



[Gregor Androjna](#)

# Vrednost PMO za projektne time in organizacijo

PMOexpert napolni jadra vašega portfelja iniciativ poslovne strategije, da zagotavlja najvišjo donosnost naložb in vrednosti - koristi za organizacijo.

FIŠ Workshop 2025/02





## Gregor Androjna

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Talks about #projektnapisarna and #pmo

PMOexpert, Gregor Androjna  
s.p.



[Gregor Androjna](#)



- Why
- PMO/PM Value



# Agenda

**Business Needs**

**Projects**

**People**

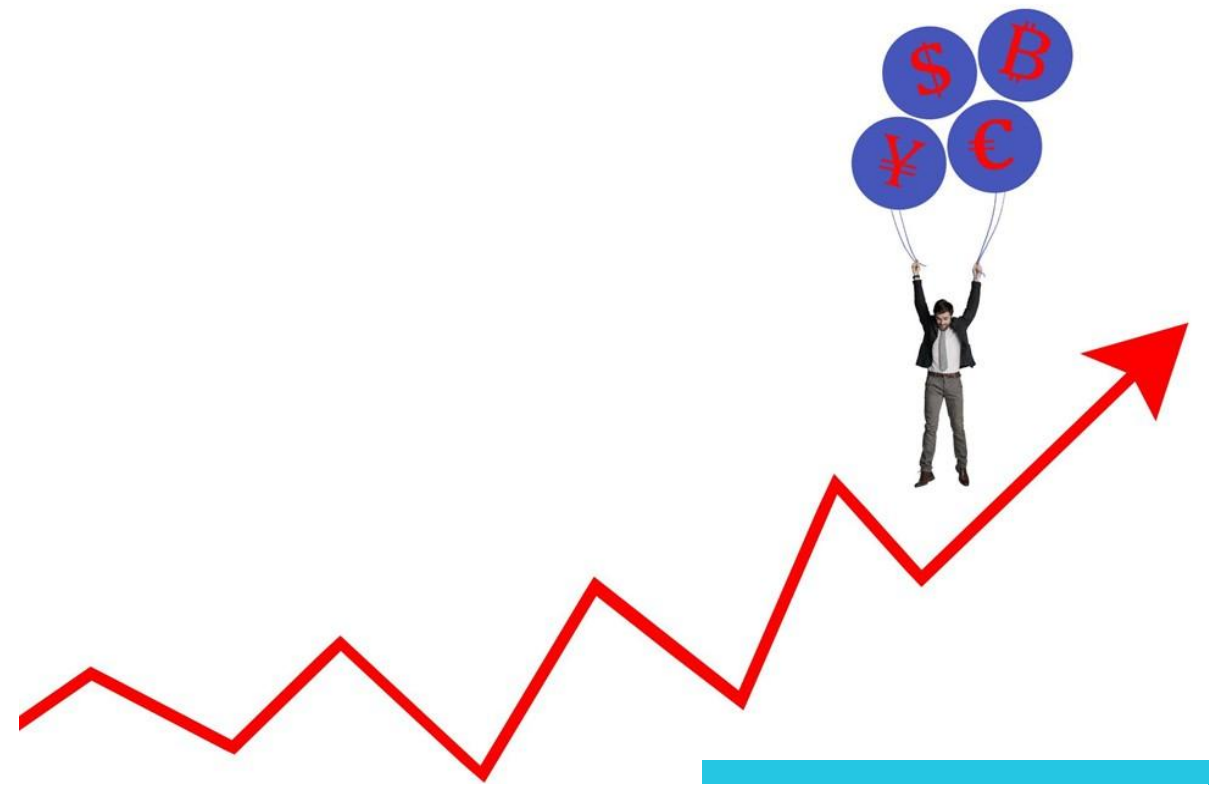


**Uspeh = ?**

Business owners want  
PROFIT,  
Other public service quality,

The all want ROI,

IMPACT = value + benefits - costs



**Why it matters**

- Increasing complexity of projects and initiatives
- Limited resources (time, budget, personnel)
- Misalignment between projects and organizational strategy
- Difficulty in measuring project success and impact
- Risk of project overload leading to burnout and inefficiency



# Business Strategy Life Cycle



## Project Life Cycle

Our new definition accounts for both execution and outcomes.

