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Project Manager Effectiveness Survey Results

Overview

As a project manager for many years, I have, over that time, enjoyed many conversations with other project managers and also non-project managers about what the role entails. Some people have described to me a role that has not sounded at all like the work I have been doing. Using expressions such as “glorified note-takers” and “task managers only interested in what we have done today”, people who I thought of as friends and colleagues described the role in mechanical and often not very positive tones. One friend said, “don’t get me wrong, they are needed, but it isn’t rocket science is it?”

Others, often project managers themselves, described the role in more positive terms, highlighting the complexity of the role as a conductor of many different parts of a project or program. For these people, the role is much more elaborate and entails many more activities. Chief among them seemed to be the person who acts as the clearing house for information for any person who may have an interest in the project. When describing the responsibilities of a project manager, this second group pointed to the challenge of being able to communicate with all different stakeholders in the way that is most meaningful to them. The processes that we follow to set up a successful



project, through managing the execution to wrapping things up and delivering the finished product – which is often a far cry from the product that was conceived in the first place – are often complex and require a great attention to detail. Regardless the debate about project methodology, our role was described as everything from onerous to essential.

To get a clearer picture of the role of the project manager, I set out to survey both project managers and their non-project manager colleagues.

The survey ran from November 2016 to November 2017, with most responses being collected in the first six months.

The audience was largely contacts from my LinkedIn network as well as people I contacted by email. (See limitations on Page 18)

Hypotheses:

Based on anecdotal evidence, I decided to test the following hypotheses.

1. Project managers and non-project managers don't see eye to eye on the role.
2. Project managers are too much in the weeds and have a tendency to micromanage.
3. Non-project managers don't see value in having a project manager.

Methodology

Respondents were asked to take a survey hosted on Survey Monkey. The survey was anonymous and respondents self-identified as project managers and non-project managers.

The survey contained 17 questions including 4 demographic and background questions, 10 questions on the role of the project manager that offered responses on a 5-level Likert item. Finally, there were three open questions to invite more general comments about the advantages and disadvantages of project managers. Examples of these responses are provided in Appendices B and C. A summary of the 10 role questions is available in Appendix A.

4 questions were negatively worded – meaning disagreement with the statement indicated support for the project manager's role in that context – and 6 were positively worded meaning that higher agreement with the statement suggested greater support for the project manager in that function.



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* These questions are reverse scored – i.e. higher levels of disagreement indicate greater PM effectiveness. 3
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Executive summary

Hypothesis 1: PMs and NPMs don't see eye to eye on the role.

In general, this hypothesis was not supported by the results. There was significant agreement between the two groups that the role of the project manager with both groups agreeing that project managers are essential to success, that project managers are keepers of the big picture *and* task managers. All respondents see the role as more than administrative or as a conduit to management. However, there is significant variation in the degree to which project managers and non-project managers value each of the functions that project managers provide.

Project managers tend to be much more optimistic in their assessment of their performance in the various functions than their non-project manager counterparts.

Hypothesis 2: Project managers are too much in the weeds and have a tendency to micromanage.

Most respondents regard project managers as being effective at making sure that tasks are completed on time, and that everyone knows who is on point.

A high proportion of respondents – 75% of non-PMs, 90% of PMs – believe that project managers make things happen on projects.

* These questions are reverse scored – i.e. higher levels of disagreement indicate greater PM effectiveness. 4
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On the other hand, there was not much disagreement that project managers slow down development and delivery by having too many meetings. Only 47% of non-PMs disagreed with this statement and, perhaps more surprisingly, project managers themselves were less than convincing that this is not a problem with only 52% of project managers disagreeing with this statement. As this was a negatively coded statement, greater disagreement would mean more support for project managers in this function.

Q2 showed a big difference between project managers, 62% of whom think that they are not too much in the weeds to be helpful and non-project managers of whom only 47% disagreed with the statement. As this is a negatively coded question, greater disagreement would mean greater support for project managers in that function.

Some of the comments (reproduced at the end of this paper) referenced project managers' tendency to micromanage as a key disadvantage to having a project manager at all.

Hypothesis 3: Non-project managers do not see value in having a project manager.

This hypothesis is not supported by the responses to the survey. 86% of non-project managers overall believe that project managers are essential to success. Nearly $\frac{3}{4}$ of non-project managers believe project managers provide context. 80% of non-project managers believe that project managers make sure tasks are completed on time and 85% believe project managers ensure everyone knows who's on point to get things done.

Conclusion

There is remarkable agreement between project managers and their colleagues as to the general role of the project manager and the functions they perform. However, there is a big gap between the two groups in terms of how much they believe in the project managers' performance of these functions.

Project managers seem to be consistently more optimistic about their role and the functions they perform. This gap may be caused by lack of clear communication, lower levels of social intelligence and perspective in project managers than their non-project manager colleagues (see character strengths survey results).

When asked to share the best things about having a project manager, many respondents referenced having a single point of contact for the team and for stakeholders, communication management, accountability. (Responses are available in Appendix B)

When asked about the worst aspects of having a project manager, some people mentioned bureaucracy and micro-management, others mentioned a lack of skills related to the project at hand or even project management skills. (Responses are available in Appendix C)



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Demographics

A total of 267 people took the survey – 132 are project or program managers and 135 are not project management professionals

59.2% of people answering the survey work in organizations where more than 50% of projects in the last five years have been assigned project managers. 10% reported that less than 10% of the projects in their organization had a project manager during the same period and 30% of people reported that 10 – 50% of projects have a project manager.

Respondents

Represented many industries but financial services/banking/Finance and IT were the most common.

Located predominantly US, with some representatives from India and Canada.

Respondents were from many locations

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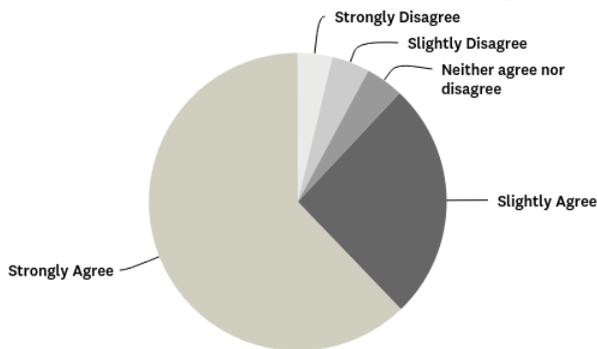


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DETAILED RESULTS

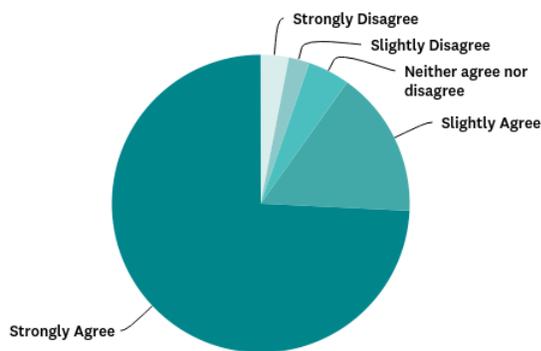
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Q5. Project managers are essential to project success.



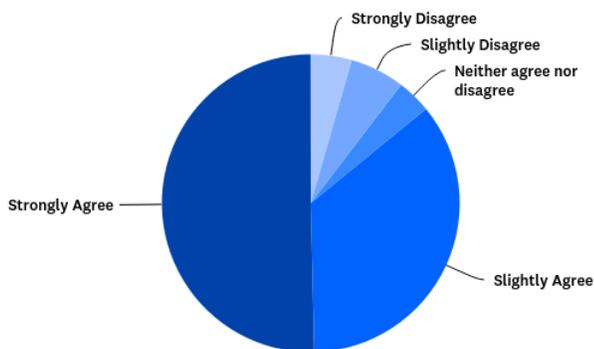
All: 88% Agree with this statement

ANSWER CHOICES	RESPONSES
Strongly Disagree	3.7% 10
Slightly Disagree	4.1% 11
Neither agree nor disagree	4.1% 11
Slightly Agree	25.8% 69
Strongly Agree	62.2% 166
TOTAL	267



PMs: 90.1% Agree with this statement

ANSWER CHOICES	RESPONSES
Strongly Disagree	3.0% 4
Slightly Disagree	2.3% 3
Neither agree nor disagree	4.5% 6
Slightly Agree	15.9% 21
Strongly Agree	74.2% 98
TOTAL	132



Non-PMs: 86% Agree with this statement

ANSWER CHOICES	RESPONSES
Strongly Disagree	4.4% 6
Slightly Disagree	5.9% 8
Neither agree nor disagree	3.7% 5
Slightly Agree	35.6% 48
Strongly Agree	50.4% 68
TOTAL	135

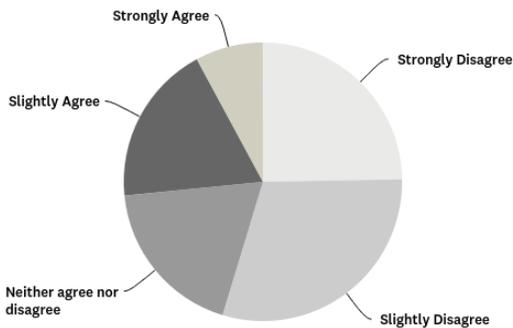
What does this tell us?

Good news: There is general agreement that project managers are essential to success.

Something to think about: 74% of PMs strongly agree with this statement but only 50% of non-PMs do.

