



Neue Standards der IPMA

Information vom 28. Oktober 2026

Agenda



- | | | |
|---|---------------------------------------|-------------|
| 1 | Begrüssung | Jean-Pierre |
| 2 | IPMA ICB5 | Mary |
| 3 | IPMA PEB2 | Mary |
| 4 | IPMA OCB2 | Jean-Pierre |
| 5 | Zusatzmodul «KI im Projektmanagement» | Jean-Pierre |
| 6 | Partnerschaftsmodell des VZPM | Benjamin |
| 7 | 30 Jahre VZPM | Jean-Pierre |

Moving people forward for 60 years



YEARS

IPMA[®]
international
project
management
association

A New Generation of IPMA Standards ICB5 · PEB2 · OCB2

One integrated framework for competent people, excellent projects and capable organizations

Mary Koutintcheva, IPMA Vice President Standards & Qualifications
28 Oct 2026

IPMA's Legacy

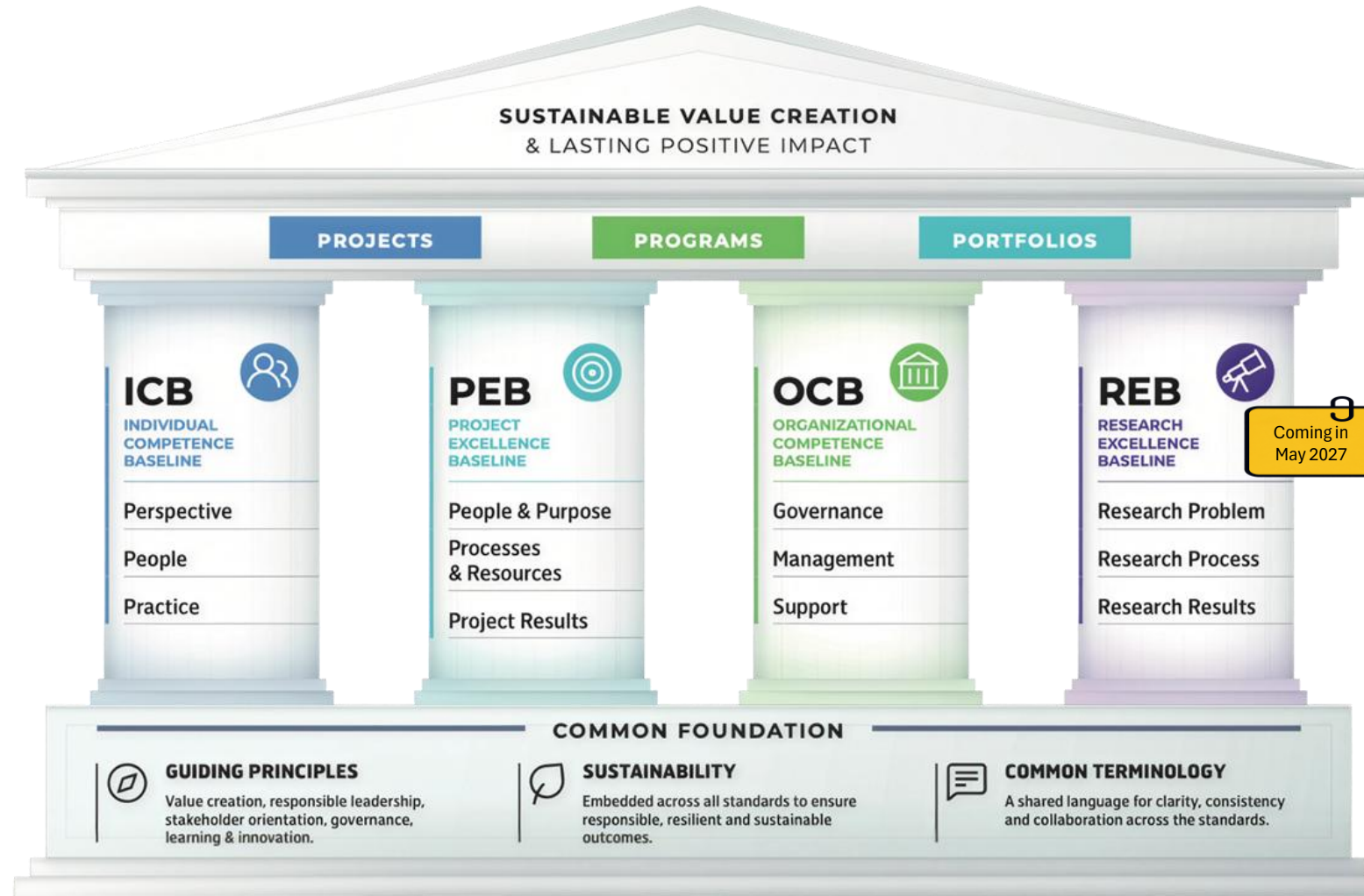
Six decades of advancing the project management profession worldwide

- **A global community**
70+ Member Associations connecting project professionals around the world
- **A competence-based approach**
Pioneering competence-based certification and professional development
- **Standards that shape practice**
Developing standards that strengthen individual, project and organizational competence
- **Recognition of excellence**
Celebrating achievements through international awards and recognition
- **Knowledge and collaboration**
Connecting professionals through education, global events and networking



The IPMA House of Standards

Four complementary standards. One integrated framework



A New Generation of IPMA Standards

Evolving the profession. Advancing the standards

Previous Perspective

Success measured by delivering **outputs**

Project professionals focused primarily on **delivery**

Projects considered **individually**

Organizational support as a **facilitator**

Excellence focused on **project performance**

Standards developed **independently**

Next Generation

→ Success measured by **outcomes, benefits, sustainable value and lasting impact**

→ **Adaptive leaders creating sustainable value in complex systems**

→ Projects, programs and portfolios as **strategic enablers**

→ Organizational capability as a **strategic differentiator**

→ **Excellence** integrating people, organizations, governance and sustainability

→ **One integrated IPMA Standards Framework**

The new standards reflect the evolution of the profession – from delivering successful projects to enabling organizations to create sustainable value through **competent people, excellent projects, and capable organizations**.

An Evolution of IPMA Standards

From competence and excellence to integrated value creation

Previous Perspective

ICB4 asked: Are you a competent project professional?

PEB1 asked: Has the project delivered excellence?

OCB1 asked: Does the organization possess the required project management competences?

Next Generation

→ **ICB5 asks:** How can professionals lead value creation, transformation, and change in complex sustainable environments?

