



Project Management Impact Assessments Overview

Achieving proficiency in any skill is a complex matter. It begins with having the right blend of innate abilities (Aptitudes), learning a specific set of concepts and procedures (Knowledge), and, within the context of a variety of settings, internalizing those concepts and procedures through considerable experience (Skills). Of course, an individual's level of effectiveness is ultimately dependent on whether he or she is operating in an environment that is conducive to exercising these skills.

Most project manager assessments focus solely on an individual's level of knowledge. While this is an important step, it only paints a partial picture of a person's current level of maturity and future capability.

At Systemation we began designing our Project Manager Assessments by first looking at the entire project management process. Then, for each component of the process, we identified the aptitudes, skills, and knowledge necessary to be an effective project manager. Finally, we developed a set of assessments, all available online, to target each one of them. Assessment results can then be used to benchmark a group of project managers against peers across numerous industries, design a training program or establish a baseline for improvement.

Our 45 years of experience has shown us that project management maturity not only encompasses a project manager's capabilities and the organization's project management processes and tools, but also the project environment that project managers work within. As a matter of fact, a company's culture can have the

biggest impact on a company's success (or failure) in project management. That's why our comprehensive Organizational Assessment covers over 25 different capability areas. It focuses on the intent behind the formality with the understanding that there is usually more than one way to get things done.

PROJECT MANAGER KNOWLEDGE ASSESSMENT

Utilizing 132 multiple-choice questions derived from Project Management Institute's (PMI®) *A Guide to the Project Management Body of Knowledge* (PMBOK® Guide), this Assessment's main objective is to evaluate a person's knowledge of project management.

The Assessment's report shows how the individual's knowledge level relates to PMI's five process groups, nine knowledge areas and general management. In addition, it compares the individual's results to either a group of peers within their company or to all project managers within the broader project management community.

PROJECT MANAGER SKILL ASSESSMENT

This Assessment focuses on evaluating a person's ability to perform the skills required to be an effective project manager. It uses a 360-degree evaluation format that gathers perspectives from the project manager, their supervisor, team members and clients. This assessment not only indicates if a project manager practices the requisite skills, it also shows how amenable and conducive the organization is to allowing the project manager to do so. Bundled with the Project Manager Knowledge Assessment, one is able to determine the root cause of why a project manager is not practicing a particular skill effectively.

After all the input is collected, a report is generated that compares the group's views of the project manager's skill level with the individual's own self-perceptions. In addition, it summarizes a person's skill level profile into PMI's five process groups and compares it to either a group of peers within their company or to all project managers within the broader project management community.

COMPREHENSIVE PROJECT MANAGER ASSESSMENT

This assessment is the most informative of them all. In addition to incorporating the capabilities available from the Project Manager Knowledge and Skill Assessments, it evaluates a person's aptitudes related to project management. Using a suite of revealing psychological tests, we are able to tell how steep the mountain is that an individual must climb in order to become a high-performing project manager.

A final report is generated that not only shows all the information from the Project Manager Knowledge and Skill assessments, but a detailed analysis of each project manager's tendencies related to the aptitudes as well.

ORGANIZATIONAL PROJECT MANAGEMENT CAPABILITY ASSESSMENT

This assessment begins by evaluating an organizations project managers using our Project Manager Knowledge and Skill Assessments. Then we conduct thorough interviews with a variety of stakeholders, including a member of executive management, mid-level managers and project managers – we even speak with the clients! This 360-degree review not only indicates if a project manager is able to practice the requisite skills, it also shows how amenable and conducive the organization is to allowing the project manager to do so.

But we don't limit our assessment to what people tell us – the proof is in the pudding. As such, we carefully review multiple samples of project documentation, including charters, plans, status reports, change control, risks, issues, processes, standards and guidelines, and other tools, such as scheduling and timekeeping. We also evaluate the tools the project managers use.

Finally, we combine all the information gathered from all sources, analyze it and prepare and present our feedback in an easily digestible but comprehensive briefing format.

As you can see, our individual and organizational assessments are some of the most comprehensive available today. They allow you to evaluate your people and organization at any number of levels, giving you the level of detail you need to achieve project and business success.

An individual's level of effectiveness is ultimately dependent on whether he or she is operating in an environment that is conducive to exercising these skills.

