

But talking about fault is similar to talking about truth – it produces disagreement, denial, and little learning. It evokes fears of punishment and insists on an either/or answer. Nobody wants to be blamed, especially unfairly, so our energy goes into defending ourselves.

Talking about blame distracts us from exploring why things went wrong and how we might correct them going forward. Focusing instead on understanding the contribution system allows us to learn about the real causes of the problem, and to work on correcting them. The distinction between blame and contribution may seem subtle. But it is the distinction worth working to understand, because it will make a significant difference in your ability to handle difficult conversations.

What Do We Do with Our Emotions?

Difficult conversations are not just about what happened; they also involve emotion. The question is not whether strong feelings will arise, but how to handle them when they do. Should you tell your boss how you *really* feel about his management style, or about the colleague who stole your idea? And what should you do with the anger you are likely to experience if you decide to talk with that vendor about his sexist remarks?

In the presence of strong feelings, many of us work hard to stay rational. Getting too deep into feelings is messy, clouds good judgment, and in some contexts – for example, at work – can seem just plain inappropriate. Bringing up feelings can also be scary or uncomfortable, and can make us feel vulnerable. After all, what if the other person dismisses our feelings or responds without real understanding? Or takes our feelings to heart in a way that wounds them or irrevocably damages the relationship? And once we've gotten our feelings off our chest, it's their turn. Are we up to hearing all about their anger and pain?

This line of reasoning suggests that we stay out of the Feelings Conversation altogether. Better to stick to questions about other things. Better to stick to "business." Or is it?

An Opera Without the Music?

The problem with this reasoning is that it fails to take account of one simple fact: difficult conversations do not just *involve* feelings, they are at their very core *about* feelings. Feelings are not some noisy by-product of engaging in difficult talk, they are an integral part of the conflict. Engaging in a difficult conversation without talking about feelings is like staging an opera without the music. You'll get the plot, but miss the point.

Consider some of your own difficult conversations. What feelings are involved? Hurt or anger? Disappointment, shame, confusion? Do you feel treated unfairly or without respect? For some of us, even saying “I love you” or “I’m proud of you” can feel risky.

In the short term, engaging in a difficult conversation without talking about feelings may save you time and reduce your anxiety. It may also seem like a way to avoid certain serious risks – to you, to others, and to the relationship. But the question remains: if feelings are the issue, what have you accomplished if you don’t address them?

Understanding feelings, talking about feelings, managing feelings – these are among the greatest challenges of being human. There is nothing that will make dealing with feelings easy and risk-free. Most of us, however, can do a better job in the Feelings Conversation than we are now. It may not seem like it, but talking about feelings is a skill that can be learned.

Of course, it doesn’t always make sense to discuss feelings. As the saying goes, sometimes you should let sleeping dogs lie. Unfortunately, a lack of skill in discussing feelings may cause you to avoid not only sleeping dogs, but all dogs – even those that won’t let you sleep.

Remember, though...feelings are neither right or wrong, ...they are what they are and people are entitled to feel the way they do. Your mission is to help them see if their feelings are appropriate to the facts. Don’t tell someone they “shouldn’t feel that way.” Find out why and what’s behind it. Help them see it more clearly if there is a chance that their feelings are misguided or based on bad information.

What Does This Say About Me?

Of the Three Conversations, the Identity Conversation may be the most subtle and the most challenging. But it offers us significant leverage in managing our anxiety and improving our skills in the other two conversations.

The Identity Conversation looks inward: it’s all about who we are and how we see ourselves. How does what happened affect my self-esteem, my self-image, my sense of who I am in the world? What impact will it have on my future? What self-doubts do I harbor? In short: before, during, and after the difficult conversation, the Identity Conversation is about what I am saying to myself *about me*.

You might think, "I'm just trying to ask my boss for a raise. Why does my sense of who I am in the world matter here? In fact, anytime a conversation feels difficult, it is in part precisely because it is about You, with a capital Y. Something beyond the apparent substance of the conversation is at stake for you.

It may be something simple. What does it say about you when you talk to your neighbours about their dog? It may be that growing up in a small town gave you a strong self-image as a friendly person and good neighbor, so you are uncomfortable with the possibility that your neighbours might see you as aggressive or as a troublemaker.

