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The State of Project Management

2025

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Welcome to the future of project management

Vince Hines | Managing Director Wellington

The State of Project Management is an annual report created, owned and published by Wellington with contribution from hundreds of project & portfolio practitioners from the UK and internationally. Published since 2016, we invited colleagues from across our project management industry to again participate this year and share their insight into our industry. The response was amazing with hundreds of participants from over 150 organisations. We asked questions across a number of important topics including; project management maturity, tools & techniques, project success rates and PMO maturity.

You are very welcome to share this report with colleagues across our industry. It provides a fantastic insight into the state of project management in 2025. Most importantly, we hope this report provides food for thought. Efficient & effective project & portfolio management has a significant positive impact on any organisation. Strategic ambition is fuelled by successful projects, delivering benefits on time, at the right price and quality. A fundamental objective for any organisation

is therefore, to have mature project management capability, processes, people and tools. We work with our clients to transform their project management capability.

In writing this report, I was keen to provide short, focused commentary on the data rather than making you wade through pages of text. As a minor point of clarification, where I have used the term 'project management', I have done so as a generic catch all and am referring to project, programme & portfolio management. The data should speak for itself and although it highlights the great successes achieved by some, it clearly shows there is much opportunity for improvement. I hope this report provides the catalyst for you to consider how you can increase your project management capability, enabling project success, that in turn enables the realisation of strategic ambition.

Thank you to all those professionals who contributed to this important and invaluable research data. Please do contact me with your thoughts on this report.

Headline Statistics

46% of respondents are somewhat or very dissatisfied with the current level of project management maturity in their organisation

The most challenging project management processes to embed are:

- Benefits Realisation
- Resource Management
- Project Prioritisation

72% believe the scope and responsibilities of their PMO will get larger in the future.

14% are still planning using Microsoft Excel,

with a further **11%** not having any project management solution.

42% of respondents spend 1 or more days manually collating project reports.

41% of respondents have attended at least one Wellingtone FuturePMO conference.



Join the Wellingtone Community

Learn, Share & Grow



Join the Community

Welcome to the Wellingtone Community!
Here to enable our clients, FuturePMO delegates and wider project management community to network, communicate and learn from each other. Lets learn, share and grow together!

There are three communities; general communities in English & Spanish, and one community exclusively for past delegates of our APM accredited PMO Practitioner training course.

Upcoming Events

View and register for upcoming webinars, community events, and in-person conferences like FuturePMO.

View Events



Our YouTube Channel

More fun than Netflix... Watch anytime, even in your pj's!

@WellingtonePPM

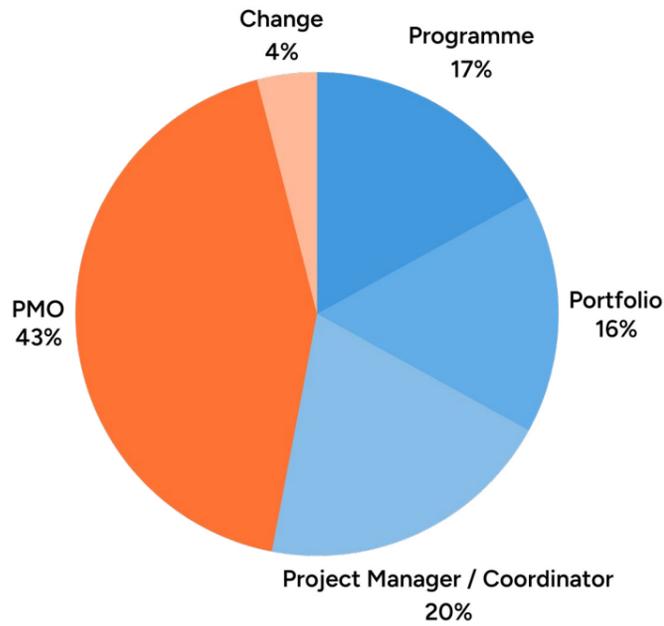


About the Participants

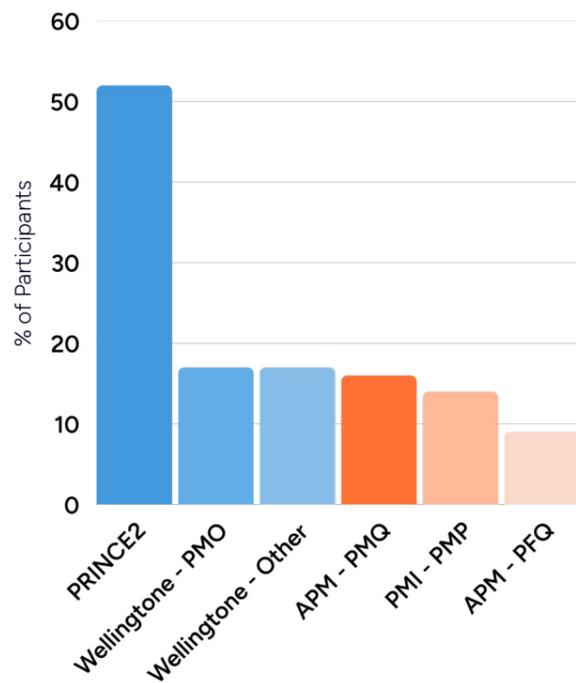
Thank you to all those who participated from across our profession.

Respondents tended to be highly experienced, professionally qualified project management practitioners from across a wide spread of industries and geographic regions.

