The
INTERNATIONAL
COUNCIL OF
MANAGEMENT
CONSULTING
INSTITUTES

CMC - GLOBAL

# Annual Meeting of Delegates
# 13 October 2022

# Minutes of Meeting

## *Introduction:*

*The annual meeting of delegates took place virtually via Zoom. Two 90-minute interactive sessions were conducted to cover the different time zones, and delegates attended according to their convenience.*

*The meeting opened at 07:00 UTC on 13 October 2022 for the first session and closed at 07:00 UTC on 14 October 2022 when the voting platform closes.*

## *Attendance:*

The **first (7:00 – 8:30 UTC)** and **second (15:00 – 16:30 UTC)** sessions included attendees that are IMCs officials, CMCs of their national IMCs and are non-voting, however, the attending voting delegates per session are as follows:

**First Session Attending Delegates are a total of 15 as follows:**
Michael McLean (IMC Australia), Altantuya Altankhuu (IMC Mongolia), Man Yi (IMC China), Lydia Goh (IMC Singapore), Kim Karme (IMC Finland), Daniel Chan (IMC Hong Kong), Alfred Harl, Hans-Georg Goettling (IMC Austria), Silva Mesropyan (IMC Armenia), Otto Acuna (CMC-Global), Ruggero Huesler (IMC Switzerland), Matt Roberts (IMC UK), Namrod Gonyora (IMC Zimbabwe), Celal Seçkin (IMC Turkey), Mitsunori Masunaga (IMC Japan).

**Second Session Attending Delegates are a total of 17 as follows:**
Namrod Gonyora IMC Zimbabwe), Juan Negroni (IMC USA), Randy Baldwin, Chris Harper (IMC Canada), Norma Shorey (IMC Caribbean), Cristian Gaina (IMC Romania), Celal Seçkin (IMCTürkiye), Ante Sarjanovic (IMC Croatia), Peter Csakvari (IMC Hungary), Angelo Kehayas (IMC South Africa), Flavio Oliveira (IMC Brazil), Oksana Kovtun (IMC Russia), Patrick Downes (IMC Ireland), Mairead McCann (IMC UK), Claudio Barella (IMC Italy), Otto Acuna (CMC-Global), Md. Zakir Hossain (IMC Bangladesh).

**Total attending Delegates at both sessions: 29 as 3 delegates attended both sessions.**

**Board Members in Attendance first Session:**
Robert Bodenstein (Chair), Jeremy Webster (Secretary), Nick Warn (Director), Tamara Abdel-Jaber (Treasurer), Dwight Mihalicz (Immediate past chair), Alan Blackman (Director), Gergana Mantarkova (Director).

**Board Members in Attendance Second Session:**
Robert Bodenstein (Chair), Jeremy Webster (Secretary), Nick Warn (Director), Tamara Abdel-Jaber (Treasurer), Dwight Mihalicz (Immediate past chair), Gergana Mantarkova (Director).

**Board Members Absent**:
Jehona Lluka and Zhang Yanyan (Directors).

**Secretariat in Attendance:**
Reema Nasser (ED) and Khuzaima Zaghlawan (ES).

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During the 24-hour duration of the meeting, 29 delegates attended the sessions and 36 delegates participated in the voting (representing 62% of the total number of 58 delegates), therefore quorate under Article VIII Section 6 of the by-laws was established.

**Chair presided over the meeting and announced it has officially started.**

## 1. Opening remarks by the Chair of ICMCI, Robert Bodenstein

The Chair was excited to see many IMCs delegates/officials from the different time zones around the world joining this event, and as Chair of ICMCI he welcomed all who attended this virtual meeting and joined the board members who were present in Vienna at the UNIDO offices who hosted the ICMCI events. This is the third Annual meeting of Delegates in a row in this format since 2020. The Chair expressed his hope to meet again in person next year if the situation around the world permits this.

The Chair encouraged the voting delegates to share their comments about the submitted board report to include those of the working committees and taskforces via this virtual meeting. The chair expressed that focused discussions on the bylaws have not taken place during the past three years as it was not possible to have a focused discussion about those topics due to the impossibility to meet in person.

The discussion during the meeting was about the formalities covering the budget, resolutions and reports. However, the second part covered the strategic priorities that were the result of the discussions that took place during the past few months and the board explored them with the voting delegates.

