



# Enterprise Project Management

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The Fine Art of  
Snatching Defeat  
from the Jaws of  
Victory

# Agenda

- Defining OPMMM
- Characteristics of Maturity Reviews
- Maturity Regression –
  - Causes
  - The Executive Team and Others
  - Case Studies
- Summary



# Case Studies

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Case 1: Hydro Energy Sector

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Case 2: Local Government

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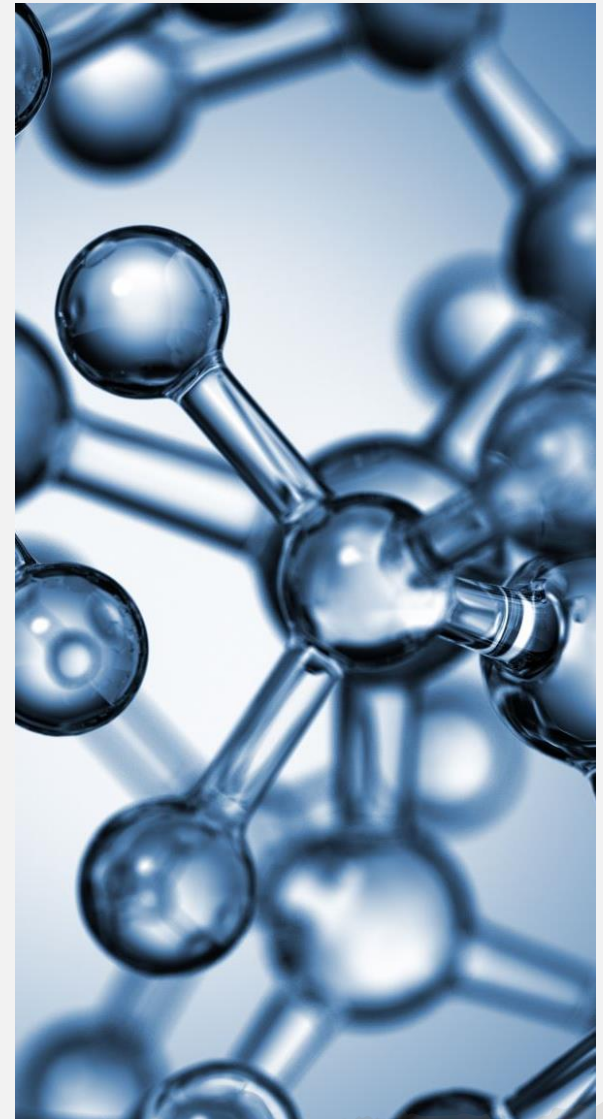
Case 3: Regional Water Utility

