



CAPTURING THE VALUE OF PROJECT MANAGEMENT

THROUGH ORGANIZATIONAL AGILITY

2015





A FRAMEWORK FOR AGILITY

We deal with constant change, uncertainty, and instability every day. Yet many organizations still only plan for the predictable—and then are caught unprepared for what actually happens. To avoid a potentially disastrous outcome, high-performing organizations build the capability and capacity to change and adapt quickly to shifting market conditions. They create high levels of agility, which open up new opportunities for innovation and better project outcomes.

Agility is the result of recognizing the need for change, and then mustering the willingness to make it happen. Change is hard. And to thrive in an uncertain business world, organizations must create a culture that promotes responsiveness and improves outcomes.

With this latest *Pulse of the Profession*® in-depth report, we look at organizational agility from multiple perspectives and offer examples of leading practices that are at the foundation of success. We look at how agile organizations recognize the value of experienced and well-trained program managers, and implement standardized program management practices. They are also better at change and risk management. Above all, they rely on a solid framework based on the fundamental aspects of culture, strategy, leadership, process, and people. It is the combination of all these elements that fosters their success.

Whether we call it flexibility, transformation, or agility, we mean being able to respond quickly to changing market conditions to effect strategic change.

Is your organization already there? If not, keep reading—and let's continue to do great things together.

A handwritten signature in black ink that reads "Mark A. Langley". The signature is fluid and cursive.

Mark A. Langley
President and CEO
Project Management Institute

INTRODUCTION: TRANSFORMING ORGANIZATIONS WITH A CULTURE OF AGILITY

By Stephen Denning

The management practices of 20th-century organizations helped them meet the demand for mass market products and services generating unprecedented material prosperity for many. Over the last century, the enormous material enhancement of the physical well-being of many citizens in the developed world represents the most important economic event since the invention of agriculture. The management practices that enabled this great material enrichment of so many people were a good fit with the challenges that existed during this period.

But then the world changed. Deregulation, globalization, and new technology—particularly the Internet—transformed everything. Power in the marketplace shifted from seller to buyer. The old ways of getting things done became less and less effective. Firms had difficulty making money and their life expectancy declined.¹

Some firms responded by applying existing management practices more energetically. They implemented management fixes. They tightened management control. They downsized, reorganized, and delayered. They empowered the staff. They launched innovation initiatives and set up internal venture capital funds. They reengineered processes, launched sales and marketing campaigns, and embraced social media. They acquired new companies and shed businesses that weren't doing well. They took on more debt and increased their financial leverage. They gave the top executives stock-based compensation in an effort to make them more entrepreneurial. They resorted to increasingly imaginative forms of financial engineering. They bought their own stock in large quantities to bolster the share price. These fixes sometimes led to short-term gains, but they didn't solve the underlying problem. Deeper change was needed. The practices of 20th-century management itself had become obsolete.

Another set of organizations did something different. They developed and implemented a set of goals, practices, and values that were better-suited to the emerging marketplace of the 21st century. They developed a culture of agility. The resulting ways of organizing, creating, marketing, making, selling, and delivering products and services don't always look or feel much like their predecessors. The workplaces they create are different. They are highly interactive and can mobilize vast ecosystems of partners and customers, enabling them to achieve massive scale without sclerosis. The managers are not just tinkering with the practices that were once successful but are now increasingly irrelevant and ineffective. These organizations have been creating something fundamentally different.

A culture of agility requires rethinking the basic assumptions of management. It reflects a recognition that the big lumbering 20th-century bureaucracies are too slow and clumsy for the marketplace of the 21st century in which fickle but powerful customers are in charge. Now, “predictable” and “reliable” completion of projects isn’t good enough anymore. For true success, the organization has to deliver experiences that delight customers—a much more difficult undertaking, and something that can’t be accomplished without embracing agile management practices, systems, and mindsets.

A culture of agility requires organizations to draw on the full talents and capacities of those doing the work, whether inside the firm or outside. It means doing work with self-organizing teams, networks, and ecosystems of people. It means giving everyone doing the work a clear line of sight to the customer, to whom new value is delivered in an interactive fashion. The customer thus plays an active role in the organizational picture.

The principles of a culture of agility are not a random collection of fixes. They fit together as a mutually reinforcing set of management patterns. Once a company introduces a culture of agility, it affects everything in the organization—the way it plans, the way it manages, the way people work. Everything is different. It changes the game fundamentally.

This important report sheds further light on these issues. It illustrates the principles of the culture of agility and highlights cogent examples. It shows that a culture of agility produces significant benefits, including faster response to changing market conditions, higher customer satisfaction, more efficient execution of strategy, faster learning, and better organizational efficiency.

In short, it helps show why a culture of agility is the future of 21st-century management.

About the author:

Stephen Denning is the author of The Leader’s Guide to Radical Management, which describes the management principles and practices for reinventing management to promote continuous innovation and adaptation. His essays appear at Forbes.com: <http://blogs.forbes.com/stevedenning/>.

¹Denning, S. “The Most Important Business Study—Ever?” *Forbes.com*, January 25, 2012; Retrieved from <http://www.forbes.com/sites/stevedenning/2012/01/25/shift-index-2011-the-most-important-business-study-ever>. Foster, R. and Kaplan, S.: *Creative Destruction: Why Companies That Are Built to Last Underperform the Market—And How to Successfully Transform Them* (2001). Crown Business.

BUSINESS CASE: THE IMPORTANCE OF ORGANIZATIONAL AGILITY

Successful organizations share a common feature: the ability to pivot and implement quickly in order to achieve competitive advantage. We define organizational agility as the ability to change or adapt rapidly in response to market conditions or other external factors, including new competitors, emerging technologies, customer demands, and sudden economic and socio-political shifts.

Organizational agility, which can be found in every functional area of business and government, is about being able to question routines and identify opportunities. It requires effective communication and proper change and risk management. It can also include much more than the widely used project management tools and techniques of agile and other approaches. In fact, agile approaches to project management and formal project management can—and do—co-exist successfully.

