

Capability Baselining

Replacing ladders
with jigsaw puzzles



Elemental
Projects



“What gets
measured gets
managed.”

“...even when it’s pointless to measure and
manage it, and even if it harms the purpose
of the organisation to do so.”

Simon Caulkin, *The Guardian*, 10 Feb 2008 and Ridgway, V. F.
(1956). Dysfunctional consequences of performance
measurements. *Administrative Science Quarterly*, 1(2), 240–247.

Ladders

Maturity Models



VS

Jigsaws

Excellence Models



Maturity Models (ladders)

- Frameworks used to evaluate organisational capability by assigning a **number or level that represents the organisation's overall capability**, based on a set of predefined criteria.

- ChatGPT, March 2026



Excellence Models (jigsaws)

- Frameworks used to evaluate organisational capability by assessing a **set of interrelated capabilities required for effective performance**, rather than positioning the organisation within a predefined sequence of maturity levels.

- ChatGPT, March 2026



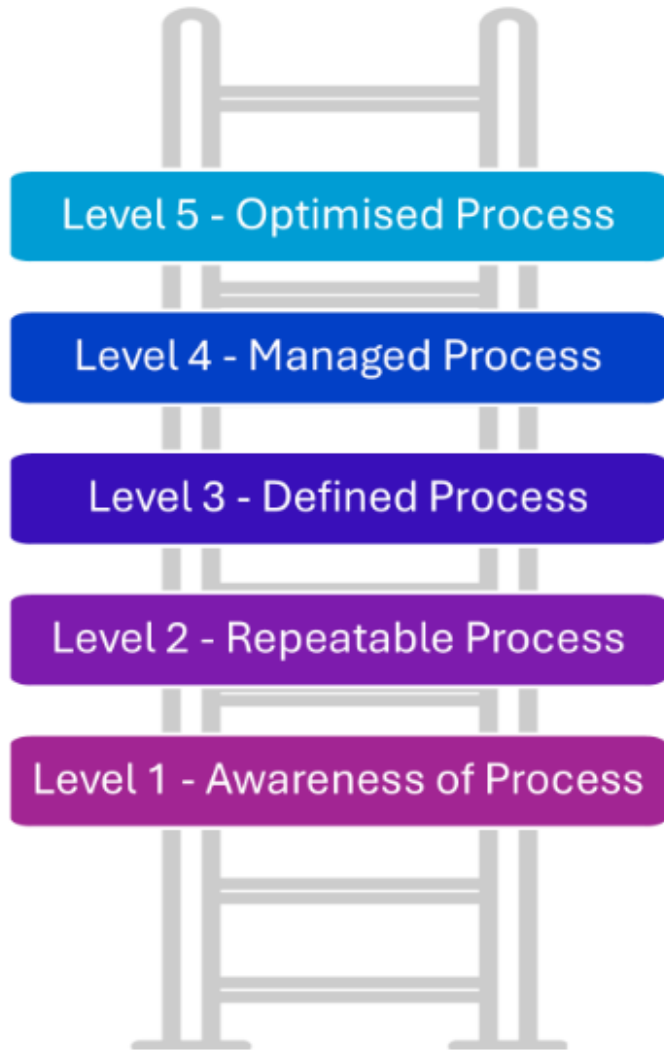
Examples of Maturity Models

P3M3	AXELOS
OPM3	PMI
CMMI	ISACA
DIY	Consultants, PMOs



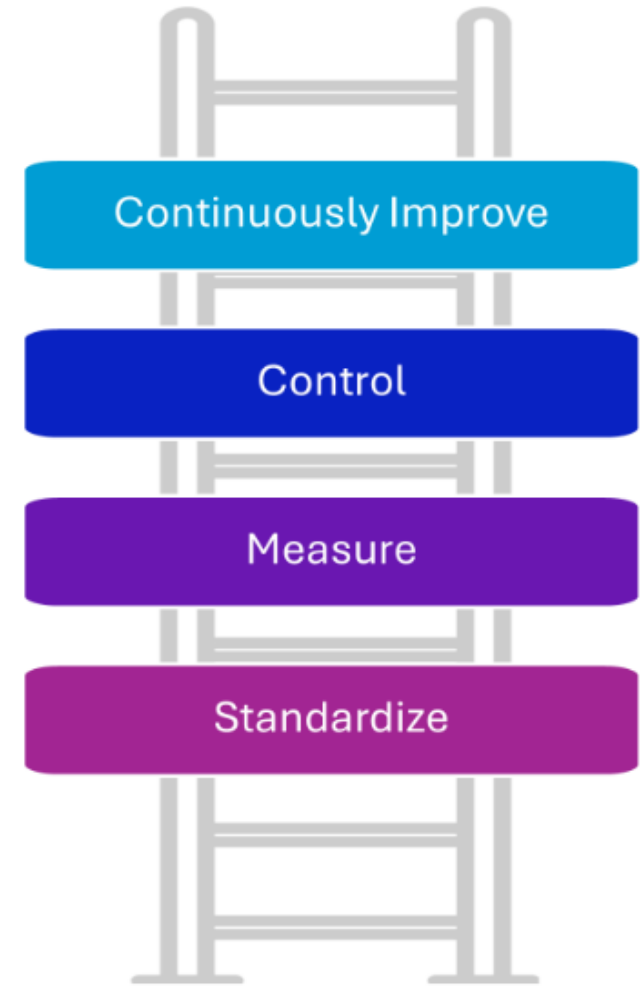
P3M3

- Portfolio, Programme and Project Management Maturity Model
- Owned by AXELOS / PeopleCert



OPM3

- Organisational Project Management Maturity Model
- Owned by the Project Management Institute (PMI)



CMMI v2

- Capability Maturity Model Integration
- Owned by ISACA



DIY maturity models

- Based on the organisation's opinion view of maturity
- Often anchored in external standards – e.g. PMBoK



	LEVEL 1 Initial Process	LEVEL 2 Structured process and standards	LEVEL 3 Organizational standards and institutionalized processes	LEVEL 4 Managed processes	LEVEL 5 Optimizing process
Project integration management					
Scope management					
Time management					
Cost management					
Quality management					
Resource management					
Communication management					
Risk management					
Procurement management					
Stakeholder management					



