

The PMO as Performance Driver for Non-Profit Organizations: From Operational Data to Strategic Goals

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Abstract

The need to measure and report on performance is an acute necessity for any organization, including non-profit organizations. However, measuring the impact of operations and projects on non-tangible goals can be challenging given the diversity of objectives and project structures adopted by these organizations. This paper proposes that the Project Management Office (PMO), as the central body for project excellence in an organization, takes an assertive role as one of the drivers of organizational performance, when adopting a KPI measuring strategy associated with the organizational strategic objectives. By adopting project operational indicators aligned with organizational strategy the data derived from delivered projects, one can trace a direct relation between project data and strategic success. Besides the quantitative associations between project data and meeting organizational objectives, the author also briefly evaluates the contribution of qualitative, human aspects of project management to those objectives.

Keywords: Project Management, performance, PMO, strategic performance

1.0 Introduction

Non-profit organizations devote much time and effort to measuring their overall performance and quantifying their success. Such performance measurements will often focus on financial metrics comprised of contributions provided by stakeholders and budget achievement. Although these metrics are pertinent, they do not fully measure or represent an organization's ability to adhere to its mandate and apply efforts toward its strategic objectives.

Non-profit organizations should strive to measure performance relative to operational efficiency and overall effectiveness at meeting organizational goals. Establishing operational efficiency calls for the development, implementation, and overseeing of a coherent strategy allowing for the investigation of where their operations have the greatest impact.

To measure overall effectiveness, organizations should investigate whether they are delivering on their mission and fulfilling their strategic objectives. At the operational

level, these deliveries usually take the form of a project or a programme with their outcomes not always clearly linked to the organization's strategic goals, which impedes the proper measurement of the effective value acquired from the delivery of the project or programme.

Since the early 90s, the concept of project management offices (PMO) has been spreading and their implementation in organizations of different sizes and complexity is increasing significantly. There are several definitions and approaches to what a PMO is. The Association for Project Management defines it simply as "An organizational structure that provides support for projects, programmes, and/or portfolios" (APM, 2019). The Project Management Institute defines it as "An organizational body or entity assigned various responsibilities related to the centralized and coordinated management of those projects under its domain"; and AXELOS defines it as "The decision-enabling and support business model for all business changes in the organization" (Rodén & Vowler, 2013).

Whatever view or definition is used, the PMO aims to enhance resource use and management, minimize project and programme risks, as well as to re-engineer processes and internal structures that deal with the delivery of projects and programmes. An organization that properly implements a PMO can be more effective as Nadler & Tushman show in their article about organization behavior: the better the pieces that compose an organization interrelate, the more effective will be the organization (Nadler & Tushman, 1980). When well-integrated into the organizational structure, the PMO brings adequate control of an organization's portfolio allowing focused investments that will contribute to the company's performance reflected by leaner resource management, higher quality of products, and a more aggressive time-to-market strategy. This increment in performance, obtained from the investments in project management practices can lead to the rapid growth of the organization (Hurt & Thomas, 2009).

Although the PMO contribution to the organization's results and strategies can be seen through project sanity measures, monitoring activities, and standardizing methods (Brito & Medeiros Junior, 2021; Cianfanelli et al., 2014), the lack of empirical evidence of this success allied to the general lack of recognition for the PMO contributions to the organizational performance, forces upon the PMO the constant need for proving itself as an effective contributor to the success of the company, creating a gap from the disconnection of the perception of value delivered by the PMO from the organization's objectives.

This disconnection and the lack of an adequate and accepted method to measure the value that the PMO brings to an organization is even more acute when we look at the performance of non-profit organizations, which usually lag in formal organizational structure and do not have a formal process to track and measure long term benefits. The gap between the measured benefits of a PMO and the organizational strategic objectives brings us to propose a performance measurement method that links tangible outputs (project goals and objectives) to non-tangible benefits (the organization strategic objectives) defining organizational strategic KPIs focused on project and programme performance.

2.0 Literature Review

When looking at the recent research (last 10 years) on the factors that can impact the performance of non-profit organizations, we noticed that there is no consensus among authors on how to measure the performance of an NGO (Boateng et al., 2016; Epstein & McFarlan, 2011; Macedo et al., 2016; Sethi & Schepers, 2014). Measuring the performance of an NGO mainly involves measuring indicators related to the donations received in relation to the objectives achieved (Epstein & McFarlan, 2011).

