



PMI's *Pulse of the Profession*TM 2014 and PMP[®] Update

Dr. Victor Carter-Bey, PMI Director of Certification
26, March 2014

About PMI



- ~ 700,000 members & credential holders
- 15 standards & practice guides
- 265 chapters
- 30+ communities of practice
- 1000's+ research papers, case studies, articles
- Thought leadership

The Value of Project, Program and Portfolio Management

PMI's 2014 *Pulse of the Profession*TM Report



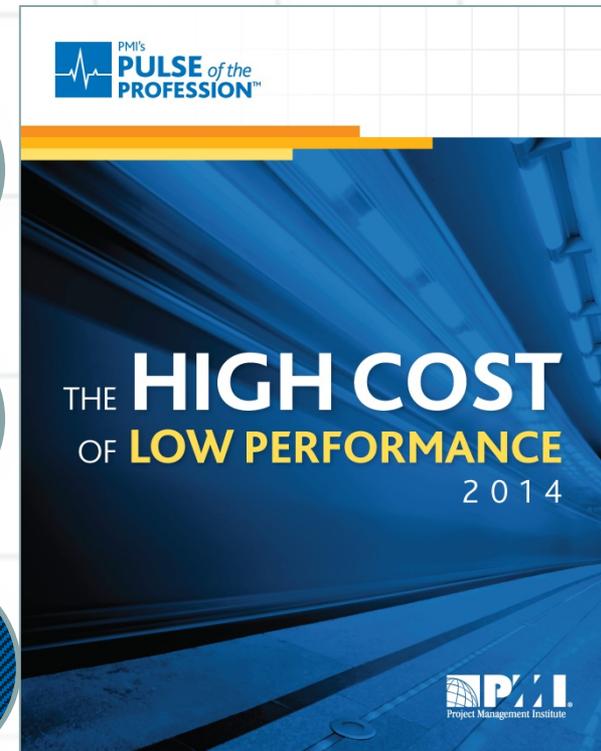
Annual **global benchmark** for organization, project, program, and portfolio management



Additional **in depth research** on key topic areas throughout 2014



Integrating our market research with other data



PMI's 2014 *Pulse of the Profession*TM



The Imperative is Clear



The Chasm is Wide



The Answer is Strategic Focus

Shifts lead to new strategic initiatives

The imperative
is clear

Shifts in addressing customer demands

- Digitally empowered customers lead the C-suite agenda

Shifts in shaping strategy

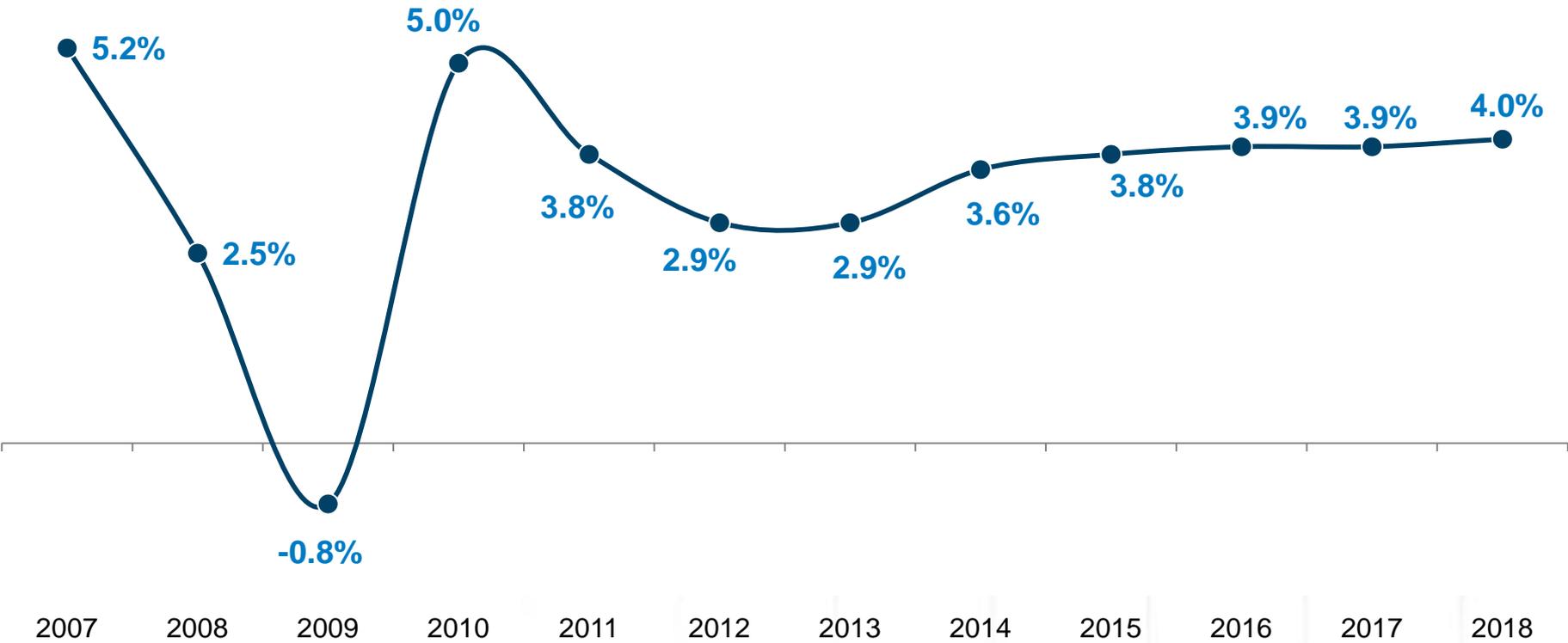
- 40% more CEOs plan on including customers in strategy development in the next 3-5 years (60% by year 2018)
- Nine in ten CxOs foresee collaborating with customers extensively in next 3-5 years (only 46% today)

Shifts in customer expectations

- As organizations adopt this approach to strategy formulation, customers will come to expect it from all organizations

A forecast of modest growth, but growth nonetheless

The imperative is clear



Source: EIU – December 2013
2014 – 2018 are forecasts

Dollars Lost

The imperative is clear

\$109 million

The amount **lost** for every \$1 billion spent on a project.

