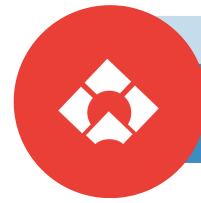




AVERYL Theory™

**Why PMO Transformation
Fails—and How Risk
Becomes the Catalyst for
Strategic Renewal**





AVERYL Theory™: Why PMO Transformation Fails—and How Risk Becomes the Catalyst for Strategic Renewal

1. Executive Summary

Project Management Offices (PMOs) have become a standard feature of contemporary organisations. From infrastructure and construction to IT and public-sector enterprises, PMOs are expected to improve delivery discipline, enhance governance, and translate strategy into execution. Yet despite their widespread adoption, PMO performance remains highly uneven. Many PMOs operate efficiently at an operational level while struggling to demonstrate sustained strategic value. Others undergo repeated restructuring initiatives without achieving meaningful transformation.

This white paper introduces **AVERYL Theory™**, a new conceptual lens for understanding why PMO transformation efforts often fail—and how they can succeed. Rather than viewing PMO development as a linear progression of maturity stages, AVERYL Theory reframes PMO transformation as a **risk-activated organisational process** shaped by internal capabilities, governance tensions, and strategic pressures.

At the core of AVERYL Theory is a simple but counterintuitive insight:
risk does not primarily weaken PMO performance; it activates transformation.

When risk exposure exceeds an organisation's tolerance, it reveals structural misalignment and forces change. Transformation, therefore, is not driven by best practices or benchmarking alone, but by how organisations interpret and respond to risk signals embedded within their PMO systems.

This white paper is written for executives, PMO leaders, and transformation sponsors who seek a deeper understanding of PMO effectiveness beyond tools, templates, and maturity models. It explains:

- why traditional PMO transformation approaches fall short,
- how risk operates as a catalyst rather than a threat,
- and how organisations can rethink PMO transformation as a strategic renewal mechanism.



VERYL Theory does not prescribe a one-size-fits-all PMO design. Instead, it offers a **strategic way of thinking**—one that connects capability, risk, transformation, and performance into a coherent system.

2. The PMO Transformation Paradox

PMOs today face a paradox that many organisations struggle to articulate.

On one hand, PMOs are increasingly professionalised. They are staffed by certified practitioners, equipped with sophisticated reporting systems, and aligned with recognised standards. Operationally, many PMOs perform well: projects are tracked, dashboards are produced, and delivery issues are escalated in a timely manner.

On the other hand, these same PMOs are frequently criticised for being:

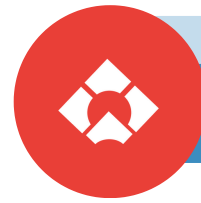
- overly bureaucratic,
- detached from strategic decision-making,
- reactive rather than anticipatory,
- and vulnerable to organisational restructuring.

This paradox is particularly visible in large, project-based organisations. PMOs are expected to “add value,” yet their value is often assessed narrowly through compliance metrics or delivery efficiency. When strategic priorities shift, or when projects underperform, PMOs are among the first organisational units to be questioned, restructured, or dissolved.

In response, organisations launch PMO transformation initiatives. These initiatives typically involve:

- redefining PMO roles,
- restructuring reporting lines,
- introducing new methodologies or digital tools,
- or adopting a new maturity model.

However, many of these transformations deliver limited impact. PMOs may change form, but not function. Titles evolve, but underlying behaviours remain the same. After a few years, the cycle repeats.



The paradox, therefore, is not a lack of effort or competence. It is a **misunderstanding of what actually drives PMO transformation.**

3. Why Conventional PMO Thinking Falls Short

Most PMO transformation initiatives are grounded in a set of implicit assumptions that deserve closer scrutiny.

Assumption 1: PMO evolution is linear

Conventional thinking assumes that PMOs progress through predefined stages of maturity—from basic administrative support to strategic leadership. In practice, PMO development is rarely linear. Organisations may exhibit advanced practices in one area (e.g., delivery support) while remaining immature in others (e.g., strategic alignment or value management). Treating PMO evolution as a straight line obscures these internal asymmetries.

