

1. Part 1. Welcome

Welcome to the On-Line Program/Project Manager Interview/Survey
In support of the PMI-ESC Lille Research Project titled
"Project Managers as Senior Executives?"

The Project Management Institute/PMI® and the Ecole Supérieure de Commerce de Lille/ESC Lille, in France, are co-sponsoring this important research project to substantiate or refute these hypotheses:

1. Program and project managers face greater difficulties in reaching top executive positions – at least in some industrial sectors – compared to more traditional, well-established functional positions (finance, sales, marketing, engineering, manufacturing, and others). If this hypothesis holds true then special emphasis will be needed to train project and program managers in recognizing and overcoming these difficulties.
2. Those project management positions that usually report more closely to top executive levels, such as Director of Project Management, Senior Project Sponsors, and Program Managers, are more likely to lead to top executive positions compared to the lower level project manager positions. If this premise is valid then career paths that include these positions will prove to be advantageous.
3. And yet there are significant similarities between the integrative and other functions, roles and responsibilities of project and program managers and those of senior managers and executives in all complex organizations. If this can be shown to be a valid hypothesis then it readily follows that successful experience as a project or program manager is excellent preparation to become a successful senior executive.

Our primary research effort is centered on interviews and surveys of CEOs and other senior executives in diverse organizations on one hand, plus interviews and surveys of program and project managers on the other. This on-line interview/survey is designed to obtain a sound picture of the experiences and opinions of seasoned program and project managers which, when properly analyzed and combined with those of CEOs and other senior executives, will lead to the formulations of the conclusions of the research effort.

We appreciate your willingness to spend about one hour of your time in completing the following survey questionnaire and the essay-type interview questions. Please contact one of us if you need any explanations or have any questions. We will of course enable you to download the resulting research report when it is completed.

Please note that you can earn PDUs for renewal of your PMI certifications for the time spent on this effort.

Confidentiality: We guarantee to respect the complete confidentiality of your personal and your organizational identity in all public and published uses of this information. When requested we will provide a formal confidentiality agreement signed by Prof. Dr. Jean-Pierre Debourse representing ESC- Lille Business School.

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Related links:

Information on the research project: http://www.pmforum.org/library/research/PMI_ESC_Research_Project.pdf

PMI: <http://www.pmi.org/info/default.asp>

ESC-Lille: <http://www.esc-lille.com/>

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2. Part 2. Survey Instructions

Instructions for Completing the Survey/Interview:

1. There are 77 questions, of which 26 require answers. Required questions are marked with an asterisk ("*") and the word REQUIRED. You will not be able to proceed to the next page until you answer all the required questions on each page. We hope that you will complete all the questions including those for which an answer is not required. Every answer is important to build our database for a proper, supportable interpretation of the results. If you find a question "too complicated" or otherwise "un-answerable", please just leave it blank.

Your progress is shown on the bar chart at the top of every page. The bar chart shows which page you are currently on, and how many are in the whole survey.

2. You may download a PDF file containing the survey questions at <http://www.pmforum.org/library/research/PMI-ESC-ResearchSurvey.pdf> and save or print this file if desired. The printed survey is 25 pages long.

3. If you are not presently a Program or Project Manager, but have held one of those positions within the past 5 years, please answer the questions as if you are still in that position at the present time.

4. The survey will close on Saturday, December 15 at 23:59 (11:59 pm) UTC/GMT. Please complete the survey before then.

3. Part 3. Information About Your Present Position and Organization

Information about your background and experience.

1. (REQUIRED) What is your current employment status? (Please respond from the point of view of your client or employer.)

Full time employee

Outside consultant

Contract employee

Not currently employed (please respond to this survey based on your last employment or consulting role)

Other (please specify)

2. (REQUIRED) What type of organization do you work for?

Federal or National Government Agency

State, Province or Department Government

County or City Government

Information technology business

Manufacturing business

Construction business

Financial services business

Mining business

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Transportation, communication, electric, gas, or oil business

Sanitary services business

Wholesale or retail trade business

Educational institution

Health services institution

Other (please specify)

3. (REQUIRED) What is the name of your specific part of the organization?

