



# Trends in Project Management 2019

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# Introduction

## Disclaimer

## Interpretation



**CHAMPIONS:** Organizations with 80 percent or more of projects being completed on time and on budget, and meeting original goals and business intent—and having high benefits realization maturity.



**UNDERPERFORMERS:** Organizations with 60 percent or fewer projects being completed on time and on budget, and meeting original goals and business intent—and having low benefits realization maturity.

### Note:

Australian and NZ Surveys (based on number of organisations)

PMI Global Surveys (based on number of projects)

# Presentation Topics

Project Performance

Tools, Techniques and Methods

Project Management Talent

PMO's

Project Sponsorship

Summary Findings

Discussion

Close

# Survey Sources



## PMI Pulse of the Profession 2018, 2017, 2016

- **Global** Project Management Survey
- “Success in Disruptive Times”



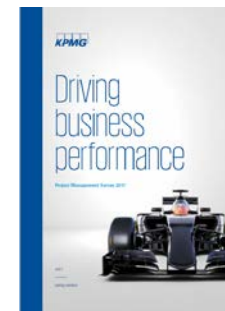
## AIPM and KPMG Australian Project Management Survey 2018

- Recent **Australian** Project Management Survey
- “The State of Play in Project Management”



## KPMG NZ Project Management Survey 2017, 2013, 2010

- Recent **New Zealand** Project Management Survey
- “Driving Business Performance”



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# Project Environment Observations

- We are doing a lot more projects these days
- Projects are becoming more complex and integrated in order to deliver outcomes that have a strategic impact
- Access to project resources are becoming more remote, part-time and shared amongst competing priorities
- There is increasing accountability for investment spend and benefits realisation
- Disruption is forcing organisations to transform in order to compete or simply survive
- The business economy is becoming more volatile and unpredictable
- There is a perception that anyone can do project management so investment in PM skills is difficult to justify
- PMO's are struggling to keep up with increasing demand and their ability to add real value
- Organisations are changing the way they work ie they are becoming more Agile and demanding. Managers expect their projects to be run the same way.
- Project Sponsors don't understand the importance of their role and how they can influence project success
- Transformation projects have an increased risk of resistance and a major contribution to change fatigue



# Project Performance



# The project environment



45%

of organisations completed more than 50 projects in the last year

32% of organisations Completed more than 100 projects in the last year



62%

of organisations manage their projects within a Portfolio structure

(KPMG NZ 60%, Global 48%)



39%

of organisations regularly track variations to Project benefits



50%

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

(KPMG NZ 61%)

Source: KPMG NZ “Driving Business Performance” Project Management Survey 2017

Source: “The State of Play in Project Management” AIPM and KPMG Australian Project Management Survey 2018



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# Performance of Organisations



30%

of organisations  
are likely to deliver  
projects that are  
on time



36%

of organisations  
are likely to deliver  
projects that are  
on budget



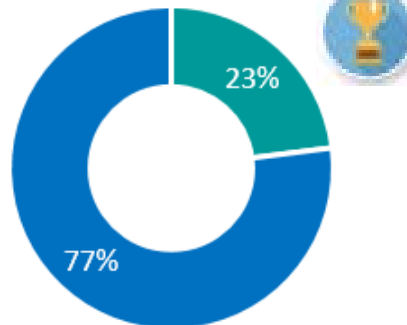
45%

of organisations  
are likely to deliver  
projects with  
stakeholders'  
satisfaction



