WHITE PAPER:

THE MODERN PMO:

ENABLING CONTINUOUS LEARNING AND AI ADOPTION IN PROJECT-DRIVEN ORGANIZATIONS

This white paper explores how a PMO can collaborate with Learning & Development to introduce Continuous learning, integrated into the actual projects and programs.

In this white paper AI Adoption serves as an example of a learning object.

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EXECUTIVE SUMMARY

Today Project Management Offices (PMOs) focus on governance, ensuring delivery, value creation and benefits realization across projects, programs, and portfolios.

However, in a world defined by rapid disruption, accelerated technological change, and evolving workforce expectations, the current role is no longer sufficient.

Because organizations must develop new competencies and skills faster than ever before — which is core challenge for Learning & Development (L&D), especially since time is limited and most resources do simply not have enough time to also train themselves.

This white paper proposes the concept of the **Modern PMO**: a PMO that evolves into a **strategic transformation hub**.

The PMO shall work in close collaboration with L&D and Human Resources (HR).

The PMO can embed continuous competence development into the daily work of projects and programs, support responsible AI adoption, and promote resilience and adaptability across the organization.

In this white paper, ***Learning & Development (L&D) refers to the organizational function responsible for competence and skills development.*** *Depending on the company, this unit may also be known as Capability Development, Talent & Learning, People Development, or Corporate University. It is typically part of the broader Human Resources organization and focuses on ensuring that employees continuously acquire the capabilities required to meet strategic and operational goals. In this context, the PMO collaborates closely with this function to embed learning into the flow of work, particularly within projects and programs.*

CONTENT

ABOUT THE AUTHOR:

Rickard Romander, Founder and CEO of Greenlight Project Management Group, with more than 30 years of experience as PMO Manager, Trainer, Project Manager, Business Analyst and Management Consultant.

Rickard has helped more than 50 small, medium-sized and major international companies to improve project management and management of projects, using the complete GreenlightPM offering including the Project Management 3.0 Framework, GPMM 3.0, GPMM 3.1 PMO Model and the complete GreenlightPM training catalogue.

THE CHANGING CONTEXT

- **Companies and organizations need to continuously adapt** to rapid changes, new products, and new and increased global competition.
- **Disruption is the new normal**: technological innovation (AI, automation), economic uncertainty, and shifting workforce demographics.
- **The continuous creation of new competence and skills becomes vital** to all companies and organizations to be able to stay competitive.
- **Projects and programs are not isolated efforts**; they are the primary vehicles for value creation and benefits realization when it comes to product development, deliveries to customers and transformation of the organization and the ways of working. *Projects are divided into 3 types: Customer, Internal and Product development.*
- **It is difficult to find time for traditional learning and development activities** such as traditional courses lasting for several full days.
- **Therefore Learning and development should move into the daily flow of work** — and PMOs are best positioned (especially in project driven organizations) to help L&D to make this a reality, thus ensuring **that continuous learning is systematically embedded into projects, programs, and portfolios.**

THE MODERN PMO – IN COLLABORATION WITH LEARNING & DEVELOPMENT

Traditional PMOs are sometimes perceived as administrative or reactive.

The **modern PMO** instead focuses on **enablement, strategic value creation and benefits realization.**

The modern PMO should:

- **Focus on portfolio management, project/program performance, value creation and benefits realization ("as always")**, ensuring customer deliveries, developing new products and services and achieving internal change/transformation.

- **Embed ongoing competence development** – ensuring every project and program become a learning opportunity.
- **Champion responsible AI adoption** – integrating AI meaningfully into project management processes and tools, as well as continuing with all other "ways of working" improvements.
- **Shift from control to enablement** – accelerating adaptability, not just enforcing compliance. *(Helping the whole organization to become agile!)*
- **Enable resilience and sustainable performance** – balancing delivery demands with well-being and human capacity.

THE SEVEN AREAS IN GPMM 3.1 PMO MODEL

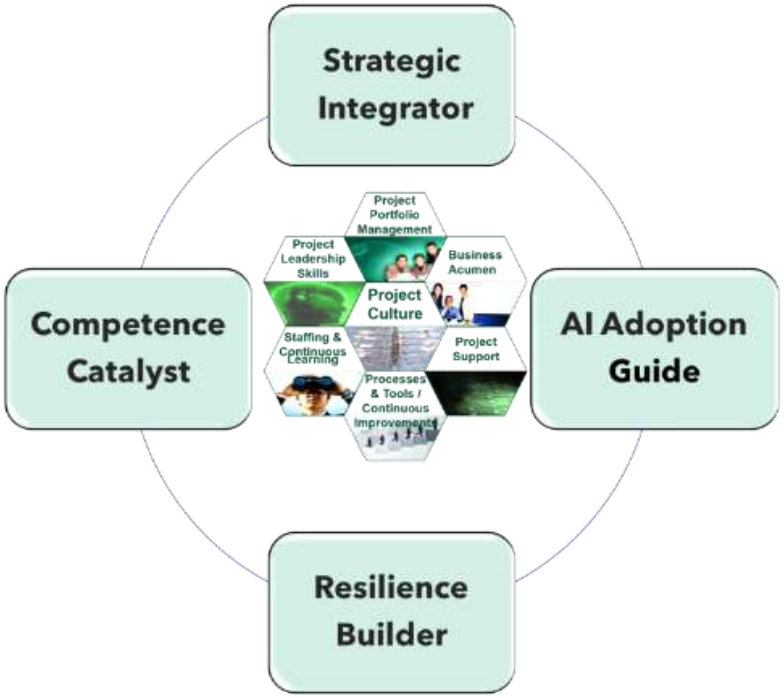
The GPMM 3.1 (Greenlight Project Management Model) PMO model consists of seven areas.