It was also observed that the concept of organizational performance varies significantly in regard to the indicators to be observed and measured (Accountability and Performance Measurement Working Group, 2014; Bourdeau et al., 2021; Cokins, 2017; Ittner & Larcker, 2003; Speklé & Verbeeten, 2014; Wang et al., 2020)

In regards the measurement of performance, it also can be taken from several different perspectives and those measurements might be focused on the tangible outcomes produced by an organization (Correani et al., 2020; Golini et al., 2015), as well as on the non-tangible ones (de Waal, 2017; Oosthuizen et al., 2016; Zhu et al., 2016). Many internal organizational structures, such as finance department, technology, and general management boards, can provide their contribute to the performance of an organization as demonstrated by (Eusanio & Rosenbaum, 2019; Klassen et al., 2019; Park, 2016; Patel et al., 2015; Zhu et al., 2016).

Among these structures, we focused our views on the PMO. The contribution of such a structure was addressed by many authors including (Aubry et al., 2011; de Lucca et al., 2020; Jovanović et al., 2013; Sousa & Barbalho, 2017; van der Linde & Steyn, 2016). These authors showed that a PMO can in fact contribute to all aspects of organizational

performance through the delivery of value and projects. However, it has been noted by (Aubry et al., 2011) that many papers regarding this subject do contribute to painting a full picture of the PMO contribution however more studies are needed to support that full view.

As part of the effort to contribute to drawing this full view of the impact of a PMO on organizational performance, we come to the question of how to align the achievement of business objectives, a frequently non-tangible measure, with operational results. Due to these aspects, and as argued by several authors, measuring organizational success becomes a complex task given the difficulty of linking operational data (tangible) to organizational (non-tangible) goals.

3.0 Performance in Non-Profit Organisations

3.1 Organisational Performance as a Function of the PMO

Several definitions can be found related to “organizational performance”. This study adopts the following definition of organizational performance management:

“The process where steering of the organization takes place through the systematic definition of mission, strategy and objectives of the organization, making these measurable through critical success factors and key performance indicators, in order to be able to take corrective actions to keep the organization on track”
 (de Waal, 2013, p.19)

Traditionally, financial indicators and non-financial indicators were considered the main indicators for defining overall performance and organizational accountability and in a non-profit organization, the measurement of performance also follows this same traditional approach.

When we look at the organizational structure of a non-profit firm, very few differences can be noted when compared to the structure of a for-profit. According to Mintzberg (1980), organizational structures have their administration, and operations are always disposed of in some hierarchical manner focused on the management levels. From the structure proposed by Mintzberg, it becomes clear that organizational performance measurement cannot be comprehensive if the outcomes achieved and the value attained from the tasks implemented by operational levels and accumulated as they are being collected by the different organizational levels, to the top of the pyramid, are taken into consideration.

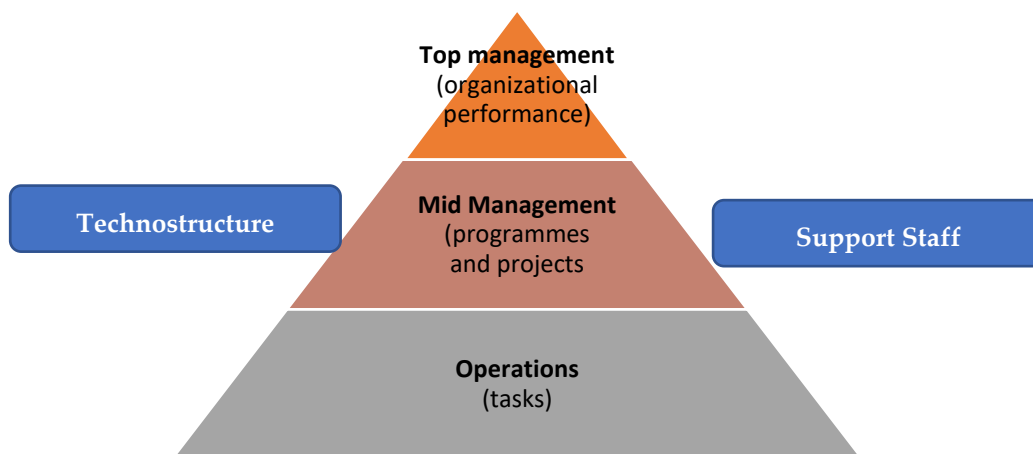


Figure 1. Organizational Configurations model adapted from (Mintzberg, 1980).

