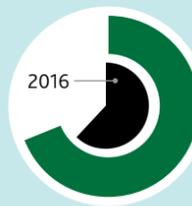


ELEVATE SUCCESS

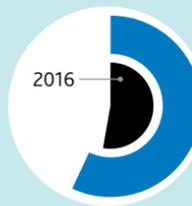
Project performance is moving in the right direction—and organizations are getting a boost, according to PMI's 2017 *Pulse of the Profession*®.

BETTER RESULTS

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



69% of projects meet their original goals and business intent—up from **62 percent** in the 2016 *Pulse* report.



57% of projects were completed within budget—up from **53 percent** in 2016.

\$97 million*

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

*Figures are U.S. dollar amounts, but represent a percentage that applies to any currency.

MATURITY MATTERS

Project management maturity has paved the way for stronger performance.



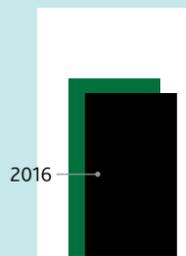
39% of organizations report **high project management maturity**.



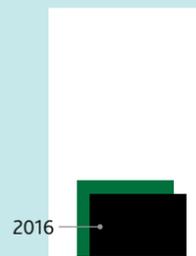
62% of projects have **actively engaged executive sponsors**—up from **59 percent** in 2016.

NEW APPROACHES

More organizations are incorporating agile and prioritizing skills.



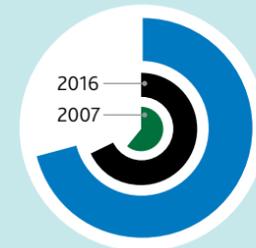
71% of organizations take **agile approaches** to projects sometimes or more frequently—up from **68 percent** in 2016.



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

PMO POTENCY

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



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

But there's still a confidence gap between project leaders and the C-suite.



54% of PMO directors say their organizations fully understand the value of project management.



83% of executive leaders say their organizations fully understand the value of project management.

38% more projects meet their original goals and business intent at organizations with an enterprise-wide PMO highly aligned with organizational strategy.

33% fewer projects fail at organizations with a highly aligned enterprise-wide PMO.

MARK OF SUCCESS

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

1 in 3 organizations reports high benefits realization maturity.

At organizations with high benefits realization maturity (compared to organizations with low benefits realization maturity):

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

MASTER PLAN

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

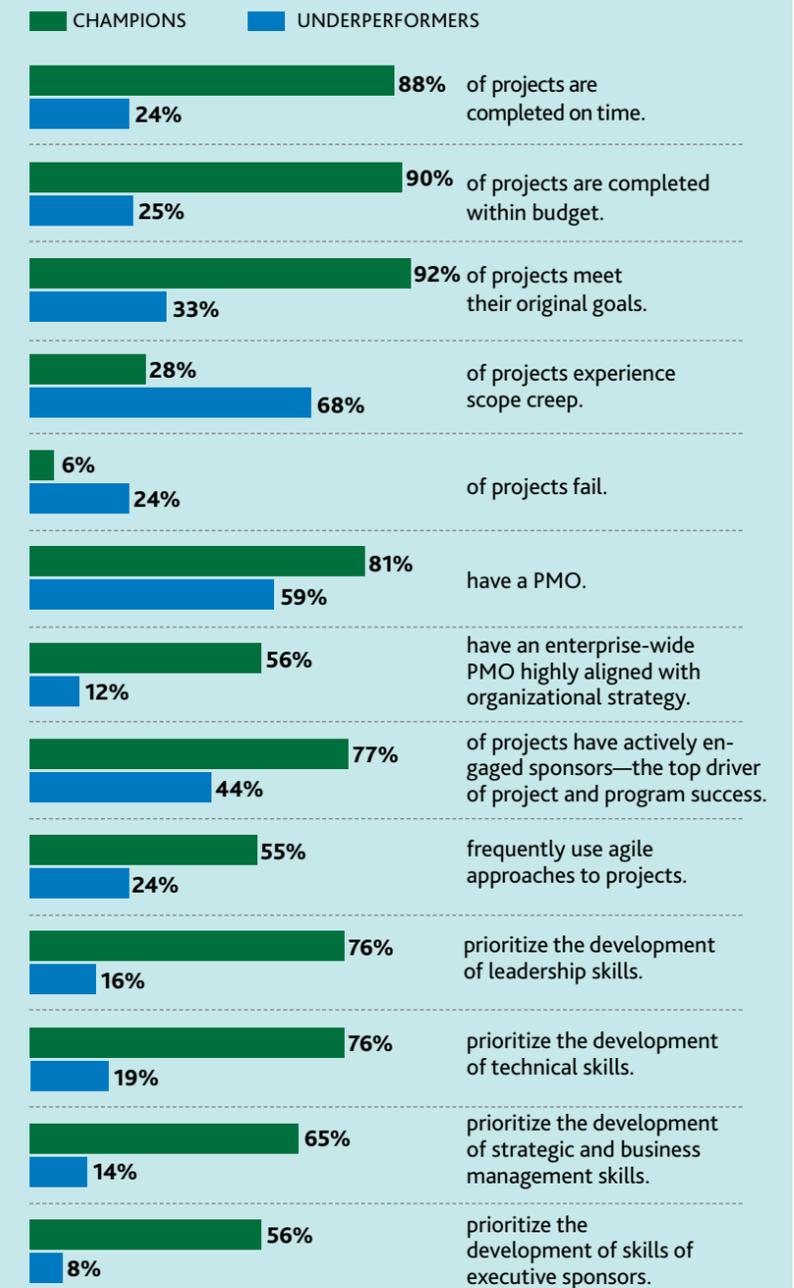
- 65%** of organizations have high alignment of projects to strategic goals.
- 50%** of projects are classified as strategic by executive leaders—up from 38 percent in 2016.
- 60%** of strategic initiatives met their goals.
- 28%** of strategic initiatives failed.

Top 3 reasons for failure:

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

REDEFINING PERFORMANCE

Champion organizations complete 80 percent or more of projects on time, on budget, meeting original goals and business intent and have high benefits realization maturity. **Underperforming organizations** complete 60 percent or fewer of projects on time, on budget, meeting original goals and business intent and have low benefits realization maturity. Here's a more granular comparison:



Source: *Pulse of the Profession*, PMI, 2017 (Results based on global survey of 3,234 project management practitioners, 200 senior executives and 510 project management office directors in September and October 2016.)