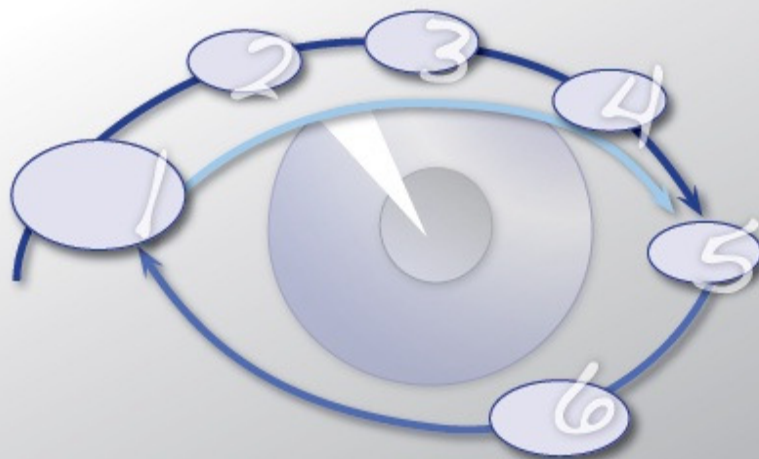


***Electronic
Download Pack for***

**The Project
Management
Coaching
Workbook**

*Six Steps to Unleashing
Your Potential*

Susanne Madsen





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About this Download Pack

This download pack is intended as an additional aid for *The Project Management Coaching Workbook – Six Steps to Unleashing Your Potential* by Susanne Madsen. It is not intended as a standalone document or project management guide.

About the Author

Susanne Madsen is a program and project manager, mentor, and coach with over 15 years' experience in managing and rolling out major change programs, using both agile and waterfall methodologies. Susanne is a PRINCE2 and MSP practitioner and holds several qualifications in the area of personal performance and corporate and executive coaching.

The majority of her experience stems from working with investment banks, for which she has successfully managed a number of large, multimillion programs of work. She has also set up and run several coaching and mentoring programs to improve project management performance. Susanne is dedicated to helping organizations deliver better projects and coaching and mentoring project managers in how to improve their capabilities, performance, and wellbeing.

The *Project Management Coaching Workbook* – to which this download pack is connected – is a direct result of Susanne's project management coaching work over the years. Most of the tools, approaches, and topics presented in the original book have been born out of the needs and challenges of the project managers she has coached. She gradually refined the material based on their feedback and progress over time. In Susanne's experience, attending just a few coaching sessions can give people the tools and support they need to excel and make rapid progress as project managers and leaders.

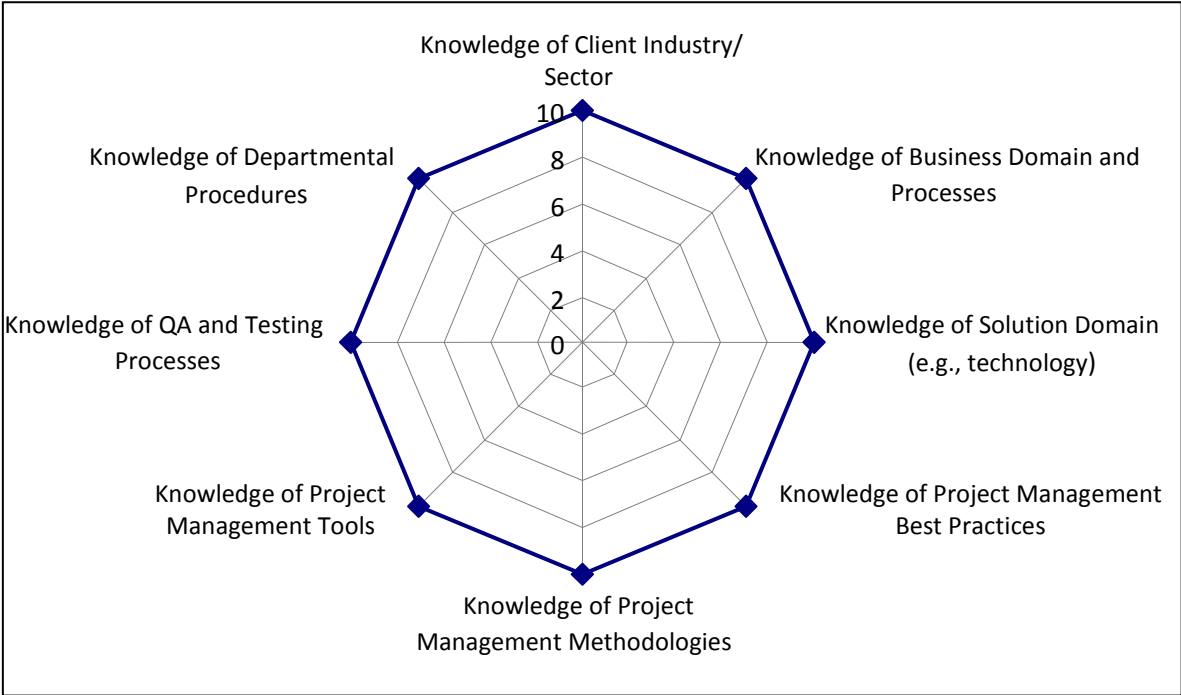
To find out more about Susanne, please visit her website on www.susannemadsen.com. You can also follow Susanne on Twitter: @SusanneMadsen.



3. Keep imagining yourself in the future, and be as specific as possible in your observations. Where exactly are you? What are you doing? Who are you talking to? What does the project look like? How big is it? How complex is it? How are you feeling? Why do you want to be exactly where you are? Add more detail and descriptive words to the illustration above.
4. How would you sum up your vision and mission as a project manager? What are the things you ultimately want to achieve? Who do you want to be? What do you want to do?
5. What will need to happen in order for you to feel proud of your progress as a project manager in five years' time?

