

**PMI NJ Chapter
Seminar at Sea 2009
29 August – 3 September 2009**



Managing You

**Understanding and developing
your abilities in hard and soft
skills**

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Monday August 31 @ 4:30pm – 5:30pm

Part 2 Wednesday September 2 @ 10:00am – 11:15am

Project Management

A Tale of 2 Managers

- Dependence on hard skills
- Reliance on soft skills

Do hard skills matter?

Where is the balance?

What are "Soft Skills"

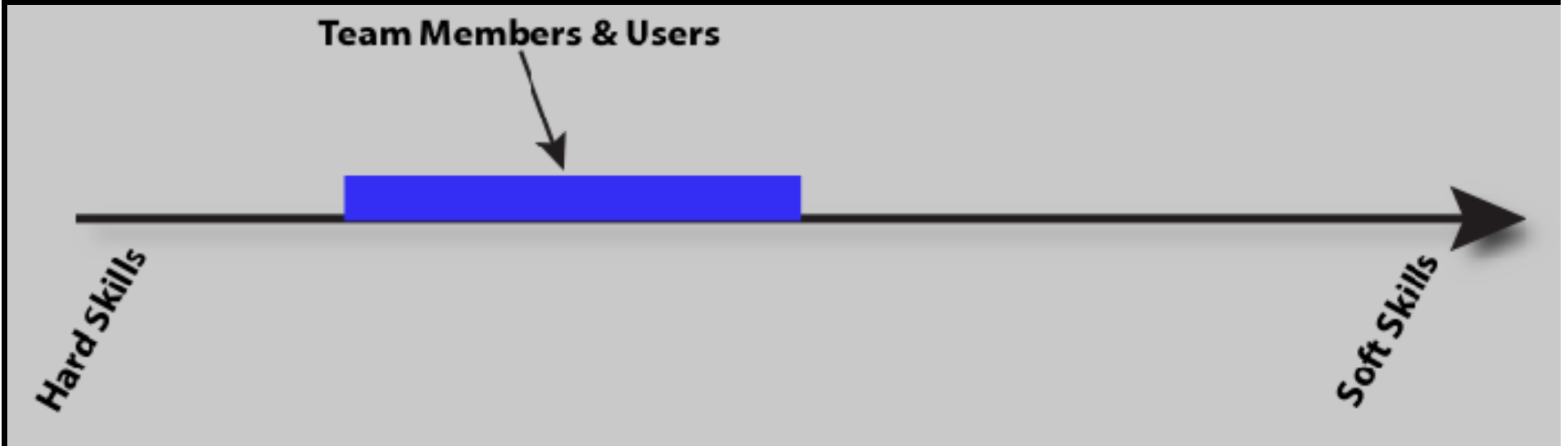
- Generally interpersonal
 - Communication
 - Team development
 - Relationship management
 - Conflict resolution
 - Negotiating
 - Leadership

- Which skills are the most difficult to develop?

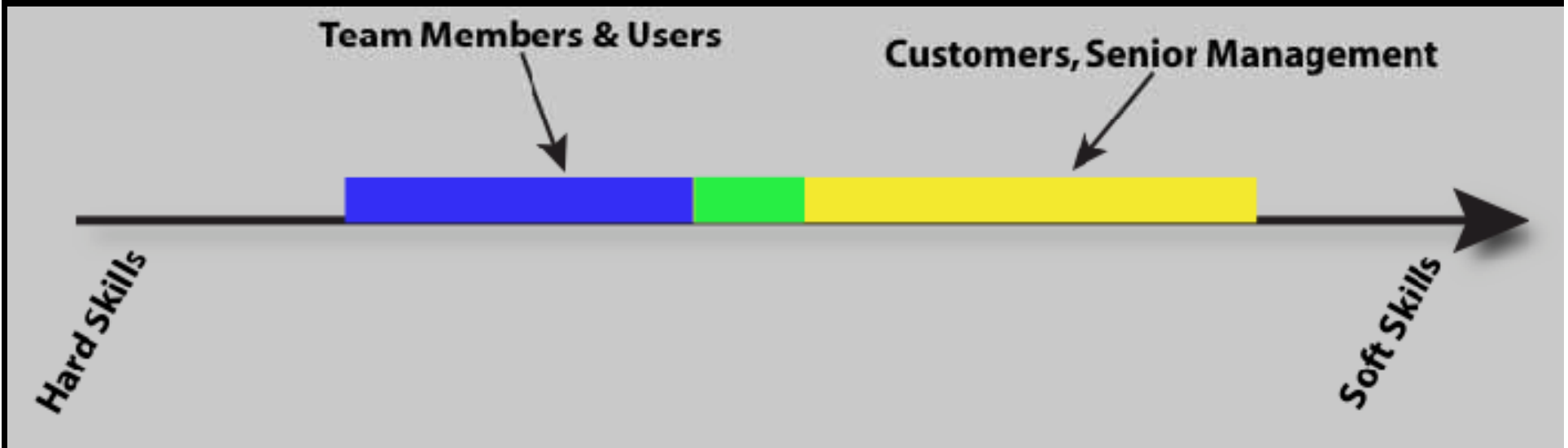
The Manager's Dilemma



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The Manager's Dilemma



When Surveyed

- We surveyed groups about hard skills and soft skills
- “What is more important for the PM to possess?”

