wellingtone.

The State of Project Management
2026

your project management **partner**

Hello!

Established in 2001, 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, P3M3 Axelos Consulting Partner, and Microsoft Gold Partner for project management.

In 2025, we won Microsoft Partner of the Year for Project and Portfolio Management, a prestigious global award recognising us as Microsoft's no.1 partner for project management technology.

Our ground-breaking courses, industry-leading publications, Microsoft technology expertise, and reputation set us apart.

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.

Microsoft
Microsoft Partner
Winner
2025 Partner of the Year
Project & Portfolio Management Award

Gold **Microsoft Partner**
Microsoft

P3M3 AXELOS CONSULTING PARTNER

APM Training Provider Accreditation

CYBER ESSENTIALS CERTIFIED PLUS

HM Government G-Cloud Supplier

United Kingdom   **Ireland**   **Spain**   **India**   **USA**

ONTIC
In just three years, we have travelled from manual project management to a PMO that we consider fit to put its name forward for a globally recognised award. That's a huge achievement, and it is a journey that would not have been possible without the support of the Wellingtone team.

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wellingtone.

Welcome to the future of project management

Vince Hines | Managing Director Wellingtone

The State of Project Management is an annual report created, owned and published by Wellingtone 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.
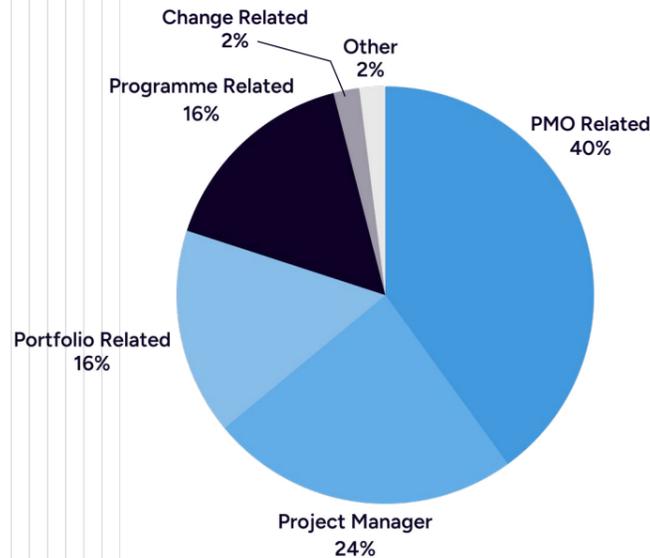
vince.hines@wellingtone.co.uk

Contents

About the Participants

250+ Participating Organisations

Participants Role Type

- Change Related 2%
- Other 2%
- Programme Related 16%
- PMO Related 40%
- Portfolio Related 16%
- Project Manager 24%

Participants Qualifications

% of Participants (y-axis: 0, 10, 20, 30, 40, 50)

Categories: PRINCE2, APM - PMQ, PMI - PMP, APM - PFQ, Wellingtone - Other, Wellingtone - PMO
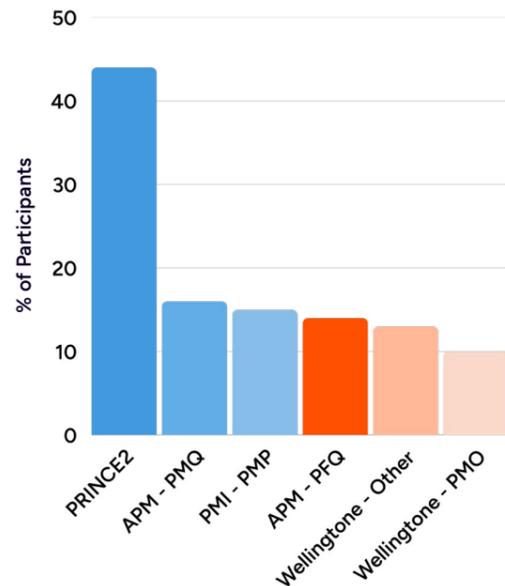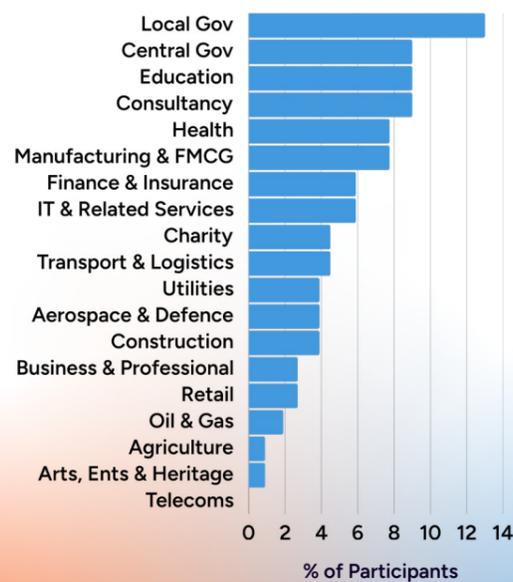
Thank you to all those who participated from across our profession. Respondents tended to be highly experienced, professionally qualified project management practitioners from across a wide spread of industries and geographic regions.

