



PMI's  
**PULSE** *of the*  
**PROFESSION**®

9th Global Project Management Survey

2017

# Success Rates Rise

Transforming the high cost of  
low performance

Conducted since 2006, PMI's *Pulse of the Profession*<sup>®</sup> is the global survey of project management practitioners. The *Pulse* charts the major trends for project management now and in the future. It features original market research that reports feedback and insights from project, program, and portfolio managers, along with an analysis of third-party data.

The newest edition of the *Pulse* features feedback and insights from 3,234 project management professionals, 200 senior executives, and 510 PMO directors from a range of industries, and interviews with 10 corporate leaders and 7 PMO directors and directors of project management. Respondents span North America; Asia Pacific; Europe, the Middle East and Africa (EMEA); and Latin America and Caribbean regions.





## PATH TO PROGRESS

We are encouraged to see in this year's *Pulse of the Profession*® that organizations are making progress—significant progress—as they are experiencing more success with implementing strategic initiatives. For the first time in the last five years of this research, we see that more projects are meeting original goals and being completed within budget.

We have long advocated that project management is essential for any organization's success, and are excited that others increasingly realize this fact as well. Organizations that invest in proven project management practices waste 28 times less money because more of their strategic initiatives are completed successfully. And, in our latest research, only 27 percent of organizations report low project management maturity.

That is particularly good news because when organizations embark on projects and programs, they do so with a clear mission: to add value, advance strategies, and increase competitive advantage. So, the more mature they are with project management, the more likely they will achieve their goals. There is, however, still more work to be done.

Completing projects and programs successfully—on time, on budget, meeting goals—is essential. But just as important is a focus on expected business benefits. A broader view of performance includes an organization's benefits realization maturity level. This more inclusive measure of project success provides insight into what elite organizations—those we are calling “champions”—are doing and how others can continue on this path to progress.

As you consider your organization's goals for 2017, I strongly encourage you to use this report and other PMI research to continue making significant growth and progress. Be champions for the profession, and let's do great things together!

**Mark A. Langley**

A handwritten signature of Mark A. Langley in blue ink, written in a cursive style.

PMI President and CEO

# REDEFINING SUCCESS

Our latest *Pulse of the Profession*<sup>®</sup> research suggests a positive change in the way organizations are managing projects and programs. For the first time in five years, more projects are meeting original goals and business intent and being completed within budget. There has also been a significant decline in dollars lost: Organizations are wasting an average of \$97 million for every \$1 billion invested, due to poor project performance—that’s a 20 percent decline from one year ago.\*

This report, PMI’s annual survey of project management practitioners and leaders, strives to advance the conversation around the value of project management. The research represents feedback from 3,234 professionals globally who represent different levels within organizations from diverse industries. Our findings continue to show what we have learned in the past: that when proven project, program, and portfolio management practices are implemented, projects are more successful.

\*Figures are U.S. dollar amounts, but represent a percentage that applies to any currency.

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## MAKING PROGRESS

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**At the same time, the definition of success is evolving.** 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. So, for the first time, when determining project success, we looked at levels of benefits realization maturity as well as the traditional measures. Through this wider lens, we identified two new performance levels among responding organizations:



**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.

As expected, champions have higher project success rates (92% versus 33% of underperformers) and enjoy more successful business outcomes: They waste significantly less money due to poor project performance. These findings suggest that organizations are becoming more mature with their project management practices and are investing in the following factors that distinguish more successful project performance.

## TALENT



Developing the technical, leadership, and business management skills of project professionals continues to receive significant attention. Thirty-two percent of survey respondents consider both technical and leadership skills a high priority—a 3 percent increase over last year.

DEVELOPMENT OF TECHNICAL AND LEADERSHIP SKILLS IS A HIGH PRIORITY—  
A 3% INCREASE OVER LAST YEAR

## 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.

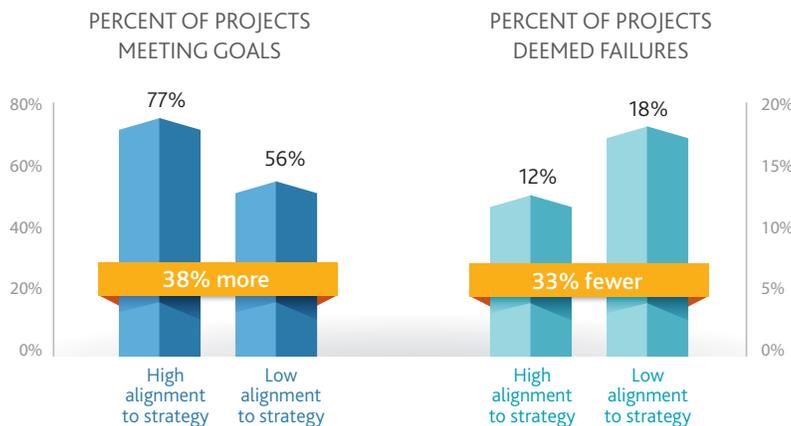


ONE IN THREE ORGANIZATIONS REPORT HIGH BENEFITS  
REALIZATION MATURITY

## PMOs AND STRATEGIC EPMOs

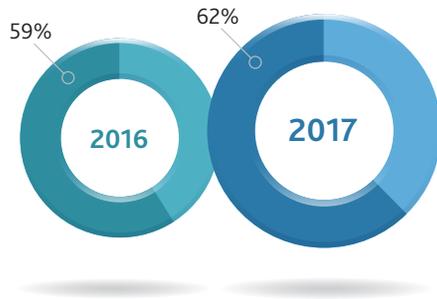
Organizations can bridge the chasm between high-level strategic vision and implementation with a project management office (PMO). Among organizations in our survey that have a PMO, half report having an enterprise-wide project management office (EPMO). And those that align their EPMO to strategy (i.e., have a strategic EPMO), report 38 percent more projects meet original goals and business intent and 33 percent fewer projects are deemed failures.

### EPMOs



## EXECUTIVE SPONSORSHIP

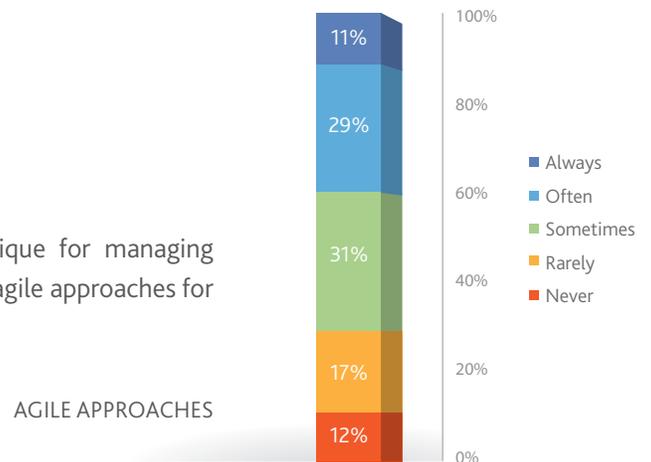
Actively engaged executive sponsors continue to be the top driver of whether projects meet their original goals and business intent. That fact was not lost on survey respondents, who revealed an increase in the percentage of their organizations' projects with actively engaged sponsors compared to last year—an average of 62 percent compared to 59 percent, respectively.



AVERAGE PERCENTAGE OF PROJECTS WITH ACTIVELY ENGAGED EXECUTIVE SPONSORS

## 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.



AGILE APPROACHES

## DRIVING ORGANIZATIONAL DECISIONS AND OUTCOMES

In addition to tracking the annual trends in project management, we also surveyed and spoke directly with executive leaders to capture their perspectives on conditions that drive organizational decisions and outcomes. Our research confirms that the C-suite continues to be largely focused on **bridging strategy formulation and execution** and **tackling technology and business disruption**. A majority of the executives surveyed also indicated that customer relations (77%) and operational efficiency (75%) would be high priorities for resource allocation over the next three to five years.

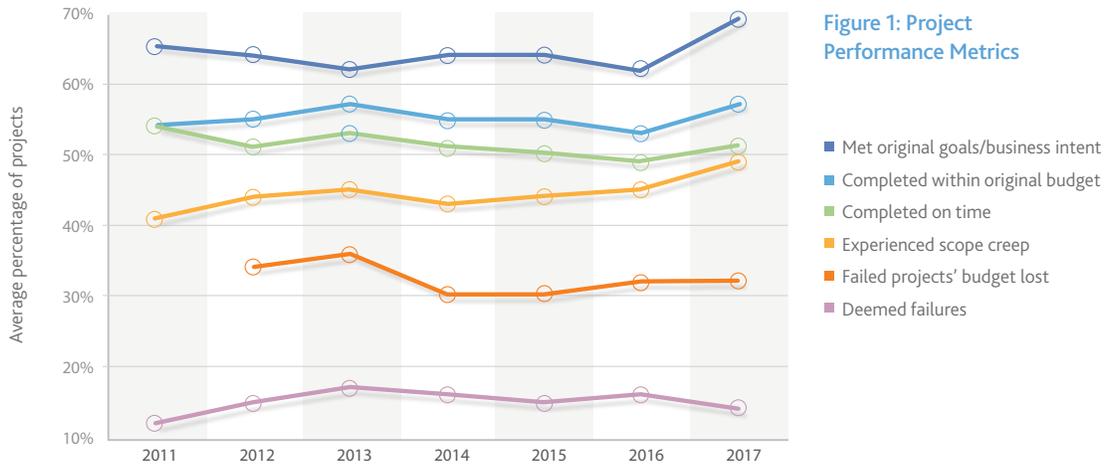
The research also aligns with the increased emphasis in many organizations to be more agile, customer focused, and competitive. Throughout 2017, we will explore these goals further in relation to issues of agile transformation, including in the PMO, which are driving business change. We will focus on how people, process, and culture are being impacted in the pursuit of greater agility and the demand for greater innovation.

INTRODUCTION

# A CHANGE IN PERCEPTION



We have been conducting *Pulse of the Profession*® research since 2006 to provide evidence that effective strategy implementation is directly linked to an organization’s capability to deliver successful projects and programs. This year, for the first time since 2011, we see an upward trend: More projects are meeting original goals and business intent and being completed within budget. Compared to last year, fewer projects are deemed failures (see Figure 1: Project Performance Metrics).



Since organizational performance includes an organization’s benefits realization maturity level, we have evolved our measure of success to include the percentage of projects that are completed on time, on budget, and meeting original goals and business intent with levels of benefits realization maturity. The organizations we are calling “champions” enjoy more successful business outcomes. They waste nearly 28 times less money due to poor project performance—and fare better at other measures of project completion (see Figure 2: Project Performance Averages of Champions versus Underperformers).

### CHAMPIONS

Organizations with **80% or more** of projects being completed on time and on budget, and meeting original goals and business intent—and having **high benefits realization maturity** (7% of organizations in study).

### UNDERPERFORMERS

Organizations with **60% or fewer** of projects being completed on time and on budget, and meeting original goals and business intent—and having **low benefits realization maturity** (12% of organizations in study).

Figure 2: Project Performance Averages of Champions versus Underperformers

	 CHAMPIONS	 UNDER-PERFORMERS
Average percentage of projects completed on time	88%	24%
Average percentage of projects completed within budget	90%	25%
Average percentage of projects that meet original goals/business intent	92%	33%
Average percentage of projects experiencing scope creep	28%	68%
Average percentage of projects deemed failures	6%	24%
Average percentage of budget lost when a project fails	14%	46%

## MAKING PROGRESS

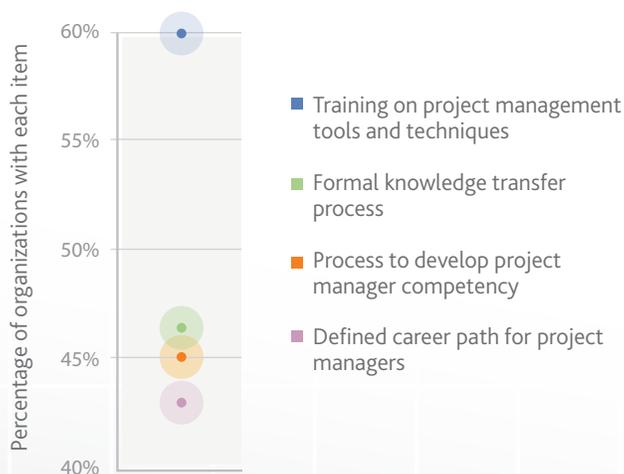
In our 2016 *Pulse* report, we called for a shift in thinking and urged organizations to embrace project management as a strategic competency for success. The results of this year’s research suggest that organizations are listening because they are becoming more mature with their practices. This progress is likely due to many factors, including organizational investments in the areas outlined below.

