

MANAGEMENT CONSULTANCY COMPETENCE FRAMEWORK



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FOREWARD

The IC's culmination of extensive research builds on the Certified Management Consultant (CMC) award to capture good practice across the profession. Independently awarded and internationally recognised, the CMC will continue to be at the forefront in setting standards of competence. Its purpose is to:

- present the knowledge, skills and behaviours that define today's management consultant, all of which are underpinned by a code of conduct and professional ethics
- set a standard that is equally relevant for sole practitioners, niche players and internal consultancies as well as for major practices and firms
- act as a benchmark for clients in developing their expectations of consultants as well as by academic bodies and training providers to align their offerings.

The International Council of Management Consulting Institutes (ICMCI) endorses the framework and encourages its adoption by the profession and other interested parties. This seal of approval reinforces our high standards of professional competence.

INTRODUCTION

The framework defines the competences and standards for management consultants and forms the basis of the CMC award, which has three levels of progression – Development, Independence and Mastery. The award aims to define the 'fully competent consultant' and is targeted at those who have:

- full or Fellow membership of the IC
- three years' experience as a management consultant
- relevant qualifications/experience to underpin competence
- experience in all elements of the consulting life cycle
- clients who value the contribution and impact they make to the business
- at least two years' experience in primary technical competence plus relevant professional/academic qualification (degree or higher) or at least two years' experience gained in a consultancy or managerial roles in their primary area of technical specialism or an unrelated first degree followed by structured relevant development.

The CMC award is relevant for consultants in large and medium sized firms (including internal departments) as well as networked groups and sole practitioners.

MANAGEMENT CONSULTANCY DEFINITION

Management consultancy definition

This section sets out the IC's current thinking on the definition of a management consultant and initial observations on future skills requirements. It builds on the current CMC framework to refine and develop the mix of skills, knowledge and behaviours required for the emerging management consultant of the future.

Definition

Management consulting involves individuals, whether self-employed or employed, using their knowledge and experience, and their analytical and problem solving skills, to add value into a wide variety of organisations within a framework of appropriate and relevant professional standards, disciplines and ethics.

A management consultant is a person who is professionally engaged in advising on a providing a detached, external view of a company's management techniques and practices. A consultant can operate as a specialist or a generalist. The client's requirements dictate which skills and expertise are the most appropriate and the situations in which to use a consultant.

Management Consultancy Skills

Typically a consultant will provide change management solutions. This will mean demonstrating:

- Change management skills
- Technical and business knowledge
- Business understanding
- Ownership, management and delivery of solutions
- Project delivery and risk management
- Excellent interpersonal skills
- The ability to transfer skills to others
- Creative and analytical thinking
- Adhere to a code of professional conduct and ethical qualifications.

Market need for management consultancy competence

The framework considers the skill requirements for the next generation of consultants.

Some initial observations indicate that:

- clients are becoming more selective, demanding specialised technical knowledge and the consultant's ability to prove competence
- there is a shifting balance from traditional IQ-based measures to emotional intelligence as the predictor of excellence and success
- the boundaries of what constitutes management consultancy are wide and varied – everything from strategy to outsourcing
- the impact of future working patterns affect organisational models
- as availability increases, effective research sourcing and application of knowledge becomes the differentiator
- there is a need to respond ever more quickly to market needs
- a growth in partnership working is emerging.

By building this framework around the current CMC model, it aims to give a closer definition of the baseline for all individuals working in the profession now and in the future.

MANAGEMENT CONSULTANCY COMPETENCE FRAMEWORK

The competences outlined below are the behaviours, skills and knowledge that a management consultant is expected to demonstrate and apply.

Levels

There are three levels of excellence for each competence, all underpinned by generic professional behaviours:

- **Development:** Building experiences to develop a full portfolio of skills, tools and techniques required to operate at Independence level
- **Independence:** Demonstrating the core level of skills, tools and techniques required for CMC
- **Mastery:** Recognised as having a depth of experience or specialist knowledge in application of this competence

For the CMC award, candidates need to demonstrate achievement of the Independence level competences.

