

Project Management Update from Belo Horizonte¹ February 2022



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2021 MATURITY RESEARCH

As happens since 2005, Darci Prado and Russel Archibald (in memoriam) had conducted, in the last four months of 2021, their Project Management Maturity Research. This was the 8th time.

This Research is applied just in Brazil and is an important landmark about Project Management in that country, source of data, information and Knowledge, as well as, in general, opens great questions to be investigated by specialists and scholars.

You can find the results including an interesting set of reports in <https://maturityresearch.com/en/home-en/> , for now only in Portuguese. In the next two months versions in English, Spanish and Italian will be available.

Some important 2021 Research findings

There are some relevant things to watch out for in 2021 Research.

Since 2010 the average Maturity was around 2.6 (on a scale from 1 to 5).

Surprisingly, it has achieved 2.94 in 2021 (see Table 1 below). This 13% increase could be explained by a lot of reasons, including the COVID-19 epidemics, the reduced research number of respondents (only 181), the respondents' corporate size and PM

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tradition, the intensive use of agile methodologies and others. The real why is something to be investigated by future academic research.

Table 1 – Average Maturity Results

YEAR	# RESPONDENTS	AVERAGE MATURITY
2010	345	2,61
2012	434	2,60
2014	415	2,64
2017	301	2,59
2021	181	2,94

Let's see some other 2021 Maturity Research main results and indicators:

Total of respondents: 181 organizations

Total of projects considered in the Research: 4575

Brazil Average Maturity: 2,94

Success Indicators (see www.maturityresearch.com to conceptualization):

- Total Success: 60%
- Partial Success: 31%
- Failure: 9%

Average Delay: 21%

Average Overrun: 12%

Planned Scope Achievement: 79%

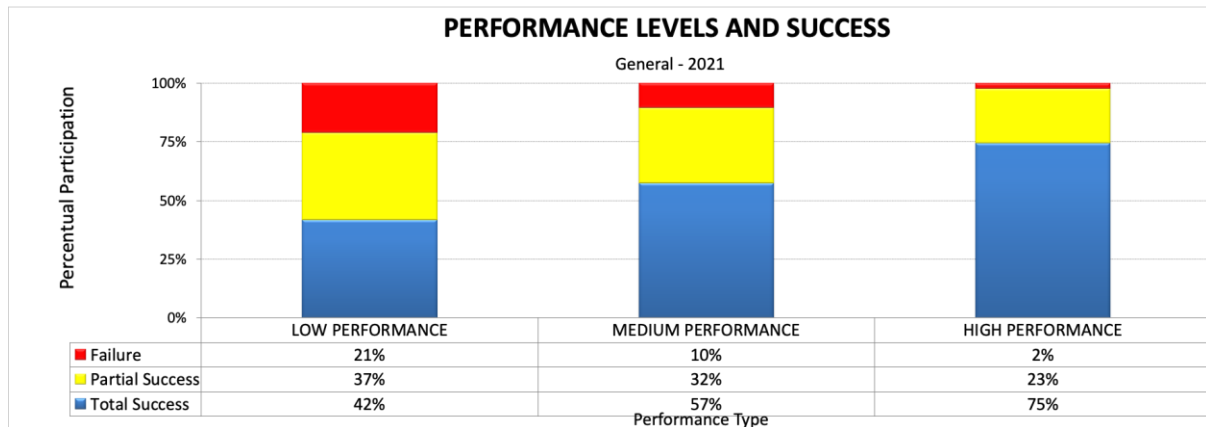
Otherwise, 22,7% respondents (41) could be considered High Performance organizations (maturity levels 4 and 5). In these organizations the things are optimized, projects patterns and standards work, results and outcomes are delivered, and goals are achieved.

68 respondents or 37,6% of them are Medium Performance (around maturity level 3). These Medium Performance organizations have their project results and outcomes below the possible, in spite they have patterns and standards defined and available for all.

Unfortunately, the answers of 72 respondents or 39,8%, ranked them as Low Performance regarding projects (maturity level between 1 and 2). To them, PM is an almost unknown subject. There are just isolated initiatives.