Assumption 2: Capability automatically leads to performance

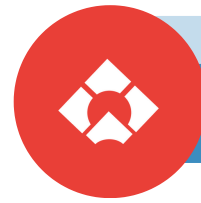
Many frameworks assume that strengthening PMO capabilities will directly improve performance. Yet organisations often invest heavily in tools, processes, and training without seeing proportional gains in strategic outcomes. Capability alone does not guarantee relevance. What matters is how capability interacts with organisational context, governance structures, and risk exposure.

Assumption 3: Risk is something to be minimised

Traditional PMO models treat risk primarily as a negative factor to be reduced or controlled. As a result, risk management is positioned as a defensive activity. This perspective overlooks the fact that risk also plays a **diagnostic and catalytic role**. Persistent risk exposure often signals deeper structural problems—misaligned mandates, unclear authority, or conflicting expectations—that cannot be resolved through operational fixes alone.

Assumption 4: Transformation can be designed upfront

PMO transformation is frequently approached as a planned intervention with a defined end state. In reality, transformation is an adaptive response to pressure. When organisations attempt to transform PMOs without recognising the underlying forces that necessitate change, transformation becomes superficial—focused on form rather than substance.



Together, these assumptions explain why many PMO transformations feel busy but ineffective. They address symptoms while leaving the underlying system untouched.

EVERYL Theory emerges from this gap.

It challenges linear, capability-centric, and risk-averse views of PMO transformation, offering instead a systemic explanation of how PMOs evolve under pressure—and why risk plays a central role in that evolution.

4. Introducing AVERYL Theory: PMO Transformation as an Adaptive System

AVERYL Theory™—Alignment–Value Evolution through Risk–Lifecycle Transformation—offers a fundamentally different way of understanding how PMOs evolve, transform, and create value over time. Rather than positioning PMO transformation as a planned progression toward an ideal end state, AVERYL conceptualises the PMO as an adaptive organisational system in which **alignment and value are shaped through risk-activated transformation across the PMO lifecycle.**

At its core, AVERYL Theory rests on a simple premise:

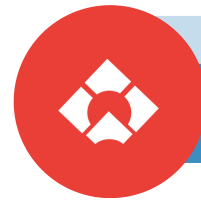
PMO transformation does not begin with ambition or best practice—it begins with tension.

That tension most often manifests as **risk**.

4.1. Moving Beyond the “PMO as Structure” View

Traditional PMO models tend to treat the PMO as a structure—an organisational unit that can be designed, positioned, and optimised. In this view, transformation is achieved by adjusting formal attributes such as reporting lines, responsibilities, or methodologies.

AVERYL Theory shifts the focus from structure to **system**.



From an AVERYL perspective, a PMO is not merely a coordinating office. It is a dynamic configuration of:

- organisational capabilities,
- governance arrangements,
- decision rights,
- and performance expectations.

These elements interact continuously. When alignment exists, the PMO appears stable. When misalignment accumulates, pressure builds—often invisibly—until it surfaces as risk.

4.1. The Four Core Elements of AVERYL Theory

AVERYL Theory explains PMO transformation through the interaction of **four interdependent elements**:

1) Capabilities as Structural Foundations

PMO capabilities represent the underlying capacity of the organisation to coordinate, govern, support delivery, manage value, and develop competence. These capabilities form the **structural foundation** of the PMO system.

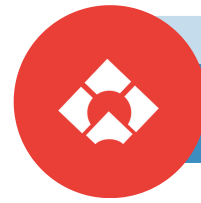
Importantly, AVERYL does not assume that stronger capabilities automatically lead to better outcomes. Capabilities can be uneven, misaligned, or overly concentrated in operational domains while remaining weak

2) Risk as an Activation Mechanism

In AVERYL Theory, risk is not treated as a peripheral management concern. Instead, it plays a **central activating role**.

Risk emerges when existing PMO capabilities are no longer sufficient to absorb organisational complexity, strategic ambiguity, or governance demands. Rather than immediately degrading performance, risk exposure functions as a **signal**—revealing where the PMO system is under strain.

In this sense, risk acts as a catalyst. It forces attention, disrupts complacency, and creates the conditions under which transformation becomes not only possible, but necessary.



