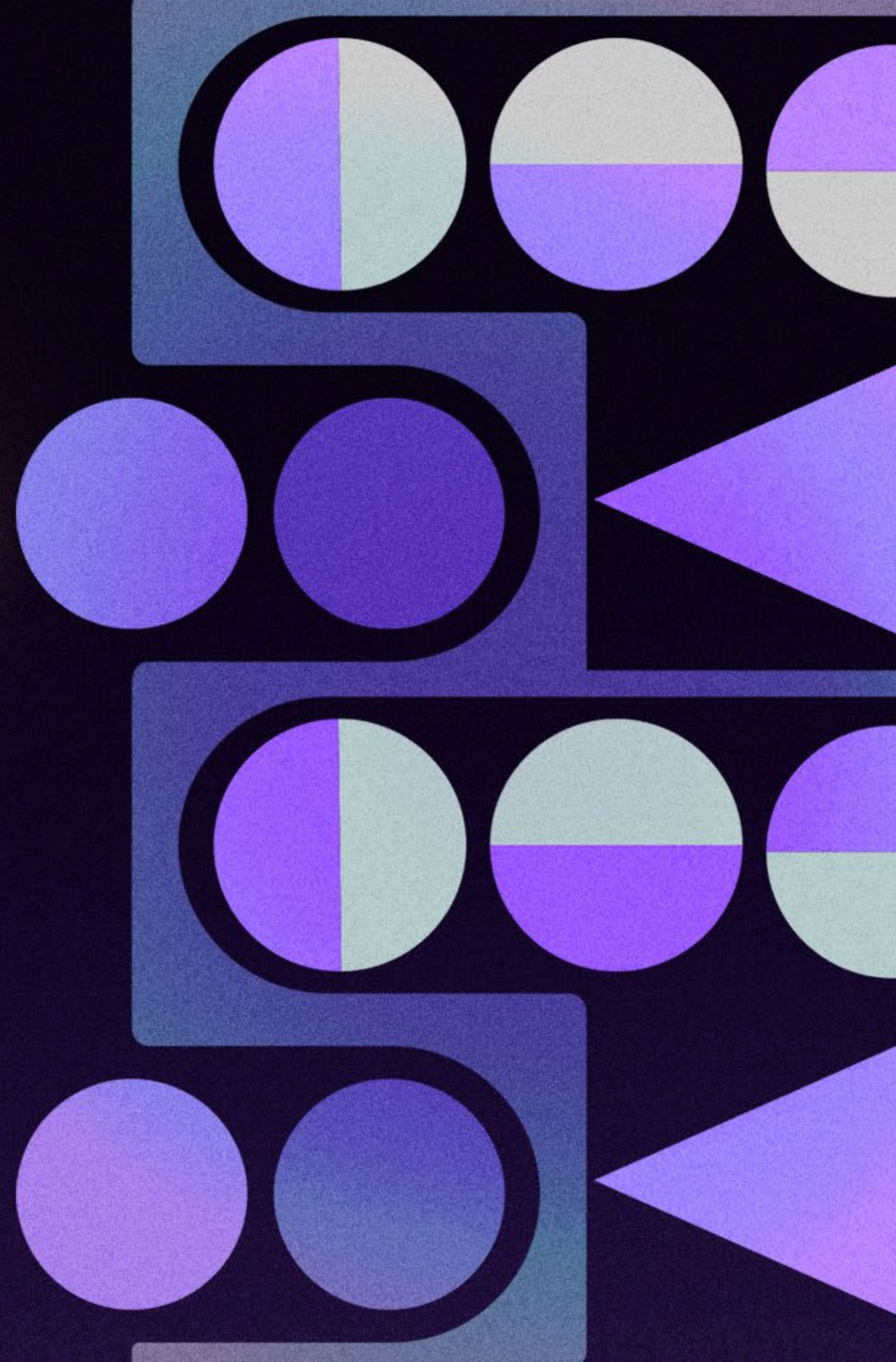
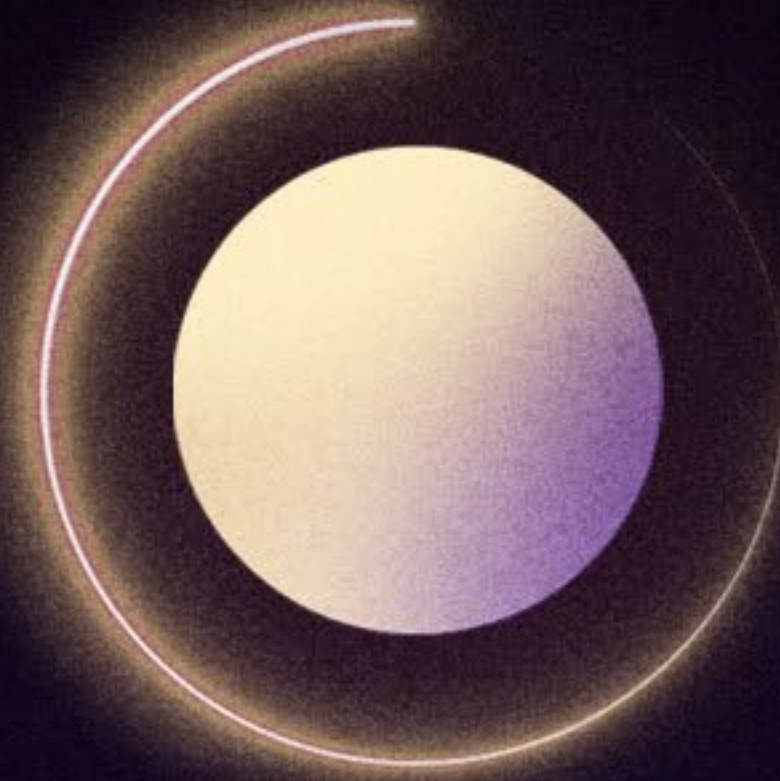


Maximizing Project Success

Elevating the impact of the Project
Profession. Elevating the impact
on our world.



Foreword

Project Management Institute's purpose, announced in January 2024 — We maximize project success to elevate our world — prompted the launch of the largest research study in our 55-year history. The objective of this study is to revisit and challenge the traditional view of project success that most of us have likely encountered.



Pierre Le Manh, PMP
President & CEO
Project Management Institute

At PMI, we believe that assessing projects by meeting their triple constraints is no longer fully relevant in a world of hyper-competition, unstable regulations and policies, and fast-paced innovation.

We've gathered more than 10,000 project professionals across multiple geographies and industries to complete a rigorous, 55-question survey, the results of which were then supplemented with more than 150 in-depth interviews.

The result of this work, "Maximizing Project Success," is a call to see that our profession is shifting its focus and accountability beyond project *management* success, to project success. It represents a sweeping reconsideration of the role of our global project management community.

Among the major contributions of the report is a new, consensus view of the definition of project success. A successful project is one that delivers value that is worth the effort and expense. The implications for the project community are multiple, and it boils down to how we can ensure our profession delivers **MORE**:

- **Manage perceptions:** Our new definition transcends the hard metrics. While they remain critical, they are not enough — perception matters. For a project to be considered successful, the key stakeholders — customers, executives or others — must perceive that the project's outputs provide sufficient value relative to the perceived investment of resources.
- **Own project success beyond project management success:** This implies that project professionals need to rethink their roles and take ownership of the entire breadth of a project. They need to move beyond literal mandates and executing on requirements, and take accountability for delivering tangible and perceived value that

is clear to key stakeholders while minimizing waste. In short, while developing exceptional executional skills, project professionals need to recognize that they will be associated with project success and not just with project management success because this is what truly matters to stakeholders.

- **Relentlessly reassess project parameters:** The world does not remain static during the life cycle of a project. There are inevitable changes in consumer needs, competitive activity, stakeholders, technologies, funding or even internal parameters. Project professionals need to recognize this reality and, in collaboration with stakeholders, continuously reassess the perception of value and adjust plans.
- **Expand perspective:** Ultimately the goal of this research and the call we are making to project professionals is to expand our perspective. All projects have impacts beyond just the scope of the project itself. We all must consider the broader picture and how the project fits within the larger business, goals or objectives of the enterprise, and, ultimately, our world.

"Maximizing Project Success" provides tangible advice and tools that project professionals can use to thrive in this new paradigm. It shares a new portfolio measurement approach, the Net Project Success Score (NPSS), and it provides valuable insight into the drivers of project success.

I invite you to read and reflect on "Maximizing Project Success." Then, join us in this movement to reshape the very nature of our discipline and deliver MORE, and earn even more recognition for the project profession.

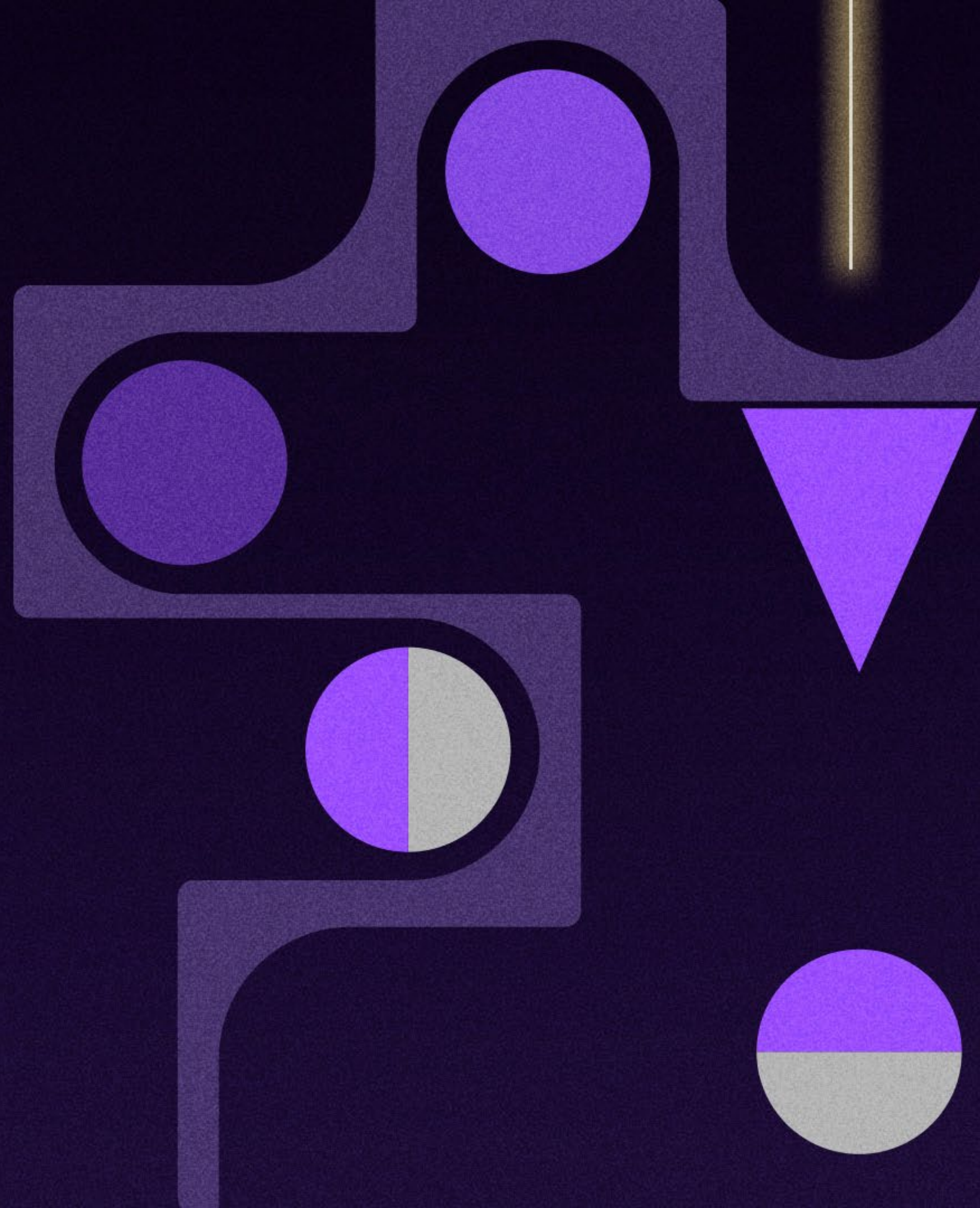


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Introduction

The world has never been more dependent on the success of projects to enable and drive change. Projects are needed to reap the benefits of generative AI (GenAI), address the climate crisis, provide essential infrastructure and mitigate inequality, and they are vital to delivering long-term organizational value, successful transformations and business results.



The centrality of projects is supported by research from McKinsey¹ that reveals we are in the midst of a five-year wave of global capital spending on physical assets through 2027, with a surge of roughly US\$130 trillion pouring into projects to decarbonize and renew critical infrastructure.

Yet, despite this urgent, existential need to produce successful outcomes, an extensive literature review revealed that there is no current, shared definition of project success. With so much investment in projects, and so much promise and potential tied to their successful delivery, a consensus definition of project success and how to measure it is imperative for our modern era. This definition needs to reflect not only project management (execution) success but must expand to encompass accountability for outcomes and value delivery. This holistic definition of project success — and an understanding of how to measure and achieve it — is key to maximizing our ability to meet current and future challenges.

Viewpoints that suggest high rates of project failure don't tell the full story, since projects vary and project success should be viewed on a continuum rather than as a simple binary – pass or fail. Perceptions of success may vary among stakeholders and evolve over time, reflecting shifts in how they appraise progress, outcomes and the value produced by those outcomes. Critically, this lack of alignment on what success means reduces the chances of achieving it. Project professionals must recognize that the path to value delivery is rarely linear and extends beyond effective execution. Achieving project success requires us to continually reassess, pivot and optimize execution strategies while actively managing stakeholder perceptions.

To understand what project success means to organizations today and find a way to measure success that is accepted and easily understood by all stakeholder groups that are typically involved in a project, PMI initiated the largest research project of this type to date.

This research was undertaken against the current backdrop of transformation in the workplace and the profession — an apt time to reexamine the changing landscape in which projects are conducted along with the value they create. Amid this increasing complexity, project professionals will need to elevate their role in producing successful outcomes.

Our focus on maximizing project success aims to provide insights to activate the critical conversations between executives and project professionals, as well as between project professionals and their customers in organizations, business and government that will empower them to be more strategic and embrace responsibility for getting things done. Becoming more customer-centric and delivering results that drive value will reinforce the power projects have to make a positive impact on our world.

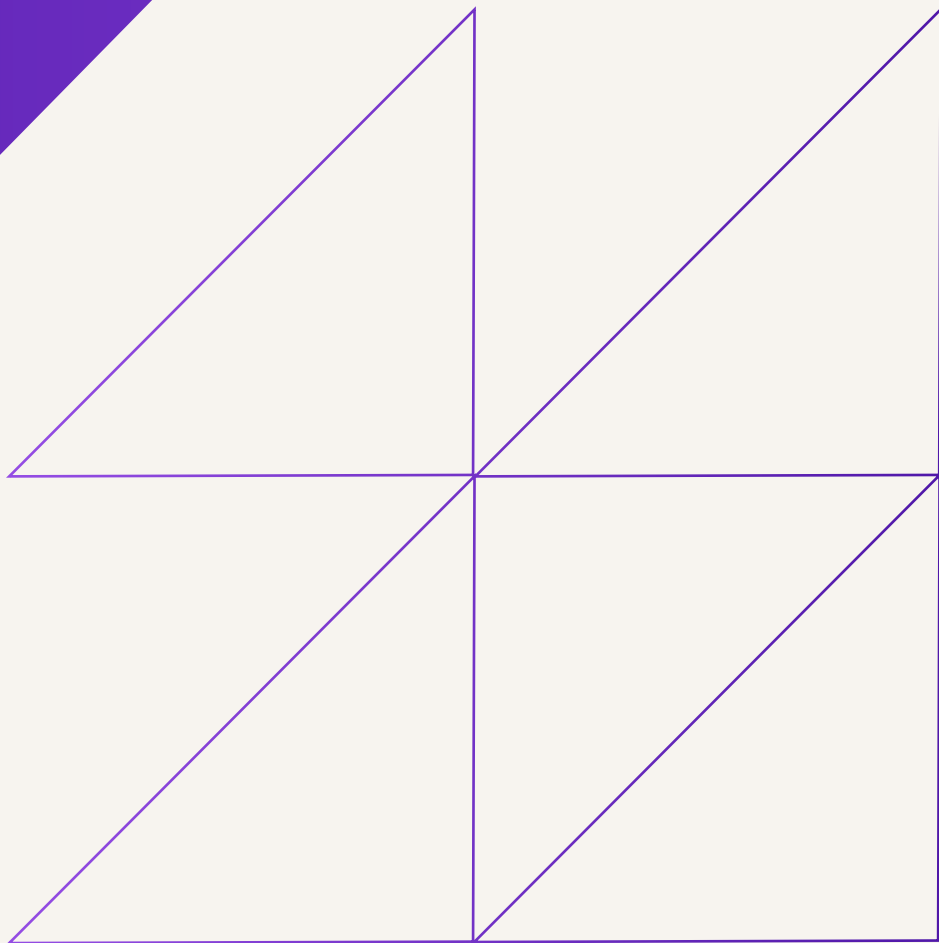


A consensus definition of project success and how to measure it is imperative for our modern era. This definition needs to reflect not only project management (execution) success but must expand to encompass accountability for value delivery (project success).

¹ McKinsey & Company. (2022). *Here comes the 21st century's first big investment wave: Is your capital strategy ready?* Retrieved November 11, 2024 from <https://www.mckinsey.com/capabilities/operations/our-insights/here-comes-the-21st-century's-first-big-investment-wave-is-your-capital-strategy-ready>

This report:

- ▶ Defines project success in a way that encompasses a shared perspective among a broad range of project stakeholders.
- ▶ Introduces a clear, universal method to measure project success.
- ▶ Explains the factors that influence project success in a way that will help practitioners and organizations lead their projects toward delivering greater VALUE and higher rates of success over time.
- ▶ Provides a measurement of the current rate of project success globally, as well as by industry and project type.
- ▶ Discusses the benefits to project success of aiming toward a higher purpose.
- ▶ Delivers insights to activate project success for practitioners, executives and the project management profession.
- ▶ Ultimately guides our profession and the stakeholders we serve to drive greater outcomes and maximize project success to elevate our world.