Behaviors, skills and knowledge

An effective management consultant requires a balance of the following:

- **Market capability and knowledge:** This is the application of fact-based knowledge. It brings together the combination of technical skills, business understanding, sector insight and external awareness
- **Consulting competence:** These are the core skills, tools and techniques which are essential in delivering consultancy services
- **Professional behaviors:** These are the entry-level professional behaviors and attitudes which act as enablers in achieving market capability and consulting competence

For example, the CMC award requires demonstration of market capability and knowledge, as well as consulting competence underpinned by professional behaviors.

MANAGEMENT CONSULTANCY COMPETENCE FRAMEWORK OVERVIEW

Consulting competence

- 1.0: Client focus
- 2.0: Building and sustaining relationships
- 3.0: Applying expertise and knowledge
- 4.0: Achieving sustainable results

Market capability and knowledge

- 5.0: Technical discipline
- Examples:*
- Finance/Strategy/HR*
- IT/Production/Marketing*
- Business understanding and external awareness*
- Professional behaviours*

5:0: Technical discipline

Examples:

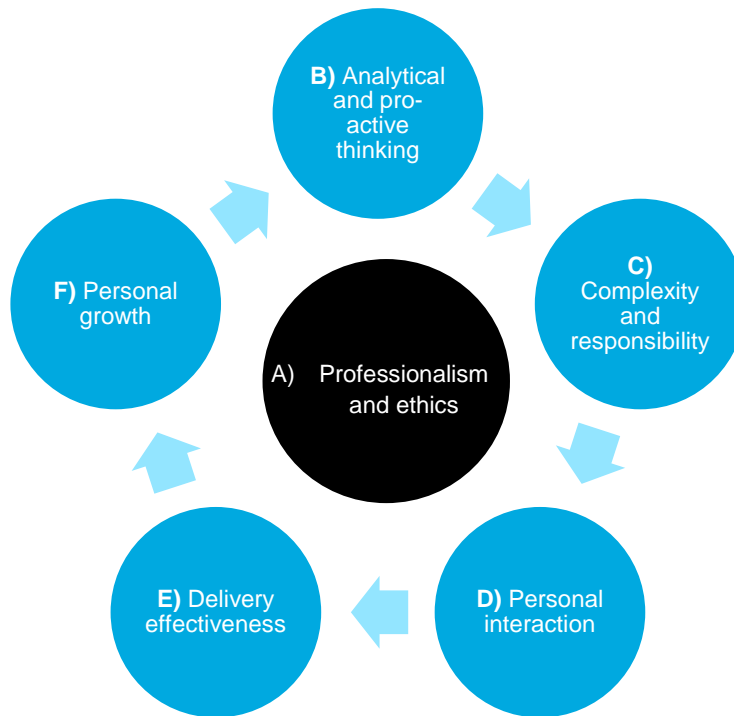
Public/Internal/Telecoms

Financial/Not for profit/Life sciences

Business understanding and external awareness

Professional behaviours

These are the entry-level prerequisites for becoming a CMC and underpin the market capability, knowledge and competencies required at all levels. Some skills may be developed further within the consulting competencies.



A) Professionalism and ethics

Operates with professionalism and integrity in all aspects of their role including conduct, appearance, adherence to the Code of Conduct and working in the best interests of the client.

Demonstrated behaviours

- Adheres to the ICs Code of Professional Conduct and Practice
- Deals appropriately with ethical issues and adheres to the IC's Ethical Guidelines
- Ensures professional advice is technically sound and relevant to client needs
- Sets high personal standards
- Acts with integrity
- Values diversity in terms of culture, religion, race and gender
- Is courteous, reliable and responsive in dealing with others
- Has a high regard for confidentiality
- Engenders trust
- Is respected by colleagues

B) Analytical and pro-active thinking

Applies analytical and pro-active thinking to client agenda to ensure robust, appropriate solutions.

Demonstrated behaviours

- Adopts a logical, coherent and consistent approach to problem solving
- Understands the implications of different issues and courses of action

- Supports recommendations with facts and research
- Makes decisions on a rational and timely basis
- Challenges assumptions and probes detail
- Develops and tests mental models to ensure practical application
- Displays flexibility, creativity and innovation in generating solutions and recommendations

C) Complexity and responsibility

Assumes responsibility for their own actions, understanding the complexity of any given operating environment and the impact of a selected course of action on others.

