

Wagner Maxsen



# Maturity Models

— What about them?



# Mini-bio: Wagner Maxsen

With over 30 years of experience in project management, he is currently principal advisor for UNOPS, an operational arm of the United Nations, providing sustainable solutions for project management, infrastructure and procurement services that help implement aid projects and programmes in peace-building, humanitarian and development.

Key responsibilities include leading PPPM maturity assessments, advising and implementing best practices of project, programme and portfolio management, bringing troubled projects back to stability and advising infrastructure project teams in our 20+ offices worldwide located in the Americas, Africa, Asia, Europe, and Middle East.

Delivering results that truly make a difference in the lives of those in need is what drives him.

A passionate PMI volunteer, Mr. Maxsen has been a PMI Board Director and member of the BVAC (Board Advisory Volunteer Committee) and Nominating Committee (chair in 2011), project manager of the Translation Verification Committee for the Portuguese translation of the PMBOK® Guide fourth and fifth editions, and vice president of communications and of special projects for the PMI Minas Gerais Chapter. He is an alumnus of the PMI Leadership Institute Master Class.

PMP, PMI-RMP, P3M3 Accredited Professional, Balanced Scorecard Professional, Kanban Coaching Professional, Kanban Management Professional, Extended DISC, MBTI, MSP, P3O, MoP, MoR, MoV, PRINCE2, Change Management, Professional SCRUM Master

# AGENDA

## ORGANIZATIONAL PROJECT, PROGRAMME AND PORTFOLIO MANAGEMENT MATURITY MODELS



### Maturity Models

What are Organizational  
Project, Programme and  
Portfolio Management  
Maturity Models?



### Purpose

What are Maturity Models for



### Benefits

Practical Benefits of PPPM  
Maturity Models



### Selecting

Key Things to Have in Mind  
When Selecting a PPPM  
Maturity Model



### Potential Problems

What Can Go Wrong



### Final Words

and Q&A

# Maturity Models

What are Organizational Project,  
Programme and Portfolio  
Management Maturity Models?

MATURITY MODELS

# A BRIEF HISTORY

Phil Crosby's research demonstrated that the quality of project products and services are directly related to the quality of the processes used to create them

The first maturity model was developed by Carnegie Mellon University in 1980's (CMM – Capability Maturity Model®)

- Targeted at the software field, it was used by the US Government to assess the quality of the processes used by their software suppliers
- It used 5 maturity levels to define where the organization was
- The ultimate objective was to predict the quality of outputs

There are literally dozens of maturity models being used in several disciplines, most of them, if not all, are based on Carnegie Mellon University CMM



# A FEW EXAMPLES

- Different fields have created their own approaches to benchmarking their performance

	0	1	2	3	4	5	6
SEI's CMMI®		Initial	Managed	Defined	Quantitatively Managed	Optimizing	
ESI's Project Framework®		Ad-hoc	Consistent	Integrated	Comprehensive	Optimizing	
Berkley Model®		Ad-hoc	Planned	Managed at Project Level	Managed at Corporate Level	Learning	
Strategic Management Maturity Model®		Ad-hoc and Static	Reactive	Structured and Proactive	Managed and Focused	Continuous Improvement	
Kanban Maturity Model®	Oblivious	Team-focused	Customer-driven	Fit-for-Purpose	Risk-Hedged	Market Leader	Built for Survival
P3M3® (Project, Programme and Portfolio Mgmt Maturity Model)	Lack of Awareness	Aware	Repeatable	Defined	Managed	Optimising	

All of the above are registered trademarks

# Purpose



What is the VALUE of increasing maturity?

# PURPOSE

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The **DREAM** of Project Managers, Programme Managers, Portfolio Managers, and Senior Management usually involves:

- Increasing the chances of better project results (better quality)
  - Increasing the chances of having a good level of predictability of project performance
  - Diminishing headaches with clients, internal and external, beneficiaries of our products and services, and project teams
  - Save costs (many companies have been able to save costs (London U-Tube 422 million pounds over 3 years (maturity level 1 to 3))
  - And, of course, time extensions, cost overruns, quality problems
- Added purpose:
  - Promotes widespread use of good practices proven to be effective worldwide
  - Focuses on the organization maturity (individual projects can be very successful, but in an isolated manner)
  - Validate the need for organizational change
  - An objective benchmarking tool to identify where we are
  - Helps justify investments in people, good practices and tools
  - Identify capacity building needs within the teams in what is more relevant for the context and future needs





# Benefits



Practical Benefits of PPPM  
Maturity Models

MATURITY MODELS

## ADDED VALUE

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Value: One of the most difficult barriers to overcome

