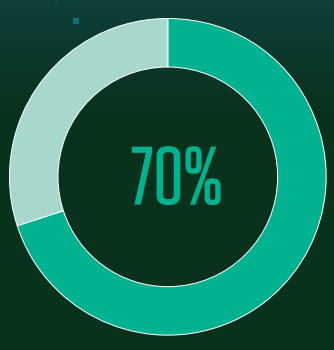
Infosys | Knowledge Institute

FROM PMO TO TMO: THE NEW ENGINE OF ENTERPRISE TRANSFORMATION

A transformation management office aligns enterprise change to business value where project management offices fall short.

The opportunity — and the challenge

AI-driven business models are sparking far-reaching changes across organizations. Yet nearly:



of transformation programs fail to achieve their original goals.

Today's transformations span strategy, operations, technology, data, governance, workforce, and culture, requiring sustained coordination across multiple initiatives and stakeholders.

Source: BCG

Why traditional PMOs fall short

PMOs excel at delivery, but they aren't built for end-to-end transformation.

- Focus on project delivery (schedule, scope, budget) — not business outcomes.
- Limited portfolio-level visibility and alignment with strategic priorities.
- Fragmented governance and siloed change efforts, leading to slower decision-making and uneven adoption.

What a TMO does differently

A TMO connects strategy to execution and ensures lasting business value.

- Aligns investments to strategic priorities
- Addresses risks early
- Tracks measurable business outcomes
- Provides leadership a single view across the entire portfolio

The four building blocks of a high-performing TMO

People, process, technology, and data and value must work together.

People — Build the right mindset, skills, and behaviors - strategic thinking, data fluency, AI literacy, change leadership and stakeholder engagement.

Process — Establish clear ownership, standardized methodology and governance across initiatives.

Technology — Use unified dashboards and agentic AI to turn data into actionable insights, track dependencies, draft decision-ready reporting.

Data and value — Operate a value realization office (VRO) to track, measure, and report business outcomes long after implementation.

A practical path to build your TMO

Four steps to turn ambition into impact.

Create leadership alignment
Align leaders around a compelling vision and a clear business imperative for change.

Evaluate transformation readiness
Assess whether your workforce, processes, technology, and value realization capabilities are ready.

Build a fit-for-purpose TMO
Ensure the TMO has the right capabilities, governance structures, performance metrics, clear ownership to deliver results.

Drive strategy through execution
Translate strategy into sustained results through disciplined execution, quick wins, and adoption across the organization.

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