



Includes complete
survey data

The Adaptive Organization 2018

A BENCHMARK OF CHANGING APPROACHES
TO PROJECT MANAGEMENT

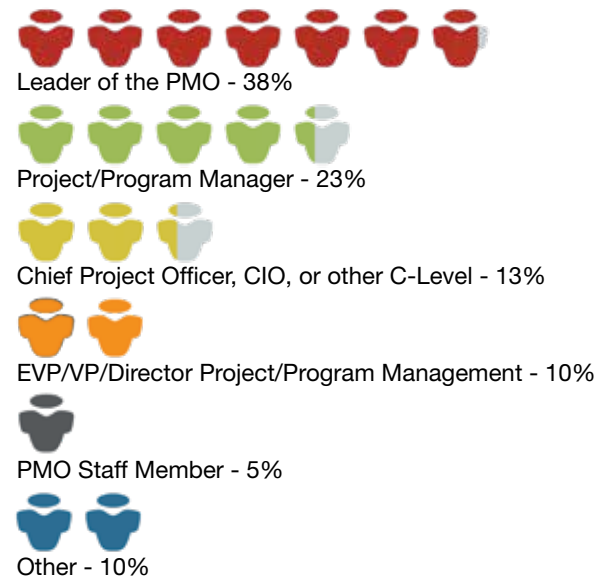
Introduction

PROJECT MANAGEMENT PRACTICE is in the midst of a sea change. Adaptive methods that once occupied a specialist niche are being mainstreamed in response to a competitive climate that demands greater flexibility, more transparency, and faster results. The new emphasis on adaptive methods in PMI's *PMBOK® Guide* (see Important Definitions on page 3) provides an additional nudge for organizations to formalize their experiments with new approaches to planning, tracking, risk, change management, and benefits realization in an agile world.

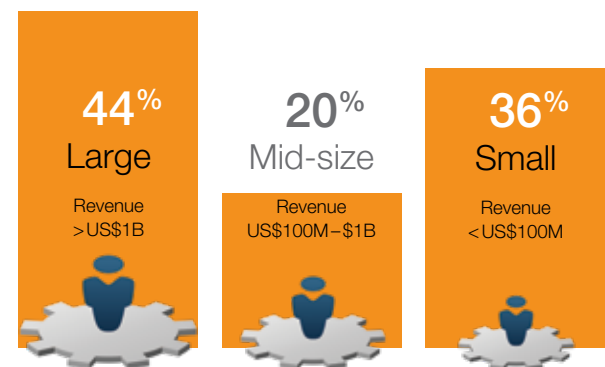
ABOUT THE SURVEY

- » Total number of respondents: 191
- » Survey respondents are more likely to be the leader of the PMO (38%) than someone holding any other position in the organization, and the largest percentage of respondents are reporting on either the whole enterprise (28%) or the IT function (27%). Most (48%) are also reporting about all types of projects. Those reporting on specific types of projects are mostly reporting on IT/software projects (31%) or strategic projects (24%).
- » We compare results about respondents' capability in using the various approaches in two ways: by the percentage of companies that rate themselves as highly capable, as well as by the actual score they assigned themselves (on a scale of 1-5, with 5 being very capable). This allows us to cross-tabulate the data in a wide variety of ways.
- » Company size makes little difference in the use of adaptive/hybrid practices except that small companies are much more likely to use detailed estimates for short-term planning horizons in a just-in-time fashion than mid-size or large companies.

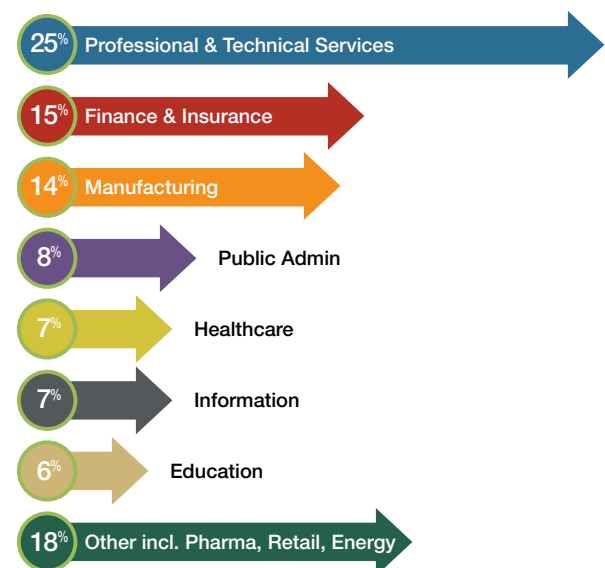
RESPONDENTS BY TITLE



RESPONDENTS BY SIZE OF FIRM



RESPONDENTS BY INDUSTRY



Slowly Speeding Up

Organizations Experiment with Adaptive Approaches

ALTHOUGH 84% OF THE RESPONDENTS in the study report using adaptive or hybrid approaches, they appear to be making the shift cautiously. Presently only about half their projects (55%) use these methods.

Organizations understand that they are not particularly mature at using adaptive or hybrid project management (they average 2.6 based on 5 levels of maturity). In fact, 85% of organizations are at levels 2 or 3 in maturity. They report that the biggest challenge regarding the implementation of projects that use adaptive approaches is the lack of skills/experience. They leverage their higher capability with predictive project management by employing hybrid approaches, which the study shows work better than predictive or adaptive approaches alone. More capable organizations also employ contracted resources more often to assist them in both managing adaptive/hybrid projects and providing training in these practices. Breaking out the practices of IT organizations in particular, they are more likely to leverage the use of contracted resources for hybrid/adaptive projects: 58% of them employ contracted resources to manage or support these types of projects, a much higher percentage than that reported overall.

IMPORTANT DEFINITIONS

Traditional (predictive or waterfall) approaches to project management: Requirements are identified in as much detail as possible upfront; the project deliverables are defined at the beginning of the project and delivered as a single final product/service/result at the end of the project timeline; change is constrained as much as possible; key stakeholders are involved at specific milestones; risk and cost are controlled by detailed planning based on known requirements and constraints; used for done-before projects with well-understood procedures – projects with low levels of execution uncertainty and risk (production of a car, electrical appliance, or homehouse/building).

Adaptive (agile, iterative, and incremental) approaches to project management: Requirements are elaborated frequently or at periodic intervals based on short, iterative planning and executing cycles; deliverables are subsets of the overall product/service/result and occur frequently; change is incorporated in real-time or at periodic intervals during delivery; key stakeholders are regularly involved; risk and cost are controlled by progressively elaborating the plans with new information as requirements and constraints emerge; used for new design, problem-solving, not-done-before projects, as well as those with high rates of change, complexity, and risk (software development, new product design, research, performance improvement).

Hybrid approaches to project management: Adaptive and traditional approaches are mixed depending on the project context. Those elements of the project that are well known or have fixed requirements follow a predictive development life cycle, and those elements that are still evolving follow an adaptive development life cycle (for example, a project may use adaptive practices in the development stage but use traditional practices in the rollout stage; or using both adaptive practices, such as short iterations, daily standups, and retrospectives, and traditional practices, such as upfront estimation, work assign, and progress tracking).

SOURCE: A Guide to the Project Management Body of Knowledge (PMBOK® Guide), 6th Edition, Project Management Institute, 2017

SUMMARY FINDINGS

- » Most organizations use adaptive or hybrid approaches to project management for about half of their projects.
- » Hybrid approaches work better than predictive or adaptive approaches alone.
- » Organizations are not particularly mature in using adaptive/hybrid approaches.
- » No particular adaptive/hybrid project management practices are used to a great extent by most organizations.
- » High-performing organizations are more likely to have a PMO that's responsible for managing/supporting projects that use adaptive approaches.
- » The adaptive capability of leaders and team members is a key success factor for projects that use adaptive approaches.
- » Almost half of organizations use contracted resources to manage projects that use adaptive approaches or to provide adaptive training.
- » One hundred percent of high-performing organizations engage in adaptive project management training.
- » The biggest challenge facing organizations is the lack of skills and experience with adaptive approaches.

Adaptive, Hybrid, or Predictive?

Hybrid approaches to project management work better than predictive or adaptive approaches alone.

HYBRID APPROACHES (a mix of predictive and adaptive approaches) work better (rating 3.6 on a scale of 1 to 5) than predictive approaches (3.4) or adaptive approaches (3.2) alone. More organizations report that the hybrid approaches work well or very well (54%) than predictive (44%) or adaptive (35%) approaches alone. Significantly more organizations rate themselves capable or very capable in using predictive approaches (68%) than in using hybrid (39%) or adaptive (33%) approaches.

- » The percentage of projects in small companies using adaptive or hybrid approaches (66%) is higher than average.
- » Finance/insurance companies are far more likely to report that hybrid approaches work well or very well than companies from other industries.
- » Manufacturing organizations rate their capability in using adaptive approaches (3.4) higher than those from other industries.
- » Organizations with high adaptive/hybrid capability are particularly better than average at facilitating organizational learning in adaptive approaches. They are best at striving to deliver what's needed and keeping a pulse on customers (4.0).

TOP 5 ADAPTIVE BEST PRACTICES

Determined by cross tabulating their frequency of use with organizational performance scores

1	All projects have a charter with a project vision and a clear set of working agreements
2	Organization encourages empirical measurement, small experiments, and learning
3	Leaders and team members work in a safe, honest, and transparent environment
4	Communicating evolving and emerging details is done frequently and quickly
5	Regular stakeholder reviews

The Human Factor

THE ADAPTIVE CAPABILITY OF LEADERS and team members is a key success factor for projects that use adaptive approaches; this may be why almost half of organizations use contracted resources to manage projects that use adaptive approaches or to provide adaptive training.

We asked respondents to rate the capability of their leaders and team members in using various approaches. Not surprisingly:

- » More organizations with highly capable leaders report that hybrid approaches (78%) and adaptive approaches (51%) work well or very well. And organizations with highly capable leaders report higher capability in using hybrid approaches (3.9) and adaptive approaches (3.8) than average.
- » More organizations with highly capable team members report that hybrid approaches (80%) and adaptive approaches (50%) work well or very well.
- » Organizations with highly capable team members are more capable in using hybrid approaches (3.8) and adaptive approaches (3.6) than average.
- » Organizations with highly capable team members are more mature than average (3.1), with 23% of them at levels 4 or 5.

Organizations with highly capable leaders and those with highly capable team members use standard adaptive/hybrid techniques more than average, and significantly more than those with low capability leaders. The most used practices by organizations with highly capable personnel are:

- » Frequently and quickly communicating evolving and emerging details.
- » Work is done in a safe, honest, and transparent environment.
- » Stakeholder reviews are held regularly to promote communication with management and shareholders.

In most organizations, project managers play their traditional role in leading the team (71%), facilitating team collaboration (67%), and aligning stakeholder needs (65%). But in high-performing organizations, project managers are more likely to remove organizational barriers (65%) and encourage the distribution of team responsibilities (59%) than those in most organizations.

TOP LEADER CAPABILITIES

Promoting safety, respect,
and trust

Listening well

Promoting collaboration and
conversation within teams and
between teams

TOP TEAM MEMBER CAPABILITIES

Being highly collaborative

Taking responsibility and
accountability

Embracing a growth mindset
(believe they can learn new
skills)

One hundred percent
of high-performing
organizations engage
in adaptive project
management training.

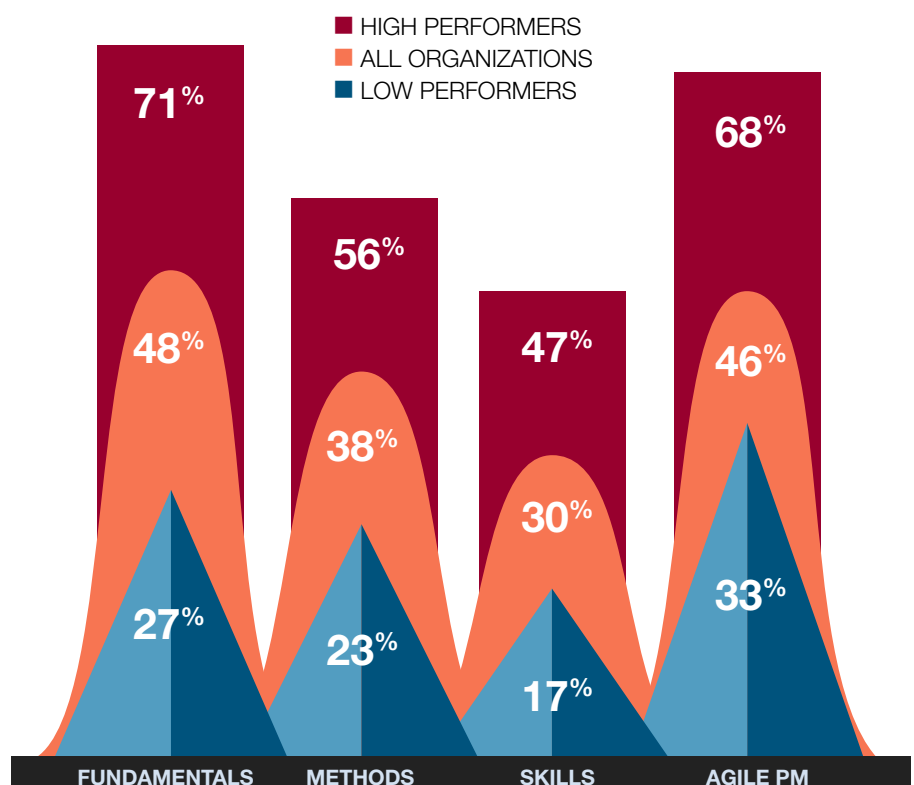
Finally, we asked participants how they prepare their team members to employ adaptive or hybrid approaches. Most organizations (90%) engage in some sort of adaptive project management training. Fundamentals of adaptive mindset and principles and agile project management are courses most often taught: 59% of organizations offer training in using specific adaptive techniques, such as Scrum and Lean.

- » A significantly higher percentage of organizations with highly capable leaders teach the fundamentals of adaptive mindset and principles (71%) and adaptive project management skills (50%).
- » A significantly higher percentage of organizations with highly capable team members teach agile project management (74%) and the fundamentals of adaptive mindset and principles (71%).

Almost half (47%) of organizations use contracted resources to provide training on the use adaptive approaches to project management. A higher percentage of organizations with a PMO (50%) use contracted resources to provide adaptive training than those without a PMO (42%).

ADAPTIVE PM-RELATED TRAINING

Percentage of organizations offering training in Fundamentals of Adaptive Mindset and Principles, Overview of Adaptive Methodologies, Adaptive Project Management Skills, and Agile Project Management



Performance

ORGANIZATIONS REALIZED AVERAGE RESULTS on all 12 measures of performance based on using adaptive project management approaches (see “How We Measure Performance” below) – in general they were not particularly great in any of the measures, nor were they particularly poor. Organizations performed best on the following measures:

- » Projects are aligned to the organization’s strategy (3.23 on a scale of 1 to 5)
- » Projects achieve agreed-upon quality of delivery (3.22)
- » Project customers are satisfied (3.2).

Their poorest performance was in allocating project resources optimally (2.7).

ADAPTIVE PROJECT MANAGEMENT IN HIGH-PERFORMING ORGANIZATIONS

Significantly more high performers report that hybrid approaches (81%) and adaptive approaches (68%) work well or very well. Also, the percentage of projects in high-performing organizations using adaptive or hybrid approaches (64%) is higher than average.

- » High performers are much more capable in using adaptive approaches (3.6).
- » A greater percentage of high performers rate their predictive (83%), hybrid (63%), and adaptive (54%) capability at 4 or 5.
- » High performers are more mature than average (3.1), but still not significantly more mature (83% of them are at levels 2 or 3).
- » High-performing organizations are more likely to have a PMO that’s responsible for managing/supporting projects that use adaptive approaches.
- » One hundred percent of high-performing organizations engage in adaptive project management training.

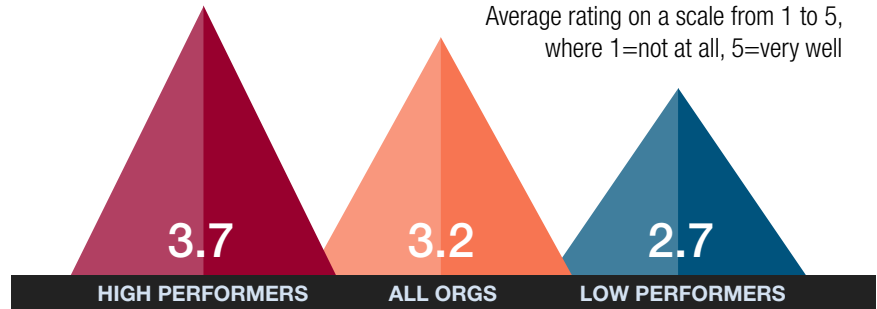
Organizations are poorest at allocating project resources optimally.

HOW WE MEASURE PERFORMANCE

We measured how well organizations realized beneficial results by using adaptive approaches to project management on a scale of 1 to 5, where 1=to no extent and 5=to a very great extent. The measures of performance were team satisfaction, stakeholder satisfaction, customer satisfaction, organization satisfaction, resource allocation, strategic alignment, project benefits, business value, time-to-market, priority management, quality, and productivity. High performers rank in the top 25% in overall performance. Low performers rank in the bottom 25%.

ADAPTIVE SUCCESS RATE

Extent that adaptive approaches work.
Average rating on a scale from 1 to 5,
where 1=not at all, 5=very well



High-performing organizations are best at striving to deliver what's needed and keeping a pulse on customers.

- » A significantly higher percentage of high-performing organizations than average teach the fundamentals of adaptive mindset and principles (71%) and agile project management (68%).
- » A much higher percentage of high-performing organizations (58%) than average use contracted resources to provide adaptive training, especially much higher than low performers (24%).
- » On the 12 organizational performance measures, high performers are best at satisfying project customers (4.2) and achieving an agreed-upon quality of project delivery (4.2).

High performers use standard adaptive/hybrid techniques more than average, and significantly more than low performers. The most used practices used by high performers are:

- » All projects have a project charter with a project vision and clear set of working agreements (4.1).
- » The organization encourages empirical measurement, small experiments, and learning (4.0).
- » Leaders and team members work in a safe, honest, and transparent environment (4.0).
- » Communicating evolving and emerging details is done frequently and quickly (4.0); and regular stakeholder reviews promote communication with management and shareholders (4.0).
- » High performers are particularly better than average at coordinating adaptive training courses, coaches, or mentors (3.7); developing and implementing standards for using adaptive approaches (3.7); and facilitating organizational learning in adaptive approaches (3.5). They are best at striving to deliver what's needed and keeping a pulse on customers (3.8).

PMOs Rule

A MAJORITY OF ORGANIZATIONS HAVE A PMO that's responsible for managing/supporting projects that use adaptive approaches (65%), but that percentage is significantly lower than those reporting that they have a PMO in prior research (85%, *The State of the PMO 2016*). But, a higher percentage of respondents reporting on their whole enterprises have PMOs that are responsible for managing/supporting projects that use adaptive approaches (76%).

Organizations with PMOs rate their capability with the various approaches more highly than those with no PMO, across the board. A higher percentage of those with PMOs score themselves at level 4 or 5 capability for each of the approaches: 77% score at Levels 4/5 on predictive approaches vs. only 49% of organizations with no PMO, and this pattern holds for the other approaches: 47% vs. 27% on hybrid approaches, and 35% vs. 27% on adaptive approaches. Also, more (76%) high-performing organizations place the responsibility for managing or supporting hybrid/adaptive projects with the PMO.

Large companies (75%) and finance/insurance companies (77%) are more likely to have PMOs that are responsible for managing/supporting projects that use adaptive approaches.

Organizations with a PMO show a slightly better performance overall than those without a PMO (3.2 vs. 2.9).

Company size makes little difference in PMO practices except that small companies are much more likely to choose which project management approach is most appropriate for delivering the product, service, or result than mid-size or large companies.

A higher percentage of organizations with a PMO (49%) use contracted resources to provide adaptive training than those without a PMO (39%).

Organizations with PMOs are much more likely to engage in the following practices than those without PMOs:

- » The team and key stakeholders hold short, daily standup meetings to discuss achievements and issues of the previous day and plans for the current day's work.
- » Multi-tiered contracts are used, including a master agreement for fixed items, a schedule of services for items subject to change, and a lightweight statement of work for dynamic items such as scope, schedule, and budget.

TOP 5 PMO BEST PRACTICES IN USING ADAPTIVE APPROACHES

1	Strives to deliver what's needed and keeps a pulse on customers
2	Provides adaptive/hybrid tools and templates
3	Operates like a consulting business, tailoring its efforts to meet specific needs
4	Develops and implements standards for using adaptive approaches
5	Coordinates adaptive training courses, coaches, or mentors

Adaptive Project Management Practices and Techniques

THERE ARE NO ADAPTIVE/HYBRID PROJECT MANAGEMENT PRACTICES in particular that are used to a great extent by most organizations. The most used practices (based on a scale of 1 to 5) are:

- » All projects have a project charter with a project vision and clear set of working agreements (3.5).
- » Team members determine how plans and components should integrate (3.3).
- » Control of the detailed project planning and delivery is delegated to the team (3.3).
- » Stakeholders are invited to project meetings and reviews (3.2).

High performers, organizations with highly capable leaders, and organizations with highly capable team members use standard adaptive/hybrid techniques more than average, and significantly more than low performers.

The adaptive techniques most used by organizations are Scrum (67% of organizations), followed by Lean (49%), and Kanban (38%). Other techniques are used by fewer than 20% of organizations.

- » Large companies are more likely to use Scrum.
- » Finance and insurance companies are far more likely to use Scrumban, and manufacturing organizations are far more likely to use Rapid Application Development than organizations from other industries.

No adaptive/hybrid project management practices in particular are used to a great extent by most organizations.

Challenges

FOUR PRIMARY CHALLENGES are faced by more than half of all organizations, regarding the implementation of projects that use adaptive approaches:

- » Lack of skills/experience with adaptive approaches (67%)
- » Organizational culture at odds with adaptive approaches (56%)
- » Inconsistent processes and practices across teams (51%)
- » Organizational resistance to change (51%).

High performers and low performers are faced with the same challenges, although low performers experience more challenges, particularly in the areas of inadequate management support and sponsorship (62% vs. 18%) and insufficient training and education (71% vs. 29%). These are the same challenges that are encountered to a much higher degree in organizations with low capability leaders and/or low capability teams.

The top challenge regarding the implementation of projects that use adaptive approaches is the same for organizations whether they have a PMO or not: lack of skills/experience with adaptive approaches.

TOP 5 ADAPTIVE CHALLENGES

1	Lack of skills/experience with adaptive approaches
2	Organizational culture at odds with adaptive approaches
3	Inconsistent processes and practices across teams
4	Organizational resistance to change
5	Insufficient training and education

Looking Forward

AS ORGANIZATIONS CONTINUE TO EXPERIMENT WITH, and expand application of, hybrid/adaptive approaches, we can expect to see capability improve. To leverage these findings within your own organization, pay particular attention to the role of the PMO as described by study participants, the practices of high performers, and the impact on performance described by those organizations who invest in developing highly capable leaders and teams.