Project management is the application of knowledge, skills, tools, and techniques to project activities to meet project requirements. Agile allows teams to deliver projects piece by piece and make rapid adjustments as needed. Agile is not done in place of managing a project. Rather, it is frequently introduced as a way to speed up the phases of a project. (See sidebar below)

Our *Pulse of the Profession*® findings indicate the most important characteristics of an agile organization include flexibility and adaptability, open communication, openness to change, empowered team members, experiential learning, rapid decision making, and a strong customer focus.

Blend of Approaches Enables Organizational Agility

Though the term “agile” has been used in project management for the past decade to refer to a series of specific practices and approaches, organizations now recognize more value when they think broadly of organizational agility as a strategic competence rather than a set of tools and templates.

Smart organizations realize that using agile techniques, such as Scrum or DevOps, is not the only—or even the best—indicator of an organization’s speed or flexibility. In fact, the most agile organizations are more likely to use several different project management approaches, including agile/incremental/iterative project management practices (65 percent), Lean (55 percent), Waterfall (48 percent), and Extreme (37 percent).

This suggests that organizations are blending methods—or using a hybrid approach by adapting aspects of proven models to the unique needs of the project, the organization, its industry, and the market.


Organizations that use more than one approach are able to reconfigure their processes and combine different techniques to cope with their own distinctive challenges. In today’s fast-moving, perpetually changing market, a culture of organizational agility that enables flexibility and the use of the right approach for the right project is an essential strategic competence. 

FIGURE 1
COLLABORATION, COMMUNICATION,
AND FLEXIBILITY LEAD TO SIGNIFICANTLY
BETTER PROJECT OUTCOMES

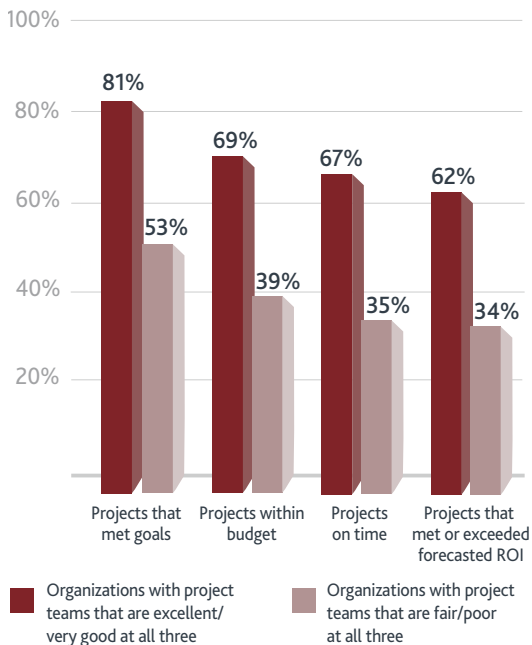


FIGURE 2
THE FOUNDATIONAL PRACTICES OF
ORGANIZATIONAL AGILITY



Organizations with project teams that are more collaborative, communicative, and flexible have significantly better project outcomes. In fact, 81 percent of their projects meet original goals versus 53 percent of those with project teams that do not perform well in all three attributes (see Figure 1). These findings reinforce how increased agility contributes to higher revenue, lower costs, and faster time-to-market, while also improving customer and employee satisfaction levels.

But organizational agility is about an even wider range of cultural practices and values that impact project and program success. In 2012, we released an in-depth report on organizational agility, which revealed that successful companies foster agility by reshaping their culture and business practices in three distinct ways:

1. More rigorous change management to better adapt to shifting market conditions
2. More collaborative and robust risk management
3. Greater use of standardized project, program, and portfolio management practices

Today we know agile organizations succeed by embedding the foundational practices outlined in Figure 2.

FOCUS ON EFFECTIVE ORGANIZATIONS

What creates organizational agility? We have found some concrete leading practices at the core of success. They start with a firm grounding in the basics of project management, including an appreciation for the value of experienced and well-trained professionals and the standardized program management practices they use. Agile organizations actively engage executive sponsors, align projects to strategy, and establish a well-aligned and effective PMO. They also have better communicators, more collaboration, and more engagement. They are change enablers and manage risk effectively. It is the combination of all these elements that has led to their ability to adjust and adapt to rapidly changing market conditions.

On their journey to becoming more agile, successful organizations overcome many barriers—including slow decision making, cultural mindsets that don't support agility, lack of executive engagement/leadership, little communication between departments, and unclear organizational vision or strategy. These organizations overcome those obstacles by embodying the most important characteristics of organizational agility, such as those shown in Figure 3.

"Organizations need to be able to respond quickly to changes and risks and be ready to continue their journey, no matter the turbulence they encounter," said Dr. Edivandro Conforto, a research affiliate at the Massachusetts Institute of Technology (MIT), who specializes in agility, hybrid models, and project innovation management. "Sometimes it is not possible to anticipate or predict the right move; therefore, agility is going to be a strategic competence for every single organization and project team. Organizations need to have 'business agility readiness.'"

THE PATH TO SIGNIFICANT IMPROVEMENT

In addition to these foundational practices and characteristics, organizational agility requires a supportive culture and a shift in how work is viewed and approached. Our current findings focus on the value placed on the cultural elements of organizational agility. A highly developed culture of agility exists when value is placed on ideals and behaviors such as collaboration, diversity, innovation, communication, creativity, transparency, and inquisitive thinking.*

FIGURE 3

THE MOST IMPORTANT CHARACTERISTICS OF AGILE ORGANIZATIONS

More than half of respondents identified these seven characteristics as the most important of agile organizations:

- **Flexibility and adaptability**
- **Open communication**
- **Receptive to change**
- **Empowered team members**
- **Experiential learning opportunities**
- **Rapid decision making**
- **Strong customer focus**

* Companies with a highly developed culture of organizational agility rated all seven elements listed in Figure 3 as *extremely or very valuable*; companies with an underdeveloped culture of organizational agility rated all seven elements as *somewhat, not very, or not at all valuable*.

A highly developed culture of agility produces significant benefits, including faster response to changing market conditions (75 percent versus 12 percent with an underdeveloped culture); higher customer satisfaction ratings (85 percent versus 23 percent); more efficient execution of strategy (77 percent versus 12 percent); faster adaptation of practices based on learnings from successes or failures (77 percent versus 13 percent); and better organizational efficiency overall (71 percent versus 11 percent). When we compare the project outcomes of these two groups, we see that organizations with highly developed cultures of organizational agility do a lot better with their projects—an average of 78 percent of their projects meet goals, 66 percent are within budget, 64 percent are on time, and 63 percent meet or exceed forecasted ROI (see Figure 4).

