



Appendix 2: Competence Framework Background Manual

©2021 International Council of Management Consulting Institutes

Document Title	CMC Certification Scheme CMC© Competence Framework Background Manual	Version #	4.2
Document Authority	PSC	Status	Approved
System Reference	ICMC-CMC-002	Date	October 2021

Table of contents

1.1 Vision	2
1.2 Purpose	2
1.3 Persons to Whom the Competence Framework Applies	2
1.4 Competence Framework Reference	3
1.5 Structure of the Competence Framework and Ethics & Professional Conducts	4
1.6 Domain theory – basis for Continuing Professional Development	7
1.7 Continuing Professional Development (CPD)	8
1.7.1 Where do You measure Your wisdom?	9
2.0 The importance of Continuing Professional Development	10

1.1 Vision

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

We believe that we can advance our profession, both individually and collectively, by embracing this Competence Framework Reference.

We also believe that this Competence Framework Reference will assist us in making wise decisions, particularly when faced with difficult situations where we may be asked to compromise our integrity.

1.2 Purpose

As practitioners of consultancy, we are doing what is right and honourable. We have high standards for ourselves and we meet these standards in all aspects of our lives—at work, at home, and in service to our profession. The purpose of this Competence Framework is to instill confidence in the consulting profession and to help an individual become a better practitioner. 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 believe that we can advance our profession, both individually and collectively, by embracing this Competence Framework. We also believe that this Competence Framework will assist us in making wise decisions, particularly when faced with difficult situations where we may be asked to compromise our integrity.

ICMCI appendix 3 (Code of Conduct), ISO 20700 and many other Codes and Competence Frameworks are the inspiration for creating this document.

1.3 Persons to Whom the Competence Framework Applies

The Competence Framework and the Code Conduct apply to Consultants and are designed to be used by member IMCs to apply to their member consultants.

1.4 Competence Framework

The Competence framework is divided into 4 levels (the dark blue). The 4 levels are intended as the construction of a house: a foundation of the Code of Ethics & Professional Conduct and on top of this, is built on Behaviour, Practice and Business knowledge.

We strive to describe good principles of values, attitudes and behaviours and we describe good requirements for Competence for Business and Consulting Knowledge, Skills and Experience.

Business knowledge is at the top because it is from here the client sees the consultant.

Typically, consultants learn to work as consultants together with other more experienced consultants. So, behaviours and practices are developed alongside customer and market knowledge. The entire framework exists in a context where the consultant works with continuous learning. This is done with Continuing Professional Development. See below and section 1.7.

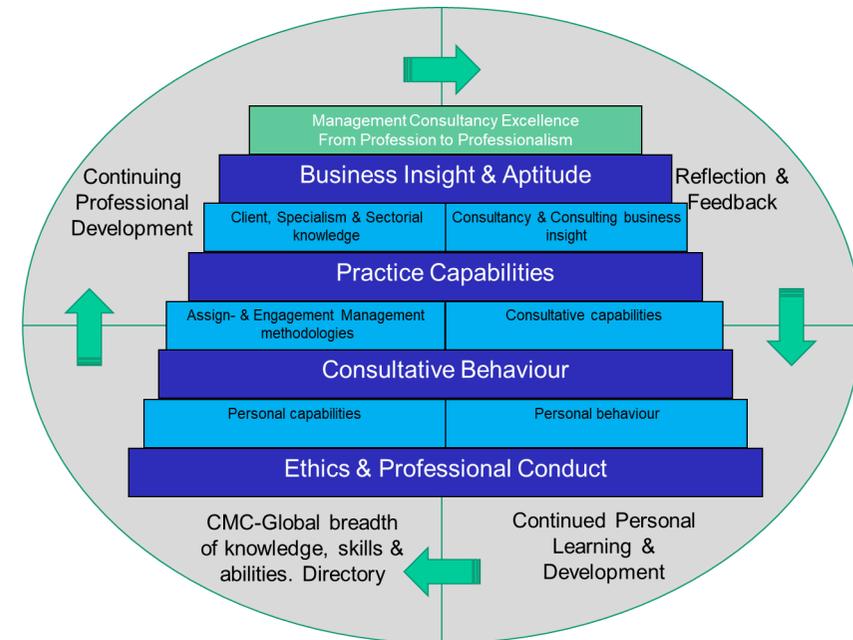
Business insight & attitude Competence

Client Business Insight will be achieved through experience by employment in the company and/or work as a consultant for the company/client.

