Thinking Pattern Reports

Project Management Competency Assessment

Prepared for

SampleB SampleB

Orchestrating Results

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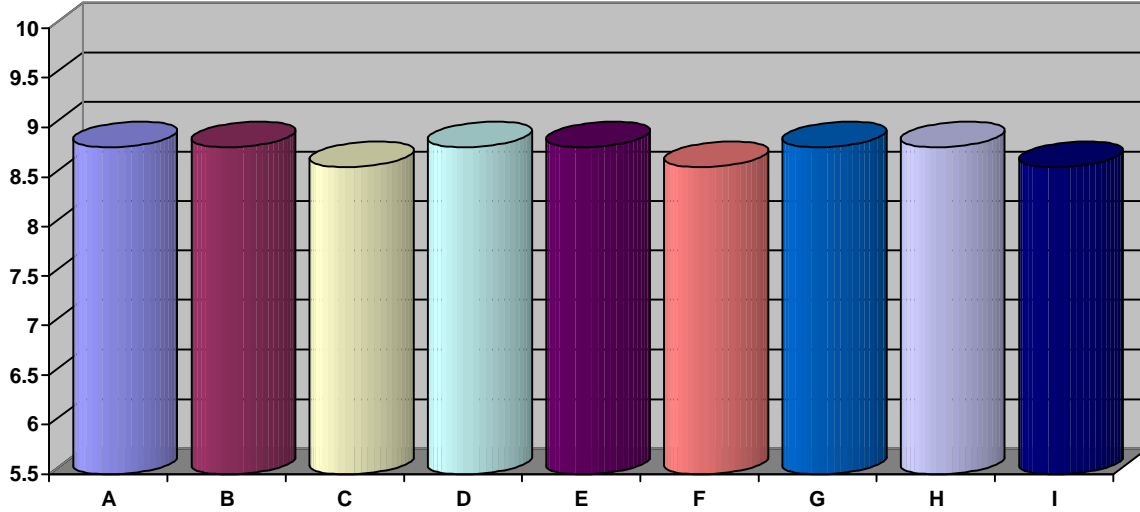
Project Management Competency Assessment

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 (Secondary Development) — 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 Development) — Sees the big picture and knows what it takes to get things done.
C) Team Leadership (Secondary Development) — Keeps the members of the team on track in a positive way.
D) Human Resource Management (Secondary Development) — Manages human resources for maximum benefit to the project.
E) Cost Management (Secondary Development) — Maintains project schedules and associated tasks while maximizing cost effective utilization of resources.
F) Quality Management (Secondary Development) — 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 Development) — Takes care of the details that ensure the resources required to complete the project are available.
H) Risk Management (Secondary Development) — 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 Development) — 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	Pays attention to what needs to be done. (Area C)	Primary Strength
2	Pays attention to problems and responds quickly. (Area B)	Primary Strength
3	Assigns tasks clearly and specifically. (Area D)	Secondary Strength
4	Pays attention to what is causing a problem. (Area F)	Secondary Strength
5	Sees problems from all perspectives. (Area A)	Secondary Strength
6	Responds quickly and effectively to tasks, problems, and issues. (Area I)	Secondary Strength
7	Translates priorities and expectations into decisions. (Area B)	Secondary Strength
8	Understands the importance of taking care of daily tasks. (Area E)	Secondary Strength
9	Is willing to be creative and inventive. (Area A)	Secondary Strength
10	Knows the difference between crisis issues and minor problems. (Area H)	Secondary 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	Does not always take time to examine consequences prior to making decisions. (Area H)	Primary Development
2	May have difficulty seeing the effect of decisions on strategies and tactics. (Area I)	Primary Development
3	Does not consistently make decisions on a proactive basis. (Area A)	Primary Development
4	May have difficulty making decisions with confidence. (Area C)	Primary Development
5	Does not consistently make promises and commitments they can keep. (Area F)	Primary 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	Sees problems from all perspectives.	Secondary Strength
2	Is willing to be creative and inventive.	Secondary Strength
3	Plans for situations when things do not work out as expected.	Secondary Development
4	Builds strategies for crisis intervention.	Secondary Development
5	Does not jump to conclusions to make fast resolutions of problems.	Secondary Development
6	Looks at all alternatives even when they are controversial.	Secondary Development
7	Builds strategies on successes, failures, goals, and expectations.	Secondary Development
8	Builds strategies consistent with beliefs, goals, and plans.	Secondary Development
9	Makes decisions on a proactive basis.	Primary Development

Project Management Competency Assessment
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	Pays attention to problems and responds quickly.	Primary Strength
2	Translates priorities and expectations into decisions.	Secondary Strength
3	Stays in touch with immediate needs in a situation.	Secondary Strength
4	Takes the time to find out what is causing a problem.	Secondary Strength
5	Pays attention to long term goals as well as immediate needs.	Secondary Development
6	Sets priorities and makes certain they are taken care of.	Secondary Development
7	Sets goals on experience when possible.	Secondary Development
8	Builds back up plans and actions.	Secondary Development
9	Makes commitments that are realistic and can be kept.	Primary 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	Pays attention to what needs to be done.	Primary Strength
2	Knows the key issues, what can be done, and how to get things done.	Secondary Strength
3	Sets standards and expectations which are challenging but attainable.	Secondary Development
4	Communicates with commitment, consistency, and clarity.	Secondary Development
5	Involves everyone in the process.	Secondary Development
6	Builds confidence that things can and will work out for the best.	Secondary Development
7	Believes in and communicates a sense of vision and purpose.	Secondary Development
8	Keeps word and personal commitments.	Secondary Development
9	Stays on track until the task is complete.	Primary Development
10	Makes decisions with confidence.	Primary 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	Assigns tasks clearly and specifically.	Secondary Strength
2	Pays attention to time needed to complete specific tasks.	Secondary Strength
3	Identifies and reinforces progress.	Secondary Strength
4	Handles conflicting and difficult issues with fairness and consistency.	Secondary Development
5	Sets priorities which meet personal, organizational, and client needs.	Secondary Development
6	Understands the future potential in maintaining an account.	Secondary Development
7	Makes certain that each person knows what is expected.	Secondary Development
8	Maintains commitment to organizational plans and programs.	Primary Development

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

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

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

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

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