

PMO Re-engineering

Participant workbook · Thursday 24 September 2026

NAME AND ORGANISATION

WHAT YOU LEAVE WITH

By 13:00 the last page of this workbook is a one-page re-engineering plan for **your** PMO: which controls you are cutting, where your delivery friction actually sits, the three measures you will defend upward, and the one change you will make in the next 30 days. It is written in your handwriting, about your portfolio, and it leaves the room with you.

How to use this workbook

- Write about a portfolio you actually run. Generic answers produce generic value.
- You will not be asked to share anything you do not want to share.
- Nothing you write here is collected. The workbook is yours.
- If an exercise does not fit your environment, say so in the room. That is useful information, not a failure of the exercise.

EXERCISE 1 · 20 MINUTES

Your PMO in five lines

Before we look at anything general, get your own situation onto paper. Be specific and be honest. This page is the raw material for everything that follows, and nobody marks it.

1. What does your PMO actually produce each month?

Not what the charter says. What leaves your team and lands on someone's desk.

2. Which of those outputs changed a decision in the last quarter?

Name the decision and who made it. If you cannot name one, write that instead.

3. What do your delivery teams work around rather than through?

The step people skip, shortcut, or fill in after the fact to keep moving.

4. What would break first if your PMO stopped for a month?

5. What would nobody notice?

EXERCISE 2 • 25 MINUTES

Control inventory

List the governance controls your PMO operates: gates, reviews, boards, mandatory templates, approval steps, status cycles. For each one, name the decision it informs and who makes that decision. **A control that informs no named decision is reporting, not governance.**

[illegible]

THE QUESTION TO SIT WITH

Of the controls you marked **Cut**, which one would be hardest to remove, and is that because it is genuinely load-bearing, or because someone senior would object? Those are very different problems with very different solutions.

Controls you are unsure about

The ones where you cannot tell whether they are load-bearing. Bring these to the discussion.

EXERCISE 3 · 25 MINUTES

Where the friction actually sits

Take one project in your portfolio that is running late. Reconstruct where the time went. Most delay is not slow work. It is waiting. Sort each delay into one of three causes, because each has a different fix and PMOs routinely apply the wrong one.

WHERE TIME WAS LOST	HOW LONG	PROCESS / CAPACITY / DECISION	WHO COULD REMOVE IT

Which of the three dominates?

Add the time by category. The largest is where your re-engineering effort belongs.

What has your PMO been doing instead?

Be blunt. Adding process to a decision-latency problem is the most common error in this room.

EXERCISE 4 · 20 MINUTES

Three measures that survive scrutiny

Pick three, no more, that you would put in front of your executive committee and defend under challenge. A measure survives if you can state its baseline, name its owner, and say what you would **do differently** if it moved the wrong way.

MEASURE	BASELINE TODAY	TARGET	WHAT YOU DO IF IT MOVES THE WRONG WAY
1			
2			
3			

TEST EACH ONE BEFORE YOU LEAVE THIS PAGE

If the honest answer to "what would you do differently" is *nothing*, the measure is decoration. Cross it out and choose another. Three defensible measures beat twelve that nobody acts on.

Measures you rejected, and why

Worth keeping a record - the rejected ones are often the ones your organisation currently reports.

CLOSING · 15 MINUTES

Your first move

Pull the last three pages into one commitment. Not a programme. One change, small enough that you can start it on Monday and large enough that someone will notice it happened.

The one thing I am changing

Who has to agree, and what I will say to them

Name the person. "The steering group" is not a person.

How I will know in 30 days whether it worked

What I expect to be hard about it

SIX MONTHS FROM NOW

The test of today is not what you learned. It is whether your portfolio is measurably easier to deliver in six months. If you want a second pair of eyes on the change you committed to above, write to **contact@pmogarage.com**. We read every one.