



**THE INTERNATIONAL COUNCIL OF
MANAGEMENT CONSULTING INSTITUTES**

**REPORT OF EXECUTIVE COMMITTEE FOR
2011-2013**

**PRESENTED AT BIENNIAL CONGRESS AT
JOHANNESBURG, SEPTEMBER 2013**



PREPARED BY THE 2011-2013 EXCOM

	FRANCESCO D'APRILE (CHAIR)	ANEETA MADHOK (PAST CHAIR)	
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	RICHARD HARRIS (MEMBER)	REEMA NASSER (ED.)	

“A GOOD IDEA IS ABOUT TEN PERCENT AND IMPLEMENTATION AND HARD WORK, AND LUCK IS 90 PERCENT.”

GUY KAWASAKI

Table of Contents

Greetings from the Chair	5
Summary of the 2012 Orlando Congress	9
Reports from the Committees	12
Professional Standards Committee	13
Nominations and Succession Planning Committee	14
Membership Committee	16
Quality Assurance Committee (2011-2013)	17
Reports from the BTS Project Heads	20
ICMCI Breakthrough Strategy 2009 – 2013	21
Recruitment of an Executive Director	23
International Conference	25
Greenhouse IMC (GIMC)	26
Accredited Management Consultancy Course	28
Academic Fellow	29
Support to IMCs	30
Large Firm Initiative / “CMC-Firm”	31
Finance	32
Governance	33
EN 16114:2011 Management Consultancy Services is becoming an ISO standard	34
Silver Anniversary of ICMCI	35
International CMC Community	36
Constantinus International - <i>the Global Management Consulting Award</i>	37
Hubs Reports	39
Americas Hub	40
Asia Pacific Hub	41
European Hub	42
Treasurer’s Summary Progress Report	43
ExCom Communication	44
Closing note from the Chair	48
Annexure:	49
Short Video Presentations	49

Greetings from the Chair



Dear Colleagues, Chairs of IMCs, and Trustees of ICMCI,

At the end of my two year mandate as Chair of the ICMCI, in addition to the formal report across all of our ICMCI activities that we are sending to you, I want to communicate and share with you some of the key outcomes, results, and successes of our concerted efforts during this period.

Two years ago, when we started out in Taipei, we were asked by all Trustees to work and invest money, professional energy, and effort in order to make the ICMCI a more professional organization – one that would provide valuable services to its members - and then to design a new and self-sustainable financial model for our association.



During the past two years we have progressed in this direction; the essence of the Breakthrough Strategy projects was focused on achieving these critical goals. The reality is, supported by Alinda van Bruggen as Programme Manager and now by Reema Nasser as Executive Director, our project committees and volunteers have:

- Created new products/services to sell and thereby generate new revenue;
- Designed and implemented a new operational model for the ICMCI, moving from an organization based on the work of volunteers to a more professional organization in terms of managerial support.

We are now at the stage where there are tangible results to be shown and shared.

I have asked some of our project leaders to provide short and informal videos showing the main key areas of content within each project, so that you are fully aware about what is going to happen, and the ways in which this will affect the style and content of our cooperation in the short term future.

Talking about content and what I simply call “products and services”:

- The **framework for the CMC standard and accreditation processes** is designed in a more professional way, these documents and processes can be easily communicated to, and understood by, our stakeholders and academics, thereby forming the basis for a professional relationships with these key partners, as well as forming a basis for our professional publications.
- We are now in the third year of the **Constantinus International Award**; only if we are proud of our professional successes and value can we ask others to pay attention to our value.
- The ICMCI is now ready to play an active role within an environment where professionals develop their Management Consulting skills. First of all, I am thinking of our relationships with **Academia**.
 - We are proud to have the first directory of **Academic Fellows**;
 - We have designed the framework for the **Accredited Management Consultancy Courses**, a new service that the ICMCI will manage together with the IMCs in order to create a global directory of Management Consulting Courses recognized by the ICMCI. In Johannesburg we will talk about the related business and operational model;

- We have activated a strong link with the **Academy of Management (AOM)**. I delivered a speech to their conference in Boston in August 2012, introducing the ICMCI; we have published an article in their magazine; we have included an article written by them in the most recent issue of the Meridian. Those two environments, the Academic environment and the Professional environment, are now talking to each other, and we are mutually growing through these connections and communications.
- We have created a new accreditation model for the Consulting Firms, the **CMC Firm**, with the first accredited CMC firm (a big Chinese Consulting Firm), and with a new business and operational model ready to be discussed with our Trustees in Johannesburg. The CMC firm is a new project where we will create a global list of Consulting Firms accredited by the ICMCI together with our National IMCs. This represents a new and powerful tool that will support our global and national organizations in promoting the CMC accreditation, together with the growth of the Management Consulting industry.
- Finally; we have successfully launched the first **Global Management Consulting Conference**. We had an incredible success in Vilnius in July 2013, with more than 250 attendees representing 40 nations. We will have a new conference next year in Seoul - South Korea. This is an excellent format in which to promote our profession, to take inspiration in designing the new, to develop networks, and talk with our stakeholders.

Talking about a new operational model for the ICMCI:

- We have now an **Executive Director**, Ms. Reema Nasser. This is a clear sign that the ICMCI is becoming a stronger organization. One of the main purposes within the job description of the Executive Director is to increase partnerships and communications with our members, as well as to promote and manage the new operational models required to take forward the new products and services that are already designed and ready to use.
- The **Greenhouse IMC**. This is a virtual IMC, managed by the ICMCI, with the purpose of supporting Management Consultants in countries where we do not have members, to achieve the CMC certification and to set up, if needed, a local IMC able to manage the CMC certification in that country. We have designed the concept and we have chosen CMC Canada as our partner in managing the secretariat activity for the Greenhouse IMC.

In actual fact therefore, we have new products and services ready to be promoted and sold and a new organization able to do that. I think this is something really new and distinctive, aligning with the stated needs of our members and with the mission of the ICMCI.

Another milestone that I would like to share with you as a tangible result achieved in these two years is moving to a higher level in relation to the significant cooperation achieved with the EBRD. Now the ICMCI is a real partner of EBRD, supporting the design of new perspectives in business development in those regions where EBRD focuses its activity, thanks to the role of the Management Consultants. This is impacting on and leading to the launch of projects that involve professional national and international management Consultants, as well as ensuring the training of local management consultants in order to increase their skills and level of professional qualification. We have welcomed and hosted key EBRD representatives at all our events and congresses, opened our doors, and

promoted cooperation between our IMCs with the Bank at regional levels. I need to thank Dilek Macit and all the EBRD officials who have followed us in this new journey.

But something more needs to be developed... as we were late in:

- developing our new web site that should include the international CMC directory and related services for our CMCs;
- designing a concrete and effective new governance model for our organization that is able to consider the new role and requirements the ICMCI should be playing at global level;
- increasing the number of our members;
- being more effective in managing our processes, starting from the accreditation and re-accreditation of our IMCs, to providing services to reflect their increasing needs and new requirements;
- launching the operative phase for the design of the ISO standard in Management Consulting, following on from the success achieved with the EN16114 Standard.

Even if all the above activities talk about something of new ready to be implemented, it is also amazing to consider that thanks to the work of our volunteers and Chairs of the Institutional Committees of the ICMCI, the traditional institutional activities of our association were guaranteed and managed in order to provide the institutional services to our IMCs. I am referring to the Professional Standard Committee (PSC), the Membership Committee (MC), the Quality Assurance Committee (QAC) and the Nomination and Succession Planning Committee (NSPC). All of them have worked in two directions: managing the existing obligations and also supporting the related BS Committee in designing the new. Thanks to their views we were able to guarantee continuity together with innovation in designing and implementing the needed changes.

We are aware of these shortfalls and I am also sorry for these.

But, at the end of this 2 year mandate, after capitalizing on what was already developed in the past, and thanks to the professional support of our officials, members of ExCom and project leaders, and thanks to our volunteers and to the financial resources provided by our members, the ICMCI is now ready to play a new and more effective role in the global scenario.

Today the ICMCI is not only linked with the CMC professional certification; ICMCI is THE global player representing the Management Consulting industry, with strong knowledge and frameworks, multiple products and services, with a managerial organization and strong recognition from the academic, economic and institutional environments.

Last year we explored our roots in celebrating our 25th anniversary and publishing the book of our history; now the ICMCI is ready to embark upon a new journey, ready to take on its further challenges, with new energies and new awareness.

This is our scenario in Johannesburg... See you there.

Francesco D'Aprile
Chair of ICMCI 2011- 2013

Summary of the 2012 Orlando Congress



2012 Orlando Congress (3-6 October 2012)

The 2012 ICMCI Annual Meeting was held in collaboration with our member, IMC USA, at Orlando, the congress paralleled with the IMC-USA's GROW: The Conference for Successful Management Consultants.

