

CAPACITY & DEMAND PLANNING FOR A HIGH-PERFORMING PMO

Turn competing priorities into informed, executable commitments | Prepared by Dr. Susie Joseph, CEO

THE EXECUTIVE PERSPECTIVE

A PMO cannot deliver what the organization has not honestly resourced. When new initiatives are approved faster than teams can absorb them, leaders create hidden queues, overcommit critical talent and weaken confidence in delivery forecasts. Capacity and demand planning corrects that imbalance by making trade-offs visible before they become missed milestones.

Capacity planning is not a staffing exercise. It is a governance discipline that protects strategy, people and performance.

WHEN DEMAND OUTRUNS DELIVERY CAPACITY

Everything is “priority” | Shared experts are assigned everywhere | Projects start without confirmed capacity | Work is added, but little is stopped

The answer is not to push teams harder. The answer is to create one view of demand, one view of available capacity and one executive process for making deliberate choices.

THE FIVE-MOVE CAPACITY & DEMAND DISCIPLINE

01 CAPTURE DEMAND Use one intake path. Define value, urgency, dependencies, timing and required skills before work enters the portfolio.	02 MODEL CAPACITY Measure realistic availability after business-as-usual work, leave, current commitments and role-specific constraints.	03 PRIORITIZE OPENLY Rank work against strategy, value, risk and urgency. Make trade-offs visible and assign clear decision ownership.	04 MATCH & SEQUENCE Align the right skills to the right work at the right time. Phase, defer or stop initiatives that cannot be responsibly staffed.	05 REBALANCE OFTEN Compare forecast to actual performance, watch bottlenecks and adjust the portfolio as demand, risk and capacity change.
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WHAT EXECUTIVES NEED TO SEE - AND WHAT THE PMO MUST ENABLE

EXECUTIVE CAPACITY DASHBOARD - Demand compared with approved delivery capacity - Funded initiatives that are not yet fully staffed - Skill bottlenecks and single points of dependency - Planned versus actual utilization and throughput - Backlog aging, sequencing decisions and deferred work	THE PMLC CONSULTING APPROACH PMLC Consulting Group connects strategy, governance, people, processes, tools and performance management so capacity decisions are actionable - not theoretical. ASSESS > DESIGN > PLAN > IMPLEMENT > OPTIMIZE We help establish intake rules, prioritization criteria, resource views, dashboards, reporting rhythms and adoption practices tailored to the organization’s maturity and business goals. The focus is stronger visibility, better decisions and measurable delivery outcomes.
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THREE QUESTIONS LEADERS SHOULD ASK BEFORE APPROVING MORE WORK

01 What must stop, pause or move if this initiative is approved?	02 Do we have the required skills - not just available headcount?	03 What evidence will show that our capacity assumptions remain valid?
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LEADERSHIP TAKEAWAY: A high-performing PMO does not promise that every request will begin. It creates the transparency and decision discipline to ensure the right work begins - with the capacity to finish.

PMLC perspective informed by the company’s published PMO Implementation, PMO Consulting and vPMO service methodology, including strategy alignment, resource optimization, dashboards, governance and measurable outcomes.

BALANCE DEMAND. PROTECT CAPACITY. DELIVER WHAT MATTERS.

PMLC Consulting Group | Strategy. Execution. Measurable Outcomes.

pmlcglobal.us
customer@pmlcglobal.us | (888) 358-3949