



The Global State of the PMO

An analysis for 2013

An ESI International study

The Global State of the PMO: An Analysis for 2013

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Introduction

For decades, researchers have been trying to grapple with the concept of the Project/Program Management Office (PMO) and how it works to improve overall business performance. Because project management has become integral across all industries and sectors, the PMO plays a vital role in offering strategic, tactical or operational guidance in day-to-day business through its involvement in project and program delivery.

In its third annual survey with over 2300 respondents worldwide, ESI International has taken on the challenge of investigating the global PMO landscape. With a relatively even split amongst the respondents from APAC (29%), Europe (31%) and the Americas (35%) along with some representation from Africa and the Middle East (5%), the survey sought to reveal the latest PMO trends in light of its function, scope and approach. With three out of four project, program and portfolio managers claiming their organization has a PMO, the survey offers representative insights into the PMO's current role, maturity level and involvement in training.

The results this year reinforce the belief that, while the PMO continues to be challenged by senior management and the C-level, the PMO is still vastly considered a valuable body within the enterprise. As with anything, the more investment that is made in the people, the more valuable the efforts are perceived. The same applies to the PMO.

The key areas we discovered in this year's survey is that PMO training activity is down significantly while there has been an increase in the measurement of PMO effectiveness overall. We are seeing more and more PMOs operating at the strategic level, yet fewer PMOs are being challenged despite greater visibility in the organization. Overall, PMOs with a focus on learning sustainment and workplace performance measurement were viewed the most positively. They were also the ones with the most optimism about receiving even more funding in the coming year.

Training involvement builds trust. Because PMOs are less involved in training and development this year, we see a missed opportunity in their ability to raise their perceived value.

We added a new component to this year's survey by including questions regarding Agile application inside the organization. Despite the media hype, fewer project teams are actually using it than we expected.

Key Survey Findings

- **Significant drop in soft skills training:**
Only 30 percent* said their PMO provided soft skills training in 2013 compared to 41 percent in 2012.
- **More PMO effectiveness measurement:**
68 percent* claimed the PMO reported on its own effectiveness in 2013, compared to only 54 percent in 2012.
- **Fewer PMOs Challenged:**
Only 37 percent* stated their PMO was challenged in 2013 compared to 56 percent in 2012.
- **PMO as career-crucial body:**
75 percent of so-called "active" PMOs that engaged in learning sustainment and training impact measurement also create a structured career pathway for project managers.
- **More Strategic:**
22 percent of all PMOs operate at the strategic level.
- **Project Success:**
56 percent of active PMOs claimed more than 75 percent of on-time, to-budget project delivery.

**PMO-managed staff*

An Overview - The Value and Role of the PMO

Training and Development on a Downslide

In its efforts to monitor the level to which PMOs are the hub of training, ESI found the percentage of PMOs involved in training and development efforts has dropped significantly in every area. At the same time, PMOs are also managing more people than ever before, suggesting that the PMO is working with more project professionals in general without taking on an increased training function.

The PMO's Visibility Increasing

Compared to 2012, the number of respondents reporting that the PMO is measuring its own effectiveness increased by about 15 percent. This finding suggests there has been a significant rise in visibility as the PMO seeks to justify its existence through metrics that prove its value. At the same time, the distribution of methods with which they measured their effectiveness, whether it was project success, return on investment (ROI) or on-time, to-budget project delivery, remained the same from last year.

Fewer PMOs Challenged

On the whole, the PMO was challenged less by its various stakeholders than it was in 2012. Nevertheless, the so-called “active PMOs”, ones that engaged the most in learning sustainment and workplace performance measurement, remained the most challenged ones. This finding indicates a heightened dialogue between stakeholders and the more visible PMO, which can be interpreted as a positive development in the PMO's evolution. No one talks about a body that doesn't matter. In other words, the increased challenges of the most visible PMOs suggest their role is worth examining, refining and redefining as necessary.

PMO as Career Paver

The PMO has proven to be a career-crucial body for project managers. Not surprisingly, the PMOs that measure both workplace performance and engage actively in learning sustainment tend to be the most involved in structuring the PM's career path. It is no wonder, then, that these PMOs are also viewed as the most valuable to the people benefiting from the PMO's activities. Three out of four active PMOs were reported as providing a structured path for project managers, compared to a global mean of 41 percent.

Strategic PMOs Most Mature

Just under half of the PMOs surveyed were tactical or tactical with some strategic reach (46 percent). About one in five (22 percent) was strategic and roughly one in three (30 percent) was operational in nature. The survey found that the PMOs with a strategic function, as opposed to a tactical or operational one, tended to be the most mature. According to the PMO Maturity Cube model by Américo Pinto, Marcelo F. De Matheus Cota, and Dr. Ginger Levin, it is not so much the function that defines the PMOs level of maturity, but whether or not it fulfills its pre-defined role as either an operational, tactical or strategic body within the organization.[®] In this survey, however, strategic PMOs with an enterprise-wide approach proved to be the most mature.

The Value of Performance Measurement:

In 2013 PMO maturity has increased across all stages for those PMOs that were active in both measuring the impact of training on workplace performance and learning sustainment. PMOs that were active in both measuring the impact of training on workplace performance and learning sustainment have higher perceptions of:

- **PMO Role Fulfilment**

42 percent of respondents rated their active PMOs as either “Excellent” or “Very Good” compared with 28 percent of those who are active in neither area.

- **Project Success**

56 percent of those respondents with PMOs active in measuring both training impact and learning sustainment claimed more than 75 percent of projects were delivered on time, to budget, within scope and to customer expectation compared with 39 percent for those who are active in neither.

- **PMO Maturity**

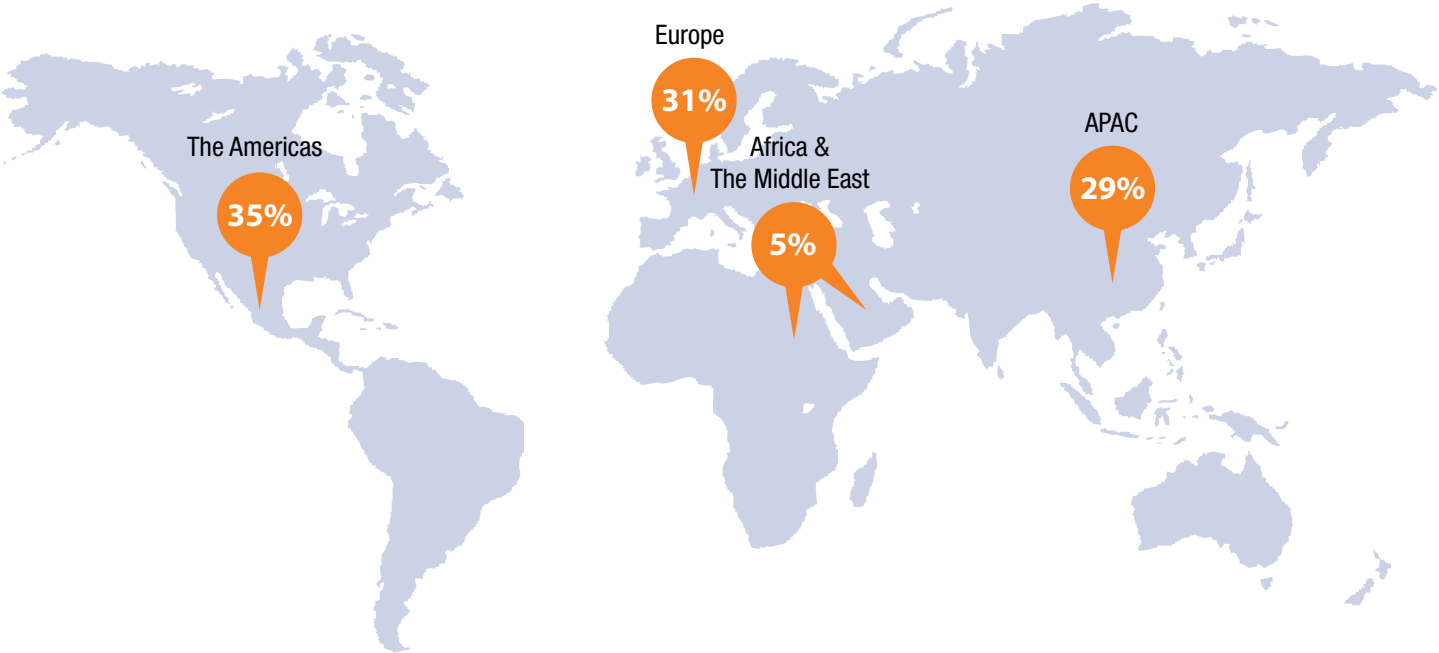
On average active PMOs were deemed to be 14 percent more mature across all six evolutionary stages as identified by ESI compared with those who are active in neither.

