ICMCI CMC® CF V.2026

Presentation by Celal Seçkin,
ICMCI Board Director, PDSC Chair
International Consultants Day
3 June 2026

ICMCI CMC® COMPETENCE FRAMEWORK

REVIEW PROCESS OWNED AND EXECUTED BY PDSC

(ICMCI Professional Development and Standards Committee)

Members of PDSC:

Member	Country	Role
Celal Seçkin	Turkey	Chair
Cesara Pasini	Italy	Vice Chair
Brian Ing	UK	Member
Miodrag Kostić	Serbia	Member
Nsombi Jaja	Caribbean	Member
Reema Nasser	Jordan	Ex-Officio

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REVIEW PROCESS – Work Calendar

Activity	Date of Completion
Scope of work defined (material, ownership, roles, …)	Sept. 2025
Workload amongst PDSC members assigned	Sept. 2025
Stakeholders requested for feedback via questionnaires	Oct. 2025
First phase of review (core documents)	Oct. – Nov. 24, 2025
Feedback received from stakeholders	Nov. 2025
Second phase of review (supporting documents)	Jan. – Feb. 2026
Feedback and other inputs consolidated	Feb. – Mar. 2026
Presentation at the Board	Apr. 2026
Competence Framework finalised	Apr. 2026
Competence Framework V2026 officially announced	May – June 2026

ICMCI CMC® COMPETENCE FRAMEWORK

REVIEW PROCESS – Key Responses to Survey – from Stakeholders

How useful is the current framework for your professional or institutional context?

Answer	%
Very useful	48
Useful	40
Limited usefulness	12
Not useful	0

How would you rate the relevance of the existing competence areas in the framework?

Very relevant	36
Relevant	48
Somewhat relevant	12
Not relevant	0

Which of the following global trends should be more explicitly reflected in the CMC® Competence Framework?

Global Trends	%
Sustainability	58
Artificial Intelligence and emerging technologies	78
Digitalisation	70
Circular economy	32
New organisational forms (startups, networks, flexible structures)	48
New ways of working (remote, hybrid, agile collaboration)	52
Linking client transformation to global trends	46

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REVIEW PROCESS – Key Responses to Survey – from Stakeholders

Are there any subjects or concepts that you think should be removed from the framework?

Answer	%
None	90

Are there any subjects or concepts that you think should definitely be kept in the framework?

Answer	%
Keep all the subjects	80
Specific responses: Sustainability, ESG, Ethics, Digitalisation, Value for client, …	

What new competences or skills should be added to the framework to ensure future relevance?

Responses
• Facilitation in person, and in hybrid / remote environments • Working with clients in multiple modes - in-person, virtual and bi-modal." • Leadership for remote/hybrid teams • Competences to interact with the organisation culture • Analytical thinking • Problem Solving • Change and Culture Management • Managing change and uncertainty • …

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REVIEW PROCESS – Key Responses to Survey – from Stakeholders

What additional supporting documents or materials would you find useful as part of the CMC® Competence Framework package?

Additional supporting documents or materials	%
Guidance notes	70
Case studies and examples	64
Self-assessment tools	70
Training modules	58
Communication must be improved, not only to consultants but all the business community.	

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REVIEW PROCESS – Key Responses to Survey – from Stakeholders

Are there any subjects or concepts that you think should be removed from the framework?

Answer	%
None	90

Are there any subjects or concepts that you think should definitely be kept in the framework?

Answer	%
Keep all the subjects	80
Specific responses: Sustainability, ESG, Ethics, Digitalisation, Value for client, …	

What new competences or skills should be added to the framework to ensure future relevance?

Responses
• Facilitation in person, and in hybrid / remote environments • Working with clients in multiple modes - in-person, virtual and bi-modal." • Leadership for remote/hybrid teams • Competences to interact with the organisation culture • Analytical thinking • Problem Solving • Change and Culture Management • Managing change and uncertainty • …

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REVIEW PROCESS – Key Responses to Survey – from Assessors

How comfortable are you with the Current CMC® CF?

