This is a personalised report for Example.

WHICH PROJECT MANAGER ARE YOU? · YOUR CURRENT ROLE

Project Manager

Make the implicit explicit.

Everyone is called a project manager, but this is the one type the title really describes: organising smaller to mid-sized in-house projects with a project team. You might recognise yourself as a full-time project manager running several projects at once, or as someone with an operational job, often a line manager, who runs a project part-time. Either way you work close to the daily work, and that is exactly where clear agreements make the difference. *This type describes your current role, not who you are. Roles change; what you can do, you take with you.*

YOUR POSITION ON THE THREE AXES

Field

In-house — Client-facing



In-house: the project delivers for internal clients only; its "contract" is the business case or project charter. Client-facing: the project delivers for an external (end) client, under a commercial contract.

Focus

Expertise — Orchestration



Do you mainly contribute content yourself, or organise and steer the work of others?

Scale

Contained — Extended



How many teams, organisations, decision levels and stakeholders are involved? In a contained project the expert often leads it; in an extended project the expert becomes a team member.

● Your current role ○ Your preference ▬ Borderline zone

WHICH ROLES ARE THERE?

IN-HOUSE

Project Team Member	Corporate Project Manager	**Project Manager** **Your current role · your preference**	Expert Project Lead *the accidental project manager*

CLIENT-FACING

Project Consultant	Account Project Manager *Delivery Manager*	Client Project Manager	Lead Consultant

IN THIS REPORT

1 Your current role
2 Your view, your energy, your stage
3 How you work and what the role asks
4 Mandate and influence
5 Your communication
6 Your growth story and next steps

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YOUR VIEW VERSUS YOUR ANSWERS

Your organisation says	You thought	Your answers say
Project Manager	Project Manager	Project Manager
your job title	the type you chose	what you actually do

Notice how your job title, your own estimate and your answers coincide here: all three point to Project Manager. That means your title describes your job well, which is a solid base for keeping expectations clear.

Your preference

Project Manager

Your energy points to the same type as your current role: what you do matches what gives you energy.

Your preference is a direction, not a diagnosis. It is based on a limited number of questions about what gives you energy. Use it as a starting point to think about your next step, not as a decision.

YOUR ROLE IN NUMBERS

Time spent on project work

40% of your working week goes to projects



Typical for Project Manager: 25-100%

Time spent on client work

5% of your project time is for external clients



Typical for Project Manager: 0-10%

Typical ranges are expert estimates for each type, not measured averages.

Project complexity: medium (50/100).

Based on the Stacey matrix (certainty and agreement).

YOUR CAREER STAGE

Exploration	Establishment: trial	Establishment: advancement	Maintenance	Disengagement
15-24	25-30	31-44	45-64	65+
	IN THIS ROLE	BY AGE		

By age you are in the Establishment: advancement stage, while your short time in this role places you in the Establishment: trial stage. That simply means you started a new cycle: according to Super's career model, every career switch does, whatever your age. You are probably building experience in a new role while people of your age are further along in theirs. That can feel like a step back, and it may also show in your pay: a new role often starts at a lower level than your age group would suggest. The experience you bring from earlier roles can help you grow into this one.

The career stages follow Donald Super's life-span model. Ages are typical, not prescriptive: every career switch starts a new cycle, and career maturity does not always match age. How the career path works →

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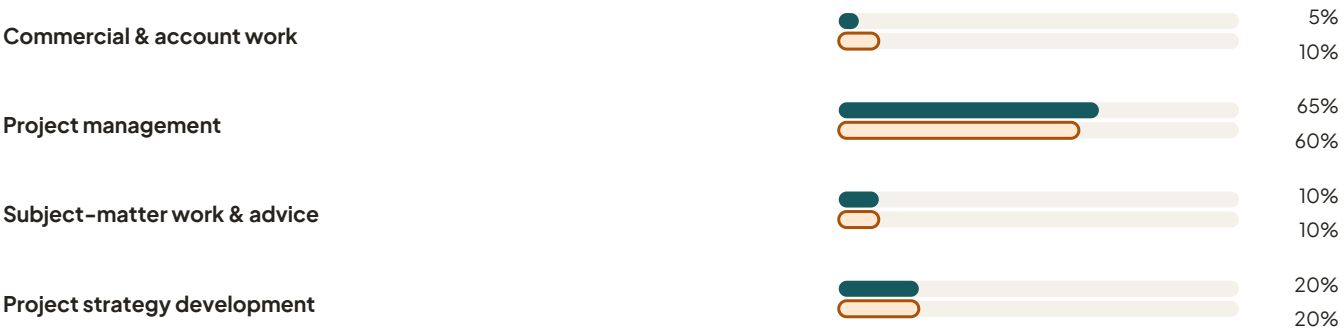
1 · HOW YOU SPEND YOUR PROJECT TIME

