Management Consultancy Competence Framework

...promoting excellence
Management Consultancy Competence Framework
Institute of Management Consultancy
As Chair of the International Council of Management Consulting Institutes, I am delighted to lend support to the new UK Management Consultancy Competence Framework. This is a fundamental piece of the UK Institute’s strategy ‘to promote excellence in management consultancy.’

The framework is the culmination of research and wide consultation throughout the profession. It builds on the international CMC® to capture leading practice and define the standards required by our profession. Independently awarded and recognised internationally, the CMC® will continue to be at the fore-front in setting expectations across the profession.

The framework presents the knowledge, skills and behaviours that define today’s management consultant, all of which are underpinned by a code of conduct and professional ethics. It sets out a standard for those within the profession that is equally relevant for sole practitioners, niche players and internal consultancies as well as for the major firms. It can be used as a benchmark for clients in developing their expectations of consultants as well as by academic bodies and training providers to align offerings to the market.

The ICMCI warmly welcomes and endorses the development of the framework, encouraging you as members of the profession and interested parties, to adopt it as an external benchmark. In doing so, we seek to demonstrate clearly to our clients our very high standards of professional competence.

Richard Elliott is a Certified Management Consultant, a Fellow of the Australian Institute of Management Consultancy and Chair of the International Council of Management Consulting Institutes

“We welcome the new model, which provides an updated and comprehensive framework for professional development” Atkins Management Consultants
The Management Consultancy Competency Framework defines the competences and standards for management consultants and forms the basis of the UK Certified Management Consultant qualification (CMC®). The competences are presented in a framework which sets out the knowledge, skills and behaviours expected. There are three levels of progression – development, independence and mastery, all underpinned by professional behaviours.

The framework builds on the initial work undertaken in developing the CMC® qualification some three years ago in conjunction with the International Council of Management Consultancy Institutes developing it into a broader and more robust framework which reflects leading practice across the profession. The CMC® qualification will continue to remain a core offering of the Institute of Management Consultancy. It aims to define the ‘fully competent consultant’ and broadly speaking, is targeted at those who:

- have approximately three years experience as a consultant;
- are experienced in all elements of the consulting life cycle;
- can take full ownership for delivery of a project or a major work stream;
- have experience in managing others; and
- whose contribution is highly valued by clients.

The qualification is relevant for individuals in large and medium-sized consultancies, niche players, internal consulting departments, networked groups of consultants and sole practitioners.

The development of the framework has involved wide consultation across the profession and with a range of interested parties. Specifically:

- three weeks pro-bono consultancy from Cap Gemini Ernst & Young in the initial development stage;
- review and consultation with the Institute’s Professional Board;
- a series of workshops with representatives from the Institute’s Certified Practices;
- selected interviews, written and verbal feedback from consultancies, clients, academic bodies, assessors and other interested parties.

The Institute of Management Consultancy could not have delivered the framework without contributions and support from a wide range of individuals and organisations. On behalf of the Institute, I would like to thank all contributors to the development of the competency framework. The resulting framework which follows is expected to attract high interest from the profession, it clients, learning providers and academic bodies.

Caroline Barker is Head of Professional Development at the UK Institute of Management Consultancy

“... places Professional Competence in the right context of Consultancy Processes, as never before” Abbey National
Contents

- Management Consultancy Skills Definition 5
- Management Consultancy Competence Framework 9
  - Professional Behaviours 12
  - Consulting Competence 19
  - Market Capability and Knowledge 27
- Competence Summaries 29
- Appendix 1 – CMC Evaluation Matrix – Example 31
- Appendix 2 – Acknowledgements 32
Management Consultancy Skills Definition

This section sets out the Institute’s current thinking on the definition of a management consultant and initial observations on future skill requirements. This 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.
The definition of management consultancy is a key driver for the development of the competence framework.

The Institute of Management Consultancy believes that a sector-wide definition of management consultancy should be developed. It believes that this definition should be:

“Management consultancy is the provision to management of objective advice and assistance relating to the strategy, structure, management and operations of an organisation in pursuit of its long-term purposes and objectives. Such assistance may include the identification of options with recommendations; the provision of an additional resource and/or the implementation of solutions.”

