

## **Survey Results: Project Management in Belgium in 2024**

We asked you and your peers how the Belgian Project Management scene is evolving – here's the result



# Project Management at a glance

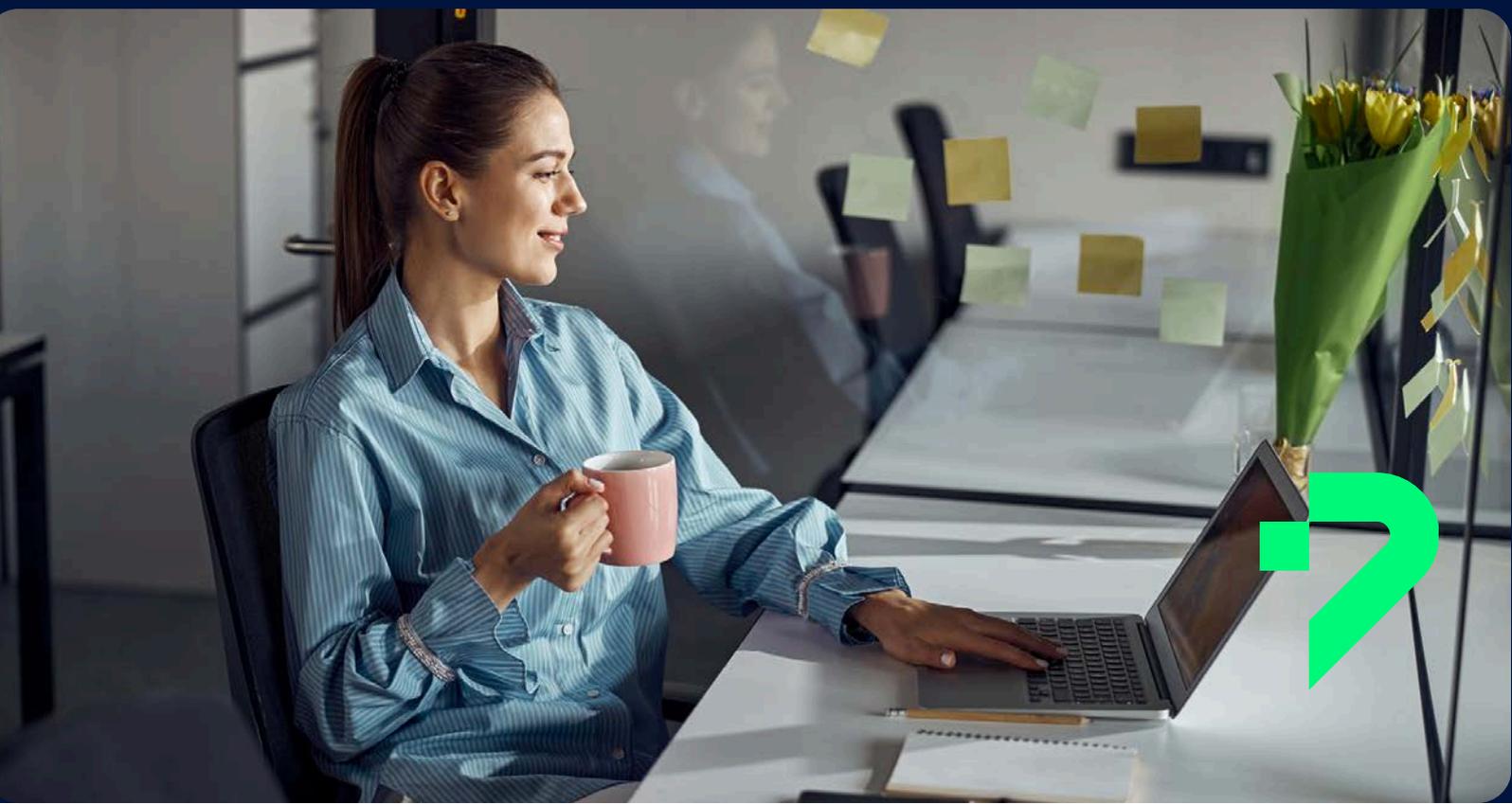
At Prosource, our mission is to equip project managers with the **essential skills and knowledge to excel in their roles.**

To better understand the current landscape of project management, we conducted a general survey aimed at **uncovering the experiences, challenges, and trends** that professionals across various roles and industries face today.

