

# Using Data to Help You Transform How You Deliver Projects in the New Year

Presented by



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**"I believe in innovation and that the way you get innovation is you fund research, and you learn the basic facts."**

**- Bill Gates**

**"Transformation isn't about improving. It's about re-thinking."**

**- Malcolm Gladwell**



# Let's Conduct Some Research

1) How many Years of Project Management Experience Do You Have?

- A. None, not a Project Manager
- B. Less than 5 years
- C. 6 – 10 years
- D. 11 – 25 years
- E. More than 25 years

# Let's Conduct Some Research

2) How Successful is Your PMO or Project Delivery Function?

- A. Very Successful
- B. Successful
- C. Just OK
- D. Unsuccessful
- E. Very Unsuccessful

# Let's Conduct Some Research

3) What are the Key Challenges Your PMO is Working to Overcome?

- A. Alignment to Organizational Strategy
- B. Career Path for Project Managers
- C. Compliance to Process
- D. Engaged Sponsors
- E. Improving Value Delivery
- F. Limited Funding
- G. Meeting Executive Expectations
- H. Project Delivery Performance
- I. Project Manager Skill & Capability
- J. Reporting
- K. Resource Management
- L. Training
- M. Utilization of Technology and Tools
- N. Other

# RESEARCH

## research [ ri-surch, ree-surch ] [SHOW IPA](#)

See synonyms for: [research](#) / [re-searched](#) / [re-searches](#) / [re-searching](#) on [Thesaurus.com](#)

 High School  
Level

### Definition of research

*noun*

- 1 diligent and systematic inquiry or investigation into a subject in order to discover or revise facts, theories, applications, etc.:  
*recent research in medicine.*
- 2 a particular instance or piece of research.

*verb (used without object)*

- 3 to make researches; investigate carefully.

*verb (used with object)*

- 4 to make an extensive investigation into:  
*to research a matter thoroughly.*



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# Let's conduct some research....

## Why is Research Important for Project Managers and Our Organizations



- 1) To Learn – What are we experiencing
- 2) To Inform – What is happening with others
- 3) To Solve – How can I/We improve
- 4) To Validate – What I thought was true, is
- 5) To Sell – What opportunities now exist

**Think of our Society and how we've advanced because of research**



# Let's conduct some research....

## Who Conducts Research in the Project Management Profession



- 1) Associations – PMI, Pulse of the Profession
- 2) Academics – Students & Professors
- 3) Research & Consulting – Gartner
- 4) Technology Providers – KeyedIn
- 5) Service Providers – PM Solutions & The PMO Squad

**Does the source of the research matter?**

# Let's conduct some research....

## What Should We Do With Research Findings



- 1) DNA sequencing
- 2) Penicillin and other medicines
- 3) History of the Universe
- 4) Understanding of Dinosaurs
- 5) Xrays

**Where would we be if we didn't do anything with the findings?**

## Top Project Management Challenges for Organizations

### 2020 Report – The Digital Project Manager

- 1) Project Teams
- 2) Resources
- 3) Personal Skill

### ICRP 2019 CHALLENGES FOR PROJECT MANAGEMENT IN THE 21ST CENTURY

- Risk Management
- Human Resource Management
- Project Definition and Planning

### 2023 The PMO Squad Research Report

- 1) Improving Value Delivery
- 2) Resource Management
- 3) Strategic Alignment
- 4) PM Skill & Capability

### 2012 PMI The project management project

– challenges in the public sector

- Project Delivery
- Org Structure and Reporting Lines
- Resourcing and Resource Management

### 2022 KeyedIn PMO Outlook Report

- 1) Resource Management
- 2) Project Prioritization
- 3) Visibility & Reporting
- 4) Project Financial Management

### 2022 PM Solutions State of the PMO

- 1) Inadequate Resource Management Capability
- 2) Having enough Time/Resources to devote to strategic activities
- 3) Organizational resistance to change
- 4) Prioritization
- 5) Not enough Project Managers

