Legal Project Management Network

Competency Framework

Version 1.0

Initial Groupings

Commercial	Technical - Project	Technical - Other
• Benefits realisation • Pricing – matter level • Billing – above and below the line	• Project Resourcing • Risk Management • Financial Management • Performance Management • Planning • Project Governance (PMO) • Delivery management • Lessons learned	• Data analysis skills • Interpret information – translate technical to non-technical Legal awareness • Technology skills – excel, project, legal technology

People Skills	Organisational Change
• Strong people skills • Stakeholder management skills • Facilitation skills • Communications skills • Influencing skills • Mentoring & Coaching • Relationship Management • Organisational skills	• Bids Process (continuity) • Change Management • Training others • Process management • Process improvement (continuous improvement)

Maturity Scale

Foundational	Intermediate	Advanced	Expert
New to the profession with no previous experience of LPM	Has some previous experience in LPM or is developing in their LPM role	Experienced in the practical implementation and application of LPM	Extensive experience in the strategy and practical implementation and application of LPM
Has existing transferable skills relevant to LPM	Is in an active LPM role and developing their skills	Is in an active LPM role with established skills and may be managing or mentoring foundational/intermediate LPMs	Is in a team lead role or and able to manage and lead other LPMs
Requires close supervision and guidance to operate as an LPM within their organisation	Is able to proactively operate as an LPM within their organisation with some supervision required	Is able to proactively operate as an LPM within their organisation with minimal or no supervision	Is driving the development of LPM within their organisation strategically and practically
			Is contributing to the development of the profession within the sector

Comprehensive LPM Competency Framework

The below table is a comprehensive list of all LPM competency framework activities in order from a Foundational to an Expert level.

F - Foundation **I - Intermediate** **A - Advanced** **X - Expert**

Group	Sub-Group	Activity	F	I	A	X
Commercial	Best practice	Numerically literate, with high attention to detail				
Commercial	Industry knowledge	Has some knowledge of law firm business models				
Commercial	Winning work/Bids process	Directly builds their own client relationships and contributes to the client relationship				
Organisational Change	Change Management	Demonstrates a positive attitude to change				
Organisational Change	Training others	Reflects on and improves individual PM knowledge, skills and competencies				
Organisational Change	Process Management	Has an awareness of what process management is and how it interlinks with LPM				
Organisational Change	Process Management	Ability to implement and manage agreed processes				
Organisational Change	Process Improvement (CI)	Has an awareness of what process improvement is and how it can be applied				
Organisational Change	Process Improvement (CI)	Ability to suggest and implement simple process improvements on own work				
People	Coaching and Mentoring	Is self-aware, has the ability to read the emotions of others and is able to inspire them to take action (EQ)				
People	Communication	Communicates clearly, logically and convincingly and adapts personal communication style to				

Group	Sub-Group	Activity	F	I	A	X
		ensure that the messages are understood by all stakeholders				
People	Communication	Communicates in an open, honest and respectful manner				
People	Communication	Actively listens and clarifies instructions				
People	Culture	Takes consideration of cultural differences between stakeholders when working on multi-jurisdictional / multi-cultural projects				
People	Governance	Ensures that positive organisational values are consistently upheld, exemplifying working together				
People	Leadership	Demonstrates personal accountability and ability to get things done				
People	Leadership	Adapts leadership style to the project conditions and the individuals involved				
People	Leadership	Monitors and manages own emotions in order to encourage effectiveness, productivity or ability to effectively interact with others				
People	Leadership	Views the opinions of others as having equal value				
People	Organisational Skills	Makes timely decisions based on logical processes				
People	Self-Awareness	Demonstrates self-awareness and monitors own emotions, behaviour and language				
People	Self-Awareness	Accepts feedback both positive and constructive				

Group	Sub-Group	Activity	F	I	A	X
People	Leadership	Ensures all project team members are inducted into the chosen working practices of the organisation and project organisation				
Technical - Other	Industry knowledge	Keeps up to date with news, knowledge and changes within the LPM industry and community				
Technical - Other	Technology skills	Supports users during the roll out of LegalTech solutions moving them towards being competent users				
Technical - Other	Technology skills	Solid understanding and user of the functionality of Microsoft Office products				
Technical - Other	Data analysis	Ability to manipulate and clean a data set				
Technical - Project Management	Lessons learned	Contributes lessons learned to matter debriefs				
Technical - Project Management	Monitoring and reporting	Ability to monitor and report on project progress, identifying and raising variations, risks and issues in a timely manner				
Technical - Project Management	Monitoring and reporting	Ability to track, monitor and report on financials against estimates and forecasts				
Technical - Project Management	Risks and issues management	Able to identify and manage project related risks and issues				
Technical - Project Management	Scoping and planning	Able to identify and document the scope of the project through RFP documents and client and internal meetings				
Technical - Project Management	Stakeholder management	Develops a positive working relationships with key stakeholders, including contractors and suppliers, across the lifecycle of the project				

