COMPLEX PROJECT LEADERSHIP

360° PROFILE

EMPOWERING COMPLEX PROJECT LEADERS
WITH 360° PERSPECTIVES

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Introduction

In an era marked by constant change, heightened interconnectedness, and intricate interdependencies, the successful execution of complex projects has become imperative for organisations across all industries. To achieve favourable outcomes, a new breed of project leaders must emerge, equipped with the competence to navigate the complexities inherent in our modern project delivery environment.

The ICCPM Complex Project Leadership Competency Standards incorporates units and elements integrating both leadership and managerial aspects as well as resting on the three complementary leadership theories. These units and elements reflect the competencies a Complex Project Leader should demonstrate in order to perform in complex situations, in fit with the context, and with regard to the change and transformation involved.
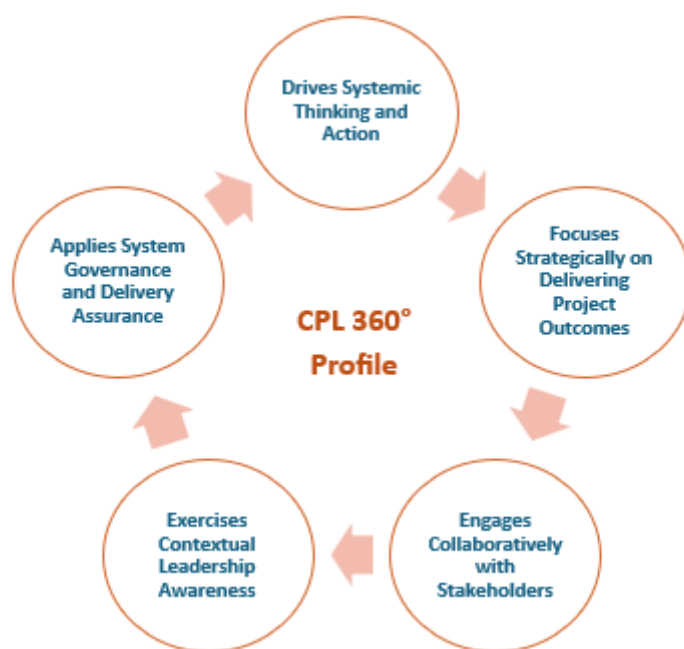

Figure 1: The Complex Project Leadership 360° Profile Model

The Complex Project Leadership 360° Profile is a Leadership Behaviours Profile and is based upon the competency standards mentioned above.

It is based on self-assessment and peer group assessment responses from a survey questionnaire. Survey questions are phrased for ease of understanding, however these questions are correlated with and reported against the relevant unit elements as expressed in the CPL Standards.

The CPL Standards combines several concepts in complexity theory and contemporary leadership theory with a focus on their practical application in projects and programs. The model combines the various aspects of complex project leadership into five behavioural groups called Units of Competencies. Survey questions based on the elements (factors) for each of these Units of Competency are used to review an individual's leadership performance.

Each of the units of competency for complex project leadership are described in the table below:

Unit CPL01 **Drive Systemic Thinking and Action**	This unit defines the core elements required for leaders to address the complexity, ambiguity, and emergence that characterises projects as complex adaptive systems.
Unit CPL02 **Focus Strategically on Delivering Project Outcomes**	This unit defines the elements required tolead the planning and execution of complex projects. Setting a clear purpose for the project; maintaining a clear focus on outcomes delivery; whilst adapting plans and execution to changing circumstances; and being mindful of stakeholder concerns whilst supply chain for the whole of life of the system delivered.
Unit CPL03 **Engage Collaboratively with Stakeholders**	This unit defines the elements required successfully understand and engage with stakeholders, communicate effectively, and foster a constructive culture and trust within the project team and stakeholders. The leadership of complex projects requires the ability to build relationships, manage conflicts, and maintain effective leadership capabilities essential to success.
Unit CPL04 **Exercise Contextual Leadership Awareness**	This unit defines the elements required for effective leadership in complexity. Successfully leading through complexity requires leaders to be aware that they must understand how to adapt their style to context, culture, and values, striving to develop their own capabilities and those of their teams.
Unit CPL05 **Apply System Governance and Delivery Assurance**	This unit defines the elements required to establish and evolve as appropriate the governance and delivery assurance of the complex project as a system

How to Use Feedback in the CPL 360° Profile

Learning from the CPL 360° Profile Report

The best foundation for development is a clear understanding of the key factors and behavioural requirements of your current position, and of your strengths and improvement opportunities in relation to those requirements. By studying the results, you can begin to develop goals about how you can improve your performance over time.

Responding to Feedback

Receiving feedback is a valuable opportunity for personal and professional growth. Approach the feedback with an open mind and a willingness to learn. Reflect on the insights provided by your peers and consider how their perspectives align with your self-assessment. Acknowledge areas of strength and identify specific actions you can take to address areas for improvement.

Remember, feedback is a tool to help you enhance your complex project leadership skills and achieve your full potential.

Using the Results

The results of this CPL 360° survey provide a comprehensive view of your complex project leadership capabilities from multiple perspectives. Use this information to gain a deeper understanding of your strengths and areas for development. Compare your self-assessment with the feedback from your peers to identify any gaps. Focus on the key themes that emerge and prioritise the areas that will have the most significant impact on your complex project leadership effectiveness. Develop a clear action plan with specific, measurable goals to guide your progress.

Maximising Learning from the Profile

To maximise your learning from this profile, take the following steps:

1. **Reflect:** Spend time reflecting on the feedback and your initial reactions. Consider how the feedback aligns with your experiences and observations.

2. **Discuss:** Engage in conversations with trusted colleagues or mentors to gain additional insights and perspectives.

3. **Plan:** Create a detailed development plan that outlines the steps you will take to address the feedback. Set realistic and achievable goals.

4. **Act:** Implement your development plan and seek opportunities to practice new skills and behaviours.

5. **Review:** Regularly review your progress and adjust your plan as needed. Continuously seek feedback to monitor your growth and make ongoing improvements.

Remember, feedback is a tool to help you enhance your complex project leadership skills and achieve your full potential.