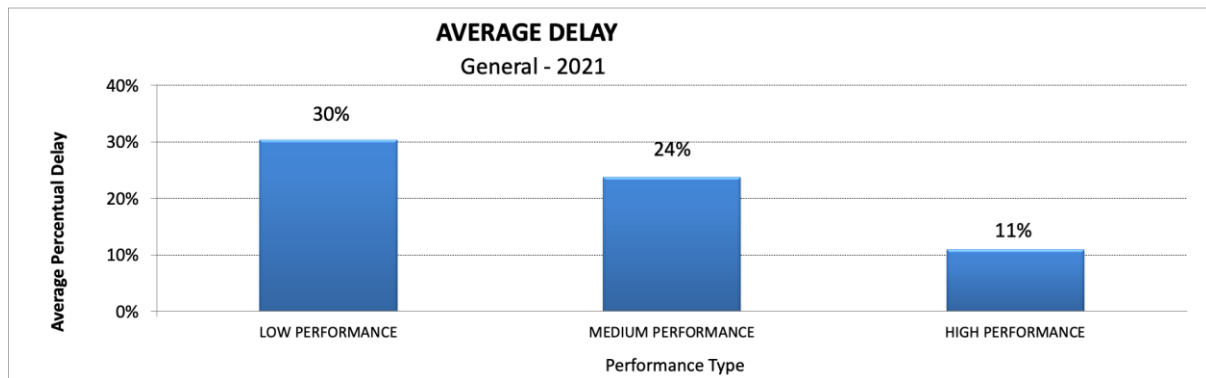
A confirmation

The 2021 Maturity Research has confirmed the strong relationship between high Maturity Level and Project Success. See Graphic 1 below.

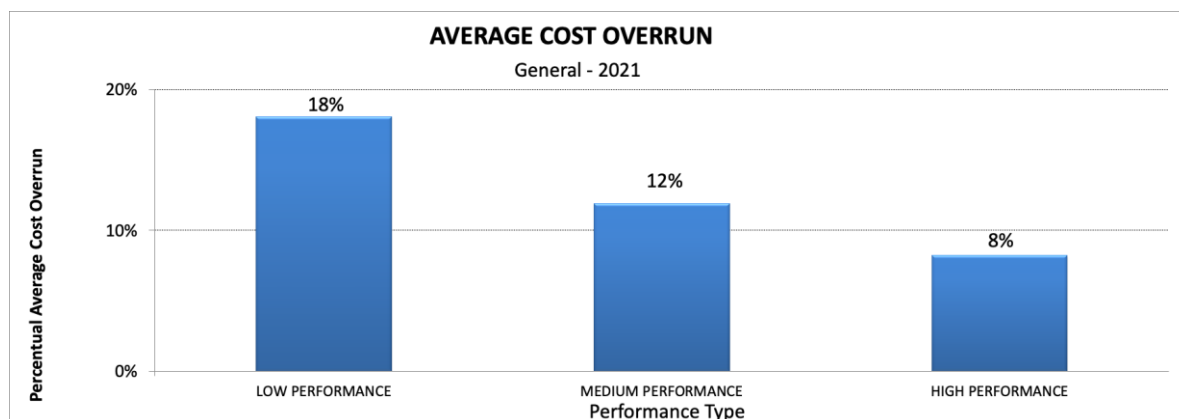


Graphic 1 – Performance Level and Success

This is still reinforced by Project Average Delay and Project Average Cost Overrun. See Graphics 2 and 3 below.



Graphic 2 – Performance Level and Average Delay



Graphic 3 – Performance Level and Average Cost Overrun

This solid results once again certify that improve Maturity Level, achieving High Performance, means reach project goals, reduce costs and delays and, most important, execute strategy.

I invite you all to visit www.maturityresearch.com, to evaluate your Maturity, read reports and data referring 2021 and the late 7 editions, and enjoy the way to High Performance.

About the Author



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Manuel Carvalho da Silva Neto, MSc, Mech. Engineer and PMP is a Consultant and Fundação Dom Cabral Invited Professor. He is a seasoned professional with over 47 years of experience in Project Management, Process Management and Strategy. Manuel has managed or participated in hundreds of projects across different fields including Steel, Mining, IT, Telecom, Food Processing, Construction and Government, to mention a few. He worked also in projects to implement PMO (Project Management Office) and Project Management Methodology. He has also strong skills in Leading People and Finance. He served as Minas Gerais State Undersecretary for Planning and Budget, from 2007 to 2008. Manuel can be contacted at carvalhoneto.manuel@gmail.com.