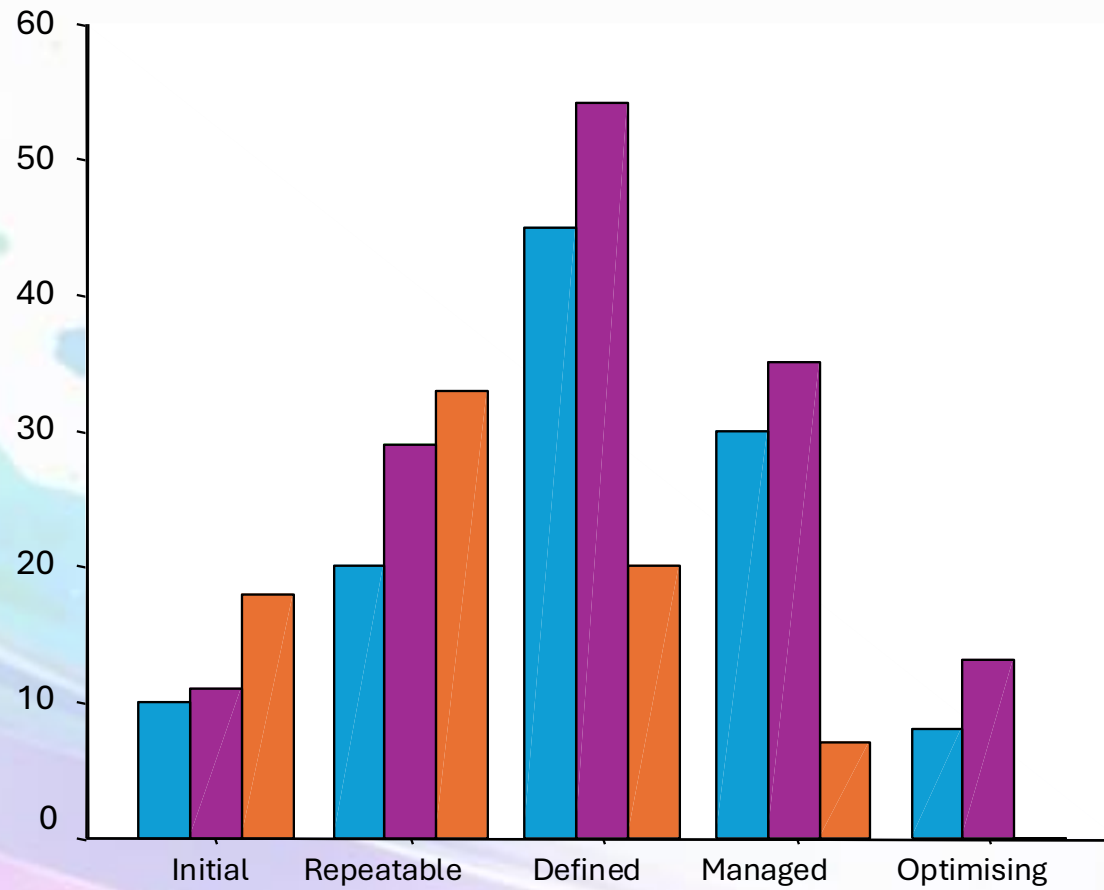
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The problem with ladders

One size fits none.

