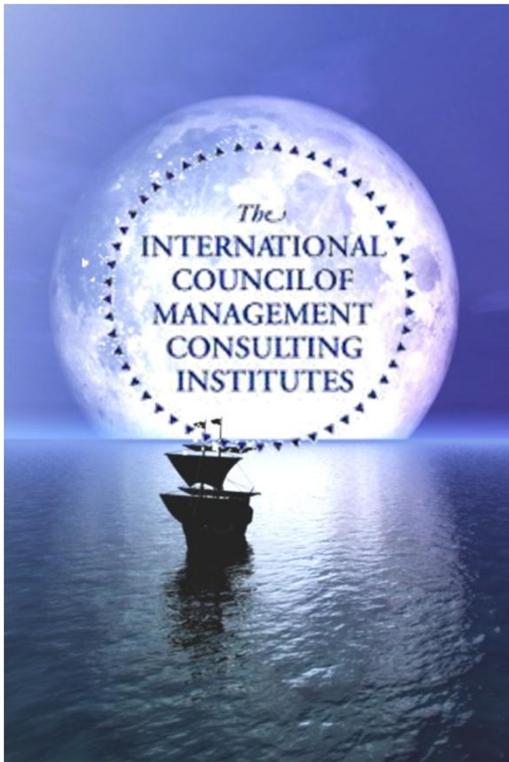


2010

September 22nd – 25th 2010
Ma'in, Jordan



**THE INTERNATIONAL COUNCIL OF
MANAGEMENT CONSULTING
INSTITUTES**

.....THE JOURNEY SO FAR

**ANNUAL REPORT OF THE EXECUTIVE COMMITTEE
FOR THE PERIOD:
SEPTEMBER 2009 - SEPTEMBER 2010**

**TO BE PRESENTED AT ANNUAL MEETING OF TRUSTEES
JORDAN
SEPTEMBER 21-23, 2010**

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ANNUAL REPORT OF THE EXECUTIVE COMMITTEE:

September 2009 to September 2010

*Focus on the journey, not the destination.
Joy is found not in finishing an activity but in doing it.*

Dear Trustees, Office Bearers of Member Countries, and all present,

If I were to put one word describing the past one year, that word would undoubtedly be “acceleration”. The simile describes the fact that there has been a great deal of continuity of the initiatives from the last few years, and, the dreams, drivers and directions from London, and there has been a much increased pace of activity and energy in ICMCI. Many initiatives which were very diligently toiled over for the last few years, have seen the light of day to emerge during this year and reach their logical destiny. We have been able to add to the portfolio of mutually beneficial relationships and have added synergy to many interfaces of ICMCI. This annual report presents some of the outcomes that have been achieved and also some of the work in progress anticipated to be taken to logical conclusion before the next Biennial Congress scheduled to be held in Taiwan from 06 October to 08 October 2011. Your ExCom had for the first time, presented a half-yearly report of activities in March 2010 and this report presents a cumulative picture of the year in perspective.

I – EXCOM FUNCTIONING

New Members

The ExCom is happy to inform you that we have three new members of ICMCI inducted since the London Congress through our Quality Assurance Process. These are Iran Management Consultants Association (IMCA), Kazakhstan Association of Certified Management Consultants (KACMC), and Association of Professional Business Consultants (APBC) in Uzbekistan. It is my pleasure to welcome them to ICMCI and I hope many of you will have the opportunity to interact with representatives of these countries in forthcoming ICMCI events. The membership committee has been revived and has been working on identifying countries where we do not have a presence. As of now, we are only responding to enquiries we receive for membership and due to shortage of resources, we have not yet actively reached out and worked with prospective countries to establish Institutes of Management Consulting in green field areas. Some of the new institutes who are in various stages of membership application are Lithuania, UAE, Syria, Saudi Arabia, Spain, Kyrgyzstan, Mongolia, Egypt, Ukraine, Serbia, Kaliningrad, Ethiopia, Pakistan. We will be attempting to continue mentoring our relationships in these countries to see that their path to membership is driven by knowledge, experience and we establish professional mutually beneficial relationships with the member Institutes in these countries.

