

A Blueprint For Success

The Skills, Knowledge, and Personal Characteristics of Superior Performers in this Job

PROJECT MANAGER JOB COMPETENCY MODEL

In a High Technology Organization



**Developed by Workitect, Inc.
For XYZ* Company**

*This is an actual project for a real company whose name, represented throughout this document by a blank line (_____), is confidential.

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WHAT ARE COMPETENCIES AND COMPETENCY MODELS?

Competencies are...

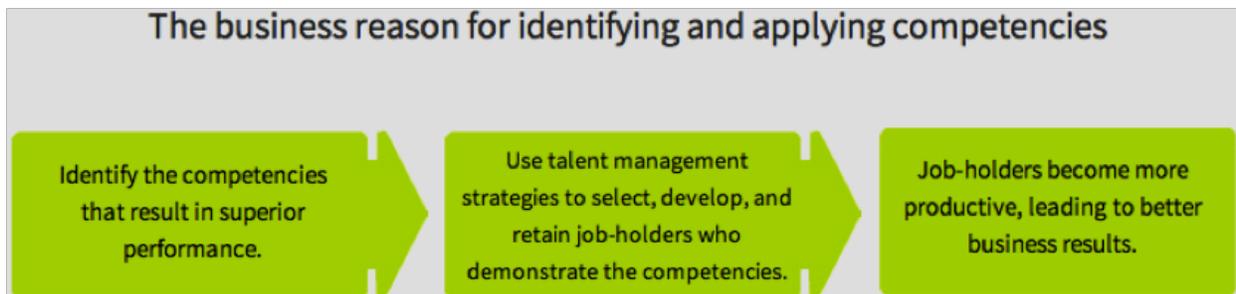
The skills and behaviors that outstanding performers demonstrate more often, more skillfully, and with better results than do average performers.

A Job Competency Model is...

A group of 8-20 competencies that together describe what is needed for effective or superior performance in a specific job or role, in a particular organization.

A Competency Architecture or Framework is...

A set of competencies that reflect the organization's culture and values, and have been determined to be essential to carrying out its vision, mission, and strategy.



A. MAJOR RESPONSIBILITIES

1. Define and Scope the Work Program
2. Establish and Maintain Relationships with Sponsors
3. Resource the Project
4. Develop the Plan
5. Assign Work and Delegate Responsibility
6. Communicate Progress and Issues
7. Monitor Progress and Readjust Plan as Necessary, Ensure Execution, and Deliver the Product

DESCRIPTION, PERFORMANCE CRITERIA, AND REQUIRED COMPETENCIES

Responsibility 1. Define and Scope the Work Program

- Gather relevant information
- Talk to sponsors, customers, and knowledgeable _____ staff
- Determine the project's focus or approach
- Scope the project to available resources
- Re-scope the project as required

Performance Criteria

- Customer approval of the project's goals
- Alignment of the project with _____'s strategic direction and priorities
- Completion of the project with available resources

Required Competencies

- Diagnostic Information Gathering
- Analytical Thinking
- Concern for Clarity
- Self Confidence

Responsibility 2. Establish and Maintain Relationships with Sponsors

- Gather information about sponsors' and customers' needs and concerns
- Understand and respond to sponsors' and customers' needs and concerns

Performance Criteria

- Customer satisfaction with the project and project manager
- Sponsor satisfaction with the project and project manager

Required Competencies

- Diagnostic Information Gathering
- Impact Awareness
- Interpersonal Awareness
- Influence Skill

Responsibility 3. Resource the Project

- Identify staff with the required skills and experience
- Negotiate for resources
- Motivate staff about the project

Performance Criteria

- Getting resources with the desired capabilities
- Enthusiasm and time commitment of project staff

Required Competencies

- Analytical Thinking
- Interpersonal Awareness
- Impact Awareness
- Influence Skill
- Self Confidence

Responsibility 4. Develop the Plan

- Organize project staff for the project
- Develop work breakdown structure and schedule

Performance Criteria

- Thoroughness of the plan
- Extent to which plan takes into account foreseeable risks
- Clarity of the plan to project staff, sponsors, and customers

Required Competencies

- Analytical Thinking
- Diagnostic Information Gathering
- Attention to Detail
- Concern for Clarity

Responsibility 5. Assign Work and Delegate Responsibility

- Ensure that each task is assigned to someone on the project team
- Delegate responsibility for managing defined parts of the project to leaders of sub-teams as appropriate

Performance Criteria

- Clarity of the project team members' understanding of their own and others' responsibilities

