



Effective OKR implementation for every PMO

Isaura Felcenloben



Agenda

1. Meet Isaura
2. Problem
3. Why OKRs matter for PMO
4. OKR Readiness Compass
5. Use Case – Mature PMO
6. Use Case – Early stage PMO
7. TOP 3 Universal Keys
8. Take-aways

Meet Isaura

Isaura Felcenloben

14 years of professional journey:

Experienced project portfolio manager with expertise in business, technology and life science.

Worked in various environments: from R&D, to banking and Big4.

Strong background in project, product, portfolio, and people management (4-60 directs).

Top 3 Certifications:

Portfolio Management Professional (PMI)

Project Management Professional (PMI)

Change Management (Prosci)

Top 5 skills:

Strategic stakeholder engagement

Emotional intelligence

Change leadership

Strategic problem solving

Adaptive leadership



Problem

PMOs struggle with effective OKR implementation because of lacking practical frameworks to evaluate readiness and tailor the approach to their **organizational reality**.

Why OKRs matter for PMO

Are we on time?

Are we on budget?

Is the RAG green?

Why OKRs matter for PMO

PMO without OKRs

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Why OKRs matter for PMO

PMO with OKRs

What strategic goal are we supporting?

What business value are we creating?

How do we measure real impact?

Why OKRs matter for PMO

PMO without OKRs

- ✗ Are we on time?
- ✗ Are we on budget?
- ✗ Is the RAG green?

PMO with OKRs

- ✓ What strategic goal are we supporting?
- ✓ What business value are we creating?
- ✓ How do we measure real impact?

OKRs transform PMO from Control Center to Strategic Partner.

Readiness



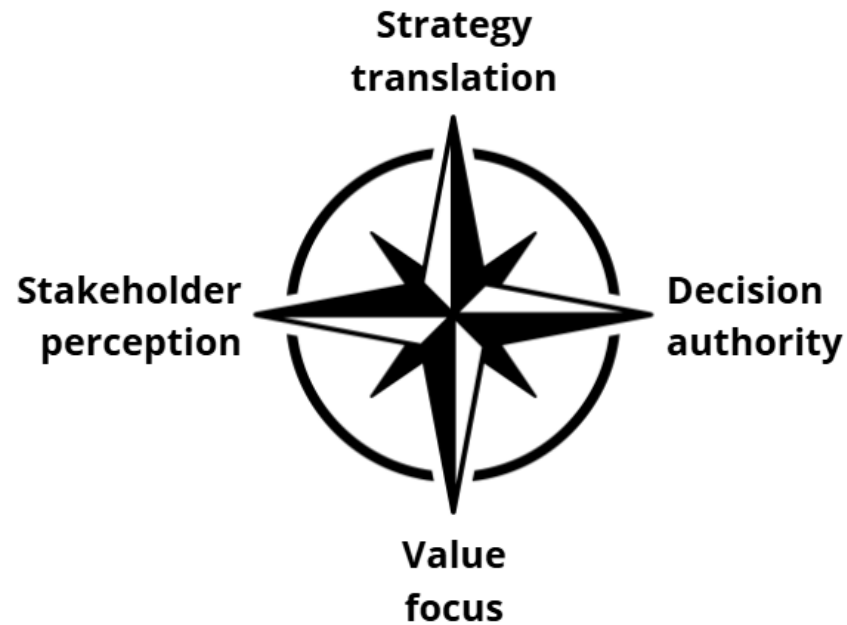
Readiness

*PMOs don't fail because of bad processes.
They fail because they measure the wrong things.*

Four Directions. One Question: Are You Ready?



OKR Readiness Compass



OKR Readiness Compass

DIRECTION	QUESTION	WHAT WE TEST	POSSIBLE ANSWERS	WHY IT MATTERS
NORTH: Strategy Translation	Which strategic objective does your project support? <i>(Ask 5 random PMs)</i>	Strategic alignment from portfolio to execution level	RED: "I don't know" / "It's in the plan" / Silence AMBER: Generic answer ("revenue growth", "digitalization") GREEN: Specific goal + metric ("Increase NPS by 15 points", "Reduce cost by €2M")	If project teams can't connect their work to strategy, OKRs won't cascade. You're building on quicksand.

