Appendix

Data in this appendix represent the global totals from 3,950 project professionals who responded to the 2021 Pulse of the Profession survey, conducted online in October and November 2020.
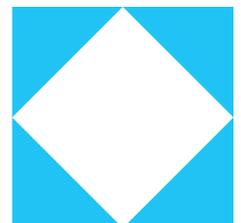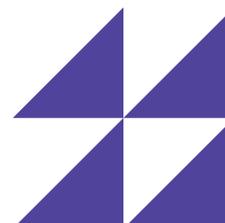
Section 1 PMO TRENDS

Q: Does your organization have a project management office (PMO)?

- Yes: 69%
- No: 31%

Q: What type(s) of PMO does your organization have? (% selected among those with a PMO)

- Department-specific, regional, or divisional PMO(s): 64%
- Enterprise PMO: 49%

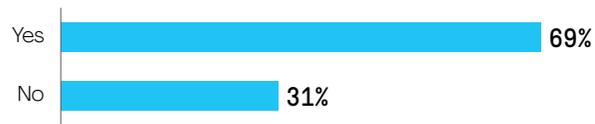## Q: How would you characterize the alignment of the PMO to the strategy of your organization?

	High	Medium	Low
Alignment of the department-specific, regional, or divisional PMO	42%	49%	9%
Alignment of enterprise PMO to strategy of organization	54%	40%	6%

■ High   ■ Medium   ■ Low
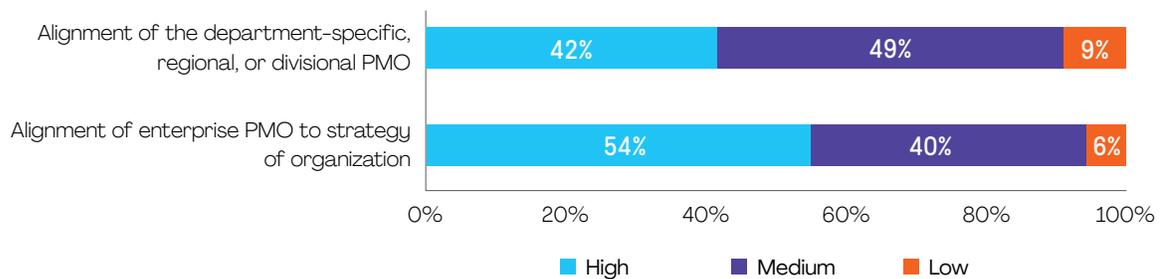
Q: In what ways, if any, do you see your [type] PMO changing over the next five years? (% selected)

	Enterprise PMO	Department/Regional/Division PMO
Increased use of other approaches such as agile	53%	51%
Closer alignment with org strategic initiatives	53%	52%
Increased demand for innovation	47%	53%
More involvement w/ stakeholders/sponsors/business owners	43%	42%
Increased demand of change management	40%	45%
Increased building of program/portfolio management capacity	40%	30%
Expanded definition/scope of project management	28%	28%
Reduced demand for traditional project management	18%	15%
Entity is likely to be dissolved	1%	2%
No significant changes expected	6%	5%

■ Enterprise PMO
■ Department/Regional/Division PMO

Section 1 PMO TRENDS

Q: How would you rate the overall performance of your organization's PMO?

	Enterprise PMOs	Dept, reg, or div PMOs
Excellent	9%	9%
Very good	34%	37%
Good	36%	38%
Fair	16%	14%
Poor	5%	4%
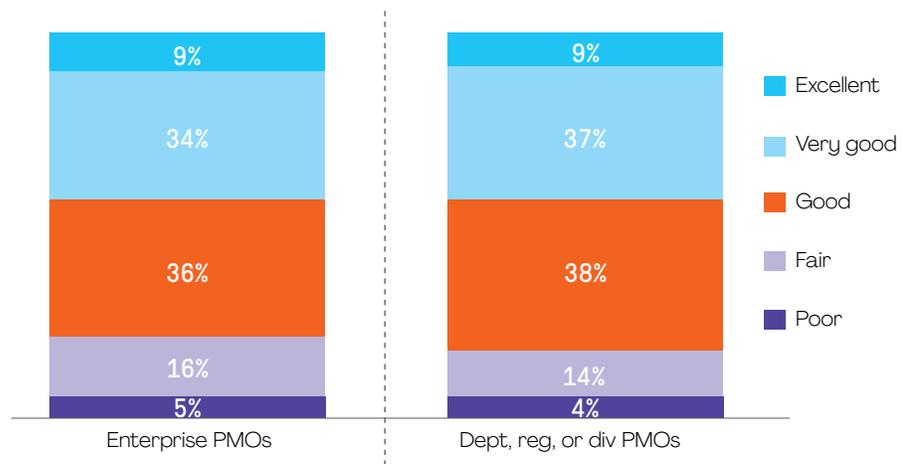
Section 2 PROJECT MANAGEMENT PRACTICES

Q: To what extent does your organization use standardized project management practices? (% selected)

Standardized practices are used throughout the entire organization	24%
Standardized practices are used by most, but not all, departments	39%
Standardized practices are used by some departments	31%
Standardized practices are not used	6%
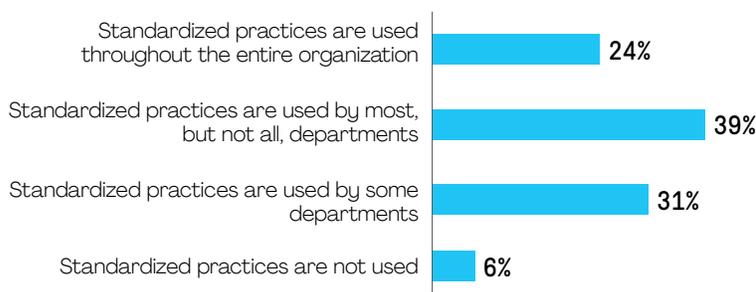
Q: How often does your organization use standardized project management practices for each of the following? (% always/often)