Asking for a raise? What if you get turned down? In fact, what if your boss gives you good reasons for turning you down? What will that do to your self-image as a competent and respected project manager? Ostensibly the subject is money, but what's really making you sweat is that your self-image is on the line.

Even when you are the one delivering bad news, the Identity Conversation is in play. Imagine, for example, that you have to turn down an attractive new project proposal from Creative. The prospect of telling the people involved makes you anxious, even if you aren't responsible for the decision. In part, it's because you fear how the conversation will make you feel about yourself: "I'm not the kind of person who lets people down and crushes enthusiasm. I'm the person people respect for *finding* a way to do it, not for shutting the door." Your self-image as a person who helps others get things done butts up against the reality that you are going to be saying no. If you're no longer the hero, will people see you as the villain?

Keeping Your Balance

As you begin to sense the implications of the conversation for your self-image, you may begin to lose your balance. The eager young head of Creative, who reminds you so much of yourself at that age, looks disbelieving and betrayed. You suddenly feel confused, your anxiety skyrockets. You wonder whether it really makes sense to drop the idea so early in the process. Before you know it, you stammer out something about the possibility that the rejection will be reconsidered, even though you have absolutely no reason to believe that's likely.

In the mildest form, losing our balance may cause us to lose confidence in ourselves, to lose concentration, or to forget what we were going to say. In more extreme cases, it can feel earth-shattering. We may feel paralysed, overcome by panic, stricken with an urge to flee, or even have trouble breathing.

Just knowing that the Identity Conversation is a component of difficult conversations can help. And, as in the other two conversations, you can do much better than mere awareness. While losing your balance sometimes is inevitable, the Identity Conversation need not cause as much anxiety as it does. Like dealing with feelings, grappling with the Identity Conversation gets easier with the development of certain skills. Indeed, once you find your footing in the Identity Conversation, you can turn what is often a source of anxiety into a source of strength.

Moving Toward a Learning Conversation

Despite what we sometimes pretend, our initial purpose for having a difficult conversation is often to prove a point, to give them a piece of our mind, or to get them to do or be what we want. In other words, to deliver a message.

Once you understand the challenges inherent in the Three Conversations and the mistakes we make in each, you are likely to find that your purpose for having a particular conversation begins to shift. You come to appreciate the complexity of the perceptions and intentions involved, the reality of joint contribution to the problem, the central role feelings have to play, and what the issue mean to each person's self-esteem and identity. And you find that a message delivery stance no longer makes sense. In fact, you may find that you no longer have a message to deliver, but rather some information to share and some questions to ask.

Instead of wanting to persuade and get your way, you want to understand what has happened from the other person's point of view, explain your point of view, share and understand feelings, and work together to figure out a way to manage the problem going forward. In so doing, you make it more likely that the other person will be open to being persuaded, and that you will learn something that significantly changes the way you understand the problem.

Changing our stance means inviting the other person into the conversation with us, to help us figure things out. If we're going to achieve our purposes, whether it is successfully running a project, negotiating change orders, involved in a major project development opportunity, or just plain old deal making, we have lost we need to learn from them and lots they need to learn from us. We need to have a learning conversation.

The differences between a typical battle of messages and a learning conversation should now be obvious to you. I wish you the best in achieving your goals and having more productive conversations in your projects, project development deals, or in your personal lives by application of this section.

10 – Merger & Acquisition Impacts on PM Activities

In today's markets, mergers and acquisitions take place. While this is not new, what is becoming an issue is how to handle projects in this increasingly different environment. The recommendations below may be helpful in dealing with projects within a company that is acquiring others or being acquired. Therefore, because of this increasingly common activity, it is important that the project manager understand what he or she must do to make things go smoothly when involved in such change.

The dynamics of mergers and acquisitions are such that management headaches simply cannot be avoided. There are many problems that just go with the territory. Most of them, however, can be pre-empted and their effect minimized if the people in charge will only:

1. Take the right steps.
2. Take them quickly enough.
3. Prepare people mentally to live with the problems that inevitably remain.

People at all levels in the management hierarchy will not be able to prevent or solve as many problems as they would wish. But they can certainly create additional ones simply by not doing everything they should to be a facilitative influence.

