ELEVATE SUCCESS

Project performance is moving in the right direction—and organizations are getting a boost, according to PMI’s 2017 Pulse of the Profession®.

**ELEVATE SUCCESS**

**BETTER RESULTS**

For the first time since 2011, more projects are meeting their original goals and business intent and being completed within budget.

- $97 million*: Amount organizations waste due to poor project performance for every $1 billion invested. That’s a 20 percent improvement from the $122 million wasted in 2016.

  - 33% more projects meet their original goals and business intent.
  - 43% more projects are completed within budget.
  - 58% more projects are completed on time.
  - 34% fewer projects experience scope creep.
  - 35% fewer projects fail.

**MATURITY MATTERS**

Project management maturity has paved the way for stronger performance.

- 71% of organizations have a PMO—as up from 68 percent in 2016 and 61 percent in 2007.

**NEW APPROACHES**

More organizations are incorporating agile and prioritizing skills.

- 71% of organizations take agile approaches to projects sometimes or more frequently—up from 68 percent in 2016.

**MARK OF SUCCESS**

It’s not just about the triple constraint. Organizations that focus on benefits realization see major payoffs.

- 1 in 3 organizations reports high benefits realization maturity.

**REDEFINING PERFORMANCE**

Champion organizations complete 80 percent or more of projects on time, on budget, meeting original goals and business intent and have high benefits realization maturity.

Underperforming organizations complete 60 percent or fewer of projects on time, on budget, meeting original goals and business intent and have low benefits realization maturity. Here’s a more granular comparison:

- Of the projects completed on time:
  - Champion organizations: 88%
  - Underperformers: 24%

- Of the projects completed within budget:
  - Champion organizations: 90%
  - Underperformers: 25%

- Of the projects meeting their original goals:
  - Champion organizations: 92%
  - Underperformers: 33%

- Of the projects experiencing scope creep:
  - Champion organizations: 28%
  - Underperformers: 68%

- Of the projects failing:
  - Champion organizations: 6%
  - Underperformers: 24%

**PMO POTENCY**

More organizations are discovering the value of project management offices (PMOs).

- 39% of organizations report high project management maturity.

- 62% of projects have actively engaged executive sponsors—up from 59 percent in 2016.

- 32% of organizations consider technical and leadership skills a high priority—up from 3 percent from 2016.

**MASTER PLAN**

As strategic initiatives increase, benefits realization will grow more essential.

- 65% of organizations have high alignment of projects to strategic goals.
- 50% of projects are classified as strategic by executive leaders—up from 38 percent in 2016.
- 60% of strategic initiatives met their goals.
- 28% of strategic initiatives failed.

Top 3 reasons for failure:

- Lack of defined objectives and milestones: 37%
- Poor communication: 19%
- Lack of communication by senior management: 18%

Source: Pulse of the Profession, PMI, 2017 (Results based on global survey of 3,234 project management practitioners, 200 senior executives and 130 project management office directors in September and October 2016.)