



# David

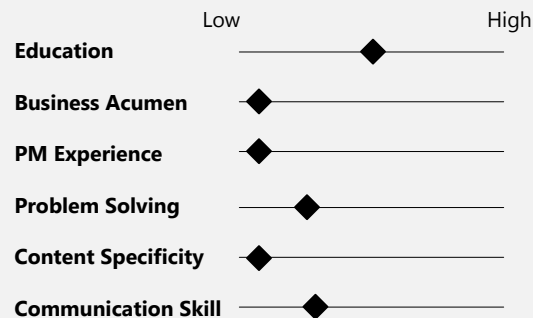
## The Protégé

### “How do I get started in getting started?”

#### IT Support Technician

- 25 year old man
- BS in IT
- \$42,000 per year
- Recent college graduate, one year in current field
- Not a PMI Member
- No PMI Certification
- “Tech geek”, comfortable with new technology and software

#### Attributes



David works in the IT department of a medium sized company that sells a billing system to the hospitality industry. He takes 1<sup>st</sup> tier customer support calls and responds to employee computer issues. Occasionally, he is given special projects to investigate new technology and tools. David has been in the workforce about a year, though, while in college he worked part-time at a Co-op Market where he was the “go-to” guy for computer and connectivity issues. Now that he is in a more professional environment he’s realizing that—despite having ideas about how to improve things—his opinions do not carry as much weight as he would like.

David has noticed that IT Project Managers at his company have a lot of influence and, from what he understands, make good money. He sees project management as a possible way for him to establish himself and be taken more seriously. He seeks a mentor relationship to help him understand and prioritize the broad IT career information he is collecting. He’s looking for some clarity and direction, things that will help him define and then work towards his goals.

#### Behaviors & Challenges

- Not clear on what it means to get into Project Management or if it’s right for him
- Limited business knowledge means many terms and concepts are new

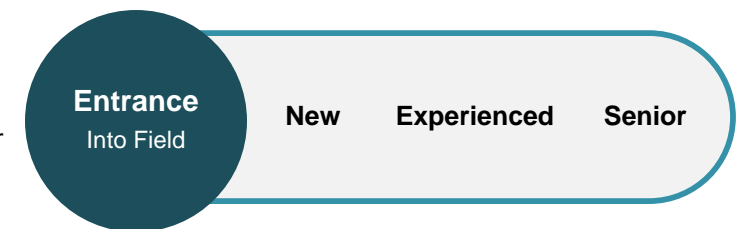
#### Needs

- Standards, definitive answers, absolutes
- A mentor/mentee relationship, guidance
- Help determining priority and relevance of the content he collects relative to his career goals and circumstances in his current job
- Should I work toward the CAPM or PMP?

“Is this right? Is this what I think it is? How do I apply this to my set of circumstances?”

“Getting involved with PMI could be my ‘foot in the door’ for this field.”

#### Career Continuum





# Shawna

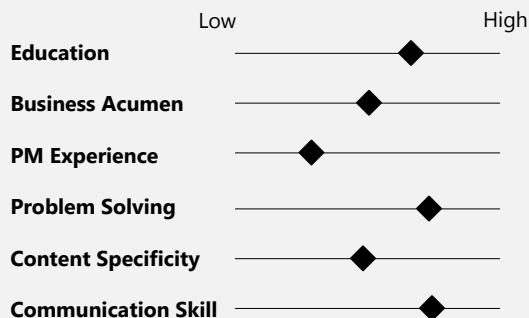
## Knowledge Seeker

**“I don’t want to stay stagnant...  
What’s my next step?”**

### Case Management / Transitions Coordinator

- 36 year old woman
- RN, BS in Healthcare Admin
- \$72,000 per year
- 10 years experience, would like to move into management
- Not a PMI Member
- No PMI Certification
- Uses technology to aggregate and consume content

### Attributes



Shawna started as an RN and then completed an RN to BS degree. From this she was hired for a Case Transitions Coordinator position which she has done for the past four years. Eventually Shawna would like to move into a project or operations management role with more money and responsibility. Shawna is a hard-worker; she is efficient and organized so often gets “problem projects” dropped on her desk due to her natural tendency toward order and planning.

Shawna is relied on, but feels she doesn’t get the acknowledgement she deserves for her many contributions. Being a planner with clear career goals and past success, she is confident she’ll keep a steady career progression and so is looking for things that help that progression. On a recent search of healthcare role descriptions, Shawna noticed that project management is a commonly referenced skill. She also knows that much of her day to day job requires project management.

