

In the following report, we offer you an extensive description of your working style as a Project Manager, aiming to draw a balanced picture of your strong points and the areas in which you need to develop as well as potential pitfalls.

The report is divided into two parts that complement each other:

The first part is descriptive in nature also supported by very specific and concise formulated

statements.

The second part is graphical in nature and depicts results in the form of figures.

These competences are :

**RESPECTING & COMMANDING RESPECT**

**DEVELOPING SUPPORT**

**CREATING INVOLVEMENT**

**RESULT-ORIENTATION**

**CREATING CLARITY**

**MANAGING INFORMATION & MAINTAINING CONTROL**

**ORGANIZATIONAL ORIENTATION**

**SELF-CONFIDENCE AND FLEXIBILITY**

**PITFALLS**

## Part - 1 : DESCRIPTIVE REPORT

This section consists of a plain text that highlights a specific perspective in each paragraph

- Phase 1 :**Initiation**: In this phase, the Project is given its shape. The central aspects being discovering and deepening in sight of the Project.
- Phase 2 :**Definition**: In this phase, the project goals and the resulting plan are defined and agreed upon.
- Phase 3 :**Execution**: In this phase, the focus is on the concrete execution of the Project plan including control, follow up and monitoring progress and quality of the Project.
- Phase 4 :**Embedding and learning**: In this phase, the focus shifts to the practical implementation of the Project and the joy of delivery (when things work out as planned) It also includes further support and the learning from experiences of the Project.

## Starting with a new project

Monika prefers to be involved in a project from the beginning. She easily assumes its leadership. During exploratory discussions she spontaneously shares her expertise with others and contributes her share to the decision in which direction the project is to go forward. Her pragmatic streak helps her to hold her enthusiasm in check. She uses it to convince others, but also gives them room for making their own contribution. Because of her predilection for reliable data and for a practical approach, she uses her existing knowledge as a basis for the development of her ideas.

## Acquisition of knowledge

She wants to understand the intrinsic aspects of the project. When gathering knowledge, she pays primary attention to those domains, which are of importance for the success of the project. If she has no specific knowledge of the field, she likes to make use of the technical expertise of other persons involved in the project. She has no need to inform herself about every detail. It is sufficient for her to have enough knowledge of the project to enable her to lead it.

During the project preparation stage she is reluctant to invest the required effort into building up a network that may be useful at a later stage of the project. She loathes playing politics and has trouble identifying her contacts' possible hidden agendas. When in need of clarification or information, she prefers most, approaching people she already knows, trusts and judges to be an expert. If she has to establish new contacts for the project, she prepares herself thoroughly by studying the dossier and by formulating probing questions. She does so to prevent critical or disparaging comments. She is very cautious while contacting people in senior positions and those with whom she has had run-ins or negative experiences in the past.

## Exploration of ideas

During the exploration of ideas, Monika adopts an appropriately critical attitude. If the ideas or opinions submitted to her diverge from the point of view, which she has adopted, her first reaction is angry and sceptical. Despite this critical and sceptical attitude, she does not simply reject the ideas of others, but neither does she accept their correctness and tests new information against her own ideas. She does not completely reject the views of others and with some hesitation gives them a chance after all.

## Exchange of ideas

When exchanging ideas on the project concept, she first thinks through before putting forward her own ideas and insights but this does not mean that she has a withdrawn attitude during discussion. When subjects that catch her attention are brought up, she participates with enthusiasm. In the exploratory discussions, she is focused on finding concrete answers to concrete questions. Consequently, she prefers to go quickly to the core of the issue, making sure she can ground her contribution with arguments and facts. She addresses especially those conversational partners that can help her with information on the content. When ventilating all kinds of ideas, the ideas in her understanding that do not make sense get the overtone, she unhooks.

## Structuring the project idea

On completion of the exploratory phase, Monika will try to implement a project concept that is both feasible and practical. She prefers to start with a realistic approach and will avoid setting high standards or committing to higher, more challenging goals. She prefers to design a project that will meet the objectives from the start and does this by building on existing know-how and experience. Where possible, she will split the project up into several small sub-projects so that tangible results can be achieved within a relatively short period of time.

As far as INITIATION OF THE PROJECT concerned we want to stipulate the following items:



- \* Very practical in her analysis
- \* Tries to bring structure in exploratory meetings
- \* Knows her dossiers



- \* Has a hard time with abstract and conceptual approaches
- \* Clumsy in politically-loaded situations
- \* Face betrays emotions during difficult negotiations
- \* Sticks to the proven and tested
- \* Does not enjoy networking
- \* Fails to spot hidden agendas