HOUSE OF PMO
HOME TO PMO PROFESSIONALS

Team Table Exercises

TABLE NUMBER



ProSymmetry
Headline Partners

Where Does Reporting Fall Short?

Share examples, spot where reporting loses value, and agree one gap to carry forward.

Table

Example / report

Examples we recognise

Lose trust

Lose meaning

Lose usefulness

Questions still unanswered

One gap to carry forward

Where Does Reporting Fall Short?

Share examples, spot where reporting loses value, and agree one gap to carry forward.

Table

Example / report

Examples we recognise

Lose trust

Lose meaning

Lose usefulness

Questions still unanswered

One gap to carry forward

DECISION CANVAS

THE DECISION TO SUPPORT

What exactly is the decision that needs to be made?

Start with the decision, then move around the lenses. This is not a linear process.

EVIDENCE & INSIGHT

What do we know, and how reliable is it?

CONTEXT & CONNECTIONS

What does this decision affect or depend on?

PEOPLE & STAKEHOLDERS

Who is involved, affected or needed?

GOVERNANCE & ACCOUNTABILITY

Who decides, and under what governance?

JUDGEMENT & CONFIDENCE

Where is judgement required, and how confident are we?

CAPABILITIES & ENABLERS

What tools, skills or support are needed?

WHAT IS READY?

What already feels strong enough to support the decision?

WHAT NEEDS STRENGTHENING?

What is weak, missing or unclear?

WHERE ARE THE BOUNDARIES?

What trade-offs, limits or escalation points matter?

One shared canvas per table

DECISION CANVAS

THE DECISION TO SUPPORT

What exactly is the decision that needs to be made?

Start with the decision, then move around the lenses. This is not a linear process.

EVIDENCE & INSIGHT

What do we know, and how reliable is it?

CONTEXT & CONNECTIONS

What does this decision affect or depend on?

PEOPLE & STAKEHOLDERS

Who is involved, affected or needed?

GOVERNANCE & ACCOUNTABILITY

Who decides, and under what governance?

JUDGEMENT & CONFIDENCE

Where is judgement required, and how confident are we?

CAPABILITIES & ENABLERS

What tools, skills or support are needed?

WHAT IS READY?

What already feels strong enough to support the decision?

WHAT NEEDS STRENGTHENING?

What is weak, missing or unclear?

WHERE ARE THE BOUNDARIES?

What trade-offs, limits or escalation points matter?

One shared canvas per table

The Great PMO Bake-Off » Graph Exercise



The Great PMO Bake-Off » Graph Exercise



Data Confidence Lab

House of PMO Insight Conference Edinburgh 26

Choose one real PMO decision or delivery issue your table knows well. Compare a few data sources, test how much you trust them, and agree what you would verify or improve first.

THE DECISION WE ARE TRYING TO SUPPORT

Data Source	Cadence	Useful?	Impact	Trust	Improvement

BIGGEST MISMATCH OR UNCERTAINTY

WHAT WOULD WE VERIFY OR IMPROVE FIRST?

Data Confidence Lab

House of PMO Insight Conference Edinburgh 26

Choose one real PMO decision or delivery issue your table knows well. Compare a few data sources, test how much you trust them, and agree what you would verify or improve first.

THE DECISION WE ARE TRYING TO SUPPORT

Data Source	Cadence	Useful?	Impact	Trust	Improvement

BIGGEST MISMATCH OR UNCERTAINTY

WHAT WOULD WE VERIFY OR IMPROVE FIRST?

TABLE EXERCISE » AI GOVERNANCE SCENARIO

Review the information, agree your governance response and capture your reasoning and key reflections.

1 THE FORECAST THAT CHANGED COLOUR

A large system implementation is eight months into a twelve-month delivery. This month's steering pack contains an AI-assisted schedule forecast that moves the project from amber to green and recommends standing down an additional supplier team.

GOVERNANCE QUESTIONS

- Is the AI-assisted forecast a reliable representation of the current position?
- Is it appropriate to reduce supplier capacity based on this forecast?
- What further assurance is needed before making a decision?

KEY EVIDENCE

- Forecast reviewed by the Project Manager (the usual planner has left).
- Based on the project schedule and workstream updates.
- Two workstream updates arrived after the forecast was run.
- The supplier's forecast is three weeks later (with a commercial interest in keeping the extra team).

OUR RESPONSE (tick one)

☐ Trust ☐ Verify ☐ Challenge ☐ Escalate ☐ Stop

WHY THIS RESPONSE?

WHAT OTHER QUESTIONS WOULD THE PMO ASK?

WHAT EVIDENCE MATTERED MOST?

WHAT FELT UNCERTAIN OR CONFLICTING?

ONE PRINCIPLE OUR TABLE WOULD TAKE BACK TO THE PMO.

THE GOVERNANCE RESPONSES

TRUST
Accept the AI-assisted output or AI use as fit for purpose under normal project governance.

VERIFY
Obtain additional evidence or validation before relying on the AI-assisted output or AI use.

CHALLENGE
Question the AI-assisted output or AI use where uncertainty, inconsistency or risk requires further scrutiny.

ESCALATE
Refer the AI-assisted output or AI use to the appropriate governance authority for review or decision.

