

Appendix 3
Certified Management Consultant (CMC)
The ICMCI Code of Conduct for Consultants (CMC003)



CMC - GLOBAL

This Code of Conduct describes the rules of engagement that we have of MCSP's (Management Consultant Service Providers) in the global management consultant community. It articulates the ideals to which we aspire as well as the behaviours that are mandatory in our professional roles.

The purpose of this Code is to instil confidence in the consulting profession and to help an individual become a more successful MCSP. We do this by establishing a profession-wide understanding of appropriate behaviour. We believe that the credibility and reputation of the consulting profession is shaped by the collective conduct of individual practitioners.

We acknowledge that a management consultant bears a multi-faceted responsibility – to the Client, to Society, to the Organisation they work for, to those they work with, and to the Consultancy Profession.

ICMCI Code of Conduct for Consultants

1 Serving the interests of Clients – as a professional Management Consultant I will:

- 1.1 Put client interests first, doing whatever it takes to serve them to the highest possible standards at all times, handling assignments with efficiency and effectiveness, responsibility and accountability and with focus on impartiality, legitimacy, capability and legality.
- 1.2 Ensure professional advice is sound and relevant to client's needs.
- 1.3 Act independently and objectively, exercising professional care, establishing the facts of a situation to enable an informed and experienced judgement.
- 1.4 Consider the possibility of any conflict of interest, or the perception of such a conflict, and take all reasonable steps to protect the interests and confidentiality of each client. Be aware of any Client's code of conduct and take appropriate action, including informing the client, if there is a problem with compliance.
- 1.5 Follow a process for managing the consulting assignment that conforms to the guidelines given in ISO 20700:2017 (Guidelines for management consultancy services).
- 1.6 Demonstrate the personal qualities and good practices of a professional consultant, including: Honesty, Respect, Integrity, Independence, Objectivity, Commitment, Robustness and transparency of communication. Set high personal standards, respect confidentiality, and be courteous, reliable and responsive in dealing with others.
- 1.7 Maintain currency in all the competences required to carry out consultancy assignments and add value to clients. Create an environment that enables others working with me to be creative, agile, innovative and value quality.

2 Serving the interests of Society – as a professional Management Consultant I will:

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- 2.1 Ensure that I am aware of, and comply with, all relevant legislation and regulations in the country where I am operating.
- 2.2 Respect social, environmental and wider corporate responsibility concerns, assessing the impact of my actions on the environment and society around me, and seeking to conserve resources wherever possible.
- 2.3 Consider the application of the UN Sustainable Development Goals in all assignments.
- 2.4 Understand, accept and manage diversity in terms of culture, beliefs, religion, race and gender, respecting the customs, practices and reasonable ambitions of others.
- 2.5 Understand and apply the principles of Corporate Social Responsibility following guidelines that conform to ISO 26000:2010 (Social Responsibility), encouraging clients to adopt CSR principles in their organisation.
- 2.6 Understand and apply the principles of the 2009 Anti-Bribery Recommendation from OECD.
- 2.7 Be honest, open and truthful in all external communication.

3 Serving the interests of the Organisation I work for – as a professional Management Consultant I will:

- 3.1 Make every effort to supports the organisation’s overall objectives, safeguard its reputation and assets, and reconcile personal and corporate values.
- 3.2 Uphold lawful policies, practices and procedures and contribute to their enhancement in the interests of good management practice.
- 3.3 Address issues I perceive as improper, or as falling below acceptable standards of professional practice, and apply relevant corrective actions.
- 3.4 In the interests of all the organisation’s stakeholders I will: ensure that I properly understand their interests and respond to them in a balanced manner; safeguard all confidential and/or proprietary information that comes into my possession; establish, maintain and develop business relationships based on mutual confidence and trust; neither offer nor accept gifts, hospitality or services which could create, or imply, an improper obligation; refrain from entering into any agreement or undertake any activity which is unlawful or anti-competitive.

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4 Serving the interests of those I work with – as a professional Management Consultant I will:

- 4.1 Understand my colleagues' responsibilities, areas of authority and accountability and offer them my support.
- 4.2 Act consistently and fairly when addressing any shortfall in performance or standards of behaviour.
- 4.3 Maintain a culture of openness and transparency in communications, where issues may be addressed in a frank, timely and effective manner.
- 4.4 Have regard for the physical and mental health, safety and well-being of colleagues, recognising their specific needs and the pressures and problems they face.
- 4.5 Ensure that every individual is treated fairly and that diversity is respected.
- 4.6 Encourage and assist colleagues to develop their skills and progress their careers, valuing the contribution which they may make, and recognising their achievements

5 Serving the interests of the Consultancy Profession– as a professional Management Consultant I will:

- 5.1 Have respect for the profession, upholding its integrity and good standing and refraining from conduct which detracts from its reputation and public confidence.
- 5.2 Promote the image and standing of the profession, demonstrating understanding of the nature of the management consultancy market and all its stakeholders.
- 5.3 Respect the intellectual property of all stakeholders, including materials that may be shared among various stakeholders.
- 5.4 Seek and act on feedback from clients and profession leaders to promote development of the profession.
- 5.5 Observe the standards of conduct and practice as set out in this Code.

Record of Changes

Version/Date	Change	By
4.0/ August 2021	A Code of Professional Conduct replacing the 2014 version of guidelines	PSC

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