So how do organizations respond quickly and nimbly to the changing environment? In today’s market, a solid framework—as outlined in Figure 5—is core to organizational agility. This type of framework, seen in our previous research, greatly impacts how organizations implement their strategy through projects and programs.

FIGURE 4
HIGHLY DEVELOPED CULTURES OF AGILITY HAVE BETTER PROJECT OUTCOMES

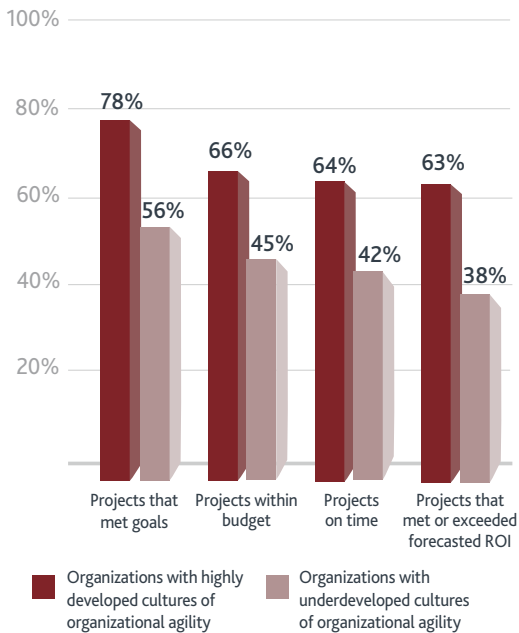
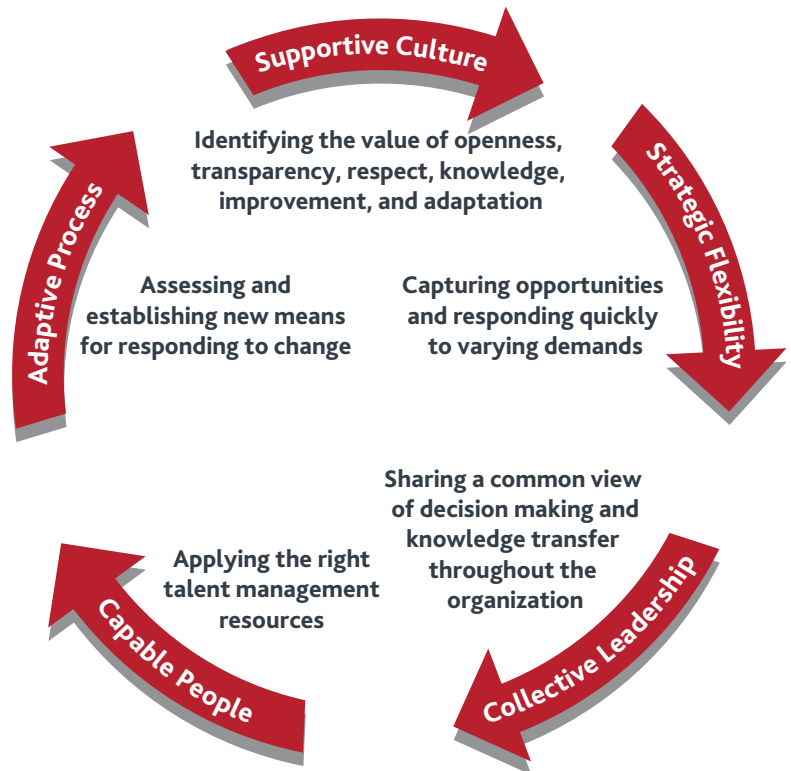


FIGURE 5
THE FRAMEWORK FOR ORGANIZATIONAL AGILITY



Supportive Culture

Organizations are more likely to nurture a supportive culture when they fully understand that projects and programs drive change. They understand that when projects fail, so do profits because organizations are less likely to achieve strategic goals.

Creating a supportive culture promotes responsiveness throughout the company.

Organizations should create ways to capture the values of openness, transparency, respect, knowledge, improvement, and adaptation.

“Organizational agility is a culture change,” said Johanna Rothman, President, Rothman Consulting Group, Inc. “You reward collaboration and transparency, regardless of whether you like the news. You treat teams as if they can deliver—and they will. You discuss many of the issues that you used to sweep under the rug, such as direct feedback and coaching among team members, not just from managers. Agile changes your culture so that project managers can set the direction and the team members deliver work.”

Organizations with highly developed cultures of agility frequently demonstrate the most important characteristics of this discipline, as shown in Figure 3. And the gap between highly developed and underdeveloped cultures of agility is significant—in some cases, highly developed organizations are five times more likely to demonstrate the most decisive characteristics of agility.

Strategic Flexibility

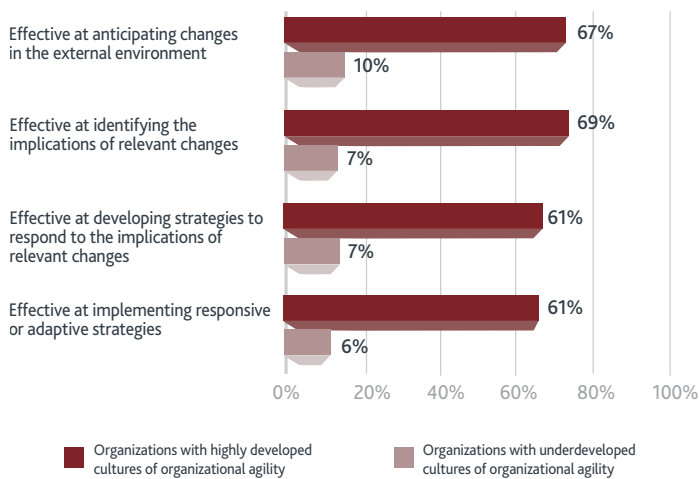
Organizations with an agile mindset adapt quickly to changing market conditions and are better prepared for new opportunities. As Figure 3 outlines, 73 percent of organizations report that being flexible and adaptable are the most important characteristics of an agile organization that wants to stay on track with its strategy.

