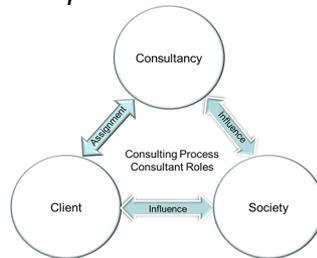


# ICMCI CMC Competence Framework

## Why

We believe that we can advance our profession, both individually and collectively, by embracing this Competence Framework Reference. We also believe that this Competence Framework Reference will assist us in making wise decisions, particularly when faced with difficult situations where we may be asked to compromise our integrity.

We strive to describe good principles of values, attitudes and behaviors and we describe requirements for Competence for Business and Consulting Knowledge, Skills and Experience.



## What

The CMC Competence Framework specifies the cluster of related abilities, principles, commitments, knowledge, skills and experience that a management consultant should demonstrate in practice in order to successfully complete an assignment, independently and unsupervised.

The Competence framework is divided into 4 levels (the dark blue).



## How

### Competence Framework

Differing Requirements for Foundation, CMC and Profession Leader

Code of conduct

Body of Knowledge

Competence Framework Assessor Guide

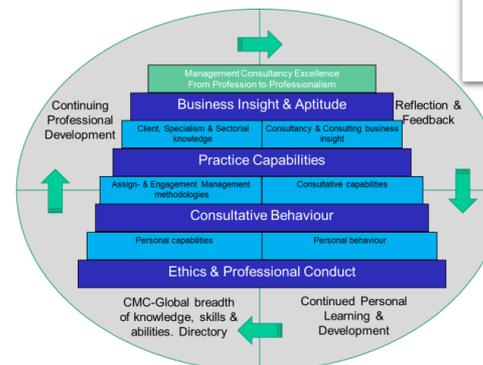
Assessment criteria for achieving CMC



Supporting documents and tools for assessment and certification

## How

### Continuing Professional Development



# Background Competence Framework

## Background

We use the interpretation of the wording Consulting this way:

- Consultancy covers the business and profession of which You are a part
- Consulting is the processes and disciplines that produce the deliverables and outcomes
- Consultant's roles are the delivery approaches You take to carry out the tasks in the assignment.
- In line with ISO 20700:2017 we name You as a person or organization MCSP (Management Consultant Service Provider) when You practice consultancy

## Why

The Code of Conduct describes the rules of engagement that we have as MCSP's in the global management consultant community. On top of the Code of Conduct we add **principles** and **competence** standards for behaviour, practice and attitude.

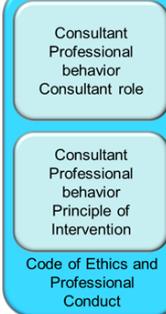


*Beliefs  
Intention  
Thoughts  
Attitude  
Actions  
Results  
Impact*

### Qualifying

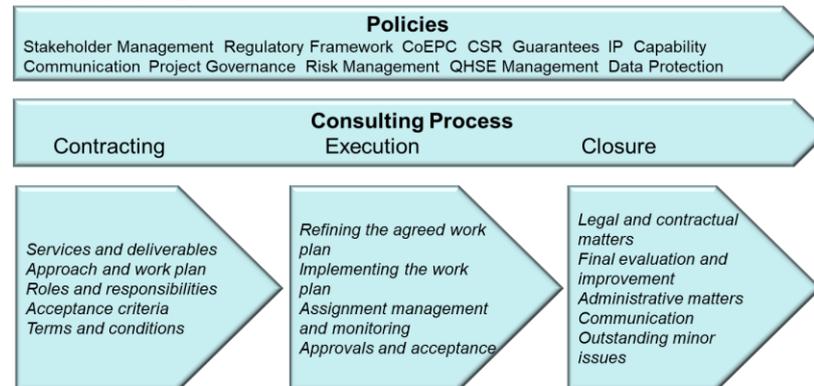


### Differentiating



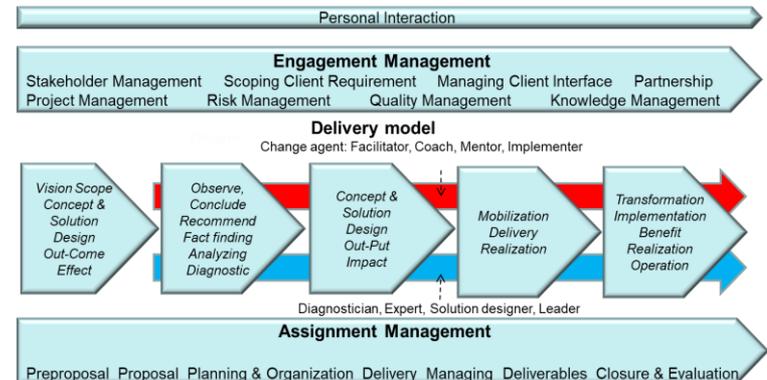
## How

The new ICMCI CMC competence Framework version is based on consideration of the old version, ISO 20700 and many other CoC's and Competence Frameworks. The diagram below illustrates the standard ISO 20700



