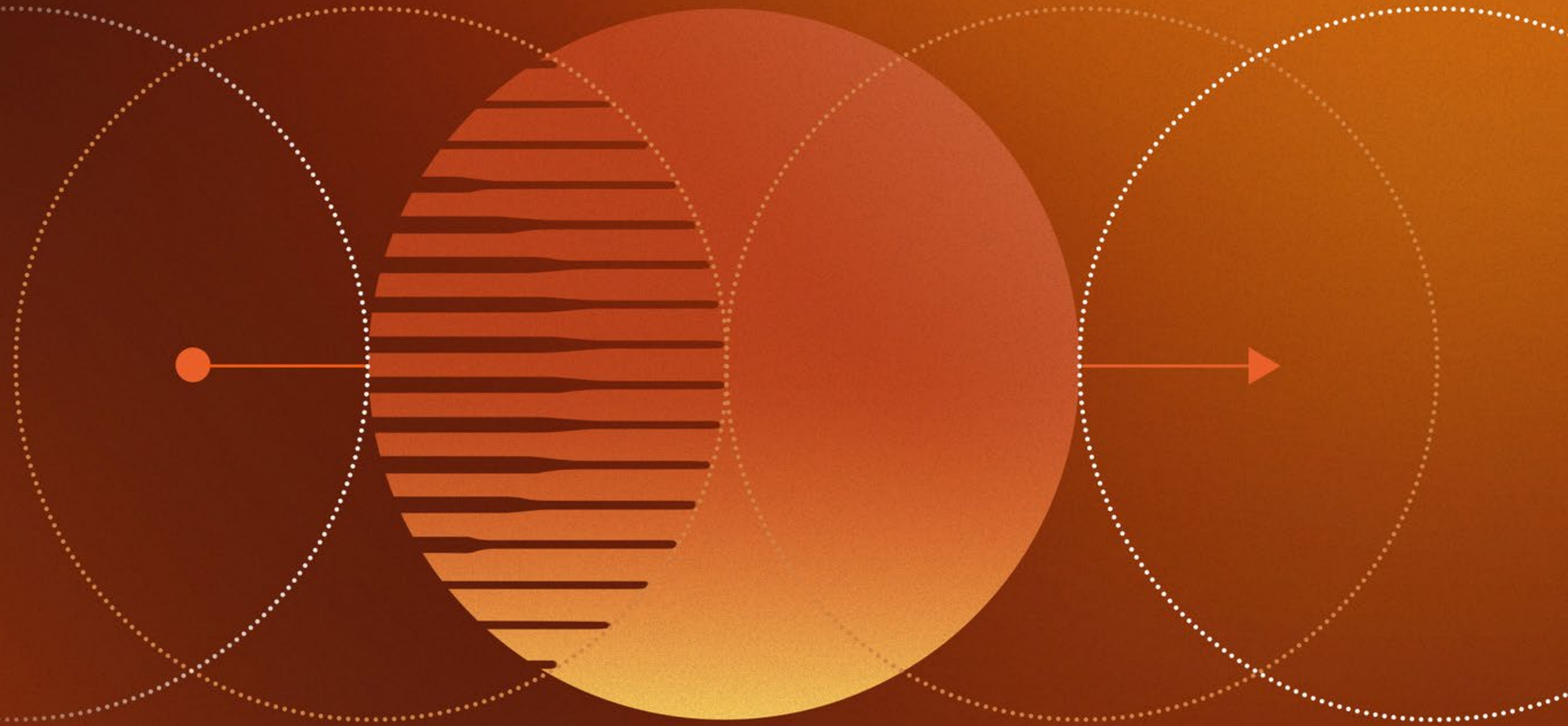


Bridging the Gap

Positioning PMOs as Indispensable Partners in Strategy Execution



Foreword

As we move deeper into the 21st century, organizations face sustained pressure from technological disruption, shifting markets, and rising societal expectations. Continuous evolution is often no longer optional. Business model transformation, product innovation, and new ways of working have become mainstream requirements for survival and growth.

To manage this complexity, many organizations established Project Management Offices. Our research shows that organizations with PMOs are better positioned to adapt and remain agile in volatile environments. Yet too many PMOs are still defined by an outdated mandate. They excel at execution. They manage portfolios, control budgets, meet deadlines, and produce reliable reporting. These capabilities matter. They are no longer sufficient.

As automation and AI increasingly take over tracking, reporting, and administrative oversight, the value equation for PMOs is shifting. Relevance now depends on strategic contribution. PMOs must move beyond operational excellence toward enterprise impact. That means linking project portfolios directly to strategic objectives, prioritizing outcomes over activity, engaging the right stakeholders, integrating sustainability considerations, and presenting a coherent, decision-ready view of value for executives.

In PMI's latest thought leadership report, *Bridging the Gap: Positioning PMOs as Indispensable Partners in Strategy Execution*, nearly 2,000 PMO leaders and Senior Leaders share candid insights on the current state of the PMO, where misalignment persists, and how PMOs must evolve to become true partners in strategy execution.

Organizations need PMOs that are proactive, accountable, business savvy and outcome-driven. This report outlines what that shift requires and how PMOs can make it happen.



Pierre Le Manh, PMP

President & CEO

Project Management Institute

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Executive Summary

PMI research has consistently demonstrated that high-performing PMOs are a critical driver of organizational success and their ability to thrive through change. The report *A New Era for Enterprise Agility* (2025) showed high-agility organizations are much more likely to have a PMO, and these PMOs support critical functions that enable organizations to adapt quickly, from managing project integration to mitigating risk.¹ Yet, some PMOs today still struggle to make a strategic impact and become sidelined, relegated to lower-value roles focused on process enforcement rather than business outcomes.

Our research reveals the critical capability gaps where PMOs must realign their focus to deliver greater strategic value. Our survey of over 1,900 PMO and Senior Leaders, using advanced prioritization methodology, and 40+ in-depth interviews with industry experts, identifies three essential areas where PMOs need to expand beyond their current operational expertise.

These capabilities are underpinned by essential skills that PMO professionals must develop. Power skills, including communication, empathy and relationship building, are crucial to nurture alignment across stakeholders to meet business goals. Adaptability and continuous learning complement these skills and ensure PMOs are constantly adapting to customer needs. Business acumen is vital to enable PMOs to navigate the increasingly complex global business environment and connect PMO services to organizational strategy.

Our research confirms that PMOs are uniquely positioned in their organization to bridge the gap between strategy and execution. PMOs that address these critical capability gaps will dramatically increase their potential to deliver better business outcomes and more value to their organization.

Three essential areas where PMOs need to build beyond their current operational expertise.

Customer-centric approach

PMO leaders need to demonstrate a mindset to serve their internal and external customers by understanding and adapting to the diverse needs of stakeholders across the organization, and not over-focus on enforcing PMO processes as the primary driver of performance.

Strategic alignment and value realization management

Leaders want PMOs that think beyond project completion to business outcomes. They need partners who understand that delivering on time and budget means nothing if the project doesn't deliver strategic value.

Data and technology integration

Senior Leaders expect PMOs to lead, not lag, in technology adoption as AI transforms project delivery. Those who don't innovate, challenge the status quo, and embrace failures during the learning process, risk becoming obsolete.

Introduction

In the face of relentless disruption, driven by technology, talent shifts and climate change, no organization can afford to be caught standing still.² PMI research has shown high-performing PMOs are becoming a key competitive differentiator as organizations race to translate pivots to on-the-ground execution, while maintaining strategic direction.³ Additionally, PMI report *A New Era for Enterprise Agility* (2025) shows how PMOs support agility through their support of multiple ways of working and their ability to merge governance with flexibility and strategic execution alignment.

Today, however, many PMOs are seen only as operational, focused on reporting and process. Senior Leaders need more than that. They need a partner that can help them execute strategy and deliver outcomes that matter.

For PMOs to fulfill this role they must become more value-driven and customer-centric, shifting from internal process managers to trusted partners aligned with their customers' expectations and business priorities. This positions the PMO to be a catalyst for future organizational success, supporting its customers and leaders to navigate change effectively and deliver better outcomes.

Our research identifies the key capabilities which PMOs need to develop to become strategic enablers, helping organizations to achieve complex business objectives.

We define capabilities as: *The collective skills, abilities and expertise of an organization. It is the ability of an organization to perform an activity more effectively than competitors with otherwise similar resources.*⁴

We see parallels in our work to the PMI report, *Maximizing Project Success* (2024) which outlined the M.O.R.E. vision for the profession and how project management professionals need to think beyond traditional measures of project management success in order to deliver value for their organizations. Similarly, here PMO professionals are encouraged to consider the bigger picture and how they are contributing to overall organizational success, and how project management professionals need to think beyond traditional measures of project success in order to deliver value for their organizations.

For PMOs to succeed, they need to understand the wider market landscape, organizational context and what Senior Leaders value. In doing so, they will be better positioned to anticipate risks, solve problems and inform complex business decision-making. By focusing on capabilities such as strategic alignment, value and benefits realization management and customer relationship management — while continuing to drive project and program management excellence — PMOs have a unique opportunity to elevate their status at a time when they have never been more needed.

What we cover in this report

- ▶ Introduces the **key capabilities** that elevate the PMOs' impact, presenting perspectives shared by Senior Leaders
- ▶ Explains the importance of **customer-centricity** and how PMOs can deliver greater value to their organizations
- ▶ Discusses the **shift in mindset** required to maximize impact, recognizing that organizational context matters
- ▶ Explores the **impact of emerging trends**, and the **innovation imperative** for PMOs to effectively use data and integrate new technology
- ▶ Identifies the **key skills** which PMO Leaders and practitioners need to deliver these capabilities
- ▶ Provides a **call to action** for PMO Leaders to embrace the opportunity to become strategic partners within their organization

Research and analytic approach

- ▶ **Qualitative research:** A series of online research exercises and interviews with over 40 global PMO Leaders and Senior Leaders. To explore the capabilities currently being prioritized by PMOs and those deemed essential by Senior Leaders, as well as discussing the impact of emerging trends on the future of the PMO.
- ▶ **Online quantitative survey:** A global survey with 1,900+ senior business leaders and PMO Leaders, involving complex trade-off analysis (MaxDiff) to quantify the key PMO capabilities prioritized.



1

The PMO Needs To Bridge The Gap Between Strategy And Execution

Our research has identified the critical gaps between current PMO capabilities and senior leaders' expectations for strategy execution. In this section, we highlight the key capabilities PMOs need to evolve to enhance their strategic impact, deliver better value and better meet the needs of senior leaders.

Key Insights

- ▶ To maximize their impact and execute organizational strategy, PMOs must have a strategic and value-driven focus, customer-centric approach and become data and technology driven.
- ▶ Organizations with PMOs that take accountability for project success are more likely to be achieving better outcomes including revenue growth and customer satisfaction.

