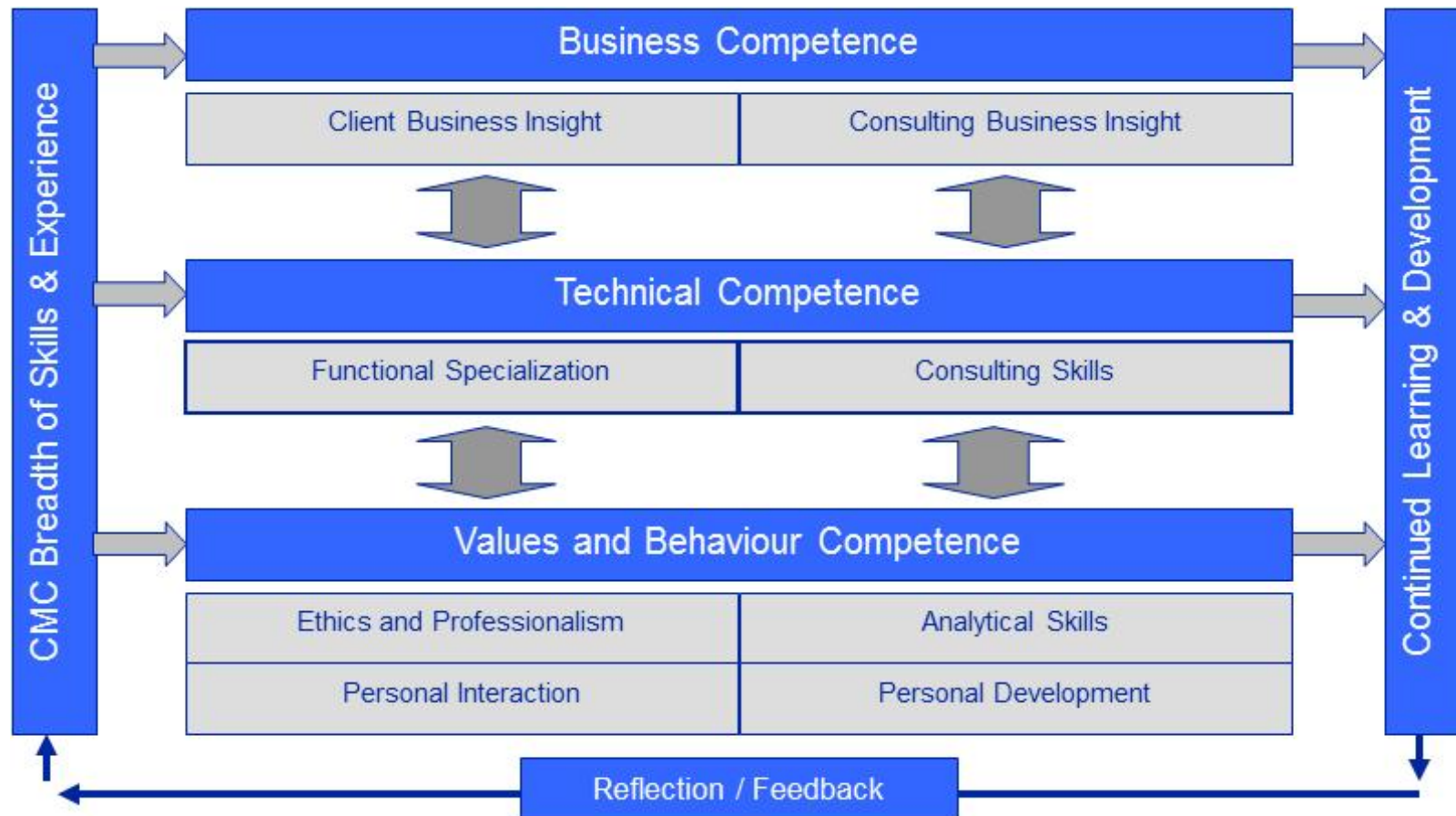




This CMC Competence Framework specifies the cluster of related abilities, commitments, knowledge, and skills that a management consultant should demonstrate in practice in order to successfully complete an assignment, independently and unsupervised.