Required Competencies

- Concern for Clarity
- Performance Management
- Fostering Teamwork

Responsibility 6. Communicate Progress and Issues

- Prepare progress reports
- Hold meetings to communicate progress and issues
- Identify and elevate issues and performance shortfalls

Performance Criteria

- Timeliness of communication
- Clarity of communication

Required Competencies

- Concern for Clarity
- Fostering Teamwork

Responsibility 7. Monitor Progress, Readjust Plan as Necessary, Ensure Execution, and Deliver the Product

- Obtain information from project team members about progress and issues
- Ensure that completed work is tested or reviewed, to ensure that it meets required standards of quality
- Compare actual progress, expenditures, and work effort with the project plan
- Revise the plan by adjusting the tasks, schedule, or resources as needed
- Reward and recognize performance and celebrate achievements
- Stop the project if it no longer makes sense to continue it

Performance Outcomes

- Timeliness with which problems are identified and the plan is adjusted
- Quality of the product
- Customer or sponsor satisfaction with the product

Required Competencies

- Diagnostic Information Gathering
- Attention to Detail
- Analytical Thinking
- Results Orientation
- Performance Management
- Self Confidence

B. COMPETENCIES (BY CLUSTER)

I. Task Management

1. Diagnostic Information

Gathering: The tendency to seek information from a variety of sources and in a variety of ways, to clarify situations and to facilitate effective planning, decision making, and problem solving.

2. Analytical Thinking: The ability to develop and implement a logical approach to a problem, by breaking it down into parts and considering each part in a systematic way.

3. Results Orientation: The tendency to keep the desired end result of one's own or one's unit's work clearly in mind, by setting goals and focusing on them tenaciously until they are achieved.

4. Attention to Detail: A concern for ensuring that work and information are complete and accurate, by preparing carefully for meetings and presentations, and following up with others to ensure that agreements and commitments have been fulfilled.

II. People Management

5. Fostering Teamwork: The ability to get groups to work together cooperatively, by enlisting active involvement, creating a climate for respect and openness, and applying effective techniques for group facilitation.

6. Performance Management: The ability to provide direction, assignments, feedback, coaching and counseling to people whom one is managing

III. Communication and Influence

7. Impact Awareness: The ability to anticipate the likely effect of actions and events on others and to tailor one's own behavior to achieve a desired effect on others.

8. Influence Skill: The ability to gain others' support for ideas, proposals, projects, and solutions, through logical argument, appeal to others' interests, and a variety of other indirect strategies.

9. Interpersonal Awareness: The ability to notice, interpret, and anticipate others' concerns and feelings, and to communicate this awareness empathetically to others.

10. Concern for Clarity: A concern for ensuring that everyone involved in a project understands what is to be done, why, how, when, and by whom.

11. Self Confidence: Belief in one's ability to be successful and willingness to be assertive, challenge others, or raise questions in the face of potential opposition.

DEFINITION AND BEHAVIORAL INDICATORS OF EACH COMPETENCY

I. Task Management Cluster

1. Diagnostic Information Gathering

Definition: The tendency to seek information from a variety of sources and in a variety of ways, to clarify situations and to facilitate effective planning, decision-making, and problem solving.

- a) Identifies the specific information needed to clarify a situation or to make a decision
- b) Gets more complete and accurate information, by checking multiple sources
- c) Probes skillfully to get at the facts, when others are reluctant to provide full, detailed information
- d) Routinely makes the rounds, to see how people are doing and to hear about any problems they are encountering
- e) Seeks the perspective of all stakeholders involved in a situation
- f) Seeks out knowledgeable people to obtain information or clarify a problem

2. Analytical Thinking

Definition: The ability to develop and implement a logical approach to a problem, by breaking it down into parts and considering each part in a systematic way.

- a) Makes a systematic comparison of two or more alternatives
- b) Notices discrepancies and inconsistencies in available information
- c) Identifies a set of features, parameters or considerations to take into account, in analyzing a situation or making a decision
- d) Breaks a complex project down into tasks and sub-tasks, and analyzes each task.
- e) Weighs the costs, benefits, risks, and chances for success, in making a decision
- f) Identifies many possible causes for a problem
- g) Carefully weighs the priority of things to be done
- h) Uses project planning tools and techniques, to ensure that all components are addressed and integrated

3. Results Orientation

Definition: The tendency to keep the desired end result of one's own or one's unit's work clearly in mind, by setting goals and focusing on them tenaciously until they are achieved.