This year ICMCI celebrates its 35th Birthday. Again, we cannot meet in person to discuss our achievements and celebrate this birthday. Time is still too uncertain especially with regards to international travel, but. during our conference the focus will be on the Mega Trend with emphasis on Digitalization and sustainability (SDGs) that is holding a big chunk in the consulting industry.

Also, the Chair brought up the attention to the ISO standard systematic review process that was discussed thoroughly with the IMCs accredited trainers and reached a conclusion of how to proceed with responses to the ISO organization through the national standards bodies in the local IMCs so that ICMCI can be part of the process. It was concluded on a proposal to the member institutes to reply to the national standardization bodies and propose to keep the standard as is and to keep an open window for the checklist adoption concerning digitalization and sustainability as the checklist is an ICMCI property with ICMCI being the only one authorized to change it.

A separate initiative by the National Standardization body in China led by Jack Yao was proposed to re-establish a technical committee to look into the standard and define the ISO scope and business plan in management consulting for different specialities, and to engage all stakeholders in the process/taskforce. ICMCI Chair had a conversation with the Chinese association for better understanding of the goal of this initiative and advised that ICMCI in general is supporting such an initiative and will be open for any discussion related to developing the standards, however, the management consulting is one industry with specific

standards that will remain to fulfil different specialities and again ICMCI will be flexible for any discussion that the Chinese association is leading.

The Chair explained that the meeting is hosted at the UNIDO offices in Vienna as a follow up discussion to the meetings in June during the International Consulting Day in which UNIDO's Chief Sustainable Food Systems Division - Department of Agri-Business – Ali Badarneh had a presentation and that a partnership between ICMCI and UNIDO will be initiated for the provision of an integrated set of consulting services.  Also, ICMCI is looking for different partnerships with stakeholders in different professional directions. The chair promised the IMCs to keep them updated of the progress and outcomes with UNIDO.

The Chair re-confirmed that all board directors and committee chairs already shared their reports directly with the delegates and all board directors/committee chairs will be ready to answer any questions as they are raised rather than go through details of those reports in those annual meeting sessions.

> The Chair Message can be viewed as part of the annual report at this **LINK**
> The Chair and Executive Director video report is available at this **LINK**

2. **Q&A session on Annual Meeting Reports (Board report, Treasurer's report, Auditor's report, Proposed budget, Committees and Taskforces reports)**

   2.1. **The auditor, proposed budget, and treasurer report by the Treasurer - Tamara Abdel-Jaber**
   The treasurer submitted the reports (audited statements, the proposed budget 2023 – 2024 and treasurer report) as included in the board annual report and the annual meeting documents and was ready to address any questions.

   > The Treasurer video report is available at this **LINK**
   > The auditor and treasurer reports are available in the annual report **LINK**
   > The written proposed budget is available at this **LINK**

   2.2. **The PSC report by the PSC committee Chair – Celal Seçkin**
   PSC has a huge workload like any other committee, however, since the PSC is looking into different initiatives to enhance the knowledge and the standards of the profession makes it a very critical role.

   > The PSC video report is available at this **LINK**
   > The PSC report is available in the annual report **LINK**

   2.3. **The QAC report by the QAC Committee Chair – Nick Warn**
   The work of the QAC is progressing as planned and all assessment going smoothly and the assessors are doing a great effort in conducting and completing many assessments especially during the pandemic, and IMCs are showing tremendous cooperation during the assessments. Mostly the planned assessments will be completed by end of this year, to start a new schedule starting 2023.

   ICMCI started the Zoho digital platform implementation, however development is needed to automate different operating processes to include the QAC assessment

process, while the personal interaction in the assessment will stay as is, currently the secretariat is done with the CRM and communication setup and will be looking partner with a provider for the development of the processes.

The QAC video report is available at this **LINK**
The QAC report is available in the annual report **LINK**

### 2.4. The future of management consulting, membership committee report led by Gergana Mantarkova

The future of management consulting initiative has been examining the drivers of change, seeking to identify the capabilities and skills of consultants that will be most valued in the years to come.

The future leader forum will be a permanent structure within ICMCI which is so far a great success to include more than 50 young management consultants who can be involved in the decision making in the future.