Consultancy & Consulting Business Insight is achieved through experience as a consultant in a consulting firm and participation in professional networks and other consulting industry activities. Professionals from the consulting industry, such as consulting associations, consultant seniors, consultant industry specialists (eg. Academic fellows) can give contributions to Consultancy & Consulting Business Insight.

Practice capability Competence

Training should be conducted by teachers who have a basic understanding of consultancy, possibly from employment in the consulting industry. Particularly with regard to Building and Sustaining Relationship (Engagement Management) and Consulting Process (Assignment Management), it is essential that educational institutions implement courses with teachers who have practical experience from consulting, and/or that teaching staff is supplemented by experienced consultants. Competence here is very broad and can be specialized in many directions. Practices with many tools and methods are a big part here, so backgrounds like project manager, risk manager, quality manager etc. give the consultant a basis to learn more.



Consultative Behaviour Competence

Behaviour as a consultant is the actions that the customer and other relationships experience. So, it is essential to know your own skills in how to interact with others. Also, how to intervene through problem solving, with its efforts through process or questions. Finally, there are many consultant roles that the consultant can "play" along the way in the task. Awareness of what you are hired into as a role and what role you have in the task is very important.

Code of Conduct

Chapter 1.6 describe this area in detail.

Continuing Professional Development (CPD)

As part of the Competence Framework Reference, we propose that each participant will be working with her/his own career development framework and plan for continued professional development (CPD) in all three areas: Professional Practice Capability Development, Consulting Competence Development (assignment complexity) and Personal Behaviour Development. In chapter 1.7 You can read more about CPD.

1.5 Structure of the Competence Framework and Ethics & Professional Conducts

The Code of Conduct (section G) is divided into sections that contain standards of conduct which are aligned with 3 main groups: Society, Client and Consultancy. Those 3 main areas together constitute the realm of the consulting world, hence our focus for success.

We are using the interpretation of the wording Consulting this way:

- Consultancy covers the business and profession of which you are part.
- Consulting is the processes and disciplines that produce the deliverables and outcomes.
- Consultant roles are the delivery approaches you take to carry out the tasks in the assignment.

In line with ISO 20700:2017 we name You as a person MCSP (Management Consultant Service Provider) when You practice consultancy

The Code Conduct describes the rules of engagement that we have of MCSP's 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.

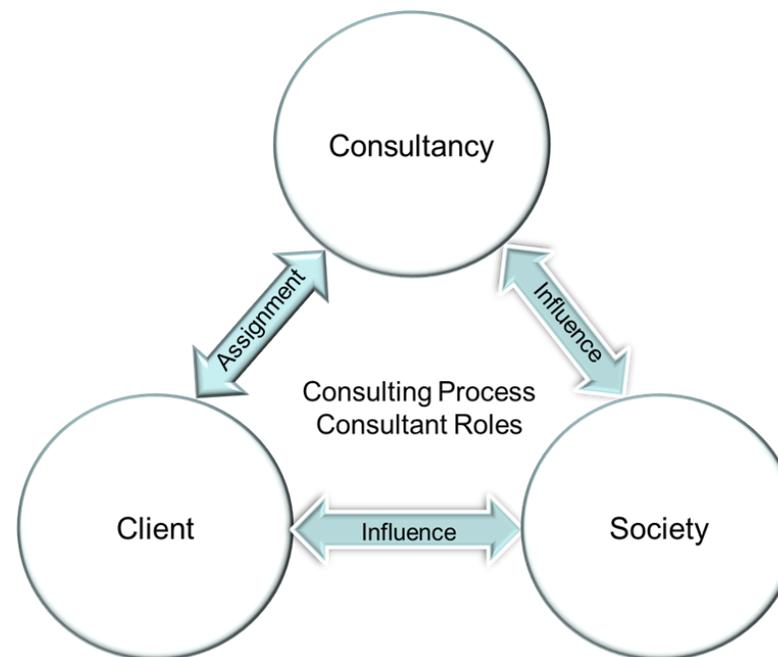
The purpose of this Code is to instil confidence in the consulting profession and to help an individual become a more successful MCSP. We do this by establishing a profession-wide understanding of appropriate behaviour. We believe that the credibility and reputation of the consulting profession is shaped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

