

Pulse of the Profession® 2021

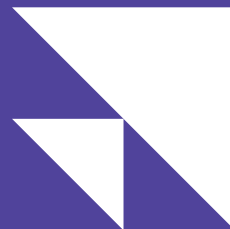
Latin America



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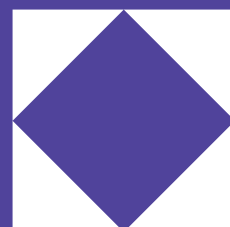
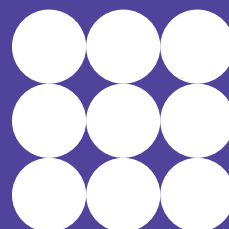


**Project
Management
Institute®**



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The New Work Ecosystem

In our Latin America¹ edition of *Pulse of the Profession*[®], we surveyed 435 project professionals in October and November 2020 to assess the impact of the pandemic and how organizations were responding to it.

Our global survey² results revealed that project outcomes generally had not suffered, although this may have been due to many projects being put on hold.³ Latin America kept pace with the global average in many measures of project outcomes and stood out in terms of limiting scope creep, as well as budget losses from project failures (see Figure 1). Organizations in the region also stepped up to accelerate business change, particularly when it came to innovation approach and organizational culture (see Figure 2).

FIGURE 1

Project Outcomes

	Latin America	Global
Met original goals/business intent	71%	73%
Completed within original budget	63%	62%
Completed on time	53%	55%
Failed project, budget lost	32%	35%
Experienced scope creep	27%	34%
Deemed failures	15%	12%

Q: In your estimation, what percentage of the projects completed within your organization in the past 12 months... (Mean percentages shown.)

FIGURE 2

Big Changes

Recent Business Change	Latin America	Global
Digital transformation	71%	68%
Business strategy	67%	64%
Organizational adaptability	66%	61%
Innovation approach	63%	57%
Operational efficiency	62%	57%
Organizational culture	58%	53%
Diversity, equity, and inclusion initiatives	57%	55%
Project management maturity	54%	49%
Talent management	45%	42%

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" shown.)

Regional Resilience

Many organizations rose to the challenges presented by the pandemic; many, however, did not. What separated them? Our global research reveals the emergence of what we call the **gymnastic enterprise**: an organization that combines structure, form, and governance with the ability to flex and pivot on demand.

Gymnastic enterprises focus more on outcomes than process: instead of favoring any one approach to project management, they select the very best ways of working depending on the situation. Instead of using people skills—what we call **power skills**—primarily to motivate and seek alignment, or to facilitate autonomous decision-making, gymnastic enterprises champion these skills both as a means to inspire and deliver, depending on the desired outcome. And instead of encouraging deeply specialized skills or more generalist approaches, gymnastic enterprises aim to build both breadth and depth in their people—what we call **business acumen**.

To identify these organizations, we looked at their ways of working (see Figure 3). Those that primarily utilized any and all possible methods to solve problems were classified as gymnastic enterprises. Those that primarily used tried-and-tested methods were classified as traditional enterprises.

FIGURE 3

A Competitive Edge: Latin America

The **gymnastic enterprise** embraces “new” ways of working

We consider any and all possible methods available to solve the problem at hand.

28%

The **traditional enterprise** uses “old” ways of working

We consider only methods that have proven effective for us in the past.

34%

Q: Please characterize your organization’s approach to ways of working to address problems and needs. (“Mostly/exclusively describes us” responses shown.)

Like their global counterparts, gymnastic enterprises in Latin America were more likely to demonstrate organizational agility than traditional enterprises (47 percent versus 25 percent). At the same time, they were also more likely to use standardized project management practices throughout the entire organization (26 percent versus 15 percent), including risk management practices (64 percent versus 46 percent)—a key driver of project success in the region.

Gymnastic enterprises in Latin America were also more likely to report productivity gains in 2020 compared to the year before (74 percent versus 52 percent). And they were more likely to accelerate business changes in the same time period. At the top of the list: digital transformation (79 percent versus 60 percent for traditional enterprises), organizational adaptability (77 percent versus 55 percent), and operational efficiencies (77 percent versus 49 percent). These were all factors that helped teams deliver remotely during the pandemic.

The payoff? Gymnastic enterprises in the region were more likely to achieve better project outcomes, including meeting original goals and business intent (76 percent versus 70 percent), completing projects within their initially scheduled times (58 percent versus 51 percent), and were less likely to experience scope creep (23 percent versus 32 percent).

So how, exactly, are gymnastic enterprises delivering better value? They're creating changemakers—those who, regardless of their role, feel inspired and equipped to turn ideas into reality. And they're doing this by enabling their people to work smarter through mastery of new skills.