The capabilities that matter most for strategy execution and sustainable growth

The ability of a PMO to deliver strategic value depends on how it builds and aligns its capabilities with the organization's needs. This alignment is critical as organizations navigate their strategic priorities in the face of continuous disruption, and research shows organizations with a capability-driven strategy are 3 times more likely to grow faster than their industry.⁵

To support PMOs in achieving this alignment, PMI designed research to understand the gaps between current PMO capabilities and senior leader expectations. This disconnect represent a critical barrier to a PMOs strategic impact, as PMOs risk overlooking important capabilities that senior executives believe drive real strategic value.

This research employed MaxDiff analysis, an advanced statistical methodology that reveals genuine preferences more reliably than traditional ranking questions.

Why This Matters

MaxDiff mirrors real-world decision-making by forcing respondents to make trade-offs, just as leaders must do when allocating limited resources across competing priorities. By asking respondents to compare capabilities directly against each other in repeated scenarios, MaxDiff identifies clear priority hierarchies that simple rating scales cannot achieve.

3x
 organizations with a
 capability-driven
 strategy are three times
 more likely to grow
 faster than their industry



What We Measured

Priorities: Both Senior Leaders and PMO Leaders were asked which capability they would prioritize most and which they would prioritize least from a smaller subset of options.

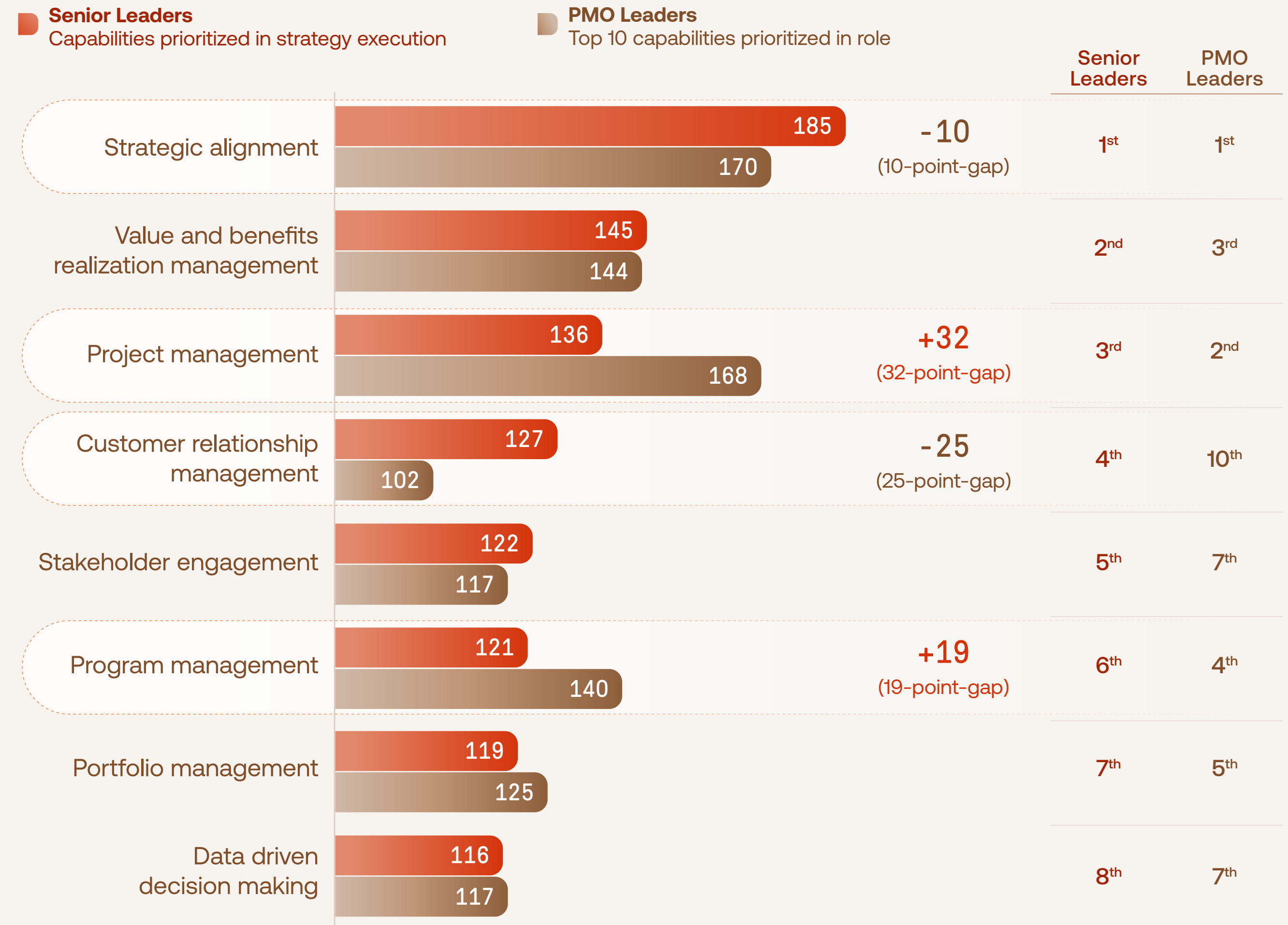
Resource Allocation: PMO Leaders reported how they currently allocate resources (time, people, money), while Senior Leaders indicated how PMO resources should be allocated to execute their organizations' strategy.

This dual approach revealed that Senior Leaders are more likely to prioritize capabilities that are customer-centric, strategic and value-driven, and data driven (see **Figure 1**). Together, these capabilities represent the need for project portfolios that deliver their intended value to the organization, while being continually aligned with organizational strategy and customer needs. This ensures the project portfolio remains responsive to changes in the business environment, adaptability that is crucial for delivering sustained growth in the face of competition and market changes.

The results also show that while PMO Leaders and Senior Leaders identify similar capabilities as priorities, there is a significant disconnect in how resources should be allocated to deliver on these capabilities (see **Figure 2**). PMO Leaders may recognize the right capabilities intellectually, but their resource decisions often don't reflect what Senior Leaders believe is necessary for strategy execution. The result is PMOs risk failing to deliver the depth of capability that Senior Leaders expect in practice.

Figure 1: Senior Leaders' top eight capability priorities versus PMO Leaders' priorities

Senior Leaders prioritize strategic alignment and customer relationship management more highly than PMO Leaders



Q.: (PMO leaders) In your role as a PMO leader, which of the following capabilities do you prioritize the most and least? Q.: (Senior leaders) As a Senior leader, which of the following capabilities do you believe should be prioritized most and least in order to successfully execute your organization's strategy?

Source: PMI 2025 Global PMO Survey

The Critical Gaps where PMOs must refocus resources

Our research reveals three critical capability gaps where Senior Leaders are demanding more from their PMOs. PMOs that demonstrate these capabilities effectively have great potential to make a strategic impact:

Customer-centric approach

PMO leaders need to demonstrate a mindset to serve their internal and external customers by understanding and adapting to the diverse needs of stakeholders across the organization, and not over-focus on enforcing PMO processes as the primary driver of performance.

Strategic alignment and value realization management

Leaders want PMOs that think beyond project completion to business outcomes. They need partners who understand that delivering on time and budget means nothing if the project doesn't deliver strategic value.

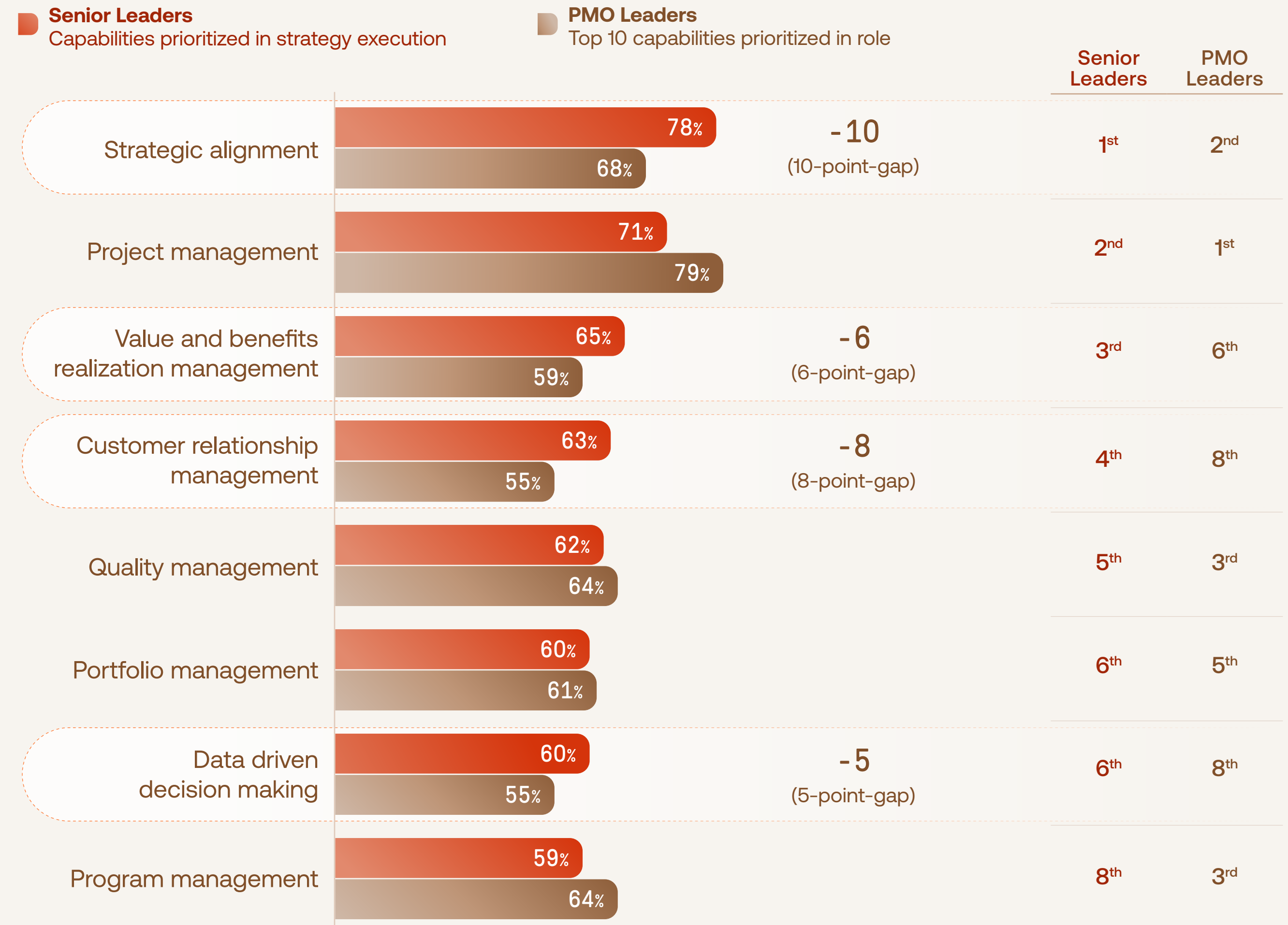
Data and technology integration

Senior Leaders expect PMOs to lead, not lag, in technology adoption as AI transforms project delivery. Those who don't innovate, challenge the status quo, and embrace failures during the learning process, risk becoming obsolete.

