The INTERNATIONAL COUNCIL OF MANAGEMENT CONSULTING INSTITUTES

CMC - GLOBAL

ICMCI

Annual Meeting

2025-2026

PROFESSIONAL DEVELOPMENT AND STANDARDS COMMITTEE (PDSC)

2025-2026 Activities

PROFESSIONAL DEVELOPMENT AND STANDARDS COMMITTEE

Member	Country	Role
Celal Seçkin, CMC	Türkiye	Chair
Cesara Pasini, CMC ®	Italy	Vice Chair
Aleksandar Celeski, CMC ®	North Macedonia	Member
Brian Ing, CMC ®	UK	Member
Husam Sha'ath, CMC ®	Canada	Member
Nader Al Shawa, CMC ®	Jordan	Member
Miodrag Kostić, CMC ®	Serbia	Member
Nsombi Jaja, CMC ®	Caribbean	Member
Reema Nasser	Jordan	Ex-Officio

2025-2026 PROJECTS

- CMC® Competence Framework Review
- Roll out of the Premium Membership category for IMCs

- Contribution to the Task Force on Marketing Plan
- Contribution to the final phase of ICMCI-UNIDO Capacity Building Project
- Contribution to the ICMCI White Paper on “Navigating in an Uncertain World”
- Contribution to the “ICMCI Code on Responsible Use of AI”

CMC® Competence Framework (CF) Review

- As the first step, separate questionnaires were sent to Stakeholders and Assessors to collect their feedback and their expectations from the review work for the CMC® CF.
- Feedback was

  mostly positive,

  encouraging and

  supportive for the review work and

  provided comprehensive, useful and detailed inputs for further improvements to keep the Competence Framework up to date and useful for Management Consultants, IMCs, Assessors and other stakeholders.

BASED ON THIS FEEDBACK, PDSC HAS CONSIDERED THE FOLLOWING ASPECTS

- **Use AI** extensively during review work
- **Simplify** the whole CF and make it **user friendly** for all stakeholders
- **Keep the the same structure** at high level and **support it with additional components**
- **Make no fundamental changes** but enrich the content with updates
- Integrate **AI-related dimensions** and aspects of **recent technology and new ways of working**
- **Develop a comprehensive and rich supporting material**

THE ICMCI CMC® CF NOW CONSISTS OF THE FOLLOWING KEY COMPETENCES:

- **Business Insight and Aptitude** (enriched with additional core technical competences)
- **Practice Capabilities** (strengthened by facilitation capabilities and problem-solving skills)
- **Consultative Behaviour** (with additional human and behavioural competences)
- **Ethics and Professional Conduct** (to include ethical use of AI)
- **Data and AI Literacy** (completely new key competence (covering competent and responsible use of data and AI))

THE EXPECTED PROFILE OF A COMPETENT AND KNOWLEDGEABLE MANAGEMENT CONSULTANT

- **Technologically fluent and data-literate**, yet sceptical enough to challenge AI outputs and protect client interests
- **T-shaped**, combining deep domain or functional expertise with broad strategic and PESTLE awareness
- **Behaviourally strong in trust-building, facilitation, resilience, and ethical leadership** in complex, politically sensitive contexts
- **Embedded in AI-augmented, hybrid teams focused on measurable outcomes and long-term capability building for clients**, not just reports or recommendations

ROLL OUT OF THE USE OF EXCELLENCE MODEL FOR IMCs: ICMCI PREMIUM MEMBERSHIP PROCESS

The Excellence Model is made up of the following criteria:

- Vision and Strategy
- Resource Management
- Stakeholder Relations
- Delivery of Value
- Results
- Management of Performance and Transformation

ROLL OUT OF THE USE OF EXCELLENCE MODEL FOR IMCs: ICMCI PREMIUM MEMBERSHIP PROCESS

- A new ICMCI Membership status has been introduced as Premium Membership.
- IMC Excellence Model will be used for evaluation and recognition of candidate IMCs for Premium Membership.
- The evaluation process has been defined, documents for application, evaluation and recognition of candidate IMCs have been prepared.
- To support the Assessors, assessment documents have been developed and criteria to identify good practices of IMCs have been defined.
- Purpose of this process is to recognise and share good practices in continuous improvement culture across ICMCI Community.

CONTRIBUTION TO OTHER PROJECTS

Contributions to the

- Final Phase of ICMCI-UNIDO Capacity Building Project
- ICMCI White Paper on “Navigating in an Uncertain World”:
- “ICMCI Code on Responsible Use of AI”

PLANS FOR NEXT YEAR

- Roll out of new version of CMC® Competence Framework
- Deployment of excellence culture within ICMCI Community
- Revision and deployment of ISO 20700 Checklist Training based on the changes in the standard

THANK YOU FOR YOUR ATTENTION AND LISTENING

The INTERNATIONAL COUNCIL OF MANAGEMENT CONSULTING INSTITUTES

CMC - GLOBAL