

# Built to Thrive

PMOs That Elevate Innovation  
and Power Transformation



# FOREWORD

Project Management Offices (PMOs) are crucial drivers of innovation and transformation, playing a vital role in helping organizations navigate complexity and deliver meaningful, measurable value.

As highlighted in our new report, *Built to Thrive: PMOs That Elevate Innovation and Power Transformation*, high-performing PMOs achieve these outcomes by enhancing agility, driving digital transformation and aligning projects with broader business objectives.

We believe that successful PMOs are defined by their ability to customize strategies that meet the unique needs of their organizations — an insight consistently echoed throughout this research. By leveraging methodologies like the **PMO Value Ring™**, developed through years of global collaboration, PMOs can systematically assess, improve and generate value tailored to their specific organizational and customer requirements.

This report showcases how leading PMOs are positioning themselves at the forefront of digital transformation, embracing emerging technologies and redefining value delivery to better align with strategic business goals. It serves as both a call to action and a guide for PMO leaders who seek to strengthen their role within their organizations and contribute to sustained long-term success.

At the **PMO Global Alliance (PMOGA)**, PMI's community of PMOs and PMO professionals, we are committed to fostering a global network equipped to navigate the evolving challenges of today's PMO landscape. This research aligns with our mission, providing invaluable insights for PMO leaders, professionals and organizations striving to thrive in an era of disruption and opportunity.



**Americo Pinto**  
PMOGA Managing Director  
Project Management Institute

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Illustrations by Nathalie Lees



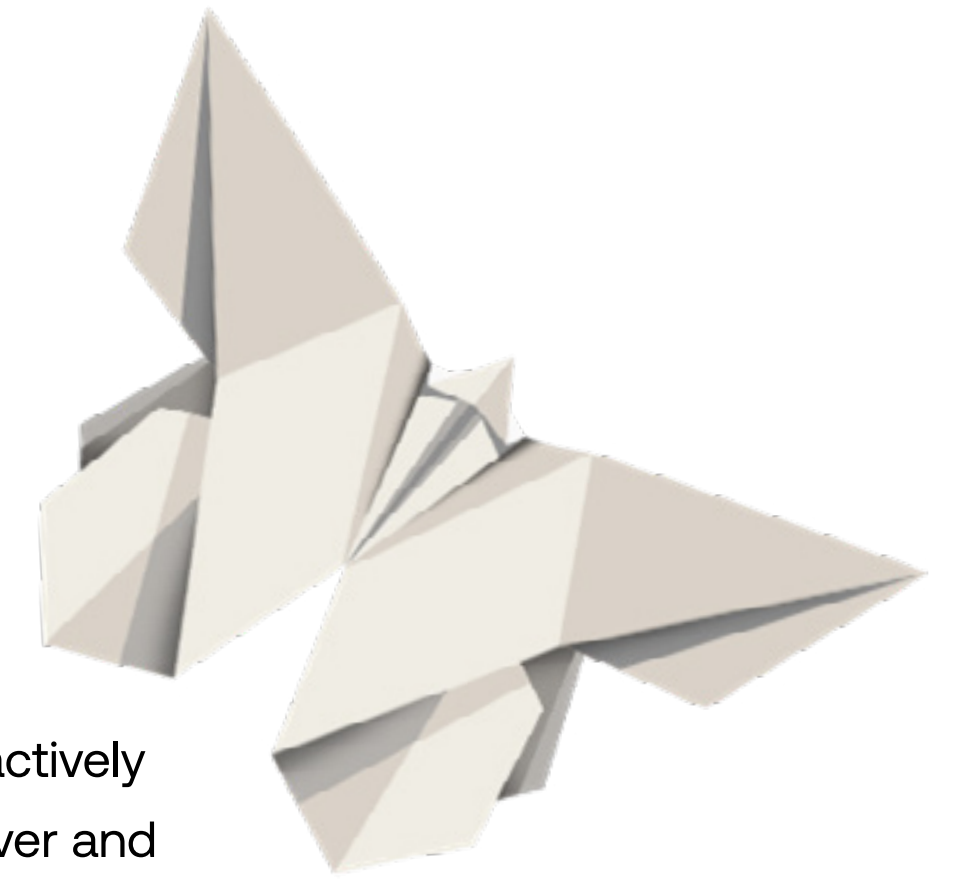
# 1 Introduction

The pressure is on. Amid seismic shifts in the business landscape, leaders must be ready to adapt and actively pursue growth. PwC found a stunning 97% of CEOs report taking steps to change how they create, deliver and capture value over the past five years.<sup>1</sup> Such emphasis creates a huge opportunity for project management offices (PMOs) to help their organizations generate that value.

According to the PMI Annual Global Survey on Project Management 2023, more than half of project professionals (54%) say their organizations have high-performing PMOs. These are PMOs rated as having excellent or very good performance by those respondents (see [What Are High-Performing PMOs?](#)). While high-performing PMOs can take many different forms, the most successful PMOs adapt to evolving challenges and deliver exceptional value for their stakeholders and organizations, according to PMO Global Alliance (PMOGA), PMI's community of PMOs and PMO professionals.

Developing and demonstrating an effective PMO is also a matter of survival. Past PMI research<sup>2</sup> indicates that PMOs are often disbanded to reduce overhead and can have a life cycle as short as two years. That's a call to action for the nearly half of PMOs that are underperforming and struggling to show value to their organizations.

Strong PMOs bring tangible benefits to their companies. According to our [PMO Maturity](#) report,<sup>3</sup> organizations that have the most mature PMOs enjoy higher revenue growth and higher customer satisfaction. And they know how to pivot. To be effective, today's PMO leaders must adapt and innovate to help organizations solve their most pressing problems.



So how are the most successful PMOs prioritizing their efforts? This report explores how high-performing PMOs help their organizations gain a competitive edge and what PMO leaders are doing to make it happen. That includes:

- ▶ **Powering digital transformation.** Leading PMOs foster innovation across teams by accelerating the adoption of new tech tools. They are upskilling teams, so they are ready for what’s next.
- ▶ **Promoting different ways of working.** High-performing PMOs empower their teams to choose the right approach for the project at hand while ensuring execution follows standardized practices.
- ▶ **Redefining and delivering value.** Strong PMOs build and retain influence by showcasing how their efforts contribute to company growth.

### About the Report

The PMI data in this report was collected in the PMI Annual Global Survey of Project Management, conducted in June, July and August 2023. Respondents included 2,246 project professionals (individuals who use project skills to deliver change) and 342 project leaders (individuals responsible for the organization-wide integration of consistent project management methodologies and terminology, including directors who lead the organization’s project management office). The report focuses on data from 1,624 respondents who reported that their organization has a PMO function. This report is also based on research from 12 global studies, including previous PMI reports. We also interviewed eight project professionals and subject matter experts representing a mix of industries and countries. Interviews were conducted during June 2024.



