

BEYOND AGILITY

Pulse of the Profession® 2021

Annie Sheehan | PMI
29 SEP 2021

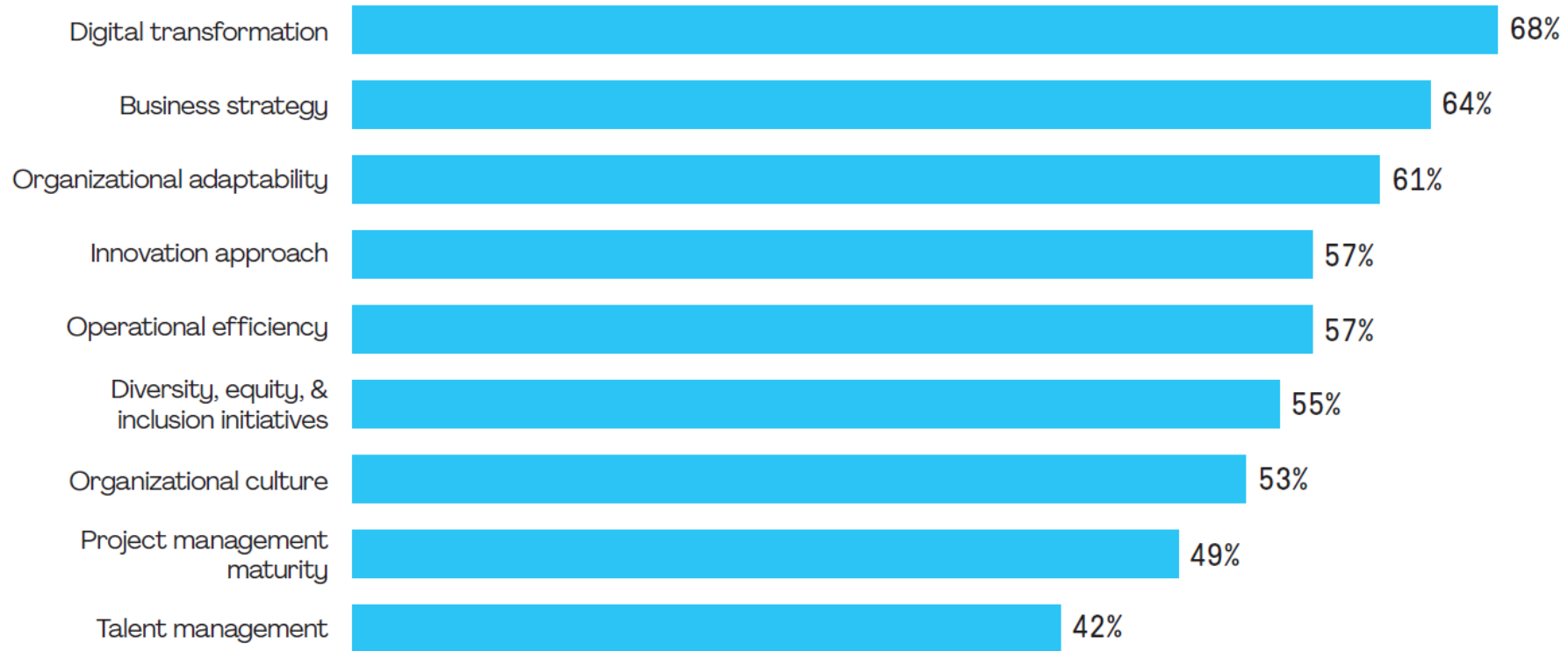


A new work ecosystem is emerging.

The pandemic has accelerated new ways of working
and delivering value.

