

Gestão de Projectos

Mestrado em Engenharia Informática/Psicologia

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Sumário

- What is competency?
 - What are the key skill?
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What is competency?

- ‘Competencies are the characteristics of a manager that lead to the demonstration of skills and abilities, which result in effective performance within an occupational area. Competency also embodies the capacity to transfer skills and abilities from one area to another’
 - (Hogg in Sanghi, 2007: 9)
- Interface competence and competency:
‘competences refers to the range of skills which are satisfactorily performed, while competencies refers to the behaviour adopted in competent performance.’
 - (Sanghi, 2007: 9)

Types of competency characteristics

Motives

- The things a person consistently thinks about or wants and that which causes action. Motives 'drive, direct or select' behaviour towards certain actions or goals and away from others.

Traits

- Physical characteristics and consistent responses to situations or information.

Self-concept

- A person's attitudes, values or self-images

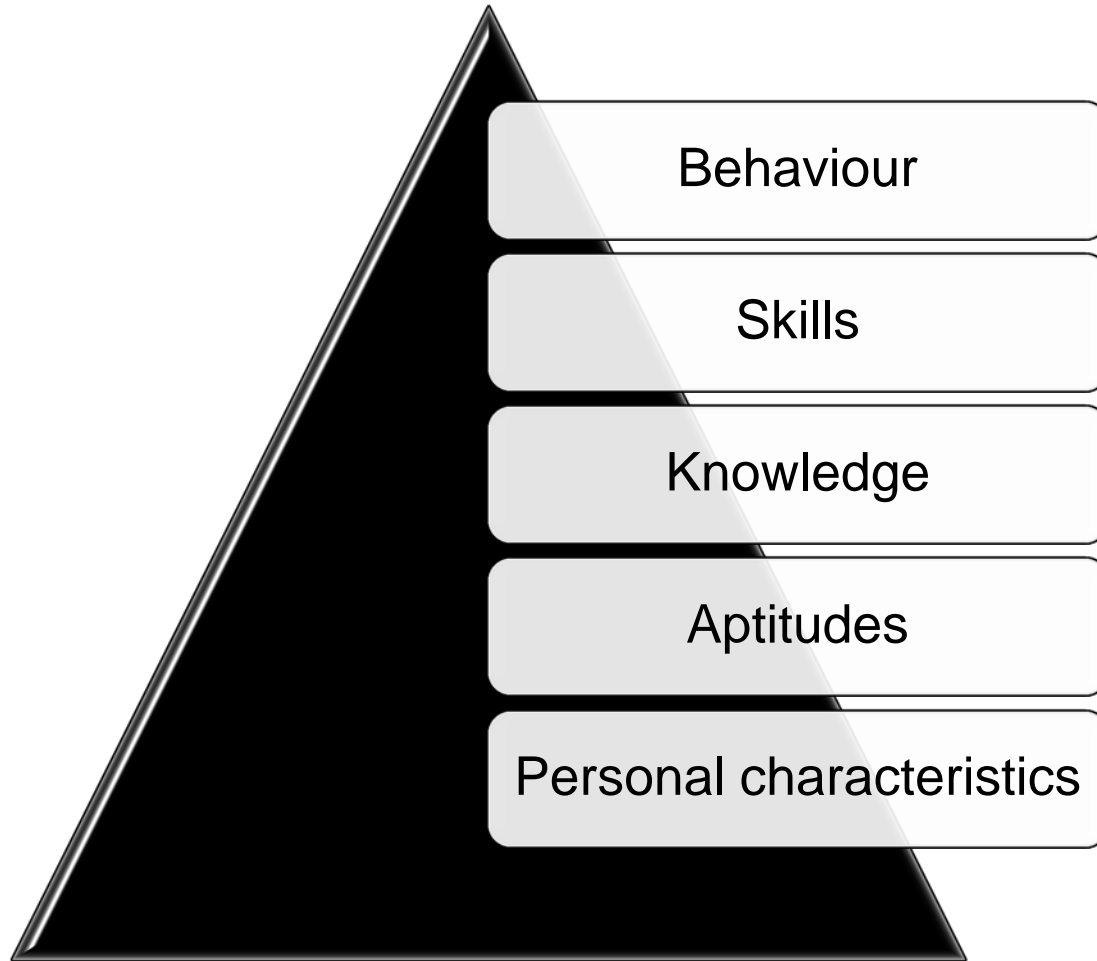
Knowledge

- Information a person has in specific content areas

Skill

- The ability to perform a certain physical or mental task.

