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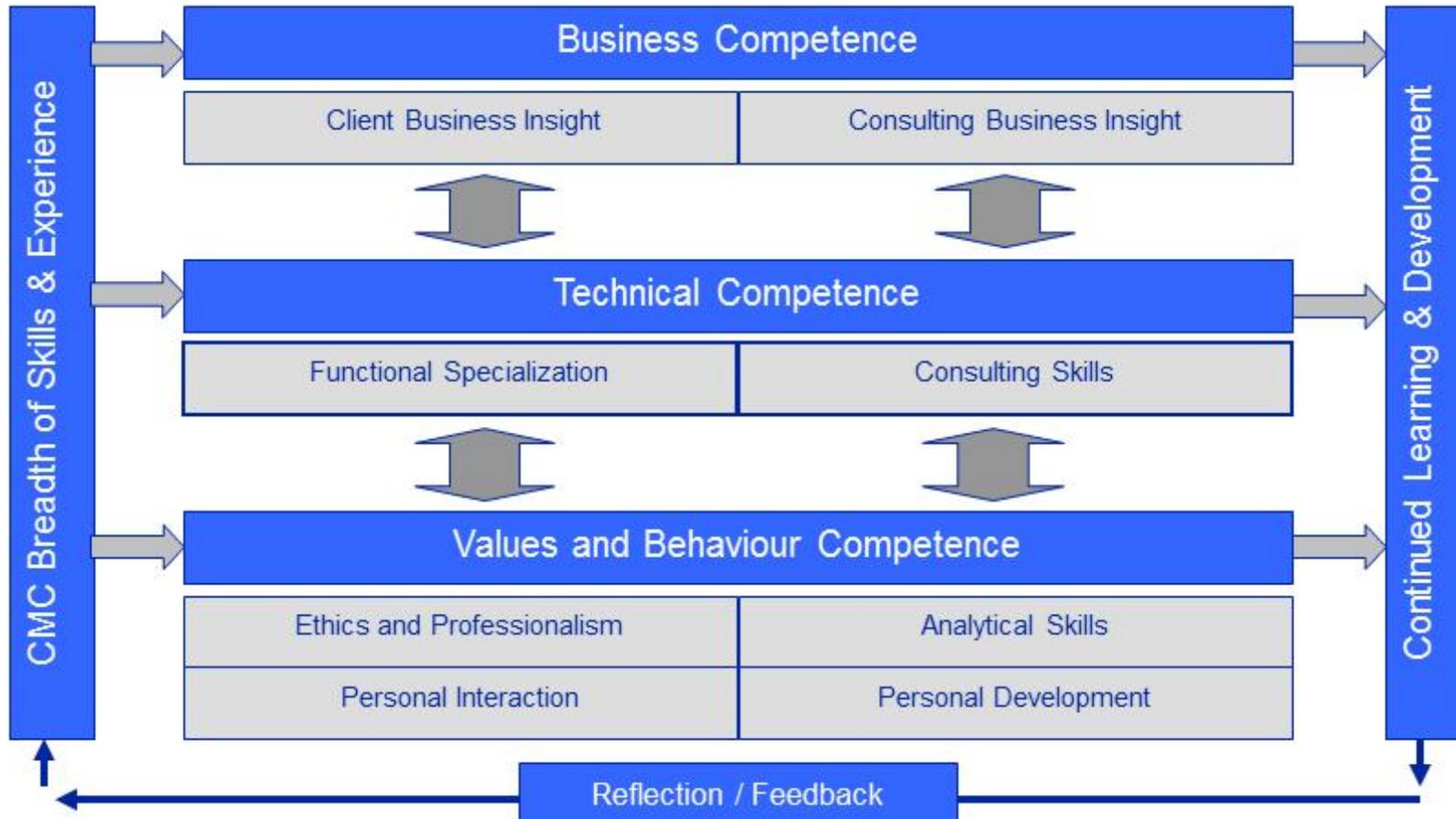MANAGEMENT
CONSULTING
INSTITUTES

CMC - Global

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

ICMCI CMC Competence Framework - Overview

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Competence Framework Reference			
Business Competence		Sub-competence	
A	**Client Business Insight** *Understands the internal and external factors impacting on the project*	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** *Understands the management consultancy environment and its commercial aspects*	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.

Competence Framework Reference		
Technical Competence		Sub-competence
C **Functional Specialisation** *Recognised as an expert in own discipline*		Ref # — Definition
C1 Functional knowledge and skills		C1.1 — Shows evidence of at least one year's management consulting experience in the declared primary functional specialism PLUS: • A degree or professional qualification in the functional specialism, OR • At least four years' years specialized work experience in the functional specialism.
C2 Sectorial knowledge and experience		C2.1 — Demonstrates how functional expertise has been applied in at least one business sector.

