Bridging the Gap

Positioning PMOs as Indispensable Partners in Strategy Execution

Project Management Institute

PMI REPORT

PMOs are uniquely positioned to bridge the gap between strategy and execution

PMOs are becoming a key competitive differentiator as organizations translate strategy into execution. By focusing their resources on the capabilities that best support their organization's leaders and strategy, PMOs have a unique opportunity to elevate their status at a time when they have never been more needed.

This research highlights the key gaps where PMO capabilities are lagging behind senior leader expectations. It draws on a global survey of more than 1,900 PMO and senior leaders, supported by over 40 in-depth interviews with industry experts.

The three essential areas for PMOs to build beyond their current operational expertise

Customer-centric approach

PMO leaders need to understand and adapt to the diverse needs of stakeholders across the organization

Strategic alignment and value management

Leaders want PMOs that think beyond project completion to business outcomes.

Data and technology integration

Senior Leaders expect PMOs to lead, not lag, in technology adoption as AI transforms project delivery

How PMOs can deliver greater value

Action

1. **Regular strategic engagement:** When executive time is scarce, successful PMOs build strong relationships across the organization.
2. **Understanding customer perceptions:** Focus on customer perceptions of value to translate their actions into language that resonates.
3. **Measuring customer satisfaction:** Ongoing quantitative and qualitative measurement of customer satisfaction.
4. **Using outcome-based metrics:** Focus on the ultimate tangible impact rather than just the activities or deliverable of a project.
5. **Culture of continuous improvement:** Focus on progress over process, prioritizing process as an enabler for business outcomes.

Impact

1. **Stronger alignment between projects and strategy**, with intended value and outcomes continuously monitored.
2. **Clearer, more influential communication of PMO value**, enabling better-informed business decisions.
3. **Greater responsiveness to customer needs**, with feedback used to improve services and ways of working.
4. **A stronger connection between project delivery and business performance**, focusing attention on measurable outcomes and value.
5. **A more adaptable and relevant PMO**, able to evolve with changing organizational priorities and continue contributing to success.

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.

Read the full report on PMI.org