How to be a great Project Manager

Kelsey Assel, MBA, PMP
Kelsey Assel – who am I?

- Wife & Mother
- Product Management Senior Advisor at Cigna
- Lifelong learner
Origin Story

• Me: “I want to be one of the very best Project Managers”
• My boss: What is “the best” in the eyes of our peers?
• Me:

So let’s find out!
The Process

• **Send a survey**
  • **Format:** Google Forms & MS Word
  • **Content:**
    • Demographic information
    • What skills make a great Project Manager?
    • What qualities make a great Project Manager?
    • What tactical activities do great Project Managers perform?
    • What shortcomings do you see among individuals who don’t become great Project Managers?

• **Analyze survey results**
  • Review survey responses and categorize them

• **Find interesting data points**

• **Share with you**
Roadmap for Today

• Respondent **Demographics**
• Highlights of **survey responses**
  • Skills
  • Qualities
  • Tactical Activities
  • Shortcomings
• **Takeaways** and recommended **actions**
Respondent Demographics
The Survey Respondents

• Project Managers

• People who work with project managers

• Methods to gather survey respondents:
  • Reached out to PM Advisory Board at SIUE
  • Asked PM Advisory Board to forward to their colleagues
  • Reached out to my colleagues
  • Posted on personal social media asking for responses
The Respondents - Industry
The Respondents - Certifications

• PMP – 60%
• Other certifications listed:
  • Scaled Agile Framework (SAFe) Agilist
  • SAFe Product Manager/Product Owner
  • SAFe Lean Portfolio Management
  • Certified Scrum Master
  • Professional Scrum Master Certification
  • Certified Fluid Power Hydraulic Specialist
  • Information Technology Infrastructure Library (ITIL)
  • Professional Security Management Certification
  • Certificate in Production and Inventory Management
  • Certificate in Integrated Resource Management
How to be a Great Project Manager

Skills

“Skills” are core abilities that are necessary to complete a project – in short, a skill is what someone can do.
Skills – What do you think?

“Skills” are core abilities that are necessary to complete a project – in short, a skill is what someone can do.

- Skills that successful project managers use to complete projects are:
Skills

- Administration Skills
- Organizational Skills
- Strategic and Business Skills
- Skills - Other
- Soft skills
- Technical Project Management
- Financial Management Skills
- Team Management Skills
- Leadership Skills
- Critical Thinking/Learning Skills
Soft Skills

- Administration Skills
- Organizational Skills
- Strategic and Business Skills
- Skills - Other
- Soft skills
- Technical Project Management
- Financial Management Skills
- Team Management Skills
- Leadership Skills
- Critical Thinking/Learning Skills

Soft Skills – 31%
Soft Skills Examples

• Being able to read a room
• Active Listening
• Emotional Intelligence
• Communicating with all levels of an organization
Skills – Organizational Skills

- Administration Skills
- Organizational Skills
- Soft skills
- Technical Project Management
- Financial Management Skills
- Team Management Skills
- Leadership Skills
- Critical Thinking/Learning Skills

Organizational Skills – 21%
Organizational Skills Examples

- Attention to detail
- Problem solving skills
- Time management skills
- Multi-tasking and compartmentalizing
Technical Project Management Skills

Technical Project Management – 17%
Technical Project Management Skills Examples

• PM Basic Knowledge
• Understanding the project and planning for successes and pitfalls
• Documentation
• Ability to utilize project planning software for multiple planning methodologies
• Domain specific knowledge
How to be a Great Project Manager

Qualities

“Qualities” are attributes or characteristics possessed by someone.
Qualities – What do you think?

“Qualities” are attributes or characteristics possessed by someone

• Qualities that successful project managers have are:
Qualities

- Emotionally Intelligent
- Communication
- Leadership
- Organization
- Pleasant Demeanor
- Team Management
- Trusting
- Responsible/Reliable
- Resilient
- Openness
- Decisive
- Honesty/Integrity
- Strategic Thinker
- Qualities - Other
Qualities

- Emotionally Intelligent
- Communicator
- Leadership
- Organization
- Pleasant Demeanor
- Team Management
- Resilient
- Openness
- Strategic Thinker
- Qualities - Other
- Decisive
- Trusting
- Responsible/Reliable
- Honesty/Integrity

Responsible – 13%
Quality - Responsible Examples

- Action Oriented
- Timely
- Do what you say you will do
- Consistent
- Mean what you say ... say what you mean
Qualities

- Emotionally Intelligent
- Communicator
- Leadership
- Organization
- Pleasant Demeanor
- Team Management
- Resilient
- Openness
- Resilient
- Openness
- Strategic Thinker
- Qualities - Other

Emotionally Intelligent – 11%
Qualities – Emotionally Intelligent Examples

• Socially perceptive
• Self Awareness
• Being able to read a room
• Empathetic
Qualities

- Emotionally Intelligent
- Communicator
- Leadership
- Organization
- Pleasant Demeanor
- Team Management
- Resilient
- Openness
- Trusting
- Decisive
- Strategic Thinker
- Honesty/Integrity
- Qualities - Other

Honesty/Integrity – 8%

Pleasant Demeanor – 8%
Qualities – Honesty/Integrity and Pleasant Demeanor Examples

• Honesty/Integrity
  • Honesty in all dealings
  • High Integrity
  • honesty/integrity/transparency

• Pleasant Demeanor
  • Generosity
  • Patient
  • Energetic, inclusive and positive personality and approach to work
  • Friendly
  • Collaborative
How to be a Great Project Manager

Tactical Activities

“Tactical Activities” are concrete actions that result in implementing a project.
Tactical Activities – What do you think?

“Tactical Activities” are concrete actions that result in implementing a project.

