

ICBC

Addition to the IPMA Competence Baseline
for PM Consultants



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Version 1.0 June 2011

IPMA
International Project Management Association

Editorial committee

Maria do Rosario Bernardo

Sandra Bartsch-Beuerlein

Alistair Godbold

Rudolf Christopher Takac

with the input of our Member Associations

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www.ipma.ch



Editorial committee: Maria do Rosario Bernardo
Sandra Bartsch-Beuerlein
Alistair Godbold
Rudolf Christopher Takac

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The following IPMA Project Team processed the input from the IPMA Member Associations and Certification Bodies and further experts to create an accepted concept by intensive discussion

- Maria do Rosario Bernardo / Portugal, Project Manager
- Sandra Bartsch-Beuerlein / Germany
- Alistair Godbold / UK
- Rudolf Christopher Takac / Slovakia

The first draft was developed and implemented by three assessors in the German GPM/PM-ZERT Project Team and piloted with two test assessors who were appointed in addition

- Sandra Bartsch-Beuerlein, Project Manager, Assessor
- Wolfgang Cronenbroeck, Project Team Member, Assessor
- Gerhard Pries, Project Team Member, Assessor
- Gerold Patzak, Test Assessor
- Steffen Rößler, Test Assessor

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- Gabriele Danzebrink
- Andreas Frick
- Roland Marré
- Thor Möller
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- Gerrit Koch, Netherlands
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Sandra Bartsch-Beuerlein

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List of Abbreviations

Abbreviation	Full Term
4-L-C	IPMA universal four-level-certification
ICB	IPMA Competence Baseline
ICBC	Addition to the IPMA Competence Baseline for PM Consultants
IPMA	International Project Management Association
NCB	National Competence Baseline
NCBC	Addition to the National Competence Baseline for PM Consultants
PM	Project management profession including project, programme and portfolio management
PMC	Project Management Consultant
PPMC	Programme and Portfolio Management Consultant

Chapter 1

Introduction

This Addition to the IPMA Competence Baseline for PM Consultants (ICBC) Version 1.0 is an extension to the IPMA Competence Baseline (IPMA ICB®) Version 3.0 of June 2006. Therefore the basic statements on project management and the four-level certification system (4-L-C) of the International Project Management Association (IPMA®) for the project, programme and project portfolio managers are not repeated in this document.

A **PM Consultant** is defined as a person who leads consultancy assignments on projects and/or programmes and portfolios and/or is performing PM consultancy at the organisation / strategic level.

More and more organisations and project, programme and portfolio managers prefer the ICB as the global standard and the IPMA® Certification as the scale for their competence. The IPMA® Integrated Service Package consists of

- the IPMA 4-L-C with the two level extension for the PM Consultants;
- the IPMA Excellence Award model;
- and the IPMA Delta certification of organisations.

It fits the personal development and career of individuals as well as the excellence of projects and project teams and the competitiveness of the companies and the other organisations.

Within this framework the question emerged, who may be in a position to enable organisations to develop and to conduct their PM system and their competence in managing projects, programmes and project portfolios. The idea was born to develop a standard for PM consultancy competences and making this standard measurable in the form of a certification.

The competence elements which are relevant for the certification of PM Consultants, in addition to the ICB (or NCB) competence elements, are described in Chapter 3.

Please refer to the Regulations and Guidelines of your national Certification Body for the information about the certification processes. Each Member Association and Certification Body can decide on offering the certification for PM Consultants.

Similar to the ICB the main interested parties for the ICBC are

- PM Consultants and project, programme and portfolio managers interested in a universally accepted certification system
- Management of organisations interested in delivering and receiving good PM Consultancy services

- PM Consultant certification assessors interested in a clearly understandable certification content and process
- Universities, schools, trainers interested in providing a sound basis for an accepted qualification

The ICBC can also be used as a guide for the preparation of training materials, for research proposals and as a general reference document for people seeking information about applied PM consulting.

Chapter 2

Conceptual design

This chapter presents the professional image of the PM Consultants and draws a distinction from the comparison with management consultants and project, programme and project portfolio managers.

The main characteristics of PM consulting are

- PM consulting can mean to advise an individual person on a problem relating specifically to a responsibility and project where this person is involved.
- PM consulting can mean to advise a group of persons, e.g. a PM team, on how to manage their project or programme or portfolio, or advising the members of a department or a company's management team.
- PM consulting can mean coaching or mentoring of an individual person, project team or management team.
- PM consulting can mean to advise a small to a large permanent organisation, e.g. a complex organisation involving several hundred or thousand employees as part of a restructuring initiative and project-oriented alignment of a company, for their organisational development.

The ICB Version 3.0 is required as part of the competence baseline for a PM Consultant. The ICBC defines additional competence elements that are required for PM Consulting.

Just like for project, programme and portfolio management, three different ranges of competence are defined for PM Consultants

- The range **Technical competences** addresses additional management-technical approaches, roles, methods and tools of a PM Consultant.
- The range **Behavioural competences** lists those additional behavioural competences which have a particular significance for PM Consultants.
- The range **Contextual competences** covers the context of a PM consulting assignment.

Also relevant for PM Consultants are topics that consolidate existing project, programme and portfolio management competence. These include the following consolidation topics

- Benchmarking, Maturity and PM Assessment Models
- IPMA Project Excellence Model
- Project Management Systems
- Business Management and Governance
- Management of project-oriented organisations
- Project, programme and portfolio orientation
- Introduction and further development of strategic, tactical and operational project, programme and portfolio management

These topics are contained in ICB competence elements; it is not necessary to add further competence elements in the ICBC.

1.1 Job profiles

The PM consulting competences are applied to projects, programmes and portfolios in project-oriented organisations. Depending on the organisation and assignment, the focal point of PM consulting tends to lie at the operational level with topics such as PM methodology and instruments, or at the implementation of a strategy with programmes or with topics such as the further development of project, programme and portfolio management. PM Consultancy at the various levels can be related to, among other factors: the organisational maturity, the kinds and sizes of the projects and on the consulting focus (see Figure 1).

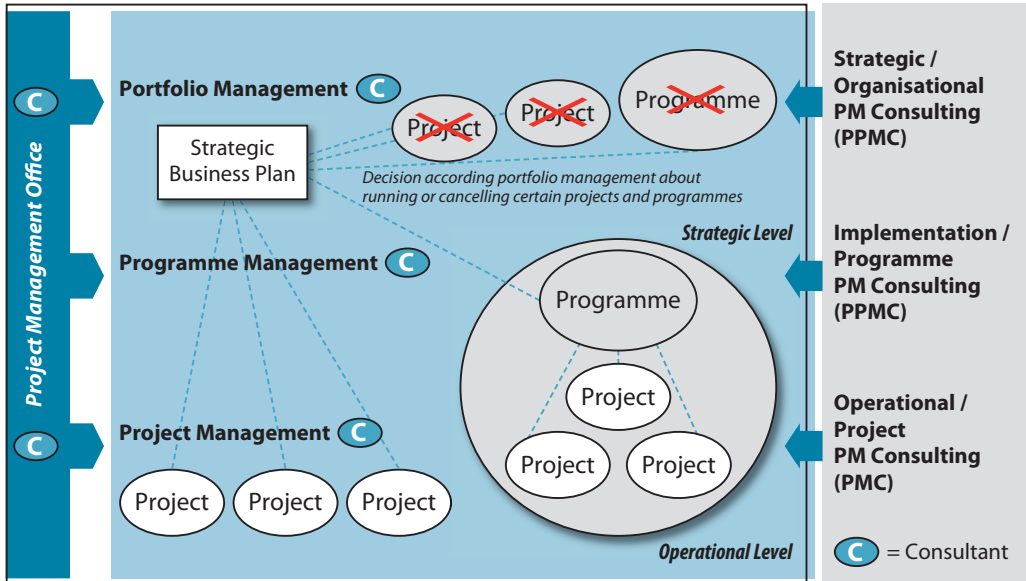


Figure 1: Areas of PM consulting

Internationally, there is already a well known understanding of the requirements for a project, programme and portfolio manager. The corresponding certification systems are in operation since many years, in many countries, with several ten thousands of certificates per year, worldwide.

