PMO

Project Management

- Connects portfolio investment to delivery standards and benefits, not reporting
- Course coverage: value, governance, prioritization, delivery, reporting, risk, capability, change, maturity
- Designed for PMO professionals, program/project managers, and department leaders

The 2026 PMO Operating Context

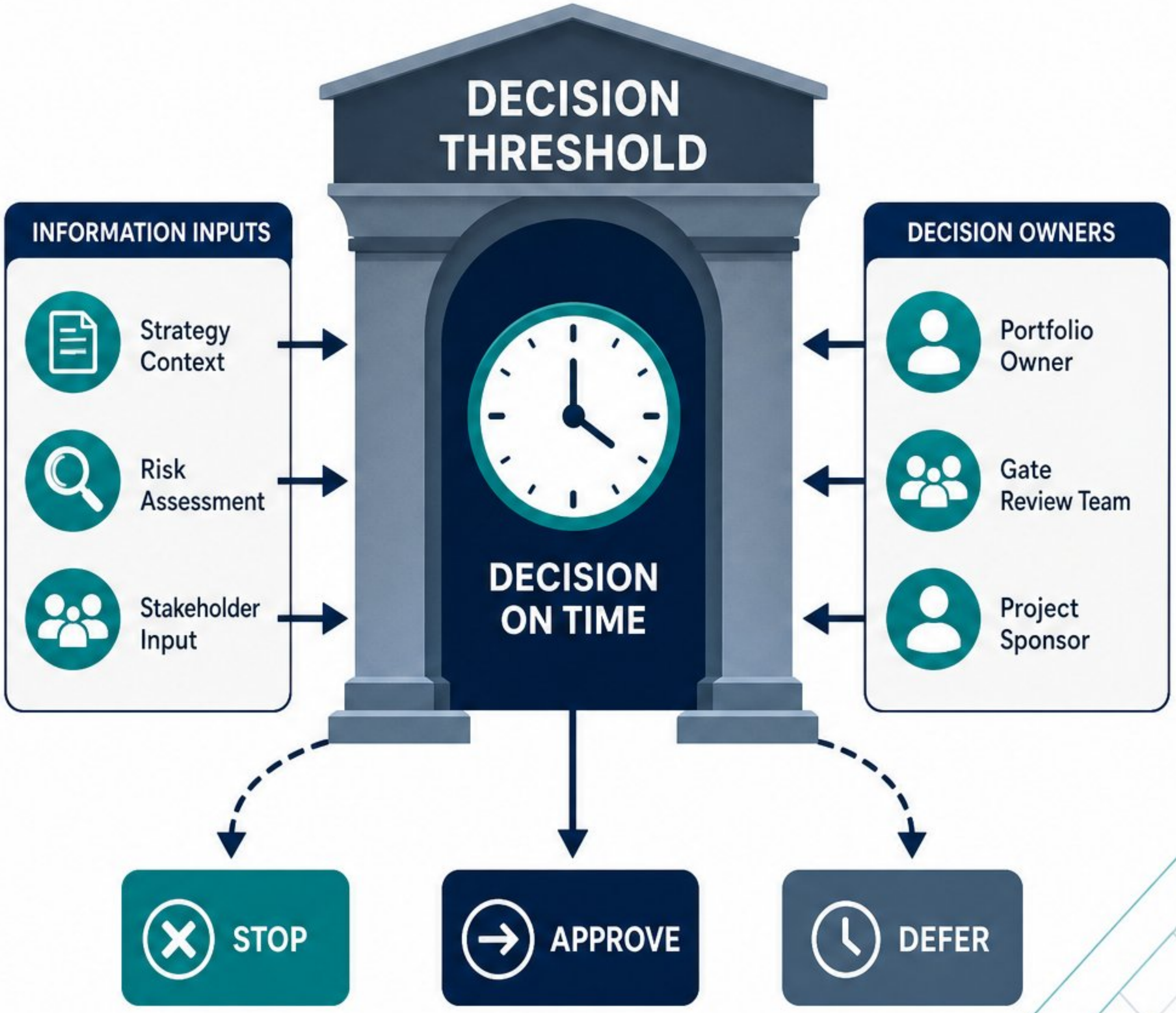
- PMO shifts from process policing to decision support and strategic portfolio steering
- Supportive, controlling, directive, and hybrid models still exist—fit matters most
- Key pressures: fragmented data, annual planning drift, capacity overload, proof of business value

