

*An Executive's Guide to*  
**OPM3**

Transform Strategy  
into Results





## Introduction

To fully understand and appreciate the relevance and importance of *Organizational Project Management Maturity Model (OPM3®)* in today's business and organizational environment, and how it can work within your organization, it might initially be helpful to recognize the vital role that projects and project management increasingly play within successful companies and organizations in the global marketplace.

The work performed by organizations generally involves either operations or projects, although the two may overlap. Operations and projects share a number of characteristics in that they are:

- Performed by people;
- Constrained by limited resources; and
- Planned, executed and controlled.

Projects are often implemented as a means of achieving an organization's strategic plan and a response to requests that cannot be addressed within an organization's normal operational limits. They are initiated at all levels of an organization.

With a definite beginning and end, projects are undertaken to create a unique product or service (according to *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*). Projects may involve a single person or many thousands, and their duration can range from just a few short weeks to several years. They each have their own set of requirements that must be met by effective project management.

## What is project management?

According to the *PMBOK® Guide*, project management provides organizations with the knowledge, skills, tools and techniques to help them and their colleagues plan and execute projects on time and on budget. Project management is accomplished through the use of processes such as Initiating, Planning, Executing, Controlling, and Closing.

## Why organizations need project management

With increasing competition within all industries and professions, organizations worldwide are

embracing project management as a way of successfully completing projects, meeting business objectives and achieving organizational goals.

Organizations such as IBM, AT&T, the United States Army and the National Aeronautics and Space Administration (NASA) employ project management.

## The potential benefits of project management

Using project management:

- Effectively prioritizes projects to maximize efficiency;
- Clarifies project goals, problem areas and project risk to enhance project success;
- Consistently tracks tasks and milestones to better monitor potential outcomes;
- Expands communication among stakeholders;
- Decreases necessary resources to do the work through better refinement of resource requirements;
- Provides realistic performance measures; and
- Increases overall project performance, efficiency and effectiveness for better bottom line results.

## About PMI

Established in 1969, the Project Management Institute (PMI) is the global advocacy organization for the project management profession. With nearly 210,000 members in more than 160 countries, PMI members are individuals who practice and study project management in many different industry areas, including aerospace, automotive, business management, construction, engineering, financial services, information technology, pharmaceuticals and telecommunications. PMI is actively engaged in setting professional standards, conducting research and providing access to a wealth of information and resources. PMI also promotes career and professional development and offers certification, networking and community involvement opportunities. For more than 35 years, PMI has advanced the careers of practitioners who have made project management indispensable in achieving business results.

## What is Organizational Project Management?

Organizational project management is the systematic management of projects, programs, and portfolios to achieve an organization's strategic goals.

"Organization" can apply to an entire company or organization as well as to specific business units, functional groups, departments or sub-groups within the whole.

Organizational project management focuses on the clear correlation between an organization's capabilities in the management of projects, programs and portfolios and its effective implementation of strategy, which directly impacts financial results.

Successful organizational project management can be a decisive strategic advantage in a competitive economy. The degree to which an organization practices this type of project management is referred to as its organizational project management maturity.

## What is OPM3?

Just as individuals benefit from achieving personal maturity, organizations can now benefit from achieving organizational project management maturity.

Developed under the stewardship of PMI, OPM3 is an acronym for the *Organizational Project Management Maturity Model*. It is a standard unlike any currently available tool or model and is delivered through a convenient online database accompanied by a book.

OPM3 provides:

- **Knowledge** about organizational project management, organizational project management maturity, and what constitutes Best Practices in organizational project management;
- The ability to perform an **Assessment** of the current state of organizational project management maturity;

- Assistance to organizations who wish to identify a path for **Improvement** and embark upon improvement that increases its project management maturity.

It is through these three interlocking elements—Knowledge, Assessment and Improvement—that OPM3 can enable an organization to improve its ability to achieve its strategic goals.

## The benefits of OPM3

Now that you have a brief overview of OPM3, the question you could ask is why is OPM3 important to my organization? Simply put, OPM3 provides a mechanism to advance your organization's strategic interests through the efficient and successful execution of projects.

