

Appendix 6
Certified Management Consultant (CMC)
Matrix of Preferred and Acceptable Assessment
Techniques (CMC006)



		1 - Application	2 - Qualification	3 - Client reference	4 - Written exam	5 - case study	6 - Face face
CMC Competencies		P - denotes preferred assessment method X - denotes other possible assessment methods					
A1	Client Business Insight						
A1.1	Client understanding						
A1.2	Client Business Knowledge	X	X	p	X	p	X
A1.3	External awareness						
A2	Functional and Sectorial Knowledge						
A2.1	Functional and sectorial knowledge and experience						
A2.2	Knowledge of functional and sectorial drivers, trends and future challenges	X	p	X	P	X	X
B1	Consultancy & Consulting Business Insight						
B 1.1	Consultancy business knowledge	X	X	X	X	P	P
B2	Professional Business Competence						
B 2.1	Professional attitude and behaviour as consultant	X	X	P	X	P	X
B3	Consultancy & Consulting Competence Development						
B 3.1	Continuing development of consulting and consultancy	X	P	X	X	X	P
C1	Assignment Management (Consulting Process)						
C1.1	Assignment Management processes						
C1.2	Focus on the content of the Assignment Management processes	X	P	X	X	P	X

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C2	Building and Sustaining Relationship (Engagement Management)						
C2.1	Focus on relationship and engagement						
C2.2	Building an approach and working culture.						
C2.3	Being innovative	X	X	P	X	X	P
C3	Personal Engagement						
C3.1	Taking the lead in assignment and engagement	X	X	X	X	P	P
C4	Consultancy differentiator – adding value						
C4.1	Adding value to the client by practicing professional and ethical behaviour						
C4.2	Creating a good image and reputation in sector to be attractive to new clients. Adding value to existing clients, both wider and deeper, to keep long term relationship	X	X	P	X	X	P
D1	Consulting Process Techniques						
D1.1	Appropriate use of tools and methodologies						
D1.2	Ability to craft a feasible and effective solution						
D1.3	Transformation capabilities	X	X	P	X	P	X
D2	Personal Capabilities and Relationship						
D2.1	Understanding the context, process and result of consultancy tools and techniques to ensure their correct use		X	P		X	P
D2.2	Relationship and networking						
E1	Leadership						
E1.1	Managing Yourself						
E1.2	Managing others			P	X	X	P
E1.3	Managing assignment, output and outcome						

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E1.4	Sharing Knowledge						
E1.5	Delivering output and outcome						
E2	Intervention capabilities						
E2.1	Managing interventions to achieve successful outcomes that add value to the client.			P	X	X	P
E3	Capability in operational delivery						
E3.1	Working effectively in complex environments						
E3.2	Demonstrating communication skills						
E3.3	Demonstrating influencing skills						
E3.4	Awareness of impact						
E3.5	Understanding the importance of impartiality and objectivity						
E3.6	Handling conflict			P	X	X	P
F1	Professional consultant behaviour						
F1.1	Demonstrating professional behaviour in dealings with client, stakeholders and colleagues			P	X	X	P
F2	Awareness of Consultant Role						
F2.1	Awareness and importance of selecting and following the appropriate role for the assignment			P	X	X	P
F3	Personal behaviour and interaction						
F3.1	Taking responsibility						
F3.2	Showing respect						
F3.3	Making decisions fairly by acting impartially and objectively						
F3.4	Acting with honesty						
F3.5	Showing integrity			P	X	X	P
F4	Personal Attitude						
F4.1	Building trust and confidence by demonstrating a positive and constructive attitude			P	X	X	P

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F5	Behaviour Development and Career development						
F5.1	Planning self-development of behavioural skills and shows track record of personal growth						
F5.2	Takes responsibility for career development	P	P	X	X	X	X
G1	Sustainability & Corporate and Social Responsibility						
G1.1	Recommending solutions that are compatible with the principles of sustainable development						
G1.2	Demonstrates Corporate and Social Responsibility in own and Client organisations			X	X	P	P
G2	Legality and Compliance						
G2.1	Compliance with the relevant laws and regulations of the country or countries in which the work is undertaken			P	X	X	P
G3	Professionalism in Consultancy, Consulting & Consultant						
G3.1	Handling assignments with care, integrity and conscientiousness						
G3.2	Ensuring transparency in all phases of the assignment						
G3.3	Understanding and fulfilling the role(s) required in the assignment			P	X	X	P
G4	Personal Values						
G4.1	Having strong Personal values			P	X	X	P
G5	Consultancy, Consulting and Consultant Competence Development						
G5.1	Planning and undertaking self-development of competence for personal growth	P		X		P	X

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Key to the Matrix and its use

1. In the above table:

- P = a preferred technique for assessing the relevant competence sub-set
- X = an acceptable technique for assessing the relevant competence sub-set.

