



OMNITEK
CONSULTING

GOVERNANCE STRUCTURE TRANSFORMATION

STRENGTHENING
DECISION MANAGEMENT
FOR PROGRAM SUCCESS

CASE STUDY

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Abstract

This case study outlines how OmniTek Consulting transformed a client's enterprise PMO Decision Management process to address bottlenecks, unclear roles, and low transparency. Through streamlined workflows, a SharePoint-based intake system, and clearer approval structures, OmniTek improved decision quality, speed, and visibility. The result was a more agile and accountable governance framework, with lessons applicable to any organization seeking stronger decision-making practices.

Executive Summary

In today's increasingly complex program and project environments, effective program management governance is more than just a compliance mechanism, it's a strategic enabler. Yet, many organizations struggle with one of governance's most critical components: decision management. Delayed, unclear, or poorly documented decisions can erode confidence, hinder progress, and create costly inefficiencies.

This case study outlines how OmniTek Consulting successfully led a major initiative to transform a client's Decision Management structure within its enterprise Project Management Office (ePMO). The engagement focused on reducing decision-making bottlenecks, improving clarity, and fostering real-time visibility across stakeholders. By applying a rigorous people-process-technology (PPT) approach, OmniTek restructured workflows, upgraded system platforms, and delivered sustainable results that enhanced program agility and accountability.

Strategic Context

The client's ePMO was responsible for a portfolio of cross-functional projects. While the organization had a Decision Management process in place, it was increasingly viewed as ineffective. Leadership noted that decisions took too long to process, and confusion about roles and procedures was widespread. Furthermore, stakeholders did not know where to view the decisions once made or how to follow up on their status.

This lack of transparency and procedural clarity undermined the broader goals of governance. Teams experienced delays in implementation, program alignment suffered, and the quality of documented decisions became inconsistent. These issues not only slowed operational delivery but also created reputational risks for leadership as accountability became harder to enforce. Recognizing the urgency, the client tasked OmniTek consultants to drive a structured transformation of the Decision Management process.

Core Challenges

The client's Decision Management process was hindered by systemic challenges that affected both day-to-day operations and strategic decision-making.

1. **Workflow Bottlenecks:** Decisions stalled due to unclear routing and a lack of escalation paths. No clear ownership or defined service-level expectations existed for decision timelines.
2. **Inconsistent Documentation:** Decision narratives varied widely in quality, completeness, and clarity. This led to reversals, misinterpretation, and reduced trust in the process.
3. **Limited Transparency:** Stakeholders had no centralized platform to track decision status or access historical decisions, resulting in duplicated efforts and misalignment.



4. **Low Process Awareness:** Many team members were unaware of how to initiate or participate in decision-making. This ambiguity discouraged engagement and perpetuated errors.

Together, these challenges created a fragmented and unreliable decision-making environment that leadership urgently needed to address. Without intervention, these inefficiencies would have continued to undermine the organization's ability to execute effectively, maintain stakeholder alignment, and scale with confidence.

Our Approach

At OmniTek Consulting, we believe sustainable transformation begins with alignment across three dimensions: people, process, and technology. This triad approach ensures that the solution is not only technically sound but also human-centric and operationally practical.

People are the foundation. By clearly defining roles, responsibilities, and expectations, we empower stakeholders to act with confidence and accountability. When individuals understand their role in a process and are supported by effective communication and training, adoption becomes far more likely.

Process provides structure. We establish consistent, intuitive workflows that standardize how work is done and how decisions are made. These workflows embed quality control and escalation mechanisms, enabling smoother execution, greater visibility, and fewer delays.

Technology is the enabler. We leverage existing tools where possible—like SharePoint in this case—to minimize disruption, reduce costs, and improve speed to value. Our solutions are designed to be intuitive, integrated, and easy to maintain.

