

# Is the project process as mature as that?



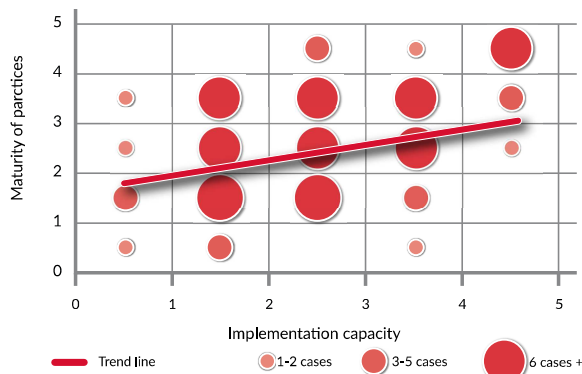
Is a bit of honey the proof of the beehive's performance?

With implementation defined, the question of its measurement arises. We have posed to each person the open question regarding measuring the success of their projects.

There are two constants: excellence is rare and failure rather frequent. More surprisingly, the measure of the success rate gives a fairly spread distribution. Is it not, therefore, alarming that the declared maturity of project practices would allow us to expect a trend more tightly grouped around a high level of performance?

## For once, it will not be necessary to count on best-in-class functions

**The correlation between maturity and implementation shows that good practices are not enough**



So are some better than others?

The analysis by project nature does not create a clear distinction but rather an advantage for projects driven by market objectives. In contrast, internal projects, notably IT projects, struggle in terms of implementation.

On the other hand, neither the analysis by function nor the analysis by sector indicates, here or elsewhere, a level of repeat performance that would be a reference of excellence.

Furthermore, the key does not only reside in the application of good practices: in correlating your judgements on the maturity of your practices and your success rates, we clearly see that the last leap in progress will not come out of the excellence of current practices.

## An indicator: the under development of the measurement of project performance?

To evaluate success, each person has proposed their measurement criteria. Yet, in addition, we asked what indicators they themselves used to monitor their projects.

And they are not the same.

Just as the range of criteria is balanced between factors specific to the project and strategic expectations of value creation, measurement at the project level also remains centred on basic indicators of punctuality, compliance and sometimes, but more rarely, customer satisfaction.

Does this paradox not indicate that project performance measurement is still immature? And should we not draw a parallel with the immaturity of the measurement of operational processes before the age of total quality? Would projects not need a revolution, like the Kaizen was for operational processes?

**The proportion of indicators specific to projects grows sharply with implementation capacity**

