

# Project planning

## COMPLETE SELF-ASSESSMENT GUIDE



## PRACTICAL TOOLS FOR SELF-ASSESSMENT

Diagnose projects, initiatives, organizations, businesses and processes using accepted diagnostic standards and practices

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Implement evidence-based best practice strategies aligned with overall goals

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Integrate recent advances and process design strategies into practice according to best practice guidelines

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Use the Self-Assessment tool Scorecard and develop a clear picture of which areas need attention

**The Art of Service**

## **Project planning Complete Self-Assessment Guide**

The guidance in this Self-Assessment is based on Project planning best practices and standards in business process architecture, design and quality management. The guidance is also based on the professional judgment of the individual collaborators listed in the Acknowledgments.

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# About The Art of Service

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**T**he Art of Service, Business Process Architects since 2000, is dedicated to helping business achieve excellence.

Defining, designing, creating, and implementing a process to solve a business challenge or meet a business objective is the most valuable role... In EVERY company, organization and department.

Unless you're talking a one-time, single-use project within a business, there should be a process. Whether that process is managed and implemented by humans, AI, or a combination of the two, it needs to be designed by someone with a complex enough perspective to ask the right questions.

Someone capable of asking the right questions and step back and say, 'What are we really trying to accomplish here? And is there a different way to look at it?'

With The Art of Service's Business Process Architect Self-Assessments, Research, Toolkits, Education and Certifications we empower people who can do just that — whether their title is marketer, entrepreneur, manager, salesperson, consultant, Business Process Manager, executive assistant, IT Manager, CIO etc... —they are the people who rule the future. They are people who watch the process as it happens, and ask the right questions to make the process work better.

**Contact us when you need any support with this Self-Assessment and any help with templates, blue-prints and examples of standard documents you might need:**

<http://theartofservice.com>  
[service@theartofservice.com](mailto:service@theartofservice.com)

# Acknowledgments

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This checklist was developed under the auspices of The Art of Service, chaired by Gerardus Blokdyk.

Representatives from several client companies participated in the preparation of this Self-Assessment.

Our deepest gratitude goes out to Matt Champagne, Ph.D. Surveys Expert, for his invaluable help and advise in structuring the Self Assessment.

Mr Champagne can be contacted at <http://matthewchampagne.com/>

In addition, we are thankful for the design and printing services provided.

# Included Resources - how to access

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Included with your purchase of the book is the Project planning Self-Assessment downloadable resource, which contains all questions and Self-Assessment areas of this book.

Get it now- you will be glad you did - do it now, before you forget.

How? Simply send an email to **[access@theartofservice.com](mailto:access@theartofservice.com)** with this books' title in the subject to get all the Project planning Self-Assessment questions in a ready to use Excel spreadsheet, containing the self-assessment, graphs, and project RACI planning - all with examples to get you started right away.

# Your feedback is invaluable to us

If you recently bought this book, we would love to hear from you! You can do this by writing a review on Amazon (or the online store where you purchased this book) about your last purchase! As part of our continual service improvement process, we love to hear real client experiences and feedback.

## **How does it work?**

To post a review on Amazon, just log in to your account and click on the Create Your Own Review button (under Customer Reviews) of the relevant product page. You can find examples of product reviews in Amazon. If you purchased from another online store, simply follow their procedures.

## **What happens when I submit my review?**

Once you have submitted your review, send us an email at [review@theartofservice.com](mailto:review@theartofservice.com) with the link to your review so we can properly thank you for your feedback.

# Purpose of this Self-Assessment

This Self-Assessment has been developed to improve understanding of the requirements and elements of Project planning, based on best practices and standards in business process architecture, design and quality management.

It is designed to allow for a rapid Self-Assessment of an organization or facility to determine how closely existing management practices and procedures correspond to the elements of the Self-Assessment.

The criteria of requirements and elements of Project planning have been rephrased in the format of a Self-Assessment questionnaire, with a seven-criterion scoring system, as explained in this document.

In this format, even with limited background knowledge of

Project planning, a facility or other business manager can quickly review existing operations to determine how they measure up to the standards. This in turn can serve as the starting point of a 'gap analysis' to identify management tools or system elements that might usefully be implemented in the organization to help improve overall performance.

## How to use the Self-Assessment

On the following pages are a series of questions to identify to what extent your Project planning initiative is complete in comparison to the requirements set in standards.

To facilitate answering the questions, there is a space in front of each question to enter a score on a scale of '1' to '5'.

1 Strongly Disagree

2 Disagree

3 Neutral

4 Agree

5 Strongly Agree

*Read the question and rate it with the following in front of mind:*

**'In my belief,  
the answer to this question is clearly defined'**

There are two ways in which you can choose to interpret this statement;

1. how aware are you that the answer to the question is clearly defined

2. for more in-depth analysis you can choose to gather evidence and confirm the answer to the question. This obviously will take more time, most Self-Assessment users opt for the first way to interpret the question and dig deeper later on based on the outcome of the overall Self-Assessment.

A score of '1' would mean that the answer is not clear at all, where a '5' would mean the answer is crystal clear and defined. Leave empty when the question is not applicable or you don't want to answer it, you can skip it without affecting your score. Write your score in the space provided.

After you have responded to all the appropriate statements in each section, compute your average score for that section, using the formula provided, and round to the nearest tenth. Then transfer to the corresponding spoke in the Project planning Scorecard on the second next page of the Self-Assessment.

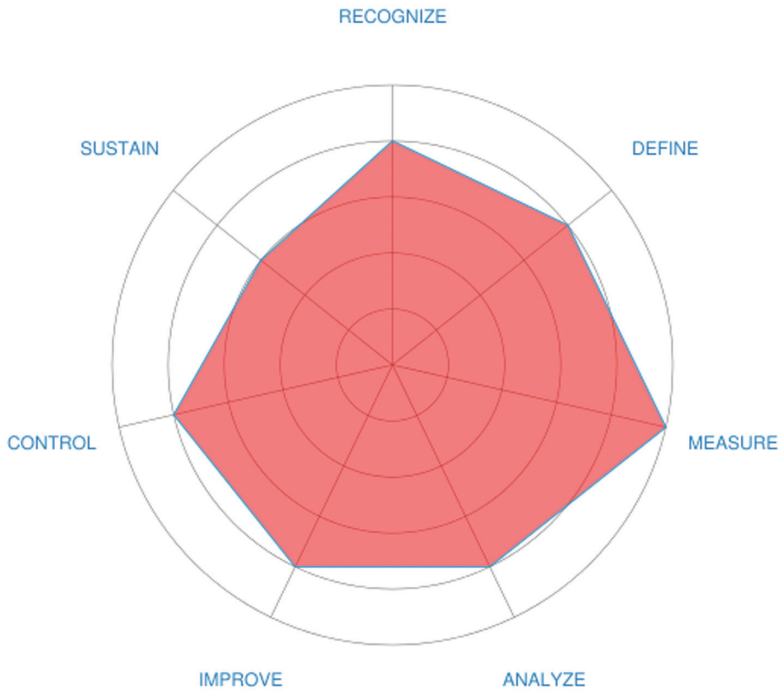
Your completed Project planning Scorecard will give you a clear presentation of which Project planning areas need attention.