47%

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



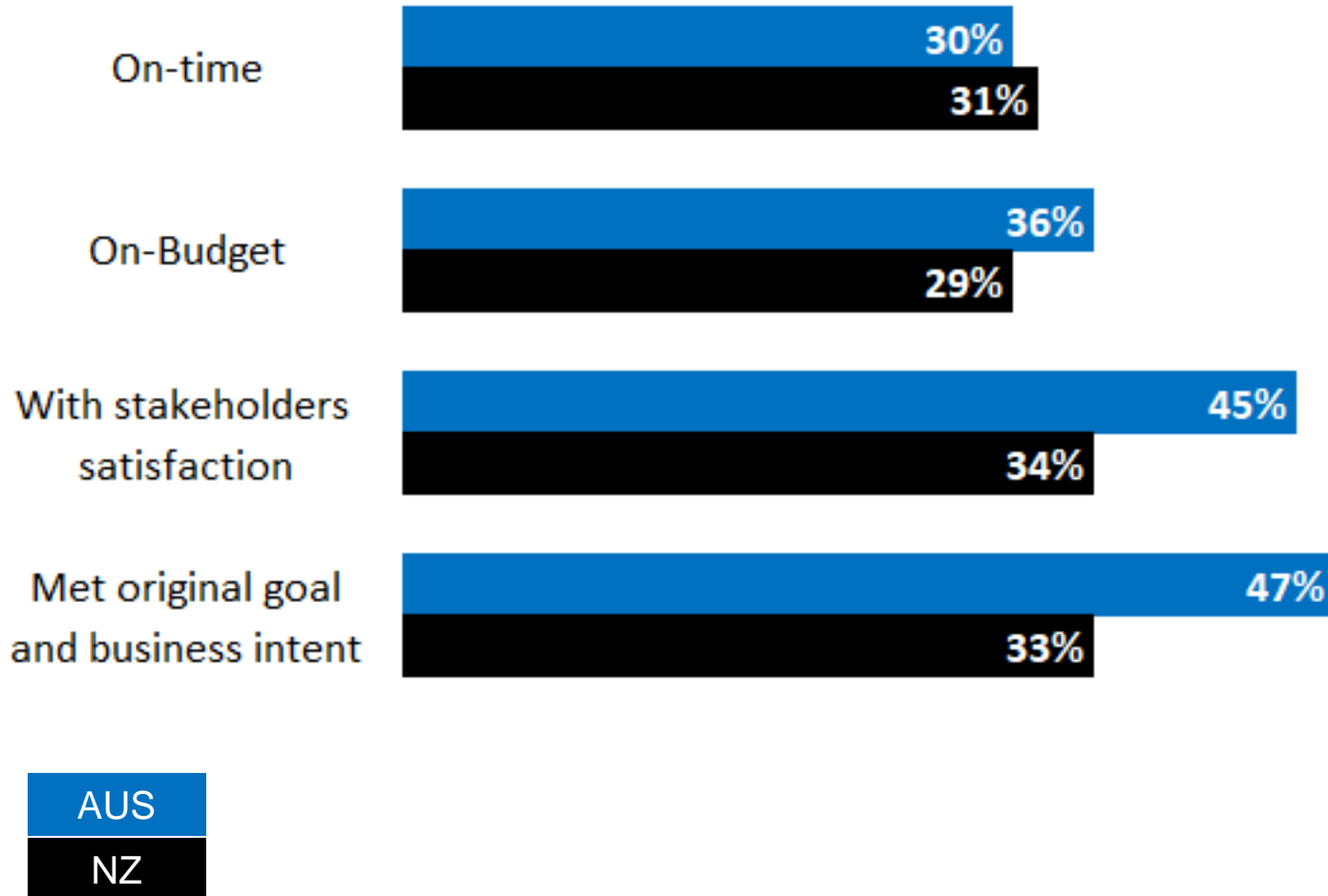
Source: "The State of Play in Project Management" AIPM and KPMG Australian Project Management Survey 2018



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# So how do we compare to New Zealand?