Being good at change management—an essential organizational capability that cascades across and throughout project, program, and portfolio management—supports that strategic flexibility. It’s about anticipating, identifying, developing, and implementing change. An organization’s ability to sense market trends and changes and respond to them proactively keeps costs down.

What prevents an organization from being more effective at organizational change? The primary barriers include:

- Lack of transparency or effective employee communication (47 percent)
- Lack of senior management support (46 percent)
- Presence of organizational inertia (43 percent)

FIGURE 6
CAPTURING OPPORTUNITIES AND
RESPONDING QUICKLY



These barriers point to an organization's culture. So we are not surprised to see that organizations with highly developed cultures of agility are more effective at the crucial elements of organizational change: 67 percent anticipate changes in the external environment versus 10 percent; 69 percent identify implications of relevant changes versus 7 percent; 61 percent develop strategies to respond to the implications of relevant changes versus 7 percent; and 61 percent implement responsive or adaptive strategies versus 6 percent (see Figure 6).

CASE STUDY

Business Process Innovation Leads to Organizational Agility at the VA

By Brian Sluyter, Principal, and Chris Hartline, President & CEO, Aver Consulting Group

The Department of Veterans Affairs (VA) was recently able to reach greater organizational agility with business process innovation that leveraged tools, techniques, and talent. In an effort to streamline how organizational units operate to better meet their missions and objectives, our goal was to help provide the VA with critical agility, efficiency, and proficiency in making data-based decisions.

To identify efficiencies, we worked with VA management, staff, and PMO teams to analyze existing processes and used business process flow diagrams, tools, and templates to help visualize the optimized business functions.

Employing the concept of continuous improvement, quick wins were delivered that enabled tangible improvements in how the customer's business functions operate. The end goal was to transform the organization into a fully optimized and agile organization, driven by data-based decisions. Facilitating nimble decision making, we used an integrated management platform with real-time dashboards reporting information from core business functions. As a result, the VA can efficiently manage its resources with increased information transparency, reduced processing time of core business functions, and improved overall data confidence.

Ultimately, an integrated management platform using COTS products (such as Microsoft SharePoint) was designed, developed, and deployed to streamline core operational activities for onboarding, certifications, training, scheduling, travel, documentation, resource management, and status reporting. As a result, the VA now leverages the integrated management platform for real-time metrics, and is armed with valuable business intelligence for informed decision making and operational excellence. 📊

Collective Leadership

As noted earlier, one of the barriers to increased organizational agility is the lack of executive engagement or leadership. But when leadership shares a common view of the organization's strategic goals and develops the proper strategic response with sufficient support, organizations are more agile.

"Creating a more agile organization must come from the top," said Tim Wasserman, Chief Learning Officer, TwentyEighty Strategy Execution, and Program Director, Stanford Advanced Project Management (SAPM) Program. "When leaders model agile behavior and are actively engaged in ensuring the strategy is aligned to the execution of the project portfolio, they nurture a culture of agility balanced with discipline. A positive culture coupled with a balanced approach to agility makes organizations more effective, which in turn supports successful project outcomes and strong organizational results."

Organizations with highly developed cultures are nearly three times more likely to have their top leadership aligned with the strategic goals of the organization. "Leadership teams that model the right balance of discipline and agility and focus on aligning the execution of the project portfolio to the organizational strategy help create a culture of engagement and success across the organization," added Mr. Wasserman.

Capable People

As with other disciplines, talent is the bedrock of organizational agility. Organizations that elevate the roles of project and program managers as strategic talent are more prepared to capitalize quickly on new opportunities and initiatives.

Forty-one percent of organizations are extremely or very focused on the training and development of employees in project management, 18 percent focus on program management, and 13 percent focus on portfolio management.

"Once the organization is able to find and hire talent, it needs to invest in training, coaching, and promoting experiences that will build confidence, the proper behavior, and the skills required to contribute to agility performance," said Dr. Conforto. "Talent management will also ensure the right incentives, not only financial but inspirational incentives—the feeling that teams are contributing to a bigger purpose or goal, and helping to change the game."

Agile organizations know project, program, and portfolio managers' technical skills are not enough in today's increasingly complex and competitive global marketplace. They want additional skills in leadership and business intelligence—competences that can support longer-range strategic objectives. The ideal skill set—the PMI® Talent Triangle™—is a combination of technical, leadership, and strategic and business management expertise.

Highly developed cultures of agility focus significantly more on the training and development of employees in the following areas:

- Project management: 66 percent versus 13 percent of underdeveloped cultures
- Program management: 44 percent versus 4 percent of underdeveloped cultures
- Portfolio management: 37 percent versus 2 percent of underdeveloped cultures

What this means to organizations: developing the additional skills needed to meet evolving market demands strengthens competitive advantage.

CASE STUDY

Valerus Puts the Focus on the People

By Nick Horney, PhD, Founder of Agility Consulting and Training

The senior leadership of Valerus, a world leader in integrated oil and gas handling equipment and services, is committed to hiring and training leaders with agility to change the company and build sustainable success. Between 2011 and 2013, Valerus embraced a talent management framework to help define and drive its transformation in a turbulent business climate.

This model is comprised of five critical drivers of organizational and strategic agility: the abilities to anticipate change, generate confidence, initiate action, liberate thinking, and evaluate results. Leaders were coached and trained to apply the model to their day-to-day work. A talent assessment and management process identified high-potential leaders who worked on project teams to solve key business issues facing the company. HR built agility into its talent review process by integrating scenario planning with the process so that it could adjust and adapt its talent portfolio to the demands of a turbulent marketplace.

The Valerus business results of 46 percent revenue growth, year after year, combined with a similar EBITDA growth of 21 percent, lends credibility to the business impact of this focused alignment between talent management and organizational agility. ■

Adaptive Process

We know from past research that high-performing organizations are more likely to apply standardized project management practices. And current findings show that organizations with highly developed cultures of agility are twice as likely to use these practices.

These organizations are also more likely to adapt their project management approaches (95 percent versus 72 percent of organizations with underdeveloped cultures) and create hybrid management models that fit their unique organizational cultures.