Research and Analytic Approach

In formulating a new definition of project success, we aspired to collect and analyze as much data as possible across many different reference points:

01

— GATHER EXISTING KNOWLEDGE

Expert input

A review of the most significant literature on the subject of project success over the past 50 years and a series of interviews with experts to guide research design.

02

— EXPLORE FRESH PERSPECTIVES

Qualitative in-depth interviews

A series of 90 interviews with project professionals, sponsors, PMO leaders, organization executives and intended beneficiaries to inform survey questions and analytic plan.

03

— CONDUCT GLOBAL SURVEY

Detailed assessment of recently completed projects

Over 9,500 (nearly 10,000 based on usable surveys) project professionals, stakeholders and intended beneficiaries from around the world and across industries participated in a 55+ question survey.

04

— RIGOROUS DATA ANALYSIS

Modeling to determine key predictors of success

Data was analyzed with correlation/ factor analysis and driver modeling (linear regression) to determine the relationship among levers, themes and success.

05

— DEVELOP KEY LEARNINGS

Development of a new approach to understanding project success

Results were analyzed by project type, industry, market, audience, etc., to develop a new perspective on what makes projects successful and establish current baselines.

06

— COLLECT FEEDBACK & REFINE

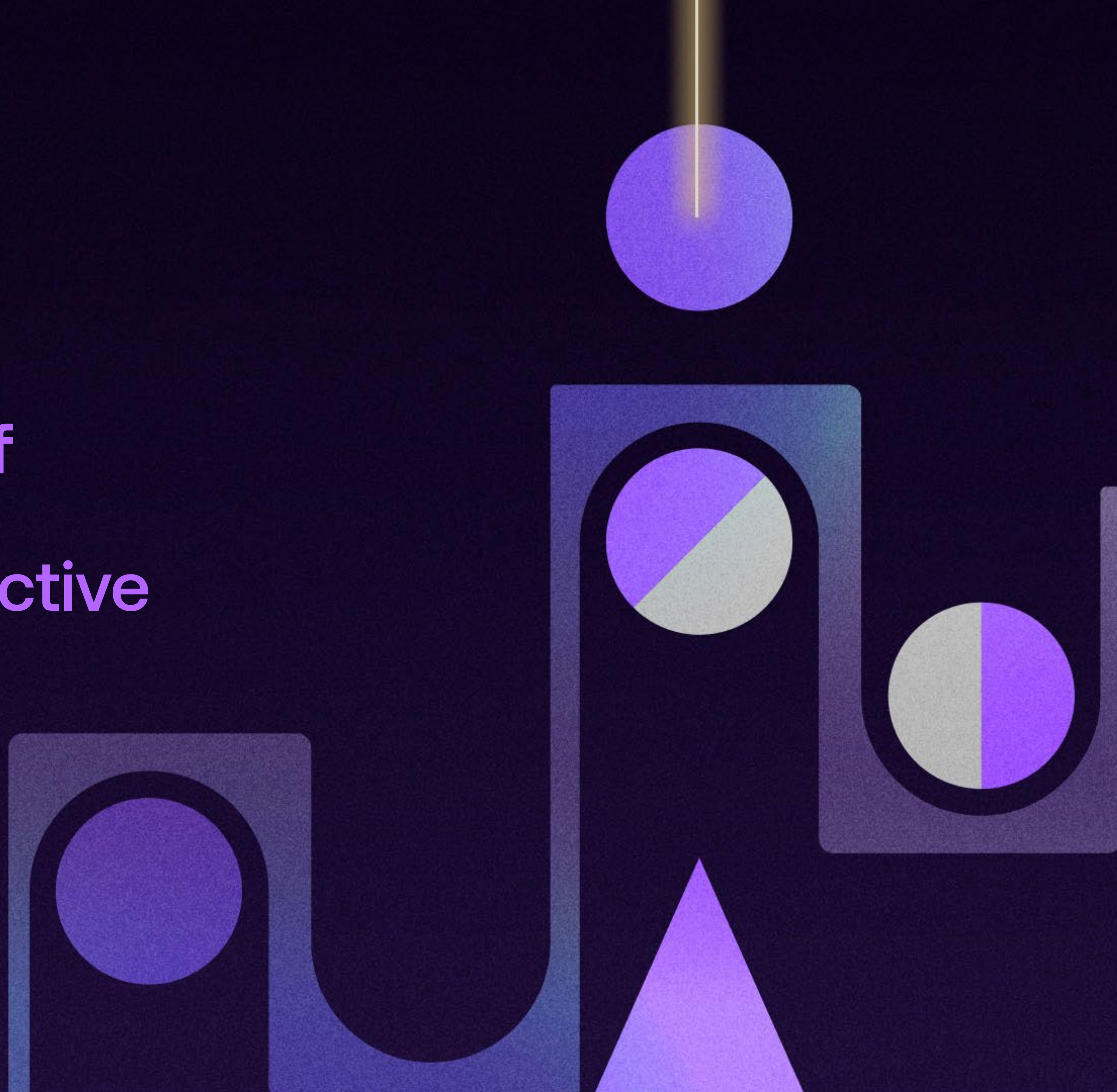
Expert and practitioner review

Included review by an insight team of SMEs (who also helped guide throughout) and a series of 50+ interviews with PMO leaders and community members to gather feedback.

For a full discussion of how we arrived at this definition, refer to the section on the research process in the Appendix at the end of this report.

A Shared Definition of Project Success That Broadens Our Perspective

In this section, we examine how our research informed the development of a new definition of project success — one that focuses on value and integrates both execution metrics and outcomes.



A Definition That Considers Execution Metrics and Outcomes

Initial qualitative interviews with project professionals, sponsors, PMO leaders, executives and intended beneficiaries showed that how project success is measured can generally be divided into two broad categories: (1) execution-focused metrics — on time, within scope and budget, for example, and (2) outcome-focused metrics — customer satisfaction, commercial success, impact on productivity, etc. In these conversations, participants organically raised the idea of value beyond just meeting requirements. This exploratory research confirmed the opportunity to introduce and validate a definition that is inclusive of both execution and value — with a focus on value.

A New, Practical Definition Of Project Success

In considering possible definitions that reflected the emphasis on execution, outcomes and value, the insight team — 17 subject matter experts (SMEs) who advised PMI throughout the research project (see Acknowledgments for a list of insight team members) — leaned into the concept of “project that was worth the effort and expense.” Candidate definitions were drafted based on learnings from the comprehensive literature review and first round of qualitative interviews. These were reviewed and finalized by the insight team (see Appendix 10.3 for a list of criteria and candidate definitions).

A single universal definition (see Figure 1) that was most commonly shared by large numbers of stakeholders across all common roles related to projects: **Delivered value that was worth the effort and expense.**

Figure 1 – Definition of Project Success

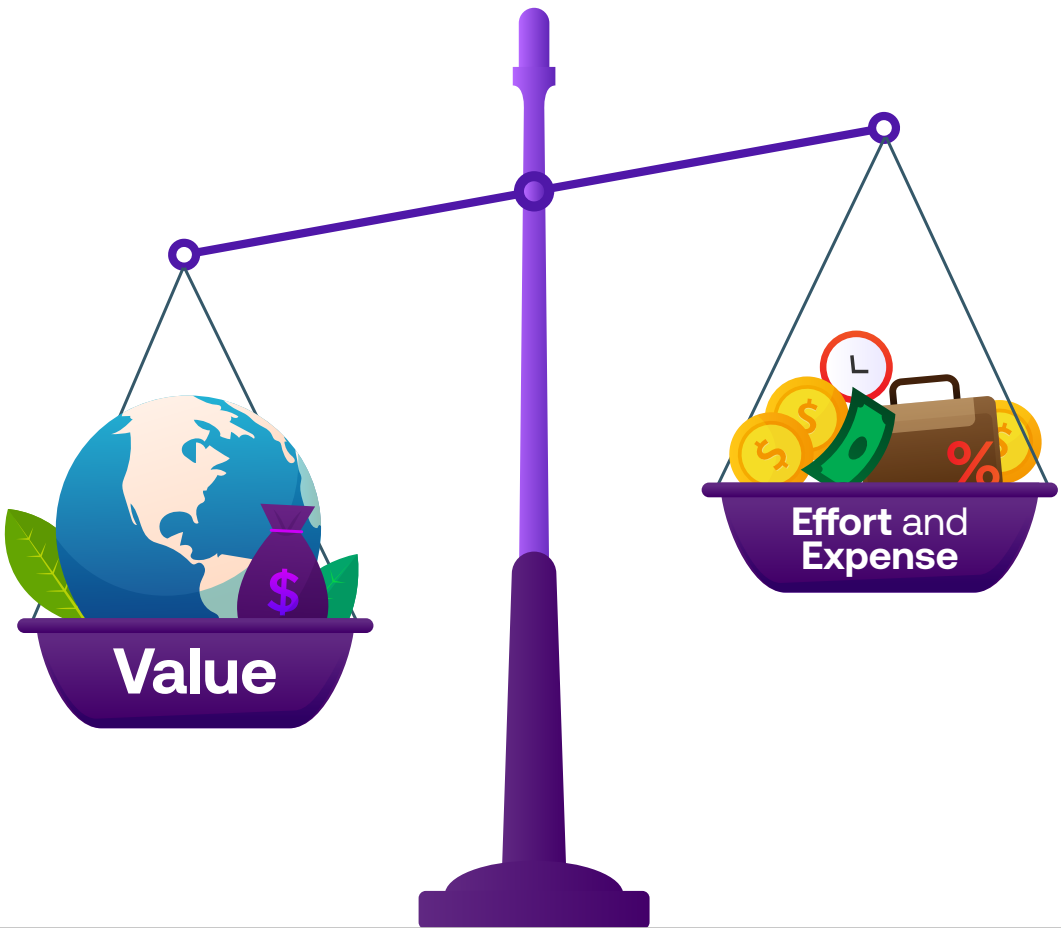
Our new definition accounts for both execution and outcomes.

Project Success

[proj-ekt suhk-ses]

The consensus view across intended beneficiaries, other stakeholders and project participants that a project was perceived to have:

*Delivered value that was
worth the effort and expense.*



Candidate definitions were drafted by project experts within PMI using guidance from a comprehensive review of the past 50 years of academic literature and 90 qualitative interviews with project professionals, intended beneficiaries and other project stakeholders. These were reviewed and finalized based on feedback from a volunteer team of subject matter experts. A total of five candidate definitions were tested in the baseline survey and evaluated against a set of predefined criteria to determine the superior definition (shown above).

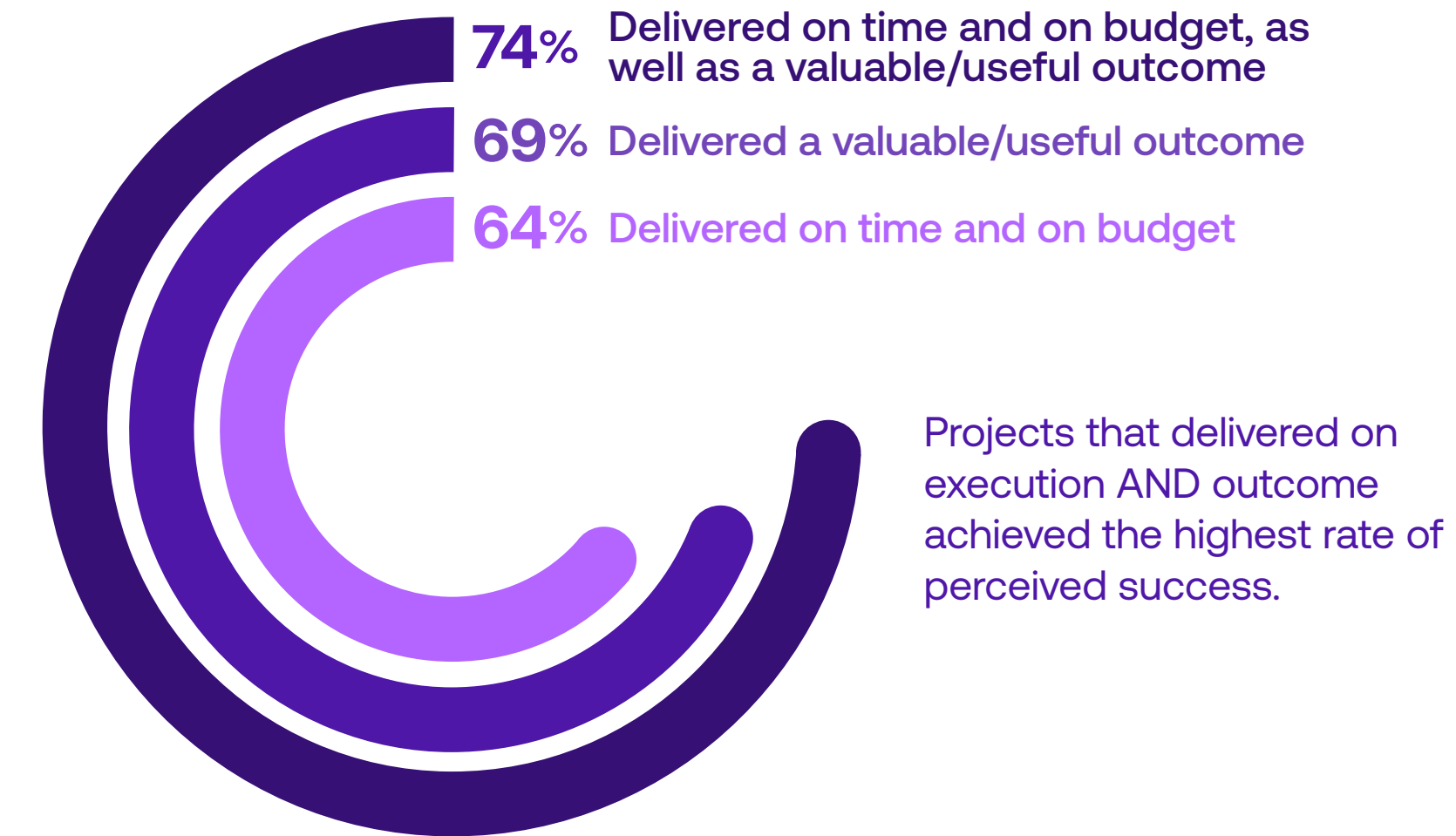
2 A Shared Definition of Project Success That Broadens Our Perspective

Projects that are executed well and deliver valuable outcomes are more likely to be perceived as highly successful. As a proof point to ensure the selected definition made sense, survey respondents were asked to specify which criteria their project delivered or was on track to produce:

- ▶ Delivered on time and on budget
- ▶ Delivered a valuable/useful outcome
- ▶ Delivered on time, on budget and a valuable/useful outcome

Survey respondents were then asked to rate the outcome of their project on a scale ranging from 0 to 10, where 0 = complete failure and 10 = complete success. Projects that delivered on both successful execution and successful outcome had the highest perceived rate of success overall (see Figure 2), averaged across all types of projects and participants.

Figure 2 – Rates of Perceived Success



“ We talk a lot about execution, and we have to talk a little bit more about outcomes because that’s why we have a lot of different opinions, a lot of confusion. People think that execution is success and in fact both things are success — execution and outcomes.

RODRIGO C
PMO LEADER, PMI COMMUNITY, BRAZIL

“ I would love to have the balance on both, but if I had to choose only one thing, I would definitely choose the value over the cost. Because you can have a project perhaps that meets the time, meets the budget, but doesn’t deliver a value; therefore, what’s the point?

JOEL P
PROGRAM MANAGER, US

“ This is a good way of tracking project success. We are not running a race here, like either first, second, third. We are trying to achieve some value to the organization or to the client. In any project a customer has awarded you, even if you’re missing a deadline or taking additional budget, the important thing is adding value by the end of it. So, it may not be 100% where we might have achieved their target, but at least 80% of their expectations or 90%. I think this is one very good way of tracking.

MANOHAR S
EXECUTIVE, PMI COMMUNITY, INDIA

Value is Key

Project professionals who want to succeed given the current scale of business challenges must be strong, knowledgeable partners within the business. They use their business acumen to target, measure and track value creation, and their power skills to clearly communicate progress toward success, helping each stakeholder understand how their intended value is being delivered by the project. In this way, meaningful outcomes can be delivered and well understood by each project stakeholder.

It's not enough to direct our energy toward completing a project on time, on budget and within scope. While the iron triangle remains important and foundational for the project management discipline, practitioners have expanded their focus to include an understanding of the holistic value a project can deliver beyond execution metrics. This approach emphasizes that true success often comes from the long-term outcomes the project generates, not just the immediate result. It also ensures all stakeholders are aligned in striving for this broader impact.

