

## Newsletter, april 2008

### Message from the Chairman

#### It is good to feel wanted

The challenge faced by all our Members working with a profession that is formally unregulated or self regulated, is creating the “must have a CMC” messages for potential applicants. We have been making considerable progress, and I would like to take the opportunity to focus on the aspects concerned with creating market (that is the client market) demand for the CMC. This will result in those with the CMC feeling wanted by the group that matters considerably to them, clients.

We are aware of some of our Members who have been successful with the following types of initiatives

- Persuading their government or qualifications authority that the CMC is a recognised qualification for the management consultancy professional
- Working with their government’s procurement professionals to obtain recognition, and even better advantage for, the CMC qualification in government contacts
- Engaging with the procurement professionals in many sectors to explain the benefits of the CMC, not least in risk reduction, for consultant selection
- Working with national and regional bodies representing businesses to increase awareness and gain preference for the CMC

We find that once a Member has been successful in such an approach, this success is useful evidence for other Members in their own countries. Indeed there is almost a leap frog effect. Hence, we are encouraging all Members to tell us all of their progress.

In presenting their case, the following, or a variation, has proved to be a useful approach.

Part of the client process will be selection of the consultant (perhaps by

a formal procurement process but not always). Experience, and the feedback we have from clients, is that the consultants should be:

- Knowledgeable (functional, sectoral, type of organisation etc.)
- Skilful (able to perform the analysis, sensitive to the type of organisation)
- Competent (able to operate the consultancy process and able to demonstrate previous successful use)
- Trustworthy (ethical and able for this to be enforced)

For those who need an acronym, KiSCaT, is useful aide memoir. The list is presented in the order that it has surfaced over the past fifty years of the development of the profession. Today, many clients now rank the last, trustworthiness, as the most important. Many go further and wrap up ethics, trust, reliability and respect into the generic term “professionalism”.

The possession of an MBA probably only covers having evidence for the first two requirements. Major international firms will often rely on their brand as evidence of compliance, and other firms will rely on their track record, but these are alone incomplete evidence of compliance. We are convinced that the CMC also offers a complete evidence of compliance. The CMC candidate needs to demonstrate Knowledge and Skill in the initial assessment for certification. Competence, and client references of successful use, are also key parts of the assessment. Finally, to keep the CMC, the consultant, whose understanding of the ethical needs has been assessed during the award process, must be a member of a national professional body, a Member of ICMCI which has a code of professional conduct and ethics, which (and this is most important) is enforced with a disciplinary procedure). This is an excellent demonstration of trustworthiness.

In addition ICMCI can assist in areas which individual Members and countries can not. These include:-

- Collecting the success of individual Members as evidence for the others which is disseminated
- Carrying the message and gaining acceptance within International Bodies that are influential in the selection of management consultants, such as the UN (we are an NGO to UN ECOSOC), International Funding Institutions (we are in conversation with EBRD and the World Bank) and Transnational government organisations such as the EU (where we are cooperating in the definition of a service standard for management consultancy, and in the implementation of the European Qualification Framework to competence based assessments in general and the CMC in particular)
- Seeking international support for the standards in the CMC qualification and its assessment (through our investigation of being involved with The International Accreditation Forum, a sub body of ISO)

Already, the existence of ICMCI with 45 Members representing countries which contain up to 90 % of the world’s management consultants is a powerful validation of our beliefs in professionalism and our specific approach through the CMC.

It is our duty to our current and aspiring management consultancy constituency to be energetic and effective in creating the demand for their professionalism. I hope in future issues of Meridian we will be able to share steps on this path together.

Yours in consulting

Brian Ing CMC



Dutch management consultancy sector tightens up code of conduct.

**Nijkerk, 20 December 2007 - The code of conduct for management consultants and management consultancies has been revised and tightened up, following a decision to that effect by the Council of Management Consultancies (ROA) and the Association of Organisation Experts and Management Consultants (Ooa). As a result the accountability of both the consultancies and the individual consultants for their performance will be stepped up. Not only the code of conduct but also the disciplinary rules linked thereto have been updated, ensuring that the process will be more easily accessible and less time-consuming.**

Twenty-two highly professional Dutch management consultancies employing over 4100 consultants are affiliated to the Council of Management Consultancies (ROA). The Ooa, the association of professional organisation experts and management consultants, has over 1600 members. The revision of the code of conduct was approved unanimously in general meetings of the two organisations. Five general principles have been identified, which determine the conduct of the members and how they practise their profession: expertise and knowledge, reliability, carefulness, professional independence and loyalty to colleagues.

