

# ARE PMOS REALLY DEAD?

**Laura Barnard, Chief IMPACT Driver  
PMO Strategies**



# PMO STRATEGIES

*with Laura Barnard*



## Laura Barnard, PMP, Prosci, CAL Chief IMPACT Driver, PMO Strategies

- Top Global PMO Influencer (PMOGA)
- 25 years with PM and PMOs
- 15 years as PMO leader
- 10 years PMO consulting/training
- Co-Founder of PM4Change.org
- Host, PMO Strategies Podcast
- Host, PMO IMPACT Summit
- 18 years board service in PM

*What the future holds for the PMOs and how to go from survival mode to thriving in a future that is already upon us while positioning yourself as a strategic business partner as your organization shifts to respond to everything from market changes to a post-pandemic economy.*



# IS THE PMO DEAD?

IT JUST MIGHT BE...







*What is the industry trying to tell us about the future of PMOs?*





**40% OF EXECUTIVES SAY  
ENTERPRISE ACCOUNTABILITY AND  
LEADERSHIP ARE NOT ALIGNED ON  
STRATEGY EXECUTION**

**LEADERSHIP NOT ALIGNED WITH STRATEGY**




# 75% OF MIDDLE MANAGERS DON'T HAVE INCENTIVES LINKED TO THE ORGANIZATION'S STRATEGY

MANAGEMENT NOT ALIGNED WITH STRATEGY



**60% OF ORGANIZATIONS DON'T  
LINK THEIR BUDGETS TO THEIR  
CORPORATE STRATEGY**

**MONEY NOT ALIGNED WITH STRATEGY**

A group of business executives in a meeting, with text overlaid on the image. The image shows several people in professional attire sitting around a table, engaged in discussion. The text is overlaid in white, bold, sans-serif font.

**61% OF EXECS STRUGGLE TO  
BRIDGE THE GAP BETWEEN  
STRATEGY FORMULATION AND  
IMPLEMENTATION**

**EXECUTION NOT ALIGNED WITH STRATEGY**



# 95% OF THE TYPICAL WORKFORCE DOESN'T UNDERSTAND THEIR COMPANY'S STRATEGY

PEOPLE NOT ALIGNED WITH STRATEGY

A man and a woman in business attire are high-fiving at a conference table. The man is on the left, wearing a light blue shirt and tie, and the woman is on the right, wearing a dark blazer. They are both smiling and looking at each other. The background shows a modern office setting with a brick wall and a whiteboard.

**ORGANIZATIONS THAT UNLOCK  
CAPACITY TO EXECUTE NEW  
GROWTH STRATEGIES INCREASE  
PROFITABILITY BY 77%.**

**MUST ENABLE CHANGE AND GROWTH**



*...the alignment of the PMO to the goals of the organization is key to driving strategy implementation.*

PMI Pulse of the Profession

# PMO TO THE RESCUE

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Business leaders hire  
a PMO leader to “fix  
Project Management”  
and then...







**68% OF STAKEHOLDERS  
PERCEIVE THEIR PMOS TO  
BE BUREAUCRATIC**

**RELATIONSHIPS WITH PMO STRUGGLE**

A woman with a long, dark braid is shown from the chest up, looking down with a serious expression. She is wearing a light blue button-down shirt. The background is a solid, muted purple color.

# 48% OF TEAMS REPORTED A POSITIVE RELATIONSHIP WITH THE PMO

PMO NOT A GREAT PARTNER

A man in a dark suit and tie is sitting at a conference table, covering his face with his hands in a gesture of frustration or despair. He is surrounded by other people whose hands and arms are visible, suggesting a meeting or collaborative work environment. The table in front of him has various items including a tablet, a calculator, a pen, and some papers with charts. The overall scene is dimly lit with a blue tint, emphasizing a sense of stress or failure.

