IMC USA's Competence Framework and Certification Scheme for Certified Management Consultants (CMC®)

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imcusa
Institute of Management Consultants

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CMC - GLOBAL

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Introduction to the CMC Competence Framework

The CMC Competence Framework developed by ICMCI is a tool which aims to ensure the highest standards in management consulting as a global profession that drives social and economic success. It enshrines the ICMCI values of professionalism, transparency and integrity while promoting lifelong professional development so that management consultants are able to help organisations grow, evolve and gain from new opportunities.

The CMC Competence Framework is structured as a series of value ranges which set the reference points for the assessment of consultants. The CMC value ranges are built around the related abilities, principles, commitments, knowledge, skills and experience that a competent management consultant demonstrates in practice in order to successfully complete an assignment, independently and unsupervised.

It also defines the maturity in the management consulting profession in three levels: Foundation, CMC and Profession Leader. A consultant must reach the CMC level to be eligible for the award of the CMC qualification.

The level of maturity for Profession Leader is based on continuity from the level below, i.e., the requirements for CMC need to be fulfilled first before the requirements for Profession Leader can be met. For a consultant to achieve the Profession Leader level they must, in addition to being a CMC, demonstrate leadership in the profession. This could be achieved by holding a successful senior position in a consultancy practice or association, being recognised by peers as a thought leader through publication of learned papers and reference works or being widely accepted as a source of knowledge in the area of training and personal development.

The style of wording in this Competence Framework is Descriptive rather than Prescriptive – that is, it describes the behaviour and actions a competent management consultant would demonstrate rather than giving a set of instructions on how a management consultant shall behave and act.

The wording of the CMC Competence Framework is intended to be gender neutral and, therefore, all personal pronouns will be non-gender plural such as *they, them, their,* etc.

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

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1 Business insight & aptitude

1.1 Client, Specialism & Sectorial knowledge

No.	Description	No.	Competence	Foundation	CMC	Profession Leader
A1	**Client Business Insight**	**A1.1**	Client understanding	Understand core business structures, processes, management and disciplines. Shows a business attitude reflecting respect for feelings, beliefs, diversity and values for building a foundation for a future positive business relationship.	Researches and understands the client business, the sector in which the client operates and its stakeholders.	Has credible depth of knowledge across range of disciplines, sectors and business environments.
		A1.2	Client business knowledge	Researches similar business and best practice	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.	Leads by example, applying management and business principles and skills in their business.
		A1.3	External awareness	Uses a process to identify the impact on the client of political, economic, social, technological, legal and environmental factors.	Identifies the ecosystem in which the client operates and formulates analysis for the client, including the current political, economic, social, technological, legal, environmental and competitive factors which may impact the assignment.	The consultant's expertise is sought by external parties to advise on issues impacting the sector.

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No.	Description	No.	Competence	Foundation	CMC	Profession Leader
A2	**Specialism and Sectorial Knowledge**	**A2.1**	Specialism and Sectorial knowledge and experience	Builds Specialism and Sectorial expertise through education, qualifications and work experience.	Shows evidence of at least 3 year's management consulting experience in the declared primary functional specialism PLUS: • A degree or professional qualification in the functional specialism, OR • At least 5 years specialised work experience in the functional specialism.	Has at least 7 years consulting experience. Acts as a leader/adviser/coach to others in their area of discipline. Demonstrates how functional expertise has been applied in more than one business sector. Understands how their specialism can be applied to address the future challenges faced by major players in the industry, sector or function.
		A2.2	Knowledge of specialism and sectorial drivers, trends and future challenges	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.	Recognises the trends for their selected industry, sector or function and has an understanding of likely changes that organisations will face.	Knows what drives success for organisations in a wide range of sectors, recognises emerging trends and forecasts future structural changes. Understands how their organisation's specialism can be applied to address future changes in the market.

