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Project Management

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The future of project management: Global Outlook 2019

Summary Report

KPMG, AIPM and IPMA
Project Management Survey 2019

October 2019

KPMG.com.au

AIPM.com.au

ipma.world



Key Findings

Following the success of our 2018 Australian Project Management survey, we have this year extended the survey to the global project management community. Almost 500 survey respondents from 57 countries across the membership base of AIPM, IPMA and associated regional partners, along with select KPMG client representatives have provided us with rich insights into the future of project management. The results reflect the collective opinions of those project practitioners at the coalface of delivery and provide insights into what is working, and what is not, in the project management market globally today.

Clearly, organisations globally continue to find it difficult to deliver projects that meet all objectives around the iron triangle of time, cost and scope, along with achieving stakeholder satisfaction. While this bottom line is consistent with numerous other studies, the survey results point to challenges in – a) the application of consistent governance oversight; b) a focus on managing benefits; and c) managing change through the project lifecycle.



19%

of organisations deliver successful projects, at least most of the time



58%

of organisations feel that project success rates, in relation to achieving stakeholder satisfaction, have improved over the past two years



44%

of organisations are likely to deliver projects that meet original goal and business intent



30%

of organisations are likely to deliver projects that are on time



35%

of organisations completed more than 50 projects in the last year



46%

of projects delivered with stakeholder satisfaction



63%

of organisations conduct projects that include change management capability



40%

of organisations use a centralised or enterprise PMO to coordinate projects



36%

of organisations are likely to deliver projects that are on budget



30%

of organisations disestablished a centralised PMO in the past two years



48%

of organisations regularly track variations to project benefits



30%

of organisations feel their organisational change management capabilities are very or extremely effective

Call to Action

In an environment of constant change and upheaval, successful organisations must be able to adapt and implement quickly, demanding more of project managers than ever before. Improving the figure of 19% of projects and programs delivering to full success is a challenge to the project management community globally. The potential results in terms of organisational effectiveness and community benefits is significant. To turn these performance results around requires:

- Organisations to invest building an Agile delivery mindset that works for their unique circumstances. This needs to find a balance between executive planning needs while providing appropriate flexibility and freedom for Agile delivery of business benefits.
- The future project manager will be increasingly strategic and connected. This requires individuals to develop their skills in areas outside traditional project management whilst becoming a very effective communicator who understand the dynamic link between the business strategy and the projects they are responsible for delivering.
- Organisations need to double down on commitment to project and program governance if they want to see improved returns on investment. Critical governance activities such as risk identification and escalation need to be followed through with senior commitment and engagement with a lens on ultimate business outcomes if we are to redress the relatively low project success rates evidenced.
- The future of project management is as a connected facilitator of change and return on investment. This will require greater emphasis on aligning organisational change management capability with project delivery capability.
- The paradigm of the enterprise PMO needs to be changed. They must go beyond the tactical processes associated with being an organisational centre of excellence for consolidated reporting. Instead, they need to be focused on facilitating effective decision making around the organisational portfolio or program. This will include actions involving prioritisation of investment and adjusting project delivery activities in an agile manner to adapt to the changing strategic requirements of the business.
- Investment in new technologies such as collaboration tools and artificial intelligence is needed to enable quicker and more effective use of project management data to support decision making.

The Future is Bright

The future Project Manager will be more in touch with the needs and demands of their organisation. They will be connected and able to deal with complexity with a positive attitude, secure in their understanding of how to make things happen. They will be treasured in organisations as the glue between strategy and implementation.



74%

Of respondents think that, in the future, PM skills will be more important than today



66%

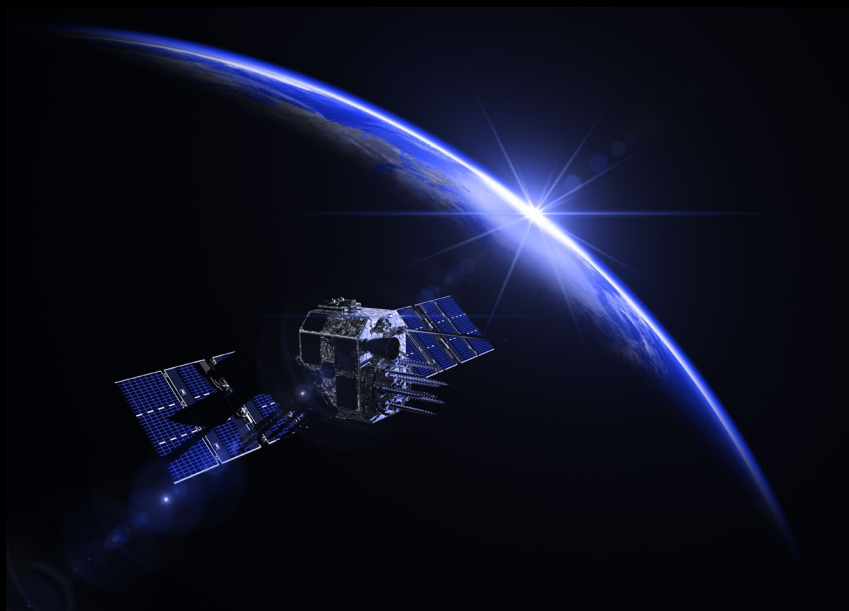
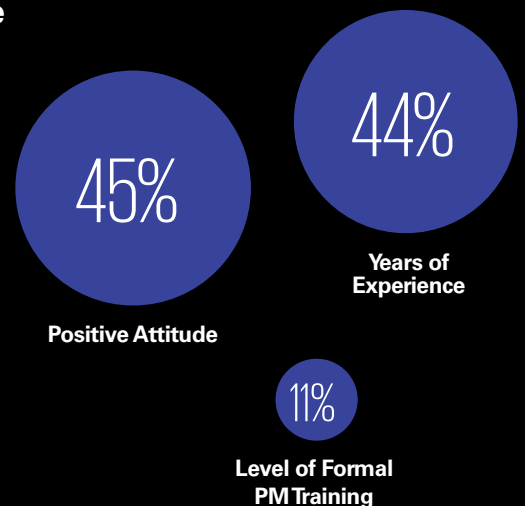
Of respondents say PMs in their organisation are perceived with a positive image



36%

Of respondents rate the effectiveness of management in creating a project friendly culture as being very or extremely effective

Most important attribute for a successful PM



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