Probably the biggest step one can take toward being an effective manager of mergers and acquisitions is to understand what a unique event they represent in the life cycle of an organization. As a method of corporate growth, they are revolutionary rather than evolutionary and it is important to recognize that uncommon growth calls for uncommon solutions. For example, the executives, middle managers, first-line supervisors, and front-line employees who assume that their career or the company will be well served if they simply maintain their ingrained, traditional work styles will be in for a rude awakening. The merger/acquisition announcement heralds a time of change. It is a period that calls for management personnel to be agents of change and for rank-and-file workers to be receptive to change.

Two different sets of guidelines are offered: one for the people in charge in the acquiring organization and another for management in the acquisition.

Guidelines for Managers and Executives in the Acquiring Firm

- **Don't promise that things will remain the same in either company.** Most people won't believe you anyhow, and most of those who do will later insist that you have lied or misrepresented things to them. Explain that there will be changes, but that extreme effort will be made to (a) consider the interests of each employee and (b) keep them as well informed as possible of forthcoming changes. Remember, if you acquire another organization and don't make some changes, the odds are 10 to 1 that you have failed to take advantage of outstanding opportunities to make various changes that would be constructive, are needed, and would be adapted to quite well by incumbents.

It is risky to be emphatic in proclaiming, "We plan no management changes," even when that is the truth. Likely as not, some employees will put you in the position of having to terminate them, and you will be accused of renegeing on your promise.

A manager in a major southwestern utility company undergoing an internal merger (e.g., operating companies being reshaped and changed into divisions) submitted his own version of the three most common lies – "First, your check is in the mail. Second, I'm from the government, and I'm here to help you. Third, you will not be affected by the reorganization."

Nobody believes it except perhaps the people who say it. Employees want to have faith in the words, but deep down inside they skeptically take it as mere rhetoric, and they probably should.

Make few promises. In addition to the admonitions offered in the preceding guideline, you should realize that promises of any type, as a general rule, will end up making life harder for you. In fact, even when you communicate something through innuendo, you can create expectations that will later prove to be a problem. Your hints will often be taken as hard data.

Keep your promises. When you do go on record as making a commitment, be as good as our word. There is a tremendous need in the post-merger environment for you to instil confidence and concentrate on developing a high degree of credibility. Do everything you can to improve the trust level. Understand that target company employees' paranoia, guardedness, and suspicion are very natural reactions to the situation.

- **Do talk in specifics whenever you can.** Try not to add to the ambiguity. Try to be structured in your approach. What seems obvious or dirt simple to you is often complex to others. Explain things in clear, straightforward language – avoid in-house jargon – and don't be too sketchy or talk in too general terms. Always check for understanding.
- **Be acutely aware of the impact of your comments, even in routine conversation.** People will be trying to read things into almost everything you say. An offhand remark or slip of the tongue and one of the best people in the target company could be gone. Discretion is critical.
- **Don't feed the rumor mill.** Again, a casual remark or careless wording can crank up another rumor when you should be doing everything you can to short-circuit rumors, conjecture, and misinformation.
- **Provide more communication than usual during and after the merger/acquisition event.** Strive to overcome the information vacuum that typically develops. Maintain closer than usual contact because everyone becomes increasingly hungry for information.

Ordinarily, mergers and acquisitions cause the communication channels to grow longer, as (a) more people are involved and (b) the distance from decision centers increases. Furthermore, information often begins to travel along different paths, and this makes it easy for some people to get left out of the loop inadvertently. Finally, people from the two may each have a different language or vernacular, so that more effort is needed to translate messages for them to be understood.

- **If you don't have the answer people in the acquired firm need, help them find it.** Don't be responsible for giving them the run-around. Instead of being a buck passer, fill the role of problem solver.
- **In keeping with the preceding guideline, you should strive to go the extra mile.** Be helpful. Look for opportunities to facilitate the merger process. Anticipate the needs, and the questions, of people in the other organization. Then take the initiative in meeting those needs. Get the idea across that you are on their side, or at least that you both are on the same side. This can help defuse adversary relations.
- **Listen with the third ear.** Pay attention to how something is said, as well as the actual verbal content of the message. The "process" by which someone in the acquired firm communicates may provide you with better information

than do the words themselves. Be alert to implied meanings and hidden agenda. Deal with the total message – e.g., what’s not said as well as what is, the nonverbal as well as the verbal, what’s implied as well as what’s actually verbalized.

