



Breakout Session

Using Analytics to Strengthen PM Hiring and Leadership Development



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SESSION OBJECTIVES

1. When selecting or developing PM's, learn how to think holistically about the role by considering eligibility and suitability factors
2. A significant part of Project Management is about influence which comes from behavioral mastery
3. Some of the stress of project management is self-induced and this type of stress is avoidable



TALENT MATTERS

BECAUSE WINNING MATTERS



COLLIN - REID - LUKE





⋮⋮⋮ Flip Chart Discussion 1

Let's create a working definition of Project Manager together. What are your thoughts?

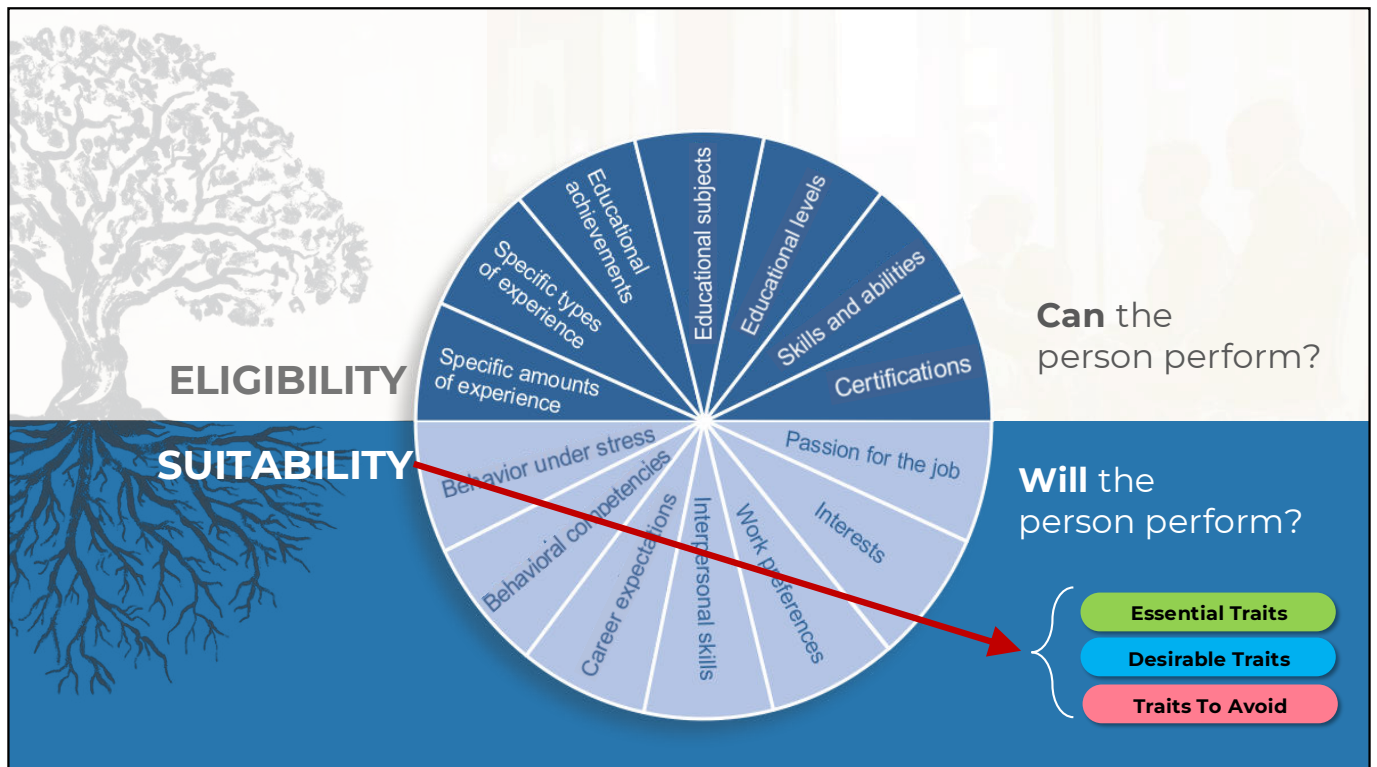


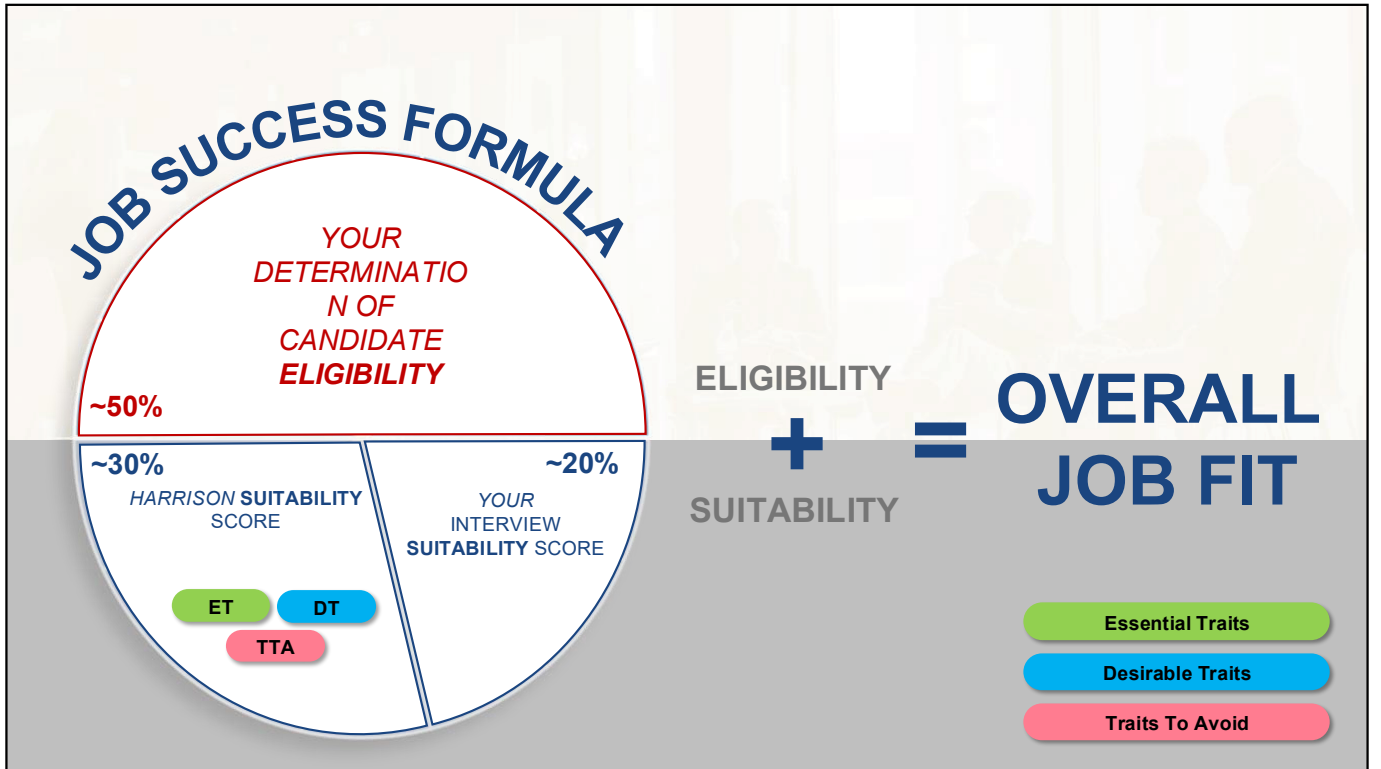
⋮⋮⋮ Flip Chart Discussion 2

What are specific factors (skills or abilities) that enable a Project Manager to be successful?

Flip Chart Discussion 3

What unproductive behavioral patterns have you observed that cause PM's to fail or undermine their success? (Traits to Avoid)





THE HARRISON ASSESSMENT



One 25-min
Questionnaire

ACCURATELY
MEASURES

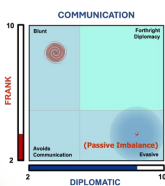
175 key
behaviors



ELIGIBILITY &
SUITABILITY



ENJOYMENT
PERFORMANCE
THEORY



PARADOX
THEORY

**MEASURE and
DEVELOP the
Behaviors that
Matter**



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EMI Sponsored PM Performance Benchmarking

- What is behaviorally different about Successful PMs versus those that struggle?
- In addition to knowledge and skills, what are the behaviors that support mastery of the Five PM Process Groups?
- Can we build a tool box to assist firms in selecting, developing, and retaining high performing PMs?



