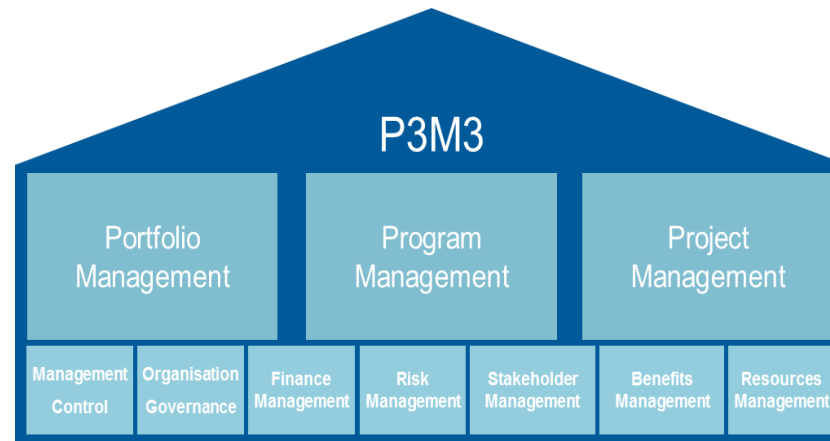


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How can P3M3® help with your improvement roadmap?
Alan Summerfield (P3M3 Consultant) explains

The new version of P3M3® (Portfolio, Programme and Project Management Maturity Model) is a credible and proven tool to help us understand our maturity in managing change initiatives, to allow us to better understand what specific improvements in maturity might deliver to us in terms of benefits and strategic advantage, and to allow us to plan our journey to step changes in performance. If you are new to [P3M3 please check out this link](#)

As with anything, if we are to set out on a journey, we need to be clear in our understanding of where we are currently positioned,



how that position relates to our strategic aims, and fully understand where we want to be. We need to have clarity on the benefits of moving to that new position, and be confident that our intentions deliver the best return on our investment, when compared with other options. We

will also need to be certain that the organisation has or can acquire the capacity and the skills to complete the journey.

1. Knowing where we are

Using P3M3 helps organizations to improve the likelihood of high-



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quality delivery outcomes. It achieves this by guiding organizations from immaturity, where risk to projects, programmes and the portfolio can be high and quality low, through to maturity, where risk is greatly reduced and quality increased. It is therefore critical before defining our improvement roadmap, to understand our current maturity level in Portfolio, Programme and Project Management.

The organisation, and particularly its leadership, needs to fully understand the degree of best practice consistently deployed, and what the real consequences are of being in that state means to their chances of delivering their strategic objectives. It is likely that organizations will have strengths in some areas and not in others. The P3M3 design is intended to acknowledge these strengths as

well as areas of weakness, through assessing the organisation in a number of perspectives and across a number of threads.

In addition it is invaluable for the leadership to be able to see their organisation benchmarked against the market place, and against organisations similar in nature, in order to both assess the potential competition they face, and to assess the potential levels of maturity they might aspire to achieve.

2. Understanding the options

You know you are not good at managing change, but you don't know why.

The maturity organisations might aspire to achieve is considered from Immature (level 1) to mature (Level 5) across the seven perspectives of Risk,



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Finance, Management Control, Organisational Governance,
Resource Management, Stakeholder Management and Benefits
Management.

*You now know where you want to
be but you are not sure how best to
get there.*

- **Immature organizations**

An organization that is

immature in P3 management terms may occasionally deliver individual initiatives that produce excellent results. However, managers are more likely to be working reactively, focusing on solving immediate issues, rather than proactively. Programme and project schedules and budgets are likely to be exceeded because of a lack of sound estimating techniques, but almost ironically, there will be a lack of management information to show this.

- **Mature organizations**

A mature organization has an organization-wide ability to manage initiatives based on standardized, defined management processes. These processes can be tailored to meet specific organizational needs and are updated whenever necessary, with improvements developed and implemented in accordance with a sound business case and development plan.

3. Deciding where we want to be

*You know you want to be better but
you are not sure what good looks
like.*

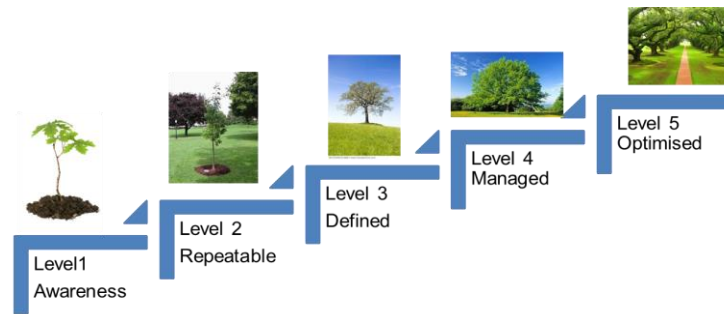
Having received a report on where the organisation sits in maturity in P3M, against the perspectives we need to assess where we wish to be in maturity

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terms across those perspectives and threads. This will relate to a greater or lesser degree on the size, complexity and risk involved in our portfolio, the relative maturity of our competitors and peers, and the extent to which our strategic aims are perceived to stretch the organisation over the coming years.

We need to seek a level of maturity that is optimal for the organisation to maximize value for money from its investments. Very few organizations are required to achieve the highest level and for many the middle levels may well be more appropriate to meet the needs of their business and its aspirations, delivering an approach to portfolio, programme and Project management which



follows good practice and which is consistently applied across the business.

Depending on many organisational factors, just as existing maturity may

differ across perspectives, so may our aspirations for the future vary.

4. Developing the Improvement Roadmap

The P3M3 Report, with its inherent strengths, weaknesses and suggestions for improvement actions, should then form the basis for our decisions on the improvement plan we wish to put in place. Once we have the information from our assessment



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about our current level, and our judgment on the target maturity we seek, then we will be able to analyse the gap between where we are and where we aspire to be. We can then decide what level we want to reach and by when and why, what the important drivers are to our business, and how much will improvement be worth, either as savings or increased revenue. We can also decide what opportunities there are for quick wins that will provide visible improvements quickly.

Improving P3 performance tends to be more about people than it is about process, tools, information etc. Whilst these are important it is bringing the P3 people on the journey that will make or break the improvement. There are some key success factors that you should consider. P3M3 uses 5 layers of maturity, these offer a stepped

approach to improvement plans.

1. Strong senior sponsorship
2. A culture of learning, sharing and reward
3. Allowing time for people to develop
4. Adopt an incremental approach, do not try to make all the improvements in one go

The Improvement Roadmap thus specified is usually best delivered through a formal Programme of Change, with Vision, Blueprint and Programme Plan.

P3M3 can help you understand where you are, where you want to be, but it is also a good way to measure progress as you follow your Improvement Roadmap.



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