PROFILE RESULTS

RESULTS GATHERED FROM YOURSELF AND YOUR REVIEWERS

Results Overview

Participant Name: Bikash Aerion Jems Org

Employer Name: Jems Aerion Org

Date of Report: November 12, 2025 at 4:27 PM

Radar Graph of Results

Chart Legend

CPL01:	Drives Systemic Thinking and Action	**CPL02:**	Focuses Strategically on Delivering Project Outcomes
CPL03:	Engages Collaboratively with Stakeholders	**CPL04:**	Exercises Contextual Leadership Awareness
CPL05:	Applies System Governance and Delivery Assurance		
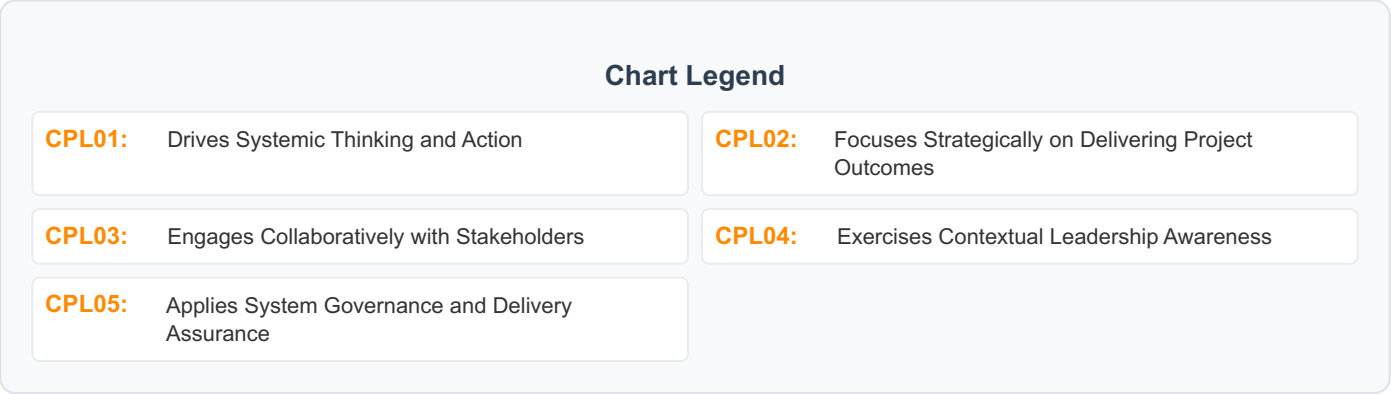
Explanation of the Radar Graph

This radar graph is a high-level snapshot of your results across all five Complex Project Leadership Competencies. It allows you to compare the way you have rated yourself with the way others have rated you across each unit of competency.

Survey Scale

Bar Graph of the Results

Explanation of the Bar Graph

This bar graph is an alternative visualisation of the high-level comparison of your scores across all five competencies comparing your own rating to the average of your peers.

Table of the Results

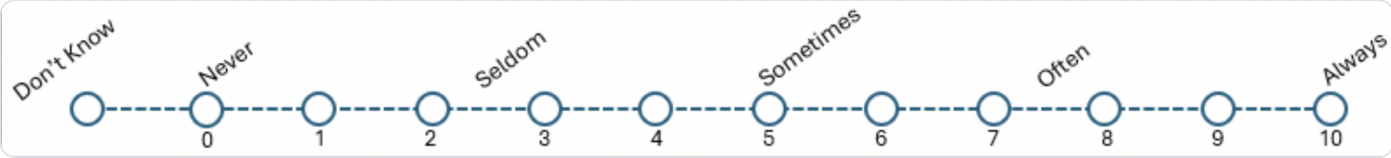| Units of Competency	Self	Mean of Others (All)	Standard Deviation (All)
Drives Systemic Thinking and Action	**5.70**	**4.50**	0.98
Focuses Strategically on Delivering Project Outcomes	**5.80**	**4.40**	0.93
Engages Collaboratively with Stakeholders	**5.40**	**4.60**	0.97
Exercises Contextual Leadership Awareness	**5.80**	**4.50**	0.94
Applies System Governance and Delivery Assurance	**5.60**	**4.50**	0.97

Explanation of the Table

This table is an alternative representation of the high-level results from the radar and bar graph and includes additional information such as the mean of you peers and the standard deviation cross all respondents. In basic terms the mean is the simple mathematical average of the respondents and standard deviation is a measure of the amount of variation of the responses

across respondents. A low, or small, standard deviation indicates responses from respondents are clustered tightly around the mean (i.e. respondents are more consistently aligned in their responses), and high, or large, standard deviation indicates responses from respondents are more spread out (i.e. respondents are less consistently aligned in their responses).

Reviewer Comparisons

This section of the report shows the results in table form for group and individual ratings at the level of the unit of competency. This is the average (mean score) of all the elements that make up the unit of competency.

Grouped Ratings

The following table provides a more detailed way of looking at your ratings at the group level. It shows your own rating, together with the average rating of your supervisor compared to the combined average of the group of your peers (excluding your supervisor), and the average of all other reviewers (including your supervisor), for each unit of competency in the Complex Project Leadership Profile Model.

Units of Competency	Self	Supervisor	Peers (Mean)	Mean (All)	Std Dev
Drives Systemic Thinking and Action	5.70	5.35	3.65	4.50	0.98
Focuses Strategically on Delivering Project Outcomes	5.80	5.25	3.63	4.40	0.93
Engages Collaboratively with Stakeholders	5.40	5.40	3.70	4.60	0.97
Exercises Contextual Leadership Awareness	5.80	5.31	3.69	4.50	0.94
Applies System Governance and Delivery Assurance	5.60	5.31	3.62	4.50	0.97

*A = Supervisor.

Individual Ratings

The table below provides a more detailed view of the unit of competency results by all reviewers individually. The standard deviation indicates the degree of variability, or spread, of scores around the mean. The lower the standard deviation the more consistency there is between reviewers' scores.

Units of Competency	Self	Mean (All)	Std Dev	Other Reviewers	
				A*	B
Drives Systemic Thinking and Action	5.7	4.5	1.0	5.4	3.6
Focuses Strategically on Delivering Project Outcomes	5.8	4.4	0.9	5.2	3.6
Engages Collaboratively with Stakeholders	5.4	4.6	1.0	5.5	3.7
Exercises Contextual Leadership Awareness	5.8	4.5	0.9	5.4	3.7
Applies System Governance and Delivery Assurance	5.6	4.5	1.0	5.3	3.7

*A = Supervisor.

Results by Element

This section of the report shows the results in table form broken down into the individual elements that make up each unit of competency. Please note you and your reviewers have responded to survey questions that may have been phrased differently in the survey questionnaire for ease of understanding, however these questions are correlated with and reported against the relevant unit elements as expressed in the Complex Project Leadership Competency Standards as shown below.

Drives Systemic Thinking and Action

Drives Systemic Thinking and Action	Self	Mean (All)	Std Dev	Other Reviewers	
				A*	B
1.1 Seeks system insights for improved performance.	5.4	4.5	1.0	5.4	3.6
1.2 Systemically identifies and navigates emergent project vulnerabilities and opportunities.	6.0	4.5	0.9	5.3	3.8
1.3 Develops collaborative and adaptive approaches to implementation through multiple iterations.	5.7	4.5	1.1	5.5	3.5
1.4 Integrates thinking across the project ecosystem and its boundaries.	6.0	4.5	0.9	5.3	3.8

Drives Systemic Thinking and Action	Self	Mean (All)	Std Dev	Other Reviewers	
				A*	B
1.5 Balances insights holistically from multiple sources and types of data.	5.0	4.5	1.1	5.5	3.5

*A = Supervisor.

