

# Project Management and Soft Skills Aptitudes

**Roberto Verdone**  
[www.robertoverdone.org](http://www.robertoverdone.org)

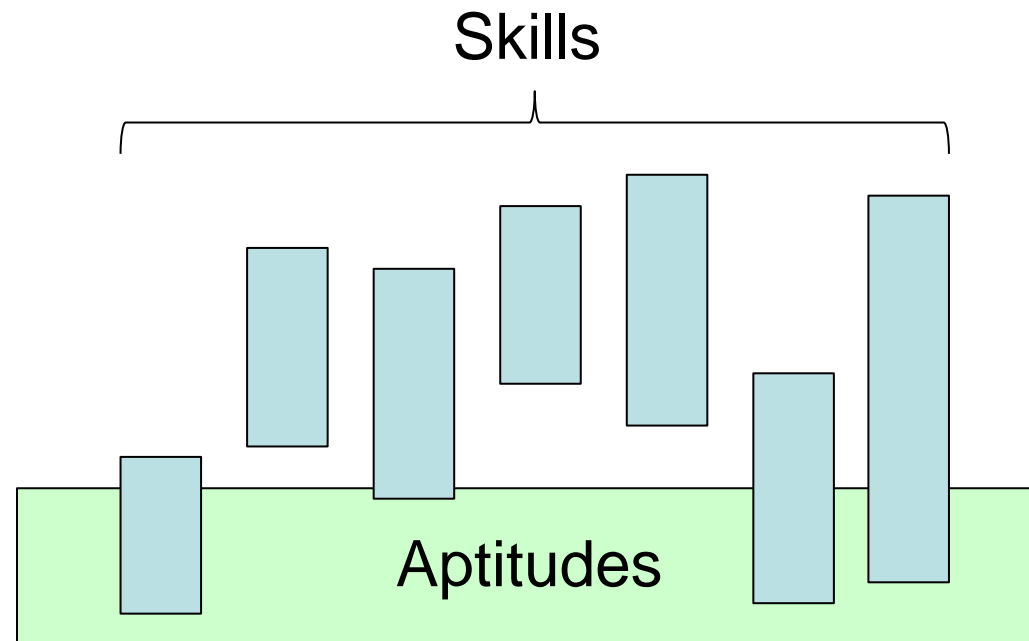
**roberto.verdone@unibo.it**  
**+39 051 20 93817**

