

# meridian

Building a sense of community between Member Institutes of the ICMCI

## Chairman's Message

### Towards a Global Consulting Community

It gives me great pleasure to write this message at the end of my two-year term and to welcome the seven new member countries that have joined during my Chairmanship. 2005 has been a busy year since I last wrote in this space, with energetic and purposeful activity taking place in nearly all theatres of ICMCI endeavour.



The meeting in Shanghai on 17/18 September and our 10th Biennial Congress in Beijing on 20/22 September will be a fitting testament to the role that ICMCI can now play on the international stage.

The country assessment program has produced an impressive amount of learning, knowledge exchange and sharing of best practice. The themes of the Shanghai meetings (Winning in China) and the Beijing Congress (Towards a Global Consulting Community - Building Partnerships, Sharing Knowledge and Best Practices) reflect this progress.

It has been achieved by a dedicated Executive Committee that I have been privileged to lead. The unprecedented amount of personal international travel, investment of volunteer time and effort that they have undertaken, has been the bedrock on which our slender resources have been put to extraordinary good use.

Last October, in Vancouver, was an historic event when China, Chinese Taipei and existing full member Hong Kong worked together at our Council Working Meeting. It subsequently gave me great satisfaction to welcome China and Chinese Taipei into Full Membership of ICMCI on 1 June this year, following a most successful European Study tour by a high level delegation from the Chinese Enterprise Confederation

(CEC) and our members, also their Management Consulting Committee (MCC), who are our hosts both in Shanghai and Beijing. The Chinese Delegation met the European Hub in Copenhagen, led by European Hub Chair and ICMCI Vice Chairman, Gerd Prechtel and Vice Chairman, Peter Sorensen, my successor. We, then, enjoyed an extensive and intensive European experience, meeting ICMCI members in many European countries.

June saw the launch of the first edition of European Management Perspectives by our publishing partner, the Cavendish Group, who are also sponsors of our Consultant meeting in Shanghai and of the Beijing Congress, where they will be launching a special Conference edition of China Management Perspective. Copies of both magazines are available, free of charge, to all consultants whose national institutes are in membership with ICMCI.

Last month, I was pleased to be the guest of the Russian National Institute of Certified Management Consultants and took part in their three day biannual Certification Conference in Moscow. It was a powerful and professional event, ably described elsewhere in this Newsletter by NICMC Chairman, Arkady Prighozin. When building a National Institute, the concept of a Certification Conference, where candidates for CMC are challenged and examined in public by a whole membership, is a strong and inclusive way of developing and applying uniform high standards, prior to a secret ballot of existing CMCs on the readiness of candidates for admission to CMC. I found both the hospitality and the professionalism of our Russian friends to be exemplary and look forward to their admission to Full Membership in the near future.

During our meetings in Shanghai, we will talk and do client business and in Beijing, we will conduct professional and ICMCI business which are landmark events in the evolution of ICMCI. We look forward to an exciting and rewarding week of personal, professional and client development in the historic, exciting and fast growing economy of China. I welcome you to these two events in Shanghai and Beijing.

Barry Curnow



# HUB NEWS

## Austria

The Austrian National Institute, the Professional Association of Management Consultancy and Information Technology celebrated its 20th Anniversary recently. At the Anniversary event, the President of the Austrian Chamber of Commerce, Mr. Leitl, complimented the "Information and Consulting" sector on its growth. Mr. Curnow, the Chairman of the ICMCI was amongst the many guests of honor.

Mr. Leitl emphasized the importance of start-ups, which created additional employment in the Consulting and IT sector. More than 50 percent of the companies were set up in the last few years before the new Millennium. He also stated that qualification, information, innovation and creativity are of the highest importance, required for Consulting and IT.

Mr. Wilfried Grommen, the keynote speaker of the evening and General Manager of Microsoft, Europe, held a presentation on the future of the information society.

Mr. Hans Jurgen Pollirer, former chair of UBIT stated that *"in a permanently changing information society, companies form the sectors, IT, Communication and Consulting, offer the right answers to tomorrow's questions"*.