According to chairman Miel Otto of the Ooa, the revision was mainly necessitated by the fact that consultancy assignments are becoming increasingly comprehensive: *“That resulted in various elements of the previous code of conduct being ambiguous and no longer adequate. The new code demarcates the boundaries within which consultancies and individual consultants should operate more sharply.”* Provisions laid down include that consultancies must not recruit employees of clients, (may) work on the basis of a performance fee and take over the obligations to the client from each other in case of a bankruptcy.

In line with tightening up the code of conduct, the ROA and the Ooa have also adapted their disciplinary rules. Executive committee member Rolf Sterk of the ROA: *“In the unhopd-for event that clients are not satisfied and have genuine complaints, they should be able to communicate them quickly and easily and not have the idea that they are starting a marathon process. The procedure for dealing with complaints has been cut down substantially and provides clarity more quickly.”*

## Report on the World Congress on Total Quality 2008, New Delhi, India

The 18th World Congress on Total Quality 2008 took place at the ITC Maurya Sheraton & Towers, New Delhi, India. The Congress, held from the 11th to 13th January 2008, was organised by the Worldwide Quality Management Network and India’s Institute of Directors in association with the World Council for Corporate Governance and the World Quality Council. The theme of the Congress was “Boardroom Strategies for Managing Risk”. This event was regarded as a platform for more than 300 quality professionals worldwide and focused on understanding that more companies now consist essentially of intangible assets such as patents, corporate governance, CSR, ethics, plus the value embedded in their reputation and brands. Thus the main objectives were to improve quality of risk management to make governance in companies more competitive and sustainable and to create awareness that risks are endemic to every business and they are becoming increasingly complex in the new business environment. Furthermore, this Congress gave an unparalleled networking opportunity with government ministers and top government officials in India as well as with chairmen of India’s Fortune 500 companies and other decision makers. The Golden Peacock Award for Quality, Innovation Management and Entrepreneurship was also presented to organizations and individuals adjudged to

have made the most significant improvements in these areas.

Dr. Ilse Ennsfellner from Austria talked on “Service Standards Reduce Customers Risk”. The speech aimed at presenting the development of customer oriented standardization on European level, in particular the sets of service standards, seen as a mark of consistency and excellence in the practise of service provision, delivery and assessment driven by the customers’ viewpoint. Thereby she highlighted the trends and pitfalls in management consultancy, the required qualifications of management consultants, the international recognised qualification standard CMC and the European Service Standard on Management Consultancy which is being developed on European level to continuously professionalize the client-consultant relationship. The role of service standards was outlined and

critically reflected, as a basis for further discussion with the auditorium. The discussion with participants indicated that it was a good opportunity to learn about global standards in services as well as management consultancy. The paper “Service Standards Reduce Customers Risk” has been published in: Boardroom Strategies for Managing Risk, Editors: Institute of Directors, New Delhi 2008, pp. 26 - 29

Dr. Ilse Ennsfellner





## Invitation

### Project for World Class Consultancy

22 February 2008

## *A New International Network for Top Managers in Excellent Management Consultancies*

The Danish Management Board invites potential founding members to gather in Copenhagen June 26, 2008, in order to found a new international network for Top Managers in Excellent Management Consultancies and decide upon the framework and rules of regulation for this network.

The aim of the Project World Class Consultancy is to help management consulting companies develop their companies from local successes to world class consultancies.

The basic idea is the creation of a network of top managers sharing the ambition for their companies towards excellence in their national markets and development towards obtaining important positions in the fast growing global market for management consultants.

The "Product" will be the inspiration from key themes of relevance to growing consultancies in the form of benchmarking and case studies of a quality nature, sharing of experience, professional gatherings and informal personal contacts between top managers in large and medium size management consultancies in countries with mature markets and comparable management challenges. Universities and researchers might prove interesting partners to the project!

### **The Initiative for World Class Consultancy**

#### **Target Group**

The Target Group for the initiative is top managers/managing partners in leading consultancies with at least 30 consultants. For the founding meeting in Copenhagen top managers from such consultancies in mature consulting markets are invited since representatives from countries in Europe and North America have expressed a keen interest at the recent ICMCI Congress in Dublin 2007.

The target group companies must be renowned for excellent quality and dedicated towards ethics in their market, have a track record of high growth and an ambition for further growth. The top managers/managing partners must be prepared to invest and spend their own time in the project.