Demonstrated behaviours

- Takes responsibility for actions which extend beyond their immediate area of scope
- Develops considered courses of action which take into account issues outside the influence of the role
- Works effectively in complex environments that involve external value-conflicts and uncertainties

D) Personal interaction

Interacts and emphasises effectively with others to achieve desired outcomes.

Demonstrated behaviours

- Establishes and maintains productive working relationships
- Acts with confidence and self-assurance
- Understand and welcomes alternative perspectives
- Express views clearly and openly, and without arrogance
- Actively seeks contributions from others
- Aims to build solutions of mutual benefit

E) Delivery effectiveness

Works at all times with resilience, drive and commitment to achieving results.

Demonstrated behaviours

- Acts on own initiative, seeking help where and when required
- Persists with job until complete solution has been delivered
- Remains calm and rational under pressure
- Is flexible and adaptable to changing demands and deadlines
- Manages ambiguity
- Keeps focused on the big picture whilst addressing the detail
- Balances priorities and manages time effectively

F) Personal growth

Proven track record of self-development and personal growth

Demonstrated behaviours

- Shows awareness of skills and knowledge gaps
- Seizes opportunities to further own development
- Recognises impact of behaviour on others
- Seeks and acts on constructive feedback from clients, peers and team members
- Sets and monitors personal learning objectives

MARKET CAPABILITY AND KNOWLEDGE

1.0) Delivery effectiveness

	DEVELOPMENT	INDEPENDENCE	MASTERY
1.1 ENGAGING WITH CLIENTS	<ul style="list-style-type: none"> Carries our research into client business and market sectors 	<ul style="list-style-type: none"> Establishes communications with clients Promotes management consultancy services 	<ul style="list-style-type: none"> Acts as a leader/adviser/coach to others in client engagement
1.2 SCOPING CLIENT REQUIREMENTS	<ul style="list-style-type: none"> Researches and understands client agenda and issues Understands purpose and content of client proposals Contributes to written proposals 	<ul style="list-style-type: none"> Understands and defines client requirements Presents clear and comprehensive written proposals Engages the client in selecting and owning optimal design options 	<ul style="list-style-type: none"> Utilises knowledge of external issues and depth of experience to inform, challenge and define scope of work
1.3 MANAGING CLIENT INTERFACE	<ul style="list-style-type: none"> Understands and operates within contractual terms of engagement 	<ul style="list-style-type: none"> Manages stakeholder expectations, maintaining focus on overall deliverables, agreeing and applying contractual terms of engagement 	<ul style="list-style-type: none"> Owns, leads and manages complex client bids and proposal teams Depth of experience in contract formulation and negotiation

2.0) Building and sustaining relationships

	DEVELOPMENT	INDEPENDENCE	MASTERY
2.1 INFLUENCING	<ul style="list-style-type: none"> Presents compelling arguments using facts and data 	<ul style="list-style-type: none"> Presents ideas and convincingly to achieve specific outcomes Demonstrates skills in building consensus and resolving conflict Applied techniques to achieve influence, impact and results with stakeholders 	<ul style="list-style-type: none"> Applies influencing skills in a range of complex situations adapting style and leading others to see alternative perspectives they would not have seen on their own, to achieve outcomes
2.2 COMMUNICATION & PRESENTATION	<ul style="list-style-type: none"> Demonstrates uses of listening and questioning techniques to understand issues and problems Presents ideas effectively one-to-one or in small groups adapting style to audience Displays use of appropriate business language and grammar 	<ul style="list-style-type: none"> Conveys ideas and thoughts in a clear, focused style using effective verbal and non-verbal communication techniques, in formal and informal situations. Uses presentation tools and techniques effectively to engage audience. Produces clear client correspondence and reports, selecting most appropriate style to achieve desired outcome. 	<ul style="list-style-type: none"> Actively sought to deliver confident and engaging presentations to a wide range of audiences (board level, conferences, press etc...) Draws on a range of experiences and techniques to adapt communication style to challenging situations and audiences
2.3 FACILITATION	<ul style="list-style-type: none"> Contributes constructively to group situations 	<ul style="list-style-type: none"> Manages group processes to achieve desired outcomes, using tools and techniques to maximise the group's decision-making potential 	<ul style="list-style-type: none"> Manages complex, high risk group dynamics, conflicts and concerns to promote win-win outcomes.

