



Project Manager Expertise, Experience, and Career Development

Where we stand today and how we may influence tomorrow



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Meet the Researchers



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Abstract, Introduction, Purpose



PM self reported expertise and experience

Measured 30 PMBOK processes and 6 soft skills

Rate skill levels on a 1 - 7 scale

- Novice, Advanced, Competent, Proficient, Expert, Master, Visionary

Measured 6 experience factors

Identify key expertise and experience factors

- Overall Expertise and Percent Success

Identify strengths and weaknesses

Interview PMs about career development

Make recommendations on how to improve

Research Methods

Literature Reviews

Past and current research techniques and findings
Identify competencies and emergent themes

Quantitative Survey

Self assessment of expertise and experience
Determine competency and experience levels

Qualitative Interviews

Semi-structured open ended questions
Understand career path and personal development

Research Methods: Summary



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Data Collection



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Quantitative Surveys

Original Sample Goal - 500 participants

Survey Monkey - 366

Qualtrics - 313

Final Sample Size – 679 participants

Qualitative Interviews

Quantitative Survey Opt-In – 3

LinkedIn Groups Opt-In– 20

No Shows - 5

Final Sample Size - 18

Analyses

Reliability and Validity

Cronbach's Alpha (CA)

Analysis of Variance Extracted (AVE)

Quantitative

Exploratory Factor Analysis (EFA)

Confirmatory Factor Analysis (CFA)

Multiple Linear Regression Analysis (MLRA)

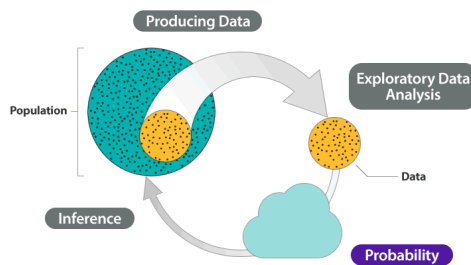
Ordinal Logistic Regression Analysis (OLRA)

Qualitative

Grounded Theory Approach

Textual and Thematic Analysis

Development of Emergent Theory



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Questions

What would you like to know?



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Findings (Expertise)



Overall Expertise

- Change tolerance (+)
- Leadership (+)
- Communications (+)
- Determine budget (+)
- Validate Scope (+)
- Define activities (+)
- Plan communications management (-)

Percent Success

- Attitude (+)
- Control Costs (+)

Findings (Experience)



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Overall Expertise

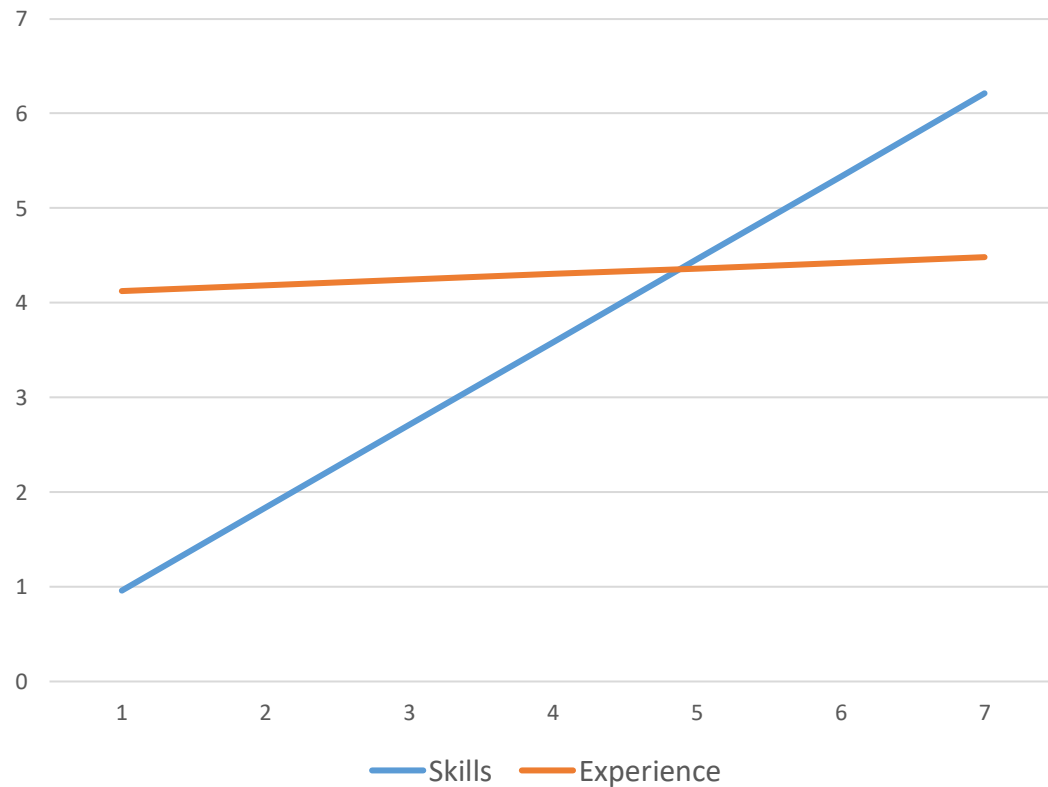
- Months managing projects (+)
- Highest degree of education achieved (+)
- Age when first made project manager (-)
- Months per project (-)

