



Individual Competence Baseline

for Consultants, Coaches and Trainers

Version 1.0



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Foreword ICB4CCT

IPMA products have evolved during the last few years to move the project management profession forward. The original version 4.0 of the IPMA Competence Baseline for Individuals (IPMA ICB®), launched in 2015, was followed by the development of the IPMA Project Excellence Baseline (IPMA PEB®) and by an update of the IPMA Competence Baseline for Organisations (IPMA OCB®), both in 2016.

IPMA ICB is a cornerstone in the development of a mature set of competences for all individuals working in the domains of project management, programme management and portfolio management. Individuals need to be more proficient in a wide area of competences and deliver in a timely manner in an increasingly complex environment.

But individuals, teams and organisations need to be prepared. This preparation in project, programme and portfolio management is usually done through consulting, coaching and training (CCT). Individuals, teams and whole organisations benefit from these services, significantly enhancing their competences.

The IPMA Individual Competence Baseline for Consultants, Coaches and Trainers (IPMA ICB4CCT®) is the first standard that describes a whole set of competences required to prepare individuals, teams and organisations to improve performance. The standard describes a set of common competence elements (CEs) for all three domains (consulting, coaching and training), and a distinct set of competences for each. These competences address the customer's needs and their expectations of the specific type of work. Consulting the individual is expected to deliver solutions, while the coach is expected to guide the client in a self-discovery process. In training, tools and techniques are provided to customers, rather than specific solutions.

IPMA ICB4CCT is organised in three competence areas:

- **People.** People CEs define the personal and interpersonal competences required to succeed deliver consulting, coaching and training in project, programme and portfolio management
- **Practice.** Practice CEs define the technical aspects of delivering consulting, coaching and training
- **Perspective.** Perspective CEs define the professional environment as well as the client's environment as these three domains are meant to enable change in individuals and organisations.

The IPMA ICB4CCT standard describes specific competences that are required for consulting, coaching and training, in addition to the competence required in the domain of project, programme and portfolio management. The latter are not repeated

here, they are described in the IPMA ICB4.

The ICB4CCT standard describes three people CEs, three perspective CEs and three practice CEs as common competence elements. In addition, individuals need to have specific competence elements for each domain:

- **For individuals working in consulting**, the standard relates to the innovation factor of consulting and restates the importance of benefits realisation
- **For individuals working on coaching**, the standard addresses the design of the coaching, bridging with the specific techniques used in this domain
- **For individuals working in training**, the standard is very thorough in all roles that address every phase of training and not just on the visible part.

We wish to thank the project core team with specialists in the domains of consulting, coaching and training – Sandra Bartsch-Beuerlein (Germany), Tomasz Lesniowski (Poland), Corina Stofer (Switzerland), David Thyssen (Germany), Anja Viehbacher (Germany) and all the many experts that have reviewed and enriched this standard with their valuable feedback. In the long discussions on similarities and differences everyone became more knowledgeable, enriched and with a better global understanding of the professions. During these two years, children were born, family left us and we all supported each other to produce this document. This is why we are the 'IPMA family', as these projects are built by people for people.

IPMA ICB4CCT will help us to achieve a world in which all projects succeed.

Reinhard Wagner
IPMA President

Martin Sedlmayer
IPMA VP Products &
Services

Margarida Gonçalves
IPMA ICB4CCT Project
Manager



1. Introduction

The IPMA Individual Competence Baseline (IPMA ICB) is a global standard for individual competence in project, programme and portfolio management. In its addition, the new standard – the IPMA Individual Competence Baseline for Consultants, Coaches and Trainers (IPMA ICB4CCT) – now addresses the competences of individuals consulting, coaching and training in the domains of project, programme and portfolio management.

IPMA ICB4CCT focuses on the competences for consulting, coaching and training, bearing in mind that the individuals working in these fields may have to switch between these domains in the course of a single assignment. Having assumed this, two sets of competences have been described – common competences and domain-specific competences. This unique approach makes it easier for individuals who switch between roles in a single assignment or in various assignments.

IPMA ICB4CCT approaches competences with the same structure as IPMA ICB – people, perspective and practice – and identifies a set of common competences that are needed when an individual is delivering assignments to a client and when interacting with other individuals in their field of expertise.

Expectations of these individuals from customers are always high as change is always a desirable outcome of their work. Change takes time, but sometimes assignments are very constricted in their duration and the organisation only perceives the benefits a long time after the assignment is delivered.

To everyone who uses IPMA ICB4CCT we wish you all the best and more challenging assignments! This standard helps you to both achieve the personal growth and to grow of the team(s) with whom you work.

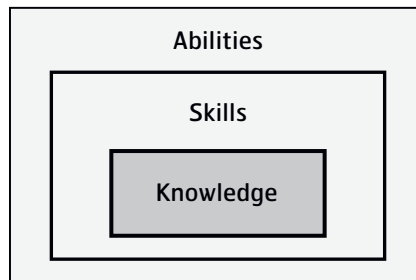
1.1 Definition of competence

There are many definitions of the term ‘competence’ around the world. The IPMA Individual Competence Baseline (IPMA ICB) presents a plain English definition that is widely accepted by professionals and is intended to be recognisable and readily understood. This definition is not intended to minimise or supersede any other definition, but rather to provide guidance to the individual seeking improvement.

Individual competence is the application of knowledge, skills and abilities in order to achieve the desired results.

- **Knowledge** is the collection of information and experience that an individual possesses. For example, understanding the concept of a Gantt chart might be considered knowledge.
- **Skills** are specific technical capabilities that enable an individual to perform a task. For example, being able to build a Gantt chart might be considered a skill.
- **Ability** is the effective delivery of knowledge and skills in a given context. For example, being able to devise and successfully manage a project schedule might be considered ability.

These three terms are related in that having a skill presupposes some relevant knowledge. Having ability presupposes relevant skills and knowledge, but adds to that the use of these in practice, in the right manner and at the right time.



1.1.1 What about experience?

Experience plays a significant, though indirect, role in competence.

Without experience, competence can neither be demonstrated nor improved. Experience is a key success factor to the growth of the individual. To successfully perform assigned roles, individuals need to accumulate sufficient experience and thus complement the potential for their competences.

Therefore, state-of-the-art certification and assessment systems do not only assess knowledge, but also focus on competence together with experience gained. The IPMA ICBs address – as standards for competence – those factors that are directly correlated with competence.

1.2 Audiences and uses

The IPMA ICB4CCT is intended to support a wide range of audiences across many uses. It was developed and written with these audiences in mind. The following table describes the audiences and possible uses. This list (in alphabetical order) is by no means exhaustive.

Audience	Possible uses
Individuals working in the field of consulting, coaching or training	<ul style="list-style-type: none"> • Baseline for individual development • Basis on which to be assessed and certified • A common language for communities of practice • Self-assessment
Educators	<ul style="list-style-type: none"> • Creating a curriculum • Guideline for teaching, consulting, coaching or training • Opportunity for better training, tailored to specific roles
Governments, business and not-for-profit organisations	<ul style="list-style-type: none"> • Common basis for staff development • Baseline for professional development • Support for recruiting • Important support for selection of suppliers
Researchers	<ul style="list-style-type: none"> • New standard for research development • Basis for papers and conferences • Platform for team research
Assessors, certification boards, IPMA member associations	<ul style="list-style-type: none"> • A baseline for assessment and certification • A new global standard to promote the member association and attract new members • New assessment and educational products

The IPMA ICB4CCT standard is not intended for academia roles. Academia has its own process and definitions for their individuals.