Source: Institute of Management Consultancy, definition in self-regulation paper

Research indicates current competence models in the management consultancy sector contain a mix of change management and technical skills - the relative mix and weighting varying according to discipline and organisational culture.
Current models indicate a successful management consultant requires a combination of skills

“Management consultants are those organisations and/or individuals that participate in the process of management consultancy within a framework of appropriate and relevant professional disciplines and ethics designed for the activity of management consultancy.”

Source: Institute of Management Consultancy, definition in self-regulation paper

Typically, a management consultant will be engaging in providing change management solutions to a client.

This will include demonstrating:

- change management skills
- technical and business knowledge
- business understanding
- ownership, management and delivery of solutions to clients
- project delivery and risk management
- excellent interpersonal skills
- ability to transfer skills to others
- creative and analytical thinking
- adherence to a code of conduct and ethical guidelines
Some initial observations …

- clients are becoming more selective buyers; demanding specialised technical knowledge or skills ... the expert not the generalist ...
- shifting balance from traditional IQ based measures to emotional intelligence as predictor of excellence and success ...
- the boundaries of what constitutes management consultancy are blurred.... larger consultancies offering services spanning strategy to outsourcing ... low barriers to entry for sole practitioners
- impact of future working patterns ... new organisation models ... growth in networked practices
- diminishing value of information ... as availability increases, effective sourcing and application of knowledge becomes the differentiator

The framework which follows builds on the current CMC model. It aims to give a closer definition of the baseline for all those operating in the management consultancy profession as well as considering the skills required for the next generation of emerging management consultants.
Management Consultancy Competence Framework

The framework defines the competences required to be a management consultant. The competences are the behaviours, skills and knowledge that a management consultant is expected to understand, apply and demonstrate.

There are three levels of attainment for each competency - development, independence and mastery - each underpinned by generic behaviours.
An effective Management Consultant requires a balance of behaviours, skills and knowledge

**Market Capability & 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 consultancy skills, tools, and techniques which are essential in delivering consultancy services.

**Professional Behaviours**
These are the entry level professional behaviours and attitudes which act as ‘enablers’ in achieving market capability and consulting competence.

CMC requires demonstration of market capability and knowledge and consulting competence underpinned by professional behaviours
Management Consultancy Competence Framework

Market Capability & Knowledge

Technical Discipline
- Examples
  - Finance
  - Strategy
  - HR
  - IT
  - Production
  - Marketing

Sector Specialism
- Examples
  - Public
  - Internal
  - Telecomms
  - Financial
  - Not for Profit
  - Life Sciences

Business Understanding and External Awareness

Consulting Competence

Client Focus

Building and Sustaining Relationships

Applying Expertise and Knowledge

Achieving Sustainable Results

Professional Behaviours

Complexity and Responsibility

Personal Growth

Analytical & Pro-active Thinking

Interpersonal Interaction

Delivery Effectiveness

Professionalism and Ethics

© Institute of Management Consultancy 2002
Professional behaviours act as the enablers to achieve market capability and consulting competence. They include professionalism and ethics. They are entry level prerequisites for becoming a Certified Management Consultant some of which may be developed further within consulting competence.
Professional Behaviours

Professionalism and Ethics
Operates with professionalism and integrity in all aspects of role including conduct, appearance, adherence to codes of practice and working in the best interests of the client.

Demonstrated Behaviours

- Adheres to Institute of Management Consultancy's Codes of Professional Conduct
- Deals appropriately with ethical issues and adheres to the Institute’s Ethical Guidelines
- Ensures professional advice given 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
- Respects confidentiality
- Engenders trust
- Is respected by professional colleagues
Professional Behaviours

Analytical and Pro-active Thinking

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

Demonstrated Behaviours

- Adopts a logical, coherent and consistent approach to problem solving
- Understands the alternative implications of different issues and courses of action
- Recommendations are supported by 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
- Demonstrates flexibility, creativity and innovation in generating solutions and recommendations
Professional Behaviours

Complexity and Responsibility

Assumes responsibility for own actions, understanding complexity of operating environment and impact of selected course of actions on others.

Demonstrated Behaviours

- Demonstrates responsibility for actions which extend beyond the immediate area of scope
- Develops thought-through courses of action which take into account issues beyond the immediate scope of role
- Works effectively in complex environments containing value-conflicts and uncertainties which extend beyond the immediate area of practice
Professional Behaviours

Interpersonal Interaction

Interacts and empathises effectively with others to achieve desired outcomes.

