



## **Prism for Project Managers**

**Full Name: V Santhosh**

Date: 22 December 2014

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Website: <https://theepma.lassibsociety.org/>

**The Empirical Project Management Authority (The EPMA) Prism  
Pre Intervention Assessment**

**Name: V Santhosh**

**Date of Assessment Completion : 22 December 2014**

**Introduction**

The Pre Intervention Assessment (PIA) you attempted forms the basis of this report.

The assessment tested your ability to:

- Apply the concepts of Project Management and Service Management to different scenarios we face on a day-to-day basis
- Implement concepts of 24 Project Management Skills, 14 Service Management Skills and 44 Behavior Skills
- Think about a situation, keep in mind critical areas to be addressed, analyze the situation, and make relevant decisions
- Use tools and templates as might be relevant

This report summarizes, how your preferred style or typical way of working, is likely to influence the potential performance on 24 Project Management Skill Areas, 14 Service Management Skill Areas, 44 Behavioral Skill Areas and therefore ultimately the project(s) or Operation(s) you handle.

All 24 Project Management Skill Areas, 14 Service Management Skill Areas and 44 Behavioral Skill Areas are defined and described in the Annexure.

The accuracy of this report depends on how you answered the questions in the PIA. Nevertheless, this report provides important indicators of your style at work.

If you require support in interpreting this report, please contact your Coach. To setup a meeting over a conference call drop us an email at [support@lassibsociety.org](mailto:support@lassibsociety.org)

You can use this report to identify areas of improvement, and therefore the areas for you to focus on going forward.

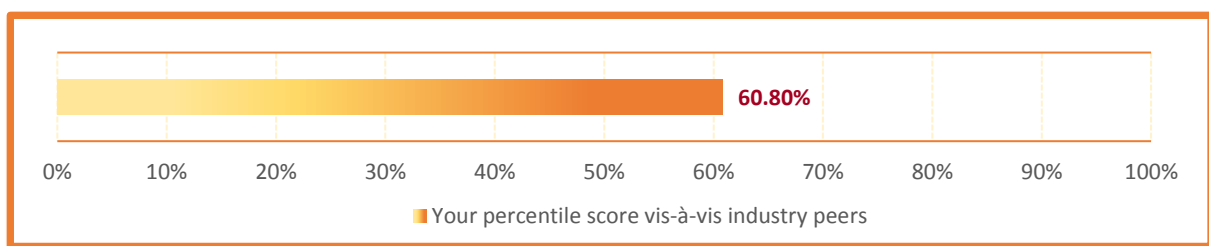
Further Sequence of Contents:

- Grades, What do they mean and What you could do next?
- Your Project and Service Management Skills vis-a-vis your Peers in the IT Services Industry
- Overall Percentile score in the IT Services Industry
- Grades for 24 Project Management Skill Areas
- Grades for 14 Service Management Skill Areas
- Grades for 44 Behavioral Skill Areas
- Benchmark of your Grades with respect to other Project and Service Managers from the Industry
- Annexure: Description of 24 Project Management Skill Areas
- Annexure: Description of 14 Service Management Skill Areas
- Annexure: Description of 44 Behavioral Skill Areas

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Attribute	What does this mean?	What you could do next?
E1 Grade	You are an expert in this area	Continue using these skills and refine them further. Share these skills and your experience during work.
E2 Grade	You can become an expert in this area, by adding and applying few more skills	Increase / acquire skills by going through intervention programs. Network and work with other Project Managers to share and learn best practices, tools and techniques. Apply the new learning in your projects, wherever possible.
E3 Grade	You can become an expert in this area, by adding and applying a lot more skills	In addition to E2 recommendations, you are recommended to seek specific opportunities for applying these skill areas in your project. Identify a mentor for assistance during application. Use The EPMA Coach to seek suggestions.
Percentile	33%	A 33 percentile indicates that you have a skill higher than 33% of Project Managers in the industry. It also mean that 67% of Project Managers in the industry, have a skill higher than you. This helps you benchmark your skill level vis-à-vis your peers in the industry; and hence helps you create and execute an improvement plan for yourself.