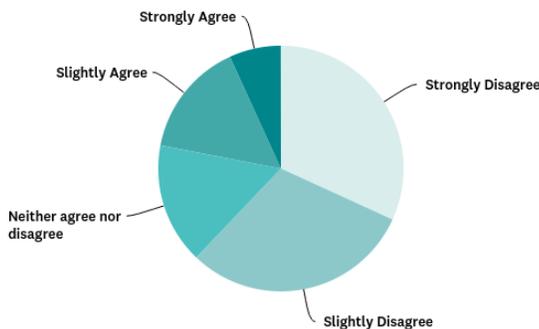
Recommendation: Project managers to engage more with non-project managers to make it clear what they have to offer.

Q6*. Project managers are too task oriented to be helpful.



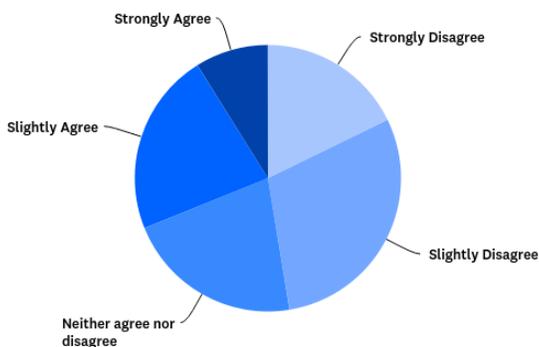
All: 54.7% Disagree with this statement

ANSWER CHOICES	RESPONSES
Strongly Disagree	24.7% 66
Slightly Disagree	30.0% 80
Neither agree nor disagree	18.7% 50
Slightly Agree	18.7% 50
Strongly Agree	7.9% 21
TOTAL	267



PMs: 62.1% Disagree with this statement

ANSWER CHOICES	RESPONSES
Strongly Disagree	31.8% 42
Slightly Disagree	30.3% 40
Neither agree nor disagree	15.9% 21
Slightly Agree	15.2% 20
Strongly Agree	6.8% 9
TOTAL	132



Non-PMs: 47.4% Disagree with this statement

ANSWER CHOICES	RESPONSES
Strongly Disagree	17.8% 24
Slightly Disagree	29.6% 40
Neither agree nor disagree	21.5% 29
Slightly Agree	22.2% 30
Strongly Agree	8.9% 12
TOTAL	135

What does this tell us?

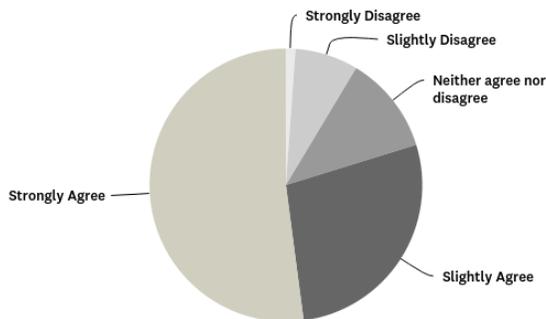
Good news: Overall less than 1/4 of all respondents and less than 1/3 of non-PMs agreed that PMs are too task-oriented.

Something to think about: The level of disagreement with this statement is not high, which suggests that at least some project managers are spending too much time focused on the tasks in projects rather than maintaining perspective and a higher-level view.

Recommendation: While management of tasks is often cited as a critical function of project managers, it is important to maintain a balance and not put individual tasks ahead of the bigger goals of the project. In a separate survey on character strengths, perspective is a strength that has shown up lower in some project managers than in the population as a whole.

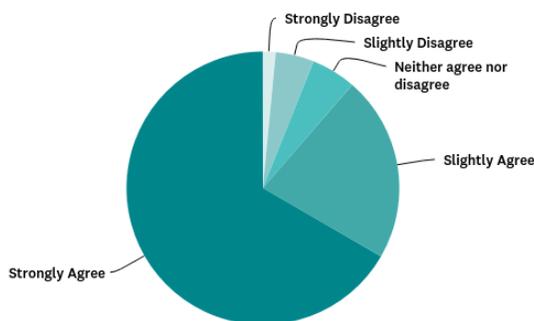
* These questions are reverse scored – i.e. higher levels of disagreement indicate greater PM effectiveness.

Q7. Project managers provide context and purpose.



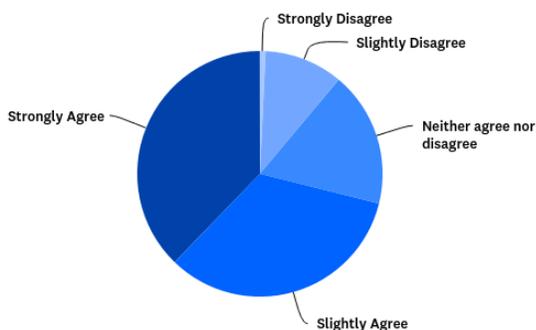
All: 77.8% Agree with this statement

ANSWER CHOICES	RESPONSES
Strongly Disagree	1.1% 3
Slightly Disagree	7.5% 20
Neither agree nor disagree	11.6% 31
Slightly Agree	27.7% 74
Strongly Agree	52.1% 139
TOTAL	267



PMs: 88.7% Agree with this statement

ANSWER CHOICES	RESPONSES
Strongly Disagree	1.5% 2
Slightly Disagree	4.5% 6
Neither agree nor disagree	5.3% 7
Slightly Agree	22.0% 29
Strongly Agree	66.7% 88
TOTAL	132



Non-PMs: 71.1% Agree with this statement

ANSWER CHOICES	RESPONSES
Strongly Disagree	0.7% 1
Slightly Disagree	10.4% 14
Neither agree nor disagree	17.8% 24
Slightly Agree	33.3% 45
Strongly Agree	37.8% 51
TOTAL	135

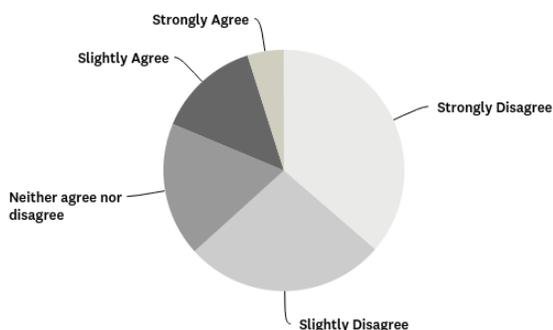
What does this tell us?

Good news: Generally, respondents agree that project managers provide context and purpose.

Something to think about: There is a significant gap between project managers and non-project managers (17.6%) and while 66.7% of project managers strongly agree only 37.8% non-PMs strongly agree. Nearly 1/5 non-PMs had no opinion.

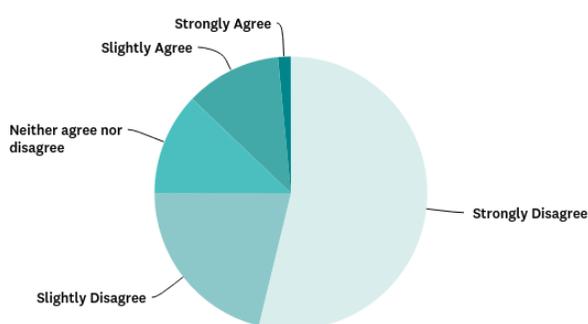
Recommendation: Project managers need to be sensitive to the experience of their non-PM colleagues and ensure that they are successfully communicating that perspective, context and project purpose. A second result of the survey mentioned about was that project managers also tend to be lower in social intelligence than other people. That lower social intelligence may be an explanation for the gap between PM and non-PMs perceptions.

Q8*. Project managers don't understand the big picture.



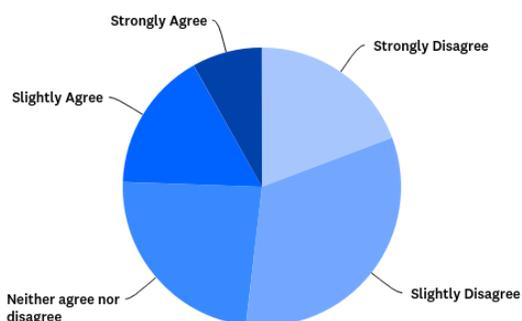
All: 63.3% Disagree with this statement

ANSWER CHOICES	RESPONSES
Strongly Disagree	36.3% 97
Slightly Disagree	27.0% 72
Neither agree nor disagree	18.0% 48
Slightly Agree	13.9% 37
Strongly Agree	4.9% 13
TOTAL	267



PMs: 75% Disagree with this statement

ANSWER CHOICES	RESPONSES
Strongly Disagree	53.8% 71
Slightly Disagree	21.2% 28
Neither agree nor disagree	12.1% 16
Slightly Agree	11.4% 15
Strongly Agree	1.5% 2
TOTAL	132



Non-PMs: 51.9% Disagree with this statement

ANSWER CHOICES	RESPONSES
Strongly Disagree	19.3% 26
Slightly Disagree	32.6% 44
Neither agree nor disagree	23.7% 32
Slightly Agree	16.3% 22
Strongly Agree	8.1% 11
TOTAL	135

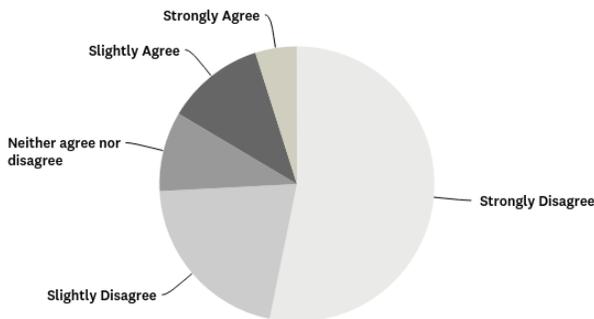
What does this tell us?

