

Types of Skills for Project Managers

<i>Area</i>	<i>Knowledge</i>	<i>Skills</i>	<i>Consider</i>
<i>Planning</i>	Knowledge of the life cycle options available.	Analyse potential life cycles for the management of change initiatives.	• The different life cycle approaches and when they are applicable. • The factors that influence which life cycle to select, including the maturity of the organisation, the type of change and the business case drivers.
	Knowledge of key planning considerations.	Define, in appropriate detail, activities and events to be completed during a change initiative.	• The chosen life cycle approach and planning tools/techniques to be used. • The scope, requirements and priority of a change initiative. • The pre-requisites and complexities of a change initiative. • The techniques to define critical activities, key resources, and the timeframe of a change initiative. • Ways to obtain specialist advice or knowledge to inform a schedule. • The need to establish a baseline.
	Knowledge of the relationships and dependencies of a change initiative.	Determine relationships and dependencies between activities and events, and their implications to the organisation.	• The links between the activities to be completed during a change initiative. • Dependencies on other change initiatives and regular activities • The need to involve stakeholders from a technical and regular activities perspective, to inform of any potential impact in terms of time/resource on the schedule. • The need to share schedules with stakeholders, to advise of activities and any potential conflicts that will require resolution.
	Knowledge of planning and estimation techniques.	Develop duration estimates and critical dates for each activity and event.	• The appropriate resources to provide estimates, and the most relevant technique. • The activities, either BAU or change-related, which might impose time constraints or critical dates on the schedule. • The planning tools and techniques that are available.
	Knowledge of the need for an approved, baselined schedule.	Accurately document a schedule of phases, milestones and review points for a change initiative, sufficient to inform the direction of work and the monitoring of progress.	• The governance process to be adhered to. • The key activities and key milestones. • The different levels of milestones and their links to reporting. • The different techniques to present the schedule, taking into consideration the needs of stakeholders. • The ways that planning tools can be used to monitor progress and to inform future direction.

<i>Collaboration and co-ordination</i>	Knowledge of ways to update a schedule.	Refine a schedule of activities based on effective monitoring, implementing the change control process when required.	• The use of data to inform any actions and potential impact on related activities. • Ways to monitor the actual activities and adjust the schedule as appropriate. • The governance process to control change. • Ways to communicate the impact of a change to stakeholders.
	Knowledge of the financial reporting system in place.	Produce financial progress reports based on the financial information related to a change initiative. Adjust a financial plan based on the progress of a change initiative and associated financial reviews. Establish financial reporting milestones and reviews for a change initiative.	• The tools/techniques available to monitor and report. • The timing of funding release. • The actual cost versus forecasted cost. • The categorisation of costs, including internal versus external resources. • The implications for forward planning and potential impact on a change initiative.
	Knowledge of the vision of a change initiative.	Maintain a team's understanding of, and commitment to the vision, values and objectives of a change initiative, through effective and open communication.	• The way a change initiative links to strategic objectives. • The different communication styles required to support the organisation's values and culture. • Ways to adapt communication to engage at all levels, both internally and externally.
	Knowledge of the environment in which a change initiative is being delivered.	Establish environments which present opportunities for empowered and autonomous working, including an approach that takes into consideration how best to work with remote team colleagues and stakeholders.	• The positive factors that create a safe and engaging working environment. • The pre-requisites for high performance. • The complexities of current working practices, including remote working. • The techniques required to build resilience at an individual and team level. • The impact of individual personal circumstances.

Knowledge of methods for addressing difficulties.	Facilitate open discussions to support the identification of potential or real difficulties and challenges to delivering a successful change initiative; address difficulties and challenges effectively and in a timely manner.	• Access to knowledge or data to support discussion. • Ways in which emotional intelligence helps create an environment that facilitates discussion. • What is required to manage expectations and create an agreed way forward. • The skills required to facilitate complex situations.
Knowledge of the behaviours and interpersonal skills that underpin effective leadership.	Encourage others to adopt behaviours which builds trust, confidence, and collaboration with and between teams.	• Ways to build trust and encourage collaboration. • The benefits of adopting a coaching and mentoring development style. • The range of techniques available to develop and encourage emotional intelligence in a team.
Knowledge of the vision and goals of a change initiative and the maturity of the team.	Agree team objectives and ways of working to achieve the vision and goals of a change initiative. Determine the level of maturity of the team.	• Ways to develop team objectives. • The different stages of team development and ways to determine the maturity of the team. • The chosen life cycle and delivery approach in place.
Knowledge of the way in which individual and team needs correlate.	Meet the demands of a change initiative through balancing individual and team needs. Celebrate the success of team achievements.	• Ways to maintain a healthy team ethos and avoid 'groupthink'. • Typical indicators of performance issues. • The different ways of addressing performance issues.
Knowledge of the ways in which team dynamics change.	Address performance issues likely to negatively impact the success of a change initiative.	• Ways to maintain a healthy team ethos and avoid 'groupthink'. • Typical indicators of performance issues. • The different ways of addressing performance issues.
Knowledge of ways to create a trusting environment.	Encourage a safe and effective working environment.	• Recognition of behavioural styles that support an honest and open environment. • The benefits of an adaptive or flexible management style. • Ways to engage and communicate with stakeholders.

