

The CSM role is “multi-faceted,” as **CSMs** cover different knowledge domains—from hands-on technical aspects to commercial, business-driven responsibilities.

I created a skills and capabilities model based on four CSM profiles:

- The “**Project Manager**”
- The “**Data analytics**”
- The “**Domain expert/Trusted Advisor**”
- The “**Negotiator**”

The Playbook suggests a list of questions for CS leaders to assess the Project management experience of a CSM.

- **“Describe a situation (or a project) where you had to break down the scope into multiple activities.”**

The motivation: We wish to understand the experience when addressing a significant scope of a project. Moreover, they split into multiple discrete, easy-to-manage components.

- **“Share an example of a project in which you and the customer split the activities between the two teams. What were your team's responsibilities, and what were the customer's responsibilities?”**

The motivation: This question checks the candidate's ability to manage (in parallel) internal and external tasks owned by different teams.

- **“Give an example of customer escalation during the project. How did you handle it?”**

The motivation: Check the experience handling escalations and managing difficult discussions.

- **“Your team is about to miss a critical project milestone. How would you handle it?”**

The motivation: check if the candidate can establish the reasons for the delay first before communicating with the customer.

- **“Please share a few criteria that you deem effective when prioritizing project tasks and activities.”**

The motivation: check if the candidate can demonstrate a broader view when managing parallel activities and the ability to focus on the critical path of a project.

- **Please share an example of a high-impact risk you identified during a project. How did you mitigate it?”**
- The motivation: check if the candidate can demonstrate experience in identifying, managing and mitigating risks during a project.