

Practical Application of Maturity Models

Presented by



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Agenda

- What is PM Process Maturity?
- What are PM Process Maturity Models?
- What Problem Are We Really Trying to Solve?
- Why Business Initiative Management (BIM)?
- How is BIM Implemented?
- What is Organizational Maturity?
- Practical Application of Maturity Models...

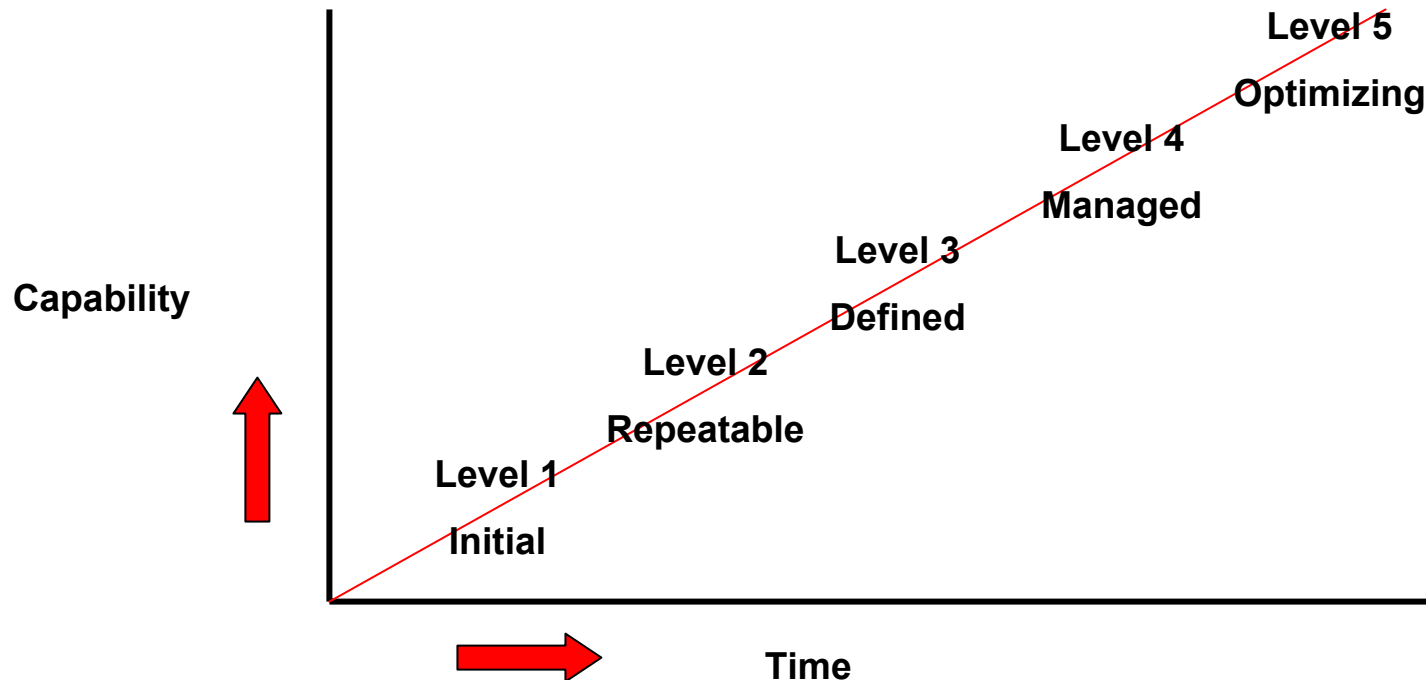
What is PM Process Maturity?

"The purpose of the Organizational Project Management Model is to enhance an organization's ability to implement organization strategy through successful, consistent, and predicable delivery of projects. - no matter what the industry..."

Source: PMForum.org

What is a PM Process Model?

