

# APM Major Project Leadership Specialist Certificate

Competence Coverage  
and Assessment Criteria

## **Major Project Leadership Specialist Certificate competence coverage and assessment criteria**

### **1. Engagement and relationship management of multi-level stakeholders**

- 1.1 Strategically engages and develops relationships with stakeholders, in order to navigate competing interests and power shifts, and to maintain commitment and engagement.
- 1.2 Understands and works with the multiple perspectives and viewpoints of different stakeholders, including surfacing and managing differences and misaligned views.
- 1.3 Strategically manages interactions with regulatory and legislative environments, potentially across jurisdictional borders.
- 1.4 Understands multiple and differing cultural views, norms, values, and boundaries, and accepts or challenges these where necessary, in order to make progress.
- 1.5 Works with the project team in steering through and addressing political and organisational influence, whilst working in an ambiguous environment.

### **2. Judgement, decision making and accountability**

- 2.1 Takes responsibility for making 'hard' decisions and holds the accountability for these.
- 2.2 Understands the dynamic nature of project decision-making and modifies actions and behaviours in accordance with the surrounding and changing decision environment.
- 2.3 Leads decision making, considering all the relevant aspects of the decision quality framework, to ensure the best possible outcomes for the major project.
- 2.4 Considers the impacts of decisions on wider society and the environment.
- 2.5 Ensures decision-making and actions are driven by a systemic view of the major project.

### **3. Leadership in ambiguous environments**

- 3.1 Inspires and motivates the project team and wider organisation with a clear vision and sense of purpose, using a range of tools and techniques such as storytelling.
- 3.2 Provides a working environment that fosters innovation, collaboration and trust in the team and wider organisation, taking account of diversity and virtual and dispersed teams.
- 3.3 Provides visible leadership and is a role model, demonstrating emotional intelligence and self-awareness.
- 3.4 Uses knowledge and experience to situationally adapt their leadership style to enable effective delivery of the major project.
- 3.5 Helps others manage, develop, and build resilience in an uncertain and ambiguous environment.

### **4. Major project organisational architecture**

- 4.1 Leads the design of the major project organisational architecture, including defining the governance structure and the roles and skills required.
- 4.2 Facilitates the development and promotion of an organisational culture and set of values that support the delivery of the major project objectives.
- 4.3 Iteratively reviews and adapts the major project organisational architecture and governance to meet the dynamic needs of the project, taking account of the maturity of the project, any regulatory or legal requirements, and transition points.
- 4.4 Ensures systems, policies, and processes for the major project organisation are established that are appropriate to the desired level of project management maturity and delivery.
- 4.5 Creates conditions that enable resilience, empowerment, self-organisation and timely decision-making.

## **5. Strategic procurement and contract leadership**

- 5.1 Evaluates the requirements of the major project and considers different delivery models before appropriate contracts and commercial relationships are negotiated and established.
- 5.2 Ensures the interdependencies between multiple, diverse, and cross boundary suppliers, spanning different supply chains, organisational and jurisdictional boundaries, are managed and maintained.
- 5.3 Establishes partnerships and collaboration through contractual relationships and leverages these effectively, including leading the resolution of escalated disputes.
- 5.4 Leads the development of a procurement strategy that enables selection of suppliers with the maturity, competence, capability, and culture appropriate to the delivery of the major project, including working collaboratively with the market to develop capability and best fit solution, if needed.
- 5.5 Provides clarity of vision and outcomes throughout the procurement process.

## **6. Strategic risk management**

- 6.1 Establishes and maintains the strategic framework for risk management in the major project, ensuring alignment with organisational culture.
- 6.2 Anticipates risks at a strategic level, including wider economic, environmental, or societal developments, and takes a strategic view of how they might be addressed.
- 6.3 Assesses risks from multiple perspectives, including the impact assessment of options from a strategic fit.
- 6.4 Understands where risk is best owned across the multiple organisations involved in delivering the major project and ensures ownership of the risk is accepted by the relevant organisation.
- 6.5 Leads the analysis and relevant response to the potential impact and unintended consequences of the systemic interaction of risks across the major project.

## **7. Systems thinking**

- 7.1 Ensures systems thinking is embedded throughout the major project, including the consideration of system contexts, boundaries, interfaces and dependencies.
- 7.2 Considers the systemic impact of benefits and disbenefits of the major project on the wider organisation.
- 7.3 Champions the role of the major project in the wider organisation, ensuring the systemic impact of the major project is communicated and understood.
- 7.4 Works with subject matter experts to use collaborative futures thinking techniques to explore future challenges, uncertainties, risks, and what future success looks like.
- 7.5 Uses outputs from suitable systems thinking approaches to inform decision making and address the strategic implications of problem contexts.

## **8. Investment management**

- 8.1 Owns the development and management of the investment case for the major project.
- 8.2 Ensures that any impact of the chosen funding model is appropriately considered and addressed.
- 8.3 Secures the ongoing funding for the major project, justifying the investment and challenging rules where required.
- 8.4 Ensures funding is strategically managed to deliver the required value.
- 8.5 Reports honestly to the Board on how well the investment case holds up during the project and in the light of its progress.

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