



Cheri Blackwell

AGILE TRANSFORMATION COACH

— FREE RESOURCE · MISS CHERI BLACKWELL

The PMO *Health Check*

Is your delivery engine built to scale?

A 10-minute self-assessment for **PMO leaders, program managers, and Agile transformation leads**. Score your delivery maturity across governance, velocity, and risk, then see the three actions that matter most for where you are today, plus a 30-day plan to act on them.

12

DIAGNOSTIC QUESTIONS

4

MATURITY STAGES

30

DAY ACTION PLAN

PREPARED BY

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PMP® · SAFe® SPC · CSP-SM®

Enterprise delivery leadership across financial services, retail, healthcare, and manufacturing

— BEFORE YOU BEGIN

How to use *this guide*

Read each of the 12 questions and check the description that is most true today, not the one you hope is true, or what your policies say should happen. Use evidence from recent projects whenever you can.

1 REACTIVE	2 EMERGING	3 PREDICTIVE	4 ADAPTIVE
Ad hoc and inconsistent; depends on heroics.	Defined, but applied unevenly.	Consistently applied across teams.	Measured, optimized, and continuously improved.

Add your 12 scores for a total between 12 and 48. This is a practical reflection tool, not a validated industry benchmark.

TEAM TIP Have two or three people score separately, then compare. The disagreements usually show where the real problem is.

— DIMENSION 01

Governance & alignment

G1	1. Strategic alignment & prioritization <i>How is work chosen, sequenced, and stopped?</i>			
	☐ 1 · REACTIVE Work is started by whoever asks loudest; little is ever stopped.	☐ 2 · EMERGING A prioritization method exists, but strategy and capacity are not tied to it.	☐ 3 · PREDICTIVE Initiatives are ranked against measurable business priorities on a consistent cadence.	☐ 4 · ADAPTIVE Work is ranked against strategy and capacity, and low-value work is stopped deliberately.
G2	2. Decision rights <i>Who decides what, and how fast?</i>			
	☐ 1 · REACTIVE Decisions escalate ad hoc; owners are unclear and delays are common.	☐ 2 · EMERGING A defined escalation path and steering cadence exist, but are applied unevenly.	☐ 3 · PREDICTIVE Decision owners, thresholds, and escalation paths are documented and followed.	☐ 4 · ADAPTIVE Decision rights are known by all, and decisions land within days.
G3	3. Executive reporting & visibility <i>What do leaders actually see, and do they trust it?</i>			
	☐ 1 · REACTIVE Status is assembled by hand, differs by team, and arrives late.	☐ 2 · EMERGING Standard reports exist, but data collection still takes significant effort.	☐ 3 · PREDICTIVE One consistent view of milestones, dependencies, capacity, and spend is current and trusted.	☐ 4 · ADAPTIVE Reporting is largely automated, and leaders use it to make decisions and shift investment.

G4

4. Stage gates & change control *How do scope, timeline, and budget changes get approved?*

☐ 1 · REACTIVE

Changes are absorbed informally; scope creep is found late.

☐ 2 · EMERGING

A change process and stage gates exist, but exceptions are common.

☐ 3 · PREDICTIVE

Right-sized gates and one change process with impact assessment are applied consistently.

☐ 4 · ADAPTIVE

Exceptions are rare and visible, and gates are tuned to remove controls that add no value.

— DIMENSION 02

Delivery *velocity*

V1

5. Delivery predictability *How often do teams hit what they commit to?*

☐ 1 · REACTIVE

Commitments are routinely missed and nobody can say why.

☐ 2 · EMERGING

Most commitments land, but forecasts are padded and variance is explained late.

☐ 3 · PREDICTIVE

Teams meet realistic commitments consistently and flag variance early.

☐ 4 · ADAPTIVE

Teams forecast from data, hit commitments, and track forecast accuracy.

V2

6. Dependencies & flow *How are cross-team dependencies and bottlenecks managed?*

☐ 1 · REACTIVE

Dependencies and bottlenecks surface when something breaks.

☐ 2 · EMERGING

Dependencies are tracked per project, but not across the portfolio.

☐ 3 · PREDICTIVE

Dependencies are mapped in planning and visible across teams.

☐ 4 · ADAPTIVE

Cycle time, blockers, and handoffs are measured and actively improved.

V3

7. Capacity & work in progress *How is capacity balanced against demand?*

☐ 1 · REACTIVE

Everything is a priority; people are spread across too much work.

☐ 2 · EMERGING

Capacity is estimated, but work-in-progress limits are rarely respected.

☐ 3 · PREDICTIVE

Capacity and work in progress are managed explicitly when work is planned.

☐ 4 · ADAPTIVE

Capacity data drives intake decisions, and WIP limits are measured and tuned.

V4

8. Release & readiness *How do you decide something is ready to ship?*

☐ 1 · REACTIVE

Go-live is a judgment call made under deadline pressure.

☐ 2 · EMERGING

Readiness criteria exist, but are applied inconsistently.

☐ 3 · PREDICTIVE

Clear Go/No-Go criteria and tested rollback are used for every release.

☐ 4 · ADAPTIVE

Post-release stability is measured every time and fed back into planning.

— DIMENSION 03

Risk & adaptability

R1

9. Risk identification *When do risks get raised, and by whom?*☐ 1 · REACTIVE

Risks are raised after they become issues.

☐ 2 · EMERGING

A risk register exists and is reviewed periodically.

☐ 3 · PREDICTIVE

Risks are raised early, assigned owners, and reviewed on a fixed cadence.

☐ 4 · ADAPTIVE

Anyone can raise risks; they are scored, trended, and acted on before impact.