- Many models developed sharing a common structure based on Carnegie-Mellon CMM:



Typical PM Process Maturity Level Characteristics

- **Initial:**
 - No formal PM processes; every project unique; success (if even possible) only through individual heroics
- **Repeatable:**
 - Some PM processes in place; processes and tools not universal; highly variable performance
- **Defined:**
 - Enterprise-level PM processes and tools; performance predictable and generally accurate
- **Managed:**
 - PM processes measured and quantified; high project success rate
- **Optimizing:**
 - On-going PM process improvement; extensive use of models, tools; tight integration to all aspects of enterprise operation

Public Maturity Models

Model	URL
A Guide to the Project Management Body of Knowledge	http://www.pmi.org/standards/pmbok.htm
AACE International's Certification Program	http://www.aacei.org/newdesign/certification/certificationprogram/welcome.shtml
ICB - IPMA Competency Baseline	
APM BoK Review	http://www.apmggroup.co.uk
Project Management Assessment and Certification Program Europe	
Australian Institute of Project Management (AIPM). 1996. <i>National Competency Standards for Project Management: Various Volumes, Competency Standards, Level 6.</i>	http://www.dab.uts.edu.au
Software Engineering Institute Capability Maturity Models in general	http://www.sei.cmu.edu
SEI SW-CMM Capability Maturity Model SM for Software	http://www.sei.cmu.edu/cmm/cmm.html
SEI SE-CMM Capability Maturity Model for Systems Engineering	http://www.sei.cmu.edu/cmm/se-cmm.html
SEI P-CMM People Capability Maturity Model	http://www.sei.cmu.edu/cmm-p/
Microframe	http://www.pm2.com
SPICE	http://www.sqi.gu.edu.au/spice/

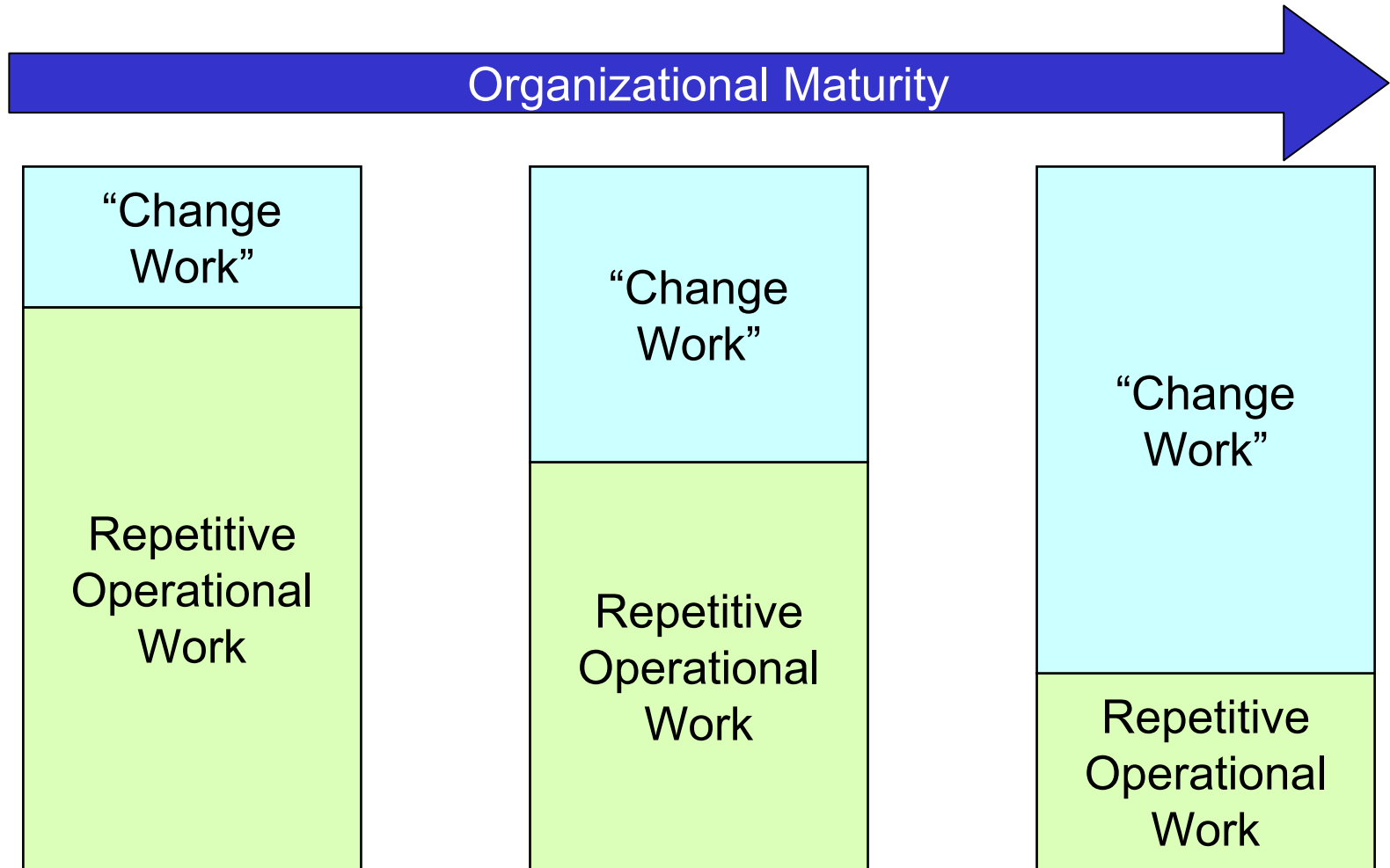
Model	URL
Trillium	http://www.sqi.gu.edu.au/trillium/
US Federal Aviation Administration integrated Capability Maturity Model	http://www.faa.gov/
PMA 2000	http://www.leshem.co.il/products/main1.html
Balanced Scorecard	http://www.hbsp.harvard.edu
Integrated Project Systems' model	
ESI International's ProjectFRAMEWORK.	
EFQM Excellence	http://www.efqm.org/
Malcom Balridge Award	
Hartman's SMART model	
IBM Progress Maturity Model	
Project Management Maturity Model, by Knapp & Moore Pty Ltd.	
V-Model	http://www.scope.gmd.de/vmodel/en/
Innovation Maturity Model	http://managementroundtable.com/
PRINCE	http://www.pmforum.org/prof/standard.htm#PRINCE http://www.prince2.com/
Programme Management Maturity Model	http://www.e-programme.com/pmmm.htm