2.4 MANAGING AND DEVELOPING OTHERS	<ul style="list-style-type: none"> • Works with others to develop mutually supportive relationships • Supports and encourages positive team-working behaviours in others 	<ul style="list-style-type: none"> • Manages, develops and appraises others, delegating where appropriate • Seeks support from peers where appropriate 	<ul style="list-style-type: none"> • Draws on a range of leadership styles to ensure effective development of others • Proactively coaches and develops others • Manages large (>20) complex teams operating across cultural boundaries
2.5 PARTNERING WITH NETWORKING	<ul style="list-style-type: none"> • Develops network to support and add value to client engagements, including within own company, clients and external professional networks 	<ul style="list-style-type: none"> • Understands and engages expertise of others alongside own • Leverages network effectively to research and define client issues, generate innovative solutions and/or inform delivery solutions 	<ul style="list-style-type: none"> • Leverages effective, established networks to create added value for clients

3.0) Applying expertise and knowledge

	DEVELOPMENT	INDEPENDENCE	MASTERY
3.1 TOOLS AND METHODOLOGIES	<ul style="list-style-type: none"> • Develops awareness of a range of diagnostic tools • Tests clients hypotheses and solutions with robust data 	<ul style="list-style-type: none"> • Selects and uses appropriate diagnostic tools, methods and techniques • Actively seeks out new and appropriate tools 	<ul style="list-style-type: none"> • Advises on use of a range of diagnostic tools methods and techniques • Tailors and develops new tools • Develops and selects appropriate methods in unclear situations
3.2 APPLYING KNOWLEDGE	<ul style="list-style-type: none"> • Identifies and uses wide range of knowledge sources • Analyses and effectively presents data to support proposed solutions • Accesses a wide range of knowledge sources relevant to client needs 	<ul style="list-style-type: none"> • Captures and builds knowledge in defined processes • Share knowledge and experiences with others • Applied knowledge, tools and technical expertise to support value creation, tailoring to the specific needs of the client 	<ul style="list-style-type: none"> • Perceived as thought leader in chosen field • Actively sought by others for knowledge and expertise • Applies knowledge to build complex, innovative solutions which deliver value to clients

4.0) Achieving sustainable results

	DEVELOPMENT	INDEPENDENCE	MASTERY
4.1 PLANNING AND MANAGEMENT	<ul style="list-style-type: none"> • Manages own delivery under the guidance of more experienced colleagues • Plans and manages own time ensuring deliverables are completed to required timescales and budget • Works in one or more stages of project delivery 	<ul style="list-style-type: none"> • Manages client projects effectively, ensuring objectives, deadlines and budgets are met by team members under own control • Competent use of planning tools and milestones appropriate for the size and scale of the project • Demonstrates ability to assess form and allocate work streams, managing own time and that of others to meet deadlines • Operates competently in all areas of project delivery 	<ul style="list-style-type: none"> • Ensures realistic objectives • Advises on delivery designs and implementation • Reviews and advises on project plans
4.2 MANAGING RISK	<ul style="list-style-type: none"> • Manages low risk projects (low complexity), acting as sole consultant 	<ul style="list-style-type: none"> • Manages medium risk projects (high complexity) working with others 	<ul style="list-style-type: none"> • Manages high risk projects with significant change, major clients and

4.3 ENSURING QUALITY	<ul style="list-style-type: none"> Pro-actively identifies and communicates issues impacting progress of own work and that of client Requests advice in achieving milestones 	<ul style="list-style-type: none"> Identifies, quantifies and manages issues impacting on delivery of project 	multi-disciplinary teams
	<ul style="list-style-type: none"> Complies with agreed engagement and quality management processes and standards Demonstrates pro-actively in seeking and acting upon feedback Builds track record of successful delivery in a range of support roles in client engagements 	<ul style="list-style-type: none"> Demonstrates track record of successful delivery in a range of delivery roles in client engagements Ensures quality of own deliverables and those of team Monitors and measures client satisfaction 	<ul style="list-style-type: none"> Leads quality assurance reviews Advises others on design of quality assurance processes
4.4 MANAGING WITHDRAWAL	<ul style="list-style-type: none"> Shows the ability to draw to a close own deliverables Engages clients to take ownership of specific deliverables 	<ul style="list-style-type: none"> Works with clients to determine a handover process to ensure skills transfer, sustainability of results and knowledge capture as appropriate for project Reviews and predicts any potential areas of deficit, addressing them before the engagement ends 	<ul style="list-style-type: none"> Leads and advises others on design of withdrawal processes.