3) Transformation as System Reconfiguration

Transformation, within AVERYL Theory, is not synonymous with change initiatives or restructuring programs. It is defined more precisely as the **reconfiguration of the PMO system**—across people, processes, and tools—in response to activated risk.

Crucially, transformation is not automatic. Organisations may experience risk without transforming, or they may attempt superficial change that leaves underlying tensions unresolved. Effective transformation occurs only when organisations recognise risk as a structural issue rather than an isolated problem.

4) Performance as an Emergent Outcome

AVERYL Theory rejects the idea that performance can be engineered directly through control mechanisms alone. Instead, PMO performance is understood as an **emergent outcome** of how well capabilities, risk responses, and transformation efforts are aligned.

This explains why some PMOs appear operationally efficient yet strategically ineffective, while others achieve long-term value only after periods of instability and reconfiguration.

4.3. What Makes AVERYL Theory Different

AVERYL Theory differs from conventional PMO frameworks in three fundamental ways:

1) It is non-linear

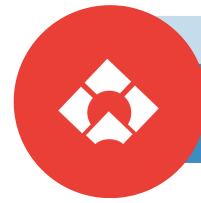
PMO transformation does not follow predefined stages. It unfolds through cycles of stability, tension, activation, and reconfiguration.

2) It is risk-centred, not risk-averse

Risk is not merely controlled—it is interpreted. Understanding which risks matter, and why, becomes more important than minimising all risk exposure.

3) It treats transformation as conditional

Not every PMO should transform at every moment. Transformation is appropriate only when structural conditions and risk signals converge.



By reframing PMO transformation as an adaptive, risk-activated process, AVERYL Theory provides a coherent explanation for patterns that traditional models struggle to explain—particularly why transformation efforts often succeed only after periods of organisational stress.

4.4. A Systemic Lens for PMO Leaders

For PMO leaders and executives, AVERYL Theory offers a strategic lens rather than a prescription. It invites leaders to ask different questions:

- Where is risk accumulating within our PMO system?
- Which capabilities are masking deeper misalignment?
- Are we attempting transformation without sufficient activation?
- Are we measuring performance as an outcome or as a target?

These questions set the stage for a more nuanced discussion of PMO performance—one that recognises complexity rather than oversimplifying it.

5. Risk Is Not the Enemy: Risk as a Trigger for PMO Transformation

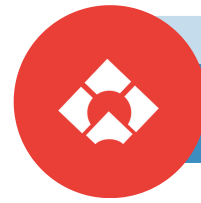
In most organisations, risk is treated as something to be avoided, reduced, or contained. Within PMOs, this mindset is particularly strong. Risk registers, escalation procedures, and compliance controls are designed to ensure that risk remains within acceptable boundaries. When risk materialises, it is often interpreted as a failure of planning, governance, or execution.

AVERYL Theory challenges this perspective.

Rather than viewing risk solely as a threat to PMO performance, AVERYL Theory positions risk as a **structural signal**—an indicator that the existing PMO system is no longer adequate for the demands placed upon it.

5.1. Why Risk Does Not Automatically Destroy PMO Performance

A common assumption in PMO management is that increased risk exposure inevitably leads to poorer performance. In practice, this relationship is far more nuanced.



Many PMOs operate for years under elevated risk conditions without an immediate collapse in delivery outcomes. Projects may still be completed, reports may still be produced, and operational metrics may appear stable. However, this apparent stability often masks deeper issues:

- growing misalignment between strategy and execution,
- overloaded governance mechanisms,
- unclear decision authority,
- or erosion of stakeholder confidence.

In such situations, risk does not immediately reduce performance. Instead, it accumulates as **latent pressure** within the PMO system. The danger lies not in the presence of risk itself, but in the organisation's failure to interpret what that risk is signalling.

5.2. Risk as an Indicator of Structural Misalignment

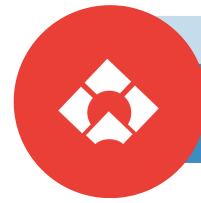
From an AVERYL perspective, PMO-related risks rarely originate from isolated operational failures. They emerge from **structural misalignment** across the PMO system.