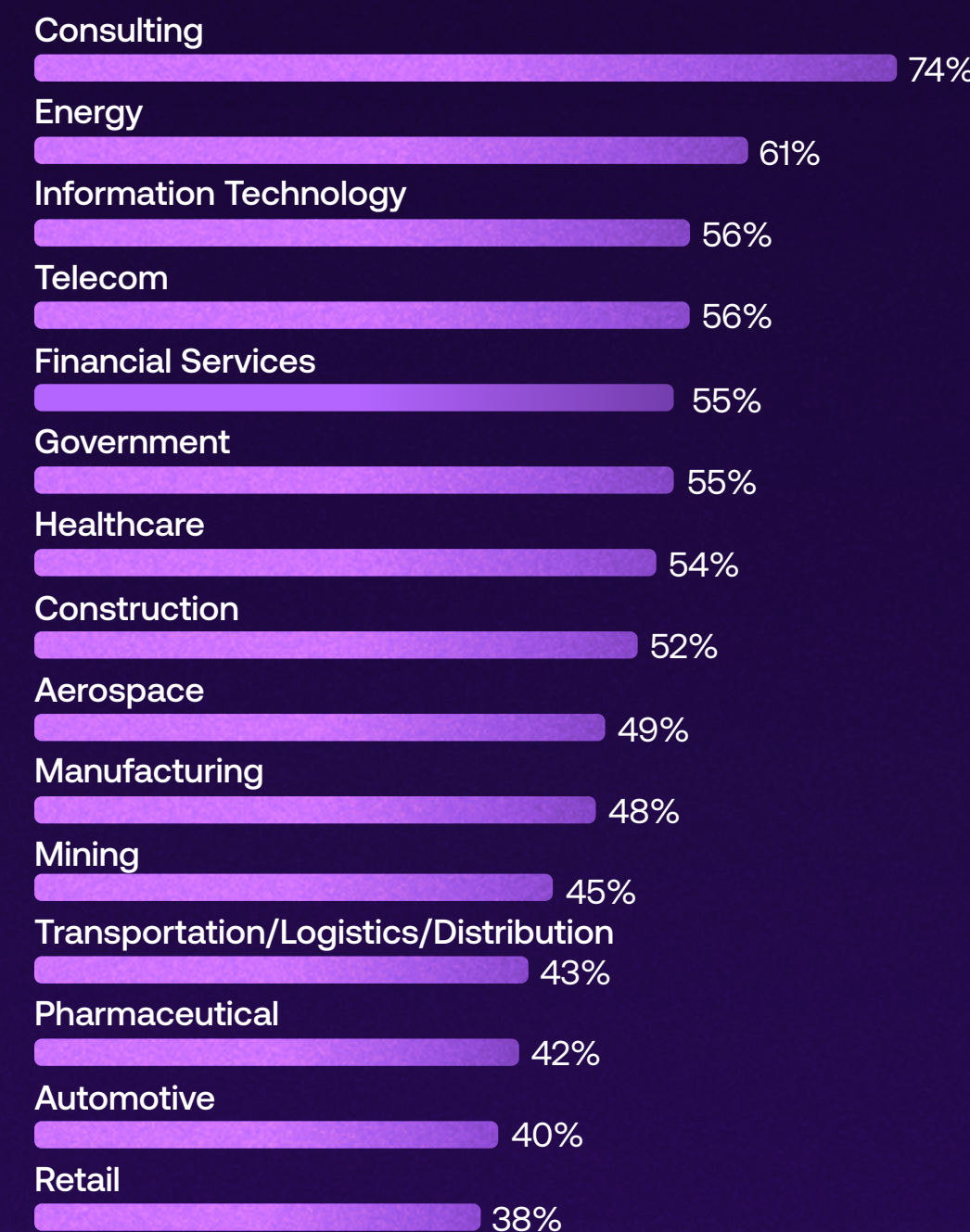
## What Are High-Performing PMOs?

PMI asked project professionals and PMO leaders from organizations to rate the performance of their PMOs on a 5-point scale ranging from poor to excellent. High-performing PMOs include a combination of excellent and very good responses.

The results show that high-performing PMOs exist in organizations that have higher project, program and portfolio management maturity; have higher organizational agility and higher benefits realization management maturity; are more likely to provide support for new ways of working; and are more likely to use project management tools and advanced technologies. These PMOs are adapting more consistently to new demands and opportunities to help their organizations be successful in delivering their strategies.

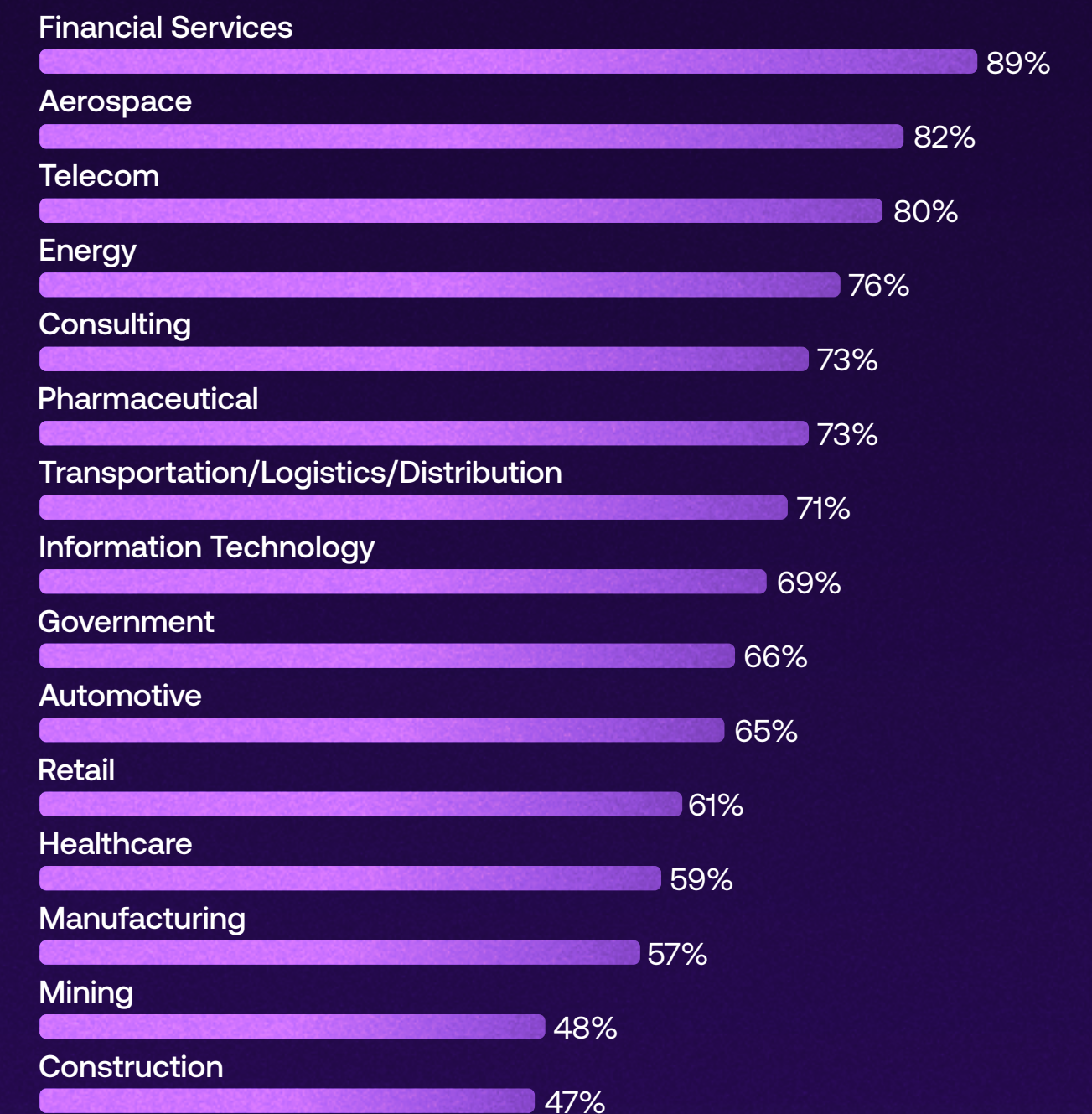
### High-Performing PMOs by Sector

Proportion of respondents within each sector who rated their organization’s PMO as high performing:



### PMO Presence by Sector

Proportion of organizations in each sector that have some form of PMO:



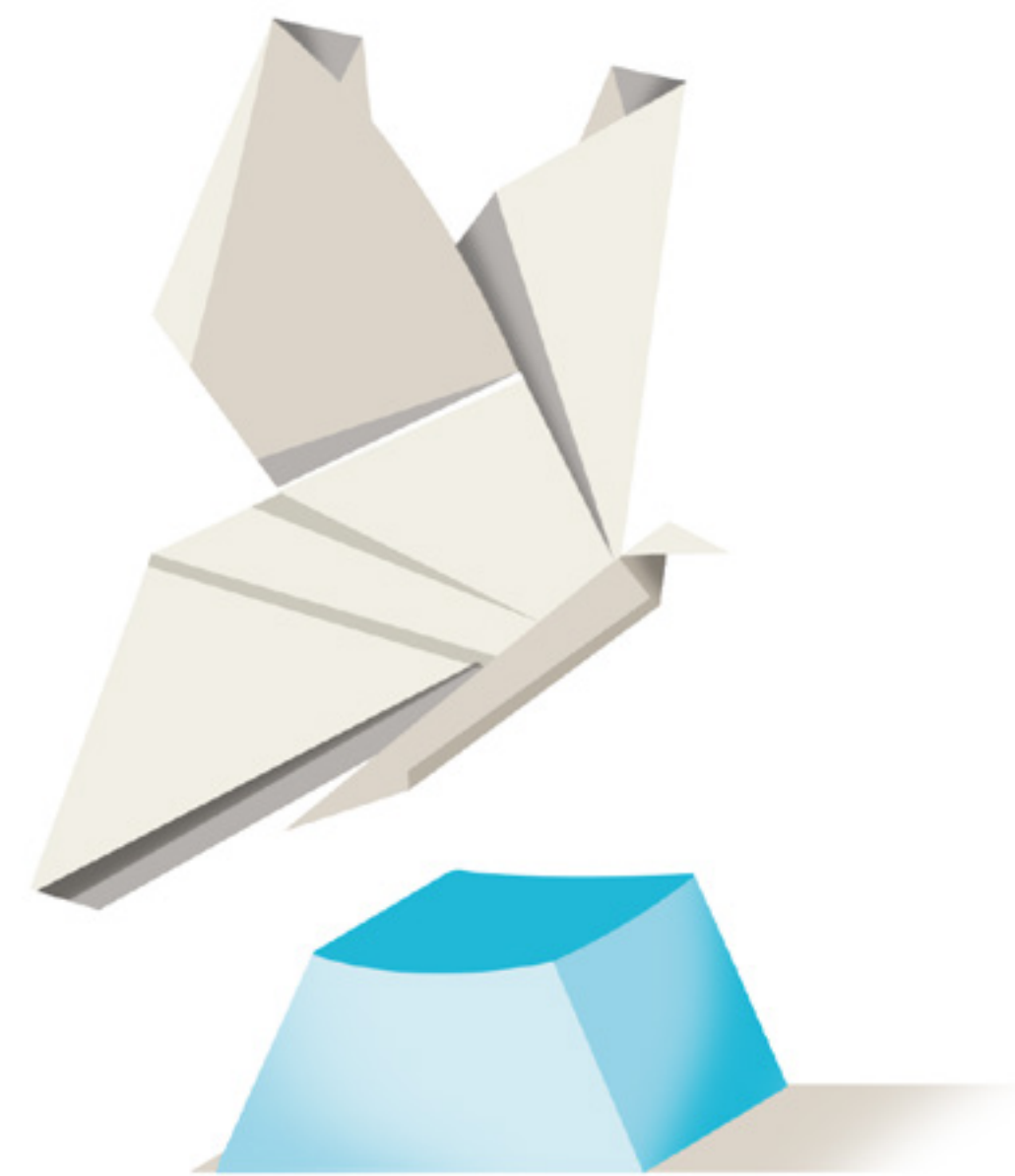
Source: PMI Annual Global Survey on Project Management 2023<sup>4</sup>

## 2 Powering Digital Transformations

As companies evaluate strategies to navigate digital transformation while still maintaining a competitive advantage, PMOs can support innovation and business transformation efforts across the enterprise — particularly when it comes to technology adoption for project and product development work. For example, organizations with high-performing PMOs are more likely to use tools like cloud solutions and artificial intelligence (AI). And they are deploying those tools with purpose: According to our survey data, 80% of organizations with high-performing PMOs are using technology to enable value — compared to just 30% of organizations with other PMOs (see Figure 1).

### Key Insights

- ▶ Organizations with high-performing PMOs are leveraging new technologies to enable business value delivery.
- ▶ Companies that have a high-performing PMO are leaders in digital transformation.



This data also shows an interesting pattern. Where there are high-performing PMOs, we identified the use of more advanced technologies and applications, including data analytics and reporting tools, as well as low-code and no-code platforms. From an enterprise standpoint, we identified the use of technologies such as AI, blockchain and even robotics. High-performing PMOs not only use some of these technologies within their processes, but also provide the right support to implement the technologies across the enterprise.

“Now more than ever, we need PMOs to effectively help organizations implement new technology, applications and workflows to support our rapidly changing environment,” says Rebecca Lawrence, PMO director at AllCare Health in Seattle, Washington, USA.

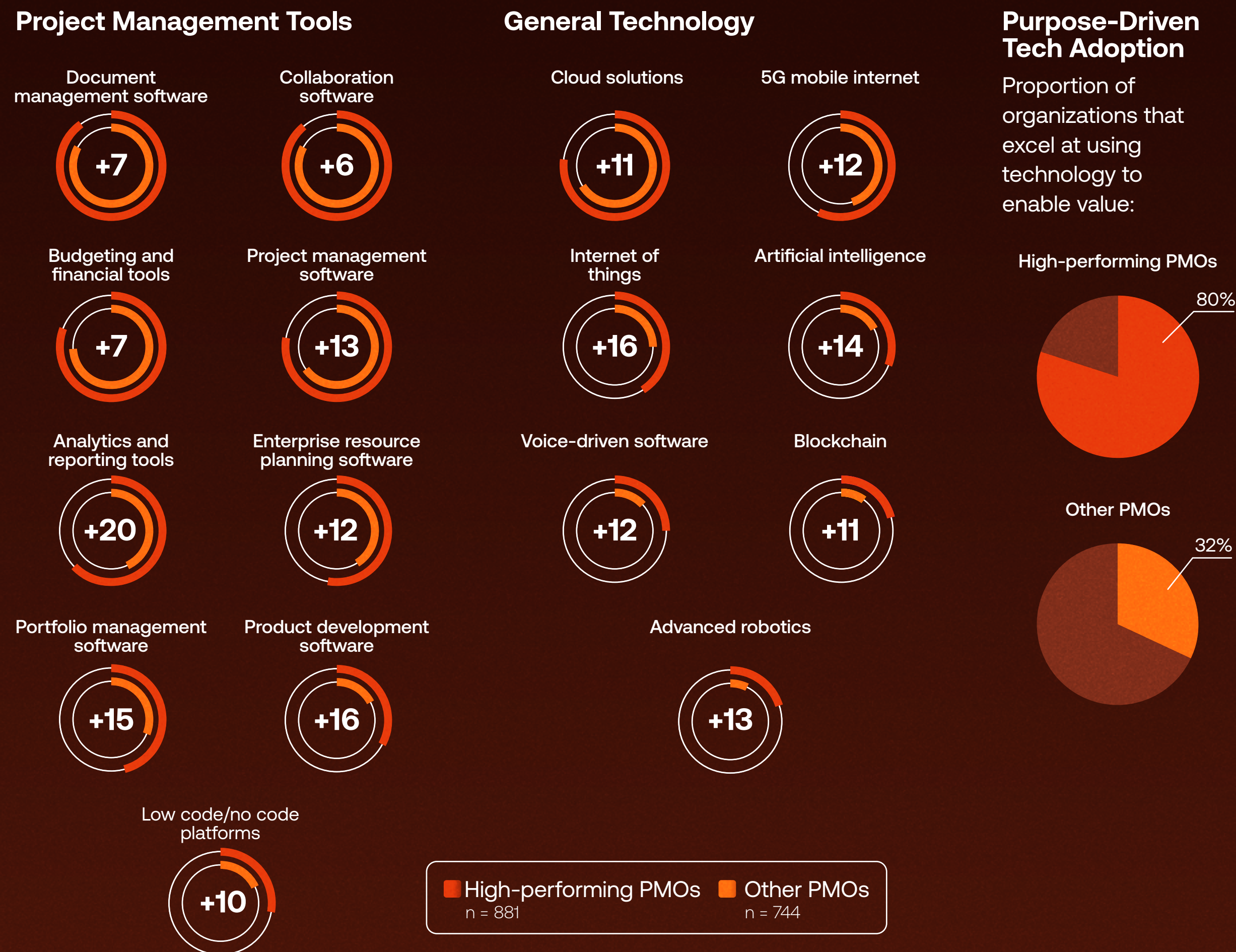
As organizations prepare for the next wave of digital transformation triggered by advances in AI, high-performing PMOs play a key role in helping to drive that change. According to our research, companies with high-performing PMOs are more likely to be further along in their digital transformation journey than other companies (see Figure 2).