With 38,000 registered activists, the Association of Consulting and Information Technology is the second



Mr. Fritz Bock, Mr. Leitl and Mr. Barry Curnow

biggest association within the Austrian Chamber of Commerce and ranks highest in the statistics of start-up enterprises. This shows the inherent dynamics of the economic development, leading to a service and information society. *"The activities of the association, like the implementation of the 'academic consultant', are very well acclaimed and in the same way, the Austrian IT and consulting award, Constantinus, and the know-how of the association, have given the best feedback"* as Mr. Friedrich Bock, Chairman of UBIT, reported.

According to Mr. Bock, besides knowledge transfer, education and professional training, export promotion and the implementation of national and EU directives, it is also the task of UBIT, to create links with partner institutes through national and global networking. This is also the reason why WKO Association Consulting and IT have been active members of ICMCI for almost fifteen years.

On the same day of the celebration, the institute of lower Austria was running the Austrian Consultants Day with the topic *"Security in IT and in its various dimensions"*, concerning the practice of management consultancy.

The successful meeting with more than 800 participants from all over Germany and Switzerland in the Vienna "Hofburg" ended with a short ceremony which included the award diplomas for five newly certified CMCs.

## China

### Introducing MCC/CEC ICMCI'S Member Institute in China

Management Consulting Committee (MCC) of the China Enterprises Confederation (CEC) is one of ICMCI's most recent member institutes and in light of China's growing impact on the world economy, is poised to play a critical role in upgrading both the country's management and consulting expertise. In a recent interview with Hu Xin Xin, CEC's Deputy Director, Management Perspectives (A Cavendish publication) reported that:

*"In China, the Ministry of Labour and Social Security represents the Government, the All-China Federation of Trade Unions represents employees, while CEC operates on behalf of employers. Serving employers comes first in our three core businesses. CEC serves its members as a sound network, with over 10,000 directly connected members and 45,000 indirect ones. The second business for CEC is enterprise management, while the third is creating a community of entrepreneurs."*

MCC plans to introduce excellent management consultants to China on a large scale for academic exchange and

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training, so that there is a synchronized development with the international industry. It seeks to establish a wide partnership with foreign management and consulting institutions, so that modern international management theories and technologies can be introduced to boost the development of the domestic management consulting industry.

One of MCC's vital functions is to train consultants. To quote, Secretary General Zhao of MCC - *"On the one hand, some consultants have a good educational background but lack practical experience; while on the other hand, some are rich in experience but have inadequate theoretical knowledge. Training is essential for China's management consulting development"*.

## India

### International Management Consultants Day April 6, 2005



Prof. Ashok Misra receives a memento from Mr. F.C. Kohli. Dr. Ameeta Madhok looks on.

IMC India celebrated the International Management Consultants Day on April 6, 2005 at Mumbai. The evening's programme was well attended by several members and their spouses. The Chief Guest was Prof. Ashok Misra, Director, Indian Institute of Technology, Mumbai. He gave an impressive talk on "Technology and Management-Consulting Challenges". Mr. F.C. Kohli also addressed the gathering.

Dr. Misra's talk was followed by an enlivening panel discussion on IMCI Vision and Mission, revisited by the five past Presidents of IMCI, who were present on this occasion, viz., Mr. E A. Kshirsagar, Mr. G. Shanker, Mr. Mohan Shahani, Dr. O.P. Pahuja and Mr. S. Mahalingam. Mr. Anuj Bhargava facilitated this panel discussion in a friendly talk-show. Some directions for IMCI and a renewal of our vision for the future emerged from this discussion. IMCI processes

are world class but growth in members and revenue has been painfully slow. The need is to stand apart from other "Trade Associations", and carve an identity as a body, that builds competence and professionalism through training, certification and other activities. Strategic alliances with other professional associations in India should be undertaken to create synergies, but these need to be more in the nature of equal partnerships. IMCI has now reached a stage where it is growing on its own merits and all office bearers need to accelerate the growth seen in the recent past.

