

# Does Project Management Training Work (Really)?

## Survey Results

Prepared By

P P P M Project Management Services LLC





## Introduction

In the absence of much objective evidence to support the effectiveness of project management training, a survey was recently conducted to gain a popular view of whether project management (PM) training “works” for those organisations who use it.

Data was gathered in June 2025, the intent being to gather anecdotal evidence which would help to determine whether the respondents gained tangible improvements from such training, and if so, how they measured this and what benefits accrued.

## Summary of Results

Our comprehensive study reveals that PM training does deliver measurable results, with 67% of organisations reporting improved project outcomes or practice. This research demonstrates that organisations which invest in structured PM training are positioning themselves for competitive advantage in complex project environments.

Key findings show that leading organisations are moving beyond basic satisfaction metrics to measure behavioural change and project performance.

Specific performance enhancements cited by organisations better cost and progress management, better planning, improved quality in delivery, team effectiveness and, adoption of good practice as well as enhanced conflict resolution, improved stakeholder engagement, and accelerated project closure rates. When asked for thoughts on what might improve their PM training, respondents identified themes such as more focus on classroom delivery, provision of practical training and use of scenarios and case studies.

This is a cause for optimism, as it indicates that PM training is genuinely a means of improving project outcomes and thereby helping to create value for organisations. Given that project success rates are still generally accepted to be low, it would seem that PM training is definitely needed and the more we can improve it, the better that project outcomes will be.

There is a paucity of data in the public domain pertaining to the measured effectiveness of PM training, whether it is worthwhile, and how to improve it.

Whilst it is encouraging to learn from the survey that this data is being collected, this could be expanded and shared. It is likely that more measurement and wider sharing of this data would improve both the content and the method of delivery of PM training thus yielding more benefit.

## **Analysis of Data**

This section provides analysis and interpretation of the survey responses. Please also refer to a copy of the survey data given at appendix A.

### **Data About the Survey**

Data was collected between the 9<sup>th</sup> and 22<sup>nd</sup> June 2025. In total, 91 responses were received from project professionals. The survey was posted on LinkedIn and Facebook, and both LinkedIn and Facebook marketing campaigns were used to attract responses. In total over 1.6 million impressions were obtained, resulting in over 2,200 engagements which demonstrate robust market penetration and reasonable sample representation. The campaigns were directed towards countries in the Middle East, Southern Asia and parts of Northern and Western Africa.

The survey was kept intentionally short, so as to encourage completion, but also sought to ask the most pertinent questions, and gather key information from which some indicative conclusions could be drawn. It is recognised that

additional data collection will allow deeper and wider analysis to be performed.

### **Whether PM Training Is Used**

Of the 91 respondents to the survey, two thirds (66%) did use PM training in their organisation. For those who didn't, the survey terminated here, and so no information on the reasons for this was collected. However, one possible implication of this is that a significant proportion of organisations who deploy project management do no training in this area. If so, this may be one cause of poorer project performance. It would be interesting to conduct a further survey to see whether this is indeed the case, and how this affects project outcomes.

### **Types of Training Used**

Respondents' organisations use a variety of training methods, and from the number of responses to each category, it is evident that organisations use several of these in combination, with an average of 3 training methods deployed per organization.

The most common type of training is that delivered online, followed closely by classroom delivery. Both of these are assumed to be instructor-led training (ILT).

The third most used method is self-study, and a common factor linking all three of the top methods is that they tend to focus on transfer of knowledge.

On-the-job training is less common, as are both mentoring and coaching. More use of these methods could increase the effectiveness of and value gained from PM training because practical application of knowledge obtained from ILT is a good way of making the knowledge "stick" and mentoring and coaching are good ways to deepen experience. It is worthwhile noting that when asked for suggestions for improvement, respondents called for more practical training, which would support the analysis above.

### **How Effectiveness is Measured**

The survey data shows that respondents' organisations measure training effectiveness in a variety of ways. Change in project results is the most common measure, with measures of behavioural change and project outcome

tracking becoming standard metrics. Indeed, one respondent indicated that RoI is measured.

