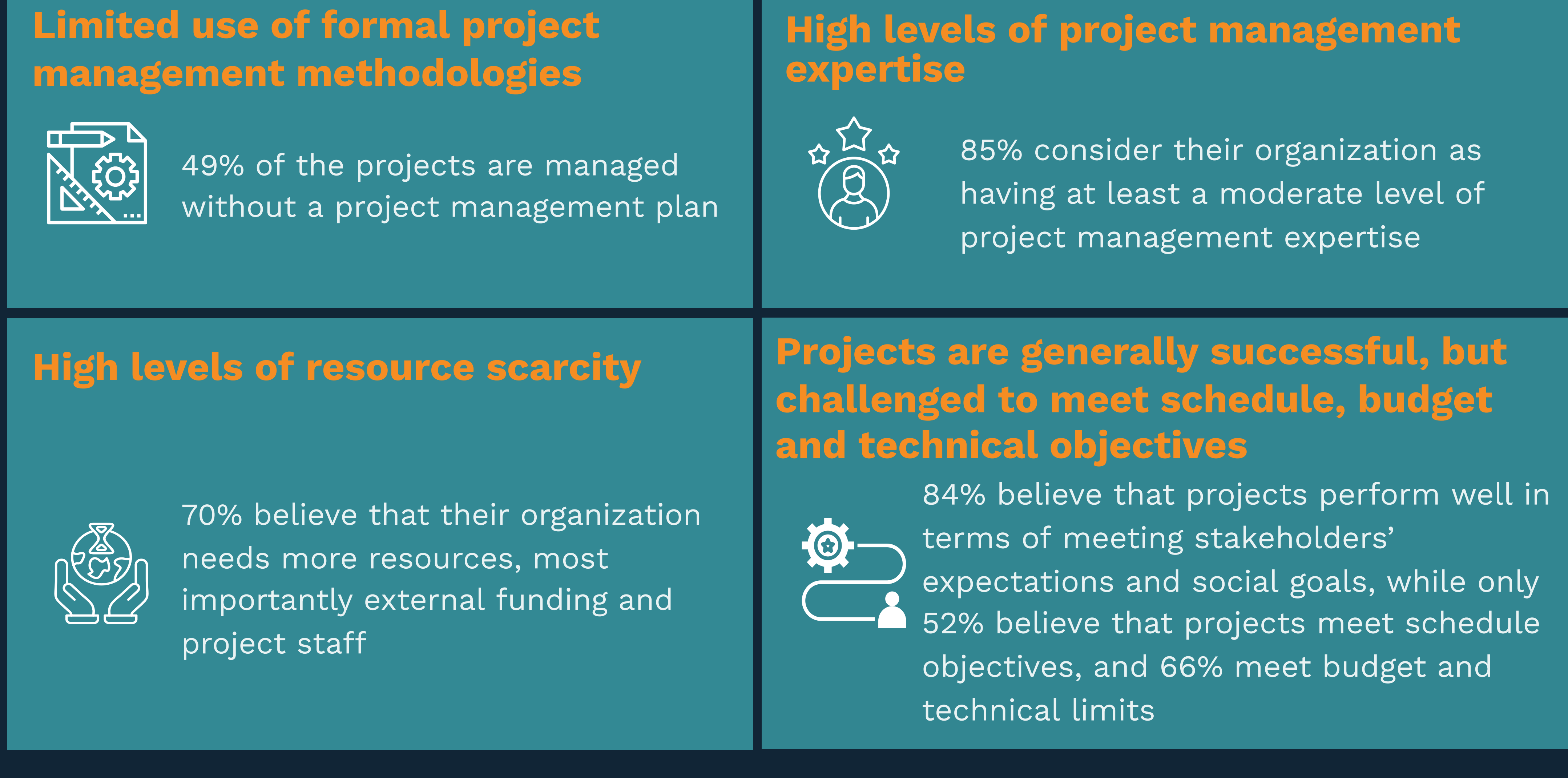


Project Management in Social Enterprises

Report of a 2022/2023 survey of social enterprises across Canada

A research project led by Dr. Jennifer Jewer from the Faculty of Business at Memorial University of Newfoundland and sponsored by the PMI Research Program.

