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meridian

Newsletter, Q2 2009

Chairman's Message

Enrichment

"Management Consultancy is a very rewarding profession" says many a career guide. The young person looking for career advice probably (with a touch of cynicism already imbued by their early contact with the business world) reads this as meaning that management consultants earn high salaries. But if they were to check the description of many of the lower paid caring professions they might also find exactly the same inducement to join the profession. As my final introduction to the Meridian, I would like to reflect on the other rewards from a career in management consultancy and from a close involvement with my professional body nationally and internationally. I now realise the non monetary rewards have been so much more valuable than the monetary ones, welcome as they were.

When I was invited to join the Professional Standards Committee of the Institute of Management Consultants (as it was then called) in 1991 by Paul Lynch (who will be remembered as a UK trustee to ICMCI by some of the longer serving trustees) he said to me that he reckoned that he had year on year gained more from his involvement with the professional institute than it had cost him. I was sceptical then, but now am glad to say that Paul was right, very right. One of the aspects that I gained was the insight of how much I gained from being a management consultant. By shaping the agenda on the development of professional standards, I was led to examine my (paid) role as a management consultant and develop a depth of understanding of the process and my personal development.

The professional management consultant is well aware of the power of conducting a lessons learnt examination at the end of any assignment or major piece of work. Better if the client is involved but certainly it is a key part of the DNA of a consultant who cares about the service provided to clients. We are fully aware of the power and

necessity of life long learning. During our career, our tools, approaches, frameworks that were our contribution to the client have become the common understanding of professional managers. We have to re-invent ourselves on a regular basis and to keep ahead of the managers in our clients (either in the depth of our expertise or the range of it). We understand the need for Continuing Professional Development. We now talk less in terms of updating our knowledge (and of course our underpinning knowledge always does need refreshing) but more about maintaining or developing our competence (keeping competence in some of the key skills requires periodic re-visiting of our approach, but as we progress we naturally move from being content with being competent to seeking mastery of some aspects of the competence framework).

One particular approach to reinforcing this continual learning about our role and us as consultants is the reflective learning approach formalised by our Dutch colleagues. It requires the groups of consultants meeting to reflect on the particular experiences of an assignment from one of them (and they take it in turns to have their assignment examined by the group). For this to be effective the participants need to be very open about their thoughts and choices on an assignment, and all need to be aware that comments made are not personal but an attempt to draw out the lessons from an assignment to help the future consulting. There are many national cultures for which this would not be appropriate, but I do urge all of you to talk to your Dutch colleagues when you meet at ICMCI meetings.

So, at the end of my career what have I gained from being a management consultant. Some wisdom certainly. I no longer am so quick to jump to conclusions, especially about people. I wait to understand the differences rather than work only from similarities to previous situations. I am far more

sensitive to people and organisations and probably more realistic about what, and how soon, can be achieved by a change programme. What I am sure of is that I am much quicker to getting to the heart of a problem than I was when I started. I share with you all an early experience in my first few months as a management consultant with what was then called a "big firm". A senior consultant and I had worked for two weeks on an assignment, the report writing was late and the senior partner hard to meet to sign off the report. Late in the afternoon before the report was due to be presented to the client at 9.00 o'clock the following morning we met with our report draft. He said casually as he looked for the executive summary, "I suppose you recommending". We were not, but should have been! A long night later (including my first ever experience with a word processor, hard wired as it was) and we went by taxi bleary eyed with a new version of the report making the recommendation that was so obvious to the much more experienced senior partner. It was the same senior partner who a few months later announced to me that I was joining the Institute.

I am not so certain that we are effective about communicating this ability of the experienced consultant to our clients and the rest of the business community. How often have I heard, "You can not possibly be able to say that. You have not done a complete investigation and talked to everybody. Besides, it is not obvious to me and I have been in this company for years and clearly know it better than you". It is this incisiveness borne of experience that justifies our fee rate structure increasing with age and experience. But we do need to be aware of the truism, "Experience is the excuse to continue making the same mistakes".

And of course through many assignments we gain a wealth of stories, if only we could tell!

On top of the thirty plus years of consulting experience I now have eighteen years involvement with my professional institute and ten years with ICMCI, including the privilege of two years as your Chairman. I have visited since 1999, sometimes more than once, the following countries: Holland, ►



Germany, Australia, Portugal, Turkey, Austria, Hungary, Slovak Republic, Denmark, Italy, China, Canada, Russia, Ireland, Switzerland, Italy, France, Belgium, Sweden, South Korea, Croatia, Bosnia Herzegovina, Serbia, Macedonia, Czech Republic, Barbados, and Romania. More importantly, I have met and discussed with management consultants and the world wide experts in running a professional institute for management consultants from many more countries. Despite all the cultural (and language) differences, I still hold that I have more in common with all of you than I do with most of the people in the small street where I live (I have to say most as I am no longer the only management consultant in the street). The professional instinct seems to be universal. The desire to learn from each other, the mutual respect, the focus on the needs of clients, the constant striving for improvement, the comradeship and the sense of belonging together are also independent of nationality.

In the UK, we have an apparently anachronistic set of organisations called the Livery Companies of the City of London which grew out of the Guilds formed in the 14th and 15th centuries to protect trades. The modern Worshipful Company of Management Consultants (as the Livery Company is properly known) undertakes considerable pro bono consulting work for small charities, charities which in the normal course of events would not be able to afford the services of a management consultant. They say the consultants are “gaining by giving”. I can truthfully say that I regard that the past two years that I have gained so much more than I have given. I have received so much support,



both from the hard working members of ExCom and the Secretariat, but also from the trustees around the world. I understand so much more now than I did when I started, I have many good friends throughout ICMCI. I have a strong sense of having paid back the profession that gave me so many opportunities and valuable experiences, and above all, I have been thoroughly enriched. Yes,

management consultancy can be an extraordinarily rewarding profession.

I trust you will be as generous in your support of my successor, Aneeta Madhok, as towards me, and I will continue to work for ICMCI for the next two years.