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EAST: Decision Authority	Can PMO initiate portfolio mid-year reprioritization based on strategic shifts?	PMO's mandate to adapt and reallocate resources when priorities change	RED: "Annual plan is locked" / Business units resist changes / "We would never" AMBER: Can propose, requires lengthy approval / Depends on relationships GREEN: PMO triggers quarterly reviews / Can reallocate resources / Done in last 6 months	OKRs require agility. Without authority to reprioritize, you can't respond to change. OKRs become static plans.

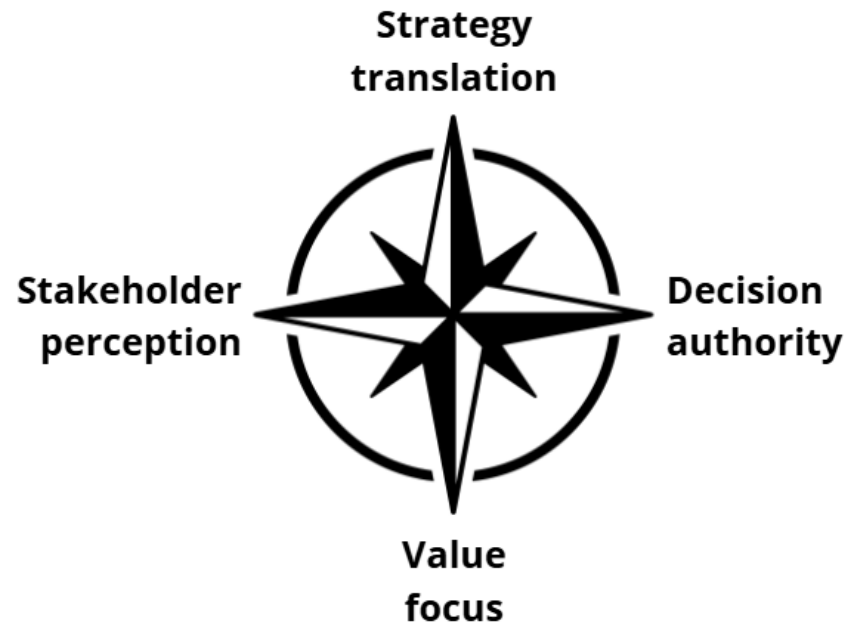
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SOUTH: Value Focus	In your last portfolio review - how much time was spent on STATUS vs. VALUE?	Whether PMO culture focuses on delivery metrics or business outcomes	RED: 80%+ on status (RAG, delays, budgets) / <20% on value AMBER: 60/40 split - mixed focus on both GREEN: 60%+ on value (outcomes, impact, decisions) / Status is secondary	OKRs measure outcomes, not outputs. If your meetings are status-driven, OKR language won't stick. Culture eats strategy.

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WEST: Stakeholder Perception	How do you perceive PMO's role? <i>(Ask 5 stakeholders, one word each)</i>	PMO's reputation and credibility with business partners	RED: "Bottleneck", "Bureaucracy", "Paperwork" "Control", "Police" AMBER: "Helpful", "Organized", "Reliable", "Admin support" GREEN: "Strategic partner", "Advisor", "Value-driven", "Challenge our thinking"	OKR adoption requires trust. If stakeholders see PMO as police, they'll game the system. If seen as partner, they'll collaborate.

