4 ways project management offices (PMOs) serve as the engine for delivering strategic value

**Focus on critical initiatives.**

“Pick six metrics that really matter. Don’t overcomplicate it.”

—Tony Gayter, vice president, IT and strategy, HP, a PMI Global Executive Council member in Palo Alto, California, USA

**Institute smart processes.**

Establish simple program-level routines that record milestones and objectives, communicate progress and identify issues early.

Percentage of high-performing PMOs that routinely monitor and assess results compared to low-performing PMOs:

- 77% of high-performing PMOs
- 54% of low-performing PMOs

But beware of going overboard—high-performers are less likely to focus on policing than on supporting the actual implementation of a project or program.

**Foster talent.**

“Talent management is an investment in the future. It takes money to recreate intellectual capital.”

—Viq Pervaaz, chief project officer and senior vice president, Aon Hewitt, a PMI Global Executive Council member in New York, New York, USA

- Influencing others without proper authority, among other leadership skills
- Managing risk
- Dealing with ambiguity and highly complex situations
- Communicating effectively
- Understanding of institutional politics
- Defining a problem’s scope
- Breaking large challenges into small tasks

**Encourage a culture of change.**

Build enterprise-wide support for and commitment to strategic initiative management and change management for competitive advantage.

“The pace of change is accelerating exponentially, placing strategic alignment and change management at the heart of a successful PMO. We need project practitioners who are really adaptable, who can energize people and point them toward a common goal.”

—Michel Danon, senior vice president and CIO, Hawaii Medical Service Association, independent licensee of PMI Global Executive Council member Blue Cross Blue Shield, Honolulu, Hawaii, USA

According to Boston Consulting Group’s Strategic Initiative Management: The PMO Imperative, PMO teams should develop these skills to help organizations implement strategy.

**Sources:**

- Strategic PMOs Play a Vital Role in Driving Business Outcomes, a commissioned study by Forrester Consulting on behalf of PMI; Pulse of the Profession™ In-Depth Report: The Impact of PMOs on Strategy Implementation, PMI; Strategic Initiative Management: The PMO Imperative, Boston Consulting Group

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*High-performing PMOs are those that achieve 80 percent or more projects on time, on budget and meeting original goals; low-performing PMOs are those that achieve 60 percent or fewer projects by those same measures.*