**Office Hours:**  
**Monday 4 – 6 pm**

---

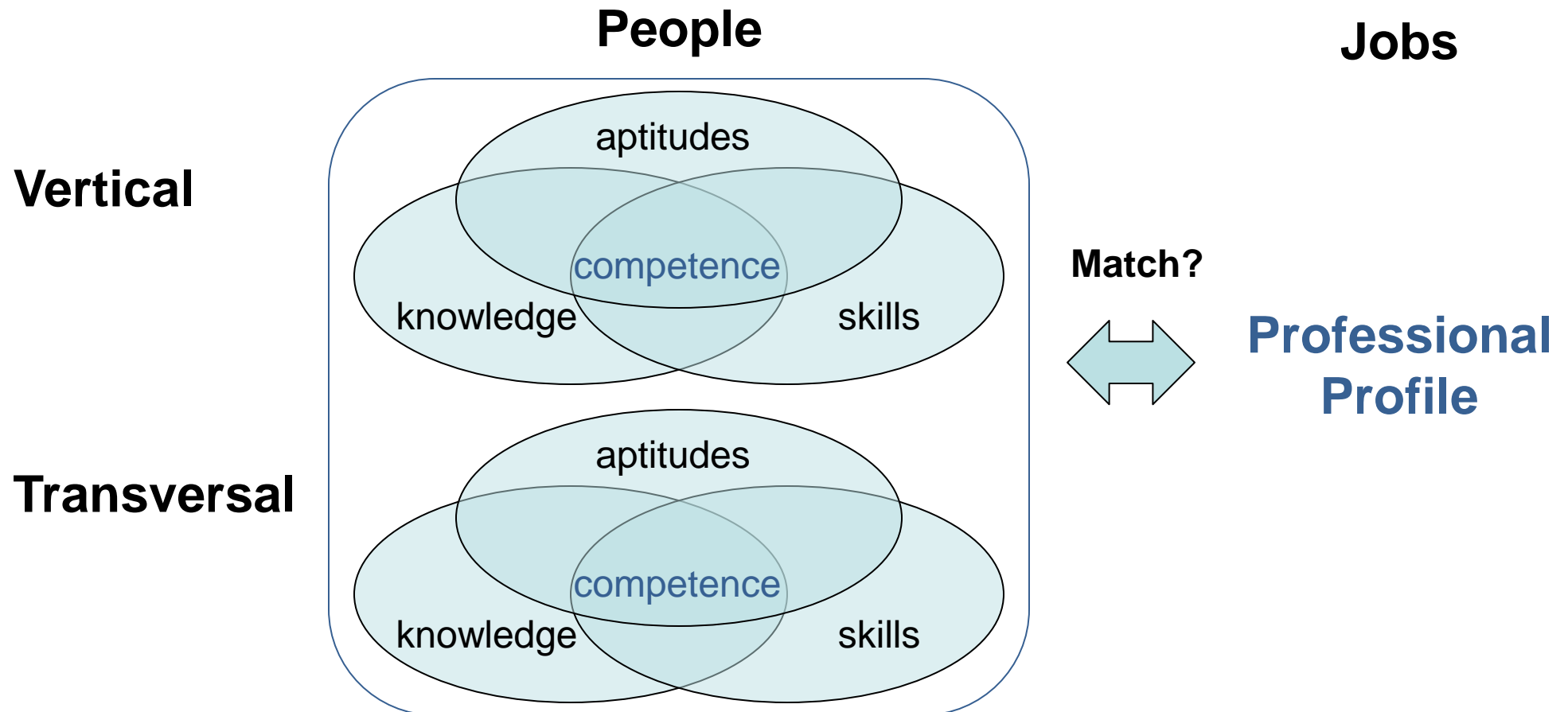
# Aptitudes

***Aptitudes* are natural pre-dispositions, personality traits**  
***Attitudes* are states of mind (dispositions)**



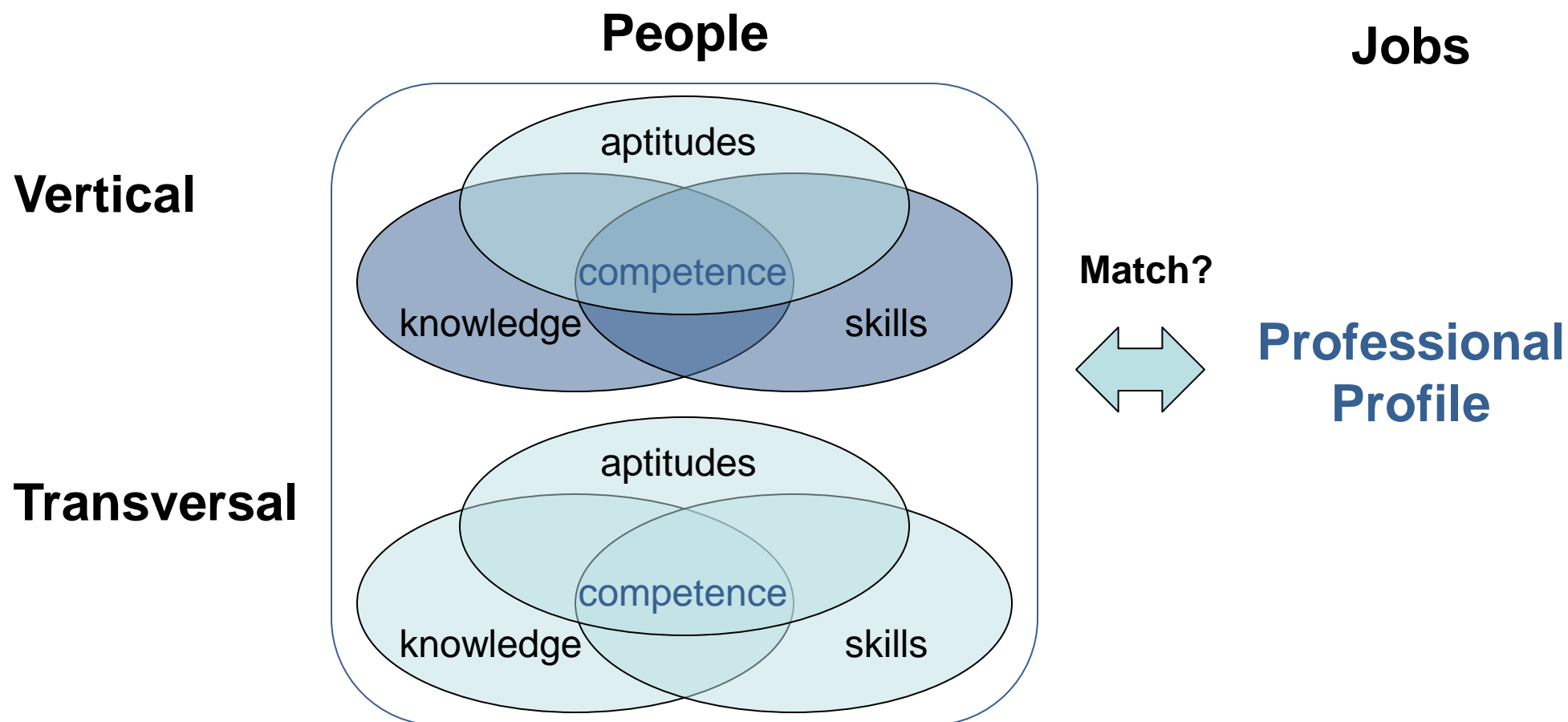
# Aptitudes

**Competences: knowledge + skills + aptitudes**



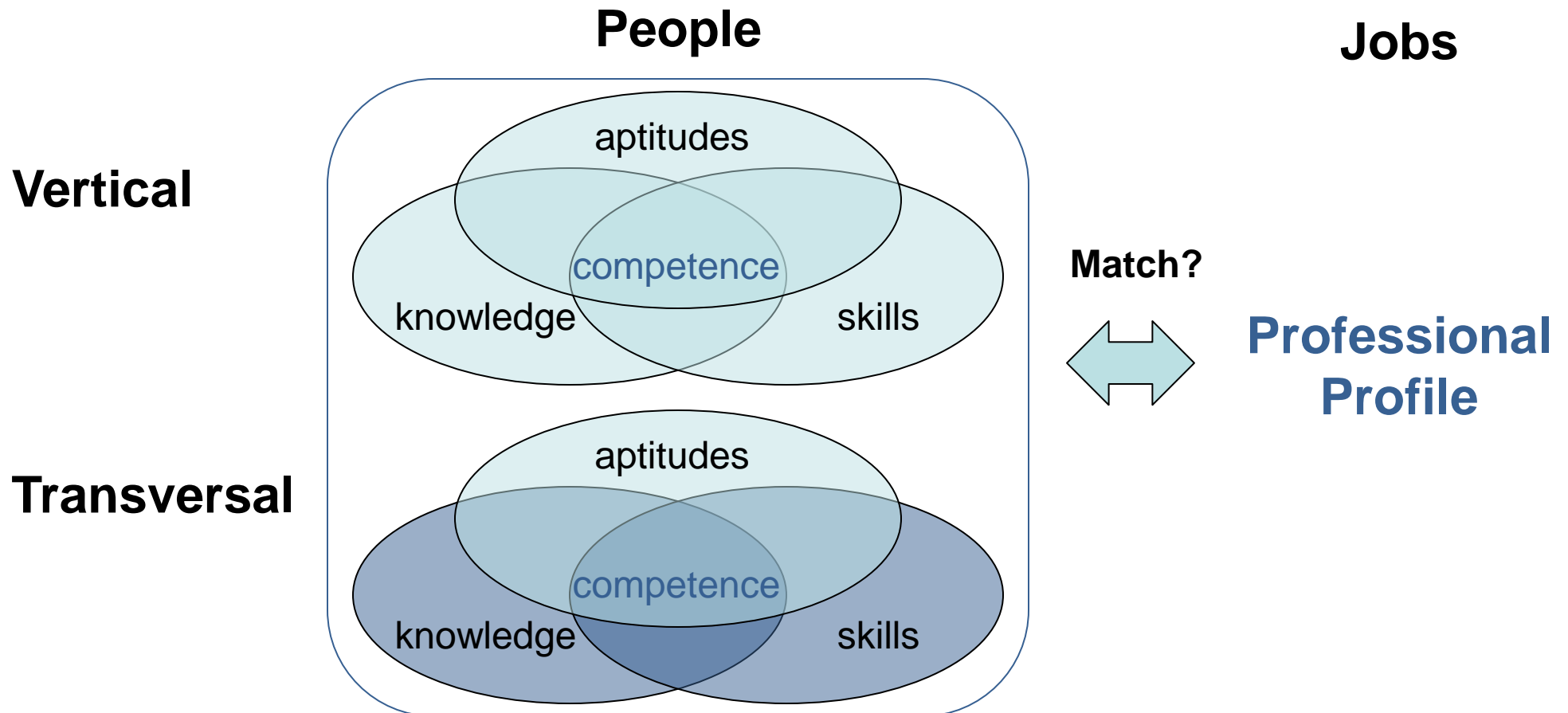
