PERSONAL REPORT
JOHN SMITH
August 09, 2010

Psychometric
"the scientific study of the human mind and its functions, especially those affecting behaviour in a given context"

Oxford English Reference Dictionary

When reading this report, please remember that it is based on the information that you have provided. It describes how you perceive yourself, rather than how you might be seen by others. Research suggests that self-report can be a powerful predictor of how you operate within a project environment.
Overview

This report assesses your potential for project leadership, based upon your answers to The Psychometric Test™.

The questions we asked you referred to work related-statements, dispositions, beliefs and preferences that represent you in your everyday work environment.

The results display an overall quantitative project leadership score and 7-primary facet scores. The 7-primary facets provide information on your leadership, in particular, to what extent you are:

1. Pragmatic
2. Creative
3. Positively Intolerant
4. Group Oriented
5. Stable
6. Communicator
7. Motivated

Some facets correlate with each other, allowing them to be grouped into:

- Approach
- Awareness
- Interaction

Approach

Your approach to project leadership is broken down into three facets, Pragmatism, Creativity and Positive Intolerance. These three angles describe your preference for dealing with projects at both a high level and in small detail.

Your approach will in part dictate:
The way you make decisions;
How you involve different people;
The extent to which you share or retain control of the project.

A leader's approach will directly influence the way they are perceived by others in the project environment because it is displayed by their externalised behaviour.

Every project leader will have their own preferred approach to dealing with project issues: is yours to stick by the book or try new things? There are some who are both highly pragmatic and creative which can mean that to an extent "anything goes" as long as it gets the job done on time, on budget.

One of the most novel elements of The Psychometric Test™ is its gauge of the project leader's "positive intolerance". This describes the degree to which a project leader can go against popular opinion and make decisions that count.

### Awareness

Project leadership awareness is akin to "emotional and social intelligence" and the leader's "inner picture".

Awareness is made up of three facets: Stability, Communication and Motivation. Combined, they directly influence the leader's ability to perform effectively under the sorts of fluctuating pressure that projects create. These, to a degree, are more difficult to train because they tend to influence behaviour before the leader becomes consciously aware of their impact.

The combined effect of the awareness facets are enormously significant because pressure is a part of every project and leaders need to be able to get the most from others in those conditions. A high degree of awareness allows the leader to understand more about their own behaviour and provides the energy to act and thus improve. Conversely, and paradoxically, the danger is that with lower levels of awareness, "blind spots" occur and grow, creating a negative cycle of stress-related, dysfunctional behaviour.

### Interaction

The final group concentrates on the leader's degree of Group Orientation and how they work with others on a project.

Different countries and companies will reinforce cultures where either end of the spectrum are represented. Some prefer a highly consultative approach where decisions are made with many people involved and inevitably tend to take longer. The benefits being the rigour and multiple perspectives that are applied to the problem at hand and the sense of involvement across a wider group of potentially
key stakeholders.

Others take a more individualistic stance where autonomy is high and leaders are expected to "get on with it", time is money. The benefits here include speed and a degree of personal motivation if that style suits. If it doesn't suit, the leader will feel isolated or exposed and will struggle.

Group orientation is certainly an area where the situation has a major bearing. There are scenarios where for technical and political reasons, many people should be involved. There are others where a decision must be made now.

Each leader will have a preference for working either alone, in small discreet units or in larger groups which relates broadly to their inclination for "introversion" or "extroversion". Understanding this preference will highlight where they may be spending insufficient time and effort on their project communication.

### Scoring

Scores above 50% indicate some potential for project leadership, scores above 75% represent good potential and scores above 85% show excellent potential.

Your scores have been benchmarked against a constantly shifting "norm" score. This compares you against thousands of project managers who have already completed the test. As this test is designed specifically for Project Leadership, even high scores (above 80%) still offer the respondent opportunities for reflection and areas for development.

