



PMI's Pulse of the Profession 2017

9th Global Project Management Survey

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PMI's Pulse of the Profession Survey 2017

Survey of 3,234 project management practitioners and leaders from diverse industries. Respondents from organizations that focus on information technology and government represented 25% of the total responses.

Overall, organizations are performing about 20% better than in 2016.

Five important characteristics of those organizations are related to that improvement.

Champions and Underperformers

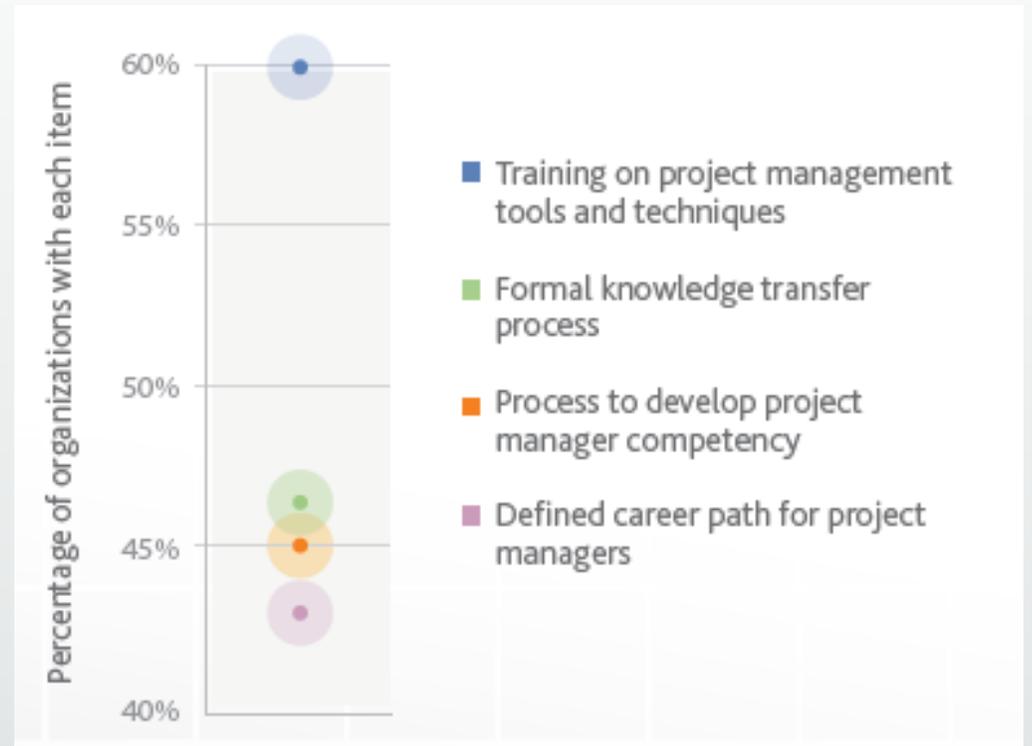
The traditional measures of scope, time, and cost are no longer sufficient in today's competitive environment. The ability of projects to deliver what they set out to do—the expected benefits—is just as important.

- **Champions:** Organizations with 80 percent or more of projects being completed on time and on budget, and meeting original goals and business intent—and having high benefits realization maturity.
- **Underperformers:** Organizations with 60 percent or fewer projects being completed on time and on budget, and meeting original goals and business intent—and having low benefits realization maturity.

1. Talent

“Developing the technical, leadership and business management skills of project professional continues to receive significant attention.”

“Projects and programs are the core of any organization’s strategic initiatives—they are how change happens. Having the talent to implement those initiatives successfully is the critical capability that gives organizations a competitive advantage to navigate through necessary change. Excellence in managing that talent is a key differentiator to unlocking that capability.



2. Benefits

“There’s growing attention to benefits realization management, which is the collective process of identifying benefits at the outset of a project and ensuring, through purposeful actions during implementation, that the benefits are realized and sustained once the project ends.

One in three organizations (31%) reports high benefits realization maturity.”



3. PMOs and EPMOs (Enterprise PM Offices)

“The strategic role of the PMO and EPMO is vital. That role often includes responsibility for aligning the project portfolio to strategy, monitoring progress and optimizing delivery of strategy, navigating risk, driving benefits realization, enhancing governance and accountability, and managing talent.

Champions recognize the strategic importance of the PMO—81 percent have a PMO, compared to 59 percent of underperformers.

Additionally, 56 percent of champions have their EPMO highly aligned to the organization’s strategy, compared to just 12 percent of underperformers.”

“Among organizations in our survey that have a PMO, half report having an enterprise-wide project management office (EPMO).