They reconfigure processes and combine different tools and techniques to help manage distinct challenges, such as:

- Addressing the elements of complexity in projects (68 percent versus 43 percent of organizations with underdeveloped cultures)
- Evaluating the change management needs of projects (60 percent versus 33 percent of organizations with underdeveloped cultures)
- Addressing the level of rigor applied to certain project management activities, such as risk management (60 percent versus 33 percent of organizations with underdeveloped cultures)
- Evaluating whether the use of agile practices might be applicable (35 percent versus 17 percent of organizations with underdeveloped cultures)

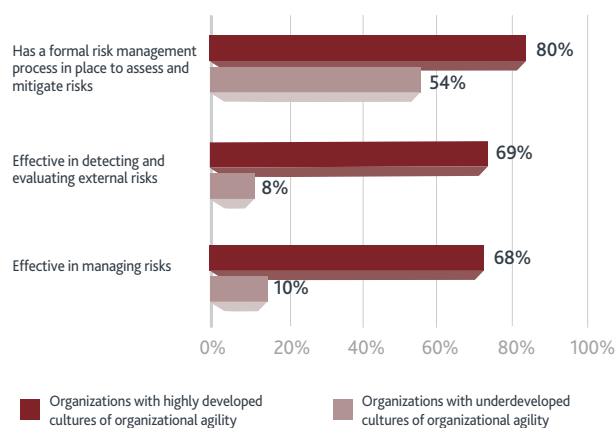
Organizations must develop and utilize processes that focus on change and risk management, as these two components are crucial to organizational agility. Organizations effective at change management are more agile, not only reducing the impact of external changes, but also capitalizing on the opportunities they may present. Effective risk management helps executives and project leaders identify and mitigate factors that could sabotage success.

Proactive risk management that begins during project selection and planning also contributes to a more agile mindset. Early and consistent risk management allows organizations to be more flexible and manage obstacles more fluidly. That can only happen when executives, business units, and project teams work together throughout the project life cycle. Only then can they make changes to projects before problems arise.

Two in three organizations report having a formal risk management process in place to assess and mitigate risks to the organization. But they aren't very effective at using it; only 35 percent report that they are proficient in detecting and evaluating risk and the same percentage is proficient at managing it.

There's a significant gap in managing risk between organizations with highly developed cultures of agility and underdeveloped cultures: 80 percent have a formal risk management process in place versus 54 percent in underdeveloped cultures; 69 percent are good at detecting and evaluating risks versus 8 percent in underdeveloped cultures; and 68 percent are good at managing risks versus 10 percent in underdeveloped cultures (see Figure 7).

FIGURE 7
ASSESSING AND ESTABLISHING NEW MEANS IN RESPONSE TO CHANGE



CASE STUDY

Working Faster and Smarter at GE

By Tod Hubbard, Region Director, Signaling Projects at GE


As part of a cultural shift within GE, we have adopted a more simplified, stronger approach to delivering outcomes faster. In 2014, we launched our FastWorks program to help us test and learn earlier so that we can focus on what is most important—our customers.

FastWorks, as the name implies, is about working faster, smarter, and more customer-focused in everything we do. It's about getting something in front of a customer faster—even if it's not quite ready—and reducing uncertainty by validating assumptions earlier.

The marine industry counts on GE's engines to power seafaring vessels. When the United States Environmental Protection Agency (EPA) imposed new Tier 4/IMO III emission standards, our customers needed a new solution—one that significantly reduced exhaust emissions without the use of a chemical after treatment system.

Traditionally, the approach would be to observe the market, perform extensive market and competitive analyses, understand how others test and prove a new technology, and then develop an offering to improve on certain performance specs. But, GE Transportation took a FastWorks approach to creating a Tier 4 solution for the marine industry—a solution that also reduces customers' capital and operating expenses. The vision was to be the first equipment manufacturer to provide a high-performing, fuel efficient, emissions-compliant, medium-speed diesel engine without the need for space-consuming after treatment systems.

Moving quickly to develop the most critical specifications and share them with customers, the team confirmed that there was a market demand for the technology as customers invested time and money evaluating the benefits of GE's approach. The team soon presented their proposed solution at a major industry trade show and also invited customers to GE's testing facility for a behind-the-scenes look at the development stage and opportunity to personally witness the key benefits of the engine. The customers appreciated the opportunity to collaborate with the GE team.

GE Transportation's new Tier 4 Marine engine complies with the new EPA regulations and reduces nitrogen oxides (NOx) emissions by 70 percent, weighs 75 percent less, and takes up just 25 percent of the engine room space. Connecting with customers early in the process helped the team to get a product to market two years ahead of competitors with significant time- and cost-savings. 

CONCLUSION

The increased volatility and complexity of the business landscape makes reacting to—and planning for—changing market conditions more and more difficult. To thrive in such an uncertain business world, organizations must create a culture of agility that enables projects and programs—an organization’s most strategic initiatives—to be completed faster and better than ever before.

To become agile, organizations will need to make changes in how they work by establishing a framework around strategy, culture, leadership, people, and process.

By adopting the foundational practices and characteristics of agility outlined in this report and developing a workforce dedicated to their effective implementation, organizations are making an investment in their company’s culture that will pay considerable dividends in the future.

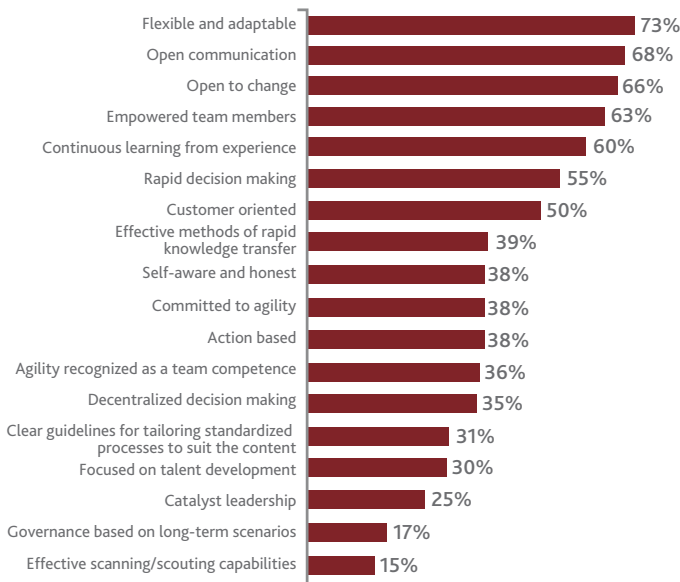
As we have seen in our *Pulse* reports to date, establishing disciplined decision making, timely knowledge transfer, effective communication, superior stakeholder engagement, and active executive support are all factors that contribute to high performance. Indeed, organizational agility is a powerful tool to help ensure organizational success.

