The Praxis Pathway

Embedding project, programme and portfolio good practice for individuals, teams and organisations.

The Praxis Pathway

The **Praxis Pathway** has three component paths: individual, team and organisation. These paths are interwoven and collectively designed to achieve the central goal of improving organisational project delivery.

The **Individual path** provides a clear developmental route from basic knowledge to demonstrable competency and underpins the Team and Organisational paths.

The **Team path** helps team members understand each other's differing perceptions of how good practice should be applied and then develop a common view of how their project or programme is being managed.

The **Organisational path** is concerned with improving an organisation's capability maturity in project delivery by building on the Individual and Team Paths. It achieves this in an incremental and iterative way that delivers fast results.
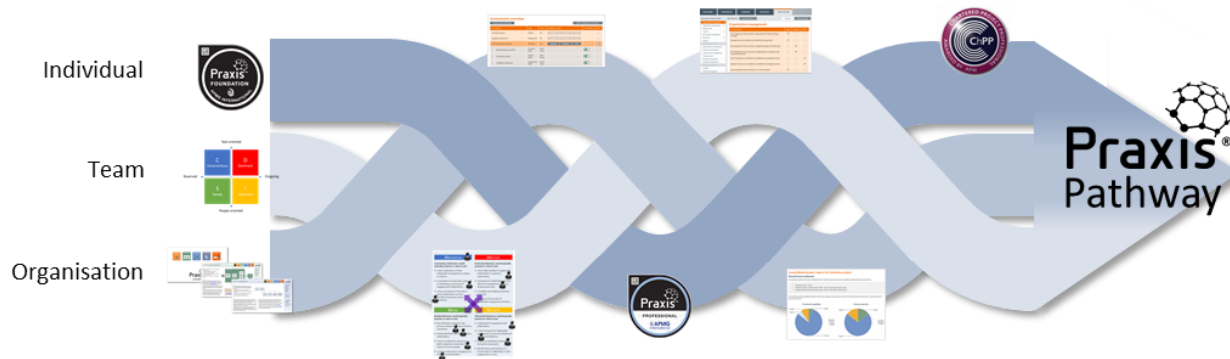
The Individual Path

Nearly 30 years ago, Martin Cobb* coined what became known as Cobb's Paradox.

"We know why projects fail, we know how to prevent their failure – so why do they still fail?"

Organisations spend millions on project and programme management training every year without reaping the potential benefits.

The fact is that knowledge of good practice does not get effectively applied in the workplace.

Praxis 360⁰ checklists help individuals apply good practice in their day to day work.

Doing the right things becomes a habit and better practices are embedded in the organisational culture.

Stakeholder management

On this Project:	Agree	Disagree	Neither
the views and attitudes of stakeholders are understood	◉	○	○
stakeholders are influenced to be supportive of the work wherever possible	○	◉	○
the influence of supportive stakeholders is utilised	◉	○	○
the impact of unsupportive stakeholders is mitigated	○	◉	○
team members are competent in stakeholder management	○	○	◉
adequate resources are available to manage stakeholders	○	○	◉
stakeholders interests and influence are assessed and documented	◉	○	○
the communications plan is regularly reviewed and updated	◉	○	○
stakeholder management is performed in accordance with organisational policy	◉	○	○
all appropriate channels of communication are used	○	◉	○
organisational standards for stakeholder management have been adapted for this project	○	◉	○
supportive stakeholders assist with promotion of the project	○	◉	○