Demonstrated Behaviours

- Establishes and maintains productive working relationships
- Comes over as confident and assured
- Willingness to understand alternative perspectives
- Expresses views clearly and openly and without arrogance
- Contributions actively sought from others
- Seeks to build solutions of mutual benefit
Professional Behaviours

Delivery Effectiveness

Demonstrates resilience, drive and commitment to results.

Demonstrated Behaviours

- Acts on own initiative, seeking help where required
- Persists with job until complete solution has been delivered
- Calm and rational approach when under pressure
- Flexible and adaptable to changing demands and deadlines
- Manages ambiguity
- Keeps ‘big picture’ in focus, simultaneously addressing detail
- Balances priorities, managing time effectively
Personal Growth

Proven track record of self-development and personal growth.

Demonstrated Behaviours

- Demonstrates awareness of own development needs and opportunities
- Pro-actively seeks opportunities to further own development
- Recognises impact of own behaviour on others
- Seeks and acts on constructive feedback from clients, peers and team members to further personal development
- Sets and monitors personal learning and development objectives
These describe the core consultancy tools, techniques and skills which are essential in delivering management consultancy services.
Each competence is defined at levels of excellence - development, independence and mastery

**Development**  
Building experiences to develop full portfolio of skills, tools and techniques required to operate at ‘independence’ level.

**Independence**  
Demonstrates 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 CMC, applicants need to demonstrate achievement of the independence level
## Client Focus

<table>
<thead>
<tr>
<th>1.0 Client Focus</th>
<th>Development</th>
<th>Independence</th>
<th>Mastery</th>
</tr>
</thead>
</table>
| **1.1 Scoping client requirements** | ● Researches and understands client agenda and issues  
● Understands purpose and content of client proposals  
● Contributes to written proposals | ● Understands and defines client requirements  
● Presents clear comprehensive written proposals  
● Engages the client in selecting and owning optimal design options | ● Utilises knowledge of external issues and depth of experience to inform, challenge and define scope of work |
| **1.2 Managing client interface** | ● Understands and operates within contractual terms of engagement | ● Manages stakeholder expectations, maintaining focus on overall deliverables agreeing and applying contractual terms of engagement | ● Owns, leads and manages complex client bids and proposal teams  
● Depth of experience in contract formulation and negotiation |
| **1.3 Partnering and networking** | ● Develops network to support and add value to client engagements, including within own company, clients and external professional networks | ● Understands and engages expertise of others alongside own.  
● Leverages network effectively to research and define client issues, generate innovative solutions for clients and/or inform delivery solution | ● Leverages effective, established networks to create added value for clients |
### Building and Sustaining Relationships - 1

<table>
<thead>
<tr>
<th>2.0 Building and sustaining relationships</th>
<th>Development</th>
<th>Independence</th>
<th>Mastery</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 Influencing</td>
<td>● Presents compelling arguments using facts and data</td>
<td>● Presents ideas convincingly to achieve specific outcomes</td>
<td>● Applies influencing skills in a range of complex situations adapting style, leading others to see alternative perspectives they would not have seen on their own, to achieve specific outcomes</td>
</tr>
<tr>
<td>2.2 Communication &amp; presentation</td>
<td>● Demonstrates use of listening and questioning techniques to understand issues and problems</td>
<td>● Conveys ideas and thoughts in a clear focused style using effective verbal and non-verbal communication techniques in formal and informal situations</td>
<td>● Actively sought to deliver confident and engaging presentations to a wide range of audiences (Board level, conferences, press, etc)</td>
</tr>
<tr>
<td></td>
<td>● Presents ideas effectively one to one or in small groups adapting style to audience</td>
<td>● Uses presentation tools and techniques effectively to engage audience</td>
<td>● Draws on range of experiences and techniques to adapt communication style to challenging situations and audiences</td>
</tr>
<tr>
<td></td>
<td>● Displays use of appropriate business language and grammar</td>
<td>● Produces clear client correspondence and reports selecting most appropriate style to achieve desired outcome</td>
<td></td>
</tr>
<tr>
<td>2.0 Building and sustaining relationships (continued)</td>
<td>Development</td>
<td>Independence</td>
<td>Mastery</td>
</tr>
<tr>
<td>-----------------------------------------------</td>
<td>-------------</td>
<td>-------------</td>
<td>--------</td>
</tr>
<tr>
<td>2.3 Facilitation</td>
<td>● Contributes constructively to group situations</td>
<td>● Manages group processes to achieve desired outcomes, using tools and techniques to maximise the group’s decision-making potential</td>
<td>● Manages complex, high risk, group dynamics, conflicts and concerns to promote win-win outcomes</td>
</tr>
</tbody>
</table>
| 2.4 Managing and developing others | ● Works with others to develop mutually supportive relationships  
● Supports and encourages positive team working behaviours in others | ● Manages, develops and appraises others, delegating where appropriate  
● Seeks support from peers where appropriate | ● Draws on a range of leadership styles to ensure effective development of others  
● Pro-actively coaches and develops others  
● Manages large (>20) complex teams operating across cross-cultural boundaries |
## Applying Expertise and Knowledge

