

meridian

Building a sense of community between Member Institutes of the ICMCI

Chairman's Message

This issue of *Meridian* brings news of important changes.

First, Lynn Haight has stepped down as Vice Chair, Linkages with International Bodies, due to mounting responsibility at her workplace. Among her many achievements, Lynn planned and managed recognition by the UN of our NGO status with special consulting responsibilities. On behalf of the wider ICMCI community, I wish her well and thank her for her wonderful contribution to the global management consulting profession.



Second, Michael Shays, our Executive Director for the last four years, has left the Secretariat to return to the full time practice of management consulting. However, till the end of June 2004, he will serve as an advisor to the ICMCI Secretariat. As our Treasurer, Peter Sorensen, so aptly put it: "Michael has been Mr ICMCI for so many years and it will be a great loss as he has been the knowing and benevolent guru." Michael has been the cornerstone in the establishment of the Secretariat and in the formative years of ICMCI. He has served continually



since its inception in a number of roles, including Founder, Officer, Chairman, Administrator, and as Executive Director. As Michael said: "The ICMCI cause has been compelling, the work has been stimulating, and the friendships wonderful." I would like to add that Michael's leadership and dedication as ICMCI Executive Director has been a fine example to other institutes and associations worldwide. Personally, I have benefited by his association and I have learned a lot from the experience. Best wishes to Michael and Nancy for the future.

In typical form, the succession plan has been careful and thorough. Becky Ferras has been his understudy for the last two years and succeeded Michael on 1 July. So, it is with great pleasure I welcome Becky to her new role as Executive Director.

I look forward to catching up with you at Istanbul and discussing key deliverables such as the draft ICMCI CMC Standards Framework and the CMC Brand Strategy.

- Richard Elliott

Register

Now

The Ninth
Biennial Congress of
ICMCI will be held at Hotel
Marmara, Istanbul from
September 25 to 27, 2003.
Visit www.icmci.org for details

THE CHAIRMAN GOES TO EUROPE



In March 2003, Richard Elliott visited Italy, Switzerland, and the United Kingdom.

Italy

In Milan, Richard met with Claudio Antonelli, President of APCO Italy. The meeting was also attended by Maria Grazia Galli (European Hub Chair), Francesco d'Aprile (ICMCI Trustee), Franco Guazzoni and Gigi Guarise as well as other representatives of APCO.

APCO is well advanced with its standards and competencies that parallel ISO 10771/1997.

Key issues which APCO asked Richard to investigate and report back on were:

- Need for a CMC promotional plan
- Ways to raise the CMC brand
- Update on the global competency model
- Strategies to grow membership and attract new CMCs

These issues are now high on the action agenda and form the basis of a paper for discussion in Istanbul.

The consulting market in Italy has been affected by the economic downturn in business, which has seen some rationalisation of large practices.

Switzerland

Richard Elliott, Barry Curnow (First Vice Chairman, ICMCI), and Gerd Prechtl (Vice Chairman, ICMCI) all met with representatives of member institutes from Austria, Germany, and Switzerland in Zurich. The meeting covered issues relating to:

- Internal consultants
- CMC Directory database
- Accredited Practices
- Global Competency Framework

Of particular interest was the opportunity to exchange views with Remi Redley, President of BDU (Germany) and also President of FEACO, Leonhard Fopp, President of ASCO (Switzerland), Andre Wohlgenuth, Past President of ASCO, and Dieter Grohmann, Executive Director of the Institute of Management Consulting and Information Technology. As a result, a number of issues and concerns relating to these member institutes and associations were satisfactorily addressed.

U.K.

The meeting with IMC U.K. President, Judith Wainwright, coincided with the annual management consulting forum. The content and the speaker list were excellent and included senior representatives of Accenture, Cap Gemini, UBK, Unilever, PriceWaterhouseCoopers, and the Department of Trade and Industry. The visit also provided Richard the opportunity to meet with the CEO of IMC U.K. and his team.

