



Value Delivery vs. Value Recognition in the PMO Flywheel

Understanding the critical distinction between creating value and proving value in your PMO's continuous improvement cycle.

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The Final Two Stages: A Critical Transition

In the **Value-Generating PMO Flywheel**, Steps 9 and 10 represent the pivotal shift from producing tangible outcomes to demonstrating and communicating that value across the organization.

While these stages may appear similar at first glance, they serve fundamentally different purposes in sustaining your PMO's credibility and influence. Understanding this distinction is essential for PMO leaders seeking to maintain executive sponsorship and organizational support.



Step 9: Value Delivery

Creating Measurable Outcomes

Value Delivery is where your PMO fulfills its organizational promise. This is the execution stage where services, governance frameworks, and processes implemented throughout earlier flywheel steps begin generating tangible, measurable business results.

This stage represents the **"doing"** phase—where your PMO's carefully designed services operate effectively, performance data is systematically collected, and concrete outcomes start to materialize across the portfolio.



What Value Delivery Focuses On

Project Performance Excellence

Delivering initiatives on time, within budget, and meeting scope requirements with consistent quality standards.

Resource Optimization

Enhanced resource utilization, strategic capacity planning, and improved project prioritization across the portfolio.

Risk Mitigation

Reduced organizational risk exposure, minimized rework, and proactive issue resolution throughout project lifecycles.

Benefits Realization

Systematic tracking and achievement of projected business benefits, ensuring strategic investments deliver intended value.

Strategic Alignment

Stronger connection between organizational strategy and tactical execution, ensuring projects advance corporate objectives.

Value Delivery is fundamentally about **producing value**—achieving the specific outcomes your PMO was established to deliver for the organization.

Step 10: Value Recognition

Communicating and Reinforcing Perceived Value

Value Recognition transforms delivered value into acknowledged, celebrated value. Even the most effective PMO risks losing executive support without strategic communication of its results.

This critical step focuses on **visibility, compelling storytelling, and building organizational credibility**. It's where data becomes narrative, and metrics become meaningful business impact.



Critical Insight: If Step 9 delivers the medicine, Step 10 shows the patient's recovery and earns the right to treat again.



The Focus of Value Recognition

01

Strategic Communication

Present PMO results clearly and visually to executives, sponsors, and key stakeholders using business-focused language.

02

ROI Demonstration

Quantify and showcase that PMO services generate measurable returns on organizational investment.

03

Stakeholder Feedback

Systematically collect testimonials and satisfaction data from PMO service customers across the enterprise.

04

Business Translation

Convert technical metrics into executive language: "\$2M in cost avoidance" or "25% faster time-to-market."

05

Trust Reinforcement

Build credibility so the next flywheel cycle begins with stronger stakeholder support and organizational confidence.

**Value delivery earns
results.
Value recognition earns
reputation.**



Comparing the Two Critical Steps

Aspect	Step 9: Value Delivery	Step 10: Value Recognition
Purpose	Achieve measurable results and business outcomes	Ensure results are understood, acknowledged, and valued
Focus Area	Execution, outcomes, performance metrics	Communication, visibility, stakeholder perception
Ownership	PMO teams delivering services and processes	PMO leadership communicating impact and insights
Output Examples	Benefits realized, improved KPIs, successful project outcomes	Executive reports, success stories, PMO scorecards, satisfaction surveys
Goal	Create organizational value	Reinforce organizational trust and secure future support



Why Value Recognition Is Often Overlooked

1

The Measurement Trap

Many PMOs stop at Step 9—they diligently measure results but fail to socialize them effectively across the organization.

2

The Invisibility Problem

Without Step 10, even genuine success goes unnoticed. Stakeholders assume "projects are running fine" without recognizing the PMO's pivotal role.

3

The Strategic Imperative

Communication isn't vanity—it's survival strategy. Value unrecognized is value at risk of being defunded or eliminated.

A PMO that delivers exceptional results but fails to communicate them effectively will struggle to maintain executive sponsorship and organizational investment.

The Interconnected Relationship



Steps 9 and 10 are not independent—they form a synergistic partnership that drives PMO sustainability and growth.

Value Delivery provides the substance: concrete outcomes, measurable improvements, and tangible business results that justify the PMO's existence.

Value Recognition provides the amplification: strategic communication that converts those results into organizational influence, stakeholder confidence, and sustained executive support.

Together, they create a virtuous cycle where proven results lead to greater trust, which enables more ambitious initiatives, generating even stronger outcomes in the next flywheel iteration.

Key Takeaway: Two Sides of PMO Success

Step 9: Value Delivery

The PMO **creates** measurable outcomes through effective execution of services, governance, and strategic processes.

Step 10: Value Recognition

The PMO **proves** and **promotes** those outcomes to sustain credibility, influence, and continued organizational investment.

Together, these steps close the loop of the **Value-Generating PMO Flywheel**, ensuring that each new cycle begins with renewed stakeholder trust, stronger demand for PMO services, and greater organizational momentum.

The most successful PMOs master both: they deliver exceptional results *and* ensure those results are visible, understood, and celebrated across the enterprise.

**A PMO that delivers
value earns results.**

**A PMO that recognizes
value earns influence.**

Master both stages to build a PMO that doesn't just survive—but thrives as an indispensable strategic partner driving organizational success.