The average participant works in the PMO, has more than 11 years' experience, and is employed by a large (+5,000 FTEs) organisation.

PRINCE2 was the most common qualification. 25% have undertaken APM Accredited training with Wellingtone, including 11% participating in the Wellingtone PMO Pathway.

Participants Industry

Categories (top to bottom): Local Gov, Central Gov, Education, Consultancy, Health, Manufacturing & FMCG, Finance & Insurance, IT & Related Services, Charity, Transport & Logistics, Utilities, Aerospace & Defence, Construction, Business & Professional, Retail, Oil & Gas, Agriculture, Arts, Ents & Heritage, Telecoms

% of Participants (x-axis: 0, 2, 4, 6, 8, 10, 12, 14)

Headline Statistics

1/3rd of projects are not baselined. How can progress performance be tracked?

44% of respondents are somewhat or very dissatisfied with the current level of project management maturity in their organisation.

67% believe the scope and responsibilities of their PMO will get larger in the future.

The most challenging project management processes to embed are:

Benefits Realisation
Resource Management
Project Prioritisation

22% are still planning on Microsoft Excel, with a further 11% not having any project management solution at all.
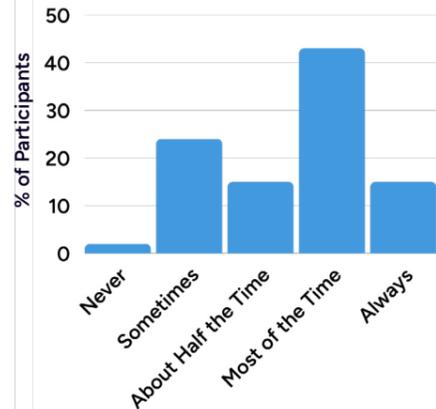
72% of respondents spend ½ a day or more every month collating project reports.

½

FUTURE PMO

A third of respondents have attended at least one Wellingtone FuturePMO conference.
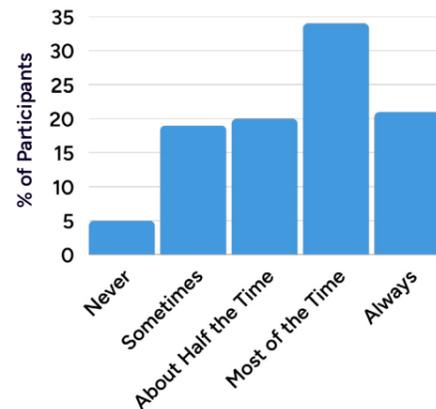
The Project Management Basics

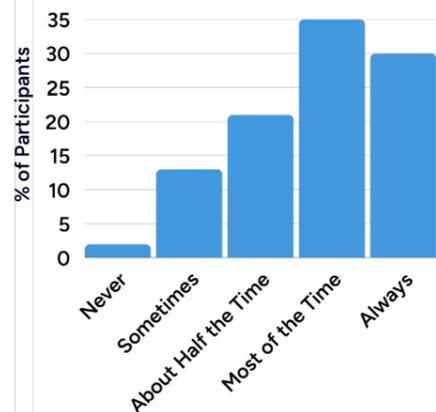## How Often is a Defined Methodology Applied to Projects?

58% mostly or always apply a defined project methodology

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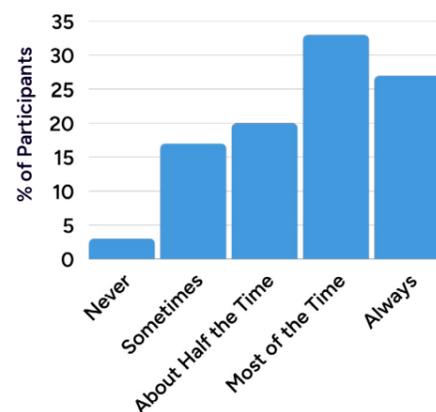

55% mostly or always create a scoping document as part of planning

Are Project Schedules Actively Used as Part of Managing Projects?

65% mostly or always actively use a project schedule

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

60% mostly or always engage in project risk management

These results have slowly improved since our research started in 2016. A quarter of projects tend to be run without applying a defined project management approach, with perhaps unsurprisingly, a similar number not creating a scoping document during the planning phase. Data on poor project performance is informed by these results.

One-fifth of Project Managers do not regularly engage in risk management. Many projects appear to be run in an ad-hoc fashion, reducing the changes of success significantly. There is room for improvement.