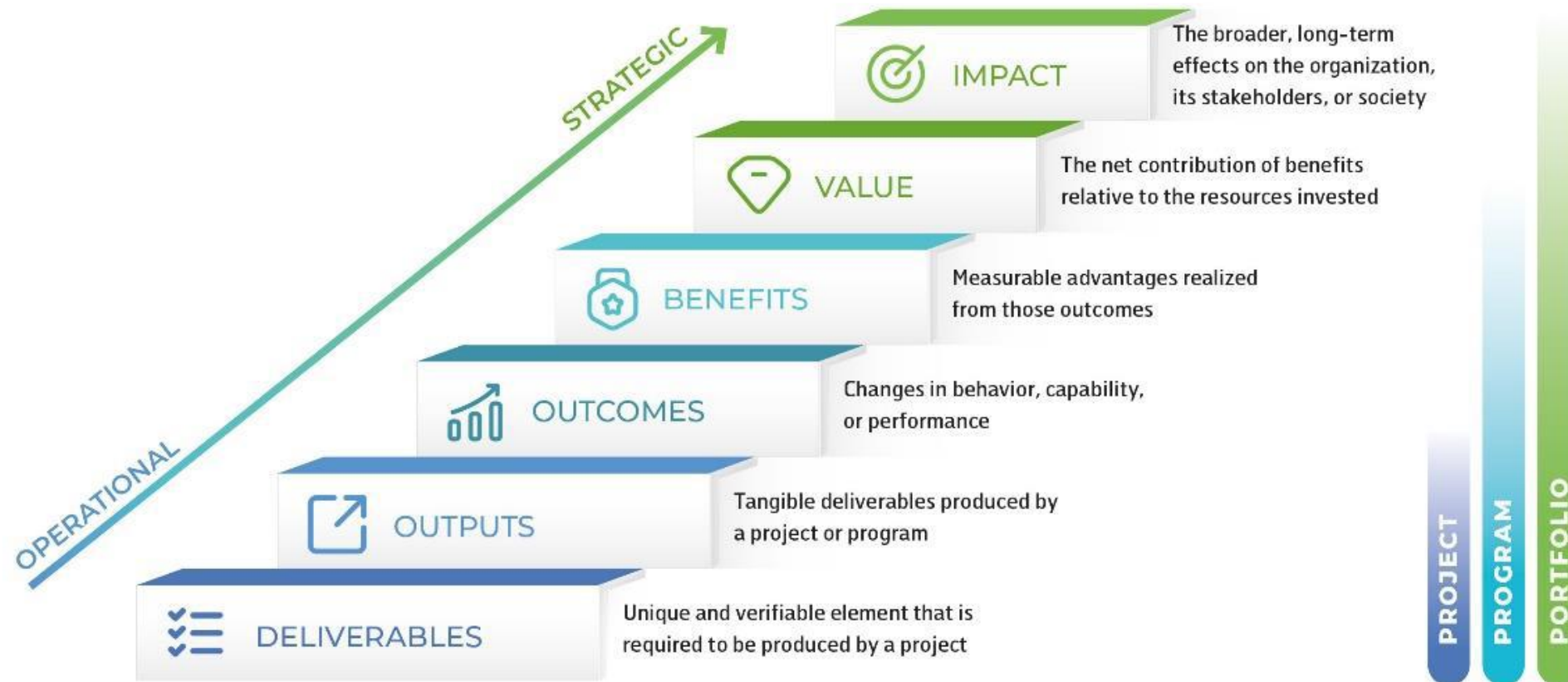
→ **PEB2 asks:** How can project excellence create sustainable value and lasting impact?

→ **OCB2 asks:** How can organizations systematically enable projects to achieve strategic objectives and sustainable results?

People develop individual competence. Projects create sustainable value. Organizations sustain success.

The IPMA Results Amplifier

From deliverables to value and impact



Success is not where delivery ends; it is where **sustainable value** and **lasting impact** begin.

ICB5 Eye of Competence

From competent project manager to adaptive value-delivery leader



Key leadership behaviours for the value-delivery leader



A BALANCED VIEW OF COMPETENCE

ICB5 Dimensions

Relationship between Competence areas and Management context

Management context →	Project	Program	Portfolio
Competence areas ↓			
Perspective	Align the project with organisational objectives	Align the program with strategic change and intended benefits	Align portfolio investments with strategic priorities
People	Lead the project team and engage stakeholders	Build collaboration across projects, teams and stakeholders	Align decision-makers and stakeholders around investment priorities
Practice	Plan, control and adapt project delivery	Coordinate components, dependencies and benefits	Select, balance and adapt the portfolio

One competence framework – three competence areas – three management contexts.

ICB5 Competence Areas

One shared structure

Three complementary competence areas form an integrated, balanced view of the individual – context awareness, effective collaboration, and professional execution.



Perspective

6 ELEMENTS

The context: strategy, governance, compliance, power, culture – and now sustainability – that drive and shape every initiative.



People

10 ELEMENTS

The personal and interpersonal competences – from self-reflection to leadership – that make collaboration and delivery possible.



Practice

14 ELEMENTS

The professional methods, tools and techniques used to design, plan, deliver and adapt the work – tailored per domain.

Competence element

What knowledge and skills are required



Key Competence Indicators

How competence is demonstrated



Measures

How performance can be assessed

IPMA Competence Periodic Table

30 competence elements organized across Perspective, People and Practice



30 interconnected competences to meet the evolving demands of project, program and portfolio management and create sustainable value.

Two New Competence Elements

Strengthening ICB5 for a digital and sustainable future



NEW · PERSPECTIVE

Sustainability Stewardship

Integrating environmental, social, economic, ethical and governance considerations into the justification, design, delivery, transition and outcomes of the work.

- **Sustainability of the work:** Governed and delivered responsibly, with ESG factored through the life cycle.
- **Sustainability by the work:** Lasting value for organizations, stakeholders, society and the environment.
- **Goes beyond compliance:** Sustainability as a leadership, design, governance and delivery concern.



NEW · PRACTICE

Digital Enablement

Selecting, applying and overseeing digital tools, automated processes and information practices in a purposeful, proportionate and secure way.

- **Digital collaboration, dashboards, automation and analytics** – used purposefully, proportionately and securely.
- **Information handling** with compliance and traceability built in.
- **Human oversight preserved:** digital outputs are interpreted and validated, never blindly followed.

Lead portfolio decisions by balancing strategic priorities, evaluating cumulative sustainability impacts and engaging governance bodies and stakeholders.

Select and apply digital tools, use digital information for decision-making, and maintain transparency, traceability and human oversight.

Plan, Control, Adapt, Select and Balance

One Competence, Three Applications

UPDATED · PRACTICE

Project	Program	Portfolio
Plan, Control, Adapt	Plan, Control, Adapt and Balance	Select, Balance and Adapt
Focus: Deliver the project successfully	Focus: Coordinate components and realize benefits	Focus: Optimize strategic value
Develop and maintain an integrated project plan	Integrate planning and control across components and tranches.	Establish and maintain the portfolio management cycle
Monitor performance against plans and baselines	Select, prioritize and sequence components according to objectives and intended benefits.	Identify, assess, select and prioritize projects, programs and initiatives
Manage changes and take corrective or adaptive action	Coordinate interdependencies, resources and component interfaces	Balance the portfolio mix, demand and capacity
Manage lifecycle transitions and close the project or phase	Monitor delivery and benefits, adapt plans and manage transitions between tranches	Monitor performance, anticipate future outcomes and rebalance the portfolio as priorities and conditions change

Project

Plans and controls delivery, responding to changes to achieve project objectives.