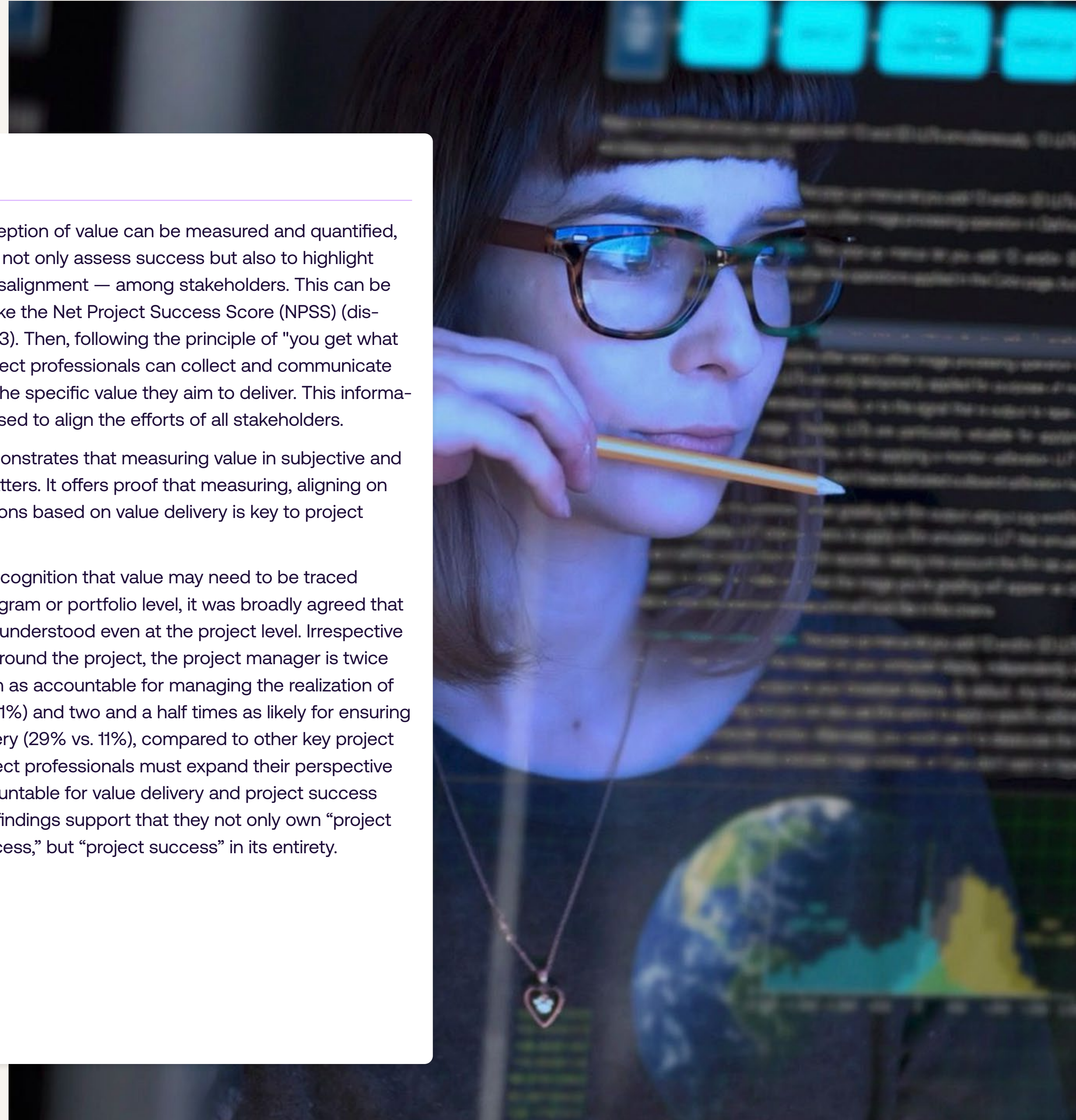
While it is true that much of the value may be created after project close, a FOCUS on value means that project professionals are doing everything in their power to ensure that the project vision comes to life — not just meeting the specified requirements.

"Value," much like "project success," is ultimately a subjective judgment. It can take many forms — tangible or intangible, intrinsic or extrinsic, ethical, emotional or political. It can shift over time. Value can be focused or spread across numerous factors and can vary greatly depending on the industry, project type and the roles of different stakeholders. Even when all stakeholders agree on what constitutes value, its importance may weigh differently for each individual involved.

However, the perception of value can be measured and quantified, providing a way to not only assess success but also to highlight alignment — or misalignment — among stakeholders. This can be done using tools like the Net Project Success Score (NPSS) (discussed in Section 3). Then, following the principle of "you get what you measure," project professionals can collect and communicate data that reflects the specific value they aim to deliver. This information can then be used to align the efforts of all stakeholders.

This research demonstrates that measuring value in subjective and objective ways matters. It offers proof that measuring, aligning on and making decisions based on value delivery is key to project success.

While there was recognition that value may need to be traced through to the program or portfolio level, it was broadly agreed that value needs to be understood even at the project level. Irrespective of the structures around the project, the project manager is twice as likely to be seen as accountable for managing the realization of benefits (24% vs. 11%) and two and a half times as likely for ensuring value-based delivery (29% vs. 11%), compared to other key project stakeholders. Project professionals must expand their perspective and also feel accountable for value delivery and project success holistically. These findings support that they not only own "project management success," but "project success" in its entirety.



Insights to Activate Project Success

Our new definition — delivered value that was worth the effort and expense — reflects broad agreement that project professionals can and should be responsible for the success of the project, even beyond completion by expanding their perspective to take accountability and ownership for outcomes.



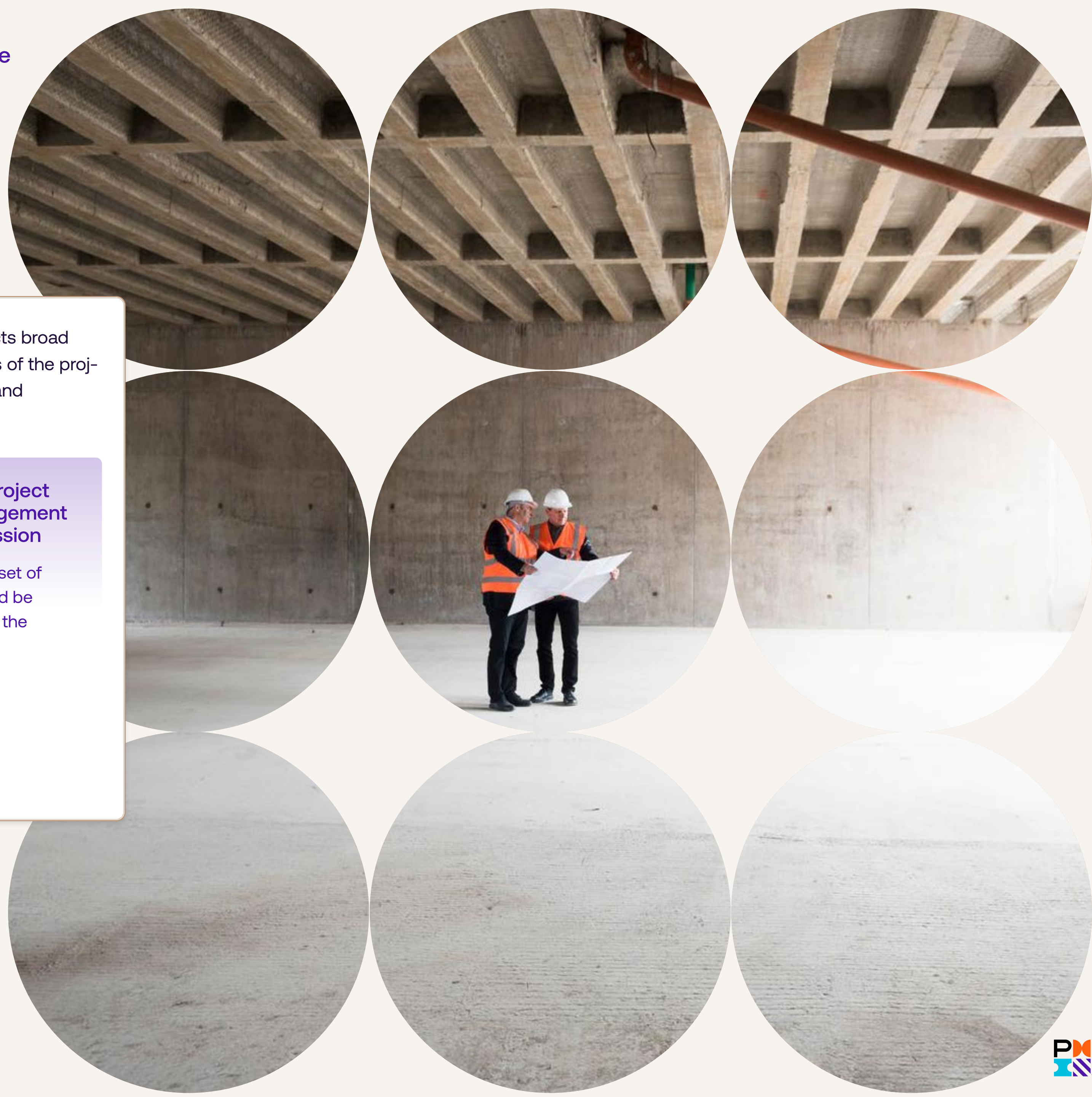
The focus on VALUE implies a mindset shift for practitioners to being responsible for project success, not just project management success.



Setting the project up for success beyond the specifications is a higher level of expectation executives should adopt, while considering the project manager more of a business partner and less of an administrator.

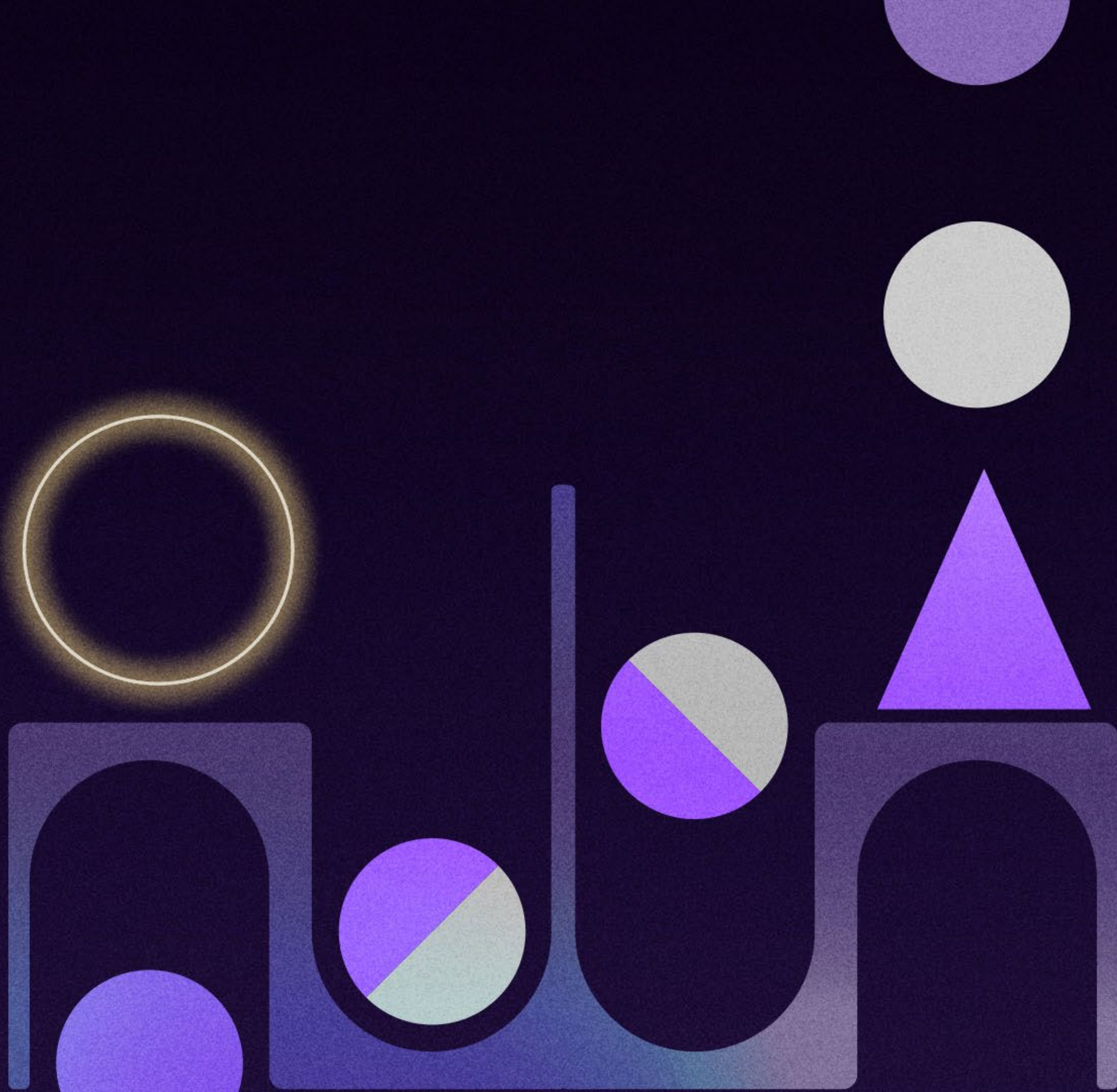


Meeting this new set of expectations could be transformative for the profession.



Assessing Success With the Net Project Success Score

In this section, we discuss a global baseline metric using the Net Project Success Score (NPSS), and how a 360-degree view when evaluating project success helps project professionals expand their perspective about value and supports a more customer-centric approach by including different stakeholders.



When evaluating success, it’s important to consider a continuum of potential success and compare performance at both ends of the spectrum. Once a shared definition of success was validated, input from additional qualitative interviews furnished the basis for proposing a new approach for tracking and measuring project success: the NPSS.

A Global Net Project Success Score

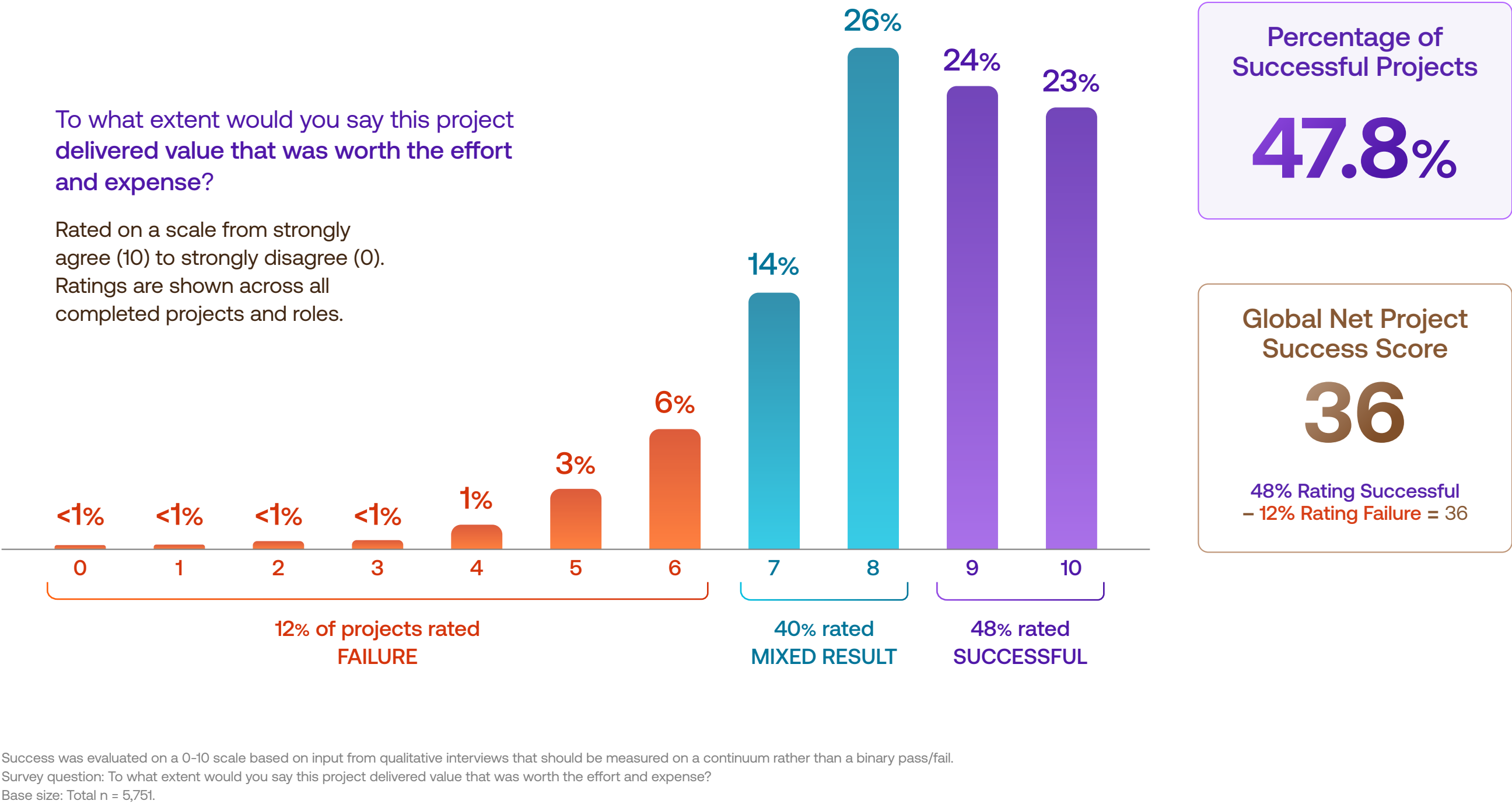
Applying the new definition of project success, survey respondents were asked: “To what extent would you say this project delivered value that was worth the effort and expense?” Respondents from 19 countries around the world were asked to provide an answer based on *the most recently completed project they managed, participated in or oversaw*. Success was rated on a scale ranging from 0 to 10, with 0 representing strongly disagree and 10 representing strongly agree. Twelve percent (12%) of respondents said their project had been a failure (0–6), whereas 40% of projects were rated as producing a mixed result (7–8), and 48% were rated successful (9–10). To calculate the Global NPSS, we took the 48% of projects rated as successful and subtracted the 12% rated a failure, for an overall NPSS score of 36 (see Figure 3).

The new success definition and the concept of applying NPSS to assess it was well received by project management office (PMO) leaders and the PMI community during pretesting. Response to the NPSS during the second round of post-survey interviews with over 50 project professionals and PMO leaders was generally positive and confirmed the finding that NPSS is credible and useful. Interviewees felt that it was easy enough to understand the calculation, credible, and seen to be something that could be easily adopted within organizations to assess their portfolio of projects.

Expressing a degree of success versus giving a project a thumbs up or down, offers appreciably more actionable information than a binary view. Scores by project can be compared, and project type averages within a portfolio and the distribution along a curve can all yield areas of opportunity.

Figure 3 – Success is not binary — it is a continuum

When evaluating success, it’s important to consider the full spectrum of potential success and compare performance at both ends of the spectrum using a **Net Project Success Score**.



“The Net Project Success Score of 36...it humbly echoes my personal records. It is what it is. But when I reflect, I always think (more) would be highly successful. This shows me I have opportunity for continuous improvement.

MING
PMO LEADER/PORTFOLIO MANAGER, PMI COMMUNITY, CANADA

What You Can Do Now

This major research on project success helped us understand the distributed, global rate of project success and insights that could help us increase it — all based on our new shared definition.

