| PMI Standard | ICF Competency | Comment/Explanation |
| --- | --- | --- |
| **Foundation** |  |  |
| 1.1 Projects & Project Management |  |  |
| 1.2 Portfolios/ Programs/ Projects |  |  |
| 1.3 Governance | Meeting Ethical Guidelines & Professional Standards  Establishing the agreement  Establishing Trust with the client/team  Active Listening  Powerful Questioning | Understanding and applying ethics & standard and applying them appropriately is the same skill as applying them in coaching  Understanding how to define the boundaries of the coaching agreement is the same skill as establishing the boundaries of a project.  Creating a safe supportive environment that builds ongoing mutual respect & trust  Focusing completely on what the client is saying and not saying  Asking questions to reveal the information needed for maximum benefit to the project |
| 1.4 Project Success & Benefits Management | Planning & Goal Setting  Managing Progress & Accountability | Developing and maintaining an effective plan with the client/team  Holding attention on what is important for the client/project/deliverable and leaving responsibility with the client/team-member |
| 1.5 Project Life Cycle |  |  |
| 1.6 Project Stakeholders | Establishing Trust with the client/team  Active Listening  Powerful Questioning  Creating Awareness  Designing Actions  Planning and Goal Setting  Managing Progress & Accountability | Creating a safe supportive environment that builds ongoing mutual respect & trust  Focusing completely on what the client is saying and not saying  Asking questions to reveal the information needed for maximum benefit to the project  Integrating and accurately evaluating multiple sources of information. Making interpretations to help the client/team gain awareness  Creating opportunities with the client/team for taking actions that will lead to the agreed upon result/deliverable  Developing and maintaining an effective plan with the client/team  Holding attention on what is important for the client/project/deliverable and leaving responsibility with the client/team-member |
| 1.7 The Role of the PM | Meeting Ethical Guidelines & Professional Standards  Establishing the agreement  Establishing Trust with the client/team  Active Listening  Powerful Questioning  Creating Awareness  Designing Actions  Planning and Goal Setting  Managing Progress & Accountability | Understanding and applying ethics & standard and applying them appropriately is the same skill as applying them in coaching  Understanding how to define the boundaries of the coaching agreement is the same skill as establishing the boundaries of a project.  Creating a safe supportive environment that builds ongoing mutual respect & trust  Focusing completely on what the client is saying and not saying  Asking questions to reveal the information needed for maximum benefit to the project  Integrating and accurately evaluating multiple sources of information. Making interpretations to help the client/team gain awareness  Creating opportunities with the client/team for taking actions that will lead to the agreed upon result/deliverable  Developing and maintaining an effective plan with the client/team  Holding attention on what is important for the client/project/deliverable and leaving responsibility with the client/team-member |
| 1.8 PM Knowledge Areas | Integration, Scope, Schedule, Cost, Quality, Resource, Communications, Risk, Procurement, Stakeholders | All the ICF competencies are relevant to the 10 PMI knowledge areas |
| 1.9 PM Process Groups | Initiation  Planning  Executing/Monitoring & Controlling  Closing | Establishing Agreement, Establishing Trust, Presence, Active listening, Powerful Questioning, Direct Communication  Establishing Trust, Presence, Active listening, Powerful Questioning, Direct Communication, Designing Actions, Planning & Goal Setting  Establishing Trust, Presence, Active listening, Powerful Questioning, Direct Communication, Designing Actions, Planning & Goal Setting & Managing Progress  Presence, Active listening, Powerful Questioning, Direct Communication, Creating Awareness & Designing Action. |
| 1.10 Enterprise Environmental Factors & Organizational Process Assets | Powerful Questioning | Asking questions to reveal the information needed for maximum benefit to the project |
| 1.11 Tailoring the Project Artifacts | Powerful Questioning  Creating Awareness | Asking questions to reveal the information needed for maximum benefit to the project  Integrating and accurately evaluating multiple sources of information. Making interpretations to help the client/team gain awareness |
| **2.0 Initiating** |  |  |