The total turnout was (60+) delegates and partners from over 40 countries, and representing the national IMCs around the world. The congress kicked off with a session delivered by Ms. Dilek Macit, Director, Consultancy and Corporate Procurement, European Bank for Reconstruction and Development, highlighting EBRD and its links with ICMCI.

The work undertaken at the annual meeting was largely focused on updates on the work of the Breakthrough Strategy Group. All conference papers are placed on the ICMCI website to view and download if needed.

In the course of the Annual Meeting, the second Constantinus International Award was bestowed in a festive gala dinner. Six countries participated in this award (Austria, China, Great Britain, Hungary, Norway, and Slovenia). Each country had the opportunity to nominate up to three projects. The outcome was a total of 14 national "best practice"-projects from all over the world submitted to the Constantinus International Award. The gold medal and the three silver medals of the Constantinus International Award 2012 were as follows:

1. Gold medal went to Creuna of Norway
2. First Silver medal went to Square Peg International of Great Britain
3. Second Silver medal went to Gender Consulting of Norway.
4. Third Silver medal went to More&g e-Health GmbH of Austria.

The gala dinner was a great event with many delegates resplendent in their formal attire. The IMC USA presented multiple awards, including Fellow awards to Dr. Drumm McNaughton, Don Scellato, and Dr. Baldwin Tom, and Dr. McNaughton and IMC USA received awards from the Gabriel Al-Salem Foundation for their service to the Central Asian consulting associations and their members.

The Post conference tour attended by thirty-plus people was exciting and consisted of multiple day trips, including a visit to Kennedy Space Center.

The Business meeting was attended by (36) voting trustees including proxies. The meeting saw the framing of a set of (9) resolutions listed below,

Resolutions	For	Against	Abstention	Votes cast
Resolution 1. NSPC	35	0	1	36
Resolution 2. NSPC	36	0	0	36
Resolution 3. Membership Committee	36	0	0	36
Resolution 4. Secretary	31	2	3	36
Resolutions 5. Secretary	36	0	0	36

Resolutions	For	Against	Abstention	Votes cast
Resolution 6. ExCom	34	0	2	36
Resolution 7. Treasurer	36	0	0	36
Resolution 8. ExCom	23	4	9	36
Resolution 9. Treasurer	20	1	15	36

In addition to those voting in person or by proxy at the meeting, there was a requirement to issue the Resolutions to all other Trustees for their approval, the results of those is included in the detailed minutes of the business meeting that is available with the Johannesburg congress papers.

Reema Nasser
Executive Director

Reports from the Committees



Professional Standards Committee

Following the Congress in Taipei in October 2011, the membership of the Professional Standards Committee remained much as it had previously been. The membership is as follows:



Calvert Markham (Chair)
Francesco d'Aprile (ex officio as ICMCI
Chair)
Anton Barisic

Clint Burdett
Ilse Ennsfellner
Brian Ing
Mikael Jensen

Angelo Kehayas
Kayhan Mirfakhrai
Peter Thomas
Sindy Wang

A programme of work was presented at the Congress in 2011 and each project was allocated to a member of PSC.

To some extent our work has been overtaken (intentionally) by elements of the breakthrough projects. The current position on each of the projects is shown in the Appendix of our full committee report.

For the future, I would suggest that the next PSC should consider the following tasks:

1. Supporting QAC in the adoption of the new documentation for CMC.
2. Developing a feedback system for comments from IMC members of ICMCI on professional standards. We have used this successfully within PSC.
3. Promoting the adoption of ACP.
4. Promoting the adoption of the Accredited Management Consultancy Course (AMCC) scheme, particularly within institutes that have training arrangements that are an essential component of progressing towards CMC.
5. Developing standards other than CMC based on the range statements that have been developed as part of the new CMC documentation.

I shall be standing down from PSC at the Congress, having chaired it for the last four years. I thank my fellow members for their support and wish the Committee well for the future.

Calvert Markham

Vice Chair of ICMCI and Chair of the Professional Standards Committee 2011 - 2013

Nominations and Succession Planning Committee



Members of the Nominations and Succession Planning Committee (NSPC) 2011 to 2013 who contributed in great measure to the conduct of the process of election and succession of the Executive Committee 2013-2015, are:

1. Angelo Kehayas – Member (South Africa)
2. Peter Sorensen – Member (Denmark)
3. Salwa Bamieh – Member (Jordan)
4. Liew Shin Liat – Special Invitee (Singapore)
5. Francesco D’Aprile – Ex-officio (Italy)
6. Aneeta Madhok – Chair (India)

The NSPC made two proposals at the Business Meeting held after the Orlando conference in 2012. These were intended to upgrade the processes of election, the first was about conducting the election via a secret ballot using an appropriate IT tool, and the second was about changing the process to enable candidates standing for ExCom elections to withdraw their candidacy within a 7 day period of its submission. Both resolutions passed by majority votes and they were fulfilled during the past year.

This year the NSPC planned and supervised the election process of the ExCom using an online voting system. It considered the number of votes cast by the voting electorate and declared the following candidates elected to the various positions on the Executive Committee 2013 – 2015, by rules of simple majority:

1. Chairman: Tim Millar CMC (Australia)
2. Treasurer: Dwight Mihalicz CMC (Canada)
3. Secretary: Brian Ing CMC (United Kingdom)
4. Vice Chairs:
 - a. Rob Bodenstein CMC (Austria)
 - b. Sorin Caian CMC (Romania)
 - c. Elena Yuzkova CMC (Ukraine)
 - d. Kim Karme CMC (Finland)
 - e. Chayaditt Hutnuwatra CMC (Thailand)

On many counts, the performance of this NSPC has broken past records. This is the first time that we have had a record number of candidates standing for elections, thus speaking well of the spirit of volunteering and wanting to contribute. This is the first time that an electronic ballot has assured complete anonymity of vote to the voter as well as to the people managing the process. This is also the first time that any polling of ICMCI has achieved 100% turnout with all eligible voters casting their

vote. There have also been a number of process improvements along the way that have assured consensus and transparency within the NSPC on the many decisions we had to take along the way. All decisions taken were in complete unanimity and after deliberations and discussions.

We hope that future NSPC's will follow the processes in the spirit of true democracy and teamwork. Based on the feelings and thoughts of the NSPC members, we would make a recommendation of inclusion of a clause on "Code of Conduct" for all persons nominated to ExCom positions, to be included in the Nominations Form. A second recommendation, in the same spirit, would be for inclusion of a similar "Code of Conduct" for all NSPC members. A proposed draft of the same is included in the committee's report to Trustees. The purpose of this recommendation is not to serve to bind the spirit of stewardship that drives all volunteers, but to protect the interests of those concerned.

Aneeta Madhok, Ph.D, CMC

Chairperson – Nominations and Succession Planning Committee 2011-13

Chairperson, ICMCI – 2009 – 2011

Membership Committee

During this time of Breakthrough Strategy development and implementation, the Membership Committee (MC) has been more focused on existing-member relationships than new-member development.



Work was completed in 2011 to develop clear terms of reference for the MC, and to define its relationship and operational processes with QAC. The largest single piece of work has been the implementation of the Member in Good Standing Policy and review process, following its discussion and adoption at and following the Taipei Congress.

The MC was active in outreach and solution-seeking with members not in good standing, leading to retention/recovery in some cases, and a recommendation to ExCom to terminate membership in some others. As a result of the 2012 MGS review, membership was terminated for full members in Latvia and the Czech Republic, and provisional members in Bosnia and Uzbekistan. In addition, the MC dealt with another member issue, with the prior member in Kazakhstan, leading to their termination and the subsequent development of a revised appeal process and protocol. A revised appeal policy was discussed in the 2012 Orlando meeting and subsequently ratified by Trustees.

Four members progressed from provisional to full membership: Cyprus, Iran, Philippines, and the Ukraine. A new institute in Kazakhstan became a provisional member and progressed to full membership. A new provisional member in Serbia was admitted. Conversations are underway with interested membership prospects in a half-dozen countries.

Mark Nesbitt,
Chair, Membership Committee

Quality Assurance Committee (2011-2013)



Committee: Aneeta Madhok, Peter Sorensen, Peter Thomas, Ilse Ennsfellner, Angelo Kehayas, Clint Burdett and Brian Ing

Key message to Trustees

The Quality Assurance programme was begun in 2001 and has been developed and refined ever since. At the same time more Full Members have been admitted to ICMCI as the existing Members were themselves incorporated into the scheme. The three year assessment cycle is well established with a few delays caused usually by difficulties in arranging the assessments (and the best reason of all those was a recent broken leg for the country's head of registration making travel to an assessment difficult). Those that are delayed do not delay the due date for the next assessment.