## TALENT

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.

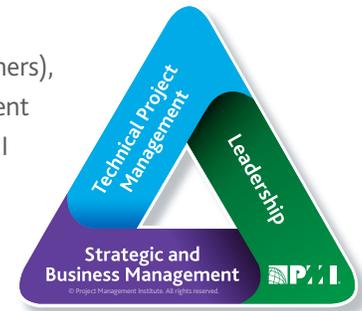
We are encouraged that the percentage of organizations providing training and development has been stable for the past five years. Three in five organizations provide training on project management tools and techniques, and just under half have a formal process to develop project manager competency and a defined career path for project managers (see Figure 3: Training and Development).

Figure 3: Training and Development



Champions are prioritizing the development of technical skills (76% versus 19% of underperformers), leadership skills (76% versus 16% of underperformers), and strategic and business management skills (65% versus 14% of underperformers)—these are all critical areas illustrated in the PMI Talent Triangle® (see Figure 4: PMI Talent Triangle).

Figure 4: PMI Talent Triangle



Jeff Zircher, Manager, Global Program Management, Caterpillar Inc., is focused on strengthening his organization’s project management talent pipeline, with a goal to improve recruiting, hiring, onboarding, and development. He calls it “starting at the foundation” because he wants to “get the right people with the right skills and capability well-positioned right from the start.” Some key competencies Caterpillar is seeking include heightened business acumen, great initiative, strong communication and interpersonal skills, and solid leadership abilities. Mr. Zircher said this effort begins with recruiting and hiring capable project management professionals or those that demonstrate the potential to be great project managers, and continues through onboarding, ongoing support for training and development, and career advancement.

“We have a global team—spread across the world with different time zones challenges, cultures, and language barriers,” Mr. Zircher added, “so there is a real challenge trying to maintain very similar expectations of standards or standard work.”

Organizations such as Caterpillar are investing considerably more in leadership and business intelligence competencies that can support longer-range strategic objectives, which contribute to an organization’s financial strength and sustainability. Many start with the right talent in place, but struggle to keep skill sets relevant and employees fully engaged as the needs of the business change. And, according to our 2014 PMI® Thought Leadership Series research on talent, only one in four talent managers consider their organization to be highly mature in overall talent development and retention. So despite better results in our research, there is clear opportunity for improvement.

Retention of project management talent is something Bronwyn Clere, Executive Director for Capital Planning & Delivery, Telstra Corporation, focuses on, because she doesn’t believe project management expertise is a fully valued skill set within many organizations. She recognizes that project managers who have aspirations and ambitions about being senior and very influential may never be promoted into the executive ranks. Ms. Clere appreciates her path to professional advancement, explaining, “I was a project manager who was promoted into the executive ranks because of other capabilities, not because of my project management talents.”

“[It’s important] to get the right people with the right skills and capability well-positioned right from the start.” Some key competencies Caterpillar is seeking includes heightened business acumen, great initiative, strong communication and interpersonal skills, and solid leadership abilities.

**JEFF ZIRCHER**

Manager, Global Program Management,  
Caterpillar Inc.,

## BENEFITS

Benefits realization management (BRM) is a powerful way to align projects, programs, and portfolios to an organization's overarching strategy. But the discipline has intimidated many, because there is no single, widely accepted BRM process to follow. Despite that, more organizations are taking steps to establish procedures for identifying benefits and monitoring progress toward achieving them throughout the project life cycle and beyond. In fact, 31 percent of organizations in our survey report high benefits realization maturity.

Telstra Corporation focuses on capturing one or two critical benefits for every project. The organization has well-formed processes to guide investment decisions to the projects that will deliver a strategy, explained Ms. Clere. "Our largest challenge is to consistently deliver projects that actually address the strategic issues—of course, as per the scopes of those projects or the business requirements," she said.

Phillipe Husser, Senior Partner of Progress Direction at Michelin, is working to transform the way the initial promise of benefits is delivered in his organization. "If we think we could increase the market sales by 3 percent with a specific customer-oriented project, then we would design and produce the project," he explained. "However, the problem arises when our people identify the benefit at the beginning of the project, but, at the end, the project is either light or not delivering according to the identified benefits."

Organizations that report high benefits realization maturity also report better project outcomes (see shaded box for percentages).



## PMOs AND EPMOs

PMOs are well-placed to be the conduit for executing an organization's portfolio of projects and strategic initiatives. And, the percentage of organizations with a PMO continues an upward trend—from 61 percent in 2007 to 71 percent today (see Figure 5: PMOs).



Figure 5: PMOs

PMOs are also playing a greater role, compared to previous years, in many aspects of project management. For example, the percentage of PMOs that establish and monitor project success metrics has grown substantially—from 62 percent in 2007 to 80 percent today.

Among organizations that have a PMO, half have an EPMO. And those that align their EPMO to strategy report 38 percent more projects meet their original goals and business intent and 33 percent fewer projects are deemed failures.

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.

Killian Kenny, PMO Director for Ireland, Stryker Corporation, confirmed the expanded role of the PMO and how perceptions are changing. "When I first started here, many did not understand and value the PMO," he said. "The initial step was to paint a picture of what the future looked like, sell the benefits, and fully integrate leadership on that journey. The key was to evolve and pursue the low-hanging fruit where tangible returns were very evident. In a relatively short period, people began to understand the value proposition and, as a consequence, the PMO has grown exponentially in the intervening period."

**AMONG ORGANIZATIONS THAT HAVE A PMO, HALF HAVE AN EPMO. THOSE THAT ALIGN THEIR EPMO TO STRATEGY REPORT 38% MORE PROJECTS MEET THEIR ORIGINAL GOALS AND BUSINESS INTENT AND 33% FEWER PROJECTS ARE DEEMED FAILURES.**

## EXECUTIVE SPONSORSHIP

Our research consistently shows that an actively engaged executive sponsor is the top driver of projects meeting their original goals and business intent, so the fact that organizations report more projects—62 percent this year compared to 59 percent in 2016—are using executive sponsors suggests project success rates may continue to rise.

**MORE THAN THREE-QUARTERS OF PROJECTS AT CHAMPION ORGANIZATIONS HAVE ACTIVELY ENGAGED SPONSORS: 77% VERSUS 44% OF UNDERPERFORMERS.**

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). Organizations such as Caterpillar and Telstra are focused on driving exceptional sponsor engagement.

"The sponsors are a huge part of driving not just the initial project charter, but also team engagement throughout the life of the project. They manage the politics, break down barriers, and stay engaged," said Mr. Zircher. "We are really trying to close our gaps with sponsor engagement—and we hope to do that with a healthy dose of training."

The relationship between executive sponsors and project managers must be founded on transparency and trust and must recognize that there is a high degree of interdependence. To accomplish this, champions cultivate a project environment that nurtures collaboration between teams and departments. This kind of culture regards executive sponsors as a critical project resource and recognizes the value they add.

This cultural mind-set also discourages organizations from overburdening executive sponsors and encourages them to provide much-needed training. When sponsors are seen as a vital resource, organizations are also more likely to be strategic with their project assignments. In addition, champion organizations continually create opportunities for executive sponsor training, as seen in the divide in developing skills for executive sponsors—56 percent of champions versus 8 percent of underperformers.

**THE RELATIONSHIP  
BETWEEN EXECUTIVE  
SPONSORS AND  
PROJECT MANAGERS  
MUST BE FOUNDED  
ON TRANSPARENCY  
AND TRUST AND MUST  
RECOGNIZE THAT THERE  
IS A HIGH DEGREE OF  
INTERDEPENDENCE.**

## AGILE

Agile is a topic of growing importance in project management, with 71 percent of organizations now reporting they use agile approaches to their projects sometimes or more frequently than in the past. 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. And, perhaps as significant, is the percentage of projects that used something other than agile, hybrid, or plan-driven approaches, which could be a further blend or customization of other approaches (23%).

Champions have a keen focus on using agile approaches to projects—55 percent versus 24 percent of underperformers. Organizations such as Teradyne and Michelin are striving to be more agility focused. “The first and foremost challenge we have is trying to integrate agile into our existing project management framework,” said Kevin Giebel, Engineering Manager,

Teradyne, who is faced with project efficiency questions. When asked for projects to be delivered sooner and for less money, the organization set up a number of pilot projects with project managers who have implemented agile approaches at previous organizations. Teradyne’s team will evaluate the process and determine how agile fits in with the rest of the organization’s project management framework.

“We believe that agility could also be used in multiple ways—in everything we do. In fact, the world is changing very quickly around us, so much so that we cannot afford anymore to have projects taking two to five years to deliver, because, during this time, the initial requirements have changed.”

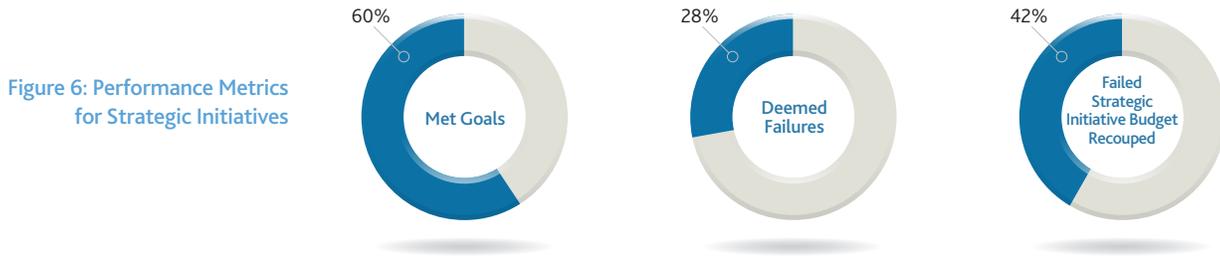
**PHILLIPPE HUSSER**

*Senior Partner, Progress Direction  
Michelin*

Michelin is developing an agile approach to project, program, and portfolio management as well. The organization’s project managers, along with a steering committee and project sponsor, select the best approach for each project together. “We believe that agility could also be used in multiple ways—in everything we do,” said Mr. Husser. “In fact, the world is changing very quickly around us, so much so that we cannot afford anymore to have projects taking two to five years to deliver, because, during this time, the initial requirements have changed.”

# Driving organizational DECISIONS AND OUTCOMES

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. Compared to last year, the executive leaders in our survey this year classify more of their organization’s projects as “strategic initiatives” (50% versus 38% in 2016). Yet, one in four (28%) of those strategic initiatives failed outright.



The primary cause of failure was a lack of clearly defined objectives and milestones to measure progress (37%), which suggests a lack of discipline when implementing strategy (see Figure 6: Performance Metrics for Strategic Initiatives and Figure 7: Factors for Strategic Initiative Failure). Additionally, the executives we interviewed identified a number of reasons for their increased attention and support, including bridging strategy formulation and execution, and tackling technology and business disruption.

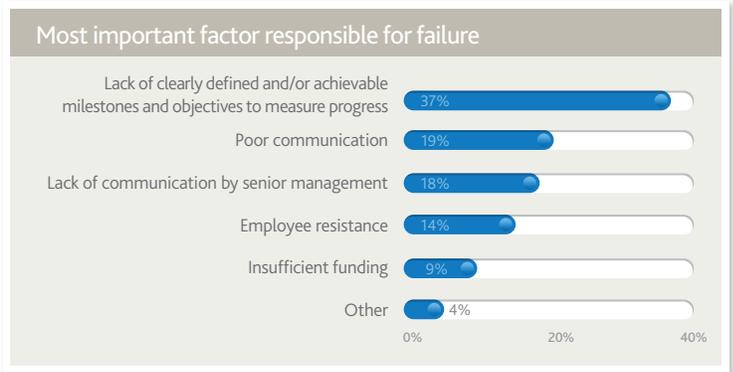


Figure 7: Factors for Strategic Initiative Failure

## BRIDGING STRATEGY FORMULATION AND EXECUTION

Strategic initiatives—one or more related projects or programs that are designed to help the organization achieve targeted business objectives—grow and redirect the organization. We know that a majority of senior leaders acknowledge that their organizations often struggle to bridge the gap between strategy formulation and its day-to-day implementation. Moreover, the executive leaders we surveyed reported that in the last 12 months, only 60 percent of their strategic initiatives met goals.