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1.2 Consultancy & Consulting business insight

No.	Description	No.	Competence	Foundation	CMC	Profession Leader
B1	**Consultancy & Consulting Business Insight**	**B.1.1**	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.	Understands the nature of the management consultancy market, competitors and capabilities. Demonstrates understanding of commercial aspects of projects including scoping, pricing, risk, and terms and conditions. Demonstrates contribution to the purpose, aims and goals of their own business.	Their expertise is sought by external parties to advise on the nature of the consultancy market. Determines the purpose, aims and goals of their own business and ensures that their people understand, and contribute to them.
B2	**Professional Business Competence**	**B.2.1**	Professional attitude and behaviour as consultant	Is aware of the sources to get data and information so knowledge can be created.	Is acknowledged to demonstrate curiosity in pursuit of excellence within a particular sphere. Researches, presents and writes material to add value. Performs presentations, or participates in groups of colleagues, where reflection of knowledge happens.	Is recognised as an expert within their area of consultancy, to whom colleagues turn for advice and guidance. Contributes to the debate upon development of the area of consultancy in which they are engaged. Brings information to knowledge and knowledge to wisdom. Is able to show many references from previous assignments.
B3	**Consultancy & Consulting Competence Development**	**B.3.1**	Continuing development of consulting and consultancy	Identifies opportunities for expertise and practice development and follows further personal development.	Demonstrates that they seek new techniques, tools and methodologies and identifies their relevance to current and future work.	Challenges and develops new ways for practising consultancy, consulting approaches and consultant roles.

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2 Practice Capabilities

2.1 Assignment & Engagement Management Capabilities

No.	Description	No.	Competence	Foundation	CMC	Profession Leader
C1	**Assignment Management (Consulting Process)**	**C.1.1**	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.	Demonstrates they create a structured process together with the client including scoping, contracting, terms & conditions, risk, planning, approach, organisation, roles & responsibilities, staffing capabilities and tactical working methods. Can demonstrate compliance with the guidance set out in ISO20700:2017	Advises, mentors and coaches others in aspects of assignment management. May hold a formal qualification in Project Management. Oversees the development and delivery of client proposals.
		C.1.2	Focus on the content of the Assignment Management processes	Provides high quality deliverables to the client that are consistent with those agreed upon in the proposal (including amended proposals) or the formal contract.	Demonstrates that they can work on all phases of the project from proposal to closure. Evaluates the result of an assignment, ensuring that the professional standards have been upheld and agrees any necessary corrective actions with the client. Records and applies knowledge created and initiates quality improvements in consulting and business competences for future assignments. Has knowledge of disciplines and principles in Project-, Risk- and Quality Management	Uses a broad range of disciplines from other management areas including Project Management, Risk and Quality Management, Team and Client Management, Procurement and Communication. Takes overall responsibility for assignments and establishes effective processes to ensure that all legal and contractual matters are dealt with in a timely and efficient manner, in accordance with the agreement. Promotes the consultancy profession through a network of client contacts.

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No.	Description	No.	Competence	Foundation	CMC	Profession Leader
C2	**Building and Sustaining Relationship (Engagement Management)**	**C.2.1**	Focus on relationship and engagement	Participates in scoping client requirements, managing their area of client interface, partnering and networking. Understands client requirements.	Manages the scoping of client requirements and client interface, partnering and networking. Engages the client in selecting, and taking ownership of, options. Understands and defines client requirements as evidenced by client agreement. Manages client, and stakeholder expectations.	Advises, mentors and coaches others in the relational aspects of consulting. Challenges all disciplines, processes and principles. Focuses on content and context. Handles complex and complicated solutions with clients.
		C.2.2	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)	Starts assignments with the big picture approach and selects what to front-load, how to handle bottlenecks and blocks in the execution process. Manages scope, schedule, risks, quality and resources to ensure success. Identifies incidents and opportunities for change and development and has knowledge about how to drive change.	On client projects, and within their organisation, values individuals thinking differently, proposing innovative ways of addressing problems and issues and promoting a working environment focussed on continuous improvement. Challenge's approach and tactics chosen for a specific assignment. Fosters a culture of strategic and holistic thinking in their organisation.
		C.2.3	Being innovative	Has flexibility to adopt new working methods.	Encourages innovation and thinking in and out of the box, especially in problem solving, and resolving conflicts.	Creates an environment to enable others to be creative, agile, innovative and value quality.

