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IPMA

INDIVIDUAL COMPETENCE BASELINE

for Project Management



version 5.0

IPMA GLOBAL STANDARD

publication

IPMA

INDIVIDUAL COMPETENCE BASELINE

for Project Management

version 5.0

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For Project Management

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Foreword by IPMA President

Project management has always been about turning ambition into reality. Today, however, the context in which we lead projects is changing at unprecedented speed with volatile and uncertain environments. Organizations are navigating technological disruption (foremost digital), growing complexity, distributed ways of working, increasing regulatory expectations, and an urgent need to create sustainable value. Projects, programs, and portfolios are no longer simply mechanisms for delivering defined outputs; they are among the principal means through which organizations implement strategy, enable transformation, realize benefits, and contribute to lasting societal impact.

It is in this environment that IPMA presents the fifth edition of the **IPMA Individual Competence Baseline®**. The **IPMA ICB5** builds on our longstanding commitment to competence-based professional development while responding to the realities facing today's and tomorrow's project professionals. It moves beyond the traditional view of the project manager as a coordinator of scope, time, cost, and quality. Instead, it recognizes the project professional as an adaptive leader who works within complex systems, connects strategy with execution, engages people, exercises sound judgment, and creates sustainable value.

At the heart of the IPMA ICB is a clear understanding of competence: the demonstrated application of knowledge, skills, and abilities to achieve intended results in a specific context. This emphasis on demonstrated performance is fundamental. Competence is not defined only by what an individual knows, but by the ability to apply that knowledge responsibly and effectively in real situations. Experience, reflection, self-learning, and continuous development therefore remain essential throughout every stage of a professional career.

The familiar **Eye of Competence** continues to provide the foundation of the standard. Its three interconnected areas - **Perspective, People, and Practice** - offer a balanced view of professional competence and are used differently at different stages of a project professional's career. Perspective enables individuals to understand the context, purpose, governance, culture, and strategic environment of their work. People address the personal, interpersonal, and leadership capabilities required to engage others and build effective

collaboration. Practice brings together the professional methods, tools, and techniques needed to design, deliver, adapt, and create value through projects, programs, and portfolios.

This edition also strengthens areas that have become indispensable to responsible professional practice. **Sustainability stewardship** is positioned as a competence element, requiring project professionals to consider environmental, social, economic, ethical, and governance impacts throughout the project, program and portfolio life cycles and beyond. **Digital enablement** is recognized as a cross-cutting capability that influences planning, collaboration, decision-making, automation, analytics, and value delivery. Together with an increased emphasis on leadership, adaptability, organizational transformation, and stakeholder trust, these developments reflect the expanding responsibilities of our profession.

The **IPMA ICB5 is not a prescriptive methodology** and does not define a single way to manage a project, program, or portfolio. Its strength lies in providing a globally applicable and context-sensitive baseline of competences. It can be used across industries, cultures, organizational settings, and delivery approaches. It supports assessment and certification, education and training, self-development, organizational capability building, research, and the creation of new professional products and services.

The IPMA ICB5 also forms part of the wider IPMA Standards Framework, alongside the Project Excellence Baseline, the Organizational Competence Baseline, and the Research Excellence Baseline. Each provides a distinct perspective, yet their greatest value is achieved when they are applied together: competent individuals, excellent projects and programs, capable organizations, and advancing professional knowledge all reinforce one another in the creation of sustainable value.

This standard is the result of extensive international collaboration. Practitioners, researchers, educators, assessors, certification bodies, Member Associations, and volunteers from across the IPMA community have contributed their knowledge, experience, and commitment. On behalf of IPMA, I extend my sincere gratitude to our 70+ Member Associations and to the many experts they nominated, supported, and encouraged throughout the development of this standard. Their willingness to share knowledge, challenge assumptions, and contribute perspectives from different countries, cultures, sectors, and professional communities ensured that the ICB5 is truly international in its outlook and relevant to the global profession.

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My special appreciation goes to **Tim Jaques, Project Lead**, for his exemplary leadership, perseverance, and commitment throughout this demanding undertaking. I also thank the members of his **editorial team and Peter Pürckhauer**, whose expertise, constructive dialogue, and extraordinary dedication transformed an ambitious vision into a coherent and forward-looking standard. Their work demonstrates what can be achieved when professionals from across the IPMA community unite around a shared purpose.

I offer my deep appreciation to **Mary Koutintcheva, Vice President for Standards and Qualification and sponsor of the project**, for her vision, confidence, and constant support. To our Member Associations, Tim, the core and extended teams, Mary, and everyone who contributed to this journey: **this standard is a testament to your collective effort and to the strength of the IPMA community. You have our heartfelt thanks.**

I invite every reader to approach the IPMA ICB5 not simply as a publication, but as a guide for reflection, development, and action. May it help individuals strengthen their competence, organizations create environments in which professionals can succeed, and our global community deliver projects that achieve meaningful results and lasting positive impact.



Prof. Dr. Mladen Vukomanović
President, International Project Management Association (IPMA)

IPMA Standards Framework

Purpose of the Framework

Professional project management continues to evolve in response to changing organizational needs, growing complexity, technological advancement, and evolving societal expectations. Organizations increasingly rely on projects, programs, and portfolios to implement strategy, enable transformation, realize benefits, and create sustainable value. At the same time, expectations of project professionals and organizations have expanded beyond successful project delivery to include responsible leadership, organizational excellence, evidenceinformed practice, and lasting positive impact.

These developments demonstrate that no single perspective can fully describe the project management profession. Sustainable success is achieved through the interaction of individual competence, project excellence, organizational capability, and the continuous advancement of professional knowledge through research.

For this reason, IPMA has developed the **IPMA Standards Framework** as an integrated system comprising four complementary baseline standards. Their relationship is illustrated through **the House of IPMA Standards** (Figure 1), which visually represents the framework and demonstrates how the standards operate as an integrated system to support sustainable value creation.

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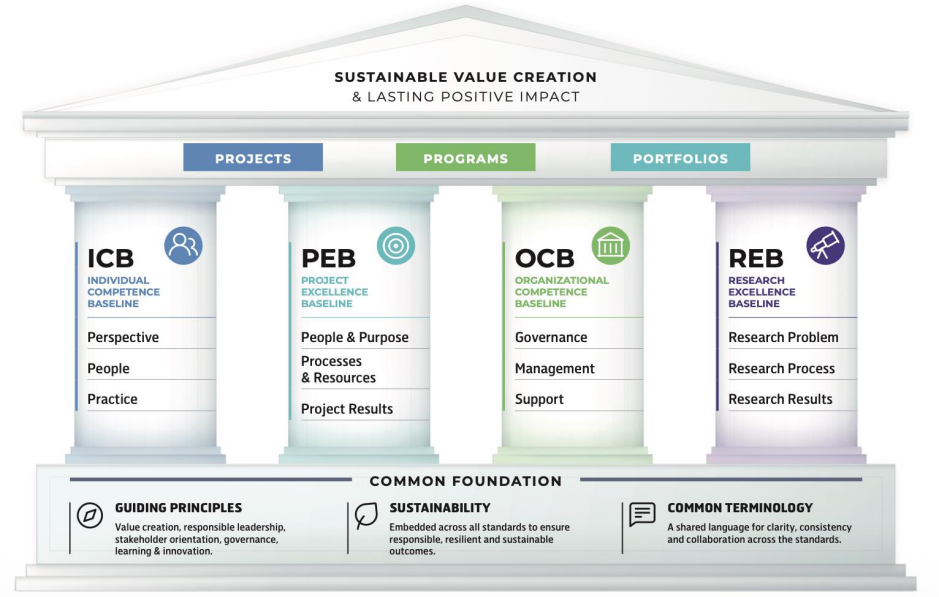


Figure 1: The House of IPMA Standards

The four baseline standards share a common foundation of guiding principles, harmonized terminology, sustainability, ethical behavior, stakeholder orientation, effective governance, and continuous learning. This common foundation ensures consistency across the framework while allowing each baseline to address a distinct perspective of professional project management.

The **IPMA Standards Framework** comprises four complementary baseline standards:

- **IPMA ICB** defines the competences required by individuals to successfully lead and contribute to projects, programs, and portfolios
- **IPMA Project Excellence Baseline (PEB)** defines the characteristics of project and program excellence and provides a framework for assessing, recognizing, and continuously improving project performance
- **IPMA Organizational Competence Baseline (OCB)** defines the organizational capabilities required to consistently enable projects, programs, and portfolios to deliver intended results and contribute to strategic objectives
- **IPMA Research Excellence Baseline (REB)** defines the criteria and approach for evaluating research excellence and provides a framework for assessing

research quality, impact, and contribution to the advancement of the profession

Together, these complementary baseline standards provide an integrated framework for developing competent individuals, achieving project excellence, strengthening organizational capability, and advancing professional knowledge through research. They support organizations and professionals in delivering projects, programs, and portfolios that achieve intended results, contribute to strategic objectives, create sustainable value, and generate lasting positive impact.

Although each standard serves a distinct purpose and may be applied independently, their greatest value is realized when they are applied together.

Relationship between the Standards

The **IPMA Standards Framework** recognizes that sustainable value is created through the combined contribution of competent individuals, excellent projects and programs, capable organizations, and the continuous advancement of professional knowledge.

Projects, programs, and portfolios are the primary mechanisms through which organizations implement strategy, enable transformation, and achieve intended results. This is realized through a progression in which **deliverables** become **outputs**, outputs enable **outcomes**, outcomes generate **benefits**, benefits create organizational **value**, and value delivers lasting organizational and societal **impact**.

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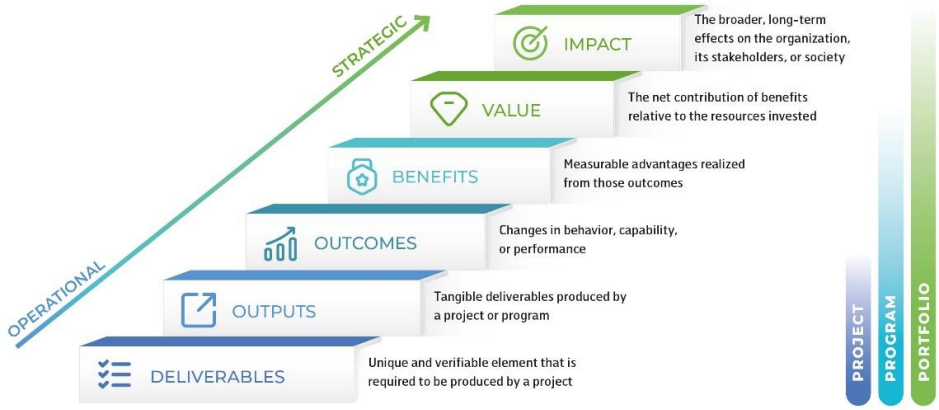


Figure 2: The IPMA Results Amplifier

Achieving all these results is a continuous and interconnected process.

Competent individuals lead and contribute to successful projects and programs within organizations that provide the governance, leadership, culture, and support required or the consistent delivery of intended outcomes. Experience gained from practice strengthens organizational capability, while research continuously advances professional practice, education, and the future evolution of the framework.

These interactions create a continuous improvement cycle in which professional practice, organizational capability, and research reinforce one another, enabling organizations to continuously enhance the results created through projects, programs, and portfolios.

Common Foundation

Although each standard has a distinct purpose and intended users, they share a common conceptual foundation that establishes the principles, concepts, and terminology supporting the consistent interpretation and application of all baseline standards.

Guiding Principles

The IPMA Standards Framework is supported by a common set of guiding principles that underpin all baseline standards.

Collectively, the guiding principles promote:

- Turning strategy into results
- Stakeholder orientation, collaboration, and ethical behavior
- Effective governance, accountability and transparency
- Sustainability and responsible leadership
- Continuous learning, research, innovation, adaptability, and improvement

These principles should be applied according to the organization's context, objectives, governance environment, and the complexity of its projects, programs, and portfolios.

Sustainability Principle

Sustainability is a fundamental consideration across the IPMA Standards Framework. Sustainable project management integrates environmental, social, governance (ESG) and economic considerations into governance, leadership, decision-making, project delivery, and organizational development.

The framework recognizes two complementary perspectives:

- **Sustainability of the project** focuses on ensuring that projects are governed and delivered responsibly, ethically, and with appropriate consideration of resources and ESG factors throughout the project life cycle

- **Sustainability by the project** focuses on the lasting impact created through the project's outcomes, benefits, capabilities, and value delivered to organizations, stakeholders, society, and the environment

Sustainability also requires **sustainable leaders**. Sustainability stewardship integrates sustainability into organizational strategy, governance, culture, and project delivery. It promotes innovation, stakeholder engagement, and responsible decision-making in support of sustainable development.

Further guidance is provided in the IPMA Reference Guide on Sustainable Project Management.

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Common Terminology

Consistency across the IPMA Standards Framework is supported through the **IPMA Common Glossary**, which provides harmonized definitions of the terminology used throughout the standards. The glossary establishes a common language for practitioners, organizations, educators, researchers, assessors, certification bodies, and other stakeholders, enabling consistent interpretation and application of the standards across industries, sectors, cultures, and professional contexts.

Continuous Development of the Framework

The IPMA Standards Framework provides a stable international baseline for professional project management while recognizing that organizations, projects, and professional practice continue to evolve.

The standards focus on enduring competences, excellence characteristics, organizational capabilities, and guiding principles that remain relevant across industries, organizational contexts, cultures, and delivery approaches, while allowing the framework to evolve in response to significant developments in practice, research, technology, and society.

The framework is continuously informed by collaboration among practitioners, organizations, researchers, educators, Member Associations, certification bodies, and other stakeholders. This collaborative approach ensures that future editions continue to reflect internationally recognized good practice while responding to the evolving needs of the profession.

Future editions may incorporate developments arising from research, professional practice, organizational experience, and emerging technologies. Complementary publications, including Practice Guides, Reference Guides, implementation guidance, assessment guidance, and other supporting materials, provide practical guidance while remaining fully aligned with the baseline standards.



Mary Koutintcheva
Vice President for Standards and Qualification

1. Introduction

The IPMA Individual Competence Baseline Version 5.0 (IPMA ICB®) is the global standard for individual competence in project, program, and portfolio management. The IPMA ICB supports the development of individual competence through the presentation of a complete inventory of competence elements across projects, programs, and portfolios.

The objective of the IPMA ICB is to strengthen individual competence and to provide an integrated inventory of competences that, when demonstrated, represent mastery across delivery domains. Projects these days are implementing new products/services/capabilities and are increasingly shaping innovation, infrastructure, organizational transformation, and societal impact. Competent project managers are therefore more effective and succeed in translating strategy into sustainable results.

Expectations for measurable outcomes, regulatory compliance, sustainability, and stakeholder trust continue to rise. The IPMA ICB is intended to support individuals and organizations operating in high-complexity environments by clarifying assessable competences.

The IPMA ICB defines the competences an individual should demonstrate when leading work packages, projects, programs, and portfolios of varying complexity to deliver value.

The IPMA ICB is not a process guide or prescriptive methodology. It does not define execution steps. It should be applied alongside project management methodologies and organizational frameworks.

To everyone who uses the IPMA ICB, we wish you a successful journey!

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2. Purpose and Target Audience

2.1. Purpose of Individual Competence Baseline

The IPMA Individual Competence Baseline (IPMA ICB®) defines the competences required for individuals working in project, program, and portfolio environments. Its goal is to provide a practical baseline that is applicable widely, globally and across industries and that can be used for:

- Assessing and certifying project, program and portfolio professionals
- Designing training and development programs
- Guiding competence growth for individuals, teams, and organizations
- Supporting research, product development, and award evaluation
- Creating a common understanding and consistent language for the global IPMA community

2.2. Definition of Competence

Individual competence is the demonstrated application of knowledge, skills, and abilities to achieve intended results in a specific context.

Knowledge is an organized collection of structured information and conceptual understanding that an individual acquires through learning and practicing. For example, knowing the steps of a project management methodology.

Skills are capabilities that enable an individual to perform particular tasks. For example, creating a project plan.

Abilities are the capacity to carry out an action, perform a task, or solve a problem in a given context. For example, being able to successfully manage a project schedule might be considered an ability.

In the context of this document, the term **individual** refers to a person capable of recognizing and assessing their own competence.

Role of experience
Experience plays a significant, though indirect, role in competence. It makes competence demonstrable, assessable, and improvable. Experience is a key success factor for the growth of the individual. To perform assigned roles at a high professional level, the individual needs to accumulate sufficient relevant experience.

2.3. Audiences and how they can use IPMA ICB

Without implying any order of priority, audiences include:

Certification bodies and IPMA Member Associations
ICB5 is intended to be used as a baseline for global assessment and certification of individuals. It is a standard for designing certification and assessment criteria to ensure consistency and quality of evaluation in project, program, and portfolio domains.

Trainers, coaches and assessors
They can use the IPMA ICB5 to create learning journeys, training materials, simulations, assessment tools, and to practice coaching, training and assessment.

IPMA product and service developers
The IPMA ICB can serve as the foundation for the development of various products, learning resources, digital platforms, and ICB competence-related services.

Awards Evaluators
They may use the IPMA ICB competence elements to define behavioral indicators, build award rubrics, and calibrate judging panels.

Project management practitioners
Project, program and portfolio managers can use IPMA ICB for self-assessment, career development, and preparation for certification or new working or personal responsibilities.

Corporate capability builders
These are mainly managers, Project Management Offices, Human Resources and Learning and Development leaders responsible for capability and competence development. IPMA ICB can support them in building work position descriptions, developing programs, and performance models.

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Researchers and academics
Those who collaborate with IPMA can use IPMA ICB frameworks in teaching and publications for designing research, creating course content, and developing comparative frameworks.

Junior project leaders and enthusiasts
They may seek guidance in IPMA ICB when they start their career in project management and/or are simply curious about this topic. Besides shaping their first understanding of what "professional project competence" means, IPMA ICB also provides a solid foundation for their participation in IPMA award and certification activities for young project leaders.

2.4. Individual Competence Development

IPMA ICB is a standard that defines the competences needed by an individual acting in project, program, and portfolio domains and elaborates on the development of these competences.

There is no single way of developing individual competences. The individual acts in various environments where individual, team and organizational competences interact with each other and thus influence how the individual's competences further develop.

There are various approaches to the development of individual competences. Which approach is most appropriate typically depends on personal preference, enthusiasm and commitment to development, availability of resources, organizational conditions, and the current and desired level of expertise.

- **Self-development** is about independently gaining knowledge, reflecting on its application in practice, and learning from it. Common ways of self-development are studying through reading books, standards, case studies, articles, experimenting, and trying things out. Additionally, learning by doing helps to gain experience in a specific context and will develop corresponding skills.

- **Peer-development** means reflecting with colleagues on how things are going, asking for feedback, exchanging perspectives to broaden understanding, and finding common ways to improve performance.

- **Education and training** include attending seminars, lectures and training sessions on specific topics, interacting with other participants and the trainer, using case studies, and participating in group exercises and simulation games.
- **Coaching and mentoring** represent a guided development supported by professionals. It is about getting feedback, advice, and support from a coach, leader, or mentor while performing certain activities or striving to develop specific competences. Typically, a coach, leader, or mentor is an experienced person who does not deliver direct answers but challenges the individual through questions.
- **Simulation and gaming** may develop competences through case-based simulation games and by reflecting interactions and behaviors of individuals shown in such a setting. Often simulation games and other forms of gamebased learning are a mix of approaches, e.g. enabling self-development combined with peer-development and coaching in a training environment.

It is recommended that individuals combine several approaches and are not limited to the above list.

Before starting competence development, stakeholders and prerequisites for effective competence development should be considered.

Among stakeholders who may have an impact on the achieved competence are usually the following:

- Teachers, educators and trainers
- Top management, senior executives and heads of functional departments in organizations
- Human Resources (HR) department
- The project management department or the project management office (PMO)
- Standard-setting bodies, accreditation centers and certification bodies
- IPMA Assessors

It is important to create a culture in which the competence development is perceived as bringing added value. Top management, together with the HR department and project management department or project management office should define their vision and goals for the development of individual competences by defining the standards, processes and structures for the development of individual competences. This may include, but is not limited to, the assessment of these competences, the analysis of potential gaps against defined roles or profiles and the ways in which development activities are defined, agreed on between the stakeholders, planned, conducted, documented,

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monitored and controlled. Evaluations of all development activities should ensure effectiveness, efficiency, and continuous improvement. Individuals developing their competences on their own or in a peer setting should align with this overall approach.

The IPMA Individual Competence Baseline (IPMA ICB) is intended to be a comprehensive inventory of competences that an individual needs to possess or develop to successfully realize projects, programs or portfolios. ICB's generic model is applicable to all sectors and industries. Although the importance of competences may differ based on the type of project (e.g. IT, production, research and development) and industry (e.g. construction, business services and government), all competences are relevant.

The IPMA Individual Competence Baseline can serve as a reliable guide throughout lifelong individual professional growth - from assessing the current competence level, defining the desired level, through improvement, and to evaluating progress and achievements.

3. The Individual Competence Baseline

The Eye of Competence describes the full spectrum of competences required to work effectively in projects, programs, and portfolios. It brings together three complementary areas: **Perspective**, **People**, and **Practice**.



Figure 3: The Eye of Competence

Each area highlights a distinct aspect of competence. Together, they form an integrated and balanced view of the individual, combining context awareness, collaboration, and professional execution.

3.1. Framework of the IPMA ICB

The IPMA Individual Competence Baseline (IPMA ICB) brings together the different dimensions of competence into a single, coherent reference. It is built on a set of core concepts that reflect how individuals contribute, perform, and create value in diverse professional contexts:

- **Domains.** The IPMA ICB structures competence by domains rather than by fixed roles or job titles. The three primary domains in this standard are project, program and portfolio, defined below. This approach reflects the fact that roles, responsibilities, and titles may differ across languages, industries, and organizational contexts. Within the IPMA Individual Competence Baseline

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(IPMA ICB), projects, programs, and portfolios represent different but related forms of organized work through which value is created.

- A **project** is a unique, temporary, multi-disciplinary, and organized endeavor, undertaken to achieve agreed objectives within defined constraints. Projects may include individuals ranging from project management associates to senior project managers

- A **program** is established to support a strategic goal. It consists of multiple interrelated components that are managed in a coordinated way to enable change and realize benefits. Program management typically involves senior program managers and program directors

- A **portfolio** is a coordinated set of projects, programs and other related work brought together to optimize the use of organizational resources and support the achievement of strategic goals while minimizing portfolio risk. At portfolio level, important issues are reported by the portfolio manager to senior management, together with options for their resolution

Within the **IPMA ICB**, competence is therefore described in relation to domains of work, such as project management, program management, and portfolio management. Each domain may encompass a wide range of roles and titles, all aligned with the same underlying competence expectations defined by IPMA.

- **Competence areas.** The **IPMA ICB** defines three competence areas that form together the **IPMA Eye of Competence**. These areas provide a consistent structure for understanding competence and apply equally across project, program, and portfolio management

The three competence areas defined in the **IPMA ICB** are:



Figure 4: IPMA ICB Competence Areas

  - **Perspective competences** (6 elements): contextual understanding and applying of methods, tools and techniques through which individuals interact with the environment, as well as the purpose that leads people, organizations and societies to start and support projects, programs and portfolios

  - **People competences** (10 elements): personal and interpersonal techniques that enable individuals to collaborate effectively, engage others, and take responsibility when working in projects, programs, or portfolios

  - **Practice competences** (14 elements): professional methods, tools, and techniques used to plan, deliver, and contribute to **value** creation for organizations with projects, programs, or portfolios

- **KCIs and measures.** Within each competence area of the **IPMA ICB**, generic **competence elements (CEs)** are defined that apply across all domains. Each CE describes the knowledge, skills and abilities required to demonstrate competence in a specific aspect of professional practice

  - **Key competence indicators (KCIs)** specify observable indicators of successful project, program, and portfolio management. They describe how competence becomes visible in action and may apply to one, two, or all three domains

  - **Measures** provide further detail by describing concrete performance aspects within each KCI, supporting a consistent and transparent understanding of competence development and assessment

3.2. Overview of ICB5 Project Management Competences

The IPMA ICB is a comprehensive inventory of competences that an individual should demonstrate or develop to successfully realize projects. The generic framework is applicable in all sectors and industries. It does not prescribe specific methodologies, methods or tools. Organizations may define appropriate approaches, and the individuals should select suitable practices for each context.

The relative emphasis of competences may differ across project types and industries; however, all competences remain relevant in every project environment.

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The ICB5 Competence Periodic Table (Figure 5) provides a visual overview of the complete competence framework and its interconnected elements.



Figure 5: IPMA Competence Periodic Table

Perspective Competences

In the IPMA ICB, perspective competences address the external drivers that initiate, influence, support, and govern projects. Projects emerge because people, organizations, and societies express needs, expectations, and ambitions that go beyond routine operations.

Projects are rarely executed in isolation. They are shaped by organizational structures, societal conditions, and political environments. These drivers include both formal and explicit objectives, such as strategic goals or regulatory requirements, and informal or implicit interests, such as stakeholder expectations, cultural influences, or power dynamics.

A clear example of formal and explicit project drivers is the strategy of an organization. Within the IPMA ICB, **Strategy** provides direction through defined goals and objectives.

Projects typically contribute to the realization of these strategic goals and are prioritized based on their expected contribution. In this way, strategy aligns individual initiatives with organizational intent, regardless of predictive, adaptive, or hybrid approaches.

Organizational and external **Governance, Structures and Processes** establish the formal context within which projects operate. The amount and interdependencies between the project(s) and this context are a significant source of complexity.

It may mean that a project has to deal with legacy processes or structures that served clear goals when they were established but are cumbersome to use in the present situation.

Compliance, Standards, and Regulations represent additional drivers that influence projects. They include applicable laws, regulations, standards, and professional guidelines that reflect priorities, expectations, and requirements at organizational, industry, and societal levels. These drivers shape how work is performed and constrained, while also providing a shared reference for responsible, consistent, and credible practice across different contexts and ways of working.

The informal **Power and Interest** of individuals within an organization can have a significant influence on the success of a project. These informal dynamics form the implicit counterpart to formal strategy and governance. People are guided not only by organizational rules and objectives, but also by personal goals, motivations, and interests. Understanding and addressing these factors is essential for navigating complexity and enabling effective collaboration in diverse working environments.

The **Culture and Values** of an organization or society are predominantly informal and implicit. While organizations may attempt to shape culture through formal mission statements or declared values, much of what guides behavior remains unspoken. These cultural factors influence all other perspective elements, including strategy, governance, and compliance. Understanding shared norms, customs, and everyday practices is therefore a critical prerequisite for effective collaboration and for achieving sustainable success in projects.

The **Sustainability Stewardship** of an organization or society integrates environmental, social, economic, ethical and governance considerations into the project's justification, design, delivery, transition and intended outcomes. These factors influence the understanding of its short- and long-term impacts, balancing stakeholder needs and societal expectations, and ensuring that the

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project contributes to sustainable value creation while avoiding, reducing or compensating negative consequences.



People Competences

This competence area describes the personal and social competences individuals working in projects require to contribute to success. Personal competence begins with the ability to self-reflect. It develops through a range of personal, interpersonal, and leadership-related capabilities and becomes visible through the successful realization of agreed tasks and the satisfaction of relevant stakeholders. in diverse and dynamic project-related environments.

