

# The PMO playbook:

Strategies for collaboration,  
prioritisation and risk  
management

In collaboration with

 **monday.com**



# Introduction

Why this playbook? This playbook captures actionable strategies and shared challenges from our recent Project Management Office (PMO) roundtable. With insights drawn from leaders across industries, it's designed to equip project professionals with tools to foster collaboration, prioritise effectively and manage risks for success in 2025 and beyond.

## How to use this playbook

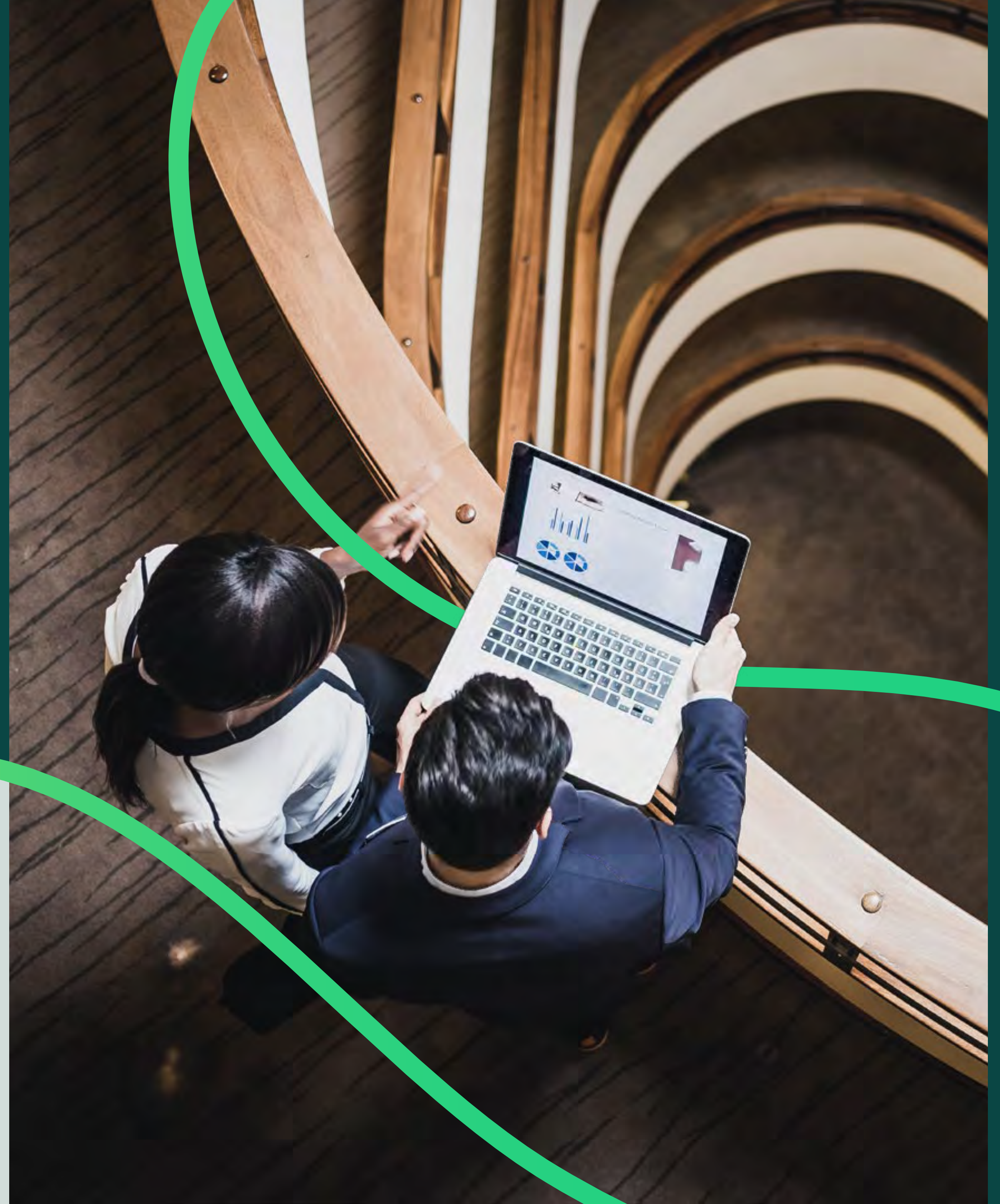
- **Read:** understand the challenges and opportunities facing PMOs today.
- **Reflect:** consider how these insights align with your organisation's needs.
- **Act:** implement the tools, strategies, and recommendations provided.



### Contributor

**Antonio Nieto-Rodriguez, APM VP**

Antonio is the world's leading champion of project management and strategy implementation. Antonio can be followed through [LinkedIn](#), or his [website](#).



