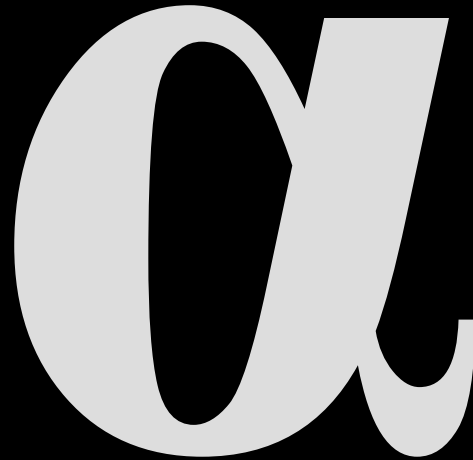


# The Alpha Project Managers

A large, stylized, white Greek letter alpha symbol (α) is centered on the page. The symbol is rendered in a bold, cursive-like font with a thick stroke and a small hook at the bottom right.

What the Top 2% Know That  
Everyone Else Does Not

**Andy Crowe**



# Project Management

# The Alpha Study

The Alpha Study asked...

Who is doing it right?

**WHO GETS IT?**

- Identified through survey and interviews of 860 project managers
- Only top 2% of the field as ranked by team, customer, senior management, and qualifying interviews were grouped as Alphas
- Non-Alphas comprised remaining 98%



What the stakeholders told us

## 8 Dimensions

- Attitude and belief
- Communication
- Alignment
- Approach and organization
- Focus and prioritization
- Issue management
- Relationships and conflict
- Leadership

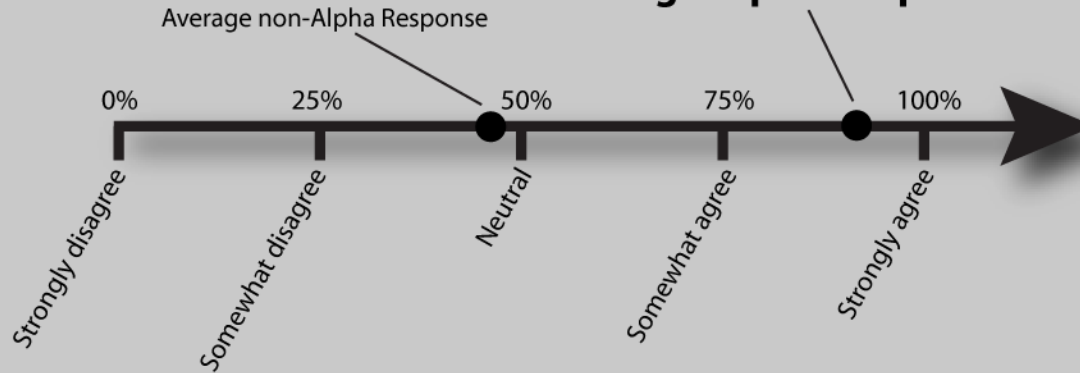
Let's look at 3 of these

# Attitude and Belief

## Who was Surveyed

- Project Managers
- Customers
- Senior Management
- Team Members

## Average Alpha Response



## By the Numbers

**Alpha average** 89%

**Non-Alphas average** 47%

**860 Responses**  
(18 Alphas)  
(842 non-Alphas)

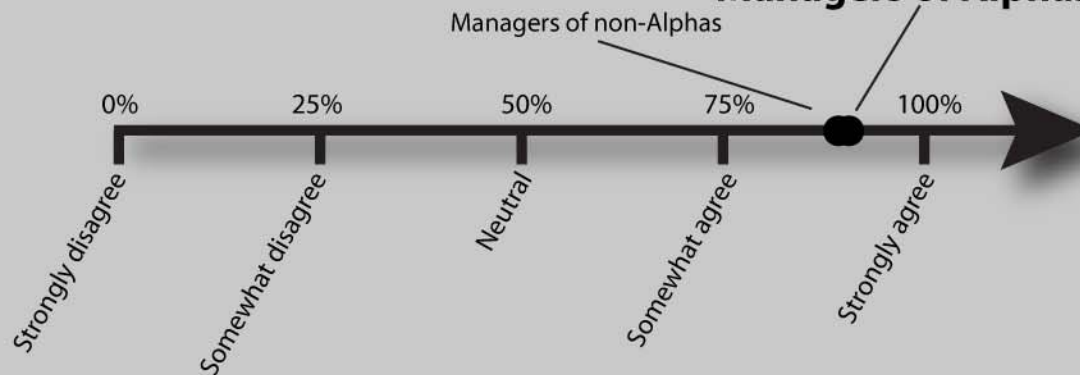
Mark the degree with which you agree with the following statement:

***"I have adequate authority to manage the projects for which I am responsible."***

## Who was Surveyed

- Project Managers
- Customers
- Senior Management
- Team Members

## Managers of Alphas



## By the Numbers

**Managers of Alphas** 87%

**Managers of Non-Alphas** 86%

**558 Responses**  
(18 Managers of Alphas)  
(540 Managers of non-Alphas)

Mark the degree with which you agree with the following statement:

***"This project manager has the necessary organizational authority to manage the project successfully."***

“I have responsibility but no authority!”

“No one is given  
authority. You just have  
to take it!”