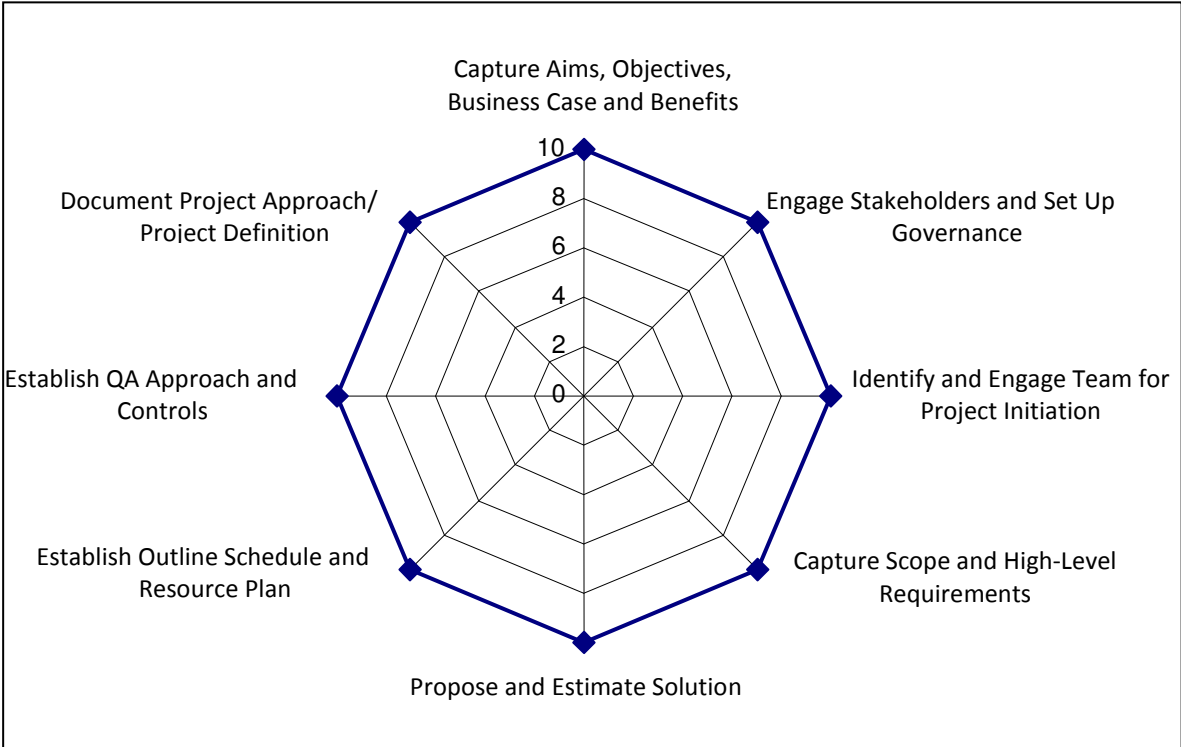
Assessments

1. Skills and Knowledge



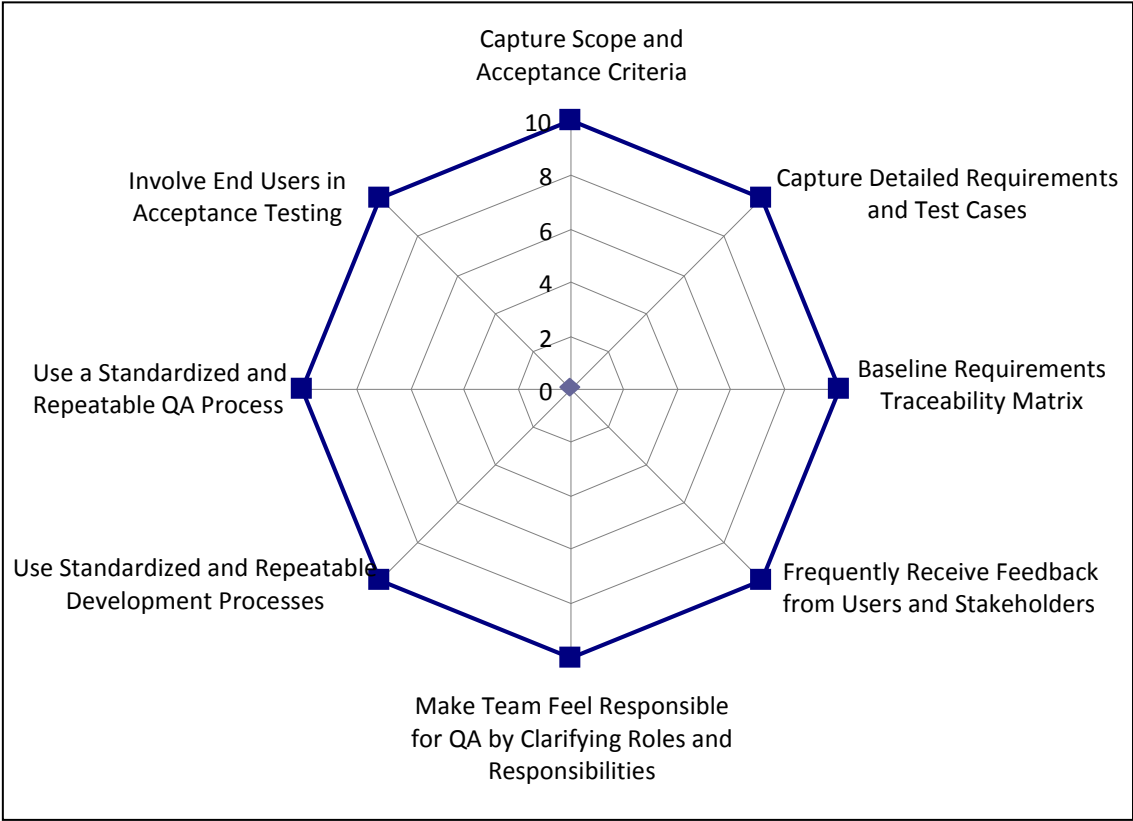
Comments

2. Project Initiation and Planning



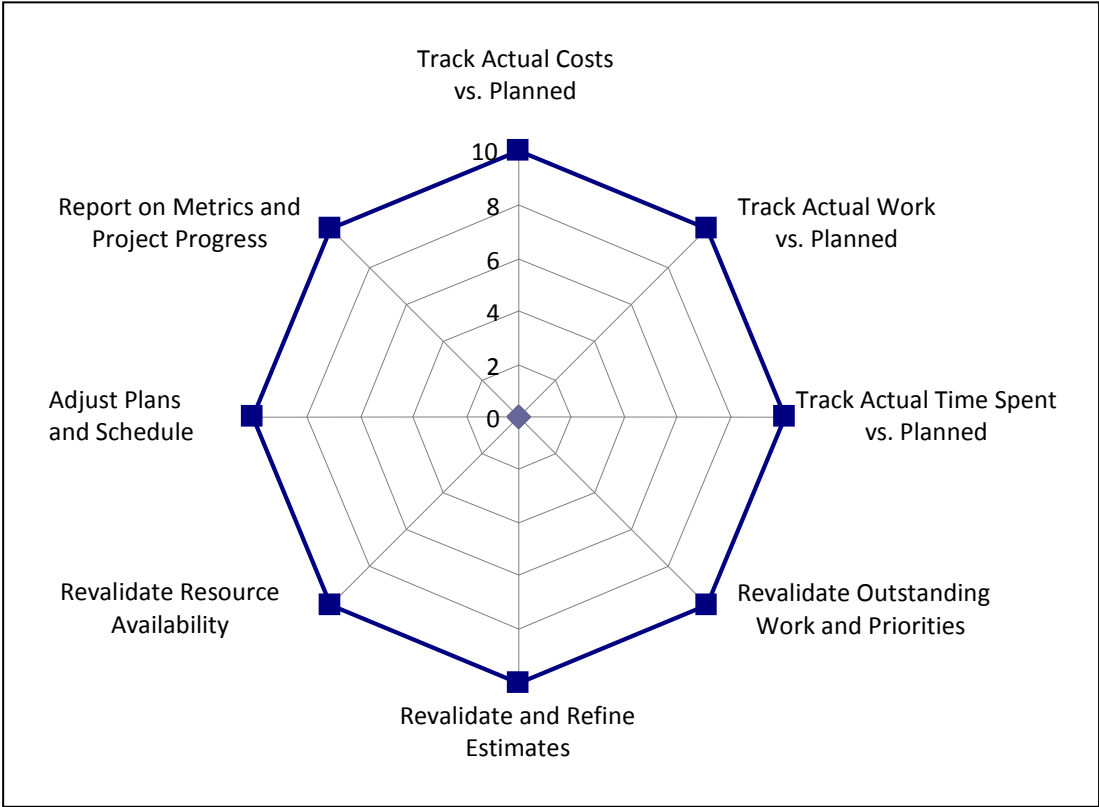