Examples include:

- a PMO expected to drive strategic alignment without sufficient mandate,
- strong delivery support capabilities coupled with weak value management,
- governance frameworks that emphasise control while neglecting learning and adaptation.

These conditions generate recurring risk patterns. Escalation pathways become congested, decisions are delayed, and PMOs are blamed for outcomes they are not empowered to influence. Over time, risk exposure increases—not because the PMO is ineffective, but because it is structurally constrained.

In this sense, risk functions as a **diagnostic mechanism**. It reveals where organisational expectations, capabilities, and authority are misaligned.



5.3. The Activation Threshold: When Risk Forces Change

VERYL Theory introduces the idea of an **activation threshold**.

As long as risk remains below this threshold, organisations tend to tolerate misalignment. PMOs adapt informally, absorb pressure, and rely on workarounds. Transformation is postponed, even when inefficiencies are evident.

Once risk crosses the activation threshold, however, the organisation's tolerance collapses. Typical triggers include:

- repeated project underperformance,
- reputational damage,
- regulatory or audit pressure,
- or strategic initiatives that expose existing weaknesses.

At this point, risk becomes impossible to ignore. It captures executive attention and reframes PMO issues from operational inconvenience to strategic concern. Transformation moves from "optional improvement" to "necessary response."

5.4. Why Some PMO Transformations Fail Despite High Risk

Not all risk activation leads to effective transformation.

VERYL Theory explains why some PMO transformations fail even under significant pressure. Common failure patterns include:

- treating risk symptoms rather than structural causes,
- introducing new tools without redefining decision rights,
- reorganising reporting lines without clarifying strategic intent.

In these cases, risk triggers action, but not understanding. Transformation efforts focus on visible change while leaving the underlying system intact. As a result, risk temporarily subsides, only to re-emerge in a different form.

Effective transformation requires recognising risk not merely as a problem to fix, but as **information about how the PMO system must be reconfigured**.



5.5. Reframing Risk for PMO Leaders

For PMO leaders and executives, AVERYL Theory invites a fundamental reframing of risk.

Instead of asking:

- “How do we reduce PMO risk?”

AVERYL encourages leaders to ask:

- “What is this risk telling us about our PMO system?”
- “Which capabilities are underdeveloped or over-relied upon?”
- “Where are expectations misaligned with authority?”

By shifting from risk avoidance to risk interpretation, organisations can move beyond reactive PMO adjustments toward deliberate, strategic transformation.

6. Two Pathways of PMO Performance: Stability and Transformation

One of the most important insights emerging from **AVERYL Theory (Alignment–Value Evolution through Risk–Lifecycle Transformation)** is that PMO performance is not produced through a single mechanism. Instead, PMO performance evolves through **two distinct but interconnected pathways**.

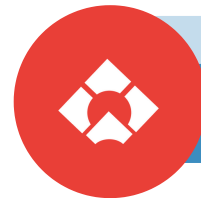
Understanding these pathways helps explain why some PMOs appear effective in the short term yet struggle to remain relevant, while others achieve lasting value only after periods of instability and change.

6.1. The Operational Performance Path: Stability Through Execution

The first pathway is the **operational performance path**.

In this pathway, PMO performance is driven directly by operational capabilities such as:

- delivery support,
- standardised processes,
- reporting and monitoring systems,
- and administrative coordination.



PMOs following this path focus on execution reliability. They help projects meet schedules, control costs, and comply with internal standards. When these capabilities are strong, organisations often experience immediate improvements in delivery discipline and transparency.

This pathway explains why many PMOs are initially perceived as successful. Operational improvements are visible, measurable, and quickly appreciated by project teams and management.

However, the operational performance path has inherent limitations. It stabilises execution, but it does not necessarily enhance strategic alignment or long-term value creation. As organisational complexity grows, operational excellence alone becomes insufficient.

6.2. The Strategic Transformation Path: Value Through Reconfiguration

The second pathway is the **strategic transformation path**.

In this pathway, PMO performance improves not through direct operational control, but through **system-level reconfiguration**. Strategic alignment, governance coherence, value management, and capability development interact with risk exposure to activate transformation across the PMO lifecycle.