My view, which is shared by many studies on the subject

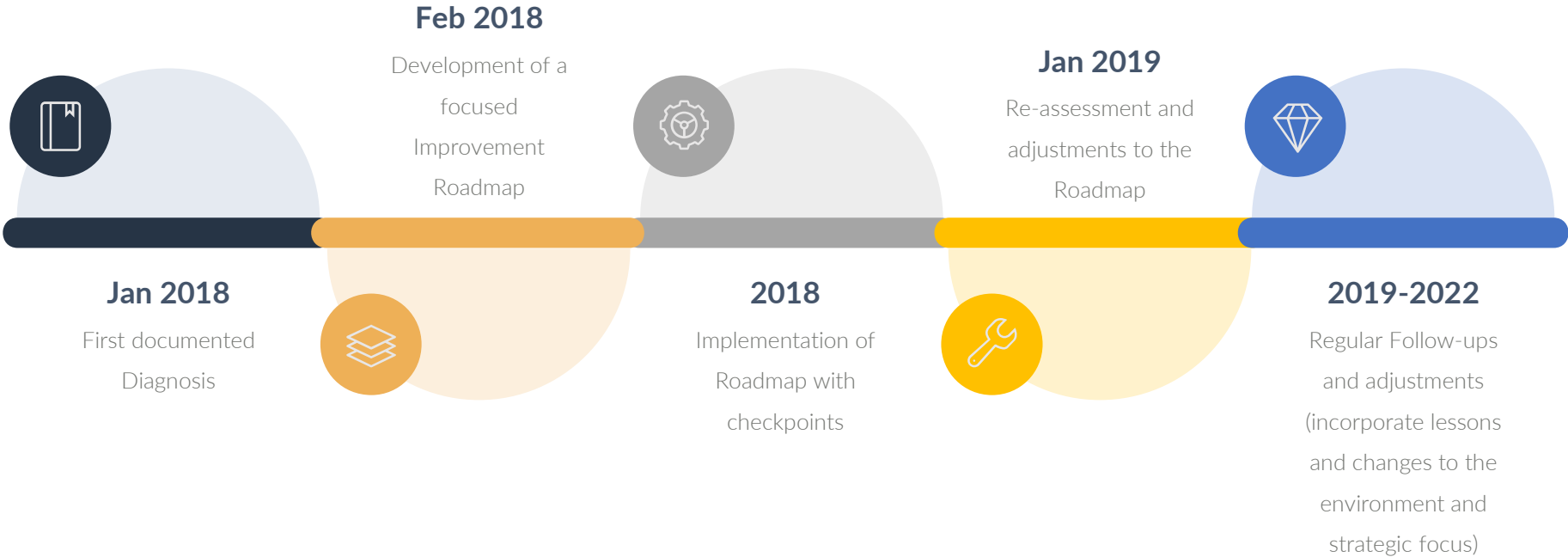
- Organizational success depends on organizational maturity
- Most organizations crave for better project results, but lack proper organizational governance, quality assurance, resource management, leadership and technical skills
- Though there is a positive relationship between the time a PMO has been established and successful project performance, the lack of sponsorship and active leadership involvement, added to not having people with the right skills and experience impair any initiative at improving project maturity
  - The same is valid for inadequate project management processes, and tools



MATURITY MODELS

# A TYPICAL BENEFITS REALISATION TIMELINE

Improving the maturity of project, programme and/or portfolio management is a JOURNEY



MATURITY MODELS

## BIG QUESTIONS

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Should we stop somewhere?

