

September 2023

Reimagining Project Delivery

Insights into a survey of attendees at the recent APM London Branch evening event on Project Data Analytics



**A new dawn
awaits us**

**How are you
preparing for it?**



**It is within our grasp
How do we make it happen?**

**Transforming how we deliver projects by
using the power of data and AI**



Proudly developed
in collaboration
with the



Overview:

On 14 September 2023 the APM London Branch hosted an event on Reimagining Project Delivery through the power of project data analytics. During the event, Martin Paver provided insights into the current status of data driven project delivery, from the policy backdrop through to the application of some of the latest technology.

During the event attendees were invited to participate in a Slido survey, split into 3 parts at the start, mid and end of the presentation. This report summarises the insights from that survey, providing a glimpse into the current status of data driven project delivery within the profession.

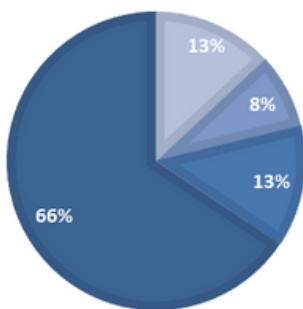
66% of the audience were from organisations with over 200 employees. 76% of attendees classified themselves as junior level professionals or middle management.

Martin Paver was invited by the APM London Branch to deliver the presentation. Martin is:

- Founder of the Project Data Analytics Task Force
- Founder of the Project Data Analytics community
- Member of the APM's Data Advisory Group
- Co-author of the PRINCE2 and AI guidebook
- Fellow of APM
- CEO of Projecting Success

WHAT IS THE SIZE OF YOUR ORGANISATION

■ Very small (1-10 employees) ■ Small (11-50 employees)
■ Medium-sized (51-200 employees) ■ Large (Over 201 employees)



HOW WOULD YOU CATEGORISE YOUR ROLE?

Specialist/Expert: Professionals with deep knowledge in a specific domain or field, often sought for their expertise on particular subjects (you may not have line management responsibilities).

9%

Junior/Entry-level Professional: Those who are relatively new to their fields or roles, often in the early stages of their careers.

26%

Middle Management: Individuals who manage teams, departments, or projects and report to senior leaders.

50%

Senior Leader/Executive: Responsible for strategic decisions, often with oversight over large portions, if not all, of the organisation.

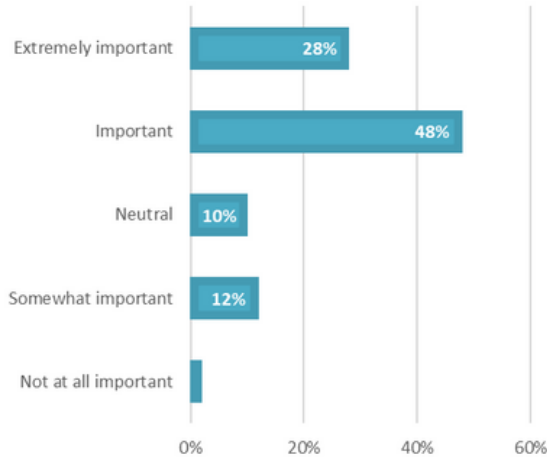
15%

0% 20% 40% 60%

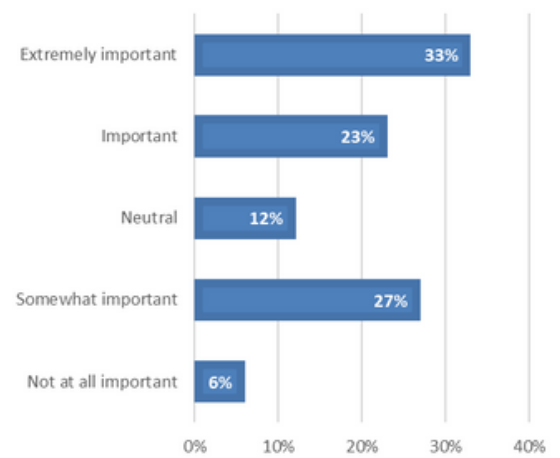


Importance

HOW IMPORTANT IS PROJECT DATA ANALYTICS TO YOU?



