

2009 Self Assessment

Mossing
1/4/2010

Introduction

Over the past two weeks as the ops tempo has been slow due to the holidays, I've had time to reflect on my performance as a PM over the course of 2009, in particular as a level 5 PM. This paper will document my thoughts on 2009 including my feelings, strengths and weaknesses, and early goals for 2010. I intend to be fully transparent, honest, and straightforward with no holding back since any reservation will limit the value of the exercise. There should be no doubt about how I feel I did my job in 2009 so I can determine what needs to change in 2010.

Summary

I'm not satisfied with my PM performance in 2009. I feel like I took a step backward in terms of effectiveness and overall job quality and don't feel like I met the job requirements of my position, especially for a level 5 PM. In general, I don't feel like I put forth my best effort in terms of being proactive or driving completion of tasks. I often "coasted" or put in minimal effort, left team members on their own without any guidance or input from me, and I left problems or issues alone for someone else to address or to resolve on their own.

Lack of communication is my biggest weakness. I didn't tell team members directly what tasks they needed to complete and what their deadlines were, or at least not often enough. I didn't follow up enough. I didn't meet to discuss one on one enough. I didn't add value to my projects by going above and beyond the most basic PM requirements.

My own motivation is in question also. I didn't always feel driven to complete projects. I didn't always feel motivated and often questioned the importance of projects, i.e., what's the point? If I don't feel a sense of urgency or focus on the basic reasons for why a project is being done, how can I transfer any sense of urgency or importance to my team? What motivation will they have besides their own feeling of responsibility for completing a task, which can vary from person to person? What is the vision that I'm laying out for my team?

I do feel like I'm organized and understand what needs to be done for any particular project. I do have the capability to communicate and drive those tasks. In fact, I know I have all the skills required to complete any project I might be assigned. The problem is taking the time and putting in the effort to implement those skills on a project.

Foundational Questions

- What kind of project manager do I want to be? Am I content to coast, doing the minimum (or just above)?

- What do I want people to think of when I'm mentioned as a potential PM for a project? Am I satisfied with the reputation or legacy I'm building?
- What value am I adding when I'm assigned as the PM? Why me and not someone else?
- How do I want my PM career to change from this point forward? Do I want to continue as a PM?

Strengths/Weaknesses

PM Skill or Role	<u>Strength</u> <u>Weakness</u> <u>Both</u> <u>Neither</u>	Why?
Change Control	N	
Common Sense	N	
Communication	W	I don't stay in touch often enough with team members; don't ask for feedback; don't drive tasks to completion; don't call to discuss issues with peripheral team members or other stakeholders
Cost Management	W	For the most part I didn't take steps to follow up on project costs. I didn't request reports from bus mgmt so I did not see who was charging my project and how much. I was only reactive in that I only followed up when someone reported a problem, usually a lack of hours available for their dept.
Courage	S	I don't feel like I have to hide or hold back information or status; I'm OK with escalating problems (replaced 2 SyE this year)
Creativity	N	
Data Management	N	
Emotional Intelligence	N	
Facilitator	N	
Flexibility	N	
Goals and Objectives	N	
Implementation Skills	W	I don't coordinate with recurring support orgs like I should to make sure they're ready to take on a project when it's put into production
Leadership	B	I feel I was recognized as a project leader but did not take advantage of that position to add value above the baseline requirement.
Listening Skills	N	
Mediator	N	
Motivation (Self)	W	I often don't feel the urgency to complete tasks
Motivation (Team)	W	For the most part, I didn't confer any sense of urgency or importance to team members.
Negotiator	N	
Organization Skills	S	I'm able to keep track of things and don't allow projects to interfere with each other. I'm able to manage my time so that all projects get the time they need.
Planning Skills	N	
Problem Solving Skills	N	
Risk Management	W	I didn't take the time to focus on risks like I should have. I might recognize them and work to avoid them but I wasn't diligent on risk management - identifying mitigation steps, documenting risks & plans, etc.
Schedule Management	W	I don't follow up on tasks one-on-one with team members to show

		them it's important to complete their tasks on time; if there's no business deadline to meet, I have difficulty telling people they have to complete a task by X date (what if they ask me Why? there's no real reason other than my made-up schedule)
Scope Management	S	I understand the scope of my projects and I'm diligent about making sure we don't go outside it which would have schedule and cost ramifications. This was a particular issue on OASIS.
Stakeholder Management	W	See Communication. I don't make any extra effort to communicate status, concerns, or seek additional input from stakeholders outside of scheduled meetings.
Supplier Management	N	
Technical Knowledge	N	
Tools Knowledge	N	
Value Add	W	For the most part I completed tasks and met basic PM requirements. I don't feel like I did anything above and beyond.
Vision	B	I understand what needs to be done to complete a project; I have that vision for myself. But I'm not good at transferring that vision to the rest of the team. Communication and motivation are weaknesses that contribute to this.

Improvement Plan

Weakness	Improvement Goals
Communication	<ul style="list-style-type: none"> • Speak with a minimum of one team member or stakeholder per day in addition to normal meetings & discussions • Generate a list of potential questions or topics to use during discussions with team members and stakeholders; complete initial list by 1/8/2010; continue to expand and work on the list throughout the year as I gain experience
Cost Management	<ul style="list-style-type: none"> • Request monthly report of charges from bus mgmt
Implementation Skills	<ul style="list-style-type: none"> • Initiate T2P Checklist review as part of project planning
Leadership	<ul style="list-style-type: none"> • See 'Communication' • Complete SkillsSoft training courses (minimum of 1 per month). Training helps me focus on project management as a specialty and motivates me to improve. • Look for opportunities to express project leadership
Self Motivation	<ul style="list-style-type: none"> • Take time to review for myself why each project is important, what is its impact on the company, what will happen if it's not done, who will follow up to make sure it gets done (if not me), and what can I do to make it better. Schedule a monthly review of these for my active projects. • Ask Debora to help remind me of deadlines (accountability partner? More frequent 1-on-1 talks?) • Look for projects that might be more interesting (Would less of a military focus be better? Commercial business instead? Smaller projects? Larger? Different sector?) • Complete SkillsSoft training courses (minimum of 1 per month). Training helps me focus on project management as a specialty and motivates me to improve.
Team Motivation	<ul style="list-style-type: none"> • See 'Communication' • Take time to review with team why each project is important, what is its impact on the company, what will happen if it's not done, who will follow up to make sure it gets done, what we can do as a team or individuals to add value, etc.
Risk Management	<ul style="list-style-type: none"> • Schedule risk management meetings immediately upon project start
Schedule Management	<ul style="list-style-type: none"> • Identify business value for each project (see 'Motivation')

	<ul style="list-style-type: none">• Associate tasks with business value• Set aside time daily to review tasks and follow up with people (one hour every morning?)
Stakeholder Management	<ul style="list-style-type: none">• Establish stakeholder communication plan as part of project planning process• Review project plan weekly to ensure stakeholder communication is taking place
Value Add	<ul style="list-style-type: none">• Value add should be accomplished by meeting all other improvement goals
Vision	<ul style="list-style-type: none">• See 'Communication' and 'Team Motivation'