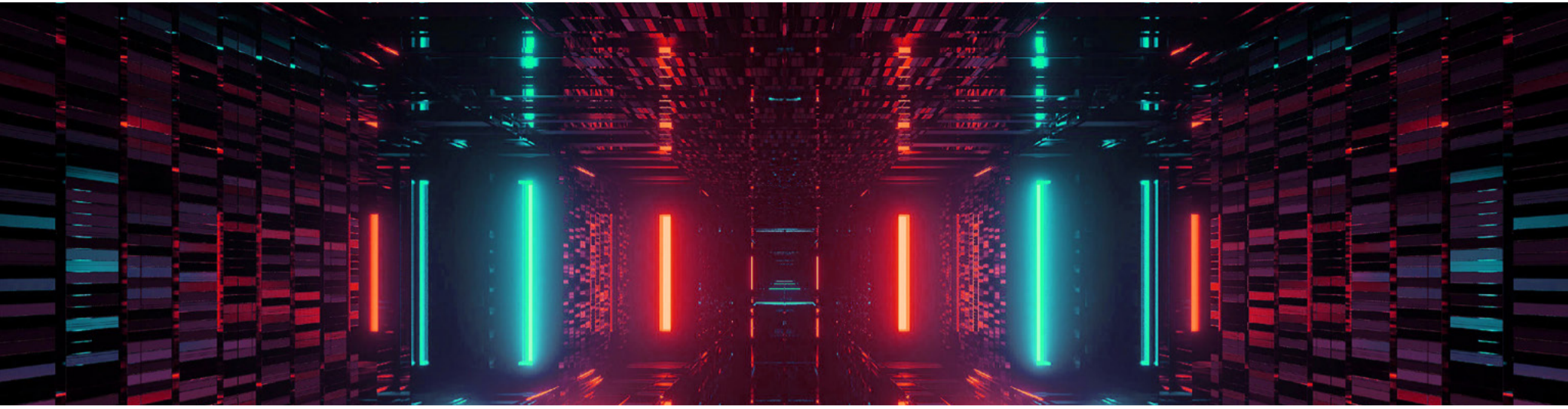


Wellingtone

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REPORT

THE STATE OF PROJECT MANAGEMENT



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Introduction

The State of Project Management is a report created, owned and published by Wellington with contribution from hundreds of project & portfolio practitioners from the UK and internationally.

We invited colleagues from across our project management industry to participate and share their insight into our industry. The response was amazing with hundreds of participants from 214 organisations.

We asked questions across a number of important topics including; project management maturity, tools & techniques, project success rates and PMO maturity.

You are very welcome to share this report with colleagues across our industry. It provides a fantastic insight into the state of project management. Most importantly we hope this report provides food for thought. Efficient & effective project & portfolio management (PPM) has a significant positive impact on any organisation.

As work becomes more project-centric, with distributed teams, the benefits of PPM become more and more valuable.

In writing this report I was keen to provide short focused commentary on the data rather than making you wade through pages of text. As a minor point of clarification where I have used the term "project management" I have done so as a generic catch-all and am referring to project, programme & portfolio management. The data should speak for itself and although it highlights the great successes achieved by some it clearly shows there is much work to be done. There remains a significant opportunity for improvement. I hope this report provides the catalyst for you to consider how you can increase your PPM maturity and therefore project successes.

Thank you to all those professionals who contributed to this important and invaluable research data. Please do contact me with your thoughts on the survey and this report.



Vince Hines
Managing Director

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Headlines

The tools and techniques of best practice project management are a critical contributor to project and therefore organisational success.

Work takes many forms and now many locations. It is becoming more project-centric, whether this is organised around formal or informal teams. The tools and techniques of best practice project management are a critical contributor to project and therefore organisational success. Many people will perform the role of project manager during their career, whatever their job title. Respondents said they worked on average 68% of their time on formal projects, 23% informal. These averages increase each year (2019: 47% & 20% respectively).

47% stated projects were mostly or always run by professional project managers, which means more than half are not. Project management should be a core competence, championed by the PMO (82% of organisations have at least one) and L&D. We found that **only 45% of respondents said their organisation provided Accredited training**. If projects are critical to organisational success, why is there no formal training or a defined PPM methodology to lean on? There is much room for improvement with significant productivity gains a realistic ambition for those organisations that get this right.

Those organisations looking to make a transformational change to their project management maturity should reflect on the PPM Process Value vs. Difficulty chart later in this report. Stakeholder engagement, risk management and planning are seen to add the most value, with the least amount of difficulty to embed. Benefits management, resource management and project prioritisation are the perennial tough nuts to crack. Start with the easier processes, and work your way up.

One-third of respondents cited being satisfied with the current level of project maturity in their organisation. With so many people, therefore, recognising their organisation could be better there will be an appetite for change, with fewer obstacles than you might perhaps expect. Approximately 50% of respondents cited they did not have access to real-time project KPIs, yet spent 1 day or more each month generating reports. This represents another significant opportunity for improvement. Organisations should embrace the latest PPM technology to automate reporting and enable informed decision making, at any time, from anywhere, using any device.

APM Accredited Professional Courses



As an Accredited Training Provider of the Association for Project Management (APM); the Chartered body for project management, we are proud to have authored more training courses that have been independently accredited by the APM than any other organisation. Our exclusive range of ground-breaking courses demonstrate our thought leadership and innovation. APM Accreditation offers assurance for those looking to access the best project management professional development available.

PMO Practitioner

This 2-day course is designed for PMO practitioners of all levels who are setting up, delivering, managing or transforming a PMO. It will develop skills and help you to bring your unique & best-in-class PMO to the forefront of your organisation.

[Learn More](#)

Project Assurance Practitioner

This 2-day course provides a comprehensive and practical view of the strategies, competencies required, and tools & techniques available to design, set up and deliver effective and integrated Project Assurance.

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Legal Project Management (LPM)

This **1-day** course is designed for lawyers, LPMs and other legal industry professionals. Our course includes Legal Project Management document templates and a LPM Toolkit that all delegates are free to use

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Change Management Practitioner

This **2-day** course addresses the growing need for Project Managers, PMO teams and PPM practitioners to bring change management principles and best practice to their delivery processes.

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Sponsoring Successful Projects

This **1-day** course is designed for project & programme Sponsors. This practical course provides comprehensive guidance on project sponsorship and the importance this role plays both for the project and the organisation.

[Learn More](#)

Agile Project Management

This **3-day** course provides a thorough understanding of Agile best practice and how it can be applied. This innovative course is itself run using Agile principles enabling delegates to live the approach for themselves.

[Learn More](#)

PMO Leader

This **3-day** course focuses on the dark arts of PMOs, such as benefits realisation, resource and knowledge management, and it will expose delegates to the latest thinking and trends shaping the Future PMO. **Delegates must have undertaken the PMO Practitioner course.**

[Learn More](#)

Project Managing in the UK Public Sector

This **2-day** course is designed for people working in the public sector who deliver projects. The course brings to life government guidance, including the Orange Book and the Green Book.

[Learn More](#)

Syllabus Aligned to APM & PMI BoK

Courses aligned to the APM and the PMI Bodies of Knowledge which ensures a balanced view.