This research offers practical learnings that can be applied immediately:

- ▶ An understanding of how success is defined and measured on a global scale, providing a way to talk about what success looks like from all angles.
- ▶ Two major, actionable findings that any project and/or organization could benefit from: implementing key metrics and embracing social impact.
- ▶ Directional guidance by industry, project type and funding source, offering candidate categories of measurement and performance levers that are predictive of project success.

Beyond that, the research has offered us insight into how our profession is evolving and ways to lean into the change.

Project professionals should understand that:

- ▶ Value, even beyond project completion, should be the primary focus, paired with solid execution.
- ▶ They must manage the perceptions of multiple project stakeholders, including executives and customers.
- ▶ They must be accountable for and own all the above, elevating the work they do and their value to the business.

The research measures and approaches used were appropriate and helpful for global measurement. **However, their local applicability is still unknown.** We have begun testing how these principles and measures should be applied within organizations — at the portfolio, program and project levels. But these are early days and providing guidance here will take time. As we work through this testing process, the global discussion about project success will continue. PMI looks forward to hearing about your experiences and thoughts that might offer us new ways to think about local measurement.



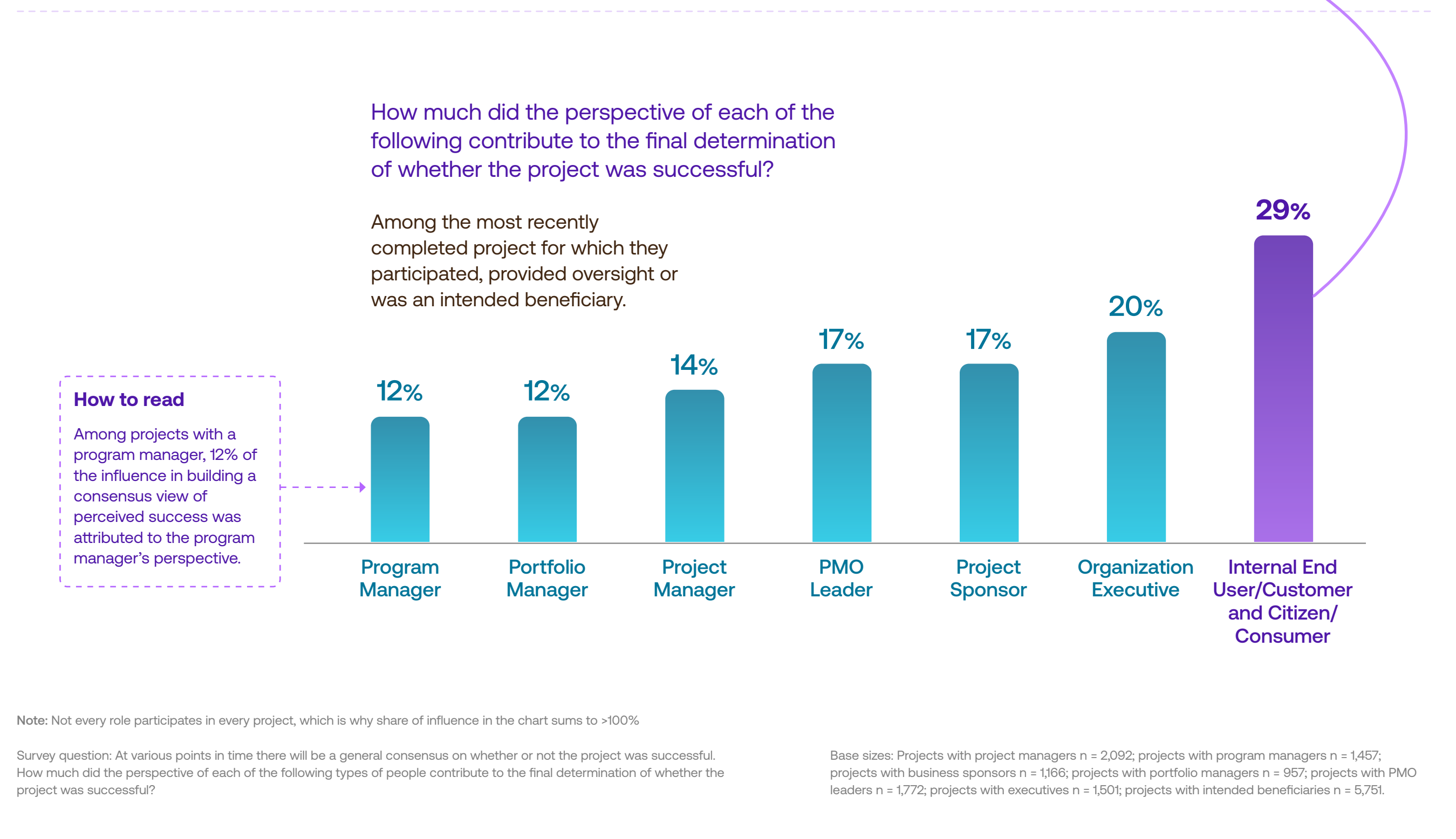
A 360-Degree View: Reconciling Different Perspectives

Any determination of success is perceptual; evaluation of whether a project has delivered value that was worth the effort and expense may be perceived differently by different audiences. It is possible it may increase or decrease over time. These differing perspectives are reconciled by development of a 360-degree view (see Figure 4) that is monitored throughout the project life cycle. When asked whose perspectives contribute to the determination of success, survey respondents indicated that intended beneficiaries of the project should get twice the share of influence compared to other roles, highlighting the importance of customer-centricity. These findings align well with the common business goal of customer-centricity. The research also shows that stakeholders of all types value the opinions of executives. For the project professional, adopting this view of the importance of different stakeholder perspectives can bring them more in line with the business.

When this perception is given a consistent and agreed-upon structure, it can be a powerful tool of measurement to prompt critical conversations, leading to a deeper understanding of why these judgments are what they are. For example, if you know an executive is judging a project much more harshly than other stakeholder groups, you are much more likely to have the tough conversation needed to understand and address important viewpoints. If you talk about project success in an inconsistent way, depending on the stakeholder you are talking to, it's harder to identify misalignments in perspective.

Figure 4 – A 360°-View of Project Success

Intended beneficiaries should get twice the share of influence compared to other roles, highlighting *importance of customer-centricity*.



“I love *The Lord of the Rings* partly because I see it as a mega-complex project. But what does success look like for this team? The ultimate measure is destroying the One Ring by casting it into the fires of Mount Doom. Presumably, society and stakeholders care less about cost, and the schedule is simply “before evil reigns.” Any debate about whether the LOTR team achieved success would be trivial — they saved their world.

This reflects the nature of projects defined by essential purpose, mission and societal benefit. In such cases, success extends beyond cost and schedule. When a project requires cutting-edge innovation or serves a broader societal purpose, it’s appropriate to evaluate success on a scale that emphasizes **quality outcomes** over other metrics.

However, **measurement and success criteria always matter** — you get what you measure. Every project must meet professional standards, which often include **intangible factors** like effective leadership, collaboration and access to knowledge.

For example, if poor knowledge sharing delays progress or causes rework, the outcome is compromised. Similarly, if the team fails to foster expertise through learning and development or if fear stifles the flow of information, even a successful result will reflect inefficiency and underperformance.

Ultimately, success criteria are crucial. Long-term project excellence requires us to measure more than just the final outcome. We need to consider factors like **quality, operational efficiency, long-term value, stakeholder satisfaction, knowledge creation and team performance** to ensure the highest standards are met. Without these, even a technically successful project risks falling short of its potential.”



ED HOFFMAN, Ph.D.
PMI KNOWLEDGE STRATEGIST, LECTURER,
INFORMATION & KNOWLEDGE STRATEGY (IKNS),
COLUMBIA UNIVERSITY; FORMER CHIEF KNOWLEDGE
OFFICER, NASA



Insights to Activate Project Success

Project success can be measured based on perception through NPSS. Success should be judged on a continuum. It is not binary. Throughout the project, it will be necessary to manage stakeholder perceptions and continually assess parameters in response to changing conditions.



A 360-degree view is useful to identify misalignments across stakeholders and prompt corrective conversations, broadening project professionals' perspectives about how their projects are aligned with organizational goals, key stakeholder expectations and, the most important, the project beneficiary.

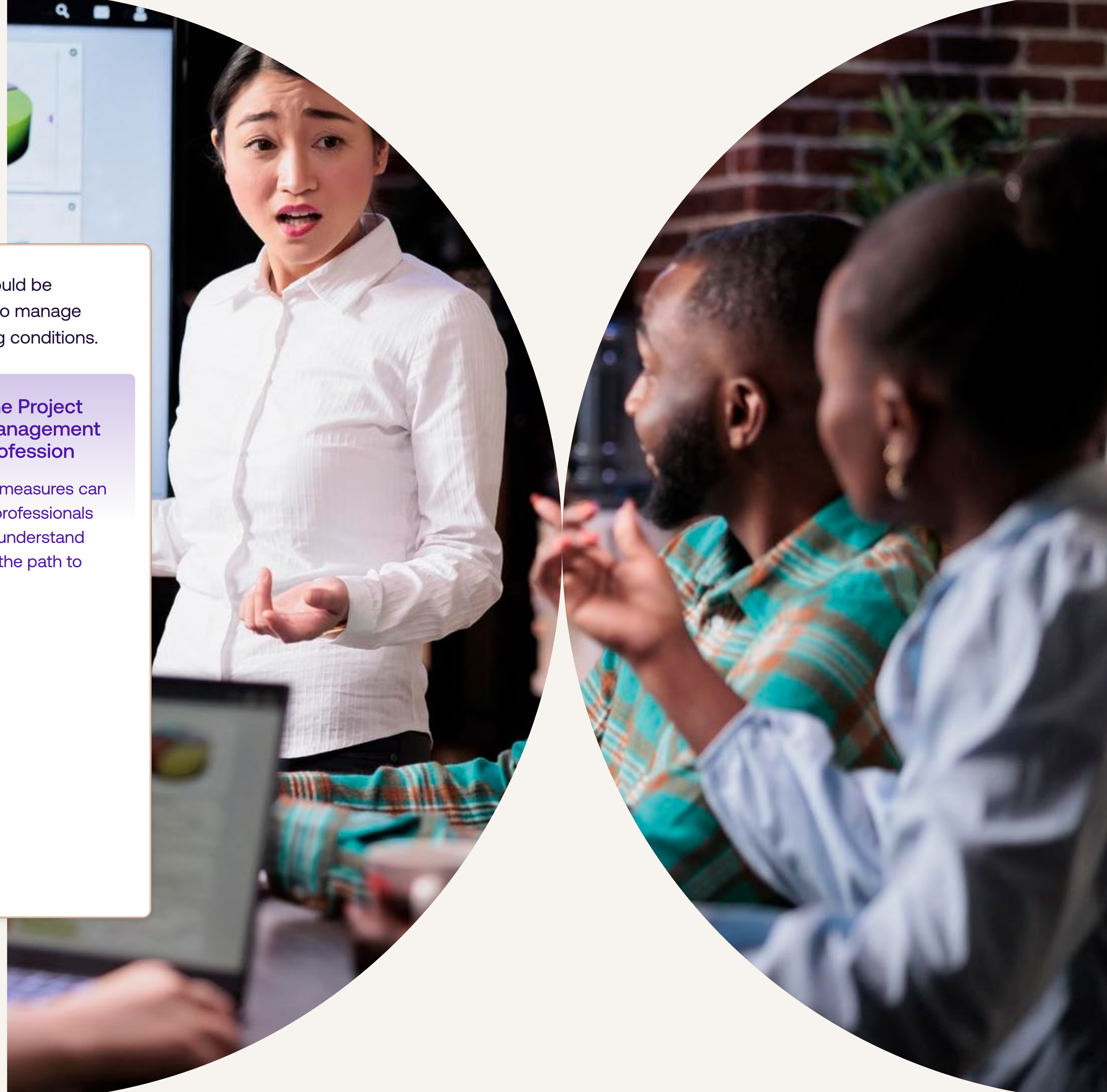


This exercise, repeated over time, can shine a light on misalignments and prompt conversations leading to corrective actions at both the project and portfolio levels. These measurements can be used to:

- ▶ Identify areas of strength and weakness across a portfolio by project type and prompt changes to important processes.
- ▶ Understand the distribution of projects along the continuum.
- ▶ Link project progress more clearly to larger business strategy and enterprise priorities.

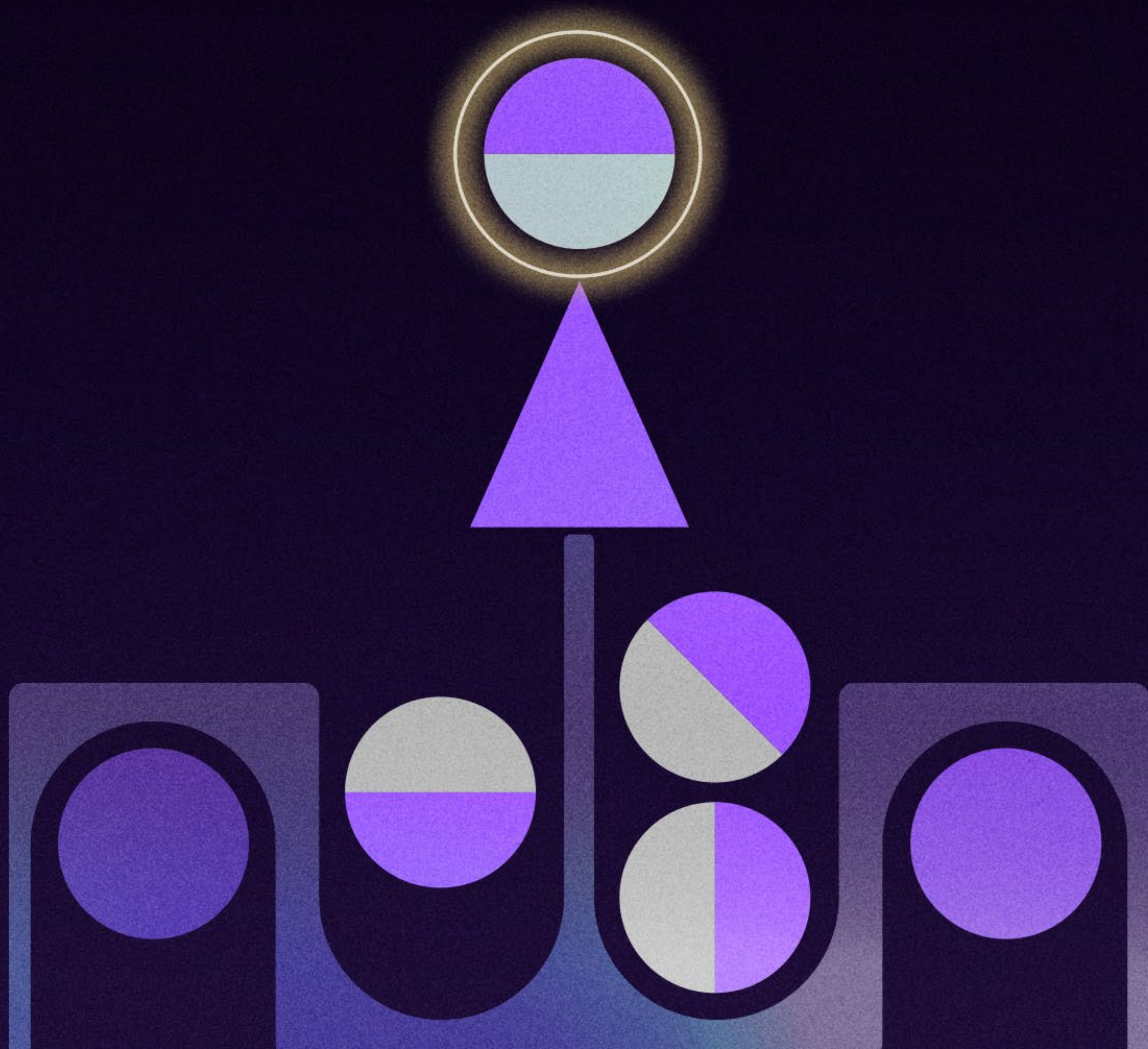


Taking these measures can help project professionals more deeply understand and manage the path to value.



Measurement is Key to Success

Armed with the new definition of success and the awareness that project professionals will need to take steps to raise NPSS, what is next? Measurement.



Applying Three Categories of Measurement Can Increase Project Success

The research identified three aspects of measurement that, when combined and put in place, can help project professionals achieve greater success rates.

- **Define success criteria upfront:** Eighty-four percent of projects defined success criteria upfront; those that did achieved an NPSS of 41 compared to a score of only 20 if success criteria were not defined upfront.
- **Have a well-established measurement system to align and guide decisions:** Eighty-one percent of projects have a well-established measurement system to align and guide decisions; those that did achieved an NPSS of 43 compared to a score of only 6 if no measurement system was in place.
- **Measure performance along the way:** Fifty-three percent of projects measured performance along the way; those that did achieved an NPSS of 40 compared to a score of 36 if performance was not measured along the way.

Key evidence this study revealed is that just over one-third (37%) of projects do all three of these things; doing all three achieved an NPSS of 49 compared to only 27 if any one of these aspects of measurement were not present.

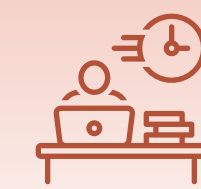
Including Risk Monitoring Can Increase Project Success

Projects with a measurement system in place often included risk monitoring as part of their practice. This research showed including a measurement system improves NPSS. When the above three measurement criteria are in place and risk monitoring is an added component of the measuring system, NPSS increases from 49 to 53. On average, 81% of projects have risk monitoring in place and have an NPSS of 41, whereas 19% of projects do not have risk monitoring in place and have an NPSS of only 14. Just 33% of projects practice all four components of measurement.

Projects without an established measurement system in place are more likely to face a variety of challenges such as unrealistic time forecasting, insufficient planning or incorrect assumptions or understanding of conditions. These and other factors all establish barriers to success.

Insights to Activate Project Success

Projects that define success criteria upfront and put a well-established performance measurement system to align and guide decisions in place, and track performance throughout the project life cycle have success rates that are nearly two times higher than those that do not. Including risk monitoring can further increase success rates.