The future of management consulting already demonstrated how the ICMCI, IMCs, and the individual consultants can work together. An event will be planned for the digital "travel around the world" with members from the Future Leaders Forum which will take place by end of October/beginning of November.

The membership committee will continue to strategize its work for more valuable impact on the network.

### 3. The presentation of the resolutions and voting process by Secretary - Jeremy Webster

The voting process for virtual voting on the four resolutions was announced by the Secretary and the secretariat provided the delegates with detailed information that covers access and means.

The delegates will be able to cast their votes to the four resolutions during a set time of 24 hours starting 7:00 UTC on 13 October 2022.  The Secretary ran through the four resolutions and opened the floor for any questions and encouraged the voting delegates to cast their votes according to the guidelines provided to the delegates when using the platform. According to the By-laws 2/3 majority of the total voting delegates will be required for any resolution related to the bylaws, and a simple majority is required for all remaining resolutions. Noting that the results of the voting process will be announced the second day and included as an annex to this MOM:

1. **Board Report 2021-2022:** To accept the 2021 - 2022 Annual Report of the Board of Directors.
2. **Treasurer's Report 2021-2022:** To accept the 2021-2022 Treasurer's report
3. **Proposed Budget 2023-2024:** To approve the 2023–2024 budget
4. **Strategic Priorities:** To support the board's strategic priorities for 2022-2025

The Secretary video report is available at this **LINK**
The Secretary report is available in the annual report **LINK**

### 4. ICMCI Strategic Priorities led by Robert Bodenstein

The board had several strategic discussions during March and June board meetings, it was agreed not to change the vision and the value of the ICMCI but to re-evaluate the actions that need to be implemented in the three coming years. The board defined three pillars to structure the discussion about existing activities and services as each pillar addresses ICMCI goals in a manner that either focuses internally or externally to reach the largest number of stakeholders. Following are the three pillars:

1. **Ethics and Standards**
   ICMCI Standards to include the Competence Framework, Code of Conduct, ISO 20700:2017, etc.

2. **Knowledge Development and Sharing**
   Trends, development of the profession, and know-how sharing. ICMCI is going to focus on this much more on the future through the future management consulting initiative and the Academic fellow panel.

3. **Representation**
   Marketing, communication, and other tasks to represent the profession. ICMCI need to be more active in what is delivered of concrete activities through the different social media accounts as a mature organization. A proper marketing plan is needed to reach this goal.

Along the three defined pillars, questions have been discussed by the Board to address the future, impact, strategy, benefits, and the needs of the Members of ICMCI. Also, based on the board discussions, threats were identified to specify the priorities for this phase, and linking the priorities to ICMCI goals with identified actions to be carried by different committees/taskforces within a certain period considering the limited resources/volunteers.

The chair highlighted some actions from the list included in the strategy document such as:

1) Shape the value proposition while this is addressed a long time, but ICMCI still need to add on to this activity.
2) Creating a new level of certification to enable entry to the certification path from the younger generation. This middle certification will be handled by the PSC committee, and this will impact the membership growth for IMCs by accepting different stakeholders as membership and not just a full member.
3) Establishing an ICMCI Sustainability Policy. ICMCI will have this topic in the CMC International Conference as planned between the annual meeting of delegates sessions. It will be addressed to consultants and clients on how to build and elaborate to have solutions to establish the sustainability in their profession.
4) Specifying communication tools with IMCs and the defined stakeholders. ICMCI need to set a yearly communication plan that requires resources to implement with the marketing committee and a joint campaign with IMCs can be planned to support this strategy in communications and expand the network.

The Strategy document is available in the annual report **LINK**

### 5. Governance review taskforce report led by – Dwight Mihalicz

In general, the organization need to ensure to have a well-structured governance in place to view the whole organization and a staff structure to have the management aspect for the full operation. The board discussed during the strategy discussion the current state of the organization and what ICMCI do (mission) and what ICMCI want to be (vision), and the desired state that ICMCI need to attain. All those stages need time to reach in addition to effort to achieve the operational goals which must be defined ahead. From the governance perspective the delegates and elected board, need to make sure that all operational goals are in track and when it comes to staff organization, they need to have the flexibility and authority to work toward achieving the goals. In the non-profit organization it is not that complex to differentiate between the governance of set of policies, governance and strategy as approved by the delegates for the different stakeholders, and the operational staff who do the day-to-day work to achieve that desired future state. By looking to the organization structure and the reporting lines, a confusion shows when looking to the operation staff as Executive Director and Secretariat report to the board of directors and support the standing committees, as it is not clear who should do what and when, as the standing committees are setting the policies, the programs, and plans. So are secretariat responsible for the operational work and implementation of the programs or what?

