Project Manager Skills Scorecard

- Choose skill-level goal you want to attain on a scale of 1–5
  (Level 1 = Novice, Level 2 = Developing, Level 3 = Experienced, Level 4 = Proficient, Level 5 = Expert)
- Assess your current skill level (same scale as above)
- Determine amount of development needed (goal level minus current level)
- Prioritize skills (scale: A=high, B=moderate, C=low)

	Goal Level	Current Level	Gap	Priority
Leadership Skills				
Delegating	_____	_____	_____	_____
Empowering	_____	_____	_____	_____
Building trust	_____	_____	_____	_____
Setting direction	_____	_____	_____	_____
Entrepreneurship	_____	_____	_____	_____
Creating and selling the project vision	_____	_____	_____	_____
Motivating	_____	_____	_____	_____
Influencing	_____	_____	_____	_____
Thinking strategically	_____	_____	_____	_____
Exercising judgment	_____	_____	_____	_____
Communication Skills				
Effective writing	_____	_____	_____	_____
Effective speaking	_____	_____	_____	_____
Recognizing information gaps	_____	_____	_____	_____
Presenting and explaining information	_____	_____	_____	_____
Organizing/documenting information	_____	_____	_____	_____
Interviewing	_____	_____	_____	_____
Facilitating	_____	_____	_____	_____
Active listening	_____	_____	_____	_____
Persuading	_____	_____	_____	_____
Presenting arguments	_____	_____	_____	_____
Teamwork Skills				
Coaching/mentoring	_____	_____	_____	_____
Team development	_____	_____	_____	_____
Team member development	_____	_____	_____	_____
Motivating to achieve team goals	_____	_____	_____	_____
Managing performance	_____	_____	_____	_____
Sharing influence/authority	_____	_____	_____	_____
Group decision-making	_____	_____	_____	_____
Information sharing and collaboration	_____	_____	_____	_____
Developing shared goals	_____	_____	_____	_____
Promoting esprit de corps	_____	_____	_____	_____
Analytical Skills				
Using intuition	_____	_____	_____	_____
Problem-solving	_____	_____	_____	_____
Making decisions	_____	_____	_____	_____
Implementing research strategies	_____	_____	_____	_____
Generating alternatives	_____	_____	_____	_____
Identifying critical success factors	_____	_____	_____	_____
Gathering, assessing, and integrating information	_____	_____	_____	_____
Estimating, forecasting, and managing uncertainty	_____	_____	_____	_____
Applying appropriate practices and methodologies	_____	_____	_____	_____
Analyzing and measuring statistically	_____	_____	_____	_____

	Goal Level	Current Level	Gap	Priority
Administrative and Organizational Skills				
Planning	_____	_____	_____	_____
Coordinating activities	_____	_____	_____	_____
Administering contracts	_____	_____	_____	_____
Managing change	_____	_____	_____	_____
Auditing	_____	_____	_____	_____
Budgeting	_____	_____	_____	_____
Goal-setting	_____	_____	_____	_____
Estimating and negotiating resources	_____	_____	_____	_____
Working with other organizations	_____	_____	_____	_____
Measuring work status, progress, and performance	_____	_____	_____	_____
Managing customer relationships	_____	_____	_____	_____
Facilitation	_____	_____	_____	_____
Meeting skills	_____	_____	_____	_____
Interpersonal Skills				
Negotiating	_____	_____	_____	_____
Managing conflict	_____	_____	_____	_____
Exhibiting empathy	_____	_____	_____	_____
Exercising self-control	_____	_____	_____	_____
Exercising tolerance and compromise	_____	_____	_____	_____
Embracing diversity	_____	_____	_____	_____
Self-assessment	_____	_____	_____	_____
Maintaining an open mind	_____	_____	_____	_____
Political acumen	_____	_____	_____	_____
Stress management	_____	_____	_____	_____
Project Management Skills				
Scheduling	_____	_____	_____	_____
Managing procurement	_____	_____	_____	_____
Using quality management tools/techniques	_____	_____	_____	_____
Using risk management tools/techniques	_____	_____	_____	_____
Estimating resource requirements	_____	_____	_____	_____
Orchestrating and applying resources	_____	_____	_____	_____
Monitoring and tracking performance	_____	_____	_____	_____
Developing time and cost estimates	_____	_____	_____	_____
Managing stakeholder expectations	_____	_____	_____	_____
Integrating technical, business, human objectives	_____	_____	_____	_____

Skills Development Action Plan

- Select skills to develop from above
- Focus on highest priority/largest gap
- Identify improvement methods
- Build your skill levels and reassess yearly

IMPROVEMENT METHOD

	Self-instruction	Formal Education	Training (in-house)	Training (external)	Training (on-the-job)	Mentorship	Other

Highest priority skills

	Self-instruction	Formal Education	Training (in-house)	Training (external)	Training (on-the-job)	Mentorship	Other
1. _____	❏	❏	❏	❏	❏	❏	❏
2. _____	❏	❏	❏	❏	❏	❏	❏
3. _____	❏	❏	❏	❏	❏	❏	❏
4. _____	❏	❏	❏	❏	❏	❏	❏

Skills with largest gap

	Self-instruction	Formal Education	Training (in-house)	Training (external)	Training (on-the-job)	Mentorship	Other
1. _____	❏	❏	❏	❏	❏	❏	❏
2. _____	❏	❏	❏	❏	❏	❏	❏
3. _____	❏	❏	❏	❏	❏	❏	❏
4. _____	❏	❏	❏	❏	❏	❏	❏

_____

Reprinted from *What Makes a Good Project Manager* (Pennypacker, Cabanis-Brewin 2003).