

EXCOM ANNUAL REPORT

2013-2014 SEOUL – KOREA



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ICMCI

ExCom Officials

Reports

ICMCI Chairman

Dear Trustees and IMC's they Represent,

It is with great pleasure that I submit the 2014 Annual Report from ExCom and the related Taskforces and Sub-Committees of ExCom.

This year has presented ExCom with some of its greatest challenges and some of its greatest rewards:

Challenges:

- In the 2013 Johannesburg meeting we had the largest shift of ExCom members in modern history, with eight members leaving and six new members joining the only three continuing members, creating a lead time between orientating each new member into their roles and responsibilities and a lag time in their productivity and outputs. The fresh faces have been very welcome onto ExCom and provided some great momentum and cohesive decision making, but progress in some areas has been hampered in giving each the organizational history needed to make sure they were not duplicating past efforts or re-inventing the wheel.
- The Taskforces and Sub-committees also went through the largest shift in modern ICMCI history with 80% of their composition changing from last year to this.
- While combining the Conference and Annual Meeting together was seen as desirable by the previous ExCom the fact is it has put a significant workload and strain on one country member to organize/host, and a great drain on ExCom to ensure the event is a success. South Korea has resourced 4 full-time staff onto the project and has had some difficulties in separating what is the role of a host in the two meetings and what is the goals and aspirations of ExCom and ICMCI. To assist in this process ExCom have prepared two papers outlining the roles and function of each event and the anticipated participants and target audiences for future events. We appreciate all the learning that KGCCA has done on our behalf and the flexibility they have shown in conducting the two events for the first time in ICMCI history.
- During this year we also had the Secretariat shift from the UK back to MoS, in the Netherlands. The shift was seamless and a big thanks goes to Dwight Mihalicz, Brian Ing and Reema Nasser for all the work they put into making sure we didn't have any downtime. During this shift it was evident that more in-depth financial rigor and reporting had become necessary to support the management and transparency of ICMCI. These processes have now been put into place and ExCom has confidence in both the timeliness and the accuracy in the financial reporting

Outcomes:

- A draft Strategic Plan was developed by ExCom and, after input from Trustees in Johannesburg, has been refined over the last year and is now presented to the Trustees and more broadly the Member Institutes for review and comment. While the strategy focuses on what can be delivered by 2015's

annual meeting there is many aspects that go beyond the current term of this ExCom and need to be embraced by those members going forward and those considering nominating for ExCom in the 2015-2017 period.

- This year marks the first full year of Reema Nasser serving as our Executive Director. For Reema and ExCom this has been an exciting period of both equipping her to do the role and ExCom being able to focus on some of the less operational matters of ICMCI. This has meant a shift in the old ways ExCom used to operate and an ability to embrace the new; hence the draft Governance paper that has been prepared and tabled before Trustees for review and comment. Reema's diligence and determination to make the role a success I am sure has been witnessed by all. The output of her role has already been of benefit to ICMCI and much of the projects that were lost in limbo has been resurrected in her hands and are now steadily on track. ExCom has had the luxury of meeting three times face-to-face this year and my thanks goes to all of ExCom who volunteer their time to ensure the good governance and operations of this fine organization. Two of the face-to-face meetings were dovetailed into Hub meetings and certainly helped ExCom's workload and productivity.
- The Hub meetings were held in Myanmar (Asia-Pacific), Vienna (Euro) and a virtual meeting for the Americas. ExCom's thanks go to the Ukraine for their willingness to host the 2014 event and even more so for their understanding when the event was moved to Vienna and to WKO Austria for their rapid ability to pull together a very successful event with such a short lead time.
- The CMC-Global Institute has taken its first applications for membership and is beginning to gain traction. The joint venture with CMC-Canada and ICMCI has been chaired by Dwight Mihalicz and through his team they have done a tremendous job in launching this program with care and diligence to ensure this further enhances the reach of ICMCI and our member Institutes.
- The Meridian concluded this year and with a considerable effort by the marketing committee the CMC Today was launched, a content rich first edition has hit the distribution lists and we encourage all Member Countries to further its circulation by forwarding it onto their membership and broader contacts
- Member Institutes have also been forthcoming with outlining their plans to grow the CMC in their region and we hope that this practice of annual submissions will aid in establishing and sharing best practice for promotion and also be a means of ensuring Member Institutes remain focused on growing this important profession in their region.
- I am excited and encouraged by the enthusiasm shown by the member Institutes in their support for the global alignment of our brands behind the CMC, with several members now having the 'CMC Country Name' as their pull through by-line but also some who made the shift in full to rename their Institutes 'CMC Country Name' – due to this level of support I now formally put the ***“resolution to ICMCI to fully change our name from ICMCI to CMC Global.”***

– Tim Millar, CMC

ICMCI Secretary

The Secretary role within ICMCI covers both formal communications with the trustees (a very visible role) and support for the Chair and the other ICMCI officers (largely unseen to the trustees). This year there has been a close working with the Executive Director, with many tasks shared between us.