<i>Internal communication</i>	Knowledge of the techniques that are available to facilitate conflict resolution.	Respond appropriately and promptly to conflict situations where intervention is required, giving due respect to the views, opinions and concerns of all parties.	• The characteristics of a collaborative culture. • Ways to gain appropriate resolution, including active listening, appropriate discussion and exploration of alternative options, to reach an understanding that leads to an agreed way forward. • The benefits of active communication, objectivity and impartiality in the management of conflict resolution.
	Knowledge of factors that create a positive working environment.	Actively identify and engage with the diverse skill sets and perspectives that constitute a team, to create and sustain a positive, inclusive working environment and address any potential barriers.	• Acknowledgement of the different cultural norms and beliefs and the value they could add, and the need for inclusive language. • The factors that contribute to a psychologically safe environment, leading to an open and honest culture. • The range of skills available to create flexibility within the team. • Consideration of the location of team members and ways that togetherness can be achieved, being aware of any workplace accessibility needs. • The need to make reasonable adjustments to ensure that all individuals have a fair chance.
	Knowledge of enabling factors.	Maximise the opportunities presented by a diverse team and lead them to a common purpose.	• Ways in which to include diversity and recognition of the value of difference. • The complexity of temporary teams, and how differences can be managed to achieve a common purpose. • Ways to encourage ideas and respectful challenge. • The impact of different leadership styles to maximise opportunities. • The contributions that can be made by individual team members.
	Knowledge of ways in which to treat people fairly.	Actively explore and respond to signs of bias that could impact individual and/or team cohesion and performance.	• The appreciation of individual needs and the fair adjustments that may need to be made. • Ways to lead by example, to demonstrate appropriate behaviours and communication. • Ways to adapt in order to facilitate contributions from all team members and acknowledgement of when communication is required. • Recognition that if individuals feel engaged and valued there will be an improvement in team performance and solutions. • How to recognise signs of resistance.
	Knowledge of the importance of effective	Adopt a proactive approach to communication to establish networks of support	• The different communication styles that can be used to engage and create trust.

	communication to facilitate ownership.	and facilitate effective ownership.	
	Knowledge of the challenges that may be faced when working with virtual and dispersed teams.	Build a relationship of trust and support, taking into consideration the complexities of collaboration, international working, time zones and diversity of culture.	• Ways to collaborate, gain trust and share knowledge across multiple teams. • The rationale, challenges and benefits of remote or virtual working
	Knowledge of the value of difference.	Proactively research the different kinds of diversity and how they can impact the way people work. Recognise personal bias and cultural norms that influence perspective and judgement.	• The wide variety of diversity, including the protected characteristics. • An awareness of the conscious and unconscious bias that affects actions. • The diverse learning and communication preferences and ways to actively manage them.
	Knowledge of the organisational culture.	Be able to communicate effectively in a diverse community to create and sustain an inclusive workplace. Understand how to establish a cohesive culture that supports both organisational governance and appropriate values and behaviours.	• Ways to communicate the values and beliefs that drive behaviours at an organisational and individual level in a meaningful way. • How individual experiences can contribute to improvements and changes to culture. • Recognition that multiple dimensions of culture exist, and acknowledgement of the need to create an inclusive and diverse cultural competence at all levels. • The balance of priorities within the organisation and active acceptance of the need to treat people fairly.
<i>Performance</i>	Knowledge of the need for continuous improvement.	Reflect on the strengths and limitations of a life cycle, making refinements as required based on experience.	• The sources of data to inform development. • The methods for eliciting feedback. • The ways in which the advantages and disadvantages of different life cycles can be identified. • Different ways of engagement to promote two-way conversation. • Methods such as test, learn and adapt.