Key characteristics of the environment



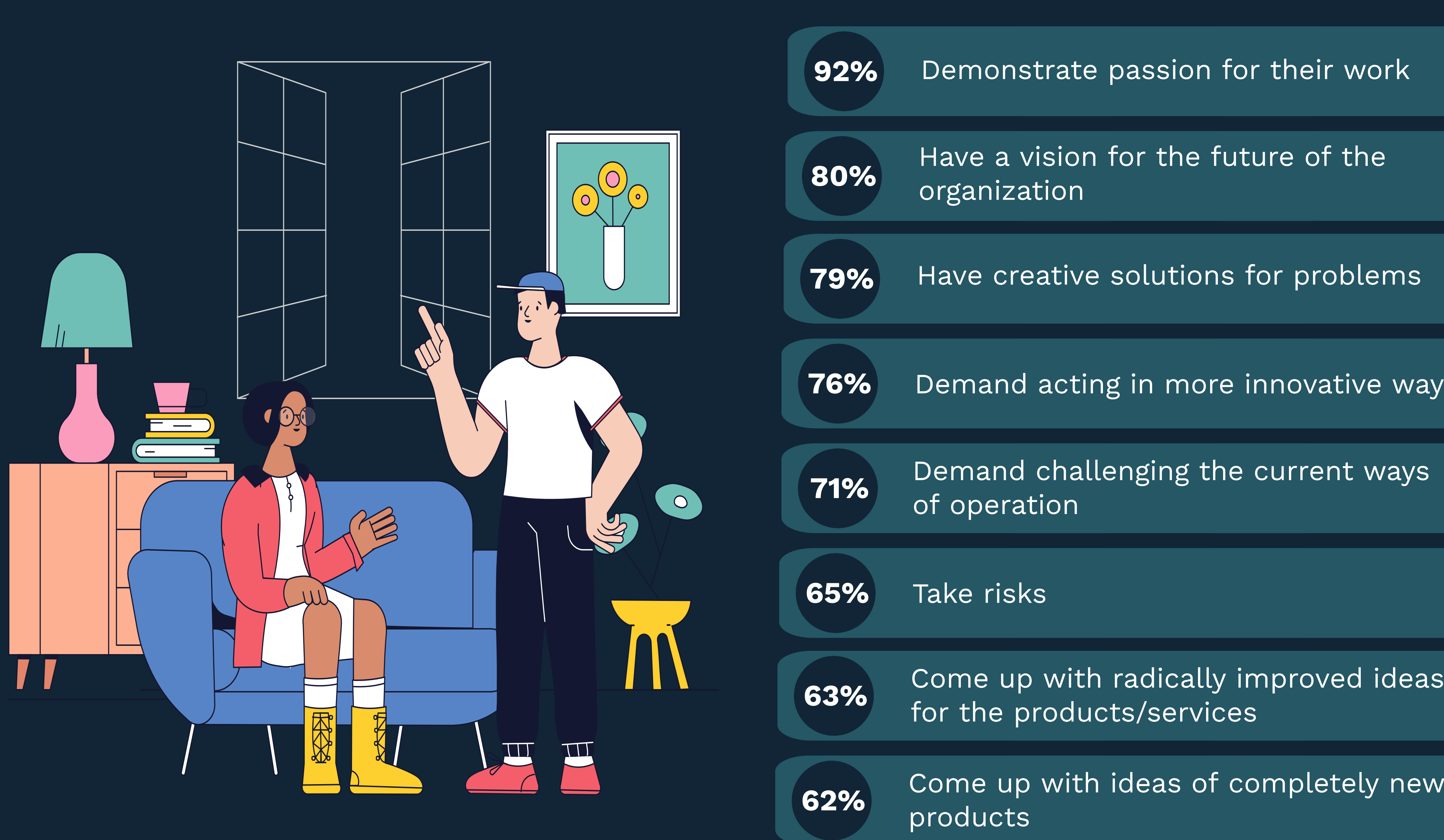
Key factors for project success

• Organizations with successful projects tend to practice higher levels of bricolage and the organizations' leaders tend to be more entrepreneurial.

