



PMO Lotus Framework™

**From Administrative
PMO to Risk-Driven
Strategic Enabler**





PMO LOTUS Framework™: From Administrative PMO to Risk-Driven Strategic Enabler

1. Executive Summary

Across industries, Project Management Offices (PMOs) are everywhere—and yet their impact remains inconsistent.

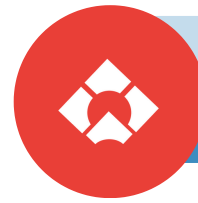
Many organisations invest heavily in PMOs, equip them with mature methodologies, advanced reporting tools, and certified professionals, only to find that the PMO still struggles to influence strategic decisions. In some cases, PMOs deliver operational discipline but remain disconnected from executive priorities. In others, they are restructured repeatedly or quietly dissolved, labelled as bureaucratic overhead rather than strategic assets.

This pattern is not accidental.

Most PMOs fail to create sustained value not because they lack competence, but because they are **designed as administrative structures rather than adaptive systems**. They focus on monitoring execution while remaining detached from the forces that actually shape organisational performance: risk, strategic tension, and the need for continuous transformation.

The **PMO LOTUS Framework™ (Leading Organizations Through Unified Systems)** was developed to address this gap.

PMO LOTUS™ reframes the PMO as a **risk-driven strategic enabler**—a system that connects capabilities, risk exposure, transformation mechanisms, and organisational performance into a single, coherent logic. Within this perspective, the PMO's primary role is not to control projects, but to help the organisation navigate complexity, protect strategic intent, and evolve value over time.



This white paper argues for a fundamental shift in how PMOs are understood and evaluated. PMO value cannot be meaningfully assessed through narrow financial return-on-investment metrics. Instead, PMO value emerges through its ability to:

- strengthen strategic alignment across portfolios,
- improve the quality and speed of executive decision-making,
- reduce systemic and governance-related risk,
- and enable reliable performance under conditions of uncertainty.

For executives and PMO leaders, the question is no longer whether a PMO should exist, but **what kind of PMO is required in an environment where risk, complexity, and change are permanent conditions.**

PMO LOTUS™ offers a system-level answer to that question.

2. The Global PMO Reality: Why PMOs Keep Struggling to Survive

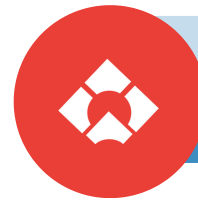
Despite decades of evolution in project management practices, the organisational reality of PMOs remains surprisingly fragile.

Across industries and geographies, PMOs are established with high expectations—only to be restructured, marginalised, or dissolved within a few years. This is not an isolated phenomenon or a local anomaly. It is a **recurring global pattern.**

Executives often describe the same cycle:

a PMO is created to improve control and transparency; early gains are visible; reporting improves; standards are introduced. Yet over time, dissatisfaction emerges. The PMO is perceived as slow, bureaucratic, or disconnected from strategic priorities. Eventually, it is “transformed,” rebranded, or quietly dismantled.

This pattern raises a critical question: **if PMOs are conceptually sound, why do so many struggle to survive in practice?**



2.1. PMO Fragility Is Not a Competence Problem

A common explanation for PMO underperformance is lack of capability. PMOs are accused of insufficient skills, immature processes, or outdated tools. In response, organisations invest in training, certifications, and new methodologies.

Yet many PMOs that fail are technically competent. They follow recognised standards, employ experienced professionals, and operate sophisticated reporting systems. The problem, therefore, is rarely a lack of knowledge.

PMO fragility is better understood as a **design and positioning problem**. PMOs are often built to support execution, but expected to influence strategy. They are tasked with governance responsibilities, yet granted limited authority. They are evaluated on efficiency, while being asked to create long-term value.

These contradictions create structural tension that no amount of technical competence can resolve.

