

# meridian

## Newsletter, October 2008

### Chairman's Message

#### Who gave us the right to speak for our profession?

We know that we have the most complete understanding of the requirements to be a professional consultant. We have a code of professional conduct and ethics, a competency model, a (soon to be updated) Common Body of Knowledge. We talk to our Members, and their members, and convince them of the correctness of our approach. Essential, and our case ground breaking, thought leadership for our profession. However, if all we is talk to ourselves, our message (and its impact) will be unnoticed by that group of people dear to all our endeavours, the clients.

ICMCI does, and should only do, what the national members can not do. Within each country, the Members must interact with the full range of stakeholders in the success of our profession: business owners and managers, their staff, their national associations, their investors, the business regulators and government.

As our profession is an unregulated one, there are typically no legislative supports that define who is the professional body for management consultancy and their remit. All our members act only with the permission (either explicit or more likely by consent not being withheld) of the stakeholders of the profession. Sometimes they openly ask the question, "Who gave you the authority to establish and call yourselves a professional body?". There are two broad ways in which ICMCI can assist the reply.

First by being the only international body for management consultants which is accredited or recognised by respected international bodies. We are aware that our being an NGO of the UN has been used to advantage by our Members, either in approaching their government or the third sector (not for profit and charities) representatives. ExCom has started a

gradual process of increasing these external validations. We (that is ICMCI) is now a member of a national standards body, and an associate of the standards body for the entire European Economic Area (CEN), we are talking to the EU, and are quoted in their strategy for developing SMEs in their target countries by EBRD (European Bank for Reconstruction and Development). We have observer status with IAF (International Accreditation Forum), a part of the ISO. These memberships can be used by our Members to enhance or justify their validity domestically. This borrowing of other brands, or gaining influence by reflected glory is a key tool for some of less well established Members.

Secondly, many Members have achieved recognition in respected economies. By being able to quote these, a Member can use these to argue analogously that they too

should have the same arrangement. After all they have undergone the same evaluation to become a Member of ICMCI. One Member with a senior civil servant on their advisory board, one talking directly with a government minister on a regular basis is the kind of reference the rest of us can use. Over the coming month, ExCom will be asking every Member to tell them of their quotable successes in being recognised as the professional body in their country. We are confident that this list is both extensive and impressive. Who on seeing such a list would deny another Member of ICMCI's right to represent their profession, promulgate professional standards and represent the profession? A right we have earned by diligence, hard work and the skill of many of our predecessors.

Brian Ing CMC  
Chairman ICMCI 2007-2009





## ICMCI's new Certification Process Standard

### Is YOUR Institute prepared for its Implementation?

By Peter Thomas, Certification Process Task Force Leader



ICMCI expects that all member institutes are examining their CMC standard NOW, to ensure that they are compliant with the new Certification Process Standard. Need to know more? - here's the background, and here's what's happening.

The ICMCI CMC Standard is, of course, under continuous, staged development - in order to keep it fully up to date, both with the changing world of management consultancy, and with best practice world wide in professional standards. If we are to maintain the relevance, integrity and value of this most important of ICMCI's assets, this is absolutely crucial.

For this reason, an international task force of ICMCI's Professional Standards Committee worked throughout 2007 on improvements to the part of the CMC Standard concerning the Certification Process. What is that, you may ask? The answer is that this is the name for the range of processes by which national institutes assess and examine individual candidates for the award of CMC.

Why undertake work on this part of the Standard? The reason was that it had not been looked at for years, and (compared with the rest of the Standard), was distinctly lacking in detail (unhelpfully so), and arguably somewhat out of date. The purpose of the work was not to raise the level of the ICMCI CMC standard in this area: but rather, to make the standard more explicit in terms of generally accepted, international mainstream good practice in CMC certification - thus

enabling both national institutes and ICMCI country assessors to know exactly what was expected for compliance with the ICMCI standard in this area. And as always in every aspect of the ICMCI CMC standard, the aim was to leave some flexibility and discretion within the standard - so as to allow room for valid national and cultural differences in approach and in assessment techniques.

This new Certification Process standard was unanimously approved by the Dublin Congress September last year, and ratified earlier this year by a Trustees' vote under the 90 days rule. The next step is therefore implementation of this Certification Process standard by all member countries of ICMCI - which is what has triggered this article.

**All member countries are expected to be fully compliant with this standard by end 2009 latest. Countries undergoing assessment between now and then will not necessarily be expected to be fully compliant with the standard, but the assessors will expect to see a firm plan for rectification of any non-compliant areas, with a timetable to complete this by no later than end 2009.**

And of course, for all country assessments from the beginning of 2010, national institutes will need to demonstrate that they are fully compliant with the standard.