PPM Process Value vs. Difficulty to Embed
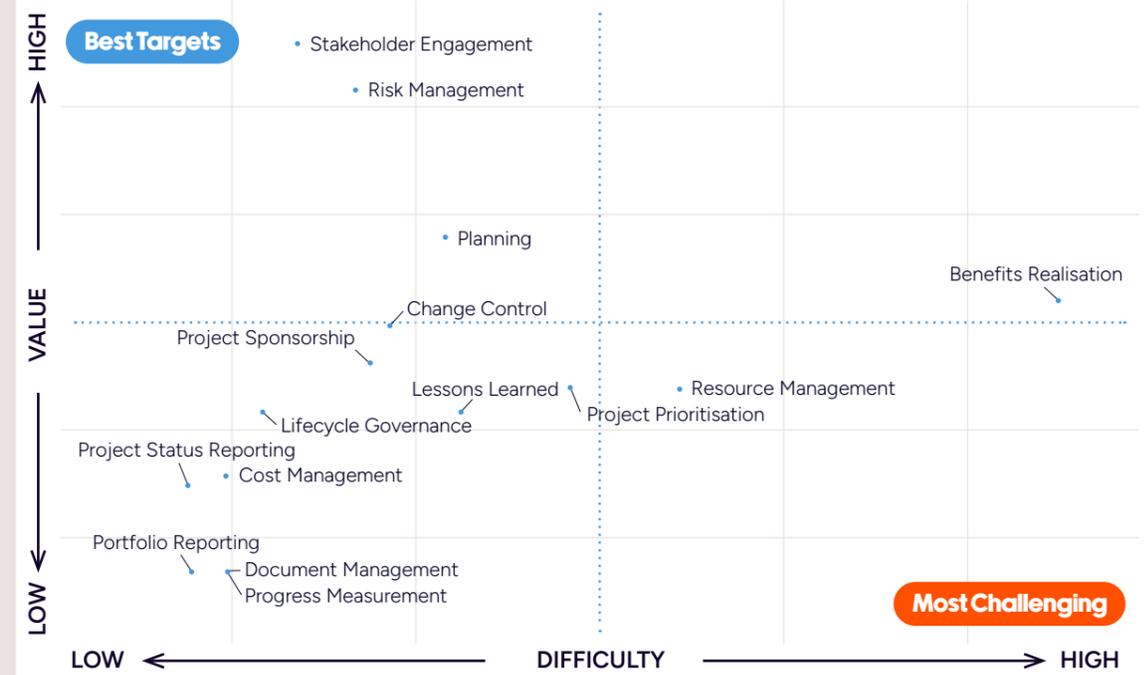
PPM Processes; Value vs. Difficulty

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, Change Control, 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 Resource Management.

A note around Lessons Learned is also worthwhile. 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 form good Lessons Learned processes and we would encourage you to consider your approach.

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.

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
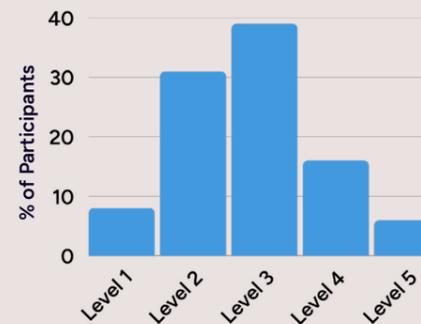
Axelos P3M3 Audit

- 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
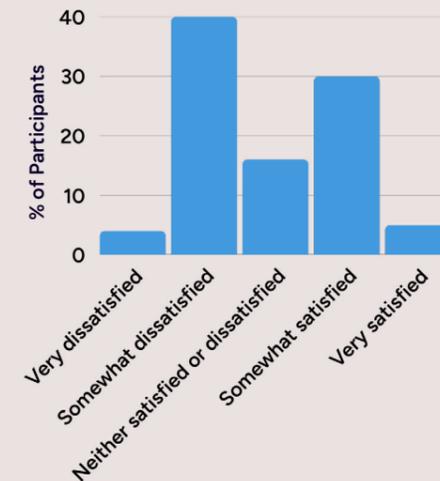
Learn More

PPM Maturity

Current Level of Maturity

22% believe the current level of project management maturity across their organisation is 4 or 5. This is optimistic.

Are You Satisfied With the Current Level of Maturity
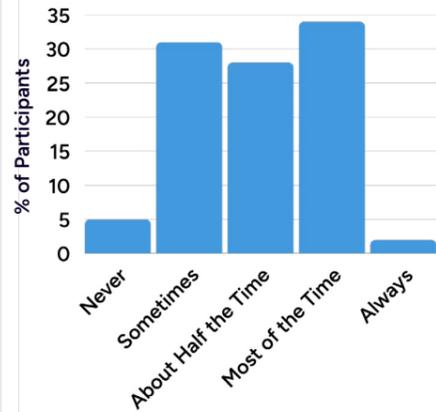

35% are somewhat or very satisfied with the current level of project management maturity.

44% of respondents are somewhat or very dissatisfied with the current level of project management maturity in their organisation. This is a significant figure and remains largely consistent since we starting publishing this data almost 10 years ago. This suggests respondents recognise what 'good' project and portfolio management looks like, but do not see it in their own organisation, nor have they seen marked improvements over the last 10 years. The positive is that stakeholders usually have an appetite for change that brings about improved project management methods, processes, tools & training.