5.0) Marketing capability and knowledge

	DEVELOPMENT	INDEPENDENCE	MASTERY
5.1 TECHNICAL EXPERTISE	<ul style="list-style-type: none"> Builds technical expertise in selected discipline through qualifications and focused experiential learning 	<ul style="list-style-type: none"> Recognised as expert in own discipline 	<ul style="list-style-type: none"> Acts as a leader/adviser/coach to others in own area of discipline
5.2 BUSINESS UNDERSTANDING	<ul style="list-style-type: none"> Understands core business structures, processes, management and disciplines 	<ul style="list-style-type: none"> Discusses impact of other disciplines on area of work with confidence and knowledge 	<ul style="list-style-type: none"> Has credible depth of knowledge across a range of disciplines and business environments Leads by example, applying management and business skills in own business
5.3 SECTOR KNOWLEDGE	<ul style="list-style-type: none"> Demonstrates knowledge of one or more sectors 	<ul style="list-style-type: none"> Applied technical expertise across one or more sectors 	<ul style="list-style-type: none"> Influences business thinking and agenda in one or more sectors
5.4 EXTERNAL AWARENESS	<ul style="list-style-type: none"> Demonstrates a good general knowledge of political, economic, social, technological, legal and environmental factors (PESTLE) 	<ul style="list-style-type: none"> Demonstrates up-to-date knowledge of political, economic, social, technological and environmental factors (PESTLE) impacting on sector and/or technical area of expertise 	<ul style="list-style-type: none"> Expertise is sought by external parties to advise on issues impacting own sector
5.5 BUSINESS DEVELOPMENT	<ul style="list-style-type: none"> Carries out market research to identify potential opportunities 	<ul style="list-style-type: none"> Seeks new contacts for potential business using a variety of means Maintains a portfolio of on-going business at required levels to sustain the practice Maintains a database of client 	<ul style="list-style-type: none"> Leverages network to prospect for new business, applying for management skills to promote own business and win work Leads the development of

CODE OF PROFESSIONAL CONDUCT AND PRACTICE

The IC is the professional body for business consulting. It is an organization within CMI. Both Institutes have responsibility to their professions in relation to the professional conduct, levels of competence and standards of behavior of their members. On becoming an individual member of the IC, you are signing up to adhere to the standards of the professional conduct and competence as set out in this Code of Conduct and Practice.

At the heart of good practice – whether in business advice, management consultancy or management in general – is the maintenance of high standards of professional conduct and competence, underpinned by the principles of honesty and integrity. These standards apply equally to personal behavior as professional, working relationships with team members and colleagues, interaction with clients, suppliers, business partners and other stakeholders, responsibilities to the wider community, and responsibility to your professional Institute.

The same core standards of conduct, as set out in this Code apply to members of both the IC and CMI. Members of the IC have further specific obligations in relation to the client for whom they provide a service as consultants and advisers, which are also expressed in this Code.

Practice members of the IC have a professional obligation in terms of the support they give to members, the IC itself and the business consulting profession as a whole.

This Code works on four levels and outlines the respective responsibilities of:

- The individual
- IC members in their practice or organization
- The IC practice member, via its designated representative
- The IC itself

As an individual member, or the designated representative of a practice member, you will be required to reaffirm your commitment to this Code on an annual basis. Information which comes to the IC's attention, suggesting that the conduct of an individual member may not be in accordance with the provisions of this Code, will be reviewed under combined investigation and disciplinary procedures of the IC and CMI, which are overseen by a Professional Standards Committee whose membership comprises of members of both Institutes.

If you believe you exemplify the standards set out in this Code, but are not currently a member, in either an individual or practice capacity, your application for membership will be welcomed by the IC.