Good news: More than half of respondents in each category disagree with this statement to some degree.

Something to think about: There is a significant gap between PMs and their non-PM colleagues in their level of disagreement. $\frac{3}{4}$ of PMs but only $\frac{1}{2}$ of non-PMs disagree at all AND less than $\frac{1}{5}$ of non-PMs strongly disagree compared with more than $\frac{1}{2}$ of PMs.

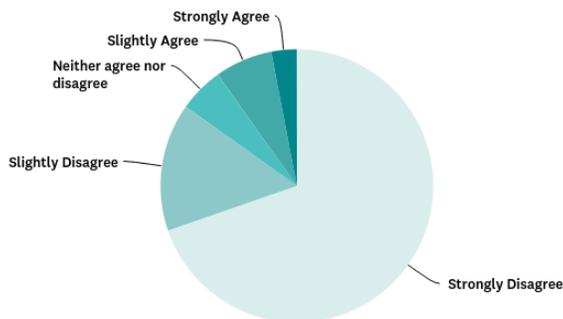
Recommendation: This question taken together with the previous question suggests that PMs' belief in their understanding of the big picture is not matched by their colleagues. This further suggests that PMs are not as effective at communicating as they think they are.

Q9*. Project managers are just there to report to management



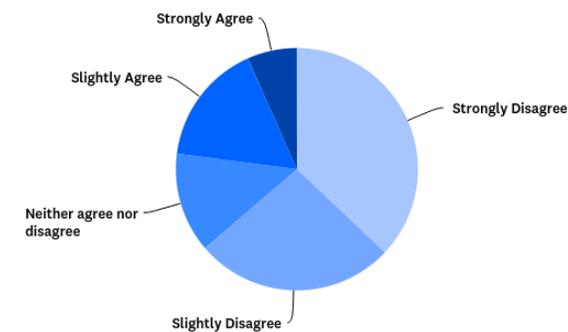
All: 74.2 % Disagree with this statement

ANSWER CHOICES	RESPONSES
Strongly Disagree	53.2% 142
Slightly Disagree	21.0% 56
Neither agree nor disagree	9.4% 25
Slightly Agree	11.6% 31
Strongly Agree	4.9% 13
TOTAL	267



PMs: 85.9 % Disagree with this statement

ANSWER CHOICES	RESPONSES
Strongly Disagree	69.7% 92
Slightly Disagree	15.2% 20
Neither agree nor disagree	5.3% 7
Slightly Agree	6.8% 9
Strongly Agree	3.0% 4
TOTAL	132



Non-PMs: 63.7 % Disagree with this statement

ANSWER CHOICES	RESPONSES
Strongly Disagree	37.0% 50
Slightly Disagree	26.7% 36
Neither agree nor disagree	13.3% 18
Slightly Agree	16.3% 22
Strongly Agree	6.7% 9
TOTAL	135

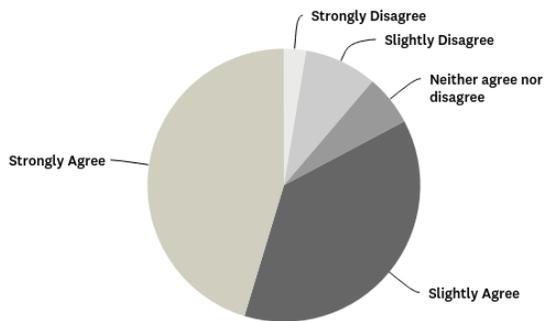
What does this tell us?

Good news: More than half of respondents in each category disagree with this statement.

Something to think about: 1/3 more PMs disagree with this statement than non-PMs and PMs are twice as likely as non-PMs to strongly disagree.

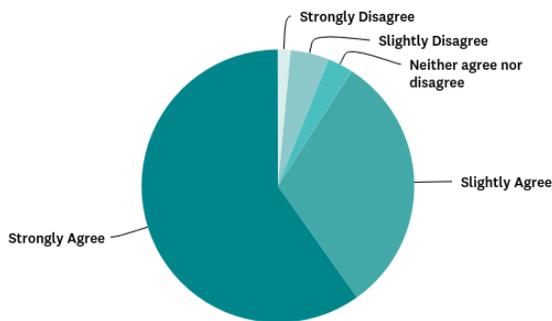
Recommendation: While the majority of respondents disagree with this statement, it is again concerning that this is such a large gap between the PMs and non-PMs. This may reflect a lack of understanding by non-PMs about what PMs are spending their time doing. It also suggests that communication between PMs and non-PMs is not as effective as it could be.

Q10. Project managers make things happen.



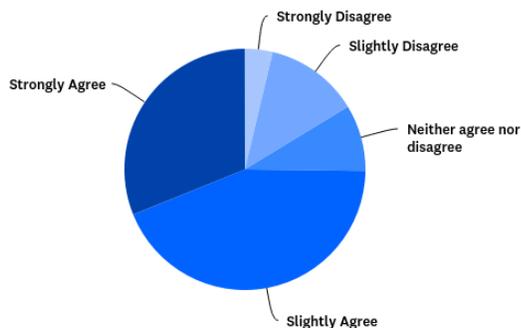
All: 82.8% Agree with this statement

ANSWER CHOICES	RESPONSES
Strongly Disagree	2.6% 7
Slightly Disagree	8.6% 23
Neither agree nor disagree	6.0% 16
Slightly Agree	37.5% 100
Strongly Agree	45.3% 121
TOTAL	267



PMs: 90.9% Agree with this statement

ANSWER CHOICES	RESPONSES
Strongly Disagree	1.5% 2
Slightly Disagree	4.5% 6
Neither agree nor disagree	3.0% 4
Slightly Agree	31.1% 41
Strongly Agree	59.8% 79
TOTAL	132



Non-PMs: 74.8% Agree with this statement

ANSWER CHOICES	RESPONSES
Strongly Disagree	3.7% 5
Slightly Disagree	12.6% 17
Neither agree nor disagree	8.9% 12
Slightly Agree	43.7% 59
Strongly Agree	31.1% 42
TOTAL	135

What does this tell us?

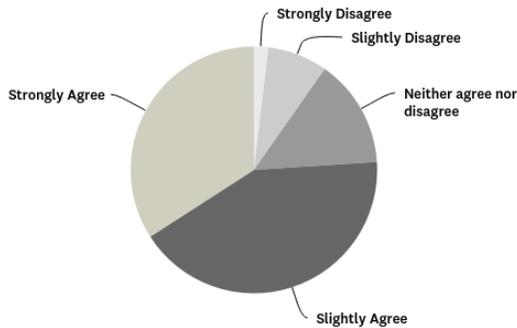
Good news: Three quarters of respondents agreed with this statement which, along with Q5, project managers are essential to project success, suggests a lot of support for the PM role.

Something to think about: While smaller than on other questions, there is still a gap between PM perception and that of non-PMs. PMs are almost twice as likely to agree strongly.

Recommendation: Project managers need to communicate their activities more clearly to make colleagues aware of what they are doing to further the goals of the project and to support the team in making progress.

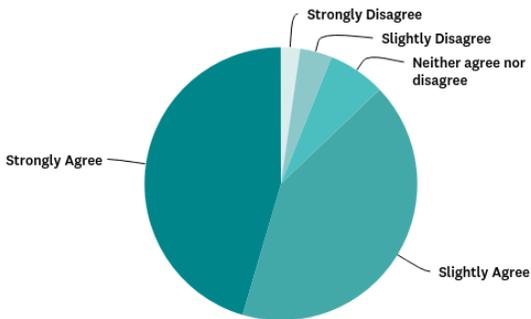
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Q11. Project managers add a useful buffer between management and the team.



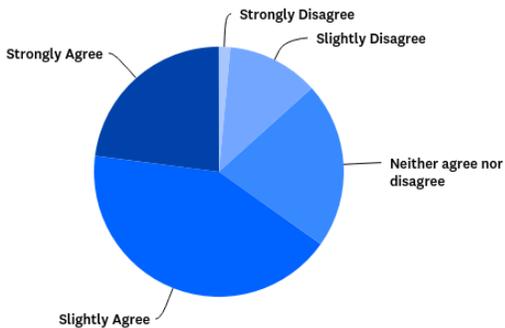
All: 76% Agree with this statement

ANSWER CHOICES	RESPONSES
Strongly Disagree	1.9% 5
Slightly Disagree	7.9% 21
Neither agree nor disagree	14.2% 38
Slightly Agree	41.9% 112
Strongly Agree	34.1% 91
TOTAL	267



PMs: 87.2% Agree with this statement

ANSWER CHOICES	RESPONSES
Strongly Disagree	2.3% 3
Slightly Disagree	3.8% 5
Neither agree nor disagree	6.8% 9
Slightly Agree	41.7% 55
Strongly Agree	45.5% 60
TOTAL	132



Non-PMs: 65.2% Agree with this statement

ANSWER CHOICES	RESPONSES
Strongly Disagree	1.5% 2
Slightly Disagree	11.9% 16
Neither agree nor disagree	21.5% 29
Slightly Agree	42.2% 57
Strongly Agree	23.0% 31
TOTAL	135

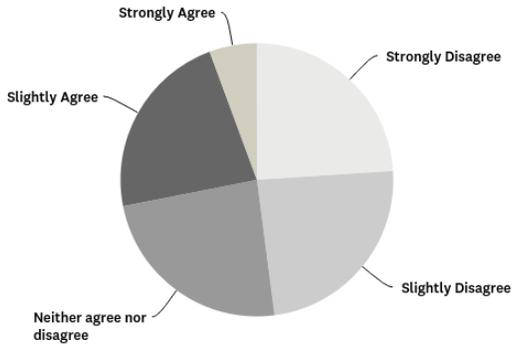
What does this tell us?