Within the IPMA a common understanding on the requirements for a PM Consultant has been developed with help of the national Member Associations and Certification Bodies, in the recent years.

For defining the requirements for the PM Consultants it was appropriate to coordinate their activity profile with the profile of the Management Consultants and the Project, Programme and Portfolio Managers.

This differentiation is presented below based on the conceptual approach shown in Figure 2.

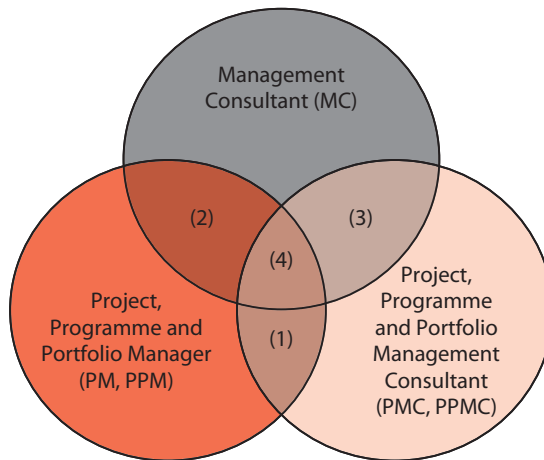


Figure 2: PM Consultant, Management Consultant and Project, Programme and Portfolio Manager

1.2 Project, Programme and Portfolio Manager Profile

A Project, Programme or Portfolio Manager (PM) shall be able to manage simple to complex projects, programmes or portfolios (core competence), according to the 4-L-C. This means also to lead small to large and often multidisciplinary project, programme or portfolio management teams which is the key difference to a Management Consultant (MC) and a PM Consultant (PMC and PPMC).

The IPMA competence elements for the project, programme and portfolio managers are defined in the ICB.

1.3 Management Consultant Profile

The requirements for Management Consultants (MC) are also coordinated internationally and set out in the "Common Body of Knowledge" of the ICMCI, International Council of Management Consulting Institutes.

A Management Consultant must have a command of, and be able to apply consulting techniques and interventions. The Management Consultant must also possess a thorough understanding of the management processes within the organisation. In addition, management consultants usually specialise in one particular field such as

- Accounting and finance
- Business development
- Organisation development
- Innovation management
- IT, Telecommunications
- Process management

1.4 PM Consultant Profile

The competence requirements for a PM Consultant are generally based on PM competence (with specialisation on consultancy) or on MC competence (with specialisation on PM). The competence elements are described in this ICBC (see Chapter 3).

IPMA distinguishes PM Consultants for two levels according to their functional areas and responsibilities in practice, PM Consultants that are performing consultancy services at the

- **project level** (PMC)
- **strategic / organization / programme level** (PPMC)

The scope of control differs according to the functional areas

- A PMC is qualified to work on consulting assignments at project level, including its environment.
- A PPMC is qualified to work on a PM strategic, organisational and strategy implementation level consulting assignment (Executive level, Project Portfolio or Programme Responsible, PM Responsible).

Both PMC and PPMC are referred to as "PM Consultant".

1.5 Similarities and differences

This section highlights the similarities of and differences between the roles of the Project, Programme and Portfolio Manager (PM), the Management Consultant (MC), and the PM Consultant. The references (numbers in brackets) refer to the areas of overlap defined in Figure 2.

(1) PM and PM Consultant

Both PM and PM Consultant shall have their competences in compliance with the ICB.

According to the ICB, Element 2.10 Consulting, the PMs shall be able to perform a consulting role as part of their project, programme or portfolio management role.

But a competent PM is not automatically a competent PM Consultant because the two usually build on different mindsets and attitudes

- A PM action is more result oriented; the primary goal is to achieve agreed, measurable project, programme and portfolio objectives.
- A PM Consultant is more business oriented; the primary goal is to achieve the client's strategic goals and visions that are often less tangible.

(2) PM and MC

For many MCs PM is a part of their consulting area. They are required to have a solid competence in PM methods and instruments, enabling them to realise consulting assignments within the given environment.

On the other hand the ICB demands that a PM is competent in consulting and coaching tasks depending on the actual situation and during several project and team-building phases.

(3) MC and PM Consultant

Both MC and PM Consultant shall have consulting competences in accordance with the "Common Body of Knowledge" of ICMCI. To fulfil this requirement, the ICBC is geared to the ICMCI.

On the other hand the two roles follow different approaches for achieving consulting results:

- The MC often leaves the organisation of the client at the end of the consulting assignment, letting them implement his suggestions themselves.
- Thanks for their PM competence, the PM Consultants are also able to design, control and implement recommended solutions with an appropriate realisation team.

(4) PM and MC and PM Consultant

PMs, PM Consultants and MCs are expected to be able to communicate effectively with their stakeholders and act in accordance with their code of ethics.

The focus on the MC is likely to be on the goals of the permanent organisation. The focus of the PM is likely to be on the goals of the project, programme and portfolio organisation. The PM Consultant should tend to have the most balanced view of both aspects.

Chapter 3

Description of the competence elements

This chapter defines the ICBC competence elements which are used, in addition to ICB Version 3.0 competence elements, for assessing a PM Consultant.

The 14 additional competence elements are categorised into the ranges of technical, behavioural and contextual competences.

Element No.	Additional PM Consulting Competence Elements
Range C1	Technical Competence Elements
C1.1	Consulting strategies and concepts
C1.2	Consultancy phases
C1.3	Acquisition strategies
C1.4	Organisational analysis and clarification of requests
C1.5	Consultancy methods and interventions
C1.6	Evaluation methods
Range C2	2. Behavioural Competence Elements
C2.1	Professional consultant attitude and behaviour
C2.2	Multiple Roles of PM Consultant
C2.3	Relationship management
C2.4	Dealing with uncertainty
Range C3	3. Contextual Competence Elements
C3.1	Strategies, structures and cultures of organisations
C3.2	Management Processes
C3.3	Management of Organisational Change, Learning Organisations and Knowledge Management
C3.4	Micro politics and power in organisations

Figure 3: 14 Additional Competence elements of the ICBC

In the next sections, for each of the 14 additional competence elements

- A description of the content
- Possible process steps for the PM Consultant activities
- Topics addressed
- Relations to ICB competences
- Relations to other ICBC competences

is provided.

The possible process steps, listed in each competence element do not necessarily have to be performed in the given sequence. The order and priorities are determined by the PM Consultant according to the particular situation.

C1.1 Consulting strategies and concepts

The classic strategies and concepts in consulting are based on an expert-layman model. Technical experts in specific subject areas, often from a business management background, contribute external existing solutions to the organisation seeking advice. The topics covered by the projects range, for example, from strategy development to revenue / profit improvement, from spin-offs and restructuring to project management through to general reorganisations. As technical expert, the consultant contributes his external knowledge and his solutions to the assignment and so to the organisation.

Over the years, this consulting procedure has been expanded to other subject areas and management concepts. As a result, expert consulting approaches, e.g. on quality management, process management, lean management or the learning organisation, have emerged. Another addition has been the broad area of IT consulting. The term process management in the context of expert consulting describes all management methods and practices on the management of workflows / work processes within organisations. Common to these approaches is the characteristics of the expert or specialist consulting, coupled with the core consideration that external solutions are being effectively implemented in, and for organisations.

Another group of consulting strategies and concepts are the process consulting approaches, the naming of which is often system-oriented or systemic. The core consideration behind this is "Help for self-help". The consultant does not feel obligated in this respect to outsource solutions. The fundamental consideration is: Solutions lie in the system and hence in the organisation being advised. The process-oriented consultant's field of action consists in organising and supporting a learning, coordination and design process, the aim of which is a solution development and the creation of a solution under the assigning organisation's responsibility.

Today, there is much to be said for integrating the two consulting strategies of "Expert or specialist consulting" on the one hand and "Process consulting and/or system-oriented consulting" on the other. Convergent and/or complementary consulting approaches are considered here. The aim is to provide organisations with the external knowledge required in a project and at the same time to increase the benefit for the organisation by organizing a learning, coordination and solution development processes.