This applies in general to the components of the competence sub-set, as well as to the competence sub-set overall.

2. Two “preferred” techniques are available for each competence sub-set, as well as a variable number of “acceptable” techniques.
3. It is an ICMCI mandatory requirement that in certifying a candidate, each competence sub-set should be assessed at least twice, using different techniques, in order to provide a balanced and fair perspective.
4. It is an ICMCI mandatory requirement that at least one of these techniques should be a “preferred” technique.
5. ICMCI mandatory requirements are that the certification process overall should combine each of three distinct aspects:
 - written submission from the candidate (which may include examination elements)
 - external assessment – primarily from clients, but possibly including also colleagues
 - face to face assessment by at least two qualified institute assessors.

Definitions of Assessment Techniques

The ICMCI definitions of assessment techniques appropriate for use during the certification process for CMC are as follows:

Assessment Technique	Definition
1. APPLICATION Documentary evidence in the candidate’s Application	The independent assessment by one or more qualified institute assessors of written evidence submitted in advance by a candidate. The written evidence should take the form of a portfolio including a curriculum vitae (CV), summaries of client assignments, a structured application form, and/or other suitable documentary evidence.
2. QUALIFICATIONS Academic and professional Qualifications	Verifying that an individual has professional qualifications in their area of practise e.g. an accounting designation or an engineering qualification; and more general academic qualifications e.g. a university graduate, in accordance with the particular requirements of the national CMC standard.

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Assessment Technique	Definition
3. CLIENT REFERENCE Client (and other) third party references/testimonials	The evaluation by an independent assessor of client and possibly other third party references or testimonials. This is primarily independently collected written or telephone feedback from clients, but may also include managers and professional peers. This could take the format of standard questionnaires, or 360 degree techniques, or other means.
4. WRITTEN EXAMINATION Written examination	A structured written evaluation to test candidates' knowledge of consulting theory, practice, concepts or ethics. This could take the form of a multiple choice or open answers and be delivered in traditional class room based examination or on-line.
5. CASE STUDY Detailed description of a client business situation requiring a solution (sometimes called an Engagement Summary)	Description of a detailed client business situation, to which candidates must propose a specific solution, including diagnosis of the issues, identification of options, and definition and justification of the proposed course of action., Such case studies may be undertaken in written or verbal form, and in single candidate or group situations. The candidates' responses should be assessed by one or more qualified institute assessors. The case study may be an assignment example provided by the candidate from his own experience, but if so it should be tested by questions from assessors during face to face interview.
6. FACE TO FACE Structured face to face interview (including a presentation) with qualified assessors	A structured question and answer session with two or more independent qualified assessors who have received training about the Institute's CMC standard. This should normally include a presentation by the candidate on one or more recent client projects, or on a professional topic. Evidence must be formally recorded.

NOTE: Use of Electronic Media

Where physical attendance at an assessment meeting is difficult (typically because of geographical remoteness), candidates may provide evidence through some form of electronic medium. This is not acceptable as a stand-alone assessment technique, unless it includes or is supported by some direct personal interaction, and the candidate is at some point visible to the assessors. For example, a video presentation followed by a conference call, or alternatively a full video conferencing session, would be acceptable as the equivalent of a face-to-face interview.

NOTE: Concerning the Relevance of Sponsors for Assessment

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“Sponsoring” is defined as “the declaration of a candidate’s skills, his overall professionalism, and his adherence to ethical standards by a CMC who is sponsoring or recommending an individual applying for CMC”. Whilst ICMCI recognises the use of sponsors as perfectly acceptable should countries so choose, it views sponsorship as an optional pre-qualification requirement to be met by CMC candidates, in advance of the certification process, not as an assessment technique for use in the certification process itself.

Record of Changes

Version/Date	Change	By
1.0 / Jan 2014	Reissue to incorporate into CMC Certification Scheme Manual	PSC
2.0 / August 2021	Adaptation to the new CMC Framework	PSC

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