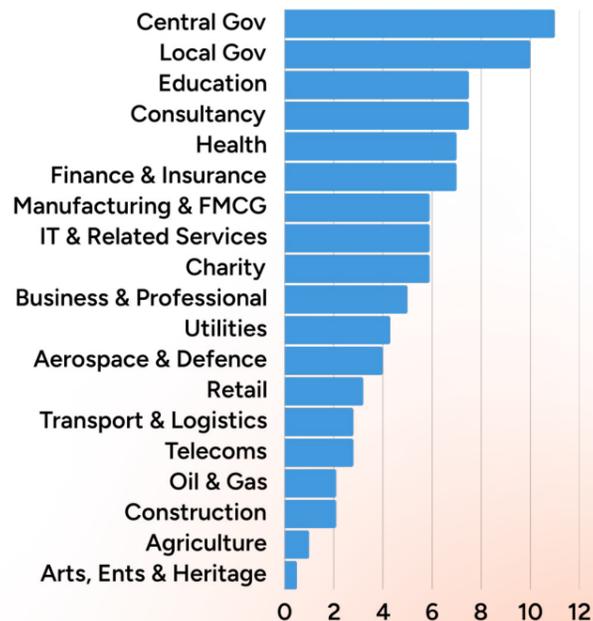
Participants Role Type



Participants Qualifications



Participants Industry



The average participant is a Project Manager employed by a large organisation with at least one professional qualification.

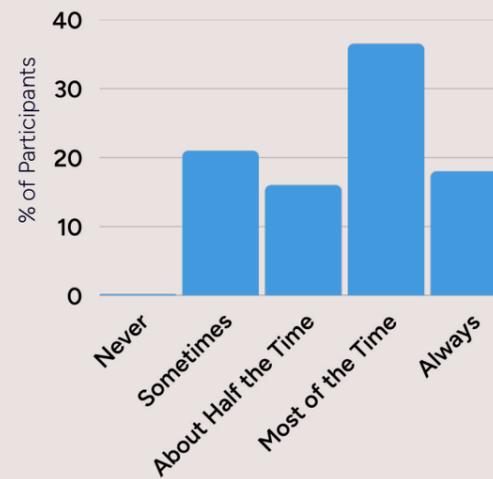
PRINCE2 was the most common qualification. 19% had completed the Wellington PMO Practitioner, a specialist APM accredited course. A further 19% had attained a different APM accredited course from Wellington.

The Project Management Basics

These results have slowly improved since our first research in 2016. 41% of projects tend to be run without leaning on a defined project management methodology and 47% are unlikely to create a scoping document. This potentially leaves many projects to be run in a very ad-hoc fashion, reducing the chances of success significantly. One-third of Project Managers do not regularly engage in risk management. There is room for improvement.

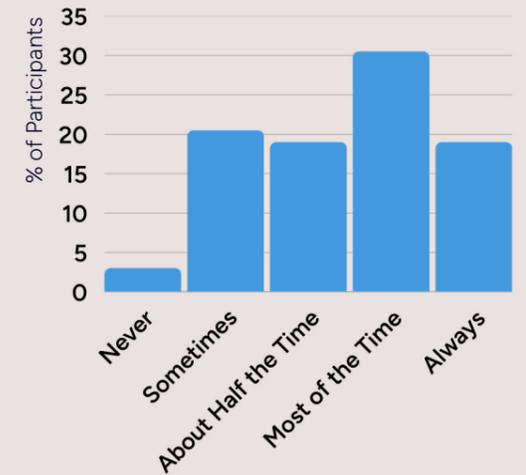
How Often is a Defined Methodology Applied to Projects?

59% mostly or always apply a defined project methodology



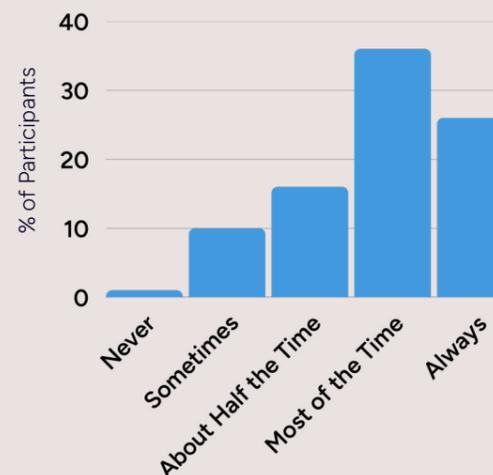
How Often is a Scoping Document Created as Part of the Planning Stage?

53% mostly or always create a scoping document as part of planning



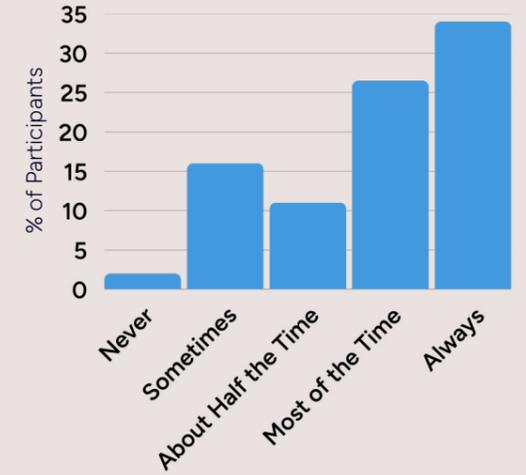
Are Project Schedules Actively Used as Part of Managing Projects?

