Measuring Organizational Maturity

Presented by

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Today’s Presentation

Set the scene.

Spend some time on each of four issues.

Draw tentative conclusions and present 3 challenges.

Share some relevant new insights.
Developing a Picture

- Started own business in 1968.
- Managed first project in 1969.
- Introduced global PM framework to Letraset in 1979/80.
- Developed present concept in 1993.
  - Members Network
  - Comparative Benchmarking
  - Focussed Consultancy
  - Measurement is Key
- 1994 1st Network formed with 15 members.
- Research based BUT Grounded in Reality!
- Not looking for the “Next Quick Fix”
- Identifying what really works and what doesn’t
- 5 Networks now cover Europe, Australia, USA, Africa & the Pharmaceutical industry.
- 10+ years of robust, comparative data.
Maturity and Measurement

Why My Interest in This Topic?

OPM3™ 1999-2001

Current Interest in Performance Management.

Metrics Survey

2001 - 2002
Issues with Measuring Maturity

• Is there a set of measures that shows how “mature” an organization is?
• What are the benefits of being “mature”?

What does “maturity” mean?

Is “maturity” the same in different contexts?

Is “maturity” an asset?

How can “maturity” be assessed?
General Meanings of Maturity

What does “maturity” mean?

- Grown up
- Ripe or fully aged
- Ready to pay out.
- Perfected or fully considered.
Maturity in Capability/Maturity Models (1)

As a process develops through stages of “maturity”, its “capability” becomes first defined, and then improved.

What does “maturity” mean?

As a “meta-process” develops through stages of “maturity”, additional processes are developed.

Each process must itself be developed to the same stage of maturity as the “meta-process”.

Maturity Models in Project Management

• **Group 1:**
  8 or 9 Knowledge areas, 5 maturity levels, and create a matrix.
  – Examples: Berkely PM Maturity model, PM Solutions model.

• **Group 2:**
  Incrementally adds processes at each maturity level – 3, 4 or 5 levels.
  – Examples: Kerzner, PMProfessional, Gareis, Office of Government Commerce (P3M3)

• **OPM3:**
  Redefines both “maturity” & “capability”, introduces “best practice”, and encompasses 3 domains.

What does “maturity” mean?
What does “maturity” mean?

586 “Best Practices” are each supported by multiple “capabilities” and “pre-requisites”.

BEST PRACTICE

Capability 1

Outcome

Prerequisite

Capability 2
Each “capability” belongs to a specific “domain” (PPP) and a specific level of maturity (SMCI)
Project Management Maturity

• There is semantic confusion about key terms like “maturity” and “capability”.
• “Maturity” is a useful idea, but means many things to many people.
• Do “mature” organizations measure different things than “immature” ones, or simply score higher on those things that they do measure?
The Historical Development of PM

Proto-Projects 6000+

Military 50+

Professional Associations 30+

North Sea Oil 25+

Gantt etc. 100+

Engineering 150+

Pharma R&D 10+

PC/ICT 20

Dramatic increase in work done as projects.

Is “maturity” the same in different contexts?
Organizational Dependence on Projects – Different Perspectives.

Is “maturity” the same in different contexts?

Operations-based
- Procurer
  - Process industries, Manufacturing.
- In-House
  - Financial Services IT/IS.
- Supplier
  - Pharmaceutical R&D, Product Development
    - Bechtel, Fluor, BAE Systems

Project-based
- Procurer
- In-House
- Supplier
Not All Industries Are Equally Strong
Different Types of Project Present Different Challenges.

<table>
<thead>
<tr>
<th>Project Type</th>
<th>95% CI Time Predictability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction</td>
<td>~1.8</td>
</tr>
<tr>
<td>New Product</td>
<td>~1.6</td>
</tr>
<tr>
<td>Refurbishment</td>
<td>~1.4</td>
</tr>
<tr>
<td>Hard Systems</td>
<td>~1.2</td>
</tr>
<tr>
<td>Other</td>
<td>~1.0</td>
</tr>
<tr>
<td>Soft Systems</td>
<td>~0.8</td>
</tr>
</tbody>
</table>

Is “maturity” the same in different contexts?
One Model of Maturity for All?