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3. Managing Product Quality



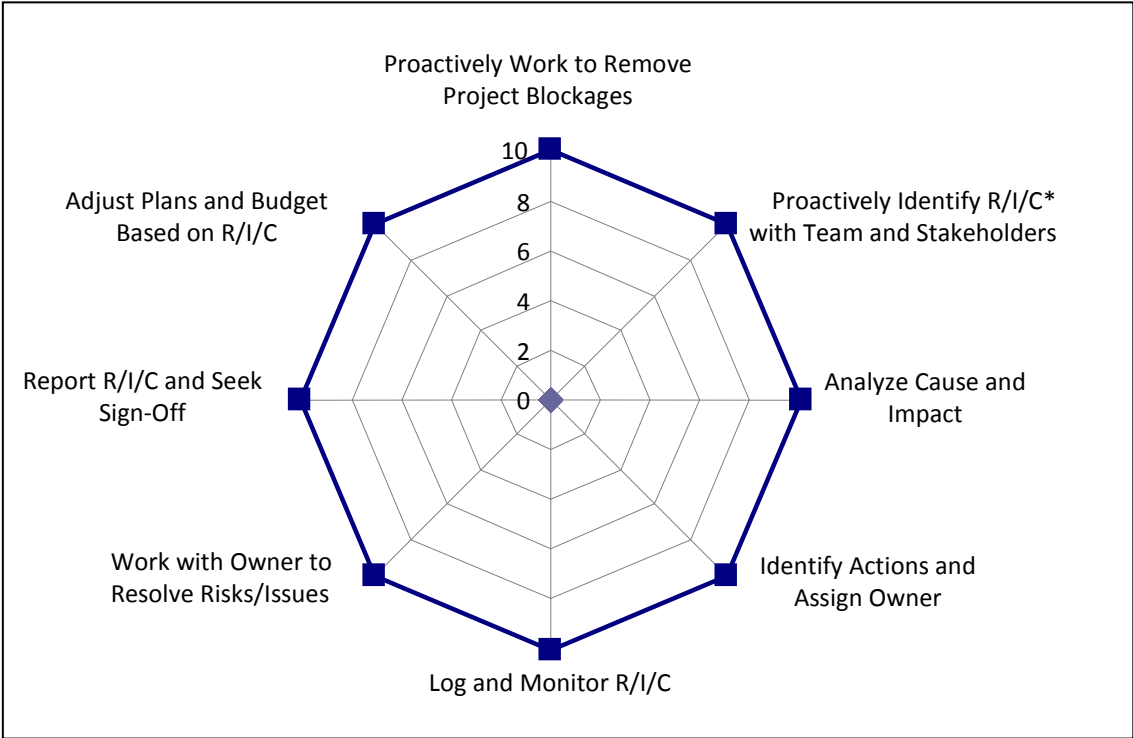
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4. Tracking Cost and Schedule