Competency pyramid model



Main general competencies

Intellectual	Personal	Communication	Interpersonal	Leadership	Result oriented
1. Information collection	13. Adaptability	21. Reading	26. Impact	32. Organizing	38. Risk taking
2. Problem analysis	14. Independence	22. Written communication	27. Persuasiveness	33. Empowering	39. Decisiveness
3. Numerical interpretation	15. Integrity	23. Listening	28. Sensitivity	34. Appraising others	40. Business sense
4. Judgement	16. Stress tolerance	24. Oral expression	29. Flexibility	35. Motivating others	41. Energy
5. Critical faculty	17. Resilience	25. Oral presentation	30. Ascendancy	36. Developing others	42. Concern for excellence
6. Creativity	18. Detail consciousness		31. Negotiating	37. Leading	43. Tenacity
7. Planning	19. Self-management				44. Initiative
8. Perspective	20. Change oriented				45. Customer-oriented
9. Organization awareness					
10. External awareness					
11. Learning oriented					
12. Technical expertise					

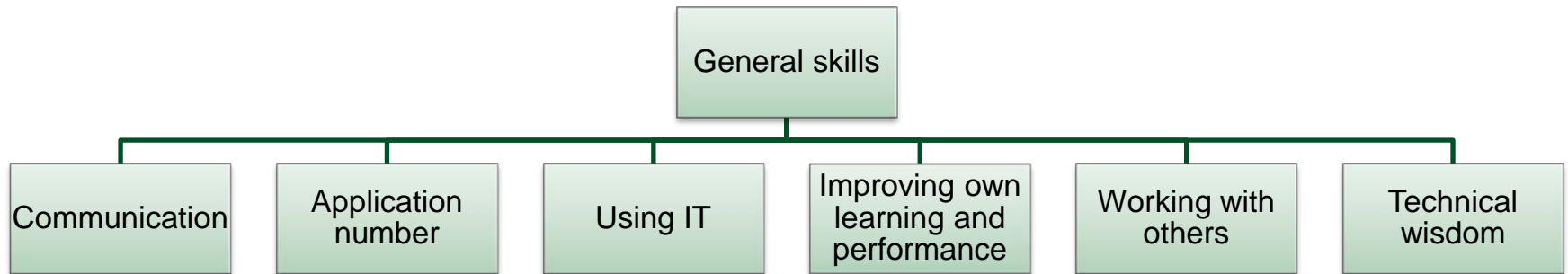
Exercício

- Look to previous slide: for the Project Manager Person, which are the most important competencies?
 - Look to the paper ..., you find that competencies in the papers?
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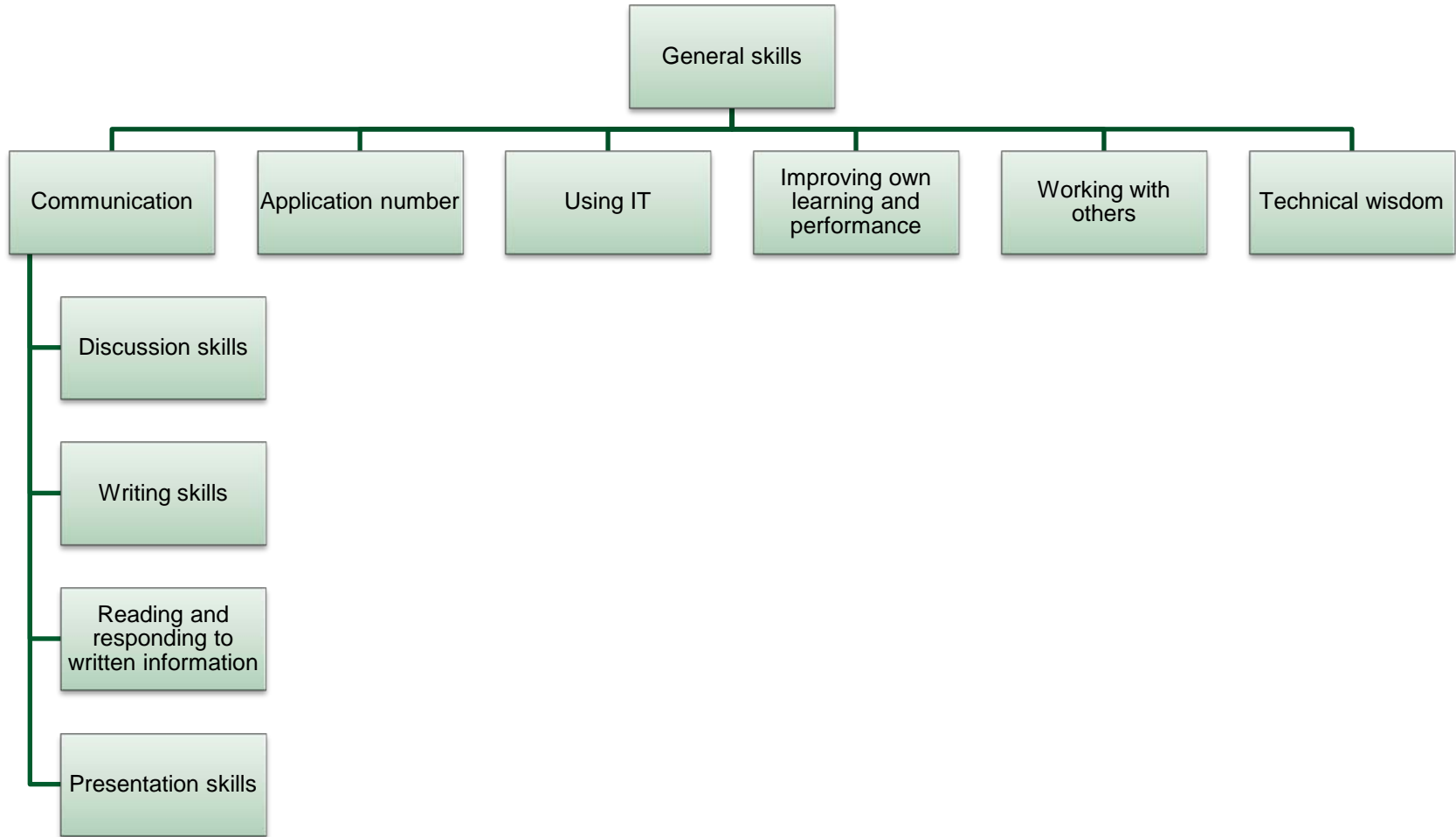
Generic competency model for Leadership role

- Thinking capabilities:
 - ❑ Decisiveness
 - ❑ Strategic orientation
- Leadership effectiveness:
 - ❑ Development of people
 - ❑ Team leadership
- Self-management:
 - ❑ Achievement orientation
 - ❑ Self-confidence/courage of convictions
- Social awareness
 - ❑ Impact and influence
 - ❑ Relationship building