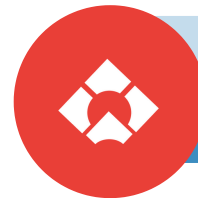
2.2. The Reporting Trap

One of the most persistent symptoms of PMO fragility is an overemphasis on reporting.

In many organisations, the PMO's visibility is equated with the volume and sophistication of its dashboards. Success is measured by the ability to collect data, standardise formats, and produce timely reports. While transparency is essential, reporting alone does not drive performance.

Over time, PMOs become consumed by information production rather than insight generation. Executives receive more data, but not necessarily better decisions. When strategic questions arise—about portfolio prioritisation, risk exposure, or value realisation—the PMO's role becomes unclear.

This is the moment when PMOs are often labelled as bureaucratic overhead.



2.3. When Control Becomes a Liability

Many PMOs are designed around control. Standardisation, compliance, and process discipline are emphasised to reduce variability and execution risk. In stable environments, this approach can be effective.

However, as organisational complexity increases, rigid control structures can become a liability. Decision-making slows, escalation pathways become congested, and project teams perceive the PMO as an obstacle rather than a support function.

Ironically, the very mechanisms intended to reduce risk begin to generate new forms of risk—strategic inertia, delayed responses, and misalignment between intent and execution.

2.4. The Silent Exit of PMOs

Unlike failed projects, PMO failures are rarely declared openly. PMOs are not cancelled overnight; they fade.

Their scope is reduced. Their influence is diluted. Strategic responsibilities are reassigned elsewhere. Eventually, the PMO remains in name only—or disappears entirely during the next reorganisation.

This silent exit reflects a deeper issue: organisations struggle to articulate **what they truly expect from a PMO beyond administrative support.**

Until this question is addressed, PMOs will continue to cycle through establishment, disappointment, and reinvention.

2.5. A Signal, Not a Flaw

From a system perspective, widespread PMO fragility should not be interpreted as evidence that PMOs are inherently flawed. Rather, it is a signal that prevailing PMO models no longer match the conditions under which organisations operate.



Increasing uncertainty, interconnected risks, and strategic complexity demand a different kind of PMO—one that moves beyond reporting and control toward integration, interpretation, and adaptation.

This is where a new perspective becomes necessary.

3. The Core Tension: Why PMOs Are Still Treated as Cost Centres

Despite years of discourse on strategic PMOs, many organisations continue to treat the PMO as a **cost centre**. This is not because leaders fail to understand the importance of governance or coordination, but because the logic used to evaluate PMOs is fundamentally misaligned with the role they are expected to play.

This tension sits at the heart of most PMO disappointments.

3.1. The Cost-Centre Logic That Undermines PMOs

In most organisations, value is equated with revenue generation or measurable financial return. Functions that do not directly produce income are expected to justify their existence through efficiency, cost control, or headcount reduction. PMOs are inevitably pulled into this logic.

Budgets are scrutinised. Headcount is questioned. Dashboards are expected to “prove value.” Over time, the PMO’s role narrows—not because its mandate has changed, but because its **value is being judged using the wrong lens**.

This creates a paradox.

PMOs are asked to protect strategy, manage risk, and ensure delivery reliability—yet they are evaluated as if they were transactional support units.

3.2. Why Financial ROI Is the Wrong Question

The most common question executives ask about PMOs is also the most misleading: ***“What is the return on investment of the PMO?”***



This question assumes that PMO value should be direct, attributable, and monetisable. In reality, the PMO's primary contribution is **preventive and enabling**, not generative.

PMOs create value by:

- preventing strategic misalignment,
- reducing exposure to systemic and governance risk,
- improving the quality and timing of decisions,
- and increasing confidence in execution.

These benefits rarely appear as incremental revenue. They appear as **avoided failure, reduced volatility, and improved organisational resilience**.

Judging a PMO solely by financial ROI is equivalent to judging governance, audit, or risk management functions only by cost savings—while ignoring the consequences of their absence.

