

Project Management Capability Assessment and Development

Projects facilitate change. The maturity of the organisation in executing projects determines capability. The following list provides a brief description of the basic stages through which an organisation may choose to mature their project management environment:

- **Initial:** Without organisational attention on project management, successful delivery of projects depends on the capability of its project managers.
- **Normalise:** As processes for managing projects are established as the norm, the organisation starts actively supporting the efforts of capable project managers.
- **Monitored/Managed:** Implementing controls and measures for processes increases environmental robustness, with feedback guiding process enhancement activity.
- **Enhanced:** creating an organisational culture of continual improvement enables best practice and innovation to be harnessed and proactively applied to increase capability.

Addressing the maturity of projects is not sufficient for organisational effectiveness. Projects are agents for change. In and of themselves they are independent of the purpose and direction of the organisation. It

In a Nutshell

The capacity of an organisation to perform project and programme management depends on its systems, process, people, and the inherent capacities and capabilities of each. Stephen Harrison offers a service that supports your organisation conduct a capability assessment and then develop and implement a plan to transition to the desired capability outcomes you need to be successful in your environment.

Primary Audience

- Boards of Directors
- Chief Executives
- Senior leaders
- Project Sponsor
- Programme/Project Office Managers

Benefits

Benefits of Stephen Harrison conducting the project management assessment and development service for you include:

- Ability to select your own focus and pace for establishing and developing capabilities
- Ready access to proven best practices in project, program and portfolio management (standards developed by research and active efforts of hundreds of professionals from over 30 countries)
- Clear training and development requirements identified and options available, directly linked to competencies required within your environment
- Manage and maintain your own destiny with the skilled support of Harrison International Ltd consultants
- Well defined roadmap of best practices, capabilities, outcomes, key performance indicators and metrics provide a clear path forward for well understood results

| Capability Development Focus Areas | | | | | | |
|------------------------------------|--|-----------------|------------------|-------------|-------------|---------------------|
| Service Phases | <i>Service delivery focuses on one or more from each of the following sets in line with client needs</i> | | | | | |
| | Domains | Maturity Levels | Management Areas | | Processes | Organisation |
| Assessment and Development | Project | Initial | Integration | Scope | Initiating | Participant by Role |
| | Programme | Normalise | Time | Cost | Planning | Team |
| | | Monitored | Quality | Risk | Executing | Department |
| | Portfolio | Managed | Stakeholders | Procurement | Controlling | Division |
| Enhanced | | Human Resources | Communications | Closing | Enterprise | |

is essential to link projects to strategy so that change is created and managed holistically.

Organisational Project Management is comprised of Portfolio, Programme and Project Management. Together they bridge strategy to projects. Each of these may be addressed and matured in a similar fashion to that identified above for projects.

Stephen offers a service that enables organisations to assess their current state and then plan for and implement the necessary changes to develop maturity across projects, programmes and portfolios within their organisation.

What You Receive

The project management capability assessment process is necessarily conducted in stages. Note that this service may be applied across (see previous table):

- the whole organisation, or to a specific division
- an appropriate collection of domains, maturity levels, processes and sub-processes.

Assessments and capability development services are based on the following standards published by the Project Management Institute (PMI®):

- A Guide to the Project Management Body of Knowledge (PMBOK®). USA: Project Management Institute.
- Project Manager Competency Development Framework. USA: Project Management Institute.
- Organizational Project Management Maturity Model (OPM3). USA: Project Management Institute.
- Software Engineering Institute's Capability Maturity Model (CMM)
- The Standard for Portfolio Management. USA: Project Management Institute.
- The Standard for Program Management. USA: Project Management Institute.

Assessment Phase

In performing the assessment phase you will receive:

- A preliminary plan of approach: developed in consultation with your team, where purpose, scope and operating constraints are clearly identified and agreed.
- Results of the assessment: indicating current strengths and weaknesses in the areas of focus.
- Plan for strengthening capability: [Optional]; this enables moving to next phase

The assessment phase may be applied and reapplied (either to refine preliminary findings or as part of an ongoing improvement activity) at different levels of detail. The approach depends on your purpose, objectives, and intended follow-on activities.

Capability Development Phase

In performing the development phase you will receive:

- Support of the change process: project planning and execution, managing change etc
- Coaching and other support: on best practices and approaches that will support the maturity and organisational change outcomes sought

What You Can Be Assured Of

Stephen :

- is an experienced project manager, certified through the Project Management Institute, with the knowledge and skills necessary to provide the required service and support
- will act in a professional manner and seek to minimise team disturbance
- follows a process based on globally accepted standards