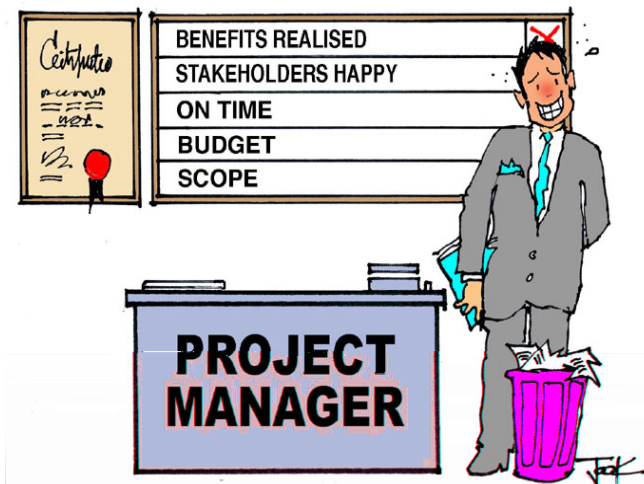
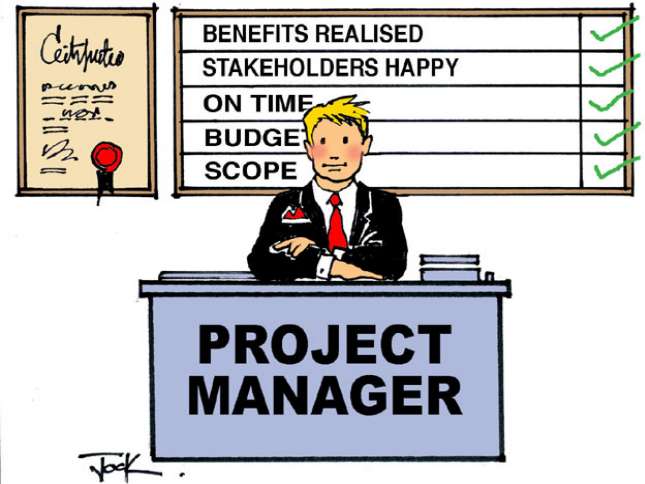
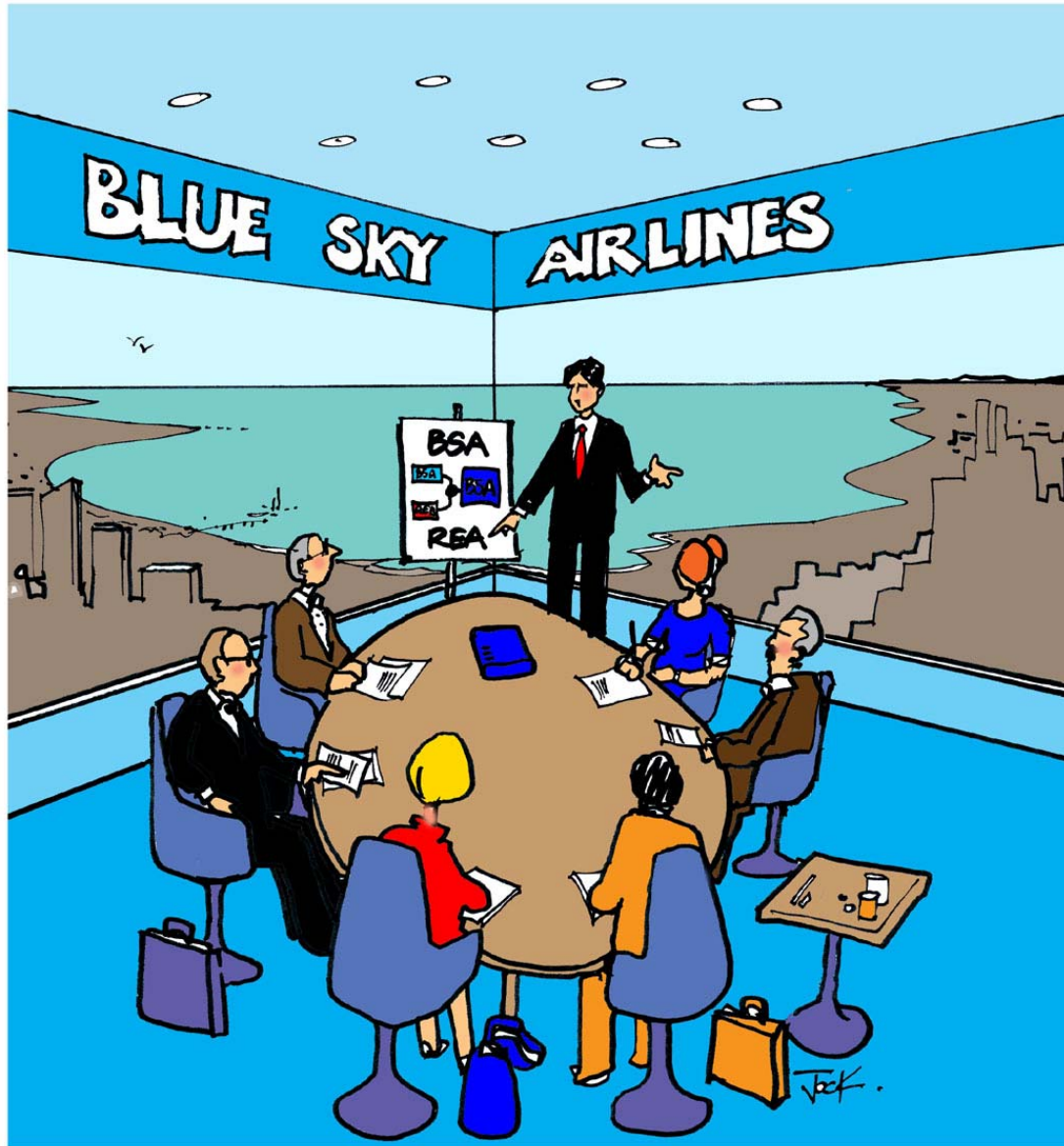
