



CERTIFIED
MANAGEMENT CONSULTANT

Consultants



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Institute of Management Consultants Hong Kong (IMCHK) - Newsletter

Inside This Issue

- + IMCHK Privacy Policy Statement
- + Performance Improvement and the Evolution of Consulting
- + The New ICMCI Competence Framework

About IMCHK

The Institute of Management Consultants Hong Kong (IMCHK) is the professional chapter and qualifying body for management consultants in Hong Kong. IMCHK was established in 2000, aiming at setting and maintaining high standards of quality, independence, objectivity, and integrity for Certified Management Consultants (CMC) originating in Hong Kong and Macau. IMCHK is representative of Hong Kong in the International Council of Management Consulting Institutes (ICMCI). ICMCI has over 60,000 CMC members worldwide.



President's Message

In the last Newsletter, I mentioned about the promotion of ISO 20700:2017 Guidelines for Management Consultancy Services in Hong Kong and the Greater Bay Area. As a follow-up, I am happy to share with you that the IMCHK Council has approved the establishment of a reserve fund of HK\$20,000 to hold an Annual Event to award the Best Use Cases of ISO 20700:2017 Self-Declaration Checklist. It is planned that the Annual Award will run for four consecutive years commencing 2022. All individuals trained in ISO 20700 are encouraged to participate in this Event and the details of the competition and award will be announced in due course.



With the improving COVID-19 situation in Hong Kong, the Council has decided to resume the Christmas Party in December in the format of happy hour get-together. This physical event is expected to help strengthen the bonding among our members and the Council Members after a prolonged period of virtual meetings for almost 2 years. Please stay tuned for the eDM and we hope to catch up with you!

For the coming year, we have planned to run a series of CPD events on a monthly basis to provide a sustainable platform for professional sharing and collaboration in the management consulting journey for our members.

Wishing you a healthy and happy festive season!

Daniel Chan, CMC
President, IMCHK



ICMCI - Certified Management Consultant

The Certified Management Consultant designation is the preeminent professional designation for management consulting with a variety of sub-specialty areas. It is similar in scope and reliability to Chartered Professional Accountants, Professional Engineers, etc.

Post-nominal initials
Consultants who have been awarded the CMC can put these initials after their name. In some countries, the CMC-Global member Institute may use the designations FIMC to signify a Fellow of that Institute of Management Consultants – someone who has made a significant contribution to the profession of management consulting. The initials FCMC therefore designate a Certified Management Consultant who is also a Fellow of his or her institute.

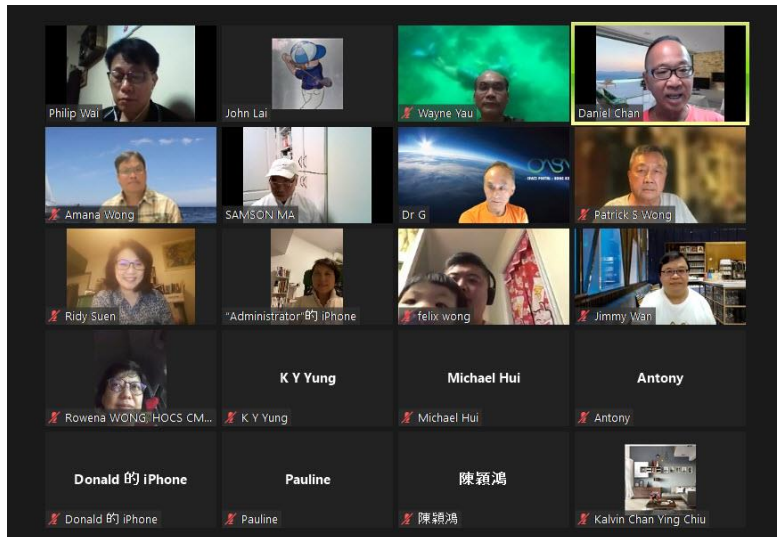


IMCHK Activities

Annual General Meeting 2021

The AGM 2021 was arranged on 29 September 2021 Wednesday 8:00pm – 9:30pm (via ZOOM) covering the following agenda:

1. To receive from the Council and adopt a report of the activities of the IMCHK for the preceding year
2. To approve the audited accounts of the IMCHK
3. To authorize the Council Members to appoint an Auditor and fix the Auditor's remuneration
4. AOB



IMCHK Webinar on Cybersecurity

The Webinar on Cybersecurity was arranged on 25 September 2021 Saturday 11:00 am - 12:30 pm (via ZOOM). A cyber or cybersecurity threat is a malicious act that seeks to damage data, steal data, or disrupt digital life in general. Cyber-attacks include threats like computer viruses, data breaches, and Denial of Service (DoS) attacks, The programme introduced the concept and cyber security for Management Consultant.

