



MASTERPIECE PROJECT MANAGEMENT COMPETENCY MODELS

Each of our Masterpiece Project Management Models is a grouping of seven interdependent behavioral competencies that, when used together, have been shown to predict outstanding performance. We have three distinct leader competency models that correlate with the following roles: Associate and Senior Project Manager.

BEHAVIORAL COMPETENCY

We identify and measure behaviors using behavioral competencies. A behavioral competency is an underlying characteristic of an individual consisting of a *thought-action-sequence*. The competency has two parts:

1. The person's action
2. The person's thinking/intention for taking the action



MASTERPIECE PROJECT MANAGEMENT COMPETENCIES

Our research has shown that there are seven *differentiating* project manager competencies. Each behavioral competency is named and described in general terms:

1. **ACHIEVEMENT MOTIVATION** - Looks to make things systematically better.
2. **IMPACT & INFLUENCE** - Develops & uses strategies & tactics to impact or influence others.
3. **ORGANIZATIONAL AWARENESS** - Recognizes the realities of organizational culture, values, and structures.
4. **RELATIONSHIP BUILDING** - Builds professional relationships either at work or outside of the workplace.
5. **ANALYTICAL THINKING** – Applies cause and effect.
6. **INFORMATION SEEKING** – Gathers information for self and/or others.
7. **INQUIRY** - Seeks to understand what others are saying, feeling, and thinking.

LEVELS OF COMPETENCE

Each of the seven behavioral competencies contains nine incremental levels that describe a specific thought-action-sequence statement. Following is the **ACHIEVEMENT MOTIVATION** competency and nine levels:

ACHIEVEMENT MOTIVATION - Looks to make things systematically better.

-1	Does less than what is required. Is pre-occupied with non-work concerns.
0	Works hard. Focuses on volume without regard to quality.
1	Works toward explicit standards of excellence generally set by management.
2	Creates own measures of excellence using internal and external data.
3	Makes specific changes in the system or in own work methods to improve performance.
4	Acts to make things continuously better by setting challenging goals for self or others.
5	Chooses goals and sets priorities based on optimum use of resources.
6	Takes calculated risks to reach challenging goals.
7	Takes sustained actions over time to reach entrepreneurial goals.

MASTERPIECE PROJECT MANAGER COMPETENCY MODELS

Each model indicates a specific target level of behavior for each of the seven competencies. The target level is consistent with outstanding performance within that role.

Examples of target levels are shown in the **ACHIEVEMENT MOTIVATION** table above.

Senior Project Manager Model

Associate Project Manager Model