• A case can be made out for variations
  – By Context (Supplier vs Procurer)
  – By Industry or Sector
  – By Project Type
• *PMBOK*® Guide talks about “most projects, most of the time”.
• Do we now need to shift focus to optimising practice for specific contexts?
• Do “mature” organizations measure different things depending on their context?
Is PM Maturity Like PIMS?

ROI Percent

Market Share

Does Maturity Confer Benefits (1)?

• Various claims are made, e.g. “mature” organizations are able to:
  – Manage all the projects undertaken by an organization effectively (Suarees, 1998)
  – Improve continually the performance of all projects undertaken by an organization (Peterson, 2000)
  – Improve dialogue between the project management community and organizational top management (Peterson, 2000)
  – Improve PM ROI (Ibbs and associates, 1997 to 2002)

• Newer models promise:
  – Organization-wide standard, defined processes that can be tailored for individual projects;
  – All project-related activity roles defined & clear throughout organization;
  – Strategic goals advanced through application of PM principles and practices.

Is “maturity” an asset?
Projects are Means to Different Ends

Transport companies . . . Operate profitably and competitively.

Pharmaceuticals . . . Develop and produce blockbuster drugs.

Local Government . . . Provide excellent & efficient services.

Manufacturing . . . Make current products better & develop new ones.

Ports and Airports . . . Transfer Passengers and Freight comfortably & economically.

Corporate Success

Is “maturity” an asset?
But All Require Successful Projects . . .

Projects to improve the performance of current activities . . .

Projects to introduce new technology, new processes, new ways of working . . .

Projects to develop new business, new products, new markets . . .

Projects to build new infrastructure, new physical assets . . .
... which requires 3 distinct Project Management Capabilities.

**Project Management Capability**

Capability to manage each project to time, cost, quality, scope, safety, technical performance etc.

Capability to make sure that the product produced by each project is what the organisation needs, that it delivers the benefits that are promised from it, that the product is operated as designed etc.

**Project Sponsor Capability**

Capability to make sure that the project portfolio is the right one to implement the organisation’s strategy, that scarce resources are used productively.

**Organisational Project Capability**

Is “maturity” an asset?
The three capabilities lead to different kinds of success . . .

**Organisational Project Capability**

**Project Sponsor Capability**

**Project Management Capability**

- **Consistent project success.**
  (Do we consistently do the right projects, and do them right?)

- **Project success.**
  (Did we do the right project?)

- **Project management success.**
  (Did we do the project right?)
And Look Different From Different Viewpoints.

Is “maturity” an asset?
Is Maturity a “First” or a “Second Thing”? 

“Every preference of a small good to a great, or a partial good to a total good, involves the loss of the small or partial good for which the sacrifice was made.”

(C. S. Lewis, 1942)

Examples:
Happiness, Literature & the Arts, Enjoyment of alcohol.

Implication:
“Maturity comes through consistently delivering the right projects successfully.”
Does Maturity Confer Benefits (2)?

• Projects are a means to an end:
  – Achievement of strategic intent, and
  – Organizational prosperity rank more highly.

• Project success looks different at different “levels”
  – And from different viewpoints

• Maturity Models may confer benefits, but
  – They are not silver bullets,
  – They do not represent the whole picture, and
  – They may deflect excessive resources and attention.

• To what extent is it possible to generalise about the links between project success and business success?

• Does increasing “maturity” lead inevitably to increasing success?
Maturity Models Do Not Cover the Whole Field

<table>
<thead>
<tr>
<th>Conceiving projects, developing &amp; managing portfolios, initiating programmes?</th>
<th>Governance of projects?</th>
<th>Operating the product or service to harvest benefits?</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 Process Groups, and 9 Knowledge Areas?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Initiating Processes
- Planning Processes
- Executing Processes
- Controlling Processes
- Closing Processes

How can “maturity” be assessed?
How can "maturity" be assessed?

