



Global Trends in Project Management

2022

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Executive Summary

Over the past couple of years, the world has gone through seismic changes. The coronavirus pandemic, fluctuating economies and technological breakthroughs have pushed industries, companies and workers in brand new directions.

Like nearly everything else, the project management field has experienced drastic shifts in a short time. Teams have become spread out all over the globe, and due in part to this globalization of talent, diverging workstyles and novel skill sets have emerged. Where opportunity used to be largely limited by location, virtual work has opened the door to brand new team compositions, project types and ways of working.

There's a word that encapsulates this new environment of varying locations, work styles and levels of experience: hybrid. Hybrid teams are all around us. If you work with a remote team, or if you work differently than your coworker and yet you find a way to collaborate, you're on a hybrid team. Hybrid teams are the future and the present. Unfortunately, traditional ways of managing teams, work and projects continue to be applied to this new hybrid environment. Frustration, a lack of visibility into tasks and a disconnect in communication has followed.

We surveyed over 600 project management professionals to find out how they are managing projects in this new hybrid world. We wanted to find out what works for them, what their frustrations are and if there's a solution out there that can make us all work in harmony. I urge the project management community to leverage the findings in this report to bring our processes and software solutions into the modern era, so that we can all work better together this year and beyond.

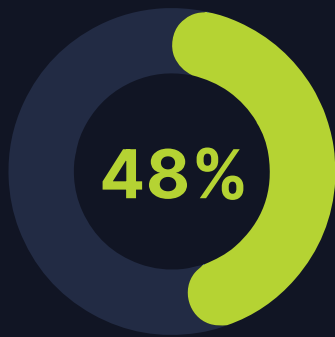
Kevin Riegelsberger, CEO of ProjectManager




Project Management without Borders

Project management has always been a global discipline with project outcomes crossing corporate and geographic boundaries. But now, even project teams themselves are located around the globe. This globalization has encouraged more cross-team collaboration than ever before.

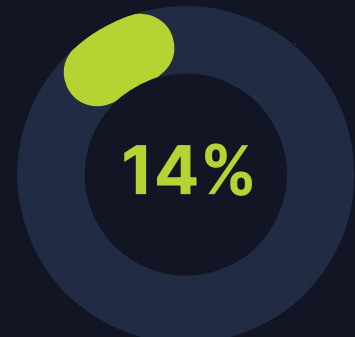
Our survey found that under 14% of project teams are working together, in person, in a central office.




 Multiple locations in one country



 Multiple locations in many countries



 One central office

Not only are teams spread out, but many people don't even work in an office at all anymore, with 58% of respondents saying they work remotely.

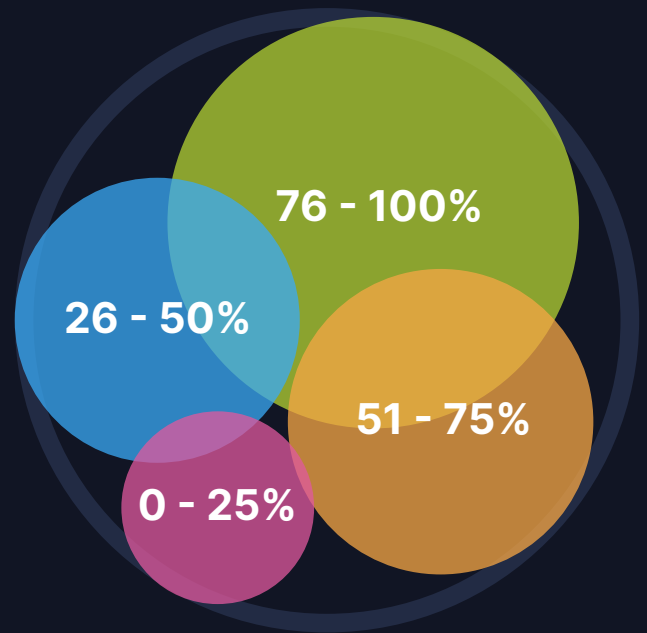


58%
of professionals work remotely

Given the remote distribution of our workforce, more and more teams need to cooperate across departments to deliver their projects. In fact, 40% of respondents say that 76 - 100% of their projects require collaboration outside of their immediate team.

What percentage of your projects require collaboration outside of your immediate team?

- 40%** 76 - 100%
- 30%** 51 - 75%
- 21%** 26 - 50%
- 9%** 0 - 25%



Even our survey respondents were global, suggesting these remote trends are appearing everywhere. The list below highlights the range of countries that participated.

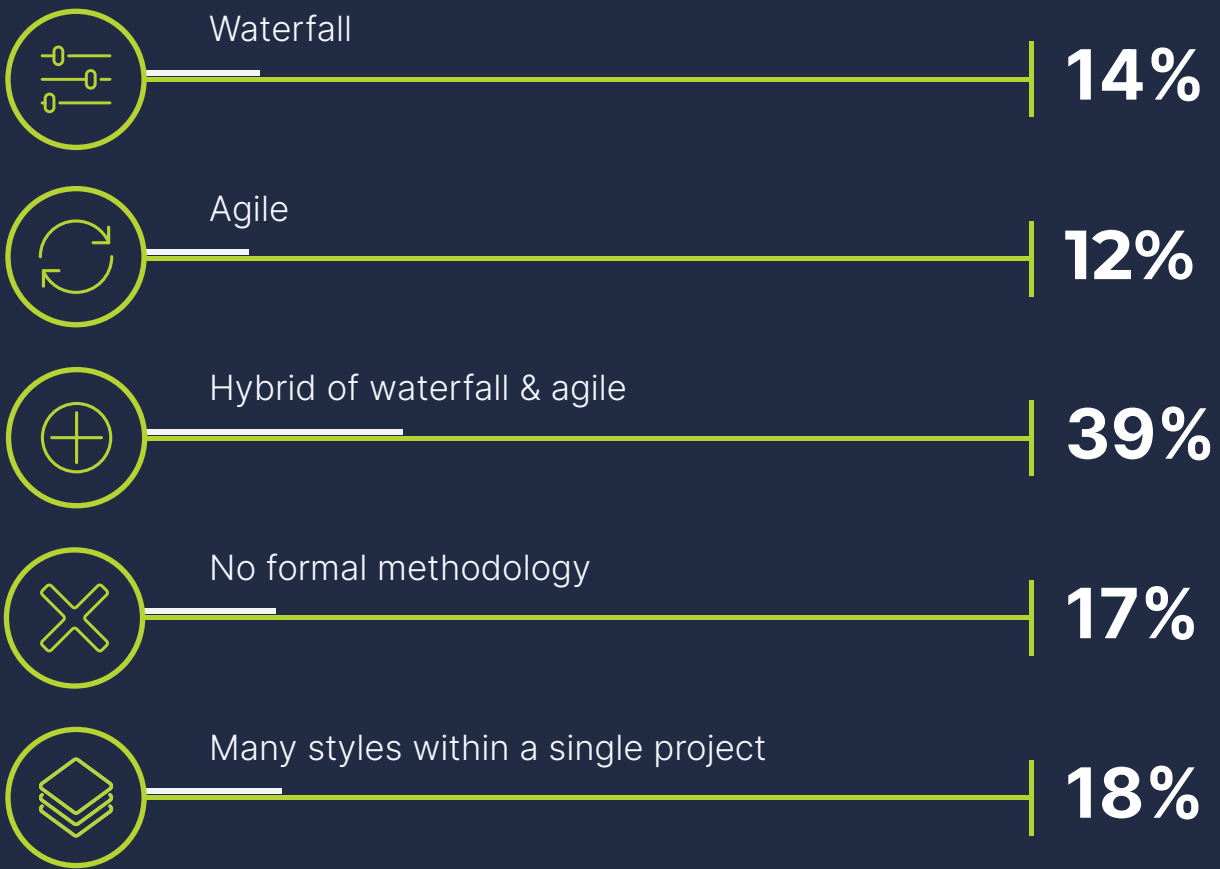
- | | | |
|-----------------------------|-----------------------|----------------------|
| Australia | Bhutan | Ireland |
| Ghana | Romania | Philippines |
| Brazil | England | Nigeria |
| South Africa | Jamacia | Netherlands |
| New Zealand | Malaysia | Spain |
| Italy | Saudi Arabia | Serbia |
| Bangladesh | Egypt | Germany |
| India | Singapore | United States |
| Kenya | Tanzania | France |
| United Arab Emirates | United Kingdom | Canada |
| Poland | Colombia | Portugal |
| Switzerland | | |