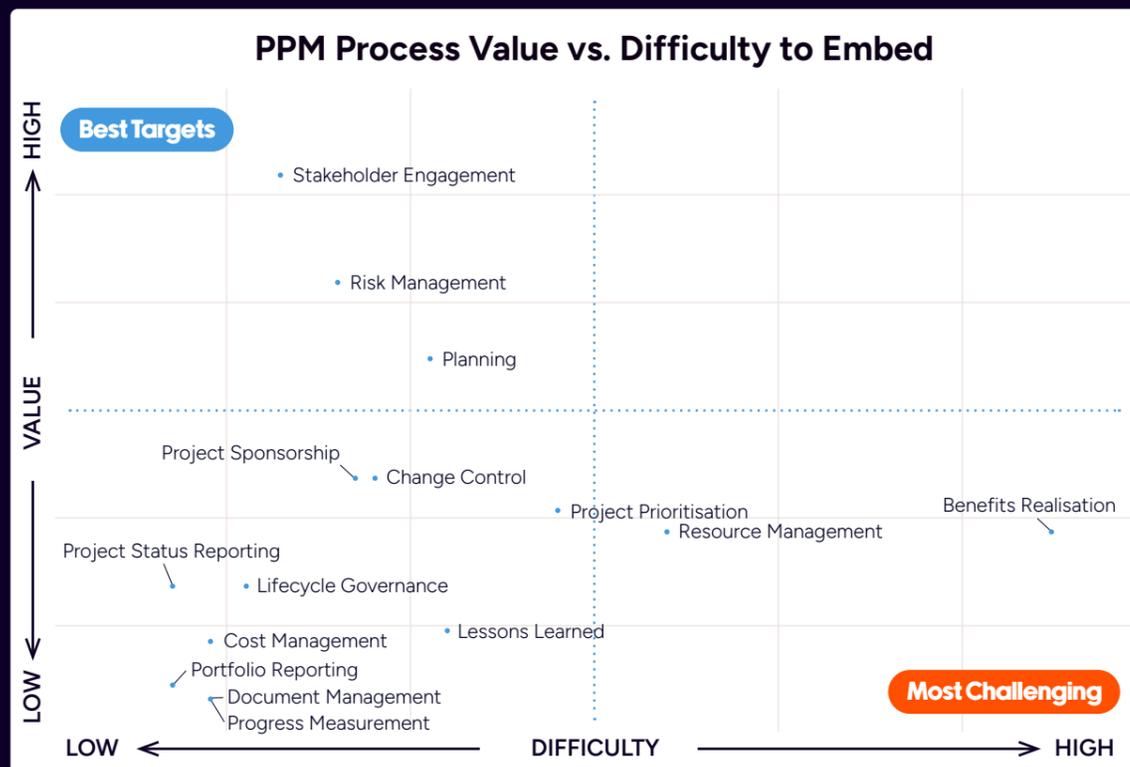
68% mostly or always actively use a project schedule



How Often Do PMs Engage in Some Form of Project Risk Management?

65% mostly or always engage in project risk management





PPM Processes; Value vs. Difficulty

Respondents were asked which project management processes added the most value (when performed well), and which were the most difficult to embed.

This chart combines difficulty versus value. Similar to previous years, Benefits Realisation, Resource Management and Project Prioritisation are the most challenging to embed.

Stakeholder Engagement, Risk Management, Planning and Project Sponsorship provide the most value when implemented well. Perhaps organisations should focus on these processes first, demonstrating value, before then moving on to greater challenges such as Project Prioritisation.

One anomaly of this data must be highlighted. The value rating for processes that are difficult

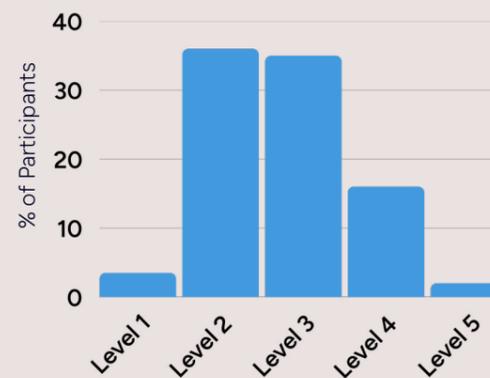
to embed are dragged lower than one would expect. As they are difficult to embed, fewer respondents can testify to their value, hence achieving a lower value score! Review your PMO Service Catalogue and consider how well these processes have been implemented. Establish a roadmap for those yet established, focusing on the easier, higher value processes first.

Finally, this data is very consistent with previous years. A possible exception being the lack of value, and lower recorded difficulty of Lessons Learned. From practical experience, we find most organisations undertake Lessons Learned processes poorly, do not track lessons centrally (an opportunity for the PMO) and do not feed them into new projects. There is huge value to be gained from good Lessons Learned processes and we would encourage you to consider your approach.

PPM Maturity

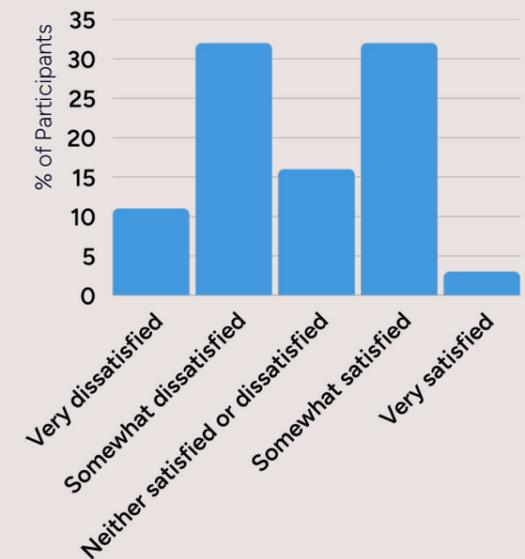
Current Level of Maturity

21% believe the current level of project management maturity across their organisation is 4 or 5.