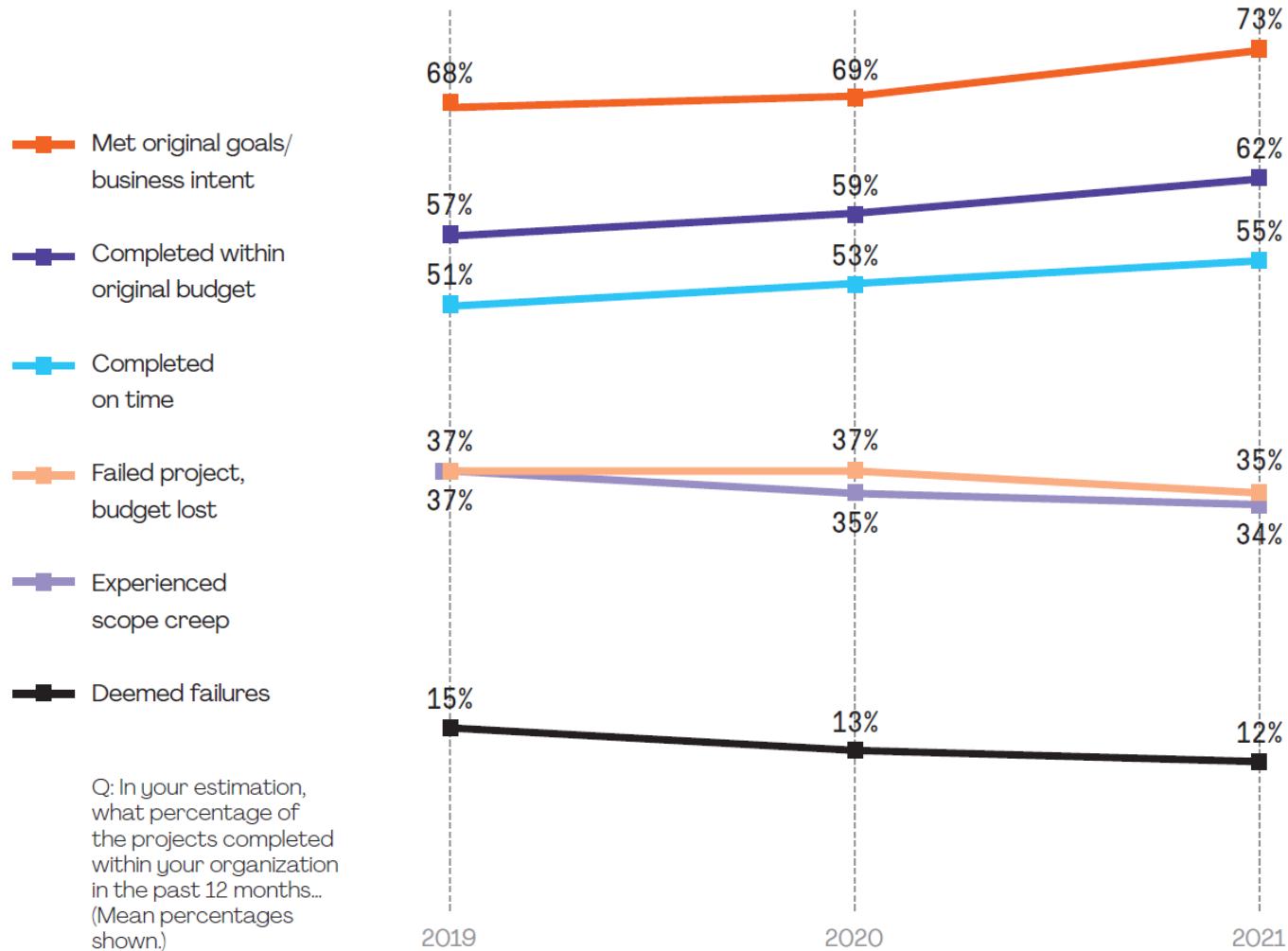
And that means a fundamental shift in how
organizations and their teams plan and execute
projects.

Big changes in 2020...



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.)

...and better project outcomes



Wasted investment
due to poor project
performance declined to

9.4%

from **11.4%**
in last year's *Pulse*.

But still leaders and laggards

Traditional Enterprise

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

30%

(Mostly/exclusively describes us)

Gymnastic Enterprise

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

38%

32%

(Mostly/exclusively describes us)

Q: Please characterize your organization's approach to ways of working to address problems and needs.

Gymnastic enterprises combine **structure, form, and governance** with the ability to **flex and pivot**.

Focusing more on **outcomes** than process, they select the **best ways of working** from a landscape of possibilities.

Organizational Agility + Risk Management = Project Success

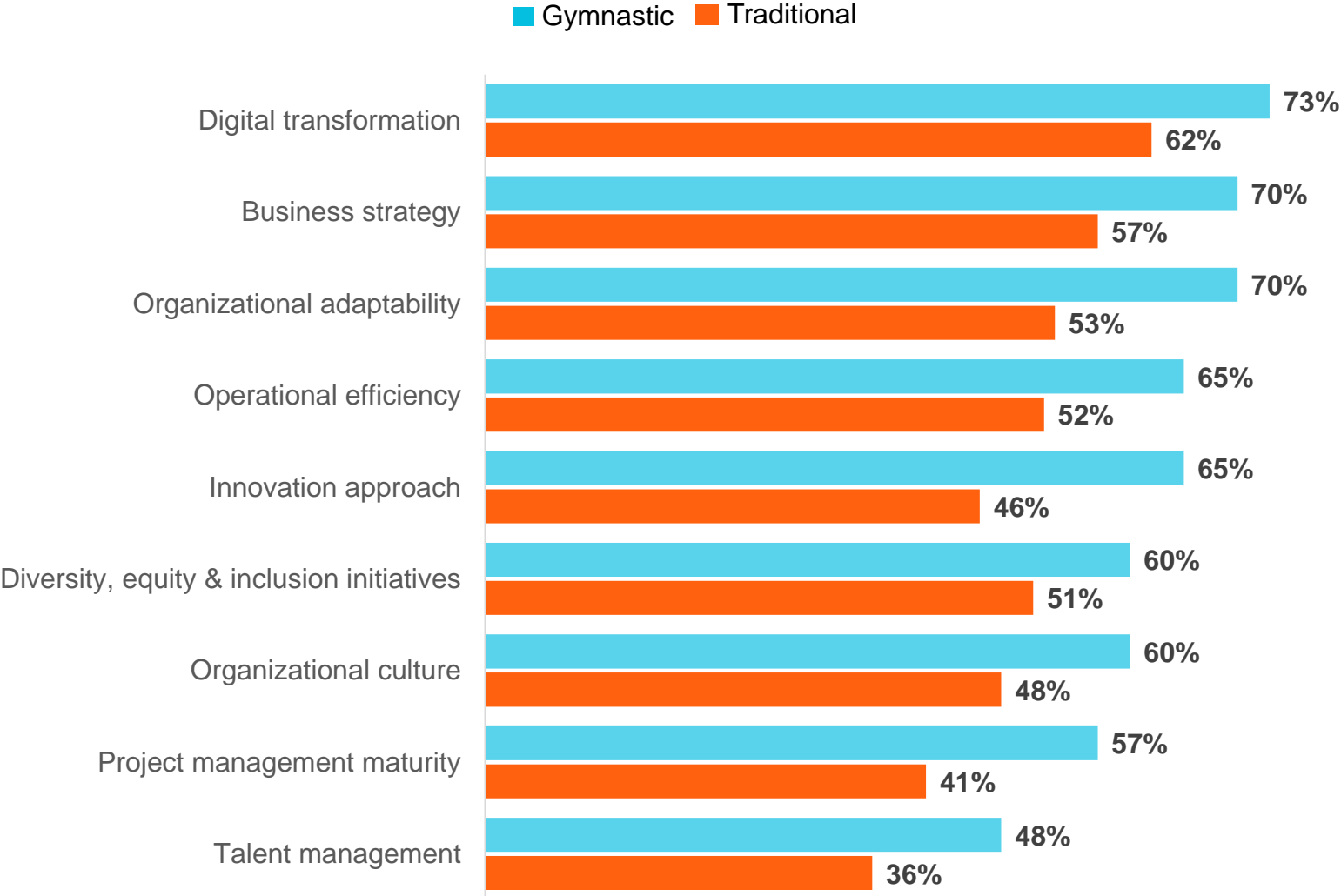
Gymnastic enterprises were more likely than traditional enterprises to have high levels of organizational agility.

