



# **IPMA Level A and B Project Report and Matrix Template**

<b>Candidate Name:</b>	
<b>IPMA Level Applied for:</b>	
<b>Date:</b>	

## 1 Chapter 1 – Introduction to the Candidate

Candidates should use this chapter to describe themselves as project leaders. How they use personal integrity, communication, engagement to ensure project success and how they went about building relationships with others.

### 1.1 Paragraph 1 (4.4.2. Personal Integrity and Reliability):

*You should describe how you acknowledged and applied ethical values to all decisions and action, how you promoted sustainable outputs and outcomes. Explain here how you took responsibility for your own decisions and actions and how you acted on these and communicated them to others in a consistent way.*

4.4.2	Personal integrity and reliability	
.1	Acknowledge and apply ethical values to all decisions and actions	
.2	Promote the sustainability of outputs and outcomes	
.3	Take responsibility for one's own decisions and actions	
.4	Act, take decisions, and communicate in a consistent way	
.5	Complete tasks thoroughly in order to build confidence with others	

### 1.2 Paragraph 2 (4.4.3. Personal Communication):

*You should explain how you provided clear and structured information to others and ensured they understood their objectives. How did you choose your communication styles to meet the needs of the audience, situation and management level, what was your communication plan. How did you adapt to communications with teams virtually, facilitated and promoted open communication and how you used your personality and sense of perspective in your communications.*

4.4.3	Personal communication	
.1	Provide clear and structured information to others and verify their understanding	
.2	Facilitate and promote open communication	
.3	Choose communication styles and channels to meet the needs of the audience, situation, and management level	
.4	Communicate effectively with virtual teams	
.5	Employ humour and sense of perspective when appropriate	

### 1.3 Paragraph 3 (4.4.4. Relations and Engagement):

*You should explain here how you initiated and developed personal and professional relations, how you demonstrated empathy through listening, understanding and support and show confidence and respect to others by encouraging them to share their opinions or concerns. Explain how you shared your own vision and goals to gain the commitment from others.*

4.4.4	Relations and engagement	
.1	Initiate and develop personal and professional relations	
.2	Build, facilitate, and contribute to social networks	
.3	Demonstrate empathy through listening, understanding, and support	
.4	Show confidence and respect by encouraging others to share their opinions or concerns	
.5	Share one's own vision and goals in order to gain the engagement and commitment of others	

## 2 Chapter 2 – Introduction to the Project

Candidates should introduce their roles and responsibilities, provide a brief introduction to the organisation referred to in this report and outline the governance and compliance arrangements.

### 2.1 Paragraph 1 (4.5.5. Organisation and Information):

*You should explain how you determined the needs of the stakeholders relating to information and documentation and how you implemented, monitored and maintained the organisation of the project. You should also explain how you established infrastructure, processes and systems for information flow. You should explain how you defined the structure, roles and responsibilities within the project.*

*\* Types of evidence you could reference in your written evidence:*

- *Stakeholder RACI*
- *Stakeholder communications plan*
- *Organisational chart*
- *Project Responsibilities*

4.5.5	Organization and information	
.1	Assess and determine the needs of stakeholders relating to information and documentation	
.2	Define the structure, roles, and responsibilities within the project	
.3	Establish infrastructure, processes, and systems for information flow	
.4	Implement, monitor, and maintain the organization of the project	

### 2.2 Paragraph 2 (4.3.2. Governance, structures and processes):

*Within your introduction you should explain how your project governance structures and processes align with your organisations*

- *Project supporting functions,*
- *human resources and functions,*
- *finance and control processes and functions,*
- *decision making,*
- *reporting structures,*
- *quality requirements.*

4.3.2	Governance, structures, and processes	
.1	Know the principles of project management and the way they are implemented	
.2	Align the project with the project supporting function	
.3	Align the project with the organization's decision making, reporting structures, and quality requirements	
.4	Align the project with the organization's human resource processes and functions	
.5	Align the project with the organization's finance and control processes and functions	