## How

The diagram below shows the practical implementation with Competence Framework approach in Consulting and Consultant roles.



# Continuing Professional Development (CPD)

## Why CPD and growing maturity level

CPD ensures your capabilities keep pace with the current standards of others in the same field.

CPD ensures that you maintain and enhance the knowledge and skills you need to deliver a professional service to your customers, clients and the community.

CPD ensures that you and your knowledge stay relevant and up to date. You are more aware of the changing trends and directions in your profession. The pace of change is probably faster than it has ever been. If you stand still, you will be left behind, as the value of your knowledge and skills becomes out-dated.

CPD helps you to stay interested and interesting. Experience is a great teacher, but it does mean that we tend to do what we have done before. Focused CPD opens you up to new possibilities, new knowledge and new skill areas.

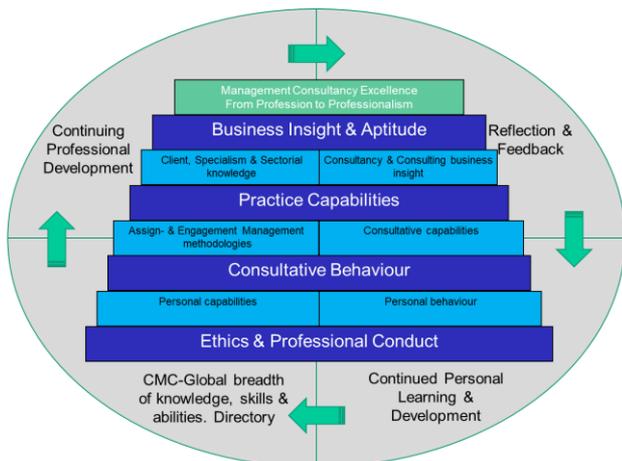
## How

The Certification committee manages the candidates through the three years period and check for progress, quality and awareness.

The candidate has assigned a mentor from the CMC Fellow program, and they work together for securing both quality in the material delivered to the certification committee and (especially) Continuing Professional Development of the candidate

**The importance of continuing professional development should not be underestimated – it is a career-long obligation for practicing professionals.**

## How



### Qualifying

Consultant professional competence

Consultant knowledge of the business

### Differentiating

Consultant Professional behavior  
Consultant role

Consultant Professional behavior  
Principle of Intervention

Code of Ethics and Professional Conduct

17 Action Plan

Candidate: CMC/010	Mentor:	Candidate file in who is the mentor:	Scheduled completion of CPD documents:	on or before:
Classroom:	Responsible file in assessor:	Responsible file in who is the mentor:	Conditions in assessment:	

Explanation: Your action plan in relation to developmental steps

Description of developmental steps. You may use points below as source of inspiration. Describe a series of what you have done and what you want to do.	Status of what I have done through:		Plan for future efforts in future:			Achieved competencies: keywords		
	2019	2020	2021	2022	2023	Identify:	Intervention:	Professional:
Carry out consultancy in practice: Do the specific developmental steps you want to apply								
Past:								
Future:								

the partner for discussion/reflection:

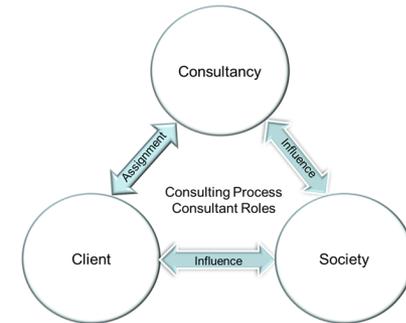
# Competence Framework

## What



## Where

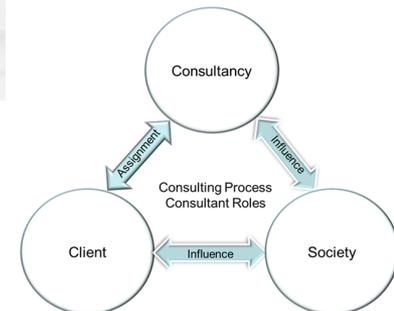
Client, functional & sectorial knowledge



## Content Structure

Each Competence has a main description and additional sub-competences for different level. See next slide.

