

meridian

Building a sense of community between Member Institutes of the ICMCI

Chairman's Message

Greetings from ICMCI and thank you to all volunteers and staff who made 2004 so productive for us with membership now standing at 41 Institutes after



welcoming Thailand, Latvia, China, Korea and Bosnia-Herzegovina into the fold. We enter the Northern Winter fired up by the high-energy, face-to-face meetings in Vancouver Canada, Beijing China, Udine Italy and Vienna Austria. The Canadian Association of Management Consultants, CAMC, were our hosts for the biennial Working Meeting of Council trustee directors. This was a stimulating, high quality event at the beginning of October with eight themes linked directly to the Istanbul resolutions. We were particularly pleased to welcome the Asian contingent of China, Korea, Hong Kong, Chinese Taipei, India and Singapore. We achieved much in Vancouver, and attracted some fine new volunteers from CAMC's back-to-back Annual conference.

In September, our German member BDU, celebrated their 50th anniversary and on 1 December the

Austrian Institute, their twentieth birthday. We congratulate these birthday institutes and also all those institutes, who have achieved successful audits under the country assessment programme approved in Istanbul. At the end of October, Vice Chairman and Chairman nominate, Peter Sorensen and our China Envoy, Liew Shin Liat, visited Beijing for the Consulting Summit organised by our China Member Institute, the Management Consulting Committee of the Chinese Enterprise Confederation. At the beginning of November, Francesco d'Aprile and our Italian Institute APCO organised the first Consultant Meets Consultant event in Udine. This was a truly creative concept sponsorship innovation.

It has been a successful year, but much remains to be done. Next year we must report to the UN ECOSOC on our special consultative status as an NGO. We must seek concept sponsorship projects from many more institutes to follow the pioneering lead of Italy and Austria. It is essential to resource the many worthy projects awaiting funding from our slender resource base such as the website and the CMC Directory. But above all, we must now redouble our efforts to market and promote the CMC qualification as the discriminating designation of choice for clients and governments everywhere. In support of this aim, we shall be piloting our first International Management Consultants Day on or close to 6 April next year.

Barry Curnow



HUB NEWS

Austria

The Austrian National Institute (Fachverband Unternehmensberatung und Informationstechnologie- UBIT) completed 20 years on December 1, 2004. It has today 7000 active members in its Management Consultancy division. It runs 9 regional offices and has created two attached institutes: INCITE (institute for management consultants and information technology experts) and CONSTANTINUS (association for the promotion of the consultant profession and best practices). UBIT has initiated two new national cooperation platforms: Arge P+D Export: Association for the Promotion of Planning and Consulting Services Export which will support Austrian management consultants and engineering consultants in offering their services abroad and Runder Tisch der beratenden Berufe - Round Table of Consulting Professions which is a broad cooperation of management consultants, public accountants, lawyers, notaries, civil engineers.

Two new Expert Groups have also been established for networking, cooperation and marketing support for its members: CSR (Corporate Social Responsibility) and Mediation. The number of accredited members in both the Experts Groups Management Training and Basel II passed the 200 mark in July 2004.



The photograph shows from left to right
Friedrich Bock - Chairman UBIT, Christoph Leitl - President Federal
Economic Chamber and Eurochambers, Barry Curnow - President ICMCI

Anniversary Celebrations

The Austrian National Institute celebrated its 20th birthday in Vienna, on December 1, 2004. Barry Curnow, President, ICMCI, was amongst the many guests of honour at the birthday celebrations. The growth of the Consulting and Information sectors came in for high praise in the address of Christoph Leitl, President Federal Economic Chamber and Eurochambers. He stressed the role of start-ups in employment generation and pointed out that more than 50 percent of companies set up in the recent years have been in the Consulting and IT sectors. The professionals in these areas have displayed innovation and creativity, attributes of great importance in today's business environment.