The "percentile" score shows what percentage of other respondents you scored greater than. A score of 55% means your scored higher than 55% of all previous respondents and 45% of people higher than you. It means 10% of people will have a score lower than 10% and 10% will have a score greater than 90%. The percentile tends to accentuate differences between you and other project leaders.
FACET: PRAGMATISM

Refers to the extent to which you are goal-oriented, focused and determined to accomplish tasks. If you are pragmatic you tend to be motivated by success (extrinsically rather than intrinsically) and are conscientious, organised and methodical. Your matter-of-fact and realistic stance brings common sense to what is and what is not achievable.

Your results

You tend not to be particularly goal-oriented and often prioritise process rather than results. You can be distracted by 'details' and you have a tendency to consider every option and alternative rather than those really necessary to get the job done. You are more spontaneous than methodical (relatively) and you perform better if you are intrinsically rather than extrinsically motivated. When you really believe in something (intrinsic motivation) this is great because you are committed, conscientious and your focus on detail makes a difference. When you're not, your lack of pragmatism can be a weakness.

Score  Your overall pragmatism score.  20%
Norm  Average score of others.  78%
Percentile  Your rank against others.  0%
FACET: CREATIVITY

Refers to the extent to which you seek novel solutions to old issues and are able to identify new issues, with a natural desire to probe and tease out all possibilities. Healthily challenging the status quo tends to be your approach. Creative people have insight and are intellectually curious; open to new experiences and seek novelty.

Your results

Innovation is less important to you than making sure that things as they are (the status quo) are working smoothly, and you rarely look for new ways to solve problems. This is fine but it also means you tend to be both less aware of potential new problems (before they occur) and you can be inflexible when they do occur. Some issues do stimulate your curiosity but your focus is on the status quo and you may be uncomfortable in unpredictable, spontaneous situations.

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FACET: POSITIVE INTOLERANCE

Refers to the extent to which you are able to take unpopular decisions in order to accomplish important goals. You feel confident about making tough decisions for the project's sake even if those decisions are difficult. A strong score on this dimension indicates you are driven by the needs of the project, rather than by popularity.

Your results

You have a low level of 'positive intolerance'. You tend to be uncomfortable making decisions which upset, or have the potential to upset, the people you work with; and you would rather avoid making such decisions than disturb the personal dynamics of the team or the feelings of particular individuals. In this sense, for you, people are more important than projects and, indeed, the impact a decision is likely to have on other people tends to be one of your key considerations. If decisions are likely to be perceived unfavourably by others you prefer to look for a different way of doing things. You rarely make decisions that impact negatively on others.

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FACET: STABILITY

Refers to the extent to which you are able to perform well even under pressure. Stable people remain calm in most circumstances and enjoy challenging projects and tight deadlines. Stable individuals can inspire others with their calmness and consistency.

Your results

As is the case with most people, you are not unaffected by pressure and stress; and there are occasions (e.g., tight deadlines, unforeseen problems, budget limitations) when it may affect and impair your performance. However, in the vast majority of situations you can and do cope; and, as importantly, you make sure you appear to be coping and try to transmit a sense of control and stability to those who work with you.

Score Your overall Stability score.

64%

Norm Average score of others.

69%

Percentile Your rank against others.

35%
FACET: COMMUNICATION

Refers to the extent to which you are able to communicate your ideas clearly and effectively to a wide audience delivering the right message at the right time in the right way to achieve the required result. Great communicators have high verbal ability and an ability to be inspirational, expressive, aligned to managing expectations.

Your results

You are a natural communicator and you thrive in situations where interaction with others is essential; in fact, not only are you a good communicator, you almost certainly relish inspiring others with your eloquence. For you, communication is much more than simply necessary or functional; it is at the heart of your leadership approach and whether your goal is to influence others, enhance group cohesiveness or simply communicate ideas, it takes centre place in how you go about achieving these things.

Sample

Score
Your overall Communication score. 87%

Norm
Average score of others. 75%

Percentile
Your rank against others. 89%
FACET: MOTIVATION

Refers to the extent to which you are able to motivate yourself as well as others which has a positive impact upon group interaction. High scores on the motivated dimension indicates you are intrinsically motivated, passionate and optimistic about your project work which usually leads to inspiring others especially during difficult phases of the project.

