Transformed Vision, LLC
2001 L Street, NW, Suite 500
Washington, DC 20036

PROGRAM MANAGEMENT OUTSOURCING SERVICES

PMOS®

An independent program governance and advisory framework, tailored specifically to leaders.

INDEPENDENT GOVERNANCE • TRANSPARENCY • ACCOUNTABILITY • LASTING VALUE

2007 ESTABLISHED	**Washington, DC** HEADQUARTERS	**US & Africa** WHERE WE WORK	**Liberia, Ghana, Nigeria** AFRICAN EXPERIENCE

WHO WE ARE

TRANSFORMED VISION

Transformed Vision is a Washington, DC based management consulting firm established in 2007. We support government institutions, financial organizations and major enterprises in strengthening governance, execution and organizational performance. Our African experience includes Liberia, Ghana and Nigeria.

CORE CONSULTING SERVICES

01
Program and project management
PMO establishment, improvement and program delivery support.

02
Governance and strategy
Independent program oversight, strategic advisory, change management and business transformation.

03
Risk, compliance and technology
Risk management, regulatory compliance, data solutions and digital transformation.

CORE INDUSTRIES

- Government and public institutions
- Energy, power and oil and gas
- Financial services
- Healthcare
- Infrastructure and development programs

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THE CHALLENGE

WHY WE DEVELOPED PMOS®

Program management is a core Transformed Vision service. Years of establishing and supporting Program and Project Management Offices revealed a persistent challenge:

> **Even with capable project teams and regular reports, leadership may not have an independent, connected view of delivery, risks, dependencies and accountability.**

01
Delivery and oversight are often combined

The same teams responsible for implementation may also report and assess their own progress.

02
Information can be fragmented

Different projects and institutions may report activity without showing how their commitments depend on one another.

03
Escalation can come too late

Leaders may learn of unresolved problems only after critical milestones have been affected.

To address these gaps, Transformed Vision developed Program Management Outsourcing Services (PMOS®), a governance and advisory framework tailored specifically to leaders.

THE FRAMEWORK

WHAT PMOS® IS

PMOS is an independent program governance and advisory framework. It is **not** another project team, and it does not replace ministries, program managers, contractors or technical specialists. Those responsible for execution continue to deliver the work. PMOS independently connects, challenges, validates and escalates information so leadership has a trusted view of the whole initiative.

CONNECT → CHALLENGE → VALIDATE → ESCALATE

PMOS IS

- Independent governance, separate from those who deliver the work
- An advisory framework built around what leaders need to see
- A trusted, connected view of the whole initiative

PMOS IS NOT

- ✕ Another project team
- ✕ A replacement for ministries, program managers, contractors or technical specialists
- ✕ A transfer of delivery responsibility away from the teams doing the work

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THE APPROACH

HOW PMOS® IS DIFFERENT

01 Separate governance from delivery
Independent oversight reduces reliance on project teams to assess their own performance.

02 A structured set of governance activities
A defined discipline of twelve governance activities, applied with the controls, reviews and oversight each initiative requires.

03 Advisory support led by experts
Governance specialists work with relevant industry experts to examine obstacles and advise delivery teams, without assuming their responsibilities.

04 Leadership visibility by choice
A personalized dashboard offers a high level portfolio picture or a detailed view of program, projects, milestones, tasks and owners.

THE PMOS® GOVERNANCE ACTIVITIES

Tailored to each initiative, so controls, reviews and oversight match its requirements.

PLAN AND TRACK	REVIEW AND VALIDATE	MANAGE AND SUSTAIN
01 Planning	05 Portfolio reviews	09 Risk management
02 Status updates	06 Gate reviews	10 Stakeholder communications
03 Tracking	07 Quarterly delivery validation	11 Documentation
04 Reporting	08 Steering committee support	12 Continuous improvement

LEADERSHIP VISIBILITY BY CHOICE

ONE DASHBOARD, EVERY LEVEL OF DETAIL

PORTFOLIO | PROGRAMS | PROJECTS | MILESTONES | TASKS | OWNERS

← High level portfolio picture — Detailed, accountable view →

WHERE PMOS® SITS

INDEPENDENT OF DELIVERY, CONNECTED TO BOTH SIDES

LEADERSHIP
Holds the accountability. Receives a trusted view of the whole initiative and asks the right questions.

⇄

PMOS® GOVERNANCE
Connects, challenges, validates and escalates information. Advises without assuming delivery responsibilities.

⇄

DELIVERY TEAMS
Ministries, program managers, contractors and technical specialists continue to deliver the work.

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THE VALUE

PRACTICAL BENEFITS TO LEADERS

◆ Transparency
See what is on track, delayed or at risk across major commitments.

◆ Accountability
Know who owns each milestone, action, decision and outstanding commitment.

◆ Early intervention
Identify risks, issues and dependencies across institutions before they become major setbacks.

◆ Delivery assurance
Challenge reported status, review supporting evidence and validate progress at defined checkpoints.

◆ Connected execution
Help delivery teams resolve handoffs and move work through the implementation pipeline.

◆ Confidence and legacy
Make decisions with better information and strengthen the conditions for commitments to become lasting outcomes.

WHY PMOS® IS TAILORED TO LEADERSHIP

Because leadership carries the ultimate responsibility, even when others control execution.

LEADERS CARRY THE BLAME	When initiatives fail or fall short, leadership must answer for the outcome.
LEADERS ARE OFTEN THE LAST TO KNOW	Problems may grow long before they reach leadership. By then, damage may be done.
LEADERS CANNOT BE EVERYWHERE	Leaders oversee major initiatives but cannot monitor every milestone, risk or decision.
LEADERS NEED CLEAR ACCOUNTABILITY	Leaders need to know who owns each commitment, what is done and what remains unresolved.
LEADERSHIP LEGACY IS AT STAKE	Major initiatives can define a leader's legacy long after their time in office ends.

THE LEADERSHIP PURPOSE

Leaders may delegate execution, but they cannot delegate accountability.

PMOS helps leaders stay informed, ask the right questions and support delivery without taking control away from the teams doing the work.

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