

# *Spann & Associates*

## **Project Management Competency Assessment**

**Prepared for:**

*Demo Sample*

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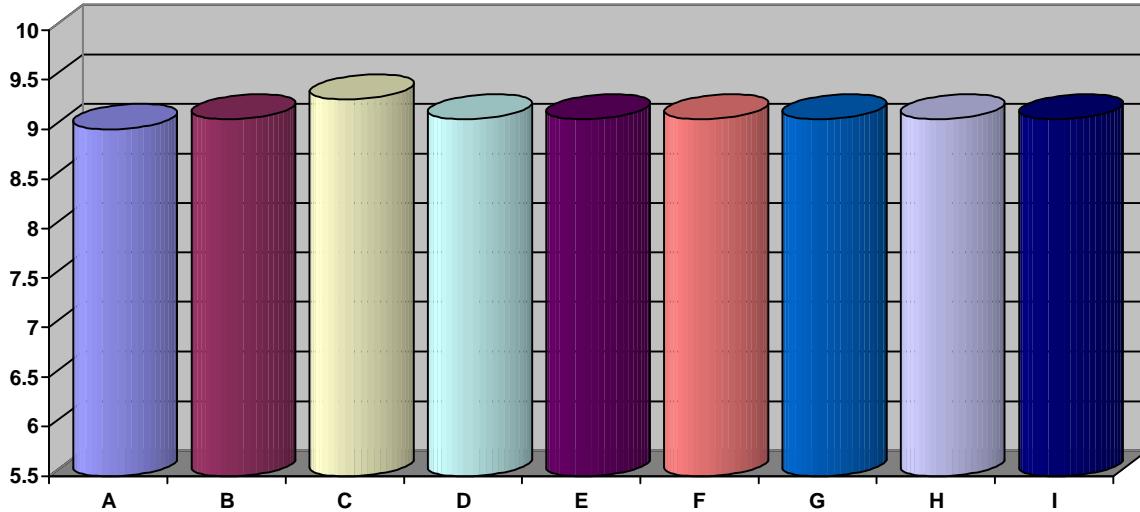
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## Project Management Competency Assessment

### GLOBAL GRAPH



<b>Primary Strengths</b>	<b>9.4 to 10.0</b>
<b>Secondary Strengths</b>	<b>8.9 to 9.39</b>
<b>Secondary Development</b>	<b>8.3 to 8.89</b>
<b>Primary Development</b>	<b>6.0 to 8.29</b>

<b>A) Integration-Initiation (Secondary Strength)</b> — The ability to be creative and inventive with the initiation of new projects as well as the integration of project components.
<b>B) Scope And Activity Definition (Secondary Strength)</b> — Sees the big picture and knows what it takes to get things done.
<b>C) Team Leadership (Secondary Strength)</b> — Keeps the members of the team on track in a positive way.
<b>D) Human Resource Management (Secondary Strength)</b> — Manages human resources for maximum benefit to the project.
<b>E) Cost Management (Secondary Strength)</b> — Maintains project schedules and associated tasks while maximizing cost effective utilization of resources.
<b>F) Quality Management (Secondary Strength)</b> — The ability to keep promises and commitments while doing things right, on schedule, and without compromising the quality of the project deliverables.
<b>G) Procurement Management (Secondary Strength)</b> — Takes care of the details that ensure the resources required to complete the project are available.
<b>H) Risk Management (Secondary Strength)</b> — Understands the difference between crisis and minor issues, can determine level and impact of risks, and knows when taking a risk is warranted.
<b>I) Communications And Change Management (Secondary Strength)</b> — The ability to maintain required communications and minimize the impact of the changing resources and/or environment of the project.

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

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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.

<b>Rank</b>	<b>Description</b>	<b>Strength/Development</b>
1	Builds confidence that things can and will work out for the best. (Area C)	Primary Strength
2	Pays attention to what needs to be done. (Area C)	Primary Strength
3	Pays attention to problems and responds quickly. (Area B)	Primary Strength
4	Is willing to take risks for what they believe is right. (Area H)	Primary Strength
5	Makes decisions with confidence. (Area C)	Primary Strength
6	Maintains integrity in all matters. (Area F)	Primary Strength
7	Keeps word and personal commitments. (Area C)	Primary Strength
8	Stays on track until the task is complete. (Area C)	Secondary Strength
9	Helps others have the confidence to take risks. (Area H)	Secondary Strength
10	Makes certain that promises and commitments are kept. (Area F)	Secondary Strength

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

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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.

<b>Rank</b>	<b>Description</b>	<b>Strength/Development</b>
1	Does not always take time to examine consequences prior to making decisions. (Area H)	Secondary Development
2	May have difficulty seeing the effect of decisions on strategies and tactics. (Area I)	Secondary Development
3	Does not consistently make decisions on a proactive basis. (Area A)	Secondary Development
4	Has difficulty keeping strategies consistent with beliefs, goals, and plans. (Area A)	Secondary Development
5	May have difficulty building strategies. (Area A)	Secondary Development

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

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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.

<b>Rank</b>	<b>Description</b>	<b>Strength/Development</b>
1	Sees problems from all perspectives.	Secondary Strength
2	Is willing to be creative and inventive.	Secondary Strength
3	Looks at all alternatives even when they are controversial.	Secondary Strength
4	Builds strategies for crisis intervention.	Secondary Strength
5	Plans for situations when things do not work out as expected.	Secondary Strength
6	Does not jump to conclusions to make fast resolutions of problems.	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.	Secondary Development

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## ***Project Management Competency Assessment*** **SCOPE AND ACTIVITY DEFINITION (AREA B)**

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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.

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

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

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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.

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

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

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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.

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

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## ***Project Management Competency Assessment*** **COST MANAGEMENT (AREA E)**

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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.

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

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**Project Management Competency Assessment**  
**QUALITY MANAGEMENT (AREA F)**

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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.

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

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

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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.

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

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## ***Project Management Competency Assessment*** **RISK MANAGEMENT (AREA H)**

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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.

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

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

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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.

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