48% vs **27%**

Gymnastic enterprises were more likely than traditional enterprises to frequently use standardized risk management practices.

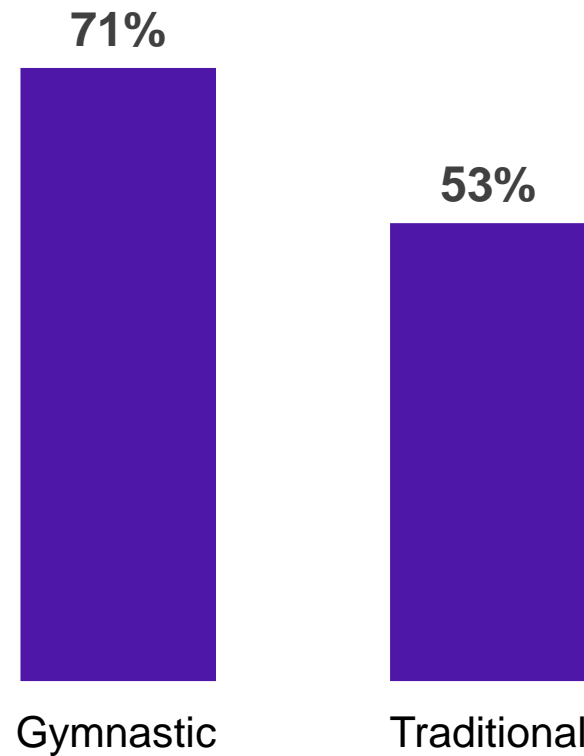
68% vs **64%**

Faster change



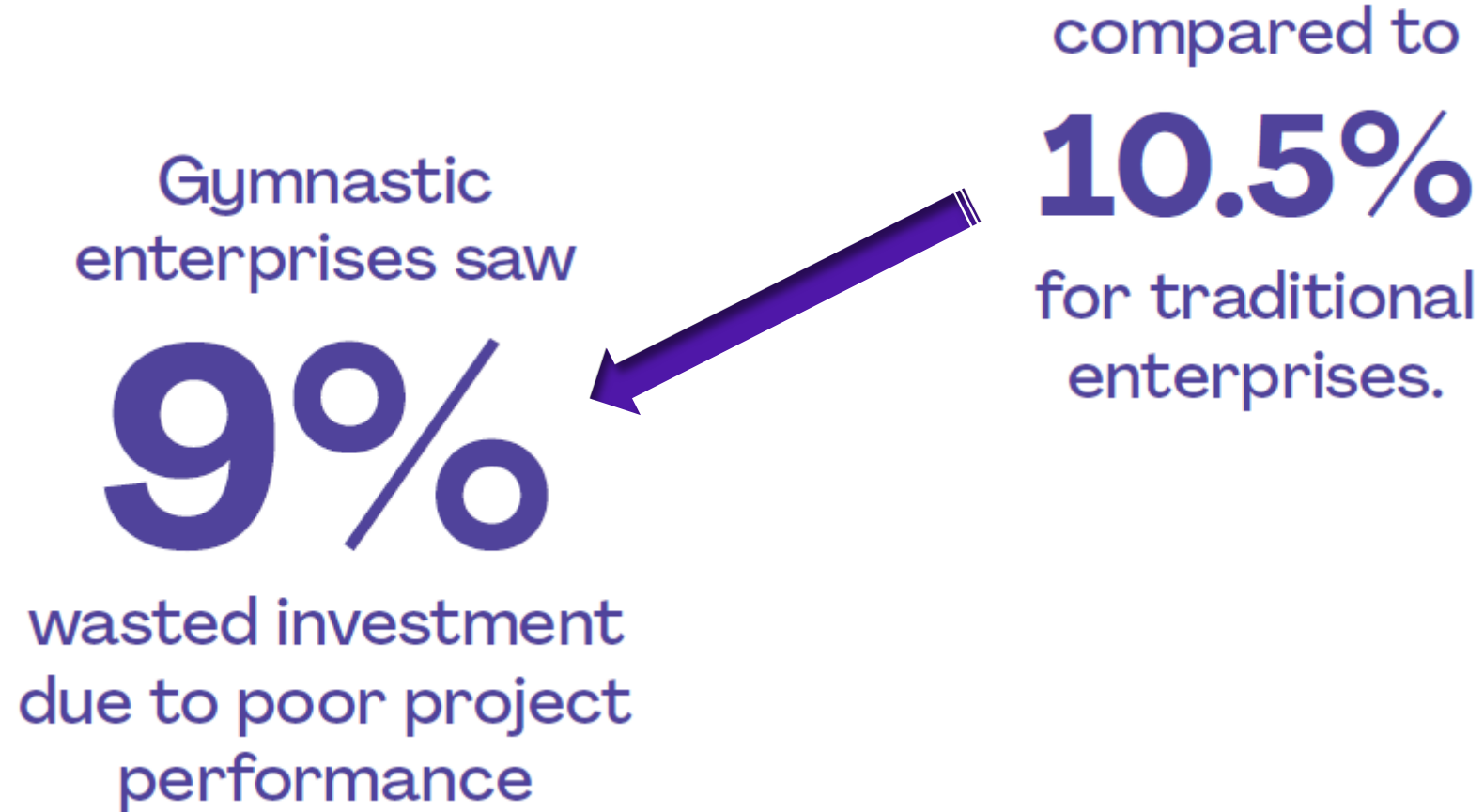
Q: How would you describe the change in your business over the past 12 months compared to the 12 months prior in the following areas? (“Many” and “some” changes shown.)