# 1 Collaboration: building alignment across teams

**The challenge:** misalignment across teams, over-collaboration and inconsistent use of tools lead to inefficiencies and project delays.

## Key insights

- **Clarify roles and responsibilities:** ensure everyone knows their part and when tasks transition between team members.
- **Adopt a single source of truth:** use centralised tools to standardise data and workflows.
- **Empower leadership to drive change:** leaders need to model and enforce collaborative behaviours.

## Quick wins

- **Tool adoption:** introduce a centralised platform for task tracking and data sharing.
- **Collaboration agreements:** set team norms on involvement and decision-making thresholds.
- **Training:** provide training on tools and processes for consistent adoption.

## Pro tip

“Invest time in creating true teams rather than just assembling groups of individuals. Projects often falter because they’re managed as clusters of people, not cohesive units. Start by fostering trust, shared goals and clear communication. A well-aligned team will navigate challenges far more effectively than a disconnected group ever could.”

**Antonio Nieto-Rodriguez, APM VP**

By prioritising team cohesion and alignment early on, you set the foundation for collaborative success and long-term project efficiency.



# 2 Prioritisation: focus where it matters most

**The challenge:** competing demands from senior leadership and unclear prioritisation frameworks derail alignment and waste resources.

## Key insights

- **Align early and often:** senior leadership teams must agree on priorities at the start of the year and revisit quarterly.
- **Define criteria for prioritisation:** consider impact, revenue potential, stakeholder importance, and effort required.
- **Delegate to subject matter experts:** allow experts to assess project feasibility and recommend focus areas.

## Quick wins

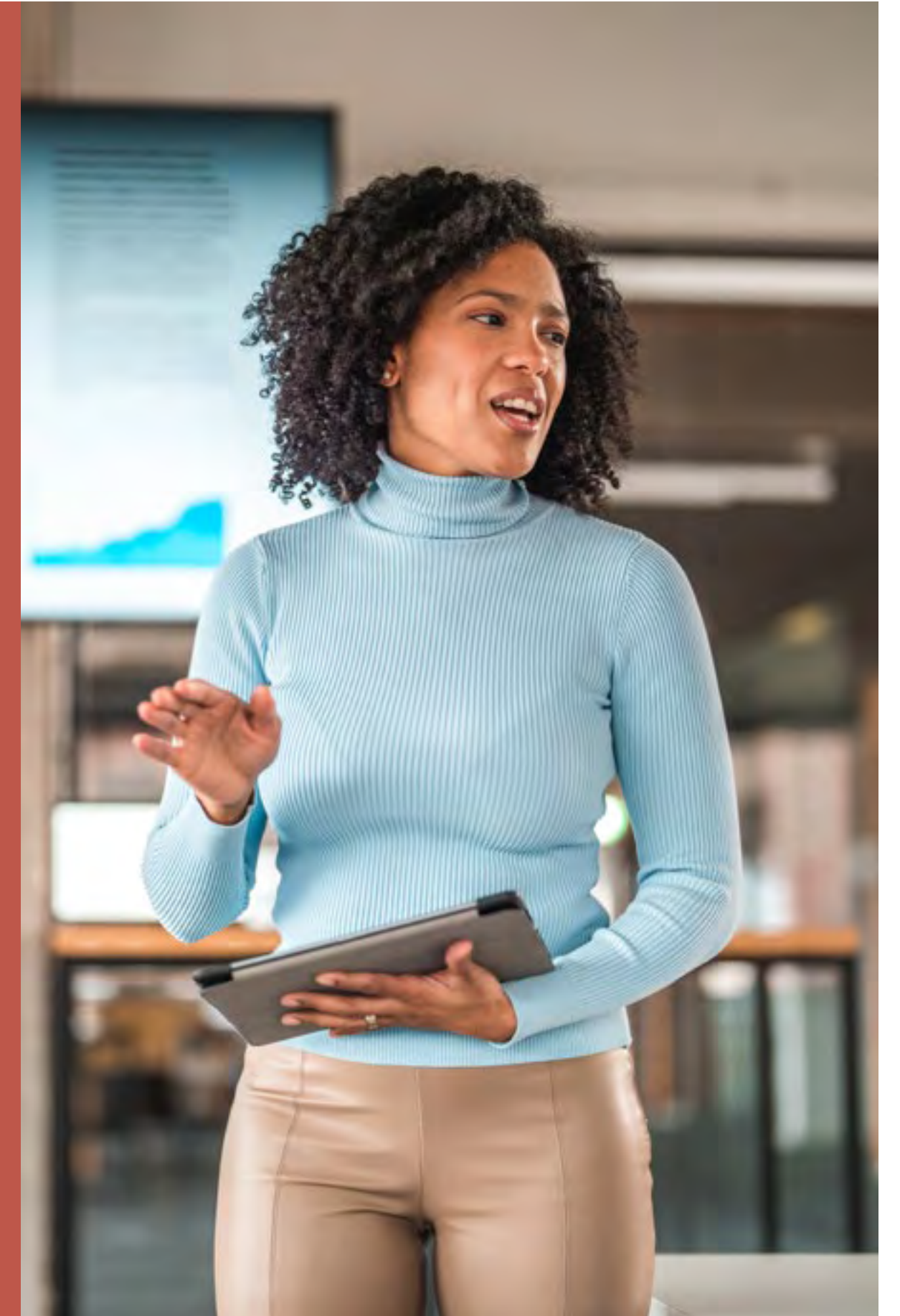
- **Quarterly check-ins:** reassess priorities based on new data or shifting business needs.
- **Impact mapping workshops:** conduct brief sessions with stakeholders to visually map project goals to desired business outcomes, ensuring alignment on priorities.
- **Focus dashboards:** implement simple dashboards that highlight top priorities and progress, keeping everyone aligned and reducing distractions.

