

Appendix

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SECTION 1

Survey results from 3,060 project professionals (global total)

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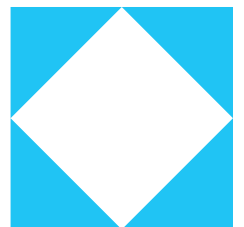
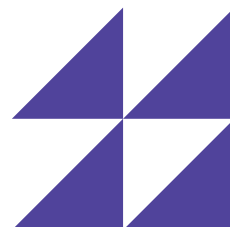
SECTION 2

Survey results from 358 senior executives

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SECTION 3

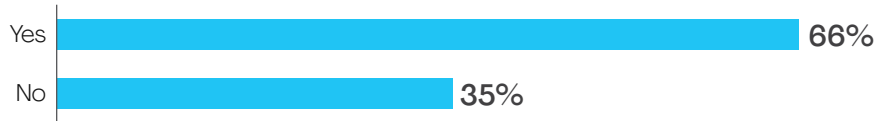
Survey results from 554 PMO Directors



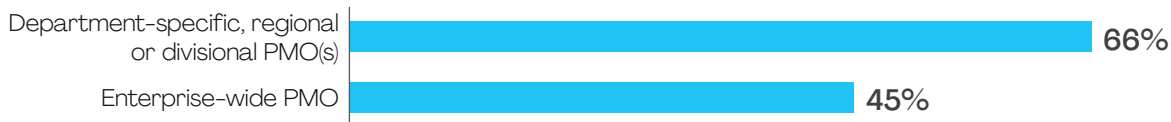
Appendix SECTION 1

Survey results from 3,060 project professionals (global total)

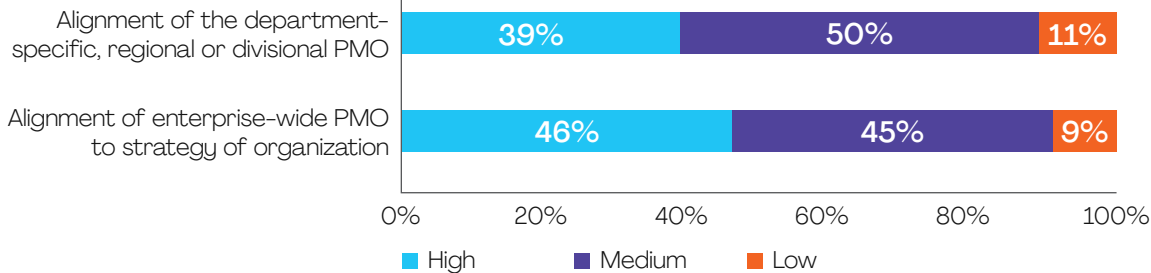
Q: Does your organization have a Project Management Office?



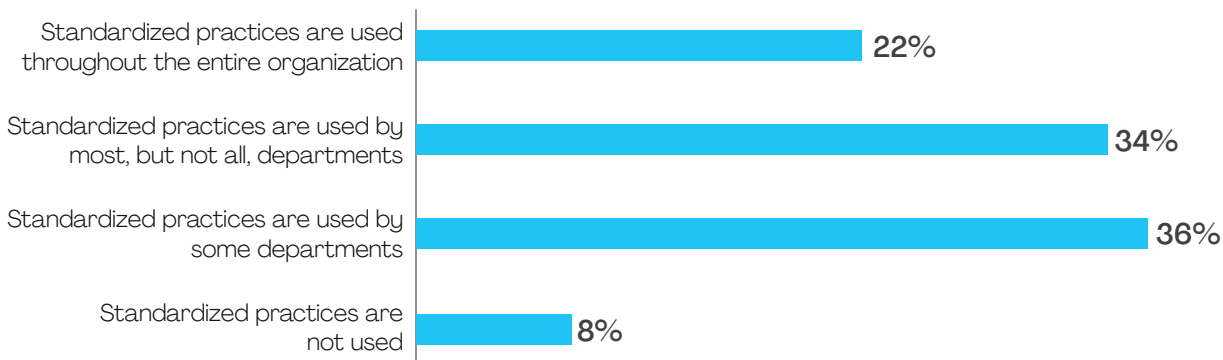
Q: What type(s) of PMO does your organization have?



Q: How would you characterize the alignment of the PMO to the strategy of your organization?



Q: To what extent does your organization use standardized project management practices?



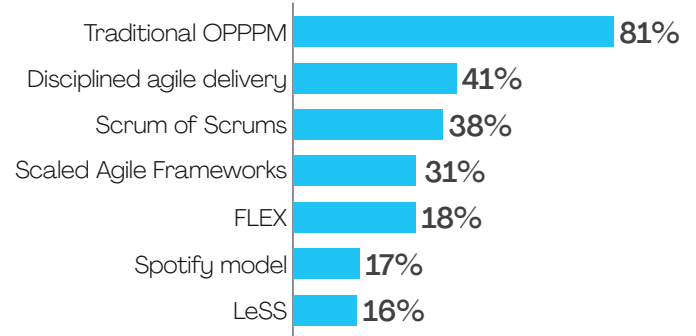
Appendix SECTION 1

Q: How often does your organization use each of the following?
(use at least “sometimes” shown)

Value Delivery Capabilities



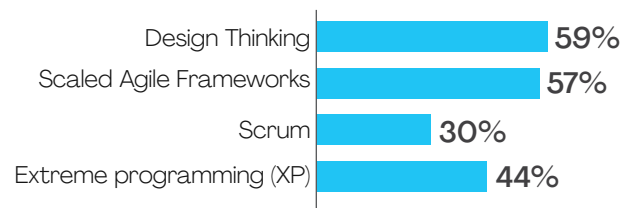
Capability Scaling and Integration



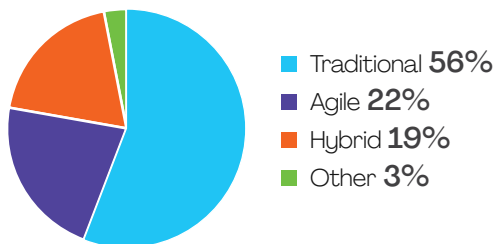
Strategy Alignment and Business Value



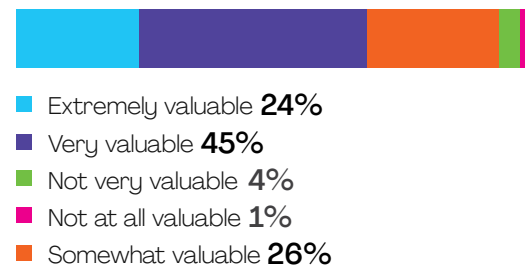
Customer-centered Development



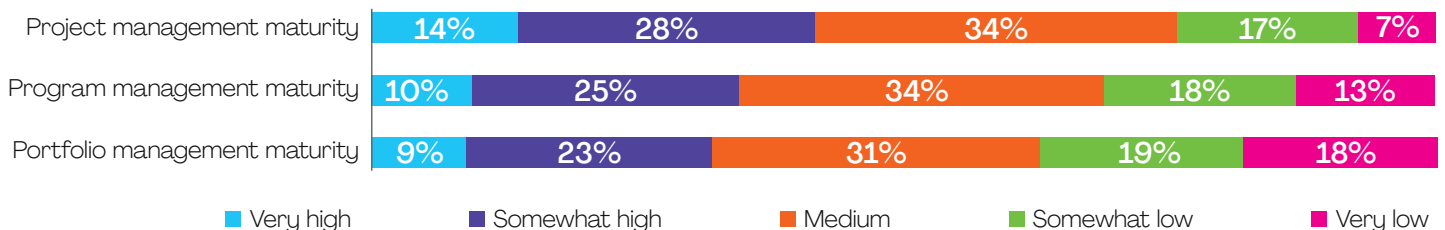
Q: In your estimation, what percentage of the projects completed within your organization in the past 12 months used the following types of approaches?