Source: PMForum.org

Key Issues

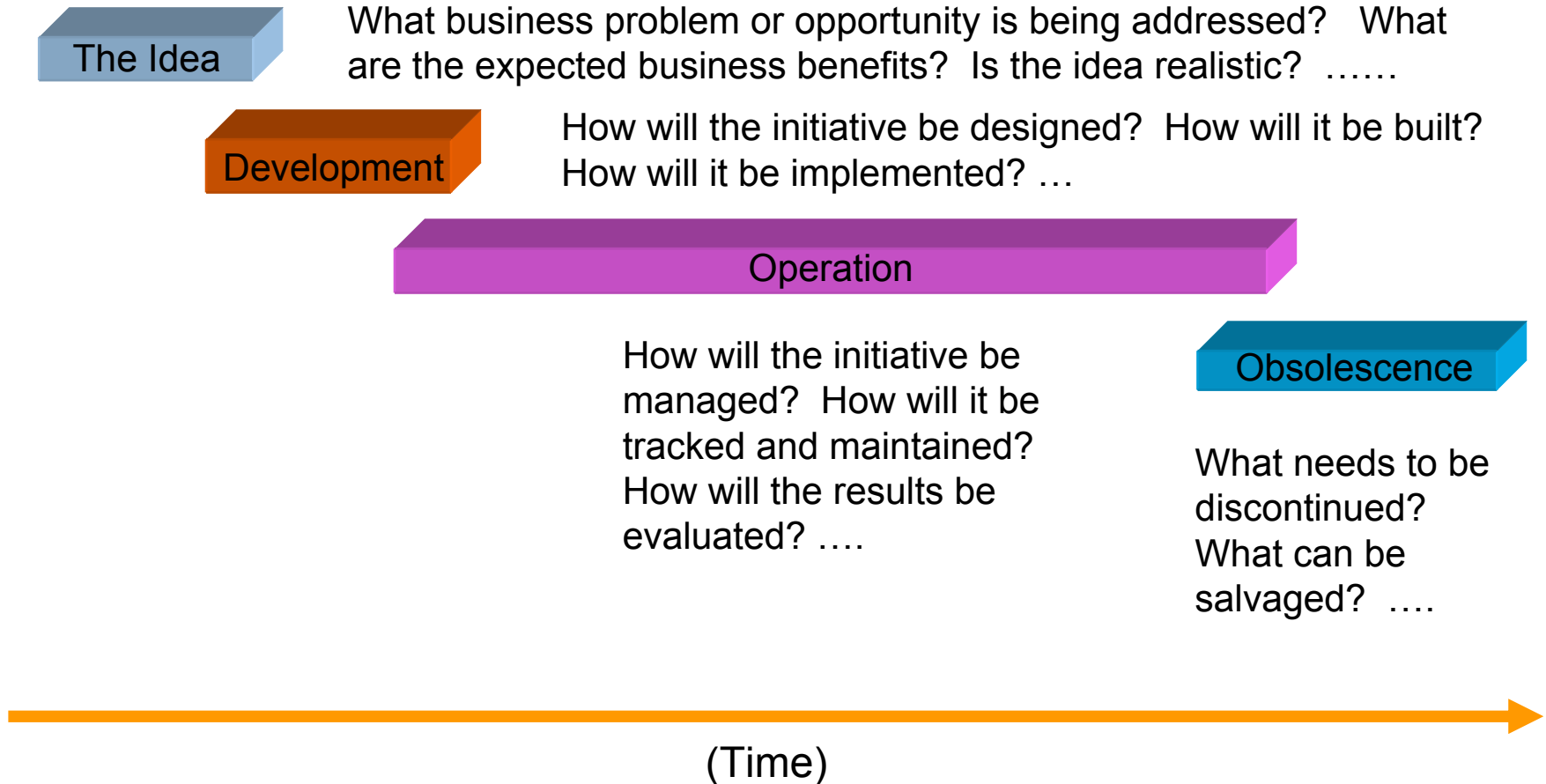
- Project Management doesn't happen in a vacuum
 - Projects implement business solutions
 - Often, use of non-professional PMs
- Key maturity considerations:
 - “Operational” work vs. “Change” work
 - “Startup” culture vs. “Mature” culture
 - High tech projects vs. non-technical projects
 - Size of organization
 - Initiative and project volume
 - Organizational receptivity to change