## Project Success

[proj-ekt suhk-ses]

The consensus view across intended beneficiaries, other stakeholders and project participants that a project was perceived to have:

*Delivered **value** that was worth the effort and expense.*



PMI report 2024,  
*Maximizing Project Success:*

*Elevating the impact of the Project  
Profession*



**Always too many PROJECTS,  
not enough people...**

Project are failing

**40-60% OF PROJECTS ARE  
CONSIDERED FAILING TO  
MEET BUSINESS GOALS AND  
QUALITY METRICS**

PROJECTS AND TEAMS STRUGGLE



- Too many active projects at one time
- Too many of the wrong projects
- Projects not tied to strategic objectives
- Unbalanced portfolio of projects



# Challenges

in Project Portfolio Execution



Tools    Templates  
 Process

Trainings    Process

Process    Templates

Process    Process



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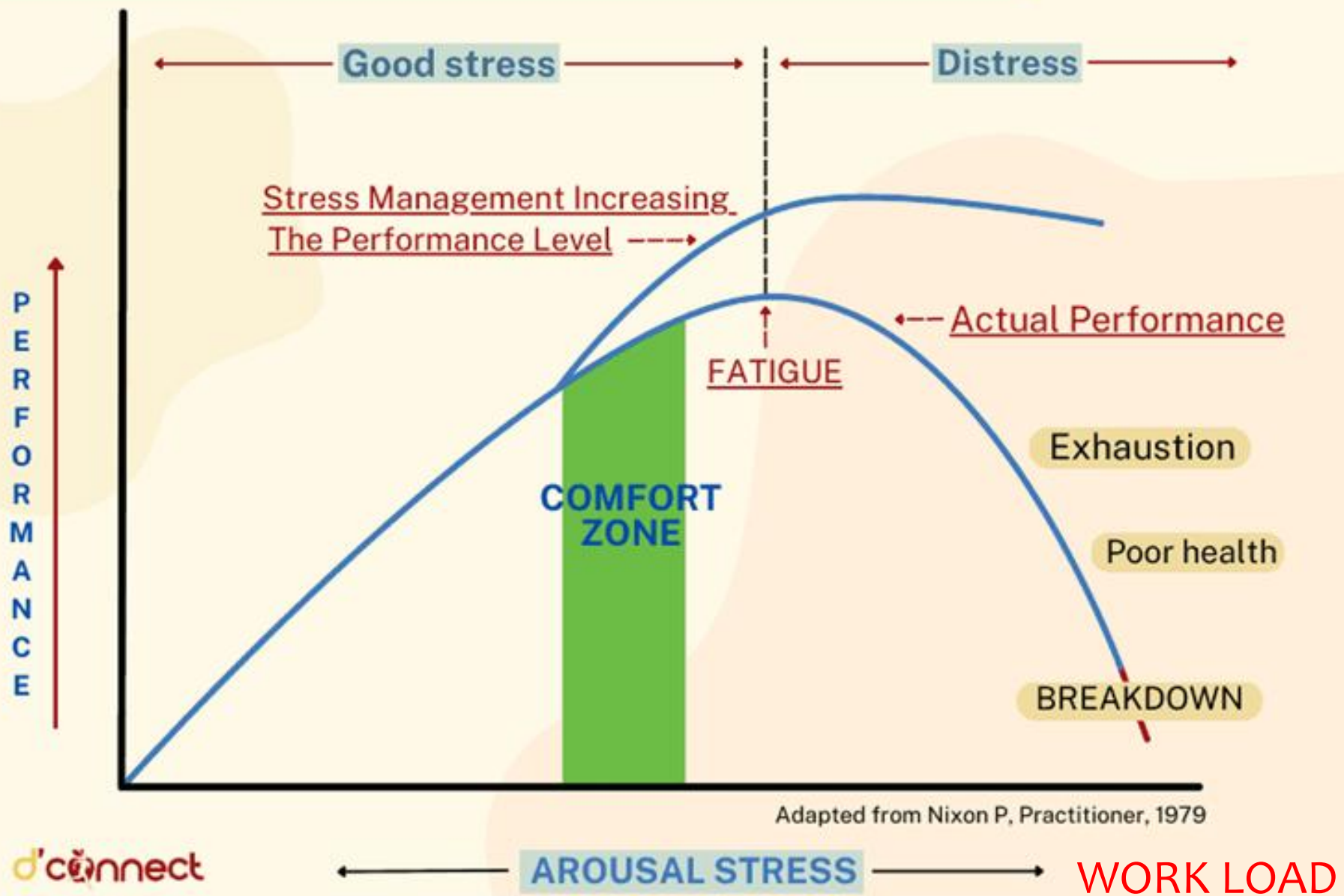




## Project are Failing

people are in fatigue, stress,  
exhaustion...