“You cannot leave your PMO out of the transformation,” says Youssif Fawaz, PMO-CP, PMP, PgMP, PfMP, manager, PMO and program management at Neom in Riyadh, Saudi Arabia. “The PMO must assess processes, methodologies and performance to enhance the transformation’s efficiency and effectiveness.”



### FIGURE 1 Dialing Up the Tech

Companies with high-performing PMOs are more likely to leverage different technologies for managing project work. Here’s what the gap looks like across many relevant tools (the number in each circle represents the percentage point difference):



Source: PMI Annual Global Survey on Project Management 2023

“  
**You can have the  
 greatest strategy  
 in the world, but  
 if your company  
 cannot deliver on it,  
 it’s useless.**”



Youssif Fawaz, PMO-CP, PMP, PgMP, PfMP, Neom, Riyadh, Saudi Arabia

It comes back to what every PMO leader knows: “You can have the greatest strategy in the world, but if your company cannot deliver on it, it’s useless,” Fawaz says.

Top-performing PMOs help ensure tech project investments align with corporate strategy and that digital transformation stays front and center. At global tech company Concentrix, for example, the PMO has a dedicated digital transformation unit that owns the company’s R&D and innovation projects, such as those involving speech analytics, voice and chatbots, or robotic process automation. As part of its efforts, the team tests these solutions and incorporates them into a strategic digital solutions

inventory, says Luis Guardado, PMO-CP, VP, PMO Latin America and global governance, Concentrix, San Salvador, El Salvador. Ultimately, the team develops a business case that it presents to C-suite stakeholders to secure their buy-in for implementation.

For instance, PMO leaders might build a case that shows how investing heavily in a cybersecurity solution will save the company money by mitigating fraud. The executive team doesn’t just hear “more expenditure,” but understands the potential risks — and rewards — driving the purchase. “If you share it in that way, you’ll get the C-suite’s attention,” Guardado says. “Storytelling is key in all of these moments of truth.”

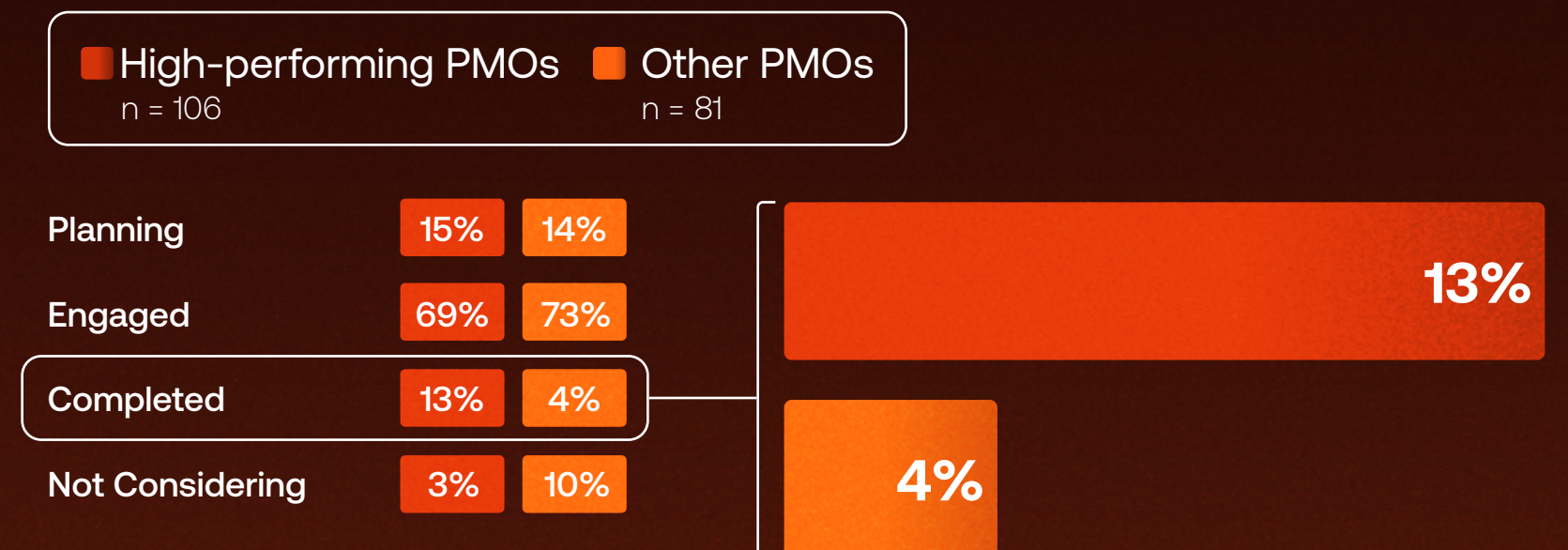
FIGURE 2  
**Driving Digital Transformation**



Organizations with high-performing PMOs are **~3.5x** more likely to have completed digital transformations than organizations with PMOs that aren’t high-performing.

Source: PMI Annual Global Survey on Project Management 2023

What involvement phase are companies at in their digital transformations?



### Spotlight

#### What Is the Must-Have Skill for PMO Leaders?

**Data-driven decision-making. This skill involves leveraging analytics and metrics to inform project strategies, optimize resource allocation, and enhance project outcomes and deliverables. It ensures decisions are based on solid evidence, leading to more precise forecasting and enhanced project performance.**

—Patrick Tay, PMP, Data Connect Technologies, Singapore

**Having a mindset that the organization comes first, the team comes next and the PMO leaders come last.**

—R. Rooban Annamalai, PMP, Christie's Technology Group, London, UK

When it comes to applying innovative technologies, organizations with high-performing PMOs are also ahead of the game. Case in point: They are twice as likely as other organizations to use AI, our data shows (see Figure 1). For example, PMOs might use generative AI to analyze libraries of past project reports. With an AI assist, teams can quickly capture lessons learned for new projects or get real-time alerts to identify risks in active projects. Such insights could guide decision-making — without team members having to search through files manually.

“These applications enable PMOs to make data-driven decisions, streamline processes, and eventually deliver greater value to the company through enhanced project outcomes and efficiency,” says Patrick Tay, PMP, COO at IT consultancy Data Connect Technologies in Singapore.

Taking advantage of new tools and technologies requires a constantly evolving skill set. Effective PMOs establish clear career paths that emphasize continuous learning opportunities aligned with organizational needs. For PMO leaders, upskilling teams is a must.

“This investment in professional development boosts performance and fosters a culture of innovation and excellence within teams,” says Vanessa Brunelli, PMO-CP, PMI-RMP, PMP, PMO director, Canada and Latin America at medical device company Karl Storz in Toronto, Ontario, Canada.

But helping to implement new tech and support innovation requires much more than technical skills. At Concentrix, the PMO created a development path for the entire employee journey as a way to retain top project talent and ensure project professionals mature with the organization. The PMO defines each project role along that path, as well as the required skills, the overwhelming majority of which focus on people, emotional intelligence and shared values, Guardado says. “We can teach the technical skills, but what I value most are the soft skills that show the person has empathy and can evolve over time.”