• Tactical Activities that successful project managers use to complete their projects are:
Tactical Activities

- Reporting Activities
- People Management Activities
- Scheduling Activities
- Facilitation
- Strategic and Business Activities
- Communication activities
- Financial Activities
- Resource Management Activities
- Risk Management
- Monitoring Activities
- Planning activities
- Work Breakdown Structure Management
- Leadership Activities
- Documentation/Data Activities
- Tactical Activities - Other
Tactical Activities – People Management and Communication

- People Management Activities
- Communication Activities
- Reporting Activities
- Scheduling Activities
- Facilitation
- Strategic and Business Activities
- Financial Activities
- Resource Management Activities
- Risk Management
- Monitoring Activities
- Planning activities
- Work Breakdown Structure Management
- Leadership Activities
- Documentation/Data Activities

Communication Activities – 15%
People Management – 22%
People Management and Communication – Examples

• People Management Activities
  • Create an Organizational Breakdown Structure
  • Create a Responsibilities Assignment Matrix
  • Manage conflicts/negotiate solutions

• Communication Activities
  • Asking for opinions and inputs more than giving direction
  • Regularly scheduled communications with core team, leadership, and stakeholders
  • Acknowledge and communicate successes (both individual and team)
Tactical Activities – Scheduling and Leadership Activities

Leadership Activities - 9%

Scheduling Activities – 11%

- Reporting Activities
- People Management Activities
- Scheduling Activities
- Facilitation
- Strategic and Business Activities
- Communication activities
- Financial Activities
- Resource Management Activities
- Risk Management
- Monitoring Activities
- Planning activities
- Work Breakdown Structure Management
- Leadership Activities
- Documentation/Data Activities
- Tactical Activities - Other
Scheduling and Leadership Activities—Examples

• Scheduling Activities
  • Holding people accountable for deadlines
  • Maintain schedule and complete admin work to ensure project compliance
  • Creating obtainable milestones
  • factoring in risks when setting timelines

• Leadership Activities
  • Setting goals and aligning actions to achieve them
  • Establishing, remaining consistent in direction, and always promoting the goals of the project
  • Lead when decisions need to be made
How to be a Great Project Manager

Shortcomings

“Shortcomings” are qualities or traits that you see in people who don’t succeed in the Project Management field.
Shortcomings—What do you think?

“Shortcomings” are qualities or traits that you see in people who don’t succeed in the Project Management field.

• Some shortcomings that I see in people who don’t often succeed in Project Management are:
Shortcomings

- Lack of Responsibility/Reliability
- Poor Interpersonal/Communication skills
- Poor Scope Control
- Poor Planning/Schedule Management
- Poor Goal-Setting/Management
- Poor Meeting Facilitation
- Too rigid/Not adaptable
- Poor People Management
- Micromanaging
- Poor Critical Thinking Skills
- Poor Leadership Skills
- Concerned with personal advancement
- Subject Matter Ignorance
- Lazy
Shortcomings

- Lack of Responsibility/Reliability
- Poor Meeting Facilitation
- Poor Emotional Control
- Poor Interpersonal/Communication skills
- Too rigid/Not adaptable
- Poor People Management
- Poor Leadership Skills
- Concerned with personal advancement
- Poor Scope Control
- Micromanaging
- Subject Matter Ignorance
- Poor Planning/Schedule Management
- Micromanaging
- Poor Critical Thinking Skills
- Poor Goal-Setting/Management
- Lazy

Poor Interpersonal/Communication Skills - 29%

Poor People Management - 10%
Poor Interpersonal/Communication Skills; People Management - Examples

• Interpersonal/Communication
  • Can't read a room
  • Poor verbal communication
  • Brash/rude people skills
  • Play (negative) politics and do it poorly

• People Management
  • Not good at listening to team’s input
  • Out of touch with team members
  • Failure to celebrate/acknowledge milestones
Shortcomings – Poor Planning/Schedule Management

- Lack of Responsibility/Reliability
- Poor Interpersonal/Communication skills
- Poor Scope Control
- Poor Planning/Schedule Management
- Poor Goal-Setting/Management
- Poor Meeting Facilitation
- Too rigid/Not adaptable
- Poor People Management
- Micromanaging
- Poor Critical Thinking Skills
- Poor Emotional Control
- Poor Leadership Skills
- Concerned with personal advancement
- Subject Matter Ignorance
- Lazy
Poor Planning/Schedule Management- Examples

• Don’t spend enough time planning the project
• Poor analytical skills and [in]ability to plan ahead
• Time management. Everyone’s time is important. Don’t waste others time. Don’t have meetings just to have meetings. If it’s not needed then cancel it. When it is needed; manage the time so it’s productive for everyone.
• Overscheduling key players
Takeaways
Takeaways – Interpersonal Communication

- **Soft Skills** were the most popular skill response (31%)
- **Communication** (15%) and **People Management** (22%) were the most popular Tactical activities response.
- **Poor Interpersonal/Communication Skills** (29%) were the most commonly indicated Shortcoming
- The second most popular Quality response was **Emotional Intelligence** (11%), and 8% of the responses related to having a **Pleasant Demeanor**

What does this mean?
We can have degrees, certifications, and years of experience – but none of that matters if we don’t build healthy relationships with our teams.

To effectively communicate, we must realize that we are all different in the way we perceive the world and use this understanding as a guide to our communication with others.

- Tony Robbins
Takeaways – Interpersonal Communication

- **Books**
  - *How to Win Friends and Influence People* by Dale Carnegie
    - 4.21/5 on Goodreads app
  - *How to talk to Anyone* by Leil Lowndes
    - 3.73/5 on Goodreads app
  - *PeopleSmart: Developing your Personal Intelligence* by Mel Silberman
    - 3.62/5 on Goodreads app
Takeaways – Trustworthiness

• **Responsibility** (13%) was the most popular response for Qualities that make a great Project Manager.

• 8% of the responses for Qualities of a Great Project Manager mentioned being **Honest**, or having **Integrity**.

• **Lack of Responsibility** received 8% of the responses for Shortcomings that inhibit someone from being a great Project Manager.

What does this mean?
We can have a great **plan** and identify all of the **dependencies** and **risks**, but none of that matters if our stakeholders don’t **trust** us.

“**It takes 20 years to build a reputation and five minutes to ruin it.**”
- Warren Buffett

“**When the trust account is high, communication is easy, instant, and effective**”
- Stephen R. Covey
Takeaways – Trustworthiness

7 ways to become Trustworthy

according to an article I read on Experience Life by Life Time, so take this for what it’s worth

1. Be Transparent and Accountable
2. Keep Confidences
3. Set and respect boundaries
4. Be Vulnerable
5. Have discussions – In Person
6. Serve Others
7. Show Your Gratitude

https://experiencelife.lifetime.life/article/7-ways-to-become-trustworthy/
Takeaways – Technical/Organizational Skills

• Organizational Skills (21%) and Technical Project Management Skills (17%) were very popular responses for skills that make a great Project Manager.

• 7% of the responses for Qualities of a Great Project Manager pertained to Organization.

What does this mean?
As Project Managers, we support our teams by bringing order from chaos. They bring the subject matter expertise, and we pave the way for them to do their job with as little distraction as possible.