Explanation of Unit of Competency

The Drives Systemic Thinking and Action unit of competency defines the core elements required for leaders to address the complexity, ambiguity, and emergence that characterise projects as complex adaptive systems.

Explanation of Elements

1.1 Seeking system insights for improved performance in projects means applying systems thinking to understand the complex interactions and interdependencies within a project. This approach helps identify patterns, anticipate potential issues, and develop holistic solutions that consider the entire project environment. By leveraging systems insights, project leaders can make more informed decisions, improve efficiency, and enhance overall project outcomes.

1.2 Systemically identifying and navigating emergent project vulnerabilities and opportunities involves using a wholistic approach to recognise and address new and unpredictable challenges and advantages as they arise. This means continuously monitoring the project environment, analysing potential risks and opportunities, and implementing strategies to mitigate threats and capitalise on benefits. By adopting this proactive and comprehensive approach, project leaders can enhance resilience, foster innovation, and improve overall project success.

1.3 Developing collaborative and adaptive approaches to project implementation through multiple iterations involves working closely with stakeholders to continuously refine the project, being flexible to changes, and iterating to build on previous cycles. This approach enhances resilience, innovation, and alignment with stakeholder needs.

1.4 Integrating thinking across the project ecosystem and its boundaries means considering all interconnected elements and their interactions within and beyond the project. This holistic approach

helps identify how different components influence each other, promoting collaboration and innovation. By understanding the broader context, project leaders can develop more effective strategies and solutions that address complex challenges.

1.5 Balancing insights holistically using multiple sources and types of data means integrating and analysing diverse data sets to gain a comprehensive understanding of a situation. This approach involves combining structured data (like figures), unstructured data (such as qualitative feedback, observations etc). By leveraging these varied data types, organisations can uncover deeper insights, make more informed decisions, and develop more effective strategies.

Suggestions for Improvement

General Development Guidance for Drives Systemic Thinking and Action

- Overall there is a significant gap between how your reviewers assessed your performance in this unit of competency and the required level of behaviour as described in the competency standard in this section.

1.1 Seeks system insights for improved performance - Consider the following:

- Learn to understand projects as system interventions. Develop an understanding of projects within a broader system of systems context. This perspective can provide valuable insights and help you identify interdependencies and potential impacts.

- Learn to apply systems thinking approaches to understand various problem contexts from multiple perspectives. This can help you make sense of complex situations and develop more effective solutions, or system interventions.

- Try to go beyond traditional project boundaries by engaging with a wide range of stakeholders. Extensive networking with multidisciplinary teams and other related stakeholders can provide diverse insights and foster collaboration.

- Practice utilising systems approaches to analyse and lead through the impacts and implications of project changes. This can help you manage change more effectively and ensure that all aspects of the project are considered.

- Focus on identifying what matters to different stakeholders at various stages of the project life cycle. Understanding their reasons for certain behaviours can help you address their needs and expectations more effectively.

- Learn to recognise, assess and communicate various sources and levels of complexity within your project. Evaluate their impacts at key stages of the project life cycle to better manage risks and uncertainties.

1.2 Systemically identifies and navigates emergent project vulnerabilities and opportunities - Consider the following:

- Focus on understanding how different risks interact within the project system. This can help you anticipate potential impacts more accurately and develop strategies to mitigate them.

- Adopt a comprehensive strategy for managing opportunities, risks, and uncertainties. This involves integrating risk and opportunity management across all levels of the organisation and considering their interconnected nature.

- Build resilience into your project systems to better handle uncertainties. This can be achieved by fostering a flexible and adaptive project environment that can quickly respond to disruptions.

- Continuously monitor the project environment to identify potential risks that are not immediately apparent. This proactive approach can help you convert unknown unknowns into known unknowns, making them more manageable.

1.3 Develops collaborative and adaptive approaches to implementation through multiple iterations - Consider the following:

- Learn how to evaluate and prioritise emergent opportunities for action based on the resources available and their potential impact. This can help you make informed decisions and allocate resources effectively.

- Work on adapting project plans and structures to align with the project life cycle and emergent changes in the system and its environment when they happen through an interactive process. This interactive process ensures that your project remains flexible and responsive to change.

- Work on developing and updating project plans and opportunities through ongoing collaborative dialogue with stakeholders. This continuous communication helps ensure that all perspectives are considered and that the project remains aligned with stakeholder needs and expectations.

- Establish minimal rules that enable and empower team members to take effective and independent action. These rules should align with the project's strategic purpose and provide a framework for decision-making without stifling creativity and initiative.

1.4 Integrates thinking across the project ecosystem and its boundaries - Consider the following:

- Learn to be aware of and understand the possible consequences of dynamic interdependence within and between project activity systems. This awareness can help you make more informed decisions and anticipate potential impacts.

- Focus on identifying and paying attention to weak signals. These subtle indicators can provide early warnings of potential issues or opportunities, allowing you to respond proactively.

- Strive for project integration across boundaries by considering multiple perspectives. This holistic approach can help you identify synergies and ensure that all aspects of the project are aligned.

1.5 Balances insights holistically from multiple sources and types of data - Consider the following:

- Make it a habit to regularly review and analyse numerical data from past projects. This can help you identify trends, forecast potential outcomes, and make more informed decisions for current and future projects.

- Don't underestimate the value of qualitative data such as stories and experiences. These can provide context and insights that numbers alone might miss. Encourage team members to share their experiences and document these narratives for a more holistic analysis.

- Try to develop a system for integrating various data points from different levels within your organisation and external sources. This can help you see the bigger picture and understand how different factors interact within the larger project ecosystem system.

- Leverage advanced technologies like artificial intelligence and machine learning where applicable and possible. These tools can help you analyse large datasets more efficiently, identify patterns, and support more accurate decision-making.

Focuses Strategically on Delivering Project Outcomes

Focuses Strategically on Delivering Project Outcomes	Self	Mean (All)	Std Dev	Other Reviewers	
				A*	B
2.1 Navigates uncertainty by converging stakeholders focus on the projects vision, goals and objectives.	**6.0**	**4.5**	1.0	5.3	3.7
2.2 Follows an outcomes-focused project delivery approach.	**5.0**	**4.5**	1.0	5.3	3.7
2.3 Adopts a whole-of-System approach to business decisions.	**6.0**	**4.3**	0.8	5.0	3.5

*A = Supervisor.

