

PMO Value Evidence Log™

Capture, calculate, and communicate every PMO win in the language executives trust.

What this tool gives you

A replicable system for documenting PMO interventions as executive-grade proof — structured identically to the ADNOC, TAQA, and EY MENA case studies in Chapter 8. Designed to be completed in 30–60 minutes per entry. Built to survive a budget review.

SECTION 1

Situation · Intervention · Result

SECTION 2

*Business Outcome Statement
Formula*

SECTION 3

ROI Calculation Template

SECTION 4

Your Case Study Builder — Blank Canvas

SECTION 5

Quick Wins & Proof Points Log

BEFORE YOU BEGIN

How to Use the PMO Value Evidence Log™

Most PMO leaders are sitting on evidence they have never written down. A decision that was made faster because the PMO surfaced the intelligence. A risk that was avoided because the PMO escalated early. A benefit that was realised because someone tracked it through to confirmation. That evidence exists. It is simply not in a form that executives find compelling — or that budget sponsors find difficult to argue with.

This tool changes that. The PMO Value Evidence Log™ gives you a structured, repeatable system for capturing PMO outcomes in exactly the same format used in the three confirmed case studies in Chapter 8: ADNOC, TAQA, and EY MENA.

Each completed entry in this log is a proof point. A set of completed entries is a credibility file. A credibility file is the difference between a PMO that is vulnerable at budget time and a PMO that is defended.

THE GOLDEN RULE

Never capture a win retrospectively if you can capture it in real time. The moment a metric shifts — note the baseline, note the change, note what the PMO did. That note, captured in 10 minutes now, becomes a compelling case study in 90 days.

What Each Section Is For

Section	Name	Purpose
1	SIR Framework™	Document the Situation, Intervention, and Result for one PMO outcome. This is the core evidence record.
2	Business Outcome Statement Formula™	Convert your evidence into a single, executive-grade sentence using the proven formula from the three case studies.
3	ROI Calculation Template	Quantify the financial return — or directional value — of a specific PMO intervention. Designed for non-finance PMO leaders.
4	Case Study Builder	Assemble a full, formatted case study ready for inclusion in a proposal, a board update, or a budget defence — modelled on the ADNOC / TAQA / EY MENA format.
5	Quick Wins Log	A running register of smaller proof points — single sentences, quantified — that feed proposals, LinkedIn posts, and stakeholder updates.

Minimum Standard: What Makes a Valid Entry

Not every evidence entry needs to be a full case study. The minimum standard for a valid entry is:

- A specific Before condition — not 'reporting was poor' but 'executive decisions were delayed by an average of 11 days due to incomplete portfolio data'.
- A specific PMO intervention — what you designed, built, introduced, or changed.
- A specific After condition — quantified wherever possible. Direction of change if not yet measurable in numbers.
- A date range — when did the Before condition exist, and when was the After condition confirmed?
- A source — governance minutes, dashboard data, sponsor statement. The source is what makes it evidence rather than opinion.

PERMISSION NOTE

Before including any case study in a public document, proposal, or presentation, confirm permission with the relevant stakeholder or organisation. This log has a Permission Status field for every entry. Respect it. Unnamed entries with confirmed metrics are often more credible than named entries without them.

SECTION 1

The SIR Framework™

Situation · Intervention · Result — the three-field evidence structure

Every credible PMO case study in Chapter 8 follows the same three-part structure: what the situation was before the PMO acted, what the PMO actually did, and what measurably changed as a result. This section gives you that structure in a form you can complete in under an hour — and use directly in any governance document, proposal, or executive briefing.

WORKED EXAMPLE · ADNOC (Chapter 8, Case Study 03)

SITUATION: Vendor delivery shortfalls were being absorbed informally at delivery team level. Neither the PMO nor the commercial team had a structured process for identifying, escalating, or recovering contract penalties. Significant contractual value was invisible and unrecovered.

INTERVENTION: Established a formal Vendor Performance & Accountability Framework, co-owned by the PMO and Commercial Director. Introduced a Delivery–Commercial Value Bridge process. Rebuilt executive dashboards to surface investment burn and benefits realisation status.

RESULT: ~45% portfolio ROI improvement confirmed within 12 months. \$1Bn EBITDA transformation made investment-visible. Executive relationship with the PMO function changed permanently.