Answer	%
Very much	61
Somewhat	35
Slightly	4
Not comfortable	0

How useful do you find the framework in assessing IMCs processes for CMC

Answer	%
Extremely useful	33
Very useful	57
Moderately useful	10
Slightly useful	0
Not useful	0

To what extent does the framework reflect the skills and competences needed by management consultants today?

Answer	%
Very well	35
Adequately	60
Somewhat	5
Poorly	0

How do you see the Matrix of Preferred and Acceptable Assessment Techniques used incertification process?

Answer	%
Very well	30
Adequately	50
Somewhat	20
Poorly	0

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REVIEW PROCESS – Key Responses to Survey – from Assessors

How effective is the framework in ensuring fairness, consistency, and credibility in assessments?

Answer	%
Very effective	38
Effective	62
Somewhat effective	0
Not effective	0

How useful do you find the framework in assessing IMCs processes for CMC

Answer	%
Extremely useful	33
Very useful	57
Moderately useful	10
Slightly useful	0
Not useful	0

Which of the following global trends should be more explicitly reflected in the CMC® Competence Framework? (tick all that apply)

Global Trend	%
Sustainability	80
Artificial Intelligence and emerging technologies	80
Digitalisation	75
Circular economy	35
New organisational forms (startups, networks, flexible structures)	45
New ways of working (remote, hybrid, agile collaboration)	65
Linking client transformation to global trends	70

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REVIEW PROCESS – Key Responses to Survey – from Assessors

What new competences or skills should be added to the framework to ensure future relevance?

- Artificial Intelligence
- Digital literacy
- Technology Skills
- Client Relationship Management
- Project Management and Change Management
- Continuous Update (CPD)
- Emotional Intelligence
- Value Creation

How would you rate the relevance of the existing competence areas in the framework?)

Answer	%
Very relevant	43
Relevant	57
Somewhat relevant	0
Not relevant	0

What aspects of the framework do you think could be improved or updated?

- **Increase frequency of meetings for assessors to share experiences.**
- **Integrate global trends such as digitalization, AI, and sustainability into practices.**
- **Provide clear guidance on equivalence application for IMCs.**
- **Simplify the number of competencies to enhance consistency in assessments.**
- **Expand guidance on Sustainability and Social Responsibility for consultants and firms.**
- **Consolidate the CF and simplify marking suggestions in the Matrix. Simplify the material.**

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REVIEW PROCESS – Overall Summary of Feedback

Please share any additional suggestions or comments for improving the framework.

STAKEHOLDERS & ASSESSORS

- **Reinforce communication**
- **Simplify the language**
- **Develop training, awareness sessions**
- **Involve academic fellows**
- **Develop supporting material**
- **Include requirements of continuing professional development**
- **Decrease the number of competences**

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Summary of Key Messages from Survey

STAKEHOLDERS & ASSESSORS

- Keep the existing structure
- Review and improve the content
- Enrich with AI-and digitalisation-specific skills
- Include skills related to new ways of working

Therefore,

- The new content has been established.
- Under each main competence there is AI- or transformation-related items defined for Foundation, CMC and Profession Leader levels.
- Main competences such as Practice Capabilities, titles have been kept unchanged
- But the contents were enriched and
- A new competence was introduced as “AI and Data Literacy”.

