

Without governance, there is no project portfolio, you just have a list.

The first PMO in the operations division's history, built for the company's largest division.

WITHOUT A PMO

Projects run over budget and past deadline without anyone knowing. Engineering talent enters with no path and leaves.

12+
GLOBAL SITES

Zero
CENTRAL OVERSIGHT

PMO ARCHITECTURE | TWO MANDATES, ONE FUNCTION

01 PORTFOLIO GOVERNANCE

- Full-time PMO staff, dedicated PM roles by domain
- Quality PMs and program managers by operational area
- Standardized project tracking and reporting cadence
- Cross-site initiative rollout

INSTANTIS

Global project and cost management system. Leadership's first consolidated view of the full portfolio across all sites.

02 ENGINEERING LEADERSHIP

RECRUIT

Top engineering schools, Stanford among them

ROTATE

Structured international placements across manufacturing sites

PLACE

Transition into permanent operational roles

ROTATION NETWORK

Switzerland

Belgium

China

Austria

Germany

United States

DESIGN INTENT | The program was built to create a pipeline, not to fill seats. The PMO was built to make a portfolio, not a list.

The operations division was the largest in the company. Capital and engineering projects ran across more than a dozen global manufacturing sites with no consistent governance, no unified tracking, and no central oversight.

The projects existed and people were working on them. But with no central function to govern them, no one had a clear picture of the full portfolio: what was being spent, what was on track, and what was quietly going sideways.

The PMO was built from scratch, the first of its kind in the division, staffed with dedicated project managers by domain. Portfolio governance came first: standardized tracking, cross-site rollout, and Instantis for a consolidated view of cost and status.

The Engineering Leadership Program was the second mandate. Between ten and twenty-five engineers moved through international rotations and transitioned into permanent operational roles.