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Communication with Trustees, Office Bearers, Executive Directors of Member Institutes

There has been a regular reporting of all activities of ICMCI and the member reports we often receive on The Meridian which has now assumed bi-monthly proportions in e-format. On several occasions, there have been letters to Trustees, Office Bearers and Executive Directors of member institutes, and there has been a quick response time from our secretariat and other ExCom members to the large volume of mail and correspondence received by us. For the first time, all stakeholders had received a half-yearly report of activities of ExCom and, this time, an annual report. This ExCom hopes to continue the work of reporting all progress to the stakeholders and members. While there has been an exponential increase in the communication to all these people, our ExCom members and Secretariat still feel that the response to this communication is very weak. We would urge each one present, to write in at least one email a month to ExCom on any issue that might be in your mind, to enliven the dialogue and create more energy for all.

Website

Our website now sports a few new features. These are – A free download of a brief slide show and pictures presentation on ICMCI, available in multilingual format – English, Chinese and Russian. Do download from the link on the home page and use for display at your events. Also new on our website is the events calendar which gives dates on some of the forthcoming hub events and the first announcements of the annual conference in September 2010 at Jordan, and 2011 at Taiwan. Dates for some of the hub meetings next year are fast getting filled up in this calendar. You will also find Briefing Note# 4 authored by Brian Ing which will give insights on “Getting Into Print” and is a part of our Briefing Paper series. For this Annual Conference at Jordan, we had regular website updates for those who were interested in knowing more about the event and the names of those who had registered. The link to the video message on the International Consultants Day was posted for the entire month of June on the home page, and we have now established prompt and regular updates of institute information on new office bearers and trustees. And, you are likely to see the reports from this event being presented over the next couple of months also. We hope to add a section on news clippings that create an archive of all the publications where ICMCI is cited and also the members. There is also anticipated a close link between the evolution of the globalcmc.com website and ICMCI website so that much of the traffic that lands up on one website gets encouraged to visit the second website too.

Dream Team

For the first time we sought volunteers for various committees and task forces from amongst our trustees and member institutes and received a good response and were fortunate to be able to accommodate all who wanted to contribute. It's easy for you now, to seek answers to any question you might have. Just go onto our website and click on ICMCI organization link on the webpage to find names of all on the Dream

Team 2009-2011 and you will easily find the right person to seek help from. Along the way, we felt that the area of ICMCI stance on IPR should to be addressed, thus giving rise to a need for a new task force on Intellectual Property to be set up. In the coming few weeks, this task force will be formed and will look at defining some outcomes that can be expected before the next Biennial Congress in Taiwan in 2011. The operations of the entire team have been very smooth this year, with most of the committees and task forces committed, engaged, and performing. I would like to take the opportunity to thank each and every volunteer who has engaged and contributed his/her time and skills to the work of ICMCI in innumerable ways.

Events 2009-2010

The year 2009-2010 saw a series of events that kept energies flowing through the membership of ICMCI. The first was the holding of the EuroHub meeting in Bucharest, Romania on 18 and 19 March 2010. This was hosted by the Romanian member Institute of Management Consultancy of Romania - Part of AMCOR (Romanian Management Consultancies Association). We are thankful for their warm hospitality and perfect coordination of the event which saw a good turnout of 15 countries. Active participation on the BSG agenda led to much convergence on ICMCI matters. We had the pleasure of an inspiring evening speech by Mr. Aurelian Dochia, former Chairman of National Agency for Privatization in Romania who gave us a breakdown of the history of Romanian economy and the issues they face today.

We are thankful to the IMC USA for hosting the Americas Hub meeting on June 12, at Washington where they are headquartered. Much out-of-the-box thinking on breakthrough strategies emerged at this meeting which also saw the genesis of some of the work on the UNDP initiative as well as the work on bringing in the large firms and emergence of global certification in multinational consulting firms. The presence of the Chief, Learning Resources Centre of the United Nations Development Program (UNDP), Mr. Tapan Mishra as a guest of ICMCI saw the emergence of a link with the UNDP and this will pave the way for future relationships and synergies.