22% of respondents believe their organisation has a project management maturity of level 4 or 5. Real world evidence suggests this is 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.
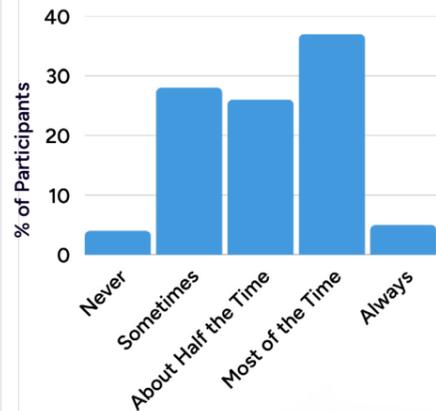
Project Performance
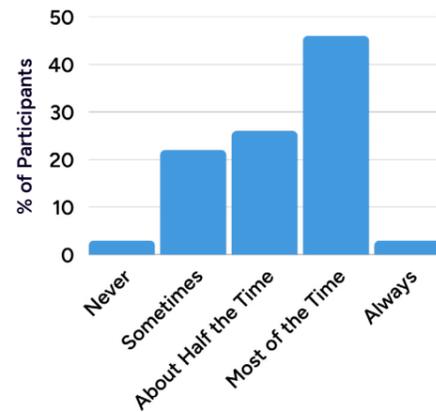
How Often are Projects Completed on Time?

% of Participants

(bar chart: Never ~5, Sometimes ~31, About Half the Time ~28, Most of the Time ~34, Always ~2)

36% of organisations mostly or always complete projects on time

How Often are Projects Completed on Budget?

% of Participants

(bar chart: Never ~2, Sometimes ~22, About Half the Time ~26, Most of the Time ~46, Always ~2)

49% of organisations mostly or always complete projects on budget

How Often do Projects Deliver Their Full Benefits?

% of Participants

(bar chart: Never ~3, Sometimes ~28, About Half the Time ~26, Most of the Time ~37, Always ~5)

42% of organisations mostly or always deliver the full benefits of their projects

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

% of Participants

(bar chart: Never ~1, Sometimes ~27, About Half the Time ~19, Most of the Time ~44, Always ~8)
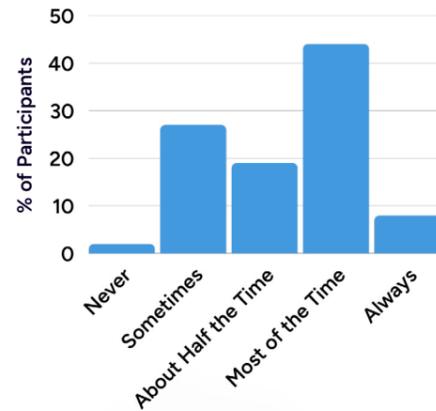
... BUT

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

What are the largest Project Management challenges in your organisation?

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

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

This year, there has been improvements in Project Manager training, as it falls down the list to number 8. Equally attention now moves to the Sponsor where this now sits as the 5th largest challenge.

Poor scope management and inconsistency in approach aligns with the results stated in 'Project Management Basics'. Organisations need to get the basics right; have a consistency approach, with a planning stage, scoping documents, change control, and performance KPIs utilising baselines. This is very achievable.

Our Training Services

We enable you and your colleagues to succeed with our ground-breaking public and customised in-house project management and Microsoft Training Courses.

We are the only organisation worldwide that is both an Association for Project Management (APM) Accredited Training Provider and a Microsoft Gold Partner with the Project & Portfolio Management (PPM) specialisation. We have authored more project management and PMO Training Courses to have been independently assessed and Accredited by the APM than any other organisation.

Our courses are innovative, delivered by our own Senior Training Consultants, and have amazing feedback.

Customised Training Courses

We author and deliver customised training for your project management community.

Our courses align with industry best practice, are delivered in-person or remotely, tailored to your exact needs.

APM Accredited Courses

Authors of more APM Accredited professional courses than any other organisation, we deliver innovative and fun courses every single day.

Our APM PFQ & PMQ exam pass rates are amongst the very best.

Public Training Courses

Everyone can benefit from our innovative training with our public course schedule.

Most courses are delivered remotely, and everyone receives full hard copy training material.
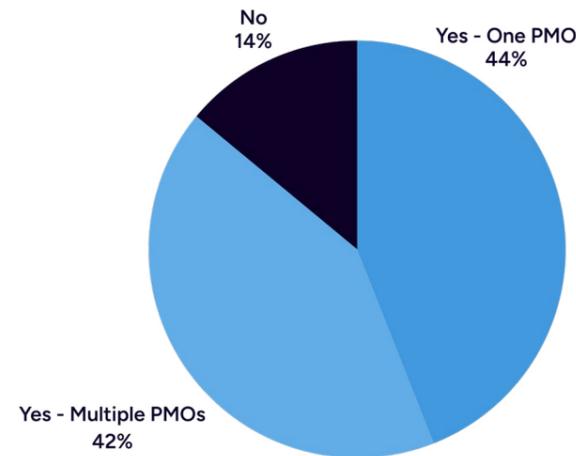
Scan for Info

dyson

Wellingtone are not your usual trainers. They're forward thinking. They don't just deliver training – they provide all kinds of extra value. They gave us the inspiration not just to replicate, but to innovate.
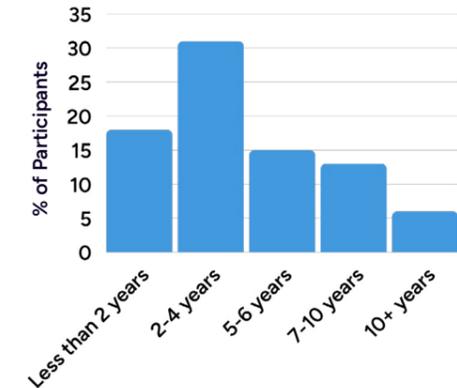
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The PMO

Does Your Organisation Have A PMO?

