



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

8th Global Project Management Survey

2016

# The High Cost of Low Performance

How will you improve  
business results?



## Drive Better Results with Project Management

Customers want the best products and services. Employees want better salaries. Executives want growth. If we can't have perfection, we all want progress. But we know it's hard to deliver consistently positive results in an uncertain and continually shifting global marketplace.

Organizations that invest in project management waste 13 times less money because their strategic initiatives are completed more successfully. We know project management is essential for any organization's success, yet the message is not being realized.

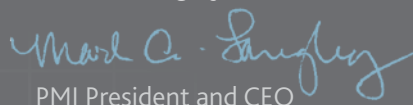
As we reviewed this year's *Pulse of the Profession*® data, we were hoping to see improvement over last year's results. Instead, we saw declines in many of the success factors we track. Even more concerning, the percentage of projects meeting their goals—which had been flat for the past four years—took a significant dip.

To examine this situation further, we surveyed executive leaders and PMO directors as part of this year's *Pulse* research and found that, although many individuals are beginning to sharpen their focus on project management as a strategic driver, their organizations aren't always in step.

Until leaders throughout organization hierarchies trust that projects deliver strategy, I fear we will continue to see stagnant progress. And that means organizations will be less successful than they should be. It will take some work, but it can happen if we take a collective approach to help shift the thinking.

Use this report and other PMI research to strengthen conversations about the quantifiable benefits project management delivers to organizations. Help drive the transformational thinking needed within your organization—because it's together that we can do great things.

**Mark A. Langley**

  
PMI President and CEO

## SUMMARY FINDINGS

Our latest *Pulse* research shows that compared to last year, fewer projects are being completed within budget or meeting original goals and business intent. More projects are actually failing and creating significant monetary loss for their organizations. The reasons are complex. But with worsening project outcomes, disruptive global trends, and an uncertain economy, it's time to strengthen the conversation around the following issues, which our research indicates are essential to improving both project and business results.

### LOOK BEYOND TECHNICAL SKILLS

While technical skills are core to project and program management, they're simply not enough in today's competitive global economy, which is growing quickly, but with less predictability. The most successful organizations seek added skills in leadership and business—competencies that support and sustain long-range strategic objectives. The ideal skill set—a combination of technical, leadership, and strategic and business management expertise—is embodied in the PMI Talent Triangle™. When organizations focus on all three skill sets, 40 percent more of their projects meet goals and original business intent.

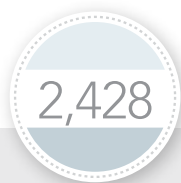


### RECOGNIZE THE STRATEGIC ROLE OF AN ENTERPRISE-WIDE PROJECT MANAGEMENT OFFICE (EPMO) AND ALIGN IT TO STRATEGY

By supporting the implementation of strategic programs, EPMOs play a crucial role in delivering organizational value. Yet, for many organizations, a struggle exists to define the PMO role, to position it for long-term success, and to leverage the office to help achieve strategic objectives. Effective EPMOs have a broad enterprise-wide responsibility and help direct strategy and focus on value delivery. Organizations that align their EPMO to strategy report 27 percent more projects completed successfully and 42 percent fewer projects with scope creep.

### DRIVE SUCCESS WITH EXECUTIVE SPONSORS

With actively engaged executive sponsors, organizations can bridge the communications gap between influencers and implementers to significantly increase collaboration and support, boost project success rates, and reduce risk. When more than 80 percent of projects have an actively engaged executive sponsor, 65 percent more projects are successful. Yet, on average, only three in five projects have engaged executive sponsors.

Project Management  
Practitioners

Senior Executives



PMO Directors

In addition to tracking the annual trends in project management, we also spoke directly to executive leaders and PMO directors to capture their perspectives on why we aren't seeing higher project success rates. This year's report draws on our global survey of 2,428 project management practitioners, 192 senior executives, and 282 PMO directors from a range of industries, and interviews with eight corporate leaders and 10 PMO directors and directors of project management. From this research, we have made the following key discoveries:

### EXECUTIVE AND PMO HEADS PERCEIVE PROJECT MANAGEMENT DIFFERENTLY

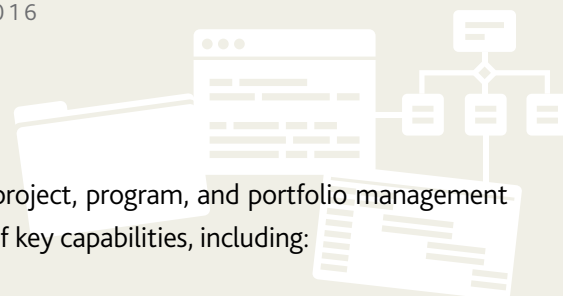
Executive leaders and PMO directors do not view organizational success and the benefits of project management in the same way. They have significantly disparate views about their organization's performance when it comes to formulating strategy, prioritizing and funding projects, executing strategic projects, and recognizing lessons learned. Additional gaps in perception exist between the benefits of using formal project management and improving risk identification and management, success with complex projects, customer satisfaction, and success with organizational change.

### EXECUTIVES AND PMO LEADERS ARE BOTH OPTIMISTIC ABOUT THE FUTURE

Executive leaders and PMO directors agree on the importance of improving their competitiveness over the next three years. Eight in ten executive leaders and PMO directors agree they will achieve that by formulating strategies appropriate for changing market conditions, prioritizing and funding the correct initiatives and/or projects, executing initiatives and/or projects in a way that delivers strategic results, and using lessons learned from failed projects to inform strategic planning.

# THE CHALLENGE

Our 2016 *Pulse* findings continue to reinforce that when organizations embrace project, program, and portfolio management practices, they have better outcomes. Yet, we see little or no change in a number of key capabilities, including:



## Value

Just over half of organizations fully understand the value of project management, a number that has remained the same over the past five years.

## PMO

The percentage of organizations with a PMO has also remained the same for five consecutive years, with nearly seven in ten having a PMO. Furthermore, the types of PMOs in organizations have remained unchanged since we began tracking them six years ago; two-thirds of organizations report having a department-specific, regional, or divisional PMO(s), and nearly half of organizations report having an EPMO.

## Practices

Nearly six out of ten organizations use standardized project management practices throughout most or all of the enterprise. But only one in four uses standardized project management practices organization-wide, a decline of three percentage points from one year ago.

## Training and Development

The percentage of organizations providing project management training on tools, competency development, and a defined career path remains unchanged since 2012. Just under half of organizations report having a formal knowledge transfer process—a decline of 5 percent since last year.

## Executive Sponsors

The average percentage of an organization's projects with active sponsors declined compared to last year: only 59 percent of projects on average have actively engaged executive sponsors.

## Strategy Alignment

Less than half of organizations report high alignment of projects to organizational strategy, a number that has been fairly constant for the past three years. And, organizations report that, compared to last year, fewer of their projects are strategic initiatives—that is, projects designed to achieve formulated strategy (an average of 48 percent of projects, down from 54 percent in 2015).

## Maturity

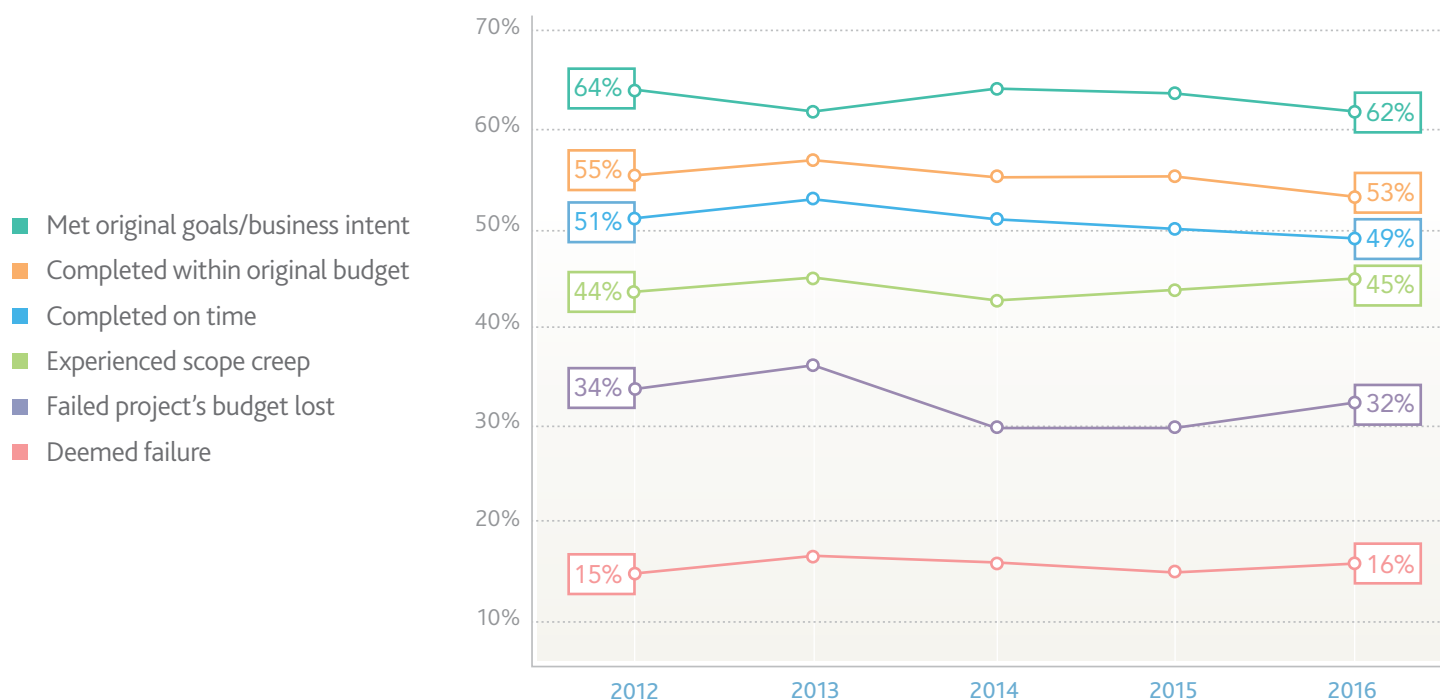
The percentage of organizations with high project management maturity has not changed for the past six years. Program and portfolio management are equally established in organizations, with only one in six reporting the high maturity of each.

## Benefits Realization

The percentage of organizations reporting high benefits realization maturity is at 17 percent, static for the past three years. And, the percentage of organizations reporting low maturity in benefits realization is trending upward—nearly four in ten now report low maturity.



Figure 1: CURRENT STATE OF PROJECT OUTCOMES



The lack of improvement within these capabilities coincides with weaker project outcomes. Fewer projects are meeting original goals and business intent or being completed within budget. More projects are failing and creating substantial monetary loss for their organizations (see Figure 1).

More critical is the money that continues to be wasted when projects aren't managed well. We see US\$122 million wasted for every US\$1 billion invested due to poor project performance, a 12 percent increase over last year.

With little movement in key data points over the past five years, and a regression in the percentage of projects reaching goals, something definitely needs to change.

PMI has conducted the *Pulse* study since 2006 to provide evidence that implementing strategy successfully is inextricably linked to an organization's capability to deliver successful projects and programs. As we continue to see worsening project outcomes, disruptive global trends, and an uncertain economy, we want to advance the conversation. We want organizations to shift their thinking and embrace project management as a strategic competency for success. Throughout this report, you will discover approaches to addressing this ongoing challenge.



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## THE WORLD AROUND US

Despite a global economy that is still uncertain and the rapid evolution of new business trends, we find many examples of project, program, and portfolio managers who deliver value to their organizations and help them stay relevant and competitive.

As the global advocate for the profession, we continue to track a number of universal trends impacting project management. Disruptive change is prevalent. The acceleration of technology and digitization, including the Internet of Things and social media, has created a hyper-connected, borderless world, with new industries and opportunities for project and program managers. And the number and complexity of projects are increasing, a fact recognized by alert executive leaders.

“There’s a lot more that you have to pay attention to as an organization and therefore the projects have to do the same.”

**Norm Fjeldheim** | *Senior Vice President and CIO*  
Qualcomm

“There’s a lot more that you have to pay attention to as an organization and therefore the projects have to do the same,” said Norm Fjeldheim, Senior Vice President and CIO at Qualcomm.

Other trends that will have an impact on project management include:

- **Cost of energy is falling** as new shale oil and gas deposits are discovered, developed, and exploited with advanced extraction technologies, once again making the development of new oil and gas fields a project-rich environment.
- **Globalization has improved business conditions** in emerging and advanced economies, triggering investments in infrastructure development projects in many low- and middle-income economies.
- **Climatic processes are approaching tipping points**, and scientists and engineers are beginning to assess the feasibility of several geoengineering “quick fixes.” This will lead to the proliferation of a vast array of new projects.