# Aptitudes

**Competences: knowledge + skills + aptitudes**



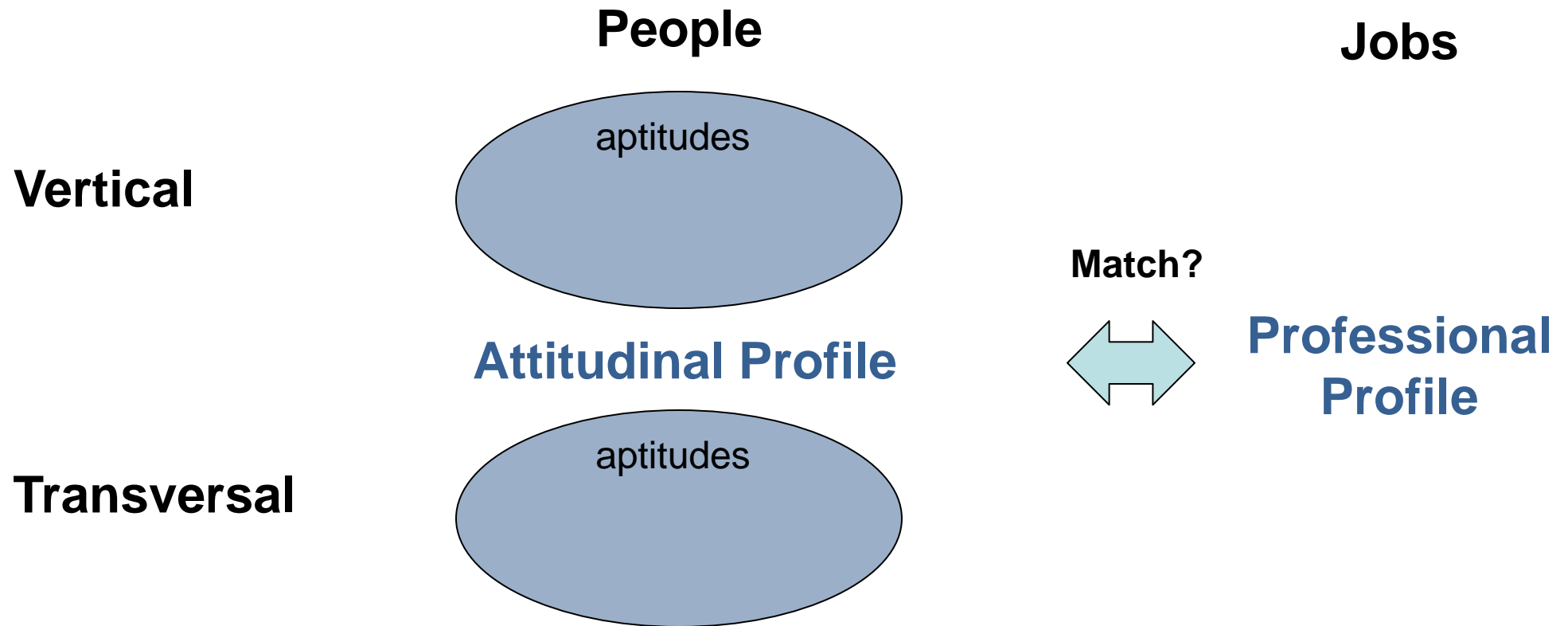
# Aptitudes

**Competences: knowledge + skills + aptitudes**



# Aptitudes

**Competences: knowledge + skills + aptitudes**



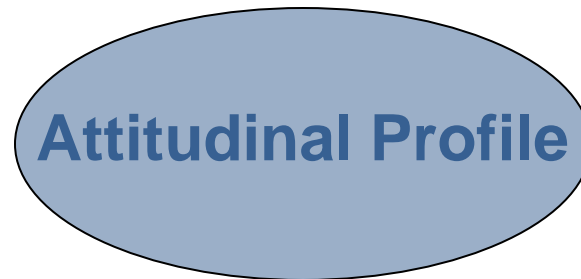
# Aptitudes

**Competences: knowledge + skills + aptitudes**

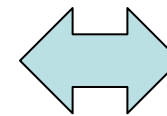
