



Skill Assessment for Manager of international Project Management

A tool for self- and external assessment of professional and overqualified skills

Introduction

Remarks of the author

My name is Tina Sauer and I am a student of the study course Business Management, field of study international and European Management at the university Mittweida, University of Applied Sciences. The on hand assessment of skills of international active project manager, as well as the corresponding pattern for illustrating competence characteristics graphically, was developed in the context of my Bachelor thesis with the title “intercultural competence in European education projects – competence profile for international project manager using the example of the August Horch Akademie GmbH”.

Presentation of the objectives of the tool

The tool will help you to create an overview about your competences and to evaluate existing and extendable skills on this basis. The tool focuses thereby on professional and overqualified skills.

Please try to answer the questions as detailed and truthful as possible, to get an objective result.

Part 1 Skill Assessment

Within the first part you will get an overview about professional and overqualified competences, which are needed in international project management. You have to evaluate and assess the level of those competences for yourself. Over and above this, you can let yourself be evaluated by a colleague or another person externally to get an objective overview about the level of your competences. Please assess your level for each competence – tick the relevant box in the questionnaire. Number 1 is for the lowest level, number 5 is the highest.

Part 2 Graphic Account

For representing your competences graphically, you find a cobweb pattern attached, in which you transfer the results of the questionnaire.

Part 3 Recommendation

If you have analyzed an average of your self- and external assessment with level 3 or lower for a sphere of competence, there is need for action. Here you get short recommendations, how to mend the identified deficits.

Skill Assessment for Manager of international Project Management

A Professional Competence	B Methodic Competence	C Social Competence	D Self Competence
1 Project Management	2 Project Language	3 Management Skills	
<i>Definition: The ability, to plan and implement projects during the whole project duration successfully.</i>			

Level 5	<input type="checkbox"/>	I have perennial experience in each field of international project management and could implement a lot of projects successfully. I already leaded and coordinated projects by myself.
Level 4	<input type="checkbox"/>	I have experience in many fields of international project management and could implement a few projects successfully. I leaded and coordinated at least one project.
Level 3	<input type="checkbox"/>	I have part-time experience in at least one field of international project management. I leaded and coordinated at least one project supportive.
Level 2	<input type="checkbox"/>	I have less experience in the field of international project management; but attended projects at a national level successfully. I have not leaded and coordinated a project on my own responsibility.
Level 1	<input type="checkbox"/>	I have no experience in any field of international project management; but attended projects at a national level. I have not leaded and coordinated a project on my own responsibility.

A Professional Competence	B Methodic Competence	C Social Competence	D Self Competence
1 Project Management	2 Project Language	3 Management Skills	
<i>Definition: The ability, to understand the project language written and spoken, to implement it and to interpret it correctly.</i>			

Level 5	<input type="checkbox"/>	I speak and understand the project language at a native speaker level. I can conduct negotiations always easily and I contrive to interpret what was said in an intercultural context.
Level 4	<input type="checkbox"/>	I speak and understand the project language well, can conduct negotiations mostly easily and command the intercultural interpretation good.
Level 3	<input type="checkbox"/>	I speak and understand the project language, but I'm not business fluent. I can interpret a lot also intercultural.
Level 2	<input type="checkbox"/>	I understand the project language better, than I speak it. I always try to conduct negotiations easily. I interpret less with intercultural context.
Level 1	<input type="checkbox"/>	I understand the project language basically, but speak it only limited. I try to conduct negotiations easily. I interpret rarely with intercultural context.

A Professional Competence

B Methodic Competence

C Social Competence

D Self Competence

1 Project Management

2 Project Language

3 Management Skills

Definition: The ability, to plan, organize, fulfill and control tasks successfully.

- Level 5 I can plan tasks strategically and organize goal-oriented. I always lead the conferred tasks to success and control their fulfillment continuously.
- Level 4 I can plan and organize tasks. I lead the conferred tasks to success and control their fulfillment cyclically.
- Level 3 I plan tasks during their organization. I lead or delegate the conferred tasks and control their fulfillment not cyclically.
- Level 2 I plan tasks large-scale, organize them spontaneously. I delegate those tasks extensive and control their fulfillment randomly.
- Level 1 I plan tasks rarely, organize them situational. I delegate tasks and control their fulfillment on the close of the task.

