

THE

ICMCI

25 YEARS OF ACHIEVEMENT



INTERNATIONAL COUNCIL OF
MANAGEMENT CONSULTING INSTITUTES

1987 - 2012

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Editor

Angelo Kehayas CMC

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EDITOR'S FORWARD

Angelo Kehayas CMC



“The greatest achievement of the ICMCI has been the agreement of standards, approaches and reciprocity.”

It is 25 years since the inception of the ICMCI! It has been a remarkable road paved with memorable experiences for all those concerned. The greatest achievement of the ICMCI has been the agreement of standards, approaches and reciprocity. In doing this, the ICMCI became the first truly global professional body that grew from the agreement on what is important to the profession of management consulting. This required a mind-set which was greater than that of the individual institutes. The members that had a lot to give did so willingly and the ICMCI was born from a meeting of like-minded people.

During this time, the ICMCI has been staffed by remarkable individuals who gave of their time freely and with great enthusiasm.

As we celebrate the 25th anniversary of a landmark event, we are reminded of the history of an amazing and collaborative path to the present day institution, which represents 49 countries worldwide. Many of the passages that follow are direct quotes from actual minutes of meetings and other formal records. It initially took a few meetings and congresses to address the foundational principles and prepare the constitutional documents, which continue to be added to on an annual basis. The record shows the high levels of achievement by a small group of dedicated individuals during those first 10 years. The aim of this publication is to celebrate 25 years of existence and inter-country

collaboration in a unique manner. We have also documented key historical milestones and events, honouring those who have contributed to the success of the ICMCI, and highlighting critical outputs produced by the ICMCI over this period. The document is structured in such a way as to blend personal viewpoints with important historical facts (in date sequence) which are recorded for posterity and as a celebration of the ICMCI's successes. We have also added some interesting facts at the end of the document, such as the founding members, the record of committee members, the venues of congresses and meetings and the dates of joining by each of the current member institutes.

It has been a privilege to work with remarkable individuals from all corners of the globe and to have made lifelong friendships with many. This document is a tribute to those individuals who have worked at all levels within the ICMCI and not just at the EXCOM level. There have been many volunteers on workgroups and taskforces who have contributed in no small way to the outcomes that are recorded here.

The two cornerstones of the management consulting industry are professionalism and ethics. I believe we have documented and achieved those standards and the challenge for the next 25 years is to maintain the momentum, grow our stakeholder base and remain relevant to all our stakeholders. This includes helping member institutes grow their membership base and improve their offerings.

This document is based on 25 years of records which are still accessible, and while there may be gaps; we believe we have recorded most if not all of the key achievements and highlights of our 25th year history. Sadly, many of the original 32 trailblazing individuals are no longer with us, but their legacy lives on. We have reached out to many of the original delegates from that first meeting in Paris in 1987 when the federation known as the ICMCI was established, and this document includes a record of that event and the subsequent periods.

I would like to thank all the contributors to this publication for their dedication and commitment to this task. Richard Elliott can be singled out for his immense research contribution as you will see in the timeline. We also received some interesting contributions from our very early participants. We have learnt a solid lesson from this process; there is immense value in keeping accurate records which are perused and signed off by the trustees who have a responsibility to do so and avoid misunderstandings and decisions that may be made without full comprehension of the ramifications thereof. This discipline includes minutes of meetings and resolutions and will ensure that our records remain dependable and remind us of past actions and decisions.

We hope you enjoy reading this publication and keep it as a record of the incredible journey of the ICMCI over the past 25 years. ■



Introduction by the ICMCI Chair

2012 is a landmark year for the ICMCI; a year in which it celebrates its 25th anniversary. Retracing the past and exploring our history, I was certain I would find our roots as well as rediscover the genesis of the global Management Consulting profession.

As I undertook my journey through the history of the ICMCI, I have been remarkably impressed by the value and benefits that our profession and our stakeholders have produced over the last 25 years – stimulated from the work of so many professional and passionate volunteers and trustees from all over the world, with every one of them focused on creating and establishing something new for and within our profession, and which would make a fundamental difference. This value affects the professional life of thousands of management consultants around the globe, as well as the value created by them for their clients and for the business development of their nations and regions.

I am proud to highlight some of steps of our common heritage, that our readers can follow and discover more by reading this 25th anniversary publication.

Today, our professional environment is different to that encountered by the first group of our founding members in 1987, when they met in Paris. Together with the need to meet and promote a closer relationship between the management consulting institutes they were representing, there was an overriding imperative and common motivation to create a professional and structured foundation for the global Management Consulting profession. This was accepted within the group of founding countries, and resulted in the raising of standards within the Management Consulting profession as a whole.

Our founding members came mainly from the Western world, where the Management Consulting profession was much more developed (USA, UK, Canada, Australia, South Africa, Denmark, Austria), and most of them represented the largest consulting firms (Arthur Young, Price Waterhouse, Ernest & Whinney, Coopers & Lybrand, A.T. Kearney, ...). The first product was a code of professional conduct and ethics, indicating that the core of professional consulting is ethics. Once

the code was established, the next key issue addressed was the creation of the framework for a common certification namely the CMC (Certified Management Consultant) and the related process. CMC is now globally accepted on a reciprocal basis across all IMCs that are members of the ICMCI, thereby creating worldwide recognition for, and acceptance of, the CMC mark by Management Consulting stakeholders.

With this first selling point, the ICMCI was able to attract more members, informally organized into regional “hubs”, where trustees met

“
...the ICMCI realized its duty to become connected with the main players and institutions of influence within the worldwide economy...”

at least once a year at regional level, sharing their national experiences and best practices and learning how to improve and develop knowledge and processes in management consulting. Creating knowledge and sharing best practices between members together with the CMC accreditation, could be considered the initial and greatest added value provided by the ICMCI for our profession.

This was the starting point for the development of new content and services for our members in order to be increasingly attractive to the main players in the management consulting industry. The ACPs (Accredited Consulting Practices), then the ATPs (Accredited Training Practices), and finally the CMC Practice Firms were designed and locally modified in some countries as a means to re-establish the link between our members and the large and mid-sized consulting firms,

whilst at the same time supporting the promotion of CMC accreditation within that professional environment.

During this period the ICMCI received its first external endorsement, its NGO status accorded by the United Nations. Designing the first international certification process in Management Consulting and supporting the growth of our profession all over the world represented an exact fit with the requirements of the UN for an institution to be recognized as an NGO.

Whilst the number of members was continuously increasing, we started to design more professional ways to communicate with our internal and external stakeholders, such as launching the Meridian, the first global magazine, and redesigning our website. There were also the first tentative exploratory steps to looking beyond the Western world, engaging with Russia and other eastern European countries. A number of IMCs were also starting to assume an international mentoring role, sharing content and processes to develop the Management Consulting profession at local level and in establishing and assisting Management Consulting institutes with respect to training programs and CMC certification processes. Finally, the fact that China and other Far and Middle Eastern Countries were opening doors made the ICMCI really global.

With its NGO status and its global coverage and with members coming from all continents, the ICMCI realized its duty to become connected with the main players and institutions of influence within the worldwide economy. Our connections with FEACO became stronger and stronger; links with UN and Governmental Institutions (ILO, UNDP, CEI), Standards and Accreditation International Institutions (IAF, ISO, CEN, UNI), International Financial Banks (EBRD) and Academia were set up and developed.

Being connected with many of those Institutions, the ICMCI was able to develop and deliver a strategy for making a significant contribution to the profession, for example:

- drafting UN papers and participating in UN conferences and global events;
- becoming a provisional member of the IAF and promoting the ISO standards with respect to the management processes of National IMCs;
- designing a strategic partnership with EBRD and promoting projects to set up

- and support local IMCs;
- building concrete links with FEACO;
- designing, leading and financing the very first project to create standards for the Management Consulting profession (CEN EN 16114).

Being open to and actively listening to the views of and representations from individual CMCs, encouraging a sense of belonging to a global community of CMCs, led to the organization of two international face to face meetings for CMCs by the ICMCI, called "Consultants Meet Consultants". Next was the establishment of a global web based directory of CMCs, and the first global Award for Management Consultants (the Constantinus Award). The directory established basis for global networking between professional consultants, knowledge sharing and business opportunities and the full engagement with the new world of social media. At this point there are 7 working groups on LinkedIn under the CMC brand.

The concrete value of the above activities and relationships and the results achieved from publishing the CEN EN 16114 standard, made the ICMCI more able to assume its leadership role in representing the Management Consulting profession at a global level. This and the fact that the ICMCI represents 50 member organizations representing about 10,000 CMCs across 5 continents, brought the

realization that we could not continue solely on the goodwill of a group of volunteers, acknowledging the extraordinary work they have carried out in the past. A significant change was needed; hence the major 'Breakthrough' process and project that has started thanks to the vision of our Trustees and the full support of our members.

Today the ICMCI is making strides to adopting a new world vision and designing a new global organization which is supported by a revised governance and business model. This will add more value to our members and the CMCs all over the world in a more structured manner. We will thus be able to realise the value of our brands and services globally, increase the number of member institutes, connect with our stakeholders and elevate the standards of management consultants worldwide, thereby increasing the level of respect and recognition for management consulting as a profession. A review of our history and the resultant awareness of the enormous value created by the ICMCI for the management consulting profession over these 25 years is what led to the decision by the ICMCI Executive Committee to produce this book and thereby record our story for posterity. Angelo Kehayas was asked to coordinate the contributions of so many volunteers from all over the world, individuals who have played a really key role in the life of the ICMCI, asking them to share with us what has happened, why and how.

To Angelo and to all of them, we convey our deepest and sincerest thanks.

This is our history and this is our present: our value proposition is clear, the value produced by the Management Consulting profession for the growth of the global economy is clear and we should welcome the fact that this message is now reaching our Clients and Institutions. Today the ICMCI is well placed as the key player for everyone who wishes to engage with the management consulting profession at a regional and global level. We are proud to be serving this association today. We should also recognize that what we have achieved to date will be small compared to the significance of what is to come.

The achievements of 'tomorrow' within the management consulting profession and within the economy as a whole will exceed everything achieved to date, thanks to the ongoing efforts of CMCs all over the world as well as to the professionals who will lead and manage the ICMCI in the future. ■



ICMCI 25 YEAR TIMELINE

The concept of a global body to advocate and set management consulting service standards was the brainchild of John Roethle CMC FIMC, then Chair of the Institute of Management Consultants of the United States. He invited 32 like-minded senior executives from ten countries to gather in Paris in May 1987 to explore the opportunities that might exist between professional institutes who had an interest in certifying individual management consultants. The result was the establishment of the International Council of Management Consulting Institutes (ICMCI).

Once established, the ICMCI Congress met every two years for fellowship at dinners, professional dialogue and exchange along the lines of *Rotary International*. In between, the Executive Committee (ExCom), held an annual meeting to address pressing business matters. On occasion, business was discussed in the context of a dinner meeting but never a formal plan as to what might emerge.

Twenty five years later, that informal gathering had led to the establishment of an association with trans-national management consulting standards being recognised in 2001 as an NGO by the *United Nations Economic and Social Affairs Chamber (ECOSOC)* as unique in its expertise regarding professional consulting advisory matters. In 2007, the ICMCI established a project team to develop and negotiate with the *European Committee of Standards (CEN)* regarding the first recognised standard for management consulting services (MCS) which was officially sanctioned, approved and promulgated in November 2011 as EN16114.

These are significant outcomes of the work done by the ICMCI which contributed to the growth of the organisation. By 2012, membership had grown to 50 national institutes with 70 trustees and volunteers who have embarked on an innovative pathway to raise the MCS standards and the profile of management consulting in both the public and private sectors in all five continents.





ICMCI, Quo Vadis?

Rob Wagenaar CMC



In any book about the history of 25 years of the ICMCI, we have to reserve some space for the next 25 years. How is the ICMCI to develop? What will it look like in 2037 when we celebrate our 50th year of existence? In recent years the ICMCI has put a lot of energy in re-inventing itself and designing a new strategy. Under the name of Breakthrough Strategy we are slowly but steadily shaping a new identity of our beloved International Council. In many other chapters of the book you can read about the great results and other achievements of the ICMCI since it was formed in 1987. The ICMCI is a creation of its members, the institutes and has always worked as a federation.

Almost all achievements of the ICMCI have been realized on the basis of volunteer work, by management consultants who consider this as their contribution to the profession. Many of the volunteers consider it their moral obligation to “give something back” to the profession to which they owe their career.

The ICMCI’s character is thus that of a value driven organization. A movement which has become organized but has never had a for-profit motive.

The ICMCI has achieved a coverage and position far beyond the level at which it started in 1987. We now have some 49 members/countries, representing more than 9 000 CMCs. We cover most parts of the world. We earned international recognition for our standards and established good relationships with international bodies such as UN, EBRD, EU, ILO etc. We have been able

to stimulate and support emerging IMCs and thus contribute to the acceleration in the adoption of the CMC as the professional standard for management consulting worldwide.

Yet, our governance, finance and staffing still reflect our starting condition, when we only had 7 members. While most of our members grew to be well-run organisations, with a professional staff paid for by an increased number of CMCs and other members, we are still an organisation relying heavily on volunteer contributions. We currently have minimal secretarial and administrative support. Our yearly budget amounts to € 70.000, which is ridiculously low compared with nearly all other similar international bodies. In the absence of professional staff, the work is executed almost completely by volunteers: our executive committee (Excom), the working committees and project teams. Facing the next 25 years, this model seems to be outdated and not sustainable to support a bright future.

Over the past years, the ICMCI has faced different demands from its members. The largest members (the strong, well-established IMCs), generally contribute most of the budget through their membership fees, but perceive little added value in return. The ICMCI cannot offer them much that they cannot do better by themselves. That is apart from the benefit of having a global body at all (that seems to be taken for granted), and the promotion of the profession worldwide (which is the main driving value of the ICMCI, but not of direct benefit to the strong IMCs anymore). The small and newly created IMCs are

generally more satisfied, yet they also come with demands: The ICMCI is not acting as a strong global body which is able to support them both locally and internationally. In Asia we see these wishes for a different form of the ICMCI most explicitly mentioned. The majority of all IMCs see interesting opportunities for the ICMCI to take on more global tasks (like: connecting with large firms, global branding, facilitating an international community for CMCs, maintaining mutually profitable relations with academia worldwide, brokering international assignments et cetera). At the moment the ICMCI does not live up to this potential. A critical requirement going forward is the redevelopment of the ICMCI’s governance and related structures – something that is being addressed by the governance taskforce.

What happens in the world of our members and other important stakeholders?

It is of crucial importance to identify the relevant changes and developments when thinking about the future.

Amongst others we wish to highlight:

- **The diversity of our members increases**
With the growth of the number of our members we see more differences between them. Due to size, country and economically specific aspects and cultural elements, members demand different added value from the ICMCI. Our largest and oldest members compare us with their own level of professionalization. The ICMCI has to satisfy the full spectrum of our

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- members!
- CMC and IMCs increasingly taken for granted**

In countries where CMC and IMC are well established, management consultants begin to take them for granted. Thus it is harder to convey the message that the profession needs continued efforts to develop, and that these efforts need to come from the management consultants themselves. The ICMCI must demonstrate that our achievements matter and must raise the bar further!
- CMC is not the same worldwide yet**

Unfortunately a CMC is perceived very differently from country to country. Newly created IMC's are successful in creating a "top" perception of the CMC with their clients and in their economy. In other countries CMCs are mainly found with independent consultants and the certificate has a lower status. As the number of CMC's has not risen recently, the ICMCI has to act in raising and harmonising the brand and the brand value! For example, the organisation of an active worldwide community of CMCs.
- Professionalization of professional certification (ISO, CEN and CMC) on the rise**

The ICMCI and its members have to meet increasing external requirements for the maintenance and implementation of adequate standards and assessment procedures and ensure that they are internationally equivalent. This development supports our historic and early efforts and the ICMCI has to continue to make this a priority task.
- Explosion of information sharing through internet and social media**

This may mean that providing and sharing information as such is scarcely an added value anymore. The ICMCI's members can do this far more directly themselves, with hardly any costs. The exception may be found in making available the methods and procedures of IMC's. As a result of language barriers this is hardly done now. This is a good and useful task for the ICMCI.
- Boundaries become increasingly permeable, "the globe is a village"**

Boundaries are disappearing between countries, between organisations and between professions. Expectations have changed accordingly: connectedness to other countries, organisations and professions is a norm rather than a differentiating achievement. For the ICMCI this means that its members need the international connections more and more, but at the same time it will no longer be enough to just provide these connections.

- From organisations to organising:**

In many domains, the model of the traditional organisation with clear internal and external boundaries is on the decline. It is being replaced by models of organisations with permeable and shifting boundaries: the network organisation. Or, as some call it: from organisations to organising. If that is becoming the dominant paradigm with many of the ICMCI's stakeholders, it raises the question what that would mean for the ICMCI itself.

“Our future is bringing the ICMCI to a sustainable situation”

That means that the ICMCI:

- Takes on its “global role” convincingly
- Is organised in a way that guarantees quality, continuity and effective and efficient use of budget and human capital
- Is perceived by all categories of IMCs and CMCs to bring adequate value for money.

We think that many of the insights, developments and changes which are mentioned above will lead the ICMCI towards this situation. As a small United Nations Organisation, developments within our Council are slow. But as our members move on, the ICMCI will take the place which it deserves but also which it needs to occupy.

Hail to our founding fathers that had the vision to establish such a worldwide entity, crucial for the development of our still young profession. And we wish lots of inspiration, strength and perseverance for all those who are working on the bright future of the profession and thus to the ICMCI. We expect this for a great part to be volunteers, but backed up by a strong and professional secretariat! ■



About the European Hub in the ICMCI

Maria-Grazia Galli Guazzoni CMC

The first time I heard about ICMCI was during a FEACO Management Consulting Conference in Copenhagen on May 1989, where I attended as member of the delegation of the Italian Association of Management Consultants (APCO). We kept in touch with Hedley Thomas (ICMCI Chair) who was also present at the FEACO conference. APCO then started the process of joining the ICMCI.

Serving the ICMCI as Italian Trustee and then as first Euro Hub Chair, some pictures are still fresh in my memory: I remember very well the first European hub meeting in Amsterdam, on April 1998, very informal, very pragmatic, very effective. Walter Vieira, as the ICMCI Chairman, came to bless this new entity and my impression was that he was quite pleased and a little surprised to see how the meeting was proving that a common European sentiment actually existed between the participants. The meeting was so successful and effective, that I immediately offered to repeat it in Milan the next year. During the spring of 1999, the Euro Hub meeting in Milan was more structured than the previous one but a familiar style still prevailed, sponsored by Mr Claudio Antonelli in his role as Chair of APCO and organized by me as the Italian Trustee. The meeting was a success. I felt emotional getting a phone call from Ivan Ivanov from Bulgaria, asking for a “formal” invitation with the imprinting of the Bulgarian Embassy in order to obtain a provisional Visa. It was our first time managing such issues, especially for people we had not known before, but we obtained the visa in a very short time and had the pleasure of meeting Ivan as our first East European colleague.

I remember another very exciting moment during the meeting in Sydney with Murat Yalnizoglou from Turkey. For hundreds of years there has been discussion about Europe's boundaries and if Turkey should or should not be included in Europe. I must say that when we met Murat for the first time in Sydney, we were organizing the cars for the Blue Mountains excursion and we immediately felt him belonging to “us”; so that we immediately invited him to join us and proposed a “hub formula” as “the Mediterranean car”. Many years have passed since then; with different vicissitudes and discontinuities, the European Hub is today a strong and effective reality and I'm very proud to have contributed to its realisation. ■

Adding value to CMCs

Francesco D'Aprile CMC

At the beginning of 2004, one of the main priorities of the Board of APCO, the Italian Association of Management Consultants, was focused on how to add value to the individual members of our Association, thanks to our international network in the ICMCI.

Our CMCs were mainly focused on managing projects for Small and Medium Enterprises (SMEs), and this area of activity was quite common in Europe as SMEs make up more than 90% of the total number of European enterprises. Most of those clients exported their products or managed connections with other enterprises located in Europe as well as in non-European countries, for business development purposes.

These CMCs had a very clear requirement: without large and branded consulting firm connections, how could they facilitate and manage International Business Projects for their clients? How could their CMC status be of use, given that many CMCs in other European and non-European Countries had similar aims?

As an APCO trustee, I shared those thoughts with some ICMCI representatives and in particular with Barry Curnow (Chair of the ICMCI). Everybody was quite open in this regard. Concurrently, at the EU and global events, trustees also expressed the necessity to address these needs to increase the awareness and enhance the prestige of the CMC brand, and to provide support such that each CMC understands that he or she is a member of a global community.

With this background, I met with Remy Redley in Berlin, (Chair of FEACO) inviting FEACO to co-organise a European Conference with the ICMCI and APCO, focused on facilitating networking between consultants. The ICMCI and FEACO were exploring ways to cooperate, but had never co-branded events or conferences. There was a common need and objective of supporting the specific needs of European professional consultants and their consulting firms.

With the endorsement of the ICMCI and FEACO, APCO organized the first European "Consultants meet Consultants" conference in Udine (Italy) on 5-6 November 2004, followed by three half day bilateral meetings where consultants from all over Europe met each other in structured meetings, sharing ideas, exploring business opportunities and setting up new international networks. The conference was a great success; 90 participants from 16 European countries met each other in more than 300 bilateral meetings.

