

## Institute of Management Consultants Hong Kong (IMCHK) - Newsletter

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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

It was a busy summer season for the Institute this year!

By working in collaboration with the ICMCI IQA assessors, the Institute has undergone a High Trust Full Membership Re-assessment since April 2023. The Re-assessment was satisfactorily completed in August 2023, and one of the recommendations was to update our re-certification procedures to require CMCs to confirm their continual consulting work and related experiences on top of the CPD units earned, as well as to confirm compliance with the IMCHK Code of Conduct. Details of the updated re-certification procedures will be announced in Q4 2023 before taking effect on 1 January 2024.

Regarding the ISO 20700:2017 Checklist Training Course, we have determined to use online Learning Management System (LMS) as an alternative course delivery channel so that CMCs and non-CMCs could complete the training and get certified at their own pace, anytime and anywhere. It is planned that the online LMS course would be available for enrolment in October/November 2023 timeframe.

To align with the ICMCI strategic priorities (see pages 11 and 12 of this Newsletter), the Council held a face-to-face whole-day strategic planning workshop where Council Members and Fellows put their heads together to identify the challenges and opportunities facing the Institute and to explore strategic plans of the Institute for the next couple of years. We are finalising the action plans and will share with you in due course.

As you may be aware, the Institute will be holding the Annual General Meeting cum Dinner Gathering on 21 September 2023. Please arrange your time to attend and I look forward to catching up with you that evening!

Best regards,

Daniel Chan  
President, IMCHK



## ICMCI - Certified Management Consultant

The Certified Management Consultant designation is the preeminent professional designation for management consulting with a variety of 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 designation 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 initial FCMC therefore designates a Certified Management Consultant who is also a Fellow of his or her institute.



## IMCHK Activities

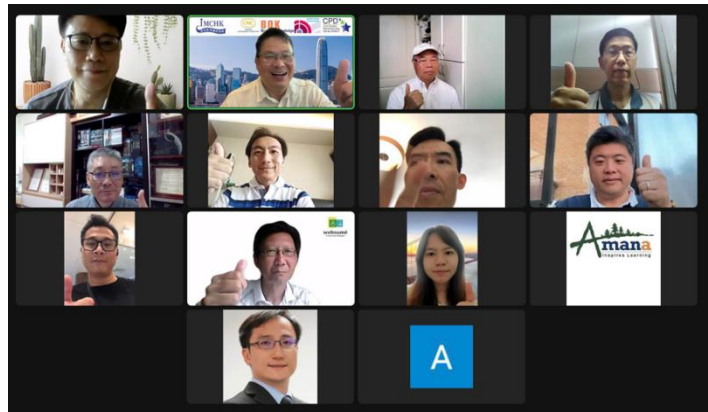
### IMCHK Webinar: CMC Competence Framework Version 4.0

27 May 2023, Saturday 10:30 am to 12:00 noon (via Zoom)

**Objectives:** Let CMCs understand CMC Competence Framework Version 4.0 and review the new requirements on their consulting competence.

**Outline:** (1) Knowledge Ladder and Competence Framework, (2) CMC Competence Framework Version 1.0, (3) CMC Competence Framework Version 4.0