A Professional Competence

B Methodic Competence

C Social Competence

D Self Competence

4 Decision Making

5 Time Management

6 Conflict Solving

Definition: The ability, to balance decisions objective and detached, to involve the persons concerned in decisions and to guarantee their implementation.

- Level 5 I involve each decider in the process of decision making. I respect also the cultural conditioned attitudes regarding all decisions and I'm always objective and detached.
- Level 4 I involve important decider in the process of decision making. I respect cultural conditioned attitudes regarding general decisions and I'm objective and detached.
- Level 3 I involve some decider in the process of decision making. I respect cultural conditioned attitudes regarding specific decisions and try to be objective and detached.
- Level 2 I involve selected decider in the process of decision making. I always try to respect cultural conditioned attitudes regarding decisions. I try to be objective and detached concerning my decisions.
- Level 1 I mostly come to a decision on my own. I seek to respect cultural conditioned attitudes. I try to be objective and detached concerning my decisions.

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A Professional
Competence

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4 Decision Making

5 Time Management

6 Conflict Solving

Definition: The ability, to structure the project during its whole duration with regard to its tasks and responsibilities, to meet deadlines and to ensure the possibility of changes of plans.

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|--------------|----------|--------------------------|---|
| Level | 5 | <input type="checkbox"/> | I always embed cultural conditioned differences of time perception into my time management. I always adhere to all deadlines but can still react spontaneously to extensive plan variances. |
| Level | 4 | <input type="checkbox"/> | I often embed cultural conditioned differences of time perception into my time management. I adhere to all deadlines and can react spontaneously to medium termed, long lasting plan variances. |
| Level | 3 | <input type="checkbox"/> | I always try to embed cultural conditioned differences of time perception into my time management. I usually adhere to all deadlines and can react to plan variances. |
| Level | 2 | <input type="checkbox"/> | I try to embed cultural conditioned differences of time perception into my time management. I keep all important deadlines; plan variances issue a challenge to me. |
| Level | 1 | <input type="checkbox"/> | I seek to embed cultural conditioned differences of time perception. I keep important deadlines; plan variances are not included in my time management. |

A Professional
Competence

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4 Decision Making

5 Time Management

6 Conflict Solving

Definition. The ability, to recognize potential fields of conflicts, to create an effective concept for solving conflicts quickly and to guarantee its implementation.

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|--------------|----------|--------------------------|--|
| Level | 5 | <input type="checkbox"/> | I control all activities of the project continuously with regard to their conflict potential. I bring up conflicts openly with all persons involved and can prepare and implement effective conflict resolutions spontaneously. |
| Level | 4 | <input type="checkbox"/> | I control important activities of the project continuously with regard to their conflict potential. I bring up conflicts mostly open with all persons involved and can prepare and implement effective conflict resolutions. |
| Level | 3 | <input type="checkbox"/> | I control activities of the project cyclically with regard to their conflict potential. I try to discuss conflicts openly with some persons involved and can take a part in producing and implementing the conflict resolution. |
| Level | 2 | <input type="checkbox"/> | I try to control important activities of the project non cyclical with regard to their conflict potential. Sometimes I manage to bring up conflicts openly. I go after an effective conception and implementation of the conflict resolution. |
| Level | 1 | <input type="checkbox"/> | I try to control the most important activities of the project randomly with regard to their conflict potential. Once in a while I manage to bring up conflicts openly; I go after an effective conception and implementation of the conflict resolution. |

Skill Assessment for Manager of international Project Management

A Professional Competence B Methodic Competence **C Social Competence** D Self Competence

7 Transparent Communication	8 Motivation/Leadership Ability	9 Ability to cooperate and communicate well
<i>Definition: The ability, to bring each kind of information transparently to the team members' attention and to give them the possibility to pass information down.</i>		

Level	5	<input type="checkbox"/>	I always campaign for transparent communication between all team members and partners. I pass information down to them immediately and make sure, that the understanding is congruent by asking further inquiries.
Level	4	<input type="checkbox"/>	I campaign for transparent communication between the team members and partners. I pass information down to them and make sure, that the understanding is congruent.
Level	3	<input type="checkbox"/>	I always try to campaign for a transparent communication among all team members and partners. I pass information down to them and mostly make sure, that the understanding is congruent.
Level	2	<input type="checkbox"/>	I always try to campaign for a transparent communication among team members and partners. I always pass the most necessary information down to them and sometimes make sure, that the understanding is congruent.
Level	1	<input type="checkbox"/>	I try to campaign for a transparent communication among team members and partners. I often pass the most necessary information down to them and occasionally make sure, that the understanding is congruent.