ABOUT THIS REPORT

PMI’s *Pulse of the Profession*® in-depth research on organizational agility was conducted in June 2015 among 1,397 project management professionals and senior leaders around the world. Additional telephone interviews were conducted for the purpose of obtaining deeper insights into opinions and examples of situations.

APPENDIX

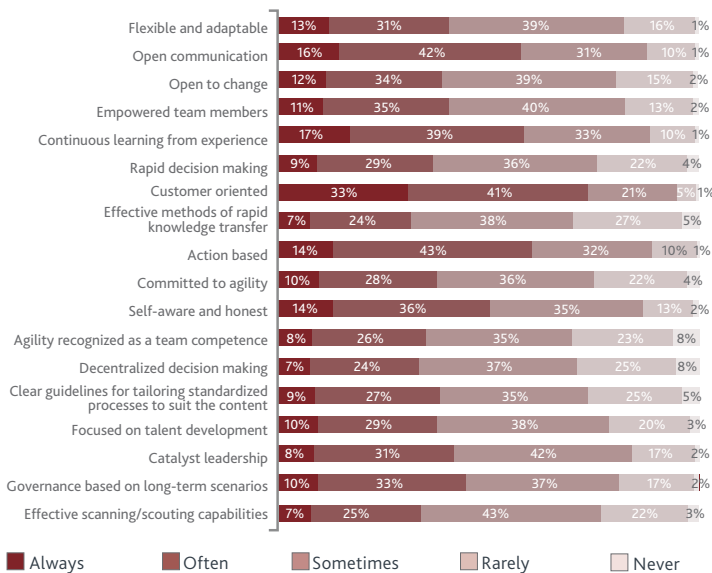
In your opinion, what are the most important characteristics of an agile organization? (select all that apply)



What foundational practices are most indicative of organizational agility? (select up to 5)



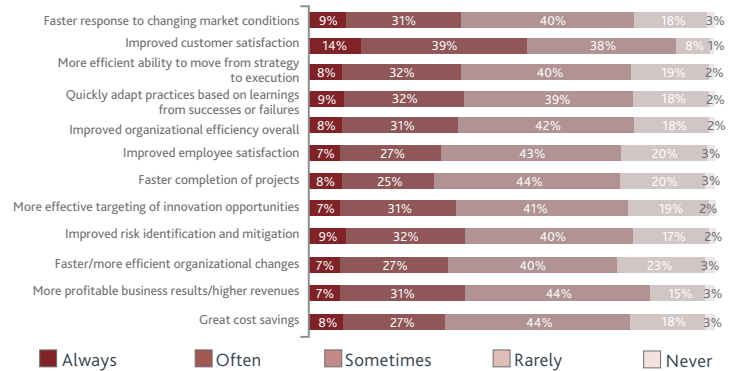
How frequently does your organization demonstrate each? (select one for each row)



What are the most important benefits—or success criteria—of increased organizational agility? (select up to 5)

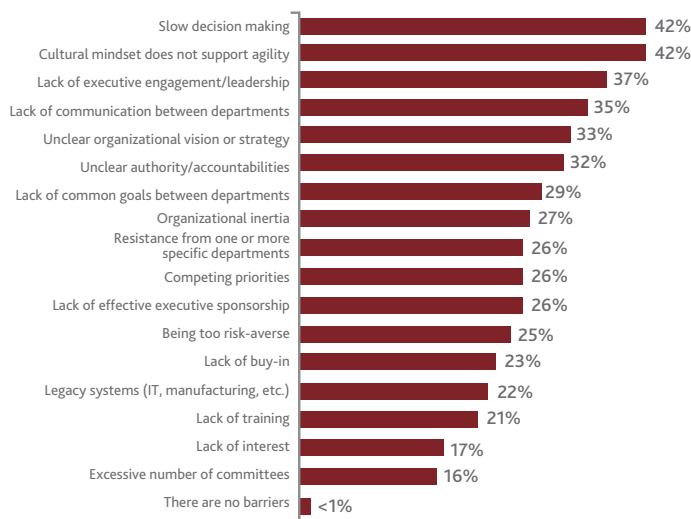


How frequently does each of these benefits occur in your organization? (select one for each row)

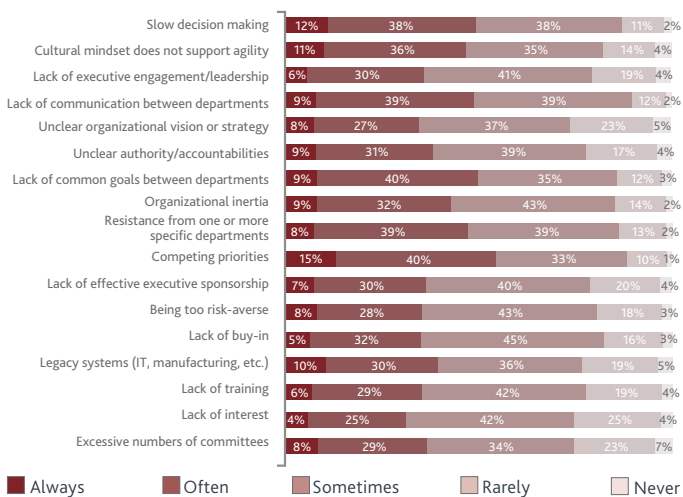


APPENDIX

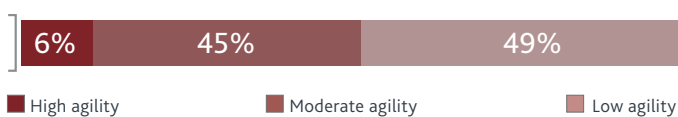
What do you feel are the main barriers to increased organizational agility? (select up to 5)



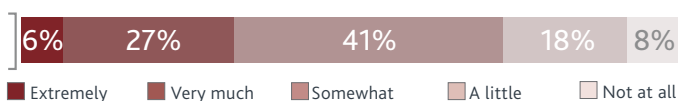
How frequently does each of these barriers occur in your organization? (select one for each row)