The value derived from this experience was

soon common knowledge in our international network. On 9 May, 2005, during the European Hub meeting in Copenhagen we had a meeting with the delegation of the Chinese Association of Management Consultants (MCC), a member of ICMCI, led by Mr Hu XinXin and Mr Zhao Tiangle, coordinated by Liew Shin Liat as Chair of the Asia Pacific Hub. The purpose was to co-design the agenda of the World Management Forum, a major Conference that ICMCI, CEC - China Enterprise Confederation and MCC were planning to organise in Shanghai in September 2005. They indicated a desire to host a global version of the "Consultants Meet Consultants" event and they wished to further understand its format and value.



Zhao Tiangle

With the key support of two members of the APCO Board, Fabio Magnani and Claudio Barella, and coordination by Liew Shin Liat, a new form of "Consultants Meet Consultants" was organized in Shanghai on 17 – 18 September 2005. During this event about 80 participants from 15 countries were hosted, and more than 250 bilateral meetings took place. ICMCI was thus able to bring professionals from all continents together, with different cultures and approaches, in a collaborative manner providing direct value to the participating CMCs. It was a new perspective, addressing the increasing need in our professional community: by networking individual CMCs. At that time there was no social media, LinkedIn, Facebook etc, so there were no easy ways to be connected.

On 26 – 27 April 2007, Gerd Prechtl (Euro Hub Chair), supported by Rob Wagenaar of the OOA (the Dutch Association of Management Consultants), organised a similar event to the "Consultants meet Consultants" meetings, but focused on the IMCs themselves. European Institutes of Management Consultants could meet each other in structured meetings, sharing ideas, best practice and exploring mutual networks and partnerships. It was an exciting experience which highlighted being connected, working in the same direction, and reaching the same goals.

With this background we were approaching the years when the Internet was starting to be used as an effective social media tool. We believed that the ICMCI should thus take the lead and play a proactive role.

It was around this time that we designed the concept of the globalcmc web community. On 8 October 2008, at the ICMCI Annual

meeting in Singapore, the concept of a Global Networking Infrastructure for CMCs was presented, to be designed and managed by ICMCI. It was a logical evolution of what was already developed through face to face meetings in the past, without believing that the Internet and social media could totally replace face to face meetings.

The value behind the globalcmc concept was simple and clear: to give our CMCs all over the world the medium where they could meet colleagues, share knowledge, ideas and business opportunities, and finally to connect and network. While the concept was quite simple, the management and operational model was not that easy to achieve. The initial value was in hosting a global directory of CMCs, with about 10,000 consultants from 50 countries, with different approaches, different languages, professional cultures, experience in accessing to the web, different national data security regulations, and so on. That considered, we still decided to take on the challenge!

At the beginning of 2009, with the support of Mikael Jensen from the Sweden Association, ICMCI launched the first pilot project, setting up the www.globalcmc.com web site, a "commercial" web site for use by all CMCs to add value and develop their business. We had a high level of support, reaching a membership of more than 4,500 CMCs in more than 32 countries. We also activated the CMC LinkedIn working groups, enabling more ways of collaboration for our CMCs. We are now in a more mature phase and are moving to a more structured website, learning from our past experience. At the end of June 2012, we listed 1781 working groups on LinkedIn, with 7 of them under the CMC brand.

The original need, identified in 2004, to be linked to each other is "business as usual" for our profession in 2012. With limited resources but with a large number of talented people from all continents, the ICMCI was able to pioneer this concept. It was my privilege to be part of this process. ■

“It was an exciting experience which highlighted being connected, working in the same direction, and reaching the same goals.”

INTERNATIONAL CONSULTING AWARDS

Ilse Ennsfellner CMC



The concept of an international award started in 2009. A while before that the ICMCI raised the idea of a consulting award and although there were consulting awards in a number of countries, there was no international award at that time. At the EuroHub meeting in Stockholm 2008, in Prague 2009 as well as at the Congress in London 2009, the ICMCI consulting award was ranked as one of the top priorities. This was further endorsed at the 2010 EuroHub meeting in Bucharest and approved by the trustees at the ICMCI Annual Conference in Jordan on a voluntary participation basis.

The “international award showcasing excellence in consulting” is the slogan of the award. The main features of the award are that it:

1. Recognises outstanding consulting projects as judged by an internationally recognized jury.
2. Celebrates successful joint endeavours between consultants and their clients.

The award is for a consulting project and therefore recognises both the consulting practice and the client’s contribution. Their projects have to fulfill the judging criteria to a very high extent:

- Commercial performance
- Strategic impact
- Quality of consulting
- Efficiency
- International impact
- Scope for professional development of consultancy and client.

ICMCI’s primary objective for establishing this award is the promotion of the consulting sector in general and individual outstanding consulting projects on a national and global

scale. The Constantinus International Award should also serve as a platform for international cooperation in the field and increase public and media awareness for the profession.

For the nominees and the winners, this award will be an important tool for strengthening the client-consultant relationship through the celebration of successful joint endeavours in addition to raising the international recognition of their projects. Being nominated as well as being an award winner is intended to imply signal recognition and merit publicity in itself.

Six National Institutes participated in the 2011 premier of this award (Austria, China, Hungary, Norway, Slovenia and Taiwan), and in 2012 Austria, China, Hungary, Norway, Slovenia, UK are participating. The projects are presented to an international jury of professionals in the field. The jury has the difficult task of evaluating these excellent projects and choosing “the best of the best”. After a three-week-evaluation period, the winners are determined.

The first Constantinus International Consulting Award was bestowed during the September 2012 ICMCI Biennial Congress in Taipei, supported by sponsors and promoters, such as Swarovski Taiwan and the Austrian Trade Commission in Taipei. This year the award will be bestowed at the ICMCI Congress in Orlando, Florida, USA in October and sponsored by Frequentis.

The ICMCI would like to thank all jury members, ICMCI member countries, host countries of the award gala, sponsors, promoters and volunteers for their support in making the Constantinus International Award a success. ■

Timeline

1987 First Biennial Congress in Paris

The foundation meeting was held at the *Concorde Lafayette Hotel*, just off the *Palais des Congres* inside the *Triangle d’Or*. The Congress delegates, inspired and orchestrated by John Roethle (partner at *Anderson/Roethle, Inc.*), soon found common ground and a board of trustees was formed by the member institutes. A list of delegates at this meeting are in the insert titled “Original Founding Delegates”.

At the first meeting John Roethle was elected by acclamation. Hedley Thomas, (partner/*Price Waterhouse* in London) was elected as first vice chair and Geoffrey Smith (Australia) as secretary. Highlights of the meeting included:-

- Officers to rotate roles every two years with a maximum of four terms.
- Task forces established for membership, articles of organisation and code of professional conduct.
- *Articles of organisation* for the ICMCI were approved.
- The seven founding members were Australia, Austria, Canada, Denmark, Southern Africa, the United Kingdom and the United States.
- Role and Responsibilities of a Trustee were defined as: - 1. Elect officers to the Executive Committee (ExCom), 2. Attend and vote at biennial ICMCI Congress, 3. Make the views of their national council known to ICMCI, 4. Report ICMCI matters to their national council, 5. Act as a communications channel between the ICMCI and their national council.



1988 Annual Meeting in Dusseldorf

The thirty delegates from 11 countries met on 11 May to ratify the council structure and membership criteria. Later in the year a meeting was held in New York with John Roethle, Hedley Thomas, Michael Shays (US) and Les Shone (Southern Africa) regarding the draft final code of conduct. Highlights of Dusseldorf included:-

- Trustees approved the establishment of the ICMCI as a Swiss Verein and articles to comply with Swiss law.
- Functions of the nominating committee were agreed and it was formed.
- Presidents of the founding member institutes became the inaugural trustees and roles were formalized.
- Re-draft of *Articles of Organisation and Bylaws* tabled and *Standing Rules* introduced.
- A draft *Code of Ethics* discussed in anticipation of approval the following year.
- France and India were admitted as full members.
- Membership applications were received from Finland, with interest shown from West Germany, Japan and Spain.

The ICMCI hub structure

How an ugly duckling became a true beauty

Ilse Ennsfellner CMC



The development of ICMCI membership in the former communist countries after the fall of the so called “iron curtain” in May 1989, the responsible officers of the Austrian national institute decided to reach out to the previously hidden but now active consulting community in the former communist countries.

Curiously enough, Austria didn’t start with one of their direct neighbours. In spring 1990, probably because of the common language, they travelled on two busses to Dresden and Leipzig.

What they discovered at the time was that there were a few partially qualified “consultants” emanating mostly from the industry itself and partly from the universities, but there was no organization or association for consultancy.

Austria then decided to start developing relations with their neighbours Hungary, Czechoslovakia and Yugoslavia. The war had made contacts in their southern neighbour-country obsolete, so they started with Hungary.

Otto Leissingner, who was one of the founding delegates and first Austrian representative of

the ICMCI, had strong contacts with Hungarian Consultants. József Poór was one of the Hungarian representatives at that time that is still active in the profession.

In 1991 Ilse Ennsfellner started to foster activities within the Eastern countries. Otto Leissingner’s contact with Hungary started as a result of a joint venture between the Austrian Institute for Education of Management Consultants AfU and a similar institution in Hungary.

Because of the change to a capitalistic society, it was clear that their companies would need consultants to support them in this new challenge.

The practices in the former DDR, in which many partly qualified “consultants” were active, was a key driver for discussions between the Austrian national institute and the ICMCI regarding the development of viable national institutes of Management Consultancy in these countries. Former presidents Hedley S. Thomas, David Amar and later Michael Shays and Denis Tindley were most helpful in finding financial resources and establishing the required organizational structures.

The Austrian efforts did not succeed as intended and the going was tough but when Austria joined the European Union in 1995, they could utilise funding instruments from the EU, instead of USAID and they started making progress. The concept of hub structures within the EU became the subject of discussions within the ICMCI, given that this concept had already been initiated in the Asia Pacific region.

Between Ilse Ennsfellner, Herbert Bachmaier and Fritz Bock, activities concerning the education of consultants in countries like Croatia (after the civil war), Hungary, Macedonia, Slovakia and the Czech Republic were enhanced.

Despite the fact that the institutes in the above countries could not be developed at the same pace and quality level, they currently represent an impressive number of CMCs and Hungary, Croatia, Macedonia and Romania are active members. Anton F. Barišić from Croatia, currently an active vice chair in the ExCom and Sorin Caian from Romania as Eurohub Chair and treasurer of the ICMCI, are visible signs of the successful development of the ICMCI and the CMC designation through the successful establishment of the Euro hub structure. ■



EUROPEAN STANDARDS IN MANAGEMENT CONSULTING

Ilse Ennsfellner CMC



In 2002, the Lower Austrian Professional Association of Management Consulting Institute sought an individual who was willing to support 10 trustees in obtaining their CMC designation. I volunteered as a CMC tutor – a role that continued – and all CMC candidates were awarded.

I started to further develop the CMC process in Austria, establishing the CMC Handbook for CMC candidates and CMC tutors. In 2004, Gerd Prechtl, who was Euro Hub Chair at this time, invited me to the Euro Hub Meeting, which was held in Austria, Hungary and Slovakia. Many experiences were new to me, the people, topics, challenges discussed, etc., but I felt attracted and energized.

Soon after I was asked by Fons Roels and Peter Sorensen to join the Professional Standards Committee. By working on the CMC process, the CMC assessment process, the European Qualification Framework and the Personal Certification according to ISO 17024, I started to get to know more about the ICMCI and how it functioned.

In 2006, after the Euro Hub Meeting in Milan I became project leader for the development of the European Standard EN 16114. After 2 years of hard work, the project committee PC 381 was established by CEN, the European standardization body. At the first meeting on September 8 and 9, 2008 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 the ICMCI at this time, 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 team included Robert Ravaglia, UNI (the Italian standardization institute). Francesco D'Aprile who was Vice Chair of the ICMCI at this time, worked with UNI in the preparation phase to ease the implementation process

considerably. The purpose of this standard was to support the business relationship between clients and MCSP (Management Consultancy Services Providers) by developing transparency and understanding, aiming at providing recommendations for offering, execution and evaluation of management consultancy services. It took many discussions to set up the guiding principles for this standard. Flexibility, value-add to and supportive of the management consultancy industry and all stakeholders were seen as the key points for a successful and applicable standard.

The process evolved quickly. There was a tremendous amount of work to be done, as well as differences of opinion and obstacles ahead but the atmosphere and all meetings were so positive that we always believed that we would be able to proceed and succeed with a little skill and luck. 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. The agreed standard on management consultancy services became mandatory for all CEN member countries in September 28, 2011 and now supersedes any existing national standards in Europe. The launching event in Brussels on November 9, 2011, which brought together the consulting profession and stakeholders from across Europe, was seen as a major achievement in marketing the standard and obtaining commitment for the standard. 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.

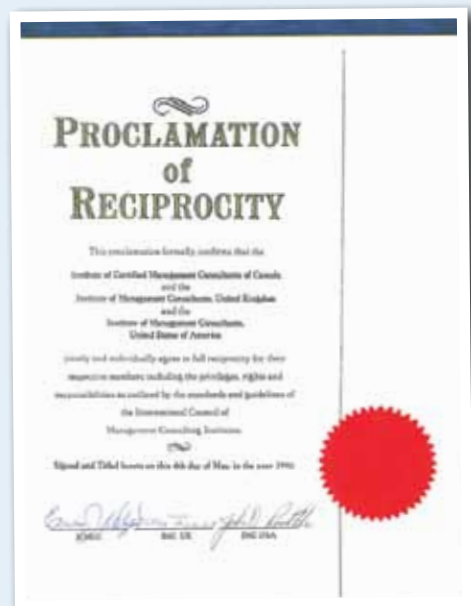
Nevertheless, the activities are far from complete! The ICMCI, UNI (the Italian standards institute and Secretariat in this process) and a team of ICMCI experts from all over the globe will initiate the necessary steps and procedures for the European standard to become an ISO standard within the next few years. ■

Timeline

1989 Second Biennial Congress in Copenhagen

Thirty delegates from 11 countries attended the Congress in Copenhagen in May, where Hedley Thomas was elected chair. Hedley travelled extensively, advocating ICMCI membership and made presentations in Germany, Finland, Sweden, Spain, Switzerland and Italy together with an address to the FEACO symposium. Congress highlights included:

- The ICMCI established as Swiss Verein with new articles and bylaws of association.
- First and only global *Code of Professional Conduct* and membership requirements for any profession approved. This task was undertaken by Les Shone (Southern Africa) as chair together with David Talbot (Canada) and members of ExCom. It addressed the relationship between the consultant and the client and between consultants.
- Task Forces were established for: 1. *International Body of Knowledge* (David Amar as chair), 2. *Impact on Professional Qualifications* (Denis Tindley as chair) arising from Creation of Single European Market in 1992 and 3. *International Communications* (John Roethle as chair).
- Reciprocity commenced between the United States and the United Kingdom and negotiation commenced with the constituent provincial institutes of Canada.
- Italy, Netherlands, New Zealand, and Sweden were admitted as full members, with four applications pending.
- IMC India (with Walter Vieira as chair) commenced a regional consulting forum, the *Asia Pacific Conference of Management Consultants* (APCMC) in Chennai (ex Madras) to develop closer relationships in the region, although not originally part of the ICMCI, they formed the basis of the hub concept.
- The ICMCI launches bi-annual *News Around The World* issue No. 1 as the Voice of International Management Consulting Institutes.



The Silent Partners

Richard Elliott CMC

For over half of its existence, the ICMCI depended on pro bono services provided by office bearers that began in 1987 with the use of the chairman's office in Milwaukee (US) and evolved to the use of an experienced professional secretarial service company based in the United Kingdom.

Following the establishment of the ICMCI, all the early secretarial help was provided free by John Roethle at Anderson/Roethle, although the Honorary Secretary was based in Australia. With the changeover of chair to Hedley Thomas in 1989, the secretariat and financial responsibilities moved to Price Waterhouse in London and then to Toronto with the election of David Amar in 1991.

From 1993 to 2004, the secretariat and financials were housed at the Michael Shays' corporate office in San Francisco which was also the home of the C2M magazine. When Denis Tindley was elected chair in 1995, he had recently retired from Coopers and had no infrastructure to manage the daily aspects of the secretarial and financial roles. During this time, rent, office equipment and some human resources were provided free. In 1994, a permanent ICMCI administrative office was established in California with the



Michael and Nancy Shays

appointment of Alexia Neves as the part time executive secretary. In 2000, the office was expanded with the full time appointment of executive secretary Becky Ferras.

At the same time, Michael Shays' role was formalised as Executive Director as it had been a pro bono service which he had provided for several years prior to this date with outstanding results.

The ICMCI is grateful and appreciative to those office bearers and volunteers who gave so freely of their time and resources during the formative years of the Council.

The role of Executive Director was discontinued in 2004 when ExCom appointed MOS and moved the secretariat to the Netherlands where it remained for the next eight years.

In 2012, the secretariat role was relocated to the Institute of Consulting and Chartered Management Institute in London and now provides full professional secretarial services to ExCom, Task Forces, Committees and members. Contact details: valerie.hamill@managers.org.uk. ■

Timeline

1990 Annual Meeting in New York

The interim meeting held at the *Waldorf Astoria* on 8 October included five ICMCI officers and three task force chairs and coincided with the US ACME four day *World Conference of Management Consultants* and included:

- Historic signing of the first ICMCI reciprocity agreement for certification for CMCs between Canada, United Kingdom and United States. Canada gave permission for the use of the CMC trademark in writing around this time, but no other contractual arrangements were agreed. Members were advised it was their responsibility to undertake legal registration and protection in their jurisdiction.
- Task force chairs were appointed for: 1. *Worldwide Recognition of CMC* (John Roethle -chair), 2. *Membership* (Michael Shays), 3. *ICMCI Services* (Denis Tindley) and 4. *Funding* (Richard Elliott).
- Consideration was given to the concept of associate membership classification.
- Hedley Thomas, vice chair Denis Tindley (UK) joined the steering committee for *European Conference on Quality Management* in Business Services.
- FEACO and ACME recognised the ICMCI as "the only world body for management consultants".
- Finland was admitted as a full member making up 15 member institutes in total.

Paris 1987

Richard Elliott CMC

As an introduction to the 25 year history of the ICMCI, it was important to reflect on how the ICMCI began and why. The founders meeting was the initiative of John Roethle, who with the assistance of Hedley Thomas (UK), Michael Shays (USA) and David Amar (Canada), invited 29 other interested individuals and institutes to the Concorde Lafayette Hotel in Paris for discussions.

We spoke to John Roethle CMC FIMC, the first Chairman of ICMCI in August and September 2012 to learn more about his ideas for a global management consulting body.

Q: What were the first objectives for the ICMCI?

A: After giving considerable thought to the rationale for forming the ICMCI in 1987, I came to the conclusion that our major motivation came from the fact that certification of individual consultants was essential to raise the image of the national organizations. We were not aware of any consulting organization in the world that truly did a professional job in this area other than Canada. We were also not aware of any recognized University or business school that had studied and accomplished that



task. We did look at the Northwestern University School of Finance and Harvard University as the two recognized finest schools of finance 25 years ago.

The IMC of Canada had led the example for the countries that we dealt with. Therefore, we drew heavily from them in developing our (US) national testing program and developing the format of our questions. Canada had done a very professional job over many years in developing both the tests by category and the clarity and completeness of the questions to properly cover the consulting material. We also required our (US) board of directors to take the tests as a means of determining the effectiveness of the tests. That resulted in some interesting results and much discussion from our directors, who in many cases were heading up a number of the larger American consulting organizations.

This took care of the first important criteria that we wanted to fulfill.

The other two objectives were to improve the standards of integrity, honesty and finally to do an effective job of leadership or strategic planning to determine the changing requirements that might be required in our changing institutions to make sure that professional consulting was still serving the new requirements of our changing society to provide the most professional consulting service for the circumstances.

This did not mean to do the consulting that provided the highest compensation but the consulting that provided the best results for the client.

Q: Do those objectives still stack up today?

A: The whole justification was heavily dedicated to certification of individuals, improving standards, the integrity of consulting and strategic planning to ensure that consulting continued to have high standards and be valuable in helping institutions to achieve that goal. So largely yes, although some institutes may have fallen short in the area of integrity and ethics.

Q: Why did you hold the first meeting?

A: We held the first meeting in Paris in 1987 because it coincided with the first world meeting of management consultants hosted by FEACO, ACME and Zen-Nor-Ren. Many could attend both conventions. It was also an ideal consultant's international setting with excellent travel facilities.

Q: In your opinion, has ICMCI progressed to what you had hoped?

A: Yes, it exceeded my personal expectations. I never expected that we would be able to obtain a global, professional code of conduct for all our members. I am also exceedingly pleased that membership of ICMCI now includes all the major industrial nations. The acceptance and recognition of CMC as the international symbol of certification for management consultants begins to bind all the members of the ICMCI member institutes together. ■



Gerd Prechtl CMC



The Bridge over the Bosphorus

A Benchmark (Lesson? Metaphor?) for Management Consultancy

Delegates from more than 25 countries from all over the world met to discuss the future of the management consulting profession under the title “East Meets West” during a four-day conference in Istanbul, from the 24th to the 28th of September 2003.

“Better solutions for clients” was the focus of the Conference —the Ninth Biennial Congress of the ICMCI, the world-wide umbrella organisation with 36 members from Europe, Asia, Africa, Australia and the Americas at that time.

The trademark CMC- (Certified Management Consultant)-ensures that clients get the quality in consulting that they expect. One of the main issues discussed was “Ethics in Consulting” – the codes of professional and personal conduct that should govern provision of professional management consulting advice.