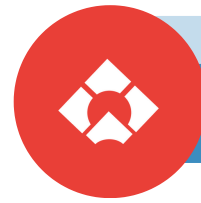
Here, performance emerges **after** transformation, not before it.

This path is slower and less predictable. It often begins with discomfort:

- rising strategic risk,
- unclear prioritisation across portfolios,
- or tension between governance and flexibility.

Yet when organisations engage with these signals rather than suppress them, transformation becomes possible. PMO roles are redefined, decision rights are clarified, and value is repositioned as a strategic outcome rather than a reporting metric.

The result is a PMO that contributes not only to delivery stability, but to organisational adaptability and strategic coherence.



6.3. Why Most PMOs Rely Too Heavily on the Operational Path

Many organisations unintentionally over-invest in the operational performance path. This is understandable: operational improvements are easier to design, easier to measure, and less politically sensitive.

VERYL Theory suggests that this imbalance creates a hidden vulnerability. Strong operational capabilities can mask deeper misalignment. As long as projects are delivered “well enough,” the need for strategic transformation remains invisible.

Over time, however, strategic risk accumulates. When transformation is eventually forced—often by external pressure—it becomes more disruptive and more difficult to manage.

6.4. Integrating the Two Pathways

VERYL Theory does not argue that one pathway should replace the other. Effective PMOs integrate both.

- The operational path provides stability and credibility.
- The strategic transformation path enables alignment, value evolution, and long-term relevance.

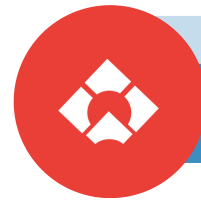
Crucially, these pathways operate on different time horizons. Operational performance delivers immediate benefits. Strategic transformation shapes future capability.

Recognising which pathway is currently dominant—and which is being neglected—allows leaders to make more informed decisions about when to stabilise and when to transform.

6.5. Implications for PMO Leaders and Executives

For decision-makers, the two-pathway perspective reframes a familiar question. Instead of asking:

- “Is our PMO performing well?”



AVERYL encourages leaders to ask:

- “Which pathway is currently driving our PMO performance?”
- “Are we optimising stability at the expense of strategic evolution?”
- “Is risk being absorbed—or interpreted?”

These questions shift PMO discussions from operational metrics toward strategic intent.

7. What PMO Leaders Can Do Differently

AVERYL Theory does not prescribe a universal PMO design, nor does it offer a step-by-step transformation roadmap. Its value lies in how it **reframes leadership decisions** around PMO performance, risk, and change.

For PMO leaders and executives, this reframing translates into a set of strategic shifts in mindset—each with tangible implications for how PMOs are governed, evaluated, and transformed.

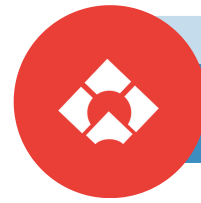
7.1. Stop Treating Transformation as a Rollout

Many PMO transformations are approached as implementation exercises: a new structure is approved, roles are defined, tools are deployed, and success is expected to follow.

AVERYL Theory suggests that this logic is backwards.

Transformation should not be triggered by the availability of new frameworks or technologies, but by **clear signals that the existing PMO system is no longer fit for purpose**. Without sufficient activation—often revealed through persistent risk—transformation efforts tend to focus on form rather than function.

PMO leaders should therefore resist premature transformation and instead invest time in understanding why change is necessary before deciding what should change.



7.2. Diagnose Risk Patterns, Not Just Capability Gaps

Traditional PMO assessments focus on identifying capability gaps: missing processes, insufficient skills, or weak tools. While useful, this approach overlooks a critical dimension.

AVERYL encourages leaders to look for **patterns of risk**, not isolated deficiencies.

Recurring escalation delays, conflicting priorities, or chronic value disputes are rarely operational accidents. They reflect systemic misalignment. By analysing where risk accumulates and how it propagates, leaders gain insight into which parts of the PMO system require reconfiguration.

In this sense, risk analysis becomes a strategic diagnostic tool rather than a compliance exercise.