Financial management	71%
Quality management	67%
Program management	66%
Risk management practices	65%
Change management practices	63%
Stakeholder engagement	63%
Project portfolio management	61%
Benefits realization management	47%
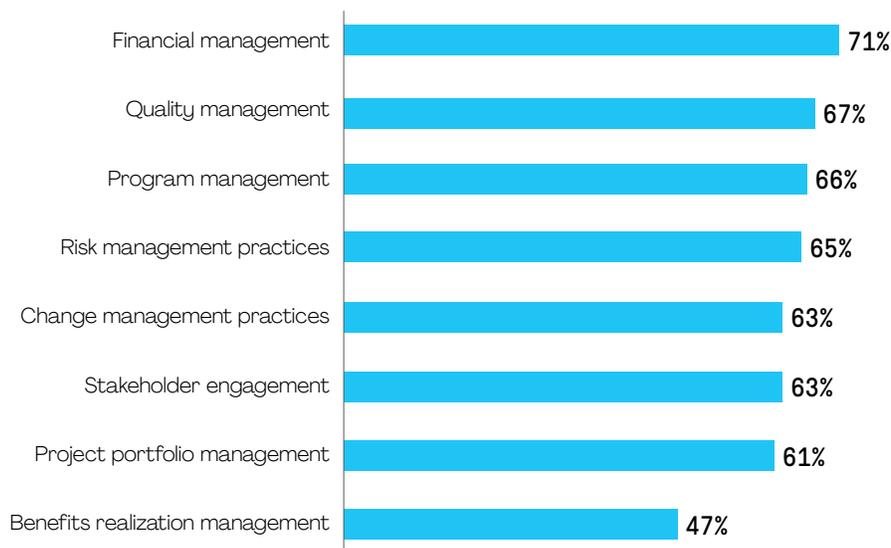
Section 2 PROJECT MANAGEMENT PRACTICES

Q: How often does your organization use these approaches?
(% always/often)

Approach	%
Traditional	65%
Hybrid	45%
Agile	44%
Scrum	39%
Design thinking	37%
Extreme programming (XP)	14%
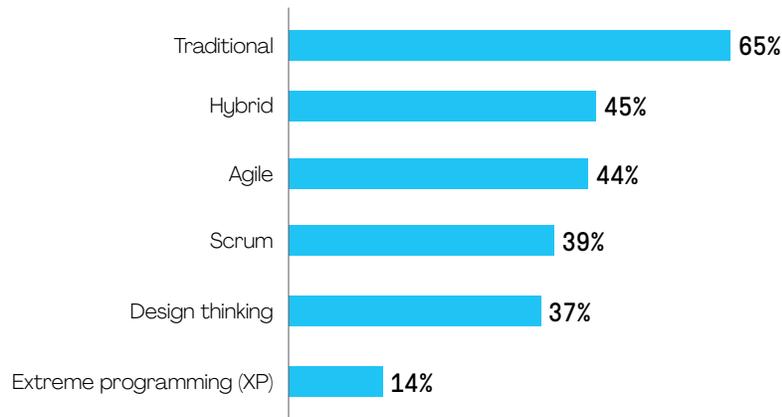
Q: How often are the following agile and/or hybrid approaches
used? (% always/often among agile/hybrid users)

Approach	%
Scrum of Scrums	27%
Disciplined Agile delivery	23%
Scaled Agile (SAFe®)	21%
FLEX	8%
Spotify model	8%
LeSS	6%
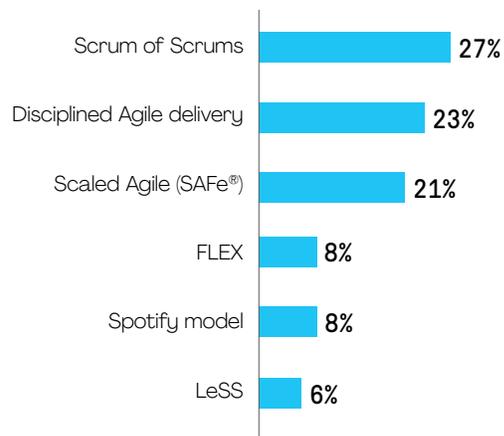
Q: In your estimation, what percentage of the projects completed within your
organization in the past 12 months used the following types of approaches?

- Other 3%
- Hybrid 21%
- Agile 25%
- Traditional 52%
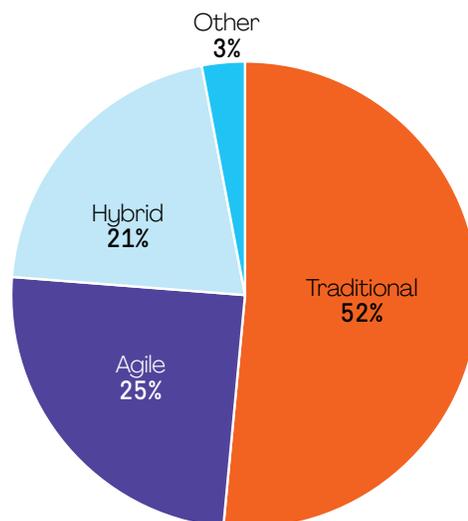
Section 3 MATURITY AND AGILITY

Q: How would you characterize the [project/program/portfolio] management maturity of your organization? (% very/somewhat high)

Project management maturity	48%
Program management maturity	38%
Portfolio management maturity	34%

Q: How would you characterize the benefits realization process management maturity of your organization? (% very/somewhat high)

Benefits realization process management maturity	35%

Q: How would you characterize the agility of your organization? (% very/somewhat high)

Organizational agility	35%

Q: In your estimation, how has the productivity of your organization changed over the past 12 months compared to the 12 months prior?