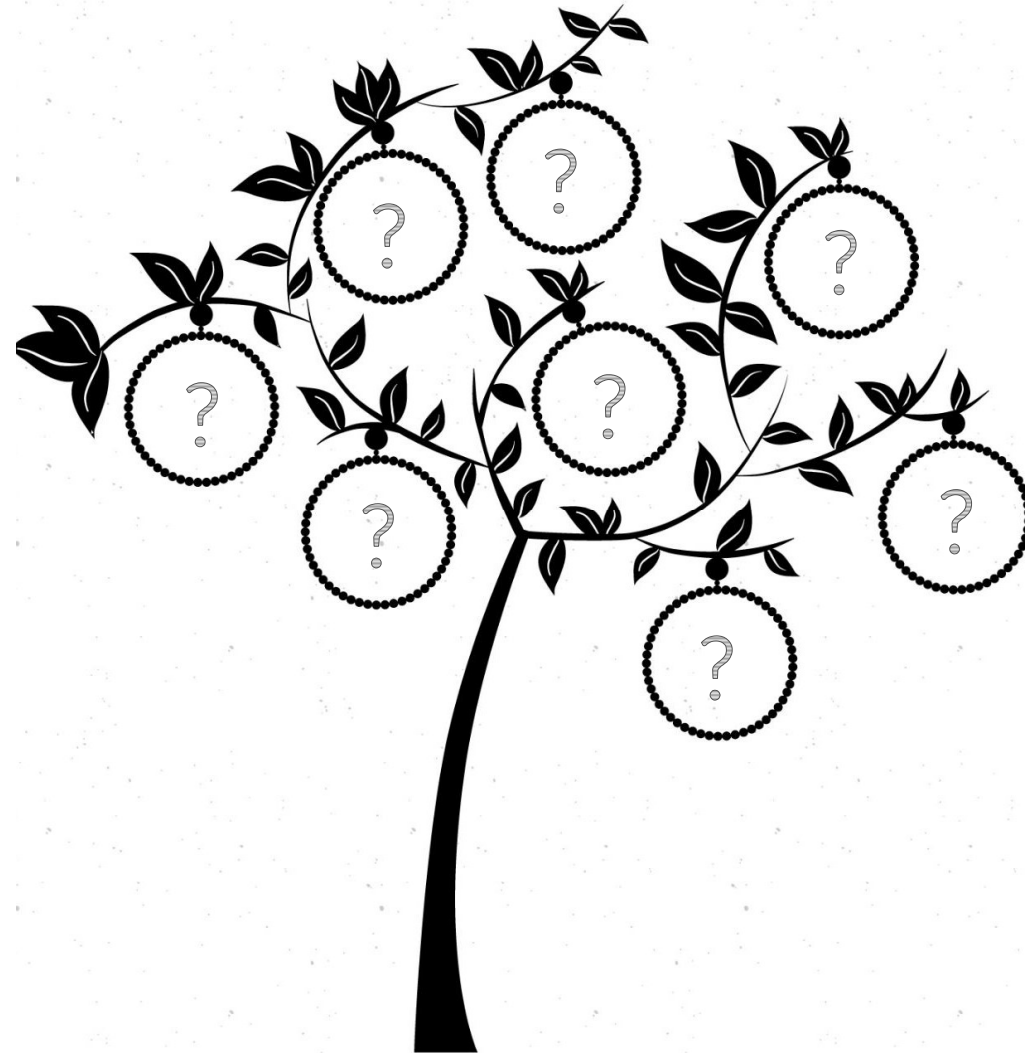
When is it good enough?

How do we know we reached our OBJECTIVE relative to organizational maturity?

- Project management?
- Programme management?
- Portfolio management?

How about what supports and drives us all?

- Strategy development and execution
  - This is where it all starts
  - It can be a formal and structure process, or absolutely NOT



# Selecting

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Key Things to Have in Mind  
When Selecting a  
PPPM Maturity Model

MATURITY MODELS

# SELECTING



It will depend on what the organization wants and needs to achieve



## Diagnosis

It is essential to understand where the organization is, vis-à-vis its (strategic) objectives



## Fit for Purpose

Does the Maturity Model speak your language? Will it work in your org culture?



## Implementation

Is it easy to implement? Does it offer the flexibility you may need?



## Capabilities

Can it also be used to uncover gaps in professional skills of project and support teams?



## Validation

Has the Maturity Model been validated by the industry?



## Cost

What is the cost needed to use it and create multiplying agents in your organization?

MATURITY MODELS

# P3M3®

Project, Programme and Portfolio Management Maturity Model



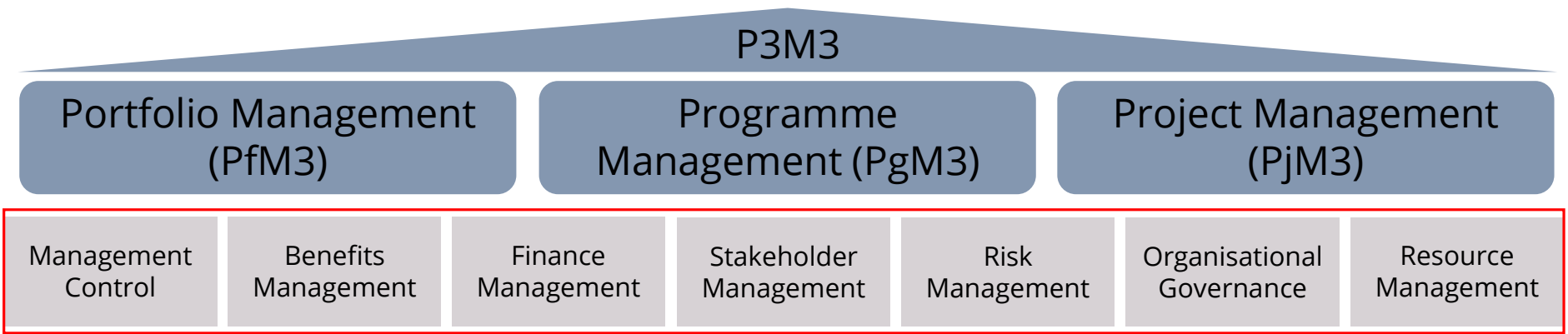
## The Model

It's an overarching approach designed to facilitate the assessment of an organization's current capabilities and offer ways to implement change and improvements



