



Best practices now and tomorrow in education and training

Developing excellence in management consulting

Calvert Markham





My role today



*The Worshipful Company
of Management Consultants*

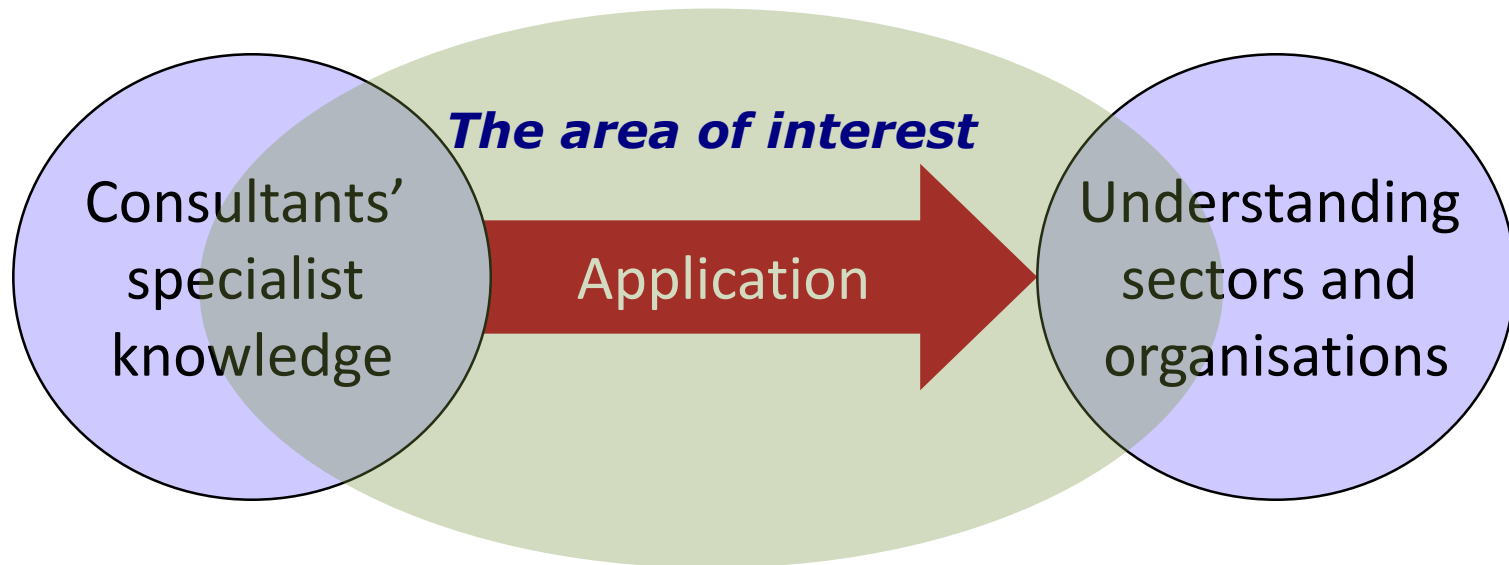


An uncomfortable truth

In management consultancy:

- Excellence is unlikely to be recognised through being a profession offering a licence to practise
- Excellence therefore needs to be achieved by fostering competence

Consulting is a means of applying expertise



In the UK there are consulting qualifications

EDUCATION PROVIDERS > Qualification resource library > Level 5 in Professional Consulting

LEVEL 5 IN PROFESSIONAL CONSULTING

— Qualification information

The CMI Level 5 Qualifications in Professional Consulting have been developed by Chartered Management Institute (CMI) in cooperation with the Institute of Consulting (IC).

These qualifications are designed for Professional Consultants and those aspiring to become a Professional Consultant and who want to develop key skills such as planning and managing consultancy interventions, the client relationship, communication and problem solving tools and techniques.

AWARD

Our Level 5 Award in Professional Consulting gives you the opportunity to gain a good understanding of consulting essentials, through choosing the unit Introductory to consulting essentials. This unit focuses on the nature of consulting, personal development and effective communication. Otherwise you can choose to develop your skills in one specific area of consulting such as consultancy interventions, communication, the client relationship or problem solving tools and techniques.



