

**Does Your Organization Support, Ignore or  
Obstruct Project Management**

**--A PCI Global Survey--  
By John Censor**

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### **Introduction**

*This article presents an overview of initial findings after one year of an on-going study conducted by PCI Global, an international Project Management training and consulting company. The survey was conducted with one hundred practicing team members and project leaders from several of PCI's Fortune 500 clients. The findings raise serious questions about how organizations deal with projects.*

### **Executive Overview**

Projects do not appear or exist in isolation. They are developed in an organization by a perceived need from senior management that a change in process or product is required. Planning, resourcing, implementing and controlling these projects, cause changes in that organization. The projects in turn are impacted and changed by that organization. Management sets priorities by project funding, assigning scarce resources from a common pool, requiring changes in specifications, and shrinking due dates and cutting budgets in others. These decisions and how often they change create a specific project culture structured to support, ignore or obstruct projects within their organization.

Recent studies on project management effectiveness have focused on completion (or non-completion) rates of projects\*. Others have focused on what individual project managers do or do not do – to personally achieve success and some focus on “Why Projects Fail!” Current belief in the USA is that the project managers' skill, character, experience and determination determines if a project succeeds i.e., contributes to profitability or fails i.e., becomes a horror story (a project that does not complete and/or comes in above original budget\*).

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The closest research to seeking organizational drivers has come from Carnegie Mellon's Software Engineering Institute (SEI) which built a five level matrix to evaluate and measure IT project organizations effectiveness with specific attributes and metrics at each level.

No previous survey has studied the impact of the organization and its' senior management's policies and decisions on project management effectiveness. PCI's study findings suggest the greatest impact or predictor of project success is whether senior management – knowingly or unknowingly – supports, ignores or actually obstructs project progress. Initial findings suggest a big communications gap between senior management and those who execute projects for them. This leads to a set of the most common complaints by the project leaders and team members surveyed and another longer set of recommendations that all senior managers worldwide should study, if they seriously want to dramatically improve their project effectiveness.

*\*Chaos Report, Standish Group.*

### ***Survey Sponsor: PCI Global Inc.***

PCI Global is a Charter Member and Registered Education Provider of the Project Management Institute. PCI has provided project management training to 55 Global 500 firms in the USA, England, Europe, Latin America, Singapore, Hong Kong, Tokyo and Beijing for 14 years. Instead of long cases, lectures or e-learning, people learn with unique computer simulations of projects and people that compress 4-6 months of project life cycle into a few real time days, with immediate feedback on results.

### ***The Survey***

The survey consists of fourteen questions rating all aspects of a participating company's corporate project effectiveness. It was not designed to study organizational impacts; just to find out how managers rate their own organization. It has been administered to over 100 participants more than 80% of who are project managers or team members – the groups who bear the brunt of their organizations' policies.

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The survey is embedded in an advanced course, Project Leadership - Organizational Impact Edition, that asks all participants to complete the form. Ironically, this caused *all* participants to respond, eliminating selective responses and thereby providing much more accurate and broad based data than is usually found.

This White Paper provides detailed analysis of our survey results to date. The 14 questions, detailed responses, detailed analysis and a blank survey form are appended to this white paper. A short version in the form of an article has appeared in leading publications and copies are available from PCI Global Inc.

### **Survey Findings**

Here are all fourteen questions asked with rolled up averages of each response and analysis of implications grouped in four blocks; (1) Roles, Resources & Responsibilities (2) Results (3) Complaints and Issues and (4) Specific Recommendations. The questions are all in **bold** as are the **percentage results**. Our analysis is shown *in italics*.  
(Items below appear in slightly different order than in the survey)

#### **I. Roles, Resources and Responsibility**

As the title implies, this first section lays down definitional information including, roles involved, how resources are acquired, who provides support and who is held responsible for results. The analysis of each survey item is shown *in italics underneath each question*.

##### **1. My role in project management is currently as a:**

Project team member **(40%)**

Project manager **(41%)**

Described themselves as project sponsors **(3%)**

*Analysis -- 81% of respondents are project managers (team leaders) and members of those teams; clearly the front line people who know what goes on in projects; the ones we need to listen to if we want improvements.*

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2. **In our organization a project manager obtains resources by:**  
Taking whatever people are offered **(46%)**  
Fighting for the best people (*the theoretical “right” answer*) **(6%)**  
Using senior management support **(33%)**  
Negotiating with line managers **(15%)**

*Analysis -- The worst possible answer, “taking whatever people are offered”, was received 46% of the time, “Fighting for the best people”, theoretically the “right” answer was received only 6% of the time. We can safely say that more than half of the respondents have difficulty getting the human resources they need. One-third “use” (get) senior management support to have good resources assigned to their projects. Not a promising start.*

3. **In our organization the authority of the project managers comes from:**  
Project sponsor and/or senior management **(47% of the time)**  
“From within him/herself” **(42% of the time)**  
Documented job descriptions **(4% of the time)**