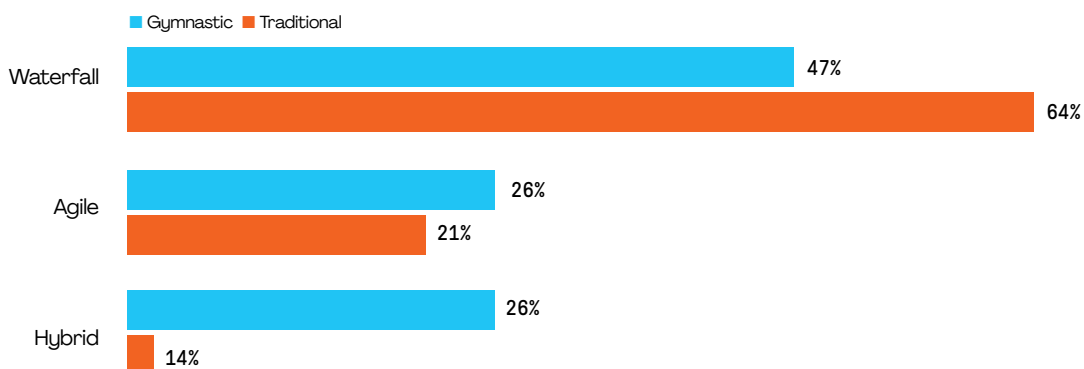


New Ways of Working

Like their global counterparts, gymnastic enterprises in Latin America were more likely to use a variety of project management approaches than traditional enterprises (see Figure 4). Gymnastic enterprises are also more likely than traditional enterprises to leverage technology, such as cloud solutions and the Internet of Things (see Figure 5), and more likely to embrace tech-enabled ways of working, particularly complex problem-solving tools (see Figure 6).

FIGURE 4

Right Way, Right Time

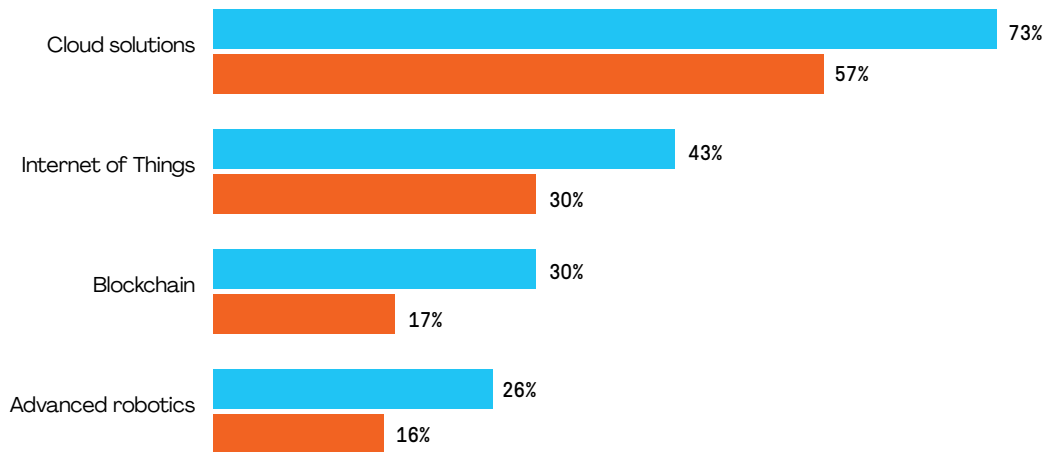


Q: In your estimation, what percentage of the projects that you managed and completed within your organization in the past 12 months used the following types of approaches? (Mean percentage of projects shown.)

FIGURE 5

The Technology Edge

■ Gymnastic ■ Traditional



Q: How often do project teams at your organization leverage each of the following in the management of projects? ("Always/often" responses shown.)

FIGURE 6

Embracing Tech-Enabled Ways of Working

■ Gymnastic ■ Traditional



Q: At your organization, how high a priority is enterprise-wide adoption of the following? ("Very/somewhat high" responses shown.)