Program

Plans, controls and adapts the selection and coordination of components to **achieve collective outcomes and benefits**.

Portfolio

Selects, prioritizes and rebalances investments and initiatives to **maintain strategic alignment and maximize value**.

Sharpened Competences

Evolving existing competences and strengthening the ICB approach

Previous Perspective

Procurement (and partnerships)

Plan and control

Change and transformation

Benefits (portfolio)

Next Generation

→ **Procurement and contract management:** From acquisition alone to managing contractual relationships, governance and supplier accountability throughout delivery.

→ **Plan, control and adapt:** Plans are adjusted as conditions change, reflecting a more adaptive approach to planning and control.

→ **Organizational change and transformation:** Stronger emphasis on the wider organizational context of change and transformation.

→ **Benefits, values and objectives:** Broader focus on aligning objectives, stakeholder expectations and measurable value.

Further changes in ICB5:

- **Agile thinking:** Adaptation, responsiveness and context-sensitive delivery embedded across the competence model
- **Sustainability** integrated across strategy, governance, culture, results and stakeholder engagement
- **HSSE** integrated into compliance and operating conditions

From Competence Model to Leadership Model

Why ICB5 matters?

ICB5 prepares professionals to create value, lead transformation and navigate complexity.



Human-centered leadership

Leadership, teamwork and engagement carry more weight in distributed stakeholder environments involving conflicting interests.



Digital capability

Real-time data, automation and analytics applied with appropriate governance, traceability and human judgment.



Sustainability

ESG considerations are integrated into strategic decisions and professional behavior across the competence model.



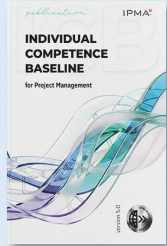
Organizational systems

Professionals are understood as actors within complex organizational systems, including governance, culture and transformation.

From defining the competences required of project managers to developing an adaptive value-delivery leaders who can navigate complex systems across projects, programs and portfolios.

ICB5 – Tailored to Project, Program and Portfolio Domains

Three ICB5 books, one language aligned with PEB2 and OCB2

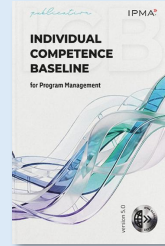


Project



A unique, temporary, multidisciplinary endeavor achieving agreed objectives within defined constraints.

- **Delivery within constraints:** Scope, time, cost, quality, regulatory requirements.
- **Specific competence elements:** Project design · Requirements and objectives.

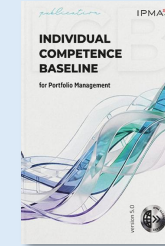


Program



A temporary organization of interrelated components, coordinated to enable change and realize benefits.

- **Built for change and transformation:** navigates uncertainty and volatility.
- **Specific competence elements:** Program design · Benefits and objectives · Plan, Control, Adapt and Balance.



Portfolio



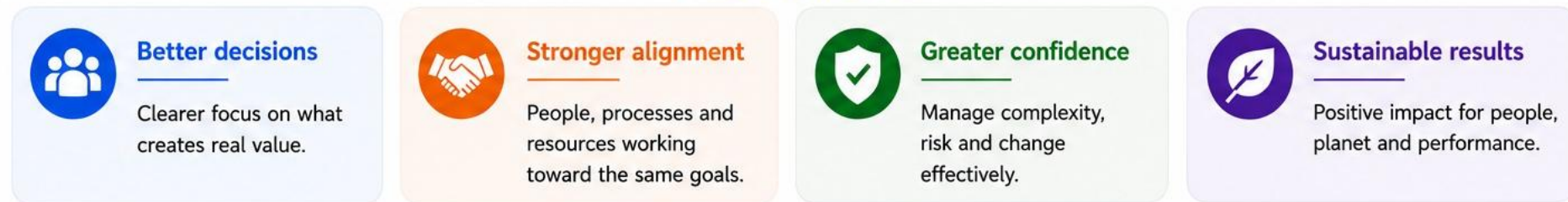
A coordinated set of projects, programs and related work optimizing resources toward strategic goals.

- Continuous, criteria-based selection, prioritization and rebalancing.
- **Specific competence elements:** Portfolio design · Benefits, values and objectives · Select, Balance and Adapt.

Three domains, one competence framework, and a shared ambition: to create sustainable value.

PEB2 – Delivering Excellence through Sustainable Value

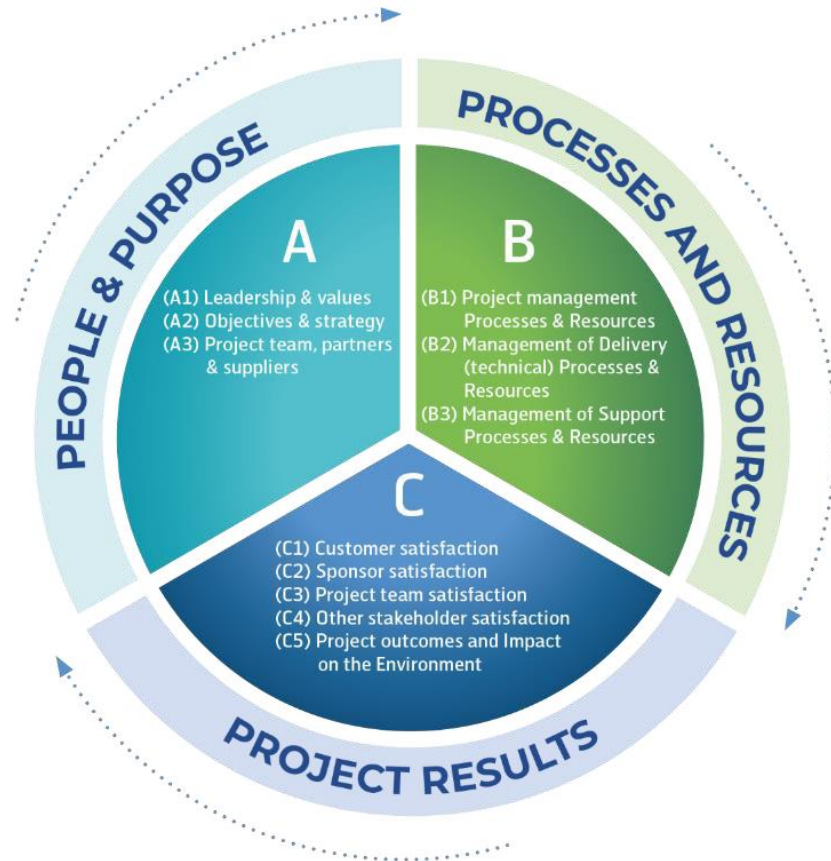
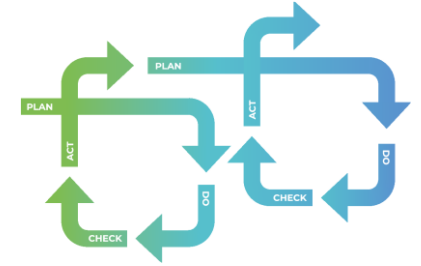
From delivery success to sustainable value and lasting impact