**% of
Projects Not
Meeting
Goals
(36.2%)**



**% of Failed
Projects'
Budget Lost
(30.2%)**



**% of Every
Dollar
Lost
(10.9%)**

The chasm is wide

The chasm is wide

58%

of projects are not highly aligned to organizational strategy

44%

of strategic initiatives are unsuccessful

15%

of organizations report high organizational agility

Focus on key strategic practices to become more successful

The answer is strategic focus

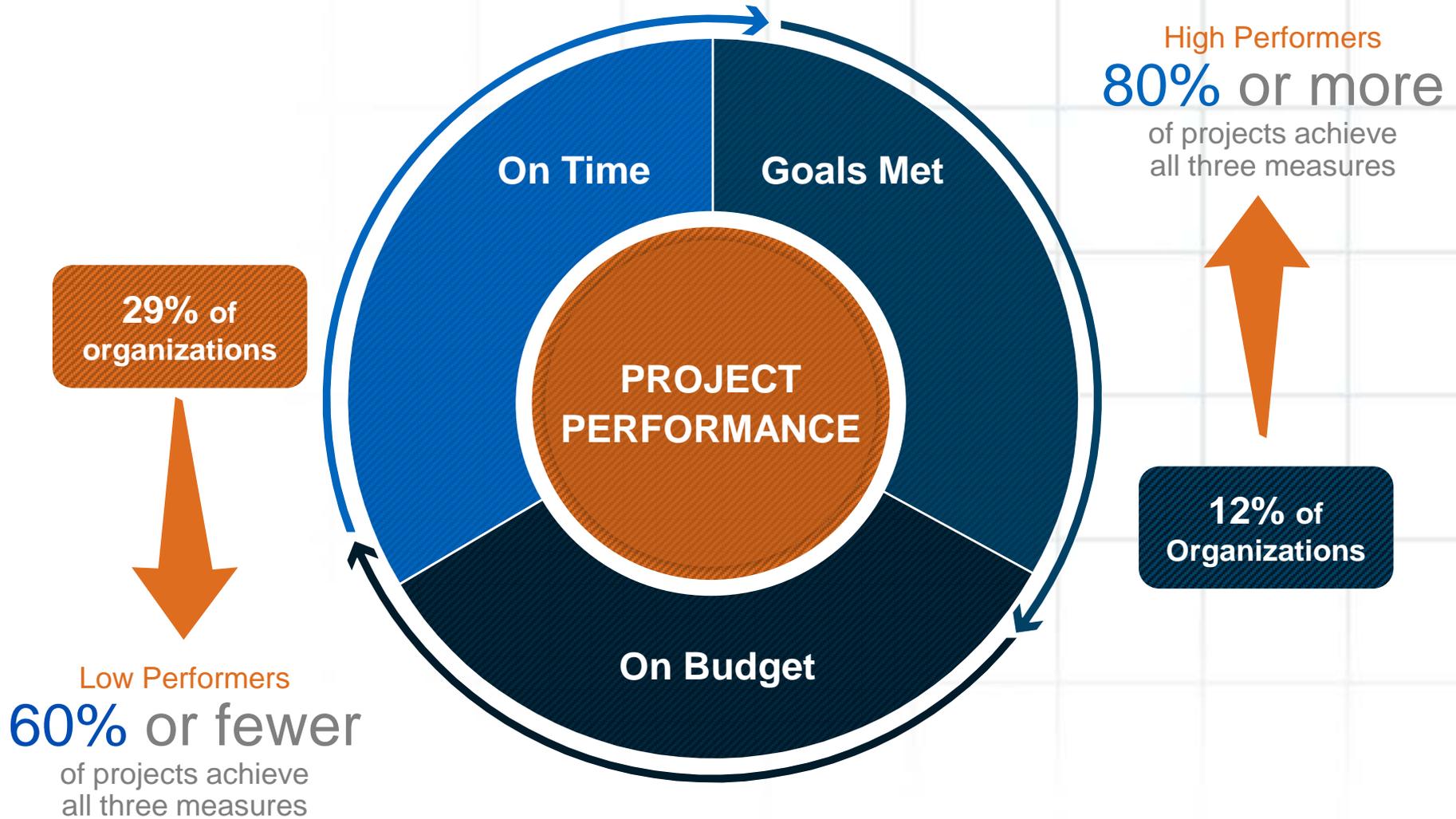
People

Processes

Outcomes

Understanding high project performance is vital to organizational success

The answer is strategic focus



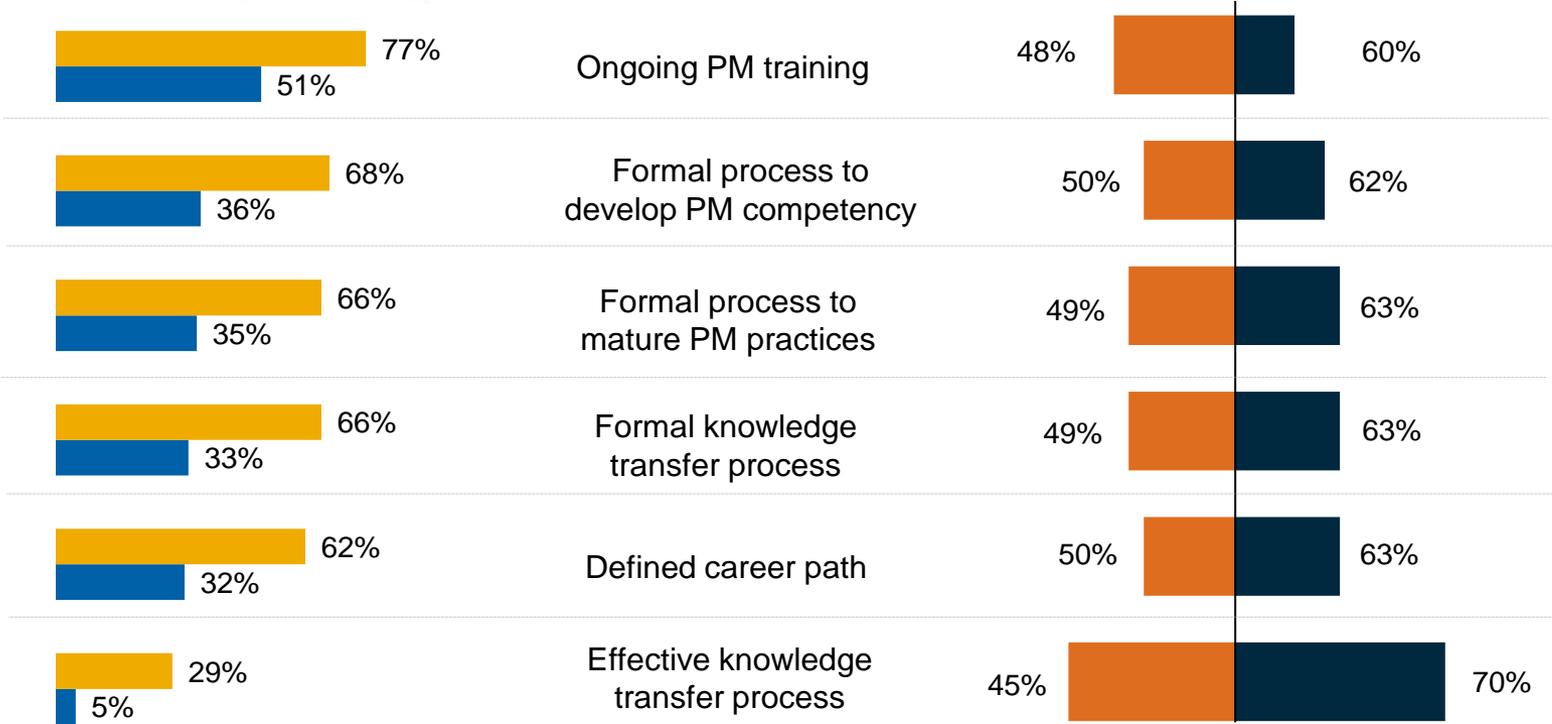
Source: PMI 2014 Pulse of the Profession™

People – Talent Management

The answer is strategic focus

Significantly more high performers have these in place

