

ICMCI Board Meeting Strategy Session Minutes March 20-21, 2023

Date of the meeting: Monday and Tuesday 20 & 21 March 2023

Board Members Present:

- | | | |
|-----------------------|---|-----------------|
| 1. Robert Bodenstein | : | ICMCI Chair |
| 2. Nick Warn | : | ICMCI Secretary |
| 3. Tamara Abdel-Jaber | : | ICMCI Treasurer |
| 4. Alan Blackman | : | Board Director |
| 5. Dwight Mihalicz | : | Board Director |
| 6. Jehona Lluka | : | Board Director |
| 7. Norma Shorey | : | Board Director |
| 8. Ruggero Huesler | : | Board Director |

Secretariat:

- Reema Nasser (Executive Director)
- Khuzaima Zaghlawan (Executive Secretary)

Apologies of Absence:

Gergana Mantarkova apologies for this meeting due to trip connection. Quorum is established.

First Day discussions 20 March 2023

Introduction

The ICMCI board conducted their Strategy meeting in Amman, Jordan as hosted by Tamara Abdel-Jaber at Amam Ventures offices.

The meeting focused on the next steps of communications with ICMCI members by addressing the initiatives as discussed in the last board strategy meeting in Vienna 2022 in addition to discussing the ICMCI 2023 events in detail f.

Governance Committee:

The Board reviewed the recommendations of the governance taskforce which has been approved during October 2022 Annual Meeting of Delegates. Twelve of the 50 recommendations were approved for immediate implementation, and the way forward for the remaining recommendations was agreed upon.

- Hub policy:

The board reviewed this policy and suggested amendments related to being explicit on the definition of the ICMCI Members to include the observer status, and communities to include different stakeholders. Another draft of this policy will be presented to the board through email for approval.

- The Observer Status Policy as submitted by the Membership Committee:

The board were briefed of the purpose, scope and criteria of eligibility as included in this policy; the board recommended to broaden the definition of the observer status to attract organizations not only individuals to the profession. The IMCs can implement this policy at their national level as a good tool to expand membership. In addition, the membership committee need to make a clear distinction between Observer Institutions and Observer Affiliate Organizations, whether operating as Not for Profit or For Profit. The observer status fees will be included in a separate document to avoid any confusion in the membership fees.

- Standard ToRs:

1) Finance and Audit Committee ToR is approved by the board

Moved by Dwight Mihalicz, seconded by Nick Warn. All board in favour.

2) Quality Assurance Committee (QAC) ToR is approved by the board

Moved by Nick Warn, seconded by Dwight Mihalicz. All board in favour.

3) The standard Committee ToR template

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It was suggested to re-word the type of relationship between the Executive Director and Committees from using negative wording to a positive one. The board approved this as subject to amendment.

Moved by Dwight Mihalicz, seconded by Nick Warn, Alan Blackman Abstain as he was not present during the discussion. All board in favour.

Governance Task Force Report Implementation:

The Board reviewed the recommendations of the governance taskforce which had been approved during the October 2022 Annual Meeting of Delegates. Twelve of the 50 recommendations were approved for immediate implementation, it was decided to set a road map for implementing the remaining recommendations in a timely way given resources availability. A list of those recommendations must be ready to be presented during the 2023 Annual meeting of Delegates in October.

Moved by Dwight Mihalicz, seconded by Tamara Abdel-Jaber. All board in favour.

However, the board recommended the following amendments:

In Recommendation 45.

- Institute Quality Assurance
- To amend the Member Acquisition and Development Committee to Member Growth and Development Committee.
- To amend Standards, Education, Learning and Development Committee to Professional Development & Standards Committee (PDSC)

Also, the QAC liaison was appointed to be Nick Warn, the committee structure now has two parts to ensure that the QAC remains an independent body. The implementation / operational part is carried by the Secretariat, while the development part is carried by the QAC committee to ensure assessments are aligned correctly and assessors are assigned by the QAC committee.

The QAC's recommendation is now only a notification to the board of IMCs having passed the assessment, this will be combined with the Finance Committee's recommendation for IMCs in good financial standing.

The board discussed the strategic implementation that will be led by the Executive Director and the secretariat load of work to handle all actions till October, while none of this work is revenue generation except the conference, mid-level certificate, and micro credential certificate, therefore a sustainability model is needed to maintain the operational work within the current budget and the need to involve volunteers for the meantime to support the secretariat till further solutions can be identified in the future.