Comments

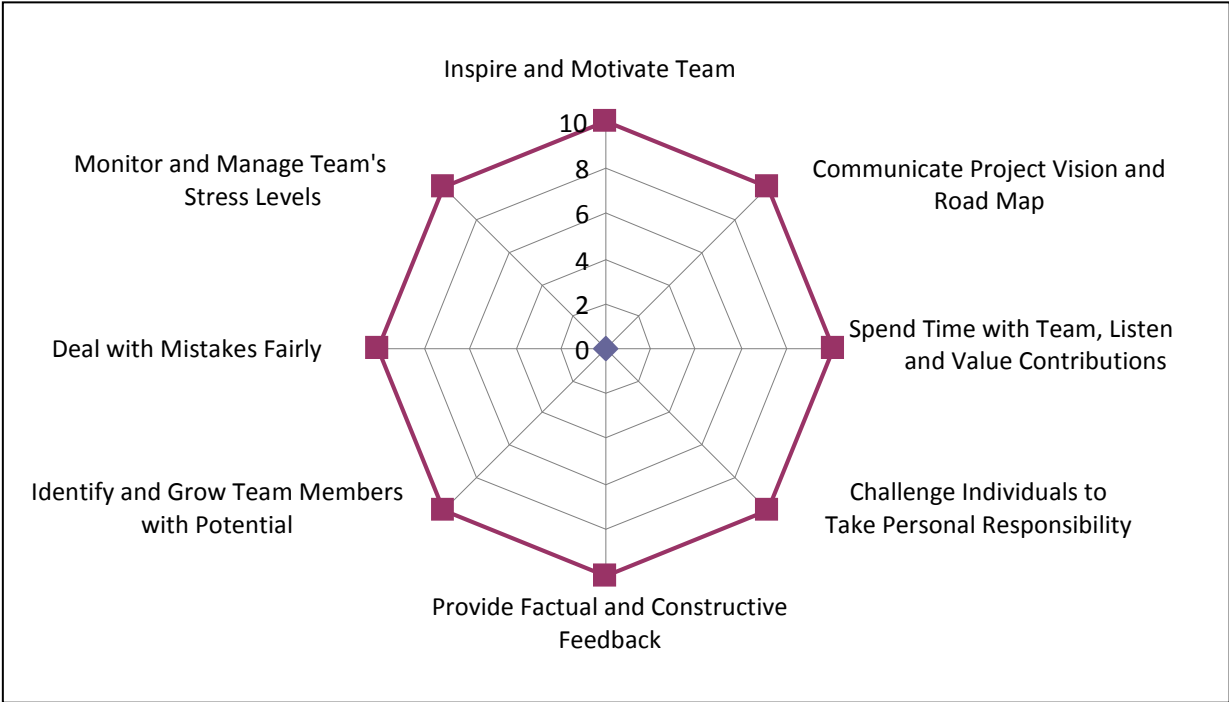
5. Risk, Issue, and Scope Management



*R/I/C is an abbreviation for risks, issues, changes.

