

Gauging Your Project Management Skills

Instructions:

For each statement, click the button in the column that best describes you. Please answer questions as you actually are (rather than how you think you should be), and don't worry if some questions seem to score in the wrong direction.

		HIGH 5 ←=====→ 1 LOW				
		5	4	3	2	1
1	I communicate what needs to be done by what deadline, and expect the people to whom I assign the work to be responsible for breaking down the work packages into smaller and more manageable pieces.					
2	When I choose suppliers, I base my decision on their ability to deliver on time as well as on price.					
3	I prepare a specific timeline and sequence of activities, and I use this schedule to manage the overall project to ensure its timely completion.					
4	When a project begins, I work with its sponsor to negotiate and agree specific deliverables.					
5	Project teams are only temporary, so I don't worry too much about personalities. I select team members based on the technical skills I need.					
6	At the start of a project, I formally outline what, why, who, how, and when with a Project Initiation Document – so everyone can understand how the elements of the project fit together.					
7	I consider a variety of cost alternatives when developing my original project budget plan.					
8	I outline clear expectations for the project team, and I manage their individual and collective performance as part of the overall project evaluation process.					
9	When a project gets behind schedule, I work with my team to find a solution rather than assign blame.					
10	I identify as many potential project risks as I can, and I develop a plan to manage or minimize each one of them, large or small.					
11	Because projects involve so many variables that change so often, I let the plan develop on its own, as time passes, for maximum flexibility.					
12	I use customer/stakeholder requirements as the main measure of quality for the projects I manage.					
13	I routinely monitor and reevaluate significant risks as the project continues.					

HIGH 5 ←=====→ 1 LOW						
		5	4	3	2	1
14	I give people a deadline to complete their project work, and then I expect them to coordinate with others if and when they need to.					
15	I keep all project stakeholders informed and up-to-date with regular meetings and distribution of all performance reports, status changes, and other project documents.					
16	I define specifically what the stakeholders need and expect from the project, and I use these expectations to define and manage the project's scope.					
17	Forecasting costs is more art than science, so I include extra funds in the budget and hope that I'm under cost at the end.					
18	I present project status information in an easy-to-use and easy-to-access format to meet stakeholders' information needs.					
19	Delivering on time and on budget are the most important things for me.					
20	When I contract for goods or services, I often choose suppliers based on familiarity and the past relationship with my organization.					

SCORE INTERPRETATION	
Score	Comment
20-46	Right now, you may be focusing mostly on day-to-day activities rather than the bigger picture. If you spend more time on planning and preparation, you'll see a big improvement in your project outcomes. And you'll have more time to spend on productive work rather than dealing with last-minute surprises. As part of planning more for your projects, take time to create a development plan for the specific skills on which you scored lowest.
47-74	Your project management skills are OK, and when projects are relatively simple, your outcomes are often good. However, the more complex the projects you manage, the less control you will have and the more likely you are to deliver below expectations. Take time to improve your planning skills and prepare for the unexpected. The more time you spend on your up-front planning, the better your project outcomes will be.
75-100	You are an accomplished project manager. Few things that happen will upset you, or hurt your confidence in your ability to lead the project to a successful end. Use your mastery to help others on your team develop their project management skills. Lead by example, and provide opportunities for other team members to manage parts of the project. Also, be aware of your own strengths and weaknesses. As you review a completed project, make sure that you review your own performance, and identify what you can do better next time.

NAME OF PROCESS:

STEP #	TASK	SHAPE*

* Which process mapping symbol (rectangle, diamond, oblong)

Project Initiation Document Checklist

A Project Initiation Document is a guide to a project, clearly laying out the justification for a project, what its objectives will be, and how the project will be organized. This helps ensure that everyone knows what's going on right from the outset.

The amount of detail included should be sufficient for the reader to understand the basic purpose of the project and to determine, in principle, the overall feasibility of the project objectives and plan. The PID is supported by many detailed planning documents that may not be entirely completed by the time that the PID is prepared.

PID Item		Check When Complete
Section 1: What is the Project all About?		
Project Title		
Background		
Purpose		
Objectives (and how they will be measured)		
Project Scope		
Exclusions From Scope		
Deliverables (including dates of completion)		
Constraints		
Assumptions		
Section 2: Why Should This Project go Ahead?		
Business Case:	Project Benefits Options Cost and Timescale Cost/Benefit Analysis	
Risk Analysis:	Risk Identification Risk Prevention Risk Management Risk Monitoring	

Project Initiation Document Checklist

PID Item	Check When Complete
Section 3: Who Will Work on the Project?	
Roles and Responsibilities	
Project Organization Chart/Structure Diagram	
Names of: Project Sponsor Project Manager Project Team	
Section 4: How and When Will the Project be Delivered?	
Initial Project Plan	
Assignments/Milestones	
Schedule (Gantt Chart)	
Human Resource Project Team Requirements: Support Staff Additional Staff	
Project Control: Monitoring Mechanisms Communication Channels and Schedules	
Quality Control	

- Adapted from [Mind Tools Ltd.](#)
- For instructions on creating Project Initiation Documents, visit www.mindtools.com/rs/PID.

Work Breakdown Structure--WBS

NAME OF PROJECT:

STEP #	WHO*	TASK	SHAPE**

* Who takes responsibility for the task.

** Project mapping symbol (rectangle, diamond, oblong, direction of the arrow—dependent or predecessor).