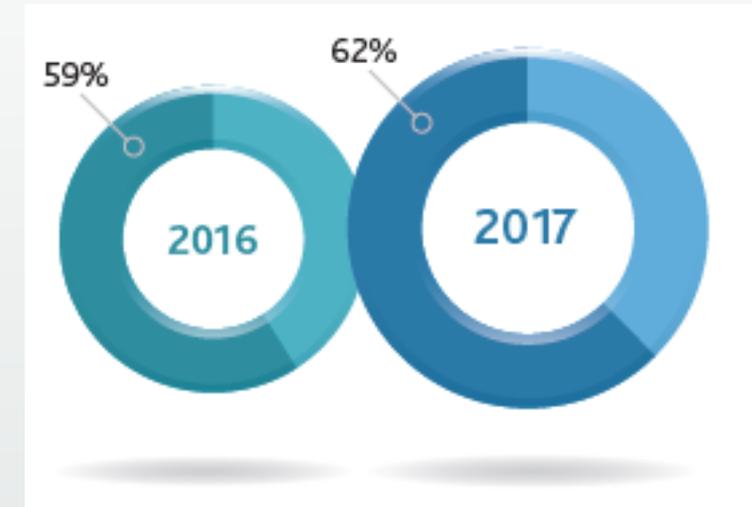
And those that align their EPMO to strategy (i.e., have a strategic EPMO), report 38 percent more projects meet original goals and business intent and 33 percent fewer projects are deemed failures.”

4. Executive Sponsorship

“Actively engaged executive sponsors continue to be the top driver of whether projects meet their original goals and business intent.”

The best executive sponsors have detailed knowledge of a project and how it connects to business strategy. They use their position and authority to clear roadblocks, make quick and effective decisions, and influence executive leadership.

More than three-quarters of projects at champion organizations have actively engaged sponsors (77% versus 44% of underperformers).”

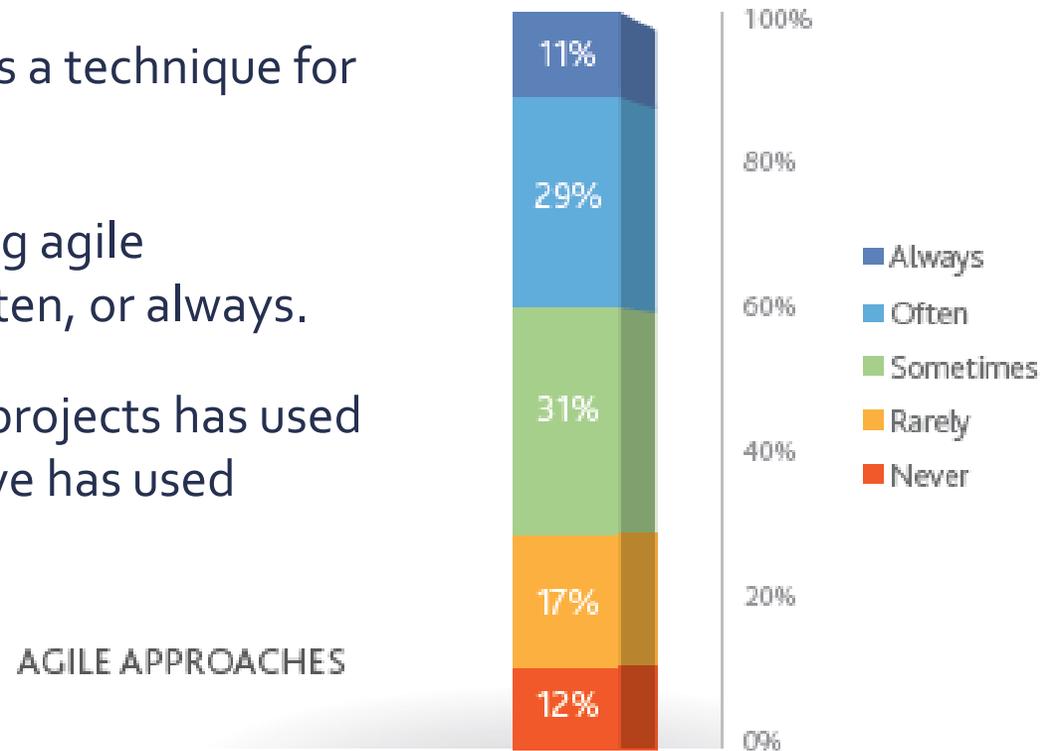


5. Agile

“Organizations increasingly embrace agile as a technique for managing projects.

A full 71 percent of organizations report using agile approaches for their projects sometimes, often, or always.

In fact, over the past 12 months, one in five projects has used agile approaches, whereas another one in five has used hybrid or blended approaches.”



Failure of Strategic Initiatives

“Every day executive leaders are driving decisions and outcomes to make improvements in their organizations.

And many are making the connection that projects and programs are the core of their strategic initiatives.”



Figure 7: Factors for Strategic Initiative Failure

PMI's Way Forward

“In the year ahead, we will **explore how organizations are developing agile skill sets** among the project management workforce and tailoring approaches to work based on a project's unique characteristics.

We will look specifically at how they determine **when to use traditional, agile, hybrid, blended, or customized models**.

“This focus will highlight a growing need for a **culture of engagement, learning, and innovation**—and for more visionary conversations around the value of project management.

The **path to increased progress** is still very important and should, as outlined by our 2017 findings, include: Developing Project Management Talent, Managing Project Benefits, Establishing PMOs and Strategic EPMOs, Driving Executive Sponsorship, (and) Addressing Agile Approaches.”