

**THREE SKILLS AND EXPERIENCE REQUIRED OF ALLIANCE MANAGERS (AM)**

3 skills and experience required of AMs – Hard Skills	Foundational Aspiring	Nascent Recent	Developing Intermediate	Mature Experienced
<b>Technical Skills and experience</b>	Recognised qualifications, training and experience in the project base technology.	<p>Recognised qualifications, training and experience in the project base technology.</p> <p>Awareness of knowledge gaps and where to obtain expert advice to respond to these.</p>	<p>Recognised qualifications, training and experience in the project base technology.</p> <p>Awareness of complexities and knowledge gaps and analytical capacity to frame questions to obtain expert advice to respond to these.</p>	<p>Recognised qualifications, training and experience in the project base technology.</p> <p>Comfort with the sure existence of knowledge gaps and unclear, ambiguous or unknown technical issues and the ability to frame questions and knowledge of where and how to obtain expert advice to respond to these.</p>
<b>PM skills and experience</b>	Knowledge of traditional PM approaches and methods for planning, control and team management to deliver projects.	<p>Knowledge of traditional PM approaches and methods for planning, control and ‘soft-skill’ team leadership skills to deliver projects.</p> <p>Understands what causes projects to be successful or otherwise.</p>	<p>Advanced level PM skills to included engaging stakeholders and facilitating commitment through effective leadership by example.</p> <p>Has experience in project turnaround from distressed to ‘back on track.’</p>	<p>Demonstrated embedded and natural authentic leadership that drives project performance through complimenting and combining judgement about the extent and use of hard and soft skills.</p> <p>Has been tested by difficult choices and decisions and learned from the</p>

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				experience as well as know to have sound judgement.
<b>Business skills and experience</b>	Awareness of business imperatives and the need for a coherent business case to frame project missions and objectives	Understanding the fundamental values and business case for the project to deliver benefits.	Participating in translating the business case into a project brief and supporting the project evaluation process at Alliance Leadership Team (ALT) level.	ALT and Board level experience of active engagement in translating and framing the business case into a project brief and evaluating project benefit realisation.

Source: Alliancing Association Australasia

**Seven authentic leadership characteristics/attributes**

7 authentic leadership characteristics/ attributes – Soft skills	Foundational Aspiring	Nascent Recent	Developing Intermediate	Mature Experienced
<p><b>Reflectiveness Systems thinker, strategic</b></p> <p>Think-aim-act Vs Act-think-aim</p> <p>Reflectiveness level is contextual and knowing the context is the key.</p>	<p>Highly reactive to challenges and dependent upon formal learning, textbook advice, manuals and established procedures.</p> <p>Demonstrates a sense of uncertainty and is restricted to highly traditional responses. Probably unaware of wider or deeper situational context. Sees challenges more simplistically.</p>	<p>Reactive to challenges, while somewhat dependent upon formal learning, textbook advice, manuals and established procedures; balances this with learning from recent experience.</p> <p>Demonstrates a sense of certainty based on traditional responses.</p> <p>Aware of potential complexity of the situational context. Unclear on how systems overlap or interface.</p>	<p>Contemplates and reflects before taking action to challenges based upon past experience and advice from others.</p> <p>May at times be overwhelmed and struck with ‘paralysis through analysis’. Values facts over hunches or intuition.</p> <p>May overcomplicate the context. Seeks explanatory patterns to justify action based on discussions and advice from experience and trusted mentors.</p>	<p>Contemplates and reflects while taking action to challenges based upon embedded past experience and critiqued advice from others.</p> <p>Able to take decisive action-based heuristics and comprehensive repertoire of past experience.</p> <p>Values intuition over lengthy analysis of situations.</p> <p>Can simplify complexity in context through rapid pattern matching and holistic solutions. Influences framing of situations and solutions.</p>
<p><b>Pragmatic</b></p>	<p>Decision-making governed by ability to narrow options based</p>	<p>Decision making dominated by narrowing options based on</p>	<p>Decision-making dominated by widening consideration of options based on available and</p>	<p>Decision-making governed by screening many options based on a few narrow but salient criteria.</p>

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<p><b>Gets on with the job, is politically astute, works within constraints.</b></p> <p>Interpreting and re-framing rules to contact and way in which action is justified is the key</p>	<p>on available knowledge and approaches.</p> <p>Frames problems and solutions to immediate resolution of issues.</p>	<p>available knowledge and approaches.</p> <p>Frames problems and solutions to short term resolution of issues.</p>	<p>potentially available knowledge and approaches.</p> <p>Frames problems and solutions to medium term resolution of issues.</p>	<p>Frames problems and solutions to medium/long-term resolution of issues while addressing immediate demands. Shapes and influences interpretation of the ‘rules’.</p>
<p><b>Appreciative Emotional Intelligence (EI) rating, understanding the motivations and value proposition of all involved.</b></p> <p>Being able to judge the most effective response to teams and individuals about their value is the key in influencing others and being influenced by them</p>	<p>Tends to be unaware of how contextual pressures influence the motives and actions of others.</p> <p>Has a passive approach to attempting to influence others with strong opinions. Lacks awareness of the need to probe to find out what others need or want. Lacks confidence to impose closure on decision making.</p>	<p>Grapples with how contextual pressures influence the motives and actions of others.</p> <p>Lacks confidence to negotiate an agenda when attempting to influence others with strong opinions.</p> <p>Tends to allow discussion to drift when decision making or closes off discussion too soon. Lacks self-justification to know</p>	<p>Has a strong sense of personal identity and influence in leading the opening up or narrowing of discussions.</p> <p>Understands the agendas and value proposition of others and appreciates demands placed upon them.</p> <p>Yet to develop total confidence in defending their own agendas and preferred</p>	<p>Has a strong sense of personal identity and expertly shapes the agenda in effectively opening up or narrowing discussions.</p> <p>Responds to the agendas, value proposition and demands upon others by crafting priorities.</p> <p>Transforms strong opposition from others into innovative proposals through resolving paradoxes via an uncompromising ‘third way’.</p>