*Analysis -- It is a positive finding that 47% of PM's at the participating organizations get their authority from sponsors or senior management. But almost the same percentage (42%) do NOT. They have to “find this authority within themselves” i.e., fill the management void and “take” responsibility – all on their own. Imagine project success rates if they didn't. Here's another interesting finding. Documented job descriptions for project managers appeared only 4% of the time. This raises some serious questions about “professional” project management or a career track for this critical job in these organizations. A secondary surprise, only 4% reported project authority being documented in a job description.*

4. **After the project is launched our project sponsors are involved *only* when:**  
A crisis occurs **(44% of the time)**  
Become “practically invisible” **(24% of the time)**  
Are actively involved throughout the duration of the project **(25% of the time)**

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*Project sponsors are involved “throughout” only 25% of the time, (This particular score was skewed because all 25% came principally from one company). For the majority their Sponsors are either “practically invisible” – 24% of the time -- or “only involved when a crisis occurs” – 44% of the time. Add these two numbers and 68% of the time during the project’s life, the managers are NOT getting sponsor support and help.*

*Textbook reasons for Sponsors involvement include;*

- a. Set clarity of purpose for all to see and embrace; also to continuously reinforce and reiterate goals.*
- b. To ensure that changes in the business that impact the project are being communicated and reacted to*
- c. To ensure that the technical challenges don’t distract the project team and divert their attention from the purpose of the project.*
- d. To show that he/she cares about the outcome by putting personal time and effort to support the team.*

### **5. How effective is the Project Management Office in your organization:**

Not applicable i.e., there is no PMO **(43% of the time)**

Where there was a PMO functioning (over 50% of the time) the ratings were:

Very effective **(9%)**

Had a good impact **(25%)**

Moderate impact **(16%)**

*We have good news and bad news. The good news is that having a Project Management Office (PMO) yields good results. Here is the bad news: 43% of the time there is no PMO or the project managers do not know it exists.*

*When a Project/Program Office is used, they have a reported good (25%) to moderate (16%) impact on project success rates.*

*It may be a coincidence but about 43% of all projects in the classic Standish Chaos report were aborted \**

### **6. In our company the person most likely held responsible for the final outcomes is:**

The project managers themselves **(73%)**

The project sponsor **(6%)**

Line managers **(2.67%)**

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*After the first 6 questions here is where we stand.*

*Half of the project managers take what resources are offered, their project sponsors are unavailable two thirds of the time, they have to make or take their own authority (half the time) and half do not have a PMO to help them.*

*With all this lack of support or downright obstructions, nonetheless the role most likely to be held responsible when things do not work out **is the project manager** - **73.33%** of the time! Project sponsor takes responsibility six percent of the time. This is staggering.*

### **7. Employees who are assigned to a project team (either full-time or part-time) have a performance evaluation conducted by:**

Their line manager only **(52%)**

Their project manager only **(8%)**

Both the project and line managers **(30%)**

Both the project and line manager, together with a review by the project sponsor **(8%)**

*Project team members have performance evaluations by the three managers who should be providing input -- line manager, project manager and project sponsor -- only 8% of the time. 52 % of the time evaluations are done by the functional line managers only; not the project manager for whom they do the work. This is classic matrix management where Program/Project managers have the budget and the functional managers have the resources (the people). But is it the best way, today?*

*Evaluations should be made by those overseeing the work; the project manager. The ideal case happens only 8% of the time.*

*Equally unlikely is the best-case answer to this question – reviews by project and line managers along with a review by the project sponsor (also 8%).*

*The one bright spot is that in 30% of the time, evaluations are made by both project and line manager; maybe this is the best answer for today's real world.*

### **8. What skills do you think are most important for project managers in our organization:**

*Please specify specific skills in the area of your choice - e.g. soft (hr) may include conflict resolution, communication and team building or risk may include qualitative, quantitative or a particular risk model like FMEA (Failure Mode Effect Analysis) in your response*

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Technical knowledge (16%)  
Risk management (12%)  
Cost management (5%)  
Human resource skills (34%)  
Overall business knowledge (33%)

*Here is another surprising finding. We would have expected technical knowledge or project management skills to predominate. No. The number one desired skill set was Human Resource Skills (People/team leadership) followed by just one point (33%) overall business knowledge i.e. how does business in general operate and specifically how to navigate a project in this business that pays us. Technical Knowledge comes in third (16%) followed by Risk Management (12%) and Cost Management last at 5%. This last may be related to so few projects having budgets attached and costs tracked.*

### **III. Results**

In this second section respondents were asked to gauge the overall effectiveness of projects in their organizations with some surprising findings. These results should be read in light of the unexpected findings, so far.

#### **9. What Percent of your projects come in on time?**

80% of projects come in on time (14%)

*Every* other percentage from 0% - 100% for on time completion, scored *single digits*.