There's No 'Right Way' to Complete a Project

Given the diversification of teams and locales, it's no surprise that traditional project management methodologies are no longer sufficient in and of themselves. Project teams now need to combine traditional ways of working with newer methodologies in order to better collaborate and deliver results in the modern hybrid environment.

As opposed to being strictly waterfall or agile, nearly 60% of respondents said that they use either a hybrid of waterfall and agile or many styles within a single project. Further, 17% reported they used no formal methodology at all.

Which work methodology do you primarily use to execute your projects?



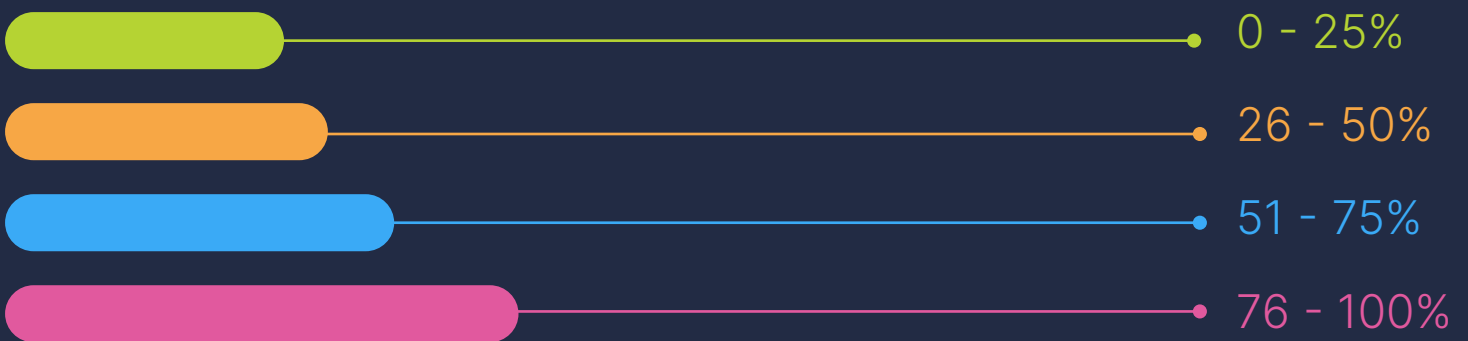
Although traditional Gantt charts topped the list of preferred project management formats with 36% of responses, more streamlined formats like task lists and kanban boards are preferred by 21% and 16% of respondents, respectively, suggesting that a number of different tools are required for positive team collaboration.

- Gantt Charts** 36%
- Task Lists** 21%
- Calendar** 3%
- Kanban Board** 16%
- Spreadsheet** 15%
- Other** 8%