The Congress also approved the implementation of the Accredited Consulting Practice policy of the ICMCI. This unique scheme facilitates the highest quality standard of consulting (the CMC) for managers and consultants in public and corporate practice internationally and validates the quality of consulting skills, education and training across national borders.

Against the background of the challenges facing business in the international economy—including the sometimes disappointing confusion between consulting and auditing (control) and the disastrous consequences—like Swissair and Enron, the ICMCI is pursuing a new strategy of involving internal consultants in their quality assurance programme. The CMC should facilitate a new understanding of the consulting process within a company as well as between a company and external consultants to create more transparency, more confidence and more successful outcomes for all in their economic endeavours and business prospects.

Barry Curnow, a Past President of both the UK Institute of Management Consultancy and that country's Chartered Institute of Personnel and Development, took over as Chairman of the ICMCI for the period 2003-5.

He stated, “With this new strategy to promote the branding of the CMC we should be clear that in all consulting processes an elephant is still an elephant and not a crocodile!

Already, 1% of Management Consultants have achieved this level of performance and the ICMCI is the voice of professional quality in business consulting advice.” ■



The general rule that only one organisation can award this in any country means that the ICMCI membership provides an exclusive franchise for national institutes and a form of international validation for the existence of that institute in their own country.

The growth of international travel and of multi-country projects call for consultants who can demonstrate professionalism and competence to clients who will not know them personally; CMC provides the evidence needed.

2012 is a year of both consolidation and advance. Consolidation as we now need to be sure that the foundations of CMC can withstand international scrutiny; and advance, as we seek to extend the power of the ICMCI brand into other areas. The Accredited Consulting Practice concept was introduced more than ten years ago, by which approved consulting practices could carry out their own assessment of CMCs; this is now being extended with a large firms initiative, directed to encouraging international practices to take more interest in the value of national institutes and the ICMCI.

As well as assessing whether consultants meet the standards, there is also the question of how they are helped to achieve them through the provision of specialist training specifically directed to their needs. The Accredited Training Provider scheme was mooted some years ago but has taken some time to reach fruition. This is aimed at providers who offer training to consultants who are already in the role. At the same time, there are academic institutions that are providing education that includes subjects in management consulting and a strategic aim of the ICMCI is to draw closer to academia. For this reason we are considering standards also by which academic courses can be recognised, together with academics themselves who have made a contribution to research and teaching in management consultancy.

I feel in writing this account that we are only half way through the story; this is merely a progress review. Looking back, we can see the ICMCI has achieved much through the efforts of those who have served it over the last 25 years. We hope that we will see even more progress over the next 25. ■

Perhaps the greatest achievement of the ICMCI over its 25 year history is getting the agreement from so many countries to a common standard for the Certified Management Consultant award. Recent years have seen an enthusiasm for standards and accreditation in many walks of life around the world, the CMC provides an international standard for management consultancy.

Timeline

1991 Third Biennial Congress in Toronto

The third ICMCI Congress was hosted by the ICMC of Canada and was held in conjunction with its annual conference at the *King Edward Hotel* from 1 to 3 October with 40 delegates from 17 countries, together with partners. New office bearers were David Amar (Canada) chair, Michael Shays (USA) first vice chair, Denis Tindley vice chair, Walter Vieira (India) vice chair, Robert Brouillard (Canada) treasurer and Hans de Sonnaville. David visited in nine European countries together with Singapore, USA and Canada.

Congress highlights:

- Introduction of a provisional class of membership was agreed to assist developing institutes reach the ICMCI entry standard under the following requirements: 1. Formal commitment to maintain highest professional

- standards, 2. Subscription to ICMCI Code of Professional Conduct, 3. Agreement to develop a formal certification and registration process of standards within two years, 4. Affirmation of aims and objectives of the ICMCI; acceptance and agreement in principle that standards may change and be agreed from time to time by the ICMCI. Agreement was reached that a provisional member could qualify and apply for full membership within two years. If, however, an organisation had not been in legal existence for four years or more at the end of the two years, it could retain its provisional status for up to four years. A provisional member did not have the voting rights of a full member of the ICMCI.
- The funding task force reported self-sufficiency as implicit in the ICMCI's mission statement with the capacity to implement high value activities in the Americas, Africa and Asia Pacific Region based on: 1. Ensure that future growth takes account of the need to balance quality/quantity

- considerations of new members, 2. Achieve worldwide acceptance and recognition of CMC and the ICMCI's advocacy role for consulting, 3. Set up project specific funding programs to support this advocacy, 4. Allow for organisational change and expansion of portfolios to service requirements of current, prospective and provisional members using small international teams.

- A project team established to draft the ICMCI long range strategic plan.
- Membership grew to 17 institutes including Singapore as a full member and provisional members Hungary and Czechoslovakia. Ireland was included as part of the UK membership.
- The ICMCI Articles (1989) amended to include two vice chairs in addition to first vice chair
- Agreement was reached on the international standard for the certification of management consultants.

1992 Annual meeting in Prague

The Prague ExCom working meeting was held on 15 May and focused on development of the strategic plan following working sessions earlier that year in London.

- Publication of the *International Uniform Body of Knowledge* as the knowledge required by a qualified professional management consultant.
- Publication of the *International Code of Professional Conduct and Disciplinary Procedures*.
- Membership grew to 19 institutes including Hungary and Malaysia as full members plus two provisional members. Malaysia approved an act that restricted “practice, carrying-on business or employment as a management consultant to only those persons who are registered management consultants”.
- Circulation of the third draft of the *Long Range Strategic Plan to the Board of Trustees*. This major undertaking was to allow ample time for discussion prior to the Congress the following year. ExCom advised that almost all nations with mature management consulting certification processes were represented by the ICMCI and appropriate time was required to develop this eight year plan.
- IMC Australia introduced CMC status and “grandfathered” members with over ten years of experience. First examinations for new candidates held in November 1992.

a professional, ethical and competent manner, 5. Become the leading credible and authoritative international organisation for management consultants and their stakeholders, 6. Aid and support internal stakeholders.

- *Membership* matters included agreement that: 1. Concurrent individual membership of different national institutes was in order provided clarity of domicile was evident, 2. Individual must first be a member in one country before applying for membership in another country, 3. Disciplinary action of national working in another country should be responsibility of country of original membership, 4. Reciprocity only offered to members of institutes who abide by the international model, 5. Proposal made that internal consultants be considered for institute membership, subject to the requirements of independence and objectivity.
- *The Resourcing Report* included: 1. Membership fees increased by 20 percent, 2. All fees and transactions to be paid in US dollars, 3. Application fees increased by 20 percent.
- The number of institutes using CMC grew from three in 1986 to 16 in 1993 with Poland admitted as a full member.
- Former officers and trustees were invited to attend Congresses without voting rights.
- Confirmation that Trustees could serve one officer term per position, with a maximum of three officer positions other than chair.
- Publication of *Uniform Body of Knowledge* including glossary and Code of Ethics overseen by project chair Thomas Lightbow (UK).

- Kate Hook (Exec/Dir UK) was invited to form the *Members Executive Directors Network* and produce regular newsletters.
- Establishment of a permanent ICMCI administrative office in Burlingame, California with part time executive secretary (Alexia Neves).
- Hedley Thomas (chair 1989 – 1991) was awarded Officer of the British Empire (OBE) by Queen Elizabeth II for his services to the management consulting profession in the UK and throughout the world.
- The Austrian institute, a sub-organisation of the *Austrian Chamber of Commerce* with membership of over 8,000, advised of plans to promote the CMC brand over next three years at cost of Euro 1 million.



Hedley Thomas OBE

1993 Fourth Biennial Congress in Rome

The fourth Congress was held at the Leonardo da Vinci hotel on via dei Gracchi in Rome from 17 to 19 May, hosted by *Associazione Professionale Dei Consulenti Di Direzione E Organizzazione Aziendale* (APCO). Incoming officers were Michael Shays (chair), Denis Tindley (first vice chair), Robert Brouillard (vice chair), Hans de Sonnaville (vice chair), Vince Cali (treasurer) and Walter Vieira (secretary). Highlights were:

- Ratification of the *ICMCI Long Range Strategic Plan 1993 – 2000* (ref ICMCI library 15 page for detail). Key points were:
 - *Higher purpose* was “to establish a consistent world class level of management consulting service to clients in order to help clients perform effectively”.
 - *Vision* was “by 2000, to be the leading worldwide source of professional standards of management consulting, and the international spokes group for the leading national institute which certifies individual management consultants”.
 - *Mission* was to achieve worldwide recognition of the certified management consultant designation.
 - *Subsidiary* goals were: 1. Help clients bring about change and stability where needed, 2. Achieve worldwide recognition of management consulting as a profession, 3. Improve objectivity, independence, competence of management consultants, 4. Provide clients with confidence that certified management consultants perform in



1994 Annual Meeting in Baltimore

This working session was held between 31 May and 1 June in the inner harbour with 19 delegates from nine countries in attendance. Outcomes included:

- The ICMCI incorporated in the USA as Wisconsin Non-stock Corporation and merged with the Swiss Verein entity to form a single entity, including the integration of articles and bylaws, as the Swiss legal entity had no standing with United Nations agencies.
- Membership grew to 21 countries, including four provisional members and admission of Switzerland as a full member.
- Approval to invite past trustees and officers to join an Advisory Council for a three year term.

1995 Fifth Biennial Congress in Singapore

The fifth Congress was the first congress or annual meeting to be held in the Asia Pacific Region. Elected office bearers were Denis Tindley (chair), Walter Vieira (first vice chair), Vince Cali (vice chair), Richard Elliott (vice chair), Hans de Sonnaville (treasurer) and Robert Brouillard (secretary). They heard a clear message of need for greater Trustee participation, communication and regional association. Highlights were:

- Agreement that the ICMCI was in partnership with its member institutes, with shared common objectives and very limited resources. Further progress of the ICMCI would depend on its relevance to its members and the need to;
 - Work to enhance recognition of the CMC.
 - Underpin the value of the CMC brand with robust, credible standards.
 - Provide forums for sharing and networking.
 - Launch of the first ICMCI web page (<http://www.mcnet.com/icmci>) with 300 pages in a bid to save current postage costs of circulation of notices and meeting papers. Free listing was offered to individual consultants of ICMCI members on GlobalLOOK@mcnet.com.
- Membership reached 24 institutes with Ireland becoming a full member and four provisional members.
- The *CMC Branding Strategy* was tabled and resolved that further refinement was required.



ICMCI History – a personal view

Brian Ing CMC

It has been my privilege to be close to the ICMCI for thirteen years and have seen its power to achieve, the dedication of so many management consultants from around the world who have voluntarily supported their international professional body, the quality of much of the work, and above all the collaboration across borders, cultures, languages and economic systems. I have often said if there was not an ICMCI, this pent up spirit would have had to invent it in order to be able to make the contributions they were bursting to make. The willingness of people in great demand by their clients, their firms, their national bodies and, yes, their families to give freely of their time to the ICMCI is a remarkable testimony to the value of the ICMCI.

My ICMCI journey started slowly with a focus on Congresses and Eurohub meetings. In the UK we had just implemented a competence based CMC and as Chair of the Professional Board I was nominated as one of the UK trustees in 1999. This was timely as I was able to participate in the Amsterdam Congress that year at which the decision to base the CMC as a competence based qualification was agreed. I was very conscious of the seniority, confidence and deep insight of so many of the delegates. They were also very confident and I referred to them at the time as “the beasts of the jungle” in admiration not contempt; the mutual respect through an understanding of their shared leadership roles in their countries. Even at my first meeting, I was delighted to see strong, well argued, forceful debate. There were clear differences, strongly held views but by the end of the meeting a consensus was achieved and no personal animosity caused. This ability to disagree, argue and then come to a decision within the meeting in order for the whole organisation to move forward is a characteristic that I have seen throughout my thirteen years. I believe this is a reflection of the importance and respect for their profession and their international body of those who gather for the meetings.

A decision is one thing, making it effective in practice took more effort. The meetings I attended through to 2003 laid the firm basis for having a worldwide single standard qualification. That nobody else had a professional qualification at the time that could make that claim is indicative of the

innovation of the those who led the ICMCI in its early years.

The Bonn Eurohub, at which each Member institute described its own assessment methods for the CMC, was seminal in demonstrating that across cultures and different economic systems there was a surprisingly consistent view of the necessary requirements for someone to be a CMC. I believe it was at this meeting that Peter Thomas derived for the first time the principle of “equivalence”, a principle that still is core to the ICMCI’s approach and is recognised by International bodies as a strength of our approach. Peter with Peter Sorensen during this period derived the basis for our method for ensuring that a CMC awarded by one Member was truly equivalent in standard to the CMCs awarded by all other Full Members. They eschewed the word audit and convinced us all to think in terms of quality assurance where the assessors would also learn from each Member and use this to enable all members to develop and improve their understanding and implementation of a competence based qualification. Although there had been much discussion of competence based qualifications for business professions, in those years much of the effort had been on skill based qualifications. The management consulting profession was being, as we who practice it would not be surprised, very innovative.

“I referred to them at the time as “the beasts of the jungle” in admiration...”

The Congresses in Sydney (2001) and Istanbul (2003) worked in detail through the selection and the definition of the competences for the CMC. By that time several countries had their own competence frameworks. This had different emphases around a common core. The discussion was robust, the arguments intense with notable contributions from Angelo Kehayas, Nick Shepherd, Caroline Barker, Rick Elliot, Peter Thomas, and Gopal Shanker with myself adding my thoughts. The exhilaration in the

room in Istanbul when we all agreed on the final version was intoxicating: we realised that this was a significant moment in the development of our profession.

I believe 2003 marked a watershed in the development of the ICMCI. No longer was it doubted if there was a need for a world wide body and the profession had demonstrated that it could come together and create value for the profession.

The next four years through to 2007 were years of consolidation. The implications of what we had achieved together were further understood. The common basis for award of the qualification was achieved through the quality assurance process and the on site assessment visits of the assessors. Barry Curnow and Peter Sorensen are to be congratulated on steering through this detail stage: not the most exciting but just as important as the concept development (in which both had participated) stage. By this time, the ICMCI was not a part of the large firms’ consideration as had been the the emphasis on its founding. The large firms had established their brands and their reputations and were at that stage considering they were strong enough not to need to corroborate with each other and the profession: the scandals and the rulings of the SEC in the US were still to come. However, the evidence was growing that the product (the CMC, code of conduct and equivalent standards across cultures) was being verified by the extending geographical spread of the membership of the ICMCI. Notable were two countries from completely opposite economic cultures but close neighbours in the Far East, namely South Korea and the People’s Republic of China. By now the member Institutes of the ICMCI covered the territories with about 80% of the world’s management consultants (it is now probably over 90%), a truly global organisation.

Hence on being honoured to be elected Chairman in 2007, I was lucky to be there at a most propitious time for the ICMCI. It had developed and verified its product. Even with another periodic examination of itself, the organisation was maturing and comfortable with itself. Now was the time to change the focus from internal matters to becoming influential externally with the regional and global bodies.

This change had started with herculean efforts beginning some ten years earlier by Michael Shays and Lynn Haight. The ICMCI had been granted NGO status with the UN through the UNESCO committee. To date, this status had been used by the ICMCI to

“A decision is one thing, making it effective” “in practice took more effort.”



demonstrate its acceptance as a world body, but luck gave us an opportunity in 2007. The new Secretary General on taking office wrote to the Chairs of all the NGOs and asked for their advice on eliminating world poverty and starvation.. We (that is Bill Cowie, Peter Sorensen and myself) wrote a response that included an explanation of how the use of indigenous (that is in territory with an understanding of local conditions and cultures), profession (that is members of a professional institute with an enforced code of professional conduct and ethics) and competent (as demonstrated by achieving the CMC) management consultants leads to more successful economic development projects.

Furthermore having such management consultants in the country increases the economic capacity and capability. Both effects should lead to an improved economic performance. How that increased wealth was applied was a political decision but it could be used for addressing the problems Bam Ki Moon posed to us.

Two years later, I was visiting with Calvert Markham and the Director of the European Bank of Reconstruction and Development (EBRD) following his almost pro bono project training management consultancy trainers in Kazakhstan on an EBRD funded project. We wanted to introduce the ICMCI to the Director. Our presentation was not needed, the UN paper from two years earlier had been passed (via the World Bank) to EBRD and the ICMCI was already a core of their strategy for the development of SMEs and business advisory services in the the transition (that is those moving from a Soviet model to a market model) economies. Since, then we have worked as a partner

organisation on a case by case basis with EBRD in over eleven countries and we already have seven new member Institutes with more in the pipeline. The collaboration with EBRD is becoming more extensive and with a wider scope.

Other external relationships were developed. From 2007 to 2012, the ICMCI, mainly through the persistence, vision and tenacity of Ilse Ennsfellner (with the support of Francesco d'Aprile), led a project with UNI (the Italian Standards Body) to write, and have agreed, a “services standard” for management consultancy. It was adopted as a European (CEN) standard in 2011 and is currently being proposed for an ISO standard. The ICMCI became an observer member of the International Accreditation Forum (IAF) and has already been involved in some of their working parties: to our surprise we were the only body with experience of cross cultural, cross border assessments and our equivalence approach was seen as, quite rightly, ground breaking. We developed a course with the International Labour Organisation (ILO) which was postponed on the onset of the Arabic spring as most of the delegates would have come from North Africa. The ICMCI was now representing our profession to global and regional institutions, making an impact (for the good of the profession) and becoming part of the world economic infrastructure.

To support this external effort, a new web site with details of all CMCs was launched. The web site provided services to the CMCs, including providing mechanisms for CMCs to contact CMCs in other countries to enable them to support the growing international aspects of their clients’ business. The web site also enabled the ICMCI to contact all the

CMCs directly to ensure that the messages we had (such as the ones above and “that professional management consultants are key to improving competitiveness in an economy”) were complete and relevant. Having all the CMCs “on message” to all the institutions they work with is a key factor in the ICMCI being credible to those institutions.

The meetings had changed too. The attendances were larger, the emphasis was on gaining more value from what was already in place (rather than the natural consultants tendency to start from scratch and make sure we have got the fundamentals right). The “beasts of the jungle” had become the harvesters of the land. But still with ambition and drive. The vision of a future ICMCI embedded in the breakthrough strategy reflects the desire to make the next 25 years of the ICMCI worthy of the efforts of those who toiled with no financial support to produce the ICMCI of today. Their past efforts are recognised and valued. What little I have contributed has been a joy to me. I certainly have gained more (insights into my profession and friendships all over the world) than I have given. It has been my privilege to be part of this important organisation. Just as I and my colleagues of the last twelve years have built on the efforts of the founding members of the ICMCI, so will the next generation build on our efforts. I have every confidence that the ICMCI has a strong future, is in good hands and will give even more to a profession that is shaping the economic world. ■

Brian Ing (UK trustee 1999 to 2012, Secretary 2005-2007, Chairman 2007-2009, immediate past chair 2009-2011, Chair QAC 2009-2012)

Why NGO recognition is so important for the ICMCI?

Lynn Haight CMC

My vision --- which I believed to be consonant with the role of the ICMCI --- was one of expanding the recognition of the ICMCI and the qualification in a way that did not tread on the toes of national institutes.

In the mid 90s when I became involved with ICMCI there were, I thought, two significant issues with this new much-touted global qualification, CMC. The first was the lack of involvement of major, at that time predominantly American, consulting firms in the international entity, despite the fact that initially several had been instrumental in setting up the ICMCI. Most were not even active in their national associations. The second was the desperate need to publicise the qualification, and its international status, which was a matter for the national institutes themselves: but at the international level the ICMCI was the only entity which could raise awareness for the international character of our association.

Taking the second, the most immediate and visible organisation for this was the UN, and probably via philanthropy which would give a platform for media attention. Attempts had apparently been made in the late 70s/early 80s to form a consortium of individual consultants to respond to individual Requests for Proposals (RFPs) from the UN, but no successful outcome had been achieved and of course they found themselves in competition with other groups of member consultants --- so it was always very delicate. Volunteering for an international pro bono assignment met with some outrage from national institutes, for the understandable reason that this would be taking money from the mouths of fee-earning consultants whose national institutes were members of the ICMCI.

Therefore if the ICMCI could become recognised as an NGO because of the work that had already been performed in assisting the establishment of national institutes, it could then provide a base for becoming involved in the reconstruction of disaster impacted areas by becoming one of the foundations needed to build up services trade for the country. Hopefully this would involve the development of a small and medium enterprise sector, most likely by joint venturing with another NGO, and yes, of course the establishment of a new national consulting institute. I knew that some volunteering without pay might be necessary initially. If we could become successful with this, the long term hope would be that we could access funds from charitable and foundation sources whereby we would pay the different individuals who performed the work.

There was money available for this kind of activity, and indeed I had accessed it from the Canadian government to lead a services trade mission into the USSR and Eastern Europe, and assist with national institute building. I knew that some UN agencies were prepared to support the strengthening of a country's services and small business sector, and had significant budgets to do so.

Once we had a few successes under our belt, I also believed that the major consulting firms would take notice and become more integrated with these initiatives, and indeed

several consulting firm heads gave me much support for this approach. Maybe a "Consultants without Borders?"

So much for the rather dry background. But the exercise of getting the NGO recognition took a huge amount of effort as there appeared to be no acceptable documentation from the Swiss Verein to establish to the UN's satisfaction that the ICMCI was an "appropriately constituted entity." So Michael Shays and John Roethle took the decision to incorporate the ICMCI as a Wisconsin corporation. At that point

we had to show three years of activity and financial stability, so the first time we could apply to the UN was actually in 1991.