Good news: At least 2/3 of respondents in each category and 3/4 of respondents overall agree that PMs provide a useful barrier.

Something to think about: Again, there is a significant gap between PMs and non-PMs with PMs nearly twice as likely to *strongly* agree with this statement than their non-PM colleagues. For this question, it is notable that 1/5 non-PMs had no opinion.

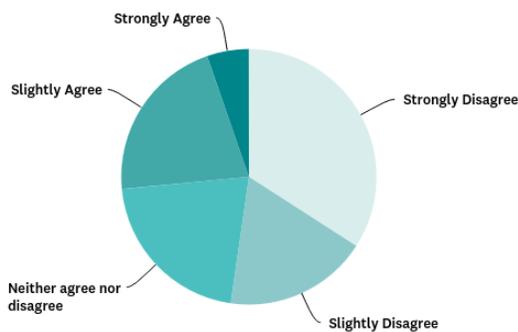
Recommendation: This is another area where there is a significant gap between PMs and non-PMs, further supporting the suggestion that project managers need to refine their communication.

Q12*. Project managers slow down development and delivery by having too many meetings.



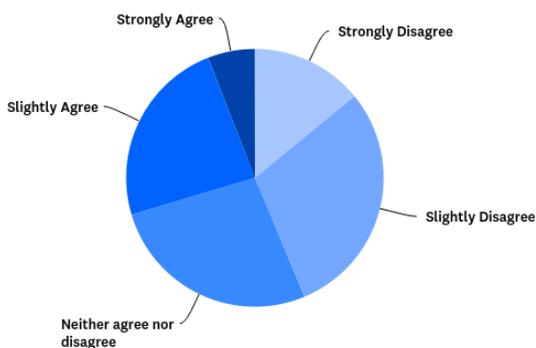
All: 48 % Disagree with this statement

ANSWER CHOICES	RESPONSES
Strongly Disagree	24.0% 64
Slightly Disagree	24.0% 64
Neither agree nor disagree	24.0% 64
Slightly Agree	22.5% 60
Strongly Agree	5.6% 15
TOTAL	267



PMs: 52.3 % Disagree with this statement

ANSWER CHOICES	RESPONSES
Strongly Disagree	34.1% 45
Slightly Disagree	18.2% 24
Neither agree nor disagree	21.2% 28
Slightly Agree	21.2% 28
Strongly Agree	5.3% 7
TOTAL	132



Non-PMs: 43.7 % Disagree with this statement

ANSWER CHOICES	RESPONSES
Strongly Disagree	14.1% 19
Slightly Disagree	29.6% 40
Neither agree nor disagree	26.7% 36
Slightly Agree	23.7% 32
Strongly Agree	5.9% 8
TOTAL	135

What does this tell us?

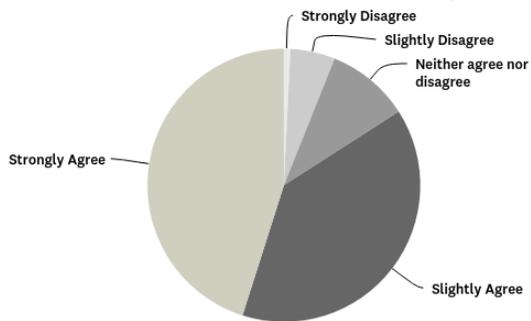
Good news: While less than half of respondents disagree with this statement, the good news is that less than 30% agree with it. The responses are more aligned for this question than any other.

Something to think about: There is a low level of support for project manager effectiveness in this area. PMs themselves are not overwhelmingly optimistic, and 1/5 PMs have no opinion.

Recommendation: Learning when to have meetings and when not to, and how to plan and execute meetings effectively is key to being a successful project manager.

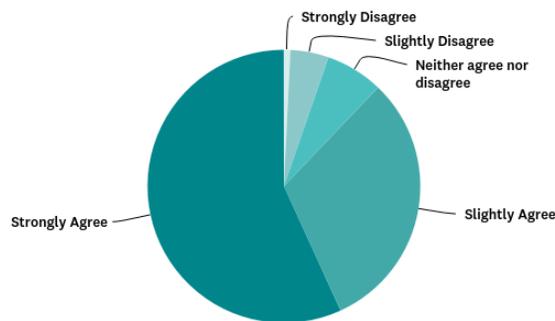
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Q13. Project managers ensure that tasks are completed on time.



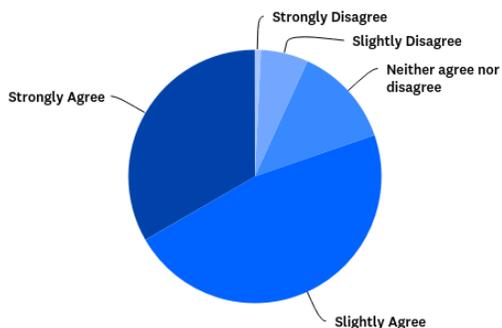
All: 84.1% Agree with this statement

ANSWER CHOICES	RESPONSES
Strongly Disagree	0.8%
Slightly Disagree	5.3%
Neither agree nor disagree	9.8%
Slightly Agree	39.0%
Strongly Agree	45.1%
TOTAL	264



All: 87.9% Agree with this statement

ANSWER CHOICES	RESPONSES
Strongly Disagree	0.8%
Slightly Disagree	4.5%
Neither agree nor disagree	6.8%
Slightly Agree	31.1%
Strongly Agree	56.8%
TOTAL	132



Non-PMs: 80.3% Agree with this statement

ANSWER CHOICES	RESPONSES
Strongly Disagree	0.8%
Slightly Disagree	6.1%
Neither agree nor disagree	12.9%
Slightly Agree	47.0%
Strongly Agree	33.3%
TOTAL	132

What does this tell us?

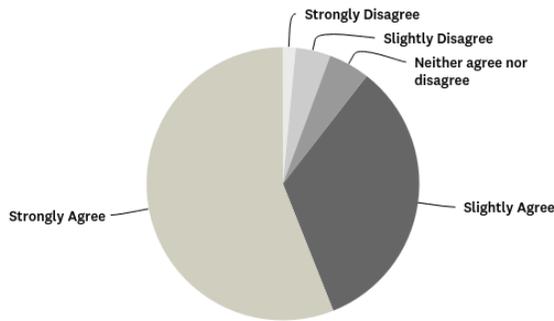
Good news: The majority of respondents agree that this is a strength for project managers. And there is very little difference between the two groups in their responses overall.

Something to think about: While there is a gap between non-PMs and PMs in terms of the strength of their agreement – PMs are 75% more likely to strongly agree with this statement - overall there is agreement that this traditional function of a PM is generally being accomplished.

Recommendation: there is, in the opinion of the author, much more to the role of project manager than being a task tracker and while completion of tasks is essential to project completion and success, the importance of perspective, the bigger picture of the overall project or program and the team building function of project managers must not be underestimated. PMs cannot afford to rest on their task management laurels.

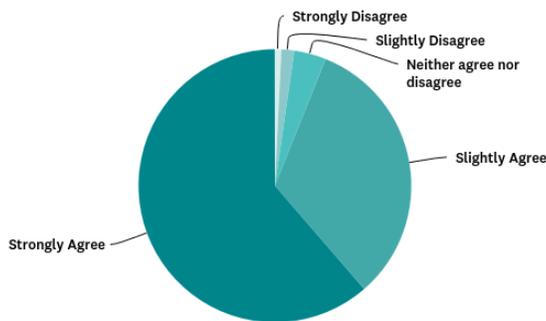
* These questions are reverse scored – i.e. higher levels of disagreement indicate greater PM effectiveness. 16
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Q13. Having a project manager ensures that everyone knows who is on point for a given deliverable.



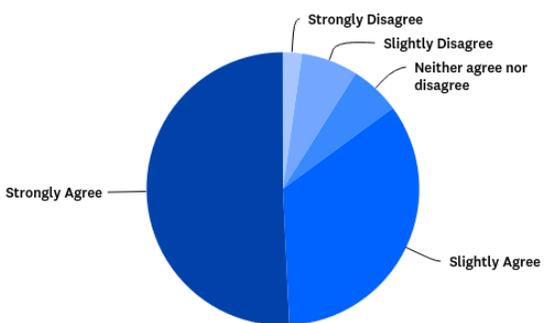
All: 89.5% Agree with this statement

ANSWER CHOICES	RESPONSES	
Strongly Disagree	1.5%	4
Slightly Disagree	4.1%	11
Neither agree nor disagree	4.9%	13
Slightly Agree	33.5%	89
Strongly Agree	56.0%	149
TOTAL		266



PMs: 94% Agree with this statement

ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.8%	1
Slightly Disagree	1.5%	2
Neither agree nor disagree	3.8%	5
Slightly Agree	32.6%	43
Strongly Agree	61.4%	81
TOTAL		132



Non-PMs: 85% Agree with this statement

ANSWER CHOICES	RESPONSES	
Strongly Disagree	2.2%	3
Slightly Disagree	6.7%	9
Neither agree nor disagree	6.0%	8
Slightly Agree	34.3%	46
Strongly Agree	50.7%	68
TOTAL		134

What does this tell us?

