

The State of Project Management 2020

Address Three Major Issues Now to Achieve High Performance

Excellent project management is critical in times of elevated risk and disruption. So, let's get right to the point: organizations report significant challenges in three areas, and these challenges are persistent. We've seen Resource Management, Change Resistance, and a lack of Benefits Realization crop up as major challenges in study after study over the past decade.

But here's the good news: High-performing organizations' practices and strategies show us a path toward mastering these issues.

Organizational Change Management



report "resistance to change" as a major issue; but only 39% of high performers face the same challenge. The difference? High performers are twice as likely to provide change management training.

Of note: PMOs in high-performing organizations are far more likely to take charge of organizational change management (4.1 on a 5-point scale, vs. 2.8 for low performers).

Benefits Realization



Across the board, all organizations in the study report that "benefits are inconsistently realized." However, among high-performing organizations, some key differences emerge:

- They score more effective at benefits realization than those in low-performing organizations (3.5 vs 1.7).
- The PMO is twice as likely to be tasked with the benefit manager role and twice as likely to facilitate benefits realization during and after project.
- Only 15% of high performers report "tracking benefits" as a major challenge (compared to 49% of low performers). Why? Because ...
- High performers are **more than five times as likely** to offer benefits realization management training.

Resource Management



Since our first research studies two decades ago, Resource Management has risen to the top of the list of challenges year after year. *The State of Project Management 2020* shows little movement on this key metric: it's still the top challenge, with 56% of organizations in the study reporting it's a problem.

- High-performing organizations are slightly better, at 48%.
- They are far more likely to have resource management processes in place, to measure resource costs, skills, and availability.
- Their leaders are twice as likely to be experienced in using PPM processes and practices ... including those related to resource management.

Of note: Human resources challenges range from "lack of training opportunities" to "not enough project managers" to "team members with inadequate skills."

[The message there is clear.](#)