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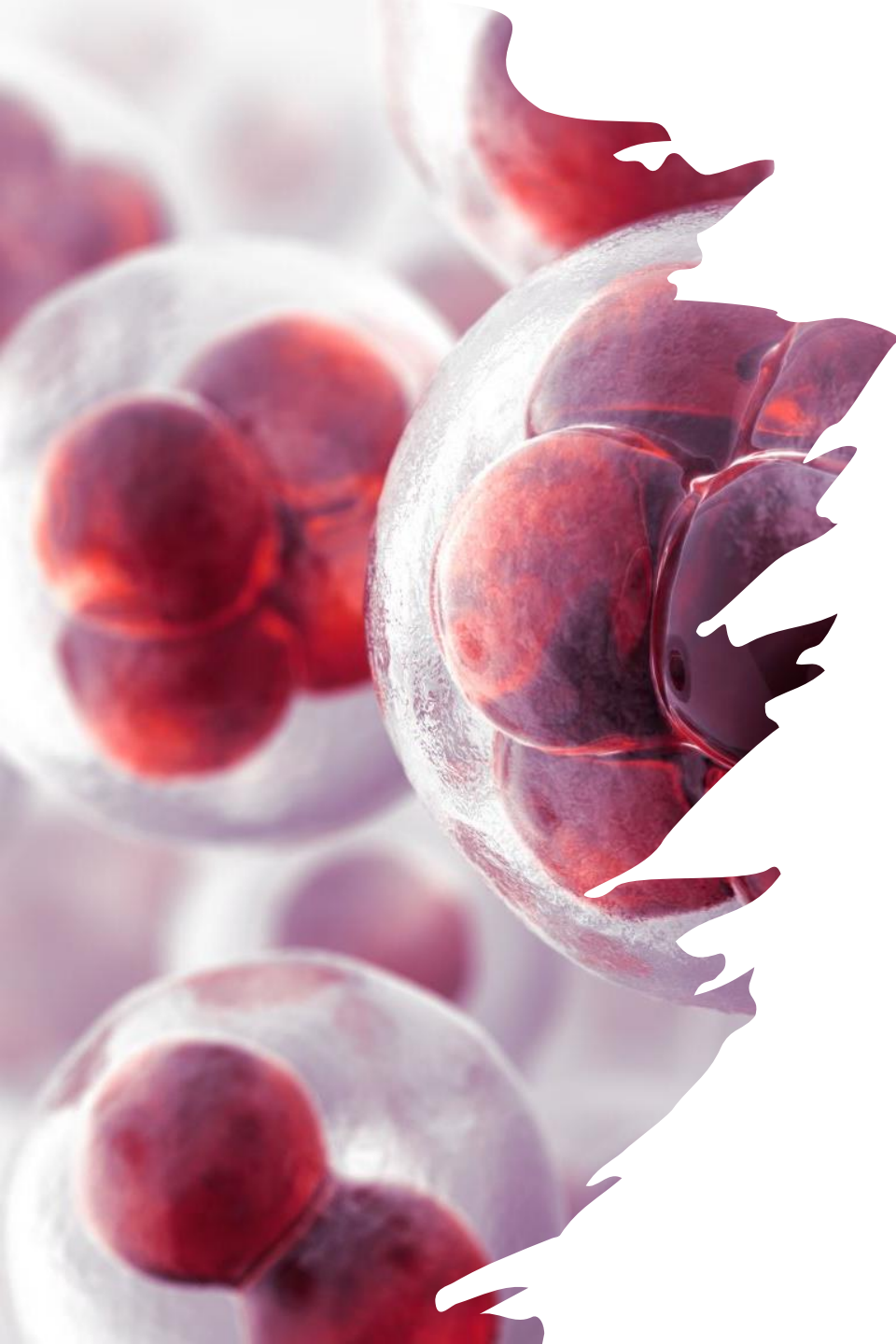
Case 4: Regional Water Utility

