



The Value of Project Management for Organizations

PMI's Envisioned Goal

A teal-colored world map is centered on the slide, showing the outlines of continents and countries. The map is overlaid with a light gray grid.

Worldwide, organizations will embrace, value and utilize project management, and attribute their success to it.

PMI Global Snapshot

Global Self-Funded Professional Association

- 346,730 members
 - 254 chapters in 185 countries
 - 36 virtual communities of practice
- Advancing the project management profession since 1969
- Regional offices/service centers around the globe

†All data updated May 2011

PMI Global Snapshot

Global Standards

- 13 global standards (including Program and Portfolio Management) developed and updated by working professionals
- More than 3 million copies of *PMBOK® Guide* in circulation

Credentials

- 5 widely recognized credentials: 439,000+ credential-holders worldwide

PMI Global Snapshot

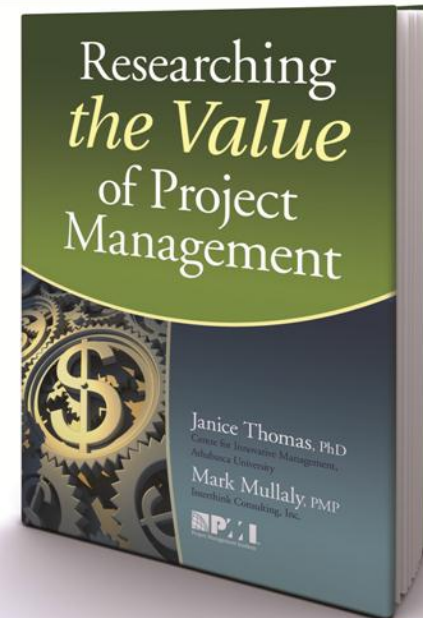
- **Advocacy** to Industry, Government, Educators
- Professional, Dedicated **Research** Team and Research Publications
- University **Accreditation**, Trainer Certification

Three Kinds of Value

- **Execution**: results, performance, project success, “on time and on budget”
- **Integration**: alignment, communication, breaking down silos, agility
- **Learning**: change management, innovation, new product/service/capability/business process

A New Understanding of Value

- Three-year, \$2.5M study documented value through 500+ interviews at 65+ organizations worldwide
- Three kinds of value:
 - Execution
 - Integration
 - Learning
- Successful PM implementations must *fit* specific organizational culture, market, risk tolerance, etc.



Execution

- Projects are goal-focused :
 - Temporary (finite in time, scope, cost)
 - Produce a unique product, service, or result
 - Develop in steps, continue by increments
- Repeatable, reliable performance with standard language and methodologies

Value Through Execution

“Project management provides hard value: saving wasted dollars and effort and mitigating the risk of wasting dollars.”

“Project management should help with share prices because it will increase confidence in the market as we deliver on projects.”

“The value of project management is tangible. It’s the structure behind the projects. We do better than industry benchmarks.”

All quotations from interviews in *Researching the Value of Project Management*

Integration

Not just results — *the results you want*



- Project teams cut across barriers between departments and functions
- Deliverables, schedules, and roles are explicitly developed and shared
- Status reviews and approvals align projects with sponsor and stakeholder expectations

Value Through Integration

"It gives them a sense of being connected to the enterprise. They understand how their work relates to the larger operation and to the success of the organization."

"Collaboration with and between teams has improved; silos within the organization have diminished."

"Project management contributes to team building and co-ordination. It greatly improves work efficiency and customer satisfaction."

All quotations from interviews in *Researching the Value of Project Management*

Learning

- A project is *how an organization learns*:
 - New products
 - New processes
 - New markets
 - Business transformation
- Documentation and lessons-learned reviews turn new initiatives into repeatable results
- A “projectized” organization is a ***learning*** organization

Value Through Learning

“What we have learned from the project has become the most valuable wealth of the company.”

“We try to learn from each other, focus on lessons learned at the end of each project... the corporate culture leads to sharing and learning from others’ experience.”

“The project management framework has taken the company to the next level. It is a stepping stone to much bigger work, bigger clients.”

All quotations from interviews in *Researching the Value of Project Management*

It All Adds Up

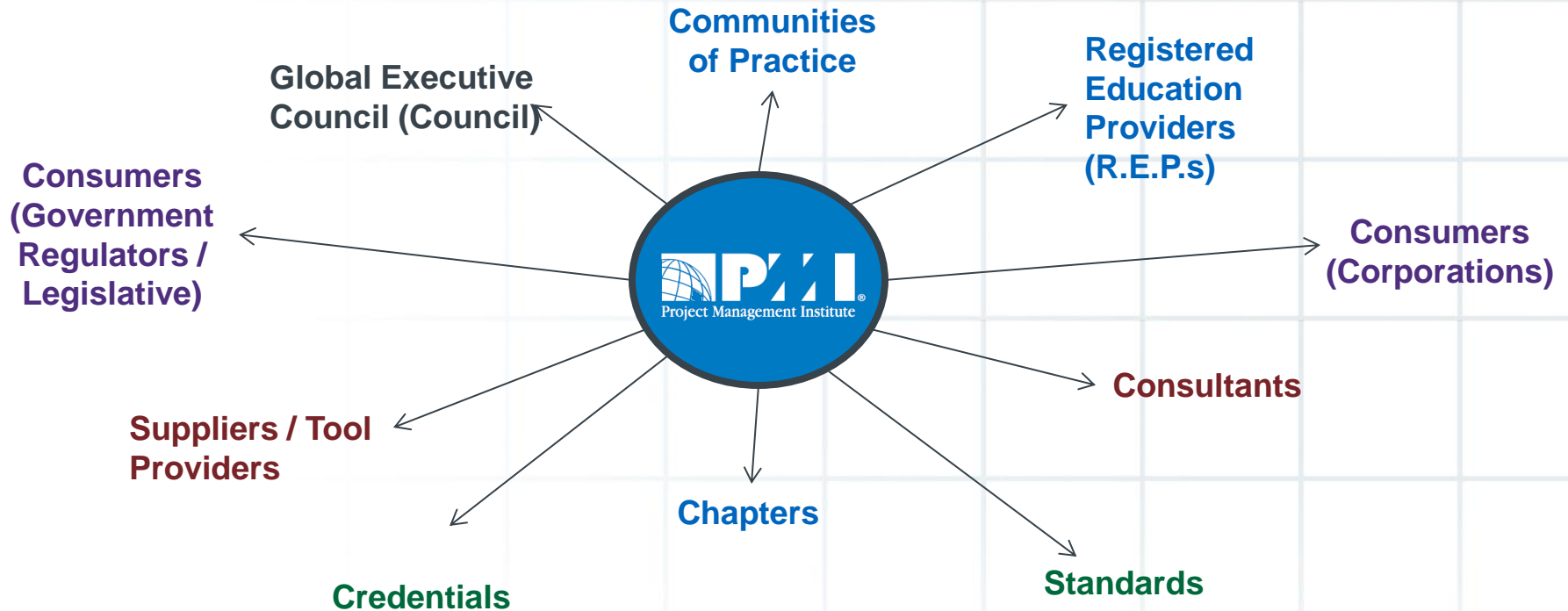
Execution
+ Integration
+ Learning

Real business value

Real organizational value

Real strategic value

PMI as “The Network Orchestrator”



Thank You.

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