Programme Outline:

- (1) Latest Cyber Security Threats & Trends;
- (2) Cyber Attack & Defense;
- (3) Security Incidents Handling;
- (4) Security Advice Round-Up

Speaker: Mr. Andy Kwong

ISO 20700:2017

ISO 20700:2017 Guidelines for Management Consultancy Services was developed by CMC-Global (International Council of Management Consulting Institutes, ICMCI) and International Organization for Standardization (ISO), to enhance the level of competence of the profession's services. IMCHK is the trainer on behalf of ICMCI to provide training and certification of ISO 20700 in regional area (Hong Kong and Macau).

IMCHK conducts and supports ISO 20700 training and certification to management consultants and service providers in required industries and professions.



IMCHK Webinar on Management Consultancy & Further Development in Higher Education

The Webinar was arranged on 9 October 2021 Saturday 9:30 am - 11:30 am (via ZOOM). To become a professional management consultant, competence in six areas should be achieved: Professional Certification (CMC), Professional Conducts, Consulting Knowledge & Skills, Consulting Study Methodologies, Consulting Competence & Experience as well as Education & Professional Qualification. Holding a bachelor degree is the basic requirement of CMC, but holding a higher degree is very important for CMC to further develop their career in management consulting. IMCHK is the Hong Kong Chapter of CMC-Global and has the role to encourage IMCHK members to further develop their education and career in management consulting.

Objectives: IMCHK members understand the education requirements for management consulting industry and well prepare their needs and ways of higher degree study on career development.

Program Outline:

- (1) Education requirements for different levels of management consultants
- (2) How higher degree study may support management consulting
- (3) Paths of higher degree study in Hong Kong (e.g. MSc, MBA, DBA, DProf, PhD)
- (4) Success factors and limitation in earning higher degrees

Speaker: Dr. C Y Wong, Guest: Dr. Samson C W Ma

A Feedback Form was sent out to participating IMCHK members via email to gauge their intention towards the doctoral study. Feedback from participants may help to plan for the next round of IMCHK Webinar Series of CPD Training on CMC Qualification Enrichment.





The Institute of Management Consultants Hong Kong (“the Institute”)

PRIVACY POLICY STATEMENT

Introduction

The Institute is committed to protecting the privacy and security of your personal data. This Privacy Policy Statement is prepared in accordance with the Personal Data (Privacy) Ordinance (Cap. 486) of the Hong Kong Special Administrative Region. If you have any queries regarding our Privacy Policy Statement or this Personal Information Collection Statement, please contact our Secretariat Office via email: adminsec@imchk.com.hk or by post to: GPO Box 3341, Central, Hong Kong.

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In compliance with the Personal Data (Privacy) Ordinance, please note that the personal data and information of members will be released to the public by posting to Members List (including non-renewed members) on the Institute website and/or upon request for verification.

In addition, the personal data and information collected from members including but not limited to, email address, correspondence address, telephone number or other channels will be used by the Institute for providing you with, including but not limited to, the latest information, events and activities, changes, development and any other useful messages/references, concerning the Institute or the management consulting industry, etc.

Classes of Transferees

Please also note that we may engage consultants, agents, contractors, suppliers and service providers for the purpose(s) of enhancing the communication between the Institute and the members, promoting the status of the Institute and the management consulting profession/industry, thus there may be transfer or share of your personal data with them from time to time on necessary situation.

Provision of Personal Data

The provision of personal data and information by members is voluntary. If you wish to cease our use of all or part of your personal data for the above mentioned, please notify us by returning a written notice to our Secretariat Office. Please note that rejecting the use, disclosure or sharing of your personal information for the above mentioned by the Institute may result in the Institute being unable to update you on the latest industry and the Institute information/CPD events, to process your request, and to submit your related membership information for verification.



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Security

We will take all practicable steps to ensure that your personal data is protected against unauthorized or accidental access, processing, erasure and/or use.