## Pro tip

“Make prioritisation a habit, not a one-time event. Create a culture where teams regularly reassess what truly matters, using clear criteria and honest discussions. This avoids wasted energy on low-impact tasks and ensures resources are always aligned with strategic goals.”

**Antonio Nieto-Rodriguez, APM VP**

Consistent prioritisation not only drives focus but also empowers teams to deliver maximum value where it's needed most.



# 3 Risk management: from awareness to action

**The challenge:** cultural barriers and fear of vulnerability prevent teams from raising risks early, leading to costly surprises.

## Key insights

- **Create a culture of safety:** encourage open discussions about risks without fear of blame.
- **Use AI to capture lessons learned:** automate the analysis of past projects to inform future risk mitigation strategies.
- **Improve visibility:** use dashboards to flag upcoming risks and who's responsible for mitigating them.

## Quick wins

- **Risk workshops:** hold regular sessions to identify and address risks collaboratively.
- **Lessons learned library:** build a repository of past project data to share insights across teams.
- **Dashboards:** implement real-time risk-tracking tools visible to all stakeholders.

## Pro tip

“Treat risk management as a strategic enabler, not just a safeguard. By encouraging early risk identification and clear accountability, teams can move from reacting to risks to leveraging them as opportunities to refine plans and strengthen outcomes.”

**Antonio Nieto-Rodriguez, APM VP**

Proactive risk management not only minimises surprises but also builds a culture of trust and agility, empowering teams to deliver under any circumstances.



# Preparing for 2025: strategic focus areas

## What's next?

- **Streamlining processes:** automate repetitive tasks to improve efficiency.
- **Driving culture change:** equip leaders to set realistic expectations and champion new ways of working.
- **Leveraging AI:** use AI to support low-impact decision-making and surface actionable insights.
- **Investing in collaboration tools:** continue evolving your tech stack to enable seamless teamwork.
- **Prioritising professional training and development:** empower project professionals with the skills needed to adapt to changing environments, manage complexity and drive success.

## Checklist for 2025 readiness

- ✓ Align Senior Leadership Teams on annual and quarterly priorities.
- ✓ Audit current tools for gaps and overlaps.
- ✓ Train teams on new processes and technologies.
- ✓ Develop a framework for lessons learned and risk tracking.



# Get to know Association for Project Management

We're the only chartered membership organisation for the project profession in the world. We have over 45,000 members and more than 470 corporate partners that benefit from what we do.

Our activities – from qualifications, networking and events to research, resources and debate – raise the profile of the project profession, challenge the status quo where it matters and set the highest standards. In a complex world, we're helping the project profession deliver better.

Because when projects succeed, society benefits.



The [monday.com](https://monday.com) Work OS is a low-code/no-code platform that democratizes the power of software so organizations can easily build work management tools and software applications to fit their every need. The platform intuitively connects people to processes and systems, empowering teams to excel in every aspect of their work while creating an environment of transparency in business.

[monday.com](https://monday.com) has offices in Tel Aviv, New York, Denver, London, Warsaw, Sydney, Melbourne, São Paulo, and Tokyo. Fully customizable to suit any business vertical, the platform is currently used by approximately 245,000 customers across more than 200 industries and in over 200 countries and territories.





**We are the only chartered  
membership organisation  
for the project profession**

**Association for Project Management**  
Ibis House, Regent Park  
Summerleys Road  
Princes Risborough  
Bucks HP27 9LE  
0845 458 1944  
apm.org.uk

 @APMProjectMgmt

 @AssociationForProjectManagement

 @APMProjectMgmt

 @AssociationForProjectManagement

Association for Project Management is incorporated by Royal Charter RC000890 and a registered charity No. 1171112. Principal office as shown.