On August 12 and 13th, the Asia Pacific Hub meeting held at Mumbai, worked on knitting together and integrating some of the fundamental building blocks of the ICMCI breakthrough strategy. We had 6 countries (India, Korea, Taiwan, Singapore, Australia, The Netherlands) present and for the first time we had a Webex session involving 7 countries (New Zealand, Australia, Singapore, Malaysia, Hongkong, China, Bangladesh). The meeting resulted in good synergy and understanding about the working of ICMCI by members in the Asia Pacific region.

International Consultants Day was celebrated by a record number of country members of ICMCI. The day marks activities, events and creation of energy around the consulting profession and is normally observed during the month of June. We had reports of activities from several countries and many sent pictures and stories of the events they had organized. The Chairperson's message on the occasion, in keeping with the tradition, was hosted on U-tube and was made available to many countries to spread the vision of ICMCI further.

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The need was felt by several members of the ExCom to hold a face-to-face meeting of the ExCom to work through the hub inputs on the strategic agenda facing ICMCI. With the help of our Italian member APCO, we were able to organize this meeting at Rome on 27 and 28 August to work through depth and breadth of the strategy recommendations which we are presenting to you here in Jordan. There was a great deal of working through issues and generating agreement amongst all ExCom members and we truly worked as a Dream Team for the future of ICMCI.

Next Conference, Congress Hub meetings and forthcoming events

Our search for seeking hosts for the annual congress for 2010 and 2011 saw an unprecedented response from many enthusiastic members. We received proposals from ten countries and through an objective process, awarded the 2010 annual meeting and conference to Jordan and 2011 congress to Taiwan. There was complete transparency and clarity on the location of the next two meetings. Thanks to all the ten members who participated enthusiastically and in true spirit of collaborative competitiveness.

Energising activities at the hubs has led to many hub countries coming forward to volunteer hosting of 2011 hub meetings. In an unprecedented way, we have crystallized plans for holding of Americas Hub meeting in Toronto, Canada, Euro Hub meeting in Helsinki and the Asia Pacific Hub meeting in Seoul Korea in 2011. Some of the hubs are planning some major regional conventions around the Hub meeting and that will add to the ripples of excitement ICMCI creates in 2011.

Later during this event, you will see these next events showcased for your advance intimation. We urge you to put these in your calendar and plan to be present and participative.

Our emphasis this year on systematic advance planning has helped us to bring better organized events for our stakeholders. This is evident today in the fact that at this Annual Meeting, we have a record-setting number of over 100 representatives of 40 countries present. This ExCom hopes to continue this effort over the next year and hopes it sets a trend for future ExComs too.

Breakthrough Strategy

ICMCI has become 23 years old in May, 2010. Like all young adults, there is a search for giving shape and form to the organization that would give it independence of existence and permanence of influence. A strong need for radical change in ICMCI was universally felt at London Congress for the need to embed and institutionalize our ways of functioning through a more permanent existence, which would carry forward the regular activities of ICMCI and free up space for volunteer effort to take ICMCI to the next level. The need for higher end services to member countries is universal. The immediate requirement is to create systems and channels for experience sharing, and cross-cultural transfer of knowledge and skills beyond the informal networking we are seeing today. The few and quick steps that can be taken in the near future to make a breakthrough that would take ICMCI to the next higher level of existence, is the

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direction from the London Congress that our Breakthrough Strategy Task Force is working on.

The path breaking journey of the Breakthrough Strategy Group (BSG) since London has seen the BSG Group face-to-face meeting at London, the articulation of V13 of the BSG report which was taken to the EuroHub meeting in Bucharest, Romania, the Americas Hub meeting in Washington, USA, the Asia Pacific Hub meeting in Mumbai, India, and the final threshold of the face-to-face meeting of the ExCom in Rome. It is hoped that over the next two days here in Jordan, we will arrive at some integration of inputs received from all quarters and define some next steps and resources that will enable us to cross the threshold of exponential growth that we now stand at.