1. Project Portfolio Management
2. Business Acumen
3. Project Support
4. Processes & Tools / Continuous Improvement
5. Staffing & Continuous Learning
6. Project Leadership Skills
7. Project Culture

In a Modern PMO all 7 areas will contribute to 4 strategic pillars.

Four Strategic Pillars	What the pillar enables	Mapped to the GPMM 3.1 PMO Areas
1. Strategic Integrator	Alignment between strategy, portfolio decisions, and capability growth.	Project Portfolio Management and Business Acumen
2. Competence Catalyst	Continuous learning is embedded into real projects and programs	Project Portfolio Management, Staffing & Continuous Learning and

Four Strategic Pillars	What the pillar enables	Mapped to the GPMM 3.1 PMO Areas
		Project Leadership Skills and Project Culture
3. AI Adoption Guide	Responsible, human-centered use of AI (Artificial Intelligence) to enhance (not replace) project teams.	Processes & Tools / Continuous Improvement, Project Support and Project Portfolio Management
4. Resilience Builder	Work environments and leadership behaviors prevent burnout and sustain performance.	Project Culture and Project Leadership Skills



PMO AND LEARNING & DEVELOPMENT COLLABORATION

The PMO ensures that **competence development objectives** are formally included in the **goals, scope, and budget** of projects and programs — not added as optional extras.

This requires close and systematic collaboration with L&D to ensure alignment with organizational strategy and competence development.

PMO Contribution	L&D Contribution
Ensures competence development goals are built into project plans and budgets	Designs and delivers relevant, timely training and learning programs and pathways, which can be applied as a part of the scope within projects and programs
Forms teams to support cross-generational and cross-domain learning	Supports competence frameworks, assessment, and evaluation
Tracks learning outcomes as parts of all project outcomes	Helps capture and validate new knowledge and skills

Examples of Continuous Learning Approaches in training programs

- Short on-the-job learning cycles integrated into project phases
- Microlearning (e.g. short modular virtual and in person of AI-enabled sessions)
- Peer knowledge exchange
- AI-assisted reflective practice and coaching
- Mentoring and reverse mentoring
- Cross-generational collaboration intentionally designed into team structures

Examples of Competence Areas to Develop

- New and updated tools, technologies (for example AI), techniques, processes, methods and ways of working
- Interpersonal skills such as leadership, collaboration, and communication
- New products and services

- Market and customer understanding

PRACTICAL EXAMPLE

Let us imagine a project in a new area for the companies involved, where L&D has decided that more competence needs to be developed.

Project Scenario:
A customer project delivers a **private 5G Network**, including hardware, software, integration, testing, and training.

Typical performance goals:

- Delivery scope on time and within budget
- Achieve customer acceptance and satisfaction
- Ensure revenue recognition and profitability

Additional competence development goals:

- Ensure all project participants acquire **fundamental private 5G network knowledge**
- Help the solution architect learn **customer-specific use cases**
- Support the customer project manager in learning **new AI powered project management processes and tools**
- Train **technicians** to configure and install the solution

The modern PMO:

- Cooperates with L&D to define the learning goals and how they are to be planned and executed in the particular projects and programs.
- Ensures that these learning goals are included in the **project's goals and Project Charter**
- Ensures that activities are planned and budgeted in the project
- Ensures that the learning outcomes, progress and goals, are measured and tracked just like all other project goals, indicators and activities

This transforms the project from a "*delivery-only effort*" into a **dual-purpose delivery and competence-building initiative**.

CONCLUSIONS

The modern PMO shall ensure good management, performance and value creation in projects, programs and the portfolio.

The modern PMO shall also help organizations to **adapt, learn, and evolve continuously**, thus **lead organizations into the future of work;** a future where AI and human ingenuity combine, and where **projects and programs become engines of learning.**

The modern PMO shall partner with **Human Resources and L&D** to align and implement skills development within projects and programs according to the organization's priorities.

The PMOs that evolve will not only remain relevant, but they will also become indispensable.