



Top 7 Project Portfolio Management (PPM) Trends of 2025

Your Guides:
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How the Trends Are Chosen

How We Identify the Trends:



Insights from Rego's 250+ PPM consultants.



Data from hundreds of organizations across industries.



Trends shaped by real-world challenges and opportunities.

Overview of 2025 Trends

1 Interconnected and Inclusive Ecosystems

2 Overlapping PPM and CWM Capabilities

3 Personas Not Pillars

4 Aligning With Finance

5 Dedicated Teams and Resource Management Challenges

6 Refocusing on People Leadership

7 AI Fatigue

Trend 1 – Interconnected and Inclusive Ecosystems



The Challenge

- Siloed methodologies and disconnected data.
- Conflicting capabilities in multiple tools .



The Opportunity

- Create a unified ecosystem for better collaboration and insights.
- Use Best practices from multiple methodologies.



Action Steps

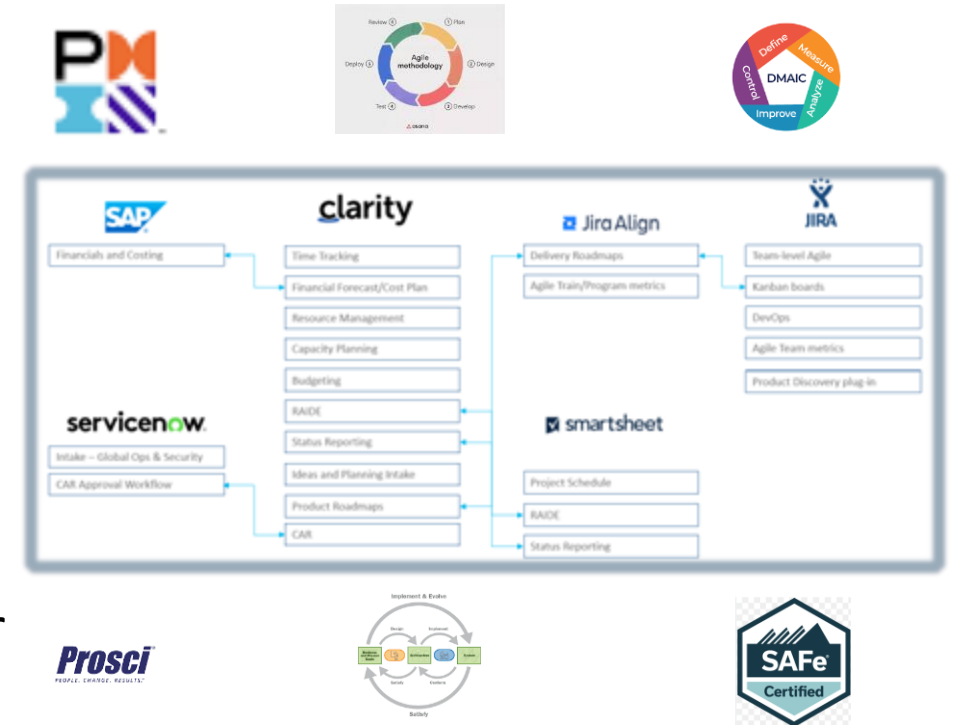
- Map use cases across your organization. Personas.
- Standardize taxonomies and data models. Best Practices.
- Secure executive sponsorship for unified systems.

Trend 1 – Interconnected and Inclusive Ecosystems



One Way of Working, NOPE!

- We are seeing success using Best Practices from multiple methodologies.
- Move away from pure SAFe implementations.
- Project to Product is becoming Projects in Product structure.
- Annual Planning still challenging.
- Resource Management a key focus across all methodologies.
- Each vendor will oversell their tool capabilities so you need to determine what will work best for your organization now and with growth.



Get on Track with This Trend



Personas

- Document and map Personas.
- Document and publish Roles and Responsibilities.



Standardize Using Best Practices for Your Organization

- Create a standard taxonomy.
- Assess current practices to understand what is working well and where gaps may be.
- Be open to multiple methodologies or frameworks working together.



Baseline all Tool Capabilities

- Document your capability stack across all delivery tools.
- Align your use cases to an optimal Capability Stack – Seek help.

Trend 2 – Overlapping PPM and CWM Capabilities

PPM: Project Portfolio Management | CWM: Collaborative Work Management



The Challenge

- CWM solutions continue to expand their capability footprint into the portfolio space.
- At the same time, PPM solutions introduce enhanced team collaboration and simple work management features with each release.
- Silos become increasingly difficult to bridge as teams are emboldened to expand outside traditional use cases.
- There's an increased risk of over-configuration and adoption struggles.