# THE STRESS RESPONSE CURVE



Adapted from Nixon P, Practitioner, 1979

## Understanding Stress

The Silent Killer

By [Content Team](#)  
Kathy Mcilwain



# People are Failing

Low productivity  
from overloaded teams

## The vicious circle of resource overloaded



# Understanding productivity vicious cycle

The Silent Killer

By [Content Team](#)  
Kathy Mcilwain

A photograph of a business meeting. Several people in professional attire are gathered around a table. One person is pointing at a tablet displaying a chart. Another person is holding a smartphone. A coffee cup is visible on the table. The background is a bright, modern office setting.

# Business Strategy is Failing

Strategy execution must be managed, so that the right project can be delivered not only in the right way.

## STRATEGY DEFINITION

## STRATEGY EXECUTION

## STRATEGY REALIZATION

Idea Generation

Project Approval

Project Planning

Project Delivery

Benefits Realization

Value Measured

- ✔ Everything is #1 priority
- ✔ Strategy is unclear
- ✔ Resources overallocated
- ✔ Managers redirect staff

- ✔ Projects don't meet goals
- ✔ Cost more than benefits
- ✔ Not measuring value
- ✔ Making same mistakes

Lack of Focus



**71% OF PROJECTS ARE  
NOT WELL-ALIGNED  
WITH STRATEGIC  
BUSINESS PRIORITIES**

PROJECTS NOT TIED TO STRATEGY



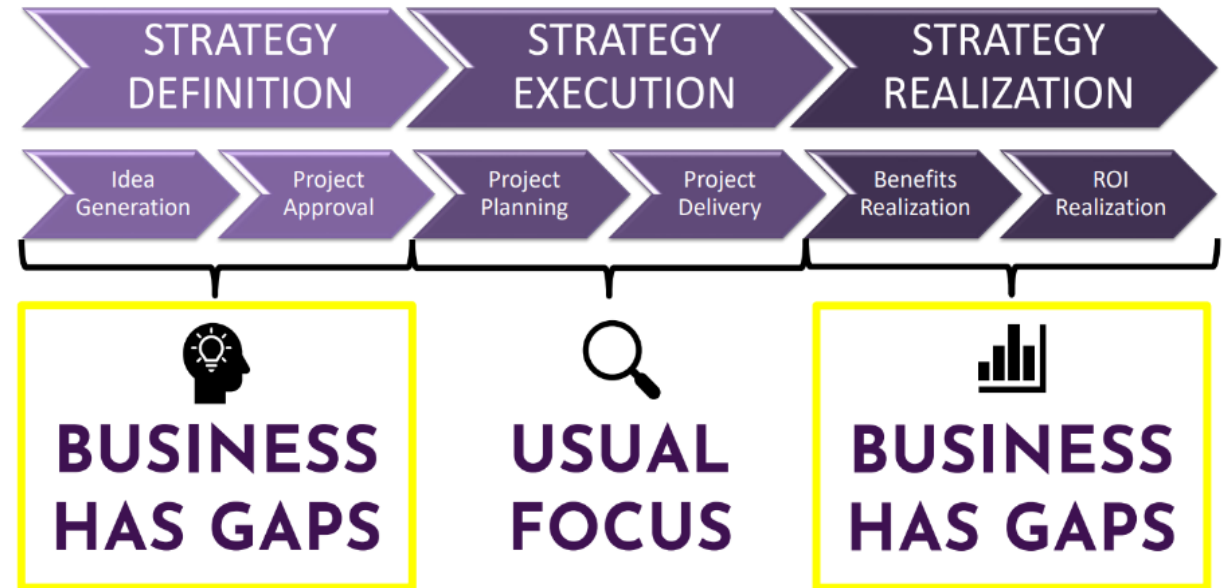
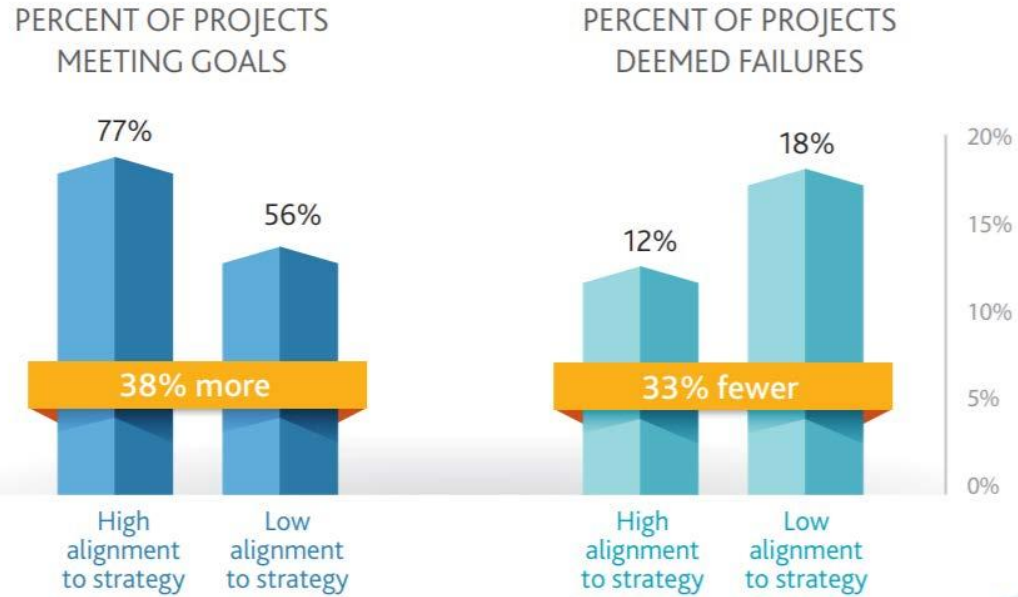
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# Challenges