# REINFORCING THE IMPORTANCE OF PROJECT MANAGEMENT

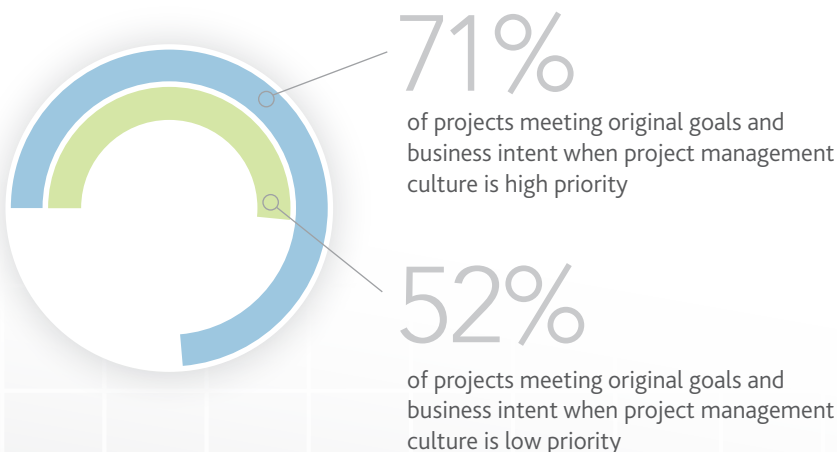
Organizations and project professionals can capitalize on—not merely react to—the trends outlined previously. As these and other developments usher in change and create more projects, the demand for skilled and experienced project and program managers is on the rise. This environment of new opportunity further underscores the need for organizations to support project management as a strategically significant discipline.

Yet, our research shows that just over half of organizations fully understand the value of project management and less than two in five place a high priority on creating a culture that recognizes its importance as a driver of better project performance. Organizations that place a high priority on creating this culture report 71 percent of projects meeting original goals and business intent versus 52 percent that place a low priority on it. These results would likely not surprise the executives we interviewed who agree that a cultural mindset that values project management is vital to the business.

“Project management has been one of the linchpins of our turnaround over the last couple of years,” said Peter Stern, Executive Vice President, Chief Product, People and Strategy Officer at Time Warner Cable. “The discipline of project management has made our product and technology deployments faster yet at the same time less impactful to customers, enabling us to post a gain last year of a million Internet customers and, for the first time in years, a net gain in video customers despite facing new, aggressive competitors.”

“Project management has been one of the linchpins of our turnaround over the last couple of years. The discipline has made our product and technology deployments faster yet less impactful to customers.”

**Peter Stern** | *Executive Vice President, Chief Product, People and Strategy Officer*  
Time Warner Cable

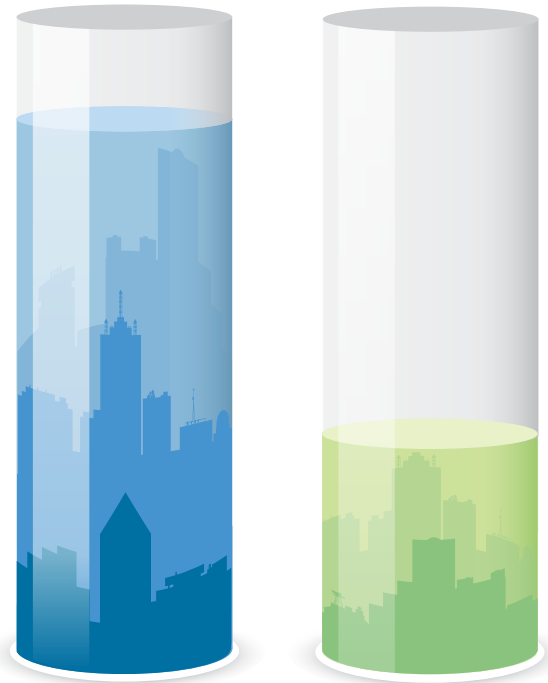




PROJECTS ARE 2.5 TIMES MORE SUCCESSFUL  
WHEN PROVEN PROJECT MANAGEMENT  
PRACTICES ARE USED

Our research further reinforces the tangible and intangible value project management provides to an organization, including risk reduction and cost saving. Over the years, analysis of our *Pulse* data shows that high-performing organizations have implemented proven project, program, and portfolio management practices. As a result, their projects meet original goals and business intent two-and-a-half times more often (89 percent versus 34 percent) and waste 13 times less money.

Peter Panzarella, Chief Procurement Officer at Pitney Bowes, believes project management is especially important when working cross functionally. "We found it helpful in creating a standardized way to talk to our internal stakeholders," he explained. "And we also found it much easier to report on the status of programs internally and to create a formal review process if we were using standardized methodologies and templates, and evaluating stages of the programs under uniform structure."



89% vs. 34%

"Without a doubt, good project management drives more success, lowers the risk, and increases the chance of success for delivering the economic value of the project."

**Bill Seliger, PMP**

*Director, Supply Chain and Project Management  
Fortune 500 manufacturing company*

## A SHIFT IN THINKING

With the deep and long-proven benefits of project management, we have to ask: Why isn't this value being realized in project outcomes and reflected in this year's findings?

As we work to strengthen the conversation and encourage new thinking among organizations less advanced at project management, we can pinpoint the following elements that distinguish more mature organizations that achieve better results.

### THEY LOOK BEYOND TECHNICAL SKILLS

The dynamic, rapidly changing, complex business environment continues to emphasize the need for excellence in project, program, and portfolio management. And, while technical skills are core to project and program management, it's even more critical to develop additional leadership, and strategic and business management skills.

Organizations can help develop project and program managers who are versatile, experienced, and skilled. Yet less than one in three currently prioritize the development of technical, leadership, or business skills (see Figure 2); only 25 percent consider all three skills a priority.

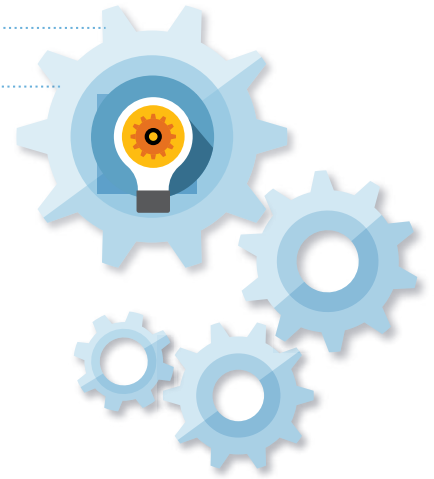
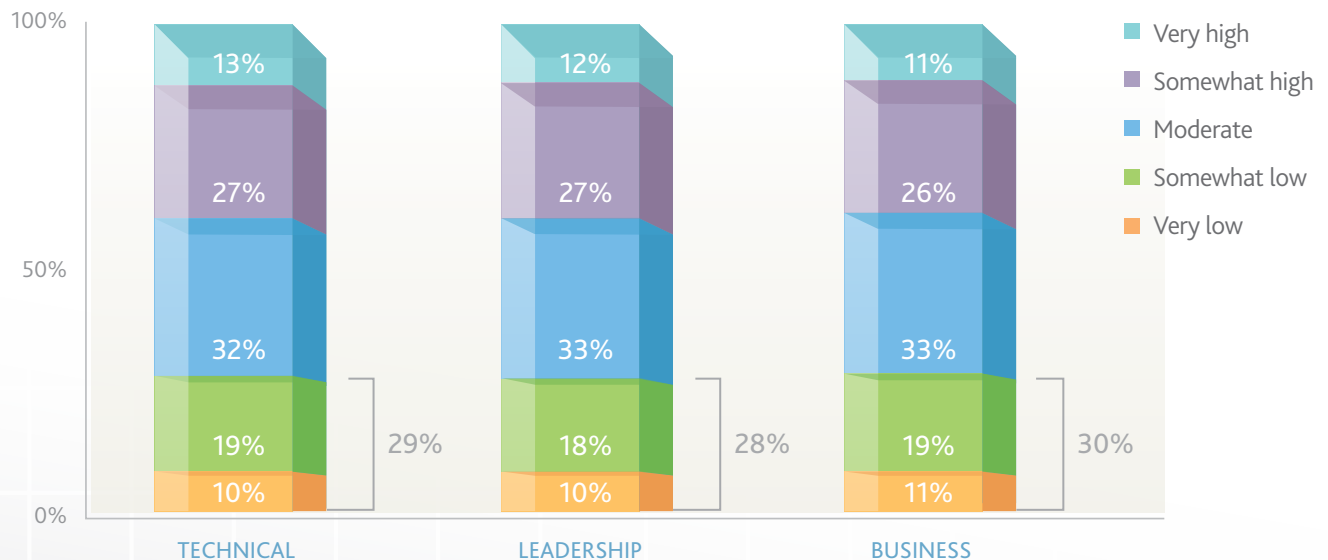


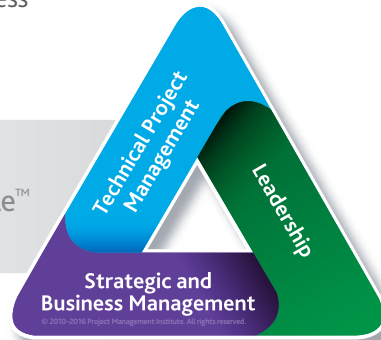
Figure 2: PRIORITY OF DEVELOPING PROJECT MANAGEMENT SKILLS



Qualcomm is among the vanguard of organizations that actively point to project and program management as a critical skill set. “We recognize it as a career path that people can take all the way up,” said Mr. Fjeldheim. “It leads into a management track, which can go all the way to director or senior director and vice president ... We recognize it as being a very important skill that is critical to our success as an organization.”

Organizations with a similar mindset want project, program, and portfolio managers with a broad range of skills to support long-range strategic objectives. The ideal skill set is depicted in the PMI Talent Triangle™—a combination of technical, leadership, and strategic and business management expertise (see Figure 3).

Figure 3  
The PMI Talent Triangle™

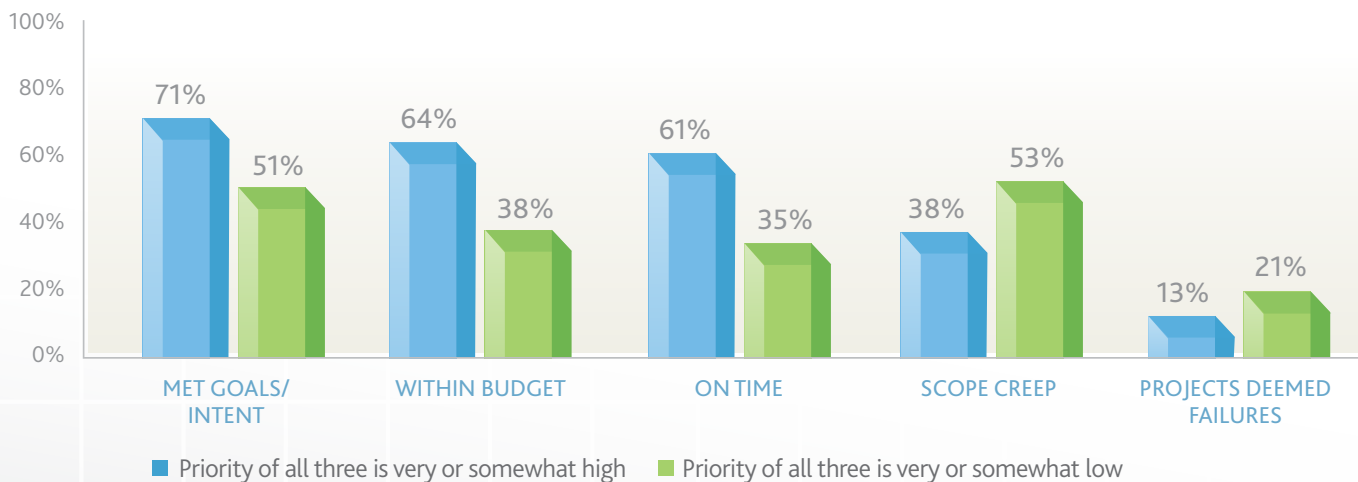


When organizations focus on all three areas, 40 percent more projects meet original goals and business intent. Additional improvements are realized in managing budget, time, scope creep, and projects deemed failures (see Figure 4).

“We recognize [project management] as a career path that people can take all the way up ... a very important skill that is critical to our success as an organization.”