### 2.3 Paragraph 3 (4.3.3. Compliance, standards and regulations):

*How you identified and ensured your project complies with*

- *all relevant legislations,*
- *codes of conduct,*
- *professional regulations,*
- *health and safety,*
- *environmental regulations.*

*Here you should explain how you assessed, used and developed professional standards and tools for the project and how you assessed, benchmarked and improved the organisations project management competence.*

*You should briefly explain here if/how your project fits within a programme or portfolio and show you understand the relationship between project, programme and portfolio. You should provide reference to your organisational chart to identify how you and your project(s) fit within the wider organisation.*

<b>4.3.3</b>	<b>Compliance, standards, and regulations</b>	
<b>.1</b>	Identify, and ensure that the project complies with, all relevant legislation	
<b>.2</b>	Identify, and ensure that the project complies with, all relevant health, safety, security, and environmental regulations (HSSE)	
<b>.3</b>	Identify, and ensure that the project complies with, all relevant codes of conduct and professional regulation	
<b>.4</b>	Identify, and ensure that the project complies with, relevant sustainability principles and objectives	
<b>.5</b>	Assess, use, and develop professional standards and tools for the project	
<b>.6</b>	Assess, benchmark, and improve the organization's project management competence	

### 3 Chapter 3 – Project Background

Candidates should provide a detailed description of the project’s roles, key stakeholders, scope and key objectives, project, programme or portfolio organisations and any associated resources that the candidate was responsible for, for each project, programme or portfolio submitted for assessment.

#### 3.1 Paragraph 1 (4.5.1. Design):

*You should explain the project execution architecture and how you acknowledged and prioritised success in the project stages. You should explain how you used lessons learned from other projects. Explain which factors influenced the complexity and the consequences of your project approach.*

*\* Types of evidence you could reference in your written evidence:*

- *Project Management Plan*
- *Original business case*
- *Scope document*
- *Change Log*

4.5.1	Project design	
.1	Acknowledge, prioritize, and review success criteria	
.2	Review, apply, and exchange lessons learned from and with other projects	
.3	Determine complexity and its consequences for the approach	
.4	Select and review the overall project management approach	
.5	Design the project execution architecture	

#### 3.2 Paragraph 2 (4.5.12. Stakeholders):

*You should explain how you identified and analysed your stakeholder interests and how they influenced your project. You should explain how you developed and maintained a stakeholder strategy and communication plan and how you engage with the executive, sponsors and higher management to gain commitment as well as manage their interests and expectations. You should also explain how you engaged with users, partners, suppliers and other stakeholders to gain their cooperation and commitment.*

*\* Types of evidence you could reference in your written evidence:*

- *Stakeholder strategy plan*
- *Stakeholder communications plan/log*
- *Communications plan*

4.5.12	Stakeholders	
.1	Identify stakeholders, and analyse their interests and influence	
.2	Develop and maintain a stakeholder strategy and communication plan	
.3	Engage with the executive, sponsors, and higher management to gain commitment and to manage interests and expectations	
.4	Engage with users, partners, and suppliers to gain their cooperation and commitment	
.5	Organize and maintain networks and alliances	

### 3.3 Paragraph 3 (4.3.1. Strategy):

*You should explain the project strategy, how this aligns with your organisational mission and vision and how did you identify and exploit opportunities to influence the strategy. You should also describe how you developed the projects strategy to ensure its ongoing validity and explain how you determined, assessed and reviewed critical success.*

*\* Types of evidence you could reference in your written evidence:*

- *Critical Path*
- *Work Breakdown Structure*
- *Product Breakdown Structure*

4.3.1	Strategy	
.1	Align with organizational mission and vision	
.2	Identify and exploit opportunities to influence organizational strategy	
.3	Develop and ensure the ongoing validity of the business/organizational justification	
.4	Determine, assess, and review critical success factors	
.5	Determine, assess, and review key performance indicators	

### 3.4 Paragraph 4 (4.3.5. Culture and values):

*You should explain how you assessed the culture and values of society and the informal cultures and values of your organisation and the implications these had on your project.*

