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Elevating Your PMO

Driving Strategic Impact & Value

Roberto Pons, PMI PMOGA Market Director

Meet your Speaker – Roberto Pons

- **Market Director of PMO Global Alliance**, PMI's official global PMO community.
- Master's degree in Major Program Management from Oxford, Graduated from Princeton University in Electrical Engineering and Computer Science, MBA in Project Management from FGV Foundation.
- Co-author of the book Professional Leader in Project Management and volunteer for PMI's PMBOK, the Standard for Risk Management, and ISO's 21500 Standard.
- Higher education professor and consultant with 30+ years of experience.



Who We Are

PMO Global Alliance (PMOGA) is the PMI's Global Community of PMOs.



PMOGA Regional Hubs



PMOGA Online Community Platform

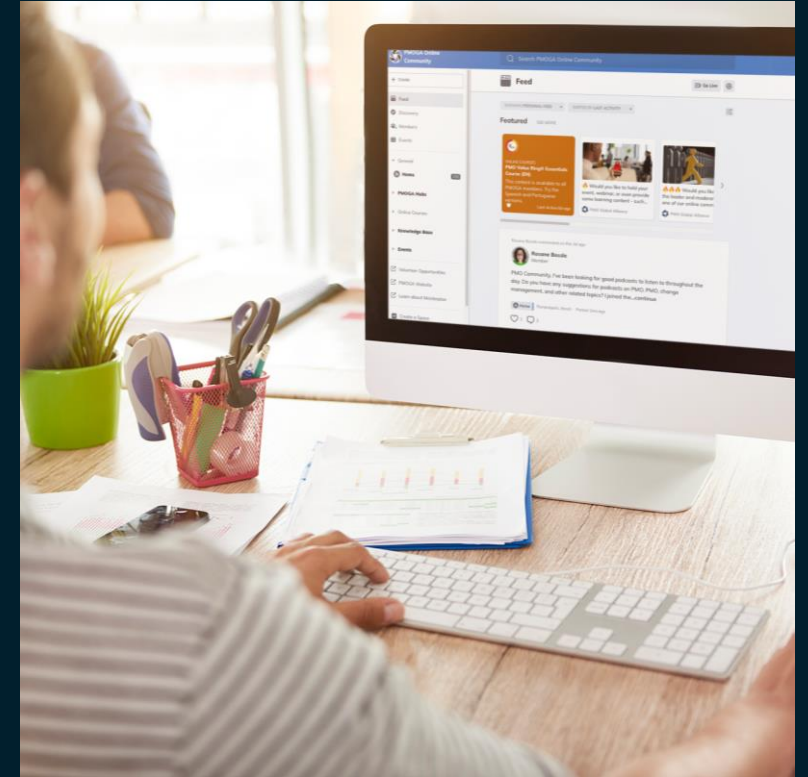
Sign up at pmogaonline.pmi.org

- Join PMOGA regional hubs.
- Connect with your peers.
- Exchange experience.
- Find valuable resources.
- Learn about innovative practices.