Group	Sub-Group	Activity	F	I	A	X
Technical - Project Management	Stakeholder management	Sets and actively manages stakeholders expectations				
Commercial	Best practice	Has knowledge of client commercial legal best practice, including engagement terms				
Commercial	Industry knowledge	Has an understanding of different legal work types relevant to particular working environment e.g. M&A, Dispute Resolution				
Commercial	Pricing	Has designed or at least has knowledge of matter pricing models across different practice areas / services / products				
Commercial	Pricing	Has knowledge of matter key stages and pricing structures aligned with each stage/phase				
Commercial	Winning work/Bids process	Has an awareness of how LPM should be articulated and included in the bid process				
Commercial	Winning work/Bids process	Is able to provide input for bids, providing LPM content such as scope, project plans, cost estimates, process diagrams, methodologies, tools and templates, overview of the LPM experience and expertise				
Organisational Change	Change Management	Awareness of change management methodology/techniques and the potential application to the adoption of LPM and how it could be utilised on projects				
Organisational Change	Training others	Ability to deliver PM training internally				
Organisational Change	Process Management	Ability to document and understand process flows				

Group	Sub-Group	Activity	F	I	A	X
Organisational Change	Process Improvement (CI)	Ability to suggest and implement simple process improvements on project work				
People	Communication	Uses and adapts communications and interpersonal skills to manage stakeholders				
People	Culture	Ensures geographically dispersed and culturally diverse team members and multi-disciplinary teams work together appropriately on project goals and outcomes				
People	Culture	Recognises the positive benefits that can be gained from diversity and inclusion				
People	Facilitation	Arranges and facilitates meetings and workshops with project team members and stakeholders. Uses relevant technology to facilitate meetings. Is familiar with different meeting techniques e.g. stand-ups, post-it note sessions, workshops				
People	Leadership	Identifies potential interpersonal and team challenges and explores and selects solutions in a proactive, creative, inclusive and formalized manner				
People	Leadership	Demonstrates enthusiasm, inspires a sense of purpose and creates confidence				
People	Leadership	Builds support and commitment within the project team				
People	Leadership	Accepts and manages high levels of uncertainty and ambiguity				
People	Leadership	Motivates and encourages success in team members to create a high performing team				

Group	Sub-Group	Activity	F	I	A	X
People	Leadership	Coaches and mentors others in order for them to improve individual PM knowledge, skills and competencies				
People	Organisational Skills	Makes and keeps realistic agreements, renegotiating in advance when these cannot be kept				
People	Self-Awareness	Acts assertively and demonstrates confidence and authority				
People	Communication	Establishes and cultivates communications channels appropriate to the project stakeholders needs				
People	Leadership	Provides guidance to, or manages less experienced project managers to ensure effective project management of the project				
Technical - Other	Industry knowledge	Participates in formal business and industry networks to maintain currency in business and sector practices				
Technical - Other	Interpret information - technical to the non-technical	Ensures enterprise, industry and international regulations and standards are identified, planned for, and applied throughout the project lifecycle				
Technical - Other	Technology skills	Identifies process opportunities/risks and finds technical solutions to tackle these if appropriate				
Technical - Other	Technology skills	Seeks continuous improvement and innovative use of available functionality in working technical solutions				
Technical - Other	Data analysis	Understands how to analyse a data set				

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Technical - Project Management	Scoping and planning	Ability to identify and use appropriate methods, techniques and tools for scoping and planning e.g. facilitated planning workshop				
Technical - Project Management	Stakeholder Management	Identifies, understands and addresses conflict, exploring strategies to resolve or minimize differences between others, conflicting requirements and expectations, while acknowledging the varying points of view				
Technical - Project Management	Stakeholder Management	Identifies all relevant stakeholders and actively seeks and assesses information from the stakeholders in relation to the project				
Technical - Project Management	Lessons learned	Able to lead and facilitate project debriefs and manage the lessons learned process				
Technical - Project Management	Lessons learned	Understands the importance of lessons learned and actively captures lessons throughout the project lifecycle				
Technical - Project Management	Financial management	Has advanced knowledge of eBilling systems, processes and resources / teams				
Technical - Project Management	Financial management	Has knowledge of eBilling/invoicing best practice, both internally and client side				
Technical - Project Management	Financial management	Understands the financial implications and impacts of the project on the organisation				
Technical - Project Management	Resource management	Ability to navigate resource constraints and shortages to ensure successful project delivery				