Brian Ing CMC
Chair ICMCI 2007-2009

Association of Management Science Practitioners and Management Consultants continues to grow

1800th member joins professional association

The membership of the Order of organisation experts and management consultants (Ooa) has shown a higher than average growth in the last few years. Its membership has increased steadily since 2005, a trend that is still continuing in 2009. Recently the 1800th member was admitted to this professional association. According to Chairman Miel Otto this growth reflects recognition of the ability of the Ooa and its members to distinguish themselves. The order works actively on professionalisation of its members and on innovation on the basis of market demand. Clients regard the membership as a quality mark.

‘Indeed, in times of economic adversity it is important for the management consultant to distinguish himself, for which the Ooa provides the platform and the resources. The Ooa management consultant distinguishes

himself from the consultant who is not a member on account of the admission criteria and the obligation to perform to the best of his ability’, Miel Otto says. Management consultants who are a member of the Ooa invest in their professional development and deepening their knowledge with each other and with clients. The order encourages its members to go one step further in this process by having themselves certified to become a Certified Management Consultant (CMC). The Ooa has a large number of CMC members. The certifying procedure applied by the Ooa originates from the International Council of Management Consultancy Institutes (ICMCI).

The Ooa

The predecessor of the Ooa was founded in 1949 as the Order of Management Consultants, which merged with the Society

of Organisation Experts in 1973. The Ooa has been a member of the International Council of Management Consultancy Institutes (ICMCI) since 1989. The ICMCI is an umbrella organisation of associations of management consultants. The Order is in partnership with training institutes and related professional organisations and in addition it stimulates scientific research.

FREE CONSULTANCY SERVICES FOR BUSINESSES IN DISTRESS

The Institute of Management Consultants - Singapore offers free consultancy services as part of its corporate social responsibility programme

On 23rd March 2009, the Institute of Management Consultants - Singapore (IMCS), the body for management consultants in Singapore, announced that through its members, it is offering free one-hour diagnostic consultancy services to business facing distress as a result of the economic downturn.

Business owners can contact IMCS to arrange for a one-hour meeting with members of IMCS who are experienced management consultants. During the one-hour meeting, the consultant will try to diagnose the problems that the business is facing and suggest possible solutions. The meeting is free-of-charge for the business owner.

The areas of consultancy services that members of IMCS can provide include:

- Financial Restructuring
- Internal Business Processes
- Human Resource Planning
- Strategic Business Review
- Marketing
- Any other management consultancy area

This initiative is IMCS' response to the fact that many businesses in Singapore are facing problems in many areas due to the economic uncertainty. As the national body

for management consultants in Singapore, it is the corporate social responsibility of IMCS to try to help businesses with the problems they are facing.

During the SARS crisis in 2003, IMCS also introduced a similar initiative and helped many businesses with free consultancy advice from its members.

Mr Suhaimi Salleh, Immediate Past President of IMCS and Chairman for this initiative, said "Most of our members who are management consultants derive their revenue when companies engage them for consultancy projects. During this period of economic uncertainty, it is timely that IMCS gives something back to the business community by offering free diagnostic consultancy services. It is also the hope of the consultancy community that companies and businesses emerge stronger from this economic crisis".

Dr Teo Cheng Swee, President of IMCS, highlighted one of the main problems faced by small and medium sized enterprises (SMEs) is in obtaining a loan. He said "Sometimes, the businesses may have a very good package but they do not know how to present it to the bank. As a result, the bank sees it in a more negative light as

compared to real situation. We are there to help them repackage the presentation to the bank, to make it look good and perhaps by doing that, they will be able to get better facilities from the bank."

For more information, visit www.imcsingapore.org



Journalists from print and broadcast media including The Straits Times, Business Times, Today and Channel News Asia attended the press conference.

Newsletter

***Dear Executive Directors, Trustees, Presidents and Chairmen,
Here present some events of China institute.***

1. "CMC Classic Cases Collection" is carried out

The first important thing for MCC in this year is to publish <Management Consulting Optimal Practices- CMC Classic Cases Collection>. The book embodies 20 management consulting cases coming from those outstanding management consultants of China- CMC. It veritably reflects the relation between consulting team and clients, the relation between management consulting and enterprise operation, the relation between enterprise and outside environment. The cases like records, legends, furthermore, like diagnostic or health caring reports from an excellent doctor in a manner. In the mass, the publication of CMC cases will set up a platform for excellent management consulting practices to exhibit consulting results from those outstanding consultants, which break a new path to the best practice of enterprise management, and knit a close ligament from management consulting to enterprise management.



And then, we had held the second CMC thematic Salon in Kingdee Soft Company on 11th April.

2. CMC thematic Salon had been started in Beijing China

14th March, the first CMC thematic Salon was held in Tsinghua University. 42 CMCs coming from many fields positively took

part in this Salon. Honorably, the Chairman and Vice-Chairman of Singapore Management Consulting Conference had attended the Salon. Meantime, being the potential strength of management consulting

industry, some MBA students of Tsinghua University were allowed to sit in on the hearings. All participants had carried out an animated discussion based on the themes of the Salon.

Since that time, we were going to hold CMC thematic Salon periodicity, which will be regarded as one service for CMCs of China. In addition, similar Salon or other style activities for CMCs in Shanghai, Shenzhen, Zhejiang or other cities will be held at the same time.



Much more activities are in course of preparing.

IMCHK's Vision

“For IMCHK to be recognised as the preferred professional body for management consultants in our region. We will have secured confidence in the CMC standard and brought a new level of recognition for the profession.”

Message from President Tang

Happy Year of the Ox!

My belated good wishes to all members. May this year be happy and healthy for all of us despite the challenges that the economic downturn is bringing.

I have been in office since January. Much of this period up to now has been to understand the functions and responsibilities that I have taken on although, having been a council member for almost 6 years, this should not have been too much of a mystery for me!

As your president, I hereby undertake to promote and represent the industry in the best capacity that I possibly can in my two year tenure. I would like therefore to take this opportunity to outline some of my thoughts for the coming year.

