



**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.  
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<b>Core Competency</b>	<b>Listening</b> Actively & Comprehensively	<b>Listening</b> Conceptually & Contextually	<b>Listening</b> Architecturally	<b>Listening</b> Adaptively
<b>Definition</b>	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.	A Process Consultant helps the client identify what they are willing to do, not just what they need to do.  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.	A Process Consultant moves with the client as the client moves through the learning process.  The client process not only provides a means to clarify and document adaptations, but it also fosters the client's ability to adapt.
<b>Core Competency</b>	<b>Helping</b> Client - Centered	<b>Helping</b> Client-Owned & Inspired	<b>Helping</b> Client Specific	<b>Helping</b> Client Success
<b>Definition</b>	Consulting is popularly equated with advising – and advising equated to helping. This mistaken correlation makes the client relationship consultant centered.  Process consulting is client- centered. It is partnership and joint participation instead of dispensing advice.	Ownership is an expression of agency. A client who owns their Agreement is empowered to act sustainably toward their transformation.  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.	The Process Consultant needs a robust definition of context in order to understand the specificities of a client.  The consultant also helps the client pay attention to the specifics of their context. They draw on experience and appropriate tools along the way.	The Process Consultant is deliberate in the flow of activities that lead to client success.  These activities need to touch on the four pillars of client success.
<b>Core Competency</b>	<b>Learning</b> In Partnership	<b>Learning</b> Toward Wisdom	<b>Learning</b> To Exchange	<b>Learning</b> Toward Posterity
<b>Definition</b>	Learning is a partnership between Client and Process Consultant. The Client's transformation is the center of forming and operating this partnership.  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.	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.  The Process Consultant is engaged in personal transformation and thereby designs process and learns alongside the Client from this vantage point.	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.  Bildung is the source of an exchange perspective as opposed to one that demands security of one's intellectual property.	Posterity enriches the field of Process Consulting. Posterity intention grows at the self-transforming layer of the person and includes whom, when and how.  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?