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**THOUGHT
LEADERSHIP** Series Report

Spotlight on Success

Developing Talent for Strategic Impact

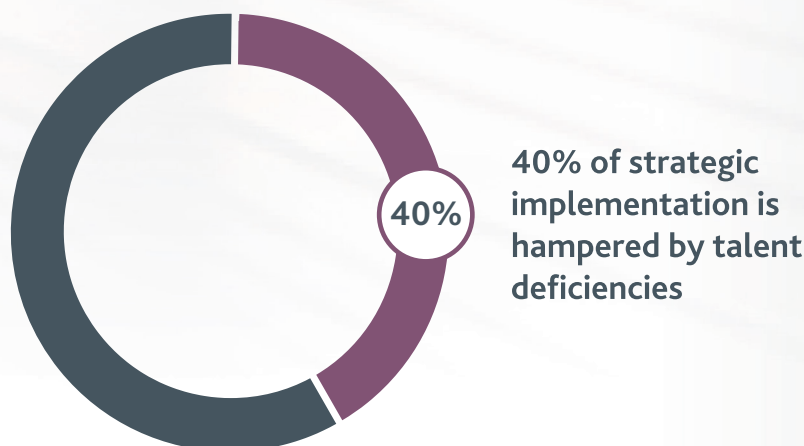


Spotlight on Success: Developing Talent for Strategic Impact

EXECUTIVE SUMMARY

Projects and programs are the means by which the strategy of the organization is executed. And as more and more organizations recognize successful strategy execution as a competitive differentiator, project management is taking on a higher profile. The challenges that arose from the financial crisis—played out against a backdrop of unprecedented technological change, global expansion, and increasing customer involvement—all provided opportunities for project talent to show their mettle and demonstrate their value to organizations.

As a result, and as the global economy improves, organizations are re-examining their approach to talent management. And those who neglect this capability do so at their own peril: According to the recent Economist Intelligence Unit (EIU) report sponsored by the Project Management Institute (PMI), *Rally the Talent to Win*,¹ **talent deficiencies significantly hamper 40% of strategy implementation efforts.**



As part of the 2014 Thought Leadership Series, Human Systems International (HSI) and PMI explored the talent management practices of 12 high-performing organizations. The goal was to dig deep and uncover examples of excellence in practice for recruiting, retaining, managing, and developing the high-potential project, program, and portfolio management talent required to execute an organization's strategic initiatives. Each of the 12 organizations offered insight into beneficial practices they had implemented. And while no single company demonstrated the ability to put multiple practices into action to reap maximum benefits, there were some notable discoveries.

Those included establishing a project management help desk, manned by a "project librarian" to provide support to the project management community from a repository of institutional project management knowledge. The repository leverages the expertise of project managers across a variety of specialties.

Other ideas that emerged from the research include:

- **Using simulation scenarios for recruiting that helps to test candidates' reasoning when handling complex project issues and dealing with risks**
- **Placing more emphasis on classifying projects and identifying the competencies, skills, and behaviors necessary for success**
- **Instituting informal approaches to mentoring, driven more by the mentee than the organization or the mentor**

These fresh approaches are emblematic of what's best about project management: The willingness to look for solutions and see things in a new way, and a persistence that extracts maximum results from projects, people, and processes—essentially, the application of creativity and passion.

That's the good news about talent strategies for project management. Not everything else we learned from this research was quite as encouraging. Metrics are not well-developed; project management offices (PMOs) need to do a better job of communicating the value that project management adds rather than merely advocating for the process; the business case for project management emphasizes the value yielded from the implementation of projects and programs aligned to organizational strategies; and stronger alignment is needed between organizational strategy and the talent management strategy.

These and other findings highlight the fact that project management is both exciting and, at times, isolating. The variety and strategic importance of the work make it exciting, yet the often unavoidable isolation of project management can breed disenfranchisement from the nerve center of an organization and its senior leadership—the very people whose support project management needs.

Depending on how project talent, strategic initiatives, senior leadership, and organizational goals are managed and aligned, the result can be a cycle of underachievement—or a virtual circle of greater success. In highlighting examples of excellence in talent management, we hope to raise awareness about its importance and ignite the adoption and further development of such practices.