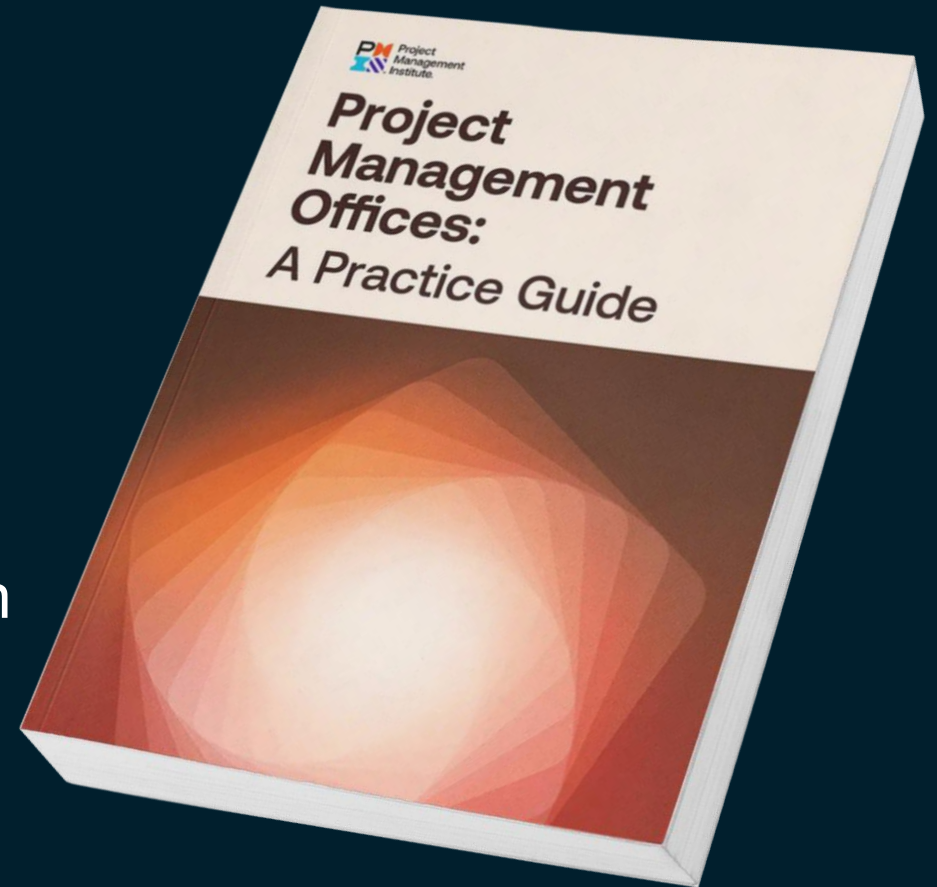
What We Do

- **Certification** → PMI-PMOCP™
- **Connection** → PMOGA Online Community Platform
- **Events** → PMO unCON Series
- **Learning** → PMO Masterclass, 2-Day hands-on
- **Mentoring** → PMO Excellence Program (Corporate)
- **Awards** → PMI PMO of the Year
- **Recognition** → “Most Influential PMOs” Report
- **Publications** → PMI PMO Practice Guide
- **Research** → PMI PMO Global Survey Report
- **Volunteering** → PMOGA Regional Hubs



PMI PMO Practice Guide

- Provides a comprehensive customer-centric framework for building, managing, and evolving PMOs that deliver measurable organizational value.
- Serves as an essential reference for PMO leaders and professionals seeking to strengthen their PMO's impact and value contribution.
- Contains the **Value Ring Framework**



Understanding the PMI-PMOCP™ Certification

- PMI-PMOCP™ is PMI's first Gold Standard certification for PMO professionals.
- It is designed for PMO Leaders, Practitioners, Executives, Consultants, and Project Managers who aspire a position in a PMO.
- The exam includes 120 scenario-based questions that reflect real-world PMO challenges and practices.
- It is currently available in 10 languages and is grounded in the PMI PMO Practice Guide, but not limited to it.



From Building to Sustaining a PMO

Many PMOs start strong but fail to sustain relevance.

Sustainability requires continuous alignment, trust, and adaptation.

Everyday's challenge:

How to Sustain a PMO Once It's Set Up



Let's begin our Journey



A good Start?