### 2017 PMO FlashMob – Biggest Challenges for PMOs

1. Executive Buy In
2. Tools
3. Agile
4. Resource Management
5. Showing Value

# 2022 GLOBAL PMO RESEARCH REPORT

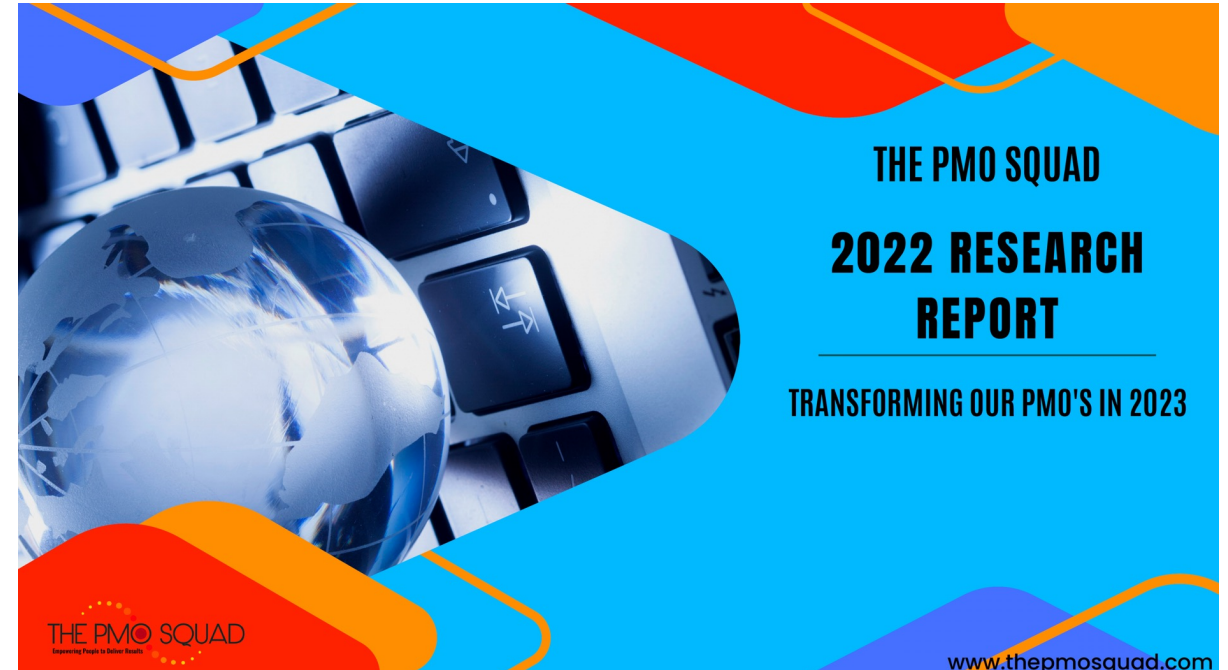
# The PMO Squad 2022 Research Report

## About Our Research

- Global Survey June – August 2022
- 105 Respondents from 31 Countries
- 84 Questions
- Respondent Roles
  - PMO Leaders
  - Project/Program Managers
  - Consultants
  - Executives
- Org size ranging from under \$5M to over \$1B

We also compared our findings to research from others to demonstrate our research is not unique

Download Research Report



[www.thepmosquad.com/research-report](http://www.thepmosquad.com/research-report)

## Critical Findings

78%

### Don't Measure PMO Value

How do you know if your PMO is adding value? You measure it! Simple, right? We were surprised to find a staggering 78% of respondents don't have a formal process in place to measure PMO Value

43%

### PMO's Rate Themselves as Successful

We know we have a problem when we don't even rate ourselves as being successful. Only 43% of PMO Leaders rated their PMO as successful for their organization. Time for a transformation!

59%

### PMOs Which Train PMs

Project Delivery isn't a static skill set. It requires continuous learning and training. However, we found only 59% of PMO's provide training for their Project Delivery teams.

20%

### PMO Leaders have Coaches

PMO Leaders are Leaders within the organization. However, they often don't have leadership training to prepare for the role. 20% of respondents have a professional Coach and only 41% have a Mentor.

## Critical Findings – Why It's Time For a Transformation

Today, Project Management focus is on the individual...

- Individual Certifications
  - PMP, CAPM, SM
- Individual Project Performance
  - On Time & On Budget

78%

### Don't Measure PMO Value

How do you know if your PMO is adding value? You measure it! Simple, right? We were surprised to find a staggering 78% of respondents don't have a formal process in place to measure PMO Value

Project Management transforms to a Delivery Function working in concert with Operations

- Strategic Portfolios
- Organizational Resource Management
- Complete Return on Investment

Resulting in Project Delivery providing Value for the organization

## Critical Findings – Why It's Time For a Transformation

Today, What we're doing isn't working.  
What we learned from the research...

