

Inside This Issue

Seven Questions to Gauge Your 'Thoughtleading Potential'

IMC USA Website goes 'Live'

Letter from the Chair

In Memoriam: Bill Mooney

New CMC[®]s and IMC USA Members

About IMC USA

IMC USA is the premier professional association and sole certifying body dedicated to individuals consulting to management. The IMC USA mission is to promote excellence and ethics in management consulting through certification, education, and professional resources.

IMC USA awards the profession's internationally-recognized designation of the **CMC[®] (Certified Management Consultant)**. The CMC[®], attained by 10,000 individuals worldwide, acknowledges extensive experience, technical competence, peer reviews, client satisfaction, and oral and written examinations of and adherence to the **IMC USA Code of Ethics**.

As stated in its bylaws, the mission of the Institute of Management Consultants USA is to promote excellence and ethics in management consulting through certification, education, and professional resources. Benefits include professional development, a public presence in business and management issues, and skill development and business networking through its **26 US chapters**.

www.imcusa.org

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Seven Questions to Gauge Your 'Thoughtleading Potential'

by Ken Lizotte, CMC[®]

Has the time come for you to be seen as a leading thinker in your field or industry? Would you like your target market—clients, prospects, referral sources—to turn to you and your firm every time they need your services?

The key to success in developing yourself as a leading thinker lies in answering seven simple questions. The more of these to which you answer “yes,” the more likely you’ll make the “thoughtleading” grade.

- 1. Are You an Entrepreneurial Personality?** Entrepreneurs lead, forge new paths, invent things. Thoughtleading is all about trying something new. Do you strike out on your own to start new things? Do you frequently look for better ways to do things than the conformist pack around you? Are you comfortable taking the lead on a novel idea?

Get in the habit of developing intriguing experiments and new ways of doing things. Commit yourself to breakthrough results, not just same-old, good-enough outcomes.



- 2. Do You Enjoy Creative Problem-Solving?** What happens when you come face-to-face with an unfamiliar or vexing problem? Do you dig deeper for a solution... refuse to give up until you find a way? Do you sometimes produce a completely unexpected, yet happy result?

Creativity drives thoughtleading. Even when attacking a problem that someone else has solved in the past, the distinctive manner in which *you* do so matters.

- 3. Are You Interested in Publishing Articles or a Book?** To achieve their “expert’s edge,” genuine thought leaders publish their ideas on a regular basis. That way they help themselves develop their leading-edge ideas as well as attain third-party endorsement of them (via acceptance by a book publisher or a magazine/journal editor).

Continued on page two – Seven Questions

4. **Do You Have Any Interest in Speaking to Groups about Your Ideas?** Volunteer to speak to groups you are involved in. Respond to Requests for Speaking Proposals from professional associations. Join Toastmasters International and the National Speakers Association. If you push yourself to speak in public again and again, you will, over time, improve dramatically, reaping the same kinds of rewards as you do with your writing.
5. **Are You Passionate About Your Specialty?** Without passion, you'll likely progress only so far in your specialty. Also, you'll not likely try so hard to develop original new ideas or breakthrough paradigms. Such endeavors will feel like too much work! By choosing a field you truly care about, however, your thoughtleading actions will be exhilarating... and fun.
6. **Are You Willing to Take Risks?** Entrepreneurs take risks continuously. As a thought leader, you can never be sure how your ideas will be received: sometimes with acclaim, other times with bewilderment, skepticism, even scorn. Risk-taking therefore becomes a highly beneficial characteristic of thought leaders. Without it, you are likely to play things too carefully to come out with anything very new.
7. **Do You Enjoy Musing About the Future?** Thought leaders lay out never-before-considered scenarios, tossing them on the table and inviting the world to take a good, hard look. Only by musing and testing and failing and sometimes succeeding do we push ourselves toward the future. Thought leaders accept this, attempting every day to put it into action. They see it as their primary role.

Because if a thought leader (like you) isn't going to do it... who will?

Ken Lizotte CMC® is Chief Imaginative Officer of Emerson Consulting Group, Inc. of Concord, MA, which specializes in transforming consultants, business leaders and other professionals into "thoughtleaders." He is the author of the book, The Expert's Edge (McGraw Hill 2008).

IMC USA Website Goes 'Live'

By Mark Haas CMC® FIMC

On January 1, 2009, the new IMC website went live, bringing dozens of improved and new benefits to members. The goal of the site is to facilitate communication, collaboration and community among members and the consulting profession.



Built on a Web 2.0 platform, it replaces the static pages of our prior site with dynamic content, robust member profiles, blogs, communities of practice, internal messaging, mobile access, and a range of services to help consultants increase their value to clients and grow their business.

We're not finished yet... This month we are revising site style and navigation based on usability testing and member feedback, as well as migrating Chapter websites to the IMC USA site (or building pages for those who do not have one). This will save chapters money (due to free hosting), improve member communication, facilitate membership development, enhance member access to consulting opportunities and teaming, AND provide the highly requested communities of practices.