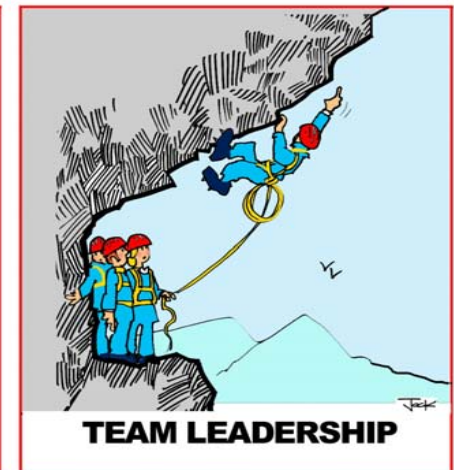
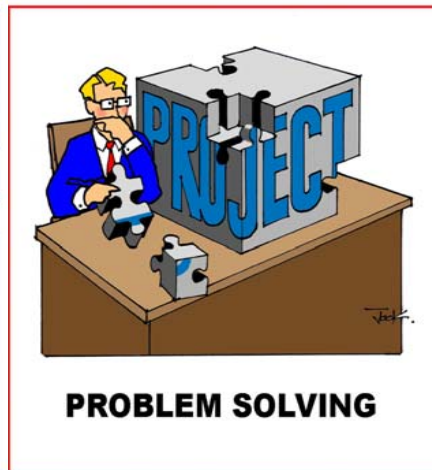
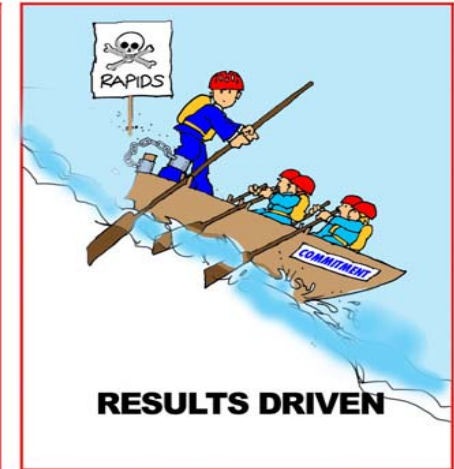