No 14%
Yes - One PMO 44%
Yes - Multiple PMOs 42%

86% of organisations have at least one PMO.

How Long Has Your PMO Been Established?

% of Participants
Less than 2 years / 2-4 years / 5-6 years / 7-10 years / 10+ years

But nearly 50% are less than 4 years old.

Which Activites Are Undertaken By Your PMO?

- Project status reporting
- Maintaining the project / portfolio list
- Maintain project methodology & doc templates
- Facilitating project approval processes
- Facilitating lessons learned
- Project Assurance
- Providing project management expertise
- Facilitating gate reviews
- Mentoring project professionals
- Resource management / planning
- Ownership of project management software
- Facilitating priority scoring of proposed projects
- Provision of Project Managers
- Training project professionals
- Facilitating cross project dependency management
- Facilitating post project benefits tracking

0 10 20 30 40 50 60 70
% of Participants

**PMO activities that have increased the most, relatively, in recent years:**

- Facilitating lessons learned
- Facilitating post-project benefits tracking
- Providing project management expertise
- Mentoring project professionals
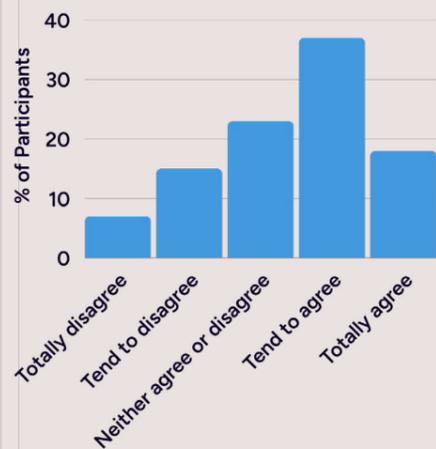- Facilitating priority scoring of proposed projects

Benchmark Your PMO

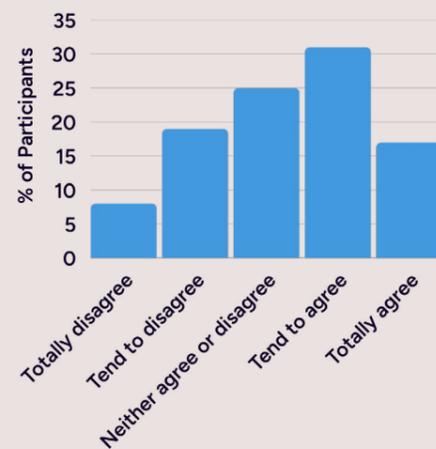### PMO Remit and Objectives Are Sufficiently Clear Within The Organisation
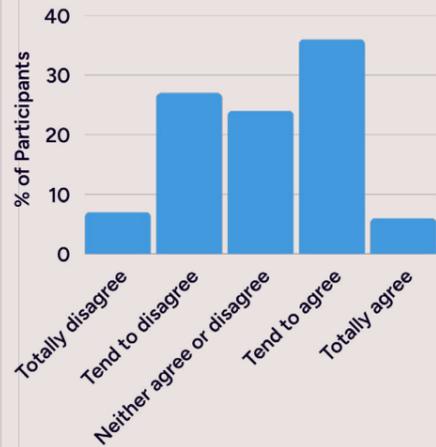
PMO Has A Commited Available Sponsor To Guide Future Direction
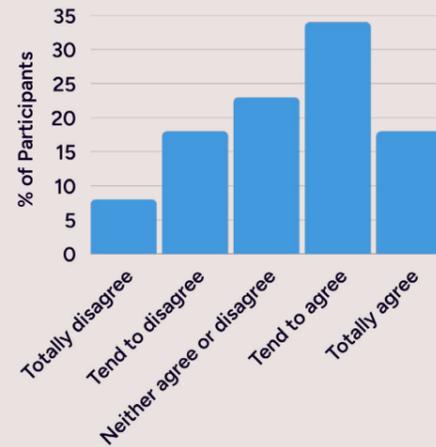
Roles And Responsibilities Within The PMO Team Are Clearly Defined

The PMO Periodically Assess Their Own Maturity Level

The results of the PMO benchmark data are encouraging as they suggest a slow trend of increased PMO capability.

For example, in 2017 only a third of PMOs agreed they had 'a clear remit & objectives'. In 2026 this is now reported at 42%.

