

Heather's Background

Heather Webber is an IT Project Management expert, with over three decades of experience in all aspects of IT systems development and production management. She has led a broad range of IT and other process improvement assignments in the following industries: finance, insurance, government, publishing, pharmacy, logistics, and manufacturing.

Heather has led IT and organizational change projects. She has turned around more than one project in trouble. She has brought IT enterprise architecture and project management methods together in large organizations.

Heather started her independent consulting practice in 1994. Prior to that, she worked for a major financial institution. There she was responsible for the development and implementation of major automated business systems (e.g. automated banking, customer management ...).

Heather is passionate about helping organizations improve their project management. She has set up PMO (project management offices) and reviewed them to improve their operational effectiveness. She has mentored and coached PMs throughout her career.

Heather is a project manager's Project Manager

Heather works as a project management coach and a turnaround project manager. She is dedicated to helping **in-place project managers succeed**.

As their PM careers progress, project managers may find themselves leading projects that exceed their skill and experience base. Heather works with such individuals as a background project management coach. She takes deep satisfaction in helping them succeed. At the same time, she transfers the skills and the knowledge to them, which will allow them to lead future projects of greater scope and complexity.

When requested, Heather will take over the leadership of a project in trouble.

When it is back on track, she will transfer the PM role to a capable individual.

Soft Skills Coaching and Project Manager Success

Every project manager needs a solid foundation in formal project management processes and techniques. Organizations like the PMI (Project Management Institute) and academic institutions provide this training.

But Heather knows that the soft skill side of project management:

1. handling people under project delivery pressure,



2. resolving conflicts between well-intentioned people who see things in different ways or have different needs or priorities,
3. limiting the negative impact of conflict among individuals with irreconcilable differences,
4. asking effective questions and facilitating their in-depth answering: especially under conditions of stress,
5. and facilitating requirement gathering, design, root cause analysis, design, problem solving, and tactical planning meetings,

are critical skills for project managers. Individuals with these soft skills deliver successful projects. Projects managers without them continuously risk their projects failing.

However, these skills are often overlooked in formal project management training, or they are discussed, but not developed. These programs do not do the kind of effective professional development and one-on-one coaching that give developing project managers a solid grounding in these skills.

As a project management coach, Heather works with and supports PMs as they acquire and deepen these crucial PM soft skills.

PMO's and Enterprise Project Management Success

Project Management Offices have had mixed success in the past decade. All too often, they take on an audit mentality, focusing on the past, rather than creating the future. Such PMO's become mired in the details of project reports and methodology compliance. In effect, they become **PM Cops**, contributing nothing to project effectiveness in the organization.

As a PMO coach, Heather works with organizations to revitalize, or to create in the first place, PMO's, so that the PMO staff does what they were intended to do – support project managers and **KEEP PROJECTS FROM FAILING** across the organization.

**“TALENT trumps everything.
No matter how great **your vision**,
or how powerful **your technology**,
without the **talent to execute**,
you have **NOTHING.**”™**

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