Maturity differs across sectors / project type

Number of organisations



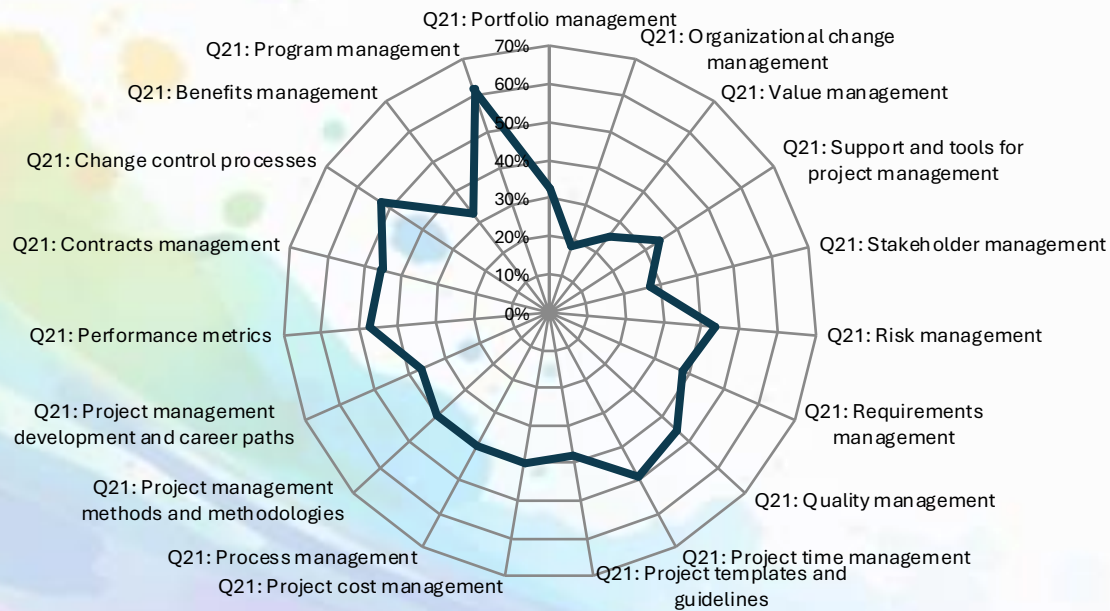
Industry Sector

- IS/IT & Telco
- E & C
- Business Services

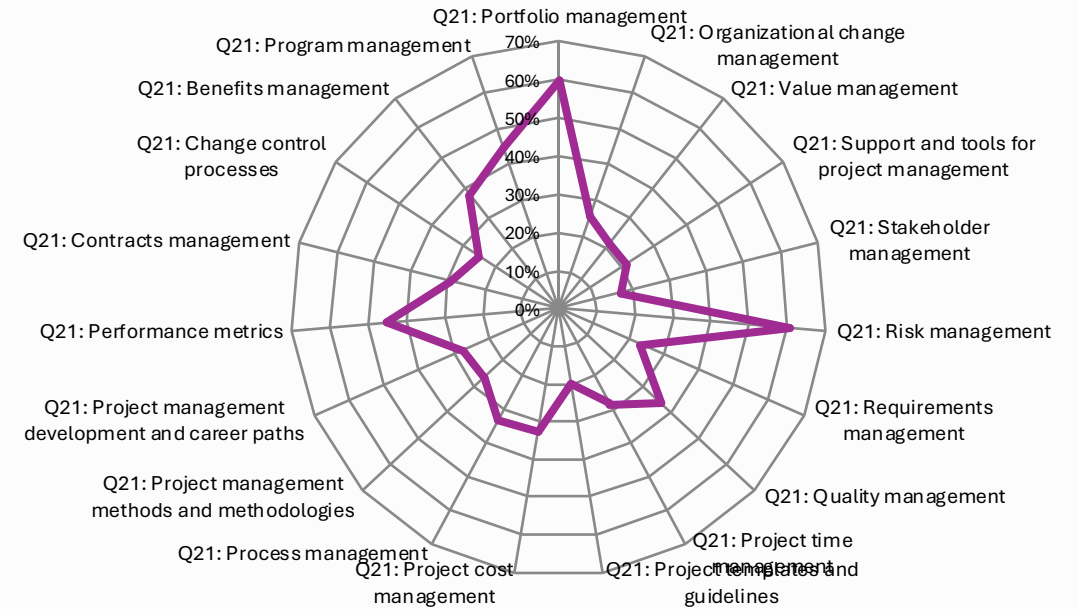
Maturity level

Capability configurations differ across sectors / project type

IT/Telecommunications



Financial & Business Services



Step 1... Step 2... Step – oh, I get it.

- Maturity models can be a useful starting point
- They can highlight the issue to senior management and access funds for capability uplift
- Once the organisation gets to Level 3 on a maturity scale, they tend to move to excellence models