Q: How is project management perceived by senior leadership in terms of the value it brings to your organization?



Q: How would you characterize the project/program/portfolio management maturity of your organization?



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Q: Does your organization currently have...? (% “yes” shown)



Q: How would you characterize your organization's...? (% “very/ somewhat high” shown)



Q: At your organization, how high a priority is the development of a comprehensive value delivery capability that allows for the quick adaptation to changing market conditions...? (% “very/somewhat high” priority shown)



Q: At your organization, how high a priority is each of the following aspects of talent development in support of successful projects? (% “very/somewhat high” priority shown)



Q: How high a priority is each of the following aspects of executive skills development within your organization? (% “very/somewhat high” priority shown)

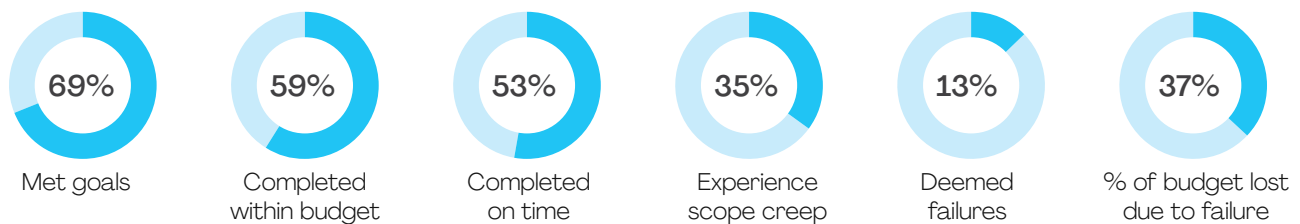


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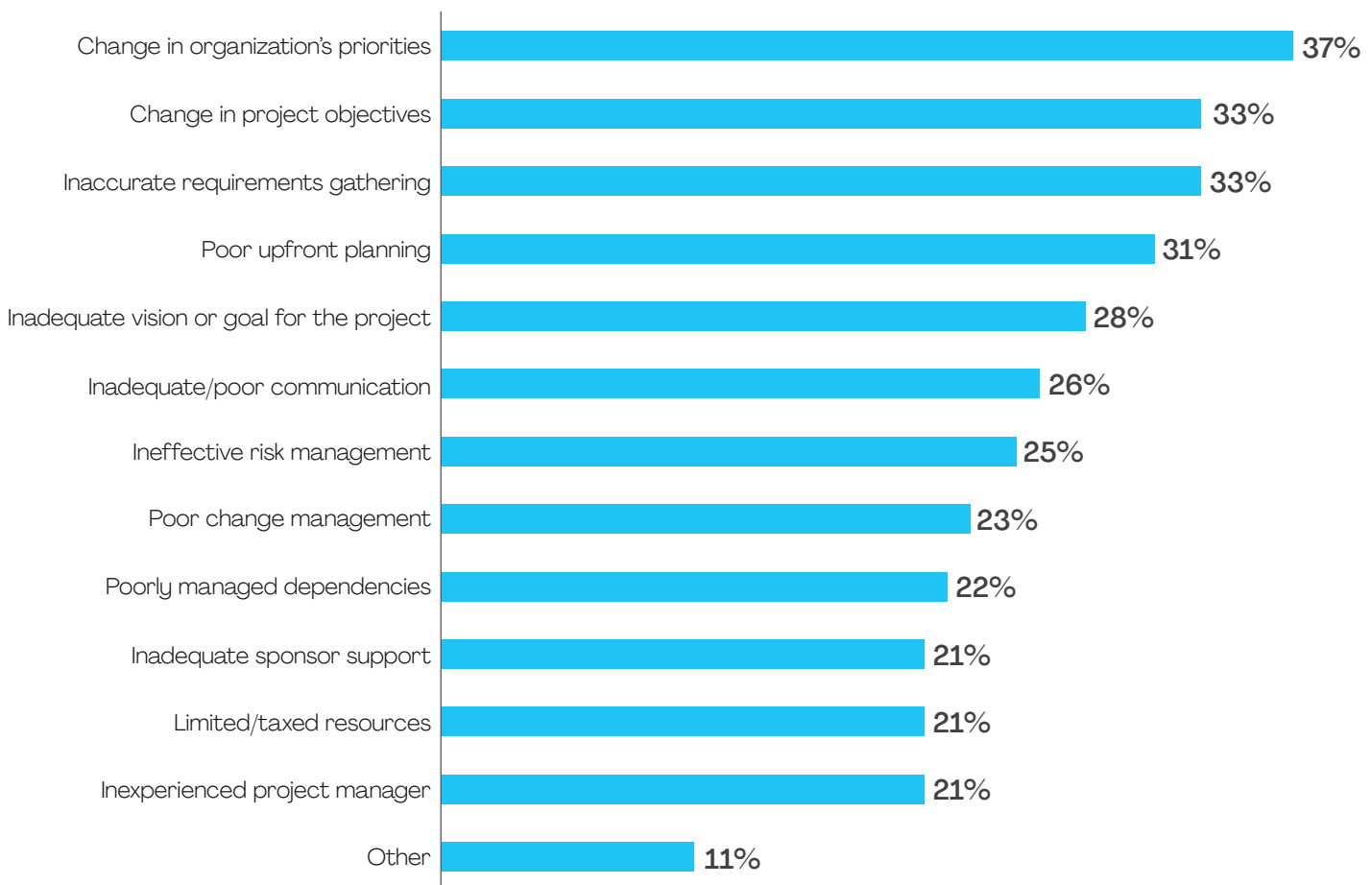
Q: How high a priority is each of the following aspects of culture within your organization? (% “very/somewhat high” priority shown)



Q: In your estimation, what percentage of the projects completed within your organization in the past 12 months...

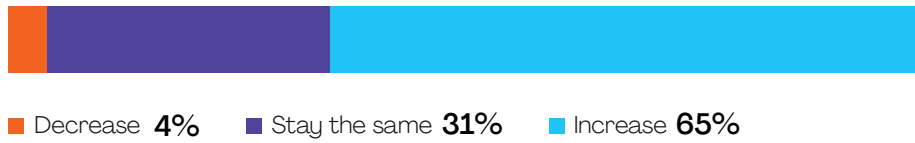


Q: Of the projects started in your organization in the past 12 months that were deemed failures, what were the primary causes of those failures? (Select up to 3)



Appendix SECTION 1

Q: How will the amount of work involving virtual teams change over the next five years?



Q: What percentage of all the projects within your organization this year had the following levels of complexity?

