What Project Management Competencies are Important to Job Success?

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Literature Review

☐ Prior research focused on 3 main areas

- ■ Hard Skills (Alam et al., 2010; PMBOK)
- ■ Soft Skills (Stevenson & Starkweather, 2010; Smith et al., 2011; Skulmoski, 2010)
- ■ Obtaining Skills (Buganza et al., 2013, Alam et al., 2010)

Motivation/Research Questions

- ☐ Determine PM core competencies (both hard skills and soft skills most important to job success)

- ☐ Identify the current performance of PMs in organizations for identified core competencies

- ☐ Differentiate professional development needs for entry-level versus experienced PMs

- ☐ Determine emerging PM professional development needs over the next 3-5 years

Survey Development / Respondents

- ☐ PMBOK
- ☐ Project Management Advisory Board
  - ■ 25 experienced PM professional
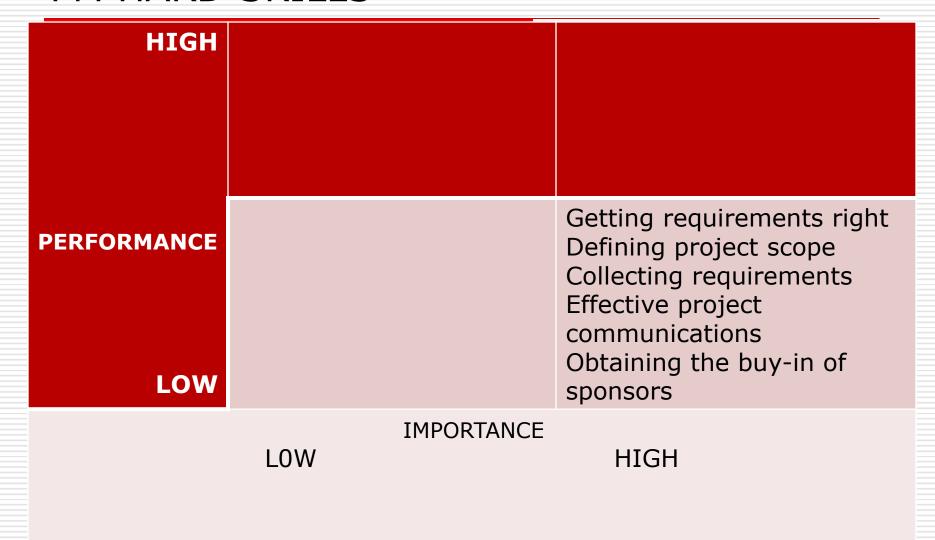
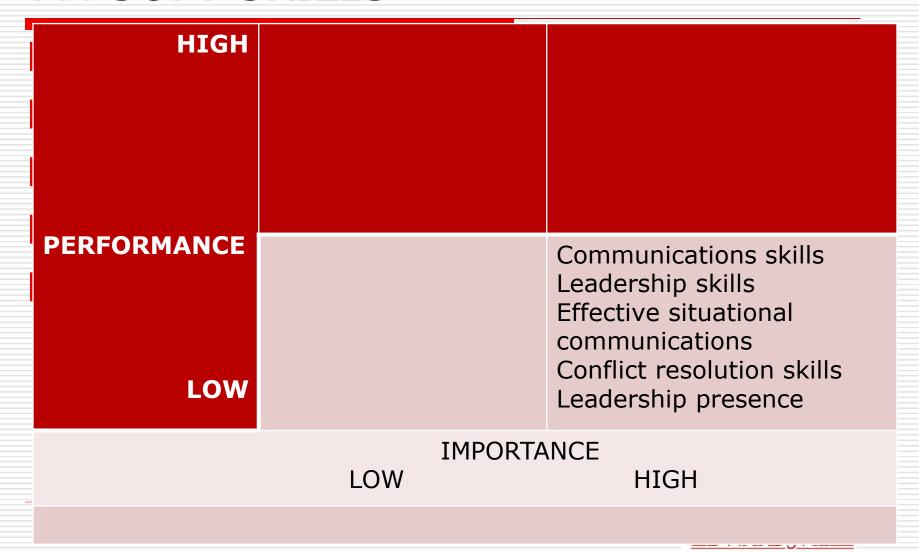- ☐ 48 Project Managers in attendance at one-day PM conference

Results

Hard Skills	Importance Mean	Performance Mean
Getting requirements right	4.79	3.53
Defining project scope	4.76	3.61
Collecting requirements	4.75	3.67
Effective project communications	4.72	3.57
Obtaining the buy-in of project sponsors	4.69	3.63
Managing Scope	4.66	3.37
Developing the project schedule	4.40	3.41
Managing stakeholders	4.38	3.20
Conducting stakeholder analysis	4.33	3.24
Acquiring and developing the project team	4.33	3.27
Identifying project risks	4.31	3.29
Controlling project costs	4.22	3.04

Results (continued)

Soft Skills	Importance Mean	Performance Mean
Communication skills	4.96	3.58
Leadership skills	4.76	3.58
Effective situational communications	4.66	3.36
Conflict resolution skills	4.62	3.18
Leadership presence/confidence	4.60	3.50
Planning and organizational skills	4.50	3.80
Influencing skills	4.48	3.22
Skills for dealing with human factors	4.40	3.31
Team-building skills	4.38	3.18
Facilitation skills	4.32	3.50
Negotiating skills	4.30	3.16
Analytical and problem solving skills	4.18	3.62

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PM HARD SKILLS

HIGH		
PERFORMANCE		Getting requirements right
		Defining project scope
		Collecting requirements
		Effective project communications
LOW		Obtaining the buy-in of sponsors

IMPORTANCE

LOW   HIGH

PM SOFT SKILLS

HIGH		
PERFORMANCE		Communications skills Leadership skills Effective situational communications Conflict resolution skills Leadership presence
LOW		

	IMPORTANCE	
	LOW	HIGH

Results (continued)

Greatest needs for Entry-Level PMs	% Responding
Communications	43%
Basic PM – Scope, Time, Cost	30%
PMI Certification	11%
Stakeholder management	11%
Understanding the company culture and PM practices	11%
Estimating	11%

Results (continued)

Greatest needs for experienced PM	% Responding
Communications	18%
Leadership	15%
Managing budgets	13%
Negotiation/Influencing	13%
Risk Management	13%
Conflict Resolution	11%
Team-Building	11%

Results (continued)

Emerging PM Needs over next 3-5 years	% Responding
Communications	39%
Leadership	17%
Agile Development skills	14%
Virtual Team management	14%
Basic PM – Scope, Time, Cost	14%
Risk Management	11%
PMO Role	11%

Where to go next?

- ☐ Further analysis and interpretation of results
  - ■ Hard/Soft skills
  - ■ Entry level versus Experienced
  - ■ Projected PM Skill Sets

- ☐ Suggestions for PM Education

Thank you!

We appreciate your attendance today and any feedback you might provide.