Are You Satisfied With The Current Level of Maturity?

37% are somewhat or very satisfied with the current level of project management maturity



46% of respondents are somewhat or very dissatisfied with the current level of project management maturity in their organisation. This is a significant figure and demonstrates respondents recognise what 'good' project and portfolio management looks like, but do not see it in their own organisation. The positive is that stakeholders usually have an appetite for change that brings about improved project management methods, processes, tools & training.

21% of respondents believe their organisation has a project management maturity of level 4 or 5. Real world evidence suggests this is a little too optimistic. Many organisations have defined approaches and governance for larger projects (level 2) but often struggle to reach level 3, where a scaled, fit-for-purpose, consistent approach is applied on all projects, even those below the corporate radar.

Project Management Maturity Assessment

Transforming project management capability starts with knowing where you are.

To achieve a new vision for project management capability you first need to understand where you are. Make data driven decisions, with a clear scoring of current PMO, project and portfolio management capability. Benefit from our years of research and use our benchmark data to understand your true project management maturity position.

Whether you want to assess project, programme, portfolio or PMO capability, our maturity assessment and audit options cater to your needs.

Our standard project management maturity assessment is typically a 3 day engagement. Those looking for the highest level of project management maturity audit opt for Axelos P3M3 certification.

For both the maturity assessment & audit we benchmark your organisation against a dataset of over +1,000 organisations and, most importantly, provide practical recommendations for transformational change.

Select your preferred approach to Maturity Assessment

Project Management Maturity Assessment

- Our most popular approach
- Completed within as little as 3 days
- Score & benchmark your maturity
- Involve as many stakeholders as you require
- Practical recommendations for improvement

Book Consultation



Axelos P3M3 Audit

- The comprehensive audit
- Assessment takes from 9 days upwards
- Choose to assess projects, programmes or portfolio
- Achieve Axelos P3M3 certification, a key benefit for some industries and organisations
- Practical recommendations for improvement

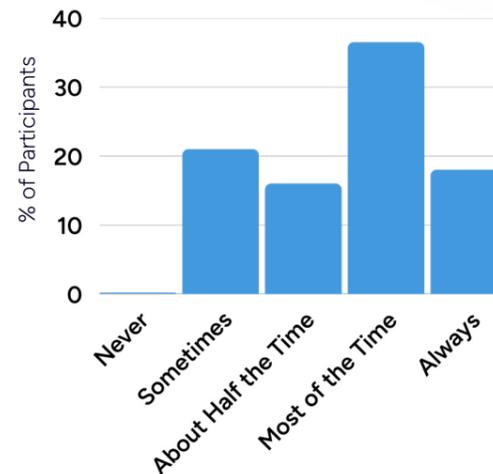
Learn More



Project Performance

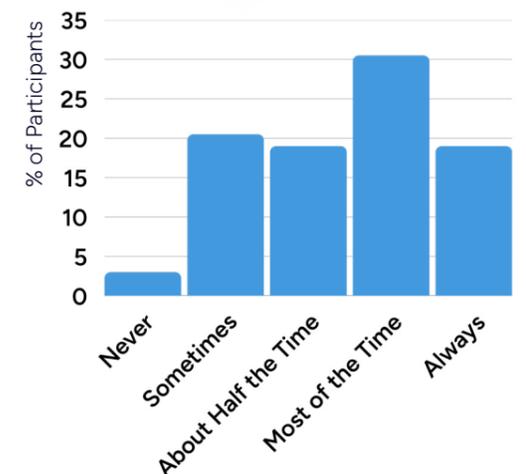
How Often Are Projects Completed On Time?

38% of organisations mostly or always complete projects on time



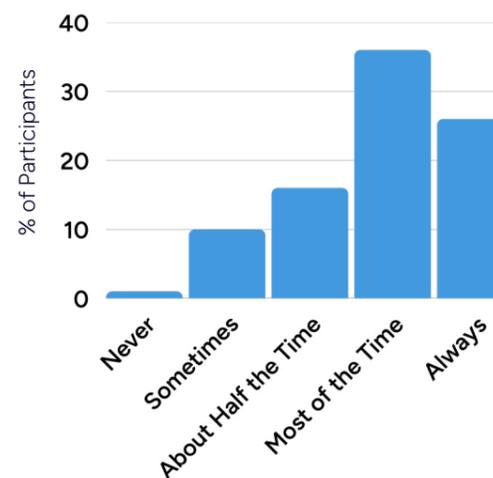
How Often Are Projects Completed On Budget?

41% of organisations mostly or always complete projects on budget



How Often Do Projects Deliver Their Full Benefits?

