Project Management Competencies

Measuring & Developing
Project Management Competencies
for Stronger Performance

EMS Inc. / Clark Wilson Group

The Business Stake

IPA Research
Strength of Project Team impacts project outcome

Clark Wilson Research
1,377 Managers in study. Balanced competency profiles correlate to higher performance with predictive validity.

Competitive Position
Owner ROI A&E and Contractor Selection & Project Profitability

Performance Link

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Management Theory

Drucker (1954) Management by Objective
Weiner (1948) Cybernetics Feedback & Control
Tote Model (1960) Planning
Toleman (1932) Expectancy

Management Task Cycle

Goals & Objectives
I Planning & Problem Solving
II Work Facilitation
III Feedback
IV Positive Control
V Reinforcement
VI Goals & Objectives

Project Management Task Cycle

Directing the Effort
I
Phase 1

**Directing Project Activities**

- Clarifying Goals & Objectives
- Organization Courage
Phase II

Planning & Solving Project Problems

- Encouraging Participation
- Construction Expertise
- Judgement
- Adaptation

Phase III

Facilitating the Project’s Work

- Teaming
- Client Focus
- Project Stakeholder Relations
- Work Facilitation

Phase IV

Providing Feedback on Project Progress

- Feedback
Phase V

Exercising Positive Control

• Time Emphasis
• Standards of Performance
• Control of Details ***
• Push/Pressure ***

Phase VI

Acknowledgment

• Recognition / Reinforcement

ATTRIBUTES

• Approachability
• Building Trust
• Coping with Stress
• Effectiveness
THREE Global Competencies

- Structure
- Relations
- Drive

THREE Competency Skill Sets

**Structure**
- Goal Clarification
- Organization Courage
- Judgement
- Adaptation
- Expertise Functional/Technical
- Work Facilitation

**Relations**
- Encouraging Participation
- Teaming
- Client Focus
- Stakeholder Relations
- Recognition/Reinforcement

**Drive**
- Time Emphasis
- Control of Details
- Push/Pressure
- Standards of Performance

EIGHT Competency Patterns

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EMS Inc. Greg Toy

Clark Wilson Group
Residual Impact of Balanced Competencies

Building Trust

Effectiveness/Outcomes

Measurement Instrument

Survey of Project Management Practices in Construction®

- 360 Degree Assessment Feedback
- Validity & Reliability Psychometric Standards
- Normed Scales
- Identifies Development Needs