

68  
66  
64

# meridian

## Newsletter, december 2007



### Dublin Congress, great organization!

**The 11<sup>th</sup> Biennial ICMCI Congress was held in Dublin at the beautiful Radisson hotel from 26-29<sup>th</sup> September 2007. The hotel stands in magnificent formal gardens surrounded by established woodlands, overlooking Dublin Bay. The hotel is one of Ireland's most important historic houses and has been meticulously restored.**



The Institute of Management Consultants and Advisers in Ireland was our host and created an excellent Congress environment and atmosphere. The arrangements were prepared by Energy Communications very professionally. Dublin is an interesting city with many historical buildings and of course so many pubs!

Before the Congress there was an interesting panel of Irish speakers representing well know companies who gave insight in the Irish economy and the role of management consultancy. The panel was followed by a welcome reception with the delegates and partners.



On Thursday evening a gala dinner was arranged at No. 6 Kildare Street. This place is one of Ireland's most prestigious addresses, now reborn as a distinctive business and conference venue. Well restored and completely modernised to seamlessly blend a wealth of historic details. A nice performance by "Simply Irish" with Guitar, Accordion, Banjo, Mandolin and Flute Players combined with traditional Irish dance completed the evening. As a special guest and speaker Mr the Minister of Transport joined the evening.



authentic and lively atmosphere with performances from former stars of Riverdance and Lord of the Dance. Delegates and partners were surprised by the spontaneous performance of Dennis Strong from Barbados and Fons Roels from the Netherlands (see attached photographs).



A small group of delegates and partners joined the three day tour after the Congress to see the best of the West and South West of Ireland. They boarded the train to Cork and played golf in the stunning Fota Island, visited the wildlife park at Fota and enjoyed dinner in the exclusive Clubhouse. Than transferred to Blarney Castle where they kissed the Blarney Stone. Continued with a short city tour of Cork and visited to Cobh Heritage Center home of the "Queenstown Story". They dived the famous Ring of Kerry, which is a coastal drive around the Iveragh Peninsula featuring lots of stunning mountain and coastal scenery, including the famous Lakes of Killarney. They experienced the very beautiful country side of Ireland.

On Friday evening guests were transferred tot the Old Jameson Distillery for dinner. After a private tour of the Old distillery, guests enjoyed an aperitif of a large glass of whiskey followed by a sumptuous meal. The resident team of musicians and dancers evoked an



After the Congress part of the delegates en partners joined the Tour of Guinness Storehouse which is Ireland's No. 1 international visitor attraction. The museum is situated in the original brewery buildings, which now overlook the newer Guinness Brewery. The Museum spans 7 stories, and is a museum that stimultaes the senses. The tour finished on the 7th floor in Gravity Bar, where guests enjoyed a pint of Guinness. The Gravity Bar is round with glass walls, offering really spectacular 360 degree views over Dublin City.

## Taking Advantage

### How our Irish Member, IMCA, took full advantage of hosting the 20<sup>th</sup> Anniversary and 11<sup>th</sup> Congress.

We had a superb productive Congress this Autumn in Dublin. The arrangements for the Congress, the associated events, the administration and the surroundings were excellent, and enabled the trustees to meet, discuss and debate. In addition there was some best practice that should be shared with all Members. That was the advantage gained by the IMCA within in its own country.

First the Congress gave opportunities to engage with their members. Many attended some of the Congress events such as the initial reception and the Gala dinner. It was clear that many enjoyed meeting the international delegates, and several connections were made. Many of the local members were surprised at the extent and depth of the international relationships that their institute possessed. At the reception, they launched a comprehensive Directory of their Institute, of all their members and their firms. Of course this could have been prepared without the Congress, but the fixed deadline date, the excuse to gain the attention of the local media (invited both to the Congress and the events) and an opportunity to gather a considerable number of their members together.

Secondly the Congress enabled them to connect with major consulting firms. Approaching those that were associated with, gave an opportunity to enhance the relationship

with the firm with an international dimension. In addition the IMCA hosted a meeting, with a presentation from Peter Sorensen, with many local consulting firms about the ACP concept. Many professed interest and discussions are ongoing.