Proving PMO Value Without Overhead

- Show value through benefits realized, strategic alignment, ROI, decision speed, and capacity health
- Keep PMO KPIs separate from portfolio KPIs
- Defend contribution with a clear value chain
- Process changed → behavior changed → business number moved

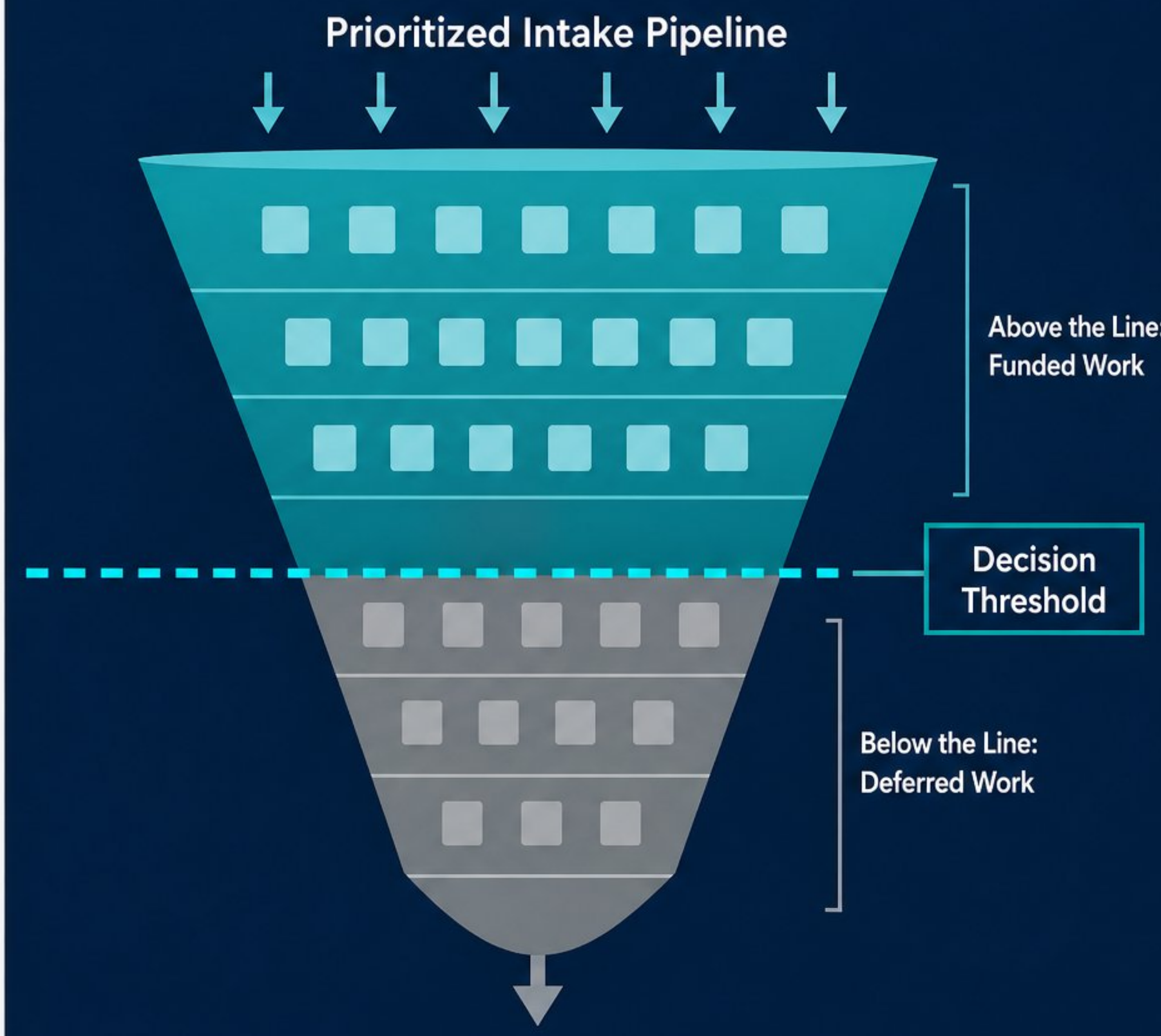
Governance as Decision Rights

- Governance answers: who decides what, with what information, by when
- Separate portfolio-level rights from project-level rights
- Design gates that can say no; tier work by risk and size
- Put a clock on every decision to prevent delays
- Healthy governance occasionally stops projects—not decorative gates