A distinction can be drawn between the consulting strategies in another respect. Some strategies are geared towards advising individual persons, e.g. through coaching or mentoring. Others aim to advise teams and yet another group of strategies aim to advise entire organisations, e.g. on introducing new management techniques throughout the company.

The PM Consultant is both specialist consultant and expert in project, programme and portfolio management, as well as a system-oriented process consultant with the skill to get the required learning, coordination and solution development processes in the customer organisation on the right track and provide the support essential to successfully implementing the project concerned. He can advise individuals, as well as gear his consulting service to teams or entire organisations.

Possible process steps

- Develop consulting strategies for the consulting services being offered
- Develop consulting strategy for the consulting assignment concerned

Topics addressed

- Understanding of consultancy
- Individual consulting
- Team or group consulting
- Company consulting
- Consulting on projects, programmes or project portfolios
- Organisation consulting
- Coaching
- Mentoring
- Expert consulting
- Specialist consulting
- Process consulting
- System-oriented consulting
- Help for self-help
- Convergent consulting
- Complementary consulting

Relations to ICB competences

- 1.02 Interested parties
- 1.11 Project phases, sequence and deadlines
- 1.18 Communication
- 2.10 Conferring and consulting
- 2.15 Ethics
- 3.01 Project orientation
- 3.02 Programme orientation
- 3.03 Portfolio orientation
- 3.04 Introduction of project, programme and portfolio management
- 3.06 Business
- 3.08 Personnel management

Relations to other ICBC competences

- C1.2 Consultancy phases
- C1.4 Organisation analysis and clarification of requests
- C1.5 Consulting methods and interventions
- C1.6 Evaluation methods
- C2.1 Professional consultant attitude and behaviour
- C2.2 Multiple roles of a PM Consultant
- C3.3 Management of organisational change, learning organisation and knowledge management

C1.2 Consultancy phases

Various procedures can be employed depending on the consulting assignment and the situation. In the past, numerous approaches and phase models have been described in this respect. The first systematic model traces back to Levin, who defined the three distinctly different phases of unfreezing, changing and refreezing. There then followed numerous four and five-phase models that are still used today, e.g. the phases: orientation phase, clarification or diagnostic phase, solution or change phase and final phase. A procedure must be defined for each specific consulting project.

Currently, a consulting process can typically be separated into seven distinctly different phases. A PM Consultant must therefore know the tasks stated in the individual phases and possess an understanding of the consulting instruments required for the individual sections.

(1) Clarify assignment and context

At the start of a consulting project, the background situation and the motivation for the planned project have to be clarified. The key success factors must also be determined and agreed. Likewise, boundaries must be set.

To which organisational areas is the consulting project to relate?

Who are the key stakeholders?

Who has to be integrated and in what form?

Which organisation units and environment groups are involved or affected?

A key task is to show potential new solutions, and to identify new relevant approaches through appropriate interview, questioning and conversation techniques with the client and in discussions with key stakeholders.

The most important deliverables of this phase are clarification of the objectives of the consulting project assignment, and clarifying the internal responsibility and accountability in the organisation being advised. It usually culminates in the documentation of the consulting assignment.

(2) Appraisal and situation analysis

The critical appraisal shows a detailed strength/weakness profile of the organisation, the individual team and/or the project. The existing strengths are used as a basis for further consulting and the identified weaknesses are managed. The ensuing evaluation is to enable focused consulting providing a balanced challenge to the organisation being advised. The handling of key instruments to determine strengths and weaknesses in the project, programme and portfolio management, e.g. maturity models, is essential in this respect.

(3) Qualify organization about external standards

Project management consulting is responsible for incorporating the "state-of-the-art" and appropriate "good" practice to the project, programme and portfolio management, as well as using the empirical knowledge of other companies in similar industries into the consulting process. The strength/weakness analysis highlights the current status of the organisation. The issues important to the organisation for obtaining external knowledge (external orientation) can now be derived from this analysis. This also allows, for example, a qualification geared specifically to the organisation or to the team or a suitable workshop concept to be designed.

(4) Design Target conceptual and measures

The target conceptual design in consulting describes the status to be achieved through consulting and the consulting project. The structure and the content of a target conceptual design differ widely depending on the consulting assignment.

The PM Consultant is responsible for organising a coordination process within the organisation or the team being advised, which ensures the design of the target concept and/or the solution is developed through the organisations employees and management.

(5) Realise and implement step-by-step

During the step-by-step realisation and implementation phase, the solution is implemented in the organisation. The aim is to have the solution concerned devised in detail by the persons involved in the project. This requires learning, coordination and design process to be organised in such a way that a solution can be autonomously devised by the assigning company itself. The consulting process offers all the support required to achieve this aim. This enhances the sustainability and adequacy of the solution.

(6) Evaluate the process

In this step, the results produced and experience garnered so far are evaluated. The last modifications and improvements can be derived from this basis. The project as a whole must also be evaluated and the tasks typical of a project conclusion phase accomplished.

(7) Stabilize the change and establish a continuous improvement process (CIP)

During the final phase of the consulting process, the solution that has been created must be stabilised and care must be taken to ensure that this solution is embedded in the organisational structure and that its continuous development is assured.

Possible process steps

- Clarify consulting approach
- Clarify assignment and context
- Appraisal and situation analysis
- Qualify organization about external standards
- Design Target conceptual and measures
- Realise and implement step-by-step
- Evaluate the process
- Stabilize the change and establish a continuous improvement process

Topics addressed

- Phase planning in consulting
- Phase models in consulting

Relations to ICB competences

- 1.02 Interested parties
- 1.11 Project phases, sequence and deadlines
- 1.18 Communication
- 2.08 Result orientation
- 2.09 Efficiency
- 2.10 Conferring and consulting
- 3.04 Project, programme and portfolio management implementation

Relations to other ICBC competences

- C1.1 Consulting strategies and concepts
- C1.4 Organisation analysis and clarification of requests
- C1.5 Consulting methods and interventions
- C1.6 Evaluation methods
- C2.2 Multiple roles of a PM Consultant
- C3.3 Management of organisational change, learning organisation and knowledge management

C1.3 Acquisition Strategies

Before consulting services are provided, the consultant and/or the consulting company must clarify their own interests, offerings, objectives and skills and values. Which markets, which market segments and which sales and marketing customers it makes sense to approach, will depend on the outcome of the clarification exercise above. In the first step, the relevant market segments, and the customers and their expectations of the consulting services are analysed. In a second step, the organisations own skills must be compared with the strengths and weaknesses of the competition. A decision on how one's own consulting services are to be positioned can then be taken.

One's own positioning as a consultant or consulting company is key. Consulting companies of various sizes have different entries into the market and different strengths. These range from standard consulting solutions through to specialised services, from a "broad" service portfolio with various packages through to a specific service package tailored to a certain niche. Sales strategy and planning also ultimately hinge on this positioning.

Consulting assignments can be successfully won in various ways. These methods depend on the one hand on a systematic contact strategy and initiation procedure. On the other hand, close customer relationships, creativity and flexibility in approaching customers, as well as a reliable relationship network are high on the agenda when it comes to acquisition.

Before a contract is concluded, the assignment is clarified in detail and the bid is submitted, presented won and negotiated. In addition to technical know-how, the consultant also requires solid knowledge of contractual and commercial circumstances, as well as the skill to convey these to the customer to arrive at a contract and bring about a conclusion to the acquisition.

In principle, consulting is a short-term service for the customer. Hence, consulting takes on a permanent form only in exceptional cases. Achieving the objective, the quality and the sustainability of the solution, the customer's level of satisfaction and the "soft" factors of customer care are therefore always paramount. Delighted customers who have received more than expected, who feel good and who have been fairly treated, are more likely to come back for the consultant's services for new assignments and may also make use of innovative service packages. The follow-up acquisition therefore plays an important role in concluding the consulting process.