**Speaker:** Dr. Samson CW Ma

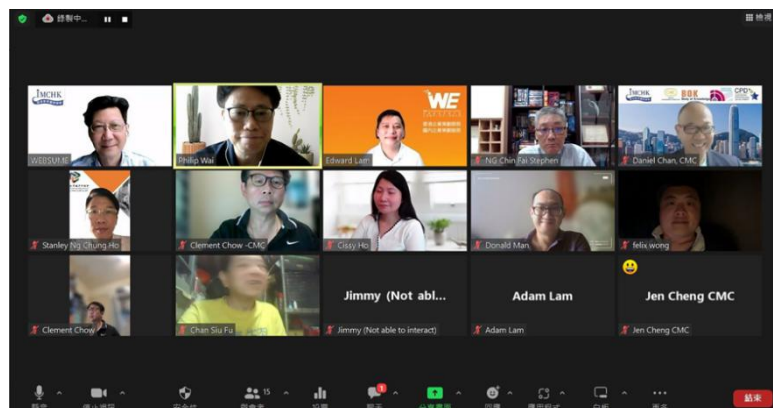


### IMCHK Webinar: What do you need to know to run your consulting business in the Greater Bay Area?

15 April 2023, Saturday 10:30 am to 12:00 noon (via Zoom)

**Outline:** (1) Latest developments in the Greater Bay Area (GBA), Laws and regulations relevant to the management consulting practices, Most in-demand consulting services in GBA; and Do's and Don'ts of running a consulting business in GBA, (2) A one-day visit to selected free trade zone of GBA would be arranged for members who are interested in gaining further understanding of consulting business opportunities.

**Speakers:** Mr. Stanley Ng, Executive Chairman, Mr. Edward Lam, Vice Chairman, Guangdong-Hong Kong-Macao Greater Bay Area Youth Society.



## 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).

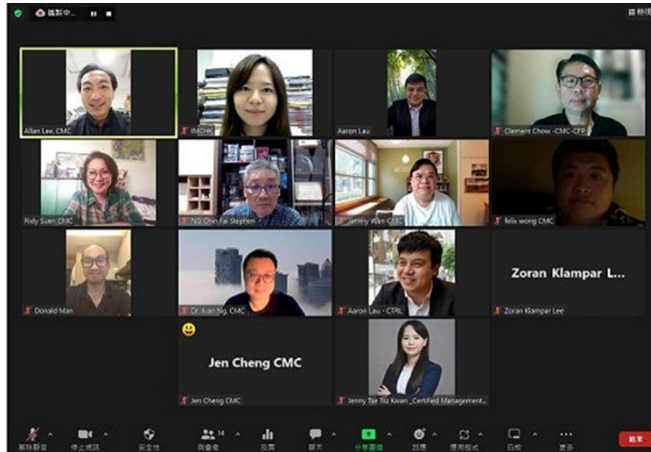
IMCHK conducts and supports ISO 20700 training and certification to management consultants and service providers in required industries and professions.



## IMCHK Webinar: How mediation bolsters client relationships and enhances consultation quality? 25 March 2023, Saturday 10:30 am to 12:00 noon (via Zoom)

**Outline:** (1) Understand the fundamentals of mediation as an Alternative Dispute Resolution (ADR) mechanism, (2) Appreciate its widespread practice with a broad spectrum of applications, (3) Comprehend the importance of interest and needs in negotiations, (4) Encourage the application of mediation skills in consultancy.

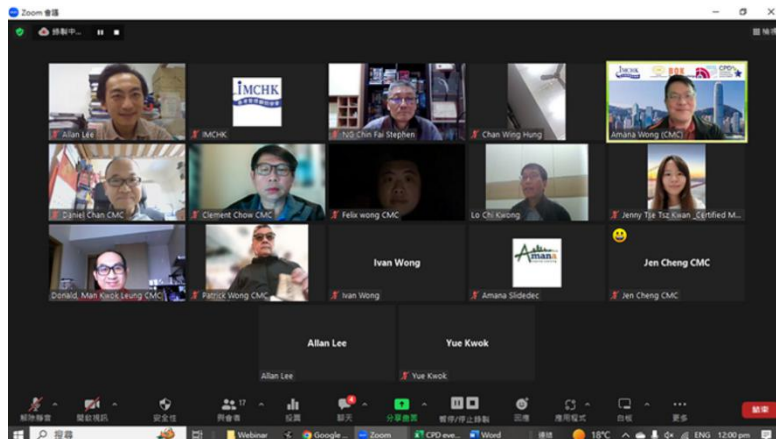
**Speaker:** Mr. Aaron Lau CMC



## IMCHK Webinar: How Culture Impact on Corporate Governance and Strategy for Sustainable Enterprises? 25 February 2023, Saturday 10:30 am to 12:00 noon (via Zoom)