## Originally created by UK's OGC

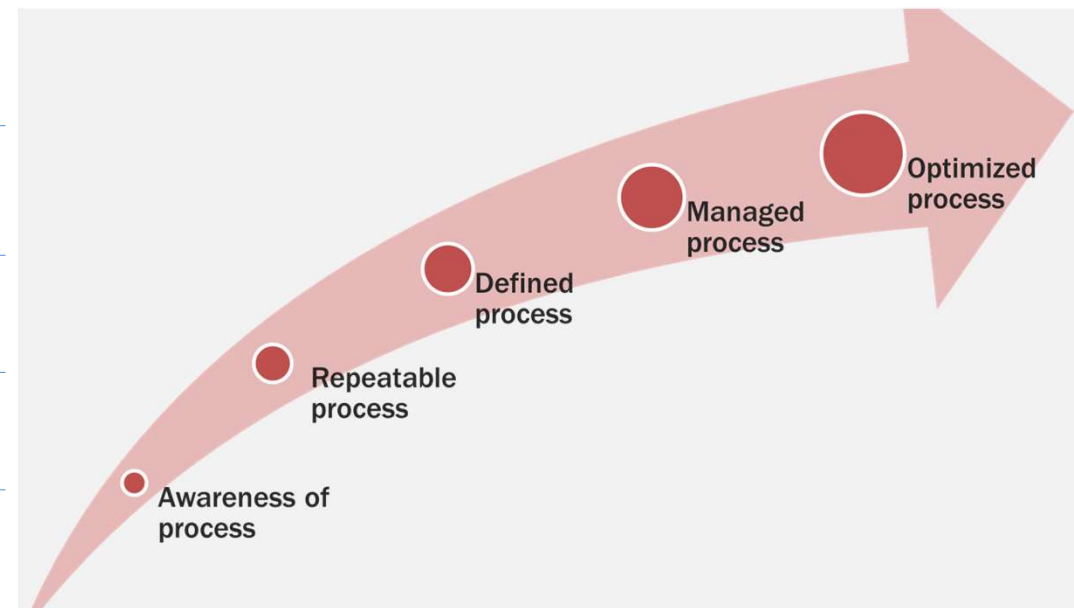
- 2005 - P3M3 Version 1
- 2008 - P3M3 Version 2 (inclusion of Perspectives)
- 2015 - P3M3 Version 3 (inclusion of Threads) (AXELOS®), currently owned by PeopleCert



## MATURITY MODELS

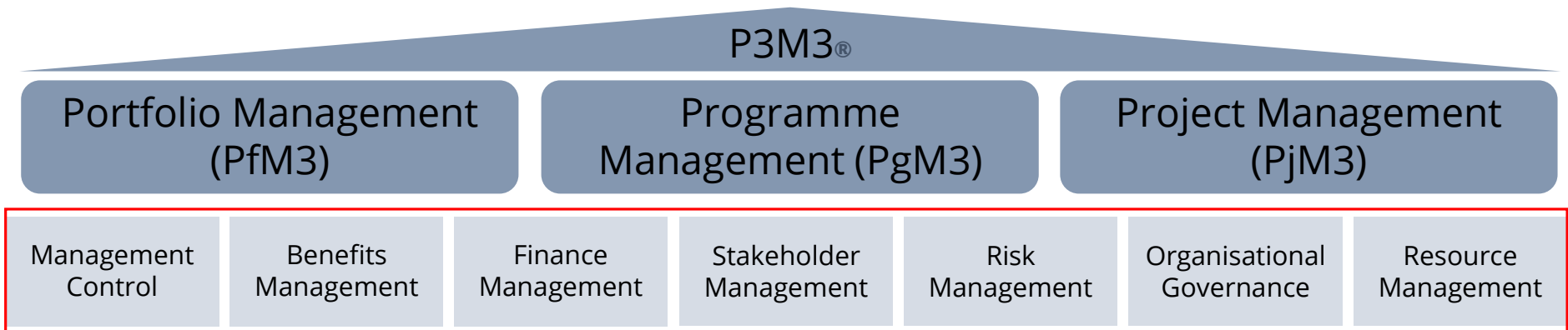
# P3M3's 5 MATURITY LEVELS

1	Awareness of Process	The organization recognizes projects and runs them differently from its ongoing business. Projects may be run informally with no standard process or tracking system
2	Repeatable Process	The organization ensures that each project is run with its own processes and procedures to a minimum specified standard. There may, however, be limited consistency or co-ordination between projects
3	Defined Process	The organization has its own centrally controlled project processes. Individual projects can flex within these processes to suit the particular project
4	Managed Process	The organization obtains and retains specific measurements on its project management performance. A quality management organization is used to better predict future performance
5	Optimised Process	The organization undertakes continuous process improvement with proactive problem and technology management for projects in order to improve its ability to depict performance over time and optimize processes