200 Team Members

- What is most important for a PM to possess?



200 Senior Managers

- What is most important for a PM to possess?



200 Senior Managers

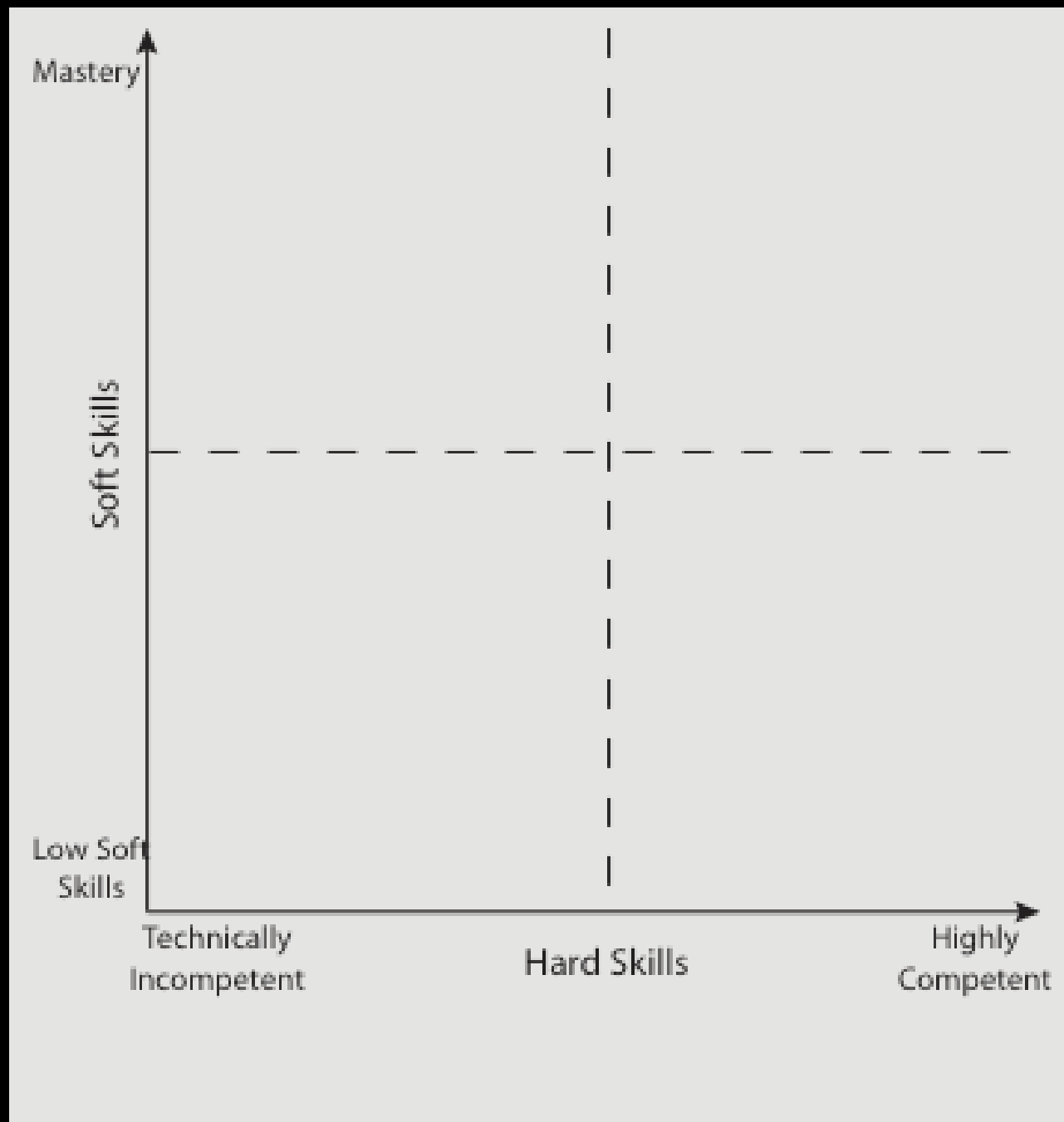
- Which does the PM lack the most?