EXCELLENT PROJECTS DELIVER VALUE, IMPACT AND LASTING BENEFITS

PEB2 – A Model for Continuous Project Excellence

Assess, learn and improve project performance throughout the project lifecycle

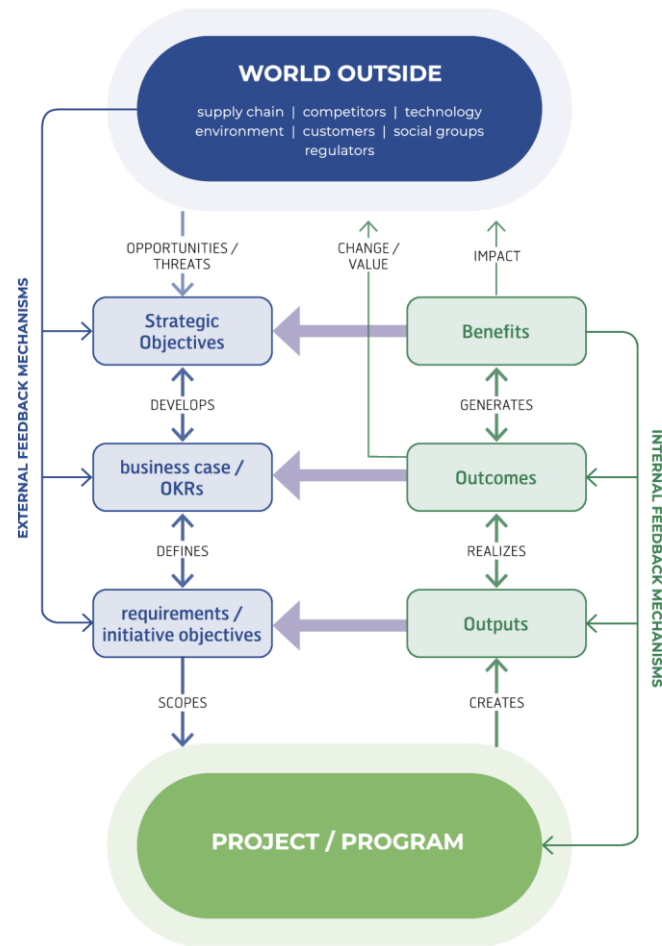


- **Assess**
Understand current project excellence and identify strengths and opportunities for improvement.
- **Improve**
Use findings to define targeted improvement actions.
- **Repeat**
Reassess and adapt as the project evolves.
- **Sustain**
Embed learning and successful improvement practices to strengthen project excellence.

PEB2 supports a continuous journey, not a one-time assessment, driving ongoing learning and continuous improvement.

PEB Value Creation Model

Connecting project excellence with outcomes, benefits, value and lasting impact

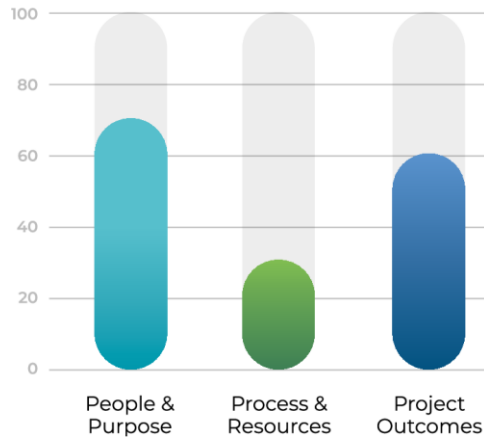


- **Purpose**
Why the project matters and what it is intended to achieve?
- **Delivery**
How people, processes and resources enable successful execution?
- **Outcomes**
What the project delivers and achieves?
- **Value and Impact:**
How results translate into benefits, value and lasting impact?

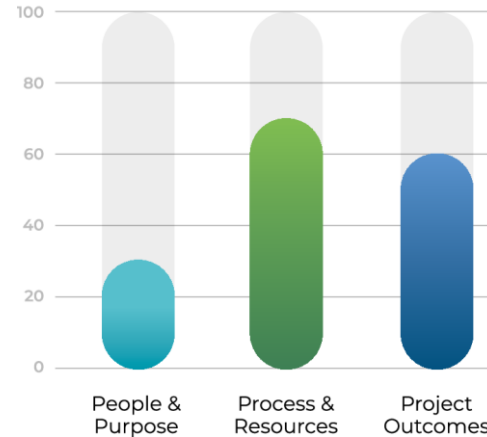
Excellence becomes meaningful when project results translate into value and lasting impact.

PEB Project Assessment

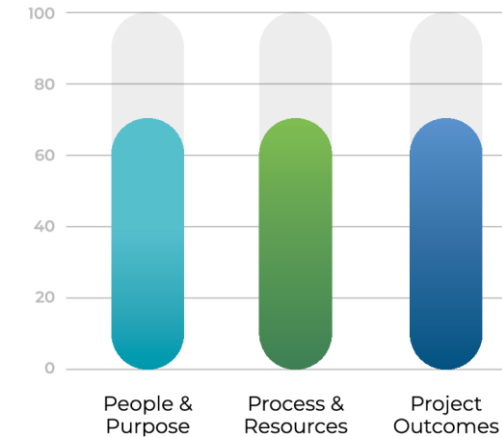
Project Excellence requires balance across leadership, processes and outcomes