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Summary Results

Respondent Profile

Percentage of respondents with the following role

» Leader of the PMO (Director, Manager, Head, etc.)	38%
» Project/Program Manager	23%
» Chief Project Officer, CIO, or other C-Level	13%
» EVP/VP or Director-Level Project/Program Management	10%
» VP or Director-Level Business Management	5%
» PMO Staff Member	5%
» Adaptive Project Team Leader	0%
» Other	5%

Percentage of respondents whose organizations have the following annual sales (US\$)

» Less than \$100 million	36%
» \$100 million to \$1 billion	20%
» Greater than \$1 billion	44%

Percentage of respondents in the following industries

» Professional & Technical Services	25%
» Finance & Insurance	15%
» Manufacturing	14%
» Public Administration	8%
» Information	7%
» Healthcare & Social Services	7%
» Education	6%
» Energy	5%
» Pharmaceutical & Biotechnology	4%
» Retail	2%
» Other	7%

SUMMARY RESULTS

Percentage of respondents reporting on the following functions

» Enterprise	38%
» IT	27%
» Division	9%
» Operations	7%
» New Project Development	5%
» Research and Development	4%
» Human Resources	1%
» Customer Service	1%
» Production	1%
» Finance/Accounting	0%
» Other	8%

Percentage of respondents reporting on the following types of projects

» All types of projects	48%
» IT/Software projects	31%
» Strategic projects	24%
» Engineering, construction, capital projects	12%
» New product development projects	11%
» Other	5%

SUMMARY RESULTS

Adaptive Project Management

Percentage of organizations that use adaptive or hybrid approaches to project management 84%

Percentage of projects that use the following approaches

» Predictive approaches	45%
» Hybrid approaches	33%
» Adaptive approaches	22%

Extent that the following approaches work

(average rating of score from 1 to 5, where 1=not at all, 5=very well)

» Hybrid approaches	3.6
» Predictive approaches	3.4
» Adaptive approaches	3.2

Percentage of organizations whose approaches work well or very well

» Hybrid approaches	54%
» Predictive approaches	44%
» Adaptive approaches	35%

Capability of organizations in using the following approaches

(average rating of score from 1 to 5, where 1=not at all, 5=very capable)

» Predictive approaches	3.8
» Hybrid approaches	3.3
» Adaptive approaches	3.1

Percentage of organizations that rate their capability in using the following approaches as capable or very capable

» Predictive approaches	68%
» Hybrid approaches	39%
» Adaptive approaches	33%

SUMMARY RESULTS

NOTE: For the remaining questions, when we refer to the use of adaptive approaches we are also including the use of those approaches in hybrid projects.

Percentage of organizations at the following levels of maturity in using adaptive approaches to project management

» Level 1: Considering using adaptive approaches	8%
» Level 2: Experimenting with adaptive approaches in pockets	37%
» Level 3: Using adaptive approaches but still maturing	49%
» Level 4: High level of competency in using adaptive approaches across the organization	4%
» Level 5: Use of adaptive approaches is enabling greater adaptability to market conditions	3%
» Average level of maturity	2.6

Percentage of organizations using the following adaptive approaches

» Scrum	67%
» Lean	49%
» Kanban	38%
» RAD (Rapid Application Development)	17%
» SAFe (Scaled Agile Framework)	16%
» Scrumban	12%
» AUP (Agile Unified Process)	7%
» FDD (Feature-Driven Development)	6%
» XP (eXtreme Programming)	5%
» DSDM (Dynamic Systems Development Method)	3%
» Crystal	0%
» Other	8%

SUMMARY RESULTS

Adaptive Project Management Practices

Extent organization exhibits the following characteristics regarding the management of projects using adaptive approaches

(average rating of score from 1 to 5, where 1=no extent, 5=very great extent)

PROJECT INTEGRATION MANAGEMENT

- » All projects have a project charter with a project vision and clear set of working agreements 3.5
- » Team members determine how plans and components should integrate 3.3
- » Control of the detailed product planning and delivery is delegated to the team 3.3
- » Learning takes place by experimenting, delivering small increments of value, and getting feedback on what has been accomplished thus far 3.0
- » Metrics contain meaningful information that provide a historical track record 2.8

PROJECT SCOPE MANAGEMENT

- » Deliverables are developed over multiple iterations where a detailed scope is defined and approved for each iteration 3.0
- » Little time is spent trying to define scope; most time is spent establishing the process for its ongoing discovery and refinement 2.8
- » Prototypes and release versions are built and reviewed in order to refine requirements 2.8

PROJECT SCHEDULE MANAGEMENT

- » Short cycles are used to undertake work, review the results, and adapt as necessary 3.0
- » The time-boxed periods (durations during which the team works steadily toward completion of a goal) for releases, waves, and iterations are specified 2.9
- » Iterative scheduling is used where requirements are documented, prioritized, and refined, and product features are developed using time-boxed periods of work 2.8
- » Review cycles result in iterative scheduling and on-demand, pull-based scheduling 2.7
- » On-demand scheduling pulls work from a backlog or intermediate queue of work to be done immediately as resources become available 2.7

SUMMARY RESULTS

PROJECT COST MANAGEMENT

- » Highly variable projects with strict budgets rely on scope and schedule adjustments to stay with cost constraints 3.0
- » Lightweight estimation methods are used to generate a fast, high-level forecast of project labor costs 2.8
- » Costs are easily adjusted as changes arise 2.6
- » Detailed estimates are reserved for short-term planning horizons in a just-in-time fashion 2.5

PROJECT QUALITY MANAGEMENT

- » Frequent quality and review steps are built in throughout the project 3.1
- » Team members look for root causes of issues and suggest trials of new approaches to improve quality 2.9
- » Frequent, incremental delivery helps uncover inconsistencies and quality issues earlier in the project life cycle 2.9
- » Quality management is performed by all team members throughout the project 2.9
- » Recurring retrospectives regularly check on the effectiveness of the quality processes 2.8

PROJECT RESOURCE MANAGEMENT

- » Teams use consistent practices and processes 3.0
- » Team members are generalized specialists (generalists with a technical specialty) 3.0
- » Teams use daily standups to micro-commit to each other, uncover problems, and ensure that work flows smoothly 2.8
- » Self-organizing teams (no centralized control) are used to maximize focus and collaboration 2.4
- » Agreements for fast supply are used to control resource costs 2.3

PROJECT COMMUNICATIONS MANAGEMENT

- » Communicating evolving and emerging details is done frequently and quickly 3.3
- » Regular stakeholder reviews promote communication with management and stakeholders 3.2
- » Team member access to information is streamlined 3.0
- » Team members are co-located to enhance communication 2.7
- » The team and key stakeholders hold short, daily startup meetings to discuss achievements and issues of the previous day and plans for the current day's work 2.6

SUMMARY RESULTS

PROJECT RISK MANAGEMENT

- » Work may be reprioritized as the project progresses based on an improved understanding of current risk exposure 3.0
- » Frequent reviews of incremental work products accelerate knowledge sharing and ensure that risk is understood and managed 2.8
- » Risks are identified, analyzed, and managed during each iteration 2.8

PROJECT PROCUREMENT MANAGEMENT

- » Multi-tiered contracts are used, including a master agreement for fixed items, a schedule of services for items subject to change, and a lightweight statement of work for dynamic items such as scope, schedule, and budget 2.6
- » Milestones and payment terms are structured based on value-driven deliverables to enhance agility 2.6
- » Projects decompose scope into fixed-price microdeliverables, giving the customer more control over how the money is spent 2.4

PROJECT STAKEHOLDER MANAGEMENT

- » Stakeholders are invited to project meetings and reviews 3.2
- » Teams engage with stakeholders directly, not through management 3.1
- » Risk is mitigated, trust is built, and adjustments are supported through regular interactions with the stakeholder community 3.0
- » Transparency is promoted aggressively 3.0
- » The team and stakeholders together determine the most appropriate schedule for planning, product reviews, and retrospectives 2.9

ORGANIZATIONAL CULTURE

- » The organization is willing to use adaptive approaches 3.1
- » Leaders and team members work in a safe, honest, and transparent environment 3.1
- » The organization encourages empirical measurements, small experiments, and learning 3.0
- » A documented list of organizational priorities is used to select appropriate project management approaches that best fit with those priorities 2.7
- » Adaptive approaches spread from business unit to business unit throughout the organization 2.5

SUMMARY RESULTS

Organizational Structure (PMO)

Percentage of organizations with an organizational structure (PMO) that's responsible for managing/supporting projects that use adaptive approaches

65%

Extent PMO exhibits the following characteristics

(average rating of score from 1 to 5, where 1=no extent, 5=very great extent)

- » Strives to deliver what's needed and keeps a pulse on customers 3.5
- » Operates as if it were a consulting business, tailoring its efforts to meet specific needs 3.3
- » Provides adaptive tools and templates 3.2
- » Waits for its clients (customers, teams) to request its services rather than mandate approaches 3.1
- » Chooses which project management approach (predictive, adaptive, or hybrid) is most appropriate for delivering the product, service, or result? 3.0
- » Develops and implements standards for using adaptive approaches 3.0
- » Advises management about the business value of projects that use adaptive approaches 3.0
- » Provides adaptive training courses, coaches, or mentors 2.9
- » Coordinates adaptive training courses, coaches, or mentors 2.9
- » Facilitates organizational learning in adaptive approaches 2.8
- » Coordinates communication between teams that use adaptive approaches 2.7
- » Develops guidelines for recruiting, evaluating, and selecting team leaders 2.6

SUMMARY RESULTS

Leader & Team Member Capabilities

Extent that leaders and team members who use adaptive approaches exhibit the following behaviors/capabilities

(average rating of score from 1 to 5, where 1=no extent, 5=very great extent)

LEADERS (project managers, team facilitators, team leads, etc.)

» Promote safety, respect, and trust	3.5
» Promote collaboration and conversation within teams and between teams	3.4
» Encourage teams to create an environment where everyone can succeed	3.3
» Listen well	3.3
» Pave the way for the team to do its best work	3.3
» Support teams through coaching, mentoring, encouragement, and support	3.3
» Celebrate team successes	3.2
» Advocate for team member training and career development	3.2
» Have input in choosing the appropriate project management approaches for the project	3.1
» Work to streamline processes to remove impediments to the team's agility	3.1
» Are experienced in using adaptive approaches	2.8
» Facilitate the team's understanding of adaptive approaches	2.8
» Facilitate the stakeholders' understanding of adaptive approaches	2.8
» OVERALL	3.2

SUMMARY RESULTS

TEAM MEMBERS

» Are highly collaborative	3.3
» Take responsibility and accountability	3.3
» Embrace a growth mindset (believe they can learn new skills)	3.1
» Communicate well	3.1
» Are generalized specialists (have both a focus specialty plus a breadth of experience across multiple skills)	3.0
» Actively engage in giving and receiving feedback	3.0
» Offer sound judgment under pressure and remain calm under stress	3.0
» Coordinate their own work (self-managed)	2.9
» Cut through unnecessary work and focus only on essential work	2.9
» Have exceptional organizational abilities	2.8
» Are 100 percent dedicated to the team	2.6
» Are experienced in using adaptive approaches	2.6
» Have input in choosing the appropriate project management approaches for the project	2.5
» OVERALL	2.9

Percentage of organizations whose project managers play the following roles in managing projects that use adaptive approaches

» Traditional project manager role in leading the team	71%
» Facilitate team collaboration	67%
» Align stakeholder needs	65%
» Remove organizational barriers	47%
» Ensure that the team adheres to its processes	46%
» Coach team members and other stakeholders	43%
» Encourage the distribution of team responsibilities	41%
» Ensure product owner accountability	37%
» No role	6%
» Other	8%

Percent of organizations that use contracted resources to manage projects that use adaptive approaches

46%

SUMMARY RESULTS

Adaptive Project Management Training

Percentage of organizations that offer the following training related to the use of adaptive approaches

» Fundamentals of adaptive mindset and principles	48%
» Agile project management	46%
» Overview of adaptive methodologies	38%
» Scrum	34%
» Lean	31%
» Adaptive project management skills	30%
» Kanban	25%
» eXtreme Programming	2%
» Other	1%
» None	10%

Percentage of organizations that use contracted resources to provide training related to the use of adaptive approaches	47%
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SUMMARY RESULTS

Challenges

Percentage of organizations that face the following challenges regarding the management of projects that use adaptive approaches

» Lack of skills/experience with adaptive approaches	67%
» Organizational culture at odds with adaptive approaches	56%
» Inconsistent processes and practices across teams	51%
» Organizational resistance to change	51%
» Insufficient training and education	47%
» Teams siloed instead of cross-functional	43%
» Lack of business/customer/product owner availability	39%
» Inaccurate estimates	39%
» Inadequate management support and sponsorship	38%
» Unclear requirements	33%
» Teams too geographically distributed	30%
» Unexpected or unforeseen delays	29%
» Pervasiveness of predictive project management methods	25%
» False starts, wasted efforts	21%
» Minimal collaboration and knowledge sharing	20%
» Unclear working agreements	20%
» Unclear team goals	19%
» Impossible stakeholder demands	18%
» Project deliverables too complex	12%
» Other	6%

SUMMARY RESULTS

Performance

Extent to which organizations realize the following results by using adaptive approaches

(average rating of score from 1 to 5, where 1=no extent, 5=very great extent)

» The organization is satisfied with the delivered products/ services/results	3.2
» Project team members are satisfied	3.2
» Project customers are satisfied	3.2
» Project stakeholders are satisfied	3.2
» Projects are aligned to the organization's strategy	3.2
» Projects achieve agreed-upon quality of delivery	3.2
» The benefits anticipated from the projects are realized	3.1
» Delivery speed/time-to-market has improved	3.0
» Productivity has improved	2.9
» Adopting adaptive approaches has led to an increase in business value	2.9
» The organization effectively manages changing priorities	2.8
» Project resources are allocated optimally	2.7
» Overall	3.1

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CROSS TABULATION

By Company Size

Respondent Profile

Percentage of respondents with the following role

	ALL	SMALL <\$100M	MID-SIZE \$100M-\$1B	LARGE >\$1B
» Chief Project Officer, CIO, or other C-Level	13%	34%	0%	1%
» VP or Director-Level Business Management	5%	4%	8%	5%
» EVP/VP or Director-Level Project/Program Management	10%	4%	11%	16%
» Leader of the PMO (Director, Manager, Head, etc.)	38%	24%	50%	42%
» PMO Staff Member	5%	^5	3%	6%
» Project/Program Manager	23%	22%	24%	24%
» Adaptive Project Team Leader	0%	0%	0%	0%
» Other	5%	4%	5%	6%

Percentage of respondents whose organizations have the following annual sales (US\$)

» Less than \$100 million	36%	100%	0%	0%
» \$100 million to \$1 billion	20%	0%	100%	0%
» Greater than \$1 billion	44%	0%	0%	100%

Percentage of respondents in the following industries

» Finance & Insurance	15%	7%	24%	18%
» Information	7%	9%	5%	7%
» Manufacturing	14%	3%	5%	27%
» Professional & Technical Services	25%	45%	14%	14%
» Pharmaceutical & Biotechnology	4%	3%	3%	5%
» Public Administration	8%	9%	14%	5%
» Healthcare & Social Services	7%	3%	5%	11%
» Education	6%	12%	8%	0%
» Energy	5%	0%	14%	5%
» Retail	2%	3%	0%	1%
» Other	7%	4%	8%	7%

CROSS TABULATION: BY COMPANY SIZE

	ALL	SMALL <\$100M	MID-SIZE \$100M-\$1B	LARGE >\$1B
Percentage of respondents reporting on the following functions				
» Enterprise	38%	40%	47%	33%
» Division	9%	5%	13%	11%
» Research and Development	4%	6%	0%	4%
» New Project Development	5%	4%	3%	6%
» IT	27%	18%	21%	35%
» Finance/Accounting	0%	0%	0%	0%
» Human Resources	1%	0%	0%	1%
» Customer Service	1%	1%	0%	0%
» Production	1%	0%	0%	2%
» Operations	7%	10%	3%	6%
» Other	8%	13%	13%	2%
Percentage of respondents reporting on the following types of projects				
» All types of projects	48%	48%	53%	35%
» Strategic projects	24%	18%	24%	29%
» IT/Software projects	31%	20%	29%	40%
» Engineering, construction, capital projects	12%	15%	13%	8%
» New product development projects	11%	3%	8%	19%
» Other	5%	6%	5%	4%

Adaptive Project Management

Percentage of organizations that use adaptive or hybrid approaches	84%	81%	87%	86%
Percentage of projects that use the following approaches				
» Predictive approaches	45%	34%	50%	52%
» Adaptive approaches	22%	30%	13%	19%
» Hybrid approaches	33%	36%	37%	29%

CROSS TABULATION: BY COMPANY SIZE

	ALL	SMALL <\$100M	MID-SIZE \$100M-\$1B	LARGE >\$1B
Extent the following project management approaches work				
(average rating of score from 1 to 5, where 1=not at all, 5=very ell)				
» Predictive approaches	3.4	3.3	3.5	3.4
» Adaptive approaches	3.2	3.3	2.9	3.3
» Hybrid approaches	3.6	3.8	3.5	3.5
Percentage of organizations whose approaches work well or very well				
» Predictive approaches	44%	39%	56%	44%
» Adaptive approaches	35%	37%	19%	40%
» Hybrid approaches	54%	61%	51%	49%
Capability of organizations in using the following approaches				
(average rating of score from 1 to 5, where 1=not at all, 5=very capable)				
» Predictive approaches	3.8	3.7	3.9	4.3
» Adaptive approaches	3.1	3.3	3.0	3.6
» Hybrid approaches	3.3	3.4	3.3	3.8
Percentage of organizations that rate their capability in using the following approaches as capable or very capable				
» Predictive approaches	68%	61%	81%	68%
» Adaptive approaches	33%	42%	25%	27%
» Hybrid approaches	39%	44%	39%	35%

NOTE: For the remaining questions, when we refer to the use of adaptive approaches we are also including the use of those approaches in hybrid projects.

Percentage of organizations at the following levels of maturity in using adaptive approaches

» Level 1: Considering using adaptive approaches	8%	8%	6%	9%
» Level 2: Experimenting with adaptive approaches in pockets	37%	28%	48%	39%
» Level 3: Using adaptive approaches but still maturing	49%	51%	42%	49%
» Level 4: High level of competency in using adaptive approaches across the organization	4%	6%	0%	4%
» Level 5: Use of adaptive approaches is enabling greater adaptability to market conditions	3%	8%	3%	0%
» AVERAGE LEVEL OF MATURITY	2.6	2.8	2.5	3.1

CROSS TABULATION: BY COMPANY SIZE

	ALL	SMALL <\$100M	MID-SIZE \$100M-\$1B	LARGE >\$1B
Percentage of organizations using the following adaptive approaches				
» Lean	49%	53%	40%	52%
» Kanban	38%	40%	37%	61%
» Scrum	67%	55%	63%	76%
» SAFe (Scaled Agile Framework)	16%	17%	10%	18%
» XP (eXtreme Programming)	5%	6%	3%	5%
» Crystal	0%	0%	0%	0%
» Scrumban	12%	11%	10%	14%
» FDD (Feature-Driven Development)	6%	11%	0%	5%
» DSDM (Dynamic Systems Development Method)	3%	4%	3%	3%
» AUP (Agile Unified Process)	7%	9%	3%	6%
» RAD (Rapid Application Development)	17%	23%	10%	15%
» Other	8%	11%	7%	6%

Adaptive Project Management Practices

Extent organization exhibits the following characteristics regarding the management of projects that use adaptive approaches

(average rating of score from 1 to 5, where 1=no extent, 5=very great extent)

PROJECT INTEGRATION MANAGEMENT

» All projects have a project charter with a project vision and clear set of working agreements	3.5	3.5	3.4	3.5
» Team members determine how plans and components should integrate	3.3	3.2	3.3	3.4
» Control of the detailed product planning and delivery is delegated to the team	3.3	3.2	3.0	3.4
» Learning takes place by experimenting, delivering small increments of value, and getting feedback on what has accomplished thus far	3.0	3.1	2.6	3.0
» Metrics contain meaningful information that provide a historical track record	2.8	3.0	2.8	2.7

CROSS TABULATION: BY COMPANY SIZE

	ALL	SMALL <\$100M	MID-SIZE \$100M-\$1B	LARGE >\$1B
PROJECT SCOPE MANAGEMENT				
» Little time is spent trying to define scope; most time is spent establishing the process for its ongoing discovery and refinement	2.8	3.0	2.6	2.7
» Prototypes and release versions are built and reviewed in order to refine requirements	2.8	3.2	2.5	2.7
» Deliverables are developed over multiple iterations where a detailed scope is defined and approved for each iteration	3.0	3.1	2.9	3.0
PROJECT SCHEDULE MANAGEMENT				
» Short cycles are used to undertake work, review the results, and adapt as necessary	3.0	3.1	2.8	3.0
» Review cycles result in iterative scheduling and on-demand, pull-based scheduling	2.7	2.9	2.4	2.7
» Iterative scheduling is used where requirements are documented, prioritized, and refined, and product features are developed using time-boxed periods of work	2.8	3.0	2.8	2.7
» On-demand scheduling pulls work from a backlog or intermediate queue of work to be done immediately as resources become available	2.7	2.8	2.6	2.6
» The time-boxed periods (durations during which the team works steadily toward completion of a goal) for releases, waves, and iterations are specified	2.9	2.9	2.8	3.0
PROJECT COST MANAGEMENT				
» Lightweight estimation methods are used to generate a fast, high-level forecast of project labor costs	2.8	3.1	2.6	2.7
» Costs are easily adjusted as changes arise	2.6	2.9	2.4	2.4
» Detailed estimates are reserved for short-term planning horizons in a just-in-time fashion	2.5	3.0	2.4	2.3
» Highly variable projects with strict budgets rely on scope and schedule adjustments to stay with cost constraints	3.0	3.1	2.9	3.0

CROSS TABULATION: BY COMPANY SIZE

	ALL	SMALL <\$100M	MID-SIZE \$100M-\$1B	LARGE >\$1B
PROJECT QUALITY MANAGEMENT				
» Frequent quality and review steps are built in throughout the project	3.1	3.1	2.8	3.2
» Recurring retrospectives regularly check on the effectiveness of the quality processes	2.8	2.8	2.5	3.0
» Team members look for root causes of issues and suggest trials of new approaches to improve quality	2.9	3.0	2.7	3.0
» Frequent, incremental delivery helps uncover inconsistencies and quality issues earlier in the project life cycle	2.9	3.0	2.6	2.9
» Quality management is performed by all team members throughout the project	2.9	3.0	2.7	2.9
PROJECT RESOURCE MANAGEMENT				
» Self-organizing teams (no centralized control) are used to maximize focus and collaboration	2.4	2.8	2.1	2.3
» Teams use consistent practices and processes	3.0	3.0	3.0	3.0
» Team members are generalized specialists (generalists with a technical specialty)	3.0	3.5	2.9	2.8
» Agreements for fast supply are used to control resource costs	2.3	2.7	2.4	2.0
» Teams use daily standups to micro-commit to each other, uncover problems, and ensure that work flows smoothly	2.8	2.9	2.7	2.9
PROJECT COMMUNICATIONS MANAGEMENT				
» Communicating evolving and emerging details is done frequently and quickly	3.3	3.5	3.0	3.2
» Team member access to information is streamlined	3.0	3.2	3.0	2.9
» Regular stakeholder reviews promote communication with management and stakeholders	3.2	3.2	3.1	3.3
» The team and key stakeholders hold short, daily standup meetings to discuss achievements and issues of the previous day and plans for the current day's work	2.6	2.6	2.5	2.6
» Team members are co-located to enhance communication	2.7	3.1	2.8	2.4