External Relations

External relations saw us filing our first quadrennial report to the United Nations in December which was a mandatory provision to maintain continuity of the status of NGO that we enjoy. The quadrennial report was a statement of activity undertaken by ICMCI in relationship to the millennium goals of the United Nations and is available to all trustees on request. It is a testimony to the teamwork of the UN Task Force and saw the inputs of many minds in its writing. Efforts are on to establish contact with more UN officials, including UNDP and keep the relationship growing.

United Nations: We were invited by the United Nations ECOSOC to represent our case at the “informal hearings with all NGO’s” on their roles in the achievement of the UN Millennium Development Goals, ahead of the MDG Summit being held concurrently with our Jordan conference. Two of your ExCom members proudly visited the UN General Assembly at New York, and lobbied with the people present from across the global spectrum. For the first time ever, the ICMCI flag was flying inside the United Nations and this was a proud moment for all ExCom members indeed.

ILO (International Labour Organisation) Training Center, Turin: There was a meeting with the ILO Training Center in Turin by a delegation of ExCom members and representatives of APCO, our Italian members in the month of May 2010 where the day was spent by ILO and ICMCI getting to know each other. At the end of the day, there was a mutual understanding and respect that developed. This led to the formation of a joint working group between ICMCI and ILO, which had its first meeting in Turin. The joint working group is now threshing out the core design and content of a training program offering from ILO and ICMCI combined, to be offered at ILO Training Center Turin, and jointly marketed and executed by both of us. You will see a discussion on the work done so far later in this meeting. This is a major initiative this year and my thanks goes to APCO to extend its time and resources in continuing relationships with ILO, and the members of the working group from ICMCI who are working to establish synergies between us.

United Nations Development Program (UNDP): A second initiative during the year (after ILO) was the establishment of a connection between ICMCI and UNDP. During the visit of Mr. Tapan Mishra at the Washington Hub meeting there was an

exploration of the ways in which UNDP and ICMCI could have synergy. There was a second set of meetings held with Mr. Andrew Russell who is the head of the internal Management Consulting Team to explore ways in which ICMCI and UNDP could work together. IMC USA is now in the process of certification of some of the members of the Management Consulting Team of the UNDP. Next steps of how UNDP can enable ICMCI to reach countries where we do not have a presence, are to be identified and worked with.

European Bank of Reconstruction and Development (EBRD): EBRD has been a very strong collaborator of ICMCI, with the efforts of the TAMBAS (Turn Around Management and Business Advisory Services) promoting the professionalization of the consultants they hire. The BAS of EBRD has been instrumental in encouraging, funding and monitoring the development of professional associations of management consultants. The ICMCI link enabled these institutes to work in tandem with global standards and bring a common level of competence and expertise to the working of the consultants in the transition economies of Central Asia, Balkans, and the Caucasus regions. The Tashkent Consult Expo in October 2009 organized by the EBRD, which was attended by Heather Osler from Canada and myself, is a milestone for the consulting profession in the entire Central Asian region and also is a significant benchmark for other countries to organize such expositions and platforms for consultants to showcase their offerings to clients and to meet and transact business. The friendly relationship with EBRD was further consolidated by a visit of three ExCom members to Charlotte Salford who is the head of the TAMBAS program of the EBRD and Gabriel Al Salem who is the Regional Director of TAMBAS in Central Asian region, at London on 18th February, 2010. Many areas of synergy were explored and a deeper understanding of the ways forward in all the initiatives of EBRD and ICMCI within the transition economies, was arrived at.

Recent developments at EBRD have seen a change of leadership of the TAMBAS program at EBRD. On behalf of ICMCI, we have extended a very warm welcome to Charlotte Ruhe who is the new Head of TAMBAS in EBRD in her new role and look forward to further growth in the relationship. A cordial visit to her by two of our ExCom members will set the tone for good relationships with EBRD. We hope to have continuity and growth of efforts of EBRD TAMBAS and ICMCI in several countries.