**People**

**Jobs**

**Vertical**



**Match?**



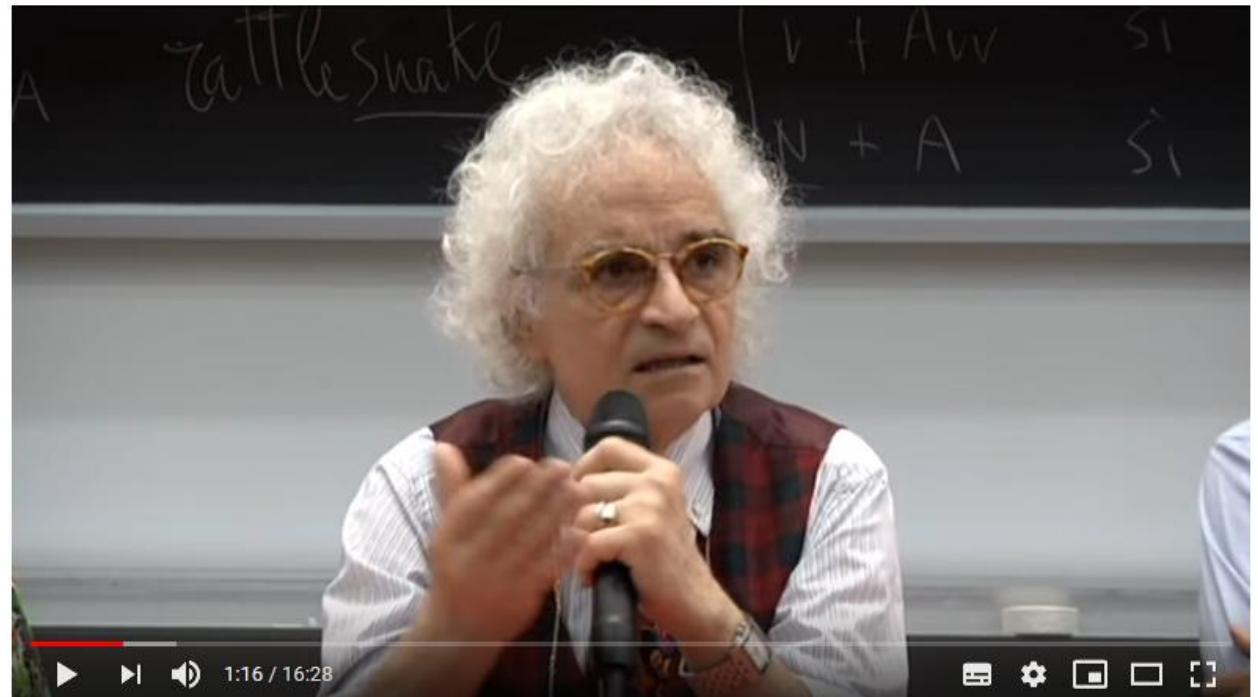
**Professional  
Profile**

**Transversal**

# Aptitudes

Atti2de

**Roberto Vaccani, SDA Univ. Bocconi**  
**Atti2de srl**



L'importanza della conoscenza delle proprie attitudini - Roberto Vaccani (Docente SDA Bocconi)

