ICMCI Annual Meeting of Delegates October 2021

ICMCI Professional Standards

# Background to the ICMCI Professional Standards

ICMCI Vision and Mission

- To be a leader in the development of management consulting as a global profession that drives social and economic success.

- To build the profile, recognition and influence of the profession and its practitioners globally

The ICMCI Professional Standards Committee – Terms of Reference

- Development and maintenance of professional standards and guidelines that promote excellence in the consulting profession, including awards, certifications, qualifications and assessment processes.
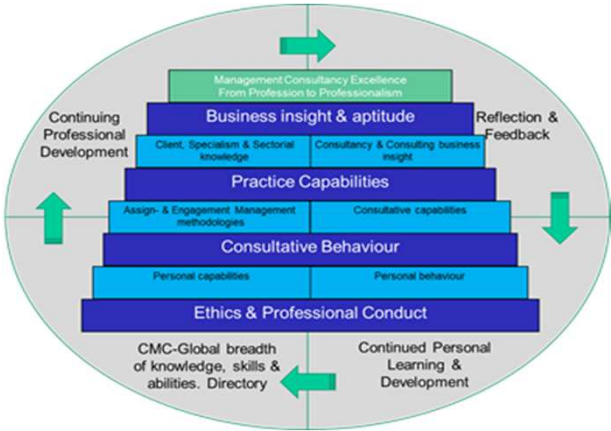
Competence - CMC

Behaviour – Code of Conduct

Process
ISO 20700:2017

The ICMCI Competence Framework

The cluster of related abilities, commitments, knowledge, skills and experience that a management consultant should demonstrate in the areas below to achieve CMC award:

- **Business Insight and Aptitude**
- **Consultancy Practice Capabilities**
- **Consultative Behaviour**
- **Ethics and Professional Conduct**

ICMCI Code of Conduct

- **Management Consultants shall serve the interests of:**

  - **Clients**

  - **Society**

  - **Organisation**

  - **Colleagues**

  - **The Profession**

ISO 20700:2017 and
the ICMCI Project Self-declaration Checklist

- **Best Practice for application of the ISO 20700:2017 Standard**

- **Comprehensive**

- **Universal**

- **Flexible**

- **Beneficial for Consultants and Clients**

    - **Common Framework for Clients and Consultants**

    - **Prevents misunderstandings**

    - **Evaluation Aid for the Client**
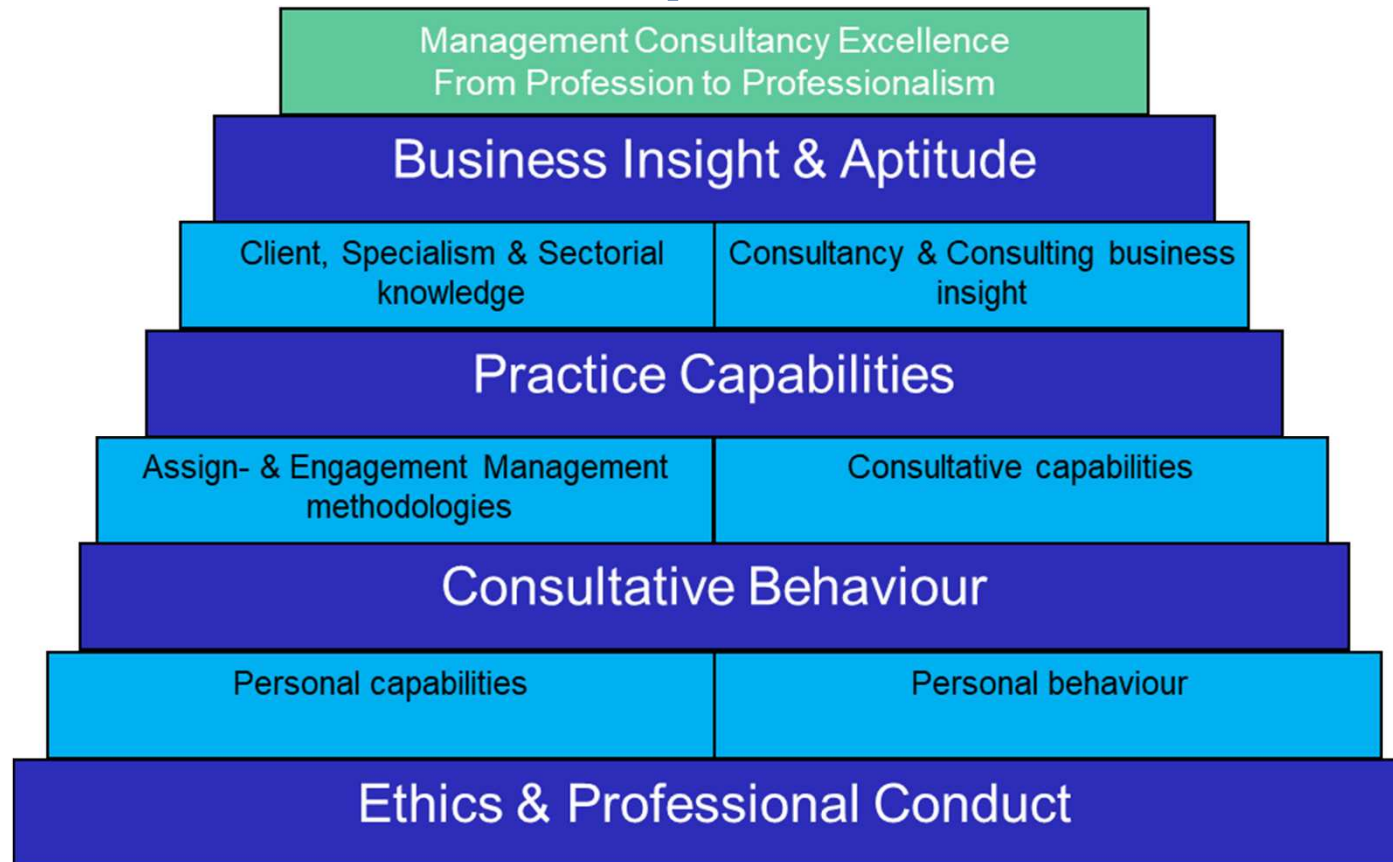
The new ICMCI Competence Framework