Improved productivity



Q: In your estimation, how has the productivity of your organization changed over the past 12 months compared to the 12 months prior? (“Increased significantly/somewhat” shown)

Better value



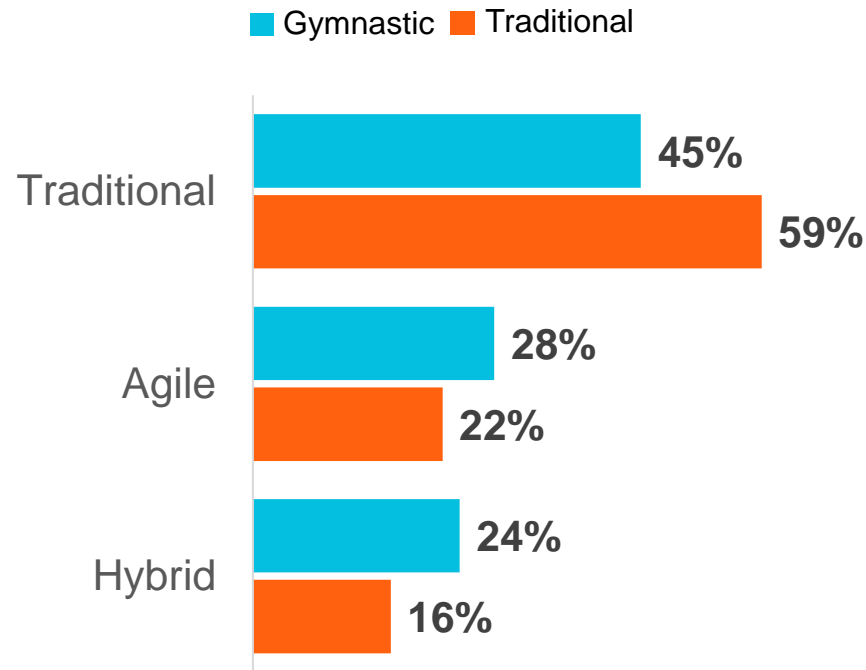
Gymnastic enterprises lead the way by creating **changemakers**—those who, regardless of their role, feel personally inspired and equipped to turn ideas into reality.

This happens when people **continuously get better** at what they do, utilizing a variety of means to build a **holistic portfolio of skills**, from which they can pick and choose the best ways to drive results and value.