### 3.0 Expertise and knowledge

<table>
<thead>
<tr>
<th>3.1 Tools and methodologies</th>
<th>Development</th>
<th>Independence</th>
<th>Mastery</th>
</tr>
</thead>
<tbody>
<tr>
<td>● Develops awareness of a range of diagnostic tools</td>
<td>● Identifies and uses wide range of knowledge sources</td>
<td>● Selects and uses appropriate diagnostic tools, methods and techniques</td>
<td>● Advises on use of a range of diagnostic tools, methods and techniques</td>
</tr>
<tr>
<td>● Tests client hypotheses and solutions with robust data</td>
<td>● Analyses data and effectively presents to support proposed solutions</td>
<td>● Actively seeks out new and appropriate tools</td>
<td>● Tailors and develops new tools</td>
</tr>
<tr>
<td></td>
<td>● Accesses a wide range of knowledge sources relevant to client needs</td>
<td>● Captures and builds knowledge in defined processes</td>
<td>● Develops and selects appropriate methods in unclear situations</td>
</tr>
</tbody>
</table>

### 3.2 Applying knowledge

<table>
<thead>
<tr>
<th></th>
<th>Development</th>
<th>Independence</th>
<th>Mastery</th>
</tr>
</thead>
<tbody>
<tr>
<td>● Captures and builds knowledge in defined processes</td>
<td>● Shares knowledge and experiences with others</td>
<td>● Applies knowledge, tools and technical expertise to support value creation, tailoring it to the specific needs of the client</td>
<td>● Perceived as thought leader in chosen field</td>
</tr>
<tr>
<td>● Applies knowledge, tools and technical expertise to support value creation, tailoring it to the specific needs of the client</td>
<td></td>
<td></td>
<td>● Actively sought by others for knowledge and expertise</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>● Relationship with client is preceded by an acknowledged expertise in field</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>● Applies knowledge to architect complex, innovative solutions which deliver value to clients</td>
</tr>
</tbody>
</table>
# Achieving Sustainable Results

## 4.0 Achieving sustainable results

<table>
<thead>
<tr>
<th>4.1 Planning &amp; management</th>
<th>Development</th>
<th>Independence</th>
<th>Mastery</th>
</tr>
</thead>
</table>
| **4.2 Managing risk**     | ● Manages own delivery under the guidance of more experienced colleagues  
● Plans and manages own time ensuring own deliverables are completed to required timescales and budget  
● Works in one or more stages of project delivery | ● Manages client projects effectively ensuring objectives, deadlines and budgets are met by team members under own control  
● Competent use of project planning, tools, milestones appropriate for the size and scale of the project  
● Demonstrates the 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 | ● Ensures realistic objectives  
● Advises on delivery design and implementation  
● Reviews and advises on project plans  
● Manages ‘high risk’ projects with significant change (major clients, multi-disciplinary teams) |
|                           | ● Manages ‘low risk’ projects (low complexity, acting as sole consultant)  
● Pro-actively identifies and communicates issues impacting progress of own work and that of client  
● Requests advice in achieving milestones | ● Manages ‘medium risk’ projects (working with others, high complexity)  
● Identifies, quantifies and manages issues impacting on delivery of project |
### Achieving Sustainable Results – 2