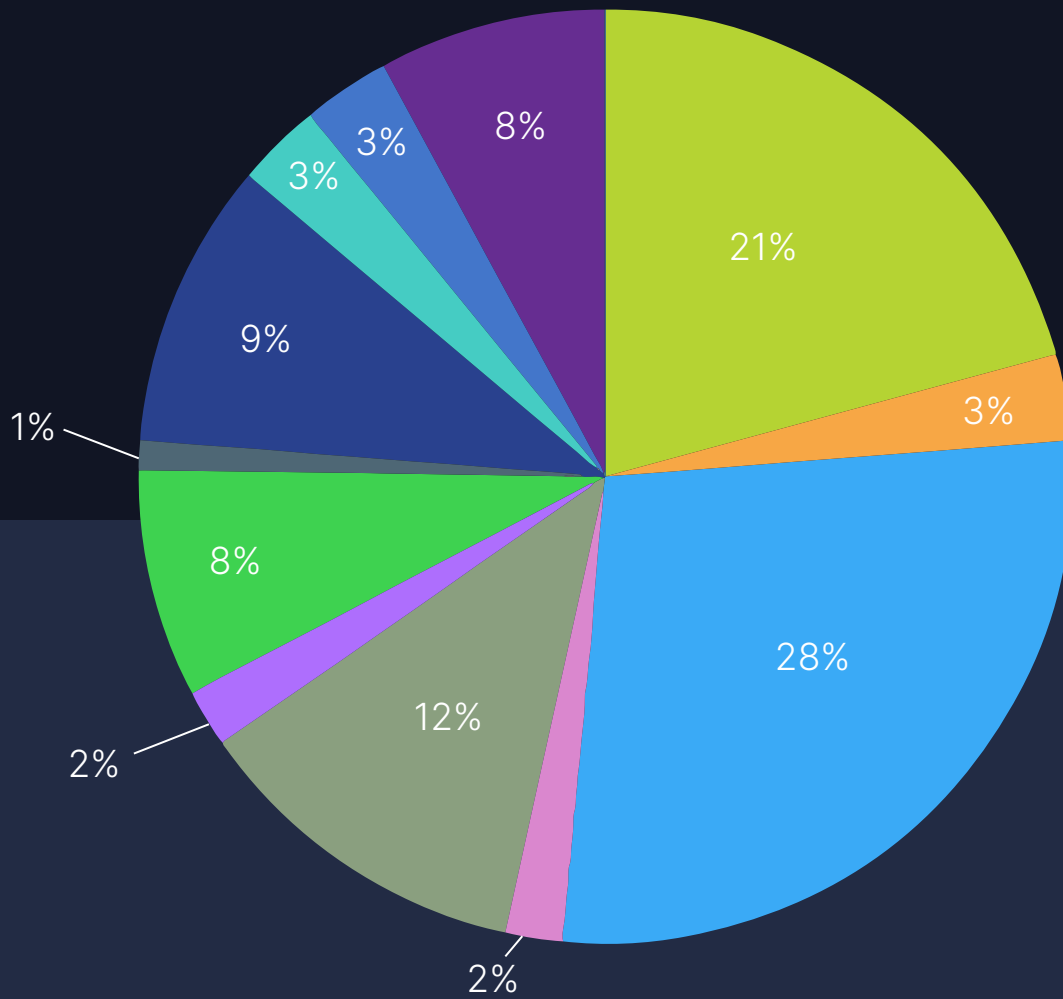


Over 60% of our responses said that they still use a Gantt chart for 50% - 100% of their projects, suggesting that tight scheduling with dependencies and milestones remains critical for project planning.

What percentage of your projects require a Gantt Chart for planning and scheduling?



Our respondents manage a wide range of project types, as shown by the breakdown below.



- Construction/Engineering
- Finance/HR/Legal
- IT Services
- Logistics/Shipping
- Management/Business Consulting
- Marketing Campaigns/Events
- New Product Development
- Procurement
- Product Implementation/Deployment
- Regulatory/Compliance
- Research Studies
- Software Development

Skill Sets of Modern Project Managers

Are companies still relying primarily on formal PMOs and trained project managers to manage their projects, even in this new remote, hybrid environment? Or are they turning to informal project managers to develop their own processes to make it work in the modern world? The survey results provided insight on these issues as well.

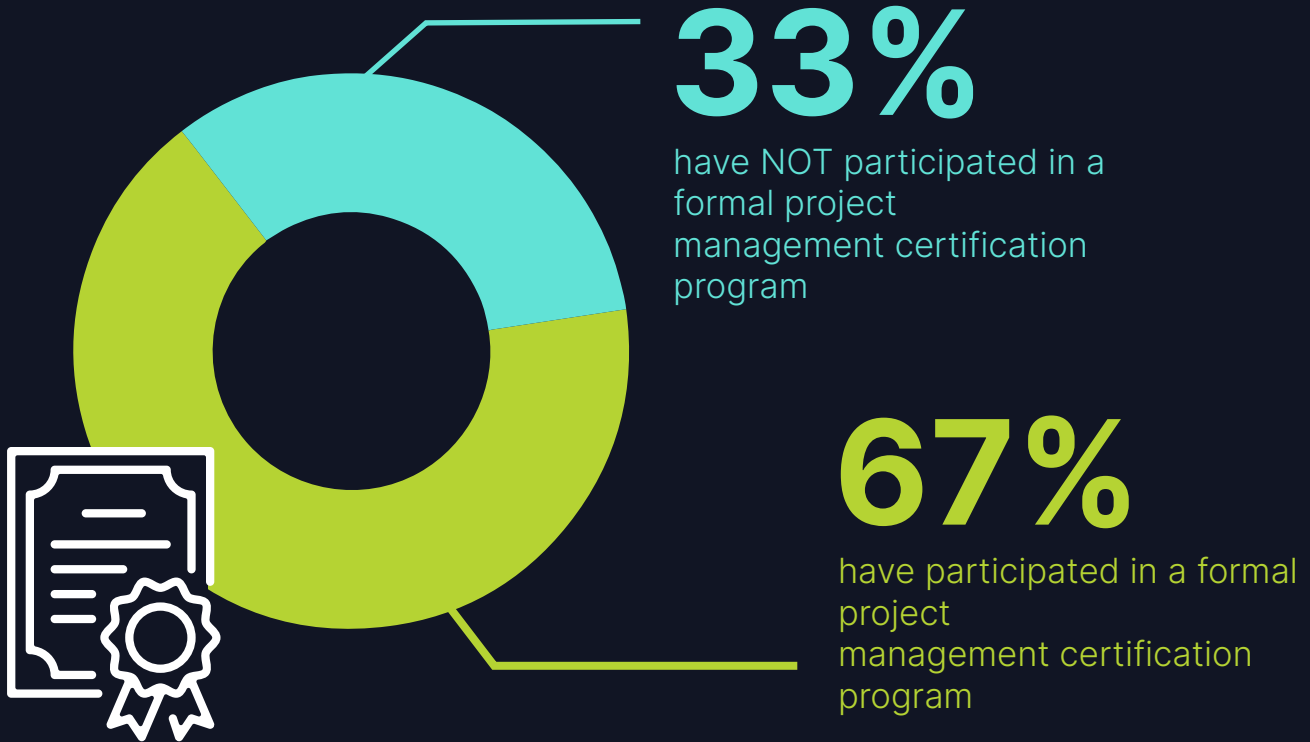
Nearly 30% of our respondents weren't specifically hired to be a project manager, and yet they find themselves consistently managing projects.

71% of people were specifically hired to be Project Managers.

29% of people were NOT HIRED as Project Managers but find themselves regularly managing projects.



Along the same lines, one-third of our respondents have never participated in a formal project management certification program.



Amid the backdrop of these differences between formal project management and a more ad-hoc management of projects, we asked our respondents to rank the sophistication of their processes. Forty-three percent didn't have formal project management processes instilled at their organization.

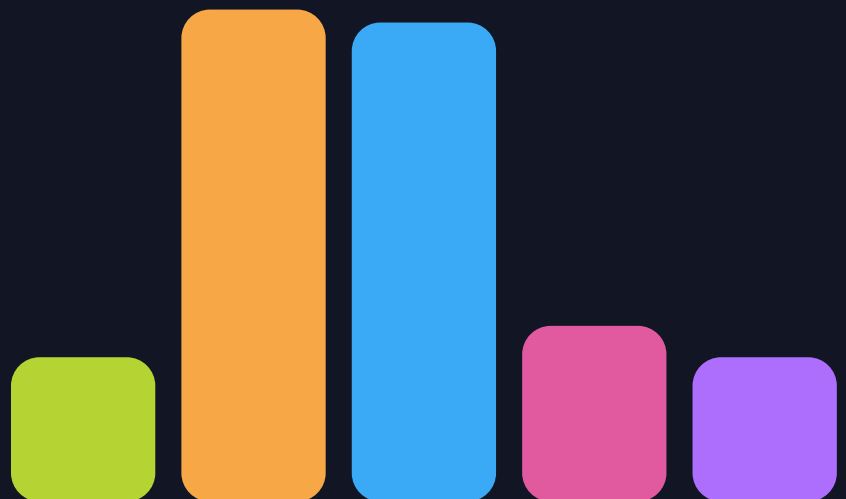
Level 1 / 6%
Everything ad-hoc.