Possible process steps

- clarify own interests, objectives and skills
- analyse market and competitors
- define own position on the consulting market
- define own service package accordingly
- develop sales strategy
- develop contact and approach strategy
- make acquisitions and conclude contract
- take actions to ensure high quality customer care and loyalty
- set and implement prices
- establish contracting process
- focus on follow-up acquisition

Topics addressed

- Market potential and positioning
- Business and sales strategy
- Services portfolio
- Sales channels, planning and control
- Customer Relationship Management
- Customer acquisition and loyalty
- Pricing and negotiation
- Contracting

Relations to ICB competences

- 1.01 Project management success
- 1.02 Interested parties
- 1.03 Project requirements and project objectives
- 1.04 Risks and opportunities
- 1.10 Performance scope and deliverables
- 1.14 Contract management
- 1.18 Communication
- 2.10 Conferring and consulting
- 2.11 Negotiations
- 2.13 Reliability
- 2.14 Appraisal
- 2.15 Ethics
- 3.06 Business
- 3.07 Systems, products and technology
- 3.10 Finance
- 3.11 Legal aspects

Relations to other ICBC competences

- C1.1 Consulting strategies and concepts
- C1.2 Consultancy phases
- C1.4 Organisation analysis and clarification of requests
- C1.5 Consulting methods and interventions
- C2.1 Professional consultant attitude and behaviour
- C2.2 Multiple roles of a PM Consultant
- C2.3 Relationship management
- C2.4 Ability to deal with uncertainty
- C3.1 Strategies, structures and cultures of organisations
- C3.2 Management processes
- C3.3. Management of organisational change, learning organisation and knowledge management
- C3.4 Micro politics and power in organisations

C1.4 Organisation analysis and clarification of requests

To be able to optimally match the consulting service to solving the customer's problem, various data needs to be collated, especially during the first two consulting phases. These are

1. non-specific customer analysis at or before the start of consulting
2. clarification of the requests and its context
3. organisation analysis geared specifically to the assignment

1.) Non-specific customer analysis at or before the start of consulting

The non-specific customer analysis at or before the start of consulting relates to the initial impressions the consultant gains from the customer. Such documents include business reports, website or products, as well as perceptions from the customer's premises, such as architecture, reception, the way in which people deal with each other, communication style. These pieces of information serve on the one hand as background to clarify the requests, and on the other hand offer clues about the corporate and/or management culture that may be relevant as the consulting process progresses.

2.) Clarification of requests and context

The subsequent clarification of assignment and context serves to work out the customer's concerns. This includes the objective, content-based objectives as well as the deliverables expected from the consultant(s) and the consulting process. The context clarification establishes the basis of the consulting services enquiry, the history of the concern or problem and the experience gathered from attempted solutions, be that by the organisation's own means or with the support of previously involved consultants. The request for clarification focuses on personal appraisals and experience, the various ways in which the business partners understand the problem description and the differences in the appraisals concerned need to be established. This phase hinges on the consultant having a receptive, open approach to questioning, i.e. there may only be a minimum number of hypothetical questions.

The objective is

- to support the customer in identifying a goal tailored to their needs and formulating solutions,
- to make explicit the customer's implicit knowledge as it relates to the problem or objective and to any potential solutions,
- to show differences in interest, target conflicts or resistance to potential solutions,
- as well as the loss that a problem causes or could cause, to show also any benefits in order to safeguard such benefits and others where applicable,
- to evaluate experience with tried and tested solutions or consulting services,
- to clarify the frameworks, responsibilities and any potential procedure to be used.

An appropriate questioning technique enables the customer to come across new findings on the problem as early as the analysis phase and internal solution search processes to be initiated. If the customer and consultants reach a common understanding on the assignment, on the objective facts (who, what, by when, with whom) and the allocation of responsibility, a decision can be taken on consulting assignment and subsequently the contract.

3.) Organisation analysis geared specifically to the assignment

On the basis of the assignment, all data relevant to the consulting service concerned and the assignment itself are collated during the organisation analysis phase. A distinction can be drawn among various areas here, depending on the consulting assignment. These areas are the strategy, the organisation culture, the structures from an objective perspective, e.g. the structure and process organisation and the structures from a social perspective, e.g. the relevant relationship and power structures and the relevant internal and external stakeholders.

Data collection can take the form of interviews (one-to-one and groups), surveys, workshops, participatory observation and document analysis. It must be noted that every collation process also

represents an intervention. The choice of participants and communication in this regard also affects the consulting procedure. The extensive inclusion of affected employees is recommended, the idea being to both use the competences concerned and to enhance commitment. When defining the instruments for use, however, care must be taken to manage expectations.

Potential process steps in clarification of the requests and context and the organisation analysis

The clarification of requests and context comprises the following process steps

- clarify the problem and/or request history and previous attempted solutions
- clarify previous experience with consultants and selection criteria
- Specify concern in form of an operationalised objective and/or solution description
- Work out potential differences in the customer system with regard to objectives
- identify potential implicit or hidden requests
- clarify what should not be the outcome of the consulting process
- establish responsibilities in the consulting process and define the internal responsibility
- formulate and define rules of collaborate

The organisation analysis comprises the following process steps

- define object for analysis
- define the analysis instrument and the persons involved
- execute the analysis
- evaluate data
- incorporate result into the consulting process

Topics addressed

- Concerns of the customer
- Systemic questioning technique
- Implicit and/or empirical knowledge
- Interview
- Data collation
- Micro politics
- Previous experience

Relations to ICB competences

- 1.02 Interested parties
- 1.03 Project requirements and project objectives
- 1.04 Risks and opportunities
- 3.01 Project organisation
- 1.10 Performance scope and deliverables
- 1.14 Contract management
- 1.18 Communication
- 2.06 Openness
- 2.08 Result orientation

- 2.09 Efficiency
- 2.10 Conferring and consulting
- 2.11 Negotiations
- 2.13 Reliability
- 2.14 Appraisal
- 2.15 Ethics
- 3.05 Main organisation
- 3.06 Business
- 3.11 Legal aspects

Relationships with the other NCBC competences

- C1.1 Consulting strategies and approaches
- C1.5 Consulting methods and interventions
- C2.1 Professional consultant attitude and behaviour
- C2.2 Multiple roles of a PM Consultant
- C2.3 Relationship management
- C2.4 Dealing with uncertainty
- C3.1 Strategies, structures and cultures of Organisations
- C3.2 Management processes
- C3.4 Micro politics and power in organisations

C1.5 Consultancy methods and interventions

The challenge of consulting lies in designing the consulting process such that the set goals are achieved and the changes are sustained in the organisation being advised. There are a number of interventions available for initiating and supporting the change and these can be combined throughout the consulting process to create an "architecture of change".

Basically, each action (or non-action) of the consultant in the customer system represents an intervention. Every consulting activity that introduces external information into the organisation seeking advice and every interaction between the consultant(s) and the organisation being advised will inevitably result in the organisation seeking advice or the person being advised interacting with the consultant, the new questions or the new information. Even the posing of certain questions can initiate processes of reflection or reconsideration regarding the current direction or decision.

Consulting is therefore always an intervention, an intervention into the organisation being advised.

In a consulting environment, those actions that are deliberately planned to support the learning process of the organisation and its participants are usually described as interventions. They are deliberately used to stimulate, facilitate new insights and bring about behaviour and attitude changes.

The consultant should not use interventions without consideration and reflection. In fact, interventions have to be specifically selected with care, employing an approach based on the situation. The choice of method depends on the ultimate aim of the consulting process.