The challenge then is how senior executives can bridge that gap. Michael Sadler, vice president for Corporate Development, Micron Technology, believes the gap could close by narrowing the list of strategic initiatives. “We have looked at that problem in terms of quantification,” he said.

“Our senior leadership team recognizes that great program management delivers against strategy.”

**LISA GLATCH**

CSO, CH2M

Our research shows that 65 percent of organizations have high alignment of projects to strategic goals. Lisa Glatch, CSO, CH2M, also sees such synergy between programs and strategy in her organization. “Our senior leadership team recognizes that great program management delivers against strategy,” she said. “In today’s business environment, we have a constant, steady stream of strategic initiatives. We know we have to be really good at managing them because if we do not get the results we are trying to get, then we just wasted time, money, and distracted the senior leadership team.”

## TACKLING TECHNOLOGY AND BUSINESS DISRUPTION

As the business environment evolves and adapts to changes in technology and other business disruptions, executive leaders are sharpening their focus. Their attention is on the rapid increase in connected devices—the connectivity revolution—which is improving the efficiency of managing increasingly larger projects distributed over continents. This revolution, fueled by handheld electronic devices such as smartphones and tablet computers, is penetrating even remote and poor countries, and is almost certainly contributing to the proliferation of distributed projects in many industries and nations.

For Baron Concors, Chief Digital Officer, Pizza Hut, these developments are impacting his outlook and how quickly his organization can react. “If we do not change our approach, we are not going to be able to keep up with the changing demands.”

The executives we spoke with acknowledged that keeping up with the pace of change is critical to their future relevancy. “We are implementing features and products and using technology that was not invented 18 months ago,” said Ms. Clere. “No longer can we afford these large monolithic programs that go on for two to three years. We know that what we set out to do at the beginning of that time period is not what we will finish out doing. So we are focusing on very rapid delivery cycles, asking ourselves: How do we mobilize a project very quickly? How do we use the right delivery techniques to work through it quickly? How do we get product into market or to customers or into the business, and implement that, rather than doing some big-bang transformation?”

As a result, organization leaders are adjusting their strategies in response to business disruptions. For many, it is “do or die.” To stay relevant in the marketplace, executives recognize they need to lead the transformation, not just follow.

“We are focusing on very rapid delivery cycles, asking ourselves: How do we mobilize a project very quickly? How do we use the right delivery techniques to work through it quickly?”

**BRONWYN CLERE**

*Executive Director,  
Capital Planning & Delivery  
Telstra Corporation*

## FURTHER EMPHASIS AND NEED FOR INNOVATION IN PROJECT MANAGEMENT

What do these business transformations mean to the profession? Both executive leaders and PMO directors feel these developments will put additional emphasis on the continued need for excellence in project, program, and portfolio management. Both groups report that their organizations continue to fully understand the value of project management (83% of executive leaders and 54% of PMO directors).

Many recognize the need for more skilled project managers and acknowledge the essential attributes of clear knowledge and proper technique to execute the project.

# Trends Creating Growing Need for PROJECT LEADERSHIP



A number of dramatic shifts are causing organizations to pause and re-evaluate their relevance and their ability to meet current and future market demands. These shifts are creating opportunities for project managers to elevate their value as strategic partners in business success. These project leaders—who possess a combination of technical, leadership, and strategic and business management expertise—are helping to drive optimum project performance when faced with the following trends and issues:

### ■ DIGITAL ADVANCEMENTS:

Consider that global robotics spending is expected to grow from US\$15 billion in 2010 to US\$67 billion in 2025. Also by 2025, the share of tasks performed by robots will rise from a global average of around 10 percent to about 25 percent across all manufacturing industries. Wider robotics adoption will boost manufacturing productivity by up to 30 percent, resulting in the average manufacturing labor costs projected to be 33 percent lower in South Korea and 18 percent to 25 percent lower in China, Germany, the United States, and Japan than they otherwise would have been.

### ■ HIGH CUSTOMER EXPECTATIONS:

Customers are in the driver's seat and project managers are there to help navigate. Ten to fifteen years ago, companies created products and convinced customers they needed them. Thanks to social media, customers now provide instant feedback to each other and to companies on what they do and do not like and want in a product or service.

### ■ DISRUPTIVE ORGANIZATIONS:

Consider what the "share economy" is creating through organizations such as Uber, Airbnb, and Poshmark—and the impact they have had on the transportation services, hospitality, and fashion industries.

### ■ CHANGING WORKFORCES:

Baby boomers are retiring at record levels and the young generation is moving into leadership positions more quickly than ever. New generations in the workforce have very different demands. The mean age of the workforce has been getting younger. Millennials will be the largest percentage of the workforce. The evolving profile of the project management base will be the driving force behind the future of the profession.

These shifts may change the nature of the work, but the competencies demanded by these trends are critical project management capabilities. Organizations and project professionals will make the most of the disruptions—not just react to them. Change, after all, creates new projects and opportunities, including an increased need for skilled and experienced project leaders.

# VISION FOR THE FUTURE



The positive results of this year's *Pulse of the Profession* suggest that more organizations recognize the strategic value of projects and programs—and that how well they support these strategic initiatives and the professionals who manage them matters to their long-term relevancy and ultimate viability. The growing focus on talent management, executive sponsorship, and benefits realization management, in particular, shows that organizations are recognizing the connection between project implementation and business success.

At the same time, organizations are searching for ways to be more agile, customer focused, and competitive. A large majority of organizations report greater agility over the last five years. More than half attribute the improvement to critical change factors, such as the need to innovate, a leadership mandate, and shifting customer demands. Nearly half also credit their greater agility to the enhanced skills and experience of project managers.

Executive leaders, PMO directors, and project teams are charged with meeting the challenges to be more agile, customer focused, and competitive. Many are looking at the very structure, capability, and purpose of the PMO for answers. The PMO, especially as it evolves into a stronger driver of strategy, could be a beacon for other operational and functional areas that could be impacted by new approaches to managing projects.

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

ADDRESSING AGILE APPROACHES

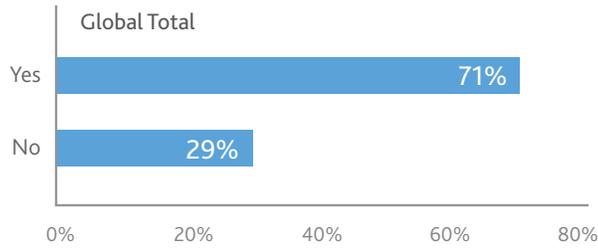
PULSE OF THE PROFESSION® | 2017

# APPENDIX

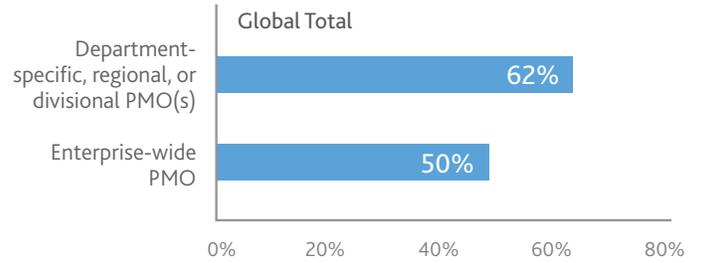
# APPENDIX: Section 1

SURVEY RESULTS FROM 3,234 PROJECT MANAGEMENT PRACTITIONERS

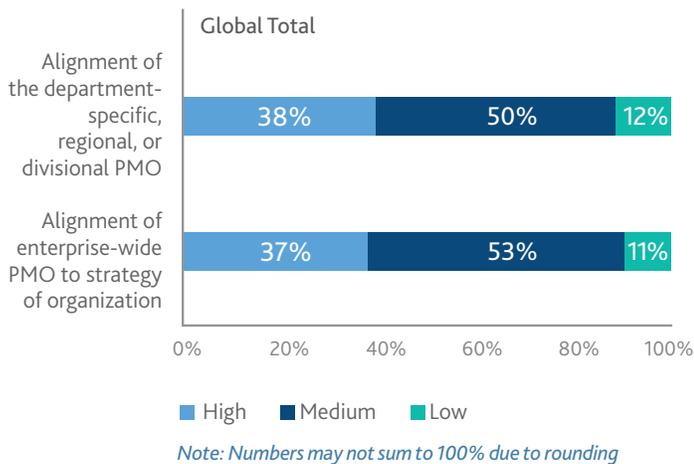
**Q: Does your organization have a project management office (PMO)?**



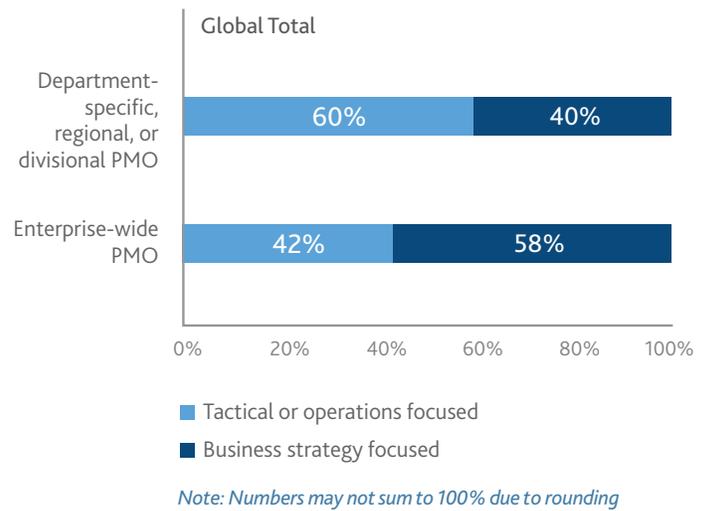
**Q: What type(s) of PMO does your organization have? (Select all that apply.)**



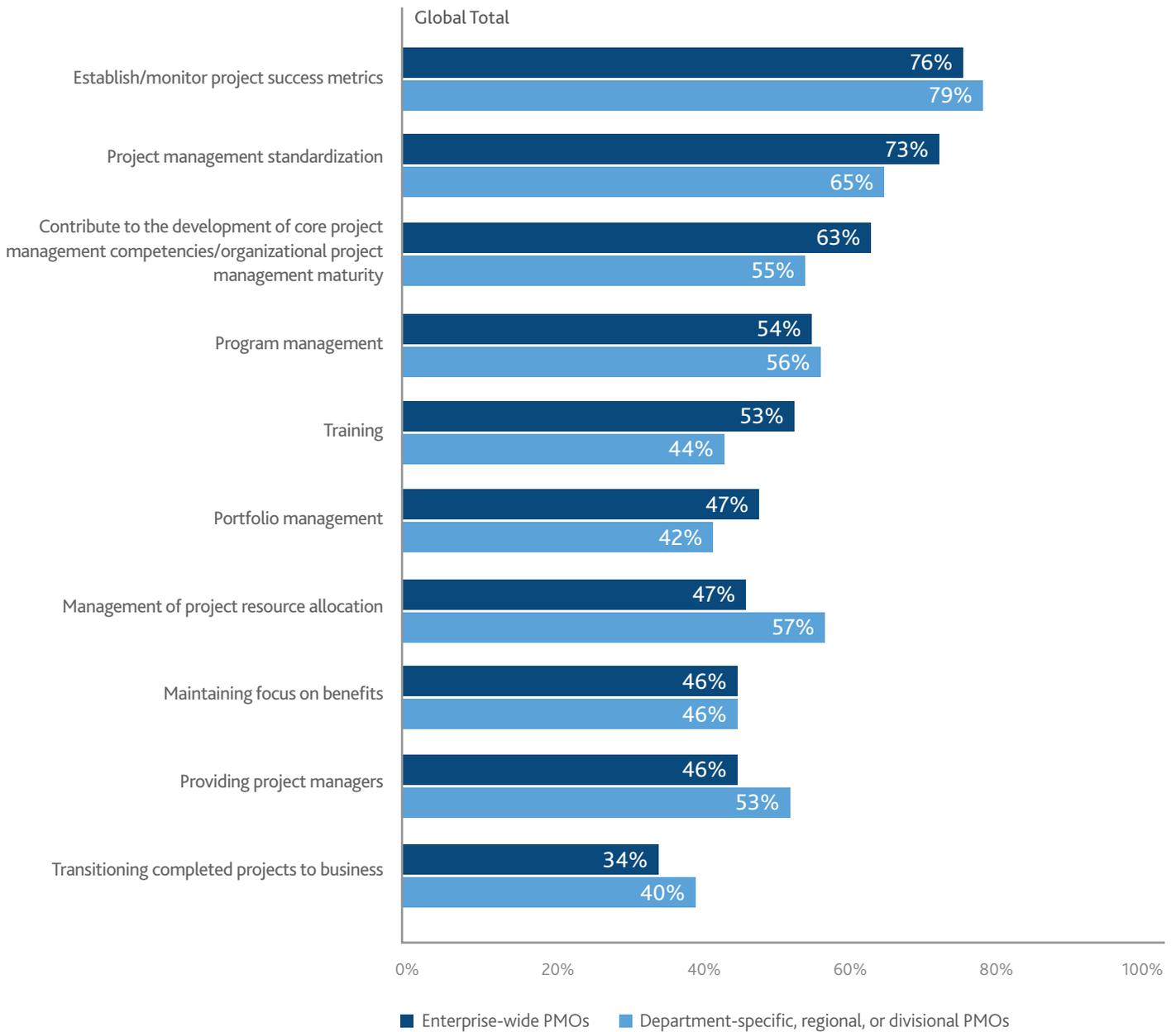
**Q: How would you characterize the alignment of the PMO to the strategy of your organization?**



