



**P1 Professional Skills
Guidance for Trainees**

Assessment Guidance v1.7 November 2025

Professional Skills: A Business Report

Module Overview

This module is designed to empower you, the candidate, to undertake an independent, research-driven project that makes a meaningful contribution to the strategic goals of your legal practice or organisation. You will apply critical thinking and problem-solving skills to identify and investigate organisational, sector-specific or client-related challenges and opportunities. Through structured research, you will generate insightful conclusions and actionable recommendations.

Building on the competencies developed through the CPQ, including stakeholder engagement, effective communication and navigating competing interests, you will craft and present a compelling, strategically aligned proposal that offers a viable path forward for your organisation.

Learning Outcomes

This module is designed to support your research journey by introducing essential concepts and enhancing your understanding of the knowledge that underpins the learning outcomes. The scope and depth of your engagement with each learning outcome will be shaped by your selected research topic and the focus of your business report.

The learning outcomes are:

1. Recognise effective leadership and understand how to communicate with and motivate others, exhibiting emotional intelligence.
2. Build an awareness of approaches to manage the performance of a team or project.
3. Demonstrate a focus on client experience and an awareness of how to build new relationships and business opportunities.
4. Build an awareness of how to improve processes and working practices for clients/the consumer and the organisation; evaluate financial impact, risks and compliance with the regulations governing the legal profession.
5. Recognise how to utilise legal technology to improve efficiency and effectiveness.

This module will explore the following themes. Please note that the business report does not need to address a specific number of themes.

Assessment preparation:

- Critical thinking
- Research techniques
- Collection and analysis of data in research
- Structuring and presenting ideas in the business context

Business themes:

- Influencing, negotiation and managing conflict
- Emotional intelligence
- Managing a team
- Managing change
- Managing and driving a project
- Managing stakeholders
- Improving working practices
- Marketing in law firms
- Managing and growing accounts
- Understanding customers, your user experience and product innovation
- Operations in law firms
- Business finance
- Business analysis and creative problem solving
- Making decisions using data
- Legal technology
- System selection and procurement
- Getting started with managing technology/system implementation

Assessment Outcomes

Candidates should meet the following assessment outcomes.

1. Select and define a relevant problem, opportunity or issue that aligns with your organisation, external client or team. If a direct link is not feasible, you may instead focus on a broader sector-wide challenge as the foundation for your project.
2. Conduct the project independently, demonstrating an understanding of its commercial viability and relevance to business objectives.
3. Apply a range of research methods to investigate the chosen topic, including data analysis and a critical review of relevant theoretical frameworks.
4. Evaluate the limitations of your research findings and identify potential avenues for further development or exploration.
5. Compile a comprehensive business report or case study, clearly presenting your findings, insights and actionable recommendations.
6. Deliver the report to a professional standard, suitable for presentation to stakeholders or decision makers.

Assessment Requirements

- Project proposal form.
- Business report between 5,000 and 7,000 words that details research methodology and findings.

Meeting Professional Experience Outcomes

When submitting the project proposal form and business report to CILEX, you should take a moment to reflect on which Professional Experience outcomes you believe you have achieved. Guidance on how to record supporting evidence for your Professional Experience is available via your myCILEX account.

While the CPQ Professional Experience requirement can be fulfilled solely through your legal practice, your research project may also provide valuable evidence – or open up opportunities – to demonstrate some of the commercially-focused competencies outlined in the CILEX Competency Framework.

Guidance for Trainee CILEX Lawyers

This module requires you to develop a business report underpinned by independent research, tailored to align with and promote the strategic aims of your legal practice or organisation.

The report should not exceed 7,000 words.

Research Area

To define your research area and report focus effectively, you may need to collaborate with colleagues to gain a clear understanding of your legal practice or organisation's current performance and strategic objectives. This process may also involve obtaining approval for the research task you intend to undertake.

If not currently employed in a legal role, you might instead base your report on publicly available data about the legal sector or explore the feasibility of establishing your own legal entity.

