

Personal Leadership Inventory - PM Soft Skills Self-Assessment

This self-assessment uses the Leadership, Proven Experience and Personality elements of the Core Competencies identified by Udo, N. & Koppensteiner, S. (2004) - reflective of the "soft skills" of a Project Manager - and excerpts from the measures of skill in those competencies as defined in Korn Ferry FYI: *For Your Improvement*, 5th Ed.

Instructions: For each row in this chart, select the column which best describes you. Record your score in the far right column. Higher overall scores indicate a higher level of proficiency with the "soft skills" expected in a Project Management role. Lower overall scores do not mean that Project Management is not a viable profession for you; simply, you may benefit from applying compensating skills to balance areas with lower scores (see Korn Ferry for suggestions by competency).

	A			B		
	5	4	3	2	1	
KNOWLEDGE	Describes me Exactly	More like A	A & B Equally	More like B	Describes me Exactly	TOTAL
Leadership						
provide direction	Can establish a clear direction; lays out work in a well-planned and organized manner		3		Doesn't set goals, targets or objectives; Not very planful in giving out tasks - simply assigns them.	3
provide vision	Communicates a compelling and inspired vision or sense of purpose; creates mileposts and symbols to rally support behind a vision		2		Does not appear to believe in a vision; isn't charming or charismatic enough to excite and energize others in pursuit of a vision	5
coach/mentor team members	Constructs compelling development plans and supports others in executing them; holds frequent development discussions		4		results driven and tactical without concerns or interest in long-term development; does not demonstrate interest in the aspirations/goals of others	9
sound judgment	Over time, decisions consistently lead to positive outcomes		4		may go for a big, elegant, decision or solution when five little ones would be better	13
issue & conflict resolution	Engages in dialogue about how to get things done; understands the need for flexibility; can diffuse a high-tension situation easily		4		Won't take charge in difficult situations; needs support and approval before acting; won't take a stand when conflict arises	17
effective decision making	Makes good decisions based upon a mixture of analysis, wisdom and experience		3		May not use orderly decision making methods;	20
Negotiation	Can win concessions without damaging relationships; Can be both direct and foreful as well as diplomatic		3		May hold back and be afraid to take tough stands; May not seek or know how to find common ground	23

Communication	Provides individuals information so that they can make informed decisions		5		May hoard information or not see informing others as important.	27
Team building	Says "we", "us" and "the team" more than "I"; Gets the whole team motivated and excited; Runs participative meetings and processes		5		Doesn't pull the group together to accomplish a task; Doesn't share credit for successes; Treats people more as a collection of individuals than as a team	33
	A					
	B					
	5	4	3	2	1	
PROVEN EXPERIENCE	Describes me Exactly	More like A	A & B Equally	More like B	Describes me Exactly	TOTAL
Strategic in approach: understands and addresses inter-dependencies and real issues	Likes to look at "what if" scenarios Can bring together several seemingly unrelated streams of information to form a compelling vision		2		Gets stuck in the tactical; Lacks a broad perspective	35
Clear definition of requirements (tested by real customer requirements) and timetables	Can focus on the more important priorities; Can attend to a broad range of responsibilities concurrently; Sets clear objectives and measures		4		Flits from one activity to the next without an organized plan or priority; Mostly reactive; Does not set benchmarks or ways to measure success	39
	A					
	B					
	5	4	3	2	1	
PERSONALITY	Describes me Exactly	More like A	A & B Equally	More like B	Describes me Exactly	TOTAL
Aptitude; flexibility and ability to adapt to change and cultural realities	Can combine seeming opposites (e.g. compassionately tough, strong but flexible standards); able to act differently in different situations		3		May be unreasonably intense; may freeze or panic in the face of conflict or uncertainty	42
Build and manage interpersonal relationships	Relates well to all kinds of people; uses diplomacy and tact; builds appropriate rapport		4		May be impatient, judgemental or arrogant; unable to see beyond the immediate situation to consider future interactions;	46
					TOTAL	46