#### **The Vision**

The vision is creation of an international club/network of top managers of excellent management consultancies of which membership will be perceived as attractive because of the potential professional and personal gains and as a valuable source of inspiration for further development of their own company.

The success of the network will depend on commitment from the top managers to actively explore the challenges mentioned above.

#### **Content**

The initial areas of interest for exchange of experience and benchmarking should be defined. A first list of areas to be considered might be:

- Leadership
- Key Account Management
- Client Handling and Client Behaviour
- Sales and Client Follow-up
- Knowledge management
- Quality Assurance for Delivery
- Change Management
- Strategic Development
- Key Performance Indicators
- Development and management of Ethics and Values
- Recruiting Consultants
- Competence Development and Processes
- Management Communication
- Project Management
- Remuneration Incentives
- Work life balance

The list is deliberately unfinished, open for new proposals and initiatives at the founding meeting.

#### **Background**

The Danish Management Board stands behind this initiative. DMB is a part of The Confederation of Danish Industries, a long standing member of ICMCI and of FEACO, responsible for the accreditation of Danish management consultancies and the certification of management consultants in Denmark.

DMB has developed this paper to accompany the invitation for the founding meeting in Copenhagen, presenting the first ideas for the new network.

#### **The Founding Meeting in Copenhagen June 26, 2008**

The initiating group in DMB will continue its work and produce a project proposal to be distributed to the registered participants and other interested persons before the meeting.

The agenda for the founding meeting will include:

1. Presentation of the project proposal and debate
2. Establishment of the first operational network groups
3. Establishment of the organizational framework and rules of regulation

#### **Finances**

The board of DMB sponsors the initiative and has granted a seed amount for the establishment. DMB will host the founding meeting (travel and lodging expenses excluded) in Copenhagen June 26, 2008. Furthermore DMB is willing to finance a part time manager responsible for bringing the initiative well beyond founding and setting up an organisation.

After that the initiative should be able to finance its own activities including secretariat functions through fees from the participating consultancies.

The initiating group will regard it a test of the market sustainability of the idea whether a sufficient number of top managers of leading consultancies will find it interesting to participate personally in the founding meeting and agree to engage and finance the continued activities.

#### **Action**

Appropriate management consultancies internationally who are potentially interested in participating in this project, should make their interest known by contacting the Danish Management Board as soon as possible. They will then have the opportunity to receive more information about the project in due course, and details of the arrangements for the founding meeting in Copenhagen on 26 June.

Dansk Management Råd  
H.C. Andersens Boulevard 18  
DK-1787 Copenhagen V.  
Phone: +45 70 20 33 75,  
Facs +45 70 20 33 76  
E-mail: info@dmr.nu  
Website: www.dmr.nu

## New Certification Scheme for Management Consultants in Singapore

A new scheme to certify management consultants in Singapore would be launched in the second quarter of 2008. The scheme, to be named the Practising Management Consultants (PMC) scheme, would be managed by the Institute of Management Consultants Singapore (IMCS). The PMC scheme would mainly be catered to management consultants who serve companies within Singapore. IMCS would continue to actively promote the CMC certification which allows for international recognition of management consultancy excellence. IMCS aims to promote the CMC certification to PMC scheme certified management consultants in Singapore who wish to take the step up to market their services internationally.

The scheme was developed jointly by IMCS and SPRING Singapore, a government agency responsible for promoting the growth of small and medium enterprises (SMEs). The appointment of IMCS as the partner to develop the PMC scheme signified the Singapore government's recognition of IMCS as the institute representing the management consultancy profession in Singapore. With the anticipated media coverage and networking opportunities, IMCS would be in a good position to increase the profile of the management consultancy profession in Singapore.

### Objective

The Practising Management Consultants (PMC) Scheme was developed with three

main objectives. The first was to facilitate the growth of SMEs in Singapore and enhance their competitiveness by assuring the consulting quality of practising management consultants. The second was to help SMEs and other stakeholders identify practising management consultants who are qualified, competent and credible. The third was to build a critical mass of competent management consultants to serve SMEs.

### Certification Structure

IMCS would set up an independent Certification Board, comprising persons of standing from industry, academia and the profession, to manage the PMC scheme and certify management consultants. IMCS would also have a Board of Governors, comprising persons of standing, who would provide guidance on the strategic directions and plans of IMCS and the Certification Board. An IMCS Panel of Advisors would also be formed to provide advice to the Board of Governors and the Certification Board. The Panel would comprise top level representatives from industry and the relevant government agencies.

