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Define, Hire, And Develop Your Next-Generation Project Managers

by Mary Gerush

for Application Development & Program Management Professionals



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by **Mary Gerush**

with Margo Visitacion and David D'Silva

EXECUTIVE SUMMARY

Software delivery has changed. Organizations are looking for their software development projects to deliver high business value and strong customer satisfaction as well as come in on time and on budget. They also demand faster and cheaper solutions, so new methodologies, such as Agile, and new principles, such as Lean, have taken hold. Stakeholders are tech-savvy, and project teams are globally distributed. All of these changes affect what organizations need from their project managers to succeed today and in the future. Next-generation project managers still have a sound understanding of project management best practices, but they also have updated soft skills focused heavily on people, team building, and collaboration, and they understand how and when to adapt processes, practices, and communications based on context. If you haven't redefined project management in your organization, it's time to meet the next-generation project manager.

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NOTES & RESOURCES

Forrester interviewed industry experts as well as IT clients who interact with project managers on a regular basis. We spoke with companies including Chevron, Danube Technologies, EBG Consulting, LiquidPlanner, Microsoft, Oracle, Rally Software, University of Utah, and Zoho as well as members of the PMO special interest group in the Forrester Leadership Boards' Applications & Program Management Council. We also reviewed a wide variety of project manager job postings on Monster.com, Dice.com, and CareerBuilder.com.

Related Research Documents

["Project Manager Assessment Workbook"](#)

October 15, 2009

["The PMBOK And Agile: Friends Or Foes?"](#)

January 22, 2009

A SNAPSHOT OF TODAY'S IT PROJECT MANAGER

The basics of formal project management began to emerge decades ago. Henry Gantt was born in 1861, making the Gantt Chart — a foundational element of formal project management — nearly 100 years old. The Project Management Institute (PMI) was founded in 1969 and currently has more than half a million members. The PMI and other project management organizations and advocates espouse a set of well-established processes and practices focused on the importance of a project manager's ability to:

- **Monitor and manage project scope, cost, schedule, and quality.** The PMI's Project Management Body Of Knowledge (PMBOK) defines scope management, cost management, time management, and quality management as individual knowledge areas critical to every project manager's success.¹ A project manager's primary responsibility is to coordinate people, information, and tools to help project teams deliver products on time, on budget, within scope, and with high quality. Managing successfully across these four constraints challenges even the most-experienced project managers because a change to one constraint necessitates a change — or changes — to the others (see Figure 1).
- **Manage risks, issues, and change to keep projects on track.** Every project has inherent risks that can escalate into issues that require resolution. Project managers leverage formal risk management tools and techniques to anticipate and plan for potential risks and manage active issues. Change is inevitable, particularly over the course of a long project. Best practices dictate formal change control processes project managers follow to respond to new requests and replan projects when necessary, all while maintaining project performance.
- **Manage diverse teams to meet project goals.** Project managers must bring numerous individuals together to form a cohesive unit focused on meeting project goals. These individuals usually come from varied backgrounds: Team members from multiple IT departments, business stakeholders, service providers, and external partners are all commonly involved in IT projects, and the interests of these parties often conflict. It's critical that project managers understand how to manage projects' "people" aspect.