This report explores how PMOs can close these gaps, drawing on examples from high-performing PMOs and demonstrating the tangible impact executing these capabilities has on organizational success.

Figure 2: Resource allocation by capability: Senior Leaders expectations versus current PMO allocation

Senior Leaders have higher expectations for strategic resource allocation in four key areas



Q.: (PMO leaders) Considering your PMO's daily operations, how are resources (e.g. time, people, money, etc.) currently allocated to each of the following capabilities?

Q. (Senior leaders) To successfully execute your organization's strategy, how should the PMO allocate resources to each of the following capabilities?

Source: PMI 2025 Global PMO Survey

SPOTLIGHT

“I think to increase PMO’s influence, relevance and strategic impact, PMOs must ensure that their value proposition is clearly aligned to what Senior Leaders consider critical for successful strategy execution. PMOs have traditionally focused on delivery-oriented capabilities such as quality and process management, and these alone are not sufficient to maximize strategic influence.”

Burkhard Meier
Co-Founder, Renewables and Wave Energy Technologies, United States

“The influence could be stronger. I think the PMO is seen as the function that executes. It takes over once a decision has been made and then puts that decision into action through milestones and delivery plans.”

Bernd Meurer
Chief Technology Officer - Field CTO Europe, BT Group, Germany

“Whatever goals you set, whatever the organization’s purpose is, everything boils down to tireless execution and implementation - and the PMO can play a huge role there.”

Narayan Shetkar
Strategic Finance Specialist, United Arab Emirates

“I think all of the capabilities associated with strategic alignment obviously gives the PMO more visibility in the organization. If almost all of your strategic execution is managed through the PMO, it gives it a pretty bird’s eye view of how our strategic execution is progressing.”

Bradley Schaufenbuel
Vice President and Chief Information Security Officer, Paychex, United States

“Demonstrating value is all about actions and consistently showing up for leaders. We’ve taught our project managers to engage with leaders as true partners, helping them to cut through ambiguity and find a path forward. When they influence leaders through their work, they build a positive reputation which means leaders seek us out in the future.”

Amanda Lowe
Director, Enterprise Portfolio Management, Moffitt Cancer Center, United States

2

Developing A Customer-Centric Approach

In this section, we discuss how a customer focus amplifies the PMOs strategic impact and it's ability to adapt to the needs of the organization.

Key Insights

- ▶ PMOs need to take a customer-centric approach to maximize their influence and impact.
- ▶ They should not only increase the number of customers they serve, but tailor their services to the needs of their customers.

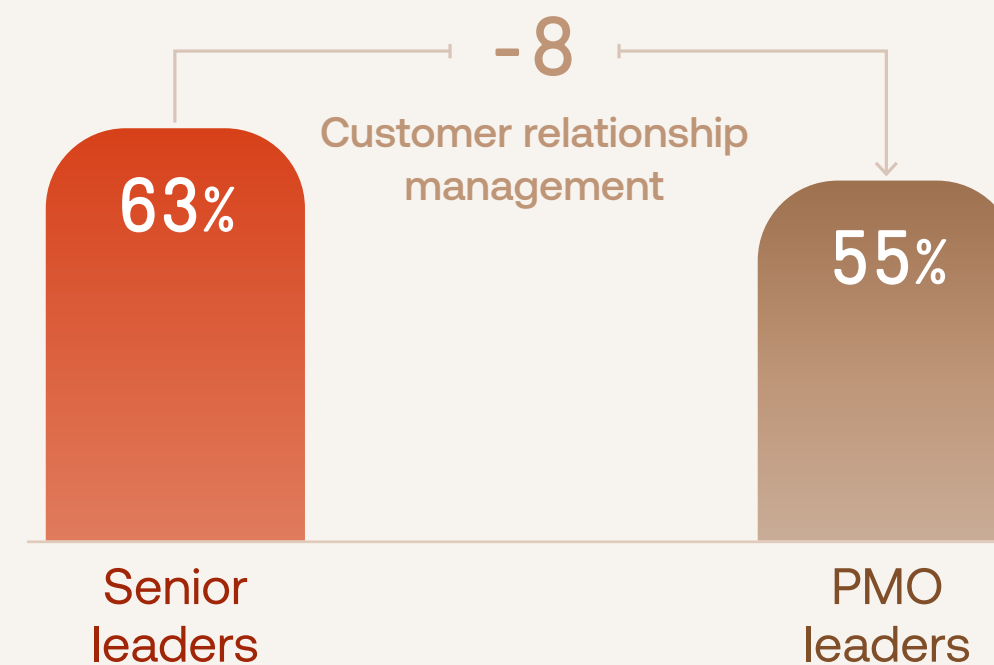
The customer gap that is limiting PMO impact

Our research highlights a critical misalignment between PMOs and Senior Leaders. Customer relationship management sits in Senior Leaders' top five priorities for strategy execution and where they expect PMO resources to be allocated, but this capability only scrapes into the PMOs top 10. This gap is why many PMOs are missing a critical success factor: knowing and meeting customer needs (see **Figure 3**).

When the PMO becomes too internally focused, it loses sight of what really drives value for the organization. Customer-centricity, which is the idea of building and maintaining strong internal and/or external customer relationships, ensures PMOs align project outcomes with customer needs and the organization's overall objectives. It means understanding the PMOs' value and impact is best measured by the outcomes it delivers for the people it serves.

Figure 3: Resource allocation: The customer gap

Customer relationship management* is senior leaders' fourth highest priority



8-point gap: Senior Leaders are significantly more likely to say **customer relationship management** is a **high / top priority** for PMO resource allocation compared to PMO Leaders

*We defined customer relationship management as: Building and maintaining strong internal and/or external customer relationships and responding to changes in needs.

Meeting customer needs

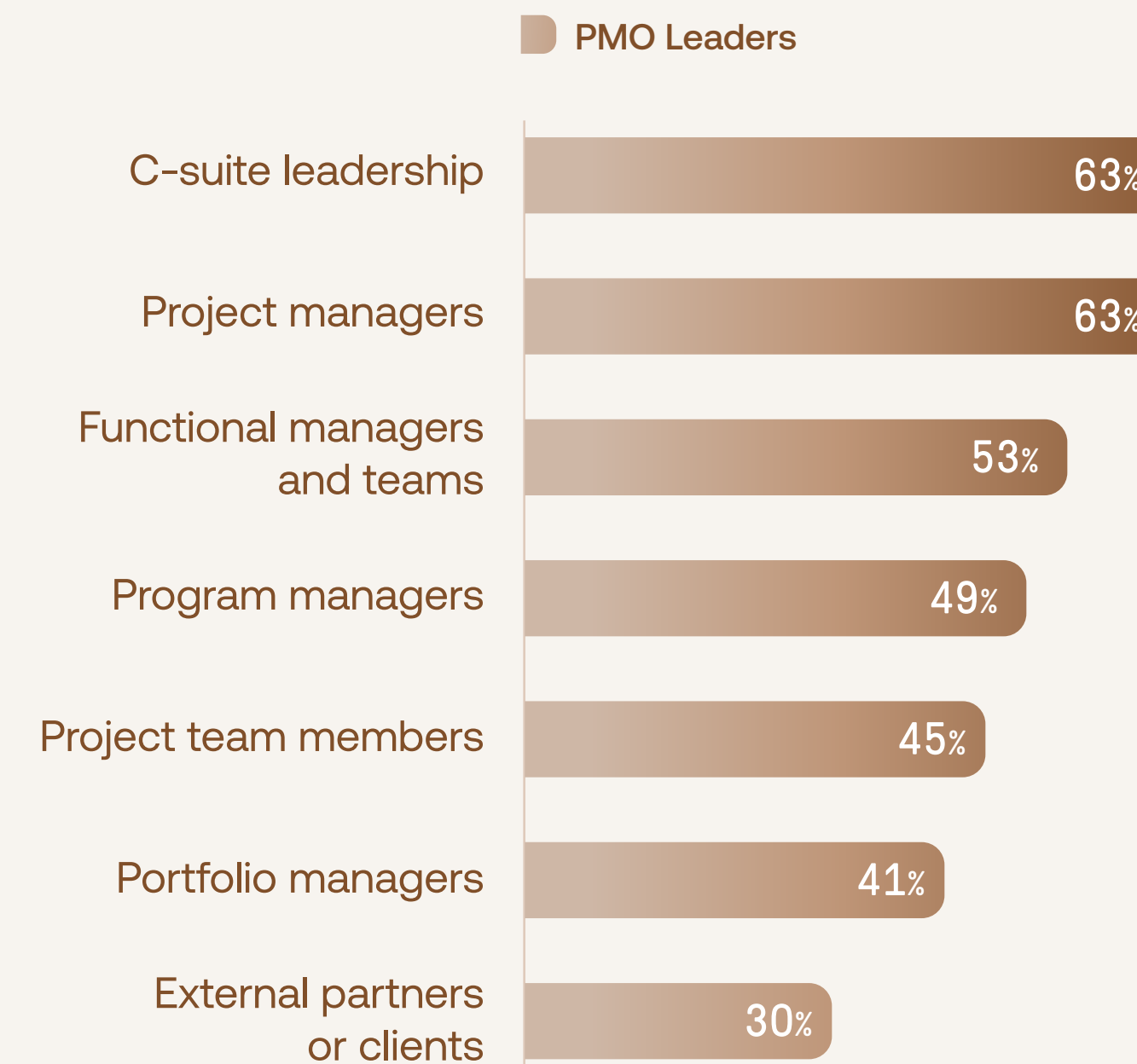
PMOs support a range of internal and external customers (see **Figure 4**), individuals who have a direct interaction with or dependence on the PMO's offerings. Identifying customers and their expectations is critical to a PMOs' success and strategic impact.

Almost half (41%) of PMO Leaders say they serve four or more primary customer groups. However, the challenge isn't just managing multiple stakeholders, it is recognizing that each group has unique needs and expectations. As explored in PMI's 'The Evolution of PMOs' research,⁶ expanding influence requires PMOs to move beyond one-size-fits-all approaches. By tailoring services to meet specific customer needs, the PMO greatly enhances its effectiveness and its strategic value.