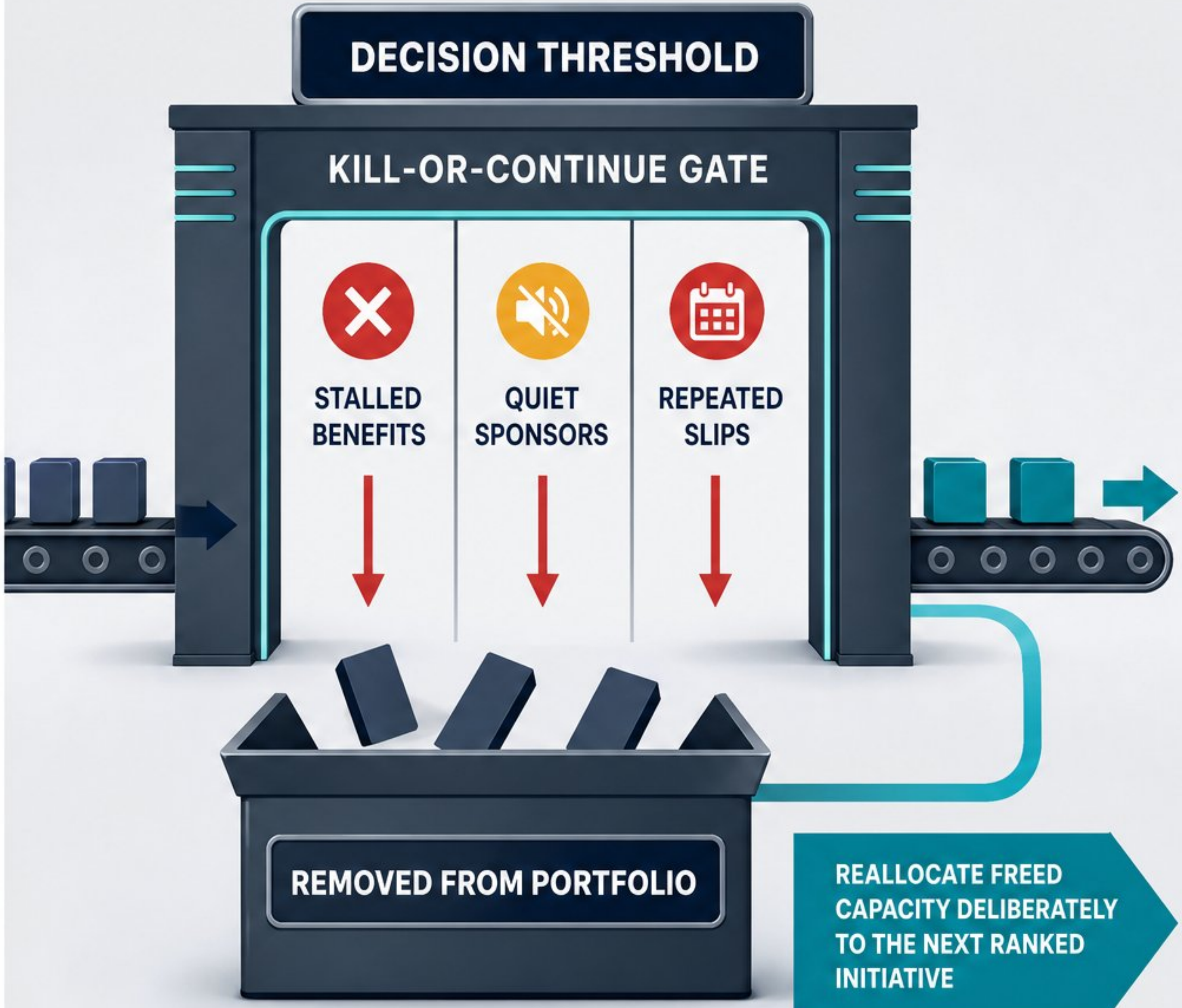
Intake, Prioritization, and the Capacity Line

- Demand management captures, categorizes, and assesses all requests before commitment
- Prioritize first, then balance against real capacity—ranking alone still overloads delivery
- Draw a visible cut line where scarce capacity runs out
- Everything below the line is a decision, not a plan
- Protect scarce roles, not just budgets



Stopping Work on Purpose

- Capacity issues are portfolio discipline problems, not staffing problems
- The half-finished project tax drains scarce roles and resources
- Add recurring kill-or-continue reviews with clear criteria (stalled benefits, quiet sponsors, repeated slips)
- Reallocate freed capacity deliberately to the next ranked initiative



A Delivery Framework That Fits

- \- Match method to project: no single methodology fits all
- \- Assess compliance pressure and volatility
- \- PMO owns selection rules, teams own practices
- \- Publish tailoring tiers: small, medium, large
- \- Position as flexibility, not more bureaucracy

TAILORING MATRIX

PROJECT SIZE	LOW	MODERATE	HIGH
SMALL	LIGHT GOVERNANCE	MEDIUM GOVERNANCE	HEAVY GOVERNANCE
MEDIUM	LIGHT GOVERNANCE	MEDIUM GOVERNANCE	HEAVY GOVERNANCE
LARGE	MEDIUM GOVERNANCE	HEAVY GOVERNANCE	HEAVY GOVERNANCE

ORCHESTRATION MAP

Align context. Tailor governance.
Empower delivery.

