



Success Profile

Company ABC

Project Manager

24 March 2014

This report provides a summary of the attributes that are required to successfully perform the job mentioned above. Results are based on the responses provided by subject matter experts who know what is required to perform this job effectively.

It is essential to ensure that the information contained in this report is tied to the strategic and operational needs of your organisation to ensure that the most applicable skills are considered for present and future talent decisions.

The information contained in this report is likely to remain relevant as long as there are no major changes to the job requirements such as job objectives and criteria for successful performance.

Confidential Information

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Introduction to the report

Effective job performance is dependent on the extent to which an individual's likely behaviour is aligned with the requirements that leads to success in a particular role.

The aim of this report is to provide an indication of the requirements for successfully performing the job of **Project Manager**

Firstly, this report presents the objectives of the job. These objectives can be described as goals that should be met to successfully perform the job.

Secondly, this report provides an overview of the attributes of individuals required for successful performance. These requirements are both **backward-looking** as well as **forward-looking**. Backward-looking requirements are mainly characterised as personal attainments such as education, knowledge, skills, and experience. Conversely, forward-looking requirements are predominantly characterised by behavioural predispositions.

Job information

Job Purpose

Help our clients in implementing any of their ICT related projects, by understanding the client's needs and managing all related project risks and details from beginning to end, whether related to outsourced IT services and or the on-site placement of staff members for project deliveries.

Job Objectives

The following job objectives were found to be relevant to this job:

Strategic / tactical:

- Provide additional inputs and advice to the organisation and the client related to any longer-term and strategic opportunities and potential risks identified as part of the normal service delivery that could have a fundamental impact on both the client and the organisation.

Operational:

- Manage the various components of project delivery by actively managing and monitoring the relationship between the quality of the service delivery and offering; the related costs and available budgets; the available internal and external resources; as well as the client's needs and aims.

Customer:

- To actively take on the responsibility to be the project delivery facilitator, ensuring that the various components, the various stakeholders and roleplayers are all included as and when need be.
- Managing the parameters of project management by facilitating, delegating and coordinating the different tasks to be delivered by the respective team members, instead of doing and completing these tasks themselves as the project managers.
- Pro-actively manage the internal and external requirements and expectations in a firm and assertive manner.

Forward-looking requirements

The summary provided below provides an overall indication of the relevance of each characteristic in relation to successful performance. The summary takes all relevant indicators provided by subject matter experts into account.

Characteristics are ranked within each cluster from more to less important based on the aggregated ratings of all stakeholders.

Success Factor	Description
!! Essential behaviours	
Showing Composure	Stays calm and relaxed during events; is not worried and tolerates stress levels; is composed in dealing with pressure.
Embracing Change	Copes with change and variety; tolerates uncertainty and ambiguity; adapts to new challenges.
Making Decisions	Is determined and decides on actions; willingly assumes responsibility; is definitive and stands by own decisions.
Providing Insights	Is focused on continuously improving things; provides insights by identifying key issues; makes intuitive judgements.
Following Procedures	Conforms and adheres to rules; closely follows instructions and procedures; minimises risks by sticking to processes.
Checking Things	Is meticulous in finding errors; ensures accuracy by being thorough and checking details; produces high quality work by being detailed.
Documenting Facts	Writes fluently when documenting facts; understands arguments logically; focuses on finding facts.
Interpreting Data	Interprets data rationally by quantifying issues; applies technology as a means to evaluating data; evaluates information objectively.
! Important behaviours	
Examining Information	Analyses and processes information; asks probing questions; strives to find solutions to problems.
Upholding Standards	Behaves ethically and justly; is discreet and maintains confidentiality; meets commitments by acting with integrity.
Conveying Self-Confidence	Is self-assured and projects inner confidence; is confident and determines own future; values own contributions.
Pursuing Goals	Strives to achieve outstanding results; is ambitious and acts with determination; persists through difficulties to achieve results.
Empowering Individuals	Motivates individuals by empowering them; seeks to inspire people and groups; gives encouragement to others.
Thinking Positively	Is optimistic and positive; recovers easily from setbacks and obstructions; is jovial and projects cheerfulness.
Interacting with People	Is lively and projects enthusiasm; is talkative in making contact; is focused on interacting and networking with people.
Convincing People	Is comfortable having to persuade others; shapes opinions by being outspoken; seeks to negotiate with others.
Resolving Conflict	Are comfortable calming upset people; handles angry individuals well; is focused on resolving conflict and arguments.
Generating Ideas	Is creative in producing ideas; assumes an original approach when generating ideas; adopts radical solutions.
Exploring Possibilities	Is conceptual when developing ideas; applies theories to problem solving; prefers to learn by thinking and identifying underlying principles.
Developing Strategies	Is focused on developing strategies; thinks in the longer term and anticipates trends; envisages the future and adopts a visionary approach.



