

# Chapter 3

## Lesson Learned From Current Maturity Models

### ABSTRACT

*The study prompted 4 research questions in Chapter 2. Responses to these questions will narrow the scope of study required, pitfalls to avoid, enable a better understanding of the issues raised about impediments to PM, and the driving forces that motivate researchers to search for new ways to measure maturity and the restraining forces that inhibited the growth of PM3s. The knowledge gained will influence the initial design structure and identify the broad content pertinent to the construction of a new PM3. To ensure clarity of this research direction and communication, the following terms are defined in the context of duplex project management maturity model (DPM3) design objective and scope of coverage discussed in this chapter.*

### LESSON LEARNED FROM CURRENT PM3

Lessons learned from PM3 in the market enable a clear understanding of what PM3 is, its objectives, the good features to adopt and pitfalls to avoid. It will assist in the initial model design to ensure target PM practitioners can gradually improve their PM practice thereby continuously enhance commercial competitiveness. The following are the attributes that are desired from PM3 model:

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## **PM3s Should be Designed for Generic Applications**

PM3 should be design for generic application in order that it can be use in diverse applications and transferable across large number of industries, commerce, government and enforcement agencies both large and small (Gan & Chin, 2019, Katuu, 2019).

For example, CMM by Carnegie Mellon University is known to be the first PM3 introduced in the market and the only model that had been put into use in Malaysia, (Gan & Chin, 2018). The later reintroduction expanded its limited coverage (CMMi, 2002), whereby CMMi V2.0 was introduced in 2018 that focused on process-maturity, more appropriately IT/ICT process-maturity model which include support for Agile-based PM implementation (CMMi Institute, 2018). It was described as a process improvement model of software, product and systems development best practices that will elevate organizational performance stated by Kirk Botula, CEO of the CMMi Institute. This is an explicit admission that CMMi is indeed IT/ICT centric and therefore not capable of cross industry application. Despite CMMi impressive list of notable clients like Honeywell, Cognizant and Unisys, and US government agencies such as the Food and Drug Administration and National Security Agency, it remains as a maturity assessment tool for IT/ICT development and not a PM or PM3 model capable of generic application (Gan & Chin, 2019). Models like DPM3, OPM3, PMMM (Kerzner), PMMM (Crawford) and PwC maturity assessment process are designed appropriately for generic application focused on business needs. It is however unfortunate that OPM3 has since been withdrawn from the market.

## **PM3 Assessment Should be Independent of PM Methodology Used**

PwC surveyed clients that implicitly use PwC's own PM implementation methodology. So, PwC's PM3 method of maturity assessment will rate more favorably all organizations that use its PM implementation methodology. This renders their assessment results to be inherently biased and

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