- **Be humble.** Go out of your way to avoid behaving in a manner that might be construed as arrogance, feelings of superiority, criticalness, abrasiveness, etc. People in the acquired firm will be defensive. Don’t threaten or intimidate, even accidentally, as there is enough anxiety out there already. Be respectful.
- **Overall, exercise your best public relations skills.** Make people in the acquired firm feel important. Help make them feel like they are a welcome part of the corporate family, not a stepchild or adopted second-class citizen. Show empathy and patience. Be personal and try to have a human touch.
- **Try to get to know those in the acquired firm as people with names and certain jogs.** Be encouraging, supportive, and generous with positive reinforcement. Show interest and concern. Don’t ignore them or be indifferent, as that represents just one more blow to the individual and organizational ego in the acquired firm.
- **Be prompt. Act expeditiously.** Even if you make a concerted effort to be timely, the acquired firm is almost certain to feel that things are proceeding too sluggishly, that it is taking too long to make decisions and take action.

Mergers and acquisitions mean that, in conducting business, things have to go through more channels. Decision-making will be more blurred. Procedures will be changing and therefore more confusing. Do everything conceivable to tighten the response time.

- **Provide a clear sense of direction. Be purposeful.** Any acquisition is more likely to be responsive to new leadership if there is straightforward communication regarding what the new leaders want done and how the acquired organization is expected to work toward those goals.

*Respect the fact that **uncertainty at the top increases the resistance to change at the lower levels.** The acquired work force and team are far more likely to rally and do battle for a new administration’s goals if that leadership sounds the charge in an unambiguous fashion.*

- **Establish and communicate short-term goals and objectives.** Keep people in the acquired firm focused and future-oriented.

Make the targets specific, measurable, realistic, and yet challenging. Set definite timetables, and deadlines. In the absence of goals that can provide a good sense of direction, the work force often shifts into neutral and begins to drift or coast.

- As Antony Jay wrote in Management and Machiavelli, **you should do one of two things: embrace the people and make them yours, or terminate them and get them out quickly as possible.** Get the surgery done with, then get on with business. Don't cut here, slice there, and after a while saw another limb off. Let the bleeding be done with so the healing can commence.
- **Don't just assume the acquired company will follow the parent company rules, policies, and procedures without being told what they are.** In fact, employees of the acquired company probably will have to be told a number of times before the message takes hold as it should.
- **Guard against a common mistake in underestimating the time and planning required to appropriately manage the change process.** Associated with mergers and acquisitions. Experience shows that small acquisitions often call for just as much attention as – sometimes more hand-holding and getting-adjusted time than the large ones.
- **Establish clear, well-defined reporting relationships and lines of authority.** Historically, the most unsuccessful mergers and acquisitions have suffered from unclear relationships and a tendency to change already vague, poorly, defined reporting relationships several times in the first year.
- **Coach the parent company managers you plan to “send across” into the acquisition regarding how you want them to make their entrance or debut.** This deserves a day of careful training involving discussion of the situation, consideration of cultural difference, plus an analysis of personalities and the management style people are accustomed to in the acquired firm.
- **Resist any inclination to fight back at employees in the acquired firm.** Expect resentment, hostility, and criticism. Absorb it and talk beyond it when you deal with these people.

- **Don't relax once the merger/acquisition legalities have been consummated.** Now comes the critical period of making the deal work.
- **Make a concerted effort to minimize corporate staff interference, especially by middle management personnel from the parent organization.** Don't blitz the acquired firm with people who go in unannounced or unexplained.
- **Demonstrate a high regard for the limits of all available resources when establishing goals and timetables for the acquired firm.** Objectives should be challenging but not unrealistic. You should strive to engineer success experiences rather than structure goals that are likely to be an exercise in frustration and futility.

It is critically important for your first few actions vis-a-vis the acquisition to be positive and successfully carried out. These first steps set the tone for the relationship and have far-reaching ramifications.

- **Be wary of replacing successful methods and procedures in the acquisition with new corporate rules from the parent company.**
- **Guard against overwhelming the acquired company with new paperwork, new reporting requirements, etc.** Get people in the acquisition to help determine which existing reports and paperwork chores can be eliminated or perhaps allowed to remain in lieu of parent company requirements.
- **Realize you can't keep everybody happy.** Unless parent company executives and managers play their parts right in the merger scenario, it is almost inconceivable that management in the acquired firm will handle things appropriately. As much as anything, the leadership in the target firm needs specific coaching regarding how the new owner expects them to perform in the post-merger setting. So much of the time, however, they don't get any guidelines that would give meaningful direction to their efforts to deal with the situation. So they play it by ear. Make a multitude of mistakes, are condemned either covertly, and feel extremely victimized by the whole process.