# Project planning Scorecard Example

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Example of how the finalized Scorecard can look like:

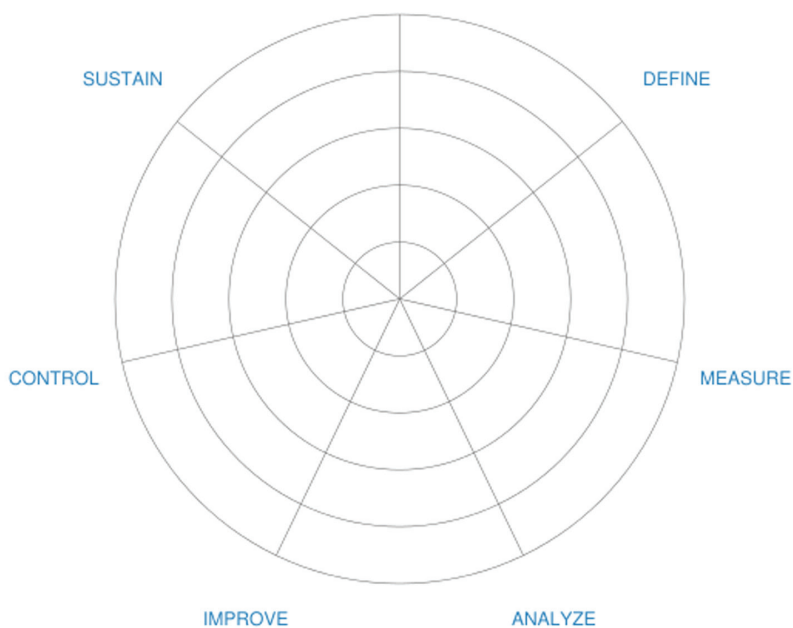


# Project planning Scorecard

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Your Scores:

RECOGNIZE



# **BEGINNING OF THE SELF-ASSESSMENT:**

# **SELF-ASSESSMENT SECTION START**

# CRITERION #1: RECOGNIZE

---

INTENT: Be aware of the need for change. Recognize that there is an unfavorable variation, problem or symptom.

In my belief, the answer to this question is clearly defined:

5 Strongly Agree

4 Agree

3 Neutral

2 Disagree

1 Strongly Disagree

## **1. Will it solve real problems?**

<--- Score

2. What does Project planning success mean to the stakeholders?

<--- Score

3. Will Project planning deliverables need to be tested and, if so, by whom?

<--- Score

4. How are we going to measure success?

<--- Score

5. What would happen if Project planning weren't done?

<--- Score

6. As a sponsor, customer or management, how important is it to meet goals, objectives?

<--- Score

**7. Think about the people you identified for your Project planning project and the project responsibilities you would assign to them. what kind of training do you think they would need to perform these responsibilities effectively?**

<--- Score

**8. What training and capacity building actions are needed to implement proposed reforms?**

<--- Score

**9. What tools and technologies are needed for a custom Project planning project?**

<--- Score

10. What are the expected benefits of Project planning to the business?

<--- Score

**11. How do you identify the information basis for later specification of performance or acceptance criteria?**

<--- Score

12. Are there recognized Project planning problems?  
<--- Score

13. What situation(s) led to this Project planning Self Assessment?  
<--- Score

**14. When a Project planning manager recognizes a problem, what options are available?**  
<--- Score

15. Are there any specific expectations or concerns about the Project planning team, Project planning itself?  
<--- Score

**16. What is the smallest subset of the problem we can usefully solve?**  
<--- Score

17. What else needs to be measured?  
<--- Score

18. Are controls defined to recognize and contain problems?  
<--- Score

**19. What information do users need?**  
<--- Score

**20. Why do we need to keep records?**  
<--- Score

21. What are the business objectives to be achieved with Project planning?

<--- Score

**22. What should be considered when identifying available resources, constraints, and deadlines?**

<--- Score

23. How can auditing be a preventative security measure?

<--- Score

24. Who else hopes to benefit from it?

<--- Score

25. Will a response program recognize when a crisis occurs and provide some level of response?

<--- Score

26. Does Project planning create potential expectations in other areas that need to be recognized and considered?

<--- Score

**27. For your Project planning project, identify and describe the business environment. is there more than one layer to the business environment?**

<--- Score

**28. Is it clear when you think of the day ahead of you what activities and tasks you need to complete?**

<--- Score

29. What do we need to start doing?

<--- Score

30. Can Management personnel recognize the



monetary benefit of Project planning?  
<--- Score

**31. What do we need to start doing?**

<--- Score

**32. How does it fit into our organizational needs and tasks?**

<--- Score

33. Will new equipment/products be required to facilitate Project planning delivery for example is new software needed?

<--- Score

34. How do we Identify specific Project planning investment and emerging trends?

<--- Score

**35. How do you identify the kinds of information that you will need?**

<--- Score

**36. Does our organization need more Project planning education?**

<--- Score

**37. Do we know what we need to know about this topic?**

<--- Score

38. How are the Project planning's objectives aligned to the organization's overall business strategy?

<--- Score

**39. What vendors make products that address the**

**Project planning needs?**

<--- Score

40. What prevents me from making the changes I know will make me a more effective leader?

<--- Score

41. Are there Project planning problems defined?

<--- Score

42. How much are sponsors, customers, partners, stakeholders involved in Project planning? In other words, what are the risks, if Project planning does not deliver successfully?

<--- Score

43. What problems are you facing and how do you consider Project planning will circumvent those obstacles?

<--- Score

44. Who defines the rules in relation to any given issue?

<--- Score

**45. What prevents me from making the changes I know will make me a more effective Project planning leader?**

<--- Score

Add up total points for this section:  
\_\_\_\_\_ = Total points for this section

Divided by: \_\_\_\_\_ (number of statements answered) = \_\_\_\_\_  
Average score for this section

Transfer your score to the Project  
planning Index at the beginning of the  
Self-Assessment.

# **SELF-ASSESSMENT SECTION START**

## CRITERION #2: DEFINE:

---

INTENT: Formulate the business problem. Define the problem, needs and objectives.

In my belief, the answer to this question is clearly defined:

5 Strongly Agree

4 Agree

3 Neutral

2 Disagree

1 Strongly Disagree

### **1. How and when will be baselines be defined?**

<--- Score

2. What are the boundaries of the scope? What is in bounds and what is not? What is the start point? What is the stop point?

<--- Score

3. Is Project planning linked to key business goals and objectives?

<--- Score

4. What tools and roadmaps did you use for getting through the Define phase?

<--- Score

5. Is there a completed SIPOC representation, describing the Suppliers, Inputs, Process, Outputs, and Customers?

<--- Score

6. Is full participation by members in regularly held team meetings guaranteed?

<--- Score

7. Have specific policy objectives been defined?

<--- Score

8. Has the improvement team collected the 'voice of the customer' (obtained feedback – qualitative and quantitative)?

<--- Score

9. Are audit criteria, scope, frequency and methods defined?

<--- Score

10. Is there a Project planning management charter, including business case, problem and goal statements, scope, milestones, roles and responsibilities, communication plan?

<--- Score

11. Will team members perform Project planning work when assigned and in a timely fashion?

<--- Score

12. Will team members regularly document their Project planning work?

<--- Score

13. What customer feedback methods were used to solicit their input?

<--- Score

14. Is there regularly 100% attendance at the team meetings? If not, have appointed substitutes attended to preserve cross-functionality and full representation?

<--- Score

15. What are the compelling business reasons for embarking on Project planning?

<--- Score

16. Is Project planning currently on schedule according to the plan?

<--- Score

17. Are customers identified and high impact areas defined?

<--- Score

18. Is the team adequately staffed with the desired cross-functionality? If not, what additional resources are available to the team?

<--- Score

19. Is the current 'as is' process being followed? If not, what are the discrepancies?

<--- Score

20. Is there a critical path to deliver Project planning results?

<--- Score

21. What specifically is the problem? Where does it occur? When does it occur? What is its extent?

<--- Score

22. Has a project plan, Gantt chart, or similar been developed/completed?

<--- Score

**23. What sources do you use to gather information for a Project planning study?**

<--- Score

24. How is the team tracking and documenting its work?

<--- Score

25. Are there any constraints known that bear on the ability to perform Project planning work? How is the team addressing them?