**Your Project and Service Management skills vis-a-vis your peers in the IT Service Industry**

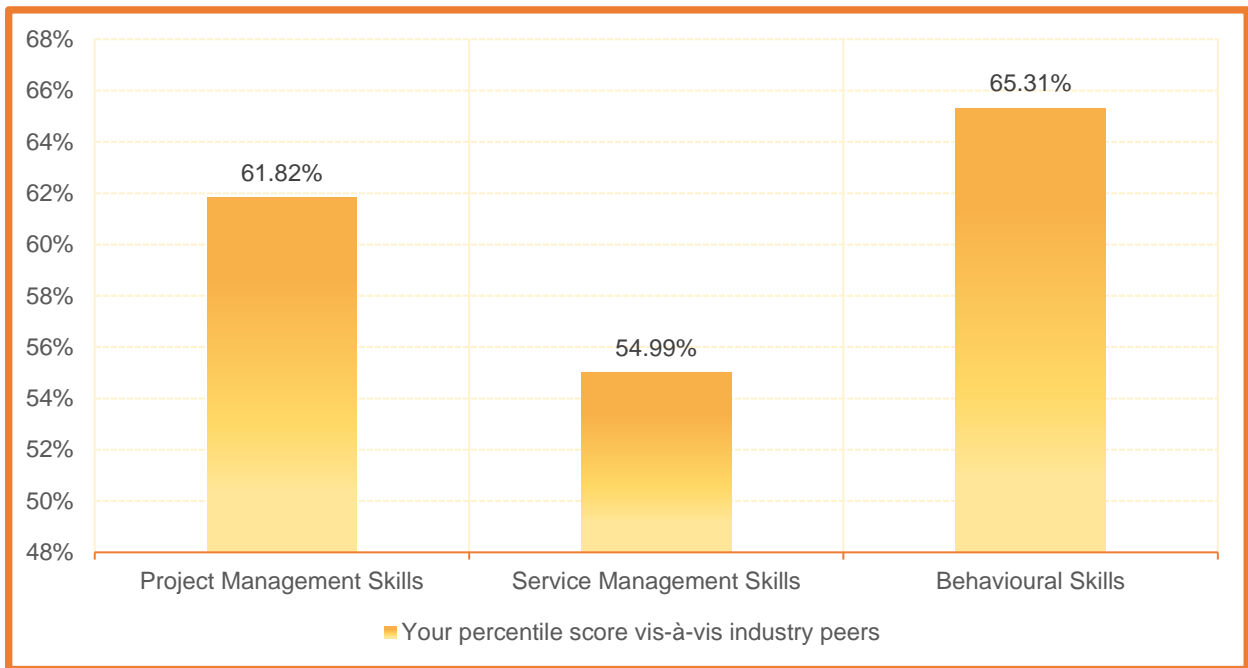


NOTE: The following inference is based on the assessment of over a 3,700 Project and Service Managers from the IT Service Industry.

Your Management skills vis-a-vis your peers in the IT Service Industry, represented as a Percentile is 60.8%. This means your skills are better than 60.79% of the Project and Service Managers in the IT Service industry. This also means that 39.2% of the Managers in the IT Service Industry, have better Management skills than you.

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How well do you <b>apply</b> the concepts of each <b>Project Management Skill Area</b> ?	Pre IA Grade	Percentile
Project Management Concepts and Integration Management	E3	72%
Contract Management	E3	57%
Customer Goals Alignment and Management	E3	66%
Organizational and Stakeholder Goals Alignment & Management	E2	79%
Requirements Capture and Prioritization	E2	82%
Scope Management and Scope Change Control	E2	82%
Time and Schedule Estimation and Management	E3	60%
Revenue and Cash Flow Management	E3	52%
Cost and Profitability Management	E3	59%
Quality Assurance, Management	E3	61%
Human Resource Change Management	E3	39%
Human Resource Management	E3	66%
Risk Management	E3	53%
Issue Management	E3	66%
Configuration Management	E2	70%
Perception Management	E2	70%
Communication Management	E3	53%
Delivery Verification, Validation & Acceptance	E3	62%
Knowledge Management	E3	60%
Business Continuity Management	E3	0%
Innovation and Benefits Management	E2	77%
Intergroup Coordination and Procurement Management	E3	44%
Governance Management	E3	60%
Closure Management	E3	0%