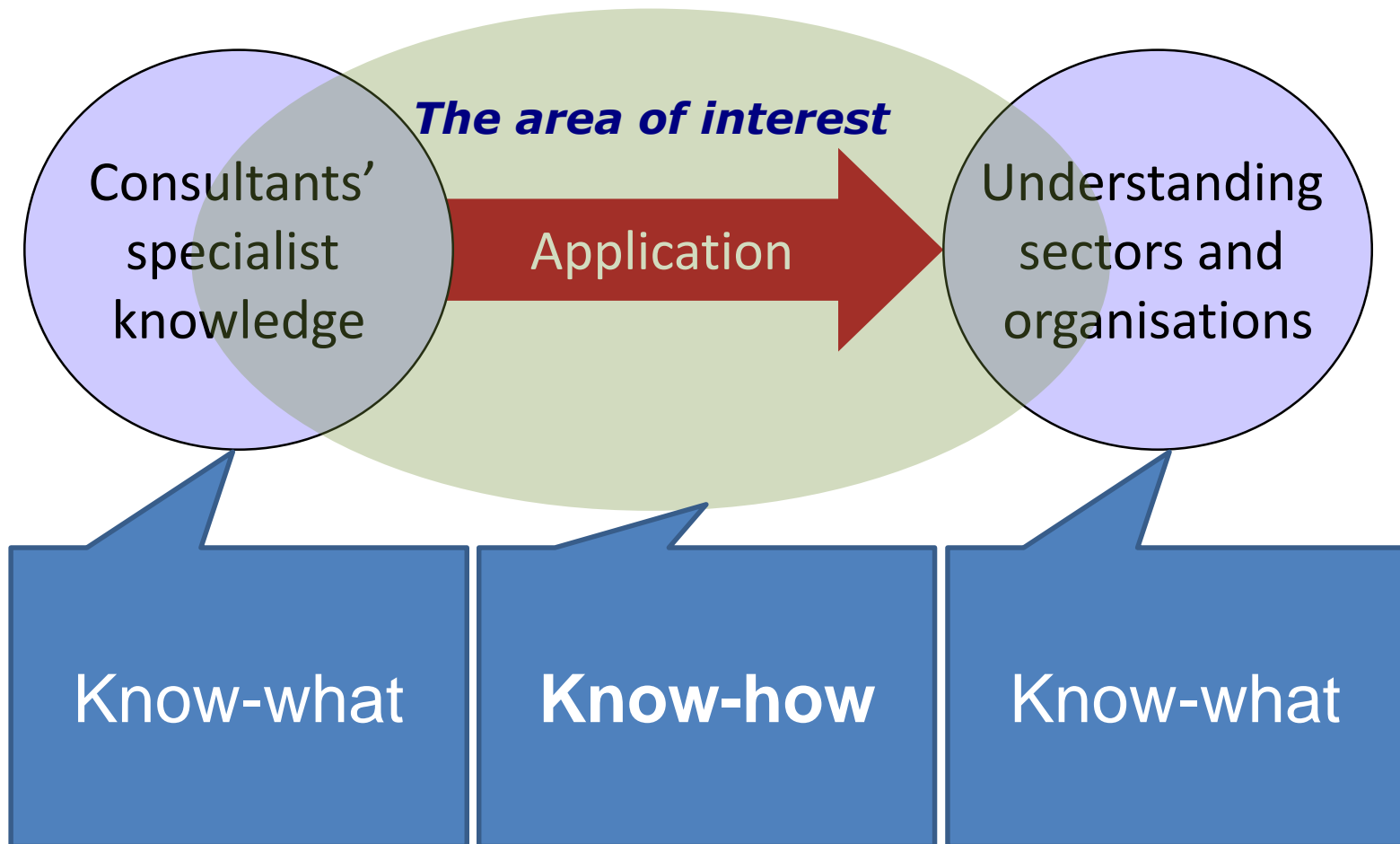
**KNOWLEDGE IS
POWER**

[Access ManagementDirect here](#)