Similarly, PMOs with clearly defined roles and responsibilities has improved from 43% to 55%.
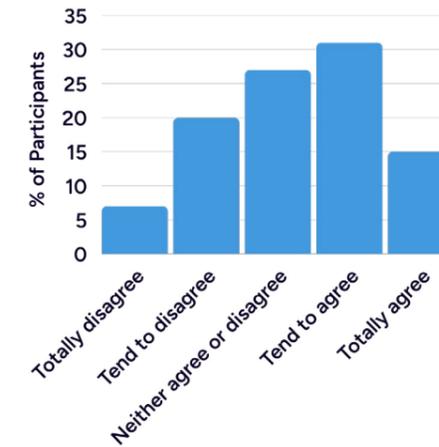
The most dramatic improvement comes from PMOs now assessing their own maturity. This has increased from 26% to 48%.

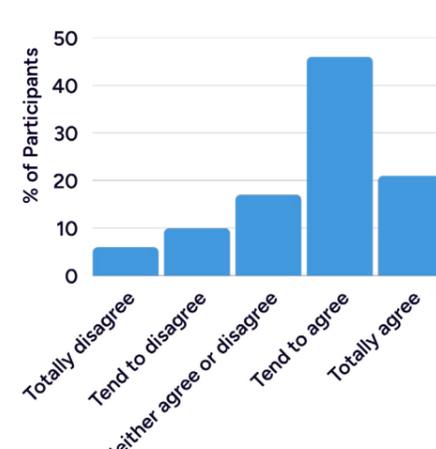Consider your PMO. Where do you see your PMO when assessing these maturity characteristics?

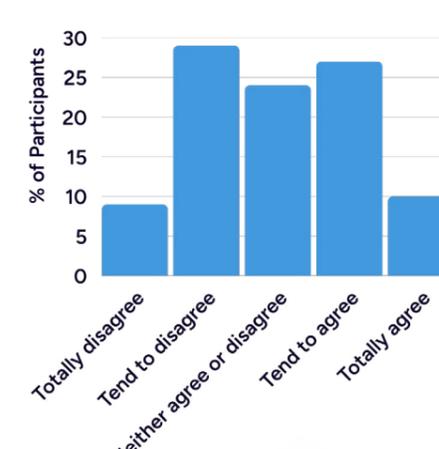### The PMO Is Recognised As A Strategic Business Partner
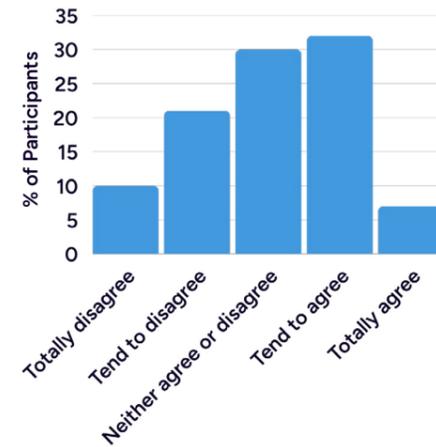
PMO Has A Defined Strategy With An Agreed Roadmap

The PMO Champions A Culture Of Project Management In The Organisation

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

In 2017 only 21% of PMOs had a defined 'catalogue of services'. Today this sits at 37%.

This does however still leave room for improvement with 38% of PMOs not having a defined service catalogue.

Perhaps with half of PMOs being less than 4 years old there are many that are still finding their feet and focusing on justifying their existence.

Project & Portfolio Management Reporting

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

Not applicable
9%

4 hours to 1 day
31%

More than 2 days
21%

Less than 4 hours
19%

1-2 days
20%
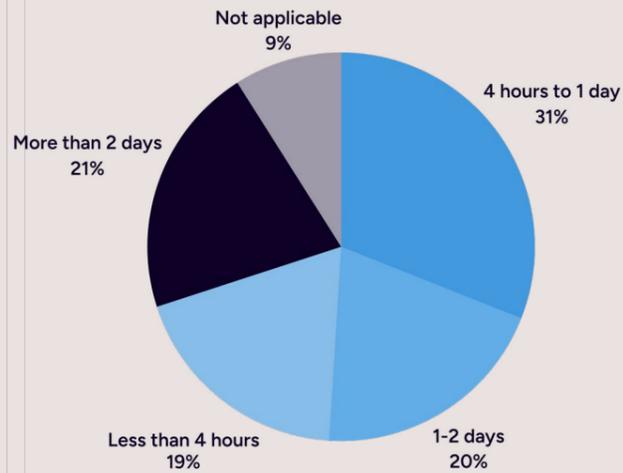
72% of people spend ½ a day or more every month manually collating project reports.

This is disappointing. The latest PPM solutions bring automated reporting, eliminating this low value activity.

The lack of access to real time KPIs also point to lack of technology investment.

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

Don't know
16%

Yes
40%

No
44%
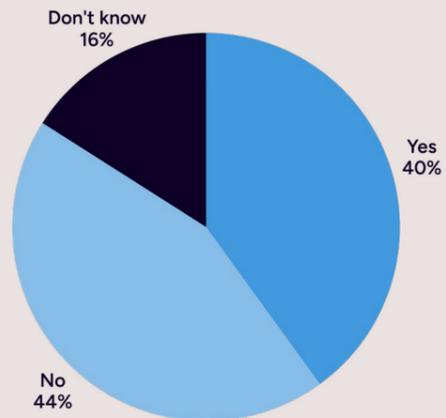
Decision makers need access to accurate and up-to-date project KPIs. Project Managers and PMO's need to eliminate reporting burdens.