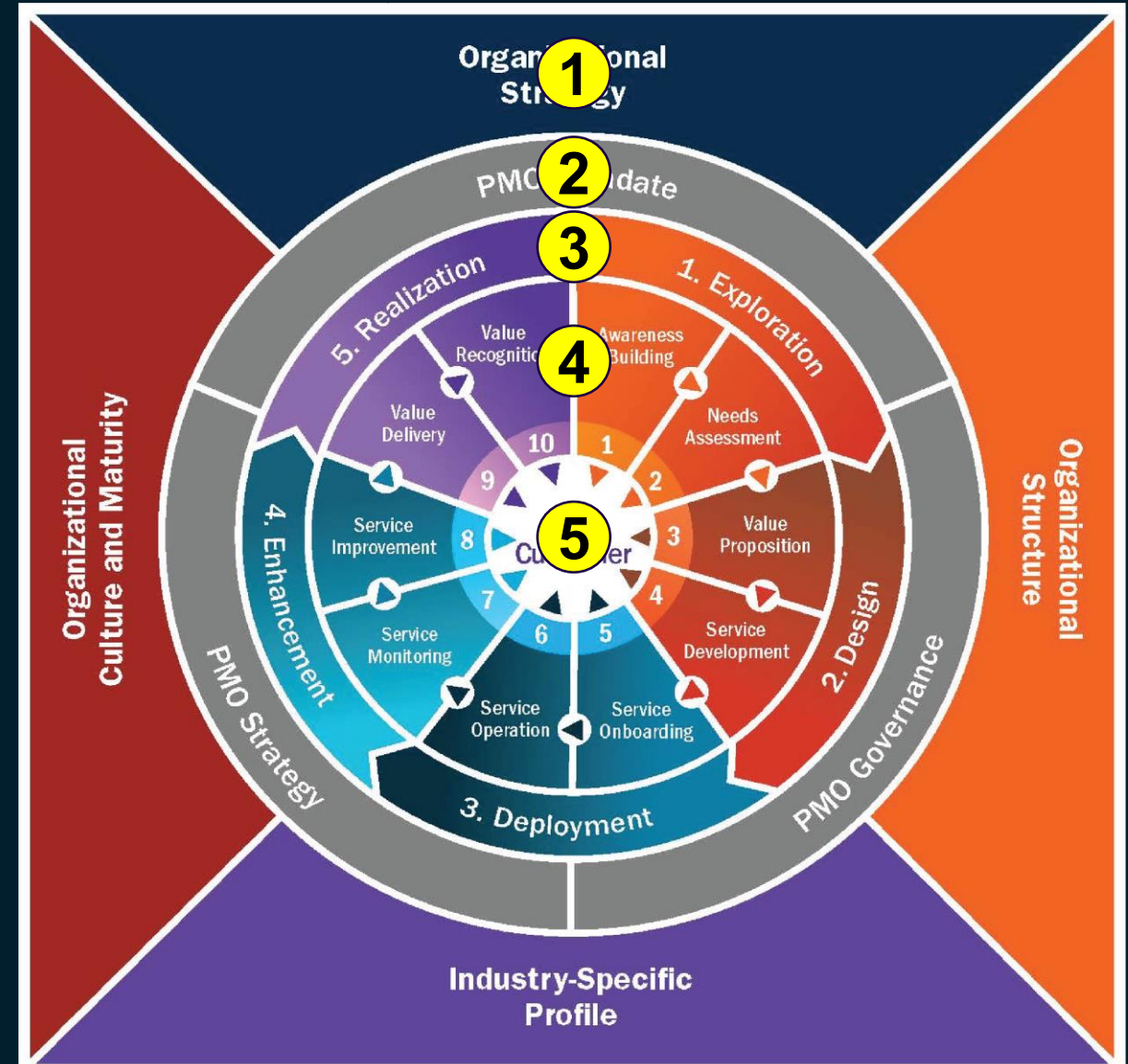
Or Restart?

Either way,

the answer is the same.