Good news: The majority of respondents agree that this is a strength for project managers. And there is very little difference between the two groups in their responses overall.

Something to think about: PMs are only slightly more likely than non-PMs to strongly agree with this statement. This result along with the responses to the prior question seem to suggest that PMs are doing well in the traditional role of assigning and tracking individual project tasks. But is this where PMs can make the biggest difference especially with the growing use of AI? Where will PMs create the greatest value?

Recommendation: As stated previously, PMs cannot afford to rest on their laurels. Over the next few years, AI will likely take over many of the more repetitive administrative tasks from the PM and at the same time the demographics of our project teams will change. Value add will come from knowledge of behavioral science, the ability to engage teams and connect them to company vision and our skills in conflict management and problem solving.

Limitations of this study:

1. The source of survey respondents was LinkedIn connections and email lists. This may represent a skew in the population based on the characteristics of the author's network
2. The population was based on self-reporting of role. There was no opportunity for verification of role because the responses were anonymous.
3. The survey was only made available in English which may have limited the respondents able to take it.
4. Some aspects of project management were not examined – e.g. conflict resolution, project methodology.
5. Some demographic data was not requested such as age and experience of the respondent.
6. No attempt was made to assess how effective any individual project manager respondent is.
7. No account was taken of the level of experience of the respondents in either group.

Opportunities for further study:

1. This study could be expanded to include a wider audience
2. It would be interesting to further break-down the non-PM group by role – e.g. team members, senior management, project sponsors etc.
3. It would be interesting to analyze project manager responses based on years of experience, industry etc.

Gratitude

The author would like to thank all those who took the time to fill out the survey.

Appendix A – Summary of Results

Items in red negatively scored.

		Disagree	NAND	Agree
Project Managers are essential to project success	PM	5.4	4.6	90.1
	NPM	10.3	3.7	86
	All	7.9	4.1	87.9
Project Managers are too task oriented to be helpful	PM	61.9	16	22.2
	NPM	47.4	21.5	31.1
	All	54.5	18.8	26.7
Project managers provide context and purpose	PM	6.1	5.3	88.5
	NPM	11.1	17.8	71.1
	All	8.6	11.7	79.7
Project Managers don't understand the big picture	PM	74.8	12.2	13
	NPM	51.9	23.7	24.4
	All	63.2	18	18.8
Project managers are just there to report to management	PM	84.8	5.3	10
	NPM	63.7	13.3	23
	All	74.1	9.4	16.6
Project managers make things happen	PM	6.1	3.1	90.8
	NPM	16.3	8.9	74.8
	All	11.2	6	82.7
Project Managers add a useful buffer between the Project Team and Management	PM	6.1	6.9	87
	NPM	13.4	21.5	65.2
	All	9.8	14.3	75.9
Project Managers Slow down the development and delivery by having too many meetings	PM	51.9	21.4	26.7
	NPM	43.7	26.7	29.6
	All	47.8	24.1	28.2
Project managers ensure that tasks are completed on time.	PM	5.4	6.9	87.8
	NPM	6.9	12.9	80.3
	All	6.1	9.9	84.1
Having a project manager ensures that everyone knows who is on point for a given deliverable	PM	2.3	3.8	93.9
	NPM	8.9	6	85
	All	5.7	4.9	89.4

Items in yellow show a significant or unexpected result.

Appendix B – The best thing about having a project manager is...

(Edited only to remove typos)

- having a strong dynamic facilitator, conflict resolution expert and one who can keep the team on track
- There is a single point of contact and he/she's there to communicate important matters without involving technical team
- Coordination will be better between the groups and tracking of the tasks progress is much better.
- Consistent methods for engaging the key stakeholders and status reporting.
- The establish and stick to a schedule
- they bring focus
- They should be driving the deliverables.
- Communicating at the senior levels
- .
- Standardized management reporting and overall status alignment with the client
- PM's help advance the project and keep everyone informed on progress and issues.
- Ensure project is meeting deliverables
- setting up conference calls
- Having a competent and skilled PM helps everyone be productive. A key attribute is to be a positive pain in the a__ !
- Coordination of the project.
- the best case scenario is that some of the admin tasks will be taken care of.
- Tracking of tasks, open issues and reporting
- Make sure time and cost of a project is under control and task are completed in time.
- having a driving force behind the project in an effort to run on time and within budget.
- Managing project, actions, tasks, personnel, costs
- Having a consistent resource available to and driving cross-disciplinary tasks
- communication and cohesiveness
- keep teams on point for deliverable
- That there is a point person to refer to. That you do not have to go to the other team members working on that project to get an answer as the manager has that. Equally it is great because they also have the company manager's viewpoint as well, which is just as helpful.

- he/she helps keep things on track. PM can also help escalate the issues at the right time and provide timely help
- Communications.
- There is one single point of accountability.
- You have a leader and a point of contact for guidance to do the right things
- Team members and stakeholders can rely on a single common point of contact.
- If it is a good PM, they ensure the project is moving in the right direction.
- Having a point person to advocate with management
- Someone who understands the big picture outcome of the requirement and delegates to the right people to get the tasks done.
- I have never worked with one, so I cannot provide an answer.
- One key point person who owns the project and deliverables. Whose responsibility should be managing and oversight of the entire project.
- Business stakeholder have a single point of contact concerning a project's execution.
- NA
- He/she has an unified vision of whether all the project teams (BA, Designers, Developers, and Testers) are in right direction of completing the project with quality and in time
- Is to ensure efficient and effective accomplishments of a project
- Everyone knows their role and responsibility.
- As a freelancer, it frees me up from the customer management tasks so I can devote most of my time to translating.
- Information flows to one person who can report, synthesize, organize. They can identify roadblocks and make sure each area is working in concert toward the same goal, also much easier to leverage resources across multiple domains with an overall manager.
- PM ensures work tasks are planned with clear identification of dependencies. PMs help drive issues to resolution.
- tracking timeline and deliverables; holding people accountable; catching things that fall through the cracks
- We can blame some one else in case of any failures.
- A great project manager can build team spirit, can motivate and encourage teams, and know how to keep a good balance between project delivery responsibilities for their team. These folks are very very rare!
- Developing leadership skills, time management skills, communications skills, organization skills.
- The coordination provided by the project manager.

- their assistance in gathering the necessary stakeholders and decision makers to align prior to the execution of a project
- Everyone knows what their job is and when do they have to deliver their job
- A single point of leadership and direction for a project team.
- Not sure
- That the team can ensure they can raise any concerns and expect a solution from someone else leaving them to their technical tasks
- Setting the path and direction to complete all tasks necessary to delivery solution to the market place.
- assurance that everyone will be held accountable and that proper expectations/ deliverables/ deadlines are set
- keep project on track and having accountability
- Key person to discuss all aspects of the project.
- Project managers are essential to communication, both upward and downward. Their planning skills are critical to ensuring all the pieces come together, and that customer expectations are managed
- One source of the truth across the piece
- Knowing that someone is keeping an eye on previously stated commitments and goals
- To help keep communications going -- to ensure everyone is on the same page, clear about goals and purpose, and working together as a team to meet the goals.
- Work is completed on time and within budget
- structure and leadership
- someone to blame
- Focus, Right management
- Providing structure, coordinating various efforts and making the linkages.
- the best ones see the road ahead and anticipate roadblocks, they have a Plan B in their backpocket but keep the team focused on Plan A
- Being able to comfortably delegate responsibility.
- It depends on how good is a project manager
- In my case, they receive, organize, and disburse information from our main vendor so we don't have to do the legwork ourselves. They also schedule meetings and publish dates and milestones.
- I have a job.
- Keep team focused on goals and keep track of accountability
- Organization and structure

- Someone who has a big picture overview and is detail oriented about all the elements, personnel and deadlines associated with project, and can coordinate the timely execution of all aspects to attain success.
- Focused planning and execution
- Maintains structure and focus as well as documentation of progress and decisions/challenges
- centralized role to coordinate and ensure that all is on track - prevents project team members from duplicating efforts, ensures everyone knows what's going on (assuming reports are shared or meetings take place to inform everyone of progress), manage scope (i.e. help prevent scope creep)
- A good project manager will work transversally across various teams to ensure main deliverables stay on track. Typically production & development teams don't have the full picture, so senior management is highly dependent on the skills of the PM to command all the various details, and provide a concise, summarized status.
- accountability
- Keeps the balance in the process, timelines, and communication. The project manager can be the "home base" for the project -- The person serving in this capacity can provide leadership, organization, and reinforcement of the work that is being done for the end goal and institutional/departmental expectations.
- Coordination of specialists deliverables. Attention to detail and completion date(s)
- Attention to Detail and Organization
- Focal point for the team as well as the customer.
- Authority, Command
- Establishing detail set of deliverables
- Project managers who effectively communicate the project goals create alignment within the team to ensure planning and execution targets the correct priorities. Additionally, Project Managers add value when they clearly identify the customer and guide the team to start with the customer and work backwards in all decision making.
- Collaboration. Getting all of the team members in the planning and control process.
- Nothing inherently good or bad come from the role. Only good managers and ineffective.
- Their ability to focus on a specific outcome
- Ability to co-ordinate and bring various tracks together
- That someone else is responsible for management dashboards.
- Keeping the team motivated and on task
- Being organized and planning ahead
- Keeps tasks on track. Leads project to completion.
- Sometime helpful