The following section represents the sort of constructive guidance parent company executives should give to the management corps in the acquisition regarding how to deal with this sort of organizational event.

Guidelines for Managers and Executives in the Acquired Organization

There is, quite naturally, generous overlap between the actions that should be taken by this group and by the parent company, management team. Nevertheless, those items will be reiterated here in the form of instructions to incumbent managers in the acquisition.

- **Expect change. Prepare for it.** Instead of fighting or resisting, embrace it. Posture yourself as a change agent or as a facilitator at least.

Certainly don't let yourself be surprised by the changes you will see or that you are expected to implement. Look toward the future, rather than futilely grasping the past and the old way of doing things.

- **Anticipate.** Demonstrate a new level of initiative and resourcefulness. Look for ways to contribute to the integration process. The organization, and particularly your people, need more from you now than they have in routine times.
- **Stay goal directed.** See that you operate with a sense of purpose, rather than moving into a holding pattern. Operate with clear cut, specific objectives, even if they have to be very short range. Establish interim goals relative to the merger process itself.
- **Provide subordinates more in terms of management direction.** Don't let your part of the organization fall victim to post-merger drift.

Employ a more structured management style. Give marching orders to your employees in a thorough fashion, including clear objectives with definite timetables.

- **Become a role model for a positive attitude toward the merger.** Guard against being an insurgent, one who implicitly legitimizes a negative attitude toward the merger.

Look at it this way – if you didn't leave, you decided to stay. Make the best of it. In the end, negativism (whether your or theirs) is almost certain to make your job as a manager more difficult from a morale and/or productivity standpoint. Bad-mouthing the merger has very little promise of benefiting you, and it can be hazardous to your career.

- **Put more into Your communication efforts.** Invite input from subordinates and listen better. Then read between the lines. Consider the need for more frequent meetings with subordinates to provide more opportunity for two-way communication.
- **Demonstrate maximum openness and candor (exercising prudence and the necessary discretion, of course).** But don't feed the rumor mill with speculation, Conjecture, or the repeating of damaging hearsay.
- **Guard against making extremist statements or taking unnecessary stands vis-à-vis the merger.** You may have to eat your words, swallow your pride, and end up with a lot of unnecessary heartburn. **This is a quick way to lose stature and credibility in the organization.**
- **Make few promises, even though people will be pressing you for hard-and-fast answers.** Be wary of making commitments you may be unable to keep.
- **Be sensitive to shifts in the power structure.** It is likely that the merger will result in changes in the way things get done or in the way decisions are made. Roll with the flow. **Make the appropriate adjustments. Don't fight city hall.**
- **Motivate to the hilt.** Mergers destabilize and create dissonance in an organization. They serve as an unfreezing event, and this sort of organizational shake-up gets people's attention. It rattles their cages, making them introspect, evaluate their performance or worth, and consider the need for behavior change. **The time is right to push for new and better behavior/performance. Capitalize on the motivating potential the merger creates.** It is a tremendous opportunity to reenergize people and organizations that have grown complacent and perhaps a bit stale.

There is another point to be made here – if you don't seize the opportunity and use the dissonance as a motivator, it inevitably will be a de-motivator for many people.

- **Expect slower response times. Usually procedures are in a state of flux. Policies are changing.** More people, and new people, are involved in the decision-making process. Often there is a lack of clarity regarding just exactly who should be included in problem-solving and decision-making activities.

- Keep in mind the fact that information flow has to cover greater distances and involve more people than before. **Be patient.**
- **Make the acquisition a two-way street.** Get to know the other firm better. Learn how they do business. Make an effort to understand the parent company's values and management philosophy. Get a clear fix on their goals for your organization. In short, get on their wavelength.
- **Remain a leader and decision maker.** Don't let preoccupation with playing it safe cause you to abdicate.

Instead of letting all the confusion cause you to drift to the sidelines, wield your authority. You probably need to manage more, not less. And since mergers typically do slow response times, be sure you put forth more effort to be timely, decisive, and expeditious. Don't contribute to the slippage or loss of organization momentum.