One of the key areas we must work on this year is to help our clients who are no doubt suffering from the financial crisis. To do so, we must raise our own profile as a reputable and capable industry. One way will be to raise the number of Certified Management Consultants (CMC) in Hong Kong and elsewhere. It is the CMC label that distinguishes us in terms of competence and integrity, something that will be vital in the coming months. To this end, the Council will be looking for ways to increase membership numbers and to run more certification courses and assessments.

We cannot afford to stand still either. Part of our strength is our versatility and

flexibility to continually upskill ourselves. We will be extending the use of the Management Consulting Training Toolkit (MCTT) to all members and seeking ways of upgrading the tools to address the current set of challenges faced by our clients. We will also be increasing the number of Continuous Professional Development (CPD) courses by organizing more regular events both by ourselves as well as teaming up with other professional bodies to run joint activities.

Lastly, we will be building a much higher profile - as mentioned earlier - for ourselves this year through encouraging more internal consultants to join our ranks and seeking the support of corporate members.



our way in the coming year. In the words of another much more highly respected President, Mr. Barack Obama, “for the world has changed, and we must change with it.”

Kind regards
Dr. Thomas Tang
President (2008-2010)

2008 AGM

The AGM was held at the Hong Kong Football Club on Tuesday 25th November. Outgoing President, Dr Jonathan Beard, presented a review of the Institute's activities in 2008, before handing over to the

incoming President (2008-10), Dr Thomas Tang who outlined his vision for taking forward IMCHK over the next two years.

After lunch, members were treated to an extremely informative speech and Q&A session by Dr Mark Michelson, Associate Director-General for Investment Promotion at Invest Hong Kong, who shared his views and insight about the current situation and prospects for inward investment from overseas and the Mainland, and the challenges facing Hong Kong in continuing to maintain its competitiveness as a preferred location for the world's leading companies.



Dr. Mark Michelson at 2008 AGM

Introducing your Council Members (2008-2010)

Dr Thomas Tang, President
(email : president@imchk.com.hk)

Dr C.Y. Wong, Executive Vice President
(email : exec-vp@imchk.com.hk)

Rocky Ho, Honorary Treasurer
(email : hon-treasurer@imchk.com.hk)

Knowledge Management & Professional Development Committee

Alvin Wong, Honorary Secretary / Co-chair, Knowledge Management & Professional Development
(email : hon-secretary@imchk.com.hk)

Jill So, Co-chair, Knowledge Management & Professional Development / Co-chair, Qualification
(email : km-pd1@imchk.com.hk)

Membership Committee

Dr. Stephen Ng, Co-chair, Membership
(email : membership2@imchk.com.hk)

David Wong, Co-chair, Membership / Co-chair, Development

David is an executive coach & company director for Dwell International (Asia) Ltd. He co-chairs for Membership and Development for IMCHK. He specializes in management and leadership development with work experiences in industries including Hi-Tech, Cosmetics, Healthcare, Personal Care and Pharmaceuticals. He employs psychometric instruments such as MBTI & Firo-B for organization development. His recent work includes lecturing performance management at MEDC, the Hong Kong Polytechnic University and guest speaker on consulting skills at PKKI of Hong Kong University.
(email : membership1@imchk.com.hk)

Qualification and Certification Committee

Bernard Leng, Co-chair, Qualification
(email : qualification1@imchk.com.hk)

Jill So, Co-chair, Qualification
(email : km-pd1@imchk.com.hk)

Development Committee

Richie Lam, Co-chair, Development
(email : development1@imchk.com.hk)

David Wong, Co-chair, Development
(email : membership1@imchk.com.hk)

Ethics and Disciplinary Committee

Dr. Gordian Gaeta, Chair, Ethics & Disciplinary
(email : ethics@imchk.com.hk)

Nominations Committee

Dr Jonathan Beard, Co-chair, Nominations
(email : past-pres@imchk.com.hk)

Richard Ting, Co-chair, Nominations
(email : nominations@imchk.com.hk)

Membership Renewal 2009

The membership renewal letters were posted to all members in early January 2009. Please return your signed membership renewal form and your CPD record with payment to our correspondence address.

IMCHK Welcomes...

Ms Eleanor Ng CMC

Eleanor has had two decades of China experience and has worked for Fortune 500 companies such as Shell and Motorola as well as start-ups in Hong Kong and mainland China. She currently offers consulting services to businesses wanting to establish presence or expand in the China market. Eleanor graduated with a Master degree in marketing management from MacQuarie University, Australia and is currently a member of and Talent Consultant to CEO Clubs China (Shenzhen). She is now working for Sino-

Bridge Management Consulting Ltd. as General Manager,

Her contact email is eleanorng@amdfk-sinobridge.com

Upcoming Events

IMCHK CPD Event Announcement
“The changing business environment of the last 30 years: Lessons for the next 30”
By Mike Rowse, former Director-General of Invest HK

Thursday 26 February, 7:30 pm - 9:00pm

Room B8, Poon Kam Kai Institute, 3/F, Tower II, Admiralty Centre, 18 Harcourt, Road Hong Kong

CMC Certification

For further details please contact IMCHK Administrative Secretary, Ms Ip at adminsec@imchk.com.hk

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P.O. Box 3341, GPO, Central, Hong Kong



International Consultants Day IMCA

In Ireland the prestige Annual Medal Award of the Institute of Management Consultants and Advisers (IMCA) held on June 17th was this year dedicated to International Consultants Day.

The medal is awarded each year to recognise outstanding achievement that has led to demonstrable innovation with lasting impact. It has latterly been presented on an all island basis with IBC Northern Ireland; recent recipients include the President of Ireland Mary McAleese and Senator George Mitchell in recognition of his contribution to the peace process.

This year, the medal was jointly awarded to Tom Arnold, Concern Worldwide and Dr Steve Collins, Valid International in recognition of Concern's work in international humanitarian aid over 40 years and in particular for its partnership with Valid International in the development and validation of Community Therapeutic Care (CTC), an innovative and highly effective approach to managing acute malnutrition in the developing world, now adopted as best

practice by the WHO in those countries where acute malnutrition causes thousands of deaths every year.

