PCE PROJECT CONTROLS EXPO USA

The Second Dimension

IP2M METRR Adds a New Dimension to Integrated Project Management Maturity: **Environment**

Amber Young | Physical Scientist | Office of Project Management
Nationals Park, Washington, D.C. | October 6, 2026



U.S. DEPARTMENT of ENERGY

Project Controls EXPO Washington, DC - USA

BEFORE WE TALK ABOUT A FRAMEWORK

Have you ever wondered how much sooner a diagnosis could have changed the outcome?

Have you ever been in a lecture hoping someone else would ask the question you were too afraid to ask?

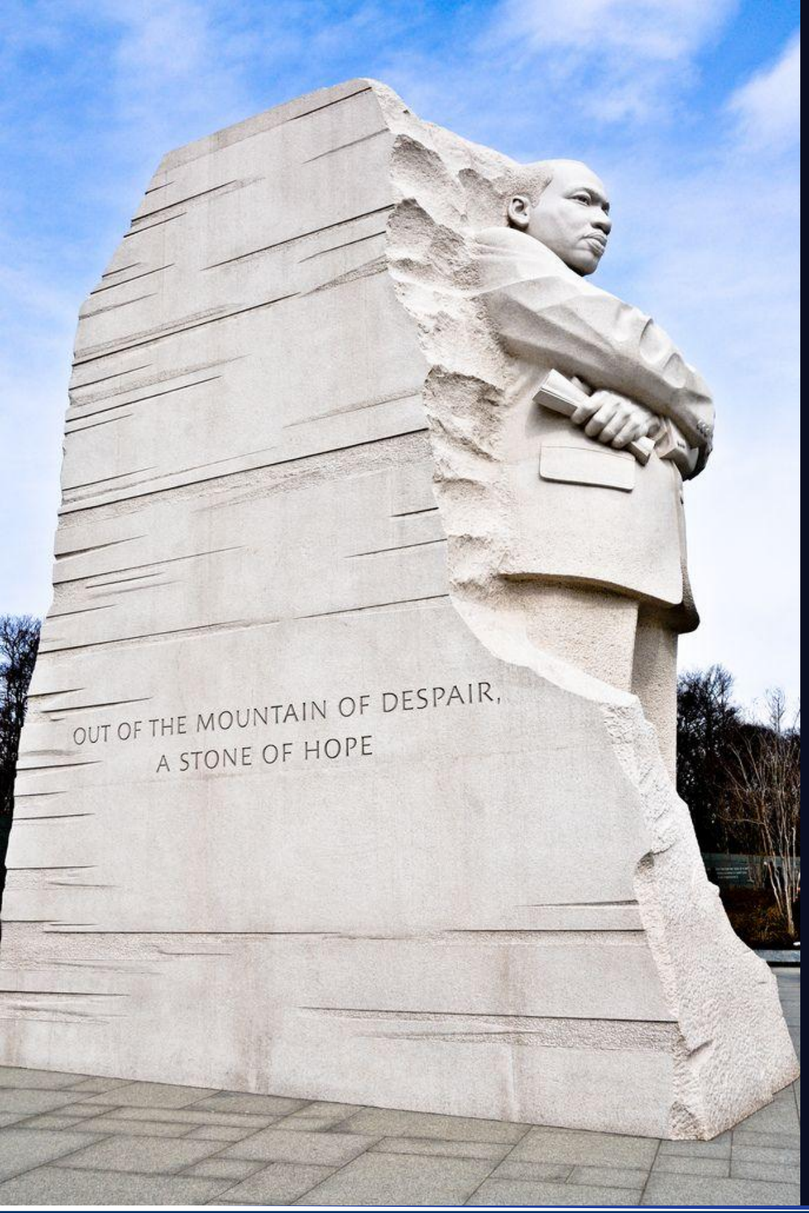
Do you believe you'd decide differently if you knew the real risk sooner?

U.S. DEPARTMENT of ENERGY
Project Controls EXPO
Washington, DC - USA

Information doesn't disappear when it goes unspoken. It gets felt.

And what can't be named can't be worked with. Can't be aligned with.
Can't be pushed back on. Can't be left.
It just sits there.

U.S. DEPARTMENT of ENERGY
Project Controls EXPO
Washington, DC - USA



“Darkness cannot drive out darkness. Only light can do that.”

Dr. Martin Luther King Jr.
Inscription Wall, Martin Luther King Jr. Memorial, Washington, D.C.
From “Strength to Love,” 1963

Two dimensions, not one

MATURITY

56 attributes, 10 subprocesses

How well the system performs its intended functions.

ENVIRONMENT

27 factors, 4 categories

Whether the surroundings strengthen or impair the system.

Both rated on the same 1 to 5 scale. Considered together.

Culture. People. Practices. Resources.

CULTURE

What the organization rewards, protects, and tolerates

PEOPLE

Capability, relationships, decision rights

PRACTICES

How the work actually happens day to day

RESOURCES

Time, funding, tools, and people to sustain it

27 factors live inside these four categories.