Significantly more strategic initiatives are successful with these in place



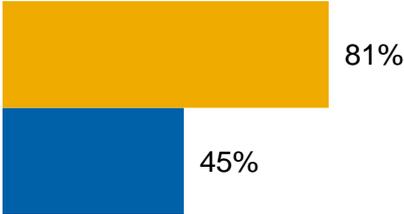
■ % of High Performers with these in place
■ % of Low Performers with these in place

← % successful strategic initiatives without these in place
 Study average (56%)
→ % successful strategic initiatives with these in place

People – Change Management

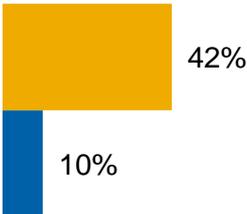
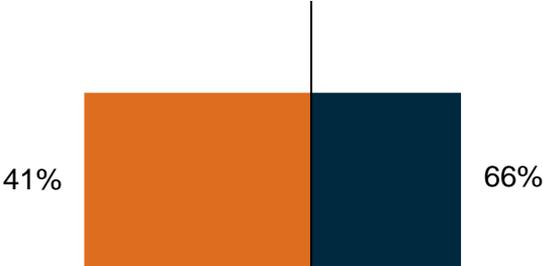
The answer is strategic focus

Significantly more high performers have these in place



Percentage of projects with active sponsors

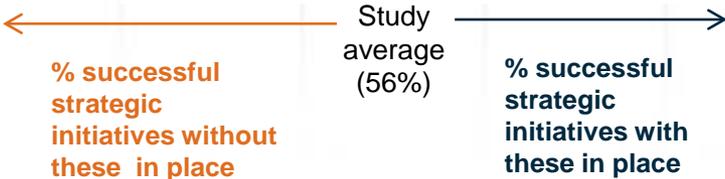
Significantly more strategic initiatives are successful with these in place



Change management effectiveness



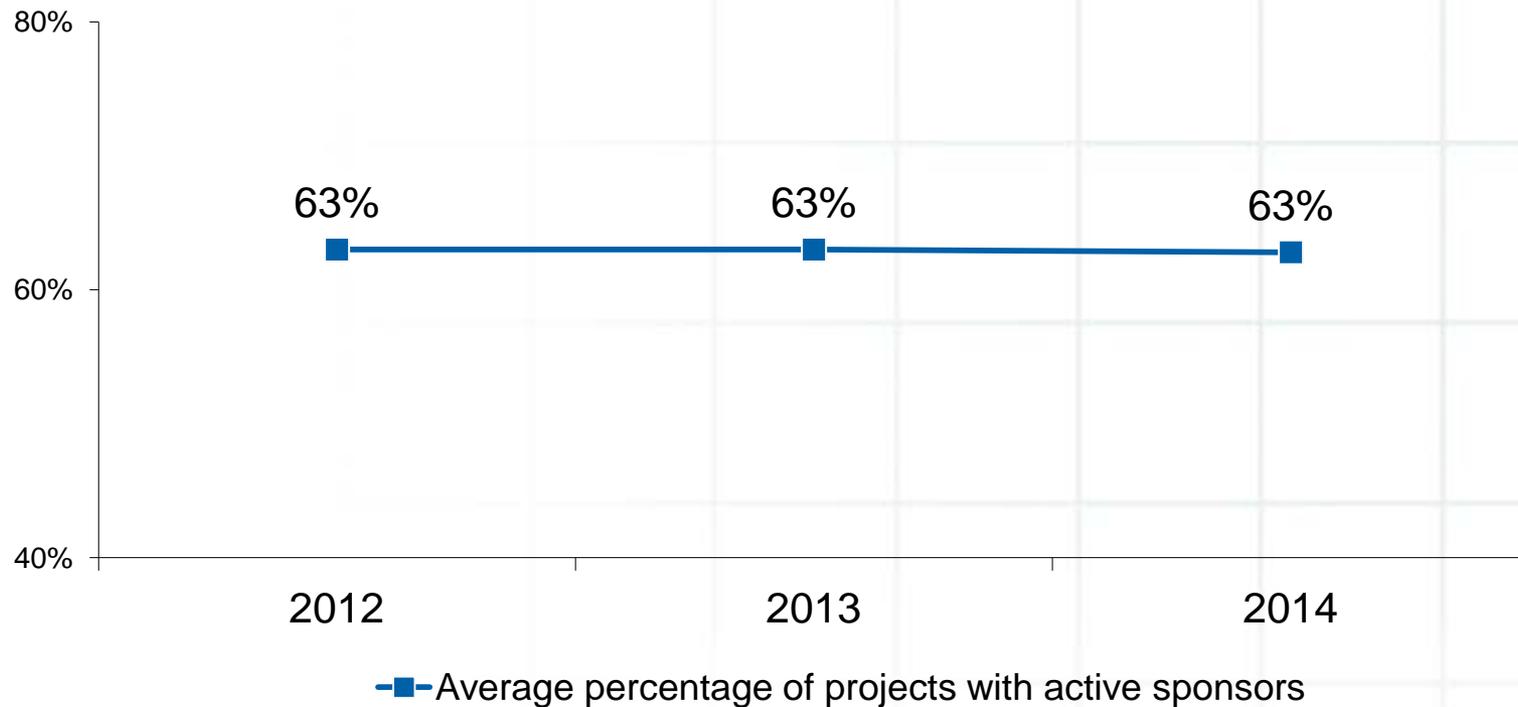
■ % of High Performers with these in place
■ % of Low Performers with these in place