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#### How PMO Leaders Can Take Action

- ▶ To keep digital transformation front and center, make sure tech project investments align with corporate strategy.
- ▶ Want to implement new tech tools? Build a business case that clearly defines how those tools will deliver value. It will help secure C-suite buy-in.
- ▶ To retain top talent and foster innovative thinking, develop career paths that emphasize continuous learning.



### 3

## Promoting Different Ways of Working

High-performing PMOs understand the need to adapt and iterate how teams perform and deliver their work. They empower their teams to choose the right project management approach for the project at hand, whether it's agile, predictive, hybrid or some other variation. But this requires striking a delicate balance — being flexible with project management approaches while ensuring the one chosen is right for the project and is effectively executed through standardized practices.

#### Key Insights

- ▶ Effective PMOs empower their teams to choose the right project management approach for each project.
- ▶ Organizations with high-performing PMOs are more likely to use standardized project management practices.

For instance, 80% of organizations with high-performing PMOs are more likely to use standardized project management practices all or most of the time, compared to 51% for other PMOs, according to our survey data. At the same time, the best PMOs establish more paths to provide teams support for new ways of working (see Figure 3).

That might include providing dedicated training or continuous learning programs. No matter the mechanism, these PMOs equip team members with a better understanding of the different delivery approaches — and when to apply them. That way, they are less reliant on senior leaders to dictate how they work.

“Flexibility is crucial because it allows the teams to plan ahead and modify their approach as needed,” Fawaz says. “It helps them accomplish their goals with more consistency and less stress.”

That does not mean an absence of planning or guard rails. But it does require teams to take ownership of their decisions. At Data Connect Technologies, the PMO established a steering committee to help teams determine the appropriate delivery approach for their projects before they roll out. The framework incorporates a decision matrix that evaluates project characteristics, complexity, stakeholder requirements and resource availability.

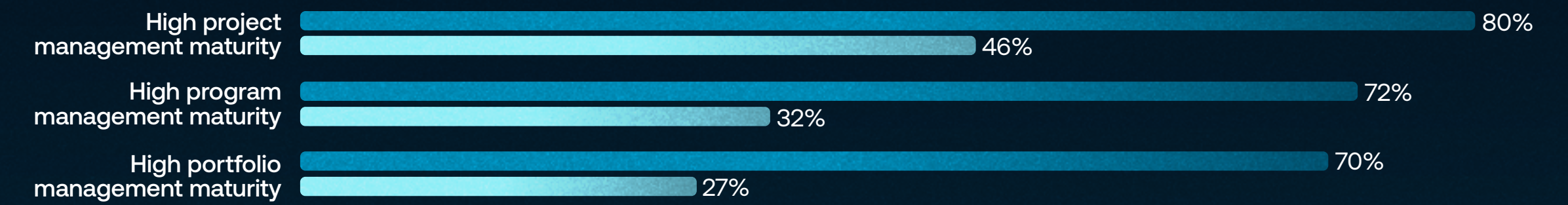


FIGURE 3

## PMOs and Ways of Working

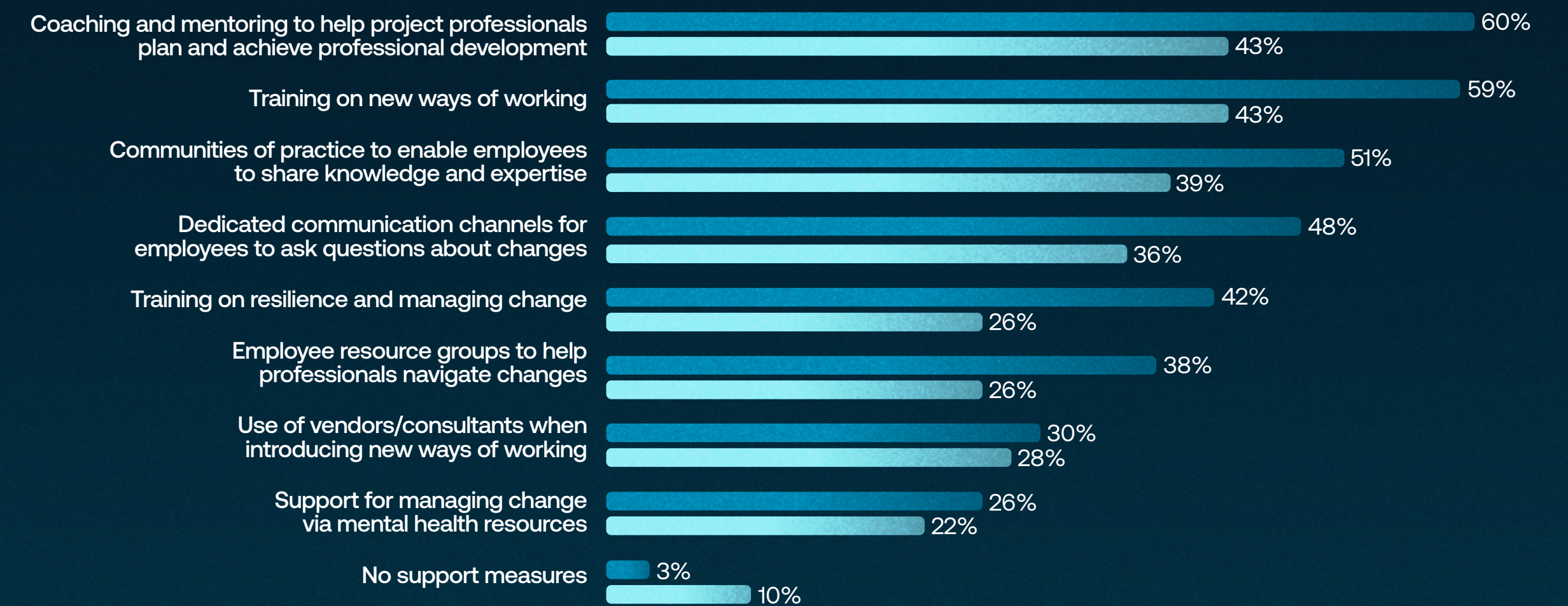
Having a high-performing PMO correlates strongly with improved organizational performance. Here’s the proportion of respondents who rated their companies “high” for maturity in key areas:

■ High-performing PMOs (n = 881)
 ■ Other PMOs (n = 744)



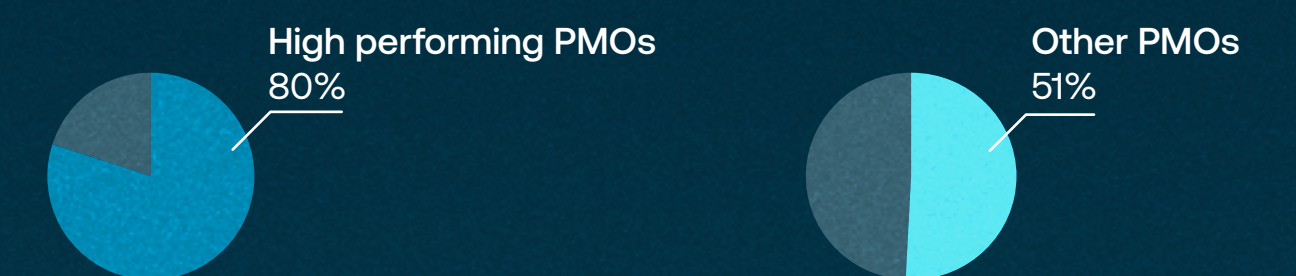
### Ready to Reinforce

Organizations with high-performing PMOs are more likely to provide support for teams in ways that boost performance. What does that support look like?