Past Presidents suggested that 2005-06 should be the year of Academic Initiative to provide a fresh momentum to our activities, resulting in learning and growth in knowledge for our members.

## Hong Kong

On 24 May, 2005, Sir David Akers Jones, former Chief Secretary of the Hong Kong Government and Dr. Gregg Li, Asia Hub Chairman of ICMCI, led an international team of consulting leaders in a one-day discussion on how to create a stronger partnership with clients. These leaders came from IBM, EDS, TownGas, MAS (India), IMC Thailand, IMC Hong Kong, Boyden, EduTrain, G. Li & Company, Securac (Canada), University of Hong Kong, University of Tsinghua, and many other leading organizations.

### Three topics were discussed :

- ❖ Partnership for greatness - the clients' perspective
- ❖ Building a stronger practice - the firm's perspective
- ❖ Leverage on new consulting methodologies

Over a hundred attendees from around the region came to attend this conference.

IMC HK was especially honored to have the former Chief Secretary of the Hong Kong Government, Sir David Akers Jones, who helped to set the context, and gave a historical perspective of how management has changed in Asia. IMC HK was particularly happy to have Prof. Robert Tricker, the father of modern corporate governance, joining from Devon in Western England, to talk about chaos and complexity in corporate governance around the world today.

The speakers at the Conference included Dr. Gregg Li, Sir David Akers Jones, Prof. Robert Tricker, Mr. Sunny Lee, Mr. Walter Vieira, Prof. Alfred Ho, Dr. Richard Lai, Mr. Duncan Pescod, Prof. Han Kyeong-seok, Prof. Wang Yi-hua, Mr. Christopher Tse, Mr. Nigel Knight, and Mr. Bryce Mitchell

Many interesting topics were presented and these can be downloaded at [www.academy-mc.org](http://www.academy-mc.org).



## WHAT IS THE QUALITY OF THE CONSULTANT'S JOB?

Arkady Prigozhin, President, National Institute of Certified Management Consultants (Russia)

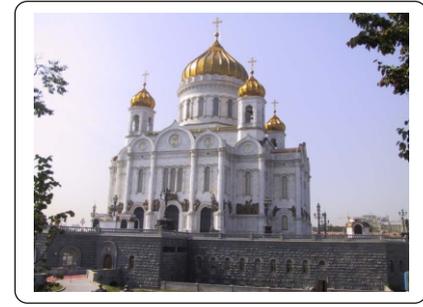
I guess for the majority of OD consultants, the answer is clear success in client organizations. Main indicators of success are well known: repeated invitations, volume of contracts etc. Nevertheless, let's ask each other if the client is the only judge of our qualifications. Yes, but not always. Sometimes, we can discover that the client is very satisfied with our work but we understand that our real help is rather modest.

In Russia, we have the TV Academy. Once a year, they used to have a competitive evaluation of the TV programs. What is interesting is that most popular programs get very low marks and some of them are not considered at all. It means that client and professional evaluations are quite different sometimes. More and more professional communities are concerned about their quality development and initiate special methodology and public institutions to appropriate criteria and procedures for mutual evaluation.

In management and OD consulting, I have known several attempts to establish professional systems of certification. The most successful and wide-spread attempt is the activity of the International Council of Management Consulting Institutes (the ICMCI). The ICMCI conception is intended only for the individual certification of the consultants, not for companies.

With regard to Russian experience in this area, we have sent the application from our National Association to them to get authority to use their brand and methodology in Russia. They have sent the auditor, Mr. Peter Sorensen (Denmark), the Vice President of the ICMCI. He has given us some recommendations in preparing for entering the ICMCI.

The question was raised as to how to establish the credentials for the beginners. Three Russian consultants (including me) went to the ICMCI Congress in Istanbul in 2003 for personal certification. Each of us had sent three cases of descriptions and recommendations from our



clients. Nevertheless, two representatives of the ICMCI gave us a comprehensive test with questions on our consulting practices, our conceptions, personal achievements in theory and methodology and even about our failures. It gave us great pleasure to have professional discussions with our skilled colleagues. The next day, we were congratulated in the open session before receiving our certificates.