That day of appearing in the UN Economic and Social Affairs chamber in front of about 130 delegates from different countries was one of the more interesting of my consulting days.

I had attended in New York on spec in case questions were asked, and in the event I responded on the dais for over an hour to

about 45 questions from different delegates in different languages (from them, not me). Misunderstandings about the role of consultants were rife. I was able to assure the delegates that we were not going to impose any religious propaganda on countries, that we would include female consultants, and that we would not be a conduit for US firms --- who had a bad name at that time for writing voluminous reports and insisting on being paid in scarce hard currency --- to get into consulting. Needless

There are many entertaining tales: I will not even speak of karaoke in Singapore....

Timeline

Australia advised that the CMC trademark had been registered and provided a model for other members to follow suit.

- New *ICMCI Member Starter Kit* was produced and was presented to the meeting by Lynn Haight (Canada).
- The International Standards Committee was established, covering: 1. Certification Standards, 2. Professional Conduct and, 3. Uniform Body Of Knowledge.
- A certification scheme for management consulting practices was proposed in line with relevant ISO/EN standards (ISO 9001, 9004.2 and EN 45012).



1996 Annual Meeting in Vienna

The meeting was held at the Radisson SAS Palais Hotel on Parkring 16 Vienna 10-11 June, with the theme *To gain greater recognition for CMC's with firms, associations and individuals*. Eighteen members, 39 trustees and guests attended. A creative after-hours program proved popular, including street car dining and winery visits.

Key outcomes were:

- A progress report was presented on the first major international CMC survey of 18 countries by Tony Battaini (Australia) of the *CMC Standards Committee*
- Other committees gave progress reports for: *Perceived Benefits of the CMC* (Geoff Kitt UK), *Promoting the CMC* (Lynn Haight Canada), *Protecting the CMC* (Michael Shays USA), *ICMCI Infrastructure and Communications* (Col Colquhoun Australia), and *ICMCI Meetings* (Phil Verstraaten New Zealand).
- Germany and Jordan (full members) and Norway (provisional member) were welcomed to the ICMCI.
- Gerd Prechtl proposed a pilot scheme for the new ICMCI *European Certification Process* at no cost to the ICMCI.



to say I was thrilled when the vote passed: I do not remember how many, if any, voted against or abstained.

The head of the UN NGO department came running after me at the end of the session and said that the result was very unusual as it was expected that an NGO would apply at least once for practice. We made an arrangement to meet in a few months so that the ICMCI could understand what she felt to be the most important issues/regions to address. We had several subsequent meetings, at one of which she suggested that I, on behalf of the ICMCI, join the NGO committee over the next two years: an opportunity I thought good as it gave a vantage point for considering what was going on internationally, and other potential partners.

As a concurrent exercise, I was a member of the Canadian Standards Association national committee endeavouring to cement our (Canada's and also the ICMCI's) consulting standards into ISO work. A trip to the Executive Director of the Geneva-based International Standards Organisation to inform about the importance of the ICMCI as an advisor and information source for these deliberations was well received. Francesco d'Aprile travelled up from Bari to accompany me, and he could of course talk to the work of the Italian Institute which was then active in standards work.

It's fair to say that the ICMCI, speaking very generally, was never particularly welcoming of the UN NGO initiative. I knew in my own country that only 3% of individual national members were attracted to overseas work, and therefore whether or not the ICMCI had

a strong international image was immaterial to them. Presumably this held true in many countries, particularly those with strong national institutes. But it was always going to be a long-term initiative, whose benefits would emerge over time.

It was a great delight to discuss with the then President Rick Elliott the UN recognition at the Sydney meeting in 1991. Apart from taking us all to the Barber of Seville at the Sydney opera, after landing at the steps where the British convicts arrived up to 1860s. The opera trip was a much anticipated treat, and I also was presented with a gift which I still have by way of thanks from the Exco for all the UN effort. Another wonderful conference was in Amsterdam under Hans' Presidency, where I recall drinks (why does one always remember drinks?) on a splendid sailing ship, whose rigging I climbed up with great delight and then swung in the evening breeze. There are many entertaining tales: I will not even speak of karaoke in Singapore.....

No longer being active in consulting and finding myself with an all-consuming executive position in an international insurance company, I had decided that at this point in 1991 I could hand over the UN initiative to others, initially Gopal Shanker; then Brian Ing and Baldwin Tom, and possibly others whom I do not know. I was delighted when they sent me updates of UN activity, presentations from the ICMCI to ECOSOC and to hear of successes with EBRD and ITC in Turin. I have no doubt that the exercise will ultimately prove very fruitful for the ICMCI and, like all overseas development work, rewarding for those involved. I feel privileged to have been there at the beginning. ■

Timeline

1997 Sixth Biennial Congress in Cape Town



Fourteen member institutes and 33 Trustees gathered between 5-7 October at the new *Table Bay Hotel* on the *Victoria and Alfred Waterfront* in Cape Town. The meeting was co-hosted by neighboring countries of Botswana, Lesotho, Swaziland, Zimbabwe, and Malawi and managed by the *IMC of Southern Africa* which celebrated its 25th year anniversary. Events were held at historic landmarks (*Van Riebeeck's fort*) and fashionable night spots such as *Africa Café* where David Iornem of Nigeria entertained with his own floor show. The meeting ushered in new office bearers Walter Vieira (India) chair, Hans de Sonnaville (Netherlands) first vice chair, Richard Elliott (Australia) vice chair, Lynn Haight (Canada) vice chair, Paul Czamanske (United States) treasurer and Barry Curnow (United Kingdom) secretary.

- Nik van Dijk (Netherlands), Peter Tomkins (UK), and Hanke Lange (Netherlands) proposed to ExCom that future meetings should include evolving content and context of professional themes and issues. Both argued that since the ICMCI had spent ten years "getting the basics right", it was time for new thinking that reflected contemporary concerns and challenges facing the ICMCI.
- Membership had grown to 24 members, including provisional members Bangladesh, Indonesia and Nigeria.
- *The ICMCI Funding Committee* (Denis Tindley-chair) reported little progress and recommended a new approach to focus on funding for specific projects such as training consultants in developing economies.
- Agreement was reached to trial three regional Hubs; *Americas and Canada Conference of Management*

Consultants (ACCMC), *Europe Conference of Management Consultants* (ECMC) and *Asia Pacific Conference of Management Consultants* (APCMC) based on the APCMC model and the Australian concept to service the outback. Details of the concept and responsibilities are contained in meeting minutes held in the ICMCI archives.

- *The CMC Standards Survey Report* (Sept 1997) was presented by Richard Elliott (chair - *CMC Standards Committee*) with 12 proposals that formed the basis of various workshop discussions.
- *Protecting the CMC Brand Committee* (Lynn Haight - chair, Michael Shays) presented that after ten years only Australia, Canada, Finland, Hungary and New Zealand had full CMC brand trade mark protection. Legal costs were borne by each country. Other members were urged to commence trade mark registration and report progress every six months.
- There was agreement to co-opt past chairs to form an *ICMCI Advisory Board*. ExCom invited John Roethle, Hedley Thomas and Michael Shays to be the founding members.
- There was agreement to define country membership to be based on total membership of all categories, not just numbers of CMCs.
- *The Communications and Client Relations Committee* (Richard Elliott-chair, John Roethle, Saidul Haq and Geoffrey Kitt) were asked to develop and publish the *Meridian* newsletter. Budget (\$5,000) to cover design, journalism, printing and mailing charges.

- Committee structures and mandates were refined, articulated and presented under article VII of the bylaws.
- Agreement was reached that member institutes would establish a website with on-line access for new membership inquiries, linked to the ICMCI website.

1998 Annual Meeting in Goa



Twenty five members and 40 delegates met for the first time in India at the Hotel Cidade de Goa Beach Resort with an introduction to the rich local cultures and traditions, folk dancing, river cruises, beach BBQs and exotic site seeing tours.

- Membership had reached 26 members with Poland and Norway as full members and Zen Nor Ren (Japan) as a provisional member.
- Trustees agreed to place more emphasis on facilitating country members' need to create more value for individual members.
- This was supported by Nik van Dijk's (Netherlands) presentation that continued the debate on growing individual needs and the ICMCI's strategic direction and challenged whether or not the official purpose was sufficient to attract full participation from members in the future and proposed that the board needed greater external orientation, response to national governments and ICMCI's kindred associations. (ref: main text for interview with Nik van Dijk).
- It was agreed that the credibility of the CMC was crucial in attracting large firms and that the new competency model required the involvement of

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The European Bank for Reconstruction and Development (EBRD) and the ICMCI have much in common. Like the ICMCI, the EBRD also recently celebrated reaching a milestone, in our case it has been over 20 years since the EBRD was established following the fall of the Berlin Wall. The Bank's mission is to foster transition towards open and democratic market economies. Like the ICMCI, the EBRD has also expanded rapidly. The Bank now has operations in 29 countries stretching from central Europe and the Western Balkans to Central Asia with an ongoing expansion into the Southern Mediterranean region, including Jordan, the location for last year's ICMCI global conference. Today the EBRD is the largest financial investor in our region of operations with a record level of investments last year (over €9 billion), providing strong support to a region that continues to face risks, especially from persistent economic tension in the Eurozone.

In addition to capital financing, the Bank supports the micro, small and medium sized enterprise (MSME) sector in each country through the Small Business Support team (formerly known as the TAM/BAS Programme). Cooperation with ICMCI began several years ago under the direction of Gabriel Al-Salem, who led our programme in Central Asia before his tragic death in 2010. In particular, our Business Advisory Services (BAS) activities enable MSMEs to access a diverse range of advisory services by facilitating projects with local consultants on a cost-sharing basis. To date over 11,000 enterprises have been assisted. BAS typically supports MSMEs that have no prior access to consulting with average grants of 50% of the project cost capped at €10,000. In addition to achieving direct improvements to performance, the objective is also to stimulate the demand for and understanding of the potential benefits of using external consultants. Over time as the local market matures, BAS reduces the grant

amount until eventual exit to minimise market distortion. From individual project evaluations, we know that the programme is working: 72% of clients have increased turnover in the year following completion, 50% have increased employees resulting in significant job creation and 78% went on to make repeat use of consultants at market cost to continue their growth.

“As consultants build their experience and expertise, BAS has enabled a number to apply for and successfully achieve the CMC mark.”

The mission of the ICMCI to raise the standards of the profession of management consulting resonates strongly with the BAS goal of facilitating SME access to advisory services. The impact of our programmes is reliant on the breadth and quality of consulting services available in each country. BAS enables local consultants to improve their skills, broaden their expertise and develop their services. Here, BAS has enlisted assistance from ICMCI members to deliver a number of professional development courses in competency areas, such as Core Consulting Skills training in Almaty and Tashkent led by Calvert Markham. As consultants build their experience and expertise, BAS has enabled a number to apply for and successfully achieve the CMC mark. In FYR Macedonia, over 30 consultants received certification following a BAS market development activity (the largest ever in one intervention). Most recently, Ilse Ennsfellner has been assisting consultants in Bosnia and Herzegovina. Leadership by the ICMCI, through

initiatives such as the European Standard 16114 on management consultancy services, are welcomed by the EBRD to continue the professionalisation of the industry in our countries of operations.

BAS also seeks to develop a sustainable infrastructure for business advisory services in the Bank's region that can go on supporting the MSME sector. In particular, BAS has supported the establishment of local associations when consultants have expressed an interest and motivation. We have a rich list of associations that we have assisted including LESPnet in Bosnia and Herzegovina, CAMC in Croatia, MCA 2000 in FYR Macedonia, IMC Kyrgyz Republic and AMCOR in Romania. Our experience is however also peppered with examples of groups of local consultants that have made great strides to establish a community of practitioners but then struggled when initial enthusiasm wanes. Reducing dependence on one or two key individuals is needed to establish a long lasting institution. Developing multiple revenue streams such as membership fees, training courses, annual events and fairs is also important. Above all, a clear strategy to realise a future without support from EBRD or other donors is essential. BAS has worked with ICMCI members such as Nick Shepherd and Heather Osler who have made invaluable contributions to associations in Central Asia in this regard. Looking forward, greater support for fledgling associations from the ICMCI's more established and successful members would be of great value.

Finally, the EBRD is supporting the Gabriel Al-Salem Foundation, set up by Gabriel's wife Viktoria. The Foundation has established an annual event including International Awards for Excellence in Consulting. Next year, the event will be held in Bishkek in the Kyrgyz Republic. We hope to see as many ICMCI members represented there as possible. In the meantime, we wish the ICMCI many congratulations on reaching this 25 year benchmark and we look forward to continuing our partnership over the years to come. ■



The Hub Concept

Richard Elliott CMC

later, the ideas took traction within the ICMCI and the four ICMCI regions of Africa, the Americas, Asia Pacific and Europe began meeting to determine issues to take forward to the annual global events.

The first APCMC was held in New Delhi in 1989, while Walter was president of IMC India, with the help of vice president V G Rajadyaksha (former chairman of Unilever India). IMC members were asked to host events which soon followed and continued in Singapore (1991), Brisbane (1993), Malaysia (1995), Chennai (1997), Singapore (1999) and Hyderabad (2003). During this time, interest and membership in the ICMCI grew as sponsors saw the value in supporting events that gave them exposure to new markets. For example, at the third APCMC in Brisbane in 1993, the theme was Managing the Changing Public/Private Sector Relationship and of great interest to suppliers and secured \$77,000 in sponsorship and attracted 265 delegates including people from 17 countries. A major sponsor, IBM, flew in a team of specialists from the US and made

a mind-blowing presentation regarding “The Information Highway” that was about a future communication tool called the “Internet”, three years before it went public.

The event got national publicity in all media. The ICMCI decided to use this strategy to build Regional Clusters (as they were known then) of members by sharing information about developing and promoting professionalism in management consulting (ref: The Meridian March 1999, M Shays interview). The changeover from APCMC meetings to the ICMCI Hub meetings in the region occurred in Singapore (2002).

Could the Regional Hubs help expand ICMCI membership? Most certainly, if along the lines of the APCMC meetings which grew membership during their time. The APCMC meeting concept proved to be an effective tool for raising brand awareness of the global body, member institutes and the CMC. The concept has the potential to create similar networks in Africa and Southern America. ■

The concept of networking meetings for management consultants in regions was first raised by Walter Vieira (Chair 1997-1999) at the Cape Town Congress.

Walter developed the idea in 1989 as a standalone biennial event to raise awareness of the ICMCI through a series entitled the Asia Pacific Conferences of Management Consulting Institutes (APCMC). Ten years

Timeline

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- large firms.
- *CMC Standards Implementation Report* was presented by Angelo Kehayas. Admission by competency assessment was defined. Multiple competency and certification models were reviewed and compared. Formal proposals were to be drafted for consideration by the Trustees.
- *Common Body of Knowledge*. Barry Curnow presented updated CBK prepared by Daniel Shepherd (UK) that was approved with further refinement and consultation.
- The *Funding Workshop* discussed the paper by Col Colquhoun. Two previous plans proved difficult to administer. At that time, operational expenses were covered by the annual levy, with some members attracting specific seed capital grants on a project by project basis. Options included the use of levies, higher meeting fees, global or regional sponsorships, product development royalties, licensing members’ best practice methodologies and cost recovery for member assessments. The conclusion was that hubs could prove viable on a commercial basis to attract projects with one country as the clearing house.
- There was an endorsement of initiatives to co-operate with FEACO, noting that FEACO favored a liberal professional relationship and was adverse to contracts being awarded via “filter

entities”.

- *Relationships with Academia* paper was tabled by Barry Curnow with case studies of members’ formal ties with academia.

1999 Seventh Biennial Congress in Amsterdam



Hotel Pulitzer on Prinsengracht hosted 22 members, 66 trustees, delegates and partners between 19 -21 September. New office bearers were Hans de Sonnaville (Netherlands) chair, Richard Elliott (Australia) first vice chair, Barry Curnow (United Kingdom) vice chair, Peter Sorensen (Denmark) vice chair, Lynn Haight (Canada) treasurer and Angelo Kehayas (South Africa) secretary.

Highlights were:

- The incoming ExCom developed an

innovative *Strategic Plan for 1999 -2002* in the lead-up to Congress which became the blueprint over the next four years and two administrations, with annual reviews and revisions until completion in Istanbul in 2003. In its final form the plan was called the *ExCom Business and Action Plan (1999-2003)*. (ref: main text for original paper by Hans de Sonnaville).

- Membership of the ICMCI rose to 30 members including new full member Japan and provisional members Argentina, Bangladesh, Indonesia, Philippines and Nigeria. No contacts yet in Syria, Egypt, Israel, Mexico, Chile or Brazil.
- The *International CMC Standards Competence Model* was ratified on 20 September 1999 (*Amsterdam Model*), after six years work by *CMC Standards Implementation Committee* (Richard Elliott – chair, Angelo Kehayas, Barry Curnow and Saidul Haq (Bangladesh) and was the highlight of the Congress.



Barry Curnow

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Creating relationships with consultancy firms and the consultants within them



Peter Thomas CMC

A personal history of the ACP (Accredited Consultancy Practice) Initiative - Why this has been – and still is – both important and difficult

A minority of member institutes within the ICMCI combine the roles of professional institute and trade association for consultancy firms. But the great majority are, of course, professional institutes for individual management consultants – providing certification, development and membership services for their members as individuals. For these institutes, the issue of creating constructive relationships with consultancy practices within their market (particularly the larger practices), and attracting the consultants in them into membership, has been an important issue for well over a decade. It still remains so today. The issue is important, both because a high proportion of management consultants in most countries are members of such firms, and because such firms (the very large ones in particular) are typically where the majority of consultants are professionally trained.

Historically, though, (except in the few countries where membership of the institute is a statutory requirement, or similar) the consultants in such practices - and the senior management of the firms themselves – generally see the firm as providing the complete professional framework and market credibility (brand) that is necessary. Consequently, membership of the professional institute, and gaining CMC in particular, are seen as simply unnecessary or irrelevant. Most IMCs have thus struggled to gain and retain any significant membership at all from consultants in medium and larger practices. This issue is also a significant one for the ICMCI itself, if it is to fulfill its mission to support the development of its member IMCs, grow the number of CMCs internationally, and represent the entire profession (not just sole practitioners and small practices) in any meaningful way. And for the ICMCI, there is also an additional dimension – the fact that the largest management consultancy firms increasingly operate on an integrated international basis. How is the ICMCI to create an integrated international relationship with such firms and demonstrate any relevance to them?

This is very much an area of continuing work in progress, particularly in respect of the large international firms within the Breakthrough Programme. What is summarised here is a

personal perspective of the first generation of attempts within the ICMCI to tackle these important questions: the ACP initiative – an initiative which explored and tested the possibilities of relationships with consultancy practices, achieved some real success across a number of IMCs, and provides a basis of experience which offers a possible launch pad for the next generation of initiatives within the ICMCI



Where the story starts

The story starts in the UK in the mid 1990s. Although founded by the (then) large practices in the 1960s, the UK IMC was steadily losing membership from larger practices by the 1990s. In a complex and highly competitive market with many new players (particularly the big accounting firms), the UK institute found itself increasingly in “brand competition” with these large firms: - they wanted their name to be visible to clients and their name to be a guarantee of professional competence and ethical standards, not that of the institute or its related certification. How was the institute to defuse this brand competition? A number of individuals in the institute (including Denis Tindley and Brian Ing) formed the idea of the “Certified Practice”:- essentially, seeking to assess the training and development processes of a practice against the institute’s requirements, and to recognise excellence by the award of the “Certified Practice” designation. The aim in so doing was essentially to re-position the institute as an organisation which validated or accredited the professional standards of the staff of the larger practices, rather than a competitor of their brands.

The “Certified Practice” proposition

The institute already had a “Recognised Training Practice” designation. The proposition was able to build on this, and also the new CMC qualification which had just been adopted – but with one crucial added

dimension: that Certified Practices were empowered to assess and propose consultants for CMC directly to the institute, which would normally accept them without further assessment.

The main potential benefits to the Certified Practice were seen to be in two areas:

- firstly, a competitive advantage in recruiting and retaining the best consultant staff by being able to offer them an internationally recognised (and portable) qualification – achievable moreover through the firm’s normal training and development processes.
- secondly, a competitive advantage in the client market place through an authoritative and independent validation of the quality of the professional, training, development and standards of their consultants.

If the proposition was to be fully professional and credible, it was clear that there had to be a serious, comprehensive audit process covering all relevant areas – recruitment, induction, training and development, competency standards, assessment, supervision, appraisal and performance review of consultant staff, and the human resources policy which backed these. This was developed as a two stage process, undertaken by one or more designated auditors, over one to two days, against the key criterion of establishing whether the practice’s “professional standards for the training/ development and assessment/ qualification of its consultants, and the internal systems which assure these, are of at least the same level and rigour as those of the institute’s CMC standard.”

For its part, the institute charged a registration and annual membership fee (but reduced the fees for CMCs from the practice), and sought several things from the firm including nomination of designated executives in specific roles such as the main assessor for CMC and the senior practice representative, agreement of the level of assessment within the practice which equated to CMC, and a jointly agreed target for the number of CMCs to be expected from the practice. Almost all of these elements were subsequently carried forward into the ICMCI ACP initiative.