Your results

Your level of motivation is not particularly consistent. You can feel intrinsically motivated and be extremely positive and enthusiastic but in other circumstances your motivation can drop and you get by for essentially extrinsic reasons; because, for example, you simply do not want to let others down. In this context, the key question is whether you are able to motivate others when you are not intrinsically excited about the project yourself. As long as you can, the fact that you sometimes feel a lack of enthusiasm for specific projects or particular elements or stages of a project will have less impact on the effectiveness of your leadership.

Score

Your overall Motivation score. 31%

Norm

Average score of others. 78%

Percentile

Your rank against others. 0%
**FACET: GROUP ORIENTATION**

Refers to the extent to which you enjoy and seek to work with others, involve team members in decisions and actively look to others for feedback. High scores on the group oriented dimension indicate that you take into account the legitimate interests of all involved in the project and as research indicates, are more likely to be an effective team leader.

**Your results**

You are not a particularly group-oriented project leader and, indeed, personally, you prefer to work alone; making the decisions you need to make without consulting others unless there is a compelling reason to do so. This can result in a slightly autocratic (as opposed to either 'consensual' or 'collaborative') approach to leadership which, whilst not always counter-productive, can run the risk of excluding the valuable input and perspective of others.

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Your results

You scored a total of 40%.

Scores above 50% indicate some potential for project leadership, scores above 75% represent good potential and scores above 85% show excellent potential.
SUMMARY

Your visual results

This chart helps you visualise your 7 facet scores and compare them against the average of all other respondents.

- **Pragmatic**: 20% vs. 78%
- **Creative**: 31% vs. 79%
- **Positively Intolerant**: 20% vs. 69%
- **Group Oriented**: 20% vs. 79%
- **Motivated**: 31% vs. 78%
- **Communicator**: 87% vs. 75%
- **Stable**: 64% vs. 69%

Sample
DEVELOPMENT POSSIBILITIES

How did you score? What can you do to develop your project leadership skills?

Let us consider some thoughts and ideas about how you can strengthen each of the 7 facets. These may provide a useful starting point for you to consider "what next?". In particular, where you feel you have scored relatively low, in percentile terms or in comparison to the norm, or even where you feel on a personal level you would like to improve, target those specific facets first. Don't take the World on in a day!

Theories vary as to the best approach for self-development. Some say you should be aware of your weaknesses but that these won't ever develop greatly and that you should maximise your existing strengths. Others recommend you work hard on areas of deficit as well as looking for opportunities to polish your strengths.

We recommend, to improve your all-round leadership profile, and to perform better in a wider variety of project settings, you focus on strengthening your lower-scoring facets without forgetting your strengths. In other words, if you are highly group oriented but lack positive intolerance you may need to get more assertive in some contexts. Don't do this however at the expense of your ability to work well with others. It's a non-stop balancing act that no-one has mastered 100% - a "lifelong journey". Be courageous in seeking the feedback of others and that way you can keep a more accurate record of how you are progressing.

Good luck.

DEVELOPING PRAGMATISM

Whilst it may be assumed that people in project management should be the ultimate pragmatists, preferring a "common sense" approach to tasks, our experience does not always support this. Often goals are not clear, aligned or explicit and some project managers rely too heavily on their methodology and not enough on what the situation truly demands.

Developing pragmatism requires you to have very clear targets, outcomes and objectives and also to be able to step back at any point and quickly assess the wider picture, enabling you to make expedient decisions. Your intrinsic drives may always, instinctively lean you towards more spontaneous or intrinsically motivated actions but there are things you can do to build a more pragmatic approach. Some of the following may help:

Develop your delegation skills and back those up with simple tools for tracking individual workstream responsibilities (e.g. responsibility matrices,
resource allocation software). This can help you avoid getting stuck into too many details, preferring instead to clearly delegate tasks and play more of a coordinating role. Remember - keeping the higher level view will help you spot barriers and opportunities and make smart decisions as a result.

In the right sorts of projects, make sure you have a meaningful critical path, again this helps you clearly distinguish urgent and important tasks from matters that, frankly, can wait. In addition use float (or slack) to make the most of your resources. This may help keep in check your preference to jump from job to job more sporadically.

