We have identified the most important IPMA[1] competences for each of these listed roles to learn, practice (there's that word again), and to excel in on the projects in which they are involved. And, we can cite the potential benefits (the business case) of their doing so. Of course, this benefit depends on the organization's culture, industry, core talent development approaches, and other factors.

The chart at the right shows three different groups, or levels, that affect project success. They serve a project best when they focus on *the right project themes*, and they detract from the project when they do not. Which one of those groups do you think should be most concerned with...
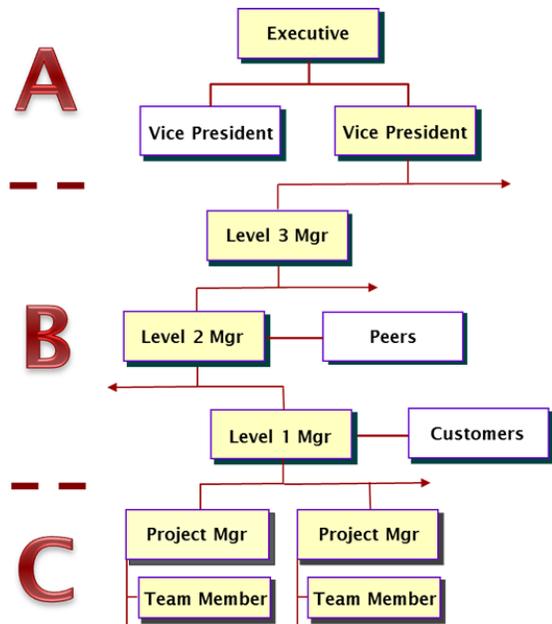
- How/When themes?
- Why/What themes?
- What/Who/Where themes?

These are the results from our Role Excellence studies:

Group A: Why/What?
Group B: What/Who/Where?
Group C: How/When?

And, in most organizations, which group do you think has the greatest improvement opportunity, in role excellence? Our results show it very often is Group B, the "Managers in the Middle."

In our presentation, we discuss a "Big Oil" company, that had slow decision-making and weak project results throughout many of their organization units. We guided the organization, surveying mid-manager peers, superiors and subordinates, to determine who added value and who did not. Over a three year period, we coached, promoted, and retired 2-3 layers in a 12-layer organization (from line workers to top management), The company doubled their project performance, by focusing on these competences:

☐ Prioritize
☐ Assign smartly
☐ Manage upward
☐ Develop PPM talent
☐ Decide quickly
☐ Communicate well
☐ Remove barriers

Through a combination of training, coaching, executive support, and the willingness of the participants to help identify how they added value to everything they touched, this company transformed its performance. Of course, one key to this success was executive support, including this mandate: No employee will lose their job, in this project. Those who choose to resume a former position, where they added clear value, can do so, remaining at their current pay scale. This was a massive organizational success.