The highest rating came from have no knowledge (44%)

*This question really requires careful review of the detailed scores. Since the highest project value has always been “on time performance” the fact that 44% admit “they have no knowledge” is a concern. The others are probably guessing. It is possible that the majority of project managers have no idea if their projects come in on time. Maybe this has to do with so many sliding deadline dates, scope creep and changes in specifications it becomes really hard to pinpoint when it really did end.*



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**10. What Percent of your projects come in on budget?**

EVERY percentage from 0-100% *had single digit* responses

The highest rating of all came, again, from “have no knowledge” (64%)

*Now it is no longer 44% don't know; now it is **64% don't know**. Probably reflects separate finding that many projects are not budgeted and costs are not tracked, so, of course they don't know.*

**11. What Percent of your projects meet requirements/specifications?**

Again, the response of have no knowledge scored (64%)

All other percentages meeting specifications, from 0-90% were rated in single digits); the exception, 90% of the time, scored 14% (don't know why)

*This is a startling finding. 64% of all project managers and members in all responding organizations have “no idea what happens to **their own project**!!!!”*

*Put it all together. 44% have no idea if it met deadline*

*Another 64% have no idea if project is on budget or off*

*And now, 64% do not even know if it ever met specifications.*

*This section supports the thesis that many, perhaps 2/3 of the organizations studied are ignorant of what goes in during execution of projects in their own organizations; stepping on general management principles and practices along the way. Clearly the organizations involved do not make a consistent effort to provide project managers with feedback. This is our first exposure to the communications gap in project management.*

**12. My current evaluation of the overall project success (including implementation) in our organization is:**

Ratings here are “1” (low) to “10” (high)

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No votes for (9-10) excellent  
Good (6-8) scored **(44%)**  
Moderate (3-5) scored **(54%)**  
1 vote for Poor (1-2).

*This is the first finding that is expected and correlates with earlier studies on overall project completion. Respondents rated their organization's frequency of project management success as moderate or good. That is 54% rated performance "moderate", while 44% of respondents rated performance as "good". Only 2% rated success rate as "poor" and none rated their organization excellent (9 or 10).*

### CONCLUSION ON OVERALL EFFECTIVENESS

Now we can begin to pull these findings together. Project Managers....

|  |                            |
|--|----------------------------|
| Take whatever resources are given them   | 46% of the time            |
| Must find authority from within  | 42% of the time            |
| Cope with Sponsors around only at the beginning and when crisis erupts   | 68% of the time            |
| Have no PMO  | 42% of the time            |
| <u>Have no</u> information on whether <u>their own</u> projects meet deadlines, hit budget or even meet specifications | <b>44-64%</b> of the time. |

No wonder overall project performance results tend towards the moderate range 3, 4 and 5 out of 10! No wonder not one respondent out of 100 rated their own organization "excellent"!

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### **III. Complaints, Issues and Recommendations**

Now the study turns less formal and more free form. Here participants were asked what specific problems they saw in their organization that frustrated them. Here is the list of top answers. The percentages here are lower than in the preceding sections; probably because (a) there were many more options to choose from and (b) perhaps not as many respondents answered this question.

Below the top five responses are shown in frequency order – most cited on top. The complete list of all key issues and complaints are listed in Appendix II.

#### **13. My key issue/complaint with the current project management culture in my organization:**

- a. no project prioritization **(14%)**
- b. team members are consistently being pulled off project **(20%)**
- c. ballpark estimates are being turned into targets **(29%)**
- d. project team is made up of whoever is available not appropriate people **(19%)**
- e. insufficient team/human resources skills on part of project manager **(15%)**

Analysis of the top five issues/complaints:

#### **“ballpark estimates are being turned into (firm) targets” 29%**

*You can picture the scene. They are asked to estimate resources, costs or durations. They are told these are just “ball park” (USA term) estimates meaning they are only intended as crude gauges for initial planning. Then suddenly, without consultation, they are imposed and hardened as commitments by which they will be measured. This was the highest rated complaint. This is OBSTRUCTING projects. It is also the easiest to stop.*

#### **“team members are being consistently pulled off projects” 21%**

*We learned earlier that almost half of all project managers must accept whatever resources are assigned. Now it turns out as priorities change and costs are cut, even not so high quality pre-assigned people are pulled off their projects; (again) without consultation. This is the second highest rated complaint. Sadly, it is so commonplace that Project leaders have gotten used to it despite the damage it does to schedule attainment. This is another way organizations OBSTRUCT projects.*

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### **“project team is made up of whoever is available not appropriate people” 20%**

*(This was discussed earlier in # 2) Almost 50% of all project teams are made up of those not grabbed up by higher priority projects or more aggressive leaders. This shows IGNORANCE of what is needed for project success.*

### **“insufficient team and/or human resource skills on part of the manager” 16%**

*The biggest need is not technical skills for project managers but human resource and leadership skills. (See: question #8 above)*