Basic personal attributes are addressed in **Self-Reflection and Self-Management** and **Personal Integrity and Reliability**. Building on this foundation, the remaining people competence elements describe how individuals interact, collaborate, and lead effectively in diverse and dynamic project-related environments.

Communicating effectively with others is addressed in **Personal Communication** while building and maintaining relationships is described in **Relationships and Engagement**.

Projects increasingly depend on effective **Leadership**. Two closely related aspects of leadership are further addressed through **Teamwork** and the ability to manage **Conflict and Crisis**.

Resourcefulness addresses ways of thinking, including conceptual and holistic perspectives, as well as analytical and creative techniques. It emphasizes the ability to foster an open and creative team environment in which individuals can contribute effectively.

Negotiation focuses on reaching outcomes that serve the interests of the project while remaining acceptable to involved parties. **Results Orientation** describes how individuals motivate and guide teams to achieve optimal and sustainable results.



Practice Competences

When an organization initiates a project, all relevant contextual influences and demands converge. Individuals working in project management are required to recognize, balance, and respond to these influences in a coherent and purposeful way.

These considerations are translated into a **Project Design**. The project design represents an initial, high-level concept that outlines fundamental choices for the project, such as sourcing options, delivery approach, resourcing and funding considerations, and overall governance and management approach.

The project design provides orientation rather than detailed prescription. In the remaining practice competence elements, these core decisions are further refined, applied, and managed throughout the project lifecycle.

Requirements and Objectives address the demands and expectations related to project outcomes and objectives, including how they are defined, aligned, and prioritized.

Scope describes the boundaries of the project and clarifies what is included and excluded, providing a shared understanding that supports effective coordination and decision-making.

Time addresses the structuring, sequencing, and planning of delivery activities, taking into account dependencies and the need for adaptability.

Organization and Information focuses on how the project is organized and how information, communication, and coordination flow within the project environment.

Quality describes the requirements for both process and outcome quality, as well as the approaches used to ensure and control quality throughout the project.

Projects depend on the effective use of people, materials, and financial means. These input-related considerations are addressed through **Finance** and **Resources**, covering both human and non-human resources.

In many cases, securing these inputs requires **Procurement and Contract Management**, which focuses on sourcing goods and services in a way that supports project objectives and constraints.

The integration and coordination of project activities are addressed in **Plan, Control, Adapt**. This competence element focuses on aligning work, monitoring progress, and enabling informed decision-making throughout the project.

In addition, individuals are required to identify, prioritize, and address **Risks and Opportunities**, as well as to assess, engage with, and respond to **Stakeholders** in a purposeful and effective manner.

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Organizational Change and Transformation addresses the changes in the organization that are necessary for, or part of, realizing the benefits.

Digital Enablement is a cross-cutting practice competence element that supports and interacts with the other practice competence elements through digital tools, data, platforms, automation, collaboration technologies, and analytics.

4. The inventory of Project Management Competences

Projects are primary vehicles for delivering organizational value. They provide structured focus, governance, and specialized leadership for complex objectives.

- **Focus:** A temporary structure established to achieve agreed objectives
- **Control:** Operation within defined constraints including scope, time, cost, quality and regulatory requirements as applicable
- **Specialization:** Application of professional practices, competences and certification frameworks

Foundational Definitions
A **project** is a unique, temporary, multi-disciplinary, and organized endeavor undertaken to achieve agreed objectives within defined constraints.

Project management is the application of methods, tools, techniques and leadership practices to plan, organize, monitor and steer a project.

A project manager is the person appointed to lead and coordinate a project and accountable for achieving its agreed objectives.

4.1. Perspective

The competence area 'perspective' deals with the context of a project. It defines six competence elements:

- Strategy
- Governance, Structures and Processes
- Compliance, Standards and Regulations
- Power and Interest
- Culture and Values
- Sustainability Stewardship

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4.1.1. Strategy

Definition

The strategy competence element describes how an organization's mission, vision, and strategy are understood and transformed into manageable elements using projects. Strategy deals with defining a performance management system in which projects are seen and managed considering their alignment with the strategy, including environmental, social, and governance (ESG) commitments, sustainability objectives, and overall resilience.

Purpose

This competence element helps to manage projects within their contextual aspects and ensure they contribute to the realization of strategic goals. It encourages a forward-looking mindset, enabling project professionals to strengthen strategic alignment even in contexts where formalized principles, frameworks, or commitments are not yet fully in place.

Description

The individual should define and manage the formal justification of the project goals, value creation and the realization of benefits for the organization's long-term goals, including the integration of ESG considerations to ensure that outcomes support sustainable development and responsible business conduct. Understanding the organizational environment and developing the desired state of benefits to create value are prerequisites for conveying the organization's strategy into project goals.

The individual should create a framework that aligns stakeholder expectations with strategic outcomes using value maps and benefit dependency networks. The alignment of project goals with the organization's strategy can be enhanced through predictive analytics and data by utilizing diagnostic management control systems and formal tools (e.g. critical success factors, success criteria, key performance indicators, etc.).

Knowledge

- Organizational strategy
- Strategic approaches
- Strategic agility and adaptation
- Strategic performance management including diagnostic and interactive controls
- Critical success factors (CSFs) to strategy and key performance indicators (KPIs)

- ESG and sustainability performance metrics
- Benefits realization management frameworks
- Fundamentals of data analytics and business intelligence
- Stakeholder value mapping
- Benchmarking

Skills and abilities

- Exercising entrepreneurship
- Thinking sustainably
- Thinking critically
- Maintaining contextual awareness
- Demonstrating data literacy
- Using hypothesis-driven approaches
- Using data visualization tools
- Engaging and co-creating with stakeholders
- Tracking and optimizing benefits

Key competence indicators

4.1.1.1. Align with organizational strategy

Description

The individual should know and reflect the organization's strategy and environmental, social, and governance (ESG) principles, be able to translate them into projects and maintain alignment through continuous and adaptive cycles. The individual should ensure that the project objectives stay aligned with the mission, policies, and values of an organization. This includes proactively identifying ESG risks and opportunities, applying realistic ESG actions, and considering stakeholder expectations. The individual should also map project results to strategic value streams, validate alignment with stakeholder feedback loops, and use strategic value dashboards to monitor this alignment over time. The individual may use measurable objectives and transparent review mechanisms to ensure ongoing relevance of the project to the organization.

Even if the relationship between the project's benefits and organizational purpose is vague, the individual should periodically check the benefits against the purpose written in formal strategic documents. The individual should govern digital tools used for this purpose to ensure they are transparent and unbiased.

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Measures

- Reflects the mission and vision of the organization
- Aligns and adjusts the project objectives with the strategy at regular intervals
- Maps project results to strategic value streams
- Validates alignment through stakeholder engagement and feedback
- Identifies objectives needed in a project
- Secures initial project approval

4.1.1.2. Identify and communicate opportunities to influence organizational strategy

Description

The individual should understand the organization's process of strategy management, often driven by senior management, and recognize that intended strategies often falter due to changing environments and emerging opportunities and risks. To address this, the individual should reflect on established strategic goals and employ questioning tools to influence top-level management decisions proactively, utilizing interactive control systems and a bottom-up approach. By identifying opportunities where insights from project delivery can enhance organizational strategy, the individual should facilitate communication through established channels, ensuring transparency and regular reviews that allow these insights to shape strategic directions.

Measures

- Identifies new risks and opportunities that may alter the strategy and communicates them to decision-makers
- Engages team members in highlighting strategic opportunities
- Communicates opportunities that may influence organizational strategy
- Applies scenario planning to explore strategic alternatives

4.1.1.3. Monitor and confirm the ongoing validity of the project justification

Description

The individual should assist in refining a formal document (often referred to as a "business case") outlining the project's agreed rationale, including expected benefits and integration aspects, which serve as the foundation for success criteria and scope. They should develop, interpret, and regularly update the project justification, ensuring it evolves as a living construct, rooted in assumptions about value, costs, and benefits, while continuously monitoring the

project's configuration for redundancy or strategic obsolescence, making necessary realignments which can include potential project termination. The individual should incorporate value realization checkpoints to track strategic contributions, and termination criteria based on strategic value erosion throughout the project lifecycle.

Measures

- Understands and defines the business and/or organizational justification
- Optimizes project value by continuously reassessing the business justification against delivered outcomes and shifting organizational priorities
- Scans to determine whether there is a need to adapt the project configuration

or to terminate the project

- Updates the financial model for the business case with actual project data
- Uses simulation tools to forecast the impact of risks and changes on the business justification

4.1.1.4. Identify and review key performance indicators

Description

Key performance indicators (KPIs) are the core of many strategic performance management systems and are used for measuring or indicating the fulfillment of a critical success factor or achievement of a strategic objective. The individual should identify KPIs related to the project. Throughout the project, KPIs may change, due to both contextual factors and the dynamics of the project itself. Therefore, the individual should periodically review the validity and relative importance of the KPIs and - when necessary - make the required changes in order to sustain success.

Measures

- Establishes a data governance system to ensure the quality of information used in strategic decision-making
- Applies benefits realization management and empirical evidence
- Differentiates between leading, lagging and real-time measures
- Uses KPIs for managing strategic performance
- Uses KPIs to influence stakeholders
- Tracks value delivery using both financial and non-financial indicators

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4.1.2. Governance, Structures and Processes

Definition

The governance, structures and processes competence element describes the understanding of and the alignment with established structures, systems and processes of the organization. It defines the boundary for how projects are organized, implemented, and managed within the broader organizational framework.

Purpose

This competence element enables the individual to effectively participate in and manage how governance, structures, and processes influence projects. It also supports the alignment of projects with the organization's broader sustainability and social responsibility commitments.

Description

Structures and processes are an essential part of the governance system of any organization. The individual should identify and engage with the relevant governance structures and utilize value systems, roles, responsibilities, and policies to ensure objectives are achieved. Governance can involve lighter-weight and adaptive structures, with decision-making taking place closer to delivery teams and value streams. To manage projects in line with the established organizational structures and processes requires a basic understanding of the various types of initiatives and how a project-oriented organization works, as well as the benefits associated with management by projects.

This includes the alignment with permanent processes related to the management of the project. Most project-oriented organizations have various types of supporting structures and processes for projects, such as human resources (HR), finance and control, and information technology (IT). Mature project organizations may also provide more dedicated support to project management through a project management office (PMO). The individual should provide data and business intelligence to the governance process and work within existing structures and processes. Some projects can result in changes to structures and processes. The individual should review and apply feedback and lessons learned from previous projects and balance the use of compulsory and optional structures and processes for optimal effect and benefit to the project.

Knowledge

- Principles and characteristics of management by projects
- Principles of program management
- Principles of portfolio management
- Organizational design, business theories, and development principles
- Relationships of project with program and portfolio management in the organization
- Governance frameworks and concepts
- Organizational support structures
- ESG and sustainability reporting standards

Skills and abilities

- Leading teams and stakeholders
- Reporting project performance
- Monitoring and controlling project activities
- Planning and executing communications
- Applying design thinking
- Aligning organizational structures with project requirements
- Establishing and maintaining formal liaisons
- Navigating governance frameworks

Key competence indicators

4.1.2.1. Understand and apply the principles of project management

Description

The individual should understand the concepts of a project and management by projects, different types of organizational settings (e.g. functional, matrix and project-oriented organizations), and know how to align performance optimally with the given organizational and governance context. This includes applying project management principles in a way that recognizes both predictive and adaptive approaches, allowing for incremental decisions through short review cycles alongside rigid stage-gate processes, and using governance models that combine formal structures with lighter-weight tools to support rapid and transparent decision-making. The individual should be able to explain the characteristics and principles on which management by projects is based, to establish a project-oriented environment and should understand the maturity concept of project-oriented organizations, covering organizational competences, project competences and individual competences.

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Measures

- Operationalizes project management methodologies to manage workstreams effectively
- Effectively engages with different organizational structures (e.g., functional, project and matrix-oriented organization, agile and hybrid)
- Recognizes the elements of a governance framework
- Effectively engages with the relevant governance structures and roles

4.1.2.2. Understand the principles of program management and the way in which they are implemented

Description

The individual should be able to align a project within a program context, to analyze dependencies between the project and the program as well as between the different projects within the program in terms of inputs, goals, and outcomes and to manage those dependencies by setting up and maintaining interfaces between the project and the program.

Measures

- Explains characteristics of a program and when to apply it
- Manages a project within a program, as required
- Effectively engages with relevant governance structures and roles (e.g., program manager and sponsor)
- Explains and links program to strategy within the organization

4.1.2.3. Understand the principles of portfolio management and the way in which they are implemented

Description

The individual should understand how portfolio management is implemented within the specific permanent organization, including the relevant portfolio criteria, required inputs and outputs, and the project's impact on the overall portfolio. The individual should be able to identify portfolio constraints and take them into account to harmonize resource utilization within the project. This also includes filtering and channeling communication with the respective portfolio to positively influence project performance. In applying these capabilities, the individual should be able to combine established portfolio boards and governance structures with lighter-weight review cycles that ensure continuous alignment between strategic priorities and delivery. This balance between long-term oversight and shorter review and prioritization mechanisms helps maintain transparent decisions that stay connected to organizational objectives.

Measures

- Explains characteristics of a portfolio and when to apply it
- Is able to manage a project within a portfolio
- Maintains a portfolio management perspective in relation to risk and resources
- Demonstrates use of governance practices that combine structured boards with shorter prioritization and review cycles where appropriate

4.1.2.4. Align the project with the PMO and other supporting functions

Description

The individual should utilize supporting functions (such as a PMO, HR, IT, Legal, and Procurement). In particular, a PMO can provide project governance, methodology, portfolio alignment, reporting standards and oversight, while other supporting functions provide specialized operational or functional support. These functions can also support and/or guide the integration of ESG-related controls and reporting practices into a project when such mechanisms exist in the organization. To ensure the necessary support, the individual should know relevant contact persons within the project supporting functions and how to establish and maintain good relationships with them.

Measures

- Understands the people, processes, and services of all supporting functions
- Utilizes the parent organization's project supporting function
- Establishes close coordination with the PMO to ensure alignment on project methodology, portfolio reporting, milestones, and delivery priorities
- Establishes and maintains collaborative relationships with the project supporting function
- Distinguishes between the compulsory and optional utilities of the finance and control function
- Uses human resource processes effectively

4.1.2.5. Align the project with the organization's decision-making and reporting structures and quality requirements

Description

The individual should ensure decisions are made at the right level and time by preparing and presenting necessary data to decision-makers. Every decision should be prepared, presented, accepted, recorded, communicated, and ultimately implemented. Formal and informal routines, as well as special rules for

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decision-making beyond the individual's authority and responsibility, exist in every organization.

Therefore, the individual should understand the decision-making structure and processes and be able to organize and manage the project accordingly. Periodic reporting of the actual status is essential for maintaining stakeholder trust and ensuring traceability of progress. Different project stakeholders have different reporting needs (information requirements, delivery methods, reporting frequency) which the individual should consider. The individual should comply with the rules, procedures, and guidelines of the finance and control function to ensure effective funding, monitoring, and reporting.

The parent organization can apply various forms of assurance related to projects (e.g., system, project, financial, technical, security assurance, etc.). It is important for the individual to incorporate these into the project plan, determine which project areas may become assurance objects and identify which team members should participate in assurance activities, while also aligning the project with the organization's governance, structures and processes so that broader sustainability and responsibility considerations are reflected in decision-making.

Measures

- Aligns the project with the organization's decision-making and reporting structures
- Aligns the communication in projects with the needs of the permanent organization
- Applies the reporting standards of the parent organization to the project, using specific tools and methods
- Applies the organization's quality assurance processes when setting up a reporting system within the permanent organization

4.1.3. Compliance, Standards and Regulations

Definition

Compliance refers to ensuring adequate adherence to a defined set of norms, ranging from voluntary and informal expectations to mandatory and formal obligations. Standards and regulations cover all applicable legal, regulatory, ethical, environmental, and professional obligations.

Purpose

Applying up-to-date standards, supported by the right technology, and adhering to legal, ethical, health, safety, security and the environment (HSSE) and sustainability requirements helps safeguard projects, the organization, and its stakeholders. This competence element also helps to influence and manage the alignment of the relevant standards and regulations within the permanent organization.

Description

Projects face different restrictions and requirements for developing a product or service alongside the effect of the production and project management processes. These restrictions correspond to the geographical, social, and professional specifics of the project and its external environment in the form of laws, standards, and regulations. Before starting a project, the individual should analyze the scope and configuration of the project, identify the relevant standards and regulations that may have a direct or indirect influence on it and consider them as potential risks and opportunities that need management attention. Compliance with relevant standards and regulations can affect organizational structures, processes, and culture. The individual should understand and integrate relevant standards and regulations within their project. Where relevant, the individual should translate sustainability and ESG-related requirements into assessable project objectives, controls, and evidence appropriate to the project context.

The development of organizational project management competence should be seen as an ongoing process, embedded in the organization's continuous improvement efforts, and shared by all individuals. It involves learning and improving strategies for influencing project management culture in organizations. The individual should contribute to improving all parts and layers of the management system.

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Knowledge

- Law regulation systems, theories, and jurisdictional variations
- Autonomous professional regulation
- Professional standards and norms (e.g., IPMA standards, ISO 21500 family of standards)
- Sustainability standards and frameworks (e.g., United Nations Sustainable Development Goals, Global Reporting Initiative, International Sustainability Standards Board guidelines)
- Types of benchmarking
- Knowledge management
- Codes of ethics and business conduct
- IT regulations and standards (e.g., digital rights, data privacy, ISO/IEC 42001)

Skills and abilities

- Applying critical thinking
- Researching standards and regulations
- Conducting benchmarking
- Tailoring standards to organizational contexts
- Communicating standards and regulations
- Leading by example

Key competence indicators

4.1.3.1. Identify and ensure that the project complies with all relevant legislation

Description

The individual should know the legal policies of an organization and implement them within a project. Furthermore, the individual should understand which areas of law (e.g. civil, criminal, labor, intellectual property, etc.) and good practices are relevant to the project. The individual should ensure that the project operates within the law and should be able to recognize or determine which activities carry specific legal requirements and which legal principles apply. The individual should be able to identify the unknown legal issues that need to be addressed and be familiar with the formal procedures for obtaining specialist advice and providing the necessary project information. The individual should be aware of the requirements imposed by regulatory agencies relevant to the project scope, how these can be satisfied, and which inspection procedures should be applied. This includes awareness of data-protection regulations and the ability to recognize

situations in which project data may risk non-compliance (e.g., sensitive data used in AI or large language models).

Measures

- Navigates the legal landscape to ensure all project activities remain compliant with current statutory requirements
- Identifies, selects, and applies the relevant laws and regulations
- Mitigates regulatory risks by proactively identifying potential conflicts
- Engages regulatory agencies as critical stakeholders

4.1.3.2. Identify and ensure that the project complies with all relevant HSSE and ESG requirements

Description

The individual should identify which legal and regulatory requirements as well as industry standards with respect to health, safety, security, the environment, society and governance are relevant for the project. This includes understanding that HSSE and ESG requirements, measures and attitudes vary across countries and cultures.

The individual should put these requirements into practice, verify that the project operates within them, and be able to demonstrate conformity through appropriate records and evidence. Where a requirement is ambiguous or its applicability is uncertain, the individual should obtain specialist advice. Where project activities risk non-compliance, the individual should escalate and manage the breach.

Measures

- Identifies the relevant HSSE- and ESG-related requirements
- Provides a safe, secure and healthy environment for the project team members
- Identifies and addresses potential HSSE and ESG issues
- Verifies that project activities, deliverables and processes conform to the applicable requirements
- Records and manages compliance breaches/incidents

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4.1.3.3. Identify and ensure that the project complies with all relevant codes of conduct and professional regulation

Description

The individual should be able to identify relevant professional regulations for the context in which the project operates. The individual should identify and adhere to the specific codes of conduct (ethical norms written in formal documents) and trading customs inherent to the context, which are sometimes prescribed by law. Moreover, they are often directly tied to procurement procedures and, if not understood, may be a high risk for a project.

Measures

- Upholds established codes of business conduct
- Integrates sector-specific professional regulations
- Recognizes and applies unwritten rules beyond the formal code
- Works to prevent violation of the code by the project team members

4.1.3.4. Assess, use and develop professional standards and tools for the project

Description

The individual should comply with and utilize professional standards. Those good practices in project management come from a combination of global standards and personally developed tools and methods. The individual should take them into account while selecting appropriate tools, methods, and concepts (e.g. project lifecycle, stakeholder management, risk management, etc.). Therefore, the individual should determine the optimal approach for managing the project by utilizing professional standards (one or several), leveraging digital technology, and adding and developing further improvements.

Measures

- Identifies and uses the relevant professional standards
- Manages the risks arising from applying a standard to a project
- Develops and implements custom-made standards and tools
- Ensures that all adopted digital tools adhere to relevant standards to maintain institutional compliance and safety

4.1.3.5. Assess, benchmark and improve the organizational project management competence

Description

The individual should utilize benchmarking as a process of continuous improvement by comparing the organization's project management processes with those identified as good practice. The individual should contribute to the development of project management competence, drawing on practices used in world-class organizations, including those recognized through internationally acknowledged project management awards (e.g. IPMA Global Project Excellence Award). The purpose of benchmarking is to gain an advantage in project management by acquiring the know-how of more advanced organizations.

The individual should apply organizational benchmarks that often follow a staged maturity or competence model defining the structures, processes, methods and individual skills required to achieve a certain maturity level or class of competence, including emerging digital maturity frameworks. The individual should contribute to the continuous improvement of organizational project management competence by assessing, benchmarking, and implementing lessons from practice. This includes applying structured reflection and feedback mechanisms and ensuring that results are systematically incorporated into organizational standards and ways of working. Furthermore, the individual may suggest or implement improvements at an organizational level.

Measures

- Identifies standards and/or benchmarks
- Evaluates current performance against global good practices
- Supports the definition and implementation of action plans for organizational improvements
- Disseminates acquired know-how and specialized expertise throughout the project organization
- Integrates lessons learned and feedback mechanisms, including regular retrospectives

4.1.4. Power and Interest

Definition

The power and interest competence element involves identifying informal personal and group dynamics that drive organizational politics. While formal (legitimate) power is often laid down in documents, roles, structures or processes,

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bases of informal power include coercive, reward, referent and expert power as well as power from relationships. Interest is an attraction to a specific topic or desired outcome, for instance a certain desire toward or away from an object, situation, position, outcome, or opinion.

Purpose

This competence element enables individuals to recognize how personal ambitions and relationships influence a project, often moving beyond the formal interests defined in business cases or regulations. By understanding these "hidden" drivers, individuals can better navigate the project's social and political landscape to achieve stakeholder satisfaction and deliver the agreed outputs within the constraints of time and budget.

Description

The individual should understand power as the ability to influence the behavior of others. They should assess how stakeholders use their personal ambitions, interests, and influence to shape project processes and outcomes. These actions may help or thwart the project. Understanding and being able to influence and use these informal personal interests and the resulting politics is essential to ensure project success.

Apart from cultural aspects and values, each person has their own style and personality. Individual approaches influence the way power is exercised. The individual should exert sufficient influence to realize the successful completion of the project. The individual should recognize and prioritize the interests of key project stakeholders. Interest is often pursued through formal and informal relationships, which can result in group influence. Groups may consist of informal groups of colleagues or friends, or formal structures such as departments, councils, and boards. In formal groups, the individual should distinguish the formal role or power from informal influence.

Knowledge

- Formal organization (staff, line, etc.) versus informal structures
- Informal decision-making processes
- Formal and informal power and influence
- Distinction between power and authority
- Reach of influence
- Sources of interests
- Conformity
- Power theories and bases of power
- Project psychology

- Organizational culture and decision-making

Skills and abilities

- Observing and analyzing power dynamics
- Recognizing and using influence
- Exercising power appropriately
- Uncovering values to identify underlying motivations
- Revealing hidden stakeholder interests

Key competence indicators

4.1.4.1. Assess the personal ambitions and interests of others and the potential impact of these on the project

Description

The individual should identify the goals and ambitions (e.g., career goals, societal improvements) which influence their stakeholders' interests in the project. These stakeholders also have interests that relate to their ambitions and to the influence they have on the project and its success.

Part of the individual's ambitions and interests will often be congruent with their current formal position; that is, performing the tasks that they are formally required to do may help realize their ambitions and interests. Then again, their ambitions and interests may go beyond (or even be partly in conflict with) the formal interests of their formal position. Being able to identify the ambitions and personal interests of people (stakeholders, team members, or colleagues) is often necessary in order to work with them in an efficient and effective way.

Measures

- Identifies the personal ambitions and interests of stakeholders
- Uses evaluative tools such as surveys and interviews to assess interest and ambitions
- Evaluates the personal ambitions and interests of key stakeholders
- Reconciles the differences between personal motivations and project goals

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4.1.4.2. Assess the formal and informal influence of individuals and groups and its potential impact on the project

Description

The individual should distinguish between formal and informal influence.

Influencing decisions through the use of personal relationships is a common and often effective way of exercising influence. There is often a marked difference in the ability of people or groups to influence certain kinds of decisions, or decisions taken in a specific knowledge area or part of the organization ("reach" of influence). The individual should determine the specific 'reach' of influence for every relevant person and group.

Measures

- Recognizes the characteristics of formal and informal influence
- Uses tools to map the power and influence of key stakeholders
- Acknowledges and estimates the influence, power and reach of certain individuals
- Discerns group affiliations and relationships in relation to the project

4.1.4.3. Assess the personalities and working styles of others and employ them to the benefit of the project

Description

Everybody is unique and may act and operate in their own specific way. Style is also influenced by cultural factors, as described in the Culture and Values competence element (4.1.5). Different people can have the same ambitions and/or interests yet use their influence in a different style. Other people can display the same behavior or style yet differ in ambitions and/or interests. The individual should acknowledge these differences to work with individuals and groups efficiently and effectively.

Measures

- Distinguishes between observable behavioral styles and underlying personality traits
- Differentiates cultural influences from individual personality characteristics
- Creates project conditions that meet the working styles of team members
- Tailors interpersonal approaches and interaction styles

4.1.5. Culture and Values

Definition

Culture is the set of shared behaviors, priorities, values, and norms of a community. This also includes rituals and practices that influence how teams collaborate as well as digital norms and the ethical use of technology. Values are the core concepts that guide individual actions. These are often documented in formal codes of ethics or corporate strategy.

Purpose

This competence element enables the individual to recognize and integrate the influence of internal and external cultural aspects on the project approach, objectives, processes and sustainability of the outcomes. It also ensures that cultural and value-based factors are fully integrated into decision-making, risk assessment, stakeholder engagement, sustainability practices, and the ethical use of technology throughout the project lifecycle.

Description

Organizations are social systems, where personal behavior is embedded in a social context of shared values, visions, norms, symbols, beliefs, habits, goals, etc. – in short, a culture. Moreover, every organization operates in a society, which also has a specific culture (and possibly subcultures). As temporary organizations, projects need their internal culture to be aligned with external cultures (external adaptation and internal integration). All these cultural aspects affect the way the people within that society, organization, and project interact with each other and all other internal and external stakeholders. The individual should align the project with the organizational culture and values.