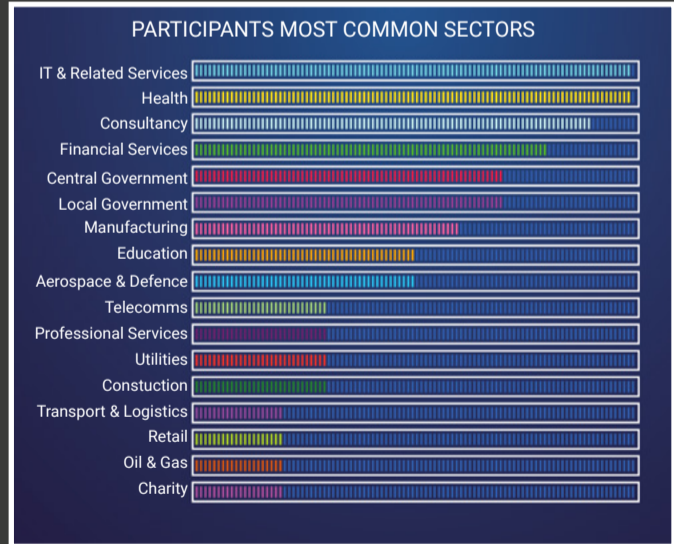
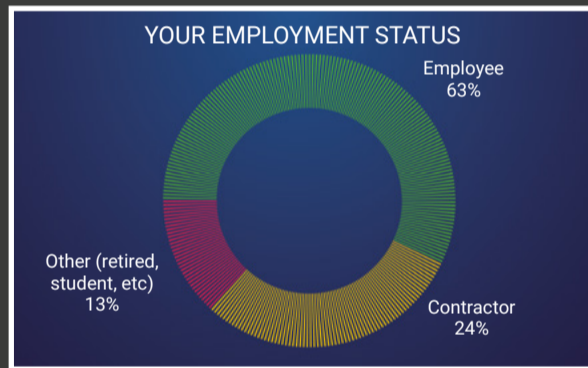
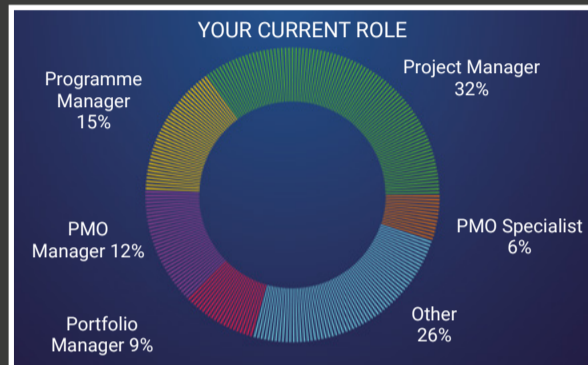
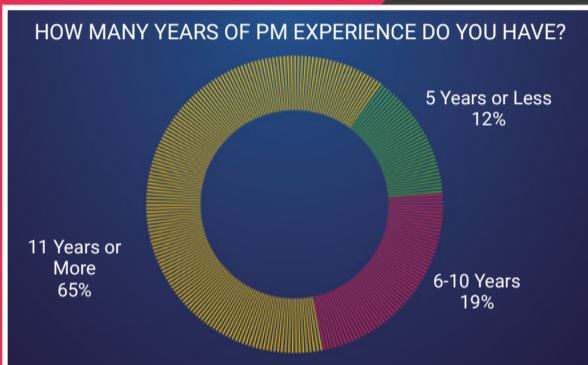
Continuous Development Hours

The APM, IPMA & PMI will accept the course as part of your continuous development hours.



About the participants

214 organisations



Over 11% of participants have undertaken at least one of our unique training courses.

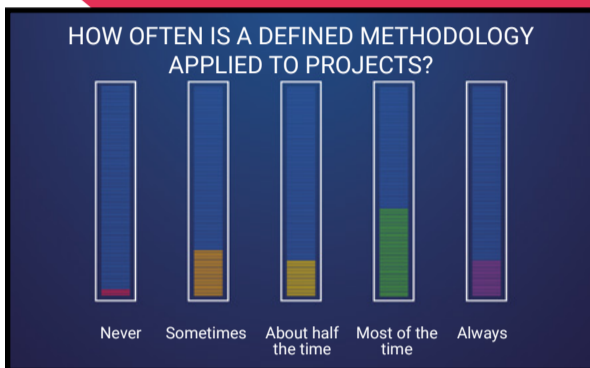
Wellington has authored more courses that have been Accredited by the APM than any other organisation.

Thank you to all those who participated from across our profession.

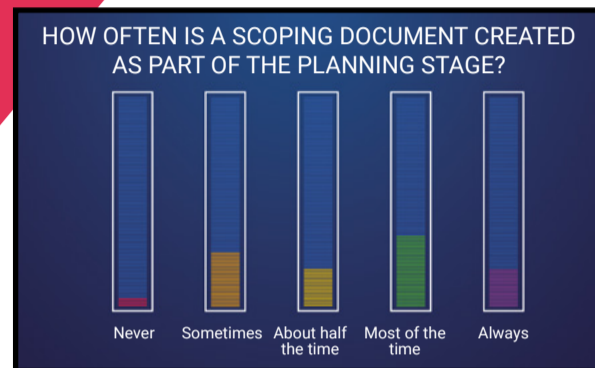
Respondents tended to be highly experienced, professionally qualified project management practitioners from across a wide spread of industries and geographic regions. The average participant is a Project Manager employed by a large organisation with at least one professional qualification.



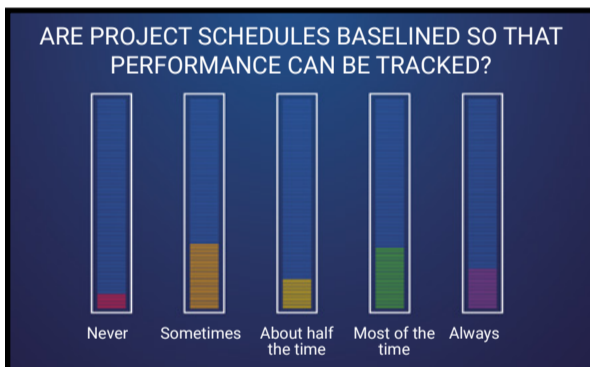
The Project Management Basics



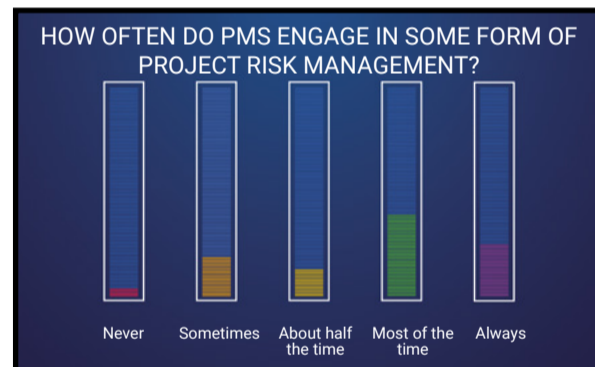
58% Mostly or always apply a defined project methodology



52% Mostly or always create a scoping document as part of planning



48% Mostly or always baseline their project schedules



64% of Project Managers always or mostly engage in risk management

52% of projects mostly or always have a scoping document with 58% following a defined methodology. This leaves many projects being run in potentially a very ad-hoc fashion, reducing the chances of success significantly.