“For every minute spent in organizing, an hour is earned.”
-Benjamin Franklin

“Men admire the man who can organize their wishes and thoughts in stone and wood and steel and brass.”
-Ralph Waldo Emerson
Takeaways – Technical/Organizational Skills

• Books
  • *Project Management Body of Knowledge (PMBOK)*
  • *The 7 Habits of Highly Effective People* by Stephen Covey
    • 4.15/5 on Goodreads app

• Websites
  • PMI.org
Takeaways – Planning/Scheduling

• One of the most popular responses for Shortcomings that make a Poor Project Manager was related to Poor Planning and Schedule Management (10%)

• 11% of the survey responses for Tactical Activities that Great Project Managers do pertained to Scheduling Activities

What does this mean?
As Project Managers, we can support our teams by doing something they don’t often have the time/skillset to do: plan.

“By failing to prepare, you are preparing to fail.”
- Benjamin Franklin

“If you don’t know where you are going, you’ll end up someplace else.”
- Yogi Berra
Takeaways – Planning/Scheduling

• Books
  • *Project Management Body of Knowledge (PMBOK)*
  • *Project Management for the Unofficial Project Manager* by Kory Kogon, James Wood, and Suzette Blakemore
    • 4.08/5 on Goodreads app
  • *Project Planning, Scheduling & Control: A Hands-on Guide to Bringing Projects in on Time and on Budget* by James P. Lewis
    • 3.74/5 on Goodreads app

• Websites
  • PMI.org
Bringing it all together

• Most recommended:
  • Skills: Soft Skills
  • Qualities of PMs: Responsible
  • Tactical activities: People Management
  • Shortcomings: Poor interpersonal communication

• Takeaways:
  • Focus on having excellent interpersonal communication skills and earning your team’s trust. Use your technical project management skills to plan and organize the project work so that you can drive your project to delivery.
Limitations

• Survey respondents
  • Small sample size
  • Sample size not representative of the population

• Recommendations
  • Gather a team of diverse individuals with wide contact bases to conduct this survey, allowing for a larger, more diverse sample size
  • Send the survey to an entire department/organization of PMs
Questions?
Appendix A – The Survey
Crowd Sourcing a Great Project Manager

We all have different interpretations of what constitutes a "Great" Project Manager based on past experience, education, and personal preferences. What if we combined the interpretations of many project managers to discern the most popular qualities and skills?

* Indicates a required field

What is your name?

Please include your name here.

What is your job title? *

- Executive
- Management
- Program Management
- Service Project Management
- Project Management
- Analyst
- Consultant
- Retired
- Other

If you answered "other" above, please specify by typing in the space below:

If you answered "other" above, please specify by typing here.

What is your employment type? *

- Full-time
- Part-time
- Self-employed
- Freelance

- Contract
- Internship
- Apprenticeship
- Seasonal
- Retired
- Not Employed
- Other

If you answered "other" above, please specify by typing in the space below:

If you answered "other" above, please specify by typing here.

What organization do you work for? Please type it in the space below:

Please specify your organization here.

Select your industry: *

- Food Services
- Hospitality Services
- Agriculture, Forestry, Fishing and Hunting
- Waste Management Services
- Arts, Entertainment and Recreation
- Educational Services
- Construction
- Information Technology
- Finance and Insurance
- Healthcare and Social Assistance
- Public Administration
The survey – Pages 3 & 4

What skills, qualities, and tactical activities make a "Great" Project Manager?
In the below open-ended questions, you’ll be asked to list skills, qualities and tactical activities that are crucial for someone to be a "Great" Project Manager.

For the purposes of this survey, please refer to the following definitions:
“Skills” are core abilities that are necessary to complete a project – in short, a skill is what someone can do.
“Qualities” are attributes or characteristics possessed by someone.
“Tactical Activities” are concrete actions that result in implementing a project.

Please list up to five SKILLS that you consider to be crucial for someone to be a "Great" Project Manager. Remember, for the purposes of this survey, skills refer to the core abilities that are necessary to complete a project – in short, a skill is what someone can do. (If you include more than five skills, only the first five will be included in the analysis.)

Please list up to five QUALITIES that you consider to be crucial for someone to be a "Great" Project Manager. Remember, for the purposes of this survey, a quality is an attribute or characteristic possessed by someone. (If you include more than five qualities, only the first five will be included in the analysis.)

Please list up to five TACTICAL ACTIVITIES that "Great" Project Managers do regularly. Remember, tactical activities are concrete actions that result in implementing a project. (If you include more than five tactical activities, only the first five will be included in the analysis.)

Finally, please list up to five SHORTCOMINGS that you often see in people who don’t succeed in the Project Management field. (If you include more than five shortcomings, only the first five will be included in the analysis.)

Manufacturing
Scientific Services
Real Estate, Rental and Leasing
Transportation and Warehousing
Retail Services
Other

If you answered "other" above, please specify by typing in the space below:

How long have you been working as a Project Manager, or in a Project Management adjacent role? *
Less than 2 years
2-5 years
5-10 years
10-15 years
15-20 years
20-30 years
30+ years

Do you hold any professional certifications? (e.g. PMP, PHR-ACP, etc.) *

Yes
No

If you answered "Yes" to the question above, please specify the professional certifications you hold below:

If you answered "No" to the question above, please specify the professional certifications you hold here.

[Image]
Please list up to five SHORTCOMINGS that you often see in people who don't succeed in the Project Management Field here.

May we reach out to you for further information about the responses you included above? *

[ ] Yes
[ ] No

If you answered "Yes" to the question above, please include your email address below.

If you answered "Yes" to the question above, please include your email address here.

Thank you for taking this survey, your time is appreciated!
Appendix B- Raw Survey Responses
The Survey – “What is your job title?”