**40-60% OF PROJECTS ARE  
CONSIDERED FAILING TO  
MEET BUSINESS GOALS AND  
QUALITY METRICS**

**PROJECTS AND TEAMS STILL STRUGGLE**

MULTIPLE SOURCES



# 86% OF PROJECT PRACTITIONERS REPORT NOT HAVING ENOUGH RESOURCES TO MEET PROJECT DEMANDS

PROJECTS AND TEAMS STILL STRUGGLE



# 95% OF PMS HAVE HAD A PROJECT FAIL IN THE LAST YEAR

PROJECTS AND TEAMS STILL STRUGGLE



# 50% OF PROJECT LEADERS AREN'T USING STRATEGIC INSIGHTS TO DRIVE PRIORITIZATION

PROJECTS NOT TIED TO STRATEGY



# 71% OF PROJECTS ARE NOT WELL-ALIGNED WITH STRATEGIC BUSINESS PRIORITIES

PROJECTS NOT TIED TO STRATEGY

**AND 50%+ OF PMOS  
ATTEMPTED NEVER BECOME  
OPERATIONAL**

**FAILURE TO LAUNCH**





**50% OF PMOS THAT DO  
LAUNCH CLOSE WITHIN  
THREE YEARS**

**PMOS FAIL TO DELIVER**

*The typical guidance on PMOs doesn't work or the results would be better.*

# MILLIONS OF PMO PATHS

*Googled  
PMO*



# MILLIONS OF PMO PATHS

*Theoretical  
PMO*



# MILLIONS OF PMO PATHS

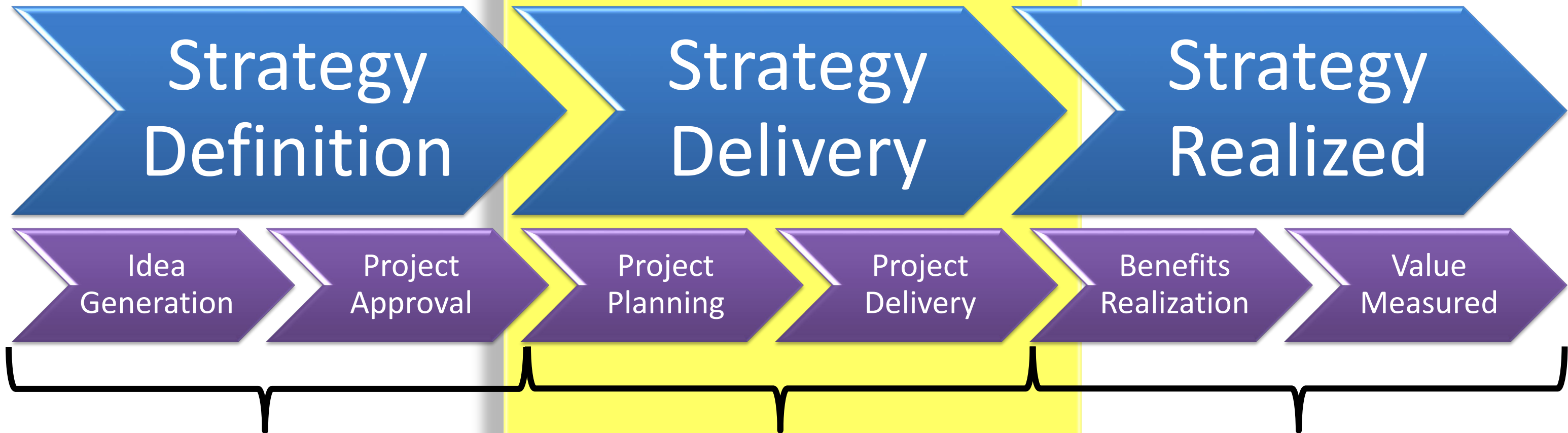
*Cookie  
Cutter*



