



# The Critical PMO/EPMO Decision: Strategic Vision vs. Tactical Excellence

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# Execution vs. Selection

**Strategy  
projects  
poorly  
delivered**

**“Good idea”  
projects  
executed  
perfectly**







Tacoma, WA

Public Schools:

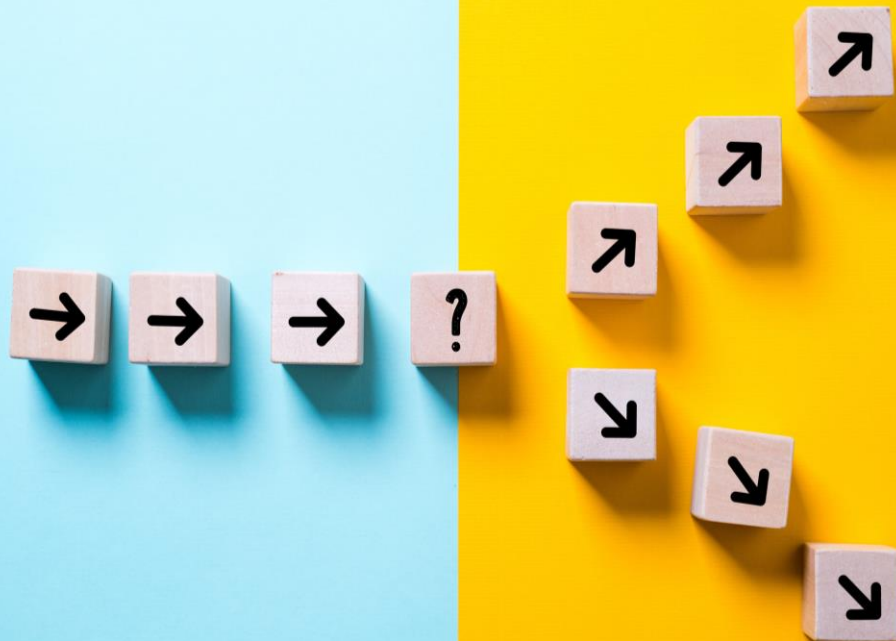
## A Real-World PMO vs. EPMO Decision

### *The Situation*

- **Population:** 30,000 students
- **Graduation Crisis:** Only 55% of students graduated (2010)  
- over 13,000 students at risk of dropping out
- **Challenges:** Aging IT systems, lack of summer programs, need for infrastructure improvements, poor project delivery
- **Resource Constraints:** Limited budget to address all issues simultaneously

### *Key Decision Factors*

- **Strategic Dilemma:** Did they need to execute projects better OR select more impactful projects?
- **Key Decision Point:** Should they focus on project delivery (PMO) or enterprise-level project selection (EPMO)?
- **Ultimate Question:** How could they ensure taxpayer dollars were being used for maximum student impact?



# Agenda

1. The Cost of Indecision
2. Understanding the Core Differences
3. Differences, Overlap, and Bridging Functions
4. Key Decision Factors
5. Implementation Roadmap
6. Case Study Wrap-Up
7. Bear MCG Solutions
8. Live Q&A



# The Cost of Indecision: Why This Matters Now



## Strategic Misalignment

Projects completed successfully but delivering no business value

Resources wasted on non-strategic initiatives while critical needs



## Execution Failures

Strategic initiatives identified but poorly delivered  
Inconsistent outcomes and quality across projects