| 2.1 Develop Project Charter | Establishing the agreement  Establishing Trust with the client/team  Active Listening  Powerful Questioning | Understanding how to define the boundaries of the coaching agreement is the same skill as establishing the boundaries of a project.  Creating a safe supportive environment that builds ongoing mutual respect & trust  Focusing completely on what the client is saying and not saying  Asking questions to reveal the information needed for maximum benefit to the project |
| 2.2 Identify Stakeholders | Coaching presence | Being fully conscious and creating spontaneous relationships – this helps us to spot stakeholders who may otherwise be overlooked |
| **3.0 Planning** |  |  |
| 3.1 Develop Project Management Plan | Planning and Goal Setting | Developing and maintaining an effective plan with the client/team |
| 3.2 Plan Scope Management | Planning and Goal Setting | Developing and maintaining an effective plan with the client/team |
| 3.3 Collect Requirements | Powerful Questioning | Asking questions to reveal the information needed for maximum benefit to the project |
| 3.4 Define Scope | Establishing the agreement  Establishing Trust with the client/team  Active Listening  Powerful Questioning | Understanding how to define the boundaries of the coaching agreement is the same skill as establishing the boundaries of a project.  Creating a safe supportive environment that builds ongoing mutual respect & trust  Focusing completely on what the client is saying and not saying  Asking questions to reveal the information needed for maximum benefit to the project |
| 3.5 Create WBS | Planning and Goal Setting  Managing Progress & Accountability | Developing and maintaining an effective plan with the client/team  Holding attention on what is important for the client/project/deliverable and leaving responsibility with the client/team-member |
| 3.6 Plan Schedule Management | Planning and Goal Setting | Developing and maintaining an effective plan with the client/team |
| 3.7 Define Activities | Designing Actions | Creating with the client opportunities for taking action to most effectively lead to the agreed upon outcome |
| 3.8 Sequence Activities | Managing Progress & Accountability | Holding attention on what is important for the client/project/deliverable and leaving responsibility with the client/team-member |
| 3.9 Estimate Activity Durations | Powerful Questioning | Asking questions to reveal the information needed for maximum benefit to the project |
| 3.10 Develop Schedule | Planning & Goal Setting  Designing Actions | Developing and maintaining an effective plan with the client/team  Creating opportunities with the client/team for taking actions that will lead to the agreed upon result/deliverable |
| 3.11 Plan Cost Management | Designing Actions | Creating opportunities with the client/team for taking actions that will lead to the agreed upon result/deliverabl |
| 3.12 Estimate Costs | Powerful Questioning  Creating Awareness | Asking questions to reveal the information needed for maximum benefit to the project  Integrating and accurately evaluating multiple sources of information. Making interpretations to help the client/team gain awareness |
| 3.13 Determine Budget | Planning and Goal Setting | Developing and maintaining an effective plan with the client/team |
| 3.14 Plan Quality Management | Planning and Goal Setting | Developing and maintaining an effective plan with the client/team |
| 3.15 Plan Resource Management | Planning and Goal Setting | Developing and maintaining an effective plan with the client/team |
| 3.16 Estimate Activity Resources | Powerful Questioning  Planning and Goal Setting | Asking questions to reveal the information needed for maximum benefit to the project  Developing and maintaining an effective plan with the client/team |
| 3.17 Plan Communication Management | Active Listening  Powerful Questioning  Direct Communication  Creating Awareness | Focusing completely on what the client is saying and not saying  Asking questions to reveal the information needed for maximum benefit to the project  Communicating effectively, using language that has the greatest impact  Integrating and accurately evaluating multiple sources of information. Making interpretations to help the client/team gain awareness |
| 3.18 Plan Risk Management | Planning and Goal Setting | Developing and maintaining an effective plan with the client/team |
| 3.19 Identify Risks | Active Listening  Powerful Questioning | Focusing completely on what is said & not said  Asking questions to reveal the information needed for maximum benefit to the project |
| 3.20 Perform Qualitative Risk Analysis | Active Listening  Powerful Questioning | Focusing completely on what is said & not said  Asking questions to reveal the information needed for maximum benefit to the project |
| 3.21 Perform Quantitative Risk Analysis | Active Listening  Powerful Questioning | Focusing completely on what is said & not said  Asking questions to reveal the information needed for maximum benefit to the project |