The presentation was made by Des McDermott of Hay Group (Ireland), Vice President of IMCA at a breakfast function in the Royal College of Physicians of Ireland in Dublin (the venue for the ICMCI 2007 Congress gala dinner). In making the award Des said:

“IMCA is proud to honour Concern Worldwide and Valid International. Their work has impacted the lives of literally millions of children around the globe and their radical approach to tackling acute malnutrition is a showcase for how true innovation can be achieved through the establishment of innovative networks and management practices even when resources are limited.

IMCA's principal objective is the advancement of the highest standards of management and performance. This partnership is an outstanding example of

collaborative management practice, yielding significant benefits for individuals, communities and governments.”

Otherwise IMCA has been running a series of events over the year within the theme of Consulting in Challenging Times. These include workshops on Selling Professional Services, Corporate Governance and Social Media, and a networking event being held with the AGM on July 1st.

A survey has been carried out of member feedback on the IMCA web site and an action plan is being implemented to address the points raised. This will included an online version of the seminar being run for CMC applicants to provide remote access to the content.

Confab 2009

Save the Date!

October 24-27, 2009

Silver Legacy Resort and Casino, Reno, Nevada

Consulting is an art, and no matter if you are a **beginning consultant**, have a **growing consulting firm**, or are a **senior consultant** in your field, there are wonderful opportunities at Confab to brush up on your skills and knowledge and collaborate with other consultants. Create your masterpiece at Confab 2009.

We hope you will join us for the 32nd Confab which coincides with IMC USA celebrating its 40th anniversary. This year's Confab is guaranteed to be a *valuable experience* for everyone! The only conference by consultants for consultants in the US, Confab is committed to delivering a highly interactive conference full of cutting edge knowledge - *guaranteed to enrich the practices and lives for consultants at all stages of their careers....*

In its 32nd year, Confab serves as a forum for consulting firms to get together and learn from each other, and its goal remains the same - to deliver in-the-trenches, actionable information by consultants and for consultants. The focus remains on tactics and practical applications rather than high-level wisdom and visions.

Confab has golf, a three-day agenda, several hundred participants, top-notch speakers, sponsors, exhibitors, hosts, ambassadors and a volunteer planning committee. To find out more about this year's conference, go to <http://www.confabusa.org>. See you in October!

European Standard “Management Consultancy Services” - achievements and next steps

1. Background

The Lisbon Accord and the issue of a Draft Services Directive demonstrated that the heads of Government wished to establish a “borderless” market for goods and services and to address this issue with vigour and determination. As part of this programme, CEN (the European standards body covering the EU and EFTA countries) has decided to establish a set of “service standards” for the nominated services. This programme has started and with management consultancy being so prominent in the Draft Directive, and being the least well entrenched of the liberal professions, management consultancy is seen as possibly one of the first professional services for which a standard will be drafted. Now the Services Directive has been adopted the urgency is paramount.

“Service standards” can be viewed as another development in the evolution of the

standards concepts. They are entirely driven by the customer viewpoint. The concern is how the purchased service fits into the buying organisation, how they decide to need and procure an external service, i.e. how to select, to manage and to judge potential service providers. The intention is to use best practice in specification, sourcing, delivery and quality of business-related services.

Management consulting service could be one of the first professional services on with standards need to be considered, notably in order to help clients organizations identify their needs, specify their demand, ask for the relevant information and make effective decisions in front of a complex set of offers.

The standard „Management Consultancy Services” covers good practice for Management Consultancy Service provider to support a client organization of all sizes and types to utilise management consulting

services from a provider. It is based on a series of guiding principles for the effective, efficient and acceptable provision of Management Consultancy Services.

The purpose of the standard is defined as to support the business relationship between clients and MCSP (Management Consultancy Services Providers) by developing transparency and understanding. This standard aims at providing recommendations and requirements (if identified and agreed) for offering, execution and evaluation of management consultancy services. The rationale for the standard under preparation is to share European best practices in management consultancy, The following benefits of the adoption of a standard were Identified:

- to remove barriers to cross-border consultancy services;
- to deliver better value services to clients;
- to improve the quality and professionalism of management consultancy in Europe;
- to reduce the risks associated with management consultancy assignments;
- to increase transparency among consultants and clients.

2. Achievements

After the ICMCI Euro Hub meeting in Milan 2006 and two years of hard work, the project committee PC 381 established by CEN had the first meeting on September 8 and 9, 2008, followed by two more meetings in March and May 2009 in Milan, Italy. Representatives of 12 European countries met to prepare the draft CEN service standard for Management



Consultancy Services. At the meetings it was encouraging not only to meet the Chairman of ICMCI, Brian Ing, but to see many ICMCI colleagues, and to be able to reach agreement and consensus among liaison partners, e.g. our FEACO colleagues and the national standardization institutes.

The project committee is chaired by Ilse Ennsfellner, ICMCI, and supported by Robert Ravaglia, UNI (the Italian standardization institute). Francesco D'Aprile was working with UNI in the preparation phase to ease the implementation process considerably.

The preparation of this service standard for management consultancy will evolve quickly. The project committee PC 381 met in March and May 2009 to prepare the draft CEN service standard "Management Consultancy Services". The initial first draft is attached to this document (see the attachment).

When reading the draft standard as attached please take into consideration that this standard has to be appropriate for all European countries with their national and cultural differences and is therefore a very general and "high level" description of management consultancy. This document sets out what is common and feasible for all European countries in respect to management consultancy.

3. Next steps

The first draft standard has been established and been sent out by UNI to the national standards institutes for comments by the national stakeholders.

The comments will be discussed and agreed during the next meeting of the project committee PC 381 in September 2009.

The "draft for enquiry" (this being the term within the standards committee for the document that starts a formal consultation process with all the member standards bodies within CEN) is foreseen by December 2009.

The consultation will then occur on a Europe wide basis in 2010.

This will result in meetings for evaluation of the comments and the draft standard are planned for second half of 2010.

