

SELF-ASSESSMENT QUESTIONNAIRE – BEHAVIOURAL SKILLS OF PROJECT MANAGERS USED IN AUDITED PROJECTS

Audited project phases:	Overall project assessment – behavioural skills
Auditor:	
Project name:	
Prepared by:	
Date:	

Competence level used in the project	0	1	2	3	4	5	6	7	8	9	10
BEHAVIOURAL											
1.1 team member management (delegating, coaching, feedback, assessment)											
1.2 positive motivation and building up interest of team members											
1.3 self-control (self-management and time management, working under pressure, team work, balancing and setting up priorities)											
1.4 assertiveness (assertiveness and persuasiveness, authority and diplomacy)											
1.5 relaxation (ability to detect and lower stress and exhaustion, sensitivity)											
1.6 openness (flexibility, management by walking around, open door management, openness to differences, transparent approach)											
1.7 creativity (supporting creativity, emotional intelligence, imagination, intuition, visualisation and verbalisation of targets)											
1.8 results orientation (improving, monitoring SMART defined goals, integration of different requirements, risk and change management)											
1.9 efficiency (permanent improvement, efficient use of resources and energy, productivity, elimination of non-productive processes)											
1.10 discussion (arguments, logical thinking, systematic and structured thinking)											
1.11 negotiation (body language, decision making and win-win situations, consensus management, using negotiation techniques)											
1.12 conflicts and crisis (conflict											

Competence level used in the project	0	1	2	3	4	5	6	7	8	9	10
management, evaluation of causes and consequences, looking for synergies, cooperation, prevention, compromises)											
1.13 reliability (management by objectives, planning and organising, responsibility, decisiveness)											
1.14 understanding values (managing relationships, mutual respect, perceptiveness towards opinions, value judgement and ethical standards of other people)											
1.15 ethics (principles of ethical behaviour, honesty, justice, loyalty, respect, confidence)											
Subtotal											
Average competence value											

Instructions for completing the questionnaire

In project audits the project manager must use its professional judgement, relevant competencies and skills to implement specific projects. The project manager fills in the table according to the following evaluation scale, then they calculate the frequency of individual assessment values and calculate the average of all the values achieved – e.g. the total sum of the competence level (0-10) and the frequency of the value in the filled in column of the respective value.

Values	Applied competencies
0	The project manager is not competent to implement the project.
1 2 low 3	The project manager knows individual competence elements; they can introduce them and explain the known criteria for the elements. To a certain level the project manager has used the respective competence in one or more phases of the project.
4 5 medium 6	The project manager shows a good level of knowledge and can identify and use relevant criteria and check their results. The project manager has managed to use their knowledge successfully in approximately half of the cases. The project manager has experience with using tools for individual competencies and has a good awareness of the tools available.
7 8 high 9	The project manager knows their role in detail and is able to evaluate, create and integrate relevant criteria. The project manager can interpret and evaluate results. The project manager has extensive experience in individual areas and during the project implementation the project manager has used their competencies and related tools correctly.

10	The highest value achievable – the project manager knows and manages all competence elements perfectly.
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Source:

"Self-assessment test" for IPMA certification, Společnost pro projektové řízení, o. s.
(<http://www.ipma.cz/web/files/spr-sebehodnotici-test-vzor.doc>)