Business Expansion with relation to ICMCI & GI

The board discussed business expansion for GI, and the possibility of a separate bank account from that of ICMCI. It also discussed the risks associated with the establishment of an off-shore entity for GI. Delaware might be the best potential jurisdiction for GI to establish an entity as it is Tax exempt for LLC.

The importance to have an online payment was discussed since the Post Finance bank does not have the mechanism to accept online payments from around the world nor the possibility for ICMCI to establish an online payment platform since it is a Swiss verein, which is very critical since most of the payments for GI are small payments and is currently addressed through the personal online platform used by GI's Chair. It was agreed that ICMCI commercial activities must be handled by a Commercial Development Committee (outside the ICMCI board) managed by a finance professional with extensive experience in the field. Sorin Caian is the most qualified person to chair this committee considering his experience.

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The UN announcements & meetings and assigning roles:

To maintain the consultative status with the UN, Nick Warn accepted the role of ICMCI representative at the UN activities, he needs to start the learning process to see how to expand and raise ICMCI's profile with CoNGO and member NGOs to increase visibility and opportunities for IMCs through this status. Nick will aim to bring ICMCI to the fore supported by Robert Bodenstein and Alan Blackman in this role.

Establishment Of Technical Committee ISO/TC 342:

Robert briefed the board on the background of the ISO Technical Committee led by the Chinese who will also provide the secretariat, this committee will be looking into the ISO 20700:2017 standard and ICMCI need to be represented in this committee and support it as the leader of the consulting profession. Robert is planning to be part of this committee, also, the PSC need to be involved to support this initiative unofficially. The secretariat to communicate with Mr. Jack Yao (The Chinese chair of this technical committee) to nominate Robert Bodenstein and Dwight Mihalicz according to the proper process and for both to be involved in the mandate of this committee. Secretariat need to also look into any related costs and advise the board for related future budgeting.

AMD/Conference 2023 and assigning a theme/title:

Reema Nasser (The Executive Director) updated the board on the ongoing preparations of the ICMCI events in October 2023 as the process started with reaching out to the hotels for offerings, a design and event planning company, a tour agency for the pre, during, and after tours program... etc.

- 1) The Face-To-Face board meeting will take place on 10 October 2023 and will be hosted at Tamara's offices.
- 2) The annual meeting will take place for one day and a half on 11 and 12 October 2023.
- 3) The International Constantinus Award and Gala Dinner will take place on the evening of 12 October 2023.
- 4) The Conference will commence at 3:00 PM local time on 12 October 2023 and end on the close of business on 13 October
- 5) A programme will be prepared for partners.
- 6) The after tours will be for three days, and the possibility for a pre-events tour to be arranged as well.

The board discussed the best Theme options for the conference and decided on the following title **"AI driven Synergy: Exploring new frontiers in Management Consulting"**.

Also, board members and secretariat to start working on:

- 1) Identifying keynote speakers for the conference.
- 2) A patronage to be identified in Amman, Jordan.
- 3) Sending an announcement for call for papers for speakers in two weeks' time for applications to be submitted by end of May. Also, the criteria for selection to be included in this call.
- 4) The ICMCI event Save the date announcement to be sent during the first week of April.
- 5) A Sponsorship package to be planned and Reema will reach INTAJ, UNIDO and ERBD for partnership.
- 6) Nick to reach Mariana Mazzucato again as a virtual speaker in the conference, considering the high fees for in-person presence at the conference.
- 7) A conference taskforce will be established to include The ICMCI Chair, The Marketing Committee Chair, and The Secretary to work closely with the Secretariat on all preparations.

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Board Members Present:

9. Robert Bodenstein	:	ICMCI Chair
10. Nick Warn	:	ICMCI Secretary
11. Tamara Abdel-Jaber	:	ICMCI Treasurer
12. Alan Blackman	:	Board Director
13. Dwight Mihalicz	:	Board Director
14. Gergana Mantarkova	:	Board Director
15. Jehona Lluka	:	Board Director
16. Norma Shorey	:	Board Director
17. Ruggero Huesler	:	Board Director

Secretariat:

- Reema Nasser (Executive Director)
- Khuzaima Zaghlawan (Executive Secretary)

Apologies of Absence:

No apologies for this meeting. Quorum is established.

