

**Appendix 6
Certified Management Consultant (CMC)
Matrix of Preferred and Acceptable Assessment
Techniques (CMC006)**



| Competence Area | Competence | Sub-competence | Application | Qualifications | Client References | Written Examination | Case Study | Face to Face |
|-----------------------|------------------------------------|--|-------------|----------------|-------------------|---------------------|------------|--------------|
| Business Competence | Client Business Insight | Understanding the Client | X | X | P | X | X | P |
| | | Client Business Knowledge | | | | | | |
| | | External Awareness | | | | | | |
| | Consulting Business Insight | Consultancy Business Knowledge | X | X | P | X | | P |
| | | Commercial Aspects of Assignments | | | | | | |
| Technical Competence | Functional Knowledge and skills | Knowledge and Skills | P | P | X | X | X | X |
| | Sectorial Knowledge and experience | Functional expertise applied in one or more sectors | | | | | | |
| Consulting Competence | Client Focus | Scoping Client requirements | X | X | P | X | X | P |
| | | Managing client interface | | | | | | |
| | | Partnering and networking | | | | | | |
| | Assignment Management | Managing successful outcomes | X | X | P | X | X | P |
| | | Planning | | | | | | |
| | | Managing the assignment | | | | | | |
| | | Working on all phases of a project | | | | | | |
| | | Managing handover to client | | | | | | |
| | Consulting Knowledge | Using a logical process approach to capturing and building knowledge | X | X | P | X | X | P |
| | | Sharing knowledge and experiences with others | | | | | | |

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| Document Title | CMC Certification Scheme Manual Appendix 6 – Matrix of Preferred and Acceptable Assessment Techniques | Version # | 1.0 |
| Document Authority | PSC | Status | Trustee Approved |
| System Reference | ICMCI-CMC-006 | Date | January 24 2014 |

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| | | Applying knowledge, tools and technical expertise to support value creation, tailoring it to the specific needs of the client | | | | | | |
| | Consulting Process | Presentation techniques | X | X | P | X | X | P |
| | | Written reporting techniques | | | | | | |
| | | Facilitation techniques | | | | | | |
| | | Coaching | | | | | | |
| | | Mentoring | | | | | | |
| | | Consensus building techniques | | | | | | |
| | | Collaborative working techniques | | | | | | |
| | Tools and Methodologies | Selects and uses appropriate diagnostic tools, methods and techniques | X | X | P | X | X | P |
| | Risk and Quality Management | Managing Risk and Issues | X | X | P | X | X | P |
| | | Managing Quality | | | | | | |
| Ethics and Professionalism | Professional Behaviours | Ethical behaviour | | | P | X | X | P |
| | | Professional Behaviour | | | | | | |
| | Analytical Skills | Problem solving approach | | X | P | X | X | P |
| | | Decision Making and Recommendation | | | | | | |
| | | Innovation | | | | | | |
| Personal Interaction | Takes and maintains responsibility for own actions | | | P | | X | P | |

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| | | Handles Complexity | | | | | | |
| | | Interacts effectively with others | | | | | | |
| | | Demonstrates influencing skills | | | | | | |
| | | Demonstrates communication skills | | | | | | |
| Continued Learning and Development | Personal Development | Self-development | P | X | X | | | P |
| | | Actively seeks out new and appropriate tools | X | P | X | X | X | P |

Key to the Matrix and its use

1. In the above table:

P = a preferred technique for assessing the relevant competence sub-set
X = an acceptable technique for assessing the relevant competence sub-set.

This applies in general to the components of the competence sub-set, as well as to the competence sub-set overall.

- Two “preferred” techniques are available for each competence sub-set, as well as a variable number of “acceptable” techniques.
- It is an ICMCI mandatory requirement that in certifying a candidate, each competence sub-set should be assessed at least twice, using different techniques, in order to provide a balanced and fair perspective.
- It is an ICMCI mandatory requirement that at least one of these techniques should be a “preferred” technique.

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5. ICMCI mandatory requirements are that the certification process overall should combine each of three distinct aspects:
- written submission from the candidate (which may include examination elements)
 - external assessment – primarily from clients, but possibly including also colleagues
 - face to face assessment by at least two qualified institute assessors.

Definitions of Assessment Techniques

The ICMCI definitions of assessment techniques appropriate for use during the certification process for CMC are as follows:

| Assessment Technique | Definition |
|---|---|
| 1. APPLICATION Documentary evidence in the candidate's Application | The independent assessment by one or more qualified institute assessors of written evidence submitted in advance by a candidate. The written evidence should take the form of a portfolio including a curriculum vitae (CV), summaries of client assignments, a structured application form, and/or other suitable documentary evidence. |
| 2. QUALIFICATIONS Academic and professional Qualifications | Verifying that an individual has professional qualifications in their area of practise e.g. an accounting designation or an engineering qualification; and more general academic qualifications e.g. a university graduate, in accordance with the particular requirements of the national CMC standard. |
| 3. CLIENT REFERENCE Client (and other) third party references/testimonials | The evaluation by an independent assessor of client and possibly other third party references or testimonials. This is primarily independently collected written or telephone feedback from clients, but may also include managers and professional peers. This could take the format of standard questionnaires, or 360 degree techniques, or other means. |
| 4. WRITTEN EXAMINATION Written examination | A structured written evaluation to test candidates' knowledge of consulting theory, practice, concepts or ethics. This could take the form of a multiple choice or open answers and be delivered in traditional class room based examination or on-line. |
| 5. CASE STUDY Detailed description of a client business situation requiring a solution (sometimes called an Engagement Summary) | Description of a detailed client business situation, to which candidates must propose a specific solution, including diagnosis of the issues, identification of options, and definition and justification of the proposed course of action., Such case studies may be undertaken in written or verbal form, and in single candidate or group situations. The candidates' responses should be assessed by one or more qualified institute assessors. The case study may be an assignment example provided by the candidate from his own experience, but if so it should be tested by questions from assessors during face to face interview. |

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| Assessment Technique | Definition |
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| 6. FACE TO FACE Structured face to face interview (including a presentation) with qualified assessors | A structured question and answer session with two or more independent qualified assessors who have received training about the Institute’s CMC standard. This should normally include a presentation by the candidate on one or more recent client projects, or on a professional topic. Evidence must be formally recorded. |

NOTE: Use of Electronic Media

Where physical attendance at an assessment meeting is difficult (typically because of geographical remoteness), candidates may provide evidence through some form of electronic medium. This is not acceptable as a stand-alone assessment technique, unless it includes or is supported by some direct personal interaction, and the candidate is at some point visible to the assessors. For example, a video presentation followed by a conference call, or alternatively a full video conferencing session, would be acceptable as the equivalent of a face-to-face interview.

NOTE: Concerning the Relevance of Sponsors for Assessment

“Sponsoring” is defined as “the declaration of a candidate’s skills, his overall professionalism, and his adherence to ethical standards by a CMC who is sponsoring or recommending an individual applying for CMC”. Whilst ICMCI recognises the use of sponsors as perfectly acceptable should countries so choose, it views sponsorship as an optional pre-qualification requirement to be met by CMC candidates, in advance of the certification process, not as an assessment technique for use in the certification process itself.

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Record of Changes

| Version/Date | Change | By |
|-----------------------|---|---------------------------------|
| 1.0 / January 24 2014 | Reissue to incorporate into CMC Certification Scheme Manual | PSC, Approved by ICMCI Trustees |

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