

# Appendix 9 Certified Management Consultant (CMC) Competence Framework Overview



## Why

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.

## What

The Competence framework is divided into 4 levels (the dark blue).

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.

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

- Consultancy covers the business and profession of which You are a part
- Consulting is the processes and disciplines that produces 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



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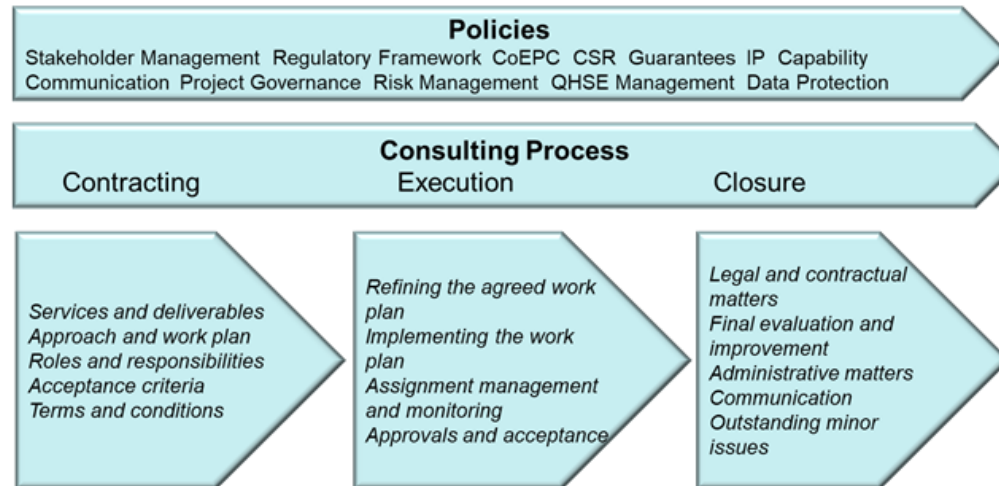
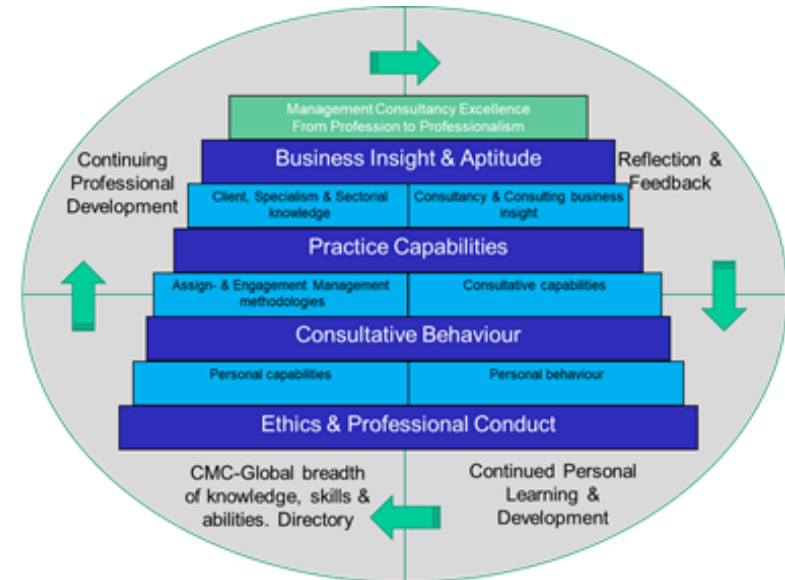


## How

The MCSP works with *Continuing Professional Development* for own professional development. The Code of Conduct describes the rules of engagement that we have as MCSP's in the global management consultant community. On top of the Code of Conduct we add **principles** and **competence** standards for behaviour, practise and attitude.

In updating the ICMCI CMC Competence Framework consideration has been given to ISO 20700:2017 and many other Codes and Competence Frameworks. The diagram below illustrates the standard ISO 20700

We are trying to not only qualify the consultant but also differentiate the services provided in the market by MCSP's.