| 3.22 Plan Risk Responses | Designing Actions | Creating opportunities with the client/team for taking actions that will lead to the agreed upon result/deliverable |
| 3.23 Plan Procurement Management | Planning and Goal Setting | Developing and maintaining an effective plan with the client/team |
| 3.24 Plan Stakeholder Engagement | Establishing the agreement  Establishing Trust with the client/team  Active Listening  Powerful Questioning  Planning and Goal Setting | Understanding how to define the boundaries of the coaching agreement is the same skill as establishing the boundaries of a project.  Creating a safe supportive environment that builds ongoing mutual respect & trust  Focusing completely on what the client is saying and not saying  Asking questions to reveal the information needed for maximum benefit to the project  Developing and maintaining an effective plan with the client/team |
| **4.0 Execution** |  |  |
| 4.1 Direct & Manage Project Work | Managing Progress & Accountability | Holding attention on what is important for the client/project/deliverable and leaving responsibility with the client/team-member |
| 4.2 Manage Project Knowledge | Creating Awareness  Managing Progress & Accountability | Integrating and accurately evaluating multiple sources of information. Making interpretations to help the client/team gain awareness  Holding attention on what is important for the client/project/deliverable and leaving responsibility with the client/team-member |
| 4.3 Manage Quality | Managing Progress & Accountability | Holding attention on what is important for the client/project/deliverable and leaving responsibility with the client/team-member |
| 4.4 Acquire Resources | Establishing the agreement  Active Listening  Powerful Questioning | Understanding how to define the boundaries of the coaching agreement is the same skill as establishing the boundaries of a project.  Focusing completely on what the client is saying and not saying  Asking questions to reveal the information needed for maximum benefit to the project |
| 4.5 Develop Team | Coaching Presence  Active Listening  Powerful Questioning  Direct Communication | Being fully conscious & creating relationships. Being open, flexible & confident.    Focusing completely on what is said & not said  Asking questions to reveal the information needed for maximum benefit to the project  Communicating effectively, using language that has the greatest impact |
| 4.6 Manage Team | Coaching Presence  Active Listening  Powerful Questioning  Direct Communication  Planning & Goal Setting  Managing Progress & Accountability | Being fully conscious & creating relationships. Being open, flexible & confident.    Focusing completely on what is said & not said  Asking questions to reveal the information needed for maximum benefit to the project  Communicating effectively, using language that has the greatest impact  Developing and maintaining an effective plan with the client/team  Holding attention on what is important for the client/project/deliverable and leaving responsibility with the client/team-member |
| 4.7 Manage Communications | Active Listening  Powerful Questioning  Direct Communication  Creating Awareness | Focusing completely on what is said & not said  Asking questions to reveal the information needed for maximum benefit to the project  Communicating effectively, using language that has the greatest impact  Integrating and accurately evaluating multiple sources of information. Making interpretations to help the client/team gain awareness |
| 4.8 Implement Risk Responses | Planning and Goal Setting | Developing and maintaining an effective plan with the client/team |
| 4.9 Conduct Procurements | Managing Progress & Accountability | Holding attention on what is important for the client/project/deliverable and leaving responsibility with the client/team-member |
| 4.10 Manage Stakeholder Engagement | Active Listening  Powerful Questioning  Direct Communication  Creating Awareness | Focusing completely on what is said & not said  Asking questions to reveal the information needed for maximum benefit to the project  Communicating effectively, using language that has the greatest impact  Integrating and accurately evaluating multiple sources of information. Making interpretations to help the client/team gain awareness |
| **5.0 Monitor/Control** |  |  |
| 5.1 Monitor & Control Project Work | Coaching Presence  Active Listening  Powerful Questioning  Direct Communication  Planning & Goal Setting  Managing Progress & Accountability | Being fully conscious & creating relationships. Being open, flexible & confident.    Focusing completely on what is said & not said  Asking questions to reveal the information needed for maximum benefit to the project  Communicating effectively, using language that has the greatest impact  Developing and maintaining an effective plan with the client/team  Holding attention on what is important for the client/project/deliverable and leaving responsibility with the client/team-member |
