

Using Self Assessments as a PM Tool and Technique

Pittsburgh PMI

2017 Professional Development Day

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November 1, 2017

Icebreaker

*Share 1 career highlight from your professional life
with the people at your table.*

Agenda

- Self Assessments as a Tool and Technique
- The Stages of Team Formation
- Characteristics of Effective Project Teams
- Overview of Self Assessments
- Benefits of Using Self Assessments with Project Teams
- Discovery Without Self Assessments

PMI's Develop Project Team Process

- Process in the Human Resource Management knowledge area
- Occurs during the Executing Process Group
- Personal assessments are listed as a tool and technique

How do you develop your project teams?

Stages of Team Formation

- Forming
- Storming
- Norming
- Performing

How have you experienced the stages of team formation?

Characteristics of a High Performing Team

Come up with 5 characteristics of a high performing team with the people at your table.

Characteristics of a High Performing Team

- Trust
- Respect
- Communication
- Collaboration
- Shared Goal
- Defined Roles
- Accountability
- Managed Conflict
- Talent Utilization
- Enthusiasm
- Decision Making
- Fun

Self Assessments

What self assessments have you taken?

An Overview of Self-Assessments

Myers Briggs

StrengthsFinder

DiSC
Personality
Testing

Hogan
Personality
Inventory (HPI)

Birkman
Method

Uses of Self Assessments

Hiring

Team
Building

Performance
Development

Job/Career
Changes

Promotion
Decisions

Understanding Your Own and Others Strengths

- Understanding your own strengths
- Understanding others strengths
- Utilizing this information for team-building

*What do you think are strengths for
project managers and for team members?*

Your Strengths

Your strengths

The following personal statements are generated by your answers to The Birkman® Method questionnaire. Carefully read each statement and check the statements that are most significant to you. Discuss with a trusted advisor or friend how your selected statements impact you -- past or present

- ☐ You like influencing people directly, persuading them to your point of view or training them
- ☐ You enjoy and can be effective at helping other people and making their lives better or more productive
- ☐ You enjoy working with numbers, or being involved with tasks that involve the use or manipulation of numbers
- ☐ You are straightforward and find it fairly easy to speak your mind, even with superiors
- ☐ You're structured and organized in your thinking and approach, and you bring these tendencies to the work you do
- ☐ You tend to be something of a natural authority figure; you can take charge when there seems to be a lack of leadership
- ☐ You're competitive, and are prepared to work hard in order to be the best
- ☐ You have a high energy level, and like to be busy doing things rather than thinking about them
- ☐ You're demanding, both of yourself and others, and you like to set and attain high standards
- ☐ You like to have plenty of variety in your work, and to have more than one task to do at a time
- ☐ You like to experiment sometimes and see how the more unorthodox approaches to problems can succeed where more routine solutions might not work

Strengths Comparison

	#1	#2	#3	#4
You have certain abstract, personal values, which you also show in the work you do	✓	✓	✓	✓
You enjoy and can be effective at helping other people and making their lives better or more productive	✓		✓	✓
You're structured and organized in your thinking and approach, and you bring these tendencies to the work you do		✓	✓	✓
You meet people easily and relate well to others when they are involved in group activities	✓		✓	
You can concentrate your attentions on the task at hand	✓		✓	
You like working with the written word, which may involve anything from documentation to the production of marketing materials		✓	✓	
You're demanding, both of yourself and others, and you like to set and attain high standards			✓	✓
You like investigating situations -- often in a research or trouble-shooting capacity		✓		
Creative and inventive; you think in terms of possibility	✓			

Strengths

Come up with 1 strength you have and 2 strengths people on your project team have and discuss them with the people are your table—

Did you come up with similar strengths?

Can you think of strengths that your team might be missing?

Understanding Your Own and Others Leadership Styles

- Understanding your own leadership style
- Understanding others leadership style
- Utilizing this information for managing projects

What are examples of different leadership styles?

Leadership Style

His leadership style

The following personal statements are generated by your answers to The Birkman® Method questionnaire. Carefully read each statement and check the statements that are most significant to you. Discuss with a trusted advisor or friend how your selected statements impact you -- past or present

- ☐ An unselfconscious leader, direct and to the point, who prefers you to be frank with him
- ☐ Strongly directive and commanding, needing to see a similarly authoritative figure in you
- ☐ Self-demanding as a leader and also demanding of others, including you
- ☐ A reflective leader, at home in ambiguous or complex situations

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Strengths

Come up with a sentence that describes your leadership style and discuss with the people at your table—

How are your leadership styles similar?

How are your leadership styles different?

Understanding Your Own and Others Needs

- Understanding your own needs
- Understanding others needs
- Utilizing this information for working effectively with stakeholders

What do you need from others and your organization?

Biggest Mistakes

Biggest mistakes you can make with him

The following personal statements are generated by your answers to The Birkman® Method questionnaire. Carefully read each statement and check the statements that are most significant to you. Discuss with a trusted advisor or friend how your selected statements impact you -- past or present

- ☐ Beating about the bush with him
 - ☐ Forcing him to participate unnecessarily in group activities
 - ☐ Failing to make it clear exactly who is in charge
 - ☐ Telling him that he has done well when that is not really true
 - ☐ Interrupting when he is concentrating
 - ☐ Making him conform unnecessarily
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Biggest Mistakes

*Discuss what the biggest mistakes someone can make with you
with the people at your table—*

How are they similar?

How are they different?

Benefits of Using Self-Assessments with Project Teams

- Increased engagement
- Effective communication
- Easier leadership transitions
- Improved relationships with stakeholders
- Best utilization of team members

Discovery Without Self Assessments

What steps can we take to determine the following without a self assessment:

- Strengths
- Interests
- Needs

Needs Questions

Come up with questions to discover your project team members needs with the people at your table.

Needs Questions

Needs Questions

- ☐ What do you need to know before a meeting to be more effective?
- ☐ How do you go about planning your week?
- ☐ How do you like to be recognized?
- ☐ What is your ideal day at work?
- ☐ What is your passion & motivation to do a ~~good~~ good job?

- project/leadership style*
- ☐ What environment do you perform best in—directive or collaborative?
 - ☐ What was your worst day at work in the last 6 months?
 - ☐ Do you like to be involved in strategic planning or goal setting?
 - ☐ Do you plan your own vacation?
 - ☐ How do you recharge—alone or in groups?

Questions?

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