HOW IMPORTANT IS PROJECT DATA ANALYTICS TO YOUR ORGANISATION?



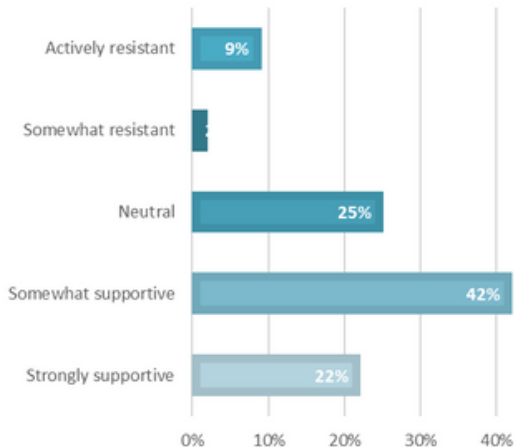
70% of those surveyed viewed project data analytics as important or extremely important. This compares with 55% when viewed through an organisational lens. This indicates a disconnect between personal and organisational objectives.

22% of senior leadership were perceived to be strongly supportive, with 9% actively resisting it. This 9% may be enough to paralyse an organisation.

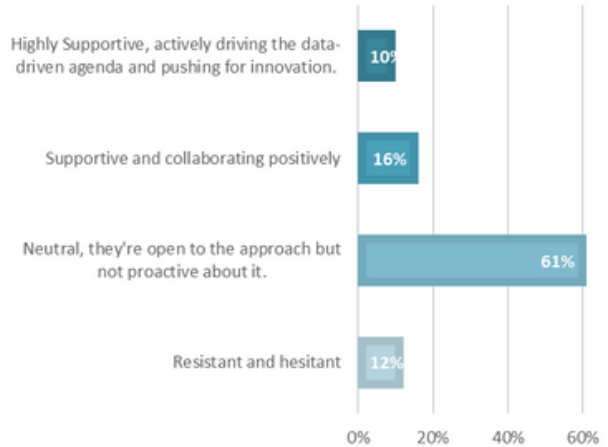
It is evident that clients aren't yet shaping the agenda. 73% were regarded as neutral or resistant. Our profession will only unlock the potential of data driven project delivery when we secure a high level of client support. **How do we achieve this?**

Level of support

HOW WOULD YOU DESCRIBE THE LEVEL OF SENIOR LEADERSHIP SUPPORT FOR DATA-DRIVEN PROJECT DELIVERY IN YOUR ORGANISATION?

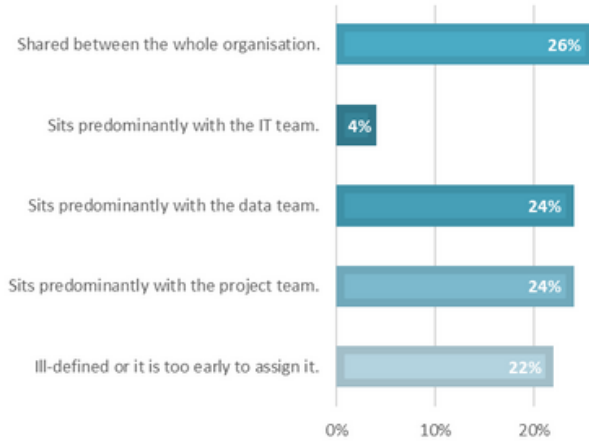


REGARDING DATA-DRIVEN PROJECT DELIVERY, HOW SUPPORTIVE ARE YOUR CLIENTS?