- The style of wording is Descriptive rather than Prescriptive

- Describes the principles, knowledge, skills and experience that a competent management consultant demonstrates

- It is gender neutral - all personal pronouns are non-gender specific

- 3 achievement levels - Foundation, CMC and Profession Leader

- The Profession Leader level requires, in addition to holding CMC, a demonstration of leadership in the profession

- Supports the ICMCI values of professionalism, transparency and integrity while promoting lifelong professional development

The new ICMCI Competence Framework

Key updates from the 2014 version

- **IT skills for effective communication and efficient administration**

- **Awareness of, and ability to apply, latest technology for diagnostics and solutions**

- **More emphasis on interpersonal skills – Emotional Intelligence**

- **Societal awareness – Application of UN SDGs**

- **Holistic and transformational thinking**

- **Integration with the Code of Conduct and ISO 20700**

The new ICMCI Competence Framework

Management Consultancy Excellence
From Profession to Professionalism

Business Insight & Aptitude

Client, Specialism & Sectorial knowledge	Consultancy & Consulting business insight

Practice Capabilities

Assign- & Engagement Management methodologies	Consultative capabilities

Consultative Behaviour

Personal capabilities	Personal behaviour

Ethics & Professional Conduct

The new ICMCI Competence Framework

1	Business insight & aptitude					

1.1 Client, Specialism & Sectorial knowledge

No.	Description	No.	Competence	Foundation	CMC	Profession Leader
A1	Client Business Insight	A1.1	Client understanding	Understand core business structures, processes, management and disciplines. Shows a business attitude reflecting respect for feelings, beliefs, diversity and values for building a foundation for a future positive business relationship.	Researches and understands the client business, the sector in which the client operates and its stakeholders.	Has credible depth of knowledge across range of disciplines, sectors and business environments.
		A1.2	Client business knowledge	Researches similar business and best practice	Analyses business culture, structure, processes, management and performance criteria based on scope of work and at an appropriate level to be able to complete the assignment.	Leads by example, applying management and business principles and skills in their business.

