

The PMO/OCM Integration Framework

FIVE CONNECTION POINTS WHERE PORTFOLIO GOVERNANCE AND CHANGE MANAGEMENT OPERATE AS ONE

PMO governs the system. OCM makes the strategy live inside it. Neither is complete without the other. This document maps the five integration points where portfolio governance and change management connect — and explains what breaks when they don't.

SECTION 01 · THE CORE PRINCIPLE

Why Integration Matters

Most organizations treat PMO and OCM as parallel tracks that occasionally share a status report. That model fails. Governance without adoption is theater. Change management without delivery structure is aspiration. An integrated engagement model treats them as a single system with five explicit connection points.

When the integration points are working, risk tolerance is calibrated to readiness. Resource capacity limits are reflected in the change saturation model. Financial tracking is tied to adoption rates, not just spend. The governance cadence confirms — or challenges — readiness at every phase gate.

SECTION 02 · GOVERNANCE INTEGRATION LAYER

The Five Integration Points

Each integration point is bidirectional. PMO data informs OCM strategy. OCM outcome data drives PMO improvement cycles. The connection must run both directions or one discipline is flying blind.

PMO TERM		INTEGRATION POINT		OCM TERM
Risk	■	<i>Risk exposure informs change readiness planning</i>	■	Readiness
Capacity	■	<i>Resource capacity limits change absorption rate</i>	■	Saturation
Governance	■	<i>Governance cadence confirms adoption readiness</i>	■	Readiness
Financial	■	<i>Benefit realization tied to adoption rate tracking</i>	■	Adoption
Cont. Improvement	■	<i>OCM outcomes data drives PMO improvement cycles</i>	■	Outcomes

SECTION 03 · PMO

Portfolio Governance Disciplines

Seven disciplines. Each one governs a distinct dimension of delivery. The disciplines connected to the integration layer — Risk, Portfolio, Resource/Capacity, and Continuous Improvement — are monitored jointly at every governance cadence.

DISCIPLINE	FUNCTION
Quality	Standards, audit, and delivery consistency across the portfolio
Financial	Budget tracking, cost-of-delay calculation, benefit realization
Risk	Risk identification, escalation thresholds, and mitigation tracking
Portfolio	Start/stop/pause decisions, sequencing, and capacity allocation
Schedule	Milestone tracking, phase gates, and timeline integrity
Resource / Capacity	Headcount, bandwidth, and allocation against portfolio demand
Continuous Improvement	Retrospective cycles, process refinement, and lessons learned

SECTION 04 · OCM

Change Strategy Elements

Seven elements. Each one addresses a dimension of human adoption. OCM without PMO structure has no delivery anchor. Adoption and Benefit Realization connect directly to the integration layer and are tracked alongside portfolio health metrics.

ELEMENT	FUNCTION
Sponsor Engagement	Active, visible executive sponsorship at every phase gate
Resistance Management	Early identification, root cause analysis, and mitigation
Training	Role-based, timed to go-live, and reinforced post-launch
Communications	Stakeholder-specific messaging tied to the governance cadence
Reinforcement	Recognition, accountability, and sustained behavior change
Adoption	Usage measurement, gap analysis, and corrective action tracking
Benefit Realization	Outcome tracking tied to the original investment thesis

SECTION 05 · ENGAGEMENT FLOW

Four Phases · 90 Days · One Clear End State

Each phase ends with accepted deliverables before the next begins. No phase gate is waived. By Day 91, the client owns the process — not a dependency on the consultant.

PHASE	YOU GET	DELIVERABLES
Phase 1 · Days 1–10 Diagnose	Clarity	Friction Audit Report Baseline Portfolio Inventory
Phase 2 · Days 11–30 Design	The Plan	Governance Blueprint Prioritization Framework
Phase 3 · Days 31–60 Deliver	Adoption	Executive Dashboard Decision Log Prioritization Session
Phase 4 · Days 61–90 Sustain	Proof	PMO/Portfolio Playbook Executive Readout Improvement Roadmap

"PMO governs the system. OCM makes the strategy live inside it. Neither is complete without the other. The integration is not a coordination task — it is the operating model."