Take more calculated risks and model those who seem to get more done. It may be that you are too stuck to your process and it's holding you back. Without being reckless try to expand your comfort zones by checking with others that you trust whether there are, at times, quicker or more creative ways of getting work done. Test your own assumptions about what's possible, what's allowed.

Reduce distractions, become increasingly aware of your "time stealers". Be more discerning about the meetings you attend, make sure the meetings you manage are well prepared and efficient, watch out for information overload (especially unnecessary emailing and messaging), prioritise challenging work for when you are at your best (early morning, late afternoon?) and physically take yourself away from environments with lots of people / interruptions to regularly take stock, review and plan (e.g. open-plan offices, areas where public traffic is high).

Build your interpersonal networks. Understand that wisdom (and hence pragmatism) comes from people, not processes or software. Consult and observe other, effective managers and project managers as a habit.

DEVELOPING CREATIVITY

We have heard it suggested by some that it is not a project manager's role to be creative but simply to carry out what's in the plan. Of course we disagree, especially when it comes to the difference between project managing and project leading. Every project manager will sooner or later be confronted with a situation where the solution is not obvious and the thinking of the past is inadequate to create a breakthrough. On the contrary, project leadership relies heavily on the ability to think laterally and adjust your approach to deal with the increasing degrees of uncertainty that characterise projects.

Again, some believe that you either have creativity or you don’t, we often hear this reinforced with people’s own self-talk "I haven't got a creative bone in my body". This comes from a common misconception that creativity is always about being unorthodox, unpredictable or artistic. In fact, creativity can also be the
result of a structured approach to problem solving. For example, check out techniques like "outrageous opposites" and "the morphological matrix".

Some of the following may help:

**Deliberately use tools like the balanced scorecard to build innovation and creativity into your formal KPI or measurement system.** Make looking for new ways of solving problems a formal requirement amongst the project team. Remember, even if creativity is not your preference, there will be team members who have great creative ability. Releasing that creative energy in your team members can also be highly motivational for them.

Investigate "left brain" creativity techniques (that rely on a structured, logical approach). As mentioned above, outrageous opposites and morphological matrix are a good starting point.

**Create an environment that is more conducive to creativity.** Promote proactive risk assessment as the norm, this then creates more time for thinking laterally about mitigation but also about how a risk that is some way off can be turned into an opportunity. Remember, if creativity is not your preference it will probably abandon you altogether when the pressure is on.

Spend time with groups and projects from outside your domain, again, develop your interpersonal network (maybe voluntary projects). Experience how other people and teams overcome issues. Similarly, deliberately include people in problem solving activities who do not have a background in the technical element in question. They can often bring a perspective, and ask questions that, because of their lack of conditioning in the area, expose a completely different and often useful set of options.

As with all 7 facets, from a cognitive-behavioural perspective, listen out for self-limiting self talk. Creativity in particular tends to be a facet that many people, project managers included, believe is just not in their DNA. This is not true, you just need to find your way of getting creative.

**POSITIVE INTOLERANCE**

In simple terms, this refers to the project manager's combined levels of assertiveness and cooperativeness. It is a fine and difficult balance to achieve, with most project managers falling on either the overly positive (to the extent of overlooking poor performance) or overly intolerant (to the point of blaming and even bullying others). Your ability to remain positively intolerant depends on a number of things. You have to be seen to be consistent and fair and, in most instances, positive and supportive. This means that when you have to make a tough call, most people will understand it is for the good of the project and your
motives are good. In addition this facet links closely with pragmatism in the sense that you must have a laser focus on what’s important in order to know when direct and uncomfortable intervention is absolutely necessary and when a softer approach would negatively impact the overall project.

To develop your ability to be positively intolerant, the following may help:

Initially assess situations where you may be avoiding areas of potential conflict. Honestly review those and ask yourself whether the situation would be better off dealt with sooner rather than later. Consider what / why it is you are uncomfortable dealing with that situation and then ask yourself 2 questions.

1. Is that fear justified, exaggerated, based on real evidence?
2. What is the impact on the project of your failure to intervene?