The three interlocking elements of OPM3—**Knowledge, Assessment** and **Improvement**—have the potential to create a new environment for organizations involved in project management by illuminating the important link between projects and business strategy and the importance of organizational support to project management practices.

OPM3 will help organizations utilize project management to accomplish their goals on time, within budget, and most importantly, to improve their overall effectiveness.



Elements of OPM3: Knowledge, Assessment and Improvement

**What does OPM3 look like?**

OPM3 is an online application and book combination. The *OPM3 Knowledge Foundation* book is intended to afford ease of reading for individuals and knowledge building for an organization. Along with a print version of the *OPM3 Knowledge Foundation*, OPM3 Online serves users through:

- A downloadable electronic version of the *OPM3 Knowledge Foundation* (PDF);
- Electronic forms that begin new Assessments;
- A searchable database of Best Practices;
- Viewable Improvement Paths and Best Practices for completed Assessments.

The Single-User Version, intended for use by one individual within an organization, includes access to OPM3 Online and one *OPM3 Knowledge Foundation* book. The Multiple-User Version will allow several users (up to 15 license holders) from the same organization to access the OPM3 Self-Assessment. An organization's assessment champion can manually compile assessment results from multiple license holders within the same organization.

The OPM3 Single-User and Multiple-User Versions both contain OPM3's three interlocking elements—a quality that makes it unique in the marketplace. The **Knowledge** element describes organizational project management, organizational project management maturity, relevant Best Practices and how to use OPM3. Various appendices and the full OPM3 Glossary are also included—a wealth of practical information. The Knowledge element is presented in electronic file format (PDF) on OPM3 Online and in the accompanying *OPM3 Knowledge Foundation*.

The **Assessment** element allows organizations to use the OPM3 Self-Assessment, an interactive online database. OPM3 provides users with this interactive tool to compare the characteristics of their current state of organizational project management maturity with those key traits described by OPM3. Through self-assessment in relation to these traits, an organization can quantify its own general maturity relative to the Capabilities that have been achieved. The OPM3 Self-Assessment also helps the organization identify areas of strengths and weaknesses, in addition to

