



BİR PYO KURMAK

-Hayaller ve Gerçekler-

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09.05.2026

Süreçler ve Metodolojide Standartlaşma

HAYAL:



GERÇEK:



Görev ve Sorumluluklar

HAYAL:



GERÇEK:

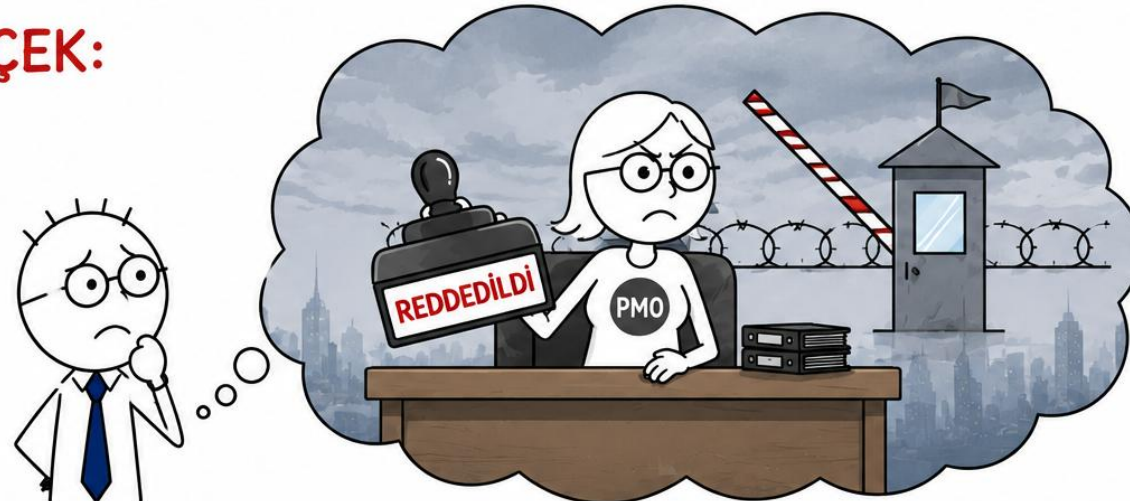


Kontrol vs. Hizmet

HAYAL:

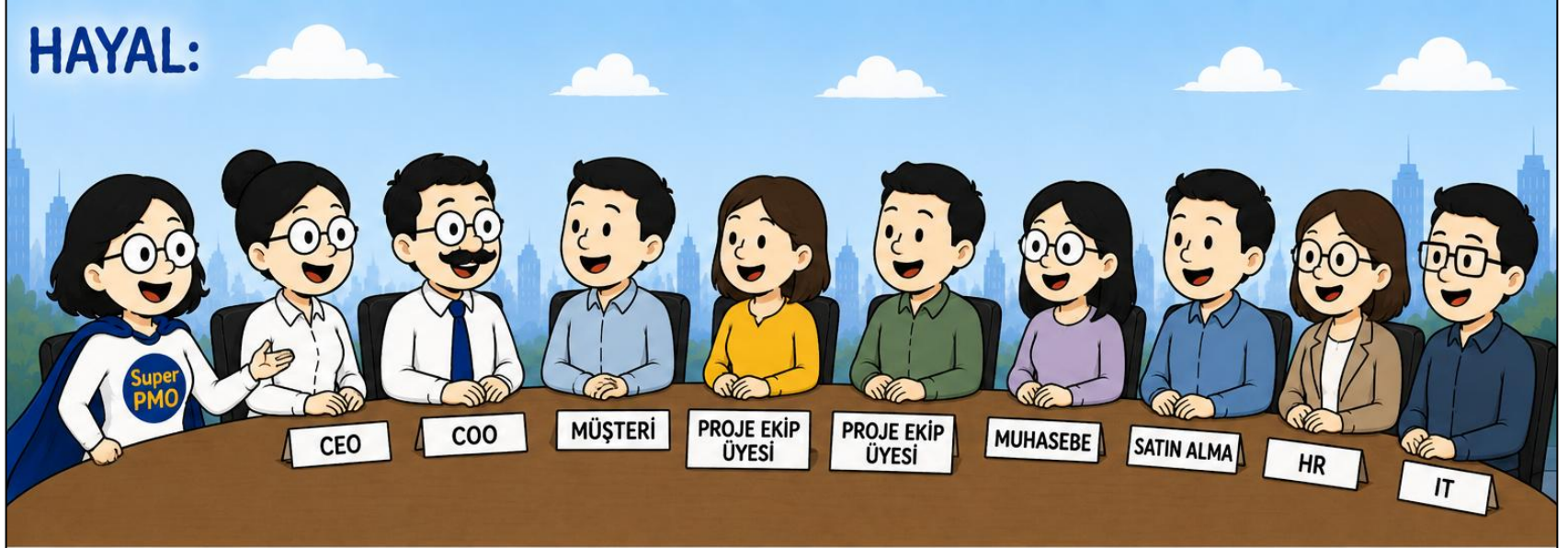


GERÇEK:



Birlikte Çalışabilme

HAYAL:



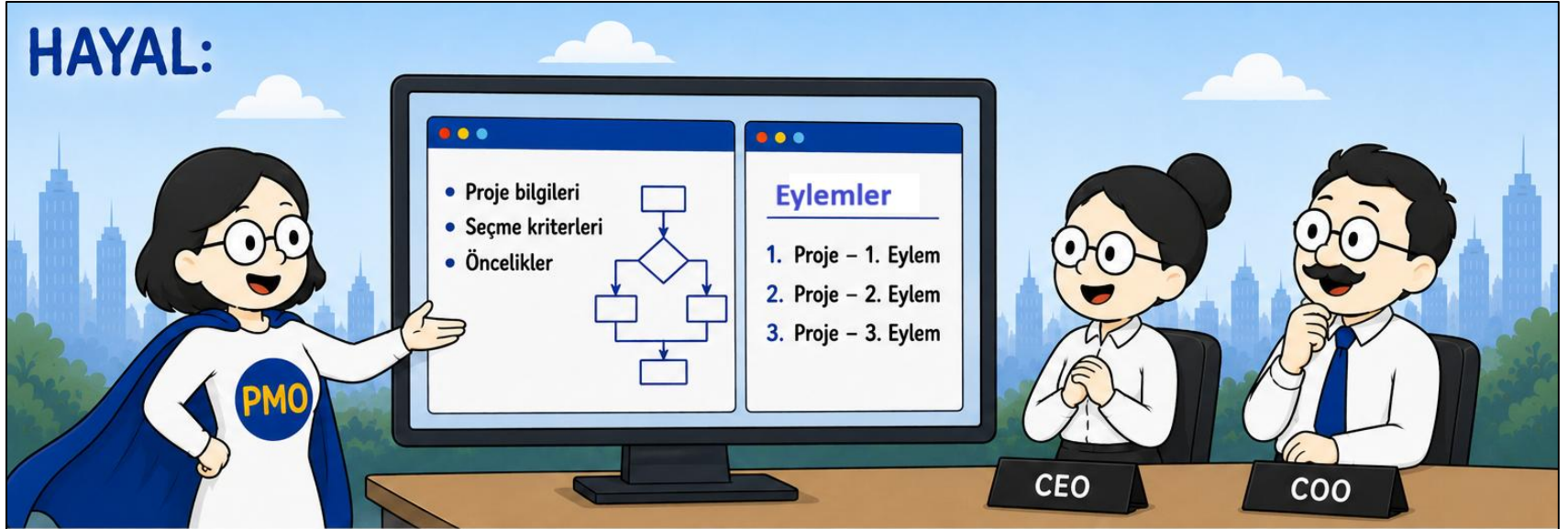
GERÇEK:



Kapasite Geliştirme



Veriye Dayalı Karar Alma



Üst Yönetim Desteği

HAYAL:

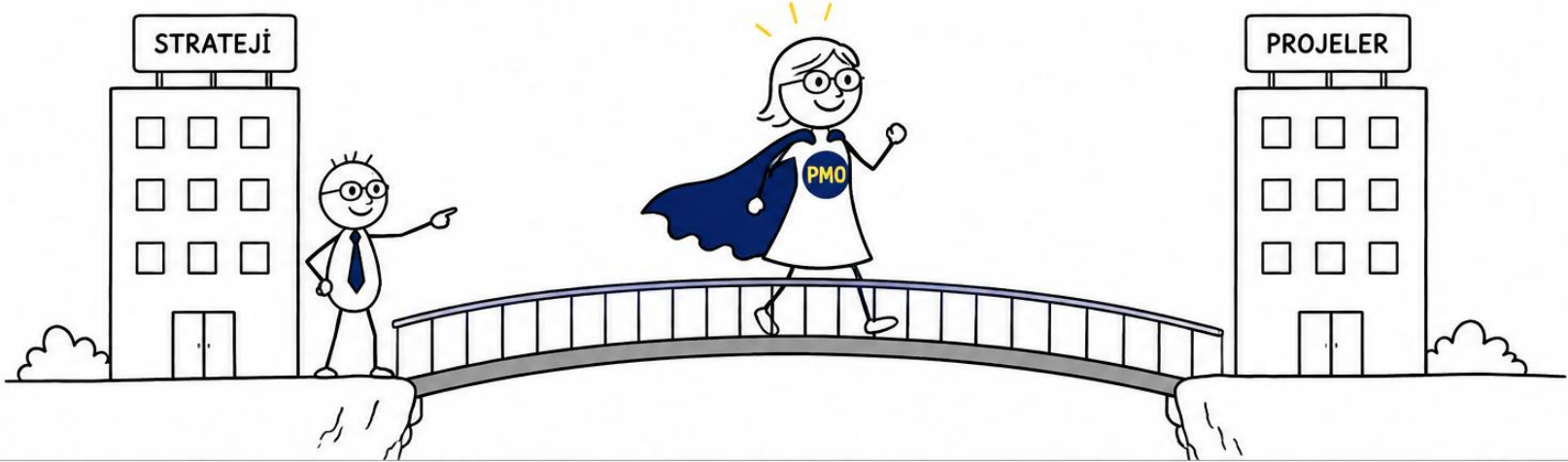


GERÇEK:



Stratejiden Uygulamaya

