

Tracking the Career Paths of IT PMO and EPMO Leaders

Based on an Analysis of LinkedIn Profiles

Gain insights from **Gartner’s analysis of over 200 PMO and EPMO leaders’ career paths** to more effectively plan your own career path and next steps in the rapidly evolving digital business landscape.

IT PMO Leader

EPMO Leader

What does a PMO leader look like?

Sits within corporate or domain IT

Place in Organization

Sits outside of IT (e.g., strategy, finance) and works across the enterprise

Average Tenure

2.7 Years

Current Position

2.5 Years

23.4 Years

Career Experience

24.1 Years

40%

Percentage of Career Spent at Current Company

30%

Areas of Expertise



69% of IT PMO leaders have spent at least half of their career **within project management**.



91% of IT PMO leaders have spent at least half of their career **in IT**.

n = 56 IT PMO leaders currently in role



58% of EPMO leaders have spent at least half of their career **within project management**.



73% of EPMO leaders have spent at least half of their career **outside of IT** in roles such as business functions and consulting.

n = 44 EPMO leaders currently in role

Top Experiences Outside of Project, Program and Portfolio Management

Shared Experiences

Infrastructure & Operations
Enterprise Architecture
Quality Assurance

Applications
Consulting
Sales & Customer Service
Operations
Strategy

Marketing & Communications
Human Resources
Office of the CIO

What’s next for PMO leaders?

IT PMO leaders from five years ago who moved out of the PMO have moved into both **IT** and **business leadership roles**.

In 2021

40% IT PMO Leader

15% IT Leader Outside of PMO

10% IT C-Suite

20% Business Leadership, Consulting, etc.

15% Retired

• Applications
• IT Strategy
• Cybersecurity
• Enterprise Architecture
• IT Finance
• Digital Lead

• CIO
• CTO
• CDO

• EPMO
• Consulting
• COO
• Marketing

n = 104 IT PMO leaders

EPMO leaders from five years ago who moved out of the PMO generally moved into **business leadership** and **consulting roles**.

In 2021

40% EPMO Leader

45% Business Leadership, Consulting, etc.

15% Retired

• COO
• Enterprise Readiness
• Risk
• Learning & Development
• Product Development
• HR
• Supply Chain
• Sales
• Business Unit
• Consulting
• Law

EPMO Leaders in 2016

n = 33 EPMO leaders

Take action



Plan for what’s next in your career based on life interests and future goals, not just past experiences.



Don’t underestimate the value of **experience outside of your current field**.



Prepare successors for a cross-functional world by building experience across multiple IT and business domains into their career paths.

Learn more about **Gartner for PPM Leaders**

gartner.com/en/information-technology

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Source: Gartner

Methodology: These findings are based on analyses of publicly available LinkedIn profiles for two groups of PMO leaders: 56 IT PMO and 44 EPMO leaders currently in role, and 104 IT PMO and 33 EPMO leaders who were in role five years ago. The primary research was conducted online from May 2021 to June 2021. We performed analyses to answer two key questions in the minds of PMO and EPMO leaders: 1. What career experiences do my peers have? and 2. What career paths have IT and EPMO leaders before me followed?