


OPM3

PMI's Little Known Crown Jewel


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OPM3 Stands For . . .

- **Organizational**
- **Project**
- **Management**
- **Maturity**
- **Model**

Agenda

- **Why** a model for PM maturity?
- **History** of OPM3
- The **Model**
- **Assessments** a la OPM3
- **Improvement Plans** a la OPM3







Realize Your Improvement Vision

“Not knowing where to invest in improving Project Management in an organization is like trying to treat a person with multiple wounds by applying a band-aid”

-Ibbs

Source: Quantifying the Value of Project Management
- Ibbs & Reginato






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Why a Model?

- What baseline do you target?
- How compare to others?

Only 1 Model that is a STANDARD:
OPM3




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History of OPM3

- 1999 **PMI Launches Discovery Phase** Reviewed 27 Models
- 2001 **Marketplace Requirements** Direct Relation to PMBOK
- 2002 **Best Practices Evolved** 800 Members from 35 Countries
- 5/2003 **Key Publishing Decision** Multi-Media


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History of OPM3

- 9/2003 **Publication, First Edition** 
- 2004 **Work on Second Edition Started**
- 2004 **Key Decision – Sync to Program, Portfolio Management**
- 3/2006 **First OPM3 Certified Consultant Minted**

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History of OPM3


- 2007 **Link Best Practices to Business Outcomes in Second Edition**
- 2008 **OPM3 Fundamentals Course Launched**
- 11/2008 **PMI Hired Product Manager** From Corporate America
- 1/2009 **Publish Second Edition** 

Same time as:
PMBOK, 4th Edition
Program Management, 2nd Edition
Portfolio Management, 2nd Edition

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The Model - Terms

- Domains
- Organizational Enablers
- Best Practice
- Capability
- Outcome
- KPI
- Interview Questions
- SMCI



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Domains – The Classic


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Maturity Models for PM

Academic Models




Consulting Company Models




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More to Model



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Domains – OPM3

The diagram illustrates the domains of OPM3. It features three overlapping circles: Portfolio (blue), Programs (purple), and Projects (orange). Each circle contains several 'Best Practice' boxes. Three book covers are shown: Portfolio Management, Program Management, and Project Management Body of Knowledge (PMBOK).

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More Variables?

Human Resources

TECHNOLOGICAL

Cultural

Structural

The slide lists four variables: Human Resources, TECHNOLOGICAL, Cultural, and Structural. A book cover for Project Management Governance Framework is visible on the left.

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Organizational Enablers

Sponsorship
Organizational Structures
Resource Allocation

Project Manager Training
Competency Management
Individual Performance Appraisals

Metrics
Benchmarking
Project Success Criteria
PMIS and Knowledge Management

Organizational Project Management Methodology
Organizational Project Management Policy and Vision
Organizational Project Management Procedures
Organizational Project Management Techniques
Organizational Project Management Communities

The slide lists various organizational enablers. At the bottom, there is a globe graphic.

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Domains & Organizational Enablers