4. (REQUIRED) What is your current position title?

Please select the title that most closely matches with your organization's terminology.

Chief Executive Officer (CEO)

Chief Project Officer

Director/Vice President of Program/Project Management

Program Director

Program Manager

Project Director

Project Manager

Other (please specify)

5. (REQUIRED) Are you a full-time or part-time program/project manager?

Full-time

Part-time, and my other assigned duties and responsibilities include:

6. (REQUIRED) How many programs and projects do you currently direct?

Enter zero ("0") or a number in each box.

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Programs

Projects

7. (REQUIRED) What is the position title and executive rank of your immediate supervisor?

Please select the title that most closely matches with your organization's terminology.

President

Chief Executive Officer

Chairman

Chief Operations Officer

Chief Finance Officer

Chief Information Officer

Chief Project Officer

Director/Vice President of Project Management/Project Management Office/PMO

Program Director

Program Manager

Project Director

Project Manager

Officer

Department Head

Manager

Other (please specify)

4. Part 4. Information About Your Career Path to Date

Starting with your present or most recent job (your organizational position with title) and continuing through to your first job, please list about how many months you spent in each role. For each of these jobs, please also indicate which of the following BEST describes your assignment at the time:

- * Functional specialist (i.e., engineering, other technical, financial, sales and marketing, legal, etc.)
- * Functional supervisor or manager (section head, department head or manager, etc.), within a specific functional area
- * Program/Project management support specialist (planning, scheduling, cost estimating, cost control, document control, etc.)
- * Assistant, Deputy, or Associate Program/Project Manager
- Program/Project Manager/Director
- * Vice President/Director of Program/Project Management
- * Trainer, educator, or teacher in a functional specialty area
- * Trainer, educator, or teacher in a program/project management specialty area
- * Consultant in any aspect of project management

Please try to use the categories listed above. If none of them describe your assignment, select "Other".

Please enter brief comments in the box "Other comments about this job" to indicate special conditions or situations such as active military service, simultaneously holding two disparate positions, elected political positions, un-paid public service positions such as the Peace Corps, etc., or positions not described by any of the above choices.

For technical reasons questions about jobs beyond your current job are not "required." However, PLEASE make as many entries as you need to give us the complete information that we need to build our data base on the various career paths that have led program and project managers to their present responsibilities. THIS IS VITALLY IMPORTANT TO OUR RESEARCH EFFORT.

8. (REQUIRED) How many months did you spend in your PRESENT or MOST RECENT job? (Job #1)

9. (REQUIRED) What best describes your assignment in this job? (Job #1)

- Functional specialist
- Functional supervisor
- PM support specialist
- Asst. PM Manager
- Program/Project Manager or Director
- VP/Director of PM
- Functional Trainer
- PM Trainer
- PM Consultant
- Other

Other comments about this job:

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10. How many months did you spend in your previous job? (Job #2)

11. What best describes your assignment in this job? (Job #2)

- Functional specialist
- Functional supervisor
- PM support specialist
- Asst. PM Manager
- Program/Project Manager or Director
- VP/Director of PM
- Functional Trainer
- PM Trainer
- PM Consultant
- Other

Other comments about this job:

12. How many months did you spend in your previous job? (Job #3)

13. What best describes your assignment in this job? (Job #3)

- Functional specialist
- Functional supervisor
- PM support specialist
- Asst. PM Manager
- Program/Project Manager or Director
- VP/Director of PM
- Functional Trainer
- PM Trainer
- PM Consultant
- Other

Other comments about this job:

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14. How many months did you spend in your previous job? (Job #4)

15. What best describes your assignment in this job? (Job #4)

- Functional specialist
- Functional supervisor
- PM support specialist
- Asst. PM Manager
- Program/Project Manager or Director
- VP/Director of PM
- Functional Trainer
- PM Trainer
- PM Consultant
- Other

Other comments about this job:

16. How many months did you spend in your previous job? (Job #5)

17. What best describes your assignment in this job? (Job #5)

- Functional specialist
- Functional supervisor
- PM support specialist
- Asst. PM Manager
- Program/Project Manager or Director
- VP/Director of PM
- Functional Trainer
- PM Trainer
- PM Consultant
- Other

Other comments about this job:

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18. How many months did you spend in your previous job? (Job #6)

19. What best describes your assignment in this job? (Job #6)

- Functional specialist
- Functional supervisor
- PM support specialist
- Asst. PM Manager
- Program/Project Manager or Director
- VP/Director of PM
- Functional Trainer
- PM Trainer
- PM Consultant
- Other

Other comments about this job:

20. How many months did you spend in your previous job? (Job #7)

21. What best describes your assignment in this job? (Job #7)

- Functional specialist
- Functional supervisor
- PM support specialist
- Asst. PM Manager
- Program/Project Manager or Director
- VP/Director of PM
- Functional Trainer
- PM Trainer
- PM Consultant
- Other

Other comments about this job:

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22. How many months did you spend in your previous job? (Job #8)

23. What best describes your assignment in this job? (Job #8)

- Functional specialist
- Functional supervisor
- PM support specialist
- Asst. PM Manager
- Program/Project Manager or Director
- VP/Director of PM
- Functional Trainer
- PM Trainer
- PM Consultant
- Other

Other comments about this job:

24. How many months did you spend in your previous job? (Job #9)

25. What best describes your assignment in this job? (Job #9)

- Functional specialist
- Functional supervisor
- PM support specialist
- Asst. PM Manager
- Program/Project Manager or Director
- VP/Director of PM
- Functional Trainer
- PM Trainer
- PM Consultant
- Other

Other comments about this job:

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26. How many months did you spend in your previous job? (Job #10)

27. What best describes your assignment in this job? (Job #10)

- Functional specialist
- Functional supervisor
- PM support specialist
- Asst. PM Manager
- Program/Project Manager or Director
- VP/Director of PM
- Functional Trainer
- PM Trainer
- PM Consultant
- Other

Other comments about this job:

28. If you held more than 10 jobs, please use the space below to continue the list from above (start with job #11, then #12, etc.).

Please list each job on a separate line. List the number of months you were in the job and the job description (from the list above) that BEST describes the job.

5. Part 5. Information on Your Education and Certification

Tell us about your educational background. If you do not have a degree, just leave the section blank.

29. Undergraduate degree: (Leave blank if none)

Name of degree	<input type="text"/>
Subject area	<input type="text"/>
Educational institution	<input type="text"/>

30. Graduate degree: (Leave blank if none)

Name of degree	<input type="text"/>
Subject area	<input type="text"/>
Educational institution	<input type="text"/>

31. Additional degrees:

Please include for each degree the name of the degree, the subject, and the educational institution.

32. Project management and related certifications:

- PMI Project Management Professional (PMP®)
- PMI Certified Associate in Project Management (CAPM®)
- PMI OPM3 Certified Assessor
- PMI OPM3 Certified Consultant
- PMI Program Management Professional (PgMP (SM))
- IPMA-A: Certified Project Director
- IPMA-B: Certified Senior Project Manager
- IPMA-C: Certified Project Manager
- IPMA-D: Certified Project Management Associate
- AACE Interim Cost Consultant (ICC)
- AACE Certified Cost Consultant/Certified Cost Engineer (CCC/CCE)
- AACE Planning & Scheduling Professional (PSP)

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- AACE Earned Value Professional (EVP)
- PRINCE2 Foundation
- PRINCE2 Practitioner
- Registered/Licensed/Certified Engineer
- Registered/Licensed/Certified Public Accountant
- Registered/Licensed/Certified Attorney
- Other (please specify, each certification on a new line)

6. Part 6. Information on Your Experience With Various Categories of Projects

Categories of projects with which you have had direct experience:

(Please select at least one category from this page or fill in "other". Check off as many categories as you have experience with.)