CROSS TABULATION: BY COMPANY SIZE

	ALL	SMALL <\$100M	MID-SIZE \$100M-\$1B	LARGE >\$1B
PROJECT RISK MANAGEMENT				
» Frequent reviews of incremental work products accelerate knowledge sharing and ensure that risk is understood and managed	2.8	3.1	2.5	2.7
» Risks are identified, analyzed, and managed during each iteration	2.8	3.1	2.5	2.8
» Work may be reprioritized as the project progresses based on an improved understanding of current risk exposure	3.0	3.3	2.8	2.9
PROJECT PROCUREMENT MANAGEMENT				
» Multi-tiered contracts are used, including a master agreement for fixed items, a schedule of services for items subject to change, and a lightweight statement of work for dynamic items such as scope, schedule, and budget	2.6	2.8	2.6	2.4
» Milestones and payment terms are structured based on value-driven deliverables to enhance agility	2.6	3.0	2.8	2.3
» Projects decompose scope into fixed-price microdeliverables, giving the customer more control over how the money is spent	2.4	3.0	2.7	1.8
PROJECT STAKEHOLDER MANAGEMENT				
» Teams engage with stakeholders directly, not through management	3.1	3.0	3.1	3.2
» Stakeholders are invited to project meetings and reviews	3.2	3.2	3.3	3.2
» The team and stakeholders together determine the most appropriate schedule for planning, product reviews, and retrospectives	2.9	2.9	3.1	2.9
» Risk is mitigated, trust is built, and adjustments are supported through regular interactions with the stakeholder community	3.0	3.1	2.9	2.9
» Transparency is promoted aggressively	3.0	3.1	3.0	2.9
ORGANIZATIONAL CULTURE				
» The organization is willing to use adaptive approaches	3.1	3.3	3.2	3.0
» The organization encourages empirical measurements, small experiments, and learning	3.0	3.2	2.8	2.9
» Leaders and team members work in a safe, honest, and transparent environment	3.1	3.1	3.1	3.1
» A documented list of organizational priorities is used to select appropriate project management approaches that best fit with those priorities	2.7	2.8	2.7	2.7
» Adaptive approaches spread from business unit to business unit throughout the organization	2.5	2.8	2.6	2.4

CROSS TABULATION: BY COMPANY SIZE

	ALL	SMALL <\$100M	MID-SIZE \$100M-\$1B	LARGE >\$1B
Organizational Structure (PMO)				
Percentage of organizations with an organizational structure (PMO) that's responsible for managing/supporting projects that use adaptive approaches	65%	52%	67%	75%
Extent PMO exhibits the following characteristics				
(average rating of score from 1 to 5, where 1=no extent, 5=very great extent)				
» Chooses which project management approach (predictive, adaptive, or hybrid) is most appropriate for delivering the product, service, or result?	3.0	3.5	3.1	2.7
» Advises management about the business value of projects that use adaptive approaches	3.0	3.4	2.8	2.8
» Strives to deliver what's needed and keeps a pulse on customers	3.5	3.3	3.7	3.4
» Operates as if it were a consulting business, tailoring its efforts to meet specific needs	3.3	3.1	3.6	3.3
» Waits for its clients (customers, teams) to request its services rather than mandate approaches	3.1	3.1	2.9	3.2
» Provides adaptive tools and templates	3.2	3.5	3.1	3.0
» Provides adaptive training courses, coaches, or mentors	2.9	3.3	2.6	2.9
» Coordinates adaptive training courses, coaches, or mentors	2.9	3.3	2.6	2.8
» Coordinates communication between teams that use adaptive approaches	2.7	2.6	2.8	2.6
» Facilitates organizational learning in adaptive approaches	2.8	3.0	3.1	2.7
» Develops guidelines for recruiting, evaluating, and selecting team leaders	2.6	2.9	2.4	2.6
» Develops and implements standards for using adaptive approaches	3.0	3.2	2.9	2.8

CROSS TABULATION: BY COMPANY SIZE

	ALL	SMALL <\$100M	MID-SIZE \$100M-\$1B	LARGE >\$1B
Leader & Team Member Capabilities				
Extent that leaders and team members who use adaptive approaches exhibit the following behaviors/capabilities				
(average rating of score from 1 to 5, where 1=no extent, 5=very great extent)				
LEADERS (project managers, team facilitators, team leads, etc.)				
» Are experienced in using adaptive approaches	2.8	3.1	2.7	2.7
» Facilitate the team's understanding of adaptive approaches	2.8	3.0	2.8	2.7
» Facilitate the stakeholders' understanding of adaptive approaches	2.8	3.0	2.7	2.7
» Encourage teams to create an environment where everyone can succeed	3.3	3.3	3.3	3.2
» Promote collaboration and conversation within teams and between teams	3.4	3.6	3.5	3.2
» Work to streamline processes to remove impediments to the team's agility	3.1	3.2	3.1	3.1
» Advocate for team member training and career development	3.2	3.3	3.3	3.0
» Listen well	3.3	3.3	3.3	3.3
» Promote safety, respect, and trust	3.5	3.5	3.5	3.5
» Pave the way for the team to do its best work	3.3	3.4	3.3	3.3
» Support teams through coaching, mentoring, encouragement, and support	3.3	3.3	3.2	3.3
» Celebrate team successes	3.2	3.3	3.1	3.2
» Have input in choosing the appropriate project management approaches for the project	3.1	3.3	3.1	3.2
» OVERALL	3.2	3.3	3.2	3.1

CROSS TABULATION: BY COMPANY SIZE

	ALL	SMALL <\$100M	MID-SIZE \$100M-\$1B	LARGE >\$1B
TEAM MEMBERS				
» Are experienced in using adaptive approaches	2.6	2.9	2.4	2.5
» Coordinate their own work (self-managed)	2.9	3.1	2.8	2.9
» Are highly collaborative	3.3	3.3	3.2	3.3
» Are generalized specialists (have both a focus specialty plus a breadth of experience across multiple skills)	3.0	3.3	2.8	2.8
» Are 100 percent dedicated to the team	2.6	2.8	2.7	2.4
» Embrace a growth mindset (believe they can learn new skills)	3.1	3.3	2.9	3.2
» Communicate well	3.1	3.2	3.1	3.1
» Actively engage in giving and receiving feedback	3.0	3.1	2.9	2.9
» Take responsibility and accountability	3.3	3.3	3.2	3.3
» Cut through unnecessary work and focus only on essential work	2.9	3.1	2.9	2.8
» Offer sound judgment under pressure and remain calm under stress	3.0	3.1	2.9	3.1
» Have exceptional organizational abilities	2.8	2.8	2.9	2.7
» Have input in choosing the appropriate project management approaches for the project	2.5	2.9	2.5	2.3
» OVERALL	2.9	3.1	2.9	2.9

Percentage of organizations whose project managers play the following roles in managing projects that use adaptive approaches

» No role	6%	0%	7%	10%
» Traditional project manager role in leading the team	71%	70%	81%	67%
» Coach team members and other stakeholders	43%	47%	56%	36%
» Facilitate team collaboration	67%	72%	63%	64%
» Align stakeholder needs	65%	67%	59%	66%
» Encourage the distribution of team responsibilities	41%	56%	41%	31%
» Ensure that the team adheres to its processes	46%	51%	44%	41%
» Ensure product owner accountability	37%	40%	44%	31%
» Remove organizational barriers	47%	56%	44%	41%
» Other	8%	5%	4%	10%

Percent of organizations that use contracted resources to manage projects that use adaptive approaches

46%	51%	41%	43%
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CROSS TABULATION: BY COMPANY SIZE

	ALL	SMALL <\$100M	MID-SIZE \$100M-\$1B	LARGE >\$1B
Adaptive Project Management Training				
Percentage of organizations that offer the following training related to the use of adaptive approaches				
» Fundamentals of adaptive mindset and principles	48%	58%	38%	47%
» Overview of adaptive methodologies	38%	45%	31%	36%
» Adaptive project management skills	30%	40%	31%	22%
» Agile project management	46%	43%	50%	47%
» Lean	31%	25%	35%	35%
» Kanban	25%	25%	15%	31%
» Scrum	34%	28%	31%	40%
» eXtreme Programming	2%	3%	0%	4%
» None	10%	8%	15%	9%
» Other	1%	0%	0%	2%
Percentage of organizations that use contracted resources to provide training related to the use of adaptive approaches				
	47%	55%	38%	47%

CROSS TABULATION: BY COMPANY SIZE

	ALL	SMALL <\$100M	MID-SIZE \$100M-\$1B	LARGE >\$1B
Challenges				
Percentage of organizations that face the following challenges regarding the management of projects that use adaptive approaches				
» Organizational culture at odds with adaptive approaches	56%	44%	52%	67%
» Organizational resistance to change	51%	47%	59%	50%
» Inadequate management support and sponsorship	38%	33%	41%	40%
» Lack of skills/experience with adaptive approaches	67%	51%	63%	79%
» Insufficient training and education	47%	44%	48%	48%
» Inconsistent processes and practices across teams	51%	42%	37%	64%
» Lack of business/customer/product owner availability	39%	37%	26%	45%
» Pervasiveness of predictive project management methods	25%	19%	19%	31%
» Minimal collaboration and knowledge sharing	20%	21%	22%	14%
» Unclear team goals	19%	21%	15%	21%
» Unclear working agreements	20%	6%	22%	14%
» Unclear requirements	33%	30%	30%	36%
» Inaccurate estimates	39%	37%	41%	38%
» False starts, wasted efforts	21%	28%	14%	19%
» Impossible stakeholder demands	18%	19%	19%	16%
» Unexpected or unforeseen delays	29%	42%	19%	24%
» Teams siloed instead of cross-functional	43%	30%	33%	55%
» Teams too geographically distributed	30%	30%	15%	38%
» Project deliverables too complex	12%	9%	4%	17%
» Other	6%	5%	15%	3%

CROSS TABULATION: BY COMPANY SIZE

	ALL	SMALL <\$100M	MID-SIZE \$100M-\$1B	LARGE >\$1B
Performance				
Extent to which organizations realize the following results by using adaptive approaches				
(average rating of score from 1 to 5, where 1=no extent, 5=very great extent)				
» The organization is satisfied with the delivered products/ services/results	3.2	3.2	3.1	3.2
» Project team members are satisfied	3.2	3.3	2.9	3.2
» Project customers are satisfied	3.2	3.2	3.0	3.4
» Project stakeholders are satisfied	3.2	3.1	3.0	3.3
» Project resources are allocated optimally	2.7	2.9	2.7	2.7
» Projects are aligned to the organization's strategy	3.2	3.4	3.0	3.2
» The benefits anticipated from the projects are realized	3.1	3.2	2.9	3.1
» Adopting adaptive approaches has led to an increase in business value	2.9	3.1	2.6	3.0
» Delivery speed/time-to-market has improved	3.0	3.0	2.8	3.0
» The organization effectively manages changing priorities	2.8	3.1	2.6	2.8
» Projects achieve agreed-upon quality of delivery	3.2	3.3	3.0	3.3
» Productivity has improved	2.9	2.9	2.9	2.9
» OVERALL	3.1	3.1	2.9	3.1

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CROSS TABULATION

By Industry

Respondent Profile

Percentage of respondents with the following role

	ALL	FINANCE- INSURANCE	PROF. SERVICES	MFG.
» Chief Project Officer, CIO, or other C-Level	13%	0%	4%	35%
» VP or Director-Level Business Management	5%	7%	8%	4%
» EVP/VP or Director-Level Project/Program Management	10%	28%	15%	2%
» Leader of the PMO (Director, Manager, Head, etc.)	38%	28%	15%	2%
» PMO Staff Member	5%	28%	42%	29%
» Project/Program Manager	23%	3%	0%	8%
» Adaptive Project Team Leader	0%	0%	0%	0%
» Other	5%	0%	8%	8%

Percentage of respondents whose organizations have the following annual sales (US\$)

» Less than \$100 million	36%	17%	8%	65%
» \$100 million to \$1 billion	20%	31%	8%	10%
» Greater than \$1 billion	44%	52%	85%	25%

Percentage of respondents reporting on the following functions

» Enterprise	38%	55%	31%	33%
» Division	9%	10%	0%	10%
» Research and Development	4%	3%	4%	4%
» New Project Development	5%	0%	15%	6%
» IT	27%	21%	35%	23%
» Finance/Accounting	0%	0%	0%	0%
» Human Resources	1%	0%	0%	2%
» Customer Service	1%	0%	0%	2%
» Production	1%	0%	8%	0%
» Operations	7%	0%	8%	8%
» Other	8%	10%	0%	10%

CROSS TABULATION: BY INDUSTRY

	ALL	FINANCE- INSURANCE	PROF. SERVICES	MFG.
Percentage of respondents reporting on the following types of projects				
» All types of projects	48%	46%	46%	52%
» Strategic projects	24%	29%	19%	15%
» IT/Software projects	31%	25%	19%	31%
» Engineering, construction, capital projects	12%	4%	15%	10%
» New product development projects	11%	7%	23%	6%
» Other	5%	7%	4%	4%

Adaptive Project Management

Percentage of organizations that use adaptive or hybrid approaches	84%	90%	77%	92%
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Percentage of projects that use the following approaches				
» Predictive approaches	45%	39%	58%	39%
» Adaptive approaches	22%	19%	11%	32%
» Hybrid approaches	33%	42%	31%	30%

Extent the following project management approaches work

(average rating of score from 1 to 5, where 1=not at all, 5=very ell)

» Predictive approaches	3.4	3.3	3.5	3.4
» Adaptive approaches	3.2	3.0	3.0	3.4
» Hybrid approaches	3.6	3.5	3.5	3.8

Percentage of organizations whose approaches work well or very well

» Predictive approaches	44%	40%	45%	44%
» Adaptive approaches	35%	28%	23%	43%
» Hybrid approaches	54%	84%	63%	61%

Capability of organizations in using the following approaches

(average rating of score from 1 to 5, where 1=not at all, 5=very capable)

» Predictive approaches	3.8	3.8	3.9	4.0
» Adaptive approaches	3.1	3.0	2.8	3.4
» Hybrid approaches	3.3	3.4	3.2	3.5

CROSS TABULATION: BY INDUSTRY

	ALL	FINANCE- INSURANCE	PROF. SERVICES	MFG.
Percentage of organizations that rate their capability in using the following approaches as capable or very capable				
» Predictive approaches	68%	62%	70%	71%
» Adaptive approaches	33%	19%	20%	44%
» Hybrid approaches	39%	35%	43%	47%

NOTE: For the remaining questions, when we refer to the use of adaptive approaches we are also including the use of those approaches in hybrid projects.

Percentage of organizations at the following levels of maturity in using adaptive approaches

» Level 1: Considering using adaptive approaches	8%	0%	10%	7%
» Level 2: Experimenting with adaptive approaches in pockets	37%	44%	45%	17%
» Level 3: Using adaptive approaches but still maturing	49%	52%	40%	59%
» Level 4: High level of competency in using adaptive approaches across the organization	4%	4%	5%	10%
» Level 5: Use of adaptive approaches is enabling greater adaptability to market conditions	3%	0%	0%	7%
» AVERAGE LEVEL OF MATURITY	2.6	2.5	2.4	2.9

Percentage of organizations using the following adaptive approaches

» Lean	49%	46%	55%	51%
» Kanban	38%	50%	55%	54%
» Scrum	67%	71%	70%	62%
» SAgile (Scaled Agile Framework)	16%	8%	5%	23%
» XP (eXtreme Programming)	5%	0%	0%	13%
» Crystal	0%	0%	0%	0%
» Scrumban	12%	29%	10%	10%
» FDD (Feature-Driven Development)	6%	0%	10%	10%
» DSDM (Dynamic Systems Development Method)	3%	0%	5%	5%
» AUP (Agile Unified Process)	7%	8%	0%	10%
» RAD (Rapid Application Development)	17%	13%	5%	28%
» Other	8%	8%	15%	5%

CROSS TABULATION: BY INDUSTRY

	ALL	FINANCE- INSURANCE	PROF. SERVICES	MFG.
Adaptive Project Management Practices				
Extent organization exhibits the following characteristics regarding the management of projects that use adaptive approaches				
(average rating of score from 1 to 5, where 1=no extent, 5=very great extent)				
PROJECT INTEGRATION MANAGEMENT				
» All projects have a project charter with a project vision and clear set of working agreements	3.5	3.3	3.7	3.4
» Team members determine how plans and components should integrate	3.3	3.1	3.7	3.4
» Control of the detailed product planning and delivery is delegated to the team	3.3	3.2	3.7	3.3
» Learning takes place by experimenting, delivering small increments of value, and getting feedback on what has accomplished thus far	3.0	2.8	2.8	3.3
» Metrics contain meaningful information that provide a historical track record	2.8	2.4	2.7	3.1
PROJECT SCOPE MANAGEMENT				
» Little time is spent trying to define scope; most time is spent establishing the process for its ongoing discovery and refinement	2.8	2.7	2.4	3.1
» Prototypes and release versions are built and reviewed in order to refine requirements	2.8	2.7	2.7	3.0
» Deliverables are developed over multiple iterations where a detailed scope is defined and approved for each iteration	3.0	3.1	2.8	3.2
PROJECT SCHEDULE MANAGEMENT				
» Short cycles are used to undertake work, review the results, and adapt as necessary	3.0	3.2	2.8	3.2
» Review cycles result in iterative scheduling and on-demand, pull-based scheduling	2.7	2.9	2.6	2.8
» Iterative scheduling is used where requirements are documented, prioritized, and refined, and product features are developed using time-boxed periods of work	2.8	3.0	2.5	3.0
» On-demand scheduling pulls work from a backlog or intermediate queue of work to be done immediately as resources become available	2.7	2.7	2.4	3.0
» The time-boxed periods (durations during which the team works steadily toward completion of a goal) for releases, waves, and iterations are specified	2.9	3.0	2.5	3.2

CROSS TABULATION: BY INDUSTRY

	ALL	FINANCE- INSURANCE	PROF. SERVICES	MFG.
PROJECT COST MANAGEMENT				
» Lightweight estimation methods are used to generate a fast, high-level forecast of project labor costs	2.8	2.7	3.0	2.9
» Costs are easily adjusted as changes arise	2.6	2.5	2.9	2.6
» Detailed estimates are reserved for short-term planning horizons in a just-in-time fashion	2.5	2.4	2.5	2.8
» Highly variable projects with strict budgets rely on scope and schedule adjustments to stay with cost constraints	3.0	2.9	2.9	3.3
PROJECT QUALITY MANAGEMENT				
» Frequent quality and review steps are built in throughout the project	3.1	2.9	2.9	3.3
» Recurring retrospectives regularly check on the effectiveness of the quality processes	2.8	2.9	2.7	3.1
» Team members look for root causes of issues and suggest trials of new approaches to improve quality	2.9	2.6	3.0	3.1
» Frequent, incremental delivery helps uncover inconsistencies and quality issues earlier in the project life cycle	2.9	2.8	2.8	2.9
» Quality management is performed by all team members throughout the project	2.9	2.6	2.7	3.1
PROJECT RESOURCE MANAGEMENT				
» Self-organizing teams (no centralized control) are used to maximize focus and collaboration	2.4	2.2	2.0	2.6
» Teams use consistent practices and processes	3.0	3.0	2.9	3.0
» Team members are generalized specialists (generalists with a technical specialty)	3.0	2.9	2.6	3.3
» Agreements for fast supply are used to control resource costs	2.3	1.9	1.9	2.8
» Teams use daily standups to micro-commit to each other, uncover problems, and ensure that work flows smoothly	2.8	3.2	2.5	3.1
PROJECT COMMUNICATIONS MANAGEMENT				
» Communicating evolving and emerging details is done frequently and quickly	3.3	3.0	2.9	3.4
» Team member access to information is streamlined	3.0	3.0	2.6	3.1
» Regular stakeholder reviews promote communication with management and stakeholders	3.2	3.1	2.9	3.4
» The team and key stakeholders hold short, daily standup meetings to discuss achievements and issues of the previous day and plans for the current day's work	2.6	2.8	2.4	2.7
» Team members are co-located to enhance communication	2.7	2.8	2.5	2.8

CROSS TABULATION: BY INDUSTRY

	ALL	FINANCE- INSURANCE	PROF. SERVICES	MFG.
PROJECT RISK MANAGEMENT				
» Frequent reviews of incremental work products accelerate knowledge sharing and ensure that risk is understood and managed	2.8	2.6	2.6	3.1
» Risks are identified, analyzed, and managed during each iteration	2.8	2.8	2.7	3.1
» Work may be reprioritized as the project progresses based on an improved understanding of current risk exposure	3.0	3.0	2.8	3.3
PROJECT PROCUREMENT MANAGEMENT				
» Multi-tiered contracts are used, including a master agreement for fixed items, a schedule of services for items subject to change, and a lightweight statement of work for dynamic items such as scope, schedule, and budget	2.6	2.8	2.7	2.7
» Milestones and payment terms are structured based on value-driven deliverables to enhance agility	2.6	2.5	2.3	2.9
» Projects decompose scope into fixed-price microdeliverables, giving the customer more control over how the money is spent	2.4	2.3	1.9	2.7
PROJECT STAKEHOLDER MANAGEMENT				
» Teams engage with stakeholders directly, not through management	3.1	3.4	3.1	2.9
» Stakeholders are invited to project meetings and reviews	3.2	3.2	3.5	3.1
» The team and stakeholders together determine the most appropriate schedule for planning, product reviews, and retrospectives	2.9	3.0	3.0	2.8
» Risk is mitigated, trust is built, and adjustments are supported through regular interactions with the stakeholder community	3.0	2.7	2.9	3.2
» Transparency is promoted aggressively	3.0	2.6	2.9	3.0
ORGANIZATIONAL CULTURE				
» The organization is willing to use adaptive approaches	3.1	3.4	2.8	3.3
» The organization encourages empirical measurements, small experiments, and learning	3.0	3.1	2.8	3.1
» Leaders and team members work in a safe, honest, and transparent environment	3.1	3.1	3.1	3.1
» A documented list of organizational priorities is used to select appropriate project management approaches that best fit with those priorities	2.7	2.8	2.6	2.8
» Adaptive approaches spread from business unit to business unit throughout the organization	2.5	2.5	2.2	2.8

CROSS TABULATION: BY INDUSTRY

	ALL	FINANCE- INSURANCE	PROF. SERVICES	MFG.
Organizational Structure (PMO)				
Percentage of organizations with an organizational structure (PMO) that's responsible for managing/supporting projects that use adaptive approaches	65%	77%	58%	61%
Extent PMO exhibits the following characteristics (average rating of score from 1 to 5, where 1=no extent, 5=very great extent)				
» Chooses which project management approach (predictive, adaptive, or hybrid) is most appropriate for delivering the product, service, or result?	3.0	3.1	3.3	3.2
» Advises management about the business value of projects that use adaptive approaches	3.0	2.9	2.4	3.3
» Strives to deliver what's needed and keeps a pulse on customers	3.5	3.6	3.3	3.5
» Operates as if it were a consulting business, tailoring its efforts to meet specific needs	3.3	3.3	2.9	3.5
» Waits for its clients (customers, teams) to request its services rather than mandate approaches	3.1	2.7	2.8	3.2
» Provides adaptive tools and templates	3.2	3.4	2.9	3.3
» Provides adaptive training courses, coaches, or mentors	2.9	2.9	3.0	3.3
» Coordinates adaptive training courses, coaches, or mentors	2.9	2.9	2.8	3.2
» Coordinates communication between teams that use adaptive approaches	2.7	3.2	2.4	2.8
» Facilitates organizational learning in adaptive approaches	2.8	3.1	2.6	3.2
» Develops guidelines for recruiting, evaluating, and selecting team leaders	2.6	2.6	2.7	3.0
» Develops and implements standards for using adaptive approaches	3.0	3.1	2.5	3.2

CROSS TABULATION: BY INDUSTRY

	ALL	FINANCE- INSURANCE	PROF. SERVICES	MFG.
Leader & Team Member Capabilities				
Extent that leaders and team members who use adaptive approaches exhibit the following behaviors/capabilities				
(average rating of score from 1 to 5, where 1=no extent, 5=very great extent)				
LEADERS (project managers, team facilitators, team leads, etc.)				
» Are experienced in using adaptive approaches	2.8	2.9	2.6	2.9
» Facilitate the team's understanding of adaptive approaches	2.8	2.9	2.6	3.0
» Facilitate the stakeholders' understanding of adaptive approaches	2.8	2.8	2.6	3.0
» Encourage teams to create an environment where everyone can succeed	3.3	3.5	3.1	3.2
» Promote collaboration and conversation within teams and between teams	3.4	3.6	3.0	3.5
» Work to streamline processes to remove impediments to the team's agility	3.1	3.2	3.0	3.1
» Advocate for team member training and career development	3.2	3.3	2.8	3.4
» Listen well	3.3	3.3	3.2	3.4
» Promote safety, respect, and trust	3.5	3.6	3.6	3.4
» Pave the way for the team to do its best work	3.3	3.4	3.3	3.3
» Support teams through coaching, mentoring, encouragement, and support	3.3	3.6	3.0	3.3
» Celebrate team successes	3.2	3.3	2.8	3.2
» Have input in choosing the appropriate project management approaches for the project	3.1	3.3	2.8	3.2
» OVERALL	3.2	3.3	2.9	3.2

