



Fast Track Your Project and Portfolio Management Maturity



Table of Contents

Introduction: Why Assess Your Project and Portfolio Management Maturity?	Page 3
Challenges with Assessing PPM Maturity.....	Page 5
The Smartsheet PPM Maturity Model.....	Page 6
See Where You Fit	Page 9
Learn More	Page 10

Introduction: Why assess project and portfolio management maturity?

For project and portfolio management (PPM) leaders, the challenges of the past few years and the impact they've had on business success is significant. Two big trends stand out:

- 1 The way we work has changed irrevocably. This has collapsed several years of PPM maturity evolution into a few months.**
- 2 Customers are looking for more 'personalized' PPM tools that can help them manage these challenges, without imposing additional organizational change.**

The race for success belongs to the swift – those that are able to scale quickly and adapt to change with ease. Such organizations are on the fast track to project and portfolio maturity, while their lagging competitors are falling behind.

“Lots of organizations get stuck cycling between strategy and tactics. While that process might feel like serious planning for the future, it results in a perpetual cycle of trying to catch up; to competitors, to new entrants, and to external sources of disruption.”

Amy Webb
Harvard Business Review

Operational leaders are beginning to recognize the potential upside of assessing their maturity, and understand that the path to high maturity gets steeper as they approach it (Figure 1). Assessing PPM maturity using a rigorous, tested model will help uncover:

- **Their organization’s current state of readiness for operating an efficient project management office (PMO) – or even just managing multiple projects, programs, and portfolios across different teams**
- **The gaps that stop them from achieving maximum efficiency**
- **Their ideal future state of where they want to be in the PPM maturity curve**
- **What they need to do to get to the desired level of maturity**

Optimizing your portfolio management is the best way to equip your organization to move faster and respond more strategically to disruption. More importantly, scaling up PPM maturity helps your organization become more proactive when it comes to strategic decision making.

CUSTOMER MATURITY JOURNEY

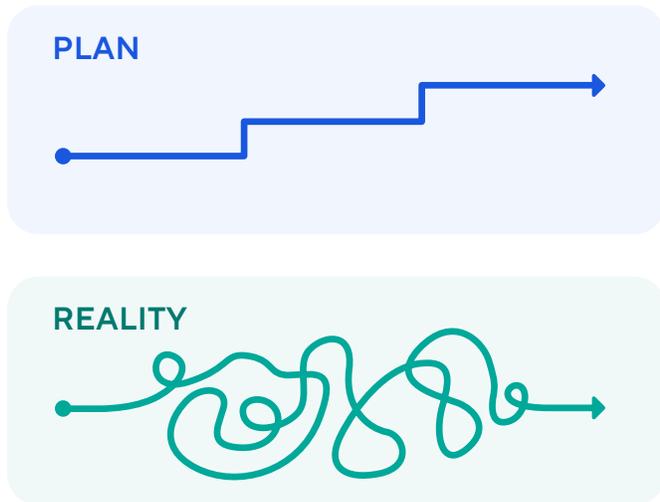


FIGURE 1

Challenges with current approaches to assessing PPM maturity

There is no disputing the advantages of growing your PPM maturity. However, after years of testing various models and approaches, business leaders have come to the conclusion that the path to maturity can vary significantly between organizations.

There are a number of maturity models in use, but not many of them take into account the one key factor that goes into delivering projects successfully – their people.

Many of the current approaches over emphasize on the technology and process, while ignoring the key role that people play. Organizations that acknowledge the importance of growing their people, process, and technology (Figure 2) – together as a whole – do exceptionally well in transforming their projects and programs and realizing performance improvements.