Please check every category of projects with which you have had direct experience as a Program or Project Manager or as a member of a project team. For projects that do not fit into the categories listed, please describe the type of project under "other".

33. Aerospace/Defense Projects

- Defense systems
- Space
- Military operations
- Other (please specify)

34. Business & Organization Change Projects

- Acquisition/Merger
- Management process improvement
- New business venture
- Organization re-structuring
- Legal proceeding
- Other (please specify)

35. Communication Systems Projects

- Network communications systems
- Switching communications systems
- Other (please specify)

36. Event Projects

- International events
- National events
- Other (please specify)

37. Facilities Projects

- Facility decommissioning
- Facility demolition
- Facility maintenance and modification
- Facility design/procurement/construction (DPC)
- Facility DPC Civil
- Facility DPC Energy
- Facility DPC Environmental
- Facility DPC High rise
- Facility DPC Industrial
- Facility DPC Commercial
- Facility DPC Residential
- Facility DPC Ships
- Other (please specify)

38. Information Systems (Software) Projects

- Application development
- Installation of externally furnished packages
- Installation of packages in client organizations
- Maintenance of applications
- Other (please specify)

39. International Development Projects

- Agriculture/rural development
- Education
- Health
- Nutrition
- Population
- Small-scale enterprise
- Infrastructure: energy (oil, gas, coal, power generation and distribution), industrial, telecommunications, transportation, urbanization, water supply and sewage, irrigation
- Other (please specify)

40. Media & Entertainment Projects

- Motion picture
- TV segment
- Live play or music event
- Other (please specify)

41. Product and Service Development Projects

- Information technology hardware
- Industrial product/process
- Consumer product/process
- Pharmaceutical product/process
- Service (financial, other)
- Other (please specify)

42. Research and Development Projects

- Environmental
- Industrial
- Economic development
- Medical
- Scientific
- Other (please specify)

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43. Other Categories (please put each category on a new line)

7. Part 7. Your Ranking of the Relative Importance of Project Manager and CEO ...

44. (REQUIRED) Please enter your ranking in each column, based on your experience and knowledge, for each of these skills as it relates to the responsibilities of a program or project manager.

	Very important	Rather important	Important	Not very important	Without importance
(REQUIRED) Problem solving	jn	jn	jn	jn	jn
(REQUIRED) Result orientation	jn	jn	jn	jn	jn
(REQUIRED) Sense of perspective	jn	jn	jn	jn	jn
(REQUIRED) Good communication skills	jn	jn	jn	jn	jn
(REQUIRED) Negotiation	jn	jn	jn	jn	jn
(REQUIRED) Assertiveness	jn	jn	jn	jn	jn
(REQUIRED) Decision-making	jn	jn	jn	jn	jn
(REQUIRED) Use of positional power	jn	jn	jn	jn	jn
(REQUIRED) Conceptual thinking	jn	jn	jn	jn	jn
(REQUIRED) Organizational commitment	jn	jn	jn	jn	jn
(REQUIRED) Conflict and crisis resolution	jn	jn	jn	jn	jn
(REQUIRED) Competencies in forecasting	jn	jn	jn	jn	jn
(REQUIRED) Holistic thinking: looking at the big picture as a whole	jn	jn	jn	jn	jn
(REQUIRED) Using a systems approach : ability to recognize how things are linked and connected	jn	jn	jn	jn	jn
(REQUIRED) Being flexible, adaptable, open-minded	jn	jn	jn	jn	jn
(REQUIRED) Ability to set and balance priorities	jn	jn	jn	jn	jn
(REQUIRED) Cross-cultural abilities (macro and micro)	jn	jn	jn	jn	jn
(REQUIRED) Skills in PM methods and tools : planning, scheduling, forecasting, defining	jn	jn	jn	jn	jn

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objectives, visualizing the future, analyzing and managing risks, monitoring, and controlling

(REQUIRED) Team and people skills: Interpersonal skills required to lead, communicate, coordinate, facilitate, motivate, and build a team

(REQUIRED) Technical skills: i.e. engineering, scientific, economic, mathematical, or other skills related to the particular technical discipline

(REQUIRED) Basic business and management skills: How the business or industry operates, how companies and other organizations are managed, and fundamental methods of planning, budgeting, financing and operating organizations

j_nj_nj_nj_nj_nj_nj_nj_nj_nj_nj_nj_nj_nj_nj_n

45. (REQUIRED) Answer the same question as above, but this time for the role of a Chief Executive Officer (CEO) or senior executive.