Thirdly, the IMCA organised a session before the Congress for their members and the international delegates with prominent members of the business community addressing the meeting, and forming the panel for an extensive question and answer session. This engagement with opinion formers and leaders was utilised to spread the message again that IMCA and, especially the CMC, have international dimensions, just like the speakers. Sponsorship was also obtained from leading businesses. The approach to them emphasised the international and broader context, even if some of those approached did not sponsor the event.

Fourthly, the event was used to reinforce the IMCA connections with the media. The Congress was sponsored by the leading newspaper, The Irish Times, articles placed and press releases (backed by personal communication) made. A supplement to the Irish Times on management consultancy in Ireland was planned and it is hoped that this will appear in the New Year. Professional photographs were taken at many of the events

and these have been used to further increase the coverage of the event.

Lastly, the holding of the Congress enabled the IMCA demonstrate its commitment to the Irish economy. The tourist authorities were made aware, the Irish development Agency engaged and politicians at the highest level involved. The Energy Minister, Mr Ryan, a Green Party member of the ruling coalition, addressed our gala. Agreed that the IMCA were seen as playing a full role of publicising the advantages and successes of the "Celtic Tiger" economy, but also those in government saw that the IMCA was relevant and supportive to the continued success of that economy.

So, apparently in only a few days (but in truth over many months of dedicated and extensive effort), the IMCA used the opportunity of hosting the Congress for connecting and influencing their own members, consulting firms in Ireland, leading business figures, the media and the government. And all of this with a panache and a style that truly impressed. David Duffy, the Chair, pulled the reins and a dedicated team made it happen. ICMCI were privileged to be involved, and wish our Irish Institute every future success.

IMCA,  
David Duffy

## PMC Schema in Singapore

The Institute of Management Consultants (IMC) (Singapore) was recently appointed by Spring Singapore to manage the Practising Management Consultants (PMC) Scheme, to be launched in 2008. This was announced by Mr Raymond Lim, Minister for Transport and Second Minister for Foreign Affairs at the Business Excellence Awards 2007 gala dinner on 9 October 2007.

IMC is introducing the certification scheme in response to feedback from small and medium-sized enterprises (SMEs) and business associations that the quality of consultants tends to vary and they have difficulty identifying qualified and competent management consultants to assist them in projects to improve their management systems and processes. Unlike MNCs and large local companies who have their own internal resources, SMEs often engage management consultants to help them in their capability development projects in order to remain competitive.

"The PMC Scheme will help facilitate the growth of SMEs and enhance their competitiveness by assuring the consulting quality of practising management

consultants" said Mr George Huang, Chairman of the Pro-Tem Committee for the Certification of Practising Management Consultants. "With the certification, SMEs will be able to identify practising management consultants who are qualified, competent and bound by a professional code of ethics. And over time, we will have an increased pool of competent management consultants to serve the needs of SMEs."

The scheme is supported by SPRING Singapore, the Workforce Development Agency and IE Singapore. Mr Loh Khum Yean, Chief Executive, SPRING Singapore: "This industry-led scheme is in line with SPRING's efforts to enhance the capabilities of enterprises to help them remain competitive in the globalised marketplace. The certification will assure SMEs that the management consultants they engage are qualified and competent, with the skills and experience to help them meet their business and growth needs."

Certification to the PMC scheme is voluntary. PMC certification is not required to provide consultancy services. To be certified, the consultant must have a clean

professional record and possess the requisite Common Body of Knowledge and consulting experience. Certified PMC consultants will have to attain the necessary Continuing Professional Education hours each year for re-certification at the end of the third year.

According to IMC President Dr Teo Cheng Swee: "As the representative professional body for management consultants in Singapore, IMC decided to expand our role of certification to meet the needs of the management consulting industry serving SME clients. The new scheme will provide formal recognition to management consultants and facilitate their continued professional development. It will also create a competitive advantage for our management consultants vying for regional and international consultancy projects."

