THE PMO LEADER

Project Management Office Manager's Competencies:

Systematic Literature Review

Summary of the Research

*T*his study examines the competencies that are essential for success in the role of PMO manager. The analysis is based upon a literature review of 60 papers combined with input from subject matter experts (SMEs) to align the competences identified with PMO manager functions.

A framework is proposed based upon five core competencies areas. This framework serves as the basis for developing further competence development programs, including assessment and training initiatives, aimed at enhancing the effectiveness of PMO managers in fulfilling their roles."

Key Findings:

The PMO manager competencies identified in this mapping exercise encompass a diverse range of skills and behaviors essential for effective project management and organizational leadership. Table 1: Competency descriptions provides a breakdown of the competencies along with brief definitions:

These competencies underscore the importance of both technical expertise and interpersonal skills in PMO management and organizational leadership. While some skills may be easier to develop than others, competence development requires flexibility and a holistic approach encompassing both cognitive and non-cognitive elements.

23 COMPETENCIES ORGANISED INTO FIVE AREAS



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1 *Technical and Professional Specialty*

- **Knowledge of Industry:** Proficiency in industry-specific knowledge and skills to meet project requirements.
- **Expertise in PM Process:** Ability to manage projects comprehensively, considering quality, cost, schedule, and scope.
- **PM Tools Mastery:** Proficient utilization of various project management tools to achieve desired outcomes.

2 *Effective Intersocial Competence*

- **Proficient Communication:** Skillful use of verbal and non-verbal communication in interpersonal interactions.
- **Influencing with Impact:** Inspiring and influencing others to align with designated objectives.
- **Establish Connectivity:** Building trusting relationships and fostering mutual understanding among stakeholders.
- **Compassionate Towards Others:** Understanding and appreciating others' feelings while interacting with them.
- **Officiating Stakeholder:** Negotiating and mediating with stakeholders to manage conflicts and gain support for mutual goals.

3 *Organizational Stewardship*

- **Managing Operational Execution:** Assigning tasks based on subordinates' skills to execute the project roadmap.
- **Conducting the Tribe:** Empowering and engaging team members based on their abilities and business needs.
- **Fostering the People:** Providing feedback, guidance, and targeted development programs to enhance subordinates' performance.
- **Orienting Strategy:** Creating a vision and translating it into actionable strategies.
- **Transformation Management:** Catalyzing and resolving issues related to organizational transformation.

4 *Effective Personal Competence*

- **Fluid Analytics:** Easily grasping abstract concepts and thinking critically.
- **Work Attitude:** Adjusting behavior and upholding moral values to exceed expected goals.
- **Emotional Engagement:** Managing emotions effectively and maintaining efficacy under pressure.

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5 Business Mindset

- **Scrutinize Data:** Gathering, analyzing, and gaining insights from reliable information.
- **Allocating Proper Resources:** Distributing resources effectively according to business needs and situations.
- **Decisive Solution Thinking:** Making decisions considering benefits, risks, and available alternatives.
- **Action with Forethought:** Prioritizing resource allocation based on the bigger picture of business processes.
- **Customer Mindset:** Understanding and meeting customer needs to ensure satisfaction.
- **Business Acuity:** Maximizing business opportunities through understanding business processes.
- **Supervise Implementation:** Ensuring effective management of business processes during implementation.

In Summary:

The investigation also looks at the essential competencies required by PMO managers to effectively execute their roles, as detailed in Table 1. It was found that not all 23 competence dimensions are universally necessary, as PMO functions vary across organizations. This research endeavors to aid scholars and competence researchers in pinpointing the requisite skills for PMO managers, while also offering practical guidance for practitioners in integrating these competencies within their organizations.

How can we use this in The PMO Leader community?

While many competency mappings exist for project managers there is less academic research for the role of the PMO manager specifically.

Competency frameworks provided the basis for:

- Recruitment and placement
- Learning and development
- Career guidance
- Performance assessment

Additional Resources:

The full paper provides references for all of the research included in this analysis.

In 2024 an update of the PMO Competency framework was published by the group House of PMO.

And further information on the updates in the PMWorld Library.

Further Information

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Reference: Yesica, Jerahmeel, G., Ichsan, M., Kertapati, M. S., Aditya, R. B., & Pradana, A. (2023). Project management office manager's competences: systematic literature review. International Journal of Project Organisation and Management, 15(2), 253-278.

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