Centre Finder

Consulting competence lies particularly in being able to apply knowledge



Competence Framework Reference			
Business Competence		Sub-competence	
A	Client Business Insight <i>Understands the internal and external factors impacting on the project</i>	Ref #	Definition
A1	Client understanding	A1.1	Researches and understands the client business, the sector in which it operates, and its stakeholders.
A2	Client business knowledge	A2.1	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.
A3	External awareness	A3.1	Formulates analysis for client including the current political, economic, social, technological, legal and environmental factors which may impact the assignment.
B	Consulting Business Insight <i>Understands the management consultancy environment and its commercial aspects</i>	Ref #	Definition
B1	Consultancy business knowledge	B1.1	Understands the nature of the management consultancy market, competitors and capabilities.
B2	Commercial aspects of assignments	B2.1	Demonstrates understanding of commercial aspects of projects including scoping, pricing, risk, and terms and conditions.
		B2.2	Demonstrates understanding of, and where appropriate uses, systematic methods to promote consultancy services for external and internal clients, to maintain a pipeline of opportunities and to negotiate and win contracts.

Document Title	CMC Certification Scheme Manual Appendix 1 - CMOB Competence Framework	Version #	1.0
Document Authority	PSC	Status	Final
System Reference	ICMCI-CMC-002	Date	25/02/13

The Centre helps consultants reach these standards



...by capturing and sharing academic research and practitioner experience

Our vision

To be the community that:

- facilitates the development and sharing of research and experience in...
- management consulting thinking and practice...
- to help practitioners to be better able to serve client need

Developing the Centre

- Building **identity**
- Building **community**
- Building **value**

Developing presence

- Building **identity**

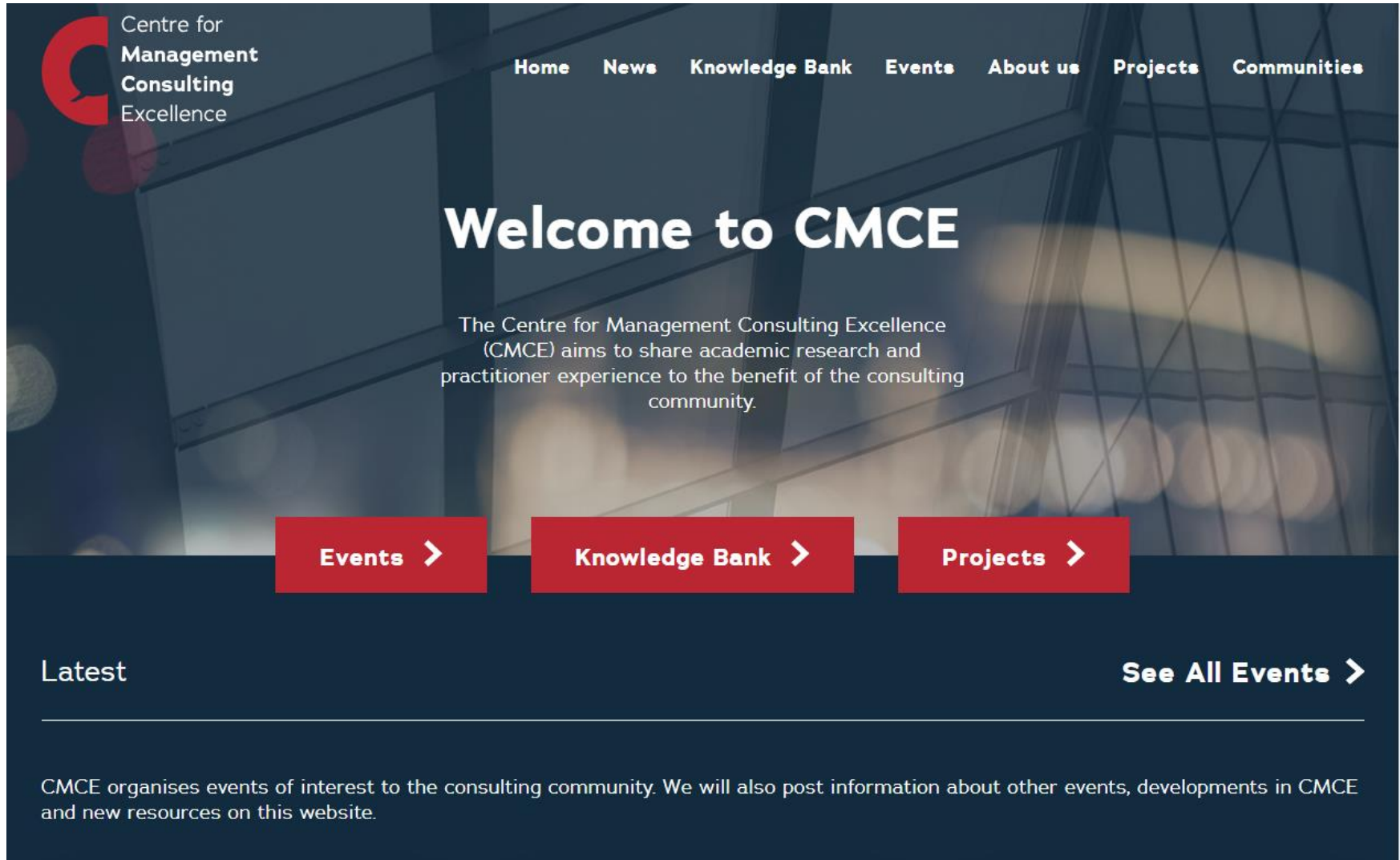
A web site at
www.cmce.org.uk
which is also a
Knowledge Bank