Leadership-driven project



Process-driven project

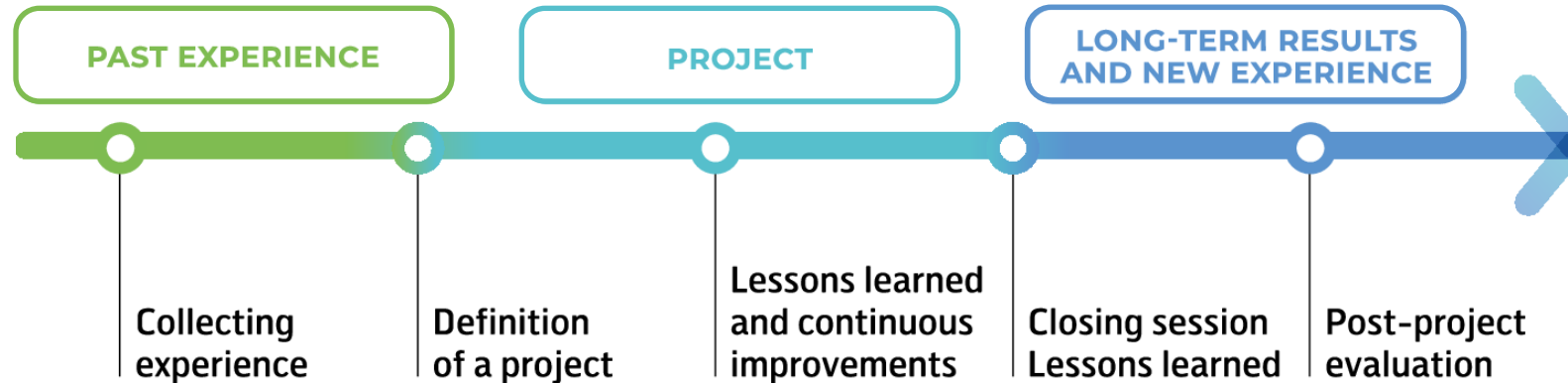


Balanced project

Project excellence requires balance. Strong leadership or strong processes alone are not sufficient.

Project Excellence Model in Practice

Using Project Excellence Model at different stages of the project lifecycle



Project Excellence Assessment

- **Project start**
Establish a baseline for project excellence and identify areas requiring attention from the outset.
- **Project Health Checks**
Assess performance during delivery and identify opportunities for corrective action and improvement.
- **Project Audits**
Provide a structured, independent view of project excellence and identify areas for improvement.
- **Project Closure**
Capture lessons, assess achieved results and identify opportunities for organizational learning.

OCB2 – Building Organizational Capability

Aligning the organization around strategy, delivery and value



ALIGN STRATEGY

Connect organizational strategy with portfolios, programs and projects.



ENABLE DELIVERY

Create the conditions, structures and support needed for projects, programs and portfolios to succeed.



CONNECT THE SYSTEM

Strengthen the interfaces between management levels, functions and delivery.



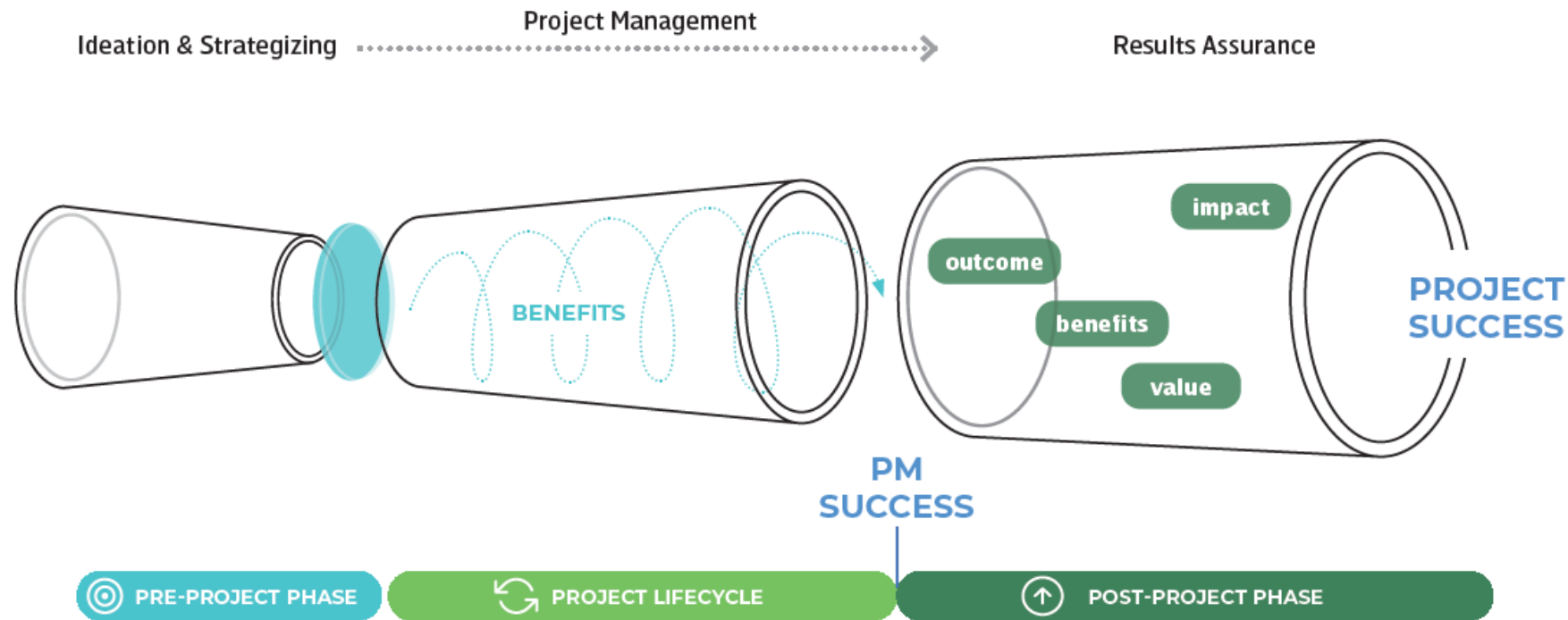
FIT THE CONTEXT

Respond to the organization's internal and external environment.