Interventions include

- Feedback processes
- Measures for dealing with resistance
- Measures for integrating the employees
- Measures for personnel development and qualification
- Measures for organisational development
- Measures for team development
- Coaching of teams or individuals
- Measures for conflict management
- Large group events
- Introduction of new technology and working methods

Possible process steps

The following process steps assist with the planning and implementation of complex interventions such as workshops, large group events, interview rounds, training courses:

- **define the goal:** Clarifying the customer's expectations and one's own expectations in advance
- **define the target group / participants in dependence of the set goal:** Who is the correct participant group for this question?
- **clarify frameworks:** Timeframe, point in time, place of implementation
- **develop the design of the intervention:** Substance of the workshop / event / training course
- **plan alternatives:** Develop alternatives with different times/methods for the individual steps
- **execute the intervention**
- **evaluate the intervention**

Topics addressed

- Success factors of change processes
- Employee integration and participation
- Architecture / design of change processes
- Dealing with resistance
- Workshop and training design
- Feedback
- Coaching
- Large group methods
- How the consultant perceives himself

Relations to ICB competences

- 1.01 Project management success
- 1.02 Interested parties
- 1.07 Teamwork
- 1.09 Project structure
- 1.18 Communication
- 1.19 Start-up
- 2.01 Leadership
- 2.02 Commitment and motivation

- 2.10 Conferring and consulting
- 2.12 Conflict & crisis
- 3.04 Project, programme & portfolio implementation
- 3.05 Permanent organisation
- 3.08 Personnel management

Relations to other ICBC competences

- C1.1 Consultancy concepts and approaches
- C1.2 Consultancy phases
- C1.4 Organisational analysis and clarification of requests
- C3.2 Management Processes
- C3.3 Management of organisational change, learning organisations and knowledge management

C1.6 Evaluation methods

Evaluation is the systemic process of collating and analyzing data in order to determine whether, and to what extent the objectives have been, or are being achieved. Suitable indicators must be found for the evaluation, in other words data that can provide information on the Key Performance Indicators (KPIs) for the consulting outcome. For a meaningful evaluation, it is important to determine at the outset the purpose for which the evaluation is being conducted, the point in the lifecycle the measure is taken as this influences the choice of KPIs and the type of evaluation.

There are four distinct types of evaluation

1. **Input** evaluation involves determining the costs for a particular measure. The purpose here lies in determining the relation between expenditure and income.
2. With **process** evaluation, the consulting process, individual phases or measures (e.g. training courses) are evaluated by persons involved either directly or indirectly and in many cases also involve gathering suggestions for improvement. The aim here is to improve procedures and processes.
3. The **output** evaluation considers the results of consulting processes or part-processes immediately they are concluded. What results are visible, which changes have occurred, what can be implemented, how do those involved evaluate the results? The output evaluation offers information as to whether, and to what extent processes or a measure are useful.
4. The **outcome** or impact evaluation assesses the long-term effects of a consulting process. They examine whether changes remain stable or have advanced, whether and the extent to which consulting results are still being implemented and with what success. The idea is to determine whether the consulting process are sustainable and are achieving the goal.

Also to be defined are criteria that can be used to determine the effect and/or success of the measure. Observable or measurable indicators are then selected for these criteria. These criteria include the degree to which the object is achieved, presupposing that the objective has previously been formulated as measurable (number of customer contacts, degree of customer satisfaction etc.). Indicators (KPIs) can be performance figures, as well as data from observations, surveys and interviews.

Possible process steps

- determine the object of evaluation: What is to be evaluated?
- determine the purpose: Which decisions is the evaluation to support?
- select the evaluation criteria to assess the consulting process or single measures
- define indicators that can be used to collate the criteria
- define the measuring times and parties for data collation
- conduct the evaluation, analyse and interpret results

Topics addressed

- Evaluation methods
- Assessment of measures
- Quality management

Relations to ICB competences

- 1.01 Project management success
- 1.03 Project requirements and project objectives
- 1.05 Quality
- 1.08 Problem solving
- 1.10 Performance scope and deliverables
- 1.14 Contractual law
- 1.20 Project completion

Relations to other ICBC competences

- C1.4 Organisation analysis and clarification of requests
- C3.3. Management of organisational change, learning organisation and knowledge management

C2.1 Professional consultant attitude and behaviour

The consultant's attitudes and values, as well as those of the company they work for, play a key role in the success of a consulting process. They develop both from personal values, personality and personal emotional maturity, as well as from the consultant's attitude towards his work. It is not only personal values that shape the consultant's actions, the attitude and principles of the professional group concerned developed over years also play a key role.

Acting ethically is an essential element of every profession. National and international professional and trade associations in project management and in consultancy often obligate their members to abide by a code of ethics developed specifically for the professional group.

As service providers, consultants have an obligation to their customer. Based on the working hypothesis of organisation consulting, a respectful attitude is expected towards the customer's organisation and its members.

This respect acknowledges the competence and interests of the customer. Based on the current status quo, the consulting process serves to advance the customer to their benefit and to improve their competence. A professional attitude comprises attributes such as impartiality, neutrality and resource and solution orientation. The situation and values of the customer and/or the organisation being advised is paramount.

Another key fundamental value is confidentiality. It goes without saying that no information disclosed to the consultant through the execution of the assignment for the organisation may be passed on to any other third party without the clients express permission. Intellectual property rights must also be respected. For these questions, it is recommended that appropriate written agreements, which clearly set out all economic aspects of the collaboration, are built into the consultancy contracts

Possible process steps

- reflect personal ethical values
- reflect professional ethical values
- clarify the ethical values of the customer system
- identify possible ethical conflicts
- develop solutions
- communicate the effects of any actual, or potential ethical conflicts and solutions for these.

Topics addressed

- System theory
- Code of professional conduct
- Consultant's role
- Customer orientation
- Responsibility

Relationships with the other ICB competences

- 1.02 Interested parties
- 1.14 Contractual law
- 1.18 Communication
- 2.03 Self-control
- 2.06 Openness
- 2.08 Result orientation
- 2.10 Conferring and consulting
- 2.13 Reliability
- 2.14 Appraisal
- 2.15 Ethics

Relations to other ICBC competences

- C2.02 Multiple roles of a PM Consultant
- C3.01 Strategies, structures and cultures of organisations

C2.2 Multiple Roles of a PM Consultant

Clarifying the PM Consultant's role is especially important at the start of each consulting process. First, the consultant must be clear on which typically offered roles he is prepared to take on, given his competences. Second, he must work out as part of the clarification of requests, which roles will be requested or required of him for the envisaged consulting process. It also has to be clarified which roles the agents of the customer want to or should take over in the envisaged project. Ultimately, the role clarification clarifies the expectations of both sides: the expectations the client has of the consultant and which the consultant has of the customer.

The role that the customer agrees to with the consultant is closely linked to the function that the consulting process is to fulfil for the customer. Often, the main concern is to contribute a certain know-how to the organisation (knowledge function). Another goal is to make a neutral, independent assessment of a situation (neutrality function). Likewise, certain tasks that are undertaken by the consultant have to be accomplished more cost-effectively than the organisation is able to achieve itself (economy function). This is the case if the organisation being advised incurs far too much expense in developing the skills of its own staff. Furthermore, the consultant sometimes has to safeguard or legitimise certain decisions (legitimation function). Finally, the goal can also be to take on certain tasks within the organisation as substitutes (substitute function).

The following role packages are typically offered by the organisation being advised

- **The role of the expert (expert consulting)**
Here, the primary task and responsibility is to bring a certain "state-of-the-art" knowledge into the organisation.
- **The role of the process facilitator (process consulting)**
In this case, the main task and responsibility is to organise and support a change or development process within the customer organisation such as to enable the solution to be developed by the customer itself.
- **The role of the process facilitator and expert (convergent or complementary consulting)**
In this case, it is necessary to contribute "state-of-the-art" knowledge to the consulting process and also to ensure, given that the customer is responsible for creating solutions, that a learning, coordination and solution development process is guaranteed.
- **The role of the neutral and external assessor (assessor activity)**
Here, the customer expects an assessment and evaluation of a situation or a circumstance against the backdrop of certain requirements, e.g. an objective reference model.
- **The role of the coach (support and assist)**
A coach is expected to assist and support a group or individual over a certain period for a certain objective or for a specific set of topics. The primary aim is to develop and encourage the group or individual so that they are better able to fulfil their specific task.
- **The role of the manager or project manager for a certain time (interim management)**
An interim assignment as manager or project manager for a certain time involves performing a management function in terms of a substitute function at the customers premises for a certain area and for a certain period of time. This activity can only be described as consulting under certain conditions, e.g. if the assignment includes a target to develop the organisation in certain areas.

- **The role of the employee in a specific task (interim assignment)**

An interim assignment as employee for a certain time involves performing a task in terms of a substitute function for a certain area and/or for a certain period of time, e.g. creating a specification. This task can only be described as consulting under certain conditions, e.g. if the assignment includes a target to develop the organisation in certain areas.