Source: KPMG NZ “Driving Business Performance” Project Management Survey 2017

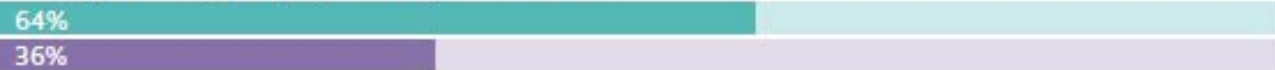


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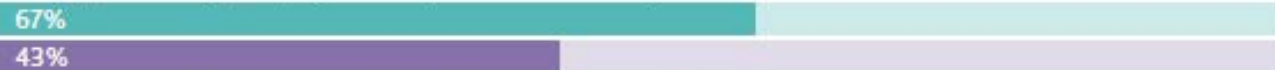
# Performance of Projects



Average percentage of projects completed on time



Average percentage of projects completed within budget



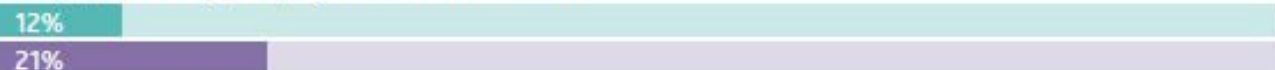
Average percentage of projects that met original goals/business intent



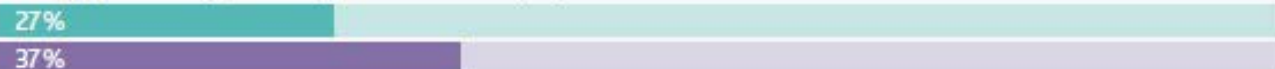
Average percentage of projects experiencing scope creep



Average percentage of projects deemed failures



Average percentage of budget lost when a project fails



High Maturity  
Low Maturity



Source: PMI Pulse of the Profession 2018

**Note:**

Australian and NZ Surveys (based on number of organisations)

PMI Global Surveys (based on number of projects)



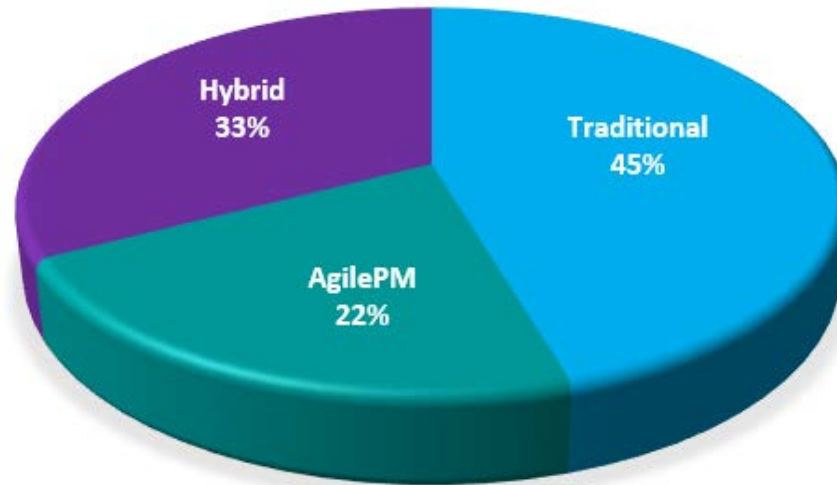
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# Tools Techniques and Methods



# Use of Tools, Techniques and Methods



*However the underpinning disciplines are not being consistently applied.*

36%

Only 36% of organisations consistently apply a risk management methodology throughout the project life cycle

62%

Only 62% of organisations reported that recovery actions to address time and cost variations are identified and implemented