- 14% Increased significantly
- 47% Increased somewhat
- 29% Stayed the same
- 8% Decreased somewhat
- 2% Decreased significantly
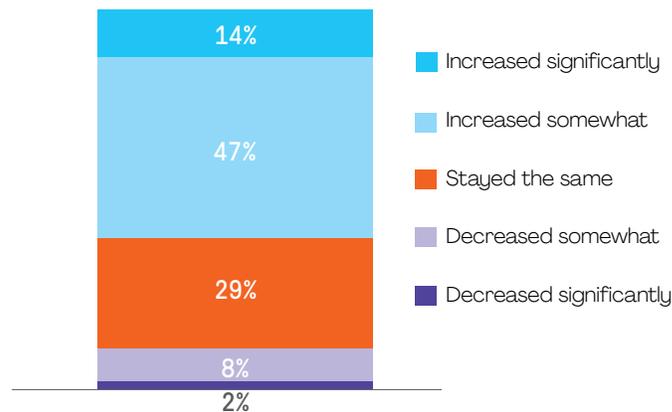
Section 3 MATURITY AND AGILITY

Q: Please characterize your organization's approach to ways of working to address problems and needs.

We consider only methods that have proven effective for us in the past.			We consider any and all possible methods available to solve the problem at hand.	
3%	27%	38%	28%	4%

| This is us exclusively. | This is us mostly. | We are even between the two. | This is us mostly. | This is us exclusively. |

Q: How would you describe the change in your business over the past 12 months compared to the 12 months prior in the following areas? (% many/some significant changes)

Digital transformation	68%
Business strategy	64%
Organizational adaptability	61%
Approach to innovation	57%
Operational efficiencies	57%
Diversity, equity, & inclusion initiatives	55%
Organizational culture	53%
Project management maturity	49%
Talent management	42%

Section 4 TALENT DEVELOPMENT AND CULTURE

Q: How high of a priority is each of the following for your organization?
(% very/somewhat high)

Performance management	50%
Learning and development	48%
Workforce planning	45%
Talent acquisition	42%
Talent retention	39%
Investing in skills and competency development among youth and young adults	39%
Fair compensation	37%
Succession planning for key employees	34%
Mentoring	33%
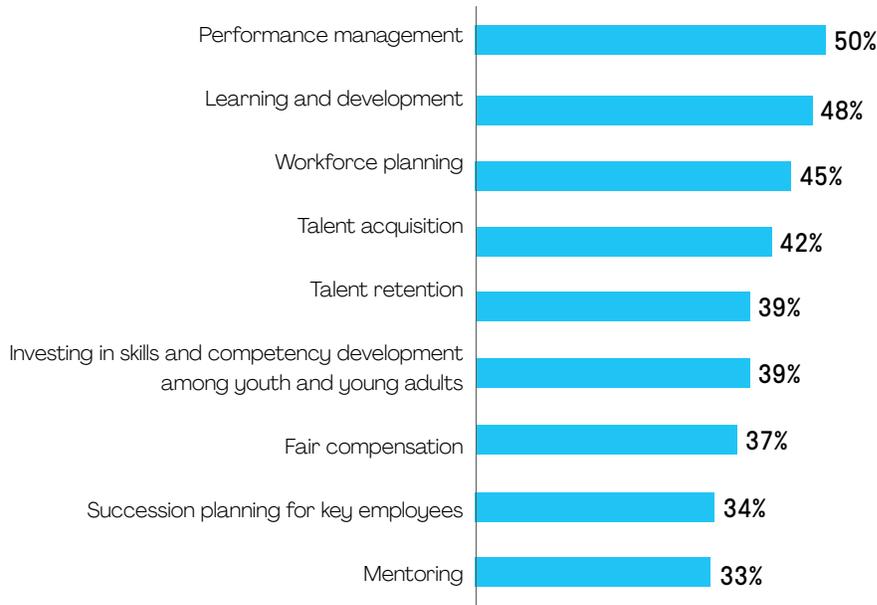
Q: In your organization, how high a priority is each of the following aspects of talent development in support of successful projects?
(% very/somewhat high)

Technical skills	64%
Leadership skills	56%
Business skills	50%
Digital skills	50%

Section 4 TALENT DEVELOPMENT AND CULTURE

Q: Which are the highest priorities for talent development at your organization? (% selected)

Q: How would you rate your organization's progress in developing talent in these skill areas over the past three years? (% excellent/very good)