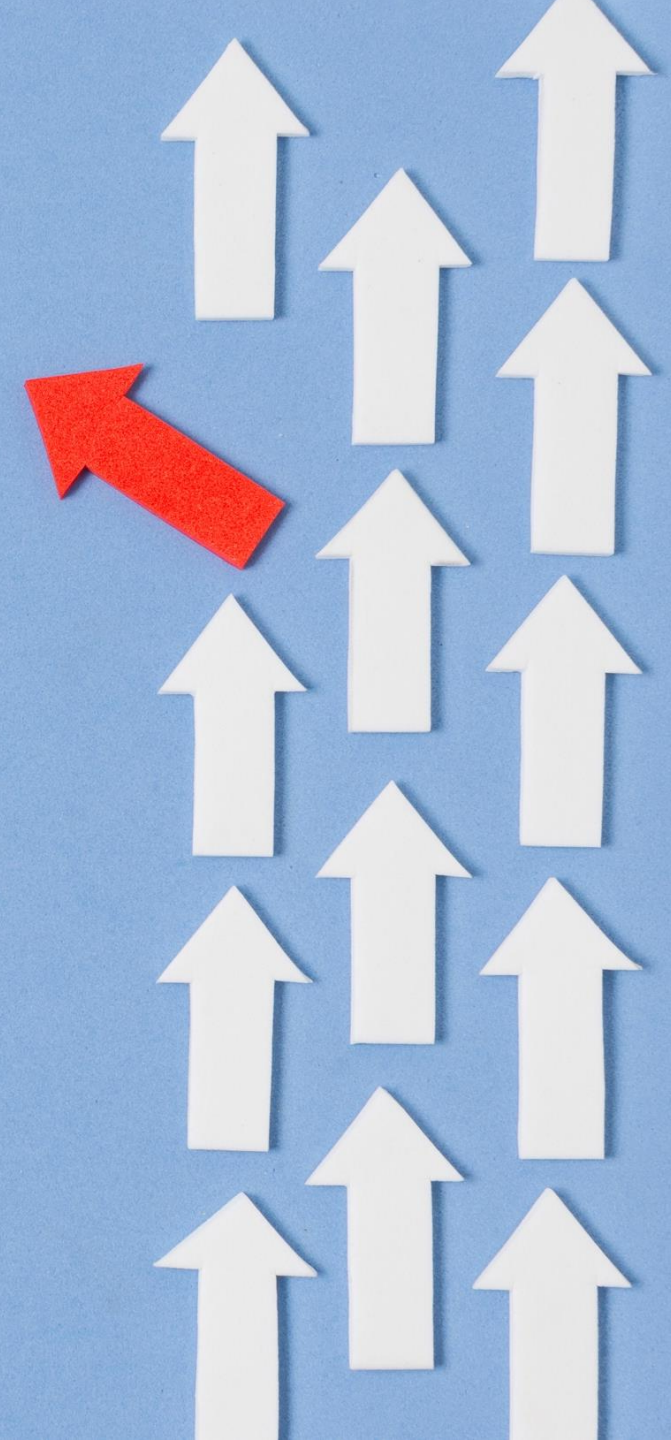
The PMO Value Ring™ Framework

1. Organizational Baseline Elements
2. PMO Structural Components
3. PMO Customer Experience Cycle
4. Value-Generating PMO Flywheel
5. PMO Customer



What Makes this Framework Unique?

- Its adaptability to real-world diversity.
- No "ideal PMO", each organization has unique needs, challenges, and cultural contexts shaping its PMO structure.



An Adaptive Framework for Tailoring PMOs

The PMO Value Ring™ Framework provides a flexible approach to align the PMO to the evolving needs, ensuring value delivery.

It provides best practices to identify the most appropriate PMO solution for each organization.