**Norm Fjeldheim**  
*Senior Vice President and CIO*  
Qualcomm

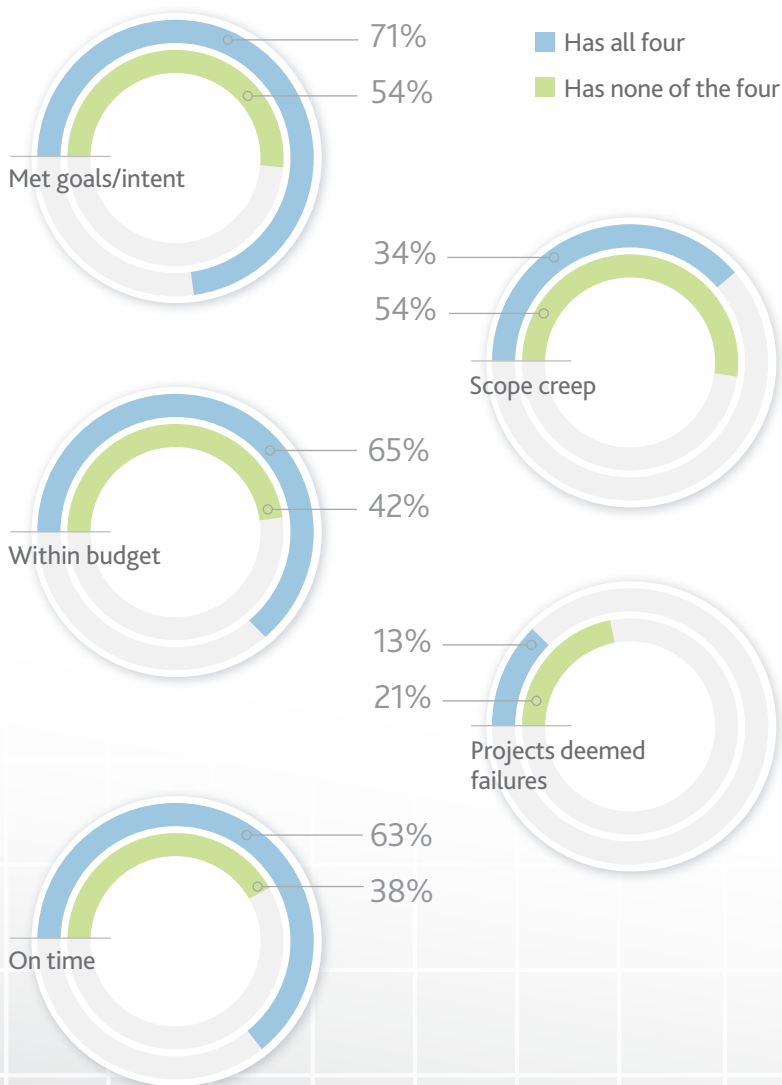
Figure 4: IMPROVE PROJECT OUTCOMES WITH THE RIGHT SKILLS



Sudhakar Kesavan, Chairman and CEO at ICF International, Inc., sees an increasing need for skilled professionals. “We are doing more training across the firm to make sure people understand that project management is a learned skill,” he said, adding that an organization can’t just make decisions as they go along. “The more project management expertise we have, the less likelihood of complications with the client, overruns and cost issues,” he continued. “We need to train people so that we can have fewer issues with projects as they are run.”

Our *Pulse* findings reflect Mr. Kesavan’s thinking. Project outcomes are significantly better in organizations that invest in ongoing project management training, offer a defined career path to those engaged in project or program management, and establish formal processes to develop project manager competencies and to transfer knowledge, when compared with organizations that invest in none of these (see Figure 5).

Figure 5: IMPROVE  
PROJECT OUTCOMES WITH TRAINING



“The more project management expertise we have, the less likelihood of complications with the client, overruns and cost issues.”

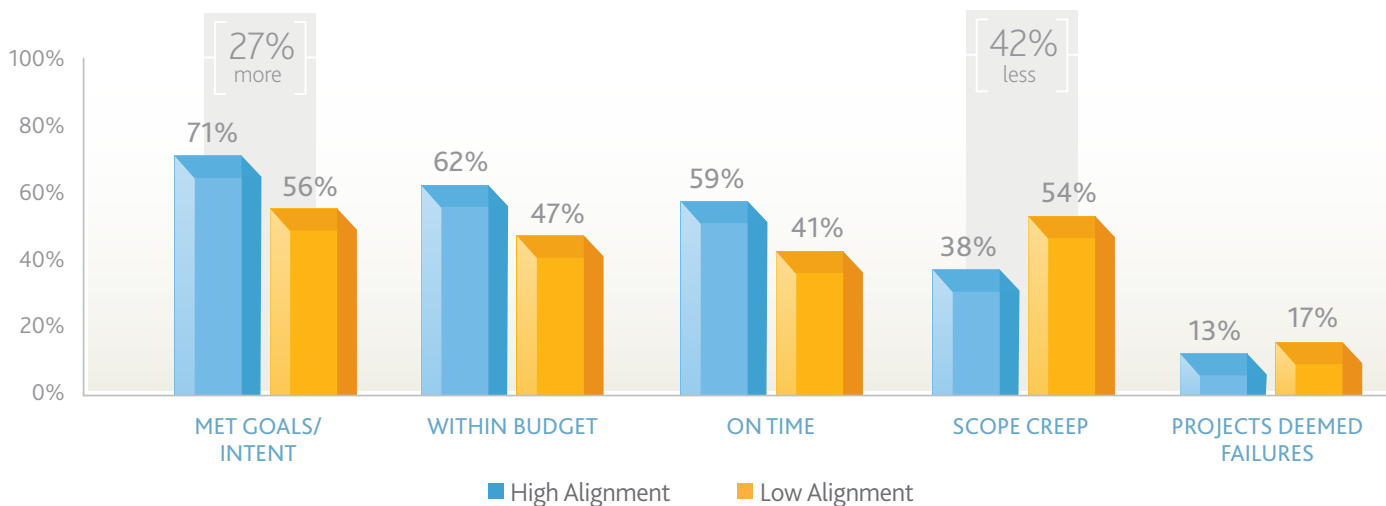
**Sudhakar Kesavan** | *Chairman and CEO*  
ICF International, Inc.

## THEY RECOGNIZE THE STRATEGIC ROLE OF AN EPMO AND GET IT ALIGNED TO STRATEGY

By supporting the implementation of strategic programs, PMOs play a crucial role in delivering organizational value. Organizations that have a PMO with a broader business-wide responsibility, such as the EPMO, are closest to delivering such value.

With responsibility to align projects and programs to corporate strategy, the EPMO establishes and oversees appropriate governance of enterprise projects, programs, and portfolios, and performs portfolio management functions to ensure strategy alignment and benefits realization. As previously noted, organizations that align their EPMO to strategy report 27 percent more projects completed successfully and 42 percent fewer projects with scope creep (see Figure 6). Yet, less than half of organizations surveyed have an EPMO and only 44 percent of those EPMOs are highly aligned to the organization's strategy.

Figure 6: IMPROVE PROJECT OUTCOMES WITH AN ALIGNED EPMO



Overall, a well-aligned EPMO can boost performance. In addition, EPMOs and PMOs can:

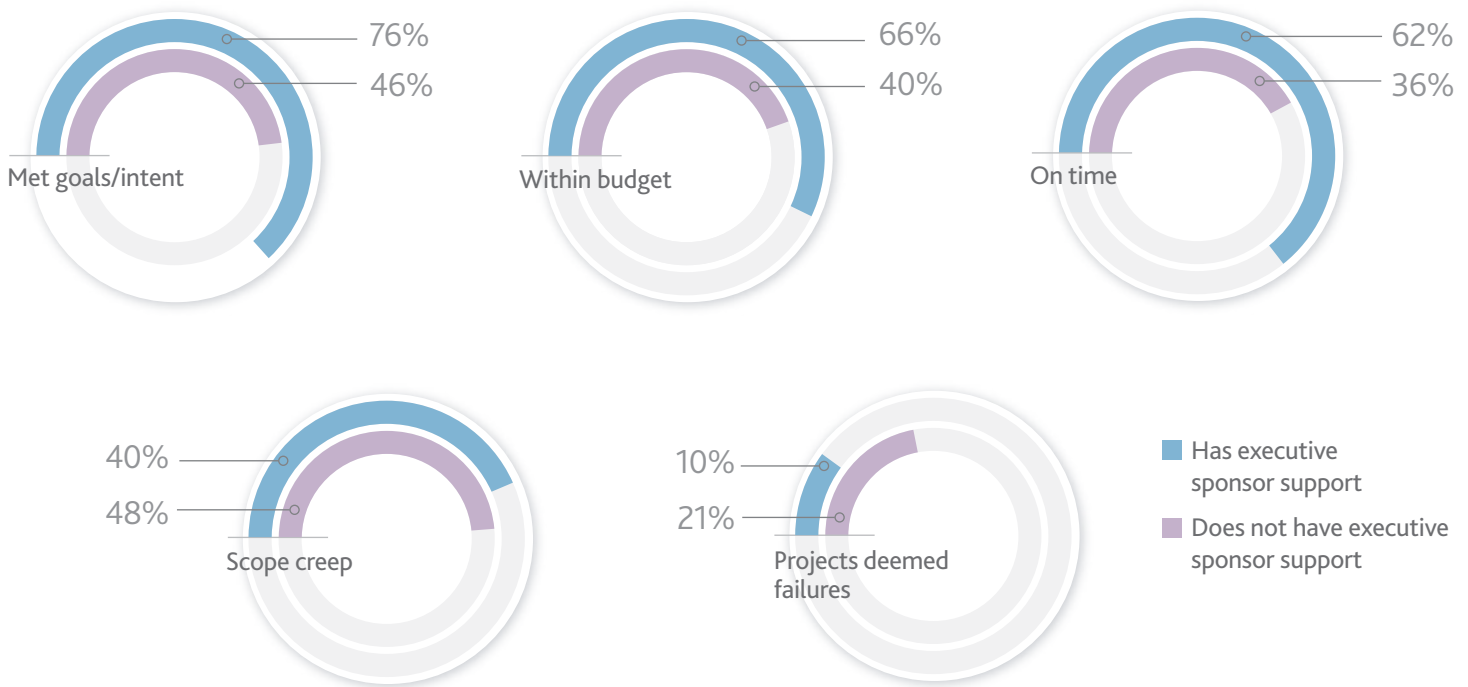
- **Free executives to think strategically.** Rather than being bogged down in project details, executives can focus on strategic alignment.
- **Increase strategic flexibility.** A PMO creates the capacity to select the projects best suited to each moment.
- **Drive business growth through customer satisfaction.** A PMO increases the chance that projects will be delivered on time and on budget, which provides tangible value to customers.
- **Improve decision making.** Organizations can better evaluate the benefits and risks of individual projects in the context of the entire portfolio.



## THEY DRIVE SUCCESS WITH EXECUTIVE SPONSORSHIP

Effective executive sponsorship is critical to the success of an organization's strategic initiatives—an executive sponsor's active engagement is actually the top driver of project and program success. When more than 80 percent of projects have executive sponsor support, 65 percent more projects are successful (76 percent versus 46 percent, see Figure 7). Despite this finding, only three in five projects have engaged executive sponsors.

Figure 7: IMPROVE PROJECT OUTCOMES WITH ACTIVE SPONSORS



Effective executive sponsors have thorough knowledge of a project and how it connects to business strategy. And owing to their position and experience, they have the necessary skills and authority to clear roadblocks, the confidence to make quick and effective decisions, and the influence to champion the project with senior management and position it as a top priority. The best executive sponsors can also motivate and engage a project team.

## STRENGTHEN THE CONVERSATION TO IMPROVE SUCCESS

All change in an organization happens through projects and programs. When a project and program management mindset is embedded in an organization's DNA, performance improves and competitive advantage accelerates. Strengthen the conversation around the importance of project management and the issues essential to improving project and business results—the right skill set, the EPMO, and executive sponsors. Spark the discussion around the strategic importance of project management with these essential points:

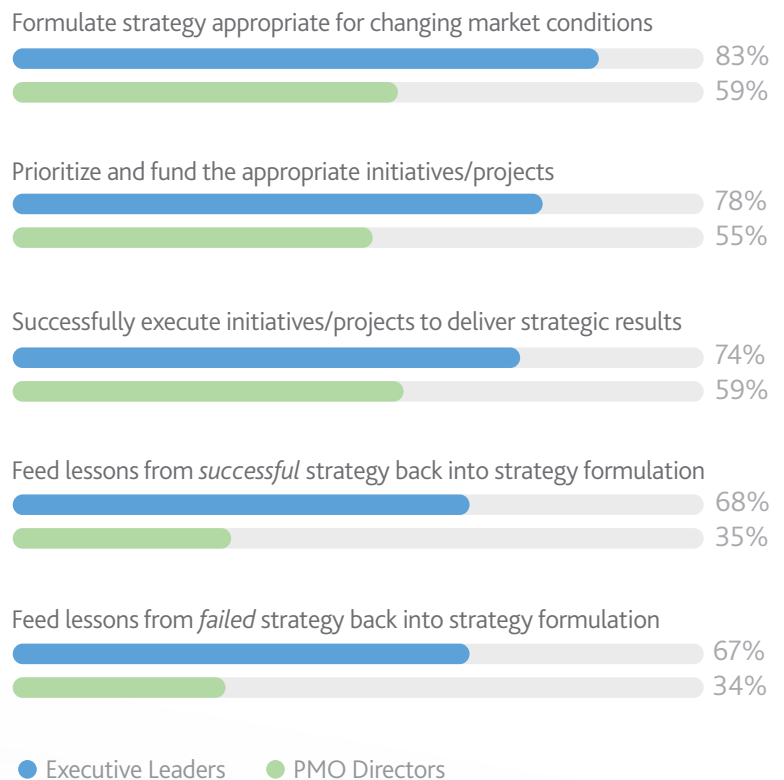
- Project management empowers people, rather than restricts them.
- Project management encourages innovation by facilitating teamwork and collaboration.
- Project management helps organizations fulfill client objectives without risking their own profitability.
- Project management practices, implemented from day one, improve the chances of delivering a project on time and on budget.
- Project management practices serve as a valuable competitive advantage.