In collecting the value produced by the implementation of those tasks, a common denominator and format regarding what data to collect and how to collect them must be shared by all organizations. The literature provides several examples and cases showing the relation between organizational efficiency and proper measurement of KPIs. This study maintains that organizational performance cannot be properly addressed without a holistic collection of standardized data and KPIs from programmes and projects, as defined by the organization’s PMO, that provides reliable information on the return of investments placed towards the organizational goals.

In summary, we are proposing that non-profit organizations implement a management performance framework that derives its conclusions not only based on their financial statuses but also based, and aligned with its project and program landscape, which is standardized, controlled and monitored following the recommendations of the established project management office.

3.2 Organisational Performance as a Function of the PMO

A Project Management Office (PMO) is an organizational unit that through standardization, method, and control, implements the programmes and projects required to meet and deliver the organizational goals and outcomes (APM, 2019; Aubry et al., 2011; Roden & Vowler, 2013). The PMO might contribute in different and several ways to the organization’s overall performance, by providing services and functions targeted to drive efficiency and efficacy in the project and programme delivery (Aubry & Hobbs, 2011; Hussain Albaiti & Eid Alsulami, 2021)

However, in the corporative world, it is not common to associate the PMO with the organization’s performance. This comes from the fact that the majority of PMOs established from the mid-1990s to 2000 mainly focused on the improvement of elements of project management and on the achievement of a common project management practice in the organization (Dai & Wells, 2004). In the past decade, the range of services provided by a PMO has increased significantly and today one cannot provide a simple and acceptable definition of a PMO and its functions and practices (Aubry & Hobbs, 2011). Although there is no common list of services to be provided by a PMO, there is a direct correlation between PMO service provision, PMO roles interactions with organizational roles, and the value perceived by the organization (Otra-Aho et al., 2019). This service provision is usually associated with the implementation of process and methodology by which the organization’s staff involved in programme and project management are bound to the collection of operational performance information. From these processes and methods, a proposition for value creation was derived, linking the PMO function to the organizational objectives through the value achieved.



Figure 2. PMO value creation conceptual Model (adapted from van der Linde and Steyn, 2016”).

From this perspective of value creation, we propose that the PMO have the definition of its function based on their intended value. It is not enough for the PMO to define the method or standard by which project and programme operational data is collected and transformed. It must also define the data transformation chain that will connect the project KPI to the Strategic goals of the organization.

3.3 Deriving Performance Data from Operational Data

Instead of using mathematical approaches such as the Analytic Hierarchy Process (Rangone, 1996)) and Data Envelopment Analysis (Epstein & McFarlan, 2011; Liu et al., 2000; Weber, 1996) propose measuring KPIs by identifying and grouping an organization’s resource-gathering and disbursing activities into the following five major areas: Inputs, Activities, Outputs, Outcomes, and Impacts.

- Inputs:** Inputs are composed of the key tangibles and intangibles that enable ICAO to perform tasks. They include cash, personnel, equipment, and other material items. Inputs also include the current understanding of the organization’s mission and strategy.
- Activities:** Activities are specific programs and tasks that the organization undertakes. They should be grouped into meaningful and flexible clusters for analysis.
- Outputs:** Outputs are the tangible and intangible products and services that result from an organization’s activities. Measured outputs may need to be modified depending on changes that occur in the targeted environment over time.
- Outcomes:** Outcomes are the specific changes that result in the delivery of the organization’s services and products. They can also indicate behavioral changes.
- Impacts:** The impacts include benefits to communities and to society, resulting from outcomes.

From the above categories, a list of measurable KPIs can be derived. This list is then used to link the qualitative characteristics of the mission and the acquisition of real metrics that can demonstrate the progress obtained by the organization. Once the KPIs are determined, the next step is to establish a KPI measurement infrastructure. For a non-profit, like other member-focused organizations, the measurement of success is highly based on the donor's perception of achievement. Naturally, communities will have varied social and economic goals; thus, the perception of success will be highly subjective. One way to reduce this subjectivity is to evaluate the non-profit's achievements by quantitatively measuring the outcomes and impacts derived from organizational inputs and activities. Another method to reduce the subjectivity of KPI measurement of mission achievement is to derive measurable quantities for all five-performance areas.