Explanation of Unit of Competency

The Focuses Strategically on Delivering Project Outcomes unit of competency defines the elements required to strategically lead the planning and execution of complex projects: setting a clear purpose for the project; maintaining a clear focus on outcomes delivery; whilst adapting plans and execution to

changing circumstances; and being mindful of sustaining a viable supply chain for the whole of life of the system delivered.

Explanation of Elements

2.1 Navigating uncertainty by converging stakeholders' focus on the project's vision, goals, and objectives means aligning everyone involved around a clear and compelling direction. This approach helps maintain clarity and unity, even in the face of unpredictable challenges. By consistently communicating and reinforcing the project's core purpose, leaders can foster collaboration, reduce confusion, and build resilience among stakeholders.

2.2 Following an outcomes-focused project delivery approach prioritises achieving specific results or impacts rather than just completing tasks. It involves defining clear goals, aligning with strategic objectives, and continuously delivering value while engaging stakeholders and measuring success through relevant metrics. This ensures projects deliver real, lasting value beyond simply achieving traditional measures of project success such as quality, cost, and time.

2.3 Adopting a whole-of-system approach to business or project decisions involves considering all interconnected elements and their relationships within the entire system. This holistic perspective helps in understanding how different parts influence one another, leading to more effective and sustainable solutions. It emphasises the importance of seeing the bigger picture, rather than focusing on isolated components, to address complex challenges and achieve better outcomes.

Suggestions for Improvement

General Development Guidance for Focuses Strategically on Delivering Project Outcomes

- Overall there is a significant gap between how your reviewers assessed your performance in this unit of competency and the required level of behaviour as described in the competency standard in this section.

2.1 Navigates uncertainty by converging stakeholders focus on the projects vision, goals and objectives - Consider the following:

- Regularly review the constraints and assumptions related to your project's goals and objectives. Test their validity and be prepared to renegotiate them as necessary throughout the project life cycle. This ensures that your project remains aligned with its goals and can adapt to changing circumstances.

- Make it a practice to continually test the validity of the premises about your project, including its purpose and boundaries.

- Learn to embrace uncertainty by fostering a culture of resilience and innovation focusing on the projects goal and objectives. Encourage your team to think creatively and be open to change. This can help you navigate unexpected challenges and turn potential setbacks into opportunities for growth.

2.2 Follows an outcomes-focused project delivery approach - Consider the following:

- Ensure that your decision-making and actions are guided by a clear and systemic vision of the project's proposed outcomes. This helps maintain focus on the project's purpose and ensures that all efforts are aligned with achieving these outcomes.

- Make sure that investments are directed towards delivering clearly articulated outcomes. This involves setting specific, measurable goals and ensuring that resources are allocated efficiently to achieve these goals.

- Establish robust feedback and monitoring systems that connect across the broader project team. This helps ensure that all team members are informed, aligned, and able to respond to changes and challenges effectively.

2.3 Adopts a whole-of-System approach to business decisions - Consider the following:

- Develop business acumen through actively managing both project success and product success by understanding the business context and making decisions that align with both short-term and long-term goals. This involves balancing quality, cost, and time with strategic benefits.

- Try to enable enterprise delivery by integrating communications, processes, and organisation at both the system and project levels. This ensures that all parts of the enterprise are working together seamlessly to deliver the project.

- Consider supply chain constraints by recognising and accounting for supply chain constraints and capabilities as fundamental to achieving project goals and objectives. This helps ensure that the necessary resources are available when needed.

- Use or encourage the use of fit-for-purpose contracting mechanisms that are aligned with the degree of uncertainty in the project. These should allow for adaptation as necessary to accommodate changes and unforeseen challenges.

Engages Collaboratively with Stakeholders

Engages Collaboratively with Stakeholders	Self	Mean (All)	Std Dev	Other Reviewers	
				A*	B
3.1 Demonstrates a stakeholder-centric mindset.	6.0	4.8	0.8	5.5	4.0
3.2 Develops and fosters a multi-party collaborative engagement culture.	5.0	4.5	1.1	5.5	3.5
3.3 Collaboratively shapes stakeholder communication.	5.7	4.5	0.9	5.3	3.8
3.4 Reframes Stakeholder Interactions.	5.0	4.5	1.1	5.5	3.5

*A = Supervisor.

Explanation of Unit of Competency

The Engages Collaboratively with Stakeholders unit of competency defines the elements required to successfully understand and engage with stakeholders, communicate effectively, and foster a constructive culture and trust within the project team and stakeholders. The leadership of complex projects requires the ability to conceive of projects as strategic conversations, and this unit captures key leadership capabilities essential to success.

Explanation of Elements

3.1 A stakeholder-centric mindset focuses on understanding the fears and addressing the needs, interests, and expectations of all stakeholders involved in or affected by the project. This approach prioritises creating value for customers, employees, investors, communities, and other relevant parties. By considering the broader impact of decisions and fostering strong relationships, project organisations can achieve more sustainable and inclusive success.

3.2 A multi-party collaborative engagement culture involves multiple organisations or groups (stakeholders) working together towards common goals, leveraging their diverse strengths and perspectives. This culture emphasises open communication, mutual respect, and shared decision-making to address complex challenges effectively. By fostering collaboration across different stakeholders and disciplines, it aims to create more innovative and sustainable solutions.

3.3 Collaboratively shaping stakeholder communication means working together with all relevant parties to develop and refine communication strategies that effectively address their needs and expectations. This approach involves active listening, mutual respect, and shared decision-making to ensure that the communication is clear, consistent, and resonates with all stakeholders. By involving stakeholders in the communication process, leaders can build trust, foster stronger relationships, and achieve better project outcomes.

3.4 Reframing stakeholder interactions involves changing the way conversations and engagements are approached to make sense for the project complexities and foster collaboration, resolve conflicts, and build trust. This can mean shifting the focus from individual interests to shared goals, using positive language to reduce tension, and actively listening to understand different perspectives. By doing so, it helps create a more cooperative environment where stakeholders feel valued and understood, leading to more effective and harmonious outcomes.

Suggestions for Improvement

General Development Guidance for Engages Collaboratively with Stakeholders

• Overall there is a significant gap between how your reviewers assessed your performance in this unit of competency and the required level of behaviour as described in the competency standard in this section.

3.1 Demonstrates a stakeholder-centric mindset - Consider the following:

• Take the time to develop a deep understanding and appreciation of what drives your stakeholders. This includes their goals, motivations, and any concerns or fears they may have.

• From the very beginning, demonstrate genuine empathy towards your stakeholders. Purposefully build trust by being transparent, reliable, and responsive. Trust is the foundation of strong stakeholder relationships and can significantly impact the success of your project.