Wilfried Grommen, General Manager of Microsoft Europe, the keynote speaker, made a presentation on the future of the information society. Hans Jürgen Pollirer, former chairman of UBIT, pointed out that in a constantly changing information society, the IT, Communication and Consulting sectors offer the right answers.

With 38,000 registered active members, our Association is the second biggest within the Austrian Chamber of Commerce and has the highest number of start-up enterprises. Friedrich Bock, Chairman of UBIT, reported that the Institute's 'academic consultant' programme had received much acclaim. Similarly we have received very favourable feedback on the Austrian IT and consulting award, Constantinus. UBIT sees the creation of links with partner institutes through national and global networking as one of its important tasks and thus the WKÖ Association Consulting and IT has been an active member of ICMCI for the past 15 years.

On the same day, the Institute of lower Austria celebrated the Austrian Consultants day with "Security in IT and its various dimensions" as the theme. This event, a great success with about 1000 participants from all over Austria and guests from Germany and Switzerland in the Vienna "Hofburg", concluded with the awarding of diplomas to five newly certified CMCs.

Holland

The Ooa, the Dutch Association of Management Consultants reviewed and renewed its professional standards and processes in 2003. A new Body of Knowledge and Skills based on competencies was already in place, but the admission procedure needed modernisation.

To attract younger consultants, the associate membership has been thrown open to university graduates who are working as full-time management consultants. Subsequently, when working at a senior level, they may apply for the CMC membership. Peter Sorensen of Denmark and Peter Thomas of UK carried out an assessment of Ooa on November 9 and 10, 2003 and found the CMC standard of the Ooa fully compliant with the International ICMCI standard. After this period of internal assessment, in order to facilitate external contacts, activities such as Public Relations, Marketing and Communication have been set up. The objective is to get Ooa recognized as the representative of the management consultant profession adhering to world-class standards.

Hong Kong

IMCHK has now more than 20 CMCs among its 140 members. IMCHK - Professional Development and Knowledge Management Committee has been providing intensive support to the candidates to achieve the CMC qualification. In August 2003, it started a research project on "Developing Competency Sets for Management Consultants Operating in Hong Kong and P.R. China" to be completed in June 2005. The 3 key aims of this project were: setting a benchmark for prospective management consultants, enabling current

management consultants to evaluate themselves against this standard and providing guidelines for firms and educational institutions in training competent management consultants.

The first phase of the project has revealed that consultancy firms both in Hong Kong and Beijing had identified a common set of core competencies such as analyzing the problem situation, planning the methodology, implementation and managing the project. But outside these core areas, there are significant differences due to their levels of maturity and operating environment.

The survey data showed that Hong Kong firms place a high priority on "Interpersonal competence and cultural awareness" for effective operation in the Mainland. The Beijing survey data identified "Possessing the ability to learn and being professionally ethical" as an additional competency. Interestingly client organizations that were surveyed have added this competency to their list.

IMCHK has a unique opportunity to help in the development of the consulting profession in the Mainland and to execute consultancy projects there. It needs to develop assessment tools to identify the competency levels of consultants both in Hong Kong and the Mainland and offer them suitable education and training programmes.

UK IMC Merger with CMI

Calvert Markham

The UK Institute has developed and launched a number of initiatives in the areas of qualifications and standards. Over the last couple of years, we have broken new ground in the area of competency definitions for consultants, our assessment process for them, and the new offerings that we have taken in the area of corporate membership - e.g. around accredited practices.

To implement our plans of adding further qualifications and services for the UK consultancy community and raising our profile, our Council commissioned a "Futures Working Group" which would identify a strategy for a way forward. Its recommendation was that the Institute should join

forces with the UK Chartered Management Institute (CMI), earlier known as the British Institute of Management.