Ian Barratt provided Richard with a written agenda for action that called on ICMCI to provide greater clarity of policy objectives and improved communication. In addition, it suggested policy tasks in the areas of:

- CMC Standards Development
- CMC Quality Assurance
- Governance
- Future Strategy
- Decision-making Processes

The discussion and planning, especially in relation to the development of the CMC global framework, were particularly helpful.



NGO

Initiatives Take Shape

By Lynn Haight

The NGO Committee set lofty and demanding goals for its members to represent ICMCI adequately and ensure the re-endorsement of its NGO Special Consultative Status. It was important for success that each volunteer choose activities that enhanced his/her own national professional standing and fitted with personal inclination and experience.

Gregg Li, ICMCI's appointed "Ambassador to China", has conceived and spearheaded the implementation of a dynamic conference in China. This will have the dual objective of making a joint venture with a Chinese University, who will host and administer the conference, and provide the basis for some basic consulting training and the establishment of a new institute in China. World-renowned speakers are being sought. The date is now, thanks to SARS and a change in venue, Q3, 04. Gregg has been aided by an active committee, and Gary Ng especially deserves mention, bringing Singaporean expertise and knowledge of government relations in that country.

G. Shanker has over the years built a relationship with a large microlending institution - the Bhartiya Yuva Shakti Trust - in India that now wishes to expand the micromentoring part of its process. The Trust would like to begin with ICMCI so that, linked by the Internet, some worldwide best practices in consulting could be shared with these small enterprises. (This is an intriguing notion: **Rick Elliott** is investigating the use of mentoring with aboriginals in Australia, and there are of course a number of other possibilities.)

Francesco d'Aprile and **Lynn Haight** travelled to Geneva in the summer to determine whether the International Standards Organisation (ISO) would be interested in any joint initiatives, and particularly

whether the standards for ISO consulting adopted by Italy and Canada could be adapted to a worldwide definition of consulting. ISO is perceived by the UN as being of exceptional importance, as adherence to its standards enables lesser developed countries to compete internationally. They found willing ears in the Director General who encouraged the investigation of the use of consultants for ISO training purposes, particularly those from underdeveloped countries, and also described the method for permitting adoption of the ICMCI standards by national Standards Organisations. Francesco is the point person on this now.

As an adjunct to this, **Lynn Haight** has made contact with another NGO to encourage a joint venture in sending a French-speaking country representative from West Africa to ISO as an intern. Money may be confirmed from UNDO for this. Meanwhile, the selected individual is arranging with governments in Burkina Faso, Sierra Leone, Mali, and Benin to set up training courses that he will run for their nationals in industry. Canada has supported his travel to Europe and the NGO Committee is hoping that this will be a precursor of a number of initiatives that would underscore the importance of ICMCI and its own self-appointed standards.

Ben Laauwen, as hub chair in Africa, is keeping his eye on the development of the United Nations Internet network in Africa and its training objectives.

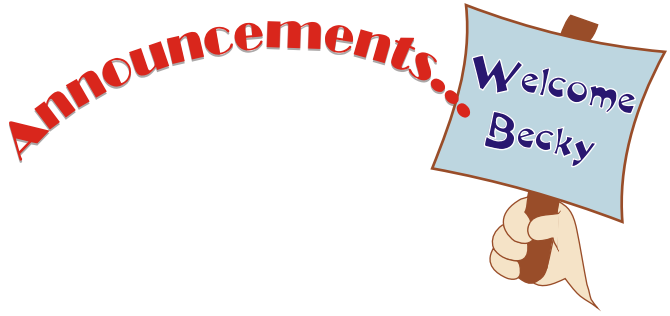
Francesco d'Aprile is trying to parlay his enviable list of contacts in the European Union into higher appreciation of the role of ICMCI in Europe. He would like to help in setting up the use of an NGO section for development and technical assistance in Europe along the lines of the UN.

Saidul Haq is providing insight on the use of the Bangladeshi IMC as an executing agency within the UN development system for the national government.