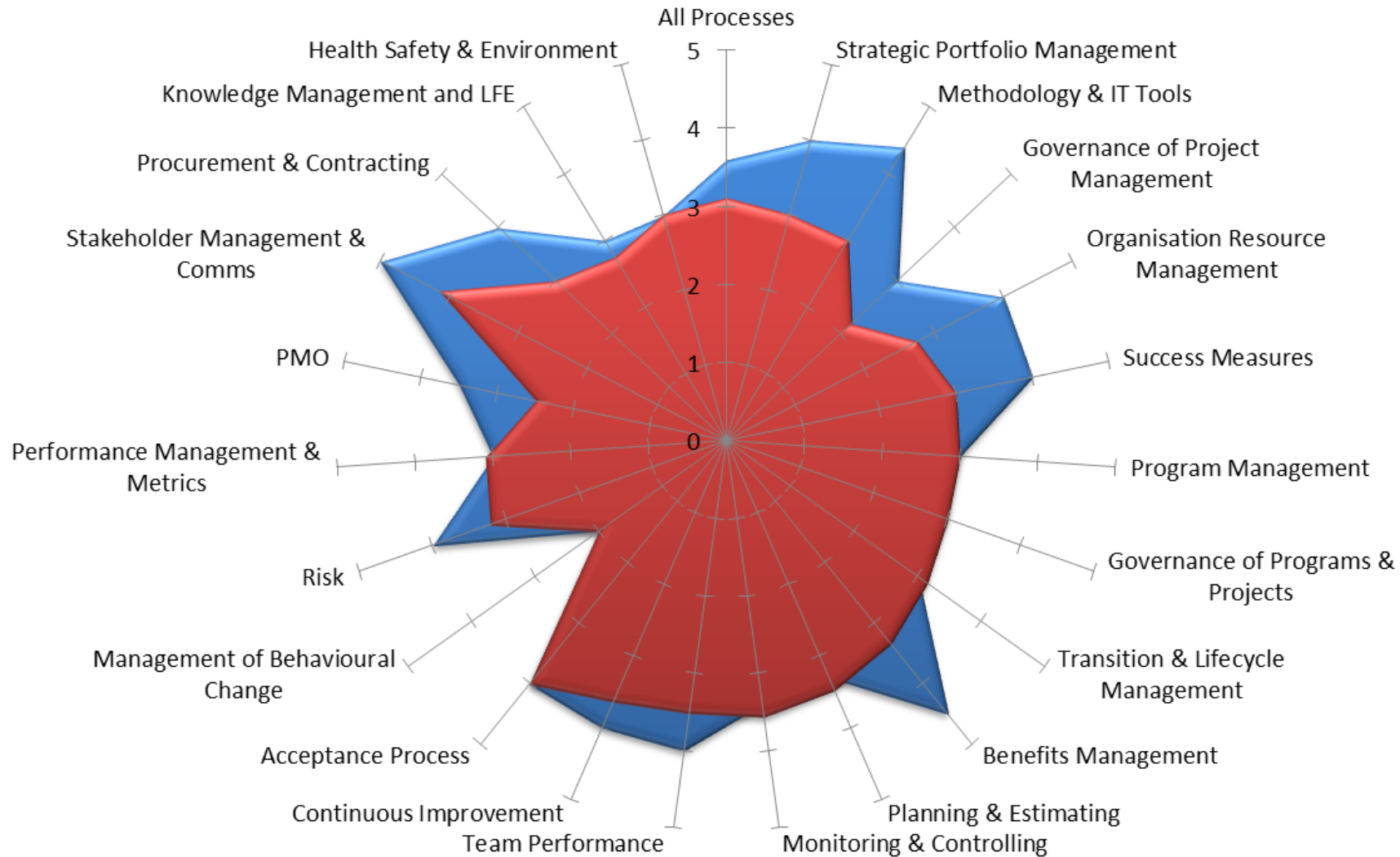
The advantage with jigsaws

Capability baselines ('footprints') can be tailored to organisational needs

Capability baselining as a driver of continuous improvement

Red: current capability

Blue: Improvement targets for next 12 months



Excellence Models enable assessment of what you need to be good at

EFQM	EFQM
OCB	IPMA
OPMC	GAPPS
DIY	Consultants, PMOs



EFQM

- EFQM Model
 - Purpose, Vision & Strategy
 - Organisational Culture & Leadership
 - Engaging Stakeholders
 - Creating Sustainable Value
 - Driving Performance & Transformation
- Owned by European Foundation for Quality Management (EFQM)



OCB

- Organisational Competence Baseline
 - Governance
 - PP&P Management
 - Organisational Alignment
 - People's Competences (per ICB4)
 - Resources
- Owned by IPMA
- Used in conjunction with IPMA Delta