There are about 10,000 management consultants in Singapore. Of these about 3,000 assist SMEs who actively tap SPRING Singapore and IE Singapore funding schemes.

Shin Liat Liew

## CMC-Canada Update:

### Association Launches 2007 Industry Study, Makes Procurement Breakthrough and Partners with Prestigious International Business School

#### CMC-Canada Launches Report on Management Consulting Industry in Canada

Following on its 2005 study of the management consulting industry in Canada, CMC-Canada will release the 2007 report on the industry in November 2007. Preliminary results of the report, titled *Management Consulting 2007-2010*, indicate that Canada's three-pronged economic policy (creating a highly diversified industrial base, encouraging political stability, and establishing well-regulated financial markets) has spawned a highly sustainable market environment for the management consulting industry over the next several years.

Commissioned by CMC-Canada, the Kennedy Information Inc. research team has produced *Management Consulting 2007-2010* which will detail how Canada's current positive economic growth has driven a highly robust - and diverse - Canadian management consulting industry. Relative to other countries, Canada is experiencing a substantial resurgence in the rise of the Big 4 accounting firms, and the rise of the mid-size management consultancies. The industry is seeing a dramatic resurgence in Canada with the leading Business Advisory Firms (BAS) firms making competing directly with the well-known strategy consulting firms.

The resulting competition has created a consulting marketplace that is more fragmented and stratified in Canada, with large and growing number of management consulting firms and a vibrant level of entrepreneurial activity evident in the scores of niche and boutique management consulting firms.

Preliminary results of the study were released during a national CMC-Canada event on October 22. The full report will be available for purchase in November 2007. Contact [consulting@cmc-canada.ca](mailto:consulting@cmc-canada.ca) to order your copy.

#### CMC Designation Now a Desired Credential on VOR

Ontario, the largest province in Canada, announced that the Government of Ontario has updated its Vendor of Record (VOR) Request for Proposal (RFP) for General Management Consulting to include the Certified Management Consultant (CMC) designation as a desirable credential.

This is a groundbreaking accomplishment for the profession and a huge step forward for the CMC designation and the management consulting profession in Ontario and across Canada. It is anticipated additional management consultants will now seek to attain the designation in order to gain a competitive advantage over their counterparts when applying for government consulting opportunities. An increasing number of Certified Management Consultants across Ontario means more practitioners will be implementing the best practices of the profession, following a stringent code of conduct and committing to keep their skills current through professional development activities - all of which elevate the profession and increase its value in Canadian public and private domains.

#### CMC-Canada Partners with Grenoble Graduate School of Business to Offer Members a Unique International Learning Opportunity

CMC-Canada has partnered with the world-renowned Grenoble Graduate School of Business to provide CMC-Canada members fast track access to the acclaimed Diploma in Management Consulting (DMC).

The opportunity allows participants to learn more about international consulting trends and best practices, understand how to leverage and differentiate their business at home and abroad and network with consultants from the European Union.

The Grenoble Graduate School of Business holds accreditations, which distinguish the best business schools in the world, from the Association to Advance Collegiate Schools of Business; the European Quality Improvement System; and the Association of MBAs.

DMC course content includes: modern global business processes; consulting successes and failures in diverse industries, nations, business structures and cultures; and the diverse elements of international consultancies, including M&A, turnarounds, internal consulting, client-consultant issues, and the impact of recent corporate scandals on the global consulting industry.

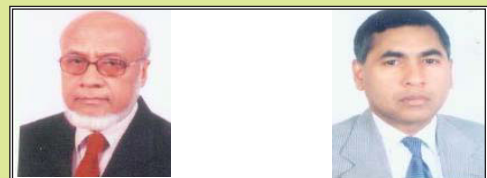
This opportunity is also available through CMC-Canada to CMCs around the globe. To find out more, please contact: [ahoddinott@cmc-canada.ca](mailto:ahoddinott@cmc-canada.ca)

#### CMC-Canada Welcomes...

CMC-Canada elected its 2007-2008 Board of Directors at its annual general meeting in Toronto on October 22, 2007. Officers for the coming year are: Chair - Ken Davies, FCMC; Vice Chair - Bob McCulloch, FCMC; Treasurer - Richard Harris, FCMC; and President & CEO - Heather Osler, CAE.