Specifics for the year have included:

- Preparing, communicating and monitoring the trustee vote on the resolutions passed at the Johannesburg 2013 Congress. 45 of the potential 61 trustees voted and all resolutions were passed with at least a majority of all trustees (32) votes for each.
- One of the resolutions on the budget for 2014-2015 was conditional on a review by the Finance Committee on non-member income. A separate vote on the re-affirmed resolution for the budget was undertaken in the early calendar months of this year. 37 trustees all voted to accept the budget proposal. The vote included those that had requested the review.
- The low percentage polls are concerning. For the second poll there was not the usual multiple reminders. Trustees are reminded that it is their duty to be involved and participate in these votes.
- The resolutions from 2011 onwards have been added to the consolidated file of ICMCI resolutions with cross referencing between related resolutions.
- One of the 2013 resolutions required all Members to submit their plans for increasing the number of CMCs. After allowing a significant time for preparation, the request for these plans has been launched and the collection is in progress.
- One of the early duties was to oversee a procurement process for the new Secretariat as CMI UK had given notice of cessation on January 1 2014. Three strong, and individually acceptable, proposals were received and the selection group choose Motivational Office Support (MoS) of Nijkerk, The Netherlands. This was a return to our provider from 2006 to 2011.
- With the Executive Director, the transfer of the Secretariat function to MoS was managed. The professionalism of both teams made this a smooth process with no impact on the functioning of ExCom or ICMCI.
- The budget for MoS does not include funding of their attendance at ExCom face to face to face meetings so the Executive Director and The Secretary have undertaken those roles in both Myanmar and Austria.
- Support to Officers and Committees has included interpretations of the governance rules of ICMCI. This support has also been provided as an ex officio representative on the initial board of CMC-Global Institute.
- The schedule for the Annual meeting, shortened to a day and a half, has been prepared.
- The UN Consultative Status has been suspended for a year due to a misunderstanding on our part. A Quadrennial report was prepared in line with fours since the last report was submitted in 2010. It was not appreciated that the 2010 report was submitted late and hence this year's report was also late. The report has now been accepted but the status of corresponding NGOs is only reviewed once a year. We are confident of re-instatement.



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- The UN continues to send notices of meetings and requests for input to studies. These notices used to be sent at challenging time intervals (including after the deadline for submissions) but are now sent a little earlier. Those that might be of interest to some trustees are now forwarded to all trustees.
- A small group from ExCom have issued an RFP for next year's International Conference and Congress, received responses including from three Members who submitted detailed proposals. All three proposals were judged to be workable and selectable. A selection has been made (to be announced in the Annual meeting in Seoul) and a schedule of roles and responsibilities for the Host Member and ICMCI has been prepared.

– Brian Ing, CMC

ICMCI Treasurer

Financial reports follow budgeting. Budgeting follows strategy. As ICMCI matures onto the global stage, it is timely to set out its aspirations as a global organization. These aspirations, developed in collaboration with IMCs and documented in strategy can then be translated into concrete actions together with the funding required to support them.

As your Treasurer, I am of the firm opinion that the role of an Executive Director, regardless of incumbent, is essential to the growth and strengthening of ICMCI. Having just celebrated its 25th anniversary, ICMCI is still a voluntary organization, managed off the side of the desks of busy management consultants. All members have felt the significant advances that can be made by having a central person, devoted to this work, who can manage the timelines, can be a central source of knowledge, and can coordinate efforts to ensure the avoidance of overlaps or missed opportunities.

Of course the vast majority of the work must be carried by volunteers. ICMCI is a not-for-profit organization. In the short term it cannot afford to engage a fully staffed Secretariat. On the other hand, without the central investment of resources, ICMCI is destined to continue spinning its wheels, and failing to make real progress in spite of excellent ideas and best intentions.

It is also necessary to find that balance between ICMCI's role of supporting the development of new IMCs in various parts of the world, and providing services to IMCs who are established to support them in their maturation and growth.

Our strategic planning process should help provide guidance on how we work together for our mutual advantage. Funding options should derive from that process and not be determined in isolation. With some work we can focus on the "we" and banish the "we-they" from our language.

It is important that all IMCs see ICMCI and its central resources as a resource for the management consulting movement globally. It is not a dedicated resource for the volunteers on ExCom. It is not a resource for Committee Chairs of ICMCI. It is a resource that serves as the focal point of global ICMCI activities, and is central to the implementation of our aspirations and strategies in future years.

If we wish to establish ourselves on the world stage, if we wish the CMC to be globally recognized, if we wish that potential clients would aspire to engaging consultants with the CMC designation, then we must invest in that vision.

