

## Chapter 9

# Developing Project Management Maturity as an Organizational Change Process

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### **ABSTRACT**

*The entanglement of project management and the management of organizational change is not reflected in the literature on and standards of project management maturity. Studies on maturity concentrate on identifying the components that determine an organization's maturity, the levels in which this maturity can be expressed, and the effects of maturity. However, the process of changing from one level to another level is hardly or not addressed. By taking an organizational change perspective on developing maturity, this chapter develops a framework that provides guidance for the development of maturity. For every transition, from one level to another, a set of interventions is provided that addresses both the hard and the soft dimensions of organizational change. Successful project management maturity development requires that equal attention is being paid to both the hard and the soft dimensions of organizational change. The framework developed in this chapter provide guidance for this.*

### **INTRODUCTION**

The ability or competence of an organization to successfully perform projects, often addressed as Project Management Maturity, is considered of strategic importance for the success of that organization (Srivannaboon, 2006). In today's dynamic business environment, organizations need to constantly anticipate or react on developments in their markets (Doppler et al., 2008). And projects are temporary organizations that are instrumental in realizing these changes in organizations (Silvius et al., 2012). Projects and organizational change are therefore concepts that are inseparable, with as a logical consequence the integration of aspects of change management into the discipline of project management (Pollack & Algeo, 2014).

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This entanglement of project management and the management of organizational change is not reflected in the literature on project management maturity. Studies on maturity seem to concentrate on identifying the components that determine an organization's maturity, and the levels in which this maturity can be expressed (Batenburg et al., 2014). The resulting maturity models therefore quite often result in a matrix of components and levels, that for each component provides descriptions of the defining characteristics of each level. Following the capability maturity model (CMM), most maturity models recognize four or five levels (Pöppelbuß & Röglinger, 2011). However, the process of changing from one level to another level is hardly or not addressed. The descriptions of the different levels for each component provide a certain amount of direction for this change, but it would be underestimating the complexity of organizational change to assume that this suffices for the change of developing maturity. Project management maturity models focus on the 'What?' of developing project management maturity, not on the 'How?'.

It is this observation that forms the inspiration for this chapter. In this chapter we plan to discuss the process of developing project management maturity from an organizational change perspective. What approaches can be derived from the theory of organizational change, in order to develop project management maturity in an organization? And factors impact the effectiveness of the approach?

In order to answer these questions, this chapter is structured as follows. After the introduction, the following paragraph will discuss the approaches to organizational change and the evolving insights on this. In the paragraph following this one, we will discuss the concept of project management maturity and the main standards for maturity. We will then apply the insights from organizational change to the concepts of project management maturity in the development of a framework for the development of maturity.

## **A CONTINGENCY APPROACH TO ORGANIZATIONAL CHANGE**

While there appears to be consensus about that organizations are subject to frequent, and perhaps even continuous, change, the management of these changes remains an area of debate. Traditional models of organizational change depict organizational change as a linear and planned process. An example of such a model is Lewin's well-known model that depicts the change process as three-stages (Lewin, 1947):

- **Unfreezing:** Ensuring that employees are ready for change;
- **Change:** Executing the intended change;
- **Re-Freezing:** Ensuring that the change becomes permanent.

Also Kotter (1995), in his article on change management, suggests that change develops in a series of phases and that it requires a considerable length of time (Kotter, 1995). This series of phases can be summarized as:

- Establishing a sense of urgency;
- Forming a powerful guiding coalition;
- Creating a vision;
- Sharing the vision;
- Empowering others to act on the vision;
- Planning for and creating short-term wins;
- Consolidating improvements and producing still more change;

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