• Make a deliberate effort to establish and maintain relationships that are mutually beneficial to the parties involved. This involves regular communication, active listening, and a commitment to addressing stakeholder concerns and feedback. Sustaining these relationships over time can lead to better collaboration and project outcomes.

3.2 Develops and fosters a multi-party collaborative engagement culture - Consider the following:

- Encourage and maintain a dynamic, collaborative partnering approach among stakeholders. This involves creating an environment where stakeholders feel valued and are motivated to work together towards common goals. Regularly facilitate open communication and joint problem-solving sessions to strengthen these partnerships.

- Strategically engage key stakeholders to advance the achievement of project objectives. Identify the most influential stakeholders and involve them in critical decision-making processes. This ensures that their insights and support are leveraged to drive the project forward.

- Be willing to challenge existing cultural norms, boundaries, and rules that may hinder project progress. Encourage innovative thinking and be open to new approaches that can help achieve project objectives more effectively. This can involve questioning traditional practices and fostering a culture of continuous improvement.

3.3 Collaboratively shapes stakeholder communication - Consider the following:

- Encourage a culture where open communication, innovation, and creativity are valued at all levels of the project ecosystem. Create forums for idea sharing and ensure that team members feel comfortable expressing their thoughts and suggestions.

- Actively seek feedback from stakeholders and listen attentively. This helps you understand their perspectives and make informed decisions. Show that you value their input by acting on their suggestions where appropriate.

- Monitor the project environment continuously and adapt your communication strategies accordingly. This helps manage expectations and ensures that stakeholders are kept informed about any changes or developments.

- Skilfully use communication as a tool to amplify positive responses and dampen negative ones. Tailor your messages to highlight successes and address concerns in a constructive manner.

- Use compelling and motivating language to convey a clear and inspiring vision of the project's future. This helps align the team and stakeholders with the project's goals and fosters a sense of shared purpose.

3.4 Reframes Stakeholder Interactions - Consider the following:

- Work closely with other leaders to develop and maintain a shared vision and purpose across the project ecosystem. This collaborative approach ensures that all leaders are aligned and working towards common goals, fostering a unified direction for the project.

- Regularly review and update your communications and messaging to reflect the project's complexity and direction. This helps ensure that all stakeholders have a clear and accurate understanding of the project's status and any changes that may occur.

- Implement feedback loops to continuously question and refine your approach. Actively seek input from stakeholders and team members and use this feedback to make necessary adjustments. This iterative process helps improve decision-making and project outcomes.

Exercises Contextual Leadership Awareness

Exercises Contextual Leadership Awareness	Self	Mean (All)	Std Dev	Other Reviewers	
				A*	B
4.1 Demonstrates Emotional Intelligence in the project context.	6.0	4.5	0.9	5.3	3.8
4.2 Demonstrates ability to apply different modes of thinking about issues.	5.0	4.5	1.1	5.5	3.5
4.3 Leads with Sensitivity.	6.0	4.6	0.9	5.3	3.8
4.4 Builds and develops a team of teams from a systems view.	5.5	4.4	1.0	5.3	3.5

*A = Supervisor.

Explanation of Unit of Competency

The Exercises Contextual Leadership Awareness unit of competency defines the elements required for effective leadership in complexity. Successfully leading through complexity requires leaders to be self-aware and understand how to adapt their style to context, culture, and values, striving to develop their own capabilities and those of their teams. It is through leadership that we craft and drive project visions, effectively engage with multiple and diverse stakeholders, navigate emergent change and motivate project teams.

Explanation of Elements

4.1 Demonstrating emotional intelligence in a project context involves being aware of and managing your own emotions, understanding and influencing others' emotions, and building strong relationships. This helps create a collaborative, supportive, and productive project environment.

4.2 Applying different modes of thinking about issues involves using analytical, creative, critical, and systems thinking to gain a comprehensive understanding and develop effective solutions. This approach helps address problems from multiple perspectives. By using these diverse thinking modes, you can gain a more comprehensive understanding of complex issues and develop more effective solutions.

4.3 Leading with sensitivity means being attuned to the emotions, needs, and perspectives of others while guiding the project team. It involves showing empathy, being considerate in communication, and creating an inclusive environment where everyone feels to deliver bad news early, is valued and understood. This approach helps build trust, foster collaboration, and enhance overall team well-being, morale and productivity.

4.4 Building and developing a team of teams from a systems view involves creating interconnected teams that work together as a cohesive unit, considering the broader organisational and project ecosystem context. This approach emphasises understanding how different teams interact and influence each other, promoting collaboration, communication, and shared goals. By viewing the projects as a system, leaders can identify and address inefficiencies, foster continuous improvement, and enhance overall performance.

Suggestions for Improvement

General Development Guidance for Exercises Contextual Leadership Awareness

- Overall there is a significant gap between how your reviewers assessed your performance in this unit of competency and the required level of behaviour as described in the competency standard in this section.

4.1 Demonstrates Emotional Intelligence in the project context - Consider the following:

- Practice staying motivated by maintaining a positive outlook about the project, even when facing challenges. This positivity can inspire and motivate your team, helping them stay focused and resilient.

- Regularly reflect on how your actions, thoughts, and emotions impact others and the success of the project. This self-awareness can help you make more thoughtful decisions and improve your interactions with team members and stakeholders.

- Understand and consider the needs and expectations of different stakeholders from their perspective. This empathy can help you build stronger relationships and ensure that stakeholder concerns are addressed effectively.

- Continuously seek feedback from others and be open to modifying your behaviour based on this feedback. This self-regulation helps you stay aligned with the project's goals and fosters a collaborative and supportive environment.

- Be flexible in adapting your leadership style to the project's stage, needs, team structure, and level of complexity. Effective communication and social skills are crucial in navigating these dynamics and ensuring that your leadership approach is appropriate for the situation.

4.2 Demonstrates ability to apply different modes of thinking about issues - Consider the following:

- Be open to holding different perspectives at the same time. This ability to accommodate conflicting views can help you understand the full scope of a situation and make more balanced decisions.

- Actively seek out and test diverse ideas to validate critical project assumptions. This approach can help you identify potential risks and opportunities that might not be immediately apparent.

- Reframe complex challenges to uncover new ways to improve performance outcomes. By looking at problems from different angles, you can develop innovative solutions that might not have been considered otherwise.

4.3 Leads with Sensitivity - Consider the following:

- Try to approach conflict resolution with creativity. Look for innovative solutions that address the root causes of conflicts and satisfy the needs of all parties involved.

- Make decisions that are cognisant of personal, organisational, sectoral, and national cultures, values, and ethics. This awareness ensures that your actions are respectful and aligned with broader societal norms.