4.3.5	Culture and values	
.1	Assess the culture and values of society and their implications for the project	
.2	Align the project with the formal culture and values of the organization	
.3	Assess the informal culture and values of the organization and their implications for the project	

### 3.5 Paragraph 5 (4.5.3. Scope):

*You should define the project deliverables and explain the difference between them and the project goals and how you established and maintained the project scope. How you applied the principles and defined your work breakdown structure (WBS).*

4.5.3	Scope	
.1	Define the project deliverables	
.2	Structure the project scope	
.3	Define the work packages of the project	
.4	Establish and maintain scope configuration	

### 3.6 Paragraph 6 (4.5.4. Time):

*You should explain how you defined the required activities of this project, how you determined the work effort and duration and how you sequenced these activities and created a schedule. How you decided on the schedule and phasing and how you monitored this and made any necessary adjustments.*

*\* Types of evidence you could reference in your written evidence:*

- *Project Phases*
- *Schedule*
- *Change Control procedures and logs*
- *Gantt charts*

4.5.4	Time	
.1	Define the activities required to deliver the project	
.2	Determine the work effort and duration of activities	
.3	Decide on schedule and phasing approach	
.4	Sequence project activities and create a schedule	
.5	Monitor progress against the schedule and make any necessary adjustments	

### 3.7 Paragraph 7 (4.5.7. Finance):

*You should use this paragraph to explain how you developed, established and maintained a financial management and reporting system for the project, how you estimated project cost, establish the project budget and secured project funding. Here you should explain how you monitored the project financials in order to identify and correct deviations from the project plan.*

*\* Types of evidence you could reference in your written evidence:*

- *Financial plan*
- *Budget controls*
- *Estimating tools*
- *Project business case*
- *Project financial plan*
- *Post project closure reviews*

4.5.7	Finance	
.1	Estimate project costs	
.2	Establish the project budget	
.3	Secure project funding	
.4	Develop, establish, and maintain a financial management and reporting system for the project	
.5	Monitor project financials in order to identify and correct deviations from the project plan	

### 3.8 Paragraph 8 (4.4.6. Teamwork):

*You should explain how you selected and built your team for this project, how you promoted cooperation and networking between team members and empowered them by delegating tasks and responsibilities. You should describe how you reviewed the team's development and how you recognised errors to facilitate learning from mistakes.*

*\* Types of evidence you could reference in your written evidence:*

- *Project reviews*
- *Team reviews*

4.4.6	Teamwork	
.1	Select and build the team	
.2	Promote cooperation and networking between team members	
.3	Support, facilitate, and review the development of the team and its members	
.4	Empower teams by delegating tasks and responsibilities	
.5	Recognize errors to facilitate learning from mistakes	

## 4 Chapter 4 – Project Delivery

Candidates should use this chapter to tell the story of how the project commenced, how they planned the project, its resources and information. This should set the base for the next chapter on management challenges.

### 4.1 Paragraph 1 (4.5.8. Resources):

*You should describe how you identified project resource requirements based on resource forecast and how you defined the amount of quality of the resources required. You should describe how engaged with resource providers and negotiated resource availability and how did you negotiate resource conflicts. You should also describe how you evaluate resource usage and what corrective actions did you take.*

*\* Types of evidence you could reference in your written evidence:*

- *Resource Plan.*
- *Change Control*

4.5.8	Resources	
.1	Develop a strategic resource plan to deliver the project	
.2	Define the quality and quantity of resources required	
.3	Identify the potential sources of resources, and negotiate their acquisition	
.4	Allocate and distribute resources according to defined need	
.5	Evaluate resource usage and take any necessary corrective actions	

### 4.2 Paragraph 2 (4.5.2. Requirements and Objectives):

*You should explain how you identified and analysed the project stakeholder needs and requirements. You should explain how this might have influenced your project goal hierarchy and how did you prioritise and decide on the requirements and acceptance criteria for the stakeholder needs requirements.*