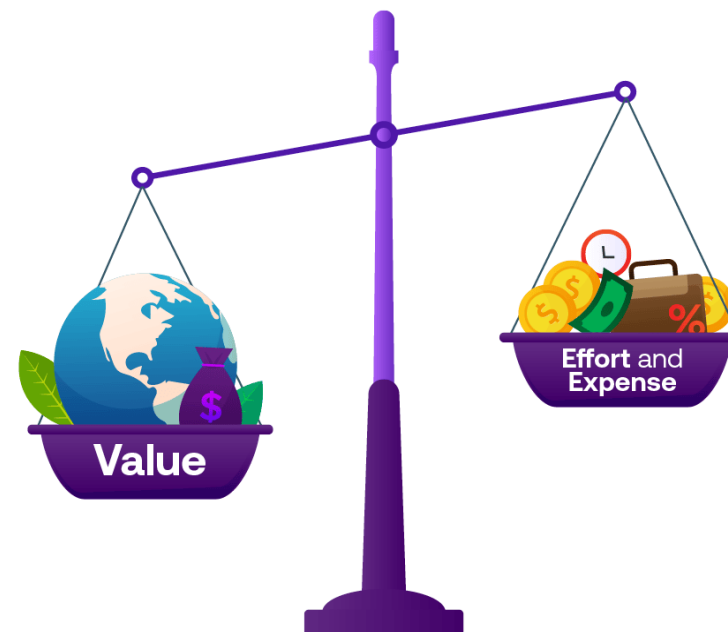
in Project Portfolio Execution

the key is strategic alignment



- **Own Project Success:** Be accountable for the project's value, not only its execution.
- **Manage Perceptions:** Help stakeholders to see value relative to the resources invested and feel aligned on objectives with measurable outcomes.
- **Reassess Parameters:** Projects evolve. Adapt as needs, technologies or goals change to deliver value and manage perceptions.
- **Expand Perspective:** Consider how the project integrates and aligns with broader business goals and impacts the world.

