ASSESSMENT · PROGRAM DELIVERY SERIES

CONNECTIVE BUSINESS SOLUTION

STRATEGY RE-DEFINED

PROGRAM MANAGEMENT MATURITY ASSESSMENT

Evaluate your organization's program management capabilities across six dimensions, locate the weakest link before it locates you, and leave with a scored baseline and a 30-day improvement plan.

Written For

PMOs · Project Leaders · Executive Sponsors

2026 · connectivebusinesssolution.com

This assessment measures program management maturity across the six dimensions that decide whether initiatives land on time, on budget, and adopted: governance, planning, execution, financial management, reporting, and people. It takes about forty-five minutes, and its most valuable output is not the score. It is the disagreement.

Run it this way. Have three to six leaders score independently: at minimum, an executive sponsor, a PMO or delivery leader, and a project manager who lives in the work. Score each statement 1 to 5, where 1 means "not true of us today" and 5 means "fully true and consistently practiced." Then compare. Where scores diverge by two or more points, the sponsor and the delivery floor are describing different organizations, and that gap predicts delivery surprises better than any status report. Reconcile to consensus, total each dimension, and use Sections 08 and 09 to interpret and act.

> **SCORING HONESTY**
>
> Score what is practiced, not what is documented. A methodology deck no project follows scores as if it does not exist, because on delivery day, it does not.

01 / GOVERNANCE & DECISION RIGHTS

DIMENSION 1 · SCORE 5 TO 25

STATEMENT	1	2	3	4	5
New initiatives enter through a defined intake with business-case scrutiny before resources are committed.					
The portfolio is prioritized deliberately, and leadership can name what was deprioritized to fund what is running.					
Every program has a single accountable sponsor with real decision authority, not a distribution list.					
Stage gates or checkpoints exist where programs can be redirected or stopped, and at least one has been stopped.					
Scope changes follow a change process with cost and schedule impact assessed before approval.					

02 / PLANNING & ESTIMATION

DIMENSION 2 · SCORE 5 TO 25

STATEMENT	1	2	3	4	5
Programs begin with a defined scope, success criteria, and a plan connecting deliverables to outcomes.					
Estimates are built from the people who will do the work, not imposed from the date the answer needs to be.					
Resource commitments are checked against real capacity before schedules are promised.					
Dependencies across teams and vendors are identified at planning, with owners, not discovered in execution.					
Plans carry explicit assumptions and contingency, and both are revisited when reality moves.					

03 / DELIVERY EXECUTION

DIMENSION 3 · SCORE 5 TO 25

STATEMENT	1	2	3	4	5
Programs run on a consistent delivery approach, and teams can describe it without looking it up.					
Risks and issues are logged with owners and dates, reviewed on a cadence, and actually retired.					
Vendors and contractors are managed to the same standards and visibility as internal teams.					
Blockers escalate within days to someone who can remove them, not weeks to a status meeting.					
Quality is verified against acceptance criteria before "done" is declared, and rework is measured.					

04 / FINANCIAL MANAGEMENT

DIMENSION 4 · SCORE 5 TO 25

STATEMENT	1	2	3	4	5
Every program has an owned budget with a monthly forecast, not just an annual number checked at year-end.					
Actuals are compared to forecast monthly, and variances are explained by cause, not restated as new plans.					
Forecast accuracy is measured, and disciplined programs land within an agreed tolerance of plan.					
Business cases are revisited during delivery: benefits are tracked, not filed at approval and forgotten.					
Funding decisions in-flight, adding, cutting, or reallocating, are made from current numbers leadership trusts.					

05 / REPORTING & TRANSPARENCY

DIMENSION 5 · SCORE 5 TO 25

STATEMENT	1	2	3	4	5
A single portfolio view shows status, spend, and risk across programs, and executives actually open it.					
Status reflects reality: programs turn yellow before they turn red, and nobody is punished for the first yellow.					
A recurring leadership meeting runs from the portfolio view, walks the exceptions, and assigns actions.					
Reporting effort is proportionate: teams spend their week delivering, not formatting decks.					
Sponsors hear about material problems from the program first, not from the grapevine or the invoice.					

06 / PEOPLE, ADOPTION & LEARNING

DIMENSION 6 · SCORE 5 TO 25

STATEMENT	1	2	3	4	5
Roles on programs are defined and understood: who decides, who delivers, who is consulted.					
Change management, communication, and adoption work are planned from day one, not added at go-live.					
Sponsors show up: they attend the reviews, make the decisions, and clear the obstacles their programs raise.					
Project managers are developed deliberately, with standards, mentoring, and a bar for the role.					
Closed programs end with an honest retrospective, and at least one lesson has visibly changed how the next one ran.					

07 / SCORE SUMMARY

Total each dimension, then sum for the overall maturity score.

DIMENSION	DIMENSION SCORE (5 TO 25)	LOWEST-SCORING STATEMENT
1 · Governance & Decision Rights		
2 · Planning & Estimation		
3 · Delivery Execution		
4 · Financial Management		
5 · Reporting & Transparency		
6 · People, Adoption & Learning		
Overall Maturity Score (30 to 150)		

08 / INTERPRETING YOUR SCORE

BAND	SCORE	WHAT IT MEANS AND WHAT COMES FIRST
AD HOC	30 to 69	Delivery depends on heroics and individual talent. First moves: name sponsors with authority, stand up a single portfolio list with status and spend, and install a weekly risk review. Structure before methodology.
DEFINED	70 to 99	Practices exist but hold only under calm conditions. First moves: enforce intake and change control, attach reporting to a leadership ritual, and start the monthly forecast-versus-actual loop on every material program.
MANAGED	100 to 129	The machinery works; the opportunity is consistency and cost of delivery. First moves: measure forecast accuracy and rework, tighten estimation from your own history, and develop the PM bench deliberately.
OPTIMIZING	130 to 150	Delivery is a competitive capability. First moves: take on the programs others cannot govern, tune the portfolio for value rather than volume, and let retired reports and stopped projects prove the discipline is alive.

> **READ THE SHAPE, NOT JUST THE SUM**
>
> Two organizations can share a total and need opposite plans. Your lowest dimension is your first investment, because programs fail through their weakest dimension, not their average one. In our delivery experience, Financial Management is the dimension most often overestimated: organizations that score themselves a 4 frequently cannot produce last month's variance by cause.

09 / FROM SCORE TO PLAN: THE NEXT 30 DAYS

- **Publish the result internally.** Share dimension scores and the top three divergences with everyone who scored. A sponsor at 4 and a PM at 2 on the same statement is the first agenda item.
- **Assign the lowest dimension an owner and a date.** One dimension, one named leader, one 30-day target drawn from its lowest statements.
- **Take the fastest structural win.** Most organizations can move one statement from 1 to 4 in a month: a portfolio list that exists, a change process that is enforced, a forecast loop that runs. Quick structure funds belief in the rest.
- **Schedule the re-score.** Quarterly for the first year. The dimension-by-dimension trend is the PMO's real report card, and it is the chart your executive sponsor should see.

ABOUT CONNECTIVE BUSINESS SOLUTION

Connective Business Solution is a Business Performance and Advisory Firm based in Orlando, Florida. Our Business Transformation practice provides PMO leadership, delivery governance, and program management consulting, built on experience directing a $140M public sector transformation portfolio and a 48-program Fortune 500 portfolio with forecasts held within 5 percent of plan. For a facilitated maturity assessment with a prioritized improvement roadmap, contact our team. These services are available to Florida agencies through our Management Consulting state term contract.

connectivebusinesssolution.com · contact@connectivebusinesssolution.com · 407-541-0808