A popular management mechanism is the Balanced Scorecards Concept (BSC). According to Kaplan and Norton (1992), the ultimate outcome measures for organizational success are not only the financial metrics but also the metrics from three additional perspectives: customer, internal process, and learning and growth. With these perspectives taken into consideration, BSC is used to define and select a coherent use of nonfinancial measures to assess the organization's performance.

3.4 *The Balanced Scorecards Approach*

An organization's wide measurement approach should have a bottom-up approach (Fraser et al., 2006; Sanderson, 2001) that allows for the collection of performance data at the individual level. It then aggregates the findings to upper levels of management, until it achieves the strategic objectives. Therefore, KPIs must be set to each individual working unit to collect performance measurements at the Branch Bureau and at the organizational level. The implementation of any measurement technique may initially face resistance from the staff. The usual reasoning is because they do not find it useful. Other staff members may feel overwhelmed with the existing workload and understandably not want to add another task to their plate. The hesitancy of adapting the BCS approach is captured in the following quote: "We just hold our breath until senior management get over it and things get back to normal" (Hammer, 1990) The challenge here becomes the establishment of a measuring method that creates a minimal administrative overhead for the staff. Being successful at this challenge can help mitigate any resistance encountered during adoption.

BSCs have certain limitations in that they fail to capture dynamic interactions among key indicators over time. Incorrect conclusions may be derived if the relevant indicators are not chosen. Other disadvantages of BSCs are that they do not consider the impact of delayed feedback caused by the introduction of new policies and regulations to the whole aviation system. They can only express one-way relationships and fail to record the multi-level influences a particular KPI can suffer. Another disadvantage is that the static nature of BSCs prevents them from capturing scenarios derived from "what if" questions. Additionally, they do not consider the organization in the context of an extended value chain. Therefore, it is important to adjust the static BSC to time changes and delays in the strategy roadmap by applying a System Dynamics technique that makes it possible to build a quantified model of the organization to measure against its qualitative objectives. The use of Dynamic Balanced Scorecards links the relevant organizational performance indicators (strategic objectives) with the main operational processes while also providing management a view into the achievement of the organization's short and long-term objectives. Within this management scenario composed of activities, clearly defined KPIs, and dynamic Balanced Scorecards, the PMO can have the central role in standardization of KPI measurements, collection, and analysis, with the implementation of internal programmes and training activities that will facilitate the monitoring of outputs from community targeted projects and programmes.

4.0 **A proposed methodology**

The first step is to define the relationship between the five major areas of activities for the non-profit. These relationships are depicted below in the Linkage Map of Impact Drivers for a fictional non-profit (Figure 1) with the vision of improving the quality of life of poor communities. This map is not intended to be a comprehensive or finalized version, it only depicts a possible path that a non-profit can take, starting with its mission statement to reach its strategic goals (the vision) using measurable activities, outputs, and outcomes. If we take the proposed map as a starting point in defining a performance measurement mechanism for non-profits, one can easily identify some obvious KPIs, such as the number of projects completed, the number of services implemented, and the number of communities with active projects, to name a few.

4.1 Mapping Strategic Objectives to Measurable Indicators

The second step is to map the organization’s strategic objectives to its operational and measurable indicators. As previously discussed, we propose that a non-profit’s performance is measured by taking a closer look at how it fulfils its mission. This can be done by using an Input-Impact Model supported by two tools: The Causal Linkage Map of Impact Drivers and Key Performance Indicators (KPI) measures for tracking performance along the causal linkage map (Epstein & McFarlan, 2011)

A clearly designed Causal Linkage Map demonstrates the cause-and-effect relationships between the inputs, activities, outputs, outcomes, and impacts. It allows a non-profit to measure how investments can yield tangible benefits for them and their community. Figure 1 below shows an example of a Causal Linkage Map that could potentially be used by a non-profit focused on the social and economic improvement of communities.