In many cultures, assertiveness and positive intolerance is conditioned out from an early age, in others, "speaking your mind" and getting involved with conflict is a daily activity. This is a hugely variable facet and thus one of the hardest to develop.

Stick to the facts and the data, this means the better your plans and progress reports are, the easier it is for you to deal with a tricky situation. It is harder to argue against you if the evidence speaks for itself. A well maintained budget, resource plan, earned value report, customer satisfaction database is your ammunition for making tough decisions.

Regularly review, remind yourself and others of the overall aims and objectives of the project and set a clear charter for the values in the project team at the outset (the rules that you will all work to regarding conduct and spirit). Again this makes it easier for you to make clear cases to itemise behaviour or performance that is contrary to those elements.

Lead by example. It is easier to make tough decisions if the team and stakeholders respect your ethics. It is easier to ask people to work harder to recover the timeline if you have a reputation for hard work and conscientiousness. Explain your reasons in the context of the project, acknowledge it’s a tough decision and explain the need for the action and the consequences of inaction.

As a rule, remain positive and sensibly attributed praise and generosity, again, this means when you have to get tough, people know it is not your default behaviour; it is something you have to do for the project and, whilst unpalatable, they are more likely to conform because you have already built strong loyalty.
BUILDING STABILITY

Stability is closely linked with what many now call "emotional intelligence", in other words your appreciation of your own emotional state and on the effect you have on others, especially when the pressure is on. Of course for project managers pressure should be on pretty much all of the time, indeed, great project leaders sustain a level of pressure throughout to keep team, contractors, stakeholders focused and responsive.

To build stability it may help to:

Seek help. Often project managers put with way too much stress because they fear asking for help, or are not sure where to look for it. Really great project leaders show high degrees of authenticity. This means they are able to show weaknesses as strengths. They do not pretend to be infallible and they provide themselves in their ability to surround themselves by and fully deploy good people. Do not feel any sense of failure from identifying and sharing the fact that you are feeling under pressure. The knowledge that others also feel pressure and are happy to support can be a great help.

Seek feedback. Sometimes we give off symptoms of stress without being consciously aware of it, these can of course negatively impact team morale, open and honest communication, client confidence and other elements of effective project communication. It helps if the project team is set up early to appreciate the importance of feedback and how to give and receive it constructively. This helps get over some culture's natural reluctance to openly discuss each other's "flaws".

Step back. When you start to feel the symptoms of stress negatively affecting your ability to think or act, try and remove yourself from the immediate situation and review the bigger picture. Try and view the situation impartially and think about the wider stakeholder community, who can help? In reality you should rarely be on your own during a project crisis if you have adequate governance in place.

Get proactive. This means reduce instances of high pressure before they arise. This involves applying the standard planning tools from any project management body of knowledge in order to reduce the unknowns. For example, look ahead into possible risks, issues, stakeholder resistance factors, resource pinch points.

Prepare and rehearse. Stress and pressure often arise during heated project meetings or negotiations with clients. There is no replacement for running these through with trusted people first so that you can plan your approach, anticipate some of the likely flash points and subsequently build confidence.
DEVELOPING COMMUNICATION

When you investigate reasons for projects going off the tracks sooner rather than later, someone will always blame "communication". On its own however this feedback (as a form of communication) is next to useless. Communication comes in many forms. The feedback you will have received in the report may have been slightly more geared towards your ability to deliver a message but don't lose sight of the fact that to be able to do that really effectively, you will also need to listen to people's views with great skill and genuinely comprehend different perspectives (empathise).

This facet looks into the degree to which you enjoy the role of "communicator". Again there will be cultural differences to the levels of expression and directness of messages used to communicate (e.g. some cultures use colourful language and imagery, some avoid making direct statements and you have to interpret the meaning, others get straight to the point).

At the most basic level it is useful to reflect on your instinctive response to sharing information with and gathering information from project stakeholders. Does a consultative meeting fill you with dread? Does the opportunity to coach a new team member motivate you? etc. Finally on a pragmatic basis, what means of communication are you using as your preference? Have you let convenience and efficiency supersede impact and effectiveness?