High levels of bricolage on projects – “making do” with the resources on hand

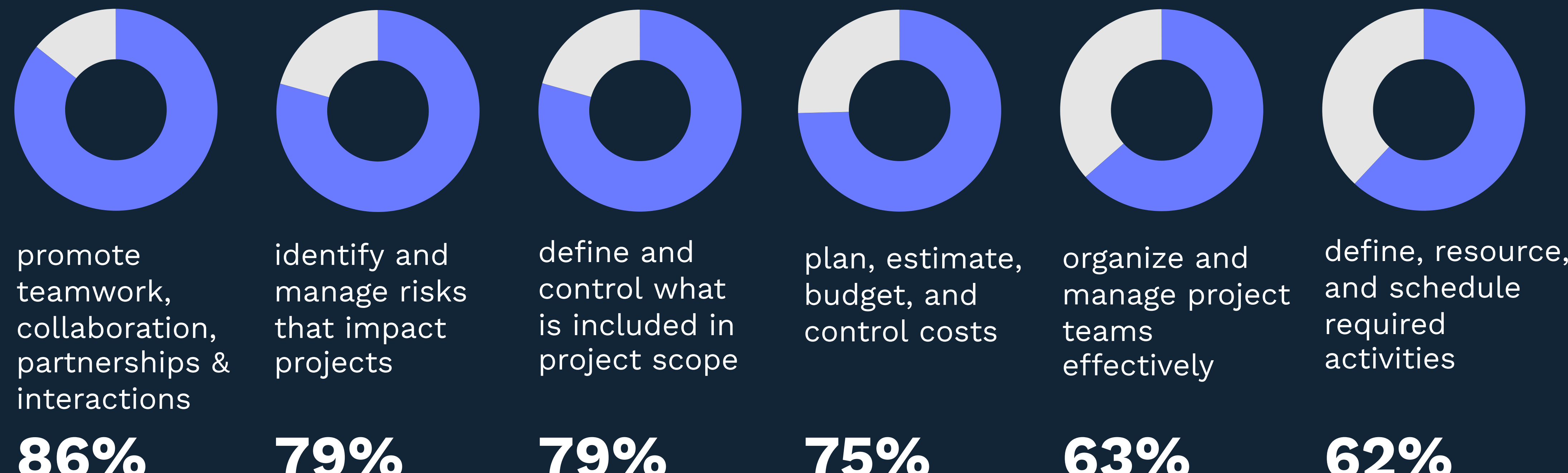


High levels of entrepreneurial leadership from organizational leaders



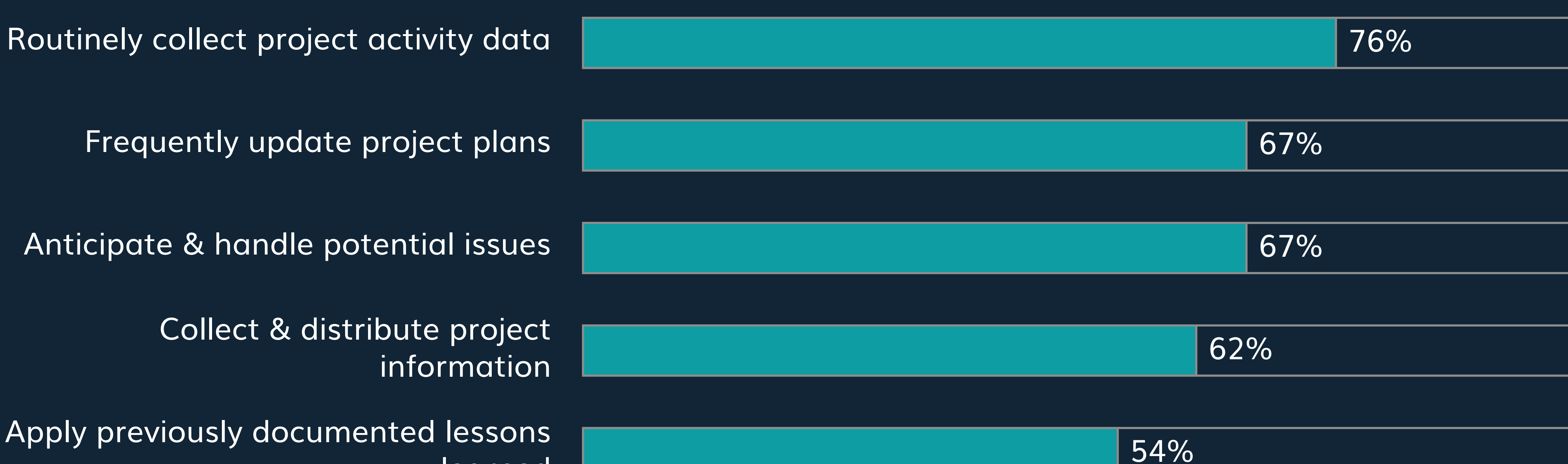
How projects are managed

We generally...