Culture and value alignment is even more crucial for projects that extend across different societies, organizations or groups, thereby forming a multi-cultural environment. Before starting a project, and periodically after that, the individual should acknowledge the relevant culture(s) within the internal and external context of the project and the organization. The individual should align (and periodically re-align) the project's culture to these contexts in order to reach the goals and objectives in the most effective and efficient way.

The individual should use results of research, internal or external standards, regulations or guidelines (e.g. governance principles, codes of conduct) for aligning the cultures. In modern projects, digital work environments, algorithmic tools, and remote collaboration practices create additional cultural layers that the individual should recognize and integrate. This includes norms related to

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virtual communication, transparency in data use, responsible adoption of digital technologies, diverse collaboration styles across distributed teams, etc. Projects are sometimes explicitly set up to change organizational culture and value sets. The individual should use lessons learned at the end of a project to improve culture alignment in future projects.

Knowledge

- Relevant cultural traits, values, norms and admissible behavior
- Organizational mission and vision statements
- Corporate values and policies
- Ethics, including data ethics
- Corporate social responsibility (CSR)
- Sustainable project management
- Cultural frameworks
- Digital and remote work culture

Skills and abilities

- Identifying organizational values
- Analyzing cultural contexts
- Respecting cultural diversity
- Navigating cultural environments
- Resolving issues related to cultural differences
- Integrating sustainability and ethical considerations
- Bridging cultural conflicts
- Sustaining cultural alignment within hybrid and virtual teams

Key competence indicators

4.1.5.1. Assess the culture and values of society and their implications for the project

Description

All projects are embedded in a society (sometimes even in more than one). Societal values and unwritten rules can deeply influence the way in which communication takes place and decisions are made. It can also influence how transgressions from the common norm are judged and dealt with; it can define or influence working hours and how, when, where and with whom information, office space and meals can be shared, etc. The individual should possess a working knowledge of the cultural basis, values and norms of the society or societies in which the project takes place. The individual should discern the relevant

implications of these cultural aspects for the project, take these into account in the overall project approach, and periodically review them.

Measures

- Identifies cultural values, ethics, norms, and societal demands
- Evaluates the project implications of cultural norms and values
- Articulates the driving characteristics of societal culture and values
- Works according to societal cultural demands and ethics without

compromising personal values

4.1.5.2. Align the project with the formal culture and values of the organization

Description

The individual should align the project with the values of the organization and ensure adherence to formal cultural rules and demands of related functional departments or support units and the culture of superordinate projects and strategic decision-making bodies. Sometimes the espoused values are written down in one or more documents (e.g., a mission statement or corporate values). The individual should be able to discern the relevant implications of these cultural aspects for the project and take these into account when defining the approach.

Moreover, the individual should ascertain that the project supports the sustainable development of the organization, which also includes corporate social responsibility (CSR). The individual should utilize CSR as a lever of control to comply with legal and non-governmental regulations, professional standards, and other ethical and international norms. Through CSR, an organization encourages a positive impact of its activities on the environment, consumers, employees, communities, stakeholders, and all other members of society.

Measures

- Upholds and adheres to the organization's formal norms and demands
- Integrates the organization's CSR, values and mission into project execution and strategic planning
- Assesses the implications of organizational norms, values, mission, and quality policy
- Demonstrates sustainable practices by actively engaging in CSR initiatives

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4.1.5.3. Assess the informal culture and values of the organization and their implications for the project

Description

All projects are linked to organizations with their own informal culture. While the formal aspects of the organizational culture can have a significant influence, many more aspects also influence an organization's culture or subcultures. These include its architecture, furniture, dress codes, office jokes, etc. Assumptions are deeply embedded, usually unconscious behaviors, such as the way people address and treat each other (including subordinates and managers), how problems and challenges are dealt with and the tolerance for mistakes or irregular behavior, all resulting from the history and cultural background of the organization, its employees, and its management. The individual should analyze the cultural basis of the organization(s) for and in which the project takes place. The individual should identify the relevant implications of these cultural aspects for the project and take these into account in their approach.

Measures

- Reflects on informal organizational culture and values
- Synthesizes informal organizational values into the project strategy
- Adapts project workflows to align with informal cultural norms

4.1.5.4. Integrate digital and virtual culture into the project

Description

Modern projects increasingly operate through digital work environments, remote collaboration, and virtual teams that distribute culture across distances and tools. The individual should recognize the cultural layers these create – norms of virtual communication, transparency in data use, and responsible adoption of digital technologies – and integrate them into the project culture. The individual should foster shared digital norms across distributed teams so that collaboration remains coherent, inclusive, and aligned with the project's values.

Measures

- Recognizes the cultural layers created by digital and virtual ways of working
- Establishes shared digital norms across distributed project teams
- Promotes transparency and responsible use of digital technologies and data
- Sustains inclusive collaboration across hybrid and virtual project teams

4.1.6. Sustainability Stewardship

Definition

Sustainability stewardship describes the individual's ability to integrate environmental, social, economic, ethical and governance considerations into the project's justification, design, delivery, transition and intended outcomes. It encompasses the sustainability context, life-cycle impacts and stakeholder expectations that shape sustainable value creation across the project and after project closure over the entire lifecycle of the project result.

Purpose

This competence element enables the individual to help the project contribute to sustainable development and to long-term organizational and societal value. It enables the individual to translate sustainability principles, organizational strategy and stakeholder expectations into project objectives, decisions, plans, controls and measurable outcomes.

Description

Projects create change. That change may affect the environment, society, organizations, users, communities, suppliers, future generations, and the economy. The individual should therefore understand not only whether the project is delivered successfully, but also whether the project and its outcomes remain responsible, viable and beneficial over time.

Sustainability Stewardship goes beyond compliance and expects the individual to identify sustainability principles and objectives, assess environmental and social consequences, define sustainability targets and regenerative aspects, align objectives with organizational sustainability strategies, and balance people, planet and profit.

Knowledge

- Environmental, social, economic and governance dimensions of sustainability
- Corporate sustainability, CSR and ESG concepts
- Lifecycle thinking and whole-life value
- Project sustainable impact assessment (PSIA)
- Circular economy and resource efficiency principles
- Regenerative design
- Organizational sustainability strategy, objectives and commitments
- Sustainable procurement and supplier responsibility
- Sustainability indicators, baselines, targets and reporting methods

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- Ethical decision-making and intergenerational responsibility

Skills and abilities

- Identifying material sustainability impacts, risks and opportunities
- Translating sustainability principles into project objectives, requirements and success criteria
- Facilitating sustainability-related dialogue with stakeholders
- Balancing competing environmental, social, economic and governance demands
- Integrating sustainability into the business case, plans, controls and reporting
- Developing and using sustainability indicators
- Influencing sponsors, teams, suppliers and stakeholders on sustainable choices
- Challenging unsustainable assumptions, behaviors or decisions
- Communicating sustainability performance credibly and clearly

Key competence indicators

4.1.6.1. Identify the sustainability context and material impacts of the project

Description

The individual should identify the sustainability context in which the project is initiated and delivered. This includes relevant legislation, standards, organizational policies, stakeholder expectations, societal concerns and environmental, social and economic conditions.

The individual should determine which sustainability aspects are material for the project, its deliverables and its intended outcomes. This includes both negative and positive impacts, direct and indirect impacts, and short- and long-term consequences.

Measures

- Identifies relevant sustainability principles, regulations, standards, policies and commitments
- Identifies the environmental, social, economic and governance aspects relevant to the project
- Assesses the project's potential impacts on stakeholders, users, communities, society and the environment
- Distinguishes material sustainability issues from less relevant issues
- Identifies sustainability-related risks, opportunities, assumptions and constraints
- Seeks expert advice where the sustainability context is uncertain or specialized
- Periodically reviews the sustainability context as the project develops

4.1.6.2. Translate sustainability principles into project objectives, requirements and success criteria

Description

The individual should ensure that sustainability is reflected in the project's objectives, requirements, design, business justification and success criteria. Sustainability is not treated only as a general aspiration, but as a set of explicit expectations that can guide decisions and be monitored.

The individual should work with sponsors, users, suppliers and other stakeholders to define sustainability targets that are realistic, relevant and aligned with organizational strategy and wider societal expectations.

Measures

- Defines and communicates sustainability objectives for the project and its outcomes
- Aligns sustainability objectives with organizational strategy and stakeholder expectations
- Evaluates and integrates regenerative interventions into project design
- Converts sustainability expectations into requirements, specifications, acceptance criteria and decision criteria
- Ensures that sustainability targets are measurable where appropriate
- Reviews the continued validity of sustainability objectives during the project
- Makes visible any conflict between sustainability objectives and other project objectives

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4.1.6.3. Balance sustainability trade-offs in project decisions

Description

The individual should recognize that sustainability often requires balancing competing demands, such as cost, time, quality, scope, safety, environmental impact, social value and long-term benefits. The individual supports transparent and responsible decision-making when trade-offs are necessary.

The individual should avoid reducing sustainability to symbolic actions or compliance language. Decisions should be based on evidence, stakeholder dialogue, ethical judgment and long-term value.

Measures

- Considers short-term and long-term effects of project decisions
- Uses life cycle and whole-life value considerations where relevant
- Documents sustainability assumptions, uncertainties and trade-offs
- Escalates significant sustainability dilemmas to the appropriate governance level
- Involves relevant stakeholders in major sustainability-related decisions

4.1.6.4. Engage stakeholders in sustainable value creation

Description

The individual should identify and engage stakeholders who affect, or are affected by, the project's sustainability performance and outcomes and involve them in the project appropriately. This includes sponsors, users, team members, suppliers, regulators, communities and other affected groups, especially stakeholders with limited or no influence and the needs of future generations.

The individual should facilitate dialogue on sustainability expectations, concerns and opportunities, and work to build shared commitment to sustainable outcomes.

Measures

- Identifies stakeholders with sustainability-related interests, influence or vulnerability
- Understands stakeholder expectations, concerns and values related to sustainability
- Communicates sustainability objectives and implications clearly
- Facilitates dialogue about sustainability risks, impacts and opportunities
- Integrates relevant stakeholder input into project decisions
- Manages conflicts between stakeholder interests in a transparent way
- Encourages sustainable behaviors within the project team and supply chain
- Maintains trust through honest and evidence-based communication

4.1.6.5. Realize, measure and transfer sustainable outcomes and learning

Description

The individual should ensure that sustainability is considered throughout the entire project life-cycle and beyond transition including the long-term use and impact of the project outcome. The individual supports the handover of deliverables in a way that enables sustainable benefits to be achieved and maintained.

The individual should capture lessons learned and contribute to improving organizational sustainability competence for future projects.

Measures

- Defines sustainability-related outcomes and benefits
- Establishes indicators for measuring sustainability performance and outcomes
- Ensures that sustainability requirements are addressed during transition and handover
- Verifies whether agreed sustainability objectives have been achieved or remain achievable
- Identifies residual sustainability risks and responsibilities after project closure
- Captures sustainability lessons learned and shares them with the organization
- Recommends improvements to organizational methods, standards and governance
- Contributes to the organization's long-term sustainability maturity

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4.2. People

The competence area 'people' deals with the personal and social competences of the individual.

It defines ten competence elements:

- Self-Reflection and Self-Management
- Personal Integrity and Reliability
- Personal Communication
- Relationships and Engagement
- Leadership
- Teamwork
- Conflict and Crisis
- Resourcefulness
- Negotiation
- Results Orientation

4.2.1. Self-Reflection and Self-Management

Definition

Self-reflection and self-management are the ability to understand and reflect on one's emotions, behaviors, values and preferences, to make informed and responsible decisions, and to regulate actions, goals and responses effectively in everyday and changing situations.

Purpose

This competence element enables the individual to control and direct their behavior by acknowledging the influence of their personal set of emotions, preferences, and values. This enables effective and efficient use of the individual's resources and leads to positive work energy and a balance between inside and outside work.

Description

The individual should recognize that emotions, preferences, values, and experiences influence decisions and actions. Through self-reflection and self-awareness, the individual can better understand how their emotions, values, preferences, and experiences influence behavior and improve personal effectiveness, communication, decision-making, and the ability to lead others.

Managing personal reactions appropriately supports consistent and professional behavior across different situations.

The individual should manage work and personal performance in a disciplined and purposeful manner, maintaining effectiveness, resilience, and adaptability in changing circumstances. Self-management supports sustained performance under uncertainty, effective use of available resources, and continuous improvement. This applies to all areas of interaction, including the digital environment, where individuals should act in a transparent, reliable, and professional manner in accordance with applicable standards, regulations, and organizational policies.

Knowledge

- Reflection and self-analysis techniques
- Relaxation techniques and methods
- Work pacing strategies and techniques
- Feedback rules and techniques
- Prioritization techniques
- Personal time management
- Checks of progress
- Formulation of objectives (e.g. SMART method)
- Effectiveness theories

Skills and abilities

- Analyzing work styles and preferences
- Identifying personal distractions
- Practicing self-reflection and self-analysis
- Controlling emotions and maintaining task focus
- Practicing self-motivation
- Delegating tasks
- Establishing meaningful and authentic individual goals
- Performing regular checks of progress and results
- Dealing with mistakes and failures

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Key competence indicators

4.2.1.1. Identify and reflect on the ways in which own values and experiences affect the work

Description

To identify and reflect on personal values and passions, the individual should acknowledge and reflect on their intrinsic set of opinions, standpoints, ideals and ethical values. This is the basis for consistent decisions and actions.

The individual should acknowledge that personal experience strongly influences how they make sense of situations and people. Their personal experience of how the world works and how people behave influences the way the individual thinks and acts. By understanding the personal sense-making processes, the individual should identify why their interpretation might differ from someone else's and so reduce the effect of bias. The opposite is to neglect the influence of experience and expect that everyone sees the 'reality' as the individual does.

Measures

- Reflects on personal values
- Communicates principles and personal demands
- Expresses and discusses own experience
- Puts own experience in perspective
- Uses own experience to build hypotheses about people and situations

4.2.1.2. Build self-confidence based on personal strengths and weaknesses

Description

Building self-confidence includes reflection on personal strengths and weaknesses. The individual should be aware of what the individual is good at and passionate about, and which tasks should be delegated or left to others. Knowing their personal talents and accepting limitations creates a feeling of personal worth. The individual should demonstrate self-confidence by relying on personal capacities and capabilities. The individual should demonstrate resilience by mitigating self-doubt and maintaining emotional composure when addressing constructive criticism or performance gaps.

Measures

- Assesses personal strengths, talents, and limitations
- Leverages unique strengths and passions
- Implements strategic solutions
- Maintains composure and engagement
- Navigates setbacks with resilience, preserving professional confidence and momentum

4.2.1.3. Identify and reflect on personal motivations to set personal goals and keep focus

Description

Knowing one's personal motivations enables the individual to set personal goals that give direction and release energy. The individual should know what drives them and can transform this into personal goals. The individual should have control over their emotions, even when provoked. The opposite is to 'go with the flow', live life as it comes and refrain from giving direction. Once the goals are set, the individual has a diligent approach to staying focused on the tasks. The individual should be able to focus on tasks despite interruptions and be aware of the instances that lead to distraction. The individual should avoid procrastination and postponement, which cause stress to the individual as well as to teams. This also includes the application of prioritization techniques. Keeping focus includes the ability to cope with daily work as well as communications and relationships.

Measures

- Reflects on own motivations and personal distractors
- Maintains performance standards during periods of high workload or unexpected change
- Sets personal and professional goals and priorities
- Selects actions that contribute to the personal goals
- Regularly reflects to maintain focus on the goals
- Provides own direction or seeks clarification in uncertain situations

4.2.1.4. Organize personal work depending on the situation and own resources

Description

No two situations are the same. What works in one situation may not work in another. The individual should therefore strive to 'read' situations and people and adapt behavior to the specific circumstances to realize the intended results and

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reach their goals. By choosing a personal organization and managing their own resources, the individual should prioritize and balance the various tasks in an effective and efficient way. The individual should avoid wasting time, money, and energy by prioritizing responsibilities and performing value-adding tasks. The individual should arrange their workload to avoid too much stress and include relaxation when possible and necessary.

Measures

- Keeps record of own time planning
- Prioritizes competing demands
- Negotiates or declines requests that conflict with critical priorities or capacity
- Engages resources to maximize delivery
- Develops tactics appropriate to the situation
- Maintains personal resilience and wellbeing

4.2.1.5. Take responsibility for personal learning and development

Description

The individual should focus on continuous learning and strive to improve the quality of their work, actions, and decisions. Accepting feedback and seeking consultation enables personal development and learning. The individual should understand and utilize the perceptions and views of others, including critical observations or remarks, to question and improve personal positions and behavior. The opposite is to remain unchanging, seeing all feedback as criticism, never accepting criticism, and refusing to alter their ways. The individual strives to develop by using all criticism and feedback as opportunities for growth.

Measures

- Uses mistakes or bad results as an opportunity for learning activities
- Uses feedback as a chance for personal development
- Actively seeks expert advice or mentorship to address knowledge gaps
- Measures own performance
- Focuses on continuous improvement of own work and capacities
- Invests time in continuous learning

4.2.2. Personal Integrity and Reliability

Definition

Achieving the project's objectives involves making many individual commitments to get things done. Personal integrity means that the individual acts in accordance with their own moral and ethical values and principles. Reliability is acting dependably, according to expectations and/or agreed behavior.

Purpose

This competence enables the individual to make consistent decisions, take consistent actions, and behave consistently in projects. Maintaining personal integrity supports an environment built on trust that makes others feel secure and confident in all environments. It enables individuals to act consistently in digital environments and observe ethical and security principles while using digital resources and data. It enables the individual to support others.

Description

The individual should build integrity and reliability on consistency of values, emotions, actions and outcomes by saying what one does and doing what one says. Personal integrity enables and promotes confidence by using ethical standards and moral principles as a basis for actions and decisions, and by taking responsibility for individual actions. Reliability includes acting responsibly when using digital tools and data that influence decisions or outcomes, ensuring that actions remain consistent and valuable. A lack of personal integrity and reliability can lead to a failure of the intended results. The individual should be a person to rely on. The individual should act in accordance with their values in the digital environment, observing ethical and security principles when working with digital resources. Honesty and transparency apply to the collection, storage, and use of digital data, as well as awareness of how digitalization and new technologies can enhance or challenge individual reliability and decision quality.

Knowledge

- Codes of ethics/codes of practice
- Social equity, sustainability principles and organizational sustainability policies
- Personal values and moral standards
- Ethical systems
- Universal rights
- Digital tools to generate ideas and evaluate scenarios
- Side effects of digitalization on ethics and decision reliability
- Principles of data protection and privacy

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- Awareness of bias and reliability limitations of digital information sources
- Understanding of digital and AI environment
- Principles of information reliability and validation in decision contexts

Skills and abilities

- Developing professional confidence
- Operating under pressure
- Correcting and adjusting personal behavior
- Facilitating decision-making
- Handling information and data

Key competence indicators

4.2.2.1. Acknowledge ethical values and balance integrity with external pressures

Description

The individual should acknowledge their own values, as these values are the foundation for consistent decisions and actions, understand values, and be able to express opinions and positions on a variety of topics. The individual should communicate their principles, thereby demonstrating what they stand for.

When delivery pressures, stakeholder expectations, strategic priorities or resource constraints challenge ethical principles, the individual should maintain integrity while navigating such pressures, identify ethical dilemmas and necessary compromises early in the decision-making process, ensure that decisions remain aligned with professional standards, organizational values and long-term responsibility, and escalate concerns if values, regulations or ethical standards are compromised.

Measures

- Aligns daily actions and professional decisions with personal and organizational values
- Uses own values and ideals to shape decisions
- Communicates own principles and acts ethically, both in real-life and digital environments
- Ensures responsible use of technology in decision-making

4.2.2.2. Promote sustainable behavior and project outcomes

Description

The individual should promote sustainability by managing their team and stakeholders in a way that builds resilience, reliability, and long-term performance as well as by focusing on the endurance of solutions, even during time-limited tasks. By considering sustainability beyond simple social or economic metrics, the individual accounts for the long-term outcomes of their behavior and ensures that methods and resources are used responsibly to prevent waste. The individual should consider the long-term outcomes and effects of individual behavior. The individual should have the ability to keep the bigger picture in mind and act accordingly.

The individual should ensure that methods, tools, and resources are used responsibly, avoiding practices that create unnecessary waste of time, energy, or materials, and ensuring that technological solutions remain proportionate to their purpose and value. In the digital environment, the individual should take personal responsibility for protecting the accuracy, authenticity, and security of the information they handle and use digital tools in a transparent and trustworthy manner.

Measures

- Proactively addresses sustainability issues in solutions
- Considers and incorporates long-term outcomes into the solution
- Evaluates whether applied tools, methods and practices contribute to efficient use of resources
- Promotes a sustainable workplace
- Takes responsibility for the accuracy, authenticity, and security of digital information

4.2.2.3. Take responsibility for own decisions and actions

Description

The individual should make decisions and take actions while keeping in mind that they are accountable for the consequences - in both a positive and negative way. The individual should adhere to decisions and agreements established with others. The individual should accept responsibility for team success on behalf of all the interested parties.

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Measures

- Assumes full responsibility for own decisions and actions
- Demonstrates ownership of both positive and negative results
- Takes decisions and sticks to agreements established with others
- Addresses personal and professional shortcomings that get in the way of professional success

4.2.2.4. Act, take decisions and communicate in a consistent way

Description

The individual should make sure that words, behavior, and actions match.

By applying the same guiding principles throughout actions, decisions and communication, the individual's behavior should be predictable and repeatable in a positive sense, making others feel secure while remaining flexible in revising plans if the need for changes is indicated or to adapt to special situations.

Consistency also involves ensuring that decisions are made on a sound factual basis, using best available information and structured scenario analysis. The individual should seek to strengthen the reliability of decisions through adequate preparation and evidence-based reasoning, while maintaining transparency and adaptability when conditions change.

The individual should consistently keep promises and commitments and uphold agreed values of the organization related to integrity, transparency, and social responsibility throughout the project.

Measures

- Demonstrates alignment between words and actions
- Uses similar approaches to solve similar problems
- Adjusts personal behavior to the context of the situation
- Bases decisions on best available information and structured analysis
- Demonstrates transparency in reasoning
- Adapts decisions when new evidence arises

4.2.2.5. Complete tasks thoroughly to build confidence with others

Description

The individual should complete tasks in a thorough and careful way. This inspires others to be confident and make promises and agreements. The individual should be recognized as someone on whom others rely. Others should characterize the work results as consistently of good quality.

Measures

- Completes work assignments
- Earns confidence through the delivery of complete and accurate work
- Demonstrates initiative to reduce negative social or environmental impacts while completing tasks

4.2.3. Personal Communication

Definition

Personal communication means the exchange of proper information, delivered accurately and consistently to all relevant parties.

Purpose

Effective personal communication builds trust, promotes collaboration, and supports project delivery. It enables the individual to communicate clearly and appropriately with project team members and stakeholders in a variety of situations and across different cultures.

Description

In personal communication (both oral and written), the individual should be aware that the manner in which they convey a message can influence the way it is interpreted. The content and means of communication (tone of voice, channel, and amount of information) should be clear and appropriate for the target audience. The individual should verify the understanding of messages by actively listening to the target audience and seeking feedback. The individual should recognize and respond to emotional cues, demonstrate empathy, and adapt communication style to the needs and feelings of others. The individual should promote open and sincere communication, use various means for communication (e.g. presentations, meetings, written forms, etc.) and acknowledge their value and limitations.

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The individual should communicate in a way that supports effective collaboration, shared understanding, and timely decision-making within the project team and with project stakeholders. Communication should contribute to coordinated project delivery and constructive working relationships.

Knowledge

- Questioning techniques
- Feedback rules
- Facilitation
- Presentation techniques
- Communication methods, channels and styles
- Rhetoric
- Characteristics of body language
- Digital communication technologies, collaboration tools and visual communication techniques
- Emotional intelligence

Skills and abilities

- Communicating effectively using targeted ways and styles
- Listening actively to ensure accurate understanding and feedback
- Applying questioning techniques to clarify needs and perspectives
- Demonstrating empathy
- Presenting and moderating discussions
- Using body language and non-verbal cues
- Using collaboration and digital communication tools
- Communicating in remote and distributed teams

Key competence indicators

4.2.3.1. Provide clear and structured information to others and verify their understanding

Description

The individual should structure and translate information in such a way that the receiver can understand and use it. The individual should utilize a logical and structured way of communicating in order to verify understanding. The individual should obtain confirmation that the receiver of information has understood the message as intended. That means focusing on the receiver, not on the information itself, and asking for validation when needed.

The individual should adapt information and communication methods to support effective collaboration and shared understanding among project team members and project stakeholders.

Measures

- Structures information logically depending on the audience and the situation
- Applies narrative or storytelling techniques within project presentations or briefings
- Uses language that is easy to understand
- Leads and facilitates meetings
- Uses visualization, body language and intonation to support and emphasize messages
- Adapts messages to the needs of project team members and project stakeholders

4.2.3.2. Facilitate and promote open communication

Description

To facilitate and promote open communication means actively inviting others to give their input and opinions on relevant topics. The individual should foster an atmosphere of confidence where stakeholders can express ideas, thoughts, and emotions without fear of being rebuffed. In all situations, people and their input should still be treated with respect. To listen and give feedback is to seize opportunities for the exploration and exchange of opinions. The individual should show a genuine interest in others' views and create open and informal frameworks for feedback. By showing empathy and adapting communication, the individual should make people feel that their opinions are valued.

Measures

- Creates an open and respectful atmosphere
- Listens actively, restating or paraphrasing the speaker's own words and confirming understanding
- Shows interest in new ideas
- Demonstrates empathy and adjusts responses according to others' emotional states
- Makes clear how ideas, emotions and opinions are treated

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4.2.3.3. Choose communication styles and channels to meet the needs of the audience

Description

The individual should choose the appropriate way of communicating for the target audience. The individual should be able to communicate on different levels and through different channels. The individual should consider formal or informal, neutral or emotional communication, as well as whether written, oral or visual communication is most appropriate.

The individual should choose communication styles and channels that address the needs of different audiences and situations, considering both physical and virtual environments. The individual should also make effective use of visual and collaboration tools to ensure transparency, engagement, and clarity across distributed or co-located teams.

Measures

- Selects appropriate communication channels and style depending on the target audience and situation
- Communicates via selected channels according to the chosen style
- Monitors and adjusts communication to ensure transparency and engagement across different environments
- Adapts communication frequency depending on project dynamics
- Communicates effectively across different digital channels

4.2.3.4. Communicate effectively with virtual teams

Description

A virtual team consists of individuals who work across time zones, space, and/or organizational boundaries. Communication within virtual teams is a challenge, as not all are in the same environment and/or organization, and they may be distributed over several organizations, cities, countries, or continents.

Communication between virtual team members is often asynchronous and not face-to-face, requiring the effective use of modern communication technologies. The communication procedures should consider aspects such as language, channel, content, and time zones. They should also ensure digital integrity by protecting the accuracy, authenticity, and security of shared information.