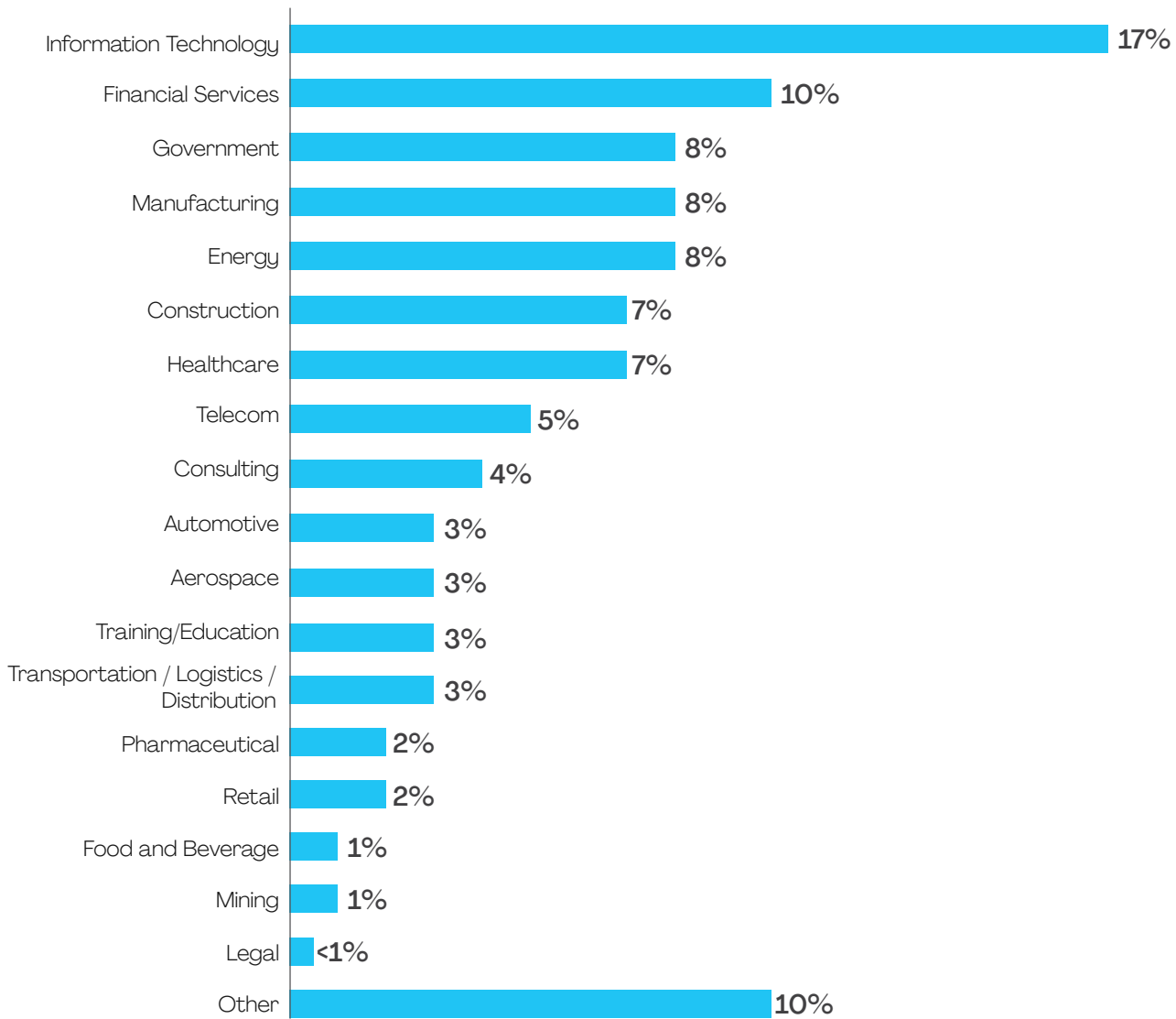


Regional representation of responding organizations

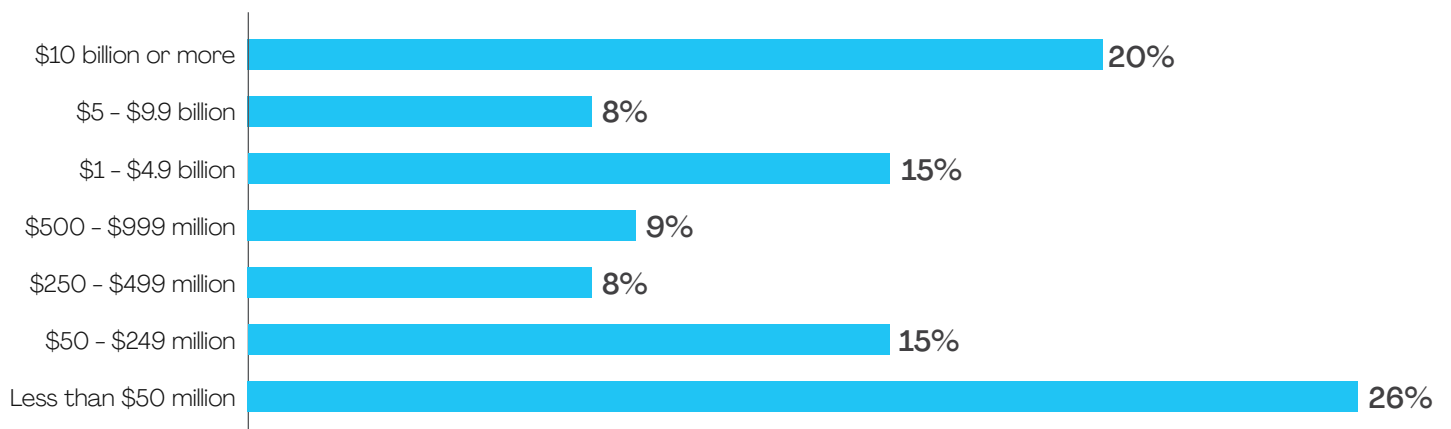


Appendix SECTION 1

Q: What percentage of all the projects within your organization this year had the following levels of complexity?



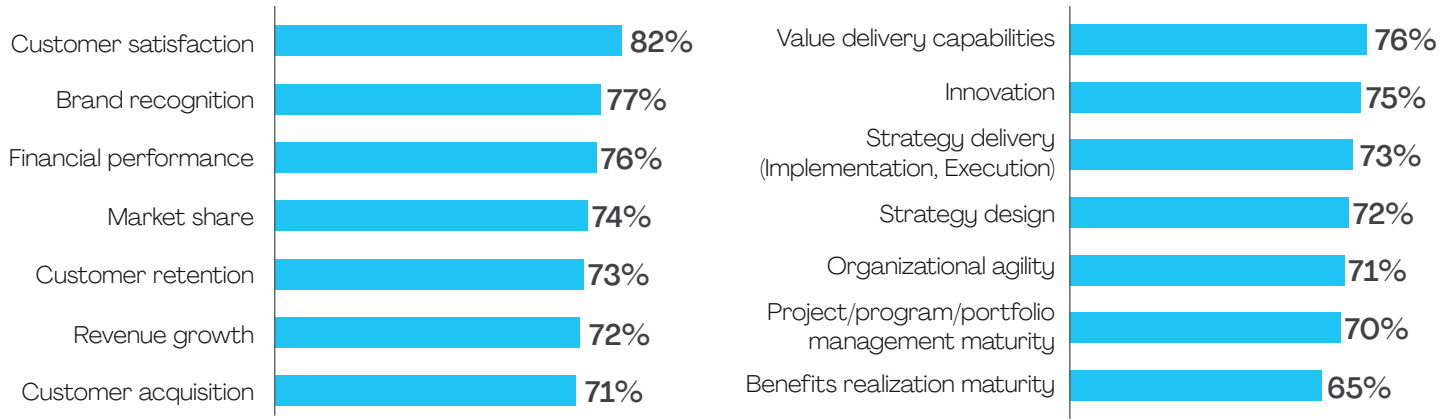
Organizational Revenue (US\$)