CROSS TABULATION: BY INDUSTRY

	ALL	FINANCE- INSURANCE	PROF. SERVICES	MFG.
TEAM MEMBERS				
» Are experienced in using adaptive approaches	2.6	2.7	2.2	2.9
» Coordinate their own work (self-managed)	2.9	2.8	2.8	3.1
» Are highly collaborative	3.3	3.3	3.3	3.3
» Are generalized specialists (have both a focus specialty plus a breadth of experience across multiple skills)	3.0	2.7	2.8	3.1
» Are 100 percent dedicated to the team	2.6	2.9	2.3	2.7
» Embrace a growth mindset (believe they can learn new skills)	3.1	3.2	2.9	3.1
» Communicate well	3.1	2.9	2.9	3.2
» Actively engage in giving and receiving feedback	3.0	3.0	2.6	3.1
» Take responsibility and accountability	3.3	3.0	3.1	3.5
» Cut through unnecessary work and focus only on essential work	2.9	2.9	2.9	3.1
» Offer sound judgment under pressure and remain calm under stress	3.0	3.1	3.0	3.0
» Have exceptional organizational abilities	2.8	2.6	2.5	2.9
» Have input in choosing the appropriate project management approaches for the project	2.5	2.6	2.2	2.8
» OVERALL	2.9	2.9	2.7	3.1

Percentage of organizations whose project managers play the following roles in managing projects that use adaptive approaches

» No role	6%	10%	16%	3%
» Traditional project manager role in leading the team	71%	71%	63%	74%
» Coach team members and other stakeholders	43%	52%	32%	42%
» Facilitate team collaboration	67%	71%	53%	74%
» Align stakeholder needs	65%	71%	63%	63%
» Encourage the distribution of team responsibilities	41%	48%	42%	53%
» Ensure that the team adheres to its processes	46%	57%	37%	47%
» Ensure product owner accountability	37%	43%	37%	37%
» Remove organizational barriers	47%	52%	42%	55%
» Other	8%	19%	11%	5%

Percent of organizations that use contracted resources to manage projects that use adaptive approaches

46%	57%	26%	37%
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CROSS TABULATION: BY INDUSTRY

	ALL	FINANCE- INSURANCE	PROF. SERVICES	MFG.
Adaptive Project Management Training				
Percentage of organizations that offer the following training related to the use of adaptive approaches				
» Fundamentals of adaptive mindset and principles	48%	47%	33%	59%
» Overview of adaptive methodologies	38%	47%	22%	54%
» Adaptive project management skills	30%	26%	6%	49%
» Agile project management	46%	58%	22%	51%
» Lean	31%	32%	33%	30%
» Kanban	25%	37%	17%	35%
» Scrum	34%	58%	17%	38%
» eXtreme Programming	2%	0%	0%	8%
» None	10%	5%	11%	5%
» Other	1%	0%	6%	0%
Percentage of organizations that use contracted resources to provide training related to the use of adaptive approaches				
	47%	35%	32%	65%

CROSS TABULATION: BY INDUSTRY

Challenges

Percentage of organizations that face the following challenges regarding the management of projects that use adaptive approaches

	ALL	FINANCE- INSURANCE	PROF. SERVICES	MFG.
» Organizational culture at odds with adaptive approaches	56%	52%	68%	58%
» Organizational resistance to change	51%	43%	47%	53%
» Inadequate management support and sponsorship	38%	33%	37%	29%
» Lack of skills/experience with adaptive approaches	67%	67%	74%	55%
» Insufficient training and education	47%	38%	58%	47%
» Inconsistent processes and practices across teams	51%	52%	58%	53%
» Lack of business/customer/product owner availability	39%	48%	32%	29%
» Pervasiveness of predictive project management methods	25%	24%	42%	21%
» Minimal collaboration and knowledge sharing	20%	24%	11%	26%
» Unclear team goals	19%	24%	11%	24%
» Unclear working agreements	20%	19%	16%	16%
» Unclear requirements	33%	29%	37%	29%
» Inaccurate estimates	39%	43%	32%	47%
» False starts, wasted efforts	21%	14%	21%	24%
» Impossible stakeholder demands	18%	14%	16%	21%
» Unexpected or unforeseen delays	29%	19%	26%	37%
» Teams siloed instead of cross-functional	43%	48%	53%	34%
» Teams too geographically distributed	30%	5%	58%	29%
» Project deliverables too complex	12%	10%	11%	17%
» Other	6%	14%	5%	5%

CROSS TABULATION: BY INDUSTRY

Performance

Extent to which organizations realize the following results by using adaptive approaches

(average rating of score from 1 to 5, where 1=no extent, 5=very great extent)

	ALL	FINANCE- INSURANCE	PROF. SERVICES	MFG.
» The organization is satisfied with the delivered products/ services/results	3.2	3.3	3.1	3.3
» Project team members are satisfied	3.2	3.2	3.2	3.2
» Project customers are satisfied	3.2	3.2	3.2	3.3
» Project stakeholders are satisfied	3.2	3.2	3.2	3.2
» Project resources are allocated optimally	2.7	2.8	2.7	3.0
» Projects are aligned to the organization's strategy	3.2	3.3	3.4	3.5
» The benefits anticipated from the projects are realized	3.1	2.9	3.3	3.3
» Adopting adaptive approaches has led to an increase in business value	2.9	3.0	2.7	3.2
» Delivery speed/time-to-market has improved	3.0	2.8	2.8	3.0
» The organization effectively manages changing priorities	2.8	2.6	2.8	3.1
» Projects achieve agreed-upon quality of delivery	3.2	3.3	3.1	3.4
» Productivity has improved	2.9	3.0	2.9	2.9
» OVERALL	3.1	3.1	3.0	3.2

CROSS TABULATION

By High Performers vs. Low Performers

	ALL	HIGH PERFORMERS	LOW PERFORMERS
Respondent Profile			
Percentage of respondents with the following role			
» Chief Project Officer, CIO, or other C-Level	13%	21%	9%
» VP or Director-Level Business Management	5%	3%	6%
» EVP/VP or Director-Level Project/Program Management	10%	15%	9%
» Leader of the PMO (Director, Manager, Head, etc.)	38%	32%	41%
» PMO Staff Member	6%	9%	5%
» Project/Program Manager	23%	15%	26%
» Adaptive Project Team Leader	0%	0%	0%
» Other	5%	9%	0%
Percentage of respondents whose organizations have the following annual sales (US\$)			
» Less than \$100 million	36%	35%	32%
» \$100 million to \$1 billion	20%	21%	26%
» Greater than \$1 billion	44%	44%	41%
Percentage of respondents in the following industries			
» Finance & Insurance	15%	15%	9%
» Information	7%	18%	3%
» Manufacturing	14%	12%	18%
» Professional & Technical Services	25%	41%	21%
» Pharmaceutical & Biotechnology	4%	3%	3%
» Public Administration	8%	0%	12%
» Healthcare & Social Services	7%	3%	12%
» Education	6%	0%	9%
» Energy	5%	0%	3%
» Retail	2%	0%	3%
» Other	7%	6%	9%

CROSS TABULATION: BY HIGH PERFORMERS VS. LOW PERFORMERS

	ALL	HIGH PERFORMERS	LOW PERFORMERS
Percentage of respondents reporting on the following functions			
» Enterprise	38%	44%	38%
» Division	9%	6%	12%
» Research and Development	4%	3%	9%
» New Project Development	5%	3%	3%
» IT	27%	32%	29%
» Finance/Accounting	0%	0%	0%
» Human Resources	1%	0%	0%
» Customer Service	1%	0%	0%
» Production	1%	0%	0%
» Operations	7%	3%	6%
» Other	8%	9%	3%

Percentage of respondents reporting on the following types of projects

» All types of projects	48%	47%	38%
» Strategic projects	24%	9%	35%
» IT/Software projects	31%	41%	35%
» Engineering, construction, capital projects	12%	6%	15%
» New product development projects	11%	6%	18%
» Other	5%	0%	6%

Adaptive Project Management

Percentage of organizations that use adaptive or hybrid approaches

84%	100%	100%
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Percentage of projects that use the following approaches

» Predictive approaches	45%	37%	49%
» Adaptive approaches	22%	27%	17%
» Hybrid approaches	33%	37%	34%

Extent the following project management approaches work

(average rating of score from 1 to 5, where 1=not at all, 5=very ell)

» Predictive approaches	3.4	3.6	3.3
» Adaptive approaches	3.2	3.7	2.7
» Hybrid approaches	3.6	4.2	3.4

CROSS TABULATION: BY HIGH PERFORMERS VS. LOW PERFORMERS

	ALL	HIGH PERFORMERS	LOW PERFORMERS
Percentage of organizations whose approaches work well or very well			
» Predictive approaches	44%	61%	35%
» Adaptive approaches	35%	68%	18%
» Hybrid approaches	54%	81%	47%
Capability of organizations in using the following approaches (average rating of score from 1 to 5, where 1=not at all, 5=very capable)			
» Predictive approaches	3.8	4.1	3.6
» Adaptive approaches	3.1	3.6	2.5
» Hybrid approaches	3.3	3.7	2.9
Percentage of organizations that rate their capability in using the following approaches as capable or very capable			
» Predictive approaches	68%	83%	60%
» Adaptive approaches	33%	54%	15%
» Hybrid approaches	39%	63%	21%
<hr/> <p>NOTE: For the remaining questions, when we refer to the use of adaptive approaches we are also including the use of those approaches in hybrid projects.</p> <hr/>			
Percentage of organizations at the following levels of maturity in using adaptive approaches			
» Level 1: Considering using adaptive approaches	8%	0%	15%
» Level 2: Experimenting with adaptive approaches in pockets	37%	18%	59%
» Level 3: Using adaptive approaches but still maturing	49%	65%	26%
» Level 4: High level of competency in using adaptive approaches across the organization	4%	6%	0%
» Level 5: Use of adaptive approaches is enabling greater adaptability to market conditions	3%	12%	0%
» AVERAGE LEVEL OF MATURITY	2.6	3.1	2.1

CROSS TABULATION: BY HIGH PERFORMERS VS. LOW PERFORMERS

	ALL	HIGH PERFORMERS	LOW PERFORMERS
Percentage of organizations using the following adaptive approaches			
» Lean	49%	47%	56%
» Kanban	38%	59%	50%
» Scrum	67%	63%	69%
» SAFe (Scaled Agile Framework)	16%	22%	16%
» XP (eXtreme Programming)	5%	9%	3%
» Crystal	0%	0%	0%
» Scrumban	12%	19%	6%
» FDD (Feature-Driven Development)	6%	6%	3%
» DSDM (Dynamic Systems Development Method)	3%	6%	0%
» AUP (Agile Unified Process)	7%	19%	3%
» RAD (Rapid Application Development)	17%	28%	16%
» Other	8%	6%	3%

Adaptive Project Management Practices

Extent organization exhibits the following characteristics regarding the management of projects that use adaptive approaches

(average rating of score from 1 to 5, where 1=no extent, 5=very great extent)

PROJECT INTEGRATION MANAGEMENT

» All projects have a project charter with a project vision and clear set of working agreements	3.5	4.1	3.1
» Team members determine how plans and components should integrate	3.3	3.9	2.7
» Control of the detailed product planning and delivery is delegated to the team	3.3	3.8	2.6
» Learning takes place by experimenting, delivering small increments of value, and getting feedback on what has accomplished thus far	3.0	3.6	2.4
» Metrics contain meaningful information that provide a historical track record	2.8	3.7	1.9

CROSS TABULATION: BY HIGH PERFORMERS VS. LOW PERFORMERS

	ALL	HIGH PERFORMERS	LOW PERFORMERS
PROJECT SCOPE MANAGEMENT			
» Little time is spent trying to define scope; most time is spent establishing the process for its ongoing discovery and refinement	2.8	3.2	2.4
» Prototypes and release versions are built and reviewed in order to refine requirements	2.8	3.5	2.4
» Deliverables are developed over multiple iterations where a detailed scope is defined and approved for each iteration	3.0	3.5	2.4
PROJECT SCHEDULE MANAGEMENT			
» Short cycles are used to undertake work, review the results, and adapt as necessary	3.0	3.6	2.3
» Review cycles result in iterative scheduling and on-demand, pull-based scheduling	2.7	3.2	2.3
» Iterative scheduling is used where requirements are documented, prioritized, and refined, and product features are developed using time-boxed periods of work	2.8	3.5	2.2
» On-demand scheduling pulls work from a backlog or intermediate queue of work to be done immediately as resources become available	2.7	3.5	2.0
» The time-boxed periods (durations during which the team works steadily toward completion of a goal) for releases, waves, and iterations are specified	2.9	3.5	2.4
PROJECT COST MANAGEMENT			
» Lightweight estimation methods are used to generate a fast, high-level forecast of project labor costs	2.8	3.4	2.3
» Costs are easily adjusted as changes arise	2.6	3.1	2.1
» Detailed estimates are reserved for short-term planning horizons in a just-in-time fashion	2.5	3.1	1.8
» Highly variable projects with strict budgets rely on scope and schedule adjustments to stay with cost constraints	3.0	3.7	2.4

CROSS TABULATION: BY HIGH PERFORMERS VS. LOW PERFORMERS

	ALL	HIGH PERFORMERS	LOW PERFORMERS
PROJECT QUALITY MANAGEMENT			
» Frequent quality and review steps are built in throughout the project	3.1	3.8	2.3
» Recurring retrospectives regularly check on the effectiveness of the quality processes	2.8	3.6	1.9
» Team members look for root causes of issues and suggest trials of new approaches to improve quality	2.9	3.7	2.1
» Frequent, incremental delivery helps uncover inconsistencies and quality issues earlier in the project life cycle	2.9	3.5	2.1
» Quality management is performed by all team members throughout the project	2.9	3.7	2.0
PROJECT RESOURCE MANAGEMENT			
» Self-organizing teams (no centralized control) are used to maximize focus and collaboration	2.4	3.0	1.7
» Teams use consistent practices and processes	3.0	3.7	2.2
» Team members are generalized specialists (generalists with a technical specialty)	3.0	3.5	2.7
» Agreements for fast supply are used to control resource costs	2.3	3.2	1.7
» Teams use daily standups to micro-commit to each other, uncover problems, and ensure that work flows smoothly	2.8	3.5	1.8
PROJECT COMMUNICATIONS MANAGEMENT			
» Communicating evolving and emerging details is done frequently and quickly	3.3	4.0	2.6
» Team member access to information is streamlined	3.0	3.8	2.3
» Regular stakeholder reviews promote communication with management and stakeholders	3.2	4.0	2.6
» The team and key stakeholders hold short, daily standup meetings to discuss achievements and issues of the previous day and plans for the current day's work	2.6	3.1	1.7
» Team members are co-located to enhance communication	2.7	3.3	2.2
PROJECT RISK MANAGEMENT			
» Frequent reviews of incremental work products accelerate knowledge sharing and ensure that risk is understood and managed	2.8	3.6	2.0
» Risks are identified, analyzed, and managed during each iteration	2.8	3.5	2.1
» Work may be reprioritized as the project progresses based on an improved understanding of current risk exposure	3.0	3.8	2.2

CROSS TABULATION: BY HIGH PERFORMERS VS. LOW PERFORMERS

	ALL	HIGH PERFORMERS	LOW PERFORMERS
PROJECT PROCUREMENT MANAGEMENT			
» Multi-tiered contracts are used, including a master agreement for fixed items, a schedule of services for items subject to change, and a lightweight statement of work for dynamic items such as scope, schedule, and budget	2.6	3.4	2.0
» Milestones and payment terms are structured based on value-driven deliverables to enhance agility	2.6	3.6	1.8
» Projects decompose scope into fixed-price microdeliverables, giving the customer more control over how the money is spent	2.4	3.2	1.9
PROJECT STAKEHOLDER MANAGEMENT			
» Teams engage with stakeholders directly, not through management	3.1	3.6	2.7
» Stakeholders are invited to project meetings and reviews	3.2	3.7	2.9
» The team and stakeholders together determine the most appropriate schedule for planning, product reviews, and retrospectives	2.9	3.5	2.5
» Risk is mitigated, trust is built, and adjustments are supported through regular interactions with the stakeholder community	3.0	3.7	2.4
» Transparency is promoted aggressively	3.0	3.7	2.1
ORGANIZATIONAL CULTURE			
» The organization is willing to use adaptive approaches	3.1	3.9	2.3
» The organization encourages empirical measurements, small experiments, and learning	3.0	4.0	2.2
» Leaders and team members work in a safe, honest, and transparent environment	3.1	4.0	2.4
» A documented list of organizational priorities is used to select appropriate project management approaches that best fit with those priorities	2.7	3.5	1.9
» Adaptive approaches spread from business unit to business unit throughout the organization	2.5	3.3	1.8

CROSS TABULATION: BY HIGH PERFORMERS VS. LOW PERFORMERS

	ALL	HIGH PERFORMERS	LOW PERFORMERS
Organizational Structure (PMO)			
Percentage of organizations with an organizational structure (PMO) that's responsible for managing/supporting projects that use adaptive approaches	65%	76%	53%
Extent PMO exhibits the following characteristics			
(average rating of score from 1 to 5, where 1=no extent, 5=very great extent)			
» Chooses which project management approach (predictive, adaptive, or hybrid) is most appropriate for delivering the product, service, or result?	3.0	3.5	2.6
» Advises management about the business value of projects that use adaptive approaches	3.0	3.5	2.6
» Strives to deliver what's needed and keeps a pulse on customers	3.5	3.8	3.1
» Operates as if it were a consulting business, tailoring its efforts to meet specific needs	3.3	3.7	3.1
» Waits for its clients (customers, teams) to request its services rather than mandate approaches	3.1	3.2	3.2
» Provides adaptive tools and templates	3.2	3.8	2.7
» Coordinates adaptive training courses, coaches, or mentors	2.9	3.7	2.2
» Coordinates communication between teams that use adaptive approaches	2.7	3.0	2.0
» Facilitates organizational learning in adaptive approaches	2.8	3.5	2.1
» Develops guidelines for recruiting, evaluating, and selecting team leaders	2.6	3.2	1.8
» Develops and implements standards for using adaptive approaches	3.0	3.7	2.4

CROSS TABULATION: BY HIGH PERFORMERS VS. LOW PERFORMERS

	ALL	HIGH PERFORMERS	LOW PERFORMERS
Leader & Team Member Capabilities			
Extent that leaders and team members who use adaptive approaches exhibit the following behaviors/capabilities			
(average rating of score from 1 to 5, where 1=no extent, 5=very great extent)			
LEADERS (project managers, team facilitators, team leads, etc.)			
» Are experienced in using adaptive approaches	2.8	3.4	2.1
» Facilitate the team's understanding of adaptive approaches	2.8	3.5	2.0
» Facilitate the stakeholders' understanding of adaptive approaches	2.8	3.5	1.9
» Encourage teams to create an environment where everyone can succeed	3.3	3.9	2.6
» Promote collaboration and conversation within teams and between teams	3.4	4.1	2.8
» Work to streamline processes to remove impediments to the team's agility	3.1	3.9	2.5
» Advocate for team member training and career development	3.2	3.8	2.6
» Listen well	3.3	4.2	2.6
» Promote safety, respect, and trust	3.5	4.2	2.9
» Pave the way for the team to do its best work	3.3	4.1	2.6
» Support teams through coaching, mentoring, encouragement, and support	3.3	3.9	2.6
» Celebrate team successes	3.2	3.8	2.6
» Have input in choosing the appropriate project management approaches for the project	3.1	4.0	2.3
» OVERALL	3.2	3.9	2.5

CROSS TABULATION: BY HIGH PERFORMERS VS. LOW PERFORMERS

	ALL	HIGH PERFORMERS	LOW PERFORMERS
TEAM MEMBERS			
» Are experienced in using adaptive approaches	2.6	3.3	1.9
» Coordinate their own work (self-managed)	2.9	3.6	2.3
» Are highly collaborative	3.3	4.0	2.6
» Are generalized specialists (have both a focus specialty plus a breadth of experience across multiple skills)	3.0	3.4	2.5
» Are 100 percent dedicated to the team	2.6	3.4	2.0
» Embrace a growth mindset (believe they can learn new skills)	3.1	3.7	2.6
» Communicate well	3.1	3.7	2.7
» Actively engage in giving and receiving feedback	3.0	3.6	2.3
» Take responsibility and accountability	3.3	3.9	2.6
» Cut through unnecessary work and focus only on essential work	2.9	3.5	2.2
» Offer sound judgment under pressure and remain calm under stress	3.0	3.7	2.5
» Have exceptional organizational abilities	2.8	3.4	2.1
» Have input in choosing the appropriate project management approaches for the project	2.5	3.3	1.8
» OVERALL	2.9	3.6	2.3

Percentage of organizations whose project managers play the following roles in managing projects that use adaptive approaches

» No role	6%	3%	9%
» Traditional project manager role in leading the team	71%	76%	71%
» Coach team members and other stakeholders	43%	59%	26%
» Facilitate team collaboration	67%	76%	59%
» Align stakeholder needs	65%	74%	50%
» Encourage the distribution of team responsibilities	41%	59%	24%
» Ensure that the team adheres to its processes	46%	56%	26%
» Ensure product owner accountability	37%	53%	29%
» Remove organizational barriers	47%	65%	38%
» Other	8%	6%	9%

Percent of organizations that use contracted resources to manage projects that use adaptive approaches

46%	44%	41%
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CROSS TABULATION: BY HIGH PERFORMERS VS. LOW PERFORMERS

	ALL	HIGH PERFORMERS	LOW PERFORMERS
Adaptive Project Management Training			
Percentage of organizations that offer the following training related to the use of adaptive approaches			
» Fundamentals of adaptive mindset and principles	48%	71%	27%
» Overview of adaptive methodologies	38%	56%	23%
» Adaptive project management skills	30%	47%	17%
» Agile project management	46%	68%	33%
» Lean	31%	32%	37%
» Kanban	25%	38%	10%
» Scrum	34%	44%	27%
» eXtreme Programming	2%	3%	0%
» None	10%	0%	20%
» Other	1%	0%	0%
Percentage of organizations that use contracted resources to provide training related to the use of adaptive approaches			
	47%	58%	24%

CROSS TABULATION: BY HIGH PERFORMERS VS. LOW PERFORMERS

	ALL	HIGH PERFORMERS	LOW PERFORMERS
Challenges			
Percentage of organizations that face the following challenges regarding the management of projects that use adaptive approaches			
» Organizational culture at odds with adaptive approaches	56%	56%	74%
» Organizational resistance to change	51%	41%	65%
» Inadequate management support and sponsorship	38%	18%	62%
» Lack of skills/experience with adaptive approaches	67%	56%	85%
» Insufficient training and education	47%	29%	71%
» Inconsistent processes and practices across teams	51%	50%	59%
» Lack of business/customer/product owner availability	39%	41%	44%
» Pervasiveness of predictive project management methods	25%	21%	26%
» Minimal collaboration and knowledge sharing	20%	6%	38%
» Unclear team goals	19%	9%	35%
» Unclear working agreements	20%	15%	41%
» Unclear requirements	33%	24%	53%
» Inaccurate estimates	39%	35%	44%
» False starts, wasted efforts	21%	18%	38%
» Impossible stakeholder demands	18%	21%	15%
» Unexpected or unforeseen delays	29%	35%	32%
» Teams siloed instead of cross-functional	43%	35%	65%
» Teams too geographically distributed	30%	41%	26%
» Project deliverables too complex	12%	15%	15%
» Other	6%	3%	9%