THREE DIMENSIONS OF CUSTOMER MATURITY

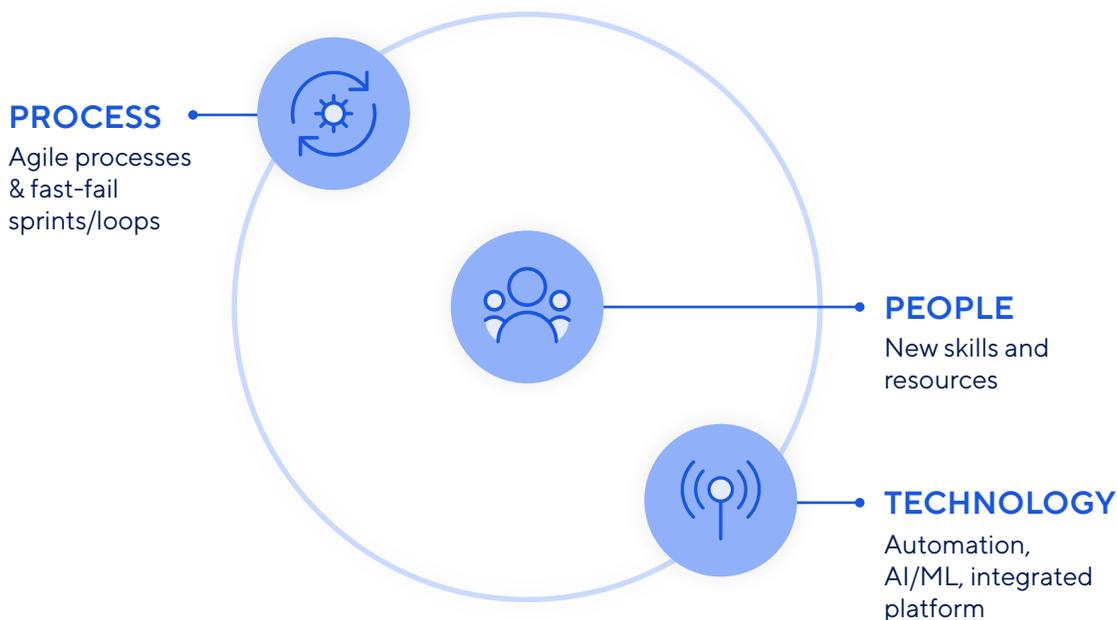


FIGURE 2

The Smartsheet customer maturity model for PPM

As cliched as it might sound, the moment to start assessing and improving your PPM maturity is NOW. To help you do this, Smartsheet has simplified PPM maturity into three levels (Figure 3) based on the hundreds of assessments we’ve conducted with customers. And, no matter where you are on this maturity journey, there are specific steps you can take to achieve business acceleration and growth.

LEVEL 1: INITIAL

This level of maturity is defined by:

- Overall lack of processes and standards
- Ad-hoc project execution
- Little to no dedicated project management resources
- No dedicated tool for project management

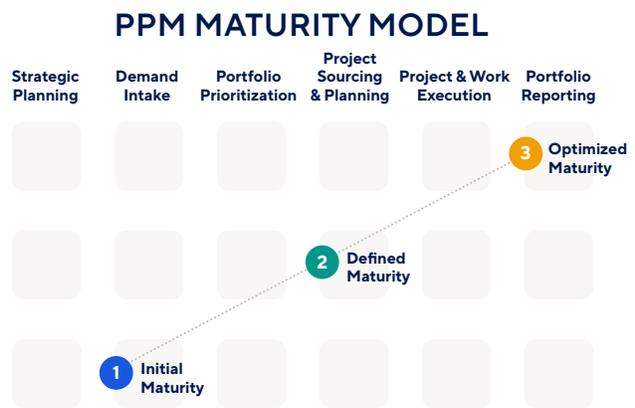


FIGURE 3

Businesses at this level of maturity face a number of challenges and limitations in project execution, such as:



A reactive mindset: Projects are set up on an ad-hoc basis and address only short-term priorities.



Disconnected processes: Projects are run in silos, with little to no visibility into the work being done across the organization. Additionally, there’s no streamlined way for finding solutions to existing problems. Business leaders feel disconnected from what’s happening – and how issues are being solved – across projects.



Unpredictable outcomes: As there are no processes, project outcomes become unpredictable, even for projects that are similar.



Project/program inefficiency: In general, projects fail to meet their budgets and timelines or deliver on goals.

Companies at this level of maturity have a recognized need – and aspiration – for improvement.

LEVEL 2: DEFINED

This level of maturity is defined by:

- **Well-defined, established processes across the organization**
- **An aggregate portfolio view of projects**
- **Medium-term resource management and planning**
- **An established PMO**
- **Prioritization happening at the planning stage**
- **Automated data collection across systems of record, as well as a way to analyze this data**

Customers that have scaled to this level of maturity see that progress yields results along the way, which builds momentum:



Quick evolution: Portfolio management is rapidly evolving and maturing. They are able to measure the contribution of their portfolios to company objectives.



Better transparency: There is a defined way for managing and sharing key data and information across the organization.



Efficient decision making: An aggregate portfolio view enables real-time decisions based on business needs.



Value creation: There is a definite path to achieve defined objectives. Projects and programs present multiple opportunities to create value.

Value of change is widely felt. There is a strong bias towards greater transparency and long-term planning.

LEVEL 3: OPTIMIZED

This is the ideal state of customer maturity. However, even at this level, organizations continuously adapt and optimize in real time in response to market changes and customer demands.