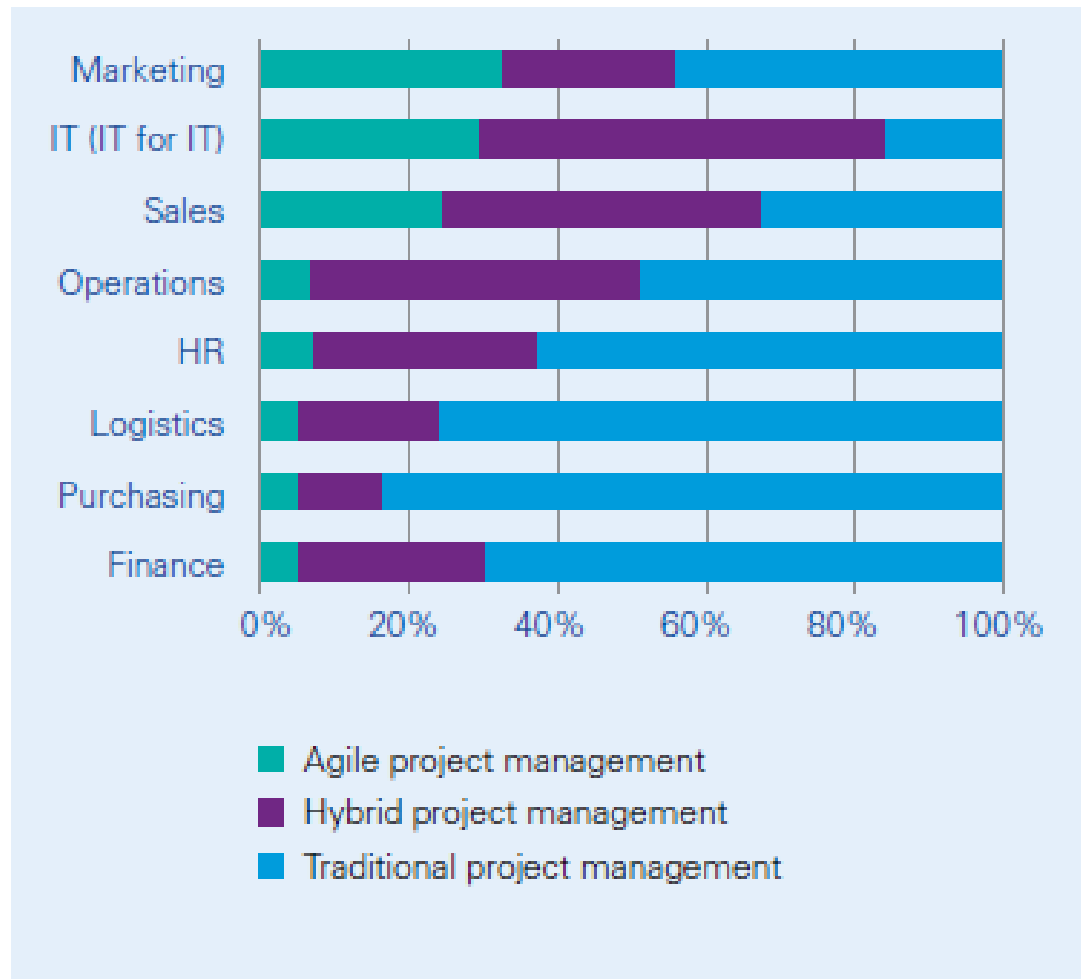
Source: "The State of Play in Project Management" AIPM and KPMG Australian Project Management Survey 2018



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# Where Methods are Used



Source: KPMG Agile Project Delivery Survey 2017

# Use of Tools, Techniques and Methods



72%

Of organisations with PMO's use project management software

(AUS 44% are mature)



68%

of organisations include Change Management in project establishment

(KPMG NZ 63%)



18%

Only 18% of organisations always report variations to project benefit tracking



28%

Only 28% of organisations always define measurable critical success criteria upfront

Source: "The State of Play in Project Management" AIPM and KPMG Australian Project Management Survey 2018

Source: KPMG NZ "Driving Business Performance" Project Management Survey 2017

# Project Management Talent



# Project Management Talent



formal project  
management skills  
review in place

formal organisational  
development program for project  
managers

**All respondents**

49%

30%



**Champion  
Organisations**

66%

43%

Source: "The State of Play in Project Management" AIPM and KPMG Australian Project Management Survey 2018