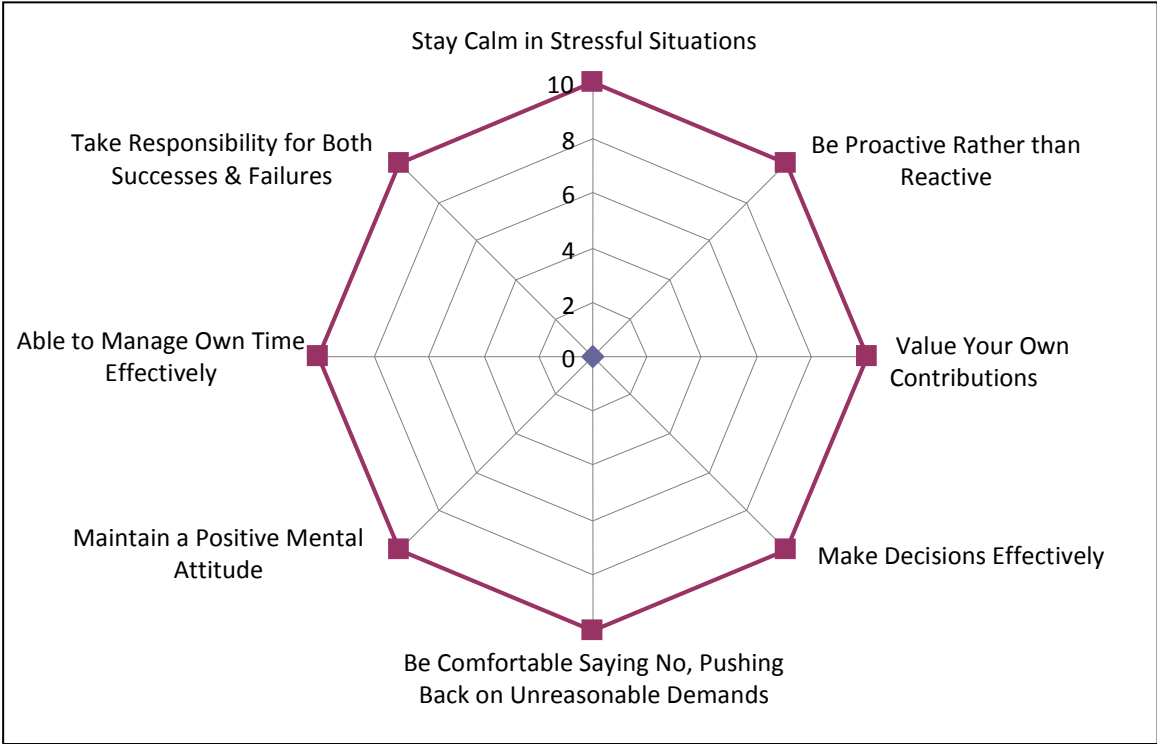
Comments

6. Managing and Motivating the Team



Comments

8. Self-Management

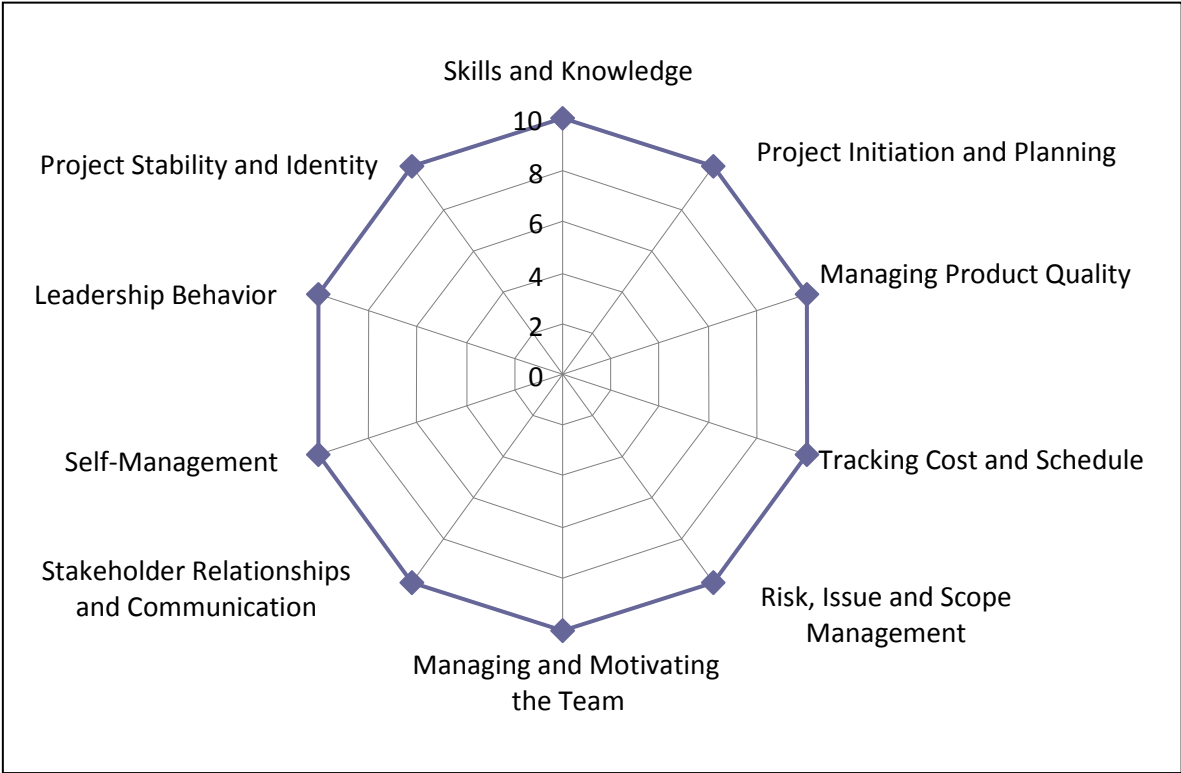


Comments

| | | | | | | | | | | |
|--|---------------------|-----------------------------|--------------------------|------------------------|--------------------------|--------------------------|----------------------------|-----------------------------|-------|-------|
| 7. Stakeholder Relationships and Communication | Build relationships | Understand success criteria | Analyze stakeholders | Risks/issues liaising | Hold accountable | Seek feedback | Mg. difficult stakeholders | Report progress | Score | Score |
| | Score | Score | Score | Score | Score | Score | Score | Score | | |
| 8. Self-Management | Stay calm | Be proactive | Value own contributions | Making decisions | Be comfortable saying no | Positive mental attitude | Time management | Take responsibility | Score | Score |
| | Score | Score | Score | Score | Score | Score | Score | Score | | |
| 9. Leadership Behavior | Share vision | Inspire and provide focus | Be role model | Support / help succeed | Earn respect | Deal with causes | Lead with drive, passion | Delegate effectively | Score | Score |
| | Score | Score | Score | Score | Score | Score | Score | Score | | |
| 10. Project Stability and Identity | Promote stability | Create sense of belonging | Flexible ways of working | Be an ambassador | Optimize practices | Circulate information | Resolve conflict | Protect from external noise | Score | Score |
| | Score | Score | Score | Score | Score | Score | Score | Score | | |

Self-Assessment Scoring Table

Overall Assessment



Comments

Action Plan

1. Select the three most important areas for improvement (goals) you need to work on right now as a project manager. List them below.

Goal 1: _____

Goal 2: _____

Goal 3: _____

2. Define what "10 out of 10" looks like for each of the three goals or development areas. How will you know when you have reached each of these goals? What will you be doing and feeling, and what will you have?

Goal 1: _____

Goal 2: _____

Goal 3: _____

3. Prioritize your goals in terms of importance. Which one will have the biggest positive impact on your current performance once you start working toward it?

Priority 1:

Priority 2:

Priority 3:

4. On a scale of 1 to 10, how would you rate your performance within each of the three areas for improvement? Record your score below.

Rating for area 1:

Rating for area 2:

Rating for area 3:

5. What do you need to do to move just one step closer to your top three goals?

Next step for Goal 1:

Next step for Goal 2:

Next step for Goal 3:

6. Who or what can help you with these next steps?

7. For each of the next steps you have identified, set a date and a time for when you will take the action.

Set time aside for these actions now. Schedule them in your personal planner and visualize yourself working on them at the scheduled time. Make sure the time frames you have scheduled are realistic and take into consideration your other commitments.

Date/time frame for Action 1:

Date/time frame for Action 2:

Date/time frame for Action 3:

8. For each of the actions you have identified, ask yourself how committed you are to carrying them out.

What could get in your way?

What do you need to do to avoid any roadblocks?

What do you need to commit to in order to follow through with the actions?