ORGANIZATIONS MUST ENABLE EXCELLENCE

OCB2 – Turning Strategy through Projects, Programs and Portfolios into Results

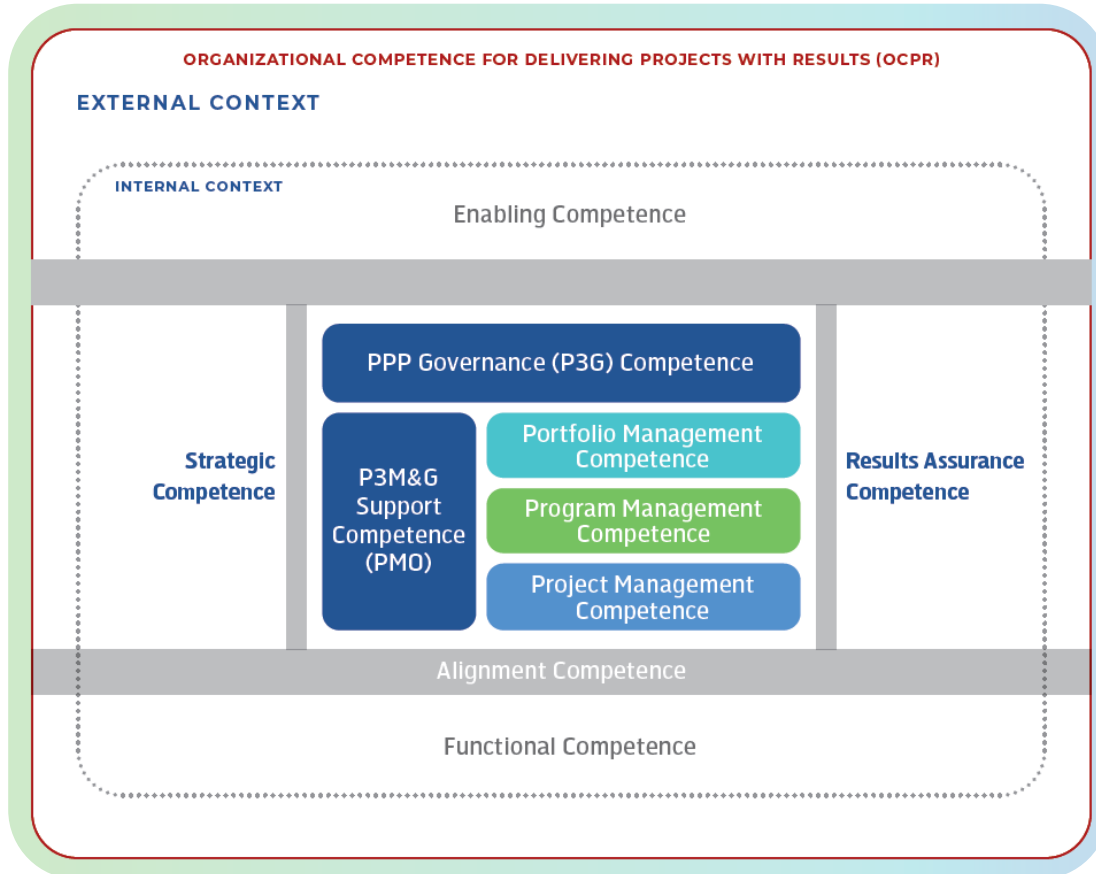
Building the organizational capability to consistently deliver strategic objectives and sustainable results



Good projects are not enough. Organizations need the capability to consistently enable and sustain results.

OCB2 Model

An integrated view of the organizational capabilities that enable P3 success

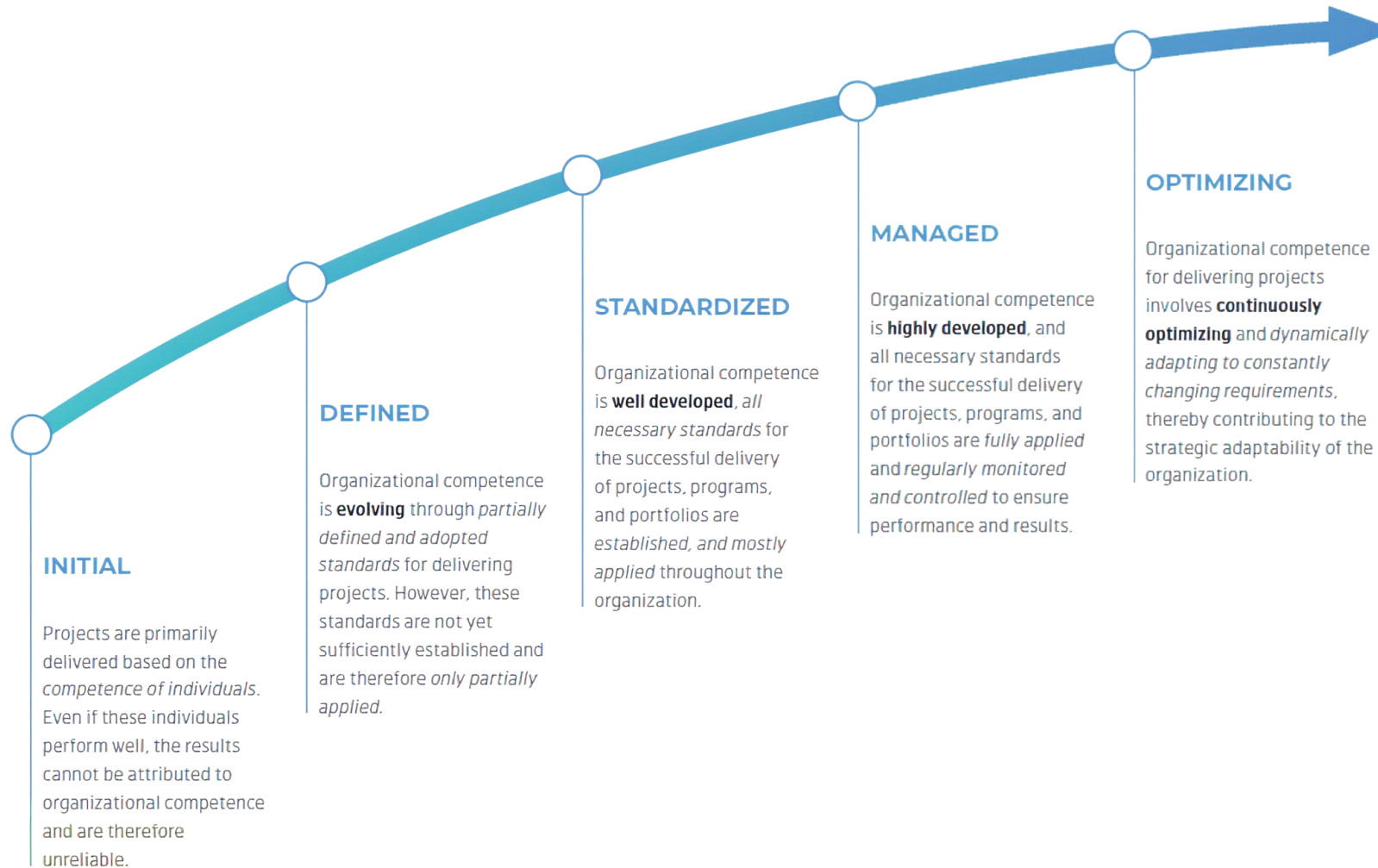


- **Governance**
Align decisions, priorities, accountability and strategic objectives.
- **Management**
Enable effective project, program and portfolio management.
- **Support**
Provide the functions, capabilities and enabling environment needed for delivery.
- **Results Assurance**
Ensure that P3 activities remain focused on intended results and value.

OCB2 connects organizational capability with P3 performance and strategic results.

Classification of Organizational Competence

A pathway for developing organizational competence and maturity



OCB2 in Practice

Who uses it and for what?



INTENDED USE OF OCB2

Supports organizations to:



ASSESS

Understand current organizational competence for delivering projects with results.



DEVELOP

Identify and implement improvements across governance, management, support and enabling functions.



GUIDE

Provide a structured reference for strategy, capability development and organizational alignment.



ALIGN

Ensure coherence with ICB5 and PEB2 through a common language, terminology and integrated approach.