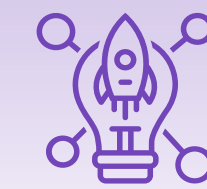
Project Professionals

Must apply **POWER SKILLS** up front to align all stakeholders on a common set of success criteria and keep them aligned throughout the project. They must have the **BUSINESS ACUMEN** to select the metrics and systems of measurement that support the success criteria and show progress toward value delivery.



Executives

Should include project managers in conversations where goals are set and collaboratively define metrics and success criteria, so project managers can manage perceptions of success and value across all stakeholder groups.



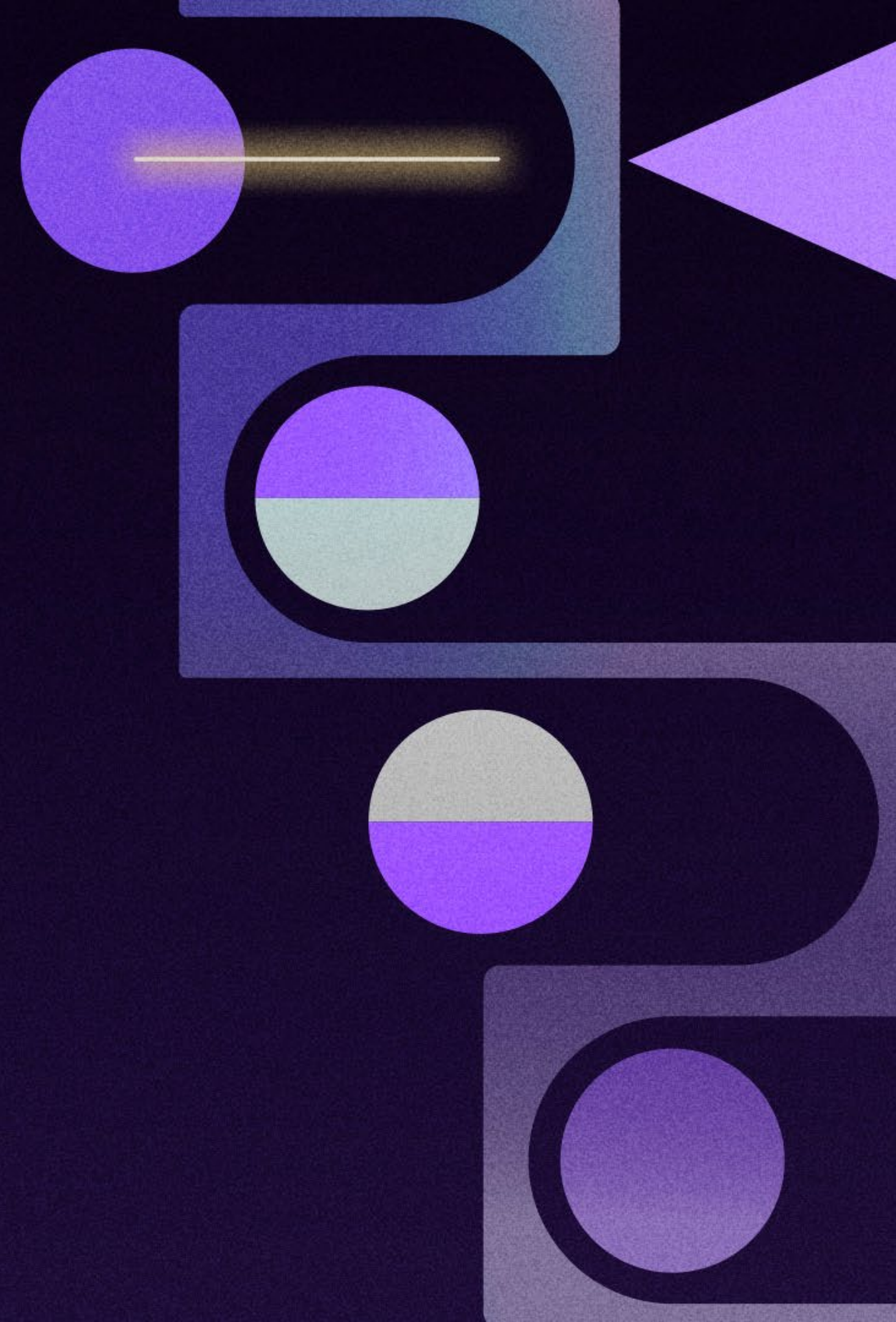
The Project Management Profession

Must provide support and development for a more business-aligned view of project work, including alignment with an organization's strategic objectives and how outcomes will drive impact.

Performance Themes Are Categories of Measurement That Can Increase Your Project Success

In this section we explore what is important to track and measure. In this study, performance themes are general categories of measurement criteria that are useful to consider when defining what success looks like upfront and setting up a measurement system for a specific project.

Themes cover both execution-oriented categories such as on budget, on time and within scope and outcome-oriented categories such as customer satisfaction and defined requirements. All of quality, productivity, customer



The Top Predictors of Success Are All Outcome-Related Performance Themes

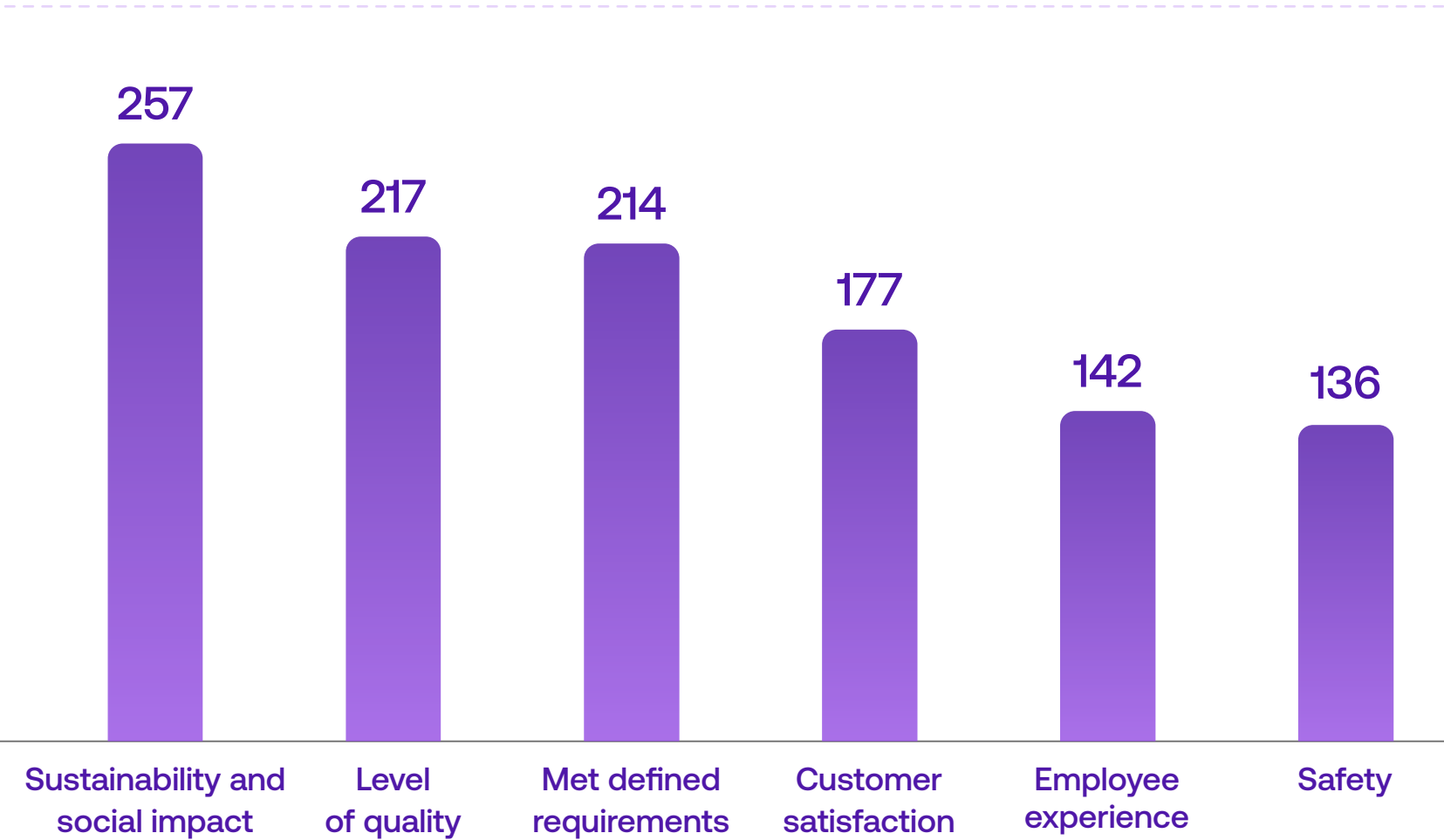
As part of our research, PMI created a list of performance themes derived from a variety of sources, including the literature review, qualitative interviews and the quantitative survey of the global project base (see Appendix 10.3 for details). The list was reviewed and finalized by our insight team. Survey participants were asked: "Which of the following criteria did the project deliver on or is the project on track to produce?" Results were analyzed through key driver modeling to determine which of the performance themes had the strongest relationship with project success (see Appendix 10.4 for details). These performance themes can be used to help identify the types of specific measures that are likely to increase the success rate of a project.

The top predictors of success are all outcome-related performance themes (see Figure 5). No execution themes made it into the top set of performance themes, underscoring the importance of focusing on outcomes. The 21 performance themes we tested were indexed according to their power to predict achieving the perception that a project delivered value that was worth the effort and expense, with a score of 100 being the average (the high was 257 and the low was 8). (Refer to Appendix 10.5 for a full list of performance themes and performance levers.)

Significantly, the highest-ranking performance theme — the one most predictive of achieving the perception that a project delivered value worth the effort and expense — was *sustainability and social impact*. Projects aligned with social good — evaluated in the survey by asking about the project’s alignment with the general categories associated with the United Nations Sustainable Development Goals (SDGs) — had higher average NPSS scores than projects with no social good alignment (see Figure 6).

Figure 5 – Top Performance Themes with Their Scores

Top performance themes with their scores* are:



*Note: Of the 21 performance themes tested, these emerged as the most predictive of achieving the perception that a project was successful. The highest score was 257, the lowest was 8; the average score was 100.

“I think that the fact that sustainability and social impact appear to carry such weight in projects is very important to our profession and for the world. Think about the contribution of projects to alleviating climate change or global poverty, for example!

We asked which SDG [global goals for peace and prosperity for people and the planet] the project was aligned with. These vary a bit from one to the next, but the real message is that alignment with social good contributes to project success.

Having some genuine alignment — not fake (e.g., greenwashing) — with social good can also give each project more purpose — increasing its chances for success, especially from the point of view of end-users and other societal groups of stakeholders.”



LAVAGNON IKA
PROFESSOR OF PROJECT MANAGEMENT,
UNIVERSITY OF OTTAWA

Figure 6 – Projects that Align with Social Impact Have Higher Perceived Success Rates

Aiming higher when defining a project's intended benefits by connecting one or more to a broader societal benefit improves the chances for success.



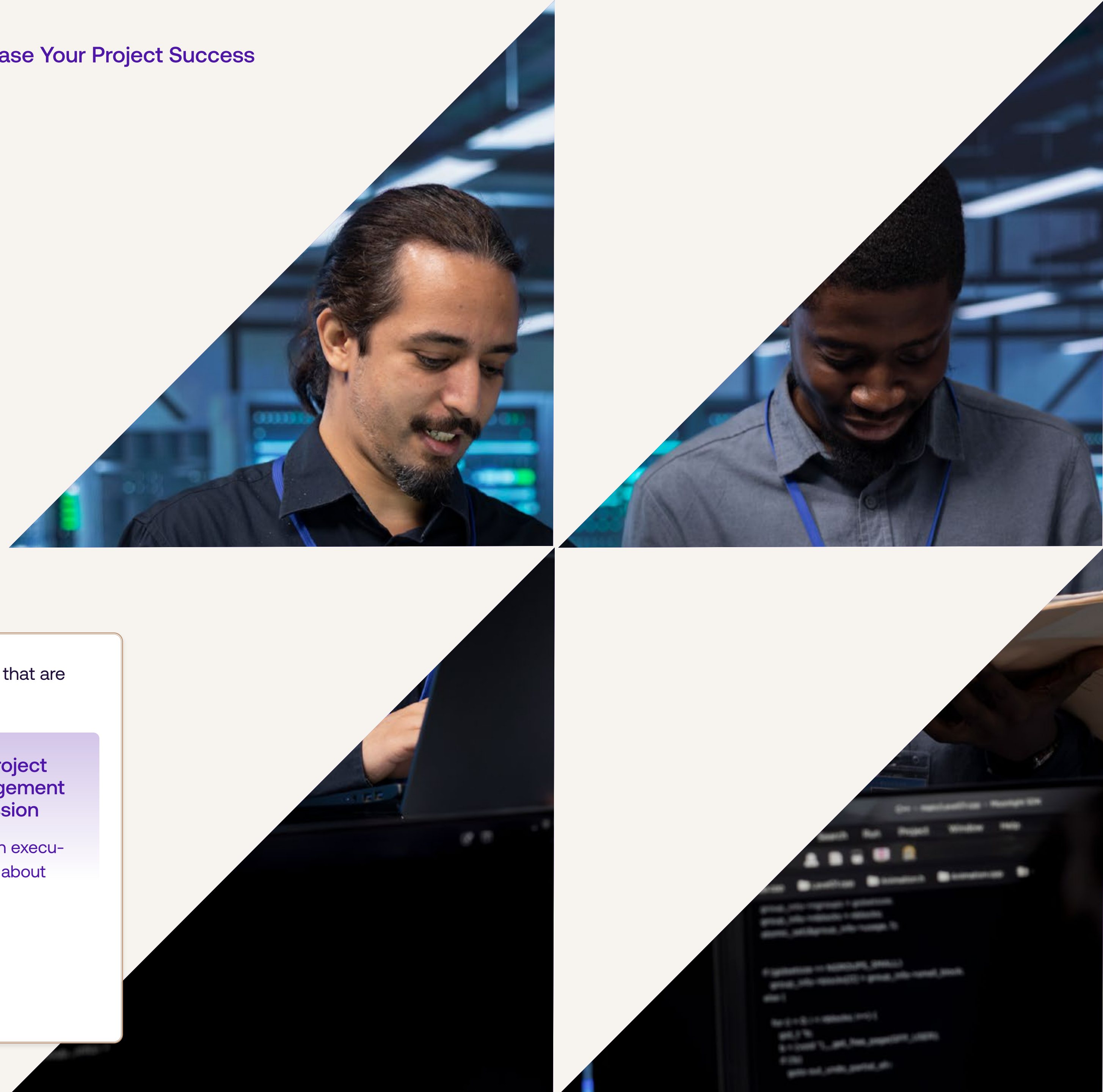
Survey question: What, if any, of these social goods were a benefit of the project?
Base sizes: Some degree of social benefit n = 304; Did not contribute to social benefit n = 986.

United Nations Sustainable Development Goals icons. The content of this publication has not been approved by the United Nations and does not reflect the views of the United Nations or its officials or Member States.

Performance Themes Vary Depending on the Type of Project

The preceding rankings are for projects globally, but further analysis of the data showed that the most impactful performance themes vary depending on the type of project. For instance, *intended benefits* is the top performance theme for physical infrastructure projects, while *level of quality* is the top theme in the software development realm. Also, although execution-oriented themes were less predictive of success overall, some are still highly influential for specific types of projects.

On IT implementation and upgrade projects, for example, the execution-oriented performance theme that was most predictive of achieving the perception that a project delivered value that was worth the effort and expense was *on time*. For functional line of business (LOB) projects, such as marketing or finance projects, *within scope* was the top execution-oriented performance theme.



Insights to Activate Project Success

Outcome-oriented measurement themes are more predictive of success than those that are execution oriented.



Project Professionals

Changes in execution details can be framed as impact on outcomes versus impact on outputs.



Executives

Projects whose main measures are outcome oriented, while still tracking execution, will be more likely to succeed because progress toward value will be better understood.



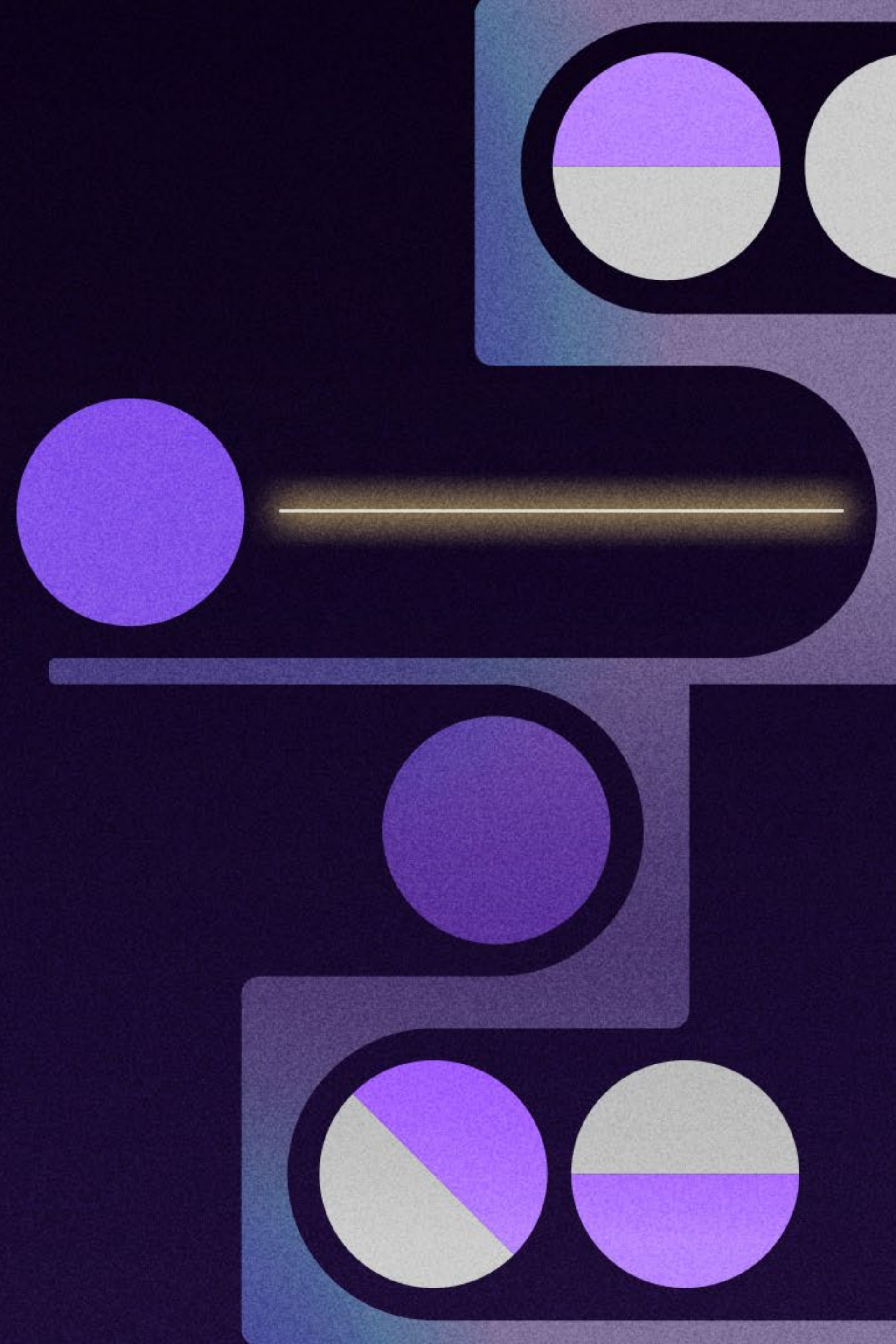
The Project Management Profession

Conversations with executives can be more about value delivery.