*How is it that  
2 people with  
similar qualifications  
& experience can  
produce very  
different results*



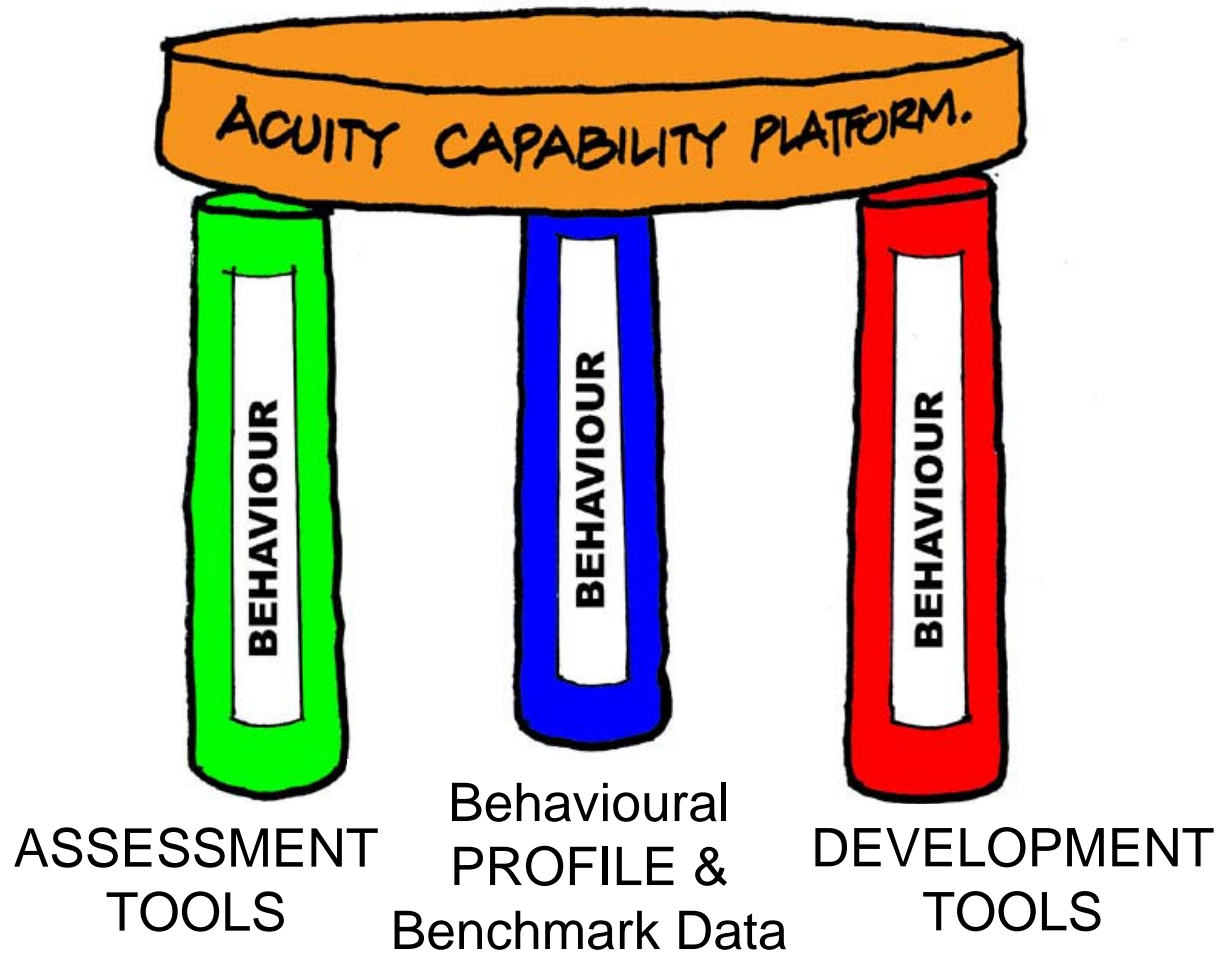


# 8 Behavioural Competencies



# An example of a Sub Competency

Stakeholder Partnership	Establishes and maintains strong stakeholder partnerships that lead to win – win outcomes	
INEFFECTIVE	EFFECTIVE	SUPERIOR
Builds and maintains relationships with clients and stakeholders		
<ul style="list-style-type: none"> <li>• Maintains few or no established relationships outside of the immediate project environment</li> <li>• Not interested in getting to know others - treats people and relationships as distractions from work</li> <li>• Complains about clients and stakeholders</li> <li>• Is unavailable when required</li> <li>• Avoids direct contact with clients</li> <li>• Clients and stakeholders have to seek project information</li> <li>• Adopts the same process and style regardless of the stakeholder</li> </ul>	<ul style="list-style-type: none"> <li>• Develops and maintains a professional network of project related contacts</li> <li>• Gets to know and understand clients and stakeholders quickly and easily, engaging in informal discussions</li> <li>• Demonstrates a respect for clients and stakeholders</li> <li>• Makes self available and looks for opportunities for face to face contact</li> <li>• Ensures clients are informed of progress</li> <li>• Adapts approach to suit the style and needs of different stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Networks across groups external to the project and the business</li> <li>• Demonstrates an easy, natural style with clients and stakeholders that ensures they are liked and trusted</li> <li>• Quickly builds rapport and engagement</li> <li>• Demonstrates support and loyalty towards clients and stakeholders</li> <li>• Regularly and proactively keeps clients informed of progress</li> <li>• Seeks out and acts on feedback from key client groups</li> </ul>



# Example of critical incident assessment tool

## Project Manager Role Play B Participant Instructions

### *Meeting 2 – Internal Project Meeting with Key Project Team Member*

#### **Your Task**

In appreciation of the dubious state of the project and the difficulties within the project team, you have organised a meeting with a key member of the project team, Nat Smith, to try to find resolutions for the people issues described in the project scenario. There has already been a project meeting and this is an informal discussion prior to the next project meeting. You will need to address all of the issues you see as important.