<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Social Science</td>
<td>Technology</td>
</tr>
<tr>
<td>People</td>
<td>Workform</td>
</tr>
</tbody>
</table>

Managing Projects
<table>
<thead>
<tr>
<th>Level</th>
<th>Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Experts</strong></td>
<td>behaviour is intuitive, holistic, and synchronic, understood in a way that a given situation releases a picture of problem, goal, plan, decision and action in one instant.</td>
</tr>
<tr>
<td><strong>Proficient Performers</strong></td>
<td>identify problems, goals and plans intuitively from their own experientially-based perspective. Intuitive choice is checked by analytical evaluation before action.</td>
</tr>
<tr>
<td><strong>Competent Performers</strong></td>
<td>are characterized by the involved choice of goals and plans as the basis for their actions. Goals and plans store both context-dependent and context-independent information.</td>
</tr>
<tr>
<td><strong>Advanced Beginners</strong></td>
<td>also use situational elements, which they have learned to interpret on the basis of their own experience from similar situations.</td>
</tr>
<tr>
<td><strong>Novices</strong></td>
<td>act on the basis of context-independent rules.</td>
</tr>
</tbody>
</table>

How can “maturity” be assessed?

Dreyfus and Dreyfus (1986).
Beyond Maturity Models?

Experts

Proficient Performers

Competent Performers

Advanced Beginners

Novices

And beyond?

Level 5: Continually improved.

Level 4: Optimised

Level 3: Managed

Level 2: Planned

Level 1: Ad Hoc

How can “maturity” be assessed?
What do Organizations Actually Measure? Goals of a Relevant Study.

- Assess the quality of input data.
- Assess the extent to which ERP solutions help or hinder.
- Understand the nature of the hierarchy of metrics in terms
  - Different levels of the hierarchy, and
  - Component metrics for each level.
- Assess what metrics are relevant to what job roles.
- Describe how input data is audited.
- Collect samples of good practice.
The 27 Participating Organizations

- **USA**
  - Anonymous Contributor, Centocor, Covansys, Ericsson, Honeywell, NASA, NCR, Paccar, Raytheon, Shell Information Technologies.

- **UK and Europe**

- **Australia**
  - Coles Myer, Defence Acquisition Agency, Australian Broadcasting Corporation, NSW Department of Public Works & Services, Resitech Australia, NSW Roads and Traffic Authority, Western Power.
Headline Findings of the Study

• Metrics are about governance, not operational control.
• The hierarchy of metrics is two dimensional: Tier and job type.
• Most hierarchies are fragmented, and unsatisfactory metrics reveal underlying problems with culture, process or communications.
• Pockets of excellent practice are visible.
• Good practice principles seem to be applicable to all organizations, but context (industry, perspective, strategy and process) determines some specific metrics.
• Accuracy of metrics is the most worrying aspect, and ERP appears to improve accuracy at the cost of timeliness.
• Financial officers are the least happy group, where metrics are concerned.
Metrics from Different Industries...
How can “maturity” be assessed?

Milan – January/February 2006
Measuring Maturity/S4XP/TCD/22-12-2005

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Levels by Industry

How can “maturity” be assessed?

Aerospace/Defence
Construction
Services
Finance, retail & media
Energy, manufact’g, pharma & telecomms

Metrics Level
- 1 - Project
- 2 - Sponsor/Program
- 3 - Organization/Portfolio

Proportion of Metrics
### Organizations Use Many Measures

<table>
<thead>
<tr>
<th>Financials:</th>
<th>Time:</th>
<th>Quality:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost vs budget; Margin delivered; Accuracy of forecast</td>
<td>Completion vs programme; Milestone performance; Learning curve – roll-out.</td>
<td>Customer satisfaction; Aggregate risk; Planning accuracy.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Human Factors:</th>
<th>Resources:</th>
<th>Benefits:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competency profiles; Capability forecast; FTEs performing PM</td>
<td>Hours used vs budget; Effort variance analysis; Resource productivity.</td>
<td>Benefits realized; ERP integration; Risk-adjusted NPV.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Composites:</th>
<th>Miscellaneous:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single data entry + roll-up &amp; drill-down; Standard input to tollgate reviews; Departmental maturity measures.</td>
<td>Attrition rates, and time to attrition; Specific technical metrics; Value created/destroyed.</td>
</tr>
</tbody>
</table>
Different Types at each Level