7.3. Invest Differently in PMO Capabilities

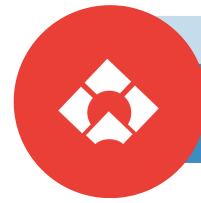
AVERYL Theory highlights that PMO capabilities do not contribute equally to performance across all contexts or stages of the lifecycle.

Operational capabilities often deliver immediate returns and should not be neglected. However, over-investment in delivery support and standardisation can create a false sense of maturity if strategic capabilities remain underdeveloped.

PMO leaders should therefore rebalance investment toward:

- strategic alignment mechanisms,
- governance clarity,
- value and benefits management,
- and long-term capability development.

Such investments may not produce quick wins, but they increase the PMO's capacity to evolve when risk activation occurs.



7.4. Recognise When Not to Transform

One of the most counterintuitive implications of AVERYL Theory is that **not all PMOs should be transforming at all times.**

Transformation consumes organisational energy and political capital. When risk remains low and alignment is stable, incremental improvement may be more appropriate than structural change.

Leaders should differentiate between:

- optimisation (improving within the existing system), and
- transformation (reconfiguring the system itself).

Misjudging this distinction often leads to transformation fatigue and stakeholder resistance.

7.5. Reframe Performance Conversations

AVERYL Theory challenges leaders to rethink how PMO performance is discussed and evaluated.

Instead of focusing exclusively on:

- delivery metrics,
- compliance indicators,
- or maturity scores,

leaders should incorporate questions about:

- alignment quality,
- value evolution,
- and the PMO's adaptive capacity over time.

This shift does not eliminate traditional performance metrics; it contextualises them within a broader system perspective.



7.6. Lead PMO Transformation as Strategic Sensemaking

Ultimately, AVERYL positions PMO leadership as an act of **strategic sensemaking** rather than technical optimisation.

PMO leaders are not merely implementers of standards. They are interpreters of organisational signals—risk, tension, and misalignment—and translators of those signals into coherent transformation responses.

By embracing this role, PMO leaders move beyond operational stewardship toward strategic influence.

8. Why AVERYL Matters Now

The relevance of **AVERYL Theory (Alignment–Value Evolution through Risk–Lifecycle Transformation)** extends well beyond PMO design. It speaks directly to the realities organisations face today—realities shaped by increasing complexity, heightened governance expectations, and accelerating strategic change.

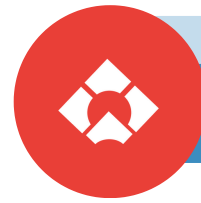
In this context, PMOs are no longer optional coordination units. They sit at the intersection of strategy, execution, and accountability. AVERYL matters now because it addresses this intersection explicitly, at a moment when many organisations are struggling to do so.

8.1. Operating in a Permanent State of Change

Organisations today rarely experience stable operating conditions. Strategic priorities shift rapidly, portfolios expand and contract, and external pressures—regulatory, financial, and societal—intensify.

Under these conditions, PMOs are expected to:

- absorb uncertainty,
- maintain delivery discipline,
- and support strategic agility simultaneously.



Traditional PMO models, built around stability and standardisation, struggle in such environments. AVERYL responds to this reality by framing PMO transformation as a **lifecycle phenomenon**, not a one-time intervention. It recognises that alignment and value evolve over time, shaped by recurring cycles of risk and adaptation.

8.2. Rising Governance and Accountability Pressures

Across both public and private sectors, governance expectations are rising. Executives are under greater scrutiny to demonstrate transparency, accountability, and value-for-money—particularly in capital-intensive and project-driven environments.

PMOs often become the focal point of these expectations, even when they lack the authority or capability to meet them fully. AVERYL Theory explains why this tension is so common: governance risk accumulates when PMO mandates, decision rights, and organisational expectations are misaligned.

By positioning risk as an activation mechanism rather than a failure indicator, AVERYL provides a more realistic framework for understanding how governance pressure drives PMO evolution.