< Previous topic	View results	Next topic >

* Martin Cobb, the CIO for the Secretariat of the Treasury Board of Canada, 1995
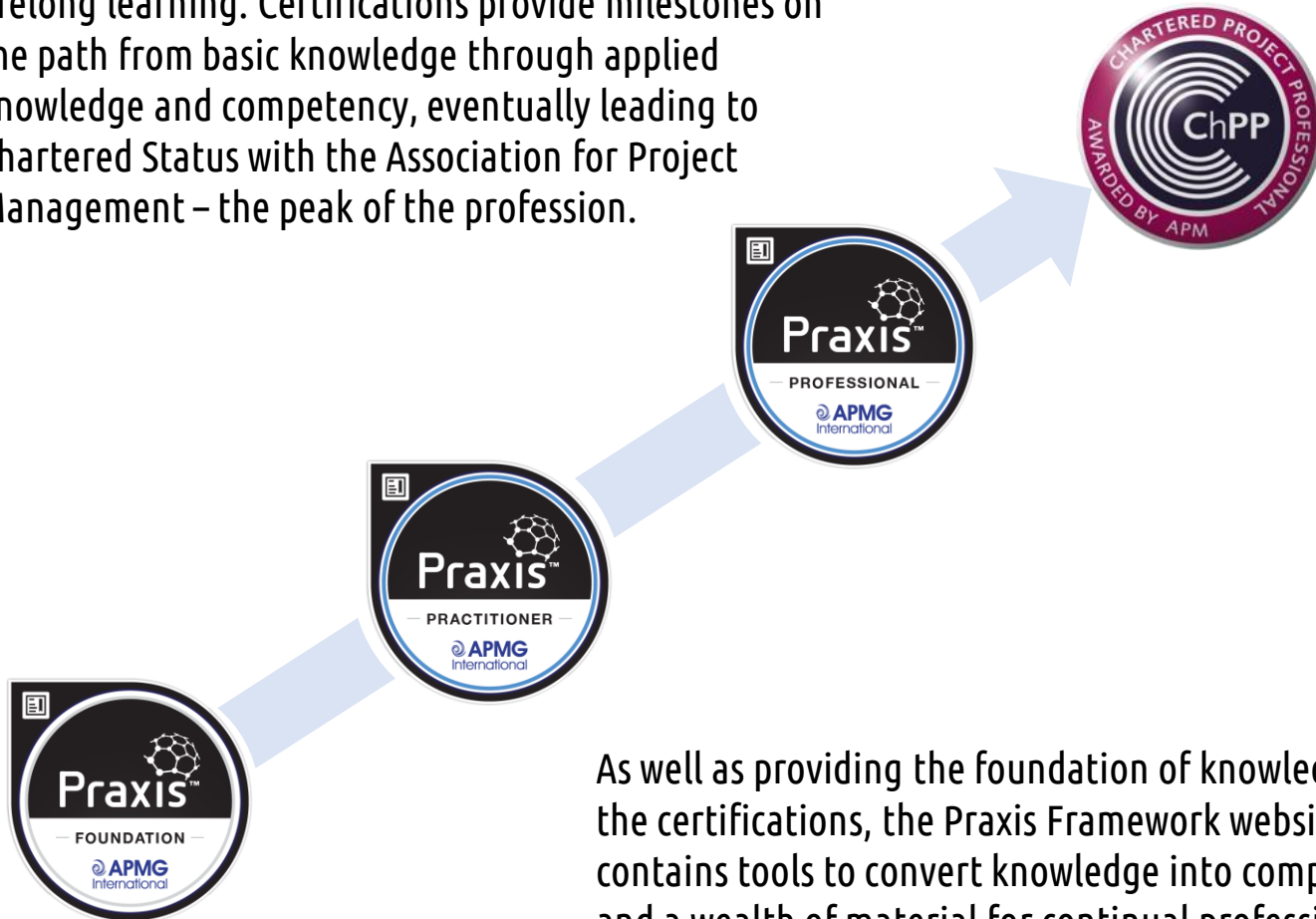
The Individual Path

Praxis provides a clear route for development and lifelong learning. Certifications provide milestones on the path from basic knowledge through applied knowledge and competency, eventually leading to Chartered Status with the Association for Project Management – the peak of the profession.

As well as providing the foundation of knowledge for the certifications, the Praxis Framework website contains tools to convert knowledge into competency and a wealth of material for continual professional development.

The Team Path

The team path has two main components. The first is designed to recognise that different members of a team interpret and apply good practice in different ways based on their personality.

Team Praxis is based on the DISC profiling tool and describes the alternative perspectives of people with different DISC attributes.

It initially enables individuals to understand why colleagues may see things a different way and suggests how they can adapt in order to collaborate better.

Ultimately, it enables the team to come together and play to the combined strengths of its members.

(C)onscientious

Concientious behaviour would typically propose or want to see:

- a clear explanation of what stakeholder management is aiming to achieve;
- a consistent and systematic approach to identifying, assessing and engaging with stakeholders;
- a focus on objective information about stakeholders so that a considered approach can be identified;

(D)ominant

Dominant behaviour would typically propose or want to see:

- action taken quickly to engage with stakeholders to maximise opportunity;
- assessment of stakeholders and the value from engagement done in a dispassionate way;
- a tangible and ideally quantitative approach
- evidence of the benefit of stakeholder engagement activities;

(S)teady

Steady behaviour would typically propose or want to see:

- key individuals engaged in the process and given the opportunity to contribute;
- clearly identified roles for managing stakeholders;
- a focus on subjective measures as well as objective in particular the impact of risk on people;
- a cautious approach to engaging and influencing stakeholders;

(I)nfluential

Influential behaviour would typically propose or want to see:

- a high level of engagement with stakeholders;
- a clear message that stakeholder engagement increases the likelihood of successful delivery;
- a focus on qualitative measures during the assessment;
- identification and inclusion of a broad range of stakeholders in the engagement process;

The Team Path

Risk management

Risk management

On this Project:	Agree	Disagree	Neither
levels of risk are compatible with organisational objectives	◉	○	○
individual risks and responses are identified	◉	○	○
the impact of threats is minimised	○	◉	○
opportunities are optimised	○	◉	○
risk management is performed in accordance with organisational policy	◉	○	○
team members are competent in risk management	◉	○	○
adequate resources are available to manage risk	◉	○	○
the probability, impact and timing of risks are assessed	○	◉	○
planned responses are periodically reviewed	○	◉	○
multiple techniques are used to identify appropriate threats and opportunities	◉	○	○
organisational standards for risk management have been adapted for this project	◉	○	○
overall risk is matched to the organisation's risk appetite	◉	○	○

Praxis 360° also has a role to play in teams. The checklists can be completed by any number of managers, sponsors, team members and stakeholders.

