

Domain 1: People

Task 1: Manage conflict

- Interpret the source and stage of the conflict
- Analyze the context for the conflict
- Evaluate/recommend/reconcile the appropriate conflict resolution solution

Domain 1: People

Task 2: Lead a team

- Set a clear vision and mission
- Support diversity and inclusion (e.g., behavior types, thought process)
- Value servant leadership (e.g., relate the tenets of servant leadership to the team)
- Determine an appropriate leadership style (e.g., directive, collaborative)
- Inspire, motivate, and influence team members/stakeholders (e.g., team contract, social contract, reward system)
- Analyze team members and stakeholders' influence
- Distinguish various options to lead various team members and stakeholders

Domain 1: People

Task 3: Support team performance

- Appraise team member performance against key performance indicators
- Support and recognize team member growth and development
- Determine appropriate feedback approach
- Verify performance improvements

Domain 1: People

Task 4: Empower team members and stakeholders

- Organize around team strengths
- Support team task accountability
- Evaluate demonstration of task accountability
- Determine and bestow level(s) of decision-making authority

Domain 1: People

Task 5: Ensure team members/stakeholders are adequately trained

- Determine required competencies and elements of training
- Determine training options based on training needs
- Allocate resources for training
- Measure training outcomes

Domain 1: People

Task 6: Build a team

- Appraise stakeholder skills
- Deduce project resource requirements
- Continuously assess and refresh team skills to meet project needs
- Maintain team and knowledge transfer

Domain 1: People

Task 7: Address and remove impediments, obstacles, and blockers for the team

- Determine critical impediments, obstacles, and blockers for the team
- Prioritize critical impediments, obstacles, and blockers for the team
- Use network to implement solutions to remove impediments, obstacles, and blockers for the team
- Re-assess continually to ensure impediments, obstacles, and blockers for the team are being addressed

Domain 1: People

Task 8: Negotiate project agreements

- Analyze the bounds of the negotiations for agreement
- Assess priorities and determine ultimate objective(s)
- Verify objective(s) of the project agreement is met
- Participate in agreement negotiations
- Determine a negotiation strategy

Domain 1: People

Task 9: Collaborate with stakeholders

- Evaluate engagement needs for stakeholders
- Optimize alignment between stakeholder needs, expectations, and project objectives
- Build trust and influence stakeholders to accomplish project objectives

Domain 1: People

Task 10: Build shared understanding

- Break down situation to identify the root cause of a misunderstanding
- Survey all necessary parties to reach consensus
- Support outcome of parties' agreement
- Investigate potential misunderstandings

Domain 1: People

Task 11: Engage and support virtual teams

- Examine virtual team member needs (e.g., environment, geography, culture, global, etc.)
- Investigate alternatives (e.g., communication tools, colocation) for virtual team member engagement
- Implement options for virtual team member engagement
- Continually evaluate effectiveness of virtual team member engagement

Domain 1: People

Task 12: Define team ground rules

- Communicate organizational principles with team and external stakeholders
- Establish an environment that fosters adherence to the ground rules
- Manage and rectify ground rule violations

Domain 1: People

Task 13: Mentor relevant stakeholders

- Allocate the time to mentoring
- Recognize and act on mentoring opportunities

Domain 1: People

Task 14: Promote team performance through the application of emotional intelligence

- Assess behavior through the use of personality indicators
- Analyze personality indicators and adjust to the emotional needs of key project stakeholders

Domain 2: Process

Task 1: Execute project with the urgency required to deliver business value

- Assess opportunities to deliver value incrementally
- Examine the business value throughout the project
- Support the team to subdivide project tasks as necessary to find the minimum viable product

Domain 2: Process

Task 2: Manage communications

- Analyze communication needs of all stakeholders
- Determine communication methods, channels, frequency, and level of detail for all stakeholders
- Communicate project information and updates effectively
- Confirm communication is understood and feedback is received

Domain 2: Process

Task 3: Assess and manage risks

- Determine risk management options
- Iteratively assess and prioritize risks

Domain 2: Process

Task 4: Engage stakeholders

- Analyze stakeholders (e.g., power interest grid, influence, impact)
- Categorize stakeholders
- Engage stakeholders by category
- Develop, execute, and validate a strategy for stakeholder engagement