**When You Choose  
the Wrong Structure**



## Organizational Friction

Territorial battles between departments over project resources

Decision paralysis as approval processes remain unclear

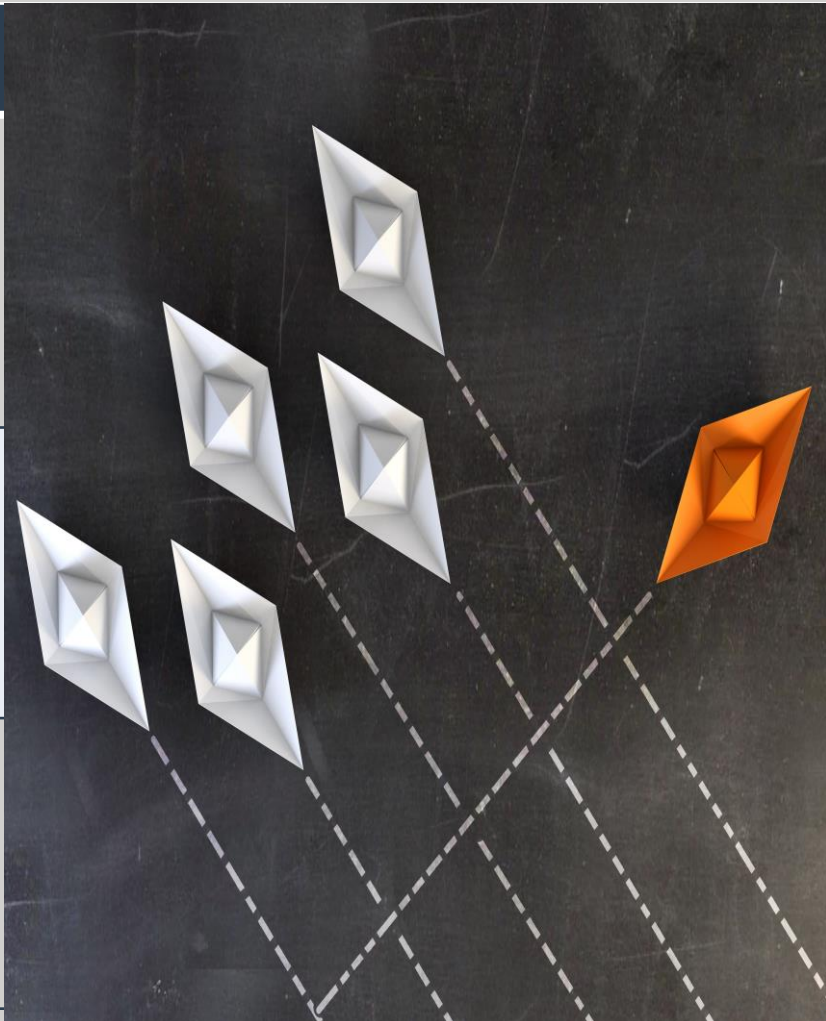


## Competitive Disadvantage

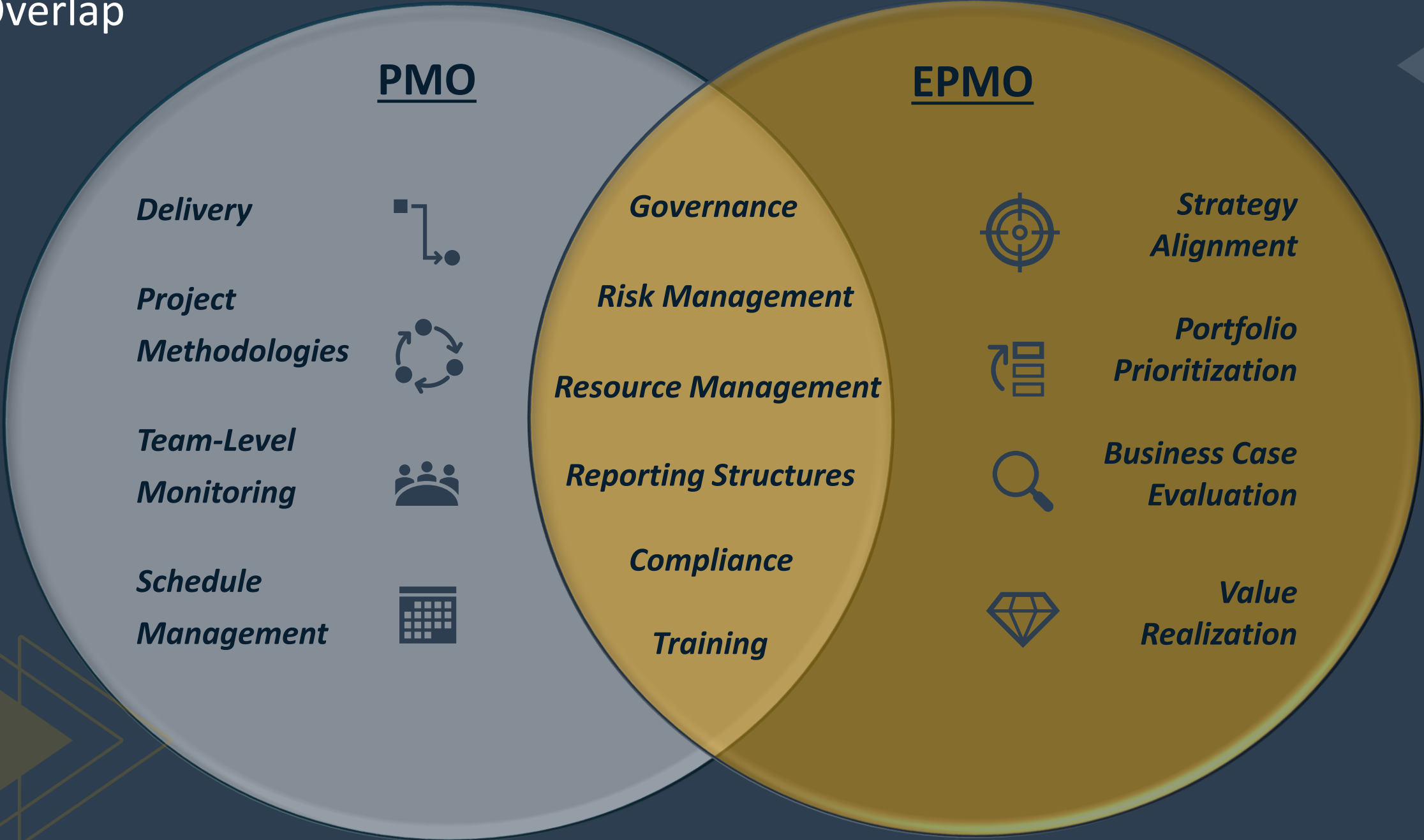
While you struggle with governance, competitors move faster