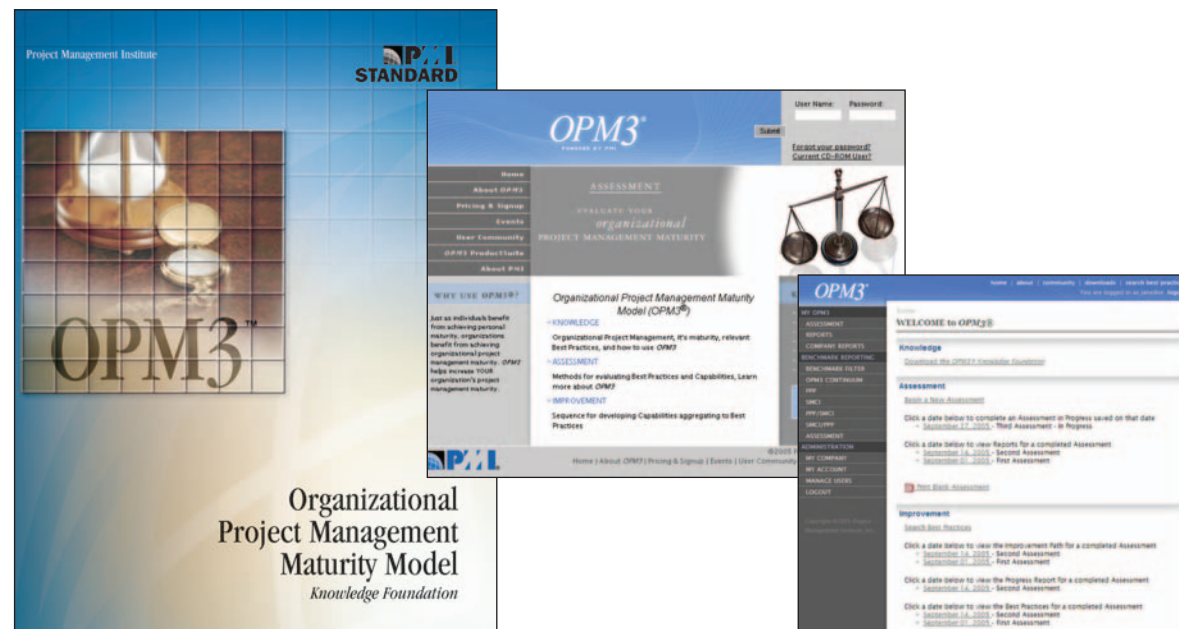
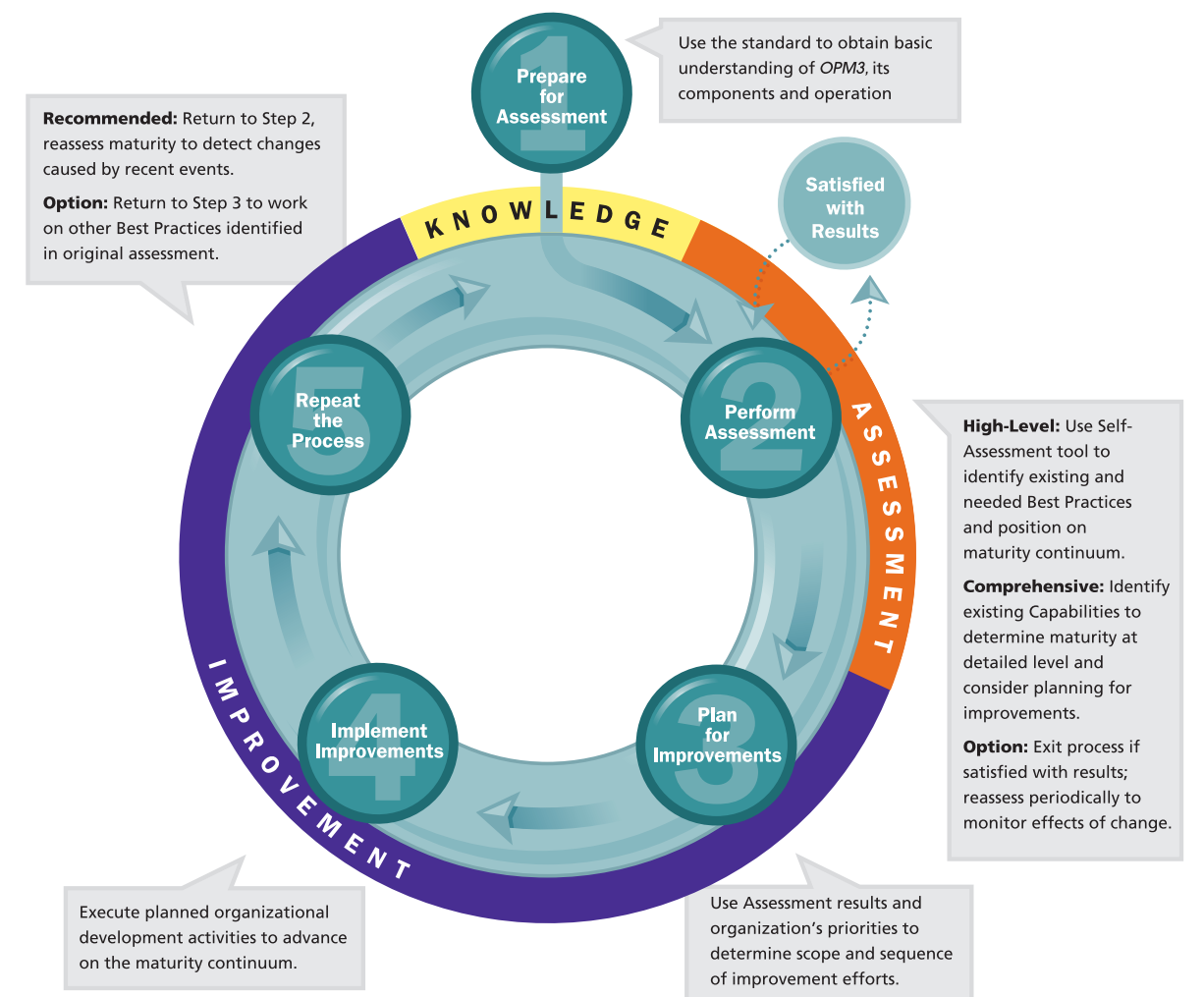
where it stands on the continuum of organizational project management maturity.