## MAKE THE DIFFERENCE TOGETHER

Ultimately, an organization's success is not simply the result of making sure the right tactical elements are in place, it also requires that everybody be on the same page. Strong project management comes from leaders—at all levels—who foster an environment that encourages flexibility and innovation. Their goal is to develop and support the project, program, and portfolio teams that will turn their ideas and vision into real results.

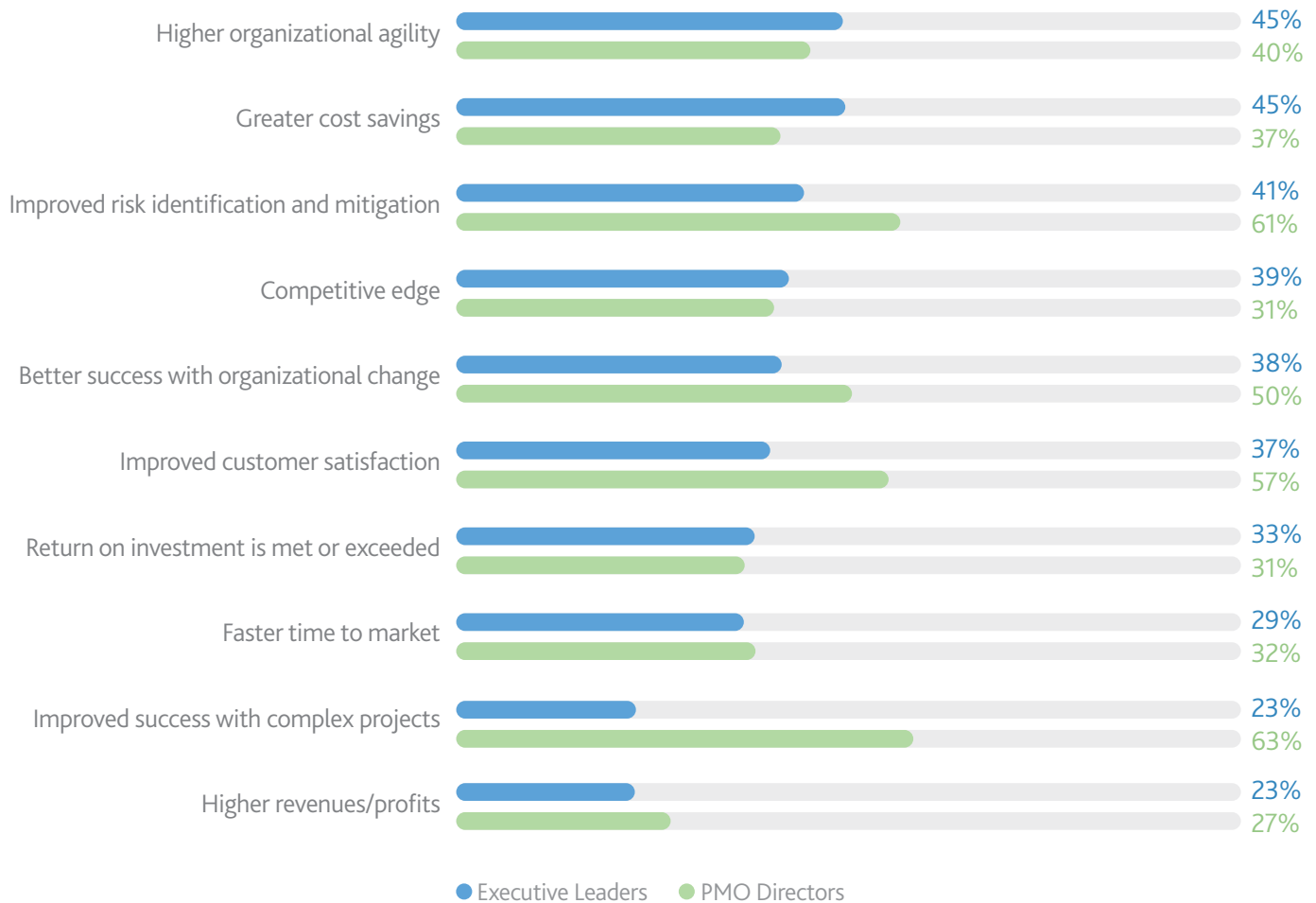
However, we see a gap in how executive leaders and PMO directors perceive organizational success and their organization's performance in formulating strategy, prioritizing and funding projects, executing strategic projects, and identifying lessons learned (see Figure 8).

Figure 8: SUCCESS IN PERFORMING EACH ACTIVITY LAST THREE YEARS (EXCELLENT/GOOD)



Further perceptual gaps exist around the benefits realized by use of formal project management to improve risk identification and mitigation, success with complex projects, customer satisfaction, and success with organizational change (see Figure 9).

Figure 9: BENEFITS OF FORMAL PROJECT MANAGEMENT



We also see a disconnect in how project management is viewed within an organization. Almost three-quarters of executive leaders feel their organization fully understands the value, whereas less than half of PMO directors feel the same. The disparity suggests that organizations aren't truly embracing a culture of project management—further proof that it's time to strengthen the conversation in a way that reinforces its strategic value.

## STRENGTHEN THE CONVERSATION TO IMPROVE VALUE

Spark the discussion around the strategic value of project management with these proven practices:

- Embrace project and management as a strategic competency that reduces risks, cuts costs, and improves success rates.
- Invest in leadership and strategic and business management skills for project managers, in addition to technical skills.
- Align the EPMO to organizational strategy and recognize that all strategic initiatives are projects and programs.
- Engage executive sponsors and ensure they can commit to meaningful support of project teams.
- Work together—executive leaders, PMO directors, and project managers—to make a difference by supporting the investment in project, program, and portfolio management.

With these ongoing challenges, the good news is that the executives we spoke to are actively building the awareness of project management and its potential to deliver better business results. They are setting an example for other organizations that are less certain of the benefits—or less certain of how to invest in project management.

“Good project managers are highly valued,” said Mr. Fjeldheim, “whether they are in IT or in engineering. If they are effective at being able to get the job done, then they are viewed very positively within the organization and in demand.”

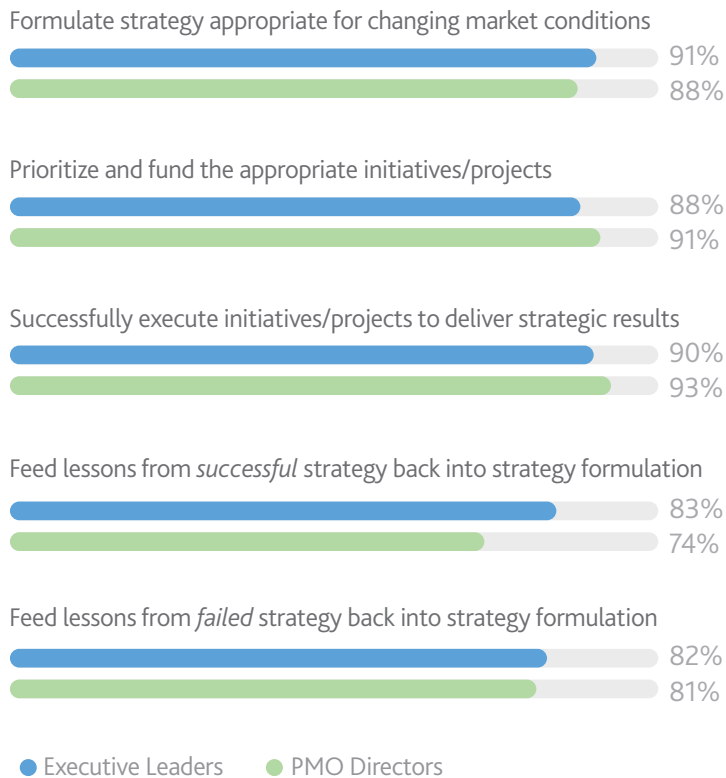


“If [project managers] are effective at being able to get the job done, then they are viewed very positively within the organization and in demand.”

**Norm Fjeldheim** | *Senior Vice President and CIO*  
Qualcomm

Despite the challenges, it is encouraging that senior executives and PMO directors share optimism about the future, agreeing on the importance of improving their competitiveness in the next three years. Eight in ten executive leaders and PMO directors agree that it's essential to focus on formulating strategies appropriate for changing market conditions, prioritizing and funding the appropriate initiatives and/or projects, successfully executing initiatives and/or projects in order to deliver strategic results, and using the lessons from unsuccessful strategy for strategy formulation (see Figure 10).

Figure 10: IMPORTANCE OF IMPROVING COMPETITIVENESS OVER NEXT THREE YEARS (ESSENTIAL/VERY IMPORTANT)



Mr. Seliger described the advantages of project management approaches as delivering the intended business benefit. "That is what it is all about, right?" he said. "It is interesting because earlier this year I hired a project management professional in my organization. Prior to her hire, I would say my business unit was challenged at managing complex projects, and it was like a breath of fresh air having a professional project manager managing projects very well. Her presence is allowing us to get better support from senior leadership and actually deliver on our projects, which unfortunately we frequently failed to do in the past."

Project managers can be powerful liaisons to leadership because they present senior executives with the perspectives of teammates and stakeholders. By sharing their knowledge with confidence, project managers can deliver precisely what organizations need—successful projects that strategically align with business objectives. Alex Gilbert, Manager, Project Management at a public utility company, agrees, citing a reason the C-suite appreciates and supports project management: "When they have questions, we have answers."

As project management continues to play an increasingly important role, senior executives, PMO directors, and project managers can reinforce that optimistic outlook. "The project manager is key in getting better value for the money by running a project efficiently and successfully," said Mark Wagstaff, Executive Director, Program Manager Community at UBS. "I think that the need for project management expertise can only increase because we want to change more; we want to do more things."



# CONCLUSION

Lack of improvement in key organizational capabilities and the decline in others may explain the weaker project outcomes that we see in this year's *Pulse* results. Driving and realizing improvement is possible. In fact, our research reinforces both the tangible and intangible value project management delivers to an organization, including risk reduction, cost saving, and, of course, more successful projects and programs. In addition, our research continues to show that when proven project, program, and portfolio management practices are implemented, projects meet their original goals and business intent far more often, leading us to the following recommendations.



## SHIFT THE THINKING

Embrace project and program management as a strategic competency that reduces risks, cuts costs, and improves success rates; and recognize that effective project and program management is vital to surviving the continuing economic uncertainty.



## STRENGTHEN THE CONVERSATION

Advance the thinking internally, including with the C-suite, around three issues essential to improving both project and business results:

**INVEST** in leadership and strategic and business management skills for project managers, in addition to technical skills.

**ENGAGE** executive sponsors and ensure they can commit to meaningful support of project teams.

**ALIGN** the EPMO to organizational strategy and recognize that all strategic initiatives are projects and programs.



## WORK TOGETHER TO MAKE A DIFFERENCE

Close the gaps between how executive leaders, PMO directors, and project managers perceive organizational investment in project, program, and portfolio management—and the business value they deliver.

Although these recommendations are solid, unless internal stakeholders, particularly the C-suite, fully understand the business value that projects and programs deliver, we aren't confident there will be more meaningful and sustained support of the discipline. And that raises concerns about statistically significant improvements in project and program success factors.

Further research is needed to understand why organizations do not fully appreciate that all strategic initiatives are projects and programs. We believe this disconnect may result from the fact that so few organizations monitor and measure the benefits that projects and programs deliver. Our research confirms that only 17 percent of organizations report high benefits realization maturity, raising myriad questions about how other organizations determine the business value of projects and programs.

PMI believes it's time for organizations to recognize that benefits realization is a central component of project and program management—it is the means to determine ROI as well as to identify the many intangible benefits that projects and programs enable throughout the business, including, for example, issues of customer satisfaction.

We know that when project and program benefits are identified as integral parts of the business case, and tracked from project initiation through transfer to the business and beyond, organizations can better ensure they're delivering business value. In short, having greater awareness of how strategic objectives are achieved requires a benefits realization process.

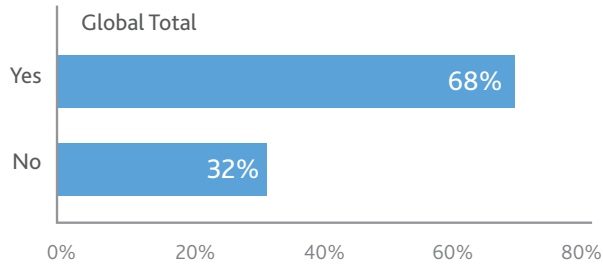
In our continuing emphasis on the fundamental importance of project, program, and portfolio management, we will turn our attention in the year ahead to benefits management as a means to improve.