Level 2 / 37%
A few systems in place.

Level 3 / 34%
Assigned project managers.

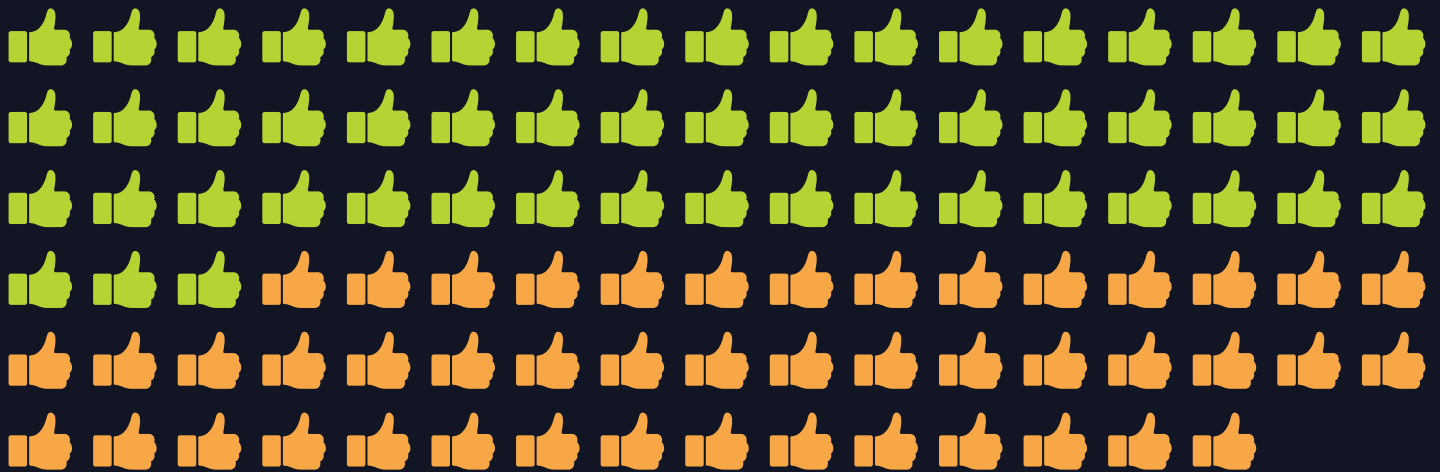
Level 4 / 14%
PMO is established.

Level 5 / 9%
PMO is a vital player.



Similarly, in terms of centralized portfolio management, a little over 50% have a project/portfolio management office (PMO) in place, leaving nearly half of the teams surveyed to develop project processes on their own, without relying on a centralized authority to guide their tools and procedures.

Do you have a formal PMO (project management office) in your organization?