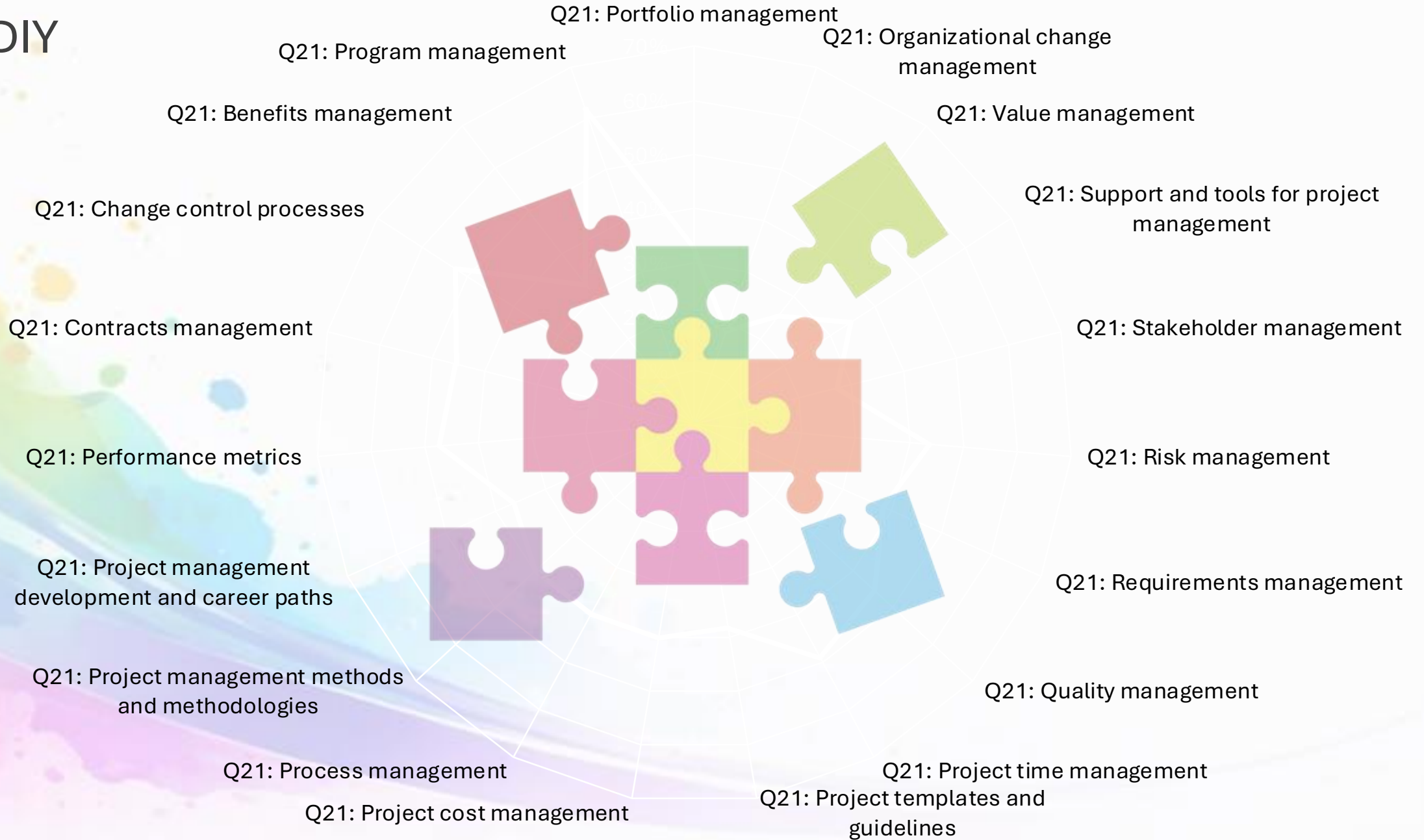


OPMC (in development)