Here, we present an overview of the key findings.

## This report is aimed at people who:

- Want to gain a **general understanding** of the Project Management sector, its defining features and challenges;
- Are curious in exploring the **proportion of different disciplines** within Project Management in Belgium;
- Want to discover **how Prosource's expert services can enhance the Project Management field in Belgium.**



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# 1. Experience Levels and Professional Growth

**The Project Management industry is shaped by people with a wide range of experience.** From those with less than two years in the field to those with over 20 years of proven expertise, this diversity enriches the industry. This report discusses the wide experience of industry experts and offers a **glimpse into the diversity present within the project management community.**

**Explore the different experience levels** among respondents and its implications for the broader landscape of project management.

## **The newcomers:** 25% of Project Managers have less than 5 years experience

### About this group

- They are at the early stage of their career
- They bring in fresh perspectives and new methodologies learned from educational backgrounds
- They require more guidance and mentorship from seasoned professionals
- Highly adaptable to emerging technologies and agile PM techniques

Their presence indicates a **healthy influx of new talent** into the industry, ensuring its continued growth and innovation.

## Meet the talents shaping our community



**Maëlle Verheyden, PMO.**

**Maëlle** fulfils different roles at her client, one being Project Management focused and the other being rather operationally focused.

**As PMO, she supports the Project Manager in different areas:** she plans meetings, brings different people together and writes reports. Maëlle's work is divided into small tasks which all play a part in the project's success.

**[Discover more about Maëlle's junior expertise in our dedicated insight.](#)**

## The soon-to-be experts: 20% of Project Managers have 5 to 10 years experience

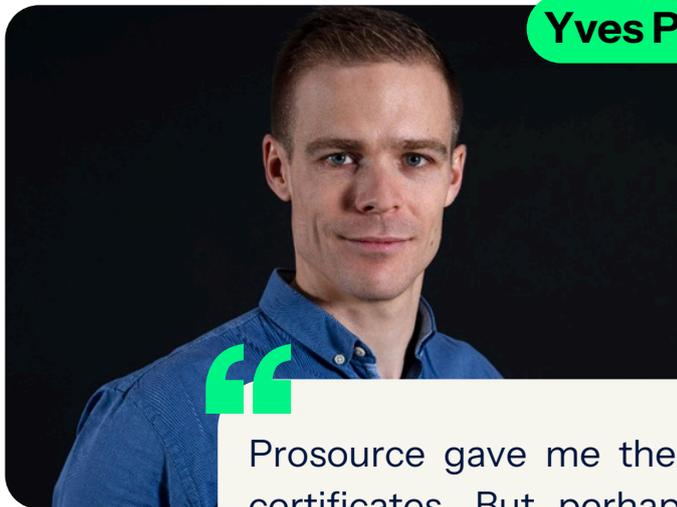
### About this group

- They are in a transitional phase where they have moved beyond the basics and are now honing their skills
- They have a strong grasp of PM fundamentals and can step into leadership roles
- They can handle mid-sized projects with moderate complexity and are building a robust network of industry contacts

Their balanced mix of experience and still-recent knowledge makes them crucial for bridging the gap between entry-level and senior positions.

## Meet the talents shaping our community

Yves Pintens, Project Manager.



“Prosource gave me the opportunity to get several valuable certificates. But perhaps the most important thing of all: working in a demanding and multi-faceted project environment enabled me to convert my theoretical knowledge into practical tasks and skills.”

[Discover more about Yves' expertise in our dedicated insight.](#)

## The backbone of the PM industry: 35% of professionals have 10 to 20 years experience

### About this group

- They are the largest group in our survey
- They are the backbone of the PM industry
- They often hold senior positions and are responsible for leading large, complex projects
- They bring a wealth of knowledge, having witnessed the evolution of project management practices over the years
- Their experience allows them to anticipate challenges and implement effective solutions efficiently

They play a key role in mentoring less experienced colleagues and shaping the strategic direction of their organisations.