APPLY

Use practical guidance, examples and assessment approaches in real organizational contexts.



TARGET AUDIENCE

Relevant for all organizations involved in the delivery of projects, programs and portfolios, including:



Organizational leadership

Boards, executive management and senior leaders responsible for strategy and delivery



Governance functions

Governance bodies and oversight roles



Portfolio, program and project management functions

PMOs and management functions responsible for delivery



Enabling and support functions

Functions providing capabilities, resources and services for project, program and portfolio delivery



Organizations at different stages

Public, private and non-profit organizations, across industries and maturity levels



GIVES VALUE FOR



Stronger
organizational
capability



Better alignment
across functions
and standards



More effective
delivery of projects,
programs and portfolios



Sustainable
organizational
development

Competent People. Excellent Projects. Capable Organizations

Creating sustainable value and lasting impact together



ICB5

Develops the value-delivery leader for a complex world



Builds future-ready competence

Leadership, change, digital enablement and sustainability



Enables effective collaboration

Across stakeholders and disciplines



Equips for complexity

Adaptive, reflective and resilient professionals



A common global language

For development, assessment and certification



PEB2

Elevates project excellence to value and impact



Focuses on outcomes and impact

Beyond deliverables to benefits and long-term value



Provides a practical assessment tool

For learning, benchmarking and improvement



Integrates people, processes and results

In a balanced and holistic approach



Supports sustainable value creation

Embedding sustainability across the project life cycle



OCB2

Builds organizational capability for delivering project results



Strengthens organizational capability

Across governance, management, support and enabling functions



Enables and supports delivery

Of projects, programs and portfolios



Drives continuous improvement

Assessment, development and design of capable organizations



Applicable across all organizations

Public, private and non-profit, across industries and maturity levels



**TOGETHER
THEY ENABLE**



**Greater value
and lasting impact**
for society, organizations
and people



More effective
delivery of projects,
programs and portfolios



**Sustainable
and resilient
organizations**
for the future

A New Generation of IPMA Standards





THANK YOU

COMPETENT PEOPLE + EXCELLENT PROJECTS + CAPABLE ORGANIZATION = SUSTAINABLE VALUE + LASTING IMPACT

Zusatzmodul «KI im Projektmanagement»

KI als professionelle Kernkompetenz

Projekte, Programme und Portfolios werden zunehmend in einem Umfeld geplant, gesteuert und umgesetzt, das durch **digitale Technologien**, **datenbasierte Entscheidungsunterstützung** und **künstliche Intelligenz** geprägt ist. Künstliche Intelligenz verändert dabei nicht nur einzelne Werkzeuge oder Methoden, sondern beeinflusst die Art und Weise, wie Informationen erzeugt, verarbeitet, kommuniziert und genutzt werden.

KI-Systeme unterstützen heute bereits die Informationssuche, Analyse, Planung, Prognose, Kommunikation, Dokumentation, Wissensarbeit und Entscheidungsfindung. Gleichzeitig entstehen neue Anforderungen an die **Beurteilung von Informationen**, den **Umgang mit Unsicherheit**, die **Verantwortung für Entscheidungen** sowie die **Gestaltung der Zusammenarbeit zwischen Menschen und intelligenten Systemen**.

Diese Entwicklungen betreffen den gesamten Projekt-, Programm- und Portfoliolenbenszyklus. Sie wirken sich auf die Arbeit einzelner Projektfachpersonen ebenso aus wie auf Projektteams, Programme, Portfolien, PMOs und Organisationen. Die Fähigkeit zur Nutzung von KI entwickelt sich deshalb zunehmend zu einer **professionellen Kernkompetenz**.

Bewährte P3M-Kompetenzen und Nutzung von KI

Die Einführung künstlicher Intelligenz bedeutet jedoch nicht, dass **bewährte Kompetenzen des Projekt-, Programm- und Portfoliomanagements** an Bedeutung verlieren. Im Gegenteil: Führung, Strategieumsetzung, Kommunikation, Governance, Stakeholderorientierung, Nutzenmanagement, Entscheidungsfähigkeit und professionelles Urteilsvermögen gewinnen weiter an Bedeutung. Mit zunehmender Leistungsfähigkeit technologischer Systeme verschiebt sich der Schwerpunkt menschlicher Arbeit stärker in Richtung **Interpretation, Bewertung, Governance, Zusammenarbeit und Führung**.

Die erfolgreiche Nutzung von KI hängt deshalb nicht primär von der Beherrschung einzelner Werkzeuge ab. Sie hängt vielmehr davon ab, ob Menschen und Organisationen in der Lage sind, die **Möglichkeiten künstlicher Intelligenz verantwortungsvoll und wertschöpfend in ihre Arbeitsweisen zu integrieren**.

AI Enablement Baseline

Die **Individual Competence Baseline (ICB)** beschreibt die Kompetenzen, die für erfolgreiches Projekt-, Programm- und Portfoliomanagement erforderlich sind. Die **Organizational Competence Baseline (OCB)** beschreibt organisationale Fähigkeiten und Voraussetzungen für nachhaltigen Erfolg. Die **Project Excellence Baseline (PEB)** beschreibt die Exzellenz von Projekten und deren Beitrag zu Wertschöpfung und Wirkung.

Die zunehmende Verbreitung von KI schafft jedoch zusätzliche Anforderungen, die in bisherigen Kompetenzmodellen nur teilweise oder indirekt behandelt werden. Insbesondere entstehen **neue Anforderungen** in den Bereichen:

- Verständnis von KI- und datenbasierten Systemen
- kritische Beurteilung KI-generierter Informationen
- praktische Integration von KI in Arbeitsabläufe
- verantwortungsvolle und vertrauenswürdige Nutzung von KI
- Zusammenarbeit zwischen Menschen und KI-Systemen
- Führung von KI-bedingten Veränderungen und Transformationen

6

Partnerschaftsmodell

Prospective Partner

Eine Organisation, welche Prospective Partner des VZPM ist, strebt eine Partnerschaft an. Um Prospective Partner zu werden, müssen die nachstehenden Voraussetzungen erfüllt sein:

Für Bildungsinstitute

- Firmenmitgliedschaft bei spm oder SMP (mind. Stufe «SILBER»)
- Mindestens 2 Personen, welche über ein gültiges Zertifikat IPMA Level A, B oder C verfügen und im Bildungsinstitut entweder als Lehrgangsverantwortliche, Trainer oder Coaches im Einsatz sind.

Für Firmenkunden

- Firmenmitgliedschaft bei spm oder SMP (mind. Stufe «SILBER»)
- Mindestens 2 Personen, welche über ein gültiges Zertifikat IPMA Level A, B oder C verfügen und im Unternehmen andere Personen im Projektmanagement anleiten (in Workshops, im persönlichen Gespräch) und betreuen (als PMO, Mentor, Coach).