<table>
<thead>
<tr>
<th>4.0 Achieving sustainable results (continued)</th>
<th>Development</th>
<th>Independence</th>
<th>Mastery</th>
</tr>
</thead>
</table>
| **4.3 Ensuring quality**                    | ● Complies with agreed engagement and quality management processes and standards  
● Demonstrates pro-activity in seeking feedback and acting upon it  
● Builds track record of successful delivery in a range of support roles in client engagements  | ● 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  | ● Leads quality assurance reviews  
● Advises others on design of quality assurance process  |
| **4.4 Managing withdrawal**                  | ● Shows the ability to draw to a close own deliverables  
● Engages client to take ownership of specific deliverables  | ● Works with the client 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 end  | ● Leads and advises others on design of withdrawal process  |
Market Capabilities & Knowledge

Market capability is a combination of technical expertise, sector specific knowledge, business understanding and external awareness. CMC applicants will be expected to demonstrate qualifications, credibility and depth of knowledge in their selected field.
## Market Capability & Knowledge

<table>
<thead>
<tr>
<th>5.0 Market Capability</th>
<th>Developing</th>
<th>Independence</th>
<th>Mastery</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>5.1 Technical expertise</strong></td>
<td>● Builds technical expertise in selected discipline through qualifications and focused experiential learning</td>
<td>● Recognised as expert in own discipline</td>
<td>● Acts as a leader / adviser / coach to others in own area of discipline</td>
</tr>
<tr>
<td><strong>5.2 Business understanding</strong></td>
<td>● Understands core business structures, processes, management and disciplines</td>
<td>● Discusses impact of other disciplines on area of work with confidence and knowledge</td>
<td>● Has credible depth of knowledge across a range of disciplines and business environments</td>
</tr>
<tr>
<td><strong>5.3 Sector knowledge</strong></td>
<td>● Demonstrates knowledge of one of more sectors</td>
<td>● Applies technical expertise across one or more sectors</td>
<td>● Leads by example, applying management and business skills in own business</td>
</tr>
<tr>
<td><strong>5.4 External awareness</strong></td>
<td>● Demonstrates a good general knowledge of political, economic, social, technological, legal and environmental factors (PESTLE)</td>
<td>● Demonstrates up to date knowledge of political, economic, social, technological, legal and environmental factors (PESTLE) impacting on sector and/or technical area of expertise</td>
<td>● Influences business thinking and agenda in one or more sectors</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>● Expertise is sought by external parties to advise on issues impacting own sector</td>
</tr>
</tbody>
</table>
# Summary of ‘Development Competences’

## Building and sustaining relationships
- Presents compelling arguments using facts and data
- Demonstrates use 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
- Contributes constructively to group situations
- Works with others to develop mutually supportive relationships
- Supports and encourages positive team working behaviours in others

## Achieving sustainable results
- Manages own delivery under the guidance of more experienced colleagues
- Plans and manages own time ensuring own deliverables are completed to required timescales and budget
- Works in one or more stages of project delivery
- Manages ‘low risk’ projects (low complexity, acting as sole consultant)
- Pro-actively identifies and communicates issues impacting progress of own work and that of client
- Requests advice in achieving milestones
- Complies with agreed engagement and quality management processes and standards
- Demonstrates pro-activity in seeking feedback and acting upon it
- Builds track record of successful delivery in a range of support roles in client engagements
- Shows the ability to draw to a close own deliverables
- Engages client to take ownership of specific deliverables

## Client Focus
- Researches and understands client agenda and issues
- Understands purpose and content of client proposals
- Contributes to written proposals
- Understands and operates within contractual terms of engagement
- Develops network to support and add value to client engagements, including within own company, clients and external professional networks

## Applying expertise and knowledge
- Develops awareness of a range of diagnostic tools
- Tests client hypotheses and solutions with robust data
- Identifies and uses wide range of knowledge sources
- Analyses data and effectively presents to support proposed solutions
- Accesses a wide range of knowledge sources relevant to client needs

## Market Capability & Knowledge
- Builds technical expertise in selected discipline through qualifications and focused experiential learning
- Understands core business structures, processes, management and disciplines
- Demonstrates knowledge of one or more sectors
- Demonstrates a good general knowledge of political, economic, social, technological, legal and environmental factors (PESTLE)

## Professional Behaviours
- Demonstrates professional behaviours:
  - Professionalism and ethics
  - Complexity and responsibility
  - Personal growth
  - Analytical and pro-active thinking
  - Interpersonal interaction
  - Delivery effectiveness
# Summary of ‘Independence Competences’ (CMC)