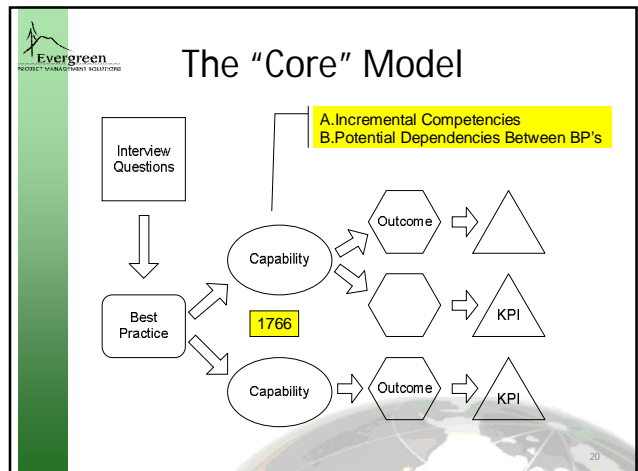
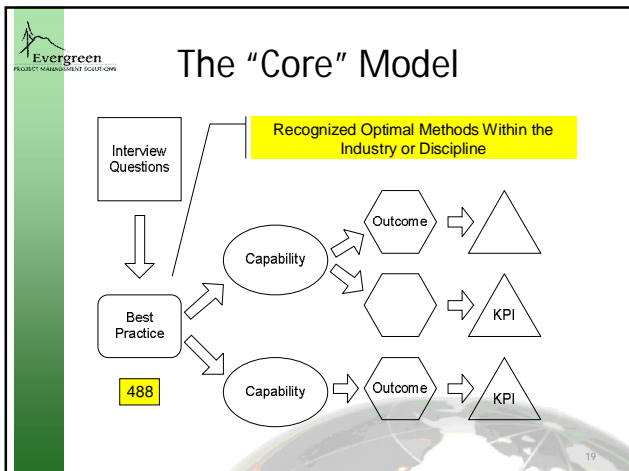
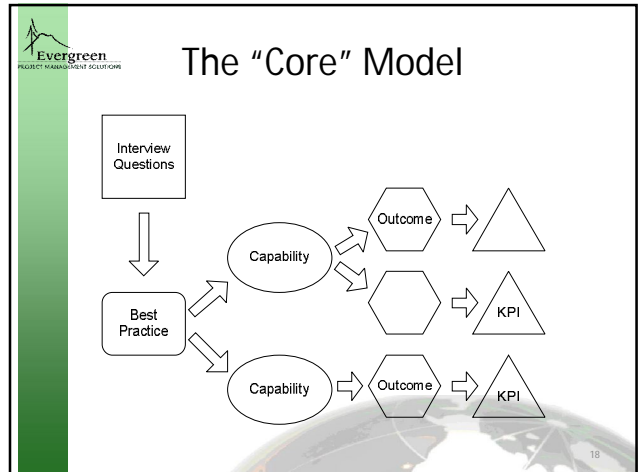
The diagram is similar to the first slide, but with yellow boxes labeled 'Practice' and 'OC Best Practice' added to the Portfolio, Programs, and Projects circles. Book covers are also present.

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The Model - Terms

1. Domains	1. Project, Program, Portfolio
2. Organizational Enablers	2. Structural, Cultural, Technological, HR
3. Best Practice	
4. Capability	
5. Outcome	
6. KPI	
7. Interview Questions	
8. SMCI	

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"Core" Model Example

Best Practice	Capability	Outcome	KPI
1100 Standardize Project Estimate Costs Process	1100.010 Establish Process Management Governing Body	1100.010.10 Active Process Governing Body	Exists
	1100.020 Develop Project Estimate Costs Process	1100.020.10 Documented Project Estimate Costs Process	Exists
	1100.025 Communicate Project Estimate Costs Process	1100.025.010 Communicated Project Estimate Costs Process	Performed Across the Organization
	1100.030 Adopt the Project Estimate Costs Process	1100.030.010 Consistently Implemented Project Estimate Costs Process	Performed Across the Organization

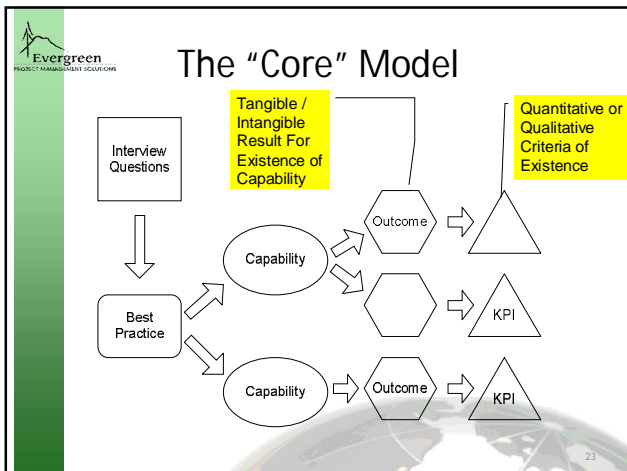
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"Core" Model Example