• Project managers focus on managing risks, scope, budget, teamwork and collaboration.
 • Increased attention is needed on the resourcing and scheduling of activities, and on managing project teams so that the competencies and interactions of team members enhance project results.

How projects are monitored and controlled



• Increased attention is needed to monitor and control projects.

Who completed the survey?

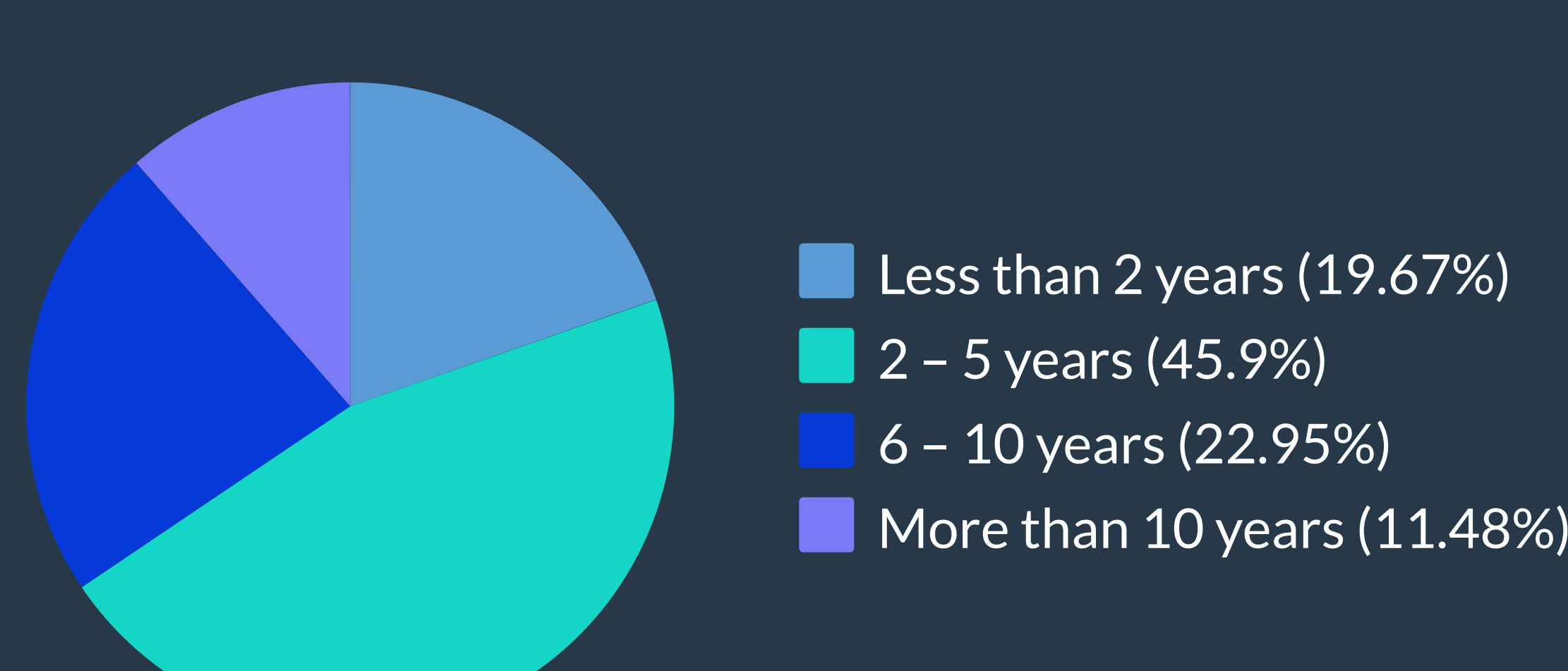
A short and standardized questionnaire was distributed online.

Who were the respondents?