This level of maturity is defined by:

- **Process rigor and discipline. There are full governance teams such as PMOs and EPMOs**
- **Focus on resource/capacity optimization, governance**
- **Data accuracy; Strong integration with enterprise systems**
- **PPM platform is the single source of truth that drives organizational strategy and decision making**

Customers that have reached this maturity level continuously analyze how they operate and refine their operating model. They have:



Clarity in goals: There is a consistent set of key performance indicators (KPIs) and common objectives that are shared across the business. This clarity also brings about a certain calmness to the environment and smooth execution.



Strategic missions: These companies are able to execute on projects and programs of strategic importance that involve almost every aspect of their business – without experiencing friction.



A people-first approach: These companies encourage and enable active collaboration and coordination between people, teams, and departments. They commit to training and upskilling their people to support innovation and operational excellence.



Continuous improvements: Portfolios are constantly evaluated and optimized for rapid realignment, risk reduction, and execution against strategy.

At this phase of maturity, organizations are transparent, focused, and flexible, with a high level of innovation and competitive differentiation that result in customer value realized through increased revenue and decreased costs. See the [Total Economic Impact \(TEI\) Study from Forrester Research](#) to learn more about the areas where business value can be captured.

Steps to achieve PPM maturity

There are four key steps you can take to achieve PPM maturity.

1 Perform a preliminary maturity assessment

The Smartsheet PPM Maturity Assessment can be used to assess the maturity of a project, program, portfolio, or a business unit, such as a PMO. This is a 360-degree assessment that provides a comprehensive view of how your projects, programs, and portfolios are managed today. Identify who will take this assessment in your organization and share it with them to kick off the holistic review.

2 Get instant feedback *

The Smartsheet assessment tool links the responses to the Smartsheet for PPM framework and calculates your maturity levels based on your assessment responses, giving you a cumulative maturity score on a scale of 1 to 100 and the associated maturity level. The tool also generates a dashboard (Figure 4) that breaks down the maturity levels by each of the six PPM disciplines – Strategic Planning, Demand Intake, Portfolio Prioritization, Project Sourcing and Planning, Project/Work Execution, and Portfolio Reporting. This dashboard can be used as part of your PMO’s Center of Excellence.

3 Identify opportunities for improvement

You can opt for a comprehensive assessment review that breaks down the functional capabilities and the associated maturity to identify specific gaps in each of the PPM disciplines and the weakest link in each of the areas.

4 Develop a roadmap for scaling maturity

Identify the risks associated with lower maturity and develop a roadmap for plugging the gaps and growing your maturity over a period of time. Learn how to measure progress continuously, maintain governance, and implement continuous improvements.

PPM MATURITY ASSESSMENT RESULTS

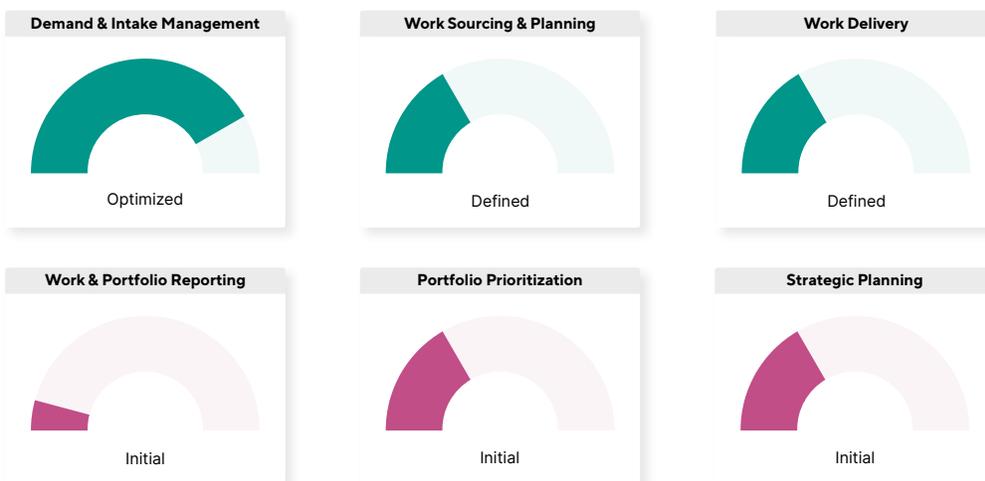


FIGURE 4

About Smartsheet

Smartsheet (NYSE: SMAR) is a modern work management platform that empowers companies of all sizes to scale and deliver value as business requirements evolve. Backed by enterprise-grade security, Smartsheet is used by more than 80% of the companies in the Fortune 500 to implement, manage, and automate processes across a broad array of departments and use cases.

To learn more about Smartsheet Modern PPM, visit smartsheet.com/solutions/project-portfolio-management

