Organizations in the midst of agile transformation have to perform a delicate balancing act: Change quickly, while remaining effective at their core projects and operations through the transition.

The new update of the *Project Management Maturity Model, Fourth Edition* is designed to support this situation. The table below sketches the structure of the new model, which allows organizations to gauge their project management capability while also seeing where agile and adaptive features can be added, and measuring how well these features are being utilized.

<table>
<thead>
<tr>
<th>Project Management Maturity — Components and Processes (Examples, not complete list)</th>
<th>Adaptive / Agile Environment — Components and Processes (Examples, not complete list)</th>
</tr>
</thead>
</table>
| **Integration Management**  
Includes charter and plan development; knowledge management, closure processes  
**The PMO**  
Provides an organizational home for integration processes like consulting, mentoring, methodology and standard development, portfolio management, etc.  
**Scope Management**  
Includes requirements collection, WBS, change control  
**Schedule Management**  
Includes activity definition/sequencing/estimation; schedule development and control  
**Cost Management**  
Includes cost estimating/control; budget determination  
**Quality Management**  
Includes quality management planning, quality control | **Collaboration**  
**Servant Leadership**  
**Epics/Features**  
**Release Planning/Iteration Planning**  
**Work**  
**Estimation**  
**Budgeting/Costing**  
**Benefits/Value Realization**  
**Product Quality**  
**Testing**  
**Continuous Integration**  
**Management Oversight**  
**Gauges the interest/commitment of management to PM improvement**  
**Resource Management**  
**Professional Development**  
**Measures how the organization ensures that project managers and teams are appropriately skilled**  
**Communications Management**  
**Comms planning/management/monitoring**  
**Risk Management**  
**Includes risk identification/analysis/monitoring/response**  
**Procurement / Vendor Management**  
**Includes procurement solicitation/requisition/control; vendor management**  
**Stakeholder Management**  
**Includes stakeholder identification/engagement/monitoring**  
**Ownership**  
**Reviews**  
**Vendor Management aspects: trust, transparency and flexibility**  
**Agile Stakeholder engagement: trust, transparency, involvement with ceremonies, etc.** |

*Special Interest Components*