## Meet the talents shaping our community



**Mireille Dobbelaere, Principal Project Manager.**

Mireille Dobbelaere is **Principal Project Manager at Prosource.**

With a **15+ years experience track**, Mireille knows her way around Project Management. Mireille's responsibilities evolve around multiple pillars.

“

In a nutshell, my responsibilities encompass conducting coaching sessions, facilitating trainings, managing portfolios, overseeing operational activities and optimising processes. I try to make sure businesses are coordinated and supported and that project deadlines are met.

”

**Discover more about Mireille's expertise in our dedicated insight.**

**The veterans of the PM industry: 20% of professionals have more than 20 years experience**

### About this group

- They have seen and managed a wide range of projects, giving them unparalleled insight and expertise.
- This group often occupies executive or consultancy roles, providing strategic guidance and influencing high-level decision-making.
- Their deep understanding of the industry makes them valuable for organisational leadership and the development of best practices.
- They also contribute significantly to the education and training of upcoming project managers, ensuring the continuity of knowledge and experience within the industry.

# Meet the talents shaping our community



**Gert Leroy, Principal Consultant.**

“ Together we make every effort to help our clients further. A challenging job, but above all incredibly inspiring to do. ”

Gert's activities are mainly related to **introducing Agile in non-agile contexts, like traditional project & portfolio management.**

Experienced Prosource consultants like Gert can act as mentors to provide our new colleagues with tips and tricks on the different aspects of project management.

**Discover more about Gert's expertise in our [dedicated insight](#).**

## 2. Current Roles of Project Management Professionals

Project management is a multifaceted discipline encompassing various roles and responsibilities. **Examples include the traditional project managers or the emerging roles like Scrum Masters.**

**Examine the frequency of different job titles in Belgium** and their key characteristics on the next pages to understand the vast scope of Project Management.

# Project Managers

Project Managers play a pivotal role in driving project success and are **essential in maintaining project momentum and achieving desired outcomes.**

## Key skills

- **Planning, organising, and overseeing projects** from initiation to completion
- Managing resources, timelines, and budgets while **ensuring that project goals align with organisational objectives**
- **Strong leadership skills** and proficient at risk management and stakeholder communication

# Programme Managers

The role of Programme Managers is critical in **driving large-scale initiatives and maintaining alignment with organisational priorities.**

## Key skills

- **Overseeing multiple projects** that are interconnected and strategically aligned to achieve broader organisational goals
- They **provide oversight, direction, and support to project managers** within their programs, ensuring coherence and synergy across projects
- They master resource allocation, and **high-level strategic planning**
- They often **work closely with senior leadership** to ensure that program outcomes contribute effectively to the organisation's strategic objectives

# Scrum Masters

The role of Scrum Masters is pivotal in **promoting Agile best practices and adapting to changing project requirements swiftly.**

## Key skills

- They facilitate the Agile process by **coaching teams** on Agile practices, removing impediments, and fostering a culture of continuous improvement
- Scrum Masters are **servant leaders** who empower teams to self-organise and collaborate effectively
- They **ensure that Agile principles are upheld** and that teams deliver value iteratively and incrementally

## Other roles (e.g. PM Officer, Consultant)

They play a critical role in **supporting project managers and ensuring alignment with industry standards and best practices.**

## Key skills

- PM Officers ensure that **organisational standards are followed up** correctly
- Consultants bring external expertise to **solve specific project challenges** or **provide strategic guidance**
- These roles contribute to **enhancing project management maturity, optimising processes, and driving organisational change**

# 3. Employment Status

The nature of employment in the project management field is evolving, with professionals embracing **diverse work arrangements to suit their preferences and career paths.**

From **full-time employees to freelancers**, the diversity present within the field calls for different trends shaping the current employment landscape.

Discover the division of these statuses and their key characteristics.

## Employees

**60% of project management professionals are full-time employees.**

They enjoy **job security, benefits, and career development opportunities.** Their integration into company culture and alignment with organisational goals foster effective project execution.