### Framework for Success

Organizations with high-performing PMOs are more likely to use standardized project management practices all or most of the time:



Source: PMI Annual Global Survey on Project Management 2023

FIGURE 4

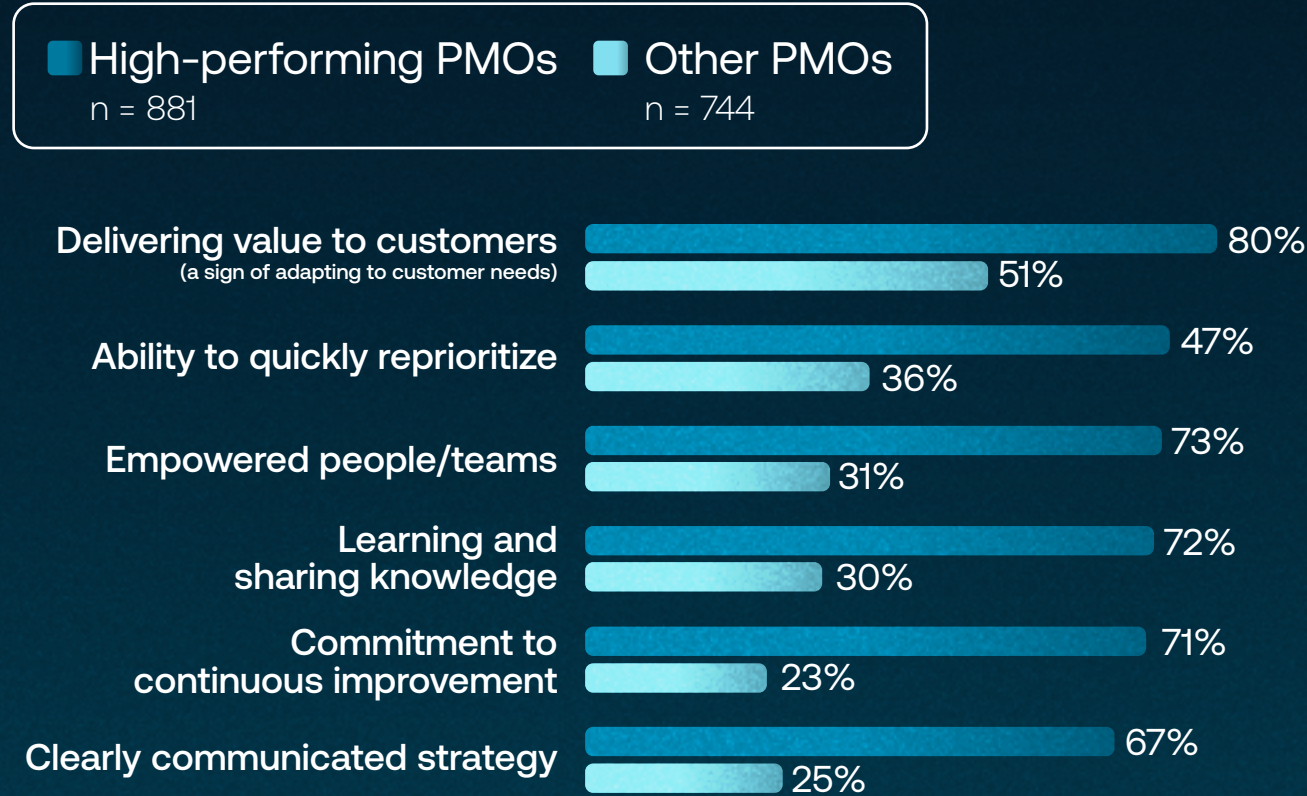
# Amplified Agility

There's a strong correlation between high-performing PMOs and high enterprise agility.

Organizations with high-performing PMOs have a clear edge in many factors influencing agility. Here's what the gap looks like for each component:



**63%** of respondents from organizations with high-performing PMOs rated their company's agility high. For others? It's just **30%**.



Source: PMI Annual Global Survey on Project Management 2023

Having a single steering committee to approve approaches enables faster, more nimble decisions, Tay says. For instance, when a team recently implemented a new customer relationship management system, the decision matrix recommended a hybrid approach to account for the project's complexity and the need for iterative feedback from stakeholders. The steering committee, composed of senior project managers, agile coaches and business analysts, provided guidance on how to tailor hybrid, leading to a 20% reduction in project delivery time — and an early rollout.

All of this helps give the PMO a framework that can flex to the project they are working on. "The framework's effectiveness is in optimizing project outcomes and enhancing overall organizational performance," Tay says.

Christie's Technology Group at Christie's auction house developed a similar framework. Teams can choose from 27 different approaches, including critical path, agile, theory of constraints and lean. But that freedom comes with one condition: They must apply standard frameworks for each approach to ensure all projects are assessed by the same benchmarks. "By introducing a common framework with different methodologies for all projects, we can monitor and rate project progress with standard guidelines," says R. Rooban Annamalai, PMP, head of the portfolio management office at Christie's Technology Group, London, UK.

PMO leaders should balance flexibility and standardization by defining each project's core processes and metrics. This cultivates a "flexible mindset that significantly elevates organizational agility," Brunelli says.

The top PMOs also contribute to stronger enterprise agility (see Figure 4) — and they help to sustain it. According to our data, 90% of high-performing PMOs have a process in place to regularly evaluate performance and make adjustments to improve, compared to 68% of other PMOs. The bottom line: When PMOs perform well, the entire organization gets a boost.

AllCare Health's PMO fuels flexibility through a collaborative work management tool that lets teams list and view projects by their approach. "This pivot of views is really effective in helping people see how tasks can be aligned differently to best fit the projects at hand," Lawrence says.



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**As a transformation unit, the PMO has to walk the talk. We have to transform ourselves to stay relevant for the company. The PMO maturity journey is a never-ending process.**



Luis Guardado, PMO-CP, Concentrix,  
San Salvador, El Salvador

### Spotlight

#### What Is the Must-Have Skill for PMO Leaders?

Strong communication skills. We shouldn't forget that we work with people, and these people need to understand their value to the organization. Employees always ask one question: 'What's in it for me?' So we need to be able to convey this in order to get their involvement and support.

—Laura Sancho Andrés, PMP, PMO lead, EEAS, Brussels, Belgium

A PMO leader needs to be a good salesperson. The first question a good salesperson asks the customer is, 'What are your pain points?' And the second question is, 'What can I do to address your pain points and build a perfect partnership with you?'

—Luis Guardado, PMO-CP, Concentrix, San Salvador, El Salvador

The takeaway? A high-performing PMO doesn't just settle internal debates over agile, predictive or hybrid. It promotes open discussion, so teams can explore different ways of working without limitations. For instance, when speed to market is a variable, PMOs can encourage teams to evaluate the risk appetite of stakeholders to help determine whether a project should use a flexible or more traditional approach.

“A PMO has to be flexible and adaptable and scalable in order to remain nimble amid constant change,” Guardado says. “As project professionals, we've been doing project management in a traditional way for so many decades, but now the environment is changing. And as a transformation unit, the PMO has to walk the talk. We have to transform ourselves to stay relevant for the company. The PMO maturity journey is a never-ending process.”