Creating changemakers



Taking a more balanced approach

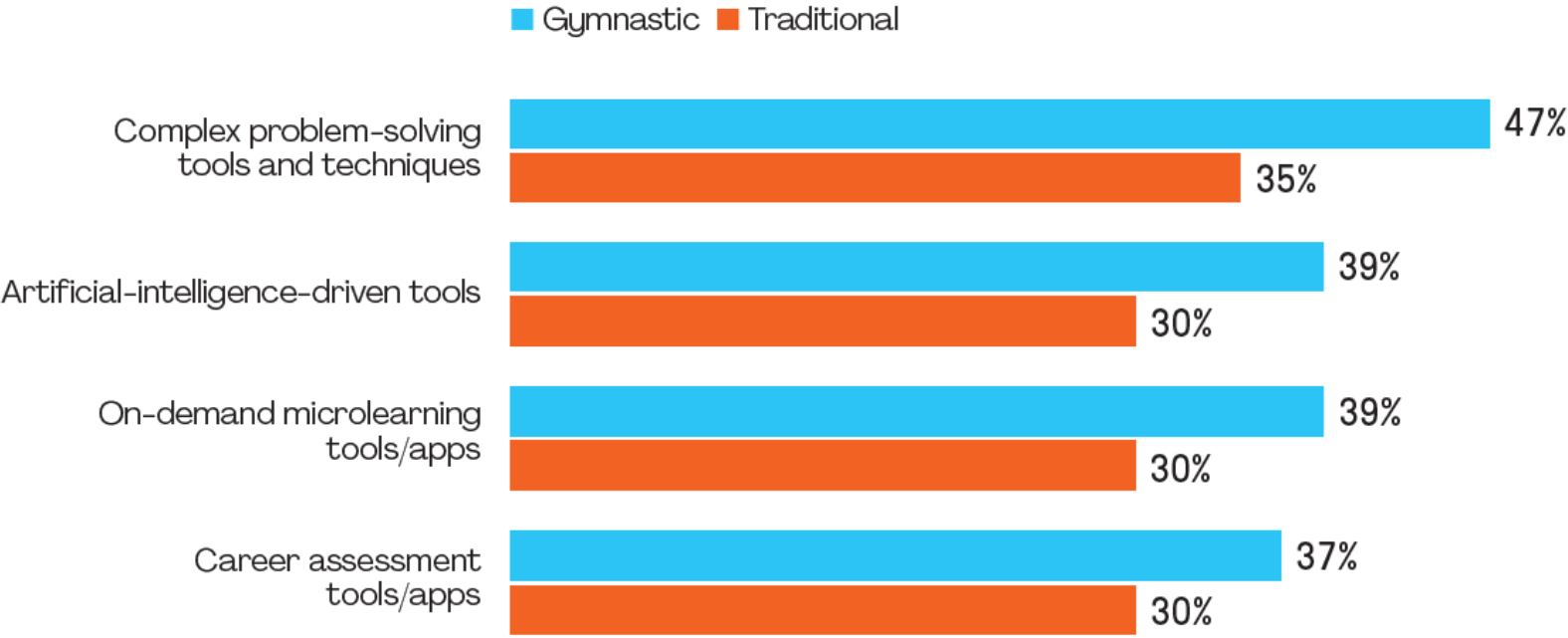


Q: In your estimation, what percentage of the projects that you managed and completed within your organization in the past 12 months used the following types of approaches? (mean % of projects shown)

“Organizations shouldn’t mandate any one framework or think that one size fits all. As much as I’m an advocate for agile, I also believe you couldn’t land on the moon or even build a bridge without waterfall.”

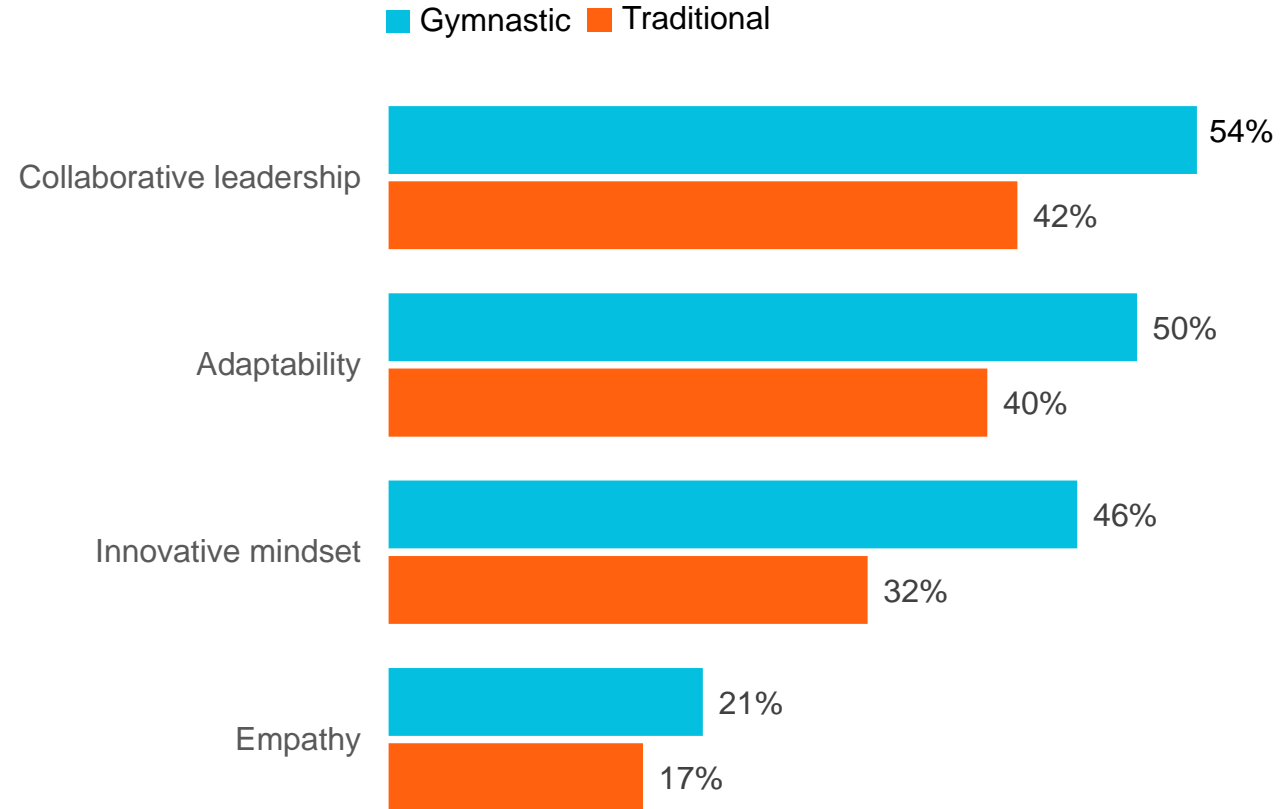
SAHAR KANANI
PMP, DIRECTOR OF
PROGRAM
MANAGEMENT,
MACROHEALTH,
VANCOUVER, CANADA