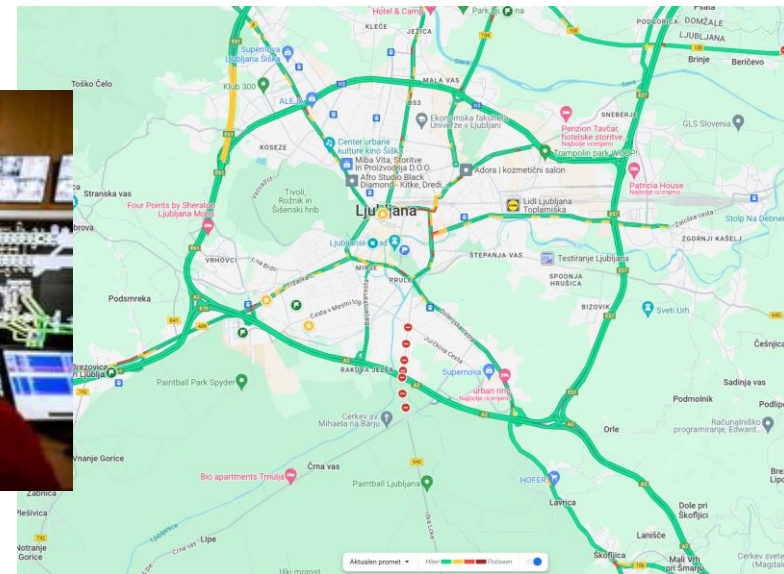
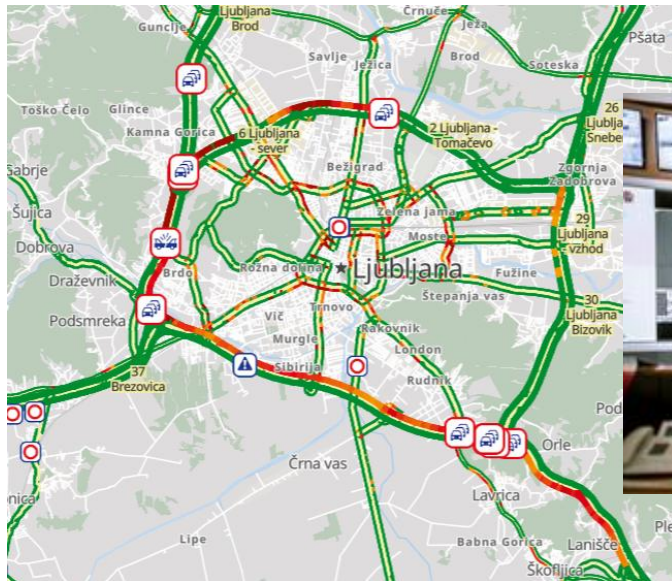
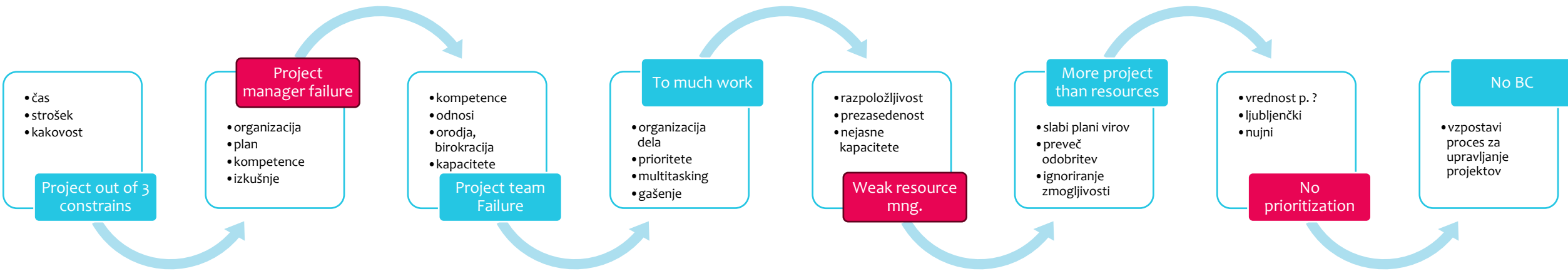
*Delivered **value** that was worth the effort and expense.*



PMI report 2024,  
*Maximizing Project Success:*

*Elevating the impact of the  
Project Profession*

# Root Cause



# STRATEGY DEFINITION

# STRATEGY EXPLANATION

# STRATEGY REALIZATION

Idea Generation

Project Approval

Project Planning

Project Delivery

Benefits Realization

Value Measured



- ✓ Everything is #1 priority

- ✓ Strat

- ✓ Reso allocated

- ✓ Man staff



- ✓ Train staff

- ✓ Create process

- ✓ Create templates

- ✓ Implement tools

- ✓ Projects don't meet goals

- ✓ Cost more than benefits

- ✓ Not measuring value

- ✓ Making same mistakes



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- Determine where to focus to drive highest IMPACT
- Get to project cancellation faster if not meeting goals
- Drive highest project throughput
- Get to ROI faster