You need to prepare for this meeting.

This duration of this meeting is 10-15 minutes.

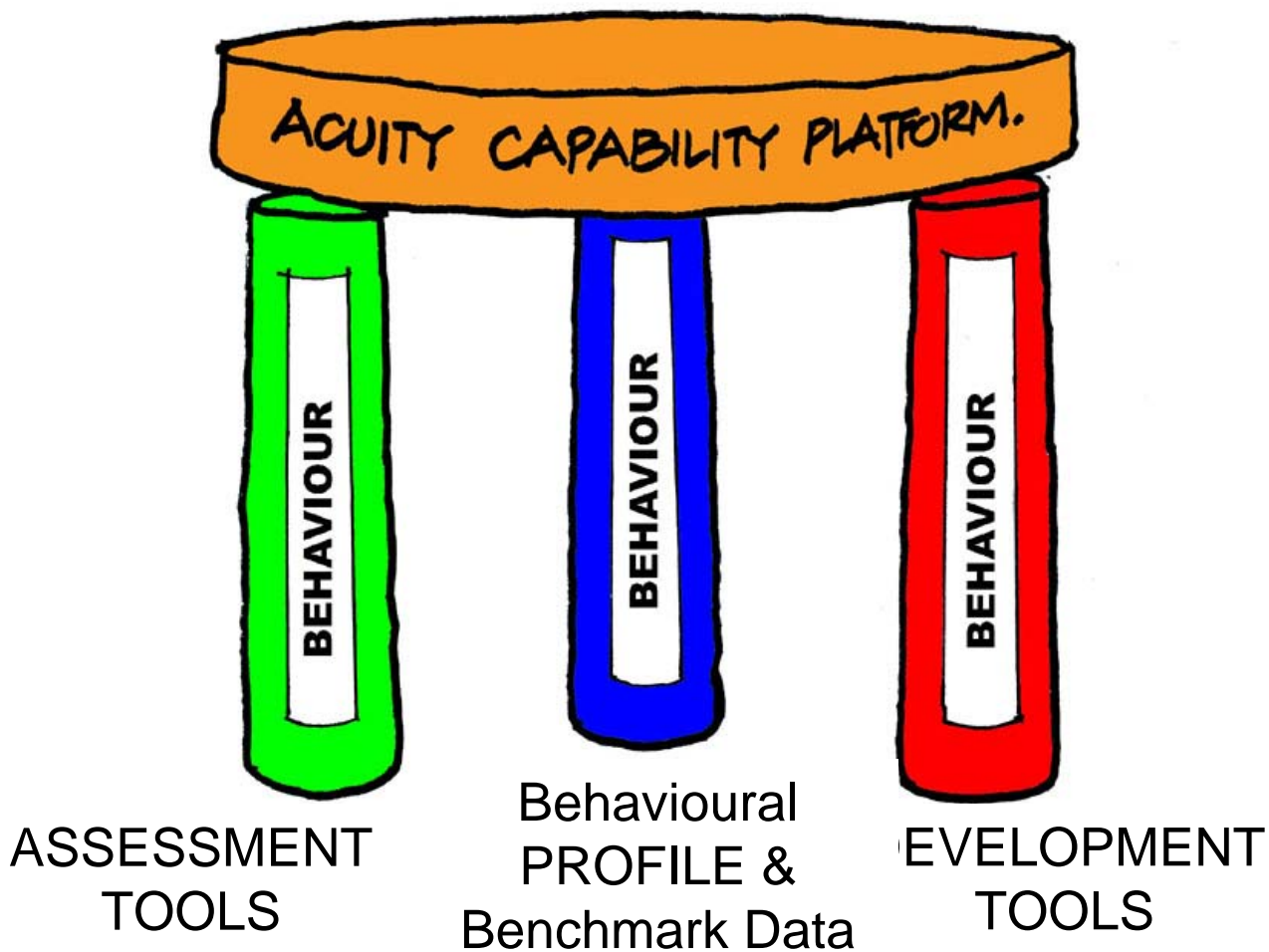
#### **Instructions**

You have **10 minutes** to prepare for your meeting with Nat Smith. After 10 minutes of preparation time a facilitator will come and get you from the Preparation Room.

