**Target Audience:** This certification is for professionals who facilitate and lead efforts to improve the performance of individuals, work groups, and organizations by analyzing and recommending changes to and alignment of worker capabilities, roles, and responsibilities; work processes and technologies;, and workplace goals, structure, and management practices with marketplace demands and requirements.

**Standards 1-4: The Principles**

The first four standards are fundamental to every standard.

**Standard 1: Focus on Results or Outcomes**

Competent practitioners are *focused on results* throughout their assignments. They are not predisposed to a set of solutions. They apply their knowledge of what is required for performance at all levels and their consulting and communication skills to:

1. Help clients and stakeholders define what they want to accomplish.
2. Guide clients in how to convert results into measurable terms.
3. Help clients stay focused when unrelated information and needs surface.
4. Challenge assumptions to uncover important priorities.
5. Facilitate discussions about the worth of a problem in terms of costs, human energy, or risk.
6. Help clients weigh the risk of unanticipated outcomes.

So clients:

* Examine the motives behind the request.
* Commit the resources to complete the work.
* Acknowledge some ownership for the success of the project.
* Anticipate the changes required to achieve the goals they want.

**Standard 2: Take a Systemic View**

Competent practitioners *take a systemic view* of their work. This requires them to identify the subsystems that make up the total organization. They look for and recognize that a change in one area will affect other areas. They consider how the dynamics in society, the marketplace, workplace, work, and workers affect the desired outcomes.

They use their knowledge of systems theory and their consulting and communication skills to help clients recognize:

1. How functions are interdependent.
2. That a change in one area or system will affect other systems.
3. The relationship between internal practices and the marketplace and society.
4. The difference between symptoms and causes.
5. The impact of misalignment of goals and practices.
6. How decisions and misalignment affect the ability to be competitive in the marketplace.

So clients:

* Make better decisions about the work.
* Question the implications of decisions before acting.
* Consider others in their decisions.

**Standard 3: Add Value**

Competent practitioners *add value* by using their expertise to facilitate the process in ways that result in better decisions, higher quality work by their team, and a higher quality end product. They:

1. Ensure that the project team considers an appropriate range of solutions and the implications before taking action.
2. Help clients and stakeholders compare factors such as:

* Cost to design, develop, implement, and maintain or sustain each solution
* Risks and costs associated with the proposed solutions

1. Help clients to discuss and understand the:

* Likelihood of adoption of new behaviors
* Probability of achieving the desired goals
* Implication or possible impact on stakeholders
* Ability of the organization to sustain the solution

1. Display honesty; respectfully push back, challenge assumptions.
2. Represent themselves honestly, not as having expertise beyond their capabilities.

* Effectively manage time and resources in their area(s) of responsibility.

So clients:

* Appreciate the importance and value of the work and the consultant’s role in the work.
* Conclude that they received greater value from their investment than expected.

**Standard 4: Work in Partnership with Clients and Stakeholders**

Competent practitioners *collaborate* with clients and stakeholders. They:

1. Involve the client and all stakeholders in the decision making around every phase of the process.
2. Engage specialists as needed.
3. Listen closely to their client.
4. Gain their client’s trust and respect.
5. Are honest with clients.
6. Build partnerships.
7. Ensure the voices of all vested stakeholders are sought and integrated into the design of the solution.
8. Give credit to everyone who contributes to the project.
9. Foster open communication within and between groups.

So clients:

* Share responsibility for the success of the project.
* Make the best choices about accomplishments, priorities, and solutions.
* Meet their needs in a sustainable way.

**Standards 5 – 10: Systematic Process**

Standards 5 through 10 describe the systematic processes competent practitioners follow**.**

**Standard 5: Determine Need or Opportunity**

Competent practitioners design and conduct investigations to find out the difference between the current and the desired performances (the performance gap). They:

1. Facilitate discussions with clients to clarify intent of the investigation.
2. Determine the scope of the investigation.
3. Choose the appropriate method of analysis.
4. Decide on how to best get the data.
5. Gather the data.
6. Analyze the data.
7. Determine the magnitude of the gap.
8. Report the finding with recommendations.
9. Interpret the findings for the client.

So clients can make informed decisions and set priorities about what actions to take.

**Standard 6: Determine Cause**

Competent practitioners design and conduct investigations to find out *why* a gap exists between the current and desired performances. They look for the underlying causes. They:

1. Consider at least three of the following factors in their investigation:
   * Social and cultural (World) factors
   * Marketplace (World) factors
   * Workplace factors
   * Work factors
   * Worker factors
2. Choose the appropriate method of analysis.
3. Decide on how to best get the data.
4. Gather the data.
5. Analyze the data.
6. Determine the underlying causes.
7. Report the findings with recommendations.
8. Facilitate discussions with clients to understand the contributing causes.
9. Interpret the findings for the client.

So clients are offered an appropriate combination of solutions that collectively will reduce or eliminate the gap between the current and desired performances.

**Standard 7: Design Solutions including Implementation and Evaluation**

Competent practitioners *design solutions* and the plan to implement them. Their designs describe each solution’s:

1. Features, attributes, and elements.
2. Feasibility.
3. Alignment to the identified factors.
4. Expected improvements to performance.

Their plans include:

* Timing and schedules.
* Resources required.
* Recommendations on how to sustain the improvements.
* Methods to monitor improvements.

So clients:

* Comprehend the implication of implementing the solutions.
* Make the appropriate resource commitments for the next steps.
* Commit to what is required to sustain the expected improvements.

**Standard 8: Ensure Solutions’ Conformity and Feasibility**

Competent practitioners *oversee the development* of the solutions. They *may* *develop* some or all of the solutions or be a member of the development team. They:

1. Compare the solution elements to the design specifications.
2. Make sure solution elements are developmentally tested.
3. Make sure the solutions are feasible and work as intended.
4. Arrange to pilot test the overall solution.
5. Oversee improvements and changes based on the results of the tests.

So clients reap the benefits because the solutions that are developed comply with the design.

**Standard 9: Implement Solutions**

Competent practitioners develop strategies that allow clients to *sustain change*. They:

1. Develop messages that clients can use to communicate what is being done, why, and when.
2. Develop tools and feedback mechanisms so people can monitor their own progress.
3. Draft messages clients can use to report progress.
4. Facilitate discussion on how to address deviations from the plan.
5. Advise clients how to manage changes in practices so gains are sustained.

So clients:

* Accept responsibility for the success of the change.
* Can communicate progress to stakeholders.
* Reap the full benefit because the solutions were implemented with fidelity.

**Standard 10: Evaluate Results and Impact**

Competent practitioners *help clients measure* the impact of the solutions. They:

1. Help the clients select the appropriate measures.
2. Develop a measurement strategy that includes ways to:

* Leverage data already being collected
* Collect data
* Analyze the data
* Summarize and report data

1. Help develop measurement tools and methods.
2. Explain the implications of the data.
3. Facilitate discussions on what the data mean and how to best use the data.

So clients:

* Understand the results they received from implementing the solutions.
* Recognize what else needs to be done to sustain the results.
* Support the changes necessary to sustain results.