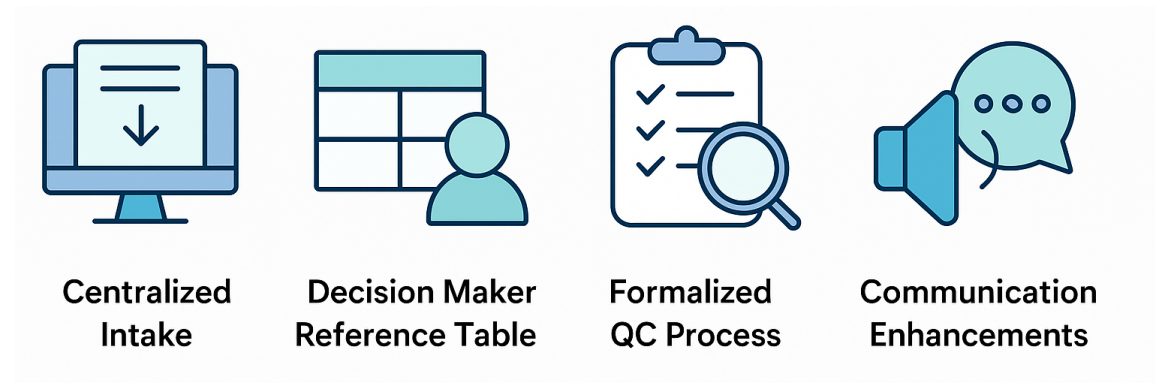
This PPT approach delivers measurable results because it balances agility with governance. It allows organizations to scale operations without sacrificing quality, and it builds resiliency by embedding feedback and continuous improvement into the framework. When applied effectively, PPT not only solves immediate pain points but also creates a foundation for long-term organizational success.

Decision Management Solution: From Challenge to Execution

OmniTek consultants began by clarifying stakeholder roles and ownership. Submitters—those closest to the operational work—were empowered to initiate decisions using a standardized SharePoint-based intake form, while members of the ePMO Team assumed editorial oversight to ensure decisions were clearly written, contextualized, and actionable. To streamline routing and reduce ambiguity, a Decision Maker Reference Table was introduced, mapping authority to approval types and ensuring that each decision reached the appropriate stakeholder without delay.



OmniTek consultants then reimagined the entire workflow using a three-phase lifecycle: intake, quality control, and approval. The intake phase captured structured inputs and initiated routing automatically. During quality control, the Governance Team collaborated with submitters to refine language, validate content, and prepare decisions for review. The final approval phase ensured efficient handoff to designated decision makers, with escalation paths for exceptions.



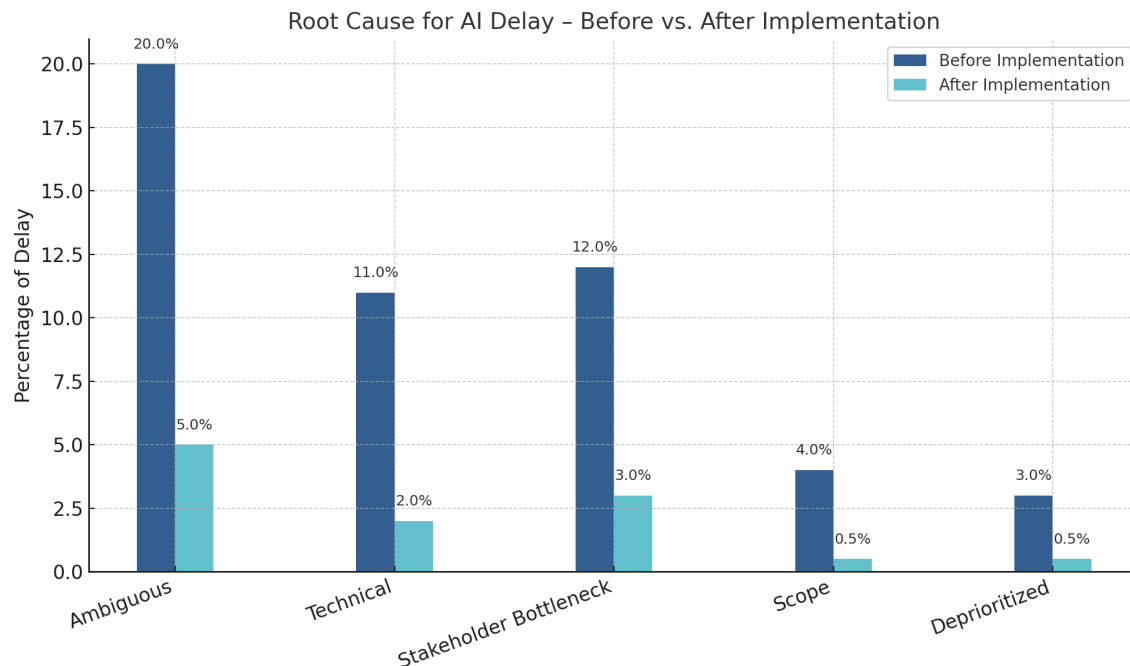
Technology enhancements played a critical role. OmniTek consultants redesigned SharePoint forms and workflows, embedding automation, searchability, and visibility into the decision process. These tools were refined through user testing and feedback loops to ensure alignment with user needs and leadership expectations. In parallel, a tailored communication cadence—weekly operational standups, quarterly executive briefings, and recurring digest emails—helped ensure transparency and alignment. To drive adoption and long-term sustainability, OmniTek developed user-friendly job aids, process guides, and targeted training. As a result, the client’s decision governance structure evolved from fragmented and cloudy to streamlined and scalable.