YOUR ENTRY — Complete one form per PMO outcome

ENTRY DETAILS	
Entry Reference	<i>e.g. EVL-001</i>
Organisation / Sector	<i>e.g. Government · Energy · Utilities · Private Enterprise</i>
Engagement Period	<i>e.g. January 2025 – March 2025</i>
PMO-MVM™ Dimension(s)	<i>Strategic Alignment · Delivery Confidence · Portfolio Visibility · Stakeholder Trust · Execution Velocity</i>
Permission Status	<i>Full use (named) · Anonymised only · Internal reference only · Pending</i>

S — SITUATION

What was happening before the PMO intervened? Be specific. Use numbers where available.

The business problem (in executive language)	<i>e.g. Strategy execution failing — 40% of strategic initiatives had no defined benefit owner or tracking method.</i>
The PMO's perceived role at the time	<i>e.g. Reporting layer only. No mandate to challenge delivery data or resolve commercial disputes.</i>
Where value was leaking (be specific)	<i>e.g. Vendor shortfalls absorbed at delivery level. Milestone disputes blocking AED 3M in invoices. No portfolio-to-strategy linkage.</i>
Baseline metric (Before)	<i>e.g. SPI = 0.76 · Decision lag = 14 days · 0% projects with benefit tracking</i>

I — INTERVENTION

What did the PMO design, build, introduce, or change? This is your evidence of action.

What was designed or built	<i>e.g. Integrated reporting framework connecting all 17 digital initiatives to a single portfolio view aligned to corporate BSC.</i>
What was changed or introduced	<i>e.g. PMO Mandate Charter established. Vendor Performance Framework co-owned with Commercial Director.</i>
What was stopped or resolved	<i>e.g. Delivery–Commercial dispute cycle eliminated. Ad hoc executive update requests reduced to zero.</i>
PMO-MVM™ Step applied	<i>Step 1 (Build) · Step 2 (Scan) · Step 3 (Design) · Step 4 (Plan) · Step 5 (Launch & Scale)</i>

Timeframe of intervention	<i>e.g. Weeks 1–6 of a 12-month engagement</i>
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R — RESULT
What measurably changed? Confirmed metrics first. Directional change where not yet quantified.

Primary confirmed metric (After)	<i>e.g. SPI improved to 0.96 · Decision lag reduced to 3 days · 100% projects with benefit tracking</i>
What changed for the executive sponsor	<i>e.g. No longer waiting for data. PMO cited as source of investment intelligence in board papers for first time.</i>
What changed for the organisation	<i>e.g. Portfolio ROI improvement confirmed. EPMO governance live across all entities. Strategy mapped to delivery.</i>
Source / Evidence reference	<i>e.g. Governance board minutes, April 2025 · Executive dashboard export · Sponsor sign-off document</i>
Quote from executive sponsor (if obtained)	<i>e.g. “For the first time, I can see what the portfolio is returning — not just what it is doing.” — [Title, Organisation]</i>

QUALITY CHECK
 Before moving to Section 2, ask: Can I defend every number in the Result field to a sceptical CFO? If not — return to the Source field and confirm your evidence. A directional result with a confirmed source is more credible than a precise number with no attribution.

SECTION 2

Business Outcome Statement Formula™

Turn your SIR evidence into a single sentence that earns executive attention

An executive does not read a case study. An executive reads a headline. The Business Outcome Statement Formula™ converts your three-field SIR evidence into a single sentence — structured, specific, and built to communicate value in the language of investment return rather than PMO activity.

Every confirmed case study in Chapter 8 can be reduced to one sentence. The formula that produced those sentences is below.

THE FORMULA

[PMO action verb] + [what was built or changed] + [for / across] + [organisation context] + [result metric] + [timeframe]

Applied to TAQA:

“Designed and implemented an integrated reporting framework across a multi-billion-dollar digital transformation portfolio, restoring 100% portfolio visibility and accelerating executive decision cycles by 20–30% within 6 months.”

Applied to EY MENA:

“Designed and deployed a full EPMO governance structure across 15 KSA public sector units, mapping 100% of national transformation objectives to active delivery programmes within 3 months.”

Applied to ADNOC:

“Repositioned the PMO from reporting layer to investment governance engine for a \$1Bn+ transformation portfolio, delivering a ~45% portfolio ROI improvement within 12 months.”

Formula Component Guide

Use this guide when you are unsure which words to choose for each component.

