



12 Core Competencies of Process Consulting
 These competencies are at the core of our work and have been approved by the Standards and Ethics Committee of the Society.
www.societyforprocessconsulting.com



Core Competency	Listening Actively & Comprehensively	Listening Conceptually & Contextually	Listening Architecturally	Listening Adaptively
Definition	Active listening toward comprehensive comprehension is an attribute of the process consultant. It is part of their character. It is their normal posture.	A Process Consultant listens for what is meant conceptually and in what context.	<p>A Process Consultant helps the client identify what they are willing to do, not just what they need to do.</p> <p>The Process Consultant is able to help design a process with the client to move from where they are toward where they want to go.</p>	<p>A Process Consultant moves with the client as the client moves through the learning process.</p> <p>The client process not only provides a means to clarify and document adaptations, but it also fosters the client's ability to adapt.</p>
The Process Consultant's Practice	The Consultant's Posture	The Consultant's Posture	The Consultant's Posture	The Consultant's Posture
	<ul style="list-style-type: none"> ○ To the point the client says, <i>"Yes! You said it even better!"</i> ○ Authentically ○ Empathically ○ With humble curiosity ○ As a non-anxious presence ○ With whole self-awareness 	<ul style="list-style-type: none"> ○ For definitional agreement ○ With insight to any issue(s) underneath the presenting issue. ○ For implications if the client does or does not continue. ○ For intersections with current and past scenarios that relate. ○ Intuitively, ready to move above and beyond what is known and with a future state in mind. 	<ul style="list-style-type: none"> ○ For what the client is willing to do to address their "it." ○ For all of the elements of a Process Design. ○ For a scope and sequence that fosters and grows out of alignment within the client's team. 	<ul style="list-style-type: none"> ○ For what a client is learning as they work through a process. ○ For when an adaptive move is called for. ○ For the client's ability to recognize and make an adaptive move.



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Core Competency	Helping Client - Centered	Helping Client-Owned & Inspired	Helping Client Specific	Helping Client Success
Definition	<p>Consulting is popularly equated with advising – and advising equated to helping. This mistaken correlation makes the client relationship consultant centered.</p> <p>Process consulting is <i>client</i>-centered. It is partnership and joint participation instead of dispensing advice.</p>	<p>Ownership is an expression of agency. A client who owns their Agreement is empowered to act sustainably toward their transformation.</p> <p>Any Consulting Agreement developed by a Process Consultant goes beyond what the client says they need to do to identify what the client is willing to do.</p>	<p>The Process Consultant needs a robust definition of context in order to understand the specificities of a client.</p> <p>They also help the client pay attention to the specifics of their context. They draw on experience and appropriate tools along the way.</p>	<p>The Process Consultant is deliberate in the flow of activities that lead to client success.</p> <p>These activities need to touch on the four pillars of client success.</p>
The Process Consultant's Practice	The Consultant's Partnership	The Consultant's Partnership	The Consultant's Partnership	The Consultant's Partnership
	<ul style="list-style-type: none"> By placing the client at the center of the consultative relationship and joining them. where they are on their way to where they intend to go. By bringing into alignment (centeredness) all of the key persons identified in The Who portion of the Consulting Agreement. 	<ul style="list-style-type: none"> By being sensitive to the client's natural anxiety and resistance. By remaining focused with the client on their process, including the iterations and emanations that accompany the process. By holding up the need for five years of patience when clients seek to be successful with transformational change. 	<ul style="list-style-type: none"> By recognizing client-specific context. By helping the client recognize their own context and address their <i>"it"</i> within it. 	<ul style="list-style-type: none"> By articulating and building client experiences around a specific definition of client success. By achieving client specific outcomes.



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Core Competency	Learning In Partnership	Learning Toward Wisdom	Learning To Exchange	Learning Toward Posterity
Definition	<p>Learning is a partnership between Client and Process Consultant. The Client's transformation is the center of forming and operating this partnership.</p> <p>The partnership flows back and forth as client and Process Consultant work their way through the Process. The Process Consultant brings their commitment to Client Transformation to this partnership.</p>	<p>Client learning that lasts is transformational and is converted to wisdom. Client learning happens among people and systems that may not yet be committed to transformation or curating wisdom for the benefit of others.</p> <p>The Process Consultant is engaged in personal transformation and thereby designs process and learns alongside the Client from this vantage point.</p>	<p>Exchange happens inward, with self; outward, among colleagues and the Client, forward, for past and future Clients, and onward, for the flourishing of the world.</p> <p>Bildung is the source of an exchange perspective as opposed to one that demands security of one's intellectual property.</p>	<p>Posterity enriches the field of Process Consulting. Posterity intention grows at the self-transforming layer of the person and includes whom, when and how.</p> <p>Finally, posterity grows from legacy. The best tool for the Process Consultant's legacy is the rigor and artistry of WHY? WHO? WHAT? WHEN? WHERE? And HOW?</p>
The Process Consultant's Practice	The Consultant's Service	The Consultant's Service	The Consultant's Service	The Consultant's Service
	<ul style="list-style-type: none"> Through a Process Consultant-Client learning partnership. Through a joint commitment to work the process toward a transformational end. 	<ul style="list-style-type: none"> By assisting the Client's learning and accumulation of wisdom. By recognizing Client capacity to learn and accumulate wisdom, helping to remove obstacles and resistance. 	<ul style="list-style-type: none"> By expectation to share (leak) knowledge and insight so others can flourish, and thereby learn even more. With an abundant and collaborative orientation. 	<ul style="list-style-type: none"> Mindful of legacy and posterity. So as to identify successors as part of legacy and posterity. To use the tools of Process Consultation as a means to increase posterity.