- a) Sets challenging but achievable goals
- b) Focuses efforts on a few high-priority goals
- c) Sets clear goals and objectives for meetings and projects
- d) Maintains persistent commitment to goals, in the face of obstacles and frustrations
- e) Exerts unusual, sustained effort over time, to achieve intended results
- f) Demonstrates a high capacity for work; is highly productive
- g) Demonstrates a strong sense of urgency about solving problems and getting work done; pursues objectives aggressively
- h) Does the work of another group or individual when necessary to ensure that a task is done and the project can move forward.
- i) Develops a different approach, when necessary to complete the project on schedule or with the available resources.

4. Attention to Detail

Definition: A concern for ensuring that work and information are complete and accurate, by preparing carefully for meetings and presentations, and following up with others to ensure that agreements and commitments have been fulfilled.

- a) Focuses on the details of a project when it is necessary to identify risks or problems
- b) Develops and uses systems to organize and keep track of information or work progress
- c) Regularly tracks progress against planned schedule and budget
- d) Considers the risks associated with each task and step of the project
- e) Develops contingency plans and plans to prevent possible problems
- f) Follows up regularly with team members, customers and others outside of the project team, to ensure that the project is progressing according to the plan
- g) Ensures thorough documentation that explains methodology and assumptions
- h) Organizes information or materials for others
- i) Carefully prepares for meetings and presentations

II. People Management Cluster

5. Fostering Teamwork

Definition: The ability to get groups to work together cooperatively, by enlisting active involvement, creating a climate for respect and openness, and applying effective techniques for group facilitation.

- a) Provides opportunities for people to work together as a team
- b) Finds ways to involve team members in project activities outside of their individual tasks
- c) Enlists the active participation of everyone
- d) Promotes cooperation with other work units, including those across organizational boundaries
- e) Listens and responds constructively to team members' ideas
- f) Ensures that all team members are treated fairly and objectively
- g) Recognizes and encourages the behaviors that contribute to teamwork
- h) Creates a climate for honest, constructive feedback
- i) Acknowledges and celebrates team accomplishments
- j) Values the contributions of all team members
- k) Uses group facilitation methods and techniques (e.g., for idea generation and group decision making)
- l) Helps the team evaluate its effectiveness

6. Performance Management

Definition: The ability to provide direction, assignments, feedback, coaching and counseling to people whom one is managing.

- a) Considers people's strengths, limitations, development goals, and preferences, when assigning tasks and pairing up project team members
- b) Delegates significant responsibility to capable people, but retains ultimate authority
- c) Is available to provide assistance and support, but avoids micro-managing others.
- d) Maintains frequent, informal contact with team members, to assess progress and issues
- e) Provides helpful, behaviorally specific feedback to others
- f) Shares information, advice and suggestions to help others to be more successful
- g) Deals firmly and promptly with performance problems; lets people know what is expected of them by when

III. Communication and Influence Cluster

7. Impact Awareness

Definition: The ability to anticipate the likely effect of actions and events on others and to tailor one's own behavior to achieve a desired effect on others.

- a) Says or does things to create a desired impression on others
- b) Thinks in advance about the possible impact of own actions and tailors them accordingly
- c) Demonstrates willingness to do manual tasks (e.g., pulling cable), to demonstrate personal commitment to the customer
- d) Identifies and presents information or data that will be persuasive to others
- e) Presents arguments that address others' most important concerns
- f) Creates visually dramatic graphics and presentations
- g) Selects language and examples tailored to the level and experience of the audience
- h) Selects colorful stories, analogies, or examples to illustrate a point

8. Influence Skill

Definition: The ability to gain others' support for ideas, proposals, projects, and solutions, through logical argument, appeal to others' interests, and a variety of other indirect strategies.

- a) Presents several different arguments in support of a position
- b) Presents data or educates people about the constraints of a problem, in order to persuade
- c) Involves others in a process or decision, to ensure their support
- d) Offers trade-offs or exchanges, to gain commitment
- e) Identifies and proposes win-win solutions
- f) Enlists experts or third parties to influence others
- g) Develops other indirect strategies to influence others
- h) Builds relationships with others who may be able to provide information, resources or assistance
- i) Identifies and targets influence efforts at the real decision makers and those who can influence them
- j) Orchestrates a group decision or result, by first meeting individually with the key decision makers to gain their support
- k) Carefully frames issues and alternatives before seeking decisions or assistance from senior management

9. Interpersonal Awareness

Definition: The ability to notice, interpret, and anticipate others' concerns and feelings, and to communicate this awareness empathetically to others.