This is a huge area and training options abound across the communication continuum, but as a starter it may help to:

Begin by assessing the current picture. Consider the questions posed above. How, genuinely, do you initially respond to opportunities to perform the wide variety of communicator roles required in the Project Manager role. Make a physical note of the media you tend use for the bulk of your project communications. How "rich" is that media when you consider the richest form is usually face to face contact whereas the "thinnest" is probably a hurried email. Where possible, as with all the facets, support this initial analysis by getting feedback from others. This also about your whole project leadership profile. If you are low on communicator and group orientation, and high on positive intolerance, you may be seriously isolating yourself and others in the project not really know what's going on.

At the most pragmatic level, review and possibly alter your project communication tools. Use standard templates and documents to reduce confusion and rework. Ensure project meetings suit the requirement, prepare them well, invite only those you really need to, establish whether it is a tell, sell or consultative meeting, conclude with clear actions.
Consider the communication and learning preferences of your audience, group or individual. Try and use terms that evoke all the senses to make your message more appealing to the widest possible range of recipients. Some people prefer visual data (“I see what you mean”) while others prefer audible information (“I hear what you are saying”), others again will be more physical in their preference for learning (“I get the feeling that....”). You won’t necessarily know how everyone prefers to process information so try and use a variety of phrases.

Having said that, most people think in pictures so keep your project information graphical, using pictures, graphs, diagrams not only in reports, but try them as a means of planning in meetings and problem solving in workshops. From mindmaps to network diagrams there are a limitless range of picture formats available and they will always help you communicate effectively. Make sure also these pictures are big and are shared. These transmit a lot of information in an efficient, appealing, intuitive and memorable way.

Think about the communication styles preferred by the recipients and select the right media. Some people may want to analyse a load of data whilst others have a bright and exciting presentation to give them the big picture. Some may only ever need the high level whilst others some time to reflect and "get back to you". This about media "richness", it's impossible to win hearts and minds on email but, by the same token, you don't need to call a meeting to agree that, basically, everything's on track.

Ask intelligent questions. A project leader distinguishes themselves from a project manager by the questions that they ask. Try to think clearly about the information you are looking for and the outcome you need before asking questions. Too much focus is placed on "transmitting" project information yet gleaning it in the first place, across cultures, under pressure is often the most important and challenging skill to develop. Avoid "closed" questions if you are trying to get deeper into a situation "are we on track? did you understand? everything OK? etc - these only deserve "yes" or "no" answers and often times you'll get the answer of least resistance (particularly from certain cultures). "walk me through / describe in details, what's your understanding of...." encourage the respondent to give you much more information.

As mentioned earlier, guidance on improving communication is limitless. as always, your investigation into where to improve first can fall into one (or a combination of) two basic categories:

1. People - how's my interaction with others, transmitting, receiving and illiciting information?
2. Process - how’s my project communication process including standardisation, relevance, reduction of bureaucracy, effectiveness, appropriateness of media, timeliness
DEVELOPING MOTIVATION

Maybe the single most influential facet that separates project managers and project leaders is their levels of intrinsic motivation. This means the energy that they are able to create in pursuit of successful project completion regardless of external reward and recognition and especially in the face of difficulty. (it's easy to love the easy projects!). This then transfers into the leader's ability to motivate team members and other stakeholders again, especially when the going gets tough. Of course, motivation alone is not the sole ingredient of success, but without it time and money will always be wasted.

To build motivation it may help to:

Learn more about cognitive psychology (this is not as tough as it sounds!) and the direct link between your thoughts and your actions. Look around you today, read the newspapers, listen to the news, pay closer attention to what people around you are talking / concerned about. If it wasn’t already apparent we have a tendency to err on the pessimistic side when it comes to many forms of cultural communication. Now think about something that was very emotional for you, good or bad. What starts to happen? Usually your body will start to respond to that thought, you may get more or less inspired, your basic functions of heart rate, blood pressure and muscular tension will start to change. So?

