ROLE PROFILE FOR YOUR VACANCY

Your project probably needs a Project Manager.

This is a first piece of advice based on your answers, indicative only. A conversation about your project makes it sharper.

WHAT YOUR PROJECT NEEDS

Notice how your answers point to a small to medium-sized in-house project with its own team. That means you are looking for a project manager in the true sense: someone who organises the work of others, close to the day-to-day work.

YOUR TITLE

Your title "Project Manager" fits this type. Other titles candidates recognise: "Project Manager" or "Project Lead". Because the role gets little mandate, you are rather looking for a senior profile.

WAY OF HIRING

Permanent hire. Projects are part of the regular work of your organisation, or you are looking for someone for several projects in the long run. The knowledge this person builds then stays in-house, which makes a permanent hire the logical choice.

PROJECT-RELATED CORE TASKS

1. Plan and follow up the project: scope, tasks, timing, budget and risks.
2. Organise the project team and lead the follow-up meetings, and involve other relevant stakeholders in the project.
3. Agree with the sponsor what the project delivers and which benefits are desired, and confirm it again regularly.
4. Discuss changes before they are carried out.
5. Organise the project administration accurately and carry it out (or have it carried out).

WHO THIS PERSON TYPICALLY NEEDS TO WORK WITH

The sponsor within the organisation (often a line manager), the project team and their line managers, the colleagues affected by the project, and any suppliers.

MANDATE AND influence



Typical for this role: limited to moderate What the organisation gives

The organisation gives less mandate than this role typically needs. That is possible, and it means you are looking for someone who mainly works through influence: rather a senior profile, strong in network and information.

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WHAT YOU ASK OF CANDIDATES

Mainly: working with project methods and approaches (planning, follow-up, agile or traditional ways of working); communication, collaboration, leadership and influencing; influencing without formal mandate, through network and information.

Also: understanding of the organisation and the sector, the internal client and the budget.

To a limited extent: subject-matter expertise.

Certification: PMP. Useful, but not a requirement.

INTERVIEW QUESTIONS

1. **Tell me about a period in which you ran several projects at once. How did you divide your attention?**
   Look for: Conscious choices, not whoever shouts loudest.
2. **How do you record agreements with colleagues you see every day?**
   Look for: Small agreements formally too.
3. **What do you do when your sponsor is also your own line manager?**
   Look for: An eye for roles that blur, and daring to escalate the role conflict.
4. **Tell me about a change that came halfway. How did you handle it?**
   Look for: Discuss first, then carry out.
5. **How do you know your team knows what is expected of them?**
   Look for: Checking explicitly, and defining roles and responsibilities explicitly.
6. **Tell me about a time you got something done by people over whom you had no authority.**
   Look for: How, not only that it worked; network, trust and information rather than pressure.

PITFALLS IN SELECTION

- Asking for a "project manager" and selecting an expert who mainly wants to do the work themselves.
- Selecting the best subject-matter specialist, or a line manager for their expertise, while the role mainly asks for leading and organising people.
- Not mentioning in the vacancy how many projects the person runs at once, and alongside which other (operational) work.

YOUR NEXT STEP

Before you publish the vacancy, consider the following:

- Having the vacancy reviewed, so candidates recognise straight away what you are looking for
- Ask for help in screening candidates

After hiring, you can:

- Provide targeted training for your (internal) candidate
- Onboarding mentoring: building influence without mandate is learned fastest by your new project manager with someone who watches along.

Feel free to contact The Project Management Mentor or have a look at relevant courses. projectmanagementmentor.be/en/contact/ · projectmanagementmentor.be/en/for-organisations/

Disclaimer. This is a first piece of advice based on your answers, indicative only. The report is based on a number of standard characteristics and a number of relevant standard answers. A conversation about your project makes it sharper. The results are based on empirical experience from more than 30 years of project practice, and your answers help to refine the model further. You remain responsible for the answers you gave. No rights can be derived from this report and, to the extent permitted by law, Gaps bv accepts no liability for damage resulting from errors in this report or from its use. Mandate and influence: based on French and Raven (1959) and Raven (1965); zones per type: The Project Management Mentor. What you ask of candidates: based on the PMI Talent Triangle (2022); Domain Expertise is an addition by The Project Management Mentor.