For step-by-step instructions of how to use features, click on "Guide to Site Use" at the top of the Main Menu on the Home Page. For a description of site features, click on the "Blogs/Discussion Forums" menu and then on "IMC USA WebSite Features" (by March 1, screen and video guides of all site features will be available for members and chapter administrators).

To get the most value from the site, we encourage members to fully complete their profiles and chapter administrators to fully migrate and build out their chapter sites. Starting March 31, we will aggressively promote the site and the "Find A Consultant" service. Let's be ready!

Mark Haas CMC® FIMC is immediate past president of IMC USA and the owner of Research and Organization Management in Bethesda MD, specializing in organization diagnostics, performance improvement, strategy development and execution.

Letter from the Chair...

In January, I visited the Oregon/Southwest Washington Chapter where I was doing what I like most in my role as Chair/CEO: meeting members and presenting awards.

Portland is one of those “feel-good” stories of a chapter that has grown and flourished. Under the leadership of its last three presidents, Geoff Guilfooy, Anna Bifano and Kathy Maixner, the chapter has grown significantly – 78% in the last year – and is providing great education and programs for its members. My sincere thanks to Geoff, Anna and Kathy, and all those IMC’ers who have made Oregon/Southwest Washington so vibrant!



The OSW Chapter meeting coincided with the inauguration of our 44th President, Barack Obama. There was a packed house at the Multnomah Athletic Club where the Chapter meeting was held, and amid much cheering, tears of joy, and applause, was a realization of how far we have come, the work required to get us here, and a quiet sense of hope for the future – all of this against the backdrop of the most challenging economic conditions since the Great Depression.

In our industry, we see increased uncertainty in the marketplace. Many projects have been delayed or cancelled and, owing to the many “between-job consultants,” increased competition and downward pressure on consulting fees.

At the same time, I can’t help but reflect on President Obama’s inaugural address, in which he spelled out his priorities for the new administration. He mentioned several key growth areas he plans to use to turnaround the economy: 1) Rebuilding the infrastructure, 2) Revamping the healthcare system, 3) Regulating financial services and markets, 4) Overhauling education, and 5) Building renewable energy.

In each of these areas, there will be a need for skilled consultants to stimulate innovation and efficiency. Which gets me to my topic for this month’s column – forecasting your future.

Times like this remind me of Jim Morgan, CEO of Applied Materials. Jim has been around a long time, and has led AMAT through a number of economic downturns, and following each one has taken AMAT to new highs. How does he do this? He’s got a formula that he uses which is pretty simple:

- 1. He reinvests in technology R&D to be a leader in the marketplace*
- 2. He retrains (educates) his people to be successful in their new tasks*
- 3. He (counter-intuitively) increases his marketing budget*

Each of these makes perfect sense if looked at logically. What he is doing is positioning AMAT to be at the forefront when the economy turns around (and it ALWAYS does).

Continued on page four – Chair Letter

Member News

Members help other members get business: Michael Cohen, CMC®, President Emeritus of IMC North Capital Region, assisted chapter member Angela Dingle in obtaining a contract for Tuskegee University to perform a business process improvement assessment. Angela is examining several of the University's current administrative processes and developing recommendations for streamlining procedures and improving the operational efficiency of the personnel that perform them.



Mike was initially contacted by a former partner of his at Booz Allen, Al Bryan, who is currently serving as the Chief Information Officer for the University. Based on the nature of the requirement and Mike's knowledge of Angela's capabilities, Mike referred and recommended Angela. Mike's recommendation and Angela's strong capabilities and experience in business process improvement and excellent proposal were key to winning the work.

Angela joined IMC USA in February of 2008 and has received her CMC designation. Her firm, Ex Nihilo Management, LLC, is a woman-owned, 8(a) certified consulting firm that specializes in business process improvement, program management, information technology planning and governance, and software engineering for public and private sector clients.

Continued on page 5 – Member News

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CONSULTANT'S TIP OF THE
DAY



Continued from page three – Chair Letter

Using AMAT's example, how are you:

- Retooling your business?
- Educating yourself / your employees in new markets?
- Repositioning yourself / your company?
- Working your current and future clients, even if they are not able to pay you for services?
- Reaching out to new clients / markets?
- Leveraging your networks?

This downturn will not last forever, and those clients that you stand by will remember this, and they will stand by you when they can.

Yes, we are in challenging times, but just as our new President said today, America has always met every challenge we have had, and we will do so again. "YES, WE CAN"! And we will!!!

May 2009 be your best year ever!

Yours in consulting, Drumm



Drumm McNaughton, Ph.D., CMC®
National Board Chair

How to Improve Persuasion Power

To upgrade your persuasive power, capitalize on these situations:

♦ **Lend a sympathetic ear.** When an employee discusses a problem, listen with patience and understanding. By showing that you care, you earn a reputation as a sensitive manager. That will pay off when you ask your staff to sacrifice to attain stretch goals.