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# Project Management Talent



Champion Organisations have formal processes in place

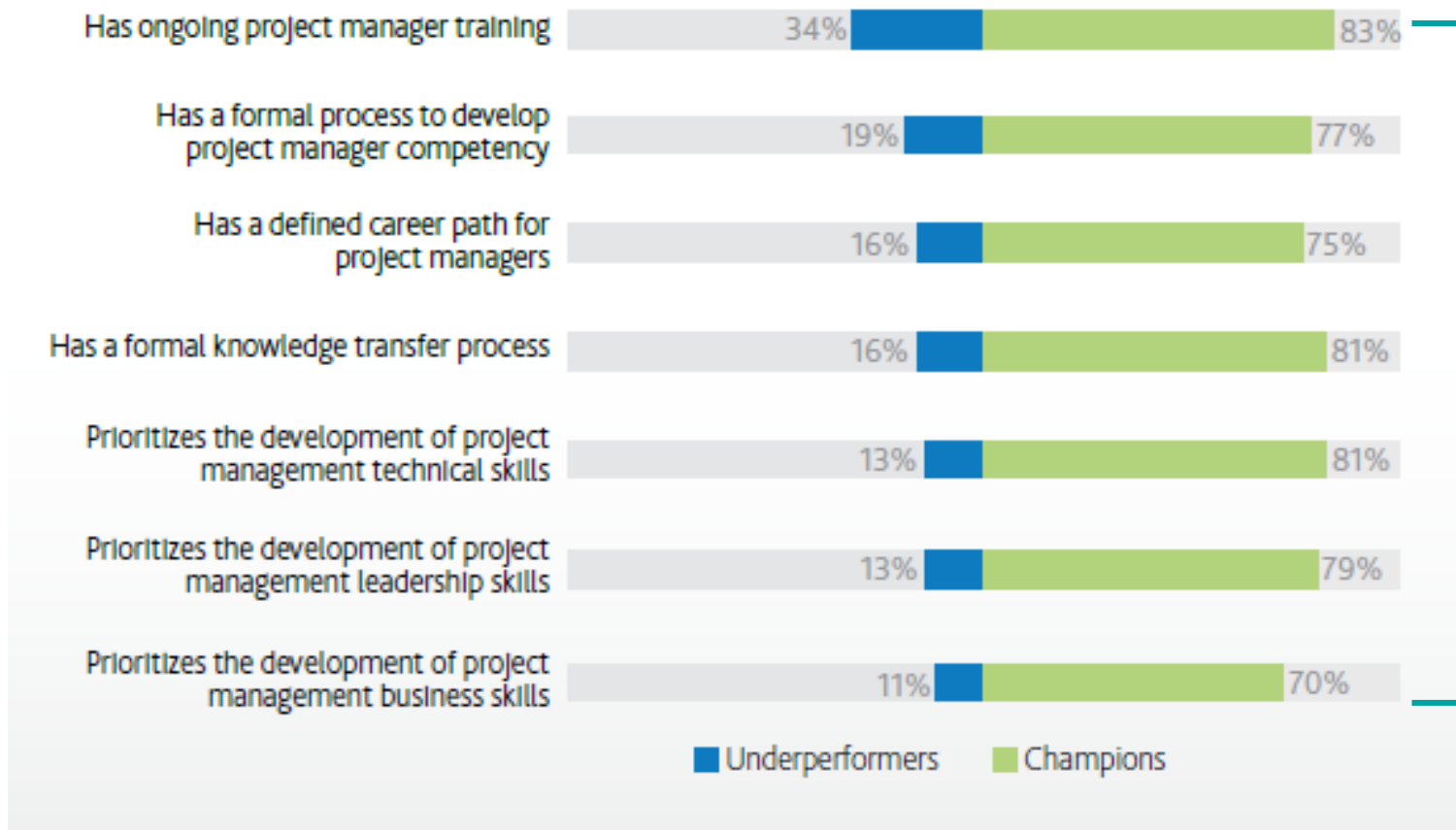


Source: "The State of Play in Project Management" AIPM and KPMG Australian Project Management Survey 2018