<table>
<thead>
<tr>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Management</td>
</tr>
<tr>
<td>Management</td>
</tr>
<tr>
<td>Senior Project Management</td>
</tr>
<tr>
<td>Management</td>
</tr>
<tr>
<td>Program Management</td>
</tr>
<tr>
<td>Consultant</td>
</tr>
<tr>
<td>Program Management</td>
</tr>
<tr>
<td>Management</td>
</tr>
<tr>
<td>Senior Project Management</td>
</tr>
<tr>
<td>Program Management</td>
</tr>
<tr>
<td>Management</td>
</tr>
<tr>
<td>Other</td>
</tr>
<tr>
<td>Senior Project Management</td>
</tr>
</tbody>
</table>
## The Survey – “Select your Industry”

<table>
<thead>
<tr>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Healthcare and Social Assistance</td>
</tr>
<tr>
<td>Finance and Insurance</td>
</tr>
<tr>
<td>Manufacturing</td>
</tr>
<tr>
<td>Finance and Insurance</td>
</tr>
<tr>
<td>Aerospace</td>
</tr>
<tr>
<td>Logistics and logistics project management in the federal government</td>
</tr>
<tr>
<td>Transmission Electric Utilities</td>
</tr>
<tr>
<td>Transmission Electric Utilities</td>
</tr>
<tr>
<td>Transmission Electric Utilities</td>
</tr>
<tr>
<td>Information Technology</td>
</tr>
<tr>
<td>Information Technology</td>
</tr>
<tr>
<td>Transportation and Warehousing</td>
</tr>
<tr>
<td>Healthcare and Social Assistance</td>
</tr>
<tr>
<td>Healthcare and Social Assistance</td>
</tr>
</tbody>
</table>
## The Survey – Skills – Page 1

### Responses

<table>
<thead>
<tr>
<th>1</th>
<th>Meeting Facilitation Skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Be able to deliver difficult news</td>
</tr>
<tr>
<td>3</td>
<td>Communication Skills</td>
</tr>
<tr>
<td>4</td>
<td>Work in nuanced settings</td>
</tr>
<tr>
<td>5</td>
<td>Organizational Skills</td>
</tr>
</tbody>
</table>

- Relationship building, self-awareness, being able to read a room, attention to detail, organized
- Structure, organization, communication, pm basic knowledge, Driver

- Communication skills, Interpersonal skills, Problem Solving skills, Time management skills, stakeholder skills

**Skills:**
- Comprehension of the fundamental technologies, techniques, risks, outside impacts, operations and interaction of these factors of the system or item being developed in the project
- Ability to anticipate, understand and react to the impact of changes on the outcome of the project.
- Ability to delegate authority for completion of tasks and trust subordinates to do their jobs
- Ability to comprehend large volumes of information, simplify their impacts and implication, and reduce them to actionable direction for the project and its people.
- Ability to make individuals feel important, trusted, and valued and thereby deliver their best efforts and products toward the end-state

- Communication, Organized, Customer Centric, Quality centric,
| COMMUNICATION, strategically analyze a project and plan it for success, drive results, sense of urgency, being the best support for your team and believing in your team |
| Communication |
| Understanding the project and planning for successes and pitfalls |
| Supporting the team |
| Drive results |
| Communication, Negotiation, Leadership, Financial Management, Time Management |
| Writing, Documentation, Communication, Memory, Networking |
| -planning (includes scheduling, estimating & forecasting) |
| -problem solving (manage issues and identify creative solutions) |
| -budgeting (includes managing costs to stay on budget) |
| -risk management (includes identifying, managing, and mitigating risks) |
| -ability to utilize project planning software for multiple planning methodologies |
| N/A |
| Effective communication, Time management, Risk Management, Problem Solving, Microsoft Office |
| Problem Solving, Communication, Risk Management, Leadership, Time Management |
| Effective communicator, team management, problem-solving, technical writing, adaptability |
### Responses

<table>
<thead>
<tr>
<th>Active listening</th>
<th>Communication</th>
<th>Leadership</th>
<th>Risk management</th>
<th>Problem solving/critical thinking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effectively Listen</td>
<td>Precisely Communicate</td>
<td>Manage Time</td>
<td>Set, Limit, Define, and Adhere to Expectations</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Communication, Change Management, Leadership, Emotional Intelligence, Stakeholder Management</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Task Switching</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quick Comprehension/Quick Learner of the Subject Matter</td>
</tr>
<tr>
<td>Communicating with all levels of an organization</td>
</tr>
<tr>
<td>Organizational Skills</td>
</tr>
<tr>
<td>Extreme proficiency with Microsoft Office Products</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Communication, Leadership, Organization, Critical Thinking, Data Analysis</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Listening and hearing what others have to say; domain specific knowledge/SME; multitasking and compartmentalizing; communicating (both a skill and quality) to appropriate audiences appropriately</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Communication, Organization, Leadership, Financial, Technical</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Motivate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communicate</td>
</tr>
<tr>
<td>Lead</td>
</tr>
<tr>
<td>Negotiate</td>
</tr>
<tr>
<td>Adapt</td>
</tr>
</tbody>
</table>

The Survey – Skills – Page 3
### Responses

1. Responsible
2. Thick Skin
3. Detail Oriented
4. Socially perceptive

- Relationship building, self-awareness, being able to read a room, attention to detail, organized
- Leadership, communication, coaching, leader, Listening
- Unflappable, curious, resilience, tenacity, generosity
- Team player
- Open-minded
- Understanding
- Patient
- Action oriented

**Qualities:**
- Honesty in all dealings.
- Genuine desire to help the team succeed by knocking down barriers, providing encouragement and showing trust and respect.
- A humble and open attitude that promotes an atmosphere of direct and frequent communication and which seeks input while demonstrating understanding of the value of others’ opinions and recommendations.
- Ability to anticipate, understand and react to the impact of changes and outside influences on the outcome of the project.
- Energetic, inclusive and positive personality and approach to work

**Timely, Efficient, Team Player, Preservers, process oriented**

- Giving trust and caring of your team members, being transparent and autonomous, being able to make a decision without knowing the outcome, keep the end goal at the forefront of your mind to lead a project to success
### Responses

<table>
<thead>
<tr>
<th>Qualities</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decision making</td>
<td>Keeping the project scope in line as the end goal</td>
</tr>
<tr>
<td>Transparency</td>
<td>Leverage past mistakes and turn into a win (Lesson Learned)</td>
</tr>
<tr>
<td>Communicator, Analytic, Responsible, Empathetic, Planner</td>
<td></td>
</tr>
<tr>
<td>Friendly, Collaborative, Organized, Curious, Consistent</td>
<td></td>
</tr>
<tr>
<td>- Communicator</td>
<td></td>
</tr>
<tr>
<td>- Leader</td>
<td></td>
</tr>
<tr>
<td>- Adaptable</td>
<td></td>
</tr>
<tr>
<td>- Critical Thinker</td>
<td></td>
</tr>
<tr>
<td>- Organized</td>
<td></td>
</tr>
<tr>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Honesty, Open-minded, Motivator, Accountable, Reliable</td>
<td></td>
</tr>
<tr>
<td>Focused, Motivator, Strategic, Integrity, Accountable</td>
<td></td>
</tr>
<tr>
<td>Skilled motivator, high integrity, accountable, patient, results driven</td>
<td></td>
</tr>
<tr>
<td>Strategic partner – business as well as IT partner</td>
<td></td>
</tr>
<tr>
<td>Ability to work in and lead others through times of ambiguity</td>
<td></td>
</tr>
<tr>
<td>Inspires others to act</td>
<td></td>
</tr>
<tr>
<td>Accountable</td>
<td></td>
</tr>
<tr>
<td>Has integrity</td>
<td></td>
</tr>
</tbody>
</table>
## Responses

