

Balancing Project Management Success with Agile Transformation

A New Tool for Organizational Improvement

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.

Project Management Maturity — Components and Processes (Examples, not complete list)	Adaptive / Agile Environment — Components and Processes (Examples, not complete list)
Integration Management Includes charter and plan development; knowledge management, closure processes	Collaboration Servant Leadership
The PMO* Provides an organizational home for integration processes like consulting, mentoring, methodology and standard development, portfolio management, etc.	How PMO handles hybrid/Agile initiatives, teams, communications
Scope Management Includes requirements collection, WBS, change control	Epics/Features Release Planning/Iteration Planning
Schedule Management Includes activity definition/sequencing/estimation; schedule development and control	Work Estimation
Cost Management Includes cost estimating/control; budget determination	Budgeting/Costing Benefits/Value Realization
Quality Management Includes quality management planning, quality control	Product Quality Testing Continuous Integration
Management Oversight* Gauges the interest/commitment of management to PM improvement	Management's stance toward Agile roles, teams and reporting
Resource Management Includes resource estimation/acquisition/control; team development/management	Capacity/Demand Self-Organization
Professional Development* Measures how the organization ensures that project managers and teams are appropriately skilled	Needs of Agile teams and team members, especially in areas of Self-Organization and Servant Leadership
Communications Management Comms planning/management/monitoring	Agile teams' communications (F2F, new meeting styles, simplified artifacts)
Risk Management Includes risk identification/analysis/monitoring/response	Ownership Reviews
Procurement / Vendor Management Includes procurement solicitation/requisition/control; vendor management	Vendor Management aspects: trust, transparency and flexibility
Stakeholder Management Includes stakeholder identification/engagement/monitoring	Agile Stakeholder engagement: trust, transparency, involvement with ceremonies, etc.

*Special Interest Components