# Project Management Talent



**Figure 4: Champions Make Investments in Project Management Talent**

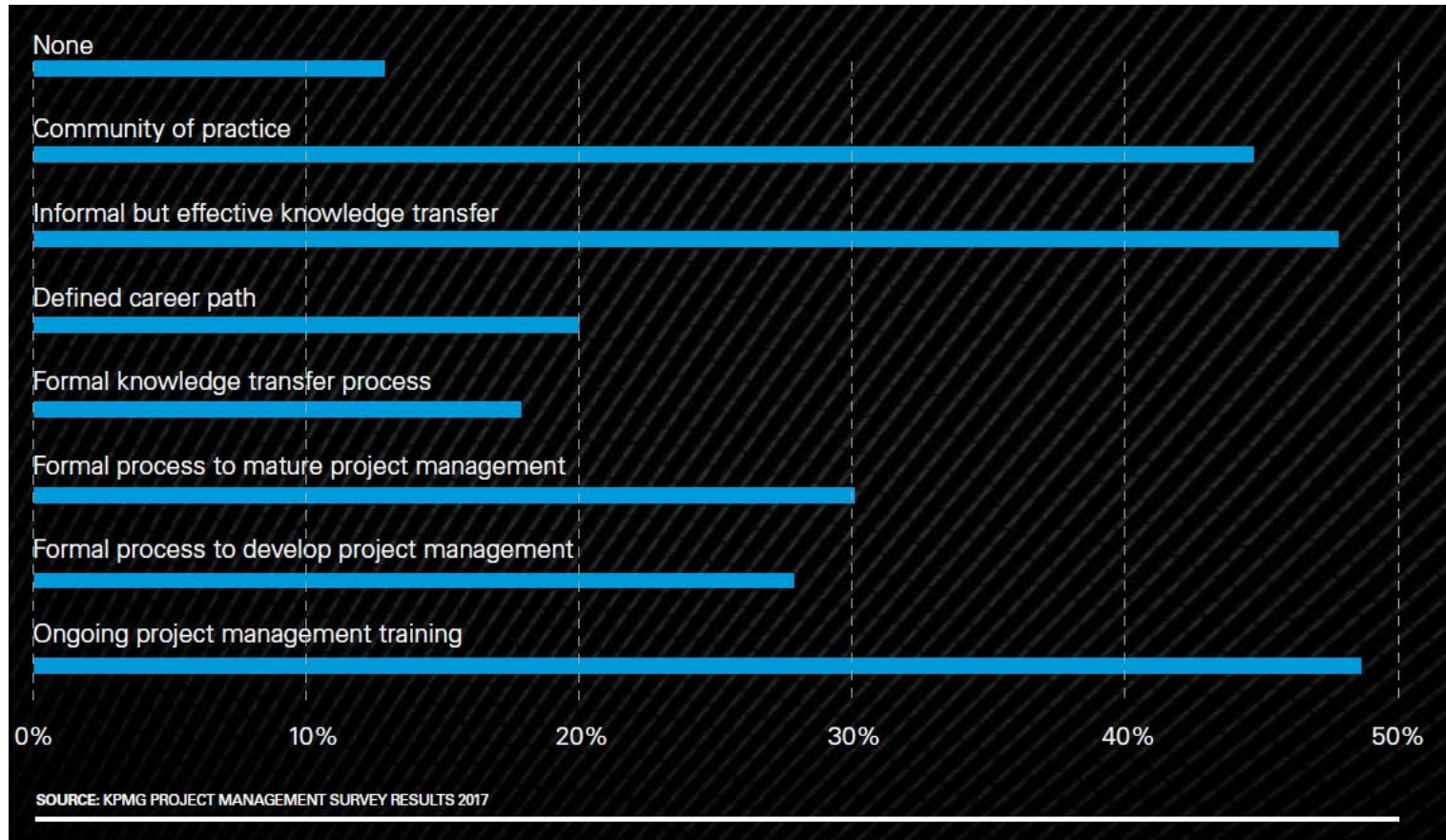


Source: PMI Pulse of the Profession 2018



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# In New Zealand?