**Q: Would you consider the PMO to be primarily...?**



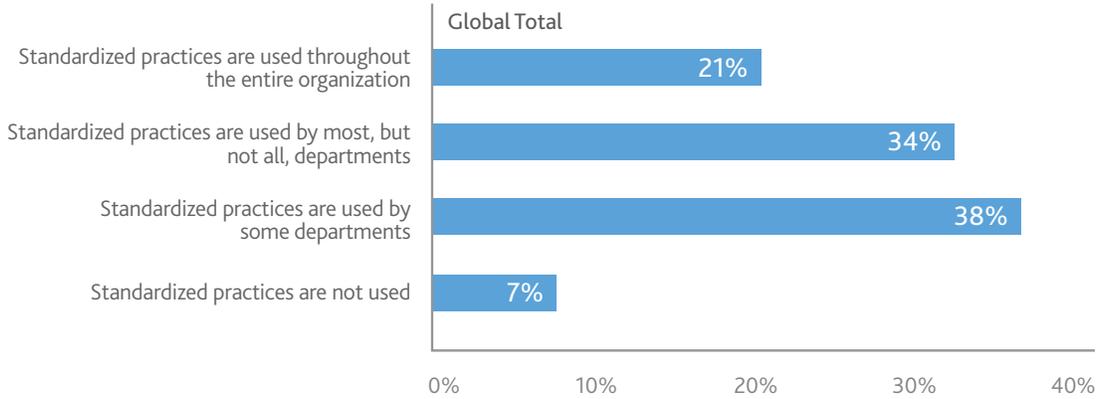
**Q: Which of the following roles does the PMO fulfill within your organization?**



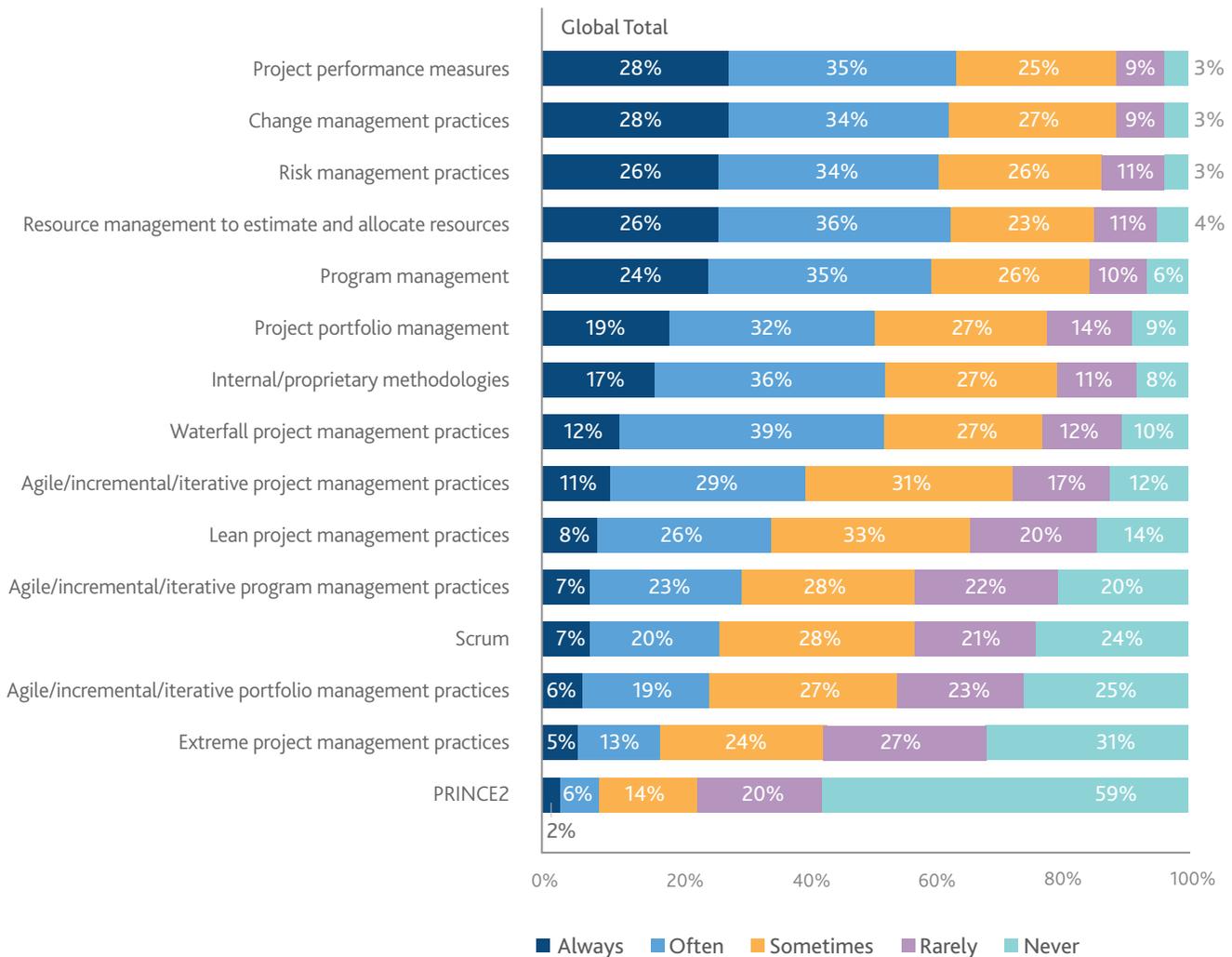
*Note: Numbers may not sum to 100% due to rounding.*

# APPENDIX: Section 1

**Q: To what extent does your organization use standardized project management practices?**

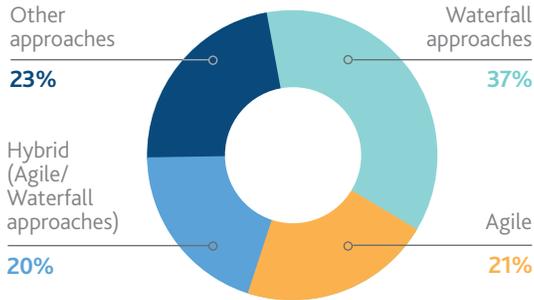


**Q: How often does your organization use each of the following?**



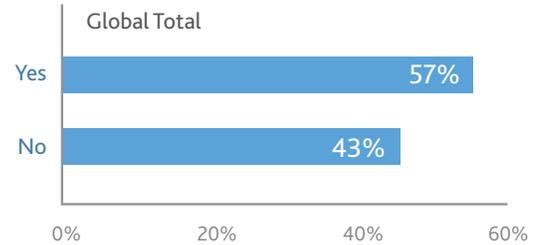
Note: Numbers may not sum to 100% due to rounding

**Q:** In your estimation, what percentage of the projects completed within your organization in the past 12 months has used the following types of approaches?

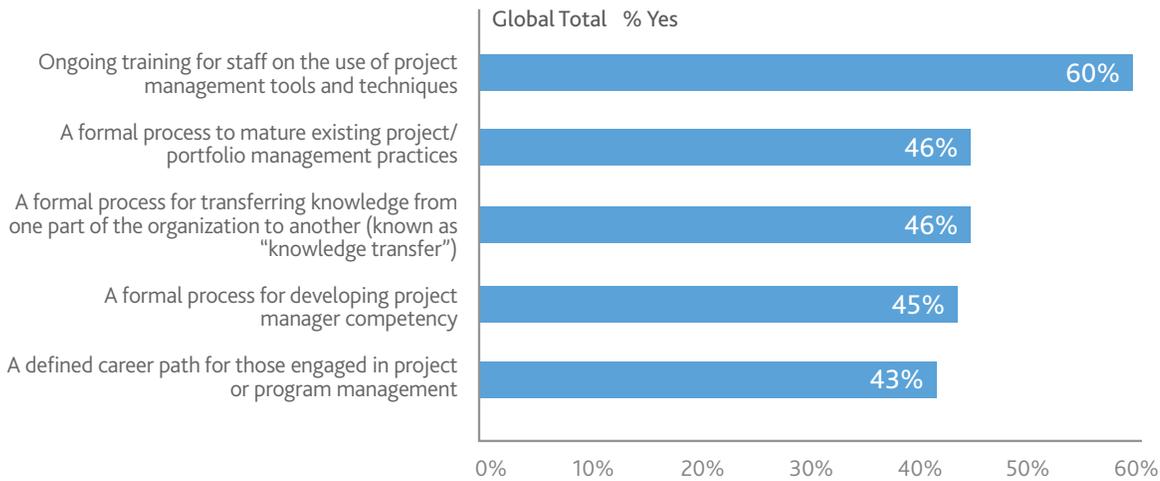


*Note: Numbers may not sum to 100% due to rounding*

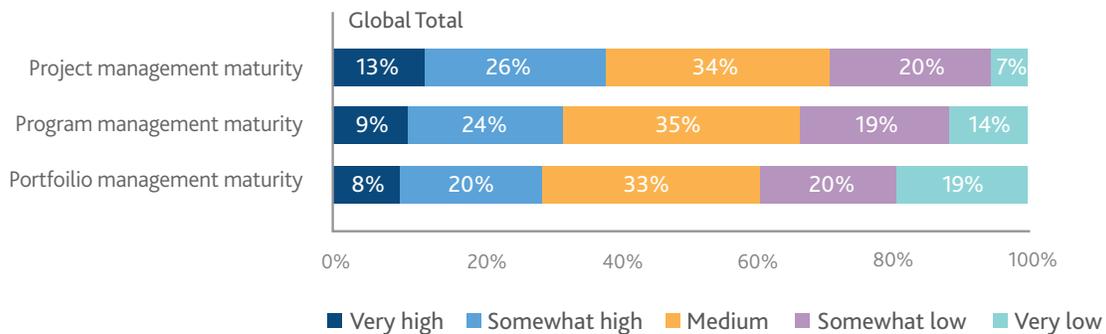
**Q:** Do you believe that your organization fully understands the value of project management?



**Q:** Does your organization currently have...?



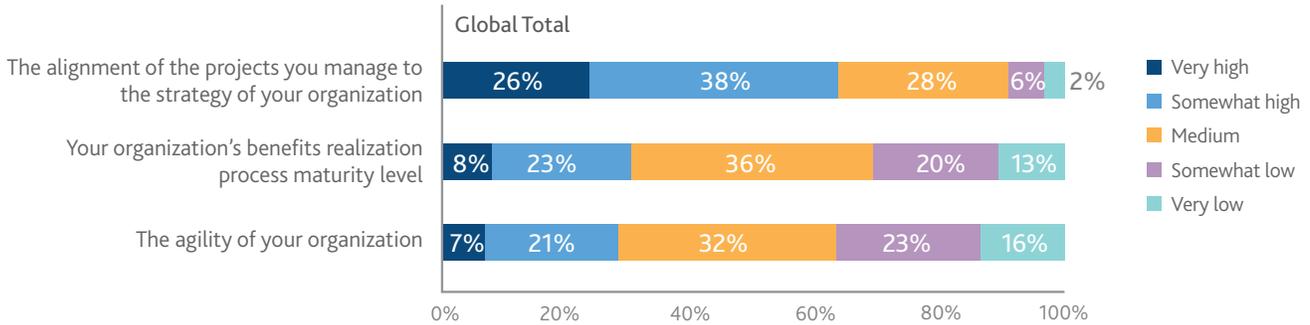
**Q:** How would you characterize the [project/program/portfolio] management maturity of your organization?



