

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

Communication	Provides individuals information so that they can make informed decisions				May hoard information or not see informing others as important.	
Team building	Says "we", "us" and "the team" more than "I"; Gets the whole team motivated and excited; Runs participative meetings and processes				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	
	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				Gets stuck in the tactical; Lacks a broad perspective	
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				Flits from one activity to the next without an organized plan or priority; Mostly reactive; Does not set benchmarks or ways to measure success	
	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				May be unreasonably intense; may freeze or panic in the face of conflict or uncertainty	
Build and manage interpersonal relationships	Relates well to all kinds of people; uses diplomacy and tact; builds appropriate rapport				May be impatient, judgemental or arrogant; unable to see beyond the immediate situation to consider future interactions;	
					TOTAL	