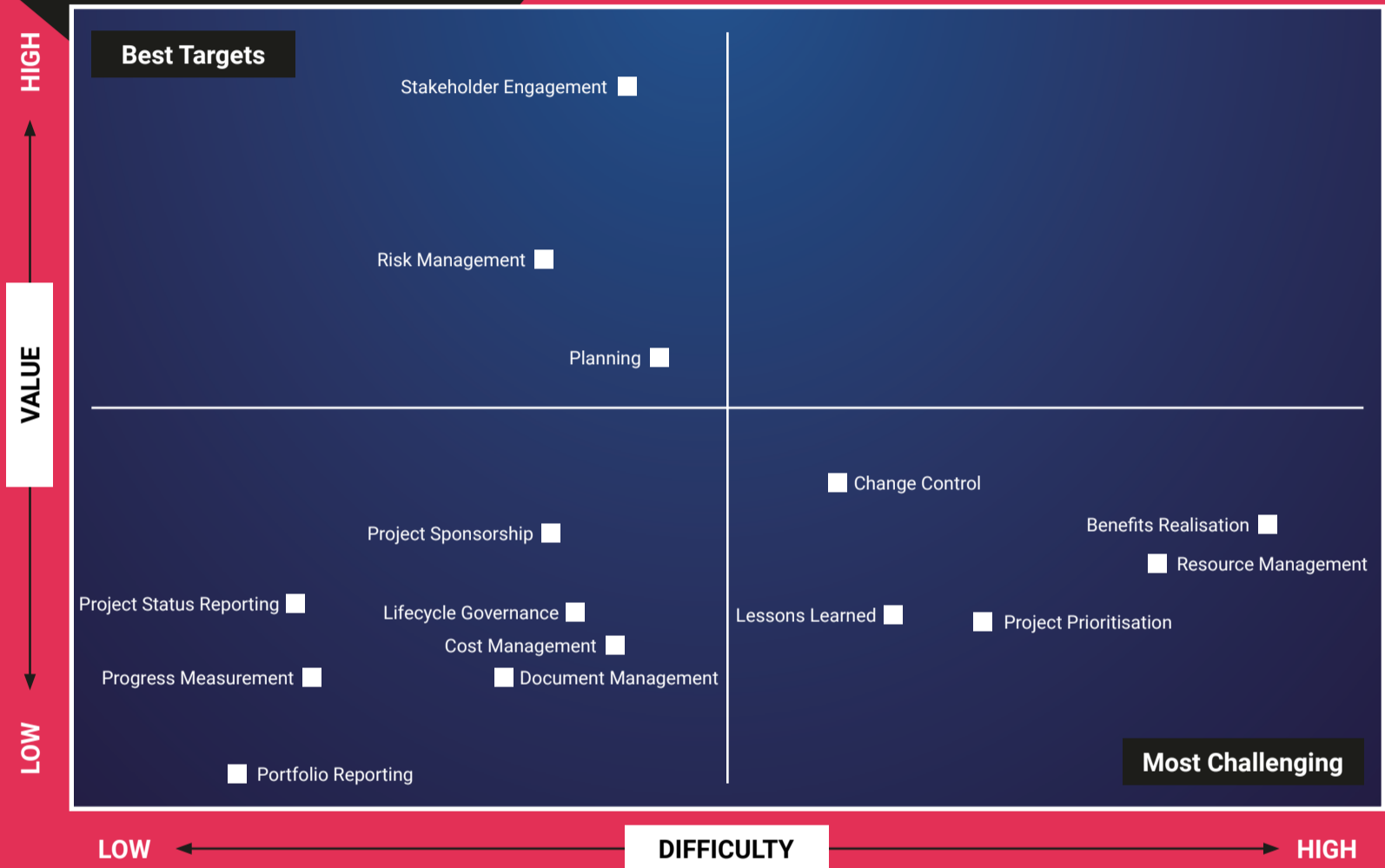
One-third of Project Managers do not regularly engage in risk management. There is much room for improvement.





PPM Processes

Value vs. Difficulty to Embed



Respondents were asked which PPM Processes added the most value when undertaken properly, and which were most difficult to embed.

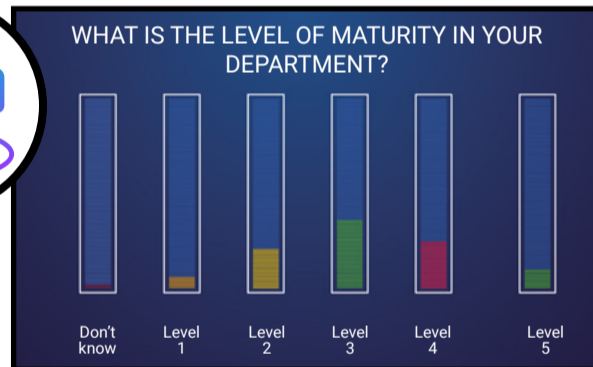
This chart combines difficulty versus benefit data. Those PPM processes in the top left quadrant should be tackled first. Build consensus & deliver these before then taking on those with higher difficulty ratings.



PPM Maturity



37% are somewhat or very satisfied with the current level of PM maturity



70% believe the current level of maturity in their department is 3 or more



55% believe the current level of maturity across their organisation is 3 or more

45% of respondents are somewhat or very dissatisfied with the current level of PM maturity. This is a significant figure and demonstrates the growing recognition of what "good" PPM looks like.

An organisation should recognise stakeholders have an appetite for change if this brings about improved PPM methods, processes, tools & training.

Enabling YOU to make a step-change in your PPM Maturity



PMO & P3M3 & Project Management Maturity Assessment

To achieve a new vision for Project, Portfolio and Work Management you first need to understand where you are. Our PPM and PMO Maturity Assessment combines our expertise as an [Axelos P3M3](#) Consulting Partner with our in-depth data analysis and expertise.

1. INITIAL

There are no defined processes; there is no PMO team in place or any measures.

2. DEFINED

There are pockets of excellence and some processes but the application is largely down to the individual. There are defined skills xxx within the organisation, not necessarily within a dedicated PMO function; there are no measures in place.

3. STANDARDISED

All processes are detailed, educated and repeatable; there is a PMO in place providing guidance and limited education; there is some measurement of high-level KPIs which are communicated to direct management.

4. MANAGED

All processes are embedded and utilised consistently: there is a dedicated PMO function that enables communication, learning and a culture of change; there is a consistent method to measure both projects and the PMO to senior management.

5. OPTIMISING

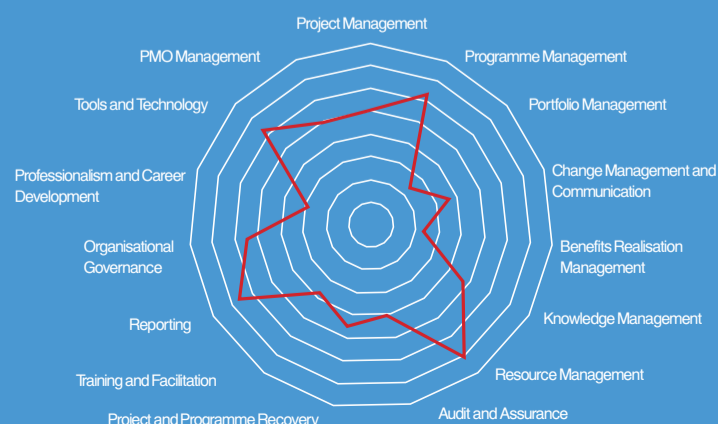
Processes are continuously reviewed and improved; the PMO is respected as a centre of excellence and provides a career path to project professional: the performance of both projects and the PMO is measured and informs decision-making.