Therefore, the governance taskforce came up with different recommendations to develop a framework which is consistent with best practices for non-profit organizations around the world. In this framework, it shows the members and CMCs, then the IMC members who delegates their representative to take part in the annual meeting of delegates and elect the board members who in return set the standing committees to help the board to do their work, however the delegates will keep the board of directors accountable for all the work that will be reported during the annual assembly of the delegates. The Executive Director held accountable at the board to implement the strategy and carry support to all ongoing programs and support all national institutes. In that context, the Executive Director is authorized to hire a paid staff and recruit volunteers for required support, also the secretariat is accountable to create working groups not within the governance who could be a group of expertise to help with the implementation of the programs.

The delegates do not need to approve the 59 recommendations in this report, as the taskforce work is now completed, and the board have approved the submission of this report during the 2022 annual assembly of delegates. ICMCI board need to start work based on the outlines of the report and the consultation program will start in 2023 hub meetings. Broader consultation will be organized for stakeholders as required, and the board will implement the changes that are consistent with the report, for example the terms of reference need to be updated and that work can begin. The board will report status and recommend to the next assembly of delegates anything requiring delegate approval, including recommended bylaws changes.

      The Governance video report is available at this **LINK**
      The Governance written report is available at this **LINK**

### 6. Stakeholder review taskforce report led by – Jeremy Webster

The taskforce came up with three recommendations based on the approved resolution in the annual meeting of delegates in 2021 to develop a strategy to engage directly with stakeholders in addition to IMCs.

The task force's deliberations were discussed at the ICMCI Board strategy meeting in June 2022.  This resulted in three key recommendations for action:

**Recommendation 1** – establish a formal 'Observer' status to allow organisations to participate in ICMCI's activities without the need to become members. Fees, eligibility, and privileges of Observer status to be decided by the Board.

**Recommendation 2** – consult with the membership on the desirability of changes to the by-laws to widen the circumstances under which the Board may permit additional organisational members to be admitted from existing member countries (Article V Section 2 of the by-laws already permits the Board to admit more than one member per country in limited circumstances).

**Recommendation 3** – provide resources to enable ICMCI to engage directly with selected influential global and regional organisations whose activities are relevant to the management consultancy profession. The Board to identify relevant organisations and agree a business case for resources.

The Stakeholder video report is available at this **LINK**
The stakeholder review report is available at this **LINK**

## Q&A and Comments:

**Q: Lydia Goh (Delegate of IMC Singapore) question on the bad debts:**
**A:** Treasurer clarified the status of the Euro 16,711 amount as included as a bad debt in the auditor report. The treasurer conducted many honest conversations with several IMCs who are facing challenges mainly as a result of COVID. These challenges included reduction in the numbers of individual members and decline of income generating activities among others. ICMCI did its best to help by working out payment plans that several IMCs successfully committed to. Unfortunately, few IMCs could not solve the financial issues and ICMCI had to put those amounts as bad debts. This bad debt percentage is quite normal and less than the international accounting standards percentage.

**Otto Acuna (Delegate of CMC-Global institute) comment on Future of Management Consultancy Initiative**
Otto Acuna recommended to have an information package to be prepared by the future of management consulting initiative and share it with the IMCs who can implement some activities to move forward as part of the IMCs development.

Gergana Mantarkova (ICMCI Board) advised that an e-book can be established to have one context of the future leadership in the management consulting that consultants can use going forward. Also, the conclusions of this initiative are already set and it is part of what the ICMCI Chair brought up during his opening remarks and there will be follow up proposals based on the conclusions of this initiative regarding the digitalization, sustainability, ESG.

**Comments from participants on the Strategic Priorities**
IMC Singapore already established a new entry level certification called a "Registered Management Consultant" provided to those who complete 1000 consulting hours as a pre-step to become a CMC. The Singaporean government is supporting such consulting by funding 80% of the small/medium projects. The IMC Singapore is willing to share this new level certification with PSC to explore it in building the ICMCI new entry level certification.