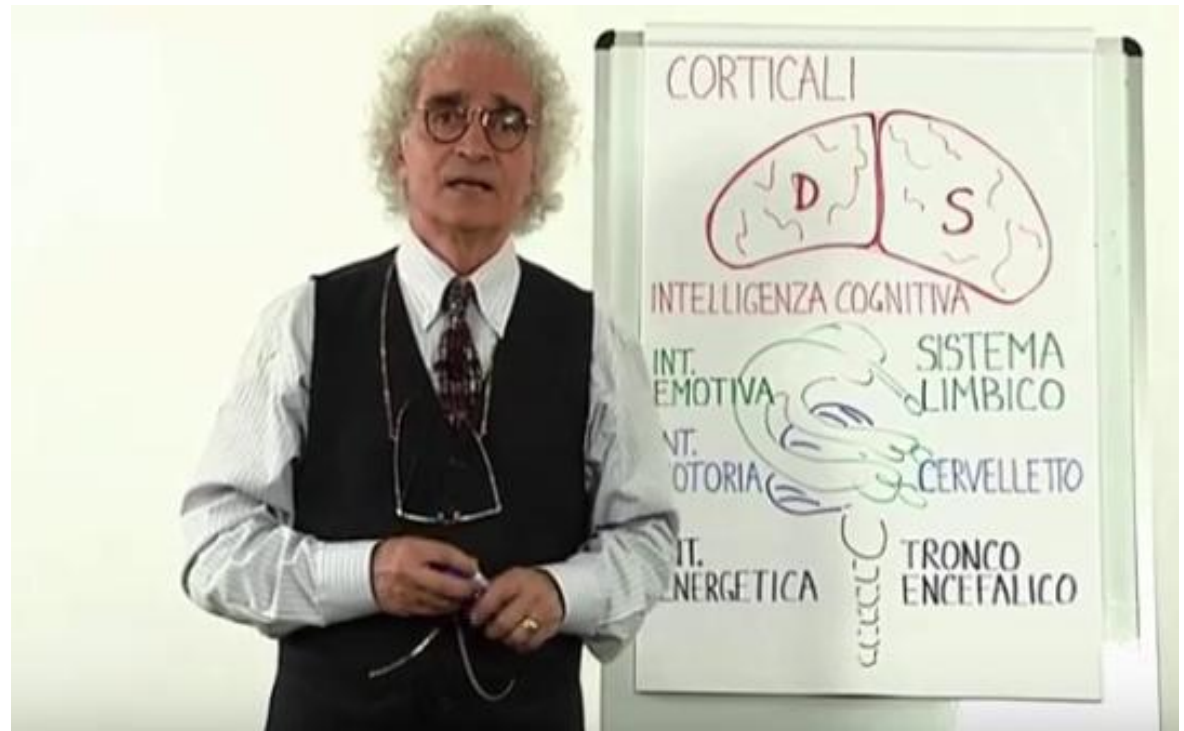


# Aptitudes

Atti2de

## MASPI Model

YouTube (16 sessions, 3-10 minutes each, in Italian)



# Aptitudes

Atti2de

**An interactive game (it takes about 20-25 min)**

→ Your attitudinal profile

→ Match with 50+ professional profiles

**Invitations sent this afternoon via email**

**Please perform the game  
tonight or  
during the week-end.**

**In all cases, no later than  
Wednesday, 10 am**



# Aptitudes

**Atti2de**

**Next Friday two people from Atti2de will be with us to discuss with you about your attitudinal profiles.**

**Consider preparing 5-6 slides to present next Friday in 5 minutes:**

- 1) Yourself
- 2) Your ambitions
- 3) Your attitudinal profile
- 4) The matches found
- 5) Your personal pov

**Registrations by Wed, 10 am via a google form on website**



# Aptitudes

Atti2de

**Next Friday two people from Atti2de will be with us to discuss with you about your attitudinal profiles.**

**Those performing the public speaking session next Friday will be exempt from the oral presentation and the discussion of the project at the exam (they just have to show up)**



# Attitudinal Profile

Atti2de

- **Strength & Energy**
  - **Emotional Expressiveness**
  - **Vertical / Horizontal**
  - **Analytical / Systemic**
  - **Limitation / Opportunities**
  - **Listening**
  - **Analysis**
  - **Project**
  - **Decision**
-

# Attitudinal Profile

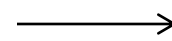
The logo for 'Atti2de' is displayed in a light blue rectangular box. The text 'Atti2de' is written in a bold, sans-serif font, with the number '2' in red and the letters 'Atti' and 'de' in grey.