Innovation opportunities missed due to inefficient selection

# PMO vs. EPMO: Different Solutions for Different Needs

PMO		EPMO
<p>Focuses on:</p> <ul style="list-style-type: none"><li>• Project execution</li><li>• Governance</li><li>• Delivery efficiency</li></ul>		<p>Focuses on:</p> <ul style="list-style-type: none"><li>• Strategy alignment</li><li>• Enterprise-wide focus</li></ul>
<p>Ensures that projects:</p> <ul style="list-style-type: none"><li>• Stay on track</li><li>• Within budget</li><li>• Meet defined objectives</li></ul>		<p>Ensures:</p> <ul style="list-style-type: none"><li>• Portfolio prioritization</li><li>• Ensures the right projects are funded and executed</li></ul>
<ul style="list-style-type: none"><li>• Standardizes processes</li><li>• Manages risks</li><li>• Enforces best practices</li></ul>		<ul style="list-style-type: none"><li>• Oversees the value realization of projects</li><li>• Provides strategic input</li></ul>

Overlap







# Bridging and Splitting PMO and EPMO Functions

## PMO with EPMO Functions

- Expand PMO charter to include strategic project selection
- Allocate dedicated PMO resources for portfolio management
- Implement basic strategic alignment tools within PMO framework

**⚠ Key Limitation:** Limited enterprise-wide visibility and authority

## EPMO with PMO Functions

- Extend EPMO role to include standardized delivery methodologies
- Create lightweight execution templates for project teams
- Establish project health monitoring within strategic framework