We were advised to establish a special union of Russian consultants for certification on behalf of the ICMCI, the reason being that, eventhough, we have a great diversity of consultant's associations in Russia, only one organization could have the right to be the National representative of the ICMCI, which resulted in the establishment of the National Institute of Certified Management Consultants. We chose to run the certification process publicly at special Institute's Congresses twice a year.

The first such Conference took place in Moscow in February, 2005. Mr. Peter Sorensen took part as a representative of the ICMCI. His input was very significant. He posed a lot of questions to applicants and stressed on the ethical aspects of our professionalism.

The next publication was on July 6th to 8th, 2005. At this Conference, we invited Mr. Barry Curnow, the Chairman of the ICMCI. He started the Conference with substantial observations of world tendencies in the consulting market and the correlation between big and small consulting firms and free-lance consultants. He also underlined some advantages of small consulting firms which are much closer to real client needs. He made a valuable comparison of consultant's income and structure of client's demands. We deeply appreciate Mr. Curnow's views on some controversial issues of our certification process.

Our discussions on professional estimation, the different practices and methodology observed by consultants, specialized in different branches, were strong and inspiring.

Now, the Institute has a professional membership in the ICMCI. Full membership is accorded only after successful experiences. During our provisional membership, our conferences are visited by leaders of the ICMCI.

We have successfully adapted the ICMCI methodology and procedures to domestic Russian peculiarities and developed some details in accordance with our understanding of their significance.



## S witzerland

A special meeting took place on 17th November, 2004 at "Balsberg" Worldwide Business Centre, Zurich Airport. Intensive work had been done by the CMC Certification Commission in order to present an attractive program to the participants and to deal with the current issue of the management consulting industry.

After a short welcome, the agenda contained the latest news regarding the CMC situation in Switzerland as well as in Europe, reported by Dr. Andre C. Wohlgemuth, Chairman of the Certification Commission of ASCO (Association of Management Consultants Switzerland), followed by the President of ASCO, Mr. Peter E. Naegeli who underlined the importance of the CMC title in today's business world.



Bernardo Lindemann, Bettina Fritschi,  
Dr. Andre C. Wohlgemuth  
Marianne Senti, Peter E. Naegeli

Next, Mr. Christian U. Haldimann, member of the Commission presented new folders about CMC, including a CD-ROM which was distributed to all the participants (also as download on the ASCO website) in order to enhance market communication. A report of the European Hub on 6/7 May, 2004 in

Vienna/Sopron/Bratislava was given by Dr. Andreas E. Steinmann, also a member of the Commission. In addition, he showed an over view of a first process model as to how to introduce and proceed with "Certified Practices" in Switzerland. At the end of the meeting, Ms Marianne Senti, Head of the ASCO office presented the status of the process of CMC certification in Switzerland.

The evening started with a pleasant gathering of the participants over drinks and light dinner with an introduction to "Management Consultants and Ethics, - how far can opportunism reach?" given by Dr. York Lunau, Institute of Business Ethics at the University of St. Gallen. He reflected about the current and important issue of ethics

and principles, teasing the forum with provocative charts and showing many concrete cases.

About half of the total of the 46 CMC in Switzerland participated in this event. They appreciated the agenda, the presentations and the open atmosphere very much. An intensive discussion among the participants was caused by the matter of "Certified Practices". In principle, they did agree to a first trial. This was followed by a serious and intensive discourse on "Ethics". As expected, there was not enough time to come to a final conclusion but all participants accepted that it is the personal responsibility of each and every consultant. They confirmed the importance of business ethics for the future of the management consultants industry.

The evening ended with a farewell drink, a CMC label for all and filling in a questionnaire, prepared by the Commission.