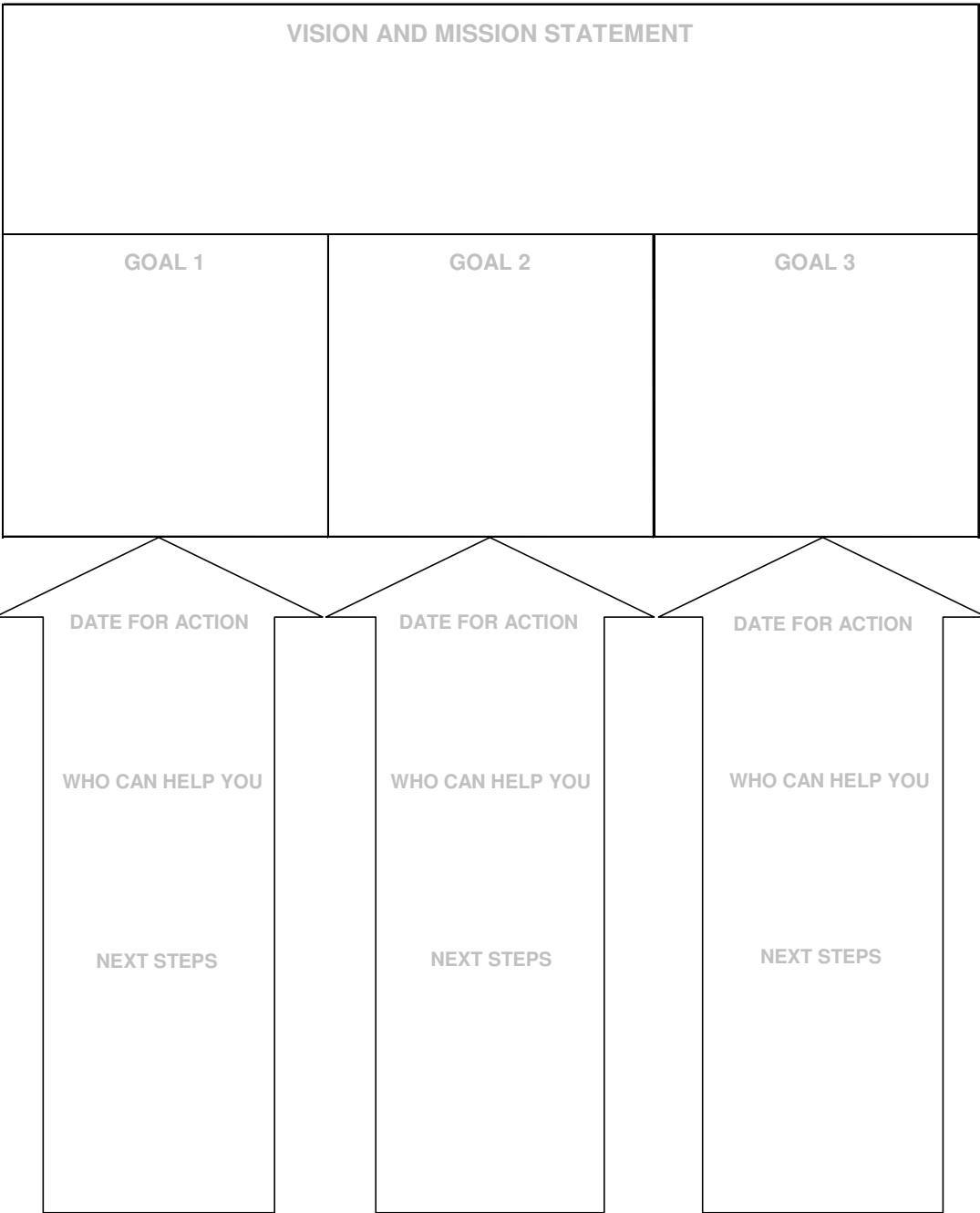
9. How will you reward yourself once you have carried out the actions?

10. Set a date for when you will review this action plan. On that date, you will go back and revisit this sheet and create a new set of ratings for your three chosen development areas. You will compare those ratings to today's—and you may be astonished at the progress you have made. Schedule the review in your calendar now.

Date for Next Review: _____

Visualize yourself as the project manager you want to become. See yourself as a "10 out of 10" in the three areas for improvement you have identified. Keep this image in mind, and make a decision to carry out your actions by the date you have set.

Goal Map



Evaluating Your Project Definition document

1. Look at the last project definition document (or project management plan) you produced. On a separate piece of paper, write down all of its headings and subheadings.
2. Look at the list of suggested document sections below and identify to what extent they were satisfactorily covered in your own document. Use the empty columns to record your answers.

| Suggested Document Sections | Present in Your Document? | Quality of Section (Score of 1–10) |
|---|----------------------------------|---|
| EXECUTIVE SUMMARY | | |
| Purpose and Benefits | | |
| Project Objectives | | |
| Proposed Solution | | |
| Expected Costs | | |
| Major Risks and Issues | | |
| PROJECT DEFINITION | | |
| Background | | |
| Vision | | |
| Objectives | | |
| Project Scope | | |
| Out of Scope | | |
| Outline Functional Requirements | | |
| Outline Non-Functional Requirements | | |
| Success Criteria (KPIs) | | |
| Project Impact | | |
| BUSINESS CASE* | | |
| Expected Benefits (financial/non-financial) | | |
| Expected Project Costs | | |
| Expected Operating Costs | | |
| Cost-Benefit Analysis | | |
| DELIVERY and PLAN | | |
| Recommended Solution | | |
| Alternative Options Considered | | |

| | | |
|--|--|--|
| Delivery Approach | | |
| Road Map and Key Milestones | | |
| Outline Plan | | |
| Outline Resource Requirements | | |
| RISKS AND ISSUES | | |
| Project Risk Assessment | | |
| Key Risks | | |
| Key Issues | | |
| Dependencies, Constraints, Assumptions | | |
| ESTIMATED COSTS | | |
| Estimated Project Costs | | |
| Estimated Operating Costs | | |
| GOVERNANCE | | |
| Key Stakeholders | | |
| Steering Committee | | |
| Project Organizational Chart | | |
| Roles and Responsibilities | | |
| CONTROLS | | |
| Main Project Controls | | |
| Cost Controls | | |
| Communication Plan and Reporting | | |
| Quality Plan | | |
| DOCUMENT CONTROL | | |
| Other | | |
| Other | | |
| Other | | |

* The business case can be included in the project definition document or kept as a separate document.

3. What do the scores show about the quality of your own project definition document?
4. Which sections do you need to go back and revisit—or pay more attention to next time you write this kind of document?
5. What content that I have not listed would you want include in the definition document? Add the headings for these sections to the empty rows in the table.