#### CAMC

Audrey Hoddinott



Prof M S Haque

Wazir Alam

#### IMCB Elected new Office Bearers

Annual General Meeting (AGM) of the Institute of Management Consultants Bangladesh (IMCB), the national association of the management consultants in Bangladesh, was held in Dhaka recently. The AGM elected Prof M Shamsul Haque and Mr M Wazirul Alam as Chairman and President respectively of the Institute.

Dr M Shamsul Haque is an MBA from Indiana University, Bloomington of USA and got his PhD from MBS, Manchester of UK. He has been engaged in teaching and research for over 4 decades and has worked as a consultant for many international & national bodies. Dr Haque is currently the Vice Chancellor of Northern University, Bangladesh.

Newly elected IMCB President, M Wazirul Alam earned his MBA from IBA of Dhaka University. He worked for British American Tobacco for over about two decades in Bangladesh, UK & Finland. Till closing of American Express in Bangladesh, Mr Alam was the Country Manager, TRS Bangladesh. Currently a management consultant by profession, Mr Alam is the Executive Vice President of Quality Institute of America (QIA) and the Country Director of Tetrahedron Inc. of USA. He has worked in the fields of marketing, quality management system development relating to ISO 9000 standards, HACCP, EMS and in Arsenic Mitigation. The other elected office bearers of IMCB are 1<sup>st</sup> Vice President Dr Abdur Rab, Pro-Vice Chancellor of Eastern University, 2<sup>nd</sup> Vice President, M Manzurul Haque, Chairman & MD of Org-Quest Research and Treasurer Naba Krishna Muni.

## The 5<sup>th</sup> (2007) China Management Consulting Summit Was Held Successfully in Beijing

The 2-day 5<sup>th</sup> (2007) China Management Consulting Summit cum Management Forum was held successfully at the Beijing Guoyi Hotel. The summit was organized by the Management Consulting Committee (MCC) of the China Enterprise Confederation (CEC), and operated by the publisher of the "Finance & Economics Sectors, Management Academia (Guanlixuejia)" magazine. The Vice-Chairman and Director of CEC Mr Chen Lantong attended the opening ceremony and delivered a speech. The opening ceremony was chaired by the Vice-Director of CEC Mr Hu Xinxin. The participants of the summit included entrepreneurs, consultants, academicians and press representatives from all over China including Taiwan, totaling some 400 people.

The main theme of the summit was "Management Forces in Transformation". Revolving around the main theme, various sub-themes created a wide range of discussions. These included "The Contemporary Advanced Management Thinking and Management Trends", "The Harmonious Management and the Scientific Development", "The Upgrading of Core Competitiveness and Enterprise Management", "The Application of IT and the Realization of Enterprise Modern Management Innovation", "The Survival of Enterprises in the Web2.0 Era".

The Vice-Chairman of the International Council of Management Consulting Institutes (ICMCI) and Chairman of Asia Pacific Hub, Mr Liew Shin Liat spoke. He said he was very happy to represent ICMCI at the summit. As an overseas Chinese and Chinese descendent, he had witnessed personally and participated hand in hand with the Chinese consulting colleagues in the development of the China consulting industry these few years. From the entry of the Management Consulting Committee (MCC) of the Chinese Enterprise Confederation (CEC) as the only China representative in ICMCI in 2004, to the certification of first batch of CMCs in January 2005, through to the organization of this



summit, and the nation-wide examination of management consultants for China to be held on 11 November, the MCC of CEC had done many significant things as the organization for China consulting industry. MCC of CEC had been collectively and diligently propelling China on path of healthy growth of the consulting industry.

The Chairman of the Chinese Taipei Business Management Consultants Association (BMCA), Mr Wang Tianyi said that he was in excited mood and happy to attend the summit for the first time, and to see so many management consulting colleagues. Through this summit and the mutual communication between the cross-strait consulting experts, he hoped to share success experience, and to contribute positively and beneficially to the cross-strait economies.