Percent Success

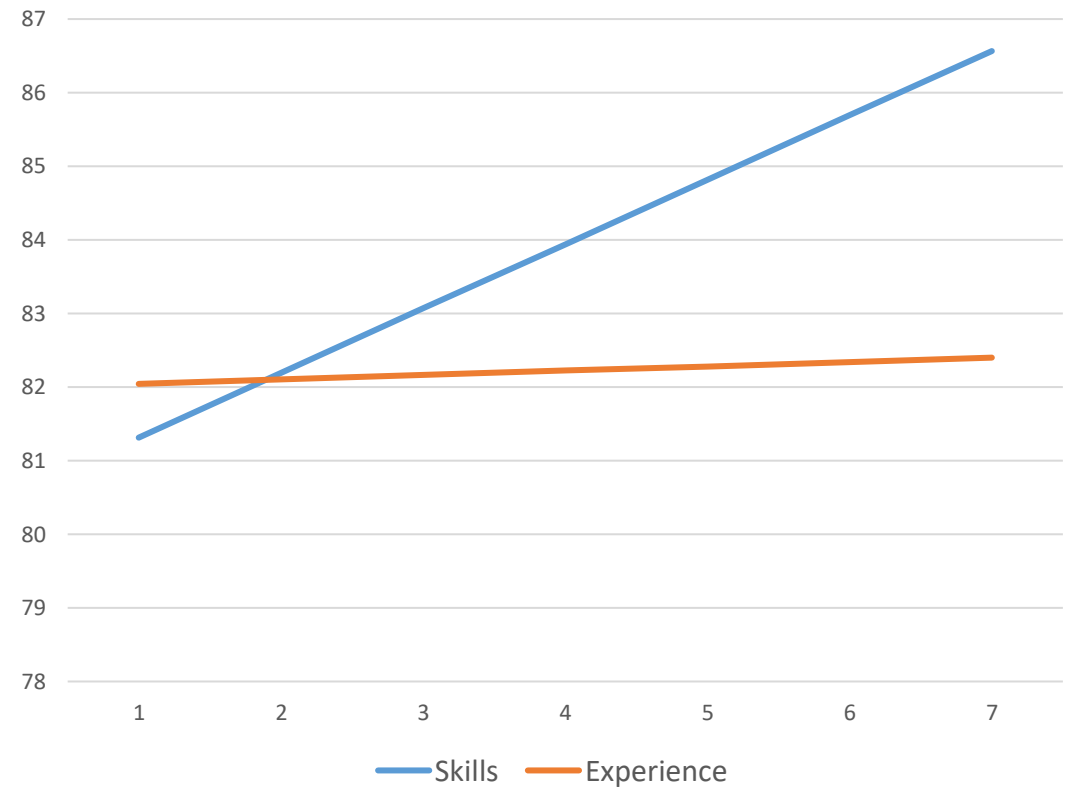
- Age when first made project manager (+)
- Months managing projects (+),