Source: KPMG NZ “Driving Business Performance” Project Management Survey 2017



# PMO's





# The Role of PMOs



The top three reasons organisations introduced PMOs were to:

- prioritise investment, to align and adjust to business strategy
- improve governance
- hold people to account for investment decisions

49% use a centralised or enterprise PMO to manage their projects

30% disassembled their PMO within the last 2 years

33% rate their centralised PMO's ability to support and effect change  
at very or extremely effective

Source: "The State of Play in Project Management" AIPM and KPMG Australian Project Management Survey 2018



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# The Role of PMOs



80% of champion organisations have a PMO 

72% indicate there is high alignment of the EPMO to Organizational strategy

PMI Pulse of the Profession 2018



Source: PMI Pulse of the Profession 2017



# Project Sponsorship

# Project Sponsorship



55% across **all** organisations have an actively engaged sponsor



74% of **champion** organisations have actively engaged sponsors

35% of organisations have very or extremely effective project and program management practices

Source: "The State of Play in Project Management" AIPM and KPMG Australian Project Management Survey 2018

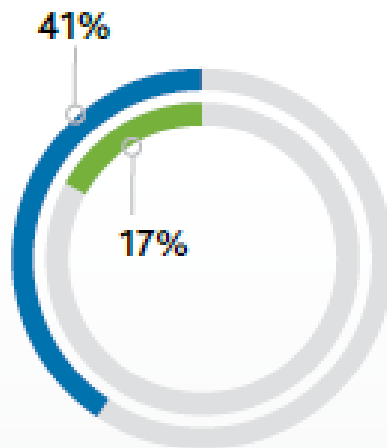


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# Project Sponsorship



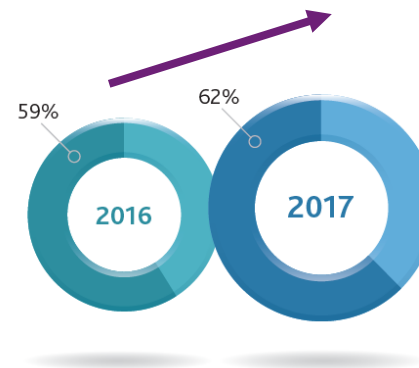
## Inadequate Sponsor Support Is a Primary Cause of Project Failure



- **41% of Underperformers** say inadequate sponsor support is a primary cause of their failed projects
- **17% of Champions** say inadequate sponsor support is a primary cause of their failed projects

## Top Driver for Project Success

Invest in actively engaging Executive Sponsors



AVERAGE PERCENTAGE OF PROJECTS WITH ACTIVELY ENGAGED EXECUTIVE SPONSORS

Source: PMI Pulse of the Profession 2017

# How to get Sponsors Actively Involved



The key action areas are:

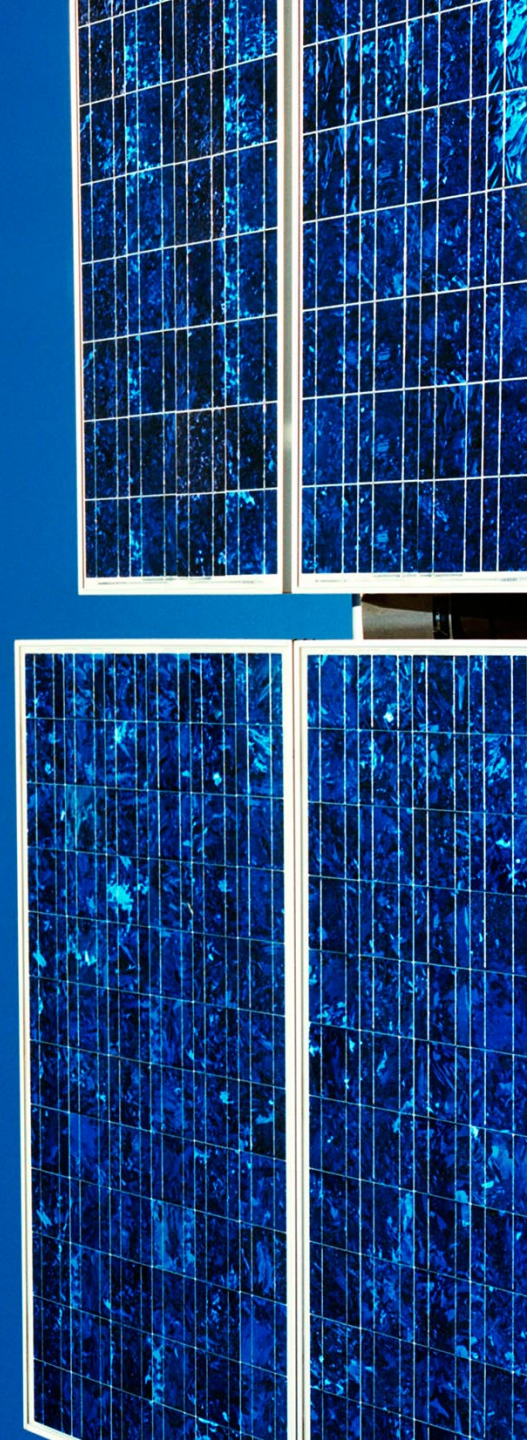
- **Creation of an accountability statement**
- **Providing formal training on roles and responsibilities**
- **Establishing formal processes to support the project**
- **Holding sponsors accountable through organisational reviews**

