ECIPMD13
Provide leadership to the project

Overview

This standard is about providing leadership to the project. You will need to lead the project and the project team in a manner that supports the project's objectives, values and vision. You will also need to manage relationships with other key stakeholders in such a way to gain their support for the project.

Project Management National Occupational Standards (PMNOS) are based on the following project management lifecycle:

A   Establish and lead the project team, and work with stakeholders
B   Define and initiate the project
C   Develop the project management plan
D   Deliver the project
E   Close and review the project

This standard is part of area D 'Deliver the project'.

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Performance criteria

You must be able to:

P1 lead the project in a manner that supports the achievement of the project's objectives, values and vision

P2 build and maintain a positive and effective team that encourages involvement, flexibility, efficiency, innovation and productivity to contribute to project success

P3 seek to ensure that your activities and plans support your project's objectives, values and vision

P4 clearly communicate and reinforce the project's objectives, values and vision to team members and **stakeholders** at the appropriate times

P5 manage relationships with stakeholders in such a way to gain their support for the project's objectives, values and vision

P6 lead the project successfully through difficulties and challenges

P7 develop and apply suitable leadership styles to facilitate the delivery of the project

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Knowledge and understanding

You need to know and understand:

K1   the context of the project

K2   relevant legislative, regulatory and organisational requirements

K3   key stages in the project life cycle

K4   the differences between management and leadership

K5   how to provide leadership to the delivery of a project

K6   the project objectives, values and vision

K7   the principles and importance of building and maintaining a positive and effective team that contribute to project success

K8   how to manage stakeholder relationships and expectations

K9   ways of working with stakeholders throughout the project

K10 different theories, models and styles of leadership and how and when to select these

K11 how to select and successfully apply different methods for motivating, rewarding, influencing and persuading people

K12 the behavioural characteristics and interpersonal skills that are important in project leadership

K13 methods of resolving conflict and when to escalate to a higher authority

K14 project management professionalism and ethics

K15 the limits of your authority

Additional Information

Scope/Range

Stakeholders:

1 Sponsors

2 Clients or customers

3 Relevant groups/individuals interested in the project

4 Relevant groups/individuals affected by the project

5 Relevant groups/individuals who might affect the project

Glossary

Context of the project

This phrase appears in the knowledge and understanding of the National Occupational Standards (NOS) and relates to the wider context of the project that the individual will need to know about, such as the project environment, the relationship to a wider programme of work and how the project fits with organisational strategies.

The sector in which the project manager works (e.g. software development, construction, manufacturing or process industries) will have its own specific context and this phrase is intended to convey this meaning.

Life cycle

A life cycle defines the inter-related phases of a project and provides a structure for governing the progression of work.

Objectives

Predetermined results towards which effort is directed. Objectives may be defined in terms of outputs, outcomes and/or benefits.

Project

A unique, transient endeavour undertaken to achieve planned objectives.

Stakeholders

Project stakeholders may be internal or external to the organisation and include sponsors, clients, customers and all relevant groups/individuals with a relation to the project.

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