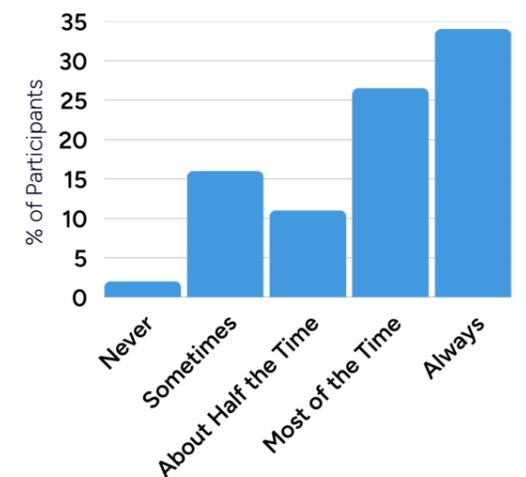
39% of organisations mostly or always deliver the full benefits of their projects



Would You Say Your Organisation Has A Track Record Of Success?

... BUT

52% say their organisation has a track record of project success!



What are the largest Project Management challenges in your organisation?

- 1 Poorly trained Project Managers
- 2 Attempting to run too many projects
- 3 Poor resource management
- 4 Doing the wrong projects (lack of strategic alignment)
- 5 Frequent changes to scope
- 6 Inconsistency in approach
- 7 A lack of project funding
- 8 Lack of senior management support
- 9 Lack of visibility of project status
- 10 Poorly trained Project Sponsors
- 11 Lack of governance
- 12 Poor risk management
- 13 Poor project selection process
- 14 Lack of planning skills
- 15 Ineffective implementation of Project Management solution
- 16 Lack of appropriate software



Since the first edition of this report, the top two challenges have always been 'poorly trained Project Managers' and 'attempting to run too many projects'.

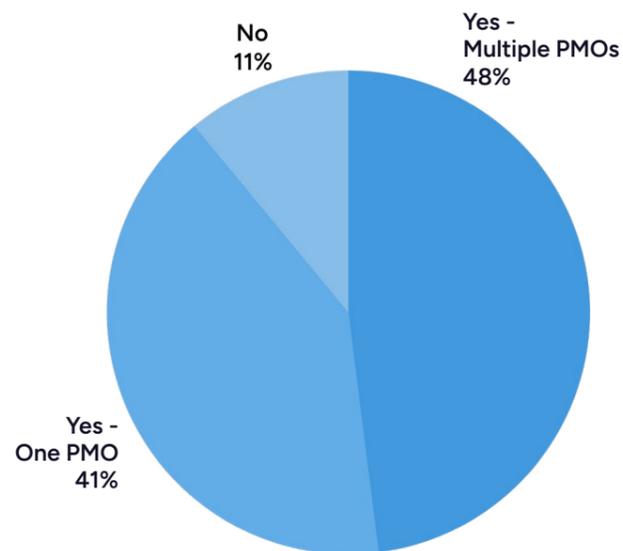
Poorly trained Project Managers and poorly trained Project Sponsors consistently feature, yet well recognised APM accredited professional training is available.

Food for thought;

Are you running the right projects, and are these being run in the right way?

The PMO

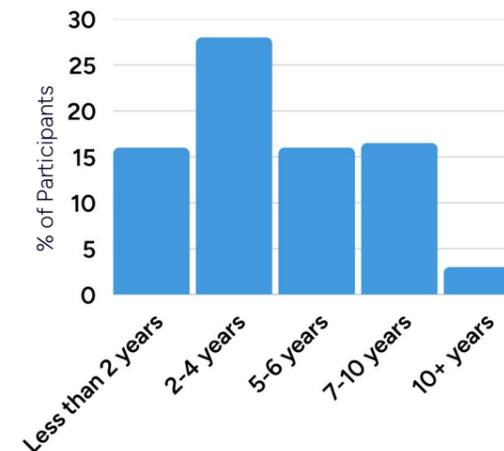
Does Your Organisation Have A PMO?



89% of organisations have 1 or more PMOs.

Nearly **50%** are less than 4 years old.

How Long Has Your PMO Been Established?



PMO Activities That Have Increased The Most In The Last 5 Years:

- Providing project management expertise
- Facilitating lessons learned
- Facilitating x-project dependency management
- Facilitating post-project benefits tracking

Which activities are undertaken by your PMO?

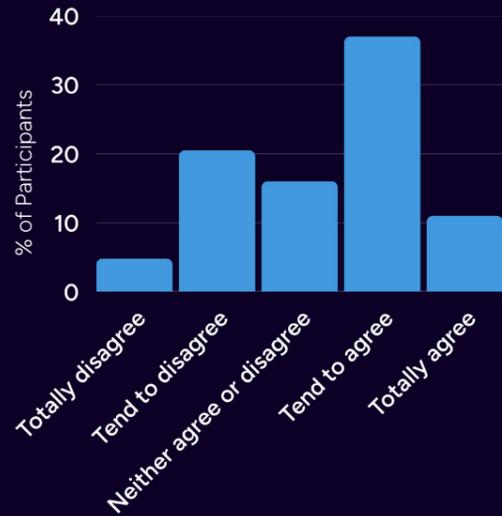


Benchmark your PMO

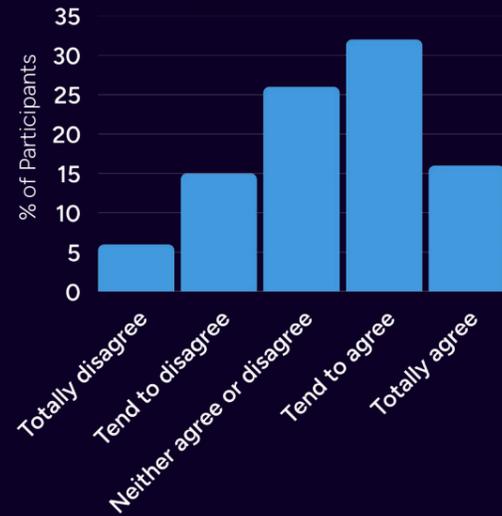
The results of the PMO benchmark data are very encouraging. There is a clear trend of increase PMO capability. For example, in 2017 only a third of PMOs agreed they had 'a clear remit & objectives'. In 2025, this is now reported at 53%.