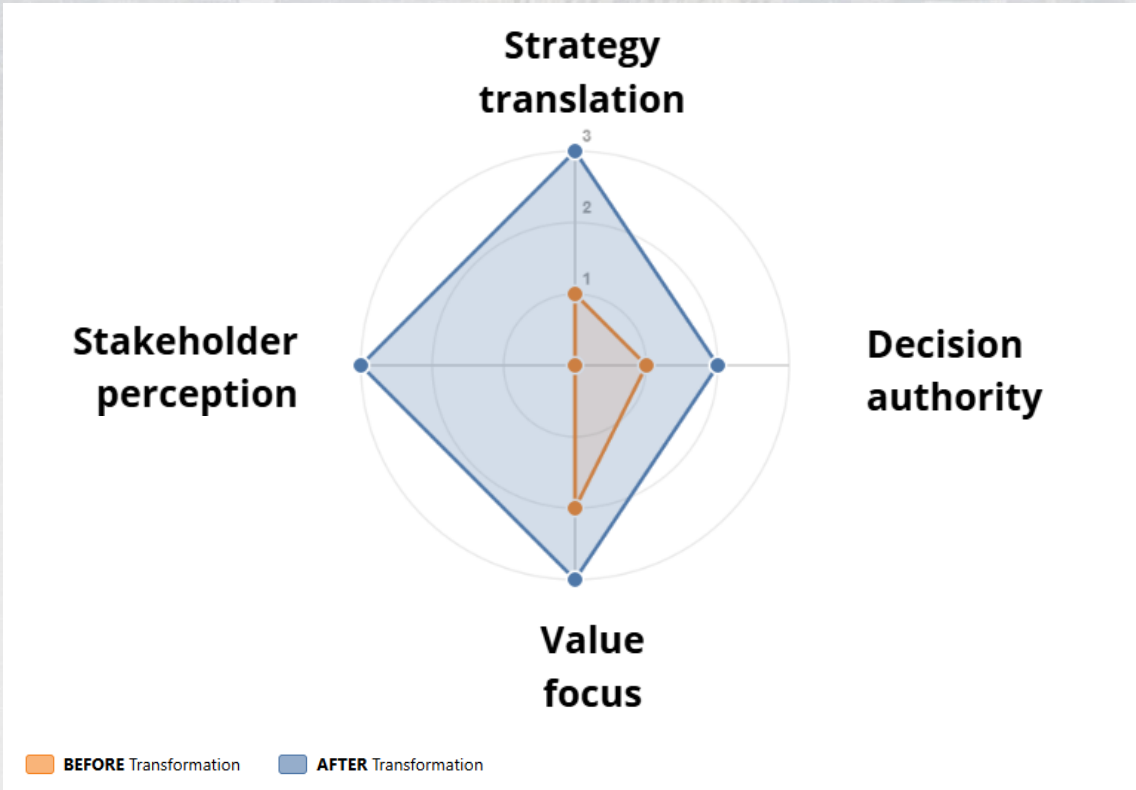
OKR Readiness Compass



Use Case – Mature PMO

- **Overall** status: 8-year, 10 professionals: perfect processes, but seen as PMO police
- **Agile OKR/QBR transformation announcement:** wake-up call
- **The trap:** Team treated OKR/QBR as an ,another process to stabilize’
- **Senior PM pivot:** Taught business thinking, not OKR templates
- **Banned phrase:** ,It’s in the plan’ - replaced with ,What value are we creating?’
- **Mandatory sessions:** How our company makes money
- **Result:** Language changed, then thinking changed, then PMO role changed
- **Business Manager quote:** PMO used to tell us what we can’t do. Now they help us figure out what we should do