### Key characteristics

- **Organisational Integration:** Deep understanding of company culture, goals, and values, leading to stronger alignment with project objectives
- **Long-term Commitment:** Ability to build long-term relationships within the organisation, contributing to effective project execution and team cohesion

# Freelancers

**40% of project managers work as freelancers**, valuing flexibility, autonomy, and diverse project experiences.

Despite challenges like income variability and lack of benefits, freelancing appeals to **those seeking control over their career paths**.

## Key skills

- **Diverse Experiences:** Exposure to different industries, project types, and clients, enhancing skills and adaptability
- **Self-promotion:** Need for continuous business development, networking, and marketing to secure projects and maintain a steady workflow



Note that large-scale companies typically have a diverse workforce, with a combination of internal and external Project Managers. This allows for a **balance of internal knowledge and expertise in company processes**, as well as **fresh perspectives and specialised skills** brought in by external Project Managers, whether they are employed by a consulting agency or work as freelancers.

Whether you are a freelance professional or a motivated individual seeking new opportunities in Project Management, [Prosource](#) is here to **offer you the guidance you need**.

**Take a look at our [services](#)** to understand how we can help you reach your career goals.

## 4. Qualifications and Certifications

Qualifications and certifications serve as essential markers of expertise and proficiency. From industry-standard certifications like **Prince2** and **PMI-PMP** to specialised **credentials in Agile and ITIL**, knowing the educational background of professionals remains important to understand the standards of this field:

### PRINCE2

**PRINCE2** practitioners are skilled in tailoring the methodology to suit project needs, ensuring consistent and efficient project delivery across various sectors.

### PMI-PMP

**PMI-PMP practitioners** are adept at managing constraints such as scope, time, cost, quality, and risk, thereby ensuring successful project outcomes. PMP certification enhances career opportunities and demonstrates commitment to professional development in project management.

### PRINCE2 and PMI-PMP

**Project Management Professionals** who combine PRINCE2's structured framework with PMP's comprehensive project management knowledge, can adapt to diverse project environments and complexities.





## Other (Agile, SAFe, ...)

**Certifications such as Agile** (e.g., Certified ScrumMaster, AgilePM), **SAFe** (Scaled Agile Framework), and others focus on enhancing agility, service management, and specialised project management techniques.

Professionals with these certifications bring **expertise in adaptive project management approaches, IT service management, and aligning IT services with business needs.**



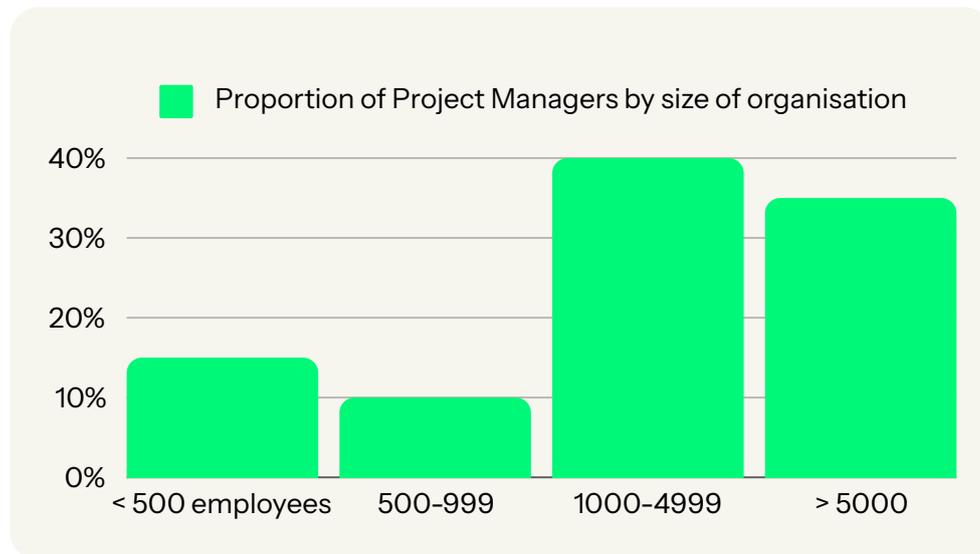
**External consultants are typically sought after for their specialised expertise in a particular industry.** Take, for example, a Project Manager who holds multiple high-level certifications like Prince2. Organisations often turn to these consultants to improve their internal operations.