■ Talent development priority
■ Progress

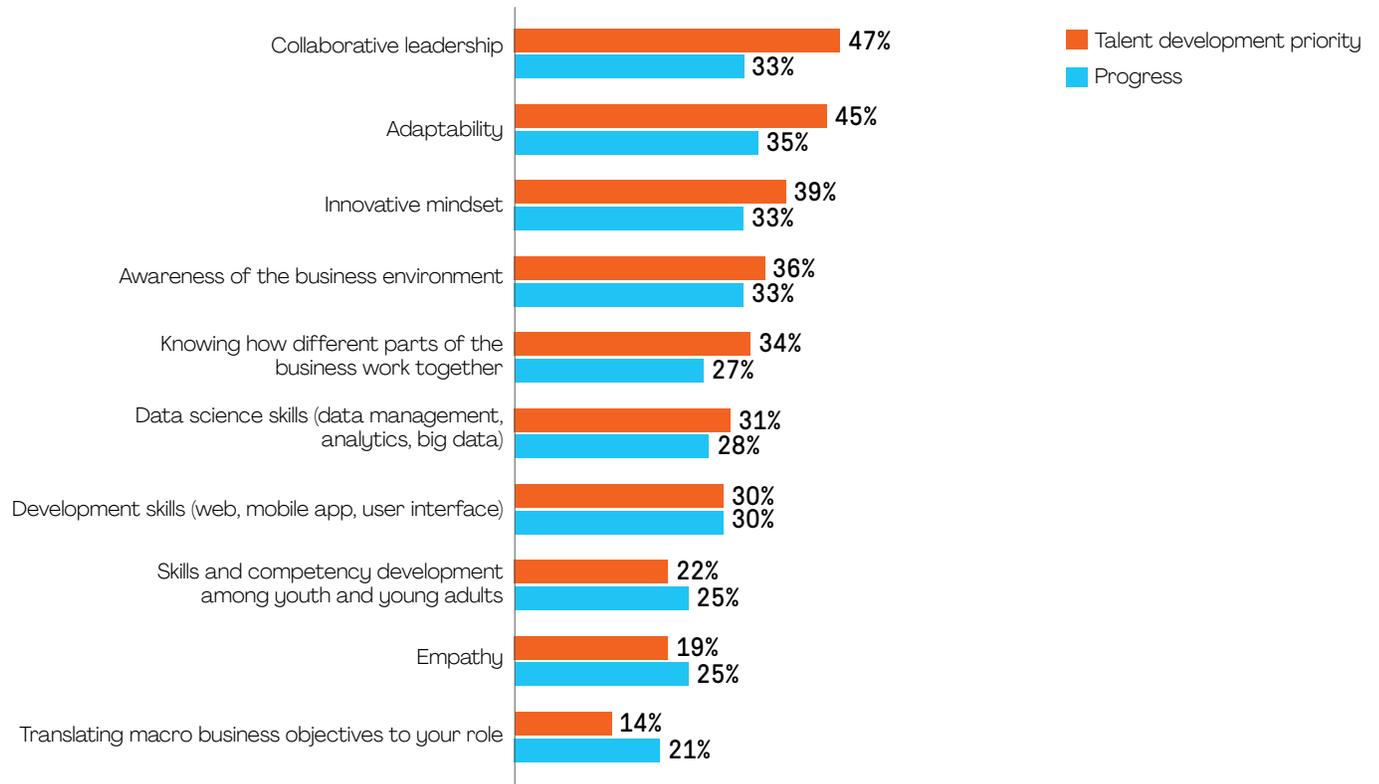| Skill area	Talent development priority	Progress
Collaborative leadership	47%	33%
Adaptability	45%	35%
Innovative mindset	39%	33%
Awareness of the business environment	36%	33%
Knowing how different parts of the business work together	34%	27%
Data science skills (data management, analytics, big data)	31%	28%
Development skills (web, mobile app, user interface)	30%	30%
Skills and competency development among youth and young adults	22%	25%
Empathy	19%	25%
Translating macro business objectives to your role	14%	21%

Q: How high a priority is each of the following goals among senior leaders at your organization?

Goal	%
Strategic implementation	64%
Active project sponsorship	47%
Development of project management skills across the enterprise	38%
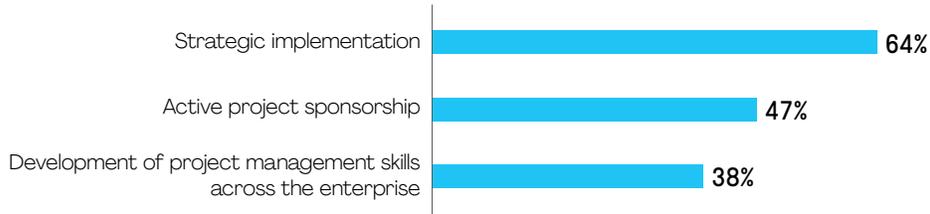
Section 4 TALENT DEVELOPMENT AND CULTURE

Q: How high a priority is each of the following aspects of organizational culture? (% very/somewhat high)