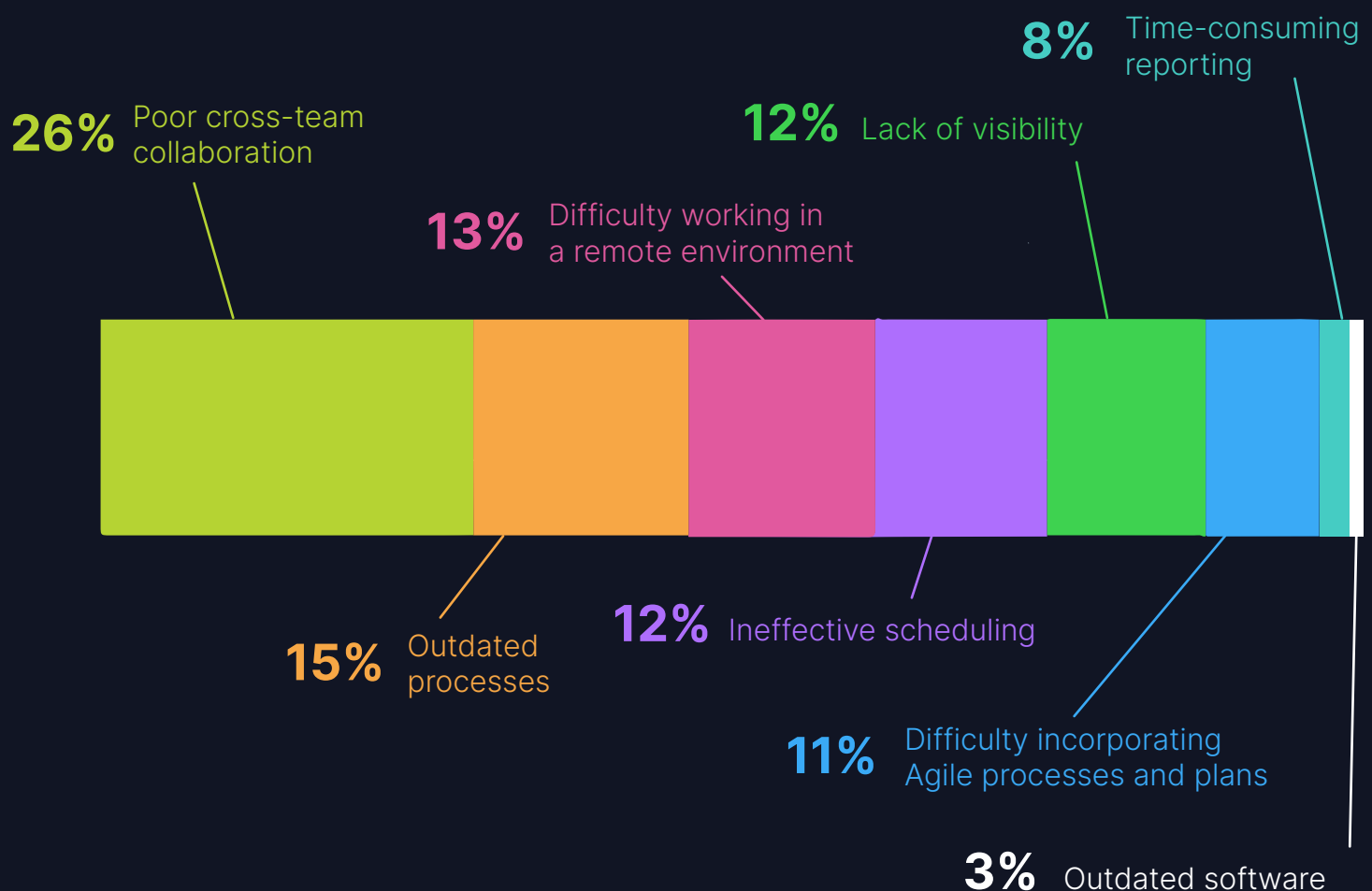
YES 54%

NO 46%

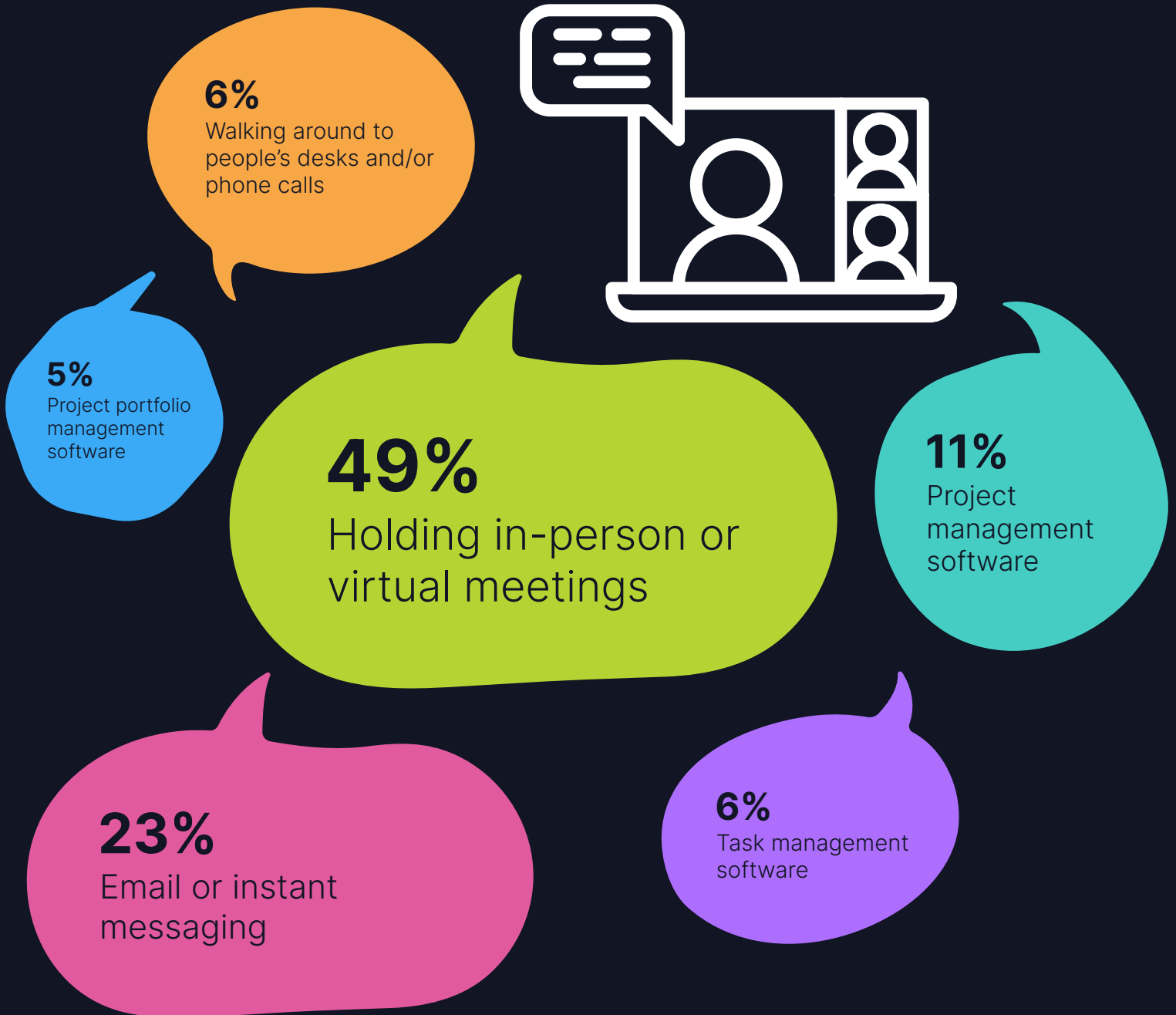
Managing Projects in Today's Hybrid World

All of these rapid changes have exposed many of the limitations of traditional project management processes and tools to accommodate the needed flexibility and inherent diversity of hybrid teams. As a result, some new approaches were developed, and along with those approaches, new frustrations.

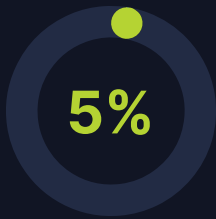
The number one challenge to successful project management right now is poor cross-team collaboration, which garnered 26% of the responses, nearly double any of the other factors. Following that is outdated or ill-suited processes at 15%. Clearly a new approach is needed to support better cross-team collaboration in the hybrid environment.



Digging deeper into the question of collaboration, we see that almost 50% of respondents use meetings as the primary way to collaborate, with almost 25% using chat and email. These familiar collaboration methods are likely a key factor in why cross-team communication is poor and processes feel outdated.



Even though people still tend to collaborate via meetings, emails and instant messages, the primary source of truth for project-related information is project management software, at 21%. That discrepancy suggests most of the project management tools being leveraged are static systems used by project managers, without the ability to accommodate in-product collaboration for an extended hybrid team. And of course, the second most common source of truth remains the ubiquitous spreadsheet, as cited by 18% of respondents.



Don't have source of truth for project-related information



Scattered across computers, notebooks, etc.



Shared spreadsheets



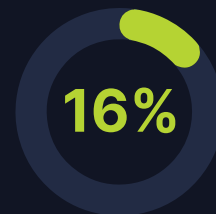
E-mail, instant messaging, etc.