Consider your PMO. Are you able to agree with these statements?

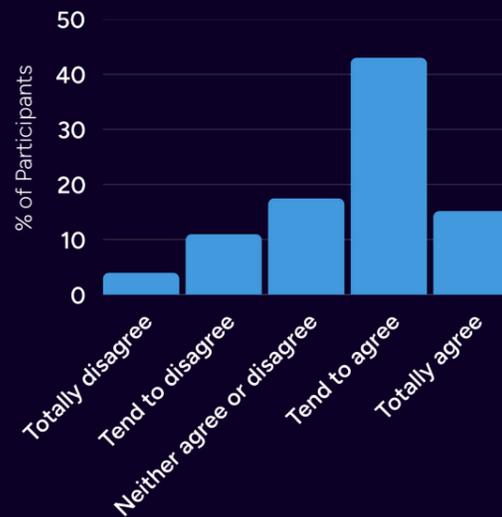
PMO Remit And Objectives Are Sufficiently Clear Within The Organisation



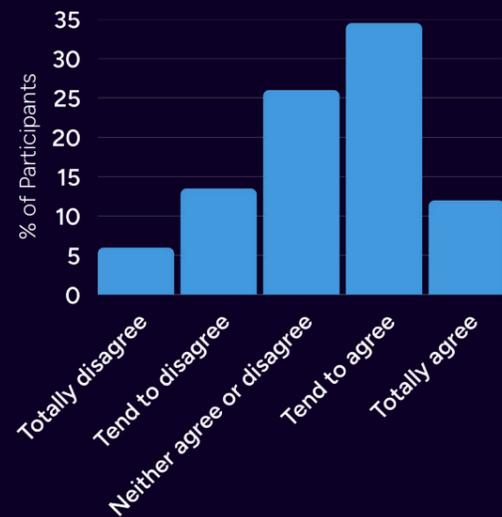
PMO Has A Committed Available Sponsor To Guide Future Direction



Roles And Responsibilities Within The PMO Team Are Clearly Defined



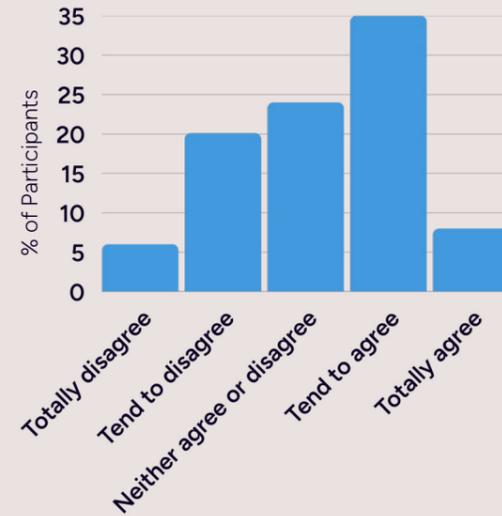
The PMO Periodically Assesses Their Own Maturity Level



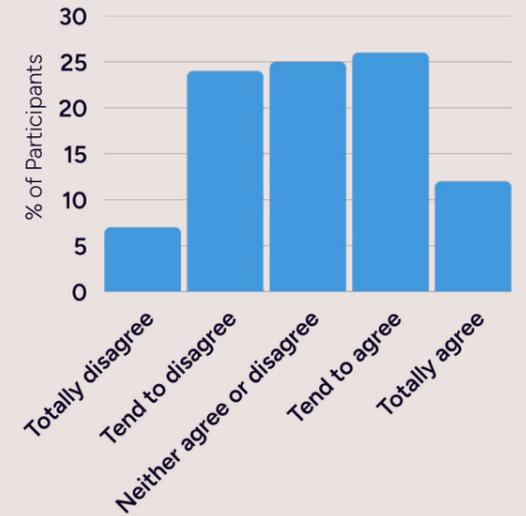
In 2017, only 21% of PMOs had a defined 'catalogue of services'. Today, this sits at 40% (tend or totally agree).

This does, however, still leave room for improvement, with 34% of PMOs not having a defined service catalogue. Perhaps with 48% of PMOs being less than 4 years old, there are many that are still finding their feet.

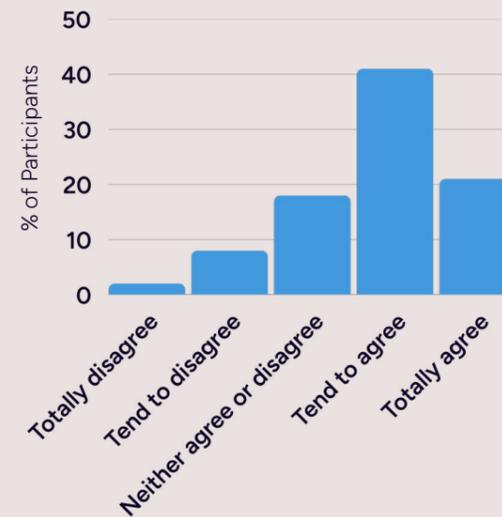
The PMO Is Recognised As A Strategic Business Partner