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Creating relationships with consultancy firms and the consultants within them

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The Concept takes off

With some intensive marketing, the concept took off quite rapidly in the UK in the late 1990s. We were fortunate in our timing: the market was growing and competitive (not least in the competition for the best consultant staff), we were able to take advantage of some senior contact in large consulting firms, and the fact that companies such as IBM and large software houses were moving seriously into management consultancy services and seeking credibility there. A measure of the institute's success was that there were over 15 Certified Practices by 2002, and a high percentage of its new CMCs came from this source

at that time), and an "equivalence" concept consequently had to be adopted. It also became clear that a significant investment of effort was needed to gain (and to maintain) larger Certified Practices and in particular, the buying points and buying reasons were subtly different from firm to firm, and it was necessary to explore and understand these individually. Nevertheless, the effort was more than justified by the success that was being achieved.

Adoption by the ICMCI

As a result mainly of the good offices of Barry Curnow, the Certified Practice model was

was formulated as 10 specific requirements, worth summarising here as they represent the essential principles of the ACP concept:-

1. The candidate ACP is confirmed as a valid management consultancy operation.
2. Its professional processes are assessed to assure that they are appropriate for developing consultants to CMC standard.
3. Its professional standards are assessed to assure that they are at least equivalent to the CMC standard.
4. The institute assessors are suitably trained, briefed and quality assured.
5. ACPs are formally recognised and accredited to the institute for a maximum of 3 years.



There were however some unexpected lessons to be learnt – many of which carried forward into the ICMCI's experience with ACPs. Large practices seldom saw the Certified Practice proposition as offering significant business advantage (except possibly in recruitment), and managing partners were usually at best benevolently neutral. We found ourselves talking more often with the head of HR in such practices – who was interested in demonstrating the professionalism of the HR function to senior management. It was in the medium sized national and regional practices, needing to reinforce their status with clients, that the interest in the scheme for business reasons was greatest.

It became clear also that any hope that the larger practices might adopt the institute's CMC standard was frankly unrealistic. They had well established professional standards of their own (often more sophisticated than CMC

offered to the ICMCI member institutes at the Sydney Congress in 2001, and created interest both in Europe the USA and South Africa. Because "certification" carried the wrong connotations in many countries, the term "Accredited Consulting Practice" or ACP was adopted as the recognised name across the ICMCI.

The ICMCI members were free to develop their own variations of the ACP scheme, and several did, as illustrated below. The ICMCI accepted and indeed welcomed a degree of national variation, but since ACP arrangements impinged directly on national CMC standards; some formalisation of the essential characteristics of a valid ACP scheme was seen as necessary. I was asked to lead the development of an ICMCI Standard for ACPs, and this was discussed at the Vancouver meeting in 2004 and adopted by the Beijing Congress in 2005. This standard

6. ACPs are empowered to propose CMC candidates from their practice to the institute.
7. CMC candidates from ACPs are subject to significantly lesser scrutiny by the institute than other candidates.
8. The institute nevertheless reserves the right to fully scrutinise any particular CMC candidate from any ACP.
9. CMCs from ACPs are individual members of the institute, on the same basis as direct CMCs.
10. The institute has the right to withdraw ACP status from an ACP at any time.

Implementation across member IMCs

By the time of the Rotterdam Eurohub meeting in early 2007, when a review was undertaken, there were some 26 ACPs across four main IMCs.

Ireland took up the concept with particular vigour and had six ACPs by this date (and this subsequently rose to 13 in total including several major accounting firms) – showing how a relatively modest sized IMC in a small market could take advantage of the networks in such a market to build a wide ACP base. The Netherlands took a somewhat different approach, under the leadership of Fons Roels, focussing on a particularly intensive assessment and relationship with a relatively few firms, resulting in three or four ACPs. Denmark acquired two ACPs, and added an additional dimension to the scheme: a contractual undertaking by the ACP to put forward its entire qualifying staff for CMC. Countries such as Italy, Austria, Turkey, the USA and Australia also showed interest, but for various reasons without subsequent success. South Africa implemented a hybrid approach with Accenture, starting in 2008 and which is ongoing.

In the UK, the number of ACPs had peaked in the mid 20s, with a fairly high proportion of medium sized firms, and the internal management consultancy organisations of big companies and government departments. But the experience had been that new ACPs barely balanced the lapses because of mergers, takeovers and changes in senior management, and by 2007 the number of ACPs in the UK had reduced to 15 and subsequently dropped further. This was in part due to a change of strategy in the UK concerning relations with practices. Instead of focussing solely on ACPs, the UK developed a hierarchy of relationships, depending on commitment to the institute's code and to the CMC qualification: - Recognised Practices, Premier Practices, and (at the pinnacle) ACPs. Consequently the number of practices with which the institute had relationships increased considerably (now at about 80 practices), but with a loss of emphasis on ACPs.

The Question of International Recognition Very early on the question of international recognition of ACPs had arisen. In the first few years of the initiative in the UK, the internal management consultancy operation of Shell International based in the UK sought "one step" recognition of all its operations, in Europe and the USA, but no satisfactory solution could be found. In 2002 a "Protocol" defining rules for co-operation between IMCs for international recognition of ACPs was developed and approved by the ICMCI. In respecting the autonomy of IMCs in their respective territories, this protocol was somewhat laborious.

The protocol was never in fact invoked or applied in practice, and the question of "one stop" international recognition of an ACP was never satisfactorily answered.

Attempts to Reinforce the ACP Initiative At the time of the adoption of the ACP Standard at the Beijing Congress in 2005, resolutions were also adopted to encourage promotion of the ACP concept, development

of ACP best practice, and co-operation between IMCs to develop ACPs.

In practice, this focused primarily on the development of an ACP manual under the leadership of Fons Roels who energetically gathered all the existing documentation. This provided extremely useful raw material, but somehow an ICMCI framework and infrastructure to actively promote and support the ACP initiative never quite came together – essentially due to the classic problem of the ICMCI's shortage of resources. Similarly, there has never quite been a systematic attempt within ICMCI to learn from ACP experience and to improve and refine the concept and its marketing.

Consequently, although Finland recently established its first ACP and India has shown interest in an ACP scheme, the initiative has undoubtedly plateaued and lost momentum in recent years. Nevertheless, there are still an estimated 20 – 25 ACPs across three or four IMCs within the ICMCI which are active and functioning.

What Lessons can we learn from the ACP initiative?

There are a number of these, I would suggest:

1. The first is that it is possible for IMCs to develop positive relationships with consultancy firms, of differing sizes, offering real benefits in numbers of members and CMCs, and in the added resources and credibility which such firms can provide.
2. The second is that it is easier to do this with medium sized national and regional practices, which value the added market credibility and recruitment leverage more than the large international practices.
3. With the large international practices, what IMCs and the ICMCI can offer is likely to be seen as relatively marginal – "useful" hopefully, rather than of major business benefit (this is of course a circular problem:- the CMC qualification needs to gain greater recognition to interest them more, and we need large firm involvement to gain this greater recognition). And increasingly we need to be able to address the large firms with one voice internationally.
4. With larger firms in particular, a considerable investment of effort is often needed to gain and maintain the relationship – it has to be cultivated and value added or it can be easily lost. But the larger the firm, of course, the larger the potential benefit to the IMC (and to the ICMCI).
5. The ICMCI should arguably start to think in terms of an integrated strategy for relationships with practices of all sizes – from the large international practices, to regional and national practices of varying sizes – this is a single continuum, and one of great importance to the ICMCI and its member IMCs. ■



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The Amsterdam Model split fields into *management practice* and *practice management* and embraced the UK *Certified Practice* concept (*Shell Services Model*). The lead-up involved extensive consultation and education of the Trustees, particularly with regard to "equivalence". All 19 resolutions were proposed and accepted within 34 minutes and confirmed during formal business session (ref ICMCI archives).

- The first *Succession Planning Committee* was formed with Denis Tindley as chair
- A new Organisational Structure tabled by Peter Tompkins (UK) proposed that ExCom have two consistencies:

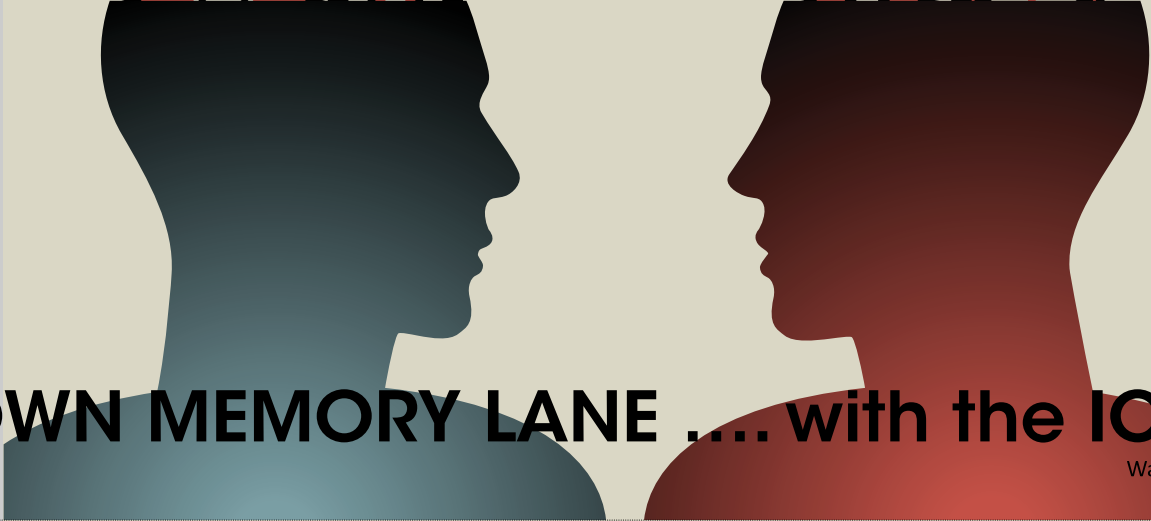
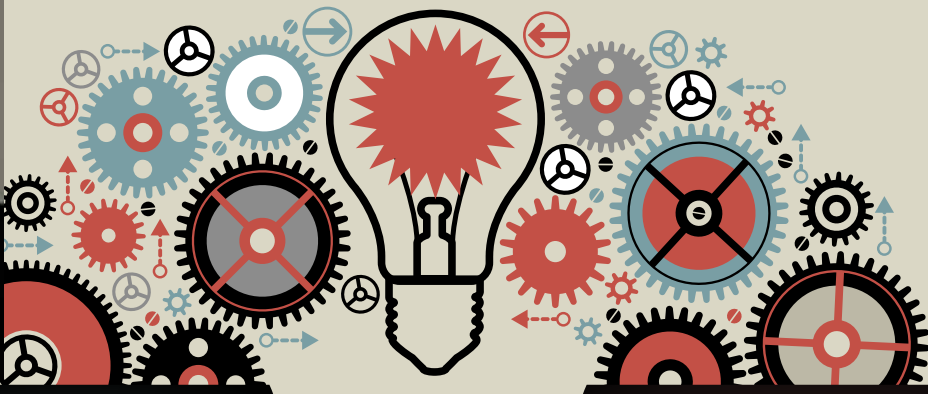
1. A *Management Group* (6 members with dedicated roles) – to carry out active leadership, manage and delivery of strategic plan (actions 1-6), task force initiatives, hub interactions,



2. An *Advisory Group* (4-5 past officer bearers, senior trustees) to provide wisdom, experience (not leadership or management) for ideas, advice & best practice resources.

- *The Eurohub Report* was tabled by Herbert Bachmaier (Austria) regarding the meeting held on 25 January in Milan, with an update on potential new members from Greece, Iceland, Romania, Spain, together with an approach from France to rejoin. No connections had yet been established with the Baltic countries, Belgium, Luxemburg, Portugal, Czech Republic, Slovakian Republic, the former Soviet Union or Yugoslavia.
- *The Meridian newsletter* (*Building a Sense of Community between Members Institutes*), was launched in March. Lead stories included "Regional Clusters the Next Step" -Michael Shays interview, "Success Depends on Dedication and Critical Mass" -Walter Vieira interview,

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DOWN MEMORY LANE ... with the ICMCI

Walter Vieira CMC

As I look back over 23 of the 25 years, that I have been associated with the ICMCI- there are some ideas and events that come to mind- and which remain in my memory, even though my association with the ICMCI has now become more distant . This is also an advantage. I can look back with more objectivity and less emotion.

I remember the first session that I attended (second Congress) in Copenhagen in 1989. I had made a presentation to the group, seeking admission for India to the ICMCI. At a vote later, India was admitted, and became the first Asian country to be a member. Later, at tea time, Paul Czernansky, who was the Treasurer at that time , came up to tell me that he had voted against us- because he believed that India did not deserve to be admitted just yet; but it was my convincing presentation that swayed the vote. He said that this was not entirely fair or objective.

This brief conversation was a reflection of the openness, transparency and friendship despite disagreement- which I treasured in the ICMCI at that time and for many years later. I remember the golden period of the ICMCI when Hedley Thomas became Chairman. Earlier Chairmen did not travel as there was no ICMCI travel budget. Fortunately, Hedley had the "large firm" support and he travelled through Europe, to USA, Singapore and India – carrying the ICMCI banner and making a

significant contribution to the ICMCI, which was greatly appreciated.

Though all Congresses were known for the general camaraderie, there are some Congresses that stand out in my memory, such as the Baltimore Congress, managed by Michael Shays and Hedley Thomas, which was meticulously organised down to the seating arrangements at dinner. It was here that an important bond was established between the ICMCI and Kennedy Publications – which was so important to carry the ICMCI message. The old guard had always wanted the ICMCI to be the apex INSTITUTE – which will take care of certification/entry into the profession/development of a body of knowledge/framing a code of ethics- in short, a Professional body of Management Consulting professionals. It was understood that the bodies of firms like FEACO and ACMF, would support the ICMCI and its affiliates; and partners of firms would also be in the ICMCI as individuals. Individuals and firms would support and sustain each other, and yet play their respective roles (as a professional institute and as a lobbying body respectively).

During those early years, there was a fair sprinkling of big firm consultants on the Council. Names that immediately come to mind are Hedley Thomas; Denis Tindley; Vincent Cali. And it was the same with many of the national institutes in India, Singapore, Hong Kong and the Philippines. Over a period of time there was an erosion of this

association. Most Institutes have become associations of the smaller MC firms- and while this constitutes 75% of the numbers it is only 25% of the business turnover - This is a matter that requires ongoing attention. In the early days of the ICMCI, Chairmen and office bearers of the ICMCI paid for their own fares and accommodation. The model followed was that of Rotary, where all Rotarian office bearers, are expected to be at the peak of their professions and well off enough to dip into their pockets, to contribute to the Profession. Some like me, who travelled widely on international assignments, always stayed a day longer to do ICMCI work. That was how the Institutes in Philippines, Hong Kong, Thailand, Malaysia, Bangladesh, Jordan and Cyprus got started. As the ICMCI grew, budgets for travel became possible and more countries were visited but there was still a pressing need to cater for the developing nations.

I remember the warm camaraderie among the ICMCI Congress attendees at the different venues – Copenhagen, Baltimore, London, Vienna, Sydney, Singapore, Istanbul, Amsterdam, Cape Town, San Francisco – where the ICMCI was showcased to the local consultant population.

The ICMCI Secretariat was run efficiently and effectively by Michael Shays supported by Nancy Shays and Becky. Looking back, we can also say it was done very economically too. The papers circulated at each Congress

“ I will cherish the memories; the successes and the failures. ”

were complete, exhaustive and excellently produced. I kept a whole set for many years. 20 years ago there were strict norms set up for election of office bearers of the ICMCI – good governance being so necessary for a worldwide organization. There were terms to be served on the Council and then as Vice Chairman, Senior Vice Chairman, before becoming Chairman. It was a gradual process and a long period of contributions before the top slot was reached.

Lynn Haight had taken a lot of time and used all her influence to get the ICMCI recognized by the UN. In fact she insisted that I come from the US (where I was visiting) to sign the papers which had to be submitted in a few days.

Although progress has been made, especially with the move towards ISO certification in Europe there seems to be a lot to be done in the years to come.

Accreditation of firms has still not become a major factor despite some progress over the years. Perhaps the low level of involvement of “firms” in the IMCs is the root cause.

Each ICMCI congress had a stamp and became memorable for different reasons. The ‘informality and bon homie’ at Copenhagen (small numbers); the business-like meetings in Baltimore/London (cutting costs in high cost locations); the buoyancy of the Congress in Sydney, reflecting sunny Australia; the meticulous planning and South Asian warmth

in Singapore; the charm of the sea side in Cape Town; the romanticism of Vienna, with music of the waltz accompanied by wine tasting, reflecting the Gerd hospitality; the mysticism of Istanbul and the cruise on the Bosphorus and the midterm meet in Goa. All these made pleasant memories one would not want to erase.

I remember the many friendships that have been built and cherished over these 23 years. All these have enriched my life. Although for me, the ICMCI may be in the past; these friendships are still present and will continue into the future. They range from good friends in Australia, Asia, the UK, Europe, Canada and the USA. My wife and I have enjoyed the warmth of their friendship and their generous hospitality in different parts of the world.

I will always remember the ICMCI with nostalgia. I have been blessed to have been associated with it for many years from Trustee for India, to Secretary, Vice Chairman, First Vice Chairman and Chairman. I will cherish the memories; the successes and the failures. I wish the ICMCI all success in the future to do much that needs to still be done for the profession of Management Consulting. ■

Walter Vieira was Trustee for India 1990-93 ; Secretary ICMCI 1993-95; Vice Chairman 95-97; Chairman 1997-99; Imm Past Chairman 1999-2001

Timeline

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- “Global Consulting Standards Needed” -Ed Stone interview.
- The UK presented its *Certified Practice Assessment Guide* to the Board.
- A helpful 30 page *CMC Application Pack* was tabled by Canada for use by member institutes.
- The *CMC Trademark Progress* report (Lynn Haight-chair) indicated that 11 members (five in 1997) had confirmed trademark protection. Austria, Bangladesh, France, Jordan, Malaysia, and the UK had enacted state legislation with respect to delivery and conduct of management consulting services.

2000 Annual Meeting in Toronto



ExCom held closed meeting at *IOOF House* from 8 to 9 April for ExCom only with view to higher productivity. Business was conducted more formally with decisions codified to match the standing orders. Gerd Prechtl (Austria) attended as an observer and expressed concern there was no annual members’ meeting that year. This action had been taken to save costs and make up for the loss in the previous year. As a result, open annual meetings were reintroduced in 2002.

Outcomes included:

- Progress reports were received from the following committee chairs; 1. *Knowledge Transfer* (Hans de Sonnaville), 2. *CMC Implementation* (Barry Curnow), 3. *Administration & Organisation* (Hans de Sonnaville), 4. *Membership* (Walter Vieira), 5. *Communications* (Richard Elliott).
- ExCom called for an RFP for secretariat services and assessed four submissions (India, UK, USA & Australia), with agreement that the secretariat remain in California with an annual budget of \$9,000. Generous pro bono services were provided by Michael Shays as Executive Director.
- Review of the *ExCom Business and Action Plan* (1999-2003) was facilitated for the first time by an external specialist to improve

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Establishing a trustworthy CMC certification system. ICMCI 25 years 1987 – 2012

Peter Sorensen CMC

The keystone and flagship of ICMCI activity has been and still is the CMC (Certified Management Consultant) certification. For the ICMCI, the certification programme is one of the most important values provided to the Member institutes.

Each full member institute must prove that their CMC certification satisfies the current ICMCI standards. Because of the principle of reciprocity (i.e. that a management consultant certified as a CMC by one institute should be regarded as a valid CMC in all other institutes) the institutes need assurance that other members are compliant and professional in the way they handle certification.

In the late 1990s the idea originated that the ICMCI should create a trustworthy quality assurance system for assessing processes and procedures for certification within each Member institute. Since the CMC is an ICMCI mark, it is necessary to establish a credible means to ensure the CMC is a portable and internationally recognised certification and to ensure the maintenance of high and consistent professional standards and the international integrity of the CMC qualification.

The goal was to assure that CMCs in all Member countries perform at least according to the ICMCI Common Body of Knowledge and subsequently to the updated ICMCI Competency Framework and other agreed standards. The most valid tool for quality assurance was deemed to be an audit or assessment process.

Purpose of Assessment

The main purpose for the assessment is to assure compliance of each institute with the ICMCI's current CMC professional standard. Compliance is a requirement for full membership of the ICMCI and for reciprocity of recognition. A supplementary purpose is to transfer "Best Practice" and new ideas from various sources and to share these more widely. In addition the assessment is used to identify any area where basic standards are not met.

There are three types of member assessments:

1. Pre-admission check – to be accepted as a Provisional Member
2. Full Assessment (including the Original Assessment to be accepted as a Full Member)
3. Intermediate Assessment – Follow-up on a Full Assessment

The ICMCI bylaws require regular successful 3-year assessments as a necessary condition for maintaining Full Membership.

Persons involved

The process has been initiated, discussed and approved at the ICMCI congresses since 1999 and developed iteratively by the members of the Quality Assurance Committee (QAC), primarily Peter Thomas, Brian Ing, Aneeta Madhok, Alphons Roels, Nick Shepherd and Peter Sorensen, assisted at times by Barry Curnow, Angelo Kehayas, Mikael Jensen, Ilse Ennsfellner, Liew Shin Liat, Fahrettin Otluoglu, Gopalkrishnan Shanker and Brenda Pope. The

very first formal assessment was conducted in April 2001 in Bonn, when the German association BDU was assessed by Denis Tindley and Peter Sorensen. Since then Peter Thomas and Peter Sorensen have been most engaged in developing the concept, the processes and the practical implementation – and have together with Alphons Roels and Brian Ing conducted the majority of assessments. They formed an impressive team which for me it was an honour and pleasure to join.