Competence Framework Reference		
Consulting Skills		Sub-competence
D **Engagement Management** *Determines the scope of client assignments. Manages client and other stakeholders' expectations. Engages expertise of others where appropriate.*		Ref # — Definition
D1 **Client Focus**		
D1.1 Scoping client requirements		D1.1.1 — Understands and defines client requirements as evidenced by client agreement.
		D1.1.2 — Where appropriate, presents clear comprehensive written proposals.
		D1.1.3 — Engages the client in selecting, and taking ownership of, options for the structure and execution of the assignment.

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Competence Framework Reference	
Consulting Skills	Sub-competence

D1.2	Managing client interface	D1.2.1	Manages client, and consultancy stakeholder, expectations - • Complies with contractual terms • Conducts regular assignment reviews with client • Obtains client agreement if the scope of work changes.
D1.3	Partnering and networking	D1.3.1	Understands and engages expertise of others alongside own
		D1.3.2	Leverages network effectively to research and define client issues, generate innovative solutions for clients and/or inform the delivery solution.
D2	**Assignment Management** *Manages client assignments effectively Delivers timely solutions while balancing priorities and managing time effectively.*	Ref #	Definition
D2.1	Managing successful outcomes	D2.1.1	Manages client assignments successfully, ensuring that objectives, deadlines and budgets are agreed and delivered on time.
D2.2	Planning	D2.2.1	Demonstrates competent use of planning tools and techniques, and sets milestones appropriate for the size and scale of the assignment.
D2.3	Managing the assignment	D2.3.1	Shows flexibility and adaptability to changing demands and deadlines. Demonstrates ability to manage ambiguity.
		D2.3.2	Keeps 'big picture' in focus but addresses detail and balances priorities.
		D2.3.3	Manages own time effectively to meet deadlines.
		D2.3.4	Where appropriate, demonstrates the ability to identify, develop, describe and allocate work streams for others to meet objectives, deadlines and budgets.

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Consulting Skills		Sub-competence	
D2.4	Working on all phases of project	D2.4.1	Operates competently in all areas of project delivery from offering through to closure.
D2.5	Managing handover to client	D2.5.1	Anticipates handover issues and addresses them during engagement. Agrees handover process with client (e.g. skills transfer, implementation, sustainability, knowledge documentation). If withdrawing because the consultant cannot complete the assignment, offers the client recommendations on other resources that can complete the project.
D3	**Consulting Knowledge** *Captures, shares and applies knowledge in a structured way relevant to the engagement needs*	Ref #	Definition
D3.1	Using a logical process approach to capturing and building knowledge	D3.1.1	Gathers, records and analyses data and information through ordered and logical processes and translates data into useable output.
D3.2	Sharing knowledge and experiences with others	D3.2.1	Shares acquired knowledge and experience with others in appropriate ways in order to build value for the client.
D3.3	Applying knowledge, tools and technical expertise to create value for the client	D3.3.1	Demonstrates how value was created for the client through use of knowledge, tools and expertise and shows how this was tailored to meet the client's needs.
D4	**Consulting Process Techniques** *Uses a range of techniques, including facilitation, coaching and mentoring to deliver solutions of mutual benefit*	Ref #	Definition
D4.1	Presentation	D4.1.1	Uses presentation tools and techniques effectively.
D4.2	Written reports	D4.2.1	Produces clear client correspondence and reports selecting most appropriate style to

Competence Framework Reference				
Consulting Skills		Sub-competence		
				achieve desired outcome.
D4.3	Facilitation	D4.3.1		Manages group processes to achieve desired outcomes, using facilitation tools and techniques to maximise the group's decision-making potential.
D4.4	Coaching	D.4.4.1		Where appropriate, demonstrates use of a process to enable client learning and development to occur and performance to improve. Demonstrates knowledge and understanding of the variety of styles, skills and techniques that are appropriate to the context in which the coaching takes place.
D4.5	Mentoring	D4.5.1		Where appropriate, demonstrates how personal knowledge and experience has been passed on to help client personnel make significant transitions in knowledge, work or thinking in order to aid their personal development.
D4.6	Consensus building	D4.6.1		Demonstrates skills in building consensus and managing conflict.
D4.7	Collaborative working	D4.7.1		Works effectively in a team with others and seeks support from others if appropriate.
		D4.7.2		Demonstrates, if in a management role, the management, development and appraisal of others and delegation of tasks.
D5	**Tools and methodologies** *Selects and uses appropriate tools and methodologies*	Ref #		Definition
D5.1	Selects and uses appropriate diagnostic tools, methods and techniques	D5.1.1		Evaluates tools and techniques against validity criteria and uses them to obtain best data, information or knowledge available, within budgetary or organisational constraints.

