

# Hiring and Developing Project Managers

**PMI New Hampshire Chapter May 18, 2011  
Bonnie Cooper, Technology Portfolio Director**



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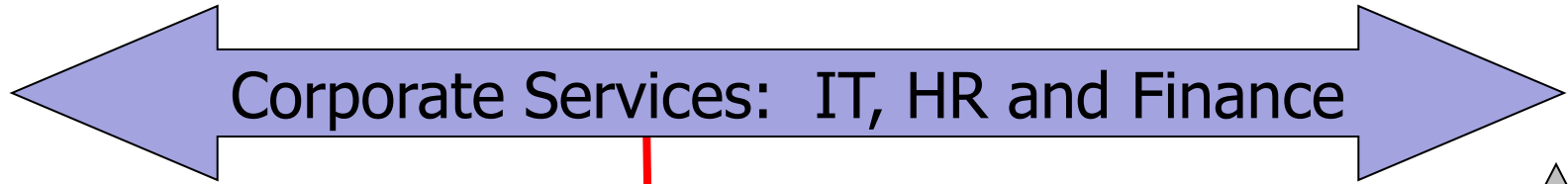
*Every physician matters,  
each patient counts.*

# Key Learning Takeaways

- ❑ What to look for in a resume and tips for how to rank project manager candidates.
- ❑ Practical advice to help project managers be successful in a diverse business culture.
- ❑ Performance measures used to assess project managers.
- ❑ Strategies for how to market *yourself*.



# The MMS is Multi Faceted



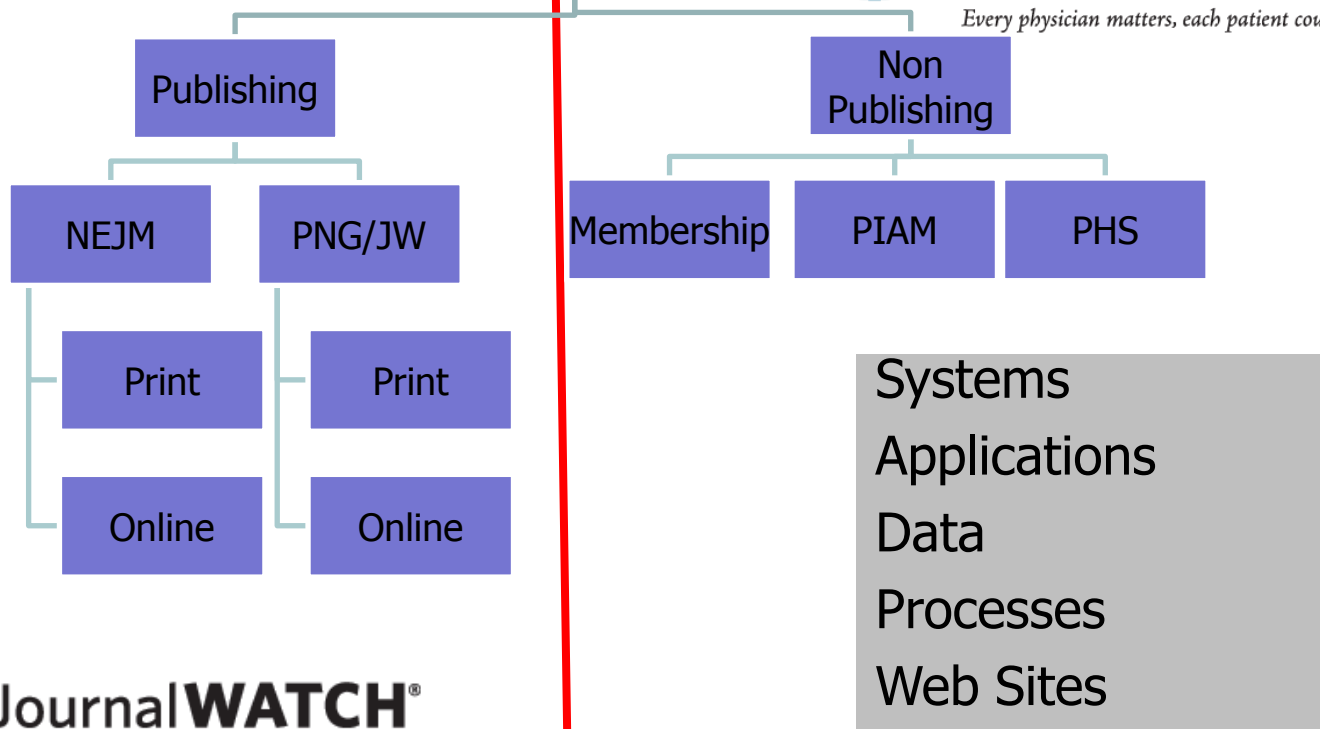
The NEW ENGLAND  
JOURNAL of MEDICINE

MMS



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*Every physician matters, each patient counts.*