Performance Levers Help Identify Specific Activities to Increase Project Success

In this section we discuss another critical element of project success — performance levers. Performance levers are the types of activities to do, capabilities to prioritize, or conditions to foster that may improve the chances of project success.

Note: These are not necessarily the specific actions to take but general categories of actions to consider.



Having a Well-Established Performance Measurement System Matters Most

PMI created and validated a list of performance levers using a creation and validation process similar to that used to create the list of performance themes. Performance levers were indexed according to their predictive power on achieving project success (see Figure 7) with a score of 100 being the average of 65 levers tested (the high was 385 and the low was 1).

A well-established performance measurement system to align and guide decisions matters most, but other performance levers can also positively impact success rates.

Align Performance Themes and Performance Levers for Best Results

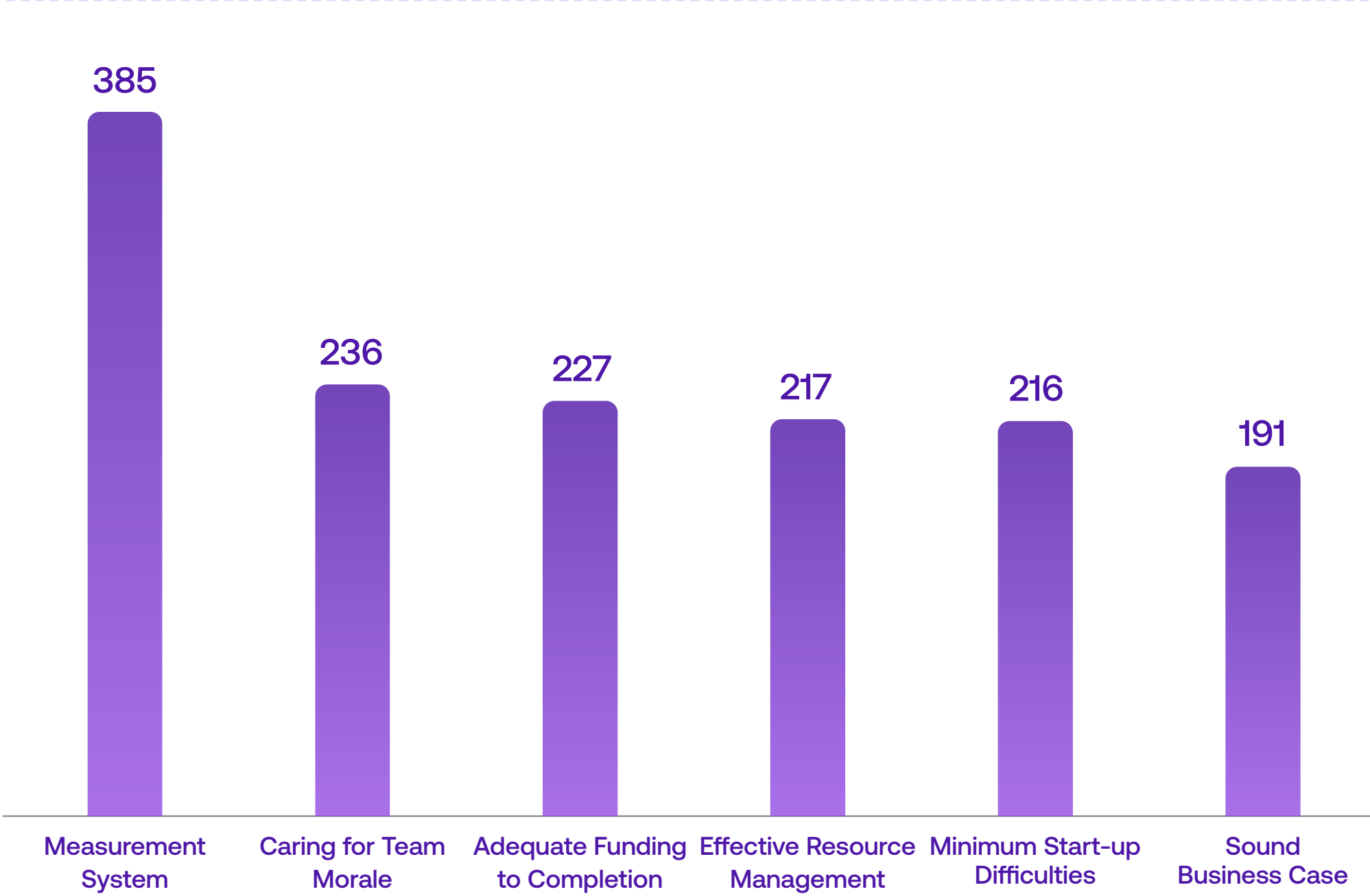
To apply performance themes and performance levers most effectively, project professionals should prioritize the top levers most closely associated with the performance themes selected for their project.

For example, considering a project that has *sustainability and social impact* as its top performance theme, some performance levers that align well are *adequate funding of the project to completion, all team members feel a shared responsibility for outcomes and practices to ensure intended project benefits are identified, measured and realized.*

We will explore the associations between performance themes and performance levers further in future reports derived from this research.

Figure 7 – Top Performance Levers and Their Scores

Top performance levers with their scores* are:



*Note: Of the 65 performance levers tested, these emerged as the most predictive of achieving the perception that a project was successful. The highest score was 385, the lowest was 1; the average score was 100.

Social Impact and Sustainability: Connecting Customer Satisfaction to Project Success

Projects that prioritize social good are more likely to achieve customer satisfaction, a key factor in how project success is perceived (for more on the importance of customer perception in project success, see Section 3.2). In fact, 55% of projects aligned with these values deliver on customer satisfaction compared to just 33% for those that don't (see Figure 8).

Customer satisfaction, as an independent performance theme, is also a critical influence on NPSS. It ranks as the fourth most predictive theme for determining project success. In alignment with the findings above, failing to deliver on sustainability or social impact has a pronounced negative effect on customer perception. Projects that don't meet this expectation average an NPSS of only 21, compared to 53 for those that either deliver or are on track to deliver on these themes (see Figure 9). This sharp contrast underscores the powerful role sustainability and social impact play in shaping the customer's perception of success more so than other stakeholders.

If organizations were to improve project alignment with social good, that could also positively impact customer satisfaction, which currently is a top performance theme overall.

In essence, aligning projects with sustainability and social impact not only enhances customer satisfaction but significantly bolsters overall perceptions of success, reinforcing the importance of integrating these themes from the start.

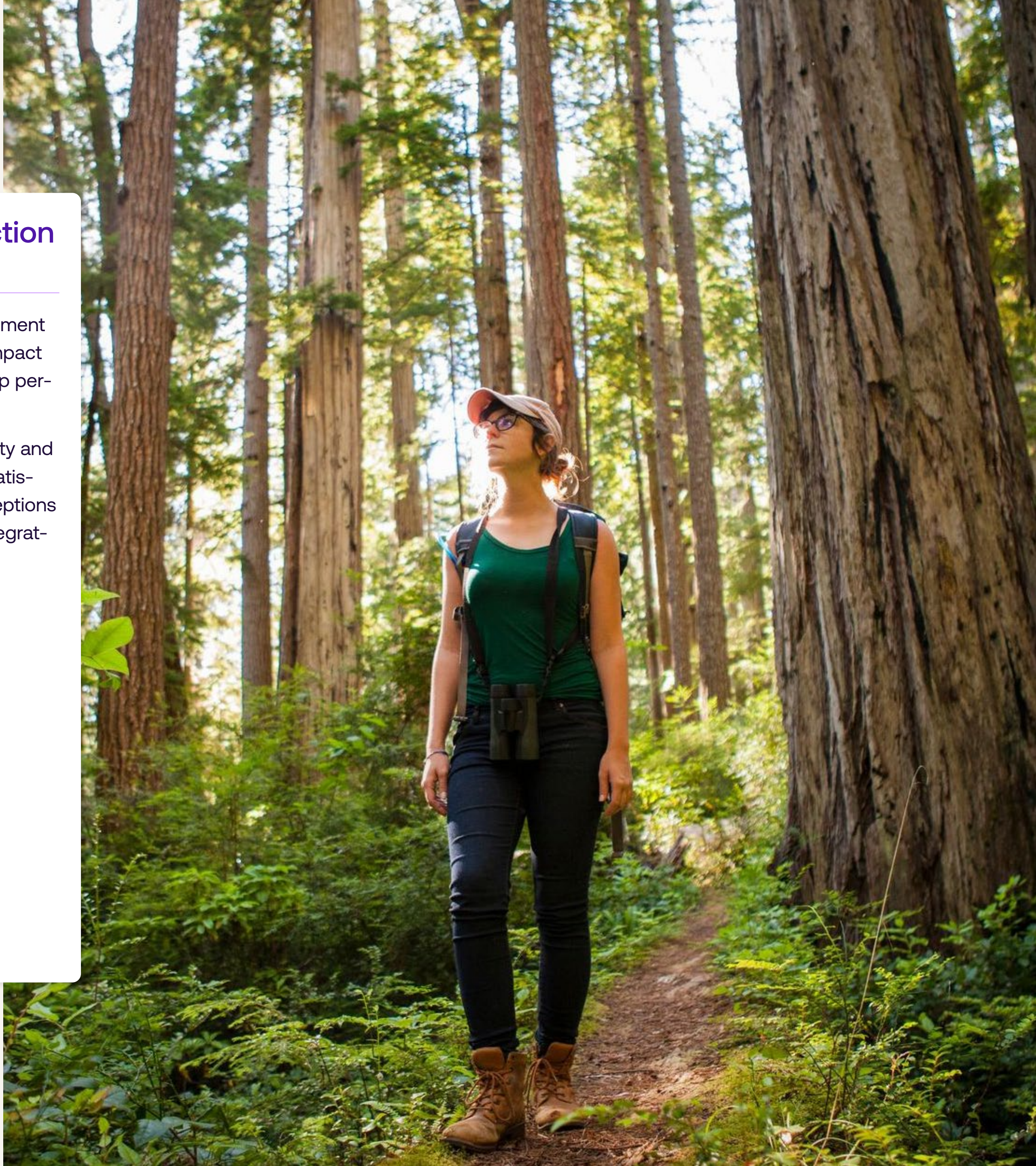
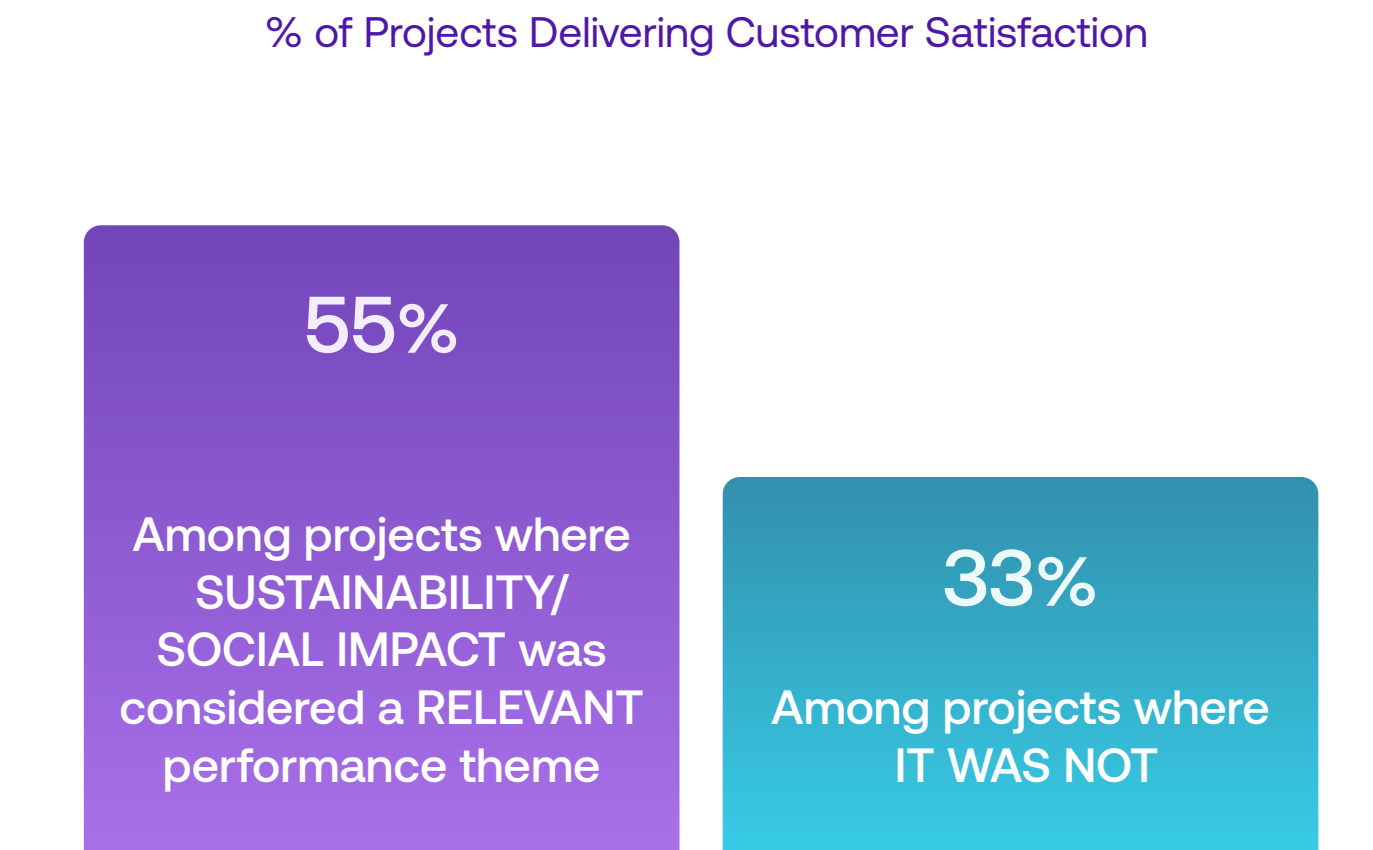


Figure 8 – Projects Aligned with Social Impact Are More Likely to Deliver on Customer Satisfaction

Projects that do are more likely to deliver on customer satisfaction — a critical factor in determining if a project is seen as successful.



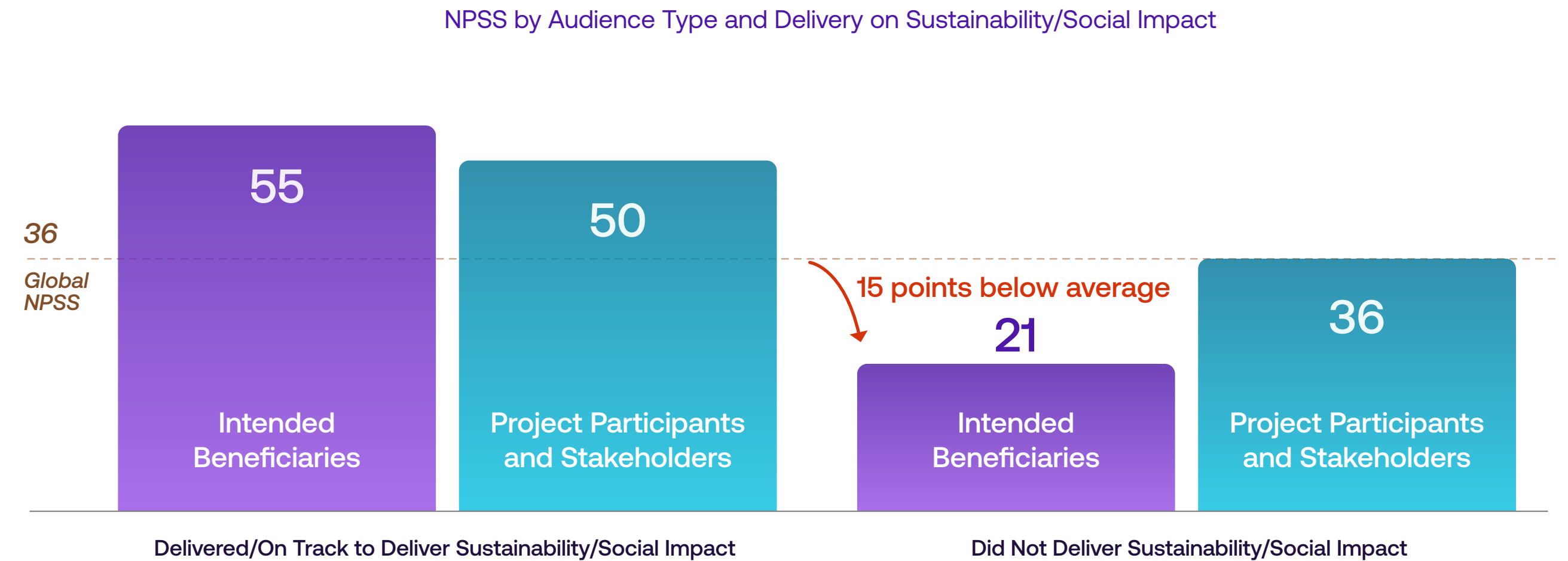
Why it matters

Sustainability/social impact's ability to increase customer satisfaction matters because **customer satisfaction is the fourth most predictive performance theme** of whether a project is considered successful.