<--- Score

26. How did the Project planning manager receive input to the development of a Project planning improvement plan and the estimated completion dates/times of each activity?

<--- Score

27. Are team charters developed?

<--- Score

28. How do you keep key subject matter experts in the loop?



<--- Score

29. How can the value of Project planning be defined?

<--- Score

30. How and when will baselines be defined?

<--- Score

31. Is the improvement team aware of the different versions of a process: what they think it is vs. what it actually is vs. what it should be vs. what it could be?

<--- Score

32. Is the Project planning scope manageable?

<--- Score

33. Is there a completed, verified, and validated high-level 'as is' (not 'should be' or 'could be') business process map?

<--- Score

34. Are roles and responsibilities formally defined?

<--- Score

35. Has everyone on the team, including the team leaders, been properly trained?

<--- Score

36. What are the Roles and Responsibilities for each team member and its leadership? Where is this documented?

<--- Score

37. Do the problem and goal statements meet the SMART criteria (specific, measurable, attainable, relevant, and time-bound)?

<--- Score

38. Is the scope of Project planning defined?

<--- Score

39. Are Required Metrics Defined?

<--- Score

40. What baselines are required to be defined and managed?

<--- Score

41. How would one define Project planning leadership?

<--- Score

42. What are the rough order estimates on cost savings/opportunities that Project planning brings?

<--- Score

43. Have the customer needs been translated into specific, measurable requirements? How?

<--- Score

44. Is the team sponsored by a champion or business leader?

<--- Score

45. How often are the team meetings?

<--- Score

46. How will the Project planning team and the organization measure complete success of Project planning?

<--- Score

47. How was the 'as is' process map developed, reviewed, verified and validated?

<--- Score

48. In what way can we redefine the criteria of choice in our category in our favor, as Method introduced style and design to cleaning and Virgin America returned glamor to flying?

<--- Score

49. Is data collected and displayed to better understand customer(s) critical needs and requirements.

<--- Score

50. Has a team charter been developed and communicated?

<--- Score

51. Has/have the customer(s) been identified?

<--- Score

52. Are task requirements clearly defined?

<--- Score

53. How would you define the culture here?

<--- Score

54. What critical content must be communicated – who, what, when, where, and how?

<--- Score

55. Who are the Project planning improvement team members, including Management Leads and Coaches?

<--- Score

56. Are improvement team members fully trained on Project planning?

<--- Score

57. What would be the goal or target for a Project planning's improvement team?

<--- Score

**58. Does Project planning include applications and information with regulatory compliance significance (or other contractual conditions that must be formally complied with) in a new or unique manner for which no approved security requirements, templates or design models exist?**

<--- Score

59. What constraints exist that might impact the team?

<--- Score

60. Is a fully trained team formed, supported, and committed to work on the Project planning improvements?

<--- Score

61. Is the team formed and are team leaders (Coaches and Management Leads) assigned?

<--- Score

62. What defines Best in Class?

<--- Score

63. Are security/privacy roles and responsibilities formally defined?

<--- Score

64. Are customer(s) identified and segmented according to their different needs and requirements?  
<--- Score

65. If substitutes have been appointed, have they been briefed on the Project planning goals and received regular communications as to the progress to date?  
<--- Score

**66. Do the requirements that we've gathered and the models that demonstrate them constitute a full and accurate representation of what we want?**  
<--- Score

67. When are meeting minutes sent out? Who is on the distribution list?  
<--- Score

68. What are the dynamics of the communication plan?  
<--- Score

69. When was the Project planning start date?  
<--- Score

70. Have all of the relationships been defined properly?  
<--- Score

71. Are business processes mapped?  
<--- Score

72. How does the Project planning manager ensure against scope creep?

<--- Score

73. Who defines (or who defined) the rules and roles?

<--- Score

74. Has the direction changed at all during the course of Project planning? If so, when did it change and why?

<--- Score

75. Has a high-level 'as is' process map been completed, verified and validated?

<--- Score

76. Do we all define Project planning in the same way?

<--- Score

**77. In what way can we redefine the criteria of choice clients have in our category in our favor?**

<--- Score

78. Has the Project planning work been fairly and/ or equitably divided and delegated among team members who are qualified and capable to perform the work? Has everyone contributed?

<--- Score

79. Has anyone else (internal or external to the organization) attempted to solve this problem or a similar one before? If so, what knowledge can be leveraged from these previous efforts?

<--- Score

**80. What Organizational Structure is Required?**

<--- Score

81. Have all basic functions of Project planning been defined?

<--- Score

82. Are approval levels defined for contracts and supplements to contracts?

<--- Score

83. Are accountability and ownership for Project planning clearly defined?

<--- Score

84. What key business process output measure(s) does Project planning leverage and how?

<--- Score

85. How will variation in the actual durations of each activity be dealt with to ensure that the expected Project planning results are met?

<--- Score

86. Are different versions of process maps needed to account for the different types of inputs?

<--- Score

87. Are there different segments of customers?

<--- Score

88. Does the team have regular meetings?

<--- Score

89. Is the team equipped with available and reliable resources?

<--- Score

90. When is the estimated completion date?

<--- Score

91. Is it clearly defined in and to your organization what you do?

<--- Score

Add up total points for this section:  
\_\_\_\_\_ = Total points for this section

Divided by: \_\_\_\_\_ (number of  
statements answered) = \_\_\_\_\_  
Average score for this section

Transfer your score to the Project  
planning Index at the beginning of the  
Self-Assessment.



# **SELF-ASSESSMENT SECTION START**

## CRITERION #3: MEASURE:

---

INTENT: Gather the correct data.  
Measure the current performance and  
evolution of the situation.

In my belief, the answer to this  
question is clearly defined:

5 Strongly Agree

4 Agree

3 Neutral

2 Disagree

1 Strongly Disagree

1. Is long term and short term variability accounted  
for?

<--- Score

2. Are the units of measure consistent?

<--- Score

3. Does the practice systematically track and analyze  
outcomes related for accountability and quality  
improvement?

<--- Score

4. Do we aggressively reward and promote the people who have the biggest impact on creating excellent products?

<--- Score

5. Who should receive measurement reports ?

<--- Score

6. How are measurements made?

<--- Score

7. What about Project planning Analysis of results?

<--- Score

8. What data was collected (past, present, future/ongoing)?

<--- Score

9. Can We Measure the Return on Analysis?

<--- Score

10. Have the concerns of stakeholders to help identify and define potential barriers been obtained and analyzed?

<--- Score

11. Are process variation components displayed/communicated using suitable charts, graphs, plots?

<--- Score

**12. Meeting the challenge: are missed Project planning opportunities costing us money?**

<--- Score

13. Was a data collection plan established?  
<--- Score

**14. Do we aggressively reward and promote the people who have the biggest impact on creating excellent Project planning services/products?**  
<--- Score

15. What are our key indicators that you will measure, analyze and track?  
<--- Score

16. What are my customers expectations and measures?  
<--- Score

17. How large is the gap between current performance and the customer-specified (goal) performance?  
<--- Score

**18. What is the right balance of time and resources between investigation, analysis, and discussion and dissemination?**  
<--- Score

19. What does the charts tell us in terms of variation?  
<--- Score

20. Customer Measures: How Do Customers See Us?  
<--- Score

21. What will be measured?  
<--- Score

22. What has the team done to assure the stability and

accuracy of the measurement process?