Knowledge of the value a change initiative will give to the organisation.	Determine capital and revenue expenditure for a change initiative, ensuring alignment with the organisation's financial plan.	• The difference between capital and revenue expenditure. • The link between the financial value of a change initiative and the strategic objectives.
Knowledge of the assurance approach and strategy.	Effectively resource assurance activities.	• The organisation and governance structure that is in place. • The appropriate resources and capability that are required. • The engagement approach to secure resource.
Knowledge of the scope, priorities and strategic aims of assurance activities.	Agree the scope of, and responsibilities for, manageable assurance activities.	• Ways to identify stakeholders and determine their roles in providing and receiving assurance. • The different options for governance arrangements of a change initiative. • The appropriate governance for the chosen life cycle. • The ways in which appropriate levels of independence are ensured.
Knowledge of resource requirements.	Establish resource requirements for all activities and events within a change initiative.	• How the chosen life cycle approach determines resource usage. • The activities that need to be undertaken. • The nature and types of resources required, both labour and non-labour. • The need to consider the sustainability of resources. • The need to secure engagement of stakeholders to understand resource requirements.
Knowledge of the availability of resource.	Determine internal and external resources which are available to support the delivery of a change initiative and any dependencies between those availabilities.	• An appreciation of the type of skills and resources required. • The role of assumptions within resource planning. • The requirements of other change initiatives and business-as-usual that may impact resource availability. • The internal resource skill, capability and capacity to support a change. • The resource demand profile for a change initiative. • The ways in which to secure external resource.
Knowledge of the tools and techniques to schedule resource.	Prepare a schedule for resource use, reconciling resource limits and time constraints by applying resource smoothing and/or levelling.	• The ways in which to build a schedule. • The techniques to identify critical activities to determine the resource requirements of a change initiative. • The timeframe in which the resources are needed, and any constraints, dependencies and limits on resource availability. • The resource options that can be used to optimise a schedule.

Monitoring

Knowledge of risk and issue identification techniques.	Continually identify risks and issues within a change initiative.	• Ways to identify risks and issues in the wider context of the organisation. • How organisational data can be utilised. • The risk appetites of key stakeholders and an awareness of stakeholders' perception of risk. • Ways to ensure that risk and issue management remain visible and invested in.
Knowledge of ways to assess risk.	Assess the probabilities and impacts of the risks within a change initiative and create a risk register, including potential impact and suitable response.	• The governance arrangements in place for assessing risk, incorporating risk appetite and tolerance levels. • The complexity of a change initiative and the relationship with wider organisational activity. • The difference between qualitative and quantitative techniques. • The difference between proactive and reactive response strategies.
Knowledge of techniques to manage resource.	Monitor resource use against the schedule during a change initiative and identify variances that require action.	• Ways to monitor resource usage. • Governance process for reporting, and ways to reconcile, resource contention. • The sources of data to inform additional resource requirements and to facilitate the offboarding of resources. • The implications on the schedule and on the business case. • The contingency options that could be invoked. • The need for ongoing engagement of resource managers.
Knowledge of applicable monitoring tools.	Implement an effective monitoring process and refine delivery options as required.	• Ways of delivering the solution and any contingencies that are in place. • The use of data to inform progress and any actions that may impact related activities and the business case. • The governance to confirm sign-off for the finished solution.
Knowledge of ways to control change.	Implement the change control process, updating the configuration management system as and when required.	• The governance process to be adhered to. • Ways of communicating the change to stakeholders.
Knowledge of performance monitoring techniques.	Acknowledge levels of performance through constructive feedback to individuals and teams.	• The tools and techniques available to deliver constructive and effective feedback. • The factors that create a safe and receptive environment.

<i>Ensuring quality</i>	Knowledge of the range of risks associated with a change initiative.	Prioritise assurance activities based on a risk assessment of a change initiative.	• The priority and complexity of a change. • The risk appetite of the organisation and the appropriate risk-based approach to take. • The wider context in terms of level of value and practicality. • Ways that stakeholders can be engaged.
	Knowledge of techniques to analyse trends to improve the future performance of change initiatives.	Analyse patterns of change to identify trends to improve the future performance of change initiatives.	• Sources of data to inform development. • Continuous improvement methods such as test, learn and adapt. • Ways to share the knowledge through communities of practice.
	Knowledge of monitoring and reporting techniques in relation to financial performance.	Apply metrics to establish cost trends and produce financial reports for stakeholders, based on effective financial performance monitoring.	• Ways to establish a baseline for reporting. • The governance in place that specifies the reporting requirements. • Techniques to monitor financial performance. • The sources of data and the complexities of acquiring timely and accurate data. • The types of financial information that are appropriate for different stakeholders. • Tolerance levels that are in place. • The tracking systems in place to monitor actual costs, accruals and committed costs, and ways to contextualise them.
	Knowledge of quality indicators.	Establish agreed quality indicators for the processes and outputs of a change initiative, referring to the business case.	• The links to the business case, the agreed acceptance criteria, and any relevant regulatory requirements. • Ways to define the outputs and deliverable standards. • The stakeholders who need to be involved and engaged and ‘what good looks like’.
	Knowledge of the contents of a quality management plan.	Prepare the quality management plan for a change initiative through liaison with relevant stakeholders, and in accordance with the processes, culture and values of the organisation.	• The organisation’s attitude to quality. • The life cycle approach, the acceptance criteria, timings of tests and resources required and the way they are built into the integrated plan. • The need for two-way communication with stakeholders to confirm understanding.