### **“no project prioritization” 14%**

*This is more surprising for appearing in fifth place. You would expect this to be rated higher as a “bigger” problem.*

There were a few others, scored less often. They included;

- Management’s on-going demand for “faster, cheaper results with fewer resources”
- Unrealistic expectations
- Sponsors who are not engaged in moving barriers to success

#### Faster cheaper with less resources

*This is a mantra that America’s General Electric under Jack Welch popularized in the 1990’s. It became an all-purpose business goal and so found its way into project management thinking, too.*

#### Unrealistic expectations

*Business managers consistently shorten durations, reduce staff and costs. Since very few project managers are willing to stand up and say no, senior management rightfully assumes they accept those new shrinkages and can do them.*

#### Sponsors not engaged in moving barriers

*This is a repeat of the Sponsor questions earlier.*

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### **IV. Participant Recommendations**

**14. Please list any recommendations you have for improving the project management culture within our company (include the department that you are from).**

**Recommendations can be either training or implementation related (please be as specific as possible).**

**There are no scores for question # 14. These are all free form responses and quoted here verbatim.**

- a. greater support by Senior management
- b. more proactivity
- c. balance resources across projects based on priorities
- d. resources allocated on multi projects without clear priorities
- e. better scope definition, get requirements
- f. better priority setting by Senior management(clearer understanding/communication of priorities)
- g. improve risk management
- h. too many active priority projects
- i. sponsor training
- j. have pm's develop better people skills
- k. clearer understanding of prioritization of projects
- l. standardized project management methodology
- m. resources available when needed
- n. requirements hashed out at most detailed level possible
- o. better use of in-house resources
- p. need to identify appropriate resources early on as opposed to taking whomever is available the day before the person is needed
- q. make Microsoft project training mandatory
- r. project plans kept up to date and communicated
- s. more buy-in from part-time team members
- t. bringing people onto project with the right skills
- u. stop scope creep
- v. have people with appropriate knowledge establishing a realistic schedule
- w. project manager should develop/ be evaluated on interpersonal/human resource skills

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- x. need a better picture of what is expected of the project communicated to the front line levels of management
- y. need to give PM authority along with accountability
- z. support the PM process with action not just words
- aa. time should be allowed for adequate training for all project managers
- bb. improve the global decision making process
- cc. broader business knowledge base for OM's -- training
- dd. define project and stick to definition
- ee. poorly defined goals and/or business case for project
- ff. lessons learned sessions should be scheduled for an appropriate length of time and should include key people for next phase
- gg. improved teamwork

*There are no frequency counts. Many appeared only once or twice each.*

*At the end of the survey, given the chance, all of their complaints and frustrations pour out.*

*It is clear that Project Managers have real frustrations and need help – but they do not know how to get these concerns to those who can make the changes needed. These are a mix of IGNORING and OBSTRUCTIONS*

*It makes very good reading for a Top Manager who is serious about improving project/program management in their organizations.*

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### **Conclusion: Do Senior Managers and Corporate Culture Support, Obstruct or Ignore Project Work?**

This initial study suggests that Senior Managers do not understand the impact on their projects of decisions they make in setting priorities, resource allocations, funding, setting sponsor time and support and letting resources be pulled off on-going projects.

Worse still, there is a large disconnect between senior management and project sponsors on one-side and project managers and their teammates on the other. They are not communicating. Senior management *assumes* their people are doing fine because (some) projects get done and no one complains to them. Project managers *assume* senior management knows what is happening to them and has chosen not to do anything about it because “that’s the way it is!”

Senior management may not understand the wasted dollars and consequential team burnout resulting from their inadvertent ignoring and obstructing projects. Mostly, Senior Management does not see the communications disconnect between management and project teams. As an example, if one project costs \$100 million dollars and fails, the company (with an assumed pre tax profit of 10%) must earn an additional one billion dollars – just to return the loss to shareholders.

Sponsor involvement is frequently limited to three times in project life cycle (1) at kick off (2) when a crisis occurs or (3) when they learn the project is late, over budget or both.

The most shocking finding is that 44-64% of PM’s and team members are not informed of their own projects final outcome; schedule, costs or meeting specifications. Senior Management needs to break through that communications gap between Management and Sponsor with their project team leaders and members. One critical element is to build in that all-important feedback loop

Clearly, every organization in some way obstructs or ignores projects; even when they believe they are supporting them.

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**MESSAGE FOR TOP MANAGEMENT.**

*Have the courage to look at your organizations specific findings honestly – do not give into the temptation to dismiss or disregard them (IGNORE). If it is even remotely possible that you permit resources to be pulled off projects, cut durations and budgets without consultation, then perhaps you are OBSTRUCTING project progress in your organization; even though you did not mean to do so.*

**This report needs to be studied carefully and the survey replicated, in your organization, in the same way, to measure your project environment.**



*Does your Organization Support, Ignore or Obstruct Project Management -- A PCI Global Survey --*

**Appendix A. Blank Survey Form**

**Taking Our Organization's Project Management Pulse**

Participant Name \_\_\_\_\_ (optional) - fill in your name only if you want your questionnaire returned to you at the end of the PLC session by the facilitator.