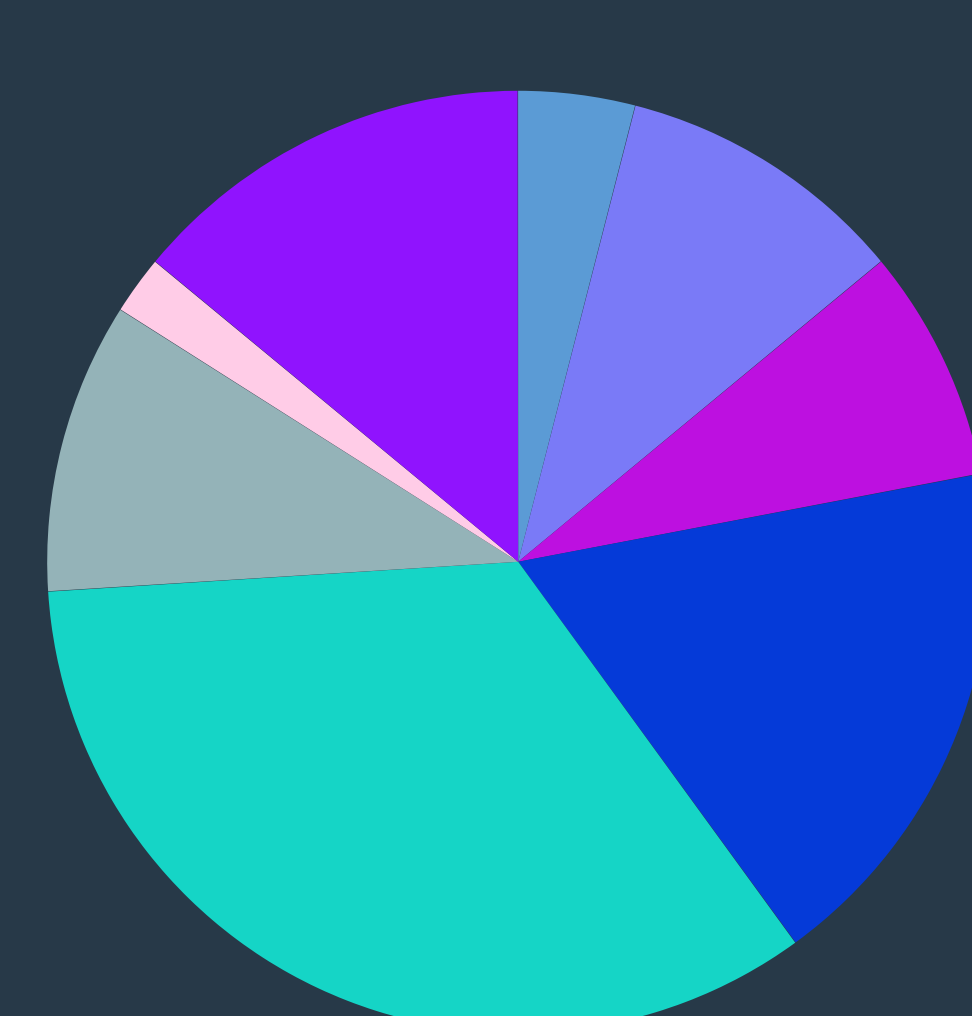
63

surveys were completed

80% of respondents had worked at the organization for more than two years.



Positions of the respondents



Demographics of the social enterprises that the respondents work for.