Joining with another Institute should yield economies of scale, releasing resources to enable the Institute to pursue its development agenda more quickly. Joining with a much larger institute like the Chartered Management Institute will provide additional resources to the Institute and benefits to our members. We share an interest in management with the CMI and we offer individual qualifications. Together, we can speak with a more powerful voice. CMI will contribute a client community who will become increasingly aware of our Institute and its members. However, several members did express concerns regarding the recommendation and therefore, we held an independent ballot of members in May 2004 to assess their views. The decision went in favour of the merger.

This move is not without its challenges. The preservation of our identity and appropriate level of independence has been the primary concern arising out of the proposed merger. A working party has, therefore, looked very hard at the governance arrangements. We expect to be a separate directorate within the CMI with our own director and staff. Some of the membership functions will be transferred to the CMI, but the aspects peculiar to our profession - standards, qualification, membership, disciplinary procedures etc, will continue to be regulated by our own Council. The first step toward making the merger work in practice has been taken by transferring some of our routine work to CMI.

Since the departure of our last Chief Executive at the end of 2003, the Institute has been run by a part time interim Chief Executive, Robert Silbermann. Lynda Purser has now been appointed as our new Director, which is the title of the full time head of the new merged entity. My task as President this year so far has been of necessity inward looking. With a new year soon to begin, I hope to have a UK IMC that is able to achieve its full potential that I know exists within our profession.

ICMCI Working Meeting at Vancouver

A three-day Working Meeting of the ICMCI Council trustee directors was held in Vancouver, Canada from 1st to 3rd October 2004. 44 delegates and 13 guests representing 15 different countries took part. The countries represented were: Australia, Austria, Canada, China, Chinese Taipei, Denmark, Hong Kong, India, Ireland, Italy, Korea, Netherlands, Singapore, United Kingdom and United States.



The first days' guest speaker Richard Leblanc, Assistant Professor of Corporate Governance, York University, spoke on "Building a Better Board

and Consulting to Boards of Directors: Challenges and Opportunities Given New Ethics and Governance Regulations". The conventional focus for consultants is the structure of the boards. Richard Leblanc put forward for consideration an alternative focus - processes and behavioural characteristics of individual board members. The presentation gave an interesting overview of the subject, useful not only to regulators, shareholders and directors but also to consultants and researchers.



On the second day, delegates had a lunch meeting with the guest speaker, Richard Skinner, President & Vice Chancellor

of Royal Roads University. He spoke on "Something coming after us: Professional Education in the Age of Learning. The new university will have to attend to the needs of adult learners by introducing continually changing applied programs. Richard Skinner's presentation gave the delegates a peep into the continuous learning of the future.

In the Country Presentations session China, Chinese Taipei, Hong Kong, Korea and Singapore introduced their member institutes and their local activities. Members felt that much more regional and global

cooperation is required for information sharing, networking and for adherence to standards and codes of conduct.

G. Shanker made a presentation on CMC Brand Licensing, Marketing and Communication. Getting a wider recognition for ICMCI and its CMC brand is a great concern. It was agreed that IMCs all over the world would hold an International Management Consultants Day organizing simultaneous events to focus on the management consulting profession and to promote the CMC brand.

Gerd Prechtl spoke on Concept Sponsoring. Holding international conferences and events such as International Management Consultants Day, instituting consulting awards, designing an attractive Website, organizing awareness campaigns for clients and participating in World Bank projects were some of the very useful ideas that were thrown up. ICMCI's Mission as an NGO was the subject of Brian Ing's presentation. It was decided that offering training for consultants will be the mainstream activity. Franco Guazzoni presented the results of the Survey on Education and Training. The survey has to be updated with responses from countries which had not yet responded. Concrete action is to be taken on issues such as creation of partnership, exporting successful training and verifying the feasibility of extended e.learning.