CMC-GI designed a seasoned consulting program that will start in 2023, in which the consultant will have a 6-month training program to develop a project which will be evaluated by a panel, so it is not only providing the knowledge but practical feedback on the running of projects. CMC-GI is also willing to share this program with PSC.

IMC Austria have a list of entry levels for the CMC Certification staring with a license for consultants, accredited consultants, a different CMC consultant according to certain speciality and then a CMC certified consultant. In this too many hierarchies the management consultants in Austria becomes more and more qualified to be a certified management consultant.

IMC Mongolia expressed the availability of such programmes.

Celal Seçkin (Delegate of IMC Turkey) and Alan Blackman (ICMCI Board) will connect with IMCs Singapore, GI, Austria, and Mongolia to have more insights of the developed programs/trainings/learning platforms for the entry level certification for ICMCI be able to have one new entry level certification and not start from scratch and for IMCs to be able to implement.

**Q:** Zakir Hussein (Delegate of IMC Bangladesh) suggested to work on more initiatives to promote the CMC designation more widely and especially in the developing countries where the demand is increasing day after day for such a particular designation.

**A:** Point taken.

**Comments and questions from South Africa:**

**Q:** Angelo Kehayas briefed all on the work that IMC South Africa led re the ISO 20700:2017 initiative for the past two years to have the standard as a national standard.

**A:** China is going to establish a committee on the ISO 20700:2017 level and not on the national level.

**Q:** The challenge of approving the entire annual report while the delegate might have an issue with a certain single item in the report.

**A:** The board report is summarizing what have been achieved in the past year, while the recommendations included in this report is to highlight the direction that the board will lead without having any changes in the bylaws which will be certainly included as a separate resolution for the delegate to approve. Most of the proposals in the recommendations are actions to be carried by the board or the committees. Also, the board will be diligently careful in separating the factual achievements from the new initiatives and the future resolutions will be composed more sensitively.

**Q:** The comment is about considering new initiatives that might be a competition to the national institutes and individuals who are providing the services. So, the report should focus on the historical achievements and not the new initiatives going forward

**A:** The new AF program is a test to explore how to expand within the AF community which will not affect the IMCs but when rolling this program out it will include the IMCs. A separate meeting will be arranged with Alan and Angelo to explore the exact perspective of penetration of the universities to expand the AF community.

**Q:** The treasurer report is a great one, however, ICMCI need to be slightly conservate to increase to the annual fees that ranges between 0.25% and 1.5% considering the recission and that most of IMCs are lowering their budget.

**A:** The treasurer agreed with this comment, however, ICMCI is looking for two aspects to increase revenues, one is the membership base that will reflect in a total increase in the annual membership fees 2023-2024, also ICMCI will look into different projects to implement and increase revenues and till that happens, certain costs need to be considered to run new projects. No big impact would be foreseen in terms of the exchange rate in certain countries when the slight increase takes place.

**Q:** To provide institutes of the outcomes/recommendations of the future of management consultancy initiative and related activities.

**A:** Point taken.

**Q:** IMC South Africa is willing to share with the concerned the details of their entry level approach that they are implementing.

**Q:** IMC South Africa is requesting sufficient feedback and a structured input regarding the AF contributions in the AF panel.

**A:** The AF panel will be briefed to take note of this request.

### 7. Announcement of NSPC voting results - NSPC Chair

The NSPC Chair (Dwight Mihalicz) thanked all the NSPC members Lydia Goh (Singapore), Alfred Harl (Austria), and Randy Baldwin (Canada), the participation and support of the ICMCI Chair who attended all the NSPC meetings and the Executive Director and Executive Secretary for all the logistics support to run this process for this year.
The NSPC voting process was open for the duration of one-week for online voting (starting 29 September 2022 12:00 UTC till 6 October 2022 23:59 UTC) through a provided online link to the voting delegates. 76% of the voting delegates cast their votes (44 delegates voted out of 58 voting delegates).
The NSPC Chair expressed his gratitude for all the candidates for their candidature and commitment to contribute to our global organization and to the development of the profession of management consulting.

This year we had nine strong candidates for five positions. This shows a strong support to ICMCI and commitment to support the global efforts to enhance the profession and its recognition.