Augmenting talent through technology



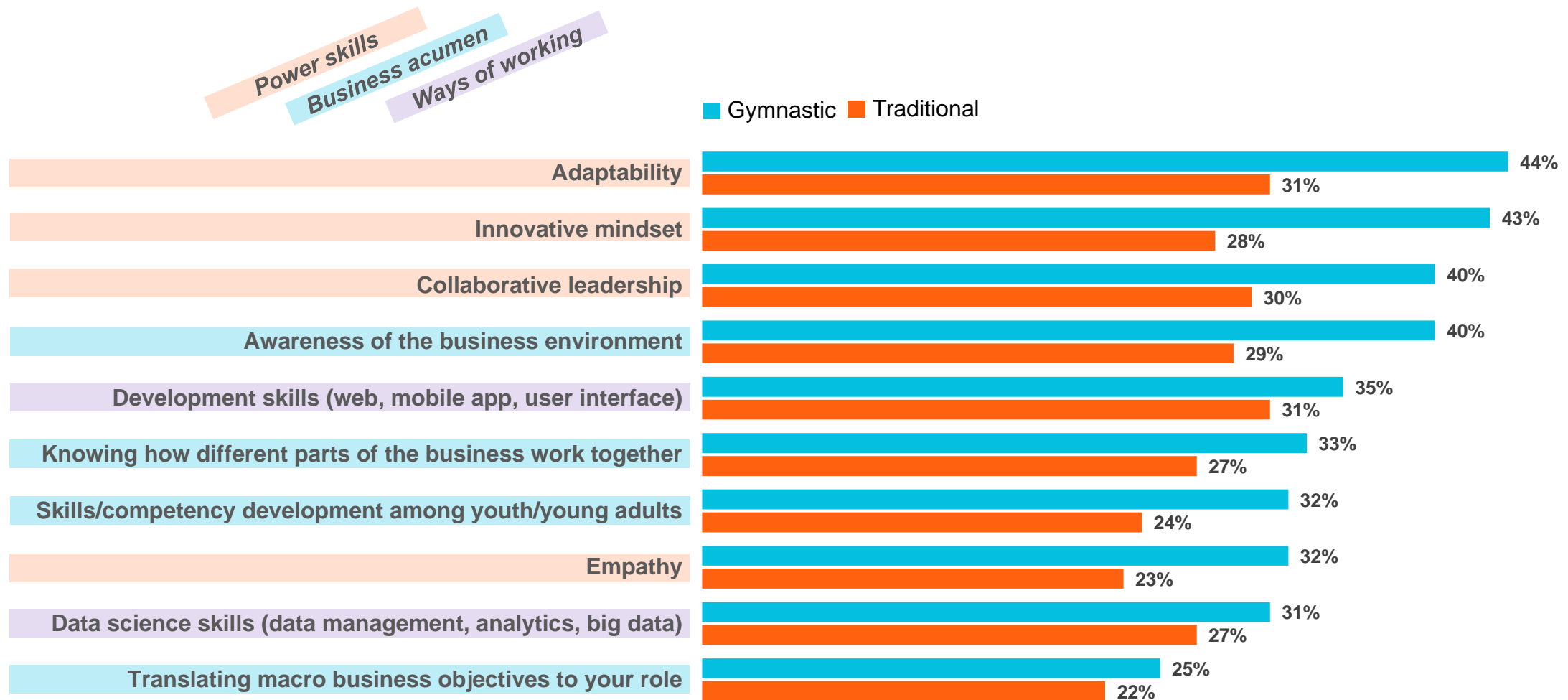
Q: At your organization, how high a priority is enterprise-wide adoption of the following?
("Somewhat high" and "very high" responses shown.)

Prioritizing power skills...



Q: Considering the skills below, which are the highest priorities for talent development at your organization?

...but building an entire portfolio of skills



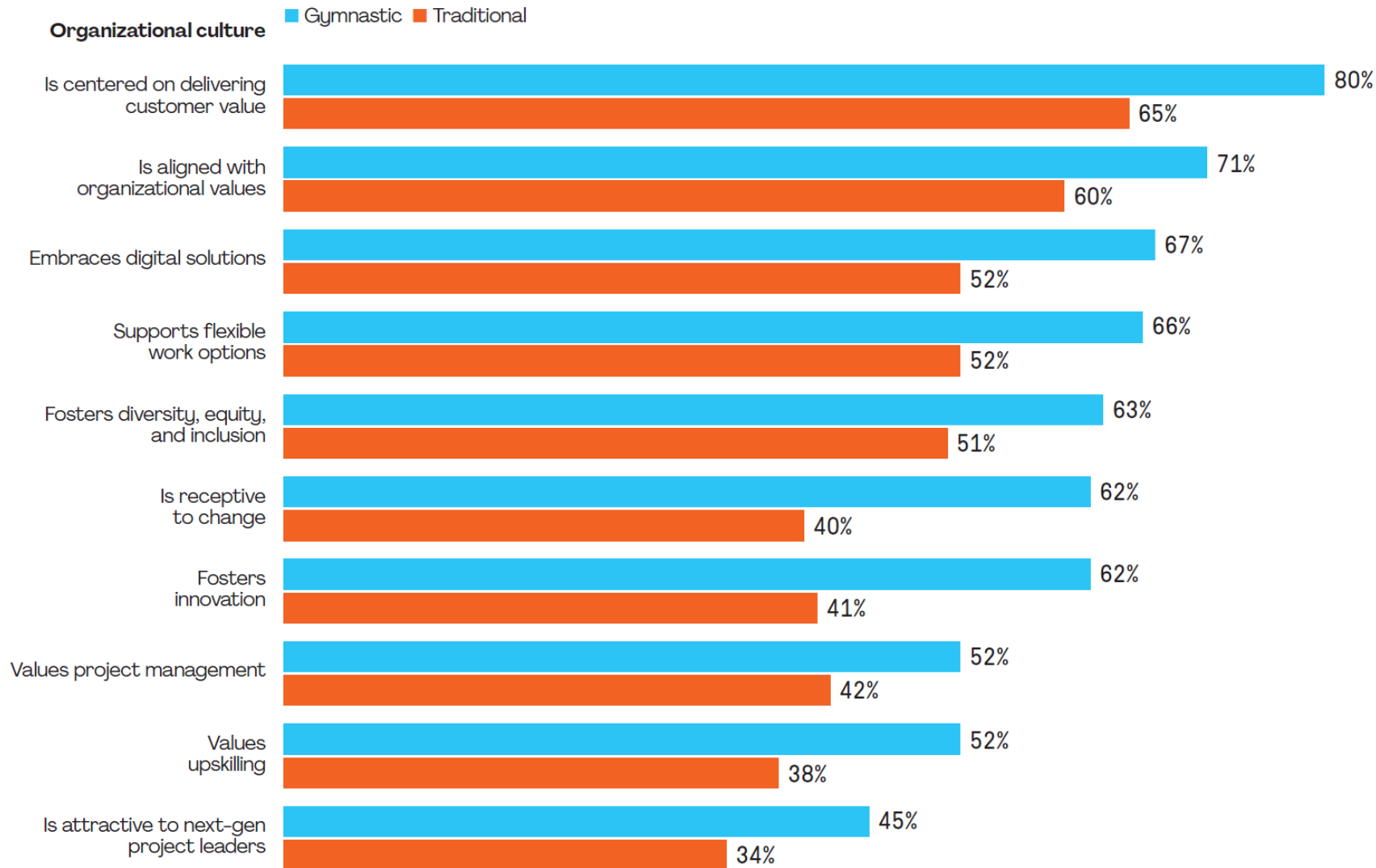
Q: How would you rate your organization's progress in developing talent in these skill areas over the last three years?
("Excellent/very good progress" shown)