*Note: Numbers may not sum to 100% due to rounding*

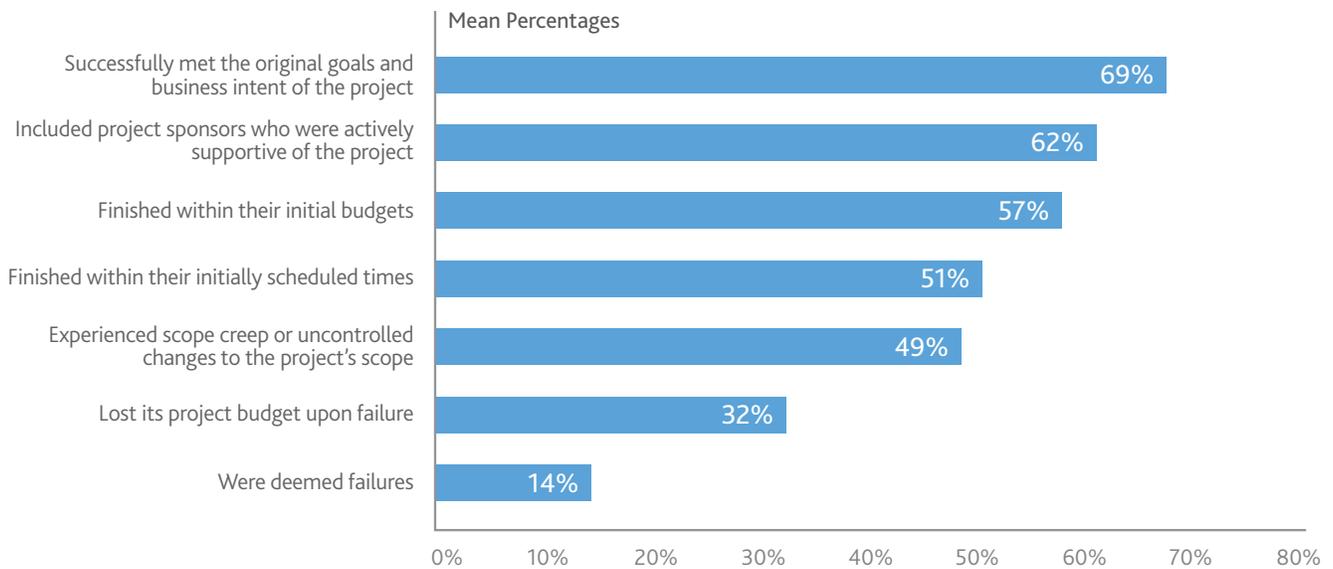
## APPENDIX: Section 1

### Q: How would you characterize...?

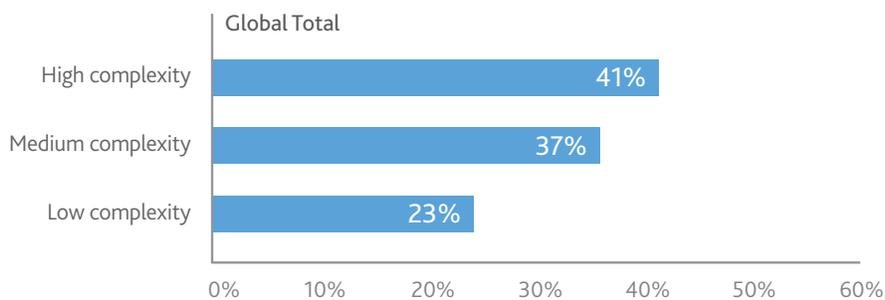


Note: Numbers may not sum to 100% due to rounding

### Q: In your estimation, what percentage of the projects completed within your organization in the past 12 months...?

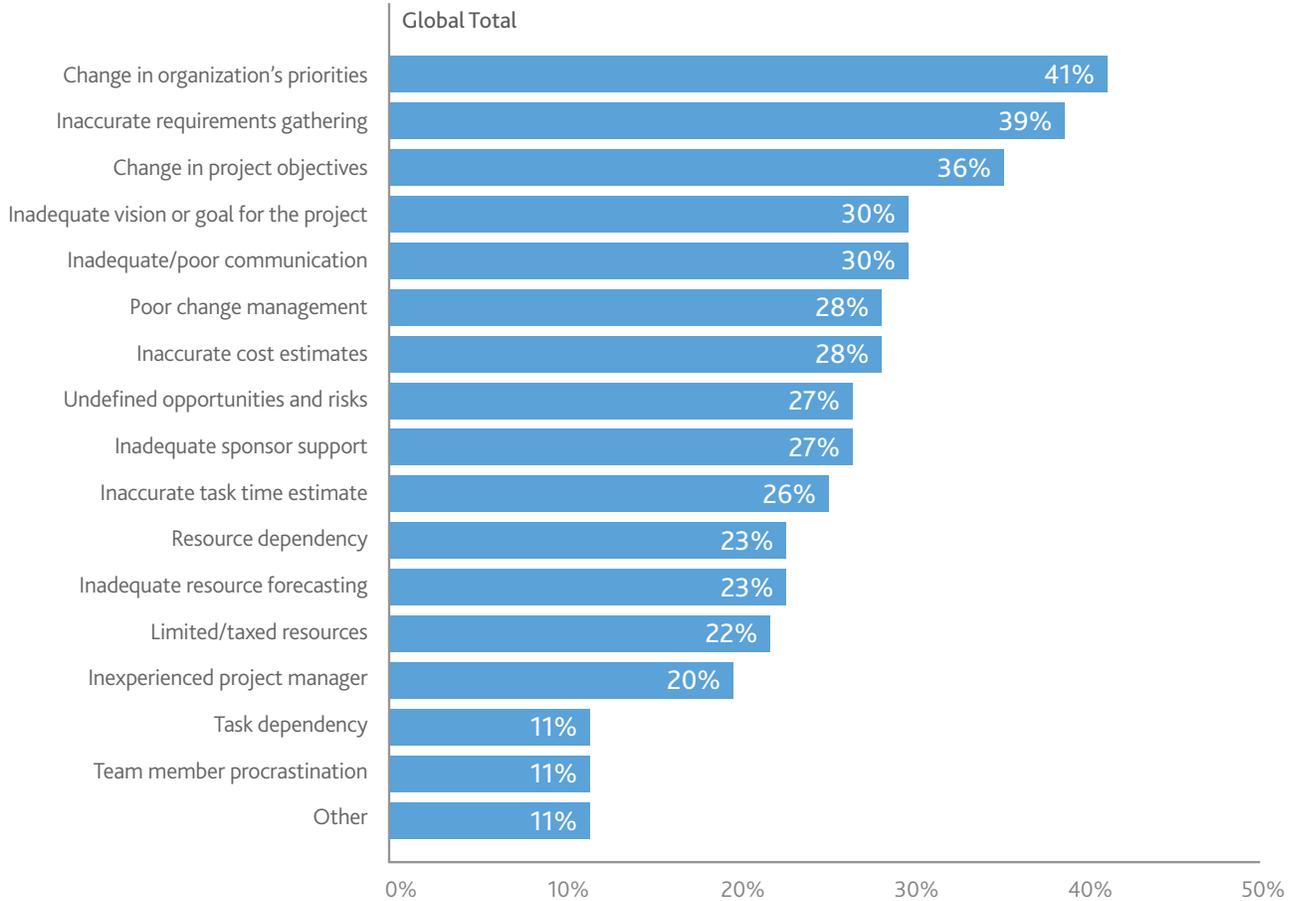


### Q: What percentage of all the projects within your organization this year had each of the following levels of complexity?

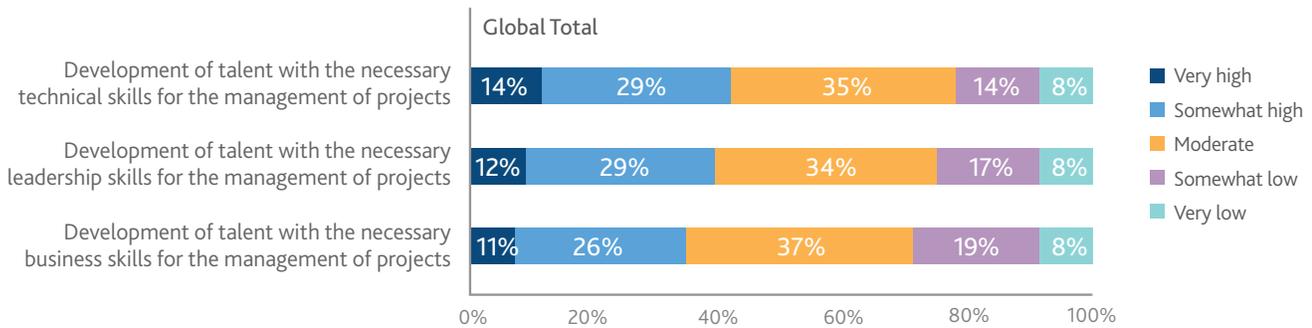


Note: Numbers may not sum to 100% due to rounding

**Q:** Of the projects started in your organization in the past 12 months that were deemed failures, what were the primary causes of those failures? (Select up to three.)



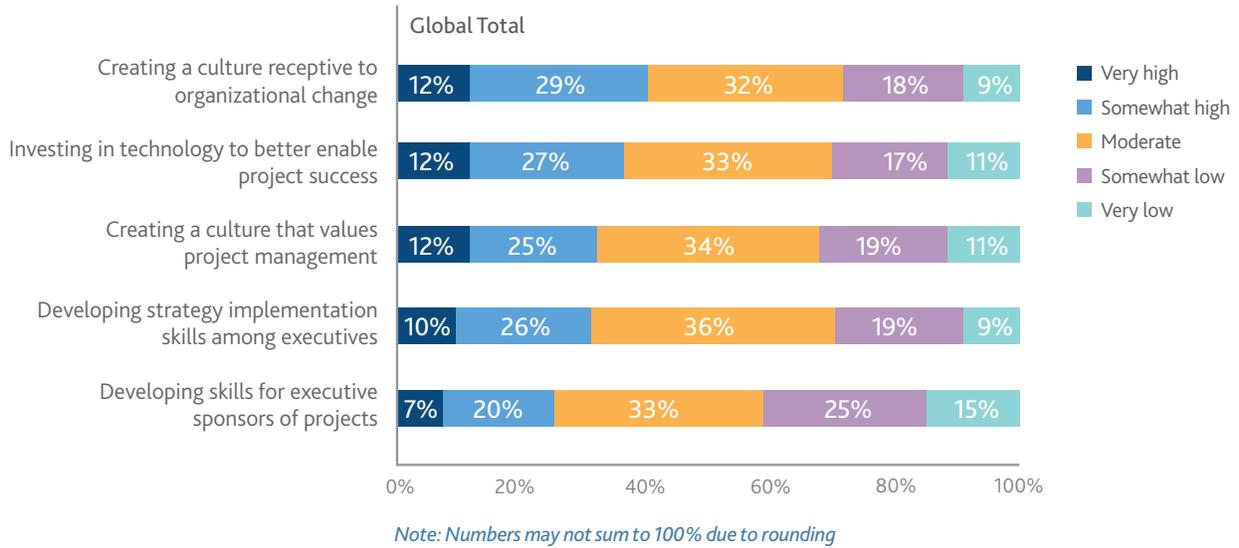
**Q:** How high a priority is each of the following within your organization?