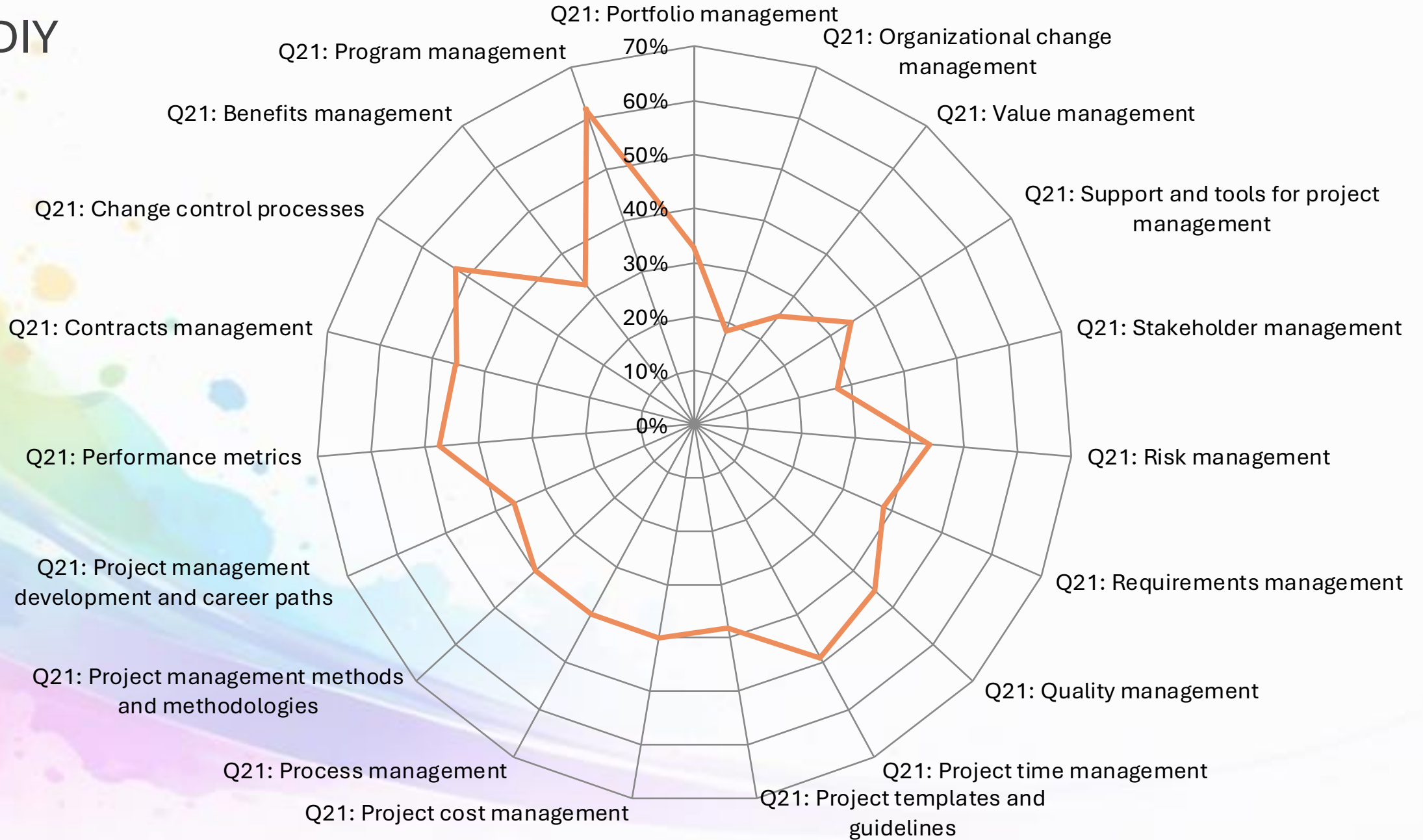
- Organisational Project Management Capability (OPMC) – Guiding Framework
- Developed by the Global Alliance for the Project Professions (GAPPS), for publication in the public domain
- Currently 5 capability domains:
 - Governance
 - Culture
 - Resources
 - Interfaces
 - Technology



DIY



DIY



Considerations in developing the OPMC

Capability

- Can we do it?
- Can we sustain it?
- Can we do it with others?
- Requires a scale to measure against.... but does this need to be an objective and static?