<table>
<thead>
<tr>
<th>Servant Leadership</th>
<th>servant leadership qualities: Humble with ability to set project demands</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Mean what you say ... say what you mean</td>
</tr>
<tr>
<td></td>
<td>Do what you say you will do</td>
</tr>
</tbody>
</table>

| Servant Leadership | friendliness, trustworthy, respect, open-mindedness, collaboration. |

<table>
<thead>
<tr>
<th>Political Savvy</th>
<th>accountability or ensure people are held accountable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>thinking 5 steps ahead for risk or dependencies</td>
</tr>
<tr>
<td></td>
<td>being a reality check for statements, risks, deliverables</td>
</tr>
<tr>
<td></td>
<td>story telling</td>
</tr>
</tbody>
</table>

| Story Telling      | transparency, honesty, integrity, motivator, manage conflict                  |

| Emotional Intelligence | emotional intelligence; proactiveness; effective communicator; honesty/integrity/transparency; flexibility |

| Empathy, Listening, Patience, Persistence |

<table>
<thead>
<tr>
<th>Honesty, Patience, Confidence, Problem Solver, Empathy</th>
</tr>
</thead>
<tbody>
<tr>
<td>organized</td>
</tr>
<tr>
<td>problem solver</td>
</tr>
<tr>
<td>listener</td>
</tr>
<tr>
<td>proactive</td>
</tr>
<tr>
<td>empathetic</td>
</tr>
<tr>
<td>Responses</td>
</tr>
<tr>
<td>-----------</td>
</tr>
<tr>
<td>1. Create reports that provide information the customer needs</td>
</tr>
<tr>
<td>2. Do what you say you're going to do</td>
</tr>
<tr>
<td>3. Translate the status updates into language the customer/stakeholders understand</td>
</tr>
<tr>
<td>4. Communicate expectations to the team</td>
</tr>
<tr>
<td>5. Take responsibility for mistakes or missed action items</td>
</tr>
</tbody>
</table>

create task lists, following up on task lists, asking good questions, holding people accountable for deadlines

Plan, create a team, identify all responsibilities, stakeholder management, communication

Planning, resourcing, budgeting, task assembly, task management, escalation management

Creating a WBS
Creating an OBS
Creating a RAM
Developing the logic network
Resolving resource constraints

- Establishing, remaining consistent in direction, and always promoting the goals of the project
- Being frequently and clearly present, actively engaged with the project, and approachable by the project personnel
- Setting goals and aligning actions to achieve them
- Asking for opinions and inputs more than giving direction
- Simplifying communications and “flattening” the organization

Status updates, meeting minutes, action items, requests for information, document control
Maintaining daily/weekly communication across the project team, making strategic decisions that benefit the team and business as a whole, giving the extra for your team members, promoting high moral amongst the team
<table>
<thead>
<tr>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regularly scheduled communications with core team, leadership, and stakeholders, Willingness to stop and listen/help outside of the core business hours if necessary. (Shows the commitment to the health and positivity of the team)</td>
</tr>
<tr>
<td>Doing what it takes to keep Team moral high</td>
</tr>
<tr>
<td>Lead when decisions need to be made</td>
</tr>
<tr>
<td>Acknowledge and communicate successes (both individual and team)</td>
</tr>
<tr>
<td>Keep open communication with project team and leadership, manage project financials to ensure no overspend or underrun, maintain schedule and complete admin work to ensure project compliance</td>
</tr>
<tr>
<td>Run efficient meetings (set agenda, keep people on track, drive action items), know when to check in on progress and when to &quot;escalate&quot; at-risk items, Setting and following standard procedures for project activities</td>
</tr>
<tr>
<td>-run efficient meetings</td>
</tr>
<tr>
<td>-create &amp; maintain project plans</td>
</tr>
<tr>
<td>-manage conflicts/negotiate solutions</td>
</tr>
<tr>
<td>-indirect influence/manage to achieve results</td>
</tr>
<tr>
<td>-build &amp; manage a team (both direct reports and matrixed resources)</td>
</tr>
<tr>
<td>Plan ahead</td>
</tr>
<tr>
<td>Keep plan flexible</td>
</tr>
<tr>
<td>Be data driven</td>
</tr>
<tr>
<td>Consult with SMEs</td>
</tr>
<tr>
<td>Collaborate often with team and stakeholders</td>
</tr>
<tr>
<td>Creating obtainable milestones, attention to detail, planning, cost-benefit analysis, factoring in risks when setting timelines</td>
</tr>
<tr>
<td>Planning, Monitoring, Leading, managing risks, stakeholdering</td>
</tr>
<tr>
<td>Create measurable goals, manage timeline, manage budget, create readouts, task delegation</td>
</tr>
<tr>
<td>Responses</td>
</tr>
<tr>
<td>-----------</td>
</tr>
<tr>
<td>Project planning and execution</td>
</tr>
<tr>
<td>Creating measurable goals and objectives</td>
</tr>
<tr>
<td>Risk analysis and mitigation</td>
</tr>
<tr>
<td>Financial management</td>
</tr>
<tr>
<td>Effective status reporting</td>
</tr>
<tr>
<td>Self-Management (schedule; meetings; organization)</td>
</tr>
<tr>
<td>Communication!! (Communication; communication; communication)</td>
</tr>
<tr>
<td>Take advice from the project team. They’re the experts in what they do, the PM is the expert in putting it all together.</td>
</tr>
</tbody>
</table>

| Planning, teambuilding, stakeholder management, risk management, business analysis |
| Know the subject matter to define the plan with the team members |
| Be first to offer up to drive / document decisions and solutions |
| For tough issues or decisions, have 1/1s with meeting participants ahead of time to secure alignment so that it is not the first time attendees are seeing the content. |

| Tell the why behind the project, Lead Effective Meetings, Consistent Messaging, Assigning and Managing Task, Identify and Manage Risk |
| create an effective team environment; “protect” the team; communicate, communicate, communicate! (that is 1 thing - just do it well and do it a lot); engage constituencies proactively and often; re-evaluate and reprioritize; being honest and open. |

| Scheduling, Resource allocation, Presentation |

| Financial Management, Project Tracking, Stakeholder Management, Team Building, Risk Management |
| Communicate with the team - internally and externally |
| Track the schedule |
| Manage the budget |
| Plan |
| Identify/address risks |
## Responses

| 1. Don't commit to something then fail to do it |
| 2. Poor meeting facilitation - not sending out an agenda or action items before/after |
| 3. Blaming others for mistakes/problems |
| 4. Reacting emotionally to criticism |
| 5. Committing to timelines without asking the team first |

| No people skills, can't read a room, can't build relationships, poor verbal communication |
| too tactical, no soft skills, adaptability to environment, follow the book |

| Meekness, inability to control scope, Team and stakeholders and deadlines. |
| Too worried about their personal gains (i.e. advancement, promotions, looking good to the boss) |
| Don't spend enough time planning the project |
| Try to do it all themselves |
| Don't listen to their project teams |
| Don't get to the root causes and/or act to resolve them |