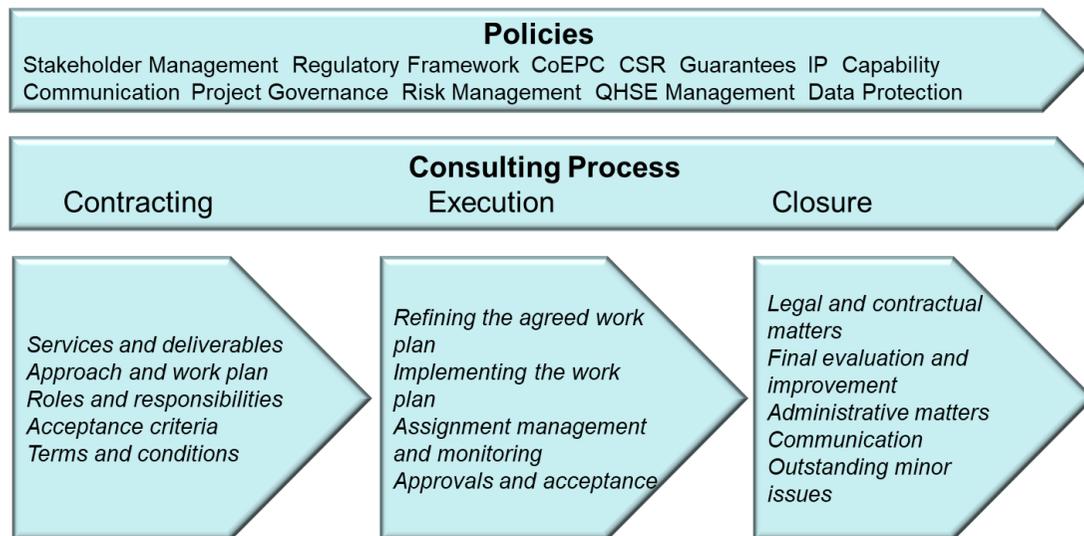
We acknowledge that a management consultant bears a three-part responsibility – to Society, the Client and the Consultancy Profession.

Each area of the Competence Framework Reference includes Foundation level, that is the “Aware” of level. Next level is the CMC level, that signifies “independent demonstration”. The Profession Leader level is the highest expertise level of principles and competence. The Profession Leader level also shows aspirational standards moving from individual CMC to Role Model Professional behaviour.

The following 3 documents describe the Competence framework as a whole:

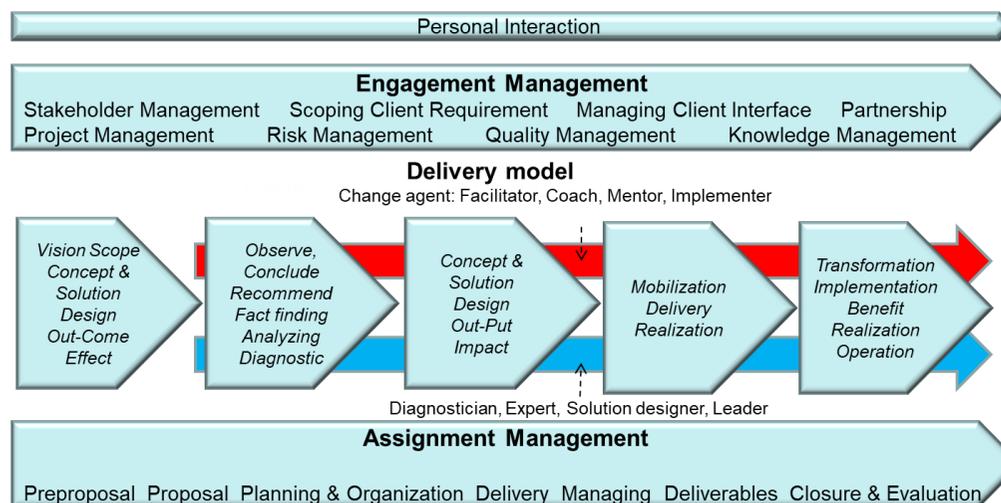
1. Competence Framework background. Describing background, models, philosophy, methodology, principles and requirements.
2. The Competence Framework. Describing the 3 levels of requirements for Foundation, CMC and Profession leader.
3. Competence Framework Assessor Guide. Describing assessment criteria to pass and value to client.





The above diagram 20700.

illustrates the standard ISO



The above diagram shows the practical implementation with Competence Framework approach in Consulting and Consultant roles.