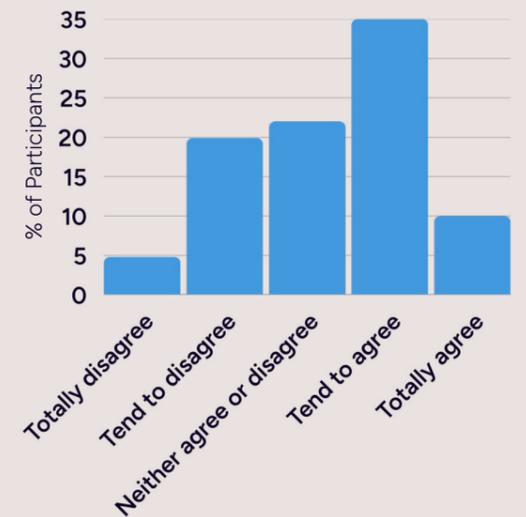
PMO Has Catalogue Of Services Where Value Of Each Service Is Described



The PMO Champions A Culture Of Project Management In The Management



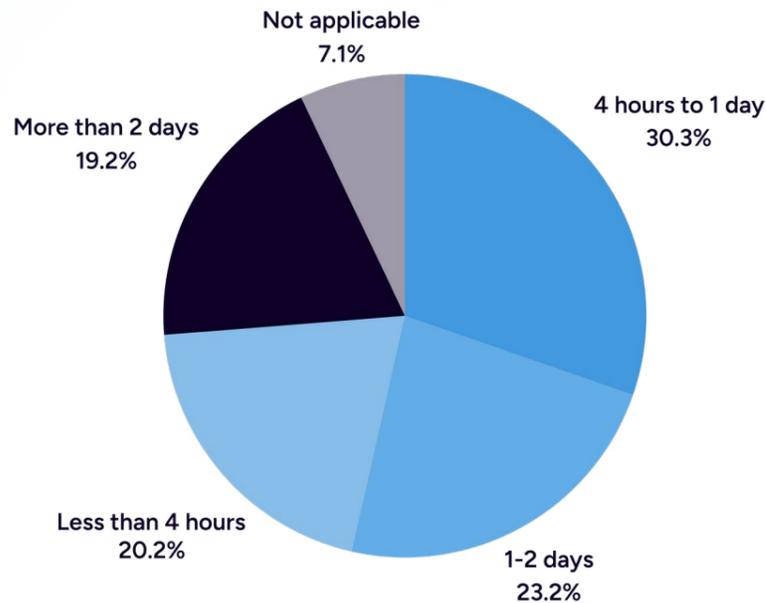
PMO Has Defined Strategy With An Agreed Roadmap



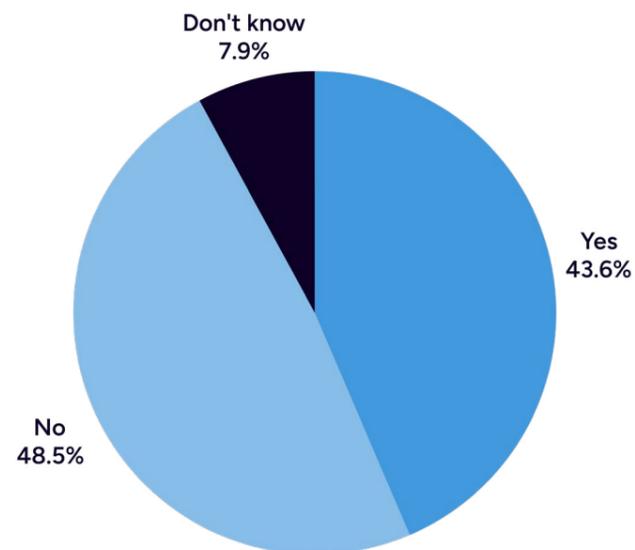


Project & Portfolio Management Reporting

How Much Time Do You Spend Monthly Manually Collating Project Status Info?



Does Your Organisation Have Access To Real Time Centralised Project KPIs?



42% spend 1 or more days manually collating project reports.

Decision makers need access to accurate and up-to-date project KPIs. Project Managers and PMO's need to eliminate reporting burdens.

One of the most significant benefits of deploying a project management solution is automated reporting. Data is also available at any time, not just at the end of monthly manual reporting cycles. Elimination of manual reporting is often such a significant benefit that it supports the business case for technology investment.

Half of organisations do not have access to real time KPIs. Its 2025 and time to embrace technology.



Wellington Accelerator+ for Planner & Project



Comprehensive Project & Portfolio Management

Let's talk



Why extend with Accelerator+?

- Extends Planner for the web (formally known as Project for the web) to provide an enterprise project and portfolio management solution.
- Fully customisable and extendable to meet your needs.
- Deployed securely in your Microsoft 365 tenant.
- Only requires Microsoft licensing.

Created to enable everyone to benefit from best practice project management, the **Wellington Accelerator+** enables small teams, large teams and global teams to transform how they manage their work. Customised to align with your ways of working, the **Wellington Accelerator+** is deployed securely in your M365 tenant and only requires standard Microsoft licensing.

Deployment approach & timescale

Typically 6 – 8 weeks deployment time from initial Environment Readiness through to Go Live, our Senior Project Management Consultant and Technical Engineers will lead you through the whole process. We run workshops to gather your requirements and liaise direct with your IT colleagues. We do all the heavy lifting, securely within your M365 tenant.