*\* Types of evidence you could reference in your written evidence:*

- *Stakeholder RACI*
- *Stakeholder communications plan*
- *Project organisational chart.*
- *Governance plan*

4.5.2	Requirements and objectives	
.1	Define and develop the project goal hierarchy	
.2	Identify and analyse project stakeholder needs and requirements	
.3	Prioritize and decide on requirements and acceptance criteria	

### 4.3 Paragraph 3 (4.5.9. Procurement):

*You should use this paragraph to explain how you went about establishing procurement needs, undertook selection and agreement of contracts to meet project objectives. Explain how you monitored and resolved contractual issues.*

*\* Types of evidence you could reference in your written evidence:*

- *Procurement policy*
- *Contracts*

<b>4.5.9</b>	<b>Procurement</b>	
.1	Agree on procurement needs, options, and processes	
.2	Contribute to the evaluation and selection of suppliers and partners	
.3	Contribute to the negotiation and agreement of contractual terms and conditions that meet project objectives	
.4	Supervise the execution of contracts, address issues, and seek redress where necessary	

#### 4.4 Paragraph 4 (4.4.9. Negotiation):

*You should explain how you analysed needs and negotiated with stakeholders to achieve project objectives and reaching agreements. Describe your strategy for negotiation and how you created additional opportunities.*

*\* Types of evidence you could reference in your written evidence:*

- *Stakeholder RACI*

<b>4.4.9</b>	<b>Negotiation</b>	
.1	Identify and analyse the interests of all parties involved in the negotiation	
.2	Develop and evaluate options and alternatives with the potential to meet the needs of all parties	
.3	Define a negotiation strategy in line with one's own objectives that is acceptable to all parties involved	
.4	Reach negotiated agreements with other parties that are in line with one's own objectives	
.5	Detect and exploit additional selling and acquisition possibilities	

## 5 Chapter 5 – Management challenges

Candidates should provide an overview of the management challenges throughout the project, programme or portfolio period they are reporting.

Candidate should ensure they address

- their management and leadership challenges with respect to others
- how these were acted upon and the results achieved
- a reflection of lessons learned

The following CE have a summary of KCIs, if the candidate can evidence experience based on the paragraph prompts below and summarise their management challenges, how they acted upon them and reflect on lessons learned they will be able to meet the maximum coverage of KCIs in your report.

### 5.1 Paragraph 1 (4.5.10. Plan and Control):

*You should use this paragraph to explain how you started, developed and agreed the project management plan. Explain how you reported on project progress and initiate and manage the transition to a new project phase. How you controlled project performance against the project plan and how you took any necessary corrective measures. How did you assess, agree and implement project changes. You should explain how you closed and evaluated a phase or the project.*

*\* Types of evidence you could reference in your written evidence:*

- *Change process/log*
- *Project schedule*

4.5.10	Plan and control	
.1	Start the project, and develop and get agreement on the project management plan	
.2	Initiate and manage the transition to a new project phase	
.3	Control project performance against the project plan and take any necessary corrective actions	
.4	Report on project progress	
.5	Assess, get agreement on, and implement project changes	
.6	Close and evaluate a phase or the project	

### 5.2 Paragraph 2 (4.5.11. Risk and Opportunity):

*You should describe how you identified risk and opportunities in the project and how you documented them, assessed the probability and impact of these and how you monitored and controlled the implementation of a response plan the risks and opportunities. You should also describe how you evaluated your responses to the risks and opportunities, including your own strengths and weaknesses in your responses.*

*\* Types of evidence you could reference in your written evidence:*

- *Risk management plan.*
- *Issue management plan/log*

4.5.11	Risk and opportunity	
.1	Develop and implement a risk management framework	
.2	Identify risks and opportunities	
.3	Assess the probability and impact of risks and opportunities	
.4	Select strategies and implement response plans to address risks and opportunities	
.5	Evaluate and monitor risks, opportunities, and implemented responses	