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		when to enact closure on decision making.	position as short cuts to action when facing strong opposition from others.	
<p><b>Resilience</b> <b>Adaptability, versatility, flexibility and being persistent.</b></p> <p><b>Able to effectively learn from experience.</b></p> <p>The repertoire of skills and attributes that can be drawn upon is crucial.</p> <p>This is related to absorptive capacity to learn and adapt. Attitude to how to deal with a crisis ‘next time’ is critical.</p>	<p>Shows great promise in rapidly absorbing new ideas and approaches and demonstrates examples of initiative and hard work.</p> <p>Is able to cope with disappointment and set-backs as part of a learning experience.</p> <p>Actively seeks advice from others to make sense of experience, especially unexpected outcomes from action.</p>	<p>Readily absorbs new ideas and approaches and seeks out opportunities to apply them. Uses disappointment and set-backs as part of a learning experience.</p> <p>Contributes to and shares with others making sense of experience, especially in developing explanations for unexpected outcomes from action.</p>	<p>Seeks new ideas and approaches and how to apply them.</p> <p>Assumes that the purpose of dealing with disappointment and set-backs is to learn from experience.</p> <p>Leads a process with others to make sense of experience, especially unexpected outcomes from action and embeds lessons-learned as a personal continuous improvement initiative.</p>	<p>Proactively leads the implementation of new ideas and approaches and how to apply them.</p> <p>Champions the outcome of set-backs and disappointment as learning experiences. Supports creation of learning repositories for those developing leadership skills.</p> <p>Leads a culture of transforming set-back into positive results and leads others to find problem work-around solutions that lead to sustainable contextual learning.</p>

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<p><b>Wisdom</b> <b>Being the person with opinions and advice that is valued, consistent and reliable that others instinctively refer to.</b></p> <p>To be effective, the key is to be influential based on providing sound advice and being respected for that advice or being an effective broker of wise advice. Judgement of the person brokering advice is crucial.</p>	<p>Generally, advice and information is not sought of this persona bout technical or PM aspects unless in a narrow specialisation field.</p> <p>Seeks to become a ‘go to’ person by actively learning as much as possible about the ‘system’ project details etc. and offering to assist others in research or finding out about relevant issues.</p>	<p>Proactively and enthusiastically shares knowledge and insights to clarify context and gain confidence from others in their judgement and job-specific knowledge.</p> <p>Could be a sub-cultural representative that others seek their views from e.g. as a ‘younger’ AM or as somebody with valuable outside-group perspectives.</p>	<p>Has highly respected technical and either business or PM knowledge/skills that others actively tap into.</p> <p>Knowledge and advice offered is consistently seek as valuable, reliable and influential.</p>	<p>Has highly respected technical, business and PM knowledge and skills from others actively tap into as being pivotal to sound outcomes.</p> <p>Often strong business knowledge is the crucial differentiator as well as strong understanding of the strength of other team members to action plans and decisions.</p>
<p><b>Spirited</b> <b>Having the courage to effectively challenge assumptions</b></p>	<p>Lacks confidence in getting others to openly discuss contentious issues or to ‘rock’ the boat.</p>	<p>Confident in getting others to openly discuss contentious issues or to be sceptical and question the status quo.</p>	<p>Adept in facilitating team members to be courageously sceptical when doubting the majority opinion.</p>	<p>Provides stretch targets for interpreting the business case to arrive at an optimal solution.</p>

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<p>Being confident in the value of refining knowledge of context through questioning the status quo or assumed realities is vital to better understand contexts</p>	<p>Assumes that prevailing assumptions must be correct for the context experienced.</p>	<p>Tests whether prevailing assumptions may be correct for the context experienced.</p>	<p>Challenges assumptions to inspire and facilitate innovation.</p> <p>Having the courage to make unpopular decisions when circumstances warrant it.</p>	<p>Encourages and demands ‘devils advocate’ positions and evidence based challenges so that groupthink does not automatically prevail.</p>
<p><b>Authentic Approachable and trustworthy and being seen as open to ideas, collaboration, discussion and new ways of thinking.</b></p> <p>To be an effective broker and ‘go to’ person it is vital that this person must be open-minded and be available when needed. They must be collaborative, have integrity</p>	<p>Having a reputation for being open to something new, adventurous and easy to collaborate with and to discuss ideas with.</p> <p>Being assumed to be trustworthy but not yet had the opportunity to demonstrate this in difficult situations.</p>	<p>Is good at collaborating with others, engenders trust and commitment. Having an ‘open door’ policy, acknowledging the need for diversity in views when trying to understand issues.</p> <p>Being seen as somebody who will listen to ‘bad news’ without blame or cover up.</p>	<p>Being respected as somebody who has an open mind and is swayed by solid evidence or sound reasoning argument. Collaborates as a natural style and is trusted for the quality of judgement and integrity of approach.</p> <p>Holding several concurrent conflicting views of a situation and inviting challenges to any</p>	<p>Have high standards of integrity and a natural collaborator with others.</p> <p>People trust them and they are known for constancy of their action with their rhetoric.</p> <p>Having wide business and life experience to have learned how to resolve paradoxes through seeing complementarities viewpoints (combines opposites through re-framing</p>

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and being therefore perceived as trustworthy.			of these to obtain a clearer understanding.	dimensions to accommodate pragmatic 'third way' perspectives).

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