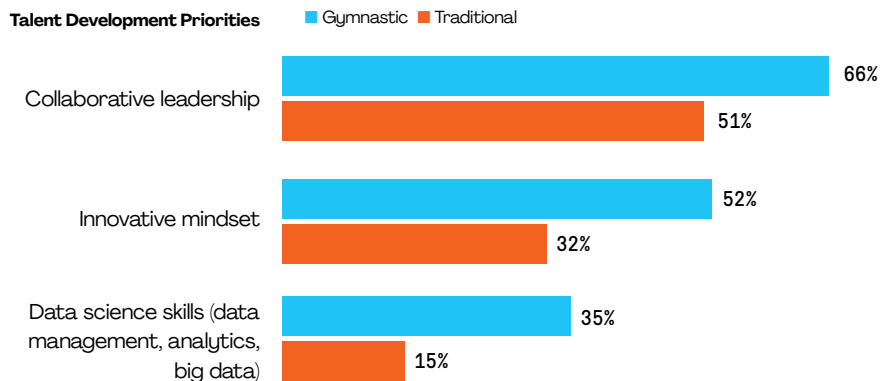


People Have the Power

When it comes to talent development, gymnastic enterprises in Latin America are more likely than traditional enterprises to place a high priority on collaborative leadership and an innovative mindset. Both of these are key power skills.

But gymnastic enterprises in the region also put far higher priority on data science skills. It's the combination of different skill sets that will allow their people to work smarter and drive change (see Figure 7).

FIGURE 7
Powering Up



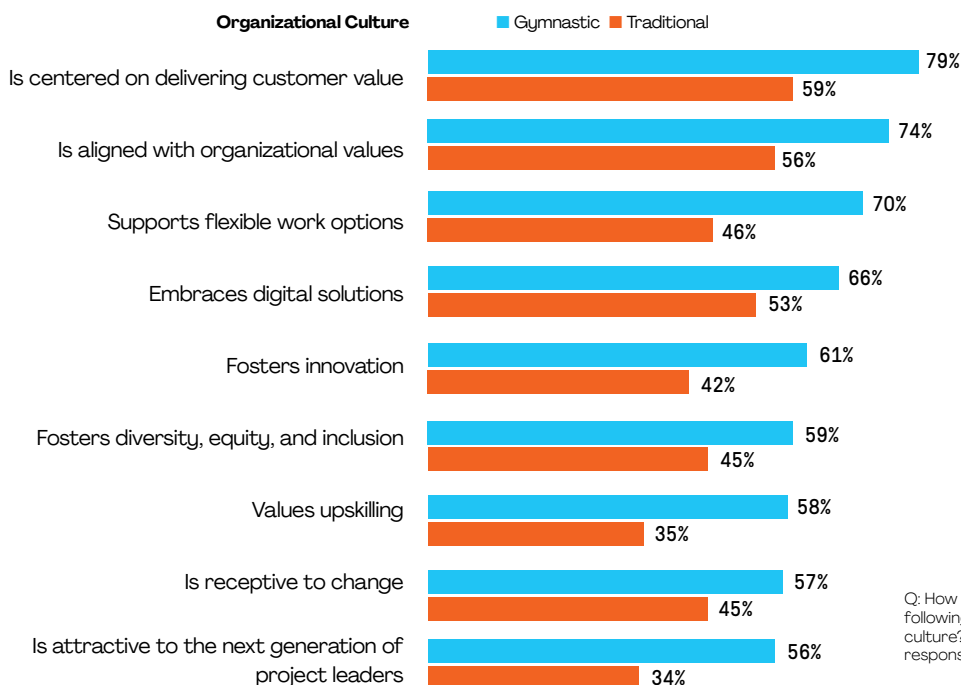
Q: Which are the highest priorities for talent development at your organization?

Connective Tissue

Building an environment where changemakers thrive doesn't just magically happen. The role of organizational culture cannot be overstated. Nor can the role of executive leadership in intentionally identifying the culture and capabilities it wants to have—and the role of talent management in promoting and reinforcing the right behaviors.

Like their global counterparts, gymnastic enterprises in Latin America were more likely than traditional enterprises to place a high priority on strengthening different aspects of organizational culture. In particular, they put high priority on aligning culture with organizational values and on a culture centered on delivering customer value—which was a key driver of project success in the region (see Figure 8).

