



AEC PM BEHAVIORS ASSESSMENT


looking beneath to measure the behaviors that matter because good intentions are not enough





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“It is not enough to do your best. You must first know what to do and then do your best.”


Edward Deming








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RESEARCH TEAM



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OVERVIEW

- Purpose of this Research
- Harrison Assessment – how it works
- Correlating Behaviors to Project Manager mastery
- The End Result – AEC PM Behaviors


- For Your Participation
- Next Steps

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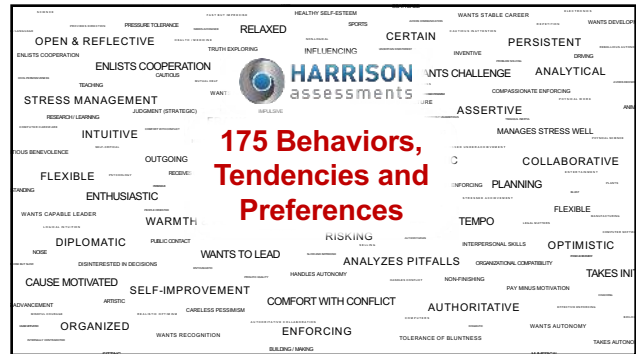
PURPOSE OF THIS RESEARCH

Identify and measure the behaviors that enable PM Mastery

- Equip you to select, develop and retain high performing PMs
- Accurately diagnose and prescribe individual and organizational training needs
- Provide analytics for career pathing (succession) of emerging or current PMs



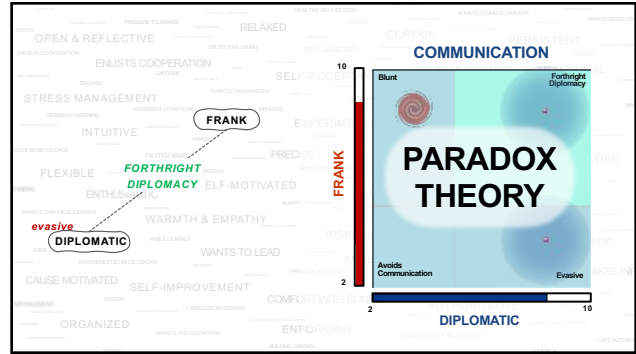
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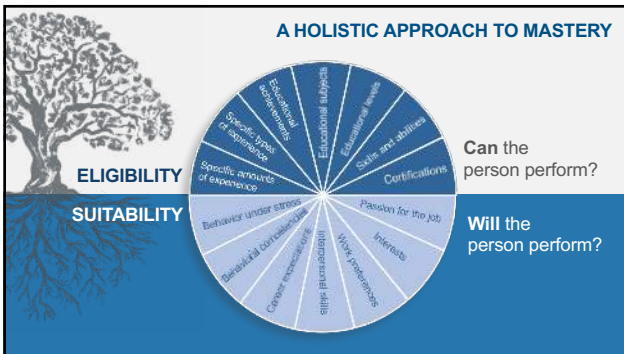
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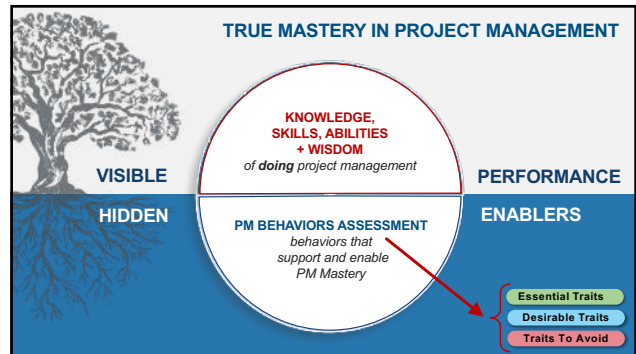
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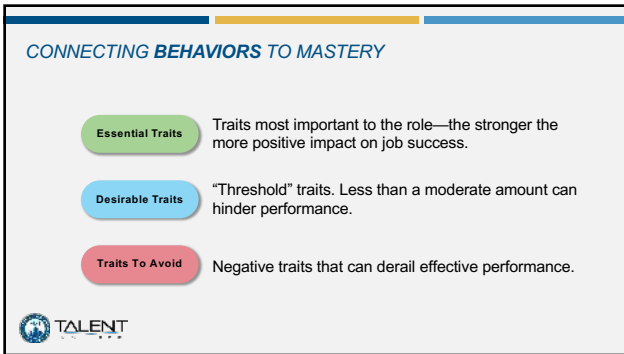
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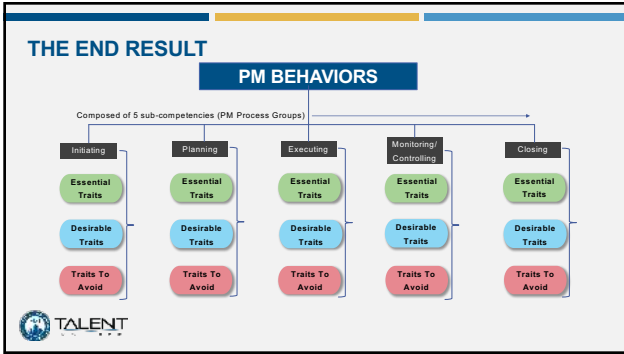
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PM Competency	Initiating - I	Planning - P	Executing - E	M&C - M	Closing - C	Essential	Desirable	Mild (0.5-0.9)
Analytical	8.0	7.5	8.0	8.0	8.5	I, P, M, C	P	Strong (1.5 - 2)
Analyzes Pitfalls	7.0	7.5				P	E	Amazing (2+)
Assertive	7.5	7.5	Mid positive			E		
Authoritative				8.0				
Cause Motivated			6.0	6.0	6.0		P, M	
Certain					7.5	Mid positive	M, C, I	
Comfort With Conflict	6.0					Mid positive	I, M	
Diplomatic	6.5	6.5				Mid positive	I, P, M	
Enforcing	6.0	6.0	6.0		5.5		I, E	
Enlists Cooperation							I, E	
Enthusiastic	6.5		6.0					
Experimenting								
Flexible					6.5		I, P, M	
Frank	6.5	6.5					C	
Helpful					8.0			
Influencing	5.5	5.5						
Intuitive								
Manages Stress Well		6.0					P	
Open / reflective	6.5	6.5		6.5			I	
Optimistic	6.0	6.0	6.5	6.5	6.0		E	
Organized	7.0	7.0	Mid positive	7.5	7.5		E, M, C	
Outgoing								
Persistent	7.0	7.0	7.5	7.0			E, I, P, M	
Planning		7.5					P	
Precise			7.0	7.0	7.5	7.0	M	E, C
Problem Solving			Mid positive				E	