Prospective Partner kann man maximal drei Jahre lang sein. Innerhalb dieser Frist muss der Schritt zum Partner erfolgt sein. Ansonsten verliert man den Status als Prospective Partner.

Partner

Um Partner zu werden, müssen die folgenden Bedingungen erfüllt sein:

Für Bildungsinstitute

Voraussetzungen als Prospective Partner zuzüglich ...

- Zertifizierungen innerhalb eines Jahres von Teilnehmenden im Rahmen von Lehrgängen, Seminaren oder Coachings: Erteilung von mind. 50 Zertifikaten IPMA Level D, wobei die Erfolgsquote mindestens 90% betragen muss, **oder** Erteilung von mind. 10 Zertifikaten IPMA Level A, B oder C, wobei die Erfolgsquote mindestens 80% betragen muss.

Für Firmenkunden

Voraussetzungen als Prospective Partner zuzüglich ...

- Zertifizierungen innerhalb eines Jahres von Mitarbeitenden der eigenen Organisation oder von Partner- bzw. Tochterorganisationen: Erteilung von mind. 50 Zertifikaten IPMA Level D, wobei die Erfolgsquote mindestens 90% betragen muss, **oder** Erteilung von mind. 10 Zertifikaten IPMA Level A, B oder C, wobei die Erfolgsquote mindestens 80% betragen muss.

Weitere Bedingungen siehe nächste Seite!

Weitere Bedingungen für Partner

Kandidatinnen und Kandidaten, welche **einzelne Zertifizierungsschritte wiederholen** müssen, und das Zertifikat erhalten, gelten bezüglich der Berechnung der Erfolgsquote als erfolgreiche Kandidatinnen und Kandidaten.

Die oben aufgeführten Bedingungen müssen **im Durchschnitt, über drei Jahre betrachtet**, erreicht werden. Ist dies nicht mehr der Fall, verliert die Organisation den Status «Partner». Es besteht die Möglichkeit wieder Prospective Partner zu sein.

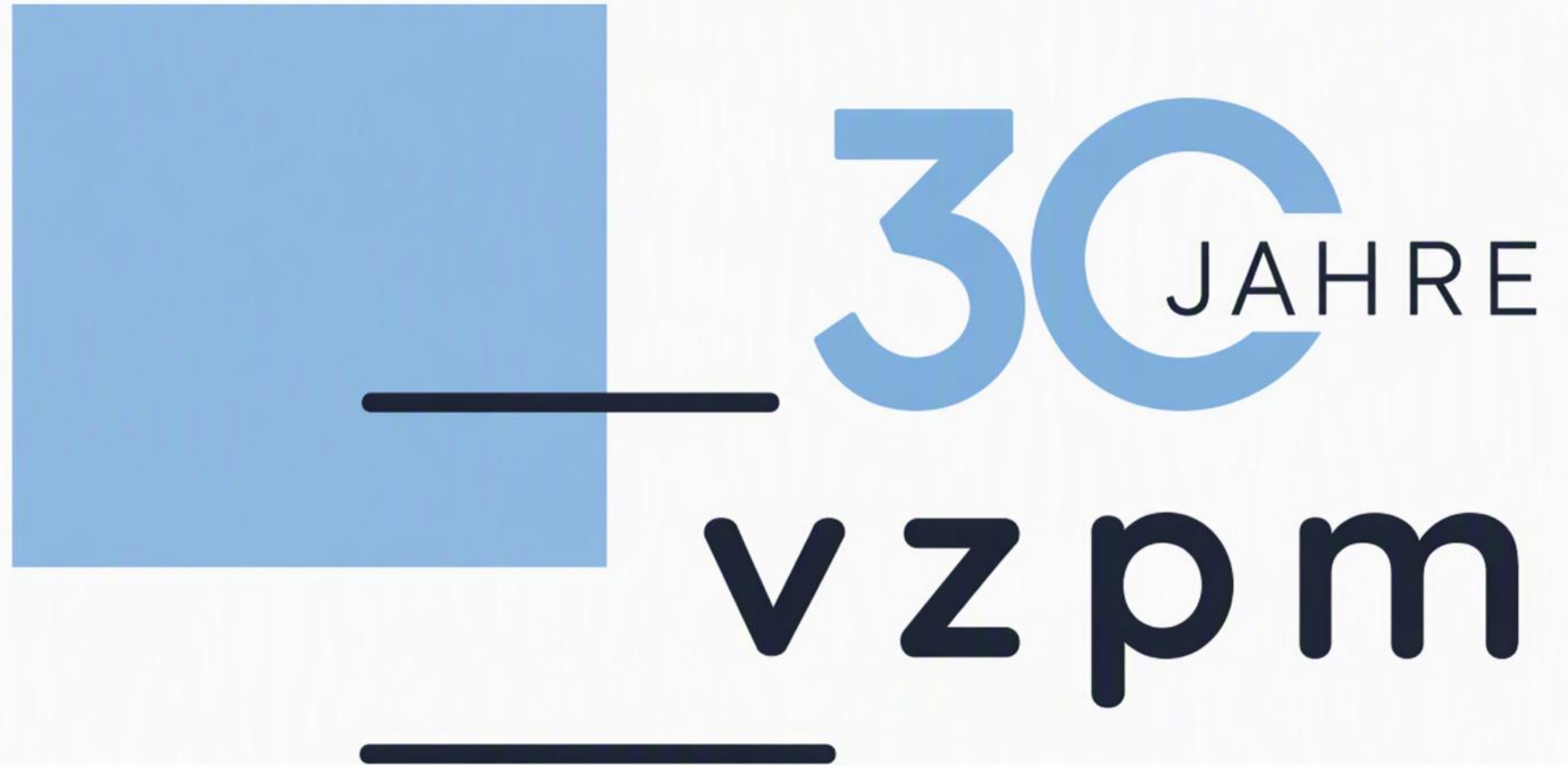
Nutzen und Dienstleistungen VZPM

Der Nutzen als Partner

- Auf Homepage VZPM als Partner aufgeführt
- Partner bedeutet Nachweis von zertifiziertem Personal
- Bevorzugung von Partnern bei gemeinsamen Angeboten

Dienstleistungen des VZPM

- Interessierte Personen werden durch VZPM informiert, auf Wunsch auch vor Ort. Detaillierte Erläuterung der Zertifizierungsprozesse und Beratung bezüglich Wahl des Zertifizierungslevels!
- Koordination und Betreuung der Kandidatinnen und Kandidaten des Partners
- Definierte Ansprechperson beim VZPM
- Eigene Zertifizierungsrunden mit gemeinsam vereinbarten Terminen und Gruppentarifen
- Statistische Auswertungen nach Vereinbarung und aperiodische Meetings



your excellence certified



YEARS

IPMA[®] >>

international
project
management
association





Weltmarktanteil 2025

11.2% Erstzertifizierungen

12.4% Rezertifizierungen





