



From Managing Projects to Leading Programs: Defining and Building Program Leaders

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Something About Me, Something About Cambria

Who I Am

- I/O Psychologist
- Specialize in assessment and evaluation and technology-enhanced development solutions
- Clients: Accenture, APS, Cisco Systems, Cox Enterprises, Microsoft, SunGard, TSA, US Customs and Border Patrol, UTC
- HQ in Boston
- Kroecker = Croaker = Frog

Cambria Consulting

- HR Strategy Consulting Firm

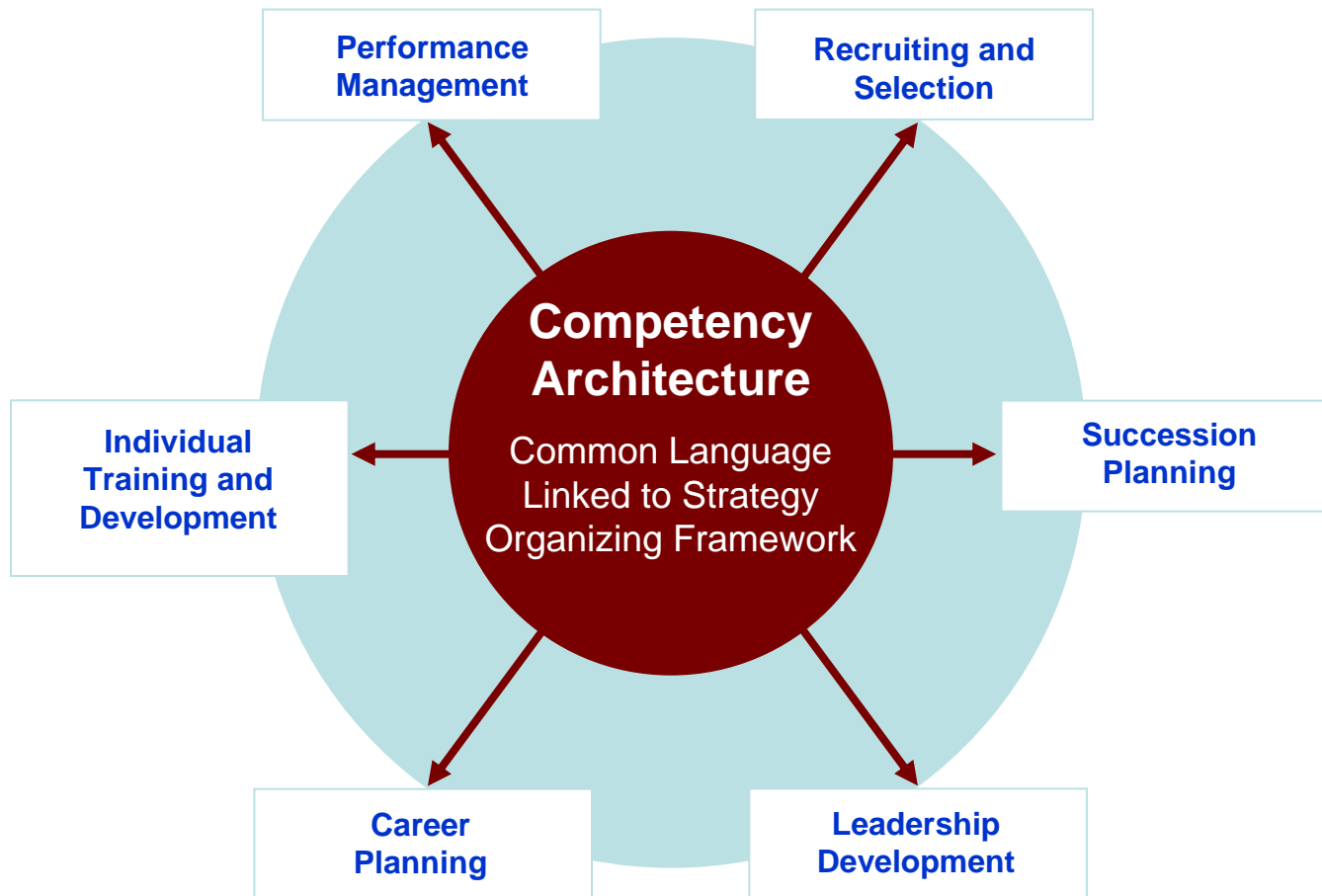


Why Projects and Programs Need Leaders

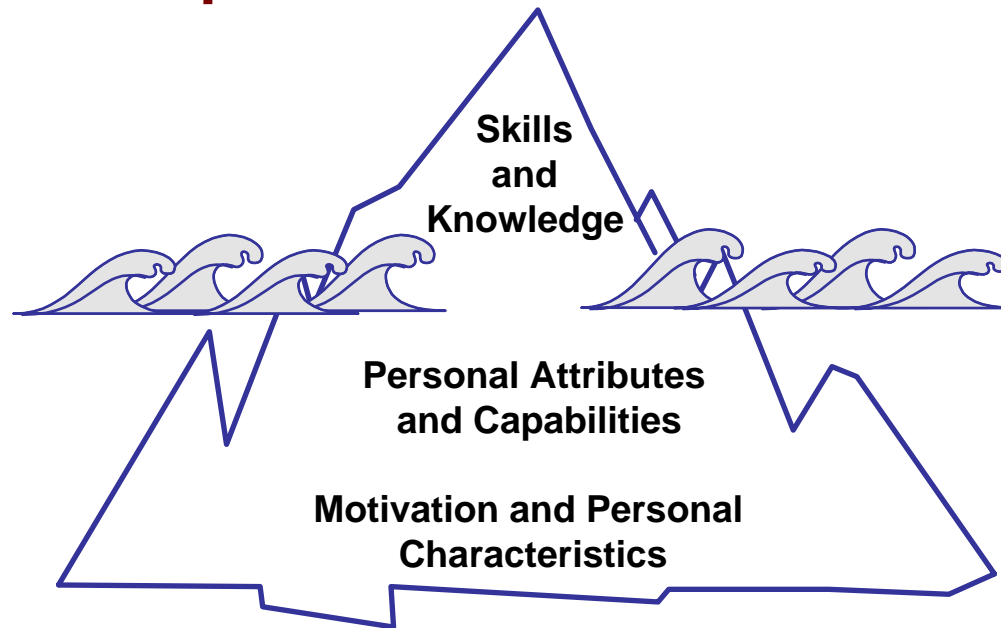
- **Most projects and programs falter because of lack of communication, lack of interpersonal skills, NOT because of lack of technical skills**
- **When the project or program stalls, it is often the leadership skills – the ability to re-create and communicate a vision, and motivate others with that vision – that revitalizes the project/program**
- **From a company's perspective:**
 - Program Management – the most complex and costly initiatives
 - These leaders can only be grown within the company
 - Usually through the Project Manager ranks
- **From the individual's perspective:**
 - Increased skills lead to more interesting and more complex projects/programs
 - Financially more rewarding



Why Define Project and Program Leadership Competencies



What Are Competencies?



- Competencies are the knowledge, skills and personal capabilities that are related to superior performance in a role
- Skill and knowledge competencies are more visible (and more trainable) than underlying personal attributes and motivation