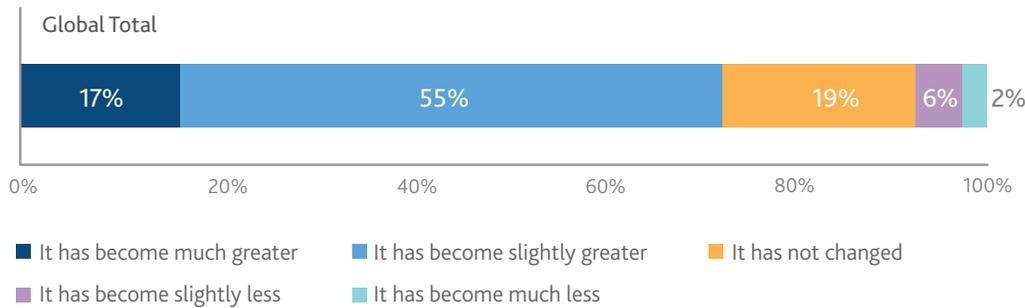
*Note: Numbers may not sum to 100% due to rounding*

# APPENDIX: Section 1

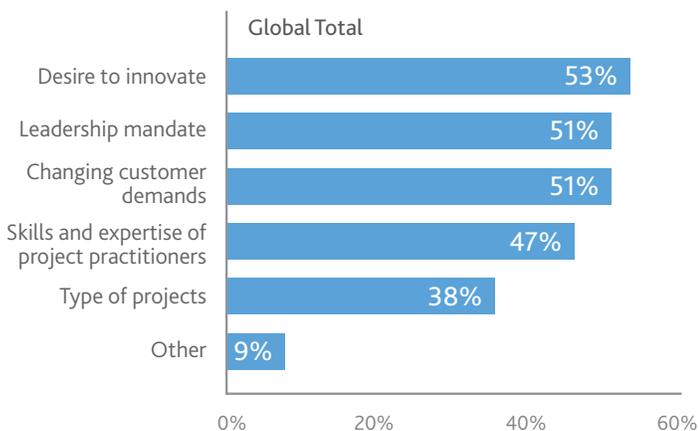
**Q: How high a priority is each of the following within your organization?**



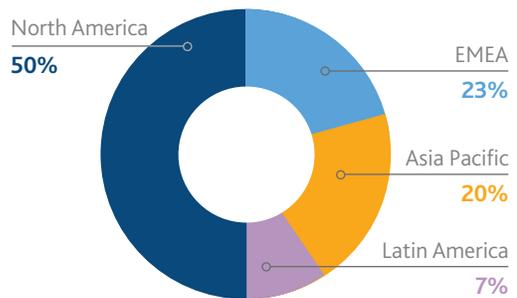
**Q: How has the organizational agility of your organization changed over the last five years?**



**Q: What has caused the increase in your organization’s level of agility over the past five years? (Select all that apply.)**

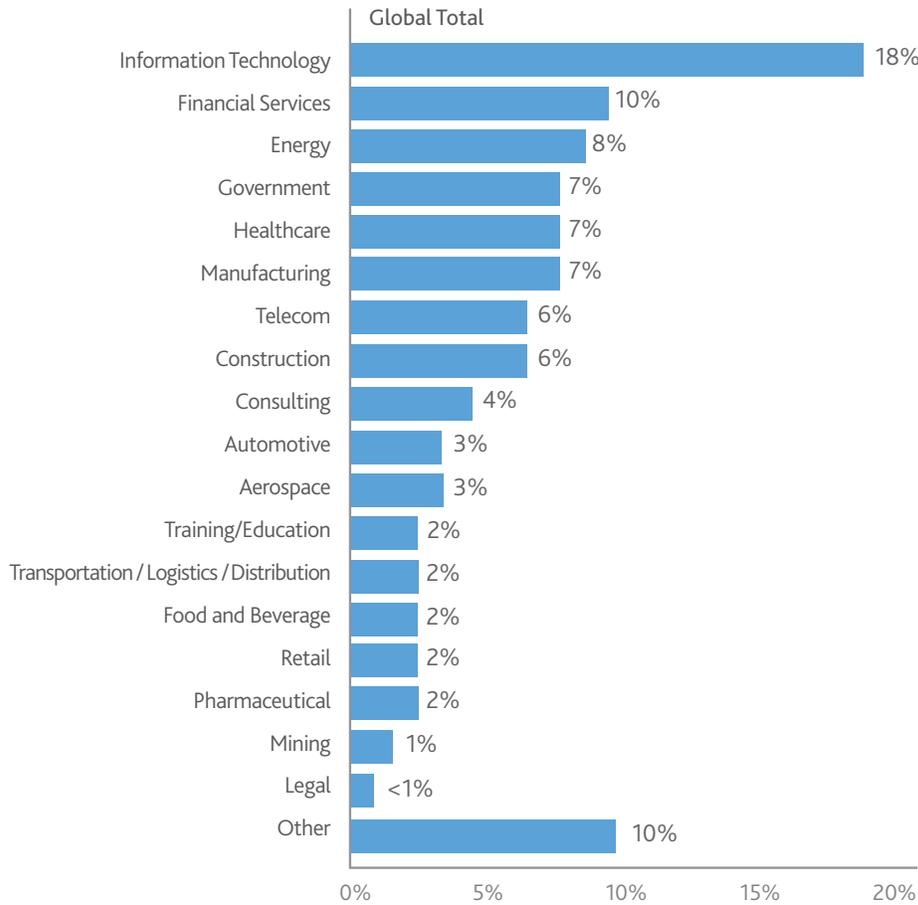


**Region of responding organizations**



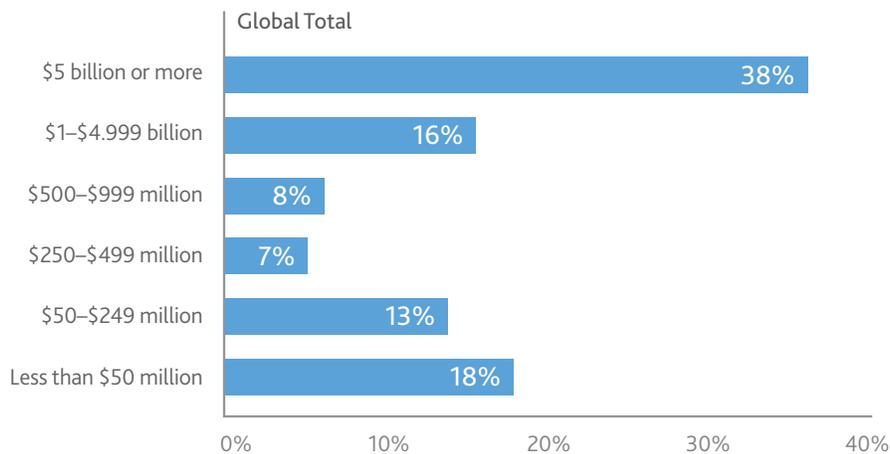
*Note: Numbers may not sum to 100% due to rounding*