Measurable Impact

The tangible impact of the new Decision Management framework was immediate and wide-reaching:

1. **Turnaround time for decision approvals dropped by over 70%**, due to streamlined reviews and predefined routing logic. This acceleration in decision-making not only improved project delivery timelines but also increased responsiveness to emerging challenges.
2. **Submission volume increased by 35%**, reflecting both greater trust in the process and improved ease-of-use.
3. **Quality improved dramatically**; stakeholders reported fewer clarifications needed, and leadership noted improved clarity and traceability.
4. **Visibility was enhanced through a SharePoint dashboard**, giving staff across all levels the ability to track decision statuses in real time. This enhanced transparency minimized confusion, improved collaboration, and ensured that contributors at all levels were aligned on how decisions flowed through the system.

5. **Overall confidence in governance improved**, with cross-functional teams more willing to engage with the process and leadership expressing high satisfaction with the results.



Additionally, the solution was built with sustainability in mind. Feedback mechanisms embedded in the process now serve as a foundation for ongoing refinement, enabling continuous improvement and evolution based on real-world usage and stakeholder input. This culture of feedback has allowed the decision model to remain adaptive and relevant over time.

Insights and Lessons Learned

Several lessons emerged from this initiative that are broadly applicable to other organizations considering similar improvements. First, stakeholder alignment must start early. Engaging decision makers, submitters, and technology teams from the outset ensure a smoother rollout and better adoption. Second, simplification is powerful. Rather than overengineering new tools, enhancing existing and currently utilized platforms like SharePoint proved to be the quickest and most effective approach. Third, editorial oversight is a value-add. Decisions are not merely documentation—they are records of governance. Treating them as such elevates their clarity, authority, and impact. Finally, training must be ongoing. A process is only as strong as the users who maintain it. Regular refreshers, documented

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2 Simplification is powerful.



3 Editorial oversight is a value-add.



4 Training must be ongoing.



aids, and open lines of communication helped institutionalize adoption and sustain long-term engagement.

About OmniTek & Contact Information

OmniTek Consulting is a trusted partner for organizations seeking to enhance governance, operational agility, and decision-making. We specialize in modernizing business processes with a blend of human-centered design, technology expertise, and hands-on change management.

From global development organizations to agile PMOs, we help teams bring clarity to complexity. If your organization is grappling with bottlenecks, inefficient workflows, or unclear roles, we can help.

Contact us today to explore how OmniTek can support your transformation journey and drive lasting results.



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