- **Strength & Energy** → Determination, resilience
- **Emotional Expressiveness**
- **Vertical / Horizontal**
- **Analytical / Systemic**
- **Limitation / Opportunities**
- **Listening**
- **Analysis**
- **Project**
- **Decision**

# Attitudinal Profile

The logo for Atti2de, featuring the word "Atti2de" in a bold, sans-serif font. The "2" is red, and the "de" is grey. The logo is set against a light blue rectangular background.

- **Strength & Energy**
- **Emotional Expressiveness**
- **Vertical / Horizontal**
- **Analytical / Systemic**
- **Limitation / Opportunities**
- **Listening**
- **Analysis**
- **Project**
- **Decision**



Ability to express and recognise emotions, feelings



# Attitudinal Profile

The logo for Atti2de, featuring the word 'Atti2de' in a bold, sans-serif font. The '2' is red, and the 'de' is black. The logo is set against a light blue rectangular background.

- **Strength & Energy**
- **Emotional Expressiveness**
- **Vertical / Horizontal** →
- **Analytical / Systemic**
- **Limitation / Opportunities**
- **Listening**
- **Analysis**
- **Project**
- **Decision**

Vertical: predisposition to work in hierarchical organisations  
Horizontal: preference for environments where all are peers



# Attitudinal Profile

The logo for Atti2de, featuring the word "Atti2de" in a bold, sans-serif font. The "2" is red, and the "de" is grey. The logo is set against a light blue rectangular background.

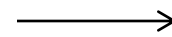
- **Strength & Energy**
- **Emotional Expressiveness**
- **Vertical / Horizontal**
- **Analytical / Systemic** →
- **Limitation / Opportunities**
- **Listening**
- **Analysis**
- **Project**
- **Decision**

Analytical: inclination to dig deep, look into details; passion for technical work  
Systemic: inclination to have a high-level view, an overall picture

# Attitudinal Profile

The logo for Atti2de, featuring the text "Atti2de" in a bold, sans-serif font. The "2" is red, and the "de" is black. The logo is set against a light blue rectangular background.

- **Strength & Energy**
- **Emotional Expressiveness**
- **Vertical / Horizontal**
- **Analytical / Systemic**
- **Limitation / Opportunities**
- **Listening**
- **Analysis**
- **Project**
- **Decision**

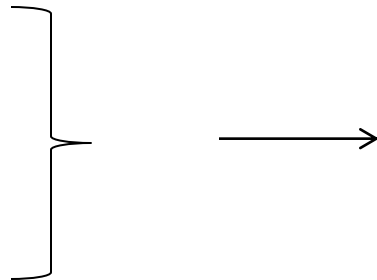


Limitation: predisposition to work in constrained context, and fulfil req.s  
Opportunities: ability to see beyond the horizon, possibly thinking out of the box

# Attitudinal Profile

**Atti2de**

- **Strength & Energy**
- **Emotional Expressiveness**
- **Vertical / Horizontal**
- **Analytical / Systemic**
- **Limitation / Opportunities**
- **Listening**
- **Analysis**
- **Project**
- **Decision**



The four steps  
of the decision process

# Attitudinal Profile

**Atti2de**

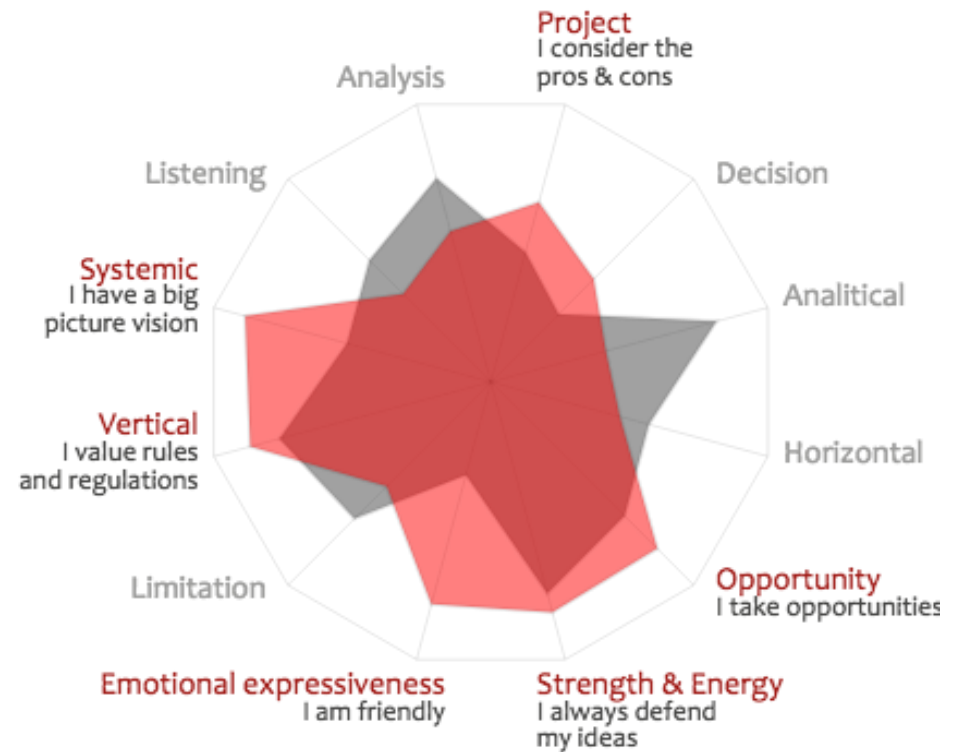
- **Strength & Energy**
- **Emotional Expressiveness**
- **Vertical / Horizontal**
- **Analytical / Systemic**
- **Limitation / Opportunities**
- **Listening**
- **Analysis**
- **Project**
- **Decision**