**Q:** Please select the term that best describes the primary focus of your organization.



*Note: Numbers may not sum to 100% due to rounding*

**Q:** Which of these includes the total annual revenue of your organization (US\$)?

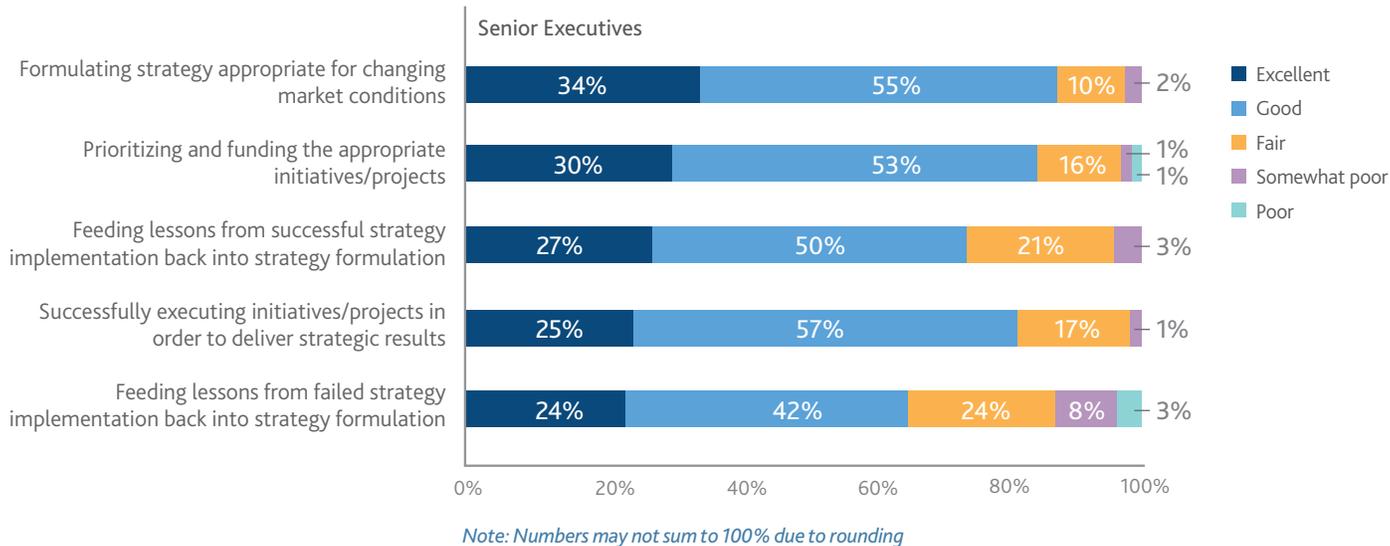


*Note: Numbers may not sum to 100% due to rounding*

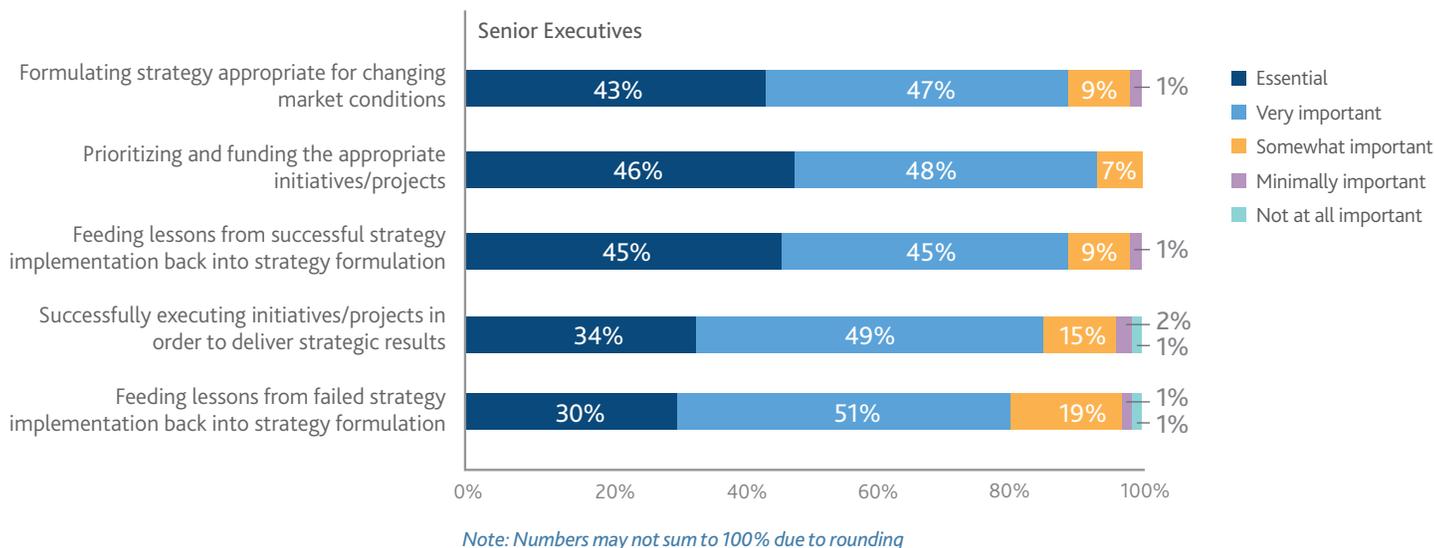
## APPENDIX: Section 2

### SURVEY RESULTS FROM 200 SENIOR EXECUTIVES

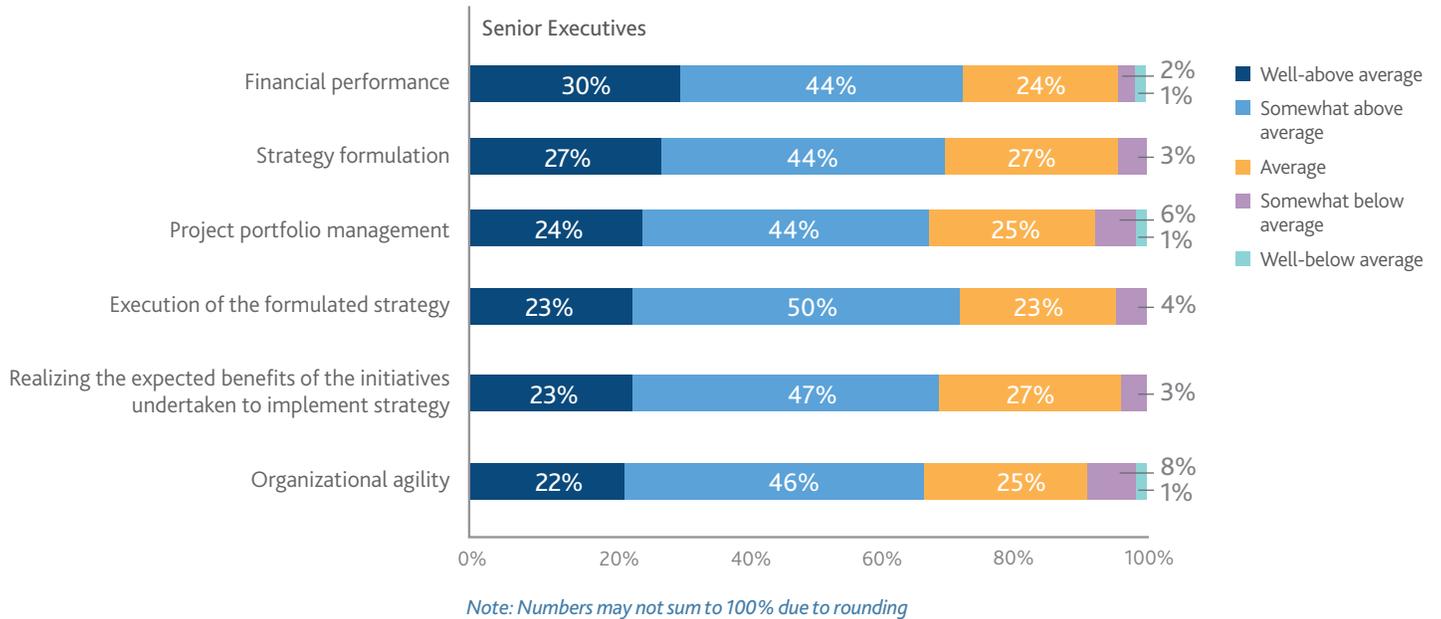
**Q: How would you rate your organization's success in performing the following activities over the last three years?**



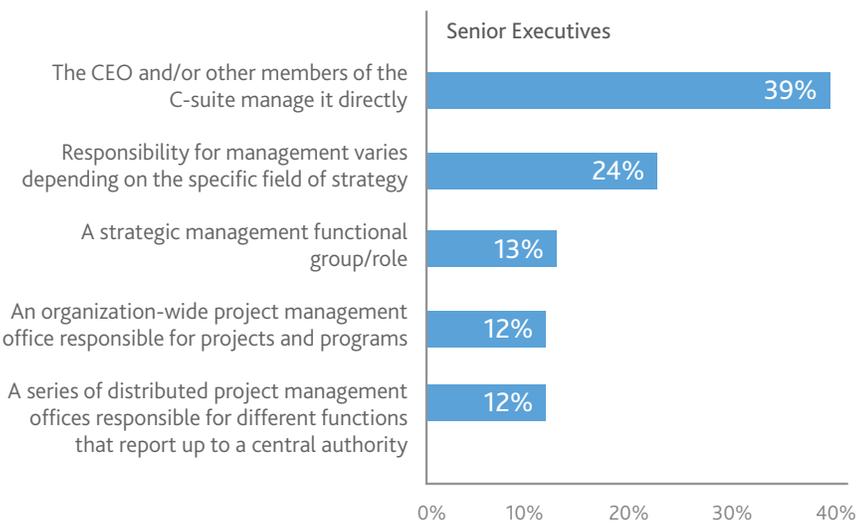
**Q: How important will improving the various aspects of strategy implementation be to the competitiveness of your organization over the next three years?**



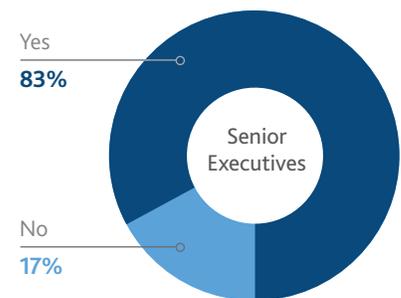
**Q:** Compared with peer companies, how would you rank your organization on each of the following?



**Q:** Where in your organization does responsibility lie for managing the implementation of strategy through high-priority initiatives and projects?

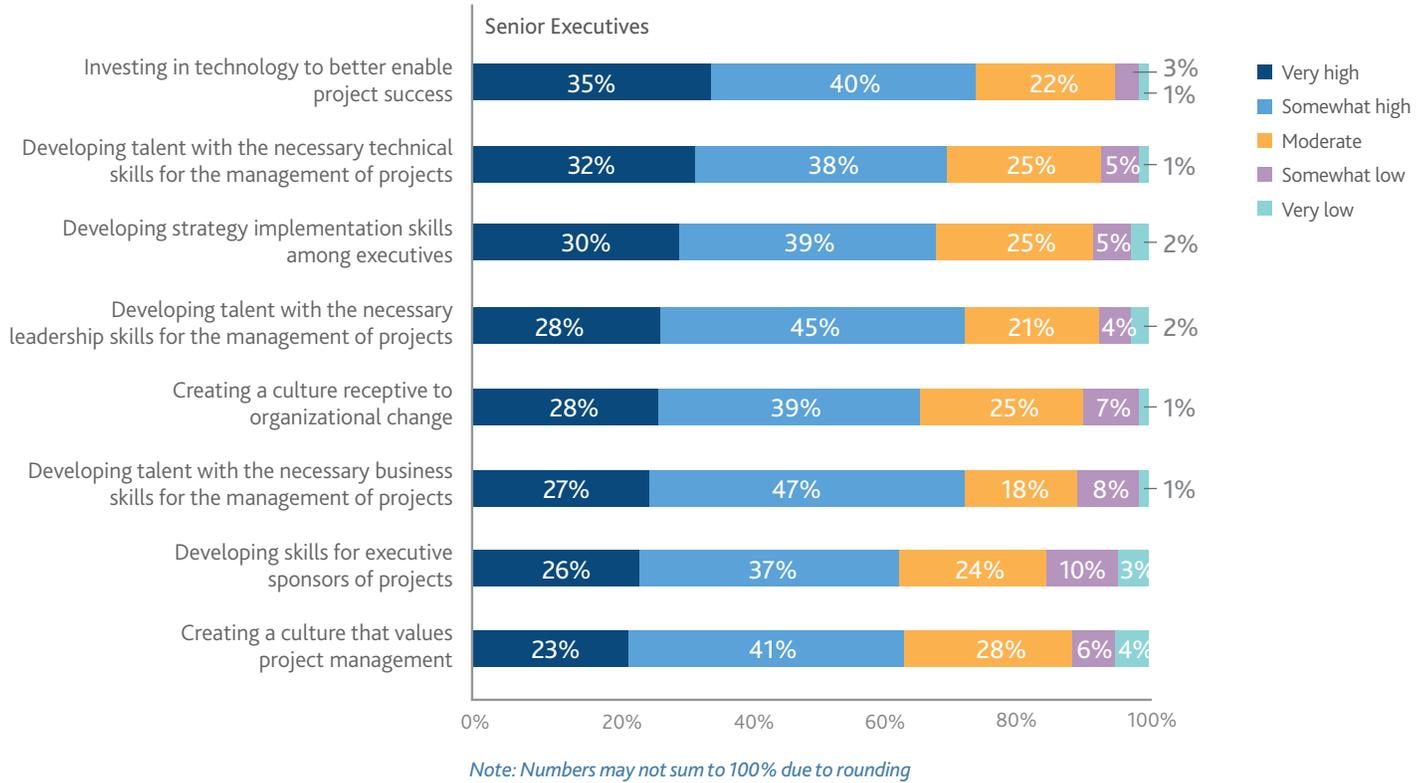


**Q:** Do you believe that your organization fully understands the value of project management?

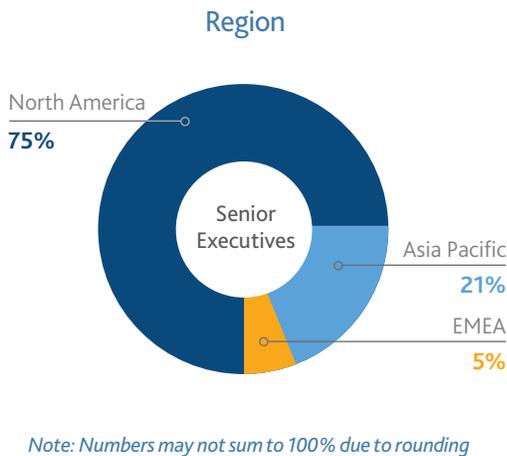


## APPENDIX: Section 2

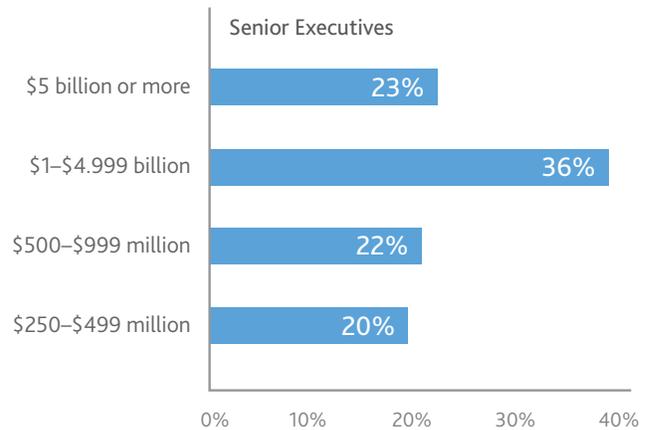
**Q:** How high a priority is each of the following within your organization?



### Firmographics: Senior Executives



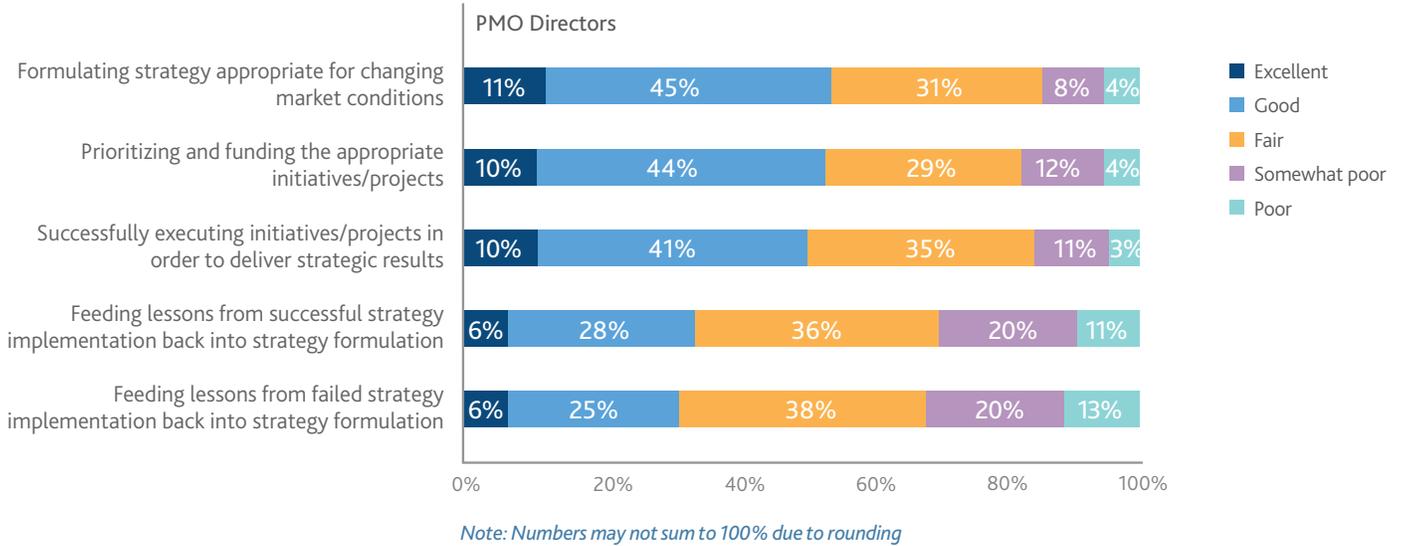
### Revenue of respondents' division or subsidiary (US\$)