At each of the parallel sessions, the venue was packed. The highly interactive exchanges among the summit guest speakers and the participants were full of wisdom and probing questions. This brought the summit to its high-points, with excellent effects and unceasing applause. Worthy of special mention was the inclusion of presentation of consulting case studies by consultants, followed by defense questions & answers and debate led by panels of experienced consultants, was viewed as an innovative format, and this new format

certainly won the strong endorsement and appreciation from summit participants.

Most of the summit participants felt that compared to previous summits, this summit had greater innovation, with more lively format, fresh and modern, and with richer contents. During the face-to-face communication and dialogues, they were able to enhance their understanding of the current advanced management thinking, management techniques and tools, and management development trends, and understanding among each other. They were thankful of the excellent platform established by MCC of CEC, and the huge harvest, and felt the trip was much worthwhile. Let's all hope that the future summits will be even more splendid.

At the closing ceremony of the summit, the Vice-Chairman and Director of CEC Mr Chen Lantong presented the certificates to the consulting organizations and individual consultants voted to be the "Trusted Management Consulting Organizations" and "Respectable Management Consulting Experts". The Vice-Chairman of the International Council of Management Consulting Institutes (ICMCI) and Chairman of Asia Pacific Hub, Mr Liew Shin Liat presented the CMC pins to the Chinese CMCs. This ceremony thus established a sound foundation for the mutual exchange and collaboration among CMCs.

A "China Management Consulting Starry Night" cross-strait exchange dinner party was also specifically organized during the summit. Consulting experts and academicians from the cross-strait "treasure island" of Taiwan afar, gathered together, and sang in unison the song "We Are All Chinese". The mutual exchange and sharing of success experience among the cross-strait management consulting colleagues had important historical significance in upgrading the China enterprises' management standards and core competitiveness, and in promoting the mutual development and prosperity between the cross-strait economies.

Article provided by  
Ms Tian Yi, China Enterprise Confederation  
China, Beijing





## Quality standards on Management Consultancy

### Report on the MCD Conference 2007 in Copenhagen: Client-Consultant Cooperation - Coping with Complexity and Change

The management Consulting Division (MCD) of the Academy of Management invited

researchers, educators, consulting practitioners and executives to join in a conference focusing on the “Client-Consulting Cooperation - Coping with Complexity and Change” in Copenhagen at the famous Copenhagen Business School from May 31 to June 2, 2007. The conference highlighted key experiences from the practice of consultancy, the most current academic research on consultancy and new ways of teaching consultancy. Keynote speakers were invited from the academic world, as well as top executives from various industries and the public sector, and international management consultants. There were panel discussions on topics related to the theme of the conference as well as paper and symposia presentations submitted by the participants on the following subjects:

- How do managers buy management consultancy services, and how do the companies utilize the expertise hired?
- What are the experiences from the client side in using consultants?
- How are changes being executed in

client organizations and what are the role(s) of consultants as change agents?

- What works and how - such as various consultancy services, intervention methods, management models and tools?
- What are some of the potential future research agendas?

Dr. Ilse Ennsfellner represented the Austrian Professional Association of Management Consultants and ICMCI in her speech about „Image Building and Value Creation through Qualification and Standardization in Management Consultancy”. 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 discussion with participants indicated that it was a good opportunity to learn about global standards in management consultancy.

Keynote Speaker at the Conference were among others the internationally recognized professors Larry Greiner,

Fiona Czerniawska and Léon de Caluwé. The key messages were that clients and consultants need to cope with market speed and uncertainty which requires more short term approaches, flexibility and agility on both sides. Management consultants are advised to:

- speed up traditional approaches of analytical studies made by the consultants
- become more tactical in dealing with specific issues
- focus more on implementation and execution
- develop a new more dynamic approach to strategy planning and implementation.

