



CRITICAL^{path} CONSULTING
management strategies that *work*

Project Management Competency Assessment

Prepared for:

demo sample

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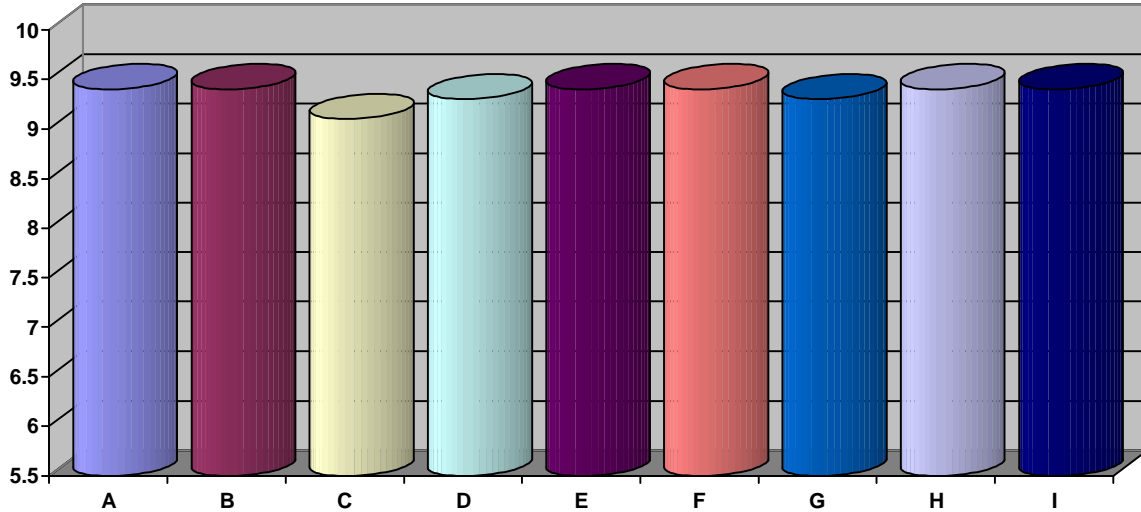
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Project Management Competency Assessment

GLOBAL GRAPH



Primary Strengths	9.4 to 10.0
Secondary Strengths	8.9 to 9.39
Secondary Development	8.3 to 8.89
Primary Development	6.0 to 8.29

A) Integration-Initiation (Primary Strength) — The ability to be creative and inventive with the initiation of new projects as well as the integration of project components.

B) Scope And Activity Definition (Secondary Strength) — Sees the big picture and knows what it takes to get things done.

C) Team Leadership (Secondary Strength) — Keeps the members of the team on track in a positive way.

D) Human Resource Management (Secondary Strength) — Manages human resources for maximum benefit to the project.

E) Cost Management (Primary Strength) — Maintains project schedules and associated tasks while maximizing cost effective utilization of resources.

F) Quality Management (Primary Strength) — The ability to keep promises and commitments while doing things right, on schedule, and without compromising the quality of the project deliverables.

G) Procurement Management (Secondary Strength) — Takes care of the details that ensure the resources required to complete the project are available.

H) Risk Management (Secondary Strength) — Understands the difference between crisis and minor issues, can determine level and impact of risks, and knows when taking a risk is warranted.

I) Communications And Change Management (Secondary Strength) — The ability to maintain required communications and minimize the impact of the changing resources and/or environment of the project.

Project Management Competency Assessment **TOP TEN CRITICAL SUCCESS COMPETENCIES**

Listed below are your top ten Critical Success Competencies. These competencies are listed in order of the talent you currently display for paying attention to and valuing them. The first competency listed is your strongest, which is then followed by the rank order of the remainder of the competencies.

Rank	Description	Strength/Development
1	Evaluates the effect of decisions on strategies and tactics. (Area I)	Primary Strength
2	Takes time to examine consequences prior to making decisions. (Area H)	Primary Strength
3	Builds strategies consistent with beliefs, goals, and plans. (Area A)	Primary Strength
4	Makes decisions on a proactive basis. (Area A)	Primary Strength
5	Pays attention to tracking and measuring decisions. (Area E)	Primary Strength
6	Maintains commitment to organizational plans and programs. (Area D)	Primary Strength
7	Builds back up plans and actions. (Area B)	Primary Strength
8	Pays attention to long term effect of consequences. (Area H)	Primary Strength
9	Pays attention to documenting decisions and actions. (Area E)	Primary Strength
10	Keeps in perspective organizational and client needs. (Area G)	Primary Strength

Project Management Competency Assessment **FIVE KEY DEVELOPMENT AREAS**

Listed below are five key development areas from the Critical Success Competencies. These competencies are listed in order of the area which needs the most development followed by the other four in the order of their rank.