- PMOs don't engage
- PMs aren't getting trained
- PMOs lack a plan

43%

### PMO's Rate Themselves as Successful

We know we have a problem when we don't even rate ourselves as being successful. Only 43% of PMO Leaders rated their PMO as successful for their organization. Time for a transformation!

Project Management transforms to a Delivery Function working in concert with Operations

- Playbooks so all have common expectations
- Direct interaction with leadership
- Investment in our teams

Resulting in Project Delivery providing Value for the organization



## Critical Findings – Why It’s Time For a Transformation

Today, Continuous career development isn’t a priority....

- Profession is evolving so too must PMs
- PMOs aren’t securing training \$\$
- Focus on the near-term project success rather than the long-term org success

59%

### PMOs Which Train PMs

Project Delivery isn't a static skill set. It requires continuous learning and training. However, we found only 59% of PMO's provide training for their Project Delivery teams.

Project Management transforms to a Delivery Function working in concert with Operations

- Driven by Employee Empowerment
- Organizational training, not just PMs
- Continuous Learning

Resulting in Project Delivery providing Value for the organization

## Critical Findings – Why It’s Time For a Transformation

Today, We aren’t preparing our PM Leaders for success...

- Limited Leadership training
- Lacking Career Development Plans
- Limited Career Support

20%

### PMO Leaders have Coaches

PMO Leaders are Leaders within the organization. However, they often don't have leadership training to prepare for the role. 20% of respondents have a professional Coach and only 41% have a Mentor.

Project Management transforms to a Delivery Function working in concert with Operations

- Leadership Development Programs
- Organizational Coaches and Mentors
- Building Leaders of Leaders

Resulting in Project Delivery providing Value for the organization

## CHALLENGES FACING PMOs

### IMPROVING VALUE DELIVERY

Here we see Value Delivery once again. PMO Leaders aren't measuring it and they identify it as their #1 challenge.

### RESOURCE MANAGEMENT

Resource Management shows up in almost every research report for top challenges PMOs face. When will we finally do something about this?

### STRATEGIC ALIGNMENT

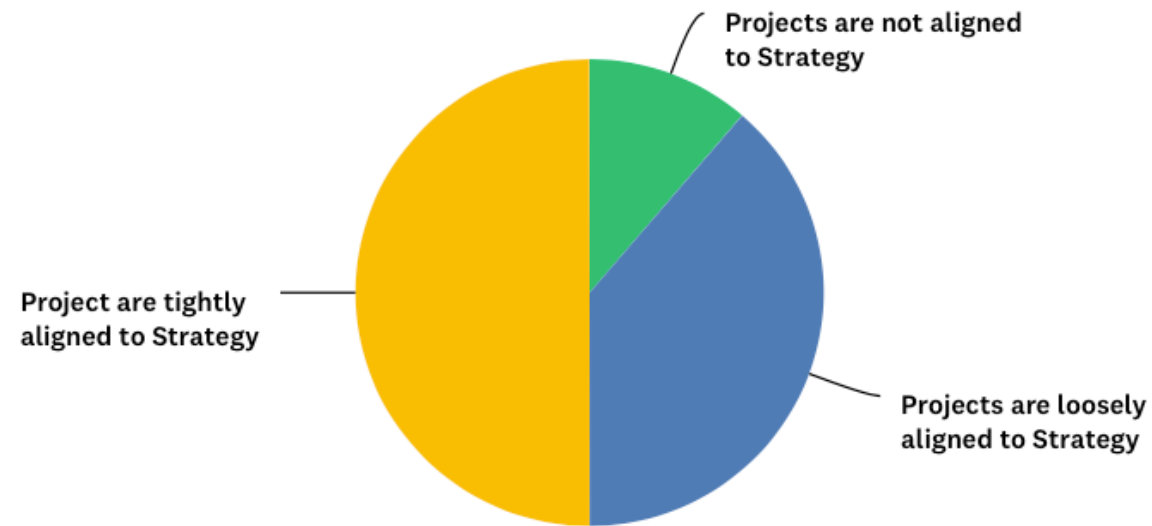
Just as with Resource Management, Strategic Alignment is included in most research reports. What PMO Leaders are doing isn't working. More evidence that it is time for a transformation.

### PM SKILL & CAPABILITY

When we looked at the budgets allocated for training this challenge makes sense. PMO Leaders aren't investing to upskill their PMs so it's no wonder this makes the top 4 list of challenges for the PMO.