## The Comprehensiveness of P3M3®

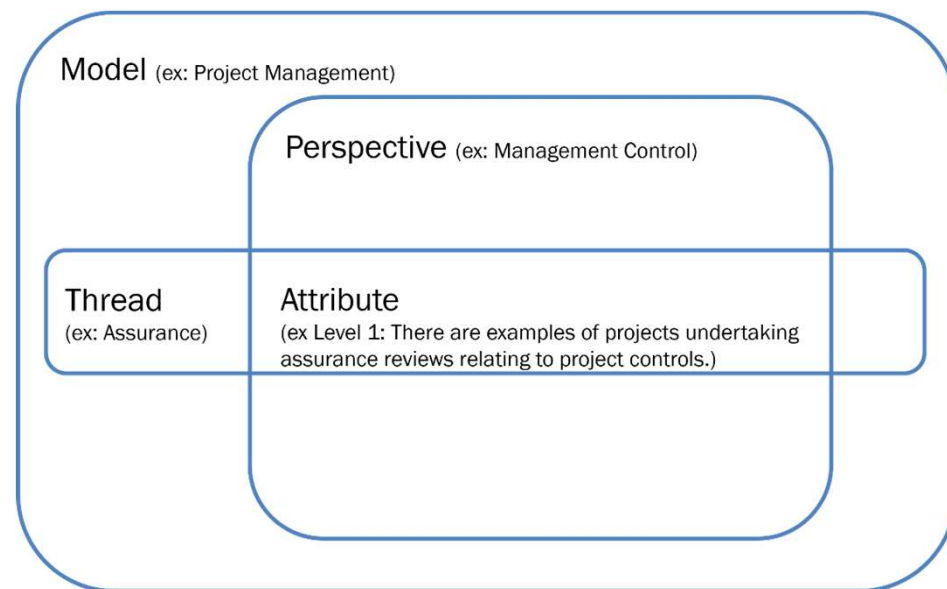


Threads					
	Level 1 Attributes	Level 2 Attributes	Level 3 Attributes	Level 4 Attributes	Level 5 Attributes
Asset Management					
Assurance					
Behaviours					
Commercial-buy					
Commercial-sell					
Information & Knowledge Management					
Infrastructure & Tools					
Model Integration					
Organisation					
Planning					
Process					
Standards					
Techniques					

MATURITY MODELS

# P3M3® Details

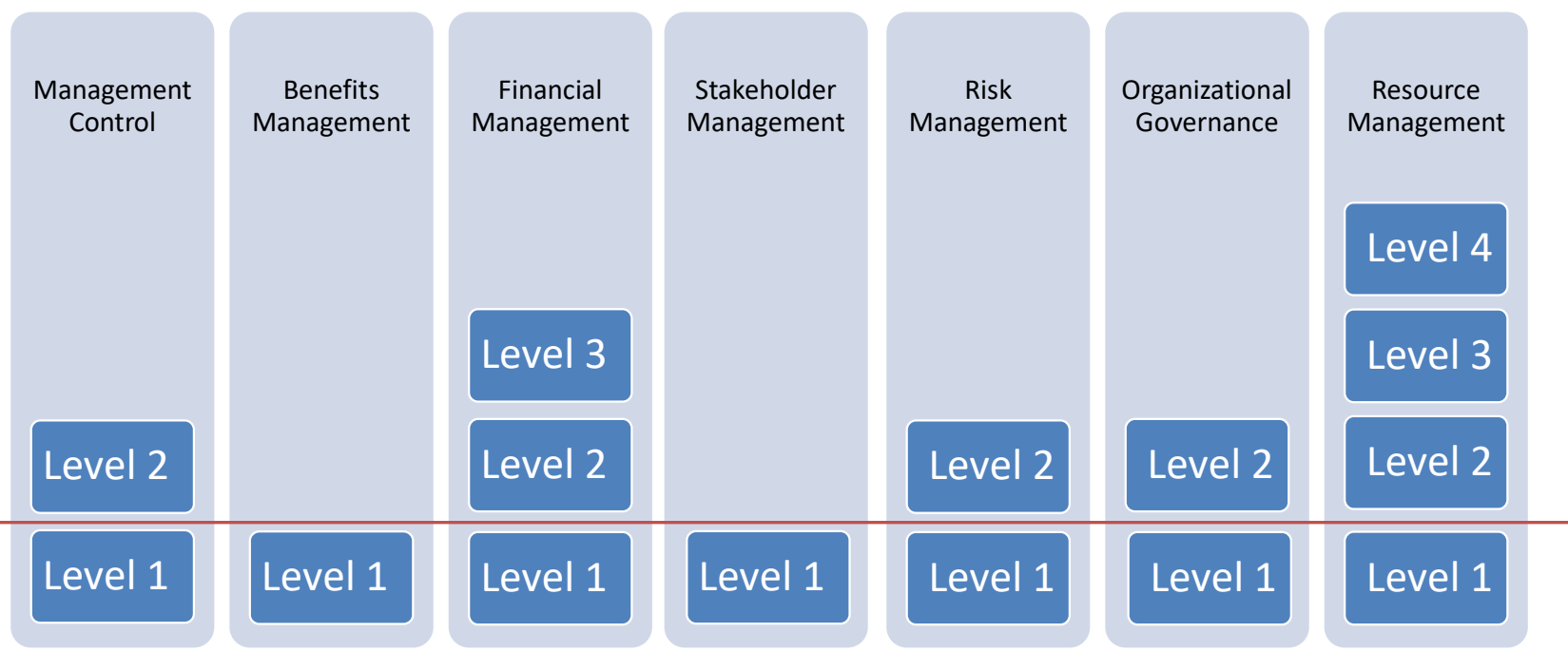
The P3M3® Assessment Model is structured around:



MATURITY MODELS

# P3M3 Details

The overall maturity level is dependent on the level which all perspectives fulfil all the pre-requisites for that level

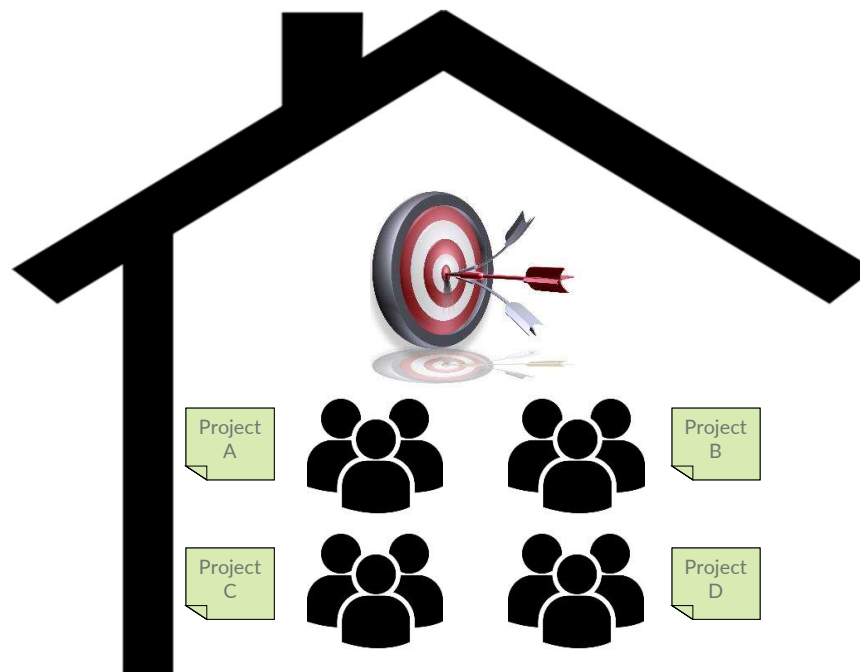


The weakest link of the chain determines how strong the chain is

## MATURITY MODELS

# How things usually happen

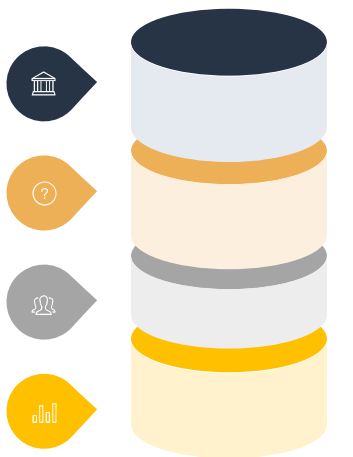
\*Every organizational strategy only comes true successfully through the right execution of the right projects\*