Competence Framework Reference	
Consulting Skills	Sub-competence

		D5.1.2	Uses a variety of data gathering, problem solving and analytical techniques that take into account client and own values and objectives and the type of recommendations to be made.
D6	**Risk and Quality Management** *Defines risk criteria, identifying, mitigating and managing risks and outcomes* *Defines quality standards, ensuring quality of delivery and client satisfaction*	Ref #	Definition
D6.1	Managing risk and issues	D6.1.1	Analyses risk in an engagement including, where appropriate, risk identification and evaluation (probability and impact assessment) and identifies suitable responses to risk (prevent, reduce, transfer, accept, contingency).
		D6.1.2	Where appropriate, applies risk management processes including planning and resourcing, monitoring and reporting. Where appropriate, uses risk and/or issue logs, reports, risk mitigation and/or recovery action and the use and control of contingencies. Demonstrates suitable responses to issues that arise during an assignment.
D6.2	Managing quality	D6.2.1	Identifies success criteria to ensure required quality of deliverables is achieved.
		D6.2.2	Assures quality compliance of own deliverables and, where appropriate, those of the consultancy team.
		D6.2.3	Monitors and measures client satisfaction.

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Values and Behaviour Competence		Sub-competence	
E	**Ethics and Professionalism** *Operates with professionalism and integrity in all aspects of role including conduct, adhering to codes of practice and working in the best interests of the client.*	Ref #	Definition
E1	Demonstrating ethical behaviour	E1.1	Demonstrates appropriate ethical behaviour and adheres to the ICMCI and/or National Institute Code of Professional Conduct and Ethics.
E2	Demonstrating professional behaviour	E2.1	Ensures professional advice is sound and relevant to client's needs.
		E2.2	Sets high personal standards, acts with integrity, respects confidentiality, and is courteous, reliable and responsive in dealing with others.
		E2.3	Understands and manages diversity in terms of culture, religion, race and gender.
		E2.4	Demonstrates behaviour that earns the respect of professional colleagues.
		E2.5	Applies professional and ethical criteria and withdraws from an engagement that discovers, or causes, illegal activity.
F	**Analytical Skills** *Applies analytical and pro-active thinking to ensure robust and appropriate client solutions*	Ref #	Definition
F1	Problem solving	F1.1	Uses a logical, coherent and consistent approach to problem-solving. Challenges assumptions and probes detail.
F2	Decision making and recommendation	F2.1	Understands the implications of different courses of action Makes recommendations based on risk analysis with facts and assesses the ability of the client to implement.

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Values and Behaviour Competence		Sub-competence	
F3	Innovation	F3.1	Demonstrates flexibility, creativity and innovation in generating solutions and recommendations.
G	**Personal Interaction** *Takes and maintains responsibility for actions and impact of selected course of action on others.* *Handles complexity in the operating environment.* *Interacts effectively with others to achieve desired outcomes.* *Demonstrates influencing skills.* *Demonstrates communication skills.*	Ref #	Definition
G1	Taking responsibility for own actions	G1.1	Maintains responsibility to the client to remain within the scope of work. Identifies, and where appropriate notifies colleagues of, issues outside scope of work.
G2	Handles complexity	G2.1	Works effectively in complex environments containing value-conflicts and uncertainties, needing, at most, only indirect supervision.
G3	Interacts effectively with others	G3.1	Shares views with others, expressing own ideas and thoughts clearly and openly while also being prepared to listen to other, differing, views before reaching conclusions. Where appropriate, uses professional network to seek contributions from others.
G4	Demonstrates influencing skills	G4.1	Presents ideas convincingly to the client to achieve specific outcomes.
G5	Demonstrates communication skills	G5.1	Conveys information in a clear focused style using effective verbal, non-verbal, graphical, written and oral communication techniques in formal and informal situations.

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Personal Development		Sub-competence	
H	**Continued Learning and Development** *Plans self-development and shows track record of personal growth*	Ref #	Definition
H1	Self-development	H1.1	Identifies opportunities and sets personal objectives for a tailored Continuing Professional Development Programme.
		H1.2	Pro-actively seeks opportunities to further own development. Seeks and acts on feedback from clients, superiors, peers and team members to further personal development. Learns from own and others past assignments.
		H1.3	Demonstrates a logical process to seek out new tools and techniques and identify their relevance to current and future work.

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Record of Changes

Version/Date	Change	By
1.0 / Dublin Congress 2007	Initial	PSC, Approved by ICMCI Trustees
2.0 / January 24 2014	Reissue with more detailed explanation and with developmental range descriptions in Appendix 2a.	PSC, Approved by ICMCI Trustees

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