The Most-Important Skills Aren't The Ones Taught In Training

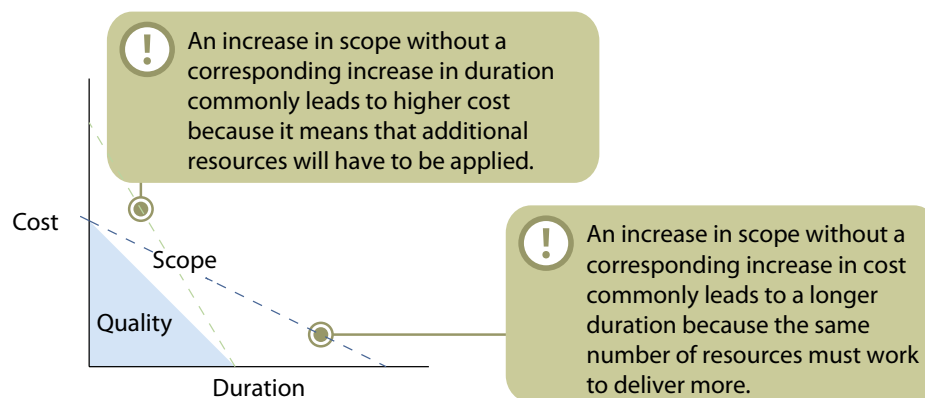
While the fundamental processes of a project manager's role are important, project management is about more than just these basics. Smart organizations place significant focus on hiring and developing strong project managers, understanding that:

- **Soft skills are as important as understanding processes and practices.** The strongest project managers excel when dealing with "softer-side" issues related to people and relationships. These project managers use a wealth of soft skills including leadership, communication, and collaboration to build and lead project teams. They leverage negotiation, analysis, and decision-making skills to balance project demands and keep projects on track.

- **Top project managers don't just manage projects — they drive value.** Through their knowledge of project management practices and their expert capabilities, strong project managers do more than just keep projects on track: They drive project teams to produce excellent results by analyzing and understanding customer needs and helping the team work together effectively. This improves customer satisfaction and business value, which in turn drives improved IT-business relationships.

Project management is a long-standing cornerstone of IT software delivery, and the role of the project manager is well established and viewed as critical to organizational success.

Figure 1 The “Project Management Triangle” Shows Project Constraints’ Relationships



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Source: Forrester Research, Inc.

CHANGES TO SOFTWARE DELIVERY NECESSITATE A REINVENTION OF THE ROLE

IT projects continue to fail in large numbers: They take too long, cost too much, and often result in deliverables that don't meet stakeholder or user needs. The Standish Group's CHAOS 2009 report found that only 32% of projects are delivered on time, on budget, and with required functionality.² The software delivery environment is evolving to meet new business demands and adjust to technology changes, affecting what organizations need from their project managers.

Organizations Define Project Success Differently

When we asked IT professionals how they define project success, they responded differently than they might have responded in the past. We found that:

- **They still see on time and on budget performance as a priority.** These are the mainstays of measuring project success. If a project is on schedule and on budget, it's “green,” while projects lagging behind schedule or incurring unanticipated expenses are “yellow” or “red.” Organizations still want “green” projects, but they are more willing to adjust schedule and cost

estimates as business needs evolve during the course of a project. Project managers need to be able to manage the constraints of schedule and budget in a more flexible way.³ According to a director of PMO operations at an aerospace manufacturer, “At the end of the day, we want project managers to execute on time and on budget and meet the requirements.”

- **They really want to know that projects deliver business value and satisfy the customer.** Stakeholders develop a business case before a project begins, but traditionally organizations haven’t circled back after project completion to make sure that project outcomes deliver the value laid out in that initial justification. They are, however, starting to place a priority on measuring benefits realization as a component of project success by implementing post-project measurements of actual project benefits.

They’re also giving more than lip service to customer satisfaction measures, assessing satisfaction not just at the end of a project but also at key points throughout to ascertain that the project and its deliverables are successful.⁴ Project managers have to adapt their approaches to emphasize value and satisfaction. An EPMO manager at a financial services firm said: “To deliver the value, project managers need to understand the big picture, not just from the project perspective but also from the organizational standpoint. It’s about doing the right things, not just doing things right.”