<--- Score

23. What are the key input variables? What are the key process variables? What are the key output variables?

<--- Score

24. Which customers can't participate in our market because they lack skills, wealth, or convenient access to existing solutions?

<--- Score

25. Have changes been properly/adequately analyzed for effect?

<--- Score

26. How is the value delivered by Project planning being measured?

<--- Score

27. Will We Aggregate Measures across Priorities?

<--- Score

**28. What is an unallowable cost?**

<--- Score

**29. What are the costs of reform?**

<--- Score

30. Are key measures identified and agreed upon?

<--- Score

31. What charts has the team used to display the components of variation in the process?

<--- Score

32. How will success or failure be measured?  
<--- Score

33. What is measured?  
<--- Score

34. Does Project planning systematically track and analyze outcomes for accountability and quality improvement?  
<--- Score

35. Do we effectively measure and reward individual and team performance?  
<--- Score

36. Why do the measurements/indicators matter?  
<--- Score

37. What are the types and number of measures to use?  
<--- Score

**38. How will effects be measured?**  
<--- Score

39. How Will We Measure Success?  
<--- Score

40. Have all non-recommended alternatives been analyzed in sufficient detail?  
<--- Score

41. Why should we expend time and effort to implement measurement?  
<--- Score

42. What evidence is there and what is measured?  
<--- Score

43. Why Measure?  
<--- Score

44. Is performance measured?  
<--- Score

**45. Is it possible to estimate the impact of unanticipated complexity such as wrong or failed assumptions, feedback, etc. on proposed reforms?**  
<--- Score

**46. Does Project planning analysis show the relationships among important Project planning factors?**  
<--- Score

47. Meeting the Challenge: Are Missed Project planning opportunities Costing you Money?  
<--- Score

48. How do you measure success?  
<--- Score

**49. What methods are feasible and acceptable to estimate the impact of reforms?**  
<--- Score

50. How will you measure your Project planning effectiveness?  
<--- Score

51. How frequently do we track measures?  
<--- Score

**52. Is the solution cost-effective?**

<--- Score

53. Do staff have the necessary skills to collect, analyze, and report data?

<--- Score

54. Where is it measured?

<--- Score

55. What should be measured?

<--- Score

56. Is there a Performance Baseline?

<--- Score

57. Is data collection planned and executed?

<--- Score

58. Have you found any 'ground fruit' or 'low-hanging fruit' for immediate remedies to the gap in performance?

<--- Score

59. Are high impact defects defined and identified in the business process?

<--- Score

60. When is Knowledge Management Measured?

<--- Score

**61. Which methods and measures do you use to determine workforce engagement and workforce satisfaction?**

<--- Score



62. Is a solid data collection plan established that includes measurement systems analysis?

<--- Score

63. Is data collected on key measures that were identified?

<--- Score

64. How can you measure Project planning in a systematic way?

<--- Score

65. Are there any easy-to-implement alternatives to Project planning? Sometimes other solutions are available that do not require the cost implications of a full-blown project?

<--- Score

66. How can we measure the performance?

<--- Score

67. Why do measure/indicators matter?

<--- Score

68. How is Knowledge Management Measured?

<--- Score

**69. Does the Project planning task fit the client's priorities?**

<--- Score

70. How to measure variability?

<--- Score

71. How do you identify and analyze stakeholders and

their interests?

<--- Score

72. Are you taking your company in the direction of better and revenue or cheaper and cost?

<--- Score

73. What Relevant Entities could be measured?

<--- Score

**74. What potential environmental factors impact the Project planning effort?**

<--- Score

75. How to measure lifecycle phases?

<--- Score

76. Is this an issue for analysis or intuition?

<--- Score

77. What measurements are possible, practicable and meaningful?

<--- Score

78. How will your organization measure success?

<--- Score

79. Which Stakeholder Characteristics Are Analyzed?

<--- Score

**80. What is measured?**

<--- Score

81. Is Process Variation Displayed/Communicated?

<--- Score

82. Are there measurements based on task performance?

<--- Score

**83. Does Project planning analysis isolate the fundamental causes of problems?**

<--- Score

**84. Which customers cant participate in our Project planning domain because they lack skills, wealth, or convenient access to existing solutions?**

<--- Score

85. What are measures?

<--- Score

86. What to measure and why?

<--- Score

87. How is progress measured?

<--- Score

88. What key measures identified indicate the performance of the business process?

<--- Score

**89. How do we do risk analysis of rare, cascading, catastrophic events?**

<--- Score

90. How will measures be used to manage and adapt?

<--- Score

91. Who participated in the data collection for measurements?

<--- Score

**92. Among the Project planning product and service cost to be estimated, which is considered hardest to estimate?**

<--- Score

**93. Are priorities and opportunities deployed to your suppliers, partners, and collaborators to ensure organizational alignment?**

<--- Score

94. What particular quality tools did the team find helpful in establishing measurements?

<--- Score

95. Is key measure data collection planned and executed, process variation displayed and communicated and performance baselined?

<--- Score

96. What measurements are being captured?

<--- Score

97. How are you going to measure success?

<--- Score

**98. Are we taking our company in the direction of better and revenue or cheaper and cost?**

<--- Score

**99. What are the uncertainties surrounding estimates of impact?**

<--- Score

100. Are losses documented, analyzed, and remedial processes developed to prevent future losses?

<--- Score

101. Have the types of risks that may impact Project planning been identified and analyzed?

<--- Score

102. What are the agreed upon definitions of the high impact areas, defect(s), unit(s), and opportunities that will figure into the process capability metrics?

<--- Score

103. Are the measurements objective?

<--- Score

104. Why identify and analyze stakeholders and their interests?

<--- Score

Add up total points for this section:  
\_\_\_\_\_ = Total points for this section

Divided by: \_\_\_\_\_ (number of  
statements answered) = \_\_\_\_\_  
Average score for this section

Transfer your score to the Project  
planning Index at the beginning of the  
Self-Assessment.

**SELF-ASSESSMENT SECTION  
START**

## CRITERION #4: ANALYZE:

---

INTENT: Analyze causes, assumptions and hypotheses.

In my belief, the answer to this question is clearly defined:

5 Strongly Agree

4 Agree

3 Neutral

2 Disagree

1 Strongly Disagree

**1. An organizationally feasible system request is one that considers the mission, goals and objectives of the organization. key questions are: is the solution request practical and will it solve a problem or take advantage of an opportunity to achieve company goals?**

<--- Score

2. Were any designed experiments used to generate additional insight into the data analysis?

<--- Score

3. Is the gap/opportunity displayed and communicated in financial terms?

<--- Score

**4. How do you measure the Operational performance of your key work systems and processes, including productivity, cycle time, and other appropriate measures of process effectiveness, efficiency, and innovation?**

<--- Score

**5. Do our leaders quickly bounce back from setbacks?**

<--- Score

6. What were the financial benefits resulting from any 'ground fruit or low-hanging fruit' (quick fixes)?

<--- Score

7. Have any additional benefits been identified that will result from closing all or most of the gaps?

<--- Score

8. Is Data and process analysis, root cause analysis and quantifying the gap/opportunity in place?

<--- Score

9. What is the cost of poor quality as supported by the team's analysis?

<--- Score

**10. What are your current levels and trends in key measures or indicators of Project planning product and process performance that are important to and directly serve your customers? how do these**