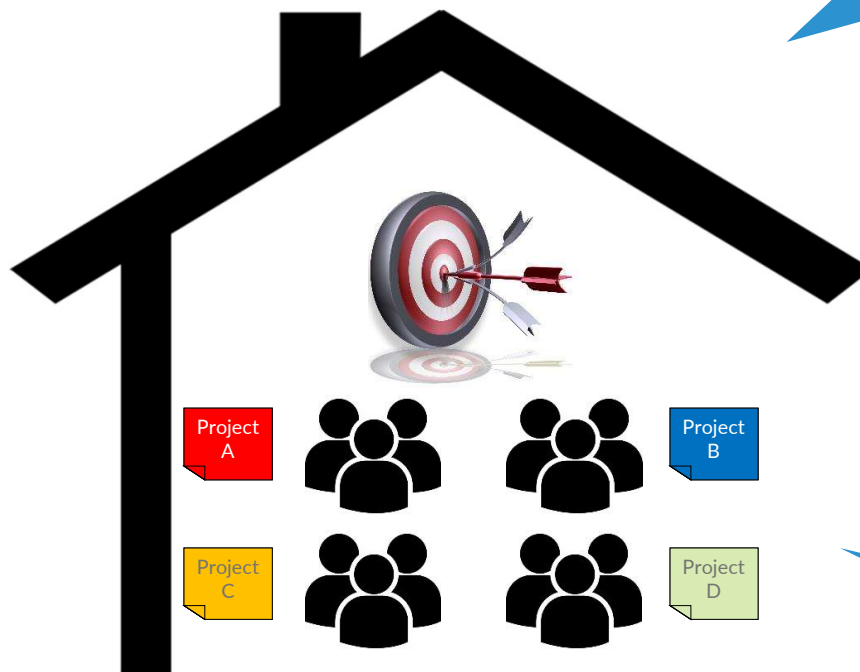
MATURITY MODELS

# How things usually happen

## Common Issues



Corporate standards and policies



My project is super simple and completely different from other projects, there's no way I can apply this, these guys from headquarters don't get it that we have another reality here!

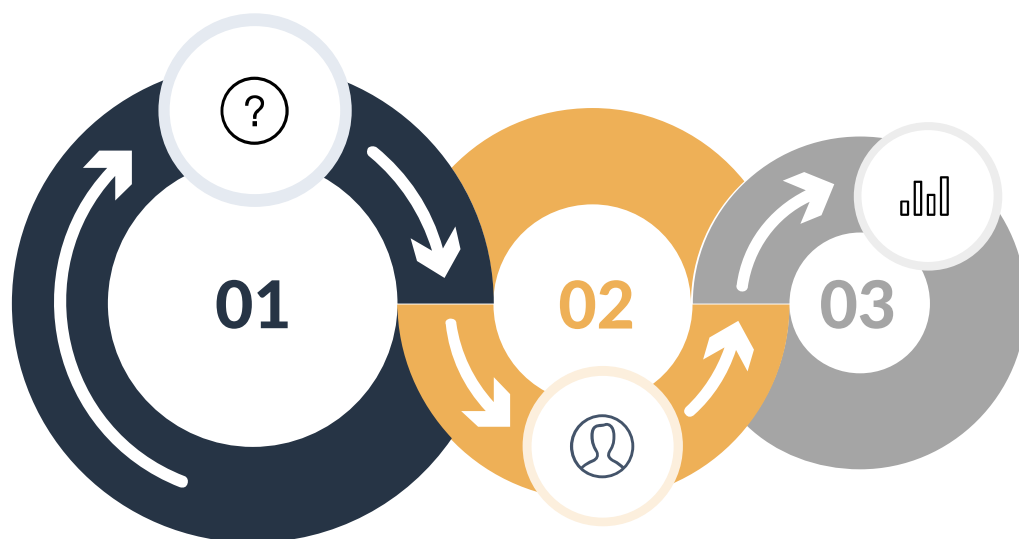
I don't need these bureaucratic things, I don't have time for this, I need to deliver!

The organization does not provide me guidance, so I will create my own way of "how I work"

The organization does not provide me guidance, so I will create my own way of "how I work"

# ASSESSMENT PROCESS IN A NUTSHELL

The success of the assessment depends on following a structured approach



## Step One – Desk Review

Assessor(s) read all project documentation that is made available\* for them

Preparation for the interviews

## Step Two – Interviews (crucial interrelationship skills)

This is the opportunity for clarifying doubts that assessor(s) may have, and ask for more evidence

Avoid “this is an audit” approach

## Step Three – Consolidate Analysis and Report Prep

Considering the portfolio of projects/programmes, consolidate all findings, prioritise them based on the organization’s objectives, needs and constraints