- **Quality is king — but what quality is is subjective.** By improving quality measures, organizations have gained an improved understanding of software rework costs. They want to ensure that their project teams accurately understand business needs and deliver software that meets those needs, so teams are focusing on improving requirements practices.⁵ Quality assurance teams are becoming involved earlier in the development process to assess feasibility and risk.⁶ Leading organizations are looking at defects and their root causes throughout the project life cycle and tuning processes to improve the quality of the final deliverables. These measures have become more important to project success and project managers.
- **Deliverables need to be robust and easily maintainable.** Project success today hinges on the maintainability and stability of delivered products, and project managers are now more responsible for the long-term sustainability of a project’s outcomes. Organizations have developed and continue to maintain a plethora of applications on many platforms and in many development languages. Each of these applications and languages requires infrastructure and staff for support and maintenance. With staff time and maintenance budgets at a premium, it has become more important for project deliverables to fit into an organization’s technical architecture so that the organization can manage them efficiently as part of its overall application portfolio.

Organizations Are Demanding Faster And Cheaper Solutions, Changing Software Delivery

Organizations are striving to achieve faster delivery without diminishing quality or increasing cost. Economic challenges and the need for faster time-to-market have caused major changes to software delivery:

- **Project managers: Get used to it — Agile methodologies are here to stay.** Some organizations are adopting Agile methodologies conservatively, using them for smaller projects or adapting them to work within their organizations. Others have implemented Agile as their primary method for delivering software. Bottom line, organizations seeking to deliver working software and business value more quickly and frequently are moving from traditional approaches to more-Agile ones. This shifts the role of the project manager from a director to a facilitator, focused more on enabling a self-managed team to excel and less on taking full responsibility for a project's success or failure. Project managers need to understand various software delivery methodologies and adapt to them while maintaining strong project management disciplines that remove barriers and potential risks for the project team.
- **A need to become leaner means that organizations are stripping away unnecessary processes.** As organizations realize that traditional software delivery methods are bloated with processes and artifacts that add little or no value, they are trending toward Lean Software — and this transition will significantly change how they deliver projects.⁷ Project management offices (PMOs) are looking for ways to streamline their processes to focus on value and eliminate unnecessary effort and documentation; project managers must adapt to communicating more while documenting less. They must understand how to be just as effective as — but more efficient than — before.

Project Teams Are Evolving

Traditional project managers clearly define the roles and responsibilities of each individual project team member. With the evolution of software delivery comes an evolution of the “project team.” IT professionals are seeing that:

- **Having lots of stakeholders complicates software delivery.** Business processes interact with other business processes, and most software applications exist as part of a larger technology ecosystem. Changes to one process or application can affect a number of systems and users. As our architectures expand and how we develop applications changes, there are new wrinkles that we didn't have to deal with before — for example, external partners or service providers assisting with development or testing, or application providers hosting software that must integrate with internal systems — which adds layers of complexity. An increase in the number of stakeholders with varying interests adds unavoidable risk to a project.
- **Team members live in many places and come from many cultures.** Project teams today are commonly global. A project manager in Dallas, Texas, may manage software developers sitting in Mumbai, India. A US-based organization may choose to outsource testing to a company in Russia, and more project team members work remotely, based in different offices or their homes. Bringing the team “together” is more difficult thanks to multiple time zones, language barriers, and varying cultures. Today's project manager has to adapt to this environment and overcome

these challenges. An IT PMO senior director at a rental car company explained one challenge that this can present: “When we outsourced our development globally, our people had to learn to communicate with people in India — it was a skill they had to learn. They had to get used to the fact that they weren’t working with Joe downstairs.”

- **Stakeholders may know more about technology than IT staff members.** The days of the business stakeholder who knows little about technology are gone. Technology has pervaded all aspects of our day-to-day lives, so it is likely that your business partners and users are more tech-savvy than your project managers. From a requirements and quality perspective, this can make the project manager’s job easier, but it can cause additional complications as stakeholders question and demand more from project teams. Mark Weinmann, a project manager at Chevron, described the effect this change has had at his company: “The thing that’s changed the most is not the project management practice but the knowledge of the clients. They’re savvier and more demanding in terms of what they expect of project managers. The end result is higher standards for our project managers.”
- **The team concept rules.** This philosophy, derived from Agile methodologies, promotes self-managing teams — where the organization promotes the team over the individual. Team members plan, estimate, deliver, test, and are measured as a cross-functional unit — not individually. Even traditional IT shops are exploring methods of moving to a team-focused environment. Smart project managers are exploring ways to leverage the team and shift responsibility from a collection of individuals to a team of cross-functional, engaged professionals.