Our independent maturity assessment and benchmarking provides:

- Data informed by best practice
- Comparison against extensive benchmark data
- Areas of strength
- Areas to develop
- Practical recommendations and a PPM/PMO Maturity Roadmap
- A case for change
- A baseline from which to assess improvements over time

W.

PMO MATURITY RADAR

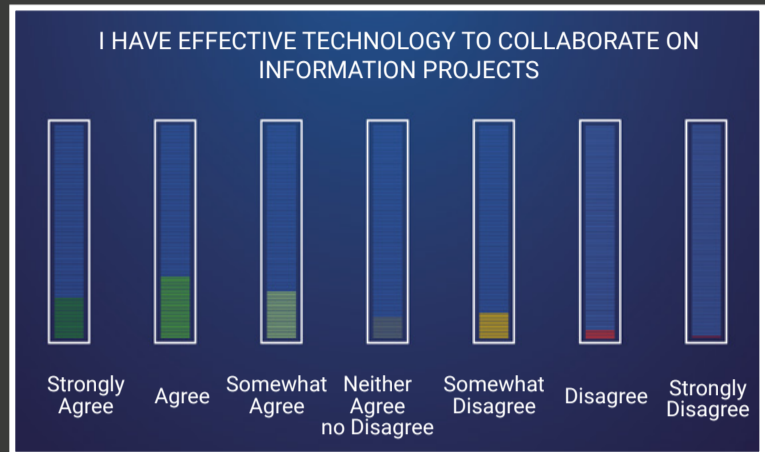




PPM Software Tools

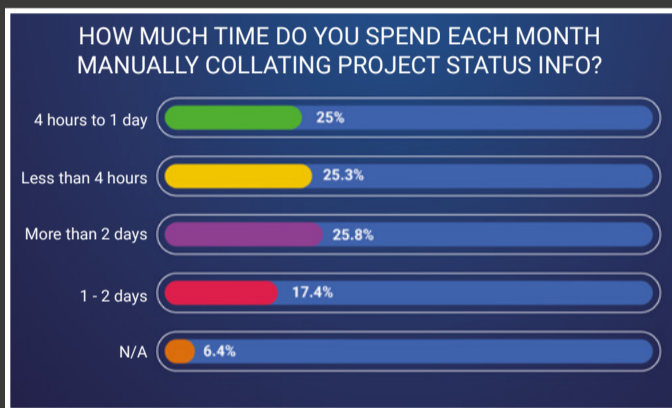


47% do not have access to real-time project KPIs with **50%** spending 1 or more days manually collating project reports.



Decision-makers need access to accurate and up to date project KPIs they can rely on. Project Managers and PMO's need to eliminate reporting burdens.

One of the most significant benefits of deploying a PPM solution is the automation of reporting. Data is also available at any time, not just at the end of a monthly manual reporting cycle. This alone can often provide the business case for the implementation of Microsoft Project Online or Microsoft Project for the Web.



PPM dashboard reporting with Microsoft Project and Power BI

Anytime, anywhere, any device.



We Transform...

YOUR PRACTICE ■ YOUR PEOPLE ■ YOUR TECHNOLOGY



Our core mission is to help clients to improve their PPM maturity and to achieve more.

We work with clients across all sectors, industries and geographies. Client success is our goal and is best demonstrated through tangible real-world benefits as illustrated by our customer stories.



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Through our joined-up specialist services, we can help you determine **where you are, define where you should be and help you to get there.**

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We work in partnership with you ensuring you benefit from forward-thinking best practice with our practical & cost-effective approach.

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Technology Services

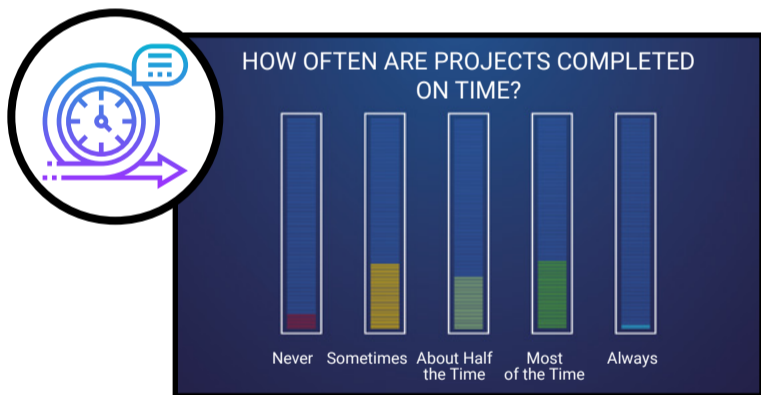


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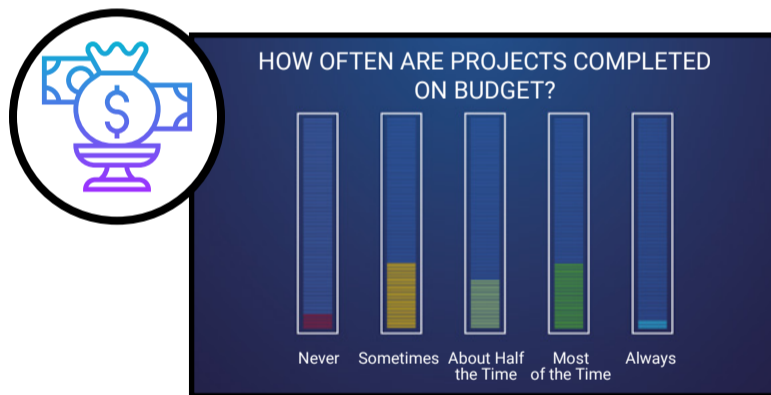
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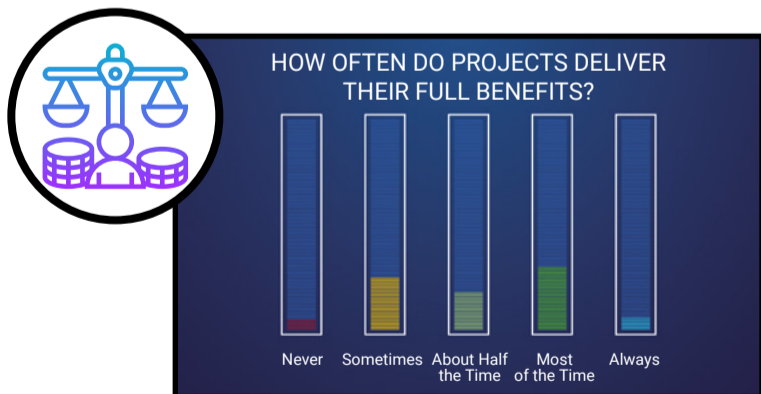
Project Performance



34% of organisations mostly or always complete projects on time



34% of organisations mostly or always complete projects on budget



36% of organisations mostly or always deliver the full benefits of their projects