What has this type of development activity got to do with a professional organisation dealing with institutes of consulting? Well, it has a lot to do with its role in the world, expanding economic growth that will benefit consulting and the opportunity to spread the qualification of CMC and its accompanying technical and ethical standards, and everything to do with greater recognition of ICMCI and the national institutes that are its members.

Think about it!

the meridian



Becky Ferras has assumed the post of Executive Director of ICMCI effective 1 July 2003. She succeeds Michael Shays who has served as Executive Director since 1995. Becky has been the administrative assistant to the ICMCI Secretariat since October 1998, and is already familiar to most of her counterparts in ICMCI member institutes. By 1 July of 2004, the ICMCI office will move from Burlingame to Brentwood, California, where Becky resides.

Farewell Lynn

Lynn Haight, Vice Chair and Chair of the Linkages with International Bodies Committee, has regrettably resigned from ExCom due to her growing responsibilities as Chief Financial Officer at Foresters in Toronto, Canada. Lynn has served on ExCom for over five years and was responsible for ICMCI being recognised by the United Nations as a NGO with special management



consulting status. This required patience, negotiation, and representation over eight years. Lynn's success culminated in a 90-minute presentation to the NGO Recognition Committee in the ECOSOC Chamber at the United Nations in New York in 2001.

The Director General of NGOs commented later that it was unusual for an organisation such as ICMCI to get such recognition as it was a quasi-commercial body. This was high praise for a job well done and gives some insight into Lynn's strategic ability and determination. ICMCI Chairman Richard Elliott said that Lynn would be missed by the ICMCI family for her witty and straight-talking views, but particularly because of her big picture strategic thinking.

"We are lucky to have had Lynn's assistance, especially in the ways she broadened the views of ICMCI. We will all miss her valuable contribution."



IMC Turkey and IMC Brazil have been admitted as permanent members of ICMCI. We congratulate them and welcome them into our fold.

Congratulations, too, to Virachai Vannukul who has been appointed Director of Management Studies (equivalent to Dean, School of Business Administration) at Shinawatra University, Thailand. This is certainly a well-deserved honour and we wish him all the best in his becoming a member of the academic world.

The 7th Asia Pacific Conference of Management Consultants will be hosted by IMC India, at the historic and beautiful city of Hyderabad, in central India, from December 8 to 10, 2003.

www.apcmchyd.com

HUB NEWS

Australia

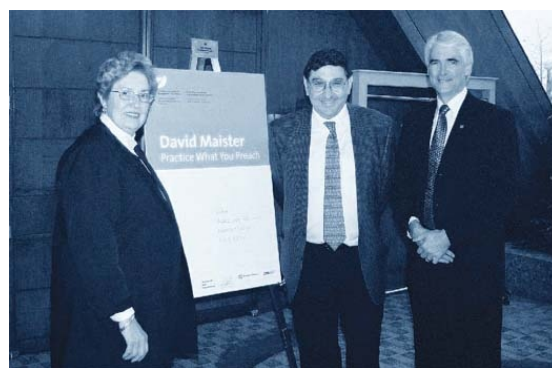
There are exciting changes happening in IMC Australia.

Realising that while the Institute provides real value to consultants, it had an opportunity to improve its services by assisting further in their career development and, in doing so, raise the standard of professionalism in the industry, a revised business model has been implemented in July.

To have a more inclusive membership, the intention is to reduce fees for members and base them on fee-for-service rather than simply an annual membership. Professional development will be nationally coordinated and a new suite of programs be available for all members to undertake (both face-to-face and Internet based). The new CMC accreditation process will give members the option to qualify through a series of professional development courses or a competency assessment review. A new and improved website will complement the new IMC initiatives from which membership renewal and professional development selection will be driven, and from which various other services will be available.

Membership grades will be revised, making application for individual and corporate members to be a simple, straightforward, and rapid process, but with a requirement to adhere to the IMC Code of Ethics. It is hoped that practising members will undertake significant professional development allowing them to be awarded an annual Practising Certificate.