Measures

- Uses digital collaboration platforms
- Defines and maintains clear communication processes and procedures
- Creates and maintains a safe and pleasant environment for virtual or hybrid meetings
- Actively supports cohesion and team building across time zones and contexts
- Ensures accuracy and security while using digital communication tools and information

4.2.3.5. Employ humor and sense of perspective when appropriate

Description

The individual should use humor appropriately to promote effective communication, build rapport, and create a constructive atmosphere while respecting cultural and individual differences. Being capable of viewing situations, problems, and even one's own work from different viewpoints is an important asset. Humor enables individuals to acquire a sense of perspective – a way of judging how good, bad or important something is compared with other things. The release of tension through humor often facilitates cooperation and decision-making. Humor is a powerful tool to decrease tension in situations where conflicts threaten to arise. Provided it is used appropriately , at the right time and with respect, humor can also facilitate communication.

Measures

- Changes communication perspectives
- Uses humor in a respectful way
- Decreases tension by use of humor
- Helps others view situations from different perspectives

4.2.4. Relationships and Engagement

Definition

Relationships and engagement describe the ability to establish, maintain, and use personal and professional relationships to build collaboration, trust, commitment, and shared goals. It includes one-to-one relationships, team relationships, and social networks that help others engage with the project and with each other in in-person and remote settings.

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Purpose

This competence element enables the individual to build and maintain relationships that support collaboration, commitment, and performance. By developing trust and engagement, the individual creates durable networks that help people work together, share information, and contribute to common goals.

Description

Personal relationships are initiated by genuine interest in people. Building relationships is twofold: establishing one-to-one relationships and creating and supporting social networks. In both situations, the individual should be able to interact openly with others. Once established, relationships should be maintained and improved by establishing and showing confidence, respectful interaction, and open communication. Cultural differences can enhance interest and attractiveness as well as chances for misunderstandings that might endanger the quality of relationships. When personal relationships are established, it is easier to engage others when one's own visions, goals, and tasks are communicated in an enthusiastic way. Another way to engage others and get their commitment is to actively involve them in discussions, decisions, and actions. In general, people tend to commit to goals and tasks more easily when asked in advance. It takes time and attention to establish durable and robust relations with others. The ability to form strong relationships is primarily driven by social competences such as empathy, trust, confidence, and communication skills. Sharing visions and goals with individuals and the team drives others to engage in tasks and to commit to common goals.

Knowledge

- Intrinsic and extrinsic motivation
- Motivation theories
- Handling resistance
- Values, traditions, individual requirements of different cultures
- Network theory
- Communication techniques

Skills and abilities

- Using humor appropriately
- Communicating appropriately
- Communicating respectfully
- Respecting others
- Navigating ethnic and cultural diversity
- Applying emotional intelligence

Key competence indicators

4.2.4.1. Initiate and develop personal and professional relationships

Description

The individual should seek and use opportunities to establish contact and develop personal and professional relationships. The individual should demonstrate genuine interest in people, remain present and available, and interact openly through attentive and timely communication. This includes creating and maintaining personal and professional contacts, being accessible to team members, clients, customers, and other stakeholders, acknowledging others, and keeping them informed.

Measures

- Actively seeks possibilities and situations to make new contacts
- Demonstrates interest in meeting new people
- Uses humor as an icebreaker
- Is present, available and open for dialogue
- Stays actively in contact, establishes a routine for bilateral meetings
- Keeps others informed

4.2.4.2. Build, facilitate and contribute to social networks

Description

The individual should progress through networking levels, starting by joining networks and advancing to acting as a facilitator. On the lowest level, the individual should join and contribute to networks with interesting and/or useful others. By doing so, new relationships are established.

On the second level, the individual creates new networks and circles of their own and so opens new communication flows between others. The individual acts as a facilitator or communication hub. The next level of social networking is to make one's own relationships available for others. This means enabling, enforcing, and establishing relationships between others that are sustained even without the individual being engaged.

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Measures

- Joins and contributes to social networks
- Creates and facilitates social networks
- Organizes events for networking
- Facilitates support for networking
- Leverages motivational factors to enhance individual and team productivity
- Prioritizes inclusive practices

4.2.4.3. Demonstrate empathy through listening, understanding and support

Description

Demonstrating empathy means showing real interest and involvement with others and their wellbeing. The individual listens attentively to others and ensures understanding by asking questions for clarification or detail. The individual should recognize emotions expressed or possibly just experienced by others. The individual should relate and react to these emotions in a sympathetic or compassionate way. The individual should offer support, even when it is not asked for.

Measures

- Listens actively
- Makes others feel heard
- Asks questions for clarification
- Relates to the problems of others and offers help
- Considers the values and standards of others
- Responds to communication within a reasonable time

4.2.4.4. Show confidence and respect by encouraging others to share their opinions or concerns

Description

The individual should demonstrate confidence in others by trusting their intentions and supporting their decisions. The individual also accepts that showing confidence is an investment with an uncertain outcome. The individual should take the talents and opinions of others seriously and recognize that success also depends on their actions and commitment. To get optimal team performance, it is crucial to understand the motivation of the team members.

To get there, the individual should spend time with people to understand who they are and what makes them tick. The individual should keep in mind that the values, experiences and goals of others might be very different from their own. Acting respectfully means treating others in a respectful way, as one would like to be treated oneself. The individual should take others seriously by cherishing their opinions, their work and their personality, regardless of gender, race, social status or background. Cultural diversity is respected. The individual should consider codes of conduct as guidelines for decisions and behavior.

Measures

- Assigns tasks to team members based on confidence
- Encourages others to act according to common values and agreements
- Delegates work without monitoring and controlling every single step
- Asks others for their ideas, wishes and concerns
- Notices and respects differences between people
- Collaborates across diverse professional backgrounds and working styles

4.2.4.5. Share own vision and goals in order to gain the engagement and commitment of others

Description

To share a vision and goals implies acknowledging and demonstrating a positive and enthusiastic attitude toward a certain task, process or goal while showing optimism. The individual should inspire others by articulating an ambitious, clear vision and realistic objectives. To be self-committed is an important requirement for that.

The individual should make optimal use of the skills and experience of their co-workers. This means that people should be involved in decisions on the basis of what they can add to existing knowledge. The same goes for sharing information, as this can enhance commitment. However, the individual should also be aware of the dangers of information overload. As every team member has their own tasks, in some cases it is better to share information on a "need to know" basis.

Measures

- Clearly communicates vision, goals and outcomes
- Invites debate and critique of the vision, goals and outcomes
- Involves people in planning and decision-making
- Asks for commitment on specific tasks
- Takes individual contributions seriously
- Emphasizes the commitment of all team members

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4.2.5. Leadership

Definition

Leadership describes the ability to provide direction, guidance, and support to individuals and groups so they can work toward shared objectives. It includes selecting and adapting leadership styles, motivating others, exercising appropriate influence, making decisions, and representing the team and its work credibly to stakeholders.

Purpose

This competence element enables the individual to lead, provide direction, and motivate others to enhance performance, engagement and accountability. It helps create a shared sense of purpose, clarity, and trust so individuals and teams can contribute effectively throughout the project.

Description

The individual should identify and apply leadership styles appropriate for their nature, the project, and the team. The leadership style adopted includes patterns of behavior, communication methods, attitudes toward conflicts, ways of controlling team members' behaviors, decision-making processes, and the amount and type of delegation. The individual should demonstrate leadership throughout the full lifecycle of the project. It requires forward-thinking and the capability to anticipate and adapt to evolving global and complex challenges and convey the importance of sustainable practices.

The individual should demonstrate situational awareness by combining empathy, clarity, and data-informed judgment to align people around shared goals. Leadership in such contexts requires maintaining human-centered communication and accountability, even when coordination is mediated by tools or systems. Leadership often plays a pivotal role in driving transformative change by emphasizing long-term value creation and a positive impact on society and the environment. The individual should strengthen and support their team, especially under uncertainty and obstacles, rather than focusing solely on control.

Knowledge

- Leadership models
- Individual learning strategies
- Communication techniques
- Coaching
- Motivation, sense-making and sense-giving
- Bases of power

- Decision-making models and techniques
- Facilitation methods and techniques
- Techniques for identifying and resolving work impediments
- Methods for developing learning-oriented teams
- Communication dynamics in distributed or cross-cultural contexts

Skills and abilities

- Demonstrating self-awareness
- Active listening
- Applying emotional intelligence
- Establishing common goals
- Learning from mistakes
- Articulating and sharing a consistent set of values
- Interpreting feedback and performance signals in remote environments
- Maintaining trust, motivation, and clarity across diverse contexts
- Adapting to change and demonstrating resilience to navigate uncertainty
- Leading distributed and technology-supported teams
- Communicating with clarity

Key competence indicators

4.2.5.1. Initiate actions and proactively offer help and advice

Description

The individual should take initiative by starting unrequested actions, providing advice, or offering help without invitation. This requires the ability to think ahead about both possible situations and possible solutions.

Taking the initiative adds to one's influence and heightens one's visibility. On the other hand, if the initiative is not welcomed or turns out badly, there is a risk of losing influence or status. So every initiative should be guided by careful weighing of pros and cons. The individual should identify and remove obstacles that hinder team progress, demonstrating foresight in anticipating challenges, and facilitating smoother collaboration. Initiative includes the capacity to observe, interpret, and respond to signals of emerging needs or constraints before they escalate into issues.

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Measures

- Proposes or takes meaningful action to advance the project
- Proactively offers help or advice when beneficial
- Thinks and acts with a future orientation (i.e. one step ahead)
- Balances initiative and risk
- Removes barriers, obstacles and impediments that hinder team progress
- Maintains awareness of team dynamics and workload to support wellbeing of individuals and teams

4.2.5.2. Take ownership, show commitment and lead by example

Description

The individual should take ownership by demonstrating personal buy-in and commitment to project objectives. The individual should take full responsibility for the process and identify opportunities for improvement. The individual should monitor processes and results to spot the right occasions for intervention and improvement and to provide possibilities for learning. The individual should demonstrate accountability and reliability across all working contexts, ensuring transparency of progress and commitments. Ownership also means leading by example in adopting effective work practices that strengthen collaboration, consistency, and continuous improvement.

Measures

- Demonstrates ownership and commitment in behavior, speech and attitudes
- Leads by example in adopting effective collaboration and communication practices
- Maintains personal resilience while protecting team sustainability
- Rallies and generates support for the project
- Takes responsibility for reducing negative impacts and strengthening positive contributions

4.2.5.3. Provide direction, coaching and mentoring to guide and improve the work of individuals and teams

Description

To give direction, coaching and mentoring means to give guidance and support to people and teams and establish conditions that engage people with their assignments. Coaching and mentoring is focused on improving the abilities and self-reliance of team members. Direction is guiding them in their activities. The individual should create and communicate personal and common objectives and

act from these, create and share a vision that leads the project, and motivate individuals and teams by recognizing achievements, fostering commitment, creating a sense of purpose and encouraging confidence and engagement in achieving project objectives. To give direction, coaching and mentoring requires the ability to keep a cool head in demanding and unclear situations. It also requires that the individual knows when and in what direction coaching or mentoring are needed and what form they should take.

The individual should provide direction, coaching, and mentoring in a way that fosters self-organization, empowerment, and team autonomy. Leadership is demonstrated not only through direction but also through enabling and facilitation, encouraging team members to take ownership of their development and decisions. The individual should create an environment where feedback, reflection, and continuous learning are supported and valued.

Measures

- Provides direction for people and teams, fostering empowerment and self-organization
- Motivates others to engage in achieving project objectives
- Coaches and mentors team members
- Establishes a vision and shared values, leading through facilitation and example
- Integrates common and individual objectives
- Supports collaboration and balanced workload within the team
- Adapts leadership style to individual capacity and wellbeing needs

4.2.5.4. Exert appropriate power and influence over others to achieve the goals

Description

The individual should exert power and influence by maintaining visibility and providing opportunities for others to follow. Therefore, one needs to understand the demands of colleagues, subordinates, clients and other interested parties, to respond to them and influence their expectations and opinions. Exerting influence also means directing other people's actions, whether or not one is in command. The individual should actively shape views and create the perception of situations, results, and relationships through words and actions. Sometimes the use of power is necessary to realize results or resolve deadlocks; in other situations, a simple, well-placed word may be even more effective. The open use of power may create resentment or invite counterpower, so a leader should know when to use what means of power and in what way.

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The use and effectiveness of power and influence is always tightly linked to communication. The individual should know the possibilities and limits of each communication means and channel. Influence extends beyond formal structures and may operate across distributed or collaborative environments. The individual should adapt communication and influencing styles to context, fostering engagement and alignment through clarity, trust, and credibility, including the use of digital influence channels (e.g., team collaboration apps, digital storytelling, and thought leadership in online communities). Effective influence also includes recognizing and responding to shifts in motivation or perception among stakeholders.

Measures

- Uses various means of exerting influence and power, including in contexts where authority is distributed
- Uses influence and/or power in a timely manner, adapting approach to both formal and informal authority structures
- Is recognized by stakeholders and the team as the leader of the project, even in distributed or collaborative settings
- Uses appropriate communication channels to influence stakeholders

4.2.5.5. Make, enforce and review decisions

Description

The individual should make decisions by selecting the most consistent course of action among alternatives. Often decisions are made with incomplete or even contradictory information and with uncertain consequences. Making decisions entails consciously selecting from alternatives and choosing the one that is most consistent and aligned with the objectives. Decisions should be taken based upon analysis of the facts and incorporating the views and opinions of others.

Sometimes the information quality is so poor that decisions are based on intuition. Reviewing and being prepared to change prior decisions based on new information is an essential part of the ability to take decisions. Decisions often must be made by others (for instance by line managers, steering committees, etc.). The individual should exert their influence on others to make the right decisions at the right time. The individual should apply structured decision-making approaches that combine analytical thinking with adaptive judgment. Decisions are supported by evidence, data-driven information, expert input, and lessons learned, while considering uncertainty and change. The individual should facilitate participation and transparency in decision processes and ensure that

decisions are periodically reviewed and adjusted based on feedback and new information.

Measures

- Invites opinion and discussion prior to decision-making
- Reflects on past situations to improve decision processes
- Balances intuition and analysis when dealing with uncertainty and incomplete data
- Ensures a defendable decision-making process
- Reviews decisions and changes decisions according to new facts and evolving contexts
- Considers stakeholder interests and wider impacts when making decisions
- Communicates decisions and intent clearly

4.2.6. Teamwork

Definition

Teamwork is a means of bringing people together to achieve a shared objective. Sustaining collaboration throughout the team's lifecycle involves forming, supporting and guiding diverse groups of individuals to achieve collective goals through effective communication, mutual trust, and continuous learning. Modern teamwork also includes facilitating cooperation across distributed or hybrid work settings, ensuring that collaboration remains inclusive and purposeful.

Purpose

This competence element enables the individual to form and lead high-performing teams by selecting appropriate members, fostering collaboration and positive team spirit, and continuously developing team capability. Teamwork also aims to promote reflection, shared learning, and adaptability to maintain performance in changing conditions and diverse environments.

Description

Teamwork applies through the entire lifecycle of the team's existence – from selecting members, building cohesion, and fostering motivation to support maturity and evaluation of its performance. The individual leading the team should establish and share its purpose, create a culture of openness and learning and adapt their leadership style to the team members' level of independence and experience.

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The individual should ensure teamwork is effective by establishing clear goals, structured communication, and the involvement of all members. The individual should encourage regular reflection, ensure that feedback is shared constructively and enable continuous improvement through lessons learned and knowledge exchange.

In distributed or cross-functional teams, additional emphasis is placed on adaptive communication, maintaining clarity, and ensuring equitable participation regardless of location or background.

Knowledge

- Project organization
- Team role models
- Team lifecycle models
- Principles and methods for fostering trust, inclusion, and collaboration
- Techniques for cross-team knowledge exchange
- Principles and techniques for mentoring, feedback, and reflection
- Principles of empowerment and distributed responsibility

Skills and abilities

- Selecting and onboarding team members
- Building collaborative networks
- Facilitating cross-functional workshops and group processes
- Applying feedback practices
- Encouraging open communication
- Facilitating reflection sessions
- Supporting collective learning and team development
- Assessing team capabilities

Key competence indicators

4.2.6.1. Select and build the team

Description

The individual should identify and select team members with the appropriate combination of competences, mindsets, and interpersonal alignment. The individual leading the team should ensure diversity of expertise, balance of working styles, and readiness to collaborate effectively. Building a team also means establishing a shared identity and fostering mutual trust from the outset.

Team building continues throughout the project lifecycle - as the team matures, leadership focus shifts from establishment to empowerment, supporting autonomy and collaboration while maintaining a shared sense of purpose and cohesion.

Measures

- Considers individual competences, strengths, motivation, and collaborative potential when assigning roles and responsibilities
- Evaluates collaboration potential and team fit
- Clarifies objectives and facilitates a shared team vision and purpose
- Defines and communicates working agreements and behavioral norms
- Promotes inclusion, trust, and mutual respect
- Adjusts team composition and responsibilities as maturity and project context evolve

4.2.6.2. Promote collaboration and networking between team members

Description

Promoting cooperation means actively fostering open communication in person and remote, trust, and mutual respect among team members. The individual leading the team should encourage inclusive participation, constructive dialogue, and shared problem-solving to achieve common objectives.

The individual should recognize differences of opinion as natural and manage them respectfully to create value. The individual should facilitate discussions that transform disagreement into insight and ensure that collaboration remains productive and goal-oriented. Networking is supported by creating opportunities for knowledge exchange, peer learning, and informal connections - both within the team and with relevant external stakeholders.

Measures

- Creates opportunities for open dialogue, reflection, and regular feedback within the team
- Encourages active contribution and idea sharing across roles, disciplines, and locations
- Promotes cooperation and mutual support within the project team
- Takes early action to resolve barriers to collaboration and trust
- Facilitates networking and peer learning through structured and informal exchanges

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4.2.6.3. Support, facilitate and review the development of the team and its members

Description

Team development involves continuously supporting individuals and the team in gaining and applying new knowledge and skills. The individual leading the team should facilitate feedback cycles, promote reflection, and enable knowledge sharing within the team and across the organization.

Development goals are regularly reviewed, ensuring that learning contributes to both personal growth and team performance. Structured feedback, mentoring, and peer learning sessions strengthen the team's collective competence and self-reliance.

Measures

- Identifies and actively supports team development needs
- Monitors team development progress
- Promotes continuous learning (e.g. feedback cycles, peer learning, mentoring)
- Encourages participation in development sessions and workshops
- Provides time and access to learning resources and knowledge-sharing platforms

4.2.6.4. Empower teams by delegating tasks and responsibilities

Description

The individual should use delegation as a leadership and development tool by assigning responsibility transparently and enabling team members to act within clearly defined boundaries. Delegation strengthens autonomy, trust, and accountability while allowing the leader to focus on enabling conditions for success and removing obstacles that hinder progress. Effective delegation includes setting clear objectives, clarifying expectations, and ensuring regular feedback on outcomes to support learning and continuous improvement.

Measures

- Delegates authority and responsibility according to team and individual capability
- Clarifies accountability, objectives, and performance expectations
- Supports autonomy by establishing transparent reporting and feedback structures
- Monitors progress and addresses barriers to delivery
- Encourages initiative-taking and ownership of results

4.2.6.5. Facilitate learning from mistakes

Description

The individual should recognize that mistakes are an inherent part of complex work and should use them as opportunities for improvement and learning. Instead of avoiding or concealing errors, the leader should facilitate open discussion and structured reflection, ensuring lessons learned are identified, shared, and applied.

By analyzing causes and patterns of mistakes, the individual should promote adaptive change and prevent their recurrence, strengthening both team resilience and performance. Learning from mistakes is embedded in regular feedback and review practices, turning insights into actions that improve processes, collaboration, and decision-making.

Measures

- Minimizes the negative effects of mistakes on project success while fostering open learning
- Acknowledges that mistakes happen and promotes constructive dialogue without blame
- Facilitates structured reflection to identify and share lessons learned
- Analyzes causes and effects of mistakes to implement improvements into team processes and practices
- Helps team members apply lessons and feedback to future work

4.2.7. Conflict and Crisis

Definition

Conflicts and crises may arise from events and situations, character conflicts, stress levels, and other potential dangers. This competence element describes moderating or solving conflicts and crises by being observant of the environment

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and noticing and delivering a remedy for disagreements as well as stimulating a learning process for future conflicts and crises.

Purpose

This competence element enables the individual to take effective action when a crisis or clash of opposing interests/incompatible personalities occurs.

Description

Conflicts may occur between two or more people and/or parties. Very often, a conflict erodes a good working environment and may result in a negative effect on the parties involved. A crisis may be the outgrowth of a conflict, or it may be the result of a sudden, abrupt or decisive change in a situation that threatens to thwart the realization of the goals of the project, either directly or indirectly. At such times, the individual should respond rapidly and apply skilled judgment to assess the crisis, define scenarios for solving the crisis and securing the project and to decide whether and where to escalate the issue.

The ability to identify potential conflicts and crises and to react accordingly needs an understanding of the fundamental mechanisms. The individual should use various strategies - including collaboration, compromise, and persuasion – to resolve conflict and manage project crises effectively. Each depends on achieving a balance between interests. Transparency and integrity shown by the individual, acting as an intermediary between parties in conflict, may help in finding acceptable solutions. However, sometimes conflicts cannot be solved from within the team or the project but only by calling in independent mediating or deciding parties.

Knowledge

- De-escalation techniques
- Creativity techniques
- Moderation techniques
- Scenario techniques and worst-case modeling
- Conflict stage models
- Value of conflicts in team building
- Crisis plan

Skills and abilities

- Exercising diplomacy
- Negotiating effectively
- Moderating complex discussions
- Persuading stakeholders and teams
- Employing rhetorical skills
- Analyzing complex data and situations
- Maintaining peak performance and composure

Key competence indicators

4.2.7.1. Anticipate and possibly prevent conflicts and crises

Description

The individual should maintain awareness of potential conflicts and crises by remaining alert, ideally identifying potential conflicts to prevent or tackle them at an early stage before they expand. Prevention includes pre-empting conflict topics, keeping team members with conflicting characters or interests in separate teams and/or delegating conflict-sensitive items to specific people. Stress is a very likely factor in potential conflicts or crises, as people tend to get irritable under pressure. The individual should therefore be able to recognize, assess and reduce individual stress levels.

Measures

- Analyzes potentially stressful situations
- Identifies and addresses potential conflicts early, using feedback and transparent communication
- Assigns conflict-sensitive topics to appropriate people, ensuring clarity and fairness in their responsibilities
- Implements preventive measures
- Takes stress-reducing measures
- Reflects on stressful situations in a team to prevent negative impact of conflicts

4.2.7.2. Analyze the causes and consequences of conflicts and crises and select appropriate response(s)

Description

Conflicts pass through various stages, which can be summarized in three broad categories - latent, emergent and escalated. Latent conflicts involve potential,

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slumbering, but not yet visible or acknowledged conflicts. These exist whenever individuals or groups have differences that bother one or the other, but the differences are not great enough to cause one side to act to alter the situation. Emergent conflicts are visible and usually rational. This may happen when a 'triggering event' happens, for instance an open disagreement on a topic. This topic is either the real cause of the conflict, or a pretext for another conflict of interest or character. When the conflict is emergent, the parties involved are still on speaking terms and can discuss rational solutions. Finally, escalated conflicts are in the open. In this phase, the parties are openly and emotionally at odds with each other and are not able or willing anymore to discuss solutions calmly and rationally. Other people tend to take sides, or they are urged to. In some situations, legal steps may be taken or considered.

Crises, by contrast, jump immediately to the third level without acknowledged intermediary steps. However, they are often not the result of conflict situations but may arise because of a sudden or suddenly discovered issue – a major risk occurring, an outside event with great impact, etc. The art of conflict and crisis management is to assess causes and consequences and obtain additional information for use in the decision-making process to define possible solutions. Conflicts and crises can have very different causes, ranging from factual disagreements to character conflicts, and they may have origins that are external to the project or even the organization. Depending on the causes, different solutions may be possible.

Crises can also be differentiated by their potential impacts. Depending on the specific stage, different approaches to soothe, solve or escalate the conflict or crisis can be chosen.

Measures

- Assesses conflict stage
- Analyzes cause of a conflict or crisis
- Analyzes potential impact of a conflict or crisis
- Takes appropriate actions to handle conflicts and crises

4.2.7.3. Mediate and resolve conflicts and crises and/or their impact

Description

Often conflict or crisis management is performed against a backdrop of individuals and groups who are angry or in high-stress situations. In a minimum amount of time, the individual should pull the information together, weigh the

options, aim for a positive and preferably synergistic solution and, most importantly, stay calm and in control. In these circumstances, relaxation and balanced judgment are important qualities. In situations of crisis the ability to act decisively is most important.

The potential means of resolving conflicts involve collaboration, compromise, prevention or use of power. Each depends on achieving a balance between one's own and others' interests. Cooperative conflict management requires a willingness to compromise among all parties.

At early stages of a conflict the individual should act as a moderator/mediator – at least when the individual is not directly involved. The individual should bring the conflicting parties together and enable communication without being too judgmental. In later stages, the options may include use of power, escalation to higher management, professional mediation, and/or legal measures.

Measures

- Addresses issues openly
- Creates an atmosphere of constructive debate
- Selects and uses the right method to solve the conflict or crisis
- Takes disciplinary or legal measures when appropriate

4.2.7.4. Identify and share learning from conflicts and crises in order to improve future practice

Description

Once a conflict has been resolved, it is important to restore a sense of harmony and equilibrium to the environment. The individual should question the origins and causes of conflicts at a meta-level to stimulate team learning, should differentiate between environmental coincidences and root causes of conflict, learn from these experiences, and encourage the team to adopt similar analytical practices to improve future resilience.

Measures

- Restores the team environment after conflict or crisis
- Motivates the team to acknowledge their role in conflicts, fostering a culture of accountability and learning
- Utilizes conflicts constructively to drive positive progression and organizational change
- Strengthens team cohesion to build resilience against potential future conflicts and crises

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4.2.8. Resourcefulness

Definition

Resourcefulness is the ability to apply a range of techniques and ways of thinking to define, analyze, and address challenges and problems effectively. It enables individuals to identify opportunities, develop practical solutions, and create value under conditions of uncertainty and constraints.

Purpose

This competence element enables the individual to respond effectively to uncertainty, problems, and limitations by continuously seeking and applying improved and innovative approaches. Through structured experimentation and creative thinking, the individual strengthens team adaptability and enables the delivery of effective project solutions.

Description

The individual should make the best use of available resources and foster a mindset that embraces creativity and experimentation – not only inventing new ideas but also improving existing methods and using information effectively to make better decisions. The individual should encourage open-mindedness, creativity, and structured problem-solving at both individual and team levels. They should encourage others to contribute ideas, support collective creativity, facilitate the structured evaluation of alternatives, recognize patterns, connect diverse perspectives, and test solutions through iterative learning. Conceptual, analytical, and innovative approaches help turn uncertainty, risks, and constraints into opportunities for improvement and value creation.

The individual should implement practices that foster an open environment, leveraging constructive feedback and psychological safety, where ideas can be explored, tested, and refined collaboratively to enhance problem-solving capabilities. Resourceful individuals enable progress under uncertainty, strengthen organizational resilience, and ensure the delivery of sustainable value.