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Developing Expertise	Is open to taking up learning opportunities; is quick in acquiring knowledge and skills; develops expertise by updating specialist knowledge.
Adopting Practical Approaches	Applies practical skills when investigating issues; prefers to learn by doing; is practically minded and applies common sense.
Impressing People	Is comfortable attracting attention; impresses others by promoting personal achievements; seeks to gain recognition and praise from others.
Challenging Ideas	Prepared to disagree and question assumptions; challenges ideas and established views; comfortable arguing own perspective.
Inviting Feedback	Is receptive to feedback and acknowledges criticism; open to critique and critical thinking; gathers feedback from others.
Understanding People	Shows empathy and compassion; attends and listens to people; is attentive and understands the motivation in others.
Valuing Individuals	Shows consideration towards others; tolerates the differences in people; values and trusts people.
Seizing Opportunities	Identifies business opportunities; creates additional sales for future growth; wants to win and outperform competitors.
Establishing Rapport	Builds rapport and puts people at ease; is engaging and welcomes people; finds it easy to make friends.
Articulating Information	Is articulate in giving presentations; is eloquent and explains things well; project social confidence when articulating information.
Directing People	Is comfortable leading people; coordinates and directs groups; seeks to control things.
Team Working	Works participatively with others; is democratic and encourages team contributions; collaboratively involves others.
Meeting Timescales	Is target focused and meets deadlines; is punctual and keeps to schedules; is reliable in finishing tasks.
Managing Tasks	Manages tasks by being organised and methodical; plans activities systematically; sets priorities for tasks.
Taking Action	Takes action to make things happen; uses initiative to start things up; shows drive and invests personal energy.
Producing Output	Is focused on activity and work quickly; keeps busy and maintains productivity; is comfortable multi-tasking to produce output.

Backward-looking requirements

The following education, experience, knowledge and skills were noted as essential for success in this role/job:

Educational Requirement

Matric / Grade 12 (with 3-5 years experience in project management) (essential)
 Relevant project management course (essential)
 Any relevant commerce degree (desirable)

Required Experience

At least 3-5 years in the below:

- Using MS Project
- MS Office proficiency

Visio & MindMap (desirable)

Required Knowledge

Financial budgeting and process knowledge
 Project management knowledge of effective project management processes and tools

Required Skills

Effective and impactful presentation skills
 Managing client expectations with positive professional impact



About

Using this summary report

This Summary Report provides an overview of the key results attained from the description and rating of job related attributes as for a specific job.

This report should be used in conjunction with other information sources when defining profiles of successful performers for a specific job. The summary report is not intended to be comprehensive and should not be used as the single source of information in the making of any final talent decisions.

About this report

The report has been derived from information by subject matter experts in response to an online questionnaire. The report reflects the responses they made.

This report has been generated electronically. TTS-Top Talent Solutions, or its suppliers cannot guarantee that it has not been changed or edited. We accept no liability for the consequences of the use of this report, howsoever arising.

Technical information and SME

Obtaining an accurate profile of a job requires getting job relevant information from subject matter experts with critical insight and knowledge about a job. The subject matter experts who provided information about this job include:

Job Title:	Project Manager - Generic
Organisation:	Example
Date of job profiling session:	8 August 2013
Job analyst:	
Respondents involved in job profiling:	SME1 SME2 SME3 SME4 SME5