PM is For Managing Change



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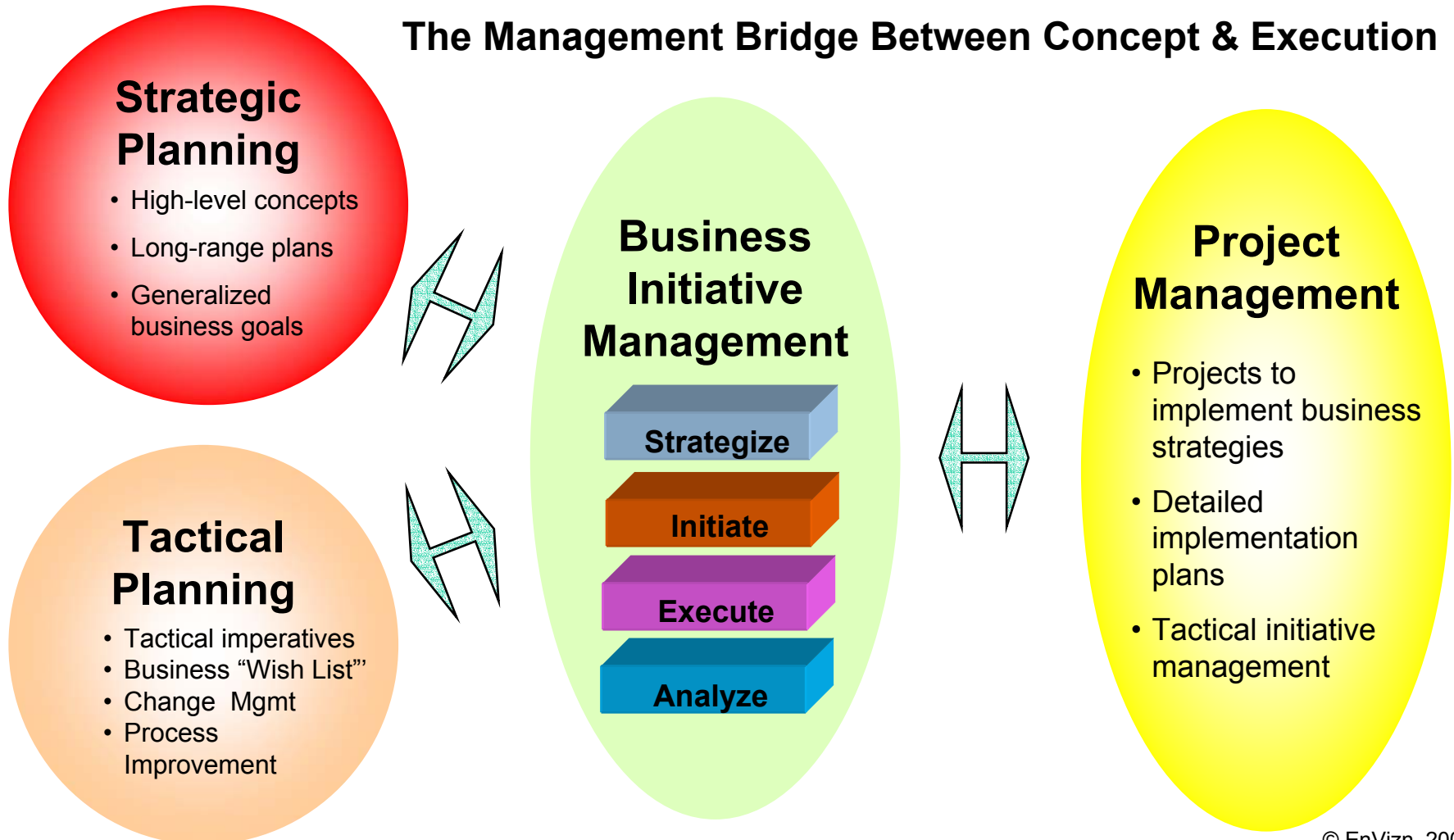
Typical Business Initiative Evolution



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Business Initiative Management (BIM)