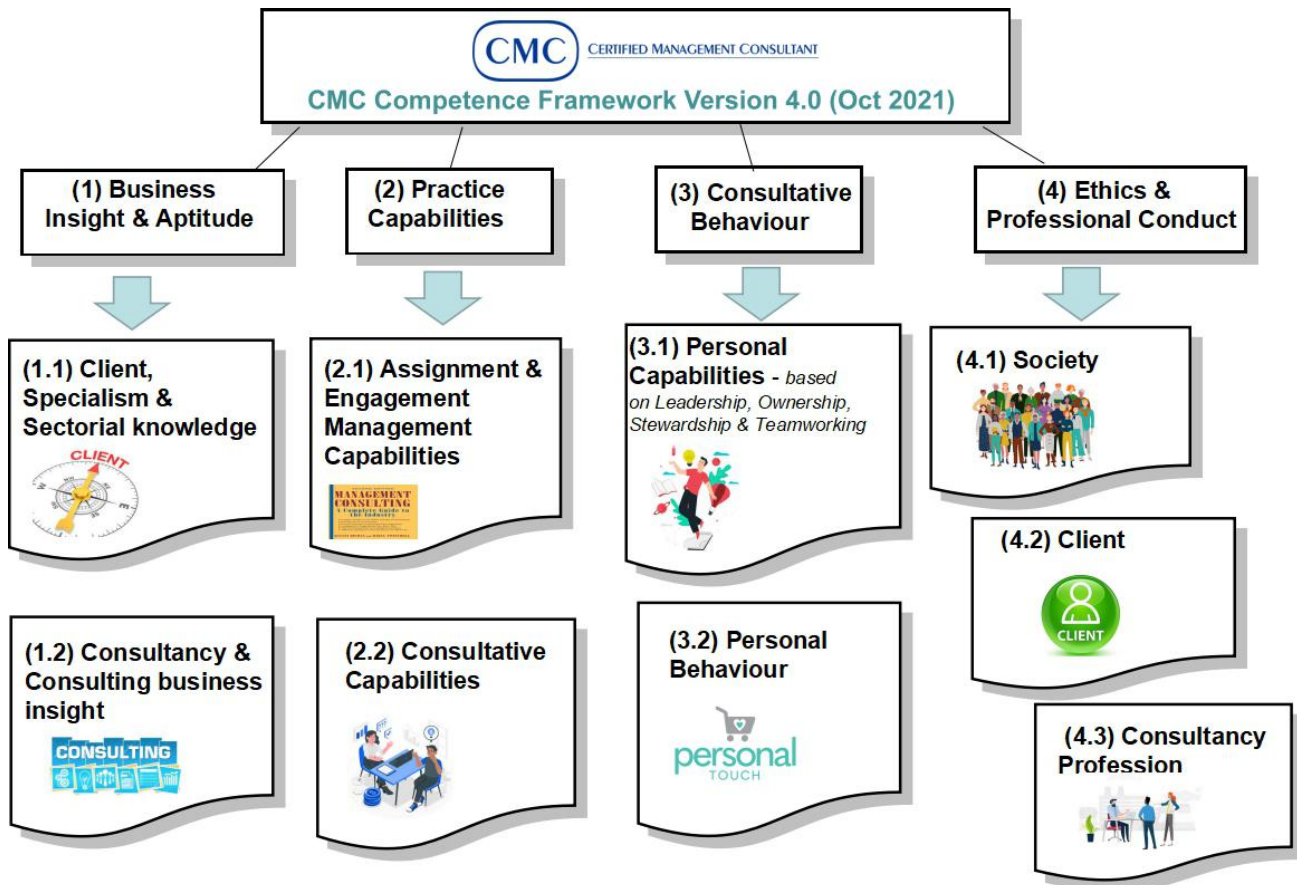
**Outline:** Allan shared with the audience about the challenges and critical success factors for sustainable enterprises using local and overseas companies as illustrations. The important role of Board of Directors to ensure a healthy corporate culture lies at the heart of strong governance was highlighted in the Corporate Governance Guide issued by the HKEx. He discussed the 3-stage approach of cultural transformation and suggested how management consultants could contribute and add value throughout the process.