Projects with Active Project Sponsors

The answer is strategic focus

Despite Being The Top Driver Of Project Success, Fewer Than Two In Three Projects Have Actively Engaged Sponsors

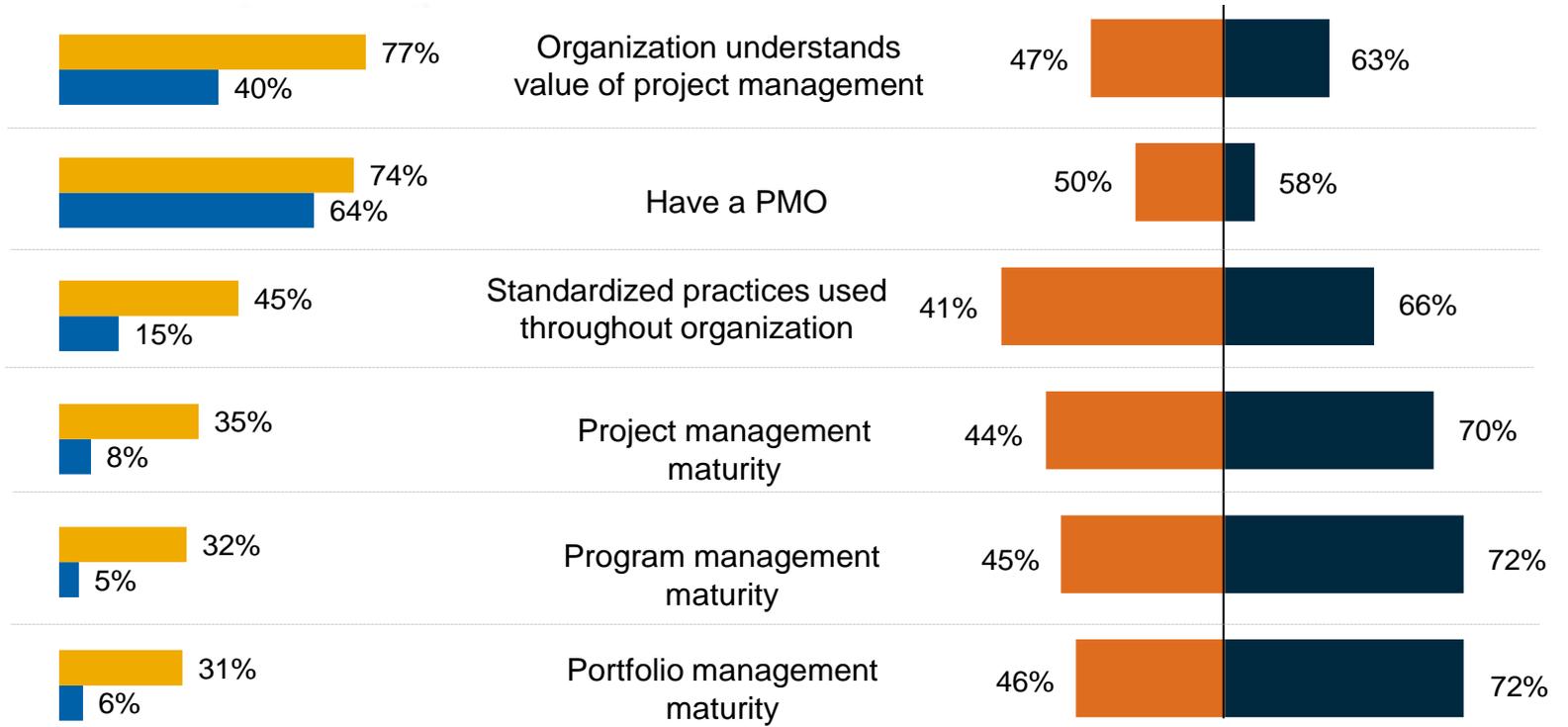


Processes

The answer is strategic focus

Significantly more high performers have these in place

Significantly more strategic initiatives are successful with these in place



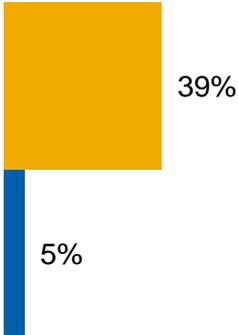
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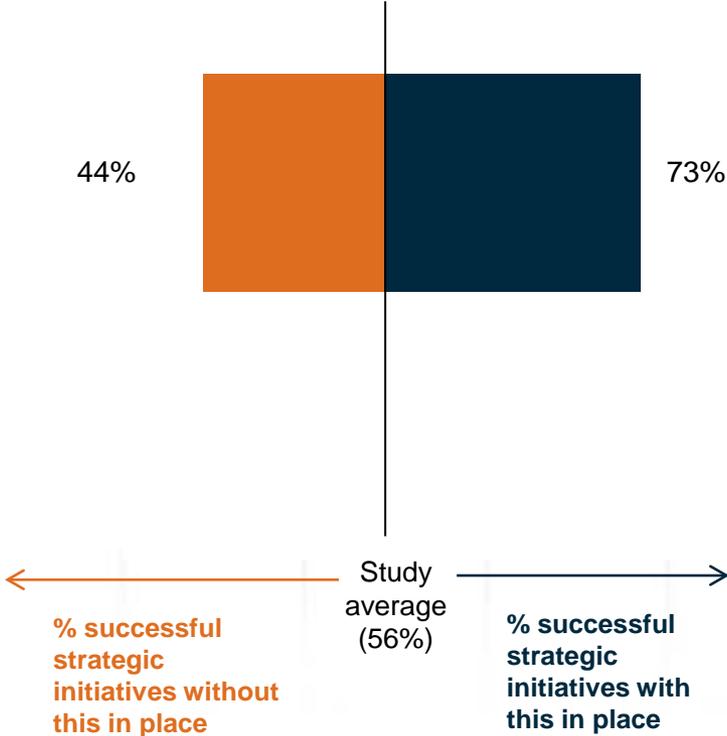
The answer is strategic focus

Significantly more high performers have higher maturity



Significantly more strategic initiatives are successful with higher maturity

Benefits realization maturity

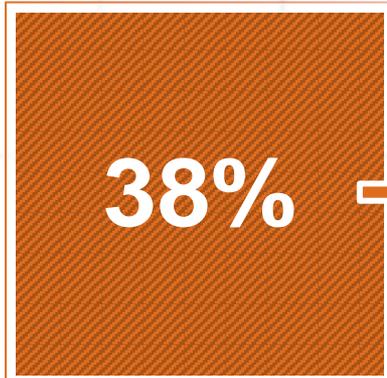
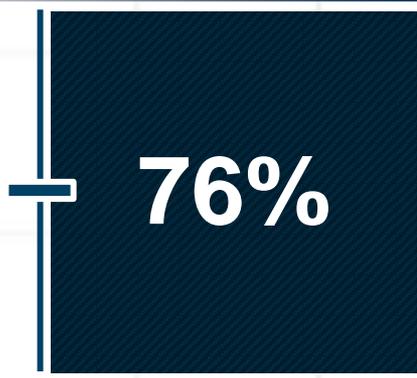


■ % of High Performers with this in place
■ % of Low Performers with this in place

High-performing organizations have twice as many successful strategic initiatives

The answer is strategic focus

% of strategic initiatives of high-performing organizations that meet original goals and business intent



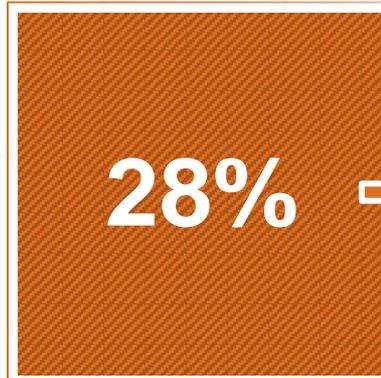
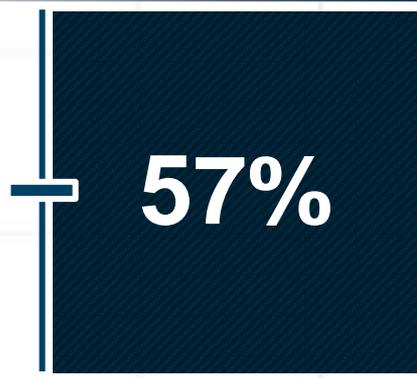
% of strategic initiatives of low-performing organizations that meet original goals and business intent

Study average = 56%

High performers are twice as likely to have high alignment of projects to strategy

The answer is strategic focus

% of High Performers with High Alignment of Projects to Organizational Strategy

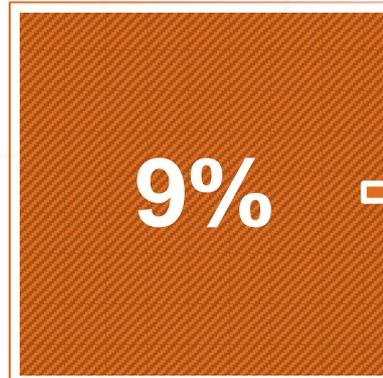
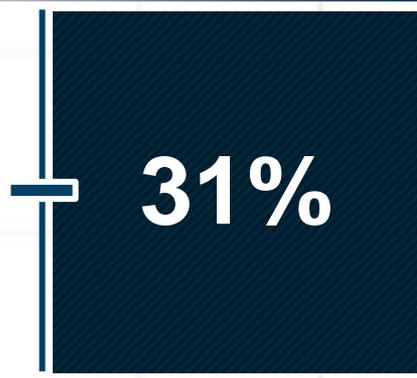


% of Low Performers with High Alignment of Projects to Organizational Strategy

High performers are three times as likely to have high organizational agility

The answer is strategic focus