R2

10. Quality & compliance *How do testing and compliance requirements get built in?*☐ 1 · REACTIVE

Testing is compressed when schedules slip; compliance is checked at the end.

☐ 2 · EMERGING

Test and compliance plans exist, but are first to be cut under pressure.

☐ 3 · PREDICTIVE

Quality and compliance gates are planned in and protected under pressure.

☐ 4 · ADAPTIVE

Quality and compliance gates are traceable and reported alongside schedule.

R3

11. Recovery *What happens when a project goes off track?*☐ 1 · REACTIVE

Recovery is improvised by whoever is available.

☐ 2 · EMERGING

There is a recovery approach, but it starts late.

☐ 3 · PREDICTIVE

A defined recovery plan starts as soon as a project goes off track.

☐ 4 · ADAPTIVE

Early-warning triggers start recovery before milestones are lost.

R4

12. Learning & adaptation *Do lessons learned actually change how you work?*☐ 1 · REACTIVE

Lessons are rarely captured or acted on.

☐ 2 · EMERGING

Retrospectives happen, but improvements are not tracked.

☐ 3 · PREDICTIVE

Retrospective actions are owned and followed through.

☐ 4 · ADAPTIVE

Outcome data produces verified improvements that are scaled across teams.

— BEFORE YOU TOTAL UP

My two lowest-scoring areas

1. _____

2. _____

Evidence or examples from recent projects

— YOUR RESULTS

Calculate your *maturity score*

DIMENSION	QUESTIONS	SCORE	MAX
Governance & alignment	G1 + G2 + G3 + G4	_____	/ 16
Delivery velocity	V1 + V2 + V3 + V4	_____	/ 16
Risk & adaptability	R1 + R2 + R3 + R4	_____	/ 16
Total maturity score		_____	/ 48

— WHAT IT MEANS

12–20	REACTIVE	Delivery runs on heroics: firefighting, fragmented visibility, inconsistent controls.
21–29	EMERGING	Some repeatable practices are in place, but execution is uneven.
30–38	PREDICTIVE	Reliable governance and increasingly data-led delivery.
39–48	ADAPTIVE	Continuous learning, flexible controls, and proactive optimization.

The bands are directional and intentionally simple. A high total can still hide a weak critical capability, so look at each dimension and at your two lowest-scoring questions.

— LEADERSHIP DISCUSSION PROMPTS

Questions to take *to your next leadership meeting*

- 01 Which single low-scoring capability creates the most downstream cost or delay?
- 02 What decision can leadership make this month to remove that constraint?
- 03 Which outcome measure would prove the PMO is creating business value?

— NEXT MOVES

Your top 3 actions *by maturity stage***Reactive** 12–20

Your delivery runs on heroics. The goal now is visibility and basic control, not sophistication.

- 1 Stand up one weekly status view across all active work, even a simple shared sheet, and make it the only source leaders use.
- 2 Name an owner for every project, keep one RAID log, and write down who decides scope, schedule, and budget changes.
- 3 Pick the two projects most at risk and run a short recovery review: what is broken, what is recoverable, and what gets decided this week.

Emerging 21–29

You have pieces of structure. Now make them consistent.

- 1 Standardize a lightweight intake, prioritization, and governance cadence.
- 2 Baseline on-time delivery, cycle time, and capacity; review the trends monthly.
- 3 Map dependencies during planning and keep one change-control decision log.

Predictive 30–38

You have the structure. Now make the data trustworthy and the gates firm.

- 1 Automate the reporting you still build by hand, so time moves from collecting data to interpreting it.
- 2 Hold stage gates and Go/No-Go criteria firm under deadline pressure, and report quality and compliance next to schedule.
- 3 Use quarterly portfolio reviews to shift investment toward measured outcomes.

Adaptive 39–48

You are running a strong engine. The work now is sharpening and scaling it.

- 1 Add leading indicators such as forecast accuracy, risk age, and change volume, so you act before milestones slip.
- 2 Use scenario planning to stress-test capacity, dependencies, and strategic changes.
- 3 Codify what works into playbooks and coach other teams, so performance does not depend on a few people.

— YOUR 30-DAY PLAN

The PMO *improvement sprint*

DAYS 1-7	DAYS 8-14	DAYS 15-21	DAYS 22-30
Diagnose	Prioritize	Pilot	Prove & scale
Review your lowest-scoring dimension. Interview 3-5 stakeholders. Capture current baselines and the top three friction points.	Select one improvement with a named sponsor, owner, success metric, and target date. Confirm dependencies and capacity.	Implement with one team or portfolio segment. Hold a short weekly review; log exceptions and decisions.	Compare results with the baseline, document lessons, and decide whether to scale, adjust, or stop.

— NEXT STEP

Want a second set of eyes *on your results?*

A health check identifies symptoms. A focused PMO assessment connects them to root causes, delivery controls, and measurable business outcomes.

Reply to hello@cheriblackwell.com with your total and your two lowest-scoring areas, or book a free 30-minute discovery call. No pitch, just diagnosis.

[BOOK YOUR FREE DISCOVERY CALL →](#)

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— ABOUT THE AUTHOR

Cheri Blackwell

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Cheri is an enterprise program, PMO, and Agile transformation leader with 15+ years of experience across financial services, retail, healthcare, and manufacturing, including programs for **Bank of America, Valvoline, Ahold Delhaize, LPL Financial, and City of Hope.**

99%

post-launch stability on a 3-phase, 9-rollout SAP program across the U.S., Canada, and Mexico

74% → 96%

process compliance after she designed an enterprise change management framework

+48%

delivery predictability through Agile enablement

15+

project managers and Scrum Masters mentored

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