PMI’s 2015 *Pulse of the Profession*®
Capturing the Value of Project Management
Presented to The University of Texas at Dallas, Project Management Symposium
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Clarification by Dr. Bill ...

Fall 2008 / Board of Directors Meeting

- **Project Management** addresses the astute management of:
  - Projects
  - Programs
  - Portfolios

- “**P3**” == Projects, Programs, Portfolios
Background: Annual *Pulse of the Profession*® Report

- Conducted since 2006
- Annual global survey
- Charts major trends
- Features original research
- Reports feedback and insight from project, program, portfolio managers
- Incorporates third party data

Business Environment

As PMI looks at the state of project, program and portfolio management in 2015,

we see that a number of global dynamics are forcing organizations to take a more critical look at how they operate.
Sluggish economic growth continues putting additional emphasis on how well organizations execute their strategic initiatives.

Over the past few years, many of our *Pulse of the Profession*® findings about how well organizations are delivering on their strategic initiatives have remained largely unchanged.
Business Environment

That leads us to ask “why,” but also suggests it’s time for organizations to revisit the fundamentals and, essentially, go back to the basics of project management.

Why?

When what you do is not unique, how you do it becomes your competitive advantage.

– Mark A. Langley, President & CEO, PMI
High-performing organizations achieve **80% or more** of projects on time, on budget and meeting original goals.

Low-performing organizations achieve **60% or fewer** projects on time, on budget and meeting original goals.
A Return to Basics

Our *Pulse* study shows that projects within high-performing organizations meet original goals and business intent more often than those in low-performing organizations (90% vs. 36%).

2.5x MORE

High-performing organizations also waste about 13x Less Money than low performers.

But we have not seen an increase in the number of high-performing organizations since 2012. This number remains steady at 12 percent.
Focus on Fundamentals

Culture

Talent

Process

Focus on Fundamentals Leads to Success

Culture

- Fully understand the value of project management and create a project management mindset
- Require actively engaged executive sponsors, align projects to strategy, and have highly mature PPM
Focus on Fundamentals Leads to Success

Talent

- Are significantly more likely to focus on talent management
- Are more likely to have ongoing training and a defined career path for project managers, a formal and effective knowledge transfer process, and a formal process to develop project manager competency

Focus on Fundamentals Leads to Success

Process:

- Support project, program, and portfolio management through standardized practices and align projects and programs to the organization’s strategy
- More likely to have a PMO, a formal process to mature and standardize PM practices, have enterprise-wide and department, regional or divisional PMOs highly aligned to strategy
Foundational Practices

- Knowledge Transfer
- Risk Management
- Agility
- Higher Benefits Realization Maturity

Knowledge Transfer
Greater knowledge transfer effectiveness: The number of organizations that have high effectiveness has increased by 20 percent since last year.
Foundational Practices

**Risk Management**
This year, 83 percent of high performers report frequent use of risk management practices, compared to only 49 percent of low performers.

Foundational Practices

**Agility**
More frequent use of agile/incremental/iterative practices in project management: The use of these practices continues to rise, with 38 percent of organizations reporting frequent use, up 8 percentage points since 2013.
Foundational Practices

Higher Benefits Realization Maturity
Though only one in five organizations reports having a high level of benefits realization maturity, we’ve seen an increase of 63 percent compared to the level in 2013.

Final Words: Organizations Continue to Waste Funds

For every $1 Billion (US) invested in projects and programs, organizations continue wasting $109 Million (US).
Thank You.

I don’t like accidental success. It’s what Bill Gates calls ‘random,’ a term he uses with the opposite of respect.

- Masayoshi Son, CEO, SoftBank 
& Chairman of Sprint Corporation

Any Further Questions?

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