The Treasurer's Report to ICMCI Trustees documents our financial position, our financing aspirations, and key challenges we are facing in these areas. See the report for details of the following highlights:

- As of June 30, 2014, ICMCI has cash on hand of just under €100,000 and a further some €20,000 in receivables that do not have provisions against them. In very broad terms this represents just over one year of operating revenue. Collecting Membership fees from ICMCI members continues to be a time consuming and onerous process.

- Total revenues are almost €2,000 higher than the last fiscal year (€66,396 vs €64,432), but are €3,254 less than the budgeted revenue of €69,650.
- Total Expenditures were significantly lower than the previous year (€63,467 vs €72,162), and €6,183 less than the budgeted amount of €69,650.
- Net Income of €2,929 compares favorably with the previous year's deficit of €7,730.
- Financing operations in 2014/15 will be a significant challenges as ICMCI brings on the funding of the Executive Director position into regular fixed expenditures.

Issues flagged for discussion include:

- The appropriateness and balance of financing initiatives under way.
- It may be timely for Trustees of ICMCI to discuss whether the current fee structure is appropriate, or whether it should be driven by strategy.
- The equity and fairness of the member fee allocation has been questioned.
- A formal audit of ICMCI statements may be necessary as we seek external funding to support our work.

– Dwight Mihalicz, CMC

ICMCI Executive Director

I joined the ICMCI in the role of Executive Director in June 2013. In September I attended the first annual meeting and was part of welcoming the new Executive Committee. My role started taking shape then, as strategic initiatives were reached and plans for implementing them became clear.

Involvement with committees also helped shape my role and contributions, and I find this a perfect platform to reiterate my thank you to all the volunteers playing important roles in the work and direction of our Council. Being a paid consultant is a good thing, but being part of all this network of volunteers who are willing to give their time, knowledge, and expertise has been an experience that I thank you all for.

Overview

2014 started with the formation of the various committees where I played a role in contacting volunteers, setting expectations and deliverables by focusing on the strategic goals. Direct involvement in the strategic plan draft prepared by ExCom during the several meetings, including the three major face to face ones, as well as the attendance of the hub meetings, prepared me for linking and coordinating all the deliverables of the many working groups within ICMCI.

The strategic objectives included focus on the financing of my role, which prompted me to support the development and finalize the CSM components and package it to facilitate communicating it to the stakeholders.

During the year part of my focus was assisting in building the assessments of local awards that complement and follow the Constantinus International Award in order to assist IMCs in extending the recognition of deserving project and professional practices locally.

The Website has been an ongoing matter since two years, and finally this year we were able to issue the request for proposal. We have received 12 responses that are now under evaluation. I am happy to say that the new website, our window to the world, will be a functioning website that will be announced to you all within six months.

Support was provided to the membership committee in preparing a presentation that reflects the growth of ICMCI over the years and focuses on the benefits of joining as a member in order to make sure we have consistency in our messaging, as the presentation also sets priorities and expectations.

Consistency in messaging also prompted me to prepare a benefits document that will be made available to all IMCs highlighting our offerings and making sure their benefits are clear to all. In this way we, as the ICMCI family, will be addressing the services in a consistent manner throughout our worldwide institutes. This document will be discussed further in the annual meeting in order to enhance and finalize it. This working document will be the base that is used for preparing introduction sheets to those services to include a full portfolio package. The Newsletter in its new shape and feel was sent to all last month; this also was the product of the work within the marketing committee to focus on messaging and consistency from one issue to the other. This will assist in our branding efforts, in increasing interaction with the IMCs, and opening a broader communication window with our external stakeholders.

In order to achieve the broader communication aspect, mailing lists have been growing in number and size to include major funding agencies, International Financing entities, and donors. This came as a result of introducing the ICMCI to many who work in that field through face to face meetings, email communications, and introductions by associates. Most of the face to face meetings occurred during my attendance of the WTO Forum last year in Geneva, where I was able to meet and build relationships with WTO and ITC consultants and executives.

Expectations for the Coming Year

1. Focus on coordinating the execution of the strategic plan objectives.
2. Functioning website covering current and future needs of a growing and evolving ICMCI.
3. Continue working closely with committees to assist in keeping the holistic picture and focus on strategic goals.
4. Building on our external network of supporters and extensively promoting the Corporate Sustaining Member (CSM) package.
5. Building on our internal network of members and extensively promoting the CMC Firm programme.
6. Continue supporting current and new IMCs.
7. Continue supporting national institutes in joining our ICMCI network of membership.
8. Developing our marketing material with the leadership of our marketing committee.

That will be achieved through

1. Staying focused on our “partners in growth” – internal and external!
2. Continued communication with funding agencies.
3. Building on the list of “ICMCI Partners” that now receive the Newsletter and any other important communication to stakeholders.
4. Keeping momentum with linking all working committees.
5. Assisting committees when strategic plan is accepted to shape implementation and actions.
6. Continuing to provide feedback to ExCom for decision making purposes.
7. Seeing the whole picture and keeping it well trimmed!