Based upon the results of an assessment and assuming an organization desires to achieve higher maturity, the organization would reference the **Improvement** element of OPM3, also accessible through the online database on OPM3 Online. An organization may decide to pursue a course for improvement and, consequently, determine the Best Practices it wants to improve. Organizations may refer to OPM3 Online to view the series of

Capabilities leading to each Best Practice of interest to identify the prerequisites for progressing from their current state to an improved level of organizational project management maturity, while at the same time conserving limited organizational resources.

Once an improvement plan has been established, the organization would implement appropriate developmental activities to attain the Capabilities necessary to increase its organizational project management maturity.

**Implementing OPM3 within your organization**



OPM3 is an online application (OPM3 Online) and book combination that offers a comprehensive approach to understanding and applying OPM3.

## OPM3® ProductSuite

Given the imminent need for OPM3 products following the publishing of OPM3, PMI is committed to enabling and encouraging the development of ancillary products to support all aspects of the model. This led PMI to the creation of OPM3 ProductSuite.

Organizations that want bigger and broader capabilities can take advantage of PMI's newest offering in the OPM3 family. OPM3 ProductSuite consists of certifications, tools and services that expand the capabilities of OPM3 so organizations can derive even greater value in their quest for maturity and improvement.

To find out more about how OPM3 ProductSuite takes the Self-Assessment results to the next level, visit [www.opm3productsuite.com](http://www.opm3productsuite.com).



Project Management Institute

*Making project management indispensable for business results®*

### GLOBAL OPERATIONS CENTER

Four Campus Boulevard  
Newtown Square, Pennsylvania 19073-3299 USA  
**Tel:** +1-610-356-4600  
**Fax:** +1-610-356-4647  
**E-mail:** [customer-care@pmi.org](mailto:customer-care@pmi.org)  
**Internet:** [www.pmi.org](http://www.pmi.org)

### REGIONAL SERVICE CENTRE

Europe-Middle East-Africa (EMEA)  
300, Avenue de Tervueren  
B-1150 Brussels, Belgium  
**Tel:** +32-2-743 15 73  
**Fax:** +32-2-743 15 50  
**E-mail:** [emea-servicecentre@pmi.org](mailto:emea-servicecentre@pmi.org)

### REGIONAL SERVICE CENTRE

Asia Pacific  
73 Bukit Timah Road  
#03-01 Rex House  
Singapore, 229832  
**Tel:** +65 6330 6733  
**Fax:** +65 6336 2263  
**E-mail:** [asiapacific-sc@pmi.org](mailto:asiapacific-sc@pmi.org)

## OPM3 benchmarking

Both Single-User and Multiple-User Versions of OPM3 permit benchmarking of OPM3 Self-Assessment data. This allows users to gain insight into peer organizations' maturity continuum scores and Best Practices, achieved with average, mean and median reports. Organizations may also track their performance at present and over time as improvements are executed.

OPM3 benchmarking data is anonymous and will be available to those organizations that participate in the collection and sharing of the data.

## Summary

Successfully applying OPM3 depends on the size, complexity and initial maturity of an organization. The thoroughness of the assessment, the nature of the organization's strategic objectives, and the amount of resources available also impact any estimate of the time and commitment necessary.

The time period for an effective assessment will vary per organization, depending on the number of people completing the assessment and the size of what is being assessed. If an organization decides to embark upon Improvement, the planning and implementation steps are likely to be the areas that require the largest effort. After all, this is the endeavor of process improvement to create change. The effort would certainly be dependent on the number of Best Practices and related Capabilities an organization decides to work on at one time.

OPM3 is designed to be easy to understand and use. It is also scalable, flexible and customizable to accommodate the wide range of needs and objectives of organizations of varying types and sizes.

For more OPM3 information,  
visit <http://opm3online.pmi.org>  
or e-mail: [opm3info@pmi.org](mailto:opm3info@pmi.org).