Component	Strong Options	Avoid
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PMO action verb	Designed · Built · Implemented · Established · Deployed · Restructured · Introduced	<i>"Helped" · "Supported" · "Assisted" · "Worked on"</i>
What was built or changed	Governance framework · Reporting system · Dashboard · Mandate charter · Accountability structure · Sprint cadence	<i>Vague nouns: "process", "methodology", "approach"</i>
Organisation context	A specific sector, entity type, and scale. e.g. “a multi-billion-dollar digital portfolio” or “15 KSA government units”	<i>"A client" · "an organisation" (too vague to earn credibility)</i>
Result metric	%, AED/USD value, time saved, decisions enabled, coverage achieved. Use ~, est., or approx. if confirmed but estimated.	<i>"Significant improvement" · "Better outcomes" (not quantified)</i>
Timeframe	Within 90 days · Across a 6-month engagement · Within the first quarter	<i>No timeframe = no proof of velocity</i>

Draft Your Business Outcome Statement™

Using your SIR evidence from Section 1, draft your statement here. Aim for one sentence. Maximum two.

YOUR BUSINESS OUTCOME STATEMENT™

[PMO action verb] + [what was built or changed] + [organisation context] + [result metric] + [timeframe]

TEST YOUR STATEMENT

Read it aloud. If it takes more than 15 seconds to deliver, it is too long. If it does not contain a number, a timeframe, and a PMO action — rewrite it. A statement that passes this test can be used in a proposal, a LinkedIn post, a board update, or a budget defence. It is your most versatile proof asset.

SECTION 3

ROI Calculation Template

Quantify the return – financial, directional, or both

The ~45% portfolio ROI improvement at ADNOC is the most cited metric in Chapter 8. But ROI is not only a financial calculation. In a PMO context, return on investment includes time saved, decisions enabled, risks avoided, and benefits realised that would have leaked without the PMO’s intervention.

This section gives you three calculation models: financial ROI, time-value ROI, and directional ROI for outcomes that cannot yet be precisely quantified. Use the model that fits your available data. A directional result with a clear source is more credible than an unsupported financial claim.

Model A — Financial ROI

Use when you can quantify the PMO’s contribution in monetary terms.

FINANCIAL ROI WORKSHEET	
Total PMO investment cost	<i>Staff time (hrs × rate) + tools + external resource cost = AED / USD _____</i>
Financial benefit 1	<i>e.g. Vendor penalties recovered = AED _____</i>
Financial benefit 2	<i>e.g. Delayed invoice cycle eliminated = AED _____</i>
Financial benefit 3	<i>e.g. Avoided project write-off = AED _____</i>
Total quantified benefit	<i>= AED / USD _____ (sum of all benefit lines above)</i>
Net Benefit (Benefit – Cost)	<i>= AED / USD _____ (Total benefit – Total investment)</i>
ROI % = (Net Benefit ÷ Investment) × 100	<i>= _____ %</i>
Payback Period	<i>= _____ months (Investment ÷ Monthly benefit rate)</i>
Source / confirmation reference	<i>e.g. Governance board sign-off, September 2025 · Finance team confirmation</i>

Model B — Time-Value ROI

Use when the primary outcome is time saved — for the executive sponsor, for delivery teams, or for the organisation’s decision cycle.

TIME-VALUE ROI WORKSHEET	
Time saved per cycle (Before vs After)	<i>e.g. Executive reporting cycle: 18 hrs → 3 hrs = 15 hrs saved per week</i>
Number of stakeholders benefiting	<i>e.g. 4 executives × average seniority rate = AED _____ / hour</i>
Financial equivalent per week	<i>= Time saved × Rate × Stakeholders = AED _____</i>
Annualised time-value benefit	<i>= Weekly value × 48 working weeks = AED _____</i>
Decision cycle improvement	<i>e.g. Average decision lag reduced from 14 days to 3 days (TAQA model)</i>
Business impact of faster decisions	<i>e.g. Earlier release of AED _____ in initiative budgets per quarter</i>
Source / confirmation reference	<i>e.g. Time-tracking data, sponsor interview, Q2 2025 governance review</i>

Model C — Directional Value Statement

Use when financial or time quantification is not yet possible — but where a specific, evidenced outcome can be stated with a clear direction of change.

WHEN TO USE THIS MODEL

A directional statement is not a weak substitute for a financial figure. It is the appropriate response when the outcome is real, evidenced, and significant — but the precise financial value cannot yet be confirmed. Use it alongside a source reference and a commitment to measure. The TAQA case study originally began as a directional statement (“executive decisions are faster”) before the 20–30% estimate was confirmed.

DIRECTIONAL VALUE WORKSHEET

**What changed
(observable evidence)**

e.g. Executive references PMO data in board papers. Escalation requests reduced to zero.

Direction of change

Improved · Reduced · Eliminated · Established for the first time · Restored

Magnitude indicator (if any)

e.g. Significantly / Substantially / Within X days / By approximately X%

Why this matters to the organisation

e.g. Decisions that previously required 3 data requests now require zero.

