# The Difference Between Value Delivery and Value Recognition in the PMO Flywheel

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In the **PMO Value Ring’s Value-Generating PMO Flywheel**, **Step 9: Value Delivery** and **Step 10: Value Recognition** are distinct but deeply connected. Here’s the clear breakdown. In the **Value-Generating PMO Flywheel**, the final two stages—**Value Delivery** and **Value Recognition**—represent the critical transition from *producing value* to *proving value*. While they may sound similar, they serve **different purposes** in the PMO’s continuous value cycle.

## Step 9: Value Delivery — *Creating Measurable Outcomes*

**Value Delivery** is where the PMO fulfills **its promise** to the organization.
It’s the stage where the services, governance, and processes implemented throughout the earlier flywheel steps begin to generate tangible, measurable results.

**The Focus:**

Delivering the *actual business outcomes* that the PMO committed to — such as:

* Improved project delivery performance (on time, on budget, within scope)
* Enhanced resource utilization and prioritization
* Reduced risk and rework
* Increased benefits realization
* Better alignment between strategy and execution

This is the **“doing” stage** — where the PMO’s designed services operate effectively, data is collected, and results start to materialize.

**In short:** Step 9 is about *producing* value — achieving the outcomes the PMO was built to deliver.

## Step 10: Value Recognition — Communicating and Reinforcing Perceived Value

**Value Recognition** is the step that turns *delivered value* into *acknowledged value.*

Even the most effective PMO can lose executive support if it doesn’t **communicate its results in meaningful, stakeholder-centered ways**.
That’s why this step focuses on **visibility, storytelling, and credibility**.

**The Focus:**

* **Communicate** the PMO’s results clearly and visually to executives, sponsors, and stakeholders.
* **Demonstrate ROI** — show that PMO services generate measurable returns.
* **Collect testimonials and satisfaction feedback** from PMO customers.
* **Translate metrics into business language** (e.g., “$2M in cost avoidance” or “25% faster time-to-market”).
* **Reinforce trust** so the next cycle of the flywheel begins with stronger support.

If Step 9 is where the PMO “delivers the medicine,” Step 10 is where it **shows the patient’s recovery** and earns the right to treat again.

“Value delivery earns results.
Value recognition earns reputation.”

## The Relationship Between Steps 9 and 10

| **Aspect** | **Step 9: Value Delivery** | **Step 10: Value Recognition** |
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| **Purpose** | Achieve measurable results and outcomes. | Ensure those 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 lessons learned. |
| **Output Examples** | Benefits realized, improved KPIs, successful project outcomes. | Executive reports, success stories, PMO value scorecards, stakeholder satisfaction. |
| **Goal** | Create organizational value. | Reinforce organizational trust and secure future support. |

## Why Step 10 Is Often Overlooked

Many PMOs stop at Step 9 — they measure results but **fail to socialize them**.
Without Step 10, even genuine success may go unnoticed.
Stakeholders might assume “projects are running fine” without realizing the PMO’s pivotal role in that success.

That’s why **communication is not vanity — it’s strategy**.
Value unrecognized is value at risk.

## Key Takeaway

* **Step 9 (Value Delivery)** = The PMO *creates* measurable outcomes.
* **Step 10 (Value Recognition)** = The PMO *proves* and *promotes* those outcomes to sustain credibility and investment.

Together, they close the loop of the **Value-Generating PMO Flywheel**, ensuring that the next cycle begins with renewed trust, stronger demand, and greater momentum.

A PMO that delivers value earns results.
A PMO that recognizes value earns influence.

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