We are pleased to announce for the first time that QAC is satisfied with the assessment approaches used by all Full Members of ICMCI. The CMC is assessed against competence models that are equivalent to the ICMCI model by assessment methods which are consistent with the ICMCI Standard. **This is landmark achievement for ICMCI.**

QAC plans and undertake assessments in half year periods over a calendar year. In 2012, thirteen assessments were performed and so far 8 have been performed in 2013 with 8 due to be completed (including those at the Congress) by the year end. These numbers are consistent with a three year cycle through the Full Members.

QAC's role

QAC's role as a technical committee advising the Membership Committee has worked effectively over the past two years. In assessing an existing Member, the QA assessors examine the evidence that the assessment of the CMC is performed to the ICMCI standards (and this period is the first one that all assessments included an examination against the Preferred Assessment Methods Standard, ICMCI Standard No 3) and that the Member continues to be a fit and proper body, in the ICMCI criteria, to award the CMC. It is Membership Committee who periodically reviews that each Member is a "Member in Good Standing" and makes recommendations to ExCom.

In addition, MC has requested that QA assessors continue to undertake assessments of Provisional Members applying for Full Membership, and also of applicants to become Provisional Members. The process for the latter has been better formalised in the past two years and the criteria made more explicit, especially in the light of recent unfortunate experience.

QAC were not involved in the assessment of the pilot CMC Firm but were kept informed.

Assessors

QAC is grateful for the many trustees and others who have volunteered their time to be assessors. The intention is to have just enough active assessors so that they are current, spread geographically and also enabling new assessors to be developed into the system. Perhaps, there are one or two too many assessors in the Americas, one too few in both Europe and Asia. Nevertheless, any volunteers would be welcome. ICMCI owes a debt of gratitude to this group, often working out of the limelight and only known to the country and QAC.

The New CMC Standard Definition

QAC has been pressing for some time for the level of competence required for the CMC to be explicitly defined. Up to now the moderation of an equivalent standard has required assessors learning from undertaking assessments with experienced assessors. Thus the standard set by the founders of the system (Peter Sorensen and Peter Thomas) has been passed through the system by shared experience. This could not continue indefinitely. QAC congratulates PSC on the significant work that has been undertaken to produce the documentation they are presenting to Congress which we thoroughly support.

The new standard definition (and it is stressed this only a change to more formal documentation not a change to the standard) is expressed in an international standards layout in the internationally agreed language for such qualification, certification and competence framework descriptions: this befits an organisation like ourselves which has improving the professionalism of management consultancy as a core objective. Two members of QAC have spent a considerable time, on behalf of QAC, reviewing the various drafts of the documentation, and are content to accept the final version. The documentation includes sections on the CMC standard and the CMC assessment standard in a single "CMC Manual". That manual should also include a further section on the central QA process to ensure that the members are following the CMC standards. This section is the responsibility of QAC and, but for illness this summer, a draft version would have been prepared by the time of the Congress: the necessary material in the old format has already been assembled for editing and including. It is expected that this task will be completed in the next six months, and thus be available in time for next ISO17011 audit of ICMCI.

That ICMCI has been able to do this significant programme of work, and understand the implications, is due in no small part to the attendance at IAF workshops and participating in the correspondence as the standards, in particular the criteria for assessors, were updated. For QAC to continue to provide the level of service to ICMCI this link should be maintained.

Remote Assessments

QAC notes that the CMC assessment method standard explicitly permits remote (electronic via Skype, Webex or similar) meetings in CMC assessments, but it has not been QAC's mode of operating. QAC is delighted to report a most productive remote assessment with the Canadian Institute. Given that the respondents were not in post at the time of the last assessment, and that country has more routes to CMC than any other ICMCI Member (and has certification committees in

each province which awards the CMC), this was perhaps the most challenging test possible. As a result, a second remote assessment of Turkey was undertaken by two different assessors.

It is proposed to the Trustees that QAC should now proceed with remote assessments for:-

1. Light touch assessments
2. If both assessors can attend the significant remote interactions
3. At least one of the assessors is amongst the more experienced assessors
4. At least every third assessment is performed face to face.

The matter should be reviewed in the light of experience. Many Institutes have said in the past that it is the discussion around the assessment that provides them with significant value from the assessments and therefore it is proposed that any Member who wishes a face to face assessment (either within the country or alongside an ICMCI meeting) should be able to request such a meeting, even if a remote assessment is considered to be available under the guidelines to be agreed by the trustees.

Issues:

Countries with separate ISO17024 assessment: Several Members are undertaking separate ISO17024 assessments (often booked through ICMCI) which are paid for separately. These countries are still expected to have a full assessment from QA assessor and pay a full fee. This needs discussing with the new ExCom and in particular the Treasurer.

Repeating light touch assessment: Many Members have now had multiple “light touch” assessments. The accepted international QA practice is for there always to be regular full assessments interspersed with the abbreviated ones. Given that the Trustees will be expected to agree a new CMC definition, the next assessment after that is adopted will need to be a more detailed one now that the standard is more rigorously defined. QAC recommends that assessment be a full assessment and would like Trustees to acknowledge this intention at the Congress meeting.

Re-certification of CMCs: The CMC is competence based and it is normal practice for the competence to be regularly re-accredited. QA assessors have been promoting this as good practice ever since the QA programme began. However, there is no stated ICMCI position. PSC is asked in the next period to include consideration of this matter in its next two year programme. To assist QAC has prepared a paper listing the surprisingly, wide range of approaches adopted by ICMCI Members.

Fee Structure: The new Treasurer is asked to examine the fee structure for assessments (in particular the fee for new provisional members which does not reflect the now increased scrutiny and mandatory visit to the country).

Brian Ing
Chair QAC

Reports from the BTS Project Heads



ICMCI Breakthrough Strategy 2009 – 2013

An overview

The London meeting, hefty and with high impact for the project group members (Mark Nesbitt, Tim Millar, Sorin Caian, Rob Wagenaar, Hans Korringa), was really the start of the Breakthrough Strategy effort.



It was agreed that:

- We need a different governance model and a dedicated responsibility for Excom to develop ICMCI worldwide;
- We need professionals to support the running of ICMCI;
- ICMCI as a project organization with dedicated groups;
- Projects are also revenue generating;
- We still need volunteers but for different, non-operational, tasks;
- We need dramatic more funding.

The spring of 2010 was used to further elaborate these thoughts into several versions of the BS report. Version 13 was discussed at the America's hub, while earlier versions were on the table at the Euro and Asia hubs. The reception was again quite positive; Trustees could agree in general, perhaps the least positive were Trustees at the America's hub.

The reasoning of a new Strategy and why not so much has happened during the past years was summarized in the summer of 2010, it addressed why a new strategy was needed, the change that occurred in the profession and its environment, the need to address the worldwide responsibility and development of the profession, the end of the volunteer based model of conducting work, stagnation in the growth of the CMC, and the need to address the visibility of the ICMCI.

As during the past years, it was noticed that the drive for change is limited and dependent on individuals in or close to ExCom, that few people really believe in the vision of a worldwide development of the profession as good intentions are there but not much serious execution since there is minimal resources and a full plate of executive tasks for the few ExCom members.

These are backed with the problems facing the local IMCs with regards to pursuing and growing their CMC members especially with knowing that the IMCs are diverse in their size, representation in their own countries, and the influence of their role. Also keeping in mind the "young" and hardly standardized profession in comparison to other more established professions, and that the ICMCI and IMCs were not very successful in getting the big firms on board.

The BS group prepared another report for the Congress in Jordan 2010. The presentation gave the history, the logic, objectives and put it all in the hands of trustees for approval.

The big step we made during that Congress was the levy of €100.000 for 3 years which was devoted

only for the Breakthrough Strategy development. On the spot a vast majority of the Trustees agreed with it. After the usual voting period for the resolutions, Trustees also formally agreed in January 2011 with the extra money, coming from the IMCs. This extra money gave the whole effort an essential boost.

Waiting for the official approval, the autumn of 2010 until early spring of 2011 was used to develop a new pool of volunteers to staff the BS projects. When the approval for the budget came in, Excom decided to use the money not only for project development, but also to hire a professional part time program manager to support the whole effort. From May 2011 till April 2013 Alinda van Bruggen fulfilled this role. It is the opinion of many that we couldn't have the progression and results we have now, if we hadn't had such a support! In a way Alinda also showed Excom and ICMCI what it means to have professional support and paved the way for the Executive Director which we have now (Reema Nasser)

Project groups were created and projects better formalized in the summer of 2011. The real work started after the congress in Taipei September 2011, with lots of activities of many groups and with many fresh volunteers. The hubs in 2012, especially the Euro hub in Budapest, saw a lot of progression in many projects. And some new faces of active project group members. All results were presented at the Congress in Orlando 2012. As money was more and more key for many IMCs it was decided to focus in the field of implementation to those projects which possibly could bring in revenues on a short term. Main efforts therefore went to:

1. Greenhouse IMC
2. International Conference
3. International CMC Community
4. Fellow of ICMCI
5. Accredited Training Courses
6. Executive Director
7. Website renewal
8. Large firms, CMC firm.