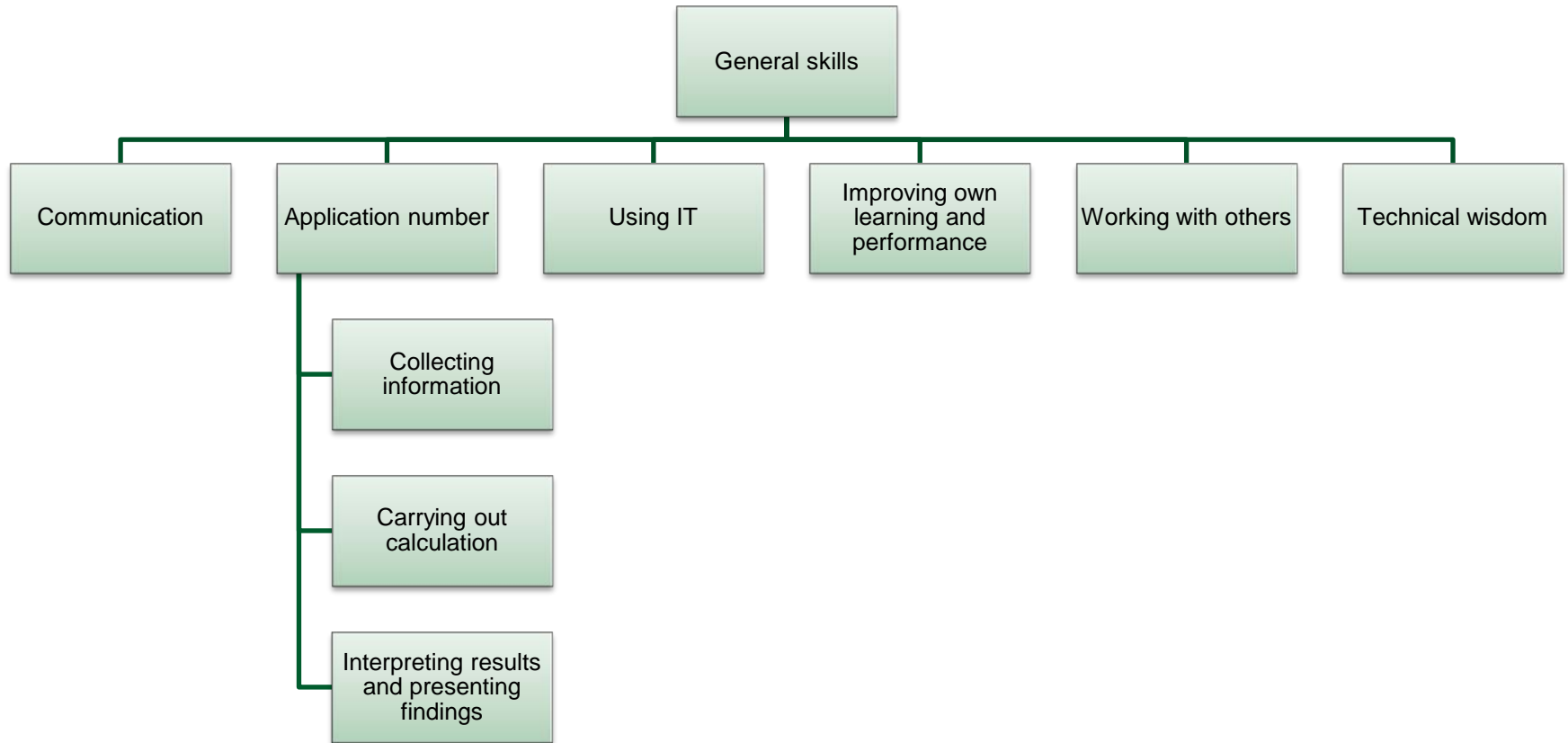
Key skills: a general overview



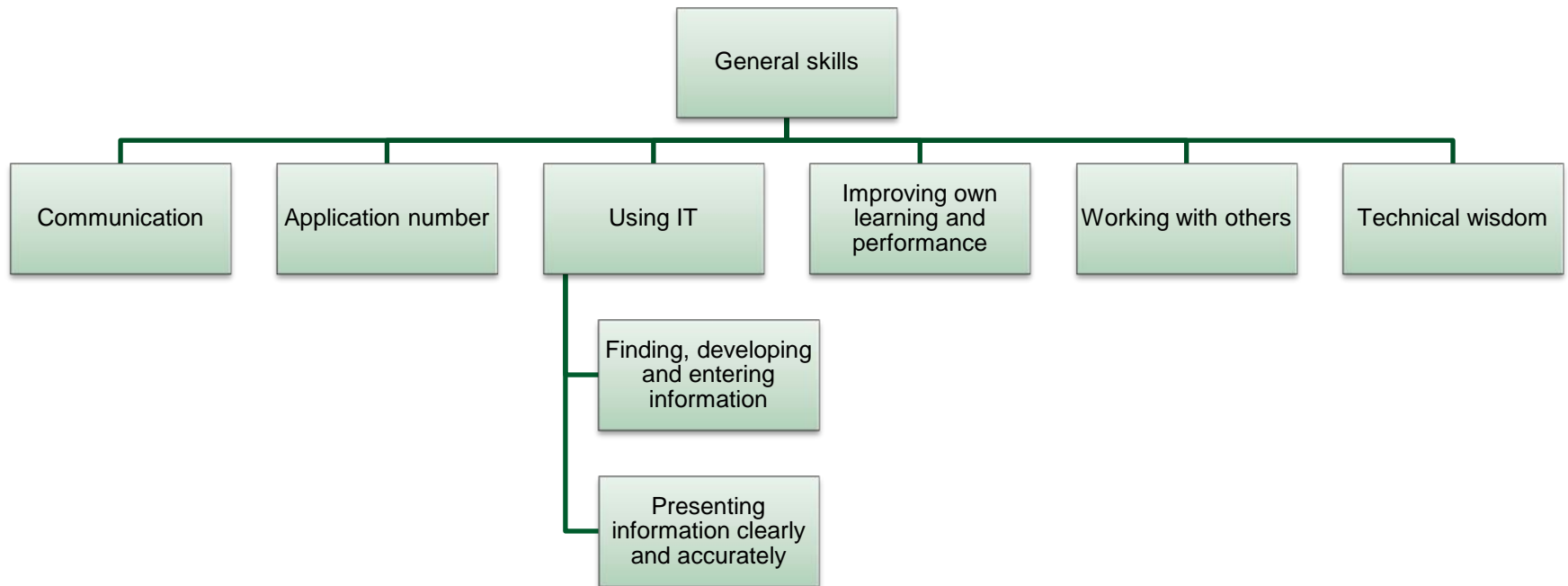
Key skills: Communication



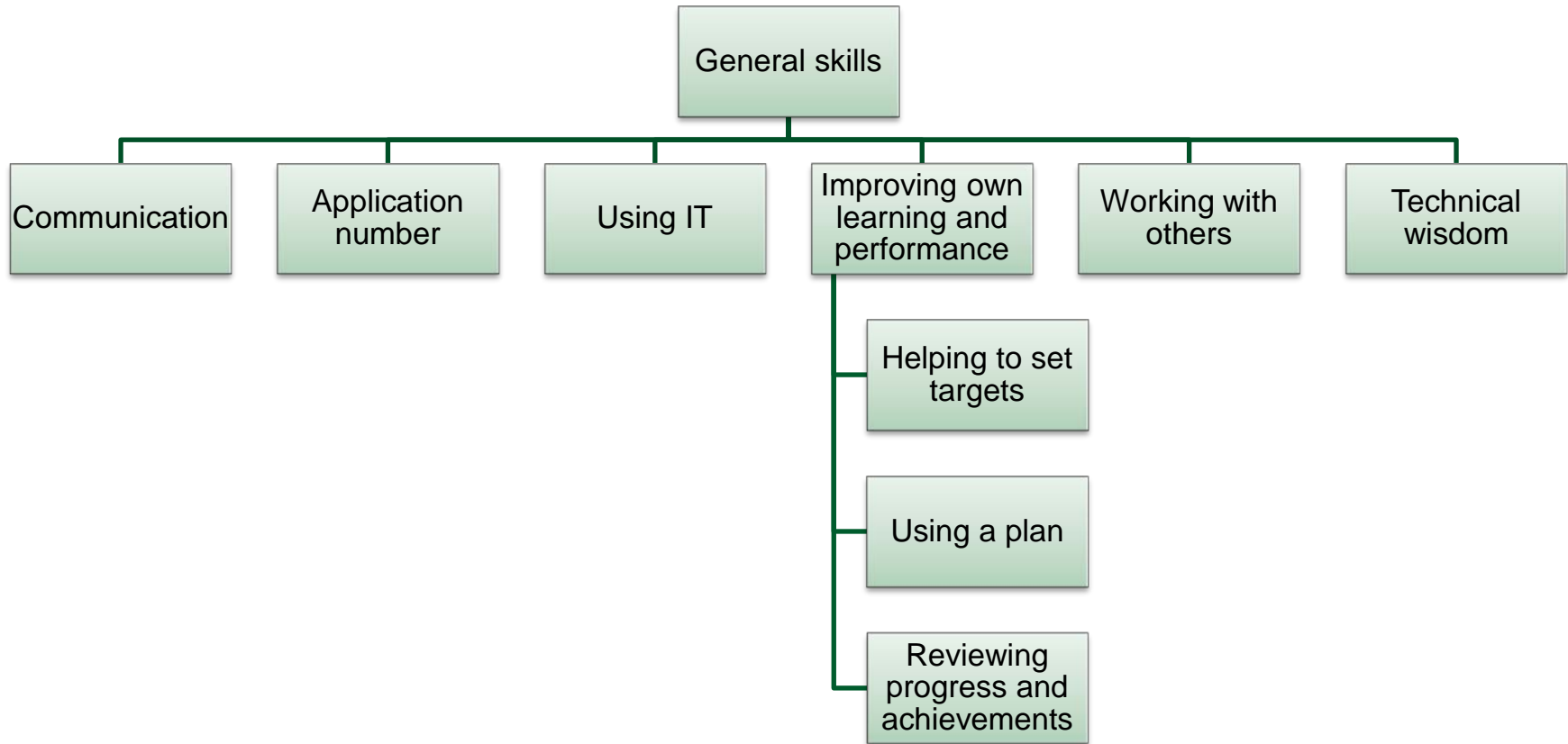
Key skills: a general overview



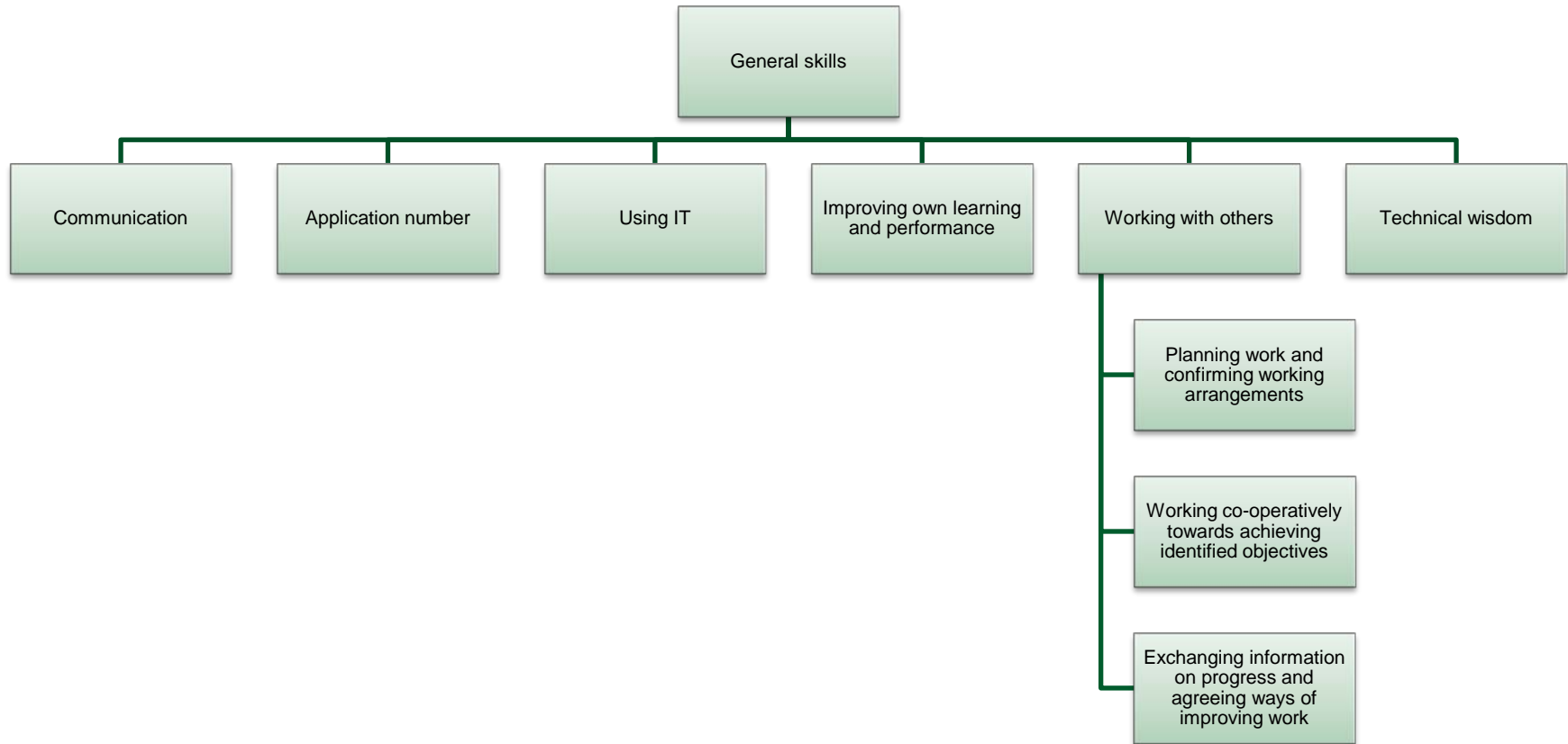
Key skills: a general overview



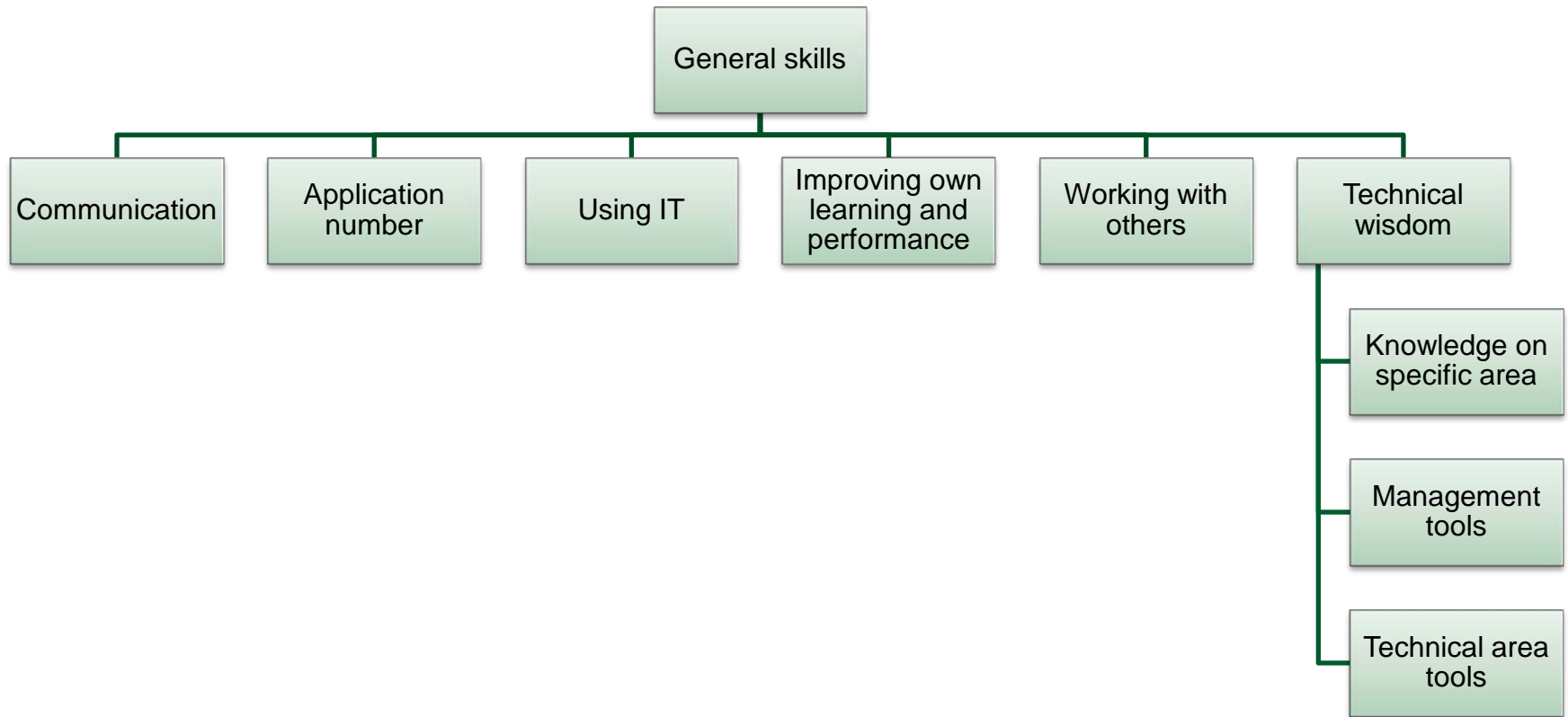
Key skills: a general overview