Principles

To ensure that the process would be perceived as constructive rather than as an instrument for harsh control, it was decided that the term used should not be "audit or control", but rather an "assessment" in a consultative manner to the institute, providing ample and useful feedback for the fulfilment of the requirements, further development and conveying best practice from other institutes. The result of an assessment should – if at all possible – be a success. Where there are difficulties with requirements not being met, these should be overcome through gentle diplomacy and problem solving to remedy any lack. In the case of lacking or incomplete procedures these should be identified and discussed, and a plan for their rectification is posed and agreed – and implemented within a reasonable time frame.

The ICMCI emphasises its respect for the valid economic, cultural and historic differences of its Member countries and institutes. This leads to acceptance of considerable differences in the way certification is handled and



requirements for the candidates are posed. Agreement to a detailed standard across fifty countries is practically impossible. Therefore the ICMCI standard is a framework standard, allowing for some flexibility. Thus it has been agreed that all Members should not be required to conduct certification in exactly the same manner, but each of them need to justify that their national implementation for their CMC's is at least at the equivalent level of professionalism and ethics as the ICMCI standards.

This principle of equivalence requires the assessors to be very pragmatic, balancing the value of different views and taking into account different arguments, which makes the assessment procedure quite refined and demanding, but is regarded absolutely vital for the acceptance and success of the entire assessment programme.

Review Periods

When the programme was established in 2001, it was agreed that the first assessment should take place as soon as possible in order to initiate the process efficiently. It was decided that assessments should be repeated every three years to make sure that the conditions were still fulfilled, required rectifications had been carried through, and that after changes in either the ICMCI or Member procedures, the Members were still compliant.

Procedures for an assessment

The QAC chairman and the ICMCI Secretariat keep files and alert those institutes who are due to become assessed. Before the assessment is conducted the institute is asked to fill out:

- A statement of Equivalence with sufficient supplementary documents to support the content.
- Basic Institute Facts.
- Statement of Assessment Techniques used.
- Report on changes since last assessment due to:
 1. Last assessment report (rectifications, recommendations, suggestions, practices).
 2. Changes made by the institute.
 3. Changes made because of an ICMCI change in standards.
 4. Rectifications or suggestions (Competence Framework, Assessment Techniques).

A desk review of these documents is conducted by two assessors appointed by the QAC chairman, and supplementary questions arising are answered. The visit will only take place when the assessors are satisfied that the Member is ready for assessment.

Guidelines for conduct of the assessors visiting have been formulated and are inserted here as an illustration of the culture for the visit:

- You are conducting the meeting in a responsible manner.
- Your purpose is to create a solid success for all parties involved.
- Be friendly and respectful – your role is acting as their consultant and guide.
- You are hosted by unusually clever and civilised people! They represent the top of their profession in their country – you represent the ICMCI and your country.
- For them it is a kind of examination, they are motivated but may be a little nervous.
- If items are missing or wrong be honest about it but polite and supportive. Listen and observe.
- Be informative and constructive.
- Use simple language.
- Refrain from sarcasm and irony which may not be appreciated.
- Pay attention to local customs and culture.
- Make sure that nobody loses face for any reason.
- Use praise when called for, in particular when best practice identified.
- Keep to the time schedule if at all possible.
- Respect confidentiality.

The aim is to help the Member to achieve compliance with the ICMCI CMC standard, not to fail. The assessors should see themselves in a consulting role to the Institute (though in the end they have to give a ruling).

The steps for conducting the assessments are described on the ICMCI web site.

There are three possible outcomes of an assessment, since the institute may be declared

1. Fully Compliant with the standards,
2. Conditionally Compliant or
3. Not Yet Compliant.

In the case of Conditionally Compliant or

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Timeline

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timelines and outcomes. Bob McCulloch CMC was engaged to work on the Amsterdam outcomes that included pre-meeting surveys of ExCom to produce a vastly improved outcome for Sydney. The project orientated *ExCom Business & Action Plan* set out eight initiatives each with an action plan and 90 day review date. ExCom's productivity rose substantially as each member had tasks identified, scoped and agreed (ref ICMCI archives). 1. *CMC Competency Model & Standards*, 2. *Knowledge Transfer*, 3. *Marketing/CMC Visibility*, 4. *Membership Growth*, 5. *Linkages with Big Practices*, 6. *Communications*, 7. *Linkages with International Bodies*, 8. *Resourcing*.

2001 Eighth Biennial Congress in Sydney



There was a sense of anticipation with innovations such as an *Open Day* to provide "greater external orientation and focus on individual needs of delegates" proposed earlier by Nic van Dijk and Peter Tompkins, where clients and consultants discussed new ideas and changing technology. Held at the *Hotel Intercontinental* on Sydney Harbour between 12 to 16 September, the congress attracted 19 countries and 101 attendees (82 delegates/19 partners). New office bearers were Richard Elliott (Australia) chair, Barry Curnow (United Kingdom) first vice chair, Angelo Kehayas (South Africa) vice chair, Lynn Haight (Canada) vice chair, Gerd Prechtl (Austria) vice chair, Gopalkrishnan Shanker (India) vice chair, Peter Sorensen (Denmark) treasurer and Col Colquhoun (Australia) secretary. Two additional vice chairs were seconded to ExCom because of the large workload, assuming *planning is illusionary, implementation is reality and outcomes are the measure*. This led to:

- More structured proceedings and comprehensive programs as a result of Trustee research surveys (Michael Shays), independent consultation (Hedley Thomas), reviews and feedback (Denis Tindley) and a \$25,000 Congress sponsorship from *Deloitte Consulting, Toshiba, PwC, Rosemount Wines, Powerlan Ltd*,

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Not Yet Compliant the assessors must clearly state the discrepancy discovered and what rectification actions are necessary for Full Compliance, and a plan has to be developed therefore. In the case of Not Yet Compliant, the shortcomings identified are considered serious enough that Full Membership of the ICMCI may not be maintained, subject to a certain grace period. Most frequently this has been handled well and in full agreement with those involved. At the subsequent assessment, the feedback loop is closed where the major focus will be checking out how the recommended changes have been implemented and how well they perform in practice.

In case an institute is unwilling or unable to convince the assessors of their institute's compliance or willingness to change in order to comply, a diplomatic solution will be pursued. Fortunately such situations are most uncommon and until now no Member has been dismissed for the above reasons.

Presence of Assessors

The process for conducting assessments originally required two assessors travelling to the location of the Member in question to ensure that the process would be sufficiently professional. This has been particularly important in those few cases considered potentially difficult. With increasing experience one visiting assessor and one desk assessor has often been considered adequate. And after accepting that many institutes are undoubtedly trusted to do a thorough job, the assessment requirements have been relaxed so that they may be conducted in locations other than the home base of the Member. For instance this can take place when representatives from several countries meet at international ICMCI meetings or congresses. Much of the communication has gradually switched over to electronic communication and this tendency will increase.

The process has been expensive for the institutes who had to pay travel cost and accommodation for the visiting assessors, plus a fee to the ICMCI, although the assessors volunteered to do their job pro bono. A questionnaire survey in 2009 confirmed though that Members having been assessed did agree that the process had been valuable to them because of the transfer of good practices and the development of their own processes for certification and other matters.

Principles for selecting assessors

In 2001 the Quality Assurance Committee (QAC) was formed to be in charge of surveillance of quality in the institutes' practical handling of certification matters. The first few assessors were persons deeply engaged in certification work and ExCom.



They built experience through the actual assessments, working closely together, discussing the procedures and the responses encountered. New assessors were initially introduced as second assessors several times before being responsible as lead assessors, thus adopting the evolved assessment culture to ensure that all assessors would act in a sufficiently uniform and fair manner.

Principles for selection of new assessors were discussed and approved by congresses. They include requirements for the assessors to be competent management consultants, trustworthy, impartial and of high integrity. They should have good facilitative and interpersonal skills, be supportive and diplomatic and be able to present criticism in a positive and persuasive manner, not creating unnecessary opposition. They should be flexible and able to interpret variations to the standard in a positive and holistic manner. They should have a deep understanding of the current ICMCI structure and intellectual capital including the ICMCI CMC standard and procedures, the assessment process and preceding best practice.

Some further policy items concerning assessment and assessors have been formulated:

- The assessors should preferably be distributed geographically over all hubs and regions.
- The assessments should be organised to reduce travel and other costs, whilst not compromising quality and standards.
- The assessors should preferably be trained in a professional and centralised manner, but the training may be limited because of cost and time considerations.

Passing on experience

The two Peters organised a tutorial seminar and workshop for interested current and potential assessors during the ICMCI congress in London, September 2009. Its purpose was to ensure a common understanding of the

principles and processes of ICMCI's Quality Assurance arrangements, and to discuss potential improvements and development. The seminar also served as an occasion for accumulating the best practice principles for assessments gathered to date. The main messages from the London seminar are presented on the ICMCI website, ICMCI Library, Guidelines for Assessors: <http://www.icmci.org/library&collectionId=13842075>

Best Practice Samples

An important goal for the assessments is to bring across best practice, identify best practice, give practical advice and transfer experience from other institutes. Until 2005 a number of Best Practices were identified and heralded, some good samples are listed here:

- Austria: The CMC Tutoring Model.
- Canada: Certification Process and Competency Framework.
- Denmark: Web site presentation of all certification documentation, Code of Ethics for assignments including evaluation of personnel, Re-certification.
- Italy: Involvement in developing UNI national standards.
- Netherlands: Reflective thinking and CPD, Intercollegiate Consulting and Preview.
- Norway: Ethics courses, Cross-referencing of competencies.
- Sweden: Merging CBK Competency Framework and CMC Mark Scheme.
- UK: Competence Framework, Preparation & assessments of candidates. Accreditation of Consulting Practices.

And since 2005 a number of other Best Practices have been identified at the assessments.

Progress

The Istanbul Congress in 2003 decided that Members comprising 80% of all CMCs should

be assessed before the next Congress in 2005.

The QAC and the assessors have been efficient and achieved:

- 85.5 % of CMC's assessed at Congress in Beijing 2005
- 96.2 % of CMC's assessed at Congress in Dublin 2007
- 100.0% of CMC's assessed at Congress in London 2009

Programme achievements

The assessment programme so far has proved to be a success story for the ICMCI and realised what was foreseen at the launch.

Among the results are:

- the significant alignment of CMC standards worldwide.
- an impetus ensuring that developments in the ICMCI CMC standard over the last 10 years have actually been implemented by the Members.
- the transfer of helpful best practice between Members.
- help in improvement of many national standards.
- improved mutual understanding and friendly relations across ICMCI Members and persons.

Planned next steps

In 2006 the ICMCI ExCom realised that it would not suffice to assess the certification programme only using internal ICMCI forces. The standards and processes for certification and assessment were perceived as very professional and well structured, but still internal inventions which might thus be challenged by external parties wanting to interfere with the management consulting profession. The ICMCI therefore decided to engage strongly with the International Accreditation Forum (IAF) to successively obtain international recognition and formal approval. Since 2006 the work towards IAF accreditation and ISO standardisation has been proceeding with Brian Ing, Francesco d'Aprile and Ilse Ennsfellner as the ICMCI champions. This achievement is discussed elsewhere in this document.

In future the development of the profession and the ICMCI will continue. Requirements for certification and required competences for consultants will develop further, as will the requirement for Continued Professional Development of individual consultants. The ICMCI should therefore continue its development of standards, procedures and processes as long as it exists.

With the present development of secretarial support, the secretariat should be able to take over much of the administrative work

from the QAC Chairman, including follow-up in order to streamline the processes and save volunteer time.

Personal experience

It has been a most exciting experience for me personally to be part of the ICMCI as the trustee from Denmark since 1995 and as a member of ExCom holding various positions during ten years from 1999 to 2009, in particular as the ICMCI chairman from 2005 to 2007. Since my main interests in organisation work have been ethics, certification, assessments, professional development and international relations it has been most rewarding for me to be able to participate in the committee work in the ICMCI and assist in the further development of these topics nationally and internationally.

For me it has been a true privilege working together with some of the most unique, intelligent, competent and remarkable persons in the world through the ICMCI. I count those experiences among the best in my life. Visiting the Members and communicating on a professional level with dedicated and brilliant people in all the countries has been a wonderful treat I wouldn't change for anything. I have learnt a lot and had such good times. I have always been received as a cherished and respected friend rather than as a tourist.

I want to extend my heartfelt appreciation and gratitude to all those who have shared their enthusiasm, ideas and time with me.

The competent assessors in particular, through their hard work and commitment, have really made a great difference to the ICMCI and to me and have become true friends. ■

“
...it has been a
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persons... ”

Timeline

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and Kogan Page with a surplus of \$14,000

- The *Welcome Cocktail and Dinner Party* was hosted by *Deloitte Consulting* with Asia Pacific VP, Graham Baragwaneth challenging the ICMCI to lift its game as “it seemed confused –with no imperative to belong”. Graham asked three questions: “Did you want collective representation?” and “Did you need a body of knowledge” and “What had the ICMCI asked of large firms?” Graham concluded with the need for the ICMCI, but it had to be more relevant and united and that the ICMCI had not thought to ask for help from *Deloitte Consulting* until Sydney, and then only through the intervention of Heather Osler (Canada).



Heather Osler

- The *Exploring Knowledge Management* open day attracted wide public and private sector interest with business strand speakers from the *Australian and NSW Governments, Microsoft, Gartner Group, IBM Global Services, World Bank and Toshiba International*, together with a relevant case study about the use of advanced soft networking trends at *John Paul College*. Consulting skilling strand speakers included Hazel Marke (*IBM Global Services UK*) Ian Barratt (CEO *IMC-UK*), Lynn Haight (finance director, *Montverdi, Toronto*), Angelo Kehayas (*MD Cinergi Holdings Ltd*), Gerry Humphries (partner *Cap Gemini*), Barry Curnow (*Maresfield Curnow*).
- Well supported pre/post events and social options included tropical rainforest and outback tours, Blue Mountains Bush Muster, *Barber of Seville* at the *Sydney Opera House*, Australian Wine Appreciation Dinner.
- The content of the Congress was bound by delivery of eight initiatives of the *ExCom Business and Action Plan (1999-2003)* now refined as: 1. *CMC Competency Model & Standards* (Angelo Kehayas-chair), 2. *Knowledge Transfer* (Col Colquhoun),

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Growing Influence of the ICMCI in Asia Pacific Region

Toward an enhanced consulting professionalism as bright and enduring as silver

Liew Shin Liat CMC



Prologue

During the Spring and Autumn (Chun Qiu) Period in China (770 to 476 B.C.), the great philosopher and teacher Confucius (551 to 479 B.C.) provided advice and teachings to leaders, intellectuals and students in the various warring kingdoms. Perhaps this was one of the earliest versions of cross-country (travelling in bull-carts) consulting and executive development. Furthermore, he did not mete out “one-size-fit-all” canned products. He tailored his advice to individual persons and situations, practising what we now call customer-focused consulting and problem-solving.

Fast forward to modern day Asia Pacific: The ICMCI leveraged by modern-day consultants, travelling by planes and fast trains across the region, is instituting professional standards for Certified Management Consultants (CMC) and combining local and global resources in building the consulting fraternity.

The Rise of the Eastern Hemisphere

The rise of economies such as China has propelled vast movement of investments, technologies, talents and information to the East, along with management consulting services. In a timely move in the mid-2000s the ICMCI initiated a concerted effort to identify and admit management consulting institutes from this region. It was an exciting time for the ICMCI.

According to Prof Kishore Mahbubani, Dean of Lee Kuan Yew School of Public Policy, National

University of Singapore, the rise of the Eastern Hemisphere was partially to be credited to the “Seven Pillars of Western Wisdom”. These seven pillars are: Free market economics, Mastery of Science & Technology, Pragmatism, Meritocracy, Culture of peace, Rule of law, Education. One could argue that the use of “external brains” in the form of consulting has contributed to the success of many Fortune 500 companies – this point is often a strong point to convince clients to hire consultants.

“**These lessons can best be remembered by the acronym “SILVER”**”

The presence of the ICMCI in this region was thus timely, appropriate and strategic. The main milestones and value unlocked from the ICMCI’s presence in Asia Pacific can be summarised as follows:

- The recent admission of China, Chinese Taipei, and Korea, Philippines and Thailand as members – bringing the CMC process to these economies, which in turn uplifted the local consulting professional standards and market awareness of consulting
- Several key ICMCI events held in Asia Pacific region, notably the World Management Forum in Shanghai and

ICMCI Congress in Beijing in 2005, the ICMCI Annual Meeting in Singapore in 2008, and the ICMCI Congress in Taipei in 2011. These events brought wide publicity, sponsorship and awareness among governments, clients and other stakeholders

- The support of client activities in the region, drawing CMC resources in providing cross-border consulting services: European clients supported by CMCs in China, American clients supported by CMCs in various Asia Pacific countries. More can be done with enhanced networking among CMCs worldwide

The consulting fraternity in Asia Pacific has leveraged and built on the consulting wisdom from the west. This has expanded the global reach of ICMCI, consultants and clients.

Key Lessons Learned

Six lessons can be drawn from the development of ICMCI’s footprints in Asia Pacific region – These lessons can best be remembered by the acronym “SILVER”:

- **Standard** – In introducing the CMC standard, the strongest message is that this is the only global management consultant standard mutually recognised in some 50 countries. Furthermore, the certification of CMC based on the ICMCI Competency framework is a powerful language across all member institutes. It is strategic to continue with one CMC standard and consistent competency framework.
- **International** – The footprint in Asia

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Marketing & Communications-external (G Shanker), 4. *Membership* (Richard Elliott), 5. *Linkages with Big Practices* (Barry Curnow), 6. *Communication-Internal* (Michael Shays), 7. *Linkages with International Bodies* (Lynn Haight), 8. *Treasury* (Peter Sorensen). (ref: ICMCI archives for plan & workshop results).

Outcomes were:

- ICMCI Executive Director (Michael Shays) responsibilities were refined as assisting the secretary with by-laws, communication plan, 2003 ExCom meeting, 2003 Congress, Audit of NGO, Quorum Policy for meetings, Budget and Trustees Handbook .
- Fifty percent of the business & action plan was completed or implemented at the halfway mark, with more frequent teleconferences and hub meetings slated to ensure delivery.
- *United Nations Recognition of the ICMCI as an NGO* was the singular vision of Lynn Haight, who presented to the UN Economic and Social Welfare (ESOSOC) chamber's 130 person delegation regarding the ICMCI's application for NGO status application that resulted in on-the-spot acceptance (ref: main text for story & interview).
- *The ICMCI Quality Assurance and Audit Methodology Report* (Peter Sorensen) presented the proposed paperwork and processes on behalf of the committee, that included statements of equivalence and adequacy standards, country CMC audit forms and guidelines for QA and Certified Practice Certification documentation based on the UK model as IMC UK had successfully implemented the *Accredited Practice* model with 11 entities (E.G. such as *IBM Global Services* and the *RAF*).
- *The Pre-Admission Audits Procedure Report* (Michael Shays-Executive Director) set out objectives, issues and recommendations.
- *The UN NGO Project Management Proposal Report* (Michael Shays-Executive Director) set out objectives, background, issues and recommendations and actions required.
- *The Future Funding Discussion Paper* (Richard Elliott) set out options and explained past-struggles and sought direction from trustees as to next steps.
- *The Membership Program report* (Walter Vieira-chair, Krizz Chantjiraporn, Garry Ng) advised that full membership had reached 32

Pacific has strengthened the ICMCI's international standing as the only one international umbrella institution for the consulting institutes in Asia Pacific. It is crucial to widen and deepen the footprint in Asia Pacific.

- Leverage -- Several Asia Pacific countries have developed national standards for management consultants and all have positioned the CMC at the higher level than the national standards. Instead of competing, it appears to be much more productive to leverage on each other as a dual-system – the national standard is often a government funded/ supported initiative allowing professional consultants to better service government funded programmes, while the CMC is an international “passport” to be leveraged for international assignments. It is clear this is not a zero-sum game.
- Voice – Member institutes increasingly recognise that by joining the ICMCI, they could speak with a common voice for the consulting community in Asia Pacific, and increasingly this voice has attracted the ears of global institutions and large consulting firms. It is encouraging the ICMCI's presence in Asia Pacific has boosted the right to be heard.
- Empowerment – Given the diversity in geographical spread, cultures and languages, it makes sense to empower member institutes to execute the CMC standard and the ICMCI competency framework in the local languages. It is culturally right and wise to let the locals adopt and innovate.
- Reputation – The management consulting industry in Asia Pacific region is still young. There is much to be

learnt from developed markets in North America and Europe. By associating with the ICMCI, member institutes and their members have a good opportunity to enhance their professional reputation. It is vital that the perception of management consultants be uplifted for the benefit of both consultants and clients.

Epilogue

The silver anniversary of the ICMCI marks a key milestone in the long march toward enhancing the professionalism and market awareness of management consulting. In the context of Eastern philosophy and history, 25 years is a short time. There is still much more work to be done. Borrowing the saying of the late Chairman Mao Zedong, “Ten thousand years is too long, seek the moment, seek the day” – we have had a good start in Asia Pacific. We all wish the ICMCI a big Happy 25th Birthday, and even more exciting 25 years ahead and beyond.■



Liew Shin Liat CMC



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Timeline

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with Bulgaria as the newest full member and included provisional members Hong Kong, Turkey, Spain, Argentina and Brazil. Potential members were the Russian Federation, South Korea and Chinese Taipei.