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Case 5: Major Airport

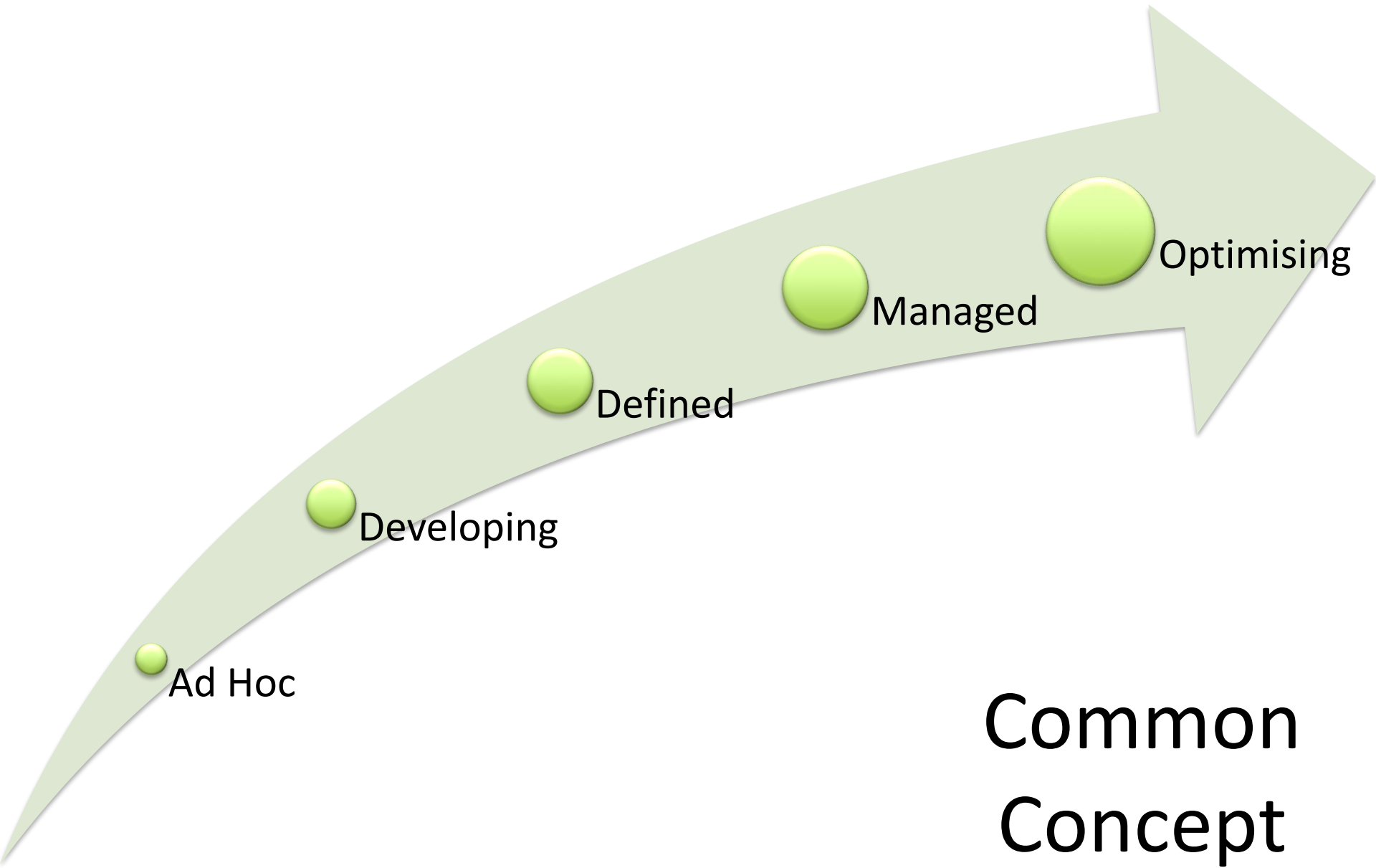






# Core Concept

- Explanation of OPMMA
- Key maturity models:
- Levels of maturity



Ad Hoc

Developing

Defined

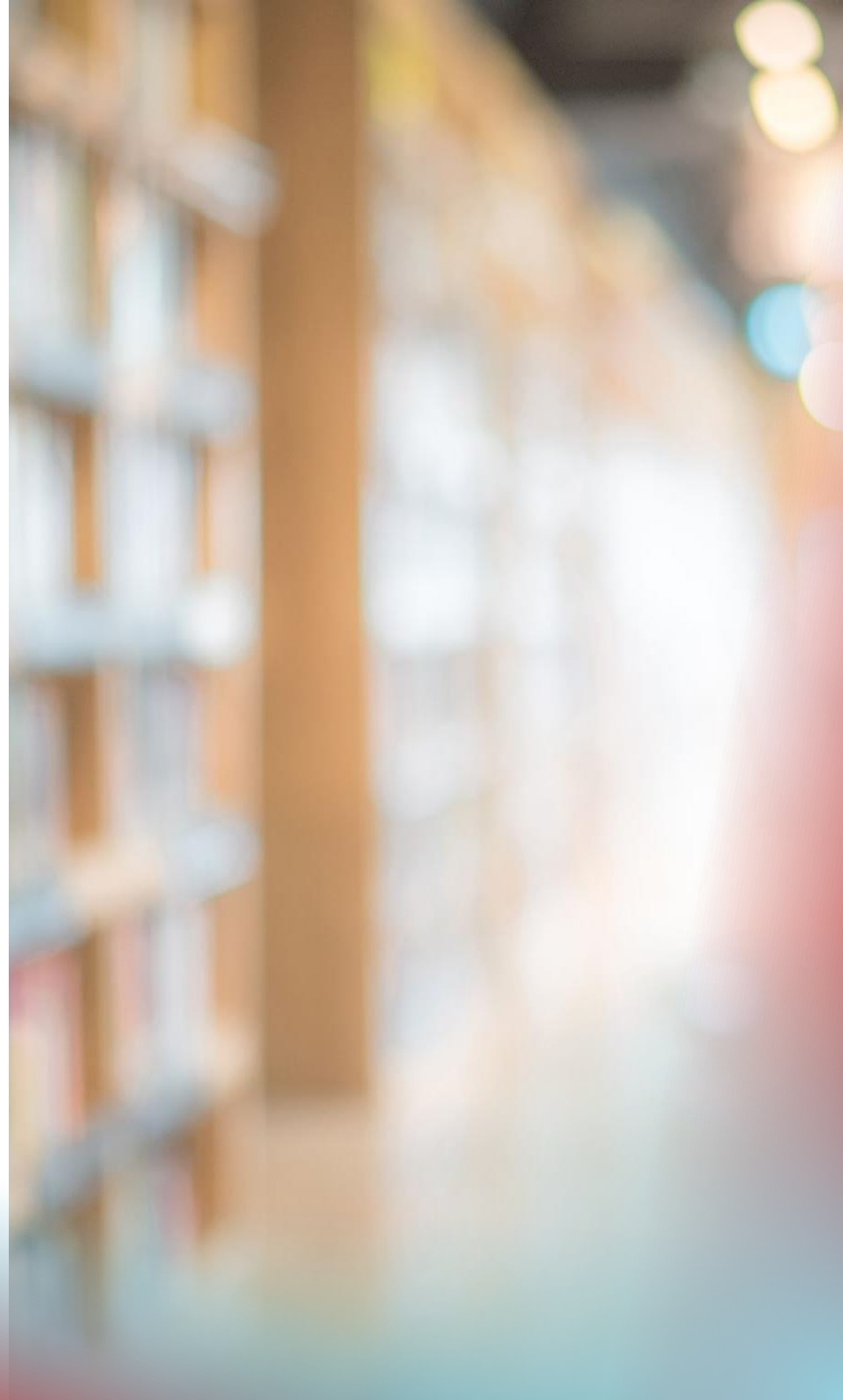
Managed

Optimising

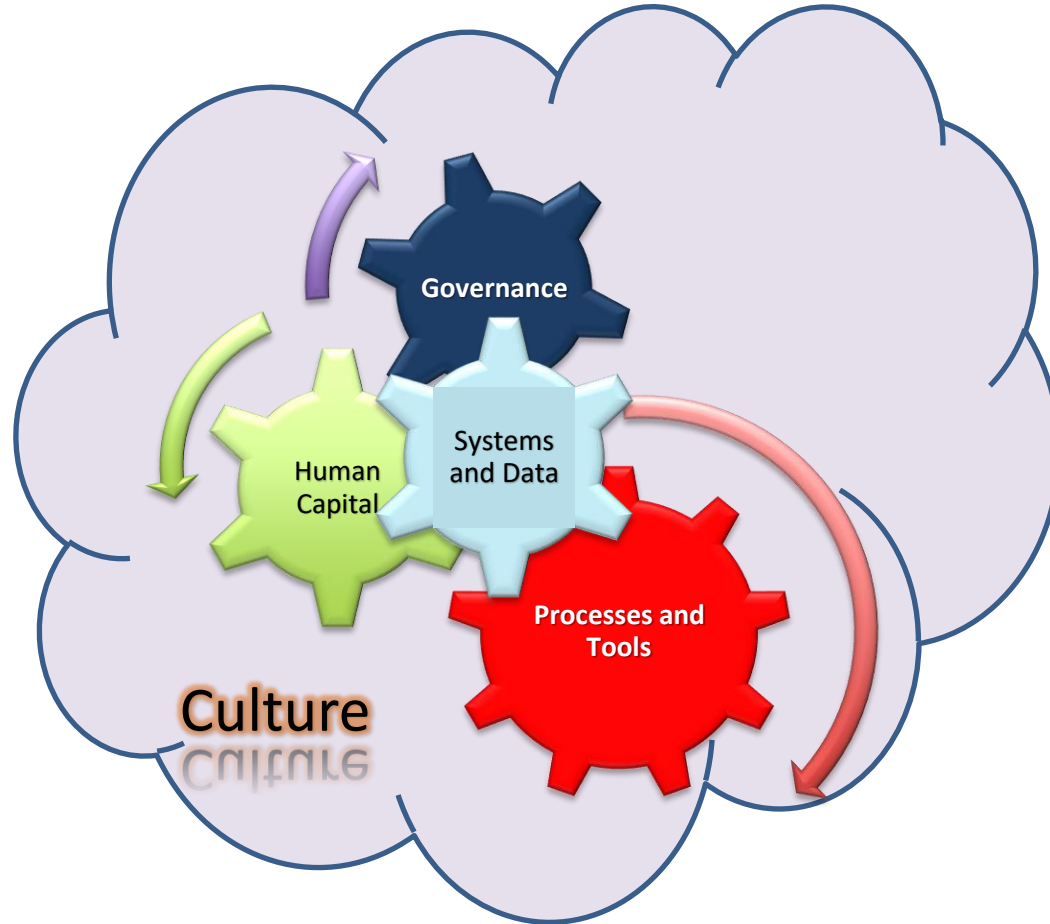
**Common  
Concept**