Alphons Roel made a presentation on Knowledge Sharing and Networking. All the delegates supported the importance of a more systematically and structured way of knowledge sharing and networking. Initiatives will be taken to stimulate 'Hub' meetings and to set up 'consultants meet consultants' meetings in different regions/locations of the world. Face to face contact will certainly create mutual trust between countries for the free flow of information. A



'for members only' web page on the ICMCI website www.icmci.org. will be developed to stimulate exchange of best practices. There was also discussion on what specific knowledge has to be licensed and paid for, because of high development costs.

In the session on CMC Directory Initiatives, it was found that the number of participating CMCs in the search machine is rather low. Several countries already have their own national search machines. There was consensus on the setting up of an international CMC-Register where all CMC consultants in the world will be registered with some limited personal information. This will support global recognition of the CMC brand.

Nick Shepherd spoke on Professional Standards for CMC. Consistent but flexible framework and global reciprocity were the main topics discussed. It was decided to adopt a "best practice" assessment framework. Alphonse Roels presented Accredited Consulting Practices(ACP). The adoption of ACP helps to achieve uniform professional standards and to increase the number of CMCs in the member countries. The ACP process must be clearly distinguished from the CMC process.

Franco Guazzoni made a two part presentation on a) Ethics and the management consulting profession and b) The new opportunities arising from emerging needs related to the governance of companies. ICMCI could find a common basis on which to update, if needed, the current "Code of Professional Conduct" avoiding duplication of existing rules, established by local laws. Since advice on governance issues is a new area, consultants need to assess their own readiness and the receptiveness of Board members.

Much work has been done at the Working Meeting. The next step is to prioritize all recommended actions and to put them into practice. The next big event will be the 2005 Congress to be held in Asia. The Welcome Cocktail Reception held in the Cyprus Room of the Westin Bayshore hotel on 30th of

September kicked off the social programme. The next morning partners and guests set off to see the Capilano Suspension Bridge and Grouse Mountain. The evening's entertainment was an enchanting dinner cruise on the Magic Charm, an unforgettable experience. The second day's programme included visits to Gastown and Storyeum where visitors were treated to a spectacular visual display of the history of British Columbia. Visits to the Museum of Anthropology and Nitobe Gardens followed. A dinner at the West Vancouver Yacht Club ended the day. Delegates, partners and guests met for the last time on 3rd October in a lunch at the Marine Room to celebrate the successful conclusion of the Working Meeting.

APCO Meet, Udine

ICMCI and FEACO along with APCO, the Italian Institute of Management Consultants held "Consultants meet Consultants", a two day bilateral meeting on November 5 & 6, 2004 in Udine, Italy, for consultants to meet other consultants from different European countries, and discover potential synergies for business.

FEACO Congress - Athens

'The Role of the Consultant-Building a Competitive Knowledge-based European Economy' was the theme of the FEACO Congress held at Astir Palace, Vouliagmeni, Athens on 21 and 22 October 2004.

The Congress had a strong focus on Greece and its economic and political situation. Among the 80 odd participants there were high-ranking politicians and officials from various organisations including the EU. With the admission of Bosnia-Herzegovina, FEACO has now 23 members. In the General Assembly meeting, Mr. Antoine Beuve Mery from Belgium was designated as President. Two new vice presidents, Jean Luc Placet and Gil Gidron were elected.

Editor's Note

2005 promises to be an exciting year for most of the ICMCI member nations. At Vancouver, it was proposed and accepted that we should celebrate an International Management Consultants Day and Austria has taken the lead. Hopefully, several other Institutes will join Austria on April 6, 2005 and hold events for management consultants in their countries, on that date. The intention for the future is to orchestrate such an event simultaneously in all member nations and attempt to raise the CMC-ICMCI profile globally.

Meridian wishes all its readers a Merry Christmas and a Happy New Year !

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A big thank you !

Meridian thanks Heather Ostler and her team - Rob Campanelli, Heather Miller, Anne Anderson and Tanya Pearson - who did an amazing job of organizing the Vancouver Working Meeting. Thanks to Becky Ferras, as well, who joined the team to make the Vancouver meet a memorable one.