For detailed information on the status update of each project, and the deliverables during the past two years, please refer to the Breakthrough Strategy report to Trustees which can be found on the ICMCI website/ congress documents.

Rob Wagenaar, CMC
Vice Chair of ICMCI, Chair of BTS

Recruitment of an Executive Director



The role of Executive Director was a key part of the Breakthrough Strategy presented and approved by the Trustees in the Jordan 2010 Congress of the ICMCI and subsequently by the member IMCs.

In the early stages of the Breakthrough Strategy it was considered that it was best to engage a Project manager to assist EXCOM execute and manage the projects and the outcomes in the time allowed were considered high priority.

A Taskforce was assembled during the Orlando 2012 Congress meeting to oversee the Executive Director's recruitment, Tim Millar Chaired the taskforce. Other members included Ilse Ellsfelner, Nick Stillwell, Richard Harris, Alinda van Bruggan and Drumm McNaughton

The Executive Director Reema Nasser has now been appointed to ensure the organizational priorities of ICMCI executed, along with the day to day needs of the ICMCI are met through an experienced operational manager

Process

In Orlando the Trustees accepted a proposal of the process that has been adhered to by the Taskforce, the first steps being to develop and gain agreement from EXCOM on the Job Description and the Expression of Interest by an International Recruitment Firm on a pro bono basis. Please see the timetable below;

Month	Stage
Nov 12 –Jan 13	<ul style="list-style-type: none"> • Approval of Job Description • Sourcing of International Recruitment firm (pro bono) • No Pro Bono firm came forward (taskforce continued using its own agreed methodology)
January/February	<ul style="list-style-type: none"> • Broad promotion of vacancy throughout IMCs and IMCs members, etc. • Submissions <ul style="list-style-type: none"> • Application (prescribed format addressing the criteria) • Covering letter • CV • Taskforce to Review applications; <ul style="list-style-type: none"> • With view to create a long list of 6 candidates
February	<ul style="list-style-type: none"> • written submission addressing major questions of the taskforce & EXCOM • Interview by sub taskforce via Facetime/Skype • Shortlisted to 4 candidates • Second round interview by taskforce • Assess final fit of person

Month	Stage
March	<ul style="list-style-type: none"> • Recommendation to EXCOM • Background and reference checking • Appointment of successful candidate • Contract Development (April) • Induction in London (May)

Summary

The quality of candidates for the role of Executive Director was very high and it was pleasing to the taskforce to have applications from all around the world. The taskforce agreed in its early stage to keep all applications confidential to protect the current contracts and engagements applicants have in place and to ensure compliance with common practices of privacy.

Reema has taken to the role with great professionalism and tenacity and I believe ICMCI has already gained value from her appointment and performance.

Tim Millar
Vice Chair of ICMCI

International Conference

Background

Although the ICMCI exists since 1987, the congresses and conferences were always devoted to institutional matters. Basically the ICMCI was not busy organizing something for the professionals, the consultants, oriented to content matters. Sometimes organizing IMCs decided to program a small seminar around a congress, but mainly meant for their own members and local consultants. Within the ICMCI it was not a topic to be busy in developing the profession other than activities around certification and so on.



In the Breakthrough Strategy program it was noticed that the ICMCI could and should also pick up tasks which would not be covered by the local IMCs and which were essential for the further development of the profession worldwide. One of those tasks was fostering learning and development of the professional and the profession by organizing at least once per year a worldwide conference –in co-operation with a local IMC- focused on the profession as such: trends, methods, benchmarks, cases, new developments and so. Such a conference does not exist elsewhere, perhaps with the AMA, section Consulting, the bi-yearly conference as an exception.

So it was decided to organize such a conference on a yearly basis in cooperation with a local IMC. The first conference together with the Lithuanian IMC, AMCL took place in July 3-4, 2013.

The first conference in Vilnius

The conference under the title “West and East in Change, how will management consultants facilitate it?” was a huge success. Some 250 participants, 40 nations gathered in this 2 day conference. The lineup of 30 speakers was impressive as it included the Prime Minister of Lithuania and many renowned colleagues and Professors from around the globe. The AMCL had decided to outsource the organizational matters (and the risks) to a member consultants firm. This worked out fine, especially because of a small out of pocket loss which couldn’t possibly be carried by the small AMCL. The ICMCI expected revenue out of this conference but this was not the case due to the number of foreign visitors that was estimated too optimistically, and so the budget goals were not met. The ICMCI assisted with the marketing in granting 2k to hire an outside firm.

But further all signs about the conference were very positive, so are all the reasons to continue this activity. Aleksandras Abisala will do a short evaluation in Johannesburg, which hopefully will stimulate the colleagues from South Korea to even do a better job.

Rob Wagenaar, CMC

Vice Chair of ICMCI, Chair of BTS

Greenhouse IMC (GIMC)

Background



The Greenhouse 'Institute of Management Consultants' (GIMC) was endorsed by Trustees in Orlando 2012 as a means by which to Certify and host CMC's from Countries where ICMCI does not have an Institute member or there are not enough members for feasibility to be established.

CMC Canada offered to be the host during a three-year trial and launch period therefore a Taskforce was established immediately after Orlando 2012 with Dwight Mihalicz as the Chair, Tim Millar (Vice President of ICMCI) as the EXCOM conduit, Tamara Abdel-Jaber, Brian Ing, Marjo Dubbeldam, Alinda van Bruggan (while Project Manager) & Reema Nasser (while Executive Director).

Early Issues

Some of the early issues considered were:

Questions (Q): Why choose CMC Canada and not go out to competitive tender?

Answer (A): CMC Canada was an early contributor to the concept and has a track record of delivering contracted services across 10 Provinces/Territories of Canada. As one of the largest and most senior IMC members of ICMCI it was considered their experience and knowledge of CMC (& IMC member needs), and acting as a secretariat for its own regional structure would be ideal for a pilot project.

Q: Does GIMC need to be a separate legal entity from ICMCI and have separate membership?

A: Considerations on this were many and broad. How does ICMCI retain control and ensure surplus of such an activity would indeed be income generating for ICMCI? Why can't we just add a category of membership within ICMCI? What tax and regulatory issues are there? After investigation it was agreed that a wholly ICMCI owned Company as a not for profit registered in the UK would give the best balance between ownership, control and independence of management (not draining ICMCI resources) and surplus distributions back to ICMCI.

Q: Will the membership of the GIMC have their own President and be voting members of ICMCI.

A: No, GIMC is not an IMC it is simply a body that services orphaned CMCs or those who would like to become one where they do not have an IMC in their country. Once a critical mass of members are established in any country (potential is assessed at 20 members) then GIMC will foster through ICMCI the establishment of an indigenous IMC under the established rules and process within ICMCI.

Q: Who should govern this body?

A: Obviously as a key stakeholder ICMCI has to have the lion share of influence over the choice of the Board - indeed also CMC Canada needs to have its needs represented. Ideally, once the pilot is up and running a Board will be elected by a process to be determined by the Trustees of ICMCI – however in order to launch and incorporate a foundational Board has been provisionally appointed by EXCOM comprising of those who have EXCOM experience and intimate knowledge of this taskforce and a nominated Director from CMC Canada – those members are Dwight Mihalicz, Calvert Markham, Rob Wagenaar, Francesco D’Aprile, Tim Millar & a nominated party from CMC Canada.

Q: Who does what in the relationship between CMC Canada and ICMCI?

A: A detailed Service Level Agreement has been negotiated with CMC Canada outlining the roles, responsibilities and income split between the entities.

Q: How will this impact on my IMC?

A: This initiative will grow the countries of influence of ICMCI and ensure our place as the peak body for the Industry in countries where either IMCs don’t exist, have chosen not to be a member of ICMCI, or who do not have enough members to operate from a feasible base. IMCs will have the opportunity to promote their professional development and training through the GIMC website (less a commission to GIMC). There is no intent for GIMC to compete with an established IMC, and where regional agreements exist those will be respected.

Current Status

The final terms of the Service Level Agreement have now been agreed to by CMC Canada and EXCOM and a final version is being drafted as at the 25th of August, 2013 and is due for signing early September.

It is anticipated that the Interim Board will now be formed as a Committee, oversee the incorporation of the entity and begin building (in consultation with CMC Canada) the marketing collateral, ready for a soft launch in Jo’burg and a formal launch before end of calendar year.

Tim Millar
Vice Chair of ICMCI

Accredited Management Consultancy Course

An “Approved Training Provider” scheme was approved at the ICMCI Congress in 2009, but failed to get adoption. This has now been replaced by an ICMCI Accredited Management Consultancy Course (AMCC) scheme, which provides Accredited Providers (both Higher Education institutions and commercial Training Providers) with a globally recognised endorsement from ICMCI. It is considered that this will be attractive to training organisations that increasingly need to compete internationally for students.