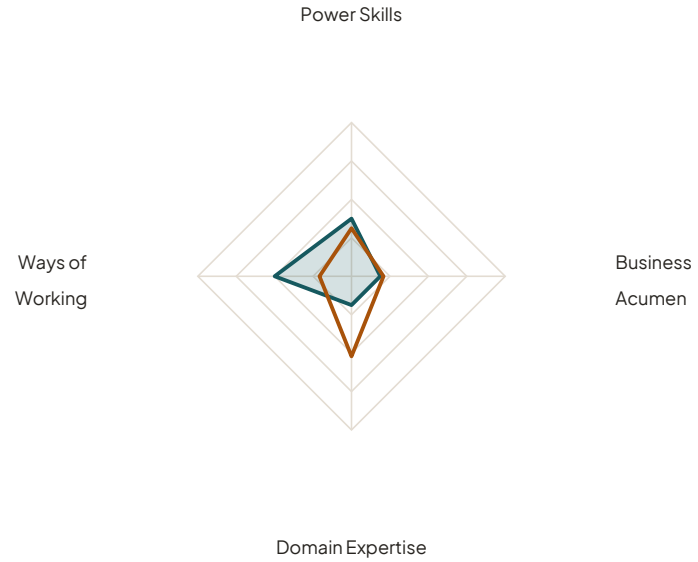
How your project time is divided over four activities. The percentages are a share of your project time, not of your whole job.

What the role asks (Project Manager) Your answers



A number next to an activity marks a difference of 15 points or more.

2 · TALENT TRIANGLE: WHAT THE ROLE ASKS AND WHERE YOU ARE



What the role of Project Manager asks

Mainly: working with project methods and approaches (planning, follow-up, agile or traditional ways of working); communication, collaboration and leadership.

Also: understanding of the organisation and the sector, the internal client and the budget.

To a limited extent: subject-matter expertise.

Your biggest growth step: Ways of Working.

What the role asks (Project Manager) Your answers

Ways of Working, Power Skills and Business Acumen: PMI Talent Triangle (2022). Domain Expertise is an addition by The Project Management Mentor.

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3 · MANDATE AND influence

Notice how your mandate and your influence together determine how much your communication has to carry. The smaller your mandate compared to what your role asks, the more work your words do.



Typical for your role: limited to moderate ● The mandate you are given

Your team often reports to someone else. Then your communication does the work a mandate does not do. The mandate you are given is below what your role typically needs.

YOUR SITUATION

Your project has no clear sponsor. Look for one first, because without a sponsor nobody decides where your mandate begins or ends. Before you plan further, ask who wants to carry the project and defend its benefits.

Your role asks for more mandate than you get, while you are held accountable for the result. That happens often, and it means your influence comes mainly from who you know, what you know and how people see you. That is exactly where you can make a difference yourself. It also remains important to discuss your mandate, so that all expectations stay aligned.

You mainly rely on your position, while your mandate is limited. That works in the short term. Your influence becomes stronger and more lasting when you rely more on network, expertise, information or trust.

FIVE WAYS TO INCREASE YOUR INFLUENCE AS A PROJECT MANAGER

Notice how you get things done even without a formal mandate. You then rely on who you know, what you know and how people see you. The higher in the list, the stronger your influence.

		You rely on this today	Gives you energy	Best for your role
1	**Network** – You know the right people, and you bring them together around a goal at the right moment.	○	●	●
2	**Expertise** – People follow you because you master the content.	●	○	○
3	**Information** – You know what others don't know yet, and you share it at the right moment.	○	○	●
4	**Trust** – People follow you because they respect you and count on you.	○	●	○
5	**Your formal position** – People follow you because your position allows it: you can offer recognition, opportunities or resources, or impose (negative) consequences.	●		

You can always build the first four yourself, even with little mandate. The fifth is usually out of your own hands.

YOUR GROWTH STEP

Network: Before your next decision, first map who carries it with you, and talk to those people one-to-one before the meeting.

Extra important in your mandate situation: mapping stakeholders early · confirming agreements formally · asking expectations explicitly · escalating early, via the sponsor.

Sources of influence based on French and Raven (1959) and Raven (1965). Grouping, ranking and zones per type: The Project Management Mentor.