Competence is shown as requirement to consultant as behavior competence and principles and as requirement in relations between consultancy, client and society.



### 1.0 Business insight & attitude Competence Framework Reference

#### Business insight & attitude

##### 1.1 Client, functional & sectorial knowledge

No.	Description	No.	Competence	Foundation	CMC	Profession Leader
A1	Client Business Insight	A1.1	Client understanding	Understand core business structures, processes, management and disciplines	Researches and understands the client business, the sector in which it operates and its stakeholders	Has credible depth of knowledge across range of disciplines, sectors and business environments
		A1.2	Client business knowledge	Researches similar business and best practice	Analyses business culture, structure, processes, management and performance criteria based on scope of work and at an appropriate level to be able to complete the assignment.	Leads by example, applying management and business principles and skills in own business
		A1.3	External awareness	Uses a process to identify impact on client from political, economic, social, technological, legal and environmental factors	Identifies the ecosystem in which the client operates and formulates analysis for client including the current political, economic, social, technological, legal, environmental and competitive factors which may impact the assignment.	Expertise is sought by external parties to advise on issues impacting own sector

# Competence Framework

## What

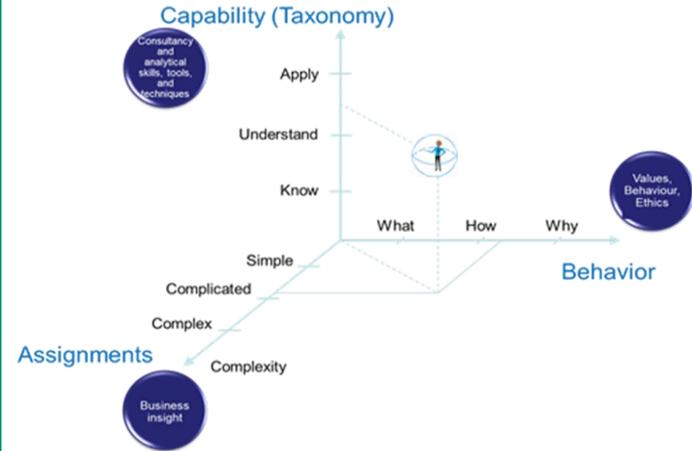
These CMC Level Statements give the cluster of related abilities, principles, commitments, knowledge, skills and experience that a management consultant should demonstrate in practice in order to successfully complete an assignment, independently and unsupervised.

They also define the maturity in the profession (Foundation, CMC, Profession leader). A consultant must reach the CMC Level before CMC can be awarded.



## How

### Development of Consultant maturity



## How

The level of maturity for the Profession Leader designation is based on additionality from the CMC designation below – i.e. the Profession Leader designation requires fulfilment of the requirements of the CMC designation in addition to its own requirements.

### 1.0 Business insight & attitude Competence Framework Reference

#### Business insight & attitude

##### 1.1 Client, functional & sectorial knowledge

No.	Description	No.	Competence	Foundation	CMC	Profession Leader
A1	Client Business Insight	A1.1	Client understanding	Understand core business structures, processes, management and disciplines	Researches and understands the client business, the sector in which it operates and its stakeholders	Has credible depth of knowledge across range of disciplines, sectors and business environments
		A1.2	Client business knowledge	Researches similar business and best practice	Analyses business culture, structure, processes, management and performance criteria based on scope of work and at an appropriate level to be able to complete the assignment.	Leads by example, applying management and business principles and skills in own business
		A1.3	External awareness	Uses a process to identify impact on client from political, economic, social, technological, legal and environmental factors	Identifies the ecosystem in which the client operates and formulates analysis for client including the current political, economic, social, technological, legal, environmental and competitive factors which may impact the assignment.	Expertise is sought by external parties to advise on issues impacting own sector