Stay focused and working in the same direction using the efficient volunteer work of our community, and creating synergies to elevate the ICMCI to a sustainable properly governed Council

– Reema Nasser



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Committees

&

Taskforces

Reports

Nominations and Succession Planning Committee

NSPC in the ICMCI Bylaw

Article IX - Section 5: Nominations and Succession Planning Committee

The nominations and succession planning committee will be a standing committee of the Council responsible for managing an open nominations and election process for elected officers.

The committee shall be headed by the immediate past chair (or a past chairman) and composed of four other trustees (including the current Chairman).

The slate of officers will be mailed to all members of the Board of Trustees sixty days before the date of the biennial Congress

Schedule of events 2014-2015

Items	Days before the business meeting	Date
NSPC Chair to write to existing Excom seeking their interest to serve another term	290	10/12/14
Excom Members to confirm to NSPC	250	19/01/15
ICMCI Chairman to advice to all Trustees of members of NSPC and call interested person seeking advice	240	29/01/15
NSPC Chair to confirm date sequence of events to NSPC and Excom	220	18/02/15
NSPC to agree nomination forms	190	20/03/15
Post Nomination Forms on Web	180	30/03/15
Send Nomination Form to all members with note from NSPC Chair	170	09/04/15
Secretariat send out Calls for Nominations and supporting form from members associations	130	19/05/15
NSPC Chair reminder to all Trustees of pending elections and nominations deadlines	120	29/05/15
Reminder of pending closure in 15 days for ExCom nominations	90	28/06/15



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Secretariat final reminder of nomination deadline in 5 days	80	08/07/15
NSPC to review nominations as they are received from Secretariat	80	08/07/15
Nomination Close	75	13/07/15
Based on receipt of final nomination list, NSPC to discuss applications and suitability, agree positions and suggest changes if necessary. All nominations forms must go to Secretariat who numbers and circulate them to NSPC upon receipt. NSPC to discuss any issues	73	15/07/15
Agree on slate of officers	72	16/07/15
If election is to be held (I.E. more nominations than positions), NSPC Chair to announce election via Secretariat	71	17/07/15
NSPC Chair will announce slate of officers	71	17/07/15
Secretariat will send out proxy ballot by email (announce scrutineers)	65	23/07/15
Reminder that voting closes in 15 days	45	12/08/15
Reminder of election deadline and dispatch of records set of ballot papers	35	22/08/15
Voting closes	30	27/08/15
Vote counting	28	29/08/15
Announce results by email	26	31/08/15
Formally announce result at 2015 Business Meeting	0	26/09/15

- Francesco D'Aprile CMC, NSPC Chair

Quality Assurance Committee

Purpose

ICMCI Quality Assurance Committee's purpose is to confirm that member Institutes award the CMC conforming to the ICMCI CMC Certification Scheme. This permits cross-border movement of CMCs granted reciprocity by other Members of ICMCI.

QAC CMC members: Clint Burdett (Chair), Francesco d'Aprile, Brian Ing (Past QAC Chair), Peter Sorenson, Aneeta Madhok (last year), Jeremy Webster. We expect to add two new members by 2015.

QAC and the Assessors' Role

Our assessments are fair, independent and objective. We are supportive to assist the improvement of consultants. We share best practice observed worldwide. Our assessment results are confidential between the Institute and QAC and are reported quickly.

The Principle of Equivalence

ICMCI owns the ICMCI CMC Certification Scheme Manual intellectual property and our Institutes using it ensure that CMCs awarded by the Institutes are equivalent. The ICMCI's policy is that the ICMCI CMC Standard is at a relatively high level, leaving a significant degree of freedom to member countries in the detailed specification of their national CMC standards. This is largely in recognition of the valid differences in background, history, and culture across the wide range of member countries. It also has the benefits of a longer term validity of the Standard in a changing world, and of allowing room for national innovation in good practice from which the ICMCI benefits.

Assessments

QAC conducts the provisional member assessment, the initial assessment for full membership and the Triennial Re-assessment for Full Members. QAC makes recommendations to the Membership Committee, which include the QAC recommendation in Membership recommendation to ExCom to award provisional or full membership in ICMCI.

Provisional member assessments confirm the Institutes viability to award the CMC including its formal constitute or charter, committee structure and resources (a proper body), and its leadership capacity (proper people).

Initial full membership assessment is done at the Institute's headquarters with a complete document submission, interviews by the assessor and observation of a CMC examination (or interview of two recent new CMCs).

A Triennial Assessment takes two forms: a high trust assessment (formerly light touch assessment) where the Institute has demonstrated strict adherence to the ICMCI certification scheme. Only actions taken on previous assessment report rectifications, recommendations and documentation changed by the Institute are assessed. The second form is a full member assessment repeating the initial assessment for membership in ICMCI.