The AMCC scheme has been developed by an external consultant as part of the breakthrough strategy with standards derived from a combination of the ICMCI Competence Framework, ISO 17011 and ISO 17024. It been piloted with the IMCs in the UK, Nigeria, Australia and The Netherlands. Their comments have been accommodated in the final documentation that is now available on the ICMCI web site.

A number of member IMCs already have accreditation schemes for training providers or courses. The AMCC offers the opportunity to full ICMCI members to extend this recognition internationally. Those IMCs that do not have a scheme of this nature already may want to adopt the ICMCI scheme as a basis for both national and international recognition.

The process is simple for launching a scheme: an IMC gets approval from ICMCI for its scheme, after which it can then assess Providers and award AMCC to those courses that meet the requirements. (Note that AMCC is awarded to specific courses – not to a training provider or the students who attend a course.)

National IMCs will ensure that the Accredited Providers delivering an AMCC maintain the standards required. ICMCI will embed reviews of the monitoring of these standards as part of the triennial IMC assessment.

Accredited Providers who are successful in achieving the AMCC will be added to a global AMCC register maintained by ICMCI and will be entitled to use the ICMCI logo with AMCC in their promotional materials for the specified course(s). National IMCs may wish to develop unique partnering arrangements with approved AMCCs to develop education and training programmes that mutually promote the achievement of CMC competencies as well as CMC designation.

Calvert Markham

Vice Chair of ICMCI and Chair of the Professional Standards Committee 2011 - 2013

Academic Fellow



As a result of the work put through by the Links to Academia taskforce, sixteen academics have been initiated as Academic Fellows of the ICMCI.

The recognized academic fellows have been successful in combining an academic career with practical contributions to the development of management consulting, at both national and international level.

The IMC and the ICMCI together have selected and appointed the sixteen Academic Fellows who will be actively involved in creating an increasingly strong and productive linkage between academia and management consulting practice. They will use the ICMCI as a platform and community for sharing knowledge, best practices and innovative ideas. The intent is that high level academics and high level practicing management consultants will meet and exchange knowledge and ideas at the ICMCI platform for the benefit of both the clients of the practicing consultants and the Academic Fellows' students.

A key benefit to ICMCI is the attraction and engagement of a new stakeholder group that will add valuable new perspectives and insights within the management consulting community.

There is the expectation that Fellows will demonstrate tangible on-going involvement with the management consulting profession and assist in creating increased awareness and profile for the IMC at their respective educational institution. Also, it is anticipated that there will be increased membership at the respective IMC through the potential development of management consulting streams within MBA or related Masters programs which, in turn, could lead to award of the CMC credential upon suitable demonstration of knowledge (know what) and competence (know how).

An ICMCI Fellow community has recently been started on LinkedIn to facilitate communication and sharing of best practices between the Fellows.

The intention is to expand the Fellow community (from the inaugural 16 'founding members') on a yearly basis with a target established to reach 50 + members within the next few years.

Work on the IMC nominations process for 2014 will commence shortly.

Mike Thompson, FCMC

Support to IMCs

The “Support to IMCs” is one of the breakthrough projects; I chaired the working party leading this until early 2012, when my role was taken over by Jeremy Webster. The working party reached a breakpoint in its work at the end of 2012, since when no further work has been done.



By then, the working party has established a “Wiki” style of online information resource, combining key information, best practice examples, case studies of success, and sources of further advice, covering the most important development issues which IMCs face. This aims to make successful ICMCI experience and know-how available in an accessible, practical, flexible and continuously developing way, under an editorial board of IMC users.

Sample development of the Wiki has taken place to show what content could look like, and the project group have developed and consulted widely on an initial structure on which to set up the Wiki.

The working party also made recommendations as follows:

- An ICMCI pool of advisers, from within IMCs or more widely, should be identified who are suitably experienced and willing to supplement this information resource with direct advice services (on a pro bono basis) to individual IMCs. The working party has drafted outlining role and person specifications and how it might operate, and suggesting how advisers could be recruited and made available.
- ICMCI should implement a policy of including, as standard in every ICMCI meeting, an “IMC Development” session, comprising workshops, presentations, discussion groups as appropriate, focused on development issues and successful IMC development experience.
- The role of QAC assessors in the triennial assessment of IMCs should include a systematic reporting back of the main development needs of particular IMCs, as input to the overall support service.

The working group recommended that the integrated package of these support services should be overseen within the management structure of ICMCI by a single committee reporting to ExCom, and that the most appropriate committee would be the Membership Committee. This would mean that the Membership Committee would add a complementary “membership development” role to their existing role.

Calvert Markham

Vice Chair of ICMCI and Chair of the Professional Standards Committee 2011 - 2013

Large Firm Initiative / “CMC-Firm”



The Large Firm Initiative continued in 2011-2013 under the leadership of co-chairs Richard Harris (Canada) and Gen Bonin (Canada). The project involved leveraging past work, refining the value proposition and pitch, and making contact with management consulting leaders at large firms in major global markets. A preliminary “play book” has been developed to assist IMC’s in approaching large firms in their respective jurisdiction.

The large firm leaders that we contacted were receptive to meeting and generally willing to support and encourage any of their staff interested in pursuing a CMC designation. They recognised the focus on ethics, education and experience, as well as the networking opportunities afforded through ICMCI and its member IMCs. Concern was expressed, however, as to the demand for the CMC and as to whether the CMC was a meaningful differentiator in the market place. This feedback has to be taken in the context that during the same period, large international firms were rapidly harmonizing their proprietary global advisory service offerings and supporting the same with consistent training for their staff around the world. These large firms were very focused on their own brand in the market place and resistant to co-branding their offerings with the CMC.

When the Large Firms Initiative refocused on the CMC-Firm concept, we found a receptive audience. Targeted at large domestic firms, the CMC-Firm accreditation is designed to publicly acknowledge a firm that subscribes to the practice standards endorsed by ICMCI, both in terms of ethics and service delivery. Under the supervision of the Large Firms Initiative, a pilot project was initiated in China with such a firm, culminating with the award of the first “CMC-Firm” to Hejun Consulting Group in July, 2013. Many thanks to Drumm McNaughton (USA) for his assistance with the assessment methodology, Jeremy Webster (UK) and Shin Liat Liew (Singapore) who acted as assessors, and Francesco D’Aprile (Italy) who together with Gen Bonin (Canada) identified and developed this opportunity.

Richard Harris
Vice Chair and Project Co-Chair

Genevieve Bonin
Project Co-Chair

Finance

The Finance Task Force was established as part of the Breakthrough Strategy implementation scheme, in order to identify the means and ways to ensure better sustainable financing for ICMCI, providing support to the implementation of various projects and offering the basis for a long term strategic planning. An enthusiastic and skilled team of volunteers formed this task force, including Rob Wagenaar (Lead), Dwight Mihalicz, Randy Baldwin, Anca Bors, Sorin Caian and benefiting of the great support of Alinda van Bruggen.



The Task Force has started to work late 2011, among its first activities being the identification revenue generating projects as well as benchmarking with other organizations in terms of financing, activities, organization in the financing activity.

Materials prepared by the members of the task force represent a solid base for developments, tackling subjects as:

- Potential Revenue Generation Strategies, developed by Randy Baldwin;
- Funding Development Plan: International Council of Management Consulting Institutes, developed by Tom Frisby, October 21, 2011;
- Design of a Professional Secretariat, 6 March 2012, developed by Dwight Mihalicz;
- Comparative governance and finance model of International Professional Associations, developed by Anca Bors.

All elements led to the discussion representing the core stone of the organization: long term financing of ICMCI. Various exercises were done and it was agreed that the decision of new financing scheme for the ICMCI should be correlated with the developments and implementation of the projects resulted from the BTS and should be promoted by the new ExCom in place after Johannesburg, based on various scenarios already prepared and in line with other similar organizations.

Sorin Caian

Treasurer of ICMCI 2011 - 2013

Governance



The Governance Task Force was established as part of the Breakthrough Strategy implementation scheme, in order to identify the gaps and the needs for the ICMCI resulting from the developments of the organization, while various projects are implemented and ensure the pace of it with new challenges of our times. A large and extremely experienced group of volunteers formed this task force, including Angelo Kehayas, Calvert Markham,

Brian ING, Richard Elliott, Drumm McNaughton, Dwight Mihalicz, Mark Nesbitt, Tim Millar, Louis Loizou, Charles Chiyao Liu, Ilse Ennsfellner, Sorin Caian and, after her appointment as Executive Director of ICMCI, Reema Nasser and benefiting of the great support of Alinda van Bruggen.

The Task Force has started to work early 2012, among its first activities being the identification of priorities and needs of member IMCs (the results of the survey organized by the task force were presented in the Annual Meeting held in Orlando, 2012). The Governance Model should be a tool in implementing various projects that the organization is targeting in its attempt in better providing values to its members and also strengthening the profession of Management Consulting. It was very much agreed both at the level of the ExCom and then at the Task Force, that we should better define the Committees of ICMCI, as well as tasks and functioning, including members' profile, nomination and transfer of chairing.