- Building
community

- Building **value**

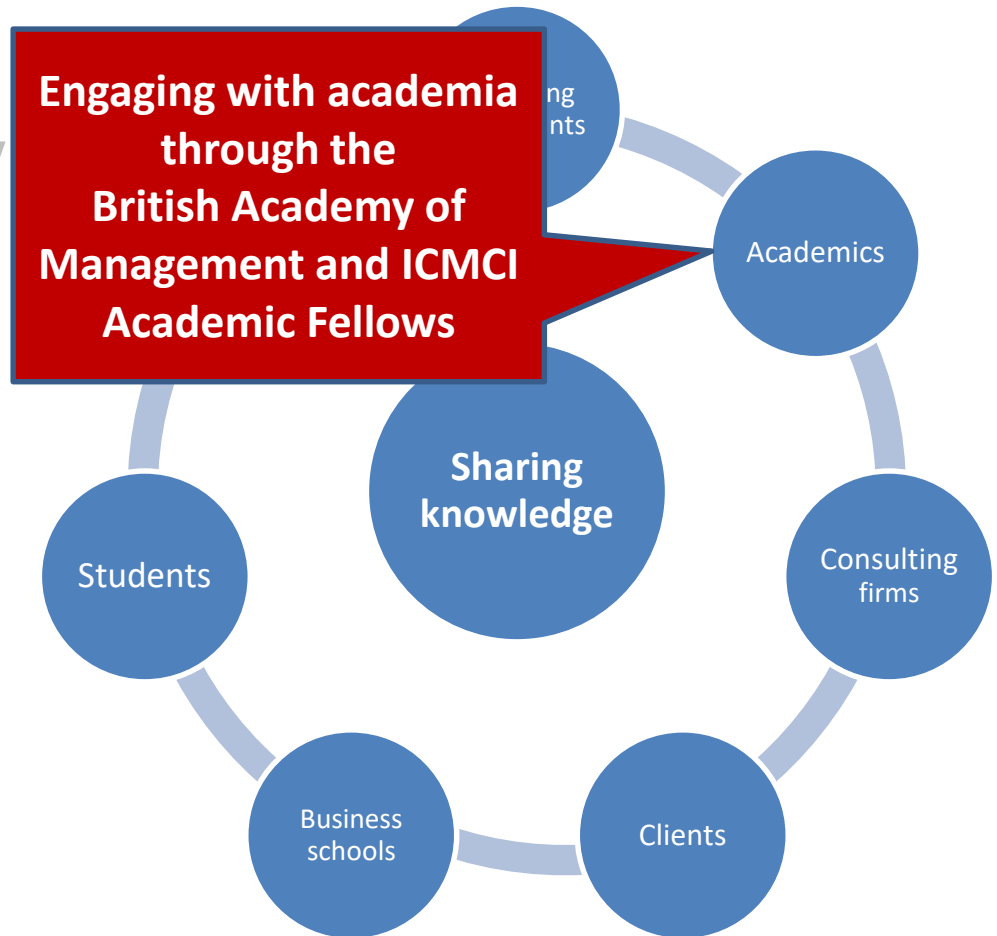


Our new web site will be launched shortly



Engaging with stakeholders

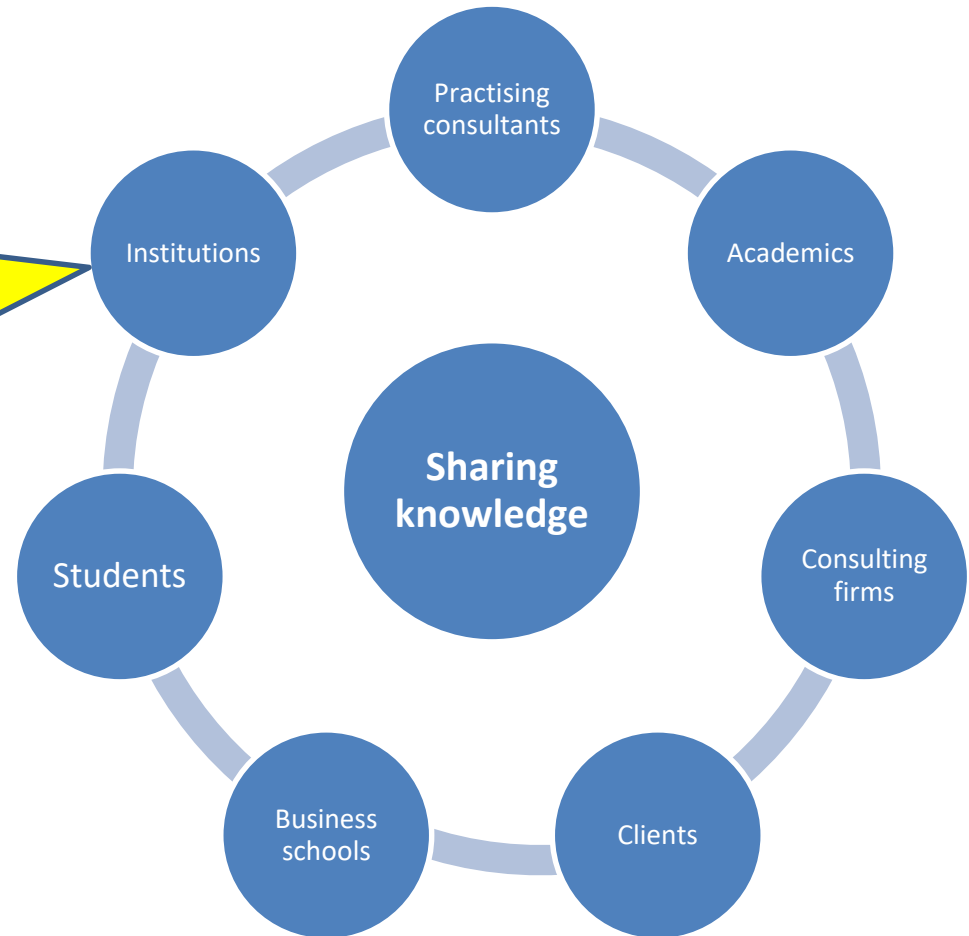
- Building identity
- Building **community**
- Building value



Engaging with stakeholders

- Building
- **Building community**
- Building value

Offer #1:
What relationship
with ICMCI would
offer mutual benefit?



What the Centre offers

- Building **identity**
- Building **community**
- Building **value**

- 
- A blue rectangular callout box with a white border and a triangular pointer on the left side, pointing towards the 'Building value' bullet point.
- Events
 - Projects
 - Knowledge bank
 - Services

Past events

Global Symposium 2017



Tom Peters on
Excellence in
Consulting

Technical Symposium 2018



Anthony
Fitzsimmons on
Rethinking
Reputational
Risk

Change Lecture 2018



Prof Andrew Sturdy et
al: Do consulting firms
make hospitals
worse?

We'll be coming
back to this!

Urwick Lecture 2018



Prof Gerry McGivern:
Time for a change: how
can consultants ensure
that their
recommendations are
successfully
implemented?

This year's project

A photograph of St Paul's Cathedral in London, featuring its iconic dome and spire. A vibrant rainbow arches over the building against a clear blue sky. Modern city buildings are visible in the background.