CROSS TABULATION: BY HIGH PERFORMERS VS. LOW PERFORMERS

	ALL	HIGH PERFORMERS	LOW PERFORMERS
Performance			
Extent to which organizations realize the following results by using adaptive approaches			
(average rating of score from 1 to 5, where 1=no extent, 5=very great extent)			
» The organization is satisfied with the delivered products/ services/results	3.2	4.1	2.3
» Project team members are satisfied	3.2	4.1	2.3
» Project customers are satisfied	3.2	4.2	2.3
» Project stakeholders are satisfied	3.2	4.1	2.3
» Project resources are allocated optimally	2.7	3.6	1.7
» Projects are aligned to the organization's strategy	3.2	4.0	2.4
» The benefits anticipated from the projects are realized	3.1	4.0	2.2
» Adopting adaptive approaches has led to an increase in business value	2.9	4.0	1.9
» Delivery speed/time-to-market has improved	3.0	4.0	2.0
» The organization effectively manages changing priorities	2.8	3.9	1.9
» Projects achieve agreed-upon quality of delivery	3.2	4.2	2.3
» Productivity has improved	2.9	3.9	2.1
» OVERALL	3.1	4.0	2.1

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CROSS TABULATION

By Enterprise vs. IT Organization

	ALL	ENTERPRISE	IT ORG.
Respondent Profile			
Percentage of respondents with the following role			
» Chief Project Officer, CIO, or other C-Level	13%	21%	6%
» VP or Director-Level Business Management	5%	4%	4%
» EVP/VP or Director-Level Project/Program Management	10%	15%	8%
» Leader of the PMO (Director, Manager, Head, etc.)	38%	40%	45%
» PMO Staff Member	5%	4%	6%
» Project/Program Manager	23%	16%	24%
» Adaptive Project Team Leader	0%	0%	0%
» Other	5%	0%	8%
Percentage of respondents whose organizations have the following annual sales (US\$)			
» Less than \$100 million	36%	38%	24%
» \$100 million to \$1 billion	20%	25%	16%
» Greater than \$1 billion	44%	38%	59%
Percentage of respondents in the following industries			
» Finance & Insurance	15%	22%	12%
» Information	7%	13%	8%
» Manufacturing	14%	11%	18%
» Professional & Technical Services	25%	22%	22%
» Pharmaceutical & Biotechnology	4%	1%	4%
» Public Administration	8%	6%	12%
» Healthcare & Social Services	7%	8%	12%
» Education	6%	1%	8%
» Energy	5%	7%	0%
» Retail	2%	3%	2%
» Other	7%	4%	4%

CROSS TABULATION: BY ENTERPRISE VS. IT ORGANIZATION

	ALL	ENTERPRISE	IT ORG.
Percentage of respondents reporting on the following types of projects			
» All types of projects	48%	63%	34%
» Strategic projects	24%	25%	18%
» IT/Software projects	31%	19%	64%
» Engineering, construction, capital projects	12%	10%	2%
» New product development projects	11%	7%	2%
» Other	5%	0%	2%

Adaptive Project Management

Percentage of organizations that use adaptive or hybrid approaches	84%	88%	84%
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Percentage of projects that use the following approaches

» Predictive approaches	45%	49%	46%
» Adaptive approaches	22%	20%	23%
» Hybrid approaches	33%	31%	31%

Extent the following project management approaches work

(average rating of score from 1 to 5, where 1=not at all, 5=very ell)

» Predictive approaches	3.4	3.4	3.4
» Adaptive approaches	3.2	3.2	3.3
» Hybrid approaches	3.6	3.6	3.5

Percentage of organizations whose approaches work well or very well

» Predictive approaches	44%	47%	49%
» Adaptive approaches	35%	35%	39%
» Hybrid approaches	54%	57%	53%

Capability of organizations in using the following approaches

(average rating of score from 1 to 5, where 1=not at all, 5=very capable)

» Predictive approaches	3.8	4.0	3.7
» Adaptive approaches	3.1	3.2	3.1
» Hybrid approaches	3.3	3.4	3.2

CROSS TABULATION: BY ENTERPRISE VS. IT ORGANIZATION

	ALL	ENTERPRISE	IT ORG.
Percentage of organizations that rate their capability in using the following approaches as capable or very capable			
» Predictive approaches	68%	78%	63%
» Adaptive approaches	33%	38%	32%
» Hybrid approaches	39%	46%	36%

NOTE: For the remaining questions, when we refer to the use of adaptive approaches we are also including the use of those approaches in hybrid projects.

Percentage of organizations at the following levels of maturity in using adaptive approaches			
» Level 1: Considering using adaptive approaches	8%	6%	5%
» Level 2: Experimenting with adaptive approaches in pockets	37%	39%	35%
» Level 3: Using adaptive approaches but still maturing	49%	47%	56%
» Level 4: High level of competency in using adaptive approaches across the organization	4%	2%	5%
» Level 5: Use of adaptive approaches is enabling greater adaptability to market conditions	3%	6%	0%
» AVERAGE LEVEL OF MATURITY	2.6	2.6	2.6

Percentage of organizations using the following adaptive approaches			
» Lean	49%	50%	38%
» Kanban	38%	48%	64%
» Scrum	67%	67%	77%
» SAgile (Scaled Agile Framework)	16%	13%	28%
» XP (eXtreme Programming)	5%	5%	5%
» Crystal	0%	0%	0%
» Scrumban	12%	10%	13%
» FDD (Feature-Driven Development)	6%	7%	0%
» DSDM (Dynamic Systems Development Method)	3%	3%	0%
» AUP (Agile Unified Process)	7%	8%	5%
» RAD (Rapid Application Development)	17%	13%	15%
» Other	8%	5%	8%

CROSS TABULATION: BY ENTERPRISE VS. IT ORGANIZATION

	ALL	ENTERPRISE	IT ORG.
Adaptive Project Management Practices			
Extent organization exhibits the following characteristics regarding the management of projects that use adaptive approaches			
(average rating of score from 1 to 5, where 1=no extent, 5=very great extent)			
PROJECT INTEGRATION MANAGEMENT			
» All projects have a project charter with a project vision and clear set of working agreements	3.5	3.6	3.5
» Team members determine how plans and components should integrate	3.3	3.4	3.3
» Control of the detailed product planning and delivery is delegated to the team	3.3	3.3	3.2
» Learning takes place by experimenting, delivering small increments of value, and getting feedback on what has accomplished thus far	3.0	2.8	3.0
» Metrics contain meaningful information that provide a historical track record	2.8	2.8	2.8
PROJECT SCOPE MANAGEMENT			
» Little time is spent trying to define scope; most time is spent establishing the process for its ongoing discovery and refinement	2.8	2.6	2.8
» Prototypes and release versions are built and reviewed in order to refine requirements	2.8	2.8	2.9
» Deliverables are developed over multiple iterations where a detailed scope is defined and approved for each iteration	3.0	2.9	3.1
PROJECT SCHEDULE MANAGEMENT			
» Short cycles are used to undertake work, review the results, and adapt as necessary	3.0	3.0	3.0
» Review cycles result in iterative scheduling and on-demand, pull-based scheduling	2.7	2.8	2.7
» Iterative scheduling is used where requirements are documented, prioritized, and refined, and product features are developed using time-boxed periods of work	2.8	2.8	2.9
» On-demand scheduling pulls work from a backlog or intermediate queue of work to be done immediately as resources become available	2.7	2.6	2.6
» The time-boxed periods (durations during which the team works steadily toward completion of a goal) for releases, waves, and iterations are specified	2.9	2.9	3.1

CROSS TABULATION: BY ENTERPRISE VS. IT ORGANIZATION

	ALL	ENTERPRISE	IT ORG.
PROJECT COST MANAGEMENT			
» Lightweight estimation methods are used to generate a fast, high-level forecast of project labor costs	2.8	2.6	3.0
» Costs are easily adjusted as changes arise	2.6	2.5	2.6
» Detailed estimates are reserved for short-term planning horizons in a just-in-time fashion	2.5	2.5	2.5
» Highly variable projects with strict budgets rely on scope and schedule adjustments to stay with cost constraints	3.0	2.9	3.1
PROJECT QUALITY MANAGEMENT			
» Frequent quality and review steps are built in throughout the project	3.1	3.1	3.0
» Recurring retrospectives regularly check on the effectiveness of the quality processes	2.8	2.8	3.0
» Team members look for root causes of issues and suggest trials of new approaches to improve quality	2.9	2.9	2.9
» Frequent, incremental delivery helps uncover inconsistencies and quality issues earlier in the project life cycle	2.9	2.7	3.0
» Quality management is performed by all team members throughout the project	2.9	2.8	2.9
PROJECT RESOURCE MANAGEMENT			
» Self-organizing teams (no centralized control) are used to maximize focus and collaboration	2.4	2.5	2.4
» Teams use consistent practices and processes	3.0	2.9	3.1
» Team members are generalized specialists (generalists with a technical specialty)	3.0	2.9	2.9
» Agreements for fast supply are used to control resource costs	2.3	2.2	2.5
» Teams use daily standups to micro-commit to each other, uncover problems, and ensure that work flows smoothly	2.8	2.9	2.9
PROJECT COMMUNICATIONS MANAGEMENT			
» Communicating evolving and emerging details is done frequently and quickly	3.3	3.3	3.3
» Team member access to information is streamlined	3.0	3.0	3.2
» Regular stakeholder reviews promote communication with management and stakeholders	3.2	3.2	3.2
» The team and key stakeholders hold short, daily standup meetings to discuss achievements and issues of the previous day and plans for the current day's work	2.6	2.7	2.7
» Team members are co-located to enhance communication	2.7	2.8	2.7

CROSS TABULATION: BY ENTERPRISE VS. IT ORGANIZATION

	ALL	ENTERPRISE	IT ORG.
PROJECT RISK MANAGEMENT			
» Frequent reviews of incremental work products accelerate knowledge sharing and ensure that risk is understood and managed	2.8	2.8	2.7
» Risks are identified, analyzed, and managed during each iteration	2.8	2.8	2.9
» Work may be reprioritized as the project progresses based on an improved understanding of current risk exposure	3.0	3.0	2.9
PROJECT PROCUREMENT MANAGEMENT			
» Multi-tiered contracts are used, including a master agreement for fixed items, a schedule of services for items subject to change, and a lightweight statement of work for dynamic items such as scope, schedule, and budget	2.6	2.7	2.3
» Milestones and payment terms are structured based on value-driven deliverables to enhance agility	2.6	2.7	2.4
» Projects decompose scope into fixed-price microdeliverables, giving the customer more control over how the money is spent	2.4	2.4	2.1
PROJECT STAKEHOLDER MANAGEMENT			
» Teams engage with stakeholders directly, not through management	3.1	3.3	3.1
» Stakeholders are invited to project meetings and reviews	3.2	3.2	3.4
» The team and stakeholders together determine the most appropriate schedule for planning, product reviews, and retrospectives	2.9	3.0	3.1
» Risk is mitigated, trust is built, and adjustments are supported through regular interactions with the stakeholder community	3.0	3.1	3.0
» Transparency is promoted aggressively	3.0	3.0	2.9
ORGANIZATIONAL CULTURE			
» The organization is willing to use adaptive approaches	3.1	3.2	3.1
» The organization encourages empirical measurements, small experiments, and learning	3.0	3.0	2.9
» Leaders and team members work in a safe, honest, and transparent environment	3.1	3.3	2.9
» A documented list of organizational priorities is used to select appropriate project management approaches that best fit with those priorities	2.7	2.8	2.7
» Adaptive approaches spread from business unit to business unit throughout the organization	2.5	2.6	2.5

CROSS TABULATION: BY ENTERPRISE VS. IT ORGANIZATION

	ALL	ENTERPRISE	IT ORG.
Organizational Structure (PMO)			
Percentage of organizations with an organizational structure (PMO) that's responsible for managing/supporting projects that use adaptive approaches	65%	76%	68%
Extent PMO exhibits the following characteristics (average rating of score from 1 to 5, where 1=no extent, 5=very great extent)			
» Chooses which project management approach (predictive, adaptive, or hybrid) is most appropriate for delivering the product, service, or result?	3.0	3.1	2.9
» Advises management about the business value of projects that use adaptive approaches	3.0	3.1	3.0
» Strives to deliver what's needed and keeps a pulse on customers	3.5	3.6	3.3
» Operates as if it were a consulting business, tailoring its efforts to meet specific needs	3.3	3.3	3.4
» Waits for its clients (customers, teams) to request its services rather than mandate approaches	3.1	3.0	3.2
» Provides adaptive tools and templates	3.2	3.3	3.3
» Provides adaptive training courses, coaches, or mentors	2.9	2.9	3.2
» Coordinates adaptive training courses, coaches, or mentors	2.9	2.8	3.3
» Coordinates communication between teams that use adaptive approaches	2.7	2.7	2.9
» Facilitates organizational learning in adaptive approaches	2.8	2.8	3.1
» Develops guidelines for recruiting, evaluating, and selecting team leaders	2.6	2.6	2.7
» Develops and implements standards for using adaptive approaches	3.0	2.9	3.3

CROSS TABULATION: BY ENTERPRISE VS. IT ORGANIZATION

	ALL	ENTERPRISE	IT ORG.
Leader & Team Member Capabilities Extent that leaders and team members who use adaptive approaches exhibit the following behaviors/capabilities (average rating of score from 1 to 5, where 1=no extent, 5=very great extent)			
LEADERS (project managers, team facilitators, team leads, etc.)			
» Are experienced in using adaptive approaches	2.8	2.9	2.9
» Facilitate the team's understanding of adaptive approaches	2.8	2.9	2.8
» Facilitate the stakeholders' understanding of adaptive approaches	2.8	2.8	2.9
» Encourage teams to create an environment where everyone can succeed	3.3	3.4	3.1
» Promote collaboration and conversation within teams and between teams	3.4	3.6	3.3
» Work to streamline processes to remove impediments to the team's agility	3.1	3.2	3.2
» Advocate for team member training and career development	3.2	3.3	3.2
» Listen well	3.3	3.5	3.2
» Promote safety, respect, and trust	3.5	3.6	3.4
» Pave the way for the team to do its best work	3.3	3.5	3.3
» Support teams through coaching, mentoring, encouragement, and support	3.3	3.4	3.3
» Celebrate team successes	3.2	3.3	3.1
» Have input in choosing the appropriate project management approaches for the project	3.1	3.2	3.2
» OVERALL	3.2	3.3	3.1

CROSS TABULATION: BY ENTERPRISE VS. IT ORGANIZATION

	ALL	ENTERPRISE	IT ORG.
TEAM MEMBERS			
» Are experienced in using adaptive approaches	2.6	2.7	2.6
» Coordinate their own work (self-managed)	2.9	3.0	2.8
» Are highly collaborative	3.3	3.3	3.2
» Are generalized specialists (have both a focus specialty plus a breadth of experience across multiple skills)	3.0	3.0	2.9
» Are 100 percent dedicated to the team	2.6	2.4	2.5
» Embrace a growth mindset (believe they can learn new skills)	3.1	3.1	3.1
» Communicate well	3.1	3.1	3.2
» Actively engage in giving and receiving feedback	3.0	2.9	3.0
» Take responsibility and accountability	3.3	3.2	3.1
» Cut through unnecessary work and focus only on essential work	2.9	3.0	3.0
» Offer sound judgment under pressure and remain calm under stress	3.0	3.1	3.0
» Have exceptional organizational abilities	2.8	2.7	2.9
» Have input in choosing the appropriate project management approaches for the project	2.5	2.5	2.6
» OVERALL	2.9	2.9	2.9

Percentage of organizations whose project managers play the following roles in managing projects that use adaptive approaches

» No role	6%	4%	11%
» Traditional project manager role in leading the team	71%	73%	58%
» Coach team members and other stakeholders	43%	45%	42%
» Facilitate team collaboration	67%	77%	64%
» Align stakeholder needs	65%	71%	64%
» Encourage the distribution of team responsibilities	41%	44%	39%
» Ensure that the team adheres to its processes	46%	46%	44%
» Ensure product owner accountability	37%	38%	36%
» Remove organizational barriers	47%	44%	56%
» Other	8%	6%	8%

Percent of organizations that use contracted resources to manage projects that use adaptive approaches

46%	40%	58%
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CROSS TABULATION: BY ENTERPRISE VS. IT ORGANIZATION

	ALL	ENTERPRISE	IT ORG.
Adaptive Project Management Training			
Percentage of organizations that offer the following training related to the use of adaptive approaches			
» Fundamentals of adaptive mindset and principles	48%	42%	55%
» Overview of adaptive methodologies	38%	40%	42%
» Adaptive project management skills	30%	30%	33%
» Agile project management	46%	44%	64%
» Lean	31%	28%	27%
» Kanban	25%	24%	30%
» Scrum	34%	36%	36%
» eXtreme Programming	2%	2%	3%
» None	10%	10%	6%
» Other	1%	0%	3%
Percentage of organizations that use contracted resources to provide training related to the use of adaptive approaches			
	47%	43%	53%

CROSS TABULATION: BY ENTERPRISE VS. IT ORGANIZATION

	ALL	ENTERPRISE	IT ORG.
Challenges			
Percentage of organizations that face the following challenges regarding the management of projects that use adaptive approaches			
» Organizational culture at odds with adaptive approaches	56%	60%	64%
» Organizational resistance to change	51%	58%	56%
» Inadequate management support and sponsorship	38%	31%	39%
» Lack of skills/experience with adaptive approaches	67%	62%	61%
» Insufficient training and education	47%	40%	47%
» Inconsistent processes and practices across teams	51%	48%	56%
» Lack of business/customer/product owner availability	39%	42%	39%
» Pervasiveness of predictive project management methods	25%	27%	22%
» Minimal collaboration and knowledge sharing	20%	13%	25%
» Unclear team goals	19%	15%	17%
» Unclear working agreements	20%	15%	25%
» Unclear requirements	33%	29%	28%
» Inaccurate estimates	39%	33%	44%
» False starts, wasted efforts	21%	13%	33%
» Impossible stakeholder demands	18%	15%	22%
» Unexpected or unforeseen delays	29%	21%	33%
» Teams siloed instead of cross-functional	43%	40%	47%
» Teams too geographically distributed	30%	23%	44%
» Project deliverables too complex	12%	10%	8%
» Other	6%	6%	11%

CROSS TABULATION: BY ENTERPRISE VS. IT ORGANIZATION

ALL ENTERPRISE IT ORG.

Performance

Extent to which organizations realize the following results by using adaptive approaches

(average rating of score from 1 to 5, where 1=no extent, 5=very great extent)

» The organization is satisfied with the delivered products/ services/results	3.2	3.3	3.1
» Project team members are satisfied	3.2	3.3	3.0
» Project customers are satisfied	3.2	3.4	3.0
» Project stakeholders are satisfied	3.2	3.4	3.0
» Project resources are allocated optimally	2.7	2.8	2.6
» Projects are aligned to the organization's strategy	3.2	3.4	2.8
» The benefits anticipated from the projects are realized	3.1	3.1	2.9
» Adopting adaptive approaches has led to an increase in business value	2.9	2.8	3.0
» Delivery speed/time-to-market has improved	3.0	3.0	3.1
» The organization effectively manages changing priorities	2.8	2.9	2.9
» Projects achieve agreed-upon quality of delivery	3.2	3.3	3.1
» Productivity has improved	2.9	3.0	2.8
» OVERALL	3.1	3.1	2.9

CROSS TABULATION

By Leader Capability – High vs. Low

	ALL	HIGH CAPABILITY	LOW CAPABILITY
Respondent Profile			
Percentage of respondents with the following role			
» Chief Project Officer, CIO, or other C-Level	13%	29%	9%
» VP or Director-Level Business Management	5%	3%	9%
» EVP/VP or Director-Level Project/Program Management	10%	18%	9%
» Leader of the PMO (Director, Manager, Head, etc.)	38%	15%	28%
» PMO Staff Member	5%	9%	16%
» Project/Program Manager	23%	18%	25%
» Adaptive Project Team Leader	0%	0%	0%
» Other	5%	9%	3%
Percentage of respondents whose organizations have the following annual sales (US\$)			
» Less than \$100 million	36%	50%	38%
» \$100 million to \$1 billion	20%	15%	19%
» Greater than \$1 billion	44%	35%	44%
Percentage of respondents in the following industries			
» Finance & Insurance	15%	24%	13%
» Information	7%	15%	3%
» Manufacturing	14%	3%	22%
» Professional & Technical Services	25%	38%	28%
» Pharmaceutical & Biotechnology	4%	3%	3%
» Public Administration	8%	0%	9%
» Healthcare & Social Services	7%	3%	3%
» Education	6%	3%	6%
» Energy	5%	3%	3%
» Retail	2%	0%	0%
» Other	7%	9%	9%

CROSS TABULATION: BY LEADER CAPABILITY – HIGH VS. LOW

	ALL	HIGH CAPABILITY	LOW CAPABILITY
Percentage of respondents reporting on the following functions			
» Enterprise	38%	50%	38%
» Division	9%	6%	13%
» Research and Development	4%	3%	9%
» New Project Development	5%	3%	6%
» IT	27%	24%	25%
» Finance/Accounting	0%	0%	0%
» Human Resources	1%	0%	0%
» Customer Service	1%	0%	0%
» Production	1%	0%	3%
» Operations	7%	3%	6%
» Other	8%	12%	0%

Percentage of respondents reporting on the following types of projects

» All types of projects	48%	59%	41%
» Strategic projects	24%	12%	31%
» IT/Software projects	31%	32%	28%
» Engineering, construction, capital projects	12%	9%	16%
» New product development projects	11%	6%	16%
» Other	5%	0%	6%

Adaptive Project Management

Percentage of organizations that use adaptive or hybrid approaches

84%	100%	100%
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Percentage of projects that use the following approaches

» Predictive approaches	45%	31%	50%
» Adaptive approaches	22%	28%	20%
» Hybrid approaches	33%	41%	31%

Extent the following project management approaches work

(average rating of score from 1 to 5, where 1=not at all, 5=very ell)

» Predictive approaches	3.4	3.6	3.2
» Adaptive approaches	3.2	3.6	3.6
» Hybrid approaches	3.6	4.2	3.4

CROSS TABULATION: BY LEADER CAPABILITY – HIGH VS. LOW

	ALL	HIGH CAPABILITY	LOW CAPABILITY
Percentage of organizations whose approaches work well or very well			
» Predictive approaches	44%	64%	25%
» Adaptive approaches	35%	51%	22%
» Hybrid approaches	54%	78%	47%
Capability of organizations in using the following approaches (average rating of score from 1 to 5, where 1=not at all, 5=very capable)			
» Predictive approaches	3.8	4.1	3.6
» Adaptive approaches	3.1	3.8	2.5
» Hybrid approaches	3.3	3.9	2.9
Percentage of organizations that rate their capability in using the following approaches as capable or very capable			
» Predictive approaches	68%	78%	58%
» Adaptive approaches	33%	60%	16%
» Hybrid approaches	39%	66%	22%
<hr/> <p>NOTE: For the remaining questions, when we refer to the use of adaptive approaches we are also including the use of those approaches in hybrid projects.</p> <hr/>			
Percentage of organizations at the following levels of maturity in using adaptive approaches			
» Level 1: Considering using adaptive approaches	8%	0%	13%
» Level 2: Experimenting with adaptive approaches in pockets	37%	12%	53%
» Level 3: Using adaptive approaches but still maturing	49%	62%	31%
» Level 4: High level of competency in using adaptive approaches across the organization	4%	12%	3%
» Level 5: Use of adaptive approaches is enabling greater adaptability to market conditions	3%	15%	0%
» AVERAGE LEVEL OF MATURITY	2.6	3.3	2.3