Reporting That Drives Decisions

- Executive dashboards answer three questions: on track, key risks, and decisions needed this week
- Blend lagging indicators (SPI, CPI) with leading ones like resource over-allocation and dependency deterioration
- Limit primary dashboards to five to seven actionable KPIs
- Validate data cadence before automating; decisions need trustworthy, current data

EXECUTIVE DASHBOARD – STRATEGIC OVERVIEW

ON TRACK
Are we making progress toward our goals?

KEY RISKS
What could prevent us from achieving success?

DECISIONS NEEDED THIS WEEK
What decisions or actions are required from leadership?

RESOURCE OVER-ALLOCATION
Are our resources balanced and sustainable?

DEPENDENCY DETERIORATION
Are critical dependencies stable and on track?

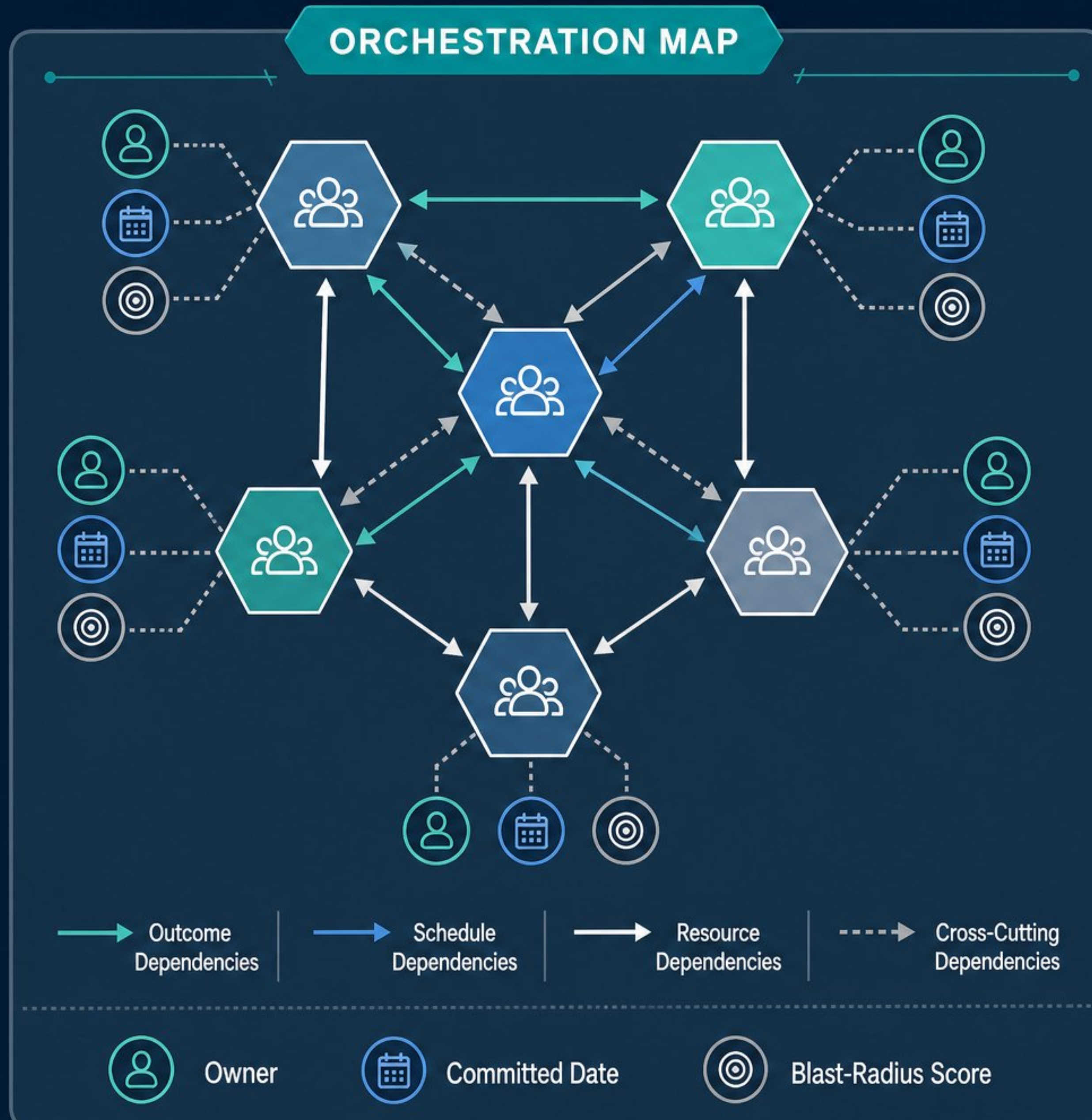
SCOPE CHANGE PRESSURE
Is change impacting scope stability?