A Professional Competence B Methodic Competence **C Social Competence** D Self Competence

7 Transparent Communication	8 Motivation/Leadership Ability	9 Ability to cooperate and communicate well
<i>Definition: The ability, to motivate team members with regard to the success of the project and to lead them cooperatively.</i>		

Level	5	<input type="checkbox"/>	I always manage to motivate all of my team members with regard to the success of the project. I developed a cultural style of leadership, which is accepted by all team members.
Level	4	<input type="checkbox"/>	I manage to motivate the most important team members with regard to the success of the project. I developed a cultural accepted style of leadership.
Level	3	<input type="checkbox"/>	I always try to motivate all of my team members with regard to the success of the project. I could enlarge my national accepted style of leadership culturally.
Level	2	<input type="checkbox"/>	I always try to motivate my team members with regard to the success of the project. I added some cultural elements to my national successful developed style of leadership.
Level	1	<input type="checkbox"/>	I try to motivate my team members with regard to the success of the project. I benefit from my national successful developed style of leadership.

A Professional Competence B Methodic Competence **C Social Competence** D Self Competence

7 Transparent Communication	8 Motivation/Leadership Ability	9 Ability to cooperate and communicate well
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Definition: The ability, to step up to foreign cultures openly and impartially and to achieve positive results for all co-operation partners.

Level 5	<input type="checkbox"/>	I always step up to foreign cultured characters openly. I always understand their business behavior. I'm always accomplishing the activities of the project cooperative and willing to compromise. To build up a relationship level is always very important for me.
Level 4	<input type="checkbox"/>	I step up to foreign cultured characters openly. I understand their business behavior. I accomplish the activities of the project cooperative and willing to compromise. To build up a relationship level is always important for me.
Level 3	<input type="checkbox"/>	I mostly step up to other, foreign cultured characters openly. I often understand their business behavior. I usually try to accomplish the activities of the project cooperative and willing to compromise. To build up a relationship level is often important for me.
Level 2	<input type="checkbox"/>	I always try to step up to other, foreign cultured characters openly and to show understanding for their business behavior. I sometimes succeed in accomplishing the activities of the project cooperative and willing to compromise. To build up a relationship level is in special cases important for me.
Level 1	<input type="checkbox"/>	I try to step up to other, foreign cultured characters openly, but can rarely show understanding for their business behavior. I seek to accomplish the activities of the project cooperative and willing to compromise. To build up a relationship level is occasionally important for me.

A Professional Competence B Methodic Competence C Social Competence **D Self Competence**

10 Motivation	11 Sense of Responsibility	12 Reliability
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Definition: The ability, to motivate oneself again and again with regard to the conferred tasks in terms of the project success.

Level 5	<input type="checkbox"/>	I'm always motivated for the conferred tasks and responsibilities, even if they outran my field of action. I always aim to finish projects as scheduled and successful.
Level 4	<input type="checkbox"/>	I'm motivated for all conferred tasks and responsibilities, sometimes also if they outran my field of action. I aim to finish projects as scheduled and successful.
Level 3	<input type="checkbox"/>	I'm often motivated for all conferred tasks and responsibilities, mainly when they are within my field of action. I always try to finish projects as scheduled and successful.
Level 2	<input type="checkbox"/>	I always try to be motivated for conferred tasks and responsibilities, mainly when they are within my field of action. I seek to finish projects as scheduled and successful.
Level 1	<input type="checkbox"/>	I try to be motivated for conferred tasks and responsibilities, when they are within my field of action. I seek to finish projects as scheduled and successful.

A Professional Competence

B Methodic Competence

C Social Competence

D Self Competence

10 Motivation

11 Sense of Responsibility

12 Reliability

Definition: The ability, to evaluate the dimension of own decisions and to take responsibility for it.