Best Practice	Capability	Outcome	KPI
1480 Use Teamwork	1480.040 Develop Integrated Program and Project Teams	1480.040.010 The organization achieves meaningful success using teams comprised of workers from different functional areas.	Team Composition
	1480.030 Develop Cross Functional Teams	1480.030.10 The Department assigns members from different departments to work together under special circumstances.	Frequency
	1480.020 Organize project work by functional area	1480.020.10 Managers allocate team members from the same functional area to work within that area.	Team Composition
	1480.010 Develop cross functional training opportunities	1480.010.10 Members of different departments work together occasionally and begin to learn about each other's functions.	Multi Resources with multi skills

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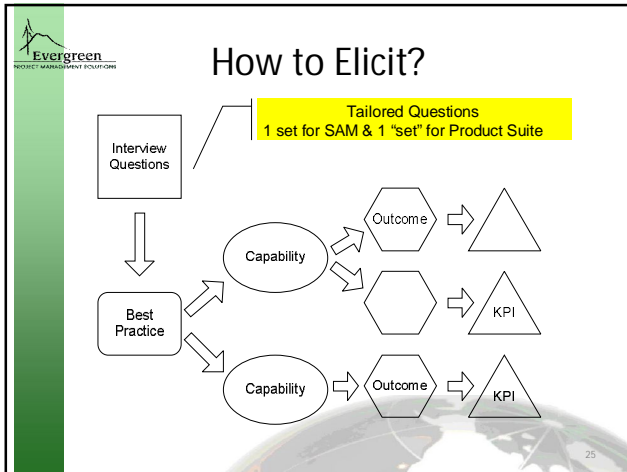


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The Model - Terms

1. Domains	1. Project, Program, Portfolio
2. Organizational Enablers	2. Structural, Cultural, Technological, HR
3. Best Practice	3. Recognized Optimal
4. Capability	4. Specific Competency
5. Outcome	5. Tangible/Intangible Result
6. KPI	6. Criteria for Measurement
7. Interview Questions	
8. SMCI	

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- ## Stages (& Continuum)
- **S**tandardize
 - **M**easure
 - **C**ontrol
 - Continuously **I**mprove
- Stages and Continuum Both Within *OPM3*
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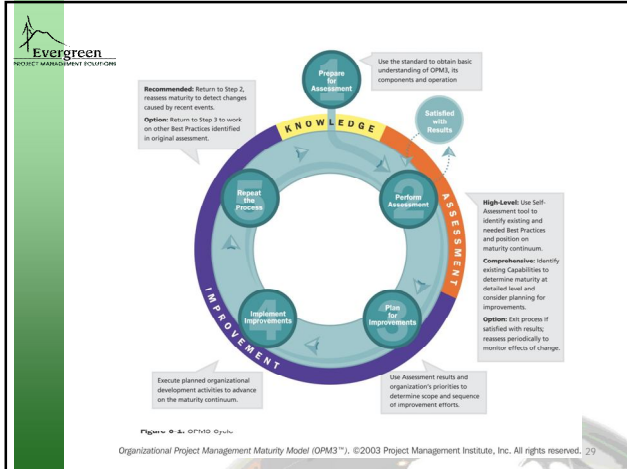
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SMCI Example

STANDARDIZE	BP 1075 Standardize Project Create WBS Process Cap 1075.020 Develop Project Create WBS Process
MEASURE	BP 1085 Measure Project Create WBS Process Cap 1085.010 Identify Critical Project Create WBS Process Customer Focused Measures
CONTROL	BP 1095 Control Project Create WBS Process Cap 1095.030 Stabilize Project Create WBS Process Performance
IMPROVE	BP 1105 Improve Project Create WBS Process Cap 1105.010 Conduct Project Create WBS Process Root Cause Analysis