As a member of the IC, I will:

- Behave with honesty and integrity in my own actions and in my interactions with colleagues, the organisations with which I come into contact, client, the wider community and the IC.

In my personal management practice I will:

- Strive for excellence at all times
- Exemplify the highest standards of professional behaviour and performance
- Remain accountable for my actions

- Disclose any personal interest which may affect my managerial decisions
- Act only within my level of competence and advise otherwise when asked to act beyond it
- Continue to develop my management competencies and keep to-to-date with best practice
- Safeguard confidential information and not seek personal advantage from it
- Act reasonably and justifiably in identifying and resolving conflicts of value, including those of an ethical nature

As a business consultant I will:

- Put clients interest first, doing whatever it takes to serve them in the highest possible standards at all times
- Consider for each potential new engagement the possibility of it creating a conflict of interest, or the perception of such as conflict, and, if such as conflict is identified, take all reasonable steps to protect the interests and confidentiality of each client
- Act independently and objectively, and exercise professional care to establish the facts of a situation and bring to bear an informed and experienced judgement
- Allow any action or recommendation made, if necessary, to be reviewed by my professional peers to confirm that I have acted in a proper way
- Continue to develop my business consulting competences and keep up to date with best practice

In my management of others I will:

- Treat colleagues on an equitable basis, without inappropriate discrimination, recognising their specific needs, pressures and problems
- Support colleagues to understand fully their responsibilities, areas of authority and accountability
- Seek to develop the skills and qualities evident within my team of authority and accountability
- Foster a culture of openness and transparency, where issues may be addressed in a frank and timely manner
- Act consistently and fairly when addressing any shortfall in performance or standards of behaviour
- Encourage and assist colleagues to develop their skills and progress with their careers, valuing the contribute which each may make
- Have regard for their physical and mental health, safety and well-being
- Respect matters of faith, conscience and diversity in their widest sense
- Communicate clearly, effectively and openly

For the organisation which employs me and/or with which I work in partnership, where it is within my power, authority or influence to do so, I will:

Uphold its lawful policies and practices and seek to enhance them in the interests of good management practice

- Seek to reconcile personal and corporate values
- Identify, support and communicate relevant policies, practices and information
- Seek to identify and promote enhancements to organisation structure, procedures and controls
- Act in a manner which supports the organisation's overall objectives and contributes to the achievement of targets set
- Be accountable for achieving the objectives, projects and tasks that I undertake to deliver
- Safeguard the reputation and the assets of the organisation

- Exhaust all available internal remedies for dealing with matters I perceive to be improper before resorting to public disclosure

In the interests of clients, suppliers, business partners and other stakeholders I will:

- Ensure that I properly understand their interests and respond to them in a balanced manner
- Establish, maintain and develop business relationships based on mutual confidence and trust
- Refrain from entering into any agreement or undertake any activity which is unlawful or anti-competitive
- Ensure that agreements entered into or activities undertaken are consistent with the interests of my organisation and demonstrate good management practice
- Neither offer nor accept gifts, hospitality or services which could create, or imply, any improper obligation
- Safeguard all confidential information which comes into my possession

For the wider community I will:

- Ensure that I am aware of, and comply with, all relevant legislation and regulations
- Act to avert or mitigate any harmful outcomes, whether short or long term of present and proposed managerial actions
- Be honest, open and truthful in all external communications
- Respect the natural environment and seek to conserve resources wherever possible
- Respect the customs, practices and reasonable ambitions of others, where these may differ from my own

As a member of the IC I will:

- Promote its mission, aims and objectives
- Uphold its integrity and good standing, and refrain from conduct which detracts from its reputation
- Promote its image and standing as a professional body
- Observe the standards of conduct and practice as set out in this Code, as they may be reviewed and reissued from time to time

As an IC member and/or designated representative of an IC practice member I will:

- Provide a working environment which enables members of the IC to comply with this Code
- Support members of the IC in undertaking Continuing Professional Development
- Support the achievement of the missions, aims and objectives of the IC and promote its reputation and standing as a professional body

FOR MORE INFORMATION

CMC enquiries:

Call: 01536 207 331

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Membership/other enquiries

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