STOP
Prevent the AI-assisted output or AI use from continuing where it presents unacceptable governance, legal, ethical or organisational risk.

TABLE EXERCISE » AI GOVERNANCE SCENARIO

Review the information, agree your governance response and capture your reasoning and key reflections.

2 THE REVISED APPROACH RECOMMENDATION

A programme has submitted a change request recommending a different delivery approach (Option B) at an additional cost of £28,000 to reduce the risk of a late go-live. The AI-generated options appraisal compares three options and recommends Option B.

GOVERNANCE QUESTIONS

- Is the AI-generated appraisal sufficiently robust to support a change in approach?
- Is the additional cost justified and affordable?
- What further assurance is needed before approving the change?

KEY EVIDENCE

- The Sponsor read the two-page summary and supports the option.
- The Programme Manager read the detailed appraisal but did not check the workings.
- Finance confirmed the estimates for Options A and B. No estimate was available for Option C (the AI tool extrapolated one).
- An earlier draft recommended Option A (the recommendation changed after adding weighting criteria).

OUR RESPONSE (tick one)

☐ Trust ☐ Verify ☐ Challenge ☐ Escalate ☐ Stop

WHY THIS RESPONSE?

WHAT OTHER QUESTIONS WOULD THE PMO ASK?

WHAT EVIDENCE MATTERED MOST?

WHAT FELT UNCERTAIN OR CONFLICTING?

ONE PRINCIPLE OUR TABLE WOULD TAKE BACK TO THE PMO.

THE GOVERNANCE RESPONSES

TRUST
Accept the AI-assisted output or AI use as fit for purpose under normal project governance.

VERIFY
Obtain additional evidence or validation before relying on the AI-assisted output or AI use.

CHALLENGE
Question the AI-assisted output or AI use where uncertainty, inconsistency or risk requires further scrutiny.

ESCALATE
Refer the AI-assisted output or AI use to the appropriate governance authority for review or decision.

STOP
Prevent the AI-assisted output or AI use from continuing where it presents unacceptable governance, legal, ethical or organisational risk.

TABLE EXERCISE » AI GOVERNANCE SCENARIO

Review the information, agree your governance response and capture your reasoning and key reflections.

3 THE WARNING

The monthly highlight report includes an AI-generated risk analysis that flags a "high" probability of regulatory non-compliance within three months unless increased testing is approved now. The recommendation is to allocate additional budget and resources immediately.

GOVERNANCE QUESTIONS

- Is the AI-generated risk rating credible and well founded?
- Is the recommended response proportionate to the level of risk?
- What additional checks or validation are needed before committing budget and resources?

KEY EVIDENCE

- Based on historical project data, regulatory updates and internal documentation.
- The Compliance Lead says the regulatory data is not current and questions the risk rating.
- The Project Manager believes the overall trend is credible and supports the action.
- The AI methodology and assumptions are not explained in the pack.

OUR RESPONSE (tick one)

☐ Trust ☐ Verify ☐ Challenge ☐ Escalate ☐ Stop

WHY THIS RESPONSE?

WHAT OTHER QUESTIONS WOULD THE PMO ASK?

WHAT EVIDENCE MATTERED MOST?

WHAT FELT UNCERTAIN OR CONFLICTING?

ONE PRINCIPLE OUR TABLE WOULD TAKE BACK TO THE PMO.

THE GOVERNANCE RESPONSES

TRUST
Accept the AI-assisted output or AI use as fit for purpose under normal project governance.

VERIFY
Obtain additional evidence or validation before relying on the AI-assisted output or AI use.

CHALLENGE
Question the AI-assisted output or AI use where uncertainty, inconsistency or risk requires further scrutiny.

ESCALATE
Refer the AI-assisted output or AI use to the appropriate governance authority for review or decision.

STOP
Prevent the AI-assisted output or AI use from continuing where it presents unacceptable governance, legal, ethical or organisational risk.

ROUNDTABLE DISCUSSION

Use this sheet to capture your table's discussion. Your table lead will guide the conversation.

TODAY'S QUESTION

1 OUR EXPERIENCE

Examples, observations and different perspectives from around the table.

2 WHAT MAKES THE DIFFERENCE?

What helps, hinders or changes the quality of the outcome?

3 WHAT COULD WE DO DIFFERENTLY?

Practical changes, approaches or experiments worth trying.

4 QUESTIONS STILL OPEN

What do we still want to know or explore further?

5 IDEAS TO TAKE FORWARD

The 2–3 strongest points from this discussion.

ROUNDTABLE DISCUSSION

Use this sheet to capture your table's discussion. Your table lead will guide the conversation.

TODAY'S QUESTION

1 OUR EXPERIENCE

Examples, observations and different perspectives from around the table.

2 WHAT MAKES THE DIFFERENCE?

What helps, hinders or changes the quality of the outcome?

3 WHAT COULD WE DO DIFFERENTLY?

Practical changes, approaches or experiments worth trying.

4 QUESTIONS STILL OPEN

What do we still want to know or explore further?

5 IDEAS TO TAKE FORWARD

The 2–3 strongest points from this discussion.

HOUSE OF PMO™

HOME TO PMO PROFESSIONALS

House of PMO Insight Conference

Edinburgh 26

ProSymmetry