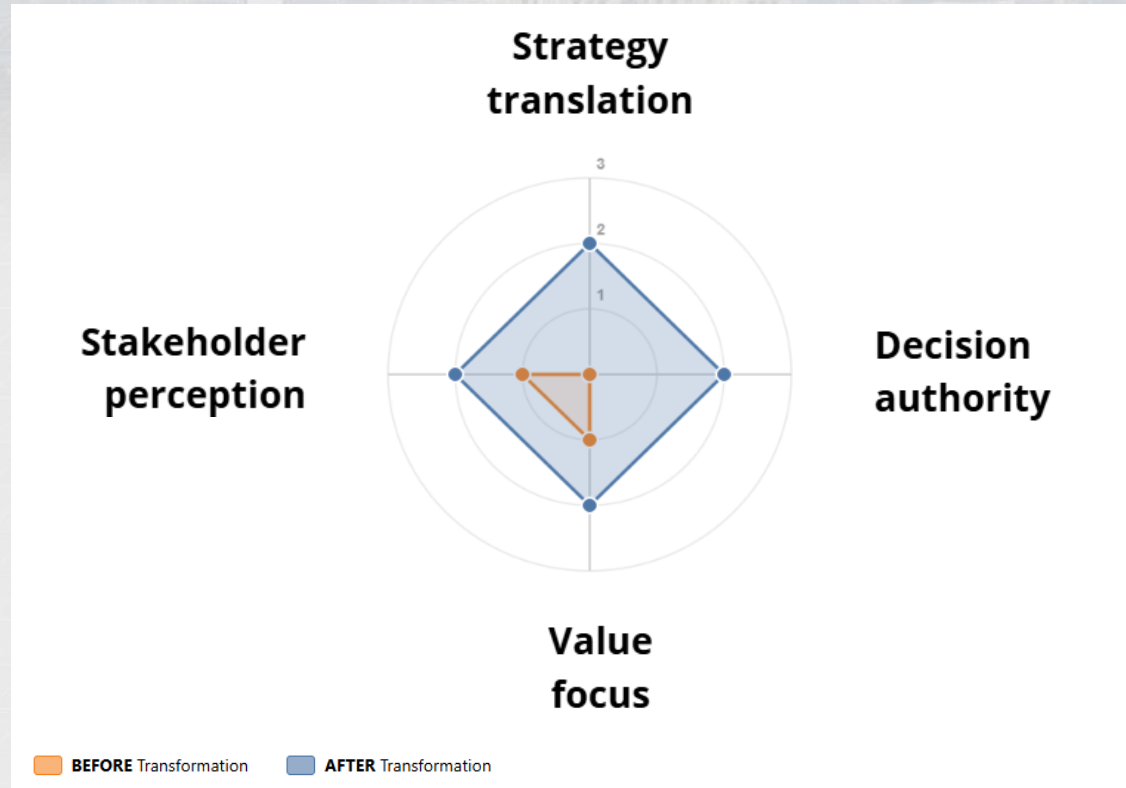
Use Case – Mature PMO



Use Case – Early stage PMO

- **Overall status:** Newly formed PMO, 5 people - Excel reports, Jira IDs, operational support
- **OKR pilot announcement:** in one department - PMO to lead
- **The trap:** Team treated OKR as "another process to implement" - created slide decks, copied frameworks, best practices checklists
- **PMO Lead pivot:** Saw opportunity, not obligation - started with 1:1s asking ,What are your fears?' and ,What business value do projects create?'
- **First round:** Total failure - moved fast ,like Google'
- **Second round approach:** Strategy review first, then team brainstorming
- **Data-driven proposals:** Two Objectives with Key Results backed by previous year's data analysis - not templates or KPIs
- **Result:** PMO transformed from Jira ticket tracker to business OKRs partner

Use Case – Early stage PMO



TOP 3 Universal Keys

1. MEASURE WHAT MATTERS TO YOUR BUSINESS

OKRs must speak YOUR business value language, not universal best practices

2. ADAPT PACE TO ORGANIZATIONAL MATURITY

Don't copy "OKR in 90 days" from Google - adjust timeline to PMO change capacity

3. ENHANCE DESIRE FOR THE TRANSFORMATION.

Foster PMO team hunger for change, not mandate-driven adoption

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CORE PRINCIPLE: OKR is a framework to adapt, not a template to copy.

Take-aways

1. Diagnose before you dose
2. Authority before any methodology
3. One size fits none - adapt to your context
4. Start small, prove value, then scale

Thank you

My objective: Make your time on the conference valuable for you.

Key Results:

- ✓ Shared OKR Readiness Compass – try it!
- ✓ Inspired 1+ PMO transformation - your turn!
- ✓ Connected with fellow PMO leaders - let's stay in touch!

STATUS: 100% complete



Now it's YOUR turn to set OKRs for your PMO transformation. Good luck!