

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

<p>Competencies</p> <ul style="list-style-type: none"> Leadership Management Team Functional & Technical Expertise 	<p>Execution</p> <ul style="list-style-type: none"> Policies Processes Systems Procedures Structures 	<p>Performance Objectives</p> <ul style="list-style-type: none"> Performance Targets Outcomes
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Management Theory

- Likert (1961,1967) Participation
- Drucker (1954) Management by Objective
- Weiner (1948) Cybernetics Feedback & Control
- Tote Model (1960) Planning
- Toleman (1932) Expectancy
- Skinner (1938) Estes (1972) Learning Theory

Management Task Cycle

Goals & Objectives

I

II

III

IV

V

VI

Reinforcement

Positive Control

Feedback

Planning & Problem Solving

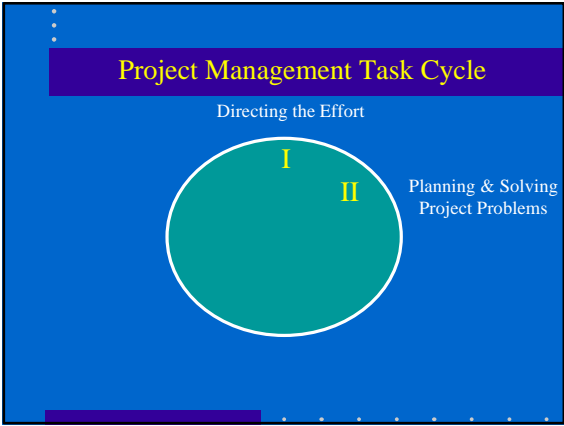
Work Facilitation

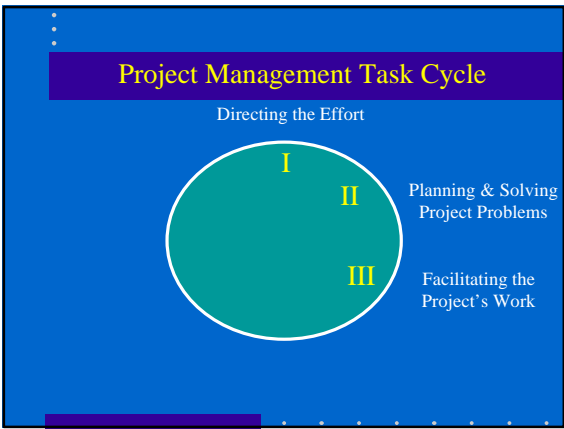
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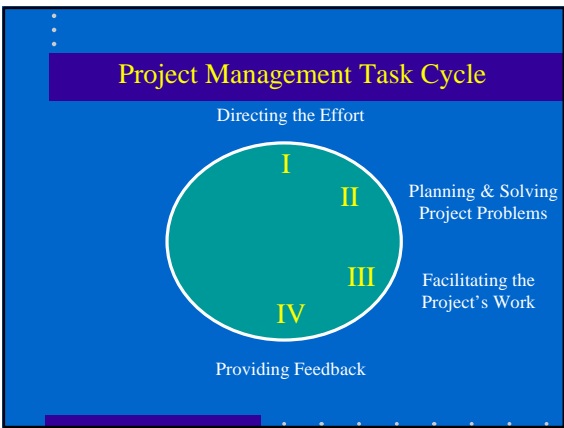
Project Management Task Cycle