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Research Methodology

- Incumbent PMs complete the Harrison Assessment
- Performance ratings collected after rater calibration
- Identification traits that correlate with PM Effectiveness



RATING Project Managers

STEP 1: Select Research Participants → → → CRITICAL SUCCESS FACTOR

Top Performers

Average Performers

Low Performers

The research group contained 79 PM's across 6 AEC organizations with at least 1 year of experience and about 30% top, 40% average and 30% low performers.





FINAL RESULT - PM Job SUCCESS FACTORS (partial list)

Essential Traits

Analytical
Authoritative Collaboration
Persistent
Precise
Problem Solving
Provides Direction

Desirable Traits

Analyzes Pitfalls
Finance/business
Organized
Wants Opinions
Valued
Certain
Effective Enforcing
Forthright
Diplomacy

Traits To Avoid

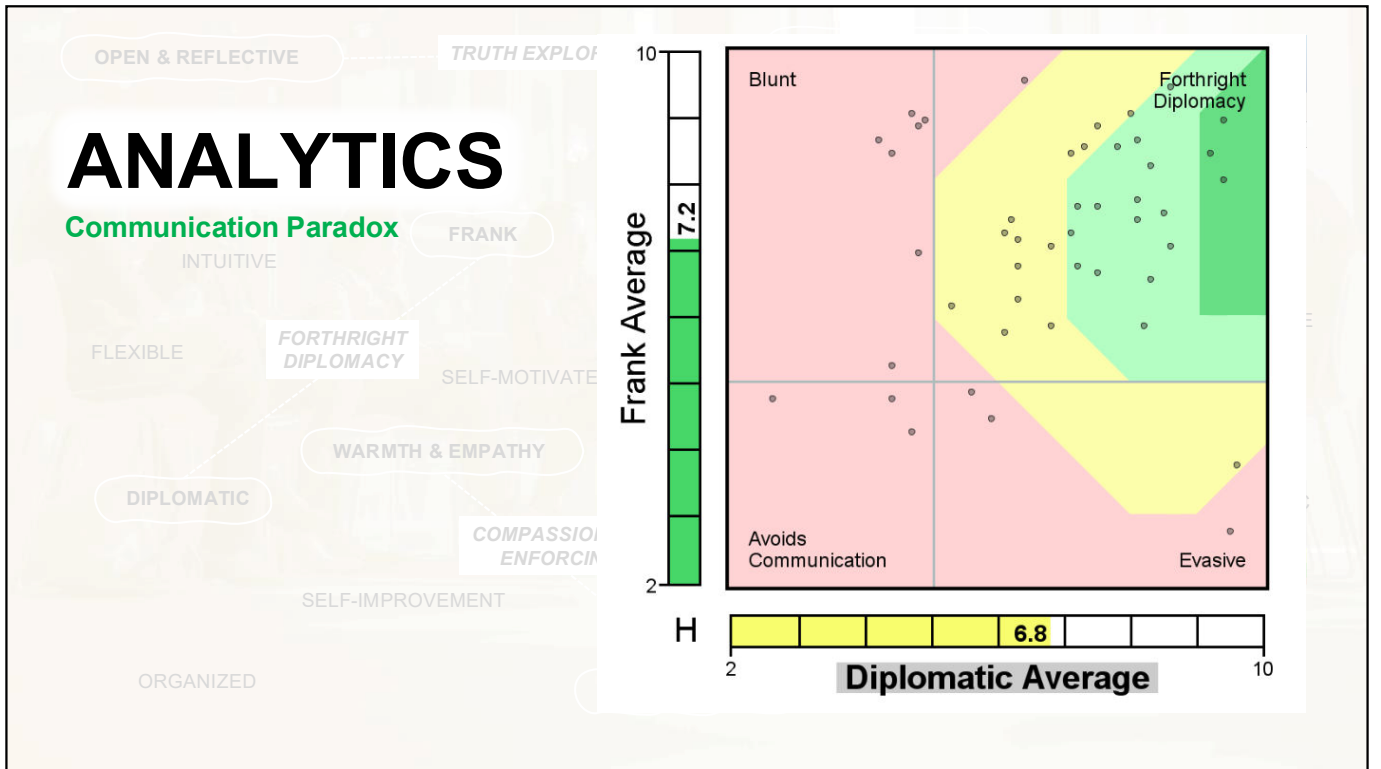
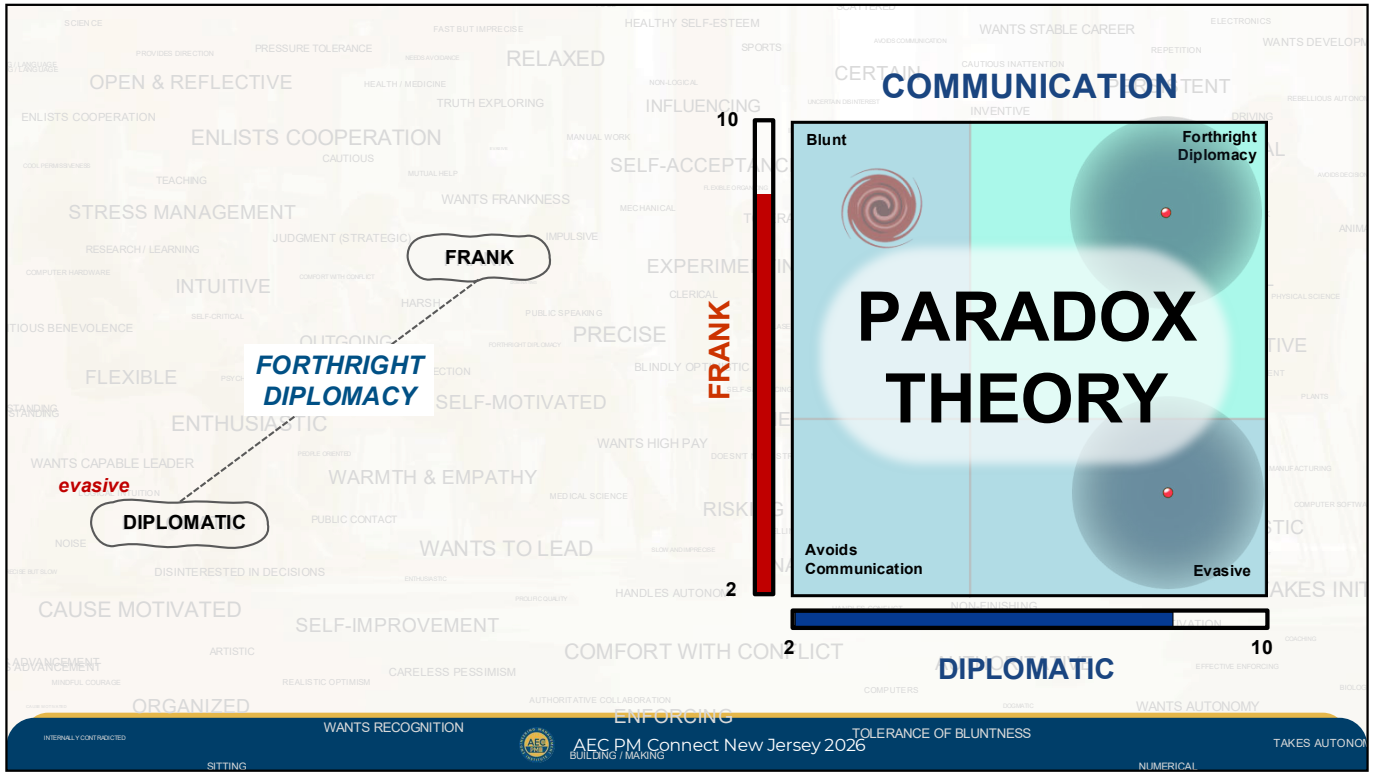
Avoids Decisions
Fast But Imprecise
Scattered
Slow And Imprecise
Careless Pessimism
Disinterested in
Decisions