- **PMO Effectiveness Measurement**

64 percent (compared to 45 percent globally) used increased customer satisfaction as their effectiveness measuring stick; 43 percent used ROI (compared to 24 percent globally); and 54 percent reported using a raised PM profile (compared to 35 percent globally) as their preferred method for measuring effectiveness.

Section 1: Personal & Company Profile

Respondents by Location

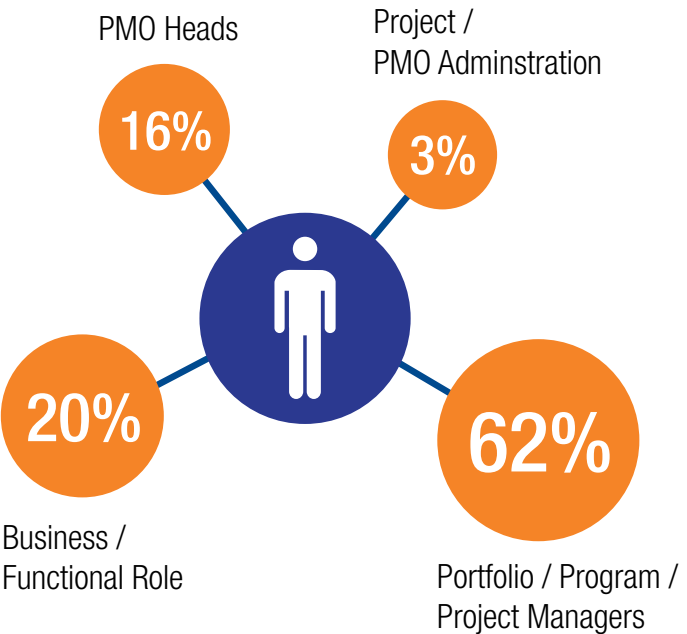


Personal & Company Profile

Conducted online throughout March and April 2013, the global survey represents opinions and insights from respondents stemming from many industries including energy, telecommunications, financial services, manufacturing, construction and IT. There was also a broad mix of job titles across the entire organization. Sixty-two percent of respondents were portfolio, program or project managers; 16 percent were PMO heads; 20 percent held a business or functional position while 3 percent were in project or PMO administration.

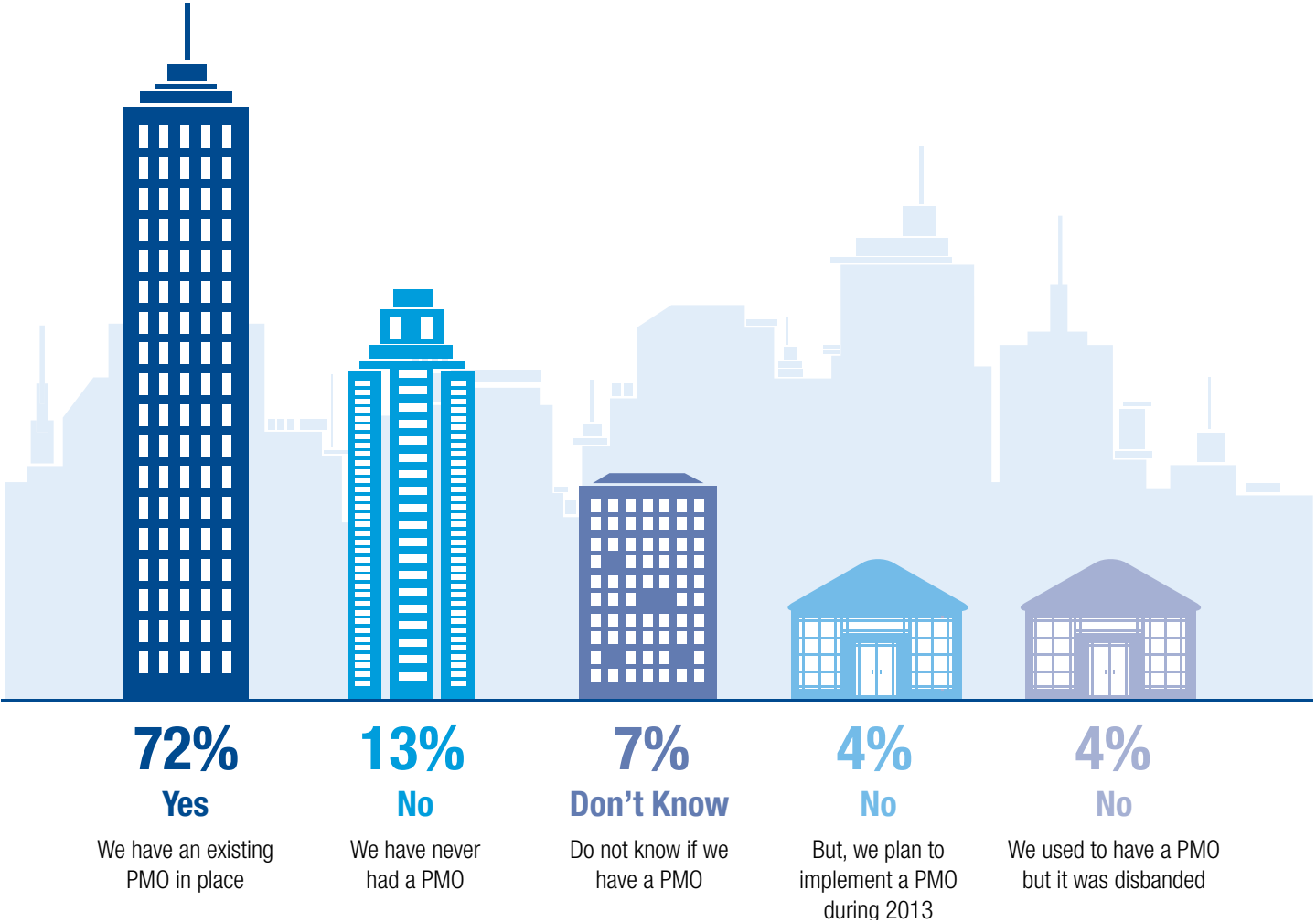
The PMO has become a well-established body within organizations as most of the survey respondents claimed their PMO had been in existence for some time. Almost half of the respondents with a PMO claimed their PMO was more than five years old, while 45 percent claimed theirs was between one and five years old.

Respondents by Job title



Section 2: PMO Structure & Function

Are There PMOs Active in Your Organization Today?