Knowledge

- Analytical and diagnostic techniques (e.g., SWOT, PESTLE, scenario analysis)
- Creative thinking models (e.g., design thinking, lateral/divergent thinking)
- Techniques for abstraction, synthesis, and integration of multiple perspectives
- Conceptual thinking
- Systems thinking and organizational modeling
- Techniques for fostering creativity and innovation in diverse teams

- Techniques for balancing project constraints (scope, schedule, cost, quality, resources, and risk)
- Innovation processes and techniques
- Value streams and cross-functional interdependencies
- Iterative and incremental approaches (e.g. prototyping, experiments)
- Methods for integrating project decisions with organizational and systemic context
- Digital collaboration and ideation tools and techniques
- Problem-solving techniques for complex project environments

Skills and abilities

- Analyzing complex data and situations, and multiple perspectives
- Facilitating discussions, workshops and collaborative problem-solving
- Selecting appropriate communication and facilitation methods
- Developing innovative and creative solutions
- Visualizing future states and conceptual models
- Demonstrating resilience and learning constructively from mistakes and failures
- Integrating project decisions with organizational context
- Testing, prototyping and refining ideas iteratively
- Fostering creativity and innovation in diverse teams
- Synthesizing information into practical decisions and recommendations

Key competence indicators

4.2.8.1. Stimulate and support an open and creative environment

Description

The individual should create an open environment where team members feel encouraged to share their knowledge, ideas, and experiences freely. Creativity is stimulated through inclusive dialogue, trust, and mutual respect, allowing diverse perspectives to contribute to innovative and practical solutions.

The individual should value originality and constructive challenges, ensuring that creative input is recognized and channeled toward project goals. The individual should also promote the use of available organizational knowledge, lessons learned, and external benchmarks to expand idea generation and enrich the creative process.

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Measures

- Encourages stakeholders to share their knowledge, insights, and creative ideas
- Promotes the exchange of diverse perspectives and experiences
- Facilitates creativity sessions and structured idea-generation practices
- Applies lessons from prior experiences and external references

4.2.8.2. Apply conceptual thinking to define situations and strategies

Description

The individual should understand and define complex situations through abstraction, synthesis, and integration of multiple perspectives. This involves decomposing issues into manageable components while maintaining awareness of their interconnections and the broader system context. The individual should combine analytical reasoning with creativity to identify new patterns, relationships, and strategic opportunities within and beyond the project scope. Accurate information and knowledge management practices support conceptual thinking by ensuring that insights and strategic perspectives are grounded in reliable data and evidence from the field.

Measures

- Uses or promotes conceptual thinking to clarify complex or ambiguous situations
- Recognizes interdependencies and cause–effect relationships between project components
- Applies systemic and integrative thinking to anticipate consequences of decisions
- Rationalizes strategic decisions by validating conceptual frameworks against empirical evidence

4.2.8.3. Apply analytic techniques to situations, financial and organizational data and trends

Description

The individual should be able to analyze complex situations, data, and organizational dynamics to identify root causes, trends, and opportunities for improvement. Analytical thinking combines structured reasoning, evidence-based judgment, and the use of appropriate tools and techniques to interpret information and support decision-making.

Measures

- Applies various analytical and diagnostic techniques to complex problems
- Identifies root causes and evaluates alternative solutions based on evidence
- Synthesizes findings from multiple data sources and contexts
- Presents results clearly, linking insights to practical recommendations
- Uses data visualization and automated reporting tools to communicate patterns and trends

4.2.8.4. Promote and apply creative techniques to find alternatives and solutions

Description

The individual should apply creative techniques to explore, evaluate, and select alternative solutions. Creativity involves both divergent thinking - generating a broad range of ideas from multiple perspectives - and convergent thinking - refining, testing, and selecting the most viable options. The individual should ensure that creative efforts are structured, inclusive, and oriented toward practical outcomes, combining intuition, experience, and analytical reasoning.

Measures

- Uses creative techniques suited to the nature of the problem
- Applies diverging and converging techniques to explore a range of options
- Involves diverse perspectives, disciplines, and experience levels
- Uses data and evidence to support evaluation of ideas and identify interdependencies
- Communicates rationale for selected solutions clearly and transparently

4.2.8.5. Promote a holistic view of the project and its context to improve decision-making

Description

The individual should promote a holistic understanding of the project by situating it within the broader organizational, strategic, and environmental context. This includes recognizing interdependencies between initiatives, understanding value streams, and how project outcomes contribute to enterprise objectives. Holistic thinking involves balancing the strategic “big picture” with operational realities, ensuring that detailed activities remain aligned with overall direction and purpose.The individual should demonstrate the ability to connect strategic vision with field-level execution, translating overarching goals into actionable insights, and communicating how day-to-day work supports wider organizational impact.

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Measures

- Demonstrates holistic thinking, integrating strategic, organizational, and operational perspectives
- Uses multiple viewpoints (e.g. business, technical, social, environmental)
- Aligns daily project activities with high-level organizational goals and value streams
- Articulates the connection between granular decisions and long-term project outcomes

4.2.9. Negotiation

Definition

Negotiation is the process between two or more parties that aim to balance different interests, needs, and expectations to reach a common agreement and commitment while maintaining a positive working relationship. Negotiation includes both formal and informal processes such as buying, hiring or selling or regarding scope, requirements, priorities, budget, resources, and working environment in projects.

Purpose

This competence element enables the individual to reach satisfactory agreements for all stakeholders that support long-term collaboration, consistent with ethical and responsible principles, by using negotiation techniques.

Description

The individual should reach agreements based on positions that satisfy the interests, needs, and expectations of all parties. Negotiations can be political or commercial and can often entail reaching compromises that do not leave all parties very satisfied. Interests, needs and expectations often involve emotions and feelings as well as facts, and the full picture may not be easy to identify. The negotiating process is often influenced by the relative power of the parties and by situational factors that may be called ‘leverage’.

Negotiators need to research these issues and, when full information is not available, make assumptions about them. The individual should facilitate successful negotiations by developing a number of options, each of which has the potential to satisfy different interests, needs, and expectations. Negotiation may involve the use of different techniques, tactics, and strategies.

A satisfactory agreement is one in which all parties share a common understanding and are reasonably satisfied with the result, should honor their commitments, think the other parties negotiated fairly, feel respected and may negotiate again. If an agreement is not achievable or the possible outcomes are not acceptable, the best alternative to a negotiated agreement (BATNA) is implemented.

Knowledge

- Negotiation theories
- Negotiation techniques
- Cultural considerations in negotiation
- Phases in negotiations
- Best alternative to a negotiated agreement
- Contract templates and types
- Legal and regulatory provisions associated with contracts and agreements
- Analysis of cultural aspects and tactics
- Multi-party and multi-issue negotiation
- Power, influence and ethics in negotiation
- Emotional and social intelligence aspects in negotiation
- Digital, remote and hybrid negotiation set-ups and their implications

Skills and abilities

- Identifying desired outcomes
- Exerting assertiveness and drive
- Practicing empathy and active listening
- Demonstrating patience
- Persuading key decision-makers
- Establishing and maintaining trust-based relationships
- Questioning and reframing
- Overcoming objections
- Adapting communication styles to diverse cultures, personalities, and organizational contexts

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Key competence indicators

4.2.9.1. Identify and analyze the interests of all parties involved in the negotiation

Description

The individual should understand the priorities of the parties to the negotiation as a prerequisite to generating a successful outcome. This requires looking beyond stated positions to the underlying interests, needs, expectations, and constraints of all parties. The individual leading or participating in the negotiations should begin by gathering hard and soft information about interests, needs and expectations of all parties by whatever means are available.

The individual should then analyze this information to reveal both priorities and gaps for further research. Priorities of other parties may often have to be assumed.

Measures

- Gathers and documents relevant hard and soft information about interests, needs and expectations of parties involved
- Identifies, analyzes and documents available information to identify own and other parties' priorities, interests, needs and constraints
- Identifies areas of alignment, potential trade-offs and possible deal-breakers
- Makes assumptions and gaps in knowledge explicit and, where feasible, validates them with the other parties or through further research
- Updates the analysis as the situation, data or stakeholders change

4.2.9.2. Develop and evaluate options and alternatives with the potential to meet the needs of all parties

Description

The individual should identify trade-offs, options, and alternative negotiation solutions. Options can address multiple issues (such as price, scope, quality, timing, risk-sharing, services, and governance). During the preparation for negotiation the individual should develop and evaluate options using clear criteria (for example impact on interests, value creation, feasibility, risk, ethics and long-term relationship effects) and combine them into packages that create value for all parties. During the negotiation, the individual should modify these options and packages as opportunities emerge and the situation changes. The trade-offs, options and alternatives should be tuned to the interests of the

negotiating parties, to be usable during the negotiation process. A best alternative to a negotiated agreement (BATNA) should also be identified.

Measures

- Identifies trade-offs, options and alternative solutions based on the analysis of interests, needs and priorities of all parties
- Proposes the right option at the right time in the right way, e.g., by combining issues into packages that can increase total value rather than negotiating each point in isolation
- Identifies a specific and viable alternative (BATNA) to pursue if the negotiation fails
- Evaluates options using transparent criteria (e.g. value, risk, feasibility, impact on relationships, ethics)
- Involves relevant stakeholders in co-creating and refining options where appropriate
- Adapts and improves options as new information, constraints or opportunities emerge

4.2.9.3. Define a negotiation strategy in line with own objectives that is acceptable to all parties involved

Description

The individual should focus the negotiation strategy on what is essential for a successful outcome. Before starting the negotiation, the individual should select the strategy, techniques, and tactics that should enable them to reach an optimal outcome for the project. The individual should adapt the strategy depending on factors such as the power balance between the parties, the stakes involved, budgetary conditions, politics, cultural aspects, and the capability of the negotiators. The selected strategy should be appropriate to the interests of the project and not detrimental to relationships with the stakeholders involved. The individual should also consider secondary strategies that cover 'what if' scenarios.

The strategy also includes who the negotiators should be and what their mandate should be (negotiation scope, freedom, roles and responsibilities). In some cases, a choice is also possible about the other party and/or negotiation scope (with whom to negotiate over what). This option should be carefully considered, as this choice might have negative or positive repercussions later on.

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Measures

- Identifies possible negotiation strategies to achieve the desired outcome
- Identifies secondary strategies and alternative options to address 'what if' scenarios
- Selects a negotiation strategy and explains why it is chosen
- Analyzes and selects negotiation techniques and tactics
- Identifies key parties to participate in the negotiation and clearly articulates their mandate

4.2.9.4. Reach negotiated agreements with other parties that are in line with own objectives

Description

The individual should reach an agreement through negotiation using the identified strategies, tools, and tactics without alienating the other parties involved. Negotiation may occur over an extended timeframe and may proceed in phases.

The outcome of the negotiation should reflect a shared understanding between the parties, a reasonable level of satisfaction with the result, commitment to honoring the agreement, a perception of fair conduct, mutual respect and willingness to negotiate again in the future. If an agreement is not achievable or the possible outcomes are not acceptable, the BATNA is implemented.

The individual should seek the best possible solution that aligns with their personal objectives and responsibilities, as well as with organizational strategy, ethics and legal requirements and provides the best long-term results for all parties. There may be specific situations where this is not possible or preferable, and a compromise may be required to meet one's desired outcome. In many situations, the agreements are documented for future reference.

Measures

- Negotiates using techniques and tactics and demonstrates persistence
- Demonstrates patience and drive
- Implements the BATNA if a sustainable outcome is not possible
- Documents the outcomes of the negotiation, including how the agreement is monitored and how issues or changes are handled
- Confirms that all parties have a common understanding of commitments, conditions and follow-up actions
- Maintains or improves the working relationship during and after reaching the agreement

4.2.9.5. Detect and leverage additional selling and acquisition opportunities

Description

The individual leading the team should be constantly striving to realize the processes and agreed objectives more efficiently or effectively. This means that the individual should have a keen eye for opportunities to realize this aim. Depending on the situation, this may for instance mean searching for new suppliers or renegotiating old agreements, looking for ways to offer services to new clients, negotiating better conditions with stakeholders or inviting teams or team members to realize tasks sooner, better and/or cheaper. Negotiating may occur after new opportunities are identified.

The individual should look for possibilities to increase value, reduce waste, improve quality, optimize risk-sharing or strengthen partnerships, not only for short-term gains but also for long-term relationships. The desired state should be seen in the light of the best interests of the project and the organization. The individual assesses whether the organization is best served by the present situation or by efforts to improve it. In considering this, the individual should be aware that negotiations also take up time and effort and that present relationships with negotiation partners may be affected.

Measures

- Seeks ways to achieve the agreed objectives sooner, better and/or cheaper
- Weighs alternatives to the current situation and agreements, including their impact on current relationships
- Identifies additional value-creating opportunities (e.g. improved terms, extended services, collaboration models, joint ventures)
- Uses feedback, data and interactions with stakeholders to spot such opportunities early
- Prioritizes opportunities that support project and organizational objectives and sustainable relationships

4.2.10. Results Orientation

Definition

Maintaining a results orientation involves having a focus on the outcomes of the project, prioritizing the means and resources to overcome problems, challenges, and obstacles to obtain optimum outcomes for all the parties involved.

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Purpose

This competence element enables the individual to focus on the agreed objectives and drive toward making the project a success.

Description

Most of the work in the lifecycle of projects deals with the definition and management of tasks and the resolution of smaller or bigger problems. In this context, the individual should repeatedly make choices about priorities, allocation, and techniques. The individual should use results orientation to ease these choices by defining a basic criterion: Will the present work realize the intended results and make the process faster, cheaper and/or better?

The individual should focus their attention and that of the team on key objectives to obtain the optimum outcome for all the parties involved. This also applies to any changes or increments agreed during the lifecycle of the project.

While focusing their attention on the outcomes, the individual should maintain an awareness of and react to any ethical, legal or environmental issues that affect the project. Results orientation also includes focusing the team and relevant stakeholders on delivering the requested outcomes, including identifying problems, using techniques to locate their causes and to find and implement solutions.

To deliver the results required by and agreed with the relevant stakeholders, the individual should find out what the different participants in the project would like to get out of it for themselves. The individual should manage the deployment and development of the team members taking their expectations into account.

The results are continuously placed at the forefront of the discussion, and the team drives toward these outcomes. One critical aspect of results orientation is productivity, which is measured as a combination of effectiveness and efficiency.

The individual needs to plan and deploy resources efficiently to realize the agreed results and be effective.

Knowledge

- Organizational performance models and management theories
- Principles of efficiency, effectiveness, and productivity
- Outcome-based and value-based performance metrics and indicators
- Decision-making frameworks and prioritization methods
- Product, customer, and market evaluation knowledge

Skills and abilities

- Delegating tasks effectively
- Simplifying or organizing a process to reduce waste
- Generating high-value output using available resources
- Applying entrepreneurial thinking
- Integrating ESG
- Sensing and navigating organizational norms, culture, and unwritten rules
- Managing stakeholder expectations
- Identifying and assessing alternative options
- Combining holistic view and attention to essential details
- Assessing project feasibility and quantifying potential return

Key competence indicators

4.2.10.1. Evaluate the impact of decisions and actions on project success and the organization

Description

The individual should align decisions and actions with the agreed objectives and intended outcomes of the project. The individual should acknowledge that every choice may have neutral, negative, or positive repercussions later in the project, so decisions need to be carefully considered. The individual should consider decisions against criteria such as whether they support project objectives, contribute to benefits realization, deliver value earlier, or improve efficiency and effectiveness.

Measures

- Considers the agreed objectives and intended outcomes of the project when judging decisions and actions by their impact on the project success
- Evaluates alternative courses of action based on their potential positive, neutral or negative impact on project outcomes
- Uses explicit criteria (e.g. value creation, timing, cost, quality, risk) when deciding between options

4.2.10.2. Balance needs and means to optimize outcomes and success

Description

When making choices, the individual should allocate or withhold means to certain actions (e.g. tasks, decisions, questions, problems, etc.) based on perceived

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needs. To optimize the allocation of means, the individual should have a clear picture of the priorities of the project. Based on that, the individual should prioritize the various needs and balance the allocation of means accordingly. This may mean deferring attention or means for certain challenges or problems at a given stage, as other needs are judged to have higher priority.

Measures

- Assesses and prioritizes needs and confirms their alignment with project goals and stakeholders' needs
- Uses clear and transparent criteria (e.g. value, risk, urgency, dependencies, effort) to justify priorities and decline requests when necessary
- Makes constraints and capacity of the team visible and discusses trade-offs with stakeholders
- Helps the team to avoid overload by maintaining a sustainable pace

4.2.10.3. Create and maintain a healthy, safe and productive working environment

Description

The individual should ensure a healthy, safe and productive working environment by providing the team with the required means, ensuring psychological safety, fairness, respect, inclusion, stress management and wellbeing and limiting distractions so that the team can focus on working efficiently. The individual should act as a filter and a buffer between the environment and the team members, to buffer the impact of uncertainties and ambiguities that could disturb progress and their results orientation. In addition, the individual provides the team with the necessary infrastructure and resources.

Measures

- Shields the team from outside interference
- Creates healthy, safe and stable working conditions
- Creates clarity around working conditions and ways of working to enable efficient collaboration
- Provides the necessary resources and infrastructure
- Promotes psychological safety, inclusion, respect and openness to speaking up about issues

4.2.10.4. Promote and 'sell' the project, its processes and outcomes

Description

The individual often has to act as an ambassador and advocate for the project, explaining the 'why', how and what (its objectives, approach, processes and intended outcomes) to all concerned parties. The individual should reinforce a results orientation through effective project promotion, making the outcomes clear. This is supported by regular reporting and stakeholder engagement and is often achieved through formal and informal communication and responsible marketing, varying from informal conversations with team members to formal presentations. This responsible marketing or 'selling' the project is part and parcel of every communication made by the individual leading it. The individual should invite team members, the project owner, and others to join in the promotion effort.

Measures

- Actively promotes and advocates the project in appropriate forums
- Communicates outcomes and progress in a way that reinforces results orientation
- Invites others to join in with promoting the project
- Tailors project promotion messages to the interests and concerns of different stakeholder groups

4.2.10.5. Deliver results and secure stakeholder acceptance

Description

The individual should achieve results by delivering or realizing what has been agreed upon. This requires a clear resource plan, planned outcomes, confidence in one's own capacity, and the capacity of the team to overcome obstacles, impediments and problems, and the overarching desire to deliver. The individual should distinguish effectiveness (realizing goals) from efficiency (optimizing resources) in terms of cost and time (e.g. measured by comparing the planned number of people against the actual number). Therefore, the individual should search for means to realize the agreed results faster, cheaper, or better. The individual should be able to rally people to the cause while keeping to the planned level of productivity. The individual should know what they can and cannot do in a specific situation and organization and what is politically appropriate.

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Measures

- Balances and sustains efficiency, effectiveness and productivity
- Demonstrates a delivery mindset by focusing on solutions and continuous improvement
- Seeks and confirms acceptance of delivered outcomes by relevant stakeholders
- Recognizes and addresses limitations to achieving agreed results

4.3. Practice

The competence area 'practice' deals with the core project competences.

It defines 14 competence elements:

- Project Design
- Requirements and Objectives
- Scope
- Time
- Organization and Information
- Quality
- Finance
- Resources
- Procurement and Contract Management
- Plan, Control, Adapt
- Risks and Opportunities
- Stakeholders
- Organizational Change and Transformation
- Digital Enablement

4.3.1. Project Design

Definition

Project design describes how organizational demands, opportunities, constraints, and stakeholder expectations are translated into a coherent project approach and structure. It provides a high-level blueprint for how the project will be organized, governed, and delivered.

Purpose

This competence element enables the individual to successfully integrate all contextual, organizational, and stakeholder-related factors into a coherent approach for project delivery. It provides a foundation for informed decision-making, stakeholder buy-in, and the achievement of project objectives in a changing environment.

Description

Modern project design places a clearer emphasis on human-centered design and design thinking – an iterative, user- and stakeholder-centered discipline that

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helps frame problems, explore solutions, test assumptions, and refine outcomes. The individual should design, implement and maintain an approach that best serves the organizational objectives while reflecting relevant organizational, stakeholder and environmental factors. Design includes considering the intent, governance, structures and processes, stakeholder objectives, expected benefits, organizational change, relevant standards and regulations, cultural aspects, and personal and group interests in the organization (or organizations) and the wider society. To achieve a high-quality design, the individual should employ techniques like user interviews, empathy mapping, journey mapping, "How might we" framing, co-creation workshops, prototyping, and feedback loops, supported by knowledge areas such as systems thinking, facilitation, and validation of assumptions.

The chosen approach also includes the management and control philosophy and provides a coherent framework for project decision-making, delivery, and governance.

In selecting an appropriate approach, the individual should use lessons learned from other projects and consider the specific characteristics, priorities, and success criteria of the project. Design addresses a broad range of aspects, including decision-making, reporting and resources, stakeholder communication, and compliance with relevant standards and cultural norms. The selection of approach and design activities should be performed before jumping into planning, organizing, and executing the project. During the project's lifecycle, the individual should regularly review and challenge circumstances that may change both from within the project and from the larger context.

Knowledge

- Critical success factors
- Success criteria
- Lessons learned
- Benchmarking
- Complexity
- Uncertainty
- Project performance
- Project management tools
- Leadership styles
- Strategy
- Systems thinking
- Project constraints models (e.g., project management triangle)
- Organizational design methodologies

- Facilitation
- Validation of assumptions

Skills and abilities

- Maintaining awareness of industry and organizational trends
- Applying systems thinking
- Prioritizing high-value deliverables
- Incorporating lessons learned
- Decomposing complex projects
- Analyzing and synthesizing data
- Designing project approaches
- Evaluating project constraints
- Conducting user interviews
- Applying empathy mapping and journey mapping
- Leveraging "How might we" framing
- Conducting co-creation workshops
- Implementing prototyping and feedback loops

Key competence indicators

4.3.1.1. Identify, prioritize and review success criteria

Description

The individual identifies success criteria as the formal and informal measures by which stakeholders assess whether a project fulfills organizational strategic, tactical, and operational needs. The individual distinguishes formal criteria, relating to goals and constraints, time, budget, quality, and scope, from informal criteria, which reflect the underlying interests and expectations that shape stakeholder support or resistance. The individual should assess both types, as they jointly influence the project's success and stakeholders' willingness to collaborate.

The individual should identify, classify, review, and prioritize success criteria across all relevant contextual aspects, considering both formal and informal elements. This process may be conducted collaboratively with the team and stakeholders, using facilitation techniques to ensure shared understanding, alignment, and ongoing commitment throughout the project lifecycle.

Success criteria are considered within the broader organizational and societal context, including sustainability considerations and other success factors. The importance of success criteria may change throughout the project life cycle;

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therefore, regular reassessments and adaptation are essential to adjust the project approach and ensure the defined success criteria are met. In some cases, these changes may also include recommending that the organization prematurely terminate the project.

Measures

- Conducts interviews and empathy/journey mapping exercises to elicit success criteria
- Identifies, classifies, evaluates and prioritizes influences from each of the perspective aspects relevant for success
- Identifies and evaluates both formal and informal success criteria, collaborating with stakeholders to define shared project goals
- Acknowledges and uses relevant success factors consistent with the UN Sustainable Development Goals (SDGs) and sustainability
- Performs periodic reassessments of the relevance of success factors
- Facilitates team and stakeholder involvement in defining and prioritizing success criteria

4.3.1.2. Review, apply and exchange lessons learned from and with other projects

Description

At the start of the project, the individual should gather lessons learned from previous projects (both from their own organization(s) and from the wider community, including research and benchmarking) and apply relevant lessons in the present project. Periodically and at the end of the project, the individual (with the team and relevant stakeholders) evaluates the approach and gathers lessons learned from the current project. They should be shared within the organization. The individual should know and use the different methods and tools for distributing lessons learned in the organization (e.g. strategic project office, knowledge base, internal social network, etc.).

Measures

- Acknowledges and gathers lessons learned from previous projects
- Engages in user interviews, empathy mapping and user journey mapping
- Acknowledges and uses research and benchmarking methods for improving the performance of the project
- Contributes to gathering and sharing lessons learned during the project

4.3.1.3. Determine complexity and its consequences

Description

The individual analyzes project complexity as the degree of difficulty inherent in achieving the agreed project outputs and in managing the processes required to deliver them. The individual should determine the project's complexity and evaluate its implications for planning, execution, and control. Complexity may originate from many sources including innovative or technically sophisticated deliverables, interdependencies within or between systems, many stakeholders with differing interests, extensive interfaces with other projects or organizational processes, sustainability targets or requirements, or high levels of uncertainty.

The individual should analyze these internal and external drivers to create an appropriate project design. Understanding project complexity is a prerequisite for defining an effective management approach and ensuring successful delivery.

Measures

- Determines the project's complexity level by applying advanced diagnostic methods
- Evaluates complexity-enhancing factors
- Quantifies the impact of project complexity
- Appraises how external and internal parameters shift project complexity
- Implements complexity-diminishing measures

4.3.1.4. Select, tailor and review the overall project management approach

Description

At the beginning of the project, the individual should select the project management approach that has the highest probability of success, considering contextual influences, project complexity, lessons learned and success criteria, and available success factors. This includes assessing which delivery modes are most suitable for the context, whether predictive, adaptive, or hybrid, and ensuring that the chosen approach matches the level of uncertainty and interdependencies.

The individual should select and review the overall project management approach considering the context, complexity, and objectives of the project. This includes recognizing that suitable approaches may combine predictive and adaptive elements, applied in sequence or in parallel, to ensure delivery is both effective and appropriate. The individual ensures that the selected approach forms a high-

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level framework, incorporating key principles, structure, and direction for the team.

The project management approach typically defines or refines high-level aspects such as scope, quality expectations, organizational structure, communication and documentation practices, stakeholder engagement strategy, resource selection, risk attitude, planning horizons, and performance criteria. As contextual and social influences may evolve during the project lifecycle, the individual should periodically review and, when required, adapt the project management approach to maintain alignment with changing conditions and ensure continued achievement of the defined success criteria.

Measures

- Appraises various project delivery methods
- Selects the project delivery approach with the highest probability of success
- Defends the chosen delivery approach to stakeholders
- Communicates the long-term effects of the project methodology
- Re-evaluates the project delivery model periodically, using real-time data and contextual shifts

4.3.1.5. Design the project execution framework

Description

The individual should employ "how might we" framing and co-creation workshops to design the project execution framework to integrate appropriate delivery cycles and governance mechanisms. This may include combining incremental delivery with overarching structures, ensuring that both adaptability and control are maintained. The design also reflects diverse leadership approaches that balance direction, facilitation, and team empowerment.

Based on the selected approach, the individual draws a high-level conceptual sketch, a blueprint or framework for the project. This high-level plan is detailed later via formalized plans, but the basic design only considers the essential choices (such as make or buy, waterfall or iterative, internal resources or external, what tools and methods to use, etc.) and the consequences of each choice for success. These choices made by the individual also include the best way to lead the project. Project management success is an essential part of, and prerequisite for, project success. In some circumstances, this may mean choosing a strong profile as leader, or, given other criteria, acting as 'first among equals' toward the team or the stakeholders.

Often project design choices will vary with circumstances and environments and/or the phase the project has reached. During the project, the individual periodically evaluates the design, taking into consideration the development and progress of the project, changing contextual influences and demands, known success criteria, and available success factors. This often leads to minor or significant changes in the chosen execution framework.

