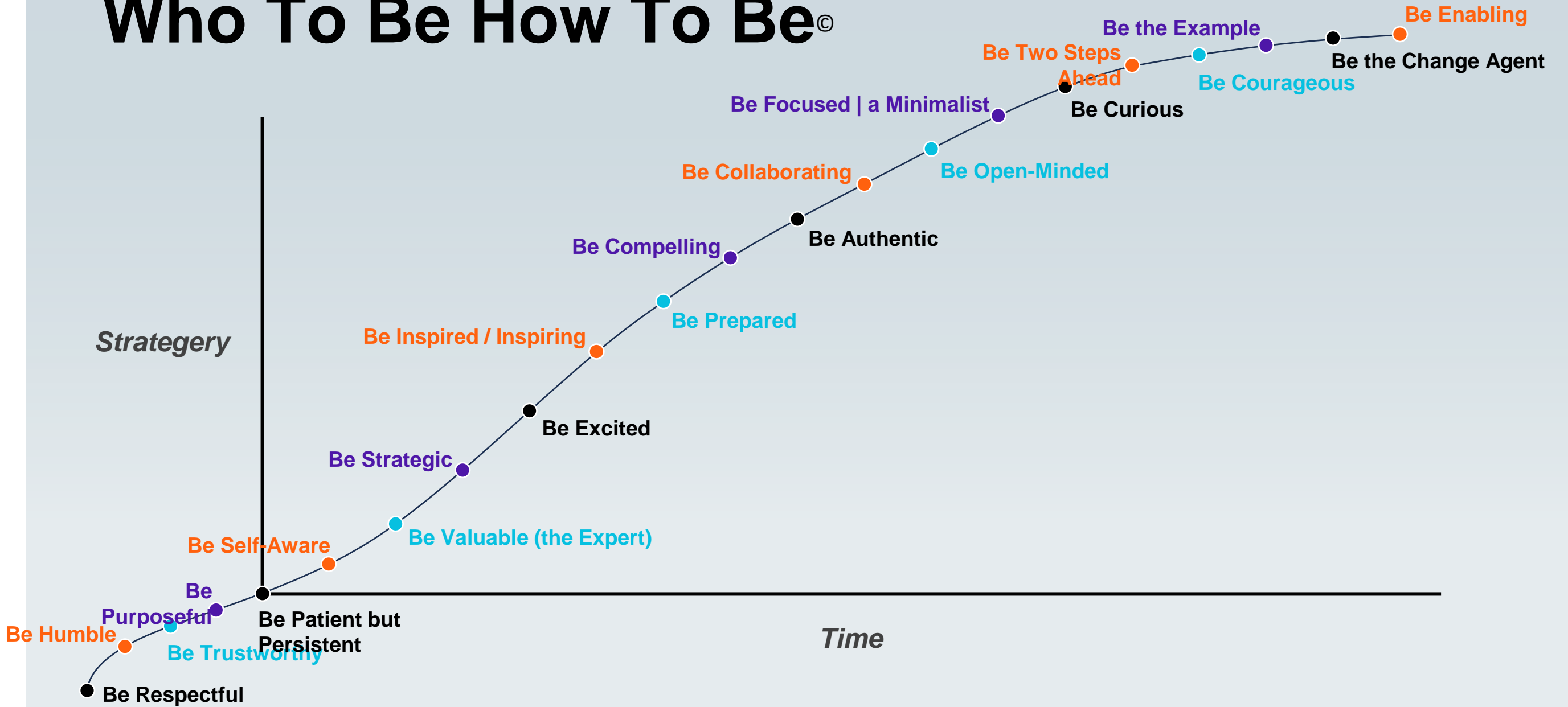
*Characteristics that Enable Strategic Thinking*

# Who To Be How ToBe<sup>©</sup>

*Characteristics that Enable Strategic Thinking*



# Who To Be How To Be<sup>©</sup>



# Be Respectful

*Everything hinges on respect, for others and for yourself*

*civil, considerate, polite, reverent*

# Be Humble

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*Never put yourself above anyone*

*courteous, modest, do not compare importance*

# Be Trustworthy

---

*Able to be relied upon; adherence to moral and ethical principles, soundness of moral character*

*honest, truthful, of integrity, unimpaired, dependable, reliable, respectable, dignified*

# Be Purposeful

---

*Understand "the why" of what you're trying to achieve. Communicate it for their understanding*