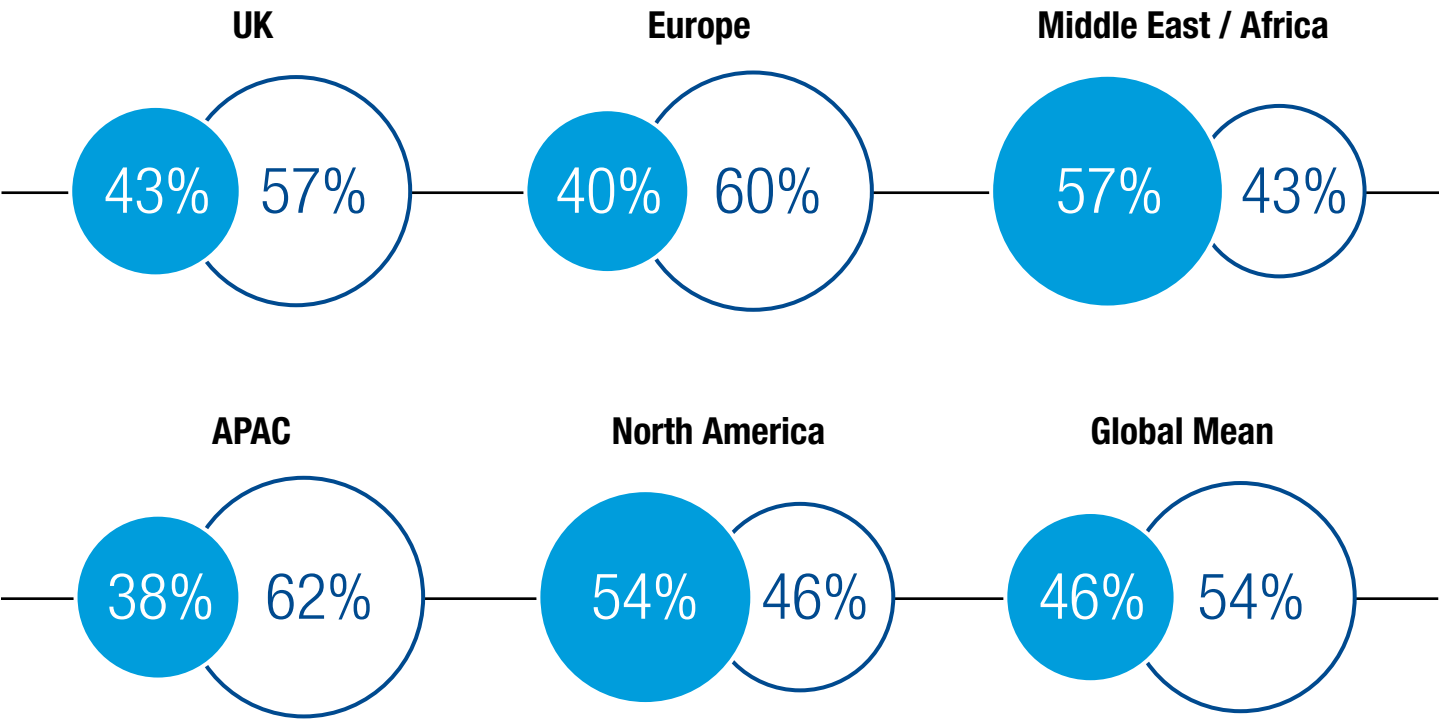


PMO Structure & Function

Three out of four respondents indicated that their organization has a PMO, which is very consistent with last year's findings. This year however, a *larger percentage* of staff reported being managed by the PMO itself. While 41 percent of respondents in 2012 claimed they were managed by the PMO, 46 percent claimed to be PMO-managed in 2013. It caused us to ask the question as to whether the PMO was seen as even more valuable than before or if the sheer numbers of staff would have a negative impact on the PMO's ability to manage itself and the team members it supports. We found that, overall, the PMO has been challenged less, but that its training function, the very thing that makes the PMO so valuable to the staff it manages, has been on a downward spiral this year.

PMO Managed versus Non-PMO Managed Staff by Territory

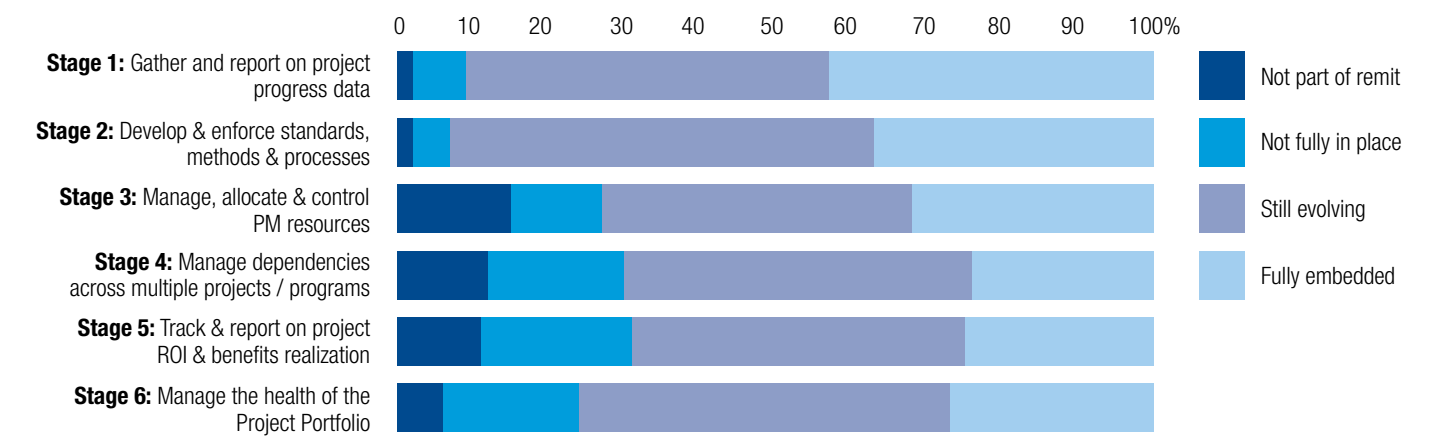
● PMO Managed ○ Non-PMO Managed



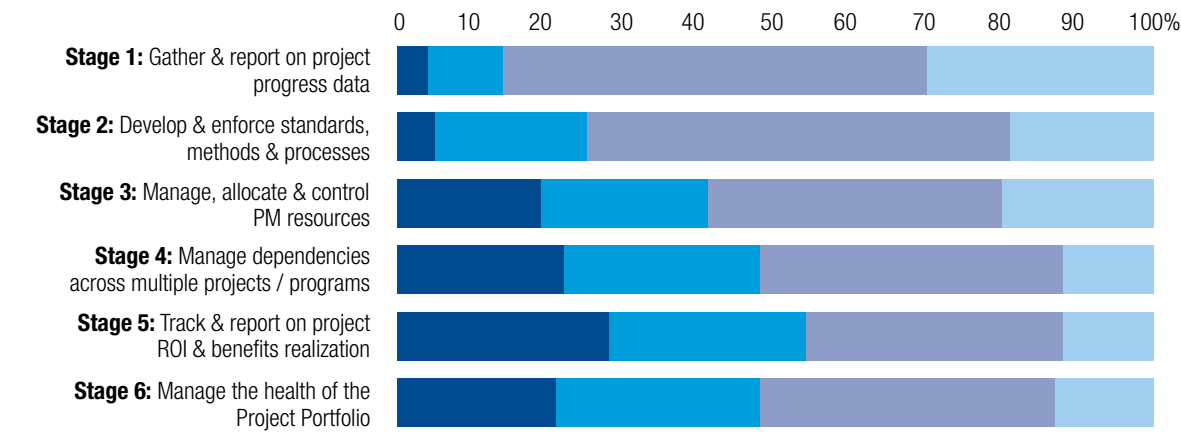
APAC had the lowest percentage of PMO-managed staff members (38 percent) while the Middle East and Africa showed the highest percentage (57 percent). North America had a fairly even split (54 percent PMO-managed) while Europe remains far behind the global mean with only 40 percent within the PMO.

While project management and PMOs themselves have been in existence for quite some time, it hasn't been since the last ten years that the PMO has taken on a specific governance structure to align project delivery with stakeholders' needs. Each territory has had its own PMO evolution. Cultural differences in project management styles need to be taken into account when considering how the PMO is utilized. The Japanese, for instance, believe in collaboration and highly communicative styles of project management and typically leverage process improvement practices such as Kiazen or Kanban, while their British counterparts tend to prefer more process-oriented styles and tools such as the Waterfall method and Gantt charts, upon which the PMO has traditionally relied. These aspects may explain the uneven distribution of project management professionals inside and outside the PMO amongst the various territories.