CROSS TABULATION: BY LEADER CAPABILITY – HIGH VS. LOW

	ALL	HIGH CAPABILITY	LOW CAPABILITY
Percentage of organizations using the following adaptive approaches			
» Lean	49%	53%	58%
» Kanban	38%	53%	52%
» Scrum	67%	67%	74%
» SAFe (Scaled Agile Framework)	16%	33%	13%
» XP (eXtreme Programming)	5%	13%	6%
» Crystal	0%	0%	0%
» Scrumban	12%	27%	6%
» FDD (Feature-Driven Development)	6%	7%	3%
» DSDM (Dynamic Systems Development Method)	3%	3%	0%
» AUP (Agile Unified Process)	7%	20%	0%
» RAD (Rapid Application Development)	17%	33%	10%
» Other	8%	7%	13%

Adaptive Project Management Practices

Extent organization exhibits the following characteristics regarding the management of projects that use adaptive approaches

(average rating of score from 1 to 5, where 1=no extent, 5=very great extent)

PROJECT INTEGRATION MANAGEMENT

» All projects have a project charter with a project vision and clear set of working agreements	3.5	3.9	2.9
» Team members determine how plans and components should integrate	3.3	3.9	2.8
» Control of the detailed product planning and delivery is delegated to the team	3.3	3.9	2.7
» Learning takes place by experimenting, delivering small increments of value, and getting feedback on what has accomplished thus far	3.0	3.7	2.5
» Metrics contain meaningful information that provide a historical track record	2.8	3.7	2.0

CROSS TABULATION: BY LEADER CAPABILITY – HIGH VS. LOW

	ALL	HIGH CAPABILITY	LOW CAPABILITY
PROJECT SCOPE MANAGEMENT			
» Little time is spent trying to define scope; most time is spent establishing the process for its ongoing discovery and refinement	2.8	3.2	2.6
» Prototypes and release versions are built and reviewed in order to refine requirements	2.8	3.5	2.4
» Deliverables are developed over multiple iterations where a detailed scope is defined and approved for each iteration	3.0	3.5	2.4
PROJECT SCHEDULE MANAGEMENT			
» Short cycles are used to undertake work, review the results, and adapt as necessary	3.0	3.6	2.5
» Review cycles result in iterative scheduling and on-demand, pull-based scheduling	2.7	3.3	2.4
» Iterative scheduling is used where requirements are documented, prioritized, and refined, and product features are developed using time-boxed periods of work	2.8	3.5	2.3
» On-demand scheduling pulls work from a backlog or intermediate queue of work to be done immediately as resources become available	2.7	3.5	2.2
» The time-boxed periods (durations during which the team works steadily toward completion of a goal) for releases, waves, and iterations are specified	2.9	3.6	2.5
PROJECT COST MANAGEMENT			
» Lightweight estimation methods are used to generate a fast, high-level forecast of project labor costs	2.8	3.3	2.6
» Costs are easily adjusted as changes arise	2.6	3.1	2.2
» Detailed estimates are reserved for short-term planning horizons in a just-in-time fashion	2.5	3.3	2.0
» Highly variable projects with strict budgets rely on scope and schedule adjustments to stay with cost constraints	3.0	3.7	2.5

CROSS TABULATION: BY LEADER CAPABILITY – HIGH VS. LOW

	ALL	HIGH CAPABILITY	LOW CAPABILITY
PROJECT QUALITY MANAGEMENT			
» Frequent quality and review steps are built in throughout the project	3.1	3.8	2.3
» Recurring retrospectives regularly check on the effectiveness of the quality processes	2.8	3.5	2.1
» Team members look for root causes of issues and suggest trials of new approaches to improve quality	2.9	3.7	2.1
» Frequent, incremental delivery helps uncover inconsistencies and quality issues earlier in the project life cycle	2.9	3.6	2.1
» Quality management is performed by all team members throughout the project	2.9	3.7	2.0
PROJECT RESOURCE MANAGEMENT			
» Self-organizing teams (no centralized control) are used to maximize focus and collaboration	2.4	3.0	1.9
» Teams use consistent practices and processes	3.0	3.7	2.2
» Team members are generalized specialists (generalists with a technical specialty)	3.0	3.5	2.8
» Agreements for fast supply are used to control resource costs	2.3	3.0	1.8
» Teams use daily standups to micro-commit to each other, uncover problems, and ensure that work flows smoothly	2.8	3.5	2.2
PROJECT COMMUNICATIONS MANAGEMENT			
» Communicating evolving and emerging details is done frequently and quickly	3.3	4.1	2.7
» Team member access to information is streamlined	3.0	3.9	2.3
» Regular stakeholder reviews promote communication with management and stakeholders	3.2	4.1	2.5
» The team and key stakeholders hold short, daily standup meetings to discuss achievements and issues of the previous day and plans for the current day's work	2.6	3.2	1.9
» Team members are co-located to enhance communication	2.7	3.5	2.1

CROSS TABULATION: BY LEADER CAPABILITY – HIGH VS. LOW

	ALL	HIGH CAPABILITY	LOW CAPABILITY
PROJECT RISK MANAGEMENT			
» Frequent reviews of incremental work products accelerate knowledge sharing and ensure that risk is understood and managed	2.8	3.7	2.0
» Risks are identified, analyzed, and managed during each iteration	2.8	3.7	2.1
» Work may be reprioritized as the project progresses based on an improved understanding of current risk exposure	3.0	3.8	2.2
PROJECT PROCUREMENT MANAGEMENT			
» Multi-tiered contracts are used, including a master agreement for fixed items, a schedule of services for items subject to change, and a lightweight statement of work for dynamic items such as scope, schedule, and budget	2.6	3.2	2.1
» Milestones and payment terms are structured based on value-driven deliverables to enhance agility	2.6	3.6	2.0
» Projects decompose scope into fixed-price microdeliverables, giving the customer more control over how the money is spent	2.4	3.3	1.9
PROJECT STAKEHOLDER MANAGEMENT			
» Teams engage with stakeholders directly, not through management	3.1	3.6	2.7
» Stakeholders are invited to project meetings and reviews	3.2	3.8	2.8
» The team and stakeholders together determine the most appropriate schedule for planning, product reviews, and retrospectives	2.9	3.6	2.3
» Risk is mitigated, trust is built, and adjustments are supported through regular interactions with the stakeholder community	3.0	3.8	2.2
» Transparency is promoted aggressively	3.0	3.9	2.0
ORGANIZATIONAL CULTURE			
» The organization is willing to use adaptive approaches	3.1	3.9	2.3
» The organization encourages empirical measurements, small experiments, and learning	3.0	3.9	2.0
» Leaders and team members work in a safe, honest, and transparent environment	3.1	4.1	2.1
» A documented list of organizational priorities is used to select appropriate project management approaches that best fit with those priorities	2.7	3.6	2.0
» Adaptive approaches spread from business unit to business unit throughout the organization	2.5	3.4	1.8

CROSS TABULATION: BY LEADER CAPABILITY – HIGH VS. LOW

	ALL	HIGH CAPABILITY	LOW CAPABILITY
Organizational Structure (PMO)			
Percentage of organizations with an organizational structure (PMO) that's responsible for managing/supporting projects that use adaptive approaches	65%	71%	59%
Extent PMO exhibits the following characteristics (average rating of score from 1 to 5, where 1=no extent, 5=very great extent)			
» Chooses which project management approach (predictive, adaptive, or hybrid) is most appropriate for delivering the product, service, or result?	3.0	3.6	2.5
» Advises management about the business value of projects that use adaptive approaches	3.0	3.6	2.5
» Strives to deliver what's needed and keeps a pulse on customers	3.5	4.0	2.7
» Operates as if it were a consulting business, tailoring its efforts to meet specific needs	3.3	3.8	2.7
» Waits for its clients (customers, teams) to request its services rather than mandate approaches	3.1	3.1	3.1
» Provides adaptive tools and templates	3.2	3.9	2.7
» Provides adaptive training courses, coaches, or mentors	2.9	3.8	2.4
» Coordinates adaptive training courses, coaches, or mentors	2.9	3.8	2.3
» Coordinates communication between teams that use adaptive approaches	2.7	3.3	1.9
» Facilitates organizational learning in adaptive approaches	2.8	3.6	2.1
» Develops guidelines for recruiting, evaluating, and selecting team leaders	2.6	3.2	2.2
» Develops and implements standards for using adaptive approaches	3.0	3.6	2.3

CROSS TABULATION: BY LEADER CAPABILITY – HIGH VS. LOW

	ALL	HIGH CAPABILITY	LOW CAPABILITY
Leader & Team Member Capabilities			
Extent that leaders and team members who use adaptive approaches exhibit the following behaviors/capabilities			
(average rating of score from 1 to 5, where 1=no extent, 5=very great extent)			
LEADERS (project managers, team facilitators, team leads, etc.)			
» Are experienced in using adaptive approaches	2.8	3.6	2.0
» Facilitate the team's understanding of adaptive approaches	2.8	3.8	2.0
» Facilitate the stakeholders' understanding of adaptive approaches	2.8	3.7	1.9
» Encourage teams to create an environment where everyone can succeed	3.3	4.3	2.3
» Promote collaboration and conversation within teams and between teams	3.4	4.3	2.4
» Work to streamline processes to remove impediments to the team's agility	3.1	4.1	2.2
» Advocate for team member training and career development	3.2	4.2	2.1
» Listen well	3.3	4.2	2.2
» Promote safety, respect, and trust	3.5	4.3	2.3
» Pave the way for the team to do its best work	3.3	4.2	2.0
» Support teams through coaching, mentoring, encouragement, and support	3.3	4.2	2.0
» Celebrate team successes	3.2	4.1	2.1
» Have input in choosing the appropriate project management approaches for the project	3.1	4.2	2.1
» OVERALL	3.2	4.1	2.1

CROSS TABULATION: BY LEADER CAPABILITY – HIGH VS. LOW

	ALL	HIGH CAPABILITY	LOW CAPABILITY
TEAM MEMBERS			
» Are experienced in using adaptive approaches	2.6	3.3	2.0
» Coordinate their own work (self-managed)	2.9	3.6	2.3
» Are highly collaborative	3.3	4.0	2.4
» Are generalized specialists (have both a focus specialty plus a breadth of experience across multiple skills)	3.0	3.6	2.4
» Are 100 percent dedicated to the team	2.6	3.3	1.9
» Embrace a growth mindset (believe they can learn new skills)	3.1	3.9	2.5
» Communicate well	3.1	3.8	2.5
» Actively engage in giving and receiving feedback	3.0	3.8	2.2
» Take responsibility and accountability	3.3	4.1	2.6
» Cut through unnecessary work and focus only on essential work	2.9	3.6	2.3
» Offer sound judgment under pressure and remain calm under stress	3.0	3.8	2.4
» Have exceptional organizational abilities	2.8	3.5	2.1
» Have input in choosing the appropriate project management approaches for the project	2.5	3.5	1.8
» OVERALL	2.9	3.7	2.3

Percentage of organizations whose project managers play the following roles in managing projects that use adaptive approaches

» No role	6%	6%	9%
» Traditional project manager role in leading the team	71%	76%	66%
» Coach team members and other stakeholders	43%	76%	9%
» Facilitate team collaboration	67%	88%	47%
» Align stakeholder needs	65%	82%	41%
» Encourage the distribution of team responsibilities	41%	71%	22%
» Ensure that the team adheres to its processes	46%	68%	28%
» Ensure product owner accountability	37%	50%	9%
» Remove organizational barriers	47%	68%	25%
» Other	8%	6%	6%

Percent of organizations that use contracted resources to manage projects that use adaptive approaches

46%	41%	41%
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CROSS TABULATION: BY LEADER CAPABILITY – HIGH VS. LOW

	ALL	HIGH CAPABILITY	LOW CAPABILITY
Adaptive Project Management Training			
Percentage of organizations that offer the following training related to the use of adaptive approaches			
» Fundamentals of adaptive mindset and principles	48%	71%	38%
» Overview of adaptive methodologies	38%	53%	34%
» Adaptive project management skills	30%	50%	17%
» Agile project management	46%	59%	31%
» Lean	31%	29%	28%
» Kanban	25%	38%	21%
» Scrum	34%	38%	28%
» eXtreme Programming	2%	6%	3%
» None	10%	0%	28%
» Other	1%	0%	3%
Percentage of organizations that use contracted resources to provide training related to the use of adaptive approaches			
	47%	52%	26%

CROSS TABULATION: BY LEADER CAPABILITY – HIGH VS. LOW

	ALL	HIGH CAPABILITY	LOW CAPABILITY
Challenges			
Percentage of organizations that face the following challenges regarding the management of projects that use adaptive approaches			
» Organizational culture at odds with adaptive approaches	56%	35%	72%
» Organizational resistance to change	51%	32%	63%
» Inadequate management support and sponsorship	38%	21%	72%
» Lack of skills/experience with adaptive approaches	67%	53%	78%
» Insufficient training and education	47%	24%	66%
» Inconsistent processes and practices across teams	51%	41%	59%
» Lack of business/customer/product owner availability	39%	41%	47%
» Pervasiveness of predictive project management methods	25%	21%	31%
» Minimal collaboration and knowledge sharing	20%	6%	44%
» Unclear team goals	19%	9%	34%
» Unclear working agreements	20%	9%	31%
» Unclear requirements	33%	32%	34%
» Inaccurate estimates	39%	41%	41%
» False starts, wasted efforts	21%	24%	25%
» Impossible stakeholder demands	18%	18%	19%
» Unexpected or unforeseen delays	29%	35%	34%
» Teams siloed instead of cross-functional	43%	26%	59%
» Teams too geographically distributed	30%	29%	34%
» Project deliverables too complex	12%	9%	19%
» Other	6%	3%	6%

CROSS TABULATION: BY LEADER CAPABILITY – HIGH VS. LOW

	ALL	HIGH CAPABILITY	LOW CAPABILITY
Performance			
Extent to which organizations realize the following results by using adaptive approaches			
(average rating of score from 1 to 5, where 1=no extent, 5=very great extent)			
» The organization is satisfied with the delivered products/ services/results	3.2	4.0	2.6
» Project team members are satisfied	3.2	3.9	2.4
» Project customers are satisfied	3.2	3.9	2.6
» Project stakeholders are satisfied	3.2	3.9	2.6
» Project resources are allocated optimally	2.7	3.7	2.1
» Projects are aligned to the organization's strategy	3.2	4.0	2.7
» The benefits anticipated from the projects are realized	3.1	3.8	2.6
» Adopting adaptive approaches has led to an increase in business value	2.9	3.7	2.3
» Delivery speed/time-to-market has improved	3.0	3.7	2.3
» The organization effectively manages changing priorities	2.8	3.7	2.1
» Projects achieve agreed-upon quality of delivery	3.2	3.9	2.6
» Productivity has improved	2.9	3.6	2.3
» OVERALL	3.1	3.8	2.4

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CROSS TABULATION

By Team Member Capability – High vs. Low

	ALL	HIGH CAPABILITY	LOW CAPABILITY
Respondent Profile			
Percentage of respondents with the following role			
» Chief Project Officer, CIO, or other C-Level	13%	32%	8%
» VP or Director-Level Business Management	5%	0%	8%
» EVP/VP or Director-Level Project/Program Management	10%	10%	8%
» Leader of the PMO (Director, Manager, Head, etc.)	38%	23%	42%
» PMO Staff Member	5%	10%	12%
» Project/Program Manager	23%	23%	23%
» Adaptive Project Team Leader	0%	0%	0%
» Other	5%	3%	0%
Percentage of respondents whose organizations have the following annual sales (US\$)			
» Less than \$100 million	36%	45%	31%
» \$100 million to \$1 billion	20%	16%	23%
» Greater than \$1 billion	44%	39%	46%
Percentage of respondents in the following industries			
» Finance & Insurance	15%	16%	12%
» Information	7%	19%	4%
» Manufacturing	14%	10%	19%
» Professional & Technical Services	25%	42%	31%
» Pharmaceutical & Biotechnology	4%	3%	4%
» Public Administration	8%	0%	4%
» Healthcare & Social Services	7%	6%	4%
» Education	6%	0%	4%
» Energy	5%	0%	4%
» Retail	2%	0%	4%
» Other	7%	3%	12%

CROSS TABULATION: BY TEAM MEMBER CAPABILITY – HIGH VS. LOW

	ALL	HIGH CAPABILITY	LOW CAPABILITY
Percentage of respondents reporting on the following functions			
» Enterprise	38%	48%	42%
» Division	9%	6%	15%
» Research and Development	4%	3%	4%
» New Project Development	5%	3%	8%
» IT	27%	26%	23%
» Finance/Accounting	0%	0%	0%
» Human Resources	1%	0%	0%
» Customer Service	1%	0%	0%
» Production	1%	0%	0%
» Operations	7%	6%	4%
» Other	8%	6%	4%

Percentage of respondents reporting on the following types of projects

» All types of projects	48%	55%	35%
» Strategic projects	24%	10%	35%
» IT/Software projects	31%	32%	38%
» Engineering, construction, capital projects	12%	13%	12%
» New product development projects	11%	6%	19%
» Other	5%	0%	19%

Adaptive Project Management

Percentage of organizations that use adaptive or hybrid approaches

84%	100%	100%
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Percentage of projects that use the following approaches

» Predictive approaches	45%	34%	49%
» Adaptive approaches	22%	27%	20%
» Hybrid approaches	33%	39%	31%

Extent the following project management approaches work

(average rating of score from 1 to 5, where 1=not at all, 5=very ell)

» Predictive approaches	3.4	3.6	3.0
» Adaptive approaches	3.2	3.5	2.7
» Hybrid approaches	3.6	4.2	3.3

CROSS TABULATION: BY TEAM MEMBER CAPABILITY – HIGH VS. LOW

	ALL	HIGH CAPABILITY	LOW CAPABILITY
Percentage of organizations whose approaches work well or very well			
» Predictive approaches	44%	61%	20%
» Adaptive approaches	35%	50%	16%
» Hybrid approaches	54%	80%	42%
Capability of organizations in using the following approaches (average rating of score from 1 to 5, where 1=not at all, 5=very capable)			
» Predictive approaches	3.8	4.1	3.5
» Adaptive approaches	3.1	3.6	2.2
» Hybrid approaches	3.3	3.8	2.6
Percentage of organizations that rate their capability in using the following approaches as capable or very capable			
» Predictive approaches	68%	86%	56%
» Adaptive approaches	33%	57%	4%
» Hybrid approaches	39%	67%	12%
<hr/> <p>NOTE: For the remaining questions, when we refer to the use of adaptive approaches we are also including the use of those approaches in hybrid projects.</p> <hr/>			
Percentage of organizations at the following levels of maturity in using adaptive approaches			
» Level 1: Considering using adaptive approaches	8%	3%	19%
» Level 2: Experimenting with adaptive approaches in pockets	37%	23%	50%
» Level 3: Using adaptive approaches but still maturing	49%	52%	31%
» Level 4: High level of competency in using adaptive approaches across the organization	4%	10%	0%
» Level 5: Use of adaptive approaches is enabling greater adaptability to market conditions	3%	13%	0%
» AVERAGE LEVEL OF MATURITY	2.6	3.1	2.1

CROSS TABULATION: BY TEAM MEMBER CAPABILITY – HIGH VS. LOW

	ALL	HIGH CAPABILITY	LOW CAPABILITY
Percentage of organizations using the following adaptive approaches			
» Lean	49%	43%	58%
» Kanban	38%	57%	54%
» Scrum	67%	54%	71%
» SAFe (Scaled Agile Framework)	16%	29%	17%
» XP (eXtreme Programming)	5%	14%	4%
» Crystal	0%	0%	0%
» Scrumban	12%	25%	8%
» FDD (Feature-Driven Development)	6%	7%	4%
» DSDM (Dynamic Systems Development Method)	3%	7%	4%
» AUP (Agile Unified Process)	7%	14%	0%
» RAD (Rapid Application Development)	17%	39%	13%
» Other	8%	7%	4%

Adaptive Project Management Practices

Extent organization exhibits the following characteristics regarding the management of projects that use adaptive approaches

(average rating of score from 1 to 5, where 1=no extent, 5=very great extent)

PROJECT INTEGRATION MANAGEMENT

» All projects have a project charter with a project vision and clear set of working agreements	3.5	3.8	3.0
» Team members determine how plans and components should integrate	3.3	3.7	2.5
» Control of the detailed product planning and delivery is delegated to the team	3.3	3.7	2.5
» Learning takes place by experimenting, delivering small increments of value, and getting feedback on what has accomplished thus far	3.0	3.5	2.3
» Metrics contain meaningful information that provide a historical track record	2.8	3.7	1.8

CROSS TABULATION: BY TEAM MEMBER CAPABILITY – HIGH VS. LOW

	ALL	HIGH CAPABILITY	LOW CAPABILITY
PROJECT SCOPE MANAGEMENT			
» Little time is spent trying to define scope; most time is spent establishing the process for its ongoing discovery and refinement	2.8	3.1	2.4
» Prototypes and release versions are built and reviewed in order to refine requirements	2.8	3.3	2.3
» Deliverables are developed over multiple iterations where a detailed scope is defined and approved for each iteration	3.0	3.3	2.5
PROJECT SCHEDULE MANAGEMENT			
» Short cycles are used to undertake work, review the results, and adapt as necessary	3.0	3.2	2.2
» Review cycles result in iterative scheduling and on-demand, pull-based scheduling	2.7	3.0	2.0
» Iterative scheduling is used where requirements are documented, prioritized, and refined, and product features are developed using time-boxed periods of work	2.8	3.1	2.2
» On-demand scheduling pulls work from a backlog or intermediate queue of work to be done immediately as resources become available	2.7	3.3	1.9
» The time-boxed periods (durations during which the team works steadily toward completion of a goal) for releases, waves, and iterations are specified	2.9	3.4	2.3
PROJECT COST MANAGEMENT			
» Lightweight estimation methods are used to generate a fast, high-level forecast of project labor costs	2.8	3.2	2.4
» Costs are easily adjusted as changes arise	2.6	3.1	2.0
» Detailed estimates are reserved for short-term planning horizons in a just-in-time fashion	2.5	3.1	1.8
» Highly variable projects with strict budgets rely on scope and schedule adjustments to stay with cost constraints	3.0	3.7	2.3

CROSS TABULATION: BY TEAM MEMBER CAPABILITY – HIGH VS. LOW

	ALL	HIGH CAPABILITY	LOW CAPABILITY
PROJECT QUALITY MANAGEMENT			
» Frequent quality and review steps are built in throughout the project	3.1	3.8	2.4
» Recurring retrospectives regularly check on the effectiveness of the quality processes	2.8	3.4	2.1
» Team members look for root causes of issues and suggest trials of new approaches to improve quality	2.9	3.6	2.0
» Frequent, incremental delivery helps uncover inconsistencies and quality issues earlier in the project life cycle	2.9	3.4	2.0
» Quality management is performed by all team members throughout the project	2.9	3.6	2.0
PROJECT RESOURCE MANAGEMENT			
» Self-organizing teams (no centralized control) are used to maximize focus and collaboration	2.4	2.9	1.8
» Teams use consistent practices and processes	3.0	3.7	2.1
» Team members are generalized specialists (generalists with a technical specialty)	3.0	3.5	2.6
» Agreements for fast supply are used to control resource costs	2.3	3.0	1.5
» Teams use daily standups to micro-commit to each other, uncover problems, and ensure that work flows smoothly	2.8	3.2	2.1
PROJECT COMMUNICATIONS MANAGEMENT			
» Communicating evolving and emerging details is done frequently and quickly	3.3	4.0	2.6
» Team member access to information is streamlined	3.0	3.7	2.2
» Regular stakeholder reviews promote communication with management and stakeholders	3.2	4.0	2.5
» The team and key stakeholders hold short, daily standup meetings to discuss achievements and issues of the previous day and plans for the current day's work	2.6	3.0	1.8
» Team members are co-located to enhance communication	2.7	3.3	2.1
PROJECT RISK MANAGEMENT			
» Frequent reviews of incremental work products accelerate knowledge sharing and ensure that risk is understood and managed	2.8	3.5	2.1
» Risks are identified, analyzed, and managed during each iteration	2.8	3.7	2.1
» Work may be reprioritized as the project progresses based on an improved understanding of current risk exposure	3.0	3.8	2.0