Based on a standardized format, internally agreed, Terms of Reference were developed for each Committee identified as a need for the organization: Membership Committee (MC), Quality Assurance Committee (QAC), Professional Standards Committee (PSC), Finance Committee (FC), Marketing Committee (MKC) and Nomination and Succession Planning Committee (NSPC). All the ToRs were built in such a manner to ensure good functioning, accountability, transparency as well adequate staffing to the committees, knowing very well that the need of volunteer is constantly higher than the availability. All these were presented to the ExCom and will be subject to discussion in Johannesburg, 2013 Congress.

The changes in the functioning of the ICMCI (such as establishment of the Executive Director position as well as the new GIMC and others showing up on the road of ICMCI), imposes an adapted functioning scheme of ICMCI. The Task Force prepared a number of materials (including and Organizational Chart as well as directions for Hubs' role) to be the basis for the next developments of the organization, but it was considered that no changes will be proposed until the new ExCom will get in touch with these and will have the opportunity to express its own comments on the proposals.

Sorin Caian

Treasurer of ICMCI and Chair of Governance Task Force 2011 - 2013

EN 16114:2011 Management Consultancy Services is becoming an ISO standard

Two years after the first presentation of the new European Standard EN16114 Management Consulting Services, the community of EN16114 Ambassadors across Europe has compiled an impressive variety and number of activities to promote the standard in their respective countries and regions.



Have a look at the updates on www.en16114.eu and you will find several initiatives and events in different countries, i.e. in Austria, Croatia, Cyprus, Finland, France, Hungary, Ireland, Italy, Poland, Romania, Spain. The Austrian Institute issued the results of a market research, that shows that there is still a long way ahead of us to not only convince our clients of the benefits of a common standard but most of all the management consulting services providers. Hence you are invited to continue your marketing initiatives and submit activities and success stories to ICMCI.

Further developments

ICMCI prepares the development of a global ISO standard on Management Consultancy.

The ballot for the proposal for an ISO standard on Management Consultancy closed on 23 April 2013. Of the 31 replies, 16 member bodies voted in favor of the proposal, 4 voted against and 11 abstained. Of the 16 member bodies that approved the proposal, 12 have indicated that they wish to participate actively in the work. According to the ISO/IEC Directives, acceptance of such a proposal requires approval by a simple majority of the member bodies voting and a minimum of five member bodies willing to participate actively in the work. The proposal has therefore been accepted. Furthermore the ISO Technical Management Board approved the establishment of the new ISO/PC 280 on Management consultancy and the allocation of the secretariat to UNI (Italy). The organization of the kick-off meeting is in progress. IMCs interested in actively participate in the ISO Project Committee 280 are requested to contact their national standards body.

Above all I want to thank you for the time and energy you all put into this initiative so far. The new ISO Project Committee 280 will elect a new Chair for this initiative. Along with my thanks I suggest we make use of this standard and ideas that already proved successful.

Ilse Ennsfellner, CMC
Vice Chair of ICMCI

Silver Anniversary of ICMCI



2013 marked 25 years since the inception of the ICMCI!

As part of the breakthrough strategy, it was felt that a record of the achievements and history should be written and published before that history was lost forever. This exercise was the brainchild of Francesco D'Aprile (the incumbent chair).

The road to the 25th anniversary has been remarkable and is paved with memorable experiences for all those concerned. The greatest achievement of the ICMCI as recorded in the publication has been the agreement of standards, approaches and reciprocity. In doing this, the ICMCI became the first truly global professional body that grew from the agreement on what is important to the profession of management consulting. This required a mind-set which was greater than that of the individual institutes. The members that had a lot to give did so willingly and the ICMCI was born from a meeting of like-minded people.

The production process was a mammoth task which involved many past and present contributors and many hours of solid research into papers produced as far back as the inaugural meeting of the ICMCI in Paris. Angelo Kehayas (editor) and Rick Elliott compiled the document in collaboration with the individual contributors. The production process involved editing multiple submissions, the design of a historical timeline and the insertion of concepts and pictures in the appropriate places. We had to ensure that a balance was kept between historical events and the status quo. In our opinion, the team pulled off a remarkable piece of work and was ably assisted by an expert designer and coordinating editor.

The printing was done in South Africa at a substantial discount and the total budget and timeline were strictly adhered to. The documents were hand delivered by Angelo Kehayas as flight cargo, ensuring that there were no delays in delivery. All Orlando delegates, contributors and some past trustees received complimentary copies of the publication.

In Orlando, a keynote speech regarding the publication was delivered and was well received by all concerned.

Angelo Kehayas, FCMC

Past Secretary and Vice Chair of the ICMCI

International CMC Community

The objective of the project is to establish (a) an active community of CMCs working across borders; and (b) an enhanced membership category for these CMCs, offering them access to existing membership benefits of multiple IMCs.

In doing so, ICMCI not only improves its value proposition to the CMCs working across borders – thereby enhancing their interest in being member of an IMC at all – but also organises an additional market for IMCs on which they can offer their products and services. The project was expected to generate revenues for ICMCI (projected revenues for 2013 were € 10k).



The project idea was started after the Orlando meeting (Fall 2012) and the work was initially led by David Norman. Early 2013 Robert Bodenstein followed up on David whose agenda had appeared too full to give the necessary effort to the project. Under the lead of Robert, a concept paper and a concept business model were designed, and a survey was conducted among all IMCs to explore their interest in this project and what kinds of products and services they want to contribute. Only five IMCs responded to the survey, four of which expressed interest in participating in a pilot. After this discouraging result on the supply side, a second survey was conducted, which focused on getting in touch with existing groups of consultants working abroad. This elicited little response as well.

Although the project team has not been able to identify a realistic group of IMCs and CMCs to create a start-up, we still believe there is real potential in the concept. Perhaps in one or two years the international conference will have developed into a platform for CMCs which can also be used to start up the ICC project.

Rob Wagenaar, CMC
Vice Chair of ICMCI, Chair of BTS

Constantinus International - the Global Management Consulting Award



The dynamic branch of management consulting is an important sparring partner for businesses and entrepreneurs - especially, when precise expertise and efficient project implementation are demanded. Naturally, the quality of the consulting sector relies heavily on the innovative strengths of the consultants themselves. This is why ICMCI has initiated the Constantinus International Award in order to give a prominent stage to all the excellent accomplishments of the branch. The ICMCI consulting award was

ranked as one of the top priorities for years and approved by the trustees at the ICMCI Annual Conference in Jordan 2010.

The international award showcasing excellence in consulting

...is the strapline of the award. The main features of the award are that it:

1. Recognises outstanding consulting projects as judged by an internationally recognized jury.
2. Celebrates successful joint endeavours between consultants and their clients.
3. Is driven by Institutes and ICMCI.

The primary objective of establishing these awards is the promotion of the consulting sector in general as well as of individual outstanding consulting projects not only nationally, but on a global scale. The Constantinus International Award should also serve as a platform for international cooperation in the field. For the nominees and the winners, this award will figure an important tool for strengthening the client-consultant-relationship through the celebration of successful joint endeavours in addition to raising the international recognition of their projects.

The Constantinus International Award will be granted 2013 for the third time. The award ceremony will take place on September 27, 2013 at the ICMCI Congress in South Africa.

The following IMCs have indicated their interest to participate in this year's award: Austria, China, Norway, Slovenia, UK, Taiwan.

The value of this international consulting award will be crucially related to publicity that it gets, for ICMCI as well as for the IMCs and their members.

Frequentis as sponsor 2013

We are very pleased to inform you that the sponsor of this year's award ceremony will again be Frequentis, the leading global supplier of communication and information solutions for safety-critical applications. Robert Clark, Director Business Development Public Safety & Homeland Security of Frequentis USA Inc. and presenter of the Constantinus International Award 2012, states:

"Frequentis recognizes the need for innovation leadership and global technology advancement, global necessities for our world to align with our mission to 'Make the World a Safer Place'. True innovation requires guidance, consultation and coaching, expertise which is embodied in the International Council of Management Consulting Institutes (ICMCI) and the leadership they provide to emerging enterprises around the world. The Constantinus Award is to us a symbol of a larger commitment, a dedication to global prosperity and innovation necessary for our world to prosper beyond our generation and it is Frequentis' honour to support the ICMCI as they continue their commitment to excellence. While there can be only one ultimate awardee, all nominees should be considered winners as each project will contribute to our world becoming the safer place our company commits itself to through all of its actions, innovations and engagements."

Ilse Ennsfellner, CMC
Vice Chair of ICMCI

Hubs Reports



Americas Hub

The Americas Hub (Canada, U.S., Brazil, and Caribbean) held a ½ day virtual meeting via Webex. Representatives from Canada, United States, Brazil and the Caribbean attended the meeting co-chaired by Loraine Huchler (IMC USA) and Valerie Sluth (CMC-Canada).