NEW STRUCTURE OF CMC® CF

1. Business Insight & Aptitude

1.1 Client Specialism & Sectorial Knowledge
1.2 Consultancy & Consulting Business Insight

NEW

5. AI & Data Literacy

5.1 Ability to frame problems for AI
5.2 Interpret model outputs
5.3 Understand limitations
5.4 Integrate AI tools to client processes
5.5 Understanding & using data
5.6 Safe, secure, and responsible use of data & AI

2. Practice Capabilities

2.1 Assignment & Engagement Management Capabilities
2.2 Consultative Capabilities

3. Consultative Behaviour

3.1 Personal Capabilities - based on Leadership, Ownership, Stewardship and Teamworking
3.2 Personal Behaviour

4. Ethics & Professional Conduct

4.1 Society
4.2 Client
4.3 Consultancy Profession

NEW APPROACH TO CF WITH FUTURE FOCUS

"T-shaped" consultants with deep expertise plus broad business understanding will be standard rather than exceptional

Core Technical Competences

- AI and data literacy
- Systems and design skills
- Digital and analytics-enabled consulting
- Regulatory and ESG fluency
- Change and workforce transformation

Human & Behavioural Competences

- Senior relationship-building
- Sensemaking and judgement
- Facilitation and co-creation
- Resilience and adaptability
- Ethical courage

Ways of Working

- Work in AI-augmented teams
- Operate in hybrid, global models
- Focus on outcomes and assets, not hours
- Continuous learning and growth (CPD)

2. PRACTICE CAPABILITIES

2.1 Assignment & Engagement Management Capabilities

Competence	Foundation	CMC	Profession Leader
Assignment Management processes	Demonstrates that they follow a structured process for Contracting, Execution, and Closure as set out in ISO 20700:2017. Contributes to client proposals.	Demonstrates they create a structured process together with the client, including scoping, contracting, terms & conditions, risk, planning, approach, organization, roles & responsibilities, staffing capabilities, and tactical working methods. Can demonstrate compliance with the guidance set out in ISO20700:2017, including appropriate use of digital collaboration and information management practices where relevant.	Advises, mentors, and coaches others in aspects of assignment management. May hold a formal qualification in Project Management. Oversees the development and delivery of client proposals. Applies the same discipline in digitally enabled assignments and ways of working.

2. PRACTICE CAPABILITIES

2.1 Assignment & Engagement Management Capabilities

Competence	Foundation	CMC	Profession Leader
Management of digitally enabled assignments	Works within agreed guidance for the use of digital tools, data and AI-assisted methods in assignments. Maintains confidentiality and escalates concerns where appropriate.	Establishes appropriate controls, transparency, and safeguards for the safe and secure use of digital tools, data, and AI-assisted methods in assignments. Ensures that outputs are reviewed for quality, relevance, confidentiality, and alignment with client requirements and professional standards.	Advises, mentors and coaches others on the governance of digitally enabled assignments. Helps establish policies, safeguards, and working practices for the responsible, safe, and secure use of digital tools, data, and AI-assisted methods.

2. PRACTICE CAPABILITIES

2.1 Assignment & Engagement Management Capabilities

Competence	Foundation	CMC	Profession Leader
Managing engagement in hybrid and digitally enabled environments	Participates effectively in client and stakeholder engagement through appropriate digital collaboration tools and channels.	Manages client and stakeholder engagement across in-person, remote, and hybrid environments. Selects appropriate channels and working methods to support participation, continuity, and efficiency.	Advises, mentors, and coaches others on managing engagement in hybrid and digitally enabled environments. Establishes best practices for effective, inclusive, safe, and secure engagement across teams and stakeholders.

2. PRACTICE CAPABILITIES

2.1 Assignment & Engagement Management Capabilities

Competence	Foundation	CMC	Profession Leader
Using digital and AI-assisted methods to create client value	Shows awareness that digital and AI-assisted methods may improve efficiency, insight and value in assignments.	Uses digital and AI-assisted methods appropriately to enhance insight, efficiency, responsiveness, and client value while maintaining professional judgment, accountability, and due attention to safety, security, and confidentiality.	Leads others in adopting digital and AI-assisted methods to enhance client value, strengthen consulting propositions, and support longer-term client relationships, with due attention to safety, security, and confidentiality.