### Behaviors & Challenges

- Unfamiliar with formal PM terms and concepts despite other expertise
- Doesn’t want a simple question to unravel into large content hunting expedition
- Limited time and money to invest

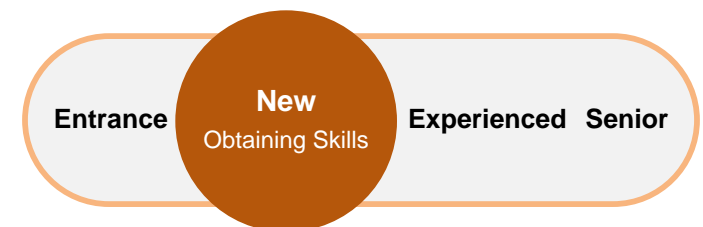
### Needs

- Intermediate “beyond the basics” content
- Practitioner tools and resources with low prerequisite PM theory knowledge
- Clarity regarding certification and benefits of membership for non-project managers
- Validation of natural planning skills, encouragement

**“Would getting a PMP support my career goals? What’s involved?”**

**“I need to know what time it is; not how to build a watch.”**

### Career Continuum





# John

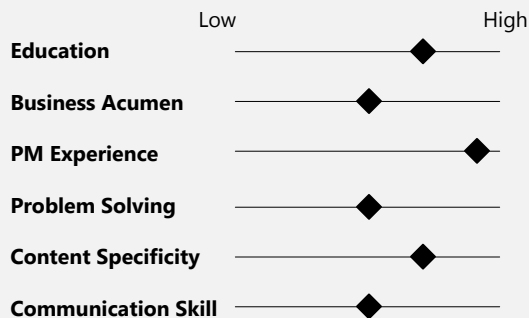
*Established Practitioner*

**“PMI is my ‘go-to’ when I need to know something about project management.”**

## IT Project Manager

- 38 year old man
- BS in Computer Science
- \$97,000
- 20 years in project management, 8 in his current position
- Not a PMI Member
- PMP, IBM Certification
- Technologist, comfortable adapting to new technology and software

## Attributes



John started out as a game developer which he did right out of college, but as his interests matured he gravitated more toward the business side of things. Today, John is a project manager with IBM within an established PMO. He has taken lead roles in large projects and sees PMI as a contributor to his success. John is a linear thinker who prefers clear process and definitive answers. Over-time, being a project manager has become a core part of John's career identity; he is comfortable in the role and sees PM as his continued career choice.

While career-minded enough to keep his skills current, John isn't as motivated as he once was. He doesn't seek out PM related content as much as he did. While John values the PMI relationship, his involvement is usually transactional; maintaining certification, membership discounts, etc. He will, however, read new research and articles that he finds interesting and relevant to what's going on at work. He'll also seek out PMI to troubleshoot a specific issue.

## Behaviors & Challenges

- "Tunnel vision" when accessing PMI content. Interest in new knowledge can be limited to maintaining certification
- Thinks highly of PMI but does not seek deeper interaction

## Needs

- Direct, unobstructed access to his membership and credential management functions
- Low cost, or free ways to earn PDUs

**“What is the easiest and cheapest way to maintain my credentials?”**

**“PMI is looking out for me, helping me become a better worker. In return I speak highly of them. It's win/win.”**

## Career Continuum





# Raj

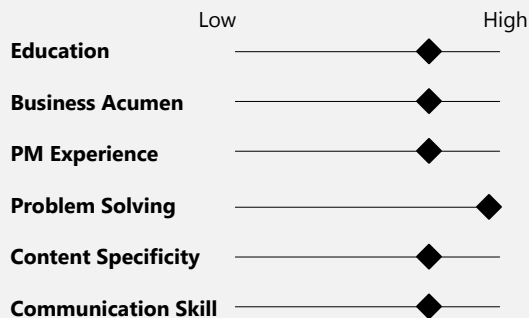
## New PMO Leader

**“We need to reach critical mass.  
How do I get us there...from here?”**

### PMO Director

- 45 year old man
- BS in Engineering, PE
- \$120,000 per year
- 15 years in project management, recently promoted to Director
- PMI Member
- PMP & PgMP Certifications
- Technologist, comfortable adapting to new technology and software

### Attributes



Raj works for a small financial services firm offering investment management services. The company's project management processes have now coalesced into a newly formed PMO. Despite only having been with the company a few years, Raj was recently promoted to establish the department. Project management is not as valued at the company as Raj would like, he has challenges with adoption and inclusion. Many of the sales related projects at his firm tend to be smaller, 3-4 month projects. Each PM in his department manages 8-10 projects at a given time.