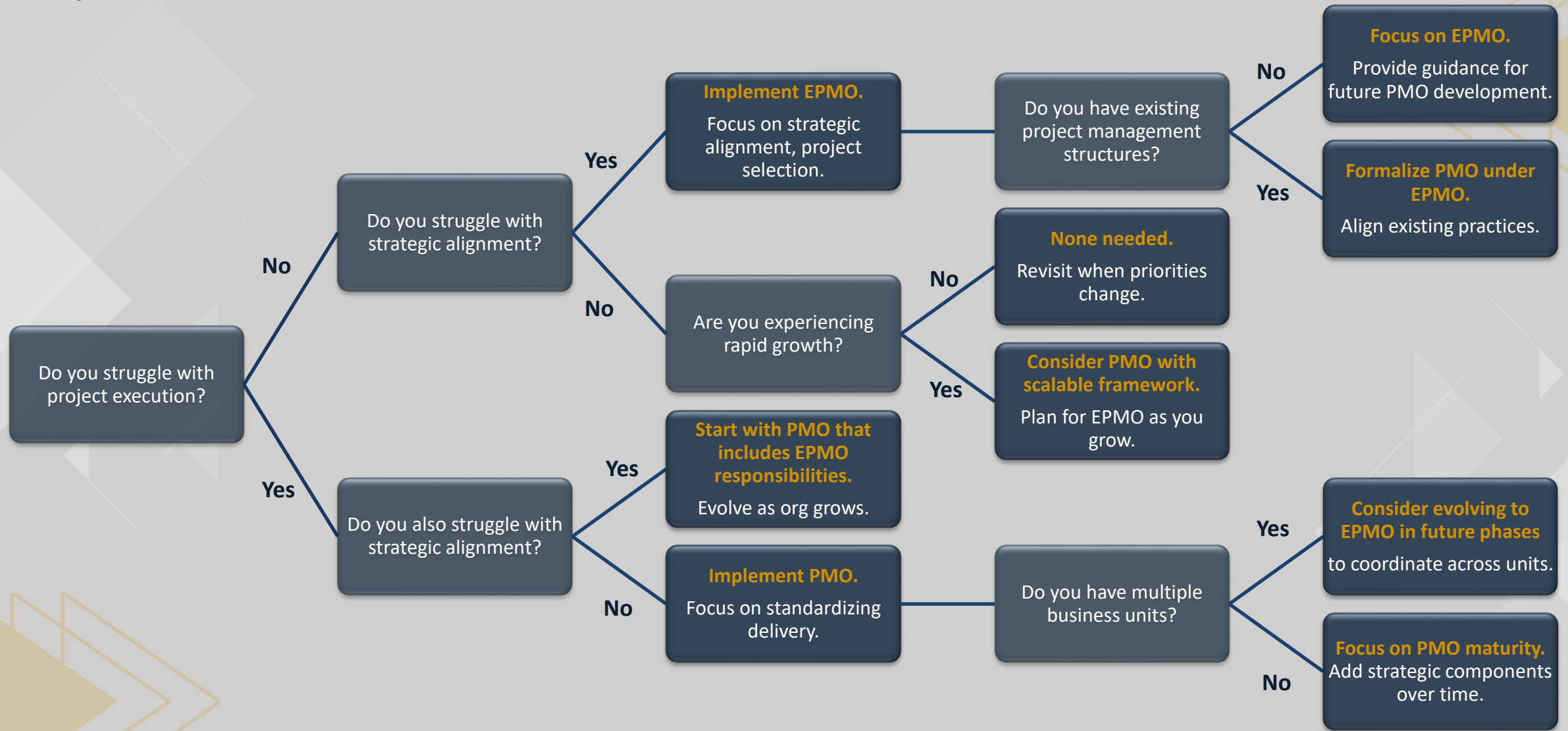
**⚠ Key Limitation:** Potential lack of detailed execution oversight

## Transition Planning

- Document clear separation of duties for eventual split
- Define triggers for when to formalize the separate structures
- Establish maturity milestones that signal readiness for expansion



# Key Decision Factors



# Your Blueprint for Success: 4-Step Implementation

## PMO



### Activity

1. Assess current project management gaps.
2. Develop governance and execution frameworks.
3. Create standardized reporting and risk controls.
4. Focus on scaling efficient project delivery models.

## EPMO



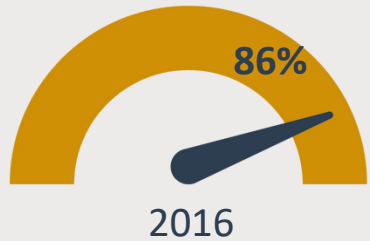
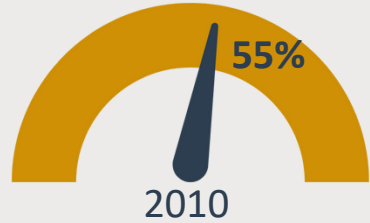
### Activity

1. Define enterprise-wide strategic objectives.
2. Establish governance frameworks and executive alignment.
3. Create a portfolio of oversight structure.
4. Define measurable impact metrics.