1.6 Domain theory – basis for Continuing Professional Development

A MCSP primarily carries out their work in the following 4 areas or domains that the consultant will consider this as cross-cutting themes throughout the personal development process.

Experiences domain:

Experiences are the thoughts, assessments and feelings created from an incident in the past. People experience what they experience, and the professional consultant has an appreciative approach to experiences, regardless of whether the consultant sympathizes with them or not. Experiences can be transformed in the professional consulting process but never corrected. In the Continuing Personal Development context, it is expected that the consultant can explain how the stakeholders' experiences are inscribed / included in the planning and execution of the consultancy assignments.

It is also expected that the consultant can explain his own experiences and what these have meant for the choice of consultant behaviour.

Values domain:

The values are the guiding believes and it constitutes the frame of reference for actions, whether given from the outside in the form of e.g. legislation or based at the Code of Conduct. In the Continuing Personal Development context the consultant explains these reference conditions. How are they legitimized? For whom do they have validity? To what extent are they included in the consultant's assignment?

Actions domain:

The field of action, also called the production domain, is the concrete expression of the behaviour and attitude the consultancy project wishes to promote. This applies to both output (deliverable/activity) and outcome (impact).

The domain of the action varies widely in relation to the consultant's assignments and roles. These are productivity and efficiency assignments, organizational development, leadership development, etc.

In the Continuing Personal Development context, the consultant must be able to account for both output and outcome as well as the degree of correlation (congruence) between the domains of values and actions.



Reflection domain (Hexis):

To reflect is to consider his observations, attitudes and beliefs.

In the context of Continuing Personal Development, the consultant is expected to be aware of his reflection practice and the principles behind it. At the same time, the consultant must be able to explain his methodological choices. When, for example, reflection takes a normative point of view (judgmental awareness) with reference to the domain of values? When does reflection have a descriptive point of departure (non-judgmental awareness)?

Examples of assignment types: Personal assessments. Organizational analyses with preparation of consultancy report. Process selection by stakeholder involvement, etc.

The four domains as a whole:

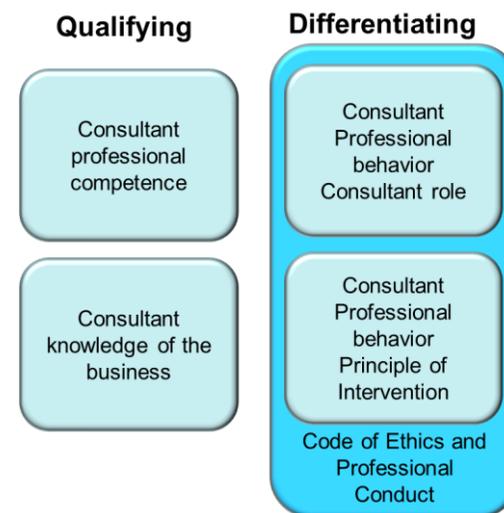
Based on the four domains, the consultant must be able to explain to what extent and in what way they act as the basis for the task

1.7 Continuing Professional Development (CPD)

By using the CPD as a competence tool You ensure that You keep market value and attractiveness into the future. Therefore, the Continuing Professional Development is a part of Code of Conduct so the MCSP's ongoing projects and customer feedback is used to assess the use of practicing Code of Conduct.

The strength of the CPD is that it ensures reflection on the MCSP's own situation, it makes a difference, since the MCSP uses it to ensure out-standing Quality and Differentiating the MCSP in the market.

The CMC membership and certification are an oath to the CMC Code of Conduct and gives a boost and an approval of professionalism compared to both the consultancy business and client business. So, it creates a better starting point and a license to operate for the MCSP.