## BEIJING CONGRESS

### a "Must Attend" Event

September 20-22, 2005

Trustees and Executive Committee members have a joint responsibility to attend and to ensure the success of ICMCI's Biennial Congress. At this event, they will gain valuable insights into the various issues and concerns that are typically encountered by all member institutes and collectively seek solutions and take decisions which will enhance the standing and operations of their respective institutes and ICMCI as a whole. Aspirants to leadership role, whether in their respective national institutes or in ICMCI, should certainly attend one or more ICMCI Congresses. For other movers and shakers in the consulting world, attendance at the Congress will provide valuable insights into the workings of a worldwide consulting organization of growing stature, already recognized as a Non-Government Organisation (NGO) by the United Nations. ICMCI's membership, which comprises consulting institutes, not individuals, spans more than 40 nations and is still growing. It has established a process for awarding the Certified Management Consultant (CMC) status to those who meet its stringent professional standards and code of ethical conduct.



- Goh Kim Seng

Have you registered for  
ICMCI's Beijing Congress at Beijing?  
Register at [www.icmci.org](http://www.icmci.org)

## CmCC EVENT AT SHANGHAI

- a truly unique networking opportunity

September 17-18, 2005

The Consultants meet Consultants and Clients event (CmCC) originated from a ICMCI member institute in Italy. It has proved to be an extraordinarily effective way for consultants to share knowledge, exchange ideas and best practices, and to explore opportunities for collaboration. Recognizing this, ICMCI's ExCom has endorsed the model and is organizing this event in Shanghai during the World Management Forum, to assist *consultants* in :

- ❖ Exploring consulting opportunities in China
- ❖ Linking up with local consultants to apply their unique methodologies, tools or techniques
- ❖ Seeking sub-contract consultants to support their clients in China
- ❖ Teaming up with Chinese consultants to win jobs in China or elsewhere overseas.

The structured networking sessions will also assist *clients* in:

- ❖ Procuring consulting services and support in China
- ❖ Tapping on Chinese consultants' network to explore business opportunities
- ❖ Seeking China contacts to source for products and/or services
- ❖ Seeking China contacts to supply products and/or services

In particular, the networking sessions will assist *educational or training* institutes in:

- ❖ Promoting unique educational or training programmes for the China market
- ❖ Seeking local resources to collaborate (e.g.) translate, co-teach) on their programmes in China
- ❖ Seeking local resources to collaborate (e.g. translate, co-teach) on their programmes in China
- ❖ Seeking local partners to source for students/participants for their programmes targeted at the Chinese market
- ❖ Researching information and ways to localize their programmes in China.

Haven't you registered for  
CmCC at Shanghai yet ?  
Go to [www.icmci.org](http://www.icmci.org)

Further information on how the CmCC sessions are structured and conducted may be obtained from ICMCI's website. If you wish to attend the CmCC sessions in Shanghai, remember to indicate this on the registration form. Presently, attendance at CmCC is limited to 100 participants only. Some 50 participants from Europe and Asia had already indicated their intention to attend. Don't miss out on this wonderful opportunity to build business relationships and alliances in one of the world's greatest entrepreneurial cities - *Shanghai*

- Goh Kim Seng

## ECHO AT THE TEMPLE OF HEAVEN

A Reflection on the Certification Process of the First Batch of CMC's in China

by *Alphons Roels and Liew Shin Liat*

After arriving in Beijing in the early hours of the morning on January 20, 2005, we were continuously working till 24th listening to the presentation of the 32nd CMC candidates. We needed a break and headed towards the Temple of Heaven Park, saw the Circular Mount Alter and standing on the center of the top tier of the "Heart of Heavenly Stone", we sang the theme song of Verdi's Rigoletto "La donna e mobile". With the effect of the wonderful acoustics around us, we felt a few exalting thoughts emerging :

ICMCI as the platform for magnifying the common global voice for consultants. We noted that most of the candidates were successful local senior consultants sharing similar attributes and professional standards, embarking on a journey to be part of the global community of certified consultants, the CMC. ICMCI was pleased with the participation of China. Together, our voice would be magnified which could make a unique difference.