% of High Performers with High Organizational agility



% of Low Performers with High Organizational agility

Study average = 56%

Key takeaways

Improving the alignment of strategic initiatives impacts their success and the success of the organization

An increase in successful strategic initiatives results in fewer dollars lost

To increase success, organizations need to focus on:

- **PROCESS:** Maturing their project, program and portfolio management capabilities
- **PEOPLE:**
 - Managing & developing their people
 - Creating a culture receptive to change including a process in place to manage it
- **OUTCOMES:** Measuring and communicating the benefits successful strategic initiatives bring to the organization

PMI Certification & PMP Update

PMI Certification Overview

PMP®

- Leads and directs project teams to deliver results within the constraints of budget, time, and scope

CAPM®

- Demonstrates understanding of knowledge, processes, and terminology of the *PMBOK Guide*®

PgMP®

- Oversees the success of the program and oversee multiple projects, advancing strategic and business objectives
- Defines and initiates projects and assign project managers

PfMPSM

- Demonstrates ability in the coordinated management and alignment of a portfolio of projects and programs aimed at realizing organizational strategy and objectives

PMI-ACP®

- Understands and applies agile principles and practices on basic projects

PMI-RMP®

- Assesses and identifies project risks while mitigating threats and capitalizing on opportunities

PMI-SP®

- Develops and maintains the project schedule

Project Management Professional (PMP)[®]

The PMP[®] certification recognizes competence of an individual to perform in the role of a project manager, specifically experience in leading and directing projects.