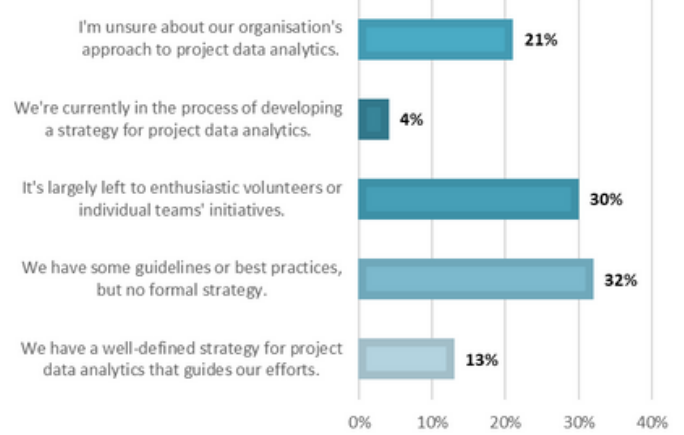


Approach & Responsibility

WHERE DOES THE RESPONSIBILITY FOR DATA-DRIVEN PROJECT DELIVERY PRIMARILY LIE IN YOUR ORGANISATION?



HOW WOULD YOU DESCRIBE YOUR ORGANISATION'S APPROACH TO PROJECT DATA ANALYTICS?



The responsibility for data driven project delivery is varied. 22% believe that is responsibility is ill-defined or too early to assign it. 24% see responsibility sitting with the data team.

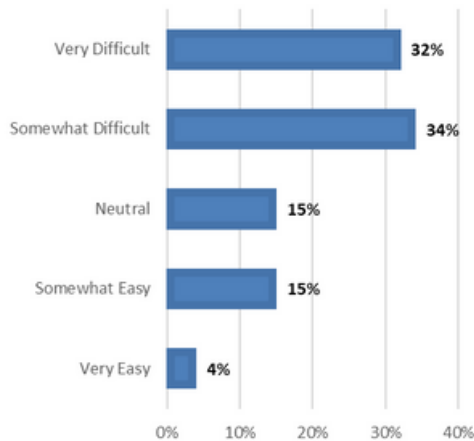
Only 13% of participants have a well defined strategy. 66% have some guidelines, with responsibility often left with enthusiastic volunteers or individual initiatives

Only 4% of people find gaining access to data as very easy. 66% find it difficult to very difficult. 19% of people find the data good enough for the intended purpose.

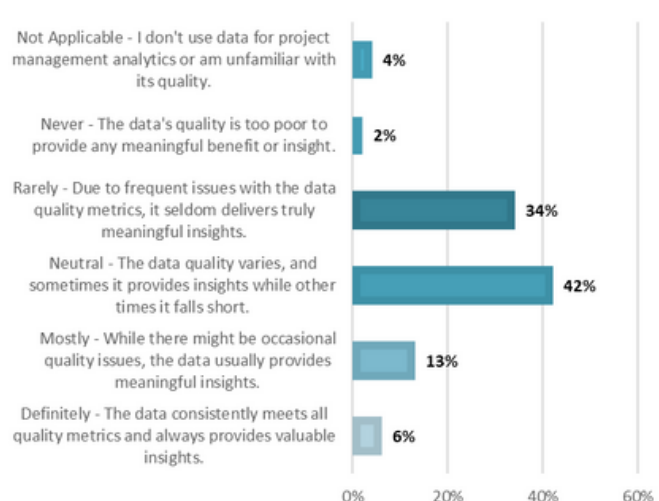
This will be one of the key barriers to unlocking the potential. Furthermore, it is helpful to differentiate between data inside of the organisation vs data across the supply chain, but within the scope of the project.

Data Access & Quality

HOW EASY IS IT FOR YOU TO ACCESS THE DATA REQUIRED TO UNDERPIN DATA-DRIVEN PROJECT DELIVERY?