- The project gets done
- "They take the largest share of responsibility for ensuring the project is delivered on time, according to the requirements and within budget. This allows the project team members to concentrate on their respective tasks with confidence that the project will be successful.
- A valuable attribute of the project manager is to have sufficient insight to recognise significant issues when they arise and ensure that they are adequately addressed."
- Having organization around the project deliverables and discipline in keeping track of project progress
- Organizational ability, keeping the project on task
- Those contributing to the project don't have to think about the details and minutiae and can focus on creativity and content creation. Effective project management limits confusion and smooths the progression of the project.
- They are CEO of the project. They take care of planning, tracking, budgeting, risk management, customer interaction, senior management reporting. If they are used effectively benefit the organization.
- Having a point person
- The clarity around tasks and responsibilities
- They keep the team on task, ensure that team members understand their role; provide metrics and escalation where need to sr. mgt.
- You have a point person to fall back on, the person who knows the direction the project team should be going
- Effective PMs can drive decisions faster and help with work delegations/assignment.
- always knowing when things are due and knowing there is someone that can escalate when the need arises
- Coordination of deliverables, timeline, risks and changes
- Projects are driven to completion on time. Project Managers ensure that each task is completed. They identify blockers and make sure that issues are resolved by the right teams.
- Technicians can do what they have to do from a technical perspective without having to deal with project management tasks
- Collaboration and organization
- Organized communication, ability to delegate tasks, and being able to solve problems
- A project manager offers the teams responsible for completing the work, a point person for escalations and issue mitigation. In my experience, the technical teams need a leader to bring the deliverables to focus and communicate a clear and concise message on the accomplishments and/or status of the project.
- Project and its milestones Tracking would be done. Things can be done in parallel.



- Modern software development usually involves many groups and stakeholders. PM's bring a needed level of rigor to this potentially chaotic process
- tracking all the pieces that needs to come together
- someone tracks tasks
- They keep the team on track towards the shared end goal.
- To manage the team and make them comfortable with what they are working on.
- Someone to keep things together
- Understanding the big picture
- Don't know
- There will be ownership for particular task
- The attempt to keep tasks on schedule.
- We know the deadline.
- Having someone knowledgeable on how a project is to turn out.
- Owns and progresses the project tasks and priorities
- Having a project manager keeps both the overall project on track and keeps lines of communication open.
- There is a central person to coordinate things and keep them moving forward.
- Development and control of the critical path, project controls, assurance of key deliverables, value earned equals expended funds, quality control, PEI Control, Commissioning, Start Up, Integration of the project with users and operational groups.
- accountability
- That person listens to all ideas and makes the final decision.
- having a facilitative leader to ensure each member of the team is successful.
- Someone to go to that isn't the top of the pyramid
- Disciplined approach
- Someone is organized
- A good one makes everything run smoothly.
- Ownership, scope management
- Having someone that can drive the project with an eye towards meeting the objectives of the project.
- Leadership and drive
- Helps people stay focused
- structure and documentation
- Better co-ordination among different stake holders
- /

* These questions are reverse scored – i.e. higher levels of disagreement indicate greater PM effectiveness. 25
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- Less contact with Senior management. A PM that is knowledgeable about a broad range of the business is invaluable
- Developing a plan for the work and keeping everyone on track
- Experienced PMs understand the need to remove obstacles
- They prioritize and manage the tasks that need to be done.
- Assuming this is a capable person, the best part is that the PM effectively manages communications and ensures accountability across the stakeholders and participants. Additionally, a good PM is one who is a problem solver, and who is able to provide background and context for the project / program as a whole to both stakeholders and participants.
- "- Communicators and very organized
 - Drive the process and implement project monitoring "
- Have one point of contact to help resolve issues.
- Structure and keeping people on track
- Plan management, Communication management, risk management, Conflict handling
- A liaison/bridge between multiple stakeholders
- not much
- Really dependent on building quality relationships.
- There is 1 person accountable for ensuring the various disciplines are aligned.
- Improves organization and communication
- feedback on moving things along
- working with the team members
- Detail of tasks
- Having one lead voice to get the project moving.
- Getting project completed timely
- They get things done in a timely manner.
- Someone is coordinating the various tasks and monitoring the deadlines.
- Truly having someone advocate for the success of project and work to truly remove obstacles and advocate for the project w/ SLT.
- Someone needs to be in charge of admin to keep a group moving forward.
- No comment
- Should be a single entry point for a project, when used and empowered appropriately. Solve problems at the lowest level and provide focus and direction for the team.
- to have one who is knowledgeable about the business and the functions

- a dedicated person that keeps a high-level 360 view of all the individual pieces of a project. An invaluable asset to a complex, multi-faceted project
- Having a designated point person who you can rely on move things forward
- having someone to keep track of the details
- Reminders
- They ensure the project is completed on time with the project outcomes achieved
- "Will tie all strings together.
- Coordination and communication across levels in project org structure.
- Risk identification and immediate mitigation will save time and lead to better end results.
- "
- Having a point person to discuss issues concerns. However, it depends on the type of PM some are pivotal members, yet others are simply ineffective.
- Continuity.
- N/A
- Ability to keep project on track and to remind those involved of deadlines.
- A good one can be an asset. Unfortunately, they are hard to find
- Leadership, focus, and ensures process and structure followed through execution.
- Having someone that ensure project is going in right direction
- he owns the project success and failure. Project manager connects you to the outside world within programs / projects.
- Projects have a point person
- They attempt to keep project on time line
- They keep everyone on task and ensure all roadblocks are removed or mitigated.
- Risk Management
- A go to person for most issues and project status and updates.
- Someone is supposed to be watching and ensuring the project is successful.
- There is a point of contact who has an overview of the entire project, is accountable and professional
- Procure resources and prioritize tasks for the team
- Leading from start to finish and seeing implementation
- N/A
- "if he knows the system and good at/with people,
- he can be the man."
- They tend to know everything that is going on and know where the team needs to go. They are the communications hub.

- The objective role he/she plays in shepherding the process
- A single coordination point for all aspects of a project.
- Having someone to keep thoughts, ideas and progress organized.
- Having someone who is keenly aware of the goal and can keep team members on task toward achieving that goal.
- One point person everyone can refer too at need.
- Someone is tracking the project, knows the status in all of its dimensions.
- ...what kind of question is this? "The best thing about having a project is...?"
- Organization, developing and maintaining team cohesion, proactive mitigation
- Staying focused and creating realistic goals and accountabilities.
- accountability and transparency for the project
- Clear responsibility for each aspect of the project
- They help keep everything organized and on tasks
- Having one person responsible for the success of the project
- there is at least one person who knows the person to contact to get info
- Clarity of purpose, lanes/roles, accountabilities!!
- There is a single point of contact
- Control of the Project
- In education, we don't have typical project managers, but as a leader I will have responsibility for ensuring that a project is completed. The role is to co-ordinate the many stakeholders to ensure that we achieve the best possible outcome so that children and young people have the very best opportunities in life. So, for me the best thing about having a PM is ensuring that projects are completed to a high standard in line with our moral purpose
- you know who is on lead
- provide guidance and facilitate key decision making
- Project focus, structure, drive and transparency
- To lead the team to move towards the right direction, to implement the fair team rules, to resolve and make final decision of any disagreement, to in charge of the project finance etc
- Planning
- Project manager is a key for any project success. Ultimate key lies in having an accountability and project manager is that role who has that accountability.
- Keeping team focused
- Early warning when the big picture is slipping.
- Organization and accountability. The success of the project is the responsibility of the project manager.

- maintaining focus on the tasks, deliverables and timeline without crushing spirits
- When they are knowledgeable about the project at hand they can empower the team to be creative and make great strides. They help manage expectations and provide clear messaging to stakeholders
- There is one person who is in charge of the plan and serves as the focal point of the project who knows the status of what is or is not going on.
- "A good project manager will ensure that each team member knows what they should be doing and the time that has been allocated to do it. Ideally, the team member will have been part of the time estimation process. By having a continuing dialogue, the PM can then monitor the individual tasks and the progress of the project as a whole.
- IMO, if the PM process is performed well then each participant is involved and informed, and there are no surprises as to possible project problems or delays."
- Having a point person to coordinate, escalate, and communicate as needed. Provide cohesive direction to the team
- Having someone reliable and aware of every steps of the project
- The offering of clear expectations; maintaining follow through
- They DO see the big picture at the same time as paying attention to details and timeline in order to facilitate the successful execution and completion of the project.
- Overview and giving support
- Someone setting direction and providing guidance.
- Having someone that can drive the project, keep stakeholders informed, and hold project team members accountable.
- That there is one person who is responsible for making sure that the input goals meet the outputs
- Single coordinator for the project, tasks and personnel.
- Having an overall main/central person of a project (who wears more than one hat) throughout the project lifecycle and ensured the project gets successfully delivered on time and on budget. A PM makes sure project is on scope, manages tasks, cost and time, handles communications b/w the management/business/customer/project team, manages risks/defects and delivers/closes out the project.
- Having direction and feedback.
- The stakeholders have a single point of contact for project related issues, deliverables, questions, etc. A good PM ensures that all perspectives are considered and respected, while maintaining the laser focus on the end state and goal of the individual project. Essential.
- To deliver the right product on schedule and Provide road maps.
- A person available to provide immediate encouragement and feedback.