Measures

- Establishes the project execution framework with outputs
- Incorporates prototyping and feedback loops into the design
- Defines the business rules and control philosophy, ensuring adaptability and accountability
- Monitors the project against the framework components
- Updates the framework based on changes in context, complexity, or delivery needs

4.3.1.6. Review contracts and align project design with contractual obligations

Description

The individual should review all existing customer, partner, and supplier contracts relevant to the design scope and identify the contractual obligations, constraints and responsibilities that influence the design work. This includes interpreting key terms and conditions such as scope boundaries, deliverables, liabilities, warranties, standards, and payment conditions.

The individual should ensure clarity on what is included and excluded in the existing contracts and verify their alignment with the planned project design. The identified information is communicated to the team to establish a shared understanding of the contractual obligations and to support the planning of additional contracts needed for the project.

The individual should have a strong understanding of different contract types and their related obligations to ensure that the project design is compliant, accurate, and aligned with all contractual obligations. All contractual components within the project design should be aligned with and validated by the organization's legal function.

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Measures

- Reviews existing contracts and identifies obligations affecting the project design
- Interprets key contractual terms and clarifies what is included or excluded
- Ensures alignment of project design with contracts
- Understands the potential contract types and elements to translate them into the project design
- Confirms the compliance of all contract-related components of the project design with the organization's legal expert

4.3.2. Requirements and Objectives

Definition

Every project is undertaken because internal and external stakeholders want to achieve something. This competence element describes the 'why' of the project - the objectives the project aims to achieve, the benefits the project enables, and the goals the individual reaches. Goals, objectives, and requirements are derived from stakeholder needs, expectations, and organizational strategy.

Purpose

This competence element enables the individual to establish the relationship between what stakeholders want to achieve and what the project is going to accomplish.

Description

The individual comes across many definitions regarding requirements, objectives, benefits, effects, deliverables, value, output, and outcome, and how they relate to each other. They all present different views of the bridge between what stakeholders want to achieve and what a project is going to deliver. The individual should consider and include when appropriate, requirements that relate to the impacts on society and the environment of the project's resources, processes, deliverables and benefits, whereby the individual should strive to eliminate the harmful impact.

The individual should be aware of this and should clearly define, for the purpose of the project, what is needed to answer the 'why, how, what, when, who, where, and for whom...' questions. The individual should embark on a process with all stakeholders to come to a good definition of what the project is going to achieve for them. These then should be transformed into clearly defined outputs and

deliverables of the project, which again are communicated back to stakeholders to define and manage expectations.

The individual conducts this process iteratively. Changes to both the stakeholders' views and the project's outputs and outcomes are likely to occur, requiring regular updates. This process is therefore executed initially and should be repeated on a regular basis. Communication, negotiation, and analytical skills are crucial. To achieve a balance between stakeholders, the use of workshops instead of one-on-one interviews is very common. The individual elicits and prioritizes stakeholders' needs and requirements, clearly defining what the project should have to realize and for what reasons.

Knowledge

- Temporary and permanent organization
- Expectations, needs and requirements
- Project charter
- Project sponsor (or owner)
- Fit for use, fit for purpose
- Value management
- Acceptance criteria
- Benefits mapping
- Goal analysis
- Strategy setting
- Analysis of impact on environment and society
- Iterative or incremental approaches to the scope

Skills and abilities

- Aligning project activities with corporate strategy
- Cultivating and managing strategic stakeholder relationships
- Performing knowledge elicitation activities
- Facilitating collaborative workshops
- Conducting structured interviewing sessions
- Formulating clear, measurable objectives using the SMART method
- Synthesizing and prioritizing complex data points

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Key competence indicators

4.3.2.1. Define and develop the project goal hierarchy

Description

Every project is started because of the needs and goals of the organization. The individual derives the project goals from these organizational goals: high-level statements that provide the rationale and overall context for what the project is trying to achieve. The individual should derive project goals and objectives: lower-level statements that describe the specific, tangible products and deliverables that the project should deliver. This goal hierarchy is influenced and determined both by contextual factors and by elements such as specific stakeholder needs and requirements. The project mission statement explains the strategic reasons for starting this project. Next, the individual defines the project outputs required to achieve the project objectives within the constraints of acceptable risk, agreed-upon timeframes, and budget. A third category of goals includes potential positive side effects (consequential benefits). Examples include gaining new knowledge, strengthening relationships, and gaining experience with outsourcing.

Measures

- Maps project goals directly to the organizational mission
- Synchronizes high-level project goals with specific, actionable objectives
- Constructs a comprehensive goal hierarchy for the project
- Demonstrates the strategic value of the goal hierarchy to stakeholders

4.3.2.2. Identify and analyze the project stakeholder needs and requirements

Description

The individual should identify stakeholder needs and requirements of the permanent organization and stakeholders, including customers and end users. Needs and expectations are often not identical to the stated requirements. Needs are often not formulated, for instance because they are obvious, not conscious or hidden. The individual ensures needs are made explicit and translated into requirements where appropriate. Requirements should be analyzed, for instance using value management techniques.

The individual should identify and analyze stakeholder needs and requirements through ongoing engagement and transparent documentation. This includes capturing the source, rationale, and verifiability of requirements, considering

functional, non-functional, regulatory, and other relevant aspects. Requirements should also be refined iteratively to ensure clarity, completeness, and alignment with evolving stakeholder expectations.

Measures

- Distinguishes between needs, wants, expectations and requirements and ensures their clarity and completeness
- Identifies and documents stakeholder needs and requirements, including source, rationale and verifiability
- Establishes the structures for traceability of deliverables back to requirements and updates them iteratively
- Analyzes stakeholder needs and requirements through ongoing engagement with stakeholders

4.3.2.3. Prioritize and decide on requirements and acceptance criteria

Description

After analysis, the individual facilitates the prioritization of requirements. Priorities are often authorized by the project sponsor. The individual should define the methods for documenting the requirements (e.g., a requirement specification, which may be detailed, or a product backlog containing user stories). The individual should translate requirements into acceptance criteria against which the deliverables can be tested.

The individual should prioritize and decide on requirements and acceptance criteria in a way that balances business value, feasibility, and stakeholder expectations, including the use of collaborative prioritization techniques to maintain alignment with organizational objectives.

Measures

- Prioritizes stakeholder needs and requirements collaboratively, balancing business value, feasibility and constraints
- Reaches agreement on stakeholder needs and requirements, with periodic reviews to maintain alignment with organizational objectives
- Supports and oversees the translation of requirements into clear and testable acceptance criteria

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4.3.2.4. Identify and analyze impacts on society and the environment of the project's objectives and requirements

Description

The requirements may not fully reflect the project's impacts on society and the environment. The individual should analyze the project's objectives and requirements, resulting from stakeholders' implicit or explicit expectations, and identify impacts on society and the environment, including social and environmental impacts. In the analysis, the individual should also interact with the stakeholders to develop a good understanding of their perspectives.

Measures

- Assesses the environmental footprint and social consequences of project requirements
- Validates the societal and ecological footprint of the project objectives
- Engages with stakeholders to develop a good understanding of their perspectives

4.3.3. Scope

Definition

The individual defines the specific focus or content of the project and considers all stages of the project's resources, processes, deliverables, and their impacts. The individual describes the outputs, outcomes, and benefits, as well as the work required to produce them. The individual also addresses what is not included in the project.

Purpose

This competence element enables the individual to acquire insight into what the boundaries of the project scope are, to manage this scope and to understand how scope influences (and is influenced by) decisions regarding the management and execution of the project. Clear scope boundaries are essential for managing stakeholder expectations and preventing unintended scope creep. By defining what is included and what is excluded, the individual keeps the project aligned with its objectives throughout delivery.

Description

The individual leads the process of understanding, defining, and managing the specific content of the project. However, what lies outside the project's scope

may also need to be defined. The individual establishes all boundaries, which are often crucial to understanding and making decisions about what is part of the project and what is not. In adaptive and hybrid approaches, the individual manages the scope as it evolves over time, while maintaining agreed time and cost boundaries where applicable.

The individual also develops scope configuration control to ensure continuous management of the scope. By monitoring and controlling the scope configuration, the individual reduces the risk of unintended scope creep. Recognizing that most projects operate in a dynamic environment where scope is not static, the individual maintains a sustainable scope through ongoing monitoring and controlling of the needs, desires, and expectations of (key) stakeholders to ensure continuing relevance to the permanent organization.

Knowledge

- Configuration management
- Hierarchical and non-hierarchical structures
- Work packages and planning packages
- Scope definition (with exclusions)
- Requirements documentation formats (e.g. use cases, user stories)
- Scope creep
- Constraints
- Deliverable design and control methods
- Work breakdown structure (WBS) and WBS dictionary
- Product breakdown structure (PBS)
- Product backlog items
- Sustainability impact analysis

Skills and abilities

- Configuring project scope
- Prioritizing backlogs and workstreams
- Engineering a Work Breakdown Structure (WBS)
- Developing a Product Breakdown Structure (PBS)
- Utilizing a WBS dictionary
- Applying iterative or agile development approaches

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Key competence indicators

4.3.3.1. Define the project deliverables

Description

The project deliverables are the unique and verifiable elements that are required to be produced by the project; aggregated, they form the project output, by means of which the expected outcomes and benefits are enabled. Moreover, the project deliverables are the measurable outputs by which the project management success is judged. A deliverable is a tangible or intangible object produced as a result of the project that is intended to be delivered to a customer (either internal or external).

The individual should define project deliverables not only as final outputs but also, where appropriate, as incremental deliverables produced in stages. This may include prototypes or early versions that enable experimentation and refinement, ensuring that deliverables remain aligned with stakeholder expectations and project objectives.

The goal hierarchy, introduced in the Requirements and Objectives competence element (4.3.2), is extended and completed here. The project deliverables and sub-deliverables are placed in the bottom section of the hierarchy. In the graphical presentation of the hierarchy, lines are drawn between goals and deliverables to indicate links and interrelationships.

Measures

- Constructs comprehensive deliverable lists, including incremental deliverables and/or prototypes
- Synchronizes strategic goals with specific deliverables and interim outputs
- Differentiates clearly between high-level project goals and tangible deliverables
- Architects a logical goal-to-deliverable mapping
- Utilizes the goal hierarchy to guide the prioritization of workstreams
- Audits the societal and environmental impacts throughout the project lifecycle, monitoring resources and processes
- Quantifies the long-term consequences of project outputs on the community and environment

4.3.3.2. Structure the project scope

Description

Structuring the scope entails a systematic division of the entire project content into sub-tasks and work elements. This project structure or work breakdown structure (WBS) includes an overall division followed by sub-divisions. A graphical presentation of the WBS is typically a tree structure with several stepwise-divided sub-levels depending on the desired level of detail of task or work elements. Various principles can be used for creating the WBS.

One principle is that the overall structure reflects all the sub-products necessary to deliver the project outputs such as analysis, design, development, and testing. Another principle for structuring the scope reflects the different functional or physical structures of the project outputs. Irrespective of the approach, structuring the project scope is a valuable way of creating an overview of the project content.

The individual should structure the project scope using approaches that may include traditional methods such as work breakdown structures, but also more dynamic forms such as iterative refinement and evolving scope representations. This allows scope to be managed flexibly while remaining aligned with project objectives and stakeholder needs.

Measures

- Articulates the purpose and benefits of scope-defining structures
- Applies established principles for creating a Work Breakdown Structure (WBS)
- Differentiates between various WBS principles to select the most suitable approach
- Defines project boundaries and provides specific examples of constraints
- Advocates for suitable complements to a full WBS, such as backlogs, when employing iterative approaches

4.3.3.3. Define the scope components

Description

All the lowest elements in the WBS represent a work package with well-defined boundaries. In essence, clear boundaries are indeed the overall success criterion of an effective WBS. The definition of a work package includes a description of the work to be performed, the work objectives, cost, resource need, and duration. Any negative impacts on society and the environment that may occur during the

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lifecycle of the project's resources, processes, deliverables, and benefits should be prevented or reduced during the project.

If the duration, cost and/or resource need is not yet clear, it is named a planning package. With an iterative (e.g. agile) approach, a work package in a software development project may correspond to elements such as user stories. The same guidelines may apply to the definition of a user story as to a work package. Control accounts are groups of work packages typically used for reporting.

The individual should define work packages in a way that supports effective planning and delivery. In addition to traditional structures, work packages may also be represented through incremental elements that can be refined and delivered iteratively, ensuring that they remain aligned with project objectives and stakeholder expectations.

Measures

- Engineers work and planning packages by decomposing complex tasks into incremental elements that are refined and delivered through iterative cycles
- Demonstrates the strategic value of well-defined work packages by showing how they increase accountability, reduce risk, and streamline resource allocation
- Operationalizes various methodologies, such as the WBS dictionary or user stories

4.3.3.4. Establish and maintain scope configuration

Description

Scope configuration management helps to minimize deficiencies, errors, and unintended scope creep. The individual should ensure that the scope is aligned with the agreed stakeholder needs and requirements and that all resources assigned to the project are working with the same version of the product.

Projects operate within a dynamic environment in which changes occur and must be captured and managed, as opposed to being treated as obstacles and as something hampering project success. A scope configuration mindset is characteristic of iterative or agile approaches to a project and is value-driven as opposed to plan- or task-driven. Scope configuration management is often a continuous process.

Measures

- Directs scope configuration management
- Validates the scope and requirements of each planning package through regular stakeholder reviews
- Monitors the scope configuration to detect and prevent unintended scope creep
- Aligns scope changes with the agreed stakeholder needs and requirements
- Integrates scope configuration protocols within the chosen project methodology
- Synchronizes configuration changes with the overall project approach

4.3.4. Time

Definition

The individual determines the activities and their timing to optimize project execution.

Purpose

This competence element enables the individual to define, sequence, optimize, monitor, and control all time-related aspects necessary to achieve the agreed objectives and, where relevant, align with evolving priorities.

Description

The aim of scheduling is to determine which activities should be performed and when, in order to optimize the execution of the project. For projects, the activities or components include work packages and phases. The individual should analyze and sequence activities, estimate their duration, and visualize them in a schedule, and assign them to people or teams to ensure execution in optimal order.

Time also covers monitoring variances and deviations. The individual should manage deviations in the schedule caused by external or internal influences and reschedule as required. Periodically, the schedule should be compared with the baseline and, if necessary, adjustments made. Time management should be treated as a continuous process of schedule monitoring, steering, and adaptation throughout the project lifecycle, not only as initial schedule creation. With iterative planning, the schedule may be divided into timeboxes of a certain length.

With each iteration, a certain sequence of activities (e.g. design, execution, test, and implementation) may be defined. The overall project planning then focuses on the number of iterations and other activities (e.g. preparation, monitoring,

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etc.). Where there is uncertainty about the timeframe required for a particular phase or activity, a time buffer or float should be introduced into the schedule.

Knowledge

- Planning types
- Estimation methods
- Leveling
- Scheduling methods (e.g. Gantt charts, Kanban boards)
- Resource allocation
- Network analysis
- Baselines
- Critical path planning
- Crashing the schedule
- Timeboxing
- Phases
- Milestones
- Fast modeling and prototyping
- Spiral, iterative, or agile development processes
- Planning horizons
- Velocity
- Theory of constraints

Skills and abilities

- Decomposing work packages into specific, actionable activities
- Identifying and mapping critical dependencies between tasks
- Sequencing project components
- Estimating activity resources and durations using data-driven techniques

Key competence indicators

4.3.4.1. Establish the activities required to deliver the project

Description

The individual should establish the activities required to deliver the project by identifying and organizing them in a structured manner. Activities may also be defined incrementally, allowing them to be refined and adapted through short planning cycles that respond to evolving project needs and stakeholder input.

Measures

- Defines activities related to the realization of project deliverables
- Extracts activities from a WBS work package
- Adapts activities as needed to reflect evolving priorities

4.3.4.2. Determine the work effort and duration of activities

Description

The individual should determine the work effort and duration of activities by applying appropriate estimation techniques. In addition to traditional methods, the individual should estimate effort, using team-based approaches that support collective ownership and adaptation to changing circumstances.

Measures

- Identifies types of resources that may be required to perform an activity
- Identifies and decides between various resource options
- Determines work effort and duration of activities

4.3.4.3. Decide on schedule and stage approach

Description

The individual should determine the scheduling and staging approach by balancing predictive planning with adaptive horizons. This may include combining longer-term scheduling with shorter, iterative cycles that allow for refinement and adjustment, ensuring that delivery remains aligned with objectives while accommodating change.

Measures

- Uses schedule planning techniques (e.g., critical path method, agile road mapping)
- Determines strategic project stages and implements adaptive planning horizons
- Mitigates the impact of uncertainty on project timelines
- Provides high-clarity schedules for near-term work while maintaining flexibility for project phases
- Analyzes volatility in project variables to adjust planning granularity

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4.3.4.4. Sequence project activities and create a schedule

Description

Many activities are dependent on availability or on previous realization of other work packages or activities. The individual should sequence project activities based on these known dependencies and the calculated duration of each activity to define an activity flow. The individual should calculate the critical path based on defined dependencies and durations. This critical path may be influenced by the availability of resources. The individual should utilize leveling to optimize resource assignment in the planning, which may influence the critical path.

In adaptive or hybrid approaches, sequencing may also rely on prioritization and re-planning within iterations or timeboxes, aligning work with evolving priorities and available team capacity.

Measures

- Sequences a series of project activities, making dependencies visible (e.g., tasks, people, skills, information)
- Determines dependencies and dependent relationships, adapting sequencing as priorities or capacity evolve
- Calculates the critical path where predictive planning is applied, or applies iterative re-planning where adaptive approaches are used
- Balances resource assignments for a given plan or iteration

4.3.4.5. Monitor progress against the schedule and make necessary adjustments

Description

The individual should monitor progress against the schedule using a combination of traditional tracking methods and complementary techniques that provide greater visibility into flow and performance. Adjustments to the schedule are made proactively based on observed trends to ensure objectives remain achievable.

Measures

- Deploys various schedule control systems, selecting the appropriate tool and methodology
- Implements prompt planning adjustments in response to project disturbances
- Benchmarks project progress and earned value against the established baseline
- Utilizes integrated progress tracking methods that combine milestone-based achievements with flow-oriented indicators for comprehensive performance monitoring
- Validates schedule adjustments with observed delivery data and relevant trends

4.3.5. Organization and Information

Definition

The organization and information competence element describes the establishment and governance of a temporary project organization and its information and communication structures to enable accountability and effective information flow.

Purpose

This competence element enables the individual to create a high-performing temporary organization by linking organizational structure with communication processes. This enables the individual to establish a clear, accountable project organization in which roles, responsibilities and information flows are aligned, so that each level can act on the right information and make well-informed decisions.

Description

The individual should determine how the project is organized, integrating people and roles with the associated communication processes. The individual defines the project's roles, responsibilities, and decision mandates across different levels, typically distinguishing between the sponsor, project and component levels, and designs formal information flows between these levels to support accountability and informed decision-making.

The individual establishes the framework for defining, implementing, and managing the temporary project organization. The individual assigns clear roles and responsibilities to ensure accountability and effective information exchange across the team. Additionally, the individual governs the creation of

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documentation, reporting structures, and internal communication workflows to maintain a consistent flow of data. While the sponsor level remains accountable for defining the objective and scope and the project level for delivering project outputs, the individual ensures that all levels are supported with the right, timely, and high-quality information. Consequently, the individual takes responsibility for information quality, timeliness, and flow. This includes identifying information needs, establishing appropriate processes and infrastructures, and monitoring internal and external information flows as part of managing the project organization.

Knowledge

- Organizational models and structures
- Work breakdown and organizational structuring concepts
- Information, documentation and content management systems
- Information management planning and reporting flows
- Regulatory requirements related to information and documentation
- Information security, data protection, and confidentiality
- Project governance frameworks and organizational design
- Self-organizing team concepts

Skills and abilities

- Structuring project organizations
- Defining roles and responsibilities
- Identifying mandates
- Designing information flows and reporting structures
- Managing organizational interfaces
- Establishing and maintaining information management processes
- Ensuring information quality, accessibility and timeliness

Key competence indicators

4.3.5.1. Assess information and documentation needs

Description

The individual should recognize the close link between information and organization, and that stakeholders' information needs may also determine specific organizational structures. For example, in organizations practicing outsourcing with one or more virtual teams, the need for a high level of information is evident. The individual should determine who receives specific information, avoid information overload, and ensure that interested parties

receive only the information they need in a suitable form. The individual should discern the needs for formal and informal information/documentation. The individual uses knowledge of corporate structures and processes to outline formal information and documentation (specifications, plans, budgets, reports, and more). The individual should ensure that information and organizational needs are defined.

Measures

- Assesses and documents the information and documentation needs
- Balances information focus with openness and transparency
- Identifies appropriate modes of communication, including formal and informal
- Differentiates information needs across stakeholder groups
- Tailors the level of detail and format of information and documentation

4.3.5.2. Define project organization, roles and responsibilities

Description

The individual should structure the temporary organization in various ways and be aware of the influences from governance and contextual characteristics such as strategy, structures and processes, power and interests, standards and regulations, culture and values. Applied technologies, anticipated solutions, required competences, and the geographical location of the participants may also have a high impact on the design of the organizational structure. The individual should be aware of the advantages and disadvantages of different structures and be capable of designing and implementing the temporary organization.

If necessary, an appropriate governance framework and structure may be established for the project, as well as for all subordinate projects (if any). As part of this framework, roles and responsibilities are clearly defined, and decision-making authorities and delegation levels are also identified.

The individual should define the project structure, roles, and responsibilities in a way that ensures clarity, accountability, and effective collaboration. This may include recognizing both traditional project roles and team-based roles that support self-organization and adaptability, ensuring that responsibilities are clearly assigned and understood.

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Measures

- Applies appropriate methodologies or methods for structuring temporary project organizations
- Defines key personnel responsibilities, integrating traditional roles with team-based models that support self-organization and adaptability
- Defines governance roles and structures for the project that balance procedural clarity and accountability with collaborative practices
- Maps critical links and interfaces between project organization and corporate governance arrangements
- Records the distinctions between functional authorities and project-specific mandates

4.3.5.3. Establish information processes and systems

Description

The individual should establish communication processes including roles, responsibilities, rules and guidelines for what information is communicated, to whom and how.

Additionally, appropriate systems and methods are implemented to support the governance arrangements. Limiting or preventing redundant information is a key success criterion for establishing efficient information processes – and information should be consistent and unambiguous. Information infrastructures cover the systems, means and methods required for documenting, storing and communicating the internal information. Information infrastructures and IT are closely linked in modern organizations, and consequently, being aware of the corporate IT systems and policies is important for the individual. The individual uses digital collaboration and documentation tools to support these information processes, improving the storage, traceability and sharing of project information.

Measures

- Defines and communicates information processes
- Establishes multiple information channels and formats
- Limits or prevents unnecessary information redundancy
- Defines appropriate meeting types and information channels to support engagement, decision-making, and efficient information flow
- Defines the scope of the communication infrastructure
- Establishes documentation and information traceability practices (e.g., documenting key decisions)

4.3.5.4. Establish and maintain the project organization

Description

The individual should manage the project organization, including implementation, monitoring, and maintenance of the temporary organization. The individual implements the defined organizational structure to make it operational. However, implementation also includes changes to the organization when necessary. The individual should anticipate the need for changes to the temporary organization as the project evolves. Any given structure of an organization is valid for a limited period of time. The individual analyzes changes in contextual factors (such as strategy or power and interests) that influence the temporary organization and initiates changes or minor adjustments. Through the ongoing monitoring of the project's environment, the individual should proactively envision the need for changes to the temporary organization.

Measures

- Implements changes to the project organization to make the defined structure operational
- Monitors the project organization and roles to detect emerging needs for adjustment
- Adjusts the project organization and roles in response to changes in context, priorities or constraints
- Periodically audits the structure to ensure that the project organization remains valid and effective

4.3.6. Quality

Definition

Quality in projects has two key drivers. On the one hand, it is about the quality of the process, that is, the way in which the individual organizes the project. This competence element focuses on how the individual defines, implements, and reviews standards, processes, and procedures to ensure quality is maintained across sub-projects and tasks. On the other hand, it encompasses how the individual manages, assures, and controls the quality of the output and outcome of the project. Quality encompasses the entire project from initiation to post-transition, throughout the whole lifecycle.

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Purpose

This competence element enables the individual to establish and manage the quality of the service/product to be delivered, and the delivery process being managed and to recognize quality as an invaluable tool for the benefits realization management process.

Description

The individual should ensure the required quality of intermediate services or products delivered within the project. Simultaneously, the individual should ensure that quality processes are effectively maintained throughout the project. To achieve this, the individual sets specific standards and measures their effectiveness. The individual typically selects these standards based on the quality methods of the organization behind the project, acting as either sponsor or supplier. The individual then tailors these standards to the specific needs of the project, implements them, measures their performance, and adapts them as necessary.

Knowledge

- Quality management concepts, frameworks and standards
- Quality planning and analysis
- Verification and validation
- Quality control and testing

Skills and abilities

- Analyzing quality impact
- Implementing organizational standards
- Tailoring quality standards
- Correcting quality behaviors
- Executing quality plans
- Conducting quality assurance
- Performing quality audits
- Designing test plans

Key competence indicators

4.3.6.1. Develop, monitor and revise the quality management plan

Description

The individual should determine and agree with the project sponsor and other key stakeholders on the quality objectives to be achieved. This involves defining indicators and setting quality target values for the specific project. Furthermore, the individual should establish the tools, procedures, techniques, and resources necessary to achieve these objectives and develop the quality plan, including reviews and responsibilities. It includes the monitoring and assessment of the tasks defined in the plan and closing the quality tasks, similarly to other tasks in the project.

Measures

- Develops a comprehensive quality management plan
- Monitors the implementation of the quality plan throughout the project lifecycle
- Defines quality objectives aligned with stakeholder expectations
- Sets specific quality target values for project indicators
- Establishes procedures for achieving defined quality objectives
- Selects appropriate tools and techniques for quality management
- Standardizes quality processes to ensure repeatable outcomes
- Revises the quality plan based on monitoring results and performance data

4.3.6.2. Review the project and its deliverables

Description

The individual should continuously review the project and the project deliverables. This encompasses all processes, tools, procedures, techniques, and resources necessary to meet the defined and planned quality objectives. The individual should ensure through the quality management process that quality goals are communicated, understood, accepted, and followed by the members of the temporary project organization.

The process also includes executing the quality plan as the project progresses, revising it, and delivering indicators of its fulfillment. The individual should oversee quality audits by various parties, by people from inside or outside the temporary project organization, or even by external parties such as customers. The individual should utilize audits to determine performance through quality

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control. The output should be analyzed to determine the need for corrective actions, preventive actions, or change requests. Quality audits can also be used as a means of reporting progress.

Measures

- Evaluates project performance and processes using peer reviews
- Conducts process compliance checks during project reviews
- Disseminates project quality objectives through structured communication plans
- Identifies compliance risks to justify the necessity of project audits
- Executes formal quality audits to verify adherence to organizational standards
- Appraises audit findings to formulate targeted corrective measures
- Appraises audit findings to formulate appropriate change requests
- Documents corrective actions with verifiable examples of restored project performance

4.3.6.3. Verify the achievement of project quality objectives and recommend any necessary corrective and/or preventive actions

Description

The individual should perform verification to determine whether established project quality requirements, objectives, and standards are met in each phase of the project development. The individual should perform verification during the entire project lifecycle, usually at the end of each phase. It includes establishing whether the quality of the project deliverables and processes is being met and detecting defects by using established tools, procedures and techniques. It also includes analyzing possible causes of defects, determining the appropriate corrective and preventive actions, and formulating recommended change requests. Finally, the individual should communicate the recommended corrective and preventive actions and change requests to relevant members of both the temporary and permanent project organization.