**NOTE:** Each Skill Area is defined in the annexure.

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How well do you <b>apply</b> the concepts of each <b>Service Management Skill Area</b> ?	Pre IA Grade	Percentile
Service Management Concepts	E3	53%
Service Change Management	E3	0%
Service Asset & Configuration Management	E3	50%
Release & Deployment Management	E1	100%
Service Validation & Testing	E3	0%
Service Knowledge Management	E2	89%
Incident Management	E2	86%
Problem Management	E3	65%
Access Management	E1	100%
Request Fulfilment Management	E3	33%
Event Management	E1	100%
Service Level Management	E3	44%
Service Measurement & Reporting	E3	0%
Continuous Service Improvement Process	E3	42%

**NOTE:** Each Skill Area is defined in the annexure.

<b>Behavioral Skill Areas</b>	Pre IA Grade	Percentile
Optimism	E3	56%
Continuous Learning	E3	67%
Change Oneself for the Good	E1	100%
Energy Level	E1	100%
Logical Reasoning	E2	56%
Data Representation	E3	44%
Data Analysis	E1	67%
Professional Communication - Writing	E1	83%
Professional Communication - Speaking	E2	77%
Professional Communication - Reading and Listening	E2	69%
Professional Communication - Assertiveness	E1	81%
Awareness of customer environment	E3	60%
Requirements Capture	E3	53%
Requirements Management	E2	67%
Positioning	E2	67%
Awareness of Business Environment	E3	67%
Awareness of Competitive Environment	E3	60%
Ownership and Accountability	E3	37%
Goal Setting and Result Orientation	E3	50%
Innovation	E1	100%
Industry Inclination	E1	100%
Networking	E2	70%
Relationship Management	E3	44%
Professional Communication - Persuasion & Influence	E2	67%
Team Building and Management	E2	100%
Teamwork and Collaboration	E3	57%
Retention	E1	100%
Ability to Organize	E1	100%
Troubleshooting and Problem Solving	E1	100%

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<b>Behavioral Skill Areas</b>	<b>Pre IA Grade</b>	<b>Percentile</b>
Execution	E3	55%
Mentoring and Coaching	E3	37%
Empathizing and Emotional Intelligence	E2	75%
Inspiring and Motivating	E1	100%
Flexibility	E2	67%
Proactiveness	E3	67%
Stress Management	E3	50%
Integrity	E3	50%
Individual Social Responsibility	E3	0%
Conflict Resolution	E1	100%
Perseverance	E1	100%
Drive for Excellence	E2	66%
Mobility	E2	67%
Body Language	E1	100%

**NOTE:** Each Skill Area is defined in the annexure.

<b>ANNEXURE</b>	
<b>Project Management Skill Areas</b>	<b>Description</b>
Project Management Concepts	The basics of Project Management, including but not limited to Project Lifecycle, Process Groups and Skill Areas.
Project Integration Management	A subset of Project Management that includes the processes required to ensure that the various elements of the project are properly coordinated.
Contract Management	Contract management is the process of systematically and efficiently managing contract creation, execution, and analysis for the purpose of maximizing financial performance, operational performance and minimizing risk.
Customer Goals Alignment and Management (Includes Quantitative Project Management - QPM)	A subset of Project Management that focuses on understanding your external customer's needs, wants and perceptions and working towards managing them. Includes QPM from an external customer's perspective.
Organizational and Stakeholder Goals Alignment & Management (Includes QPM)	A subset of Project Management that focuses on understanding your internal customer's and other stakeholder's needs, wants and perceptions and working towards managing them. Includes Quantitative Project Management from internal organization's perspective.
Requirements Capture and Prioritization	Focuses on understanding your customers requirements using Functional Specifications, Use Cases, User Stories and prioritizing them using defined criterion. Also includes managing these requirements and their traceability.
Scope Management and Scope Change Control	Scope Management ensures that the project includes all the work, and only all the work required to complete the project successfully. Also includes management of changes to the scope of the project.