# Definition



*A successful project manager is someone who gets things done with a bias to action.*

ProjectConnections

Project Manager Selection Worksheet



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# PM Dual Focus

Work Roadmap	Relationship Management
Link to strategy (big picture)	Communicate
Shape work (WBS)	Negotiate
Schedule (activity lists)	Motivate
Progress (dependencies)	Influence



Prepare and What to Look For

# RECRUIT



# Recruit – Business Focus

Linear



**Corporate** – experience in projects that focus on workflow, configuration, interfaces, testing, and data extracts for packaged enterprise business applications.

**Publishing** – experience in projects that combine content, creative design and programming to enable web site features.

Iterative



# Recruit - Qualifications

Corporate	Publishing
In-depth knowledge of Microsoft SQL-server based business systems and experience with data migration, data results verification, and data reporting.	A thorough understanding of the web as a communication medium, and the continuing education process, in particular E-Learning and social media.
Software development and project life cycle experience including conceptual design, deployment, training, and transition to operations.	Web development and project life cycle experience including design, navigation, content presentation, usability, analytics and companion Web technologies.

A Bachelor's degree or equivalent and five to ten years of technical project management experience are required. Demonstrated experience leading cross functional teams to include strong team leadership, and an ability to create an environment of trust and cooperation. Project Management Professional (PMP) accreditation is preferred.



# Recruit – Prep For Interview

Technical Skills	Non Technical Skills
Project Methodology	Problem Solving
Content/Workflow	Meeting Facilitation
Web Services	Organizational Skills
System Development Lifecycle	Communication Skills
MS Office Tools	Relationship Management
Client / Server	Active Listening
Web site components	Proactive
Database concepts	Emotional Intelligence
Ecommerce concepts	Flexible
Enterprise applications	Consultative



# Recruit – Interview Questions

## Mapping questions to cultural fit:

- *Describe your last position and how it compares to this job?*
- *What type of projects do you like to work on?*
- *What are your goals?*

## Mapping questions to skills (dig for details):

- *Tell me about a time when you felt it was necessary to modify or change your actions in order to respond to the needs of another person? **Flexible?***
- *Tell me about the best meeting you ever conducted. **Facilitate?***



# Recruit – Interview Questions

- *How do you determine realistic schedules for the project?*
- *How do you manage suppliers?*
- *How do you inform all the stakeholders of the progress of the project on a regular basis?*
- *How do you monitor risks to the project and mitigate them?*
- *What tools do you use to monitor and control projects?*
- *What change management processes have you used to ensure that change is introduced properly?*



**BEST-JOB-INTERVIEW.com**

*...guiding you to success*



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# Recruit – Interview Scores

	Ranking Assessment (1=unsatisfactory, 3=fully suitable, 5=exceptional)				
Technical Skills	1	2	3	4	5
Project Methodology					
Content/Workflow					
Web Services					
Sys Dev Lifecycle					
MS Office Tools					
Client/Server					
Web site components					
Database concepts					
Ecommerce concepts					
Business Systems					
Non Technical	1	2	3	4	5
Problem Solving					
Meeting Facilitation					
Organizational skills					
Communication skills					
Relationship Mgmt					
Active Listening					
Proactive					
Influential					
Flexibility					

## Interview Team:

- PM Director
- Technical Director
- Business Sponsor
- PM Colleague
- HR Recruiter



Mapping skills to a career path

**DEVELOP**



# Develop - Progression

Beginner	Intermediate	Advanced
Able to coordinate a single-discipline series of tasks.	Able to lead larger more complex projects .	Responsible for contractual arrangements (binding to the organization).
Takes responsibility for the success of the team and follows through on commitments.	Able to lead a multidiscipline team.	Program focused (projects, budgets, costs).
Accepts feedback and gives useful feedback.	Responsible for recruiting members of the team.	Business oriented (strategy, performance targets).
Contributes to discussions and actively listens to others.	Able to provide a credible starting point for the scoping of an effort.	Relationship oriented (client management).
Can organize a meeting and actively participates.	Excellent meeting facilitator.	Can manage and educate project managers.
Can deliver within the framework of an overall schedule.	Can manage a budget and identify critical path tasks and dependencies.	Participates on project steering committees.