EXECUTION HEALTH
Is execution aligned and effective?

DECISION REQUEST
Your guidance is needed to remove roadblocks, prioritize actions, and keep the initiative on track.

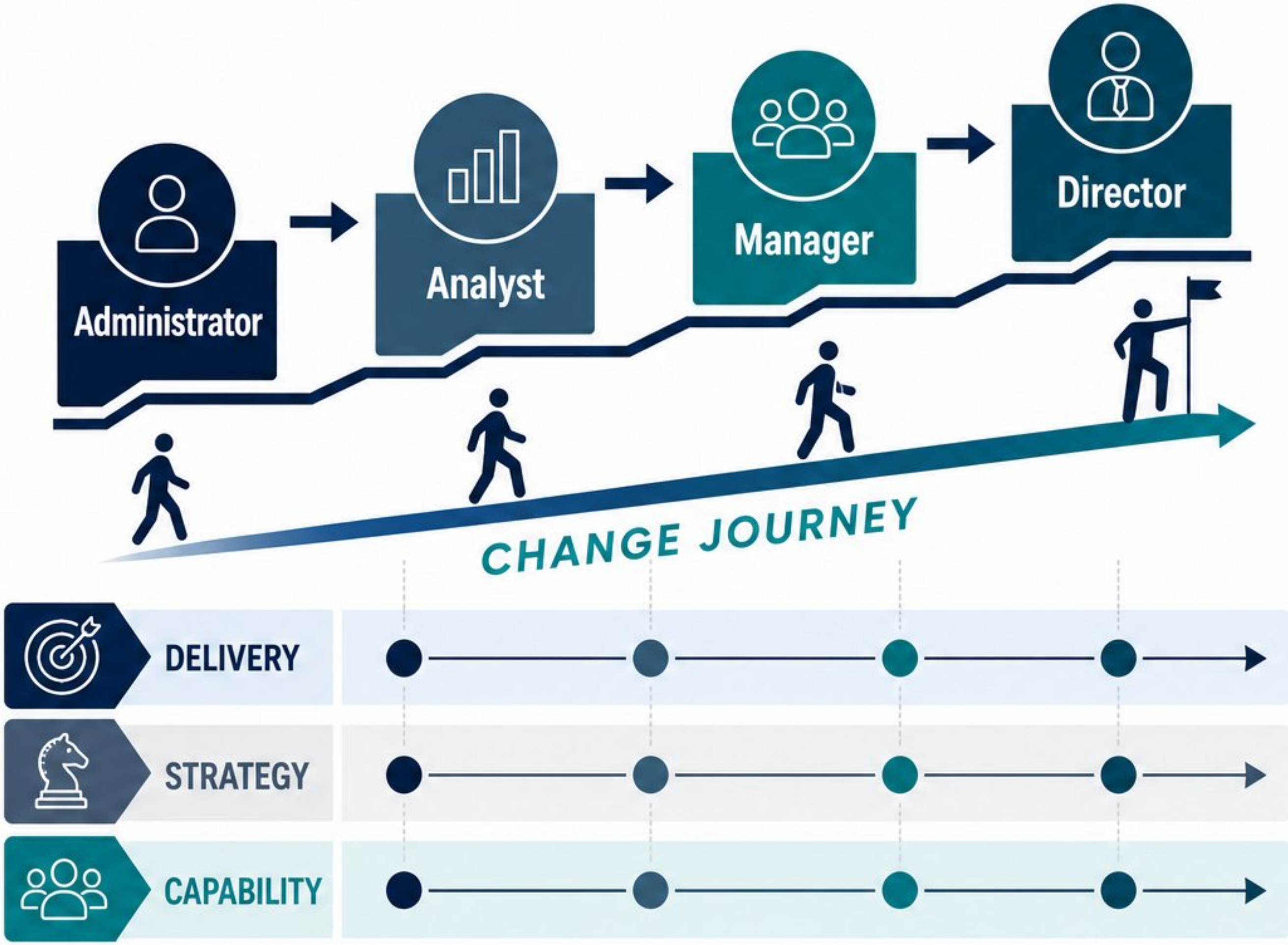
Risk and Dependency Management at Portfolio Level