Prepare the Assessment Report, which should include a suggested Action Plan\*\*

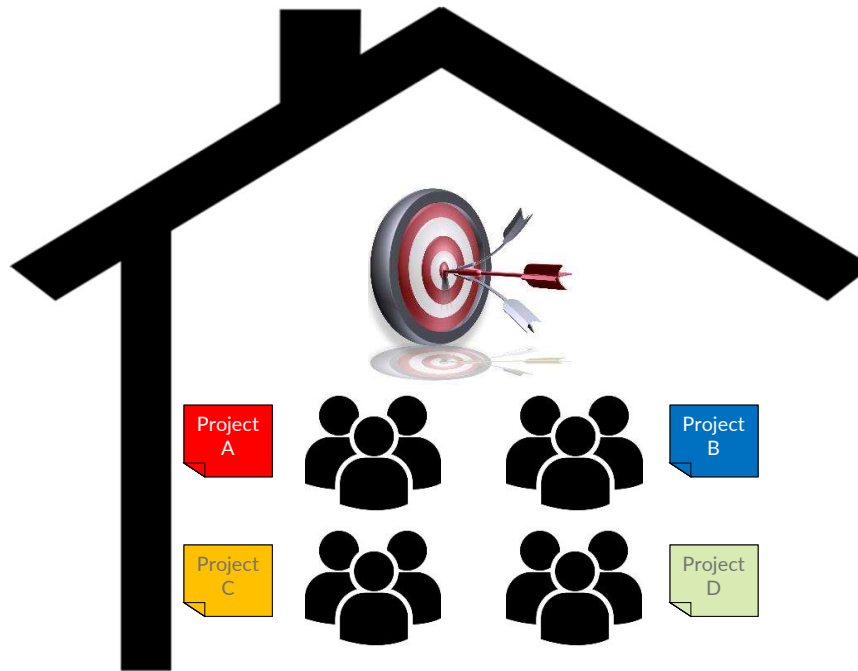
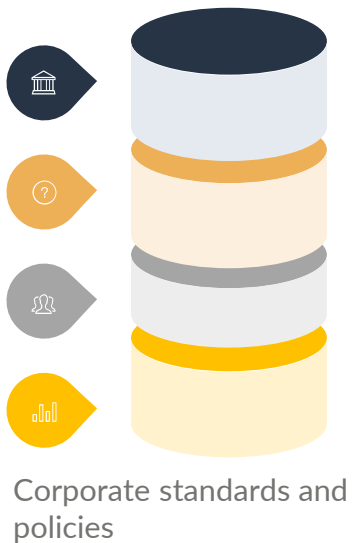
# Potential Problems

What Can Go Wrong

## MATURITY MODELS

# Common Problems Due to Low PPP Maturity

## Endemic Problems



- Inadequate visibility of project performance
- Predictability is not possible
- Lack of consistency due to several approaches being used
- Onboarding and handover are a nightmare
- Increased dependency on specific people
- Inconsistent results
- Teams are always stressed
- Project Fireman Manager
- Inefficient assurance
- Overall misalignment, lack of integrated focus
- Stakeholder dissatisfaction
- Project delays, cost overrun, problems with quality
- Organization doesn't learn
- Strategic objectives are not met adequately and, ultimately, the organization's mission



## MATURITY MODELS

# Potential Barriers to Use Maturity Models and Implement Change

The most common challenges faced when implementing a project, programme and/or portfolio management improvement initiative (a non-exhaustive list):

1. Lack of awareness and interest from senior management
  1. The link between strategy and projects tends to be a blur
2. Resistance from project teams
  1. Firefighting, lack of confidence because they lack the skills, sometimes unaware of that
  2. “I swear I don’t have time” culture
  3. Don’t feel supported or that they have the right tools
  4. Project teams are usually “parachuted” into the project **after** unrealistic commitments have already been made
3. Pressure to deliver from all sides
4. Organizational culture not conducive to investing time and resources in getting better at managing projects (we are doers!!)
5. Inadequate project management processes (methodologies)
6. Inadequate tools
7. Organizational misalignment, creating an environment not favourable
8. Existent attrition due to past attempts to standardize and formalise processes
9. Quality improvement initiatives seen as being too bureaucratic, now more than ever we need to be agile. Project documents? Pfft!

# Final Words

and Q&A right after

## MATURITY MODELS

## What to do?

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Another non-exhaustive list:

1. Though maturity improvement is indeed a change initiative and it should be regarded and managed as such, in its simplest form it can be used to have an initial and structured diagnosis, aligned with industry's good practices
2. *Santo de casa não faz milagre (the shoemaker's son always goes barefoot, meaning that assessors from the company itself are usually not regarded as being legitimate enough to be trusted as official assessors)*, but with the right senior management support, it works
3. When applying a maturity model, translate its statements into your organization's language/terminology
4. Aim at the low-hanging fruits first, and the one items that are more important to the organization being assessed.
  1. Basically, where does it hurt today?
5. Do not aim at the sky, at least not initially. Continue doing what you are doing, but look for targeted opportunities for improving senior management's lives and project teams' lives (the famous what's in it for me)
  1. Usually, reaching maturity level 2 (repeatable processes) can already make a huge difference and gives people confidence that it can be worth the stretch
  2. Be realistic at setting targets and milestone dates. People are already busy and most of the times, stressed
6. Build relationships, look for those who can be champions of the improvement initiative in the organization
  1. Organizational change management equals people management
7. Success stories and cases need to be very well communicated across the organization
  1. If one unit is successful and happy, others will most probably follow

# Endlich, Q&A

Vielen Dank!