3.3. The Invisible Value Problem

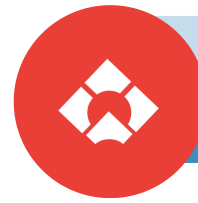
One reason PMOs struggle to escape the cost-centre label is that much of their value is invisible—until it is gone.

When a PMO functions well, crises are avoided, decisions are smoother, and portfolios remain coherent. These outcomes are often taken for granted. When the PMO is weakened or removed, problems surface—but by then, the link between cause and effect is harder to trace.

As a result, PMOs are frequently blamed for outcomes they were designed to prevent, not produce.

3.4. From Cost Justification to Strategic Relevance

The persistence of the cost-centre mindset reveals a deeper issue: many organisations have not clearly articulated **what they expect the PMO to enable at a strategic level**.



Without this clarity:

- PMOs default to what is easiest to measure—reporting and compliance.
- Executives default to what is easiest to question—cost and efficiency.
- Strategic contribution remains implicit rather than explicit.

Breaking this cycle requires a fundamental reframing of PMO value—from cost justification to **strategic relevance**.

3.5. The Shift That Must Occur

The critical shift is not in PMO structure or tools, but in **how PMOs are conceptualised**.

When PMOs are seen as administrative units, cost-centre logic dominates.

When PMOs are seen as **systems that integrate capability, risk, transformation, and performance**, a different conversation becomes possible.

This is the shift that PMO LOTUS™ is designed to support.

4. Introducing the PMO LOTUS Framework™: From Fragmentation to Unified Systems

Most PMO challenges do not stem from a lack of effort or intent. They stem from **fragmentation**.

In many organisations, PMO capabilities, risk management activities, transformation initiatives, and performance metrics exist—but they exist **in isolation**. Capabilities are developed without a clear view of risk exposure. Transformation initiatives are launched without understanding what is being activated. Performance is measured without recognising the system that produces it.

The **PMO LOTUS Framework™ (Leading Organizations Through Unified Systems)** was developed to address this fragmentation.

Rather than asking how mature a PMO is, PMO LOTUS™ asks a different question: **How do capability, risk, transformation, and performance interact as a system over time?**



4.1. Reframing the PMO as a System, Not a Function

Traditional PMO models treat the PMO as a function—an organisational unit with defined roles, responsibilities, and deliverables. When expectations change, the function is redesigned.

PMO LOTUS™ reframes the PMO as a **system**.

From this perspective, the PMO is not merely a coordinating office. It is a mechanism through which the organisation:

- aligns strategy with execution,
- interprets and responds to risk,
- enables transformation across the project lifecycle,
- and sustains performance under changing conditions.

When alignment exists, the system appears stable. When misalignment accumulates, pressure builds—and manifests as risk.

4.2. What LOTUS Stands For—and Why It Matters

LOTUS stands for **Leading Organizations Through Unified Systems**.

The acronym reflects the central premise of the framework: PMO effectiveness does not come from isolated excellence in individual domains, but from **integration**. Just as the lotus grows by maintaining balance across its structure, the PMO creates value by unifying elements that are often managed separately.

LOTUS is not a maturity ladder.

It is not a checklist.

It is a **logic of interaction**.



4.3. The Four Interdependent Elements of PMO LOTUS™

PMO LOTUS™ conceptualises PMO effectiveness through the interaction of four core elements. None of these elements operates independently; value emerges only through their integration.

1) PMO Capabilities as Structural Foundations

PMO capabilities represent the organisation's capacity to support alignment, governance, delivery, value management, and capability development. These capabilities form the **structural foundation** of the PMO system.

However, capabilities alone do not guarantee effectiveness. They can be uneven, overly operational, or disconnected from strategic intent. In such cases, capability strength may coexist with strategic weakness

2) Risk Drivers as Systemic Pressure

Risk within PMO LOTUS™ is not treated as a peripheral management concern. It is understood as **systemic pressure** that reveals misalignment within the PMO system.