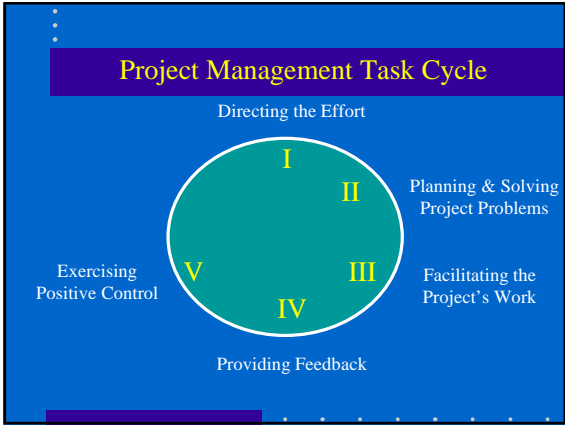
Directing the Effort

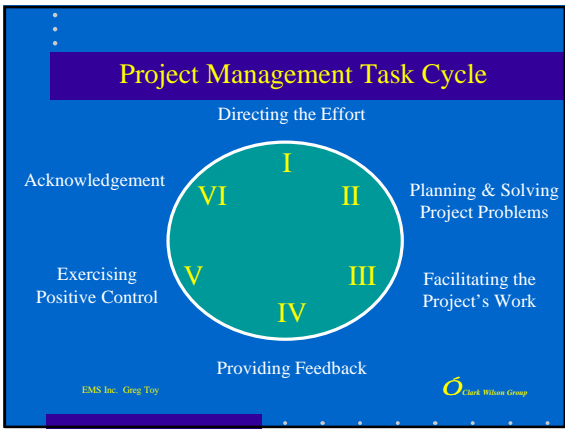
I

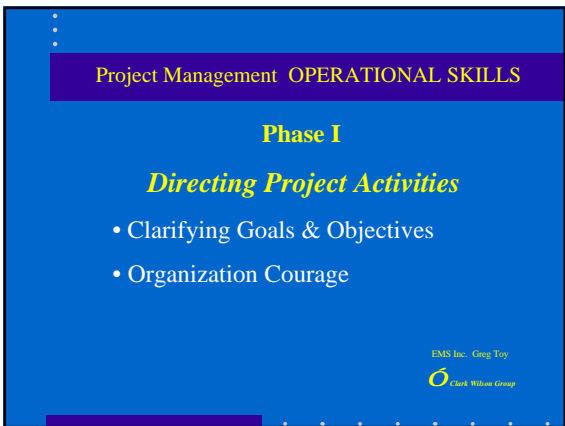












Project Management OPERATIONAL SKILLS

Phase II

Planning & Solving Project Problems

- Encouraging Participation
- Construction Expertise
- Judgement
- Adaptation

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Project Management OPERATIONAL SKILLS

Phase III

Facilitating the Project's Work

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

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Project Management OPERATIONAL SKILLS

Phase IV

Providing Feedback on Project Progress

- Feedback

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Phase V

Exercising Positive Control

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

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Project Management OPERATIONAL SKILLS

Phase VI

Acknowledgment

- Recognition / Reinforcement

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ATTRIBUTES

- Approachability
- Building Trust
- Coping with Stress
- Effectiveness

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THREE Global Competencies

- Structure
 - Relations
 - Drive

THREE Competency Skill Sets

<p>◆ Structure</p> <ul style="list-style-type: none"> • Goal Clarification • Organization Courage • Judgement • Adaptation • Expertise Functional/Technical • Work Facilitation 	<p>◆ Relations</p> <ul style="list-style-type: none"> • Encouraging Participation • Teaming • Client Focus • Stakeholder Relations • Recognition/Reinforcement 	<p>◆ Drive</p> <ul style="list-style-type: none"> • Time Emphasis • Control of Details *** • Push/Pressure*** • Standards of Performance
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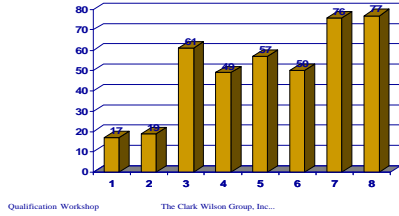
EIGHT Competency Patterns

Structure	LOW	LOW	HIGH	LOW	HIGH	LOW	HIGH	HIGH
Relations	LOW	LOW	LOW	HIGH	LOW	HIGH	HIGH	HIGH
Drive	LOW	HIGH	LOW	LOW	HIGH	HIGH	LOW	HIGH
	1	2	3	4	5	6	7	8

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Residual Impact of Balanced Competencies

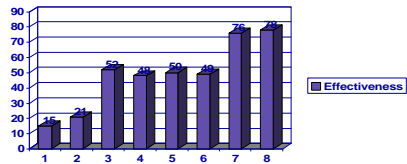
Building Trust



Qualification Workshop The Clark Wilson Group, Inc... 22

Residual Impact of Balanced Competencies

Effectiveness/Outcomes



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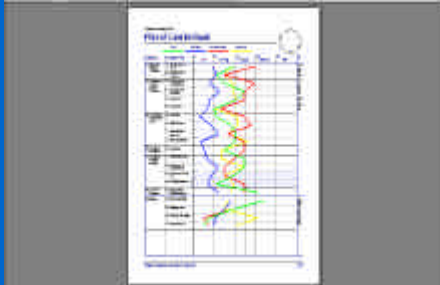
Measurement Instrument

Survey of

Project Management Practices in Construction

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

Graphic Profile



Plot of Centile Rank



Plot of Centile Rank