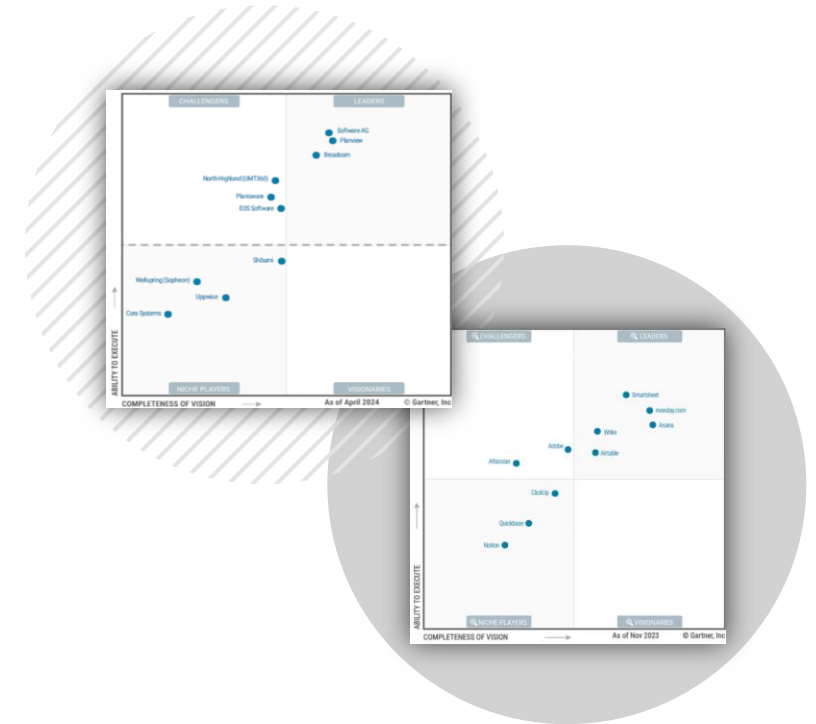
Trend 2 – Overlapping PPM and CWM Capabilities

PPM: Project Portfolio Management | CWM: Collaborative Work Management



The Prediction Variables

- Critical capabilities remain a focus of vendors:
 - CWM solutions are highlighted by no-code workflow and industry accelerators.
 - PPM with scenario modeling and strategic value management.
- PPM solutions have an easier technical path to push into CWM but face change management challenges.
- CWM solutions have stickiness but limited technical runway.
- Integrations, for now, provide a means of balancing the ecosystem.



Get on Track with This Trend

-  **Define Your PPM Journey**
 - Understand your current maturity and articulate a vision for portfolio management.
 - This will help establish the critical tool capabilities needed along the way.
-  **Assess Your Current Toolset**
 - Establish an application inventory.
 - Assess adoption and data quality.
 - Rationalize capabilities and disparate systems of record.
-  **Review Product Roadmaps for Future Capabilities**
 - Work closely with vendors to understand their investment roadmap.
 - Understand timelines and align to your current and future use cases.

Trend 3 – Personas, Not Pillars



The Challenge

- Legacy technology solutions focused on general process areas such as Project or Resource Management. Modern organizations and business processes have become more complex and use cases have become more varied and nuanced.



The Opportunity

- Adopt persona-based solutions to improve user experiences.
- Tooling can become more intuitive and effective, while end users become more efficient and empowered, delivering better outcomes.