Building an environment where changemakers thrive doesn't just magically happen.

The role of **organizational culture** cannot be understated.

Nor can the role of **executive leaders** in intentionally identifying the culture and capabilities they want to have—and the role of **talent management** in promoting and reinforcing the right behaviors.

Enabling capabilities through culture



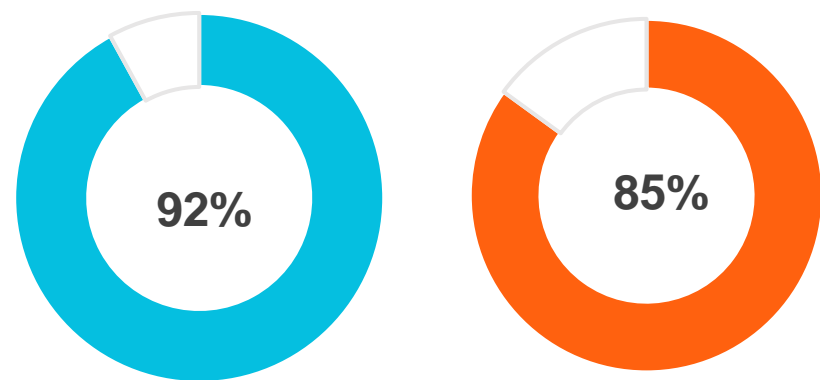
Q: How high a priority is each of the following aspects of organizational culture? ("Very high" and "somewhat high" shown.)

“If you don’t have a very strong culture, your strategy is not going to work; your projects are going to be impacted.”