## Contemporary Maturity Models

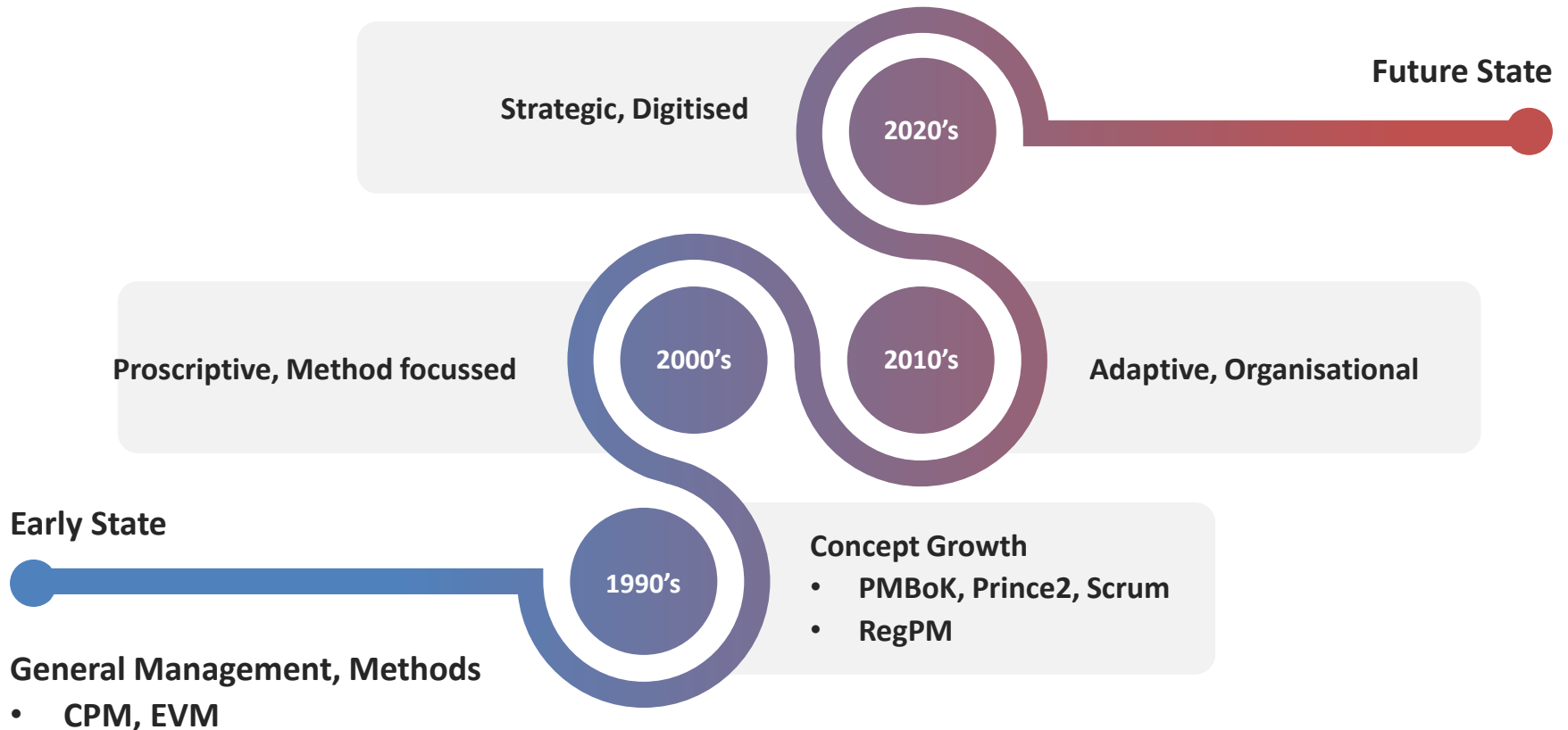
- OPM3, CMMI, P3M3, PRINCE2 Maturity Model
- Preference for agnostic models e.g.
  - IPMA Delta
  - AIPM RegPMC