Identifying a clear research statement can be challenging but it is essential. To guide your approach, you should:

- Focus your topic on a specific question, problem or opportunity within the legal sector.
- Ensure strategic relevance by aligning your research with legal functions or broader sectoral issues.
- Connect your research to one or more themes outlined in the module's learning outcomes.
- Begin by pinpointing key concepts in your research statement – whether it is a question, problem or opportunity – and conduct preliminary research to assess the availability of supporting information. This will help determine whether your chosen title and area are viable or need refinement.
- Evaluate your research statement to ensure that it enables you to meet the assessment objectives effectively.

The following statements outline potential research areas that can be tailored and refined to align with your role, your organisation's strategic priorities or your personal interests.

The statements in italics could be adapted by CILEX members not employed in a suitable role and are potential areas for projects, based on the legal sector or independent business plan.

- Evaluate business performance and make recommendations for improved financial margin.
- Critically evaluate customer journey considerations in the digitisation of business processes in your organisation.
- Evaluate your organisation's brand, marketing and customer interactions, making recommendations to drive business growth.
- Evaluate the strategic issues facing your organisation's key business function(s) and make recommendations for how to focus activities to respond.
- Explain how data analytics is impacting every aspect of your business, making observations and recommendations.
- Analyse process data and use it to describe the relationship between the process and the outcomes, with reference to efficiencies, finance and risk.

- Critically evaluate the importance of customer centricity through digital transformation in your organisation – internal efficiency of automation vs client expectation.
- *Critically evaluate the opportunity for a new product or service, presenting the case and a clear customer value proposition.*
- Make justified recommendations about technology platforms and your organisation's use of emerging technology.
- Recognise the culture of the teams and organisation and make recommendations to improve working relationships.
- *Prepare a new business plan (entity application), considering recent and current changes to the legal services market.*
- *Consider complaints made in the legal sector, drawing conclusions and recommendations for improving access and experience of the consumer.*

The tutor is not permitted to write or alter any content that you submit; however, they may:

- ask questions to help clarify ideas;
- offer constructive challenge to refine your thinking;
- provide guidance on the scope of your work to ensure alignment with assessment criteria;
- comment on the structure and organisation of the report.

The tutor must not provide feedback on the overall success or quality of the report.

You should prepare a business report that is appropriate for presentation to the senior leadership team.

The report should be structured using the following headings:

- Executive Summary
- Introduction
- Findings and Analysis
- Recommendations and Conclusions.

Step 1 – Submitting the Project and Research Plan

Before commencing the research project, you should prepare a draft proposal and seek validation from your employer. This ensures that your project aligns with the organisation's objectives and that you have the necessary permission to carry out the research. If the project involves data it must comply with the candidate's organisation's data policies.

It is essential that you share your proposed project objectives with the training provider prior to starting work. While formal approval from the training provider is not required, their guidance can be invaluable. The training provider can help ensure that the project enables you to meet all assessment criteria to a satisfactory standard; that you complete the task thoroughly; and that you adhere to the submission timeline. If the training provider is a university, additional internal documentation may be required to comply with institutional research policies.

Your proposal form should be signed by your employer (if applicable) and submitted to CILEX alongside your completed report. This will also include any training provider feedback.

Please note that the submitted proposal form will not be formally assessed by CILEX. Any changes made to the proposal after submission will not affect the marking of the report. However, the initial outline provides helpful context for examiners to understand how your research has evolved.

The proposal should include the following.

- The title of the proposal.
- Your role in the organisation (if applicable).
- Module learning outcomes expected to be met by the project.
- Background and context, including:
 - the relevance of the research;
 - Your relationship with the topic area;
 - research objective(s);
 - research benefits for the organisation you work for, legal sector or own strategic aspirations;
 - high-level research methodology you will follow, including accordance with GDPR, permission and storage of personal data;
 - possible challenges to conducting the required research, for example engagement, the organisation, difficulty in accessing data;
 - anticipated submission window.

Step 2 – Submitting the Report

There is no formal time limit for completing the report; however, it is expected to take between six months and one year. To submit the report, you must first book a submission slot before the Examination/Project entry deadline. You should refer to the *Key Dates and Deadlines* section in myCILEX for details. You should inform your training provider of your intention to submit the report and which submission window you intend to use.