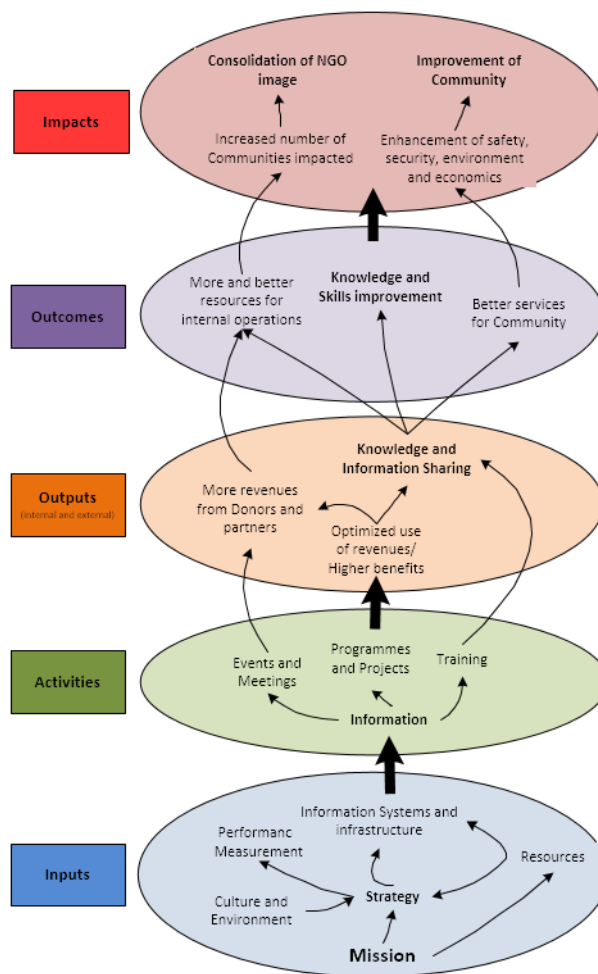


Figure 3. Example of a Causal Linkage Map of Impact Drivers for an NGO.

A second tool to measure achievements is the construction of a list of relevant KPIs that quantifies the qualitative aspect of the mission statement. Each KPI should contain five key elements that provide a fair and accurate measure. The KPIs should be **Specific**, **Measurable**, **Achievable**, **Relevant**, and **Time-bound** (SMART). The elements of the SMART model provide limits and baselines for the metrics and when fed to an automated measuring system, allow for time comparisons and variance measures. The table below suggests a set of KPIs associated with the five clusters of activities as defined by the linkage map.

Table 1. Examples of Performance measures.

CATEGORIES	PERFORMANCE MEASURES
Inputs	Number of projects aligned with the mission statement Number of staff allocated to each project Number of projects distributed per interest area
Activities	Number of events completed per region Increase in the number of attendees per event Number of active projects in a given time Number of new programmes and projects approved for implementation Increase in the number of professionals trained in the different interest areas.
Outputs	Number of projects successfully completed Percentage increase in revenues Number of new courses offered to community
Outcomes	Number of new vacancies opened and filled Increase in the number of staff with master’s degree Number of new services provided by the community
Impacts	Number of communities reporting higher standard of living Number of people searching website for information Increase in media exposure

The suggested set featured in Table 1, maps the mission to the impacts transforming all mapped activities into measurable quantities. A proper measuring methodology must be attached to the KPIs and this is done by providing the organization with a business process to collect and process data and to report on the aggregated information. Upon implementation of a reliable process to record the chosen metrics (or KPIs) the organization will then be in a position to analyze and evaluate performance from a strategic perspective.

4.2 *Measurement of the KPIs*

The key business process in this method is the measurement of the proposed metrics. Traditional methods of measurement involve the collection of data from the bottom up in the organizational work pyramid. This means that staff becomes the main collectors of data. They must dedicate several hours per month to collect the data and register the time spent executing their tasks. The data is then rolled up to the next hierarchical level to be aggregated and transformed into information that will be used in the organization’s decision-making process. This mechanism is clearly non-effective since it tends to increase the administrative overhead while focusing on the task list instead of the strategic objective.

In a project-oriented organization, where most, but not all deliveries are tied to a project output much of the operational data comes from project information. These data may come from several aspects of the project management monitoring and control such as project return on investment, customer satisfaction, quality of products delivered, labor hours used or budgeted for, and many other qualitative and quantitative indicators (Center for Business Practices [CBP], 2005). The CBP recommends that an organization chooses 3-7 groups from their top 10 indicators (see Annex 1) while (Montero et al., 2015) propose the use of 26 indicators derived from a collection of metrics identified in the research (over 300). The use of both approaches focused on quantitative metrics, as well as qualitative ones, form the basis of the methodology developed for this paper which is based on the Delphi method.