Conversion plan (when will this become quantified?)

e.g. Will confirm financial value at Q3 governance review with finance team.

Source / evidence reference

e.g. Sponsor verbal confirmation · Governance minutes · Dashboard export

SECTION 4

Your Case Study Builder

A full, formatted case study — modelled on Chapter 8

This section assembles everything from Sections 1–3 into a complete, publication-ready case study. The structure mirrors the three confirmed case studies in Chapter 8. Complete one builder per major engagement outcome. A completed builder can be used directly in proposals, executive briefings, RFP responses, and budget defence presentations.

INSTRUCTION

Pull your answers from Sections 1, 2, and 3. You will not need to rewrite anything — this is an assembly exercise. The fields below correspond directly to the inputs you have already captured.

CASE STUDY · [SECTOR] · [COUNTRY / REGION]

[Organisation Name or Anonymised Descriptor]

[One-line impact summary — your Business Outcome Statement™]

Primary Metric

[e.g. ~45% ROI improvement]

Secondary Metric

[e.g. 100% visibility restored]

Engagement Duration

[e.g. 6 months]

BEFORE — The Situation

Copy your Situation points from Section 1. Use bullet form.

- *[Before condition 1]*
- *[Before condition 2]*
- *[Before condition 3]*
- *[Before condition 4]*

AFTER — The Result

Copy your Result points from Section 1. Lead with confirmed metrics.

- *[After result 1 — metric first]*
- *[After result 2]*
- *[After result 3]*
- *[After result 4]*

What We Did — The Intervention Narrative

2–4 short paragraphs. Each paragraph = one major action. Use the Intervention field from Section 1 as your source material.

Paragraph 1: [What the PMO designed, built, or introduced – in active, specific language]

Paragraph 2: [What the PMO designed, built, or introduced – in active, specific language]

Paragraph 3: [What the PMO designed, built, or introduced – in active, specific language]

Paragraph 4: [What the PMO designed, built, or introduced – in active, specific language]

Strategic Impact Statement

One paragraph (3–5 sentences). This is your closing argument – what changed permanently for the organisation, not just for the reporting cycle.

STRATEGIC IMPACT

[What changed permanently for the organisation. What the PMO now means to the executive that it did not mean before. One paragraph, active voice, no jargon.]

PMO-MVM™ Dimensions Applied

[Tick all that apply: Strategic Alignment · Delivery Confidence · Portfolio Visibility · Stakeholder Trust · Execution Velocity]

Permission Status

Full use (named) · Anonymised only · Internal only · Pending

SECTION 5

Quick Wins & Proof Points Log

Single-sentence evidence captured in real time

Not every PMO win warrants a full case study. But every PMO win warrants a record. The Quick Wins Log is a running register of single-sentence proof points — specific, quantified, sourced — that accumulate over time into a credibility file that no budget review can easily dismiss.

The standard: each entry is one sentence. It contains a before condition (or a baseline), a PMO action, a measurable result, and a source. If it cannot be written in one sentence with a number, it is not yet ready for this log.

TARGET

Build to a minimum of 10 valid entries before using this log in any external proposal or executive briefing. The three Chapter 8 case studies began as entries in a log exactly like this one.

Ref	Proof Point (one sentence, specific and quantified)	PMO-MVM™ Dimension	Date Confirmed	Permission
QW-001	PMO dashboard eliminated 15 hrs of manual executive reporting per week — replacing 4 separate PowerPoint updates with a single self-service view. [Source: IT time-tracking, March 2025]	Portfolio Visibility		
QW-002	Portfolio SPI improved from 0.76 to 0.93 within the first 90 days of PMO-MVM™ implementation. [Source: PMO Scorecard, Q1 2025]	Delivery Confidence		
QW-003	<i>[Enter your proof point]</i>			
QW-004	<i>[Enter your proof point]</i>			
QW-005	<i>[Enter your proof point]</i>			
QW-006	<i>[Enter your proof point]</i>			
QW-007	<i>[Enter your proof point]</i>			
QW-008	<i>[Enter your proof point]</i>			

QW-009	<i>[Enter your proof point]</i>			
QW-010	<i>[Enter your proof point]</i>			

FROM COST CENTRE TO VALUE ENGINE

Chapter 8 Action Tool · PMO Value Evidence Log™

PMO-MVM™ Five Dimensions: Strategic Alignment · Delivery Confidence · Portfolio Visibility · Stakeholder Trust · Execution Velocity

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