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No.	Description	No.	Competence	Foundation	CMC	Profession Leader
C3	**Personal Engagement**	**C.3.1**	Taking the lead in assignment and engagement	Develops awareness of agile thinking in working approach.	Demonstrates practice of taking account of, and including, diverse ideas, views and experiences of people from a range of contexts and backgrounds. Applies agile methods. Uses scenarios for handling multiple outcomes and increasing the success rate.	Advises, mentors and coaches others in personal engagement and agile methods. Has the ability to recognise unknowns, possibilities, inviting new understandings and being receptive to change.
C4	**Consultancy Differentiator – Adding value**	**C.4.1**	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. Shows awareness of appropriate behaviour in intervention and delivery.	Creates a positive impact in the context of environmental, social and governance factors. Creates a value delivery system, that balances short-term and long-term goals, and triple win for people, planet and profit.	Acts as a role model in delivery systems. Adds dimensions to delivery e.g.: • Growth mindset. An innovative, ambitious, expansive and progressive attitude directed towards developing themselves, their organisation and the Profession.
		C.4.2	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.	Actively identifies potential new clients within their specialism and industry sector. Clearly articulates the organisation's propositions and develops potential contacts in target organisations. Understands the intentions underpinning a project from different perspectives and explores possible impacts and implications that may otherwise remain unseen and little discussed.	Develops a pipeline of new and existing clients, forming working relationships with specific individuals and contributing to building potential propositions for the new clients. Continually builds an extensive and diverse network of external contacts.

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2.2 Consultative Capabilities

No.	Description	No.	Competence	Foundation	CMC	Profession Leader
D1	**Consulting Process Techniques**	**D.1.1**	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.	Demonstrates use of appropriate tools and methodologies to analyse and diagnose problems, and offers alternative solutions to clients for selection, adaptation, and implementation while seeking new consulting tools, techniques and methodologies that are relevant to current and future work. Brings innovative thinking and creative solutions and recommendations to clients that are tested and evaluated for cost/benefit. Keeps up to date with, emerging technology such as digitisation, digitalisation artificial intelligence, machine learning.	Advises, mentors and coaches others in all underlying methodologies and tools for working thoroughly, in a structured and disciplined manner. Challenges current practice and develops innovative methodologies and tools to be used in consultancy. Contributes to the use of emerging technology such as digitisation, digitalisation artificial intelligence and machine learning.
		D.1.2	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.	Is aware of their consultative capabilities within an assignment. Ensures the chosen approach and tactics are feasible to create the right outcome. Ensures the solutions that result from the analysis are feasible – addressing the technical, operational, budget and resource constraints of the client.	Makes feasibility studies for, and manages the development of, technical solutions, process, customer engagement, capacity, competencies, finance, ethics, legality, operation.

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No.	Description	No.	Competence	Foundation	CMC	Profession Leader
D1	**Consulting Process Techniques**	**D.1.3**	Transformation capabilities	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.	Within the overall context, is able to translate the plans for transformation and change into work on client facing projects and within their organisation. Actively adapts their work to support the implementation of transformation and change while encouraging others to commit to the transformation.	Leads and facilitates transformation and change. Develops action plans to enable successful implementation. Is aware of, and plans for, the impact of transformation, implementing systems to help individuals cope with change. Encourages and empowers individuals to take ownership of change processes.
D2	**Personal Capabilities and Relationship**	**D.2.1**	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 identities areas for development.	Continually assesses performance both as an individual and as part of a team and continuously identifies areas for improvement. Demonstrates anticipation through evaluation of options and informed decision-making for different future scenarios. Demonstrates innovation and creativity with solutions that are appropriate for all stakeholders.	Advises on the use of a range of tools, methods and techniques using information from market and experience.
		D.2.2	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.	Invests time to investigate the development of relations and networks. Builds reciprocal relationships. Initiates contact with prospective contacts both inside and outside their organisation and engages expertise of others alongside theirs when required.	Takes a considered and structured approach to sustaining and building a professional network. Plans and prioritises activity that sustains and develops relationships, alongside building the scope and scale of networks.

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3 Consultative Behaviour

3.1 Personal Capabilities - based on Leadership, Ownership, Stewardship and Teamworking

No.	Description	No.	Competence	Foundation	CMC	Profession Leader
E1	**Leadership**	**E.1.1**	Managing Themself	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.	Is conscious of the importance of Emotional Self-Awareness, Self-Management, Social Awareness, and Social Skills and is conscientious in developing others in service orientation and communication. Knows how to choose appropriate leadership style to suit the situation. Knows about diversity and the power in diversity.	Demonstrates leadership qualities of self-confidence, achievement orientation, initiative and influence. Acts as a Change Catalyst. Is a role model for others, advising and coaching colleagues in leadership behaviour and practice.
		E.1.2	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.	Provides clear purpose, direction, task frameworks, roles, responsibility, respect and shared values. Develops and supports others, inspiring trust and valuing the contribution others make. Demonstrates team leadership and relational skills, supporting the well-being and work life balance of colleagues.	Acts as a role model for others. influences, engages and persuades individuals within teams, within the organisation and on client projects, to consider their role in delivering an organisation's purpose and direction. Challenges others to consider how they can change their practices to enhance their performance and personal well-being. Encourages people to undertake development activities, makes required resources available and removes obstacles to their learning.

