



This ICMCI Summary Common Body of Knowledge is a broad statement of topics within the cluster of related abilities, principles, commitments, knowledge, skills and experience that a management consultant should demonstrate in practice in order to successfully complete an assignment, independently and unsupervised. Each member institute of ICMCI should have its own Body of Knowledge developed to incorporate relevant ICMCI materials presented herein plus local requirements. The Summary Body of Knowledge applies to all management consultants. In addition, consultants are expected to have functional and sectorial knowledge in the form of their subject matter expertise. This specialist knowledge is outside the scope of this Summary Body of Knowledge, which relates to the process of delivering that expertise to the benefit of the client.

## **ICMCI Summary Common Body of Knowledge**

### **1 The Profession of Management Consultancy**

*The structure, organisation and operations of the management consultancy profession. The skills, knowledge, regulations, codes and standards that apply to management consultancy practice*

- |     |  |       |   |
|-----|--|-------|---|
| 1.1 | Definitions of elements of the management consultancy profession             | 1.1.1 | Management consultancy, a management consultant, management consulting practice, and other common terms used in consultancy   |
| 1.2 | Roles and activities of management consultants                               | 1.2.1 | The ways in which consultants deliver value to clients. Structure of supply (who provides it) and demand (who buys it) in the sector. The assignment and engagement processes. The intervention capabilities. Consciousness about the role and especially changes in role |
| 1.3 | Skills and knowledge needed to perform adequately as a management consultant | 1.3.1 | The cluster of related abilities, commitments, knowledge, skills and experience that enable a consultant to act effectively in an assignment, job or situation.   |
|     |  | 1.3.2 | Maintaining and developing personal performance; the role of Continuing Professional Development. Different methods of learning and development.  |
| 1.4 | What constitutes professionalism   | 1.4.1 | Regulations and regulatory bodies.  |

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**Appendix 4  
 Certified Management Consultant (CMC)  
 ICMCI Summary Common Body of Knowledge  
 (CMC004)**



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- 1.4.2 Code(s) of ethics and standards of conduct, sanctions applying if they are breached. Common ethical dilemmas and conflicts of interest and how to deal with them.
- 1.5 Standards that apply to management consultancy services
  - 1.5.1 National or international standards that define good practice in the provision of management consultancy services – e.g. ISO 20700:2017

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**2 Organisations**

*The features of organisations and the environment in which they operate.*

- 2.1 The organisational environment
  - 2.1.1 The market environment: the dynamics of the markets in which a client is active both in terms of outputs and factors of production. The ecosystems of organisations.
  - 2.1.2 The cultural environment: the key features of culture in an organisation and its impact on both the organisation and its stakeholders.
  - 2.1.3 The risk environment: the major sources of risk in an organisation and its attitude to risk and means of identifying, measuring and response planning.
  - 2.1.4 PESTLE: The Political, Economic, Social, Technological, Legal and Environmental trends that can impact on a client’s activities. The client maturity in all 7 (PESTLE + Culture) areas and the way they have to go for success in the assignment.
  
- 2.2 Features of organisational structure and processes
  - 2.2.1 Governance: issues of power, authority, and control as they might affect the work of a consultant. Assignment must be manageable and controllable.
  - 2.2.2 Principles of organisation: the role of the board and similar governing entities (e.g., in public sector organisations). The role of functional departments such as HR, marketing, finance, operations.
  - 2.2.3 Work organisation: the organisation of work as manifest in structure and processes. The distinction between effective and ineffective organisation structures.

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- 2.2.4 Organisational analysis: methods of analysing, describing, assessing, and representing structures and processes in an organisation.

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### 3 Management Processes

*The functions and processes involved in management.*

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|-----|-----------------------------------|-------|--|
| 3.1 | Principal functions of management | 3.1.1 | Strategic planning: organisational goals and their relevance to consulting engagements.  |
|     |                                   | 3.1.2 | Managing organisational performance: the distinction between strategy and operations. Measures of organisational success and how they might differ between sectors. Monitoring and controlling performance.                        |
|     |                                   | 3.1.3 | Leadership: key processes in planning, organising and directing work. Skills of implementation and motivation. The principles of teambuilding and team work.   |
| 3.2 | Key processes in managing change  | 3.2.1 | Project management: management of complex and diverse plans and operations and working groups within the constraints of time, cost, and performance requirements.  |
|     |                                   | 3.2.2 | Risk Management: management of Vulnerability and Incidents. Process: Identification, Analysis, Assessment (Qualitative, Quantitative), Responding, Monitoring & Control. Remember Cause / Reasons / prerequisites for assumptions. |
|     |                                   | 3.2.3 | Managing within the organisational culture, including resistance to, or acceptance of change, and its implementation.  |
|     |                                   | 3.2.4 | The principal approaches, methods and techniques that can be used to facilitate change in organisations and the factors affecting its successful implementation.   |

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**4 Consulting Skills and Knowledge**