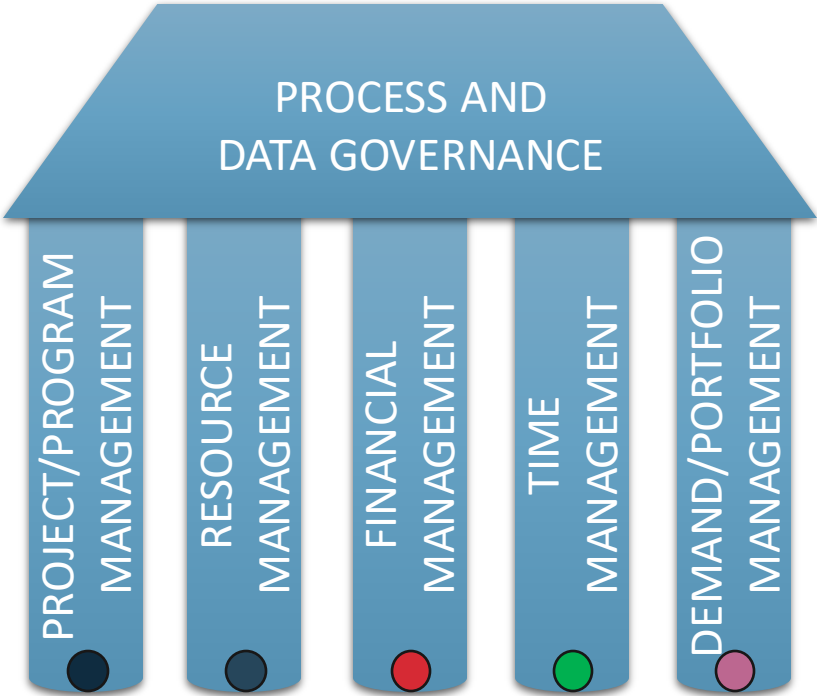
Persona Alignment



Personas Not Pillars

Traditional Mindset

Focused on process areas or general capabilities



Emerging Mindset

Focused on unique use cases and ways of working

● ● ● ●	Workforce / Headcount Planning, Chargebacks
● ● ● ●	Strategic Planning & Realization
● ● ●	Agile Feature Costing / SW Capitalization
●	Application Portfolio Management
● ●	Agile Team/Train Capacity Planning
● ●	Delivery or Operations Lead
● ●	Risk Management, Audit, Compliance
● ●	Agile/Hybrid Delivery, CWM
● ●	Strategic Programs / Products
● ●	Business Outcomes & Initiatives
● ●	Traditional / Technical Projects

Get on Track with This Trend



Do Your Research

- Identify Personas in your organization
- Gain a deeper understanding of the relevant personas in your organization and the unique needs of each.
- Ask questions that help you understand the key responsibilities of each persona role, the primary challenges they face relevant to this technology solution, and how the ideal solution can be best positioned to address their unique needs.



Assess Your Current Ecosystem and Look For Gaps

- Assess how well your existing technology solutions meet the needs of the intended personas, and identify critical gaps (end user surveys, value stream mapping).



Collaboratively Visualize an Ideal Future State

- Brainstorm with senior leaders and change agents in your organization to hypothesize what future persona needs will be expected to be met through technology solutions.

Trend 4 – Aligning with Finance



The Challenge

- Growing involvement from Finance in PPM processes.
- Product Focused Costing with Project Costing Models.
- Finance driven PPM Practices.



The Opportunity

- Strengthen ties between PMOs and Finance for better transparency.
- Improved reporting and investment alignment.



Action Steps

- Build strong relationships with Finance leadership.
- Simplify financial reporting requirements.
- Educated each other on common practices.

Trend 4 – Aligning with Finance



Complexity that needs to be challenged

- WBS that is a financial construct instead of work breakdown.
- A CapEx model that needs to be simplified.
- Way too many time tracking line items – Tasks.
- Manually Reporting Efforts - adjusted data after extracting from systems of record.
- How to Pivot to a Product Funding Model.



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Get on Track with This Trend



Education

- The PMO should have a strong understanding of Financial Requirements.
 - Reporting
 - Timing
 - Data Used
 - The PMO should have a strong understanding of Financial Requirements.
- Finance should have an understanding of how work is planned and forecasts are created and maintained.

Get on Track with This Trend



Build Relationships

- PMO leadership needs to have a strong relationship with Finance leadership.
- Involve Finance early and often.



Connect Data

- Ensure your systems of record are connected so reporting can move from data administration to data analysis.
- Build standard layout reports that have dynamic filtering and layouts.

Trend 5 – Dedicated Teams and Resource Management



The Challenge

- Rigid team models causing inconsistent utilization and often over allocates users
- Shifting priorities disrupting resource management.



The Opportunity

- Strike a balance between dedicated and flexible resource models.



Action Steps

- Gain visibility into resource allocation.
- Use trusted insights for better decision-making.



Resource Management Is Both Art and Science



Get on Track with This Trend



Visibility Is Key – Getting ALL work-related allocations into one system really does help.



Experiment – with What If Scenarios and modeling (NEW) - Empower Resource Leads with tools to try things out before applying.



Communication Is Key – Agile Product Owners, Product Managers, Scrum Masters all need to be part of the conversation as well. It goes against traditional Agile work – but super effective.



High Level Is OK – Don't discount the value of the "buckets" or placeholders when resource planning.