ICMCI Chair Francesco D’Aprile and Excom Director, Ilse Ensfallner provided an overview of the current financial situation, the status of the breakthrough strategies and answered questions about other issues within ICMCI.

Hub members unanimously agreed to three priorities as a result of the discussions at the Hub meeting:

- **Improvements to ICMCI governance and operating procedures.**

Specifically greater clarity in priority setting, budgeting and financial reporting, project progress reporting, mechanisms to ensure transparency and timeliness of certification assessments of Institutes.

- **Transforming the way that we collaborate as Institutes.**

The Hub concept is valued but other configurations for should be considered. Beyond simple geography, institute size, maturity, strategic priorities and common interests may bring added value to members and assist in advancing important ICMCI agenda items. This may be of particular interest to developed institutes.

- **Addressing the challenges of emerging/developing Institutes.**

Issues of finances, growth, support, administrative burdens, etc. are common to emerging/developing institutes. Suggestions to create an on-line knowledge base of best practices (e.g., membership recruitment, advocacy efforts, organizational collateral) were recommended. Suggested engagement of Reema Nasser and the website committee with this issue.

The Americas Hub Trustees agreed to provide specific input and recommendations to ICMCI Excom on these topics prior to the South African congress. We recommend that these initiatives be part of a broader discussion with all of Trustees during the Congress in South Africa.

Loraine Huchler (IMC USA) and Valerie Sluth (CMC-Canada)
Co-Chairs



Asia Pacific Hub



IMC in AP Hub are very active during these two years.

IMC Thailand as the organizer of AP Hub meeting in 2013 had done a great job, the meeting was very successful.

During the 3 day meetings with more than 300 attendees, we were presented with an invaluable opportunity of sharing valuable information of ASEAN countries and building a closer relationship between all the members.

Chairmen of IMC Thailand, Chayaditt Sak Hutauwatra, and Miss Huang shared their resources to make sure that every attendee had a memorable experience.

After the AP Hub meeting we followed up with monthly Web meetings, during those meetings we update each other of the situation of every IMC in the AP Hub.

IMC Korea applied to be the organizer of the 2014 ICMCI Conference and Congress. We know that Dr. Nam Kee Lee has very good relationships in Korea, and we have confidence in expecting a wonderful meeting.

We also want to give our appreciation to Shin Liat, he always supported us when facing any problems or issues, our chairman Francesco and members of the Head office also supported us in many ways.

We hope all of the members could join our monthly web meeting, with this meeting we could exchange information, build closer working relationships and create business opportunities for each other.

Charles Chiyao Liu
Member of ExCom

European Hub

The EuroHub held a half day meeting following the International Conference in Vilnius. About 30 representatives from all over Europe as well as trustees and members from non-European countries who had attended the International Conference attended the meeting chaired by Sorin Caian.

The meeting started with a welcome note from the meeting chair Sorin Caian, as well as the ICMCI Chair Francesco D'Aprile, and was followed by a presentation on "Europe perspectives on Consultancy issues" presented by Mr. Rolandas Kriščiūnas, Vice Minister at the Ministry of Foreign Affairs of the Republic of Lithuania.



Meeting chair advanced after that by giving a summary of the agenda followed by a presentation by the newly appointed executive director of ICMCI, highlighting her roles and responsibilities in general and focusing on the months till congress. This was followed by other items on the agenda that covered the following topics:

1. CEN standard update.
2. BTS update and expected proposals for resolutions at congress. Some of the new projects (such as GIMC and International CMC) were introduced more largely.
3. Governance taskforce update and recommended ToRs to be put through for Trustees' approval at congress.
4. Briefing on the Financial Scheme prepared by the taskforce to be put through for Trustees' approval at congress or at a later stage.
5. Position and proposals of Europe for Johannesburg 2013 other than the Governance and Financing model should include:
 - a) MC: acceptance of the rewording of the standard by making it public to trustees.
 - b) Accredited Management Consultancy course: explanation of the new scheme; its acceptance and a roll out plan.
 - c) Accredited Consulting Practice: acceptance of new wording and planning how to roll it out.

It was agreed that Ukraine will be the host for the 2014 EuroHub meeting to take place in Kiev on 5-6 June.

Sorin Caian

Treasurer of ICMCI and EuroHub Chair

Treasurer's Summary Progress Report



In a separate full report, we present you with the report of the year 2012-2013 on the finances of the ICMCI. You will find a Balance Sheet and P&L of 2012-2013 as well as financial notes related to the amounts shown in the financial statements.

The financial year 2012-2013 was the third year out of three for applying the Breakthrough Strategy (BS) financing scheme (as approved in 2010 in Jordan) and was the second year when most of the projects developed under the Breakthrough Strategy have used funds in order to achieve their goals.

The official currency of ICMCI is Euros (€). The fiscal year of ICMCI is from July 1 through June 30. The accounts are maintained on an accrual basis.

Applying the resolution regarding the members in good standing, as approved in Taipei in 2011, together with the prudence principle, determined the write-off of debts from a number of member IMCs, coordinating also with the Membership Committee. Letters were sent to all debtors (exceeding the regular 45 days period for payment), special supplementary correspondence being organized with those in breach of Member in good standing resolution.

The budget for next period, based on the plans of the ExCom and attempting to solve some of the procedural issues mentioned above, will also be proposed in a separate document.

Sorin CAIAN
Treasurer

September 18th, 2013

ExCom Communication

ExCom's communication during its tenure covered internal (ICMCI trustees and IMCs) as well as external (EBRD, EU commission, Boston Academy of Management, FEACO...etc).

Communication with Trustees and IMCs was in the form of face-to-face meetings, Skype calls, attending IMC local functions, as well as the mailings on regular basis to update of ICMCI matters, requesting input, sharing the Meridian (all 9 issues) and announcements on the different activities and networking events of the ICMCI. The record breaking number of 100% turnout with all eligible voters casting their vote during the recent ExCom elections reassures us all that the dialogue with Trustees and members is comprehensive. It is very heartening to see so much response from all members.



Communication with external stakeholders was carried out by face-to-face meetings, attending activities and conferences, as well as by email in order to guarantee continuous updates, this was done by creating a "Partners" mailing list that are constantly updated with our news and announcements on the projects, the conference, as well as the Meridian.

ExCom met 19 times during the past two years, 6 of which were face-to-face to achieve better communication, the last of which was held two days ago here in Johannesburg, where the incoming ExCom was also invited to attend. The face-to-face meetings were arranged to coincide with other ICMCI activities, like conferences and congresses held during the past two years where most members were already present. The remaining meeting where held utilizing the WebEx tool.

The list of travels conducted by our Chair is as follows:

2011:

Nov 4, 2011 – Milan, Meeting with APCO
Nov 8, 2011 – Brussels, Meeting with Representative of DG Enterprise (EU Commission)
Nov 9, 2011 – Brussels, Launching Ceremony of EN 16114 Standard
Dec 9, 2011 – London, Meeting with CMI and IC UK
Dec 11, 2011 – London Excom Face to Face Meeting

2012:

Feb 9, 2012 – London, Meeting CMI and IC UK
Feb 9, 2012 – London, Meeting with EBRD
Feb 17, 2012 – Conference in Kiev – Ukraine
March 16, 2012 – Brussels, Formal Meeting with Representative of DG Enterprise (EU Commission)
March 21, 2012 – Riga, Conference with EBRD
April 11, 2012 – London, Formal Meeting with EBRD
April 25, 2012 – Beijing, Meeting with MCC China

May 9, 2012 – Budapest, Euro Hub Meeting
 May 10-11, 2012 – Budapest, ICMCI Conference
 May 12, 2012 – Budapest, Excom face to face meeting
 June 13, 2012 – Singapore, Meeting with IMC Singapore
 June 14, 2012 – Beijing, Meeting with MCC
 June 14, 2012 – Beijing, Meeting with Hejun Consulting Firm (CMC Firm project)
 June 15, 2012 – Beijing, Meeting with Deloitte (Large Firm Project)
 Aug. 3, 2012 – Toronto, Meeting with CMC Canada
 Aug 5-6, 2012 – Boston, Academy of Management (AOM) Conference
 Aug 7, 2012 – New York, Formal meeting with PwC (Large firm Project)
 Aug 26, 2012 – Bonn, Excom face to face meeting
 Aug 26, 2012 – Bonn, Meeting with BDU
 Sept 20, 2012 – Beijing, Meeting with Hejun Consulting Firm (CMC Firm project)
 Sept 22, 2012 – Beijing, Seminar MCC
 Oct 3, 2012 – Orlando, Excom Face to Face meeting
 Oct 4-5, 2012 – Orlando, ICMCI Annual meeting
 Nov 2, 2012 – Amsterdam, Meeting with OOA
 Nov 9, 2012 – Vilnius – Meeting with IMC Lithuania and ICMCI Conference Committee