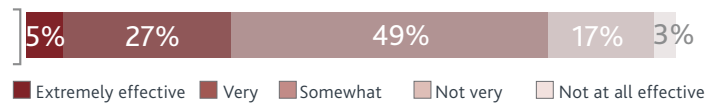
How would you rate the agility level of your organization? (select one)



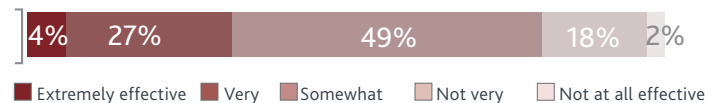
To what extent does organizational agility facilitate innovation within your organization? (select one)



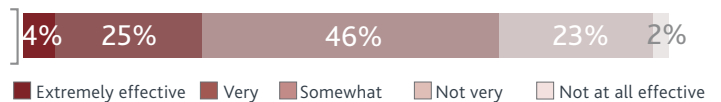
How effective is your organization at anticipating changes in its external environment? For example, in markets, regulatory requirements, new technologies, raw materials, labor, capital, competition, customer needs, and the like. (select one)



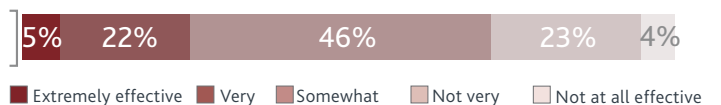
How effective is your organization at promptly identifying the implications of relevant changes? (select one)



How effective is your organization at promptly developing strategies to respond to these implications? (select one)



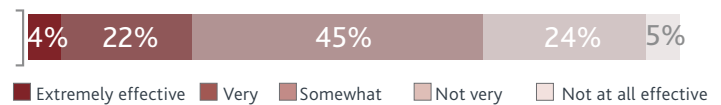
How effective is your organization at promptly implementing responsive or adaptive strategies? (select one)



Does your organization have a formal process in place to implement organizational change? (select one)



How effective is your organization with organizational change management? (select one)

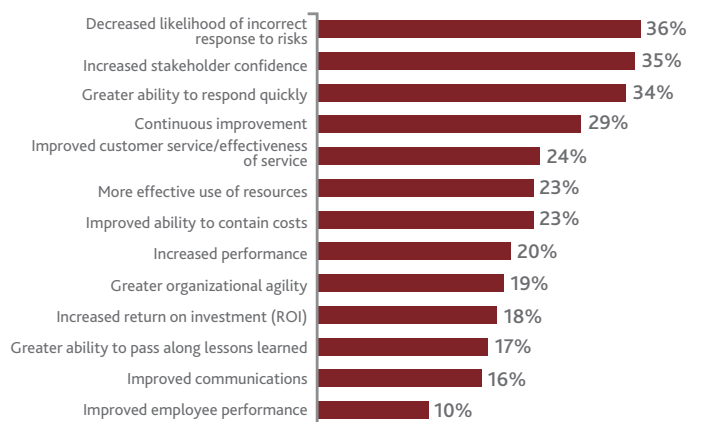


APPENDIX

What are the most important benefits of effective organizational change management? (select up to 5)



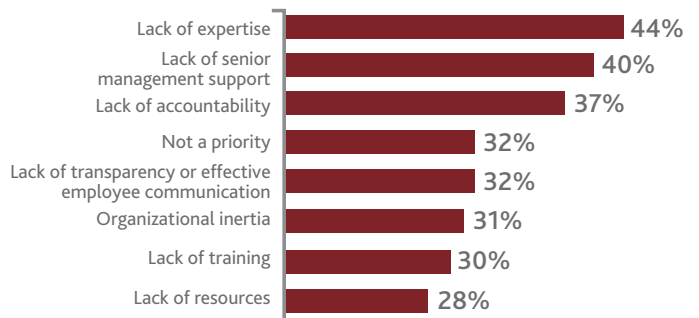
What are the most important benefits of effective organizational risk management? (select up to 3)



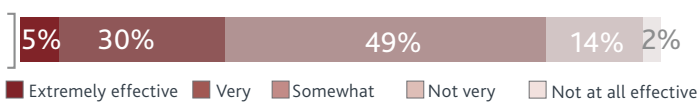
What are the primary barriers to effective change management? (select up to 3)



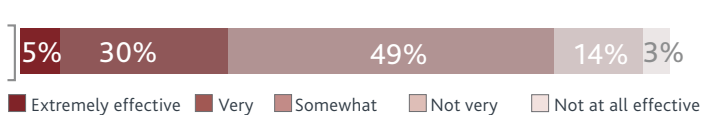
What are the primary barriers to effective risk management? (select up to 3)



How effective is your organization in detecting and evaluating risks in its external environment? (select one)



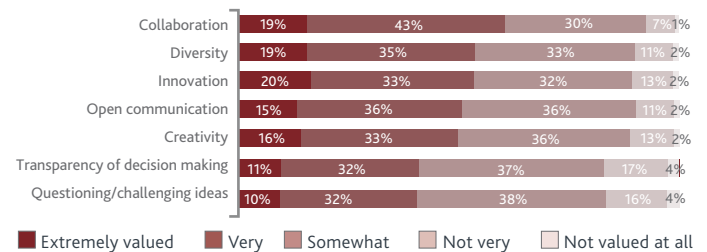
How effective is your organization in managing risk? (select one)



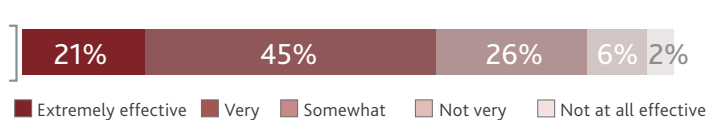
Does your organization have a formal risk management process in place to assess and mitigate risks to the organization? (select one)



To what extent is each of the following valued within your organization? (select one for each row)

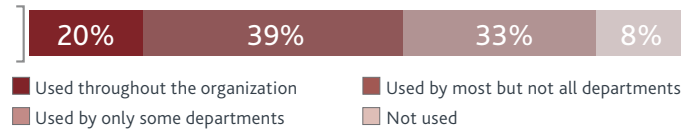


How aligned is your organization's top leadership with the strategic goals of the organization? (select one)