	Very important	Rather important	Important	Not very important	Without importance
(REQUIRED) Problem solving	j _n	j _n	j _n	j _n	j _n
(REQUIRED) Result orientation	j _n	j _n	j _n	j _n	j _n
(REQUIRED) Sense of perspective	j _n	j _n	j _n	j _n	j _n
(REQUIRED) Good communication skills	j _n	j _n	j _n	j _n	j _n
(REQUIRED) Negotiation	j _n	j _n	j _n	j _n	j _n
(REQUIRED) Assertiveness	j _n	j _n	j _n	j _n	j _n
(REQUIRED) Decision-making	j _n	j _n	j _n	j _n	j _n
(REQUIRED) Use of positional power	j _n	j _n	j _n	j _n	j _n
(REQUIRED) Conceptual thinking	j _n	j _n	j _n	j _n	j _n
(REQUIRED) Organizational commitment	j _n	j _n	j _n	j _n	j _n
(REQUIRED) Conflict and crisis resolution	j _n	j _n	j _n	j _n	j _n
(REQUIRED) Competencies in forecasting	j _n	j _n	j _n	j _n	j _n
(REQUIRED) Holistic thinking: looking at the big picture as a whole	j _n	j _n	j _n	j _n	j _n
(REQUIRED) Using a systems approach : ability to recognize how things are linked and connected	j _n	j _n	j _n	j _n	j _n
(REQUIRED) Being flexible, adaptable, open-minded	j _n	j _n	j _n	j _n	j _n
(REQUIRED) Ability to set and balance priorities	j _n	j _n	j _n	j _n	j _n
(REQUIRED) Cross-cultural abilities (macro and micro)	j _n	j _n	j _n	j _n	j _n
(REQUIRED) Skills in PM methods and tools : planning, scheduling, forecasting, defining objectives, visualizing the future, analyzing and managing risks, monitoring, and controlling	j _n	j _n	j _n	j _n	j _n
(REQUIRED) Team and people skills:	j _n	j _n	j _n	j _n	j _n

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Interpersonal skills required to lead, communicate, coordinate, facilitate, motivate, and build a team

(REQUIRED) Technical skills: i.e. engineering, scientific, economic, mathematical, or other skills related to the particular technical discipline

(REQUIRED) Basic business and management skills: How the business or industry operates, how companies and other organizations are managed, and fundamental methods of planning, budgeting, financing and operating organizations

j_nj_nj_nj_nj_nj_nj_nj_nj_nj_n

8. Part 8. Your Ranking of the Relative Importance of Various Project Manager ...

46. (REQUIRED) Please enter your ranking in each column, based on your experience and knowledge, for each of these roles as it relates to the responsibilities of a program or project manager.

