

TAKING A PULSE

PMI's latest research reveals what sets high-performing organizations apart.

To gain an edge, organizations should **focus on the fundamentals**:



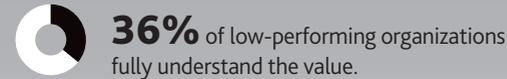
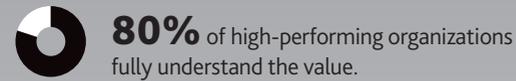
Develop a **culture** of project management

Cultivate **talent**



Define **processes**

But there's a **knowledge gap** at many organizations:



That complacency comes at a high cost:

US\$250 million

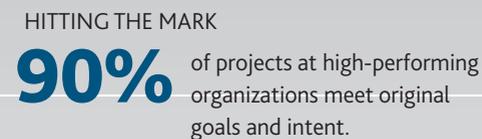
Amount low-performing organizations waste on projects for every US\$1 billion spent, due to poor project performance

US\$20 million

Amount high-performing organizations waste on projects for every US\$1 billion spent—about **13 times** less

THE HIGHS AND LOWS

Not all organizations are performing equally.



What's the solution? **Get back to the basics.**

STICK WITH WHAT WORKS

The percentage of organizations using common project management practices remains largely unchanged since 2014.



THE NOT-SO-SECRET INGREDIENT

Active executive sponsorship is the top driver of project success.



of projects have active sponsors at **high-performing** organizations.



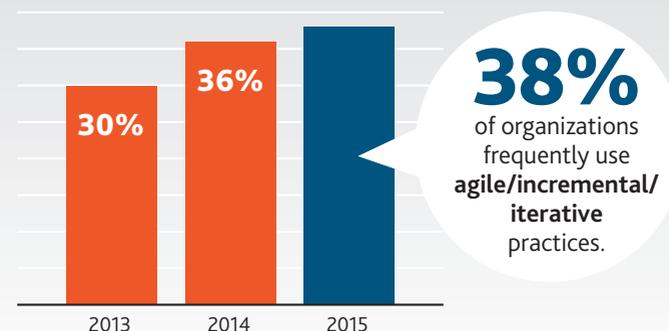
have active sponsors at **low-performing** organizations.

THE PMO PLAN



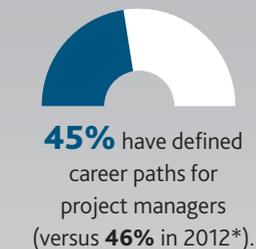
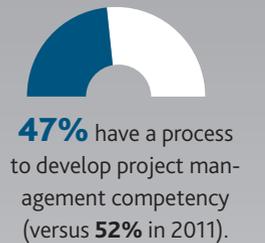
AGILE ASCENDS

One exception to organizations relying on familiar practices: the steady growth of agile/incremental/iterative project management practices.



UNDEVELOPED TALENT

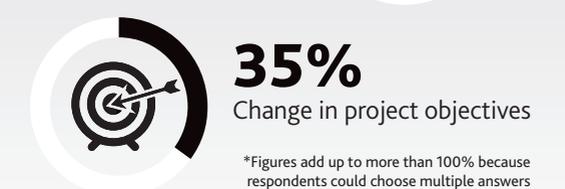
A commitment to talent management delivers results. But the portion of organizations that train and develop practitioners has dropped.



*2011 data not available

FAMILIAR FAILURES

The three most common reasons for project failure haven't changed since 2014*:



*Figures add up to more than 100% because respondents could choose multiple answers