Disclosure

We will keep your personal data confidential. Unless specified otherwise, we will not disclose your personal data to third parties.

Access and Correction to Personal Data

You have a right of access and correction in respect of your personal data as provided for under Section 18 and 22 and Principle 6 of Schedule 1 of the Personal Data (Privacy) Ordinance. We have the right to charge a reasonable fee for processing your personal data access request. Enquiries concerning the making of access to and correction of personal data may be addressed to the Secretariat Office via email:

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Agreement to Our Terms

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Performance Improvement and the Evolution of Consulting



Management consulting is a very young profession, especially when you compare it to professions like medicine and accounting. Such trades have been around for hundreds and even thousands of years.

Consulting, on the other hand, started as a profession only in the late 1800s, and universities started teaching it some time later. For instance, Harvard founded its Graduate School of Business Administration in 1908.

The development of this profession mostly began in the United States and a handful of countries in Europe. What's more, even today, most of the industry activity is in North America and Europe. According to the latest research from 2016, as much as 78% of the global management consulting spend is within the boundaries of North America and Europe. Despite that, the whole industry is still very large. Some research sources show the total spend approaching \$US 1 trillion, but these take a very broad definition of consulting. The latest numbers with the most credible definitions of consulting show that the total spend measures around \$250 billion, with an average annual growth of 4.3%.

This growth indicates there are opportunities everywhere, but particularly in areas of the world outside of North America and Europe. The economies of these regions will continue to grow rapidly. That can only mean that the management consulting industry can grow as well. It can grow and mature together with other enterprises, many of which are driving the economic advances in those areas.

Of course, the year of the global pandemic, 2020 was a major setback for economies everywhere. The management consulting profession also took a hit. It is looking now like economies will recover fairly quickly post pandemic. The same is true for the management consulting industry.

That growth, however, will result in a consulting industry with a different look and feel. Just as organizations have had to pivot and deal with an increasing pace of change, consultants also must change how they support their client organizations.



A Change Needs to Come

Most organizations and their consulting advisors are usually focused on the outputs of the organization when looking at performance improvement. The regular questions that arise are:

- ✓ How can I produce more and sell more?
- ✓ How can I improve processes to decrease costs and increase profits?
- ✓ How can I cut costs and improve margins?

With questions like these being the most common ones, most organizations fall into the trap of short term thinking. It's mostly driven by the financial markets and investor positioning.

This needs to change.

Organizations need to think about the input measures as well when thinking about performance improvement. I think of these organizational systems in three buckets:

- ✓ the structural elements such as business models, strategy and organization design. These are foundational to what a company does and what it wants to achieve;
- ✓ the outcome measures, which are culture, performance metrics and ultimately profit;
- ✓ the people measures – how well we use our people to execute our strategy and achieve our outcomes.

The people measures are all about the input side of the equation. These again fall into three buckets:

- ✓ Accountability and Authority. Organizations need to have a road map for how work is delegated, and for how people collaborate. This means that organizations need to have a framework for accountability and authority. This becomes the road map for 'how we work together'. Without this, the people inside the organization need to 'make it up as they go along'. Some will get it right – some won't. Either way there will be a loss of effectiveness, and an increase in role conflict, and work flow will suffer. These are real, unnecessary costs to effectiveness that can be identified and removed.



- ✓ **Managerial Leadership.** Most managers are promoted because of their technical or professional proficiency, and then are expected to figure out the managing part. As a result, managers do not focus on their managerial leadership work. Many or most Directors, VPs and CEOs don't even feel they need to manage. All team leaders from the head of the organization down must both lead and manage. Hence the term – managerial leadership. There are huge effectiveness opportunities here.
- ✓ **Fit to Role.** Organizations need to do a better job of getting the right person into the right role. Luckily this is fairly straight forward at the front line, and most organizations do a good job at entry level appointments. After that, from Lead Hand to Front Line Manager to Director and on up, organizations do not do a good job of matching the capability of people with the complexity of work they are expected to accomplish. This results in most roles focusing on work that is insufficiently complex, resulting in short-termism and micro management. As a result, the strategic initiatives that should be driving growth do not get sufficient attention.

Organizations need to focus more on the input side of the equation. There are huge efficiencies that can be had. The workforce will be more engaged, more productive, and the outcomes will be greatly improved.

