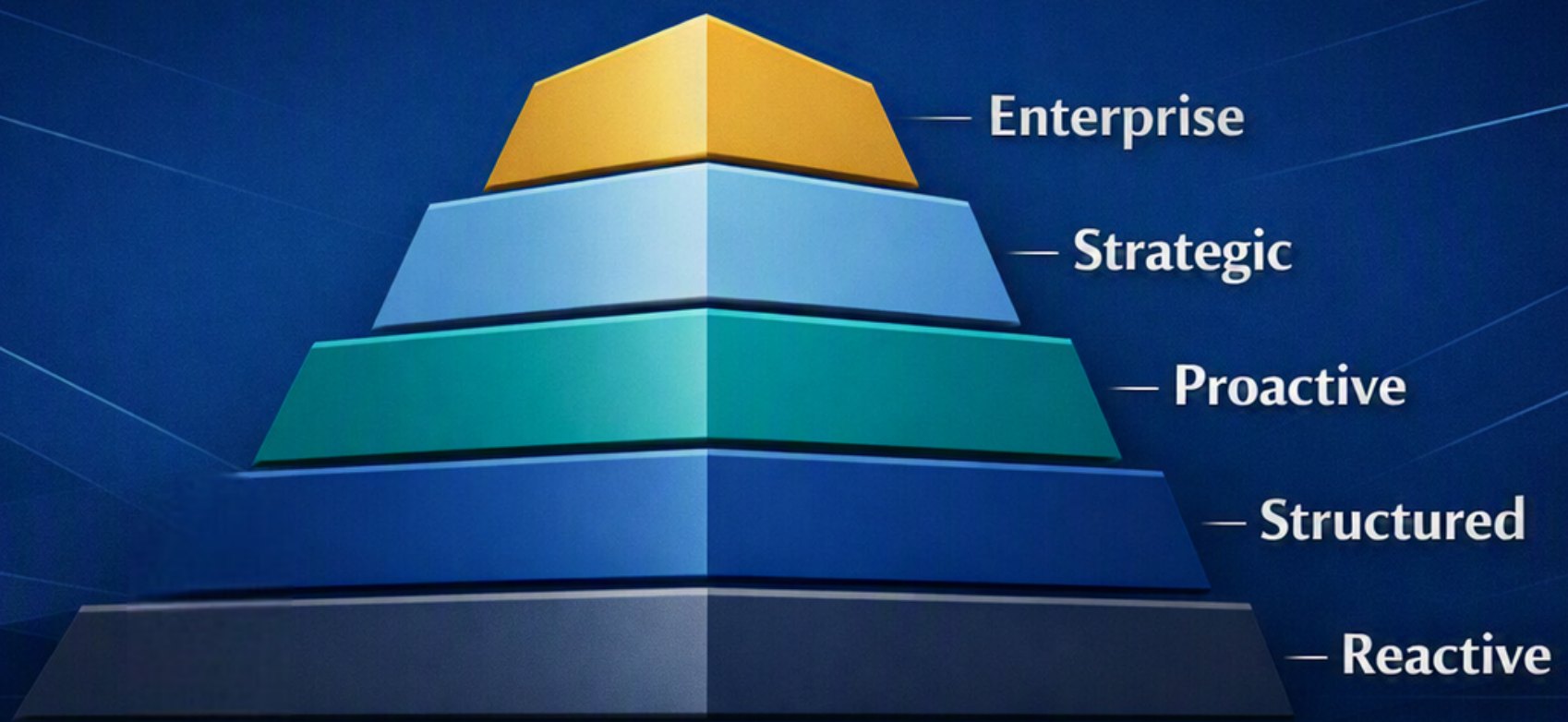


PMO Maturity Model

PMO Maturity Model

Evolving from Reactive to Strategic



Governance begins to take shape.

Evolving from Reactive to Strategic

Reactive PMO Characteristics

Leadership Insight:

This PMO exists, but it doesn't lead. It reacts.



- Reporting only
- No governance framework
- Firefighting culture
- No standardised processes
- Delivery varies by team

“A PMO that reacts, not leads.”

Structured PMO Characteristics

Leadership Insight:
The PMO is starting to create order, but still lacks influence.



- Basic governance and templates
- Regular reporting cadence
- Some dependency tracking
- Risks/issues captured inconsistently
- Early signs of standardisation

“Governance begins to take shape.”

Proactive PMO Characteristics

Leadership Insight:

The PMO is now enabling delivery, not just observing it.



- Governance embedded across programmes
- Predictable reporting and forecasting
- Dependency management in place
- Clear escalation routes
- PMO seen as a delivery partner

“PMO enables delivery, not just observes it.”

Strategic PMO Characteristics

Leadership Insight:
The PMO becomes a strategic function
— not just operational.



- Portfolio-level visibility
- Data-driven insights for leadership
- Resource planning and capability management
- Cross-programme alignment
- PMO influences decision-making

“PMO becomes a strategic partner.”

Enterprise PMO (EPMO) Characteristics

Leadership Insight:

The PMO is now a leadership engine — shaping how the organisation delivers change.



- Enterprise-wide governance
- Transformation oversight
- Benefits realisation tracking
- Organisational change alignment
- PMO drives strategic outcomes

“PMO drives organisational change.”

From Reactive to Strategic — the PMO journey defines how organisations deliver change.”

From Reactive to Strategic

The PMO Journey Defines How Organisations Deliver Change

Where does your PMO sit today?

“Where does your PMO sit today?”

#PMO #Leadership #Governance
#Transformation #PortfolioManagement