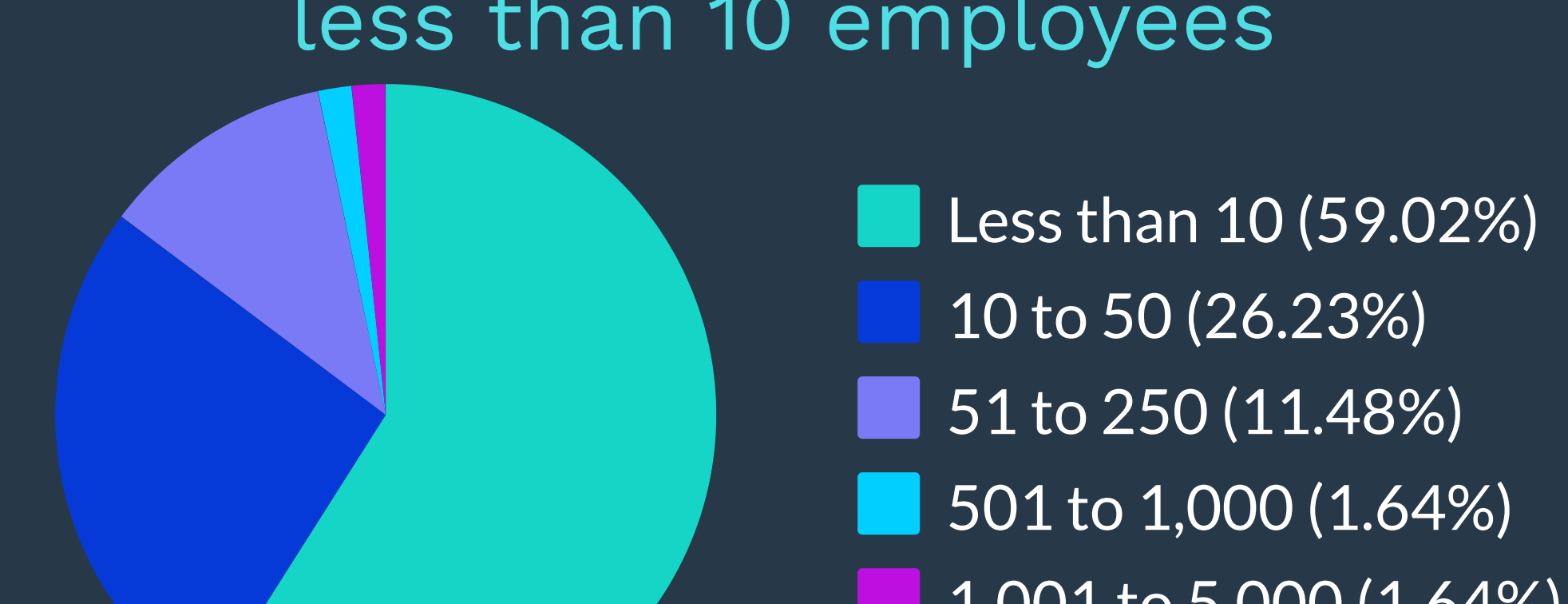
75%

were founded more than 4 years ago

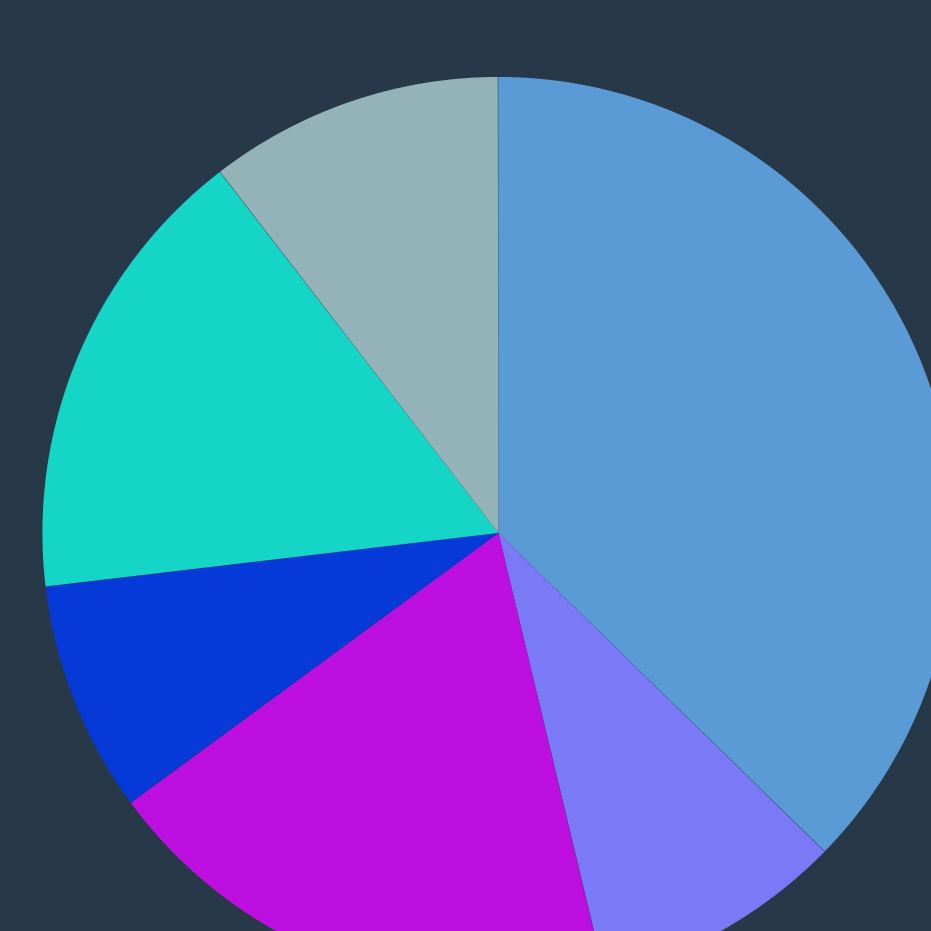
77%

have less than 10 volunteer employees

59% of the organizations have less than 10 employees



Primary purpose of the organisation



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