This is a surprise, as other sources indicate that it is rare for anything other than trainee satisfaction data to be gathered. This is normally considered a sub-optimal measure because it is subjective and only tests the training delivery experience, not whether any real difference was made to project outcomes or business performance. The survey's results indicate that whilst trainee satisfaction is indeed measured, it is by no means the most common metric.

The categories of measurement explored in the survey align loosely with Kirkpatrick's 4 levels of measuring training effectiveness, with the greater impact being at the "higher" levels, such as changes in behaviours and results. It is reasonable to say that unless it produces some wider benefit, training is of limited use to an organisation. Therefore, this is a positive finding, especially if it is representative of the wider population.

It should be noted that the relative prevalence of measuring PM training effectiveness demonstrated by this survey contrasts with the shortage of objective data available in the public domain.

### **Results of PM Training Effectiveness Measures**

Where measurements of PM training effectiveness are made, what are these measures telling the respective organisations? The survey attempted to find out what the measurements are revealing, and whether beneficial results are being achieved.

Although a variety of views were expressed, the data appears to show that PM training produces generally positive results. Areas of enhancement that were cited included: conflict management, stakeholder management, cost and progress management, handling customers, planning, rate of project closure, project outcomes, quality in delivery, team effectiveness, adoption of good practice and performance metrics. Where specific negative views were expressed, these could be linked by a common theme of poor application of training in practice or training via knowledge-only transfer.

### **Suggested Improvements in PM Training**

When asked what could make PM training better, respondents again gave a variety of views, but a common theme was that of practical application, which

aligns with the comments made in the previous section. Suggestions for improvement included: more on the job training; inclusion of communication and stakeholder management topics; use of simulations; study of real issues and provision of real-world examples. Other emerging themes were greater use of in-person delivery and building scenarios and case studies into the training content. Speculatively, these latter items may be seeking to make training easier to grasp and apply.

### **Respondents' Overall View of Effectiveness**

Overall, a significant majority of respondents (67%) did believe that PM training was effective and worthwhile (i.e. it “worked” for their organisation). This is good to know, because PM training is widely, and increasingly, provided across many sectors and geographies. Indeed, it teaches a key skill for delivering organisational change and goals.

It can reasonably be inferred from the survey data that whilst effective, PM training is by no means perfect, and that significant improvements can be made, especially in turning the knowledge gained into practice and therefore greater enhancement of project results.

### **Conclusions and Suggestions**

The main and obvious conclusion to be drawn from the survey is that PM training does seem to work for a clear majority of organisations: the 67% effectiveness rate demonstrates clear ROI potential for strategic training investments, with measurable improvements in project delivery performance.

The effectiveness of PM training is more commonly measured than other public-domain data would suggest, and also at a higher level (i.e. pertaining to project and business results) than previously thought.

Areas for improvement in training effectiveness seem to centre around making it more practical and easier to apply, as well as delivering it in person rather than relying on virtual delivery.

Although a variety of training types are used, it is inferred that more use of practical methods and also more focused interventions such as coaching and mentoring could multiply the benefits currently being yielded by the predominant use of knowledge transfer.

Matters for further study include why some organisations do not use PM training, and whether this has a detrimental effect on their projects and business results.

This survey was targeted at particular geographies, and repetition in other areas of the world would extend and deepen the results gained here, would indicate whether these trends apply in other regions and if not, why this might be so.

It would also be useful to find out why organisations do not seem to share the data they have collected on the effectiveness of PM training, as this could be used to improve its effectiveness more widely.

The research demonstrates that PM training has reached a level where organisations can reliably expect positive outcomes. The 67% effectiveness rate, combined with different measurement approaches, validate PM training as a strategic investment. It may also encourage and guide both providers and consumers of PM training to make PM training better and therefore further assist in delivering successful projects.

## **Appendix – Survey Data**

The data obtained from the survey is attached below. Data that could be used to identify individuals or organisations has not been reproduced.