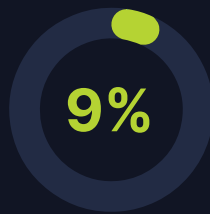
Project management software



Task management software



Custom internal reporting software



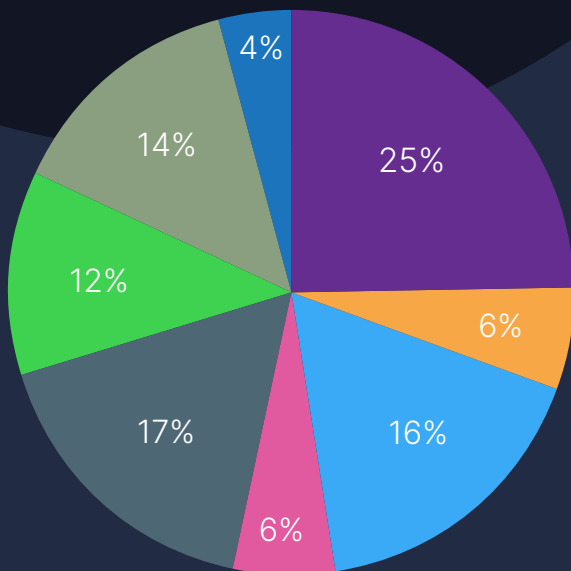
Project portfolio management software

Similar to the trends cited in cross-team collaboration, the primary way people track the progress of projects is by holding in-person or virtual meetings, at 29%.

- In-person or virtual meetings 29%**
- Project management software 20%**
- Shared spreadsheets 13%**
- Email/instant messaging 11%**
- Task management software 11%**
- Custom internal reporting system 7%**
- Visiting people's desks/phone calls 5%**
- PPM software 4%**



Furthering our investigation into tracking, the survey revealed that just over three-quarters of the respondents do track the time their team spends on tasks. However, the vast majority of that group leverage manual process (such as sending an email) or disconnected single-purpose tools (like simple time-tracking software) to accomplish the tracking, which can prove challenging in a hybrid environment.

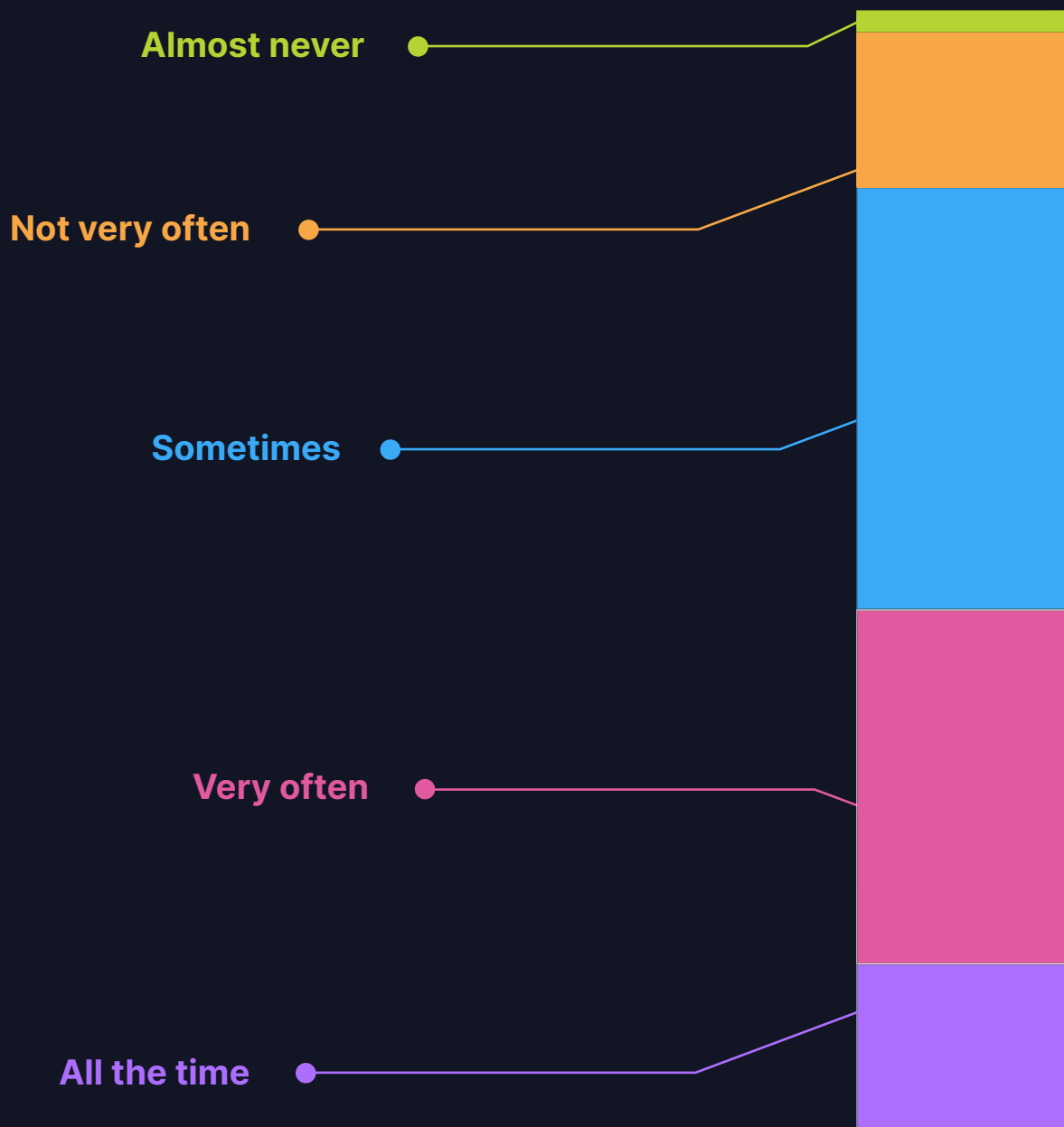


How do you track time spent on tasks?

- Don't track time spent on tasks
- Email
- Spreadsheet
- Office timesheets
- Time-tracking software
- Task management software
- Project management software
- PPM software

If projects are primarily tracked via meetings, and many organizations use disconnected or manual processes to track time, it's not surprising that 83% of our respondents say they at least sometimes struggle with resource visibility, with 45% saying it affects them all the time or very often. A lack of timely and accurate data about what team members are working on, and whether they can take on more, makes resource management in a hybrid environment extremely difficult.

How often does a lack of resource visibility negatively impact your projects?



A New Way Forward

When confronted with the challenges of the pandemic, organizations are finding ways to not only survive, but thrive with new processes, attitudes and tools. Read the case study below to learn how one major university leveraged modern technology to adapt to today's hybrid environment:

A university's mandate is the education of its students, a charge that's made possible in part by a wide range of initiatives sponsored by university administrators and staff. Those initiatives encompass everything from the rollout of new technology to fundraising activities. But when the pandemic shut down onsite operations at a prestigious art and design school in the United States, how could administrators continue to do their jobs? Project and work management software was key to enabling this university's transition from an in-person to a virtual workspace that fit hybrid teams.