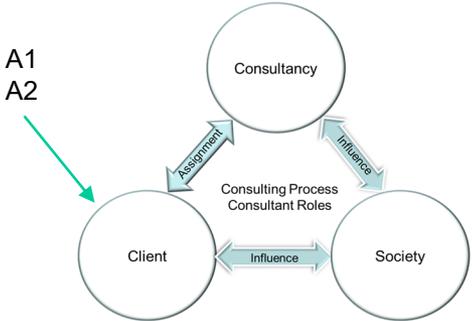
# Competence Framework

## What



## Where

Client, functional & sectorial knowledge



## Content

A.1	Client Business Insight	A1.1	Client understanding
		A1.2	Client business knowledge
		A1.3	External awareness
A.2	Specialism and Sectorial Knowledge	A2.1	Specialism and sectorial knowledge and experience
		A2.2	Knowledge of specialism and sectorial drivers, trends and future challenges

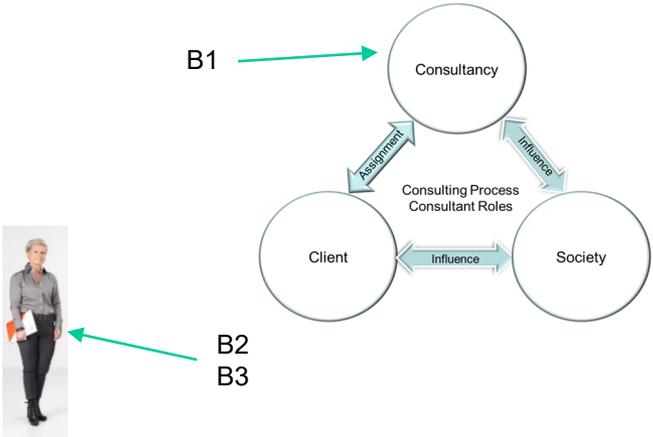
# Competence Framework

## What



## Where

Consultancy & Consulting business insight



## Content

B.1	Consultancy & Consulting Business Insight	B1.1	Consultancy business knowledge
B.2	Professional Business Competence	B2.1	Professional attitude and behaviour as consultant
B.3	Consultancy & Consulting Competence Development	B3.1	Continuing development of consulting and consultancy

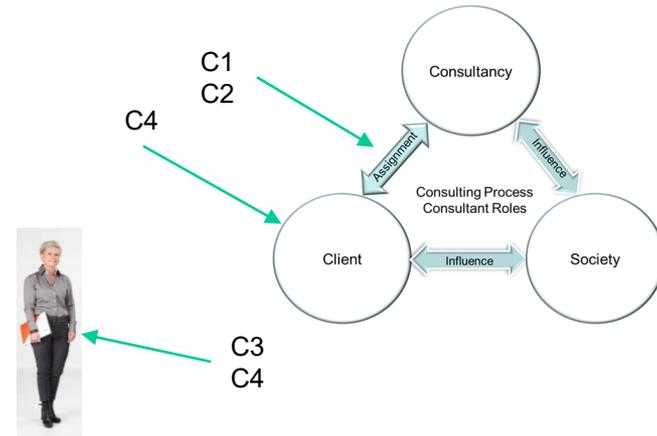
# Competence Framework

## What



## Where

Assign- & Engagement Management methodologies



## Content

C.1	Assignment Management (Consulting Process)	C1.1	Assignment Management processes
		C1.2	Focus on the content of the Assignment Management processes
C.2	Building and Sustaining Relationship (Engagement Management)	C2.1	Focus on relationship and engagement

## Content

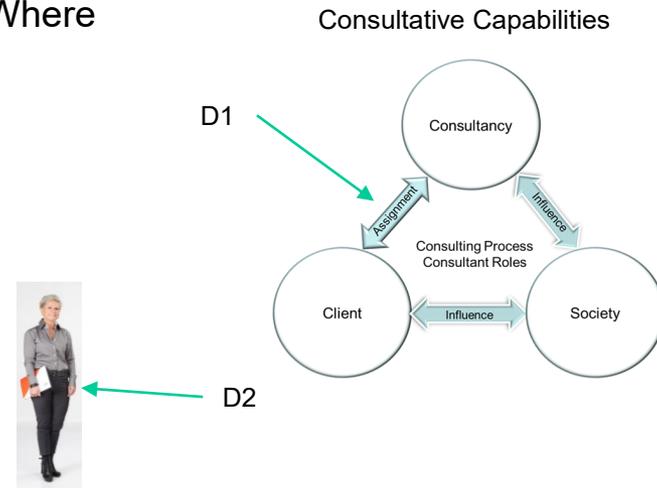
C.2		C2.2	Building a strategic and holistic approach and working culture within an environment for effectively and efficiently reaching the output and outcome. effectively and efficiently.
		C2.3	Being Innovative
C.3	Personal Engagement	C3.1	Taking the lead in assignment and engagement
C.4	Consultancy differentiator – adding value	C4.1	Adding value to the client by practicing professional and ethical behaviour