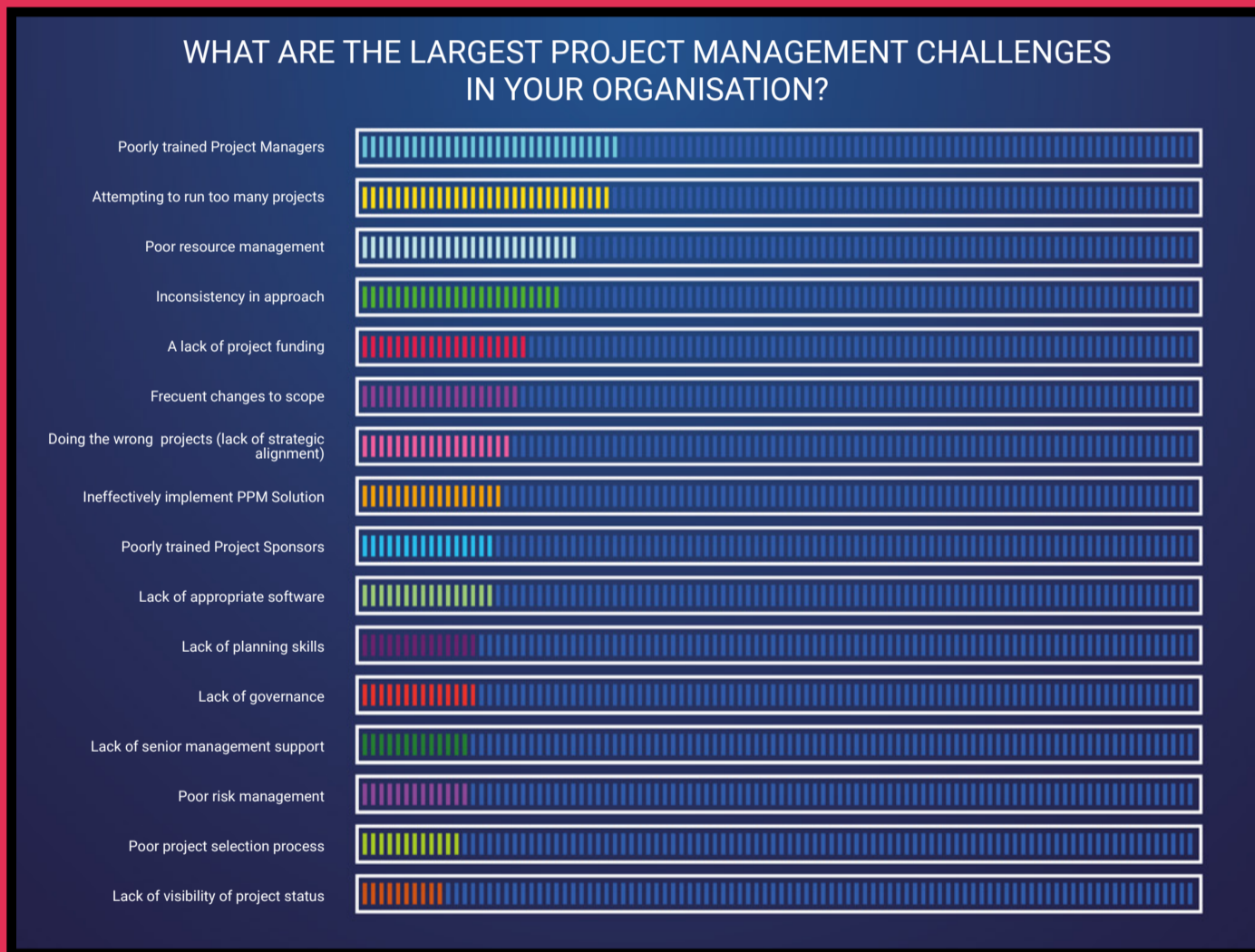
45% say their organisation has a track record of project success



Project Performance

These challenges might look familiar. Is your organisation *running the right projects in the right way?*

Poorly trained Project Managers and poorly trained Project Sponsors as well as defining a consistency approach are challenges that can be easily corrected.



“Let’s focus on the priority projects. We’re trying to do too many!”



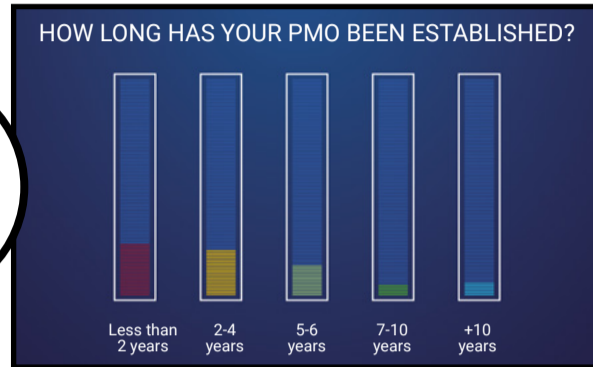
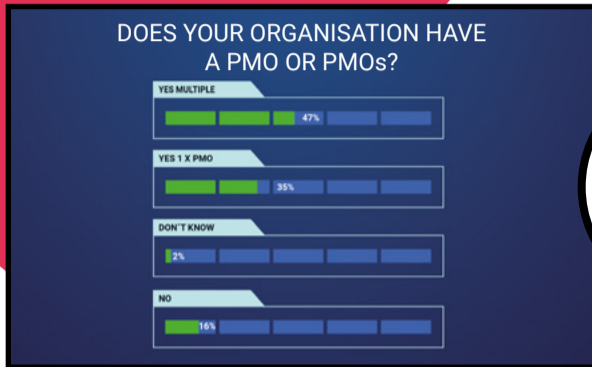
“Let’s train our PMs & Sponsors to give them a fighting chance!”



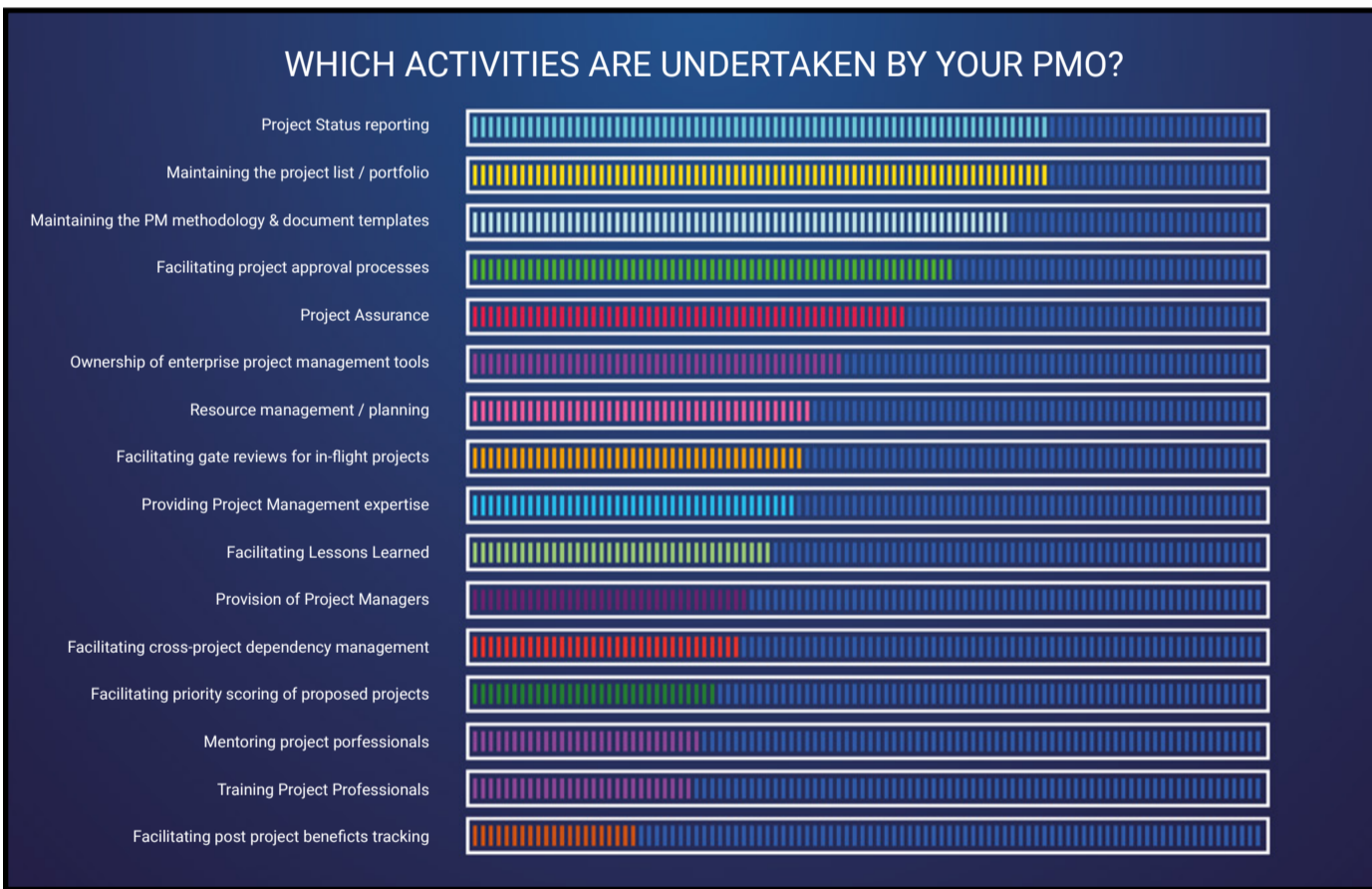
“Let’s implement a PPM solution properly to enable resource management!”