PMO Maturity by Evolutionary Stage - Strategic PMO



PMO Maturity by Evolutionary Stage - Operational PMO



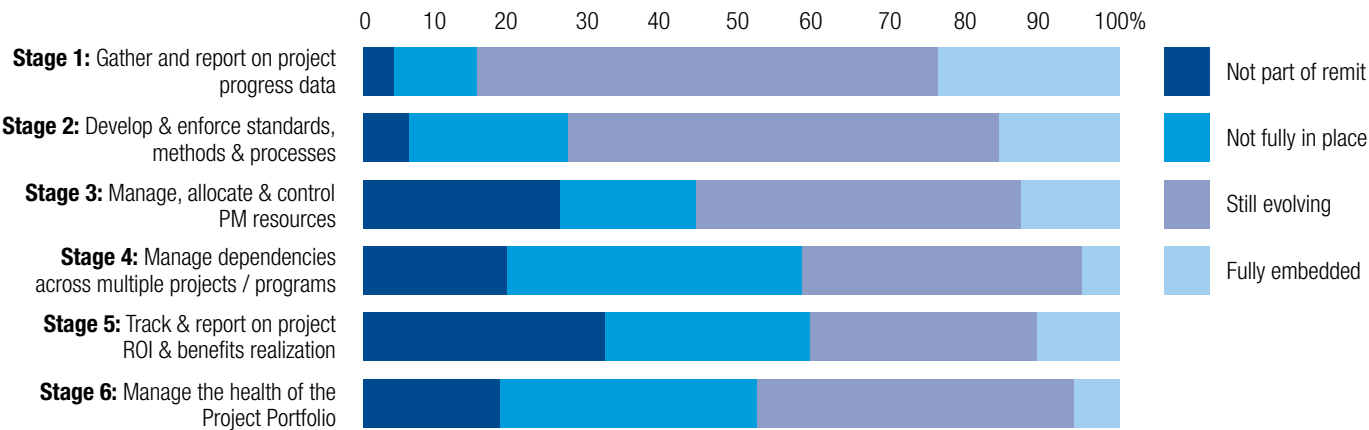
PMO Scope, Type & Function

As described by Hobbs and Aubry, the scope of a PMO is determined by how wide reaching its actions are within the organization.⁽⁹⁾ In their research, they identified three types of PMO scope: The project-program, the department PMO and the corporate or enterprise PMO.

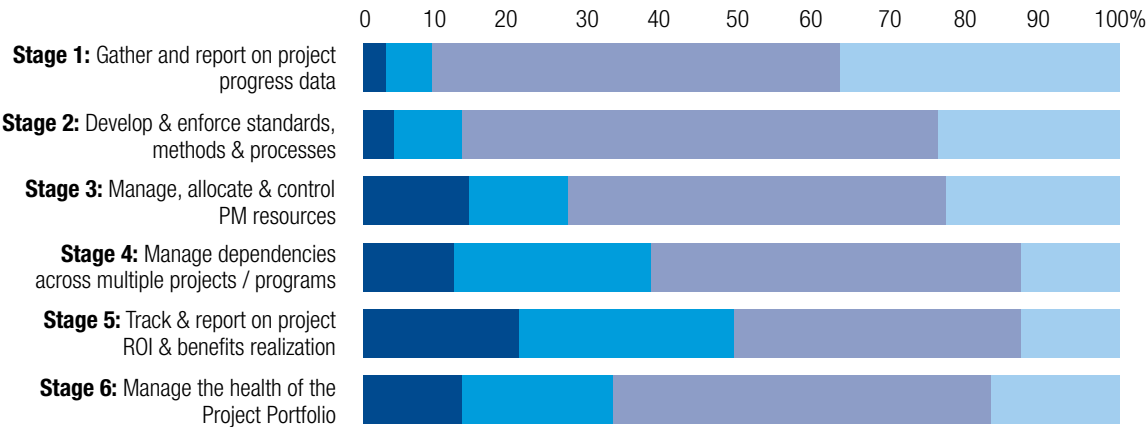
The department PMO describes PMOs that cover an area, department or a business unit, while the corporate or enterprise PMOs cover the organization as a whole. Our survey reports the majority of PMOs had either a departmental or enterprise-wide scope.

The project-program PMO covers just one of the organizations' projects or programs. According to our survey, this type of PMO situated at the program level was found to be the least common.

PMO Maturity by Evolutionary Stage - Tactical PMO



PMO Maturity by Evolutionary Stage - Tactical PMO with some Strategic Reach

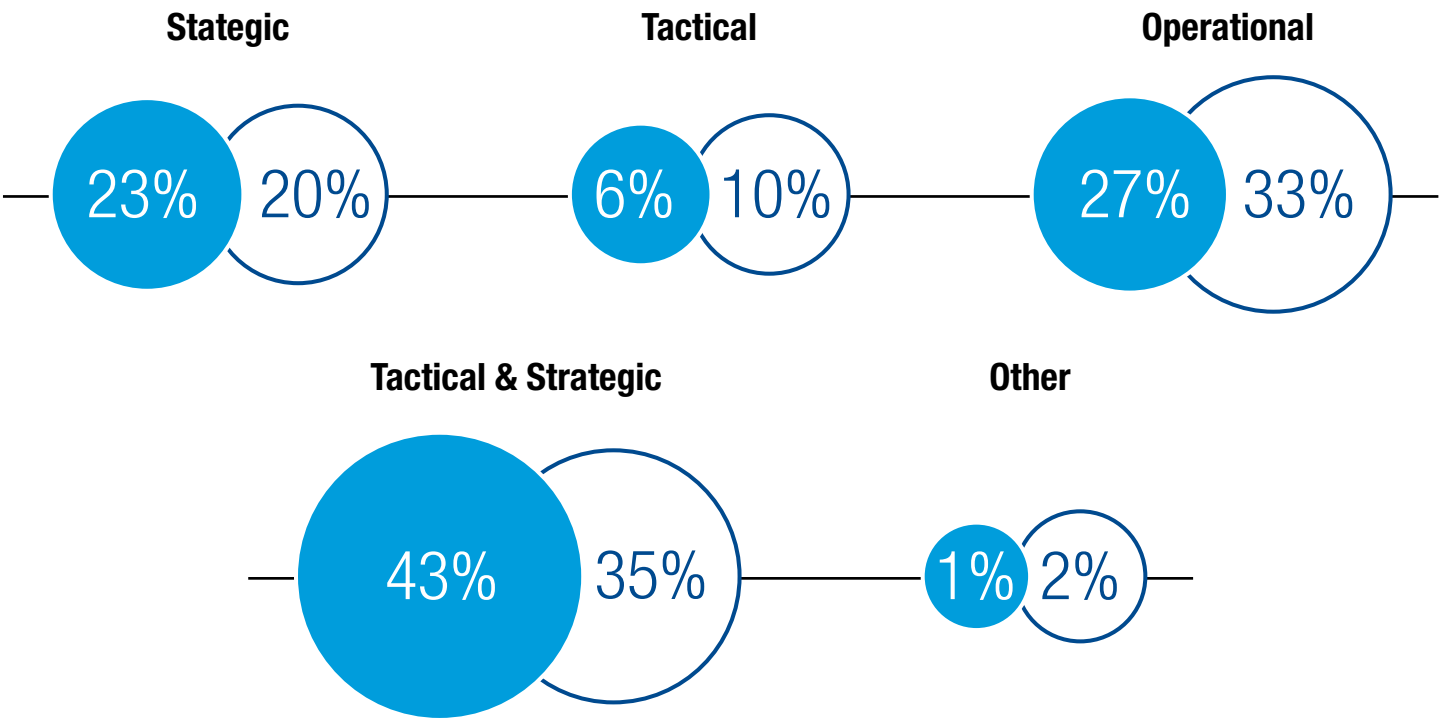


Based on the Hobbs and Aubry definition of the PMO approach, we asked our respondents to classify their PMO into three categories: operational, tactical and strategic. The definition of operational PMOs broadly refer to the ones involved in providing services directed at a project or individual, while tactical PMOs serve the needs of a group of projects or individuals. Finally, strategic PMOs often align their activities with the strategic issues of the organization and deliver pertinent information to top management.

Just under half of the PMOs surveyed were tactical or tactical with some strategic reach (46 percent). About one in five (22 percent) was strategic and roughly one in three (30 percent) was operational in nature. The survey found that the PMOs with a purely strategic function, as opposed to a tactical or operational one, tended to be the most mature. While it is true that maturity is not solely based on which function it performs, whether operational, tactical or strategic, but rather on how it performs its function, our findings consistently point to strategic PMOs as reaching the highest level of maturity over other types of PMOs. Of the four PMO types this survey delineated, the tactical PMO showed the lowest maturity levels, followed by the operational PMO and the tactical PMO with some strategic reach.