The publication of the standard is expected in 2011. The agreed standard "Management Consultancy Services" is then mandatory for all CEN member countries and must supersede any existing national standards.

4. Benefits for ICMCI

There will be difficulties and obstacles ahead. But having a service standard for management consultancy services is considered to be a significant advancement for the role of the professional bodies as well as for ICMCI, and a positive contribution to the success of the



management consultancy profession and all those who practise in it.

The major benefits for ICMCI are as follows:

- The standard "Management Consultancy Services" creates value for ICMCI
- ICMCI is playing a major role in this process, especially by providing expertise on best practices in management consultancy
- The development of this standard has a positive impact on the relationship to other organizations and institutions, e.g. FEACO, European Union, etc.

The individual members of ICMCI gain from all of the above and also:-

- Build stronger relationships with their client stakeholders through involvement in the standards setting process within the project committees in their own countries
- Have the notable opportunity to use the publication of the standard to draw attention to themselves, our profession, our professionalism and advice to clients on how best to use our services

5. Contributions from IMCs

In order to gain from these benefits, contributions from all European IMCs are needed.

The draft standard has been sent to all European standards institutes (this draft is attached to this document) for comments by July 18.

We kindly ask all European IMCs to take the following steps:

- Please contact your national standards institute to receive the draft standard officially.
- Please establish a mirror group with representatives of your institutes and relevant stakeholders (clients, academics, procurement organizations, other institutions) to discuss and comment the draft.
- Please send your comments to the national standards institute by July 18, 2009.
- The national standards institute will then forward the comments to the project committee PC 381, which will meet in September 2009 to discuss and agree upon the comments.

In addition we urge all members to consider and prepare for their actions on the launch of the standard. This will be an opportunity to promote our ideas and concepts to the client community and government regulators. Our key message must be that a consulting assignment needs professionalism in both the consultant and the client. We can help the clients gain more from using our services.

Thank you for your support and contribution.

All non-European IMCs are kindly invited to send comments to Ilse Ennsfellner (ie@ennsfellnerconsulting.eu, copying icmci@icmci.org).

For further information on the CEN standard "Management Consultancy Services" please contact Ilse Ennsfellner (ie@ennsfellnerconsulting.eu).

I am looking forward to a successful and fruitful project outcome and to a productive co-operation within ICMCI.

Ilse Ennsfellner, June 2009



IMC USA offers deep discounts on RainToday subscription to ICMCI members



IMC USA has entered into an agreement with RainToday.com to provide reduced costs subscriptions to members of ICMCI Member Institutes. RainToday is an online resource for articles, seminars, and tools on selling and marketing consulting services.

This subscription is available to all members of ICMCI Member Institutes.

Subscribe to RainToday.com by August 31st to receive the following exclusive benefits:

- A \$99 discount subscription—an incredible savings over the regular \$299 subscription rate.
- *A free copy of How Clients Buy: 2009 Benchmark Report on Professional Services Marketing and Selling from the Client Perspective—regularly valued at \$345.*

The full list of benefits includes webinars and teleseminars, tools, insights, premium

content, research, and additional benefits including webinars on RainToday's premium research reports can be found on the RainToday website.

To take advantage of this special offer, go to the IMC USA website, www.imcusa.org, and signup today. To get the special IMC USA price, enter the code **ICMCIRT** in the "Apply Promotional Code" code box on the "Your Cart" page. Click here to sign in, follow the first time user instructions, and select the RainToday offer.

IBC launch 2009 Consulting Awards - with a new international flavour

The Institute of Business Consulting (IBC) is delighted to announce the launch of its 2009 IB Consulting Awards and is calling for entries to this year's list of new and revised categories, which includes the opportunity to enter international projects.

For the first time ever, IBC members will be able to enter their client work conducted abroad, under the new category for 'Best International Project Award', sponsored by Ernst & Young.

The IBC's Director, Lynda Purser, said the creation of the new award was an important step taken to widen the opportunity for members to take part and display the diversity of what they do for clients around the world - and she was delighted to launch the call for entries to commemorate the International Council of Management Consulting Institute's 'International Consultant's Day' on 4 June.

Lynda said: "Our awards are now in their third year, and each time we listen to feedback from members on how we might

improve them. This time we felt it important to look at how standards of consulting excellence and professionalism are reflected across the globe, to examine best practice and help members learn from one another. We are anticipating seeing an exciting array of new consulting projects being put forward as a result."

The remaining ten award categories have been shaped to give members the opportunity to celebrate their work across consulting, coaching, business advisory services, continuous professional development and training, as well as giving small, medium and large practices the chance to shine.

Lynda concluded: "The remaining award categories reflect the variety of expertise our members offer their clients and we look forward to many examples of professionalism and excellence, so we can celebrate our members' success, and once again show buyers just what our community has to offer in terms of business value and benefit."

To enter the 2009 awards or to find out more information visit www.ibconsulting.org.uk/awards

Ends

For more information on this story please contact Esther Harris on 0773 990 1832 or estherpr@mac.com

Additional Information

The full list of Consulting Award Categories is:

- * IBC Business Adviser of the Year
- * IBC Management Consultant of the Year
- * Best Newcomer to Consulting
- * Internal Consulting Project of the Year
- * Best International Project Award
- * Executive Coach
- * Customer Delight
- * Most Outstanding Training Centre
- * Outstanding Commitment to CPD
- * IBC Practice of the Year (<30 employees)
- * IBC Practice of the Year (>30 employees)

Bob Empson of White Maple Consulting, IBC member and award winner in 2008, talked about his experiences in entering the awards: "Entering the IB Consulting Awards was an extremely worthwhile experience for us. To be recognized for our excellent client relationships not only underlines our business proposition and values, but is also a tangible reward for our hard work and dedication to clients."

About the IBC

The Institute of Business Consulting is the professional body for all consultants and business advisers. Designed to raise standards of professional practice in support of better business performance, the Institute provides a development path for the profession, supported by high quality resources and a recognised qualification route.

www.ibconsulting.org.uk



The official logo for the IB Consulting Awards 2009

They no longer want me- who will?