	Very important	Rather important	Important	Not very important	Without importance
(REQUIRED) Maintaining a strong, stable point in a world of discontinuities and turbulences	j _n	j _n	j _n	j _n	j _n
(REQUIRED) Being a positive role model for the behavior of members of the organization	j _n	j _n	j _n	j _n	j _n
(REQUIRED) Providing meaning and purpose for the actions of members of the organization	j _n	j _n	j _n	j _n	j _n
(REQUIRED) Acting as a focal point for interaction between the organization and the environment	j _n	j _n	j _n	j _n	j _n
(REQUIRED) Articulating and spreading current economic, political, and technical realities within the organization	j _n	j _n	j _n	j _n	j _n
(REQUIRED) Demonstrating a practical grasp of reality	j _n	j _n	j _n	j _n	j _n
(REQUIRED) Identifying and recognizing the importance of weak signals of change	j _n	j _n	j _n	j _n	j _n
(REQUIRED) Creating and communicating a vision of the future reality of the organization	j _n	j _n	j _n	j _n	j _n
(REQUIRED) Creating and positively influencing the culture of the organization	j _n	j _n	j _n	j _n	j _n
(REQUIRED) Fostering and protecting a positive climate of cultural diversity	j _n	j _n	j _n	j _n	j _n
(REQUIRED) Acting as a change agent by identifying when changes are needed	j _n	j _n	j _n	j _n	j _n
(REQUIRED) Acting as a change agent by supporting changes within the organization	j _n	j _n	j _n	j _n	j _n
(REQUIRED) Acting as a change agent by encouraging actions to support changes	j _n	j _n	j _n	j _n	j _n
(REQUIRED) Acting as a change agent by moderating the negative impact of changes	j _n	j _n	j _n	j _n	j _n
(REQUIRED) Acting as a change agent by being a personal model of progressive change	j _n	j _n	j _n	j _n	j _n
(REQUIRED) Performing positive roles within the local and wider social communities	j _n	j _n	j _n	j _n	j _n

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47. (REQUIRED) Answer the same question as above, but this time for the role of a Chief Executive Officer (CEO) or senior executive.

	Very important	Rather important	Important	Not very important	Without importance
(REQUIRED) Maintaining a strong, stable point in a world of discontinuities and turbulences	jn	jn	jn	jn	jn
(REQUIRED) Being a positive role model for the behavior of members of the organization	jn	jn	jn	jn	jn
(REQUIRED) Providing meaning and purpose for the actions of members of the organization	jn	jn	jn	jn	jn
(REQUIRED) Acting as a focal point for interaction between the organization and the environment	jn	jn	jn	jn	jn
(REQUIRED) Articulating and spreading current economic, political, and technical realities within the organization	jn	jn	jn	jn	jn
(REQUIRED) Demonstrating a practical grasp of reality	jn	jn	jn	jn	jn
(REQUIRED) Identifying and recognizing the importance of weak signals of change	jn	jn	jn	jn	jn
(REQUIRED) Creating and communicating a vision of the future reality of the organization	jn	jn	jn	jn	jn
(REQUIRED) Creating and positively influencing the culture of the organization	jn	jn	jn	jn	jn
(REQUIRED) Fostering and protecting a positive climate of cultural diversity	jn	jn	jn	jn	jn
(REQUIRED) Acting as a change agent by identifying when changes are needed	jn	jn	jn	jn	jn
(REQUIRED) Acting as a change agent by supporting changes within the organization	jn	jn	jn	jn	jn
(REQUIRED) Acting as a change agent by encouraging actions to support changes	jn	jn	jn	jn	jn
(REQUIRED) Acting as a change agent by moderating the negative impact of changes	jn	jn	jn	jn	jn
(REQUIRED) Acting as a change agent by being a personal model of progressive change	jn	jn	jn	jn	jn
(REQUIRED) Performing positive roles within the local and wider social communities	jn	jn	jn	jn	jn

9. Part 9. First 10 Interview Questions

48. (REQUIRED) How important do you believe the discipline of modern project management to be within your organization and your industrial/governmental/service/market/etc. sector?

- Very important
- Important
- Neutral
- Not important
- Without importance

Additional comments

49. (REQUIRED) How do you rate the current PM capabilities of your organization against those of your primary competitors or other similar organizations?

- Much better
- Better
- About the same
- Worse
- Much worse

Additional comments

50. (REQUIRED) Do you have formal titles in project management in your company? Which ones do you have?

Please select the title that most closely matches with your organization's terminology.

- Chief Project Officer
- Director/Vice President of Program/Project Management
- Program Director
- Program Manager

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- Project Director
- Project Manager
- My company has no formal titles in project management
- Other (please list all PM titles in your company)

51. (REQUIRED) To whom does the most senior Program/Project Manager or Director report in your organization?

Please select the title that most closely matches with your organization's terminology.