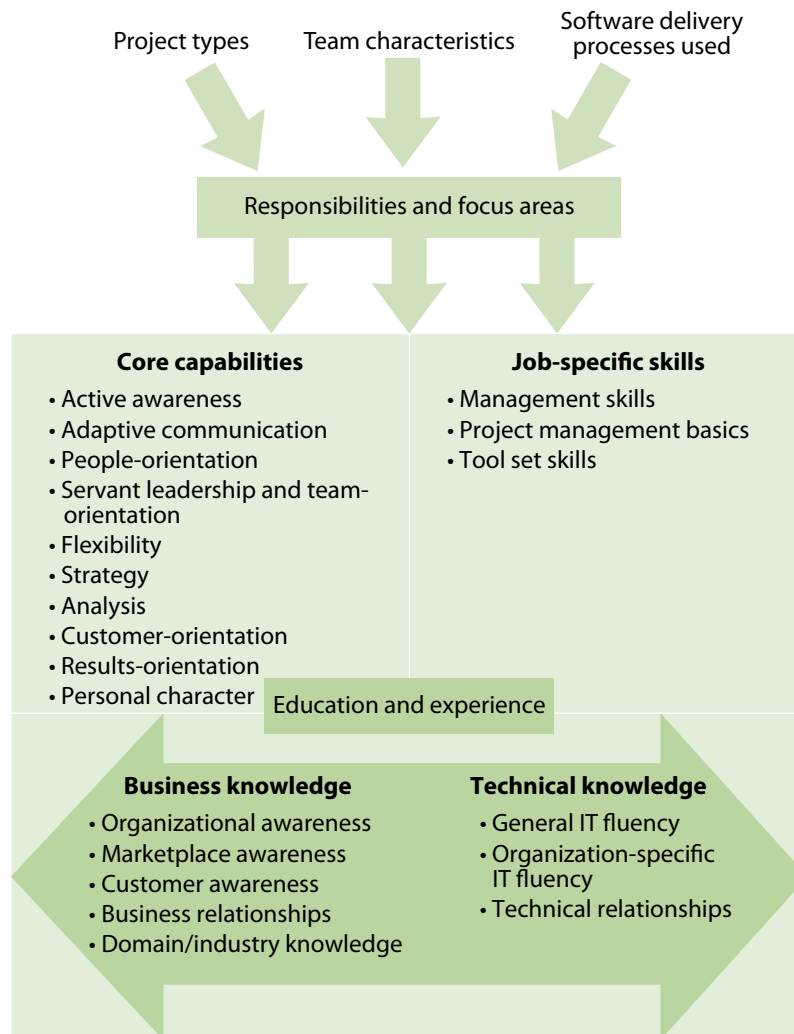
“There are two kinds of project manager: Smokey the bear and the firefighter. The firefighter is heroic and very interesting. I’ve been in a lot of environments where the heroes get promoted. On the other hand, the people watching the horizon and building bridges so everybody can cross the chasm to success — those are the people you want. They tend to be less heroic and more focused on the team result.” (Charles Seybold, co-founder and CEO, LiquidPlanner)

MODERNIZED SOFTWARE DELIVERY TEAMS NEED A NEW TYPE OF LEADER

Project managers’ environments are evolving to emphasize flexibility over structure and adaptability over prescriptive process. Traditional project managers have to evolve to support the needs of modern software delivery teams; therefore, organizations need to change how they define, hire, and develop project managers. Hiring and developing your next-generation project managers now establishes a foundation for project success today and positions your organization for continued project success as business, technology, and software delivery processes continue to evolve.