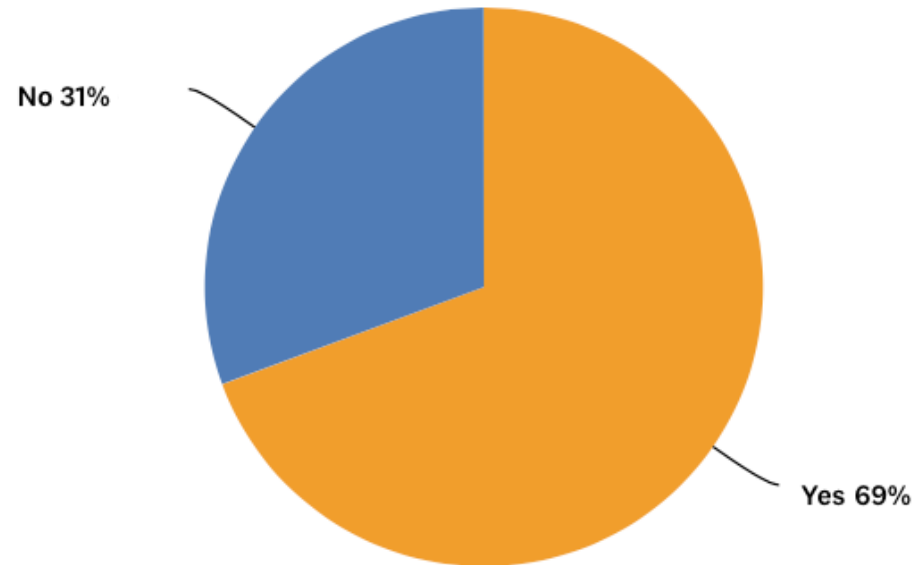
## Critical Findings

How are projects and strategy aligned in your current organization?



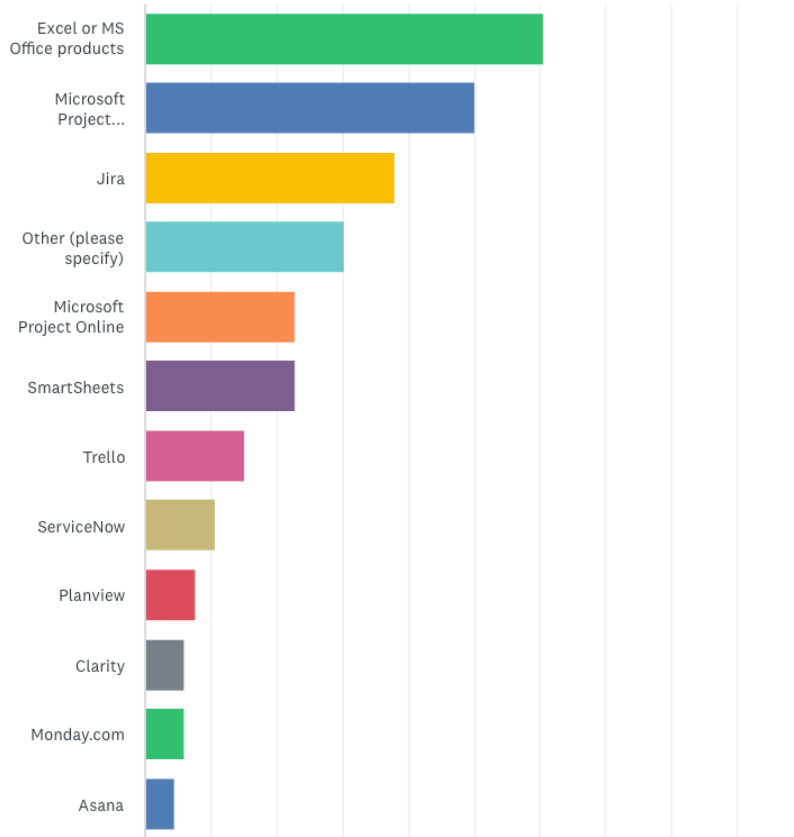
## Critical Findings

Do you have a documented PMO Playbook, SOP, Reference Guide?