### 5.3 Paragraph 3 (4.4.7. Conflict and Crisis):

*You should describe how you anticipated and possibly prevent conflicts and crisis, how you analysed the causes and consequences and selected the appropriate response. You should also describe if you had to mediate and resolve a conflict or crisis and what the impact of this had on your project. You should explain how you identify and share learnings from conflicts and crisis in order to improve future practices.*

4.4.7	Conflict and crisis	
.1	Anticipate and possibly prevent conflicts and crises	
.2	Analyse the causes and consequences of conflicts and crises and select appropriate response(s)	
.3	Mediate and resolve conflicts and crises and/or their impact	
.4	Identify and share learning from conflicts and crises in order to improve future practice	

### 5.4 Paragraph 4 (4.5.13. Change and Transformation):

*You should explain how you identified requirement and transform opportunities within your project and how you assessed the adaptability to change of your organisation. You should also explain how you developed a change or transformation strategy and how you implemented this in your project.*

4.5.13	Change and transformation	
.1	Assess the adaptability to change of the organization(s)	
.2	Identify change requirements and transformation opportunities	
.3	Develop change or transformation strategy	
.4	Implement change or transformation management strategy	

### 5.5 Paragraph 5 (4.5.6. Quality):

*You should explain how you developed, monitored the implementation of and maintained a quality management plan, how you reviewed the project and its deliverables to ensure they continued to meet the requirements of the quality management plan. You should also describe how you planned and organised the validity of the project outcomes whilst ensuring the quality throughout. Lastly how you verified the achievements of the project quality, describe if you recommended any corrective and/or preventative measures and how you managed this.*

*\* Types of evidence you could reference in your written evidence:*

- o *Quality management plan*

4.5.6	Quality	
.1	Develop, monitor the implementation of, and maintain a quality management plan for the project	
.2	Review the project and its deliverables to ensure that they continue to meet the requirements of the quality management plan	
.3	Verify the achievement of project quality objectives and recommend any necessary corrective and/or preventative actions	
.4	Plan and organize the validation of project outcomes	
.5	Ensure quality throughout the project	

### 5.6 Paragraph 6 (4.4.5. Leadership):

*You should describe how you proactively offered help and advice to others and how you coached and mentored team members to improve their capabilities. You should also describe how you looked for ways to improve the project processes and how you reflected on past situations to improve your decisions. As a leader you should also describe how you took ownership of project goals and showed commitment, as well as how you exerted appropriate power and influence over others to achieve project goals.*

<b>4.4.5</b>	<b>Leadership</b>	
.1	Initiate actions and proactively offer help and advice	
.2	Take ownership and show commitment	
.3	Provide direction, coaching, and mentoring to guide and improve the work of individuals and teams	
.4	Exert appropriate power and influence over others to achieve project goals	
.5	Make, enforce, and review decisions	

**5.7 Paragraph 7 (4.3.4. Power and Interest):**

*You should describe how you assessed the personal ambitions and interests of others, the informal influence of individuals and groups and the personalities and working styles of others and how this impacted on your project.*

<b>4.3.4</b>	<b>Power and interest</b>	
.1	Assess the personal ambitions and interests of others and the potential impact of these on the project	
.2	Assess the informal influence of individuals and groups and its potential impact on the project	
.3	Assess the personalities and working styles of others and employ them to the benefit of the project	

## 6 Chapter 6 – Reflective Summary

Candidates should use this chapter to reflect on their own experiences of the project and what lessons will they take to the next project.

### 6.1 Paragraph 1 (4.4.8 Resourcefulness)

*You should describe how you created an environment which was open and creative. How you analysed situations and applied critical thinking. What drivers did you have and how you went about improving decision making.*

*\* Types of evidence you could reference in your written evidence:*

- *Project reviews*
- *Lessons learned*

4.4.8	Resourcefulness	
.1	Stimulate and support an open and creative environment	
.2	Apply conceptual thinking to define situations and strategies	
.3	Apply analytic techniques to analysing situations and financial and organizational data and trends	
.4	Promote and apply creative techniques to find alternatives and solutions	
.5	Promote a holistic view of the project and its context to improve decision-making	