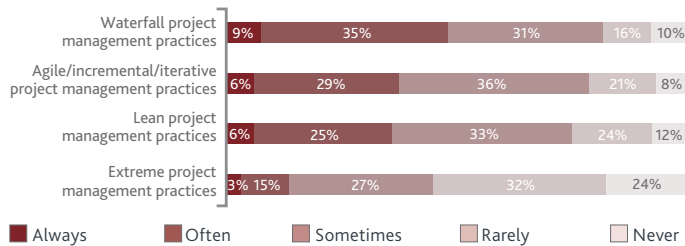


APPENDIX

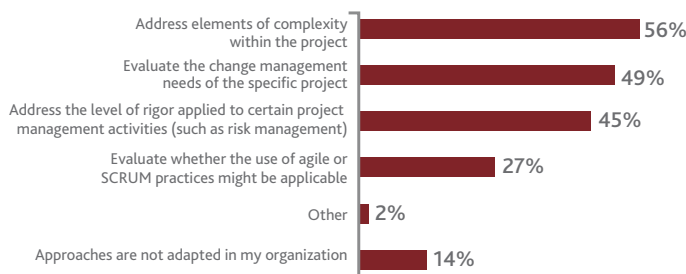
To what extent does your organization use standardized (formal) project management techniques? (select one) (question asked of practitioners only)



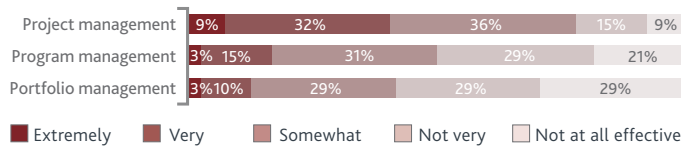
To what extent does your organization use each of the following project management practices or approaches? (select one for each row) (question asked of practitioners only)



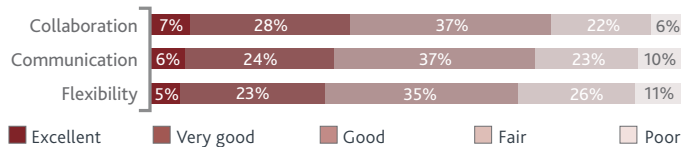
Within your organization, are project management methods and approaches adapted to...? (select all that apply) (question asked of practitioners only)



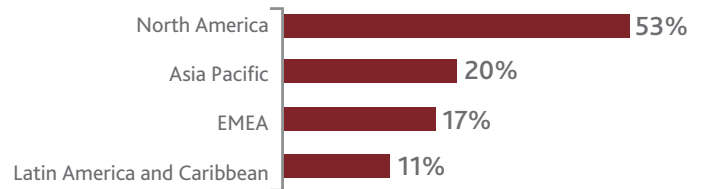
To what extent does your organization focus on the training and development of employees in each of the following areas: (select one for each row) (question asked of practitioners only)



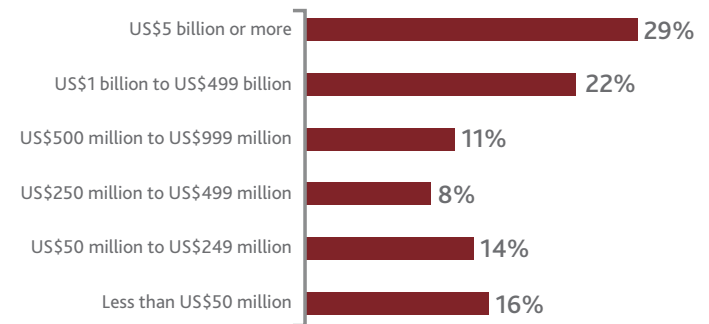
How would you rate the level of each of the following within project teams within your organization? (select one for each row) (question asked of practitioners only)



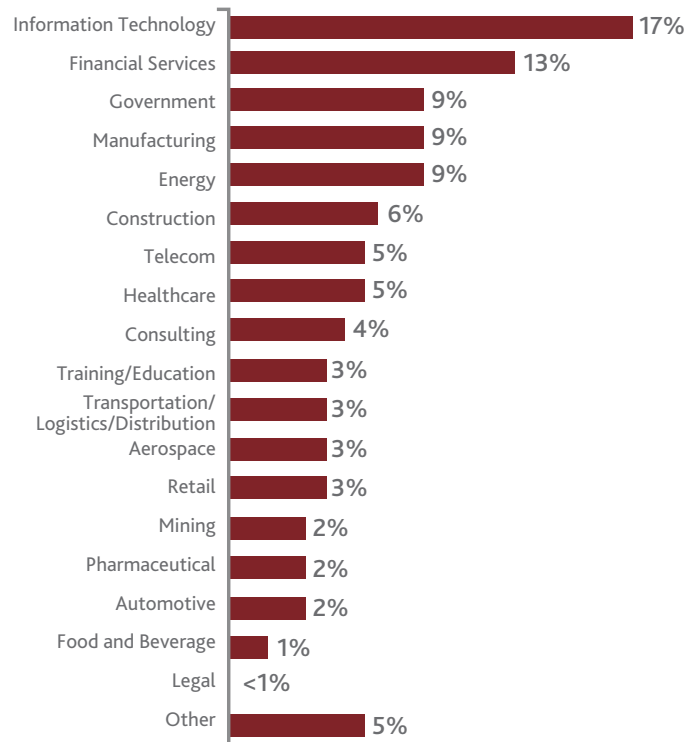
Region



Which of these includes the total annual revenue of your organization (in US\$)? (select one)



Please select the term that best describes the primary focus of your organization. (select one)



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

PMI.org | pulse@pmi.org |  #PMIpulse

Project Management Institute
Global Operations Center
14 Campus Boulevard
Newtown Square, PA USA 19073-3299
Tel: +1 610 356 4600 | Fax: +1 610 356 4647
Email: customercare@pmi.org

©2015 Project Management Institute. All rights reserved. "PMI", the PMI logo, "Making project management indispensable for business results." and "Pulse of the Profession" are marks of Project Management Institute, Inc. For a comprehensive list of PMI marks, contact the PMI Legal Department. BRA-111-2015 (9-15)



*Making project management
indispensable for business results.®*