At Prosource, we offer a comprehensive training program specifically tailored for ambitious Project Managers looking to expand their knowledge in specific areas.

Our main goal is that Project Managers can expand their theoretical skills and work on applying their learnings in growing environments at our different clients.

## 5. Size of Primary Client Organisation

Project Management professionals are required to **work in small businesses or multinational corporations**. This size range can bring its own set of challenges and opportunities and can influence project management practices.



### Organisations with **less than 500 employees**

#### Key characteristics

- Operate in **smaller, more agile environments**
- **Closer-knit teams and fewer hierarchical layers**, allowing for quicker decision-making and flexibility in project execution

#### Potential Challenges

- Challenges may include **limited resources and less formalised processes**, requiring project managers to wear multiple hats and adopt adaptable project management methodologies

## Organisations with **500 to 999** employees

### **Key Characteristics**

Project management professionals oversee projects of moderate complexity.

### **Potential Challenges**

Balancing structured project management practices with the need for agility and responsiveness.

## Organisations with **1000 to 4999** employees

### **Key Characteristics**

This size range encompasses diverse industries and project types, from departmental initiatives to enterprise-wide programs.

### **Potential Challenges**

- Stakeholder alignment across departments
- Scaling project processes
- Managing interdependencies between projects.



## Organisations with **over 5000 employees**

### Key characteristics

- **Large-scale projects and programs** that impact multiple divisions or global operations.
- Project managers in this category focus on **strategic alignment, risk management, and maintaining communication** across diverse teams and geographical locations.

### Potential Challenges

These projects often involve **significant resources, complex stakeholder dynamics, and rigorous governance requirements.**

## 6. Use of Project Management Software within Organisations

In the current digital setting, project management software plays a pivotal role in **facilitating collaboration, streamlining workflows, and enhancing productivity.**

Explore the usage patterns and preferences for software tools to understand how the industry is shaped and how projects are planned, executed, and monitored.



### Reasons for using PM Softwares

- Commitment to optimising project processes
- Improving team communication
- Maintaining project transparency

Professionals using these tools benefit from **real-time updates, centralised project data, and enhanced collaboration features**, enabling them to deliver projects on time and within budget.

## Reasons for using other tools

**Challenges** for this segment may include:

- **limited access** to real-time project **data**
- difficulty in **tracking dependencies and milestones**
- potential **inefficiencies** in **resource allocation and task management**

However, this also presents an **opportunity for growth and improvement** as these professionals consider adopting modern project management tools to streamline operations and enhance project outcomes.



# 7. Encountering Challenges in Project Realisation

Industry professionals are often faced with multiple challenges. From budget overruns to timeline constraints, identifying and addressing these challenges can help driving improvement, fostering project success rates and delivering value to organisations.

## Projects over budget



**10% of projects are always over budget**

### Warning signs

- Systemic issues in cost estimation
- Resource allocation
- Scope Management

### Solutions to overcome

- Rigorous budget monitoring
- Contingency planning
- Proactive risk management strategies

## 30% of projects are **often over budget**

### Warning signs

Recurring challenges in financial planning, procurement, or stakeholder alignment.

### Solutions to overcome

- Improving budget forecasting accuracy
- Negotiating realistic project scopes
- Fostering transparent communication

## 50% of projects are **sometimes over budget**

### Warning signs

Reflecting common challenges in managing evolving project requirements, unexpected expenses, or market fluctuations.

