COMPLETE PROJECT MANAGER ASSESSMENT SURVEY INSTRUMENT

The purpose of CPMASI is to measure how COMPLETE your skill set is as a project manager.

Before starting this exploration, please identify your:

NAME:

ORGANIZATION:

AFFILIATION:

PROJECT NAME:

INDUSTRY:

EMAIL ADDRESS:

To be consistent, think of a specific project and answer each question with that project in mind.

Please scroll down to begin.

COMPLETE PROJECT MANAGER
ASSESSMENT SURVEY INSTRUMENT

The purpose of CPMASI is to measure how COMPLETE you are as a project manager. The following questions refer to your current project. If you are not now working on a project, or if your current project has just begun and you feel you cannot answer the questions appropriately, then refer to the last project you worked on when answering these questions. If you are an upper manager, think of the project or projects with which you are most closely associated.

Rate each statement using any number from a low of 1 to a high of 7.
Use the following guidelines:

"1" means the statement is true to an *extremely small extent, never or bch˙Uh˙U`"*
"4" means it is true to an *average extent, or about normal in XY[fYY˙cZ˙ZfYei YbWh'*
"7" means it is true to an *extremely large extent, U˙k Umŋ˙cf˙k]h\ci h˙ZU]˙"'*

1) Start by Leading Yourself

1. I am able to manage my emotions
2. I am able to manage my time
3. I can manage my thinking
4. I can delegate effectively
5. I am able to manage my executives
6. I am ready to learn from projects
7. I love and respect my team members
8. I am able to listen to my team members and other project stakeholders
9. I usually use my courage as a project leader
10. Chemistry among my project teams and executives works effectively in my project

   Total: Start by Leading Yourself: Average

2) Role of Humor and Fun
11. I use humor in my projects
12. I am aware of the humor effects for the project manager
13. I frequently tell jokes and stories to my team members
14. Sometimes I work individually to achieve results
15. Sometimes I work connected to other people and team members to achieve results
16. I am aware of humor effects on soft project management skills
17. I am aware of humor effects on hard project management skills
18. In every project I manage, fun is a priority
19. Humor is an important ingredient for project success
20. I manage projects in a good mood

   Total: Humor skills: Average

3) Personal Skills

21. I always manage people by example
22. Every day I show a positive attitude in front of my team
23. I always define clear expectations
24. I respect my people
25. I always act direct
26. I have the right aptitude to manage projects
27. To make decisions during the project life cycle is easy for me
28. I am able to influence people in my project
29. I am passionate and persistent
30. I am conscious about the power of networking and I use it

_____ **Total: Personal skills: Average** _____

4) Project Management Skills

31. When initiating a project, success criteria are clearly established
32. I work with my sponsor to develop a project vision and charter
33. When planning a project, I consider alternative ways for executing it
34. I work well with the project sponsor
35. During project execution I am adaptable and innovative
36. I do project reviews at the end of each phase and project
37. I can give up almost anything except responsibility
38. I believe I am a competent project manager
39. My organization has spent effort and money training me on project management
40. I feel comfortable working with people

_____ **Total: Project Management skills: Average** _____

5) Environment Skills

41. I embrace chaos as a natural operating force
42. When I listen to people from different cultures, I pay attention to different forms of expressions
43. I attend project management training and put best practices into action
44. I practice project management by devotion, not only by obligation
45. I assess my environment regularly and prepare action plans to work appropriately
46. I am sensitive to cultural factors, knowing the variability of values that exist in different cultures
47. I know very well my organizational culture
48. I am clear on my purpose and engage others to clarify the purpose for working together
49. I look for behavioral patterns in the organization and opportunities to connect people appropriately

50. The organization is flexible to accommodate specific characteristics or requirements of the project

_____Total: Environmental skills: Average _____

6) Organizational Skills

51. I am aware of the importance of people within the organization and how so much of what happens or not depends upon the culture of that organization
52. Our organization benefits by having a process for linking projects to strategy
53. There is a portfolio management process in my organization and I know how it works
54. Organizational structure supports rather than creates obstacles to project work
55. I and others seek alignment among strategy, execution, structure, culture, and the portfolio of projects
56. I support movement away from "toxic" practices and support "green" interactions among people
57. I am open to experimentation within the organization
58. Upper managers know the importance of the project management discipline for project success
59. Projects and project managers are important for the organization
60. I am familiar with the policies and procedures required by the organization

_____Total: Organizational skills: Average _____

7) Negotiating Skills

61. I spend time preparing for negotiations
62. I believe the success of each project is highly dependent on what I negotiate
63. I am familiar with different negotiation styles
64. I understand the negotiation life cycle and know the activities to be done in each phase
65. I apply the "rules of negotiating" with all stakeholders
66. I know the power of asking for what I want
67. I ask many questions of my sponsor before accepting a project as a project manager
68. Win-win negotiations are the desired outcomes I pursue
69. I get something in return for each concession I make
70. I have good negotiating skills as a project manager