# Develop –Competency Basics

- Proactive progress tracking: communicating with team members to ensure deliverables are on track and folks are prepared for meetings, handoffs, and next steps.
- Regular communication: an update goes out weekly using various mediums (wiki, email, meetings) as appropriate to inform stakeholders.
- Proactive issue tracking and resolution: determining the most effective means to resolve and/or appropriately escalate issues.



# Develop – Effective Delegation

- Give a complete task if possible and be clear about the reasons.
- Agree on deadlines.
- Assess ability and training needs.
- Be clear about the outcome (ask questions, provide feedback).
- Identify when you want progress updates.

## **Manage expectations:**

1. Follow instructions precisely – little autonomy.
2. Some leeway in how with guidance.
3. Complete autonomy for approach and result.



# Develop – Identify Risks

Neal Whitten, PMP, president of The Neal Whitten Group, is a speaker, trainer, consultant, mentor and author. His latest book is Neal Whitten's Let's Talk! More No-Nonsense Advice for Project Success—Over 700 Q&As.



## THREE SNAPS OF THE FINGERS

Here's the real reason why projects fail.

*“What are your project’s top three problems? If you can’t identify them within three snaps of your fingers, then you’re not an effective leader.....the problems in your top-three list should be worked off within days, not weeks or months”*

PM Network July 2009



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# Develop – Learning

- Certification (costs, benefits)
- Classes; Webinars
- Books; Blogs
- Mentoring from experts
- Peer user group
- Professional organizations



*My view: Project managers should always be in learning mode, looking to improve and incorporate past experiences for better future outcomes.*



Creating a healthy project environment

# MANAGE



# Manage – Support Your PM

## Top 10 reasons projects succeed:

1. User Involvement
2. Executive Support
3. Clear Business Objectives
4. Emotional Maturity
5. Optimization
6. Agile Process
7. Project Management Expertise
8. Skilled Resources
9. Execution
10. Tools and Infrastructure



The Standish Group,  
“CHAOS, 2009: CHAOS Success Factors”



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# Manage – PM Performance

- SMART Objectives
- Strategy link
- Competencies
  - Job performance (knowledge; organization; quality)
  - Interpersonal (teamwork; customer focus; communication)
  - Professional (flexibility; responsibility; innovation)
  - Project Management (action; efficiency; integrative; consultative)
- Professional development plan
- Bi weekly check ins
- Six month review; Annual review