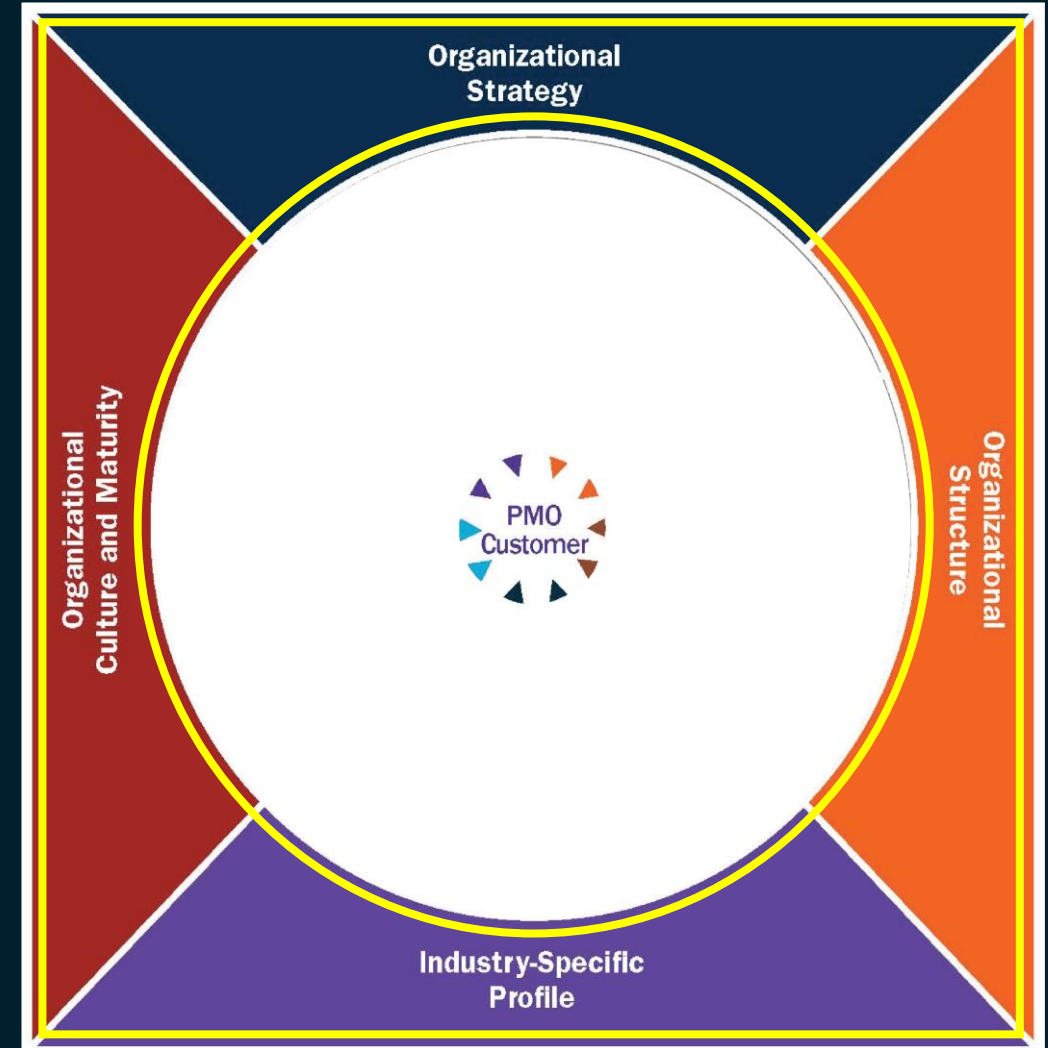
The PMO solution will always vary depending on the specific context and scenario.