Aspect	%
Delivering customer value	71%
Aligned with organizational values	63%
Supports flexible work	59%
Embraces digital solutions	59%
Fosters diversity, equity, and inclusion	56%
Receptive to change	50%
Fosters innovation	50%
Values project management	46%
Values upskilling	44%
Attracting the next generation of project leaders	38%
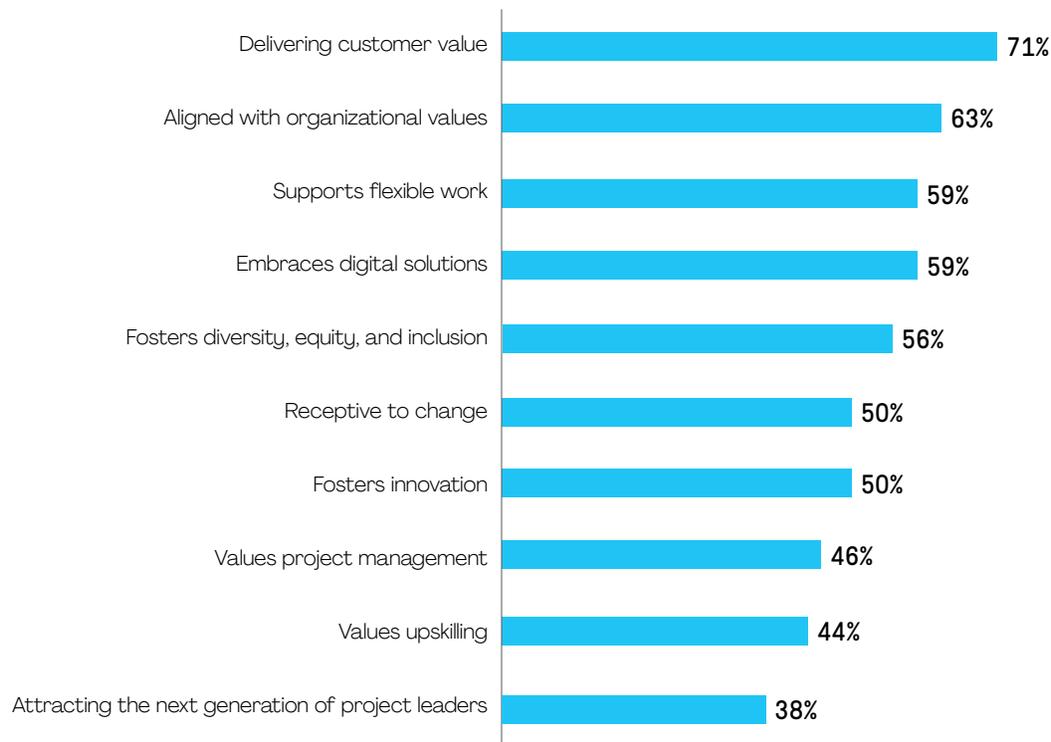
Q: Do you agree or disagree that your senior leadership is guided by organizational values?

3%	9%	48%	41%
Disagree strongly	Disagree somewhat	Agree somewhat	Agree strongly
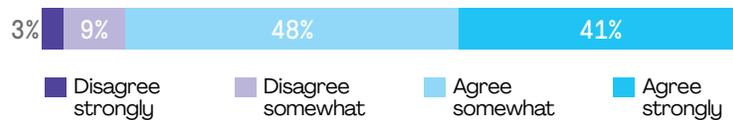
Q: Do you agree or disagree that having diversity and inclusiveness in project teams increases project value?

1%	4%	32%	63%
Disagree strongly	Disagree somewhat	Agree somewhat	Agree strongly
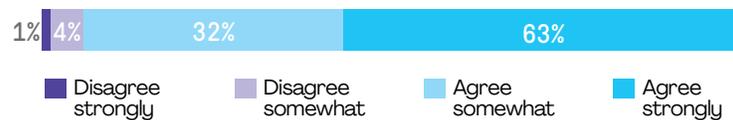
Section 5 TECHNOLOGY

Q: How often do project teams at your organization leverage each of the following in the management of projects? (% always/often)

Q: How has the use of each of the following at your organization changed over the past 12 months relative to the 12 months prior? (% increased significantly/somewhat)

Technology	Past year usage	Usage increase (among users)
Cloud solutions	60%	73%
Internet of things (IoT)	31%	47%
Artificial intelligence (AI)	23%	46%
5G mobile internet	21%	33%
Voice-driven software	17%	28%
Advanced robotics	15%	29%
Blockchain	14%	23%

- ■ Past year usage
- ■ Usage increase (among users)
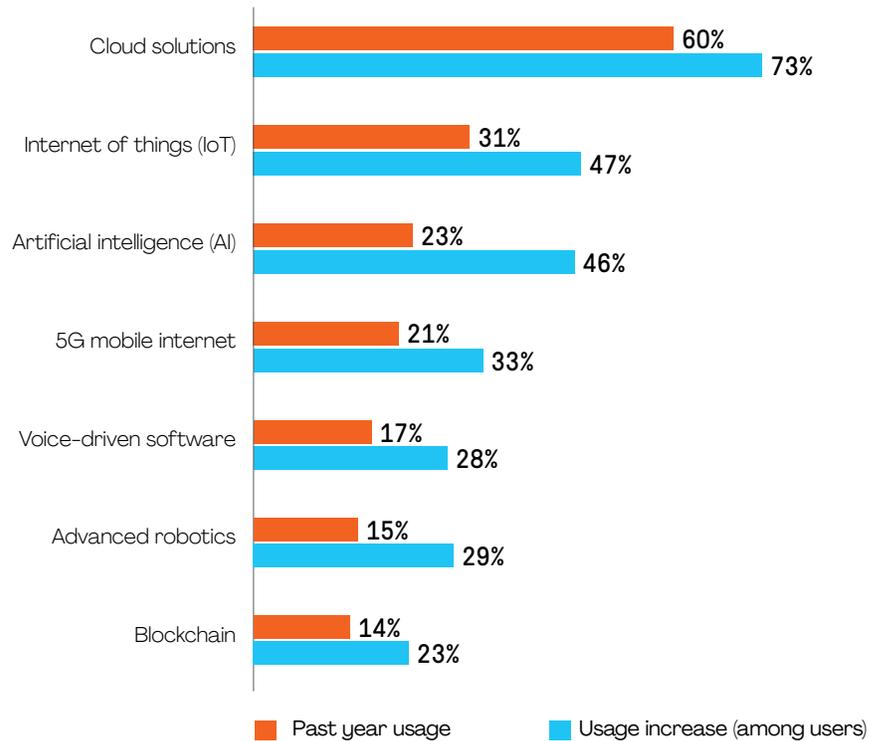
Q: How high a priority is enterprise-wide adoption of the following? (% very/somewhat high)