FEACO: FEACO had sent out an invitation for an informal dinner with Gil Gidron, Chairman, and for a representative of ICMCI to be a special invitee at their meeting of their ExCo on March 10, at Brussels. This was attended by our nearest ExCom member, who was closest to the venue. Relationships are cordial and we hope to host some joint events in the future.

Services from ICMCI

Often there are many commitments that ExCom members have of their own. The role of ExCom member and member of some of the committees is purely voluntary and self fulfilling. However, at times the inviting institutes calls upon the services of others from ICMCI circles to deliver training programs, mentor CMC processes, carry out

need analysis for better servicing of member expectations, and other such project based services with definite outcomes. Sometimes such services receive funding from donors to the member institute.

There is current thinking on, within the ExCom to place a proposal to the Trustee body on institutionalization of "Services from ICMCI" so that we may be able to create a revenue model for ourselves. A simple process of generating and maintaining a register of available consultants (based on volunteer call) can be created, and request for proposal services received from members can be invited by ICMCI and placed before the entire list of consultants on the register. Once the proposals are received, the member institute is entitled to make their choice of consulting service provider based on their own assessments. Revenues will be to ICMCI with a proportion of the professional charges being shared with the consultant service provider. This is a suggested frame for building upon and it is expected that there will be more detailed proposal created along these lines for consideration of Trustees.

It would be relevant here to mention that there is a pilot run of assignment to one member being undertaken by ICMCI on revenue basis, but being delivered on a pro-bono basis and has been widely appreciated by the member. There are a few more enquiries being received by us and we are attempting to respond to such enquiries within similar frameworks.

Immediate Plans

In addition to ongoing efforts to move forward on all the above fronts, and daily management issues, on the anvil are plans for

1. Undertaking a copyright protection for CMC in European nations. We have been approached by a volunteer, Mikael Jensen in Sweden to assist in the legal process of obtaining the copyright for the CMC trademark in European nations. The application is filed and we shall soon have our copyright.
2. Global CMC website to be a hub for social networking for consultants. Your ExCom approved the contracting out of the management of Global CMC website (www.globalcmc.com) to ExMi and now the plans are under way for implementation of this website.
3. BSG agreement by Jordan and implementation thereafter. We hope to take the outcome of the discussions at this conference in a rich articulation of strategy and implementation plan for ICMCI breakthrough into the future. It is hoped that granted the resources, some immediate implementation plans for 2010-2011 will be put in place.
4. Reach-out to UN/ILO/EBRD. There is an ongoing effort to work with the larger bodies for establishing relationships that are mutually synergistic. We hope to have actual achievements on this to report by the next ExCom report due at Jordan Annual Conference

ExCom Functioning

The ExCom working has seen the emergence of a consensus mode of operations for the monthly meetings which take place on the third Tuesday of every month and have continued uninterrupted. The ExCom members geographic spread spans from Australia to Canada thus creating a truly global and virtual team.

The meeting software license on Interwise courtesy Canadian Association of Management Consultants expired after our January meeting, and the secretariat did some ground work to check out the availability of similar or higher versions of software for holding our ExCom meetings every month. After some comparative analysis, we decided to go for a free trial of Webex system of CISCO and conducted the February ExCom meeting on this platform. This software allowed the advantages of video streaming from the people attending, with an ability to view a maximum of six persons, and also the advantage of transferring the 'presenter' role to different persons at any point of time. We are likely to transit to this mode of conducting meetings over the next two months if all members are comfortable with its usage.

II – COMMITTEE REPORTS

Membership Committee Report

The Membership Committee has found agreement on a statement of scope of work for the committee. This is stated as:

1. To place before ExCom for approval, membership of institutes both provisional and up-grading to Full member, and down-grading from Full to Provisional member, and also cessation of membership. This is to be undertaken in association with QAC which is the assessing body, though consensus mode.
2. To work with partners like EBRD, trustees, etc , as well as independently for mentoring of new institutes in countries where we do not have a presence.
3. To work towards reviving non-active, non-paying, members
4. To approve of changes in status (as in mergers, change of names, change in legal and corporate status, as we have seen recently in Cyprus)
5. To standardize some communications to member institutes regarding their membership (certificate to be issued, validity of certificate, letter of membership, letter of up-gradation, etc)