♦ **Feed off others' enthusiasm.** When someone presents a new idea, support it. Don't look to shoot holes in what you hear.

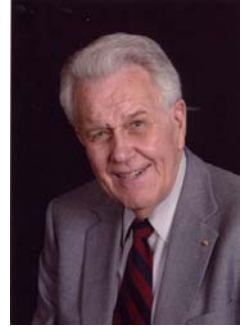
Example: Your boss may want you to be upbeat about a new product rollout, so focus on opportunities rather than criticism.

Payoff: If you do have legitimate concerns about the project, this gives you the credibility to raise them later.

Source: Robert L. Dilenschneider, writing in *Executive Excellence*

In Memoriam: Bill Mooney CMC®

His friends and colleagues will be saddened to learn that William T. "Bill" Mooney, Jr., director of the Center for Consulting & Professional Practices in Torrance, CA, a consultants' coach and consultant for consulting practices, died on Friday, February 20 at Torrance Memorial Hospital after a brief hospitalization for a heart attack.



We will greatly miss Bill, who made significant contributions to IMC USA over the years. Among other accomplishments, he brought his expertise in building profitable coaching practices to his "Consulting 200 Series" for the IMC USA Academy; which proved to be very popular and was offered repeatedly to our members.

A consultant for over 50 years, Bill helped thousands of consultants and businesses capitalize on their experience and expertise to build profitable businesses through seminars, coaching, consulting, speaking and writing. He specialized in how to get started in consulting, growing existing practices, turning around under-performing businesses, and evaluating consulting as a second career. He also worked as a program and membership development consultant for consulting and other professional societies.

Prior to establishing the Center for Consulting & Professional Practices in 1988, Bill was a Professor of Chemistry and Dean of Sciences at El Camino College. During his 38-year tenure, he became an internationally renowned authority, researcher, and consultant on the sciences in two-year colleges.

In addition to IMC USA, Bill was a member of the Association of Professional Consultants (APC), the American Society of Training and Development (ASTD), the Association of Professional Communications Consultants (APCC), the Association of Professional Genealogists, the American Chemical Society (ACS), the National Science Teachers Association (NSTA), the Palos Verdes Executive Fellowship, the Stanford University Alumni Association, and the University of California (Berkeley) Alumni Association.

We send profound and sincere condolences to Bill's wife, Margery, their three sons, their five grandchildren, and his many friends and clients.





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Renewal** ("Get Smart") –
available for downloading as
an mp3 file

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1-800-221-2557 x5

*"It's not your aptitude, but your
attitude, that determines
your altitude."*

– Zig Ziglar

*"Never mistake knowledge for
wisdom. One helps you make a
living, the other helps you
make a life."*

– Sandra Carey

Member News

Continued from page 3

Atlanta Business Chronicle quotes James Rodgers:

The *Atlanta Business Chronicle* quoted James Rodgers CMC®, CEO of The Diversity Coach and IMC USA Board member, in a January 16th article titled, "Relationship critical when seeking outside help." The article pointed out that when a small business "moves into territory that is not its strong suit, hiring a management consultant is often the simple solution." Rodgers pointed out that the relationships consultants have with clients is particularly critical when "they have to open up and allow us to see all their warts and glitches..."



New CMC®s

We congratulate the following IMC USA members who earned their CMC and were awarded the CMC mark:

January: Paul Travis (PNW), Barry Otterholt (PNW), Wende Jones (OTSW)

February: Charles Everett (NCR), Connie Burtcheard (AZ), Holly Giannokopoulos (HOU), Evan Ackerman (DFW)

We welcome these new members of IMC USA with their Chapters –

Peter A. Collins (SOCAL); Omar Naja (at large); Shirley S. Senn (SD); Andra Watkins (CARO); Chris O. Enwerem (at large); Paul Pajak (at large); Sandra Suran (COSW); G. Scott Purcell (COSW); Robert Burke (CHI); Michael D. Barley (PHI); David Wood (COLO); Ravindar Poojari (NJ); Chandra Lee Weiss (CARO); Kevin M. Dee (PNW); Kent Messner (PHI); Rosalene Anne Glickman (SOCAL); Debra M. Stonikas (at large); Robert J. Koehler (DFW); Dawn M. Rennik (CARO); Mike Standish (GA); Paul Lane Williams (at large); Jerry M. Striplin (GA); Akih Emmanuel (at large); Frederick Atike (at large); Ronald S. Prettiman (NCR); George Mamvura (DFW); Sameera Singh (at large); Kirk Sorenson (at large); Tamiko Robinson (MI); Jacob Scherrer (AZ); Charles Paul Wilson (STL); Greg Scully (PNW); Maureen Denyszyn (NCR)



"The best thing about the future is that it only comes one day at a time."

- Abraham Lincoln

Visit Our Web Site at
www.IMCUSA.org

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