How can “maturity” be assessed?
The “Quality Criteria” for “Metrics”

1. Completeness & Relevance.
2. Reliability of Data
3. Effective Use
4. Continual Improvement

How can “maturity” be assessed?
## 2. Scope of Project Metrics

<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Managers at each level of the business receive appropriate information about projects.</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>B</td>
<td>Project metrics are &quot;rolled up&quot; from project to programme, to portfolio, to business unit level.</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>C</td>
<td>Our organisation is satisfied that we keep the right metrics about projects.</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>D</td>
<td>Our project management metrics provide a solid basis for predicting the benefits that will be realised.</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>E</td>
<td>There is no disagreement between financial departments and project managers about the accuracy of project metrics.</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>F</td>
<td>Our organisation is clear about what aspects of project performance interest which functions.</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>G</td>
<td>Aggregate project data is presented to different job functions, so that they can readily make decisions appropriate to their function.</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

**Total Score =**
How Can Maturity Be Assessed?

• Examine Performance Measures
  – For all 3 levels,
  – For both viewpoints,
  – Applying quality criteria.

• Start from Strategic Measures
  – Integrate down through levels,
  – Integrate across all businesses.

• How can Performance Management be used to focus attention on relevant elements of process maturity, and other relevant aspects of the management of projects?
Tentative Current Conclusions

• 4 issues each need better answers.
  – What maturity really means.
  – How maturity differs by context.
  – The value of maturity.
  – How best to assess maturity.

• Measurement and success are topics of common concern to business AND project management.
  – Maturity models can either hinder or help.

• Measuring maturity involves the whole management community, not simply project management.
Three Challenges

1. The future of project management:
   - as a specialized profession
   - as a discipline within general management
   - In its relationship with performance management.

2. The discourse about projects that involves the whole management community, including
   - the scope of what involved in managing projects.

3. The theoretical underpinnings of project management practice as broader than systems/control theory.
The Critical Role of the Sponsor.

Project success. (Did we do the right project?)

Project management success. (Did we do the project right?)

Programme Mgmt.

Sponsorship/
championing

This Level is Crucial to Maturity

Portfolio Mgmt.

Business Strategy

Project Management

The World of Projects

The World of Business

Consistent project success. (Do we consistently do the right projects, and do them right?)
Capabilities & Success...

**Organizational Capabilities and Results.**

Agility of Organization

**Governance or Sponsor Capabilities and Results.**

Effectiveness of Program or Project

**Project Management Capabilities and Results.**

Efficiency of Project
## Capabilities & Success...

<table>
<thead>
<tr>
<th>Multi-project management and governance capability.</th>
<th>Strategy implemented effectively.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effective, reliable metrics.</td>
<td>Key resource productivity.</td>
</tr>
<tr>
<td>Continual improvement of key processes.</td>
<td>Overall success of all projects undertaken.</td>
</tr>
<tr>
<td></td>
<td>Overall level of PM success.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Clear &amp; attainable project goals</th>
<th>Benefits realized.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sponsor capability &amp; attitude</td>
<td>Satisfactory technical performance.</td>
</tr>
<tr>
<td>Benefits realization &amp; management</td>
<td>Stakeholders satisfied</td>
</tr>
<tr>
<td>Appropriate project strategy.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Clear project goals</th>
<th>Project team</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adequate resourcing</td>
<td>Risk management</td>
</tr>
<tr>
<td>Effective planning and control</td>
<td></td>
</tr>
<tr>
<td>Clarity about technical performance requirement.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Time</th>
<th>Quality</th>
<th>Safety</th>
<th>Cost</th>
<th>Scope</th>
</tr>
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<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Results Achieved – Overview