INTRODUCTION

This report draws on the findings from interviews with senior executives from 12 organizations who are responsible for overseeing project management talent, and the Talent Management Assessments conducted by HSI with project management organizations around the world.

At the heart of successful strategy execution is the ability to attract, retain, and make the best use of project management talent. According to *Rally the Talent to Win*, **72% of senior management believe talent management will become increasingly important over the next three years, yet only 41% believe their company currently has an understood and accepted approach for managing talent strategically.**²

It is not surprising then, that this research found no single organization demonstrating excellence in all aspects of talent management. Instead, each organization has developed excellence in at least one area. This report compiles talent initiatives of participating organizations to provide examples of “what good looks like” across the spectrum of talent management.

STRATEGY

The maturity of an organization’s strategy for managing project talent is directly related to how long the organization has been developing its project management capability. For those with five years of experience or less, the talent management strategy is likely focused on developing the foundation, such as methodology, position descriptions, gating models, and governance frameworks. For organizations that have sustained a commitment to formalized project management for six years or more, the likelihood of having a well-developed approach to managing talent was far higher.

A more structured approach to developing and integrating talent management with the overall strategy is found in organizations that use a formal strategy development approach, such as the balanced scorecard, dividing priority objectives into three categories: process-related, people-related, and outcome-related. The more successful programs are found in organizations where talent management is a mandate from the CEO, and the culture places a premium on developing people and encouraging individuals to excel.

More mature organizations use executive sponsors to generate and sustain support from senior leadership. As a result, their strategic initiatives are more successful. That aligns with PMI’s 2014 *Pulse of the Profession® Report*,³ which showed that just over 80% of projects at high-performing organizations enjoy active project sponsors, compared to less than one half (45%) at low-performing organizations.

Similarly, according to the recent PMI and EIU research, senior executives say the main reason for the success of their strategic initiatives is leadership buy-in and support.

Creating and maintaining a project management talent strategy is integral to success. It starts with a formal partnership between human resources (HR) and business leaders who raise the challenge of strategic alignment via an executive sponsor. According to a white-paper commissioned by PMI in 2013, *The Sponsor as the Face of Organizational Change*,⁴ “sponsors establish direction for the future, communicate through vision, and forge aligned, high-performance teams.”— all very important in raising the likelihood of success.

The more advanced project management offices (PMOs) build on the leadership- and culture-oriented foundation created by the executive level permeating throughout the organization to ensure that project management talent have the appropriate qualifications, skills, and knowledge. In some organizations, PMOs provide the vital link between the talent management and project community strategies.

RECRUITMENT

Employer of Choice

The talent management process begins with recruiting efforts. And being perceived as “an employer of choice” helps organizations attract, as well as retain, talent. Interviewees for this research identified a range of factors that make them desirable employers, including the typical offerings such as competitive salaries and benefits, being ethical, being stable, having opportunities to travel, along with the not-so-typical that tend to be important to younger generation project managers, such as being global, having an inspiring vision/mission, an entrepreneurial culture, being socially responsible, and addressing important societal issues/problems.

Project Portfolio

Perhaps one of the most important factors mentioned for attracting and retaining talent is having exciting, challenging, and engaging programs and projects. Whether the portfolio is focused internally or externally, the best organizations promote themselves by clearly articulating the breadth, depth, and variety of projects they deploy.

Experienced Recruits

Most organizations use traditional interview and reference check processes when seeking to hire seasoned project practitioners with proven track records. Many also rely on their existing project community to source and engage new recruits. Some indicate the use of assessment centers for testing candidates in simulated scenarios. Such practices reduce recruitment costs and risk.

“If someone says this person is a rock star, we’ll look to bring them in.”

—Eric Riddle, PMP, Global Director, Governance,
Services & Applications, WorleyParsons

Prestige of Role

Excellence in recruiting project-capable resources includes a strong emphasis on the idea that project roles are prestigious, competency-based, and core to business success.

Organizations at the forefront of talent management keep one eye on the present and one on the future. They try to get the right people into the right roles today and focus on developing skills and scaling the talent they’ll need in five years and beyond.