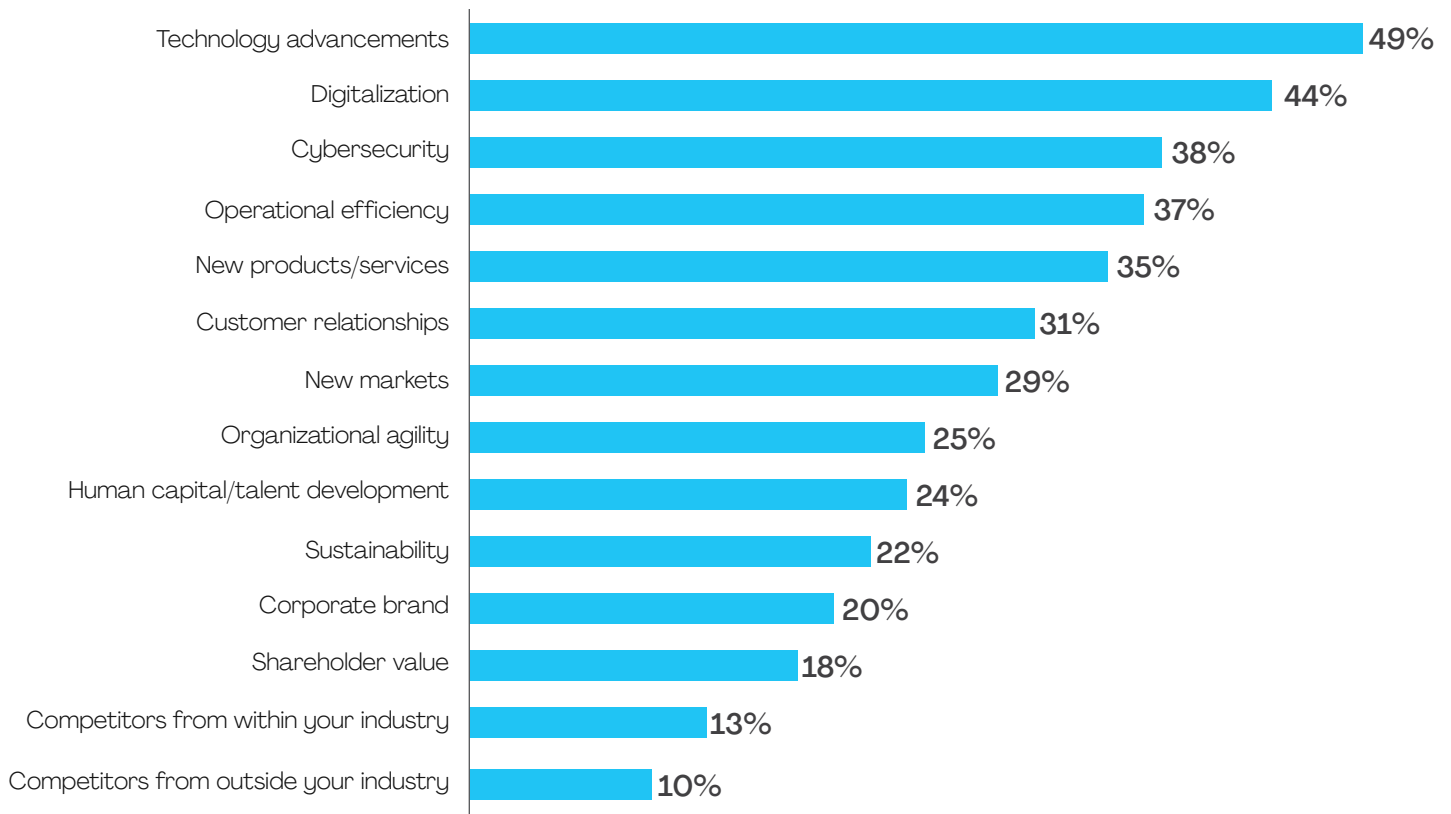
Appendix SECTION 2

Survey results from 358 senior executives

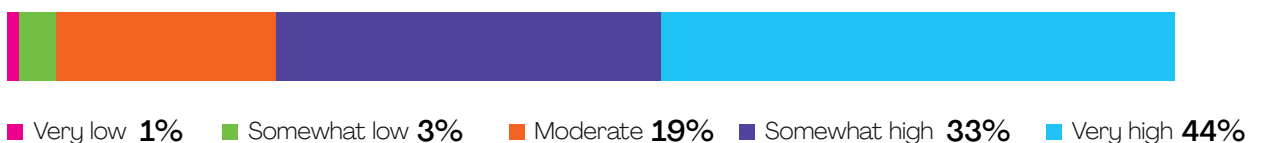
Q: How would you rank your organization on each of the following performance measures compared to your peers? (% above average shown)



Q: Where do you expect to make the most considerable investments in over the next 3-5 years?

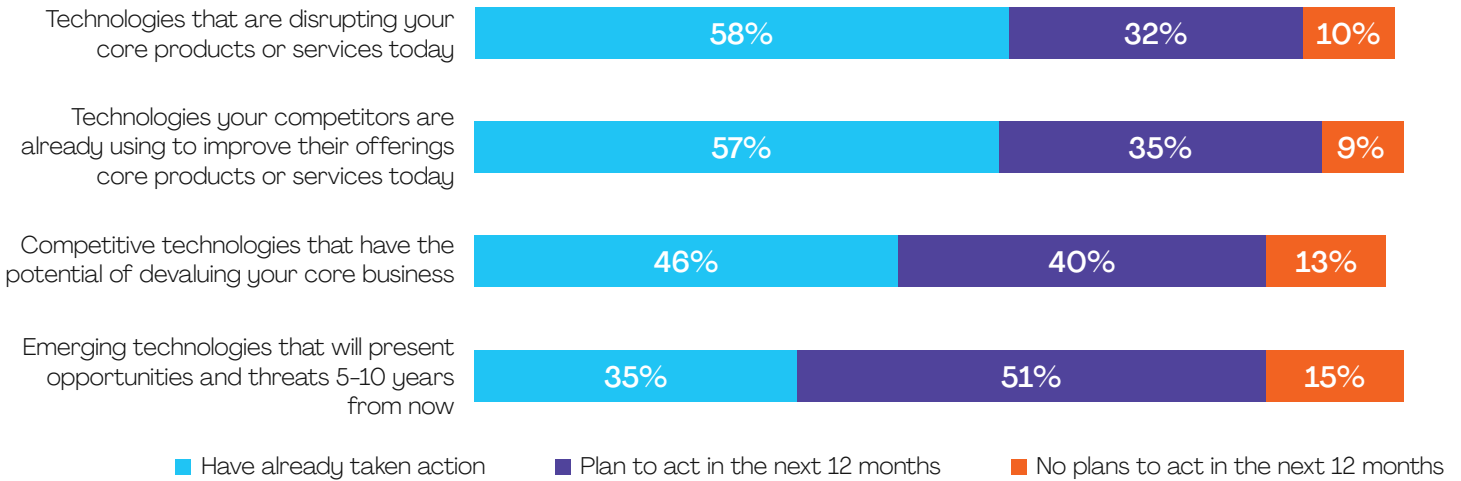


Q: How high a priority is the adoption of emerging technologies at your organization?