The PMO



82% of organisations have 1 or more PMOs → **1/4** of these are less than 2 years old



Which of these activities are in your PMO Service Catalogue?

86% of organisations now report having one or more PMO's, increasing steadily from 71% reported in 2016.

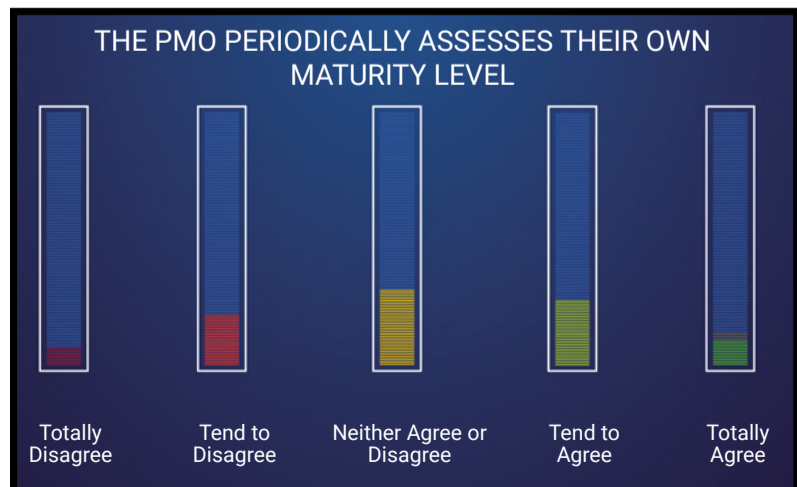
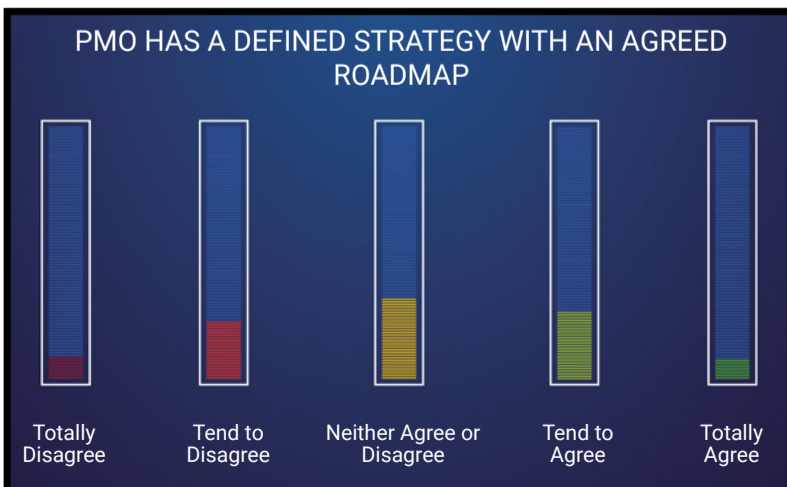
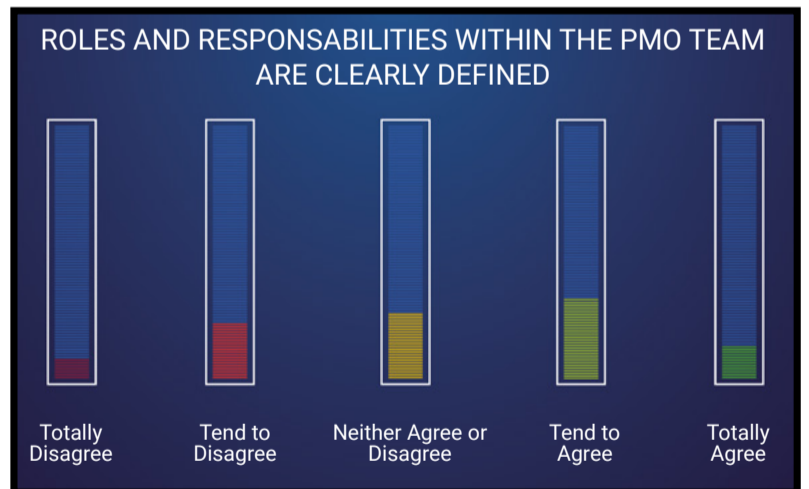
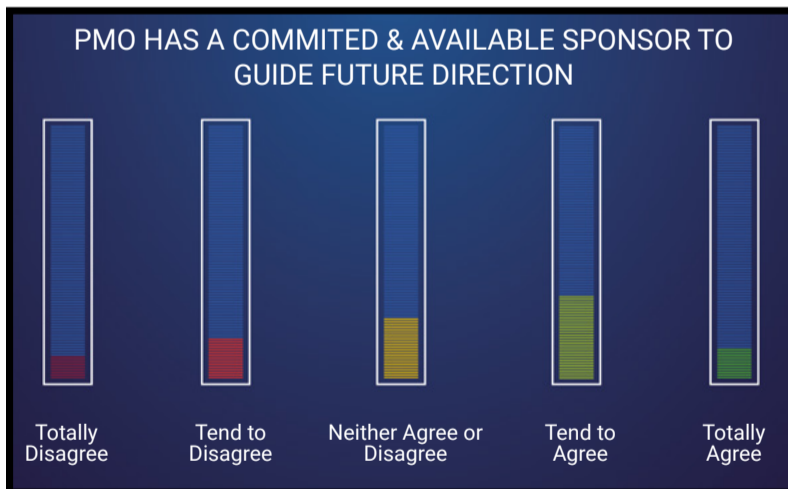
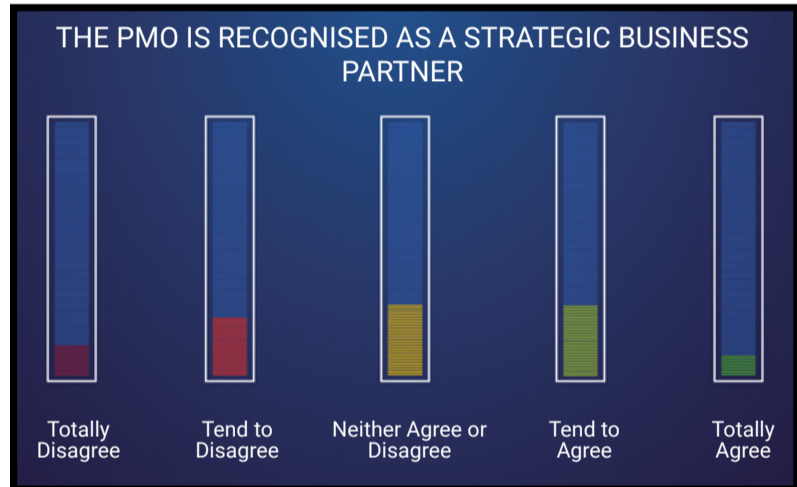
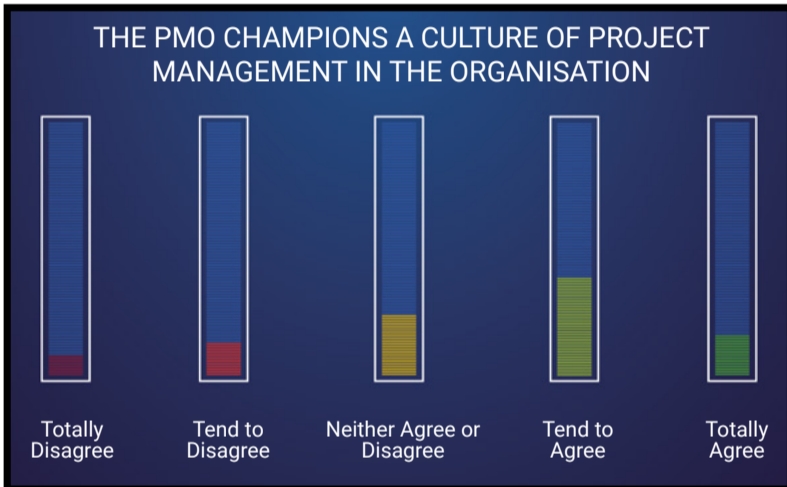
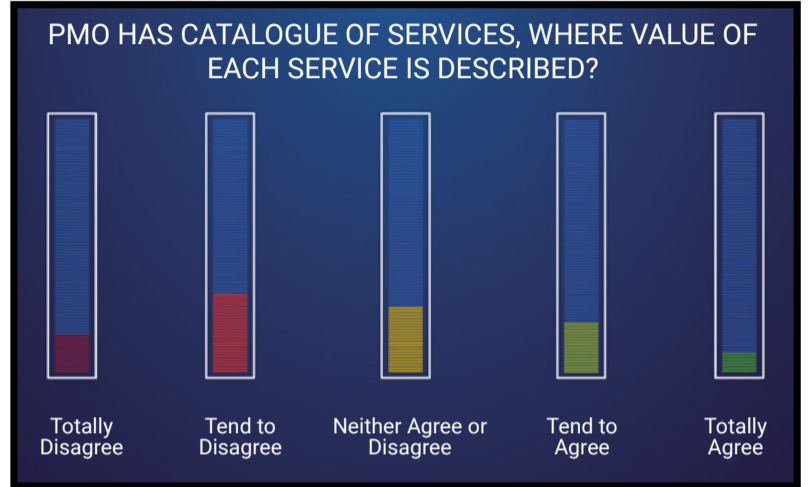
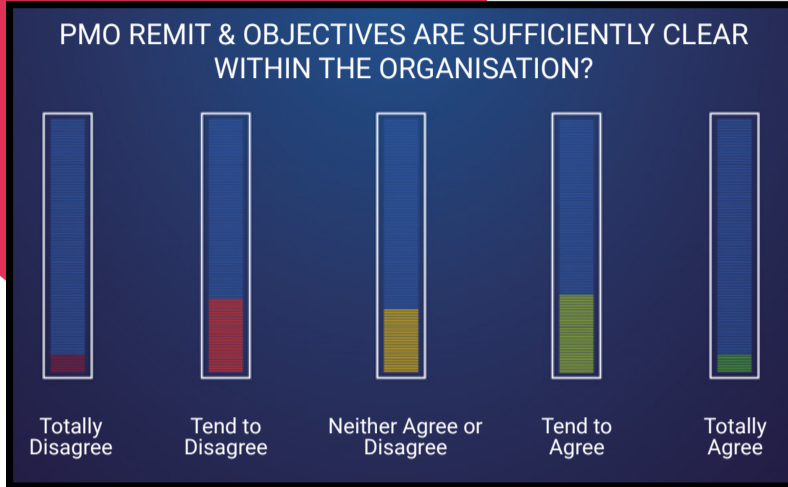
Once again we see benefits tracking as the least likely to form part of PMO scope and status reporting once again claiming the top spot.