Documenting and Rating Success Criteria

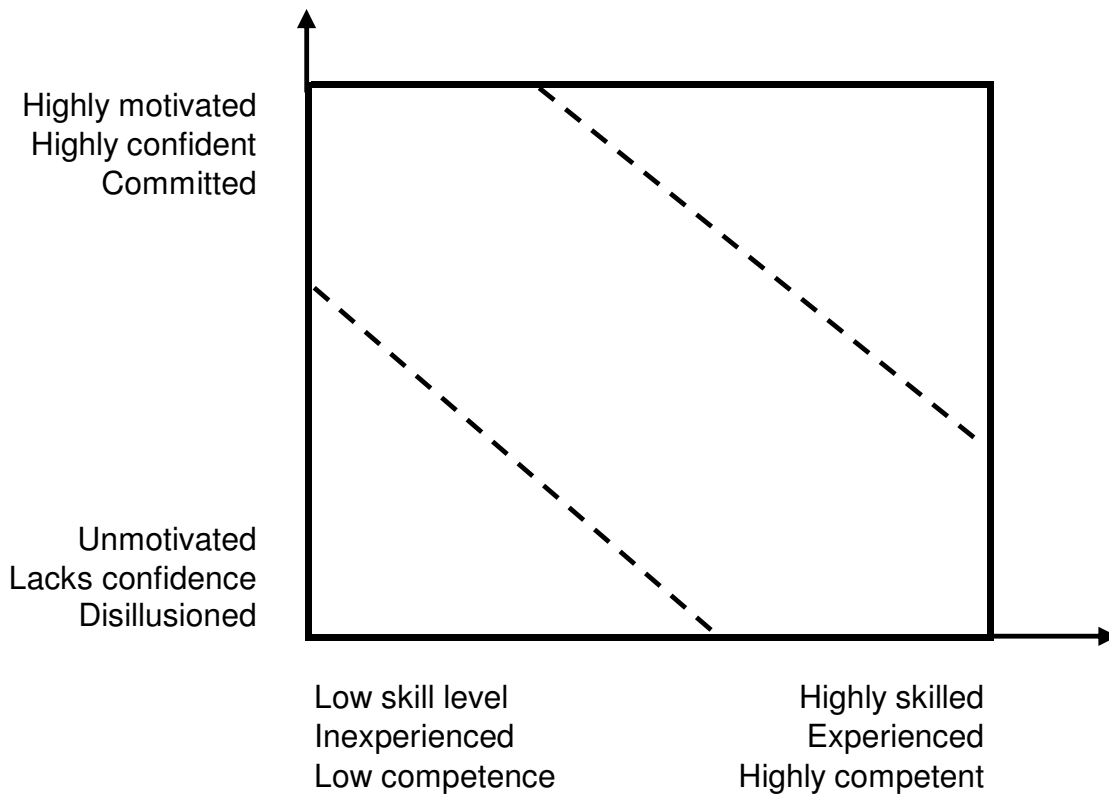
| STAKEHOLDER | SUCCESS CRITERIA | RELATIVE RATING |
|------------------------|--|-----------------|
| <i>Sponsor</i> | <i>Project should ideally be delivered on October 1, but must be delivered no later than November 10.</i> | |
| <i>Sponsor</i> | <i>Project should ideally be delivered within a budget of \$1 million, but the budget must not exceed \$1.1 million.</i> | |
| <i>User Group A</i> | <i>Solution must comply with government rules and regulations as outlined in compliance document A1.</i> | |
| <i>Program Manager</i> | <i>Project must employ an agile development methodology in line with stated department procedures.</i> | |
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- What can you do to verify that the success criteria you just listed are in fact the true success criteria? Who would you need to talk to?
- What would need to happen to get the steering committee to agree to a relative priority for the success criteria?
- What are you doing to guard your project against the perception of failure?

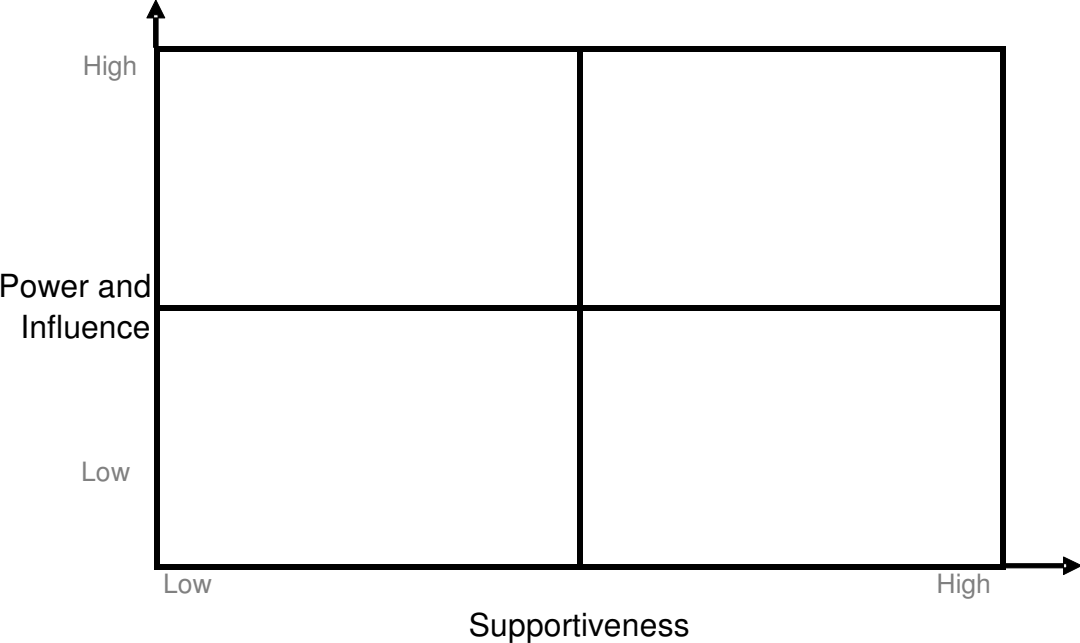
Adaptive Leadership Matrix

1. List all the people you are currently leading. Note that even if you do not have line management responsibilities over people you are still leading them through a project in some capacity.
2. Write their names in the matrix below, in the space that best corresponds with their level of experience and competence on the one hand, and their confidence and motivation on the other hand.
3. Consider the leadership style you use with each person you have placed in the matrix.
 - Do you use a different style with different people, or do you tend to use just one style?
 - Does your chosen style take into account the degree of competence and commitment of the individual you are leading?



Stakeholder Matrix

Add your key stakeholders' names to the grid below, classifying them by their power over your project and by their support of your work.