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<b>ANNEXURE</b>	
Project Management Skill Areas	Description
Time and Schedule Estimation and Management	Time management is the process of planning and exercising conscious control over the amount of time spent on specific activities, especially to increase effectiveness, efficiency or productivity. Schedule management consists of a list of a project's elements with intended start and finish dates.
Revenue and Cash Flow Management	This skill area involves the process of Cost Budgeting, Billing Planning, Revenue Recognition, Invoicing, Accrual and Financial Monitoring.
Cost and Profitability Management	Cost management is the process by which an organization manages the costs during project execution and manages the profitability to meet organizational goals.
Quality Assurance Management	Quality assurance management refers to the planned and systematic activities implemented in a quality system so that quality requirements for a project will be fulfilled. Includes causal analysis, decision making and organizational innovation and audit techniques.
Human Resource Change Management	Human resources change management is a structured approach to shifting/transiting individuals and teams from a current state to a desired future state.
Human Resource Management	Human resource management involves resource acquisition, resource development, resource sustenance, feedback mechanisms, team building and leadership.
Risk Management	Risk management is the identification, assessment, and prioritization of risks followed by coordinated and economical application of resources to minimize, monitor, and control the probability and/or impact of unfortunate events or to maximize the realization of opportunities.
Issue Management	Goal of issue management is to identify, assess, prioritize, manage and respond to issues that are negatively impacting the project. Includes escalation of issues as might be required.
Configuration Management	Configuration management includes creating a Configuration Management Plan, Asset Identification, Asset Classification, Asset Management (including Software files and Hardware items) and proper monitoring and control through audits.
Perception Management	Includes the process of identifying, evaluating, responding and managing external customer's and stakeholder's perception w.r.t. the Project.
Communication Management	Communications management is the systematic planning, implementing, monitoring, and revision of all the channels of communication within an organization, and between organizations
Delivery Verification, Validation & Acceptance	Is the process of building the system right, and building the right system, and obtaining the sign-off's from the required stakeholders.
Knowledge Management	Knowledge management comprises a range of strategies and practices used in an organization to identify, create, represent, distribute, and enable adoption of insights and experiences.

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<b>ANNEXURE</b>	
Project Management Skill Areas	Description
Business Continuity Management	Business continuity management is an organization-wide discipline that establishes a set of processes that identify potential impacts that may threaten an organization. It provides capability to deliver an effective response during a crisis that will safeguard the interests of the organization and its major stakeholders.
Innovation and Benefits Management	Innovation management is the process of identifying and implementing ideas that help reduce costs, increase productivity, improve perceptions and satisfaction of stakeholder, etc. Benefits management is the process of delivering Return on Investment (ROI) to stakeholders over pre-defined cycles.
Intergroup Coordination and Procurement Management	The process of acquiring resources, goods and services from within and/or outside the performing organization.
Governance Management	Governance is the act of governing the relationship between two or more parties (i.e. Providing oversight to a project through use of processes & practices, organization structures and relationship mechanisms and providing/use of information to make decisions).
Closure Management	Project Closure is the process of closing a current project when a logical agreed upon conclusion is reached. This could be due to meeting the requirements of the customer, or the project getting terminated due to certain business reasons.
Service Management Skill Areas	Description
Service Management Concepts	The basics of Service Management, including but not limited to the 4Ps of Service Management, ITIL, ISO 2000 and the IT Service Management Framework.
Service Change Management	Is a process that ensures that changes are executed, planned, without conflicts, with minimum or at least acceptable risk to all services.
Service Asset & Configuration Management	Is a disciplined process to specify, track, and report on each IT component also referred to as a configuration item ("CI").
Release & Deployment Management	Ensures the protection of live environment and it's changes. It ensure that all aspects of a release, technical and non-technical, are considered together.
Service Validation & Testing	Assures that services will provide value to customers and their business.
Service Knowledge Management	Ensures that the right information is delivered to the appropriate place or competent person at the right time to enable informed decisions.
Incident Management	Ensuring that all deviations from the specified service levels are registered and that normal service is resumed as soon as possible.
Problem Management	Ensuring that research is done to understand the cause of incidents, and either the cause is eliminated or the solution is identified on how to work with it.



