

# Project Management Maturity: A Critical Competence



## SERVICE BRIEF

Given this current state, the adverse impact on business results is also undeniable.

As a variety of forces, including growth in contract engineering and readily available low cost global production capacity, have begun to concentrate profit potential in the final links of the value chain, organizations are shifting their core competencies in response. Engineering prowess and production efficiency were once the drivers of value.

Increasingly, the management of customer relationships and the ability to identify external forces and market needs and quickly deliver solutions to those needs is the name of the game. The firms that know their customers and markets best and react at blinding speed further strengthen their positions and reap the premium returns.

Competitors are forced to play catch up and miss the front end of the profit curve.

Project Management, once viewed as purely an "overhead" function or technical activity, is being recognized as the key competences required to effectively and quickly marshal cross-functional organizational resources in capitalizing on a market opportunity. Business Strategy identifies the moving targets; Project Management provides the weapon to reliably and predictably hit them.

As processes mature and become more defined, repeatable and efficient, their effectiveness and the resulting business benefit increase. In the past decade, much attention has been paid to the concept of process maturity, especially in the domain of software development. The SEI Capability Maturity Model and similar tools have been developed to gauge process maturity.

Once the current maturity of any process is established, the organization must affect change to achieve the desired maturity level. As Project Management processes generally cross lines of authority and even organizational bounds, achieving the desired maturity levels and gaining the resulting business benefits can be difficult at best.

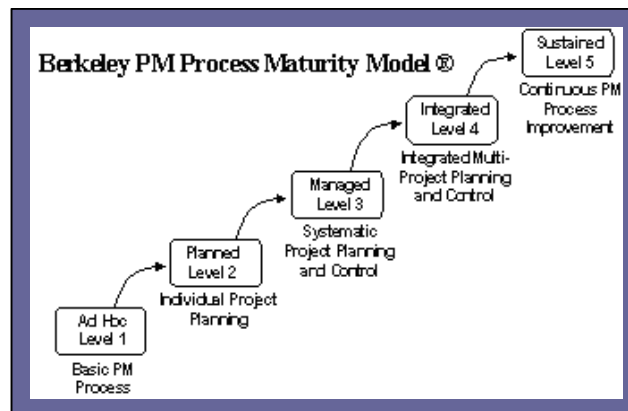
In working with a variety of leading companies,

CGN has developed a proven solution to effectively accelerate the maturation of an organization's Project Management processes. Combining tactical initiatives and a structured program to baseline and improve Project Management maturity, CGN has assisted these

organizations in delivering real business impact through the strengthening of this core competence.

Project Management, no longer just a technical activity, has become one of the key integrated performing processes for the organization.

To be effective Project Management processes, not unlike other performing processes, must exhibit maturity and be supported with information, technology, and people.



### Information

A core of consistent information with local flexibility is required. The tie between Project Management results and business results makes the accessibility and usability of this information a critical matter for sponsoring executives.

### Technology

A connected technological framework driven by the business is required. Supporting tools and information channels must be in place to enable the Project Management processes.

### People

As always, people must be organized and equipped to do their jobs. As both personal competency and organizational designs are key factors in Project Management performance, these issues must be addressed both bottom-up and top-down.

Our approach recognizes the need for these supporting elements and we assist our customers in ensuring that these building blocks are in place and effective.

As the correlation between business results and the organizational competence in Project Management becomes even clearer, it will be essential for every organization to ensure that this competency is both established and continuously improved.

### WORKING WITH US

Our simple objective is to become an invaluable thinking partner for our customers, providing them with strategic guidance and technology expertise to allow them to be **agile** in responding to their ever-changing business environment.

As trusted advisor and partner to some of the world's most admired companies, we have gained a wealth of experience and insight and continue to earn the respect and business of our customers through our value-driven approach.

### TO LEARN MORE

If you would like to hear our thoughts on HVBT, a challenge, or opportunity you are facing or on a specific topic of interest to you, please contact us at 1-888-RING-CGN or visit us at [www.cgn.net](http://www.cgn.net).



415 SW Washington  
Peoria, IL, 61602  
888-RING-CGN  
[www.cgn.net](http://www.cgn.net)