

The role you were hired to do is only part of the role you need to become capable of doing.

SECTION 01

What do you believe an MSP program manager is responsible for?

[illegible]

■ Less than half

Job You Haven't Been Shown

SECTION 02

THE JOB YOU HAVEN'T BEEN SHOWN

The complete MSP program manager role extends beyond managing delivery. It requires capability across four areas. For each one, identify what your current role, training, or experience has — and has not — prepared you to do.

01 —BUSINESS MANAGEMENT

What do you need to understand about the customer's business, priorities, outcomes, economics, or executive expectations that isn't part of your traditional PM work?

What I have already developed:

What I haven't been shown:

02 —INTERNAL BUSINESS PROCESS

What do you need to know about navigating your own MSP — resources, priorities, escalation, influence, and cross-functional alignment?

What I have already developed:

What I haven't been shown:

03 —CUSTOMER & BUSINESS RELATIONSHIP MANAGEMENT

What do you need to do beyond fulfilling the contract to build confidence, manage expectations, protect the relationship, and recognize risk or opportunity?

What I have already developed:

What I haven't been shown:

04 —LEARNING & GROWTH

What capabilities do you need to deliberately build to become ready for a larger role, rather than waiting for experience to accumulate?

What I have already developed:

What I haven't been shown:

WHAT CAN YOU SEE NOW?

The part of the role I was best prepared for:

The part of the role I have been least prepared for:

One capability I need to deliberately develop:

The gap isn't necessarily what you can't do. It's what nobody ever showed you was part of the job.

WHAT TO DO NEXT

Take the Complete MSP Program Manager Self-Assessment. Use it to determine whether the gap you identified is in Knowledge, Skills, Behaviors, or Experience — and how it compares across all four areas.