The new Certification Process standard is on the ICMCI website. It is not very complicated; basically, some 12 mandatory requirements, which many countries will find they already mostly if not full comply with; and a number of advisory "good practice" recommendations, which are for guidance and not mandatory.

In addition, there is an important Annex, which defines the assessment techniques which ICMCI recognises for CMC certification. This also identifies which of these techniques are appropriate (either "preferred" or "acceptable"), for each main subset of the ICMCI Competency Framework. This annex needs to be looked at carefully, because this is an area in particular where some changes may need to be made.

So, if you have not already done so, the message is: start to review your institute's CMC standard against the new Certification Process standard - and take any necessary action - now! This will ensure not only that your country's CMC standard remains compliant with ICMCI requirements, but also that it is up to date and in the mainstream of the very best of international good practice.

## The Academy of Management's annual meeting in Anaheim

On August 11th, IMC USA was delighted to host a half dozen Austrian consultants who were attending the Academy of Management's annual meeting in Anaheim. This was a superb opportunity for consultants from Austria and Southern California to meet and establish personal relationships with each other. The conversation was informal and everyone enjoyed the opportunity to meet colleagues with whom there might be some ongoing relationships. International relationships have always been a facet of ICMCI activities through its international and regional meetings. This was yet another opportunity for consultants from different continents to meet and find common interests as well as to promote the CMC internationally.



Alfred Harl,  
Jerry Savin,  
Ilse Ennsfellner,  
Drumm  
McNaughton

## Establishment Swiss Verein

On July 9, Francesco d'Aprile, Rob Wagenaar and I went to Zurich and completed the formalities of establishing the Swiss Verein. Over the course of time, we will modify the initial articles of association, the membership and the board membership so that we can operate as a Swiss Verein, rather than a company registered in Wisconsin.

The next step is Herr Maurer to register the Verein, which we need to do for Swiss tax purposes (and they do have a quaint way of assessing the profit of an association by eliminating all membership fees from the calculation). One advantage of this

registration is that the Swiss Post Office will then recognise an item addressed to "ICMCI" (actually probably the full words) and it will be delivered to the registered office of Maurer and Stauger. Please do not test this out (for one reason as it will take another three weeks to achieve the registration and secondly we will have to pay for our Swiss lawyers to forward the item to us). There is no requirement in Switzerland for a brass plate to be displayed at the offices.

We should also thank Andreas Steinmann for agreeing to be the "auditor" of the Verein. Rob Wagenaar is arranging for the

formal audit of the accounts in Holland (which should greatly reduce the duties of this task) but it is usefully symbolic to have this link with a long standing trustee from Switzerland.

This has taken an inordinate time and thanks to Rob for the persistence to see it through.

The attached photo was taken after the signing of the eight different documents. I think we already have the bones of an article and photograph for the next Meridian.



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## BAMCO - 10th anniversary and the fourth International Consultants' Day.

**The Bulgarian Association of Management Consulting Organizations (BAMCO) arranged a special event to celebrate its 10th anniversary and the fourth International Consultants' Day.**

On June 25, a Roundtable was held under the motto "Consultants: from challenges to business solutions". Ms. Maria Shishkova, Chair of BAMCO managing board, opened the roundtable and read a congratulation address from Ms. Plugchieva, Deputy Prime Minister responsible for the management of

European funds. The Roundtable was honored by the presence of Ms. Radeva, Deputy Minister of Economy and Energy.

In two panels, the Bulgarian consultants and their guests discussed how consultants do add value to the client's project, how to

successfully manage the expectations of consultants, and advised their clients how to get the best from the consultant.

The focus of the second panel were the success factors for a consulting project, and what we understand when talking to each other.



Subsequently the participants were invited to an official lunch where the lively discussions continued in more relaxed ambiance.

The proposals and the decisions taken around the Roundtable were outlined and presented to the institutions that use consulting services.



The participants discussed the ways for alleviation of the tender procedures on behalf of the banks and administration, what and how much each project costs to the consultant and how to improve the communications and understanding between client and consultant.



The goal is to improve the interaction between the consultants and the administration, the business and the society at all and to open a dialogue about the public expectations from the consultants.

The event was sponsored by Ernst and Young Bulgaria and Aims Human Capital Bulgaria.



### IMC-Jordan Updates



The Institute of Management Consultants and Trainers of Jordan (IMC-Jordan) has marked the International Consultants Day, celebrated internationally by ICMCI on June 26th, by organizing a media roundtable to members of the local and regional media to introduce IMC-Jordan's role in developing the management consultancy and training sectors in Jordan, its duties, responsibilities and the purposes IMC-Jordan wishes to achieve, through its different activities. Namely, being the first and only local and regional institute to join the ICMCI, this, in turn, provided it with the international recognition for its Certified Management Consultant (CMC) certification.