- Organizational Agility
- Project Effectiveness
- Project Management Efficiency

Mean Results Achieved
Results Achieved – Organization

Organizational Agility

- Fail seriously short of expectations: 3.2%
- Fail to meet expectations: 35.5%
- Meeting or exceed expectations: 51.3%
Results Achieved – Sponsor

Project Effectiveness

- Seriously underperform: 7.9%
- Fail to meet expectations: 23.7%
- Meet or exceed expectations: 68.4%
Results Achieved - PM

Project Management Efficiency

- Fall seriously short of goals: 21.7%
- Fail to meet goals: 19.7%
- Meet or exceed goals: 58.6%
Capability Claimed – Overview

- Organizational Capability
- Governance/Sponsor Capability
- Project Management Capability

Mean Capability
Capability Claimed – Organization

Organizational Capability

- Largely or fully absent: 13.3%
- More present than not: 26.7%
- Largely or fully present: 60%
Capability Claimed – Sponsor

Governance/Sponsor Capability

- Largely or fully absent: 17.1
- More present than not: 23.1
- Largely or fully present: 59.8
Capability Claimed – PM

Project Management Capability

- Largely or fully present: 32.3%
- More present than not: 57.3%
- Largely or fully absent: 10.4%
Indicators of Agility (Success Criteria)

- Strategy Implemented More Effectively Than Competitors.
- Critical Strategic Resources Used More Productively Than Competitors.
- High (and Known) Level of Project/Program Effectiveness.
- High (and Known) Level of Project Management Efficiency.
Organizational Success Achieved

- Strategy Implementation
- Scope performance
- Record of Productivity
- Cost performance
- Projects with 100% benefits
- % Benefits Realized
- Resource Productivity
- Schedule performance
- Productivity Trend

Mean Organizational Success - All Industries
Key Factors That Deliver Agility (CSFs)

- Multi-Project Management Ability.
  - Portfolio Management.
  - Programme Management.
  - Resource Management.
- Effective, reliable metrics
- Continuous Improvement of Key Processes
  - Business Processes
  - Programme/Project Processes
  - Support Processes
Organizational C&RT Analysis

Agility
Mean = 2.06
N = 30

Program Competence

<= Largely
Mean = 1.85
N = 22

Fully
Mean = 2.64
N = 8
Indicators of Effectiveness (Success Criteria)

- Benefits realized.
- Stakeholder satisfaction.
- Technical performance of delivered product or service.
Project Success Achieved

- Technical Performance
- Sponsor Satisfaction
- Customer Satisfaction
- User Satisfaction
- Benefits Linked to Deliverables
- Benefits realized

Mean Project Effectiveness

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Measuring Maturity/S4XP/TCD/22-12-2005
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Key Factors That Deliver Effectiveness (CSFs)

• Clear and Doable Project Goals.
  – Business Case.
  – Stages/Gates to Maintain Alignment.
  – Resources Appropriate to Goals
• Sponsor Capability and Attitude.
• Benefits Realisation & Management
• Appropriate Project Strategy.
Governance/Sponsor Capability Claimed

- Clear Goals
- Business Case
- Stakeholder Support
- Strategic Options
- Validated Output
- Benefit Tracking
- Predict Benefits Changes
- Benefits Owners
- Benefit Realization
- Integrated Financial System

Mean Capability Score - All Industries
Impact of Governance/Sponsor Capability

The graph illustrates the correlation between Governance/Sponsor Capability and 95% CI Project Effectiveness. The x-axis represents the levels of Governance/Sponsor Capability ranging from 'Non-existent' to 'Fully present', while the y-axis shows the effectiveness scores ranging from 'Terrible results' to 'Better result than expected'. The data points suggest a positive correlation, indicating that as the Governance/Sponsor Capability increases, the project effectiveness also tends to improve.
Which Capabilities Matter Most?