Parties representing the permanent organization may perform verification activities. The individual should find cost-efficient performance verification at early stages of the development of the project, instead of leaving verification to the end of the project.

Measures

- Presents the verified outcomes of planning processes
- Documents the verified outcomes of planning processes
- Initiates a root cause analysis of defects
- Facilitates the peer review process
- Executes rigorous verification procedures
- Formulates evidence-based recommendations for corrective actions
- Designs communication strategies for proposed corrective actions and change requests

4.3.6.4. Plan and organize the validation of project outcomes

Description

The individual should identify situations where explicit measurement of objectives is not feasible, and anticipated value is difficult to verify. The anticipated value gained from a project by means of the project deliverables is an example of this, as it is often difficult to measure and verify explicitly. In such cases, the individual should determine the quality level of the value gained from the project outcome. The goal of validation is to obtain formal acceptance by the client of the project.

Validation is typically performed by either the permanent organization or other external parties (e.g. customers) and rarely by the temporary organization itself. However, the individual should plan and organize the validation. Validation can be done in various ways: in a single event or as a process to ensure continuous validation.

Measures

- Documents different types of quality objectives suitable for quality validation
- Plans the validation process
- Conducts a validation exercise of project outcomes
- Obtains formal acceptance from the client

4.3.6.5. Ensure quality throughout the project

Description

The individual should choose and implement a project quality approach based upon the quality procedures of the involved organizations and suppliers. The individual should ensure that the outputs are fit for purpose and implementable with relative ease. Adaptation, integration and implementation may require

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dealing with several organizations (or parts of organizations) who all prefer doing it their own way. Once implemented, regular check-ups and improvements need to take place to maintain fitness for purpose. The individual should pay special attention to quality awareness and define the "right quality" for the specific project context.

Measures

- Evaluates quality standards used by involved organizations
- Integrates appropriate quality standards into the project
- Implements quality processes within the project
- Assesses the implemented quality processes
- Improves quality processes when needed
- Promotes quality awareness to all involved parties
- Assesses the level of quality awareness in the project
- Takes corrective action to improve quality awareness

4.3.7. Finance

Definition

Financial management describes how the individual manages the estimation, budgeting, funding, and control of project financial resources to enable delivery. It covers cash flow, cost baselines, funding mechanisms, and financial controls aligned with organizational governance.

Purpose

Finance helps to safeguard the project's financial health and enable timely, value-aligned decisions. It ensures that resources are available when needed, and that cost, cash-flow, and value performance are transparent and controlled.

Description

The individual should establish the financial approach for the project by estimating costs, structuring budgets and cash flow, defining funding mechanisms, and setting up controls that link expenditure to progress and value. Financial management should be coordinated with the permanent organization (e.g., finance and treasury) and tailored to predictive, adaptive, or hybrid delivery, ensuring clear baselines, approvals and reporting.

The individual should distinguish funding (internal allocation) from financing (external capital), maintain visibility of contracted vs. expected commitments, and use performance indicators and forecasts to recommend corrective actions

when variances arise. Cash-flow sufficiency, contingencies, and governance-compliant reporting should be maintained throughout the lifecycle.

Knowledge

- Cost estimation methods (e.g. top-down, bottom-up, parametric, three-point, relative estimation)
- Budget structures and cash flow (cost breakdown structure (CBS)/WBS link, contingencies)
- Funding and financing mechanisms and approval processes
- Financial controls and performance indicators (earned value management (EVM), schedule performance index (SPI), cost performance index (CPI), burn rate)
- Forecasting approaches for cost and schedule-related performance (e.g., estimate at completion (EAC), scenario-based)
- Financial reporting and governance processes (roles, approvals, audit trail)

Skills and abilities

- Estimating project costs
- Structuring budgets, cash-flows, and contingencies
- Securing funding and approvals
- Establishing a fit-for-purpose financial management and reporting system
- Monitoring financial performance
- Producing financial forecasts
- Communicating financial insights
- Modeling scenarios and mitigation options
- Linking expenditure to value delivery and strategic objectives

Key competence indicators

4.3.7.1. Estimate project costs

Description

The individual should develop a comprehensive understanding of the cost landscape of the project by identifying all relevant direct and indirect cost components and applying estimation techniques appropriate to the project context, maturity of information, and delivery approach. This involves coordinating with subject-matter experts, analyzing historical data, and progressively refining estimates as clarity increases. The individual is expected to ensure that the structure of cost estimation aligns with the project scope and that assumptions, uncertainties, and influencing factors are transparently captured so

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that the estimates form a reliable basis for budget development and financial decision-making.

Measures

- Identifies cost categories and structures a CBS linked to the WBS
- Applies suitable estimation methods (e.g., top-down, bottom-up, parametric, three-point, relative estimation)
- Documents assumptions, data sources and confidence levels
- Reviews estimates with stakeholders and updates them when scope/context changes

4.3.7.2. Establish the project budget

Description

The individual should translate the approved estimates into a coherent, time-phased budget that reflects when funds may be required, how they may be allocated, and what contingencies should be in place to ensure security of delivery. This includes integrating cash-flow considerations, aligning budget categories to the project's structural breakdown, and ensuring that the financial baseline supports effective monitoring and decision cycles throughout the project. The individual should structure the budget in a way that supports periodic reassessment and enables adaptation when justified by change, forecast updates, or governance decisions.

Measures

- Produces a time-phased cost baseline with identified contingencies
- Aligns budget structure to scope elements (WBS) and reporting requirements
- Confirms funding availability vs. planned outflows (cash-flow plan)
- Reassesses and, where justified, re-baselines the budget through governance

4.3.7.3. Secure project funding

Description

The individual should ensure that the project has timely and sufficient financial resources by identifying and coordinating with funding sources, preparing required documentation for approvals, and aligning funding mechanisms with the delivery strategy. This involves navigating organizational processes, engaging stakeholders, and negotiating or sequencing funding as needed to support project phases or value increments. The individual should maintain a clear understanding of constraints, conditions, or dependencies associated with funding decisions so

that financial commitments remain aligned with progress expectations and governance requirements.

Measures

- Identifies and documents internal/external funding sources and conditions
- Obtains approvals according to organizational governance and timing needs
- Plans staged funding aligned to review points and value delivery
- Maintains evidence of commitments, constraints and dependencies affecting funding

4.3.7.4. Establish a financial management system

Description

The individual should design and implement a financial management and reporting system that provides continuous visibility into the project's financial status by integrating cost structures, schedules, roles, responsibilities, and reporting flows. This includes ensuring that data inputs are consistent with organizational accounting practices, that indicators linking progress and cost are well-defined, and that financial information is produced in a timely and accurate manner to support decision-making. The individual should adapt the system to reflect project needs and governance expectations so that financial performance can be monitored, communicated, and audited effectively.

Measures

- Defines processes, roles and controls for financial management and reporting
- Links the project's CBS/WBS to organizational cost structures
- Configures indicators for progress-to-cost relationships (e.g., SPI, CPI, EAC)
- Produces periodic financial reports according to governance requirements

4.3.7.5. Monitor and control project financials

Description

The individual should continuously compare planned and actual financial performance to identify variances, analyze their causes, and determine their impacts on the project's cost and value objectives. This requires interpreting performance indicators, assessing trends, and integrating financial insights with project progress data to generate meaningful forecasts. The individual should use this understanding to recommend or implement corrective or preventive actions and ensure that financial deviations, risks, or emerging issues are communicated through governance mechanisms so the project can maintain financial integrity and stability.

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Measures

- Reviews cost and cash-flow status against the approved baseline
- Analyzes variances and documents root causes and impacts
- Updates forecasts (e.g., EAC) using observed performance trends
- Recommends corrective actions and records decisions and outcomes through governance

4.3.8. Resources

Definition

Resource management is the competence to plan, acquire, allocate, develop, monitor, and optimize the human, physical, digital, and organizational resources required to achieve project objectives. It defines how resources are structured, governed, and adapted throughout the project lifecycle to ensure effective utilization, sustainability, and alignment with strategic priorities and delivery constraints.

Purpose

Effective resource management ensures that the right capabilities, capacities, and assets are available at the right time to support successful project delivery. It balances efficiency, resilience, sustainability, and human well-being while minimizing waste and mitigating constraints. This competence enables individuals to align resource decisions with performance objectives, governance standards, and long-term organizational capability development.

Description

Resource management in projects involves anticipating resource needs, defining capability requirements, securing appropriate resources, and allocating them effectively across project activities. The individual ensures that human competences, physical assets, digital tools, and supporting services are aligned with scope, schedule, quality expectations, and delivery methods. Resource decisions consider availability, constraints, risk exposure, and sustainability implications while maintaining transparency and fairness.

This competence includes balancing short-term operational demands with long-term capability development, monitoring resource utilization, resolving allocation conflicts, and adapting resource strategies as project conditions evolve. Resource management is dynamic and iterative, integrating forecasting, governance oversight, and performance feedback to maintain continuity, productivity, and resilience across diverse and distributed work environments.

Knowledge

- Resource planning and forecasting methods
- Capacity and capability management principles
- Resource allocation and prioritization techniques
- Sustainable and responsible resource practices
- Workforce development and competence management
- Vendor and external resource coordination
- Governance and compliance in resourcing
- Monitoring and performance evaluation practices

Skills and abilities

- Planning resource requirements
- Forecasting capacity needs
- Allocating resources effectively
- Balancing competing demands
- Developing team capabilities
- Monitoring resource utilization
- Resolving allocation conflicts
- Adapting resource strategies

Key competence indicators

4.3.8.1. Develop a strategic resource plan

Description

The individual develops and maintains a resource plan that anticipates capacity requirements, capability needs, and potential constraints throughout the project lifecycle. The plan aligns resource decisions with project objectives, delivery methods, governance requirements, and sustainability considerations.

Measures

- Defines required resource types and capability profiles
- Estimates capacity requirements based on project scope and schedule
- Aligns resource plans with project objectives and delivery approach
- Identifies potential resource constraints and dependencies
- Updates resource plans as conditions change

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4.3.8.2. Secure and assign required resources

Description

The individual ensures that required human, physical, digital, and external resources are secured and assigned appropriately. Resource acquisition and assignment decisions consider availability, competence, governance requirements, and sustainability principles. The individual should actively participate in HR processes and engage with management to validate staffing decisions.

Measures

- Identifies and confirms availability of required resources
- Assigns resources according to defined capability requirements
- Coordinates with internal and external stakeholders to secure resources
- Ensures compliance with organizational and contractual requirements
- Documents resource assignment decisions

4.3.8.3. Allocate and optimize resource utilization

Description

The individual allocates resources to maximize performance, efficiency, and value contribution while balancing workload and sustainability considerations. Allocation decisions are transparent, equitable, and responsive to changing priorities.

The individual should ensure that newly assigned resources are fit for purpose and provide any support needed to immediately start contributing to the project objectives.

Measures

- Allocates resources based on priority and capacity
- Ensures a quick and effective onboarding of newly assigned resources
- Balances workload across individuals and teams
- Applies transparent criteria when resolving allocation conflicts
- Adjusts allocations in response to new constraints or opportunities
- Monitors alignment between resource allocation and project performance

4.3.8.4. Monitor resource performance and sustainability

Description

The individual monitors resource utilization, capability performance, and sustainability indicators to ensure effective and responsible use. Monitoring supports early identification of overload, underutilization, or capability gaps.

Measures

- Tracks resource utilization against planned capacity
- Identifies performance gaps or inefficiencies
- Monitors indicators related to sustainability and well-being
- Reviews external resource performance where applicable
- Reports resource performance information to stakeholders

4.3.8.5. Improve resource capability and resilience

Description

The individual evaluates resource performance and implements improvements to strengthen capability, continuity, and long-term resilience. Continuous improvement supports organizational learning and sustainable delivery practices.

Measures

- Identifies additional resource needs within the project
- Initiates training, coaching, or reallocation actions
- Incorporates lessons learned into future resource planning
- Adjusts resource strategies to enhance resilience
- Documents improvement actions and outcomes

4.3.9. Procurement and Contract Management

Definition

This competence element describes the management of all activities related to contracts, procurement, and supplier relationships throughout the project lifecycle. It sets the boundary for acquiring external resources, negotiating legal and commercial terms, and establishing sustainable agreements with external parties.

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Purpose

Effective contract management ensures that all parties involved understand and adhere to their contractual obligations. It secures the best possible value from chosen suppliers or partners. Ultimately, this practice helps achieve project objectives within an acceptable risk tolerance.

Description

While contracts are often the responsibility of the legal department, the individual should contribute to their formation, identify their consequences on the project, and monitor their implementation. The individual should interpret contract clauses to help identify obligations, rights, and potential legal risks. Furthermore, the individual should manage contracts through specific activities, including contract planning and formation, negotiation, execution, performance monitoring, claim management, change and opportunity management, and contract closure.

Through the procurement process, the individual should acquire necessary resources that the organization does not possess or produce itself. When procurement involves a substantial portion of the project, the individual should document the approach in a procurement plan covering at least the types of contracts to be used, roles and responsibilities, supplier selection procedures, and subcontracting rules. The individual may perform procurement management directly, delegate it to specialists (e.g., legal or finance departments), or coordinate with program or portfolio levels. For each item, the individual should define needs, obtain proposals, select a partner, negotiate the agreement, and administer the purchase while considering strategic considerations such as sustainability, lifecycle costs, and reduced overheads derived from positive relationships with suppliers, while managing connected risks. Finally, the individual should ensure that the effort devoted to each step corresponds to the size and complexity of the item, treating even internal exchanges between units as procurement between independent parties subject to the same degree of control.

Knowledge

- Legal systems (e.g., civil law, common law, sharia, international trade law)
- Contract types (e.g. firm fixed price, time and materials, cost plus)
- Elements of a contract (e.g., scope of work, price, delivery, liability, warranty, and termination)
- Contract formation
- Transfer of risk
- Dispute resolution

- Sourcing strategies (e.g. make/buy analysis, out-/nearshoring)
- Supply chain management
- Tender procedures and practices (e.g. RFI, RFP, RFQ)
- Organizational procurement policies, procedures, and practices
- National or sector-specific procurement regulations

Skills and abilities

- Verifying contract completeness
- Mitigating contractual risks
- Identifying contractual implications
- Handling disputes and renegotiations
- Applying tactical know-how
- Utilizing presentation skills
- Administering contracts
- Handling claims

Key competence indicators

4.3.9.1. Agree on procurement needs, options and processes

Description

The individual should determine which resources or services are to be procured and define how suppliers or partners are integrated during the project or for ongoing post-project delivery of components or services. This may result from shortage or lack of internal availability or a conscious choice to acquire resources externally. The procurement options, routes, acquisition requirements, tender documents and selection criteria should be agreed upon. The individual should ensure selection criteria include the social and environmental impacts of suppliers, materials and contractors on society and the environment and reflect the benefits of using local and regional as well as small and medium-sized suppliers. The individual should manage this process, often in close cooperation with or delegated to specialized departments or the management, ensuring that relevant information is made available, that the relevant internal and external stakeholders are informed and that the procurement process is free of non-competitive influences, such as bribery, corruption and extortion.

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Measures

- Validates the strategic necessity for procurement or partnerships
- Synthesizes technical and operational requirements for procurement experts
- Designs tender documents and selection criteria based on project needs
- Integrates financial, social and environmental criteria into the selection process
- Directs procurement preparation procedures to ensure regulatory compliance
- Enforces internal controls to prevent non-competitive behavior
- Collaborates with relevant departments to synchronize contract terms

4.3.9.2. Contribute to the evaluation and selection of suppliers and partners

Description

The individual should ensure that the potential partner organization and/or other experts, suppliers or partners are identified, evaluated, and selected. In this selection process, the defined tender documents and selection criteria are applied (or, if no supplier is able to deliver in accordance with the terms of reference, reformulated). The individual identifies and follows any formal procurement regulations as applicable. The selection process itself often includes various steps, such as requests for information (RFI) and requests for proposal (RFP) or requests for quotation (RFQ). If the procurement leads to any partnership models and the bidding process is not being used, the individual should follow a careful process to safeguard the quality of the selection of partners.

Measures

- Launches request for quotation (tender), if necessary, in cooperation with the procurement function
- Outlines and defines the various steps in a supplier selection process
- Defines and explains the contents of tender documents
- Defines and uses the selection criteria
- Aligns with formal procurement regulations (international, national and sector-specific)
- Assesses the specifics of the procurement and suggests partnership models (e.g. joint ventures, long-term partnerships, etc.)

4.3.9.3. Contribute to the negotiation and agreement of contractual terms and conditions

Description

Once the supplier or partner is selected, the individual should initiate or contribute to the negotiation process to reach agreement about the contractual terms and conditions. The individual should oversee this process and make sure that the negotiators have a clear mandate, in close cooperation with purchasing and/or legal specialists.

Contracts may vary in form, level of detail, contract duration, terms and conditions, penalties, applicable law, and many other aspects. The individual takes care that these aspects closely relate to and serve the objectives of the project and the organization. When the contract negotiations are complex and long-lasting, sometimes a precontractual arrangement is agreed upon to make preliminary work or deliveries possible.

If suppliers or partners are to be involved in the core activities of the project, the individual ensures that responsibilities are clearly defined and mutually agreed between all parties to provide full project delivery and compliance with applicable regulations. The individual defines the governance framework and meeting structures necessary to address any potential contract issues and involve the relevant stakeholders from each party in joint decisions.

Measures

- Defines a negotiation mandate and sets objectives to be negotiated
- Knows contractual terms and conditions and reflects their implications for the project
- Negotiates a contract by establishing price, availability and customization possibilities and procurement schedules
- Reconciles the negotiated scope with all contractual partners prior to contract signature
- Defines contract documentation

4.3.9.4. Supervise and monitor the execution of contracts

Description

The individual should continuously supervise the supplier or partner once the contract has been established to ensure the correct and timely execution of the agreement. The individual should track deliverables, timelines, and compliance with contract terms. Furthermore, the individual should identify, document, and

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evaluate claims that arise when one party believes that the contractual obligations have not been fully met by the other. The individual should also request and collect data about the social and environmental impacts of suppliers and contractors to report on the project's impact on society and the environment.

Measures

- Safeguards adherence to all project contracts
- Implements measures to manage contract performance
- Collects data about the social and environmental impacts of suppliers and contractors
- Identifies deviations from the contract
- Documents deviations from the contract

4.3.9.5. Manage contract issues, opportunities, changes and closure

Description

In the case of deviations from the contract, the individual should act or escalate within their own organization whenever necessary. If one or more contract terms are not met, the individual should take action to address and solve the issue using various techniques, ranging from soft notices to serious renegotiations. If the contract partner remains in default, the individual should decide whether to claim a penalty or seek redress by other means, potentially involving legal specialists. The individual should always consult management to align with long-term strategic procurement policies. When the need arises to change the contract's scope, terms, or deliverables, the individual should manage these modifications while maintaining alignment with project objectives and risk tolerance.

Furthermore, the individual should build strong supplier relationships to foster trust and resolve conflicts constructively. Finally, the individual should manage contract closure by completing all obligations, finalizing payments, and obtaining final acceptance.

Measures

- Builds collaborative supplier and partner relationships
- Takes corrective measures to address contractual breaches
- Involves appropriate parties in negotiations
- Resolves contractual disputes
- Negotiates change requests
- Incorporates approved modifications into contracts
- Identifies opportunities for strategic partnerships
- Concludes the business relationship when contractual obligations are met

4.3.10. Plan, Control, Adapt

Definition

Plan, control and adapt describes how the individual integrates planning, monitoring, and adaptive control to coordinate delivery, keep performance on track and respond to change across the project lifecycle.

Purpose

The purpose of this competence element is to maintain a coherent and transparent view of work so that objectives are achieved reliably. It enables timely decisions by linking plans, data, and learning to corrective and adaptive actions.

Description

The individual should bring together information from all practice areas to develop a coherent plan, scale governance to context, and establish monitoring and control cycles that connect progress, risks, resources, and value. Planning and control should be tailored to predictive, adaptive, or hybrid approaches and supported by fit-for-purpose decision documents, reviews and information flows.

The individual should use frequent feedback, data, and learning to adjust the plan or execution when evidence indicates a better path. Digital collaboration, dashboards and indicators should provide real-time visibility and traceability, while change control and closure routines preserve integrity and learning across phases.

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Knowledge

- Planning approaches and artifacts (vision, roadmap, plan, WBS/PBS, backlogs, reviews)
- Governance and lifecycle models (stages, phase-gates, readiness criteria)
- Monitoring and control methods (e.g., variance-based and flow-based indicators, earned value concept)
- Reporting structures and information management (cadence, audiences, audit trail)
- Data visualization techniques (e.g. diagrams, charts, dashboards)
- Change control and configuration management (process, roles, impacts)
- Closure and evaluation practices (acceptance, handover, lessons learned)

Skills and abilities

- Developing coherent plans and decision documents
- Tailoring governance, cadence and artifacts to the project
- Establishing monitoring and control cycles
- Translating data and feedback into corrective and adaptive actions
- Facilitating lifecycle transitions (e.g., kick-offs, reviews, phase gates, readiness checks)
- Structuring reporting
- Orchestrating change control
- Capturing and disseminating lessons learned

Key competence indicators

4.3.10.1. Develop the project plan

Description

The individual should work collaboratively with stakeholders and team members to translate the project design into an agreed, structured, and actionable plan that defines how the project may be delivered and governed. This includes synthesizing information from multiple sources, ensuring that roles, decision points, deliverables, constraints and acceptance criteria are properly documented, and aligning the level of planning detail to the project's complexity and delivery approach. The plan should provide clarity on how work may be sequenced, how progress may be guided and reviewed, and how the project management effort itself may be organized, thereby enabling a clear and shared understanding of the intended direction from the outset.

Measures

- Facilitates a structured start-up process and workshops to co-create the plan
- Structures plan artifacts appropriate to the delivery approach (e.g., WBS, backlog, roadmap)
- Documents assumptions, constraints, roles, decision points and acceptance criteria
- Gains agreement through defined governance and communicates the plan to stakeholders

4.3.10.2. Initiate and manage life-cycle transitions

Description

The individual should ensure that each transition between phases of the project is prepared, coordinated and executed in a structured manner, using readiness criteria, updated baselines and lessons learned to align the next phase's objectives and constraints. This requires validating that the necessary information, resources and conditions are in place; updating plans and dependencies to reflect current realities; and initiating the new phase through appropriate kick-off activities that align teams and stakeholders on expectations and ways of working. Effective management of transitions ensures continuity, reduces risks associated with shifting contexts, and supports the project's overall flow and momentum.

Measures

- Defines phase objectives and transition criteria and validates readiness
- Updates baselines (scope, schedule, resources, risks) and dependencies for the next phase
- Conducts kick-off sessions to align teams and stakeholders on goals and ways of working
- Records transition decisions and actions through governance

4.3.10.3. Maintain continuous oversight of project performance

Description

The individual should maintain continuous oversight of project performance by comparing results against the approved plan, analyzing deviations and trends, and determining their implications for delivery. This includes using agreed indicators to track progress, identifying risks or bottlenecks early, and generating timely insights that support informed decision-making. The individual should integrate monitoring with clear, audience-appropriate reporting that provides both transparency and actionable foresight, ensuring that stakeholders

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understand the current status, the factors influencing performance, and the proposed corrective or adaptive actions required to maintain alignment with objectives.

Measures

- Maintains a monitoring cadence with agreed indicators (e.g., variance-based or flow-based)
- Performs analysis of variances, risks and bottlenecks and documents causes and impacts
- Benchmarks real-time performance metrics against the baseline plan
- Updates forecasts and scenarios and proposes corrective or adaptive actions
- Provides reports and dashboards with clear traceability to decisions and tailored to the target audience

4.3.10.4. Manage project changes

Description

The individual should oversee a structured and transparent change process that ensures all proposed modifications are evaluated consistently, approved through appropriate governance, and incorporated accurately into the project's baselines and records. This involves assessing impacts across scope, schedule, cost, risk and value; engaging stakeholders in the decision process; and ensuring that the rationale behind each change is captured and communicated. Effective change management ensures that the project remains controlled and coherent as circumstances evolve, while retaining alignment with objectives and stakeholder expectations.

Measures

- Operates a change workflow with defined roles, criteria and artifacts
- Assesses impacts across scope, schedule, cost, risk and value
- Records approvals or rejections and updates affected baselines and artifacts
- Communicates change decisions and rationale to all affected stakeholders

4.3.10.5. Close and evaluate the phase or project

Description

The individual ensures that project or phase closure is executed in a complete and orderly manner, including verifying acceptance criteria, finalizing contractual or administrative requirements, and handing over deliverables to the appropriate parties. This process also includes conducting structured evaluations to capture lessons learned, performance insights and improvement opportunities, and

ensuring that this information is shared and incorporated into future work. Proper closure supports organizational learning, preserves accountability, and enables smooth progression to subsequent phases or future projects.

Measures

- Confirms acceptance and closure conditions and completes contractual and administrative steps
- Delivers handover artifacts and responsibilities to receiving parties
- Facilitates evaluation and lessons learned and disseminates improvements
- Releases resources and archives information for audit and reuse

4.3.11. Risks and Opportunities

Definition

Risks and opportunities is the competence to systematically identify, analyze, prioritize, respond to, and monitor uncertainties that may affect the achievement of project objectives, including both potential negative effects (risks) and potential positive effects (opportunities). It defines the structured governance, decision-making, and oversight practices through which uncertainties are transparently managed throughout the project lifecycle in alignment with organizational risk tolerance and strategic intent.

Purpose

Effective management of risks and opportunities protects project objectives while enabling the proactive realization of value-enhancing outcomes. It strengthens informed decision-making under uncertainty and ensures that exposure to potential losses and gains is understood, communicated, and governed transparently. This competence supports resilience, adaptability, and accountability across the entire project lifecycle.

Description

Managing project risks requires establishing structured processes that integrate identification, assessment, prioritization, response planning, and monitoring into the project's governance framework. The individual should ensure that uncertainties affecting scope, schedule, cost, quality, benefits, resources, and stakeholder expectations are systematically documented, evaluated, and aligned with defined risk appetite and escalation mechanisms. Both risks and opportunities should be treated with equal rigor, recognizing that uncertainty may generate either adverse consequences or beneficial outcomes.

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This competence includes defining roles and ownership, maintaining an up-todate risk and opportunity register, selecting proportionate response strategies, and continuously reviewing exposure as conditions evolve. Risk and opportunity management is not a one-time assessment, but a dynamic and iterative discipline that adapts to emerging information, changing contexts, and evolving stakeholder priorities, ensuring transparency and traceability in all related decisions.

Knowledge

- Risk and opportunity concepts
- Risk identification techniques
- Qualitative and quantitative assessment approaches
- Risk exposure and prioritization principles
- Risk response strategies for risks and opportunities
- Risk registers and documentation standards
- Risk appetite, tolerance, and escalation structures
- Continuous monitoring and review mechanisms

Skills and abilities

- Identifying risks and opportunities
- Assessing probability and impact
- Prioritizing risk exposure
- Developing response strategies for identified risks and opportunities
- Assigning risk ownership
- Monitoring evolving uncertainties
- Escalating significant exposures
- Communicating risk information clearly

Key competence indicators

4.3.11.1. Establish a risk management framework

Description

The individual should establish and maintain a structured governance framework for managing project-related risks and opportunities. The framework should define roles, responsibilities, documentation standards, escalation paths, and decision checkpoints aligned with organizational governance and risk tolerance.