The roundtable was attended by more than 12 journalists representing local and regional publications and news agencies, and included a briefing about the Institute right from its inception and demonstrated the different development stages and the latest methods adopted by the institute to achieve success both locally and internationally.

Being a member of ICMCI, IMC-Jordan has always worked towards helping consultants achieve maximum success through various activities aiming towards assisting them in maintaining the level of success and development on a global level. IMC-Jordan strives to upgrade the concept of management consultancy by its efforts to regulate the profession, implement the consultants' code of ethics, and offer professional training in a manner that meets the increasing needs and requirements of the labor market which necessitates keeping abreast with latest global developments, not to mention offering sophisticated programs and internationally-accredited certificates.

A journalist from the Jordan News Agency (PETRA) who attended the roundtable described the event as instructive, "we got to know first hand the important role IMC-Jordan is playing in public advocacy and its efforts in partnering with all relevant entities to officially organize the management consultation and management training professions to sustain the high technical services that are currently being offered by Jordanian consultants and trainers both locally and regionally".

## The First Ceremony of the International Consultants' Day in China

The first ceremony of the International Consultants' Day was held in China on Jun 26th. Over 140 participants from all over the country gathered in Beijing to celebrate this festival for management consultants. Most of them were China's CMCs and the rest came from government institutions, enterprises and the media.

Slogan of this activity is: Consulting Cause, Consulting Life- the 30th Anniversary of Chinese Reformation and Opening to Outside.

- Mr. Xinxin HU, Vice Executive Director of the Management Consulting Committee (MCC) of the China Enterprise Confederation (CEC), and Sindy Wang moderated this convention.

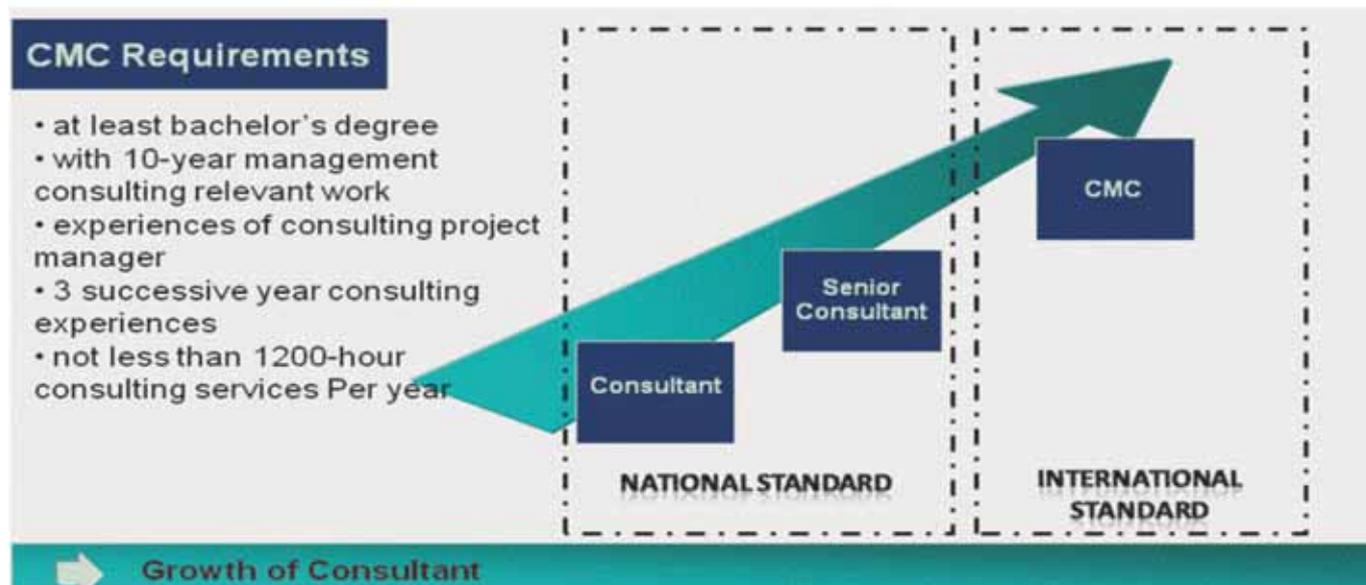


- Mr. Tianle Zhao, Secretary General of MCC of China CEC made a report. He reviewed the history of China consultancy development with participants and showed the appreciation to many senior consultants for their continuous contributions to China's management consulting industry.