Strategic ambiguity, governance overload, portfolio congestion, organisational resistance, and delivery volatility all generate risk signals. These signals indicate where existing PMO configurations are no longer sufficient to absorb complexity.

Risk, therefore, is not merely something to be reduced—it is something to be **interpreted**.

3) Transformation as System Reconfiguration

Transformation within PMO LOTUS™ is not synonymous with restructuring or tool replacement. It is defined as the **reconfiguration of the PMO system**—across people, processes, and tools—in response to activated risk.

Effective transformation aligns capabilities with strategic intent and risk conditions. Superficial transformation, by contrast, changes form without addressing underlying tension.



4) Performance as an Emergent Outcome

Within PMO LOTUS™, performance is not engineered directly. It **emerges** when capabilities, risk interpretation, and transformation are coherently aligned.

This explains why PMOs can appear operationally efficient yet strategically ineffective—and why meaningful performance gains often follow periods of instability and change.

4.4. From Fragmented Improvements to Systemic Coherence

The distinguishing strength of PMO LOTUS™ lies in its ability to connect what organisations typically manage separately.

Instead of asking:

- Are our PMO processes mature?
- Are risks being logged?
- Are projects being delivered?

PMO LOTUS™ encourages leaders to ask:

- How do our capabilities interact with risk?
- What is being activated—and why?
- Is transformation addressing causes or symptoms?
- What kind of performance is emerging as a result?

By shifting attention from isolated improvements to **systemic coherence**, PMO LOTUS™ provides a foundation for rethinking the PMO's role in complex, project-driven organisations.

5. The LOTUS Logic: How Capability, Risk, Transformation, and Performance Interact

At the heart of the PMO LOTUS Framework™ lies a simple but often misunderstood logic:

PMO performance does not improve because capabilities exist. It improves when capabilities are activated, reconfigured, and aligned in response to risk.



This section explains how the four elements of PMO LOTUS™ interact as a system, rather than as a sequence of initiatives.

5.1. Capabilities Are Necessary—but Rarely Sufficient

Most PMO transformation efforts begin with capability building. Organisations invest in methodologies, tools, training, and standardisation, expecting these capabilities to automatically translate into better outcomes.

In practice, this expectation is rarely fulfilled.

Many PMOs possess strong operational capabilities yet struggle to influence strategic decisions. Others excel at governance and reporting while remaining disconnected from value creation. These patterns highlight a critical insight: **capabilities describe potential, not performance.**

Within the LOTUS perspective, capabilities provide structural capacity—but without activation, they remain latent.

5.2. Risk as the Activation Mechanism

PMO LOTUS™ treats risk not as a failure condition, but as an **activation mechanism.**

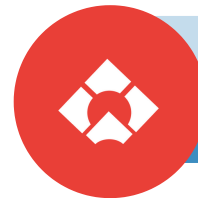
Risk emerges when organisational complexity, strategic ambiguity, or governance demand exceeds the PMO's current configuration. It signals that existing capabilities are no longer sufficient—or are misaligned with organisational expectations.

Examples include:

- portfolio overload that overwhelms decision processes,
- strategic initiatives that bypass existing governance structures,
- delivery volatility that exposes coordination gaps.

These conditions create pressure. When interpreted correctly, that pressure becomes the trigger for transformation.

When ignored, it accumulates—often until change is imposed externally.



5.3. Transformation as System Reconfiguration, Not Cosmetic Change

Within PMO LOTUS™, transformation is not defined by visible activity, but by **structural reconfiguration**.

Effective transformation realigns:

- decision rights and accountability,
- governance mechanisms and escalation pathways,
- capability focus across the PMO lifecycle.

This typically requires coordinated change across people, processes, and tools. Importantly, transformation is not automatic. Organisations may respond to risk with superficial fixes—new templates, additional reports, or rebranding—without addressing the underlying system.