Survey questions: Which of the following evaluation criteria are relevant to the project?; Which of the following criteria did the project deliver on or is the project on track to produce?
Base sizes: Projects where sustainability/social impact was relevant n = 1,409; projects where it was not n = 4,342.

Figure 9 – Sustainability/Social Impact Highly Influences Customer Perceptions of Success

Everyone tends to rate projects that deliver on sustainability/social impact as more successful, but when they don't, customers are the ones who rate projects as less successful.



Survey question: Which of the following criteria did the project deliver on or is the project on track to produce?
Base sizes: Intended beneficiaries of projects that did not deliver n = 1,361; participants and stakeholders of projects that did not deliver n = 3,059; Intended beneficiaries of projects that delivered/on track n = 461; participants and stakeholders of projects that delivered/on track n = 870.

Insights to Activate Project Success

Projects that prioritize sustainability and social impact are significantly more likely to achieve customer satisfaction, a key factor in how project success is perceived.



Understanding how each project connects to social good when outlining project scope and effectively communicating that message can help enhance value delivery, project visibility and impact. Connecting project work to a higher good can be inspiring to the team and positively affect customer satisfaction.



Making the connection between specific corporate social responsibility (CSR) efforts and customer satisfaction could help executives choose projects that are most likely to deliver higher customer value perception.

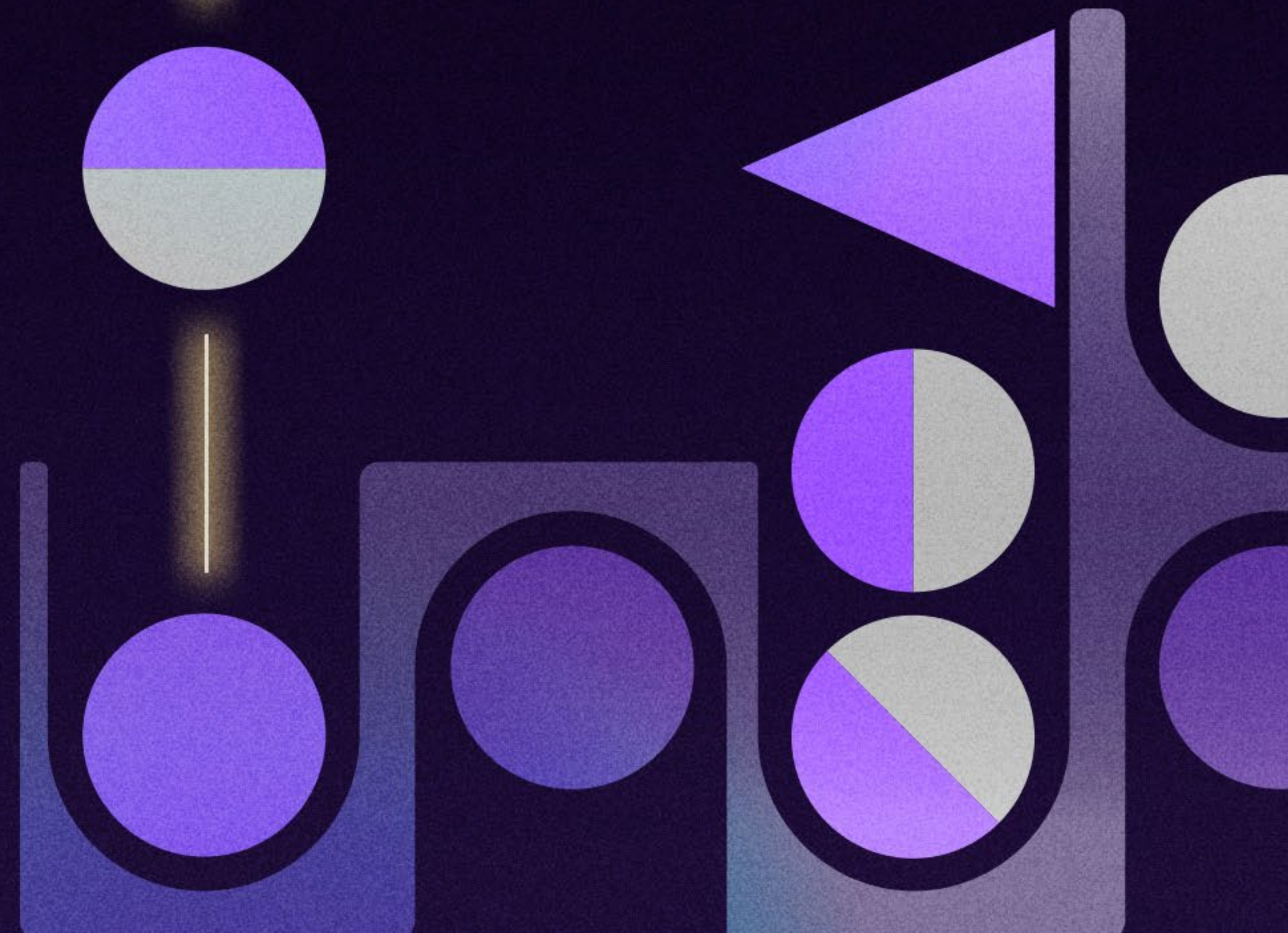


This is an opportunity to be a key player in delivering greater value through the power of projects, big and small, to elevate our world.



Project Success Varies by Industry, Project Type and Funding Source

In this section we discuss how project success varies by industry, project type and funding source and how these nuances are relevant to consider in your organization and your projects.



Survey participants were asked to identify their organization's industry or primary line of business, as well as specify project type and funding source for the most recently completed project they managed, participated in or oversaw. Analyzing these survey responses revealed NPSS variance by industry, project type and funding source (see Figure 10).

Projects in the industrial, construction, healthcare and finance industries all achieved an average NPSS above the global baseline of 36. Among all industries, average NPSS for projects in the consulting and government sectors offered the most opportunity for improvement.

According to the PMI *Pulse of the Profession*® 2018: *Success in Disruptive Times* report², government projects often face significant challenges, with only 64% of strategic initiatives meeting their goals and business intent, resulting in a substantial waste of funds, estimated at US\$101 million for every US\$1 billion spent on government projects and programs, highlighting the need for improved project management practices within government entities.

The intricacies of project resource acquisition and the constraints of bureaucracy — government projects operate under stringent regulations and oversight and must follow complex procurement, compliance and transparency rules — can add layers of complexity, slowing down project progress and making it harder to pivot or adapt as needed.

Consulting projects often deal with intangible goals, such as strategic advice or process improvements, making it difficult to set clear, measurable outcomes. Success criteria can be subjective, leading to client dissatisfaction if expectations aren't managed effectively. McKinsey³ found that 70% of transformation programs (often led by consultants) fail to achieve their goals, largely due to issues with organizational adoption and change management, which consultants often oversee.

Consulting projects also require a high degree of collaboration and active participation from the client organization. Client resistance to change or limited engagement can impede project success.

By project type, physical infrastructure, IT implementation and upgrade, and software product development achieved above average scores, whereas functional line of business projects had lower than average NPSS. Focusing on funding source, projects that received external funding from banks or for-profit investors, nonprofit/nongovernmental organizations (NGOs) and those that received external funding from a client or investor achieved above average NPSS; publicly funded projects had lower than average NPSS.

We will explore project success at the industry, project type and funding source levels further in future reports derived from this research.

“In architecture and construction projects, outcomes are typically more predictable because they are tangible. Our research highlights performance themes in construction projects, including intended benefits, customer satisfaction and quality. Therefore, if we build what was planned, meet quality standards and satisfy the customer, the project is often considered a success.

In the consulting industry, this research showed that one of the most common performance themes measured is meet defined requirements. However, focusing on these predefined requirements may result in outputs that don't fully align with the project's intent.

In government projects, significant effort is often made to detail requirements upfront, particularly since many projects involve acquisitions from third parties. However, focusing on the project's output can comprise optimizing value or achieving the desired outcome.

The NPSS measured in this research heavily depends on the customer's perspective. There are no simple answers, but in the industrial, construction, healthcare and financial sectors meeting customer expectations may be more achievable due to the generally more predictable requirements. And it can lead to a higher perception of success from the customer's point of view.”



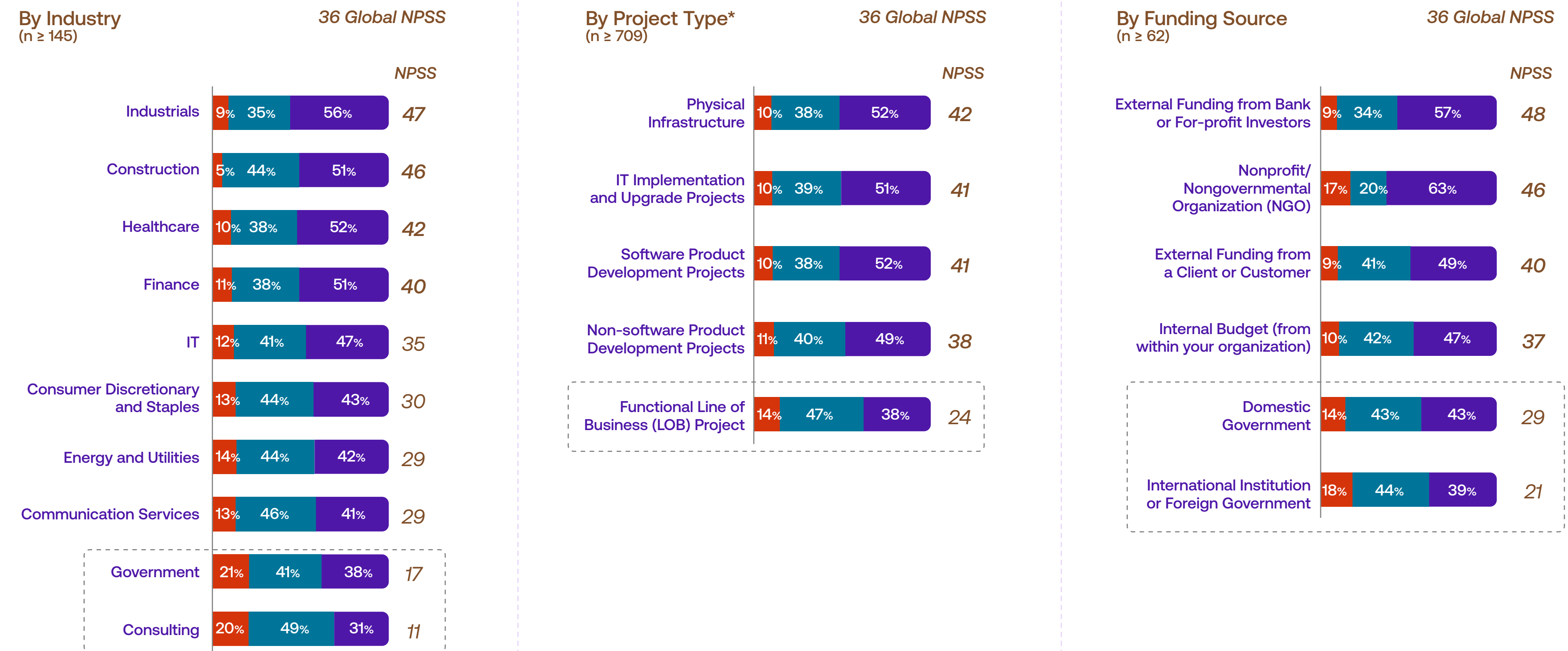
PRISCILA VENDRAMINI MEZZENA
PROJECT MANAGER

² Project Management Institute. (2018). *Pulse of the profession 2018: Success in disruptive times*. Retrieved 15 November 2024 from <https://www.pmi.org/learning/thought-leadership/pulse/pulse-of-the-profession-2018>

³ McKinsey & Company. (n.d.). *Common pitfalls in transformations: A conversation with Jon Garcia*. Retrieved 15 November 2024 from <https://www.mckinsey.com/capabilities/transformation/our-insights/common-pitfalls-in-transformations-a-conversation-with-jon-garcia>

Figure 10 – NPSS by Industry, Project Type and Funding Source

Publicly funded, functional line of business (LOB) and consulting (industry) projects present substantial opportunities to improve success rates.



Insights to Activate Project Success

Net Project Success Score (NPSS) allows us to see differences in success rates across industries, project types and funding sources.



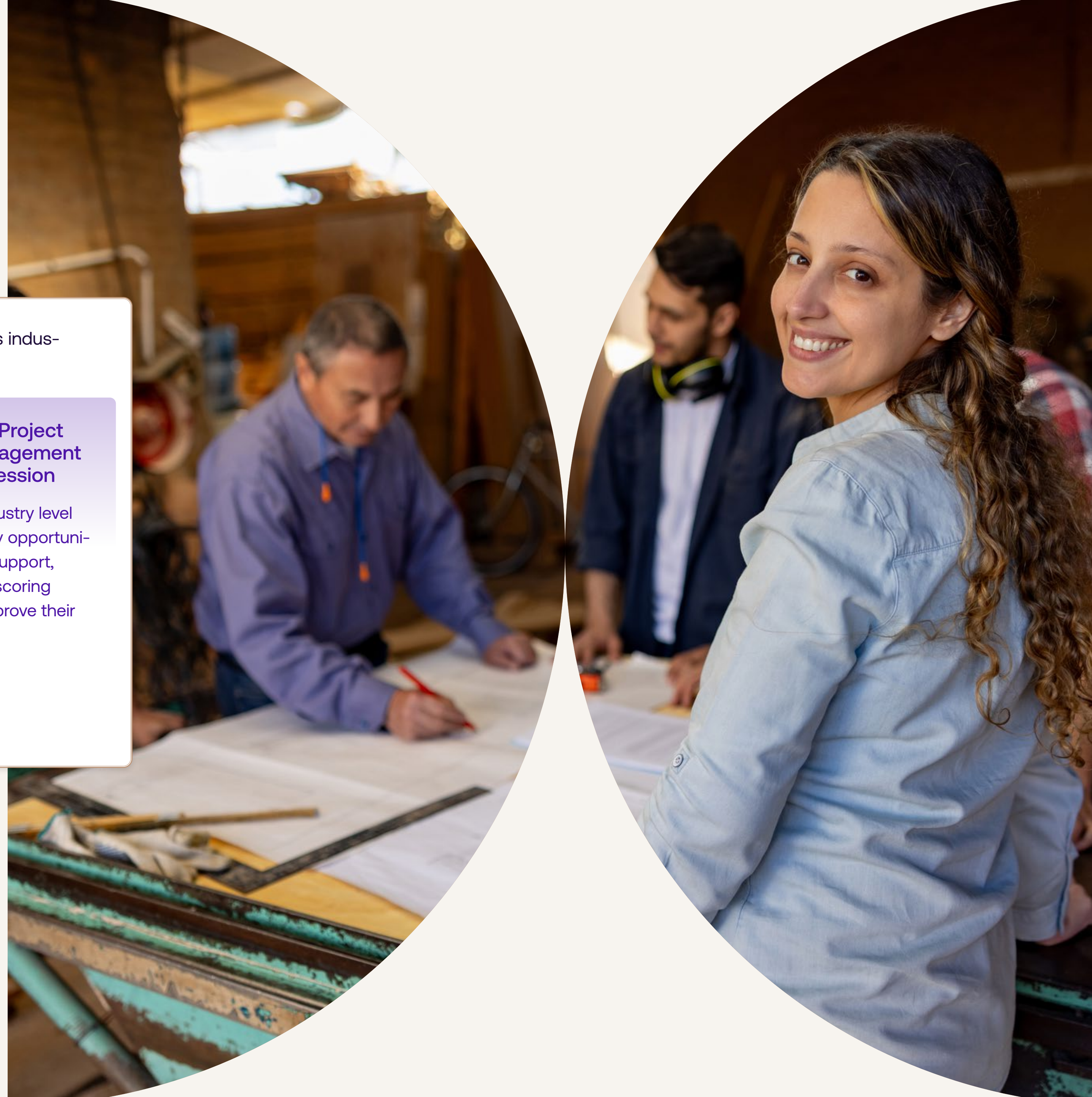
Practitioners can consider industry and project type scoring to better understand success drivers when preparing for their next project.



Global NPSS results for your industry, project type and/or funding source can be used to identify opportunities — to reallocate resources or redefine strategy, for example — across your project portfolio by enabling comparison within specific categories of projects.