#### How PMO Leaders Can Take Action

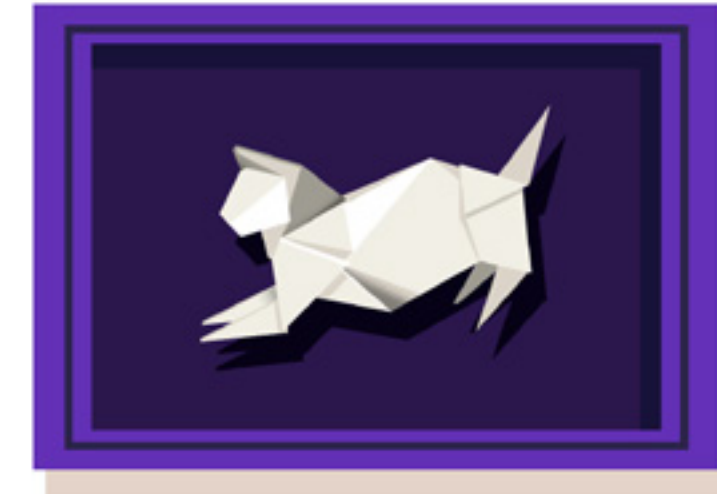
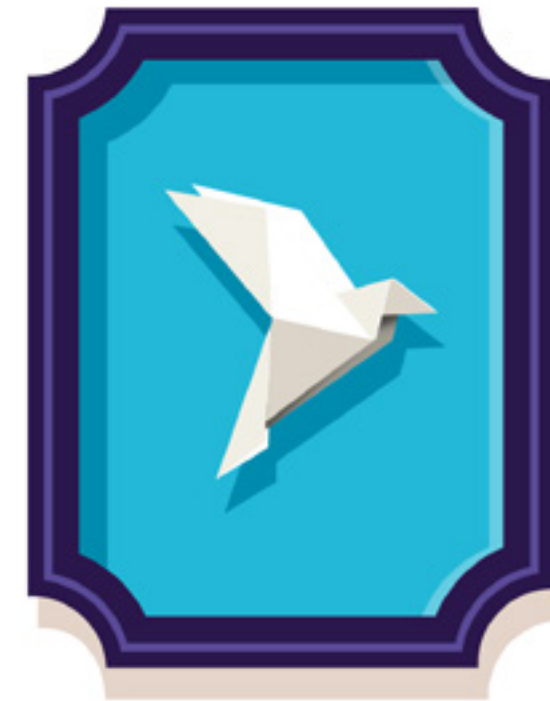
- ▶ Create a framework and a collection of practices and techniques from different management approaches to help teams choose the best ways of working for each project.
- ▶ Provide professional development opportunities that enable project professionals to learn and master new ways of working.

# 4 Redefining and Delivering Value

High-performing PMOs build and retain influence by producing tangible results that drive value for the organization.

Of course, “value” can mean different things at different companies, and the definition evolves as companies do. The most successful PMO leaders do their homework to identify what their organizations truly need — today and in the future — and then continuously adapt the PMO’s responses to deliver it.

“Value is subjective, so you need to understand what it means to the people who define value for your company,” Guardado says. “To deliver value, you first have to understand it.”



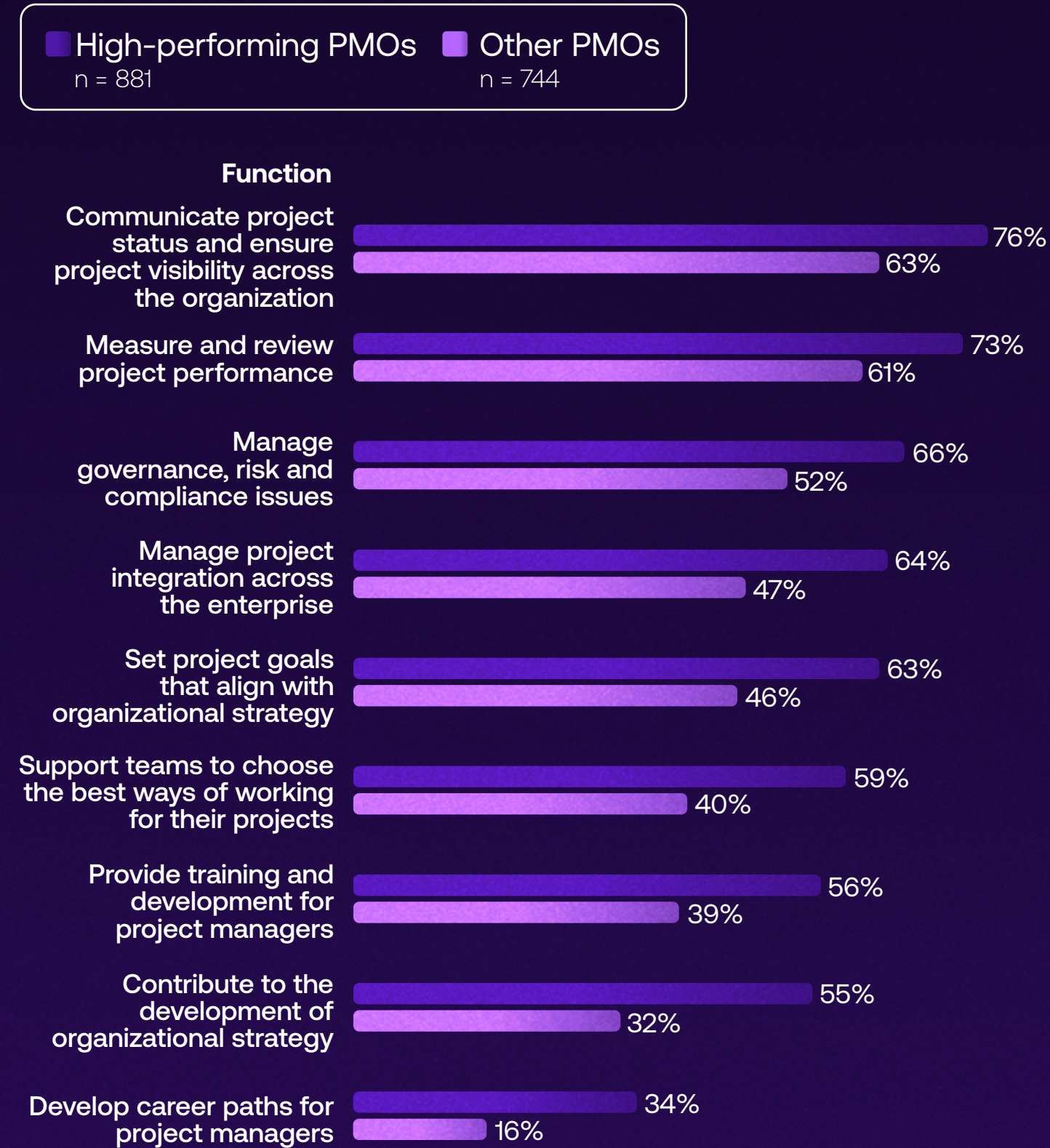
## Key Insights

- ▶ PMOs that serve their companies best adapt to and evolve with the needs of the organization.
- ▶ Effective PMOs continuously demonstrate their value to key stakeholders.

FIGURE 5

## Reinforcing Value

High-performing PMOs are much more likely to fulfill key functions that can help companies realize value.



Source: PMI Annual Global Survey on Project Management 2023

For instance, roughly half of our survey respondents (51%) say their PMOs are highly aligned with organizational strategy. However, PMOs that serve their companies best can be strategic, operational, tactical or a combination, depending on what is needed. For example, 80% of high-performing PMOs excel at delivering value to customers — compared to just 51% of other PMOs. Across the board, PMOs have a wide range of functions (see Figure 5), so it's critical to perform them in ways that can increase value for the company.

When it comes to defining and demonstrating value, PMO leaders can learn what is preferred and expected by going directly to the source: C-suite members, the board of directors and/or investors, as well as other key stakeholders within the organization. Seeking this understanding helps them guide teams toward the ultimate goal of delivering value.

“Think like an owner, not an employee,” Guardado says. “If you understand the business from the owner’s viewpoint, your PMO will succeed because you can deliver value — and your PMO will evolve from being seen as a cost center to being a revenue center.”

Doing this can also keep PMOs out of the crosshairs: Companies disbanding PMOs to reduce overhead is always a risk. The lesson? PMOs that do not consistently deliver value, “will be seen as a cost to the company, not a return on investment,” says Annamalai.

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The PMO is  
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R. Rooban Annamalai, PMP,  
Christie's Technology Group,  
London, UK

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By presenting data-driven reports, we showcase our contributions to project success, resource efficiency and strategic alignment.”



Vanessa Brunelli, PMO-CP, PMI-RMP, PMP, Karl Storz, Toronto, Ontario, Canada

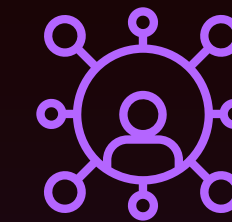
That is why PMOs must actively demonstrate value to their VIPs. At Christie’s Technology Group, the PMO “aids decision makers by analyzing projects’ business cases for strategic alignment and risk appetite,” says Annamalai. “The PMO is an enabler for change and transformation.”