- Disinterest in people's time and instilling a feeling of their value to the effort
- Lack of understanding of the technology or business of the project's subject matter
- Inability to set clear, persistent, and achievable goals
- Over-monitoring and micromanaging people and their work products
- Loss of trust by the PM's supervisor as well as subordinates

<p>| Lack of Planning, documentation, processes, communication, and cost exposure. |
| Not listening, not communicating or having a fear to ask a question first, need to think first then act |</p>
<table>
<thead>
<tr>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do not listen</td>
</tr>
<tr>
<td>Poor communication</td>
</tr>
<tr>
<td>Afraid to fail (Failure is only failure if you do not learn from it)</td>
</tr>
<tr>
<td>Inability to manage multiple things concurrently, poor communication</td>
</tr>
<tr>
<td>skills, poor analytical skills and ability to plan ahead, brash/rude</td>
</tr>
<tr>
<td>people skills</td>
</tr>
<tr>
<td>Not delegating, Too focused on details (instead of delegating them),</td>
</tr>
<tr>
<td>not communicating, micromanaging</td>
</tr>
<tr>
<td>-poor interpersonal skills – impacts ability to resolve conflict,</td>
</tr>
<tr>
<td>build a team, manage people, and negotiate successfully</td>
</tr>
<tr>
<td>-poor communication skills</td>
</tr>
<tr>
<td>-overly rigid; PMs need to be able to adapt to changes throughout a</td>
</tr>
<tr>
<td>project, whether due to organizational change, market impacts, cost</td>
</tr>
<tr>
<td>pressures, scope changes, etc</td>
</tr>
<tr>
<td>-lack of critical thinking skills – PMs need to be able to listen</td>
</tr>
<tr>
<td>actively, understand issues, perform research and being able to make</td>
</tr>
<tr>
<td>informed decisions and provide direction during uncertainty</td>
</tr>
<tr>
<td>-lack of business acumen – PM’s must understand the business to make</td>
</tr>
<tr>
<td>prioritization decisions, identify risks and their impact and make</td>
</tr>
<tr>
<td>trade offs.</td>
</tr>
<tr>
<td>Lack of listening</td>
</tr>
<tr>
<td>Not looking at the big picture</td>
</tr>
<tr>
<td>Out of touch with team members</td>
</tr>
<tr>
<td>Lack of understanding foreseeableable risks</td>
</tr>
<tr>
<td>Not good at listening to team’s input, reactive more than proactive,</td>
</tr>
<tr>
<td>lack of transiency to team and leaders, taking things too much to heart,</td>
</tr>
<tr>
<td>unorganized</td>
</tr>
<tr>
<td>Lack of organization, poor communication skills, poor leadership</td>
</tr>
<tr>
<td>Unorganized, not able to adjust quickly, lack of communication, lack of</td>
</tr>
<tr>
<td>accountability, scope creep</td>
</tr>
<tr>
<td>Lack of big picture knowledge – can’t see how the details fit into the</td>
</tr>
<tr>
<td>overall strategy of what need to be accomplished</td>
</tr>
<tr>
<td>Poor relationship management</td>
</tr>
<tr>
<td>Hesitance to be transparent and speak the truth about the health of their</td>
</tr>
<tr>
<td>initiatives</td>
</tr>
<tr>
<td>Self-focused vs stakeholder or team focused</td>
</tr>
<tr>
<td>Poor time management</td>
</tr>
</tbody>
</table>
The Survey – Shortcomings – Page 3

<table>
<thead>
<tr>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arrogance. The PM is in charge of the project, but is probably not the expert in each detail in getting things done. Take input from those experts, and make decisions that work.</td>
</tr>
<tr>
<td>Listening. The PM is in charge, but needs to effectively listen as well as effectively communicate.</td>
</tr>
<tr>
<td>Time management. Everyone’s time is important. Don’t waste others time. Don’t have meetings just to have meetings. If it’s not needed then cancel it. When it is needed; manage the time so it’s productive for everyone.</td>
</tr>
<tr>
<td>Not enough time spent teambuilding. Not enough time selling and getting buy in from team on the “why’s” of the project. Overscheduling key players. Not securing solid buy in from stakeholders.</td>
</tr>
<tr>
<td>Failure to celebrate/acknowledge milestones.</td>
</tr>
<tr>
<td>Only asks for status does not probe team members for more information</td>
</tr>
<tr>
<td>Biased notes that do not reflect the true problems or organizational mission</td>
</tr>
<tr>
<td>Poor communicator, ineffective meetings, lack of technical understanding, lack of motivation, holding others accountable.</td>
</tr>
<tr>
<td>Play (negative) politics and do it poorly; don’t take responsibility for themselves, their decisions, or their team; lazy - not proactive; dishonest; tear people down, not build them up.</td>
</tr>
<tr>
<td>Listening, Patience, Understanding key players</td>
</tr>
<tr>
<td>Poor Communicator, Disorganized, Deficient in Technical Knowledge, Poor Stakeholder Management, Lack of Scope Control</td>
</tr>
<tr>
<td>Poor communication skills</td>
</tr>
<tr>
<td>Poor listener</td>
</tr>
<tr>
<td>Poor social skills</td>
</tr>
<tr>
<td>Rigid</td>
</tr>
<tr>
<td>Passive</td>
</tr>
</tbody>
</table>
Appendix C – Data Tabulations
## The Survey – Skills Tabulation