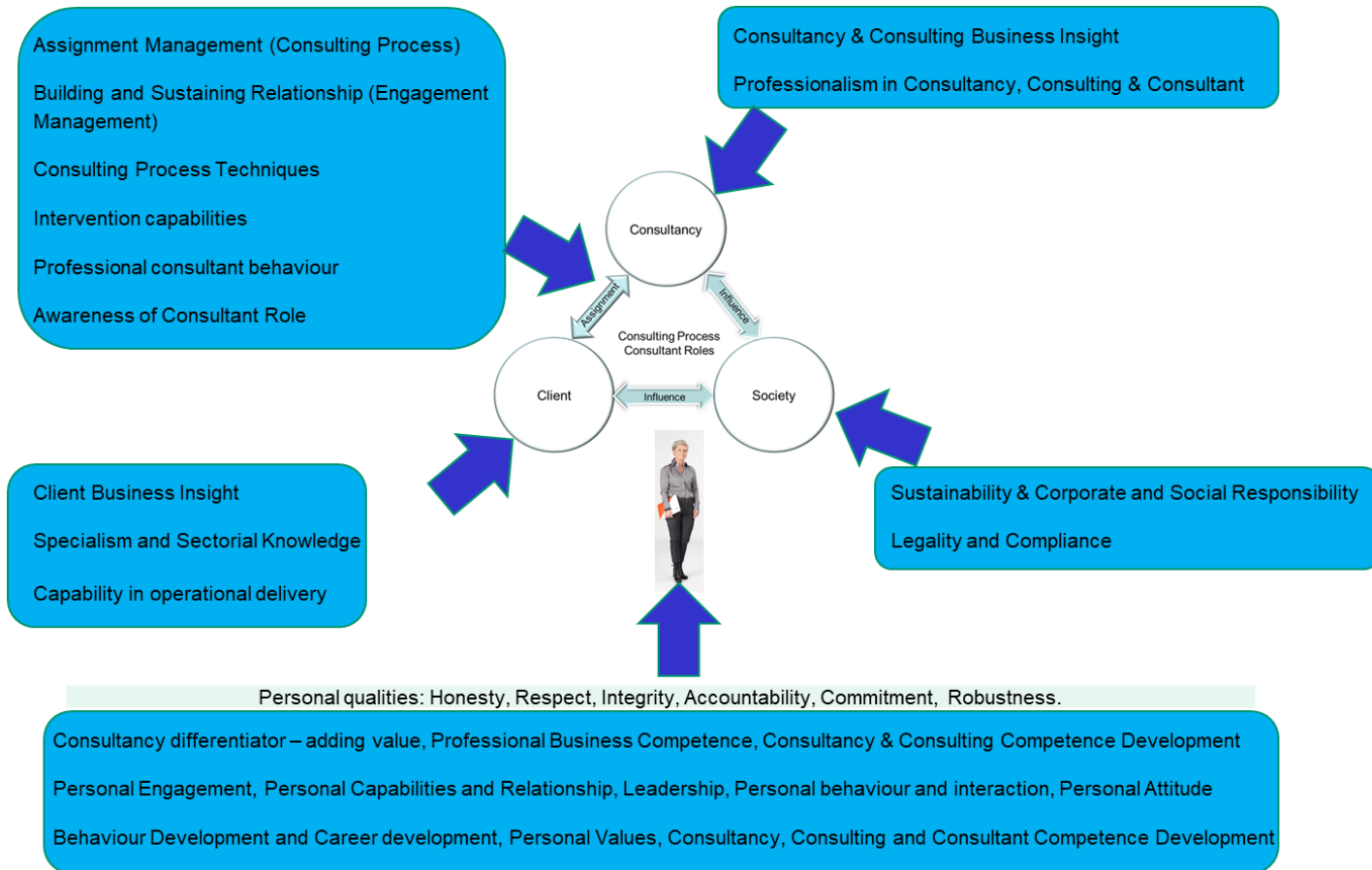
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## Content

Below You see the competence requirements split into the 7 areas (see model with dark and light blue areas) addressed to the Consultancy, Society, Client and Consultant.



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