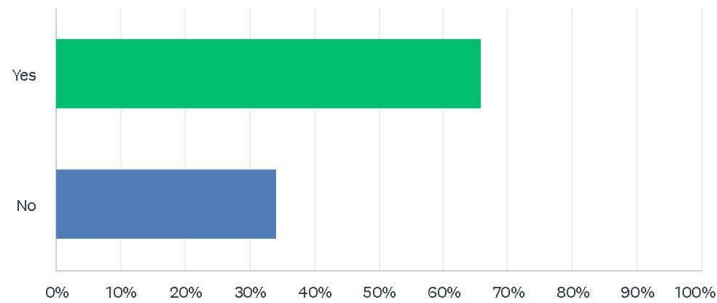
## DOES PROJECT MANAGEMENT TRAINING WORK (REALLY)?

Does Project Management Training Work (Really)?

SurveyMonkey

### Q1 Does your organisation use project management training?

Answered: 91 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	65.93%	60
No	34.07%	31
TOTAL		91



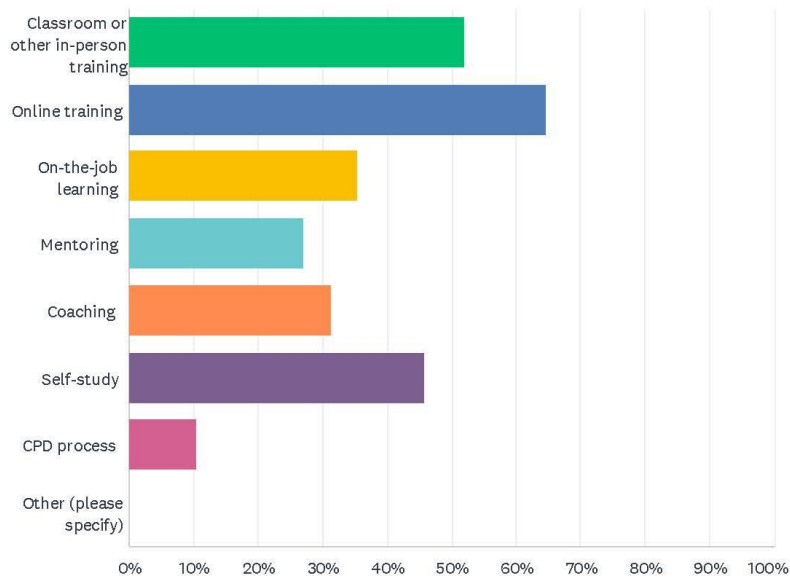
## DOES PROJECT MANAGEMENT TRAINING WORK (REALLY)?

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### Q2 What types of project management training are used in your organisation?

Answered: 48 Skipped: 43



ANSWER CHOICES	RESPONSES	
Classroom or other in-person training	52.08%	25
Online training	64.58%	31
On-the-job learning	35.42%	17
Mentoring	27.08%	13
Coaching	31.25%	15
Self-study	45.83%	22
CPD process	10.42%	5
Other (please specify)	0.00%	0
Total Respondents: 48		

#	OTHER (PLEASE SPECIFY)	DATE
	There are no responses.	

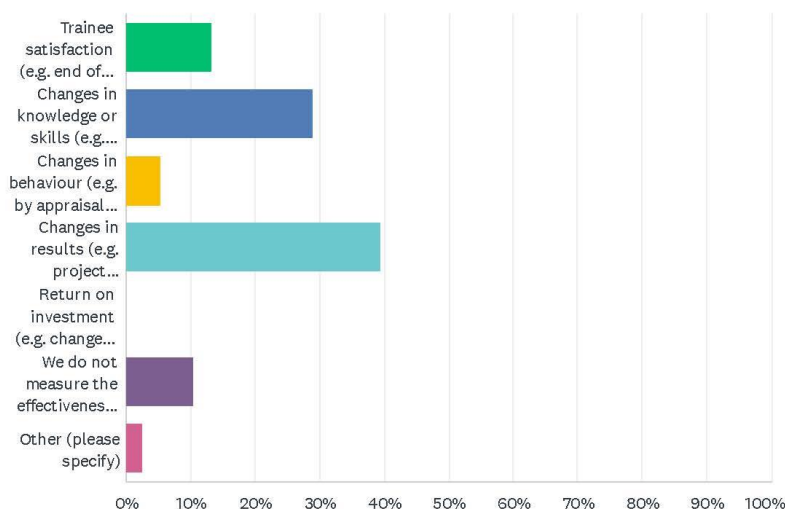
## DOES PROJECT MANAGEMENT TRAINING WORK (REALLY)?