The Management Bridge Between Concept & Execution

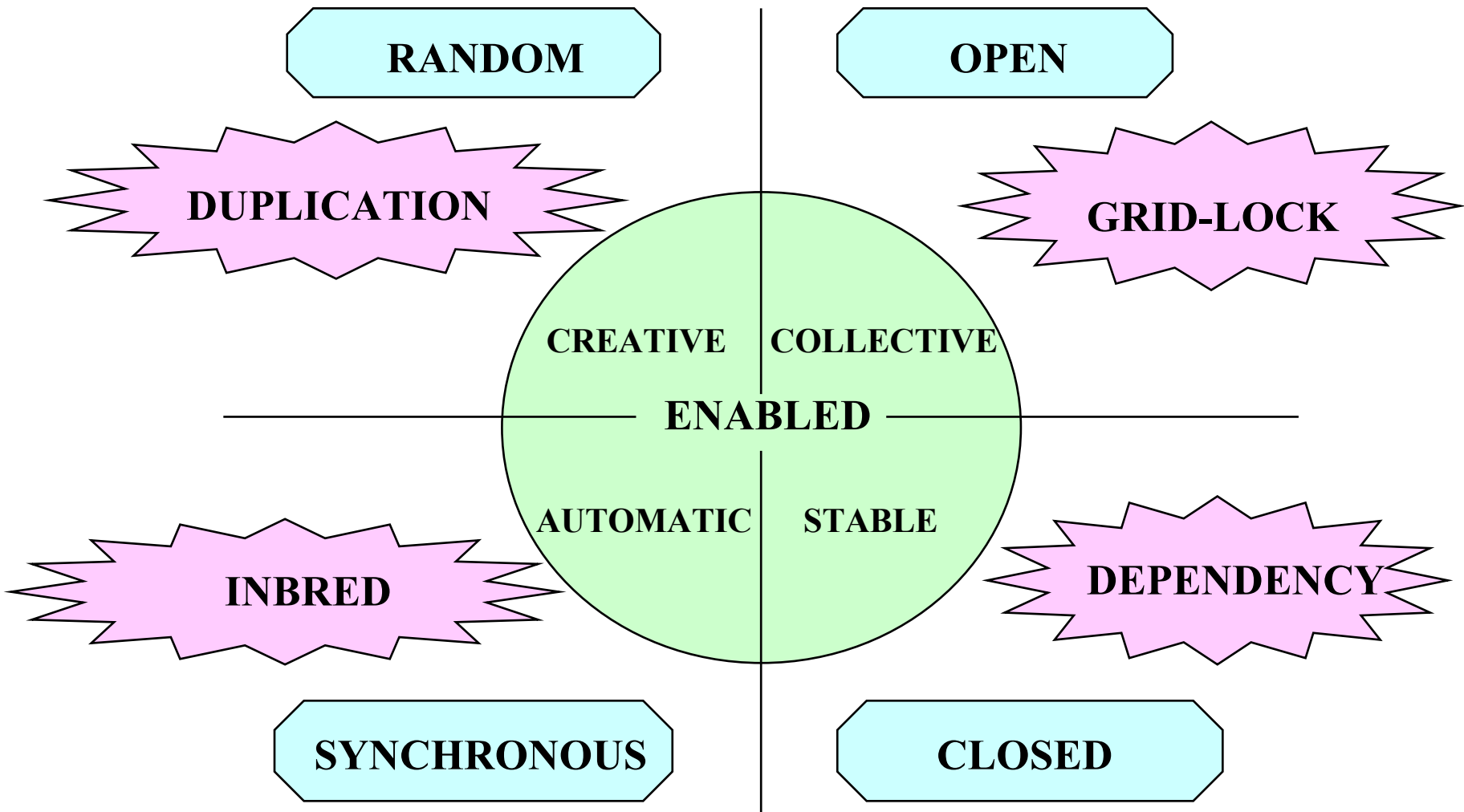


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Assessment Goals

- Establish process maturity baseline
- Identify internal nuggets worth saving and/or expanding
- Identify PM process layers and level of detail
- Identify management layers and level of influence/authority
- Identify organization culture
- Identify management culture
- Identify immediate “points of pain” that can serve as “low hanging fruit”
- Establish priorities

Cultural Assessment Model



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BIM Integrates **Baldrige** Requirements & Organizational Maturity