The Organizational Baseline Elements

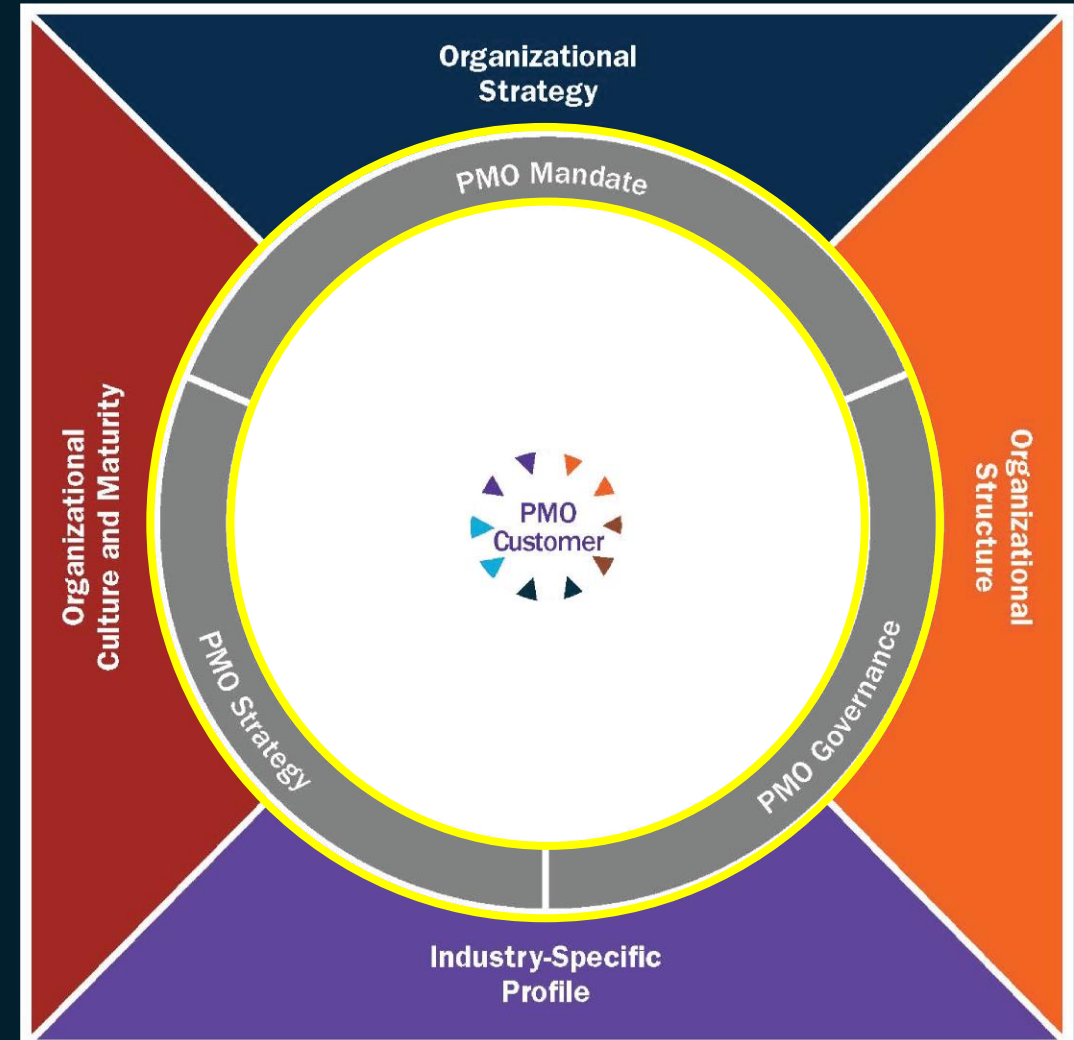
Four elements form an organization's DNA, shaping the PMO's design, operation, and overall impact at every stage, leaving a unique imprint on each organization.

- Organizational strategy
- Organizational structure
- Organizational culture and maturity
- Industry-specific profile



The PMO Structural Components

- The PMO structural components bring the PMO to life, giving it form, direction, and purpose.
- They constitute the essential elements upon which the PMO is constructed and provide the necessary architecture for the PMO to operate effectively and efficiently.
 - **PMO Mandate**
 - **PMO Governance**
 - **PMO Strategy**