Be a CMC and get closely connected with the world of consulting. We realized that if one stood outside the center of the altar, the echo would be lost. It meant that we had to sign up as part of the international CMC community, to benefit from the common loud echo. ICMCI could act as a platform for sharing best practices.

*...Just as the Echo Wall, echoing and transmitting the unique value propositions of CMC...*

The next place we visited was the massive Imperial Vault of Heaven and the Echo Wall. We were aware that if we spoke against the wall at one end, we could hear our voice at the other end. This experiment again sparked several thoughts in our minds:

Each consultant needed to reflect on his own competence. No two consultants were totally alike. It may be due to cultural differences. We felt that the candidates needed to reflect more on their own competence rather than explain their consulting projects. Given time and coaching, we believe that consultants could learn the importance of evaluation of client assignments and improve on reflection, which may be considered as "self-echo".



Peer review as a valuable input. An innovative method in this process was when the candidates were encouraged to ask questions and challenge the presenter who experienced the feel of being on the other side of the fence. It was a productive role played by the candidates and the sessions were an excellent learning platform, hard to find elsewhere, which may be considered as "reflected-echo".

*...symbolizing the mark of central coordination, excellence and superiority...*

We then reached the most prominent structure in the park, the Hall of Prayer for Good Harvest which was a wonder among the classical wooden structures with very high technological and artistic value. The Leigong Pillar under the center of the ceiling symbolized the "unity and harmony of the country". Again, a few thoughts surfaced:

A centrally coordinated certification approach, starting from Beijing. The Management Consulting Committee (MCC) of the China Enterprise Confederation (CEC), with its influence and organizing ability, had brought together around 300 highly qualified candidates from Beijing, Tianjin, Shanghai and Shengzhen for their first certification of CMCs. To coordinate through Beijing was the right approach to promote CMC in China as it avoided the chaos of different institutes in different regions competing to offer CMC certification.

A global blend of old and new. In August 2003, the emblem of the 2008 Olympic Games to be held in Beijing was unveiled at the compound of the Hall of Prayer for Good Harvest when the sports and arts of ancient and modern times were displayed. In introducing CMC to this ancient yet vibrant country, we hope for positive and exciting developments in the future.

When we visited the hall, we noticed that it was under maintenance. This again prompted a few thoughts - if the beautiful temple and gardens needed maintenance and improvement, then there were also a few areas for improvement in the certification process of CMCs in China:

- ❖ To improve on the form preparation and analysis in English and Chinese, to have a written review of the application, take client references for assessment of competence.
- ❖ To improve on the workshop with more interactive sessions to test their knowledge.
- ❖ Improve on individual presentation.

In introducing CMC to China, CMC could become a common language worldwide.



### *...In conclusion*

The Temple of Heaven is an outstanding masterpiece of Chinese traditional architecture for its clever design and harmonious colors. We had seen hope exhibited by the CMC candidates and we were positive of the healthy development of consulting industry in China.

We are thankful for the support given by MCC to CEC and all the participating consultants and staff. We also look forward to working more closely with MCC of CEC.

## *Editor's Note*

In our last issue, we had mentioned that a decision had been taken at Vancouver to celebrate an International Management Consultants' Day. We are now happy to report that Austria, Denmark and India did celebrate the event and the news is covered elsewhere in this issue. This is an important first step and with sustained and well coordinated effort, over the next few years, the IMC Day can snowball into a major global initiative.

All roads in September lead to China - first to Shanghai for two exciting parallel events, the China Management Consulting Summit and the Consultants meet Consultants & Clients event.

Next, three days of intense cerebral stimulation have been planned at Beijing during the 10th ICMCI Biennial Congress which will be held at the Friendship hotel. The hosts, Management Consulting Committee of China Enterprise Confederation have, of course, planned exciting tours and delightful entertainment for the evenings.

I look forward to meeting you in China !

G. Shanker  
Chennai, India.

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