<table>
<thead>
<tr>
<th>Category</th>
<th>Total</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration Skills</td>
<td>3</td>
<td>3%</td>
</tr>
<tr>
<td>Soft skills</td>
<td>34</td>
<td>31%</td>
</tr>
<tr>
<td>Team Management Skills</td>
<td>4</td>
<td>4%</td>
</tr>
<tr>
<td>Organizational Skills</td>
<td>23</td>
<td>21%</td>
</tr>
<tr>
<td>Technical Project Management</td>
<td>19</td>
<td>17%</td>
</tr>
<tr>
<td>Leadership Skills</td>
<td>8</td>
<td>7%</td>
</tr>
<tr>
<td>Strategic and Business Skills</td>
<td>11</td>
<td>10%</td>
</tr>
<tr>
<td>Financial Management Skills</td>
<td>3</td>
<td>3%</td>
</tr>
<tr>
<td>Critical Thinking/Learning Skills</td>
<td>4</td>
<td>4%</td>
</tr>
<tr>
<td>Skills - Other</td>
<td>2</td>
<td>2%</td>
</tr>
</tbody>
</table>
The Survey – Qualities Tabulation

<table>
<thead>
<tr>
<th>Category</th>
<th>Total</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emotionally Intelligent</td>
<td>13</td>
<td>11%</td>
</tr>
<tr>
<td>Communicator</td>
<td>8</td>
<td>7%</td>
</tr>
<tr>
<td>Leadership</td>
<td>6</td>
<td>5%</td>
</tr>
<tr>
<td>Organization</td>
<td>8</td>
<td>7%</td>
</tr>
<tr>
<td>Pleasant Demeanor</td>
<td>9</td>
<td>8%</td>
</tr>
<tr>
<td>Team Management</td>
<td>8</td>
<td>7%</td>
</tr>
<tr>
<td>Trusting</td>
<td>4</td>
<td>4%</td>
</tr>
<tr>
<td>Responsible</td>
<td>15</td>
<td>13%</td>
</tr>
<tr>
<td>Resilient</td>
<td>8</td>
<td>7%</td>
</tr>
<tr>
<td>Openness</td>
<td>5</td>
<td>4%</td>
</tr>
<tr>
<td>Decisive</td>
<td>7</td>
<td>6%</td>
</tr>
<tr>
<td>Honesty/Integrity</td>
<td>9</td>
<td>8%</td>
</tr>
<tr>
<td>Strategic Thinker</td>
<td>6</td>
<td>5%</td>
</tr>
<tr>
<td>Qualities - Other</td>
<td>8</td>
<td>7%</td>
</tr>
</tbody>
</table>
# The Survey – Tactical Activities Tabulation

<table>
<thead>
<tr>
<th>Category</th>
<th>Total</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reporting Activities</td>
<td>7</td>
<td>6%</td>
</tr>
<tr>
<td>Communication activities</td>
<td>17</td>
<td>15%</td>
</tr>
<tr>
<td>Planning activities</td>
<td>7</td>
<td>6%</td>
</tr>
<tr>
<td>People Management Activities</td>
<td>25</td>
<td>22%</td>
</tr>
<tr>
<td>Financial Activities</td>
<td>7</td>
<td>6%</td>
</tr>
<tr>
<td>Work Breakdown Structure Management</td>
<td>7</td>
<td>6%</td>
</tr>
<tr>
<td>Scheduling Activities</td>
<td>13</td>
<td>11%</td>
</tr>
<tr>
<td>Resource Management Activities</td>
<td>3</td>
<td>3%</td>
</tr>
<tr>
<td>Leadership Activities</td>
<td>10</td>
<td>9%</td>
</tr>
<tr>
<td>Facilitation</td>
<td>5</td>
<td>4%</td>
</tr>
<tr>
<td>Risk Management</td>
<td>6</td>
<td>5%</td>
</tr>
<tr>
<td>Documentation/Data Activities</td>
<td>4</td>
<td>3%</td>
</tr>
<tr>
<td>Strategic and Business Activities</td>
<td>1</td>
<td>1%</td>
</tr>
<tr>
<td>Monitoring Activities</td>
<td>3</td>
<td>3%</td>
</tr>
</tbody>
</table>
## The Survey – Shortcomings Tabulation

<table>
<thead>
<tr>
<th>Category</th>
<th>Total</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of Responsibility/Reliability</td>
<td>8</td>
<td>8%</td>
</tr>
<tr>
<td>Poor Meeting Facilitation</td>
<td>4</td>
<td>4%</td>
</tr>
<tr>
<td>Poor Emotional Control</td>
<td>3</td>
<td>3%</td>
</tr>
<tr>
<td>Poor Interpersonal/Communication skills</td>
<td>29</td>
<td>29%</td>
</tr>
<tr>
<td>Too rigid/Not adaptable</td>
<td>5</td>
<td>5%</td>
</tr>
<tr>
<td>Poor Leadership Skills</td>
<td>4</td>
<td>4%</td>
</tr>
<tr>
<td>Poor Scope Control</td>
<td>3</td>
<td>3%</td>
</tr>
<tr>
<td>Poor People Management</td>
<td>10</td>
<td>10%</td>
</tr>
<tr>
<td>Concerned with personal advancement</td>
<td>2</td>
<td>2%</td>
</tr>
<tr>
<td>Poor Planning/Schedule Management</td>
<td>10</td>
<td>10%</td>
</tr>
<tr>
<td>Micromanaging</td>
<td>5</td>
<td>5%</td>
</tr>
<tr>
<td>Subject Matter Ignorance</td>
<td>6</td>
<td>6%</td>
</tr>
<tr>
<td>Poor Goal-Setting/Management</td>
<td>4</td>
<td>4%</td>
</tr>
<tr>
<td>Poor Critical Thinking Skills</td>
<td>2</td>
<td>2%</td>
</tr>
<tr>
<td>Lazy</td>
<td>5</td>
<td>5%</td>
</tr>
<tr>
<td>Shortcomings- Other</td>
<td>1</td>
<td>1%</td>
</tr>
</tbody>
</table>
Appendix D – Examples of responses continued
Skills
Strategic and Business Skills

Strategic and Business Skills – 10%

- Administration Skills
- Organizational Skills
- Strategic and Business Skills
- Skills - Other
- Soft skills
- Technical Project Management
- Financial Management Skills
- Team Management Skills
- Leadership Skills
- Critical Thinking/Learning Skills
Strategic and Business Skills Examples

• Set, Limit, Define, and Adhere to Expectations
• Drive Results
• Negotiation Skills
• Comprehension of the fundamental technologies, techniques, risks, outside impacts, operations and interaction of these factors of the system or item being developed in the project
• Strategically analyze a project and plan it for success
Leadership Skills