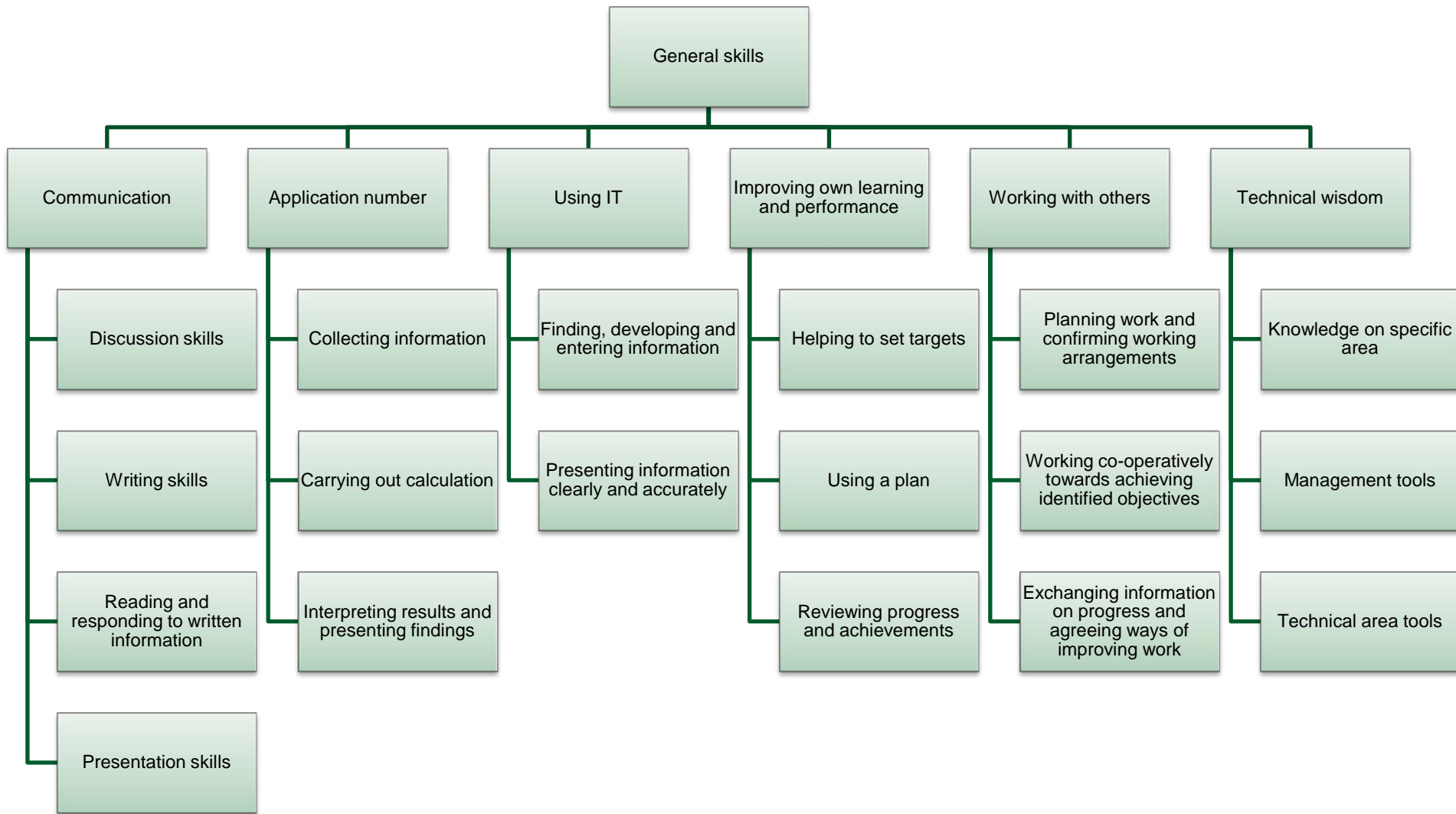
Key skills: a general overview



Key skills: a general overview



Key skills: skills areas



Exercicio:

- Descrevam para um Gestor de Projecto, as competências requeridas, usando o referencial de competências apresentado nos slides anteriores.
 - (ver quadro: project management profile – next slide)
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Key skills	Key skills areas	Description
Communication	Discussion skills	
	Writing skills	
	Reading and responding to written information	
	Presentation skills	
Application number	Collecting information	
	Carrying out calculation	
	Interpreting results and presenting findings	
Using IT	Finding, developing and entering information	
	Presenting information clearly and accurately	
Improving own learning and performance	Helping to set targets	
	Using a plan	
	Reviewing progress and achievements	
Working with others	Planning work and confirming working arrangements	
	Working co-operatively towards achieving identified objectives	
	Exchanging information on progress and agreeing ways of improving work	
Technical wisdom	Knowledge on specific area	
	Management tools	
	Technical area tools	

Job description

Job title:

Reports to:

Liaises with:

Brief description of job (what is done, when it is done, why it is done, where it is done):

Knowledge requirements of job (what information the job-holder must know and understand):

Main tasks and responsibilities:

Tasks vs Key skills description

[illegible]