Measures

- Defines roles and responsibilities for managing risks and opportunities
- Establishes documentation and reporting standards for risk information
- Defines escalation paths for significant risk exposure
- Aligns risk governance practices with organizational policies
- Ensures consistent application of the risk management framework

4.3.11.2. Identify risks and opportunities

Description

The individual should systematically identify uncertainties that may positively or negatively affect project objectives. Identification activities should be continual and draw on diverse information sources, stakeholder input, and evolving project conditions.

Measures

- Applies structured techniques to identify risks and opportunities
- Uses multiple information sources to detect emerging uncertainties
- Documents identified risks and opportunities in a risk register
- Differentiates project risks from non-project risks
- Updates identified risks as project conditions change
- Ensures identification activities occur throughout the project lifecycle

4.3.11.3. Assess and prioritize project risks and opportunities

Description

The individual should evaluate identified project risks and opportunities to determine their probability, potential impact, and overall exposure. Assessment results are used to prioritize uncertainties and inform decision-making.

Measures

- Applies qualitative assessment methods to evaluate risk exposure
- Applies quantitative assessment methods where appropriate
- Determines probability and impact of identified uncertainties
- Prioritizes risks and opportunities using defined criteria
- Reviews and updates assessments as new information emerges

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4.3.11.4. Develop and implement responses to risks and opportunities

Description

The individual should select and implement proportionate response strategies for prioritized risks and opportunities. Responses should be aligned with defined risk tolerance, governance standards, and project objectives.

Measures

- Selects response strategies appropriate to identified risks and opportunities
- Defines response actions and assigns responsible owners
- Assesses secondary and residual risks
- Implements agreed response measures
- Documents response decisions and rationale
- Communicates response plans to relevant stakeholders

4.3.11.5. Monitor and review risks and opportunities

Description

The individual should monitor risk exposure and evaluate the effectiveness of implemented responses throughout the project lifecycle. Monitoring supports timely corrective actions and continual improvement of risk practices.

Measures

- Monitors exposure levels against defined thresholds
- Reviews effectiveness of implemented response actions
- Updates risk documentation based on monitoring results
- Communicates monitoring outcomes to stakeholders
- Initiates corrective actions when required

4.3.12. Stakeholders

Definition

The stakeholders competence involves identifying, analyzing, engaging, and managing the attitudes, interests, and expectations of all relevant stakeholders - including individuals, groups, or organizations that participate in, influence, are affected by, or have an interest in the project. This can include sponsors, clients, users, suppliers, partners, alliances, other projects, and, where relevant, stakeholders representing social, environmental, or non-human interests.

Purpose

This competence element enables the individual to manage stakeholder interests, influence, and expectations, engage stakeholders effectively, and build support for project objectives and outcomes. Effective stakeholder engagement helps secure resources, facilitate collaboration, reduce resistance, and create the conditions necessary for successful delivery and acceptance of project outputs and realization of benefits.

Description

Stakeholder engagement is a continuous process throughout the project lifecycle, requiring the individual to involve stakeholders as active partners. By leveraging their insights, the individual can refine project strategy, translate stakeholder visions into actionable requirements, and ensure that every deliverable addresses the initiative's original purpose. Stakeholders provide essential resources and use project outputs, and they may include management, users, suppliers, partners, or interest groups, each with different attitudes, interests, influence, and information needs. Effective stakeholder engagement requires continuously monitoring and responding to their influence and needs, as well as building strategic alliances to enhance organizational capacity while sharing risks and rewards.

To manage this diversity, the individual develops and implements a tailored engagement strategy, often documented in a communication plan, using both formal and informal channels as well as alliances, collaborations, or networks. Engagement extends beyond the project to consider the full life cycle of resources, deliverables, and impacts, and benefits realization, including environmental and social factors. Throughout the project, the individual continuously monitors the stakeholder environment to respond to changes, maintain alignment, and improve engagement outcomes.

Knowledge

- Stakeholder interests
- Stakeholder influence
- Inclusive engagement strategies
- Communication plan
- Collaborative agreements and alliances
- External environmental scanning relating to social, political, economic, and technological developments
- Sustainability impact analysis

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Skills and abilities

- Performing comprehensive stakeholder analysis
- Monitoring the project environment
- Communicating strategically with stakeholders
- Managing stakeholder relationships and expectations
- Building networks
- Leveraging influence
- Applying contextual and systems thinking

Key competence indicators

4.3.12.1. Identify stakeholders and analyze their interests and influence

Description

The individual should examine the project's resources, processes, and deliverables to identify all stakeholders – people, groups, or organizations – who may influence, be affected by, or feel affected by the project. This involves understanding each stakeholder's attitude and interests, as well as the potential positive or negative impact they may have on the project. Their influence may vary in size and scope and can come from factors such as access to resources, funding, or decision-making authority. Stakeholder interests may stem from using project outputs, competing for limited resources, or other motivations.

The individual should carry out an initial stakeholder analysis at the start of the project and continue to monitor changes throughout its lifecycle, keeping an eye on new stakeholders, shifts in interests, or changes in influence caused by project developments, organizational changes, management turnover, economic factors, or regulations, and assess how these changes affect the project.

Measures

- Identifies and categorizes stakeholders based on their connection to project resources, processes, and deliverables
- Analyzes and prioritizes stakeholder interests
- Assesses stakeholder influence and power
- Continuously monitors the project environment
- Evaluates the impact of organizational or contextual changes on stakeholders
- Implements targeted engagement strategies

4.3.12.2. Develop and maintain a stakeholder engagement strategy and communication plan

Description

The individual should create and maintain a stakeholder engagement strategy and communication plan to keep stakeholders informed, involved, and committed to the project. They should tailor their approach to different stakeholders or groups based on their interests and influence, ensuring messages are clear, relevant, and aligned with realistic project goals. The communication plan should capture the why, what, when, how, and who for each stakeholder, guiding effective engagement and expectation management. The strategy may also include social, environmental, or non-human stakeholders when relevant. Throughout the project, the individual should regularly update the plan, respond to feedback, build potential alliances or collaborations, and use flexible communication methods to maintain alignment and ensure stakeholders continue to support the project.

Measures

- Describes the purpose of a stakeholder engagement strategy
- Develops and maintains a communication plan aligned with the engagement strategy and stakeholders' needs
- Updates the plan based on feedback and changing circumstances
- Identifies and evaluates alliances, partnerships, and collaborators that support project objectives
- Facilitates stakeholder participation in shaping, planning, and governing the project

4.3.12.3. Engage with executives, sponsors and higher management to gain commitment and to manage interests and expectations

Description

For most projects, executives and sponsors are the most important stakeholders, often providing funding and deciding on resources, priorities, and scope. The individual should engage with these stakeholders and higher management to gain commitment, manage expectations, and align interests with project objectives. This engagement should combine formal mechanisms, such as stage gates, with regular, lightweight interactions that provide visibility into progress, support timely decisions, and maintain alignment with organizational priorities. The individual should build strong working relationships, facilitate open communication, and secure the confidence of executives and sponsors, who may

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also act as ambassadors for the project, leveraging their influence, status, and connections to support its success.

Measures

- Engages executives and sponsors to provide timely insight into progress and issues
- Manages their expectations in line with priorities and decisions
- Uses executives and sponsors as project ambassadors
- Uses appropriate messaging and media to effectively engage the sponsors and executives

4.3.12.4. Engage with stakeholders to align interests and secure commitment

Description

The individual should engage with users, partners, suppliers, and other stakeholders early in the project to understand their interests, build relationships, and gain their cooperation and commitment. They should verify assumptions about stakeholder needs through direct interaction, design effective engagement strategies, and facilitate alignment where possible, while being transparent about any unavoidable misalignments. Users provide essential input on requirements, deliverables, and resource needs, suppliers contribute knowledge and resources, and partners collaborate to deliver outputs or support project objectives. By involving key stakeholders in steering committees or advisory boards, the individual should ensure the right representatives are engaged from the start to maximize project success.

Measures

- Engages with users and secures their commitment to the project
- Engages with suppliers and ensures their support for project objectives
- Collaborates with partners
- Designs and facilitates stakeholder engagement that allows interests to be shared and aligned
- Communicates transparently about project aspects or impacts that may affect stakeholder interests

4.3.12.5. Organize and maintain networks and alliances

Description

The individual can establish and maintain networks and alliances as part of the stakeholder strategy. These may be formal or informal. For formal alliances, the

individual should negotiate and document agreements and develop and implement arrangements for ongoing cooperation. This should include defining performance measures and establishing an appropriate exit strategy.

The individual should frequently evaluate all networks and alliances and improve them when necessary. The individual should periodically assess whether alliances continue to provide value and should adapt or conclude them when they are no longer beneficial to the participating organizations or stakeholders. Strategic relationship management ensures that project closures foster long-term goodwill, supporting the organization's ability to engage the same partners in future ventures. Networks are more informal and tend to be sustained beyond the lifecycle of the project.

Measures

- Negotiates and documents the alliance agreement
- Develops and implements a plan for cooperation
- Develops and evaluates measures for success
- Maintains key partnership agreements

4.3.13. Organizational Change and Transformation

Definition

Newly developed capabilities only realize benefits when they are put to use and when they are supported by the organizations and the people receiving them. Organizational change management is fundamentally distinct from transformation. Together, these methods provide the process, tools and techniques that can be utilized to help individuals and organizations make successful personal and organizational transitions based on a shared vision of the future and resulting in the adoption and realization of change.

Purpose

This competence element enables the individual to help societies, organizations, and individuals to change or transform their organization, thereby achieving projected benefits and goals. It also aims to ensure that these changes and transformations are co-created with those affected, respect culture and values, and are implemented in a way that is sustainable for people and the organization.

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Description

Organizational change management (OCM) is the discipline of preparing, supporting, and enabling individuals and organizations to adopt change successfully. In OCM, the emphasis is on people.

Typical activities include stakeholder analysis, communication, training, managing resistance, coaching leaders, readiness assessments, and reinforcement and adoption. Transformation is a strategic journey that fundamentally changes an organization's capabilities, culture, operating model, technology, or business model. Transformation often involves digital, business, cultural, and sustainability dimensions. OCM may be a workstream within a broader transformation.

The individual should organize projects to deliver improvements that often require changes in organizational behavior, not just outputs. They recognize that stakeholders rarely object to change itself, but to being changed, and address this by building support, managing resistance, and developing the knowledge and ability needed to implement change. Change can be linear or iterative and participative, and the individual monitors its effectiveness, adapting strategies to fit the organization's culture, values, and past experiences with change.

Transformation occurs when a shared vision motivates the organization to adopt new ways of working. The individual should facilitate this by engaging stakeholders, assessing their capacity to adapt, and guiding the implementation of changes in processes, systems, structures, and roles. Whether small or disruptive, organizational changes require continuous evaluation and management to ensure that new capabilities are adopted, benefits are realized, and collective objectives are achieved.

Knowledge

- Learning styles of individuals, groups, and organizations
- Organizational change theories and methodologies
- Personal and group change techniques, including group dynamics
- Impact of change on individuals, teams, and behavior
- Motivation theories for engagement in change
- Organizational agility, continuous improvement, and digital/cultural transformation patterns

Skills and abilities

- Recognizing the need for change
- Initiating organizational change
- Assessing the capacity for change
- Intervening in behavior of individuals and groups
- Dealing with resistance to change
- Designing and sequencing change journeys
- Engaging change networks
- Supporting skill development

Key competence indicators

4.3.13.1. Identify organizational change requirements and transformation opportunities

Description

For business-oriented projects, the individual should analyze organizational requirements and the project's context to determine which transformation or business change needs to occur and when. For a more society-oriented project, the analysis should determine which societal groups can and should be influenced by the project. The individual should analyze data or use workshops. Sometimes, opportunities arise because of changes in market conditions, the project's environment, or other organizational or societal changes. Change requirements and opportunities are likely to change regularly, so they need to be regularly reviewed and adapted.

Measures

- Identifies all individuals and groups impacted by organizational change
- Maps specific group interests and motivations
- Surveys change requirements and opportunities regularly
- Visualizes identified requirements for key stakeholders
- Adapts strategies to shifting situational demands and changing interests

4.3.13.2. Assess the adaptability to change of the organization(s)

Description

The individual should recognize that organizations and people have limited capacity, capability, and willingness to change. This is influenced, among other factors, by the success of earlier changes, stress and pressure, the understood need for this particular change, culture and atmosphere and by seeing good or

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facing bad perspectives. The individual should anticipate potential resistance to the proposed change, regarding it as a factor influencing adaptability. In many cases, opposition does not come from the people who are directly affected by the change, but from those who manage them. The adaptability to change is not fixed but influenced by factors both inside and outside the project.

Measures

- Analyzes the adaptability to the required change, based on previous successful and unsuccessful changes in the organization
- Aligns team objectives and initiatives with the organization's strategic transformation priorities
- Assesses potential sources of resistance to change, including topics and people
- Recognizes and influences conditions to improve adaptability and enable transformation
- Acts when the required or expected change or transformation is not within the capabilities of the organization(s)

4.3.13.3. Develop organizational change or transformation strategy

Description

The individual should develop a change or transformation strategy that reflects the scope and impact of the change, considering the organization's or stakeholders' ability and willingness to adapt. They should align the timing with organizational or societal dynamics, consult relevant stakeholders, and update the plan as needed. They should monitor outcomes to evaluate effectiveness and adjust strategies, using step-by-step approaches for larger changes to build early successes. The individual should apply foresight to spot emerging changes and choose the most suitable approach, balancing structured planning with attention to behaviors, learning, and evolving dynamics.

Measures

- Segments stakeholders and assesses readiness to tailor change and transformation strategies
- Designs and formalizes change strategies that consider impact, organizational capacity, and alignment with broader goals
- Mobilizes executives, change agents, and cross-functional partners to champion the strategy and ensure consistent communication
- Implements changes incrementally to manage complex transitions and generate early successes
- Monitors, evaluates, and refines strategies continuously based on outcomes, lessons learned, and evolving circumstances

4.3.13.4. Implement change or transformation strategy

Description

Based on the change strategy, the individual should plan and implement a variety of interventions, such as workshops, training, information sessions, pilots, serious games, and visioning, while also addressing power dynamics, influence, and resistance. They should take steps to help individuals and organizations sustain new behaviors and avoid reverting to old patterns. The individual should implement the change or transformation strategy to support adoption and long-term sustainability, using incremental delivery, gathering early feedback, and applying structured approaches that enable continuous adjustment and ongoing stakeholder engagement throughout the process.

Measures

- Designs a coherent intervention plan that aligns with the change strategy
- Leads or organizes workshops, training, and communication interventions
- Implements interventions incrementally, enabling early adoption and feedback-driven adjustments
- Mitigates resistance through ongoing engagement and adaptive interventions
- Reinforces sustainable behavior change using structured mechanisms

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4.3.13.5. Ensure sustainable change and transformation outcomes

Description

The individual should evaluate implemented change and transformation initiatives and ensure their long-term sustainability by embedding lessons learned, tracking benefits, and maintaining adoption across the organization. The individual should demonstrate both strategic oversight and operational followthrough to secure lasting impact.

Measures

- Conducts formal post-implementation evaluations
- Monitors achievement of expected strategic, operational, and financial benefits
- Sustains adoption of new processes, systems, or behaviors beyond implementation
- Integrates lessons learned into ongoing and future transformation plans
- Maintains stakeholder confidence through clear communication of change outcomes and progress

4.3.14. Digital Enablement

Definition

Digital enablement is the competence to strategically select, apply, and oversee digital tools, automated processes, and information practices that support effective, transparent, and controlled project delivery. It defines how digital capabilities are integrated into project governance, decision-making, and execution to enhance performance while maintaining accountability, compliance, and human oversight. Digital enablement also includes the ability to create clarity about how digital information is generated, shared, used, protected, and interpreted throughout the project lifecycle. It connects technological possibilities with professional project management practices and ensures that digital solutions remain purposeful, proportionate, secure, and aligned with the project context. It ensures that the deployment of digital capabilities is reviewed against the expected benefits.

Purpose

Effective digital enablement strengthens project performance by improving transparency, responsiveness, and evidence-based decision-making. It ensures that digital capabilities support delivery objectives without compromising governance, ethical standards, or accountability. This competence enables

individuals to harness digital opportunities responsibly while maintaining clarity of roles, controls, and decision authority. Digital enablement supports a shift from standard progress tracking toward active project steering.

Description

Digital enablement in project management focuses on integrating digital tools and practices into everyday planning, coordination, monitoring, and reporting activities in a structured and governed manner. It represents a deliberate transformation of how projects are conceived, managed and delivered through digitally empowered people, processes and systems. The individual should ensure that selected digital capabilities are appropriate to the delivery context, align with organizational standards, and contribute to clarity, traceability, and efficiency. Digital enablement supports collaboration, workflow coordination, documentation, and performance visibility across co-located, distributed, and hybrid environments. This includes the use of digital platforms, shared information spaces, automated workflows, dashboards, communication channels, and other digital means that support project execution and control. The individual should ensure that such digital practices are understandable, accessible to the relevant stakeholders, and applied consistently enough to support reliable project work.

This competence also includes applying digital capabilities in a controlled way, ensuring that automation and information systems enhance rather than replace professional judgment. The individual should distinguish between operational application of digital tools and governance oversight of their responsible use. Continuous refinement of digital practices supports adaptability, resilience, and sustained organizational learning. The individual should be aware that digital outputs, automated notifications, analytics, and system-generated reports may require interpretation, validation, and contextual judgment before they are used for decisions. Digital enablement therefore requires both openness to technological development and the ability to maintain appropriate human responsibility, ethical awareness, and control.

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Knowledge

- Digital project management platforms and related project information systems
- Workflow and process automation principles
- Analytical and visualization concepts including data quality, reliability, limitations and potential bias of digital information and system-generated insights
- Digital collaboration practices and tools in virtual and hybrid environments
- Access control and traceability mechanisms
- Continuous improvement in digital environments
- Human oversight of digitally supported decisions and information use
- Reuse of digitally captured knowledge and documented solutions

Skills and abilities

- Selecting appropriate digital tools
- Integrating digital workflows
- Applying digital capabilities responsibly
- Assessing security implications of digital tools and complying with applicable security requirements
- Interpreting digital information in context
- Supporting evidence-based decisions
- Safeguarding information integrity
- Improving digital practices
- Facilitating digital collaboration
- Adapting digital collaboration to the size, distribution and diversity of the project team

Key competence indicators

4.3.14.1. Align digital tools with project requirements

Description

The individual should select and align digital tools and practices with project objectives and constraints. Digital configurations should support documentation, traceability, access control, and consistent collaboration practices throughout the project lifecycle. The individual should ensure that digital tools support clear responsibilities, decision paths, reporting needs, and reliable project information, taking into account the current level of adoption and usability among the intended users. The level of digital governance should remain proportionate to the project context, complexity, and risks.

Measures

- Identifies the intended benefits of a digital tool before its adoption in the project
- Selects digital tools aligned with project requirements based on a structured assessment
- Ensures digital configurations comply with access and security policies
- Maintains traceability of digital records and decisions
- Promotes consistent team use of approved digital tools and practices
- Reviews digital tool usage for continued relevance and effectiveness in the project context

4.3.14.2. Apply digital capabilities in project workflows

Description

A digital workflow is the coordination of digital and real-world project tasks, information, and decisions through a digital medium. The individual should apply digital capabilities within project workflows to enhance efficiency, coordination, and clarity. Digital tools and automation should be used to support planning, monitoring, and communication without transferring technical system ownership to the project. The individual should ensure that digital workflows remain understandable, usable, and aligned with agreed project processes.

Measures

- Applies digital tools to streamline workflow activities
- Uses automation to reduce repetitive manual tasks where appropriate
- Uses digital tools that generate, derive or summarize project information, and validates their output before use
- Reviews the effectiveness of project workflows from the digital environment
- Adjusts digital practices based on performance feedback and user experience
- Ensures that project information remains coherent and traceable across the digital mediums in use

4.3.14.3. Ensure appropriate and responsible digital practices

Description

The individual should ensure that digital practices align with project requirements, stakeholder expectations and ethical principles. Digital risks should be identified, documented, and appropriately escalated, maintaining transparency and accountability in digitally supported decisions and information handling. The individual should also ensure that digital information is used in a

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responsible and controlled manner, including appropriate access, protection, traceability, and awareness of possible misuse or unintended consequences.

Measures

- Assigns appropriate roles for digital tools
- Maintains appropriate access control practices
- Identifies and escalates digital compliance risks and ethical concerns
- Documents digital incidents and corrective actions
- Ensures stakeholder agreement on digital practices applied in the project
- Ensures transparency, traceability and responsible use of digital information and digitally supported decisions throughout the project lifecycle

4.3.14.4. Use digital information to support decision-making

Description

The individual should use digital information and system-generated insights to monitor project performance and inform decisions. Digital outputs should be interpreted in context and translated into timely corrective or preventive actions where needed. The individual should verify the relevance, quality, reliability, limitations and potential bias of digital information and system-generated insights before using them to support project decisions and ensure that digitally supported decisions remain transparent and accountable.

Measures

- Uses digital dashboards to monitor project performance
- Interprets digital indicators to identify deviations and emerging bottlenecks
- Assesses the quality, reliability, limitations and potential bias of digital information and system-generated insights before using them to support project decisions
- Documents decisions that are supported by digital information
- Communicates digital insights to stakeholders in an understandable way
- Adjusts plans based on digital performance information where appropriate
- Captures and reuses digitally recorded solutions and lessons so that recurring issues are resolved faster

4.3.14.5. Improve digital enablement practices

Description

The individual should evaluate and refine digital practices to enhance efficiency, usability, governance alignment, and organizational learning. Continual

improvement should ensure that digital enablement evolves in response to changing project needs and technological developments. The individual should use feedback, lessons learned and observed performance to adjust digital practices so that they remain practical, accepted, and effective for the project.

Measures

- Reviews digital workflows for effectiveness and clarity
- Identifies opportunities to simplify digital practices
- Incorporates lessons learned into updated digital procedures
- Encourages stakeholder feedback on digital usability
- Implements improvements aligned with governance standards and project needs
- Assesses whether the digital practices in use are delivering the expected benefits
- Monitors actual adoption and usability among the intended users, and adjusts practices accordingly

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Annex A Comparison ICB4 vs ICB5

ICB4		ICB5	
4.3.	**Perspective**	**4.1.**	**Perspective**
4.3.1.	Strategy	4.1.1.	Strategy
4.3.2.	Governance, Structures and Processes	4.1.2.	Governance, Structures and Processes
4.3.3.	Compliance, Standards and Regulations	4.1.3.	Compliance, Standards and Regulations
4.3.4.	Power and Interest	4.1.4.	Power and Interest
4.3.5.	Culture and Values	4.1.5.	Culture and Values
		4.1.6.	Sustainability Stewardship
4.4.	**People**	**4.2.**	**People**
4.4.1.	Self-Reflection and Self-Management	4.2.1.	Self-Reflection and Self-Management
4.4.2.	Personal Integrity and Reliability	4.2.2.	Personal Integrity and Reliability
4.4.3.	Personal Communication	4.2.3.	Personal Communication
4.4.4.	Relationships and Engagement	4.2.4.	Relationships and Engagement
4.4.5.	Leadership	4.2.5.	Leadership

4.4.6.	Teamwork	4.2.6.	Teamwork
4.4.7.	Conflict and Crisis	4.2.7.	Conflict and Crisis
4.4.8.	Resourcefulness	4.2.8.	Resourcefulness
4.4.9.	Negotiation	4.2.9.	Negotiation
4.4.10.	Results Orientation	4.2.10.	Results Orientation
4.5.	**Practice**	**4.3.**	**Practice**
4.5.1.	Project Design	4.3.1.	Project Design
4.5.2.	Requirements and Objectives	4.3.2.	Requirements and Objectives
4.5.3.	Scope	4.3.3.	Scope
4.5.4.	Time	4.3.4.	Time
4.5.5.	Organization and Information	4.3.5.	Organization and Information
4.5.6.	Quality	4.3.6.	Quality
4.5.7.	Finance	4.3.7.	Finance
4.5.8.	Resources	4.3.8.	Resources
4.5.9.	Procurement	4.3.9.	Procurement and Contract Management
4.5.10.	Plan and Control	4.3.10.	Plan, Control, Adapt
4.5.11.	Risk and Opportunity	4.3.11.	Risks and Opportunities
4.5.12.	Stakeholders	4.3.12.	Stakeholders

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4.5.13.	Change and Transformation	4.3.13.	Organizational Change and Transformation
		4.3.14.	Digital Enablement

Aspect	Difference
Number of competence elements	ICB5 introduces two new standalone competence elements: "Sustainability Stewardship" and "Digital Enablement".
Procurement	The number of elements increased from 28 (ICB4) to 30 (ICB5).
Plan and Control	Change in the name from "Procurement" to "Procurement and Contract Management".
Change and Transformation	In ICB5, this competence is understood as the broader management of contractual relationships and obligations throughout delivery. It moves from acquisition alone to governance, accountability, and supplier-related delivery responsibilities.
Digital Enablement	In ICB5, planning and control are explicitly linked with adaptation, which is reflected in the new competence element name "Plan, Control, Adapt". It is now not only about establishing and monitoring plans, but also about adjusting them in response to changing conditions in a more adaptive and less purely control-oriented way.

Aspect	Difference
Agile orientation	ICB5 places stronger emphasis on the wider organizational context in which transformation takes place rather than on the immediate project setting. In ICB5 the competence is called "Organizational Change and Transformation" compared with "Change and Transformation" in ICB4.
HSSE and Sustainability	Digital enablement was added as a new standalone competence element in ICB5. It is not limited to the use of technology itself. Rather, it is a governed digital practice that includes information handling, digital collaboration, compliance, traceability, and the responsible interpretation of digital outputs.

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INDIVIDUAL COMPETENCE BASELINE

FOR PROJECT MANAGEMENT

Project, program and portfolio managers face increasingly complex challenges across industries and around the world. Digital transformation, artificial intelligence, sustainability, uncertainty and changing stakeholder expectations require more than technical knowledge. They require well-rounded competence, sound judgment, leadership and the ability to create value in changing environments.
The IPMA Individual Competence Baseline for Project Management, Version 5.0 (ICB5), presents a comprehensive framework of competences for individuals working in project management and related roles. It provides a common reference for professional development, certification, training, education, assessment and organizational practice.
ICB5 builds on the established IPMA competence framework while strengthening the connection between **Perspective**, **People** and **Practice**. It places greater emphasis on applying competence in complex environments, making responsible decisions and translating competence into meaningful results and sustainable value. ICB5 supports individuals in understanding the competences they need and identifying opportunities for development throughout their professional journey. It recognizes that competence is not simply what we know, but how we apply knowledge, experience, judgment and behavior in practice. It provides organizations, teams, educators and trainers with a shared language for developing and recognizing project management competence. We wish all individuals working in project, program and portfolio management the confidence, competence and commitment to navigate complexity, create value and achieve meaningful, sustainable results and contribute to better outcomes for society.

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