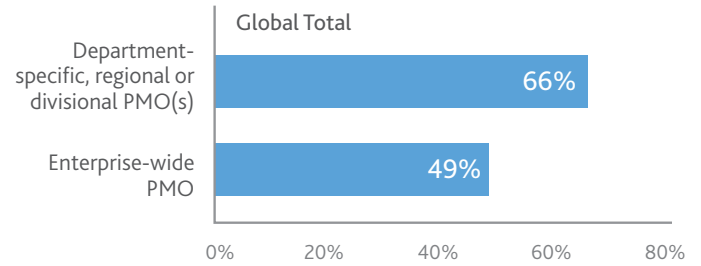
## APPENDIX: Section 1

SURVEY RESULTS FROM 2,428 PROJECT MANAGEMENT PRACTITIONERS (GLOBAL TOTAL)

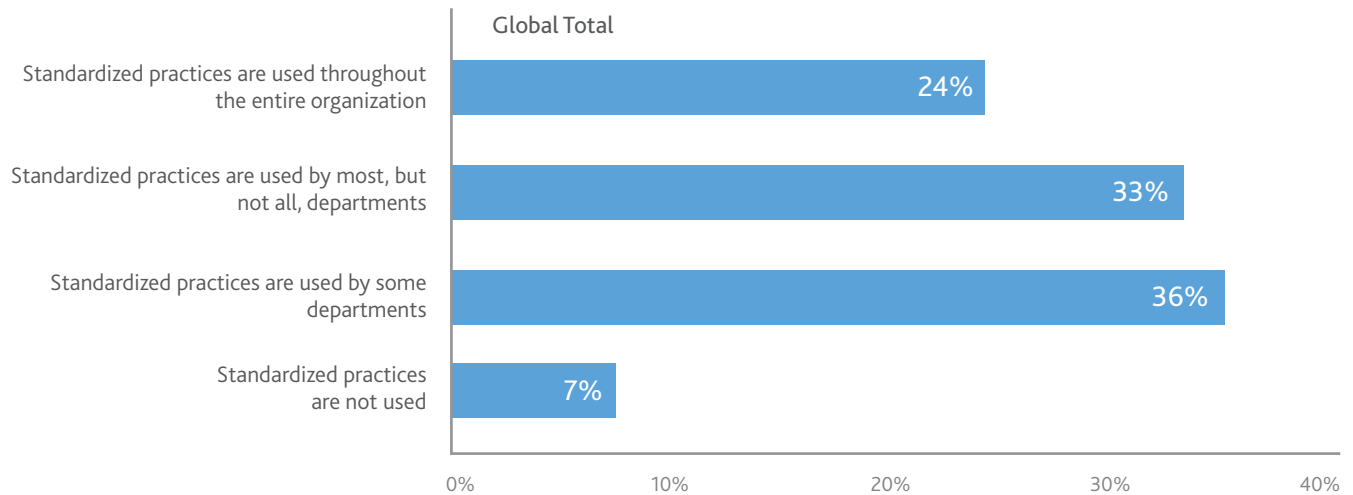
**Q: Does your organization have a Project Management Office?**



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

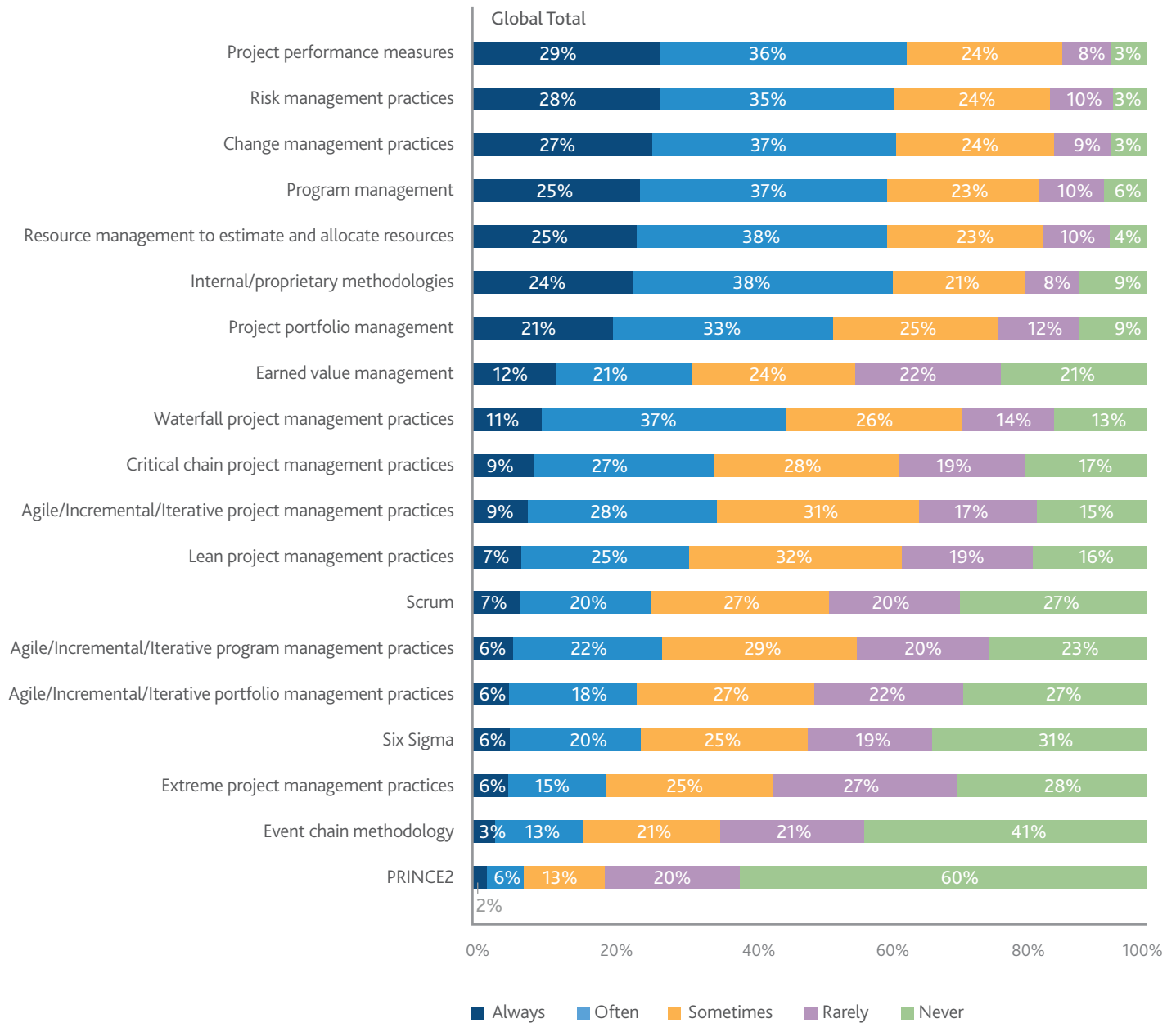


**Q: To what extent does your organization use standardized project management practices?**



## APPENDIX: Section 1

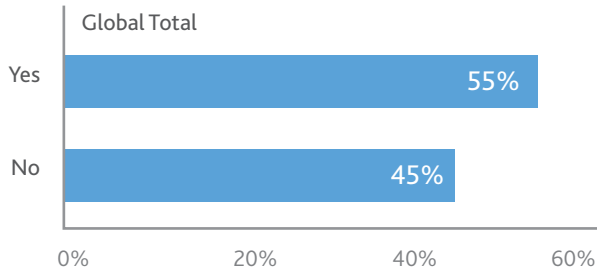
**Q:** How often does your organization use each of the following?



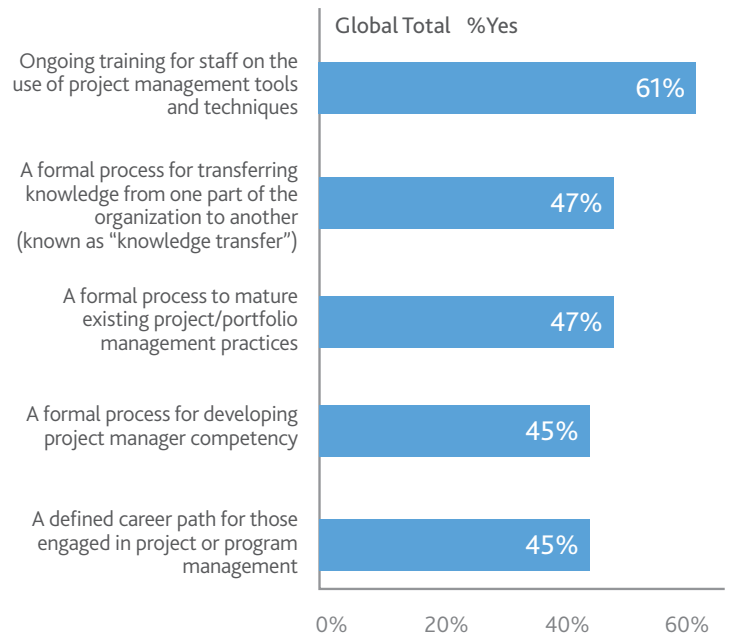
*Note: Numbers may not sum to 100% due to rounding.*

## APPENDIX: Section 1

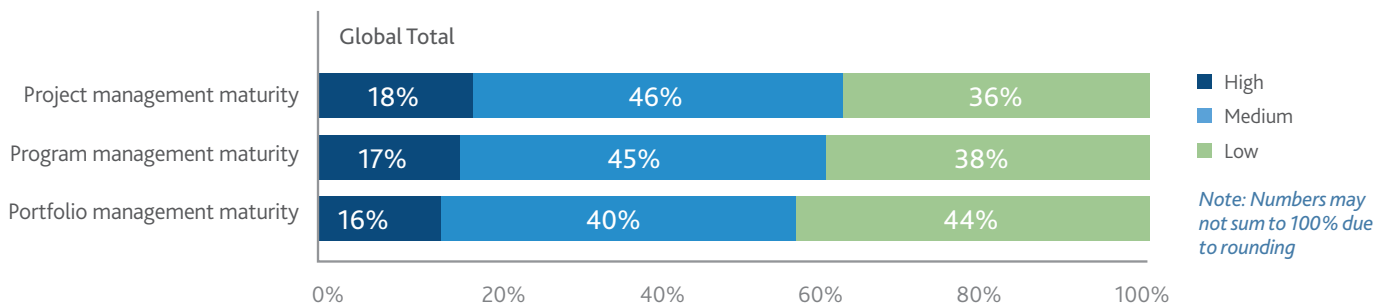
**Q: Do you believe that your organization fully understands the value of project management?**



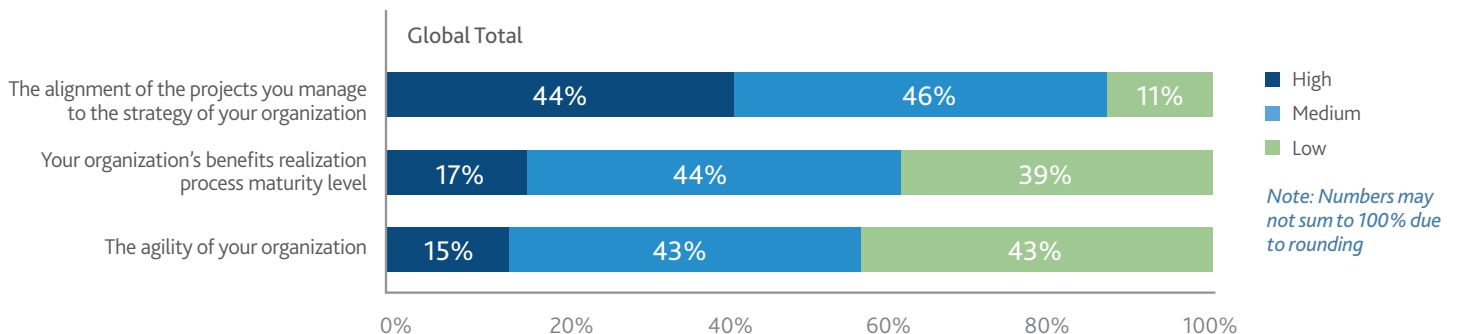
**Q: Does your organization currently have...?**