**Speaker:** Allan Lee CMC, Council Member of IMCHK



# Certified Management Consultant (CMC) Competence Framework (Version 4.0)

CMC Competence Framework is the indication of ICMI and help CMCs to develop competence in management consulting. The new version (4.0) of CMC Competence Framework was compiled by ICMI in Oct 2022 and enhanced the areas of (1) Engagement Management to align with ISO 20700, (2) Consultative Capabilities (e.g. *integrated approach*), (3) Personal Capabilities & Behaviour (e.g. *leadership*), (4) Relation with Client and Society, and (5) Sustainable Development of United Nations.



## Highlights of the CMC Competence Framework

Aims to ensure the highest standards in management consulting as a global profession that drives social and economic success.

Promotes lifelong professional development so that management consultants are able to help client's organizations grow, evolve and gain from new opportunities.

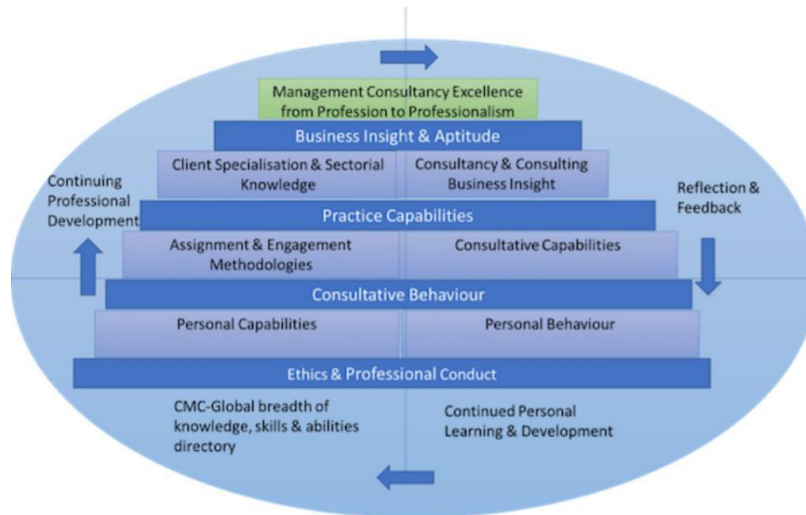
The CMC Competence Framework is structured as a series of value ranges which sets the reference points for the assessment of competence of consultants.

The CMC Competence Framework is intended to be used in conjunction with the ICMI Competence Framework Background.

## ICMI Competence Framework Background and Continuing Professional Development (CPD)

The Competence Framework is composed in 4 levels (linked up with Code of Professional Conduct) and designed to be used by member IMCs and their members (e.g. CMC, FCMC, FIMC) to develop knowledge, experience, skills and competencies of management consulting through Continuing Professional Development (CPD).





## The Contents of CMC Competence Framework

### (1) Business Insight & Aptitude

#### (1.1) Client, Specialism & Sectorial knowledge

##### A1 - Client Business Insight

###### A1.1 - Client understanding

Understand core business structures, processes, management and disciplines.

###### A1.2 - Client business knowledge

Study similar business and best practice.

###### A1.3 - External awareness

Identify the impact on the client of political, economic, social, technological, legal and environmental factors.

##### A2 - Specialism and Sectorial Knowledge

###### A2.1 - Specialism and Sectorial knowledge and experience (*e.g. accounting, finance, IT professional*)

Builds Specialism and Sectorial expertise through education, qualifications and work experience.

###### A2.2 - Knowledge of specialism and trends and future challenges (*e.g. industry knowledge*)

Develops a broad knowledge of a selected industry, sector or function and gains a broad understanding of how it operates and what drives its success.