PMO Managed versus Non PMO Managed by PMO Type & Function

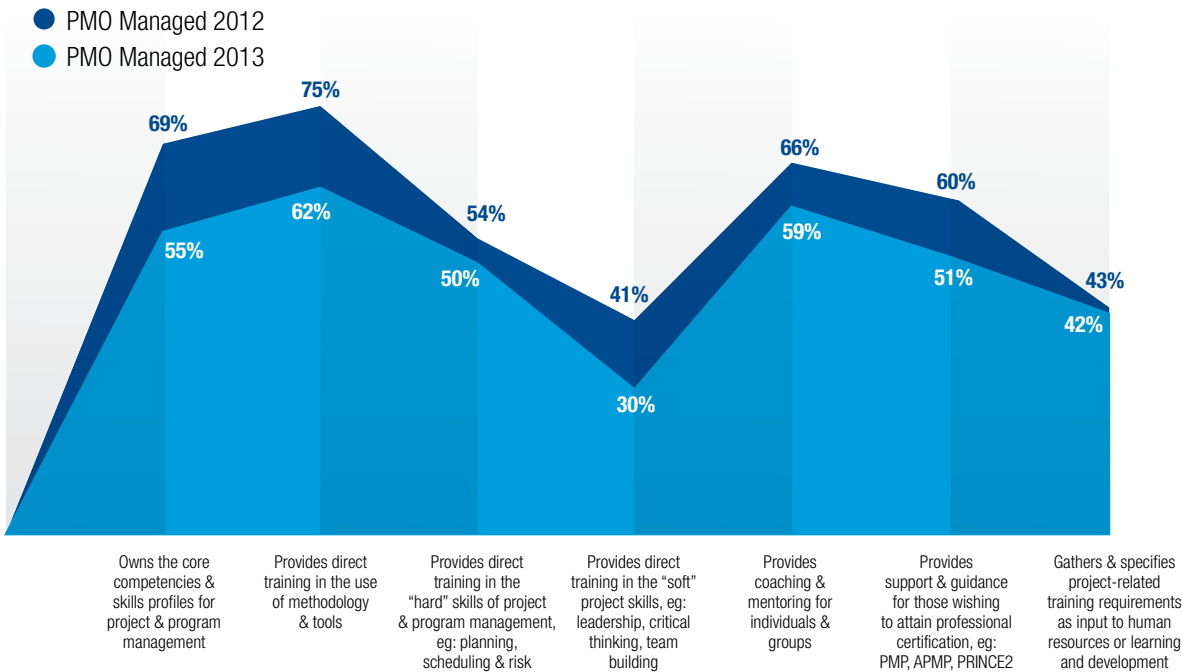
PMO Managed Non-PMO Managed



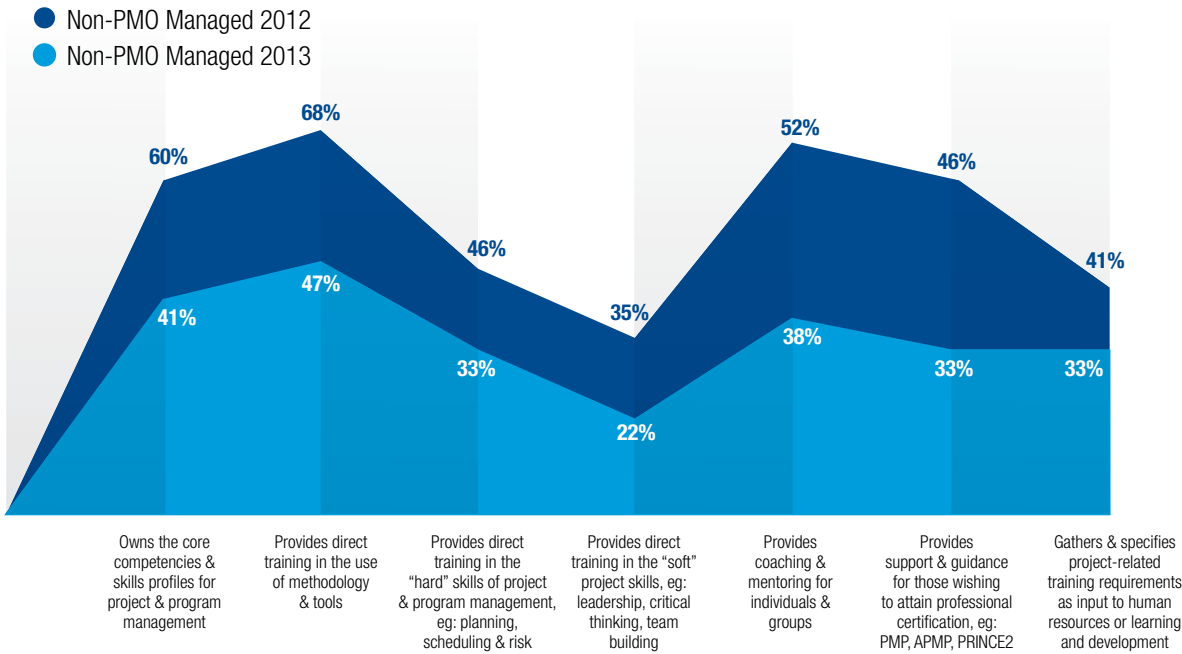
In the maturity game, strategic PMOs with an enterprise-wide scope and an active engagement in both training impact measurement and learning sustainment took the prize this year. They exhibited the highest form of maturity and perceived value.

Even though it has been empirically proven over the course of our annual survey that training involvement raises the PMO's reputation, perceived value and maturity levels across the organization, the PMO's involvement in training on the whole has shown a significant decrease this year. These findings are consistent for both PMO and non-PMO managed staff members, pointing to an overall trend across organizations.

PMO Training Involvement - PMO Managed: 2012 versus 2013

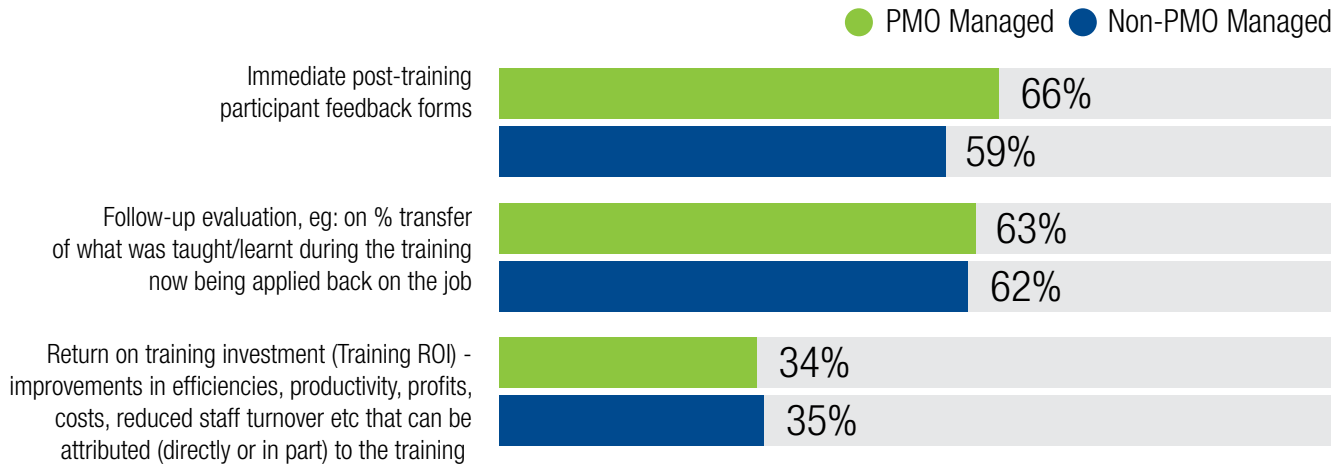


PMO Training Involvement - Non PMO Managed: 2012 versus 2013



Section 3: PMO as the Hub of Training

Which of the Following Methods are Used by the PMO to Measure the Impact of Training?



PMO as the Hub of Training

Not only has training involvement been on a downslide, the amount of effort to measure training impact has also decreased.