**1. In our organization, a project manager obtains resources by:**

- a. using senior management and/or sponsor support to get the appropriate people
- b. taking whatever people are offered
- c. fighting for the best people
- d. negotiating with line managers for the best people

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Comments:

**2. In the culture of our company, the person most likely held accountable for the final results/outcomes of the project management effort are:**

- a. project team members
- b. project manager
- c. line managers involved
- d. project sponsor
- e. everyone involved

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Comments:

**3. In our organization, the authority of the project manager comes from:**

- a. the immediate supervisor or the project manager
- b. within himself/herself
- c. the project sponsor and/or senior management
- d. documented job description

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Comments:

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**4. After the project is launched, our project sponsors:**

- a. Micromanage
- b. become practically invisible
- c. are involved only when a crisis occurs
- d. are actively involved throughout the duration of the project

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Comments:

**5. Employees who are assigned to a project team (either full-time or part-time) have a performance evaluation conducted by:**

- a. their line manager only
- b. their project manager only
- c. both the project and line managers
- d. both the project and line manager, together with a review by the project sponsor

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Comments:

**6. What skills do you think are most important for project managers in our organization:**

- a. technical knowledge
- b. risk management
- c. cost management
- d. leadership skills - people/team
- e. overall business knowledge

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*\*please specify specific skills in the area of your choice - e.g. soft (hr) may include conflict resolution, communication and team building or risk may include qualitative, quantitative or a particular risk model like FMEA (Failure Mode Effect Analysis) in your response.*

Comments:

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**7. How effective is the Project Management Office in your organization:**

- a. little or no impact on improving project performance
- b. moderate impact on improving project performance
- c. good impact on improving project performance
- d. very effective impact on improving project performance
- e. not applicable (no project management office currently exists)

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Comments:

**8. My role in project management is currently as a:**

- a. project team member
- b. project manager
- c. project sponsor
- d. line manager working with a project team
- e. other

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Comments:

**9. What percentage of your projects come in on time?**

- |               |                          |                      |                          |
|---------------|--------------------------|----------------------|--------------------------|
| a. 0% to 10%  | <input type="checkbox"/> | g. 61% to 70%        | <input type="checkbox"/> |
| b. 11% to 20% | <input type="checkbox"/> | h. 71% to 80%        | <input type="checkbox"/> |
| c. 21% to 30% | <input type="checkbox"/> | i. 81% to 90%        | <input type="checkbox"/> |
| d. 31% to 40% | <input type="checkbox"/> | j. 91% to 100%       | <input type="checkbox"/> |
| e. 41% to 50% | <input type="checkbox"/> | k. have no knowledge | <input type="checkbox"/> |
| f. 51% to 60% | <input type="checkbox"/> |                      |                          |

Comments:

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**10. What percentage of your projects come in on budget?**

- |               |                      |                      |                      |
|---------------|----------------------|----------------------|----------------------|
| a. 0% to 10%  | <input type="text"/> | g. 61% to 70%        | <input type="text"/> |
| b. 11% to 20% | <input type="text"/> | h. 71% to 80%        | <input type="text"/> |
| c. 21% to 30% | <input type="text"/> | i. 81% to 90%        | <input type="text"/> |
| d. 31% to 40% | <input type="text"/> | j. 91% to 100%       | <input type="text"/> |
| e. 41% to 50% | <input type="text"/> | k. have no knowledge | <input type="text"/> |
| f. 51% to 60% | <input type="text"/> |                      |                      |

Comments:

**11. What percentage of your projects meet requirements/specifications?**

- |               |                      |                      |                      |
|---------------|----------------------|----------------------|----------------------|
| a. 0% to 10%  | <input type="text"/> | g. 61% to 70%        | <input type="text"/> |
| b. 11% to 20% | <input type="text"/> | h. 71% to 80%        | <input type="text"/> |
| c. 21% to 30% | <input type="text"/> | i. 81% to 90%        | <input type="text"/> |
| d. 31% to 40% | <input type="text"/> | j. 91% to 100%       | <input type="text"/> |
| e. 41% to 50% | <input type="text"/> | k. have no knowledge | <input type="text"/> |
| f. 51% to 60% | <input type="text"/> |                      |                      |

Comments:

**12. My current evaluation of the overall success (including implementation) of project management in our organization is (scale of 1-10):**

Please circle a number

| Poor |   | Moderate |   |   | Good |   |   | Excellent |    |
|------|---|----------|---|---|------|---|---|-----------|----|
| 1    | 2 | 3        | 4 | 5 | 6    | 7 | 8 | 9         | 10 |
|      |   |          |   |   |      |   |   |           |    |

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**13. My key issue/complaint with the current project management culture in my organization:**

- a. no project prioritization
- b. team members are consistently being pulled off the project
- c. ballpark estimates are being turned into official targets
- d. project team is made up of whomever is available instead of the appropriate people
- e. insufficient team/human resources skills on part of the project manager
- f. other (if other, please list your key issue/complaint)

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Comments:

14. Please list any recommendations you have for improving the project management culture within our company (include the department you are from).