Rank	Description	Strength/Development
1	May have difficulty paying attention to problems and responds quickly. (Area B)	Secondary Development
2	Does not consistently pay attention to what needs to be done. (Area C)	Secondary Development
3	May have difficulty making decisions with confidence. (Area C)	Secondary Development
4	May have difficulty staying on track until the task is complete. (Area C)	Secondary Development
5	Does not consistently pay attention to time needed to complete specific tasks. (Area D)	Secondary Development

Project Management Competency Assessment **INTEGRATION (AREA A)**

Listed below are the top integration phase success competencies. These competencies are listed in order of the talent you currently display for paying attention to and valuing them. The first talent is your strongest, followed by the rank order of the remainder of the competencies.

Rank	Description	Strength/Development
1	Builds strategies consistent with beliefs, goals, and plans.	Primary Strength
2	Makes decisions on a proactive basis.	Primary Strength
3	Builds strategies for crisis intervention.	Primary Strength
4	Builds strategies on successes, failures, goals, and expectations.	Primary Strength
5	Plans for situations when things do not work out as expected.	Primary Strength
6	Does not jump to conclusions to make fast resolutions of problems.	Primary Strength
7	Looks at all alternatives even when they are controversial.	Secondary Strength
8	Sees problems from all perspectives.	Secondary Strength
9	Is willing to be creative and inventive.	Secondary Strength

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SCOPE AND ACTIVITY DEFINITION (AREA B)

Listed below are the top scope and activity definition phase success competencies. These competencies are listed in order of the talent you currently display for paying attention to and valuing them. The first talent is your strongest, followed by the rank order of the remainder of the competencies.

Rank	Description	Strength/Development
1	Builds back up plans and actions.	Primary Strength
2	Sets goals on experience when possible.	Primary Strength
3	Makes commitments that are realistic and can be kept.	Primary Strength
4	Pays attention to long term goals as well as immediate needs.	Secondary Strength
5	Sets priorities and makes certain they are taken care of.	Secondary Strength
6	Takes the time to find out what is causing a problem.	Secondary Strength
7	Translates priorities and expectations into decisions.	Secondary Strength
8	Stays in touch with immediate needs in a situation.	Secondary Strength
9	Pays attention to problems and responds quickly.	Secondary Development

Project Management Competency Assessment **TEAM LEADERSHIP (AREA C)**

Listed below are the top team leadership phase success competencies. These competencies are listed in order of the talent you currently display for paying attention to and valuing them. The first talent is your strongest, followed by the rank order of the remainder of the competencies.

Rank	Description	Strength/Development
1	Builds confidence that things can and will work out for the best.	Primary Strength
2	Sets standards and expectations which are challenging but attainable.	Primary Strength
3	Involves everyone in the process.	Primary Strength
4	Keeps word and personal commitments.	Secondary Strength
5	Communicates with commitment, consistency, and clarity.	Secondary Strength
6	Believes in and communicates a sense of vision and purpose.	Secondary Strength
7	Knows the key issues, what can be done, and how to get things done.	Secondary Strength
8	Stays on track until the task is complete.	Secondary Development
9	Makes decisions with confidence.	Secondary Development
10	Pays attention to what needs to be done.	Secondary Development

Project Management Competency Assessment **HUMAN RESOURCE MANAGEMENT (AREA D)**

Listed below are the top human resource management phase success competencies. These competencies are listed in order of the talent you currently display for paying attention to and valuing them. The first talent is your strongest, followed by the rank order of the remainder of the competencies.