#### (1.2) Consultancy & Consulting business insight

##### B1 - Consultancy & Consulting Business Insight

###### B1.1 - Consultancy business knowledge

Studies the structure of consultancy. Knows basic consulting processes, consultant roles and the consultancy business. Developing awareness of the purpose, aims, and goals of their own organisation.

##### B2 - Professional Business Competence

###### B2.1 - Professional attitude and behaviour as consultant

Is aware of the sources to get data and information so knowledge can be created.

##### B3 - Consultancy & Consulting Competence Development

###### B3.1 - Continuing development of consulting and consultancy

Identifies opportunities for expertise and practice development and follows further personal development.



## (2) Practice Capabilities

### (2.1) Assignment & Engagement Management Capabilities

#### C1 - Assignment Management (Consulting Process)

##### C1.1 - Assignment Management processes

Demonstrates that they follow a structured process for Contracting, Execution and Closure as set out in ISO 20700:2017. Contributes to client proposals.

##### C1.2 - Focus on the content of the Assignment Management processes

Provides high quality deliverable to the client that are consistent with those agreed upon in the proposal (including amended proposals) or the formal contract.

#### C2 - Building and Sustaining Relationship (Engagement Management)

##### C2.1 - Focus on relationship and engagement

Participates in scoping client requirements, managing their area of client interface, partnering and networking. Understands client requirements.

##### C2.2 - Builds a strategic and holistic approach and working culture within an environment to achieve the output and outcome effectively and efficiently

Understands different working methods and apply several methods and tools that support efficiency. Reports about progress (work done, remaining time, problems and risks).

##### C2.3 - Being innovative

Has flexibility to adopt new working methods.

#### C3 Personal Engagement

##### C3.1 - Taking the lead in assignment and engagement

Develops awareness of agile thinking in working approach.

#### C4 Consultancy Differentiator – Adding value

##### C4.1 - Adding value for the client by practicing professional and ethical behaviour

Uses the code of conduct and ethical basis to create a value-based foundation for delivery system.

##### C4.2 - Creating a good image and reputation in the sector, making it attractive to new clients. Adding value to existing clients, both wider and deeper, to keep long term relationship

Supports research on a client or sector to deliver new and existing client development activities.

### (2.2) Consultative Capabilities

#### D1 - Consulting Process Techniques

##### D1.1 - Appropriate use of tools and methodologies

Develops knowledge and understanding of a variety of styles, skills, tools and techniques. Receives training in all methodologies used in an assignment.

##### D1.2 - Ability to craft a viable and effective solution

Is developing an understanding of the practical boundaries and limitations of their specialisms, technical knowledge and methodologies.

##### D1.3 - Transformation capabilities (Change)

Understands how to scope and plan transformation and change and actively supports implementation when required and is aware of their expected role in the process.

#### D2 - Personal Capabilities and Relationship

##### D2.1 - Understanding the context, process and results of consulting tools and techniques to ensure their appropriate use



Develops knowledge of appropriate tools and techniques. Has a systematic Continuing Development method to build personal competence. On an on-going basis assesses individual performance and identifies areas for development.

## **D2.2 - Relationship and Networking. Proactively developing and managing a portfolio of relations and networking activities**

Considers how to build reciprocal relationships with existing contacts and starting to plan how to widen and develop relations.

### **(3) Consultative Behaviour**

#### **(3.1) Personal Capabilities**

- based on Leadership, Ownership, Stewardship and Teamworking

#### **E1 - Leadership**

##### **E1.1 - Managing Themselves**

Interacts effectively with others. Is responsible in performing allocated tasks within the scope of work and time. Identifies and adopts examples of good consultative behaviour. Exercises stewardship comprising accountability, loyalty, authority, and protecting, nurturing and replenishing natural resources.

##### **E1.2 - Managing others**

Works effectively in a team with others and seeks support from others if appropriate. Is able to recognise sources of conflict and begin to identify resolutions. Shows Stewardship in curating the experiences of all stakeholders. Manages their, and others, time effectively.

