

Achieving Greater Agility

Delivering projects faster, smarter, better with any approach

Organizations are looking for greater success with their strategic initiatives—those projects and programs that drive change, enhance competitive advantage, and fuel growth. Agility remains a growing force in how these organizations are executing their initiatives.

2012

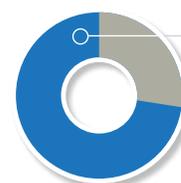
2013

2014

2015

2016

A large majority of organizations in our 2017 *Pulse of the Profession*® research indicate greater agility over the last 5 years. More than half attribute the improvement to critical change factors, such as the desire to innovate (53%), a leadership mandate (51%), and shifting customer demands (51%).



72%
of organizations
report greater agility
since 2012

Source: *Source: Pulse of the Profession: Success Rates Rise*, PMI, 2017.

Organizations achieve greater agility through attention to people, process, and culture. They recognize there is more than one way to get work done—and invest in the essential capabilities. For project professionals, that includes building a diverse toolkit of approaches to project and value delivery.

BEST FIT FOR NEEDS

Every project is different and a one-size-fits-all approach may not always work best. Within highly nimble organizations, all approaches to project delivery have a place. These organizations choose their method based on project characteristics and organizational needs, as well as the ability to minimize risks, control costs, and increase value. In fact, organizations with high agility report that more of their projects successfully meet original goals and business intent—regardless of approach.

PREDICTIVE



71%

AGILE



68%

HYBRID



72%

% of projects meeting goals and business intent by most common approach among organizations with high agility

Source: *Achieving Greater Agility: The people and process drivers that accelerate results*, PMI, 2017. Base: 450 high-agility respondents.

APPROACHES

Agile allows teams to deliver projects piece-by-piece and to rapidly adjust as needed. Predictive calls for most of the planning to be done up front, then follows a sequential process.

	AGILE	PREDICTIVE
Workflow	Workflow planned for current increment/iteration	Workflow planned for full lifecycle
Requirements	Fluid requirements	Fixed requirements
Development Cycles	Multiple development cycles	Single development cycle
Customer Involvement	Customer involvement throughout development	Customer contact at specific milestones
Change	Change expectant	Change constraint
Testing	Concurrent testing	Post-build testing
Mindset	Product mindset	Project mindset
Goals	Value to customers • Advancement of strategic objectives • Organizational benefits	

It is not necessary to use only one approach for an entire project. Often, projects will combine elements of different life cycles in order to achieve certain goals. That combination of predictive, iterative, incremental, or agile approaches is a hybrid approach.



Approaches can be mixed and matched for an outcome that best fits the organization



Predictive practices can complement agile practices



Value delivery is the end goal

EVANGELIZE AGLITY

It's important to communicate the business value of agility throughout the organization.

88%

of high-agility organizations say working in a more agile way greatly improves the ability to implement or contribute to strategic objectives

66%

of high-agility organizations report agility is important to the success of their business unit or functional area

92%

of C-level executives consider agility critical to business success

82%

of C-level executives report the use of agile approaches is important for the implementation of strategic initiatives

Source: *Achieving Greater Agility: The critical need for cross-functional collaboration*, PMI, 2017.

Source: *Achieving Greater Agility: The essential influence of the C-suite*, PMI, 2017.