- Project sustainability and good result
- Serve as mission control
- Keeping everyone on track and accountable
- Keep things moving along and hold folks accountable
- Management of the triple constraints of scope, budget and time.
- To have someone with a good overview
- Organization
- If they have knowledge of what they are managing, they can add effective organization and upstream buffering
- Provides focus
- Accountability
- A voice of leadership to manage scope and changes helping the team stay focused on the objective.
- Guidance
- someone's accountable for the whole thing
- allowing technical people, the time to focus on technical issues
- Keeps the work organized and helps to measure progress toward the end goal.
- Avoidance of chaos
- having someone to coordinate tasks and follow up on assignments.
- Keeps everyone on task and the big picture is managed
- Critical Dependencies Identified, without this, Projects would not be successful. Also, team members are held publicly accountable.
- Managing the coordination between various parts of the project and being a effective liaison with the business
- A central point of communication, organization, and escalation.
- Knowing you have somebody to count on for brainstorming, for feedback and for support
- Effective ones facilitate competing priorities and hold people accountable
- There is clarity about what to do and you have a person to seek help from.
- Accountability
- Who are very detailed and task oriented, and remove obstacles, and ensure that all resources are doing their job

Appendix C – The worst thing about having a project manager is:

(Edited only to remove typos)

- not having a project manager to ensure project success.
- Too focused on the mechanics.
- None until unless the project manager is inefficient.
- Because a PM may not be technical, Technical team needs to spend time to provide enough details
- Cost. They delve into too much detail at times. And they stay too high level at times. Lack of technical or functional knowledge.
- sometimes don't understand nuts and bolts of the process
- They are only scribes and do not drive the deliverables.
- Consultants who do not understand the business attempting to enforce dates on outside parties who ignore them
- .
- too repetitive
- If you get a PM that is not capable the results are usually disastrous. Deadlines are missed and the scope grows beyond the original estimates.
- Added expense and time directing PM activities
- slowness/ overhead of budget unless the pm knowledgeable on the application
- Do not see a down side
- A PM who considers the job as only a meeting organizer and project plan keeper. A PM has to be a "nudge".
- Too many meetings
- Sometime there are too many bureaucratic tasks need to be done for
- "1. waste of company's money
- 2. endless status check by people who don't understand the technical and business side of a project"
- N/A
- Depending on the PM, some PMs are pretty useless
- The assumption that project managers are solely accountable for delivery and execution in a different manner than the combined team or any individual in the team
- haven't found one
- meetings and when s/he does not know much about the business

- I think the worst possibility about having a project manager is that they do not have a drive to get things done as quickly and efficiently as it should. If the company manager is lighting a fire under you, then to me that defeats the purpose of having one.
- Sometimes they do not understand what the project and are just concerned about deadlines
- "Understanding the original goal.
- "
- If the PM has the wrong skill set (too laser focused on metric reporting for example), the team will suffer.
- You will get scr***d if your project manager is all bs-talk and no action.
- Sometimes team members become too dependent upon the PM and forget they need to be proactive too.
- At times there are too many meetings, or they aren't involved enough to understand the project and what is required.
- The time it takes to get them on board
- Some may get too far into the weeds instead of delegating and giving responsibility.
- I have never worked with one, so I cannot provide an answer.
- When Project Managers don't understand the project and are constantly asking for updates on deliveries they don't understand. This provides zero value to the project and frustrates the project team.
- In some organizations the use of a PM can result in excessive administrative/documentation requirements that add little value and increase time and cost.
- NA
- Sometimes the project manager may tend to micro-manage the team
- Delaying and inability to execute a viable project.
- Too many meetings.
- the lack of direct customer contact results in a transactional relationship and prevents the development of a deep/broad customer relationship.
- If you choose the wrong one, I guess they can slow it down instead of speeding it up. But that really feels like a problem of personnel, not function.
- the unfortunate reality that many PMs are not good at their job.
- when they are not consistent or judgmental and critical
- They put the blame back on us for any failures
- When they are good there is nothing bad!
- They may be overwhelm with too many competing priorities.
- If the manager is neither positive nor well-organized the project and team suffer.

- a project manager which lacks the macro perspective of the organization and the product knowledge to develop a strong action plan and time line.
- Nothing. They are a must to every project
- Occasionally, there are PM's that are only "project schedule trackers" and do not provide leadership or guidance.
- Not sure
- They can interfere too much
- If you have the right project manager there is not worst thing to consider. A project manager role is essential to complete any type of projects, but it requires knowledge and experience. It also requires leadership and team building expertise.
- being held accountable :) little to no flexibility with deadlines
- too many meetings.
- When they are overwhelmed (too junior).
- Having a project manager is essential....but having too many project managers can be counterproductive. PMs must be task oriented, but not so much as to lose the big picture....and when there are multiple PMS, they need to speak the same language
- Are they in receipt of all the facts / up to date
- There is no worse thing about project managers!
- When they are too controlling, need "ownership" of the project and not able to motivate team to work together, positively.
- Not having one is the worst
- structure
- someone to blame
- That he or she is not good to manage
- Where projects are small and fluid sometimes the structure can impede progress.
- the worst in when the PM sees that they are only the facilitator, setting up a meeting rather than driving the process - not everyone is cut out to be a program manager - it's a mix of strategic and execution capabilities - having both is critical to being a good PM.
- The possibility of having misaligned goals
- Sometimes causes a confusion
- There's nothing inherently bad about PM's. Recent ones I've dealt with haven't really been SME's. You have to take time to explain to them basics about the project they're managing.
- I have a job.
- As a good one can make your project...a bad one can inhibit productivity and cost you money
- you might get one that is ineffective

- One who doesn't have a clue, negligent or unresponsive to inquiries.
- Expense
- It comes down to how knowledgeable the individual is or diligent in ensuring access to the decision makers. There are some that are just glorified note takers or task driven but a true successful project manager is one that understands the purpose and goal, has clarity in roles and responsibilities but is passionate/engaged about what the team is accomplishing. Also develops strong relationships with key members to facilitate decision making.
- can't think of any response
- Onboarding / lack of subject matter expertise. If a PM is engaged that doesn't have working knowledge of subject matter content, it can be a struggle to get them up to speed to actually add value beyond being a scheduler of meetings, agenda and minutes writer, etc.
- redundancy
- Depends on the person -- Can micro-manage to the point that others are not motivated to do their best. They can also not effectively engage the team to perform at the highest level.
- Delay in resolving issues discovered during the testing phase.
- Can cause too many meetings. If they don't understand the overall goal of the project and how it fits into the big picture. Can get tunnel vision
- Decision making is often at higher levels and the company's agenda or direction can override the remedies to move the project forward or completion.
- Reporting to Higher Managers
- Empowering project managers over experts
- n/a
- Not being specific enough with the scope. Allowing the scope to frequently change.
- See above.
- At times, key decisions are made due to time constraints or financial pressures before they can be discussed with management.
- too many meetings, not enough "TRUE" PMs in market
- Companies spend too much money on PM instead of hiring more people to do actual work.
- Some meetings may not appear necessary but are critical when the team isn't communicating.
- Having to get organized and to have to plan ahead
- Might take some autonomy away from others.
- Microsoft management
- It teaches discipline and accountability which is good but often forgotten and therefore somewhat annoying
- -

- Insufficient understanding of the detail can cause serious problems, e.g. fundamental flaws in the project plan leading to project failure. Also, excessive time spent on administration & meetings and team members having to repeatedly explain things can have a significant detrimental impact. Sometimes project managers take the credit when a strong project team has delivered despite rather than due to their management.
- Depends on the quality of the PM
- too many meetings
- While a conduit between clients and creative can be helpful, if the PM is not adept at translating the clients' needs to those doing the creative work, the conduit can become a barrier to effective communication. Knowing too much is more helpful than not knowing enough. An unskilled PM who is not able to retain and pass on subtle details can be a detriment to the project; much can be lost when there is little or no direct contact between clients and those creating content. PMs who control projects by limiting discussion in order to make the work move faster are also limiting creativity.
- Generally, too much of reporting, documentation and meetings kill the purpose of doing effective project management.
- May be seen as not needed
- micromanaging
- Too many meetings often not the fault of the PM.
- If not familiar with the background or the industry, may need a buffer to catch up which could affect timing
- Over-eager "check-the-box" PMs can cause excess administrative work with too many requests for updates or expecting work in the wrong order just because it's on their list like that.
- Nothing
- More meetings
- Project Managers can sound demanding and require that teams adhere to agreed upon timelines. While this is a good thing for the overall project, it can get overbearing at times - especially when multiple PMs ask teams to complete differing tasks at the same time.
- Not using them effectively
- Bottleneck
- feeling that sometimes you are getting in the way.
- I would imagine that some teams prefer to work without a PM, as there are instances when if a PM is not being effective, it causes just another roadblock for the technical team.
- Their insufficient knowledge on deliverable delays end delivery as others would take advantage of it. Obviously, meetings where everyone's time would go off though individual presence is not needed