Understanding customers' needs in terms of benefits and outcomes enables PMOs to deliver more impactful solutions. A servant leadership approach, with a focus on empathy and collaboration, helps the PMO better understand what their customers value and the outcomes they are trying to achieve. PMOs can then evolve alongside changing customer needs and drive sustainable growth.

Figure 4: PMOs primary customers

PMOs support a range of internal and external customers, from C-suite leadership, to functional teams and external



Q.: Which of the following internal customers does your PMO primarily support through its services?
Source: PMI 2025 Global PMO Survey

A customer focus transforms PMO impact

In addition to demonstrating clear value for both internal and external customers, a customer-centric approach brings benefits that extend well beyond individual projects or teams.

As PMOs consistently deliver value aligned with customer needs, they build trust and credibility, a vital currency for organizational influence. When combined with other important customer-related capabilities, like Stakeholder Engagement and Cross-Functional Collaboration, the PMO strengthens its position as a trusted partner in organizational success.

This trust enables the PMO to promote integration among different customer/stakeholder groups, helping to overcome silos and foster collaboration. As one PMO Leader — working in the construction sector in the Middle East — explained: *“Our customers and stakeholders are at the center of our strategic objectives. We are probably the only team in the organization that is working with 20-plus departments, fostering collaboration between functions and resolving conflicts.”*

A further benefit of prioritizing customer focus and a servant leadership approach is that it constantly forces PMOs to adapt, building flexibility and agility. By gathering ongoing feedback from customers, the PMO is better equipped to adjust its services based on changing organizational needs and maintain its impact.

As the PMO helps to create more value for customers — by improving outcomes and building new relationships across business functions — it builds advocacy for its services and cements its place in the organization as a value-add function.

Many valuable benefits of customer-centricity, trust, collaboration and strategic impact resist traditional measurement. Yet tracking these outcomes is critical for demonstrating the success of the PMO. It is therefore important to track key outcome measures for the PMO as well as customers, for example, measuring stakeholders’ perception of PMO value and documenting success stories. This enables the PMO to demonstrate the tangible and perceived value it brings to the organization. By effectively communicating its impact on key organizational outcomes, the PMO solidifies its position as a strategic partner.

“Our PMO operates in a highly collaborative environment, where engaging with internal stakeholders and customers is essential to ensure projects are aligned to deliver value. Effective stakeholder engagement helps mitigate risks, resolve conflicts and build trust, which are vital for project success.”

Keri Anderson
Digital Global PMO Manager, SLB, United States

“PMOs should shift from being primarily process-driven to becoming true strategic partners - engaging more closely with key stakeholders, demonstrating how project outcomes improve customer experience, and clearly linking initiatives to value for both external and internal clients. I plan to refresh our stakeholder engagement plan and discuss with my team how we can better showcase the value our PMO delivers to clients, so that stakeholders are regularly reminded of our impact.”

Yuliia Nikolaieva,
Head of Enterprise PMO and Lean Office,
First Ukrainian International Bank, Ukraine

“Functional PMOs shouldn’t let boundaries limit their impact. Most projects are inherently cross-functional. PMO Leaders should feel empowered to use projects to build connections across the business. They need to understand how the PMO’s work affects end users and deepen business relationships.”

Dean Miller
Vice President, Enterprise PMO, Copeland, United States.

SKILL FOCUS

Power skills are more important than ever

PMO Leaders must actively prioritize and develop skills like communication, empathy, adaptability, problem solving and relationship building. Previous PMI research has clearly shown how organizations that place a high priority on these skills are significantly better at completing projects that meet business goals.⁷

As PMO Leaders increase their customer focus with more of a ‘servant leadership’ role - and build and manage multiple relationships across the organization — these skills are more important than ever. Hwee Ling Ong, Head of Business Operations at Illumina in Singapore, explained, *“You need to have project professionals who understand the different perspectives that exist in the organization. Your customers and stakeholders will all have different agendas. A key skill is being able to influence them, bring them together, and find a common path forward.”*

Developing these human-centric skills becomes vital for PMO Leaders as technology continues to shift the project management landscape. As PMO Leaders leverage technology to automate administrative tasks and report generation, they must redirect their focus toward human capabilities that create organizational value, like relationship building, communication and empathy. One PMO Leader, working in the energy sector, explained how human-centric project management skills will continue to become more important. *“In the future, I think far less of my PMO skill stack is going to be in the fine detail of forecasting and reporting - it’s going to be focused on the emotional and social intelligence that allows project professionals to explain what the data actually means. Those human skills, irrespective of anything else, will continue.”*

Adaptability and continuous learning are crucial — and complement other power skills

To support their organizations through constant disruption, and in order to ensure their services deliver maximum value, PMO Leaders must continuously reassess their approaches and be prepared to pivot. Being customer-focused will help them do this, ensuring they remain flexible and adapt to evolving customer needs. Mário Gourgel, Director & PMO Lead at Fundo de Fomento Habitacional in Angola, explained, *“One of the most important skills to build within the PMO is adaptability. As a PMO, we serve multiple customers with constantly evolving needs, so we can’t have a fixed service offering. We must embrace continuous learning to stay relevant, building technical and non-technical skills. Otherwise, we risk becoming stagnant.”*

Successful PMO Leaders tailor their services, communication styles, and capabilities to meet the specific needs of each customer segment they serve. To build adaptability and ensure they continuously improve, PMO Leaders must facilitate regular opportunities for customers and stakeholders to provide feedback — and ensure this feedback is implemented. In the context of a dynamic business environment and changing customer needs, PMO Leaders who actively refine their PMO’s services have never been more important for driving organizational success.

CASE STUDY

Keri Anderson, Digital Global PMO Manager, SLB, United States

Adopting a customer-focused approach

“As the Global PMO Manager for the Digital business lines within the SLB Digital & Integration Division, my role focuses on supporting project teams to ensure successful project delivery and alignment with strategic business objectives. My day-to-day responsibilities revolve around protecting project margins, improving service delivery quality, driving project performance, and developing project management talent.

To achieve this, my team oversees project governance, tracks project performance metrics, and participates in regular PMO team meetings to ensure alignment and continuous improvement. Additionally, I engage monthly with Basin Services Operation Managers to align PMO support with strategic project reviews and broader business objectives and with Business Systems Team Leads to review field feedback and prioritize system and process improvements. This collaboration ensures that our efforts remain closely tied to organizational priorities and customer needs.

Our team’s primary customers are project teams. We support them by providing guidance, tools, and processes to enable their success.

We are aligned with the corporate workstreams of cost leadership and strategic growth, and we deliver value through a combination of proactive support and governance. Key activities include conducting regular quality assurance reviews for active projects and reviewing proposals for future work to ensure risks are identified, timelines are realistic, and lessons learned are leveraged to set up projects for success. We also monitor project performance metrics, intervening when necessary by calling for review meetings to address declining trends. Additionally, we validate project financials on a quarterly basis to ensure that managers can trust the data in our monitoring dashboard. These activities are all designed to drive customer satisfaction, ensure on-time delivery, and protect project margins.

Spending more time with teams and customers is critical to driving higher customer satisfaction, which is a key component of project success in our organization. By understanding and responding to changing customer needs, the Digital PMO ensures that projects deliver the expected value and meet customer expectations.”

3

Delivering Greater Value

This section explores how PMOs unlock their true potential by shifting from a process focus to a service provider mindset. We share key actions PMOs can take to deliver greater value and continue to contribute to organization success, no matter what level of the organization the PMO sits in.

Key Insights

- ▶ PMOs need to shift their mindset from a process focus to a service-oriented approach, viewing their activities as a suite of services to meet customer needs.
- ▶ To become strategic partners, PMOs need to constantly reassess the value that they deliver and measure their impact using the key metrics that matter to Senior Leaders.

Senior Leaders expect PMOs to be strategic and value-driven

For PMOs, operational excellence alone is not enough. Senior Leaders expect PMOs to be allocating significantly more time and resources to ‘strategic alignment’ and ‘value and benefits realization management’. These capabilities are seen as crucial for successful strategy execution, so stepping up to support in these areas is crucial for PMOs to increase their influence and impact.

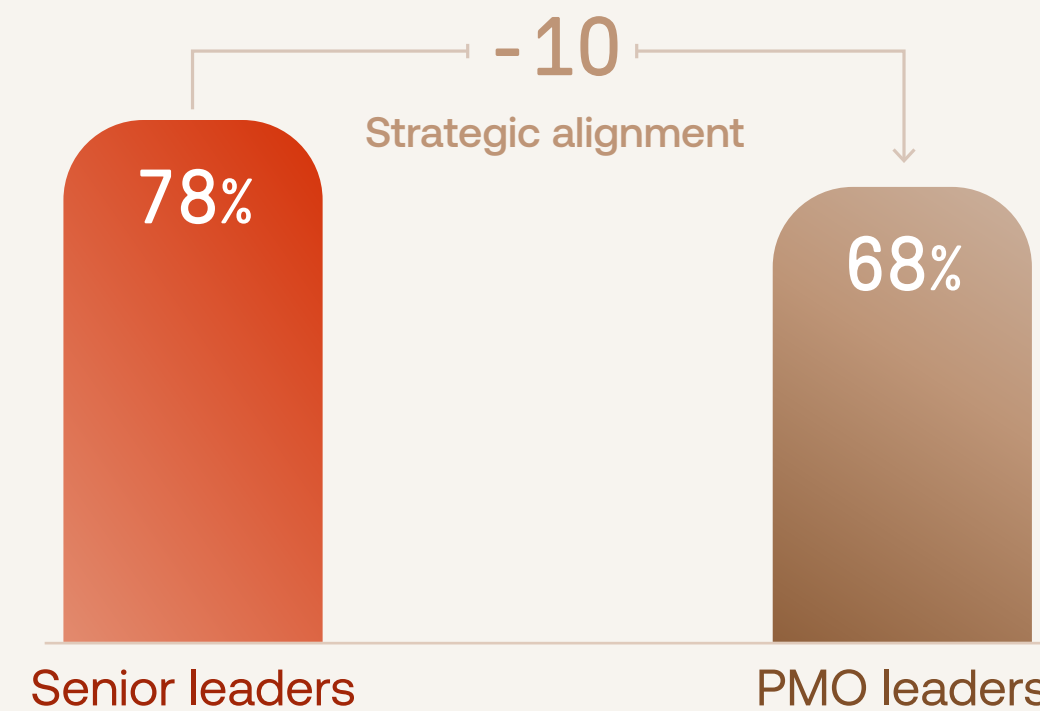
To stay relevant and deliver impact, PMOs need to continuously demonstrate that they are focused on these strategic capabilities by ensuring that projects and programs are both:

- ▶ aligned with strategic goals and responsive to changes in the business environment
- ▶ delivering intended value and outcomes to the organization

Our analysis (as shown in **Figure 2**, page 11) revealed that PMO Leaders focus considerably more on quality management than Senior Leaders. While quality and operational excellence and execution remain important, they are increasingly seen as table stakes. Indeed, once strong standardized processes are in place and consistently implemented, a PMO which only delivers in these areas may cease to be perceived to be adding value.