ICMCI CMC Competence Framework - Overview



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| Business Competence | | Sub-competence | |
| A | Client Business Insight <i>Understands the internal and external factors impacting on the project</i> | Ref # | Definition |
| A1 | Client understanding | A1.1 | Researches and understands the client business, the sector in which it operates, and its stakeholders. |
| A2 | Client business knowledge | A2.1 | Analyses business culture, structure, processes, management and performance criteria based on scope of work and at an appropriate level to be able to complete the assignment. |
| A3 | External awareness | A3.1 | Formulates analysis for client including the current political, economic, social, technological, legal and environmental factors which may impact the assignment. |
| B | Consulting Business Insight <i>Understands the management consultancy environment and its commercial aspects</i> | Ref # | Definition |
| B1 | Consultancy business knowledge | B1.1 | Understands the nature of the management consultancy market, competitors and capabilities. |
| B2 | Commercial aspects of assignments | B2.1 | Demonstrates understanding of commercial aspects of projects including scoping, pricing, risk, and terms and conditions. |
| | | B2.2 | Demonstrates understanding of, and where appropriate uses, systematic methods to promote consultancy services for external and internal clients, to maintain a pipeline of opportunities and to negotiate and win contracts. |

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| Technical Competence | | Sub-competence | |
| C | Functional Specialisation <i>Recognised as an expert in own discipline</i> | Ref # | Definition |
| C1 | Functional knowledge and skills | C1.1 | Shows evidence of at least one year's management consulting experience in the declared primary functional specialism PLUS: <ul style="list-style-type: none"> • A degree or professional qualification in the functional specialism, OR • At least four years' years specialized work experience in the functional specialism. |
| C2 | Sectorial knowledge and experience | C2.1 | Demonstrates how functional expertise has been applied in at least one business sector. |

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| Consulting Skills | | Sub-competence | |
| D | Engagement Management <i>Determines the scope of client assignments. Manages client and other stakeholders' expectations. Engages expertise of others where appropriate.</i> | Ref # | Definition |
| D1 | Client Focus | | |
| D1.1 | Scoping client requirements | D1.1.1 | Understands and defines client requirements as evidenced by client agreement. |
| | | D1.1.2 | Where appropriate, presents clear comprehensive written proposals. |
| | | D1.1.3 | Engages the client in selecting, and taking ownership of, options for the structure and execution of the assignment. |

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| Consulting Skills | | Sub-competence | |
| D1.2 | Managing client interface | D1.2.1 | Manages client, and consultancy stakeholder, expectations - <ul style="list-style-type: none"> • Complies with contractual terms • Conducts regular assignment reviews with client • Obtains client agreement if the scope of work changes. |
| D1.3 | Partnering and networking | D1.3.1 | Understands and engages expertise of others alongside own |
| | | D1.3.2 | Leverages network effectively to research and define client issues, generate innovative solutions for clients and/or inform the delivery solution. |
| D2 | Assignment Management <i>Manages client assignments effectively</i> <i>Delivers timely solutions while balancing priorities and managing time effectively.</i> | Ref # | Definition |
| D2.1 | Managing successful outcomes | D2.1.1 | Manages client assignments successfully, ensuring that objectives, deadlines and budgets are agreed and delivered on time. |
| D2.2 | Planning | D2.2.1 | Demonstrates competent use of planning tools and techniques, and sets milestones appropriate for the size and scale of the assignment. |
| D2.3 | Managing the assignment | D2.3.1 | Shows flexibility and adaptability to changing demands and deadlines. Demonstrates ability to manage ambiguity. |
| | | D2.3.2 | Keeps 'big picture' in focus but addresses detail and balances priorities. |
| | | D2.3.3 | Manages own time effectively to meet deadlines. |
| | | D2.3.4 | Where appropriate, demonstrates the ability to identify, develop, describe and allocate work streams for others to meet objectives, deadlines and budgets. |