- **Show some ownership of organization problems.** Don't just project blame elsewhere and expect higher management (in your company or the new parent firm) to assume all the responsibility for correcting things. Instead of being a critic and finger pointer, strive to be part of the solution.
- **Help minimize surprises.** It is the unanticipated event that generates the most personal stress for people. BE a therapeutic agent during these difficult times, instead of doing things that would add to the anxiety, trauma, and mistrust.

Conclusion

It is worth noting here that, in both the parent company and the acquired firm, the greatest sins of post-merger management are sins of omission. In opting to do nothing in an effort to avoid doing wrong, critical mistakes are made. It is, in fact, a time for stepping forth in a pro-active fashion to take charge of the situation. ***There are opportunities to be seized and problems that should be attacked aggressively.***

It is common practice for top management in the parent company to minimize the problems that develop in the acquiring and merging of another organization. Parent company executives generally give themselves pretty good marks for the way they have handled an acquisition. In strong contrast, people in the acquired firm commonly deliver scathing indictments of the way they have been treated.

It seems that practically everyone who has lived through the experience of being merged or acquired has negative feelings about it.

At any rate, whether you listen to the people who have been there or whether you study the hard statistics, **it is evident that management makes mistakes in the merger/acquisition arena. It is treacherous terrain.**

The truth of the matter is that companies not being merged or acquired are mismanaged all the time, too. But employees of those firms seem to get used to it. They become inured to the aggravations and frustrations that go with the status quo. Incumbents learn how to cope – they tolerate problems, learn how to work around them, and sometimes become a part of them. They resign themselves to the situation and learn how to survive in that environment.

But mergers and acquisitions bring abrupt changes, and people take notice of what's happening. The change in ownership gets their attention, breaks them out of their mental ruts, and generates concern and consternation. Organizational and individual inertia cause them to resist the changes mergers and acquisitions bring, and that will always be so. But let us hope that the record of management success in mergers and acquisitions improves, as there is much at stake for everyone involved.

10 - Dr. Kerzner's 16 Points (Revisited) to PM Maturity

1. Adopt a project management methodology and use it consistently. (5)
2. Implement a philosophy that drives the company toward project management maturity and communicate it to everyone. (4)
3. Commit to developing effective plans at the beginning of each project. (4)
4. Minimize scope changes by committing to realistic objectives. (1)
5. Recognize that cost and schedule management are inseparable. (2)
6. Select the right person as the project manager. (1)
7. Provide executives with project sponsor information, not project management information. (5)
8. Strengthen involvement and support of line management. (2)
9. Focus on deliverables rather than resources. (2)
10. Cultivate effective communication, cooperation, and trust to achieve rapid project management maturity. (4)
11. Share recognition for project success with the entire project team and line management. (4)
12. Eliminate non-productive meetings. (1)
13. Focus on identifying and solving problems early, quickly, and cost effectively. (2)
14. Measure progress periodically. (2)
15. Use project management software as a tool-not as a substitute for effective planning or interpersonal skills. (3)
16. Institute an all-employee training program with periodic updates based upon documented lessons learned. (2)

(#) is the number of sessions this point was addressed. The highest number of hits are underlined. This does not lessen the importance of the any of the other points, but only highlights the program coverage.

Advanced Project Management MATURITY QUESTIONNAIRE

You will find 20 questions concerning how mature you believe your organization to be since you started this program. Your influence and input into your organization can be measured here as well as your better understanding within your organization. Again, we will complete this completely confidential questionnaire to give you an indication of how you have fared. Beside each question, please circle the number that corresponds to your opinion.

- 3 Strongly Disagree
- 2 Disagree
- 1 Slightly Disagree
- 0 No Opinion
- +1 Slightly Agree
- +2 Agree
- +3 Strongly Agree

Example: (-3, -2, -1, 0, +1, +2, +3)

The row of numbers from -3 to +3 will be used later for evaluating the results.

After answering question No. 20, you will grade the exercise.

Please answer each question as honestly as possible.

Circle the answer you feel is correct, not the answer you think the instructor is looking for.

1. My company recognizes the need for project management. This need is recognized at all levels of management, including senior management.

Strongly Disagree -3 -2 -1 0 +1 +2 +3 Strongly Agree

2. My company has a system In place to manage both cost and schedule. The system requires charge numbers and cost account codes. The system reports variances from planned targets.

Strongly Disagree -3 -2 -1 0 +1 +2 +3 Strongly Agree

3. My company has recognized the benefits that are possible from implementing project management. These benefits have been recognized at all levels of management, including senior management.

