pm^{elevate} : PM Maturity Improvement Solution framework

Organizations globally spend billions of dollars to execute projects and programs. Most organizations also create and manage a portfolio of strategic initiatives that are critical to their business. Collectively, project, program and portfolio management (P3M) facilitates an organization to achieve its strategic objectives.

There are several methodologies and industry standards that provide guidance on how to manage projects, programs and portfolios - the most common ones being from APMG/AXELOS and PMI. These include PMBOK®, PRINCE2®, MSP®, MoP®, P3O ®and P3M3® as also CMMI® from CMMI Institute.

However, globally, across all industries, projects and programs, small and large continue to fail to meet all their objectives.

Organizations beginning to adopt formal project management methods are often overwhelmed and confounded by the plethora of choices. Such organizations would benefit from an integrated solution, which is built using best of breed approaches from multiple frameworks suiting their current and evolving needs.

pm^{elevate}, the integrated solution from GRT Consulting offers a unifying approach that blends the best practices from different frameworks, keeping in view the organizational context, scale and their emerging requirements.

pm^{elevate} Components

pm^{elevate} combines the following key elements to help improve PM and PMO functions of an organization, irrespective of its size, complexity, current and targeted operational maturity.

1. A unified knowledge base for P3M that seamlessly combines best practices, while eliminating redundant expectations. The knowledge base can also be selectively configured to adapt to a particular industry standard if required.

2. A comprehensive set of diagnostic tools that help individual project managers and organization units to assess and benchmark capability and performance. The tools include self assessment done by the organization and formal assessments carried out by GRT consultants.

3. Customized PM and PMO processes, tools and organizational structure to attain the target state of maturity.

4. A range of custom and pre-packaged training workshops to build competency of project and program managers in a practical, pragmatic manner. These workshops would get customized at increasing complexity for different maturity levels of project/program managers.

5. These training workshops offered as a combination of Instructor Led (ILT) or Online Computer Based (CBT) training modes. For small organization that would prefer to not invest in a Learning Management System (LMS), GRT can provide LMS hosting services.

6. An annual or bi-annual intervention to upgrade the training content with knowledge gained within the organization and factoring in industry level best framework updates, as appropriate.

7. Professional accreditation of individuals against industry standards, as required.

8. Advisory solutions to manage organizational Change during implementation of improvement or transformation
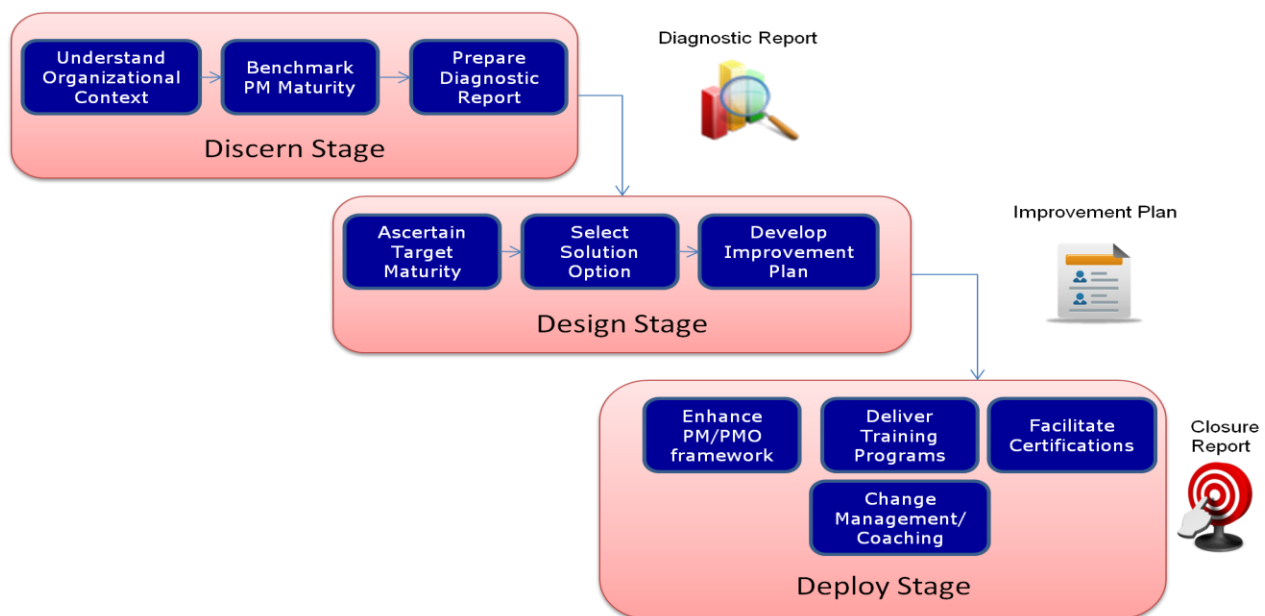
pm^{elevate} Solution Delivery

A brief outline of an end to end roadmap using pm^{elevate} solution framework is provided below. A typical engagement will have three stages, combining the required components. An organization can use pm^{elevate} as a complete solution framework with all its components or it can pick and choose a few components as a solution set. GRT Consulting will facilitate selection of an appropriate approach by partnering with senior managers and other relevant stakeholders within the organization.