**results compare with the performance of your competitors and other organizations with similar offerings?**

<--- Score

11. What are the revised rough estimates of the financial savings/opportunity for Project planning improvements?

<--- Score

12. Did any additional data need to be collected?

<--- Score

13. Were Pareto charts (or similar) used to portray the 'heavy hitters' (or key sources of variation)?

<--- Score

**14. Is the suppliers process defined and controlled?**

<--- Score

15. How is the way you as the leader think and process information affecting your organizational culture?

<--- Score

16. Was a cause-and-effect diagram used to explore the different types of causes (or sources of variation)?

<--- Score

17. What does the data say about the performance of the business process?

<--- Score

**18. What other jobs or tasks affect the performance of the steps in the Project planning process?**

<--- Score

**19. What other organizational variables, such as reward systems or communication systems, affect the performance of this Project planning process?**

<--- Score

**20. Record-keeping requirements flow from the records needed as inputs, outputs, controls and for transformation of a Project planning process. ask yourself: are the records needed as inputs to the Project planning process available?**

<--- Score

21. Are gaps between current performance and the goal performance identified?

<--- Score

**22. How do we promote understanding that opportunity for improvement is not criticism of the status quo, or the people who created the status quo?**

<--- Score

23. How was the detailed process map generated, verified, and validated?

<--- Score

24. Were there any improvement opportunities identified from the process analysis?

<--- Score

**25. What project management qualifications does the Project Manager have?**

<--- Score

26. What process should we select for improvement?  
<--- Score

27. What were the crucial 'moments of truth' on the process map?  
<--- Score

**28. Think about some of the processes you undertake within your organization. which do you own?**  
<--- Score

29. What did the team gain from developing a sub-process map?  
<--- Score

30. What tools were used to generate the list of possible causes?  
<--- Score

31. What are the best opportunities for value improvement?  
<--- Score

32. Have the problem and goal statements been updated to reflect the additional knowledge gained from the analyze phase?  
<--- Score

**33. How do mission and objectives affect the Project planning processes of our organization?**  
<--- Score

34. What tools were used to narrow the list of possible causes?  
<--- Score

35. Do you, as a leader, bounce back quickly from setbacks?  
<--- Score

36. What kind of crime could a potential new hire have committed that would not only not disqualify him/her from being hired by our organization, but would actually indicate that he/she might be a particularly good fit?  
<--- Score

37. What controls do we have in place to protect data?  
<--- Score

38. Where is the data coming from to measure compliance?  
<--- Score

39. Was a detailed process map created to amplify critical steps of the 'as is' business process?  
<--- Score

40. Is the performance gap determined?  
<--- Score

41. What successful thing are we doing today that may be blinding us to new growth opportunities?  
<--- Score

42. Did any value-added analysis or 'lean thinking' take place to identify some of the gaps shown on the 'as is' process map?  
<--- Score

**43. What are the disruptive Project planning**

**technologies that enable our organization to radically change our business processes?**

<--- Score

**44. Identify an operational issue in your organization. for example, could a particular task be done more quickly or more efficiently?**

<--- Score

45. What conclusions were drawn from the team's data collection and analysis? How did the team reach these conclusions?

<--- Score

46. Is the Project planning process severely broken such that a re-design is necessary?

<--- Score

47. What quality tools were used to get through the analyze phase?

<--- Score

**48. When conducting a business process reengineering study, what should we look for when trying to identify business processes to change?**

<--- Score

49. Do your employees have the opportunity to do what they do best everyday?

<--- Score

50. How often will data be collected for measures?

<--- Score

51. How does the organization define, manage, and

improve its Project planning processes?

<--- Score

Add up total points for this section:  
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# **SELF-ASSESSMENT SECTION START**

## CRITERION #5: IMPROVE:

---

INTENT: Develop a practical solution.  
Innovate, establish and test the  
solution and to measure the results.

In my belief, the answer to this  
question is clearly defined:

5 Strongly Agree

4 Agree

3 Neutral

2 Disagree

1 Strongly Disagree

1. What is the magnitude of the improvements?

<--- Score

2. How Do We Link Measurement and Risk?

<--- Score

3. How did the team generate the list of possible  
solutions?

<--- Score



4. Does the goal represent a desired result that can be measured?

<--- Score

5. How do we keep improving Project planning?

<--- Score

6. What tools were used to evaluate the potential solutions?

<--- Score

7. Is pilot data collected and analyzed?

<--- Score

8. Is the measure understandable to a variety of people?

<--- Score

9. What tools were most useful during the improve phase?

<--- Score

10. Is the optimal solution selected based on testing and analysis?

<--- Score

11. What error proofing will be done to address some of the discrepancies observed in the 'as is' process?

<--- Score

**12. Do you understand what can accelerate change?**

<--- Score

**13. What evaluation strategy is needed and what needs to be done to assure its implementation and**

**use?**

<--- Score

**14. Is Supporting Project planning documentation required?**

<--- Score

15. How do we improve productivity?

<--- Score

16. How will you know when its improved?

<--- Score

17. How will the team or the process owner(s) monitor the implementation plan to see that it is working as intended?

<--- Score

**18. How do we decide how much to remunerate an employee?**

<--- Score

19. What went well, what should change, what can improve?

<--- Score

20. How significant is the improvement in the eyes of the end user?

<--- Score

21. What does the 'should be' process map/design look like?

<--- Score

22. How can skill-level changes improve Project planning?

<--- Score

23. How can we improve performance?

<--- Score

**24. What tools do you use once you have decided on a Project planning strategy and more importantly how do you choose?**

<--- Score

25. What can we do to improve?

<--- Score

26. Who controls the risk?

<--- Score

**27. What actually has to improve and by how much?**

<--- Score

28. How will you measure the results?

<--- Score

**29. How do we measure risk?**

<--- Score

30. What needs improvement?

<--- Score

**31. How do we measure improved Project planning service perception, and satisfaction?**

<--- Score

**32. If you could go back in time five years, what decision would you make differently? what is your best guess as to what decision youre making today**

**you might regret five years from now?**

<--- Score

**33. Is there a high likelihood that any recommendations will achieve their intended results?**

<--- Score

**34. At what point will vulnerability assessments be performed once Project planning is put into production (e.g., ongoing Risk Management after implementation)?**

<--- Score

35. Is there a small-scale pilot for proposed improvement(s)? What conclusions were drawn from the outcomes of a pilot?

<--- Score

36. What improvements have been achieved?

<--- Score

37. Are there any constraints (technical, political, cultural, or otherwise) that would inhibit certain solutions?

<--- Score

38. What is the implementation plan?

<--- Score

39. How will we know that a change is improvement?

<--- Score

40. If you could go back in time five years, what decision would you make differently? What is your best guess as to what decision you're making today

you might regret five years from now?

<--- Score

41. What to do with the results or outcomes of measurements?

<--- Score

42. What communications are necessary to support the implementation of the solution?

<--- Score

43. What resources are required for the improvement effort?

<--- Score

44. What attendant changes will need to be made to ensure that the solution is successful?

<--- Score

45. Who will be using the results of the measurement activities?

<--- Score

46. How will you know that you have improved?

<--- Score

47. Were any criteria developed to assist the team in testing and evaluating potential solutions?

<--- Score

**48. Risk events: what are the things that could go wrong?**

<--- Score

49. Why improve in the first place?

<--- Score

50. What lessons, if any, from a pilot were incorporated into the design of the full-scale solution?  
<--- Score

**51. Is the solution technically practical?**

<--- Score

**52. In the past few months, what is the smallest change we have made that has had the biggest positive result? what was it about that small change that produced the large return?**

<--- Score

53. How does the team improve its work?

<--- Score

54. What is Project planning's impact on utilizing the best solution(s)?

<--- Score

55. To what extent does management recognize Project planning as a tool to increase the results?

<--- Score

**56. Who are the people involved in developing and implementing Project planning?**

<--- Score

57. How will the organization know that the solution worked?

<--- Score

58. Who controls key decisions that will be made?

<--- Score

59. What do we want to improve?

<--- Score

60. Are possible solutions generated and tested?

<--- Score

61. Is a solution implementation plan established, including schedule/work breakdown structure, resources, risk management plan, cost/budget, and control plan?