LOTUS highlights the difference between **movement** and **meaningful change**.

5.4. Performance Emerges—It Is Not Installed

A critical implication of the LOTUS logic is that performance cannot be installed directly through controls or incentives.

Within PMO LOTUS™, performance emerges when:

- capabilities are coherent,
- risk is interpreted rather than suppressed,
- transformation addresses structural causes.

This explains why performance improvements often lag behind transformation efforts—and why early discomfort is frequently a precursor to long-term gains.



5.5. The Danger of Short-Circuiting the Logic

Many PMO initiatives fail because organisations attempt to shortcut the LOTUS logic.

Common shortcuts include:

- expecting new tools to deliver strategic value,
- measuring performance without revisiting governance,
- restructuring the PMO without understanding risk drivers.

These approaches may create temporary relief, but they rarely produce sustained improvement. By contrast, LOTUS emphasises **sequence and coherence**, not speed.

5.6. From Reactive Adjustment to Strategic Evolution

When applied consistently, the LOTUS logic shifts PMO evolution from reactive adjustment to **strategic evolution**.

PMOs become:

- interpreters of organisational risk,
- facilitators of alignment,
- and enablers of value evolution over time.

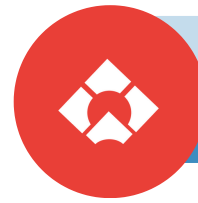
This is the point at which the PMO moves beyond administration—and begins to function as a strategic system.

6. PMO LOTUS™ Is a System, Not a Tool

One of the most common reasons PMO frameworks fail is not poor design, but **misuse**.

Well-intended models are turned into scorecards. Conceptual frameworks are reduced to checklists. What begins as a strategic lens quickly becomes another operational instrument.

PMO LOTUS™ explicitly rejects this pattern.



6.1. Why Tools and Maturity Models Are Not Enough

Tools, templates, and maturity models serve an important purpose. They provide structure, consistency, and comparability. However, they are inherently **static**. They assume stable conditions, linear progression, and predictable improvement.

Modern organisations do not operate under these assumptions.

Risk profiles change. Strategic priorities shift. Governance expectations evolve. Under these conditions, static tools struggle to capture what actually matters: **how the system behaves under pressure**.

PMO LOTUS™ is designed for this reality.

6.2. LOTUS as a Diagnostic System

Rather than prescribing what a PMO should look like, LOTUS helps organisations diagnose:

- where capability imbalance exists,
- where risk is accumulating,
- which transformation pressures are being ignored,
- and what kind of performance is likely to emerge as a result.

This diagnostic role is critical for executives. It enables informed decision-making without forcing premature transformation.

6.3. LOTUS as a Transformation Lens

PMO LOTUS™ also functions as a transformation lens.

Instead of asking:

- “Which processes should we improve?”
- “Which tools should we implement?”

LOTUS reframes the conversation:

- “What is being activated by current risk conditions?”
- “Which parts of the PMO system must be reconfigured?”
- “Are we optimising stability when evolution is required—or transforming when stability would suffice?”



This lens helps leaders distinguish between **optimisation** and **transformation**—a distinction that is often blurred in practice.

6.4. LOTUS as a Continuous Adaptation Mechanism

Perhaps most importantly, PMO LOTUS™ supports **continuous adaptation**.

Organisational environments do not pause after transformation initiatives. Risk re-emerges in new forms. Capabilities age. Performance expectations rise.

LOTUS enables PMOs to revisit their configuration periodically, not as a compliance exercise, but as strategic sense-making. This transforms PMO evolution from a series of disruptive initiatives into an ongoing, intentional process.

6.5. What Changes for Leaders

When PMO LOTUS™ is adopted as a system rather than a tool, several shifts occur:

- PMO discussions move from “what do we implement?” to “what is happening in our system?”
- Risk conversations move from mitigation to interpretation.
- Performance reviews move from short-term metrics to long-term value evolution.