–Tom Peters

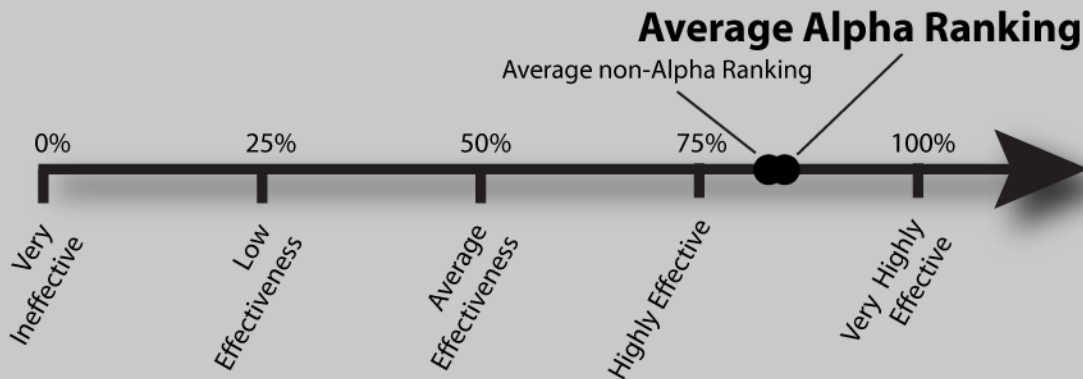
**Communication**



Alpha project managers do not  
assume when it comes to  
communication

## Who was Surveyed

- Project Managers
- Customers
- Senior Management
- Team Members



***“How would you rank your overall communication effectiveness?”***

## By the Numbers

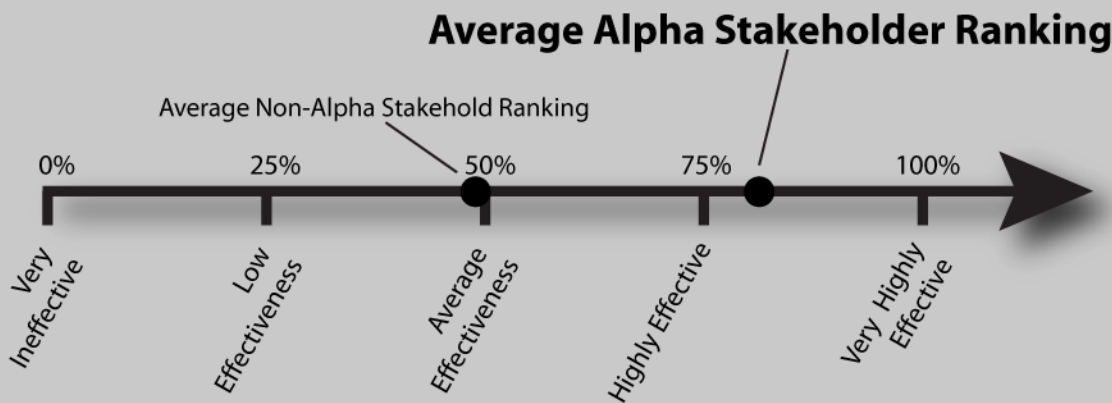
Alphas	84%
Non-Alphas	82%

**860 Responses**

18 Alphas  
842 Non-Alphas

## Who was Surveyed

- Project Managers
- Customers
- Senior Management
- Team Members



***“How would you rank this project manager’s overall communication effectiveness?”***

## By the Numbers

Stakeholders of Alphas	80%
Stakeholders of Non-Alphas	49%

**1103 Responses**

30 Alpha Stakeholders  
1073 Non-Alpha Stakeholders

How do they do this?

Alphas get to know their  
audiences and communicate  
appropriately.

Alphas get to know their audiences and communicate appropriately.

“Until the product is in the customer’s hands, communication *is* my deliverable.”

Victor (Alpha)

# Alignment

Alphas know how their project  
aligns to their company's  
strategy

## Who was Surveyed

Project Managers

Customers

Senior Management

Team Members



% of Project Managers Responding "Yes"

***"Is your primary project considered highly strategic to your organization (i.e., does it***

***strongly contribute to the performing organization's core strategic goals)?"***

## By the Numbers

**Alphas** 60.1%

**Non-Alphas** 41.4%

**812 Responses**

(18 Alphas)

(794 non-Alphas)

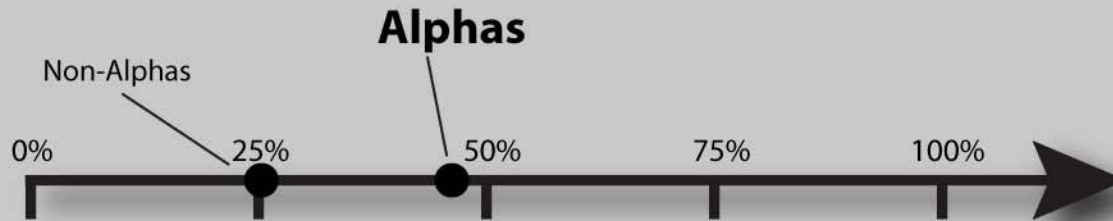
## Who was Surveyed

Project Managers

Customers

Senior Management

Team Members



% of Senior Managers Responding "Yes"

***"Is this project manager's primary project considered highly strategic to your organization***

***(i.e., does it strongly contribute to your organization's core strategic goals)?"***

## By the Numbers

**Alphas** 45.3%

**Non-Alphas** 25.2%

**451 Responses**

(18 managers of Alphas)

(433 managers of non-Alphas)



70% of Alphas can articulate  
their organization's stated  
strategic goals when asked

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Only 20% of non-Alphas can do  
the same

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Alphas know how their project  
aligns and contributes to those  
strategic goals

Full details published in  
Alpha Project Managers:  
What the Top 2% Know That  
Everyone Else Does Not.

# Let's Talk

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