You have been provided with background information about the project, which you will find useful in your preparation for the role play. If you require further information, it is up to you to make what seem to be reasonable assumptions. You may take this brief and the scenario into the meeting with you if you so desire.

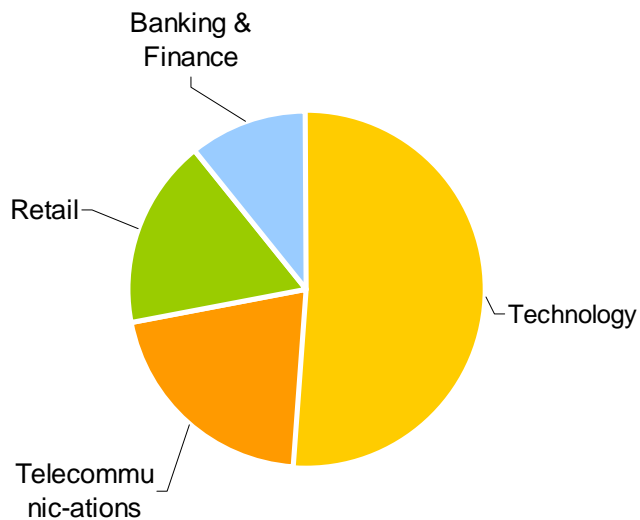
You should act in role for the duration of the exercise; you are expected to be in role from the moment you enter the Role-Play room. The part of Nat Smith will be played by a role-player from Acuity and there will also be a facilitator taking notes. The meeting will be stopped after 15 minutes but you may end the meeting prior to this if you wish.

Once the role play has ended, Acuity will ask you questions with regard to the role-play and provide you with brief feedback.