“The most important thing for attracting talent and keeping it is that the work they are doing is exciting to them.”

— Dr. Ed Hoffman,
Chief Knowledge Officer,
NASA

“The variety of work within our organization allows our employees to have many different roles and experiences with a wide array of people. This provides many opportunities for building relationships, career growth, and leadership development.”

—Terri Knudsen,
Director Enterprise Portfolio
Management Office (EPMO),
Mayo Clinic

RETENTION

Being an employer of choice—one that can stand out and offer something appealing to project talent—is as useful for employee retention as it is for recruitment. The predominant traits of organizations that successfully retain project management talent are related to issues of employee satisfaction.

Culture

The most common reason for high retention is a culture that wins the hearts and minds of the company’s project community. These organizations clearly articulate their core values and commitment to the community. This holds true for projects of all types and for public or private organizations.

“[We have a] unique reputation in our industry of addressing problems that are important to society; things like climate change, environmental matters, energy, and health and social programs. So people are excited about the mission of the company.”

—Lou Pack, PMP, Vice President, ICF International

Project Variety

In an age where workers frequently change jobs and employers, projects can offer diversity within a single organization. The organizations that are best leveraging this have both a clear, well-articulated portfolio of current projects and a view into what their portfolios may hold in the future. This enables them to offer a variety of options to project talent in the near term as well as visibility into potential longer-term opportunities within the organization.

Career Path Management

Helping practitioners obtain the skills and experience necessary to meet their career goals is a large factor in the ability to retain project management practitioners. The foundation for this is a well-defined set of competencies, skills, and behaviors that are essential for success.

An emerging and innovative practice is reversing the framework to match project managers and projects, rather than assigning whoever is available when a project begins. Employees develop profiles that delineate their experience and education. Managers can then assign employees based on skills and experience.

The more advanced organizations have a two-pronged approach to career-path management that requires commitment and vision from organizational leadership:

1. One-on-one discussions between the direct manager and project talent to review the year and plan development goals
2. Working with HR to match individuals' development goals and role assignments in the coming year

Another emerging practice in career path management is using senior project management talent as coaches to guide project management practitioners on which skills to develop. Coaches also offer advice on the types of projects to solicit. Career coaching is less time-consuming than mentoring and easier for project and program managers to fit into their schedules.

Once the roles, role levels, and project classification frameworks are in place, mature organizations have rigorous assessment processes for determining whether individuals are ready to move through the ranks.

"We have had a strong career path for over two decades. It's important because it's a starting point for telling people what is expected of them."

— Dr. Ed Hoffman, Chief Knowledge Officer, NASA

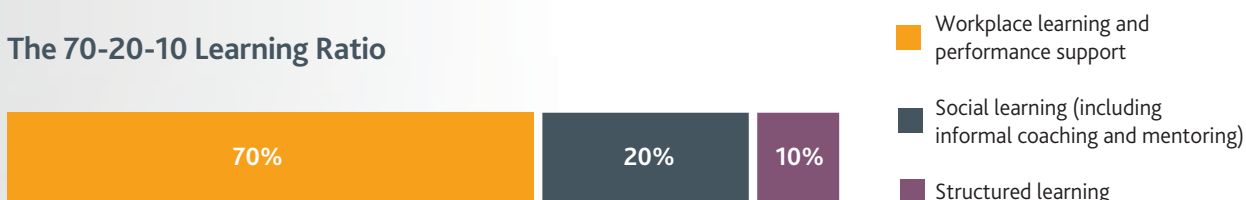
DEVELOPMENT AND SUPPORT

Training has been the most-established component of development, primarily because it's easy to implement and the number of people trained is easy to track. This research, coupled with HSI benchmarking data, find that the responsibility for developing project management communities usually belongs to the people with the deepest knowledge of project management.

Getting the Right Ratios: 70-20-10

On-the-job learning is the cornerstone of developing project management skills and is valued in many organizations more than any other form of development. This approach gives talent the chance to hone skills while gaining the credibility needed to effectively lead a project team. Many of the top-performing organizations apply a "70-20-10" approach, which allocates 100% of all learning and development activities as follows:

The 70-20-10 Learning Ratio



"Managers invest a lot of time making sure people get the right assignments."