# IS THE PMO DEAD?

WE NEED SOMETHING  
BETTER

*Stop following typical advice if you want to stop getting typical results.*



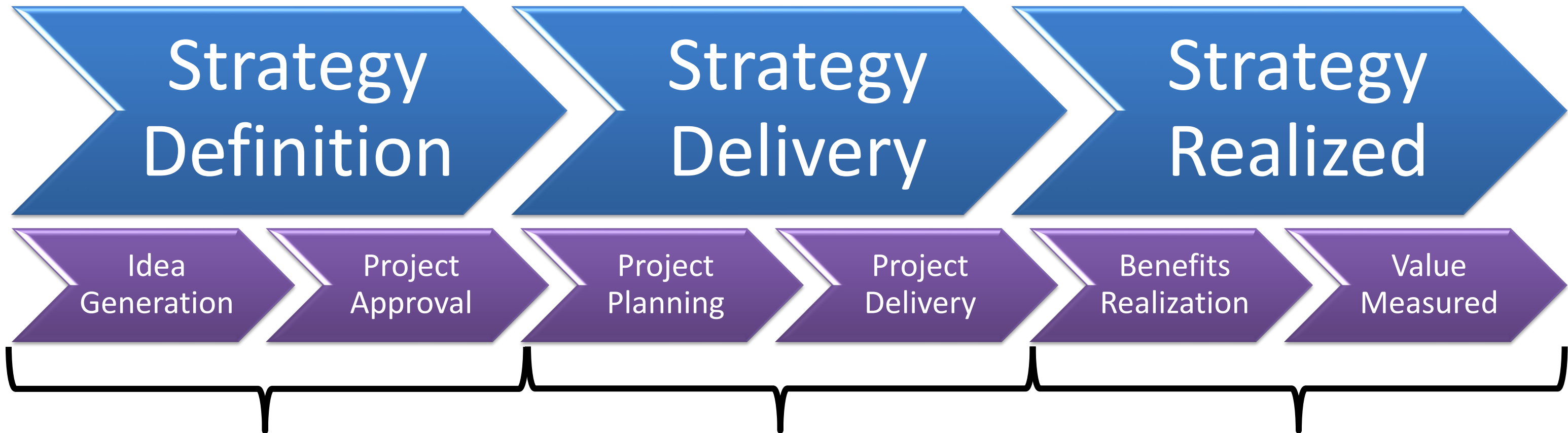
**VALUE DEFINED**

**VALUE CREATED**

**VALUE REALIZED**

**USUAL  
PMO FOCUS**





**VALUE DEFINED**

**VALUE CREATED**

**VALUE REALIZED**

  
**USUAL  
 PMO FOCUS**

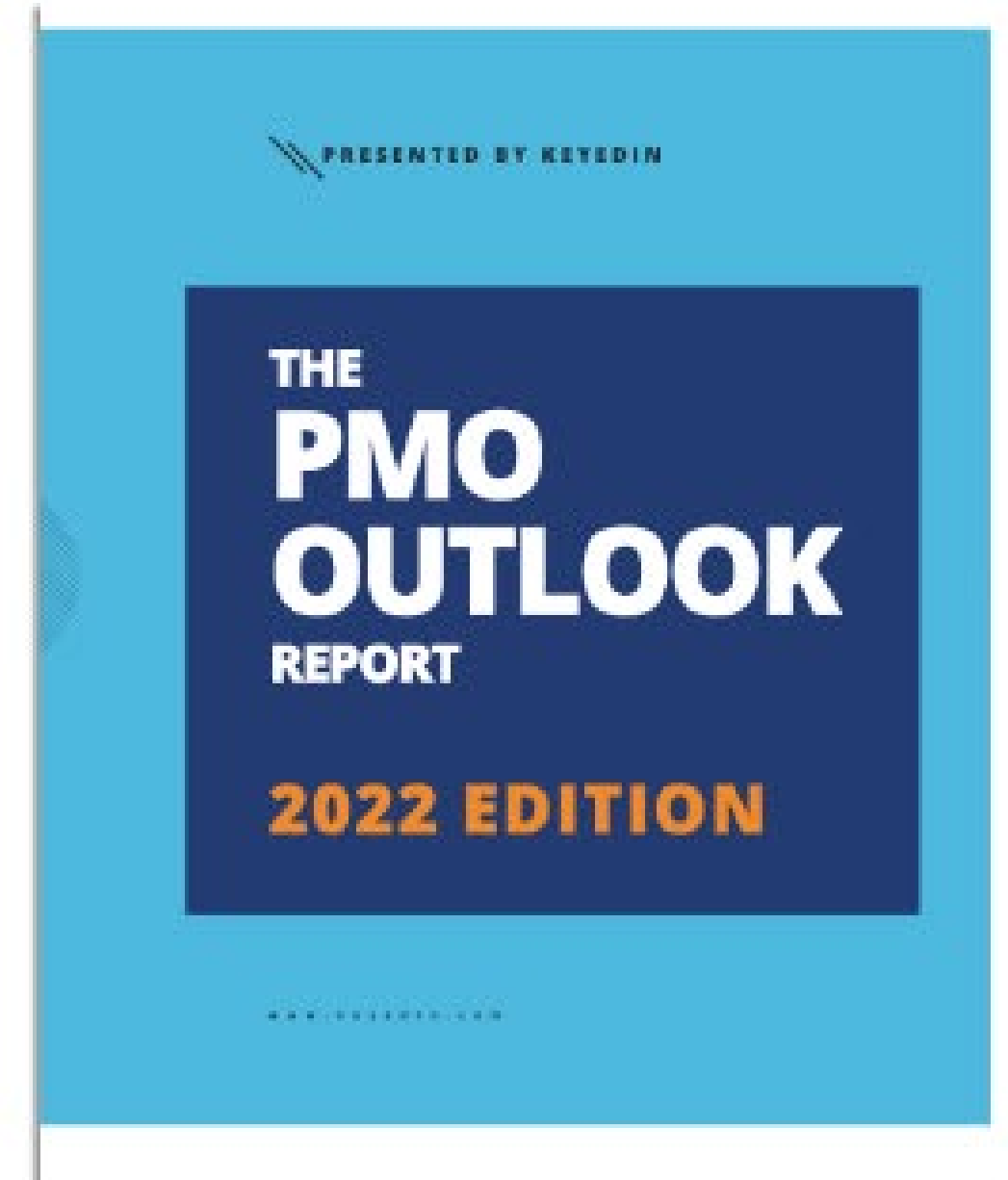
- ✓ Train project managers
- ✓ Create more process
- ✓ Add more templates
- ✓ Add more tools

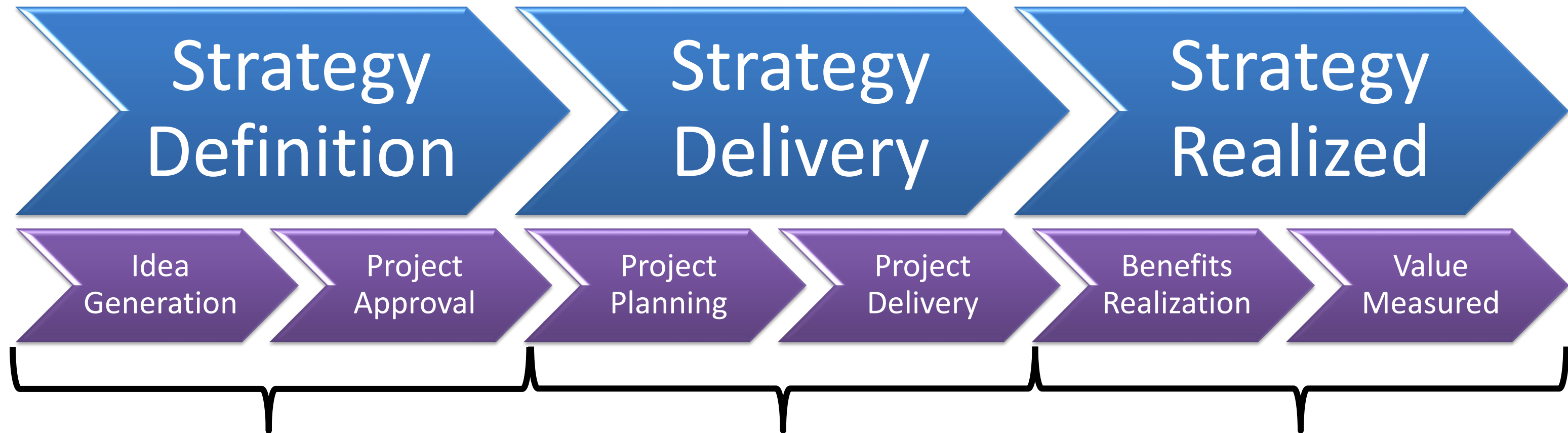
} More and more stuff!