Capacity

- How much can we do?
- Do we have the resources or supply chain to do it?
- Can we do it for all projects?

Approach vs Deployment

- Approach – what we say we do (methodology, tools, structural elements)
- Deployment – what we actually do (awareness, performance)

Real-time measurement

- Can AI/automation be used to measure capability in real time?
- Can we model and predict the impact on organisational performance of client / contractor maturity, shifting capability needs, key person churn, culture, wellbeing, portfolio overload, complexity?



GAPPS
Global Alliance for the
Project Professions



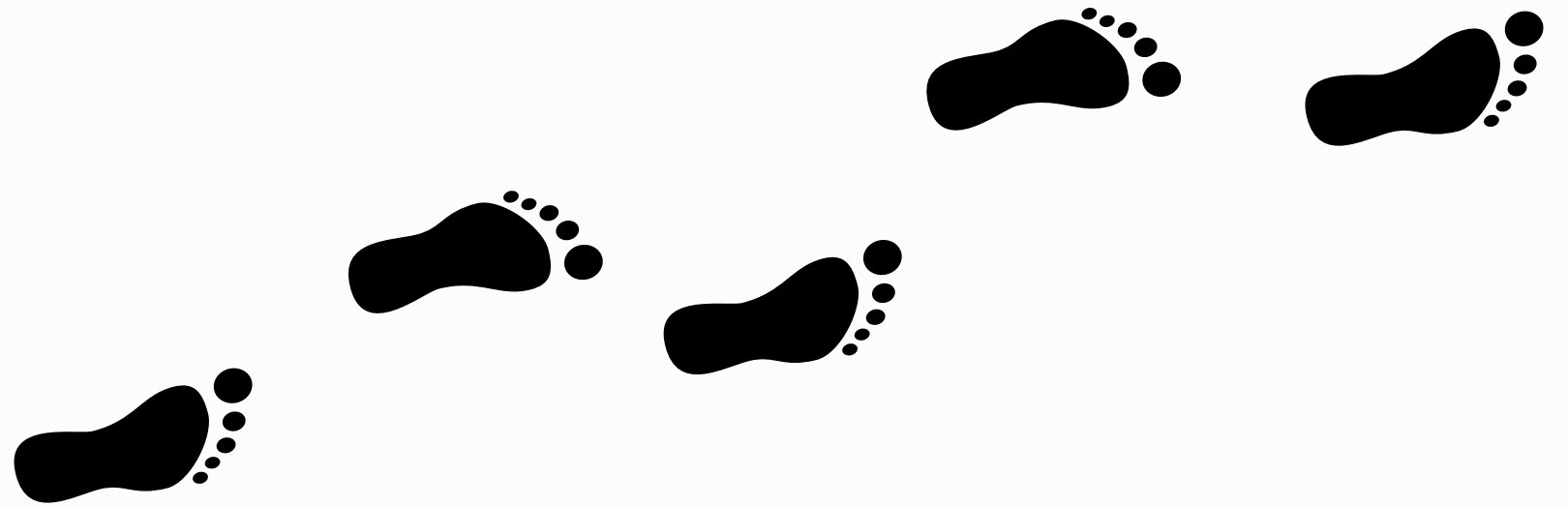
Email info@pmprofessions.com to join:

Jun 2026 – London

Sep 2026 – Tokyo

Feb 2026 – Online

Footprints





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MANAGEMENT SIMULATION

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A decorative background featuring a watercolor splash of colors (yellow, green, blue, purple, pink) on the left side, transitioning into a light blue and white gradient on the right. The splash consists of various sized droplets and soft, blended areas of color.

Thank you

Questions, comments