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 on its own it supports the business case for technology investment.

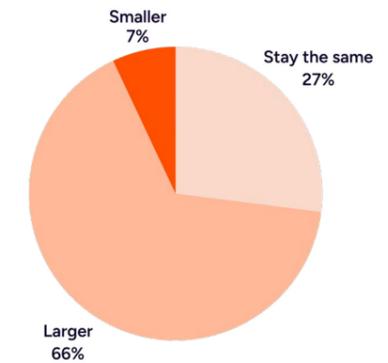Half of organisations do not have access to real time KPIs. Its time to embrace technology.

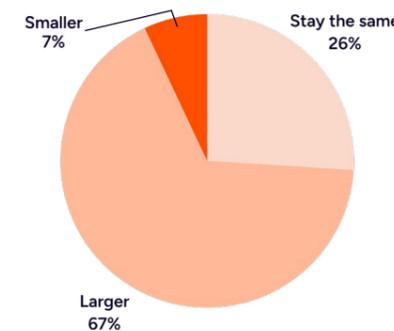
The Future PMO

The Future PMO Headcount

Smaller
13%

Stay the same
47%

Larger
40%
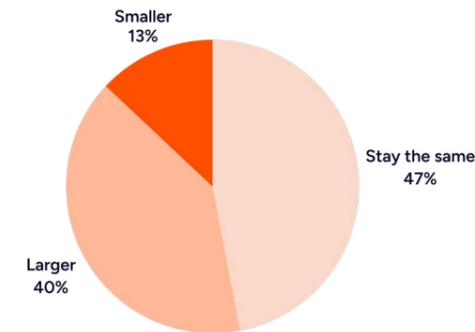
40% of PMOs perceive their headcount will increase. Only 13% see it reducing.

The Future PMO Scope And Responsibilities


Smaller
7%

Stay the same
26%

Larger
67%

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.

Future predictions suggest more work will become project based. Aligned with this, it is widely recognised there is a very significant need to increase project management skills.

What is your organisation doing to prepare for the future?

The Future PMO Perceived Value

Smaller
7%

Stay the same
27%

Larger
66%

66% of respondents see the perceived value of their PMO increasing. A positive statement.

The Future % Work Project Based

I Don't Know
4%

Decrease
12%

Stay the same
21%

Increase
63%
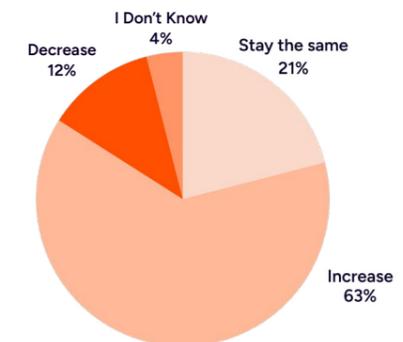
The Future % People Need PM Skills

I Don't Know
5%

Decrease
2%

Stay the same
21%

Increase
73%
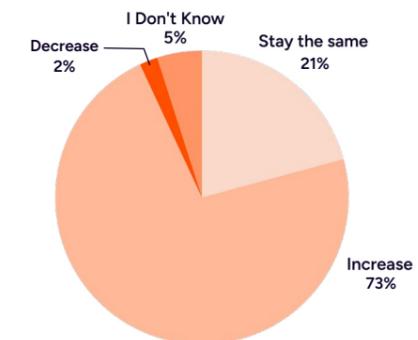
Transform Microsoft Planner

The **Wellingtone Accelerator+** Power App transforms Microsoft Planner (formerly known as Project for the web) into a PMO-ready project and portfolio management solution, customisable to align with your ways of working.

The **Wellingtone Accelerator+** includes all these great features, driven by best practice project and portfolio management.

Scan for Info

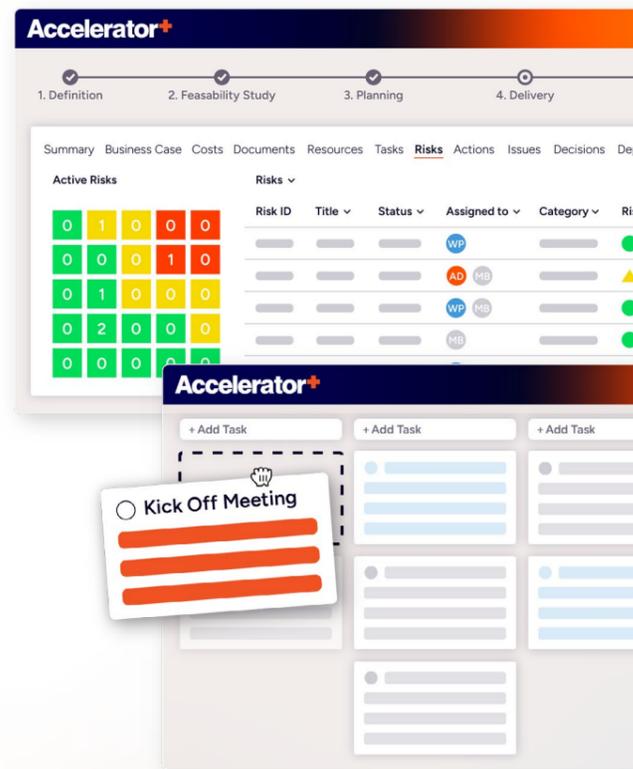|	
Pipeline	**+**
Projects	**+**
Baselines	**+**
Governance Workflows	**+**
Portfolio Management	**+**
Programme Management	**+**
Resource Management	**+**
Cost Management	**+**
Risks and Issues	**+**
Actions	**+**
Decisions	**+**
Change Control	**+**
Status Reports	**+**
Lessons Learned	**+**
Benefits Management	**+**
Dependency Management	**+**
Change Management	**+**
Power BI Reporting Suite	**+**