Leadership – 7%

- Administration Skills
- Organizational Skills
- Strategic and Business Skills
- Skills - Other
- Soft skills
- Technical Project Management
- Financial Management Skills
- Team Management Skills
- Leadership Skills
- Critical Thinking/Learning Skills
Leadership Skills Examples

• Ability to delegate authority for completion of tasks and trust subordinates to do their jobs
• Leadership
Skills Examples

• Administration
  • Meeting Facilitation Skills

• Team Management Skills
  • Team-building skills
  • Being the best support for your team and believing in your team
  • Supporting the Team

• Critical Thinking/Learning Skills
  • Quick Comprehension/Quick Learner of the Subject Matter
  • Critical Thinking
  • Adapt
Qualities
Qualities – Medium Frequency

- Emotionally Intelligent
- Pleasant Demeanor
- Resilient
- Strategic Thinker
- Communicator
- Team Management
- Openness
- Leadership
- Trusting
- Decisive
- Honesty/Integrity
- Resilient
- Organization
- Responsible/Reliable
- Qualities - Other
- Team Management
- Communicator
- Organization

Communicator – 7%
Organization – 7%
Resilient – 7%
Team Management – 7%
Medium Frequency Qualities – Examples

• Communicator
  • Relationship Building
  • Story Telling

• Organization
  • Detail Oriented
  • Process Oriented

• Team Management
  • Genuine desire to help the team succeed by knocking down barriers, providing encouragement and showing trust and respect.
  • Manage Conflict

• Resilient
  • Persistence
  • Ability to anticipate, understand and react to the impact of changes and outside influences on the outcome of the project
Qualities – Low Frequency

- Emotionally Intelligent
- Communicator
- Leadership
- Organization
- Pleasant Demeanor
- Team Management
- Resilient
- Openness
- Strategic Thinker
- Qualities - Other
- Resilient
- Openness
- Strategic Thinker
- Qualities - Other
Low Frequency Qualities – Examples

• Leadership
  • Inspires others to act
  • Servant Leadership

• Trusting
  • Giving trust and caring of your team members

• Openness
  • Open-Minded
  • Curious

• Strategic Thinker
  • Strategic

• Decisive
  • Ability to work in and lead others through times of ambiguity
  • Decision Making
Tactical Activities
Tactical Activities – Medium Frequency

- Reporting Activities – 6%
- People Management Activities
- Planning Activities – 6%
- Financial Activities – 6%
- Work Breakdown Structure Management Activities – 6%
- Risk Management Activities – 5%
- Leadership Activities
- Facilitation
- Documentation/Data Activities
- Strategic and Business Activities
- Resource Management Activities
- Financial Activities
- Communication activities
- Risk Management
- Planning activities
- Monitoring Activities
- Tactical Activities - Other
Medium Frequency Tactical Activities – Examples

• Reporting Activities
  • Translate the status updates into language the customer/stakeholders understand
  • Create reports that provide information the customer needs

• Planning Activities
  • Setting and following standard procedures for project activities

• Financial Activities
  • Manage project financials to ensure no overspend or underrun

• Work Breakdown Structure Management
  • Create Task Lists
  • Assigning and Managing Tasks

• Risk Management
  • Identify and Manage Risk
Tactical Activities – Low Frequency

- Reporting Activities
- People Management Activities
- Scheduling Activities
- Facilitation
- Strategic and Business Activities
- Communication activities
- Financial Activities
- Resource Management Activities
- Risk Management
- Monitoring Activities
- Planning activities
- Work Breakdown Structure Management
- Leadership Activities
- Documentation/Data Activities
- Tactical Activities - Other
Low Frequency Tactical Activities – Examples

• Documentation/Data Activities
  • Be first to offer up to drive / document decisions and solutions

• Facilitation Activities
  • Run efficient meetings (set agenda, keep people on track, drive action items)

• Monitoring Activities
  • Project Tracking

• Resource Management Activities
  • Resolving resource constraints
Tactical Activities

Strategic and Business Activities – 1%
Strategic and Business Activities—Examples

• Business Analysis
Shortcomings
Shortcomings – Medium Frequency

- Lack of Responsibility/Reliability - 8%
- Too Rigid/Not Adaptable – 5%
- Micromanaging – 5%
- Subject Matter Ignorance - 5%
- Lazy – 5%

- Poor Meeting Facilitation
- Too rigid/Not adaptable
- Poor People Management
- Micromanaging
- Poor Critical Thinking Skills
- Poor Goal-Setting/Management
- Poor Planning/Schedule Management
- Poor Scope Control
- Poor Interpersonal/Communication skills
- Concerned with personal advancement
- Subject Matter Ignorance
- Lazy
Medium Frequency Shortcomings – Examples

• Lack of Responsibility
  • don't take responsibility for themselves, their decisions, or their team;
• Too Rigid/Not adaptable
  • overly rigid; PMs need to be able to adapt to changes throughout a project, whether due to organizational change, market impacts, cost pressures, scope changes, etc
• Micromanaging
  • Too focused on details (instead of delegating them),
• Subject Matter Ignorance
  • Lack of understanding foreseeable risks
• Lazy
  • lazy - not proactive
Shortcomings – Low Frequency

- Lack of Responsibility/Reliability
- Poor Interpersonal/Communication skills
- Poor Scope Control
- Poor Planning/Schedule Management
- Poor Goal-Setting/Management

- Poor Critical Thinking Skills
- Poor Goal-Setting/Management
- Concerned with Personal Advancement

- Poor Meeting Facilitation
- Poor Emotional Control
- Poor Leadership Skills

- Too rigid/Not adaptable
- Poor People Management
- Micromanaging
- Poor Critical Thinking Skills

- Poor Meeting Facilitation – 4%
- Poor Emotional Control – 3%
- Poor Leadership Skills – 4%
- Concerned with Personal Advancement – 2%
- Poor Goal-Setting/Management – 4%
- Poor Critical Thinking Skills – 2%
Low Frequency Shortcomings – Examples

• Poor Meeting Facilitation
  • Biased notes that do not reflect the true problems or organizational mission

• Poor Emotional Control
  • Reacting emotionally to criticism

• Poor Leadership Skills
  • Committing to timelines without asking the team first

• Poor Scope Control
  • Lack of Scope Control

• Concerned with personal advancement
  • Too worried about their personal gains (i.e. advancement, promotions, looking good to the boss)

• Poor Goal-Setting/Management
  • Inability to set clear, persistent, and achievable goals

• Poor Critical Thinking Skills
  • Lack of critical thinking skills – PMs need to be able to listen actively, understand issues, perform research and being able to make informed decisions and provide direction during uncertainty