*Deploying the consultant's (and where appropriate, consulting practice's) knowledge, skills and experience to the benefit of the client, both in the pre-contract stage (i.e., while selling) or in post-contract (delivery). The varying roles of a management consultant and how a management consultant adds value to a client.*

- 4.1 The consultancy policies, assignment and engagement processes
  - 4.1.1 Prospecting and marketing: how to promote management consulting services. How to identify prospective clients and engage effectively with them. Principles of networking.
  - 4.1.2 Clarifying clients' needs and proposal development: how to identify and agree the need and potential benefits with the client. Fact-finding procedures, diagnostic and analytical methods needed for preliminary research. Formulating a basis for working together that is suited to the needs and circumstances of a specific client.
  - 4.1.3 Contracting: establishing the scope and deliverables, the methodology, programme of work and resources required. Fees, other costs and terms of business. Negotiation. e.g., ISO20700:2017 Clause 5
  - 4.1.4 Implementation: managing a consulting project. Factors affecting quality of output. Risk and how to assess and manage it. Managing changes to the terms of reference or scope of the project and the consequent impact on resourcing. Working effectively with client staff and other consultants. e.g., ISO20700 Clause 6
  - 4.1.5 Closing and learning from consulting engagements. How to ensure that the client can continue without the consultant in the transformation phase.

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How to assess client satisfaction during and after a project.  
Benefit realization based on out-come.  
Operations matters.  
Processes and systems to record and learn from consulting assignments.  
e.g., ISO20700 Clause 7

- 4.2 Consulting Process Techniques
  - 4.2.1 Different methods of problem solving: processes of data collection, tools and techniques for analysis and diagnosis, measurement and feedback.
  - 4.2.2 Different methods of intervention: the variety of roles in which a management consultant can intervene (e.g., coach, expert) and tools and techniques to support these (e.g., facilitation skills).
  - 4.2.3 Transformation capabilities: the variety of roles and techniques for transformation and change into work on client facing projects and within own organisation
  - 4.2.4 Aware of living systems, needs, principles and tools for organizing the workplace of the future. Use of technology to support all consulting methods/techniques (surveys, collecting data, interviews, learning, facilitation, group dynamics, collaboration, documentation, measurement, monitoring and control, progress, planning, compliance, workflows etc. The use of Big Data, Artificial Intelligence, Machine Learning and other technological developments in the consulting process.
  
- 4.3 Working effectively with clients
  - 4.3.1 Managing client relationships.  
How to establish, build and maintain good relationships with the client.

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- 4.3.2 Presentation skills: presenting information clearly and well in verbal, non-verbal, graphical, written and oral formats. Developing and justifying recommendations. Methods of influencing and persuasion.
- 4.3.3 Communication skills in meetings and other media (e.g., email, webinars, social media, etc).
- 4.3.4 Challenge and support all assignments on the use of modern technology, digitization and digitalisation.
- 4.3.5 Dealing with people: how to build consensus and how to anticipate, recognise and manage conflict constructively.
- 4.4 Personal behaviour and Interaction
- 4.4.1 Dealing with the profession: Demonstrates behaviour that earns the respect of professional colleagues and clients.

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### 5 The Business of Consulting

*The business of management consulting. The economics of a consultancy firm; basic financial models describing consulting businesses. Contracting; the basis of setting and charging fees. Running a consultancy business and the requirements of individual consultants. Handling conflicts of interest and ethical dilemmas. Processes involved in running a consultancy practice.*

- |     |   |       |   |
|-----|---|-------|---|
| 5.1 | Conduct and Ethics                      | 5.1.1 | Established code of ethics and standards of conduct.<br>e.g., ISO20700:2017 Appendix D; ICMCI CMC Certification Scheme - CMC003 Code of Conduct |
|     |   | 5.1.2 | Understands and manages “Society” responsibility based on UN Sustainable Development Goals in all assignments.                                  |
| 5.2 | Commercial considerations               | 5.2.1 | Marketing and selling.  |
|     |   | 5.2.2 | Setting fee rates and pricing proposals and other bids.<br>Other methods of generating income and cost recovery.                                |
| 5.3 | Performance measurement                 | 5.3.1 | Monitoring utilisation and other metrics and/or measures of effectiveness.  |
|     |   | 5.3.2 | Managing consultant performance.  |
| 5.4 | Development and improvement of services | 5.4.1 | Product development in consultancy<br>Developing and managing intellectual property.  |
|     |   | 5.4.2 | Development of consultants based on Continuing Professional Development cycle   |

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- 5.4.3 Soliciting and utilising client feedback.
- 5.5 Administration
  - 5.4.4 Key administrative systems required.

**Record of Changes**

<b>Version/Date</b>	<b>Change</b>	<b>By</b>
1.0 – Jan 2014	Reissue to incorporate into ICMCI CMC Certification Scheme Manual	PSC
4.0 – June 2021	Added references to ISO20700:2017 and updated according to Competence Framework version 4.0 2021	PSC

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