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



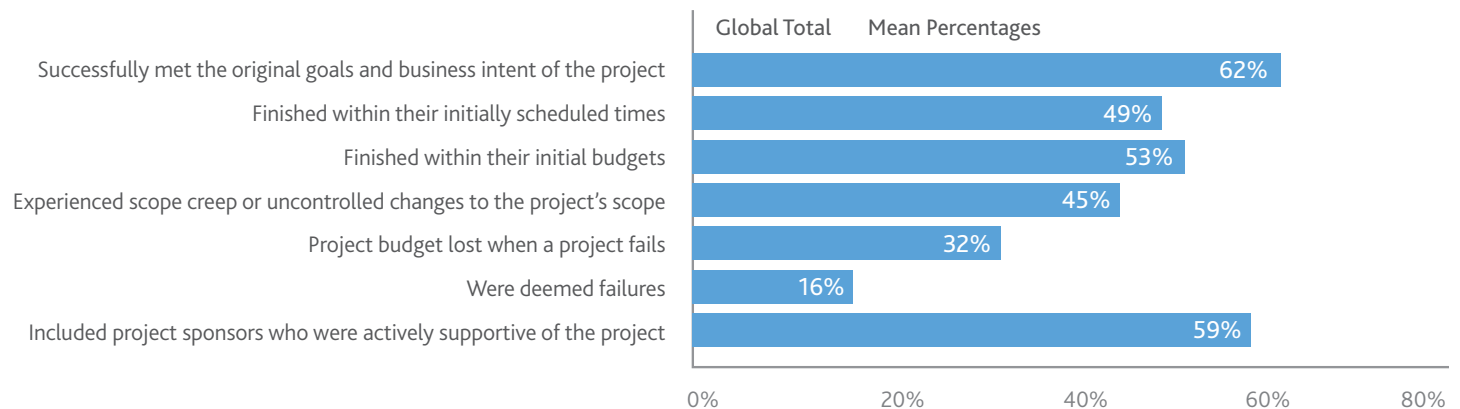
**Q: How would you characterize...?**



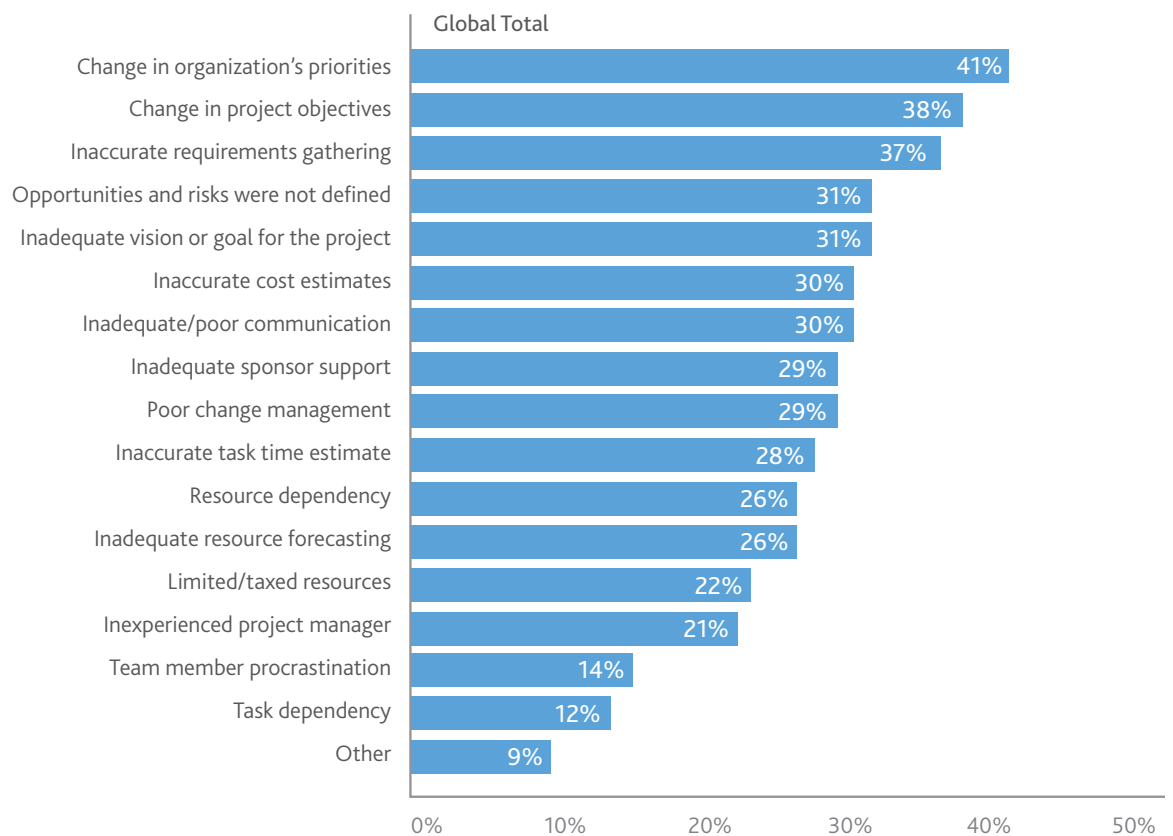


## APPENDIX: Section 1

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

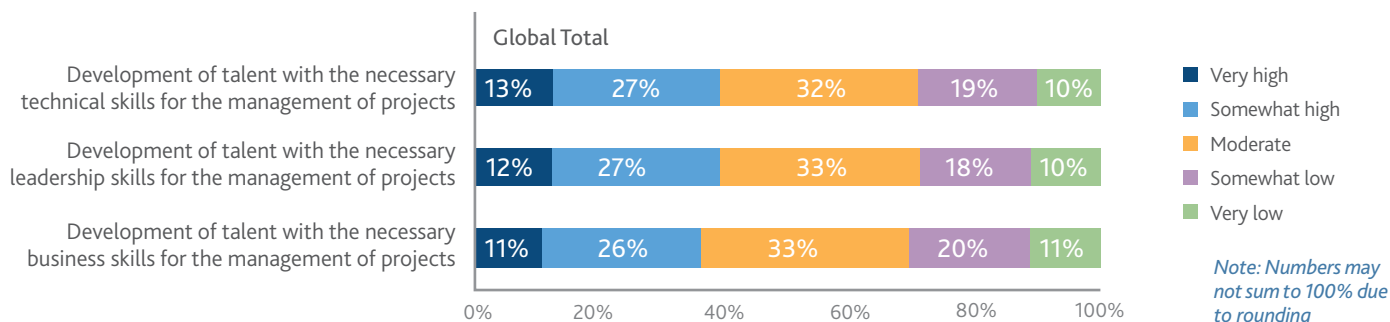


**Q:** Of the projects started in your organization in the past 12 months that were deemed failures, what were the primary causes of those failures? (Select up to 3)

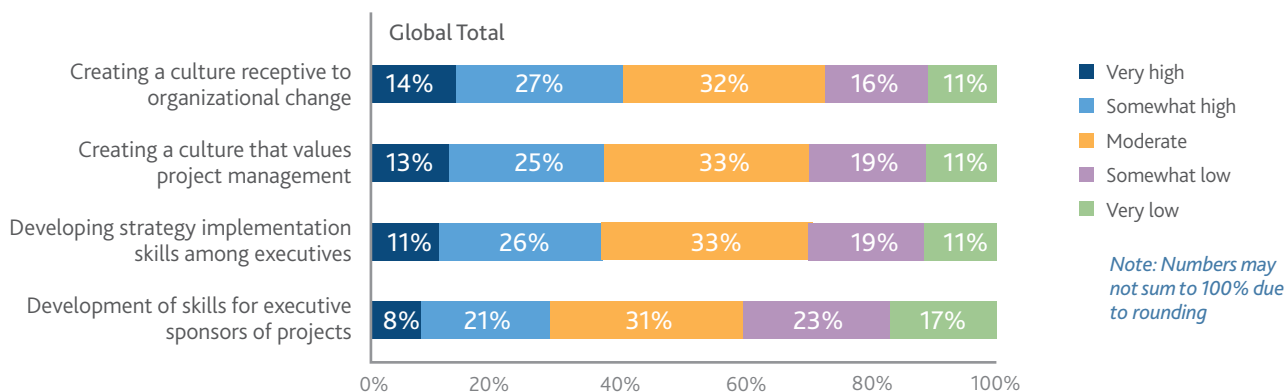


## APPENDIX: Section 1

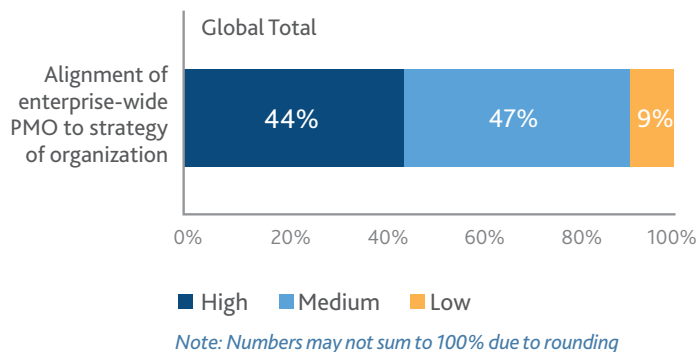
**Q:** How high a priority is each of the following within your organization?



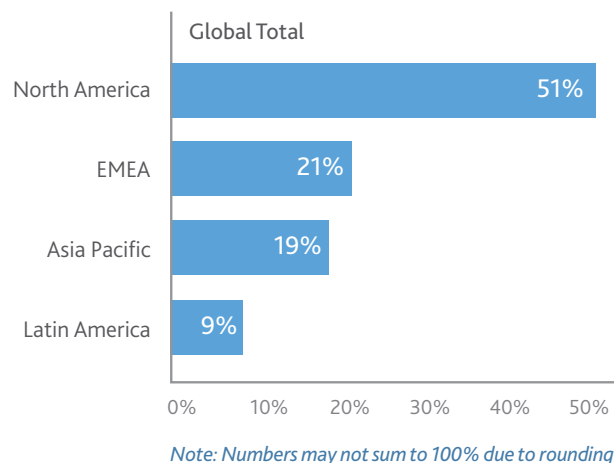
**Q:** How high a priority is each of the following within your organization?