The new ICMCI Competence Framework

2	Practice Capabilities					

2.1 Assignment & Engagement Management Capabilities

No.	Description	No.	Competence	Foundation	CMC	Profession Leader
C1	Assignment Management (Consulting Process)	C.1.1	Assignment Management processes	Demonstrates that they follow a structured process for Contracting, Execution and Closure as set out in ISO 20700:2017. Contributes to client proposals.	Demonstrates they create a structured process together with the client including scoping, contracting, terms & conditions, risk, planning, approach, organisation, roles & responsibilities, staffing capabilities and tactical working methods. Can demonstrate compliance with the guidance set out in ISO20700:2017	Advises, mentors and coaches others in aspects of assignment management. May hold a formal qualification in Project Management. Oversees the development and delivery of client proposals.
		C.1.2	Focus on the content of the Assignment Management processes	Provides high quality deliverables to the client that are consistent with those agreed upon in the proposal (including amended proposals) or the formal contract.	Demonstrates that they can work on all phases of the project from proposal to closure. Evaluates the result of an assignment, ensuring that the professional standards have been upheld and agrees any necessary corrective actions with the client. Records and applies knowledge created and initiates quality improvements in consulting and business	Uses a broad range of disciplines from other management areas including Project Management, Risk and Quality Management, Team and Client Management, Procurement and Communication. Takes overall responsibility for assignments and establishes effective processes to ensure that all legal and contractual matters are dealt with in a timely and efficient manner, in accordance with the agreement. Promotes the

The new ICMCI Competence Framework

3	Consultative Behaviour					

3.1 Personal Capabilities - based on Leadership, Ownership, Stewardship and Teamworking

No.	Description	No.	Competence	Foundation	CMC	Profession Leader
E1	Leadership	E.1.1	Managing Themself	Interacts effectively with others. Is responsible in performing allocated tasks within the scope of work and time. Identifies and adopts examples of good consultative behaviour. Exercises stewardship comprising accountability, loyalty, authority, and protecting, nurturing and replenishing natural resources.	Is conscious of the importance of Emotional Self-Awareness, Self-Management, Social Awareness, and Social Skills and is conscientious in developing others in service orientation and communication. Knows how to choose appropriate leadership style to suit the situation. Knows about diversity and the power in diversity.	Demonstrates leadership qualities of self-confidence, achievement orientation, initiative and influence. Acts as a Change Catalyst. Is a role model for others, advising and coaching colleagues in leadership behaviour and practice.
		E.1.2	Managing others	Works effectively in a team with others and seeks support from others if appropriate. Is able to recognise sources of conflict and begin to identify resolutions.	Provides clear purpose, direction, task frameworks, roles, responsibility, respect and shared values. Develops and supports others, inspiring trust and valuing the contribution others make.	Acts as a role model for others. influences, engages and persuades individuals within teams, within the organisation and on client projects, to consider their role in delivering an organisation's purpose and direction. Challenges others to consider how

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| 4	Ethics and Professional Conduct

4.1 Society

No.	Description	No.	Competence	Foundation	CMC	Profession Leader
G1	Sustainability & Corporate and Social Responsibility	G.1.1	Recommending solutions (both output and outcome) that are compatible with the principles of sustainable development	Understands the requirements in all solutions for Sustainability	Understands and manages diversity in terms of culture, religion, race and gender. Considers the application of the UN Sustainable Development Goals in all assignments.	Demonstrates deep knowledge of the UN 17 Sustainable Development Goals, and in particular, SDGs # 3, 5, 8, 9, 10, 12, 13 and 16 Demonstrates a holistic view of sustainability.
		G.1.2	Demonstrating Corporate and Social Responsibility in one's own and Client organisations	Understands and comprehends the principles of Corporate and Social Responsibility and how they apply in the organisation, taking personal responsibility to operate within these principles.	Applies principles of Corporate and Social Responsibility to day-to-day work, taking personal responsibility to operate within these principles and actively advocating their importance within the organisation.	Contributes to positively enhancing a client's CSR commitment by considering the ethics of CSR when developing solutions for clients and where appropriate make recommendations for ethical development as part of a client engagement.

The new ICMCI Competence Framework

Next steps

- The Board has approved the new CMC Manual including the Competence Framework and Code of Conduct and will publish them after the Annual Meeting

- They will be effective immediately but IMCs will have a period of transition to implement them
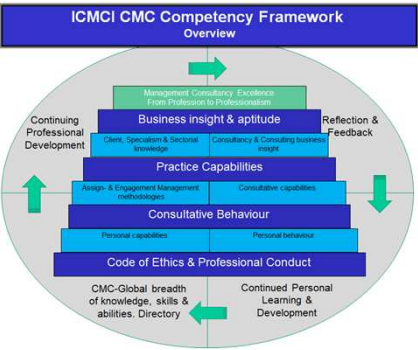
Competence

Behaviour

Process

Thank you!

Nick Warn – Chair of PSC

www.cmc-global.org