Recommendations can be either training or implementation related (please be as specific as possible).

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**Appendix B -- Complete Survey Results – Questions 1 - 14**

***Our Organization's Project Management Pulse – a PCI Global Survey***

|  | Client #1 | #2        | #3        | #4        | #5        | Total     | %         |             |
|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-------------|
| <b>1. In our organization, a project manager obtains resources by:</b>   |           |           |           |           |           |           |           |             |
| a. Using senior management support   | 3         | 11        | 2         | 4         | 4         | 24        | 33.33%    |             |
| b. taking whatever people are offered  | 5         | 10        | 6         | 9         | 3         | 33        | 45.83%    |             |
| c. fighting for the best people  | 3         | 0         | 0         | 0         | 1         | 4         | 5.56%     |             |
| d. negotiating with line managers  | 4         | 2         | 1         | 1         | 3         | 11        | 15.28%    |             |
| <b>Total</b>   | <u>15</u> | <u>23</u> | <u>9</u>  | <u>14</u> | <u>11</u> | <u>72</u> |           |             |
| <b>2. In the culture of our company, the person <u>most</u> <u>likely</u> held responsible for the final results/outcomes are:</b> |           |           |           |           |           |           |           |             |
| a. project team members  | 1         | 0         | 2         | 0         | 1         | 4         | 5.33%     |             |
| b. project managers  | 10        | 17        | 8         | 13        | 7         | 55        | 73.33%    |             |
| c. line managers involved  | 0         | 0         | 0         | 0         | 2         | 2         | 2.67%     |             |
| d. project sponsor   | 0         | 4         | 0         | 0         | 1         | 5         | 6.67%     |             |
| e. everyone involved   | 4         | 2         | 1         | 1         | 1         | 9         | 12.00%    |             |
| <b>Total</b>   | <u>15</u> | <u>23</u> | <u>11</u> | <u>14</u> | <u>12</u> | <u>75</u> |           |             |
| <b>3. In our organization, the authority of the project manager comes from:</b>  |           |           |           |           |           |           |           |             |
| a. immediate supervisor or project manager   | 1         | 1         | 1         | 2         | 0         | 5         | 6.94%     |             |
| b. within him/herself  | 8         | 10        | 5         | 6         | 1         | 30        | 41.67%    |             |
| c. project sponsor and/or senior management  | 7         | 12        | 3         | 6         | 6         | 34        | 47.22%    |             |
| d. documented job description  | 0         | 0         | 1         | 0         | 2         | 3         | 4.17%     |             |
| <b>Total</b>   | <u>16</u> | <u>23</u> | <u>10</u> | <u>14</u> | <u>9</u>  | <u>72</u> |           |             |
| <b>4. After the project is launched, our project sponsors:</b>   |           |           |           |           |           |           |           |             |
| a. micromanage   | 0         | 1         | 0         | 2         | 2         | 5         | 6.94%     |             |
| b. become practically  | 2         | 6         | 4         | 3         | 2         | 17        | 23.61%    |             |
| c. are involved only when a crisis occurs  | 9         | 7         | 5         | 9         | 2         | 32        | 44.44%    |             |
| d. are actively involved throughout the duration of the project  | 4         | 9         | 0         | 0         | 5         | 18        | 25.00%    |             |
| <b>Total</b>   |           |           |           | <u>15</u> | <u>23</u> | <u>9</u>  | <u>14</u> | <u>1172</u> |

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**5. Employees who are assigned to a project team have a performance evaluation conducted by:**

|  |           |           |          |           |           |           |        |
|--|-----------|-----------|----------|-----------|-----------|-----------|--------|
| a. their line  | 13        | 9         | 6        | 9         | 0         | 37        | 52.11% |
| b. their project manager only                          | 1         | 3         | 1        | 1         | 0         | 6         | 8.45%  |
| c. both line and project manager                       | 1         | 9         | 2        | 3         | 7         | 22        | 30.99% |
| d. both, together with a review by the project sponsor | 0         | 2         | 0        | 1         | 3         | 6         | 8.45%  |
| <b>Total</b>   | <b>15</b> | <b>23</b> | <b>9</b> | <b>14</b> | <b>10</b> | <b>71</b> |        |