## Project Portfolio Mgmt GOAL

Is to maximize the IMPACT of projects by creating frictionless framework accelerating project throughput for initiative with the highest ROI potential

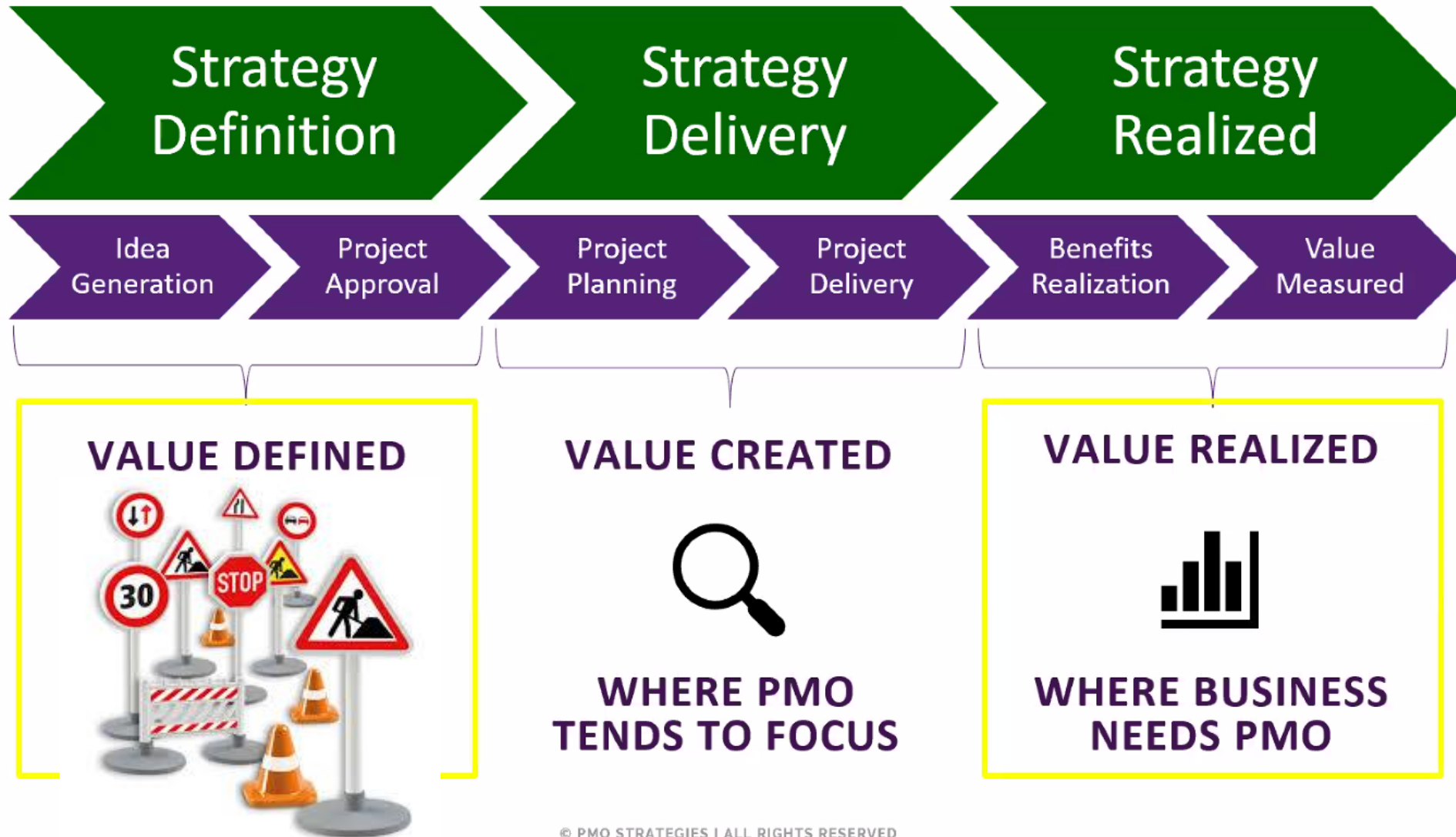
- Are we doing the right projects?
  - (high value) - ROI
- Are we doing enough of the right projects?
  - (right mix) - Strategy Alignment
- Are we doing the projects right?
  - (remove friction) - Accountability
- Are we ensuring the priorities and the resources are aligned?
  - (maximum throughput) - Transparency