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### Q3 How do you measure the effectiveness of your training?

Answered: 38 Skipped: 53



ANSWER CHOICES		RESPONSES	
Trainee satisfaction (e.g. end of course surveys)		13.16%	5
Changes in knowledge or skills (e.g. by testing or by demonstration)		28.95%	11
Changes in behaviour (e.g. by appraisal or observation)		5.26%	2
Changes in results (e.g. project outcomes, performance, risk)		39.47%	15
Return on investment (e.g. change in income, costs, profit or benefits)		0.00%	0
We do not measure the effectiveness of our training		10.53%	4
Other (please specify)		2.63%	1
TOTAL			38

#	OTHER (PLEASE SPECIFY)	DATE
1	return on investment (improved income, reduced relative costs and optimized profits) triggered/visible directly or indirectly due to change in results (project-program outcomes, improved performance and reduced risk to the company, client, shareholders). answer here is both 4 and 5.	6/17/2025 4:24 PM

## DOES PROJECT MANAGEMENT TRAINING WORK (REALLY)?

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### Q4 What do the results of your measurement tell you?

Answered: 25 Skipped: 66

#	RESPONSES	DATE
1	Good performance and high achievement..	6/22/2025 7:42 PM
2	Not OKay	6/21/2025 2:49 PM
3	Absolutely right	6/21/2025 9:06 AM
4	Performance of work & its outcome	6/19/2025 2:43 PM
5	(1) Handling customers and projects. (2) Planning & Rate of closure of projects.	6/19/2025 9:35 AM
6	How to manage the project proper cost and budget	6/18/2025 11:03 AM
7	nil	6/18/2025 9:44 AM
8	results should lead to optimized performance, reduced risks and enhanced margins...if the appropriate project management methodology (based on the business priorities, client expectations and prevailing market conditions) was implemented.	6/17/2025 4:29 PM
9	Bla bla	6/17/2025 1:50 PM
10	Effectiveness	6/17/2025 10:04 AM
11	more efficient to handle situations and project execution	6/16/2025 11:40 AM
12	Effectiveness within Team	6/16/2025 8:17 AM
13	Very well guided	6/14/2025 7:03 PM
14	It is getting better	6/14/2025 11:12 AM
15	nothing	6/13/2025 6:49 AM
16	Improved in Conflict management, Stake holder managemnet	6/11/2025 11:07 AM
17	Keep the records in proper manner and keep track of Project	6/11/2025 9:28 AM
18	Quality in delivery	6/11/2025 8:01 AM
19	not sure	6/11/2025 6:06 AM
20	yes	6/11/2025 4:09 AM
21	not much	6/10/2025 3:39 PM
22	The adoption level of right practices	6/10/2025 10:18 AM
23	It just doesnt work when it comes to real time application	6/10/2025 7:21 AM
24	performance metrics	6/10/2025 6:10 AM
25	nothing much. i learned some aspects of PM. That's all.	6/9/2025 11:40 AM

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### Q5 What can be done to improve the effectiveness of your project management training?

