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

Source: Ramdani Mawouna & Angela Hacking-Thomas
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.

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.
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.
Competence Framework

What

- Business Insight & Aptitude
  - Client, Specialism & Sectorial knowledge
  - Consultancy & Consulting business insight
- Practice Capabilities
  - Assign & Engagement Management methodologies
  - Consultative capabilities
- Consultative Behaviour
  - Personal capabilities
- Ethics & Professional Conduct

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.

<table>
<thead>
<tr>
<th>No.</th>
<th>Description</th>
<th>No.</th>
<th>Competence</th>
<th>Foundation</th>
<th>CMC</th>
<th>Profession Leader</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1</td>
<td>Client, business insight</td>
<td>A1.1</td>
<td>Client understanding</td>
<td>Understand core business structures, processes, management and disciplines which the client business, the sector in which it operates and its stakeholders have credible depth of knowledge across range of disciplines, sectors and business environments</td>
<td>CONSULTING PROCESS</td>
<td>CONSULTANT/CONSULTANTS</td>
</tr>
<tr>
<td>A1.2</td>
<td>Client business knowledge</td>
<td>A1.2</td>
<td>Client business understanding</td>
<td>Identifies key issues and sets down business goals, scope and business strategy, identifies client key requirements, tariff</td>
<td>CONSULTING PROCESS</td>
<td>CONSULTANT/CONSULTANTS</td>
</tr>
<tr>
<td>A1.3</td>
<td>External awareness</td>
<td>A1.3</td>
<td>External awareness</td>
<td>Fosters a view that is informed by a broad mix of business, social, political and environmental factors</td>
<td>CONSULTING PROCESS</td>
<td>CONSULTANT/CONSULTANTS</td>
</tr>
</tbody>
</table>
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
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

<table>
<thead>
<tr>
<th>No.</th>
<th>Description</th>
<th>No.</th>
<th>Competence</th>
<th>Foundation</th>
<th>CMC</th>
<th>Profession Leader</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>A1.1 Client understanding</td>
<td>A1.2</td>
<td>Client business knowledge</td>
<td>Understand core business structures, processes, management and disciplines</td>
<td>Researches and understands the client business, the sector in which it operates and its stakeholders</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td>A1.3 External awareness</td>
<td></td>
<td>Uses a process to identify impact on client from political, economic, social, technological, legal and environmental factors</td>
<td>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.</td>
<td>Has credible depth of knowledge across range of disciplines, sectors and business environments</td>
<td>Expertise is sought by external parties to advise on issues impacting own sector</td>
</tr>
</tbody>
</table>
**Competence Framework**

**What**

- **Business Insight & Aptitude**
  - Client, Specialism & Sectorial knowledge
  - Consultancy & Consulting business insight

- **Practice Capabilities**
  - Assign & Engagement Management methodologies
  - Consultative capabilities

- **Consultative Behaviour**
  - Personal capabilities
  - Personal behaviour

- **Ethics & Professional Conduct**

**Where**

Client, functional & sectorial knowledge

A1

A2

**Content**

<table>
<thead>
<tr>
<th>A.1</th>
<th>Client Business Insight</th>
<th>A1.1</th>
<th>Client understanding</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1.2</td>
<td>Client business knowledge</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A1.3</td>
<td>External awareness</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>A.2</th>
<th>Specialism and Sectorial Knowledge</th>
<th>A2.1</th>
<th>Specialism and sectorial knowledge and experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>A2.2</td>
<td>Knowledge of specialism and sectorial drivers, trends and future challenges</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Competence Framework

**What**

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

**Where**

- Consultancy & Consulting business insight
  - B1
  - B2
  - B3

Consultancy and Consulting business insight influences:
- Client
- Consultant roles
- Society
Competence Framework

What

- Business Insight & Aptitude
  - Client, Specialism & Sectorial knowledge
  - Consultancy & Consulting business insight

- Practice Capabilities
  - Assign- & Engagement Management methodologies
  - Consultative capabilities

- Consultative Behaviour
  - Personal capabilities
  - Personal behaviour

- Ethics & Professional Conduct

Where

Assign- & Engagement Management methodologies

C1
C2
C3
C4

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

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

Consultative Capabilities

D1

Consultancy

D2

Client Consultant Roles

Influence

Society

Where

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

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

## What

- **Business Insight & Aptitude**
  - Client, Specialism & Sectorial knowledge
  - Consultancy & Consulting business insight