<table>
<thead>
<tr>
<th>Building and sustaining relationships</th>
<th>Achieving sustainable results</th>
<th>Client Focus</th>
</tr>
</thead>
</table>
| ● Presents ideas convincingly to achieve specific outcomes  
  ● Demonstrates skills in building consensus and resolving conflict  
  ● Applies techniques to achieve influence, impact and results with stakeholders  
  ● 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  
  ● Manages group processes to achieve desired outcomes, using tools and techniques to maximise the group’s decision-making potential  
  ● Manages, develops and appraises others, delegating where appropriate  
  ● Seeks support from peers where appropriate | ● Manages client projects effectively ensuring objectives, deadlines and budgets are met by team members under own control  
  ● Competent use of project planning, tools, milestones appropriate for the size and scale of the project  
  ● Demonstrates the 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  
  ● Manages ‘medium risk’ projects (working with others, high complexity)  
  ● Identifies, quantifies and manages issues impacting delivery of project  
  ● 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  
  ● Works with the client 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 end | ● Understands and defines client requirements  
  ● Presents clear comprehensive written proposals  
  ● Engages the client in selecting and owning optimal design options  
  ● Manages stakeholder expectations, maintaining focus on overall deliverables agreeing and applying contractual terms of engagement  
  ● Understands and engages expertise of others alongside own  
  ● Leverages network effectively to research and define client issues, generate innovative solutions for clients and/or inform delivery solution |

<table>
<thead>
<tr>
<th>Applying expertise and knowledge</th>
<th>Market Capability &amp; Knowledge</th>
<th>Professional Behaviours</th>
</tr>
</thead>
</table>
| ● Selects and uses appropriate diagnostic tools, methods and techniques  
  ● Actively seeks out new and appropriate tools  
  ● Captures and builds knowledge in defined processes  
  ● Shares knowledge and experiences with others  
  ● Applies knowledge, tools and technical expertise to support value creation, tailoring it to the specific needs of the client | ● Recognised as expert in own discipline  
  ● Discusses impact of other disciplines on area of work with confidence and knowledge  
  ● Applies technical expertise across one or more sectors  
  ● Demonstrates up to date knowledge of political, economic, social, technological, legal and environmental factors (PESTLE) impacting on sector and/or technical area of expertise | Demonstrates professional behaviours:  
  ● Professionalism and ethics  
  ● Complexity and responsibility  
  ● Personal growth  
  ● Analytical and pro-active thinking  
  ● Interpersonal interaction  
  ● Delivery effectiveness |
# CMC Evaluation Matrix - Example

<table>
<thead>
<tr>
<th>Competence</th>
<th>References</th>
<th>Documentary Assessment</th>
<th>Case study</th>
<th>Panel Observation &amp; Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scoping client requirements</td>
<td>✔</td>
<td></td>
<td></td>
<td>✔</td>
</tr>
<tr>
<td>Managing client interface</td>
<td>✔</td>
<td>✔</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Partnering &amp; networking</td>
<td>✔</td>
<td></td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>Tools &amp; methodologies</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>Applying knowledge</td>
<td>✔</td>
<td></td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>etc</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Acknowledgements

The Institute of Management Consultancy would like to thank all contributors to the development of the Management Consultancy Competency Framework. The following organisations are amongst those included in the consultation process:


For enquiries or feedback regarding this document, please contact the Institute of Management Consultancy
Tel 020 7566 5220 or email consult@imc.co.uk
Demonstrating Competence

Associates, Certified Management Consultants (CMC®s) and Fellows (FCMCs) have a basic responsibility to:

• Maintain the highest standard of professional conduct
• Hold the affairs of their clients in strict confidence
• Deal with management problems in perspective and give balanced advice
• Actively seek to advance and promote the profession of management consultancy
• Abide by the Institute’s Code of Professional Conduct
• Strive continuously to improve their professional skills and maintain a high degree of competency
• Be committed to the concept of lifelong learning
• Understand the competence, and aim to achieve/maintain the standards

The Institute of Management Consultancy is the single largest professional body for management consultancy in the UK, representing 4,300 management consultants as well as consulting firms, training providers, users of consultancy and intermediary agencies.

Founded in 1962, the Institute aims to promote excellence, actively pursuing the interests of the profession through engagement with the government, the European Commission and major clients in the UK and overseas.