# Enterprise Project Management Domains

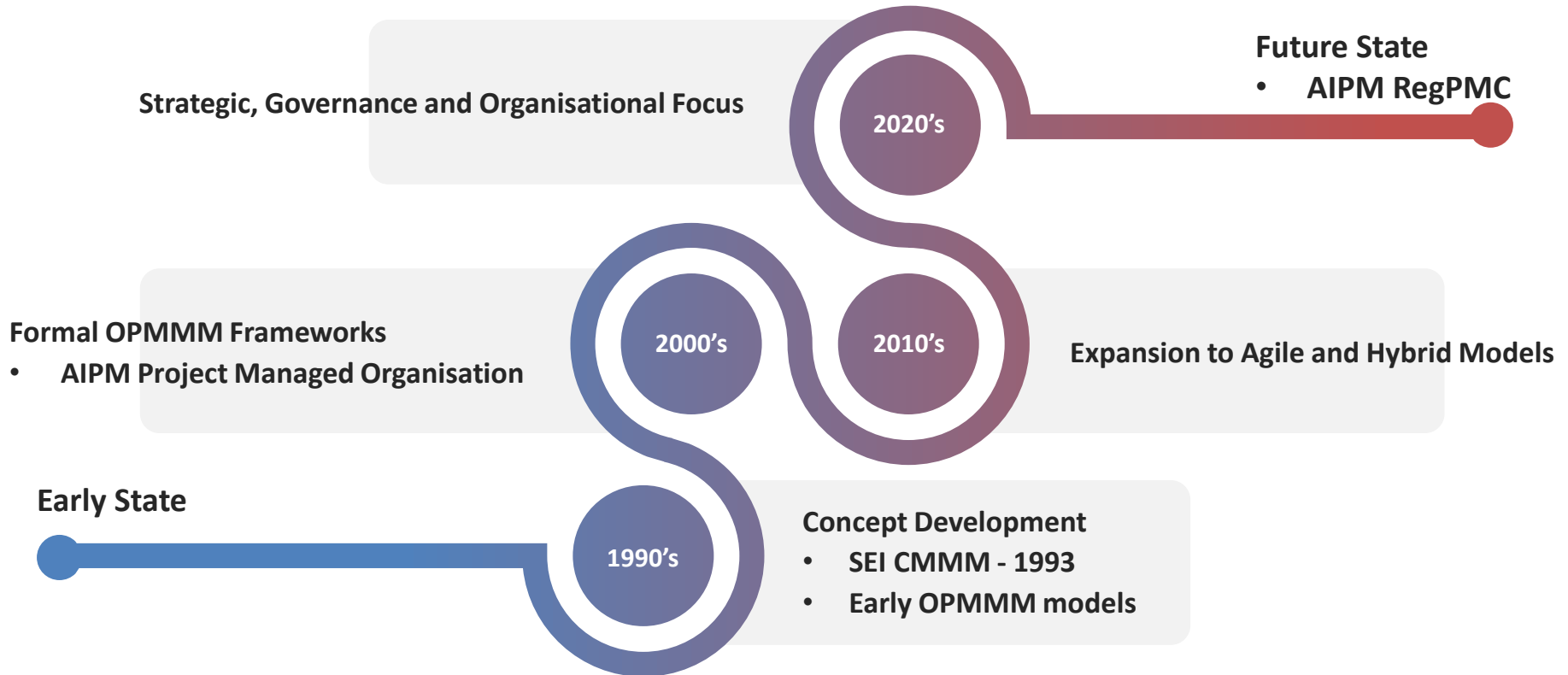


# The PM practice has evolved





# Maturity Concepts have evolved





# Benefits of Maturity Assessment

- Enhanced performance
- Benchmarking against industry standards
- Strategic alignment
- Focus on problems
- Continuous improvement
- Risk management

# Limitations of Maturity Analyses



Subjectivity in assessment



Focus on processes over outcomes



One-size-fits-all approach



Cost and resource intensiveness



Static nature



Cultural and behavioral factors



Overemphasis on formalization



Difficulty in measuring intangible benefits

# Key Requirements for Maturity Improvement

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- Executive sponsorship and commitment
- Clear vision and strategic alignment
- Comprehensive baseline measurement
- Process standardization and documentation
- Capability development and training
- Implementation of robust tools and systems
- Change management and cultural transformation
- Continuous monitoring and feedback loops
- Performance measurement and metrics
- Stakeholder engagement and communication







# Organizational Volatility and Its Impact



Likely causes of regression:

- leadership,
- restructuring
- sacred cows
- system integration
- business pressures,
- cultural resistance,
- fear of process complexity



# Impact of Regression

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- Decreased efficiency
- Increased risk
- Loss of competitive advantage
- Employee morale and engagement

## Future Potential to Improve Maturity

- Erosion of trust
- Resource constraints
- Cultural barriers
- Need for rebuilding