Over 200 people attended the Canadian Association of Management Consultants' seminar with David Maister in Toronto on 15 May 2003. David, widely acknowledged as one of the world's leading authorities on the management of professional service firms, is well known for the provocative and challenging nature of his presentations. The seminar produced a lively discussion among participants.



Heather Ostler, David Maister & Gerry Humphries

The day's morning session, The Rules of Romance, addressed the tactics management consultants should use to grow client relationships, with trust, ethics, and effective advice being major themes. The key characteristics of an effective manager in a consulting firm were discussed during the afternoon session, Management in Consulting: Missing in Action.

"In today's business climate, the best practices and ethical standards that David Maister promotes are crucial to developing lasting relationships," said Gerry Humphries, Chairman of the Association.

Join the Group

Register in the Global CMC Directory
at
www.icmci.com

Macedonia



With a view to starting the certification procedure in Macedonia, Management Consulting Association - MCA 2000 organised a conference in March 2003 on the Certified Management Consultant. Participants included management consultants, business advisors, government advisors, international development agencies and their project teams, and representatives of small and medium enterprises. The CMC Conference encouraged an exchange of the best world practices in management consulting certification amongst the certification organisations and countries in the SEE region. It also identified and discussed related management consultant issues and problems such as:

- Management consulting challenges and issues, with focus on the SEE market
- Presentation of international experience in management consulting certification
- Protection of client interest and providing the "Best Value for Money" concept

During the Conference, the establishment of a management consultant professional self-regulatory body in Macedonia was announced and the first round of the management consultant certification process was launched.

Maurice Ellett has stepped down as President of IMC, New Zealand and has been succeeded by Peter Senior. Meanwhile, New Zealand has gone ahead with a campaign to promote the guidelines and principles laid down by ICMCI and to create a greater awareness among current and future clients and the business community at large. The brochure that has been produced as well as the website should contribute to this end. IMC also called upon its members and all CMCs to lift their own standing by promoting themselves as a Certified Management Consultant or member of the Institute of Management Consultants in their e-mails, brochures, and business cards.

Singapore

IMC Singapore has set up a Task Force on Business Revival to help businesses, especially small and medium enterprises (SMEs), affected by the recent SARS outbreak in Singapore. While the full impact on businesses is yet to be evaluated, it is felt that it could be more severe than the Asian financial crisis, the 9/11 event, and the Bali bombing.

The Task Force will provide an avenue for business people seeking advice or counselling to deal with the impact of SARS. It will gather inputs, success stories, and lessons learned from businesses for sharing as well as providing feedback to authorities such as SPRING Singapore or the Ministry of Manpower. Another objective is to help businesses develop and improve their business models, and rebuild their operations with emphasis on risk management, contingency planning, and preparation for growth.

For more information,
e-mail taskforce@imcsingapore.com.

S witzerland

There is a lot of potential for Certified Management Consultants in the Swiss market.

Several prominent and sizeable Swiss firms have experienced financial difficulties in spite of intensive engagement of management consultants. Some have indeed disappeared from the market, as in the case of Swissair. Top management's skepticism towards consultancy can be readily felt. Due to over-capacity in the market, heavy pressure on pricing has arisen for the few mandates which are awarded. Larger projects are being broken down into smaller steps that can be more easily overseen. Potential clients are spending more effort on the evaluation of consultants. The ethical orientation of a management consultant has become an important evaluation criteria.

Business ethics is an important part of the foundation for smooth development of the global economy. Business ethics is not simply something for the senior management; it is related to everyone - producers, sales people, service industries, and consumers. The management consultant has a privileged role as catalyst or promoter of the general consciousness of all regarding the theme of business ethics. Those management consultants conscious of this responsibility will have a better chance of remaining in existence and succeeding in this saturated consulting market.

ASCO's certification commission is making efforts to raise the consciousness of all stakeholders in the Swiss market regarding these matters. As of today, 43 consultants have successfully completed the CMC review. It is expected that in the coming months further candidates will want to enhance their profile on the market through the CMC label.