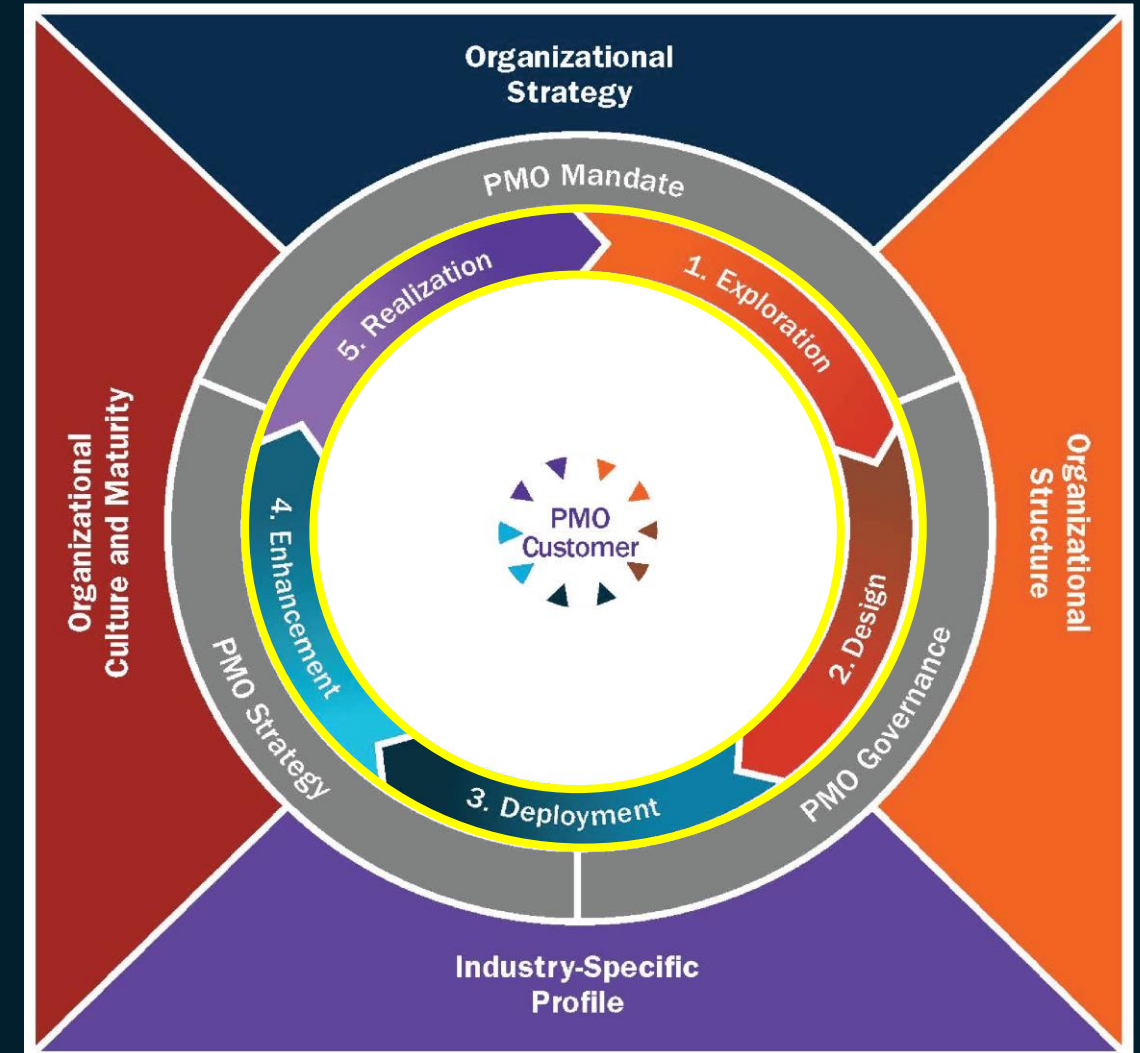


The PMO Customer Experience Cycle

The PMO customer experience cycle recognizes that the factual accuracy of a PMO's success lies in the tangible value the PMO delivers to its customers.

The cycle comprises five stages:

1. **Exploration stage**
2. **Design stage**
3. **Deployment stage**
4. **Enhancement stage**
5. **Realization stage**



The 10 Flywheel Steps

1. Awareness Building
2. Needs Assessment
3. Value Proposition
4. Service Development
5. Service Onboarding
6. Service Operation
7. Service Monitoring
8. Service Improvement
9. Value Delivery
10. Value Recognition



The Flywheel Concept

- Hard to spin the first time (Setup or Reset)
- At every cycle, it gains momentum
- The effort to spin decreases, the speed (value) increases
- **Momentum!**



Tricks of the Trade

Measure and Communicate Value



COMBINE PERFORMANCE
METRICS AND PERCEPTION
OF VALUE.



TRANSLATE PMO RESULTS
INTO BUSINESS OUTCOMES.



CONSISTENT STORYTELLING
ENSURES RECOGNITION.

Engage PMO Customers Continuously



Define PMO customers vs. stakeholders.



Use the Customer Experience Cycle: Explore → Design → Deploy → Enhance → Realize.



Regular feedback loops maintain alignment and relevance.

Build Capabilities and Grow People

01

Invest in PMO team skills: strategy, analytics, agility.

02

Promote continuous learning – PMI-PMOCP™ as a growth path.

03

Encourage mentoring and knowledge sharing.

Sustaining Value Over Time



Sustainability = Continuous improvement + credibility + adaptation.



Each flywheel cycle strengthens PMO performance and trust.

“

The value of a PMO is not a destination,
but a continuous journey.

How can we help?