**6. what skills do you think are most important for project managers in our organization:**

|                               |           |           |           |           |           |           |        |
|-------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|--------|
| a. technical knowledge        | 9         | 2         | 2         | 2         | 0         | 15        | 15.96% |
| b. risk management            | 5         | 2         | 2         | 2         | 0         | 11        | 11.70% |
| c. cost management            | 1         | 2         | 2         | 0         | 0         | 5         | 5.32%  |
| d. human resource skills      | 4         | 5         | 8         | 8         | 7         | 32        | 34.04% |
| e. overall business knowledge | 2         | 12        | 7         | 7         | 3         | 31        | 32.98% |
| <b>Total</b>                  | <b>21</b> | <b>23</b> | <b>21</b> | <b>19</b> | <b>10</b> | <b>94</b> |        |

**7. How effective is the Project Management Office in your organization?**

|   |           |           |          |           |          |           |        |
|---|-----------|-----------|----------|-----------|----------|-----------|--------|
| a. little or no impact on improving project performance   | 0         | 2         | 0        | 1         | 1        | 4         | 5.97%  |
| b. moderate impact in improving project performance       | 6         | 1         | 1        | 1         | 2        | 11        | 16.42% |
| c. good impact in improving project performance           | 5         | 9         | 0        | 2         | 1        | 17        | 25.37% |
| d. very effective impact in improving project performance | 1         | 4         | 1        | 0         | 0        | 6         | 8.96%  |
| e. not applicable (no PMO exists)                         | 3         | 7         | 7        | 10        | 2        | 29        | 43.28% |
| <b>Total</b>  | <b>15</b> | <b>23</b> | <b>9</b> | <b>14</b> | <b>6</b> | <b>67</b> |        |

**8. My role in project management is currently as a:**

|   |           |           |          |           |          |           |        |
|---|-----------|-----------|----------|-----------|----------|-----------|--------|
| a. project team member                      | 2         | 11        | 6        | 3         | 5        | 27        | 39.71% |
| b. project manager                          | 5         | 9         | 3        | 9         | 2        | 28        | 41.18% |
| c. project sponsor                          | 0         | 1         | 0        | 1         | 0        | 2         | 2.94%  |
| d. line manager working with a project team | 3         | 1         | 0        | 1         | 0        | 5         | 7.35%  |
| e. other                                    | 5         | 1         | 0        | 0         | 0        | 6         | 8.82%  |
| <b>Total</b>                                | <b>15</b> | <b>23</b> | <b>9</b> | <b>14</b> | <b>7</b> | <b>68</b> |        |

**9. What % of your projects come in on time?**

|        |   |   |   |   |   |   |       |
|--------|---|---|---|---|---|---|-------|
| a. 10% | 0 | 0 | 0 | 2 | 0 | 2 | 3.13% |
| b. 20% | 0 | 1 | 0 | 0 | 0 | 1 | 1.56% |
| c. 30% | 0 | 0 | 0 | 2 | 0 | 2 | 3.13% |

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|                      |           |             |           |          |           |        |
|----------------------|-----------|-------------|-----------|----------|-----------|--------|
| d. 40%               | 1         | 1 1         | 1         | 0        | 4         | 6.25%  |
| e. 50%               | 0         | 0 0         | 4         | 0        | 4         | 6.25%  |
| f. 60%               | 3         | 1 0         | 1         | 0        | 5         | 7.81%  |
| g. 70%               | 0         | 0 0         | 0         | 1        | 1         | 1.56%  |
| h. 80%               | 4         | 2 1         | 2         | 0        | 9         | 14.06% |
| i. 90%               | 2         | 1 0         | 1         | 0        | 4         | 6.25%  |
| j. 100%              | 1         | 0 0         | 0         | 3        | 4         | 6.25%  |
| k. have no knowledge | 3         | 14 6        | 1         | 4        | 28        | 43.75% |
| <b>Total</b>         | <u>14</u> | <u>20 8</u> | <u>14</u> | <u>8</u> | <u>64</u> |        |

**10. What % of your projects come in-budget**

|                      |           |             |           |          |           |        |
|----------------------|-----------|-------------|-----------|----------|-----------|--------|
| a. 10%               | 0         | 0 0         | 0         | 0        | 0         | 0.00%  |
| b. 20%               | 0         | 0 0         | 0         | 0        | 0         | 0.00%  |
| c. 30%               | 0         | 0 0         | 1         | 1        | 2         | 2.99%  |
| d. 40%               | 0         | 1 1         | 2         | 0        | 4         | 5.97%  |
| e. 50%               | 1         | 0 2         | 2         | 0        | 5         | 7.46%  |
| f. 60%               | 0         | 1 0         | 1         | 0        | 2         | 2.99%  |
| g. 70%               | 0         | 1 0         | 0         | 1        | 2         | 2.99%  |
| h. 80%               | 1         | 2 0         | 1         | 0        | 4         | 5.97%  |
| i. 90%               | 1         | 1 1         | 1         | 0        | 4         | 5.97%  |
| j. 100%              | 0         | 0 0         | 0         | 1        | 1         | 1.49%  |
| k. have no knowledge | 10        | 17 5        | 6         | 5        | 43        | 64.18% |
| <b>Total</b>         | <u>13</u> | <u>23 9</u> | <u>14</u> | <u>8</u> | <u>67</u> |        |