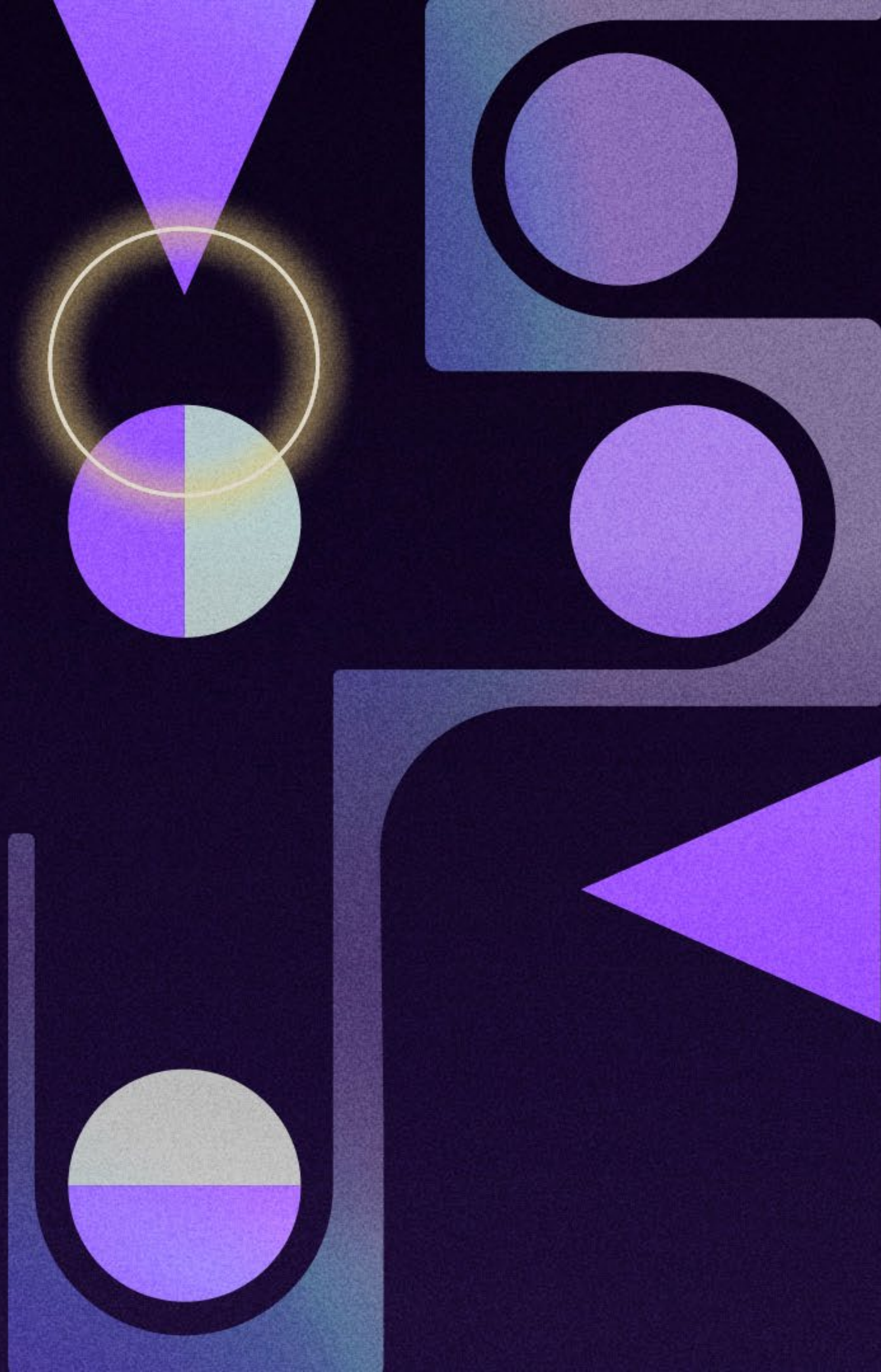


NPSS at the industry level can help identify opportunities to provide support, prioritizing low-scoring industries to improve their outcomes.



Maximizing Project Success Elevates Our Ability to Deliver Greater Value

Why did PMI engage with the project management community to undertake this research? Our purpose is to maximize project success to elevate our world. To enable this goal, PMI is committed to providing the knowledge and resources to help project professionals and organizations drive successful implementation of critical projects.

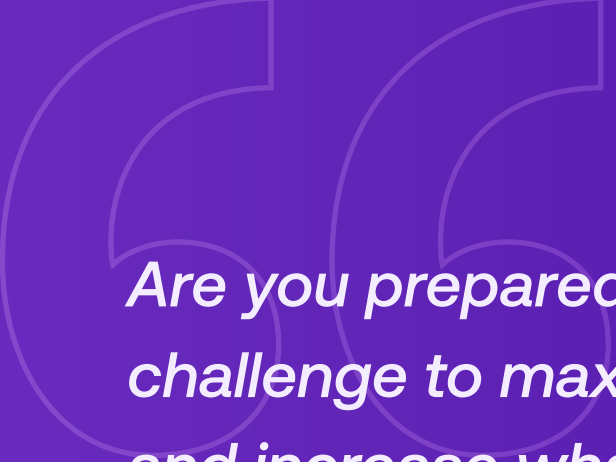


We undertook this year-long look into project success to help eliminate the ambiguity that is a barrier to success, employing rigorous research and broad-based community input, and arrive at a shared definition of project success — delivered value that was worth the effort and expense. This shared definition is a starting point and the foundation for improving our knowledge of the factors that increase success so that we can share it with the project community.

The depth and breadth of the research means that some topics require a deeper dive, beyond the “what” and looking more at the “whys” and more specific guidance on “how” these findings should be applied. PMI will be extending this research throughout 2025 and beyond.

We cannot move the needle alone. It is only through application of these learnings — measuring what matters, implementing performance themes and performance levers, considering variation across industry, project type and funding source, aligning with social good to increase project success and customer satisfaction — that we can fully understand and broaden the impact of this research. For example, only 22% of projects are aligned with social impact. Implementing social impact as part of the value delivered by a project is an immediate way to enhance customer satisfaction and boost project success rates.

We’re going to measure our success by your success. Which performance themes will you apply to measure what matters? How will you integrate the finding that social impact is more likely to deliver customer satisfaction in your own projects to improve outcomes and increase value? Are you prepared to take on the challenge to maximize project success and increase what we feel accountable for, broadening our perspective beyond project management success to embrace project success and prioritize the perception of value by stakeholders? Increasing project success will not only produce positive outcomes but also demonstrate the value projects and our profession bring to the world.



Are you prepared to take on the challenge to maximize project success and increase what we feel accountable for? This requires broadening our perspective beyond project management success to embrace project success and prioritize the perception of value by stakeholders.

Acknowledgments

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PMI Project Success Insight Team

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- ▶ **John Driessnack**, independent consultant and president, College of Performance Management
- ▶ **Deborah Ducmanas**, PMO director, DelmiaWorks
- ▶ **David Eggleton**, lecturer in project management with innovation studies at Science Policy Research Unit, University of Sussex
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- ▶ **Te Wu**, CEO, PMO advisory LLC
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10

Appendix



The Research Process

Project professionals have operated across a wide range of industries and locales, with no single, shared definition of project success. What it looks like to senior leaders differs from what it looks like to project managers and may differ even more for the intended beneficiaries of projects. This lack of shared understanding reduces the chances for achieving success. As such, we aspired to collect and analyze as much data as possible across these many different reference points.

10.1 Literature Review to Gather Existing Knowledge

To lay a solid foundation and understand the spectrum of possible definitions, PMI took a broad view — the divergent approach — and examined all known research on the topic of project success, including:

- ▶ Review of the existing PMI global standards
- ▶ Review of the most significant literature on the subject of project success over the past 50 years, conducted by Dr. Lavagnon Ika, professor of project management, Telfer Management School, University of Ottawa, Ottawa, Ontario, Canada
- ▶ Review of existing datasets (e.g., PMI *Pulse of the Profession*® reports spanning 13 years)
- ▶ Review of approaches by other project management organizations (e.g., APM's *Conditions for Project Success*)

This literature review revealed varying perspectives and little agreement on the definition of project success or how it should be measured.

10.2 Qualitative Interviews Across a Diverse Network

In collaboration with Kantar, an independent third-party research firm, PMI conducted original research — the convergent approach — that addressed our specific question: “What should the universal definition of project success be?” To assist us in our search for a definition that is worded in a way that speaks to all audiences, we established a volunteer insight team of SMEs to advise, review and provide feedback throughout; the 17 insight team members include published authors, academics, thought leaders and accomplished project practitioners.

Following our comprehensive effort to gather existing knowledge, Kantar initiated a series of 90 qualitative interviews with randomly sourced project professionals, project sponsors, PMO leaders, organization executives and intended beneficiaries in five countries — the U.S. (n = 30), Australia (n = 15), India (n = 15), South Africa (n = 15) and the U.K. (n = 15) — to explore fresh perspectives. The discussion guide, based on feedback from the insight team, asked participants to provide a definition of success in their own words; outline measurement tools and timing; describe drivers of success and barriers to success; as well as discuss social impact and long-term benefits with respect to their most recently completed project. The information gathered was used to formulate survey questions and an analytic plan.

10.3 Global Survey to Gather Quantitative Data

Informed by learnings from the literature review, the exploratory qualitative interviews and input from the insight team, a 25-minute, 55+ question survey was compiled. The survey introduced five candidate definitions for project success, themes to consider for performance criteria; and activities, capabilities and conditions that can act as performance levers across projects.

The following five candidate definitions were tested in the quantitative survey:

- ▶ Delivered sustainable value that was worth the effort and expense
- ▶ Made a meaningful positive impact that was worth the effort and expense
- ▶ Delivered the intended value aligned with a broader vision that was worth the effort and expense
- ▶ Delivered value that was worth the effort and expense
- ▶ Met defined requirements and was worth the effort and expense

Then, during data analysis, the definitions were evaluated against a set of predefined criteria to determine the most commonly shared definition. The criteria were:

- ▶ Which of the definitions most broadly resonates across audiences?
- ▶ Which definition most closely correlates with an unaided perception of project success?

- ▶ Which definition yields a perceived success rate that aligns with an objective assessment of project success (e.g., delivered on time, on budget, intended benefits, etc.)?

Two different groups were invited to share their responses based on their most recently completed project:

- ▶ **Global project base:** Blind survey (participants were not told who the sponsor of the research was); 5,751 total respondents from 19 countries and over 20 industries
- ▶ **PMI community sample:** PMI was revealed as the sponsor of the survey and members of the community were invited to participate via an open link; 6,980 total respondents representing 4,035 unique projects from 141 countries and over 20 industries

See Figures 11 through 13 for a breakdown of survey respondents from the global project base by role, geography and industry.

Figure 11 – Survey Respondents by Role

Role	Percentage
Organization executives	16%
Consumers or citizens	16%
PMO leaders	15%
Internal end users/customers	15%
Project managers	14%
Program managers	9%
Project sponsors	9%
Portfolio managers	5%

N = 5,751

Figure 12 – Survey Respondents by Country

Country*	Percentage
U.S.	8%
Singapore	8%
Germany	7%
Mexico	6%
Brazil	6%
France	6%
Italy	6%
Australia	6%
U.K.	5%
Spain	5%
Saudi Arabia	5%
United Arab Emirates	5%
India	5%
Nigeria	5%
Canada	4%
South Africa	4%
China	4%
South Korea	4%
Japan	3%

N = 5,751

***Note:** Data is weighted at a country level to reflect the proportion of project professionals (sourced from PMI research on estimated number of project professionals of each country) and global domestic product (GDP) of each country.

Figure 13 – Survey Respondents by Industry

Industry*	Percentage
Information technology	16%
Manufacturing and industrial	13%
Financial services	11%
Construction	9%
Retail	9%
Healthcare	6%
Transportation/logistics/distribution	5%
Training or education	4%
Automotive	3%
Consulting	3%
Food and beverage	3%
Government or public administration	3%
Telecommunications	3%
Energy	2%
Aerospace	1%
Legal	1%
Mining	1%
Pharmaceutical	1%
Defense	0.4%
Other	7%

N = 5,531

***Note:** Industries were grouped together for analysis to ensure there was a readable base, as follows: Energy and utilities (energy = 74%, mining = 26%), industrials (aerospace = 3%, manufacturing and industrials = 72%, transportation/logistics/distribution = 25%), construction (construction = 100%), consumer discretionary and staples (automotive = 15%, food and beverage = 17%, legal = 4%, retail = 44%, training or education = 20%), healthcare (healthcare = 81%, pharmaceutical = 19%), communication services (telecommunications = 100%), IT (information technology = 100%), consulting (consulting = 100%), finance (financial services = 100%), government (defense = 12%, government or public administration = 88%).

10.4 Rigorous Data Analysis, Modeling and Review

Nearly 10,000 usable survey responses were subjected to rigorous data analysis and modeling to determine key predictors of success and elicit key learnings. Finally, the results were subjected to expert and practitioner review. Fifty-three individual interviews were conducted with participants in five markets — the U.S. (n = 14), the U.K. (n = 6), Australia (n = 8), India (n = 15) and South Africa (n = 10) — to explore initial reactions, gauge credibility, uncover areas of confusion and identify potential use cases. Participants included PMO leaders/ portfolio managers, project managers/program managers and PMI community members.

10.5 Performance Themes

Performance themes are general categories of measurement that are useful to consider when defining what success looks like upfront and setting up a measurement system for a specific project. PMI created a list of performance themes pulled from a variety of sources, including the literature review, qualitative interviews and the global project base survey. Survey participants were asked: "Which of the following criteria did the project deliver on or is the project on track to produce?"

Following are all of the performance themes used in the research:

- ▶ Sustainability and social impact
- ▶ A more important outcome than other choices we could have made at the time
- ▶ Level of quality
- ▶ Return on investment (ROI)
- ▶ Met defined requirements
- ▶ Within scope
- ▶ Customer satisfaction
- ▶ On time
- ▶ Employee experience
- ▶ Market share gains/competitive impact
- ▶ Safety
- ▶ Long-term value aligned with organizational strategy
- ▶ Intended benefits
- ▶ On budget
- ▶ The ability to create new quantified value for the organization
- ▶ Stakeholder satisfaction
- ▶ Alignment with strategic objectives
- ▶ Generate revenue
- ▶ Operational efficiency and productivity (e.g., cost savings)
- ▶ Organizational risk mitigation
- ▶ Product/service that is demonstrably better than what it replaced
- ▶ A valuable/useful outcome

10.6 Performance Levers

Performance levers are the types of activities to do, capabilities to prioritize or conditions to foster that may improve the chances of project success. PMI created and validated a list of performance levers using a creation and validation process similar to that used to create the list of performance themes. Survey participants were asked: “Which of these conditions were present for the project?” “Which of these capabilities were present in the project?” or “Which of these activities were done during the project?”

Following are all the performance levers used in the research:

- ▶ Well-established performance measurement system to align and guide decisions
- ▶ Focus on delivering customer value
- ▶ Caring for team morale
- ▶ Project feasibility (organization has the capacity and capability)
- ▶ Adequate funding of the project to completion
- ▶ Organization has the ability to operationalize project outcomes (capacity, capabilities, culture)
- ▶ Effective resource management
- ▶ A shared strategic vision of the project
- ▶ Minimum start-up difficulties
- ▶ On-site project management
- ▶ Having a sound business case from the onset
- ▶ Confirmed project/program feasibility prior to initiation
- ▶ Project manager has the necessary business acumen
- ▶ Clear and well-defined project goals and objectives
- ▶ Effective project budget management
- ▶ Proactively addressing downstream considerations
- ▶ Well-established project management methods and tools
- ▶ Agility/flexibility in the approach to the project
- ▶ Well-established organizational practices to identify, assess, mitigate and monitor risks and balance risk reward trade-offs
- ▶ Rewards aligned with metrics that motivate the support of top management
- ▶ All team members feel a shared responsibility for outcomes
- ▶ Well-managed stakeholder/customer expectations
- ▶ Identifying lessons learned and implementing them for continuous improvement
- ▶ Effective management of project quality
- ▶ Roles are clearly delineated (RACI)
- ▶ Engaged project sponsor
- ▶ Effective knowledge capture and transfer
- ▶ Project team members are empowered to make decisions
- ▶ Project team resilience
- ▶ Clear project requirements
- ▶ Alignment of major stakeholders
- ▶ Effective project schedule/roadmap management
- ▶ Portfolio and program management practices that allow strategic alignment of projects
- ▶ Effective communication and coordination among related parties
- ▶ Aligned supply chain and partner relationships
- ▶ Project team is willing to accept small failures
- ▶ Cross-functional collaboration
- ▶ Organizational commitment to project success
- ▶ Project manager involved in project justification
- ▶ Absence of internal bureaucracy
- ▶ Authority and influence of the project manager
- ▶ Support of impacted department(s) or team(s)
- ▶ Well-established organizational practices to ensure intended project benefits are identified, measured and realized
- ▶ Control on the part of funders
- ▶ Top management support
- ▶ Allow changes to project scope only through a well-established, structured process
- ▶ Structure and flexibility of the project team
- ▶ Project is formally aligned to the organization's strategy
- ▶ Effective removal of impediments/blockers
- ▶ Well-established organizational practices to plan, execute, monitor and control projects
- ▶ Sustainable, purpose-driven practices during project execution
- ▶ A shared vision for the project
- ▶ Favorable external conditions (e.g., sociocultural, political, economic, demographic, geographic, environmental)
- ▶ Capable project manager with relevant experience
- ▶ Effective project governance
- ▶ Capable project team with relevant experience
- ▶ Public support or acceptance
- ▶ Project manager influence in goal setting and criteria specification
- ▶ Structural flexibility of the organization
- ▶ Well-established communication plan and process
- ▶ Well-established organizational processes for procurement, contract management and spend
- ▶ Ongoing monitoring and feedback of project delivery
- ▶ Maintaining tight control of the delivery window
- ▶ Effective involvement of key stakeholders
- ▶ Conflict is well managed

About PMI Thought Leadership

We are a multidisciplinary team of subject matter experts, experienced leaders and researchers dedicated to creating, retaining and disseminating innovative and thought-provoking project management research and content. Partnering with the PMI community, industry thought leaders and prominent authorities, we build and sustain a community-generated knowledge platform. Thought Leadership is dedicated to offering cutting-edge perspectives, contributing meaningfully to solving problems, and providing solutions to a broad, diverse global community spanning from early career professionals to executives. We are committed to the diversity of opinions and community contributors to represent all voices of the project management profession equally.

Our work has three core areas of focus:

- ▶ **Individuals:** Equip project professionals with high-quality, actionable recommendations to drive individual growth, performance and continuous learning.
- ▶ **State of the profession:** Inform project professionals of the latest trends and practices to improve project management effectiveness and success as well as to advance the profession.
- ▶ **Enterprise and innovation:** Inspire and provide strategic direction to senior executive leaders to help transform their organizations for long-term growth.

Grounded in analytical insights and practical recommendations, our work empowers our community to successfully navigate dynamic business landscapes and society.

About Project Management Institute (PMI)

PMI is the leading authority in project management, committed to advancing the project management profession to positively impact project success. We empower professionals to excel in project management practices through our growing global community, knowledge sharing, and best-in-class certifications — driving positive change in organizations and communities. Since 1969, our unwavering mission has been to advocate for the profession by offering lifelong learning and connections to sharpen high-demand skills. Today, PMI provides professionals at every stage of their career journey with the globally recognized standards, online courses, thought leadership, events, and tools they need to succeed. With more than 300 chapters around the world, PMI members can network, find mentors, access career opportunities, and learn from peers, working together to drive greater impact.

Visit us at [PMI.org](https://www.pmi.org),

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