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

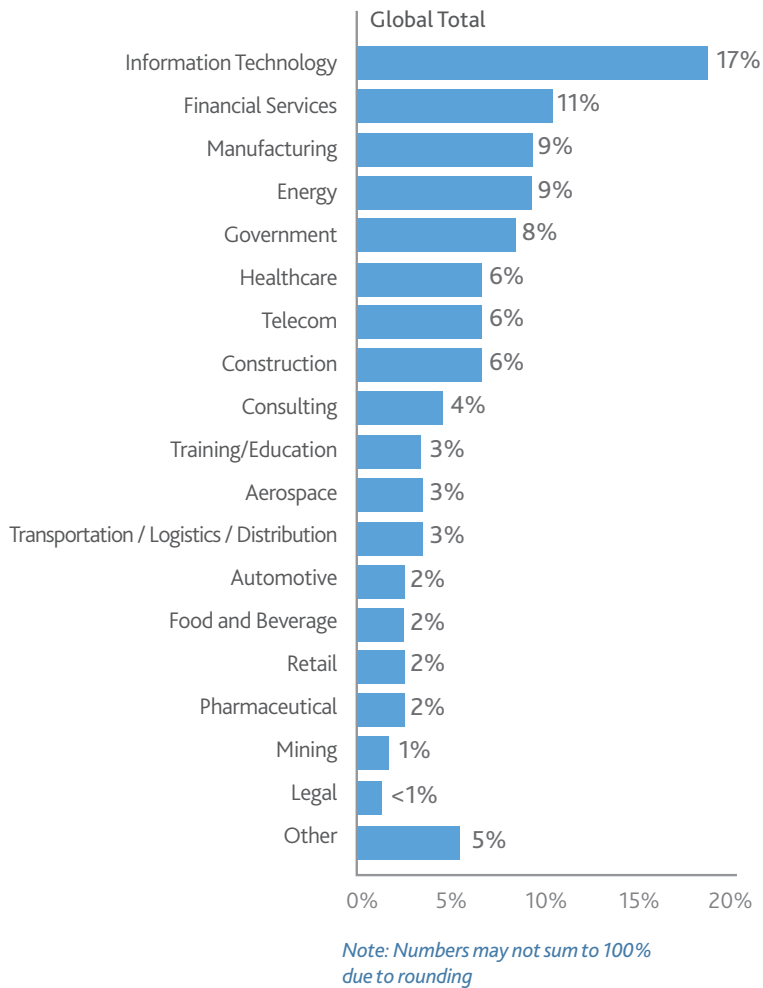


**Region of responding organizations**

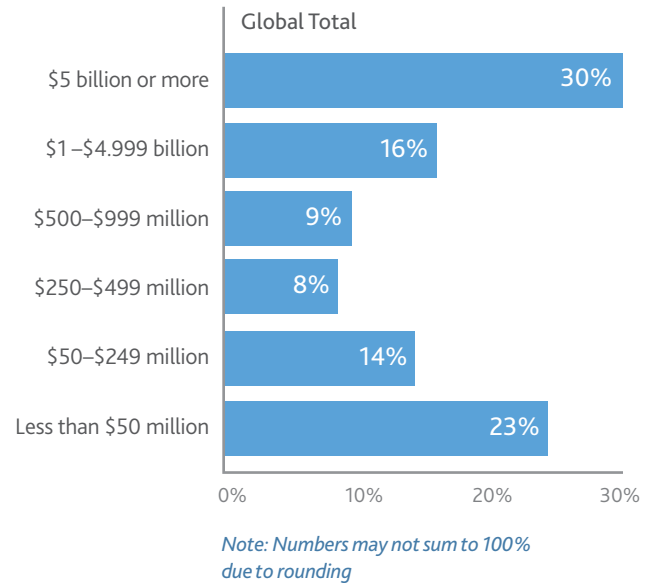


## APPENDIX: Section 1

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



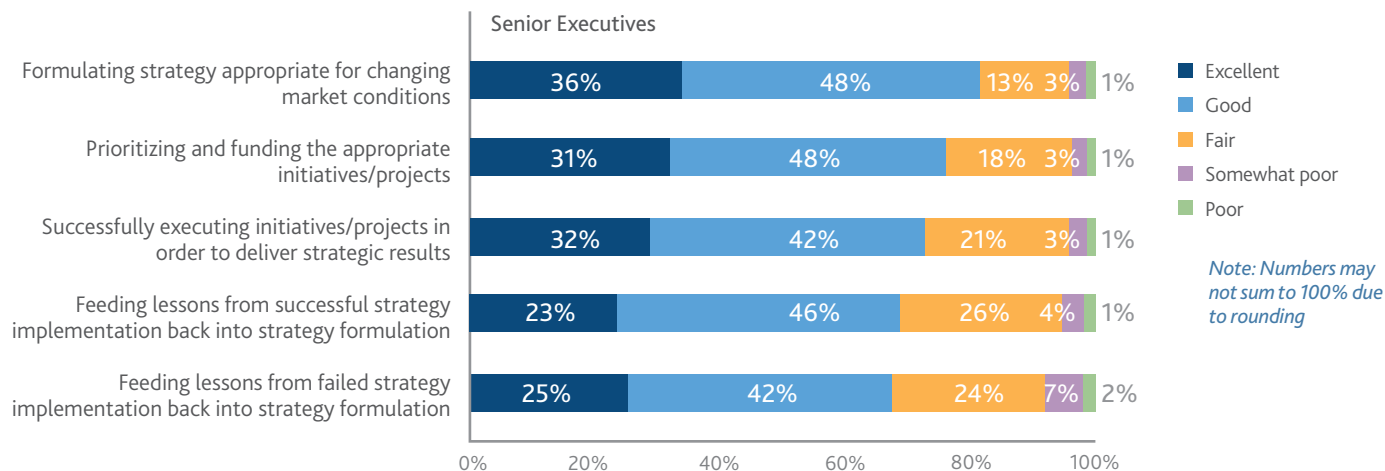
**Q:** Which of these includes the total annual revenue of your organization (US\$)?



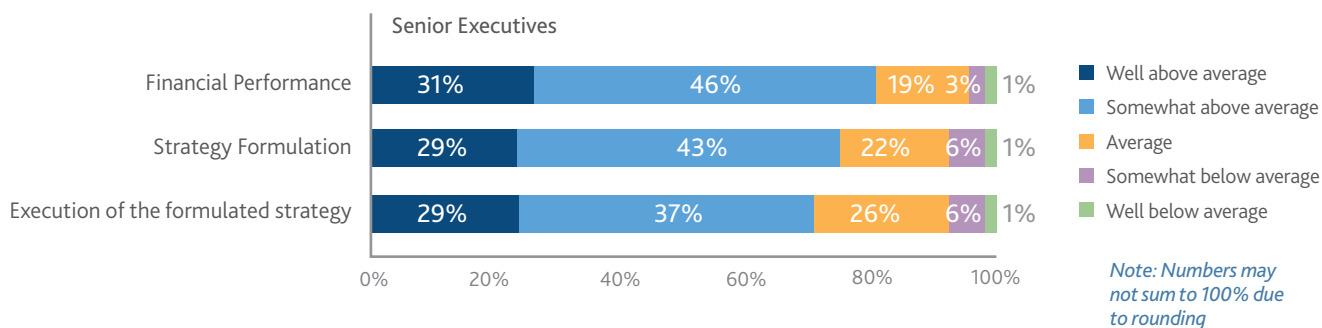
## APPENDIX: Section 2

### SURVEY RESULTS FROM 192 SENIOR EXECUTIVES

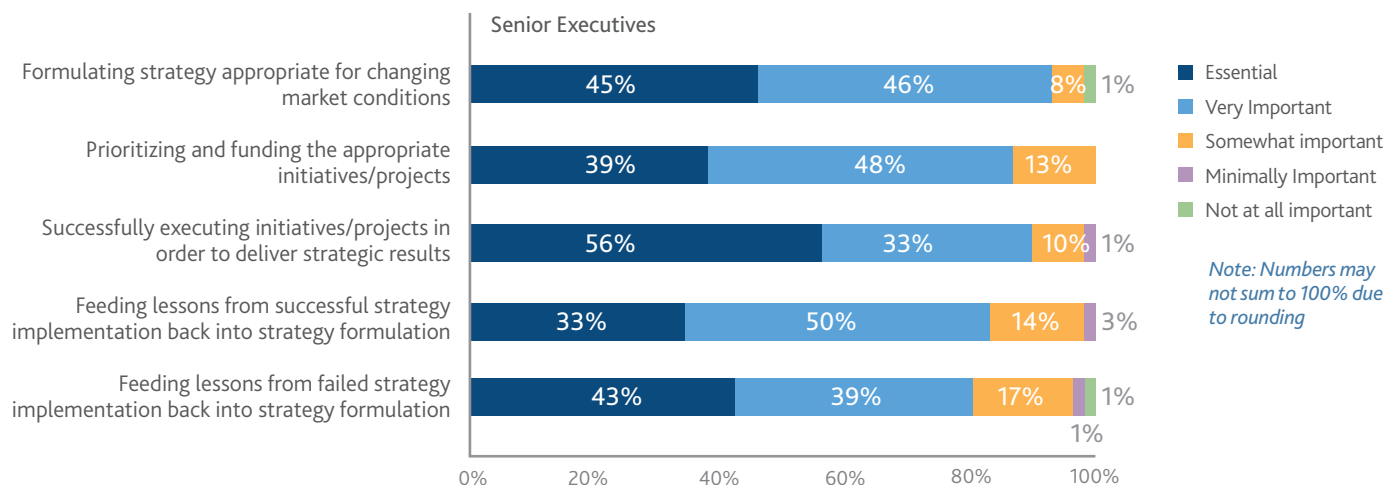
**Q: How would you rate your organization's success in performing the following activities over the last three years?**



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

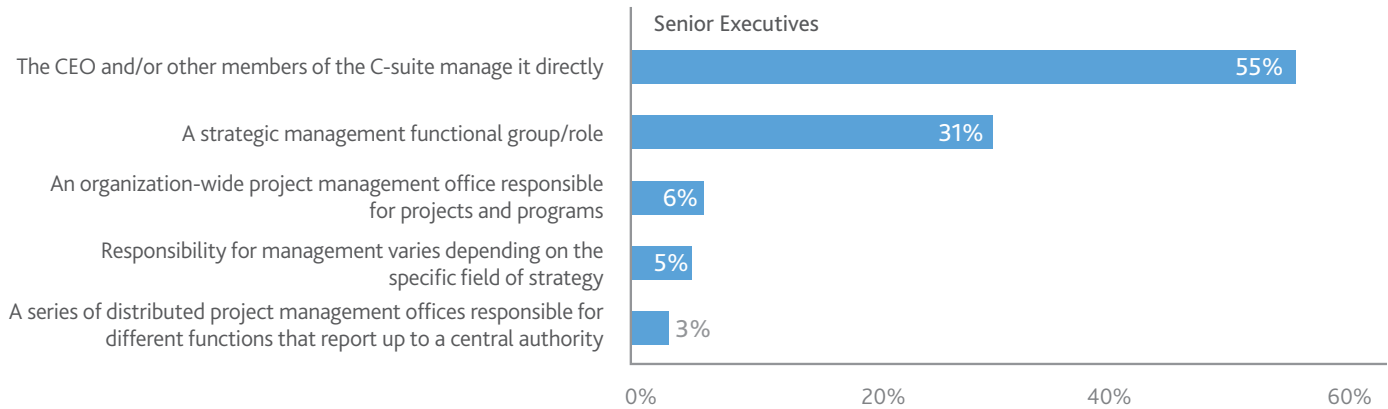


**Q: How important will improving the various aspects of strategy implementation be to the competitiveness of your organization over the next three years?**

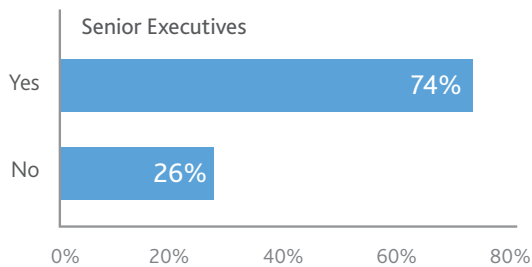


## APPENDIX: Section 2

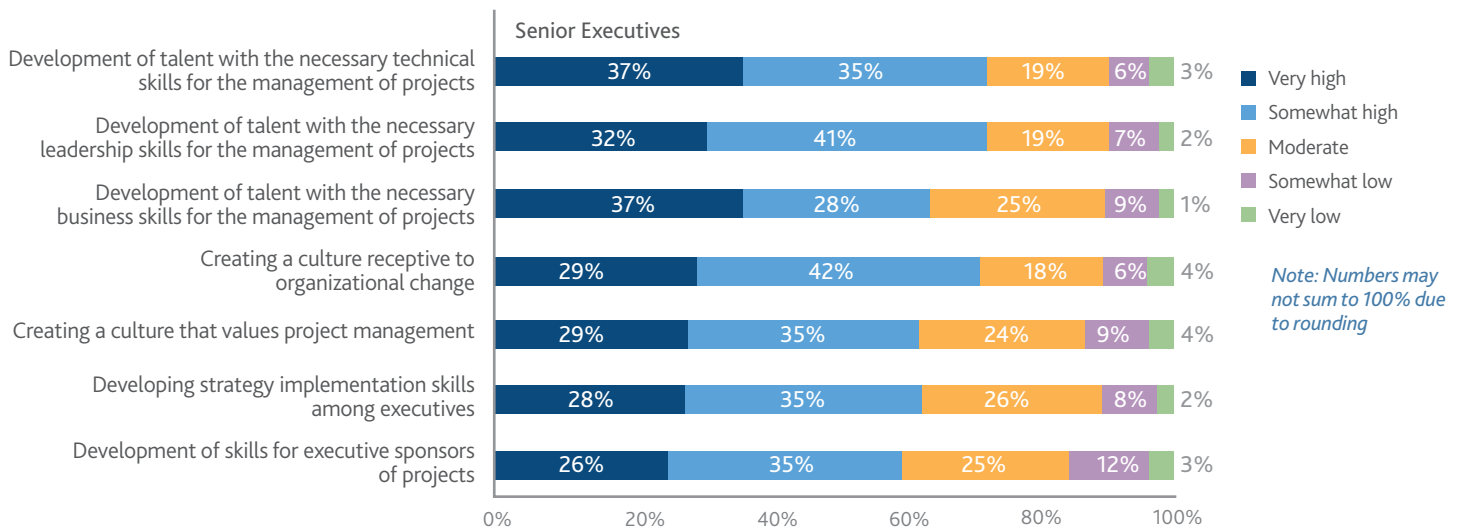
**Q: Where in your organization does responsibility lie for managing the implementation of strategy through high-priority initiatives and projects?**