Second Day discussions 21 March 2023

Open issue from PSC & QAC:

Mid-level Certificates and Courses for Micro-credentials

ICMCI Board's Approach and Expectations for the mid-level certificates and courses to include Micro Credentials for academia are as follows:

- **Foundation level (by IMCs)**, to be accredited by ICMCI as the ISO 202700:2017 and Code of Conduct (Reciprocity and consistency should be ensured)
- **Mid-level (by IMCs or Academia)** related to elements determined from learning outcomes such as (strategy, Risk Management, Resilience, Sustainability ...)
- **ICMCI Registered Consultant Level** (by ICMCI) / and this would be considered the ICMCI Foundation Level
- The CMC as the end of track designation.

Courses to support these levels (to be combined with a points system to reach any level needed as part of CPD (Continued Professional Development)):

Subjects for the Registered Level managed by ICMCI:

- Technical knowledge
- Independent from Industry specific subjects
- Competence-based
- Policies (more in depth)
- Based on experience (sharing)

What comes after the ICMCI registered/Foundation level is the defined path that is based on experience and the full competence framework, i.e. the path towards the CMC

The main points to take into consideration in order to assure this fits/maps with the competence framework:

1. A scoring system for trainings with parameters for evaluation
2. Evaluation structure
3. Context to PSC developed document

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4. Ensure consistency with ICMCI competence framework and current CMC trainings on a global level
5. Develop ICMCI training content
6. Protection at all levels re reciprocity and other bodies
7. Marketing (integrated) process

The new certification program will be reported to the board in August, and will be presented to delegates in October 2023, also the Chair will elaborate on this certification program during his update on 6 April 2023 and during hub meetings.

CMC Value Proposition and Content for marketing of the Competence Framework

The board want to launch this proposal in June, having said that the PSC related taskforce will be advised to deliver the draft proposal by beginning of May to prepare for certain design elements to promote this initiative in social media with identifying specific statements for the campaign.

Model for Best practice / Excellence Award for IMCs

This Award model was proposed by Celal Seckin a year ago, however it was not a propriety project at that time considering the several projects being processed by the PSC at the time. The PSC will present this excellence award during AMD, therefore a draft proposal to be presented to the board during the May board meeting.

Accreditation Body status and ISO 17011 compliance

ICMCI is now consolidating its positioning as an ISO 17011 accredited body to accredit different IMCs for the ISO 17024, and to comply with ISO 17011 there are the following requirements:

- 1) To have an independent body within the ICMCI.
- 2) Draft three policies for the documentation control, assessment procedures, and assessor training.
- 3) Since the ISO 17011 external auditor passed away recently, ICMCI needs to source out either a new external auditor, or an internal auditor who could be one of the volunteers or assessors.

Since the ISO 17011 audit process started previously, the QAC need to look into updating the current documents as this external audit must take place this year 2023, however the month cannot be identified yet and depends on readiness.

The Risk Management:

- The taskforce identified the process and documents and the implementation plan.

The risk management implementation is very important for ICMCI to:

1. Ensure proper Governance;
2. support the ICMCI achievement objectives;
3. be ready for the ICMCI reputation protection.

With all the current initiatives in place (UNIDO, ISO 17011 accreditation body ... etc) ICMCI should not stumble at any stage, therefore, a policy and draft template are developed which will be subject to update as ICMCI goes through them, and a taskforce will be developed to complete this process.

The Board will define, and record a statement of, the ICMCI risk appetite based on financial, infrastructure, reputational, and marketplace risks. The statement will include a list of unacceptable risks and the level of risk that ICMCI is prepared to accept in pursuit of its objectives before action is deemed necessary to reduce the risk. The content of the Risk Register will be based on the Risk Appetite Statement. The risk management template is a good

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CMC - GLOBAL

document that allows the board to follow to fill the risk. The risk management system needs to be reviewed at least yearly to mitigate the risk that the organization can face strategically and financially.

The board agreed that ICMCI cannot hire a senior risk management staff to work on risk management accompanied with its operations, a taskforce will be established from the board who are well aware of the work of the ICMCI. Nick Warn, Ruggero Huesler, Alan Blackman, and Gergana Mantarkova agreed to be involved in this taskforce, till a chief risk officer can be identified for this project.