As immediate next steps, the Committee has decided collectively that

1. To create a list of countries and collect information and experience amongst committee members about these countries and document all this
2. To consider and adopt Nick Shepherd's checklist of membership criteria as the checklist which ICMCI will adopt formally.
3. To identify the next steps and tasks ahead and prioritise them based on the list

In taking a strategic viewpoint of the working of the membership committee, some of the thrust areas are to increase the spread of membership of ICMCI and also to look at ways to enhance the depth of influence of these members in the countries they exist. There is also felt a need to look at the matter of membership of institutes where there is no activity or there are outstanding dues over long periods of time. The committee also realizes that the current spread of four regional hubs was created at a time when there were fewer members in ICMCI. Today with 47 members and growing, the current hub structure needs to be reviewed and reworked.

Quality Assurance Committee (QAC) Report

The Quality Assurance Committee has been undertaking its activities as planned for the year. A detailed report is due to be tabled during this conference. Briefly, there is a report of progress of assessments undertaken in 2009-2010 and planned ahead for the next year. Some of the issues identified by the QAC in their day-to-day functioning which needs attention, are:

1. The requirement for “1200 consulting hours” for a CMC can be viewed in some countries as being discriminatory and, possibly, illegal. QAC recognises the intention is to limit the CMC to those who earn the majority of their income as a professional management consultant and have enough current experience to demonstrate the currency of their competence. A request has been made to PSC for advice.
2. The definition of the ICMCI Competence Framework is not of sufficient detail for possible future assessments within the gambit of ISO 17011 and ISO 17024. Again a request has been made to PSC.
3. QAC is aware that the need for re-certification imposes difficulties for consultants who are no longer practising. A request for an Emeritus CMC has been passed to PSC.
4. The Canadian initiative of recruiting “executive” managing consulting through a separate programme requires guidance from PSC (and the trustees) prior to the next assessment of Canada.

Some of these matters linking up with the Professional Standards Committee, find their space in the report of the PSC too.

Professional Standards Committee Report (Including CEN and IAF)

The work of the Professional Standards Committee has seen the formation of the structure and membership of the various taskforces that will keep the work flows of this body on an even keel. The team has looked at the work in three parts: Engagement with External Bodies, Promotion of existing standards, and Development and promotion of new standards.

In this conference, you will see the impressive reporting of progress from the PSC in these three areas. The CEN project has reached a level of maturity and the work done will soon be accepted as a CEN standard. The IAF matters connected to ISO 17024 and 17011 are also being dealt with. Existing standards are due to see additional proposals for a CMC Emeritus, Executive entry route for CMC's and a reconsideration

of the 1200 hour rule for CMC. In the development and promotion of new standards there is path-breaking work being done on the scheme for a global ACP award which will lead to a better value proposition by the multinational consulting firms from ICMCI. The work in progress has been reported and will be presented during the next two days.

Marketing Committee Report

This year our marketing efforts have the potential to bring to CMCs, the advantages of having a presence in cyberspace. The website www.globalcmc.com the sole worldwide directory for CMCs has become a reality. A formal agreement between ICMCI and ExMI, our Swedish partner in this project has been signed where ExMI has taken on the work of developing the website and maintaining it too. Now the web site is on line, with data of approximately 3515 CMCs coming from 35 countries. The next step is to complete the number of countries involved - we are in the process to receive data from all the other national IMCs – and then working on some effective advertisement tools useful to promote the globalcmc.com directory in each Country.

An International Award scheme for recognising achievement in the consulting profession has been proposed and will be scheduled for discussions later in this conference. This event has the potential to bring visibility and brand equity to ICMCI and we hope to build this event over the years to become the flagship event of ICMCI.

A Value Proposition task force has been created under the Marketing Committee and outcomes from this task force are awaited. It is hoped that a clear specification of value propositions for stakeholders will pave the way for a more strategic outlook for the Marketing committee.

