



Stakeholder Alignment for PM Development in High-Utilization Firms

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Session Overview

Challenge: PM development in firms where billable hours drive performance

Goal: Make PM development a strategic investment, not a cost center

Focus Areas

- Gaining leadership buy-in
- Aligning PM development with utilization demands
- Measuring ROI and demonstrating value

Quick poll: *Raise your hand if your firm struggles to prioritize PM development because of utilization pressures.*



Learning Objectives

By the end of this session, participants will be able to:

- Articulate the business case for PM development in high-utilization environments
- Identify critical stakeholders and tailor messaging for each
- Integrate PM development without disrupting project delivery
- Use ROI metrics and outcomes to secure ongoing leadership support

Which of these objectives feels most challenging in your organization?





Strong PM skills = better project outcomes, client satisfaction, and revenue retention

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Why PM Development Matters

- PM development reduces rework, delays, and burnout
- Investing in PMs is strategic, not discretionary

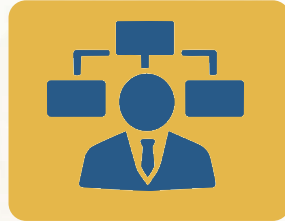
What's one example where weak PM skills impacted your projects or firm performance?

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Identifying Key Stakeholders



Executives/C-suite



**PMO
leaders/department
heads**



**Senior PMs/team
leads**

- Each stakeholder group has different priorities
- Tailor messaging to speak their language: revenue, risk, retention, or efficiency



Making the Business Case

Position PM development as:

- A strategic investment → drives revenue and project efficiency
- Risk mitigation → reduces project overruns and client dissatisfaction

Highlight metrics that matter to leadership: utilization, project success rate, client satisfaction, retention



Aligning with High Utilization

Challenge: High billable-hour expectations limit availability for training

Strategies:

- Micro-learning/short modules integrated into work
- Job-embedded development (on-the-job projects with coaching)
- Incentivize PM development as part of performance goals



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Overcoming Cultural Barriers

Common Barriers

- 'We don't have time for training' mindset
- Leadership sees PM development as overhead

Solutions

- Share quick wins and success stories
- Celebrate small improvements publicly
- Show alignment with business priorities

What cultural barriers exist in your firm, and how might you address them?



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Demonstrating ROI & Performance Outcomes

- Track measurable outcomes:
- Improved project delivery timelines
- Client satisfaction scores
- Employee retention/promotion of PMs
- Translate metrics into financial impact to get leadership attention



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Engaging Leadership Continuously

- Keep executives informed with short updates and success stories
- Connect PM development to strategic initiatives and revenue targets
- Position PMs as partners in business growth, not just project support



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Success Story

- Share a brief example of a high-utilization firm where PM development improved outcomes
- Highlight metrics, engagement strategies, and leadership buy-in



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Key Takeaways

- PM development is a strategic investment – tie it to business outcomes
- Stakeholders have different priorities – tailor your messaging
- Integrate development into workflows – don't disrupt delivery
- Metrics and ROI are critical for ongoing leadership support



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Questions & Discussions



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