The software not only connected internal and external teams at the university, it also collected all their work in one place and gave managers a portfolio overview that they shared with executives to keep them in the loop. Despite the physical distance that now separated university teams, the addition of hybrid work management software enabled them to dramatically reduce the email back-and-forth previously required to chase down the status of projects. They also reduced meeting time, streamlined busywork and let team members focus on the important decisions that need to be made.

Integral to their success in organizing, automating and accelerating dozens of key projects was the fact that university administrators could use the hybrid work management software as they wanted, allowing each user to choose his or her work style from among Gantt charts, kanban boards, tasks lists and more. It allowed everyone to work in a way they were comfortable with, and changes updated across all project views.



“The real power of the software is that no individual project needs to be separate from all the rest of my operations,” an administrator said. “I can have my own project group for my work.”

The kanban board in particular was essential to the planning of the university’s largest annual fundraising event. The event planners were able to break down the large undertaking into smaller, more manageable workflows. Creating customized columns gave administrators the ability to organize the various aspects of their work, from communications to acquisitions and collaborating with the various managing committees.

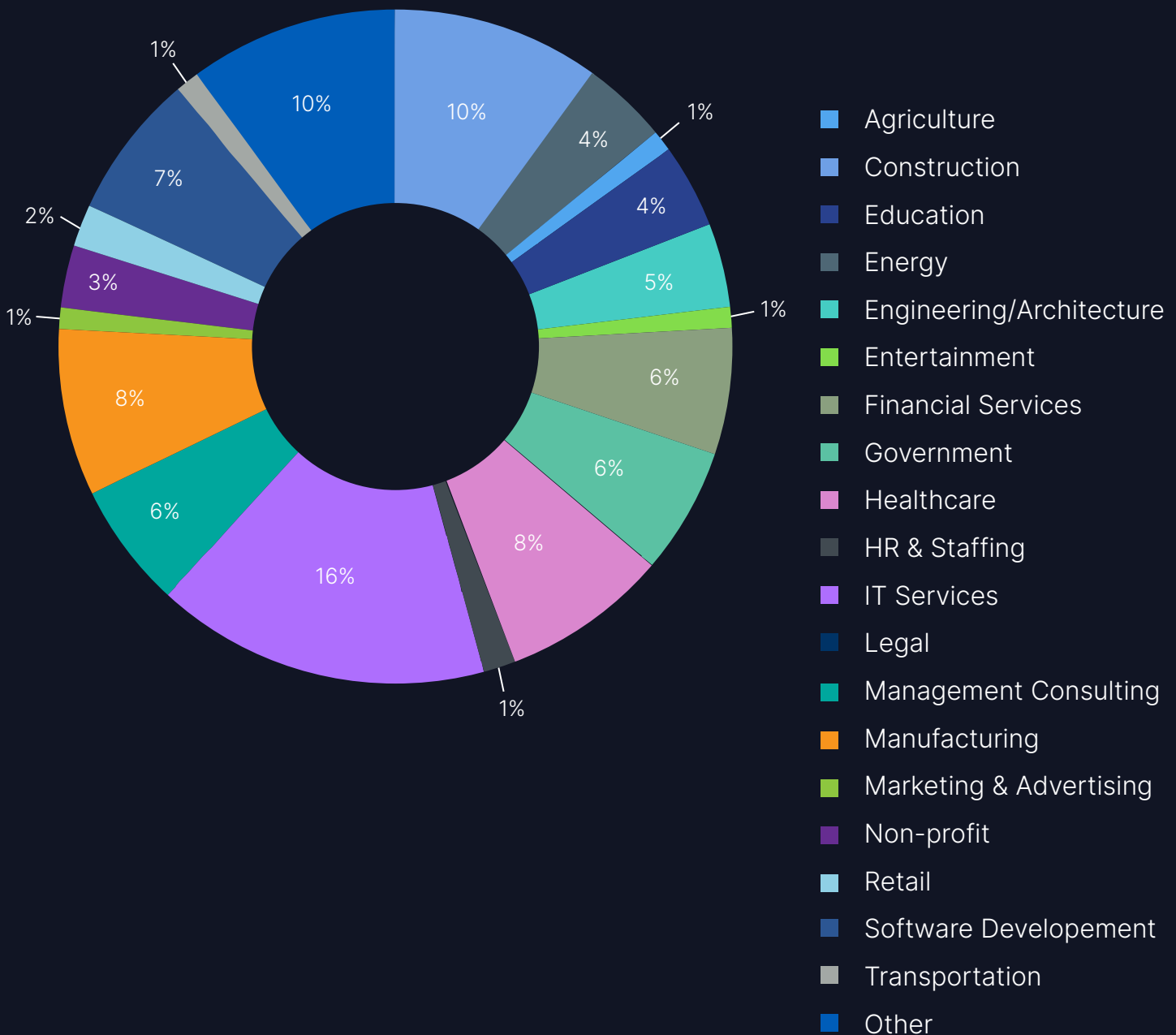
“We used the software for event logistics and operations as well, working with the facility department to secure space on campus for events. It allows us to collaborate with so many different people,” says the fundraising lead.

Despite the obstacles the ongoing pandemic presents, the university has been able to continue operations almost uninterrupted and is now moving towards returning to campus. This progress was possible through their hard work and the power of hybrid work management software.

“ The real power of the software is that no individual project needs to be separate from all the rest of my operations.”