## Governance Framework

Ensure that the process and roles are clearly defined to support the strategy delivery lifecycle and deliver highest ROI as quickly as possible

# PMO Opportunities



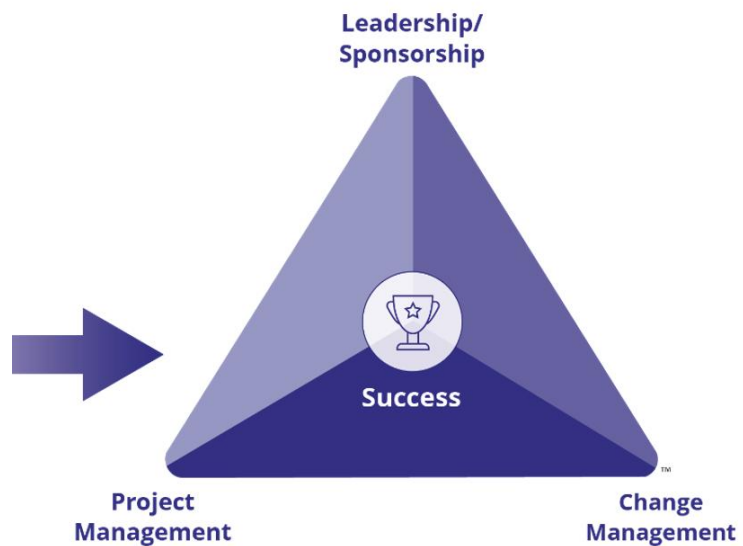
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Higer VALUE,  
faster ROI

# Organization Strategies

Projects

People



**Uspeh = vrednost**



**Laura Barnard, PMP, CAL, Prosci, IES**

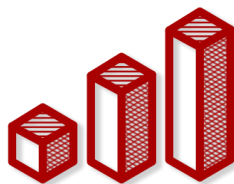
• 1st

2021 Top Global PMO Influencer, International Keynote Speaker,...  
Fort Lauderdale, FL

25K followers



**IMPACT  
ENGINE**



**PMO**

**EXPERT**  
Consulting & Coaching



**Donna Fitzgerald** • 1st

Executive Director of NimblePM, Inc  
Huntersville, NC

2K followers



**Stuart Easton** • 1st

As founder of TransparentChoice, I help organizations align their..  
Greater Cambridge Area

10K followers



**Jan Willem Tromp** • 1st

Co-founder and AI researcher on Epicflow Multi-Project Resource...  
Zeewolde

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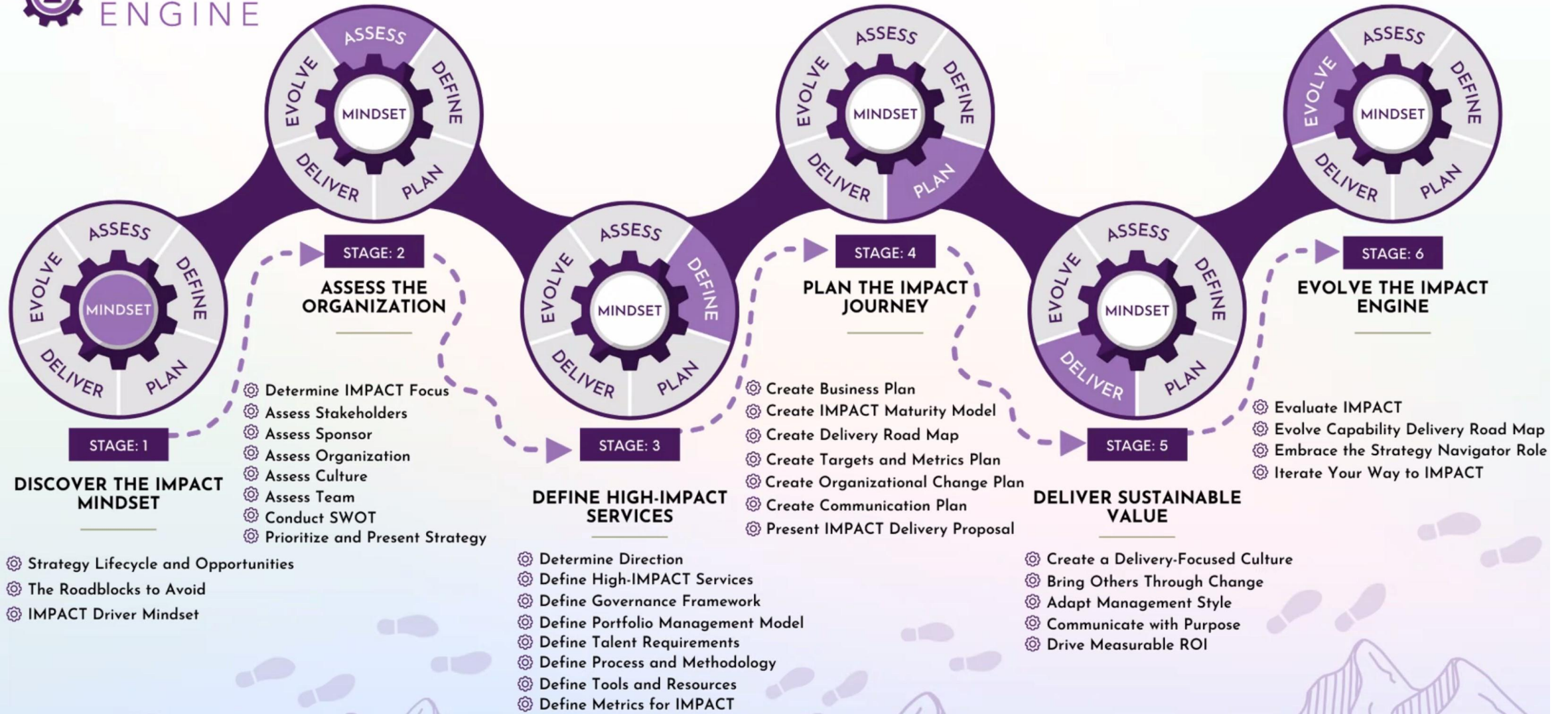