By Luiz Affonso Romano*

Over the past years, there has been an intense migration of professionals to the consultancy sector. This search for the activity is due to the fact that the market constantly receives qualified executives, generally in their 50s, in search of a second carrier / job after lay-offs as a result of fusions, acquisitions, staff reductions or advanced age group dismissals.

In order to write this essay, which reproduces a real encounter, I have been inspired in providing service to senior executives, in the jovial age group of 40/50 years of age. His name is fictitious, he is a little over 50 years of age, and he is seeking advice after being informed by the company that his dismissal as a result of time worked would not come at the age of 55, but in a few months time.

The first dialogue with this executive in his jovial 50s is presented below:

Consultant - What did you think and feel when you were notified?

Executive - The fact is that I reached the age of fifty capitalized on knowledge, with an MBA, my own apartment, a beach house, savings, pension plan, top position as a company director, and generally speaking, everything I could have asked for...In addition, I know those that are important and interesting in this sector, and people know my name.

Consultant - Great, how about your health?

Executive - My blood pressure sometimes gets a little out of control and cholesterol levels are slightly above normal, but nothing serious. I do exercise and I walk when I can, when I'm not travelling.

Consultant - Good, and how about your social networking?

Executive - That's it, this is my first marriage. Now and then we still go to the theatre and the movies. I think I communicate well with people, with my friends at the club, for example. Moreover, I do believe that I listen more than I speak and I think I'm well informed with regards to what goes on in the world. I've got two kids at university.

Consultant - Education?

Executive - I prepared myself and I was well prepared by my parents. I studied at good, or rather, great private schools; English, etc. Judo lessons in order to reduce aggressiveness... I graduated in Engineering - I was good with numbers -, I took part in a number of trainee programs and I was

finally formally contracted by a multinational. I remained there building a carrier until I reached the Finance Board of Directors where I still am today...

Consultant - What are the details regarding your dismissal?

Executive - They guaranteed help with my outplacement. Severance pay and 6 months salary, health plan...But if the company that has known me for over twenty years no longer wants me, who will?

Consultant - And when will you be dismissed?

Executive - In a years time I believe. That is why I'm here, I need your advice. What should I do now?

Consultant - And what have you done about this since you got the news?

Executive - I became somewhat paralyzed. It's funny, I had never thought about this before. Carelessness of course, because it was bound to happen at some point. But I thought that somehow I would manage to remain for more time, until over the age of 55. After all they needed me - there was no one else that had my experience and competence. I told my wife - it worried her, although I did not want to tell her and I spoke to my manager who is one year younger than I am and he was shocked.

Consultant - Why?

Executive - The thing is he is slightly pessimistic and he thought about what might happen in two years time and he demonstrated his worries. He said: "I have no beach house and I'm still paying a pension to my first wife, two kids with my first wife and one with my second. I ended up stopping my MBA - the company only paid for part of it. And also, I'm sedentary, hypertensive, my life involves going from home to work and vice-versa. I entertain myself by watching television and by looking at my accounts in order to pay my gas and electricity bills, condominium, my wife's pension, my pension plan, school, health plan, car and flat screen TV installments...a whole load of payment slips!" He became very afraid.

Consultant - How about yourself?

Executive - Well, I told him that he should start running now while he still has more time than I do. With regards to myself, I have a plenty of experience in Finance. For this reason I'm inclined to look for an opportunity in Consultancy, in the finance area. It's too early just to watch the sunset, to be a nanny to my grandchildren - which I don't even have - to do grocery shopping or to feed the doves as Raul Seixas would say.

Consultant - Great, but how do you think the market sees you?

Executive - I think I am seen as a good finance executive, up to date with courses, I read a lot about the area and I am part of a committee. But one thing is technical competence in the finance area - which on its own does not qualify me to work as a Consultant. I will beforehand have to get familiar with the various aspects of this activity and will also have to find out if this is really what I want to do.

Consultant - And how do you think you will be remembered?

Executive - I am known as Nestor from WYZ, the name on my identification badge. As well as not working on my real name - my brand -, I have not moved away from the plot drawn by my parents and by myself and I've sung the same tune over the past 20 years. Now I can clearly see that I lost the possibility of driving my life; I've become vulnerable to changes.

Consultant - The fact is that it is more comfortable and easier to be driven. But you are not starting from scratch. You will have memories of ideas and projects that you did or did not approve, theories and practices, standards, exceptions and managerial tendencies and who knows, you might fulfill the conversion in a planned manner, reviewing concepts and premises. You also should form a rich and well segmented database - colleagues, vendors, clients, banks, insurance, government and lawyers in order to present yourself to the market in an articulated and convincing manner, at the right time.

Executive - But how will I do this? Am I going to have to learn everything again at the age of 50?

Consultant - We forget that the more the brain is stimulated, the more capable it is of developing a great partnership with experience. Maturity becomes a trump. Niemeyer, for example, did not abandon his work and he is a great example for everyone. Now, at one hundred years of age, he knows more and creates more than a youngster, or rather, a young elderly of fifty.

Executive - Yes, you are correct. I for example, would not be surprised by the subprime; the signs were visible as excessive car sales are visible round here. I'm experienced and I've faced inflation of 5,000%, tightening, moratorium, price freezing, index trend manipulation, devaluations... For those that are mature these are no big deal, especially for those that have read the right chapters of the economy and management books.

Consultant - Right, you might only have to

learn to program yourself and to drive your career better, redirecting it.

Executive - Seems like a good idea. When do we start the Consultancy program?

Consultant - From the start. We will adopt your name and surname, the baptism name, the name on your birth certificate. Preferably choose your first, which is actually quite uncommon, and your last surname. That will make a great identification plate.

Executive - Great, but I cannot yet use it because of my position with the company. The contract prevents me from doing so and I'm negotiating a loan, contracts with the government, import of raw material, analyzing the export of products of high added value. The situation might be explored by the competition. I'm still tied up to the bustle of my attributions.

Consultant - Great conduct. Let's trace a plan for life and work and learn how to drive it. Let's analyze what you know and what you will do with what you know and what you can add as new. Remember, the future is the son of the past.