Strong PMO leaders do not just deliver value. They also make sure people know about it. They [capture the right metrics](#),<sup>5</sup> and then spread the word through meetings, emails, reports and real-time dashboards.

Communications should use high-level metrics to tell a story about how a PMO’s activities “bring value to the business and where there may be opportunities for it to deliver even more value,” Fawaz says. That could mean including earned value to show project progress against the budget, for example.

To show value to stakeholders, effective PMO leaders share data such as project performance indicators, resource utilization rates and financial metrics. “By presenting data-driven reports, we showcase our contributions to project success, resource efficiency and strategic alignment,” Brunelli says.

At Data Connect Technologies, the PMO developed a value realization scorecard to measure its impact. The scorecard assesses factors such as strategic alignment, cost savings, efficiency gains and stakeholder satisfaction, Tay says.



### A Shared Vision for Value

As a diplomatic arm of the European Union, the European External Action Service (EEAS) actively fosters collaborative relationships abroad. But the agency struggled with internal collaboration when it had to identify software projects that would deliver the most organizational value. A siloed process led to redundancies or partial overlap of systems, says Laura Sancho Andrés, PMP, the PMO lead at EEAS in Brussels, Belgium.

To change that, the PMO established a formal structure designed to foster more strategic and shared decision making. For instance, if a user requests an add-on feature for an existing budgeting system, others who use that system vote on whether to advance the idea to the PMO.

From there, PMO members and project leaders assess variables such as feasibility, ROI and value for the user. If the PMO advances the idea, executives from different divisions and sectors get the final say on whether to launch or table the project.

“With this initiative, we’ve been able to reduce by 25% the number of projects that were started and then dropped because it was ultimately identified that there was no real value,” Sancho Andrés says. “And we’ve been able to reduce by 15% the number of new initiatives that were launched that overlapped with other ongoing initiatives.”

## Spotlight

### What Is the Must-Have Skill for PMO Leaders?

**Careful listening.** We can't listen only to the loudest voices or the squeakiest wheels. We need to listen to everyone in the organization to get a good understanding of what is needed, how to best implement our projects and how to gauge success.

—Rebecca Lawrence, AllCare Health, Seattle, Washington, USA

**Strategic thinking.** This involves the ability to align projects with business objectives, anticipate future trends and make decisions that drive long-term success.

—Vanessa Brunelli, PMO-CP, PMI-RMP, PMP, Karl Storz, Toronto, Ontario, Canada

Of course, reports on a PMO's achievements only matter if key stakeholders see them. So the Data Connect Technologies PMO takes multiple steps to ensure stakeholders get the message. That includes prioritizing executive briefings to keep the C-suite in the loop. The PMO also employs interactive dashboards that help generate real-time insights for all stakeholders, quarterly reports that highlight ROI and strategic contributions, and value workshops that help quantify benefits and surface lessons learned.

“By using these methods, the PMO not only measures its value efficiently but also communicates it clearly and compellingly, ensuring its contributions are recognized and appreciated at all levels of the organization,” Tay says.

Communicating the PMO's impact requires a keen understanding of how (and how often) stakeholders want to learn of progress. To make sure they are in sync with preferences, the Concentrix PMO team does its homework with surveys. “We ask our key stakeholders, ‘How would you like to consume the information?’” Guardado says. For instance, do they prefer high-level project summaries, escalation alerts or regular meeting minutes? Clarifying such preferences helps PMO heads identify the information execs want to hear.

The bottom line: “If you don't talk in their language, you lose their attention,” Guardado says. “When we think about ‘business outcomes,’ we safeguard the business and communicate with the business according to the protocol and culture of the executive team.”

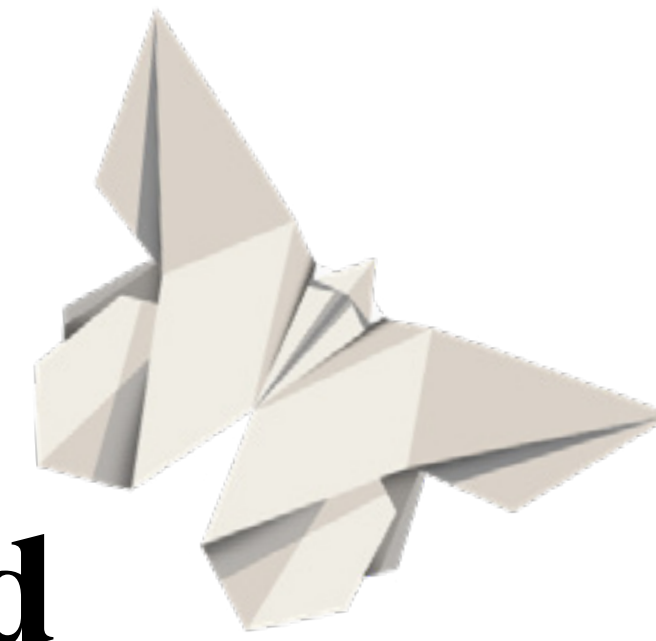
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### How PMO Leaders Can Take Action

- ▶ The best way to define and deliver value? Ask executives and other key stakeholders for their expectations.
- ▶ Leverage those expectations and needs to design and adjust the PMO's structure, processes and how it supports the organization's strategic goals.

# 5

## The Path Forward



In today's disruptive project environment, companies must maintain a change-ready mindset and develop the capabilities to execute on it. It's a matter of survival, since almost half of CEOs are not confident that their companies would survive more than a decade on their current path.<sup>6</sup> PMOs can provide the connective tissue that strengthens an organization's ability to respond to today's challenging project environment, become more resilient and innovate — all while balancing effectiveness and efficiency.

Strong PMOs are needed to support and sustain growth, agility and transformation across the enterprise. The best PMOs understand all of this — and take action. What steps can PMOs take to achieve high performance?

**1. Lean forward.** Leading-edge PMOs foster innovation across teams and support the adoption of new tech tools. How?

- Assess processes, methodologies and performance to enhance the efficiency and effectiveness of digital transformation.
- Establish a digital transformation unit. It can help prioritize the tech imperative and secure buy-in from key stakeholders.
- Invest in professional development so team members are equipped to embrace new tools and adapt with the latest tech advances.

**2. Empower new ways of working.** Effective PMOs teach and empower teams to choose the right delivery approach for projects — and make sure execution follows standardized practices. How?

- Provide dedicated training so team members gain a better understanding of the different delivery approaches — and when to apply them.
- Promote collaborative discussions to determine the appropriate delivery approach — whether it's via formal steering committee reviews or work management tools.

**3. Amplify business value.** PMOs must measure their value and demonstrate to executives and other key stakeholders how their efforts contribute to company growth. How?

- Think like an owner. Start by asking executives and other key stakeholders for their expectations.
- Create a value realization scorecard to assess factors ranging from cost savings to stakeholder satisfaction.
- Survey stakeholders to determine which information is most critical for them — and how they prefer to receive it.

## Acknowledgements

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PMI is the leading authority in project management, committed to advancing the project management profession to positively impact project success. We empower professionals to excel in project management practices through our growing global community, knowledge sharing, and best-in-class certifications — driving positive change in organizations and communities. Since 1969, our unwavering mission has been to advocate for the profession by offering lifelong learning and connections to sharpen high-demand skills. Today, PMI provides professionals at every stage of their career journey with the globally recognized standards, online courses, thought leadership, events, and tools they need to succeed. With more than 300 chapters around the world, PMI members can network, find mentors, access career opportunities, and learn from peers, working together to drive greater impact.

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Our work has three core areas of focus:

- Individuals – Equip project professionals with high-quality, actionable recommendations to drive individual growth, performance and continuous learning.
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