Who Should Apply?

Those who:

- Are responsible for all aspects of a project for the life of a project
- Lead and direct cross-functional teams to deliver projects within the constraints of time, budget and scope

PMP® – Eligibility Requirements

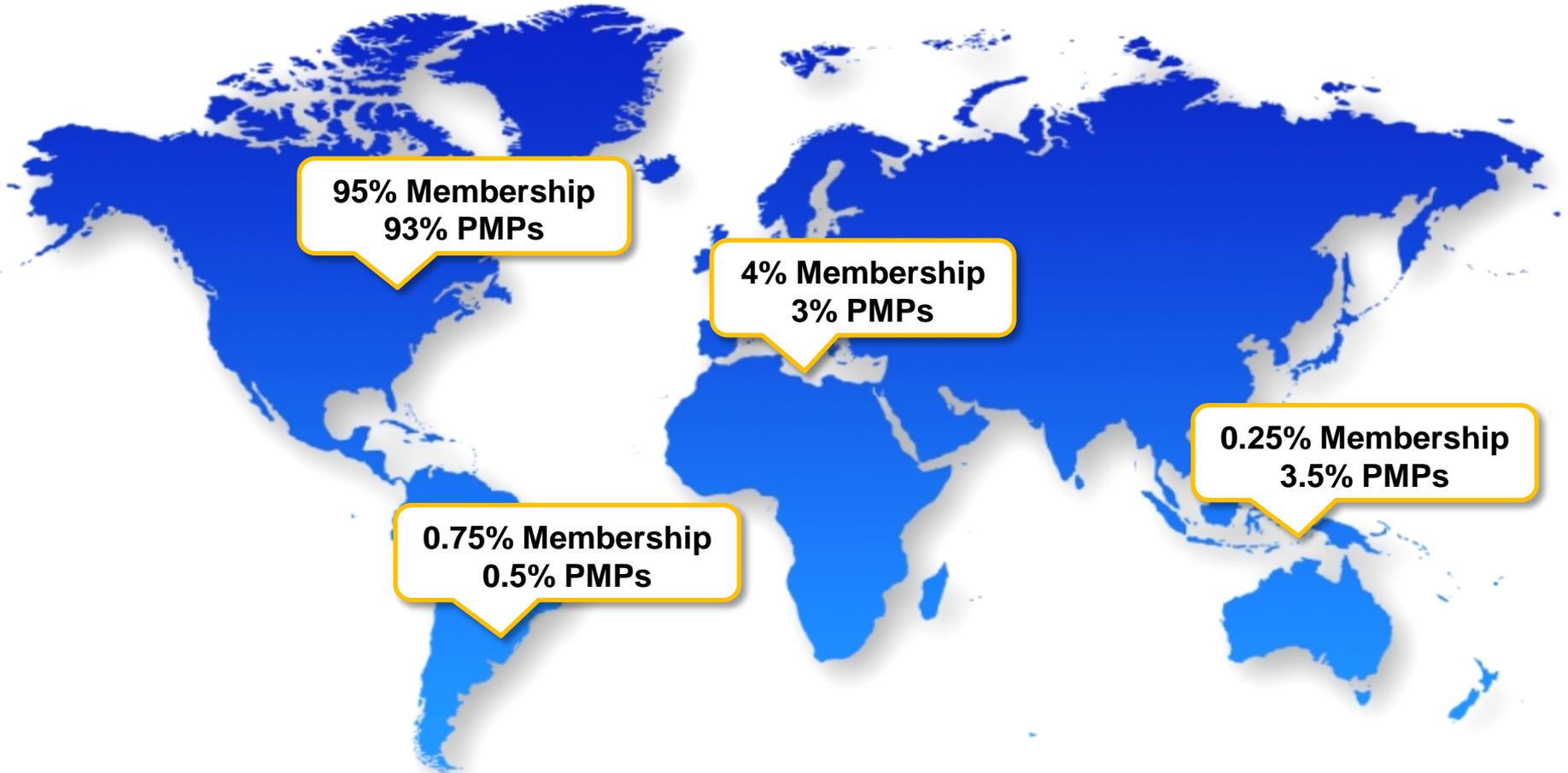
Requirement	Description
Educational Level	Bachelor's degree global equivalent or higher degree OR High school diploma, associate's degree or the global equivalent
Professional Project Management Work Experience	With bachelor's degree of global equivalent within the last eight years: a minimum of three years of unique non-overlapping professional experience, during which at least 4,500 hours were spent leading and directing project tasks With a high school diploma or global equivalent within the last eight years: a minimum of five years of unique non-overlapping professional experience, during which at least 7,500 were spent leading and directing project tasks.
PM Education	35 hours
Examination	4-hour, 200-question, multiple-choice examination
Maintenance	PMP credential holder will need to earn 60 PDUs per three-year cycle.