Once your booking is confirmed, you will work with the training provider, who will submit the report on your behalf during the designated submission window. From January 2026, submission windows for the Professional Skills Project (P1) will be held four times a year – in January, March, June and September. For exact dates, consult the Examination Timetables in myCILEX.

Step 3 – Assessment Outcomes and Feedback Process

The report will be assessed and awarded one of the following outcomes: Fail, Pass, Distinction. All CPQ results will be available in the candidate's myCILEX account.

- If a Fail is awarded, detailed feedback will be provided in a Fail Report, outlining the specific criteria that were not met. This report will be shared with the training provider. It is expected that your training provider will share this document with you on the date the results are released.
- If a Distinction is achieved, the overall result for the CPQ Professional Stage will remain recorded as a Pass. However, the module result will reflect the enhanced achievement of Distinction.

Step 4 – Resubmissions

If your report is not yet at a pass standard, a resubmission will be necessary. You should resubmit your report during designated assessment windows, which can be booked via the myCILEX platform. There is no restriction on the number of permitted resubmissions.

A Fail Feedback Report will be issued to your training provider when results are released. It is expected that they will share the report with you.

There is no expectation that a full re-write will take place, only the areas that have been highlighted as not yet passing need focus. However, in order that the report reads fluently, it is understood that further adjustments to the overall report may be required. *There is no need to use track change or a different font colour.* Resubmission of the report to CILEX should be actioned via the training provider.

The training provider should provide feedback on the first and second drafts of your resubmission project. This feedback may incorporate comments from the original submission as well as any report-related issues identified by CILEX in order to support and guide your resubmission process.

Writing the Report

Planning

Choosing a suitable research topic for a report may take time but it is a crucial step towards your overall success. Your report could explore a current development within the legal sector, a live issue affecting your team, department or organisation, or an opportunity – such as enhancing internal collaboration, streamlining operations, increasing revenue.

We encourage you to discuss potential project areas with your supervisor or a manager in a department that aligns with your interests. The project should address strategic concerns and provide meaningful value to your organisation. Additionally, you should ensure that you consider the availability of relevant information and comply with any applicable data-handling policies, particularly those relating to GDPR.

While the report will be submitted to CILEX for assessment, you may also need to present your findings internally. Therefore, it is important for you to consider your audience within the organisation and to tailor your report accordingly.

As you plan and write your report, you should keep the following in mind:

- Audience: Who will read the report and what insight you are seeking.
- Relevance: Clearly explain the context, issue, opportunity or impact of your research topic.
- Engagement: Keep the report concise and engaging to ensure stakeholders read and understand the value of your findings.
- Impact: Recommendations should be well defined and capable of guiding future action.

Further Considerations

When defining the scope of the report, it is essential for you to establish clear aims and objectives. Readers should immediately understand the report's purpose and what you intend to achieve. To enrich content, you should consider drawing on themes from the Professional Skills module – these can help you explore the report in greater depth.

You should reflect on whether, for example, you have addressed key areas such as:

- interpersonal dynamics (for example emotional intelligence, leadership, organisational culture);
- financial considerations and risk assessment;
- the consumer perspective, including your experience and the processes that support it.

Once the scope is clear, you can begin estimating the workload and time required. During the planning phase, it is also wise for you to anticipate potential challenges and think through how you might overcome them.

Your report may serve as a valuable opportunity to demonstrate many of the CILEX and CILEx Regulation competencies and behaviours expected at CPQ Professional stage.

Redaction and Anonymising of Sensitive Commercial Information

Important: Any commercially sensitive information that has not had the permission of the company to be shared externally, should be anonymised or redacted from the version of the report submitted to CILEX. Where redactions are made, brief explanatory notes should be included (for example “Redacted – commercially sensitive information”). You should produce two versions of the report: a full version for your own/company's internal use and a redacted version for submission to CILEX. Care should be taken to ensure that redactions do not make the report invalid in relation to the marking criteria.