These shifts elevate the PMO conversation to the executive level—where it belongs.

6.6. LOTUS as an Applied Expression of AVERYL Theory

While the PMO LOTUS Framework™ provides a practical system for diagnosing and guiding PMO evolution, it does not stand alone. Its underlying logic is grounded in **AVERYL Theory (Alignment–Value Evolution through Risk–Lifecycle Transformation)**.

AVERYL Theory explains **why** PMO transformation occurs. PMO LOTUS™ explains **how** that transformation can be understood and guided in practice.

Within AVERYL, PMO transformation is not driven by ambition, maturity targets, or best practices. It is activated by risk emerging across the organisational lifecycle, signalling misalignment between strategy, capability, governance, and execution. Transformation, in turn, becomes the mechanism through which alignment is restored and value evolves over time.



PMO LOTUS™ translates this theoretical logic into an applied system that leaders can use without engaging in abstract theory. Each element of LOTUS corresponds directly to the core mechanisms articulated by AVERYL:

- **PMO capabilities** represent the structural foundations through which alignment and value are enabled.
- **Risk drivers** act as activation signals, revealing when the existing PMO configuration is no longer sufficient.
- **Transformation mechanisms** reflect lifecycle-based reconfiguration across people, processes, and tools.
- **Organisational performance** emerges as the outcome of coherent alignment rather than direct optimisation.

This relationship is deliberate. LOTUS does not simplify AVERYL by reducing it to a checklist. Instead, it **operationalises AVERYL's logic** into a system that supports executive sensemaking, strategic diagnosis, and informed decision-making. For leaders, this distinction matters.

Frameworks that are disconnected from theory often encourage mechanical adoption—implementing structures without understanding context. Theory that is disconnected from application, on the other hand, remains intellectually sound but practically distant. By aligning LOTUS with AVERYL, organisations gain both **conceptual clarity and practical relevance**.

In this sense, AVERYL provides the **mental model** for understanding PMO transformation, while PMO LOTUS™ provides the **leadership system** for navigating it.

Together, AVERYL Theory and the PMO LOTUS Framework™ provide a coherent response to a central challenge facing modern organisations: how to sustain alignment and evolve value in environments where risk, complexity, and change are permanent conditions.

However, recognising this logic is only the first step. The real challenge lies in how leaders interpret it—and how they choose to act upon it.



7. What This Means for Executives and PMO Leaders

For executives and PMO leaders, the integration of AVERYL and LOTUS shifts the conversation from framework adoption to leadership judgement. The question is no longer which PMO model to implement, but how to read organisational signals, when to intervene, and what kind of transformation is actually required.

In this context, the PMO is not managed as a technical function, but stewarded as a strategic system. The implications of this shift are not operational—they are decisional.

7.1. Stop Asking Whether the PMO Is “Worth the Cost”

The question “Is the PMO worth its cost?” is understandable—but incomplete.

LOTUS encourages leaders to ask a more strategic question:

“What risks, misalignments, or failures would we be exposed to without the PMO system we have?”

When PMOs are evaluated purely as cost centres, their mandate narrows. Reporting increases. Strategic contribution diminishes. Over time, the PMO becomes exactly what critics accuse it of being—administrative overhead.

Executives who want strategic PMOs must evaluate them through a **risk-and-value lens**, not a cost-justification lens.

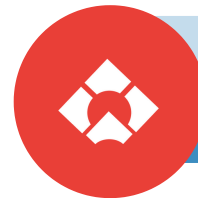
7.2. Shift the Conversation from Control to Interpretation

Many PMO discussions focus on control:

- Are projects compliant?
- Are standards followed?
- Are reports delivered on time?

LOTUS shifts the conversation toward interpretation:

- What risks are emerging across the portfolio?
- What patterns do they reveal about alignment and governance?
- Where is the organisation being stretched beyond its current configuration?