CROSS TABULATION: BY TEAM MEMBER CAPABILITY – HIGH VS. LOW

	ALL	HIGH CAPABILITY	LOW CAPABILITY
PROJECT PROCUREMENT MANAGEMENT			
» Multi-tiered contracts are used, including a master agreement for fixed items, a schedule of services for items subject to change, and a lightweight statement of work for dynamic items such as scope, schedule, and budget	2.6	3.2	2.1
» Milestones and payment terms are structured based on value-driven deliverables to enhance agility	2.6	3.4	1.8
» Projects decompose scope into fixed-price microdeliverables, giving the customer more control over how the money is spent	2.4	3.3	1.8
PROJECT STAKEHOLDER MANAGEMENT			
» Teams engage with stakeholders directly, not through management	3.1	3.5	2.5
» Stakeholders are invited to project meetings and reviews	3.2	3.7	2.9
» The team and stakeholders together determine the most appropriate schedule for planning, product reviews, and retrospectives	2.9	3.5	2.2
» Risk is mitigated, trust is built, and adjustments are supported through regular interactions with the stakeholder community	3.0	3.9	2.2
» Transparency is promoted aggressively	3.0	3.8	1.9
ORGANIZATIONAL CULTURE			
» The organization is willing to use adaptive approaches	3.1	3.7	2.2
» The organization encourages empirical measurements, small experiments, and learning	3.0	3.9	1.9
» Leaders and team members work in a safe, honest, and transparent environment	3.1	4.1	2.0
» A documented list of organizational priorities is used to select appropriate project management approaches that best fit with those priorities	2.7	3.5	1.7
» Adaptive approaches spread from business unit to business unit throughout the organization	2.5	3.3	1.7

CROSS TABULATION: BY TEAM MEMBER CAPABILITY – HIGH VS. LOW

	ALL	HIGH CAPABILITY	LOW CAPABILITY
Organizational Structure (PMO)			
Percentage of organizations with an organizational structure (PMO) that's responsible for managing/supporting projects that use adaptive approaches	65%	74%	54%
Extent PMO exhibits the following characteristics (average rating of score from 1 to 5, where 1=no extent, 5=very great extent)			
» Chooses which project management approach (predictive, adaptive, or hybrid) is most appropriate for delivering the product, service, or result?	3.0	3.5	2.3
» Advises management about the business value of projects that use adaptive approaches	3.0	3.5	2.7
» Strives to deliver what's needed and keeps a pulse on customers	3.5	4.0	3.1
» Operates as if it were a consulting business, tailoring its efforts to meet specific needs	3.3	3.8	2.9
» Waits for its clients (customers, teams) to request its services rather than mandate approaches	3.1	3.3	3.1
» Provides adaptive tools and templates	3.2	3.6	2.9
» Provides adaptive training courses, coaches, or mentors	2.9	3.4	2.9
» Coordinates adaptive training courses, coaches, or mentors	2.9	3.4	2.4
» Coordinates communication between teams that use adaptive approaches	2.7	3.0	2.3
» Facilitates organizational learning in adaptive approaches	2.8	3.3	2.3
» Develops guidelines for recruiting, evaluating, and selecting team leaders	2.6	3.2	2.1
» Develops and implements standards for using adaptive approaches	3.0	3.4	2.6

CROSS TABULATION: BY TEAM MEMBER CAPABILITY – HIGH VS. LOW

	ALL	HIGH CAPABILITY	LOW CAPABILITY
Leader & Team Member Capabilities			
Extent that leaders and team members who use adaptive approaches exhibit the following behaviors/capabilities			
(average rating of score from 1 to 5, where 1=no extent, 5=very great extent)			
LEADERS (project managers, team facilitators, team leads, etc.)			
» Are experienced in using adaptive approaches	2.8	3.4	2.0
» Facilitate the team's understanding of adaptive approaches	2.8	3.5	1.9
» Facilitate the stakeholders' understanding of adaptive approaches	2.8	3.5	1.9
» Encourage teams to create an environment where everyone can succeed	3.3	4.1	2.3
» Promote collaboration and conversation within teams and between teams	3.4	4.2	2.6
» Work to streamline processes to remove impediments to the team's agility	3.1	4.0	2.3
» Advocate for team member training and career development	3.2	4.0	2.5
» Listen well	3.3	4.3	2.3
» Promote safety, respect, and trust	3.5	4.3	2.5
» Pave the way for the team to do its best work	3.3	4.2	2.4
» Support teams through coaching, mentoring, encouragement, and support	3.3	4.1	2.3
» Celebrate team successes	3.2	4.0	2.3
» Have input in choosing the appropriate project management approaches for the project	3.1	4.2	2.0
» OVERALL	3.2	4.0	2.3

CROSS TABULATION: BY TEAM MEMBER CAPABILITY – HIGH VS. LOW

	ALL	HIGH CAPABILITY	LOW CAPABILITY
TEAM MEMBERS			
» Are experienced in using adaptive approaches	2.6	3.2	1.9
» Coordinate their own work (self-managed)	2.9	3.8	1.9
» Are highly collaborative	3.3	4.2	2.2
» Are generalized specialists (have both a focus specialty plus a breadth of experience across multiple skills)	3.0	3.8	2.2
» Are 100 percent dedicated to the team	2.6	3.8	1.6
» Embrace a growth mindset (believe they can learn new skills)	3.1	4.1	2.3
» Communicate well	3.1	4.1	2.2
» Actively engage in giving and receiving feedback	3.0	4.1	1.8
» Take responsibility and accountability	3.3	4.4	2.2
» Cut through unnecessary work and focus only on essential work	2.9	3.9	2.0
» Offer sound judgment under pressure and remain calm under stress	3.0	3.9	2.1
» Have exceptional organizational abilities	2.8	3.7	1.8
» Have input in choosing the appropriate project management approaches for the project	2.5	3.6	1.5
» OVERALL	2.9	3.9	2.1

Percentage of organizations whose project managers play the following roles in managing projects that use adaptive approaches

» No role	6%	3%	8%
» Traditional project manager role in leading the team	71%	74%	73%
» Coach team members and other stakeholders	43%	74%	19%
» Facilitate team collaboration	67%	87%	58%
» Align stakeholder needs	65%	77%	46%
» Encourage the distribution of team responsibilities	41%	61%	35%
» Ensure that the team adheres to its processes	46%	61%	38%
» Ensure product owner accountability	37%	52%	23%
» Remove organizational barriers	47%	61%	42%
» Other	8%	6%	8%

Percent of organizations that use contracted resources to manage projects that use adaptive approaches

46%	45%	42%
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CROSS TABULATION: BY TEAM MEMBER CAPABILITY – HIGH VS. LOW

	ALL	HIGH CAPABILITY	LOW CAPABILITY
Adaptive Project Management Training			
Percentage of organizations that offer the following training related to the use of adaptive approaches			
» Fundamentals of adaptive mindset and principles	48%	71%	35%
» Overview of adaptive methodologies	38%	61%	26%
» Adaptive project management skills	30%	48%	17%
» Agile project management	46%	74%	35%
» Lean	31%	35%	39%
» Kanban	25%	32%	17%
» Scrum	34%	29%	30%
» eXtreme Programming	2%	6%	0%
» None	10%	0%	22%
» Other	1%	0%	0%
Percentage of organizations that use contracted resources to provide training related to the use of adaptive approaches			
	47%	46%	28%

CROSS TABULATION: BY TEAM MEMBER CAPABILITY – HIGH VS. LOW

	ALL	HIGH CAPABILITY	LOW CAPABILITY
Challenges			
Percentage of organizations that face the following challenges regarding the management of projects that use adaptive approaches			
» Organizational culture at odds with adaptive approaches	56%	45%	81%
» Organizational resistance to change	51%	29%	73%
» Inadequate management support and sponsorship	38%	16%	69%
» Lack of skills/experience with adaptive approaches	67%	55%	88%
» Insufficient training and education	47%	23%	73%
» Inconsistent processes and practices across teams	51%	48%	73%
» Lack of business/customer/product owner availability	39%	35%	46%
» Pervasiveness of predictive project management methods	25%	23%	35%
» Minimal collaboration and knowledge sharing	20%	10%	58%
» Unclear team goals	19%	13%	42%
» Unclear working agreements	20%	13%	42%
» Unclear requirements	33%	26%	54%
» Inaccurate estimates	39%	35%	50%
» False starts, wasted efforts	21%	23%	35%
» Impossible stakeholder demands	18%	16%	23%
» Unexpected or unforeseen delays	29%	35%	38%
» Teams siloed instead of cross-functional	43%	29%	65%
» Teams too geographically distributed	30%	39%	27%
» Project deliverables too complex	12%	10%	12%
» Other	6%	3%	8%

CROSS TABULATION: BY TEAM MEMBER CAPABILITY – HIGH VS. LOW

	ALL	HIGH CAPABILITY	LOW CAPABILITY
Performance			
Extent to which organizations realize the following results by using adaptive approaches			
(average rating of score from 1 to 5, where 1=no extent, 5=very great extent)			
» The organization is satisfied with the delivered products/ services/results	3.2	3.9	2.4
» Project team members are satisfied	3.2	3.9	2.3
» Project customers are satisfied	3.2	3.9	2.4
» Project stakeholders are satisfied	3.2	3.9	2.4
» Project resources are allocated optimally	2.7	3.7	1.8
» Projects are aligned to the organization's strategy	3.2	4.0	2.5
» The benefits anticipated from the projects are realized	3.1	3.9	2.3
» Adopting adaptive approaches has led to an increase in business value	2.9	3.5	2.0
» Delivery speed/time-to-market has improved	3.0	3.5	2.2
» The organization effectively manages changing priorities	2.8	3.7	1.9
» Projects achieve agreed-upon quality of delivery	3.2	4.0	2.6
» Productivity has improved	2.9	3.5	2.1
» OVERALL	3.1	3.8	2.2

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CROSS TABULATION

By Adaptive/Hybrid Capability – High vs. Low

	ALL	HIGH CAPABILITY	LOW CAPABILITY
Respondent Profile			
Percentage of respondents with the following role			
» Chief Project Officer, CIO, or other C-Level	13%	24%	8%
» VP or Director-Level Business Management	5%	2%	10%
» EVP/VP or Director-Level Project/Program Management	10%	13%	4%
» Leader of the PMO (Director, Manager, Head, etc.)	38%	28%	48%
» PMO Staff Member	5%	2%	4%
» Project/Program Manager	23%	24%	24%
» Adaptive Project Team Leader	0%	0%	0%
» Other	5%	7%	2%
Percentage of respondents whose organizations have the following annual sales (US\$)			
» Less than \$100 million	36%	43%	28%
» \$100 million to \$1 billion	20%	22%	22%
» Greater than \$1 billion	44%	35%	50%
Percentage of respondents in the following industries			
» Finance & Insurance	15%	11%	14%
» Information	7%	13%	4%
» Manufacturing	14%	11%	14%
» Professional & Technical Services	25%	37%	18%
» Pharmaceutical & Biotechnology	4%	2%	8%
» Public Administration	8%	7%	14%
» Healthcare & Social Services	7%	7%	4%
» Education	6%	2%	6%
» Energy	5%	2%	6%
» Retail	2%	4%	2%
» Other	7%	4%	8%

CROSS TABULATION: BY ADAPTIVE/HYBRID CAPABILITY – HIGH VS. LOW

	ALL	HIGH CAPABILITY	LOW CAPABILITY
Percentage of respondents reporting on the following functions			
» Enterprise	38%	50%	44%
» Division	9%	4%	16%
» Research and Development	4%	4%	2%
» New Project Development	5%	7%	4%
» IT	27%	24%	28%
» Finance/Accounting	0%	0%	0%
» Human Resources	1%	0%	0%
» Customer Service	1%	0%	0%
» Production	1%	0%	2%
» Operations	7%	9%	2%
» Other	8%	2%	2%

Percentage of respondents reporting on the following types of projects

» All types of projects	48%	54%	34%
» Strategic projects	24%	20%	30%
» IT/Software projects	31%	26%	48%
» Engineering, construction, capital projects	12%	13%	4%
» New product development projects	11%	9%	18%
» Other	5%	2%	0%

Adaptive Project Management

Percentage of organizations that use adaptive or hybrid approaches

84%	100%	100%
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Percentage of projects that use the following approaches

» Predictive approaches	45%	33%	60%
» Adaptive approaches	22%	27%	15%
» Hybrid approaches	33%	40%	26%

Extent the following project management approaches work

(average rating of score from 1 to 5, where 1=not at all, 5=very ell)

» Predictive approaches	3.4	3.6	3.2
» Adaptive approaches	3.2	3.6	2.6
» Hybrid approaches	3.6	4.1	3.0

CROSS TABULATION: BY ADAPTIVE/HYBRID CAPABILITY – HIGH VS. LOW

	ALL	HIGH CAPABILITY	LOW CAPABILITY
Percentage of organizations whose approaches work well or very well			
» Predictive approaches	44%	59%	36%
» Adaptive approaches	35%	56%	13%
» Hybrid approaches	54%	86%	31%
Capability of organizations in using the following approaches (average rating of score from 1 to 5, where 1=not at all, 5=very capable)			
» Predictive approaches	3.8	4.2	3.5
» Adaptive approaches	3.1	4.2	2.1
» Hybrid approaches	3.3	4.4	2.3
Percentage of organizations that rate their capability in using the following approaches as capable or very capable			
» Predictive approaches	68%	85%	59%
» Adaptive approaches	33%	96%	0%
» Hybrid approaches	39%	98%	0%
<hr/> <p>NOTE: For the remaining questions, when we refer to the use of adaptive approaches we are also including the use of those approaches in hybrid projects.</p> <hr/>			
Percentage of organizations at the following levels of maturity in using adaptive approaches			
» Level 1: Considering using adaptive approaches	8%	0%	16%
» Level 2: Experimenting with adaptive approaches in pockets	37%	13%	64%
» Level 3: Using adaptive approaches but still maturing	49%	65%	20%
» Level 4: High level of competency in using adaptive approaches across the organization	4%	11%	0%
» Level 5: Use of adaptive approaches is enabling greater adaptability to market conditions	3%	11%	0%
» AVERAGE LEVEL OF MATURITY	2.6	3.2	2.0

CROSS TABULATION: BY ADAPTIVE/HYBRID CAPABILITY – HIGH VS. LOW

	ALL	HIGH CAPABILITY	LOW CAPABILITY
Percentage of organizations using the following adaptive approaches			
» Lean	49%	57%	38%
» Kanban	38%	36%	49%
» Scrum	67%	61%	69%
» SAFe (Scaled Agile Framework)	16%	20%	9%
» XP (eXtreme Programming)	5%	14%	0%
» Crystal	0%	0%	0%
» Scrumban	12%	16%	2%
» FDD (Feature-Driven Development)	6%	7%	4%
» DSDM (Dynamic Systems Development Method)	3%	2%	7%
» AUP (Agile Unified Process)	7%	11%	2%
» RAD (Rapid Application Development)	17%	27%	11%
» Other	8%	9%	7%

Adaptive Project Management Practices

Extent organization exhibits the following characteristics regarding the management of projects that use adaptive approaches

(average rating of score from 1 to 5, where 1=no extent, 5=very great extent)

PROJECT INTEGRATION MANAGEMENT

» All projects have a project charter with a project vision and clear set of working agreements	3.5	3.9	3.2
» Team members determine how plans and components should integrate	3.3	3.8	3.0
» Control of the detailed product planning and delivery is delegated to the team	3.3	3.7	2.8
» Learning takes place by experimenting, delivering small increments of value, and getting feedback on what has accomplished thus far	3.0	3.6	2.4
» Metrics contain meaningful information that provide a historical track record	2.8	3.5	2.1

CROSS TABULATION: BY ADAPTIVE/HYBRID CAPABILITY – HIGH VS. LOW

	ALL	HIGH CAPABILITY	LOW CAPABILITY
PROJECT SCOPE MANAGEMENT			
» Little time is spent trying to define scope; most time is spent establishing the process for its ongoing discovery and refinement	2.8	2.9	2.5
» Prototypes and release versions are built and reviewed in order to refine requirements	2.8	3.3	2.4
» Deliverables are developed over multiple iterations where a detailed scope is defined and approved for each iteration	3.0	3.4	2.5
PROJECT SCHEDULE MANAGEMENT			
» Short cycles are used to undertake work, review the results, and adapt as necessary	3.0	3.4	2.4
» Review cycles result in iterative scheduling and on-demand, pull-based scheduling	2.7	3.2	2.3
» Iterative scheduling is used where requirements are documented, prioritized, and refined, and product features are developed using time-boxed periods of work	2.8	3.4	2.3
» On-demand scheduling pulls work from a backlog or intermediate queue of work to be done immediately as resources become available	2.7	3.3	2.1
» The time-boxed periods (durations during which the team works steadily toward completion of a goal) for releases, waves, and iterations are specified	2.9	3.4	2.4
PROJECT COST MANAGEMENT			
» Lightweight estimation methods are used to generate a fast, high-level forecast of project labor costs	2.8	3.2	2.5
» Costs are easily adjusted as changes arise	2.6	3.2	2.2
» Detailed estimates are reserved for short-term planning horizons in a just-in-time fashion	2.5	3.2	2.0
» Highly variable projects with strict budgets rely on scope and schedule adjustments to stay with cost constraints	3.0	3.4	2.8

CROSS TABULATION: BY ADAPTIVE/HYBRID CAPABILITY – HIGH VS. LOW

	ALL	HIGH CAPABILITY	LOW CAPABILITY
PROJECT QUALITY MANAGEMENT			
» Frequent quality and review steps are built in throughout the project	3.1	3.6	2.6
» Recurring retrospectives regularly check on the effectiveness of the quality processes	2.8	3.2	2.4
» Team members look for root causes of issues and suggest trials of new approaches to improve quality	2.9	3.5	2.5
» Frequent, incremental delivery helps uncover inconsistencies and quality issues earlier in the project life cycle	2.9	3.5	2.2
» Quality management is performed by all team members throughout the project	2.9	3.4	2.4
PROJECT RESOURCE MANAGEMENT			
» Self-organizing teams (no centralized control) are used to maximize focus and collaboration	2.4	2.8	2.1
» Teams use consistent practices and processes	3.0	3.6	2.5
» Team members are generalized specialists (generalists with a technical specialty)	3.0	3.4	2.6
» Agreements for fast supply are used to control resource costs	2.3	2.9	1.8
» Teams use daily standups to micro-commit to each other, uncover problems, and ensure that work flows smoothly	2.8	3.2	2.3
PROJECT COMMUNICATIONS MANAGEMENT			
» Communicating evolving and emerging details is done frequently and quickly	3.3	3.8	2.7
» Team member access to information is streamlined	3.0	3.5	2.4
» Regular stakeholder reviews promote communication with management and stakeholders	3.2	3.7	2.7
» The team and key stakeholders hold short, daily standup meetings to discuss achievements and issues of the previous day and plans for the current day's work	2.6	2.9	2.1
» Team members are co-located to enhance communication	2.7	3.3	2.2

CROSS TABULATION: BY ADAPTIVE/HYBRID CAPABILITY – HIGH VS. LOW

	ALL	HIGH CAPABILITY	LOW CAPABILITY
PROJECT RISK MANAGEMENT			
» Frequent reviews of incremental work products accelerate knowledge sharing and ensure that risk is understood and managed	2.8	3.4	2.3
» Risks are identified, analyzed, and managed during each iteration	2.8	3.4	2.5
» Work may be reprioritized as the project progresses based on an improved understanding of current risk exposure	3.0	3.7	2.6
PROJECT PROCUREMENT MANAGEMENT			
» Multi-tiered contracts are used, including a master agreement for fixed items, a schedule of services for items subject to change, and a lightweight statement of work for dynamic items such as scope, schedule, and budget	2.6	3.1	2.4
» Milestones and payment terms are structured based on value-driven deliverables to enhance agility	2.6	3.3	2.2
» Projects decompose scope into fixed-price microdeliverables, giving the customer more control over how the money is spent	2.4	3.0	2.0
PROJECT STAKEHOLDER MANAGEMENT			
» Teams engage with stakeholders directly, not through management	3.1	3.3	2.7
» Stakeholders are invited to project meetings and reviews	3.2	3.6	3.0
» The team and stakeholders together determine the most appropriate schedule for planning, product reviews, and retrospectives	2.9	3.4	2.5
» Risk is mitigated, trust is built, and adjustments are supported through regular interactions with the stakeholder community	3.0	3.6	2.5
» Transparency is promoted aggressively	3.0	3.5	2.4
ORGANIZATIONAL CULTURE			
» The organization is willing to use adaptive approaches	3.1	3.8	2.5
» The organization encourages empirical measurements, small experiments, and learning	3.0	3.6	2.3
» Leaders and team members work in a safe, honest, and transparent environment	3.1	3.8	2.5
» A documented list of organizational priorities is used to select appropriate project management approaches that best fit with those priorities	2.7	3.2	2.1
» Adaptive approaches spread from business unit to business unit throughout the organization	2.5	3.2	2.1

CROSS TABULATION: BY ADAPTIVE/HYBRID CAPABILITY – HIGH VS. LOW

	ALL	HIGH CAPABILITY	LOW CAPABILITY
Organizational Structure (PMO)			
Percentage of organizations with an organizational structure (PMO) that's responsible for managing/supporting projects that use adaptive approaches	65%	69%	64%
Extent PMO exhibits the following characteristics			
(average rating of score from 1 to 5, where 1=no extent, 5=very great extent)			
» Chooses which project management approach (predictive, adaptive, or hybrid) is most appropriate for delivering the product, service, or result?	3.0	3.4	2.6
» Advises management about the business value of projects that use adaptive approaches	3.0	3.3	2.8
» Strives to deliver what's needed and keeps a pulse on customers	3.5	4.0	3.1
» Operates as if it were a consulting business, tailoring its efforts to meet specific needs	3.3	3.8	2.8
» Waits for its clients (customers, teams) to request its services rather than mandate approaches	3.1	3.3	3.0
» Provides adaptive tools and templates	3.2	3.5	2.9
» Provides adaptive training courses, coaches, or mentors	2.9	3.4	2.5
» Coordinates adaptive training courses, coaches, or mentors	2.9	3.3	2.6
» Coordinates communication between teams that use adaptive approaches	2.7	3.1	2.3
» Facilitates organizational learning in adaptive approaches	2.8	3.4	2.3
» Develops guidelines for recruiting, evaluating, and selecting team leaders	2.6	3.1	2.1
» Develops and implements standards for using adaptive approaches	3.0	3.5	2.5

CROSS TABULATION: BY ADAPTIVE/HYBRID CAPABILITY – HIGH VS. LOW

	ALL	HIGH CAPABILITY	LOW CAPABILITY
Leader & Team Member Capabilities			
Extent that leaders and team members who use adaptive approaches exhibit the following behaviors/capabilities			
(average rating of score from 1 to 5, where 1=no extent, 5=very great extent)			
LEADERS (project managers, team facilitators, team leads, etc.)			
» Are experienced in using adaptive approaches	2.8	3.4	2.3
» Facilitate the team's understanding of adaptive approaches	2.8	3.5	2.3
» Facilitate the stakeholders' understanding of adaptive approaches	2.8	3.4	2.3
» Encourage teams to create an environment where everyone can succeed	3.3	4.0	2.7
» Promote collaboration and conversation within teams and between teams	3.4	3.9	3.0
» Work to streamline processes to remove impediments to the team's agility	3.1	3.8	2.6
» Advocate for team member training and career development	3.2	3.9	2.6
» Listen well	3.3	3.9	2.8
» Promote safety, respect, and trust	3.5	4.1	3.0
» Pave the way for the team to do its best work	3.3	3.8	2.9
» Support teams through coaching, mentoring, encouragement, and support	3.3	3.9	2.8
» Celebrate team successes	3.2	3.6	2.7
» Have input in choosing the appropriate project management approaches for the project	3.1	3.9	2.6
» OVERALL	3.2	3.8	2.7