Domain 2: Process

Task 5: Plan and manage budget and resources

- Estimate budgetary needs based on the scope of the project and lessons learned from past projects
- Anticipate future budget challenges
- Monitor budget variations and work with governance process to adjust as necessary
- Plan and manage resources

Domain 2: Process

Task 6: Plan and manage schedule

- Estimate project tasks (milestones, dependencies, story points)
- Utilize benchmarks and historical data
- Prepare schedule based on methodology
- Measure ongoing progress based on methodology
- Modify schedule, as needed, based on methodology
- Coordinate with other projects and other operations

Domain 2: Process

Task 7: Plan and manage quality of products/deliverables

- Determine quality standard required for project deliverables
- Recommend options for improvement based on quality gaps
- Continually survey project deliverable quality

Domain 2: Process

Task 8: Plan and manage scope

- Determine and prioritize requirements
- Break down scope (e.g., WBS, backlog)
- Monitor and validate scope

Domain 2: Process

Task 9: Integrate project planning activities

- Consolidate the project/phase plans
- Assess consolidated project plans for dependencies, gaps, and continued business value
- Analyze the data collected
- Collect and analyze data to make informed project decisions
- Determine critical information requirements

Domain 2: Process

Task 10: Manage project changes

- Anticipate and embrace the need for change (e.g., follow change management practices)
- Determine strategy to handle change
- Execute change management strategy according to the methodology
- Determine a change response to move the project forward

Domain 2: Process

Task 11: Plan and manage procurement

- Define resource requirements and needs
- Communicate resource requirements
- Manage suppliers/contracts
- Plan and manage procurement strategy
- Develop a delivery solution

Domain 2: Process

Task 12: Manage project artifacts

- Determine the requirements (what, when, where, who, etc.) for managing the project artifacts
- Validate that the project information is kept up to date (i.e., version control) and accessible to all stakeholders
- Continually assess the effectiveness of the management of the project artifacts

Domain 2: Process

Task 13: Determine appropriate project methodology/methods and practices

- Assess project needs, complexity, and magnitude
- Recommend project execution strategy (e.g., contracting, finance)
- Recommend a project methodology/approach (i.e., predictive, agile, hybrid)
- Use iterative, incremental practices throughout the project life cycle (e.g., lessons learned, stakeholder engagement, risk)

Domain 2: Process

Task 14: Establish project governance structure

- Determine appropriate governance for a project (e.g., replicate organizational governance)
- Define escalation paths and thresholds

Domain 2: Process

Task 15: Manage project issues

- Recognize when a risk becomes an issue
- Attack the issue with the optimal action to achieve project success
- Collaborate with relevant stakeholders on the approach to resolve the issues

Domain 2: Process

Task 16: Ensure knowledge transfer for project continuity

- Discuss project responsibilities within team
- Outline expectations for working environment
- Confirm approach for knowledge transfers

Domain 2: Process

Task 17: Plan and manage project/phase closure or transitions

- Determine criteria to successfully close the project or phase
- Validate readiness for transition (e.g., to operations team or next phase)
- Conclude activities to close out project or phase (e.g., final lessons learned, retrospective, procurement, financials, resources)

Domain 3: Business Environment

Task 1: Plan and manage project compliance

- Confirm project compliance requirements (e.g., security, health and safety, regulatory compliance)
- Classify compliance categories
- Determine potential threats to compliance
- Use methods to support compliance
- Analyze the consequences of noncompliance
- Determine necessary approach and action to address compliance needs (e.g., risk, legal)
- Measure the extent to which the project is in compliance

Domain 3: Business Environment

Task 2: Evaluate and deliver project benefits and value

- Investigate that benefits are identified
- Document agreement on ownership for ongoing benefit realization
- Verify measurement system is in place to track benefits
- Evaluate delivery options to demonstrate value
- Appraise stakeholders of value gain progress

Domain 3: Business Environment

Task 3: Evaluate and address external business environment changes for impact on scope

- Survey changes to external business environment (e.g., regulations, technology, geopolitical, market)
- Assess and prioritize impact on project scope/backlog based on changes in external business environment
- Recommend options for scope/backlog changes (e.g., schedule, cost changes)
- Continually review external business environment for impacts on project scope/backlog

Domain 3: Business Environment

Task 4: Support organizational change

- Assess organizational culture
- Evaluate impact of organizational change to project and determine required actions
- Evaluate impact of the project to the organization and determine required actions