- President
- Chief Executive Officer
- Chairman
- Chief Operations Officer
- Chief Finance Officer
- Chief Information Officer
- Chief Project Officer
- Director of Program/Project Management
- Department Head
- Other (please specify)

52. How does your experience as a program/project manager prepare you to become an effective general manager or senior executive?

53. What are the most important skills that you have acquired as a program/project manager that you believe will be most valuable to you when you are given general manager or senior executive responsibilities?

54. Which of the following statements best expresses your feelings about your professional advancement:

- I would accept a lateral move into a functional area of responsibility if it would enhance my ability to move into more senior executive responsibilities.
- I would prefer to continue to take on broader responsibilities within the program/project management discipline, with the expectation that these will lead to senior executive positions for me.
- I would prefer to continue as a program/project manager for the remainder of my career.
- None of the above. (please explain)

55. What are your greatest sources of difficulties as a program/project manager? How do these compare with the greatest sources of difficulties that you observe or imagine facing general managers and senior executives?

56. What were the most significant personal experiences have you had in PM during your career, and how did those experiences affect your advancement to greater responsibilities? How do you expect they will affect your future advancement?

57. Assuming that there are two basic career paths that lead to senior executive positions – the more traditional path of moving up within a single functional area (engineering, production, sales and marketing, finance, legal, etc.) and the second that includes project manager responsibilities – what are the advantages that you perceive in having project manager responsibilities as a major part of your career path?

10. Part 10. Final 12 Interview Questions

58. (REQUIRED) What is the highest level in the organization to which you, as a Program/Project Manager, typically have formal, personal exposure? This may include review meetings, briefings, or other meetings.

Please select the title that most closely matches with your organization's terminology.

- Board of Directors
- President
- Chief Executive Officer
- Chairman
- Chief Operations Officer
- Chief Finance Officer
- Chief Information Officer
- Department Head
- Director of Program/Project Management/Chief Projects Officer
- Other (please specify)

59. (REQUIRED) Do you agree with the premise that experience as a project manager is or can be excellent preparation for senior executive positions?

- Yes
- No

What are the main reasons for your conclusion in this regard?

60. (REQUIRED) Do you have a formal career path process in your organization for your senior executives?

- Yes
- No
- Partial (please explain)

61. (REQUIRED) Do you have a formal career path process in your organization for your project managers?

Yes

No

Partial (please explain)

62. What do you see as the most important SIMILARITIES in the competencies, skills, and roles between a CEO and a Project Manager?

63. What do you see as the most important DIFFERENCES in the competencies, skills, and roles between a CEO and a Project Manager?

64. What are the three or more, most important factors for success to date in your career path advancement?

65. Do you believe that having a certain type of education helps get people a promotion to senior executive positions in your company?

A specific type of university degree

Being a graduate of specific universities

Other (list any other factors)

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66. If so, why do you believe these factors above help get people promoted to senior executive positions in your company?

67. Do you believe that having certain types of work experience help get people a promotion to senior executive positions in your company?

- Having expertise in a specific functional area (e. g. financial, marketing, legal, production, engineering, etc.)
- Having expertise in a cross-functional area such as project management
- Having served as head of a specific department or division
- Other (list any other key factors)

68. If so, why do you believe these help get people promoted to senior executive positions in your company?

69. (REQUIRED) What networking and political skills are important to develop as a project manager that will assist you in moving to a senior executive position?

70. (REQUIRED) What actions do you think are necessary for you to take in order to reach a senior executive position in your organization or during your future career in other organizations?

11. Part 11. Additional Important Information

71. What additional comments do you care to make that might be pertinent to our research project?

72. If you wish to remain anonymous for this survey, you may leave the questions below blank. Even if you include your name and company, your personal information will never be released in the final report.

Name

Company or
Organization

73. If you would like to receive notice when our final report is available, please provide your e-mail address.

E-mail address

74. (REQUIRED) What is your gender?

Female

Male

75. (REQUIRED) What is the year of your birth? (Please enter a four-digit year)

76. (REQUIRED) What country do you currently live in?

77. About how much time did you spend completing this survey? (answer in minutes)