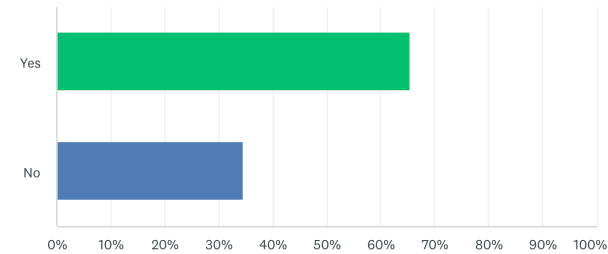


# The PMO Squad 2022 Research Report

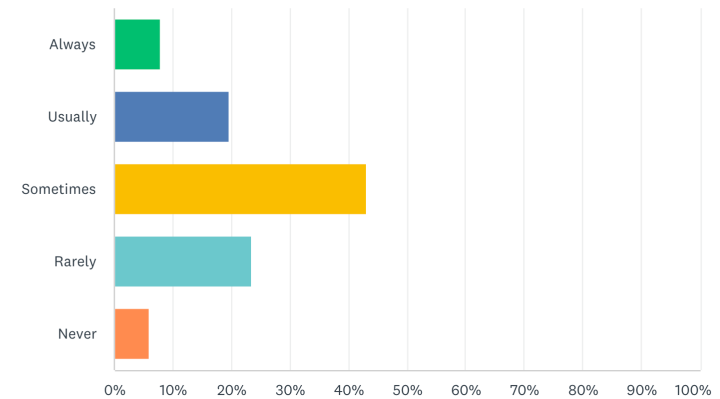
What tool(s) does your PMO use to manage projects? (Select all that apply)



Are there any Accidental Project Managers within your current organization? (People managing projects whose primary role is not a Project Manager)



Do Accidental Project Managers receive training from the PMO?



# TRANSFORMATION



**“Transformation isn’t about improving. It’s about re-thinking.”**  
- Malcolm Gladwell

## Successful Business Transformations

- 1) Netflix – Our children will never know a world which includes DVD players!
- 2) Apple – Computers and Hardware to Phones, Apps and Services
- 3) Amazon – Whatever you want without ever leaving home

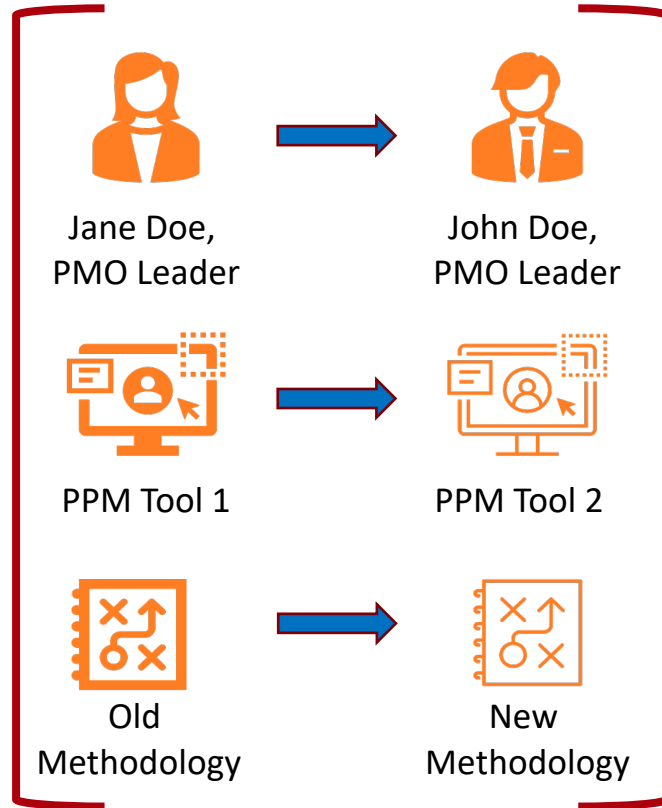


In 2007, could you have imagined watching a movie on your phone listening with earbuds you ordered yesterday and were delivered to your house today?