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4 · YOUR COMMUNICATION HABITS VERSUS WHAT THE ROLE ASKS



YOUR LOWEST-SCORING COMMUNICATION HABITS, LINKED TO POSSIBLE BLIND SPOTS

- **At the start, I identify all stakeholders, not only the obvious ones.** – Rarely (reference for your role: Often)
  EXTRA IMPORTANT IN YOUR MANDATE SITUATION
- **I update stakeholders before they ask.** – Rarely (reference for your role: Often)

Extra important in your mandate situation: mapping stakeholders early · confirming agreements formally · asking expectations explicitly · escalating early, via the sponsor.

Possible blind spots

- Juggling several projects, you probably give every project a bit of attention and none of them enough communication
- "We see each other every day" can lead to unspoken assumptions, and you might say yes in the corridor
- If the project sponsor is your own boss, or you are sponsor and project manager at the same time, the roles can get mixed up and the four-eyes principle disappears

5 · YOUR DESIRED COMMUNICATION PROFILE FOR YOUR ROLE: PROJECT MANAGER

Up ●●● Down ●●● Horizontal ●●● External ○○○

Because your mandate is smaller than your role asks, "up" and "horizontal" are one level higher here.

Key stakeholders inside your organisation

The project sponsor (often your own line manager), the project team and their line managers, the stakeholders impacted by the project.

Key stakeholders outside your organisation

Suppliers involved in the project, if any.

Enough communication means

Short, frequent and informal, with every agreement captured in writing.

Expectations at stake

Project benefits · In-baseline performance on all components of the triple constraint (performance = scope + quality, cost, time) and other competing constraints such as risk and resources · Priority of the project versus daily work and other projects

Your growth move

Before you say yes in the corridor, ask: "Shall I confirm this by mail?" That one question makes it easier to separate the sponsor role from the hierarchical relationship, to negotiate priorities between projects and to say a kind but clear "no".

The key stakeholders in your profile are the ones whose expectations you must manage in any case, inside your own organisation and outside it. They are not your full stakeholder list: every project has more stakeholders, so identifying all of them remains the first step.

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6 · YOUR GROWTH STORY

Example, notice how your answers tell one story together: where you stand now, where your energy is heading and which step comes first.

1 Where you stand now

Today you work as a Project Manager, with less mandate than your role needs.

2 Where your energy is heading

Your answers about what gives you energy point to your current role as Project Manager. You get most of your energy from bringing people together around a goal.

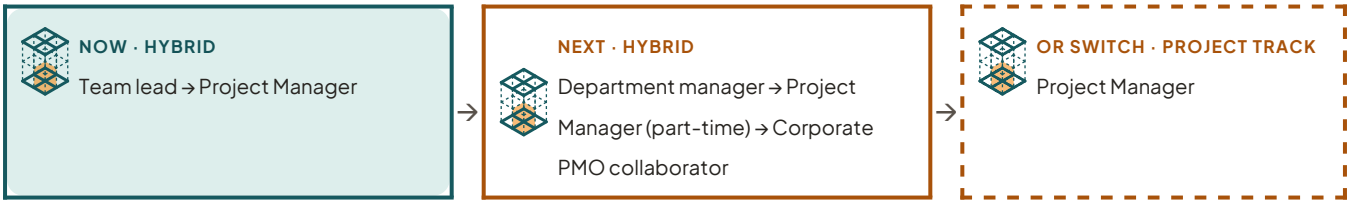
3 What you need to get there

Network gives you energy and works in your role. Build it up deliberately, because that is where you grow fastest. Also strengthen Ways of Working.

4 Your next step

Before you start your next project, choose one conversation in which you deliberately use network.

Track: hybrid · you would rather move towards: management · stage: Establishment: trial · How the career path works →



PMI certification path: PMP – Part-time variant: CAPM as a first step.

Model by The Project Management Mentor; career stages after Donald Super.

DEBRIEF WITH STEVEN

Discuss your report with Steven

In a 30-minute online appointment, you and Steven look at your profile, your communication and your next career step, so you leave with one concrete action.

Request a debrief →

Growth opportunities

Project Management for Construction & Industrial Projects

Boost Project Management Success

Mentoring – Building influence without mandate is learned fastest with someone who watches along.

Responsible for a team or for training in your organisation? Discover what we do for organisations.

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Curious about the other types? **Discover all 8 project manager types →**

Disclaimer. This is a reflection tool, not a validated psychological test. The results are based on empirical experience from more than 30 years of project practice, and your answers help to refine the model further. You remain responsible for the answers you gave. No rights can be derived from this report and, to the extent permitted by law, Gaps bv accepts no liability for damage resulting from errors in this report or from its use.