Effectiveness
Mean = 2.47
N = 114

Strategic Options Considered

<=Partially
Mean = 2.0
N = 30

>=Largely
Mean = 2.63
N = 84

Fully resourced

Risk management

<=Partially
Mean = 2.35
N = 26

>=Largely
Mean = 2.76
N = 58

Necessary authority

Fully
Mean = 2.99
N = 18

50% Improvement
Precise Questions

- Before seeking formal approval, each project team considers the options available to accomplish the project objectives before finally deciding on the most appropriate way of planning, implementing and controlling the project.
- The project is assured of receiving the resources required (including, e.g., people, money, facilities, equipment and materials) for the activities that are necessary to achieve the project goals.
- The project team possesses the necessary authority to deliver the project goals as specified.
- Risk management lies at the heart of project management such that the processes of risk identification & assessment, risk response identification, management and control underpin all decisions affecting the project.
Impact of Considering Strategic Options

![Graph showing the impact of considering strategic options. The graph plots 95% CI Project Effectiveness against Strategic Options. The x-axis represents the level of strategic options: Not at all, Partially, Largely, and Fully. The y-axis shows the impact ranging from Terrible results to Better result than expected.]
Impact of Fully Resourcing Projects

The graph shows the 95% CI for project effectiveness across different levels of project resourcing. The levels are divided into 'Not at all', 'Partially', 'Largely', and 'Fully'. The effectiveness increases as the level of resourcing increases from 'Not at all' to 'Fully'. The error bars indicate the variability in effectiveness at each level.
Impact of Necessary Authority.

- Better result than expected
- Results as expected
- Results worse than expected
- Terrible results

Necessary Authority

Not at all
Partially
Largely
Fully

95% CI Project Effectiveness
Project Management Efficiency.
Indicators of Efficiency (Success Criteria)

- Time.
- Cost.
- Quality.
- Scope.
- HSE or equivalent.
Project Management Success Achieved

Scope Result

Quality Result

HSE Result

Cost Result

Schedule Result

Mean PM Success - All Industries

1
2
3
4
Key Factors That Deliver Efficiency (CSFs)

• Clear and Doable Project Goals.
• Adequate Resources.
• Effective Planning and Control.
• Clarity About Technical Performance Requirements.
• Effective Risk Management.
• Project Team Capability
  – Competent Project Manager
  – Right Mix of Social and Technical Competence
  – Adequate Authority to Deliver Project Goals
  – Effective Teamwork.
PM Capabilities Claimed.

- Effective Teamwork
- Clear Goals
- Competent PM
- Business Case
- Clear Technical Performance
- Necessary Authority
- Fully Resourced
- Acceptance Criteria
- Technical & Social...
- Accurate Information
- Validated Output
- Risk Management
- Proven Planning Methods

Mean Capability - All Industries
Impact of Capability on Efficiency

![Graph showing the impact of PM Capability on project management efficiency. The x-axis represents PM Capability levels: Non-existent, More missing than present, More present than missing, and Fully present. The y-axis represents 95% CI Project Management Efficiency, with two categories: Better than expected and Worse than expected. The graph illustrates a positive correlation between PM Capability and project management efficiency.](image-url)
But What Matters?

**Efficiency**
- Mean = 2.58
- N = 157

Proven planning methods

- <=Not at all
  - Mean = 1.89
  - N = 15

- Partially
  - Mean = 2.65
  - N = 142

Business case

- Largely
  - Mean = 2.52
  - N = 94

Benefits owners

- Partially
  - Mean = 2.44
  - N = 67

- Largely
  - Mean = 2.72
  - N = 27

Effective teamwork

- Largely
  - Mean = 2.73
  - N = 23

- Fully
  - Mean = 2.91
  - N = 48

Clear technical performance

- Largely
  - Mean = 2.97
  - N = 13

- Fully
  - Mean = 3.20
  - N = 12

70% Improvement
Precise Questions

• The planning systems, processes and practices used to develop the project plan are rigorous and proven, and incorporate effective review processes.