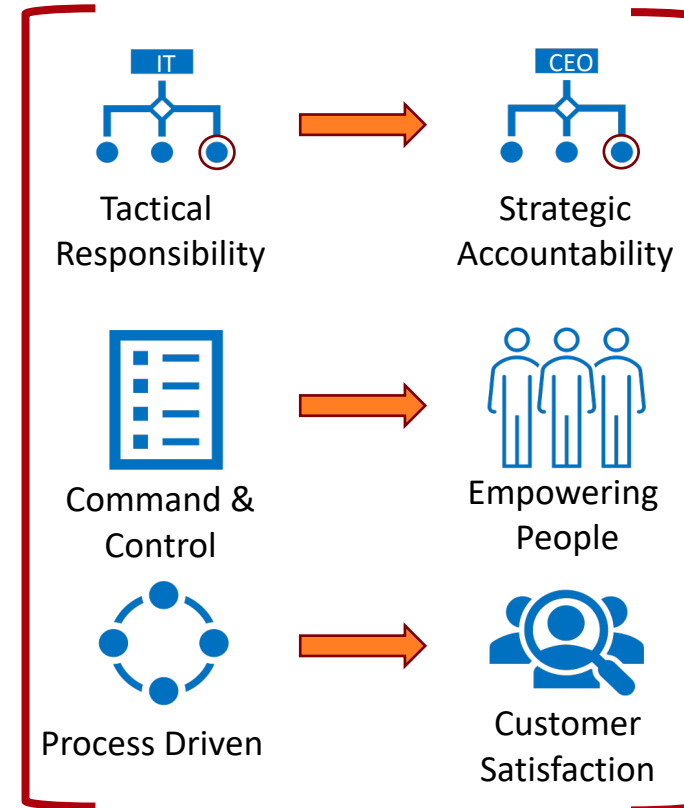
# Re-Thinking.... Project Delivery

How we **transition**, or plan to improve, today



How & What Mindset

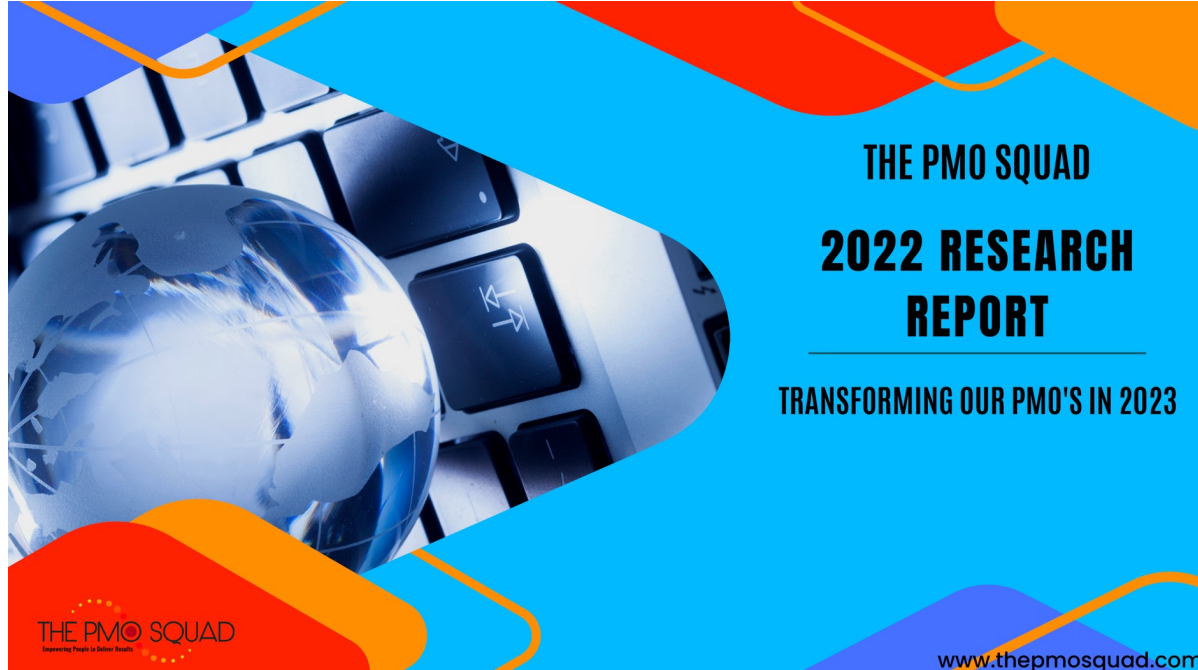
Re-Thinking Future Project Delivery



Purpose & Value Mindset

# Start Your Transformation Today

Download Research Report



[www.thepmosquad.com/research-report](http://www.thepmosquad.com/research-report)

## Steps to Re-Think Your Project Delivery

1. Download the free Report
2. Ask yourself... Is your PMO Successful?
3. Identify how your PMO compares to the research
4. Identify your top Challenges
5. Have you tried improving in the past?
6. Call The PMO Squad and start Re-Thinking



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