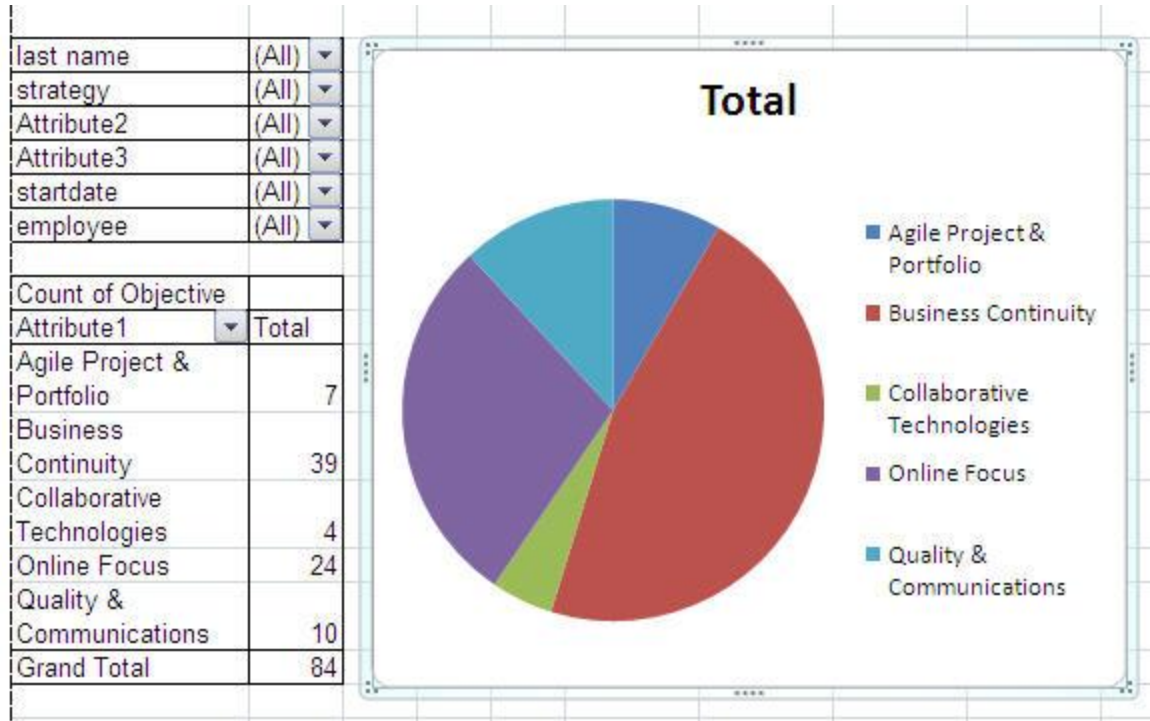
# Manage – PM Competencies

Ratings: Exceeds, Fully Meets, Partially Meets, Does Not Meet Expectations

- Facilitation for Action: the PM must know how to drive a group or team toward the shaping of work.
- Efficiency: constantly checks for speed and efficiency. Helps the team focus and remove roadblocks.
- Integration: knows all the pieces that must knit together for a project to move forward.
- Consultation and Analysis: able to provide a credible starting point for the scoping of an effort.



# Manage – Goals and Strategies



Count of Objective	
Attribute2	Total
Customer Satisfaction	31
Learning & Growth	14
Operational Excellence	39
Grand Total	84



# Manage - Assess

- Project surveys as feedback (tool on slide 30)
- Client informal feedback
- Lessons learned sessions



Selling Your Value

# MARKETING YOURSELF



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# Demonstrate Versatility

<b>Additional Project Roles:</b>	<b>Career Options:</b>
Producer	Product Manager
Business Analyst	Business/Program Manager
Quality Assurance Lead	Product Manager
Documentation Manager	Business System Manager
Release Manager	Quality Assurance Manager
Technical Lead	Technical Lead



# Reputation

- Work closely with a business sponsor to achieve his/her business goal(s).
- Develop a strong internal network and respect work processes.
- Create strong relationships with resource managers.
- Fight for realistic scheduling and manage to commitments.



# Cultivate Your Story

- Stay true to your brand (the best project manager).
- Look for work challenges toward your next goal.
- Build your external network.
- Craft an elevator pitch to describe “what you do”.
- Keep up your resume. Use experience vignettes and define:
  - The scope
  - The challenge
  - The action(s) you took
  - The results



# Key Learning Takeaways

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# A PM Feedback Tool

www.surveymonkey.com

## Response Summary

Total Started Survey: 5  
Total Completed Survey: 5 (100%)

PAGE:

1. Please rate the following aspects of the project work.

[Create Chart](#) [Download](#)

	Excellent	Good	Adequate	Poor	Unacceptable	N/A	Rating Average	Response Count
Understanding the business requirements	0.0% (0)	80.0% (4)	20.0% (1)	0.0% (0)	0.0% (0)	0.0% (0)	2.20	5
Communicating clearly and effectively	0.0% (0)	40.0% (2)	60.0% (3)	0.0% (0)	0.0% (0)	0.0% (0)	2.60	5
Keeping the team informed of progress	25.0% (1)	25.0% (1)	25.0% (1)	25.0% (1)	0.0% (0)	0.0% (0)	2.50	4
Meeting timescales as a team	0.0% (0)	50.0% (2)	25.0% (1)	25.0% (1)	0.0% (0)	0.0% (0)	2.75	4
Providing value for effort	50.0% (2)	25.0% (1)	25.0% (1)	0.0% (0)	0.0% (0)	0.0% (0)	1.75	4
Solving problems	50.0% (2)	0.0% (0)	50.0% (2)	0.0% (0)	0.0% (0)	0.0% (0)	2.00	4
Meeting overall project objectives	25.0% (1)	25.0% (1)	50.0% (2)	0.0% (0)	0.0% (0)	0.0% (0)	2.25	4

Questions we ask our stakeholders after each project

[Show replies](#) Comments 1



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# Thank You

## Questions?

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