

Project Environment Assessment Tool©

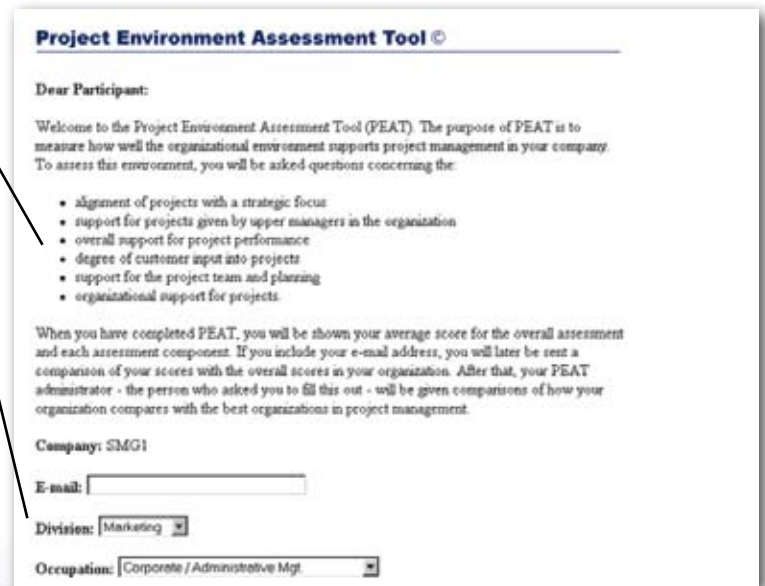
A Supportive Organizational Environment is the Key to Project Success...

Successful project management starts with the organization's project environment. As today's project-based organizations are quickly learning, project success hinges on a well-developed project management process that is supported by upper management. PEAT© - the Project Environment Assessment Tool - enables organizations to leverage the Internet in order to evaluate their support for project management best practices.

PEAT© Captures Information From All Levels of the Organization...

Users of PEAT© can compare their results to several well-known, best practice companies in project management.

PEAT© is easy to customize. Users are presented with a tailored, pull-down menu that lists the various divisions within their organization.



Project Environment Assessment Tool ©

Dear Participant:

Welcome to the Project Environment Assessment Tool (PEAT). The purpose of PEAT is to measure how well the organizational environment supports project management in your company. To assess this environment, you will be asked questions concerning the:

- alignment of projects with a strategic focus
- support for projects given by upper managers in the organization
- overall support for project performance
- degree of customer input into projects
- support for the project team and planning
- organizational support for projects

When you have completed PEAT, you will be shown your average score for the overall assessment and each assessment component. If you include your e-mail address, you will later be sent a comparison of your scores with the overall scores in your organization. After that, your PEAT administrator - the person who asked you to fill this out - will be given comparisons of how your organization compares with the best organizations in project management.

Company: SMGI

E-mail:

Division:

Occupation:

Project managers, program managers, core team members, upper managers, and other project contributors are asked to respond to the 72-question tool. PEAT© also poses one open-ended question, asking users to state how they would improve project management in their organizations.

PEAT© offers immediate feedback reports to individual users, showing them how well they scored as compared to the rest of their company, and also against a benchmark of best-in-class project management organizations from around the world. These businesses include: Hewlett-Packard, 3M, IBM, Chevron USA, Boeing, NCR, Lucent Technologies, and Motorola.

Overview

PEAT[®] is a vehicle for “speaking truth to power.” It enables users at all levels of the organization to provide senior management with quantitative data describing how their environment supports or inhibits successful project behavior. PEAT[™] analyzes key business issues, such as: aligning projects with business strategy; upper management’s support for projects; process development and implementation; communication and stakeholder management; organizational support and reward systems.

Project Environment Assessment Test™

Instructions:
The following questions refer to your current project(s). If you are not now working on a project, or if your current project has just begun and you find you cannot answer the questions appropriately, then think of the last project you worked on when answering these questions. Rate each statement according to the following guidelines:
“1” means the statement is true to an extremely small extent, never or not at all.
“4” means it is true to an average extent or about normal or degree or frequency.
“7” means it is true to an extremely large extent, always or without fail.

The last 4/5/6/7 of 73 questions.

Strategic Emphasis

	never	1	2	3	4	5	6	7
E1 - Low extent of top company's business strategy	0	0	0	0	0	0	0	0
E2 - The project goal always clearly linked to business strategy	0	0	0	0	0	0	0	0

Key Benefits of PEAT[®]

Developed in Accordance with PMBOK Principles

PEAT[®] was created in conjunction with Dr. Robert J. Graham, PMP. Graham is a well-known project management expert and co-author of *Creating an Environment for Successful Projects*. PEAT[™] is based upon this book and is congruent with the Project Management Institute’s *Project Management Body of Knowledge* (PMBOK).

Project Environment Assessment Test™

Best Practice Suggestions

Listed below are some best practice suggestions to help you to increase your scores in each factor. Chapter numbers refer to *Creating an Environment for Successful Projects*, Joseph Papp, 2007. The book was used as the basis for PEAT. Click [here](#) for more information on the book.

1. Strategic Emphasis, Chapter 2

The factor measures the degree to which the project is aligned with business strategy. In the past projects often got sidetracked without regard to strategic importance. How much of the activity is most organizations do through projects. As projects have gained a reputation they must now be selected based on contribution to business strategy. If you scored low on this factor, consider the following questions:

- 1.1 Are all team members aware of the company business strategy? It could be that the strategy has not been properly communicated to all team members.
- 1.2 Did an upper management team select the project as a part of business strategy? Many times team members find that projects are selected haphazardly, whenever 3 managers agree around a coffee pot. Perhaps you should examine your project selection procedure. (Chapter 2)
- 1.3 Do team members have the “big picture” which shows how all projects are linked to business strategy? Having the big picture helps team members to see their

Real -Time Results

PEAT[®] provides users with immediate results, displaying their scores as compared to the benchmark of best practice organizations. Individuals can also see how their colleagues within their same company and/or division rated the project environment.

Project Environment Assessment Test™

Thank you for participating in the project environment assessment tool (PEAT). The results you have received are your individual averages for each of the eight factors of project success. When the assessment period is over, you will be sent more information comparing your scores with others in your organization. Your PEAT administrator will also be provided with information comparing your organization with other companies in the assessment group.

The assessment is based on the book *Creating an Environment for Successful Projects*, by Robert Graham and Joseph Papp, Joseph Papp 2007. Click [here](#) for additional information on this book.

Strategic Emphasis

2-Technical	\$10
1-Individual	\$10
3-Diverse	\$10
4-Complex	\$24
5-Industry	\$10
7-Top-Down	\$10

View data for question: [View Data](#)

Upper Management Support

Best Practice Feedback

PEAT[®] is designed to identify gaps in an organization’s support for project management. Once these gaps are uncovered, PEAT[®] offers individuals feedback on how to improve their environment through working with their upper managers. PEAT[®] also provides the organization’s top management with feedback on how to improve their project culture. Thus, this assessment tool becomes an instrument for improving project performance at all levels of the organization.

About BTS:

BTS partners with leading business companies to accelerate change and improve business results. We are the world leader in customized business simulations and other discovery learning solutions that enable leading corporations to change, grow and succeed. BTS adds value for our Global Fortune 1000 clients through three practice areas: Strategic Alignment & Business Acumen, Leadership & Management, and Sales. We have additional capability in Operational Excellence & Project Management and offer an innovative Engage for Change process. BTS is a public company listed on the Swedish Stock Exchange and trades under the symbol BTS B.

For more information please visit www.bts.com.