The consulting industry needs also to be focused on the bigger picture, and how all of the pieces inside the organization fit together for performance improvement overall.

This is exactly what management consulting is all about. Management consultants, when faced with the problem brought forward by the client, do the analysis to find the root cause, and then work with the organization to resolve the issue and implement a sustainable solution.

The future of consulting lies in a mutual-benefit approach between enterprises and their consultants.

The mechanism for achieving this is a global body that is a federation of the Institutes of Management Consulting around the world. All Institutes collaborate through ICMCI – the International Council of Management Consulting Institutes. ICMCI oversees the only global standard for the certification of management consultants, the CMC. The CMC designation is fully portable globally, and assures the competence of the CMC as one with the technical skills, the experience, and the demonstrated competence of completing successful projects. The baseline for the delivery of management consulting services has also been introduced through the ISO 20700 checklist training program, which details the contracting, delivery and closing of management consulting projects.

Organizations can benefit from the professional expertise of management consultants when initiating performance improvement programs. When doing so, look for those with the CMC designation, as they have been accepted by their peers into the profession. Alternatively a consultant with ISO 20700 Checklist training has demonstrated their commitment to management consulting as a profession.

Without identifying the professional management consultant, organizations run the risk of engaging someone with 'Consultant' on the business card, but who is really a contract employee with specialized expertise. If they are hired for that expertise, there is a risk that the root cause will be missed, and the organization will be investing resources to solve problems at the symptomatic level.

Effective Managers are adherents of focusing on the whole enterprise. When initiating performance improvements, consider the whole enterprise and what you can do to make it better. Better for employees, managers, customers, executives, the owner, and investors. With such a mode of thinking, it's not only the enterprise that will benefit but the communities where the enterprise operates. The social and economic conditions there will all change for the better.

Let us focus on how we, client organizations and management consultants, can focus on the performance improvement of the enterprise as a whole, to improve effectiveness of organizations while evolving together into the future. Feel free to contact me through Effective Managers if you want to learn more.



By: Dwight Mihalicz,
Published on: Jun 9, 2021





The New ICMCI Competence Framework

ICMCI during its Annual Meeting of Delegates announced and presented the new Competence Framework that was approved by the board and will take effect for all conducted assessments starting October 2022.

ICMCI Vision - To be a leader in the development of management consulting as a global profession that drives social and economic success.

ICMCI Mission - To build the profile, recognition and influence of the profession and its practitioners globally.

The ICMCI Professional Standards - Development and maintenance of professional standards and guidelines that promote excellence in the consulting profession, including awards, certifications, qualifications and assessment processes. The **three major implementation** of ICMCI Professional Standards included (1) **CMC Competence**, (2) **Behaviour - Code of Conduct**, and (3) **Process ISO 20700:2017**.

The Objectives of ICMCI Competence Framework - The cluster of related abilities, commitments, knowledge, skills and experience that a management consultant should demonstrate in the areas below to achieve competence as well as CMC award: (1) Business Insight and Aptitude, (2) Consultancy Practice Capabilities, (3) Consultative Behaviour, and (4) Ethics and Professional Conduct.

The new ICMCI Competence Framework reviewed (1) The style of wording is Descriptive rather than Prescriptive, (2) Describes the principles, knowledge, skills and experience that a competent management consultant demonstrates, (3) It is gender neutral - all personal pronouns are non-gender specific, (4) Three achievement levels - Foundation, CMC and Profession Leader, (5) The Profession Leader level requires, in addition to holding CMC, a demonstration of leadership in the profession, (6) Supports the ICMCI values of professionalism, transparency and integrity while promoting lifelong professional development.

The new ICMCI Competence Framework Key updates from the 2014 version enriched (1) IT skills for effective communication and efficient administration, (2) Awareness of, and ability to apply, latest technology for diagnostics and solutions, (3) More emphasis on interpersonal skills – Emotional Intelligence, (4) Societal awareness – Application of UN SDGs, (5) Holistic and transformational thinking, (6) Integration with the Code of Conduct and ISO 20700.

Implementation of new ICMCI Competence Framework - The Board has approved the new CMC Manual including the Competence Framework and Code of Conduct and will publish them after the Annual Meeting. The new ICMCI Competence Framework will be effective immediately and all IMCs will have a period of transition to implement them.