Benefit #1: Globally Recognized



1997

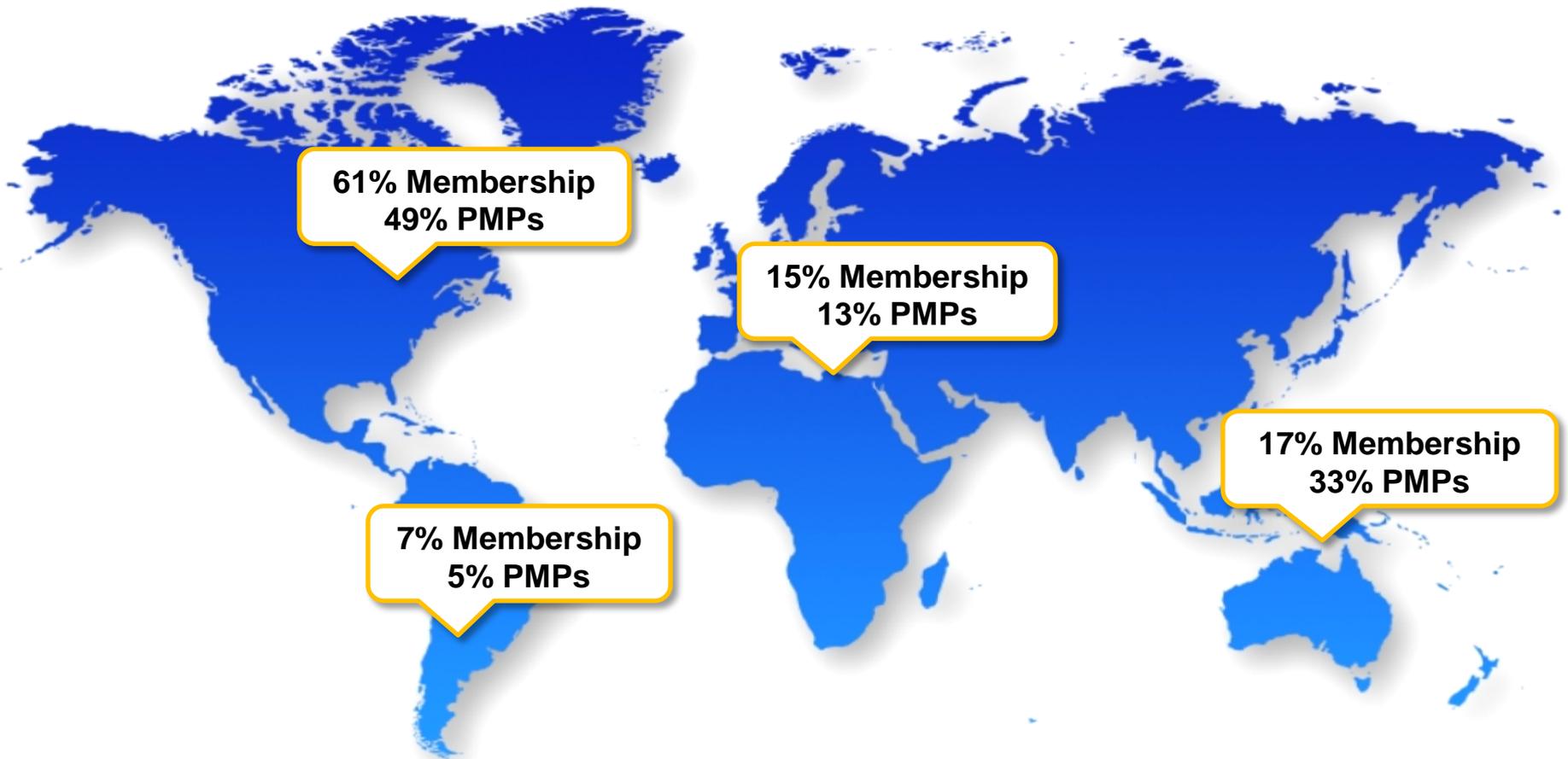
31,333 Total Members. 6,119 Certification Holders
Representing 96 Countries



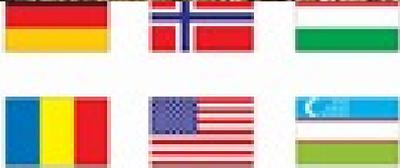
2014*

447,006 Total Members. 605,909 Active PMP Certification Holders

In Nearly Every Country in the World



Benefit #2: Transferable across countries and industries



Benefit #3: Increase in Average Salary



Credentials Matter: 2013 PMI Salary Survey

Europe	PMP	Non-PMP	Difference	Percent Difference
Belgium	\$96,819	\$77,455	\$19,364	25%
Poland	\$49,430	\$37,072	\$12,357	33%
France	\$77,455	\$64,546	\$12,909	20%
Germany	\$103,274	\$90,365	\$12,909	14%
Spain	\$64,546	\$58,092	\$6,455	11%
Sweden	\$90,690	\$86,321	\$4,370	5%
Ireland	\$90,365	\$83,910	\$6,455	8%
Switzerland	\$138,743	\$123,327	\$15,416	13%
Italy	\$64,546	\$58,092	\$6,455	11%
United Kingdom	\$92,177	\$80,416	\$11,761	15%
Netherlands	\$103,274	\$96,674	\$6,600	7%
Average	\$88,302	\$77,843	\$10,459	15%

Middle East	PMP	Non-PMP	Difference	Percent Difference
Qatar	\$82,473	\$80,823	\$1,649	2%
Saudi Arabia	\$77,175	\$57,338	\$19,836	35%
Egypt	\$25,063	\$20,086	\$4,976	25%
United Arab Emirates	\$88,507	\$81,698	\$6,808	8%
Average	\$68,304	\$59,987	\$8,318	17%

Africa	PMP	Non-PMP	Difference	Percent Difference
Nigeria	\$38,461	\$30,128	\$8,333	28%
South Africa	\$81,744	\$58,688	\$23,056	39%
Average	\$60,103	\$44,408	\$15,695	33%

Latin America	PMP	Non-PMP	Difference	Percent Difference
Brazil	\$63,876	\$49,135	\$14,741	30%
Peru	\$46,065	\$37,355	\$8,710	23%
Average	\$54,970	\$43,245	\$11,725	27%

North America	PMP	Non-PMP	Difference	Percent Difference
Canada	\$97,082	\$84,947	\$12,135	14%
Mexico	\$48,656	\$38,114	\$10,542	28%
United States	\$110,000	\$91,500	\$18,500	20%
Average	\$85,246	\$71,520	\$13,726	21%

Four countries have a 30% or higher salary difference for PMP credential holders

Benefit #4: Preferred for Employment

PMP C

JobDescription

The Senior close, deliver. The role is a schedule co Focus areas and delivery management project/prog

JobRequirements

Must have ac management

Manage infra center operat
1. Windows o
2. IT governa
3. Application
4. Creation at tasks and \$2
5. Agile Coar
6. Infratruct node range

NOTE: Stron relationships, independently LOCAL CANI interview. Most projects

Apply Now

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Location:
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Job Type
Full Time

Contract/
Experienc

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Industrie
Computer
Computer

Job Summary

Company
TDK Technologies

Location
Saint Louis, MO 63166

Job Type
• Full Time
• Employee

Salary
75,000.00 - 120,000.00 \$ / year

PMP Project Manager

About the Job

TDK Technologies is setting a new standard in Web Technologies and Management Services. Focusing only on these core competencies allows us to stay at the forefront of the latest technological trends, and provide our customers with the experience and expertise to get the job done. Because we put our focus on you, the IT professional, Entrepreneur magazine recently recognized TDK Technologies as one the 500 Fastest Growing Businesses in America.