- Move risk beyond project logs to portfolio visibility, covering structural and interdependency risks
- Map outcome, schedule, and resource dependencies across projects, not just within plans
- Assign each dependency a named owner, committed date, and blast-radius score
- Run a separate dependency review cadence so seams between projects get attention



PMO Capability and Career Paths

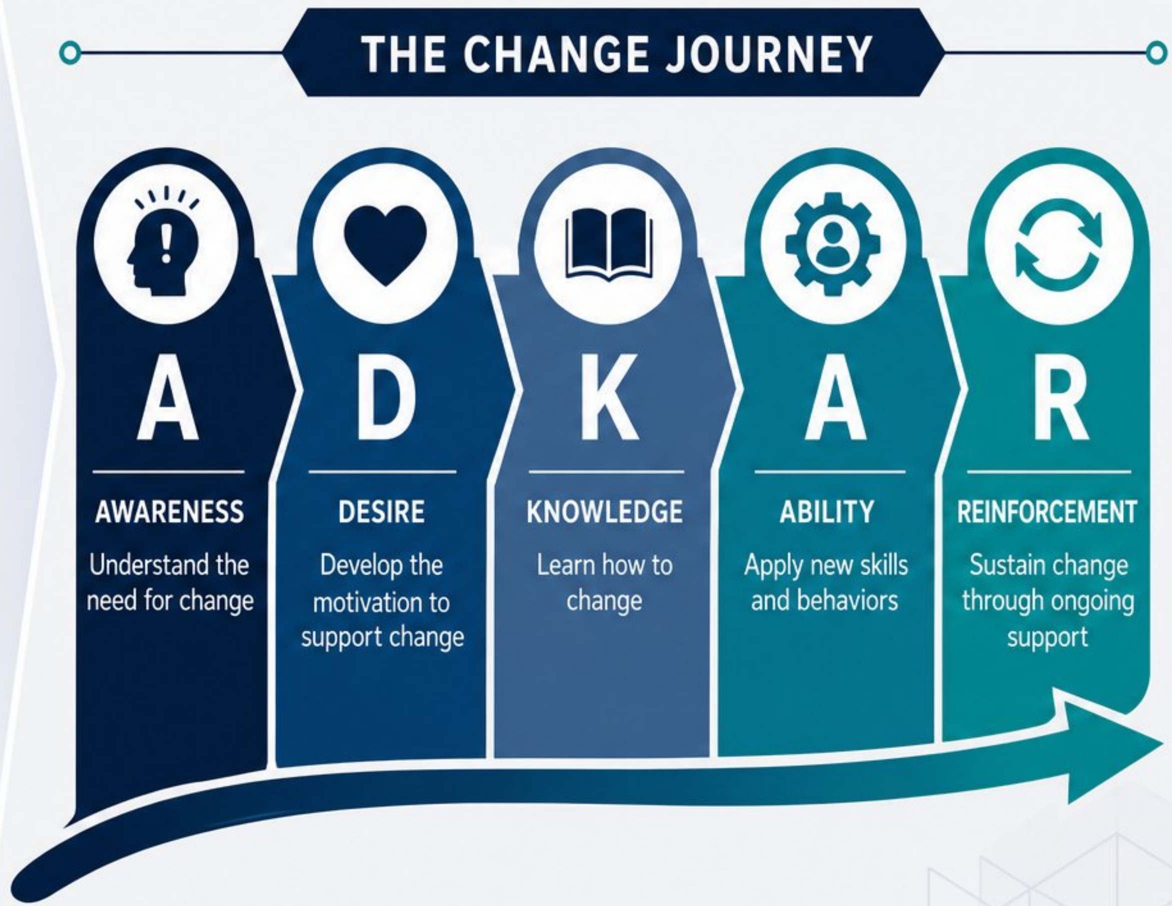
CHANGE JOURNEY



- Real value is delivered through expertise in three domains: delivery, strategy, and capability
- Visible career progression: administrator → analyst → manager → director
- Advance skills through communities of practice, mentoring, and on-the-job learning
- Align competency models with formal career development in partnership with HR