# Competence Framework

## What



## Where



## Content

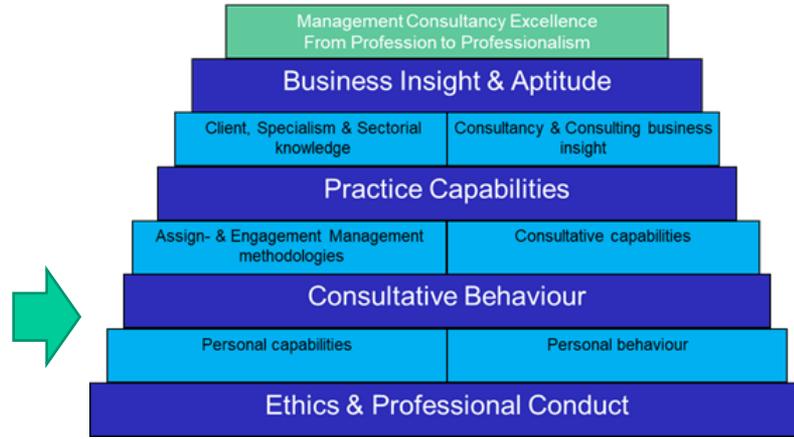
		C4.2	<p>Creating a good image and reputation in the sector, making it attractive to new clients.</p> <p>Adding value to existing clients, both wider and deeper, to keep long term relationship.</p>
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## Content

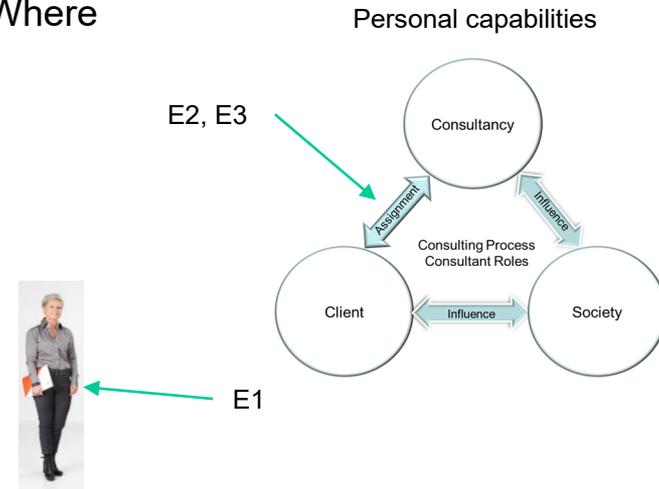
D.1	Consulting Process Techniques	D1.1	Appropriate use of tools and methodologies
		D1.2	Ability to craft a viable and effective solution
		D1.3	Transformation capabilities
D.2	Personal Capabilities and Relationship	D2.1	Understanding the context, process and result of consulting tools and techniques to ensure their appropriate use.
		D2.2	Relationship and Networking. Proactively developing and managing a portfolio of relations and networking activities

# Competence Framework

## What



## Where



## Content

E.1	Leadership	E1.1	Managing Yourself
		E1.2	Managing others
		E1.3	Managing assignment, output and outcome
		E1.4	Sharing Knowledge
		E1.5	Delivering output and outcome
E.2	Intervention capabilities	E.2.1	Manages interventions to achieve successful outcomes that add value to the client

## Content

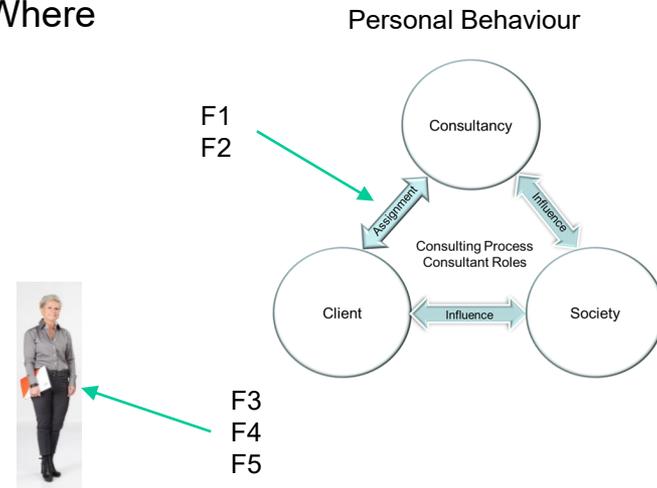
E.3	Capability in operational delivery	E3.1	Working effectively in complex environments
		E3.2	Demonstrating communication skills
		E3.3	Demonstrating influencing skills
		E3.4	Awareness of impact
		E3.5	Understands the importance of impartiality and objectivity
		E3.6	Handling conflict