Source: "The State of Play in Project Management" AIPM and KPMG Australian Project Management Survey 2018

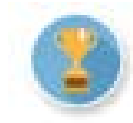




# Summary Findings

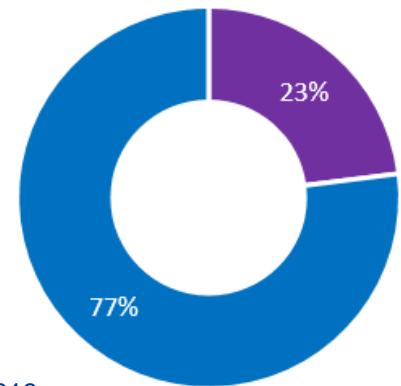


# What we can learn?



What are the **Australian Champion organisations** doing well that makes their projects successful?

- Project sponsors and leadership is actively engaged in project delivery (**74%**)
- Typically have an enterprise PMO over-sighting project delivery (**67%**)
- Emphasis on Project management career path and investment in ongoing training/certification (**66%**)
- Formal benefits management processes in place (**60%**)



Source: "The State of Play in Project Management" AIPM and KPMG Australian Project Management Survey 2018



# Discussion

# Takeaways



- Understand the Project Sponsor role and educate them on their involvement on the project
- Actively communicate and support project sponsors throughout the project
- Ensure that you, your team and project stakeholders understand the business case and project outcomes
- Become familiar and receptive to different project delivery approaches (predictive, agile, hybrid etc), learn when and where to use them for maximum impact
- Adhere to project management principles and avoid taking shortcuts
- Actively demonstrate project management professionalism to differentiate you from everyone else (walk the talk)
- Ensure that your PMO delivers value and supports the management of benefits
- Continue to invest in your project management career (ongoing training, Certification, PDU's, networking, contribution to the profession etc) and seek support from your employer
- Keep up to date with portfolio management, corporate strategy, change management, transformation, disruption and benefits management
- Help your organisation to become a Champion, lead by example



Thank you



AIPM and KPMG Project Management Survey 2018 can be downloaded from:

<https://home.kpmg.com/au/en/home/insights/2018/10/australian-project-management-survey.html> or via

<https://www.aipm.com.au/articles/national/the-state-of-play-in-project-management>

## KPMG NZ Project Management Survey 2017

<https://assets.kpmg/content/dam/kpmg/nz/pdf/July/projectmanagementsurvey-kpmg-nz.pdf>

## PMI Pulse of the Profession 2018

<https://www.pmi.org/-/media/pmi/documents/public/pdf/learning/thought-leadership/pulse/pulse-of-the-profession-2018.pdf>



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