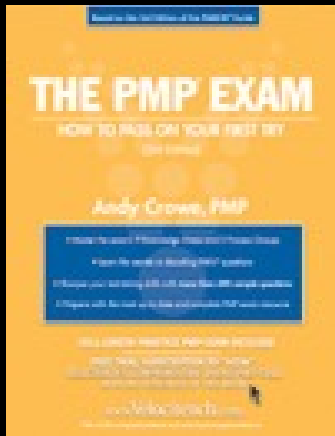
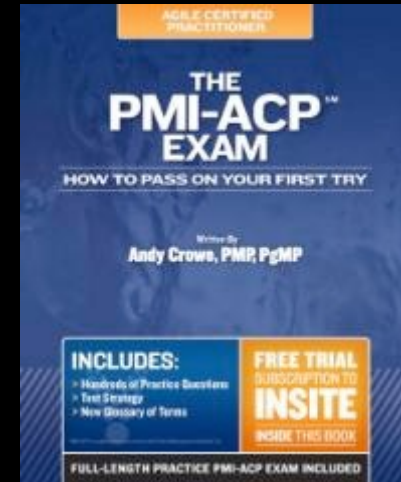


# Developing Leaders

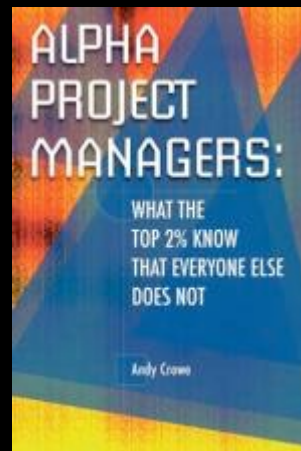
**Andy Crowe**



**PMP Exam**



**PMI-ACP (Agile) Exam**



**Alpha PMs**

# **Project Leaders vs Project Managers**

# Alpha Study

- Survey and interviews of 860 project managers
- Top 2% as ranked by team, customer, senior management, grouped as Alphas
- Non-Alphas comprised remaining 98%

## 8 Dimensions

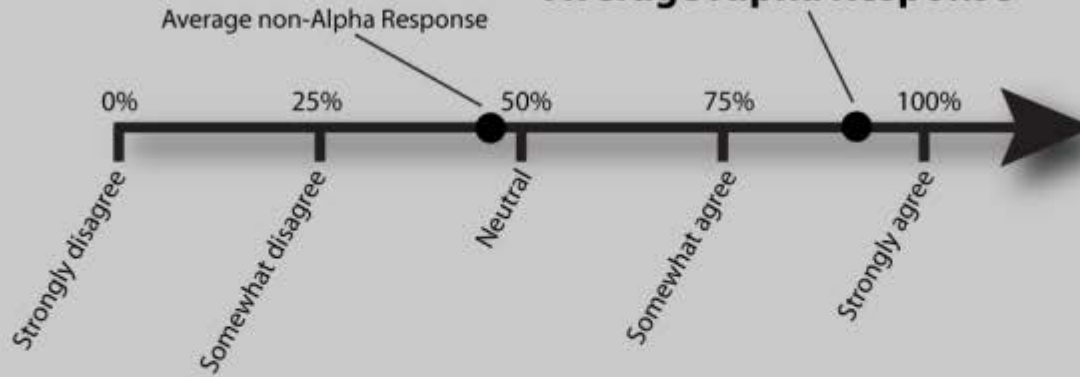
- Attitude and belief
- Communication
- Alignment
- Approach and organization
- Focus and prioritization
- Issue management
- Relationships and conflict
- Leadership