Job Success Analysis

Predicts strengths and blind spots of candidates

Useful for:

- Informs Pre-hire interviews
- Identify internal pipeline
- Accelerated and targeted onboarding
- Pinpoint development and coaching priorities



The Leadership Bermuda Triangle

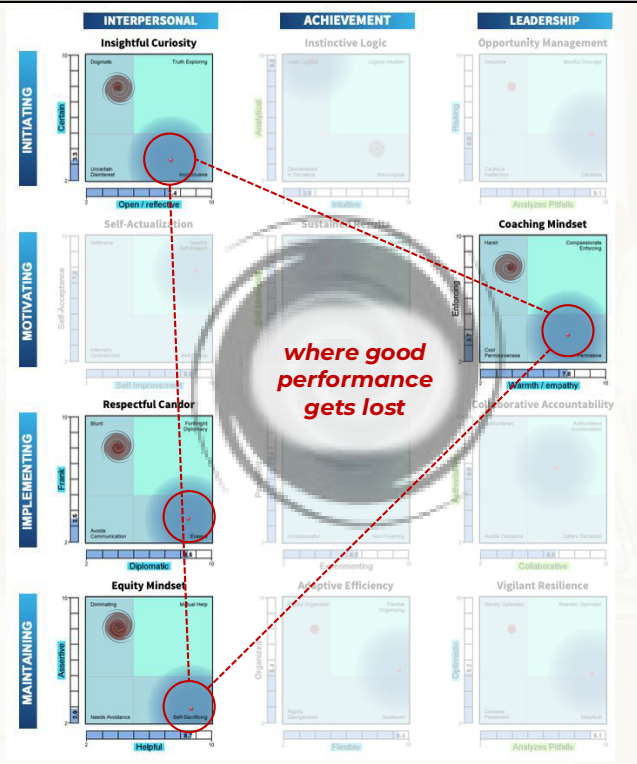
Well-intentioned leadership
less effective and more stressful

High Open/reflective inconclusive

High Warmth/empathy permissive

High Diplomatic evasive or blunt

High Helpful self-sacrificing



The Project Management Triad

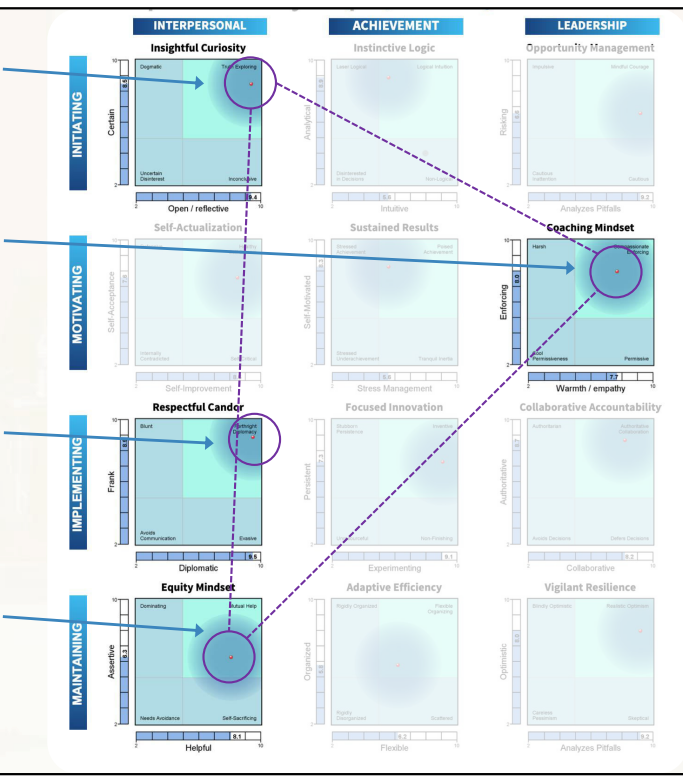
Consistent and effective leadership
and reduced stress

Truth Exploring

Compassionate Enforcing

Forthright Diplomacy

Mutual Help





QUESTIONS & DISCUSSION



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