— Nicole Doyle, PMP,
Project Management Center
of Excellence Leader, Procter
& Gamble

“You learn from more experienced people that have done this before and can coach you through this.”

— Eric Riddle, PMP,
Global Director, Governance,
Services & Applications,
WorleyParsons

The best organizations have a formal structure for on-the-job learning, giving individuals appropriate support as they acquire and develop their skills. A combination of proactive work assignments, project rotation, mentoring, and teams of specialists is commonly used for structured on-the-job learning.

“People learn by doing.”

— Dennis Schneider, Head of Shell Project Academy,
Projects & Technology, Learning and Organizational Effectiveness, Shell

Mentoring

There is a resurgence of interest in talent management mentoring for project personnel, despite the “do more with less” philosophy and the time pressures associated with project management. More and more, senior project managers who are close to retirement are being used as either mentors or coaches.

Mature organizations are fostering a more informal approach to mentoring than in the past. The fluidity of informal mentoring allows the mentor and mentee to fit learning around the rhythm of a project, adjusting the pace as the project demands or allows.

The most effective programs are mentee-driven, with mentees seeking out the person they want to learn from and engaging with him or her directly. In the more advanced organizations, support is provided by a centralized project support group, often the PMO, which maintains a list of experienced executives who are available for mentoring. The PMO will also provide training and guidance on how to be a constructive mentor.

“The biggest challenge is the most experienced project managers often have trouble finding the time to be mentors yet they have the most to offer.”

— Deborah (Debi) A. Dell, PPM, Program Director for IBM’s
Project Management Center of Excellence

Mentoring can also be used as a risk-mitigation strategy when a project is assessed as beyond the capability of the project manager or when a project review reveals emerging risks.

Sharing Knowledge

Knowledge sharing among project practitioners is a strong focus of organizations with mature development capabilities. Capturing lessons learned and having a means for sharing such knowledge is a cornerstone of effective project management, yet many organizations report these lessons are implemented too infrequently.

A current and effective trend is to build and foster channels of communication that allow project practitioners to exchange stories and share their knowledge. This instills a sense of community among project practitioners, keeps them aware of ongoing organizational initiatives, and allows them to celebrate community success and share strategies for addressing challenge. This engagement can include webinars, social activities, and meetings.

“We have an extensive project management network across our entire enterprise, which now consists of over 900 people. The network is active both in-person and on the web and is an optimal means of sharing information.”

—Terri Knudsen, Director Enterprise Portfolio Management Office (EPMO), Mayo Clinic

Help Desk

One of the most innovative concepts that emerged in the research was a support function called “project management librarian.” All of an organization’s project management methodology, such as best practices and templates, are captured on a website that features a project management help desk. Project practitioners can not only ask questions about the methodology, but also ask general project management questions. If the librarian—the first level of support—can’t answer the questions, the user will be referred to a network of advanced project managers with various specialties. Time spent serving as second-level support for project managers is formally counted as part of the project practitioner’s role.

Certification

External and internal certification programs are used in nearly all the mature organizations interviewed and are found in many of the HSI benchmark assessments. Many organizations see external certification as the foundational knowledge needed to understand the job and as the gateway to other internal assessments and certification processes that may be company and/or industry specific.

The internal assessments use a combination of mandatory training (with associated assessments), panel interviews, and recommendations and endorsements from line managers. These programs are linked to the project classification systems and produce a “license to manage” for projects up to a certain level of complexity.

“Getting your certifications is great. It establishes your pedigree and lets you understand the fundamentals of project management and business analysis.”

—Eric Riddle, PMP, Global Director, Governance, Services & Applications, WorleyParsons

“We actively manage the pursuit of external accreditation.”

*—Dennis Schneider,
Head of Shell Project Academy, Projects & Technology, Learning and Organizational Effectiveness, Shell*

Behavior and Personality

Personality testing is another tool in the development of project management communities. PMI, through the *Pulse* and other research, has identified key behaviors that are important to the success of top project managers. Not surprisingly, organizations are beginning to go beyond technical capabilities to include emotional intelligence and other self-awareness capabilities. Several of the organizations interviewed for this research and a small portion of the HSI benchmark network actively use Myers-Briggs-type indicators, True Colors, and 4-D team assessments for personality and behavioral testing.