# Competence Framework

## What



## Where



## Content

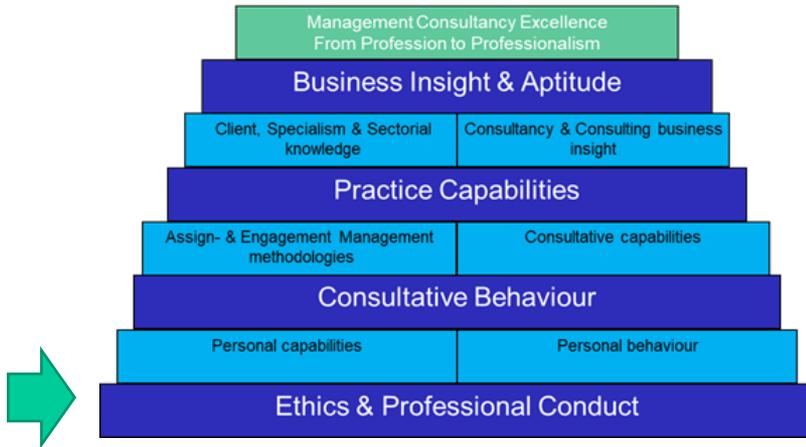
F.1	Professional consultant behaviour	F1.1	Demonstrating professional behaviour in dealings with client, stakeholders and colleagues
F.2	Awareness of Consultant Role	F2.1	Awareness and importance of selecting and following the appropriate role for the assignment
F.3	Personal behaviour and interaction	F3.1	Taking responsibility
		F3.2	Showing respect
		F3.3	Making decisions fairly by acting impartially and objectively

## Content

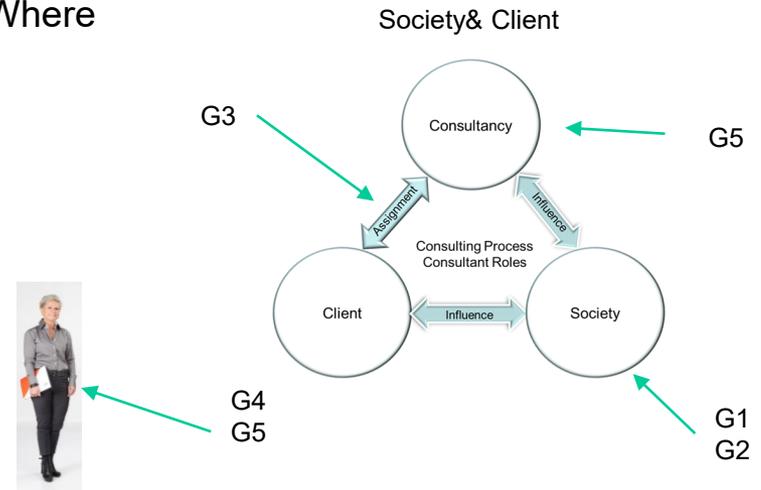
		F3.4	Acting with honesty
		F3.5	Showing integrity
F.4	Personal Attitude	F.4.1	Building trust and confidence by demonstrating a positive and constructive attitude
F.5	Behaviour Development and Career development	F5.1	Planning self-development of behavioural skills and shows track record of personal growth
		F5.2	Takes responsibility for career development