*Must be PMP certified.

TDK currently has needs for several Project Managers:

Candidates should possess the following experience and qualifications:

- Ø Project management experience in the areas of web application development.
- Ø Experience in the areas of: project planning, project estimating, resource management, plan execution and implementation, etc.
- Ø Experience with structured methodologies and project planning tools.
- Ø Experience managing numerous, concurrent projects.
- Ø Ability to determine project objectives and give direction.

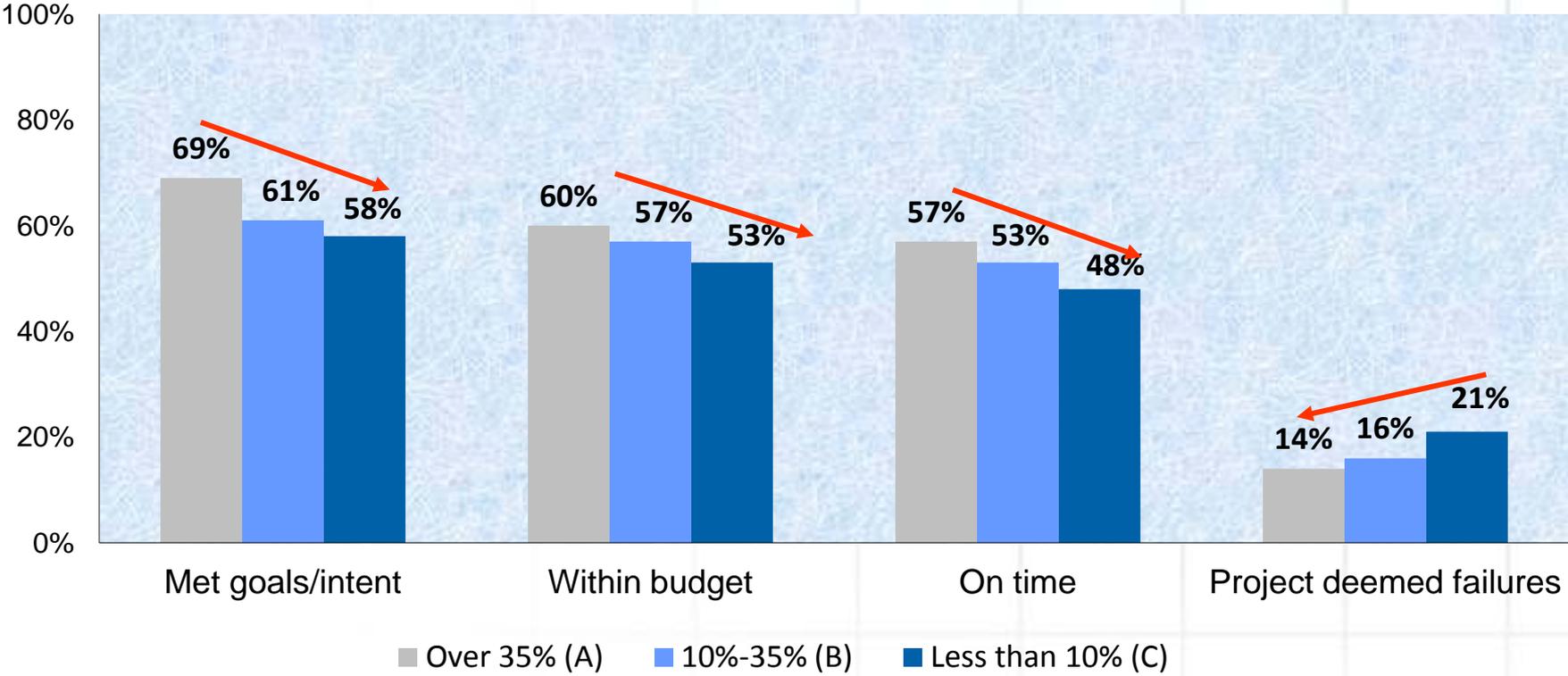
Project Managers will be leading application development projects. Responsibilities will include creating project plans, tracking cost and resources, and ensuring project delivery. The Project Manager will ensure accurate communication with project staff throughout the life cycle of the project and must be comfortable solving problems and resolving conflicts.

TDK provides excellent compensation packages that meet the needs of our team members and keep them focused on the work at hand. TDK Technologies' comprehensive benefit package is designed to provide peace of mind for our consultants. It recognizes the importance of family and provides important health and retirement benefits.

Search Results [Back to Job Search Results](#)

APPLY

Benefit #5: More PMP® credentials = better project performance



Q: In your estimation, what percentage of the projects completed within your organization in the past 12 months...

Q: What percentage of project managers within your organization have the PMP® credential?

Arrows indicate a significant difference between groups at a 95% confidence level

Benefit #6: Developed by Practitioners for Practitioners



Benefit #7: Accreditation of the PMP

- ISO 17024
 - Standard developed with the objective of achieving and promoting a globally accepted benchmark for organizations operating certification of persons (PMP)
- ISO 9001:2008
 - Focused on the design, development, maintenance, evaluation, promotion and administration of a rigorous, examination-based certification program

Future of the PMP: What Do Certificants & Employers Need?

Practitioner Needs

- Desire to differentiate themselves from their credentialed peers
- Demonstrate their expertise in specialized subject areas
- Desire to graduate from “passive and technical” project managers to “active and business-oriented”
- Ability to better contribute at the interface between project deliverables and operations

Employer Needs

- Subject matter expertise that provides value and gives the organization a competitive edge
- Ability to differentiate employees by subject matter expertise and initiative
 - Candidate Screening
- PMs with increased business acumen and “soft skills”
- Behavioral skills that are suited to an increasingly complex work environment



Questions?

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