Where the second dimension came from

433

pieces of literature reviewed

zero

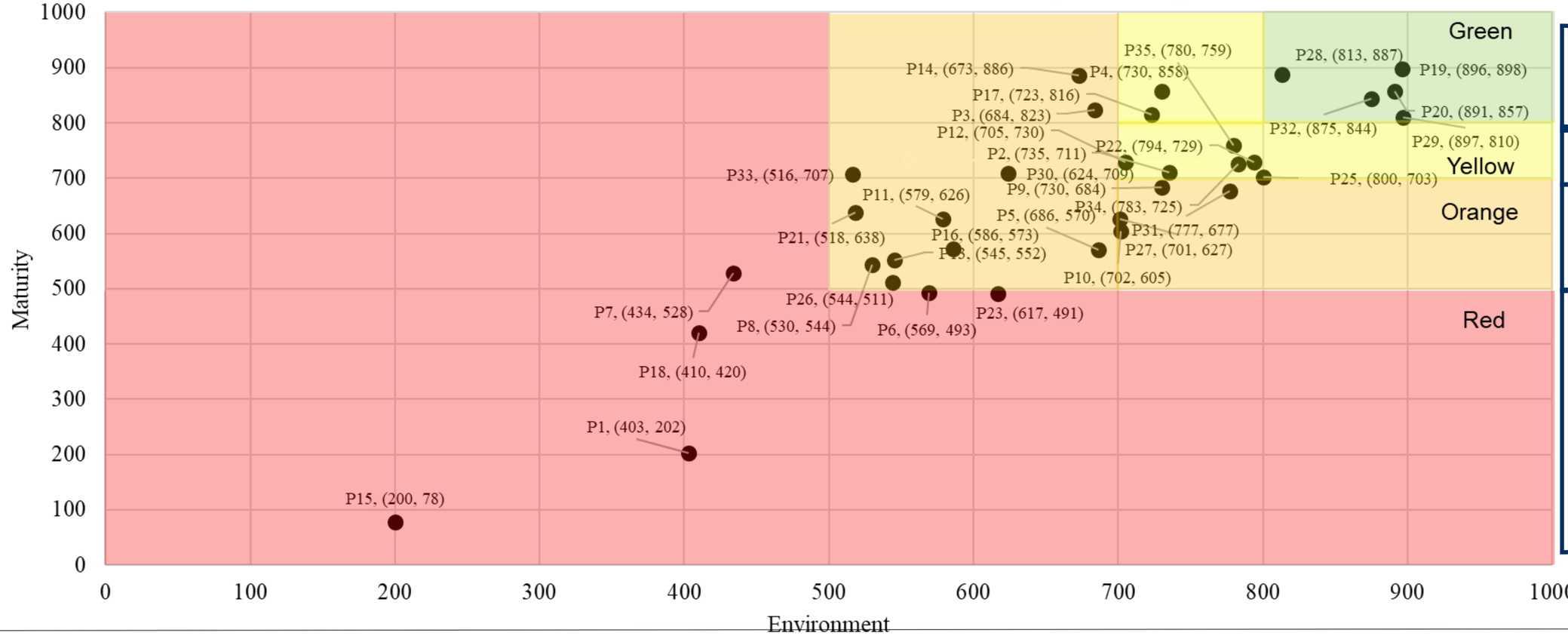
quantifications of the social and environmental side of project management, anywhere

In 2019, DOE sponsored Arizona State University to study earned value management systems. The research team went looking for how the field measured environment and culture. Across thousands of sources, they found the same gap everywhere: everyone talked about soft skills and culture, almost nobody had made it measurable.

That gap became IP2M METRR's second dimension.

Maturity is a Function of the Environment

$$M = f(E)$$



Approximate Cost Growth

- 0% cost growth
- 15% cost growth
- 50% cost growth
- 100% cost growth

U.S. DEPARTMENT of ENERGY
Project Controls EXPO
Washington, DC - USA

How DOE actually runs this assessment

1

Every level takes the assessment.
Up to the company president.

2

Responses are anonymous.
Nothing traces back to a person.

3

AI analyzes the comments.
2 to 3 weeks instead of months.

4

A facilitated workshop follows.
Dissenting opinions are in the room too.

Over 1,500 comments, processed fast enough to actually workshop.

Nobody has to be brave alone.

The system can be built to make information safe to say, and impossible to ignore.

U.S. DEPARTMENT of ENERGY
Project Controls EXPO
Washington, DC - USA

Signal early enough to still change course

SIGNAL

Something deserves a closer look

TIME

Enough runway left to actually act on it

DECISION

A better call, made while it still matters

That is what a leading indicator is actually for. Not to catch someone. To buy the decision maker time.



NOT THE CANARY.
NOT THE MESSENGER WHO GETS SHOT.

The keeper who never lets the light go dark.

A lighthouse doesn't stop the storm.
It doesn't steer the ship.
Its whole job is to make sure the signal reaches the person steering, while there is still enough distance left to turn.

Even unspoken, it's felt



In the film Moneyball, a veteran player, David Justice, notices that general manager Billy Beane keeps his distance from the team. When his assistant, Peter Brand, tries to explain it away, Justice cuts straight to it.

"Is that supposed to make us easier to cut?"

Nobody told him.

He felt it anyway.

By the end, Beane is the one showing up in the clubhouse.

Do any of these limit your programme right now?

Do any of these limit your program right now?

Culture | **People** | **Practices** | **Resources**

Follow-up: what's one observable signal that tells you this?

QR Code TBD

Join code:
Menti.com
Code: TBD

What is one observable signal that tells you this?

Do any of these limit your program right now?

Culture | **People** | **Practices** | **Resources**

Follow-up: what's one observable signal that tells you this?

QR Code TBD

Join code:
Menti.com
Code: TBD

The invitation

Not “come talk to me.”

Get comfortable surfacing what you know,

fast,

to the person who can act on it.

Notice the signal	**Name it out loud**	**Send it up while there's still time to turn**



You already are the light house.

We are not asking project controls to become something new.
You already keep the light on.

IP2M METRR hands you and your leadership better tools to do it, and language for the people standing next to you doing it, too.

If we want better project performance,
we have to change the environment that produces it.