Put the two factors together, your physiology (action) responds to your thinking in a very direct way. The world around you may be being portrayed with a hostile / futile overtone. Doesn’t take a genius to see why there is so much negative or at least lacklustre project behaviour out there. Combine this with inefficient process and constantly changing goals and it's no wonder that we have found a number of project managers struggling on the motivated facet!

So, in short, without being unrealistic, try always to focus on the positive elements of the project and to create a culture of problem-solving rather than problem finding. Interestingly it is usually projects that encounter major issues that create true learning and often stronger project teams. Constantly remind yourself of the value of this project to yourself, your personal and professional development, to your team for the same reasons and for the organisation (with respect specifically to the end users). It is easy to get "caught in the weeds" of project detail and, whilst you need to be on top of detail, as leader, you are also responsible for overall co-ordination and keeping all eyes on the single vision.

Bear in mind that issues are usually opportunities to do something different / better than they have been done before. If there is a tough assignment coming...
up, try not to be intimidated by it. Usually it looks less frightening after the event and often it ends up being a defining moment for your leadership development and for the project. Try and surround yourself with equally pragmatic yet positive people. Problem solving attitudes can spread and it is easier for most leaders to stay motivated if they sense strong support and that problems are, to an extent, shared.

Take time to take stock of what really motivates you - this can get lost in the hectic nature of most project manager's day. Then assess how much of that you are getting to do / could potentially do within the confines of the project. Does developing other people inspire you? what is the last time you focused on that in this project? Does in-depth problem solving give you a lift? Again, are you getting to do any of this? etc.

Use your project scope like a motivation shopping list. There are always a wide range of activities and roles in any project and there should be "something for everyone". Don't necessarily stick to assigning roles to the obvious people, projects should be opportunities for you and the team to develop. What is on the activity list that you would like to learn more about? with good planning you should be able to use a lot of project activity as learning / development opportunities for yourself and your team.

Get a life! Seriously, make sure there are other things going on for you than just the project(s) you are working on. It is amazing how much easier a project problem looks after a weekend of family / voluntary / social / spiritual / recreational activities has re-charged your energy levels.

Just two words of warning.

1. Don't confuse positivism with optimism - still keep a hawk eye on your risk log and your earned value reports (or whatever monitoring dashboard you use), and rarely trust a first estimate!

2. Watch out for getting frustrated if others appear less motivated with you. Find out their reasons and what motivates them, and go back to the "scope as motivational shopping list" approach.

DEVELOPING GROUP ORIENTATION

Projects provide us with the opportunity to vary between solo effort and broader team / group activity. Ultimately, however, to be a leader there must also be followers and so a strong score on group orientation is key. Other trait models discuss the differences between introversion and extroversion and those factors are important here. Clearly an extroverted person is more likely to find themselves in group scenarios more of the time. However, many project managers come from backgrounds that more commonly attract introverted people (specialties in a variety of fields). However there is hope.
To develop group orientation it may help to:

Understand that if it is not your preference you can still operate effectively with larger groups of people. A more introverted person can do a great job in a group but they might find it tiring. In this case must make sure you line something up after the activity that helps you recharge your energy. Walk the dog, cook, read, whatever, but consciously plan that activity to make sure that leading people does not wear you down.

Clarify that your role as leader does not mean providing every answer. Relieve the pressure on yourself by developing a culture where others can contribute and even lead in group situations. Great leaders facilitate growth in their teams which means on occasion you have to do little more than encourage individuals to play more of a leading role in the right situation. Consider the degree to which you use others in decision making situations, you may inadvertently be reducing the quality of the project and the morale of the team by taking too much on yourself.

Use specific tools to ensure group working is more focused. Part of your reluctance to work in groups may be a concern (partly built on your experiences from the past) that getting more people involved just means everything takes longer; gets more confusing and the result is less satisfactory all round. This eventuality can be reduced by using specific tools to focus the activity. Again, there are many and you should have a variety in your project management tool kit. Business activity modelling, logic diagrams, consensus maps, rich pictures...the list goes on. Develop your familiarity with such techniques. They will bring life and focus to group meetings. There will often be people in the team that have used such tools who can (to the earlier point), lead such sessions.