CROSS TABULATION: BY ADAPTIVE/HYBRID CAPABILITY – HIGH VS. LOW

	ALL	HIGH CAPABILITY	LOW CAPABILITY
TEAM MEMBERS			
» Are experienced in using adaptive approaches	2.6	3.1	2.0
» Coordinate their own work (self-managed)	2.9	3.3	2.5
» Are highly collaborative	3.3	3.8	2.7
» Are generalized specialists (have both a focus specialty plus a breadth of experience across multiple skills)	3.0	3.5	2.5
» Are 100 percent dedicated to the team	2.6	3.0	2.0
» Embrace a growth mindset (believe they can learn new skills)	3.1	3.6	2.7
» Communicate well	3.1	3.6	2.8
» Actively engage in giving and receiving feedback	3.0	3.6	2.5
» Take responsibility and accountability	3.3	3.7	2.9
» Cut through unnecessary work and focus only on essential work	2.9	3.4	2.5
» Offer sound judgment under pressure and remain calm under stress	3.0	3.5	2.5
» Have exceptional organizational abilities	2.8	3.3	2.3
» Have input in choosing the appropriate project management approaches for the project	2.5	3.2	2.1
» OVERALL	2.9	3.4	2.5
Percentage of organizations whose project managers play the following roles in managing projects that use adaptive approaches			
» No role	6%	6%	5%
» Traditional project manager role in leading the team	71%	67%	74%
» Coach team members and other stakeholders	43%	67%	19%
» Facilitate team collaboration	67%	81%	52%
» Align stakeholder needs	65%	81%	45%
» Encourage the distribution of team responsibilities	41%	47%	21%
» Ensure that the team adheres to its processes	46%	56%	29%
» Ensure product owner accountability	37%	50%	21%
» Remove organizational barriers	47%	50%	36%
» Other	8%	6%	10%
Percent of organizations that use contracted resources to manage projects that use adaptive approaches			
	46%	42%	50%

CROSS TABULATION: BY ADAPTIVE/HYBRID CAPABILITY – HIGH VS. LOW

	ALL	HIGH CAPABILITY	LOW CAPABILITY
Adaptive Project Management Training			
Percentage of organizations that offer the following training related to the use of adaptive approaches			
» Fundamentals of adaptive mindset and principles	48%	61%	42%
» Overview of adaptive methodologies	38%	50%	25%
» Adaptive project management skills	30%	42%	19%
» Agile project management	46%	53%	44%
» Lean	31%	42%	31%
» Kanban	25%	25%	17%
» Scrum	34%	36%	31%
» eXtreme Programming	2%	8%	0%
» None	10%	0%	25%
» Other	1%	3%	0%
Percentage of organizations that use contracted resources to provide training related to the use of adaptive approaches			
	47%	47%	44%

CROSS TABULATION: BY ADAPTIVE/HYBRID CAPABILITY – HIGH VS. LOW

	ALL	HIGH CAPABILITY	LOW CAPABILITY
Challenges			
Percentage of organizations that face the following challenges regarding the management of projects that use adaptive approaches			
» Organizational culture at odds with adaptive approaches	56%	44%	67%
» Organizational resistance to change	51%	42%	64%
» Inadequate management support and sponsorship	38%	19%	50%
» Lack of skills/experience with adaptive approaches	67%	42%	81%
» Insufficient training and education	47%	31%	67%
» Inconsistent processes and practices across teams	51%	50%	57%
» Lack of business/customer/product owner availability	39%	36%	43%
» Pervasiveness of predictive project management methods	25%	17%	26%
» Minimal collaboration and knowledge sharing	20%	6%	36%
» Unclear team goals	19%	14%	29%
» Unclear working agreements	20%	8%	33%
» Unclear requirements	33%	25%	33%
» Inaccurate estimates	39%	42%	36%
» False starts, wasted efforts	21%	19%	29%
» Impossible stakeholder demands	18%	14%	12%
» Unexpected or unforeseen delays	29%	33%	24%
» Teams siloed instead of cross-functional	43%	33%	55%
» Teams too geographically distributed	30%	28%	31%
» Project deliverables too complex	12%	14%	10%
» Other	6%	8%	10%

CROSS TABULATION: BY ADAPTIVE/HYBRID CAPABILITY – HIGH VS. LOW

	ALL	HIGH CAPABILITY	LOW CAPABILITY
Performance			
Extent to which organizations realize the following results by using adaptive approaches			
(average rating of score from 1 to 5, where 1=no extent, 5=very great extent)			
» The organization is satisfied with the delivered products/ services/results	3.2	3.6	2.8
» Project team members are satisfied	3.2	3.5	2.8
» Project customers are satisfied	3.2	3.6	2.8
» Project stakeholders are satisfied	3.2	3.6	2.7
» Project resources are allocated optimally	2.7	3.3	2.2
» Projects are aligned to the organization's strategy	3.2	3.7	3.0
» The benefits anticipated from the projects are realized	3.1	3.4	2.9
» Adopting adaptive approaches has led to an increase in business value	2.9	3.4	2.3
» Delivery speed/time-to-market has improved	3.0	3.4	2.5
» The organization effectively manages changing priorities	2.8	3.5	2.4
» Projects achieve agreed-upon quality of delivery	3.2	3.5	3.0
» Productivity has improved	2.9	3.3	2.4
» OVERALL	3.1	3.5	2.7

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CROSS TABULATION

By PMO vs. No PMO

	ALL	PMO	NO PMO
Respondent Profile			
Percentage of respondents with the following role			
» Chief Project Officer, CIO, or other C-Level	13%	11%	20%
» VP or Director-Level Business Management	5%	5%	7%
» EVP/VP or Director-Level Project/Program Management	10%	17%	4%
» Leader of the PMO (Director, Manager, Head, etc.)	38%	39%	33%
» PMO Staff Member	5%	8%	2%
» Project/Program Manager	23%	16%	28%
» Adaptive Project Team Leader	0%	0%	0%
» Other	5%	3%	7%
Percentage of respondents whose organizations have the following annual sales (US\$)			
» Less than \$100 million	36%	28%	48%
» \$100 million to \$1 billion	20%	21%	20%
» Greater than \$1 billion	44%	51%	33%
Percentage of respondents in the following industries			
» Finance & Insurance	15%	20%	11%
» Information	7%	8%	9%
» Manufacturing	14%	13%	17%
» Professional & Technical Services	25%	26%	33%
» Pharmaceutical & Biotechnology	4%	5%	4%
» Public Administration	8%	7%	4%
» Healthcare & Social Services	7%	7%	2%
» Education	6%	3%	7%
» Energy	5%	3%	2%
» Retail	2%	2%	0%
» Other	7%	5%	13%

CROSS TABULATION: BY PMO VS. NO PMO

	ALL	PMO	NO PMO
Percentage of respondents reporting on the following functions			
» Enterprise	38%	47%	28%
» Division	9%	9%	2%
» Research and Development	4%	3%	4%
» New Project Development	5%	2%	11%
» IT	27%	29%	26%
» Finance/Accounting	0%	0%	0%
» Human Resources	1%	0%	2%
» Customer Service	1%	1%	0%
» Production	1%	1%	0%
» Operations	7%	5%	9%
» Other	8%	2%	17%

Percentage of respondents reporting on the following types of projects

» All types of projects	48%	45%	48%
» Strategic projects	24%	25%	17%
» IT/Software projects	31%	36%	28%
» Engineering, construction, capital projects	12%	5%	20%
» New product development projects	11%	13%	11%
» Other	5%	2%	9%

Adaptive Project Management

Percentage of organizations that use adaptive or hybrid approaches

84%	100%	100%
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Percentage of projects that use the following approaches

» Predictive approaches	45%	45%	41%
» Adaptive approaches	22%	22%	23%
» Hybrid approaches	33%	33%	37%

Extent the following project management approaches work

(average rating of score from 1 to 5, where 1=not at all, 5=very ell)

» Predictive approaches	3.4	3.4	3.2
» Adaptive approaches	3.2	3.3	2.9
» Hybrid approaches	3.6	3.5	3.5

CROSS TABULATION: BY PMO VS. NO PMO

	ALL	PMO	NO PMO
Percentage of organizations whose approaches work well or very well			
» Predictive approaches	44%	45%	38%
» Adaptive approaches	35%	43%	20%
» Hybrid approaches	54%	55%	55%
Capability of organizations in using the following approaches (average rating of score from 1 to 5, where 1=not at all, 5=very capable)			
» Predictive approaches	3.8	4.0	3.4
» Adaptive approaches	3.1	3.1	2.9
» Hybrid approaches	3.3	3.4	3.1
Percentage of organizations that rate their capability in using the following approaches as capable or very capable			
» Predictive approaches	68%	77%	49%
» Adaptive approaches	33%	35%	27%
» Hybrid approaches	39%	47%	27%
<hr/> <p>NOTE: For the remaining questions, when we refer to the use of adaptive approaches we are also including the use of those approaches in hybrid projects.</p> <hr/>			
Percentage of organizations at the following levels of maturity in using adaptive approaches			
» Level 1: Considering using adaptive approaches	8%	5%	11%
» Level 2: Experimenting with adaptive approaches in pockets	37%	33%	39%
» Level 3: Using adaptive approaches but still maturing	49%	53%	46%
» Level 4: High level of competency in using adaptive approaches across the organization	4%	5%	2%
» Level 5: Use of adaptive approaches is enabling greater adaptability to market conditions	3%	5%	2%
» AVERAGE LEVEL OF MATURITY	2.6	2.7	2.5

CROSS TABULATION: BY PMO VS. NO PMO

	ALL	PMO	NO PMO
Percentage of organizations using the following adaptive approaches			
» Lean	49%	57%	41%
» Kanban	38%	56%	39%
» Scrum	67%	71%	59%
» SAFe (Scaled Agile Framework)	16%	18%	10%
» XP (eXtreme Programming)	5%	4%	10%
» Crystal	0%	0%	0%
» Scrumban	12%	13%	7%
» FDD (Feature-Driven Development)	6%	4%	10%
» DSDM (Dynamic Systems Development Method)	3%	5%	0%
» AUP (Agile Unified Process)	7%	8%	2%
» RAD (Rapid Application Development)	17%	19%	15%
» Other	8%	7%	7%

Adaptive Project Management Practices

Extent organization exhibits the following characteristics regarding the management of projects that use adaptive approaches

(average rating of score from 1 to 5, where 1=no extent, 5=very great extent)

PROJECT INTEGRATION MANAGEMENT

» All projects have a project charter with a project vision and clear set of working agreements	3.5	3.5	3.3
» Team members determine how plans and components should integrate	3.3	3.4	3.2
» Control of the detailed product planning and delivery is delegated to the team	3.3	3.3	3.3
» Learning takes place by experimenting, delivering small increments of value, and getting feedback on what has accomplished thus far	3.0	3.0	3.0
» Metrics contain meaningful information that provide a historical track record	2.8	3.0	2.5

CROSS TABULATION: BY PMO VS. NO PMO

	ALL	PMO	NO PMO
PROJECT SCOPE MANAGEMENT			
» Little time is spent trying to define scope; most time is spent establishing the process for its ongoing discovery and refinement	2.8	2.8	2.8
» Prototypes and release versions are built and reviewed in order to refine requirements	2.8	2.9	2.8
» Deliverables are developed over multiple iterations where a detailed scope is defined and approved for each iteration	3.0	3.2	2.8
PROJECT SCHEDULE MANAGEMENT			
» Short cycles are used to undertake work, review the results, and adapt as necessary	3.0	3.2	2.9
» Review cycles result in iterative scheduling and on-demand, pull-based scheduling	2.7	2.8	2.7
» Iterative scheduling is used where requirements are documented, prioritized, and refined, and product features are developed using time-boxed periods of work	2.8	3.0	2.7
» On-demand scheduling pulls work from a backlog or intermediate queue of work to be done immediately as resources become available	2.7	2.8	2.5
» The time-boxed periods (durations during which the team works steadily toward completion of a goal) for releases, waves, and iterations are specified	2.9	3.1	2.7
PROJECT COST MANAGEMENT			
» Lightweight estimation methods are used to generate a fast, high-level forecast of project labor costs	2.8	2.9	2.8
» Costs are easily adjusted as changes arise	2.6	2.6	2.5
» Detailed estimates are reserved for short-term planning horizons in a just-in-time fashion	2.5	2.7	2.3
» Highly variable projects with strict budgets rely on scope and schedule adjustments to stay with cost constraints	3.0	3.1	2.9

CROSS TABULATION: BY PMO VS. NO PMO

	ALL	PMO	NO PMO
PROJECT QUALITY MANAGEMENT			
» Frequent quality and review steps are built in throughout the project	3.1	3.2	2.8
» Recurring retrospectives regularly check on the effectiveness of the quality processes	2.8	2.9	2.7
» Team members look for root causes of issues and suggest trials of new approaches to improve quality	2.9	3.0	2.7
» Frequent, incremental delivery helps uncover inconsistencies and quality issues earlier in the project life cycle	2.9	2.9	2.7
» Quality management is performed by all team members throughout the project	2.9	2.9	2.8
PROJECT RESOURCE MANAGEMENT			
» Self-organizing teams (no centralized control) are used to maximize focus and collaboration	2.4	2.4	2.4
» Teams use consistent practices and processes	3.0	3.1	2.8
» Team members are generalized specialists (generalists with a technical specialty)	3.0	3.0	3.1
» Agreements for fast supply are used to control resource costs	2.3	2.3	2.3
» Teams use daily standups to micro-commit to each other, uncover problems, and ensure that work flows smoothly	2.8	3.0	2.5
PROJECT COMMUNICATIONS MANAGEMENT			
» Communicating evolving and emerging details is done frequently and quickly	3.3	3.3	3.2
» Team member access to information is streamlined	3.0	3.1	2.8
» Regular stakeholder reviews promote communication with management and stakeholders	3.2	3.3	3.0
» The team and key stakeholders hold short, daily standup meetings to discuss achievements and issues of the previous day and plans for the current day's work	2.6	2.8	2.2
» Team members are co-located to enhance communication	2.7	2.8	2.6

CROSS TABULATION: BY PMO VS. NO PMO

	ALL	PMO	NO PMO
PROJECT RISK MANAGEMENT			
» Frequent reviews of incremental work products accelerate knowledge sharing and ensure that risk is understood and managed	2.8	2.9	2.6
» Risks are identified, analyzed, and managed during each iteration	2.8	2.9	2.7
» Work may be reprioritized as the project progresses based on an improved understanding of current risk exposure	3.0	3.0	2.9
PROJECT PROCUREMENT MANAGEMENT			
» Multi-tiered contracts are used, including a master agreement for fixed items, a schedule of services for items subject to change, and a lightweight statement of work for dynamic items such as scope, schedule, and budget	2.6	2.8	2.2
» Milestones and payment terms are structured based on value-driven deliverables to enhance agility	2.6	2.7	2.4
» Projects decompose scope into fixed-price microdeliverables, giving the customer more control over how the money is spent	2.4	2.4	2.4
PROJECT STAKEHOLDER MANAGEMENT			
» Teams engage with stakeholders directly, not through management	3.1	3.2	3.0
» Stakeholders are invited to project meetings and reviews	3.2	3.3	3.0
» The team and stakeholders together determine the most appropriate schedule for planning, product reviews, and retrospectives	2.9	3.0	2.9
» Risk is mitigated, trust is built, and adjustments are supported through regular interactions with the stakeholder community	3.0	3.0	2.9
» Transparency is promoted aggressively	3.0	3.1	2.8
ORGANIZATIONAL CULTURE			
» The organization is willing to use adaptive approaches	3.1	3.3	2.9
» The organization encourages empirical measurements, small experiments, and learning	3.0	3.1	2.8
» Leaders and team members work in a safe, honest, and transparent environment	3.1	3.2	3.0
» A documented list of organizational priorities is used to select appropriate project management approaches that best fit with those priorities	2.7	2.9	2.4
» Adaptive approaches spread from business unit to business unit throughout the organization	2.5	2.7	2.3

CROSS TABULATION: BY PMO VS. NO PMO

	ALL	PMO	NO PMO
Leader & Team Member Capabilities Extent that leaders and team members who use adaptive approaches exhibit the following behaviors/capabilities (average rating of score from 1 to 5, where 1=no extent, 5=very great extent)			
LEADERS (project managers, team facilitators, team leads, etc.)			
» Are experienced in using adaptive approaches	2.8	2.9	2.7
» Facilitate the team's understanding of adaptive approaches	2.8	2.9	2.7
» Facilitate the stakeholders' understanding of adaptive approaches	2.8	2.9	2.5
» Encourage teams to create an environment where everyone can succeed	3.3	3.3	3.3
» Promote collaboration and conversation within teams and between teams	3.4	3.5	3.3
» Work to streamline processes to remove impediments to the team's agility	3.1	3.3	2.9
» Advocate for team member training and career development	3.2	3.2	3.1
» Listen well	3.3	3.3	3.3
» Promote safety, respect, and trust	3.5	3.5	3.5
» Pave the way for the team to do its best work	3.3	3.4	3.3
» Support teams through coaching, mentoring, encouragement, and support	3.3	3.3	3.1
» Celebrate team successes	3.2	3.2	3.1
» Have input in choosing the appropriate project management approaches for the project	3.1	3.3	2.7
» OVERALL	3.2	3.2	3.0

CROSS TABULATION: BY PMO VS. NO PMO

	ALL	PMO	NO PMO
TEAM MEMBERS			
» Are experienced in using adaptive approaches	2.6	2.7	2.4
» Coordinate their own work (self-managed)	2.9	3.1	2.7
» Are highly collaborative	3.3	3.4	3.1
» Are generalized specialists (have both a focus specialty plus a breadth of experience across multiple skills)	3.0	3.0	3.0
» Are 100 percent dedicated to the team	2.6	2.5	2.7
» Embrace a growth mindset (believe they can learn new skills)	3.1	3.2	3.1
» Communicate well	3.1	3.2	3.0
» Actively engage in giving and receiving feedback	3.0	3.1	2.7
» Take responsibility and accountability	3.3	3.3	3.2
» Cut through unnecessary work and focus only on essential work	2.9	3.0	2.7
» Offer sound judgment under pressure and remain calm under stress	3.0	3.1	2.9
» Have exceptional organizational abilities	2.8	2.9	2.6
» Have input in choosing the appropriate project management approaches for the project	2.5	2.6	2.4
» OVERALL	2.9	3.0	2.8

Percentage of organizations whose project managers play the following roles in managing projects that use adaptive approaches

» No role	6%	5%	9%
» Traditional project manager role in leading the team	71%	68%	77%
» Coach team members and other stakeholders	43%	45%	41%
» Facilitate team collaboration	67%	68%	64%
» Align stakeholder needs	65%	66%	64%
» Encourage the distribution of team responsibilities	41%	41%	41%
» Ensure that the team adheres to its processes	46%	49%	39%
» Ensure product owner accountability	37%	39%	34%
» Remove organizational barriers	47%	46%	48%
» Other	8%	8%	7%

Percent of organizations that use contracted resources to manage projects that use adaptive approaches

46%	49%	39%
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CROSS TABULATION: BY PMO VS. NO PMO

	ALL	PMO	NO PMO
Adaptive Project Management Training			
Percentage of organizations that offer the following training related to the use of adaptive approaches			
» Fundamentals of adaptive mindset and principles	48%	49%	47%
» Overview of adaptive methodologies	38%	37%	39%
» Adaptive project management skills	30%	31%	26%
» Agile project management	46%	50%	37%
» Lean	31%	36%	21%
» Kanban	25%	29%	18%
» Scrum	34%	36%	32%
» eXtreme Programming	2%	2%	3%
» None	10%	8%	13%
» Other	1%	1%	0%
Percentage of organizations that use contracted resources to provide training related to the use of adaptive approaches			
	47%	50%	42%

CROSS TABULATION: BY PMO VS. NO PMO

	ALL	PMO	NO PMO
Challenges			
Percentage of organizations that face the following challenges regarding the management of projects that use adaptive approaches			
» Organizational culture at odds with adaptive approaches	56%	59%	50%
» Organizational resistance to change	51%	49%	55%
» Inadequate management support and sponsorship	38%	36%	41%
» Lack of skills/experience with adaptive approaches	67%	62%	75%
» Insufficient training and education	47%	39%	61%
» Inconsistent processes and practices across teams	51%	46%	61%
» Lack of business/customer/product owner availability	39%	34%	48%
» Pervasiveness of predictive project management methods	25%	25%	25%
» Minimal collaboration and knowledge sharing	20%	19%	23%
» Unclear team goals	19%	13%	32%
» Unclear working agreements	20%	19%	23%
» Unclear requirements	33%	29%	41%
» Inaccurate estimates	39%	39%	39%
» False starts, wasted efforts	21%	16%	30%
» Impossible stakeholder demands	18%	19%	16%
» Unexpected or unforeseen delays	29%	27%	34%
» Teams siloed instead of cross-functional	43%	44%	41%
» Teams too geographically distributed	30%	28%	34%
» Project deliverables too complex	12%	13%	9%
» Other	6%	8%	2%

CROSS TABULATION: BY PMO VS. NO PMO

	ALL	PMO	NO PMO
Performance			
Extent to which organizations realize the following results by using adaptive approaches			
(average rating of score from 1 to 5, where 1=no extent, 5=very great extent)			
» The organization is satisfied with the delivered products/ services/results	3.2	3.2	3.0
» Project team members are satisfied	3.2	3.3	3.0
» Project customers are satisfied	3.2	3.3	3.0
» Project stakeholders are satisfied	3.2	3.3	3.0
» Project resources are allocated optimally	2.7	2.8	2.5
» Projects are aligned to the organization's strategy	3.2	3.3	3.1
» The benefits anticipated from the projects are realized	3.1	3.2	2.9
» Adopting adaptive approaches has led to an increase in business value	2.9	3.0	2.7
» Delivery speed/time-to-market has improved	3.0	3.1	2.7
» The organization effectively manages changing priorities	2.8	2.9	2.7
» Projects achieve agreed-upon quality of delivery	3.2	3.3	3.0
» Productivity has improved	2.9	3.0	2.6
» OVERALL	3.1	3.2	2.9

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About PM Solutions

PM Solutions is a project management services firm helping organizations apply project management and PMO practices to improve business performance. We are the leader in applying project and portfolio management processes and practices to drive operational efficiency for our clients.

Founded in 1996 by J. Kent Crawford, PMP, the former president and chair of the Project Management Institute (PMI®), PM Solutions delivers expert project management solutions and services to help organizations and their people perform to maximum potential. Comprehensive offerings include:

- » PMO transformation
- » Project portfolio management process improvement
- » Program and project management resources
- » Corporate project management, agile, and leadership training through our training division, PM College®

About PM College

PM College provides corporate project management training and competency development programs for clients around the world. We partner with you to identify your organizational learning objectives, deliver relevant training content, and achieve measurable behavior changes that lead to improved performance. Course offerings cover all learning needs — from basic to advanced — including both technical project management skills and relationship-driven soft skills. PM College's unparalleled customer service, top-rated instructors, modular course content, and robust learning management system (LMS) make us the provider of choice for many global companies in the finance and insurance, manufacturing, consumer goods, technology services, and government sectors.

As a division of a project management consultancy PM Solutions, PM College is recognized as a Charter Global Registered Education Provider (REP®) by the Project Management Institute (PMI).

For More Information

PM Solutions
223 Wilmington-West Chester Pike, Suite 108
Chadds Ford, PA 19317 USA
Phone: +1-484-450-0100
www.pmsolutions.com

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