- Competencies are developed through strategy interviews with business leaders and research on high performing role incumbents

Waiter/Waitress Exercise – Types of Competencies

Tasks Performed	Knowledge Competencies	Skill & Attribute Based Competencies
<ul style="list-style-type: none"> ✓ Explain Menu ✓ Take Orders ✓ Bring Food ✓ Clean Table ✓ Calculate Bill 	<ul style="list-style-type: none"> ✓ Cuisine/Food Preparation ✓ Wine ✓ Business Math 	<ul style="list-style-type: none"> ✓ Attentive <ul style="list-style-type: none"> - Fill Water Glasses - Answer Questions ✓ Friendly <ul style="list-style-type: none"> - Engage in “Chit Chat” ✓ Sales Skills <ul style="list-style-type: none"> - “Plus Sell” Wine/Desserts



Alignment with Business Strategy & Objectives

FAMILY RESTAURANT		4-STAR RESTAURANT
Fast & convenient	vs.	Relaxed and atmospheric
Selling “combos”		Selling multiple food & beverage courses
Lower cost, high volume		Higher cost, low volume
Standard menu, rarely changes		Seasonal menus & specialties
Available everywhere		Unique & memorable dining experience
Steady customer base		Loyal customer base



To Build Competencies You Need to Know:

- **Overall Business Strategy and Objectives**
- **Job Responsibilities**
 - Most important responsibilities
 - Tasks associated with responsibilities
- **Major Challenges in the Role**
 - Different type of business context or organizing principle
- **Key Events that Typify the Challenges in the Role (i.e., “war stories”)**
 - Stories that provide real-life examples of what people have done to meet challenges and get the job done
- **Business/Technical/Personal Competencies Needed for Success**
- **Best/Most Valuable Development Experiences**



Program Manager Success Profile – “At a Glance”