Strongly Disagree -3 -2 -1 0 +1 +2 +3 Strongly Agree

4. My company (or division) has a well-definable project management methodology using life cycle phases.

Strongly Disagree -3 -2 -1 0 +1 +2 +3 Strongly Agree

Advanced Project Management MATURITY QUESTIONNAIRE

5. Our executives visibly support project management through executive presentations, correspondence and by occasionally attending project team meetings/briefings.
- Strongly Disagree -3 -2 -1 0 +1 +2 +3 Strongly Agree
6. My company is committed to quality up-front planning. We try to do the best we can at planning.
- Strongly Disagree -3 -2 -1 0 +1 +2 +3 Strongly Agree
7. Our lower and middle-level line managers totally and visibly support the project management process.
- Strongly Disagree -3 -2 -1 0 +1 +2 +3 Strongly Agree
8. My company is doing everything possible to minimize creeping scope (i.e., scope changes) on our projects.
- Strongly Disagree -3 -2 -1 0 +1 +2 +3 Strongly Agree
9. Our line managers are committed not only to project management, but also to the promises made to project managers for deliverables.
- Strongly Disagree -3 -2 -1 0 +1 +2 +3 Strongly Agree
10. The executives in my organization have a good understanding of the principles of project management.
- Strongly Disagree -3 -2 -1 0 +1 +2 +3 Strongly Agree
11. My company has selected one or more project management software packages to be used as the project tracking systems.
- Strongly Disagree -3 -2 -1 0 +1 +2 +3 Strongly Agree
12. Our lower- and middle-level line managers have been trained and educated in project management.
- Strongly Disagree -3 -2 -1 0 +1 +2 +3 Strongly Agree

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13. Our executives both understand project sponsorship and serve as project sponsors on selected projects.
- Strongly Disagree -3 -2 -1 0 +1 +2 +3 Strongly Agree
14. Our executives have recognized or identified the applications of project management to various parts of our business.
- Strongly Disagree -3 -2 -1 0 +1 +2 +3 Strongly Agree
15. My company has successfully integrated cost and schedule control together for both managing projects and reporting status.
- Strongly Disagree -3 -2 -1 0 +1 +2 +3 Strongly Agree
16. My company has developed a project management curriculum (i.e., more than one or two courses) to enhance the project management skills of our employees.
- Strongly Disagree -3 -2 -1 0 +1 +2 +3 Strongly Agree
17. Our executives have recognized what must be done in order to achieve maturity in project management.
- Strongly Disagree -3 -2 -1 0 +1 +2 +3 Strongly Agree
18. My company views and treats project management as a profession rather than a part-time assignment.
- Strongly Disagree -3 -2 -1 0 +1 +2 +3 Strongly Agree
19. Our lower- and middle-level line managers are willing to release their employees for project management training.
- Strongly Disagree -3 -2 -1 0 +1 +2 +3 Strongly Agree
20. Our executives have demonstrated a willingness to change our way of doing business in order to mature in project management.
- Strongly Disagree -3 -2 -1 0 +1 +2 +3 Strongly Agree

Advanced Project Management MATURITY QUESTIONNAIRE

Scoring Sheet

Each response you circled in Questions 1-20 had a column value between -3 and +3. In the appropriate spaces below, place the circled value (between -3 and +3) beside each question.

Embryonic	Executive	Line Management
#1 -	#5 -	#7 -
#3 -	#10 -	#9 -
#14 -	#13 -	#12 -
#17 -	#20 -	#19 -
Total <input style="width: 60px; height: 25px;" type="text"/>	Total <input style="width: 60px; height: 25px;" type="text"/>	Total <input style="width: 60px; height: 25px;" type="text"/>
Growth	Maturity	
#4 -	#2 -	
#6 -	#15 -	
#8 -	#16 -	
#11 -	#18 -	
Total <input style="width: 60px; height: 25px;" type="text"/>	Total <input style="width: 60px; height: 25px;" type="text"/>	

Transpose your total score in each category to the table below by placing "X" in the appropriate area.

	Needs Help					Okay							
<u>Stages</u>	-12	-10	-8	-6	-4	-2	0	+2	+4	+6	+8	+10	+12
Maturity													
Growth													
Line Mgt													
Executive													
Embryonic													