# Attitude and Belief

## Who was Surveyed

- Project Managers
- Customers
- Senior Management
- Team Members

## Average Alpha Response



## By the Numbers

Alpha average 89%

Non-Alphas average 47%

**860 Responses**  
(18 Alphas)  
(842 non-Alphas)

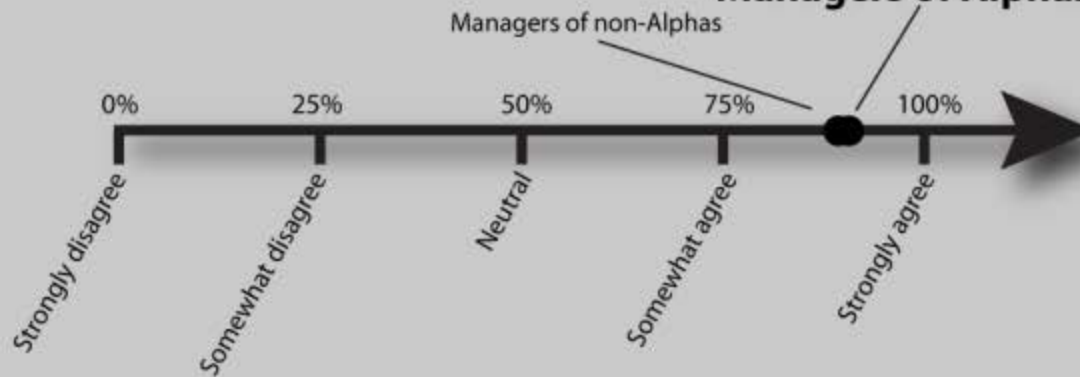
Mark the degree with which you agree with the following statement:

***"I have adequate authority to manage the projects for which I am responsible."***

## Who was Surveyed

- Project Managers
- Customers
- Senior Management
- Team Members

## Managers of Alphas



## By the Numbers

Managers of Alphas 87%

Managers of Non-Alphas 86%

**558 Responses**  
(18 Managers of Alphas)  
(540 Managers of non-Alphas)

Mark the degree with which you agree with the following statement:

***"This project manager has the necessary organizational authority to manage the project successfully."***



“I have responsibility  
...but not  
authority!”

**“No one is given  
authority. You just have  
to take it!”**

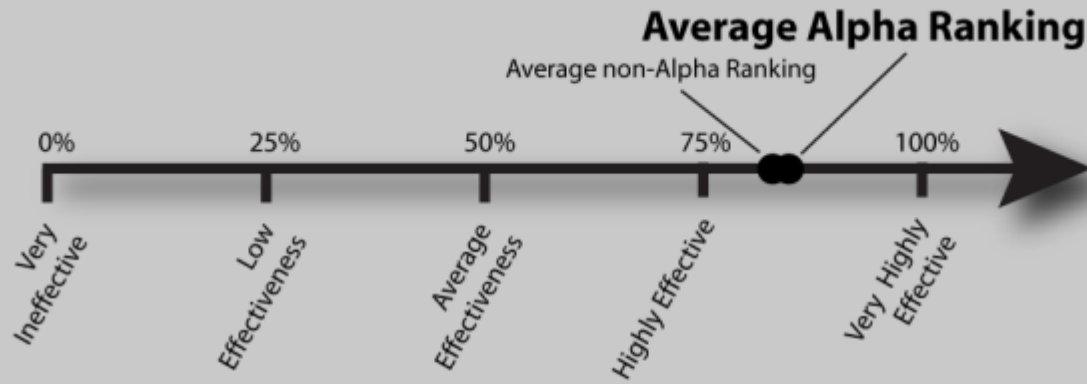
**– Tom Peters**

**Communication**

Alpha project managers understand  
their audiences before they  
communicate.