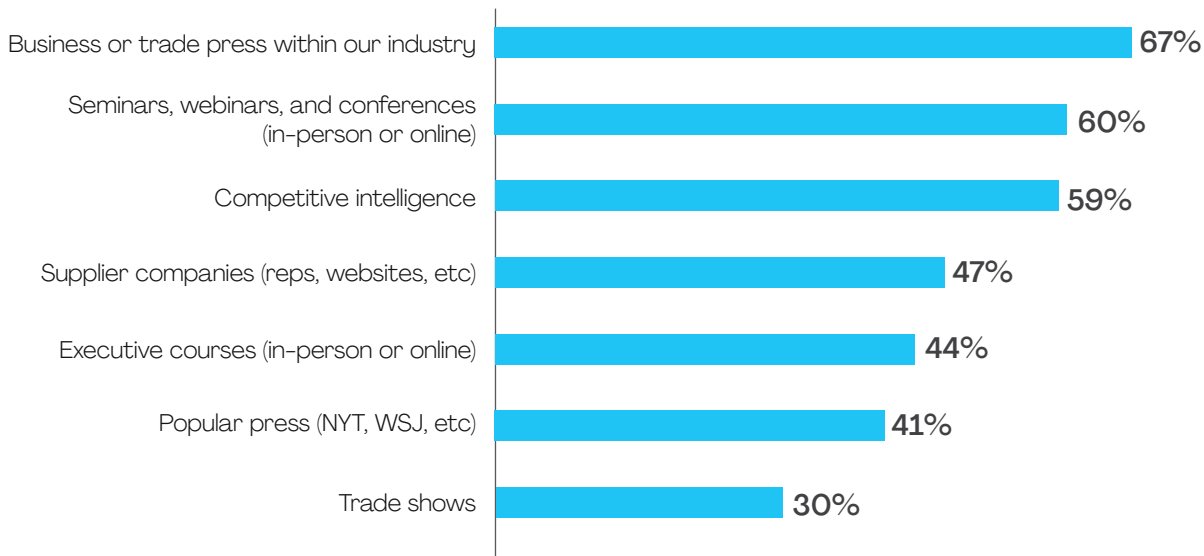


Appendix SECTION 2

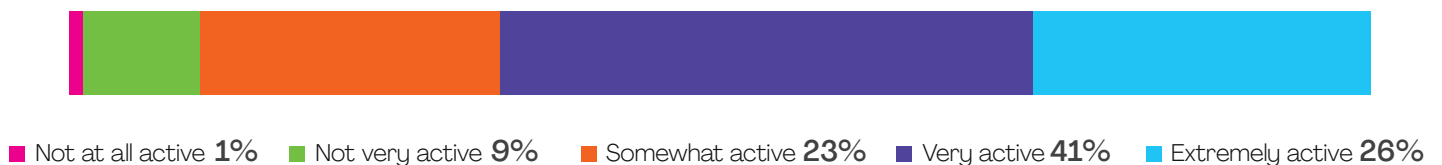
Q: What is your organization's plan to take action with regard to...?



Q: What resources do you use to keep yourself informed about emerging technologies that are potentially relevant to your organization?



Q: How active is your organization in the pursuit of collaborative partnerships with other organizations for their expertise in a specific technology?

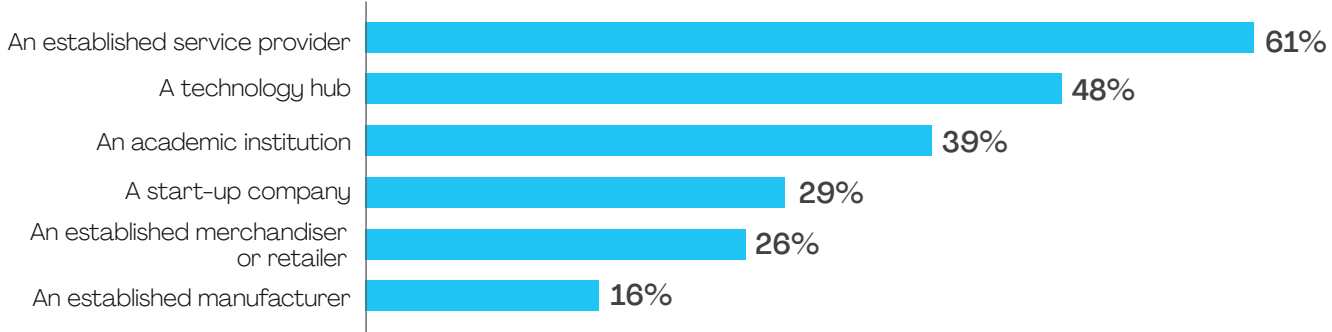


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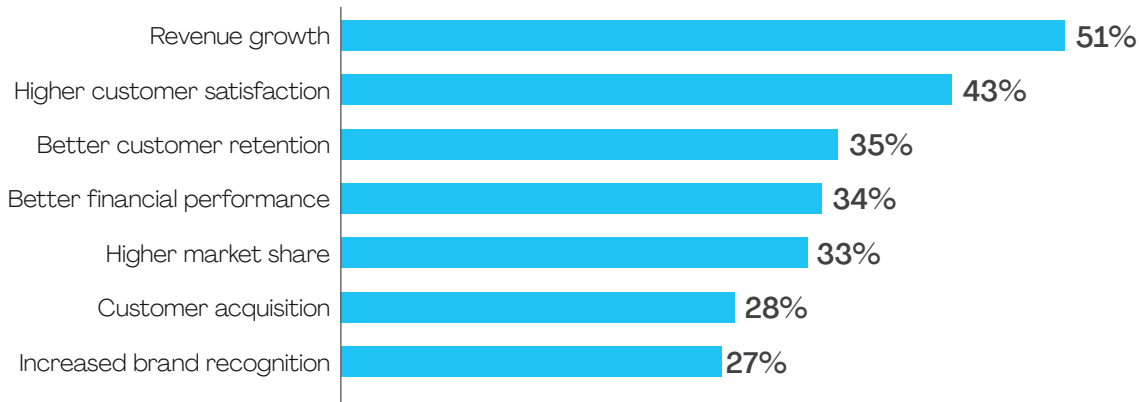
Q: Has your organization entered into a partnership or collaborated with an organization because of their expertise in a specific technology to gain a competitive advantage?



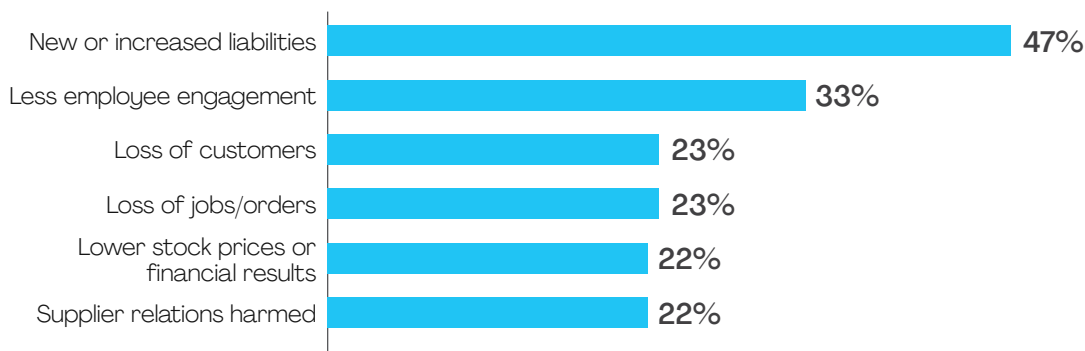
Q: What type(s) of organization(s) has your organization partnered or collaborated with?



Q: What do you see as the primary benefits to your organization with the adoption of a new technology?

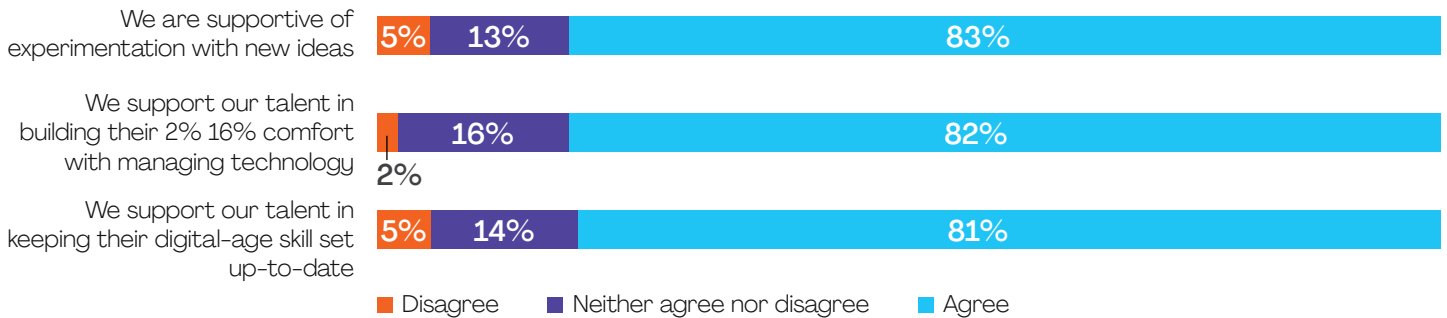


Q: What do you see as the primary risks to your organization with the adoption of a new technology?