Training Impact Measurement

Since this survey's inception, we have seen a continuous decline in training impact measurement. In 2011, 75.7 percent of PMO-managed staff claimed to measure training impact compared to 70 percent in 2012. In 2013 only 31 percent of PMO-managed staff claimed training impact was measured. How they measure impact, however, has not changed.

How They Measure

Two out of three use happy sheets or follow-up evaluations. Return on investment (ROI) has landed on the bottom of the pile with an average of only one in three respondents claiming they use that method to measure training effectiveness. As we saw last year, active PMOs that engaged in learning sustainment* and training impact measurement had a stronger business mindset as 43 percent surveyed this year used ROI as their preferred measurement method. This represents a two percent increase from last year's figures.

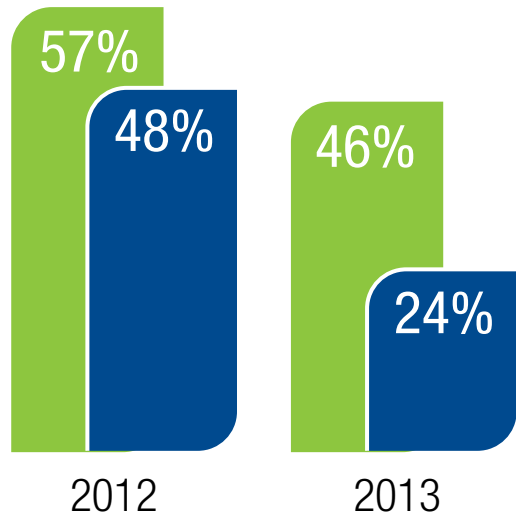
“We definitely need to increase the number of people with project management skills.”

African Portfolio Manager of a small construction and engineering firm

*See 2013 ESI whitepaper on [Sustainment of Learning](#) and [7 Tips for Learning Sustainment](#)

Is Your PMO Involved in Learning Sustainment?

● PMO Managed ● Non-PMO Managed



“It is essential for the PMO to set up the career path for program and project managers.”

Dr. Ginger Levin, PMP, PgMP,
Certified OPM3 Professional

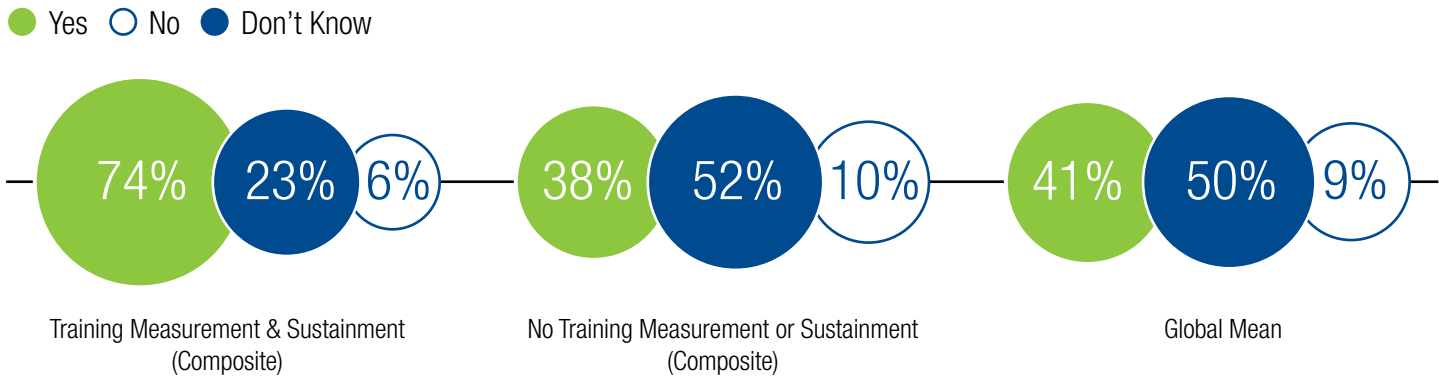
Sustainment of Learning & its Impact on Maturity

While we have seen that measuring learning sustainment has a direct impact on PMO maturity, there has been a significant drop in the PMO's involvement in learning sustainment this year. Only 46 percent of PMO-managed and 24 percent of non-PMO managed staff claimed their PMO is involved in learning sustainment, compared to 2013 in which 57.2 percent of PMO managed and 47.6 percent of non-PMO managed staff said the PMO is involved in sustained learning. This significant drop could be caused by budgetary constraints or the PMO's shift in focus away from being a hub of training as other areas of the organization take over that function.

The most popular methods for sustaining what project professionals learned in training on the job included coaching and mentoring at the top of the list, then post-learning assessment, closely followed by pre-learning assessment. Two out of five PMOs provided opportunities for collaborative learning in 2013. Given the trend toward collaborative learning through social media platforms and other tools, however, we may see more effort put toward that in future.

PMOs that engage in learning sustainment and training impact measurement exhibited the highest maturity across *all six stages of PMO maturity*. Around 29 percent of those PMOs actively involved in learning sustainment and training impact measurement have already reached full maturity while only about 15 percent of those who are not active in learning transfer and impact measurement have achieved full-blown maturity.

Does Your Organization Provide a Structured Career Path for PM's?



PMO as Career-Crucial Body

"It is essential for the PMO to set up the career path for program and project managers," says Dr. Ginger Levin, PMP, PgMP, Certified OPM3 Professional. While she argues that PMOs that relinquish training and development responsibilities to other areas of the organization such as HR might lead them to operate on a more strategic level, it is clear that their involvement in L&D can have a great impact on project management professionals' effectiveness enterprise-wide.

Building a career path for project managers builds trust between the PMs and the PMO serving them. In a recent Forrester report commissioned by the Project Management Institute (PMI®), trust was one of the biggest stumbling blocks in the PMO-project manager relationship.^(iv) Because the PMO sets the tone for the project management team, an unsafe environment causes team members to withhold the truth about delays or cost overruns, thereby almost guaranteeing troubled projects. Creating an avenue for project management professionals to enhance their careers would be a major building block in sustaining trust over the long-term. The implications for higher on-time and to-budget delivery are obvious when workers are vested in their organizations.

According to Teresa Amabile and Steven Kramer, authors of *The Progress Principle*, a positive inner work life contributes more to productivity than external rewards.^(vi) In other words, when people feel they are making progress toward a clearly defined goal and can be a part of something greater than themselves, they work harder and feel better about doing it. In their research, they found that project sponsors who created an encouraging workplace environment helped their staff outperform every time.

Another PMI report entitled "The High Cost of Low Performance"^{*} indicates that high-performing organizations provide well-structured, consistent training opportunities for its project managers, which positively impact project success. In terms of on-time, to-budget, within-scope project delivery, the success rate of those organizations surveyed that offered professional development for its project management professionals far exceeded that of their counterparts who did not provide such learning opportunities.

Our survey found that seventy-four percent of **active PMOs** were reported as having created a structured career path for project managers. Active PMOs were also deemed the most valued. This finding reinforces the understanding that creating trust and a vision toward progress not only can have a lasting impact on workplace performance, but also on a PMO's reputation at large.

^{*}See PMI website: [The High Cost of Low Performance](#)

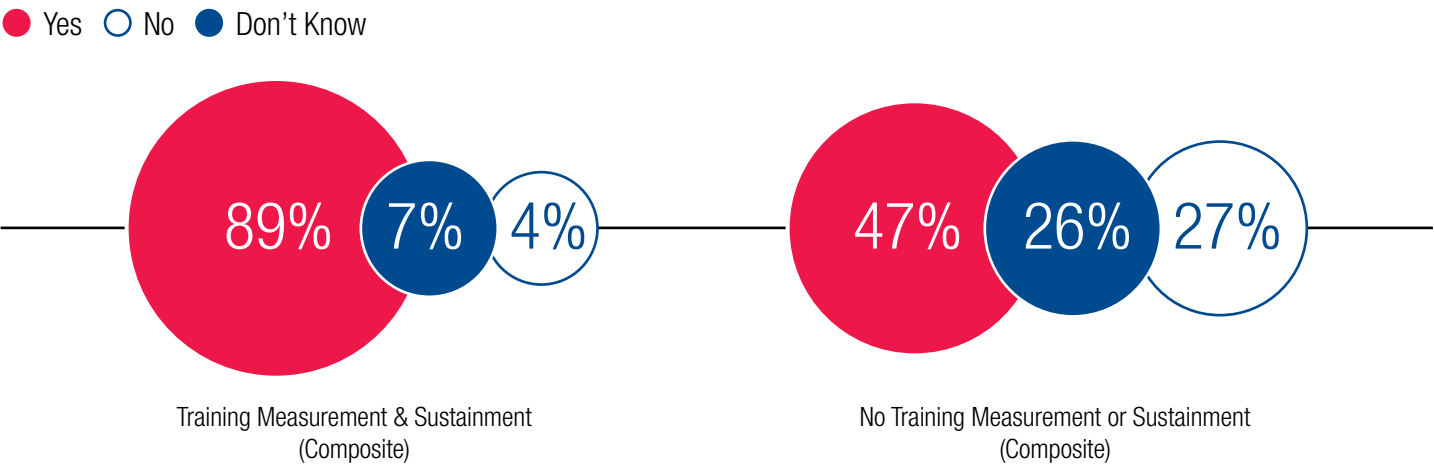
“PMOs need to get aggressive in demonstrating value early and often.”