"It's important to realize that not everybody is the same and being aware of other score attributes helps improve understanding and teamwork by emphasizing the value of diversity"

—Terri Knudsen, Director Enterprise Portfolio Management Office (EPMO), Mayo Clinic

Curriculum Design

More mature organizations offer recorded, web-based education for basic skills and learning while reserving face-to-face training to help select personnel develop interactive skills. Ideally, a curriculum should include multiple learning streams to ensure there are options appropriate for all learning styles. Nearly all organizations collect post-training surveys for immediate feedback, regardless of the educational platform.

Many organizations opt to work with training and education providers that pair experienced practitioners with expert educators to develop and deliver top-quality learning opportunities.

"Within our EPMO, we've realized that we don't have to be education experts but we can leverage our partners within the organization who are and learn from them to create a robust PPM curriculum for the enterprise."

—Terri Knudsen, Director Enterprise Portfolio Management Office (EPMO), Mayo Clinic

The most useful curricula are not restricted to project management. As noted in PMI's *Pulse of the Profession*® *In-Depth Report: The Competitive Advantage of Effective Talent Management*,⁵ the three critical project management skill sets for success are technical, leadership, and strategic and business, which PMI has designated as the Talent Triangle.

Making the Most of E-learning

E-learning, commonly a blend of videos, slides with voice-overs, and interactive sessions with built-in assessment components, is gaining popularity for project management development. It is most effective for transferring knowledge specific to the organization rather than for building skills, as it allows for consistency around project management within the organization.

Working with Academia

Engaging with universities for development and delivery of curriculum components is becoming more common as a way to gain a fresh perspective on project management. Interviewees revealed academic professionals bring different, valuable expertise that gives practitioners a broad view on project work.

Partnerships between universities and organizations could also help close the resource gap that results from underinvesting in talent development. A master's degree program, for example, that blends organization-specific needs and practices with excellence in industry practices could help accelerate the development of project management talent.

Metrics

The collection of metrics related to the development of project talent was the weakest component of talent management among the organizations interviewed. To a large extent, metrics were limited to the number of training days per annum per person and/or number of certifications and/or credentials obtained.

*"It's important to measure whatever we can and continually show the progression of our efforts over time."
—Terri Knudsen, Director Enterprise Portfolio Management Office (EPMO), Mayo Clinic*

Excellence in measurement is found where a specific internal education group designs the curriculum and focuses on metrics. These organizations have developed systems aligned to assessments such as The Kirkpatrick Model⁶ of training evaluation and its four-level model: reaction, learning, behavior, and results.

The more mature organizations use this information for macro-level feedback on how executives view the impact of development initiatives on the business. Executives are then able to offer guidance on what they would like to see in the next 12 to 18 months from the team responsible for developing project management talent.

The Role of HR

The more mature the talent management process for project management, the more likely it is that HR will be involved in aspects of development for project professionals. HR should have adequate knowledge and understanding of how project management fits within the organization and what role it plays.

Harnessing Top Talent

Managing "top talent" or "future high performers" is not well developed in project management communities. The process often involves informal lists that are discussed discreetly and managed informally. But in more advanced organizations, senior executives are more engaged. They are often tasked with identifying and helping to move high performing prospects through the business as well as with monitoring their performance, job assignments, and career progression.

Most organizations rely on a pull rather than a push approach to training. Employees interested in advancing their careers in project management seek out development opportunities. The most direct and structured approaches to managing high-potential project talent were found in organizations that identify potential top talent annually and support them with focused attention, such as specific executive education opportunities.

“Twice a year each senior manager sits down with their managers and HR to review the progress of each employee and identify the superstars who we want to focus our investment in.”

—Lou Pack, PMP, Senior Vice President, ICF International

CONCLUSION

Given the impact project management has on strategic initiatives and the premium organizations place on those initiatives, the potential benefits are great for those that take developing project talent seriously.