- Actively promote the health and well-being of yourself and your team. Prioritise mental health by encouraging work-life balance, providing support resources, and fostering a positive work environment.

- Try to use critical thinking and sound judgement to determine when action or inaction is required. This helps you make timely and effective decisions, balancing the need for intervention with the benefits of patience.

- Try to foster an environment where team members feel safe to deliver bad news early. This openness can help you address issues promptly and prevent small problems from escalating.

- Try to foster an environment where team members feel safe to deliver bad news early. This openness can help you address issues promptly and prevent small problems from escalating.

4.4 Builds and develops a team of teams from a systems view - Consider the following:

- Develop and communicate a cohesive narrative that aligns all teams within the project ecosystem. This shared story helps ensure that everyone understands the project's goals, values, and direction, fostering unity and collaboration.

- Consistently and deliberately work on building trust within and across the broader project team. This involves being transparent, reliable, and supportive, and creating opportunities for team members to connect and collaborate.

- Promote a culture of robust and honest reflection about team practices and performance. Regularly review what is working well and what can be improved and encourage open discussions that lead to actionable insights.

- Actively seek diversity and build an inclusive culture within your teams. Embrace different perspectives and backgrounds and create an environment where everyone feels valued and included. This diversity can lead to more innovative solutions and a stronger team dynamic.

Applies System Governance and Delivery Assurance

Applies System Governance and Delivery Assurance	Self	Mean (All)	Std Dev	Other Reviewers	
				A*	B
5.1 Uses a systems-based approach to support the project governance function.	**5.7**	**4.2**	0.9	5.0	3.3
5.2 Pursues an appropriate delivery assurance approach.	**5.5**	**4.6**	1.0	5.5	3.8
5.3 Promotes a whole-of-life approach (attitude) to procurement and supply chain management.	**6.0**	**4.8**	0.8	5.5	4.0
5.4 Follows an adaptive procurement and acquisition approach.	**5.5**	**4.4**	1.0	5.3	3.5

*A = Supervisor.

Explanation of Unit of Competency

The Applies System Governance and Delivery Assurance unit of competency defines the elements required to establish and evolve as appropriate the governance and delivery assurance of the complex project as a system.

Explanation of Elements

5.1 Using a systems-based approach to support the project governance function involves considering the entire project environment and its interrelated components. This approach ensures that governance structures, processes, and decisions are aligned with the broader organisational and environmental context and objectives. By understanding how different internal and external elements interact and influence each other, project leaders can create more effective governance frameworks, improve decision-making, and enhance overall project performance.

5.2 Pursuing an appropriate delivery assurance approach means implementing systemic processes and practices to ensure that a project is on track to meet its objectives, manage risks, and deliver value effectively. This involves regular reviews, independent assessments, and continuous monitoring for system feedback loops to identify and address issues early. By aligning assurance activities with the project's complexity and risk profile, organisations can enhance decision-making, improve performance, and increase the likelihood of successful outcomes.

5.3 Promoting a whole-of-life approach to procurement and supply chain management means considering the total cost and impact of a product or service throughout its entire lifecycle. This includes not only the initial purchase price but also costs related to maintenance, operation, training, and disposal. This includes the capacity of the supply chain to deliver for the project and enterprise and the long sustainability considerations related to the environment and economy. By adopting this comprehensive perspective, organisations can shift their approach to a partnering relationship with their supply chain and can make more informed decisions that enhance sustainability, reduce long-term costs, and improve overall value.

5.4 Following an adaptive procurement and acquisition approach means tailoring strategies and processes and contracting forms to fit the specific needs and circumstances of each project. This approach emphasises flexibility, allowing for adjustments based on factors like complexity, shared risk, and urgency. By being adaptable and including more flexible contracting options organisations and their suppliers can respond more effectively to changing conditions and deliver better solutions faster.

Suggestions for Improvement

General Development Guidance for Applies System Governance and Delivery Assurance

- Overall there is a significant gap between how your reviewers assessed your performance in this unit of competency and the required level of behaviour as described in the competency standard in this section.

5.1 Uses a systems-based approach to support the project governance function - Consider the following:

- Learn to use systems thinking to effectively address issues related to the design, execution, and evolution of complex systems. This approach helps you understand the interdependencies and dynamics within the system, allowing for more informed decision-making and problem-solving.

- Consider the unique circumstances of the system within which the project is to be delivered. Tailor the governance framework to be customised to these specific circumstances and context. This ensures that the governance structure is relevant and effective for the particular project environment.

- Ensure that the governance of the project system is aligned and integrated with the broader enterprise system governance. This alignment helps maintain consistency, coherence, and support across all levels of the organisation, facilitating smoother project execution and better overall outcomes.

5.2 Pursues an appropriate delivery assurance approach - Consider the following:

- Pay attention to the enterprise, managerial, human, and policy aspects of the complex system. This holistic view helps you address all relevant factors that can impact the project's success.

- Try to cultivate a delivery assurance mindset within the project culture. Emphasise the importance of focusing on what needs to happen for success across the broader project ecosystem. This proactive approach ensures that all team members are aligned and committed to achieving project goals.

- Ensure that strategic objectives are translated into observable and measurable benefits. This helps you track progress and demonstrate the value of the project to stakeholders.

- Align your benefits realisation approach with the project's goals and objectives. This ensures that the benefits delivered are directly linked to the projec's intended outcomes and contribute to its overall success.

5.3 Promotes a whole-of-life approach (attitude) to procurement and supply chain management - Consider the following:

- Define clear criteria to characterise the nature of your desired relationship with the supply chain, whether it be a partnership, transactional, or another type. This clarity helps set expectations and guides interactions with suppliers.

- Regularly monitor the capacity of the supply chain to deliver for both the project and the enterprise. Pay attention to dependencies and potential bottlenecks to ensure that the supply chain can meet project demands.

- Harmonise procurement activities within the project and with related projects. This coordination can help identify mutually beneficial opportunities and streamline processes, leading to more efficient and effective procurement.

- Try to take into account the long-term sustainability of the organisation, environment, and economy in your procurement and supply chain management approach. This involves making decisions that support sustainable practices and contribute to the overall well-being of the broader system.

5.4 Follows an adaptive procurement and acquisition approach - Consider the following:

- Choose or encourage the selection of contracting forms that are suitable for the level of complexity and uncertainty in your projects. This ensures that the contracts are flexible enough to accommodate changes and uncertainties.

- Be aware that contracting may attempt to impose certainty on an inherently uncertain environment, which can create potential conflicts. Recognise these limitations and address them proactively to avoid issues down the track.

- Actively seek to allocate project risk to the party best able to manage it. This risk allocation helps ensure that risks are handled by those with the expertise and capacity to mitigate them effectively.