- *The Nominations Committee* report (Walter Vieira-Chair, Hedley Thomas, Denis Tindley) made recommendations for changes to the nominations and election process: including discontinuance after 2003 of the role of first vice chair such that one of the three vice chairs would be elevated to role of chair based on the greatest service contribution; also proposed better structure and accountability of office bearers and proper measurement of achievement at end of tenure; and proposed three new positions on ExCom for hub chairs (Americas, Africa/Middle East, Asia Pacific and Europe).



2002 Annual Meeting in San Francisco

The meeting was held between 4-5 October at Embassy Suites in San Francisco, 15 members, 36 delegates and eight partners attended social events including an informal pool-side dinner at the home of Michael and Nancy Shays overlooking the Bay Area.

This business meeting focused firmly on the *delivery* of the eight initiatives in the *ExCom Business and Action Plan (1999-2003)*. Concerned that the plan may not be fully executed, ExCom engaged *Frank Topper (SLAC, Stanford University)* to facilitate a planning update to maximise delivery of all tasks if possible. Sponsored by IOOF (Lynn Haight), Frank achieved the impossible by getting agreement between 9 consultants in less than two days, on the revision of the plan for the balance of ExCom's incumbency. (ref: ICMCI archives for plan & workshop results).

Outcomes were:

- Revised initiatives became ten with action steps and delivery dates: - 1. *CMC Competence (AK)*, 2. *Marketing/CMC Visibility (GS)*, 3. *Membership Growth (RE)*, 4. *Linkages with Big Practices (BC)*, 5.

Member Communication & Website (MS), 6. *Linkages with International Bodies (LH)*, 7. *Resourcing (PS)*, 8. *Accredited Practices (AK)*, 9. *Institute Assessment Process*, 10. *Education & Training (BC)*.

- Members reported on: 1. *US Certification & Recertification (David Rogers)*, 2. *Professional Development in Canada (Leo Gotlieb)*, 3. *Ethics in the US (Mark Haas)*, 4. *Accredited Practices in the US (Chuck Roxin)*, 5. *Public Awareness in Canada (Gerry Humphries)*.
- ExCom reports were provided for: 1. *ICMCI Consulting Competencies (AK)*, 2. *Audits of ICMCI Institutes (PS)*, 3. *ICMCI as an UN NGO (LH)*.
- Two *Open Space Technology* idea generation workshops prioritised issues raised in meeting papers and then fed these into the revision plan under the ten initiatives with the support of trustees. The need to implement the CMC Standards proved most important with *Funding* of least interest.
- Frank Topper explained the process of revision of Business Plan actions and sought agreement through a Q&A session with the trustees.
- A *UK Position Paper- Future Development of the ICMCI (Ian Barratt)* stated that strategic aims must be aligned to action plans of member institutes and it was unrealistic to expect institutes to pursue ICMCI objectives not congruent with their own. The UK saw within the spirit of subsidiarity that the ICMCI should be responsible for: 1. Setting international standards and ensuring equivalence; 2. Networking and sharing good practice, where centrally developed standards were not appropriate (e.g. ethics); 3. Lobbying international organisations; 4. Establishing the CMC brand internationally.



2003 Ninth Biennial Congress in Istanbul



The *Turkish Management Consultants Association (YDD)* hosted 54 Trustees and delegates, 15 partners from 24 member institutes at the Marmara Hotel in the city centre between 25 and 27 September.

The new ExCom was: Barry Curnow (United Kingdom) chair, Gerd Prechtl (Austria) vice chair, Peter Sorensen (Denmark) vice chair, Franco Guazzoni (Italy) vice chair, Alphons Roels (Netherlands) vice chair, Garry Ng (Singapore) treasurer and Goh Kim Seng (Singapore) secretary. Other appointments were Gregg Li (Hong Kong) as Asia Pacific Hub chair, Francesco d'Aprile (Italy) as NGO project task force chair, Nick Shepherd (Canada) as PSC chair, Mohammed Koguna (Nigeria) as Africa Hub Ambassador.

Murat Yalnizoglu (YDD chairman) introduced the use of a conference organizer and the theme *East Meets West: Meeting Point or Turning Point?* This provided for greater networking at meetings and events in keeping with this focus.

Istanbul saw 65 to 70 percent of the objectives in the four year business plan spanning 1999-2003 achieved with agreement and implementation on: 1. *Professional Standards Committee (PSC)*; 2. *Global CMC Standard & Framework*; 3. *Certified Practice Standard*; 5. *Internal Consultants Standard*; 6. *Adoption of CMC Branding Strategy*; 7. *Quality Assurance Audit Team (with refreshed terminology and completely new look)*; and 8. *Improved Governance & Transparency Procedure* In addition, several other projects and programs commenced: 1. *Member Assessment Program*; 2. *Trustee Handbook*; 3. *New*

Operational Policies and Processes; 4. *CMC Global Directory*; 5. *CEO Advisory Group*; 6. *Mentoring program through past officers and ambassadors with 27 resolutions* passed at the business session:-

- Perspectives were shared in several streams: 1. *CMC Global Framework*; 2. *CMC Competency Standard & Definition*; 3. *CMC Branding & Protocol* followed by the related workshops.
- A series of *Building on Strengths* papers presented included: 1. *Marketing & Branding* (Walter Vieira, G Shanker); 2. *Ethics* (Jerry Savin (US), Peter Sorensen); *Learning Profession – Education, Training & Academic Development* (Franco Guazzoni, Calvert Markam (UK)); *Certification & Qualification* (Caroline Barker (UK), Angelo Kehayas) followed by related workshops.
- *The Membership Report* (Richard Elliott) advised that membership stood at 36 with Brazil and Turkey gaining full member status. Provisional members were Bangladesh, Hong Kong, Taiwan, Cyprus, Greece, Macedonia, Spain and Argentina. Interest in joining came from Sri Lanka, Thailand, Trinidad and China. ExCom appointed two ICMCI Ambassadors, Peter Sorensen (Denmark) to assist in development of an institute in Russia and Gregg Li (Hong Kong) to undertake a similar role in China.
- *Hub Chairs were appointed*: Asia Pacific (Garry Ng), Africa (Ben Laauwen), Americas (Heather Osler) and Euro (Maria Grazia Galli). All advised of growing support for more regular regional meetings

2004 Annual Meeting in Vancouver

A three day working meeting was held at the *Westin Bayshore Hotel* between 1 and 3 October which attracted 15 members, 44 delegates and 13 partners. Guest speakers included Assistant professor of Corporate Governance, New York University on *How to Build a Better Board and Consulting to Boards of Directors*. Highlights were:

- Committee reports from *CMC Branding* (G Shanker), *Knowledge Sharing* (Alphons Roel); *Professional Standards for CMC* (Nick Shepherd); and *Ethics* (Franco Guazzoni)
- Country presentations were made by China, Chinese Taipei, Hong Kong, Korea and Singapore
- Membership grew to 41 with the addition of new members Bosnia- Herzegovina, China, Korea, Latvia and Thailand
- Work focused on the implementation of the eight themes linked to the Istanbul resolutions
- *A Concept Sponsorship Fundraising Paper* (Gerd PrechtI) was presented, based

- on an idea proposed by Leonhard Fopp (Switzerland) in Istanbul. It reported on a survey of members to identify genuine transnational projects suitable for NGO support and third party funding. The report demonstrated that concept sponsorship is very hard work. It suggested that investment in volunteer time exceeded the financial return to members and ICMCI by a large margin.
- Executive Director Michael Shays left the ICMCI to return to full time practice after four years in this honorary role. Michael, who served as chair of ICMCI (1993-1995) provided considerable free of charge resources and pro bono support during his time, including provision of office space for the part-time secretary since 1994.
- The Vancouver organising committee of Heather Osler, Rob Campanelli, Heather Miller, Anne Anderson, Tanya Pearson, together with ICMCI secretariat Becky Ferras did a sterling job.

2005 Tenth Biennial Congress in Beijing

The Congress was held at the Friendship Hotel between 20 and 22 September entitled *Towards a Global Consulting Community: Building Partnerships, Sharing Knowledge & Best Practice*. It was hosted by *Management Consulting Committee (MCC) of the China Enterprise Confederation (CEC)*. About 90 delegates and close to 40 countries attended. Three days prior to this, *Winning in China*, part of the *China Management Consulting Summit* was held in Shanghai, the first in a series of consultants-meet-consultants events arranged by ICMCI. This landmark meeting was partly sponsored by publishing house, the Cavendish Group to meet future advisory needs in this exciting and fast growing economy. Office bearers: Peter Sorensen (Denmark) chair, Gerd PrechtI (Austria) vice chair, G

Shanker (India) vice chair, Liew Shin Liat (Singapore) vice chair, Alphons Roels (Netherlands) treasurer and Brian Ing (UK) secretary.

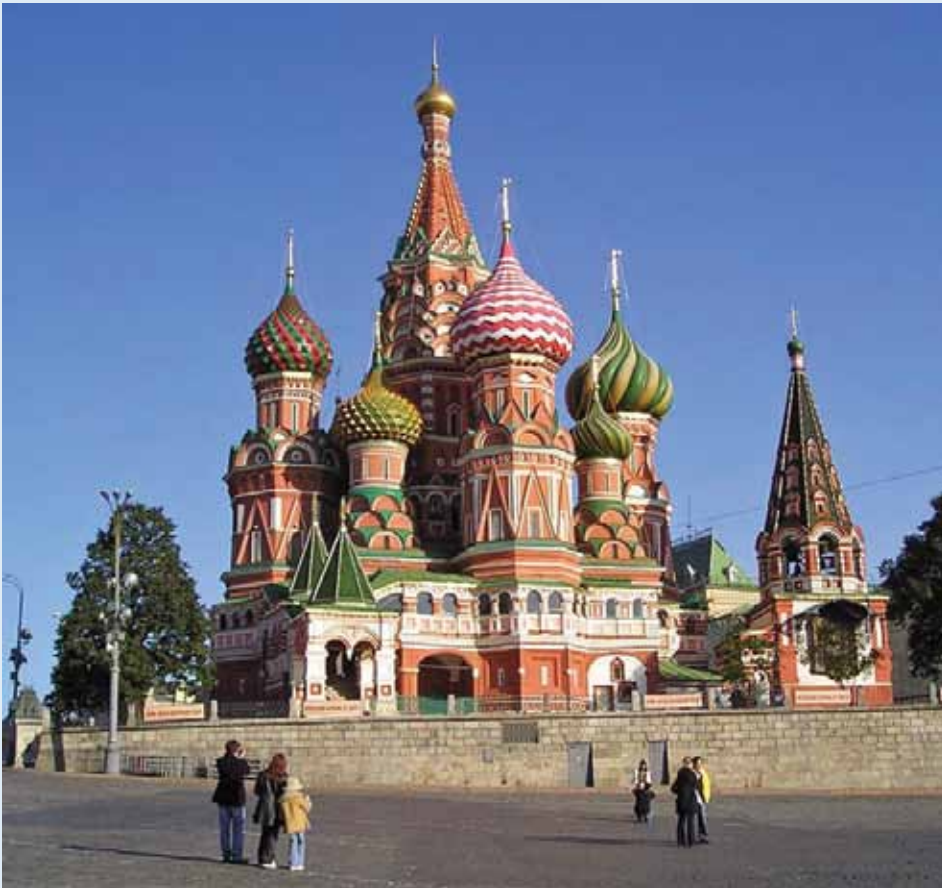


Highlights were:

- Delegates reviewed the past two years and deliberated on many issues and the Congress concluded with board consensus on most resolutions. (ref: ICMCI archives for details).
- Project/Program committee chairs were *PSC* (G Shanker), *Membership & QA* (Peter Sorensen), *Marketing Committee* (G Shanker), *Ethics* (Rob Wagenaar), *External Relations to UN & EU* (Brian Ing), *Education & Training* (Franco Guazzoni), *ACP* (Alphons Roels), *Link to Big Consultancies* (Barry Curnow), *Website* (Jerry Savin), *Events* (Gerd PrechtI), *Membership Relations* (Alphons Roels), *Finance* (Alphons Roels). *Hub Chairs*: *Europe* (Gerd PrechtI), *Asia Pacific* (Liew Shin Liat), *Africa & Middle East* (Angelo Kehayas).
- ICMCI/ IAF Discussions begin.
- Membership grew to 41 with the admission of China and Chinese Taipei as full members.



2006 Annual Meeting in Moscow



The meeting was held at the Radisson SAS Slavyanskaya Hotel between 14 to 16 September. Working Together towards a New Consulting Fraternity attracted 43 delegates and eight partners from 19 countries. It attracted strong sponsorship including the Austrian Chamber of Commerce and Unified Energy System of Russia.

Highlights were:

- During the year, G Shanker (India) resigned as vice chair and was replaced by Ilse Ennsfellner (Austria) and Francesco d'Aprile (Italy).
- *Trustee voted top priorities were:* 1. *CMC branding/value proposition* (145 points), 2. *Fix Funding* (87), *CEN/EU Standard* (83), *Fix Website* (80), *Connect with/ UN/International Bodies* (72), *Better Engagement with Members* (35), *Business Plan* (23), *Engage Large Consultancies/ ACP* (18), *Organise Task Forces* (10), *JV with Members* (10), *ISO 17024* (9), *Make Consulting Tools* (9), *Action for Secretariat* (9), *Future Clarity of the ICMCI* (8), *Code of Conduct* (8), *Knowledge Sharing* (6), *Expand ExCom* (5). Surprisingly, ExCom did not respond to or introduce actions to address these priorities, especially regarding #1.
- *Treasury Report:* Trustees raised concerns and asked that accounts to be reconstructed, due to "misunderstanding of financial losses" of annual meeting and

For more details, refer to <http://www.icmci.org/library&collectionId=6970910>. Unfortunately no minutes of this meeting have been retained.



2007 Eleventh Biennial Congress in Dublin

The Radisson SAS St Helen's Hotel, one of Ireland's most historic houses and five star luxury accommodation was host to 24 member institutes, 55 delegates and 14 partners between 26 and 29 September. New office bearers: Brian Ing (UK) chair, Mark Nesbit (Canada) secretary, Rob Wagenaar (treasurer), Aneeta Madhok (India) vice chair, Francesco d'Aprile (Italy) vice chair, Ilse Ennsfellner (Austria) vice chair, Liew Shin Liat (Singapore), Calvert Markham (UK) vice chair, Tim Millar (Australia) vice chair.

Dublin was a watershed for a few reasons, as concerns regarding the authority of the Board of Directors and its relationship with ExCom were expressed:

1. In his closing comments, Peter Sorensen (outgoing chair) voiced concern of "growing distrust by Trustees" of ExCom which "tied" its hands. This meant ExCom "was restricted to activities based on previous resolutions" and that ExCom was "strictly an administrative body".

Such distrust may have had its genesis back in Cape Town (1997) where similar concerns were raised that ExCom did not consult sufficiently with the Board. Again in Dublin, Trustees raised concerns that several proposals were proposed as *fait accompli*. Trustees raised concerns at a meeting with ExCom and quoted ExCom's mantra that "a response of no reply is taken as a tacit approval" to meeting resolutions as an example. Reassurances were given and time made available for discussion and debate which resulted in the emergence of several new initiatives.

2. *Dutch Initiative:* OOA circulated a discussion paper and called for a rethink of future direction of the ICMCI. It was unanimously approved and within a year became the key strategic operational platform for the next six years.

Other Congress outcomes were:

- *Re-registration of the ICMCI as Swiss Verein:* Considerable debate took place regarding the change of domicile from the USA to Switzerland for tax purposes. The last change (2001) was made to satisfy the UN regulations for NGO registration.
- *Treasury Report:* Lengthy discussion took place on the budget forecast (+ 25 percent) without a business plan and trustees suggested this be addressed. Extra funds were sought for Chairman's travel and website updates. Trustees approved the increased membership fees.
- *Nominations and Succession Planning Committee Report:* Multiple recommendations proposed for greater governance and transparency of NSPC.

Trustees approved all proposals without dissention.

- Resolutions passed included: 1. *New Vision (ICMCI is the recognised standard maker & global voice for management consultancy)*, 2. *New Brand Statement (CMC is the globally preferred brand for the CMC profession)*, 3. *Revised Certification Process Standard (start 1/2008)*, 4. *Revised Competency Framework*, 5. *Revised MQAC Assessment Procedures*, 6. *Formation of a Governance Task Force to review bylaws*, 7. *Registration of the ICMCI as Swiss Verein*, 8. *ICMCI Registration as IAF Observer*, 9. *Establishment of Reference Advisory Group for significant issues*, 10. *Standing Committee & Task Force Management (to provide two year plan with constitution, scope/mandate, appointment & removal of members, governance)*. (ref: ICMCI archives for further details <http://www.icmci.org/library&collectionId=6970910>) jameson distillery in dublin



2008 Annual Meeting in Singapore

The Swissotel Merchant Court was chosen as official venue between 8 to 12 October and attracted 20 members, 63 delegates and seven partners and was opened by Prof. Teo Cheng Swee (IMC Singapore president). Meeting highlights were:

- Best Practice Reports from: *China* (Sindy Wang), *Kazakhstan* (Mukhtar Mussabetov /Calvert Markham), *Romania* (Sorin Caian), *Nigeria* (David Iornem) and *James Jurack* (USA).
- Other Reports Tabled by: Governance Task Force (Mark Nesbitt), Marketing Ideas & Opportunities for Members from New Zealand - *Using ACP to Drive Growth* (Gordon Shaw), Canada- *Recruiting Senior-Career Practitioners* (Nick Shepherd), USA- *Using Surveys As Tools* (Jim Jurack), Denmark- *World Class Consultancies* (Peter Sorensen), Austria- *Constantinus Award & CMC Master Club* (Ilse Ennsfellner) and Italy- *International*

Consultant's Day (Francesco d'Aprile).



- Committee Reports: 1. *Membership* (Brian Ing) advised that the Philippines were now provisional members, 2. *CEN Initiative* (Ilse Ennsfellner) MCS standards development progressing well, 3. *IAF Status* (Brian Ing) required replacement chair due to work overload. The meeting had some difficulty understanding the objective & requested further information, 4. *Professional Standards Committee Report* (Aneeta Madhok), 5. *Quality Assurance Committee Report* (Peter Sorensen), 6. *Eurohub Activities* (Calvert Markham) advising Sorin Caian as new chair, 7. *Treasurer's Report* (Rob Wagenaar)
- Eight resolutions were passed, for details refer to <http://www.icmci.org/library&collectionId=6970910>

2009 Twelfth Biennial Congress in London



The ExCom changeover and congress was held at the offices of the *Institute of Directors* at 116 Pall Mall between 10 to 12 September and attracted 33 member institutes, 73 delegates and eight partners. It was sponsored by the University of Greenwich.

The new office bearers were: Aneeta Madhok (India) chair, Mark Nesbitt (Canada) secretary, Rob Wagenaar (Netherlands) treasurer, Francesco d'Aprile (Italy) vice chair, Ilse Ennsfellner (Austria) vice chair, Liew Shin Liat (Singapore) vice chair, Calvert Markham (UK)

vice chair and Tim Millar (Australia) vice chair.

Highlights were:

- Breakthrough Strategy (BTS)*: Hans Korringa (Netherlands) OOA presented the full proposal to revolutionise the ICMCI's operations and raise productivity by overcoming the limits of the existing volunteer model. Following a Q&A session, delegates held in-depth discussions and provided further ideas for Task Force consideration. The concept received overwhelming support from the Board asked ExCom to give priority to defining the operational strategy ahead of the resource solutions to: 1. *Define vision, goals, action plans*, and 2. *Resource Acquisition and Usage*, 3. *Focus on Growth & Value Creation*, while recognising member institutes' differences and constraints.
- Best Practice Reports* received from: 1. *Switzerland* (Andres Steinmann) *Return on Consulting*, 2. *United Kingdom* (Caroline Lamb) *Re-certification of CMC's*, 3. *Finland* (Kim Karne) *Need for Different Standards*, 4. *Chinese Taipei* (Charles Liu) *Local Certification Program*, together with general country briefs from: 4. *Japan* (Kohei Kanai), 6. *Russia* (Arkady Prigozhin), 7. *Korea* (Kyeong Seok Han) and 8. *USA* (*Drumm McNaughton*).
- Committee Reports from: 1. *Marketing* (Francesco d'Aprile) on *Global CMC and website*; 2. *CEN MCS Standards*

- (Ilse Ennsfellner-project leader ICMCI CEN Project) update and Q&A; 3. *IAF Briefing* (Brian Ing) on further need for greater understanding and interest in the concept; 4. *Professional Standards Committee Overview* (Aneeta Madhok); 5. *Accredited Training Practice (ATP)* on adoption of the scheme; 6. *Membership Committee* was separated from the *Quality Assurance Committee (QAC)*.
- Other reports received from*: 1. *ILO* (George Jadoun-manager *ILO Sustainable Development & Governance Cluster*)

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2002

June: Asia Pacific Hub meeting in Singapore. China ambassador appointed (Gregg Li)

2003

Jan to June: ICMCI China strategy drafted (Gary Ng, Liew Shin Liat)

Aug: meeting with potential ICMCI members in Beijing

Sep: ICMCI China strategy proposed and adopted at ICMCI congress in Istanbul. ICMCI China envoy appointed (Liew Shin Liat)

Dec: ICMCI represented at the 2nd China Consulting Summit

2004

Jan/Feb: Resolved ICMCI member flag issue at ICMCI website

Jun: China became a provisional member

Oct: ICMCI working meeting in Vancouver -- The Mandarin speaking consultants from China, Hong Kong, Chinese Taipei, and Singapore mapped out the way forward in the Greater China

Oct: ICMCI representative visited BMCA Taipei

Oct: ICMCI Chairman Peter Sorensen and Liew Shin Liat assessed KMTCA in Seoul

Nov: ICMCI represented at the 3rd China Consulting Summit. Met BMCA in Beijing

2005

Jan: China certified first batch of 32 CMCs (Assisted by Fon Roels and Liew Shin Liat)

Mar: BMCA Chinese Taipei certified first batch of 31 CMCs (Assisted by Liew Shin Liat)

May: Chinese consultants visited Europe and attended Euro Hub meeting in Copenhagen

Jun: China became a full member (with 32 CMCs)

Jun: Chinese Taipei became a full member (with 31 CMCs)

Asia hub meeting held in Hongkong

Aug: BMCA 2nd CMC certification (facilitated by Liew Shin Liat)

Sep: World Management Forum in Shanghai. ICMCI Congress in Beijing

Nov: Japan was assessed by Peter Sorensen and Fon Roels and with full membership extended

Nov: IMC Thailand held inaugural meeting (attended by Liew Shin Liat)

Dec: ICMCI represented in KMTCA Consulting Seminar in Seoul (Liew Shin Liat and Peter Sorensen), and first batch of 4 CMCs certified, KMTCA became full member.