The combined practices, culled from the 12 organizations interviewed and the HSI Talent Management Assessments, support creating and maintaining a strong project management talent strategy. The ability to attract, retain, and make the best use of project talent is at the heart of successful strategy execution, as well as:

- **Establishing a formal partnership between human resources and business leaders**
- **Supporting talent management from the executive level**
- **Creating a culture that encourages professional and personal development**
- **Classifying projects and identifying the competencies, skills, and behaviors necessary for success**
- **Promoting the breadth, depth, and variety of projects within the organization**
- **Instituting lessons learned**

These initiatives are adaptable across the spectrum of organizations that recognize the critical link between project management excellence and strategic success.

BUILDING TALENT: A PRIMER FOR SUCCESS

The advanced development of a talent management program for project practitioners is a growing opportunity of focus. This research, in combination with work done by HSI in assessing and benchmarking project management companies, has shown that organizations serious about executing their strategic initiatives have senior leadership who understands and supports the need for capable project management practitioners. These organizations also partner with HR professionals to leverage their expertise in recruitment, designing processes for assessment, selection, and overall professional development.

To make the case for investing in talent management, it is essential to identify specific problems or situations where project management could help, explain how, and design the talent management strategy for project practitioners accordingly. The following steps will help guide you in the process.

Establish the Need

One of the first tasks for designing and implementing a talent management strategy for project practitioners is to understand the size and scope of your organization's current community, the development systems, and how these fit into the context of the project portfolio. **Start by defining the roles, competencies, and skills and behaviors required to deliver projects and programs. Next, define who the talent strategy should include.** Consider internal project managers, program managers, portfolio managers, sponsors, technical specialists, business analysts, contractors, and vendors. Ask the following:

- **What level of project management capability is needed to successfully deliver this strategy?**
- **How many people in the various project roles are needed to successfully deliver this strategy?**
- **Which professional certification(s) and or credential(s) should the project community have?**
- **What talent does the organization need 3, 5, and 10 years from now?**

Assess the Current State

After the need is established, **conduct an internal personnel inventory to assess the skills and competencies of those whom you have identified as your current pool of project managers.** This includes getting an accurate headcount. HR systems should be able to provide an estimated size and composition of your talent pool. However, it is not uncommon to find that qualified individuals may not be included in the HR systems and additional input is needed.

When the talent is identified, ask the following questions:

- **What distinguishes top talent from good talent within the organization?**
- **Who should be involved in selecting top talent?**

Recruit Talent

Successful recruitment for project practitioners is a combination of organizational reputation and a well-managed portfolio of projects. It is important to **work with HR professionals to leverage their expertise in recruitment, designing processes for assessment, selection, and overall professional development.**

Other issues that need to be considered include:

- **What roles need to be filled today and by what types of individuals?**
- **What roles need to be filled in the future, and by what types and how many individuals?**
- **Can the roles be filled internally, by staff members who know the organization, its culture, and business practices? Or externally, by those who bring unique perspectives and new capabilities?**
- **How can the portfolio of projects be maximized to provide all project personnel with the best possible career paths?**
- **How can the organization promote an enterprise-wide project management capability?**
- **How can the organization highlight features as an employer of choice?**

Train and Develop

Developing a career path model is best done in consultation with HR. There must be reconciliation between the transient nature of projects, the career needs of the organization's talent pool, and the broader organization's career paths. This is especially important vis-à-vis exiting project management as a career path in favor of technical specialities or the executive track.

Establish a baseline for the current capabilities of the project management community. This will be an important metric for demonstrating success and will also provide valuable information for shaping the curriculum and establishing the business case for investing in development. A goal for the desired level of capability should be set and articulated.

Don't forget to analyze training needs. The data from the capability assessment will provide input into this activity. The subject, type, quantity, and delivery methods for training should be determined and clearly documented with an accompanying strategy for each type of training.

Finally, assure that the governance of the curriculum and all its training and educational materials align with the organization's strategic intent for talent management. Training should then be matched with developmental assignments.

