

# Why Can't I Get Good Project Managers

Presented by

DAVID PORTER

Joint Managing Director

Ranbury Management Group

## **CONTROVERSIAL ?**

- **This is not about :**
  - **PM software**
  - **Pmbok, Prince 2, .....**
  - **A formulae for solving PM personnel issues**
  
- **This is about :**
  - **Thinking outside traditional HR**
  - **Thinking about “what works”, not what others tell us works.**

## Why am I talking about this?

- Ranbury is a specialist Project Management firm, since 1987.
- Over 50 project professionals managing varied elements of projects from under \$1.0m to in excess of \$1.0b.
- Client base varies widely, project type varies widely.
  
- Lots of projects; Lots of PM systems; Lots of different client approaches; Lots of successes; Our fair share of failures
  
- We invest significant time and energy recruiting and retaining staff, and adapting to many varied client expectations and perceptions.

# **HUMAN RESOURCE ASPECTS**

**AIM TO ADDRESS 4 SPECIFIC HUMAN RESOURCE ASPECTS**

- 1. Recruitment options**
- 2. Retaining staff in an environment of increasing salaries and industry churn**
- 3. Providing a Development Path in a profession that demands experience and judgement as fundamental**
- 4. Perceptions of Project Management as a profession**

# WHAT IS A GOOD PM??

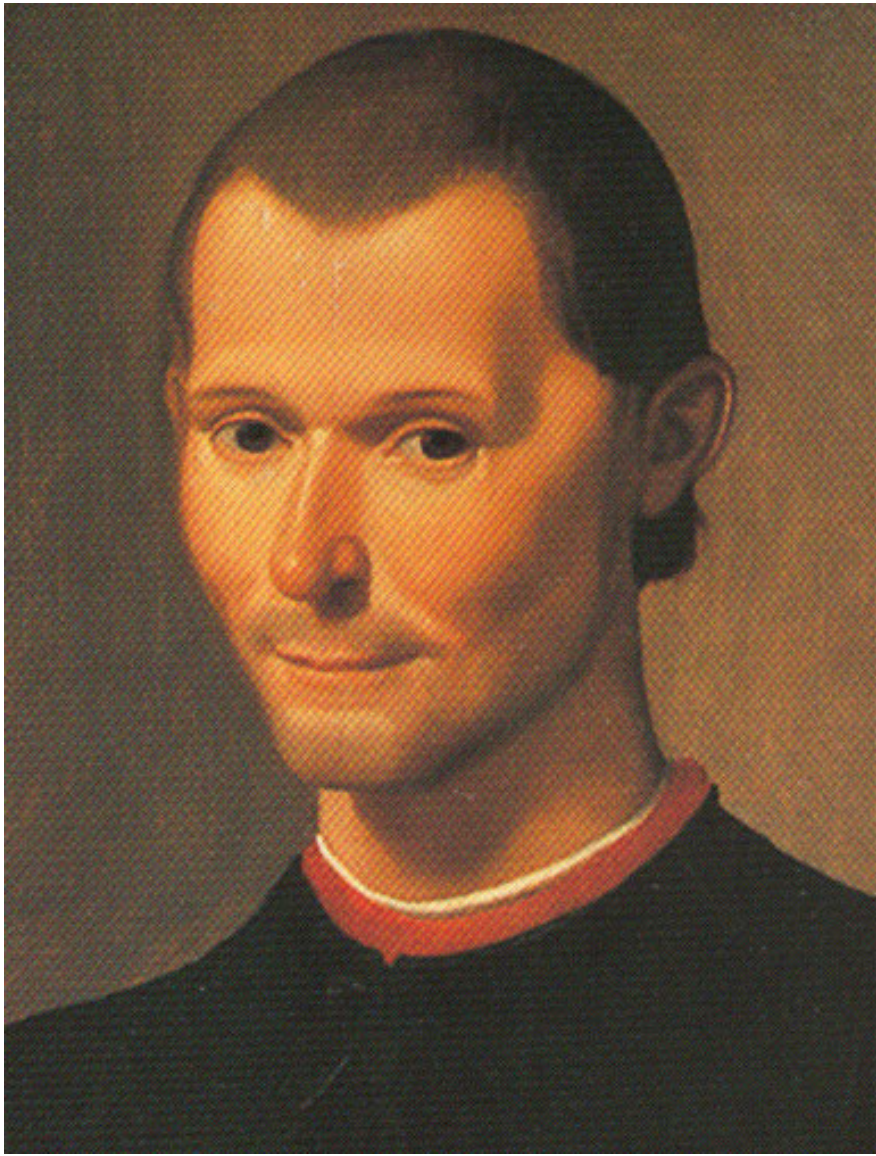
How long is a piece of string??

“ There is no such thing as a good project manager, they a blight on the planet ”

“ I have worked with dozens of project managers but the best one was a bear of a man with a heart of gold ”

## Dr Frank Toney's View of What Makes a Good Project Manager

- Recognized by stakeholders as an important factor in goal achievement
  - Truthful in all dealings and relationships
  - Eagerness to organise and lead groups
  - Evidence of strong desire for goal achievement
  - Even tempered
  - Faith that the future will have a positive outcome
  - Confidence in their personal performance
- 
- One more that is missing from the above list **JUDGEMENT!!!!**



# ***RECRUITMENT***

- A Decision Science is required
- Standard Recruitment = Standard Result
- Networking is a high strike rate option
- The whole team must contribute
  - everyone is a recruiter

# ***RETAINING STAFF***

- Major issue in industry at present
- Money
- Work - life balance
- Pride and Culture

# GOLDEN RULE

Treat your staff like they are your clients and expect them to treat you like you are their client

Like You !

Trust You !

Add Value

# ***PROFESSIONAL DEVELOPMENT PATH***

**Basic Skills**

**Methodology**

**Experience**

**Judgement**

# WE MUST PROVIDE:

- Variation
- Mentoring
- Opportunities to innovate
- Some ongoing training but used sparingly
- Opportunities to cross sectors  
(public/private/client/contractor/consultant)
- Opportunities to cross industries

# QUESTION

**Where does our profession stand in regard to expectations of the next generation of project managers??**

# ANSWER

**Better position than others!!**

# ***PERCEPTIONS OF PROJECT MANAGEMENT***

- Industry Age; (young)
- How do we look at ourselves?
  - Past
  - Present
  - Future

**PROJECT MANAGEMENT**

**VS**

**PROJECT MANAGERS**

# **CONCLUSION (Key Points)**

**Recruit in innovative ways based around people networks**

**Retain your staff by treating them as if they are not your staff**

**Provide a professional development path that is based on variety not seniority**

**Finally the next generation expects things to be like this , and so they like the idea of project management**

# QUESTIONS