Complex problem-solving tools and techniques	39%
Computer-aided design/manufacturing	37%
Artificial intelligence (AI)-driven tools	33%
On-demand micro-learning tools/apps	33%
Career assessment tools/apps	32%
No/low-code development platforms	26%
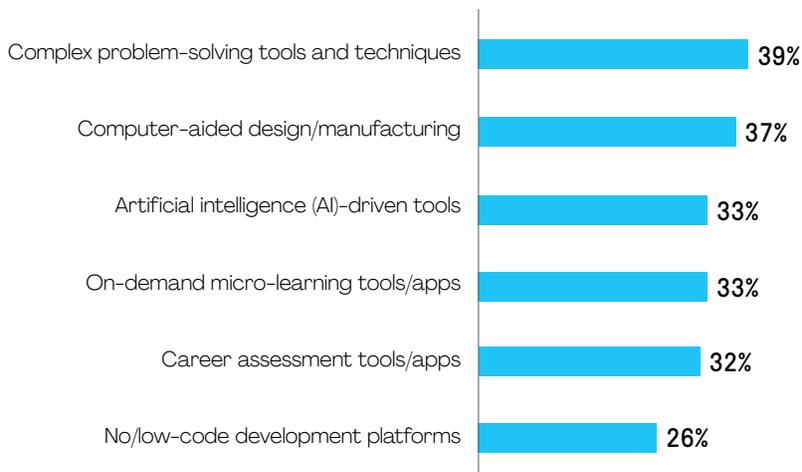
Section 6 PROJECT SCOPE AND SUCCESS

Q: What percentage of the projects completed within your organization in the past 12 months...

73% Met goals

62% Within budget

55% On time

56% Positive social impact

66% Active project sponsorship

34% Scope creep

12% Deemed failures

35% Failed project, budget lost
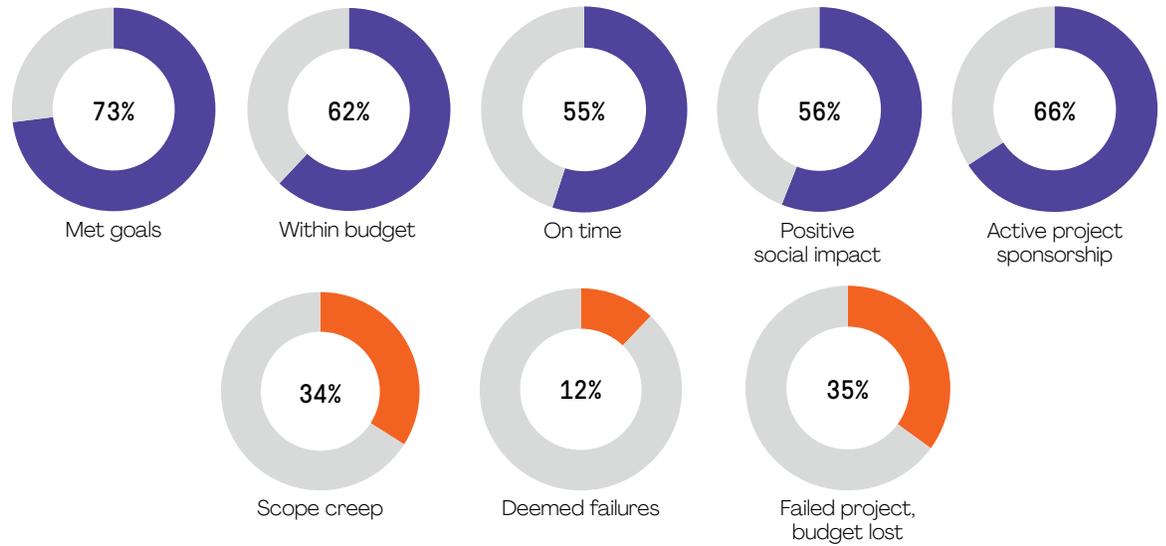
Q: What are the primary causes of project failures? (% selected)

Cause	%
Change in organization's priorities	41%
Poor requirements gathering	40%
Change in project objectives	38%
Poor upfront planning	33%
Inadequate vision/goal for project	28%
Inadequate/poor communication	28%
Ineffective risk management	27%
Inadequate sponsor support	25%
Poor change management	24%
Poorly managed dependencies	23%
Limited/taxed resources	20%
Inexperienced project manager	20%
Other mentions	6%

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

21%	36%	43%
Low complexity	Medium complexity	High complexity

Section 7 ORGANIZATIONAL PROFILE

Regions represented

Region	%
North America	44%
Europe	18%
Asia Pacific	11%
Latin America & Caribbean	8%
South Asia	6%
Middle East/North Africa	6%
China	4%
Sub-Saharan Africa	3%
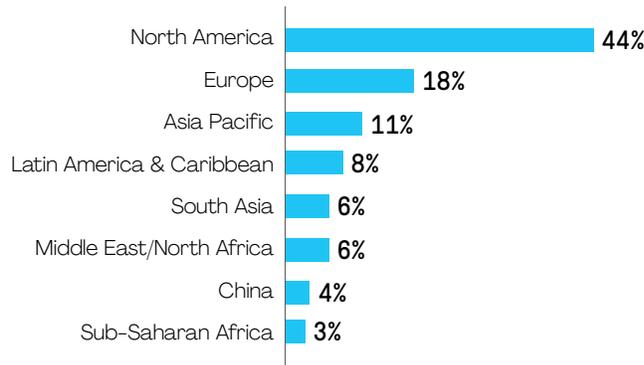
Industries represented