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EMI PM Competency	Trait	Analytical	Analyzes Pitfalls	Assertive	Authoritative	Cause Motivated	Certain	Collaborative	Comfort With Conflict	Diplomatic	Enforcing	Enlists Cooperation	Enthusiastic
Average		8.0	7.0	4.6	7.8	7.9	5.6	7.8	6.2	6.2	5.7	6.2	5.9
Correlation coefficient		0.18	0.15	-0.19	0.08	-0.09	0.04	0.03	0.06	0.12	0.25	-0.15	0.13
Performance averages by category													
88 - 100 (Top)		8.4	6.9	4.3	7.4	7.7	5.2	8.1	6.4	6.5	6.0	6.1	6.6
75 - 88 (Medium)		7.9	7.3	4.6	8.0	7.9	5.9	7.8	6.3	6.3	6.0	5.9	5.6
1 - 74 (Low)		7.8	6.5	4.9	7.6	8.1	5.4	7.7	6.0	5.8	5.1	6.9	6.0
Performance averages by trait score													
Trait 6+		77.1	77.5	73.3	77.1	76.0	77.3	76.5	76.8	78.5	79.0	76.0	77.6
Trait 5.0 to 5.99		67.0	80.0	72.9	68.3	79.2	76.3	74.2	76.3	77.3	78.0	68.5	75.0
Trait 4.0 to 4.99		70.0	70.6	77.0	68.8	80.0	73.3	79.2	75.0	72.7	77.7	80.0	75.4
Trait 3.0 to 3.99		90.0	60.0	77.4	80.0	70.0	74.1	50.0	73.5	73.0	64.1	79.0	75.9
Trait <3.0		0.0	82.5	81.5	72.5	0.0	80.0	80.0	85.0	65.0	75.8	87.5	71.7