Figure 5: Resource allocation: The strategy gap

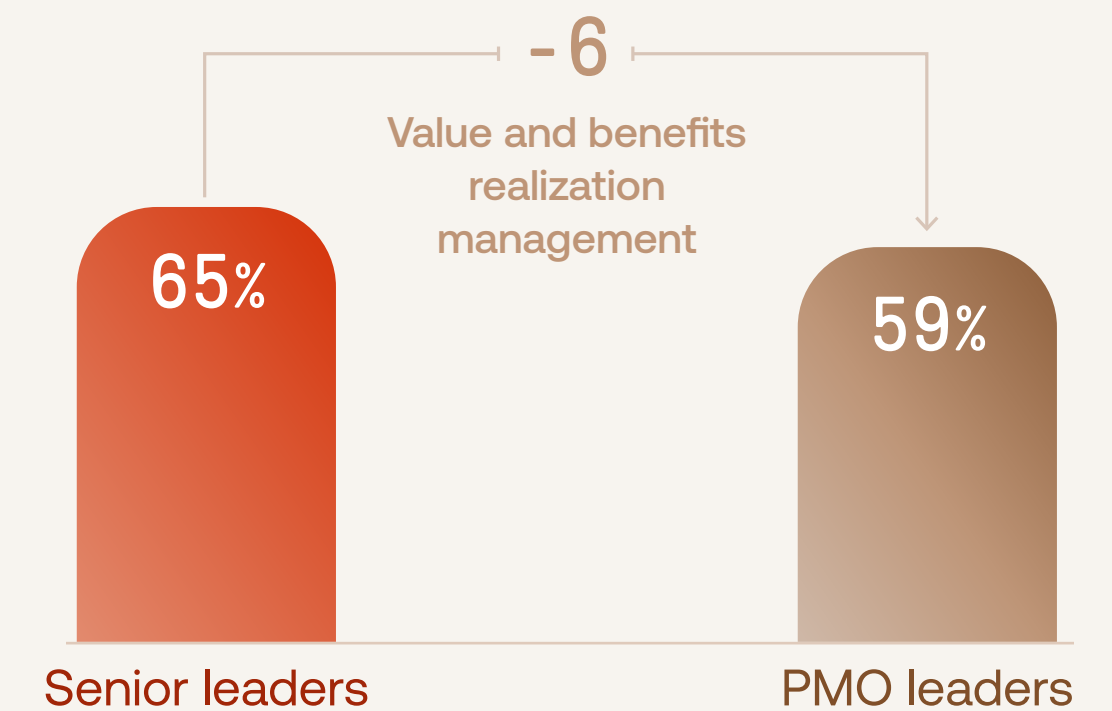
Strategic alignment is senior leaders' first priority



10-point gap: Senior Leaders are significantly more likely to say **strategic alignment is a high / top priority** for PMO resource allocation compared to PMO Leaders

Figure 6: Resource allocation: The value gap

Value and benefits realization management is senior leaders' second highest priority



6-point gap: Senior Leaders are significantly more likely to say **value and benefits realization management is a high / top priority** for PMO resource allocation compared to PMO Leaders

The Process Trap: Why good PMOs can struggle to make an impact

Many PMOs excel at operational delivery yet struggle for strategic relevance. This can happen when PMOs spend excessive time and resources refining and enforcing processes, instead of ensuring these processes actually deliver business value.

The most successful PMOs have made a critical mindset shift. They view themselves as service providers, not process enforcers. It requires a shift in mindset to viewing PMO activities as a suite of services designed to meet customer needs, enabling the PMO to better align with the needs of the organization. This service-oriented approach is key for PMOs to contribute to better outcomes for their organization (see [Figure 7](#)).

Figure 7: Process-Focused Versus a Service-Oriented PMO

Process-Focused PMOs

Standards Enforcement: Only enforce standards, processes, and methodologies across the organization.

Process-Centric: Emphasize adherence to established project management processes.

Uniform Practices: Strong emphasis on creating and maintaining uniform practices across all projects.

Reactive Approach: Often respond to issues as they arise rather than proactively addressing potential challenges.

Output-Focused: Often focus heavily on generating and distributing reports on project status and metrics.

One-Size-Fits-All: Tend to apply the same methodologies and tools across all projects, regardless of specific needs.

Rigid Structure: Tend to be more rigid and slower to adapt to changing organizational needs.

Process Compliance: Measure success by compliance with processes.



Service-Oriented PMOs

Value Delivery: Prioritize delivering value to their customers within the organization.

Customer-Centric: Puts the needs of their customers at the forefront.

Flexible Adaptation: Maintain necessary standards while flexibly adapting practices to meet specific project needs.

Proactive Approach: Actively engage with projects and departments, offering support and guidance before issues arise.

Outcome-Focused: Offer a clear set of services to generate the customers' expected outcomes.

Tailored Approaches: Recognize that different projects and departments may require different approaches and tailor their services accordingly.

Agile Adaptation: More agile and can quickly adapt to changing organizational needs.

Value for the Customer: Measure efficiency, customer satisfaction and value delivered.

SKILL FOCUS

Business Acumen

PMO Leaders need to develop a deep understanding of their organizational context, market landscape, business strategy, and customer needs, and tailor their approaches accordingly. The importance of business acumen as a core PMO skill was consistently referenced by PMO Leaders in our research.

Business acumen skills include: stakeholder management and engagement, understanding organizational goals and mission and the role of projects in delivering these, financial acumen, industry knowledge and scope management. It enables PMO professionals to tailor their communication to decision-makers, connecting project outcomes to business outcomes.

The PMI *Pulse of the Profession* report⁸ highlighted how business acumen transforms project professionals from tactical troubleshooters into strategic value creators. Crucially, it shows clearly that project professionals with high business acumen outperform their peers on a range of project performance metrics.

“Business acumen is super-important. If you don’t understand the context in which the company operates, its targets and the things that really matter to executives, it’s going to be very difficult to be seen as a credible function.”

Arief Prasetyo
Integration HQ PMO Manager, SLB, United Kingdom

How can PMOs deliver greater value and strategic impact

In our research, Senior Leaders and PMO Leaders identified a number of ways that PMOs can increase their influence and strategic impact as shown in **Figure 8**.

Taking these actions helps to position the PMO as a strategic partner. By constantly reassessing the value that they deliver, PMOs stay relevant as the organization's strategy and customer needs change. Ultimately, this ensures that they are focused on playing a key role in the overall success of the organization.

Measuring the PMO's impact

Traditional project metrics, from schedule adherence to scope management, remain important but insufficient to demonstrate the PMOs' impact. To emphasize their strategic value, PMOs must measure and communicate their business impact in executive language.

This means tracking and reporting on metrics that matter to the C-suite and the PMOs' internal customers. Whether this relates to measures of revenue growth, cost efficiency or customer satisfaction, highlighting the PMOs impact on key business metrics helps to emphasize how important they are as a strategic partner in success.

Figure 8: How PMOs can deliver greater value



CASE STUDY

Arief Prasetyo, Integration HQ PMO Manager, SLB, United Kingdom

Demonstrating the PMO's impact on key business metrics

"In my role, I support project managers across a global portfolio of approximately 300 energy projects, while focusing directly on over 80 operational projects where resources are deployed on the ground. My day-to-day work centers on overseeing project governance, with a strong emphasis on project startups to ensure that strategic objectives are clearly understood by the project manager and initiating team, and that all processes and systems are in place from the outset. I conduct governance audits for projects in execution and facilitate regular reviews with the headquarters and executives team, creating a platform for strategic oversight and intervention where necessary. At the same time, I serve the leadership by enhancing project visibility through dashboards that deliver both granular detail and high-level insights, ensuring data accuracy so leaders can make informed decisions and provide timely support.

The PMO delivers value by ensuring project governance is applied by all integration projects, that directly contributes to a flawless startup and transparency of project performance. Governance is a minimum requirement - and yes, that means having an operating

model, having standards, rules, auditing projects and sometimes documenting things. It is what enables the PMO to safely broaden its scope toward the areas executives want to see more focus on (customer engagement, stakeholder alignment, decision making), but without undermining or even sacrificing delivery discipline.

PMOs need to continue to keep governance strong, but speak in the language of enterprise value so that the data shapes strategic moves for the organization and not just on project delivery assurance. They need to shift their reporting from purely project-centric metrics towards a more high-level indicator that clearly connects project delivery to company performance.

In my experience, we have had to create new financial metrics that would highlight the project impact for the company. This offers a new perspective in benefits realization. This effort requires a lot of alignment from various high-level stakeholders in the company and a business system that enables transparency. The PMO is a central part as a bridge between business insights and ensuring project data integrity."

SPOTLIGHT

“I’m a fan of process, which I see as the foundation for operational excellence, but I worry that the project management community often over-engineers it. We get stuck in our own echo chamber, debating and rationalizing complex tools that should be significantly streamlined. The philosophy should be progress over process.”

Kevin Darbelnet
Founder, Strategy Matrix, United States

“At the early stages of our maturity, we focused on fundamentals like timelines and quality. Once our PMO matured, we needed to ensure it became more of a ‘value-add’ function and didn’t just perform the same role on every project. We’ve focused on building continuous improvement, by providing recommendations to teams based on previous project experience, and being seen to get involved in technical elements, rather than as a separate body that just sets rules.”

Manohar Yeraguntla
Head of PMO, Amara Raja Energy & Mobility, India

“PMOs can increase their influence and relevance by engaging with Senior Leaders to understand what keeps them up at night (so to speak) and develop methods, processes and analytics to address their concerns.”

Dr. Clive Enoch, Senior Manager
Projects, United Arab Emirates

“The PMO regularly does these value chain assessments where they look at their own processes and ask: are these adding value or should we remove them? Should we update our processes to make sure that we’re spending more time delivering value and less time doing busy work?”

Bradley Schaufenbuel
Vice President and Chief Information Security Officer, Paychex, United States

“I believe our influence grows when we move beyond managing delivery mechanics and focus on making strategy executable. That means speaking the language of Senior Leaders by linking initiatives directly to business outcomes, strengthening stakeholder and customer alignment, and using data not just to report but to provide actionable insights.”

Alexandra Bruckschen
Owner / Project Expert, Solution Elements, Germany.

“PMOs must tailor their priorities to the maturity and reality of their own organizations’. The future must not be about sacrificing governance over strategic impact, but rather recognizing that governance, if done properly and contextually, can be the launchpad for strategic impact.”