# Match



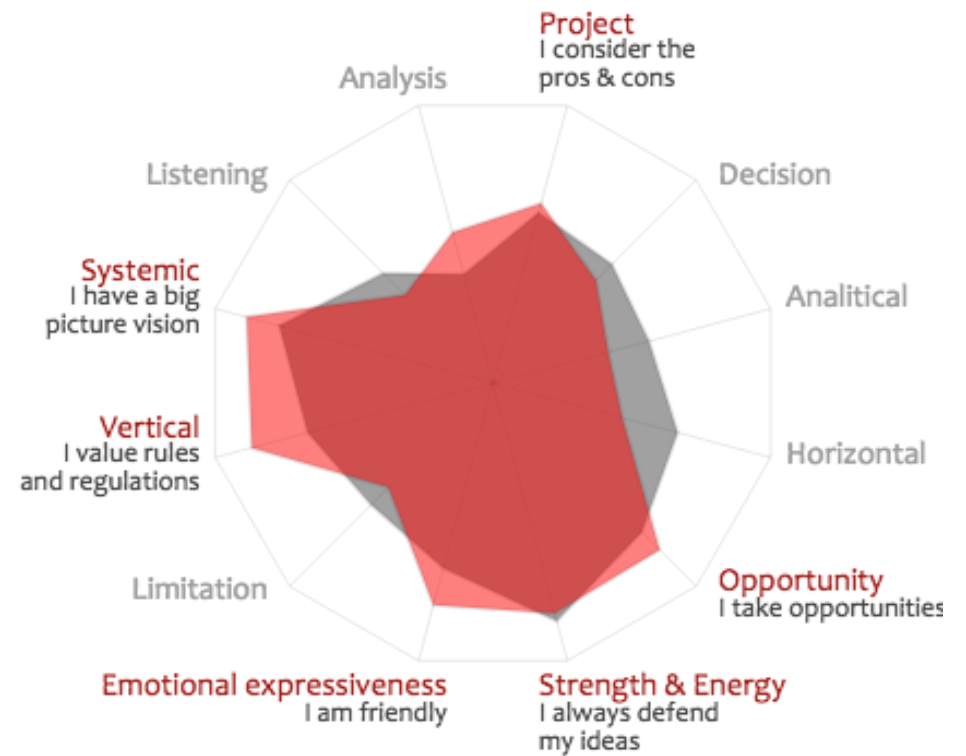
## Financial Analyst



# Match

**Atti2de**

## ICT Project Manager



# Reference Professional Profiles\*

- **Project Manager**
- **Innovation Manager**
  
- **System Engineer**
- **Design Engineer**
- **Production Engineer**
  
- **Quality Manager**
- **Sales Manager**

\* For the sake of simplicity of textual descriptions, in the next slides they are described as if the profile is for men (“He is ...”), but in fact they are gender agnostic. “He is ...” should be read as “He/She is ...”.

---

# Project Manager

**He considers the pros & cons, He has a big picture vision, He is friendly and He shares ideas with others, He takes opportunities, He always defends his ideas.**

He gathers information, he compares them and builds different scenarios. He dedicates instead less time to taking the decision itself.

He perceives connections among things, he connects different elements among them, he is able to deal with complexity trying not to lose details.

He is direct with people, cordial and sometimes he keeps a certain distance

He likes a lot open organizations, to compare himself with everybody, share decisions and working in a team. He nurtures his network of relationships, and he likes both to persuade and to be persuaded.

He is open to innovation, but he deals with it cautiously valuing the risks.

He likes to defend his position with energy, strength and determination appropriate to the context. He overcomes obstacles with enthusiasm, he knows how to manage conflicts and he pursues his goals.

---



# Innovation Manager

**He considers the pros & cons, He has a big picture vision, He is friendly and He shares ideas with others, He takes opportunities. He always defends his ideas.**

He gathers information, he compares them and builds different scenarios. He dedicates instead less time to taking the decision itself.

He perceives connections among things, he connects different elements among them, he is able to deal with complexity trying not to lose details.

In his relationships he is friendly, direct and open.

He likes a lot open organizations, to compare himself with everybody, share decisions and working in a team. He nurtures his network of relationships, and he likes both to persuade and to be persuaded.

He is attracted by innovation and new experiences, but he does not underestimate risks. He likes to defend his position with energy, strength and determination appropriate to the context. He overcomes obstacles with enthusiasm, he knows how to manage conflicts and he pursues his goals.