Important training and development considerations include:

Certification: professional and internal certification programs

- **Select the professional certification(s) and/or credential(s) that are in line with the organization's goals**
- **Design the internal certification process to align with the types and levels of roles identified in the capability assessment and career path model**

Establish internal working groups to address the roles in the talent management strategy

- **Consider desired outcomes and how to measure the value being delivered**
- **Assign who will manage and facilitate**

Mentoring to foster culture and provide support for implementation

- **Develop a list of potential mentors**
- **Promote the concept to potential mentees**
- **Where and when possible, provide proactive introductions between mentees and mentors**
- **Source external providers that can offer support for formal mentoring, such as frameworks for mentoring, mentor training, and progress reviews**

Track and Measure

Finally, be sure to **document, track, and measure the implementation of your strategy**. It is important that adequate resources be assigned for documentation. This will aid in both continuity planning and measuring your success.

Track the program's total expenditure on project management development, including internal and external activities, whether funded centrally or through departmental budgets.

The most important measurement of any talent management strategy is its impact on the business. The following elements should be measured and monitored:

- **Trends in participation**
- **Changes to improve performance based on participation trends and assessment of results**
- **Effectiveness and success of the learning programs**
- **Perceptions of the relevance, credibility, and results achieved**
- **Key performance indicators (KPIs) developed to measure strategic impact on the organization**

Leverage Internal and External Knowledge

To create a vibrant talent management strategy that not only addresses the organization's current needs but looks to its future ones, it is important to leverage knowledge from both inside and outside the organization. Focusing exclusively on what is unique to the organization will be detrimental to its longevity and success. To engage the process, consider the following questions:

- **How strategically important is internal or external research and knowledge?**
- **How does the organization take account of or align itself with external standards for project management?**
- **How do the elements of the talent management strategy encourage continuous development of knowledge?**
- **How does the organization use lessons learned to create a cycle of improvement at the individual, project, program, and organizational levels?**
- **Which universities does the organization have relationships with or could be potential partners?**
- **How does the organization support the generation of new knowledge?**

Networking with others implementing talent-management strategies can be an invaluable source of new ideas and a way to get feedback on ideas before implementing them. This can be done both on individual and organizational levels.

The Journey

Organizations that embark on this journey will take a number of years to establish the foundations of excellence across the management of projects, programs, and portfolios. The implementation of a talent management strategy requires the organization to establish the need, assess capabilities, successfully recruit and retain talent, offer training and development, and track and measure the outcomes. Organizations that are serious about this talent management strategy foster a culture of respect, especially between senior leaders and HR professionals.

ABOUT THIS REPORT

Spotlight on Success reports on the findings from joint research conducted by PMI and Human Systems International (HSI) as part of PMI's 2014 Thought Leadership Series. The goal was to uncover examples of excellence in practice for recruiting, retaining, managing, and developing the high-potential project management talent required to execute organizations' strategic initiatives. It draws on the findings from two main areas: interviews with 12 senior executives (from 12 different organizations) responsible for managing projects and programs who are also heavily involved in all aspects related to their people; and the Talent Management Assessments conducted by HSI with project management organizations around the world. Candidates for participation were considered based on HSI's Talent Management Assessments and benchmarking, PMI research, and conversations with subject matter experts (SMEs) to determine those with noteworthy areas of talent management excellence.

ABOUT HSI

Human Systems International (HSI) is a leading assessment and benchmarking company with offices in London and Sydney, and operations throughout Europe and Asia-Pacific. HSI offers a wide range of diagnostic and analytic tools for improving organizations' project management capabilities, including the 4Q Assessment Model, which is used by organizations across all industry sectors as well as government agencies. Over the past two decades, HSI has developed the world's largest and most robust database highlighting organizational project and program management best practices.

ABOUT PMI

Project Management Institute is the world's leading not-for-profit professional membership association for the project, program, and portfolio management profession. Founded in 1969, PMI delivers value for more than 2.9 million professionals working in nearly every country in the world through global advocacy, collaboration, education, and research. PMI advances careers, improves organizational success, and further matures the profession of project management through its globally recognized standards, certifications and credentials, resources, tools, academic research, publications, professional development courses, and networking opportunities. As part of the PMI family, Human Systems International (HSI) provides organizational assessment and benchmarking services to leading businesses and government, while ProjectManagement.com and ProjectsAtWork.com create online global communities that deliver more resources, better tools, larger networks, and broader perspectives.

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