Answered: 25 Skipped: 66

#	RESPONSES	DATE
1	More precautions should be taken.	6/22/2025 7:43 PM
2	Case studies and scenarios	6/21/2025 2:50 PM
3	7days	6/21/2025 9:07 AM
4	Skill Development	6/19/2025 2:43 PM
5	(1) On the job training really helps. (2) Project management is all about 90% communication and stake holder management. (3) Also, we can have simulation models to help the associates to handle the live situations.	6/19/2025 9:36 AM
6	Classroom training can be helpful	6/18/2025 11:03 AM
7	nil	6/18/2025 9:44 AM
8	classroom courses clearly calling out the challenges / risks / issues with the project schedule, RAID logs, presentation dashboards and the perceptions - talk about them while presenting them - show the nitty gritty involved in the project management cycle.	6/17/2025 4:31 PM
9	hike pay	6/17/2025 1:51 PM
10	Detail-oriented training	6/17/2025 10:04 AM
11	Real world examples to be inclusive in the training. Change and resistance management to be part of the training.	6/16/2025 11:41 AM
12	classroom training with real life scenario examples discussed	6/16/2025 9:05 AM
13	Well planning and estimation for timely delivery	6/16/2025 8:17 AM
14	practical job experience is the best way to learn	6/13/2025 6:49 AM
15	Not much	6/11/2025 11:31 AM
16	An effective way of Project tracking can be able to handle pressure during critical issues, effective communication to all stakeholders, conflict management, how to motivate team member and keep the project tracking	6/11/2025 11:13 AM
17	Practical Sessions should be there	6/11/2025 9:28 AM
18	implementation & practice	6/11/2025 8:02 AM
19	Practical	6/11/2025 5:36 AM
20	hands-on approach	6/11/2025 4:09 AM
21	little bit	6/10/2025 3:42 PM
22	Every project has unique challenges in schedule planning, on the job while mapping practices with real life challenges	6/10/2025 10:20 AM
23	PRJ MGMT, other than a set of tasks, is all about being present, thinking on the spot, and adapting to conversations according to the situation. These skills can't be taught.	6/10/2025 7:22 AM
24	continuous training, less expensive training especially from PMI	6/10/2025 6:10 AM
25	Make it instructor-led, elaborate, offer opportunity to practise those learnings by putting into PM roles, keep refreshing/updating the knowledge by new coursewares internal/external both.	6/9/2025 11:41 AM

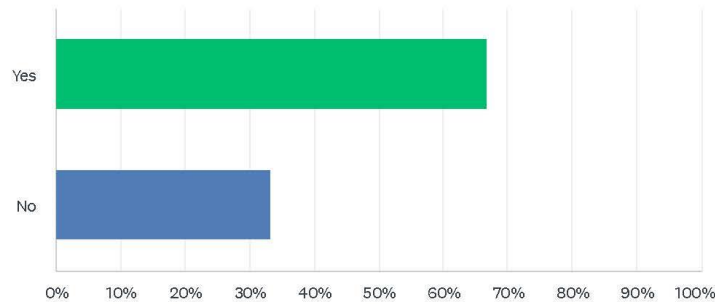
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Q6 Overall, would you say that project management training works for your organisation?

Answered: 24 Skipped: 67



ANSWER CHOICES	RESPONSES
Yes	66.67% 16
No	33.33% 8
TOTAL	24

#	PLEASE ENTER ANY ADDITIONAL COMMENTS THAT YOU MAY HAVE ON THE EFFECTIVENESS OF PROJECT MANAGEMENT TRAINING	DATE
1	it helps to execute diversity of project with the skill of Project Mgmt	6/19/2025 2:44 PM
2	it works - its good to know - its good to understand...but not a mandate that Project/Program Managers should be certified. Training is good - but, its the attitude to take/drive/push things in a sequential/logical/sensible manner that matters...thought process that tries to forecast what could happen and when and how...what could be a problem, who could be the problem and how...thought process that gives serious importance/weight to documentation of the project status/minutes/risks and issues/assumptions and dependencies/change management etc every week/2 weeks...thought process that considers transparency and clear communication as very very critical...thought process that gives due importance to all the action owners, their feedback and inputs, that brings all together into a single platform per set cadence...thought process that enables the project team, action owners, stake holders understand their importance in ensuring the integrity of the program...thought process that gives due importance to the project timelines and the fall outs if not delivered (financial/operational/reputation/strategic and tactical/etc)...and many many things. Project/Program Management is an ART - its a POETRY.	6/17/2025 4:41 PM

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P P P M Project Management Services LLC has been delivering projects for many years. We are also letting others into the secret, by helping them to do their projects better. Our services range from traditional consulting, where we advise and support an organisation on its project process; review projects at all stages of delivery, where we suggest improvement or recovery actions; training, mentoring and coaching, where we empower your workforce; through to providing experienced personnel to manage projects directly. Our clients span sectors and reach across the globe. We have advised at many levels within these organisations and try to ensure that our services are a fit to the needs of our clients. Contact us now to discuss your project management needs.



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	+971-52-52-40735 – Peter Benton +971-50-553-0127- Adrian Dyer
	+971-52-52-40735 (Business Account)