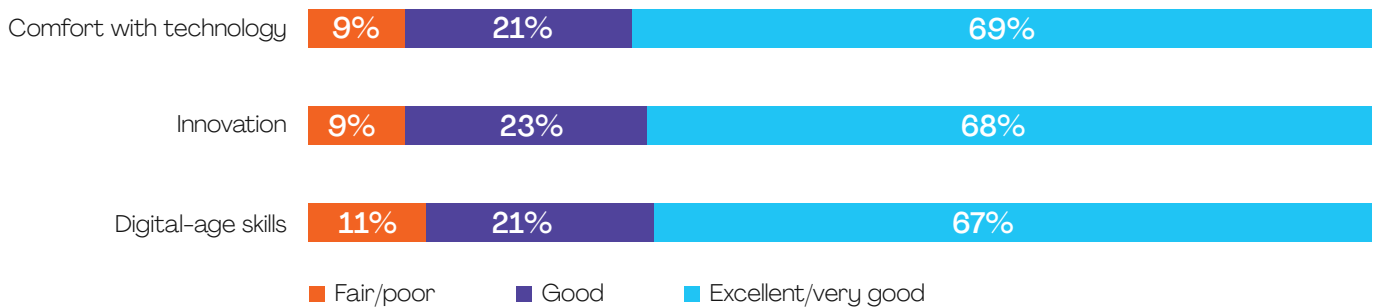


Appendix SECTION 2

Q: How strongly do you agree or disagree with the following statements about your organizational culture?



Q: How would you rate your organization's talent on each of the following?



Q: In your estimation, what percentage of the projects completed within your organization in the past 12 months...



Q: How do you perceive project management in terms of the value it brings to your organization?



Appendix SECTION 2

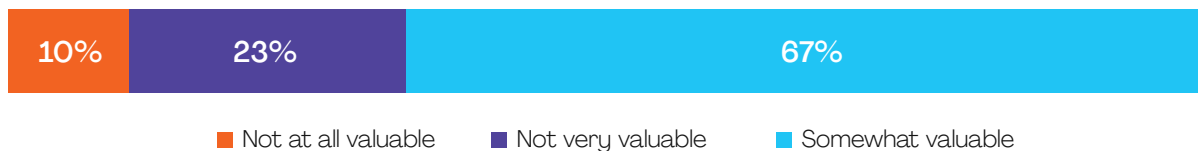
Q: How high a priority is each of the following aspects of executive skills development within your organization? (% “very/somewhat high” priority shown)



Q: How high a priority is each of the following aspects of culture within your organization? (% “very/somewhat high” priority shown)



Q: To what extent has digital transformation impacted your business?

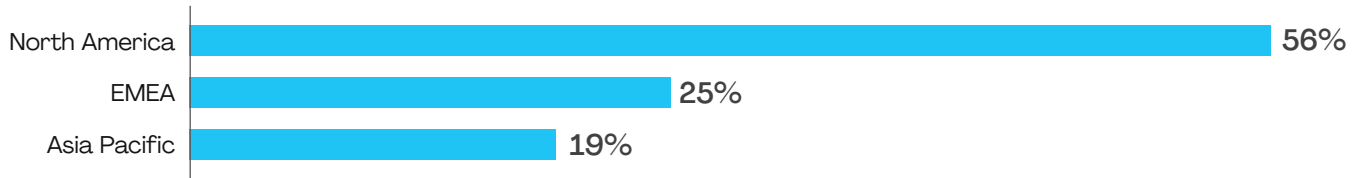


Q: What will be the most important factors for achieving future success?