### 6.2 Paragraph 1 (4.4.1. Self-reflection and self-management):

*Describe what went well, what did not go well and how you dealt with these factors. Reflect on yourself as a project manager and what you have learned that you will take forward into your next project and how did you measure your own performance in the project. You should describe how you identified and reflected on the ways in which your own values and experiences affected your work. How you organised your personal work and how you built self-confidence in your personal strength and weaknesses. Explain here how you took responsibility for your own personal learning and development.*

*\*Types of evidence you could reference in your written evidence:*

- *Peer reviews*
- *Lessons learned post project closure*
- *Project reports and presentations*
- *Continuing Personal Development (CPD) log*
- *Strengths, Weakness, opportunities and Threats assessment (SWOT)*
- *Any qualifications completed during the last 5 years*

4.4.1	Self-reflection and self-management	x
.1	Identify, and reflect on, the ways in which one's own values and experiences affect the work	
.2	Build self-confidence on the basis of personal strengths and weaknesses	
.3	Identify, and reflect on, personal motivations to set personal goals and keep focus	
.4	Organize personal work depending on the situation and one's own resources	
.5	Take responsibility for personal learning and development	

### 6.3 Paragraph 3 (4.4.10. Results Orientation):

*You should describe how you evaluated all decisions and actions against the impact on the project success and the organisations objectives and what balance was needed to optimize outcomes and success. You should explain how you created and maintained a healthy, safe and productive working environment and how you promoted and 'sold' the project, its processes and outcomes.*

\* *Types of evidence you could reference in your written evidence:*

- *Project reviews*
- *Lessons learned*
- *Review of benefit realisation*

<b>4.4.10 Results orientation</b>		
<b>.1</b>	Evaluate all decisions and actions against their impact on project success and the objectives of the organization	
<b>.2</b>	Balance needs and means to optimize outcomes and success	
<b>.3</b>	Create and maintain a healthy, safe, and productive working environment	
<b>.4</b>	Promote and 'sell' the project and its processes and outcomes	
<b>.5</b>	Deliver results and get acceptance	

## 7 Closing statement and signature

*“I hereby confirm that the narrative content of this report is entirely my own work, and that I was not assisted by any other person.”*

Name:		Date:	
Signed:			

## 7.1 Competence Element/Key Competence Indicator Matrix

Please reference the page number and use the matrix below to confirm you have evidenced against the CE or KCI in this report.

	Perspective Competence Elements	Page No.
<b>4.3.1</b>	<b>Strategy</b>	
.1	Align with organizational mission and vision	
.2	Identify and exploit opportunities to influence organizational strategy	
.3	Develop and ensure the ongoing validity of the business/organizational justification	
.4	Determine, assess, and review critical success factors	
.5	Determine, assess, and review key performance indicators	
<b>4.3.2</b>	<b>Governance, structures, and processes</b>	
.1	Know the principles of project management and the way they are implemented	
.2	Align the project with the project supporting function	
.3	Align the project with the organization's decision making, reporting structures, and quality requirements	
.4	Align the project with the organization's human resource processes and functions	
.5	Align the project with the organization's finance and control processes and functions	
<b>4.3.3</b>	<b>Compliance, standards, and regulations</b>	
.1	Identify, and ensure that the project complies with, all relevant legislation	
.2	Identify, and ensure that the project complies with, all relevant health, safety, security, and environmental regulations (HSSE)	
.3	Identify, and ensure that the project complies with, all relevant codes of conduct and professional regulation	
.4	Identify, and ensure that the project complies with, relevant sustainability principles and objectives	
.5	Assess, use, and develop professional standards and tools for the project	
.6	Assess, benchmark, and improve the organization's project management competence	
<b>4.3.4</b>	<b>Power and interest</b>	
.1	Assess the personal ambitions and interests of others and the potential impact of these on the project	
.2	Assess the informal influence of individuals and groups and its potential impact on the project	
.3	Assess the personalities and working styles of others and employ them to the benefit of the project	
<b>4.3.5</b>	<b>Culture and values</b>	
.1	Assess the culture and values of society and their implications for the project	
.2	Align the project with the formal culture and values of the organization	
.3	Assess the informal culture and values of the organization and their implications for the project	
	<b>People Competence Elements</b>	
<b>4.4.1</b>	<b>Self-reflection and self-management</b>	
.1	Identify, and reflect on, the ways in which one's own values and experiences affect the work	
.2	Build self-confidence on the basis of personal strengths and weaknesses	
.3	Identify, and reflect on, personal motivations to set personal goals and keep focus	
.4	Organize personal work depending on the situation and one's own resources	
.5	Take responsibility for personal learning and development	
<b>4.4.2</b>	<b>Personal integrity and reliability</b>	
.1	Acknowledge and apply ethical values to all decisions and actions	
.2	Promote the sustainability of outputs and outcomes	
.3	Take responsibility for one's own decisions and actions	
.4	Act, take decisions, and communicate in a consistent way	
.5	Complete tasks thoroughly in order to build confidence with others	
<b>4.4.3</b>	<b>Personal communication</b>	
.1	Provide clear and structured information to others and verify their understanding	
.2	Facilitate and promote open communication	