Arief Prasetyo
Integration HQ PMO Manager, SLB, United Kingdom

4

The Technology And AI Imperative

Expectations are clear — PMOs need to embrace and integrate new technology to maintain and improve their strategic impact. This section explores the key opportunities for PMOs to enhance their service offerings through purposeful use of technology and data analytics.

Key Insights

- ▶ Leadership and customers expect the PMO to integrate technology like artificial intelligence and improved data capabilities into their ways of working. PMOs should ensure technology use is solution-focused and adds value.
- ▶ AI — if used effectively — can bring significant efficiencies to PMO activity, with the ability to streamline routine tasks and augment existing capabilities.
- ▶ Through improved data analytics, the PMO has an opportunity to become a strategic advisor for leadership, offering predictive insights, better risk management, and facilitating evidence-based decision-making.

Senior Leaders expect PMOs to leverage new technologies and be increasingly data-driven

Innovation and artificial intelligence are fundamentally changing the way businesses operate and execute strategy. As explored in PMI’s Megatrends report, these long-term forces are shaping the future of the project management profession. For PMOs, this presents both a transformative opportunity and an existential threat.

Our interviews with PMO Leaders emphasized the need to recognize AI as a business imperative today. “If you don’t have a GenAI strategy right at the very top of what you do, your business will fail” (Adam Teakle, Senior Program Director, Cognizant, United Kingdom). This viewpoint sums up the urgency of successful AI adoption for businesses and highlights a key opportunity for PMOs to increase their influence.

Yet our research points to a misalignment between Senior Leaders and PMO Leaders around the prioritization of technology and data capabilities (see **Figure 9**). When it comes to expected resource allocation, Senior Leaders feel that both data-driven decision-making (translating analytics and modeling into tailored insights which drive effective decision-making) and technology and tools integration (ability to implement, manage and continually improve the tools and technologies that support project, program and portfolio management), need to be higher up on the PMOs agenda.

PMOs that are not proactive with technology adoption risk not meeting the needs of both Senior Leaders and the customers they serve. Our research shows internal and external stakeholders expect AI-powered efficiency, predictive insights and real-time visibility. They want PMOs that leverage technology to reduce administrative burden and enable data-driven decision making.

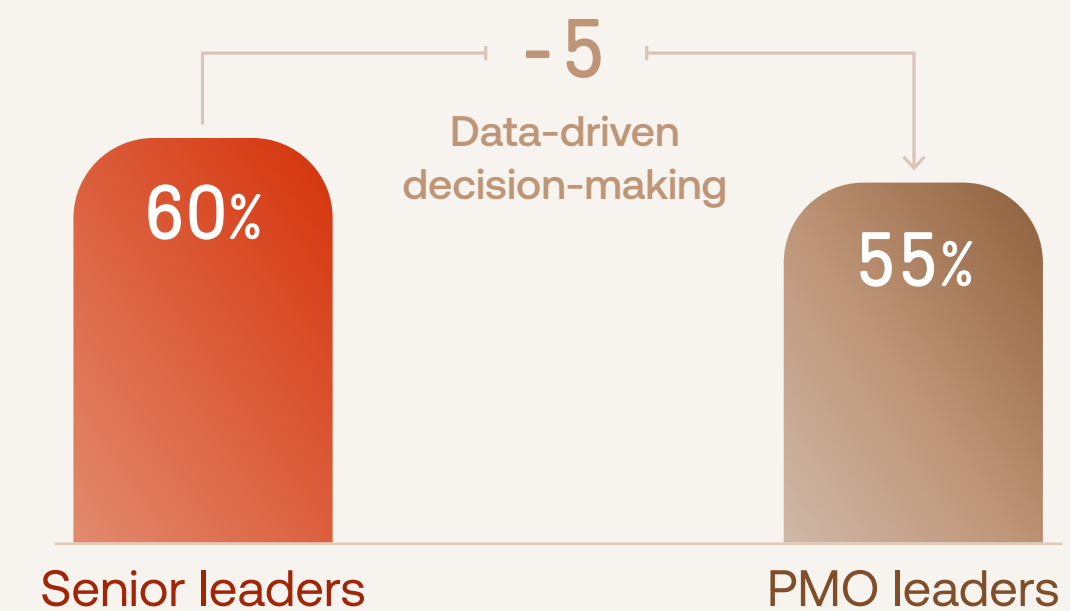
However, the reality shown by PMI’s 2024 report PMOs: *Built to thrive*, is 80% of high-performing PMOs actively use AI and cloud technologies to create value, compared to just 30% of other PMOs. PMOs need to actively leverage technology to enhance their services and deliver better outcomes for customers and the organization.

“To enhance the service offering, it is essential that PMOs start to adapt to new ways of working and embrace new technology like AI. Customers now expect this.”

Stephen Nicholson, Partner
Transformation Risk Advisor, PwC, Canada

Figure 9: Resource allocation: The data gap

Data-driven decision-making is senior leaders' eighth highest priority



5-point gap:

Senior Leaders are significantly more likely to say **data-driven decision-making** is a high / top priority for PMO resource allocation compared to PMO Leaders

Purposeful technology implementation can transform PMO operations

Technology adoption without purpose risks initiatives being abandoned as they fail to create tangible value for the organization. Successful PMOs follow a customer-first approach to technology implementation, ensuring that tools solve real problems and help deliver key customer outcomes. It should help PMOs to amplify their human capabilities and work more effectively with stakeholders.

Technology and artificial intelligence can be used to support a range of activities in the PMO. Previous PMI research on generative AI has highlighted some of the most high-value, high-usage applications of GenAI in project management (see the Top 5 list on this page). These represent some of the most valuable and achievable uses of GenAI that PMOs should focus on — with data analysis a key opportunity.

Additionally, our interviews emphasized that the ability to leverage data for strategic decision-making becomes a critical differentiator for PMOs. As they build their data capabilities, their role evolves beyond traditional compliance reporting to providing predictive analytics, helping to identify

risks and trends before they impact project outcomes and facilitate better decision-making for leadership, allowing the organization to be more agile. Improved data capabilities also support better resource allocation and prioritization, enabling the PMO to make objective, evidence-based decisions, moving beyond a reliance on intuition.

AI can also bring efficiencies by streamlining and automating routine administrative tasks. AI agents, for example, can free up PMO staff to focus on more strategic and value-creating activities, using human skills like creativity and relationship building. This helps to demonstrate their strategic value to the organization, as one PMO leader in the manufacturing sector told us: “Future PMOs must adapt, complementing human-centric collaboration with AI agent interaction - learning to work with, train and optimize Gen AI agents as integral project partners.”

There will be inevitable challenges in implementing AI across PMO activities. It is important that PMOs balance human and AI thinking and develop new governance frameworks to make sure appropriate oversight is in place and possible risks have been mitigated.

TOP 5 IMPACTFUL GENAI TASKS*

1 Collect, extract and/or clean project data to set up analysis

2 Use data to identify trends and patterns

3 Utilize data for forecasting and planning

4 Monitor key performance indicators (KPIs)

5 Summarize project documentation and reports

* Source: PMI — Generative AI in Project Management Survey: Wave 2

Want to know more?

Read our report [Pushing the Limits: Transforming Project Management with Generative AI Innovation](#).

SPOTLIGHT

“Streamlined communication and optimized project risk mitigation and planning are enabled by smarter technology. But PMOs must ask themselves: are the tools enabling speed and agility for the teams that use them, or are they just getting in the way? Being able to make data driven decisions is critical - but a cautionary point is making sure it’s not over-engineered where project teams are stuck in a paralysis of analysis.”

Kevin Darbelnet
 Founder, Strategy Matrix, United States

“Use of real-time data is becoming more important than ever, especially when it comes to prioritizing and resourcing within the PMO and portfolio. Governance cannot be successful without data that we can depend on to make decisions.”

Tanya Roberts
 Senior Director, Project Portfolio Management, Integrated Project Management Company, United States.

“PMOs need to lead in data-driven decision making. This includes using delivery metrics, benefits tracking, and predictive analytics to guide prioritization and risk management - they are in a prime position to leverage data from previous programs to inform decision-making going forwards.”

Nicole Hobbs
 Director Project Management - ANZ Region, Microsoft, Australia

“The ability to forecast will enable the PMO to have conversations with the Senior Leaders about budget, scope and any adjustments that may need to be made in the event that the organization needs to pivot”.

Nomathemba Dzinotywei
 Head of Program Management, Absa Group, South Africa

SKILL FOCUS

Technical skills

PMI research has shown how this evolving work environment is driving the need for new technical skills, with Senior Leaders saying 64% of their teams need new or different technical skills, like data analysis.⁹

For PMO Leaders, this means personally investing in the development of their technical skills, while building competence within their teams. Our discussions with PMO Leaders highlight the essential need to build proficiency in AI, being able to recognize where its application will be most impactful, and its potential to augment other capabilities.

Upskilling in data analytics will also be critical for PMO Leaders if they are to be seen as trusted advisors for leadership.

The most forward-thinking PMO Leaders recognize that by building their own technical competence, they can expand their influence and impact in the organization.

“While many trends are disrupting project management, AI is the most transformative. It’s already transforming decision-making and accelerating project delivery. Professionals must upskill in AI to understand how and when to leverage it effectively.”

Lucas Comerlato
Project Management Coordinator, Marcopolo, Brazil

“The impact of AI transformation on the PMO will require project and program managers to understand AI technology, its benefits and limitations and where it is best applied. Building skills in AI tools and business analytics will enable PMOs to become trusted advisers in the business, helping to implement solutions which create the best outcomes for all stakeholders.”

Nomathemba Dzinotywei
Head of Program Management, Absa Group, South Africa

Call to Action

How PMOs And Their Leaders Can Take The Next Step

Amid ongoing disruption - from technological innovation, labor shifts, globalization and climate risk, organizations must continuously evolve. CEOs are under pressure to reinvent faster, scale technology-enabled growth, stabilize supply chains, and uphold capital discipline.

In this context, PMOs and their leaders are more important than ever. Organizations need PMO Leaders to expand their perspective and impact beyond traditional project scope, focusing on how their actions can drive greater value for the organization and its customers. Additionally, this customer focus will help enable enterprise agility across the organization, supporting the organization as it pivots in response to change and identifies new opportunities to create value.

Many PMO Leaders are already doing this, helping to facilitate better decision-making, navigating risk and guiding their organizations through change. As a result, they have increased influence with leadership — seen as strategic partners who help to drive growth and agility for the organization. Those who aren't risk being overlooked, as their leaders look to other functions in the organization to help them respond to disruption.

What steps can PMO leaders take to help increase the strategic impact of the PMO and establish it as an indispensable entity for organizational success?