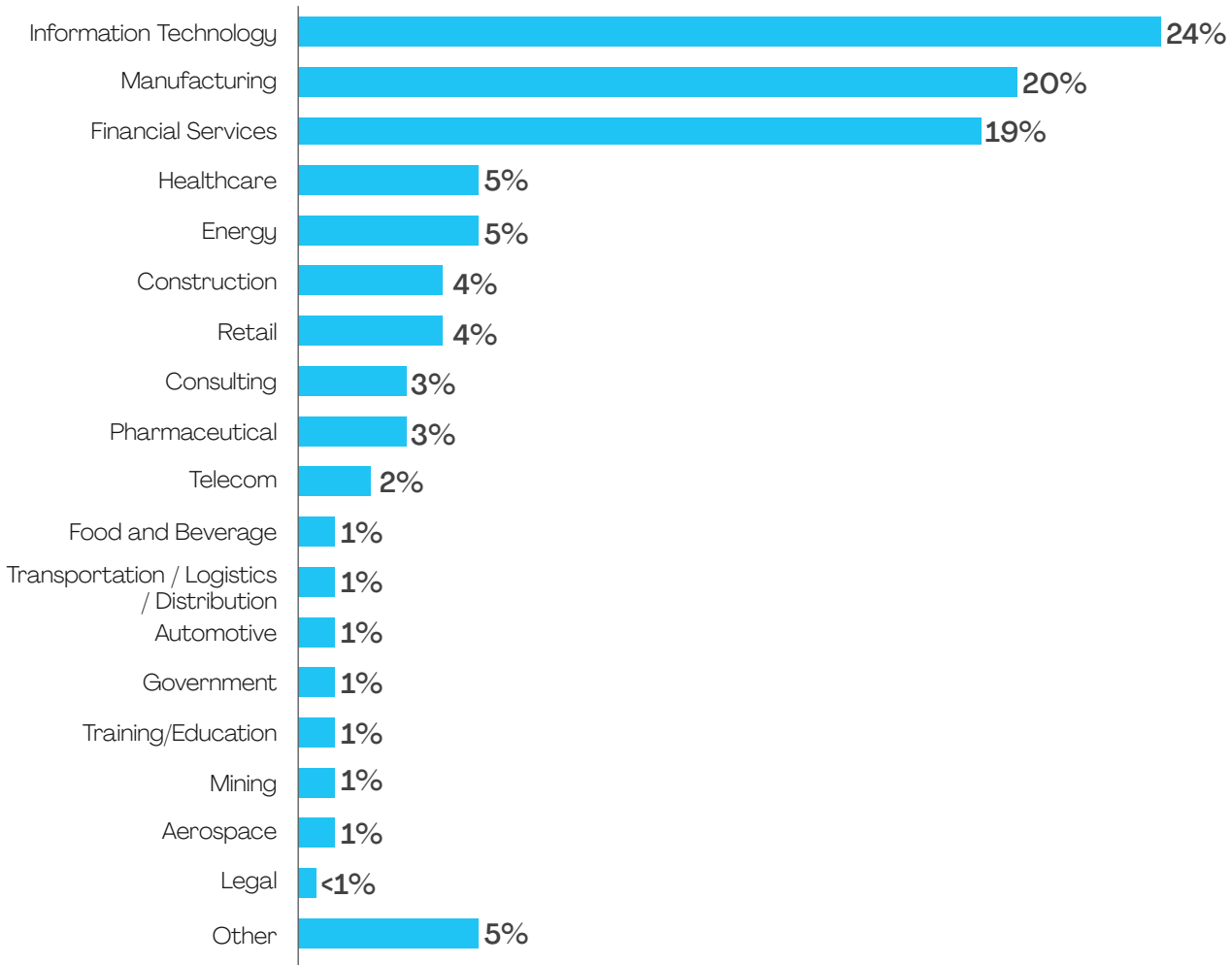


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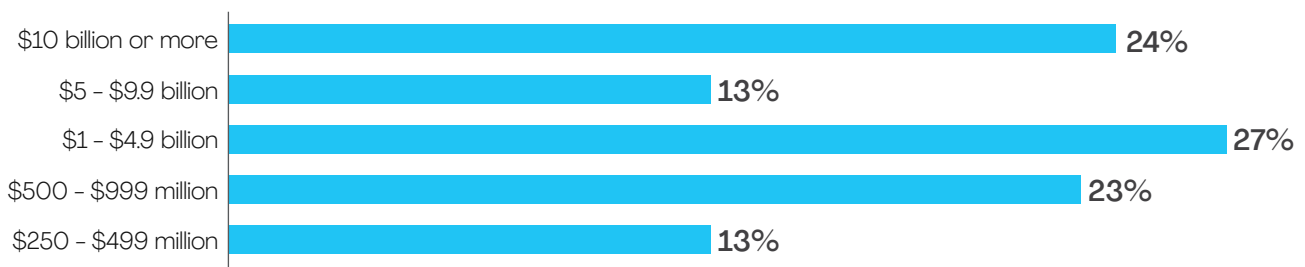
Regional representation of responding executives



Industries represented by responding executives



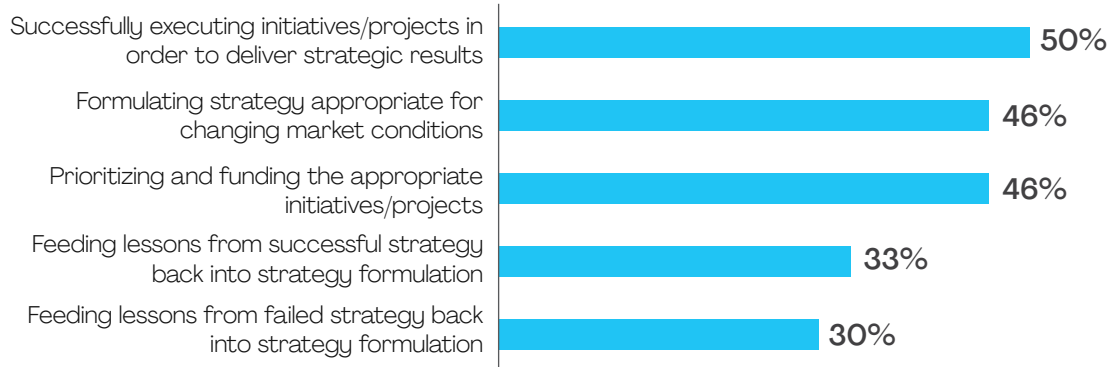
Organizational Revenue (US\$)



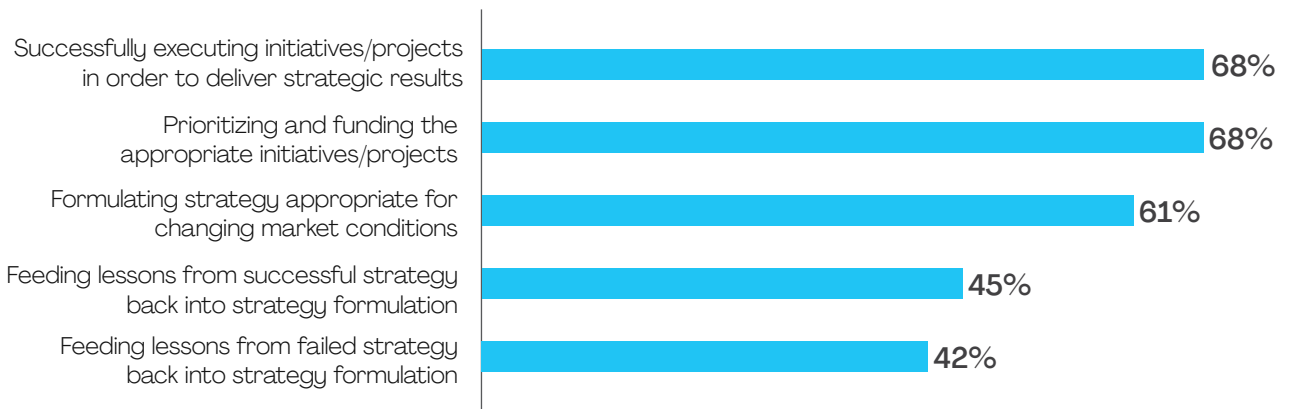
Appendix SECTION 3

Survey results from 554 PMO Directors

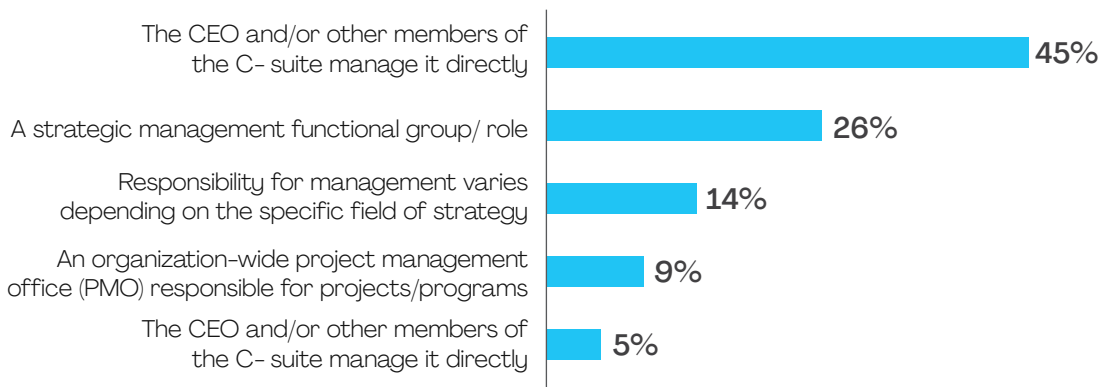
Q: How would you rate your organization's success in _____ over the last three years? (% "above" average shown)



Q: How important will improving the various aspects of strategy implementation be to the competitiveness of your organization over the next three years? (% "very important" shown)