The results are combined to highlight areas of agreement and differences of opinion on how well a project or programme is being managed.

The wider team can then come together to discuss these different perspectives and develop a common way forward.

The areas of disagreement or uncertainty that need to be clarified are whether:

- levels of risk are compatible with organisational objectives (1 agree and 2 disagree)
- opportunities are maximised (2 agree and 1 neither)
- adequate resources are available to manage risk (1 agree, 1 disagree and 1 neither)

The Organisational Path

Business case

On this Project:	Agree	Disagree	Neither
a business case exists that summarises context and delivery in a single document	○	○	○
the business case explains the desirability, achievability and viability of the work	○	○	○
the business case is regularly reviewed and updated	○	○	○
the business case is managed in accordance with organisational policy	○	○	○
team members are competent in managing the business case	○	○	○
adequate resources are available to manage the business case	○	○	○
the business case describes the 'do-nothing' option	○	○	○
the business case is used to support key decision points	○	○	○
risks that affect the business case are frequently reviewed	○	○	○
organisational standards for managing the business case have been adapted for this project	○	○	○
reasons for selecting the chosen approach are clearly explained in the business case	○	○	○

The test of how an organisation is developing its individuals and teams is to monitor Organisational Capability Maturity.

The Praxis Maturity Model is based on the established and respected CMMI-Dev model, originally developed by Carnegie Mellon University.

It uses the data from the checklists used by individuals to embed good practice and by teams to reach consensus on how projects and programmes are being managed.
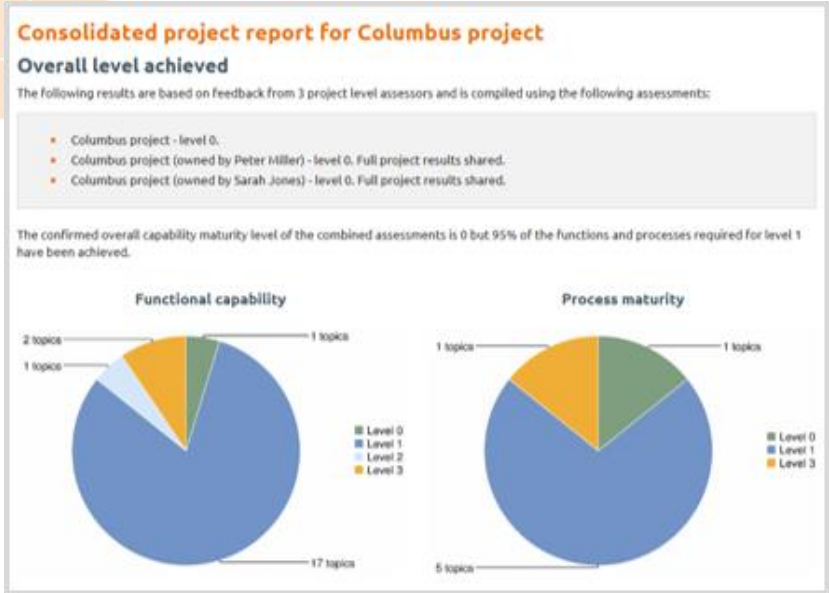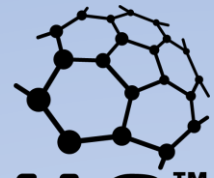
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Because the 360° assessment questions are based on the Maturity Model, the data can be used to provide a real-time dashboard of an organisation's developing capabilities and it's maturity.

Instead of investing in expensive set-piece assessments and change programmes, an organisation can focus on its people and teams while simultaneously developing its maturity, both incrementally and continuously.

Consolidated project report for Columbus project

Overall level achieved

The following results are based on feedback from 3 project level assessors and is compiled using the following assessments:

- Columbus project - level 0.
- Columbus project (owned by Peter Miller) - level 0. Full project results shared.
- Columbus project (owned by Sarah Jones) - level 0. Full project results shared.

The confirmed overall capability maturity level of the combined assessments is 0 but 95% of the functions and processes required for level 1 have been achieved.

Functional capability

- 2 topics
- 1 topics
- 1 topics
- 17 topics

Level 0
Level 1
Level 2
Level 3

Process maturity

- 1 topics
- 1 topics
- 5 topics

Level 0
Level 1
Level 3

To browse the Praxis Framework, go to
www.praxisframework.org

To see explainer videos on all the tools mentioned in this booklet, visit
www.praxisframework.org/en/video-pages/video-home

For more information on Praxis Certifications visit
www.apmg-international.com/product/praxis-frameworktm

To find out more about Chartered Professional Status, visit the APM website at
https://www.apm.org.uk/chartered-standard/