Corporate and Elite Training

delivered by Americo Pinto



PMO GLOBAL MASTERCLASS

A PRIVATE FORUM FOR SENIOR LEADERS SHAPING PMO STRATEGY

INVITATION-BASED & QUALIFIED APPLICATION

Peer Circle for Executives | Lifetime Elite Network

THE ECOSYSTEM OF EXPERIENCES

Regional Summits | Vistual Pulse | Knowledge Vault

Apply now for exclusive invitation

SHAPING VALUE-DRIVEN PMOs FOR STRATEGIC IMPACT

A PMI PREMIUM 2-DAY LEARNING EXPERIENCE ON PMOs

- A Challenge PMI Sees at Global Scale
- From PMO Improvement to Organizational Decision Quality
- A PMI-Grounded, Experiential format anchored by the PMO Practice Guide
- Designed for Mixed Audiences and Roles in the PMO Ecosystem
- Use of RPG for hands-on experience

PMO EXCELLENCE LAB

A Strategic Design Intervention for Senior PMO Leaders

- Tailored Mentoring anchored on the PMO Practice Guide
- Bridge the Relevance Gap
- Co-create a PMO architecture that fits your organization's reality
- Hands-on immersion to engineer your Strategic Roadmap
- A complete Journey

PMO Global Masterclass

A Private Forum for Senior Leaders Shaping PMO Strategy

The PMO Global Masterclass is a curated peer circle for executives who no longer need training—they need a trusted room to think, challenge, and evolve alongside equals.

The collective intelligence in the room
exceeds any single expert on the stage.



PMO Global Masterclass

A Private Forum for Senior Leaders Shaping PMO Strategy

- Invitation-based and qualified application: PMO experience and leadership confirmed. Not every application results in an invitation. That's by design.
- The Ecosystem of Experiences:
 - Masterclasses throughout the year in 5 continents
 - Annual Membership or Exploratory Single Participant
 - The Regional Summit Cycle: chose your anchor event region
 - The Virtual Pulse: several online formats to keep community engaged
 - The Knowledge Vault: curated repository of high-density content 24/7
- A lifetime elite network with the top PMO professionals worldwide

Shaping Value-Driven PMOs for Strategic Impact

A PMI Premium 2-day Learning Experience on PMOs

- A Challenge PMI Sees at Global Scale
- From PMO Improvement to Organizational Decision Quality
- A PMI-Grounded, Experiential Format - The PMI PMO Practice Guide anchors the experience
- Designed for Mixed Audiences in the PMO Ecosystem:
 - PMO leaders and practitioners
 - Executives who sponsor, rely on, or evaluate the PMO
 - Project, Program, and functional managers who depend on PMO outcomes
- Clear Value for Each Role – use of RPG for hands-on experience

Shaping Value-Driven PMOs for Strategic Impact

A PMI Premium 12-hour Learning Experience on PMO

Part 1 — Setting the Frame: Why PMO Relevance Is at Stake

Part 2 — Organizational Context: Expectations, Constraints, and Tensions

Part 3 — Defining Value: Needs, Outcomes, and Value Signals

Part 4 — PMO Design Choices: Focus, Priorities, and Trade-offs

Part 5 — Operating the PMO: Reality, Trade-offs, and the Process Trap

Part 6 — Perception, Trust, and Recognition of Value

Part 7 — Improving the PMO: Learning, Adaptation, and Repositioning

Part 8 — Integration and Transfer: Applying the Case to Organizational Reality

PMO Excellence Lab

A Strategic Design Intervention for Senior PMO Leaders

- **Taylor**ed Mentoring anchored on the PMO Practice Guide
- Bridges the Relevance Gap
- Co-creates in class a PMO architecture that fits your organization's reality
- Hands-on immersion to engineer your Strategic Roadmap

The Journey Includes:

- Political Shield
- Dual-Lens Diagnostic
- Architecture Lab
- High-Value PMO Seal

Keep Connected!

**PMOGA Online
Community Platform**



Next PMOGA Global Events



PMO unCON North America 2026

San Diego, CA, USA
24-25 March, 2026

UC San Diego
PARK & MARKET
1100 Market Street
San Diego, CA 92101, US





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Thank you!