<i>Dissemination & External communication</i>	Knowledge of quality assurance processes.	Manage the process of quality assurance for a change initiative, to confirm the consistent application of the procedures and standards defined in the quality management plan.	• Ways in which a change initiative needs to conform to the governance process. • The documents that need to be reviewed and the resources required. • Ways to maintain stakeholders' confidence that a change initiative conforms to the agreed standards both in process and outcomes.
	Knowledge of quality control techniques.	Manage the process of quality control for a change initiative to determine whether success criteria are met, and implement the change control process where relevant.	• Ways to verify the conformance and compliance of the product. • The need for appropriate documentation of defects. • The process to implement any required improvements/changes to achieve the success criteria.
	Knowledge of ways to continuously improve.	Capture lessons learned during a change initiative to contribute to continuous improvement.	• The tools and techniques available. • Ways the data can be used to inform continuous improvement. • How data can be shared in a meaningful way.
	Knowledge of continuous improvement.	Record issues, how they were resolved, and their implications, to inform planning for future change initiatives.	• The sources of data to improve issue management. • The methods that can be used, such as test, learn and adapt.
	Knowledge of the range of communication methods and media available.	Employ relevant communication methods and media to meet stakeholder requirements and expectations. Disseminate clear, timely and relevant information to stakeholders.	• The different channels available and their appropriate application based on messaging, recognising the positive impact that inclusive language can have. • The need to tailor messaging, considering stakeholders' preferences (use of data, stories, visual). • Ways of gaining appropriate contributions from engagement, using appropriate media.

<i>Ensure impact</i>	Knowledge of the importance of a stakeholder engagement and communication plan.	Produce stakeholder engagement and communication plans.	• The importance of effective stakeholder engagement for the successful transition to the business. • Ways that the message can be tailored to achieve the desired impact.
	Knowledge of ways to involve relevant stakeholders.	Communicate the outcomes of reviews to relevant stakeholders and confirm stakeholder understanding and acceptance of proposed actions.	• Ways of determining stakeholder needs and preferred method of presentation to gain formal acceptance. • The use of data to inform decision making. • Ways of confirming understanding and acceptance. • The implications of the proposed actions.
	Knowledge of the need for feedback routes for stakeholders.	Obtain and respond to feedback from stakeholders which may have an impact on a change initiative.	• The importance of recognition for the success of a change. • Different ways to obtain feedback. • Ways of determining appropriate responses to the changing needs of stakeholders, the business and a change initiative.
	Knowledge of ways to identify and analyse stakeholder interests, requirements and levels of influence.	Determine stakeholder interests, requirements and levels of influence for a change initiative.	• Ways to identify stakeholder positions and rationale. • How to recognise the signs of negative behaviours, either conscious or unconscious (body language, tone of voice), which can have unintended consequences. • Ways to actively manage resistance. • The techniques available to maximise the support of champions.
	Knowledge of methods to monitor the impact of engagement of communication and stakeholder plans.	Monitor the effectiveness of stakeholder engagement and communication plans, adjusting when necessary to respond to changing needs.	• The level of contribution/interaction. • The factors that indicate success. • The positive and negative signs that reflect stakeholders' attitudes, behaviours and visibility. • The need for ongoing adjustment of the plans considering any changes.
	Knowledge of the relevant factors affecting the impact of the project	Determine the relevant factors which could influence the development of a convincing business case.	• The perceived value/benefits that will be delivered to the organisation and the links to the strategic objectives. • The different commercial approaches, based on organisational strategy, and perceived cost, time, quality, risk and resource required.
	Knowledge of ways to analyse relevant factors affecting the impact	Support a persuasive argument through effective analysis of relevant factors which could influence the	• The range of sources that could be used to gather relevant data. • The ways of sharing the data to promote understanding and meet stakeholder needs.