- a) Notices and accurately interprets what others are feeling, based on their choice of words, tone of voice, expressions, and other nonverbal behavior
- b) Asks questions to draw out others' concerns
- c) Takes time to get to know people personally
- d) Restates others' concerns, to demonstrate understanding
- e) Is responsive to others' concerns
- f) Finds non-threatening ways to approach others about sensitive issues
- g) Understands both the strengths and weaknesses of others

10. Concern for Clarity

Definition: A concern for ensuring that everyone involved in a project understands what is to be done, why, how, when, and by whom.

- a) Ensures that team members understand the purpose of the project within the larger organizational context of _____ and the customer's organization
- b) Holds team meetings to review the overall project plan and schedule and clarify any questions about expectations of all team members
- c) Creates, displays and regularly updates an overall project schedule
- d) Clarifies the roles and responsibilities of everyone involved in the project
- e) Negotiates clear definitions and limits on deliverables and work to be done
- f) Holds meetings to pull together subgroups working on different parts of a project, to discuss and resolve any differences about tasks, approaches, responsibilities, etc.
- g) Ensures that various groups involved in a project communicate what they are doing, to others who need to know
- h) Continually keeps stakeholders informed about progress on the project

11. Self Confidence

Definition: Belief in one's ability to be successful and willingness to be assertive, challenge others or raise questions in the face of potential opposition.

- a) Demonstrates a "can-do" attitude
- b) Takes a stand on important issues
- c) Speaks up when he/she disagrees with a decision or policy
- d) Makes a clear decision to resolve an impasse within the project team

TECHNICAL & FUNCTIONAL KNOWLEDGE REQUIREMENTS

Note: the following items were generated by a resource panel that met early in the project to analyze the Project Manager role and to provide information about job requirements. The panel was asked about specific technical and organizational knowledge requirements. The items below provide an outline of the main areas in which knowledge is required.

1. Some technical understanding of the technical work being done
2. Sponsor organization, its players, and their sensitivities
3. _____structure, operations, and key players
4. Knowledge of the sponsor organization’s key customers (e.g., airlines, military organizations)
5. _____ procedures
6. _____ organizational knowledge:
 - Goals and strategies
 - Internal politics and priorities
 - Knowledge of how to get things done within _____
 - Procedures
 - Administrative system
7. _____ Blueprint: what types of work _____ can and cannot do
8. Domain knowledge of _____
9. Project management knowledge

C. LINKS BETWEEN RESPONSIBILITIES AND COMPETENCIES

Competencies	Main Responsibilities						
	1. Define and Scope the Work Program	2. Establish and Relationships with Sponsors	3. Staff the Project	4. Develop the Plan	5. Assign Work and Delegate Responsibility	6. Communicate Progress and Issues	7. Monitor, Readjust Plan as Necessary, Ensure Execution
1. Diagnostic Information Gathering	High	Moderate	High	High			High
2. Analytical Thinking	High		Moderate	High	Moderate		High
3. Results Orientation	Moderate		Moderate	Moderate			High
4. Attention to Detail	High		Moderate	High	Moderate	Moderate	High
5. Fostering Teamwork			High	Moderate	High	High	Moderate
6. Performance Management			Moderate	Moderate	High		Moderate
7. Impact Awareness		High	Moderate		Moderate	Moderate	Moderate
8. Influence Skill		High	High		High	Moderate	Moderate
9. Interpersonal Awareness		High	High		High	Moderate	Moderate
10. Concern for Clarity	High	Moderate	Moderate	High	High	Moderate	Moderate
11. Self Confidence	High	Moderate	High			Moderate	High

D. APPLICATIONS: ENSURING THAT PROJECT MANAGERS HAVE THE COMPETENCIES

Selection involves assessing candidates or staff to ensure that they have demonstrated a certain level of the competency before placing them in a project manager position.

Development involves enabling people to learn on the job through observing project managers, trying out competency-related behaviors, and receiving coaching and mentoring.

Training involves providing candidates with structured courses and learning experiences.

COMPETENCY	RECOMMENDATIONS		
	Select	Develop	Train
1. Diagnostic Information Gathering		✓	
2. Analytical Thinking	✓ *	✓	✓ ***
3. Results Orientation	✓ *	✓ **	
4. Attention to Detail	✓ *	✓ **	✓ ***
5. Fostering Teamwork	✓ *	✓	✓
6. Performance Management		✓	✓
7. Impact Awareness	✓ *	✓	
8. Influence Skill		✓	✓
9. Interpersonal Awareness	✓ *	✓	✓
10. Concern for Clarity		✓	
11. Self Confidence	✓ *		

* Select to ensure that candidates possess at least a moderate level.

** Develop to a high level.

*** Train to a high level, through courses in project management (e.g., work breakdown structures, risk analysis, project management software)