- Strive to balance collaborative contracting with the need to maintain probity when dealing with external parties. This balance ensures that you maintain ethical standards and transparency while fostering strong, cooperative relationships.

- Develop a deep understanding of the complexity of your projects and then focus on building collaborative relationships with your suppliers to navigate these complexities effectively. This collaboration can lead to better problem-solving and more innovative solutions.

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Reviewer Assessment - Detailed Breakdown

This table shows detailed scoring for each question, grouped by separation numbers where applicable. Questions are grouped based on subcategory separation values to show component means.

REVIEWER ASSESSMENT	Participant Self Assessment	Respondents		Mean of All Respondents	Peers Mean	Standard Deviation (All)
	Self	A*	B	Rating	Rating	Rating
Drives Systemic Thinking and Action						
1.1 Seeks system insights for improved performance. Sep: 3,2	Self	A*	B	Mean	Peers	Std Dev
A I consider how different parts of a project interact with each other and the project environment to identify patterns and potential issues. **B** I apply a systems thinking approach to understand the broader context of project challenges. **C** I leverage systems insights to identify patterns, anticipate potential issues, and develop holistic solutions that consider the entire project environment.	5.67	5.40	3.60	4.50	3.60	0.90
D I identify and articulate various types and sources of complexity, assessing their respective impacts at key stages of the project life-cycle. **E** At key stages of a project, I recognise and effectively communicate various project complexities and their effects.	5.00	5.40	3.60	4.50	3.60	0.90
1.2 Systemically identifies and navigates emergent project vulnerabilities and opportunities. Sep: 2,2	Self	A*	B	Mean	Peers	Std Dev
A I identify known project risks and analyse their interconnections while simultaneously monitoring and responding to emerging, previously unknown risks and opportunities. **B** I continuously monitor the project environment to adapt to emerging and interrelated threats or opportunities.	6.00	5.30	3.80	4.55	3.80	0.75
C I build and strengthen the project system's resilience by fostering adaptability in processes, structures, and people, ensuring agile responses to emerging uncertainties. **D** I foster adaptability to strengthen the project system's resilience, ensuring agile responses to uncertainties.	6.00	5.30	3.80	4.55	3.80	0.75
	Self	A*	B	Mean	Peers	Std Dev

REVIEWER ASSESSMENT	Participant Self Assessment	Respondents		Mean of All Respondents	Peers Mean	Standard Deviation (All)
	Self	A*	B	Rating	Rating	Rating
1.3 Develops collaborative and adaptive approaches to implementation through multiple iterations. Sep: 2						
A I work closely with stakeholders to refine the project plan based on changes in circumstances through multiple iterations.	**6.00**	**5.50**	**3.50**	**4.50**	**3.50**	**1.00**
A I involve stakeholders in shaping and adapting, as may be necessary from time to time, the project communication messages.						
B I adapt project plans based on feedback, evolving stakeholder needs, and changing circumstances as necessary across the project life-cycle phases.	5.00	5.50	3.50	4.50	3.50	1.00
1.4 Integrates thinking across the project ecosystem and its boundaries. Sep: 2,2	Self	A*	B	Mean	Peers	Std Dev
A I actively consider the integration of various project factors across different disciplines and stakeholders with multiple perspectives.	**6.00**	**5.30**	**3.80**	**4.55**	**3.80**	**0.75**
B I encourage thinking about project factors across diverse viewpoints of stakeholders in different parts of the project ecosystem.						
C I recognise and interpret subtle, ambiguous early indicators of emerging trends —enabling proactive decision-making before clear patterns emerge.	**6.00**	**5.30**	**3.80**	**4.55**	**3.80**	**0.75**
D I detect subtle signals of trends or patterns of behaviours to enable proactive decisions.						
1.5 Balances insights holistically from multiple sources and types of data. Sep: 2	Self	A*	B	Mean	Peers	Std Dev
A I integrate various kinds and sources of data to form a complete understanding of project issues when making decisions.	**5.00**	**5.50**	**3.50**	**4.50**	**3.50**	**1.00**
B I use both hard (quantitative) and soft (qualitative) data to make sense of things and inform my decisions.						
Exercises Contextual Leadership Awareness						
4.1 Demonstrates Emotional Intelligence in the project context. Sep: 2,2	Self	A*	B	Mean	Peers	Std Dev
B I understand and influence others' emotions in the project context when things become challenging and modifying my own behaviour as necessary to achieve project goals.	**6.00**	**5.30**	**3.80**	**4.55**	**3.80**	**0.75**
C I regularly seek feedback and adjust my personal behaviour to enhance team dynamics, project success, and leadership effectiveness.						

REVIEWER ASSESSMENT	Participant Self Assessment	Respondents		Mean of All Respondents	Peers Mean	Standard Deviation (All)
	Self	A*	B	Rating	Rating	Rating
C I regulate my emotions, uphold a positive outlook despite project challenges, and respond thoughtfully in project settings, adjusting my approach as needed to achieve success. **D** I adapt my leadership style or approach to align with project stage, team structure, complexity, and evolving needs.	6.00	5.30	3.80	4.55	3.80	0.75
4.2 Demonstrates ability to apply different modes of thinking about issues. Sep: 2	Self	A*	B	Mean	Peers	Std Dev
A I reframe complex challenges, thinking about things differently to find new ways to improve performance outcomes. **B** I balance diverse and conflicting perspectives while actively seeking and testing ideas to validate critical project assumptions.	5.00	5.50	3.50	4.50	3.50	1.00
4.3 Leads with Sensitivity. Sep: 2,2,2	Self	A*	B	Mean	Peers	Std Dev
A I show empathy and consideration (for culture, values, ethics etc) in my leadership approach. **B** I lead with empathy and awareness, respecting culture, values, and ethics in my approach.	6.00	5.30	3.80	4.55	3.80	0.75
C I foster an inclusive culture where team members feel safe sharing difficult news and know their contributions are valued. **D** I create an inclusive environment where team members feel safe to deliver bad news and are valued.	6.00	5.30	3.80	4.55	3.80	0.75
E I use experience and judgement to determine when action is necessary and when restraint will yield better outcomes. **F** I apply experience and sound judgment to assess when to take action and when restraint leads to better results	6.00	5.30	3.80	4.55	3.80	0.75
4.4 Builds and develops a team of teams from a systems view. Sep: 2,2	Self	A*	B	Mean	Peers	Std Dev
A I foster collaboration between interconnected teams across the broader project ecosystem. **B** I understand how different teams influence each other and work towards building trust and honest reflection about shared goals across all stakeholders.	6.00	5.30	3.50	4.40	3.50	0.90
C I encourage robust and honest reflection about team practices and performance across different parts of the project ecosystem.	5.00	5.30	3.50	4.40	3.50	0.90