2013:

Feb 7, 2013 – Moscow, Conference IMC Moscow and EBRD
 March 18, 2013 – Toronto, Excom face to face meeting
 March 19, 2013 – Toronto, Meeting with CMC Canada
 April 26, 2013 – Bangkok, Asia Pacific Hub Meeting
 May 16-17, 2013 – Kiev IMC Ukraine conference
 June 21, 2013 – Rome, FEACO Conference and ICMCI FEACO Meeting
 July 2, 2013 – Vilnius, Excom Face to Face meeting
 July 3-4, 2013 - Vilnius, ICMCI International Conference
 July 5, 2013 – Vilnius, Euro Hub Meeting
 July 28, 2013 – Taipei, International Consultants Festival Taiwan
 Sept 14, 2013 – Kiev, Meeting with EBRD

In addition to the travels conducted by Chair, the following travels were conducted by Vice Chairs and Executive Director as follows:

Ilse Ennsfellner – April 2013 – Bangkok, Asia Pacific Hub Meeting
 Ilse Ennsfellner - November 2011: Brussels, Launch event for EN 16114
 Ilse Ennsfellner - August 2012: Boston - Academy of Management (AOM) Conference
 Richard Harris – December 2012 visit to London, the Large Firms project
 Rob Wagenaar – November 2012 visit to Vilnius, conference planning
 Sorin Caian, Ilse Ennsfellner, Calvert Markham, Reema Nasser – June 2013 visit to Secretariat, ED induction
 Calvert Markham – August 2012 visit to Sao Paulo, conference speaker
 Calvert Markham – Feb 2012 – Kazakhstan, speaker at the Gabriel Al Salem conference

Calvert Markham – March 2012 – Brussels, Formal Meeting with Representative of DG Enterprise (EU Commission)

Calvert Markham – February 2013 – Kyrgyzstan, speaker at the Gabriel Al Salem conference

Calvert Markham – July 2013 – Lithuania, speaker at the ICMCI conference

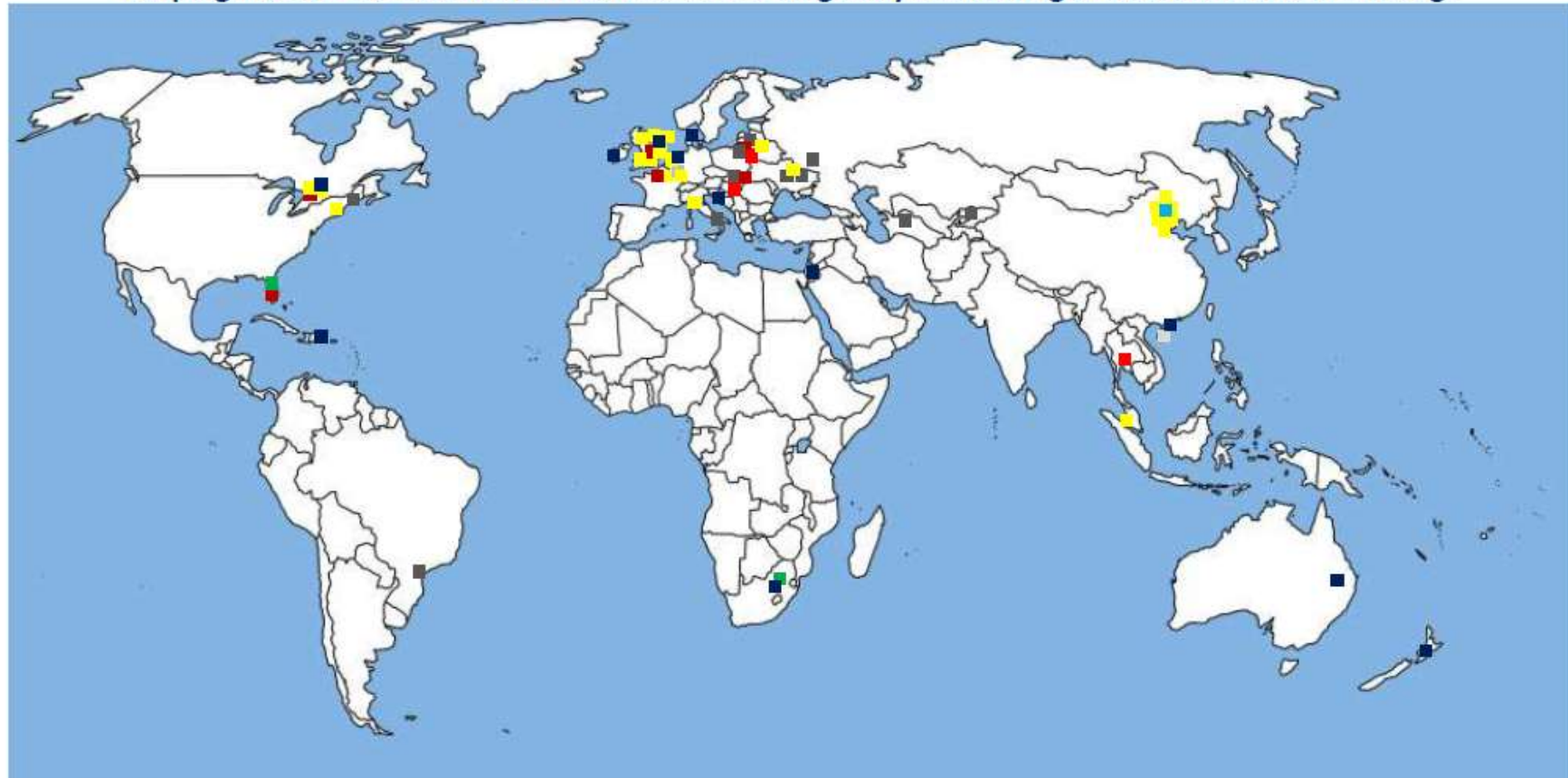
Reema Nasser – July 2013 to Vilnius, the ICMCI International Conference and EuroHub

Reema Nasser – September 2013 to Johannesburg, the ICMCI Annual Meeting

For better visualization of the span of activities and field of operation, the below map was prepared to demonstrate the countries that ICMCI ExCom had presence in, whether for attending local and international conferences, participating in seminars, conducting Skype meetings or face-to-face meetings with stakeholders (internal and external). The map also covers the congresses, hub meetings, and ICMCI conferences.

Reema Nasser
Executive Director

Keeping True to Our International Conference's Slogan by Facilitating the East and West in Change



Skype Meetings
Face-to-face Meetings
Seminars
ExCom Meetings
Hub Meetings
Congresses
Conferences
Launch Events



Closing note from the Chair

Reading this report feels like a journey through well charted territory and, yet at the same time, a completely new adventure.

This was the challenge that we lived with daily over the past two years: within our ExCom, within our Committees and within our groups of volunteers.

This is a clear sign of current times; coming from a clear and successful past, we are conscious that the world has changed, and our profession has been transformed likewise. Our national and international organizations, every one of these is changing too.

As professionals, we are aware of all of this. We are trying, through significant efforts, to set up something that is different and which will make a difference: linked to our roots and at the same time more effective and more closely aligned with the needs that are arising day by day in this time of change. More so, we are exploring what the near future is going to look like, and which will be reflected in the role that professionals are going to play.

This report sets out the design of a new ICMCI; something new that needs to be professionally tested, and may be improved or changed along the way; but this is absolutely something that shows our life, the vision and the energies of our professional environment.

We are moving from a state of familiarity in advising our clients and each other, to a more managerial approach, taking decisions and also managing and taking some risks.

This is not so easy for us! For this reason I feel really grateful to everyone, members of the ExCom, Chairs of the Committees and Volunteers, Chairs of IMCs and Trustees, to our Programme Manager and now to our Executive Director; and thanks to our Secretariat in London and to all the professionals who have shared with us this unusual and powerful experience.

A new design is on the table; a number of concrete projects are in their pilot phase.

It is up to our IMC members, to the new ExCom, together with all of us, to drive this process in an excellent manner, moving it to an upper level.

Thank you for your trust and for your professional and sincere support.

Yours,

Francesco D'Aprile
Chair of ICMCI 2011-2013

Annexure:

Short Video Presentations

Video presentations prepared by ExCom members and Chairs of taskforces to brief you on the projects and deliverables:

Presentation



Francesco D'Aprile
Chair

About Finance



Sorin Caian
Treasurer

International Conference



Robert Wagenaar
Vice Chair

Academic Fellow



Mike Thompson
Project Chair

AMCC Course



Calvert Markham
Vice Chair

GIMC



Timothy Millar
Vice Chair

ED Recruitment



Timothy Millar
Vice Chair

CMC Firm



Richard Harris
Genevieve Bonin
Project Co-Chairs

Introduction



Reema Nasser
Executive Director