- As administrator of Chinese management consulting industry, We are now doing our best to line CMC into national qualification assessment named "Two standards, Three levels" on which CMC will be the top.

### CMC Certification and Administrative Measures



- MCC is also shouldering the important task of boosting a fast development of Chinese management consulting industry as well as establishing a communication platform for the management consulting companies including domestic and international market, improve management level and realize a high-speed development of Chinese management consulting line and Chinese economy.



- We gathered different consultants from 1980, 1990 and 21 century together, shared their experiences from their consulting life. Two delegates from each generation were interviewed by the host. It brought many resonances for participants.

- We also discussed the topics concerning “how to set up a consultant’s brand”, “where is the bottleneck of consulting company” and “happy living and happy consulting”. There were many valuable opinions and many interesting ideas, many applause and many laughing.



• Also, we performed a memorable and happy CMC award ceremony.



We took a photo together.



- The participants made an appointment to see each other on next International Consultants' Day in the farewell dinner



## European Standard “Management Consultancy Services” a stunning first success

After 2 years of hard work, the project committee PC 381 established by CEN, the European standardization body, had the first meeting on September 8 and 9 in Milan, Italy. Representatives of 12 European countries met to prepare the draft CEN service standard for management consultancy services. At the meeting it was encouraging not only to meet the president of ICMCI, Brian Ing, but to see many ICMCI colleagues, and to be able to reach agreement and consensus among liaison partners, e.g. our FEACO colleagues and the national standardization institutes.

The project committee is chaired by Ilse Ennsfellner, ICMCI, and supported by Robert Ravaglia, UNI (the Italian standardization institute). Francesco d’Aprile was working with UNI in the preparation phase to ease the implementation process considerably.

The purpose of this standard was defined as to support the business relationship

between clients and MCSP (Management Consultancy Services Providers) by developing transparency and understanding. This standard aims at providing recommendations and requirements (if identified and agreed) for offering, procurement, execution and evaluation of management consultancy services. A long discussion was going on to set up the guiding principles for this standard. Flexibility, value-add and supportive to the management consultancy industry as well as to all stakeholders were seen as the key points for a successful and applicable standard.

The preparation of this standard will evolve quickly. Next meetings for evaluation of comments and the draft standard are planned for 2009. The draft for enquiry is foreseen by December 2009. The consultation will then occur on a Europe wide basis, the publication of the standard is expected in 2011. The agreed standard on management consultancy services is then mandatory

for all CEN member countries and must supersede any existing national standards.

Even if there is still a tremendous amount of work to be done, there will be differences of opinion but the atmosphere and the initial meeting were so positive that we know that we will, with skill and a little luck, be able to proceed. The standards professionals attending were quite amazed at the conduct of the meeting - quick informal sub groups, discussion points, and above all a desire to come to agreement. They told us they had not seen so much progress ever in a kick off meeting.

There will be difficulties and obstacles ahead. But having a service standard on management consultancy services is considered to be a tremendous advancement for the role of the professional bodies and a positive contribution to the success of the management consultancy profession and all those who practice in it.



## 4th International Management Consultants Day Celebrations

"Opportunities for Consultants", 26th June, 2008

The National office of The Institute of Management Consultants of India celebrated International Management Consultants Day on 26th June, 2008 at the Ball room, of the Royal Bombay Yacht Club, Mumbai.

This day is celebrated globally in all the member Countries of the International Council of Management Consulting Institutes (ICMCI). The theme of the programme was "Opportunities for the Management Consultants". The Programme co-ordinator was Mr. Anuj Bhargava, Hon. Secretary - IMCI, Ex CIO HSBC, Immediate Past Chairman IMCI-

Mumbai Chapter. He along with Mr. M. K. Muthuvelu, President of IMCI played host to the members and industry participants.

Mr. S. Mahalingam, Executive Director & Chief Finance Officer, Tata Consultancy Services was the Chief Guest for the evening and delivered the Key note address. The International Management Consultants day perspective was presented by Mr. Shanker Gopalkrishnan, President, Madras Consultancy Group, Past President IMCI and Past Vice Chairman, ICMCI.

This was followed by a panel discussion chaired by Mr. Walter E. Vieira, President

Marketing Advisory Services Group, Past President IMCI and Past Chairman ICMCI. The panellist were Mr. Pradeep Sen, Managing Director - India, NCR, Mr. M. N. Kuty Nair, Chairman & Managing Director, MIEL eSecurity Pvt. Ltd., Mr. Samrat Dasgupta, Director and COO, Citi Smith Barney, Citi Global Wealth Management.

On this occasion the present Past Presidents of IMCI were honored with mementos and pins. The celebrations of the evening were brought to close by cocktails and dinner. There were 80 management consultants were present.