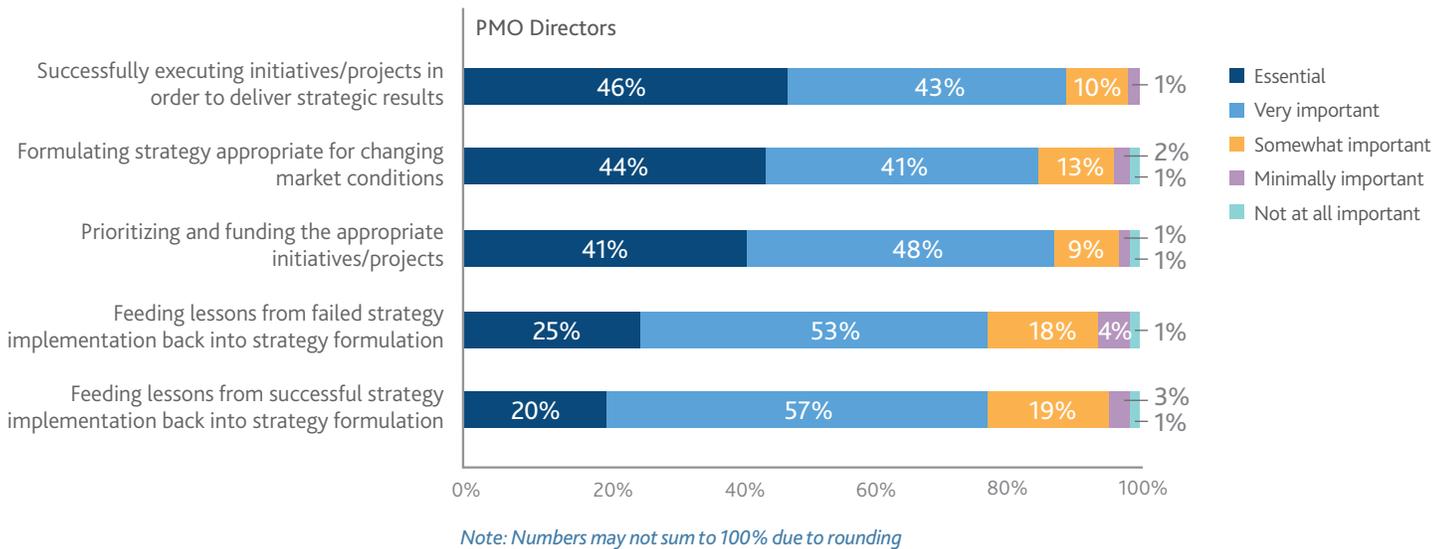
## APPENDIX: Section 3

### SURVEY RESULTS FROM 510 PMO DIRECTORS

**Q:** How would you rate your organization's success in performing the following activities over the last three years?

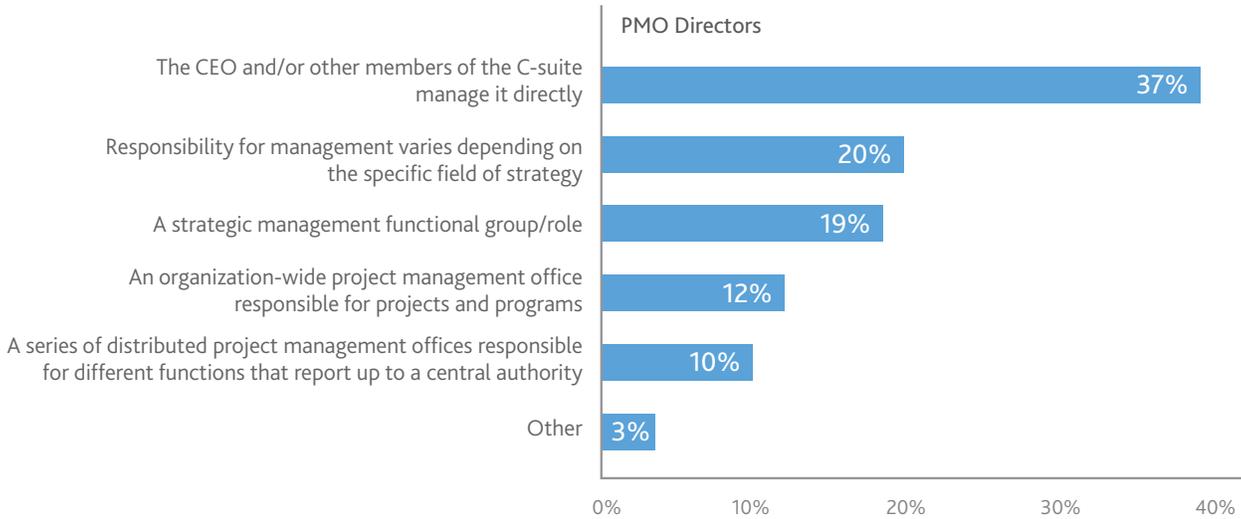


**Q:** How important will improving the various aspects of strategy implementation be to the competitiveness of your organization over the next three years?

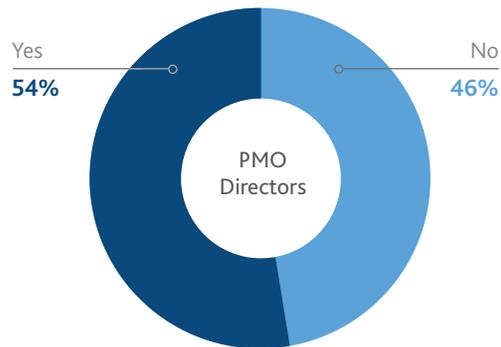


## APPENDIX: Section 3

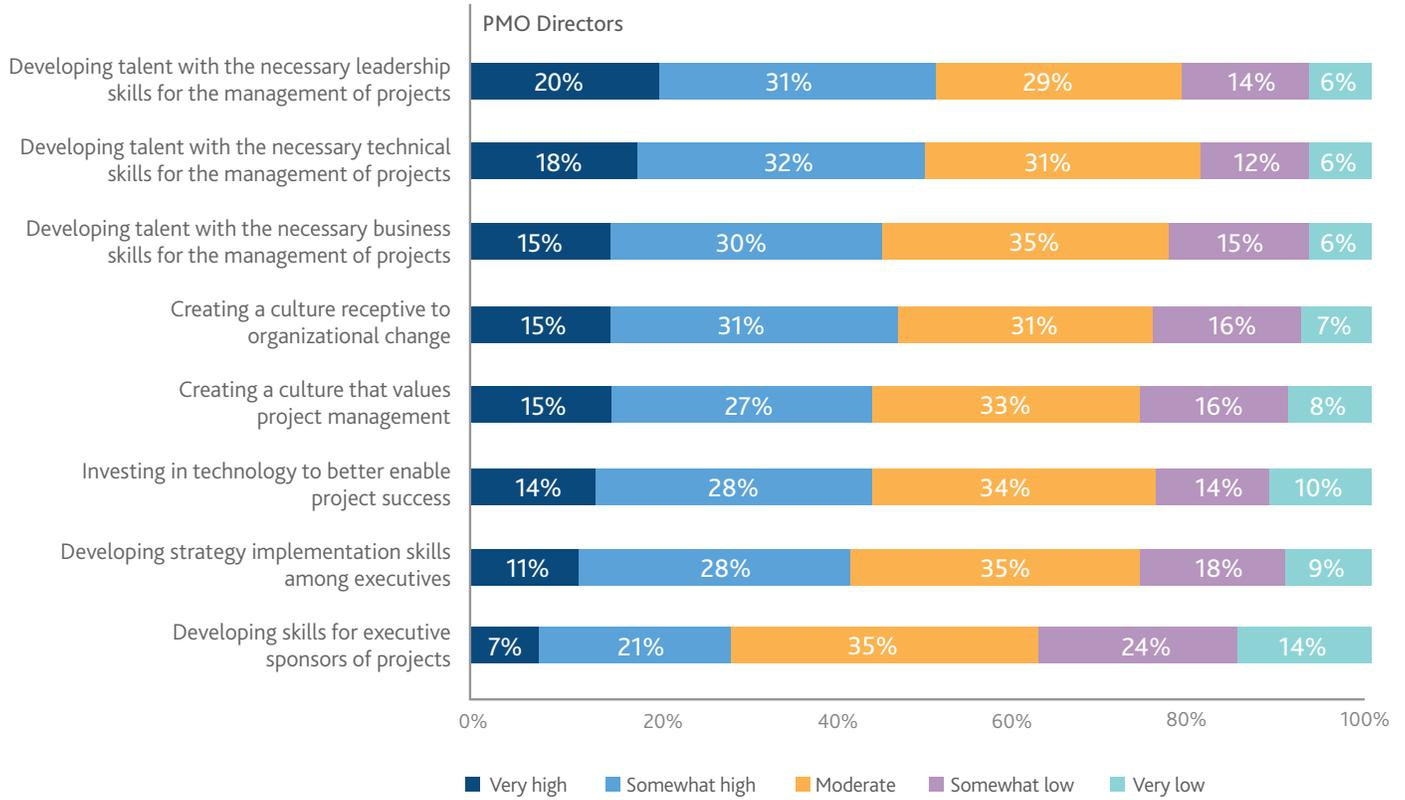
**Q:** Where in your organization does responsibility lie for managing the implementation of strategy through high-priority initiatives and projects?



**Q:** Do you believe that your organization fully understands the value of project management?

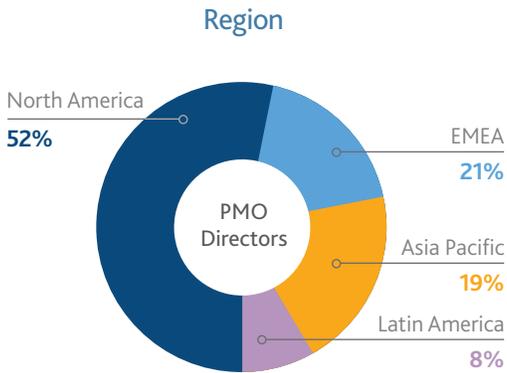


**Q: How high a priority is each of the following within your organization?**



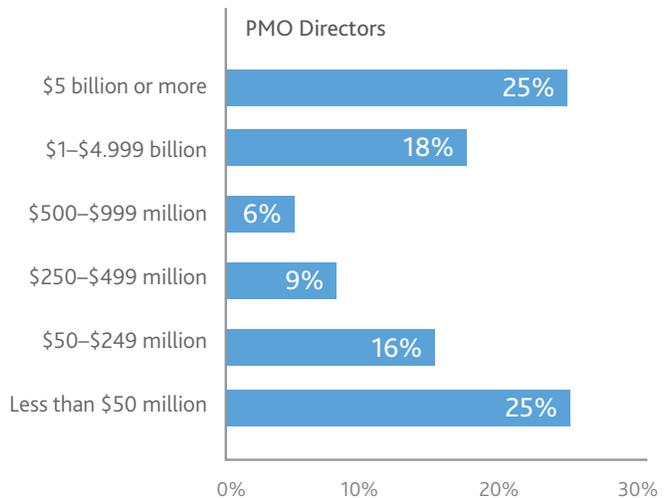
Note: Numbers may not sum to 100% due to rounding

**Firmographics: PMO Directors**



Note: Numbers may not sum to 100% due to rounding

**Revenue of respondents' division or subsidiary (US\$)**



Beijing  
Bengaluru  
Brussels  
Buenos Aires  
Dubai  
Dundalk  
London  
Mumbai  
New Delhi  
Philadelphia  
Rio de Janeiro  
São Paulo  
Shanghai  
Shenzhen  
Singapore  
Sydney  
Washington, D.C.



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