### Solutions to overcome

- Implementing robust change control processes
- Conducting regular financial reviews
- Leveraging cost-effective strategies

## 10% of projects are **never over budget**

### Methods

- Effective financial management practices
- Stringent cost controls
- Proactive risk mitigation strategies

### Benefits of this result

- Accurate budget forecasting,
- Prudent resource allocation
- Continuous stakeholder engagement

# Projects over time



## 15% of projects are **always** over time

### Warning signs

- Systemic issues in scheduling
- Resource management
- Scope creep

### Solutions to overcome

- Enhanced project planning
- Stakeholder alignment
- Proactive risk mitigation strategies

## 35% of projects are **often** over time

### Warning signs

- Recurring challenges in timeline estimation
- Resource allocation
- Unforeseen complexities

### Solutions to overcome

- Prioritise schedule adherence
- Implement agile project management methodologies
- Conduct regular progress assessments

## 40% of projects are **sometimes over time**

### Warning signs

Encountering delays and reflecting common challenges in managing dependencies, stakeholder expectations, or external factors.

### Solutions to overcome

- Fostering collaboration
- Enhancing communication channels
- Employing contingency plans

## 10% of projects are **rarely over time**

### Methods

- Effective schedule management practices
- Proactive risk mitigation
- Agile project execution

### Benefits of this result

- Realistic timeline setting
- Continuous monitoring
- Adaptive leadership

## 8. Access to Dedicated Project Communication Software

**Effective communication lies at the heart of successful project management**, and dedicated communication software plays a pivotal role in facilitating collaboration and coordination among project teams.

Explore the accessibility and adoption of communication tools to understand how project teams communicate and collaborate in today's work environment:

**65% of Professionals use Communication Softwares**

These tools can include a wide range of functionalities, from real-time messaging and video conferencing to file sharing and task management.

### Benefits

- Foster transparency
- Enhance team collaboration
- Streamline communication across geographically dispersed teams

The widespread adoption of dedicated communication software underscores its effectiveness in improving project efficiency, reducing communication barriers, and ensuring alignment among stakeholders.

## 35% of Professionals **don't use** Communication Softwares

### Challenges

- Limited real-time collaboration capabilities
- Difficulty in tracking communication history
- Potential inefficiencies in information dissemination

### What do they use instead?

This group may rely on alternative communication channels such as **email, phone calls, or in-person meetings for project coordination.**

However, this also presents an **opportunity for improvement** as organisations consider adopting dedicated communication platforms to enhance team productivity, streamline workflows, and improve project outcomes.

## Key insights and concluding thoughts

Our survey led to an overview of **the current landscape of project management in Belgium**, highlighting the varying levels of experience, the widespread use of project management software, and the common challenges of staying within budget and time constraints.

The survey revealed that **most respondents work in larger organisations** where projects are conducted on a higher scale. This might show that the more you want to grow as a business, the more you might need to rely on Project Managers to conduct your projects for you. This can inevitably boost efficiency in the long run.

Results also showed that **the use of Project Management softwares is common**. However, as a smaller business, you might not always need those tools to increase your efficiency. First, try to determine if your internal processes can be improved without the use of tools. If not, leverage the tools that best apply to your current needs and set goals for the future.

We also see that **the different job functions within the industry are evenly distributed**. This shows that there is no one-size-fits-all for your business. Depending on your needs, you might want to rely on a Scrum Master, or a Program Manager.

At [Prosource](#), we can help you overcome your current business challenges and drive growth for your business.

We remain committed to addressing organisational challenges by offering tailored training and consultancy services to help project managers and organisations achieve their goals more efficiently.

Discover more about our [services](#).

## About Prosource

Prosource, founded in 2002, is a **community of project management and business analysis experts committed to enhancing project success.**

We offer advisory, staffing, and training services across various industries, including **IT infrastructure, supply chain, R&D, and application development.**

Our mission is to support clients' business strategies by fostering a community of skilled professionals. Driven by our core values of dynamism, sincerity, and customer-centricity, we emphasize hiring talent with the right attitude and growth mindset, ensuring exceptional service and successful collaborations.

Prosource is part of Sisu Group, enhancing talent growth across multiple domains.

For more information, visit [Prosource](#).

**Thank you for reading “Insight report: Belgian Project Management Professionals in 2024.”**

Discover how your team can enhance your efficiency and help you reach your objectives **on time and within budget.**

**[Contact us](#)**



[www.prosource.be](http://www.prosource.be)