The Marketing Committee is working together with the Professional Standards Committee on the promotion of the already existing standard as well the new standards. There is an interesting topic about that which affects the ICMCI brand strategy: are CMC, ACP and ATP all brands that ICMCI should promote in the same way or there are key differences between them? May we consider ACP and ATP as ICMCI products/services and CMC as key ICMCI brand?

Finance Committee Report

The finance committee has done good housekeeping of maintaining records that are up-to-date. You will have received the report of the Treasurer and the proposed budget for the financial year 2010-2011 for consideration of Trustees. It is important to note that we have reached a level of maturity to undertake the first ever audit of our accounts, results of which will be due soon. It is hoped that the future Finance Committee will take more strategic role in the definition of policy frameworks for management of revenues, raising funds and creating robust revenue models for ICMCI.

III – ICMCI HOUSEKEEPING

1. Managing information and knowledge – working on the website information, examining options including usage of Google docs for access to internal files.
2. MOS support and contract: According to the terms of our contract with MOS, it is due to expire in June 2010 but is automatically renewed in the absence of any notice of termination. The notice of termination has to be given twelve months in advance by either party. In view of the fact that the Breakthrough Strategy Group is working on the way forward into the future, including recommendations for establishment of a permanent secretariat, the ExCom recommended to continue with the contract without any changes hold till such times that the Breakthrough Strategy Group comes up with its recommendations. Recently a request has been received by ExCom for enhanced service charges. The proposal from MoS is under consideration by ExCom.
3. Member assignments. As per tradition, each member country has been assigned an ExCom member for liaison and as a point of contact. The individual member institute has been informed and some of these links are quite active. If any member country needs to know more about who their 'point of contact in ExCom is' please do write in once more and we would be glad to help.
4. Meridian content and advertising. We have had success in converting Meridian into E-Meridian which is in electronic form and not sent as an attachment. This change has enabled us to release the Meridian with an increased bi-monthly frequency.

I look forward to seeing many from here at the events scheduled over the next one year leading up to the Biennial Congress in Taiwan in October 2011.

IV – A DELIGHT ITEM

Lessons of Value – A Briefing Book of Member Activity

It gives me greatest of pleasure to inform all present that there is a very special achievement within ICMCI this year. It was not planned for, nor expected, nor committed in any way. Yet when it came, it created a wave of delight amongst those who had the privilege of beholding it. I am speaking of a wonderful outcome called the "Lessons of Value – A Briefing book of Member Activity" which was put together almost singlehandedly by Judy Farrant from Canada. She reached out to all members inviting summaries of what is noteworthy and new in all corners of the globe where we have a presence Twenty-six countries gave in their submissions and shared their best practices and these have been painstakingly edited into this book by Judy. . It will be an absolute delight to present to this august audience, the briefing book, which is included in your papers in the delegate kit.

I would like to acknowledge Judy's vision of putting this together and painstakingly making the vision come true.

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There has been plenty of water under the bridge over the last one year. The thrust has been on bringing energy into dialogues and discussions held across the globe. Our efforts have mainly been in the areas of

1. Strengthening the external interface
2. Streamlining operations
3. Growing the reach
4. Enhancing the marketing orientation
5. Releasing latent energies of committed volunteers
6. Bringing positivity

I hope this ExCom has been able to live up to the promises of Dreams, Drivers and Directions as we saw these in London. We have worked well as a team and have been able to sort out all issues through open communication and, as promised last year, has not been 'herded'. I do believe that the latent potential of resources of committed volunteers is the most priceless resource we have today and that is what has helped us achieve all that is reported here.

As the next year begins, I am aware that the intensity of working will only increase. We will have the outcomes of the breakthrough strategy to implement in addition to all that we are currently doing. It will be challenging indeed.

With best wishes

On behalf of your ExCom of 2009-2011



Aneeta Madhok. PhD, CMC, GPHR
Chairperson
International Council of Management Consulting Institutes.

Jordan
September 2010

KNOW YOUR EXCOM MEMBERS:



Mark Nesbitt
Secretary
Canada



Rob Wagenaar
Treasurer
Netherlands



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Vice Chair
Austria



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