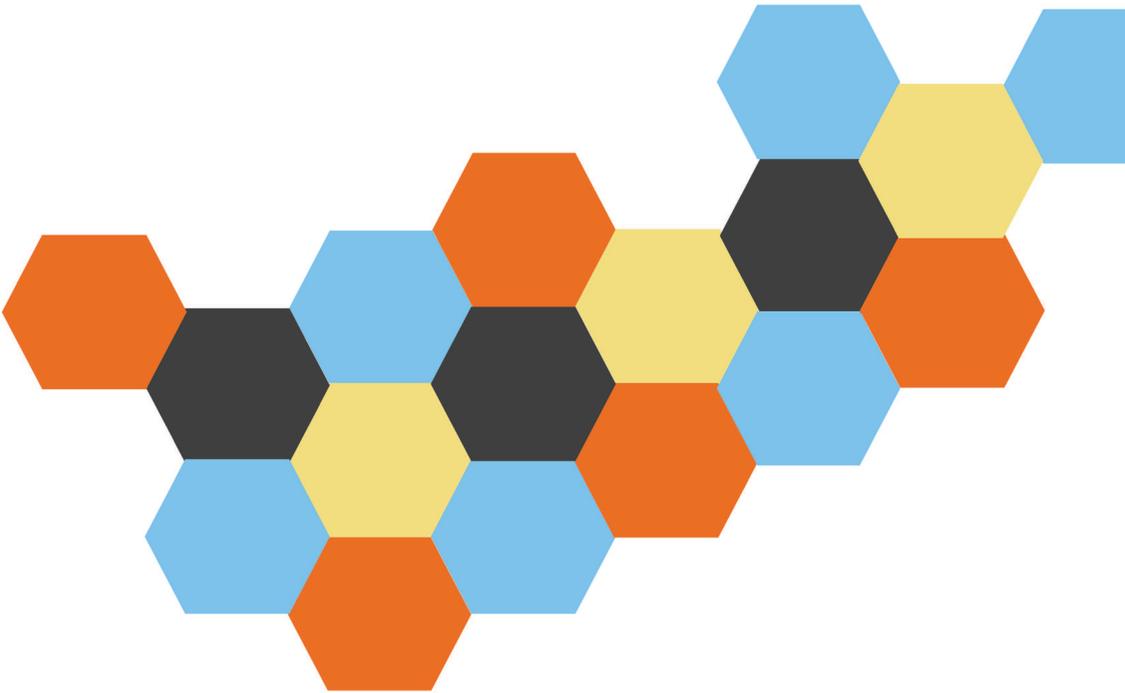


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Fourth Edition

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I want to say “thank you” to each of the consultants of PM Solutions who have used the Project Management Maturity Model (PMMMSM) to measure organizational maturity, recommend cultural change improvements, and implement the intricacies of the model for our clients. Your work enabled the fine-tuning we are now able to share here in the fourth edition.

Because of this continuous improvement of the model by consultants in the field, the work you hold in your hands is not the last word on the model. In fact, already more improvements are being made to the “living documents” on which the book is based.

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Thanks also to you, the readers, for your interest in project management and your eagerness to learn from the many years of experience represented in this book. By building a successful project management culture in your organization, you continue to develop and expand the world's most dynamic and growing profession.

J. Kent Crawford
CEO, PM Solutions



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Introduction

Project Management Solutions, Inc. (PM Solutions) is a management consulting, training, and research firm dedicated to helping companies optimize business performance and successfully execute their strategies through project management improvement initiatives. Core services include project portfolio management, project staffing and outsourcing, organizational project management maturity assessments, process and methodology development, project office deployment and enhancement, project management technology integration, value measurement, and corporate training delivered through the PM College®.

A cornerstone product of PM Solutions has been its Project Management Maturity Model (PMMMSM). This model has contributed to widespread success in assisting organizations in improving their project management processes. The model has been used also to baseline project management practices industry-wide, becoming the industry standard in measuring project management maturity. This book describes the model in full and provides you with a comprehensive tool to help you improve your organization's project management practices.

PM Solutions' PMMMSM provides your organization with a conceptual framework within which specific project management processes can be optimized to efficiently improve the capability of your organization.

The PMMMSM provides best practices to help you to:

- Determine the maturity of your organization's project management processes.
- Map a logical path to improve your organization's processes.
- Set priorities for short-term process improvement actions.
- Discern the need for a project management office and assess where it fits in your organizational structure.
- Track progress against your project management improvement plan.
- Build a culture of project management excellence
- Assess the organization's adaptability and agility.