##### **E1.3 - Managing assignment, output and outcome**

Successfully completes allocated tasks under direct or indirect supervision.

##### **E1.4 - Sharing knowledge**

Uses experience and feedback to develop competence.

##### **E1.5 - Delivering output and outcome**

Delivers tasks within expected output, scope of work, schedule and budget.

#### **E2 - Intervention capabilities**

##### **E2.1 - Managing interventions to achieve successful outcomes that add value to the client**

Understands the principles in intervention. Shows awareness in participation in the preparation and execution of interventions. Applies root cause analysis to resolve uncertainty.

#### **E3 - Capability in operational delivery**

##### **E3.1 - Working effectively in complex environments**

Works effectively on allocated tasks under supervision.

##### **E3.2 - Demonstrating communication skills**

Contributes to clear and honest communication about status, incidents and risks.

##### **E3.3 - Demonstrating influencing skills**

Is aware of stakeholders and influencing techniques.

##### **E3.4 - Awareness of impact**

Is aware of difference in output and outcome, recognising that all actions have impact.

##### **E3.5 - Understanding the importance of impartiality and objectivity**

Stays objective.

##### **E3.6 - Handling conflict**

Is able to identify conflict situations and is learning methods to deal with it.

#### **(3.2) Personal Behaviour**

#### **F1 - Professional consultant behaviour**



### **F1.1 - Demonstrating professional behaviour in dealings with client, stakeholders and colleagues**

Follows known processes to identify client's needs and, under supervision, is developing the ability to provide advice to meet those needs.

## **F2 - Awareness of Consultant Role**

### **F2.1 - Awareness and importance of selecting and following the appropriate role for the assignment**

Shows clarity about the allocated role and mandate before starting work in the assignment. Shows awareness of the expectations of the allocated role and verifies that their personal capabilities match the role.

## **F3 - Personal Behaviour and Interaction**

### **F3.1 - Taking responsibility**

Takes responsibility for their actions and contributes to teamwork.

### **F3.2 - Showing respect**

Shows respect to colleagues and client with active listening and empathy.

### **F3.3 - Making decisions fairly by acting impartially and objectively**

Participates in decisions and acts in accordance with decisions.

### **F3.3 - Acting with honesty**

Shows honesty in dealings with client and colleagues.

### **F3.4 - Showing integrity**

Shows integrity in their own values.

## **F4 - Personal Attitude**

### **F4.1 - Building trust and confidence by demonstrating a positive and constructive attitude**

Understands the importance of attitude by being positive, helpful, respectful and collaborative.

## **F5 - Behaviour Development and Career development**

### **F5.1 - Planning self-development of behavioural skills and shows track record of personal growth**

Undertakes self-development of behavioural skills and receives training and development within a tailored Continuing Professional Development Programme (CPD). Demonstrates intellectual curiosity and flexibility.

### **F5.2 - Taking responsibility for career development**

Is able to make superiors aware of development needs and how and where training and development can be sourced. Takes responsibility for own career development.

## **(4) Ethics and Professional Conduct**

### **(4.1) Society**

## **G1 - Sustainability & Corporate and Social Responsibility**

### **G1.1 - Recommending solutions (both output and outcome) that are compatible with the principles of sustainable development**

Understands the requirements in all solutions for Sustainability.

### **G1.2 - Demonstrating Corporate and Social Responsibility in one's own and Client organisations**

Understands and comprehends the principles of Corporate and Social Responsibility and how they apply in the organisation, taking personal responsibility to operate within these principles.

## **G2 - Legality and Compliance**

### **G2.1 Compliance with the relevant laws and regulations of the country or countries in which the work is undertaken. Taking responsibility for an applicable Code of Conduct**

Understands the principles of business ethics. Understands and acts according to client and own code of conduct.





# Top 10 Management Consultant Certifications (2023 in USA)



This article provides an overview of the most popular and recognized management consultant certifications available.