# Role of the C-Suite and Senior Executives



Strategic vision and alignment



Sponsorship and advocacy



Resource allocation



Governance and oversight

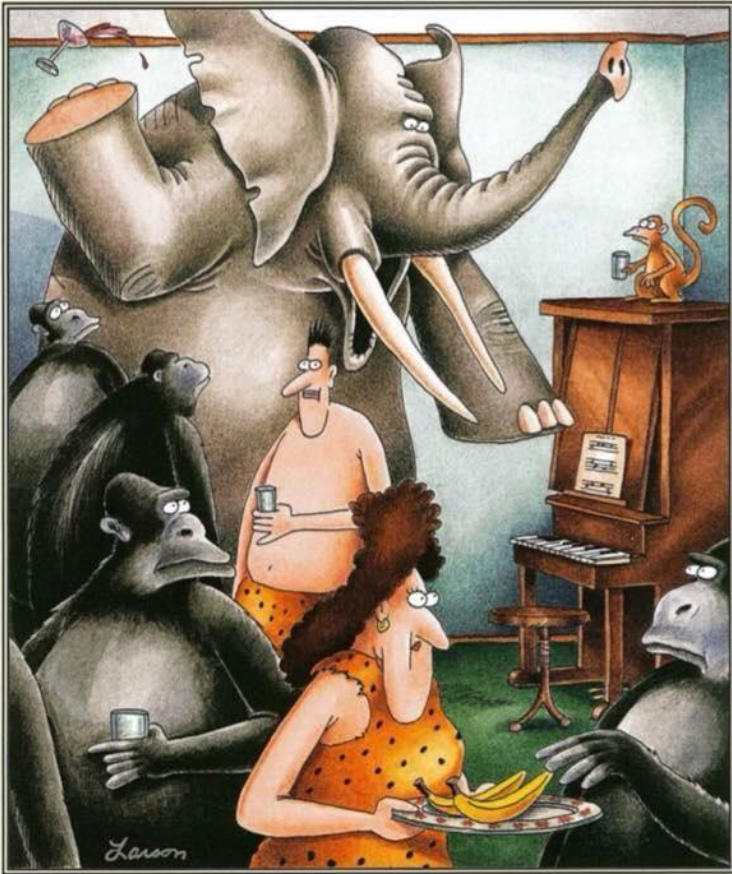


Cultural leadership



Risk management

# Resistance at the Portfolio Level



The party had been going splendidly—and then  
Tantor saw the ivory keyboard.

## Factors

- Perceived bureaucracy
- Slower decision making
- Loss of autonomy
- Capacity to contextualise
- Lack of visible value





# Lack of Executive Awareness, Knowledge and Desire

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Lack of awareness of value underestimation of benefits

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Failure to differentiate organisational and projects governance

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Lack of understanding of PPP models

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Lack of professional development: knowledge gaps, inability to lead change

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Homeostasis, happy to stay in the current pigsty.

# Boards of Directors: Reasons for Interest



High-profile project failures



Regulatory requirements



Competitive advantage



Stakeholder pressure



# Case 1 - Hydro

- Transfer of PMO Manager
- PMO Repositioned
- Significant staff investment
  - Capped at PM level
- Delay in deployment of PMF systems




# Case 2 – Regional Local Government

An aerial photograph of a city, likely Perth, Australia, showing a dense residential area with a grid of streets, interspersed with green spaces and commercial buildings. In the background, a large body of water (the ocean) is visible under a clear blue sky. The text 'Case 2 – Regional Local Government' is overlaid on the top left. A list of bullet points is overlaid on the left side of the image. The background image contains several faint, repeating watermarks of the text 'SKY & PICS.com.au'.

- Iterative PMF Development
  - 2015, 2020
  - PMF Digitization
  - Training
- Positioning of the PMO
- PMO Resourcing
- Executive Support
- Loss of PMO Managers





## Case 3 – Regional Water

- Better practice development
- Good digital use
- Strategic influence
- Great people development
- **BUT**
- Change in executive support
- Competition from program controls

**Effective loss of EP MO**



## Case 4 – Regional Water

An aerial photograph of a water treatment plant. The facility features several large circular aeration tanks, some with mechanical scrapers. There are also several rectangular buildings, likely administrative or control rooms, and a network of pipes and walkways. The plant is surrounded by green grass and trees.