It follows that a consultant is part of a total system that permeates the entire organization. Being aware of the client as a “system” and thus choosing the right intervention techniques becomes crucial for a successful relationship and outcome. The focus is on real time involvement of all systems participants by enforcing communication, teamwork and management responsibility - an emphasis in research and practice towards the systemic approach of management consultancy.

## Annual Meeting of the Academy of Management in Philadelphia

### Ilse Ennsfellner

The Annual Meeting of the Academy of Management took place in Philadelphia, USA, from August 3 to 8, 2007. This year’s theme “Doing Well By Doing Good” demonstrated how firms can be financially successful while at the same time trying to accomplish some positive social goals and make life better for their employees and the communities where they operate. The event was regarded as a platform for more than 8000 academics and professionals from 80 countries worldwide and gave a good opportunity to meet internationally recognized professors and management consultants, like Larry Greiner, Edgar Schein and others.

The Academy of Management is the leading professional association for scholars and practitioners dedicated to creating and disseminating knowledge about management and organizations, to enhancing the profession of management and enriching the professional development of its members. Founded in 1936, the Academy of Management is the

oldest and largest scholarly management association in the world. Today, the Academy is the professional home for more than 18000 members from 102 nations. The Academy’s 24 professional divisions and interest groups promote excellence in the established management disciplines, such as strategy, entrepreneurship, international management, innovation management, organizational development and management consulting. Activities are largely organized around shaping the future of management research, publication and education.

Dr. Ilse Ennsfellner from Austria in her function as Management Consultant and representative of ICMCI participated and talked in one of the workshops of the Management Consulting Division (MCD) of the Academy of Management on quality standards in management consultancy and their impact on the client-consultant-relationship. The meeting ended up with a broad discussion on this topic among the participants.

Furthermore a co-operation between MCD and ICMCI has been discussed and will be followed up by IMC USA and ICMCI worldwide.



Annual Meeting of the Academy of Management in Philadelphia: Ilse Ennsfellner, Susan Adams, Past Chair MCD, Ken Weidner, Chair MCD



**May I introduce myself as the new Chairman. I also wish to report back on the Congress in Dublin and indicate progress since then.**

### **YOUR NEW CHAIRMAN - SOMETHING ABOUT ME**

I have been a management consultant for thirty years which now matches the then enforced preparation time - in those days many consultancies insisted on a minimum age of thirty before recruiting, I joined eight days after my thirtieth birthday. I have had to evolve the consulting that I do, but it has mostly been with government and financial institutions, with a five year period with a practice that focused on owner managed companies (mostly small and medium enterprises).

### **OUR THANKS TO MY PREDECESSOR - PETER SORENSEN**

As many of you know I was not seeking the Chairmanship and having been offered the honour, it is my intention to continue the tradition of selfless individuals working through you all for the benefit of our profession. Peter Sorensen is a very difficult act to follow. The outcomes in the last two years, the extent and variety of the innovations and initiatives are so impressive. As I said in the Congress, Peter demonstrates that your voice can be heard across the world, without the need to raise one's voice. Peter empowered us all in the ExCom to develop and pursue initiatives for ICMCI. If I do half as well, that will still be a tremendous benefit for ICMCI.

### **OUR 20TH ANNIVERSARY and 11<sup>th</sup> CONGRESS, IN DUBLIN - SEPTEMBER 2007**

The Congress was an undoubted success. You will have already seen the resolutions, and I have attached the draft minutes of the business meeting. Also all the papers are still on our web site (follow the link on the "About Us" page). Unfortunately these do not do justice to the efforts and the outcomes.

First our hosts, IMCA, in Dublin prepared the location and supporting programme superbly. A lesson for all was the manner they were able to use the opportunity of our coming to Dublin to raise the profile of their Institute in the media, with business, with management consultancies and the government. We are indebted to the Energy Minister, Mr Ryan, for standing in for the Prime Minister at our gala dinner at the last minute. You may be interested to hear that we gave Mr Ryan, the first Green Party Minister in the coalition government, a piece of carved local bog oak wrapped in a hessian package, all natural materials with almost zero carbon footprint.