FIGURE 8
Changing Priorities

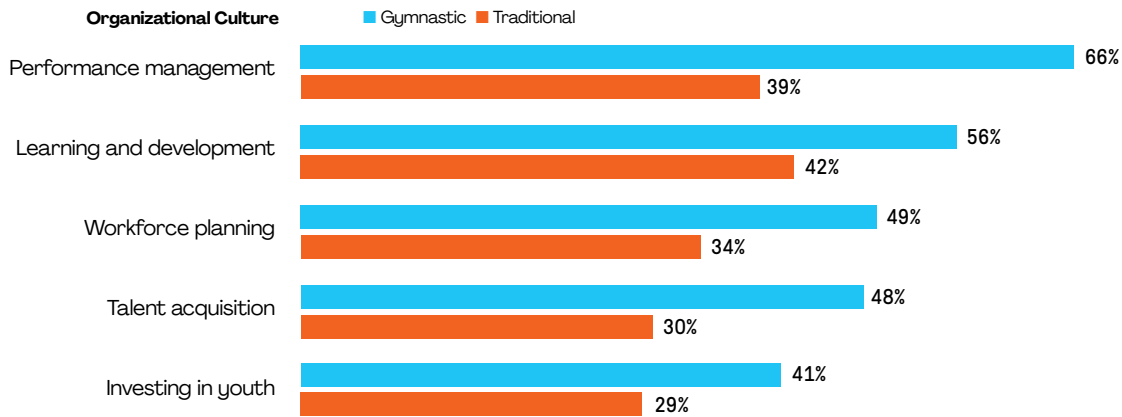


Q: How high a priority is each of the following aspects of organizational culture? ("Very/somewhat high" responses shown.)

Senior leaders at gymnastic enterprises in Latin America also put an extra focus on supporting the culture and capabilities they wanted to create—a pattern we saw globally. They were more likely than their counterparts in traditional enterprises to place a high priority on development of project management skills across the enterprise (55 percent versus 38 percent). Gymnastic enterprises in Latin America were also more likely to have projects with active executive sponsors (71 percent of projects versus 58 percent)—a key driver of project success in the region.

Additionally, gymnastic enterprises in the region focused on building culture and capabilities from the bottom up, outperforming traditional enterprises in areas like prioritizing performance management, and learning and development (see Figure 9).

FIGURE 9
Prioritizing Talent Management



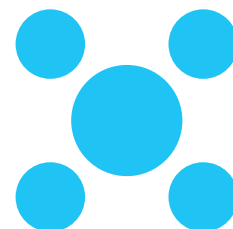
Q: How high a priority is each of the following aspects of organizational culture? ("Very/somewhat high" responses shown.)



Adapt and Advance

It's taken a lot of resilience for organizations to navigate the pandemic. But the next normal demands even more. Our research shows gymnastic enterprises leading the way by developing a range of value delivery capabilities.

For gymnastic enterprises in Latin America, this means using a variety of project management approaches, leveraging technology such as cloud solutions, and embracing tech-driven ways of working. They're also putting the emphasis on more well-rounded skill sets, especially power skills. And they're supporting these capabilities through organizational culture, senior leadership, and talent management—all part of forging a way forward for project success.

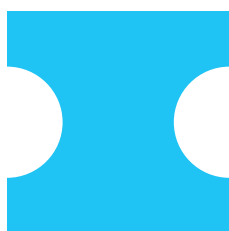


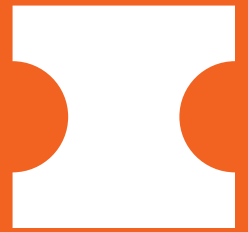
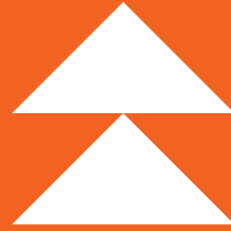
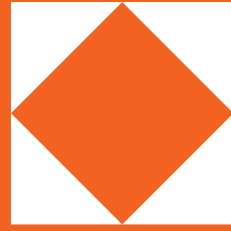
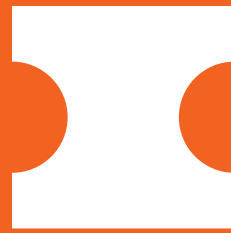
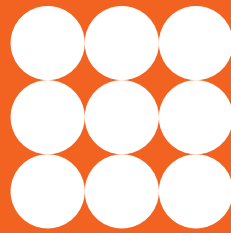
About This Report

Conducted since 2006, *Pulse of the Profession*® is the premier global survey of project management professionals. *Pulse* tracks major trends in project management now and in the future, featuring original market research that gathers insights from project, program, and portfolio managers. The 2021 edition of *Pulse* comprised an online survey of 3,950 project professionals conducted in October and November 2020. Respondents represented a range of industries and regions, including North America, Europe, Asia Pacific, Sub-Saharan Africa, Latin America, South Asia, Middle East/North Africa, and China. The survey was supplemented by in-depth interviews spanning a wide range of industries and regions.

Sources

1. The Latin America survey included respondents from: Brazil, Mexico, Colombia, Peru, Argentina, Chile, Costa Rica, Ecuador, Panama, Uruguay, Guatemala, Puerto Rico, Venezuela, El Salvador, and Guyana.
2. *Pulse of the Profession*®: *Beyond Agility*. PMI, March 2021.
3. Results from the *PMI Make Reality Global Survey 2020-2021* showed that 93 percent of business leaders had to put a project on hold in 2020. Of those, only 39 percent said they had adjusted their plans to execute these projects later in 2020. (For more information about the survey, please contact PMI at customer@pmi.org.)





Powering The Project Economy®

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