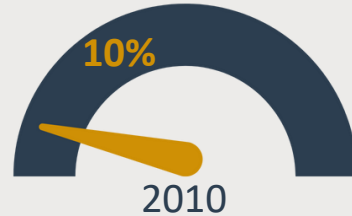
# Tacoma's Transformation



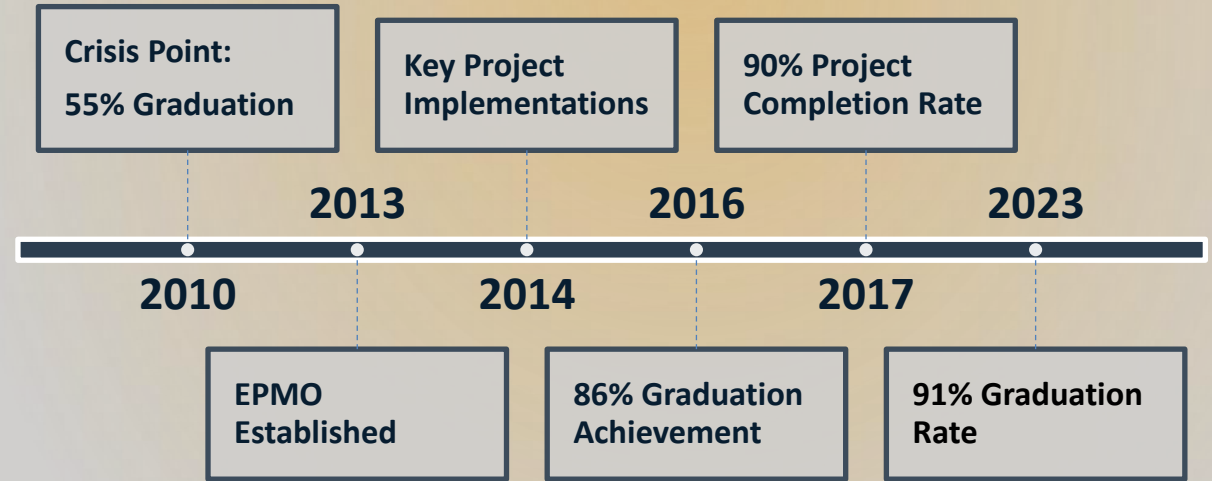
Graduation Rates



Project Completion Rates



## Timeline



## Successful EPMO-Led Initiatives

-  Summer programs
-  Technology overhaul
-  Library access
-  Student emotion tracking
-  Health clinic

## Key Success Factors

- Executive sponsorship
- Standardized methodology
- Staff training/development
- Cross-departmental collaboration
- Strategic alignment



## Our Assessments



### **Project-to-Strategy Assessment**

Aligning projects with business goals for measurable impact

### **Project Governance Assessment**

Providing insights into the impact of your governance policies, processes, and decision-making structures

### **Change Readiness Assessment**

Empowering your workforce to embrace and drive change

# Your Path Forward

## Remember Your “Why”

- **PMO:** Doing projects right
- **EPMO:** Doing the right projects
- **Together:** Maximizing organizational success

## Next Steps

- **Assess** where you are today
  - Toolkit
  - BMCG Assessments
    - Strategy = EPMO
    - Governance = PMO
- **Choose** your path
  - PMO, EPMO, or both
- **Build** your Business Case
- **Secure** Executive Sponsorship
- **Implement** with purpose
- **Measure** results and Communicate Value

Schedule your free Strategy Session with Bear MCG



Mark your calendar for our next webinar  
hosted by our strategic partner: **LOCKTERA**

## **Tell Me Where It Hurts: A Healthcare Executive's Guide to Diagnosing and Treating EHR Implementation Pain**

Discover the critical pitfalls in EHR implementations that organizations frequently encounter:

- Project Management Failures
- Change Management Oversights
- Security Vulnerabilities



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registration details  
coming soon!

**Thursday, April 17th, 2025**  
**at 11:00AM CDT/ 12:00pm EDT**



# Contact Us

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