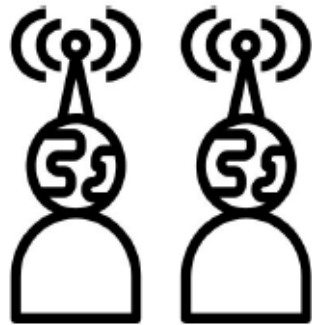
Management Consulting Skills 2030

More than 150 responses...

...in particular looking at the impact of:



Self-Employment



Globalization



Artificial
Intelligence



Timeless
Skills



Cyber Security

The rise of the Robot Consultant?

Some preliminary findings:

1. AI will become the new junior consultant
2. AI ethics: the new consulting frontier
3. Increasing business specialisation driving an uptake of consulting generalists
4. “Timeless consulting skills” will be the industry’s last source of competitive advantage
5. Bringing cybersecurity into the boardroom
6. Global consultant networks to replace the big 3/4/5 by 2030

Offer #2:

Would you be interested in the results of this research?

Presentation of findings at the Centre’s Global Symposium -
Wednesday 14th November in London

What's in the Knowledge Bank?

E.g. courses on management consultancy

University	Course
University of Aberdeen	Management Consulting
Anglia Ruskin University	MBA (Management Consulting)
University of Bath	MSc in Human Resources Management
University of Birmingham	Strategic Management
Cardiff University	BS540 Management Consulting (elective) as part of the International Management (MSc) BST617 Management Consulting (elective) as part of the eMBA, part of The Cardiff MBA BST454 International Management Consulting (elective) as part of the Executive MBA
Henley Business School	MSc Business Technology Consulting
Kingston University	Management Consultancy MSc
University of Lancaster	Human Resources and Consulting MA
University of Leeds	MSc in Management Consulting
Loughborough University	Business Analytics Consulting
University of Strathclyde	MSc Business Analysis and Consulting
University of Swansea	MSc Management (International Management Consulting)
University of Warwick	MSc Business (Consulting)

Offer #3:
Get your academic
course listed!



Centre for
Management
Consulting
Ex

The Curator programme

Offer #4:

Would you like to be
part of the Curator
programme?

The knowledge bank particular

- Original material on the Knowledge Bank
- Links to other web-based material relevant to management consultancy.
- Reference material, accessed through a bibliography
- Material generated by the Centre itself, such as videos, reports of events
- Development activities, such as information from “notes and queries” type pages

Key tasks of the Curator

- To identify significant material already published related to their area of interest that is relevant to excellence in management consulting
- To provide links to each item of material from the CMCE web site, together with a short explanation of why this material is of value
- To solicit original relevant material that might be placed on the web site, and to ensure that this is of suitable quality
- To ensure that copyright and intellectual property rights are respected
- To help in the indexing of material for later retrieval by users of the site

Curators will be acknowledged as
subject matter experts in the
Knowledge Bank



Consultancy firms make hospitals worse*

The hundreds of millions of pounds the NHS spends on management consultants actually make it less efficient, the first study of its kind has concluded.

Not only are hospitals wasting their money but the consultants appear to make finances marginally worse.

Researchers said that “inefficiency is the norm” in NHS consulting projects.

Health unions reacted furiously to the “scandalous” findings, urging ministers to divert money from management consultants to doctors and nurses. Hospitals and consultants insisted that external advice was needed, but conceded that the results underlined the need for clear measures of value for taxpayers’ money.

Andrew Sturdy, professor in management at Bristol University, who carried out the study, said: “Our research has clearly shown that management consultants are not only failing to improve efficiency in the NHS but, in most cases, making the situation worse . . . this is money which, many argue, could be better spent on medical services or internal management expertise.”

***Reported in the London Times, 21 February 2018**

A project for 2019

What is excellence in management consultancy?

Offer #5:
Would you like to be involved in this project?



Today's offers

Offer #1: What relationship between the Centre and ICMCI would offer mutual benefit?

Offer #2: Would you be interested in the results of the Skills2030 research?

Offer #3: Get your academic course listed!

Offer #4: Would you like to be part of the Curator programme?

Offer #5: Would you like to be involved in the “what is management consulting excellence?” project?





If you want to know more:



See:

www.cmce.org.uk

Or contact Calvert Markham

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