Possible process steps

- clarify the consultant role and one's own strengths and weaknesses
- clarify and define expectations, the role of the consultant and the role of the customer at the beginning of the consulting process.
- Include a reflection and feedback about role performance of both sides in interim evaluations

Topics addressed

- Concerns of the customer
- Systemic questioning technique
- Understanding consulting and changes
- Personality
- Context clarification
- Individual consulting / team or group consulting
- Organisation consulting / organisation development
- Coaching
- Power
- Responsibility
- Corporate culture

Relations to ICB competences

- 1.02 Interested parties
- 1.05 Quality
- 1.07 Teamwork
- 1.19 Project kick-off
- 2.01 Leadership.
- 2.02 Commitment and motivation
- 2.03 Self-control
- 2.10 Conferring and consulting
- 2.11 Negotiations
- 3.05 Main organisation
- 3.08 Personnel management

Relations to other ICBC competences

- C1.1: Consulting strategies and concepts
- C1.2: Consultancy phases
- C1.4: Organisation analysis and clarification of requests
- C1.5: Consulting methods and interventions
- C2.1: Professional consultant attitude and behaviour

- C2.3: Relationship management
- C3.1: Strategies, structures and cultures of organisations
- C3.4: Micro politics and power in organisations

C2.3 Relationship management

The essence of professional consulting is the selective forging and ongoing maintenance and shaping of relationships with key stakeholders within the customer's organisation, or with any potential business partners. This is because establishing a foundation of trust is extremely important in the customer-consultant relationship. It is the foundation of trust that engenders the customer's willingness to work with the consultant to solve a problem or achieve an objective.

Relationship management means producing an action plan, geared towards shaping customer-consultant relationships, for the initiation, maintenance and care of customer and business relationships and to continually update and implement this action plan. For the consultant, relationship management must also extend to developing and expansion of a competence network, a broad network of colleagues who can be called upon depending on the objective. This could be drawing on the expertise within the consulting company, or a consulting associate network.

When the consultant shapes a relationship, the following factors must essentially be observed

- **Developing and continually working on attitude and appearance**
How does the consultant meet the customer in his environment and how does he want to be seen and perceived?
- **Stipulations on the information that is to be collated**
Which information is to be recorded? What should be remembered? How is this information to be collated and recorded?
- **Reflection of one's preconceptions and role assignment**
What is my working hypothesis for structuring, e.g. types, character or other stereotypes? How does that affect my evaluation?
- **Analysis of the relationship networks within the customer organisation**
How do the relationships within the customer organisation appear? What networks are there? Where does the centre of power appear to lie?
- **Defining reasons and times for contact**
When and where and in what context do consultants, customers or partners meet? What should the frequency of interaction?

The aim of relationship shaping by the consultant must be to create from these factors a form of interaction that allows him to appear competent and open, to absorb and process the information and signals that are important to the consulting assignment, to build trust and at the same time offer direction. Relationship management means balancing all these factors in daily dealings between customer and consultant. It also involves keeping the relationship stable and future facing in terms of support for a successful consulting process.

Possible process steps

- develop and continuously work on attitude and appearance
- analyse the customer and stakeholder structure
- analyse internal relationships in the customer system
- establish relationship to networks and partners
- define the information that should be collected
- define reasons and times for contact

Topics addressed

- Attitude and appearance
- Personality
- Foundation of trust
- Business partners
- Network partners
- Role assignments

Relations to ICB competences

- 1.02 Interested parties
- 1.07 Teamwork
- 1.18 Communication
- 2.01 Leadership
- 2.03 Self-control
- 2.04 Assertiveness
- 2.06 Openness
- 2.10 Conferring and consulting
- 2.11 Negotiation
- 2.13 Reliability
- 2.14 Appraisal

Relations to other ICBC competences

- C1.3 Acquisition strategies
- C1.4 Organisation analysis and clarification of requests
- C1.5 Consulting methods and interventions
- C2.1 Professional consultant attitude and behaviour
- C2.2 Multiple roles of a PM Consultant
- C3.4 Micro politics and power in organisations

C2.4 Dealing with uncertainty

For people, uncertainty is a completely normal and recurring aspect of our everyday lives and professional roles. In consulting, dealing with uncertainty in a confident manner is extremely important. Consultants are often assigned because the customer finds themselves in an uncertain situation. The customer's motivation for an assignment is often to dispel their own uncertainty.

Uncertainty occurs especially where future developments are difficult or impossible to predict. It is triggered by contradictory information, ill-fitting role expectations or cultural differences.

Regardless of the consulting assignment per se, the consultant is required to react appropriately and carefully even in such complex situations. A consultant must also be able provide certainty, or at least a clear path to the removal of any remaining uncertainty. This requires the following fields of competence:

1. Ambiguity tolerance

Ambiguity tolerance describes the emotional intelligence for being able to perceive and allow contradictory or ambiguous information, complex situations and cultural differences without evaluating them negatively or unreservedly positively. Being able to develop a careful balance between different role expectations and tolerate role conflicts are also helpful forms of ambiguity tolerance in the consulting process.

2. Empathy for the people with whom the consultant works

At personal communication and collaboration level, a consultant should possess a very high degree of empathy. The situation and interests of the employees involved into the project can be extremely diverse. A respectful attitude and of the desire to clarify the interests and expectations of the customer is essential.

3. Competences and experience relevant to the objective

A general knowledge of the industry and the problem, as well as experience with identical or similar problems or objectives help to dispel customers uncertainties and help the customer develop a solution that is fitting for their situation. This also knowledge and experience results in the speedy execution of the assignment, which can in turn boost relationship development and help dispel uncertainties.

4. Competences and experience in controlling social systems

Social systems are complex. Cause and effect relationships are not easy to predict. In consulting, it is important to mobilise the forces for the internal control of the organisation and to use the participants' knowledge for the consulting process. A meaningful way of controlling the system is to employ interventions and consulting methods that involve the customer and supports the development and setting of new frameworks and regulations.

5. Competences and experience in actively establishing change projects

An active and committed approach to the problem or objective, coupled with establishing the change project in a solid, transparent manner, create confidence and dispel uncertainties.

Measures for recognising and dealing with resistance must also be considered here. An appropriate presentation of the project for all participating interest groups increases transparency, and so trust.

Possible process steps

- reflect and enhance personal ambiguity tolerance
- clarify interests and expectations of the people involved, as well as one's own role (clarification of requests)
- demonstrate one's own experience with the industry or problem
- adapt to the customer's language
- structure the consulting process and present appropriate aspects of the project to all participating interest groups
- integrate measures for recognising and dealing with resistance
- introduce interventions and consulting methods that involve the customer and their knowledge and support the self-regulation of the system

Topics addressed

- Ambiguity tolerance
- Emotional intelligence
- Empathy
- Clarification of requests
- Role clarification
- Dealing with customers' uncertainty
- Control of social systems
- Establishing a change process
- Dealing with resistance

Relations to ICB competences

- 1.02 Interested parties
- 1.03 Project requirements and project objectives
- 1.04 Risks and opportunities
- 1.08 Problem solving
- 1.18 Communication
- 2.06 Openness
- 2.14 Appraisal

Relations to other ICBC competences

- C1.1 Consulting strategies and approaches
- C1.2 Consultancy phases
- C1.4 Organisation analysis and clarification of requests
- C2.2 Multiple roles of a PM Consultant
- C2.3 Relationship management
- C3.3. Management of organisational change, learning organisation and knowledge management

C3.1 Strategies, structures and cultures of organisations

Organisations are shaped primarily by their strategies, structures and cultures. These factors have a significant effect on all corporate activities. They also influence each other, therefore, they must never be considered in isolation. Handling one of these factors always brings about changes in the other two. Every development of a factor should be in equilibrium with the other factors and be reciprocally coordinated. Strategies and structures can be influenced directly and hence more easily than cultures, which for the most part develop under their own dynamism and hence in the main can only be influenced indirectly.