**11 What % of your projects meets requirements/specifications?**

|                      |           |             |           |          |           |        |
|----------------------|-----------|-------------|-----------|----------|-----------|--------|
| a. 10%               | 0         | 0 0         | 1         | 0        | 1         | 1.49%  |
| b. 20%               | 0         | 0 0         | 0         | 0        | 0         | 0.00%  |
| c. 30%               | 0         | 0 0         | 1         | 1        | 2         | 2.99%  |
| d. 40%               | 1         | 1 0         | 1         | 0        | 3         | 4.48%  |
| e. 50%               | 1         | 0 0         | 1         | 0        | 2         | 2.99%  |
| f. 60%               | 0         | 1 0         | 1         | 1        | 3         | 4.48%  |
| k. have no knowledge | 3         | 17 8        | 4         | 4        | 36        | 53.73% |
| <b>Total</b>         | <u>13</u> | <u>23 9</u> | <u>14</u> | <u>8</u> | <u>67</u> |        |

**12. My current evaluation of the overall success (including implementation) of project management in our organization is (scale 1 - 10)**



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|  |   |           |                 |           |           |        |
|--|---|-----------|-----------------|-----------|-----------|--------|
| a. 1,2 (poor)  | 0 |           | 0 0 1           | 0         | 1         | 1.43%  |
| b. 3-4-5 (moderate)  |   | 5         | 14 6 10         | 3         | 38        | 54.29% |
| c. 6-7-8 (good)  |   | 10        | 9 3 3           | 6         | 31        | 44.29% |
| d. 9-10 (excellent)  |   | 0         | 0 0 0           | 0         | 0         | 0.00%  |
| <b><u>Total</u></b>  |   | <u>15</u> | <u>23 9 14</u>  | <u>9</u>  | <u>70</u> |        |
| <b>13, My key issue/complaint with the current project management culture in my organization:</b>                      |   |           |                 |           |           |        |
| a. no project prioritization   |   | 2         | 5 3 3           | 0         | 13        | 13.98% |
| b. team members are consistently being pulled off project  |   | 6         | 9 0 3           | 1         | 19        | 20.43% |
| c. ballpark estimates are being turned into targets  |   | 3         | 7 7 7           | 3         | 27        | 29.03% |
| d. project team is made up of whomever is available not appropriate people   |   | 2         | 8 0 5           | 3         | 18        | 19.35% |
| e. insufficient team/human resources skills on part of project manager   |   | 3         | 2 3 3           | 3         | 14        | 15.05% |
| f. other<br>faster cheaper with less resource,<br>unrealistic expectations,<br>Sponsors not engaged in moving barriers |   | 1         | 0 0 0           | 1         | 2         | 2.15%  |
| <b><u>Total</u></b>  |   | <u>17</u> | <u>31 13 21</u> | <u>11</u> | <u>93</u> |        |

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**Appendix B -- Complete Survey Results – Question 14**

**14. Please list any recommendations you have for improving the project management culture within our company (include the department that you are from).**

**Recommendations can be either training or implementation related (please be as specific as possible).**

- a. greater support by Senior Management
- b. more proactivity
- c. balance resources across projects based on priorities
- d. resources allocated on multi projects without clear priorities
- e. better scope definition, get requirements
- f. better priority setting by Senior Management/clearer understanding communication of priorities
- g. improve risk management
- h. too many active priority projects
- i. sponsor training
- j. have pm's develop better people skills
- k. clearer understanding of p[prioritization of projects
- l. standardized project management methodology
- m. resources should be available when needed so pm can level
- n. requirements hashed out at most detailed level possible
- o. better use of in-house resources
- p. need to identify appropriate resources early as opposed to taking whoever is available the day before the person is needed
- q. make MS Project training mandatory
- r. project plan kept up to date and communicated
- s. more buy-in from part-time team members
- t. bringing people onto project with the right skills
- u. stop scope creep
- v. have people with appropriate knowledge part of establishing a realistic schedule
- w. project manager should develop/ be evaluated on interpersonal/human resource skills
- x. need a better picture of what is expected of the project communicated to the front line levels of management.
- y. need to give PM authority along with accountability
- z. support the PM process with action not just words

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- aa. time should be allowed for adequate training for all project managers
- bb. improve the global decision making process
- cc. broader business knowledge base for OM's -- training
- dd. define project and stick to definition
- ee. poorly defined goals and/or business case for project
- ff. lessons learned sessions should be scheduled for an appropriate length of time and should include key people for next phase
- gg. improved teamwork

End of Appendix B. Complete Survey Results

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