Group	Sub-Group	Activity	F	I	A	X
Technical - Project Management	Risks and issues management	Identifies potential environmental impacts and manages project to ensure sustainable outcomes				
Technical - Project Management	Scoping and planning	Uses and applies advanced procurement techniques, if required				
Technical - Project Management	Scoping and planning	Ability to develop and manage project planning documents by liaising effectively with client, internal stakeholders and relevant third parties				
Technical - Project Management	Scoping and planning	Ability to identify critical path tasks and dependencies through the project planning process				
Technical - Project Management	Stakeholder management	Engages and negotiates with influential and difficult stakeholders				
Technical - Project Management	Stakeholder management	Develops and utilises business networks to influence and negotiate project issues and outcomes				
Technical - Project Management	Stakeholder management	Reviews stakeholder expectations to ensure the project is on track to deliver expected outcomes, on an ongoing basis				
Technical - Project Management	Stakeholder management	Involves all stakeholders and seeks their input and ideas at appropriate times throughout the project lifecycle				
Technical - Project Management	Strategic/Enterprise Portfolio	Identifies the broader vision and strategic intent of the organisation and incorporates this into the plan for the project				
Technical - Project Management	Strategic/Enterprise Portfolio	Assesses the proposed project boundaries in the context of the broader organisational and strategic context and recommends treatment actions as appropriate				

Group	Sub-Group	Activity	F	I	A	X
Technical - Project Management	Strategic/Enterprise Portfolio	Contributes to improving organisational project management maturity				
Commercial	Industry knowledge	Has knowledge and experience of law firm finance strategy				
Commercial	Negotiation	Explores interests and perceptions of all parties and calmly articulates interests and position				
Commercial	Pricing	Has an understanding of commercial drivers of legal costs				
Commercial	Winning work/Bids process	Able to attend client facing bid meetings to represent LPM				
Commercial	Winning work/Bids process	Is able to articulate and communicate how the project is going to be managed in relation to the approach, methodology, strategies, phases and tasks				
Organisational Change	Change Management	Ability to use change management methodology and techniques to drive the adoption of LPM and to use it on projects				
Organisational Change	Training others	Ability to deliver PM training externally				
Organisational Change	Training others	Ability to design and create PM training for internal and external audiences				
Organisational Change	Training others	Knowledge of different PM methodologies to be able to give a balanced view for training purposes				
Organisational Change	Training others	Knowledge and experience of what good PM looks like and able to apply that to training others				
Organisational Change	Process Management	Facilitates process design workshops				

Group	Sub-Group	Activity	F	I	A	X
Organisational Change	Process Management	Ability to advise on best practice process design and process management				
Organisational Change	Process Improvement (CI)	Ability to advise others internally and externally about process improvement opportunities and how to implement them within their teams/business/industry				
People	Coaching and Mentoring	Develops and maintains systems, processes and tools and coaches team members in order to support decision-making and optimise the use of knowledge and learning throughout the project				
People	Coaching and Mentoring	Coaches, mentors, provides guidance and acts as a role model for project team members in project management processes, practices, tools and techniques in the execution of their work				
People	Culture	Drives a continuous improvement and learning culture within the project team				
People	Influencing	Networks to negotiate and influence project outcomes				
People	Influencing	Applies conflict resolution, problem solving and decision making techniques to manage project issues				
People	Influencing	Presents professionally at senior client and project governance levels to inform, recommend and negotiate project issues and outcomes				
People	Leadership	Applies leadership skills in the management of project managers, project team members and key stakeholders during the project lifecycle to identify				

Group	Sub-Group	Activity	F	I	A	X
		personal development and training requirements				
People	Leadership	Applies creative and innovative opportunity and problem solving skills and techniques in resolving of project issues seeking suggestions and new ideas				
People	Leadership	Promotes consistent leadership through complex and uncertain project environments				
People	Leadership	Delegates effectively and allows sufficient freedom for action within the project team				
People	Strategic Relationship management	Maintains a peer group network to share ideas and contribute to the development of the industry as a whole				
People	Leadership	Networks with other internal key influencers to align on shared goals to match the Firm's available resources with opportunities				
Technical - Other	Interpret information - technical to the non-technical	Demonstrates an awareness of legal issues and application of legislation and regulations in the context of the project				
Technical - Other	Technology skills	Uses technology to inform, develop and enhance business and project relationships				
Technical - Other	Technology skills	Designs requirement briefs for technical solutions				
Technical - Other	Data analysis	Draws meaningful and supported conclusions from data sets, sharing assumptions				
Technical - Other	Data analysis	Understands how to present data visually to the less technical audience				