	development of a convincing impact.	
Knowledge of ways to create a benefits framework.	Establish a benefits framework for the project impact.	• The driving factors of the benefits. • The stakeholders, timing, and impact of the benefits from a change initiative.
Knowledge of the factors that may impact or influence the value of a change initiative.	Monitor and refine a business case as circumstances and factors change, including implementing a change control and configuration management system when updating a business case.	• The controls in place to manage any changes to the scope • The potential impact of risk on the scope. • The effects on stakeholders and the wider organisation. • Ways to actively manage stakeholder engagement to ensure continued support.
Knowledge of the use and importance of a benefits realisation plan.	Create a benefits realisation plan which considers funding options, key indicators, milestones and reporting schedules.	• The baseline measures that need to be in place, the level of improvement required and the expected timeframe for realisation. • Ways to monitor end user behaviours and attitudes. • How progress will be communicated.
Knowledge of ways in which to identify and analyse stakeholder wants and needs.	Conduct an analysis of stakeholder wants and needs to inform a schedule of requirements.	• Ways to confirm which business areas will gain value or be impacted. • Ways in which requirements will be elicited, taking into consideration the chosen life cycle approach.
Knowledge of techniques to prioritise stakeholder requirements.	Prioritise stakeholders' wants and needs based on effective research.	• Techniques to categorise stakeholder requirements to align with strategic aims. • The communication techniques available to gain agreement. • The correlation between success criteria and measurable requirements.
Knowledge of the tools and techniques to be used to identify options to deliver the requirements for a change initiative.	Use appropriate tools and techniques to identify options to deliver the requirements for a change initiative.	• Ways to gain understanding of the requirement priorities and the priorities of the recipients of a change initiative. • Ways in which options will add value. • Ways to encourage creative thinking to identify options. • The link between the life cycle approach and the option to deliver.
Knowledge of how to evaluate and select	Use appropriate tools and techniques to evaluate and	• The criteria to be considered and the business case upon which a change initiative is predicated.

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options to deliver the requirements for a change initiative.	select options to deliver the requirements for a change initiative.	• Ways in which options can be prioritised. • The benefits of using data to support the options. • Techniques to identify potential stakeholder bias.
Knowledge of the uplifting capability within the organisation.	Apply relevant competency models to the organisation's workforce in relation to change initiative management.	• Ways to maximise formal and informal learning opportunities. • The alignment of learning outcomes with changing organisational needs. • Ways to share experience, for example, communities of practice. • The alignment of roles and responsibilities to the competence model.
Knowledge of the options for developing an ongoing people development plan.	Monitor and evaluate organisational learning against objectives.	• Methods to monitor change through comparison of skills, maturity objectives and subsequent outcomes. • How to communicate timely feedback in a meaningful way to demonstrate progress to the wider organisation. • Ways to create an environment of trust, which enables open and honest conversations to aid individual performance. • How to embed an ongoing learning culture.
Knowledge of the ownership of benefits.	Establish a benefit review process to monitor benefits realisation which meets the requirements of relevant stakeholders.	• The benefits life cycle, including roles and responsibilities, the indicators of success, the sources of data and ways to measure and monitor achievement.
Knowledge of ways to assess the intended benefits of a change initiative.	Confirm dependencies between the intended benefits and the outputs, outcomes and related business changes. Prioritise achievement of benefits based on their level of contribution to strategic objectives.	• Ways to develop a benefits mapping process that considers the needs and wants of stakeholders. • Ways to analyse the organisational drivers and how a change initiative will facilitate the achievement of benefits.
Knowledge of the wider context and environment in which a change initiative operates.	Identify the wider context and environment in which a change initiative is operating.	• The relevant organisational and regulatory influences. • The scope of ethics and their impact on a change initiative. • The governance framework and policies that are in place.

Knowledge of the key elements that constitute continuing professional development.	Take responsibility for continuing professional development.	● Recognition that competence consists of a mix of knowledge, skills and behaviours. ● The methods of learning and the learning cycle, including ongoing compliance, the awareness of standards and the currency of knowledge. ● The skills required to identify competence gaps. ● The ways in which to engage with learning opportunities. ● The characteristics and importance of meaningful learning objectives.
Knowledge of own competence.	Act within the limits of your own competence and authority at all times.	● Personal levels of autonomy and self-awareness. ● The levels of support that are available and how they can be accessed. ● How to access and acknowledge constructive feedback.
Knowledge of the current level of organisational maturity.	Use tools and techniques to determine the organisation's capability to support a change initiative.	● The range of tools and techniques that can be used to assess organisational capability and individuals' skills and competence, to establish their development needs. ● Ways to assess the current level of organisational maturity. ● Methods for adapting behaviour to the needs of a change initiative and good practice.