PMO activities that have increased the most in last 5 years:

- > Project Assurance
- > Ownership of an enterprise PPM solution
- > Cross-project dependency management

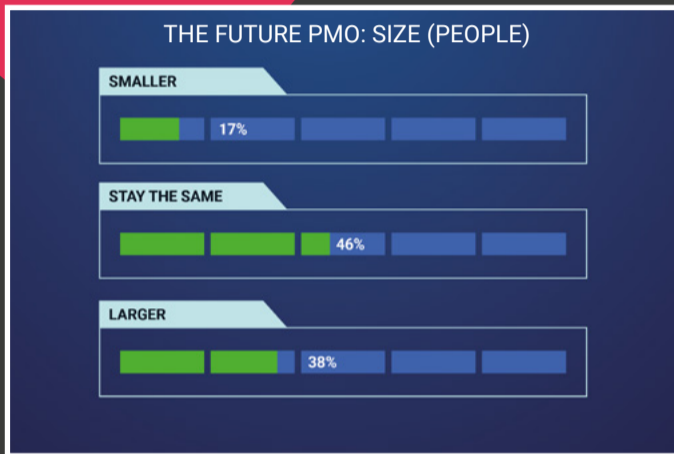


Benchmark your PMO

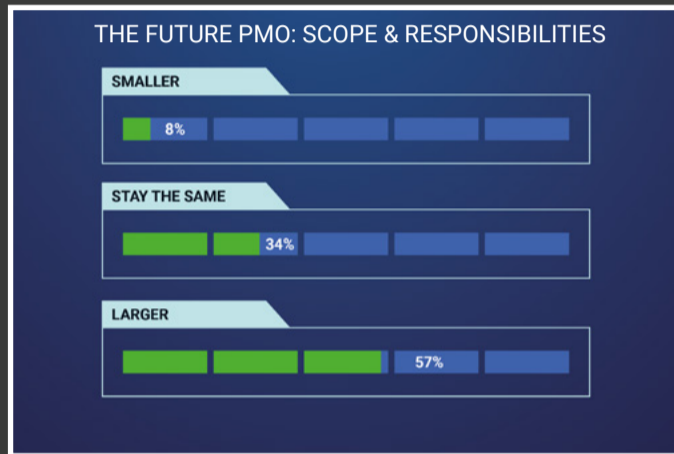




THE FUTURE PMO



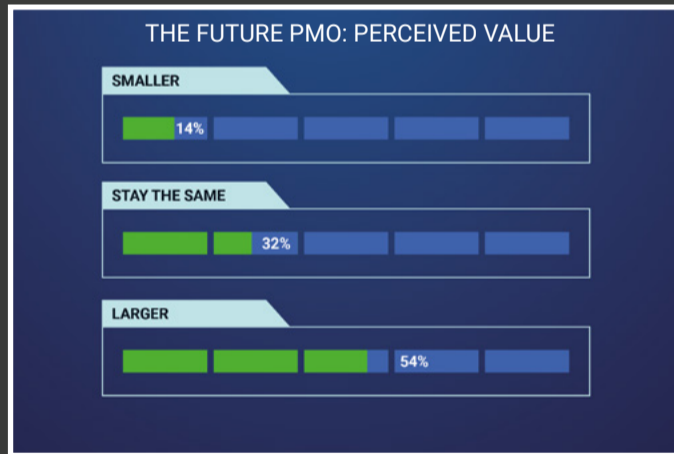
38% PMO will increase in headcount, a significant drop from last year at 57%