- **Practice Capabilities**
  - Assign & Engagement Management methodologies
  - Consultative capabilities

- **Consultative Behaviour**
  - Personal capabilities
  - Personal behaviour

- **Ethics & Professional Conduct**

## Where

- **Personal capabilities**
  - E2, E3
  - Consultancy
  - Consulting Process Consultant Roles
  - Influence
  - Client
  - Society
  - E1

## Content

<table>
<thead>
<tr>
<th>E.1</th>
<th>Leadership</th>
<th>E1.1</th>
<th>Managing Themself</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>E1.2</td>
<td>Managing others</td>
</tr>
<tr>
<td></td>
<td></td>
<td>E1.3</td>
<td>Managing assignment, output and outcome</td>
</tr>
<tr>
<td></td>
<td></td>
<td>E1.4</td>
<td>Sharing Knowledge</td>
</tr>
<tr>
<td></td>
<td></td>
<td>E1.5</td>
<td>Delivering output and outcome</td>
</tr>
<tr>
<td>E.2</td>
<td>Intervention capabilities</td>
<td>E.2.1</td>
<td>Manages interventions to achieve successful outcomes that add value to the client</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>E.3</th>
<th>Capability in operational delivery</th>
<th>E3.1</th>
<th>Working effectively in complex environments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>E3.2</td>
<td>Demonstrating communication skills</td>
</tr>
<tr>
<td></td>
<td></td>
<td>E3.3</td>
<td>Demonstrating influencing skills</td>
</tr>
<tr>
<td></td>
<td></td>
<td>E3.4</td>
<td>Awareness of impact</td>
</tr>
<tr>
<td></td>
<td></td>
<td>E3.5</td>
<td>Understands the importance of impartiality and objectivity</td>
</tr>
<tr>
<td></td>
<td></td>
<td>E3.6</td>
<td>Handling conflict</td>
</tr>
</tbody>
</table>
Competence Framework

**What**

- **Business Insight & Aptitude**
  - Client, Specialism & Sectorial knowledge
  - Consultancy & Consulting business insight

- **Practice Capabilities**
  - Assign- & Engagement Management methodologies
  - Consultative capabilities

- **Consultative Behaviour**
  - Personal capabilities
  - Personal behaviour

- **Ethics & Professional Conduct**

**Where**

- **Personal Behaviour**
  - F1
  - F2
  - F3
  - F4
  - F5

**Content**

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

<table>
<thead>
<tr>
<th>Content</th>
<th>F3.4</th>
<th>Acting with honesty</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>F3.5</td>
<td>Showing integrity</td>
</tr>
</tbody>
</table>

| 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

- **Business Insight & Aptitude**
  - Client, Specialism & Sectorial knowledge
  - Consultancy & Consulting business insight

- **Practice Capabilities**
  - Assign- & Engagement Management methodologies
  - Consultative capabilities

- **Consultative Behaviour**
  - Personal capabilities
  - Personal behaviour

- **Ethics & Professional Conduct**

Where

- **Society & Client**
  - G3
  - G4
  - G5

Content

- **G.1** Sustainability & Corporate and Social Responsibility
  - **G1.1** Recommending solutions that are compatible with the principles of sustainable development

- **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.

- **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
- Business insight & aptitude
- Practice Capabilities
- Consultative Behaviour
- Personal capabilities
- Ethics & Professional Conduct

Where
- Consultancy Profession
- G3
- G4
- G5

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

<table>
<thead>
<tr>
<th>G Code of Ethics and Professional conduct</th>
<th>Question Set</th>
<th><strong>All questions should refer to a specific Engagement Summary</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Society</td>
<td><strong>Society</strong></td>
<td>Range Statements</td>
</tr>
<tr>
<td>Understands the respect and awareness for society</td>
<td>Foundation</td>
<td>CMC</td>
</tr>
<tr>
<td>04.1 Sustainability &amp; Corporate and Social Responsibility</td>
<td>Do you recommend solutions (both output and outcome) that are compatible with the principles of sustainable development? Do you know the UN SDGs?</td>
<td>Understands the requirements in all solutions for Sustainability</td>
</tr>
</tbody>
</table>
Competence Framework One-pager

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

Sustainability & Corporate and Social Responsibility
Legality and Compliance

Consultancy

Consulting Process
Consultant Roles

Client

Influence

Society

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

Client Business Insight
Specialism and Sectorial Knowledge
Capability in operational delivery

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
Competency Framework Presentation

October 2021