### Certification Criteria

In general, consultants to be certified under the PMC scheme must have a clean professional record and the required consulting experience. They should also demonstrate competency in a common body

of knowledge to be determined by the Certification Board. This body of knowledge could include consulting techniques, client relationship management and code of professional ethics. In addition, certified consultants would need to attain the required Continuing Professional Development hours for re-certification at the end of the third year. However, the technical and domain knowledge of consultants would not be covered under this certification scheme.

### A Boost for the Management Consultancy Profession

The PMC scheme would be a shot in the arm for the management consultancy profession in Singapore. After the PMC scheme is launched, IMCS would capitalise on its increased profile to organise more events. These might include overseas networking trips to allow management consultants in Singapore the opportunity to secure overseas jobs and overseas seminars that would allow management consultants in Singapore to exchange ideas with management consultants based in other countries, in order to understand and implement best practices globally. These proposed activities would be aligned with ICMCI's objectives of elevating the standards of management consultants globally.

Dave Lim  
General manager  
IMC Singapore

## MARVIN L. WILSON, 1<sup>st</sup> CMC from Caribbean

Mr Marvin Wilson is the first CMC from the Caribbean Institute of CMC's! He received his certification from the Institute of CMC's of Ontario (Canada).

Mr Wilson is the founder of Performance Spectrums (a Management Consulting Firm) and a specialist in change management, emphasizing strategic planning as the framework for driving the change process. Marvin is currently the COO for VISIONS, Inc, a management training and consulting organization. He has more than 25 years experience as a senior manager and executive in both for-profit and not-for-profit companies, managing functional areas such as worldwide Marketing and Sales, Information Technology, Human Resources and Finance. He has many years of experience and success in designing and executing new business development strategies, organizational growth strategies and business systems modeling. Additionally, Marv has several years of experience managing new product introductions and building the business plans to support the targeted goals of the new product(s). Marvin has designed, managed and facilitated the change process both as an internal and external consultant. He has worked with and consulted for senior management teams in the U.S., Europe and the Middle East.

Marv is a graduate of Tuskegee University with a Bachelor of Science degree in Electrical Engineering and Mathematics and a graduate of Cambridge College Graduate School of Business with a Masters in Management, and is currently a part time adjunct professor in the Graduate School of Business at Cambridge College. His Masters Thesis and ongoing research considers the factors affecting the success of founder led-founder run companies, with specific emphasis on African American businesses. He is also a pending member of the Caribbean Institute of Certified Management Consultants (CICMC), and is himself in process of becoming a certified management consultant.

Dennis Strong CMC  
Caribbean Institute of CMC's.



## Incite in Austria - an accredited personnel certification body

Incite has offered in Austria the CMC qualification (Certified Management Consultant) for approximately ten years, using a marketing approach based on "CMC - Certified Management Consultant - is an international branding and qualification which represents evidence of the highest standards in management consulting and adherence to the code of ethics of the profession".

Recently, there has arisen a worldwide trend to require the international acceptance of such personnel qualifications in terms of an accredited personnel certification by the IAF (International Accreditation Forum). This is recognised as the most reputable international accreditation mechanism, uniquely covering at it does all the Member countries of ISO (The International Standards Organisation). As a result, Incite decided to improve its company organisation and operations, by implementing a quality management system according to ISO 17024 (the standard for organisations issuing qualifications and certificates). After implementation, this quality management system, it was audited through ICMCI; the auditors were Dr. Peter Jonas from the Austrian Standards Institute and Alphons Roels, delegated by the Netherlands as member of the Quality & Assurance Committee. Part of the selection process for the auditors required their complete independence from the audited organisation and the qualifications that they issued.

Incite was audited at the end of 2007, and was delighted to be assessed as complying with the standard. Incite is now, as would be expected of a organisation with a successful accreditation, undertaking a continuous improvement programme for its organisation, assessment practices and its quality management systems. The accreditation is valid for five years. After one year and, again, after three years from the first accreditation audit, it is required that a surveillance audit will be undertaken by ICMCI to ensure the long-term compliance with the requirements of the standard.



**For Incite, the benefits are not only the international acceptance; but also the increased acceptance, through the standing and reputation of ISO recognised qualification assessments, from the public institutes and the companies, which are the clients of the consultants. So the value of the CMC-certificate**

**has gained a more respected and enhanced reputation, and therefore, by association, the market value of the consultants, who have achieved the CMC qualification, is also enhanced.**

Ilse Ennsfellner CMC  
Brian Ing CMC