Today, the next-generation project manager must have the updated combination of capabilities, skills, and knowledge critical to managing the team-focused delivery methods prevalent in Agile shops. Through research into industry trends and best practices, Forrester has developed a framework for defining, finding, and developing this important role in your organization (see Figure 2). When using this framework to find or develop your next-generation project manager, keep in mind that:

Figure 2 A Framework For Defining, Finding, And Developing Next-Generation Project Managers



- A few key attributes refine how you define your next-generation project managers.
- The next-generation project manager exhibits a new set of “soft skills.”
- Next-generation project managers have a solid understanding of the business and technology.
- Next-generation project managers have a strong foundation in project management basics.
- Education and experience add depth but may not be as important as you think.

A Few Key Attributes Refine How You Define Your Next-Generation Project Managers

The role and responsibilities of the “typical” project manager are well defined, and good project management practices continue to stand the test of time; however, aspects of your environment will affect the characteristics you want your next-generation project managers to have. In your organization, project managers will be more likely to succeed if they have:

- **Experience managing the types of projects you need managed.** A project to install, configure, and deploy a packaged application differs from a project to develop a custom Web application. Likewise, a project that delivers a publicly available Web application requires a set of activities different from those for a project delivering an application for internal employees. Certain project types will benefit from having a project manager who has managed that type of project in the past. A project manager with related experience will understand the tasks involved, the dependencies, and the technical risks the team will face.
- **Experience managing teams in environments similar to yours.** If your team is global and multicultural, experience managing those types of projects in a similar environment will make your project manager able to adapt to your environment and project needs more quickly. If your software delivery environment is casual and informal — and that works for you — you will probably be better off with someone accustomed to working in a similar environment as opposed to one that is more rigorous and formal.
- **Successful experiences managing using software delivery methods similar to yours.** While good project management practices matter regardless of the process used to deliver software, various methodologies have nuances that affect techniques. Waterfall project managers often struggle to adjust to Agile methods and philosophies — at least at first. Hiring a certified Scrum Master in a traditional environment may not be the best move unless you’re looking to reinvent your software delivery processes or bring a new level of Agile practices to your team.

It is important to consider your current situation as well as your future project management and software delivery goals. Bringing in an external resource with a “fresh” outlook can be beneficial and encourage advancement. Often, however, it can generate conflict and establish barriers to progress.

The Next-Generation Project Manager Exhibits A New Set Of “Soft Skills”

Traditional soft skills and core capabilities still dominate as companies look to hire project managers, but new skills are quickly coming to the forefront. The new breed of project managers must have higher levels of team-building, collaboration, and people skills. Next-generation project managers must stay well attuned to the rhythms and needs of their teams; if they don't, their teams will marginalize them and pass them by. Empathy and the ability to connect are critical (see Figure 3).

Figure 3 Next-Generation Project Manager Assessment Criteria: Core Capabilities

Assessment criteria	Description
Active awareness	Ability to initiate, observe, and listen to verbal and nonverbal interactions and events and to process this input to adjust a course of action
Adaptive communication	Ability to listen to and articulate ideas verbally and in written formats to a broad range of individuals and groups using the most-effective communication approaches for each
People-orientation	Strong interpersonal skills and an ability to quickly build and sustain positive relationships with individuals
Servant leadership and team-orientation	Ability to support a team to accomplish objectives by serving, motivating, collaborating with and focusing on the needs of team members; attention to team dynamics and goals
Flexibility	Ability and willingness to change course and modify approaches to accomplish positive outcomes
Strategy	Ability to understand strategy and align tactical and strategic work in a well-balanced way
Analysis	Well-developed analytical, problem-solving, and decision-making skills, leveraging both logic and creativity
Customer-orientation	Focus on the end user's or customer's needs with the ability to meet them with high quality and dependability
Results-orientation	Ability to prioritize work and meet deadlines while delivering high-quality outcomes
Personal character	Appealing personal characteristics with a strong moral and ethical character

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Source: Forrester Research, Inc.