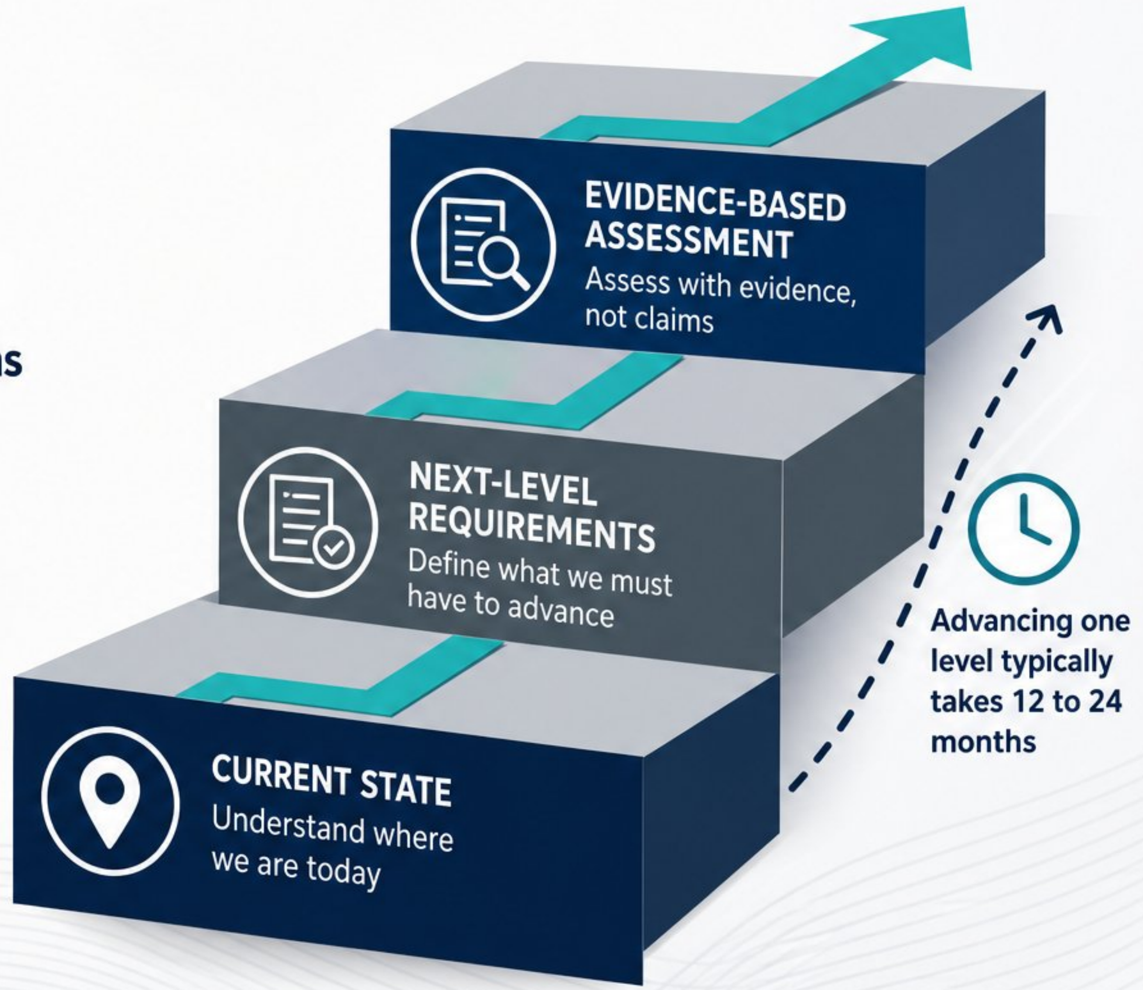
Stakeholder Engagement and Change Leadership

- Treat PMO implementation as a change initiative, not a process rollout
- Use ADKAR to diagnose awareness, desire, and ability gaps
- Engage sponsors as active change owners, not distant endorsers
- Measure readiness and adoption inside existing PMO intake, gates, and dashboards