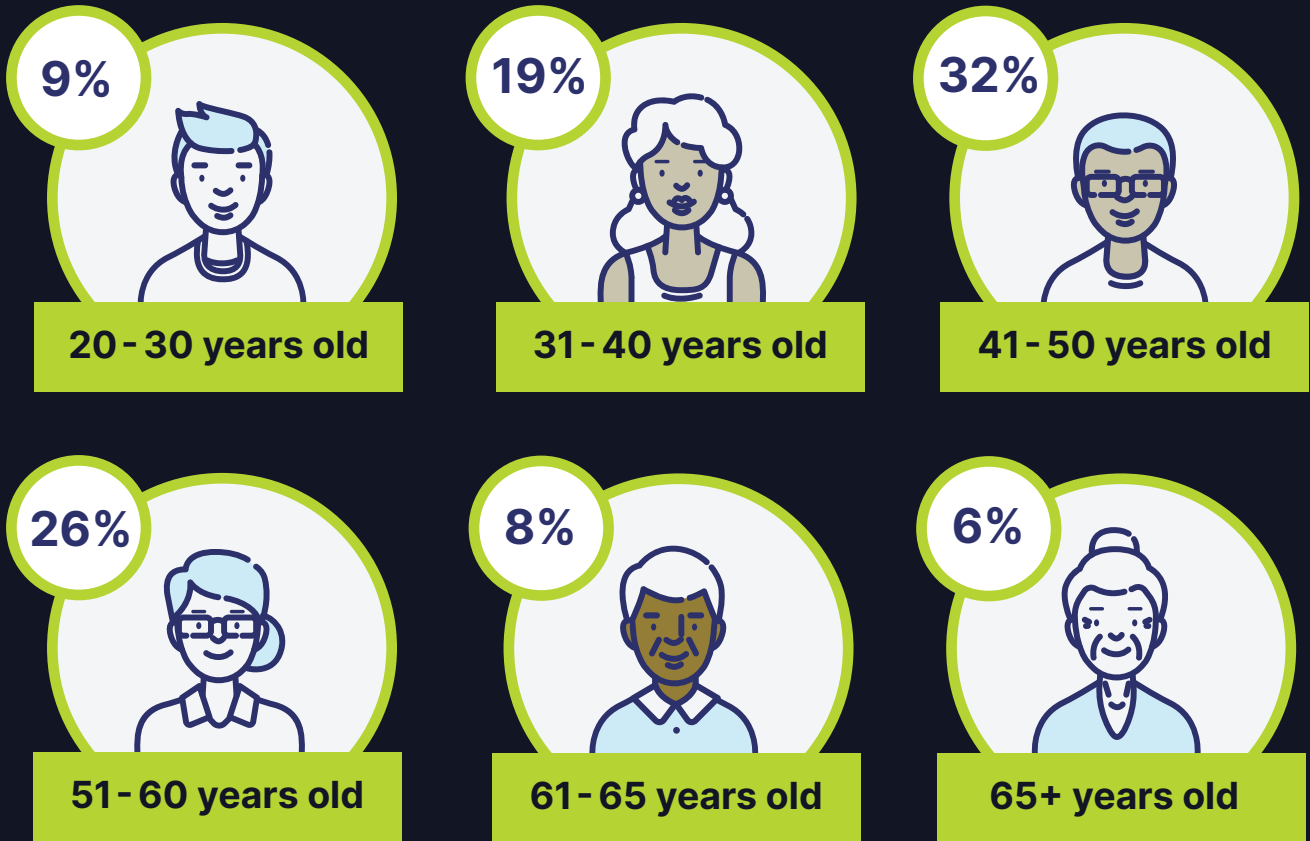
Demographics of Our Respondents

The Global Trends in Project Management 2022 survey drew upon the insights of 630 project management professionals. The following is a breakdown of the industries in which they work, as well as their ages, company statistics and team sizes.

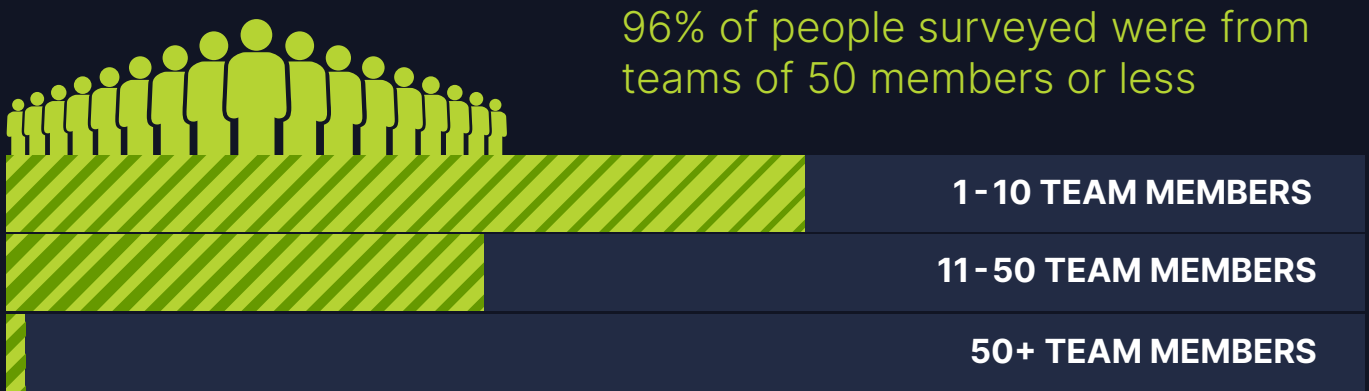


Demographics of Our Respondents CONTINUED

Age



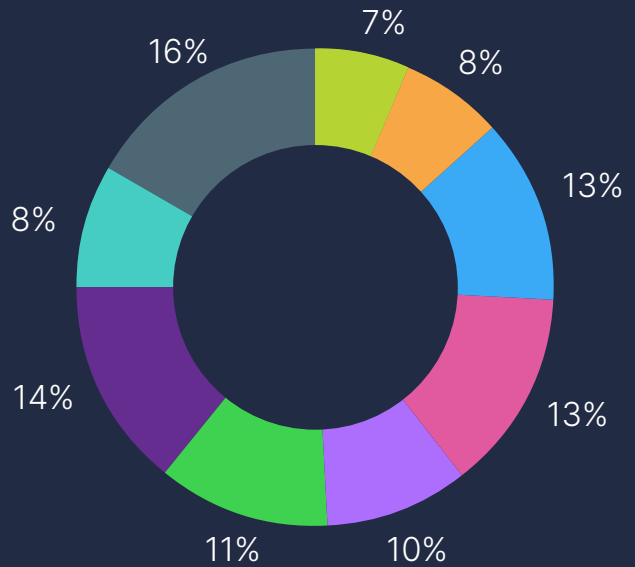
Team Size



Demographics of Our Respondents CONTINUED

Company Size

- Self-employed
- 1 - 10 employees
- 11 - 50 employees
- 51 - 200 employees
- 201 - 500 employees
- 501 - 1,000 employees
- 1,001 - 5,000 employees
- 5,001 - 10,000 employees
- 10,000+ employees



Number of projects executed on a quarterly basis



Hybrid Work Management from ProjectManager

ProjectManager is an award-winning project and work management solution for hybrid teams. ProjectManager organizes, automates and accelerates the delivery of all kinds of work, from cross-functional strategic projects to personal day-to-day tasks. Specifically designed to address the needs of hybrid teams, ProjectManager enhances all the ways team members work—remote or onsite, agile or traditional, formal projects managers or team leaders managing ad-hoc projects—with our leading hybrid work management software. Multiple project views like Gantt charts, kanban boards, sheets and lists provide a platform where everyone can work better together. To try ProjectManager free for 30 days, visit www.projectmanager.com/pricing.