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The State of Project Management 2026

Project Portfolio Management: The Competitive Advantage

EXECUTIVE INSIGHT

> Organizations that manage projects as an enterprise portfolio, rather than separate initiatives, achieve stronger governance, better strategic alignment, and significantly better outcomes.

PORTFOLIO PERFORMANCE RATINGS OF HIGH VS LOW PERFORMING ORGANIZATIONS

CAPABILITY	HIGH PERFORMERS	LOW PERFORMERS
Project Portfolio Management Capability	3.3	2.9
Portfolio Delivery Management	4.0	2.3
Portfolio Risk Management	3.8	2.1
Benefits Management	3.7	2.0

(Based on a scale of 1 to 5, where 1 is no extent and 5 is a very great extent)

KEY FINDINGS



High-performing organizations are more than twice as likely to manage portfolios at the enterprise level.



Organizations with PMOs consistently demonstrate stronger project portfolio management.

AI IS BECOMING A DIFFERENTIATOR

High-performing organizations are already using AI to:

CAPABILITY	HIGH PERFORMERS	LOW PERFORMERS
Enhance Project Selection & Prioritization	2.8	1.7
Augment Portfolio Knowledge	2.7	1.7

High-performing organizations don't just manage projects. High performers actively manage entire portfolios aligned specifically to business strategy for the best outcomes.

SOURCE: *The State of Project Management 2026: Project Management in an AI-Focused World*

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