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No.	Description	No.	Competence	Foundation	CMC	Profession Leader
E1	**Leadership**	**E.1.3**	Managing assignment, output and outcome.	Successfully completes allocated tasks under direct or indirect supervision.	Successfully completes projects without supervision. Focuses on the context for an assignment with Stakeholder Management and Risk Management. Demonstrates skills in team-building. Maintains responsibility to the client to remain within expected outcome, scope of work, schedule and cost. Identifies, and where appropriate notifies colleagues of, issues outside the scope of work.	Acts as a role model for others, advising and coaching colleagues in managing assignments.
		E.1.4	Sharing knowledge	Uses experience and feedback to develop competence.	Shares acquired knowledge and experience with others in appropriate ways to build value for the client. Where required coaches and mentors' colleagues or client personnel.	Provides support and feedback, mentoring and coaching as appropriate, to enable the team to improve their performance.
		E.1.5	Delivering output and outcome	Delivers tasks within expected output, scope of work, schedule and budget.	Shows determination in driving and focusing to deliver a shared output and outcome. Presents ideas convincingly to the client to achieve specific outcomes. Knows the critical success factors and performance indicators for an assignment and ensures that their, and	Takes organisational responsibility for managing client and stakeholder expectations, focusing on successful outcomes that fulfil the critical success factors and performance standards.

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No.	Description	No.	Competence	Foundation	CMC	Profession Leader
					others, performance meets the required standards.	

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No.	Description	No.	Competence	Foundation	CMC	Profession Leader
E2	**Intervention capabilities**	**E.2.1**	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.	Carefully selects and uses the appropriate intervention approach and framework. Shows awareness of actions that constitute an intervention and demonstrates the need to think before acting. Demonstrates the ability to recognise and manage the Moments of Truth during an intervention. Resolves ambiguity using root cause analysis and open questioning employing the 6 questioning words— *Who, What, Where, When, Why and How*, to gain knowledge.	Advises and coaches others in staging an intervention and in the strategies, models, methodologies and techniques for the processes of intervention. Demonstrates how to navigate through uncertainty and ambiguity with adaptability and robustness.
E3	**Capability in operational delivery**	**E.3.1**	Working effectively in complex environments	Works effectively on allocated tasks under supervision.	Works effectively in complex environments containing value-conflicts and uncertainties, needing, at most, only indirect supervision.	Is recognised as a knowledgeable authority on handling complex situations and provides advice and coaching to others.
		E.3.2	Demonstrating communication skills	Contributes to clear and honest communication about status, incidents and risks.	Demonstrates communication skills in formal and informal situations by conveying information in a clear focused style using effective verbal and non-verbal techniques and making optimum use of technology as an aid to communication. Presents clear comprehensive written proposals.	Is recognised as a knowledgeable authority on good communication techniques and provides advice and coaching to others. Shows deep knowledge of the technological tools to be used as aids to effective communication.

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E3	**Capability in operational delivery**	**E.3.3**	Demonstrating influencing skills	Is aware of stakeholders and influencing techniques.	Demonstrates influencing skills and presents ideas convincingly to the client to achieve specific outcomes.	Analyses those who are influencers and those who are influenced in the value chain. Focuses on fairness in their intent, action and result.
		E.3.4	Awareness of impact	Is aware of difference in output and outcome, recognising that all actions have impact.	Is aware of the impact of their actions or inactions.	Conducts impact analyses at an organisational level.
		E.3.5	Understanding the importance of impartiality and objectivity	Stays objective	Understands the importance of impartiality and objectivity in the conduct of the consultancy assignment and declares any conflicts of interest.	Ensures objectivity in the performance of any subsequent approval, assessment and verification activities. Identifies and handles any bias or doubts about objectivity.
		E.3.6	Handling conflict	Is able to identify conflict situations and is learning methods to deal with it.	Is able to anticipate situations where conflict may occur and to initiate effective preventive action. Is able to resolve conflict using proven techniques.	Encourages values and behaviour in their organisation that mitigate against conflict arising. Identifies potential conflicts in client assignments and takes action to prevent or diffuse conflict if it arises.