*determined, resolute, understand the desired future state, set the goal, set the path, strive toward the goal*

# Be Patient yet Persistent

*Able to accept or tolerate provocation, problems, misfortune, delay, hardship, etc., with fortitude and calm and without becoming annoyed or anxious | willing and able to adapt | remain engaged and focused on the goal*

*without stress, at ease, relaxed | adaptable, adjustable, considerate | enduring, steadfast*

# Be Self-Aware

---

*Conscious of one's own character and place; recognize and understand oneself*

*mindful, alert, sensible, watchful, discerning*

# Be Valuable (the Expert)

*Have qualities worthy of respect, admiration, or esteem; of considerable use, service, or importance*

*beneficial, helpful, important, useful, treasured*



# Be Strategic

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*Continually reassess the plan, methods, and maneuvers for obtaining a specific goal or result*

*plan of action, game plan, planning, craft, design, blueprint, approach*

# Be Excited

*Energy or effective action that motivates; vigorously active or forceful; affects development*

*enthusiastic, passionate, thrilled, charged, stirred, dynamic, abundant, influential, potent, progressive, energizing*

# Be Inspired / Inspiring

*Allow something to affect you and have an affect on others*

*motivate, invigorate, excite, persuade, influence, incite, impel*

# Be Prepared

*Thinking ahead and carving out the time to all necessary thinking, writing and collaborating  
organized, planned, researched, rehearsed, expectant, equipped*

# Be Compelling

*Having a powerful and irresistible effect; requiring acute admiration, attention, or respect*

*coercive, fascinating, convincing*

# Be Authentic

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*“I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.” - Maya Angelou*

*real, yourself, credible, convincing, true, good-faith*

# Be Collaborating

*Work with one another; not just on your own; especially when you don't agree*

*inclusive, together, team up, join, comprehensive, global, whole | unit, partners, crew*

# Be Open-Minded

*Receptive to new ideas or arguments; welcome possibility; willing to change your mind*

*amenable, open, flexible, fair, considerate, adjustable, unprejudiced, unbiased, accepting, impartial, tolerant*



# Be Focused | a Minimalist

*Do fewer things, but better; confine your attention to what matters most | pay attention;  
listen  
ruthlessly prioritize, centered, concentrated, engaged, immersed*

# Be Curious

*Ask questions; eager to learn; realizing that the need to learn never ends*

*student, interested, inquisitive, ever-learning, examining, willing*

# Be Two Steps Ahead

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*Use your PM instincts to connect the dots; consider the next moves before others*

*anticipating, predictive, perceptive, insightful, observant, understanding, intuitive, read the room, hear and see the unspoken*

# Be Courageous

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*Always doing the right thing, regardless of the acts of others or pressure from others*

*strong in character, brave, strong, firm, disciplined*

# Be the Example

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*“The world is changed by your example, not your opinion” – Paulo Coelho*

*exemplification, paradigm, ideal, standard, confident, courageous*

# Be the Change Agent

*Someone who promotes, supports and enables a new way of doing something*

*advocate, catalyst, champion, transformationalist, influencing*

# Be Enabling

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*Remove barriers to action; provide others latitude and authority to act, sometimes on your behalf*

*leadership, permissive, growing, developing, evolving, supportive, delegating*

# Conclusion

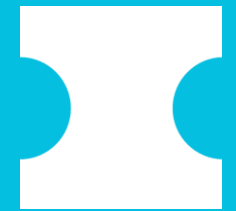
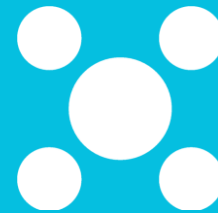
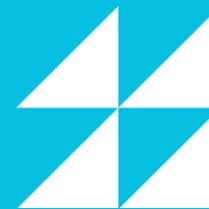
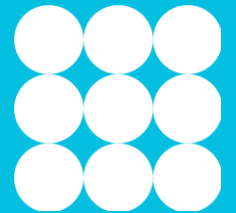
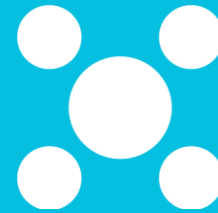
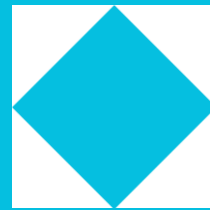
*It's first about mindset, and then it's about action.*

*To be strategic, think strategically.*





THANK YOU



**Tim Rumbaugh**

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