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|-------|---|--------------------------|--|
| Level | 5 | <input type="checkbox"/> | I approach responsible to the solution of all of my tasks. I can always evaluate the reach of all of my decisions optimally and I'm always responsible for them. |
| Level | 4 | <input type="checkbox"/> | I approach responsible to the solution of my tasks, can evaluate the reach of my decisions optimally and be responsible for them. |
| Level | 3 | <input type="checkbox"/> | I mostly approach responsible to the solution of my tasks. I can usually evaluate the reach of my decisions well and be responsible for them. |
| Level | 2 | <input type="checkbox"/> | I always try to approach responsible to the solution of my tasks. I evaluate the reach of important decisions and I can be responsible for them sometimes. |
| Level | 1 | <input type="checkbox"/> | I try to approach responsible to the solution of my tasks. I mainly evaluate the reach of important decisions and I can be responsible for them occasionally. |

A Professional Competence

B Methodic Competence

C Social Competence

D Self Competence

10 Motivation

11 Sense of Responsibility

12 Reliability

Definition: The ability, to guarantee and to appreciate the trust of the team members in the conferred tasks.

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|-------|---|--------------------------|---|
| Level | 5 | <input type="checkbox"/> | One can rely on me in each situation. I always have an overview of all of my tasks and I'm addressable for all requests of my team members at any time. |
| Level | 4 | <input type="checkbox"/> | One can rely on me in nearly each situation. I have an overview of all of my tasks and I'm almost addressable for all requests of my team members. |
| Level | 3 | <input type="checkbox"/> | One can rely on me in most of the situations. I mostly have an overview of all of my tasks and I'm usually addressable for requests of my team members. |
| Level | 2 | <input type="checkbox"/> | I try to act always responsible. I keep a rough overview of all of my tasks and I'm addressable for important requests of my team members. |
| Level | 1 | <input type="checkbox"/> | I try to act mostly responsible. I keep an overview of important tasks and I'm usually addressable for important requests of my team members. |

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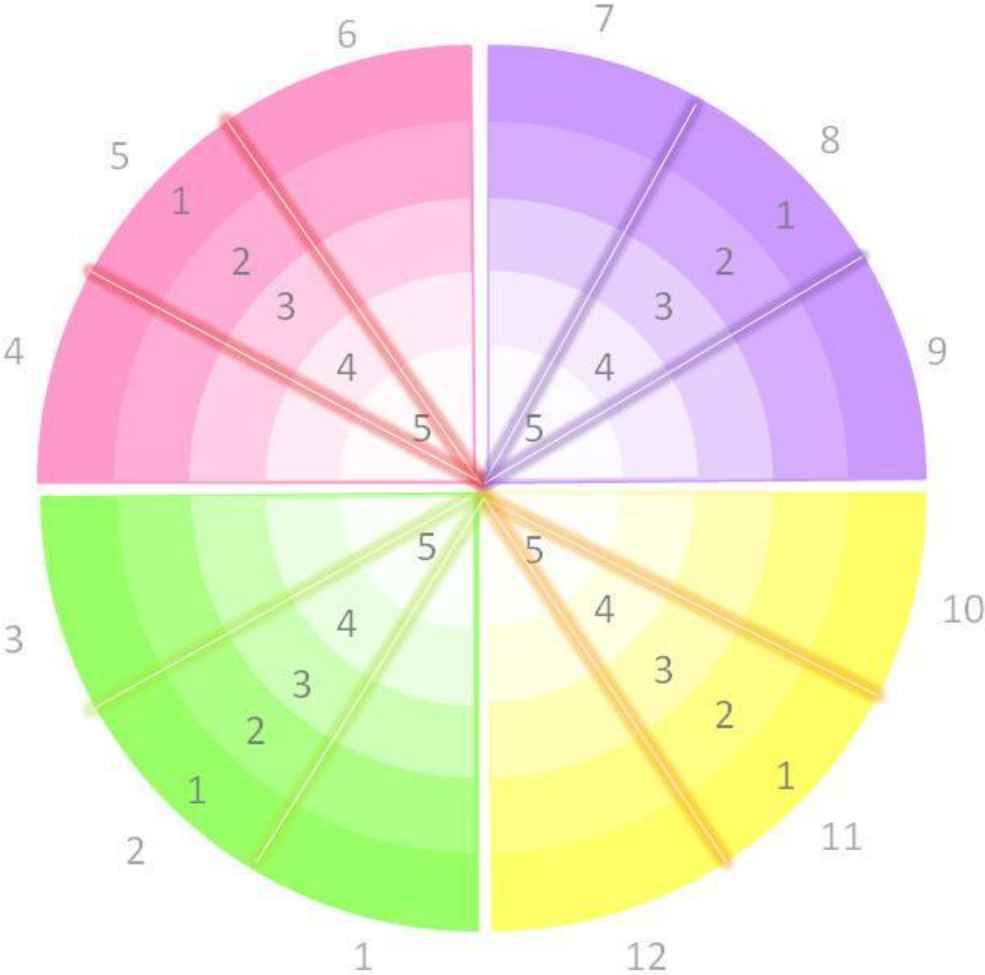
PART 2:

Please fill in your own evaluation, as well as your external evaluation (for level 5 fill in a 5, for level 4 a 4 and so on). For multiple external evaluations you can charge the average. The sum of the 12 competences should be minimum 36 to feature adequate competence characteristics in international projects.

	External Evaluations				Average
	Self-evaluation	1	2	3	
1. Project Management Skills					
2. Project Language					
3. Management Skills					
4. Decision Making					
5. Time Management					
6. Conflict Solving					
7. Transparent Communication					
8. Motivation/ Leadership Ability					
9. Ability to cooperate and communicate well					
10. Motivation					
11. Sense of Responsibility					
12. Reliability					
Sum					

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To represent your competences, you find a cobweb below, in which you copy your results of the questionnaire. If you fill in also the average of the external evaluations with another color, you will be able to adjust self- and external-perception and it will show you, how you come across to others.



PART 3:

Here you can find some recommendations with regard to the competences, which have an average of level 3 or lower like in your case.

1. Project Management Skills

Skills concerning Project Management are learned best while training them practical. Look for a mentor, who has longtime experiences with international projects. Use a GANTT-Chart to organize project tasks and set yourself sub-goals.

2. Project Language

Try to communicate as much as possible in the language of the project, for example with your colleagues of the ancestral homeland. Additional language courses can improve the foreign-language level, but should be adjusted to your field of action. Ask for everything you didn't understand correctly!

3. Management Skills

Categorize your tasks based on the Eisenhower-Principle classify them into important/less important and urgent/less urgent (work on the urgent/important first). Delegate your tasks if possible. Control always the degree of fulfillment of your tasks. Don't work on too many tasks at the same time.

4. Decision Making

Abdicate the „gut instinct“ and emotions during decision making. Trade benefit against risks. Include persons involved in the process of decision making and inform them about the decision which is to make.

5. Time Management

Organize the whole project in a GANTT-Chart. Draw in milestones and set yourself sub-goals. Take uncontrollable circumstances into account when you plan your time. Inform yourself about the time perception of your partners and team members previously.

6. Conflict Solving

Create confidence to your team and discuss about the procedure when conflicts arise. Develop a transparent contingency plan and control always the conflict potential. Individual dialogues may help to identify and prevent such.

7. Transparent Communication

Pass all information down to the persons involved and ensure a mutual transparent communication by being always addressable for your team members. Don't let rumors come up, better inform truthfully. Always adjust the correct understanding of the information to be transmitted.

8. Motivation/Leadership Ability

Inform yourself about the preferred style of leadership of your project partners and team members previously, discuss about a generally accepted style of leadership and hierarchies at the beginning. Motivate your team with regard to the project success by combining personal strengths with tasks that have to be done. Be always motivated for your own tasks and responsibilities. Organize performance reviews in smaller groups frequently.

9. Ability to cooperate and communicate well

Abandon prejudices concerning foreign cultures and learn that the own behavior is not generally valid. Step up to your partners openly (also private) to create a relationship level and to establish long term co operations. Eliminate the lone fighter in you by team decisions and brainstorming.

10. Motivation

Motivate yourself for the conferred tasks and responsibilities by setting sub-goals; this helps to denote success faster. Reward yourself for goal fulfillment. Get in touch with people that will give you power for prospective tasks and be pleased about the recognition you will receive.

11. Sense of Responsibility

Sense of responsibility develops itself commonly, if you made a fast decision one time and have to take responsibility for it afterwards. So balance all decisions adequately and take into consideration which impact they will have for the whole success of the project and your single team members.

12. Reliability

Reliability is learnable by fulfilling tasks always properly and on schedule. You should know the current tasks of each team member to be able to react fairly to questions. Be always available and take immediately care of requests of your team.