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| Consulting Skills | | Sub-competence | |
| D2.4 | Working on all phases of project | D2.4.1 | Operates competently in all areas of project delivery from offering through to closure. |
| D2.5 | Managing handover to client | D2.5.1 | Anticipates handover issues and addresses them during engagement. Agrees handover process with client (e.g. skills transfer, implementation, sustainability, knowledge documentation). If withdrawing because the consultant cannot complete the assignment, offers the client recommendations on other resources that can complete the project. |
| D3 | Consulting Knowledge <i>Captures, shares and applies knowledge in a structured way relevant to the engagement needs</i> | Ref # | Definition |
| D3.1 | Using a logical process approach to capturing and building knowledge | D3.1.1 | Gathers, records and analyses data and information through ordered and logical processes and translates data into useable output. |
| D3.2 | Sharing knowledge and experiences with others | D3.2.1 | Shares acquired knowledge and experience with others in appropriate ways in order to build value for the client. |
| D3.3 | Applying knowledge, tools and technical expertise to create value for the client | D3.3.1 | Demonstrates how value was created for the client through use of knowledge, tools and expertise and shows how this was tailored to meet the client's needs. |
| D4 | Consulting Process Techniques <i>Uses a range of techniques, including facilitation, coaching and mentoring to deliver solutions of mutual benefit</i> | Ref # | Definition |
| D4.1 | Presentation | D4.1.1 | Uses presentation tools and techniques effectively. |
| D4.2 | Written reports | D4.2.1 | Produces clear client correspondence and reports selecting most appropriate style to |

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| Consulting Skills | | Sub-competence | |
| | | | achieve desired outcome. |
| D4.3 | Facilitation | D4.3.1 | Manages group processes to achieve desired outcomes, using facilitation tools and techniques to maximise the group's decision-making potential. |
| D4.4 | Coaching | D.4.4.1 | Where appropriate, demonstrates use of a process to enable client learning and development to occur and performance to improve. Demonstrates knowledge and understanding of the variety of styles, skills and techniques that are appropriate to the context in which the coaching takes place. |
| D4.5 | Mentoring | D4.5.1 | Where appropriate, demonstrates how personal knowledge and experience has been passed on to help client personnel make significant transitions in knowledge, work or thinking in order to aid their personal development. |
| D4.6 | Consensus building | D4.6.1 | Demonstrates skills in building consensus and managing conflict. |
| D4.7 | Collaborative working | D4.7.1 | Works effectively in a team with others and seeks support from others if appropriate. |
| | | D4.7.2 | Demonstrates, if in a management role, the management, development and appraisal of others and delegation of tasks. |
| D5 | Tools and methodologies <i>Selects and uses appropriate tools and methodologies</i> | Ref # | Definition |
| D5.1 | Selects and uses appropriate diagnostic tools, methods and techniques | D5.1.1 | Evaluates tools and techniques against validity criteria and uses them to obtain best data, information or knowledge available, within budgetary or organisational constraints. |

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| Consulting Skills | | Sub-competence | |
| | | D5.1.2 | Uses a variety of data gathering, problem solving and analytical techniques that take into account client and own values and objectives and the type of recommendations to be made. |
| D6 | Risk and Quality Management <i>Defines risk criteria, identifying, mitigating and managing risks and outcomes</i> <i>Defines quality standards, ensuring quality of delivery and client satisfaction</i> | Ref # | Definition |
| D6.1 | Managing risk and issues | D6.1.1 | Analyses risk in an engagement including, where appropriate, risk identification and evaluation (probability and impact assessment) and identifies suitable responses to risk (prevent, reduce, transfer, accept, contingency). |
| | | D6.1.2 | Where appropriate, applies risk management processes including planning and resourcing, monitoring and reporting. Where appropriate, uses risk and/or issue logs, reports, risk mitigation and/or recovery action and the use and control of contingencies. Demonstrates suitable responses to issues that arise during an assignment. |
| D6.2 | Managing quality | D6.2.1 | Identifies success criteria to ensure required quality of deliverables is achieved. |
| | | D6.2.2 | Assures quality compliance of own deliverables and, where appropriate, those of the consultancy team. |
| | | D6.2.3 | Monitors and measures client satisfaction. |