<--- Score

**62. What is the risk?**

<--- Score

63. Are the best solutions selected?

<--- Score

**64. For decision problems, how do you develop a decision statement?**

<--- Score

65. What tools were used to tap into the creativity and encourage 'outside the box' thinking?

<--- Score

66. Who will be responsible for making the decisions to include or exclude requested changes once Project planning is underway?

<--- Score

67. How to Improve?

<--- Score

**68. Risk factors: what are the characteristics of Project planning that make it risky?**

<--- Score

69. Are new and improved process ('should be') maps developed?

<--- Score

70. How does the solution remove the key sources of issues discovered in the analyze phase?

<--- Score

**71. How do you improve workforce health, safety, and security? what are your performance measures and improvement goals for each of these workforce needs? what are any significant differences in these factors and performance measures or targets for different workplace environments?**

<--- Score

72. Who will be responsible for documenting the Project planning requirements in detail?

<--- Score

73. Describe the design of the pilot and what tests were conducted, if any?

<--- Score

74. Is the implementation plan designed?

<--- Score

75. What were the underlying assumptions on the cost-benefit analysis?

<--- Score

**76. For estimation problems, how do you develop an estimation statement?**



<--- Score

77. What are the implications of this decision 10 minutes, 10 months, and 10 years from now?

<--- Score

78. Are we Assessing Project planning and Risk?

<--- Score

79. Is a contingency plan established?

<--- Score

80. How do we go about Comparing Project planning approaches/solutions?

<--- Score

**81. Can the solution be designed and implemented within an acceptable time period?**

<--- Score

82. How do you improve your likelihood of success ?

<--- Score

**83. How do you use other indicators, such as workforce retention, absenteeism, grievances, safety, and productivity, to assess and improve workforce engagement?**

<--- Score

84. Was a pilot designed for the proposed solution(s)?

<--- Score

85. Is there a cost/benefit analysis of optimal solution(s)?

<--- Score

86. What is the team's contingency plan for potential problems occurring in implementation?

<--- Score

87. How do we Improve Project planning service perception, and satisfaction?

<--- Score

88. How do you measure progress and evaluate training effectiveness?

<--- Score

**89. Where do you want to be a first mover, a fast follower or wait for industry solutions?**

<--- Score

90. Are improved process ('should be') maps modified based on pilot data and analysis?

<--- Score

91. How can we improve Project planning?

<--- Score

Add up total points for this section:  
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**SELF-ASSESSMENT SECTION  
START**

## CRITERION #6: CONTROL:

---

INTENT: Implement the practical solution. Maintain the performance and correct possible complications.

In my belief, the answer to this question is clearly defined:

5 Strongly Agree

4 Agree

3 Neutral

2 Disagree

1 Strongly Disagree

1. Has the improved process and its steps been standardized?

<--- Score

2. Is a response plan in place for when the input, process, or output measures indicate an 'out-of-control' condition?

<--- Score

3. Who has control over resources?

<--- Score

4. Who controls critical resources?

<--- Score

5. Against what alternative is success being measured?

<--- Score

6. What should we measure to verify efficiency gains?

<--- Score

7. Is there a control plan in place for sustaining improvements (short and long-term)?

<--- Score

8. What's the best design framework for an organization in a post Industrial-Age if the top-down, command and control model is no longer relevant?

<--- Score

**9. Implementation Planning- is a pilot needed to test the changes before a full roll out occurs?**

<--- Score

10. Does job training on the documented procedures need to be part of the process team's education and training?

<--- Score

11. How do you encourage people to take control and responsibility?

<--- Score

12. How will the process owner verify improvement in present and future sigma levels, process capabilities?

<--- Score

**13. If there currently is no plan, will a plan be developed?**

<--- Score

14. Are new process steps, standards, and documentation ingrained into normal operations?

<--- Score

15. Are documented procedures clear and easy to follow for the operators?

<--- Score

16. Were the planned controls working?

<--- Score

17. How do our controls stack up?

<--- Score

**18. How do we enable market innovation while controlling security and privacy?**

<--- Score

19. Is a response plan established and deployed?

<--- Score

**20. What are we attempting to measure/monitor?**

<--- Score

**21. How can we best use all of our knowledge repositories to enhance learning and sharing?**

<--- Score

22. What do we stand for--and what are we against?

<--- Score

23. What quality tools were useful in the control phase?

<--- Score

24. How will the process owner and team be able to hold the gains?

<--- Score

25. How might the organization capture best practices and lessons learned so as to leverage improvements across the business?

<--- Score

26. Is knowledge gained on process shared and institutionalized?

<--- Score

27. What should the next improvement project be that is related to Project planning?

<--- Score

**28. Whats the best design framework for Project planning organization now that, in a post industrial-age if the top-down, command and control model is no longer relevant?**

<--- Score

**29. What do we stand for--and what are we against?**

<--- Score

30. What other areas of the organization might benefit from the Project planning team's improvements, knowledge, and learning?

<--- Score

31. Were the planned controls in place?

<--- Score

32. How will report readings be checked to effectively monitor performance?

<--- Score

33. Is there a documented and implemented monitoring plan?

<--- Score

34. Who will be in control?

<--- Score

35. Is new knowledge gained imbedded in the response plan?

<--- Score

36. Are suggested corrective/restorative actions indicated on the response plan for known causes to problems that might surface?

<--- Score

37. What is the control/monitoring plan?

<--- Score

38. What is the recommended frequency of auditing?

<--- Score

**39. Where do ideas that reach policy makers and planners as proposals for Project planning strengthening and reform actually originate?**

<--- Score

**40. What are your results for key measures or**



**indicators of the accomplishment of your Project planning strategy and action plans, including building and strengthening core competencies?**

<--- Score

**41. How do you encourage people to take control and responsibility?**

<--- Score

42. What key inputs and outputs are being measured on an ongoing basis?

<--- Score

43. How will input, process, and output variables be checked to detect for sub-optimal conditions?

<--- Score

44. How do controls support value?

<--- Score

45. What can you control?

<--- Score

46. Who is the Project planning process owner?

<--- Score

47. How will new or emerging customer needs/ requirements be checked/communicated to orient the process toward meeting the new specifications and continually reducing variation?

<--- Score

48. Is reporting being used or needed?

<--- Score

49. How will the day-to-day responsibilities for

monitoring and continual improvement be transferred from the improvement team to the process owner?