This shift elevates the PMO's role from enforcing rules to **informing judgement**—a role that executives increasingly need.

7.3. Recognise When Optimisation Is No Longer Enough

One of the most difficult leadership decisions is knowing when to stop optimising and start transforming.

LOTUS provides a way to make this distinction explicit.

If risks are stable and alignment is strong, optimisation may be sufficient. If risk signals intensify despite operational improvements, optimisation becomes avoidance. At that point, transformation is no longer optional—it is structural.

Executives who ignore this distinction often find themselves launching “transformations” too late, under crisis conditions.

7.4. Redefine the Role of the PMO Leader

Within a LOTUS perspective, the PMO leader is not merely a process owner or reporting manager.

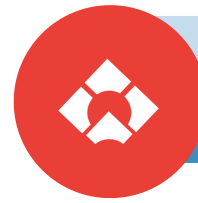
The PMO leader becomes:

- an interpreter of organisational risk,
- a broker of alignment across strategy and execution,
- and a facilitator of system-level transformation.

This role requires trust, access, and strategic proximity to senior leadership. Without these, even the most capable PMO leader will be constrained.

7.4. Redefine the Role of the PMO Leader

One of the most underutilised functions of the PMO is its ability to act as an **early-warning system**.



Because PMOs sit at the intersection of projects, portfolios, and governance, they are often the first to observe emerging tension. LOTUS encourages leaders to listen to these signals—not as complaints or operational noise, but as indicators of deeper systemic stress.

Organisations that treat the PMO as an early-warning mechanism transform earlier, with less disruption.

7.6. From PMO Management to Organisational Stewardship

Ultimately, LOTUS reframes PMO leadership as a form of **organisational stewardship**.

The goal is not to perfect the PMO, but to ensure that the organisation remains aligned, resilient, and capable of evolving under pressure. When viewed this way, the PMO becomes a strategic asset—not because it controls projects, but because it helps the organisation make sense of complexity.

8. Conclusion: From Administrative PMO to Strategic System

As organisational complexity, uncertainty, and risk continue to rise, the limitations of administratively oriented PMOs become increasingly apparent. PMOs designed primarily for reporting, compliance, and procedural control may improve visibility, but they struggle to sustain relevance in environments where strategic alignment and rapid adaptation are essential.

The recurring cycle of PMO creation, disappointment, and restructuring is not a failure of the PMO concept itself. It is a signal that **the way PMOs are designed, positioned, and evaluated no longer matches the reality organisations face**.

The **PMO LOTUS Framework™** offers a fundamentally different perspective.

By reframing the PMO as a **unified, risk-driven system**, LOTUS shifts attention away from tools, structures, and maturity labels toward the mechanisms that actually shape performance: capability coherence, risk interpretation, transformation readiness, and value evolution over time. Within this perspective, PMO effectiveness is not installed through compliance or control, **but emerges through alignment and adaptation**.



For executives and PMO leaders, the implication is clear. The critical question is no longer how to optimise the PMO, but **how the PMO helps the organisation navigate risk, preserve strategic intent, and evolve sustainably.**

When the PMO is treated as a system rather than a function:

- risk becomes information rather than failure,
- transformation becomes intentional rather than reactive,
- and value becomes an outcome of coherence rather than a metric to defend.

In this role, the PMO moves beyond administration. It becomes a strategic enabler—not by asserting authority, but by enabling clarity.

That is the promise of **PMO LOTUS™: leading organisations through unified systems, in a world where fragmentation is no longer an option**



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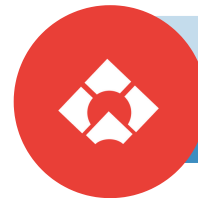
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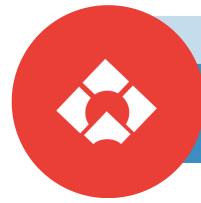
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