2006

Jan: First batch of CMCs certified in Thailand (with Walter Vieira, Garry Ng and IMC Singapore mentorship)

March: IMC Thailand CMC certificate award ceremony (attended by Liew Shin Liat, Walter Vieira, Garry Ng)

Mar: met IMC Malaysia in Kuala Lumpur

Apr: BMCA CMC certification

Apr: CMC certification in Beijing, Shanghai, Shenzhen (assisted by Liew Shin Liat and Barry Curnow)

Jun: CEC & BMCA meeting in Beijing and signed MOU (facilitated by Liew Shin Liat)

Sep: BMCA CMC certification

Sep: Asian delegates attended ICMCI working meeting in Moscow

Dec: KMTCA SME Conference (attended by Liew Shin Liat, Peter Sorensen, Walter Vieira)

Dec: Hongkong re-assessment (with Peter Sorensen and Liew Shin Liat)

Dec: visited IMC Thailand (Liew Shin Liat)

Dec: BMCA: workshop and AGM in Taipei (attended by Barry Curnow and Liew Shin Liat)

2007

March: IMC Thailand organised CMC certificate award ceremony, presided by the Minister to the Prime Minister's Office.

Apr: CEC CMC Certification assisted by Barry Curnow

Oct: 5th China Consulting Summit held in Beijing – ICMCI Vice Chair attended

Dec: Consulting Korea in Seoul (attended by 3 ICMCI delegates: Calvert Markham, Francesco D'Aprile, Brian Ing)

Dec: BMCA CMC Certification and workshop & AGM attended by Liew Shin Liat

2008

Jan: Ilse Ennsfellner presented at the World Congress on Total Quality 2008, New Delhi, India

Jun: International Consultants Day celebrated in Beijing –

Brian Ing video clip shown

Jun: Practising Management Consultants (PMC) scheme launched in Singapore

Oct: ICMCI working meeting in Singapore hosted by IMC Singapore

Oct: Philippines became a provisional member

Nov: National Consulting Korea 2008 (attended by Brian Ing, Rob Wagenaar, Peter Sorensen)

2009

May: IMC Thailand assessed and became a full member (by Aneeta Madhok)

Jun: ICMCI Asia Pacific Hub meeting 2009 and China Consulting Summit held in Chongqing (Brian Ing, Liew Shin Liat, Francesco D'Aprile, Rob Wagenaar attended)

Sep: ICMCI congress held in London – Singapore, India, Taiwan, Japan, Australia, New Zealand represented. China linked in by Skype

2010

Aug: ICMCI Asia Pacific Hub meeting 2010 held in Mumbai

Oct: ICMCI annual meeting held in Jordan, delegated from various Asia Pacific countries attended, with China sending the largest delegation

2011

Mar: Asia Pacific Hub meeting held in Seoul hosted by GCCA Korea

Jun: International Consultants' Day celebration held in various countries. Video of ICMCI Chairperson shown

Oct: ICMCI Congress held in Taipei hosted by BMCA

2012

April: ICMCI team met with consulting firms and CEC in Beijing to explore the CMC Firms initiatives

June: ICMCI Chairman spoke at the IMC Singapore members' night event and gave an update on ICMCI development

June: Francesco D'Aprile interviewed by China Daily in Beijing

July: Triennial reassessment conducted in Korea and Singapore and assessment conducted in the Philippines.

Timeline

continued from page 37

on the *International Training Centre* in Turin, 2. Italy; *UN ESOSOC Forum* (Aneeta Madhok) met with *UN Economic and Social Welfare* representatives; 3. *European Bank for Reconstruction and Development* (Gabriel Al Salem) EBRD became an active partner with the ICMCI; 4. *Formal Country Assessor Training* (Peter Thomas, Peter Sorensen) material prepared and presented for the first time with additional country assessors appointed and roles formalised; 5. GlobalCMC (Mikael Jensen) agreement with members to address the business model and marketing plan; 6. CMC Certificate (Angelo Kehayas) Trustees agreed to globally consistent CMC certificate design; 7. *Summary Common Body of Knowledge* (SCBK) completed and included equivalency assessment for country compliance to standard.



- *The Business Meeting* passed ten resolutions including the requirement to obtain IP protection for CMC brand (12 months) with ExCom to assess and progress regional & worldwide coverage.

2010 Annual Meeting in Jordan

The Evason Ma'in Hot Springs & Six Senses Spa Resort was an exotic location in the *Kingdom of Jordan* and attracted 42 member institutes, 101 delegates and 21 partners. It was sponsored by *Philadelphia Consulting* and was organised by Salwa Bamieh (*IMC Jordan*). It proved to be the best run meeting in the 25 years history of ICMCI, due to strong event branding and super-smooth scheduling that drew record member institutes, delegates and partners.

Highlights were:

- *Institutes in the Arab World:* Introduction by Hamdallah Mybarak (Chair IMC Jordan) with presentations by 1. *Dubai/UAE* (Yousuf Abdulla Al Mulla), 2. *Libya* (Mohammad Wefati), 3. *Egypt* (Tamer Abbas), *Lebanon* (Mazen Khattab) and *Syria* (Nawaf Zeidan), then Q&A session.
- *Breakthrough Strategy* (BTS) Reports: 1. *Introduction* (Aneeta Madhok, Tim Millar); 2. *Work Groups and Q&A Session* (Rob Wagenaar); 3. *BTS Implementation and Next Steps* (Aneeta Madhok, Tim Millar).
- *Best Practice Reports* received from: 1. *USA* (Drumm McNaughton) *CMC Qualitative Research*; 2. *New Zealand* (Gordon Shaw) *Sustainability of Small Institutes*; 3. *South Africa* (Angelo Kehayas); 4. *Caribbean* (Brenda Pope) *Membership as Tool for Mutual Recognition in ETA Trade Agreement*;

- *Committee Reports* received from: 1. *Marketing* (Francesco d'Aprile); 2. *PSC* (Calvert Markham); 3. *Treasury* (Rob Wagenaar); 4. *NSPC* (Brian Ing); 5. *QAC* (Brian Ing); 6. *Membership* (Aneeta Madhok).
- *Other Reports* received from: 1. *ILO* (Anton Florijan); 2. *CEN MCS Standards Next Step* (Ilse Ennsfellner); 3. *North American Large Firms Initiative* (Drumm McNaughton); 4. *EBRD* (Gabriel Al Salem); *UN NGO* (Aneeta Madhok); 5. *CMC conversion to CMCoach* (Angelo Kehayas).
- *ICMCI Constantinus International Consulting Awards* (Ilse Ennsfellner). A full concept and pilot proposal was presented to the Board and received support and members were encouraged to participate on a voluntary basis in the coming months.
- *The Business Meeting* approved 13 resolutions including the BTS Plan and task force funding for the next two years until 2012, the *CMC Emeritus and the Executive Entry* individual grades of membership.





Confidentiality

A member will treat client information as confidential and will neither take personal advantage of privileged information gathered during an assignment, nor enable others to do so.

Unrealistic Expectations

A member will refrain from encouraging unrealistic expectations or promising clients that benefits are certain from specific management consulting services.

Commissions / Financial Interests

A member will neither accept commissions, remuneration, nor other benefits from a third party in connection with recommendations to a client without the client's knowledge and consent, nor fail to disclose any financial interest in goods or services which form part of such recommendations.

Assignments

A member will accept only assignments which the member has the skills and knowledge to perform.

Conflicting Assignments

A member will avoid acting simultaneously in potentially conflicting situations without informing all parties in advance that this is intended.

Conferring with Client

A member will ensure that before accepting any engagement, a mutual understanding of the objectives, scope, workplan, and fee arrangements has been established, and that any personal, financial, or other interest which might influence the conduct of the work has been disclosed.

Recruiting

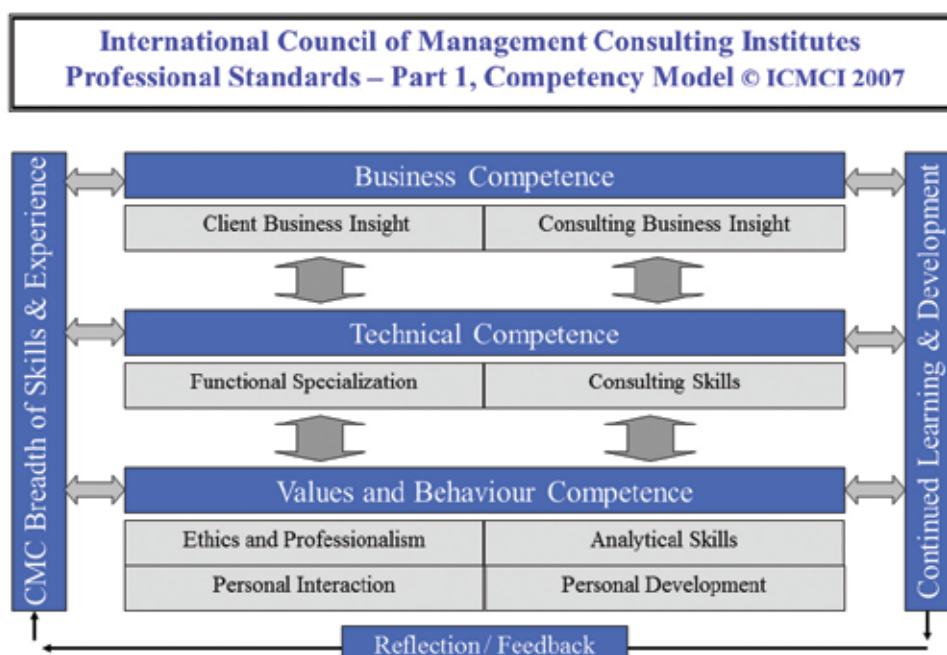
A member will refrain from inviting an employee of a client to consider alternative employment without prior discussion with the client.

Approach

A member will maintain a fully professional approach in all dealings with clients, the general public, and fellow members.

Other Management Consultants

A member will ensure that other management consultants carrying out work on behalf of the member are conversant with and abide by this Code of Professional Conduct.



2011 Thirteenth Biennial Congress in Taiwan



The Vice President of the *Republic of China*, Vincent C Siew opened the congress at the majestic *Grand Hotel* in Taipei where he welcomed 28 member institutes and 80 delegates.

Elected office bearers were: Francesco d'Aprile (Italy) chair, Drumm McNaughton (US) secretary, Sorin Caian (Romania) treasurer, Ilse Ennsfellner (Austria) vice chair, Rob Wagenaar (Netherlands) vice chair, Anton Florijan Barisic (Croatia) vice chair, Tim Millar (Australia) vice chair, Calvert Markham (UK) vice chair. The Board agreed to second two additional vice chairs due to the expected work load. These were Richard Harris (Canada) and Charles Liu (Chinese Taipei).

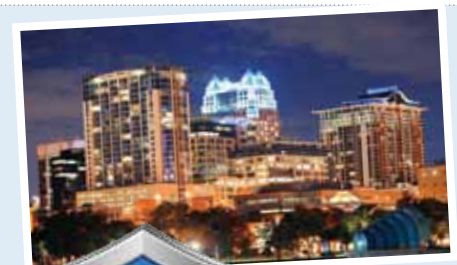
Highlights were:

- *Breakthrough Strategy (BTS) Report:* (Rob Wagenaar) outlined the progress of each Task Force: 1. *CMC Global Community* (Liew Shin Liat); 2. *Links to Academia* (Calvert Markham); 3 *Support for IMCs* (Calvert Markham); 4. *Worldwide Branding* (Francesco d'Aprile); 5. *Large Firms Initiative* (Drumm McNaughton) who handed phase 11 of the project to two partners of large firms: Richard Harris (KPMG) and Genevieve Bonin (PricewaterhouseCoopers); 6. *Governance Review* (Tim Millar); and 7. *Finance* (Rob Wagenaar).
- *Best Practice Reports* received from: 1. *South Africa* (Angelo Kehayas) *Broadening Our IMC program Offerings & Audience*; 2. *Jordan* (Tamara Abdel-Jaber) *Launch of New Services*; 3. *New Zealand* (Gordon Shaw) *New Consulting Framework*; 4. *Canada* (Richard Harris) *Strategic Alliances with Like-Minded Professional Associations*.

- *Committee Reports* received from: 1. *QAC* (Brian Ing); 2. *Membership* (Aneeta Madhok); 3. *PSC* (Brian Ing); 4. *Marketing* (Francesco d'Aprile). Members were reminded of the need to trademark the CMC brand, if not already undertaken, which is the responsibility of each member institute; 5. *NSPC* (Brian Ing); 6. *Treasury* (Rob Wagenaar).
- Membership was reported at 50, made up of 37 full, seven provisional members and 6 provisional members ready to be assessed. Interest in joining was shown by Spain, Serbia, UAE, Syria, Mongolia and, Egypt.
- *The Briefing Book of Member Activity:* This valuable record of contemporary information on the background of 33 member institutes was prepared and distributed by delegate Judy Farrant (Canada).
- *Special Report- CEN Standard-Briefing & Implementation Planning* (Ilse Ennsfellner) announced that the *European Committee for Standardisation* (CEN) had agreed to the new EN 16114 Management Consulting Services (MCS) standard and it came into law on 9 November, and supersede all other MCS standards in use in the European Union at that time. The EN 1614 standard was a significant achievement and will form the basis for a first global standard for management consulting services in the near future.
- The first *Constantinus Awards* were held at a Gala Dinner on the 101st floor of the *World Finance Centre*, the world's second tallest building (509m) in downtown Taipei.
- *Regional Hub Meetings* held in: 1. *Asia Pacific* in Seoul Korea between 25 to 26 March; 2. *Americas* held in Toronto

- on 9 May and 3. *Eurohub* held in Helsinki on 21 June.
- *Secretarial Services Review: ICMCI went to "go-to-market"* after the expiry of its five year term contract with MOS and sought new interest. A review group assessed five submissions and recommended the Institute of Consulting and Chartered Management Institute in London.
- *The Business Meeting* passed 13 resolutions during the last session including approval of the BTS Plan including project task forces funding over the next two years; *CMC Emeritus and Executive Entry* status; the establishment of the *Constantinus Award*; and agreement on the definition of a *Member of Good Standing*.

2012 Annual Meeting in Orlando



to be continued...

Original Founding Delegates



Les Shone CMC

1. Geoffrey Smith, Australia
2. Otto Leissenger, Austria
3. David Amar, Canada
4. Bob Brouillard, Canada
5. Kenneth Howard, Canada
6. Dave Park, Canada
7. David Talbot, Canada
8. Niels Strange Nielsen, Denmark
9. Les Shone, Southern Africa
10. Jose Aquila, Spain
11. Peter Louwersee, Switzerland
12. Michael Allen, United Kingdom
13. J D Chadwick, United Kingdom
14. Larry Hapgood, United Kingdom
15. Jack Hirsbrunner, United Kingdom
16. Robin Moore, United Kingdom
17. Roland Orr, United Kingdom
18. Graham Perkins, United Kingdom
19. Hedley Thomas, United Kingdom
20. Jim Barrett, United States
21. Jay Berry, United States/Italy
22. Paul Czamanske, United States
23. Cartter Frierson, United States
24. John Hartshorne, United States
25. Howard Hoy, United States
26. Ed Pringle United States
27. John Roethle, United States
28. Bob Sabath, United States
29. Michael Shays, United States
30. Bill Taylor, United States
31. Glenn Van Doren, United States
32. Jim Kennedy, United States

Venues of congresses and operating meetings held



Congresses* occur every 2 years:

- | | | | |
|-------------|------------------------------------|-------------|--------------------------------|
| 1987 | Paris, France* | 2000 | Toronto, Canada |
| 1988 | Dusseldorf, Germany | 2001 | Sydney, Australia* |
| 1989 | Copenhagen, Denmark* | 2002 | San Francisco, USA |
| 1990 | New York, USA | 2003 | Istanbul, Turkey* |
| 1991 | Toronto, Canada* | 2004 | Vancouver, Canada |
| 1992 | Prague, Czechoslovakia | 2005 | Beijing, China* |
| 1993 | Rome, Italy* | 2006 | Moscow, Russia |
| 1994 | Baltimore, USA | 2007 | Dublin, Ireland* |
| 1995 | Singapore* | 2008 | Singapore |
| 1996 | Vienna, Austria | 2009 | London, United Kingdom* |
| 1997 | Cape Town, South Africa* | 2010 | Amman, Jordan |
| 1998 | Goa, India | 2011 | Taipei, Taiwan* |
| 1999 | Amsterdam, The Netherlands* | 2012 | Orlando, USA |

Succession History

Executive Committee office holders since ICMCI was founded:

	1987 -1989	1989 -1991	1991 - 1993	1993 - 1995	1995 - 1997
Chairman	John D Roethle	Hedley Thomas	David Amar	Michael Shays	Denis Tindley
First VChm	Hedley Thomas	David Amar	Michael Shays	Denis Tindley	Walter Vieira
VChm	David Amar	Michael Shays	Denis Tindley	Bob Brouillard	Vincent Cali
VChm			Walter Vieira	Hans de Sonnaville	Richard Elliott
VChm					
VChm					
Secretary		Geoffrey Smith	Hans de Sonnaville	Walter Vieira	Bob Brouillard
Treasurer		Otto Leissenger	Bob Brouillard	Vincent Cali	Hans de Sonnaville
Past Chm		John D Roethle	Hedley Thomas	David Amar	Michael Shays
	1997 - 1999	1999 - 2001	2001 - 2003	2003 - 2005	2005 - 2007
Chairman	Walter Vieira	Hans de Sonnaville	Richard Elliott	Barry Curnow	Peter Sorensen
First VChm	Hans de Sonnaville	Richard Elliott	Barry Curnow	Peter Sorensen	Gerd Prechtl
VChm	Richard Elliott	Barry Curnow	Peter Sorensen	Gerd Prechtl	Gopalkrishnan Shanker (to 2006)
VChm	Lynn Haight	Peter Sorensen		Alphons Roels	Liew Shin Liat
VChm				Franco Guazzoni	
VChm					
Secretary	Barry Curnow	Angelo Kehayas	Angelo Kehayas	Goh Kim Seng	Brian Ing
Treasurer	Paul Czamanske	Lynn Haight	Lynn Haight	Garry Ng	Alphons Roels
Past Chm	Denis Tindley	Walter Vieira	Walter Vieira	Richard Elliott	Barry Curnow
Co-opted					Ilse Ennsfellner (from 2006) Francesco D' Aprile (from 2006)
	2007 - 2009	2009 - 2011	2011 - 2013		
Chairman	Brian Ing	Annetta Madhok	Francesco D'Aprile		
First VChm	Aneeta Madhok	Liew Shin Liat	Ilse Ennsfellner		
VChm	Liew Shin Liat	Calvert Markham	Rob Wagenaar		
VChm	Calvert Markham	Ilse Ennsfellner	Anton Barisic		
VChm	Ilse Ennsfellner	Francesco D'Aprile	Tim Millar		
VChm	Francesco D'Aprile	Tim Millar	Calvert Markham		
Secretary	Mark Nesbitt	Mark Nesbitt	Drumm McNaughton		
Treasurer	Rob Wagenaar	Rob Wagenaar	Sorin Caian		
Past Chm	Peter Sorensen	Brain Ing	Aneeta Madhok		



Australia[†]



Austria[†]



Bangladesh^{*}



Bosnia and Herzegovina^{*}



Brazil



Bulgaria



Canada[†]



Caribbean



Chinese Taipei



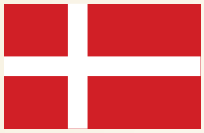
Croatia



Cyprus



Czech Republic



Denmark[†]



Finland



Germany



Greece^{*}



Hong Kong



Hungary



India



Iran



Republic of Ireland



Italy



Japan



Jordan



South Korea



Kyrgyzstan^{*}



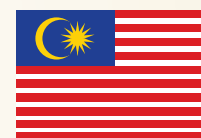
Latvia



Lithuania^{*}



Republic of Macedonia



Malaysia^{*}



Netherlands



New Zealand



Nigeria



Norway



Philippines^{*}



Republic of China



Romania



Russia



Serbia^{*}



Singapore



South Africa[†]



Sweden



Switzerland



Thailand



Turkey



Ukraine^{*}



United Kingdom[†]



United States[†]



Uzbekistan^{*}