The adequate set of KPIs that fits the organizational project landscape will vary significantly according to organization type, management style, and mainly project type. The monitored KPI needs to bring value for the measurement in terms of strategic objectives. For that both the financial metrics and the non-financial metrics, the technical aspects of the project must be taken into consideration. The PMO is responsible for defining these metrics and ensuring proper strategic alignment along the clusters of activities as defined by the linkage map. Both measurements of outgoing KPIs (those based on metrics obtained from the delivery aspect of the project) as well as of KPIs intrinsically related to the management of the projects (internal KPIs) are fundamental for the proper evaluation of success. Through adequate metric standardization, of both internal and external KPIs, the organization will be able to automate the data collection, and analysis, thus being able to evaluate and forecast its results.

4.3 Measuring Financial Metrics

In addition to the SMART elements, while measuring project operational performance, the three parameters of cost, quality, and time are considered. While quality and time are relatively easy to measure because they are based on quantified measurements, the cost is not. The tracing of expenses related to the production of services or to any other product development process requires special methodology and tools. Kaplan and Cooper (Kaplan & Cooper, 1998) propose the use of Activity Based Costing (ABC) techniques to relate organizational spending to activities and processes that result in the creation of a product or service. In units across the organization, the ABC methodology can coexist with normal budgeting approaches for cost determination. This would allow management to have a flexible and detailed accounting tailored to each case.

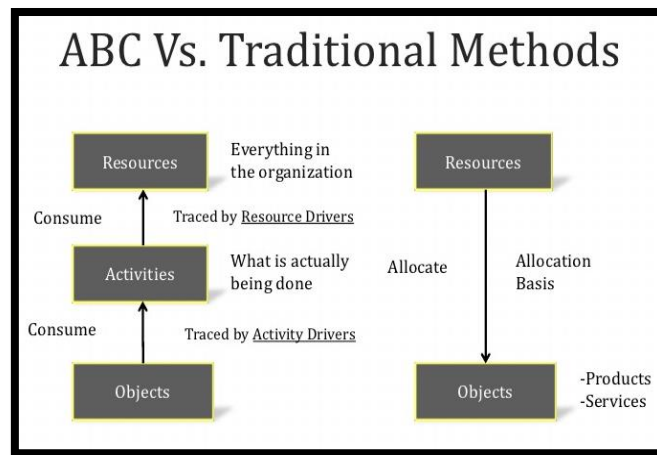


Figure 4. Traditional accounting vs. ABC.
 from (Traditional Costing Vs ABC Costing - 100% COMMERCEIETS, n.d.)

4.4 Measuring Non-Financial Metrics

Several non-financial metrics exist and the choice of measuring one or the other must be linked to factors such as corporate strategy, value drivers, and organizational objectives. The table below shows examples of non-financial metrics that may be of relevance to an NGO.

Table 2. Example of non-financial metrics.

Perspective	Metrics
Goal Achievement	<ul style="list-style-type: none"> Productivity Environmental Compliance Strategic achievement
Innovation	<ul style="list-style-type: none"> New service development and implementation Technological capability in educational and social matters
Community services	<ul style="list-style-type: none"> Public satisfaction Delivery of goods and services Performance of non-profit Service Quality
Programme performance	<ul style="list-style-type: none"> Cost-effectiveness Growth in number of communities involved
Non-profit staff Involvement	<ul style="list-style-type: none"> Staff satisfaction Education/training Core competencies Internal recognition Morale/Organizational Culture

Defining the last set of metrics and KPIs is a collaborative endeavor that must be organized between the non-profit governing bodies and the communities. Only those involved in the production of services and goods can precisely define outputs and outcomes.

5.0 The Human aspect of the metrics: A case study

It is accepted that efficiency, along with output, productivity, effectiveness, health, success, and accomplishment, is understood as one factor of organizational performance (Savoie & Morin, 2002). However, none of these metrics are significant if we do not evaluate them alongside with the internal staff satisfaction. It is important to highlight that organizational success is very much related to internal staff satisfaction. There is the “realization that human resources are no longer just a cost of doing business, but are an indispensable asset” (Luthans & Youssef, 2004).