Executive - Fine. I think we can start right away. I'm in a hurry and all I have is one year.

Consultant - Well then, we will begin with

a Life and Work Plan for the next ten years. As such, we will extensively discuss how you see yourself, how you think others see you, how the market sees you, how you would like to be seen, how to develop your network, good communication habits, the degree of your visibility, of your exposure, learning how to present yourself, to practice improvisation, how to listen and how to ask questions is important, to intervene at the right moment...

For example, in Consultancy the first meeting of contact with the client is always important, as everything you should know beforehand, in examining how to help him or her resolve problems and difficulties.

Of course it is a good idea to inquire about how much time we have for presentations; be concise and do not accept a job that you will not be able to do...

Also, you will have to evaluate whether there is sufficient information in order to prepare a good proposal for both parties, which instruments you will use for the intervention, whether a training period will be necessary, what are the proposed changes, how to evaluate your results. What were the reasons for the contracting of the services, how to prepare the diagnosis and the Work Plan, what are the critical factors, how and when to present the report. The implementation, the follow up and the much anticipated new work contract. The market, who are the traditional clients and the new

clients, how consultants work, the marketing of services, consultancy work methods...

How does one learn all this? Well, this is precisely why we are talking. Who knows, in the future, with our program, you will be able to look back with tranquility and satisfaction, to see what you have gone through, capitalized on knowledge, more experienced and with an emerald network.

Yes, the challenges of your second job you thought were insurmountable. But now you are able to maintain yourself away from the traditional world of company payroll employment.

Then you will notice that you have mainly learned to live less hesitantly, and the events of tomorrow will certainly be confronted with serenity and even cheerfully.

You will have mastered the art of planning and of driving your "second" life with more quality, satisfaction and self growth. Finally, let's get down to work, Nestor.

** organizational and human resources Consultant for the last 30 years, president of the Brazilian Institute of Organization Consultants (IBCO) and coordinator and professor of the of new Consultancy Training Course of this institution.*

The EuroHub, Prague May 13Th - 15Th, 2009

By Sorin Caian - Euro Hub Chair

The Eurohub organized in Prague mid May this year, intended to enhance the opportunity of a regular hub meeting with other events. The proposition was made already in Stockholm last year by Peter Marek from the Czech Republic Association for Consulting, and we manage to include in the list of activities the participation in some very interesting workshops within the Eurochambers Entrepreneurial Forum. Coming back to the European ICMCI's members meeting, the hub benefited from participating of about 25 people representing some 16 countries, mainly from Europe with one exception, Mrs. Maqbouleh Hammoudeh from the Institute of Management Consultants and Trainers - Jordan. We should say that it was first Eurohub without a boat trip since sometime but it was full of other very interesting and pleasant events.

The number of topics was relatively high, while the interest and enthusiasm of participants in relationship with the subjects tackled made the time management rather difficult. But this was the goal!

Firstly our wonderful host, Mr. Petr Marek introduced to us the activity and the achievements of the Association of Consultants from the Czech Republic.

Mr. Brian Ing and Mr. Calvert Markham have introduced to the audience the relationship with the European Bank for Reconstruction and Development. This newly established relationship is an important step to improve ICMCI's visibility, recognition and create benefits for CMCs and institutes member. The participation of Gabriel Al-Salem, director of EBRD, has been an excellent contribution to the development of subject, by instruction of new directions and helping clearer understanding of the potential. The workgroups revealed new directions which should be transformed into real steps in the near future. We could observe that there are many opportunities waiting to be explored and the distribution of them is even all over the world.

Mrs. Ilse Ennsfellner and Mr. Francesco D'Aprile updated us with the CEN latest developments. It was clear for everybody that this is a long process, requiring important resources and we are fortunate that some of our members are contributing substantially to the process. More resources will be needed but everybody agreed that the benefit will significantly exceed the costs.

It is not traditional to have a presentation

from another continent in an Eurohub, but that one offered to us by Mrs. Maqbouleh Hammoudeh from the Institute of Management Consultants and Trainers - Jordan, namely: "Corporate Social Responsibility and Sustainability / An Islamic Approach" was extremely lively and well received by the audience, allowing us once again to realize the common ground of our profession, despite geographical position, religion, state organization form.

Ilse presented to us the Constantinus Award concept and the very impressive results obtained by the Austrian Association in promoting it, and asked the participants to consider the opportunity of extending the concept at European level. Most of the voices said that that the idea worth materializing and most probably soon we will here about a common initiative in this respect.

Francesco has presented us the first version of the CMC DIRECT web site, build with the great contribution of Mikael Jensen from the Swedish IMC. Without being fully perfect, the concept was very well received by the participants, ideas and various amendments being indicated to the "parents" of the product. Everybody was looking for the improved version, including

as many countries as possible, to be presented in the London Congress.

The last topic of the first day brought most of debates from all participants. The crisis shakes quite well our profession and I would use only two words as resulted after the nearly couple of hours of discussions that would better describe the post-crisis management consulting world: professionalism and ethics. Once again we realized that we, as CMCs, are on the right track! We took the benefit of having a wonderful and entertaining dinner in an old brewery just minutes walking distance from our hotel, and we have exceeded the time planned for debates up to the maximum limit.

The next morning was dedicated (with an early start) to a subject which in everybody's mind. We live a world of change and there is no way that it should not impact over the future of ICMCI. Our friends from the Dutch Association Orde van organisatiekundigen en adviseurs, represented in Prague by Mrs. Marjo Dubbeldam, Mr. Raimond Fifis, Mr. Hans Korringa and Mr. Rob Wagenaar, worked hard and prepared a document looking towards the future both in terms of goals as well as in terms of resources. The presentation of Hans was extremely well received but was even more interesting were the groups and plenary discussions, involving all the participants. The unanimous conclusion was that the ICMCI needs a more professional dedicated run, the goals should be backed by resources and the efforts should ensure that the benefits will exceed costs for our members. Our Dutch friends committed themselves to continue sharing their ideas with the other members, the Asian Hub being the next event. The process is in its early stages but we are sure that it will be a success.