Industry	%
Information technology	15%
Financial services	10%
Government	9%
Construction	8%
Consulting	7%
Manufacturing	7%
Energy	7%
Healthcare	6%
Telecom	5%
Training/education	3%
Aerospace	3%
Automotive	3%
Pharmaceutical	2%
Transportation/logistics/distribution	2%
Food and beverage	2%
Retail	1%
Mining	1%
Legal	<1%
Other	9%
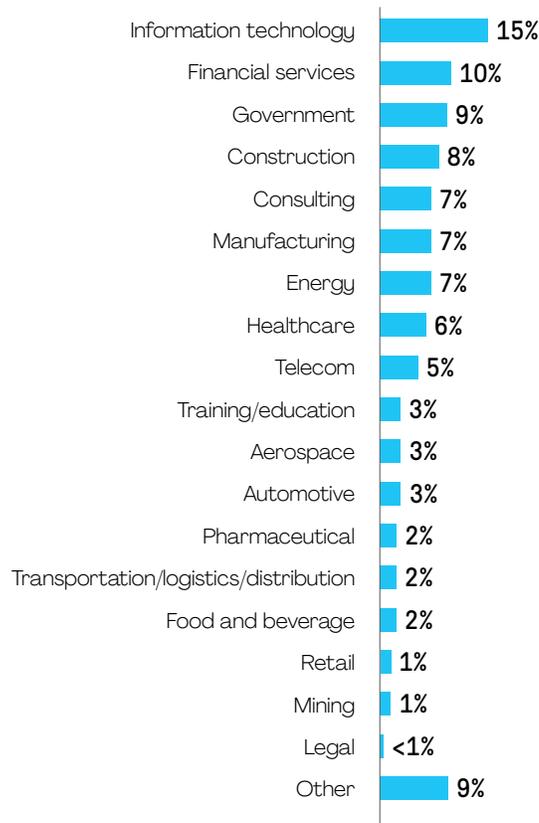
Revenue, project investment, and project budget

Median annual revenue (in millions, USD)	$488
Median annual project investment (in millions, USD)	$46
% of project under US$1 million budget	41%

Section 7 ORGANIZATIONAL PROFILE

Q: For which of the following purposes does your organization currently have projects in progress? (% selected)

Service development
- Any Purpose (NET): 84%
- Business implementation: 47%
- Infrastructure improvement: 31%
- Business transformation: 38%

IT infrastructure
- Any Purpose (NET): 84%
- Business implementation: 33%
- Infrastructure improvement: 59%
- Business transformation: 33%

Regulatory/compliance
- Any Purpose (NET): 78%
- Business implementation: 46%
- Infrastructure improvement: 26%
- Business transformation: 31%

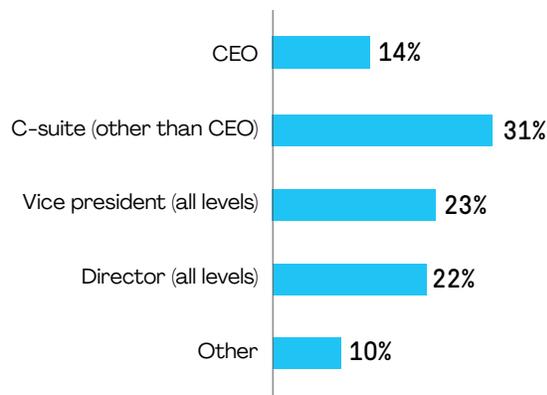**IT product development**
- Any Purpose (NET): 78%
- Business implementation: 42%
- Infrastructure improvement: 30%
- Business transformation: 38%

Physical infrastructure
- Any Purpose (NET): 78%
- Business implementation: 26%
- Infrastructure improvement: 54%
- Business transformation: 21%

R&D
- Any Purpose (NET): 75%
- Business implementation: 39%
- Infrastructure improvement: 26%
- Business transformation: 35%

Non-IT product development
- Any Purpose (NET): 70%
- Business implementation: 35%
- Infrastructure improvement: 20%
- Business transformation: 33%

Supply chain (including procurement)
- Any Purpose (NET): 69%
- Business implementation: 33%
- Infrastructure improvement: 26%
- Business transformation: 32%

Legend:
- Any Purpose (NET)
- Business implementation
- Infrastructure improvement
- Business transformation

Q: Please indicate the level of the highest-ranking female at your organization.

- CEO: 14%
- C-suite (other than CEO): 31%
- Vice president (all levels): 23%
- Director (all levels): 22%
- Other: 10%

Section 7 ORGANIZATIONAL PROFILE

Q: Which of these roles are staffed on a typical project team at your organization? (% selected)

Role	%
Project management (NET)	86%
Project manager I	51%
Project manager II	39%
Project manager III	44%
Associate project manager	18%
Project management specialist	17%
Project management consultant	14%
Agile roles (NET)	83%
Team leader	50%
Business analyst	44%
Product manager	30%
Development manager	29%
Product owner	28%
Scrum master	23%
Change manager	19%
Agile coach	12%
Functional manager (e.g., IT, HR, marketing)	47%
Other	7%

Section 7 ORGANIZATIONAL PROFILE
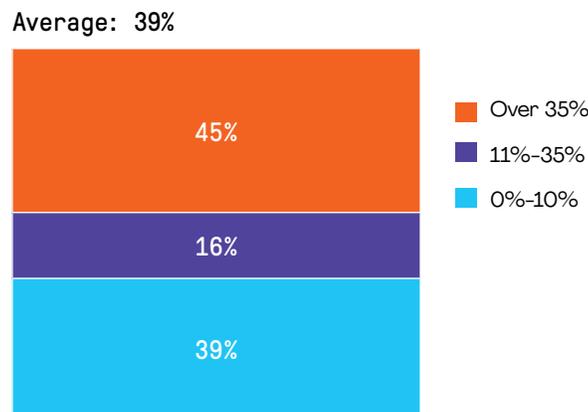
Q: Which of the following project management certifying bodies have you ever heard of?