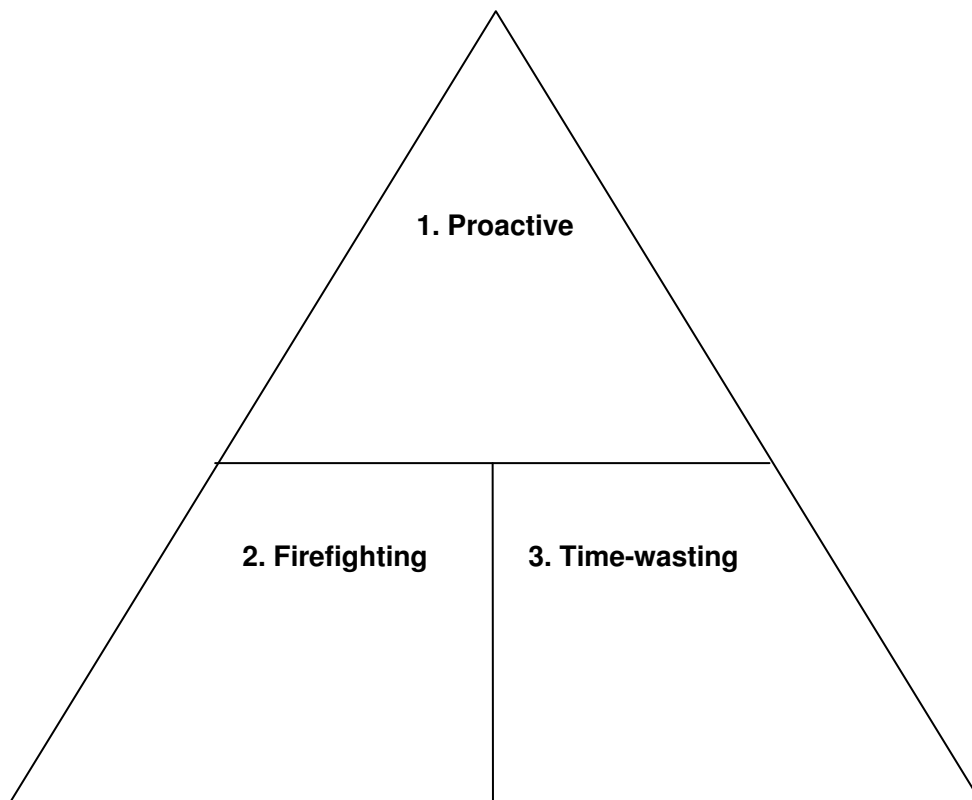


Look at the power/support grid you filled in and reflect on it.

- Are your stakeholders generally supportive or not very supportive of your project?
- With which people do you tend to spend the majority of your time?
- What are you doing on a daily basis to build relationships with and win the support of your stakeholders?

Time Management

1. Take a look at how you spend an average day. First, make a list of all your daily activities on a separate piece of paper.
2. List all of your daily activities by category in the triangle below.



3. How much time do you tend to spend on activities in each of the three categories on an average day?
4. What can you do to minimize the time you spend in the bottom half of the triangle and spend more time on proactive and strategic activities?
5. What actions can you take to optimize the way you spend your time?

Review Your Progress

1. List one or two key successes you have had since you started using this book to work on your professional development.

2. How are these successes contributing to your becoming a highly valued and truly successful project management leader?

3. List one or two efforts that did not go quite as you expected.

4. What has prevented you from taking action or getting the results you wanted, if anything?

5. What do you need to do going forward to leverage your successes and address the factors that prevented you from making progress?

6. In what ways do you need to adjust your action plan to take into consideration your recent development and growth?

7. What are the main areas for improvement you will focus on going forward?

8. What specific actions are you committed to taking?

9. By when will you take these actions?

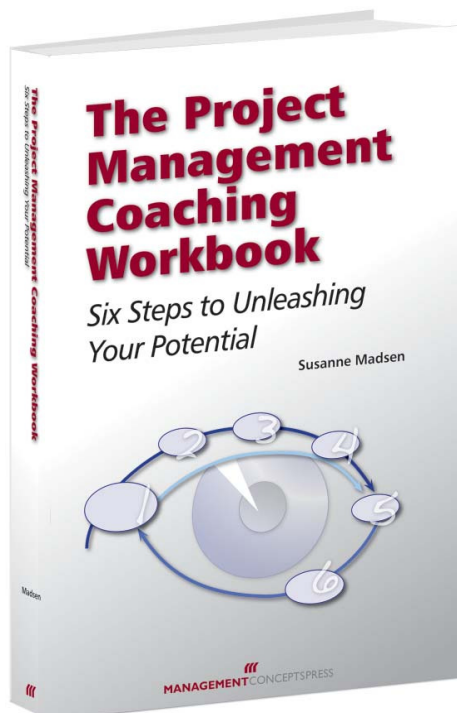
11. How committed you are to carrying out these actions?

What could get in your way?

What do you need to do to avoid potential roadblocks?

What do you need to commit to in order to follow through with these actions?

10. By when will you complete your next review?



“This unique and practical book will take you on a journey to becoming a better project manager—and to helping you help others become better project managers. Madsen shows you how to identify your strengths and build a credible action plan. She also gives you the best possible chance of following through on your action plan with her many useful checklists, exercises, and tips.”

—Elizabeth Harrin, author of *Social Media for Project Managers* and Director of The Otobos Group

Starting with an insightful self-assessment, *The Project Management Coaching Workbook: Six Steps to Unleashing Your Potential* offers tools, questions, reviews, guiding practices, and exercises that will help you build your roadmap to project management and leadership success.

Based on her many years as a sought-after project manager, coach and mentor, Susanne Madsen offers a proven six-step method designed to help you understand and articulate what you want to achieve—and then assists you in achieving those goals.

This workbook will help project managers at any level overcome some of the most common challenges they face, including:

- Effectively managing a demanding workload
- Leading and motivating a team
- Building effective relationships with senior stakeholders
- Managing risks, issues, and changes to scope
- Delegating effectively.

Whether used as a personal guide or in a workshop or group setting, *The Project Management Coaching Workbook* lays out a sound, proven plan to help you build confidence and achieve your project management goals.

[Susanne Madsen’s webpage](#)
[Management Concepts book page](#)