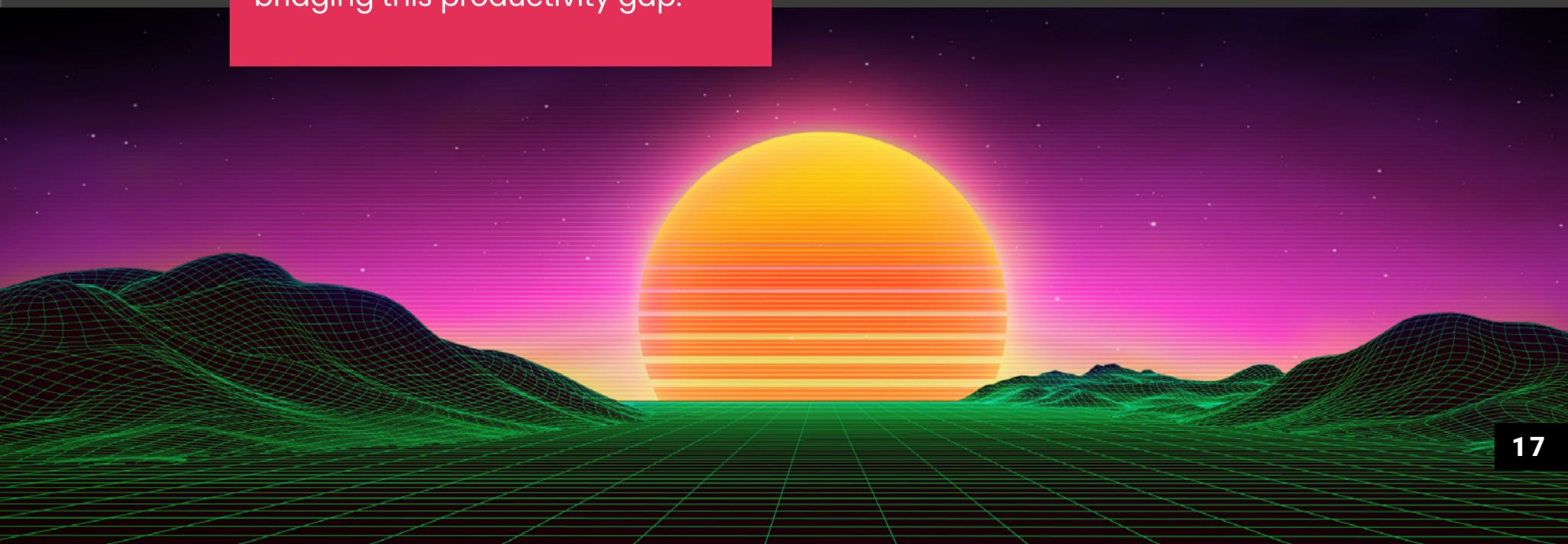
57% PMO will increase in scope & responsibilities, a significant drop from the 72% reported last year

Views on the future PMO reflect a much more cautious outlook in comparison to last year.

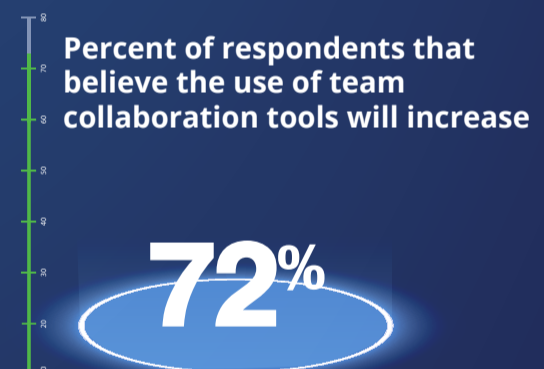
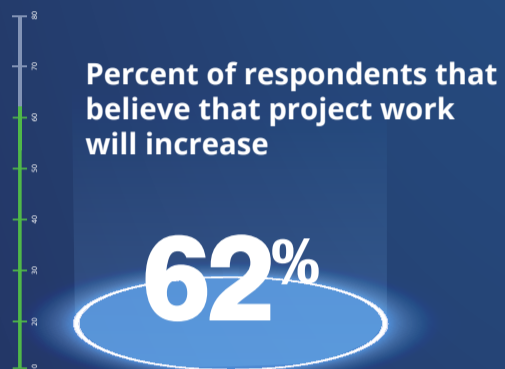
Unsurprising given the impact of COVID-19. Only 38% see a headcount increase, but 57% seeing greater scope & responsibilities. This suggests a real need to increase productivity. Automation through PPM technology can play a key role in bridging this productivity gap.



54% PMO will increase in perceived value, a significant drop from 71% reported last year



THE FUTURE OF WORK



Respondents believe the future of work is much more project-based, whether that is large formal projects or small informal teams.

71% believe people will need more project management skills and a similar number see increases in the use of collaboration tools.



About this Report



We asked a series of 46 questions relating to project and work management.

Project Management professionals from across all industries were invited to participate by completing the online questionnaire. This was publicised internationally and was open for participation.

Vince Hines, Managing Director, Wellington is the author of this report, created based on the data collected from the questionnaire. Respondent specific survey data is kept in the strictest confidence. This report has been anonymised and includes trends, averages and totals data.

Wellington does not share respondent specific data with any third parties. Wellington Limited is registered in accordance with the Data Protection Act 1998: Z9727037.



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Established over 22 years we work with organisations of all sizes and industries. Uniquely, we are the only organisation worldwide that is a **Microsoft Gold Partner** with the PPM competency, an **AXELOS P3M3 Consulting Partner** and an **APM Accredited Training Provider**. In fact, we have authored more training courses that have been independently Accredited by the APM than any other organisation. Our ground-breaking courses, industry-leading publications and reputation set us apart. Contact us, we would love to hear from you.

Consultancy

W.

- PMO, P3M3 & Project Management Maturity Assessment
- Project Management Methodology & Governance
- Project Kick-off, Project Recovery & Project Lessons Learned
- PMO Set Up & Transformation
- Legal Project Management

Technology

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- Microsoft Project Online
- Microsoft Project for the Web
- Microsoft Power Platform
- PPM Support

Training

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- Customised Project Management Training
- APM Accredited Training Courses
- Microsoft Project Training
- Wellingtone eLearning Academy
- PMO Training Academy
- Legal Project Management

Our Locations

Our corporate head office is in the historic Royal town of Windsor, convenient for London & Heathrow. Our clients are global; beyond our European home, as far afield as Dubai, Hong Kong & Latin America. We are a multi-cultural, multi-language consultancy with native speakers in English, Spanish and Portuguese.



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