“Whether you’re a traditional project manager or transforming your role in an Agile environment, your work changes. Great project managers excel at dialog and discussion — not direction, not command and control. You’re more effective when you are an advisor, guide, questioner, and facilitator. That may mean shifting from the traditional project management frame of reference that values directing, monitoring, and detailed plans. The most-valuable project managers don’t need to take personal credit; it’s not about ‘the team,’ it’s about our team delivering value for *our* business partners.” (Ellen Gottesdiener, principal consultant and founder, EBG Consulting)

Next-generation project managers are also highly aware of the state of individuals, teams, and projects. They understand that individuals are different, and they tailor their communications to optimize understanding. They have empathy and the ability to view a situation from multiple perspectives. They also know the right questions to ask to gain a complete understanding of project progress.

This list of 10 core capabilities represents the key attributes you should seek in your next-generation project managers. This role is essential to your success today and will be even more critical over the next decade as software delivery and business context evolve. Since these characteristics can be difficult to teach, IT professionals often claim that it’s more important to hire individuals that have strength in these areas, even if they lack experience in accepted project management practices.

Next-Gen Project Managers Have A Solid Understanding Of The Business And Technology

People often argue that project managers should be able to manage any type of project successfully in any organization under any circumstances as long as they follow project management best practices. They also argue that a project manager does not need to understand the business or the technology, claiming that the project manager’s job is to direct those that do have the business and technical knowledge to reach a successful project outcome (see Figure 4). In reality, business and technical understanding are important tools in a project manager’s tool kit:

- **Project managers grow through experience.** They interact with business stakeholders and gain knowledge about business strategies and goals, and this knowledge helps them do a better job leading the team. They forge partnerships with technical team members and gain an understanding of technical nuances related to certain types of projects.
- **Technical experience is a “power tool.”** Many of the organizations interviewed felt that if a project manager was technical, it increased her flexibility and made her more sensitive to potential problems. While a tech-savvy project manager may not know exactly what a developer may do, he would know if the team’s plan wouldn’t work. One manager called this skill having a “technical ear.”

- **Adaptive communication is a critical project management soft skill.** Today’s project managers spend their days communicating and collaborating with business and technical colleagues. Being able to understand them and speak their language facilitates project success. It also helps with the basics: identifying project plan tasks, planning for project risks, and being prepared to adapt as situations evolve. A solid grounding in business and technical knowledge is one of the next-generation project manager’s key characteristics.

Strong learners can gain business and technical fluency quickly through immersion. To gain business knowledge, project managers can attend strategic planning sessions and shadow business sponsors or stakeholders for a few days. They can gain technical knowledge by taking the same actions with key technology partners, sitting in on architectural reviews or working sessions. They can also learn through conferences and seminars that provide education on the intersection of business and technology.

Figure 4 Next-Gen Project Manager Assessment Criteria: Business And Technology Knowledge

	Assessment criteria	Description
Business knowledge	Organizational awareness	Understanding of the organization, its industry, and its strategies
	Marketplace awareness	Understanding of the competitive landscape driving business strategies
	Customer awareness	Understanding of the organization’s customers and their behaviors and preferences
	Business relationships	Existing relationships with key organizational stakeholders
	Domain/industry knowledge	Functional knowledge of the organization’s industry
Technology knowledge	General IT fluency	Overall understanding of technology concepts, trends, and capabilities
	Organization-specific IT fluency	Understanding of technology concepts, trends, and capabilities specific to the organization’s environment and direction
	Technical relationships	Existing relationships with key technical stakeholders

Next-Generation Project Managers Have A Strong Foundation In Project Management Basics

These skills are the bread and butter of today’s project manager, and they are still important as software delivery evolves. Project managers need to be able to perform the basics of project initiation, planning, execution, and closing. They need to understand risk management, change management, and human resource management best practices. Tools experience helps, too. While core project management functionality doesn’t differ widely from tool set to tool set, if you have certain tools in your environment, you may want to find a project manager familiar with their use (see Figure 5).

These project management abilities and tool set skills tend to be the easier to teach than soft skills; you can teach a project manager with well-developed soft skills how to manage projects through books, training, and real-life experience.