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Service Management Skill Areas	Description
Access Management	Access Management is the process of granting authorized users the right to use a service, while preventing access to non-authorized users.
Request Fulfilment Management	Managing Service Requests, which more often than not are small, low risk changes initially processed via the service desk, using a process similar to that of incident management.
Event Management	Event Management aims to filter and categorize Events in order to decide on appropriate actions if required.
Service Level Management	Service Level Management is the process of defining, negotiating, measuring, managing & improving the Quality of Services (QoS) at an acceptable cost.
Service Measurement & Reporting	The objective of service measurement is to identify and collect information that identifies and quantifies service value-add and contribution to organization goals as well as indicators of service risks, issues, and improvement opportunities enabling informed governance and planned action.
Continuous Service Improvement Process	Continual Service Improvement is about the alignment and re-alignment of services, processes, functions, etc. with changing business needs. It is also concerned with the consistent application of Quality Management methods to the overall Service Management effort.
Behavioral Skill Areas	Description
Optimism	Individual's positive attitude towards his/her personal and professional aspirations and ability to create pathways to achieve them with hope and conviction
Continuous Learning	Individual's interest and ability to pursue new and diverse, knowledge and skillsets
Change Oneself for the Good	Individual's holistic attitude and focus towards positive change, with courage and conviction
Energy Level	Individual's enthusiasm and intensity in dealing with life and work. Measure of motivation and interest in successfully achieving his/her personal aspirations and professional goals.
Logical Reasoning	Individual's ability to use rationale i.e. a systematic series of steps based on sound logical/scientific/mathematical procedures to arrive at a conclusion
Data Representation	Individual's ability to comprehend and represent data, in such a way that it makes the process of making inferences easy
Data Analysis	Individual's ability to inspect, transform, and model data with the goal of discovering useful information, suggesting conclusions and supporting decision making
Professional Communication - Writing	Individual's ability to put thoughts and ideas effectively in a written form using the English language
Professional Communication - Speaking	Individual's ability to put thoughts and ideas effectively in a spoken form using the English language

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<b>Behavioral Skill Areas</b>	<b>Description</b>
Professional Communication - Reading and Listening	Individual's ability to comprehend what is written and spoken in English language, with patience and attention to detail
Professional Communication - Assertiveness	Individual's ability to show confidence, and a sense of urgency where required, in a way that fits into the culture of the audience, through body language and ways of listening, questioning and speaking
Awareness of customer environment	Measure of individual's awareness of socio political, cultural and societal structures comprising relevant customers (including but not limited to internal customers, external customers, end customers, society and community, regulatory bodies, etc.)
Requirements Capture	Individual's ability to identify, gauge and assess the needs, wants and perceptions (requirements) of all stakeholders, w.r.t. a task, service or a project
Requirements Management	Individual's ability of documenting, analyzing, prioritizing, agreeing, monitoring and delivering on requirements. Also controlling changes and communicating to relevant customers and stakeholders.
Positioning	Individual's ability to frame a written or spoken response, in such a way that the audience is easily and effectively influenced by it. Successful positioning typically involves a choice of words and sentences, sequencing them, involving an emotional angle, the volume, pitch and tone of voice, your body language, your dressing sense, among others.
Awareness of Business Environment	Individual's ability to understand an organization's business vision, objectives, as-is situation and the environment in which it operates
Awareness of Competitive Environment	Individual's ability to understand the market and various other factors that influence the competition and the competitive positioning
Ownership and Accountability	Individual's ability to take ownership and being accountable for the work at hand, including the readiness to take blame if things do not go as planned and/or expected. Also includes the ability of being able to drive ownership and accountability among others, not by forcing it upon them, but having <u>others voluntarily owning it</u> .
Goal Setting and Result Orientation	The ability to focus not only the approach taken, but the ultimate outcomes, that are required by the relevant stakeholders (usually your internal and external stakeholders).
Innovation	Individual's ability to come up with, and implement ideas that make a positive impact to relevant stakeholders
Industry Inclination	Individual's inclination and ability, to get acquainted and exposed to Industry practices and processes, thereby equipping himself/herself with right awareness needed to succeed in his/her career.