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3.2 Personal Behaviour

No.	Description	No.	Competence	Foundation	CMC	Profession Leader
F1	**Professional consultant behaviour**	**F.1.1**	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.	Demonstrates the personal qualities and good practices of a professional consultant Examples of Personal qualities: Honesty, Respect, Integrity, Independence, Objectivity, Accountability, Commitment, Robustness.	Acts as a role model and guides others in developing their personal qualities and good practice. Sets the rules of engagement and trains others in professional consultancy behaviour.
F2	**Awareness of Consultant Role**	**F.2.1**	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.	Builds trust with the client by demonstrating professional understanding of roles and content for roles and allocating Responsibility, Accountability, Support, Consulted and Informed roles for the assignment as well as verifying understanding and capability.	Acts as role model and guides others in roles and responsibility. Carries out overall reviews of assignments to ensure allocation of roles is done appropriately and correctly.
F3	**Personal Behaviour and Interaction**	**F.3.1**	Taking responsibility	Takes responsibility for their actions and contributes to teamwork.	Takes responsibility for, and accepts accountability for, their actions and others under their control, in the delivery of a project against targets for time and budget, ensuring direct contribution to a value-based solution. Proactively escalates any matters of concern and proposed solutions to work-stream or team managers.	Demonstrates situational leadership, handling responsibility using facilities such as, Delegation, Negotiation, Acceptance, Guarantee, Realisation, Control and Corrective Action. Actively and continually monitors and manages project delivery to ensure a project adds value, is within scope, schedule, on budget and delivers to quality criteria set for the project.

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No.	Description	No.	Competence	Foundation	CMC	Profession Leader
F3	**Personal behaviour and interaction**	**F.3.2**	Showing respect	Shows respect to colleagues and client with active listening and empathy.	Demonstrates behaviour that earns the respect of professional colleagues and clients. Shows respect to client and other stakeholders in the assignment.	Is recognised as a role model in all dimensions by demonstrating how mutual respect and trust results in the best collaboration and cooperation. Considers these three key issues: • Whether or not someone is treating someone else respectfully • Whether or not someone deserves or has earned respect • How much respect is shown? Translates perception into behaviour.
		F.3.3	Making decisions fairly by acting impartially and objectively	Participates in decisions and acts in accordance with decisions.	Makes decisions fairly by acting impartially and objectively, ensuring decisions are free from competing self-interest, prejudice, and favouritism.	Understands the philosophy of truth and reality and that the interpretation of truth can vary between cultures.
		F.3.4	Acting with honesty	Shows honesty in dealings with client and colleagues.	Acts with honesty and acts in a truthful manner both in communications and in conduct.	Is aware of the difference between considerate honesty and reckless honesty and is able to identify situations when considerate honesty may be used.
		F.3.5	Showing integrity	Shows integrity in their own values.	Shows integrity in many dimensions by behaving honourably even when not under scrutiny. Follows moral and ethical principles in decision making, interacting with colleagues and serving clients.	Helps creating guiding rules of engagement for all participates, to be sure that personal behaviour and interaction works as expected.

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No.	Description	No.	Competence	Foundation	CMC	Profession Leader
F4	**Personal Attitude**	**F.4.1**	Building trust and confidence by demonstrating a positive and constructive attitude.	Understands the importance of attitude by being positive, helpful, respectful and collaborative.	Builds trust and confidence in clients, stakeholders and colleagues by demonstrating a positive and constructive attitude while driving to achieve desired goals.	Acts as role model by fostering a positive culture within the organisation and demonstrates responsibility for review and action where required.
F5	**Behaviour Development and Career development**	**F.5.1**	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.	Identifies opportunities and sets personal objectives for improving behavioural skills as part of their CPD Program. Seeks and acts on feedback from clients, profession leaders and team members to further their behavioural development. Practices Social, Emotional and Managerial Intelligence.	Secures Collective Intelligence and Continuous Improvement. Shares knowledge in many forums and challenges others with capability, assignment and behaviour. Is recognised as a knowledgeable authority in good consulting behaviour.
		F.5.2	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.	Actively seeks opportunities to develop themself and others.	Takes responsibility for mentorship and supporting others in their career development.