Secondly the meeting was a cathartic coming together of a variety of cultures and opinions. We are at a key development milestone as an organisation, just like any teenager maturing into adulthood at our twentieth birthday. We now have Member countries covering at least 85% of the world's management consultants, and we are beginning to make a difference externally (for instance the UN NGO submissions and the change to the EU Qualifications framework to include competence assessed qualifications). But our future direction was not clear or obvious. Potential change, and not having had these fundamental discussions within the trustees for a few years, had created some anxiety and doubt. The trustees spent an exhaustive (and quite exhausting) day debating their vision of the wished for position of ICMCI in 2020. The outcome is reported in the minutes and in the list of Congress resolutions. The gradual development of a strongly supported consensus was impressive. I am pleased that the thoughts of the retiring ExCom were largely reflected in the outcome. We are a united body across cultures, different economic systems, continents and ethnic routes. If that is all the Congress achieved that alone would be remarkable.

### **DEVELOPING ICMCI FOR THE FUTURE**

The agreed key to our future was the CMC. ICMCI will focus its efforts on improving the status, coverage, recognition and acceptance of the CMC, and in assisting the Members increase the number of CMCs. ICMCI will not, more accurately can not, undertake the roles and responsibilities of the Members. Our role is to cover the international aspects with international groupings, and to partner with the Members to support their efforts. This partnership can vary from Members use of the ICMCI logo on all materials as a reminder of the global reach of the CMC, through to active support of events and promotions.

ICMCI's greatest resource (and the limiting factor in all that we do) is our volunteers. ExCom are conducting a review to produce an achievable direction and work programme for the next two years. As part of the continuing effort we wish to involve as many trustees as possible. ICMCI is only as successful as you make it. Even if you do not volunteer (and please do), we will be contacting individuals and Members to seek involvement with specific activities. I will

be writing again soon with the list of the roles undertaken by ExCom members so that you know who to contact.

I make it quite clear that I do not pretend to have all the answers. I am fortunate in the strength and depth of the talent in the new ExCom. They, I am sure, will assist me to make the right decisions but even they will be better able to guide the future with full input from yourselves. ICMCI is us, not "somebody" else. ICMCI is what we make it. Our young profession has many challenges to becoming a mature profession alongside the other liberal professions. It is our privilege to be involved in shaping that future.

### **WHY "YOURS IN CONSULTING"**

Finally, I would like to explain my closing salutation. Social anthropologists and sociologists have a key concept of a "tribe" which has a common purpose, shared view of the world, common practices, mutual respect for each other and shared rituals. A quick review of this list will demonstrate that we professional management consultants are indeed a tribe, a tribe that is very inclusive across boundaries of countries, creed and ethnicity. Membership of the tribe is obtained by demonstrating to our peers our own competence and understanding of the role of the profession. It is very challenging for us to have a shared ritual as we meet so rarely, but in our electronic communications we can adopt an unusual and distinctive phrase or sentence that we repeat. Hence, I propose to close all my e-mails to yourselves, with all our shared understanding of what this implies about our professionalism and ethics, as:-

Yours in consulting

Brian Ing  
Chairman ICMCI 2007-2009

## Accreditation Deloitte Consulting Netherlands

The Ooa (Institute of Management Consultants in The Netherlands) has awarded Deloitte Consulting Netherlands with the certificate of Accredited Consulting Practice (ACP) for the second time. The first time it was in May 2004 for three years period. Deloitte Consulting in The Netherlands has about 300 consultants working in several Service Lines like Strategy,

Operational Excellence, Organization & Change, Supply Chain Strategy, Finance Transformation, Finance for Government and Real Estate Consultancy. The reason why Deloitte Consulting wants accreditation is to operate with their consultants in accordance with the Code of Professional Conduct (ethics) of the Institute in The Netherlands. An independent complaints procedure by clients is part of

it. Another reason is to let audit her professional standards and processes by an objective well known third party like Ooa.

The certificate of accreditation is awarded to Deloitte because of their excellent competence based recruitment, training, development and assessment processes.