All the subjects discuss will have a follow up during the Congress in London, this was the decision of the participants and the final presentation made by Brian introduced us into the Congress in London to be held in September and gave an indication about the venue, the topics as well as about the social program linked to the event.

The program of the Eurohub was completed with two events of major interest. In the afternoon of the second day we could participate to the specialized workshops held in the Conference organized under the patronage of European Chambers of Commerce, one of the multiple major events organized in the first half of 2009, when the Presidency of the EU was attributed to the Czech Republic. A second event, "Consulting profession facing changing in Europe" - with speakers from political, financial and academic environment, was organized in the next morning with the great support of our Czech friends. We should also add the excellent social programme, the Concert and Dinner at Betramka being a coronation of a wonderful event.

Brian Ing noted on the day after the meeting, "It was almost comforting to be able to gather again as a Eurohub. Since 1998 there have been annual meetings and there are many friendships built over these years, as well as some new attendees refreshing the meeting and linking us with

an expanding future for the European Membership of ICMCI. I had somehow managed not to have visited Prague before and I now that was huge mistake. The hosts were rightly proud of their city and delighted in showing us facets that could be fitted into a short stay. The programme was lively and we thank Sorin Caian for this in his first Hub meeting as Chairman following after the long and exemplary run in that role by Gerd Prechtl. Our delegate from Jordan was most welcome as was her informative presentation of the link between their view of corporate social responsibility and the teachings of Islam. I particularly found the discussion on our international connections outside ICMCI (and having Gabriel al Salem, Regional TAMBAS Director for EBRD with us considerably assisted the discussion) and the future form of ICMCI as very constructive. I also found the innovation of having a couple of external speakers for the final morning most effective. Congratulations to all involved in the organization."



Results for voting of ExCom

Chairman, Nominations and Succession Planning Committee

By Peter Sorensen

Dear trustees, chairmen, presidents and other friends of ICMCI.

After thorough scrutiny and the approval of the Nominating and Succession Planning Committee I now have the pleasure of being able to present to all of you the final result of the voting process for the new ExCom for 2009 - 2011.

The result is that 49 out of 57 possible ballots have been received in good order before 5 P.M. August 13 and none came in later. 86% is an overwhelming participation which is most satisfactory.

The 9 members of the new ExCom will be:

Chairman	Aneeta Madhok
5 Vice Chairmen	Ilse Ennsfellner
	Shin Liat Liew
	Francesco d'Aprile
	Tim Millar
	Calvert Markham
Secretary:	Mark Nesbitt
Treasurer:	Rob Wagenaar
Past Chairman	Brian Ing

I am most pleased to see a result with members covering virtually all parts of the world and of ICMCI.

Personally I want to convey my best congratulations to those persons elected.

On behalf of ICMCI I thank everybody who has given their ballot for this election. It gives the new ExCom a solid vote of confidence.

And I wish ICMCI a lot of success with this extremely qualified new ExCom!

Newsletter – June 2009

International Consultants' Day

We are pleased to report that our inaugural International Consultants' Day celebrations went exceptionally well with good numbers reported at both the Wellington and Auckland venues. Mainland is a growing region for IMCNZ and we are confident that next year there will be a Christchurch based celebration on the calendar.

Wellington

Wellington reported approximately 50 attendees. Gordon Shaw (CMC / Council Member) acted as MC for the evening and started by welcoming all attendees and the guest speaker, Kerry Prendergast, the Mayor of Wellington. New member, Andrew McLean was presented with his CMC certificate and pin by the Mayor. Mayor Prendergast then gave an informative speech on her views of management consulting, management and a link to the initiatives underway at the Wellington City Council.

Ron Stuart (CMC / Council Member) gave the vote of thanks and the Mayor was presented with a gift, flowers and an honorary membership certificate to the IMCNZ. Ron then followed up with a short presentation on the CMC.

The organising Council team of Gordon Shaw, Peter Boyle, Ron Stuart, Geoff Lee and Tadek Gawor are thanked for their efforts. Thanks also to our speaker her Worship the Mayor Kerry Prendergast and also Peter Boyle for providing the refreshments.



Mayor Prendergast presents Andrew McLean with his CMC Certificate



Gordon Shaw presents Mayor Prendergast with an honorary membership to the IMCNZ



Wellington IMCNZ members and guests networking



Ron Stuart making his presentation on CMC.

Auckland

Auckland was pleased to welcome approximately 30 guests to the event. The event was opened by Maurice Ellett of Signium Executive Search (FIMCNZ and Past President) as our host, followed by Alan Win (the President of IMCNZ) introducing the International Consultants' Day and our guest speaker. Our speaker was Mike Bennetts recently CEO of BP Integrated Supply and Trading (Eastern Hemisphere).

One of the major questions thrown up by the global financial crisis is "what is the type of leadership required for organisations (community groups, companies, government) to be successful today and into the future? Mike believes that there is actually a case to be made that the current economic woes are rooted in a failure of leadership rather than the possibly superficial issues of insufficient regulation, poor governance etc. He discussed the background and then opened the floor for discussion on:

- What has caused the current "mess" and what role should consultants have been playing to avoid the problem or at least stop a repeat?
- What leadership is required for organisations to be successful in the future? Maybe before we answer this we need to define what 'successful' really means in an ever increasingly complex world.
- Should, and how could, consultants play a role in developing leadership in their client organisations?

Noel Currie (CMC / Council Member) thanked Mike for his presentation with a bottle of wine then proceeded to award the business card draw and thanked our host, Maurice Ellett for providing the venue and catering, also Alan Win of Middlebank Consulting for providing the wine. The Auckland Council organising team is thanked for their efforts in relation to this event.



Our Host Maurice Ellett (FIMCNZ), opens the meeting with a warm welcome.



Alan Win (CMC), IMCNZ President introduces our speaker, Mike Bennett.



Viewing the powerpoint presentation.



Speaker, Mike Bennetts holds the floor.

IMCNZ thanks all the members and guests who attended this celebration.