Stage 1. Discern: The major deliverable of this stage is a Diagnostic Report outlining the existing maturity of project management processes and practices of an organization.

i) **Understand Organizational Context:** This activity includes understanding the setting in which the Client organization operates, strategic drivers for the projects and a preliminary assessment of existing issues being faced by projects. This understanding will be through initial interviews with project managers and other key stakeholders.

ii) **Benchmark PM Maturity:** This activity is quite intensive, involving assessment of organizational PM maturity on an 'as-is' basis. This is accomplished by means of reviewing and evaluating a sample of completed and ongoing projects, supplemented by interviews with project managers /other key stakeholders and reviews of existing reports. Typically the projects to be assessed will be jointly finalized by GRT and the Client to have a realistic cross-representation.

iii) **Prepare Diagnostic Report:** This key report summarizes the 'as-is' status of the project management maturity of the organization and forms the basis for developing Improvement Plan in next stage. Consistent with common maturity management models like CMMI – the maturity is measured in five levels. A brief description of the five levels is provided in Appendix.

Stage 2. Design: The second stage of pm^{elevate} is to design and develop a roadmap for the organization to attain its target maturity level, in the form of Implementation Plan.

i) **Ascertain PM Target Maturity:** This activity involves arriving at an agreement with Client Executive Management, on the target maturity level for PM function and corresponding timelines. This activity enables consideration of top management expectations and also obtains leadership support for the change, which is a critical requirement.

ii) **Develop/Select Solution Options:** Different solution options will be presented by GRT, with details on approach, likely timeframes, investments estimated and other changes required to reach the targeted PM maturity level. These options will be presented to the Client Management for final selection, based on Client commitment, capability and capacity constraints.

iii) **Develop Implementation Plan:** The implementation plan for the selected option will cover the detailed scope of the work, schedules, investments and other interventions required.

It needs to be understood that it takes significant investment, involvement and time to move up the maturity ladder. Extensive changes in existing practices can lead to resistance within the organization and this requires sustained management commitment to lead the change program to a success.

Stage 3. Deploy: The final stage in the pm^{elevate} solution framework is 'Deploy', where the selected option is implemented and rolled out within the organization. Key Deliverable of this stage is Engagement Closure Report.

i) **Enhance PM/PMO Process Framework:** PM process framework for the organization will be developed and/or enhanced to address the gaps identified based on Diagnostic Report and targeted maturity. This may involve updates to existing PM organization structure and the processes. If required, PM tool related changes will also be recommended.

ii) **Develop/conduct Training Programs:** Training workshop content will be developed and/or enhanced to align with new PM process framework. As appropriate, content will be customized for different roles and targeted maturity levels of project managers. Updated workshops will be rolled out in ILT and CBT modes as appropriate.

iii) **Facilitate Certifications:** If the organization requires certification oriented workshops as per industry standards (like PMP®, PRINCE2® etc), these would be conducted by the GRT team.

iv) **Provide Change Management Coaching:** The transformation journey moving from 'as-is' to 'to-be' maturity levels can be arduous for some organizations. GRT team can facilitate here by assisting the Client management in setting the roadmap and implementing the organizational change to move to the targeted maturity levels.

v) The key deliverable of this stage, Engagement Closure Report, would include a maturity report resulting from solution implementation

Why partner with GRT Consulting?

GRT Consulting is a recognized leader providing niche services for enhancing business excellence by means of improved performance in project, programs and strategic portfolio management. GRT Consulting also helps companies strengthen their Governance, Risk and Compliance functions.

The Company is founded by mature professionals with a combined experience of over 50 years across diverse industries, supported by associates who have combined experience of over 100 years in operations, delivery and training functions in top companies. The team together has conducted over 2000 days of diverse training programs and has trained over 5000 delegates across different industries and roles. The team also has a rich experience of over 25 years in management, process improvement and change management consulting.

GRT Consulting is amongst the few global organizations who bring expertise across the complete portfolio of PMI and APMG/AXELOS offerings in the areas of project, program and portfolio management. We also bring extensive implementation and consulting experience in CMMI Suite of models.

Our unique expertise is in applying several industry standards towards pragmatic, easily adoptable solutions for quick visible business results, using our unique solution framework pm^{elevate}.

APPENDIX: PM Maturity Levels

PM Maturity model used by GRT is similar to the CMMI maturity levels and adopted appropriately for project management. The five levels maturity levels are defined as below for the project level. Similar definitions with due changes will be applicable for program and portfolio levels.

a. <u>Level 1: Awareness</u>: The organization is aware that the projects need to run with a formal planning and tracking system. But most of the projects are run informally with no systems or procedures being in place

b. <u>Level 2: Localized</u>: Each project is run with its own set of standards and processes – but centralized coordination is missing. Personal competency of project managers becomes paramount in making the projects successful, but this competency is not widely distributed across the organization

c. <u>Level 3: Centralized</u>: This maturity level can also be termed as 'Defined' and is exhibited when there are centrally defined set of processes and templates. Individual projects customize the approach based on their scale and complexity for successful implementation

d. <u>Level 4: Managed</u> : During this level, the organization maintains specific metrics regarding project performance, including schedule and cost overruns, deviations from effort estimates, lessons learnt, risk management efficacy etc., which would enhance its ability to predict project performance

e. <u>Level 5: Optimized</u>: This is the highest level of maturity for project management, wherein the organization gets better in its ability to predict project performance. It also runs continuous process improvement.