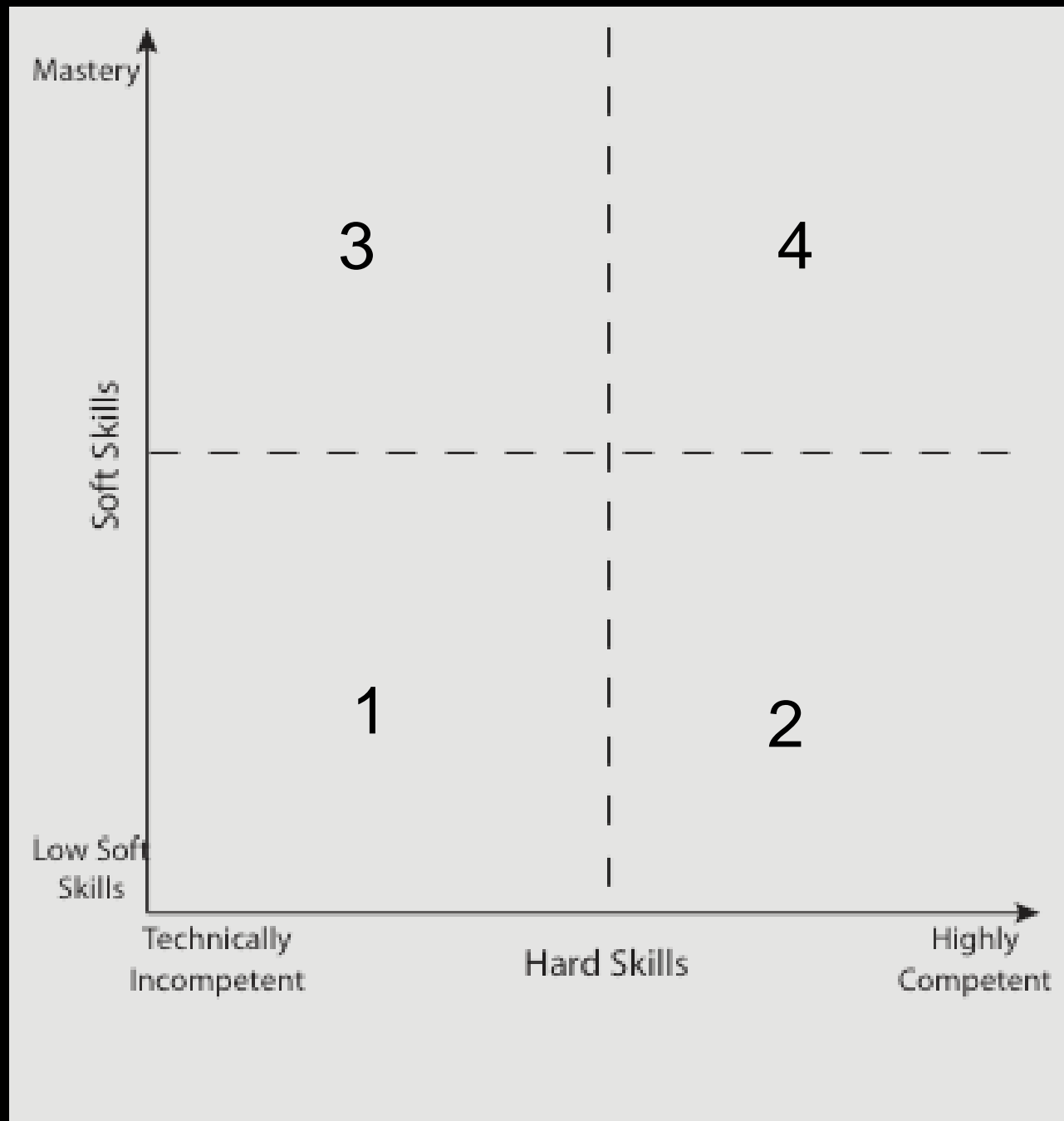


Assessing Ourselves

Assessing Ourselves

(Personal Inventory and
Assessment)





Quadrant 1

- Low hard and soft skills
- More likely to be a first-time PM
- May have extreme job dissatisfaction
- Recommended to begin developing technical mastery

Quadrant 2

- Higher on hard skills
- More comfortable executing than delegating
- Complains about responsibility without authority
- Blames environment and constraints
- Safety in long hours
- May be considered indispensable
- Should focus on relationships

Quadrant 3

- May need more time in current position
- Needs to establish credibility with team
- BA position may be an important addition
- Can find leadership elusive

Quadrant 4

- The optimal balance
- Usually a seasoned pro, or someone under challenged
- Should be mentoring others and focusing on leadership development

The PM's Challenge

- Begins with technical mastery
- Moves to learning to distribute and delegate
- Progresses to resolving conflict
- Then learning to "manage up"
- Finally learning to lead

The PM's Challenge

- Making the career transition from dominant hard skills to blended hard and soft skills
- Learning how to lead a team and communicate with senior management
- Increasing emotional intelligence to relate to others

Can Soft Skills Be Learned?

- Create feedback loops in multiple areas of your life
- Focus on relationships
- Learn your strengths

Leadership

- Every problem in business is ultimately a leadership problem