Group	Sub-Group	Activity	F	I	A	X
Technical - Other	Data analysis	Drives agreed activity relating to conclusions of the data analysis				
Technical - Other	Technology skills	Stays connected with emerging LegalTech/ scans horizon for future trends and products				
Technical - Project Management	Benefit realisation	Implements appropriate metrics and measures in support of defining and measuring benefits				
Technical - Project Management	Benefit realisation	Manages the project to maximise benefit realisation				
Technical - Project Management	Benefit realisation	Regularly reviews project deliverables against the business case targets				
Technical - Project Management	Benefit realisation	Analyses project business cases to validate achievability of the projects objectives				
Technical - Project Management	Financial management	Understands how to manage the project budget and other financial elements of the project and is able to link them back to the agreed financial arrangements				
Technical - Project Management	Governance	Establishes appropriate project governance and is able to apply an appropriate range of advanced project control techniques				
Technical - Project Management	Governance	Identifies project stakeholders and highlights decision-making stakeholders for the project				
Technical - Project Management	Governance	Identifies and agrees appropriate tolerances and escalation processes				
Technical - Project Management	Governance	Incorporates any relevant enterprise processes into the project plan and ensures that project control systems are aligned with enterprise standards				

Group	Sub-Group	Activity	F	I	A	X
Technical - Project Management	Resource management	Clearly identifies project roles and responsibilities				
Technical - Project Management	Risks and issues management	Assesses organisational risks, identifies the impacts on the organisation and documents mitigation strategies				
Technical - Project Management	Scoping and planning	Verifies scope where unclear, or where high levels of ambiguity and uncertainty exist, also able to identify out of scope items				
Technical - Project Management	Benefit realisation	Assesses the impacts of the project and project outcomes on the business to ensure relevant stakeholders are informed				
Technical - Project Management	Stakeholder management	Understands and communicates the importance and impact of the project				
Technical - Project Management	Strategic/Enterprise Portfolio	Recognises and communicates organisational change opportunities beyond the scope of the project				
Commercial	Negotiation	Prepares effectively for negotiation/commercial negotiation and identifies key topics and initial positions				
Commercial	Negotiation	Uses a range of negotiation techniques and strategies to achieve win-win outcomes				
Commercial	Negotiation	Brings negotiation deadlocks and formal disputes to a satisfactory conclusion				
Organisational Change	Change Management	Holds a professional change management qualification				
Organisational Change	Process Improvement (CI)	Holds a professional process management or improvement qualification				

Group	Sub-Group	Activity	F	I	A	X
People	Coaching and Mentoring	Reviews, supports and coaches team members in assessing their own learning needs				
People	Leadership	Empowers team members to lead within their particular sphere of influence and expertise				
People	Leadership	Conducts performance management in accordance with established organisational procedures to ensure feedback is given and development opportunities identified				
People	Strategic Relationship Management	Provides specialist support to the organisation including the role as escalation point for challenging project issues				
Technical - Other	Interpret information - technical to the non-technical	Identifies, plans for and executes human resource management practices that address cultural issues that may impact on project performance and outcomes				
Technical - Other	Industry knowledge	Proactively contributes to the industry by writing articles, speaking at events/conferences and publishing the benefits of LPM outside of their firm				
Technical - Other	Industry knowledge	Proactively seeks out opportunities for collaborations to develop the industry and improve its standing and keep the industry relevant				
Technical - Project Management	Scoping and Planning	Modifies and adapts methodologies and project delivery approaches, when necessary, to meet the needs of the project and the context				
Technical - Project Management	Benefit realisation	Clearly identifies the project's benefits and develops a plan to realise them				

Group	Sub-Group	Activity	F	I	A	X
Technical - Project Management	Governance	Works with the project governing body to ensure ongoing effective project governance				
Technical - Project Management	Governance	Identifies and establishes appropriate project review points, if appropriate uses stage gate reviews to ensure the project is tracking for success and has the appropriate sign-offs in place				
Technical - Project Management	Governance	Creates relevant project steering committees, advisory groups, stakeholder groups and peer review groups.				
Technical - Project Management	Scoping and planning	Identifies the place of project planning, management and governance in the context of the project life cycle				
Technical - Project Management	Stakeholder management	Identifies interfaces between the project, the client organisation and the delivery organisation				
Technical - Project Management	Strategic/Enterprise Portfolio	Uses tools and techniques to understand desirability (demand), feasibility (possibility) and viability (commercially) of project				