---

# System Engineer

**He considers the pros & cons, He pays attention to details, He is reserved and He shares ideas with others, He takes opportunities, He always defends his ideas.**

He gathers information, he compares them and builds different scenarios. He dedicates instead less time to taking the decision itself.

He concentrates a lot on what he does, he pays attention to details and analyzes the elements at play trying not to lose the big picture.

In his relationships he is friendly, but he keeps a certain distance.

He finds himself at ease both in structured contexts with clear roles and precise tasks, and in open organizations that give him the possibility to compare himself with everybody.

He is comfortable both in formal and in informal situations.

He is open to innovation, but he deals with it cautiously valuing the risks.

He likes to defend his position with energy, strength and determination appropriate to the context. He overcomes obstacles with enthusiasm, he knows how to manage conflicts and he pursues his goals.

---

# Design Engineer

**He considers the pros & cons, He pays attention to details, He is reserved and He values rules and regulations, He takes opportunities, He always defends his ideas.**

He plans and builds possible scenarios useful to decide. He quickly decides among different alternatives.

He concentrates a lot on what he does, he pays attention to details and analyzes them deeply and he does one thing at a time. He likes order, numbers and to define precise deadlines and priorities.

In his relationships he is friendly, but he keeps a certain distance.

He likes a lot well-structured organizations, clear roles, precise tasks and well-defined rules. He appreciates leaders that communicate balance and self-confidence.

He is attracted by innovation and new experiences, but he does not underestimate risks.

He likes to defend his position with energy, strength and determination appropriate to the context. He overcomes obstacles with enthusiasm, he knows how to manage conflicts and he pursues his goals.

---

# Production Engineer

**He researches why things occur, He pays attention to details, He is empathic He shares ideas with others, He evaluates the risks He always defends his ideas.**

He listens, gathers information and compares it. His decisions are the result of an efficient data gathering and analysis.

He concentrates on what he does and on the relationships among things trying not to lose details and the big picture.

He is always friendly, balanced and empathetic in all situations, even in unexpected and conflictual situations.

He likes a lot open organizations, where there is the possibility to compare oneself with everybody, but he can also adapt well to environments where there are rules and regulations.

He is practical and cautious, but he also knows how to recognize an opportunity.

He likes to defend his position with energy, strength and determination appropriate to the context. He overcomes obstacles with enthusiasm, he knows how to manage conflicts and he pursues his goals.

---

# Quality Manager

**He focuses & reflects on things, He pays attention to details, He is reserved He values rules and regulations, He evaluates the risks He always defends his ideas**

He listens, gathers information and compares it. His decisions are the result of an efficient data gathering and analysis.

He concentrates a lot on what he does, he pays attention to details and analyzes the elements at play trying not to lose the big picture.

In his relationships he is friendly, but he keeps a certain distance.

He likes a lot well-structured organizations, clear roles, precise tasks and well-defined rules. He appreciates leaders that communicate balance and self-confidence.

He is practical and cautious, but he also knows how to recognize an opportunity.

He is determined to defend his position only when he feels it is necessary and he only pursues goals that he considers essential.

---

# Sales Manager

**He focuses & reflects on things, He has a big picture vision, He is friendly and He shares ideas with others, He takes opportunities, He always defends his ideas.**

He gathers information and then takes action. His decisions are based on a sufficient amount of data and are quick.

He perceives connections among things, he connects different elements among them, he is able to deal with complexity trying not to lose details.

In his relationships he is friendly, direct and open.

He likes a lot open organizations, to compare himself with everybody, share decisions and working in a team. He nurtures his network of relationships, and he likes both to persuade and to be persuaded.

He is attracted by innovation and new experiences, but he does not underestimate risks. He likes to defend his position with energy, strength and determination appropriate to the context. He overcomes obstacles with enthusiasm, he knows how to manage conflicts and he pursues his goals.

---

# **Example of Slide Set for Public Speaking Session**

**Take them as a hint.**

**You may feel free to personalise the slide set.**

**In any case, no more than 5-6 slides  
(your time slot for presentation is 5 minutes)**

**The powerpoint slides will be available on website**

---

# Project Management and Soft Skills 2019

## My Own Aptitudes

**Your Name**  
**Your Nationality**

**Master Degree you are enrolled in**  
**Expected date of graduation**

You can use this slide to introduce you,  
if you wish you can summarise  
the key elements of your CV

---



## My ambition

What's your ambition/goal in professional life?

Anything you would like to tell that justifies why you have such an ambition, and/or that motivates why you believe you can reach it

---

## My Atti2de Profile

Summarise the key elements of your attitudinal profile, which you got as an outcome of the Atti2de test

Mention the matches with professional profiles, that you are willing to emphasise/discuss later

---

# My Atti2de Profile

Copy here the radar diagram you've got as an output and present it



## My Own Comments

Use this slide to criticise the outcome of the test, or to confirm you feel well represented by it, or whatever you want to express regarding the attitudinal profile emerged through the text.

---

Feel free to add one more slide if you wish,  
for any reason you may have.

---

**Atti2de**

**Please perform the game  
tonight or  
during the week-end.**