Figure 5 Next-Generation Project Manager Assessment Criteria: Job-Specific Skills

Assessment criteria	Description
Management skills	Understanding of basic management techniques and processes
Project management basics	Ability to perform the basics of project initiation, management, and closure
Tool set skills	Proficiency in the use of tools currently in place within the organization

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Source: Forrester Research, Inc.

Education And Experience Add Depth But May Not Be As Important As You Think

Most organizations seek university degrees, project management certifications, and a certain level of experience when hiring project managers. A degree or certification such as the PMI’s Project Management Professional (PMP) certification indicates a commitment to learning and professional development. Many organizations still believe that it shows a commitment to the profession of project management and provides individuals with a strong understanding of what it takes to get the job done. However, while education and experience provide a project manager with a broad understanding of business, technology, and project management nuances, you may also have individuals within your organization who would excel as project managers but who don’t have the education or experience. Organizations should consider education and experience when hiring but place a premium on individuals’ core capabilities and domain knowledge (see Figure 6).

“I don’t look for the standard old-school project management graduate with a PMP. I hope they have that background and knowledge, but I’m looking for and want to hire project

managers who help me get things done. They tend to have a varied background and the aptitude to be a project manager. They might not be one yet. You can just tell these people. They have certain characteristics: organized, professional, dynamic, with great written and verbal communication skills. If they have motivation and good communication, if they look good and feel good, that wins people over and builds strong teams. I can teach anyone project management.” (Rene Eborn, assistant director, University of Utah)

Figure 6 Next-Generation Project Manager Assessment Criteria: Education And Experience

Assessment criteria	Description
Education	Required educational or training background: <ul style="list-style-type: none"> • Bachelor’s degree or equivalent • M.B.A. or equivalent • Other advanced degree • Project management certification • Scrum Master certification
Experience	Required prior experience in the role and industry: <ul style="list-style-type: none"> • Junior: three or more years of total experience with one or more years in a project or program manager role • Intermediate: five or more years of total experience with three or more years in a project or program manager role • Senior: eight or more years of total experience with five or more years in a project or program manager role

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Source: Forrester Research, Inc.

HOW TO HIRE AND DEVELOP YOUR NEXT-GENERATION PROJECT MANAGERS

Forrester has created a Project Manager Assessment Workbook to help you define, hire, and develop the next generation of project managers in your organization.⁸ Use the tool to evaluate and compare job candidates. Have your current project managers assess themselves against the criteria to help create their development plans and assess growth over time. When working to hire — or develop — your next-generation project manager:

- **Clearly define your next-generation project manager role.** Evaluate your environment and the nature of your projects and software delivery processes to paint a picture of the project manager you need today and in the future. Responsibilities and context vary and should drive the hiring criteria you use to screen, interview, and compare candidates and identify the best.
- **Refine the criteria you will use to select or grow individuals.** Use Forrester’s Project Manager Assessment Workbook as a starting point to define the core capabilities, business knowledge, technical knowledge, and job-specific skills important for your next-generation project manager.

Customize the list of skills, tools, and experience that will make a project manager stronger in your environment.

- **Use the Project Manager Assessment Workbook to weight each criterion.** As you rate the importance of each criterion on a scale of 1 to 10, it's important to remember that soft skills are hardest to teach. The strongest criteria may be rated 9 or 10, with less-important characteristics rated 4 to 5 or lower.
- **Use the Project Manager Assessment Workbook to compare multiple candidates.** After you score each candidate on a scale of 1 to 10 for each criterion, the workbook automatically multiplies the previously identified weight for each criterion by the individual's score, providing the basis for a mathematical "grade" for each candidate. Scoring candidates in this way also allows you to understand potential challenges an individual may face.
- **For current employees, leverage the workbook to create development plans.** Current project managers — and those seeking to become project managers — can also use the workbook to assess themselves against your criteria. By critically evaluating current abilities, individuals and their managers can create a well-guided individual development plan. Individuals should re-evaluate every six months to assess their progress against development goals.

