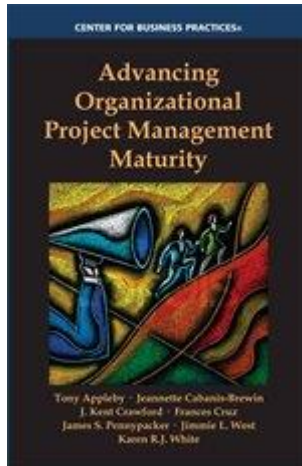


PM WORLD BOOK REVIEW



Book Title: ***Advancing Organizational Project Management Maturity***¹

Author: **Tony Appleby, Jeannette Cabanis-Brewin, J. Kent Crawford, Frances Cruz, James S. Pennypacker, Jimmie L. West, Karen R.J. White**

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Reviewer: **Bryan McNeill, PMP** Review Date: Dec 2023

Introduction

Advancing Organizational Project Management Maturity is a discussion about how to identify Project Management maturity and how companies might want to go about improvement to implement Project Management methods and increase the maturity of their project operations. The idea is that with maturity, organizations will have a better way to operate with more project success and that the projects will be tied to the goals and strategy of the company so the company will realize benefits.

Overview of Book's Structure

The book is written with support from the Center for Business Practices (www.cbponline.com) which is part of PM Solutions (www.pmsolutions.com).

It starts with their maturity model that combines the five maturity levels of the Software Engineering Institute's (SEI) Capability Maturity Model and the PMI's knowledge areas.

There are five chapters to the book and 94 pages; it's a comfortable read in a day or two.

The first chapter defines the maturity model and lists eight performance areas (Schedule, Budget, Customer satisfaction, Resource allocation optimization, Strategic alliance, Estimating quality, Employee satisfaction, Portfolio optimization) that they measured against with a study to show that maturity translates to better performance (performance improvements).

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The next chapter talks about a maturity benchmark by looking at statistics from surveys from 2001 and 2006. It's a snapshot in time from back then about where companies were with project management, and while the general trends are there, the information is dated.

The third chapter talks about organizations having a project office or what we think about as a PMO (Project Management Office). It stresses the importance of having a centralized Project Management organization that can specialize in the training and methods of project management rather than pull in functional workers and give them projects and having to train them on Project Management methodology. It also stresses that it should be a Strategic Project Office; meaning that it should be working with company strategy and goals to align the projects and output/results of the projects with the strategic initiatives and goals that the company wants accomplished. It mentions that the projects and programs in the portfolios need to be reviewed, selected, prioritized, and aligned to these strategy goals.

The next chapter talks about how to build Project Manager Competency and how to build the project management team and set up the organization that will drive the work/projects for the company. It places focus on the types of roles from team member to Project Manager to Project Office director or executive. The chapter also suggests how to define a career path for those in the Project Management organization and how to determine and measure the resources/people/employees that will work in these roles.

The last chapter talks about aligning projects to corporate strategy. Its suggesting that companies that have a good grasp of their projects with an organized portfolio have fewer issues and since they follow "best practices" they have better performance. It discusses a framework of Governance (policy), Processes (Strategy, Portfolio/Program/Project management), Structure(organizational), Information Technology, People, Culture and the best practices for each that high performing organizations usually have.

Highlights

One of the points the book references with the statistics is that many if not most organizations are not structuring themselves with Project Management and are low performers. Most are level 1 or level 2 organizations so far as maturity.

The other corresponding point is that its not that much effort to add structure for improvement and that it would not take that long, maybe a year, for an organization to improve enough to see results.

There is an emphasis about assessment for the maturity of the organization as well as for the project managers. Its not only so that the company can know where they are at and what they can work on to improve, but also about being able to align project management resources to the right projects for strategic success. Specifically for project mangers they talk about a knowledge assessment and a behavior assessment

and a gap analysis between differences from a self assessment and a rater(peer, subordinate, superior or client) assessment to validate and rank competency levels to be able to build the project management structure.

Highlights: What I liked!

I liked the emphasis on improving Project Management capability and how the book suggests by becoming more organized can achieve strategic success and realize return on investment.

I also thought it was encouraging that the real results seem to start at maturity level 3 so that it's an achievable goal for many companies willing to put in a committed effort(short of the highly organized structure, uniformity, and complexity of level 4 or 5 maturity). It's difficult at least in short time for companies to optimize and formalize methodology; and so it's good to have a pathway to a solution, and at least that promise will help gain buy-in and support from the organization for those that want to improve or implement the Project Management systems.

Who might benefit from the Book?

I think it would benefit many organizations that do not have real project management implementations within their companies. Most companies do have methods in place for driving business operations but they might be tied to whatever methods or theories they are using. If they can find the industry standards for projects and realize that their work and goals are project driven then they can comprehend the need for Project Management education and transformation to an organization that adopts these methodologies. The book I think correctly hints at the trend that many company's may not properly adopt Project Management and many of those that realize they are not processing projects efficiently and looking for improvement, may see this book as convincing advice to further research how they could adopt more of an official mature Project Management implementation.

Conclusion

While this book is dated from 2007, it does point out gaps in industry so far as how to be lean and high performance organizations with a lot of the work done driving results that line up with cooperate strategy and goals. The specifics of the maturity model in this book are tied to the "9 PMI Knowledge areas" of the PMBOK third edition. But, in the 4th Edition, Project Stakeholder Management was added as a 10th knowledge area. The book does mention stakeholders but the maturity model as presented does not have that listed.

Also these knowledge areas remained in the 5th and 6th PMBOK editions but in 2021, PMI shifted to a systems view from the Knowledge areas to eight project performance domains. These still focus on Project Management systems and capabilities to drive benefits for the company- project success and desired outcomes. If we look at the PMSolutions website we can see at

www.pmsolutions.com/resources/category/books that the most recent book is “Project Management Maturity Model” (4th Edition) from 2021. The Author is J. Kent Crawford one of the Authors from the book in this review. The link at the PMSolutions website goes to Amazon with a summary that shows this fourth edition is similar. I would think this book has the same message with updated PMI standards.

For more about this book, go to: <https://www.amazon.com/Advancing-Organizational-Project-Management-Maturity/dp/1929576234>

About the Reviewer



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Bryan McNeill has lived and worked in the Dallas, TX area for the last 28 years with technical experience in Engineering (BSEE) and Telecommunications. In 2002, I completed a business education with an MBA; he has been Project Management certified since 2009 (PMP). I work with projects related to Communications.

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