**Jim Johnson, Chairman,
The Standish Group at the Center of Excellence Meeting, London, UK**

While not every PMO is situated to support training efforts, we see high potential in organizations whose PMOs are active in paving a clear career path for project professionals. In addition, support outside the PMO in the form of executive sponsorship has a direct impact on project performance. According to the Standish Group's CHAOS Manifesto 2012, just under 50 percent of a project's success is attributable to the quality of the executive sponsor. Respect, along with trust, can go a long way in ensuring proper project delivery.^(v)

Section 4: Role & Value of the PMO

Does Your PMO Measure & Report Formally on its Own Effectiveness?



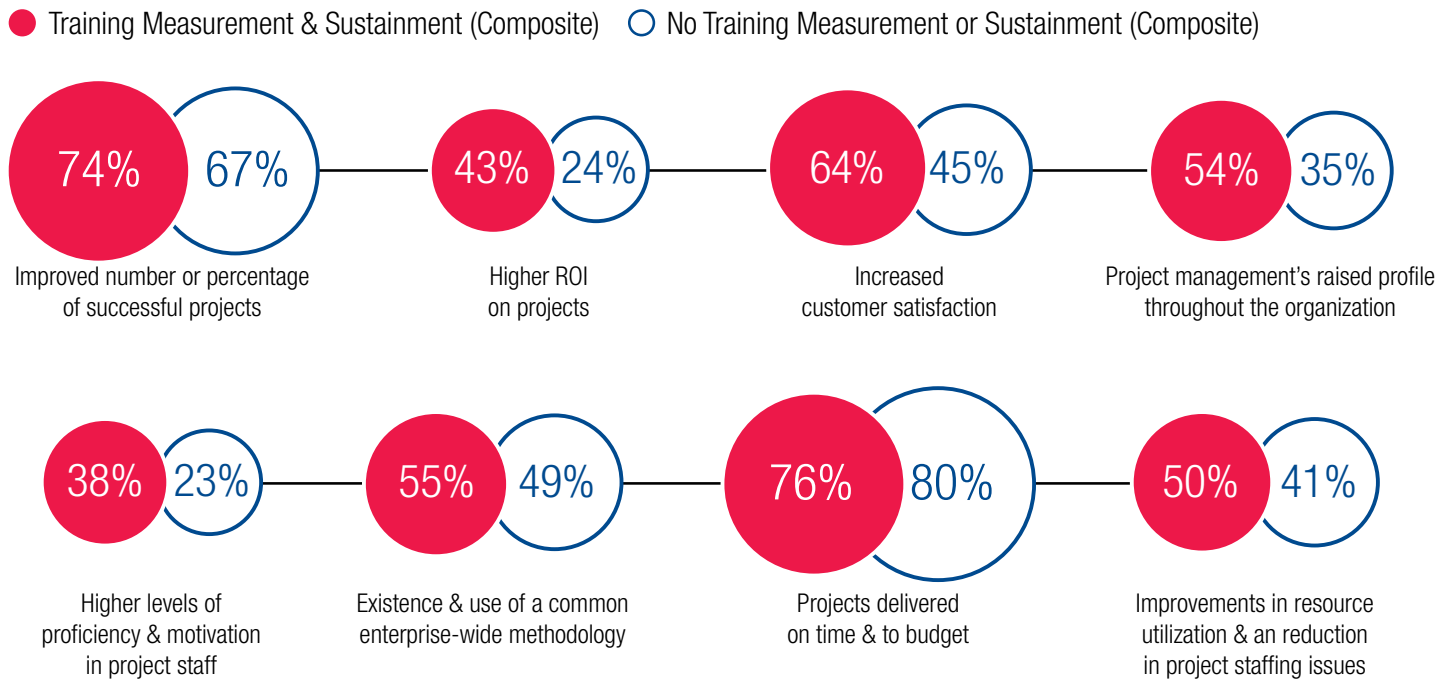
Role and Value of the PMO

Overall the PMO has been less challenged this year than ever before. The most visible PMOs came under executive scrutiny the most, but we see this development as merely a sign that active PMOs draw the most attention because of their position on the front lines. The uptick in PMO effectiveness measurement demonstrates a positive trend toward providing metrics to prove PMO value.

Measuring PMO Effectiveness

Though fewer PMOs measured the impact of training in 2013, that same trend did not hold true when it came to the measurement of the PMO's overall effectiveness. Since the survey's inception in 2011 when only 51 percent of PMO-managed staff claimed the PMO measures its own effectiveness, in 2013 68 percent claim the same. That is a 14 percent jump from even last year's numbers. The percentage leapfrogs to 89 percent of active PMOs (those engaged in learning sustainment and training impact measurement), an even higher number than last year when around 65 percent of active PMOs claimed they measured their own effectiveness. Learning transfer PMOs also are viewed much more highly than those inactive in learning transfer and training impact measurement, a trend we see continuing.

What Data Does Your PMO Use to Communicate & Report on its Own Effectiveness?



The astounding discrepancies between active PMOs and non-active ones in how they measure their own effectiveness underscore the various mindsets of the PMOs themselves. Active PMOs are most concerned with project success and delivery within budget and on time, but they also seek to satisfy not only the customer, but also the project staff too. A new picture emerges of the active PMO as one that is highly involved in both client-facing efforts and effective project team management.

“It’s hard to deliver projects on time and on budget in a weak matrix organization.”

**Project Manager
for the Canadian Government**

“Our major PMO challenge this year has been the changing customer environment and the global financial crisis.”

Business Operations Director from a large IT firm in Singapore

Perceived Value

Classic definitions of project success (on-time, to-budget delivery) are still used the most to determine effectiveness. Not surprisingly, PMO-managed staff viewed the PMO to be more mature than non-PMO managed staff, most likely due to the PMO-managed staff's proximity to the day-to-day activities of the PMO itself. Well over half of both segments claimed the PMO had been put into question in the last twelve months by key stakeholders, especially senior management. The most critical group for non-PMO managed staff were the project managers themselves (56.9 percent).

A good way to gather insights into the future of the PMO is to look at respondents' view on future funding.

Globally, almost one in four respondents (23 percent) believed that their PMOs would receive *more* funding in the next financial year while almost half of those surveyed (45 percent) believed that their PMOs would receive the *same* level of funding as the previous year. Only 11 percent believed that their PMOs would receive *less* funding in the next financial year. When we took into account those PMOs that were active in *both* measuring the impact of training on workplace performance and learning sustainment, 44 percent believed that their PMO would receive *increased* funding compared with only 17 percent for those active in *neither*. Once again, PMO visibility reinforces the belief in continued value and a need to dedicate even more financial resources to such efforts.

PMO Maturity

The most mature PMO is a strategic one with meaningful training impact measurements and learning sustainment in place with an enterprise-wide scope. In 2012 over 18 percent of PMO-managed staff claim the PMO has reached the final stage of maturity, compared to only 15 percent in 2011. This year almost 20 percent of PMO-managed staff view their PMO as having reached full-blown maturity. We have seen that learning sustainment and training impact measurement affects perceived maturity as well.