Please note that, in some cases, CILEX may request access to the complete version. Strict confidentiality protocols are in place and access to submitted reports is restricted to the assessment team directly involved with the module.

Projects will be deleted from CILEX after four years unless permission has been granted for them to be kept for training purposes.

Approaches to Conducting Research

There are several ways for you to undertake research effectively:

Engaging with stakeholders: collaborating with colleagues across your organisation can help you refine your report title and gain a broader understanding of the topic. This engagement may provide valuable insight into different perspectives, ongoing or completed work and existing articles, proposals or business cases. It may also grant you access to essential data that can support your research.

Depending on the scope of the project, you may also have the opportunity to engage with external stakeholders – such as professionals in other legal organisations, academics, authors of relevant research – and we actively encourage this where appropriate.

Using research and literature: while this is not an academic dissertation and does not require a formal literature review section, the report should still demonstrate a sound research methodology. You are expected to explain your research process and justify your choices. Key literature, research sources and data should be referenced within your analysis, findings, conclusions and recommendations to meet Assessment Objective 2. You should explore a range of research methods appropriate to the issue, opportunity or challenge you are addressing, and evaluate any data used where relevant.

Use of Artificial Intelligence (AI): You may use AI tools during the research phase to support information gathering or data analysis. However, any associated risks must be carefully managed, particularly in relation to accuracy, bias and data protection. *AI must not be used to generate the content of the report itself.* Refer to exam regulations s 44-50.

Access to Chartered Management Institute (CMI) Resources

The training provider will coordinate with CILEX on your behalf to arrange a one-year subscription to the Chartered Management Institute (CMI), giving you access to a range of professional resources. While these resources can support your learning, they are not essential for achieving a Pass or Distinction in this module. As such, no extensions will be granted beyond the one-year access period.

Please note that there is no direct link between the time taken to complete the project and the duration of CMI membership.

Report Structure and Guidance

A business report is a clear, structured form of writing, designed to be easily read and understood. Unlike an academic dissertation, this project focuses on practical application and strategic relevance, with a recommended word count of no more than 7,000 words.

Below is a guide to the expected structure and content of the report.

Title

The title should clearly and concisely indicate the focus of the report.

Executive Summary *(to be written last)*

This one-page summary should provide a high-level overview of the report, helping the reader decide whether to read it in full. It should capture key recommendations and provide:

- the purpose of the report;
- the areas researched;
- a brief summary of findings;
- key recommendations and takeaways.

Table of Contents

The report should include a clear breakdown of the report structure, with page numbers, enabling the reader to navigate key sections easily.

Introduction

The introduction should set the scene and explain how the topic addresses an issue or opportunity of strategic relevance to the organisation you work for, or the wider legal sector.

You should include:

- Project rationale – a description of the organisational context and an outline of the key business drivers influencing the topic.
- Aims and objectives – the aim outlines what the report seeks to achieve; the objectives detail the specific steps taken to address the issue.
- Scope of the report – identification of any limitations, boundaries or constraints affecting the project.
- Research approach – a brief outline of the research methods you intend to use to support your findings and recommendations.

Research, Findings, Analysis and Discussion

You should present your research clearly and logically, interpreting and analysing the results.

You should Include:

- analysis and interpretation of findings, highlighting any significances;
- possible explanations for findings and any influencing factors;
- anonymisation of participants, unless explicit written consent is provided for named references (CILEX version);
- references to both primary and secondary sources;
- discussion of research methodology and alternative approaches;
- acknowledgement of any limitations to your research.

Note: A dedicated literature review is not required but relevant research and sources should be integrated into your discussion.

Conclusions and Recommendations

You should summarise the key issues identified and refer back to your original aims and objectives. You should consider the following.

- Has the report met its objectives?
- Are recommendations actionable and valuable to the organisation?
- You may present:
 - a range of options with cost, benefits, ROI and risks;
 - a prioritised list of actions, supported by rationale;
 - an implementation plan outlining timescales and cost implications;
 - justification for any proposed further research.