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- ## The Model - Terms
- | | |
|----------------------------|--|
| 1. Domains | 1. Project, Program, Portfolio |
| 2. Organizational Enablers | 2. Structural, Cultural, Technological, HR |
| 3. Best Practice | 3. Recognized Optimal |
| 4. Capability | 4. Specific Competency |
| 5. Outcome | 5. Tangible/Intangible Result |
| 6. KPI | 6. Criteria for Measurement |
| 7. Interview Questions | 7. Predefined |
| 8. SMCI | 8. Stages |
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Types of Assessments

Product Suite Self Assessment

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Types of Assessments

Product Suite	Self Assessment
<ul style="list-style-type: none"> 100% Model Depth – Capability / Outcome Based on <u>Fact</u> Graduated Scoring 2 – 4 Weeks Requires Certified Consultant 	<ul style="list-style-type: none"> 28% Model Depth – Best Practices Based on <u>Opinion</u> Yes / No Responses 3 – 8 Weeks No Certification or Consultant Needed

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Product Suite Assessment

- Scope
- Planning
- Execution
 1. Create Protocol
 2. Perform and Gather Evidence
 3. Score Responses
 4. Enter Data Into Tool
 5. Prepare Final Report
- Readout

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Product Suite - Scope

Process

Business Results

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Product Suite - Scope

Process	Business Results
<ul style="list-style-type: none"> • Domain <ul style="list-style-type: none"> – Project – Program – Portfolio • Stage <ul style="list-style-type: none"> – Standardize – Measure – Control – Continuously Improve 	<ul style="list-style-type: none"> • Project Predictability • Resource Optimization • Balanced Scorecard <ul style="list-style-type: none"> – Learning & Growth – Finance – Internal – External

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Product Suite - Protocol

<ul style="list-style-type: none"> • Tailored Set of Questions by <ul style="list-style-type: none"> – Role – Scope • Turnaround document for data entry 	<ul style="list-style-type: none"> • Roles <ul style="list-style-type: none"> – Process Owner – Project Manager – Team Member – Line Manager – Leadership – Program Owner – Portfolio Owner – Human Resources – Training
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Assess = Check Evidence

"Good news folks! The project is 90% finished!"

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Self Assessment

Product Suite	Self Assessment
<ul style="list-style-type: none"> Scope Planning Execution <ol style="list-style-type: none"> 1. Create <u>Protocol</u> 2. Perform and Gather <u>Evidence</u> 3. <u>Score</u> Responses 4. <u>Enter Data</u> Into Tool 5. Prepare <u>Final Report</u> <ul style="list-style-type: none"> Readout 	<ul style="list-style-type: none"> Scope (all BP's) Planning Execution <ol style="list-style-type: none"> 1. SAM Questions - All 2. Perform (Ask Questions) 3. Aggregate / Average Answers 4. Enter Answers into Single User Tool 5. Produce Reports (as Desired) <ul style="list-style-type: none"> Readout (if requested)

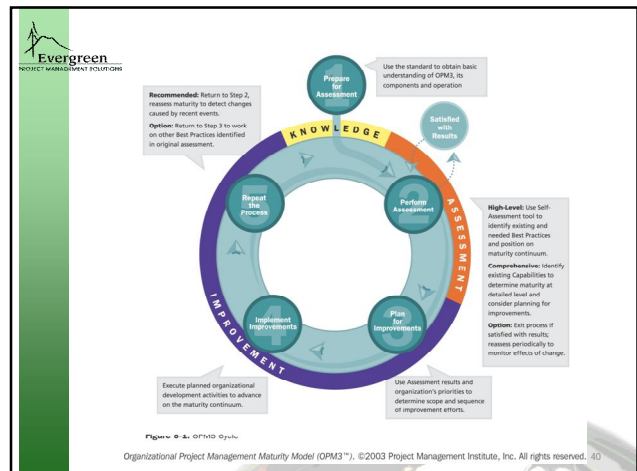
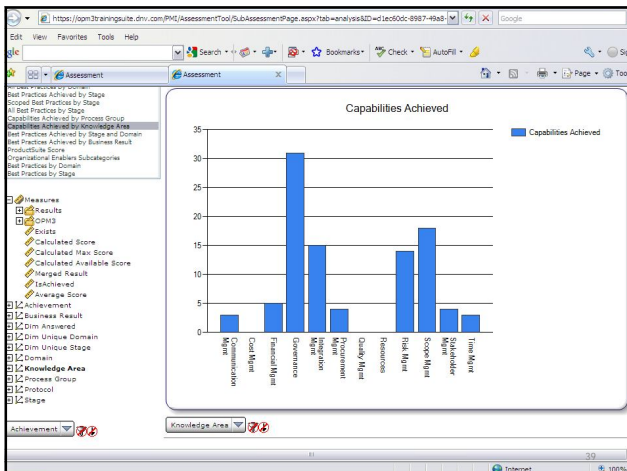
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Assessment Tools