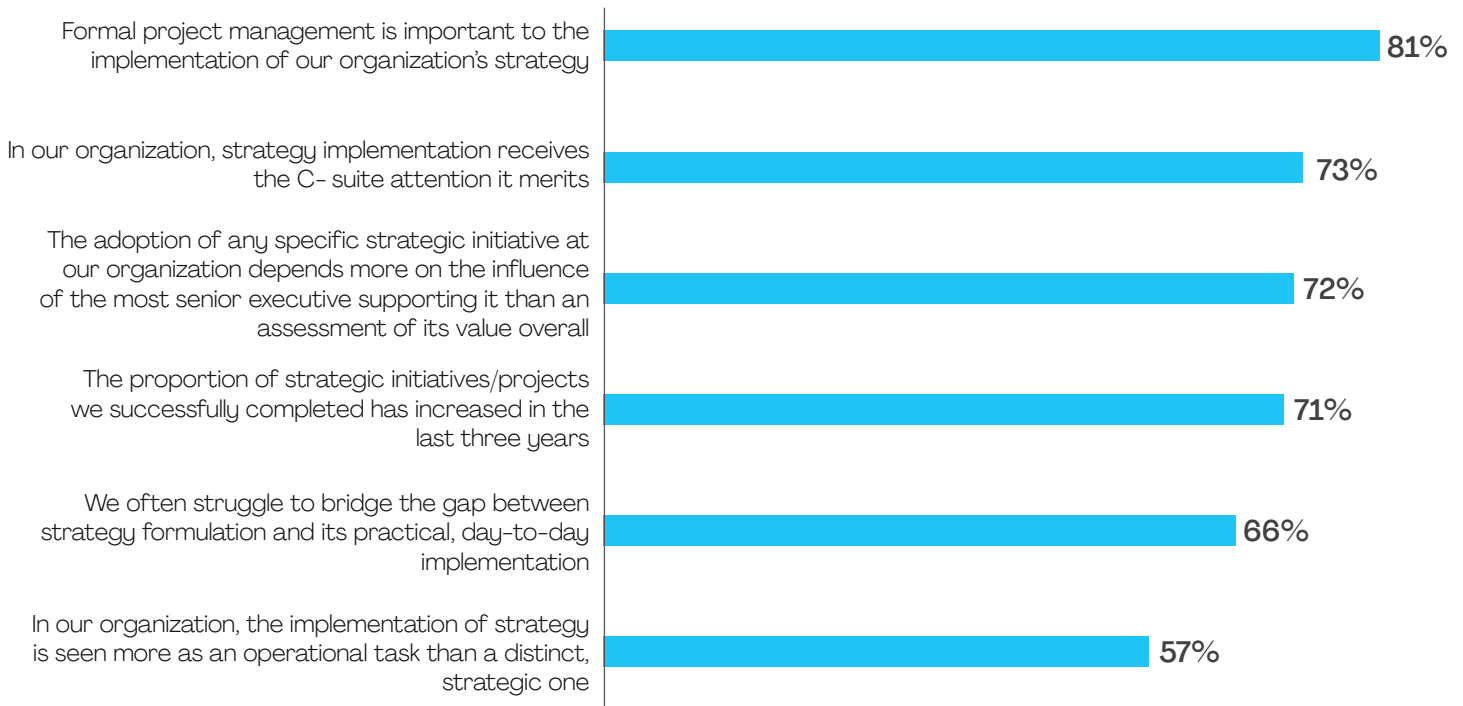


Q: Where in your organization does responsibility lie for managing the implementation of strategy through high-priority initiatives and projects?



Appendix SECTION 3

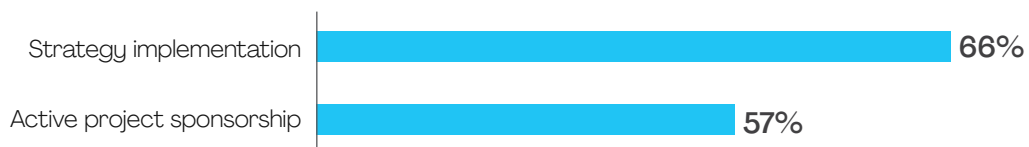
Q: How much do you agree or disagree with the following? (% strongly/somewhat agree shown)



Q: At your organization, how high a priority is each of the following aspects of talent development in support of successful projects? (% "very/somewhat high" priority shown)



Q: How high a priority is each of the following aspects of executive skills development within your organization? (% "very/somewhat high" priority shown)

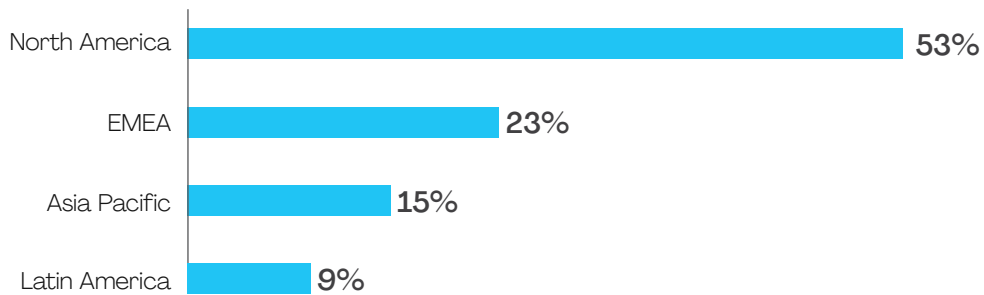


Appendix SECTION 3

Q: How high a priority is each of the following aspects of culture within your organization? (% “very/somewhat high” priority shown)

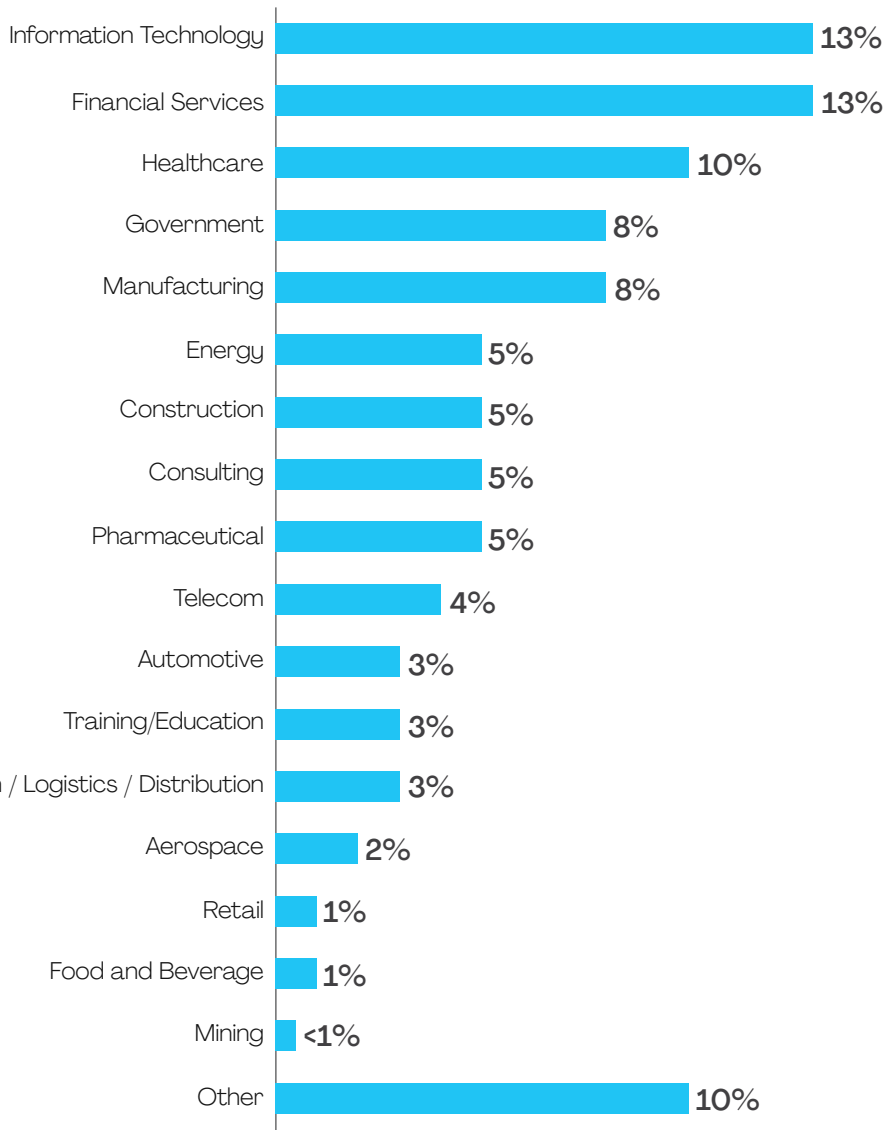


Regional representation of responding organizations



Appendix SECTION 3

Industries represented



Organizational Revenue (US\$)