- team may abdicate responsibility PM losing the required contact
- "Delegating issue resolution
- Delegating measuring progress
- Project management through escalation"
- lack of clarity on the details
- I personally don't think there is anything wrong with a project manager. :) But others might think they are another person to be accountable too?
- Sometimes few managers will screw up the project by having too many meetings and too much of micro management.
- Unnecessary documentation
- having to report everything that I have done
- don't know
- Too many status reports and meetings
- Some PM do not have a working knowledge of the subject matter of the project.
- too many meetings
- Occasionally, you get those who don't do what they are supposed to. Since they are higher up in authority, they can get away with the small discrepancies
- May not take the time to understand things that are outside of the "to do" list that may impact the project.
- Often enough, the project manager lacks sufficient technical knowledge to gain the respect of the functional managers.
- If they are ineffective or thwarted, it can frustrate everyone. Also, if they aren't a team player, others can feel devalued or if they leave, the project may die.
- None
- being held accountable
- Micromanager
- None.
- Don't know all of the components that go into a given project
- Less flexibility
- Sometimes they are too bossy or controlling
- A bad one is very disruptive and ends up taking more time for the project because you have to work around them.
- Focus on tasks and on timeline and not on quality
- Another layer of oversight that could be a hindrance.
- Cost

- Micromanagement
- too much process
- Too much paper work for reporting than actual deliverables. Also, most credit goes to PM than the people who actually deliver the results.
- /
- too many boxes to tick
- Often too many meetings and detailed planning of the unknowns
- Inexperienced PMs think their job is to tell people what to do
- They don't always understand what they are managing.
- PM's today have become nothing more than order takers, and task managers. In short, they have become what was traditionally the role of PMO. An ineffective PM is one who does not solve problems, or enforce accountability, and just reports on the issues for others to solve. All that does is cause more overhead for me to manage, rather than the PM him/herself.
 - When dealing with domain experts & technical architects
- Too many reports
- Depending on the individual. Lack of structure / over-complicating things / lack of buy-in
- Solo working & Deceptive (sic)
- When the team is matured and follows agile principles
- micromanage
- In dealing with who is divisive, inauthentic, and/or thoughtless.
- Some project managers think the answer to fixing a problem is having more frequent status meetings instead of getting to the root cause and fixing it.
- Increases cost
- too many meetings
- multi-tasking
- Too many meetings
- Sometimes what could take 1 month takes 6 months.
- Too many meetings
- They can get carried away sometimes
- If a project manager who is not familiar with the group or industry, he/she is managing
- That when he/she does not get engaged in the "spirit" of the work and simply focuses on task assignment and task completion.
- Other team members may step too far back.
- No comment



- When not empowered, they become disruptor to the team and interfere more than help.
- it is all about KPI's
- Not all project managers are created equal, trained correctly, or effective at what they do. A person needs to have a strong understanding of their role so they can cherry pick procedures and to do items that apply to each specific project, as opposed to just taking a generic, blanket approach. A one size fits all effort as a project manager can bog down projects unnecessarily and create addition, unneeded steps
- Slowing things down by requiring too much documentation.
- being hounded or policed
- They forget the bigger picture often
- There are no disadvantages providing the manager is competent
- Only when too many meetings are organized, or micro management will lead into demotivation of the team.
- Having a PM that is more concerned about Management's perspective of how the project is progressing, and not being transparent about progress, issues, and concerns of project team
- If a project manager micromanages.
- N/A
- Not flexible, not open to suggestions, interested in receiving all credit of the project.
- cronyism
- Nothing. But an unsupported Project Manager (lack of true Executive sponsorship) could easily be set-up to fail.
- They may not be understanding all the issues that each team member is faced with
- Sometimes we have to explain the same details over and over again. We are asked about lot of (same) statuses in many different ways.
- They are the blame when things go wrong and get minimal credit when it goes well.
- They don't understand the project very well.
- Depending on the PM they can overly meeting happy. A bunch that I have worked with are Have a problem have a meeting.
- Cost of the PM
- An additional level of reporting.
- Meetings, bureaucracy, justifying SME opinions to someone without subject matter expertise.
- They might overburden with processes
- Leaving everything to the tech team to solve and just asking status once a week. it is not going to work
- Managing teams that do not report directly to you.

* These questions are reverse scored – i.e. higher levels of disagreement indicate greater PM effectiveness. 38
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- N/A
- only do meetings and tracking people work
- When you PM decides to create work that doesn't advance the project or is tied to a methodology, tracking sheet, or tool.
- When you have one who doesn't listen, ignores curve balls and isn't willing to adapt
- Sometimes a bottleneck to progress is created if a PM is inflexible.
- Having someone to set timelines and goals that are sometimes unrealistic.
- When there is not clear communication to team members about the purpose, goals, and progress toward meeting those goals.
- Not having one.
- There's no real downside, unless the project manager uses a methodology that is not appropriate for the project. If they do, it can become too cumbersome / not helpful.
- Again, what kind of questions is this?
- If he/she is not aware of the fact that the PMBOK is a tool kit and not a bible.
- When they don't understand and are unwilling to understand the reality of the organization's needs and capabilities.
- could inject some delay to the project but it does increase rate of success of the project
- May relieve management of managing
- They are unforgiving on meeting deadlines
- It can make team members feel less responsible for the project's success
- IF they are micro-managing, they take up more time than they are worth
- With poor PMs, being bossed around, or having their need to create a big, complex spreadsheet bog down a team. More compassionate ones can do the big spreadsheet but synthesize and share based on what other team members need.
- Sometimes this can become a bottleneck
- Needs to be proactive not reactive
- Because I work on lots of projects, PMs do not always realise that theirs is not the only project I am working on!
- .
- lack of support of the sponsor
- The cost
- In case the manager is incapable, the whole team will suffer and lose!
- If they are not good at what they do it holds up the entire initiative
- It's a leadership position. A bad leader is worse than having no leader.
- Too many meetings

- Can occasionally stifle innovation.
- If they don't know what they're doing and can't adapt as all projects demand.
- rude, adversarial project members asserting their independence against project management
- If they are not engaged in the project, don't have sufficient understanding of the process and purpose, and see tracking and monitoring activities as more important than the activities themselves. Then they can become sort of auditors and hall monitors and in the worst cases get in the way of work being done.
- The only real downside is the cost of hiring a manager, but the upside is that the job will get done in accordance with what the client requires.
- If there is no real dialogue between the project participants, and in particular if the timelines bear no relation to reality, then the PM serves no real purpose and their activities are a drag on the team effort.
- Nothing.
- Having a bad project manager who does not enable the successful delivery of the project while efficiently supporting the project team and properly communicating with the team and management
- Potential rigidity of the person (less open-minded)
- Some team members can resent having to be accountable to project managers as well as to their own supervisors.
- be egoistic or narcissistic
- Depending on the PM's approach, it could be too much art or too much science.
- At times they can get too focused on check the box activities and have meetings that add no value.
- That they can become very task oriented instead of keeping in line with changes to the big picture and have too many meetings
- Limited by management's needs, customer's need and usually not given sufficient authority to obtain required personnel or commitments from personnel.
- No bad things, PMs are super heroes :)
- Not feeling heard if you have an idea for doing something better or more efficiently.
- People assigned to a project who are not truly "stakeholders" and have very little gain from the successful conclusion of the project tasks assigned. Passive/ aggressive participants who try to sabotage schedule or cost are also PITAs.
- Not having clarity on the scope and provide wrong direction to the team.
- The risk of micromanagement.
- Not to have a Project manager for a project

- Many do not understand their role is to solve problems before they become show-stoppers, too often they fall into the trap of being grid-trackers.
- They often miss the bigger picture
- Not really a negative but keeps hounding you for deliverables
- Project managers who do not understand their role, or do not exercise due diligence
- Constant changes
- Teaching product
- They usually do not add much more than box ticking admin because most PMs think they can manage any project in any industry from the high level without needing or wanting to know details of what the project is actually doing.
- Much wasted time
- Can stunt creativity of team
- Team members deferring responsibility or ownership of their accountabilities to the PM.
- Some slow progress
- time spent on system development
- if the project manager does not understand the importance of certain issues, such as IP, the whole project suffers. The project manager must be someone who understands all the issues enough to manage them, including technical, clinical, marketing, regulatory, sales, financial, patents, trademarks, legal, manufacturing, etc.
- Having to communicate that everything is going great when it's really not because management doesn't really want to hear the bad.
- All tasks become of equal urgency
- having a bad one, who doesn't understand the larger picture, is disorganized, has no context and doesn't communicate well.
- "When they aren't detail oriented enough to be task oriented.
- Also, generally...sometimes they focus on status too much instead of understanding the challenges and helping to remedy them"
- There are no disadvantages unless the PM is incompetent.
- If a project manager doesn't use the tools for managing a project such as ms-project and just drives the project to a date that is unattainable
- Another "manager" to report to.
- If the project manager is not able to share responsibilities and delegate work it can become the source of lack of fluidity in every process. If the manager is not able to listen and have an open mind it can become a source of frustration and negativity.
- Meetings can be tedious



- At times, they interfere too much and leave little scope to make changes as per your understanding.
- Bureaucracy
- Wait until the last moment, and find out no one is doing their job and throw the work to the one person who does it, and when things don't work throw you under the bus