| 5.2 Perform Integrated Change Control | Active Listening  Powerful Questioning  Direct Communication  Creating Awareness  Managing Progress & Accountability | Focusing completely on what is said & not said  Asking questions to reveal the information needed for maximum benefit to the project  Communicating effectively, using language that has the greatest impact  Integrating and accurately evaluating multiple sources of information. Making interpretations to help the client/team gain awareness  Holding attention on what is important for the client/project/deliverable and leaving responsibility with the client/team-member |
| 5.3 Validate Scope | Active Listening  Powerful Questioning  Direct Communication  Creating Awareness | Focusing completely on what is said & not said  Asking questions to reveal the information needed for maximum benefit to the project  Communicating effectively, using language that has the greatest impact  Integrating and accurately evaluating multiple sources of information. Making interpretations to help the client/team gain awareness |
| 5.4 Control Scope | Creating Awareness  Managing Progress & Accountability | Integrating and accurately evaluating multiple sources of information. Making interpretations to help the client/team gain awareness  Holding attention on what is important for the client/project/deliverable and leaving responsibility with the client/team-member |
| 5.5 Control Schedule | Creating Awareness  Managing Progress & Accountability | Integrating and accurately evaluating multiple sources of information. Making interpretations to help the client/team gain awareness  Holding attention on what is important for the client/project/deliverable and leaving responsibility with the client/team-member |
| 5.6 Control Costs | Creating Awareness  Managing Progress & Accountability | Integrating and accurately evaluating multiple sources of information. Making interpretations to help the client/team gain awareness  Holding attention on what is important for the client/project/deliverable and leaving responsibility with the client/team-member |
| 5.7 Control Quality | Creating Awareness  Managing Progress & Accountability | Integrating and accurately evaluating multiple sources of information. Making interpretations to help the client/team gain awareness  Holding attention on what is important for the client/project/deliverable and leaving responsibility with the client/team-member |
| 5.8 Control Resources | Creating Awareness  Managing Progress & Accountability | Integrating and accurately evaluating multiple sources of information. Making interpretations to help the client/team gain awareness  Holding attention on what is important for the client/project/deliverable and leaving responsibility with the client/team-member |
| 5.9 Monitor Communications | Creating Awareness  Managing Progress & Accountability | Integrating and accurately evaluating multiple sources of information. Making interpretations to help the client/team gain awareness  Holding attention on what is important for the client/project/deliverable and leaving responsibility with the client/team-member |
| 5.10 Monitor Risks | Creating Awareness  Managing Progress & Accountability | Integrating and accurately evaluating multiple sources of information. Making interpretations to help the client/team gain awareness  Holding attention on what is important for the client/project/deliverable and leaving responsibility with the client/team-member |
| 5.11 Control Procurements | Creating Awareness  Managing Progress & Accountability | Integrating and accurately evaluating multiple sources of information. Making interpretations to help the client/team gain awareness  Holding attention on what is important for the client/project/deliverable and leaving responsibility with the client/team-member |
| 5.12 Monitor Stakeholder Engagement | Active Listening  Powerful Questioning  Direct Communication  Creating Awareness | Focusing completely on what is said & not said  Asking questions to reveal the information needed for maximum benefit to the project  Communicating effectively, using language that has the greatest impact  Integrating and accurately evaluating multiple sources of information. Making interpretations to help the client/team gain awareness |
| **6.0 Closing** |  |  |
| 6.1 Close the project or phase | Coaching Presence  Active Listening  Powerful Questioning  Direct Communication | Being fully conscious & creating relationships. Being open, flexible & confident.    Focusing completely on what is said & not said  Asking questions to reveal the information needed for maximum benefit to the project  Communicating effectively, using language that has the greatest impact |