_____Total: Negotiating skills: Average _____

8) Political Skills

71. I contribute to creating an environment for positive politics
72. I understand the power structure in my organization
73. I am aware of the importance of political awareness for project success
74. I know how to develop a political plan
75. My credibility is a key asset for project success
76. I use commitments to manage processes, projects, and work across the organization
77. I achieve legitimacy from others as a result of my actions
78. I always say what I believe and act on what I say
79. I know how to identify powerful people in the organization
80. I have the capability to translate intention into reality and sustain it

_____ **Total: Political skills: Average** _____

9) Conflict Management Skills

81. I am aware of the source of conflicts and how to deal with them appropriately
82. I have developed skills to cope with difficult people
83. I deal with conflicts promptly and professionally
84. I set the example and operate in a high level "set point"
85. I assess the type of conflict before proceeding to resolution
86. I appreciate the presence of conflicts and seek to make them constructive
87. I use effective dialogue to handle conflicts
88. I urge myself and others to reframe or use multiple frames when seeking options to resolve conflicts
89. I focus on goals and objectives to work through conflicts
90. I know how to solve most of my project conflicts

_____ **Total: Conflict Management skills: Average** _____

10) Sales Skills

91. I recognize the need to develop sales skills—for all activities in life
92. I am aware of the need to sell the value of project management to all stakeholders
93. I have good presentation skills
94. I know how to prepare a winning customer proposal
95. I know the proposal sales process in my organization
96. I know how to deliver a sales presentation covering features, benefits, and advantages
97. I embrace the need to sell my value to help others achieve desired outcomes
98. I capably handle customer objections as opportunities for obtaining project support

99. I ask for explicit commitments to "get the sale"
100. I ask questions to determine needs before presenting solutions

_____ **Total: Sales skills: Average** _____

11) Change Management Skills

101. I am always ready to change
102. The ability to lead changes is a core skill I possess as a complete project manager
103. I understand why people resist change
104. I know the differences between change control and change management
105. I know and apply the phases and processes of change management
106. I know a process to propose and evaluate the impact of a change
107. I use a change control process on my projects
108. I am flexible and adaptable to necessary changes during project life cycles
109. I can guide people to understand and accept changes
110. I am open to new ways of doing things

_____ **Total: Change Management skills: Average** _____

12) Market and Customer Knowledge Skills

111. I understand, as a project manager, that I need to have a good knowledge of customers when managing projects
112. I have a clear view of marketing and how it differs from sales
113. I usually talk to end-users, asking them questions and validating their responses
114. I know who the customers are and who the end-users are
115. I know the market, market forces, and trends that impact my projects
116. I know the marketing tasks that need to be accomplished during the project life cycle
117. I ask many questions of my customer
118. I maintain a good and ethical business relationship with my customers and competitors
119. I am aware of business decisions that impact successful outcomes, both for the business and in the marketplace
120. I maintain a customer orientation and am always ready to serve my customers

_____ **Total: Marketing and Customer Knowledge skills: Average** _____

INTEGRATION Skills (bonus)

iii. Whether operating as a Project Office of One, a project manager, team member, or other stakeholder, I am able to integrate the complete set of skills that enable me to be a high performing project professional

Success Assessment

While the purpose of CPMASI is to measure how well your skills support project management in your organization, the ultimate benefit being sought is for each project to be successful and contribute value to the organization. The goal of capturing benchmarking data is to correlate component factors with project success.

Assess how well this project has succeeded or has the potential to succeed if it is currently in process. Use these criteria:

1. Project did not accomplish any of its objectives.
2. Project met only one of its objectives.
3. Project met some of its objectives.
4. Project satisfied the triple constraints of scope, schedule, and resources.
5. Project fully satisfied customer, user, or client requirements.
6. Over time the project contributed significant value, exceeding expectations.
7. Project met or exceeded key stakeholder requirements and contributed value and benefits far in excess of its costs.

The Project was a complete success (pick one)**:**

1. Strongly Disagree
2. Disagree
3. Somewhat Disagree
4. Neutral
5. Somewhat Agree
6. Agree
7. Strongly Agree

Success Score: _____

NOTES (to self, based upon the **COMPLETE PROJECT MANAGER ASSESSMENT SURVEY INSTRUMENT** questions):

Instructions

Once completed scoring each question, PRINT the complete document so you have a record of your scores.

Then submit average scores online to have your scores entered into the benchmark database. A report may be generated that shows the cumulative benchmark data. This allows you to compare your scores with others who are interested in improving their project management skills. With this data, you can:

- Identify if you are at, below, or above par in your average score for each section.
- Use this data to discuss or suggest changes with other people in your organization.
- Read case studies in the Englund/Bucero books *The Complete Project Manager* and *The Complete Project Manager's Toolkit* that describe why, what, and how to address the twelve surveyed areas.
- Prepare an action plan for building upon strengths and making improvements.

Please add any **COMMENTS** or suggestions about this assessment tool or its contents:

For graphical purposes, CPMASI average scores may be plotted on a spider diagram. Lowest scores of 1 are near the inner circle; highest scores of 7 are near outer circles.

Use completed diagrams to communicate and share with others, comparing strengths to determine how best to complement each other.