

ICPM Competency Model

Competencies are defining characteristics or capabilities that distinguish an individual from their peers. Defining characteristics may include behaviors, attitudes, and thought processes, while capabilities include knowledge (facts and truths), skills (proficiency or dexterity), and abilities (aptitude to perform mental or physical processes). Competencies are both observable and measurable. They contribute to enhanced performance and organizational success.

To create this model, ICPM conducted a job task analysis which involved (1) identifying management competencies from a diverse group of subject matter experts representing business, industry, and academia, (2) and validating those competency through a survey of thousands of practicing managers worldwide.

ICPM's competency model includes nine primary competencies.

1. The Global Business Environment
2. Communication & Information Technology
3. Problem Solving and Decision Making
4. Cultural Diversity
5. Ethical Practices and Social Responsibility
6. Talent and Human Resources Management
7. Planning and Organizing
8. Leading and Controlling
9. Financial Management and Accounting

Each is defined and described in terms of sub-competencies, skills and abilities which a manager should demonstrate to be successful.

The Global Business Environment	
COMPETENCY	The Global Business Environment
DEFINITION	Knowledge of basic business concepts, competitive conditions, and the global business environment
SUB-COMPETENCIES	<ul style="list-style-type: none"> • Business forces-economic, technologic, sociocultural, demographic • Business indicators and metrics • Business laws and standards • Business stakeholders • Competitive positioning • Customer service • Globalization and declining trade barriers • Impact of Economics • National culture • Regulatory compliance • Workplace constraints • Task and general business environments
SKILLS & ABILITIES	<ul style="list-style-type: none"> • Assessing competitive position • Interpreting business laws and standards

	<ul style="list-style-type: none"> • Complying with business laws and standards • Assessing constraints on the work • Identifying and managing workplace threats
COMPETENCY	Communication & Information Technology
DEFINITION	Knowledge of communication fundamentals, basic business software, and IT concepts for managers.
SUB-COMPETENCIES	<ul style="list-style-type: none"> • Communication process & Techniques • Types of communications • Communication networks • Internet/Intranet • IT advances • Types of IT systems • Business software-spreadsheets, presentation, email, docs
SKILLS & ABILITIES	<ul style="list-style-type: none"> • Professional business writing • Oral comprehension and expression • Negotiating, persuading, and consensus building • Establishing and communicating clear expectations • Gathering input (active listening, interviewing, polling, etc.) • Collaborating with internal and external stakeholders
COMPETENCY	Problem Solving and Decision Making
DEFINITION	Understand and apply decision-making techniques and models.
SUB-COMPETENCIES	<ul style="list-style-type: none"> • Decision-making process • Decision-making techniques and models • Group decision-making • Gathering information
SKILLS & ABILITIES	<ul style="list-style-type: none"> • Making ethical individual decisions • Making ethical group decisions • Problem solving • Assimilating input
COMPETENCY	Cultural Diversity
DEFINITION	Understanding the benefits and importance of a diverse workforce and the need to value and honor different perspectives when formulating goals and objectives.
SUB-COMPETENCIES	<ul style="list-style-type: none"> • Best practices and techniques • Relevant laws and standards • Creating a safe workplace
SKILLS & ABILITIES	<ul style="list-style-type: none"> • Implementing best practices • Following laws and standards • Encouraging open sharing of perspectives

	<ul style="list-style-type: none">• Encouraging cultural diversity
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Competency's continue on the next page.

Ethical Practices and Social Responsibility	
COMPETENCY	Ethical Practices and Social Responsibility
DEFINITION	Understanding the sources and nature of ethical standards and the importance of ethical behavior in managing.
SUB-COMPETENCIES	<ul style="list-style-type: none"> • Ethical dilemmas • Ethics and the law • Social responsibility • Values and norms • Sustainability
SKILLS & ABILITIES	<ul style="list-style-type: none"> • Interpreting and enforcing codes of conduct and ethical standards • Enacting socially responsible and sustainable business practices

Talent and Human Resources Management	
COMPETENCY	Talent and Human Resources Management
DEFINITION	Knowledge of basic concepts of HR management and HR best practices.
SUB-COMPETENCIES	<ul style="list-style-type: none"> • Career advancement • Employment law • Evaluation tools and techniques • Recruiting and selection strategies • Interviewing techniques • Training methodologies
SKILLS & ABILITIES	<ul style="list-style-type: none"> • Evaluating candidates • Applying HR best practices • Identifying skill gaps • Determining optimal training methods • Developing a career path

Planning and Organizing	
COMPETENCY	Planning and Organizing
DEFINITION	The role of managers in the process of setting organizational goals and formulating plans and strategies. Knowledge of organizational structures and their effects on organizational performance.
SUB-COMPETENCIES	<ul style="list-style-type: none"> • Understand the role of managers in planning and organizing • Needs Assessment • Coordination of people • Strategic planning • Resource allocation • Emergency/contingency planning • Planning and facilitating effective meetings
SKILLS & ABILITIES	<ul style="list-style-type: none"> • Assessing needs • Formulating long- and short-term plans • Allocating resources effectively

	<ul style="list-style-type: none"> • Organizing a work unit • Assessing strategic position and opportunities • Planning and executing a strategy • Devising emergency/contingency plans • Planning and facilitating an effective meeting • Establishing and communicating responsibilities and accountability
COMPETENCY	
COMPETENCY	Leading and Controlling
DEFINITION	The nature of leadership and the fundamental skills and techniques that managers can use to exercise power and motivate individuals and groups.
SUB-COMPETENCIES	<ul style="list-style-type: none"> • Characteristics of leaders • Leadership models • Quality assurance • Control systems • Control process • Output control • Conflict management • Behavioral control • Performance measures/metrics • Managing organizational change
SKILLS & ABILITIES	<ul style="list-style-type: none"> • Exerting leader power appropriately • Directing and motivating others • Managing conflict and employee misbehaviors • Applying appropriate quality standards • Using organizational control processes and measures • Evaluating output and comparing it to standards • Effectively correcting deviation from standards
COMPETENCY	
COMPETENCY	Financial Management and Accounting
DEFINITION	Demonstrate knowledge of the key elements of accounting and understand the role of finance and financial managers in achieving organizational success.
SUB-COMPETENCIES	<ul style="list-style-type: none"> • The accounting cycle • Key financial statements • Financial ratios • Financial controls • The need and uses of operating funds • Short-term and long-term financing options
SKILLS & ABILITIES	<ul style="list-style-type: none"> • Understanding the accounting cycle • Interpreting key financial statements • Analyzing performance through ratio analysis • Forecasting financial needs • Establishing financial controls • Obtaining short and long-term financing