

## QUESTION YOUR ASSUMPTIONS

### *Are your unwritten beliefs about project management limiting your bottom line?*



**Belief #1** *Executives determine strategy and should not get involved in project-level details.*

#### **Reality**

Senior leaders who understand how projects drive strategy make sure all levels of the enterprise are aligned. These leaders see enormous cost savings and are over 33% more successful at delivering projects which fulfill strategic goals. Leaders and project managers need clear communication and understanding of each other's perspective so that tasks can be prioritized, and meaningful measures of success put into place.



**Belief #2** *Talent development and executive leadership teams should stay out of project management.*

#### **Reality**

Project management has long been considered a specialized, mid-level field that, unlike most business units, does not involve the C-suite, L&D or HR. Just as the skills required for project managers (PM) have evolved, so has the role of the Talent Development department. Savvy talent professionals create added value for their organizations. They ensure alignment among senior leaders, business strategy, training and development AND project management.



**Belief #3** *The most essential project management skills are technical skills.*

#### **Reality**

In today's disruptive environment, technical competency alone is not enough to ensure project success. Project managers need business acumen and political savvy to understand how projects deliver strategic value. They also require leadership and communication skills to motivate and influence team members. They need to persuade skeptics, uncover hidden obstacles, coordinate efforts and manage change.



**Belief #4** *The principle measure of project success is delivering on time and on budget.*

#### **Reality**

Projects can be completed early and under budget and still fail to fulfill your strategic objectives and create business value—the ultimate measures of success. In today's rapidly-evolving business environment, all team members need to understand how their work advances the organization's strategy and be able to adjust their efforts as things change.



**Belief #5** *PMs must develop a comprehensive project plan prior to launch and follow it throughout.*

#### **Reality**

Gone are the days when project managers could design a detailed plan, follow it slavishly to the end and congratulate themselves on a job well done. Project managers need the agility and tools to respond to disruption, to change course, and to alter steps, timelines and budget to accommodate unexpected changes and evolving priorities as they occur.