- Diverse Regional Network
- Over focus on governance
- Start up PMO
  - Positioning and resourcing
- PMF Refresh
- Resource constraints
- Desire for change
  - Implications of that change
- Strong potential

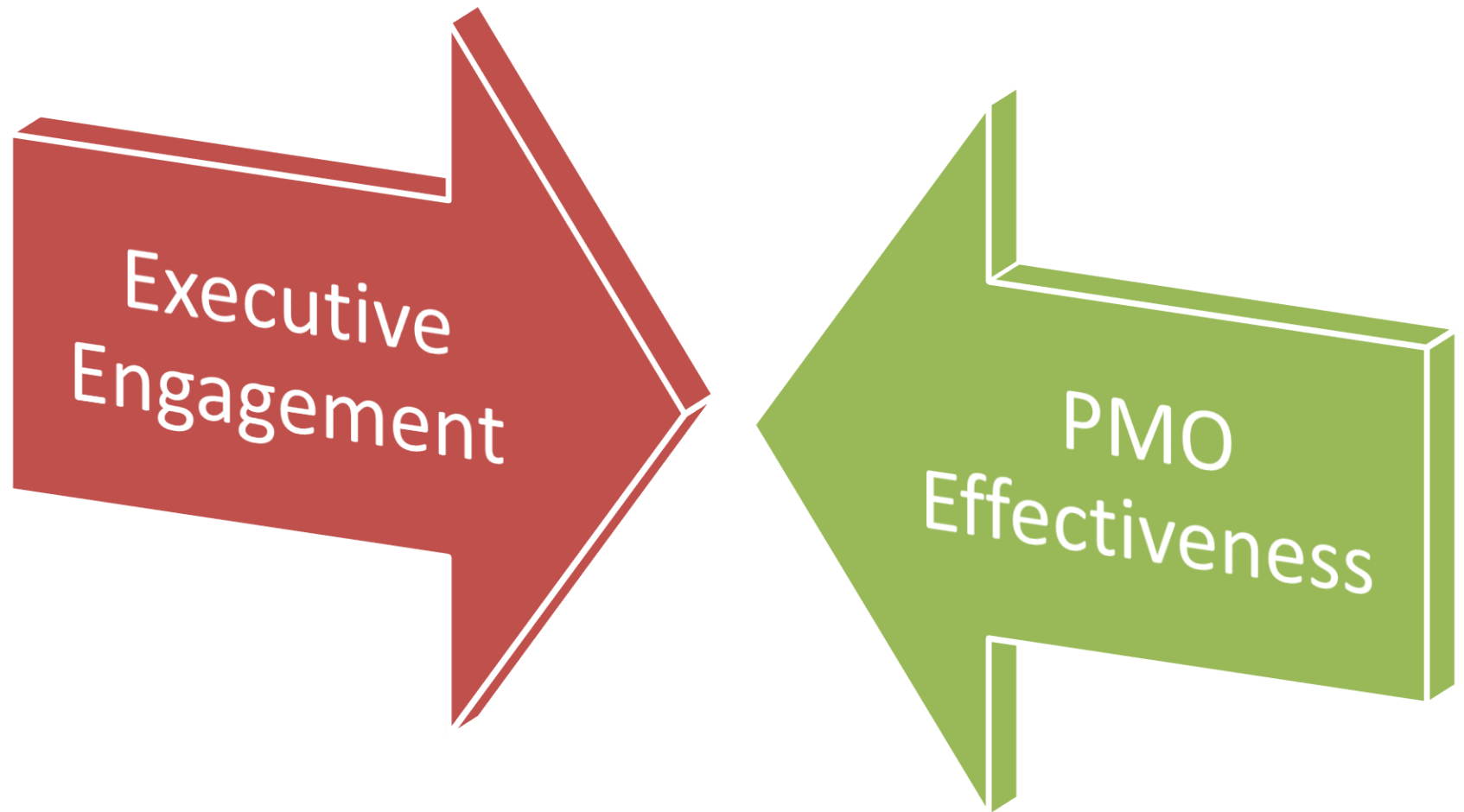




# Case 5 – Airport

- Prior solid PMO and PMF
- COVID impact
- Rapid restart
- Ambiguity around controls
- Significant portfolio autonomy
- Strong desire for change
- Collaborative approach
- Federated model
- Strong potential

# Common Theme



# Conclusion

Engage the executive through benefits

Fix the PMO: Role, Position, Resourcing

Harness the total EPM Model

Recognise the effort for all players in implementing a PMF

Apply Change Management

It's a long game, not a short one, have a clear but adaptive roadmap