Raj seeks PMI as a “go to” for information to help establish standards, and for networking with peers. He's looking for “low overhead” tools and templates along with easy-to-implement starter practices. His PMO's content needs are more general than those of larger, more established PMOs. He'd like to leverage PMI's credibility with content that will be relevant to his internal stakeholders.

### Behaviors & Challenges

- Not sure if there are product and services that fit our budget and situation
- Seeks information on forming a PMO, but might not be clear on how to apply findings

**“I need quick and easy tools that help me get standards and consistency in place.”**

**“Not sure the company is ‘getting it’, what might help make my case?”**

### Needs

- Quick “accelerator” templates and tools that are ready to use with minimal effort
- Support in developing a “vision” for what a mature PMO might look like for his company
- Documentation and other resources that offer credibility in making a case to other non PM stakeholders in his company

### Career Continuum

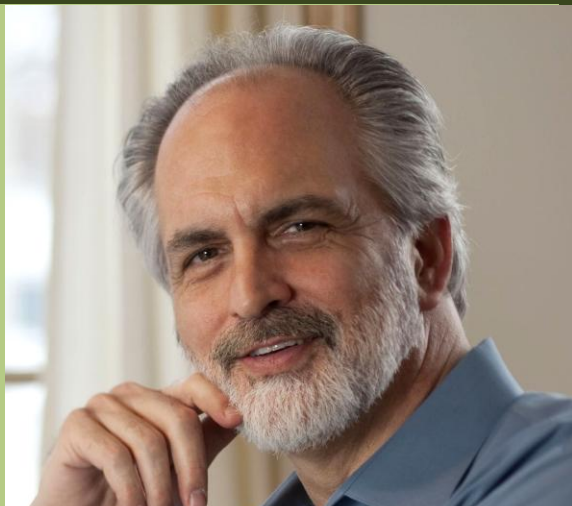
Entrance

New

**Experienced**  
Enhancing Skills

Senior





# Donald

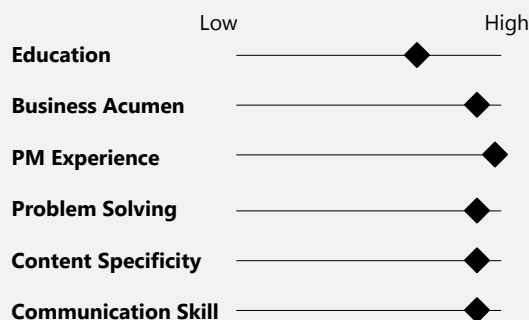
## Established PMO Consultant

**“What are the emerging trends in my field?  
How can I stay relevant?”**

### Project Management Consultant

- 54 year old man
- BS in Business Management, MBA
- \$210,000 per year
- Over 30 years experience, the past 10 as a consultant
- PMI Member, *considering RCP*
- PMP, PgMP, *considering PMP-ACP*
- Uses technology to aggregate and consume content

### Attributes



Don has been in operational roles for over 30 years, both as PMO leader and as a CIO and COO. He has “been there, done that” and is sought out by his clients for expertise and judgment. In recent years, Don has been working as a consultant with a range of organizations to help them increase the efficiency of their PMOs. One of his primary clients right now is in the IT department of a state agency’s health and human services office.

Don seeks out PMI more as a collaborator than any other persona type since he can contribute as much as he benefits from the relationship—and he is aware of that. Don leverages PMI for support with strategic, endemic program or project management issues specific to his client’s current set of circumstances. He is more likely to consume content dealing with large-scale resource management, longer-term projects, and performance metrics. Don volunteers with PMI.

### Behaviors & Challenges

- Values the relationships he builds through PMI via conferences and volunteering
- PMI content is best practice but that best practice is malleable, it evolves
- Excellence seeker with a “big picture” view
- Wants to be an insider, valued for his expertise

### Needs

- Depth and breadth of PM content
- Opportunities to network and contribute

**“How can I leverage PMI intellectual property to craft a solution for this client?”**

**“I work myself out of jobs. How do I remain competitive to keep getting the work I want?”**

### Career Continuum

Entrance    New    Experienced

**Senior**  
Honing Skills