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| Values and Behaviour Competence | | Sub-competence | |
| E | Ethics and Professionalism <i>Operates with professionalism and integrity in all aspects of role including conduct, adhering to codes of practice and working in the best interests of the client.</i> | Ref # | Definition |
| E1 | Demonstrating ethical behaviour | E1.1 | Demonstrates appropriate ethical behaviour and adheres to the ICMCI and/or National Institute Code of Professional Conduct and Ethics. |
| E2 | Demonstrating professional behaviour | E2.1 | Ensures professional advice is sound and relevant to client's needs. |
| | | E2.2 | Sets high personal standards, acts with integrity, respects confidentiality, and is courteous, reliable and responsive in dealing with others. |
| | | E2.3 | Understands and manages diversity in terms of culture, religion, race and gender. |
| | | E2.4 | Demonstrates behaviour that earns the respect of professional colleagues. |
| | | E2.5 | Applies professional and ethical criteria and withdraws from an engagement that discovers, or causes, illegal activity. |
| F | Analytical Skills <i>Applies analytical and pro-active thinking to ensure robust and appropriate client solutions</i> | Ref # | Definition |
| F1 | Problem solving | F1.1 | Uses a logical, coherent and consistent approach to problem-solving. Challenges assumptions and probes detail. |
| F2 | Decision making and recommendation | F2.1 | Understands the implications of different courses of action Makes recommendations based on risk analysis with facts and assesses the ability of the client to implement. |

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| Values and Behaviour Competence | | Sub-competence | |
| F3 | Innovation | F3.1 | Demonstrates flexibility, creativity and innovation in generating solutions and recommendations. |
| G | <p>Personal Interaction <i>Takes and maintains responsibility for actions and impact of selected course of action on others.</i> <i>Handles complexity in the operating environment.</i> <i>Interacts effectively with others to achieve desired outcomes.</i> <i>Demonstrates influencing skills.</i> <i>Demonstrates communication skills.</i></p> | Ref # | Definition |
| G1 | Taking responsibility for own actions | G1.1 | Maintains responsibility to the client to remain within the scope of work. Identifies, and where appropriate notifies colleagues of, issues outside scope of work. |
| G2 | Handles complexity | G2.1 | Works effectively in complex environments containing value-conflicts and uncertainties, needing, at most, only indirect supervision. |
| G3 | Interacts effectively with others | G3.1 | Shares views with others, expressing own ideas and thoughts clearly and openly while also being prepared to listen to other, differing, views before reaching conclusions. Where appropriate, uses professional network to seek contributions from others. |
| G4 | Demonstrates influencing skills | G4.1 | Presents ideas convincingly to the client to achieve specific outcomes. |
| G5 | Demonstrates communication skills | G5.1 | Conveys information in a clear focused style using effective verbal, non-verbal, graphical, written and oral communication techniques in formal and informal situations. |

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| Personal Development | | Sub-competence | |
| H | Continued Learning and Development <i>Plans self-development and shows track record of personal growth</i> | Ref # | Definition |
| H1 | Self-development | H1.1 | Identifies opportunities and sets personal objectives for a tailored Continuing Professional Development Programme. |
| | | H1.2 | Pro-actively seeks opportunities to further own development. Seeks and acts on feedback from clients, superiors, peers and team members to further personal development. Learns from own and others past assignments. |
| | | H1.3 | Demonstrates a logical process to seek out new tools and techniques and identify their relevance to current and future work. |

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Record of Changes

| Version/Date | Change | By |
|----------------------------|--|---------------------------------|
| 1.0 / Dublin Congress 2007 | Initial | PSC, Approved by ICMCI Trustees |
| 2.0 / January 24 2014 | Reissue with more detailed explanation and with developmental range descriptions in Appendix 2a. | PSC, Approved by ICMCI Trustees |

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