

Taking Stock of Your Project Management Skills

Overview

This worksheet provides some definitions and ways to set appropriate goals that will benefit you right now. Setting goals to develop your project management skills greatly depends on your starting point. Often we think of Project Manager as a single role in a company when we know from experience as well as organizational design that the skills required can be very different. We need to first determine what type of project manager we are.

We can then use other tools to set a context. The Project Management Competency Development Framework™ by the project management institute also provides us with meaningful categories to consider in setting goals. They describe three ways to think about our skills inventory knowledge, performance, and personal (soft skills). By first assessing these two big ideas, we can more easily set meaningful goals.

Project Management Level

What kind of PM am I? What do I manage?



Choose a level that is appropriate for your organization and based on what you manage on a day to day basis (it is okay if your organization requires you to do more than one; choose the role that you perform most frequently)

Strategic Outcomes – Portfolio Management / Executive

Business Outcomes – Program Management / Director

Project Outcomes – Sr. Project Manager / Manager

Deliverables – Project Manager / Team Leader

Tasks – Project Leader / Subject Matter Expert

[Use the next page for a more detail explanation]

Figure 1 - Praxilient "Bubbles Chart" © 2009

Taking Stock of your Project Management Skills and setting appropriate goals

- Portfolio Management (Strategy Outcome) – Assures that strategic measures are clear and understood, assesses business outcome and capability gaps, establishes measures for business outcome and capability gaps based on alignment and agreement, determines and delegates business outcome goals, establishes portfolio balancing and prioritization of business capability and outcome changes, assures business outcomes align with strategic outcomes, determines strategic outcome forecast based on selected business and project outcomes, reviews actual performance to assure forecast is accomplished, manages enterprise and environmental impacts leading to gaps in business outcomes.
- Program Management (Business Outcome) – Works with business leaders to identify and establish measures for capability gaps due to operational performance or strategic needs, facilitates definition of business outcome and project outcome prioritization, establishes mechanism for aligning priorities and business outcome conflicts, delegates project outcomes to be managed by project teams, understands resource capacity and project team needs, receives project results and determines impacts to measures, assess changes to project outcomes to align with actual experience, provides recommendations to outcomes prioritization based on strategic impact, reacts to enterprise and environmental factors to optimize business results in accordance with the organizations strategic goals, establishes business results governance process, assures business capability impacts are managed.
- Senior Project Manager (Project Outcome) – Assures project outcomes meet business and strategic outcome needs, decomposes project outcomes into deliverable workstreams, assures that deliverables are delegated to appropriate owners, aligns manages deliverables to produce the desired project outcomes, facilitates value of deliverables to the outcome (must do, nice to have) based on value to the project outcome, establishes and maintains control processes (appropriate for the project) that assure project outcomes, assures appropriate resources cover spectrum of project needs and managed issues and gaps, controls scope and managed integrated change control with deliverable owners and business owners, accounts for environmental changes that can impact project, gains acceptance over project outcomes.
- Project Manager (Deliverables) – Defines deliverable requirements for acceptance, manages team to produce deliverables, assures standards are defined and met, gathers estimate from and assigns resources, oversees work and identifies risks, manages issues and provides alternatives, is responsible for deliverable status, metrics and impact on project outcomes, seeks and gains deliverable acceptance either through verification, testing or approval.
- Project Leader (Tasks) – Mainly focuses on specifying and delivering solutions base on their subject matter expertise. Assures that definitions of work are clear and that product specification are agreed to and the product is accepted. Estimates work effort and evaluates competency of performer to produce deliverable. Often performs work to accomplish deliverable.



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Knowledge Area

Skill challenges that you need to address at your level of project management? Describe with key words.

Staying In your Castle

What do you need to address in order to not get pulled out of the castle? What will allow you to keep your managers or teams in their castle? Describe with a few key words.

SMART GOAL

What SMART goal can you choose that will have the biggest impact now?

SMART = Specific, Measurable, Attainable, Relevant, Timely



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Notes:

Sources:

“A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Fourth Edition, Project Management Institute, Inc., Newtown Square, PA. 19073-3299, 2008

“Project Manager Competency Development Framework”, Project Management Institute, Inc., Newtown Square, PA 19073-3299, 2007

“Outliers: The Story of Success”, Malcolm Gladwell, Little Brown and Company, Hackett Book Group, Inc., New York, NY 10017, 2008

Praxilient – Project Management “Bubbles Chart”, Mark Swiderski, PMP, Praxilient, Inc. Appleton, WI 54913, www.praxilient.com, 2008