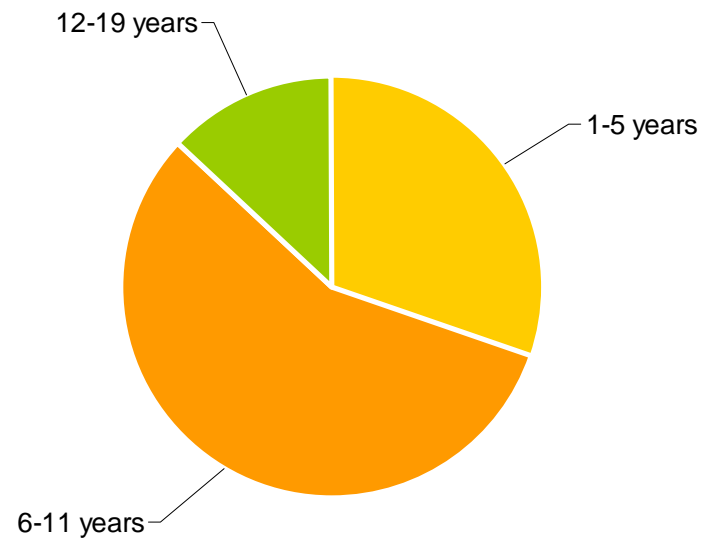


# The data set

## Project Manager Industry



## Project Manager Experience

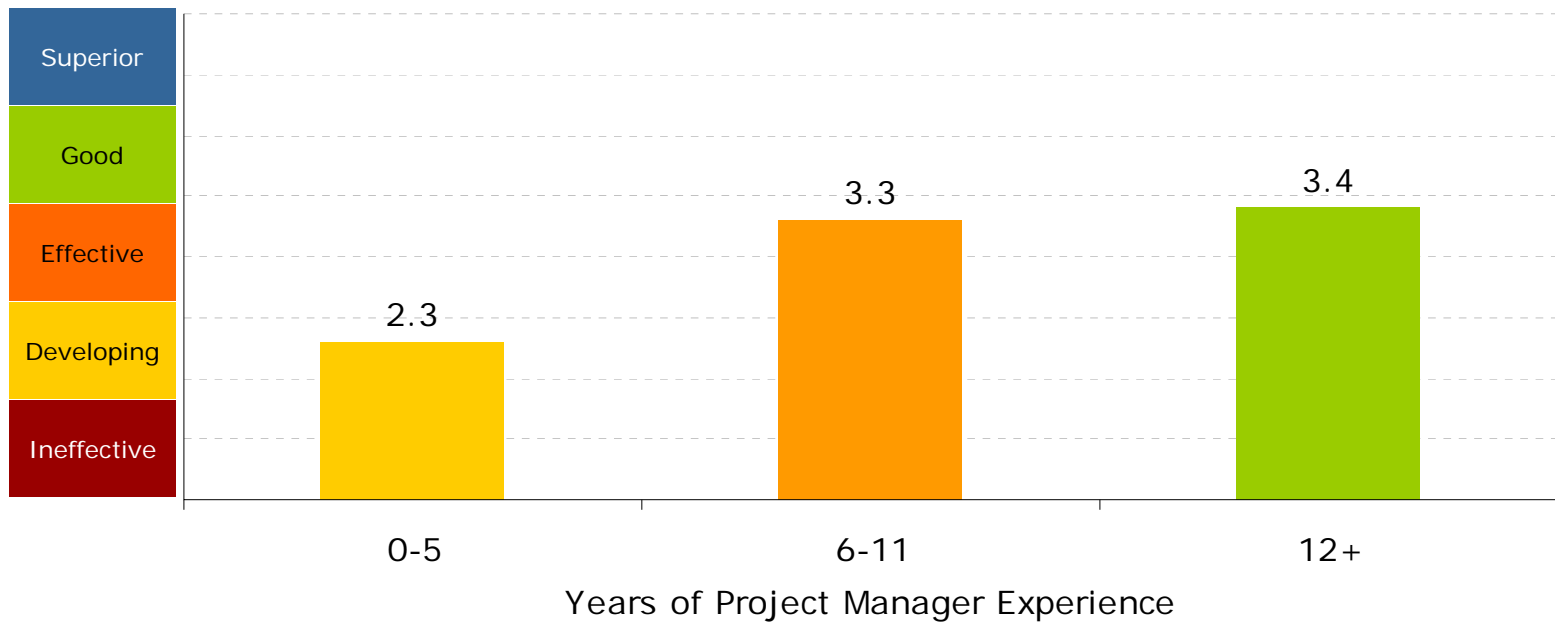


300 assessments

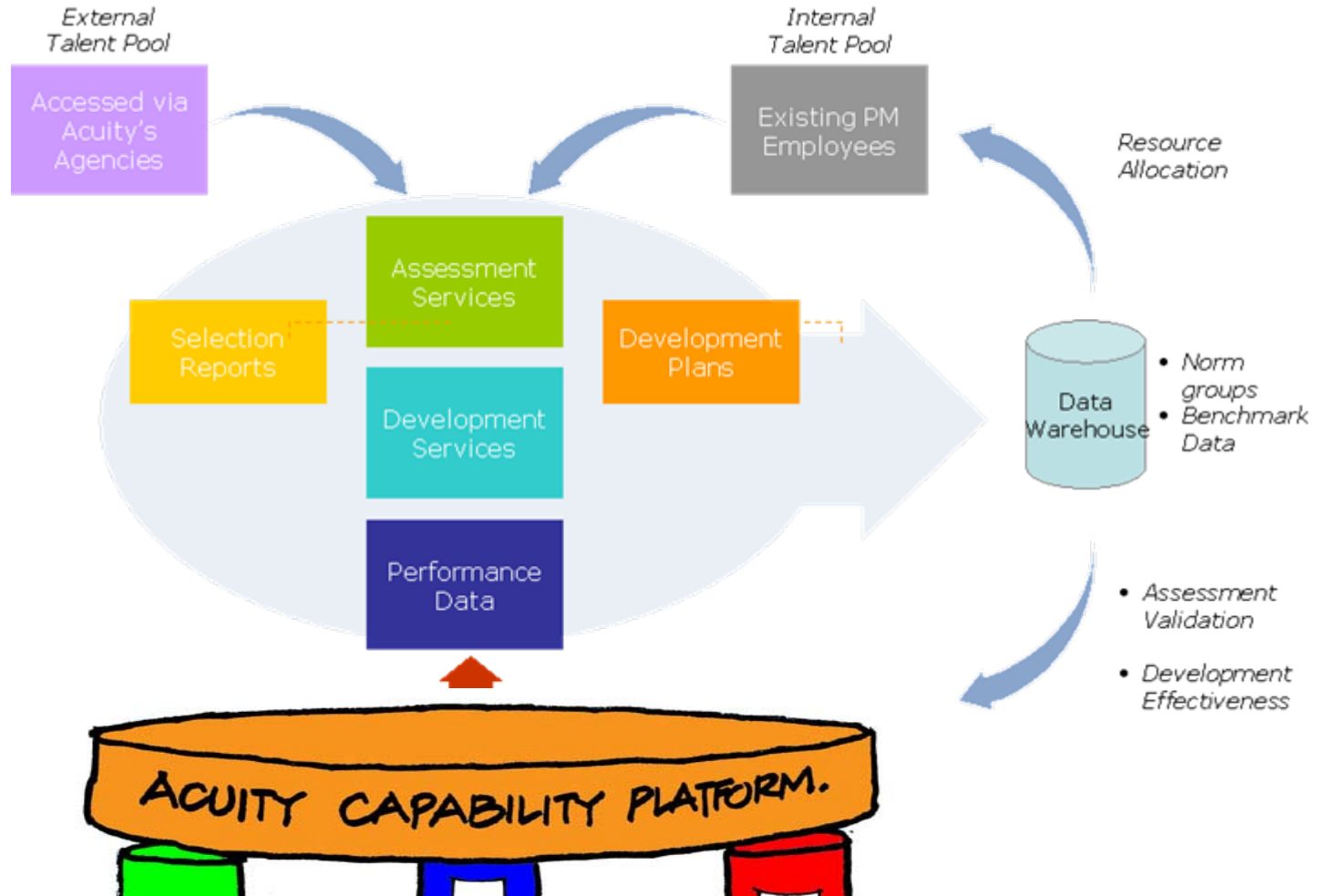


