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# Growing our Next-Gen membership

*Securing Established IMCs' (EIC) futures*



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- 1. Objectives of this initiative**
- 2. Methodology and sample characteristics**
- 3. Key insights and recommended next steps**
- 4. Summary of detailed results**

EIC's 1st membership-building initiative was to close an information gap for many IMCs:

- declining membership; difficulty attracting younger members
- Don't know what next generation wants /needs from professional body
- “Membership” > 50 year-old concept that needs reinvigoration / more relevance for younger consultants in age of virtual communities and social media

Survey undertaken by 7 EIC members: Austria, Canada, Japan, Netherlands, Thailand, UK and USA  
Summer 2019 – mostly Survey Monkey but some in-person

- *What attracted you to consulting as a career option?*
- *What are the biggest challenges you face?*
- *What are your main priorities in future development?*
- *How could a professional body/ consulting community, help you and be valuable to you?*
- *Is there anything else you think a professional body/consulting community for the consulting sector should focus on?*

# Responses

ICM	# of responses < age 46	Gender	Age
Austria	16	62.5% male 37.5% female	Mostly 30-40
Canada	47	76.6% male 23.4% female	< 25: 6 (13%), 26 – 35: 33 (70%) > 35: 8 (17%)
Japan	2 < 35 years 26 were > 35		< 35: 2 (7%) > 35: 26 (93%)
Netherlands	45	64.4% male 31.1% female 4.4 % other	< 25: 1 (2%), 26 – 35: 10 (22%) 36 – 45: 34 (76%)
Thailand	38 < 46 years 4 > 45 years	59.5% male 40.5% female	< 25 = 4 (10.5%) 26 – 35: 9 (23.7%) 36 – 45: 25 (65.8%), > 45: 4
United Kingdom	17 (mostly face to face)	41.2% male 58.8% female	< 25: 4 (23.5%) 26 – 35: 11 (64.7%) 36 – 45: 2 (11.7%)
United States	5	80.0% = male 20.0% = female	26 – 35: 1 (20%) >36: 4 (80%)
Totals	<b>174 under age 46</b>	<b>64.5% male 34.3% female 1.2% other</b>	<b>&lt; age 26: 15 (9.7%) age 26-35: &gt; 66 (42.9%) age 36-45: &gt; 73 (47.4%)</b>

### 1. What attracts younger consultants to consulting as a career option?

- Independence, use of knowledge and skills to improve performance and sustainability of clients
- Variety of projects, industry sectors, clients and issues
- Personal development and self-enlightenment
- Lack of other career choices

## 2. What are the biggest challenges younger consultants face?

- Having / keeping up with knowledge and tools to meet clients' challenges
- Finding clients and gaining / maintaining their trust / respect; avoiding youth and gender bias
- Aggressive workplace environments in firms
- Balancing all tasks and focus points

### 3. What are younger consultants' main priorities for future development?

- Finding consulting peers and project partners
- Improving knowledge and technical skills including coaching, change management, future issues, new insights, project management, brand building
- Futureproofing against economic downturns

### 4. How could professional body/ consulting community help younger consultants and create value for them?

- Networking events; not just to see and be seen, but to speak about special topics, fears and opportunities
- Speed dating for potential project partners
- Elevate standards / credibility of consultants; differentiate between professionals and those that just call themselves consultants; code of conduct continued....

- Learning including new trends / tools, professional development, conferences, coaching and mentoring, online forums and regional meet-ups
- Sharing best practices and experiences; inter-collegial consultations
- Platforms for finding talented and relevant colleagues

### 5. What other things should a professional body/ consulting community focus on?

- Invite younger consultants to speak about their consulting approach and experiences
- Research key reasons why clients hire consultants
- Create partnerships with firms to stream new consultants into the CMC designation
- Spot future trends and share insights
- Member protection and benefit programs

Established IMCs consider these factors in designing recruitment / retention strategies:

- They value independence and variety – let's feature those aspects in our marketing to them.
- They face (common) challenge to stay on top of the knowledge needed to stay competitive. This is a market need that IMCs should address.
- They want meaningful networking and building credibility / reputation of the profession – valued by all members including younger consultants.

This initiative would not have happened without the support and advice of Dr. Simon Haslam of the UK and Michael Brennan of Canada. I sincerely thank them both for all their help.

I also applaud the efforts of the EIC members that completed the surveys in their IMCs and translated the results to English so that we could compile our summary report.

In addition to what I've presented today, the full report contains a summary of the responses from each EIC member.

Thank you.

Respectfully prepared by:

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on behalf of the  
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