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1. INITIATING behaviors that support mastery

Essential Traits	Desirable Traits	Traits To Avoid
Analytical	Analyzes Pitfalls	Precise but slow
Takes Initiative	Persistent	Avoids decisions
Provides Direction	Wants Challenge	Cautious inattention
Teaching	Finance/business	Avoids communication
Collaborative	Diplomatic	Blindly optimistic
	Frank	Defensive
	Open/reflective	Pay minus motivation
	Comfort with Conflict	Rebellious autonomy
	Enforcing	
	Enthusiastic	
	Negotiating	

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2. PLANNING behaviors that support mastery

Essential Traits	Desirable Traits	Traits To Avoid
Analytical	Persistent	Defers Decisions
Analyzes Pitfalls	Pressure Tolerance	Evasive
Planning	Diplomatic	Non-logical
Wants to Lead	Frank	Precise but slow
Organizational	Certain	Non-finishing
Compatibility	Effective Enforcing	Blunt
	Manages Stress Well	Slow and imprecise
	Tempo	Rigidly disorganized
	Negotiating	
	Receives Correction	
	Risking	
	Self-acceptance	

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3. EXECUTING behaviors that support mastery

Essential Traits	Desirable Traits	Traits To Avoid
Problem-solving	Organized	Inconclusive
Persistent	Precise	Permissive
Authoritative	Forthright	Self-sacrificing
	Communication	Avoids decisions
	Optimistic	Stressed pessimism
	Enforcing	Unresourceful
	Enthusiastic	Stressed
	Relaxed	underachievement
	Tempo	Cautious inattention
	Assertive	
	Self-acceptance	

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4. MONITORING & CONTROLLING *behaviors that support mastery*

Essential Traits	Desirable Traits	Traits To Avoid
Analytical	Persistent	Evasive
Takes Initiative	Innovative	Permissive
Collaborative	Self-improvement	Scattered
Organized	Frank	Tranquil Inertia
Precise	Diplomatic	Defensive
Wants Challenge	Negotiating	Fast but Imprecise
	Comfort with Conflict	Rebellious Autonomy
	Certain	Avoids Decisions
	Tolerance of Evasiveness	
	Repetition	

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5. CLOSING *behaviors that support mastery*

Essential Traits	Desirable Traits	Traits To Avoid
Analytical	Systematic	Cautious
Helpful	Warmth/empathy	Non-logical
Collaborative	Precise	Scattered
Organized	Numerical	Blunt
	Pressure tolerance	Dominating
	Relaxed	Fast but Imprecise
	Self-acceptance	Defensive
	Tolerance of Evasiveness	Stressed Achievement
	Tolerance of Structure	
	Clerical	

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Competencies (in order of importance)	Importance	Score	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50
1. Initiating Behaviors: The processes performed to define a new project or a new phase of an existing project by obtaining authorization to start the project or phase.	Essential	80%	[Progress bar]																																																	
2. Planning Behaviors: The processes required to establish the scope of the project, refine the objectives, and define the course of action required to obtain the objectives that the project was undertaken to achieve.	Essential	67%	[Progress bar]																																																	
3. Executing Behaviors: The processes performed to complete the work defined in the project management plan to satisfy the project requirements/deliverables.	Essential	49%	[Progress bar]																																																	
4. Monitoring and Controlling Behaviors: The processes required to track, review and regulate the progress and performance of the project; identify any areas in which changes to the plan are required and initiate corresponding changes.	Essential	84%	[Progress bar]																																																	
5. Closing Behaviors: The processes performed to formally complete or close a project, phase or contract.	Essential	85%	[Progress bar]																																																	