KBR

Accelerator+ is underpinning the digital transformation pathway in our PMO's modernisation journey. I see real potential to introduce Wellingtone's solution to our own customers, and Wellingtone as the implementation partner.

Accelerator+ Plugins and Apps

The **Wellingtone Accelerator+** provides comprehensive project, PMO, and portfolio management functionality. Our continuing investment ensures those looking for the most powerful advanced capabilities are also covered with our **Accelerator+** Plugins & stand alone Apps. Deploy at any time and benefit immediately.

OKRs Management App
? Looking to implement OKRs or replace Viva Goals?
- Extend the **Wellingtone Accelerator+** OR deploy as a stand alone Microsoft Power App, you can now manage Objectives and Key Results.

Time Management App
? Looking to implement a time management solution?
- Extend the **Wellingtone Accelerator+** OR deploy as a stand alone Microsoft Power App, everyone can now track all their work, including **Accelerator+** assignments, BAU & non-working time.

Marty, the AI Agent
? Looking to embrace the very latest AI productivity tool?
- Marty, a Microsoft AI Agent, takes on the heavy lifting. Embedded within Teams, ask natural language questions on projects, tasks, progress, resources, risks, and fully automate monthly reporting - a revolution in productivity.

Advanced Resource Management Plugin
? Looking to use generic resources, manage demand, and gain deep insights?
- Assign generic resources, swap for individuals, view resource heatmaps, and much more.

Advanced Cost Management Plugin
? Looking to track cost by item by month, using your own cost categories?
- Split project costs by type and month. Track actuals, forecast & budget, use multi-currencies, and visualise with Power BI reports.

Gives & Gets Management Plugin
? Looking for task level cross-project dependency management?
- Define and track task level 'gives' and 'gets' dependencies between projects. Great RAG reports enable great dependency management.

Advanced Programme Management Plugin
? Looking for detailed programme management beyond just project grouping?
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Book a demo with Baz or watch our on-demand videos.

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meet baz
Commercial Director

NRS Wellingtone have the right combination of technical expertise and PPM knowledge. Most importantly, they have equipped us to make significant strides in our PMO maturity.

Preparing For The Future

Does your organisation have a track record of project success? 52% of respondents feel their organisation does, yet the performance data suggest this is optimistic.

Organisations need to achieve strategic objectives. These are typically driven through projects. Project performance is therefore key to organisational success, yet project management capability is often below the radar of senior decision makers.

Our goal is to transform project management capability. We hope you share this ambition. Here is some food for thought for you to ponder as you reflect on your organisation and its ability to deliver projects on time, within budget, realising benefits, driving success.

Does your organisation have...

- [ ] A clear understanding of how many projects you have, and therefore a clear definition of what IS a project?

- [ ] A defined, consistent approach to selecting, planning, running, closing projects, and monitoring post-project benefits?

- [ ] A corporate project & portfolio management solution that enables this consistency in project & portfolio management?

- [ ] A PMO with a defined service catalogue, that champions best practice project management?

- [ ] Accredited training for Project Managers and Sponsors, aligned to your ways of working, project governance, and tools?

- [ ] Clear project KPIs that can be accessed when needed, not just weeks after month end?

- [ ] A defined approach to project selection & prioritisation, so every idea does not turn into a project? The organisation recognises there is capacity to run only so many projects.

- [ ] Celebration of project successes? Forensic evaluation of failures? Future behaviour driven by learned lessons?

- [ ] A view on your current maturity and a roadmap of where you want to go?

Leicestershire County Council

Ultimately, Wellingtone's goal is to give you the right tools to make your project management better, and for us that's what sets them apart from other suppliers.

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 2025.

Vince Hines, Managing Director, Wellingtone 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.

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

You are welcome to share and quote this report. Please ensure you cite appropriate references and acknowledgments when doing so.

Wellingtone Community

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Learn, Share & Grow

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. Let's learn, share and grow together! Membership of the Wellingtone Community is free. Anyone involved in project management is welcome to join.

We have several LinkedIn groups, including general communities in both English and Spanish, as well as an exclusive group for past delegates of our APM Accredited PMO Practitioner Training Course.

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