KEY STEPS FOR PMO LEADERS

1 Advocate for a customer-centric approach

PMOs need to increase their influence by broadening their scope of services and tailoring these to their customers' needs.

PMO Leaders should:

- a. Map out their customer portfolio to understand which customers they currently serve and where they could expand their influence
- b. Follow a servant leadership approach and tailor services to customer needs. Listen to customers to understand what their priorities are and who they serve
- c. Regularly collect feedback from customers and ensure it is implemented, ensuring the PMO delivers value as customer priorities change
- d. Focus on building power skills within the PMO, like empathy and adaptability, helping to understand customers' challenges, build trust across business functions and adapt services to suit the needs of each customer

2 Focus on delivering business value

An execution-only mindset prevents the PMO from realizing its potential to act as a strategic partner. For PMOs to increase their impact, their leaders need to zero in on what really matters to Senior Leadership and demonstrate how they add value.

PMO Leaders should:

- a. Focus on what keeps Senior Leaders up at night and work with them to understand their expectations and priorities
- b. Shift mindset from a process focus to a service-oriented approach that aims to deliver value to internal and/or external customers and help them achieve better outcomes
- c. Align PMO activities with the organization's strategy and prioritize activities that drive value, eliminating those that don't
- d. Build business acumen among PMO professionals so they gain a deep understanding of the organizational context and strategy and can identify where the PMO can add value

3 Implement technology and AI with purpose

PMOs need to proactively adopt AI and data analytics to augment human capabilities.

PMO Leaders should:

- a. Follow a solution-focused approach to ensure technology use is purposeful and solves real customer problems
- b. Focus on high usage, high impact applications of technology, like data analytics, identification of risk and the automation of administrative / reporting tasks
- c. Build technical skills to maximize human impact. Upskill in AI to learn to work with AI agents as project partners and automate tasks, while also prioritizing data analytics to provide strategic insights

Appendix

The research process

The overall objective of this research was to understand the capabilities and skills PMO Leaders should prioritize to drive successful strategy execution. It considered how current prioritization by PMO Leaders may differ from the expectations of Senior Leadership to identify any gaps in alignment.

It built on existing research which recognized the need for PMOs to evolve in the context of the disruption facing their organizations to create more value and elevate their influence with leadership and customers. We combined this existing insight with primary data from 3 further phases of research, collecting and analyzing as much data as possible to make the findings more robust and develop an in-depth understanding.

The four research phases are listed below and detailed in the next pages:

1. Review of existing research and drafting of capability list
2. Exploratory interviews with PMO leaders and Senior leaders
3. Global survey to measure prioritization of capabilities by PMO leaders and senior leaders
4. Rankings of capabilities in this report

1. Review of existing research and drafting of capability list

PMI Thought Leadership drafted a capability list in collaboration with the PMI Thought Leadership Advisory Council. We then conducted a review of existing research to support the development of our hypotheses and the interpretation of findings, including:

- [PMI's Maximizing Project Success report](#), which introduces a new definition of project success and focuses on how project professionals can deliver more value and make a greater impact
- [PMI's Global Megatrends 2024 report](#), which highlights the global forces reshaping project management
- [PMI's Built to Thrive: PMOs That Elevate Innovation and Power Transformation](#), which explores how the most successful PMOs prioritize their efforts
- [PMI's The Evolution of PMOs: Delivering Value Through xMOs](#), how organizations realize real value from projects

2. Exploratory interviews with PMO Leaders and Senior Leaders

To explore these capabilities in more detail and support the development of a quantitative survey, we conducted 15 qualitative interviews with PMO Leaders (10) and Senior Leaders (5) across a wide range of regions and sectors:

- **6 regions:** North America (n = 3), Europe (n = 4), Asia Pacific (n=2), South Asia (2), Middle East (n=1), Africa (n=1), Latin America (1)
- **5 sectors:** Energy (n=3), Technology (n=4), Construction (n=2), Financial Services (n=2), Healthcare (n=2), Manufacturing (n=1).

These interviews helped to:

- Explore unprompted and prompted views on the capabilities PMO Leaders prioritize most and those seen as most important by Senior Business Leaders
- Understand the PMO's role and influence within organizations, their perceptions of project success, and the opportunities for PMOs to add more value
- Test concepts to be measured in the quantitative survey and support questionnaire development (e.g., ease of trade off with draft capability list) and refine capabilities based on feedback from participants

3. Global survey to measure prioritization of capabilities by PMO Leaders and Senior Leaders

Informed by the findings from qualitative interviews and review of existing research, we designed a 25-question quantitative survey, fielded to 1,905 respondents, including PMI members and a third-party panel. Two main respondent types were invited to participate:

- ▶ **Senior Leaders:** Director to C-Suite level executives who have accountability for project delivery within their organization
- ▶ **PMO Leaders:** responsible for guiding and overseeing project management processes within their organization

The core survey element was a MaxDiff trade-off exercise where respondents were shown 18 randomized capability sub-sets, each containing 4 capabilities. On each screen respondents were forced to select which of the 4 capabilities is/should be the most and least prioritized.

Senior Leaders were asked to select the capabilities they think should be prioritized most and least to successfully execute organizational strategy, while PMO Leaders selected the ones they actually prioritize most and least. The final capability list is detailed in **Figure 10**.

Figure 10: Final capability list tested in the survey

<p>Accountability and ownership: Nurturing employee ownership of team and organizational goals.</p>	<p>Process management: Systematically assessing and enhancing business processes through continuous improvement, optimization, and automation.</p>
<p>Adaptability: Ability to adjust behaviors, strategy and delivery in response to disruption or changing conditions.</p>	<p>Program management: Ensuring projects contribute to program goals through managing and coordinating multiple related projects and managing interdependencies.</p>
<p>Change management: Supporting organizational change efforts to drive successful implementation and adoption of initiatives.</p>	<p>Project management: Deliver defined objectives by planning and executing individual projects to deliver positive outcomes and value.</p>
<p>Compliance management: Ensuring processes and projects adhere to laws, regulations, and internal policies to reduce risk and maintain integrity.</p>	<p>Quality management: Maintaining high standards in projects, products and services.</p>
<p>Continuous learning and improvement: Assessing practices, skills and performance, learning from feedback and implementing improvements.</p>	<p>Resource management: Optimizing allocation of time, resources, and talent across projects and initiatives.</p>
<p>Cross-functional collaboration: Enabling teams across functions to work together towards a common goal.</p>	<p>Risk management: Identifying, assessing, and mitigating risks that could impact strategy execution.</p>
<p>Customer relationship management: Building and maintaining strong internal and/or external customer relationships and responding to changes in needs.</p>	<p>Stakeholder engagement: Managing relationships, perceptions and communication with stakeholders to align interests and achieve positive outcomes.</p>
<p>Data driven decision making: Translating analytics and modelling into tailored insights which drive effective decision making.</p>	<p>Strategic alignment: Ensuring initiatives, projects and resources are aligned with strategic goals and are responsive to changes in the business environment.</p>
<p>Financial management: Ability to design and manage financial processes to support organization's strategy and goals.</p>	<p>Sustainability and social responsibility integration: Integrating sustainability and social impact into how the organization defines, delivers, and measures value.</p>
<p>Governance: Establishing oversight structures and policies that maximize value while minimizing bureaucracy.</p>	<p>Talent management: Attracting, developing, and retaining skilled employees by creating clear, structured career paths that foster continuous growth and long-term success.</p>
<p>Knowledge management: Ability to capture, share and maintain organizational knowledge.</p>	<p>Technology and tools integration: Ability to implement, manage and continually improve the tools and technologies that support project, program and portfolio management.</p>
<p>Portfolio management: Ensure alignment of portfolio with the organization's strategy, prioritize investments, and optimize resource allocation.</p>	<p>Value and Benefits realization management: Ensuring projects and programs deliver intended value and outcomes to the organization.</p>

4. Rankings of capabilities in this report

We used two key quantitative methods to investigate capability prioritization. Please see below for a detailed explanation of each approach:

Ranking based on the MaxDiff scores

These scores were derived from the trade-off exercise respondents completed, choosing which capabilities are / should be prioritized most and least.

- ▶ MaxDiff scores were normalized to sum to a total score of 2,400, corresponding to the 24 PMO capabilities.
- ▶ In a scenario where all capabilities are viewed as equally important, each would receive a score of 100 (i.e. $2400 \div 24$).
- ▶ Scores above 100 suggest that a capability is prioritized more highly than average.
- ▶ Scores below 100 indicate that the capability is less prioritized relative to others.

Ranking based on the anchor question

To contextualize the MaxDiff results in actual terms, we then asked the following anchor question:

Anchor question:

To PMO Leaders: Considering your PMO's daily operations, how are resources (e.g. time, people, money, etc.) currently allocated to each of the following capabilities?

To Senior Leaders: To successfully execute your organization's strategy, how should the PMO allocate resources (e.g. time, people, money, etc.) to each of the following capabilities?

The following scale was used:

- **Not a priority:** Zero resources should be/are allocated to this.
 - **Low priority:** Some resources should be / are allocated to this but not a lot.
 - **Medium priority:** A fair share of resources should be/are allocated to this.
 - **High priority:** A large share of resources should be/are allocated to this.
 - **A top priority:** The majority of resources should be/are allocated to this.
 - **Not sure:** I do not have enough awareness of this capability to comment.
- ▶ Any ranking of capabilities based on the anchor question uses a top two score (high / a top priority) in order to focus the analysis where organisations believe a large share of resources should be or are currently allocated to.

Analysis and interpretation

We used multiple lenses of analysis to thoroughly scrutinize the MaxDiff and anchored MaxDiff data. Firstly, we analyzed the raw MaxDiff/anchor scores by plotting these on quadrant maps and using statistical significance testing to compare and contrast findings from PMO Leaders and Senior Leaders. We then arranged the capabilities in rank order to understand key differences in prioritization.

In addition, we used Principal Component Analysis to consolidate the list of capabilities into smaller groups, aiding our understanding of the capabilities when applying themes.

Finally, for data cuts with a base size of 100 or more, we undertook cross-tabulation analysis in order to identify any key differences between sub-groups. The top 5 capabilities for PMO Leaders and Senior Leaders in each of our priority sectors are detailed in **Figure 11**.

