

PANORAMA 360

THE INSURANCE AND WEALTH
MANAGEMENT

PROJECT DELIVERY MATURITY
ASSESSMENT METHODOLOGY

Version 3.0



THE DEFINITIVE REFERENCE FOR ASSESSING THE ORGANIZATIONAL MATURITY AT
DELIVERING LARGE PROJECTS.

Panorama 360 Project Delivery Maturity Assessment Methodology

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Introduction

The Panorama 360 Project Delivery Maturity Assessment Methodology takes a holistic view of the Business Management, Organization Culture, and Project Delivery capabilities that must exist for an organization to implement significant new operational methods, and to harvest the benefits from such changes. The methodology is based on an 'objective grading' concept which is a technique used by underwriters to evaluate risk. More than 100 factors are considered — factors that have shown to be critical to successful implementation and realization of benefits in countless systems and process innovation situations. The results of this comprehensive analysis are synthesized into a single graphic presentation that provides an 'at-a-glance' perspective on the probability of success and key areas for management attention.

A Maturity Assessment is essentially a method to make investment decisions. From that perspective, the development of this methodology has been guided by the wisdom of Peter Lynch, author of *Beating the Street* who is quoted as saying, "Never invest in any idea you cannot illustrate with a crayon (on one page)." If you don't have a good understanding of why the project will thrive, you likely will not recognize signs that it may begin to fail.

The Panorama 360 Project Delivery Maturity Assessment Methodology is a technique to conduct diagnostic assessments of complex change projects and to also guide the planning to remedy any significant risks to success for the client.

This book comes with an Excel Spreadsheet as a tool to automate the assessment.

The spreadsheet will allow the capture the individual maturity scores and calculate automatically the final maturity assessment results.

Profile of Success

An implementation project is successful when.....

1. System is developed to specifications and implemented in the business
2. The new system is integrated into the business environment, technically
3. The new system is accepted by the business
4. The business process is changed, significantly, based on the new system
5. The process/system is delivering measurable benefits
6. The process/system is institutionalized (“That’s how we do business here”)
7. The process/system creates industry demand for the same. (The competitors have to react)

Information technology departments are in the business of “delivering competitive advantage” to the business clients.

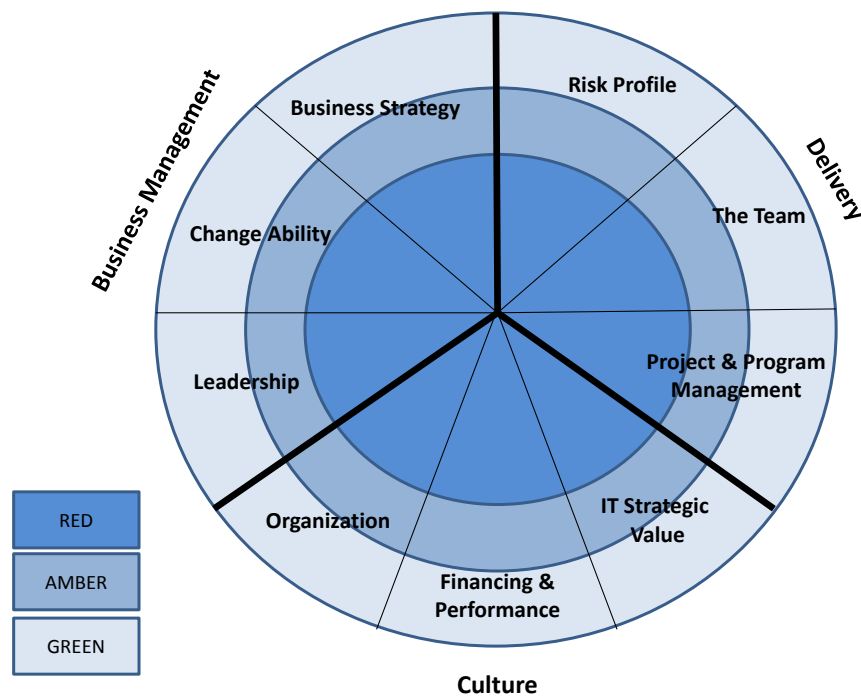
Degree of Project Success



Vectors of Success

The Panorama 360 Project Delivery Maturity Assessment Methodology makes an assessment of nine major vectors that have proven, over time, to determine the success of IT enabled change programs.

- Business Engagement
 - Business Strategy
 - Business Leadership
 - Change Readiness and Ability
- Culture Readiness
 - Client Organization
 - Financing and Performance Measurement
 - Strategic Value of IT
- Delivery Ability
 - Delivery Team
 - Project / Program Management
 - Project Risk Profile



Methodology Deliverables

There are 3 main deliverables for the methodology

1. A completed scoring grid for each of the Vectors
2. A map of Vector scores to pre-defined success ranges
3. A consultation with business management outlining the diagnostic results and recommended remedies.

Approach to the Maturity Assessment

The Panorama 360 Project Delivery Maturity Assessment Methodology is, essentially, a program management consulting service. It should be performed in three distinct, but related, ways.

1. Up-front Diagnostic Service — 7 to 10 days of business and IT interviews and workshops, over 2 to 3 elapsed weeks, by 1 or 2 senior consultants. The deliverable should be the completion of the scoring grids and map; and briefing of the client.
2. Change Program — develop a plan together with the business and IT to remedy any major risk factors. The deliverable should be the development of identified activities incorporated into the project plan.
3. On-going Health Check — a 2 to 3 day review of the Maturity Assessment should be made at least once a month, and an update of the scoring should be done whenever there is a significant event such as new management appointments, financial changes, project resourcing changes, new product or program announcements, etc...

The efforts presented in this document should permit an appropriate assessment of the prospects for success, but the complexity of specific situations may require significantly more effort. They are in addition to the effort that may be required to develop a Maturity Assessment Analysis if one has not been done.

Vectors of Success Criteria

The Panorama 360 Project Delivery Maturity Assessment Methodology is focused on measuring, as objectively as possible, a large number of categorized factors which address critical questions that repeatedly and fundamentally determine the success of large organizational, process and information technology change projects.

The Fundamental Questions

1. Is the project being undertaken a (partial) solution to a well formulated business strategy? with appropriate consideration, by the business, with tactical requirements?
2. Is the business providing appropriate leadership to the initiative in terms of executive sponsorship? and sustaining management to the project, day-to-day?
3. Is the business planning to make breakthrough changes in its operating model that are commensurate with the capabilities provided by the system solution?
4. Does the business have an effective approach to planning and implementing organization and process changes?
5. Is the client organization's culture conducive to, or highly resistant to, significant IT-enabled business changes?

6. Is the business executing an effective change program (dealing with the 'Change Curve') with the IT project appropriately positioned as part of the new solution? or is the IT project being positioned as the change trigger?
7. Is there rock solid funding in place for all aspects of the project?
8. Are there compelling benefits at affordable costs for the proposed changes that will cause the business to pursue the project with high priority?
9. Does the client have the zeal and methods to derive the benefits from the change program?
10. Does the client organization truly treat IT as a strategic partner appropriate to the type of benefits and change program that are anticipated?
11. Are the business and technical knowledge and skills devoted to the projects that are appropriate and required to accomplish the project?
12. Are there proven methods and tools in place to plan, develop and implement large process and system projects?
13. Is the magnitude and complexity of the intended organization, process and system change within the competency and experience of the project team?