<--- Score

50. Have new or revised work instructions resulted?

<--- Score

**51. What are the key elements of your Project planning performance improvement system, including your evaluation, organizational learning, and innovation processes?**

<--- Score

52. Is there a standardized process?

<--- Score

53. Are pertinent alerts monitored, analyzed and distributed to appropriate personnel?

<--- Score

54. Will any special training be provided for results interpretation?

<--- Score

55. Will existing staff require re-training, for example, to learn new business processes?

<--- Score

**56. Do you monitor the effectiveness of your Project planning activities?**

<--- Score

**57. Do the Project planning decisions we make today help people and the planet tomorrow?**

<--- Score

58. What are the known security controls?

<--- Score

59. Is there a recommended audit plan for routine surveillance inspections of Project planning's gains?

<--- Score

60. What should we measure to verify effectiveness gains?

<--- Score

61. Does the Project planning performance meet the customer's requirements?

<--- Score

62. What are the critical parameters to watch?

<--- Score

63. Are operating procedures consistent?

<--- Score

64. What is your quality control system?

<--- Score

**65. What is our theory of human motivation, and how does our compensation plan fit with that view?**

<--- Score

66. Do the decisions we make today help people and the planet tomorrow?

<--- Score

67. Does the response plan contain a definite closed loop continual improvement scheme (e.g., plan-do-

check-act)?  
<--- Score

68. Is there a transfer of ownership and knowledge to process owner and process team tasked with the responsibilities.  
<--- Score

69. Is there documentation that will support the successful operation of the improvement?  
<--- Score

70. Does a troubleshooting guide exist or is it needed?  
<--- Score

71. Are controls in place and consistently applied?  
<--- Score

**72. In the case of a Project planning project, the criteria for the audit derive from implementation objectives. an audit of a Project planning project involves assessing whether the recommendations outlined for implementation have been met. in other words, can we track that any Project planning project is implemented as planned, and is it working?**  
<--- Score

73. What is your theory of human motivation, and how does your compensation plan fit with that view?  
<--- Score

74. Are there documented procedures?  
<--- Score

75. What other systems, operations, processes, and

infrastructures (hiring practices, staffing, training, incentives/rewards, metrics/dashboards/scorecards, etc.) need updates, additions, changes, or deletions in order to facilitate knowledge transfer and improvements?

<--- Score

76. Does Project planning appropriately measure and monitor risk?

<--- Score

77. Why is change control necessary?

<--- Score

Add up total points for this section:  
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# **SELF-ASSESSMENT SECTION START**

## CRITERION #7: SUSTAIN:

---

INTENT: Retain the benefits.

In my belief, the answer to this question is clearly defined:

5 Strongly Agree

4 Agree

3 Neutral

2 Disagree

1 Strongly Disagree

1. How do we go about Securing Project planning?  
<--- Score

2. What is something you believe that nearly no one agrees with you on?  
<--- Score

3. Is there any reason to believe the opposite of my current belief?  
<--- Score

**4. How can we incorporate support to ensure safe and effective use of Project planning into the**

**services that we provide?**

<--- Score

5. Are new benefits received and understood?

<--- Score

**6. What is the worst that could happen, or the worst that happened?**

<--- Score

**7. What are strategies for increasing support and reducing opposition?**

<--- Score

**8. How do we provide a safe environment -physically and emotionally?**

<--- Score

9. If our company went out of business tomorrow, would anyone who doesn't get a paycheck here care?

<--- Score

10. Who do we think the world wants us to be?

<--- Score

11. What one word do we want to own in the minds of our customers, employees, and partners?

<--- Score

12. Do we have the right people on the bus?

<--- Score

**13. What are the challenges?**

<--- Score

14. What is your BATNA (best alternative to a



negotiated agreement)?

<--- Score

**15. If you had to rebuild your organization without any traditional competitive advantages (i.e., no killer a technology, promising research, innovative product/service delivery model, etc.), how would your people have to approach their work and collaborate together in order to create the necessary conditions for success?**

<--- Score

**16. Which functions and people interact with the supplier and or customer?**

<--- Score

**17. What trouble can we get into?**

<--- Score

**18. Can we maintain our growth without detracting from the factors that have contributed to our success?**

<--- Score

**19. In a project to restructure Project planning outcomes, which stakeholders would you involve?**

<--- Score

20. How likely is it that a customer would recommend our company to a friend or colleague?

<--- Score

21. How much contingency will be available in the budget?

<--- Score

22. Have benefits been optimized with all key stakeholders?

<--- Score

**23. Economic -do we have the time and money?**

<--- Score

24. Which individuals, teams or departments will be involved in Project planning?

<--- Score

**25. What are your most important goals for the strategic Project planning objectives?**

<--- Score

26. What did we miss in the interview for the worst hire we ever made?

<--- Score

27. Who, on the executive team or the board, has spoken to a customer recently?

<--- Score

28. Instead of going to current contacts for new ideas, what if you reconnected with dormant contacts-- the people you used to know? If you were going to reactivate a dormant tie, who would it be?

<--- Score

**29. Are we / should we be Revolutionary or evolutionary?**

<--- Score

**30. Do we have the right capabilities and capacities?**

<--- Score

31. What are we challenging, in the sense that Mac challenged the PC or Dove tackled the Beauty Myth?  
<--- Score

**32. How should we bring in consultants, for which jobs and for how long?**  
<--- Score

33. What are the business goals Project planning is aiming to achieve?  
<--- Score

34. What are the gaps in my knowledge and experience?  
<--- Score

35. Did my employees make progress today?  
<--- Score

**36. We picked a method, now what?**  
<--- Score

37. How can we become more high-tech but still be high touch?  
<--- Score

**38. How are we doing compared to our industry?**  
<--- Score

**39. In what ways are Project planning vendors and us interacting to ensure safe and effective use?**  
<--- Score

40. How to Secure Project planning?  
<--- Score

**41. Why is it important to have senior management support for a Project planning project?**

<--- Score

**42. What knowledge, skills and characteristics mark a good Project planning project manager?**

<--- Score

**43. How do we foster the skills, knowledge, talents, attributes, and characteristics we want to have?**

<--- Score

44. Do we underestimate the customer's journey?

<--- Score

45. Who will be responsible for deciding whether Project planning goes ahead or not after the initial investigations?

<--- Score

**46. Is maximizing Project planning protection the same as minimizing Project planning loss?**

<--- Score

47. Who do we want our customers to become?

<--- Score

48. What trophy do we want on our mantle?

<--- Score

49. What information is critical to our organization that our executives are ignoring?

<--- Score

50. What is our question?

<--- Score

51. Were lessons learned captured and communicated?

<--- Score

**52. Who are the key stakeholders?**

<--- Score

**53. If you were responsible for initiating and implementing major changes in your organization, what steps might you take to ensure acceptance of those changes?**

<--- Score

**54. Are assumptions made in Project planning stated explicitly?**

<--- Score

**55. How do you govern and fulfill your societal responsibilities?**

<--- Score

**56. Are we making progress? and are we making progress as Project planning leaders?**

<--- Score

57. Are you satisfied with your current role? If not, what is missing from it?

<--- Score

**58. What is the range of capabilities?**

<--- Score

59. How would our PR, marketing, and social media change if we did not use outside agencies?

<--- Score

**60. What External Factors Influence Our Success?**

<--- Score

**61. Ask yourself: how would we do this work if we only had one staff member to do it?**

<--- Score

62. Whose voice (department, ethnic group, women, older workers, etc) might you have missed hearing from in your company, and how might you amplify this voice to create positive momentum for your business?

<--- Score

**63. How do we engage the workforce, in addition to satisfying them?**

<--- Score

**64. What is an unauthorized commitment?**

<--- Score

**65. What are the top 3 things at the forefront of our Project planning agendas for the next 3 years?**

<--- Score

**66. Do we think we know, or do we know we know ?**

<--- Score

67. Am I failing differently each time?

<--- Score

68. How will you motivate the dishwashers?

<--- Score

69. Do you see more potential in people than they do in themselves?

<--- Score

70. Who have we, as a company, historically been when we've been at our best?

<--- Score

71. What is it like to work for me?

<--- Score

72. What am I trying to prove to myself, and how might it be hijacking my life and business success?

<--- Score

73. What would have to be true for the option on the table to be the best possible choice?

<--- Score

74. Why are Project planning skills important?

<--- Score

**75. Think about the kind of project structure that would be appropriate for your Project planning project. should it be formal and complex, or can it be less formal and relatively simple?**

<--- Score

**76. What will drive Project planning change?**

<--- Score

**77. What are your key business, operational, societal responsibility, and human resource**

**strategic challenges and advantages?**

<--- Score

78. Who is the main stakeholder, with ultimate responsibility for driving Project planning forward?

<--- Score

79. How will we build a 100-year startup?

<--- Score

80. What counts that we are not counting?

<--- Score

81. Whom among your colleagues do you trust, and for what?

<--- Score

82. If you had to rebuild your organization without any traditional competitive advantages how would your people have to approach their work and collaborate together in order to create the necessary conditions for success?