DO YOU FEEL THE DATA YOU USE IS OF HIGH ENOUGH QUALITY TO DELIVER MEANINGFUL BENEFITS AND INSIGHTS?

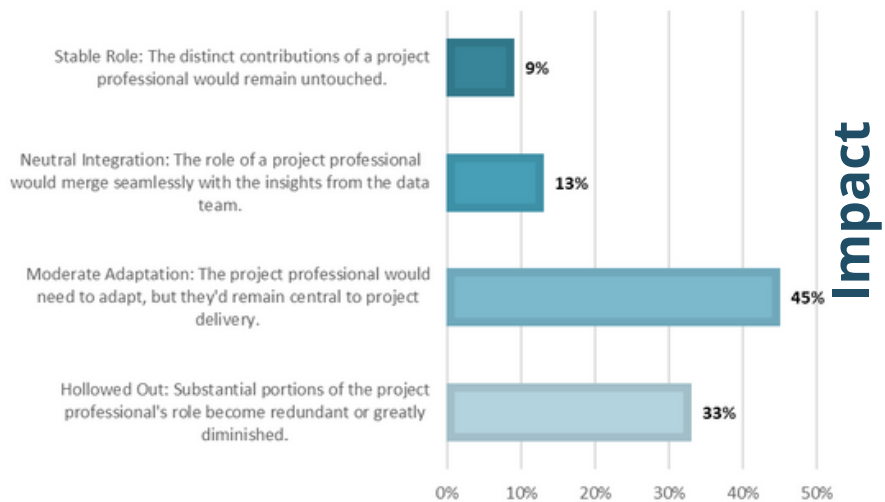


WHAT ARE THE MAIN BARRIERS TO ROLLING OUT DATA-DRIVEN PROJECT DELIVERY WITHIN YOUR ORGANISATION RANK BASED ON THEIR IMPORTANCE.

Barriers



IF A SPECIALISED DATA TEAM HANDLES ALL ANALYTICS, HOW DO YOU PERCEIVE THE POTENTIAL EVOLUTION OF THE PROJECT PROFESSIONAL'S ROLE?