# Competence Framework

## What



## Where



## Content

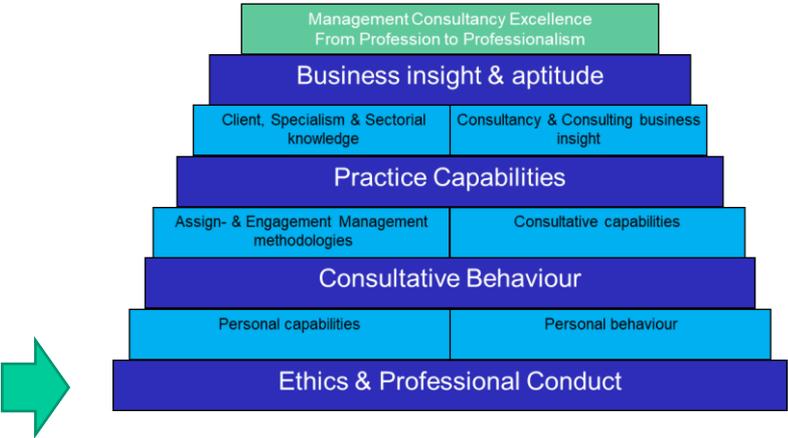
G.1	Sustainability & Corporate and Social Responsibility	G1.1	Recommending solutions that are compatible with the principles of sustainable development
		G1.2	Demonstrating Corporate and Social Responsibility in own and Client organisations
G.2	Legality and Compliance	G2.1	Compliance with the relevant laws and regulations of the country or countries in which the work is undertaken. Taking responsibility for an applicable Code of Conduct.

## Content

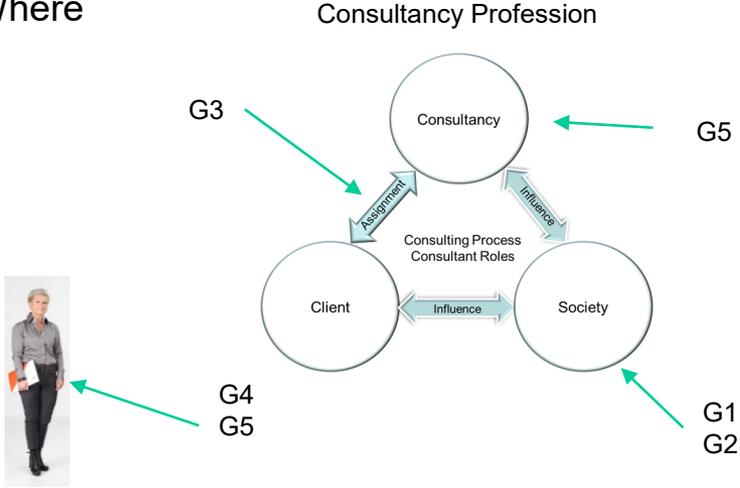
G.3	Professionalism in Consultancy, Consulting & Consultant	G3.1	Handlings assignments with care, integrity and conscientiousness
		G3.2	Ensuring transparency in all phases of the assignment
		G3.3	Understanding and fulfilling the role(s) required in the assignment

# Competence Framework

## What



## Where



## Content

G.4	Personal Values	G4.1	Having strong Personal values
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## Content

G.5	Consultancy, Consulting and Consultant Competence Development	G5.1	Planning and undertaking self-development of competence in the use of consultancy tools, techniques and methodologies and shows track record of personal growth
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# Competence Framework Assessors Guide

## Why

This Competence Framework Assessor Guide describing assessment criteria to pass for the consultant and the value to client it creates. The reason we have such a guide is many:

- Understanding why the various criteria are there, namely that it creates value for a customer or the community
- That we have a uniform way of assessing, so that there is uniform treatment from assessors to candidates
- That the candidate can get a reasonable explanation of how high the expectations are

## What

### Verification and Validating

The assessors verify competences and behavior based on the range manual. The assessor use the Assessor Guide to Validate the candidates understanding of *Why, How and What* and *Know, Understand and Apply*.