In Johannesburg 2013, the Trustees directed QAC to conduction starting in 2015 full membership assessments for the next Triennial Assessment of all members.

Assessment Completed (to be completed) in 2014

Provisional	Initial Full Membership	Triennial
CMC-Global Myanmar Israel	Kazakhstan	<u>Conducted by 9/25/14</u> Australia Finland Japan Jordan <u>In work</u> Caribbean China Ireland Norway

Implementation of Full Assessments starting in 2015

QAC will implement the Full Assessments contacting each Institute due for an assessment in 2015 by December 1, 2014. The Institutes should expect one assessor to visit their national headquarters for one or one and one half days. Each Institute pays the ICMCI assessment fee and for in country assessments, pays the assessor directly for travel, food and hotel arrangements.

QAC will notify each Institute of its specific requirements guided by:

- Number of rectifications and recommendations in last assessment.
- To spread out costs, if the Institute's last assessment was at their headquarters, the next assessment can be by video conference. The goal is an Institute is visited in county at most about every 10 years.
- If the Institute will in the same year have a formal 17024 assessment, the Triennial Assessment can be conducted by video conference if prior to the 17024 assessment.
- Information from the Institute that a delay is needed for up to one year (new officers, new management company, resource constraints). This information is shared with the ICMCI Membership Committee.

You will see next the 2015 and 2016 assessments need to be level loaded to allow for expected new member provisional assessments, moving some Institutes from 2015 to 2016. This decision is coordinated by the QAC and Membership Chairs.

**Full Membership Assessments
Planned for 2015 and 2016**

2015	2016	17024
Brazil	Austria	USA in 2015
Croatia	Bulgaria	
Cyprus	Hong Kong	
Denmark	Germany	
India	Hungary	
Islamic Republic of Iran	Thailand	
Italy	Turkey	
Korea	Ukraine	
Macedonia	UK	
Netherlands		
Romania		
Russia		
Singapore		
Serbia		
Sweden		
Switzerland		
USA		

Coordinating with Membership, QAC determines the timing of assessments.

For example, Nigeria has not yet been scheduled. Currently Provisional Members are not reassessed on a periodic basis if their application for full membership is delayed.

Other 2014 Activities by QAC

- Terms of Reference forwarded to ExCom
- Beta QAC management web pages in use (plan, Institute history and documents, document management, Trustee resolutions impacting QAC)
- Requirements for QAC pages sent to Website Committee for RFP
- Standard assessment report format
- Revision of QAC Assessor Checklists and documents submitted by the Institute to incorporate the CMC Certification Scheme Manual (continues in work)



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2015 Planned Activities

- Assessor training
- Continue document revision
- With roll out of new website, updated text
- For CMC Certification Scheme Manual, update to Paragraph 4 -- Accreditation of Member Institutes by ICMCI, for process improvement changes in third year of use (2016)

- Clint Burdett CMC® FIMC ' QAC-Chair

Professional Standards Committee

The professional standards committee performed tasks requested by other committees, including excom and identified quality control matters to be addressed during this 2 year period.

Members of the PSC during 2014:

Angelo Kehayas – chair; Robert Bodenstein – Excom Liaison; Clint Burdett – QAC Liaison; Constantinos Stravopoulos; Kiran Fakir; Namrod Gonyora; Anton Barisic; and Kayhan Mirfakhrai;

While the following members resigned the post since its formation:

- Carolien de Monchy
- Risto Ivanov
- Zhang Yanyan

PSC tasks:

Re-certification Paper

Two documents regarding CMC re-certification were produced, namely the standard itself and acceptable assessment techniques related to re-certification.

Both are in draft form and have been aligned to existing certification standards, to avoid duplication.

CMC Firm Standard

The PSC assisted the CMC Firm committee in defining acceptable standards for the CMC firm concept.

CMC International Standard

The PSC assisted the Finance Committee in defining acceptable standards for the CMC international proposal.

Review and proposal of changes to CMC Standard

The PSC reviewed the CMC standards proposed and accepted in 2013 at the Johannesburg congress and has proposed standardisation, structure and wording improvements, which need to be accepted in line with the change control process to be agreed below:

Developed and proposed procedure for the control and release of standards

This relates to the frequency and process required to recommend and accept changes to the CMC standards, as they have an impact on other activities, including the tests of equivalence applied by QAC.

Revision and referencing of existing documentation

It has been found that there are potentially confusing documents which are either in conflict with one another, or refer to the same matter, without clarity as to which is the most current. There are exceptions, which are clearly referenced, documented and recorded as approved at a congress or meeting.

A formal document approval process and referencing structure has been proposed, which is still to be approved by trustees. Once this has been done, all documents are to be updated accordingly.

Draft ToR for PSC

A Terms of Reference (TOR) document has been developed and will be distributed once the ICMCI governance structures are agreed.