Certifications are an important way for management consultants to demonstrate their knowledge and expertise in the field. They can provide potential employers with evidence of a consultant's qualifications and experience, allowing them to stand out from other job candidates. Certifications also provide a way for consultants to stay up-to-date on best practices, giving them the ability to offer cutting-edge advice to clients. Finally, certifications can help consultants build credibility with employers and clients alike, increasing the likelihood that they will be hired or chosen for consulting projects. All of these benefits make certifications an invaluable asset in the management consulting job market.

The purpose of this article is to provide an overview of the top certifications for Management Consultants and explain how they can help enhance a consultant's career.

## What are Management Consultant Certifications?

Management consultant certification is a program designed to help individuals become certified management consultants. The certification provides assurance that an individual has the necessary knowledge and skills to provide effective consulting services. It is also intended to increase the credibility of consultants in the marketplace.

The program covers topics such as project management, organizational development, strategic planning, and change management. It also teaches best practices for working with clients and developing comprehensive solutions to their problems. After passing the certification exam, an individual will be able to demonstrate their expertise in consulting services and increase their chances of gaining employment or expanding their business opportunities.

The certification can help individuals stand out from the competition by showing potential employers or clients that they have achieved a certain level of competency in their field. This can lead to more job opportunities, better pay, and more respect within the industry. Furthermore, it can give professionals more confidence when dealing with clients and help them develop better relationships with them by providing advice based on sound principles. Finally, it can also help individuals stay up-to-date with industry trends and provide them with access to additional resources that could improve their performance as consultants.

Pro Tip: Before beginning your management consultant certification, take the time to research the different certifications available and find the one that best fits your career goals. Also, be sure to read up on any relevant industry regulations or standards associated with the certification you choose. This will help ensure that you have a comprehensive understanding of all requirements prior to starting your certification journey.

## Top 10 Management Consultant Certifications:

[Here's list of the best certifications available to Management Consultants today.](#)

### Top 1. Certified Management Consultant (CMC, ICMCI)

Certified Management Consultant (CMC) is a professional designation awarded to management consultants who have met the standards of excellence established by the International Council of Management Consulting Institutes (ICMCI). It is an internationally recognized mark of distinction for management consulting professionals.

To become a CMC, applicants must demonstrate their commitment to the profession and its ethical principles, provide evidence of their experience in management consulting, and pass a rigorous examination. The CMC certification process typically takes between six months and one year to complete.

The first step in becoming a CMC is to join the ICMCI as an Associate Member. This requires submitting an application that includes information about your education, qualifications, and experience in management consulting. Once accepted as an Associate Member, you can then apply for the CMC Examination.



The cost of becoming a CMC varies depending on whether you are applying as an individual or through your organization. For individuals, there is a one-time fee of \$450 USD for the initial application plus \$200 USD for each additional exam attempt. Organizations may be eligible for discounted rates based on their size and number of applications submitted.

**Top 2. Certified Business Analysis Professional (CBAP)**

**Top 3. Certified Business Process Professional (CBPP)**

**Top 4. Certified Project Management Professional (PMP)**

**Top 5. Certified Six Sigma Black Belt (CSSBB)**

**Top 6. Lean Six Sigma Green Belt (LSSGB)**

**Top 7. Certified Scrum Master (CSM)**

**Top 8. ITIL Foundation Certification**

**Top 9. Agile Certified Practitioner (ACP)**

**Top 10. Change Management Certification**

[FAQs About Management Consultant Certifications:](#)

1. What are the requirements for becoming a certified management consultant (CMC) in USA?

Answer: To become a Certified Management Consultant (CMC), you must have a minimum of five years of professional experience in consulting and/or management, pass an examination administered by the Institute of Management Consultants USA (IMC USA), and adhere to the IMC USA Code of Ethics.

2. What is the difference between a CMC and other types of certifications?

Answer: The CMC certification is specific to management consulting and focuses on areas such as project management, change management, and strategy development. Other certifications may focus on different areas such as finance or technology.

3. How long does it take to get a CMC certification?

Answer: Depending on your experience level and preparation, it can take anywhere from one to two years to complete all the requirements for the CMC certification.