References

You must list all publications and materials cited in your report. You may use the Harvard style of referencing, which is widely accepted by colleges and universities. Resources are freely available on the net, such as [A Quick Guide to Harvard Referencing | Citation Examples](#)

Appendices

You should use appendices for supplementary material that supports your report, but which is not essential for the main narrative. All appendices should be:

- clearly numbered and titled;
- referenced appropriately within the main report;
- relevant and value adding.

Note: Material in the appendices will **not** count towards the word limit.

Presentation Standards

CILEX expect reports to be presented to a high professional standard – particularly if you choose to share it with your organisation or if your recommendations are intended to inform decision making.

The report should:

- be entirely your own work;
- be free from spelling, grammar and typographical errors;
- use clear, descriptive headings that follow a logical structure;
- contain short, focused paragraphs for easy reading;
- include clearly numbered pages;
- use clear and accessible language, avoiding unnecessary jargon;
- ensure that all graphs, charts and diagrams are accurately titled and labelled.

Producing a well-presented report not only strengthens assessment but also increases its value and credibility within a professional setting.

Marking Criteria

Requirement	Requirement descriptor	Fail descriptor	Pass descriptor	Distinction descriptor
1. Introduction - Project Objectives	<i>Clarity, completeness and relevance of introduction and objectives</i>	- No/limited clarity and relevance. - A poorly stated purpose. - Little or no appropriate explanation of the context / problem / opportunity. - No evidence of a clear rationale for undertaking the project.	Satisfactory/good clarity of stated purpose and relevance to the sector/organisation is evident, with a justified rationale and an explanation of the context / problem / opportunity.	Excellent evidence of clarity of purpose, with a detailed, relevant, justifiable rationale and explanation of the context / problem / opportunity.
2. Introduction – Research Methodology	<i>Evidence and understanding of research methods</i>	- No/limited evidence of research methods. - No/limited discussion or justification of approach to research methods.	- Satisfactory/good evidence of research methods. - Satisfactory/good discussion or justification of approach to research methods and appropriate to the project.	- Excellent evidence of research methods. - Excellent discussion or justification of approach to research methods and appropriate to the project.
3. Conducting Research	<i>Explanation of and quality of data collection</i>	- No/limited collection of data and/or poorly identified data. - Explanation lacks structure and/or limited explanation against unclear or inappropriate criteria, mostly descriptive. - No/limited coverage of relevant literature.	- Satisfactory/good approach to collection of data with acceptable explanation of techniques. - Relevant literature offers some additional understanding of the problem/ opportunity / development.	- Excellent approach to collection of data with critical analysis of techniques. - Relevant literature informs and adds to the understanding of the problem/ opportunity

Requirement	Requirement descriptor	Fail descriptor	Pass descriptor	Distinction descriptor
4. Analysis and Discussion	<i>Evidence of critical analysis and discussion of findings</i>	- No/limited evidence of findings or critical analysis. - Discussion shows no/limited learning from the evidence presented.	- Satisfactory/good evidence of critical analysis of findings. - Includes satisfactory/good discussion of implications of the findings and reflection on the strengths and weaknesses of the research.	- Excellent evidence of critical analysis of findings. - Includes excellent discussion of implications of the findings and reflection on the strengths and weaknesses of the research.
5. Conclusions and Recommendations	<i>Evidence of conclusions and identification of recommendations</i>	- No/limited evidence of justifiable conclusions with no/limited links to the project. - No/limited recommendations - Opportunities for further development.	- Satisfactory/good attempt to use evidence to reach appropriate conclusions that relate to the project. - Conclusions may be general and uncritical - Satisfactory/good attempt at suggesting recommendations/opportunities for further development.	- Excellent evidence of clear conclusions that relate to the project and which are justified by the evidence. - Identifies and makes clear and persuasive recommendations/opportunities for further development.
6. Clarity and Presentation	<i>Clarity of the report, presentation and referencing</i>	- No/limited use of appropriate graphics/charts. - Poor command of spelling and grammar. - Inappropriately structured, resulting in difficulty in understanding. - Poor evidence of referencing and/or citation.	- Satisfactory use of graphics/charts. - Good command of spelling and grammar. - Most sections have a logical flow and structure. - Satisfactory/good evidence of referencing and citation (there may be some omissions or inconsistencies).	- Excellent use of graphics/charts. - Excellent command of spelling and grammar. - A logical, clear and coherent structure. - Excellent evidence of citation, with consistent and appropriate referencing.