Benchmarking with other professions

PSC conducted some initial work on working more closely with other professional bodies and a start has been made in ZIMBABWE with reference to the audit, financial and quality bodies.

Mapping of CMC to coaching competences

The CMC competencies have been mapped to the ICF, IAC, WABC, EMCF and others, to produce a migration path for CMCs to Master Coaches, without duplicating existing competencies. This opens a whole new development and membership path for member institutes which wish to pursue this option.

Open issues:

1. The ToR is dependant on the finalisation of the ICMCI governance structures, as it refers to authority and process.
2. Acceptance and implementation of the proposed control and release of standards process and frequency.
3. Agreement to reference all PSC relevant documents.
4. The PSC requires a broader reach to individuals in each institute who are responsible for national standards and are prepared to be actively involved in this process.

- Angelo Kehayas CMC, Chair

Membership Committee

Introduction:

Committee Members include: Sorin Caian (Chair, Romania), Marjo Dubbeldam (Netherlands), Peter Csakvari (Hungaria), Liew Shin Liat (Singapore), Canute Thompson (Caribbean), Glenn Yonemitsu (Canada), and Reema Nasser (Executive Director – “Ex-Officio”)

As outlined in the Members in Good Standing Policy, which was approved by Trustee vote after the 2011 Taipei Congress, the Membership Committee has undertaken the annual review of the ICMCI membership.

This report presents our recommendations to ExCom. It is the product of our review of each member’s QAC assessment status, accounts payable status, and member communication and engagement. Where we identified issues and concerns, these have been communicated to the member.

We are pleased to recommend the confirmation of most members as being in Good Standing, but have identified a number of exceptions, where further action by the member is required to achieve that status.

During the year a number of IMCs obtained the status of provisional member (Myanmar, CMC-GI, Israel) while one (Kirgiz Republic) suspended their membership for one year, until March 2015. One institute (Kazakhstan) is in process for full membership.

Meanwhile, based on the work performed by the Committee, we have prepared and send for discussion and approval the ToR for the Membership Committee as well as a proposal for amending the Paper concerning Members in Good Standing and a discussion paper regarding the concept of territoriality.

A number of applications (Poland, Kosovo, Mongolia) are in various stages of analysis, jointly with the QAC, and the results will be shared with you as soon as possible.

We trust the detailed report and set of recommendations meet with ExCom’s approval, and as a committee, we stand ready to address any questions or concerns that ExCom may have.

- Sorin Caian CMC, Chair

Marketing Committee

Introduction:

Committee Members include: Doug Macnamara (Canada), Tamara Abdel-Jaber (Jordan), Tom Moriarty (Ireland), Mike Tucker (USA), Gabor Holch (China), Peter Tomkins (UK), Saidul Haq (Bangladesh), Louis Loizou (Cyprus), Elena Yuzkova (Ukraine & ExCom Link) and Reema Nasser (Executive Director – “Ex-Officio”).

2014 has been somewhat of a revitalizing year for the ICMCI Marketing Committee. We have established some fairly good traction on key initiatives and have some good committee members contributing well to the work. Some of our key accomplishments most of ExCom will know about from personal experience, but our biggest pieces of work are still underway and not yet completed.

In our June Report to ExCom we identified 5 key areas that the Marketing Committee is now taking responsibility for; these were:

1. Development of a comprehensive ICMCI Marketing Strategy
2. External Marketing to Key Multi-national Corps and Key International Professional Association(s)/NGO’s
3. Revitalization of Meridian Newsletter
4. Support ExCom and other key ICMCI Committees in their Marketing needs
5. Comprehensive branding of ICMCI, and international leadership/support for the CMC Brand

I am pleased to say we are making tangible progress in all of these areas, and remain on-track to our self-identified deadlines.

1. Development of a comprehensive ICMCI Marketing Strategy

- We have a complete working document in place. Draft 1 was out for review by all committee members, and feedback/input received by Sept 15th.
- As per our plan & deadline, we will have a final version to forward to ExCom by September 30th.
- This has included the elements in the Draft ICMCI Strategic Plan pulled together by Tim and ExCom and sent to us in May. However, we have taken it much further.
- We have done an exhaustive competitive review; have analyzed and “rated” the various Products and Services of ICMCI; and we have thought deeply about a more concrete and specific “Market Positioning” and clarity of “Value Proposition” for ICMCI. This will challenge us all to think more deeply about what to focus on in the next few years. Most elements have been discussed no doubt by ExCom and Trustees, but from a Marketing and Positioning aspect; we must become very concrete now and move into clear action and Value delivery by ICMCI.
- We look forward to engaging in an energetic dialogue with ExCom after we forward the final document to you – at your next meeting; to gain your approval of the plan.
- We are coordinated with both the website and the social media sub-committees to ensure their work will fit into the overarching ICMCI Marketing Plan.