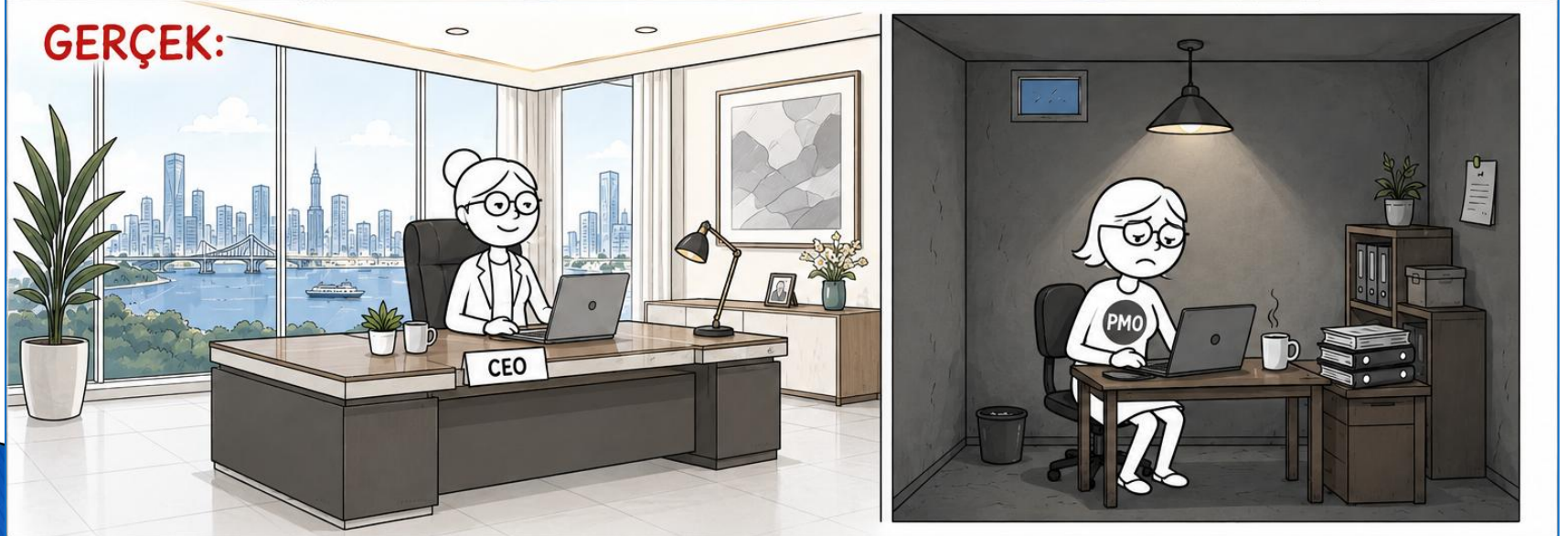
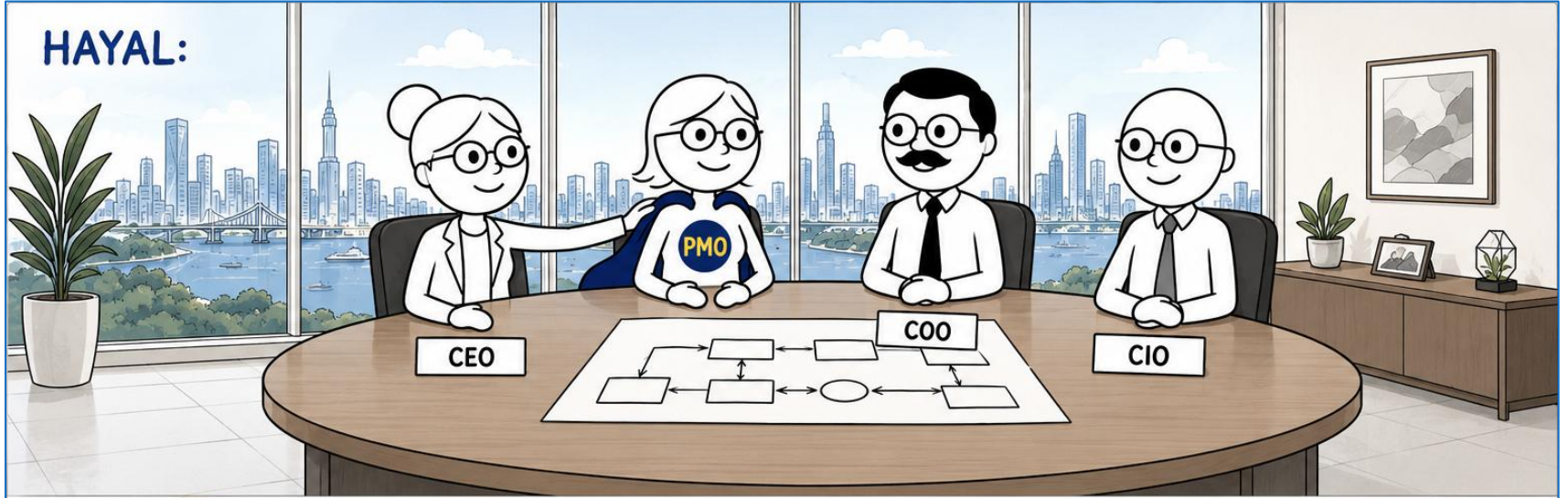
HAYAL:



GERÇEK:



Kurumdaki Yer



Uyarlama –Kuruma Göre PMO Yapısı–

HAYAL:

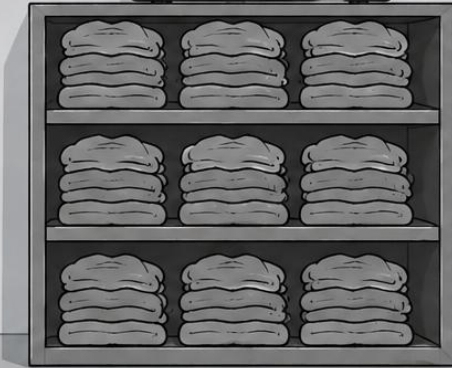


Size özel dikim.



GERÇEK:

Herkese Uyan
Tek Beden

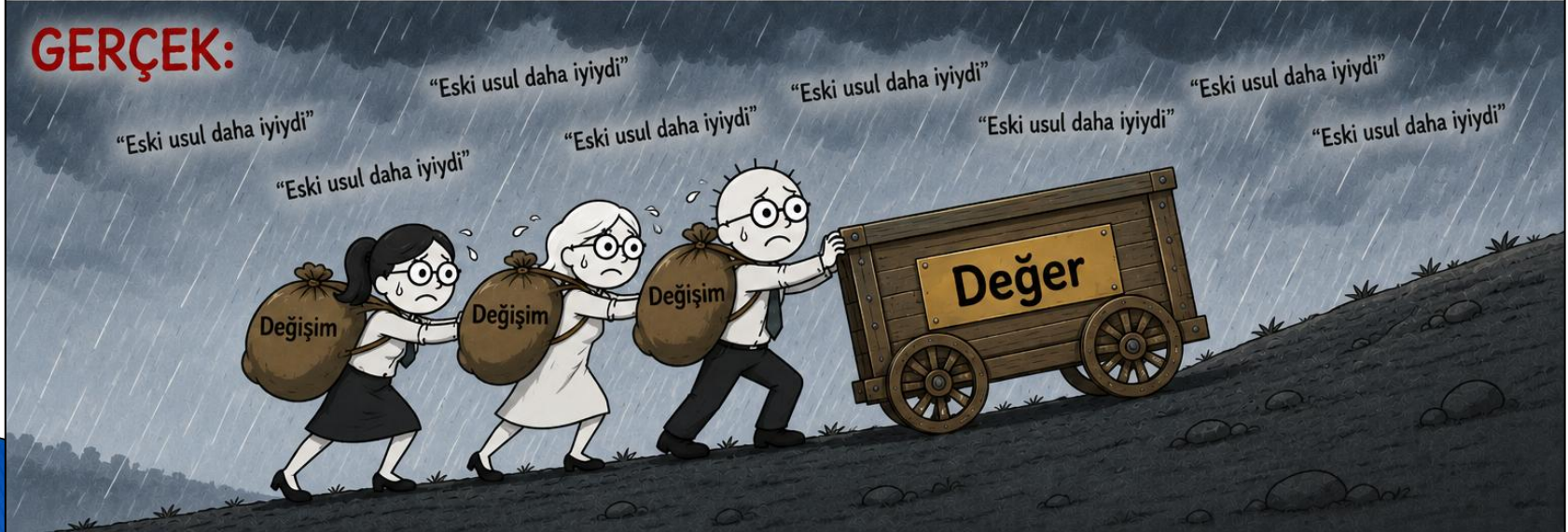


Sürdürülebilir Değer Yaratma

HAYAL:



GERÇEK:



Hedef: Değer Üreten PYO Elde Etmek

Zor olan:

- ▶ kurumun gerçek ihtiyacını anlamak,
- ▶ güven kazanmak,
- ▶ strateji ile operasyon arasında köprü olabilmek ve
- ▶ “hayatı kolaylaştıran bir yapı” haline gelmektir.

Başarılı PYO’lar:

- ▶ kontrol etmekten çok yön verir,
- ▶ süreç dayatmaktan çok kolaylaştırır,
- ▶ karmaşıklığı artırmaz, azaltır,
- ▶ projeleri değil, değeri yönetir.

► Teşekkürler...

► Sorularınız...

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İlgilenenler için IPMA 2010 makalem

Effect of Organizational Culture on Creating Project Management Offices

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Abstract

The culture of an organization is composed of the values, beliefs, experiences, and behaviors of the people that create the organization, defining “the way that the organization does the work”. The organizational culture is so important that anything which does not fit in that specific culture will be immediately rejected. Organizations determine the need for building Project Management Offices (PMOs) to help solve their project management problems, but there is not a single way to build a PMO; PMOs in organizations can be built in different sizes, and with different functions. Creating PMOs are “change projects” themselves, and choosing a suitable PMO type is crucial for its effectiveness, and especially for its sustainability. This paper discusses important aspects of organizational culture affecting the selection of the PMO type, and gives some practical hints for building a successful PMO, gained from personal lessons learned and best practices.

Table 1. PM Functions vs. Aspects of Organizational Culture and Type of PMO

PM FUNCTIONS	ASPECTS of ORGANIZATIONAL CULTURE							TYPE of PMO		
	Not Transparent / Word-of-Mouth	Not Process-Oriented	Person-Based / Non-Cohesive	Operational / Not Strategic	Power / Hierarchical / Not Delegating	Not Training	Not Sharing / Not Helping	Project Support Office	Project Man. Center of Excel.	Project Man. Office
SUPPORT FUNCTIONS										
Providing an escalation path for project issues	X				X			√	√	√
Developing procedures to help project managers who are also team participants balance the demand on them	X	X	X				X	√	√	√
Providing assistance to project managers in planning, scheduling, tracking, etc. to manage a project	X		X			X	X	√	√	√
Providing assistance to project managers who are required to manage multiple projects	X		X				X	√	√	√
Providing a central source of data gathering for costs and time (project metrics)	X		X				X	√	√	√
Providing a central source of data gathering for best practices and lessons learned	X		X	X			X		√	√