## Who was Surveyed

- Project Managers
- Customers
- Senior Management
- Team Members



***“How would you rank your overall communication effectiveness?”***

## By the Numbers

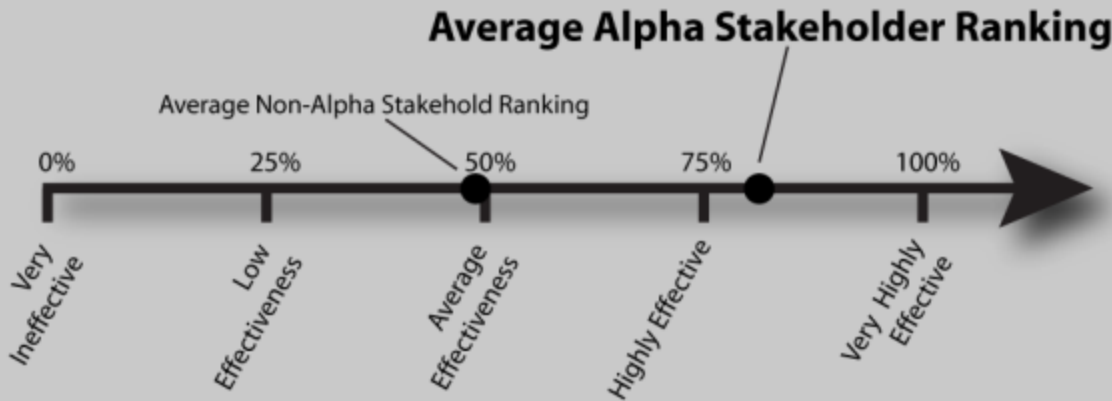
Alphas	84%
Non-Alphas	82%

**860 Responses**

18 Alphas  
842 Non-Alphas

## Who was Surveyed

- Project Managers
- Customers
- Senior Management
- Team Members



***“How would you rank this project manager’s overall communication effectiveness?”***

## By the Numbers

Stakeholders of Alphas	80%
Stakeholders of Non-Alphas	49%

**1103 Responses**

30 Alpha Stakeholders  
1073 Non-Alpha Stakeholders

How do they do this?

Alphas place a higher premium on the importance of communication and tailor it to the stakeholders.

Alphas place a higher premium on the importance of communication and tailor it to the stakeholders.

“Until the product is in the customer’s hands, communication *is* my deliverable.”

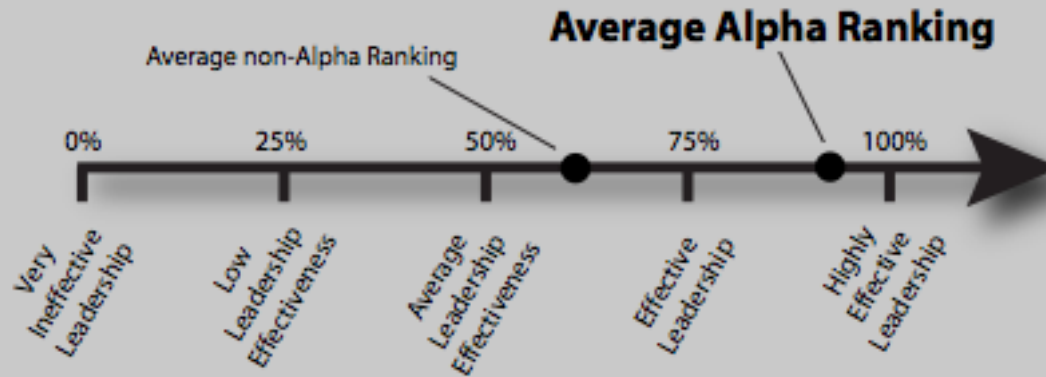
Victor (Alpha)



# Leadership

## Who was Surveyed

- Project Managers
- Customers
- Senior Management
- Team Members



***“Rank this project manager’s effectiveness as a project leader.”***

## By the Numbers

Stakeholders of Alphas 91%

Stakeholders of Non-Alphas 60%

**541 Responses**

*(81 Alpha Stakeholders)*

*(460 non-Alpha Stakeholders)*

# Senior Management's Perspective

## Who was Surveyed

- Project Managers
- Customers
- Senior Management
- Team Members

**Projects that failed primarily due to a lack of leadership**

**Projects that failed for other reasons**

*"What percent of project failures in your organization are due to a lack of leadership?"*

## By the Numbers

---

<b>Lack of leadership</b>	<b>73.9%</b>
<b>Other reasons</b>	<b>26.1%</b>

---

**430 Responses**

(Results Aggregated)

# Our Challenge

- Most of our membership get self assessments all wrong
  - We rank ourselves too highly on common tasks or skills..
  - and too poorly on difficult or obscure tasks and skills

# It Gets Worse

- Dunning-Kruger Effect
  - The lowest performing among us tend to rank ourselves the highest

“Incompetence denies us  
the metacognitive ability to  
realize our mistakes”

# Leadership Development

# Leadership Development

- Help others reassess strengths and weaknesses



# Leadership Development

- Help others reassess strengths and weaknesses
- Community of improvement

# Leadership Development

- Help others reassess strengths and weaknesses
- Community of improvement
- Connect people

# Leadership Development

- Help others reassess strengths and weaknesses
- Community of improvement
- Connect people
- Create opportunities

More details published in  
Alpha Project Managers:  
What the Top 2% Know That  
Everyone Else Does Not.

# Podcast for PDUUs



- Free on iTunes and TuneIn.com

# Let's Talk

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