At a ceremony held in the Officer's Mess at High Wycombe in April 2003, the Commander-in-Chief, RAF Strike Command, Air Chief Marshal Sir John Day, KCB OBE ADC BSC RAF, accepted a certificate awarded to his Consultancy Services Branch as meeting the Certified Practice status of the Institute of Management Consultancy from Judith Wainwright, IMC President.

Certified Practice status recognises the excellence of professional training within a practice and its commitment to the highest professional standards. Sir John complimented the branch on their achievement, on the part they had played in the re-organisation of the Command, and the high standards that had been recognised by the Institute.



Consultancy Services Branch, RAF Strike Command, is one of 25 Certified Practices which include a wide range of large and medium-sized commercial practices and internal practices within large organisations, both commercial and public sector, in which government departments and agencies are well represented. In fact we are pleased to congratulate and welcome the latest Certified Practice, confirmed this week, the In Depth Consulting Group at the Department of Work and Pensions based in Leeds.

The Certified Practice status entitles organisations to use the Certified Management Consultant (CMC[®]) standard internally to benchmark their training and development programmes. CMC[®] is the only career qualification for practising consultants. It is portable and recognised in the 39 countries that belong to the International Council of Management Consulting Institutes. CMC is the best independent assessment of your consulting competence and IMC is the only awarding body for this qualification.

Book Review

(with acknowledgment to IMC Queensland)

Alan Weiss: *Million Dollar Consulting*.
McGraw-Hill, 2002.
ISBN: 0-07-138703-x

Million Dollar Consulting by Alan Weiss is a comprehensive guide that provides practical and implementable technologies tailored to sole practitioner or small partnership consulting. Although some methodologies are more relevant for the American market than elsewhere, overall Weiss provides excellent tools that will assist in the development of annual billings of one million dollars or more.

Of particular interest is the chapter on establishing fees. "If you want to make a million dollars or more in this profession, charging by time units isn't the route to get you there. Not only are the amounts self-limiting, but the opportunity for multi-dimensional growth also can't be exploited if maximizing days at the client is the driving force of your business." Weiss promotes value-based and perceived value-based fee structures. This provides a much greater and ethical potential for maximising profit while maintaining value.

Also worth considering is the chapter on writing proposals. Weiss suggests that we should rethink and re-perceive the meaning and purpose of a proposal. Weiss purports that the proposal should be a final and brief complement to the work and relationship building already completed to win the engagement. Moreover, as often as possible, the potential client should have already perceived the value you can add to his organisation and have decided to engage your services before you submit the proposal. The proposal - as promoted by Weiss - should consist of only two or three pages containing an overview of your previous discussions that clearly identify the simply deliverables you have agreed.

Weiss's final point is very relevant: "I've found that about ten percent of people who voluntarily expose themselves to new thinking, in a book or a workshop, actually take affirmative action quickly. Yet you only need one percent improvement a day to continually double your effectiveness."

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Editor's Note

The second e-version of *Meridian* is now out, albeit a couple of months behind schedule. Mea culpa! With Istanbul round the corner, the focus was on getting the papers ready in time and the June edition of *Meridian* has become an August one!

The Istanbul Congress will begin its deliberations in a few weeks from now and promises to be action packed. This Congress could well turn out to be a turning point in the evolution of ICMCI as several issues with far-reaching implications will be debated and decided upon. You will find copies of the papers that are being presented at www.icmci.org. Murat Yalnizoglu of YDD, Turkey, and his team are doing wonderful preparatory work for the Congress and *Meridian* wishes them all success.

Readers will be happy to note that the official ICMCI brochure is now ready and will be hosted in the ICMCI website shortly. A limited number of printed copies will be mailed to the national Institutes by early October.

ICMCI now has two new permanent members: Brazil and Turkey have been admitted as permanent members following the assessments ably conducted by Michael Shays, Peter Sorensen, and Peter Thomas. Congratulations to Brazil and Turkey!

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