Findings (Comparison)

Overall Expertise



Percent Success



Findings (Strengths and Weaknesses)

Strength

Weakness

Expertise Level	1	2	3	4	5	6	7	
Factor	Nov	Adv	Com	Pro	Exp	Mas	Vis	Ove
Change Tolerance	1.4	2.5	3.4	4.2	5.1	5.6	5.7	4.4
Leadership	1.6	2.7	3.4	4.2	5.1	5.8	6.1	4.5
Communications	1.6	2.8	3.5	4.4	5.2	5.8	6.0	4.6
Control Scope (5.6)	1.4	2.4	3.1	4.0	4.8	5.6	5.9	4.3
Determine Budget (7.3)	1.5	2.4	2.8	3.9	4.6	5.4	5.9	4.1
Validate Scope (5.5)	1.4	2.5	3.0	3.9	4.8	5.5	5.6	4.2
Define Activities (6.2)	1.6	2.7	3.2	4.2	5.0	5.8	5.9	4.4
Plan Schedule Management (6.1)	1.8	2.6	3.0	4.1	4.9	5.5	5.5	4.3
Plan Communications Management (10.1)	1.6	2.7	3.2	4.1	4.9	5.5	5.5	4.3
Attitude	1.7	3.2	3.6	4.4	5.2	5.8	5.7	4.7
Control Costs (7.4)	1.5	2.5	2.8	3.9	4.7	5.5	5.8	4.2
Plan Risk Management (11.1)	1.8	2.6	2.9	4.0	4.8	5.4	5.8	4.2
Acquire Resources (9.3)	1.2	2.5	3.1	4.0	4.7	5.4	5.5	4.2
Plan Quality Management (8.1)	1.4	2.6	3.1	4.0	4.7	5.4	5.7	4.2
Estimate Activity Resources (9.2)	1.7	2.6	2.9	4.0	4.7	5.5	5.8	4.2
Create Work Breakdown Structure (wBS) (5.4)	1.4	2.4	3.1	3.8	4.7	5.4	5.3	4.1
Plan Scope Management (5.1)	1.6	2.6	3.1	3.8	4.7	5.1	5.5	4.1
Estimate Costs (7.2)	1.6	2.3	2.8	3.8	4.6	5.4	5.9	4.1
Understand Organizational Process Assets (2.3)	1.5	2.4	2.9	3.7	4.6	5.4	5.5	4.1
Plan Cost Management (7.1)	1.5	2.3	2.9	3.8	4.6	5.4	5.7	4.1
Understand Enterprise Environmental Factors (2.2)	1.4	2.5	3.1	3.6	4.6	5.2	5.4	4.0
Average	1.6	2.6	3.1	4.0	4.9	5.5	5.7	4.3
Standard Deviation	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
Average - Standard Deviation (Weakness)	1.4	2.4	2.9	3.9	4.7	5.3	5.5	4.1
Average + Standard Deviation (Strength)	1.7	2.8	3.3	4.2	5.0	5.7	5.9	4.5
N	17	52	97	166	206	119	22	679

Findings (Interviews)



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- Most PMs are SMEs tossed into their new roles
- New PMs need lots of guidance and support
- Soft skills are an imperative component
- On the job-experience is most important
- Certification does not teach real-life scenarios
- HR screens for those with certifications
- Hiring managers look for a “way of working”

Recommendations



- Fast track novice skill acquisition
- On the job experience balanced with skills
- Tacit knowledge sharing from mentors
- Certification to learn the basics
- Use the survey framework for quick assessment

Questions

What else would you like to know?



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Share your story

Let's learn from each other



Wrap Up



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Thank you for your participation.

Contact me if you need assistance with anything