4. Is there any continuing education required after getting my CMC certification?

Answer: Yes, maintaining your CMC certification requires that you participate in at least 20 hours of continuing education activities per year. These activities may include attending workshops or seminars, reading relevant materials related to management consulting, or participating in online training courses.

5. Are there any benefits associated with having a CMC certification?

Answer: Yes, having a CMC certification can open doors for career opportunities and provide recognition among peers as an experienced professional in the field of management consulting. Additionally, many companies prefer to hire consultants who are certified by a recognized organization like IMC USA.



Brenna Goyette

Certified Professional Resume Writer, Career Expert

<https://resumecat.com/blog/management-consultant-certifications>



## 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 IMCHK, you have shown that you possess the knowledge, competence, commitment and peer acceptance, that you are a true professional.

# ICMCI Strategic Priorities

## Executive Summary (2022-2025)



CMC - GLOBAL

### Vision:

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

### Mission:

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

### Goals:

1. Building the profile, recognition and influence of the profession and its practitioners globally, to ensure that management consultants serve their clients with world-class competence and professionalism.
2. Supporting, enhancing, and growing the international network of management consulting institutes, as well as encouraging information sharing, networking, and reciprocity between institutes.
3. Enabling IMCs to enhance the visibility, recognition, and desirability of Certification as international benchmarks.

One of the tasks of the Board was to evaluate and adapt the strategic goals of ICMCI. This process took place during the face-to-face board meeting in Vienna in June 2022.

The board agreed that the existing vision is still valid. But as ICMCI is becoming more mature it is essential to evaluate the structure and how the tasks are fulfilled.

The focus was on:

1. The structure / governance of ICMCI.
2. Relationship / interaction with stakeholders in the management consulting profession.
3. Existing activities and services.



## IMCHK Council Members

(2023 ~ 2024)

### President:

Mr. Daniel Chan

### Vice President:

Mr. Philip Wai

### Honorary

#### Secretary:

Dr. Samson Ma

### Honorary

#### Treasurer:

Ms. Ridy Suen

### Council Members:

Mr. Share Tai Ki

Mr. Amana Wong

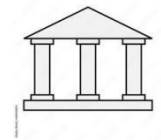
Mr. John Lai

Ms. Ada Wong

Mr. Allan Lee

Mr. Eric Lo

## Three Pillars of ICMCI's Goals



Three pillars have been defined to structure the discussion about existing activities and services as each pillar addresses ICMCI's goals in a manner that either focuses internally or externally to reach the largest number of stakeholders.

1. Ethics and Standards: ICMCI Standards to include the Competence Framework, Code of Conduct, ISO 20700...etc.
2. Knowledge Development and Sharing: Trends, development of the profession, know-how sharing.
3. Representation: Marketing, Communication, and other tasks to represent the profession.

Along the three defined pillars, questions have been discussed by the board to address the future, impact, strategy, benefits, and the needs of the Members of ICMCI. The Strategic Priorities Concluded The Following For Each Pillar:

### 1. Ethics and Standards:

- a) Shaping the value proposition of the ICMCI Standards.
- b) Running Awareness campaigns for the ICMCI Standards.
- c) Developing a Path to standards and certification.
- d) Establishing an ICMCI Sustainability policy that addresses diversity/ethics/training etc.

### 2. Knowledge Development and Sharing:

- a) Enhancing knowledge sharing.
- b) Creating Knowledge: to build content for management consultants and clients.
- c) Defining Standards around knowledge: to build content for training.
- d) Creating a new level of certification to protect global standards.

### 3. Representation:

- a) Supporting the ICMCI as the voice of the profession.
- b) Defining stakeholders at an international level and building trusted relationships.
- c) Specifying communication tools with IMCs and the defined stakeholders.
- d) Identifying advocacy means for taking the lead of the profession.

Institute of Management Consultants Hong Kong

Visit IMCHK's website at [www.imchk.com.hk](http://www.imchk.com.hk)