<--- Score

83. Do we have bad profits?

<--- Score

**84. Who will determine interim and final deadlines?**

<--- Score

**85. You may have created your customer policies at a time when you lacked resources, technology wasn't up-to-snuff, or low service levels were the industry norm. Have those circumstances changed?**



<--- Score

86. Who is responsible for ensuring appropriate resources (time, people and money) are allocated to Project planning?

<--- Score

87. Is Project planning dependent on the successful delivery of a current project?

<--- Score

88. How do we Lead with Project planning in Mind?

<--- Score

**89. Will it be accepted by users?**

<--- Score

90. Is our strategy driving our strategy? Or is the way in which we allocate resources driving our strategy?

<--- Score

91. If we got kicked out and the board brought in a new CEO, what would he do?

<--- Score

**92. How do we ensure that implementations of Project planning products are done in a way that ensures safety?**

<--- Score

93. Where can we break convention?

<--- Score

**94. How are conflicts dealt with?**

<--- Score

**95. Who sets the Project planning standards?**

<--- Score

96. Are there any disadvantages to implementing Project planning? There might be some that are less obvious?

<--- Score

97. Are we paying enough attention to the partners our company depends on to succeed?

<--- Score

98. Why don't our customers like us?

<--- Score

99. Are there Project planning Models?

<--- Score

100. Who will provide the final approval of Project planning deliverables?

<--- Score

101. How do I stay inspired?

<--- Score

102. Why should people listen to you?

<--- Score

**103. Has the investment re-baselined during the past fiscal year?**

<--- Score

**104. How will you know that the Project planning project has been successful?**

<--- Score

**105. What is a feasible sequencing of reform initiatives over time?**

<--- Score

106. Who are four people whose careers I've enhanced?

<--- Score

107. What do we do when new problems arise?

<--- Score

108. In the past year, what have you done (or could you have done) to increase the accurate perception of this company/brand as ethical and honest?

<--- Score

**109. How do you determine the key elements that affect Project planning workforce satisfaction? how are these elements determined for different workforce groups and segments?**

<--- Score

110. What have we done to protect our business from competitive encroachment?

<--- Score

111. Do you have an implicit bias for capital investments over people investments?

<--- Score

**112. What is our formula for success in Project planning ?**

<--- Score

**113. What current systems have to be understood and/or changed?**

<--- Score

**114. Are the criteria for selecting recommendations stated?**

<--- Score

115. How can we become the company that would put us out of business?

<--- Score

**116. Legal and contractual - are we allowed to do this?**

<--- Score

117. If I had to leave my organization for a year and the only communication I could have with employees was a single paragraph, what would I write?

<--- Score

**118. What management system can we use to leverage the Project planning experience, ideas, and concerns of the people closest to the work to be done?**

<--- Score

119. What are the success criteria that will indicate that Project planning objectives have been met and the benefits delivered?

<--- Score

**120. What does your signature ensure?**

<--- Score

121. How is business? Why?

<--- Score

122. Do we say no to customers for no reason?  
<--- Score

123. What happens at this company when people fail?  
<--- Score

**124. Has implementation been effective in reaching specified objectives?**

<--- Score

125. Would you rather sell to knowledgeable and informed customers or to uninformed customers?  
<--- Score

**126. If we do not follow, then how to lead?**

<--- Score

**127. What happens if you do not have enough funding?**

<--- Score

**128. Who will manage the integration of tools?**

<--- Score

**129. Schedule -can it be done in the given time?**

<--- Score

130. Have new benefits been realized?

<--- Score

**131. What role does communication play in the success or failure of a Project planning project?**

<--- Score

132. Among our stronger employees, how many see themselves at the company in three years? How

many would leave for a 10 percent raise from another company?

<--- Score

**133. What may be the consequences for the performance of an organization if all stakeholders are not consulted regarding Project planning?**

<--- Score

134. What potential megatrends could make our business model obsolete?

<--- Score

135. If no one would ever find out about my accomplishments, how would I lead differently?

<--- Score

136. What should we stop doing?

<--- Score

137. Do you keep 50% of your time unscheduled?

<--- Score

138. What will be the consequences to the business (financial, reputation etc) if Project planning does not go ahead or fails to deliver the objectives?

<--- Score

139. What are the rules and assumptions my industry operates under? What if the opposite were true?

<--- Score

**140. What happens when a new employee joins the organization?**

<--- Score

141. How can you negotiate Project planning successfully with a stubborn boss, an irate client, or a deceitful coworker?

<--- Score

142. What is Effective Project planning?

<--- Score

**143. Who is responsible for errors?**

<--- Score

144. Who uses our product in ways we never expected?

<--- Score

**145. Which models, tools and techniques are necessary?**

<--- Score

**146. What are the critical success factors?**

<--- Score

147. In retrospect, of the projects that we pulled the plug on, what percent do we wish had been allowed to keep going, and what percent do we wish had ended earlier?

<--- Score

148. What stupid rule would we most like to kill?

<--- Score

**149. Who else should we help?**

<--- Score

**150. Is Project planning dependent on the successful delivery of a current project?**

<--- Score

151. What are specific Project planning Rules to follow?

<--- Score

152. If there were zero limitations, what would we do differently?

<--- Score

153. How to deal with Project planning Changes?

<--- Score

154. What business benefits will Project planning goals deliver if achieved?

<--- Score

155. To whom do you add value?

<--- Score

156. If our customer were my grandmother, would I tell her to buy what we're selling?

<--- Score

157. What is our Project planning Strategy?

<--- Score

158. Is the impact that Project planning has shown?

<--- Score

**159. Political -is anyone trying to undermine this project?**

<--- Score

**160. How do we focus on what is right -not who is right?**



<--- Score

**161. How do we foster innovation?**

<--- Score

162. Do we have enough freaky customers in our portfolio pushing us to the limit day in and day out?

<--- Score

163. How does Project planning integrate with other business initiatives?

<--- Score

164. Are we relevant? Will we be relevant five years from now? Ten?

<--- Score

165. When information truly is ubiquitous, when reach and connectivity are completely global, when computing resources are infinite, and when a whole new set of impossibilities are not only possible, but happening, what will that do to our business?

<--- Score

166. Will there be any necessary staff changes (redundancies or new hires)?

<--- Score

167. Who are you going to put out of business, and why?

<--- Score

**168. Operational - will it work?**

<--- Score

169. Do I know what I'm doing? And who do I call if I

don't?  
<--- Score

170. What was the last experiment we ran?  
<--- Score

171. If we weren't already in this business, would we enter it today? And if not, what are we going to do about it?  
<--- Score

172. How do we maintain Project planning's Integrity?  
<--- Score

173. What would I recommend my friend do if he were facing this dilemma?  
<--- Score

174. What is our Big Hairy Audacious Goal?  
<--- Score

175. Are we changing as fast as the world around us?  
<--- Score

Add up total points for this section:  
\_\_\_\_\_ = Total points for this section

Divided by: \_\_\_\_\_ (number of  
statements answered) = \_\_\_\_\_  
Average score for this section

Transfer your score to the Project  
planning Index at the beginning of the  
Self-Assessment.

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