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<b>Behavioral Skill Areas</b>	<b>Description</b>
Networking	Individual's Interest and motivation to engage in a process of connecting with relevant people, who could add value to the individual in the short-term and/or long-term. Also involves the process of exchanging information that is perceived to be value adding to both parties
Relationship Management	Individual's ability to build, sustain and manage trust into the long-term with specific people, and help drive successful relationships
Professional Communication - Persuasion & Influence	The ability to induce a course of action, or embrace a point of view, by various means such as reasoning, argument, motivation (not by force or deceit).
Team Building and Management	Building and managing high performing teams that deliver maximum value. Also includes change management skills.
Teamwork and Collaboration	Individual's ability to cooperate, collaborate and/or coordinated effort in a group of people acting together as a team, in the interest of a common cause
Retention	Identifying employees and successfully retaining them for longer time periods for team and organization success.
Ability to Organize	Individual's ability to identify, prioritize, plan, track, report and manage tasks through their lifecycle, and ensure that they are complete with the right quality, on time, and at the right speed.
Troubleshooting and Problem Solving	Individual's ability to apply logical and systematic search for the source of a problem and apply techniques to solve the issues in a coherent manner.
Execution	Individual's ability to carryout work/tasks in an effective and efficient manner towards achieving desired objectives and outcomes
Mentoring and Coaching	Identifying employees who need focused facilitation, providing them with mentoring and coaching support.
Empathizing and Emotional Intelligence	Individual's ability to understand and share the feelings of another or a set of people if Empathizing. Individual's ability to be aware of, control, and express one's emotions, and to handle interpersonal relationships judiciously and empathetically, even in emotionally charged situations is called Emotional Intelligence.
Inspiring and Motivating	Individual's ability to create enthusiasm, a sense of urgency around on a task/project or achieving certain objectives.
Flexibility	Individual's ability to respond or adapt to altered circumstances so as to be able to deal with change and withstand and flourish in a dynamic business environment.
Proactiveness	Individual's ability to create or control situation(s) i.e. manage risks rather than react or respond to them after they have happened.

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<b>ANNEXURE</b>	
<b>Behavioral Skill Areas</b>	<b>Description</b>
Stress Management	Individual's ability to deal with various tasks in a stressful environment and how effectively he/she copes in such a challenging situations
Integrity	Individual's consistency of actions, values, methods, measures, principles, expectations, and outcomes
Individual Social Responsibility	Individual's inclination to work in tasks and projects for the social good, despite the absence of incentive or remuneration towards such activities
Conflict Resolution	Involves methods and processes involved in facilitating peaceful ending of conflict or resolution often arising in a team/group. Involves measures like negotiation, mediation, diplomacy etc.
Perseverance	Quality of persistence in doing something despite difficulty or delay in achieving success
Drive for Excellence	Passion and urge to do every task even better, even if they are already being done in an exemplary way
Mobility	Ability to travel/relocate for business needs irrespective of duration/distance of travel
Body Language	Individual's non verbal communication through gestures and body movements
Sense of Urgency	Individual's rate of response in dealing with personal and professional endeavors

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**About The EPMA**

The Empirical P Management Authority (The EPMA), is an initiative of LASSIB Society. The EPMA focuses on building Next Generation Governance Methodologies in the following areas (collectively called as P Management Areas):

- Project Management
- Program Management
- Portfolio Management
- Service Management
- Agile Methodologies
- Verification & Validation



Key gaps exist in the theoretical and empirical aspects of the P Management areas.

To address this need, The Empirical P Management Authority (The EPMA) was initiated.

For more information please visit: <https://theepma.lassibsociety.org/>

**About LASSIB Society**



Nurturing Next Generation Governance Globally

LASSIB Society is a not-for-profit organization focused on 'Nurturing Next Generation Governance Globally'.															
Based on the principles on Gandhian Engineering, we deliver cutting edge industry research and enhanced value to the community at large. LASSIB Society organizes multiple events, enabling face-to-face and virtual interactions among the global community.															
For information on LASSIB Society log on to	<a href="https://lassibsociety.org/">https://lassibsociety.org/</a>														
For more information, details and resources of The EPMA visit	<a href="https://theepma.lassibsociety.org/">https://theepma.lassibsociety.org/</a>														
Want to speak to us? Reach out to us at	<table style="width: 100%; border: none;"> <tr> <td style="padding-right: 20px;">India Mobile:</td> <td>+91 8885085192</td> </tr> <tr> <td>India Phone:</td> <td>+91 40 40045614</td> </tr> <tr> <td>India Toll-Free Number:</td> <td>1 800 425 1388</td> </tr> <tr> <td>India Fax:</td> <td>+91 22 67388884</td> </tr> <tr> <td>Singapore Office:</td> <td>+65 82366447</td> </tr> <tr> <td>Australia Office:</td> <td>+61 435296442</td> </tr> <tr> <td>France Office:</td> <td>+33 755164057</td> </tr> </table>	India Mobile:	+91 8885085192	India Phone:	+91 40 40045614	India Toll-Free Number:	1 800 425 1388	India Fax:	+91 22 67388884	Singapore Office:	+65 82366447	Australia Office:	+61 435296442	France Office:	+33 755164057
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