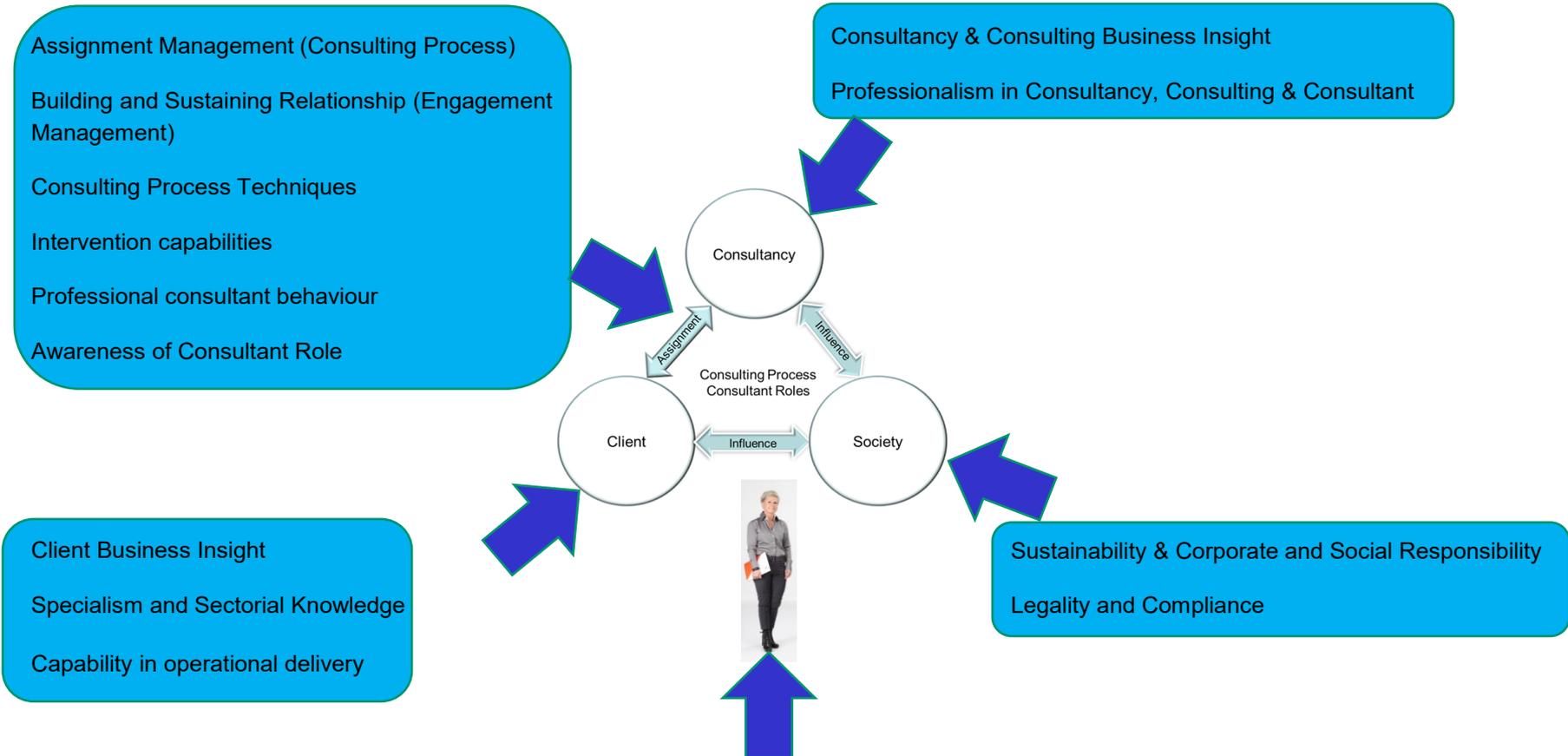
Based on the objective criteria we are independent of assessor background.



## How

G Code of Ethics and Professional conduct		Question Set	***All questions should refer to a specific Engagement Summary***			SCORE 1 through 3
			Society	Range Statements		
Society		Understands the respect and awareness for society	Foundation	CMC	Profession Leader	
G1.1	<b>Sustainability &amp; Corporate and Social Responsibility</b>	Do you recommend solutions (both output and outcome) that are compatible with the principles of sustainable development? Do you know the UN SDG?	Understands the requirements in all solutions for Sustainability	Understands and manages diversity in terms of culture, religion, race and gender. Considers the application of UN Sustainable Development Goals in all assignments.	Demonstrates deep knowledge of the UN 17 Sustainable Development Goals Specifically SDGs # 3, 5, 8, 9, 10, 12, 13 and 16 Demonstrates a holistic view of sustainability.	

# Competence Framework One-pager



Assignment Management (Consulting Process)  
 Building and Sustaining Relationship (Engagement Management)  
 Consulting Process Techniques  
 Intervention capabilities  
 Professional consultant behaviour  
 Awareness of Consultant Role

Consultancy & Consulting Business Insight  
 Professionalism in Consultancy, Consulting & Consultant

Client Business Insight  
 Specialism and Sectorial Knowledge  
 Capability in operational delivery

Sustainability & Corporate and Social Responsibility  
 Legality and Compliance

Personal qualities: Honesty, Respect, Integrity, Accountability, Commitment, Robustness.

Consultancy differentiator – adding value, Professional Business Competence, Consultancy & Consulting Competence Development  
 Personal Engagement, Personal Capabilities and Relationship, Leadership, Personal behaviour and interaction, Personal Attitude  
 Behaviour Development and Career development, Personal Values, Consultancy, Consulting and Consultant Competence Development



**CMC - GLOBAL**

Competency Framework Presentation

October 2021