.3	Choose communication styles and channels to meet the needs of the audience, situation, and management level	
.4	Communicate effectively with virtual teams	
.5	Employ humour and sense of perspective when appropriate	
<b>4.4.4</b>	<b>Relations and engagement</b>	
.1	Initiate and develop personal and professional relations	
.2	Build, facilitate, and contribute to social networks	
.3	Demonstrate empathy through listening, understanding, and support	
.4	Show confidence and respect by encouraging others to share their opinions or concerns	
.5	Share one's own vision and goals in order to gain the engagement and commitment of others	
<b>4.4.5</b>	<b>Leadership</b>	
.1	Initiate actions and proactively offer help and advice	
.2	Take ownership and show commitment	
.3	Provide direction, coaching, and mentoring to guide and improve the work of individuals and teams	
.4	Exert appropriate power and influence over others to achieve project goals	
.5	Make, enforce, and review decisions	
<b>4.4.6</b>	<b>Teamwork</b>	
.1	Select and build the team	
.2	Promote cooperation and networking between team members	
.3	Support, facilitate, and review the development of the team and its members	
.4	Empower teams by delegating tasks and responsibilities	
.5	Recognize errors to facilitate learning from mistakes	
<b>4.4.7</b>	<b>Conflict and crisis</b>	
.1	Anticipate and possibly prevent conflicts and crises	
.2	Analyse the causes and consequences of conflicts and crises and select appropriate response(s)	
.3	Mediate and resolve conflicts and crises and/or their impact	
.4	Identify and share learning from conflicts and crises in order to improve future practice	
<b>4.4.8</b>	<b>Resourcefulness</b>	
.1	Stimulate and support an open and creative environment	
.2	Apply conceptual thinking to define situations and strategies	
.3	Apply analytic techniques to analysing situations and financial and organizational data and trends	
.4	Promote and apply creative techniques to find alternatives and solutions	
.5	Promote a holistic view of the project and its context to improve decision-making	
<b>4.4.9</b>	<b>Negotiation</b>	
.1	Identify and analyse the interests of all parties involved in the negotiation	
.2	Develop and evaluate options and alternatives with the potential to meet the needs of all parties	
.3	Define a negotiation strategy in line with one's own objectives that is acceptable to all parties involved	
.4	Reach negotiated agreements with other parties that are in line with one's own objectives	
.5	Detect and exploit additional selling and acquisition possibilities	
<b>4.4.10</b>	<b>Results orientation</b>	
.1	Evaluate all decisions and actions against their impact on project success and the objectives of the organization	
.2	Balance needs and means to optimize outcomes and success	
.3	Create and maintain a healthy, safe, and productive working environment	
.4	Promote and 'sell' the project and its processes and outcomes	
.5	Deliver results and get acceptance	
	<b>Practice Competence Elements</b>	
<b>4.5.1</b>	<b>Project design</b>	
.1	Acknowledge, prioritize, and review success criteria	
.2	Review, apply, and exchange lessons learned from and with other projects	
.3	Determine complexity and its consequences for the approach	
.4	Select and review the overall project management approach	
.5	Design the project execution architecture	