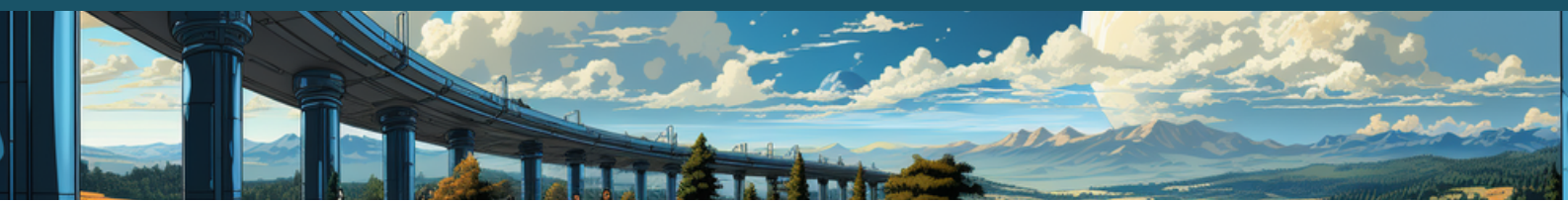
Impact

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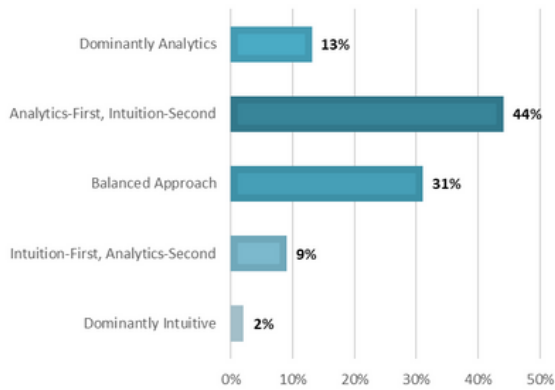
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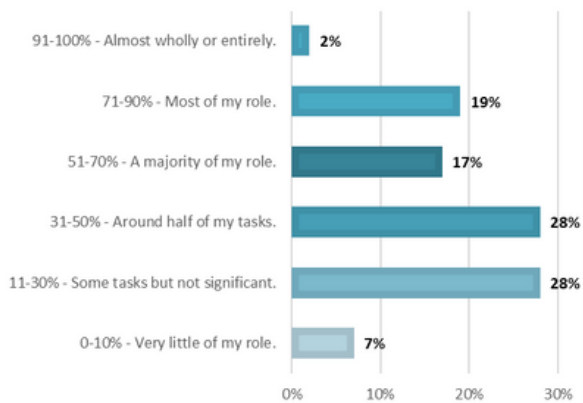
Intuition vs analysis

HOW DO YOU FORESEE THE BALANCE BETWEEN INTUITIVE JUDGEMENT AND STATISTICAL ANALYSIS IN THE RISK MANAGEMENT PROFESSION?



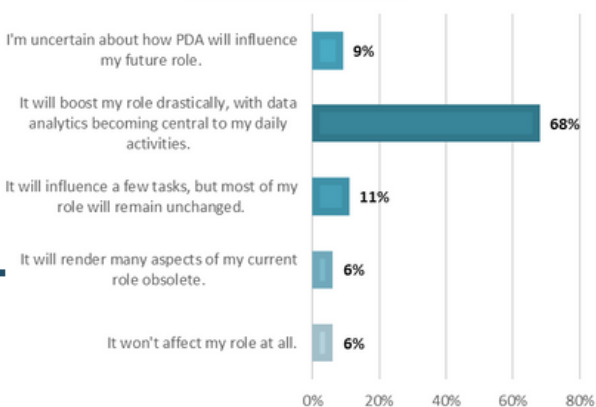
Automation

OVER THE NEXT 2 YEARS, WHAT PERCENTAGE OF YOUR CURRENT ROLE DO YOU BELIEVE COULD BE AUTOMATED?

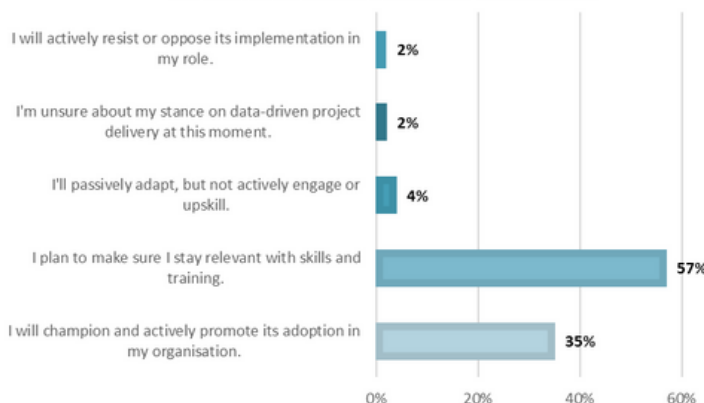


Impact on role

HOW DO YOU FORESEE PROJECT DATA ANALYTICS AFFECTING YOUR ROLE TWO YEARS FROM NOW?



HOW DO YOU PLAN TO RESPOND, GIVEN THE POTENTIAL THREATS AND OPPORTUNITIES POSED BY DATA-DRIVEN PROJECT DELIVERY?



How will you respond?

Risk management is often the human process of guessing what is going to wrong. We use our intuition to forecast probability and impact. There was general consensus that it likely this will shift to an analytics first approach. The challenge will be whether the analytics gives senior leaders the result they expect to see and the degree to which they feel inclined to manipulate it.

When asked about the potential impact of automation on their roles, 21% of people expect that over 70% of their role will be automated. 65% of people anticipate that at least 30% of their role will be automated.

68% of people envisage that project data analytics will boost their role drastically, with data analytics becoming central to their daily activities.