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

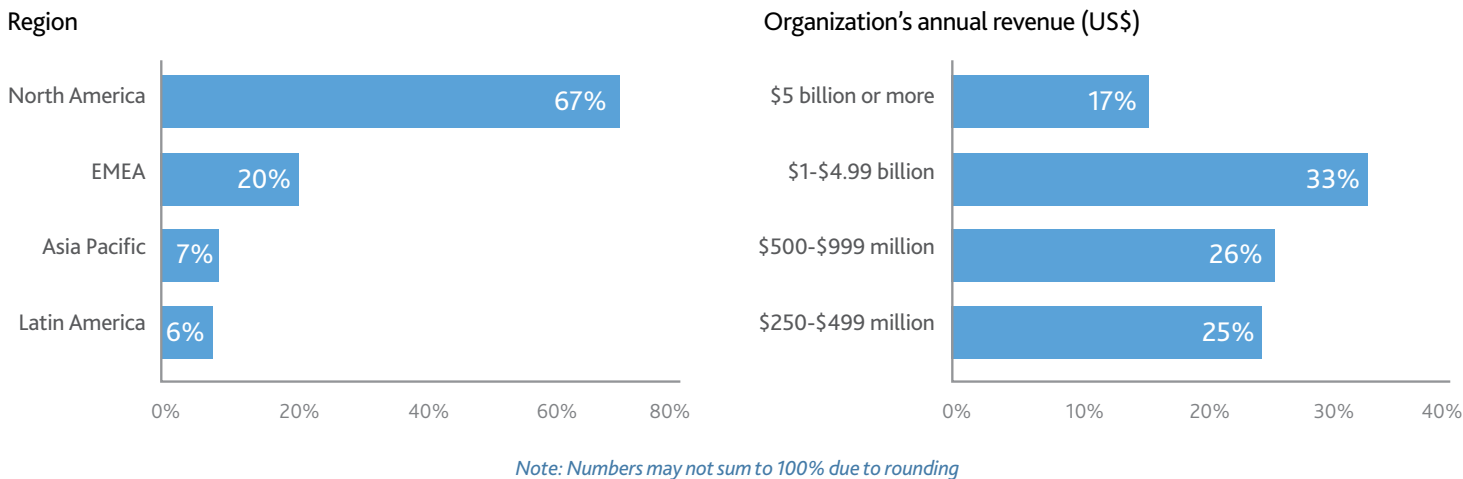


**Q: How high a priority is each of the following within your organization?**



## APPENDIX: Section 2

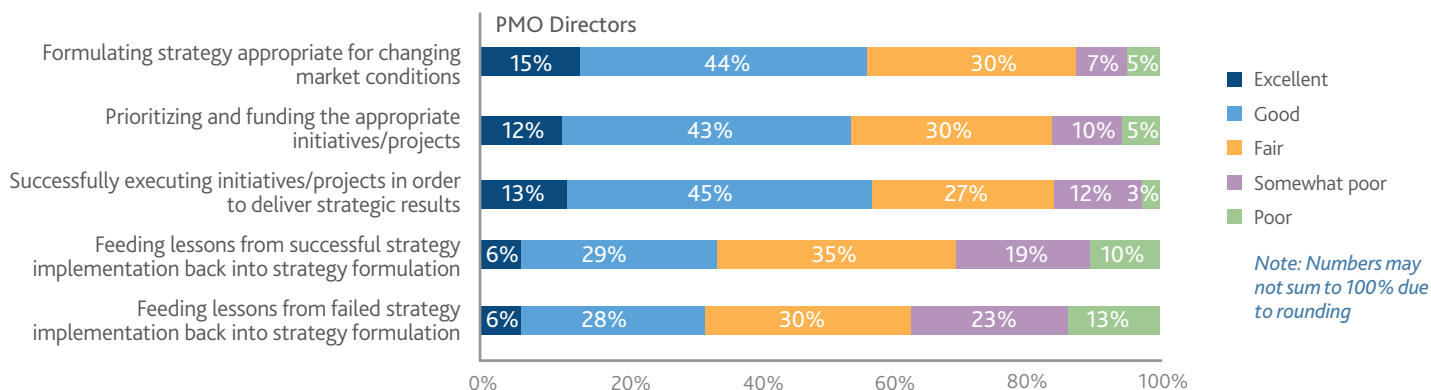
### Firmographics: Senior Executives



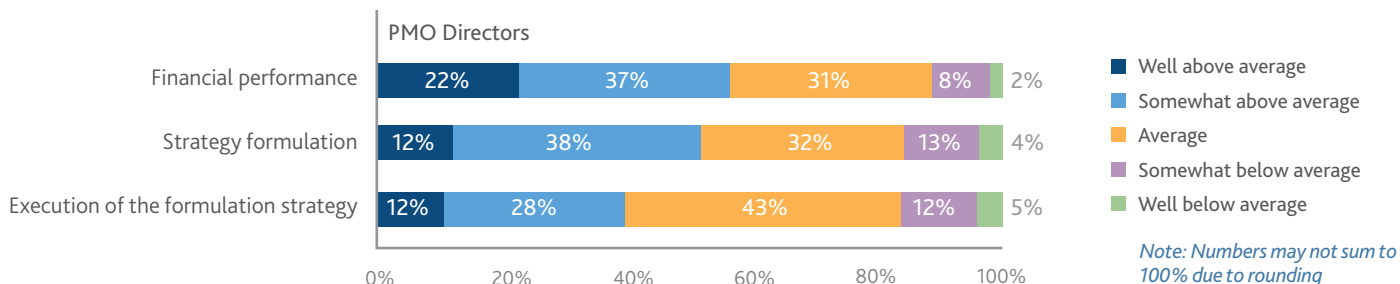
## APPENDIX: Section 3

### SURVEY RESULTS FROM 282 PMO DIRECTORS

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



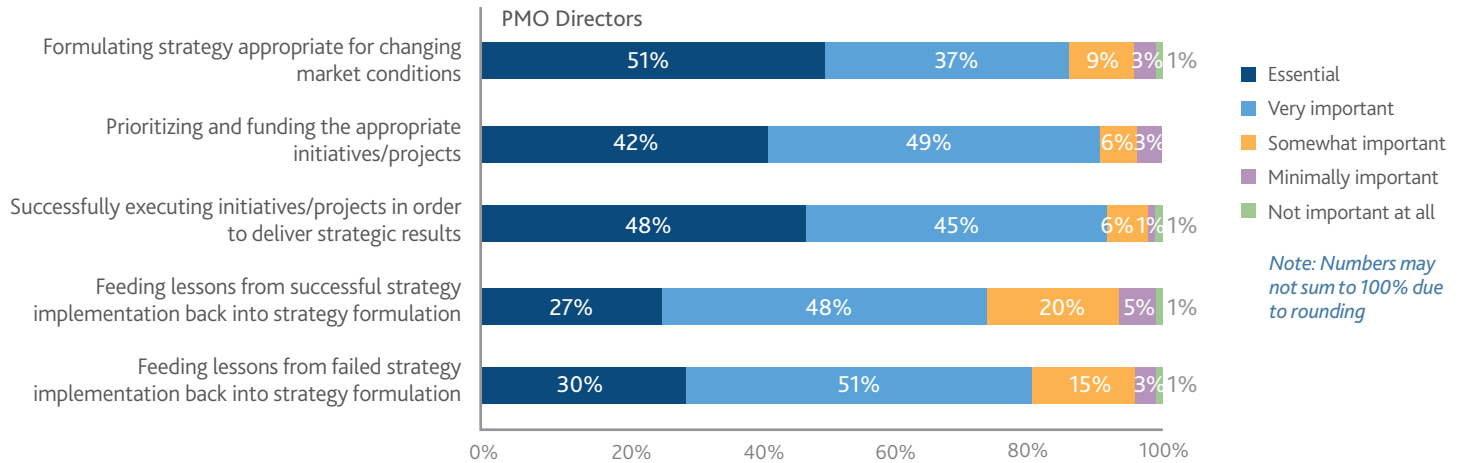
**Q: Compared with peer companies, how would you rank your organization on each of the following?**



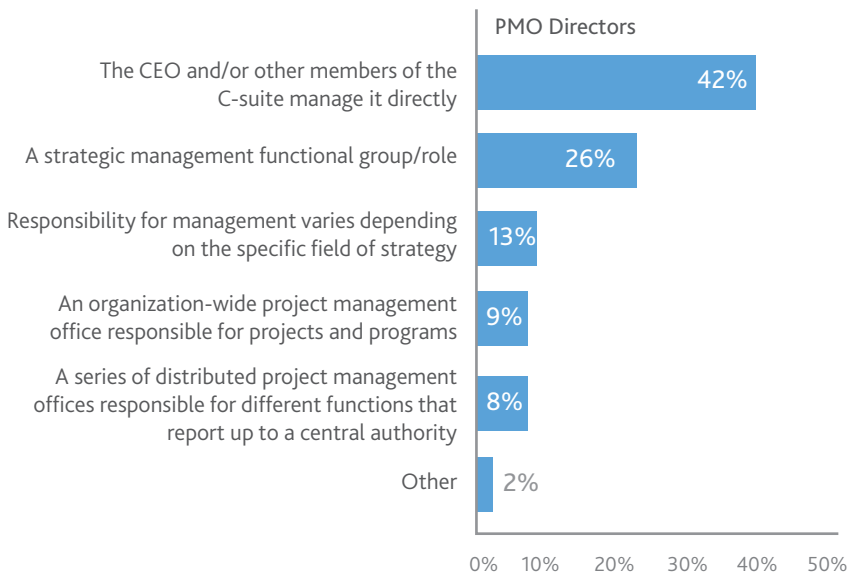


## APPENDIX: Section 3

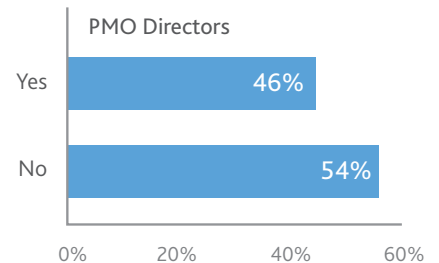
**Q: How important will improving the various aspects of strategy implementation be to the competitiveness of your organization over the next three years?**



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

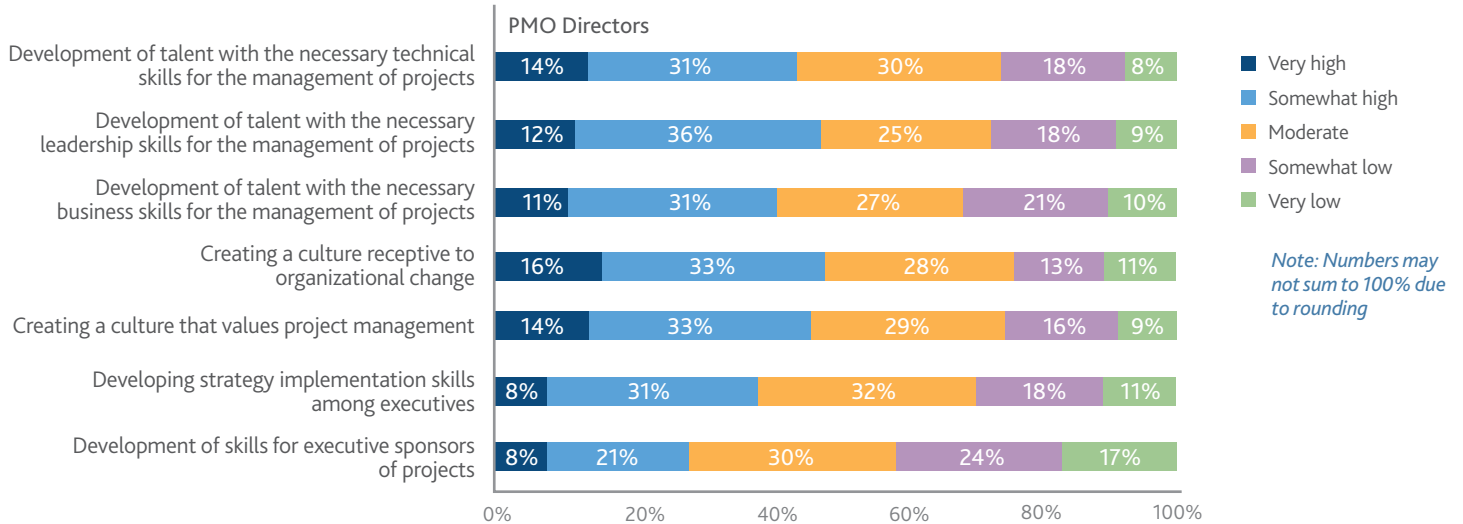


**Q: Do you believe that your organization fully understands the value of project management?**



## APPENDIX: Section 3

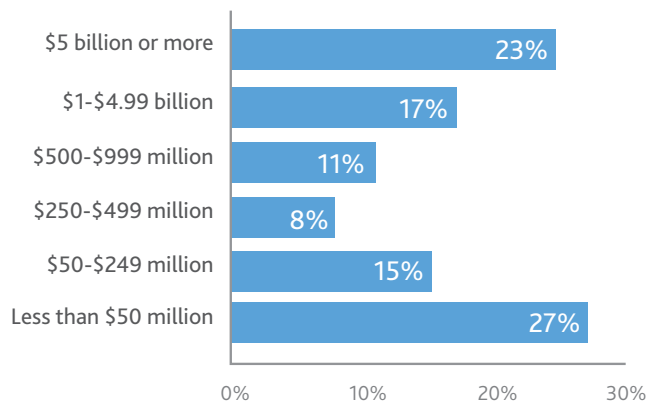
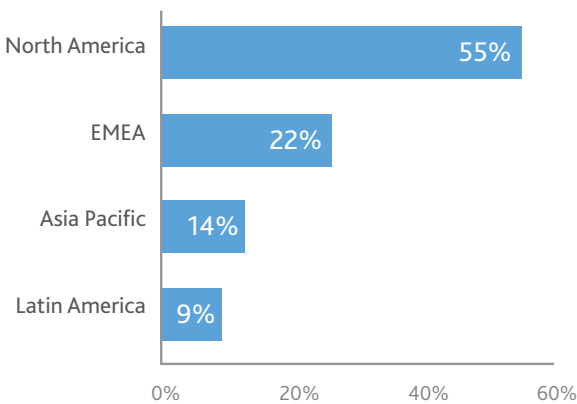
**Q:** How high a priority is each of the following within your organization?



### Firmographics: PMO Directors

Region

Organization's annual revenue (US\$)



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

Beijing  
Bengaluru  
Brussels  
Buenos Aires  
Dubai  
Lelystad  
London  
Mumbai  
New Delhi  
Philadelphia  
Porto Alegre  
Rio de Janeiro  
Shenzhen  
Singapore  
Sydney  
Washington, D.C.



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