2. **External Marketing to Key Multi-national Corps and Key International Professional Association(s)**
 - Our sub-committee on this is in place and working towards finalization of key messages & materials that we can use to target a pilot group of multi-national corporations, international professional bodies and NGO's. This is on-track for our September 30th deadline.
 - October – December we plan to launch a targeted campaign towards these Pilot organizations, and rally some volunteers to represent ICMCI in their home country. This is proving a little more challenging. We will be approaching ExCom members and Trustees to help us find ICMCI marketing representatives – CMC's in local countries shortly. The mobilization of these volunteers at the country-level is a critical element in the ICMCI international marketing strategy. And, we need your support for this. We must move beyond a “we – they” mindset and embrace a joint initiative between ICMCI and IMC's for this to work!

3. **Revitalization of Meridian Newsletter – Now “CMC Today”**
 - You have all received the first edition of “CMC Today”, delayed a little bit by some technical difficulties involving the secretariat and their IT/Web-Host provider, but now sorted out. Hopefully you have enjoyed the first edition??
 - We will want a contribution from ExCom each issue as Tim provided in August, aligned with the theme of each edition. The September-October Issue has an Information Technology & Organizational Effectiveness Software Theme. Which of you in ExCom will contribute this month? And, the November-December theme is Human Resources & Training – who will be the ExCom contributor for that?
 - Of course, this is an ongoing work in progress, so we will appreciate your feedback, now or offline; please speak to Elena or Reema with your concrete and constructive feedback!
 - Also, please help us distribute this widely – it is our hope that all IMC's will start forwarding it to their entire Country membership list as further added value. Also we want to encourage CMC's at the country level to contribute content for future issues.

4. **Support ExCom and other key ICMCI Committees in their Marketing needs**
 - This is a “work in progress” element, and very much relies on you – ExCom members and Committee Chairs/members, plus IMC leaders as well.
 - You should now see the ICMCI Marketing Committee as the ICMCI Marketing Department!
 - Start to get us involved, and we will help you in “punching-up” your presentations; ensuring for example the Annual ICMCI Conferences have a very solid GLOBAL marketing strategy, design and branding that reinforces everything we are doing to build a consistent, comprehensive image!
 - Do you have an article to write or presentation to make on behalf of ICMCI? Send your draft version to the Marketing Committee before you finalize it – we'll help you make a GREAT impression!

5. **Comprehensive branding of ICMCI, and international leadership/support for the CMC Brand**
 - As you should know there is now a comprehensive Branding & Logo set of resources for ICMCI, and for the CMC brand internationally. Many, many instances of individual and IMC use of the CMC logos/colours/etc; as well as ICMCI leadership volunteers are still taking liberties with the



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ICMCI look and the look of the CMC brand. We must work together to ensure CONSISTENCY of both the CMC Brand and the ICMCI Brand around the world, and in YOUR domain.

- There is a comprehensive package now accessible on the ICMCI protected web portal for officials of ICMCI and IMC's to access. PLEASE, PLEASE, PLEASE use it, and follow the very clear Style-Guide for each! (This isn't really a "request"!)
- Replace the "stuff" you are currently using ASAP and get on-board with one consistent brand-look!

- Doug Macnamara, CMC, Chair

CMC Firm Committee

Introduction:

Committee Members include: Francesco D'Aprile (Chair, Italy), Brian Ing (UK), Sorin Caian (Romania), Sak Hutauwatra (Thailand), Jan Willem Kradolfer (Netherlands), Jeremy Webster (UK), Angelo Kehayas (PSC Link - South Africa), Reema Nasser (Executive Director – “Ex-Officio”).

The CMC Firm initiative started with a pilot project in 2013 and as a result Hejun Consulting was named the first CMC Firm of ICMCI.

Due to this success the project gained validation, and therefore will be launched officially during 2015 after accomplishing the following:

1. The preparation of a Positioning Paper
 2. The preparation of a Business Model
- Above two documents will be input to finalize:*
3. The preparation and acceptance of the comprehensive Operational Plan.

Work started during 2014 as the committee met several times and accomplished above as well as:

1. Creating the framework
2. Fixing differences between ACP and CMC Firm
3. Defining layout and benefits
4. Preparing the business model
5. Preparing the operational model

Those will be utilized to produce the following CMC Firm Package:

- **CMC Firm Assessment Standard**
- **Code of conduct for the CMC Firm Assessment Process**
- **CMC firm business model**
- **CMC Presentation Brochure**

The ICMCI CMC Firm Committee will be responsible for providing/finalizing above documents before the end of 2014, as marketing and promotion will start in January.

Having said that, thanks would go to the PSC Committee and to the assessors of the pilot project for their involvement and support of the work of this committee. The lessons learned from the process they followed was a major input for the assessment process.