All forms of consulting relate to the strategies, structures and cultures of the organisation concerned. On the one hand, these factors significantly influence the consulting activities and the success of the process. On the other hand, consulting activities can aim for, or result in a change to these factors. Appropriate consideration must be given to these correlations in a PM consulting process.

A PM Consultant therefore needs a fundamental understanding of strategies, structures and cultures of organisations and an ability to analyse and evaluate these three areas and to assess and employ them in connection with a consulting assignment.

Strategy factor

Strategies describe objectives or measures for the long-term development and security of an organisation. These are usually objectives or measures with medium to long-term effect. Short-term objectives or measures are often assigned to the operational business activities. Depending on the organisation's complexity, we distinguish between a strategy for organisation as a whole and strategies for individual business divisions and/or functional areas. Strategies are developed specific to the organisation. As well as conventional procedures, the mission-statement supported, explicit strategies formally defined by performance indicators, there are a host of other approaches. These focus, for example, on market positioning and are geared to innovations, life-long learning of the organisation or available resources. In addition, organisations are increasingly using strategic initiatives. It is especially important for PM Consultants to understand an organisation's basic strategic orientation and alignment. The consulting approach must be geared towards the strategy.

Structure factor

The structure of an organisation depicts the areas of responsibility and the reporting lines ("organisation structure"). It also represents the scaffolding for the corporate processes ("process organisation"). Corporate processes can in turn be sub-divided into management processes, core processes and support processes. The structure of an organisation is in principle subject to an implicit change. Usually, the structure of an organisation changes to some extent with the purpose of an organisation. In addition, it is explicitly changed by the management processes (e.g. decision-making processes) and also by other structure optimisation measures (e.g. reorganisation). Structures serve to implement shared business activities and strategic objectives as effectively and efficiently as possible. As well as formal structures, there are always informal structures and project structures. For PM consulting, it is vital to understand both the formal and the informal structure of an organisation and the structures of the relevant projects so that the consulting approach can be aligned.

Culture factor

Every organisation develops a specific culture that shapes the attitudes and behaviours of its personnel. An organisation's culture ensues from the interaction between basic assumptions, values, standards and attitudes shared by the personnel. Every organisation develops its own unique culture. Individual parts of the organisation can form sub-cultures, e.g. also individual projects (project culture). The sum total of the basic assumptions forms the organisation's experience for the question: which behaviour has proven its worth in the past? Cultures can also be understood as the "unwritten laws" of an organisation. They shape co-existence inside the organisation and image and behaviour to the outside world. Cultures develop primarily under their own dynamism. A real influence can basically only be exerted by a consistent values and behaviours of the senior management team. For consulting therefore, it is vital to understand an organisation's culture so that the consulting approach can be matched.

Possible process steps

- Analyse strategy, structure and culture
- Evaluate strategy, structure and culture
- Identify and evaluate interactions between an organisation's strategy, structure and culture with the consulting assignment
- Formulate or revise the consulting assignment based on findings
- Consistently monitor how the consulting process affects strategy, structure and culture and take any necessary countermeasures
- Integrate the result of the consulting process into the strategy, structure and culture

Topics addressed

- Strategy
- Structure
- Culture
- Organisation
- Processes
- Change and innovation

Relations to ICB competences

- 1.1. Project management success
- 1.2. Interested parties
- 1.3. Project requirements and project objectives
- 1.6. Project organisation
- 1.7. Teamwork
- 1.9. Project structures
- 1.10. Performance scope and deliverables
- 1.14. Procurement and contracts
- 1.18. Communication
- 2.1. Leadership
- 2.2. Commitment and motivation
- 2.6. Openness

- 2.8. Result orientation
- 2.10. Conferring and consulting
- 2.11. Negotiations
- 2.13. Reliability
- 2.14. Appraisal
- 2.15. Ethics
- 3.1. Project orientation
- 3.2. Programme orientation
- 3.3. Portfolio orientation
- 3.5. Main organisation
- 3.6. Business
- 3.7. Systems, products and technology
- 3.8. Personnel management
- 3.9. Health, occupational and industrial safety and environmental protection

Relations to other ICBC competences

- C1.1: Consulting strategies and concepts
- C1.4: Organisation analysis and clarification of requests
- C1.5: Consulting methods and interventions
- C1.6: Evaluation methods
- C2.1: Professional consultant attitude and behaviour
- C2.2: Multiple roles of a PM Consultant
- C2.3: Relationship management
- C3.2: Management processes
- C3.3: Management of organisational change, learning organisation and knowledge management
- C3.4: Micro politics and power in organisations

C3.2 Management Processes

Management processes describe the workflows and tasks of management for managing an organisation. The management of an organisation is on the one hand responsible for the strategic alignment and growth of the organisation. On the other hand, it is responsible for enabling the organisation members to fulfil their operative tasks, especially to implement core and support processes within the organisation. Management processes include: Development of vision and strategy, leadership, quality management, process management, project, program and portfolio management, risk management or financial resource management. Subordinate to the management process are the organisation's core processes. Core processes depict the core business of the organisation, e.g. the processes used in development or production. They are backed by the support processes, e.g. human resource management and accounting. The support processes are those operative tasks that keep the organisation working and functioning.

Management processes can be sub-divided into three areas: Normative, strategic and operative management.

Normative management

Normative management deals with an organisation's fundamental alignment, the aim being sustainable development. It establishes principles, standards, rules and guidelines geared towards giving personnel general orientation. This orientation focuses on how the organisation and personnel perceive themselves on purpose and on meaning. Typical results of normative management include mission statement, vision, value system, self-perception and an outline for the organisation's general alignment.

Strategic management

As part of strategic management, the organisation develops goals and procedures for achieving the alignment defined in normative management. The time frame for strategic management is usually two to five years, although can be longer for larger organisations. The primary objective is to develop operational goals and draw up action plans. To achieve this, extensive market, competition and stakeholder analyses must usually be conducted. A detailed strengths and weaknesses analysis must also be conducted. Typical results of strategic management include market, competition and stakeholder analyses, SWOT analyses, and, derived from these findings, business strategies, business plans, operational objectives, e.g. in the form of a Balanced Scorecard, a Strategy Map or results created using other suitable instruments.

Operative management

In operative management, the objectives and action plans from strategic management are implemented into daily routines. The strategic objectives serve to orientate the organisation so that it can take the right decisions in day-to-day activities. Occurring at operative level is management of the personnel and of downstream organisations, the provision of financial and human resources, the planning, control and monitoring of business processes (core and support processes) and, in particular, the control of financial resources and the liquidity of the organisation.

For PM consulting, it is essential to identify and adapt to the specific form and application of the tasks of normative, strategic and operative management in the organisation concerned that are described here as ideal-typical.

Possible process steps

- Normative management:
develop and define basic alignments, principles, standards, rules and guidelines of the organisation
- Strategic management:
develop definite objectives and procedures for meeting normative requirements
- Operative management:
manage personnel and downstream organisations; provide financial and human resources, plan, control and monitor business processes (core and support processes), control financial resources and liquidity.
- The operative management process comprises: orientation, setting objectives, planning, organising, leading, controlling. It is a continuous process.

Topics addressed

- Management processes
- Normative management
- Strategic management
- Operative management
- Processes
- Core and support processes
- Leadership
- Organisation
- Strategy Map
- Balanced Scorecard

Relations to ICB competences

- 1.01 Project management success
- 1.02 Interested parties
- 1.03 Project requirements and project objectives
- 1.04 Risks and opportunities
- 1.05 Quality
- 1.07 Teamwork
- 1.11 Project phases, sequence and deadlines
- 1.15 Configuration and change management
- 1.16 Monitoring and control, reporting
- 1.17 Information and documentation
- 1.18 Communication
- 2.01 Leadership
- 2.03 Self-control
- 2.04 Assertiveness
- 2.07 Creativity
- 2.08 Result orientation
- 2.09 Efficiency
- 2.10 Conferring and consulting
- 2.11 Negotiations
- 3.08 Personnel management
- 3.09 Health, occupational and industrial safety and environmental protection
- 3.10 Finance
- 3.11 Legal aspects

Relations to other ICBC competences

- C1.1 Consulting strategies and concepts
- C1.2 Consultancy phases
- C1.3 Acquisition strategies
- C1.4 Organisation analysis and clarification of requests
- C1.5 Consulting methods and interventions
- C1.6 Evaluation methods

- C2.1 Professional consultant attitude and behaviour
- C2.2 Multiple roles of a PM Consultant
- C2.3 Relationship management
- C3.1 Strategies, structures and cultures of organisations
- C3.3. Management of organisational change, learning organisation and knowledge management
- C3.4 Micro politics and power in organisations

C3.3 Management of Organisational Change, Learning Organisations and Knowledge Management

The management of organisational change concerns all systematic measures that help the company adapt to, or actively shape important changes. Reasons for change projects include growth initiatives, changed market or customer structure, merger & acquisitions, quality or process improvement initiatives and / or introductory projects for project, programme or portfolio management.