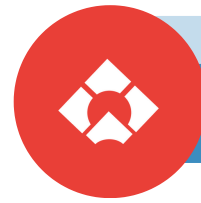
8.3. The Shift from Delivery Success to Value Creation

As organisations mature, the definition of success shifts. Delivering projects “on time and on budget” is no longer sufficient. Stakeholders increasingly ask:

- What value did this portfolio create?
- How well does execution support strategy?
- What capabilities have been strengthened—or weakened—along the way?

AVERYL addresses this shift directly. By placing value evolution at the centre of PMO performance, it reframes PMO success as an outcome of alignment and transformation, not merely execution efficiency.

This perspective is particularly relevant for organisations managing long-lived assets, complex portfolios, or public-interest projects, where value unfolds over extended time horizons.



8.4. Beyond Industry and Geography

Although AVERYL Theory is grounded in empirical insights from project-based organisations, its logic is not industry-specific.

The dynamics it describes—capability imbalance, risk activation, transformation under pressure—are observable wherever PMOs operate within complex organisational systems. This makes AVERYL applicable across sectors such as infrastructure, energy, technology, finance, and public administration.

More importantly, it moves the PMO conversation away from local best practices toward **systemic understanding**, making it relevant across organisational and national contexts.

8.5. A Strategic Lens for the Project Economy

As organisations increasingly compete through projects rather than products, the role of the PMO becomes more strategic—and more exposed.

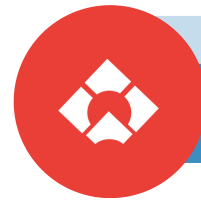
AVERYL Theory provides a way to understand PMOs not just as delivery enablers, but as **mechanisms through which organisations align strategy, manage risk, and evolve value over time**.

In doing so, it offers leaders a language to discuss PMO transformation that reflects the complexity they experience, rather than simplifying it away.

9. From PMO as Structure to PMO as System

For many organisations, the PMO has long been treated as a structure: a unit to be positioned, staffed, and optimised. When expectations are not met, the structure is adjusted—roles are redefined, tools are replaced, and reporting lines are redrawn.

AVERYL Theory challenges this logic.



It invites organisations to see the PMO not as a static arrangement, but as a **living system**—one in which alignment, value, risk, and transformation interact continuously over time.

From this perspective, PMO failure is rarely the result of poor execution alone. More often, it reflects deeper systemic tension: capabilities that have evolved unevenly, governance mechanisms that no longer fit strategic reality, or risk signals that have been ignored for too long.

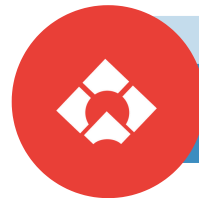
VERYL does not promise to eliminate risk. Nor does it suggest that transformation can be permanently completed. Instead, it reframes both risk and transformation as **integral features of organisational evolution**.

The most effective PMOs are not those that appear stable at all times, but those that can:

- interpret risk intelligently,
- adapt their role across the organisational lifecycle,
- and evolve value in alignment with strategy.

For PMO leaders and executives, the implication is clear. The question is no longer whether the PMO should transform, but **when, why, and in response to which signals**.

By shifting the conversation from structure to system, from control to interpretation, and from maturity to evolution, **VERYL Theory provides a coherent way to rethink PMO transformation in a complex world**.



Closing Reflection

PMO transformation does not begin with a framework.

It begins with awareness.

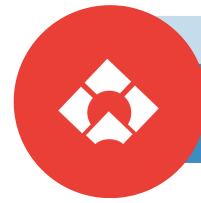
Risk makes that awareness unavoidable.

Alignment gives it direction.

Transformation gives it form.

Value gives it meaning.

That is the logic of **AVERYL**.



Author

1) Alin Veronika, ST, MT, PMP®, PMI-RMP®, PMI-PMOCP™

PhD Candidate, Researcher, Lecturer at University of Indonesia

CEO of Avenew Group

Email: averonika@avenew.co.id

2) Prof. Dr. Ir. Yusuf Latief, M.T., IPU

Professor, Researcher and Lecturer at University of Indonesia

Email: latief73@eng.ui.ac.id

3) Leni Sagita Riantini, S.T., M.T., Ph.D

Researcher and Lecturer at Univeristy of Indonesia

Email: lsagita@eng.ui.ac.id



Leading to the Bright Future

www.avenew.co.id