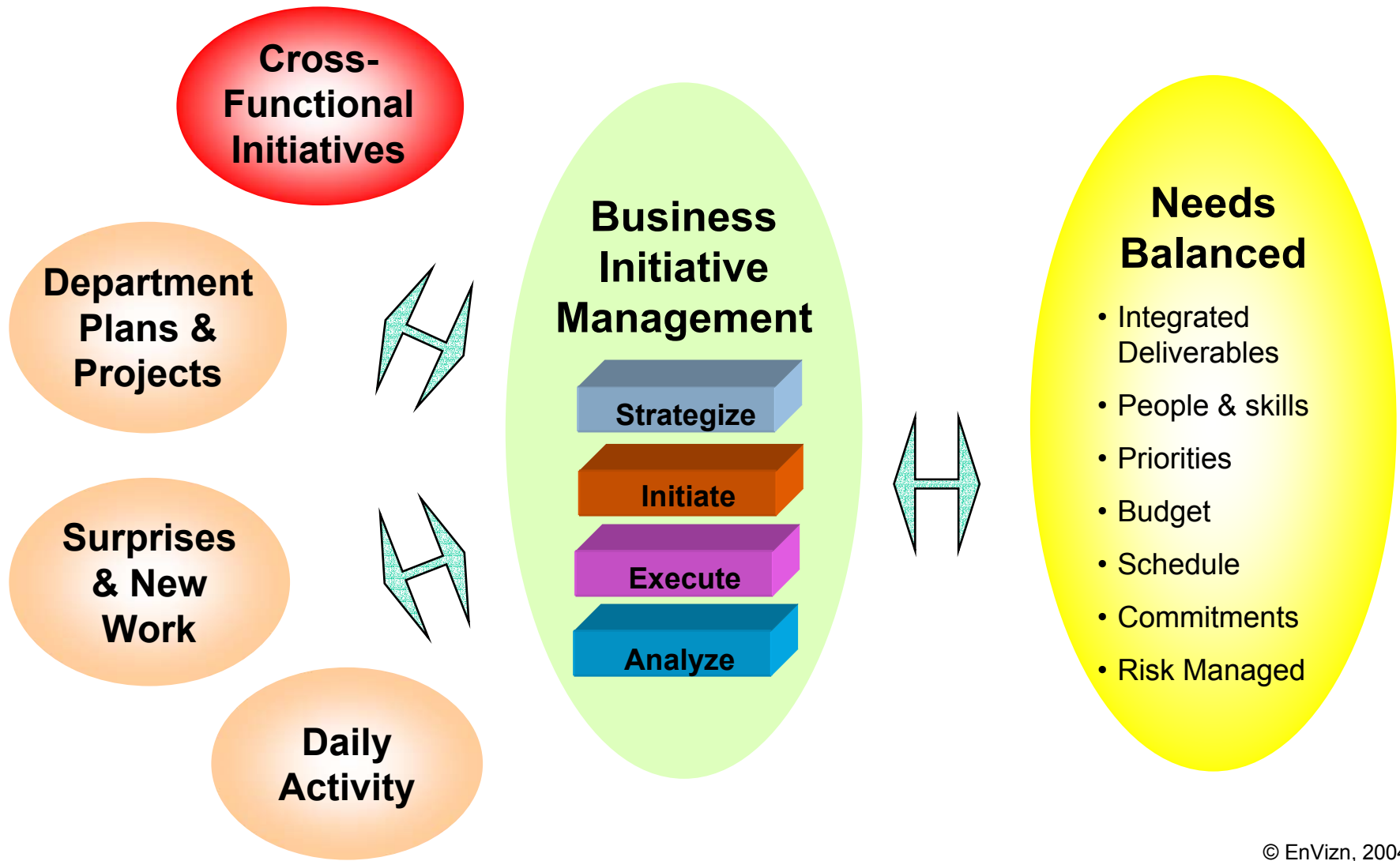
4-Level Maturity Model

- Organizational Assess.
- **Leadership Skills**
- **Strategic Planning**
- **Customer Focus**
- **Initiative & Project Mgt. Skills**
- **Initiative Mgt. Office**
- **BIM Business Process**
- **Business Process Mgt.**
- **Info Sys. & Analysis**
- **Human Resource Development**
- **Business Results**

Informal	Experimental	Systemic	Sustainable
<ul style="list-style-type: none"> • Typical company start-up • Formal focus is only on large projects • No PM process • Project approach is usually a summary of tasks & Action items 	<ul style="list-style-type: none"> • Formal PM process is implemented in pockets of the organization 	<ul style="list-style-type: none"> • Senior mgt. leads implementation of an integrated PM process across all depts. 	<ul style="list-style-type: none"> • Senior mgt. leads development of systems & processes to ensure Business Initiative Management is engrained in the culture

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Business Initiative Management



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The Practical Value of the Maturity Models...

- Where to start...

Level	Description	Degree of Difficulty
1	Common Language	Medium
2	Common Processes	Medium
3	Singular Methodology	High
4	Benchmarking	Low
5	Continuous Improvement	Low

Source: Kerzner, Harold

The Practical Value of the Maturity Models...

- What to look out for...
 - Level 1
 - Resistance to change
 - Failure to recognize process value
 - “Things are working – why do we need this?”
 - Concerns re loss of control or authority
 - Cultural impediments
 - Level 2
 - New methodology is “too complex”
 - Belief that “What’s happening today works well”
 - Expectation that methodology = rigidity
 - Resistance to accountability
 - Ineffective communication
 - Fear of Discovery.....

The Practical Value of the Maturity Models...

- What & How to implement...
 - Tailored business processes, not just PM processes
 - Set appropriate **scope** and **pace** of change
 - Identify supporting organizational processes
 - Select appropriate tools

The Practical Value of the Maturity Models...

- How far to go...
 - How mature should a PM process be?
 - Key is to know when to stop
 - Cost justification for level advancement
 - Balancing act between flexibility, creativity, and possible management complacency

Key Learnings

- Focus on creating business value
- Move at a pace suitable to the organization's capabilities
- Use appropriate models and tools
- Other?