Successful consulting in the environment of such projects requires an organisation's ability and willingness to learn to be correctly assessed and this learning ability to be exploited during the course of the consulting process. Dictated by the qualities of uniqueness and novelty of projects, it is in principle given that an organisation must learn as soon as projects are implemented, and especially when projects are concluded.

Learning organisations are set apart by their personnel, frequently, consciously and jointly considering themselves, their actions and the results of their work. This often occurs in a systematic process that allows changes to be implemented in organisations in a highly effective manner. A learning organisation is constantly in motion. There is an ongoing search for learning opportunities and improvement potentials.

Selected characteristics and prerequisites of a learning organisation are (Senge)

- **Clear and strong vision**
Learning organisations work with their personnel to pursue a clear and strong vision
- **Strong change-conscious culture**
Learning organisations have a strong and self-confident culture for a readiness to change
- **High personnel-orientation and personnel involvement**
Learning organisations have a strong personnel orientation and personnel involvement. Likewise, individual personnel development is high on the agenda, as is involving personnel in defining the organisation's future alignment
- **High orientation towards collaboration and teamwork**
Learning organisations are closely aligned to self-regulated collaboration in teams
- **Process orientation**
Learning organisations think, whilst focussing on processes, of the needs of the customer through to the benefits for the customer

Organisational change and learning organisations are supported by a change management concept. Knowledge management is a management approach whereby a methodical and specific influence

is exerted on the knowledge base of an organisation, a group or a person with a view to selectively supporting organisational change and continuous learning. Today, knowledge management involves managing the competences of personnel. Consideration is also given to the fact that knowledge and competences can only grow relative to the specific context of an organisation's capabilities.

Possible process steps

- develop and communicate a strong vision, mission and objectives
- develop and encourage a readiness and ability to learn
- develop and encourage a strong, self-confident corporate change management culture
- set measures for personnel orientation and personnel involvement
- develop and introduce teamwork
- develop and introduce process-oriented thinking and process management
- develop and introduce knowledge management

Topics addressed

- Vision, mission, objectives
- Continuous improvement
- Systematic continuous improvement
- Quality management
- Personnel orientation
- Personnel involvement
- Teamwork
- Process orientation
- Process management

Relations to ICB competences

- 1.05 Quality
- 1.07 Teamwork
- 1.15 Configuration and change management
- 1.17 Information and documentation
- 1.18 Communication
- 1.20 Project completion
- 2.03 Self-control
- 2.07 Creativity
- 2.10 Conferring and consulting
- 3.04 Introduction of project, programme and portfolio management

Relations to other ICBC competences

- C1.1 Consulting strategies and concepts
- C1.4 Organisation analysis and clarification of requests
- C3.1 Strategies, structures and cultures of organisations
- C3.2 Management processes
- C3.4 Micro politics and power in organisations

C3.4 Micro politics and power in organisations

The micro politics approach addresses the issue of how power is developed, used and defended within organisational structures and processes. It is assumed that people in organisations use overt and covert power to pursue their interests. The aim is to increase their own influence and to avoid external control. This sometimes happens at the expense of the corporate objectives. Power ensues from the control of resources, such as information and how it is interpreted (power to define), decision-making powers and other objects of value (image, group affiliation, security, money). Power enables us to influence the thoughts and actions of others, in some cases against their own interests. Power can be formally legitimised, or of an informal nature. It can be coupled to people, or consist structurally as a set from rules and resources. Power is necessary for designing things. But power can also be misused. A distinction is drawn between the following power bases:

- Legitimised power is power backed by official rights
- The power to reward is the power to be able to provide benefits for others
- Power by force is the potential ability to apply negative influences
- Power through identification is the power ensuing from personal charisma and invites one to identify
- Power through knowledge is created from someone's expertise
- Power through information comprises the potential ability to control information through access to it or how it is interpreted

For consulting processes, there are two important levels of power distribution: that between consultant and customer organisation and that within the customer organisation.

In the consultant-customer relationship, the consultant's power lies in controlling a specific expertise or methodology. Furthermore, power distribution is dependent on the particular role assumed by the consultant. While the process consultant controls only the selected methods and the right to receive information, the expert consultant has the right to define the situation and often to choose the relevant measures. The consultant engaged as interim manager receives a complete transfer of the rights. However, closely integrating the consultant also jeopardises his independence. The extent of the right and responsibility transfer has to be set out in the request clarification process and in the contract. This is important because clients continually shift, especially in difficult processes, the responsibility for content. In these circumstances they also may alter management responsibility onto the consultant or wish to have the consultant meet micro-political objectives. The latter can be minimised by consistently defining and recording consulting objectives as part of the request clarification transparently with the parties involved.

In the case of power distribution within the customer system, it is important to analyse the micro political structures, as consulting objectives can collide with the objectives of various stakeholders. On the one hand, stakeholder analyses and request clarifications help to identify the evident stakeholders and conflicts of interest in change processes. On the other hand, decision preparation workshops can help identify and integrate opponents. However, as power interests can always be concealed by strategic communication, many only surface during the course of consulting in the form of resistances.

Possible process steps

Possible process steps in the request clarification phase for minimising dysfunctional micro political processes

- clarify and define in writing the consulting objectives and frameworks
- communicate openly and transparently with the parties involved
- maintain independence in terms of a mediating a position
- define responsibilities and roles of consultants and clients

Possible process steps in the analysis phase for dealing with micro political processes

- observe behaviour that indicates interests or power control
- identify the parties involved, their strategies and "hidden agendas"
- integrate the parties involved in the change process
- identify resources and events relevant for the consulting process
- identify the distribution of interests and control in the organization

Topics addressed

- Power
- Responsibility
- Resistance

Relations to ICB competences

- 1.2 Interested parties
- 1.3 Project requirements and project objectives
- 1.4 Risks and opportunities
- 1.17 Information and documentation
- 1.18 Communication
- 2.4 Assertiveness
- 2.6. Openness
- 2.10 Conferring and consulting
- 2.11 Negotiations
- 2.14 Appraisal
- 2.15 Ethics

Relationships with the ICBC competences

- C1.3 Acquisition strategies
- C1.4 Organisation analysis and clarification of requests
- C1.5 Consulting methods and interventions
- C2.2 Multiple roles of a PM Consultant
- C2.3 Relationship management

ICBC

Addition to the IPMA Competence Baseline for PM Consultants Version 1.0 June 2011

The Addition to the IPMA Competence Baseline for PM Consultants (ICBC) defines the main professional background for the IPMA universal two-level-certification system for PM Consultants which includes

- the Project Management Consultants (PMC) for the project level
- the Programme and Portfolio Management Consultants (PPMC) for the strategic / organisation / programme level

The ICBC is based upon project management and PM consultancy theory combined with the practices and demands from more than 50 Member Associations.

For the certification of PM Consultants the 14 competence additional competence elements of the ICBC are used together with the 46 competence elements of the ICB.

The ICBC contains

- the technical competence elements (6)
- the behavioural of competence elements (4)
- the contextual of competence elements (4)

of the PM consultancy.

The stakeholders, clients, managers and team members of consulting mandates for developing the management of projects, programmes and portfolios are using this book for their professional activities. It is also a guide for project managers, trainers, lecturers and researchers for collecting, retrieving, mining and extending their PM consultancy knowledge.