<b>4.5.2</b>	<b>Requirements and objectives</b>	
.1	Define and develop the project goal hierarchy	
.2	Identify and analyse project stakeholder needs and requirements	
.3	Prioritize and decide on requirements and acceptance criteria	
<b>4.5.3</b>	<b>Scope</b>	
.1	Define the project deliverables	
.2	Structure the project scope	
.3	Define the work packages of the project	
.4	Establish and maintain scope configuration	
<b>4.5.4</b>	<b>Time</b>	
.1	Define the activities required to deliver the project	
.2	Determine the work effort and duration of activities	
.3	Decide on schedule and phasing approach	
.4	Sequence project activities and create a schedule	
.5	Monitor progress against the schedule and make any necessary adjustments	
<b>4.5.5</b>	<b>Organization and information</b>	
.1	Assess and determine the needs of stakeholders relating to information and documentation	
.2	Define the structure, roles, and responsibilities within the project	
.3	Establish infrastructure, processes, and systems for information flow	
.4	Implement, monitor, and maintain the organization of the project	
<b>4.5.6</b>	<b>Quality</b>	
.1	Develop, monitor the implementation of, and maintain a quality management plan for the project	
.2	Review the project and its deliverables to ensure that they continue to meet the requirements of the quality management plan	
.3	Verify the achievement of project quality objectives and recommend any necessary corrective and/or preventive actions	
.4	Plan and organize the validation of project outcomes	
.5	Ensure quality throughout the project	
<b>4.5.7</b>	<b>Finance</b>	
.1	Estimate project costs	
.2	Establish the project budget	
.3	Secure project funding	
.4	Develop, establish, and maintain a financial management and reporting system for the project	
.5	Monitor project financials in order to identify and correct deviations from the project plan	
<b>4.5.8</b>	<b>Resources</b>	
.1	Develop a strategic resource plan to deliver the project	
.2	Define the quality and quantity of resources required	
.3	Identify the potential sources of resources, and negotiate their acquisition	
.4	Allocate and distribute resources according to defined need	
.5	Evaluate resource usage and take any necessary corrective actions	
<b>4.5.9</b>	<b>Procurement</b>	
.1	Agree on procurement needs, options, and processes	
.2	Contribute to the evaluation and selection of suppliers and partners	
.3	Contribute to the negotiation and agreement of contractual terms and conditions that meet project objectives	
.4	Supervise the execution of contracts, address issues, and seek redress where necessary	
<b>4.5.10</b>	<b>Plan and control</b>	
.1	Start the project, and develop and get agreement on the project management plan	
.2	Initiate and manage the transition to a new project phase	
.3	Control project performance against the project plan and take any necessary corrective actions	
.4	Report on project progress	
.5	Assess, get agreement on, and implement project changes	
.6	Close and evaluate a phase or the project	

<b>4.5.11</b>	<b>Risk and opportunity</b>	
.1	Develop and implement a risk management framework	
.2	Identify risks and opportunities	
.3	Assess the probability and impact of risks and opportunities	
.4	Select strategies and implement response plans to address risks and opportunities	
.5	Evaluate and monitor risks, opportunities, and implemented responses	
<b>4.5.12</b>	<b>Stakeholders</b>	
.1	Identify stakeholders, and analyse their interests and influence	
.2	Develop and maintain a stakeholder strategy and communication plan	
.3	Engage with the executive, sponsors, and higher management to gain commitment and to manage interests and expectations	
.4	Engage with users, partners, and suppliers to gain their cooperation and commitment	
.5	Organize and maintain networks and alliances	
<b>4.5.13</b>	<b>Change and transformation</b>	
.1	Assess the adaptability to change of the organization(s)	
.2	Identify change requirements and transformation opportunities	
.3	Develop change or transformation strategy	
.4	Implement change or transformation management strategy	