Q: For your current position, which certifications are required by your organization?

Q: For which certifications does your organization reimburse the certification exam fee?

Certifying Body	Awareness	Required	Exam fee reimbursed
Any (NET)	97%	62%	66%
PMI	93%	57%	61%
Scrum Alliance	47%	12%	16%
IASSC	40%	6%	9%
Scrum.org	38%	9%	11%
Scaled Agile	33%	8%	11%
Lean IT Association	32%	4%	7%
AXELOS	29%	8%	9%
DevOps Institute	27%	5%	7%
CompTIA	21%	3%	5%
AAPM	15%	2%	2%
IPMA	14%	2%	2%
LeSS	8%		1%

- Awareness
- Required
- Exam fee reimbursed
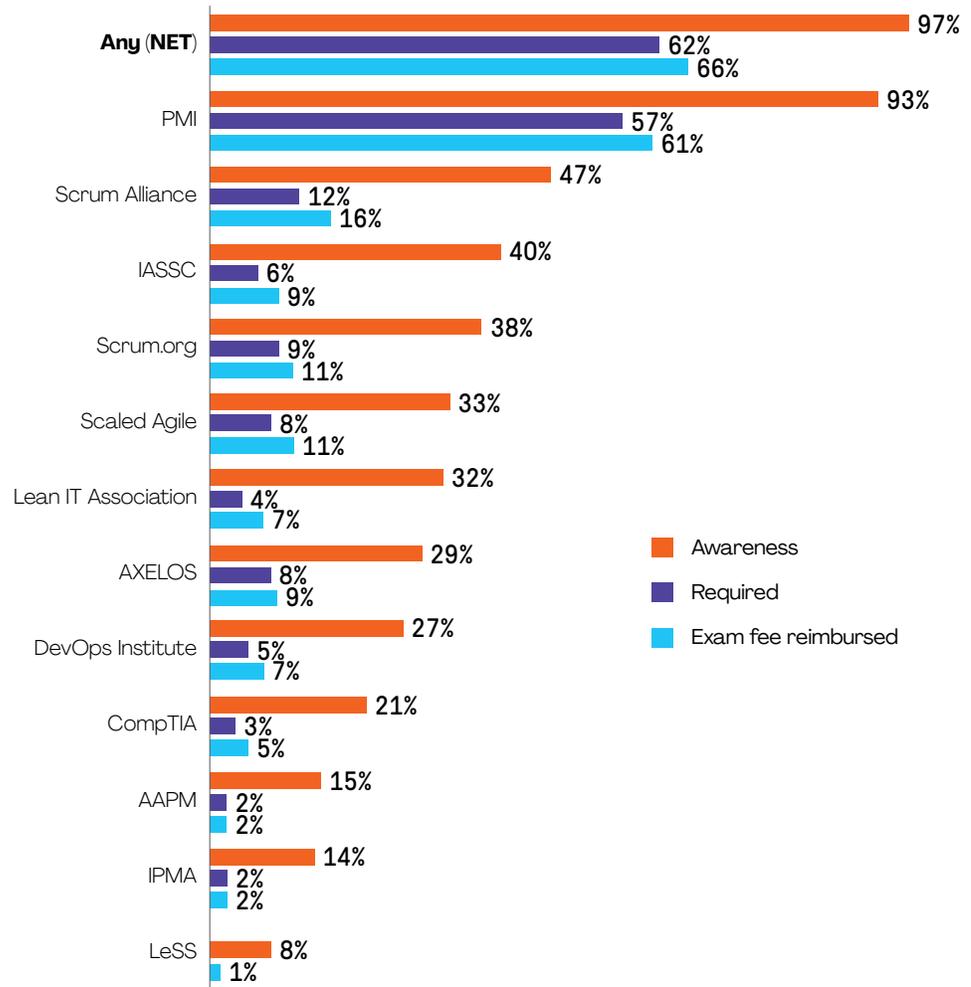
Q: Among all certified project managers at your organization, what percent have the PMP®?

Average: 39%

Range	Percent
Over 35%	45%
11%–35%	16%
0%–10%	39%

Section 8 RESPONDENT PROFILE

Respondent Profile	
Average age	46
Female	27%
Average number of years in project management	14
PMP® certification holder	75%
Academic degree in project management	34%
PMO director	8%
Title is project manager (I, II, III)	32%
Agile role	14%
How project management relates to career – It is my profession – It is a skill I need to fulfill my role – It is my current role, but not my long-term profession	54% 44% 1%

Q: Which of these online social networking and collaboration tools, if any, do you use in the management of your projects? (% selected)

Tool	Percentage
Any (NET)	98%
Microsoft tools	83%
Zoom	44%
Webex	34%
LinkedIn	33%
Google products	32%
Microsoft Project Server	24%
Instant messaging	21%
GoToMeeting	17%
Slack	13%
Yammer	12%
Trello	11%
Facebook	11%
Twitter	5%
Asana	3%
Basecamp	3%
Monday	2%
Workplace by Facebook	2%
Airtable	1%
Wrike	1%