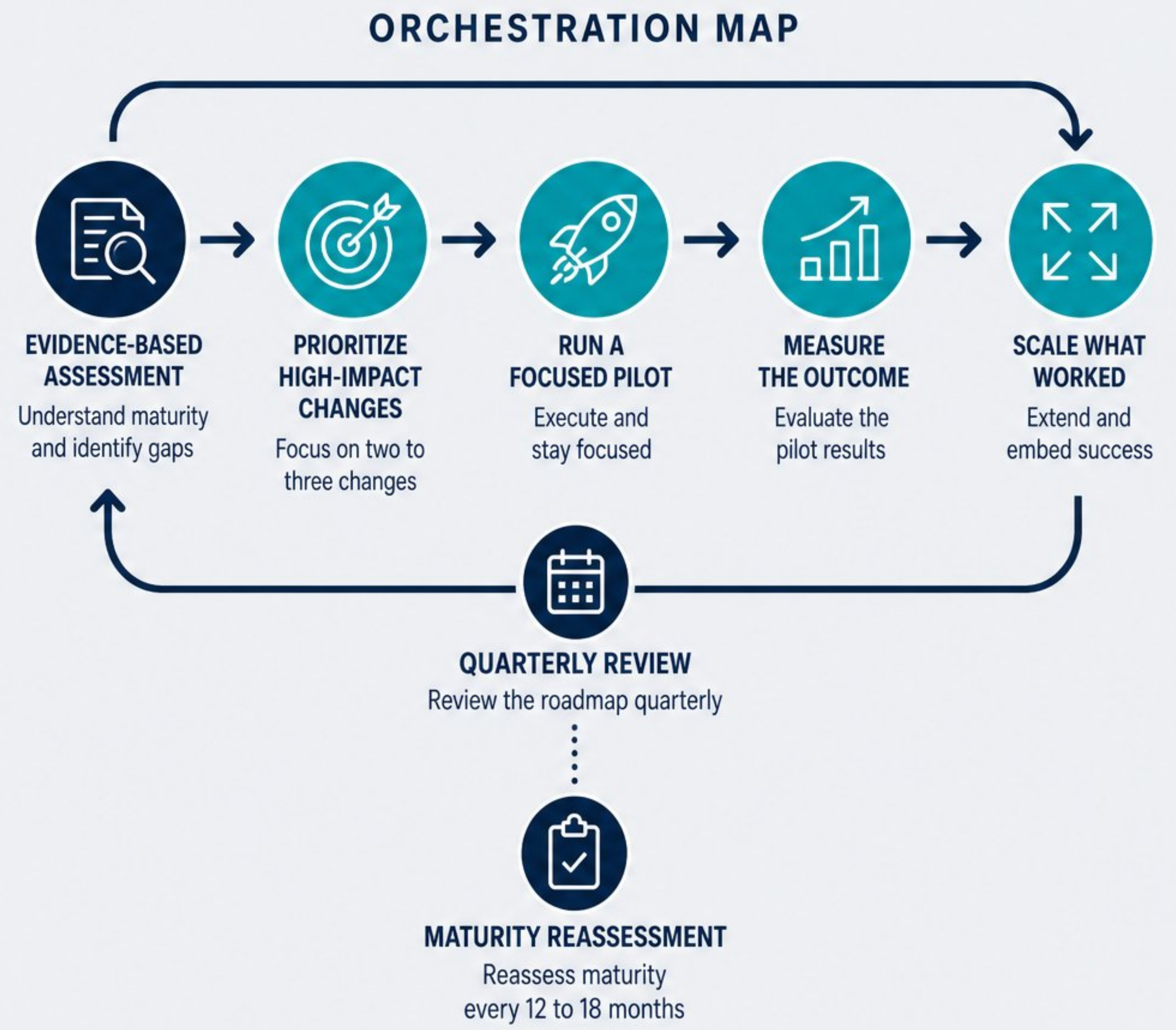
PMO Maturity as a Planning Tool

- Maturity models show current state, next-level requirements, and what to fund
- Assess governance, process, and technology with evidence, not claims
- Advancing one level typically takes 12 to 24 months
- Use maturity as a roadmap tool—not a report card



A 12-Month Improvement Roadmap

- - Prioritize two to three high-impact changes, not parallel workstreams
- - Start with an evidence-based maturity assessment and convert gaps into owned actions
- - Run a focused pilot, measure the outcome, then scale what worked
- - Review the roadmap quarterly; reassess maturity every 12 to 18 months



Action Plan for Your PMO

- Identify the decision that hurts most; make it faster with better data
- Define the five key decisions with clear owners and deadlines
- Map capacity by role; pick one project to pause next month
- Build your plan with owner, timeline, and measurable success

DECISION ACCELERATION

Make the right call, sooner.

DECISION

OWNER

TIMELINE

SUCCESS CRITERIA

PROJECT TO PAUSE NEXT MONTH