92% of people will stay relevant with upgrading their skills. 35% will champion and actively promote adoption within their organisation. These people will become the pathfinders and advocates who will reshape the profession.

We are clearly entering a new era. How many people and organisations are adequately prepared for it?



What does this all mean?

What insights can we take from the survey?

How should we respond?



Data Accessibility and Strategy:

The issue of data accessibility is evident with only 4% finding it straightforward. More pressing is the clarity on responsibility for data-driven project delivery. While only 13% have a concrete strategy, 66% operate under some guidance, often spearheaded by proactive volunteers. Leadership must encourage this enthusiasm, but individuals also need to lean in, acquire necessary skills, and drive initiatives from the ground up.



Impact of Automation and Data on Roles:

A notable percentage of professionals anticipate large portions of their roles being automated. A majority, 68%, foresee data analytics significantly enhancing their roles, becoming a staple in their daily activities. Meanwhile, 92% aim to remain pertinent by updating their skills, with 35% championing this transition, standing out as promoters and forerunners of the profession.



Organisational Perspective on the Importance of Analytics:

There's a clear disparity between individual and organisational viewpoints on project data analytics. 70% deem it essential on a personal level, but this dips to 55% at an organisational level. The stance of senior leadership is also varied, with 22% strongly in favour, while 9% actively oppose, potentially hampering advancement.



Client and Leadership's Role in the Data Transformation:

Clients aren't predominantly driving the data-focused approach, with 73% perceived as neutral or resistant. For the full potential of data-driven project delivery to be harnessed, not only is significant client backing essential, but strong leadership commitment is crucial. The emphasis is on client to drive this transformation, ensuring alignment in vision. The survey predominantly includes individuals from larger organisations, mainly at junior or mid-management tiers.



Transition to Data-Driven Decision Making:

Traditionally, risk management was rooted in human intuition. Now, with the shift towards a data-first approach, leadership's challenge is twofold: ensuring analytics align with their vision and resisting the urge to manipulate outcomes. As this evolution continues, it's imperative for individuals to lean in, becoming advocates for this new paradigm. An unprecedented scale of opportunity and change.

Actively engage in learning opportunities focused on advanced data analytics and AI to ensure you remain adaptable & relevant within the profession.

Take advantage of government funding to drive the development of new skills. Don't just use advanced data analytics and AI to automate current approaches; it provides an opportunity for us all to reimagine the fundamentals and drive a step change in project delivery performance.



Methodology

97 people signed up for the event and 66 people engaged in the Slido survey. Some people didn't answer all the questions. The survey was conducted in 3 parts, at the beginning, mid-point and end of the presentation.

The questions were developed with the help of ChatGPT, using the Likert scale.

Caveat

Attendees had varying knowledge of data and AI, but by the end of the presentation all attendees had a general understanding of what is project data analytics, what it can do, an appreciation of some of the tools and methods, including insights from analysis by 3rd parties. The purpose of the event was to inspire people and open their eyes to the power of data driven project delivery. As such, we didn't focus on the detractors.

If people sign up for an evening event on data driven project delivery they clearly have an interest in it. This approach results in an element of framing, but for such an event, that is inevitable.

One of the attendees shared academic research on how project professionals view the impact of AI and data analytics. But if those surveyed don't have any knowledge of AI and data science, how did the analysis weight their opinion?

Surveys of this nature are always imperfect. The rate of exponential change adds another dimension; the tools and methods are rapidly evolving. As such, this survey should be viewed as a snapshot into the views of the profession rather than a piece of deep academic research.

Future surveys

Projecting Success will be collaborating with the APM and the wider community to develop a series of surveys to shine a light on the status and development of data driven project delivery.

Stay tuned for further updates.

The Driving Force Behind Data Driven Project Delivery and Analytics

Contact us to find out more.....



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**Working collaboratively to
transform the future of
project delivery**