• The project has been approved on the basis of a well-founded business case linking the benefits of the project to explicit organizational goals (whether financial or not).

• The benefits realization process for each project assigns clear and unambiguous responsibility for the realization of business benefits.

• The project team works together effectively to deliver the project goals as specified.

• The technical performance requirements from the product of the project have been specified clearly and unambiguously.
Which Depend on Sponsor?

2. Risk Management.
3. Effective Teamwork.

1. All strategic options considered.
2. Project assured of receiving resources.
3. Project team possesses necessary authority.
4. Assuring the quality of the business case.
Maturity – A Practical Scope.

Business processes
- Business planning
- Projects as a way of working
- Multi-project management
- Benefits realization

Project processes
- Startup
- Planning
- Monitoring & control
- Scope & change control
- Learning lessons
- Closedown

Human factors (Team building, Leadership, Motivation, Maintaining momentum)
- Risk management
- Value management
- Stakeholder management
- Project communications
- Benefits management

Support processes
- Competency
- Training
- Career Dev.
- Methodology
- Qual Imprvt
- IS/IT
CMMI Levels Mapped to CPQ

Business Results
- Customer Satisfaction
- Shareholder Value
- Quality Improvement
- Project Methodology
- Support Processes
  - People support
  - Communications & Stakeholder management

Projects as a Way of Doing Business
- Start-up
- Planning and Estimating
- Monitoring and Control
- Close down and Learning Lessons
- Human Factors
- Risk Management
- Value and Benefits Management

Business Processes
- Multi-Project Management
- People Development

Support Processes

Project Processes

CMMI Levels:
- CMMI Level 2 (Equiv.)
- CMMI Level 3 (Equiv.)
- CMMI Level 4 (Equiv.)
- CMMI Level 5 (Equiv.)
SampleCo CPQ Results mapped to CMMI Levels: July 2002

- Business Results
  - Customer Satisfaction
  - Shareholder Value

- Projects as a Way of Doing Business
  - Planning and Estimating
  - Monitoring and Control

- Business Processes
  - Start-up
  - Close down and Learning Lessons
  - Risk Management

- Support Processes
  - Project Methodology
  - Value and Benefits Management
  - Communications & Stakeholder management

- People Development
  - People support

- Project Processes

CMMI Level 2 (Equiv.)
CMMI Level 3 (Equiv.)
CMMI Level 4 (Equiv.)
CMMI Level 5 (Equiv.)
SampleCo CPQ Results mapped to CMMI Levels: November 2002

- Business Results
- Projects as a Way of Doing Business
- Multi-Project Management
- Business Processes
- People Development
- Quality Improvement
- Project Methodology
- Support Processes
- Customer Satisfaction
- Shareholder Value
- People support
- Monitoring and Control
- Human Factors
- Planning and Estimating
- Close down and Learning Lessons
- Risk Management
- Value and Benefits Management
- Communications & Stakeholder management

Legend:
- CMMI Level 2 (Equiv.)
- CMMI Level 3 (Equiv.)
- CMMI Level 4 (Equiv.)
- CMMI Level 5 (Equiv.)
SampleCo CPQ Results mapped to CMMI Levels: November 2004

- Business Results
  - Projects as a Way of Doing Business
  - Multi-Project Management
  - Start-up
  - Planning and Estimating
  - Monitoring and Control
  - Close down and Learning Lessons

- Business Processes
  - Customer Satisfaction
  - Shareholder Value
  - Quality Improvement
  - Human Factors
  - Risk Management
  - Value and Benefits Management

- Support Processes
  - Project Methodology
  - People support
  - Communications & Stakeholder management

- Project Processes
  - People Development

- CMMI Levels:
  - CMMI Level 2 (Equiv.)
  - CMMI Level 3 (Equiv.)
  - CMMI Level 4 (Equiv.)
  - CMMI Level 5 (Equiv.)

Graphical representation showing the progression from July 2002 to November 2004.
Measuring Organizational Maturity

Thank you for listening.

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