This almost direct relationship between staff satisfaction and organization success was studied by (Quinn & Rohrbaugh, 1983) who have shown through their human relation model, that the value of human resources working on projects, the personnel training and development, and the morale of project personnel play a crucial role in their contribution to the organization’s performance. In practical cases where such a human approach was relegated to the second level, the impact of projects poorly managed or poorly resourced has proved to be directly linked with the lack of efficiency. If we add these non-tangible aspects of human capital management to the input level of our Causal Linkage Map (figure 3 above), the impact that a poorly motivated team would have on the expected outcomes becomes clear.

As an example, we can take the case of an international organization that had its PMO workforce supported by contracted professionals and whose contracts did not offer stable work conditions or a promise of a career path. This type of contract did not create loyalty between the organization and contractor besides the financial linkage between parts. In the beginning, the newly hired contractors were enthusiastic about the work and all project metrics associated with the implementation of the PMO showed a successful implementation. As time went by, the lack of incentive and motivation other than financial, started to crawl into the metrics. The PMO project stalled, and many of the services associated with its implementation, directly related to facilitating a better project environment, started to show signs of failure. Financial lagging with renewed contracts forced some contractors to quit the organization, pushing several project performances down due to the lack of resources. With the market demand for project professionals on the rise and with the organization’s failure to update its hiring policies, a major resource gap was created causing a near-fatal collapse of the input block that was echoed all way through the causality chain.

That near-collapse situation could have been minimized, and even avoided if along with the regular project metrics related to tangible aspects of the projects, such as delivery delays, cost overruns, and gaps in product quality, the organization had established close monitoring of the less tangible metrics related to employee satisfaction. Such a metric could have been built on weighted averages of several indicators such as pay grade, job stress level, voluntary turnover rate, absenteeism, and others (Center for Business Practices [CBP], 2005). With a simple correlation between direct project metrics, with those associated with personnel satisfaction, the trend regarding the loss of project performance, associated with poor human capital management, could have been addressed much earlier, avoiding, or minimizing, the impact on organizational performance.

6.0 Discussion

This article opens a front to the evaluation of the value of the PMO as a driver of strategic results, versus operational results. Although the use of casual linkage maps can help the conversion of tangible and operational outputs into strategic measures, there will always be pressure from ONG governing bodies and stakeholders for financial results (Beer & Micheli, 2017). The adoption of different measurements of operational nature, such as the number of projects delivered, the number of outcomes achieved, or the number of people involved in the delivery is always linked to the amount of investment applied towards such achievements. The collection of meaningful operational data to accurately demonstrate the effective success of the implementation of the organization’s vision remains a challenge as it is its transformation into corporate knowledge for long-term performance analysis.

In the measurement domain, our study raises questions in regard to the several performance measurement frameworks available. Analysis shows that we lack a widely accepted framework that is focused rather on the achievement of strategic goals rather than on the best usage of funds and personnel. It has been established that organizations that

do not provide a credible performance measurement structure, have issues responding to demands for accountability from donors and stakeholders (Lee, 2021).

From this paper, we can also derive studies and research on the impact that project managers and project delivery personnel have on the delivery of organizational strategy. The performance measurement structures must take into consideration the people involved in delivering the results, and human resources departments have a key role in promoting and supporting the development of capabilities that will effectively drive organizational performance (El-Farr et al., 2019).

7.0 Conclusions

The overall performance measurement of a non-profit organization is deeply dependent on the evaluation of non-tangible values linked to the achievement of the organization's strategic goals. When dealing with a project-oriented non-profit, targeted to deliver value to its stakeholders through services, there is a clear need to quantify non-tangible goals. This need can be satisfied when the non-profit adopts a formal PMO with its vision aligned with the organization's strategic goals. The PMO work can bring formalization and standardization to the project data format and collection, better management of its human capital, and facilitate the linkage between project and programme outputs to organization outcomes, benefits, and goals. In this process, we propose the adoption of a causal linkage map supported by a strong set of performance indicators for measuring financial and non-financial aspects of the organization's outputs. The choice of which indicators to be used is highly dependent on the organization's goals and operations, to which the PMO must adapt to properly meet its monitoring goals. In its mission to deliver value through efficient project management practices, the PMO becomes an intrinsic part of the organization's effort to be more effective in achieving its strategic goals. This interdependence between the PMO and the other areas of the organization, especially human resources, implies that changes dictated by the PMO will directly affect other areas of the organization (Nadler & Tushman, 1980) that also contribute to the overall performance.

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