Provide time for social interaction amongst the team. Again, being the team leader does not mean you have to physically run everything but others in the project team will be more group oriented and will respect the opportunity to mix and bond outside the pressures of the project. As a result they will respect you more also. Make sure you attend and take part however, it is not good enough just to arrange it!

Develop your network continuously. A group is, after all, a collection of individuals. The better you know the individuals the less intimidating or demotivating the group will be for you to work with. Plan time in to have meaningful dialogue with the individuals in your team. This can be based around their current contribution to and feelings about the project. Remember your open questions and focus on truly trying to understand more.
To learn more about developing your 7 facets, either through intensive learning events or 1:1 coaching, contact us on 0845 2871263 or email us at info@projectleaders.com.
How to use your results

Your results provide an ideal opportunity for personal reflection and to determine how you will apply them in a practical project situation.

It is recommended that you discuss your understanding and interpretation of the results and what you would like to do to further develop project leadership skills, with your organisation or a Project Leaders coach. Visit www.projectleaders.com or email info@projectleaders.com.

Whilst the Project Leaders programme provides full support, experiential learning is important, in addition to actively seeking opportunities to establish positive behaviours to benefit yourself, your team and your project.

Recommended next stage

Project Leader Profiler™

The Profiler focuses on the 12 project leadership attributes identified through the research study and is complimentary to The Psychometric Test™.

The Profiler process involves one to one or panel in-depth interviews, and examines views and experiences of various aspects of project leadership in the context of the project environment. A particular strength of this methodology is the ability for responses to be compared over time and across interviews so that both development needs and the benefits of training, coaching or mentoring through the programme can be tracked.

The Profiler can be used as a stand-alone tool or as a complement to The Psychometric Test™ so that both qualitative and quantitative measures are provided with uniquely powerful conclusions.

Project Leader Training™

This 2-day event of high-paced project simulation will observe participants under pressure and operating with their "default" behaviour. Participants are given frequent coaching throughout and regular comparisons with The Psychometric Test™ are made to help bring the report to life and focus on specific development areas. The training concludes with a rigorously developed action plan which can be accompanied with on-going coaching.

Project Leader Coaching™

Our coaching professionals have the experience needed to guide you. You can choose one of our coaches at any point in your project.

For the new leader, it is useful to get advice at the point and place of need, and for the experienced leader we know that having an objective professional to
bounce ideas off can be a vital new perspective and a timely pressure valve.

In summary

Having identified the areas for development through The Psychometric Test™ and Profiler, the Project Leaders provides the support to acquire the essential knowledge, skill and expertise of the project leader and encourages ongoing integration of organisational and project learning.

For further information, please contact Project Leaders on 0845 2871263 or email info@projectleaders.com.

Finally, congratulations. You have taken an excellent first step to developing your project leadership skills.
How this test was created

The Psychometric Test™ and Profiler are the result of a 7-year academic and industry research programme with Dr Tomas Chamorro-Premuzic (Goldsmiths College, University of London) and leading organisations operating across many project environments.

The Psychometric Test™ was designed according to a far-reaching literature review, which examined more than one-hundred years of empirical and theoretical findings on leadership and leadership assessment, and a large-scale qualitative pilot study that identified and determined the relevance of traditional leadership facets within a project environment.

Accuracy

The Psychometric Test™ has been validated empirically with robust psychometric techniques and state-of-the-art statistical methods (Principal Component Analysis, Confirmatory Factor Analysis, Structural Equation Modeling) and large samples (N >200<500) of project environment employees.

All levels of seniority and positions were examined, and the structure was replicated using Confirmatory Factor Analysis. It has also been validated through other-ratings and consensual scoring, as well as in terms of discriminant predictive validity studies.

The Psychometric Test™ is a dynamic tool for the assessment of comparative employee profiles on standardised and structured dimensions. It is an ideal complement and enhancement for open or semi-structured interviews, in that it provides a quantitative indicator of an individual's potential and capacity for the key dimensions of project leadership. Tests can be taken online, via email or in paper-and-pencil. The scoring, feedback, and interpretation is standardised on a system developed by Dr Tomas Chamorro-Premuzic for Global Project Leaders Ltd.

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