Rank	Description	Strength/Development
1	Maintains commitment to organizational plans and programs.	Primary Strength
2	Sets priorities which meet personal, organizational, and client needs.	Primary Strength
3	Understands the future potential in maintaining an account.	Primary Strength
4	Makes certain that each person knows what is expected.	Primary Strength
5	Identifies and reinforces progress.	Secondary Strength
6	Handles conflicting and difficult issues with fairness and consistency.	Secondary Strength
7	Assigns tasks clearly and specifically.	Secondary Development
8	Pays attention to time needed to complete specific tasks.	Secondary Development

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COST MANAGEMENT (AREA E)

Listed below are the top cost management phase success competencies. These competencies are listed in order of the talent you currently display for paying attention to and valuing them. The first talent is your strongest, followed by the rank order of the remainder of the competencies.

Rank	Description	Strength/Development
1	Pays attention to tracking and measuring decisions.	Primary Strength
2	Pays attention to documenting decisions and actions.	Primary Strength
3	Monitors progress to keep things on schedule.	Primary Strength
4	Plans time around short range and long range issues.	Secondary Strength
5	Takes the time and energy to do a thorough analysis of problems.	Secondary Strength
6	Makes certain that policies and procedures are practical.	Secondary Strength
7	Understands the importance of taking care of daily tasks.	Secondary Strength

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QUALITY MANAGEMENT (AREA F)

Listed below are the top quality management phase success competencies. These competencies are listed in order of the talent you currently display for paying attention to and valuing them. The first talent is your strongest, followed by the rank order of the remainder of the competencies.

Rank	Description	Strength/Development
1	Promotes responsibility and accountability.	Primary Strength
2	Builds clear and well organized strategies and programs.	Primary Strength
3	Makes certain that things are done right.	Primary Strength
4	Sets goals which are clear, relevant and realistic.	Primary Strength
5	Maintains integrity in all matters.	Secondary Strength
6	Makes certain that promises and commitments are kept.	Secondary Strength
7	Pays attention to what is causing a problem.	Secondary Strength
8	Makes an effort to keep things on schedule.	Secondary Strength
9	Promotes confidence that things are being taken care of.	Secondary Strength

Project Management Competency Assessment **PROCUREMENT MANAGEMENT (AREA G)**

Listed below are the top procurement management phase success competencies. These competencies are listed in order of the talent you currently display for paying attention to and valuing them. The first talent is your strongest, followed by the rank order of the remainder of the competencies.

Rank	Description	Strength/Development
1	Keeps in perspective organizational and client needs.	Primary Strength
2	Takes the time to keep things organized.	Primary Strength
3	Focuses on planning, scheduling, and monitoring activities.	Primary Strength
4	Matches schedules to priorities and goals.	Secondary Strength
5	Pays attention to record keeping.	Secondary Strength
6	Knows how to use resources to develop and maintain accounts.	Secondary Strength
7	Knows what is expected to support each client.	Secondary Strength
8	Sets realistic, attainable schedules.	Secondary Strength
9	Takes care of daily detail work.	Secondary Development

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RISK MANAGEMENT (AREA H)

Listed below are the top risk management phase success competencies. These competencies are listed in order of the talent you currently display for paying attention to and valuing them. The first talent is your strongest, followed by the rank order of the remainder of the competencies.

Rank	Description	Strength/Development
1	Takes time to examine consequences prior to making decisions.	Primary Strength
2	Pays attention to long term effect of consequences.	Primary Strength
3	Is willing to take risks for what they believe is right.	Secondary Strength
4	Helps others have the confidence to take risks.	Secondary Strength
5	Knows the difference between crisis issues and minor problems.	Secondary Strength
6	Knows what needs to be done and what can be done.	Secondary Strength
7	Knows when to take risks and chances.	Secondary Strength

Project Management Competency Assessment **COMMUNICATIONS AND CHANGE (AREA I)**

Listed below are the top communications and change phase success competencies. These competencies are listed in order of the talent you currently display for paying attention to and valuing them. The first talent is your strongest, followed by the rank order of the remainder of the competencies.

Rank	Description	Strength/Development
1	Evaluates the effect of decisions on strategies and tactics.	Primary Strength
2	Pays attention to developing others.	Primary Strength
3	Encourages others to work together.	Primary Strength
4	Develops and maintains trust with each client.	Primary Strength
5	Provides encouragement and positive reinforcement.	Primary Strength
6	Maintains a positive and supportive attitude.	Secondary Strength
7	Responds quickly and effectively to tasks, problems, and issues.	Secondary Strength
8	Makes certain that communications are clear and to the point.	Secondary Development