Project Proposal Form (v2)



Submission Instructions

This form must be submitted to CILEX alongside your final report. Both the report and all associated forms must be uploaded in **Word document and PDF formats**.

Please complete all required sections of this form and submit it to your training provider for review. Once you have received feedback and validation from both your employer and training provider, you can proceed with your project.

Qualification	CPQ Professional stage
Module	P1: Professional Skills
CILEX member/candidate	
Employer	
Job title	
Your role and responsibilities	
Training provider	
Lead tutor	

Project Proposal Information

As part of your project proposal, please complete the information below. This will support the validation and approval of your research topic.

Report title	
Expected date of submission	
Project Report Information	
Learning Outcomes Clearly identify the learning outcomes your project is intended to meet.	
Relationship to the Topic Explain your personal or professional connection to the topic area and why it is relevant to your role or development.	
Research Objectives and Scope Define the main research objective(s) of your project. Outline the scope of the research, including any boundaries, limitations, or key areas of focus	
Anticipated Benefits Describe the potential benefits of your research to your organisation and/or the wider legal sector.	
Research Methodology Outline the expected research methods you will use (e.g. qualitative, quantitative, desk-based research, data analysis, primary etc.).	
Ethical Considerations Involvement of Human Subjects Will your research involve human participants? <i>(e.g. through interviews, focus groups, surveys, testing)</i> ☐ Yes ☐ No If yes, please provide details.	

Sensitive or Ethical Factors Will your research involve any of the following? (Tick all that apply) ☐ Participants under the age of 18 ☐ Vulnerable adults ☐ Deception of participants ☐ Financial inducements, rewards, or expense payments to participants If any boxes are ticked, provide further explanation and any ethical safeguards you intend to implement.	
Participant Demographics Estimated number of participants:	
Age range of participants:	
External References Will your report refer to any external organisations or suppliers by name? ☐ Yes ☐ No If yes, please provide details and confirm whether you have obtained or will obtain permission where required.	

Notice to Candidates

Your submitted work must be entirely your own.

CILEX applies strict standards to ensure the integrity of its assessments. Reports found to contain evidence of plagiarism or malpractice will not be marked and formal procedures will be followed in accordance with CILEX's Malpractice Policy.

Ethical Research Practices

All research must be conducted in accordance with ethical standards, which include:

- Ensuring that all participants are fully informed about the nature, purpose and scope of the research.
- Participants must be able to opt in voluntarily and have the right to withdraw at any time without consequence.
- Participants (and your employers, where relevant) must provide written consent.
- You must ensure the confidentiality and anonymity of participants, and outline how data will be:
 - securely stored
 - used
 - retained and disposed of, including timeframes.

If your report references external organisations, suppliers, or third parties, appropriate steps must be taken to ensure data protection, anonymity and informed consent, where required.

Declaration of Authentication

I confirm that I have read and understood the Notice to Candidates above, and that the work I submit will be my own.

Signed (Candidate)

Date

Permission for Sharing

I do/do not (delete as appropriate) give permission for a redacted and anonymised version of my report to be used by CILEX for training and exemplar purposes.

Signed (Candidate)

Date

To be completed by your employer

Name of Company	
Contact within Company	
Project Proposal Feedback	
Feedback	
I do/do not (delete as appropriate) give permission for a redacted and anonymised version of this report to be used by CILEX for training and exemplar purposes.	
Signed	
Date	

Training provider

Training provider	
Lead tutor	
Project Proposal Feedback	
Feedback	
Signed	
Date	

Training Provider Feedback Form – P1 Professional Skills

This form must be completed and attached to your final report.

This form must be completed by the training provider or tutor supporting a trainee CILEX Lawyer with your P1 Professional Skills report.