# Study 1: Investigating the correlation between Experience & behavioural assessment

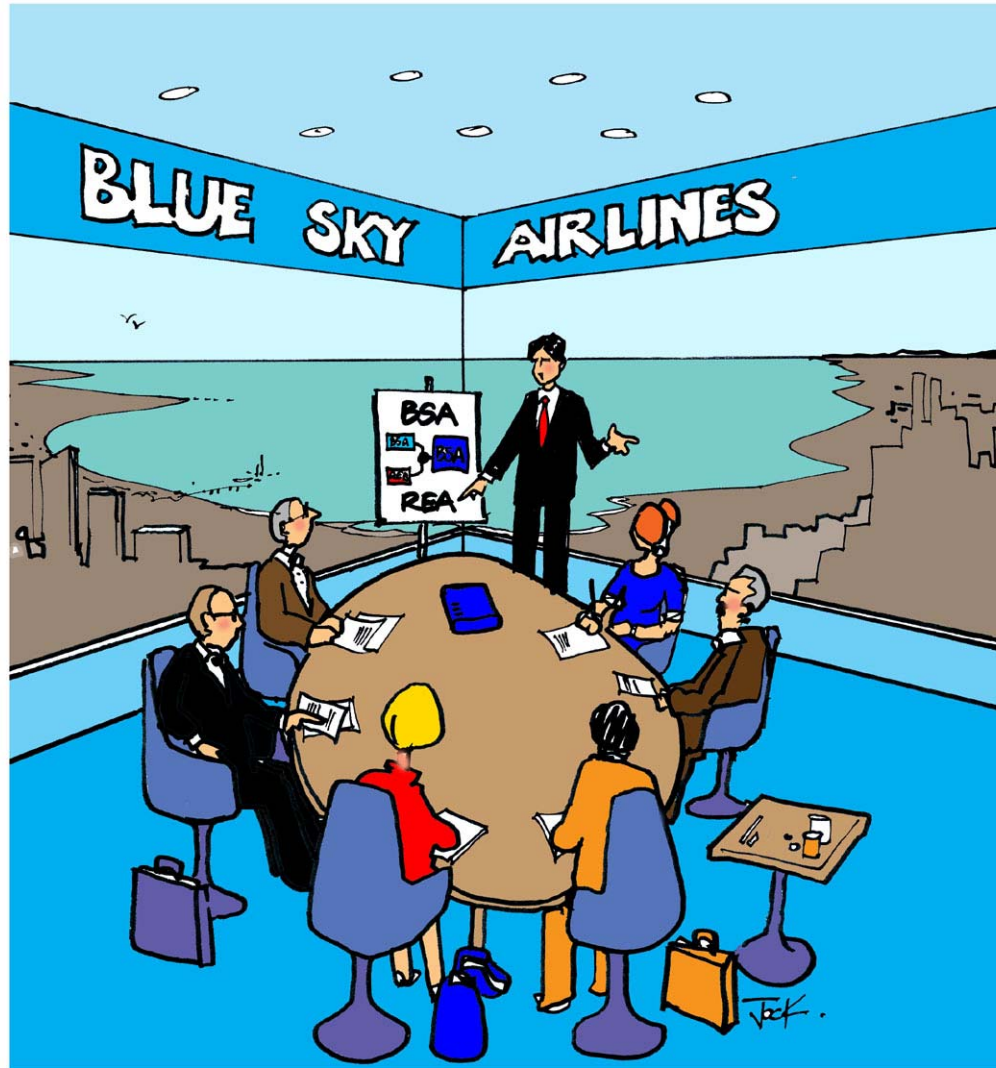
Average Project Manager behavioural performance scores