Trend 6 – Refocusing on People Leadership



The Challenge

- Over 65% of change initiatives fail without strong people leadership.
- Engagement from senior leaders and effectively empowered and enabled end users are critical success factors to every change initiative.
- The modern workforce is more diverse than ever, and end users are facing unprecedented levels of stress and burnout.¹
- Faced with economic challenges, companies often sacrifice people leadership as a “luxury” investment.



² <https://www.prosci.com/blog/why-change-management>



The Opportunity

- Improving people leadership has a direct correlation to the likelihood of success.²
- Future-proof your organization with change leadership that casts a clear and compelling vision, helps people feel empowered and engaged, and drives successful adoption.

Trend 6 – Refocusing on People Leadership



Action Steps

- Learn from past successes and failures.
- Gather employee feedback to shape initiatives.
- Partner with HR to align leadership strategies.



Trend 7 – AI Fatigue



The Challenge

- AI remains the #1 topic of discussion across industry conferences, research publications, and analysts.
- Technological advancements are omnipresent.
- Executive mandates and funding have followed the hype.
- However, practical PPM use cases are lagging and PMOs are struggling to show progress.

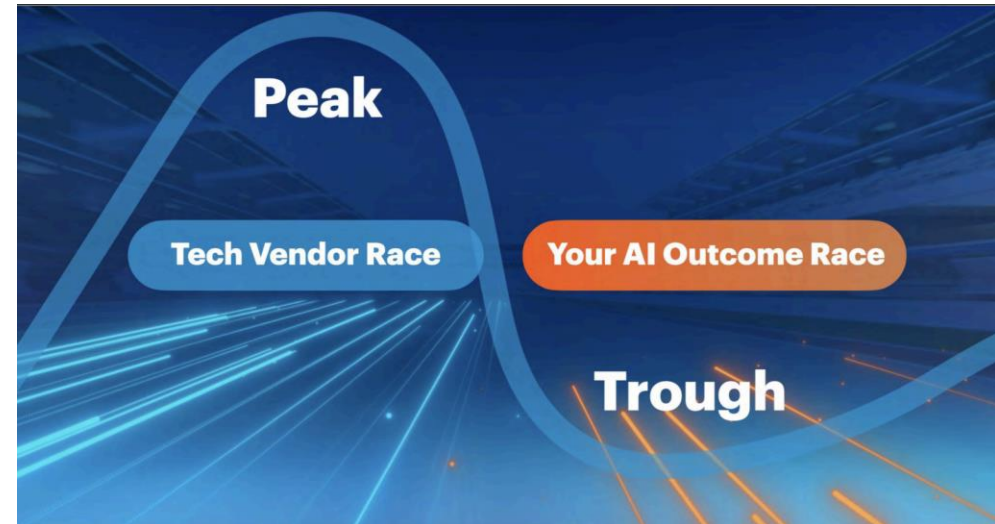


Trend 7 – AI Fatigue



The Opportunity

- Data quality initiatives can be pushed to the top of the prioritization list.
- Data security policies take time to define and communicate.
- The AI umbrella is large enough to include LLM, RPA, and Predictive Analytics.
- Automations, expanded reporting, and math-based solutions can provide quick wins.
- Overreactions in either direction can be dangerous.



Get on Track with This Trend



Focus on Data Cleansing and Ongoing Quality

- AI will only be as good as your data.
- Identify data gaps and take actions to close.
- Baseline data quality and measure impacts of ongoing change management.
- Look for integration opportunities.



Continue Defining Use Cases for AI

- Define project success and contributing variables.
- Identify areas of inefficiencies and manual data investigation.
- Work directly with solution vendors on the application of current and future capabilities.



Look for Quick Wins to Drive Value Now

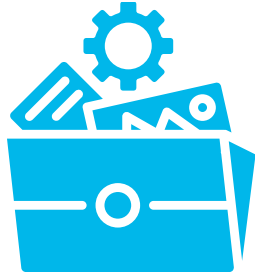
- Workflow automation
- Status report creation and summarization



Consider an AI Readiness Assessment

Rego Consulting's Role

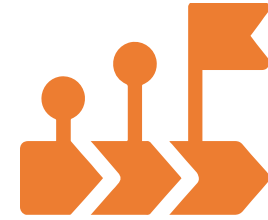
How Rego Can Help



Toolset evaluations
and integrations.



Workshops for
improving alignment
with trends.



Roadmaps for
actionable, long-term
success.

Questions?





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