Strategic PMOs were also found to raise the profile of project management throughout the organization most effectively with just under half of respondents stating the PMO was responsible for promoting project management awareness within the organization. They also scored the highest on raising levels of proficiency and motivation in staff (37 percent).

Customer Satisfaction

Another trend we have seen this year is the higher focus on customer satisfaction. Once again, strategic PMOs were the most likely to use increased customer satisfaction as their method of measuring effectiveness (56 percent) as well as ROI (40 percent). When asked which soft skills project managers mastered the best, 33 percent claimed customer relationship management while leadership and team management still faltered as the soft skill that needed the most improvement. It appears project management professionals are becoming more client-facing while ignoring their own team effectiveness. Leadership will continue to be a skill that project professionals will require. As this finding suggests, it is also a skill that needs the most refinement.

Executive Disconnect Revisited

In 2012 we saw extreme scrutiny of the PMO by executives with more than half of PMO-challenged respondents claiming executives and senior management called their PMO into question. This year the challenges continued, but in smaller numbers. Overall, fewer people challenged the PMO in the eyes of the PMO-managed staff, even though more people come under the PMO's rubric than ever before. Of those PMO-managed staff with a challenged PMO, virtually 69 percent of them claimed senior management has challenged or questioned the PMO's value. We also found that the most visible PMOs were challenged the most. This finding indicates a continued value dialogue between stakeholders and the PMO itself.

Section 5: Much Agile About Nothing

“As we have transitioned to more empowered Agile teams, the value of a centralized PMO reduced significantly.”

RA Manager of a large European telecommunications company with a disbanded PMO

Ever since the birth of the Agile Manifesto, Agile has gained a great deal of attention in the media and elsewhere. A cursory Google search of the term brings up 65.9 million hits. But how many organizations are actually *applying* the approach to their projects? Not as many as you would think.

According to our survey, only 42 percent claimed their organizations deliver projects using Agile methods. Of those who said ‘yes’, only 9 percent said Agile was used significantly in half their projects. 39 percent claimed less than 25 percent of their projects took an Agile approach.

Not surprisingly, IT dominated the affirmative responses. 62 percent of the projects had some type of IT focus, while just less than half (48 percent) stemmed from IT product development. Compared to the global mean of 13 percent, the Middle East and Africa took an Agile approach 35 percent of the time in projects related to process improvement, followed by APAC with 22 percent.

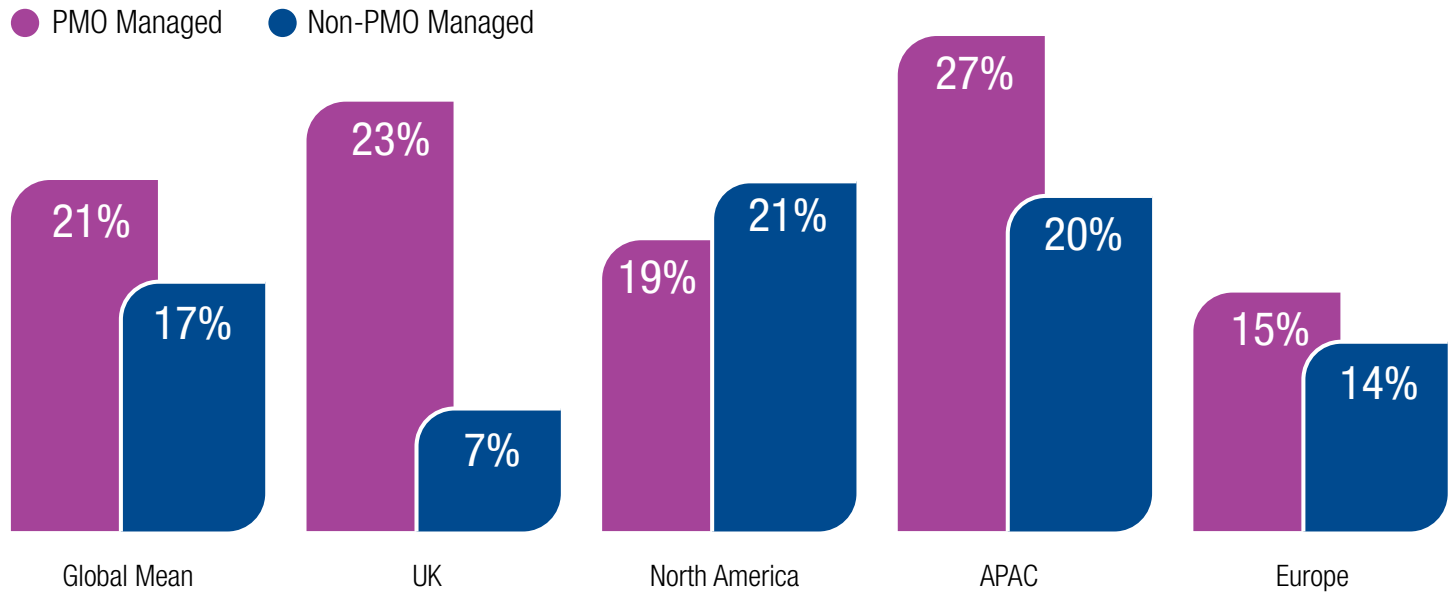
While there has been a lot of talk about Agile as the Holy Grail of future project management, the statistics do not support its broad use worldwide. Where does the PMO fit in to all of this?

Our findings indicate that PMOs tend to support Agile teams through coaching and mentoring with 25 percent of all PMOs taking an active role in it. According to the same Forrester survey commissioned by PMI®, only 33 percent of PMOs support Agile, Scrum or Lean methodologies while an overwhelming majority rely on more traditional methods of project management such as Waterfall and the PMBOK®. Our findings show that strategic PMOs had the highest likelihood of providing coaching and support in the use of Agile techniques. 33 percent of PMO-managed staff in strategic PMOs claimed they received support for Agile from their PMOs. Compared to the global mean of 21 percent, one in three is a significant difference. Operational PMOs were at the bottom of the pile with only 12 percent of PMO-managed staff claiming their PMO offered coaching in Agile techniques.

When asked if his disbanded PMO should be reinstated, one RA manager of a large European telecommunications company said: “No - we are now much more focused on Agile coaching, Scrum of Scrums and implementing an effective product owner hierarchy and team.” In our view, Agile and the PMO are not mutually exclusive, but we do see a growing need for the PMO to move with the times. The Agile approach* is spreading. There’s no doubt about it. The PMO must increasingly adapt to keep in step with it or risk going the way of the dinosaur.

*See 2013 ESI article: [The Softer Side of Agile](#)

Agile Coaching & Support by Major Territory



“Agile is embraced by many for different reasons. The PMO should be an adaptive body by anticipating its customers’ requirements. Members of the PMO require outstanding leadership and communications competencies, but also require competencies in critical thinking, stakeholder engagement, and innovation.”

Dr. Ginger Levin, PMP, PgMP, Certified OPM3 Professional

The Final Word

While PMO training activity is down across the board, those strategic PMOs that have shown a dedication to project professionals' career path by engaging in training impact measurement and sustained learning activities were viewed as most mature and valuable to the organization. They also reported the highest project success rate. The trend toward increased effectiveness measurement is also a positive one.

The PMO has reached a point in its evolution to be considered a service provider whose contract could be cancelled should it not deliver the promised value. Similarly, the PMO could possibly lose executive sponsorship and financial backing if it is unable to prove its value or justify the investment the organization has made.

Ultimately, the PMO's success is reliant on understanding customer needs and how to meet them while offering clear, measurable results. The PMO maturation process requires the ability to meet new needs as they arise, raise its level of service to meet new demands and provide new services as required. The PMO is best positioned to take the temperature of its staff, continuously adding value, optimizing business performance and ensuring project professionals receive the resources required to deliver on time and within the scope and budget set out before them.

(i) Pinto, A., Cota, M. and Levin, G., (2010). The pmo maturity cube, a project management office maturity model. PMI Research and Education Congress, Washington, DC.

(iii) Brian Hobbs and Dr. Monique Aubry, "The Project Management Office (PMO): A Quest for Understanding," PMI, 2010.
www.pmi.org/Knowledge-Center/Research-Completed-Research/The-Project-Management-Office-PMO-A-Quest-for-Understanding.aspx

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