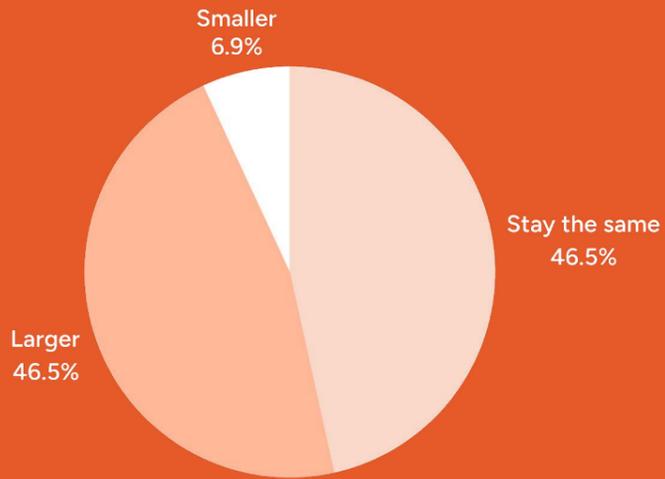
- Workshops
- Build
- Test
- Train
- Deploy
- Optional Annual PPM Support





The Future PMO

The Future PMO Headcount



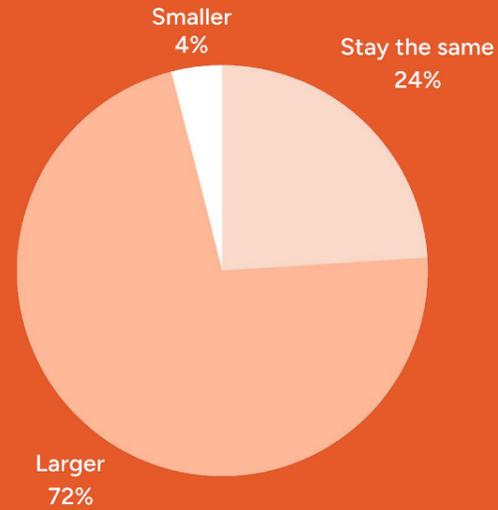
Only **7%** see it reducing.

Just under **50%** of PMOs perceive their headcount will increase.

A significant portion of respondents see the scope and responsibilities of PMOs increasing, yet less than half see additional headcount. This suggests a real need to increase productivity. Automation through project management technology solutions plays a key role in bridging this productivity gap.

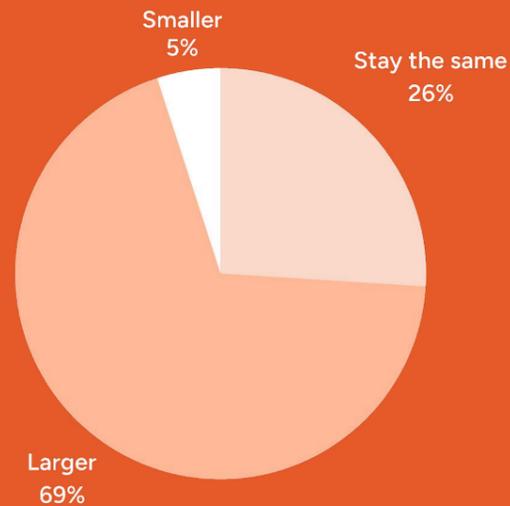
Solutions such as Microsoft Copilot, Microsoft Agents and the Microsoft Power Platform can drive significant productivity gains.

The Future PMO Scope and Responsibilities



There is significant expectation that the role of the PMO will grow larger in the future.

The Future PMO Perceived Value



69% of respondents see the perceived value of their PMO increasing. A positive statement.



About This Report

We asked a series of 48 questions relating to project, programme and portfolio management.

Project Management professionals from across all industries were invited to participate by completing the online questionnaire. This was publicised internationally and was open for participation through the end of Q4 2024. Vince Hines, Managing Director, Wellington is the author of this report, created based on the data collected from the questionnaire.

Respondent specific survey data is kept in strictest confidence. This report has been anonymised and includes trends, averages and totals data.

Wellington does not share respondent specific data with any third parties. Wellington Limited is registered in accordance with the UK Data Protection Act 1998: Z9727037.

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“Wellingtone came across as great people whose primary objective was to support our journey - not just sell licenses and bow out, as some vendors do”

Simon Davies, Head of P3M for Government Solutions, KBR

About Us

Established over 22 years ago, we work with organisations of all sizes and industries. We work as your trusted partner, transforming your ability to deliver projects, driving success for your organisation.

Our project management training, consulting and Microsoft technology-based services are unique. We are an APM Accredited Training Provider, a PMI Authorised Training Partner, P3M3 Axelos Consulting Partner, and Microsoft Gold Partner for project management. In 2024, Microsoft identified us as one of their top four partners globally for project management. Our ground-breaking courses, industry-leading publications, Microsoft technology expertise, and reputation set us apart.



Read more

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L: [linkedin.com/wellingtone](https://www.linkedin.com/company/wellingtone)

Let's talk



Our locations

Our corporate head office is in the historic Royal town of Windsor, England. Our clients are global and our team is a multicultural, multi-language group, with native speakers in several languages, including English, Spanish, and Portuguese.



“Wellingtone have the right combination of technical expertise and PPM knowledge. They know what good looks like and how to keep you focused on reaching that point. Most importantly, they have equipped us to make significant strides in our PMO maturity.”

Louise Allcock, IT PMO Manager, Nuclear Restoration Service

**FUTURE
PMO** 

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