The strategic outcomes of:

- **The NCI Report**

The board discussed the available data from Source Global and that NCI report to be launched in 2023 to cover the year 2022 will depend on the current purchased data. As for the 2024 report it was discussed whether it should include a full data set for the year 2023. The cost of the NCI data will be managed with reallocations in the current budget if ICMCI decided to include the full data set in the report.

- **The Academic Fellow**

The Academic fellow nominations for 2023 is in progress, Simon Haslam should reach the current Academic Fellows about the new requirements for their contributions to re-confirm their commitments. Also, Simon should be informed of the new Observer Status policy and how to involve Academia in the different countries.

- **The Consulting Book**

This project status was discussed as no update is yet clear from the Academic Fellow panel, despite the several contributions received from CMCs. The board needs an update on this project to include a business plan, the publishers' details, and when the book can be ready.

The Day-to-Day business Update

- **UNIDO agreement**

The board were briefed of the current status of the initial agreement with UNIDO, the training workshop for the competency framework that will be delivered by Nick Warn and Celal Seckin by end of April. This new competence framework design will be implemented in the Agri-business department project in Ghana and can be rolled out to other projects/divisions at UNIDO when it is approved and implemented at the Ghana pilot.

- **To recommend guest speakers for the ICD 2023 event and assigning theme/title**

It was proposed to have a session for Women in Consulting and sourcing a global women speaker for one hour.

The ICD event under the theme **Impactful Consulting: creating positive opportunities** to cover different case studies with subtitles to be discussed in panel sessions moderated by Robert Bodenstein:

- Diversity
- Digitalization
- Industry and profession
- Dynamics of consulting

To establish the ICD taskforce to include Robert Bodenstein and Reema Nasser to look into the preparations and 3 speakers as the sessions will be run in a discussion style with opening remarks in the form of a statement from each speaker.

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Jehona will provide the names of women speakers.

- **To initiate the preparation of the official request for proposal for next year annual meeting.**
Nick and Reema will work to set the updated events RFP for 2024 by re-wording the current document and including a new governance for the Face-to-Face meetings.
- **The signing of registry papers by Ruggero and Norma.**
The papers are signed and will be delivered to the lawyer in Switzerland.
- **Volunteers – CMC Directory**
The board approved the proposal from the Secretariat to offer the ICMCI volunteers a free subscription in the CMC-Global Directory. The Secretariate to follow the normal procedures to verify the volunteers CMC validity with their local IMCs.

Actions related to the Strategy Discussion:

- Action (1) Dwight to amend the hub policy to include an explicit definition as discussed by the board.
- Action (2) Dwight, Nick and Reema to work on the road map of the governance recommendation that will be presented during the Annual Meeting of Delegates.
- Action (3) Robert & Reema to reach Sorin Caian to Chair a business steering committee to develop a commercial proposal.
- Action (4) Tamara and Ruggero to talk to the lawyer re the digital bank account as a solution for the short-term solution.
- Action (5) Nick Warn to start looking in the current UN relationship process.
- Action (6) Secretariat to update the contact details on the UN website.
- Action (7) Reema to send a formal letter to the Chinese TC secretariat re ICMCI involvement mandate.
- Action (8) Secretariat to involve Finance committee on any costs related to the ICMCI involvement in the Chinese ISO TC
- Action (9) Secretariat reach Global Source for the cost of the full data set for 2023
- Action (10) Alan Blackman to confirm with Simon that the AF new criteria is re-confirmed with current AF.
- Action (11) Reema to ask Simon Haslam for a business plan for the consulting book.

Actions related to the ICMCI events in October:

- Action (1) Tamara to connect with locals for patronage opening.
- Action (2) Board to recommend speakers for the CMC conference and ICD events.
- Action (3) Secretariat to send the Save the date announcement for the ICMCI annual meeting and conference
- Action (4) Reema to reach INTAJ, UNIDO, and EBRD for sponsorship package.
- Action (5) Nick Warn to connect with Mariana Mazzucato for a virtual speaker during conference.
- Action (6) Secretariat to create WhatsApp group for the conference Taskforce (The Chair, Marketing Committee Chair, and Secretary)
- Action (7) Secretariat to create WhatsApp group for the ICD Taskforce (The Chair, Executive Director)

Date of next meeting: 13 May 2023 at 12:00 UTC via Zoom [Link](#)