The operational model will provide the guide on tasks, responsibilities, communication and timelines to address the set objectives/goals to the members of this committee, and will be subject to publishing to the Trustees/IMCs for their involvement in the future.



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As you all know, the main goal of this project is to create a global directory of national large and medium large firms who play key roles in the industry and its development at a national level, and who manage and/or are seeking international connections within a top international environment where ICMCI is the main player.

This will result in spreading the name of the CMC within the large to medium local and regional consulting firms and professional environments, and supporting the income of ICMCI as well as the IMCs by increasing the number of individuals seeking the CMC designation.

Partnering with our IMCs to accomplish this is an important facet to its success, our cooperation to increase the visibility of our main brand among all communities is the goal we all seek and aspire to accomplish.

- Francesco D'Aprile CMC, Chair

Website Committee

Introduction:

Committee Members include: Lisa Koss (Chair, USA), Robert Bodenstein (Austria), Ljubomir Trajkovski (Macedonia), Nick Warn (UK), Reema Nasser (Executive Director – “Ex-Officio”).

The committee concluded that in order to promote the various activities of ICMCI, and to facilitate communication with our stakeholders, we need to set up our website on a modern CMS (Content Management System).

Our work for the last months was focused on compiling a Request for Proposal (RFP) to be sent out through our network of IMCs and supporters. The RFP was sent on the 22nd of August, and 12 proposals were received from around the world by the deadline. In the RFP we highlighted main issues related to stakeholders, target groups, online media, characteristics of home page and navigation, administration, dedicated areas for members and working groups, as well as site management.

Next steps would include:

1. Evaluating received proposals and short list 3 proposals.
2. Negotiating with the 3 short listed entities to enhance value for money.
3. Recommending a provider to ExCom for approval.
4. Contracting and getting started.

For the evaluation, we included below as a criteria to make sure we have proper understanding of our peculiarity and individuality as a Council comprising of almost 50 IMCs catering to a pool of CMCs and consultants worldwide.

Criteria	Points
Understanding of the Project and ICMCI needs (background and expertise of the proposing firm with three references and ideas for innovative approaches)	20pts
Outline of the Project components, stages, timeframe, training, and unique tools/characteristics proposing firm brings to project	30pts
Pricing and detailed breakout of how this is determined – by stage, component, consulting resources used, etc.	30pts
Maintenance including international support and response time	20pts

We will keep you all updated with the results, hoping our new website will be the new window to the world of opportunities for all of us.

- Reema Nasser, On behalf of the Website Committee

Academic Fellow Taskforce

Introduction:

Taskforce Members include: Mike Thompson (Chair, Canada), Michele Coletti (Italy), Tim Clark (UK), Léon de Caluwé (Netherlands), and Reema Nasser (Executive Director – “Ex-Officio”).

ICMCI Academic Fellow designation is a mark of distinction which recognises academics from around the world who have contributed to the study and teaching of management consultancy. The Academic Fellow designation is awarded by ICMCI to suitably qualified individuals based upon the recommendation of the local IMC.

Accepted nominations are for nominees from an academic institution in respective IMC countries, and the maximum number is 10 Fellows per IMC with a maximum of 3 nominations from any single IMC during the one year.

In 2013, there were sixteen successful nominees named as Academic Fellows from the following countries:

- ✓ Austria
- ✓ Canada
- ✓ Denmark
- ✓ Ireland
- ✓ Jordan
- ✓ Netherlands
- ✓ Sweden
- ✓ Thailand
- ✓ UK

Nine successful nominees were identified during 2014 in the second round, as five IMCs responded with carefully assessed nominations, and those countries were:

- ✓ Australia
- ✓ Iran
- ✓ New Zealand
- ✓ South Korea
- ✓ UK

We are happy to announce that the awarded Fellow Academics for 2014 are:

1. Alan J. Blackman CMC; Senior Lecturer; Griffith University, Australia
2. Manoochehr Najmi; Associate Professor; Sharif University, Tehran, Iran
3. Mahmood Ghorbani; Associate Profession; Azad University, Bojnord, Iran
4. Stephen Cummings; Professor of Strategic Management; Victoria University of Wellington, NZ
5. Do Sung Na; Professor and Head of R&D Centre, Hansung Graduate School, Seoul, South Korea



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6. Kyeong Seok Han; Professor, School of Management; Soongsil University, Seoul, South Korea
7. Kang Yong Lee; Lecturer, SoongEui Women's University; Chung Ang University, Seoul, South Korea
8. Joe O'Mahoney; Senior Lecturer; Cardiff University, UK
9. Ian Kirkpatrick; Professor and Director Social Sciences Institute; Leeds University Business School, UK

We are hoping to maintain the momentum during the coming years, keeping in mind that the next round of IMC nominations are scheduled to be requested by end of calendar 2014.

- Mike Thompson FCMC, Associate Professor, Royal Roads University, Victoria