2. PRACTICE CAPABILITIES

2.1 Assignment & Engagement Management Capabilities

Competence	Foundation	CMC	Profession Leader
Facilitation and co-creation	Contributes to facilitated workshops and collaborative processes with clients and stakeholders. Supports participation and applies appropriate techniques in remote settings.	Designs and leads participative processes with diverse stakeholders to co-create understanding, options, and solutions. Selects and adapts facilitation methods to the context, culture, and delivery mode, including remote and hybrid environments.	Advises, mentors, and coaches others in facilitation and co-creation. Designs complex, multi-stakeholder processes, aligns diverse interests, and enables lasting ownership of outcomes.

2. PRACTICE CAPABILITIES

2.1 Assignment & Engagement Management Capabilities

Competence	Foundation	CMC	Profession Leader
Resilience and Adaptability	Maintains effectiveness when priorities, methods, or circumstances change. Adapts their approach and remains constructive in ambiguous situations, including when working with digital and AI-assisted tools, with due attention to safety, security, and confidentiality.	Operates effectively at pace and in ambiguous environments, adapting to shifts in client priorities, technology, and regulation while maintaining quality and client focus. Uses digital and AI-assisted tools appropriately in changing environments, with due attention to safety, security, confidentiality, and professional standards.	Demonstrates resilience and adaptability in complex environments. Helps others stay effective amid uncertainty and enables teams to respond constructively to change. Promotes the appropriate, safe, and secure use of digital and AI-assisted tools while upholding professional judgment, accountability, and a client-focused approach.

5. AI & DATA LITERACY

5.1 Ability to frame problems for AI

Identifying client's business issues, challenges, use cases, and expected value	Shows awareness that data and AI may be relevant to some business issues, challenges and opportunities, but not to all. Contributes to identifying simple use cases and expected benefits for the use of data and AI in an assignment.	Identifies business issues, challenges and opportunities where data and AI can contribute to improved insight, efficiency, or value creation. Defines use cases for data and AI that align with business needs, expected outcomes, measures of success, and practical constraints. Recognizes when a non-AI solution may be more suitable.	Advises others on identifying business issues, challenges and opportunities for the use of data and AI. Helps organizations distinguish between genuine value-creating applications and inappropriate use cases and ensures that expected value is clearly linked to relevant outcomes.

5. AI & DATA LITERACY

5.2 Interpretting AI Outputs

Competence	Foundation	CMC	Profession Leader
Interpreting and validating AI-assisted outputs	Interprets information and emerging patterns, including data and AI-assisted outputs, and relates them to the client context. Demonstrates awareness of the need to critically review outputs.	Interprets and validates data and AI-assisted outputs within the client context. Applies professional judgment in assessing relevance, reliability, and limitations of AI-assisted outputs.	Advises, mentors, and coaches others on interpreting and validating data and AI-assisted outputs. Promotes the appropriate use of such outputs while ensuring that professional judgment, accountability, and client context remain central.

5. AI & DATA LITERACY

5.3 Understanding Limitations

Competence	Foundation	CMC	Profession Leader
Shows awareness that data and AI have limitations and may not always produce accurate, complete, or appropriate results, and that inappropriate use may pose risks or cause unintended harm.	Understands the limitations of data and AI, including incompleteness, bias, inconsistency, lack of explainability, overconfidence, hallucinations, and dependence on context, design, and input quality. Recognizes risks and potential harms arising from the use of data and AI, including errors, unsafe outputs, privacy or confidentiality breaches, security concerns, unfairness, reputational damage, poor decisions, and unintended impacts on organization or its stakeholders.	Advises others on the practical limitations, risks, and potential harms of data and AI-use in management consulting. Challenges assumptions that treat data or AI outputs as objective, complete, or sufficient on their own, and supports sound judgment in managing risk.	Shows awareness that data and AI have limitations and may not always produce accurate, complete, or appropriate results, and that inappropriate use may pose risks or cause unintended harm.

Thank you!

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