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4 Ethics and Professional Conduct

4.1 Society

No.	Description	No.	Competence	Foundation	CMC	Profession Leader
G1	**Sustainability & Corporate and Social Responsibility**	**G.1.1**	Recommending solutions (both output and outcome) that are compatible with the principles of sustainable development	Understands the requirements in all solutions for Sustainability	Understands and manages diversity in terms of culture, religion, race and gender. Considers the application of the UN Sustainable Development Goals in all assignments.	Demonstrates deep knowledge of the UN 17 Sustainable Development Goals, and in particular, SDGs # 3, 5, 8, 9, 10, 12, 13 and 16 Demonstrates a holistic view of sustainability.
		G.1.2	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.	Applies principles of Corporate and Social Responsibility to day-to-day work, taking personal responsibility to operate within these principles and actively advocating their importance within the organisation.	Contributes to positively enhancing a client's CSR commitment by considering the ethics of CSR when developing solutions for clients and where appropriate make recommendations for ethical development as part of a client engagement.
G2	**Legality and Compliance**	**G.2.1**	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.	Takes account of any Client Code of Conduct, including any problem with compliance or difficulties with interpretation. Applies professional and ethical criteria and withdraws from an engagement that reveals, or causes, illegal activity. Contributes positively to enhancing a client's ethical development.	Takes organisational responsibility for the legality of assignments. Acts as a role model in generating, enforcing and complying with a Code of Conduct and ethical guidelines.

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4.2 Client

No.	Description	No.	Competence	Foundation	CMC	Profession Leader
G3	**Professionalism in Consultancy, Consulting & Consultant**	**G.3.1**	Handling assignments with care, integrity and conscientious-ness	Acts in the best interests of the client by assuring the quality of services, deliverables and outcomes.	Handles assignments with care, integrity and conscientiousness. Ensures professional advice is sound and relevant to client's needs. Sets high personal standards, acts with integrity, respects confidentiality, and is courteous, reliable and responsive in dealing with others.	Sets high personal standards for their organisation and acts as a role model for integrity, confidentiality, courtesy, reliability and responsiveness.
		G.3.2	Ensuring transparency in all phases of the assignment	Contributes to transparency by participating in scope, timing, assumptions, estimates, outputs, progress, obstacles, risks, issues and remaining time and resource	Ensures transparency in all phases of the assignment - contracting, execution and closure.	Oversees the practice of transparency at an organisational level and ensures learning from the closure phase and review of assignments.
		G.3.3	Understanding and fulfilling the role(s) required in the assignment	Is aware of their role and mandate, especially any shift in role and client expectation.	Understands and fulfils the role(s) required in the assignment and ensures stakeholders in the assignment are made aware of these. Only undertakes roles that are within their competence and continually develops role capability in quality and breadth.	Is recognised as a knowledgeable authority on the various roles that consultants may fulfil and provides guidance and coaching to others.

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4.3 Consultancy Profession

No.	Description	No.	Competence	Foundation	CMC	Profession Leader
G4	**Personal Values**	**G.4.1**	Having strong personal values	Develops a set of personal values in line with the ICMCI Competence Framework and Code of Ethics and Professional Behaviour.	Holds strong personal values that create personal opinion, drive thinking and create actions. Personal values reflect the ICMCI Competence Framework and Code of Ethics and Professional Behaviour. Works to develop diversity and inclusivity within their team and their organisation.	Expresses strong values, principles and policies for their organisation, focusing on attitude and behaviour in feedback to colleagues. Adheres to the societies and organisation's ethics code and governance framework as expressed in policies. Ensures adherence to the principles of diversity and inclusion in the organisation. Ensures compliance with relevant policies (e.g., CSR, GDPR, IPR, HSE, UN SDGs).
G5	**Consultancy, Consulting and Consultant Competence Development**	**G.5.1**	Planning and undertaking self-development of competence in the use of consultancy tools, techniques and methodologies and showing track record of personal growth.	Develops knowledge of professional consulting tools, techniques and methodologies and how to select those with relevance to current and future work. Sets personal objectives for a tailored Continuing Professional Development Programme.	Pro-actively seeks opportunities to further their development and undertakes self-development based on Continuing Professional Development principles. Sets personal objectives in a tailored Continuing Professional Development Program. Seeks and acts on feedback from clients, profession leaders and team members to further personal development. Learns from own and others past assignments.	Share's knowledge in many forums. Challenge's others. At an organisational level develops and selects appropriate methods for complex and complicated solutions with high risk and provides guidance to colleagues. Leads the development of the use of modern technologies in consultancy operations.

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