MARCELO TOCCI
PMP, PMO AND DEPUTY
PROGRAM DIRECTOR,
EMBRAER, SÃO PAULO,
BRAZIL

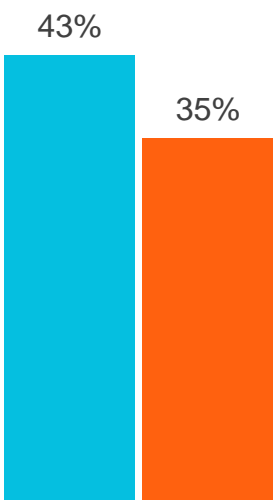
The leadership link

Senior leadership is guided by organizational values



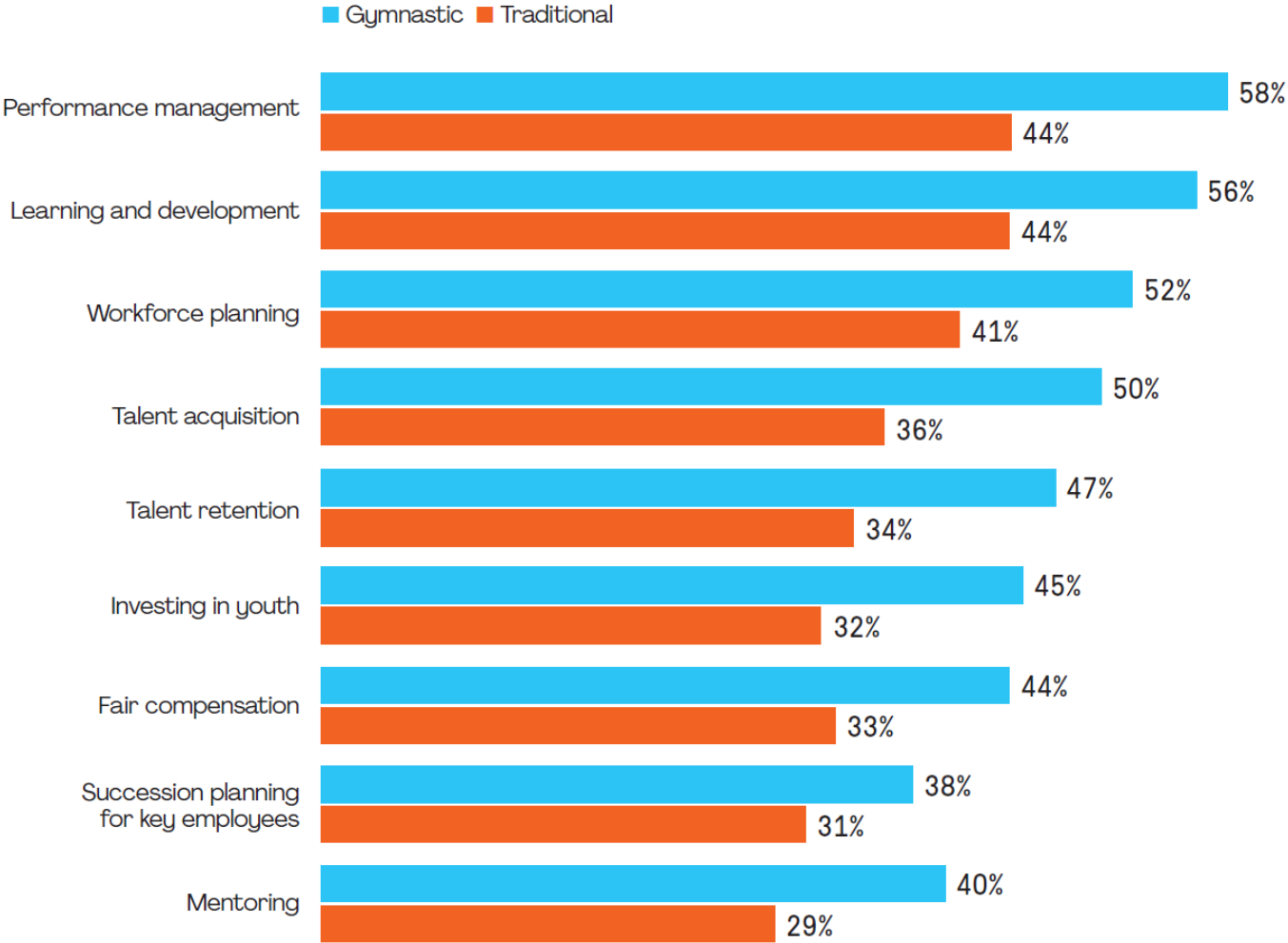
Q: Do you agree or disagree that your senior leadership is guided by organizational values?
(Percentage that agree shown)

Senior leaders prioritize the development of project management skills across the enterprise



Q: In your estimation, how high a priority is each of the following goals among senior leaders at your organization? ("Very/somewhat high" shown)

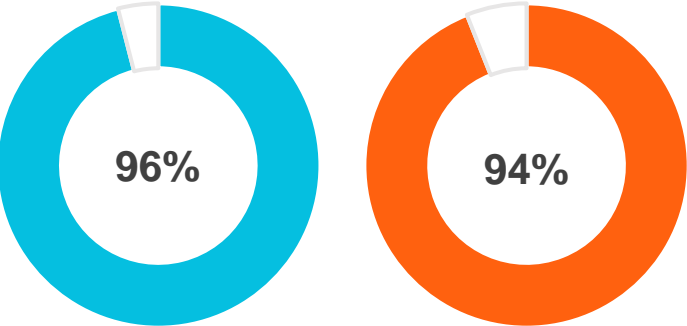
Talent by design



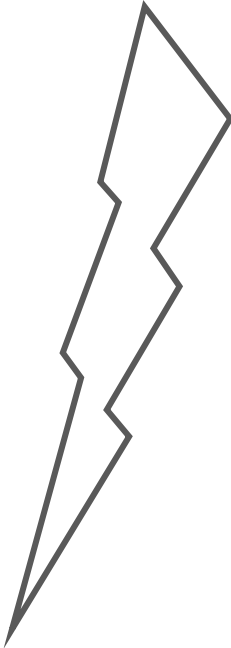
Q: How high of a priority is each of the following for your organization? ("Very/somewhat high" responses shown.)

The diversity, equity & inclusion gap

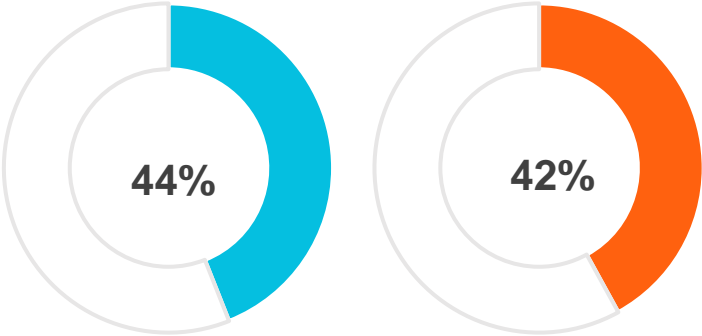
Diversity and inclusiveness
increases project value



Q: Do you agree or disagree that having diversity and inclusiveness in project teams increases project value? ("Agree" shown)



C-level female
leadership



Q: Please indicate the level of the highest-ranking female at your organization. (% in C-suite shown)

■ Gymnastic ■ Traditional

Working smarter to make reality

Gymnastic enterprises are better able to sense and respond to shocks, drive change, and face the future.





THANK YOU