<ul style="list-style-type: none"> Product Suite <ul style="list-style-type: none"> – Scoping – Protocol Selection – OLAP Reporting <ul style="list-style-type: none"> • Lots of Dimensions • Worthwhile Graphics • True Drag and Drop – Read Out Report Skeleton 	<ul style="list-style-type: none"> SAM <ul style="list-style-type: none"> – Full BP Scope – Predefined Questions – Canned Reports <ul style="list-style-type: none"> • Worthwhile Graphics – Benchmarking <ul style="list-style-type: none"> • Against Other Enterprises • Limited Number To Date
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Improvements a la OPM3

- Initial Scope
 - Possible Improvements
- Improvement Planning
- Improvement Execution
- Improvement Closeout
- Reassessment

Project!!! (or Program)

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Which Way to Improve?

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Which Way to Improve

Self Assessment	Product Suite
<ul style="list-style-type: none"> • Scope Selection Tools <ul style="list-style-type: none"> – Best Practice Level (without Capabilities) – Reports to focus – Refer to the <i>OPM3</i> Standard Publication 	<ul style="list-style-type: none"> • Scope Selection Tools <ul style="list-style-type: none"> – BP Not Achieved – OLAP Reports for Focus – Select by OPM3 Scope – Also Select Capabilities – Dependencies <ul style="list-style-type: none"> • Between Capabilities – <i>OPM3</i> Certified Consultant

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Where to Start?

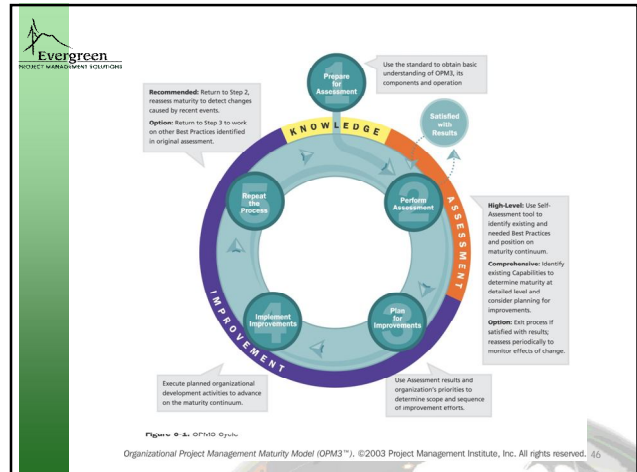
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OPM3 Certified Consultant

- Previously done assessments
- Less than 100 worldwide right now
 - 50% or less practicing
 - Rest are academics or within enterprises
- Most have built PMO's before
- Many have performed Portfolio Mgmt before

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Summary

- A Maturity Model for Improvement
 - Targets Processes that are **Standards**
- OPM3
 - Relates the PMI **Building Block Standards**
 - **Robust Model** Built with **Pragmatic Experience**
- OPM3 Assessments
 - Multiple Approaches
 - **Tools Exist**
- OPM3 Based Improvement Cycle
 - These are Projects
 - **Tools Exist**

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Q & A

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