**Michael Hannan** • 1st

Consulting Executive, Innovator of Project Portfolio Management..  
Bethesda, MD

2K followers

# PMO ≠ PM



# THE RIGHT FOCUS on business challenges makes IMPACT

not on PM processes and tools



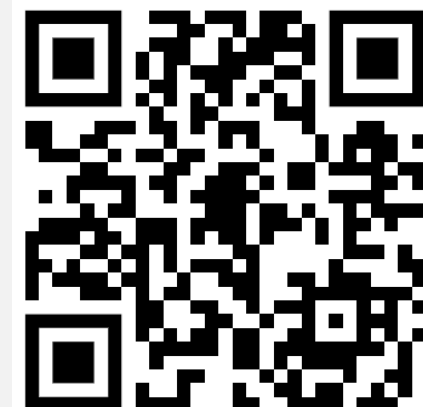
- **Focus** on business challenges
- **Translate** business strategic initiatives to projects
- **Prioritize** project on future operational value
- **Limit** project intake based on available resources
- **Manage** project execution on portfolio level
- **Measure** outcomes (not outpost)
- Learn and **evolve**

Strategy execution must be managed!

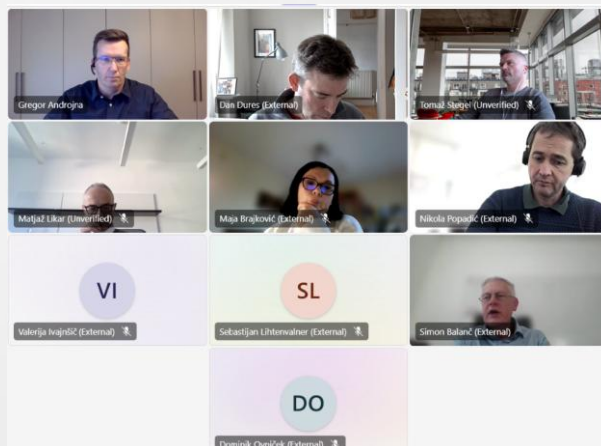
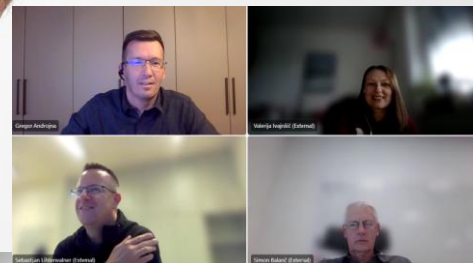
CONCLUSION



**PRENOS PREZENTACIJE**  
<https://www.pmoexpert.eu/orodja>



**PMOexpert Mastermind**



# Q & A

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