Training providers are required to provide feedback based on both the Project Proposal Form and the final report. Feedback should address the following areas:

- clarity and suitability of the research title;
- appropriateness of the chosen research methodology;
- adherence to ethical research practices;
- proposed structure and organisation of the report;
- general feedback on the written content;
- any specific challenges or problems encountered in meeting the project brief.

All feedback should be constructive and supportive, aimed at helping the candidate to develop your report independently. This form must be submitted alongside the final project documentation.

Qualification	CPQ Professional stage
Module	P1 Professional Skills
CILEX member/candidate	
Training provider	
Lead tutor	
Submission 1	
Feedback	
Signed	
Date	

Qualification	CPQ Professional stage
Module	P1 Professional Skills
CILEX member/candidate	
Training provider	
Lead tutor	
Optional submission 2	
Feedback	
Signed	
Date	



Authentication Form

This form must be completed and attached to your final report.

It must be signed by the CILEX candidate submitting the P1 Professional Skills report. Reports submitted without a signed authentication form will not be marked and the candidate will be required to resubmit in the next available assessment window.

Qualification	CPQ Professional stage
Module	P1 Professional Skills
CILEX member/candidate	

Notice to Candidates

All work submitted for assessment must be entirely your own. Any evidence of plagiarism or academic misconduct will result in your report being unmarked and formal procedures will be initiated in accordance with CILEX guidelines.

Declaration of Authentication

I confirm that I have read and understood the Notice to Candidates above. I declare that the work I am submitting is entirely my own and has been completed without unauthorised assistance.

Signed (Candidate)

Date

Not for submission: to support candidate's tracking of CPQ Professional Experience Outcomes Met

	BEHAVIOUR 1: COLLABORATIVE	Tick
	Descriptor	
1.1	I encourage openness to ensure people share your views and opinions	
1.2	I establish, and seek to extend, mutually beneficial relationships throughout the organisation, involving and engaging the right people at the right time to achieve the designated goals	
1.3	I facilitate collaborative activities and encourage shared ownership for goals and objectives	
1.4	I share my knowledge, expertise and experience, and I engage with others to ensure team objectives are met	
1.5	I pre-empt conflict by addressing underlying issues and I mediate to resolve any existing conflict	
	BEHAVIOUR 2: CRITICAL THINKER	
2.1	I gather information and data relating to the wider business context to understand issues from a broader angle	
2.2	I do not accept information at face value – I look for justification and supporting evidence as to its validity	
2.3	I pull together complex issues to gain a wider perspective	
2.4	I create innovative and integrated solutions to problems to find new ways of resolving issues	
	BEHAVIOUR 3: INFLUENCER	
3.1	I am recognised and respected by the client as a knowledgeable, valued professional	
3.2	I communicate with high impact to inspire others	
3.3	I do not allow myself to be unreasonably dissuaded even against strong resistance	
3.4	I am an accomplished and consistent negotiator	
	BEHAVIOUR 4: DRIVEN TO DELIVER	
4.1	I prioritise, plan and review progress and reschedule activities in line with changing priorities to meet changing business demands	
4.2	I set high standards for personal and team delivery and deliver objectives	
4.3	I embed quality assurance processes and encourage innovation to deliver operational excellence	
4.4	I maintain composure and high levels of performance when under pressure and support my team during such times	
	BEHAVIOUR 5: AUTHENTIC	
5.1	I offer professional, up-to-date, relevant advice, guidance and opinions to others and am often sought out to do so	
5.2	I am trusted by others to act in the best interests of the team, organisation and the client	
5.3	I take responsibility for my own performance, behaviour and emotions, and role model a consistent way of working to the team	
5.4	I know the limits of my capabilities and I escalate issues when needed	
5.5	I give, seek and act upon honest feedback	
	BEHAVIOUR 6: CURIOUS	
6.1	I explore developments in the legal sector and the wider economic and political environment, and gauge your impact on my organisation	
6.2	I take every opportunity to expand my knowledge, skills, and experience, and to support the development of others	
6.3	I actively seek out colleagues' and clients' views, perspectives and opinions	
6.4	I bring new and fresh ideas to inform performance improvement and encourage others to do the same	