1.7.1 Where do You measure Your wisdom?

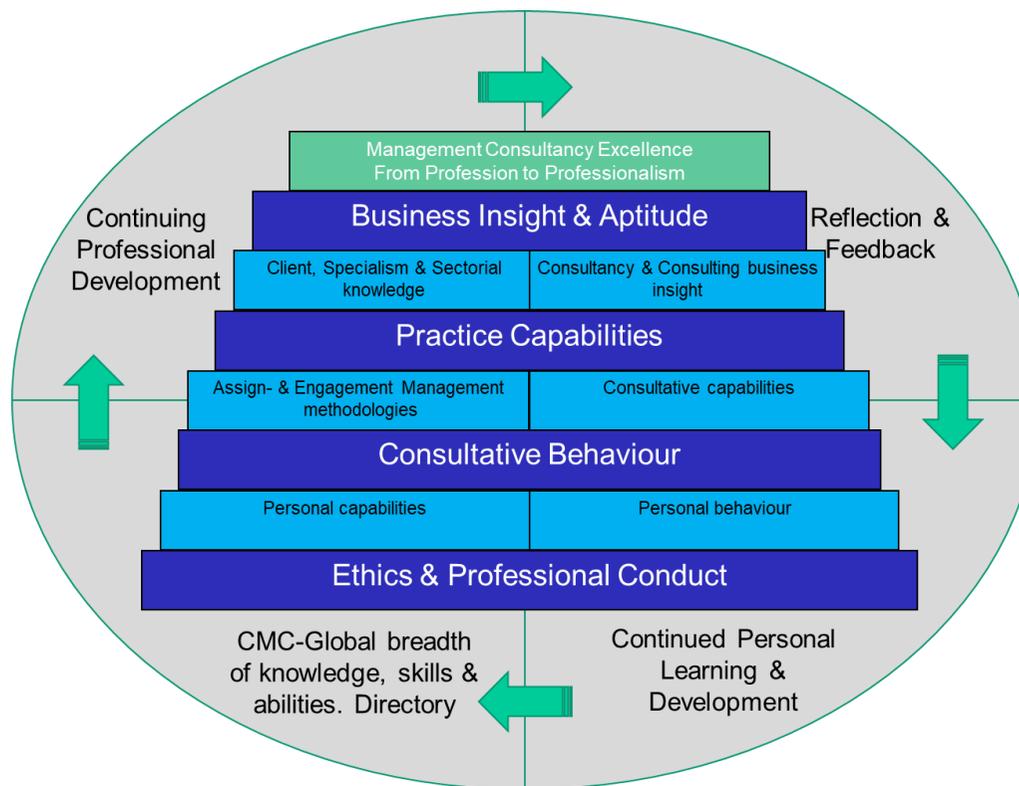
Do not only measure Your behaviour by feed-back, because it shows the moment of truth, but include other dimensions in the feed-back, for example:

- Beliefs
- Intention
- Thoughts
- Attitude
- Actions
- Results
- Impact

There can easily be a discrepancy between the intent, the means used, and the result achieved. Sometimes there is a focus on the result and then the means doesn't matter. Here we look at it all and it all matters.

2.0 The importance of Continuing Professional Development

Continuing Professional Development (CPD)



Continuing professional development is important because it ensures you continue to be competent in your profession. It is an ongoing process and continues throughout a professional’s career. Knowledge, behaviour and experience will be challenged.

CPD ensures your capabilities keep pace with the current standards of others in the same field and ensures that you maintain and enhance the knowledge and skills you need to deliver a professional service to your customers, clients and the community.

CPD helps you to stay interested and interesting. Experience is a great teacher, but it does mean that we tend to do what we have done before. Focused CPD opens you up to new possibilities, new knowledge and new skill areas.

The importance of continuing professional development should not be underestimated – it is a career-long obligation for practicing professionals.

In practice you collect the actions that you have created in the following sections

- Business B3
- Practice D2
- Behaviour F5
- Ethics G5

Then You set up effort areas, we suggest to take the below effort areas for grouping the challenges (see template for how to operationalize it):

- Carry out consultancy in practice (assignments with potential personal development and experience)
- Use partner for discussion/reflections
- Provide sparring and participate in networks
- Participate in seminars/conferences
- Self-study literature or guidelines
- Participate in courses/education
- Achieve certification within
- Develop new methods/presentations

17 Action Plan									
Candidate/CMC Ghj		Mentor:		Candidate fills in who is the mentor		Scheduled completion of CPD documents:		xx.xx.xxxx	
Assessor:		Secretary fills in assessor		Professor:		Secretariat fills in who is the profes		Completion in percentage:	
Explanation Your action plan in relation to developmental steps									
Description of developmental steps. You may use points below as source of inspiration. Describe a status of what you have done and what you want to do:	Status of what I have done (hours):		Plan for future efforts in hours:			Achieved competencies: Keywords			
	2019	2020	2021	2022	2023	Identity:	Intervention:	Professional:	
Carry out consultancy in practice: Only the specific developmental steps you want to apply Past:									
Future:									
Use partner for discussion/reflections:									

CMC-Global provides the CMC Directory as a useful tool for personal development. Both assignments and sparring are possible.