“In theory, there is no difference between theory and practice. But in practice, there is.” Jan L.A. van de Snepschaut
What is Theory and Practice?
Research Method
Interview Themes

- Organizational Strategy
- Organizational Governance
- Operations Management
- Organizational Impact
- Planning & Maintenance
- Role of Portfolio Manager
- Performance Measurement
Standards
Findings
– Organisational Strategy

- Organizational Resources
- Vision
- Mission
- Organizational Strategy and Objectives
- Project Portfolio Planning and Management
- Management of Ongoing Operations (Recurring Activities)
- Management of Authorised Programs, and Projects (Projectised Activities)
Findings

- Organisational Governance
Findings
- Operations Management
Findings
- Organisational Impacts
Findings - Planning & Maintenance
Findings
- Portfolio Balancing
Findings
- Role of the portfolio manager
Findings
- Performance Measurement
Theory & Practice – The Gap

Theory

Practice
Reasons for the Gaps

- Top – Down / Bottom - Up
- Make up of Portfolio
- Constantly Changing Structures
- Lack of Awareness of Standard
- Lack of Understanding
Research Conclusion

- Formal approach
- Role of portfolio manager
- Portfolio management process
- Gaps between theory and practice exist
- Further analysis required
Linking PfM and PMO

- PORTFOLIO ANALYTICS
- PORTFOLIO ASSURANCE
- PORTFOLIO CENTRE
- PORTFOLIO SHAPING
- ESTABLISH PORTFOLIO
- IMPROVE DELIVERY
- MONITOR PORTFOLIO
- SUPPORT FOLIOPORT
- OF EXCELLENCE
What does the ‘P’ stand for in ...
Some thoughts
Some thoughts

Executive

(ENTERPRISE)
PORTFOLIO
MANAGEMENT
OFFICE