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For the first time, this year we had a tie between two candidates. With the advice and collaboration of Jeremy Webster, Secretary of the Board, we used a triple-blind lottery system to determine the winner by chance. This is a well-known and trusted way of determining a winner in democratic elections. Jeremy was also present at the NSPC meeting to adjudicate the tie-breaking process.

Dwight thanked both Jeremy Webster and Zhang Yanyan for their efforts as board directors for the past terms and wished them the best.

Dwight also thanked the four candidate who did not win this time, and urged them to continue to participate in all other structures of ICMCI, committees, task forces, and working groups in order to continue applying their ideas and initiatives with the objective to serve our profession and its future.

The first five candidates (listed in alphabetical order by last name) based on the votes of the Delegates are shown below. These are the duly elected Board members of ICMCI for the 2022 – 2025 term:
1. Alan Blackman – served for one year as appointed by the board and now is beginning the first term
2. Ruggero Huesler – beginning of the first term
3. Jehona Lluka - beginning of the second term
4. Gergana Mantarkova - beginning of the second term
5. Norma Shorey – beginning of the first term

**Therefore, the Board of ICMCI for the years 2022-2023 is as follows:**
1. Robert Bodenstein, Chair - Austria
2. Dwight Mihalicz, Immediate past chair - Canada
3. Nick Warn, Board Director – United Kingdom
4. Alan Blackman, Board Director – Australia
5. Tamara Abdel-Jaber, Board Director – Jordan
6. Jehona Lluka, Board Director - Kosovo
7. Gergana Mantarkova, Board Director – Bulgaria
8. Ruggero Huesler, Board Director – Switzerland
9. Norma Shorey, Board Director – Caribbean

**Notes:**
1. Jeremy Webster and Zhang Yanyan are no longer members of the board, because their term of office reached the maximum permitted under Article X Section 2 of the by-laws.

2. The secretary vacancy and confirmation of treasury role will be addressed by the board during the first official meeting.

> The NSPC video report is available at this **LINK**
> The NSPC report is available in the annual report **LINK**

### 8.    **Final Speech and close meeting - Chair**

In closing Robert thanked those who ended their terms, to mark their service, contributions, and exemplary work they delivered as board directors.
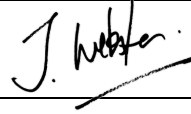
1)  Jeremy Webster - Secretary.
2)  Zhang Yanyan – Board Member.

Robert thanked all delegates for their full participation, the good discussions and questions. He is looking forward to seeing all at the CMC International Conference in addition to meeting in person in 2023. Also, he reminded all the voting delegate to vote to the resolutions before the end of the voting process.

The meeting closed at 07:00 on 14 October 2022.

**Approval and Signing of MOM**                              **Date: 25.10.2022**

| ICMCI Chair – Robert Bodenstein, CMC® | ICMCI Secretary – Jeremy Webster, CMC® |
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**Annex 1: Resolutions Voting Outcome**

**Formal voting process on the resolutions announced by the Secretary, Jeremy Webster were as follows:**

1. (36) votes received via the online voting platform.

Voting process started and counted the received votes and results are:
**Results:**
**Voting on resolutions 1, 2, 3, and 4 with the following results:**

**Resolution # 1:** Board Report 2021 - 2022.
**To accept the 2021 - 2022 Annual Report of the Board of Directors.**

| For | Against | Abstain |
|-----|---------|---------|
| 35  | 1       | 0       |

**Resolution # 2:** Treasurer's Report 2021 - 2022.
**To accept the 2021 - 2022 Treasurer's report**

| For | Against | Abstain |
|-----|---------|---------|
| 36  | 0       | 0       |

**Resolution # 3:** Budget for 2023 – 2024.
**To approve the 2023 – 2024 budget**

***(The 2022-2023 budget was approved at the 2021 Annual Meeting)***

| For | Against | Abstain |
|-----|---------|---------|
| 36  | 0       | 0       |

**Resolution # 4:** Strategic Priorities
**To support the board's strategic priorities for 2022-2025**

| For | Against | Abstain |
|-----|---------|---------|
| 36  | 0       | 0       |

The total number of delegates who registered their votes during the course of the meeting was 36, representing 62% of the total eligible (58) voting delegates.