RECOMMENDATIONS

REDEFINE YOUR PROJECT MANAGER ROLE TO PREPARE FOR THE FUTURE

The world in which we deliver software is evolving with no end in sight: What organizations need from their project managers is different today than it was yesterday. To help your project managers evolve:

- **Do not discard the foundational elements of good project management.** Project managers still need to understand sound project management practices, so organizations such as the PMI and publications such as the PMBOK are and will continue to be important for project managers. They are especially important for less-experienced project managers who can benefit by gaining an understanding of common terminology and useful techniques.
- **Refocus your project managers to become enablers and facilitators — not directors.** This is a culture shift for many project managers, PMOs, and organizations. Traditionally, organizations see the project manager as the sole individual responsible for project success or failure, but project delivery is now a team exercise. Developers know how to design and code software, and testers have experience in quality assurance best practices; next-generation project managers let go of control and delegate responsibility to the team. They position themselves as facilitators and removers of roadblocks, and they eliminate distractions, enabling the team to perform its job.

- **Look for and develop next-generation soft skills in your project managers.** To be good facilitators and team-builders, project managers have to have advanced “people skills.” They need to proactively question and listen, watch for verbal and nonverbal clues, and have an improved understanding of how to inspire, motivate, and collaborate with the team. They also need sound judgment and the ability to adapt and flex appropriately to ensure positive outcomes for the team. Use the Project Manager Assessment Workbook to assess your current project managers and hire new ones with the right levels of ability in these next-generation soft skills.
- **Establish a team-oriented culture.** Whether you follow an Agile or a waterfall methodology, project success relies on having a high-performing team of responsible, committed individuals. Project managers can take action to promote a team culture on their projects through facilitation, communication, and collaboration; however, smart organizations are working to establish a team culture at a higher level by modifying the way they measure success. When you incent individuals for their own individual tasks, they tend to focus only on those items. When you incent and measure teams as a team, high-performing teamwork becomes everyone’s focus. This shift relies on individuals’ ability to trust and respect their colleagues, so be watchful for issues that prevent this from happening and proactively deal with situations to foster trust, respect, and teamwork.

SUPPLEMENTAL MATERIAL

Companies Interviewed For This Document

Chevron

Oracle

Danube Technologies

Rally Software

EBG Consulting

University of Utah

LiquidPlanner

Zoho

Microsoft

ENDNOTES

- ¹ See the Project Management Institute’s Web site at for additional information on the PMI and PMBOK: <http://www.pmi.org>.
- ² The CHAOS 2009 report found that 32% of the projects reviewed succeeded; 44% were challenged, being either late, over-budget, or missing functionality; and 24% were cancelled or delivered without their outcomes being used. Source: www.standishgroup.com.
- ³ Organizations have realized that how they define project success can vary from project to project; it’s not just about coming in on time and on budget. See the May 26, 2006, “[What Successful Organizations Know About Project Management](#)” report.

- ⁴ The PMO plays a key role in organizations seeking to achieve and measure business value. See the June 14, 2004, "[The PMO And Value Realization](#)" report.
- ⁵ Quality requirements practices are foundational to project success: They help the team deliver the right outcomes for stakeholders and the organization. See the April 15, 2009, "[Just Do It: Modernize Your Requirements Practices](#)" report.
- ⁶ Quality assurance teams are becoming involved in projects earlier, ensuring that quality is "baked in" to all project processes. See the February 2, 2009, "[The Dawn Of Dynamic Software Quality Assurance](#)" report.
- ⁷ Lean approaches focus on value and eliminating waste. Software delivery organizations are adapting Lean Software principles to eliminate complexity and simplify software delivery processes. See the December 12, 2008, "[Lean Software Is Agile, Fit-To-Purpose, And Efficient](#)" report.
- ⁸ Forrester published a workbook to help organizations assess current and potential project managers. You can customize the tool to your organization's needs and environment. See the October 15, 2009, "[Project Manager Assessment Workbook](#)" tool.

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