# Study 2 – Investigating the correlation between behavioural proficiency and project success



# So, what does Jack need to do?



# So, what does Jack need to do?



Establishes and maintains strong stakeholder partnerships that lead to win – win outcomes

- Identifies stakeholders and seeks to understand their needs and issues
- Builds and maintains relationships with clients and stakeholders
- Negotiates with, and influences stakeholders



Understands the business context of a project and ensures that project outcomes are linked to strategic objectives

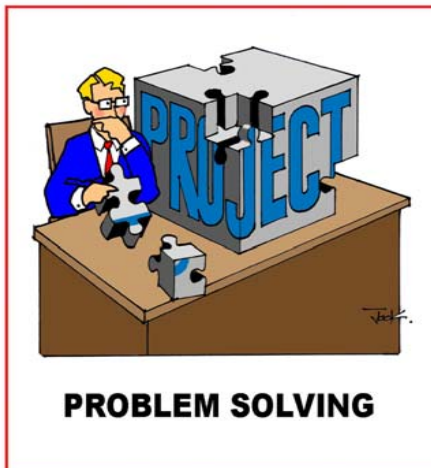
- Maintains a strategic focus
- Understands and maximises the business value of a project

# So, what does Jack need to do?



Demonstrates a credibility and professionalism that builds the confidence of key stakeholders and project team members

- Presents with credibility and professionalism
- Resilient in the face of issues



Demonstrates logical and structured problem solving skills, whilst remaining open to new ideas and approaches

- Logical problem solving
- Learning Agility

# So, what does Jack need to do?



Demonstrates an unwavering level of commitment, accountability and drive towards the successful delivery of project objectives

- Takes accountability
- Driven to ensure the achievement of project objectives



Inspires and productively leads project teams to achieve high quality outcomes

- Leads the project team through enthusiasm and inspiration
- Provides direction, support and coaching to the team

# So, what does Jack need to do?



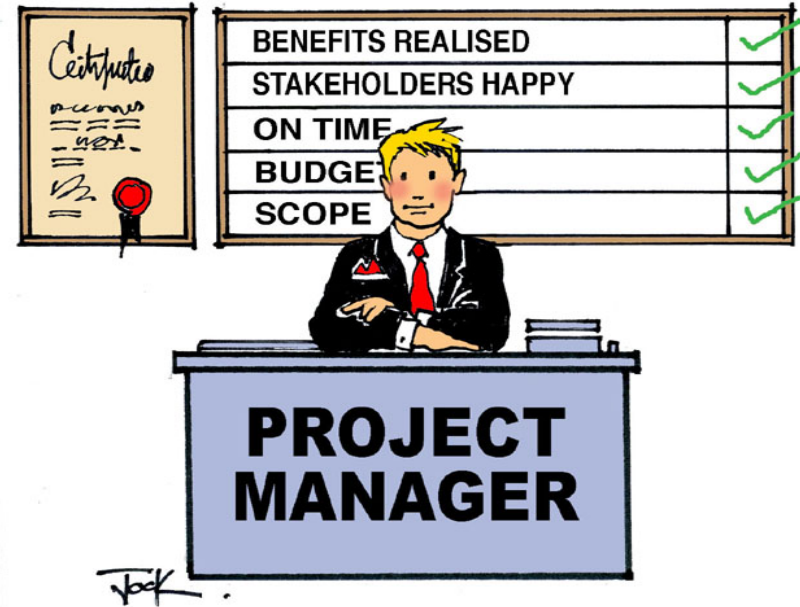
Demonstrates the organisational skills required to effectively plan and manage project resources, processes and tasks

- Appears prepared, organised and structured
- Plans and prioritises effectively
- Responsiveness to change



Communicates with key stakeholders, clients and project teams in a clear and compelling manner

- Selects appropriate communication mediums and approaches
- Communicates in a timely, clear and structured manner
- Communicates in an engaging and compelling manner



# Thank you



- copy of this presentation
- copy of the research paper
- improving project outcomes
- overview of development offerings
- 2 for 1 offer for our Touchstone programme
- free trial offer of assessment

# **Differentiating Superior Project Managers**

**AIPM Conference  
Canberra  
October 13 2008**

**Presented by: Stephen Chow**