

Project Management Institute

Making project management indispensable for business results.®


PMI's 2015 *Pulse of the Profession*®  
Capturing the Value of Project Management  
Presented to The University of Texas at Dallas, Project Management Symposium  
William A Moylan, PhD, PMP, PMI Board of Directors 2008-2013

13 August 2015

Clarification by Dr. Bill ...

Fall 2008 / Board of Directors Meeting

- **Project Management** addresses the astute management of:
  - Projects
  - Programs
  - Portfolios
- **"P3"** == Projects, Programs, Portfolios



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## Background: Annual *Pulse of the Profession*<sup>®</sup> 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.**



## Business Environment

Sluggish economic growth continues

putting additional emphasis on how well organizations execute their strategic initiatives.



## Business Environment

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.



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?


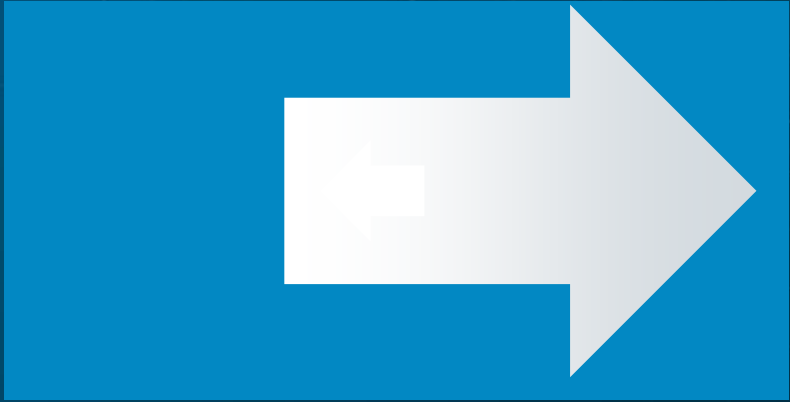


When *what* you do is not unique, *how* you do it becomes your competitive advantage.

– Mark A. Langley, President & CEO, PMI



## A Return to Basics




## A Return to Basics

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

**80%**

On Time  
On Budget  
On Goal



## A Return to Basics

Our *Pulse* study shows that projects within high-performing organizations meet original goals and business intent

2.5x  
MORE

often than those in low-performing organizations (90% vs. 36%)



## A Return to Basics

High-performing organizations also waste about

12%

13x  
Less Money

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

than low performers




Focus on Fundamentals

Culture

Talent

Process



Focus on Fundamentals Leads to Success

Culture

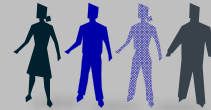
- Fully understand the value of project management and create a project management mindset
- Require actively engaged executive sponsors, align projects to strategy, and have highly mature PPM



## 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:

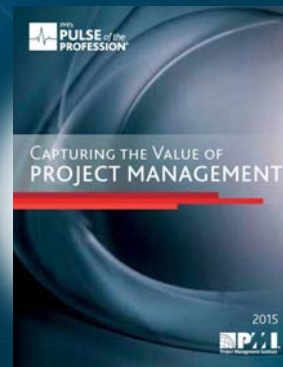
- Support project, program, and portfolio management through standardized practices and align projects and programs to the organization's strategy
- More likely to have a PMO, a formal process to mature and standardize PM practices, have enterprise-wide and department, regional or divisional PMOs highly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





## Foundational Practices

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



## Foundational Practices

### 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



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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