REVIEWER ASSESSMENT	Participant Self Assessment	Respondents		Mean of All Respondents	Peers Mean	Standard Deviation (All)
	Self	A*	B	Rating	Rating	Rating
D I foster open and meaningful reflection on team practices and performance across the project ecosystem.						
Focuses Strategically on Delivering Project Outcomes						
2.1 Navigates uncertainty by converging stakeholders focus on the projects vision, goals and objectives. Sep: 2,2	Self	A*	B	Mean	Peers	Std Dev
A I help maintain focus on the projects vision, goals, and objectives to guide stakeholders through uncertainty.	6.00	5.30	3.70	4.50	3.70	0.80
A I help converge stakeholders' focus around a shared project vision, goals and objectives during uncertain times.						
C I continually tests the validity of premises about the project, its purpose, and its boundaries.	6.00	5.30	3.70	4.50	3.70	0.80
D I continuously challenge and refine assumptions about the project's purpose, scope, and direction						
2.2 Follows an outcomes-focused project delivery approach. Sep: 2	Self	A*	B	Mean	Peers	Std Dev
A I prioritise achieving meaningful outcomes over simply completing project tasks on time and within budget.	5.00	5.30	3.70	4.50	3.70	0.80
B I align project activities to prioritise strategic goals to deliver lasting impact and value rather than just time, cost, and budget.						
2.3 Adopts a whole-of-System approach to business decisions. Sep: 2	Self	A*	B	Mean	Peers	Std Dev
A I consider the entire project ecosystem when making business decisions, balancing immediate returns with longer term strategic benefits.	6.00	5.00	3.50	4.25	3.50	0.75
B I evaluate how decisions affect interconnected elements within the entire project ecosystem.						
Engages Collaboratively with Stakeholders						
3.1 Demonstrates a stakeholder-centric mindset. Sep: 2	Self	A*	B	Mean	Peers	Std Dev
A I actively consider the needs and expectations (aspirations, motivations and fears) of all stakeholders.	6.00	5.50	4.00	4.75	4.00	0.75
B I put myself in the shoes of other stakeholders and purposefully try to build trust from the start of the project.						

REVIEWER ASSESSMENT	Participant Self Assessment	Respondents		Mean of All Respondents	Peers Mean	Standard Deviation (All)
	Self	A*	B	Rating	Rating	Rating
3.2 Develops and fosters a multi-party collaborative engagement culture. Sep: 2	**Self**	**A***	**B**	**Mean**	**Peers**	**Std Dev**
A I promote open communication and shared decision-making across all stakeholder groups. **B** I actively engage with diverse perspectives encouraging a collaborative partnering approach when working with multiple stakeholders.	**5.00**	**5.50**	**3.50**	**4.50**	**3.50**	**1.00**
3.3 Collaboratively shapes stakeholder communication. Sep: 2,2	**Self**	**A***	**B**	**Mean**	**Peers**	**Std Dev**
B I ensure communication is clear and resonates with all relevant parties (meets expectations and reflects feedback from all relevant parties) **C** I use motivating language to communicate and inspire a compelling vision of the project's future and to amplify positive responses and mitigate negative ones.	**5.00**	**5.30**	**3.80**	**4.55**	**3.80**	**0.75**
D I communicate using compelling language to inspire a clear vision of the project's future, amplifying positive engagement while minimising negative impact.	7.00	5.30	3.80	4.55	3.80	0.75
3.4 Reframes Stakeholder Interactions. Sep: 2	**Self**	**A***	**B**	**Mean**	**Peers**	**Std Dev**
A I shift conversations (reframe them) to understand the challenges (project complexity) and to focus on shared goals and rather than individual interests. **B** I guide discussions by reframing perspectives to uncover project challenges and ensure the focus remains on shared goals rather than individual agendas.	**5.00**	**5.50**	**3.50**	**4.50**	**3.50**	**1.00**
Applies System Governance and Delivery Assurance						
5.1 Uses a systems-based approach to support the project governance function. Sep: 3	**Self**	**A***	**B**	**Mean**	**Peers**	**Std Dev**
A I align, or where I have no control, I try to promote the alignment and integration of governance processes with the broader project environment i.e. tailor the governance to suit the circumstances. **B** I consider how governance decisions impact the overall project ecosystem. **C** I ensure, or where I have no control, I promote the alignment and integration of the project system governance with enterprise system governance.	**5.67**	**5.00**	**3.30**	**4.15**	**3.30**	**0.85**

REVIEWER ASSESSMENT	Participant Self Assessment	Respondents		Mean of All Respondents	Peers Mean	Standard Deviation (All)
	Self	A*	B	Rating	Rating	Rating
5.2 Pursues an appropriate delivery assurance approach. Sep: 2,2	**Self**	**A***	**B**	**Mean**	**Peers**	**Std Dev**
A I implement, or where I have no control, I promote assurance practices that match the project's complexity and risks and regularly review progress to ensure that adaptations (changes) are made where and when necessary. **B** I convert strategic goals into tangible, measurable benefits for realisation.	5.00	5.50	3.80	4.65	3.80	0.85
B I embed, or where I have no control, I encourage, an assurance mindset and culture of focussing on what needs to happen for success across the broader project ecosystem. **C** I translate strategic objectives into observable and measurable benefits to be realised.	6.00	5.50	3.80	4.65	3.80	0.85
5.3 Promotes a whole-of-life approach (attitude) to procurement and supply chain management. Sep: 2	**Self**	**A***	**B**	**Mean**	**Peers**	**Std Dev**
A I promote the assessment of the full lifecycle implications and impact of procurement decisions, ensuring the supply chain's capacity to meet project and enterprise needs. **B** I promote the evaluation of the long-term impact of procurement decisions, ensuring the supply chain can effectively support both project and enterprise needs.	6.00	5.50	4.00	4.75	4.00	0.75
5.4 Follows an adaptive procurement and acquisition approach. Sep: 2,2	**Self**	**A***	**B**	**Mean**	**Peers**	**Std Dev**
B I adjust, or where I have no control I promote the adoption of different, procurement processes based on varying project conditions. **C** Based on an understanding of the project complexity, I focus on collaborative relationships with suppliers to ensure alignment with project governance and organisational objectives.	6.00	5.30	3.50	4.40	3.50	0.90
D With a deep understanding of project complexity, I prioritise strong collaboration with suppliers to maintain alignment with governance and organisational goals. **D** I tailor, or where I have no authority to change, I promote procurement and contracting strategies (form) to fit the level of anticipated complexity and uncertainty of each project.	5.00	5.30	3.50	4.40	3.50	0.90

*A = Supervisor. Group means are calculated based on separation numbers defined for each subcategory. When separation numbers like "3,2" are specified, questions are grouped accordingly and separate means are calculated for each group.