| PMI Standard | ICF Competency | Comment/Explanation |
| --- | --- | --- |
| **Foundation** |  |  |
| 1.1 Projects & Project Management |  |  |
| 1.2 Portfolios/ Programs/ Projects |  |  |
| 1.3 Governance | Meeting Ethical Guidelines & Professional StandardsEstablishing the agreementEstablishing Trust with the client/teamActive ListeningPowerful Questioning | Understanding and applying ethics & standard and applying them appropriately is the same skill as applying them in coachingUnderstanding 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 & trustFocusing completely on what the client is saying and not sayingAsking questions to reveal the information needed for maximum benefit to the project |
| 1.4 Project Success & Benefits Management | Planning & Goal SettingManaging Progress & Accountability | Developing and maintaining an effective plan with the client/teamHolding 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/teamActive ListeningPowerful QuestioningCreating AwarenessDesigning ActionsPlanning and Goal SettingManaging Progress & Accountability | Creating a safe supportive environment that builds ongoing mutual respect & trustFocusing completely on what the client is saying and not sayingAsking questions to reveal the information needed for maximum benefit to the projectIntegrating and accurately evaluating multiple sources of information. Making interpretations to help the client/team gain awarenessCreating opportunities with the client/team for taking actions that will lead to the agreed upon result/deliverableDeveloping and maintaining an effective plan with the client/teamHolding 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 StandardsEstablishing the agreementEstablishing Trust with the client/teamActive ListeningPowerful QuestioningCreating AwarenessDesigning ActionsPlanning and Goal SettingManaging Progress & Accountability | Understanding and applying ethics & standard and applying them appropriately is the same skill as applying them in coachingUnderstanding 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 & trustFocusing completely on what the client is saying and not sayingAsking questions to reveal the information needed for maximum benefit to the projectIntegrating and accurately evaluating multiple sources of information. Making interpretations to help the client/team gain awarenessCreating opportunities with the client/team for taking actions that will lead to the agreed upon result/deliverableDeveloping and maintaining an effective plan with the client/teamHolding 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 | InitiationPlanningExecuting/Monitoring & ControllingClosing | 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 QuestioningCreating Awareness | Asking questions to reveal the information needed for maximum benefit to the projectIntegrating 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 agreementEstablishing Trust with the client/teamActive ListeningPowerful 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 & trustFocusing completely on what the client is saying and not sayingAsking 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 agreementEstablishing Trust with the client/teamActive ListeningPowerful 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 & trustFocusing completely on what the client is saying and not sayingAsking questions to reveal the information needed for maximum benefit to the project |
| 3.5 Create WBS | Planning and Goal SettingManaging Progress & Accountability | Developing and maintaining an effective plan with the client/teamHolding 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 SettingDesigning Actions | Developing and maintaining an effective plan with the client/teamCreating 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 QuestioningCreating Awareness | Asking questions to reveal the information needed for maximum benefit to the projectIntegrating 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 QuestioningPlanning and Goal Setting | Asking questions to reveal the information needed for maximum benefit to the projectDeveloping and maintaining an effective plan with the client/team |
| 3.17 Plan Communication Management | Active ListeningPowerful QuestioningDirect CommunicationCreating Awareness | Focusing completely on what the client is saying and not sayingAsking questions to reveal the information needed for maximum benefit to the projectCommunicating effectively, using language that has the greatest impactIntegrating 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 ListeningPowerful 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 ListeningPowerful 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 ListeningPowerful 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 agreementEstablishing Trust with the client/teamActive ListeningPowerful QuestioningPlanning 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 & trustFocusing completely on what the client is saying and not sayingAsking questions to reveal the information needed for maximum benefit to the projectDeveloping 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 AwarenessManaging Progress & Accountability | Integrating and accurately evaluating multiple sources of information. Making interpretations to help the client/team gain awarenessHolding 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 agreementActive ListeningPowerful 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 sayingAsking questions to reveal the information needed for maximum benefit to the project |
| 4.5 Develop Team | Coaching PresenceActive ListeningPowerful QuestioningDirect 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 projectCommunicating effectively, using language that has the greatest impact |
| 4.6 Manage Team | Coaching PresenceActive ListeningPowerful QuestioningDirect CommunicationPlanning & Goal SettingManaging 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 projectCommunicating effectively, using language that has the greatest impactDeveloping and maintaining an effective plan with the client/teamHolding attention on what is important for the client/project/deliverable and leaving responsibility with the client/team-member |
| 4.7 Manage Communications | Active ListeningPowerful QuestioningDirect CommunicationCreating Awareness | Focusing completely on what is said & not said Asking questions to reveal the information needed for maximum benefit to the projectCommunicating effectively, using language that has the greatest impactIntegrating 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 ListeningPowerful QuestioningDirect CommunicationCreating Awareness | Focusing completely on what is said & not said Asking questions to reveal the information needed for maximum benefit to the projectCommunicating effectively, using language that has the greatest impactIntegrating 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 PresenceActive ListeningPowerful QuestioningDirect CommunicationPlanning & Goal SettingManaging 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 projectCommunicating effectively, using language that has the greatest impactDeveloping and maintaining an effective plan with the client/teamHolding 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 ListeningPowerful QuestioningDirect CommunicationCreating AwarenessManaging Progress & Accountability | Focusing completely on what is said & not said Asking questions to reveal the information needed for maximum benefit to the projectCommunicating effectively, using language that has the greatest impactIntegrating and accurately evaluating multiple sources of information. Making interpretations to help the client/team gain awarenessHolding attention on what is important for the client/project/deliverable and leaving responsibility with the client/team-member |
| 5.3 Validate Scope | Active ListeningPowerful QuestioningDirect CommunicationCreating Awareness | Focusing completely on what is said & not said Asking questions to reveal the information needed for maximum benefit to the projectCommunicating effectively, using language that has the greatest impactIntegrating and accurately evaluating multiple sources of information. Making interpretations to help the client/team gain awareness |
| 5.4 Control Scope | Creating AwarenessManaging 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 AwarenessManaging 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 AwarenessManaging 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 AwarenessManaging 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 AwarenessManaging 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 AwarenessManaging 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 AwarenessManaging 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 AwarenessManaging 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 ListeningPowerful QuestioningDirect CommunicationCreating Awareness | Focusing completely on what is said & not said Asking questions to reveal the information needed for maximum benefit to the projectCommunicating effectively, using language that has the greatest impactIntegrating 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 PresenceActive ListeningPowerful QuestioningDirect 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 projectCommunicating effectively, using language that has the greatest impact |