## What is the biggest challenge you face today with managing your portfolio of projects?



*The PMO Outlook Report – 2022 Edition, KeyedIn*



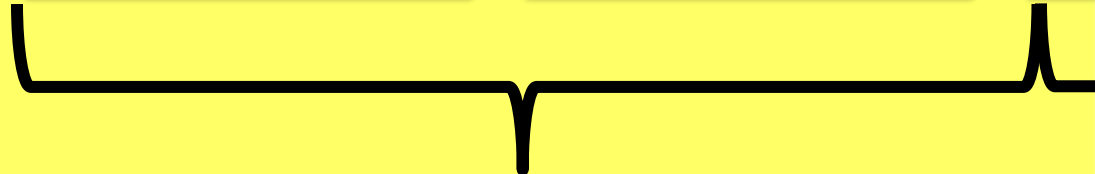


## VALUE DEFINED

- ✔ Everything is #1 priority
- ✔ Strategy is unclear
- ✔ Resources are overallocated
- ✔ Managers redirecting staff

## VALUE REALIZED

- ✔ Projects fail to meet goals
- ✔ Cost more than worth doing
- ✔ Measure benefits but not value



**VALUE DEFINED**



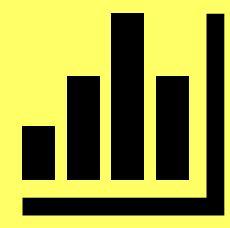
**BUSINESS  
NEEDS PMO**

**VALUE CREATED**



**USUAL  
PMO FOCUS**

**VALUE REALIZED**



**BUSINESS  
NEEDS PMO**

*Solve business  
problems, not project  
problems.*

*Having a PMO that your business leaders are begging for means you are helping them achieve their business strategy with the highest possible return on investment by driving outcomes, not outputs.*

IMPACT  
ENGINE

PMO 

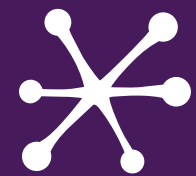
# ... STRATEGY DEFINITION ...



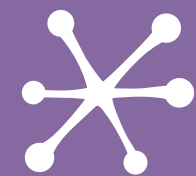
SET PROJECTS UP FOR SUCCESS



Create Strategic Alignment



Guide Portfolio Prioritization



Allow Single-Task Focus



Implement Staggering



# STRATEGY DELIVERY



## ACCELERATE VALUE DELIVERY



Streamline Process / Templates



Educate Stakeholders



Connect Projects to Strategy



Simplify Communication

# STRATEGY REALIZATION



## UNDERSTAND BUSINESS VALUE



Clearly Define Success Metrics



Enable Smooth Transition



Measure IMPACT not quantity



PM is the Means not the End

# BULLETPROOF YOUR PMO

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[PMOSTRATEGIES.COM/BULLETPROOF](https://PMOSTRATEGIES.COM/BULLETPROOF)



# THANK YOU!

**Become an IMPACT Driver  
at  
PMOSTRATEGIES.COM**

**Laura Barnard, Chief IMPACT Driver  
PMO Strategies**