Responsibilities	Job Outputs	Job Metrics	PM Functional Skills	Professional Competencies
Apply Understanding of Customer Business	Business Partnership	Amount of Customer Satisfaction	Earned Value Management	Analytical Thinking
Build Customer Relationships	Financial Status Documentation	Completion of Project within Budget	PM Innovation	Business Acumen
Communicate with Team	Meeting Documentation	Degree of Business Profitability/Productivity	Risk Assessment and Mitigation	Communication Skills
Educate Customer	Project Management Documentation	Compliance with PMI principles		Customer Focus
Identify Opportunities for Improvement	Project Dashboard Reports	Mitigated Risks		Decisiveness
Manage PLC Process	Status and Tracking Documentation	Quality of Design		Drive for Results
Manage Resources				Flexibility
Schedule and Track Projects				
Translate Customer Objectives to Strategy				



Prototype Program Manager Competency Model

- Analytical Thinking
- Business Acumen
- Communication Skills
- Customer Focus
- Decisiveness
- Drive for Results
- Flexibility
- Innovative Problem-Solving
- Interpersonal Astuteness
- Planning and Organizing
- Self Confidence
- Skillful Influence
- Strategic Thinking
- Team Building and Leadership
- Vision and Direction



Prototype Competency Behaviors

Competency	Behaviors
1. Vision and Direction	<ul style="list-style-type: none">▪ Communicates a clear and compelling vision for the program/project▪ Provides clear goals and expected results to program/project team members and challenges them to determine how best to accomplish them▪ Communicates positive expectations that challenging program/project goals can be accomplished▪ Keeps team members focused on program vision and goals as they deal with problems, obstacles or changes
2. Business Acumen	<ul style="list-style-type: none">▪ Understands the key business and financial issues in the project and quickly calculates the financial implications of program/project decisions and actions▪ Maintains focus on the most important technical, cost and schedule goals and makes trade-off decisions based on overall program impact▪ Uses understanding of both technical and business issues to reality test project plans, assumptions, cost and time estimates, and commitments from program/project team members▪ Makes difficult program/project decisions based on objective business analysis of the situation



What Are Some Ways for Organizations to Build Leadership Bench-strength?

- **Assessment Centers**
- **Coaching and Mentoring**
- **Training**
- **360 Degree Feedback**
- **Online Talent Development Systems**



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From Project to Program...Job Focus

PROJECT MANAGER		PROGRAM MANAGER
Narrow Span of Control	vs.	Wide Span of Control
Depth		Breadth
Micro		Macro
Project Management		Portfolio Management
Execution & Implementation		Tools, Systems & Processes

...what else?



From Project to Program...Job Challenges

PROJECT MANAGER		PROGRAM MANAGER
Process Compliance	vs.	Process Development
Cross-functional		Cross-business/enterprise
Time Management & People Coordination		Orchestration & People Management
Project Completion On Time, On Budget, & to Expectations		Return-on-investment & Value Delivery
Conflicting Project Requirements		Competing Business Strategies & Objectives

...what else?



From Project to Program...Key Competencies

PROJECT MANAGER		PROGRAM MANAGER
Team Facilitation Skills	vs.	Executive Influence & Impact
Knowledge of the Business		Global Business Acumen (incl. Financial Analysis)
Knowledge of PM Processes		Knowledge of Business Process Design & Development
Communication Skills		Communication Skills
Negotiation & Conflict Management		Negotiation & Conflict Management
Risk Management		Risk Management

...what else?



Transition Yourself from Project to Program Manager

- Know what the Program Manager success profile is for your organization
- Assess yourself against this profile
- Build a multi-year development plan
 - **Skill & Knowledge Acquisition** (Education & Formal Training)
 - **Experience** (On-the-job development opportunities)
 - **Visibility** (Enterprise-wide projects, self-promotion, access to leaders & executives)
 - **Coaching** (Manager feedback & guidance)
 - **Mentoring** (Guidance from someone who's "been there" and done well; knows best practices; will tell it like it is)
 - **Networking** (Inside & outside organization and industry)



Examples of Program Manager Development Experiences

- Taking over a “messy” project
- Working on projects for variety of business functions/groups
- Project Manager for development/implementation of new product/service
- Project Manager for local implementation of global, new enterprise process/system
- Managing projects requiring both internal & external resources
- Helping customer to define/prioritize project requirements
- Managing projects requiring skills & knowledge outside own expertise
- Rotations through different business functions/groups

...what else?



Some Good Reading...

- *The Fifth Discipline* by Peter M. Senge
- *Good to Great* by Jim Collins
- *The Heart of Change* by John P. Kotter & Dan S. Cohen
- *Love is the Killer App* by Tim Sanders
- *The World is Flat* by Thomas L. Friedman

...and one in your field...

- *Napoleon on Project Management* by Jerry Manas



Q & A



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Please go to the following link to learn more about Cambria's Project Manager Related Articles, Information, and Services:

http://interactive.cambriaconsulting.com/anon/projects/PMLS_Demo/index.html