Figure 11: MaxDiff scores for each priority sector

Max Diff Industry breakdown (unweighted data) — Top 5 summary

	TOTAL	CONSTRUCTION	ENERGY	FINANCIAL SERVICES	HEALTHCARE	IT	MANUFACTURING
PMO Leaders							Rank order at an overall level: 1 2 3 4 5
1	Project management	1 Project management	1 Project management	1 Strategic alignment	1 Project management	1 Project management	1 Project management
2	Strategic alignment	2 Strategic alignment	2 Strategic alignment	2 Project management	2 Strategic alignment	2 Strategic alignment	2 Strategic alignment
3	Program management	3 Program management	3 Value and benefits realization management	3 Program management	3 Program management	3 Value and Benefits realization management	3 Program management
4	Value and benefits realization management	4 Value and benefits realization management	4 Program management	4 Value and Benefits realization management	4 Data driven decision making (6 th for overall)	4 Program management	4 Value and benefits realization management
5	Quality management	5 Quality management	5 Risk management (9 th for overall)	5 Data driven decision making (6 th for overall)	5 Stakeholder engagement (8 th for overall)	5 Quality management	5 Quality management

	TOTAL	CONSTRUCTION	ENERGY	FINANCIAL SERVICES	HEALTHCARE	IT	MANUFACTURING
Senior Leaders							Rank order at an overall level: 1 2 3 4 5
1	Strategic alignment	1 Strategic alignment	1 Strategic alignment	1 Strategic alignment	1 Strategic alignment	1 Strategic alignment	1 Strategic alignment
2	Project management	2 Project management	2 Project management	2 Value and benefits realization management	2 Data driven decision making	2 Value and benefits realization management	2 Project management
3	Value and benefits realization management	3 Customer relationship management	3 Customer relationship management	3 Data driven decision making	3 Project management	3 Data driven decision making	3 Value and benefits realization management
4	Customer relationship management	4 Stakeholder engagement (7 th for overall)	4 Data driven decision making	4 Project management	4 Value and benefits realization management	4 Program management	4 Data driven decision making
5	Data driven decision making	5 Value and benefits realization management	5 Risk management (9 th for overall)	5 Financial management (16 th for overall)	5 Customer relationship management	5 Customer relationship management	5 Project management (6 th for overall)

For a breakdown of survey respondents from the global project base by role, geography and industry, and information on the weighting approach, please see **Figures 12, 13, 14**.

Further qualitative research to explore quantitative findings

To bring greater insight to the quantitative data, we then conducted an online qualitative exercise with 30 x project management leaders. It included a series of online tasks where they could reflect on findings from the research up that point and share insights from their own experiences. Finally, we carried out follow up interviews with participants to discuss feedback they provided in the online forum, exploring:

- Key capabilities
- Skills required to build capabilities
- Future of the PMO
- Sector differences

Figure 12: By professional role



Figure 13: Geographic distribution

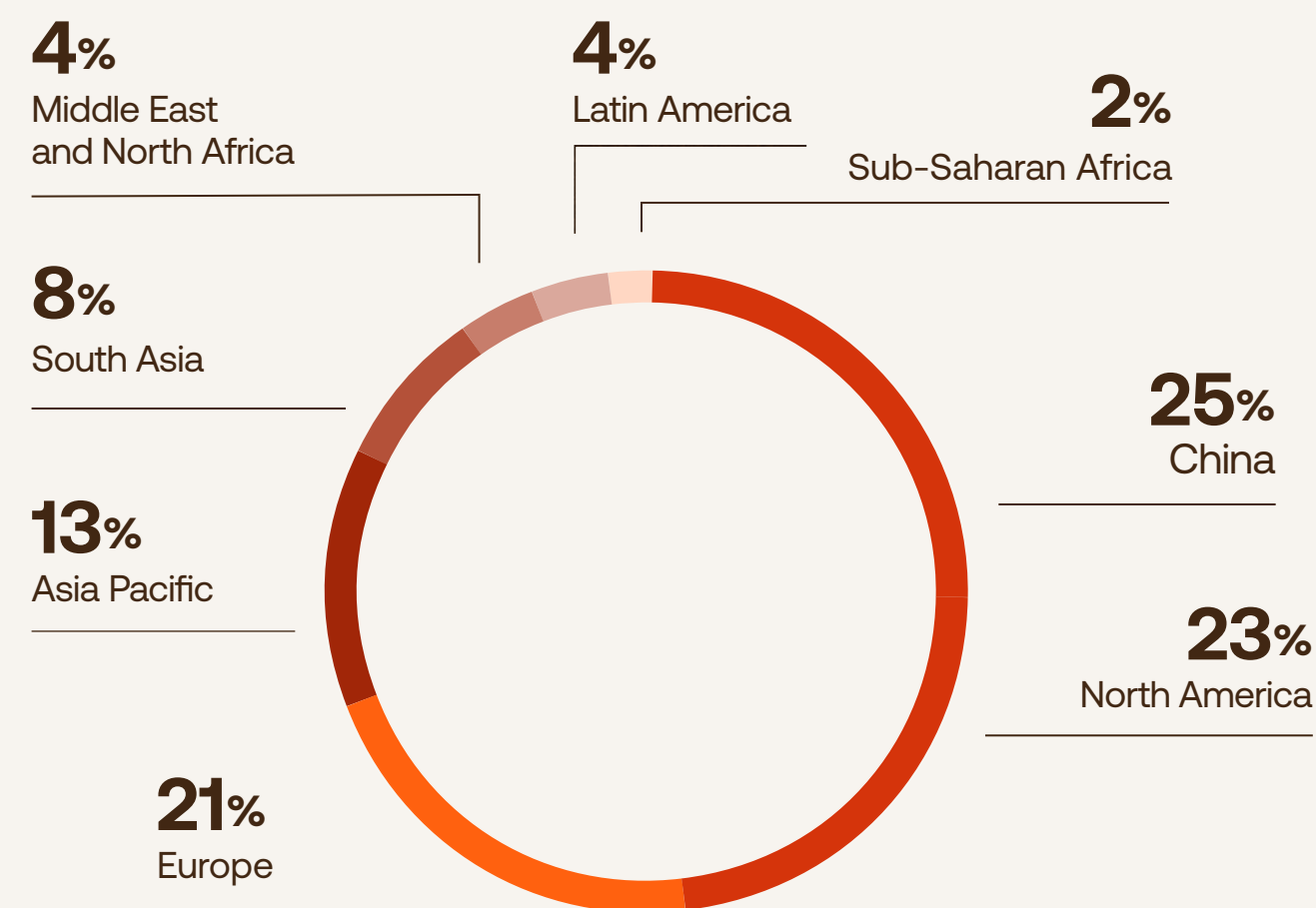
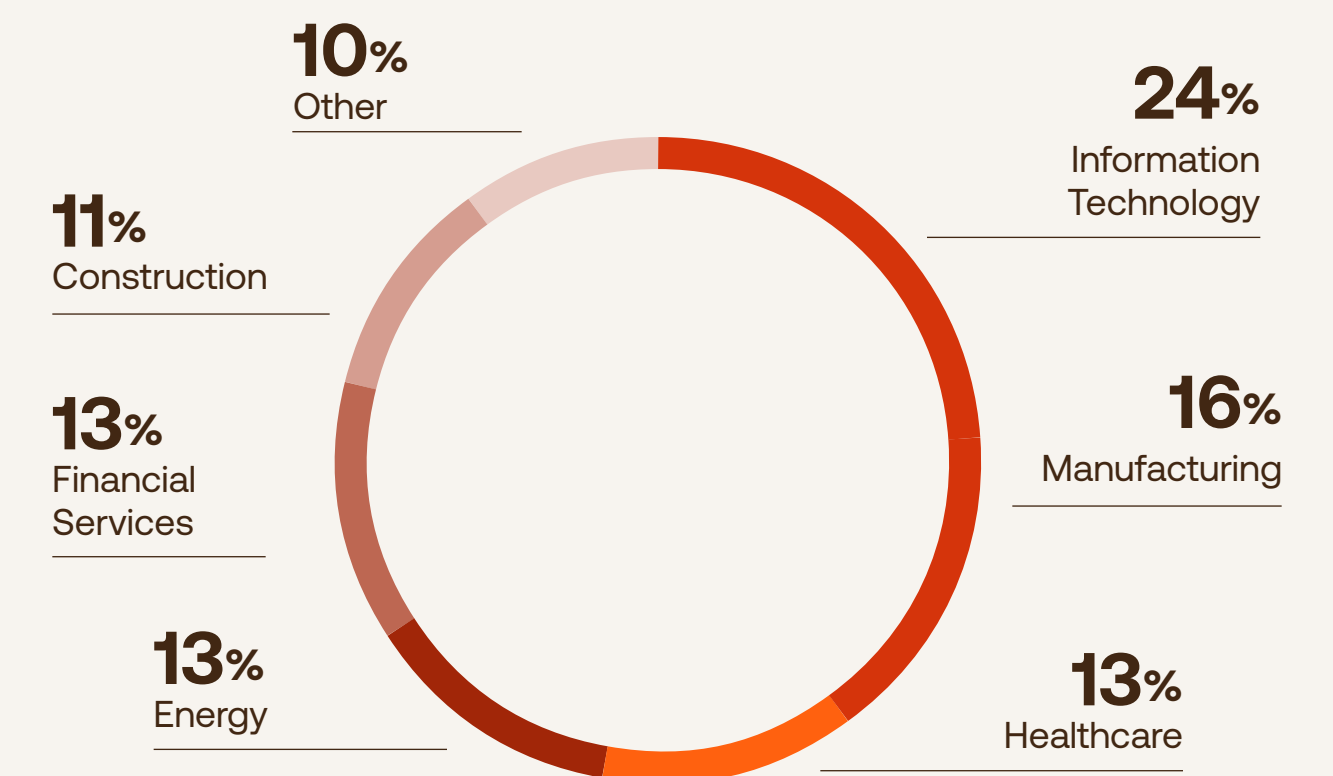


Figure 14: Industry representation



Note: Respondent-level weighting has been applied per territory grouping in order to make results more representative of the global audience. Territory weights were calculated based on two key factors: the contribution of each territory to global Gross Domestic Product (GDP) and the representation of project managers within the global workforce (from PMI's Talent Gap report).

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About PMI Thought Leadership

We are a multidisciplinary team of subject matter experts, experienced leaders and researchers dedicated to creating, retaining and disseminating innovative and thought-provoking project management research and content. Partnering with the PMI community, industry thought leaders, academia, and prominent authorities, we build and sustain a community-generated knowledge platform. Thought Leadership is dedicated to offering cutting-edge perspectives, bridging academic theory and practice, contributing meaningfully to solving problems and providing solutions to a broad, diverse global community spanning from early career professionals to executives. We are committed to the diversity of opinions and community contributors to represent all voices of the project management profession equally.

Our work has three core areas of focus:

- ▶ **Individuals:** Equip project professionals with high quality, actionable recommendations based on practical experience and academic research to drive individual growth, performance and continuous learning.
- ▶ **State of the profession:** Inform project professionals of the latest trends, academic insights and practices to improve project management effectiveness and success as well as to advance the profession.
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Grounded in evidence-based research, analytical insights, and practical recommendations, our work empowers our community to successfully navigate dynamic business landscapes and society.

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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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