ICMCI

The International Council of Management Consulting Institutes (ICMCI) has since 1987 been the professional body worldwide for management consultants. ICMCI since 2013 is called **CMC-Global**. CMC-Global (ICMCI) is the international Management Consulting professional body, comprised of individual country-based, member, Institutes of Management Consulting (IMCs). ICMCI works with many industry leaders, with academia, with consulting firms of all shapes and sizes, and have built a common standard for the individual certification of professional management consultants.

When you join a member IMC, you are also joining a global community of trusted, ethical, and committed colleagues. When you become a “Certified Management Consultant” (CMC) through I IMCHK, you have shown that you have the knowledge, competence, commitment and peer acceptance, that you are a true professional.



CMC in USA

It's The Gold Standard CMC Benefits and How To Get Certified

IMC Certification is respected by the industry and held as a benchmark of excellence when managers hire consultants.

CMC[®] (Certified Management Consultant) certification is awarded by IMC USA to consultants who have achieved a superior level of performance that includes professional standards in technical competency and ethics, global standards in consulting competencies, professional behavior, client and project management, and personal conduct. “CMC” after your name communicates that you’re a seriously accomplished consultant. Are you a manager looking to hire an ethical, trusted management consultant with proven experience and knowledge? Visit our page, [Why Hire a CMC?](#)

Interested in joining the 10,000 international elite group of certified members? Here are some of the requirements for certification for the CMC:

- **Experience:** Currently active in consulting: able to demonstrate that in three of the last five years management consulting has been a significant part of his or her activity. This can include consulting with clients; selling, managing and/or supporting consulting activity; preparing for and teaching consultancy; publishing and writing on consulting, technical specialties, client business segments, and related topics.
- **Education:** A degree from a four-year college (applicants may only claim academic degrees from colleges or universities accredited at the institutional or specialty level by accreditation bodies recognized by the U.S. Secretary of Education or a similar body in the case of international degrees).
- **References:** Five satisfactory client evaluations from officers or executives of client organizations.
- **Engagements:** Written summaries of engagements, which will be used during the oral examination.
- **Competence:** A qualifying written examination followed by an oral examination with senior CMC[®] examiners. You must demonstrate your professional competence, that you are current in your areas of specialization, that you have applied your experience and that you have an understanding of the management consulting process defined in [IMC USA's Competency Framework - CMC[®] Scheme](#).
- **Ethics:** A qualifying written examination and oral examination on the IMC Code of Ethics and ethical aspects of consulting.

IMC USA awards the CMC certificate mark without prerequisites of membership in any professional association or of completing a particular course of study. All who meet the above requirements may apply.

The IMC USA examination of consulting competencies exceeds ICMCI standards and clients are assured that the IMC USA certification process conforms to rigorous international standards for certifying individuals.



IMCHK Council Members (2021 ~ 2022)

President:
Mr. Daniel Chan

Vice President:
Mr. Philip Wai

Honorary Secretary:
Dr. Samson Ma

Honorary Treasurer:
Ms. Ridy Suen

Council Members:
Mr. Alvin Wong
Mr. Antony Yip
Mr. Share Tai Ki
Mr. Amana Wong
Mr. John Lai
Ms. Ada Wong

ISO 20700:2017

ISO 20700 Development for Management Consultants Service Providers (MCSPs)

Other than promoting the importance of the CMC designation, ICMCI (CMC-Global) contributes to the development of the industry in many different ways. One of the initiatives is working with ISO (the International Organization for Standardization) on development and implementation of ISO 20700 to enhance the consulting service on the deliverables and outcomes.



ISO 20700 is the first ISO service delivery standard in the world for management consulting and service providers to ensure service delivery and quality to their clients. It includes recommendations to improve the specification, execution, acceptance of the outcome and closure of management consultancy services, based on research and the experience of a wide range of MCSPs and their clients.

ISO 20700 Operation

ISO 20700 make use of **Self-Declaration Checklist** and **Guidelines** to conduct about the service delivery, especially with regard to the ability to **set clear expectations** and provide the **best possible services** to clients.

Self-Declaration Checklist and Guidelines to drive (1) **3 phases of services: Contracting, Execution, and Closure**; (2) **3 categories of projects: Small, Medium, and Large or Complex** business to enable service providers to well **understand** the client's expectations and clients to **communicate** effectively with service providers.



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