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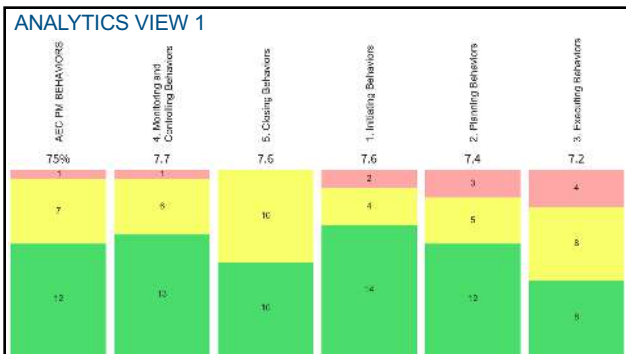
Essential traits (in order of importance)

Negative Impact ← Positive Impact

DI-2427523's Score

Very strong	Strong	Substantia	Moderate	Slight	No Impact	Slight	Substantia	Strong	Very strong
Problem Solving: The tendency to logically analyze situations, facts, difficulties, and potential pitfalls (not necessarily analytical ability). Narrative: ID-2427523 has a reasonable degree of tendency to logically analyze situations, facts, difficulties, and potential pitfalls (not necessarily analytical ability). This will probably be sufficient for this behavioral competency.									
Authoritative: The desire for decision-making authority and the willingness to accept decision-making responsibility. Narrative: ID-2427523 probably prefers not to have decision-making authority and probably avoids accepting responsibility. This will probably have a very negative impact on this behavioral competency.									
Persistent: The tendency to be tenacious despite encountering significant obstacles. Narrative: ID-2427523 may tend to be moderately persistent but prefers a path or that does not require extensive persistence. This will probably have a slightly negative impact on this behavioral competency.									

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ANALYTICS VIEW 2

	AEC PM Behaviors	4. Monitoring and Controlling Behaviors	5. Closing Behaviors	1. Initiating Behaviors	2. Planning Behaviors	3. Executing Behaviors
Abby Loureco	88.3	7.2	8.4	7.2	5.2	5.8
Alicia Young	99.9	8.0	6.1	9.7	8.1	8.7
Amanda Horatje	78.3	7.5	7.4	9.0	8.1	7.0
Annalisa Liba	59.3	6.8	8.8	5.3	4.6	4.8
Berrie Curry	79.9	8.3	6.3	9.9	7.9	8.7
Briana Keith	71.3	6.6	7.4	8.3	7.2	5.1
Duong-Ho Sung	74.9	8.8	7.1	7.9	8.3	7.3
Cherie Faury	85.5	8.8	7.4	8.8	8.9	9.1
Dennise Atkins	83.3	5.8	7.8	5.8	7.1	5.3
Elaine Salt	73.9	8.2	8.8	7.9	7.9	7.0
George Bradley	85.3	8.8	8.2	8.5	8.1	8.1
Irene Vical	80.3	7.5	7.5	7.8	8.3	8.8
Jamir Morrow	74.0	8.0	7.6	7.5	7.8	6.8
Jared Stenzel	75.3	8.8	6.1	7.6	7.7	8.1
Jeffery Thom	75.9	7.1	6.8	7.3	7.8	7.9

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SHOW REPORT
EXAMPLE

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FOR YOUR PARTICIPATION

PM PARTICIPANT	COMPANY
PM Behaviors Development Report Option to Attend 1 of 3 Group Report Orientation Webinars Personalized Development Guide	Analytics data on your research cohort An executive briefing on the data and how to use it

[One-on-one follow-up action planning debrief available at a 20% discounted rate- \$235/person]

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THE AEC PM BEHAVIORS PACKAGE

- 1 PM Takes Harrison Assessment Questionnaire
- 2 PM Receives their PM Behaviors Report Package
- 3 PM Receives Report Interpretation and Action Planning Support Options
 - Group Report Orientation
 - Follow up One-on-one Debrief
 - Personalized Development Video
- 4 PM Receives Personalized Trait Development Guides
- 5 PMs implements their individual action plans and participate in additional development programs (i.e. EMI's AEC PM Certification Process)

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AEC PM CERTIFICATION

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AEC PM CERTIFICATION - ESSENTIALS

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AEC PM CERTIFICATION - ADVANCED

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NEXT STEPS

Reports will be sent to you and your participating PM's

We will reach out to you to schedule your executive briefing

