

CANADIAN ASSOCIATION OF MANAGEMENT CONSULTANTS / ASSOCIATION CANADIENNE DES CONSEILLERS EN MANAGEMENT

COMPETENCY PROFILE OF THE CERTIFIED MANAGEMENT CONSULTANT

All the tasks and skills enumerated in this document must be performed in compliance with the CAMC Code of Professional Conduct

The Certified Management Consultant must be able to ...

A. HELP CLIENTS TO ASSESS THEIR BUSINESS SITUATION, CHALLENGES AND OPPORTUNITIES

Critical skill : Exercise judgement (F1)

TASKS	SUBTASKS	PERFORMANCE INDICATORS (1)
1. Examine client's environment	<p>1.1 Conduct environmental scan (e.g. SWOT, STEEP, etc.)</p> <p><u>Make observations in areas other than one (those) in which one specializes :</u></p> <p>1.2 the strategy functional area</p> <p>1.3 the financial functional area</p> <p>1.4 the human resources functional area</p>	<p><i>1.1 Demonstrate research skills (F6)</i> <i>1.1 Assimilate information quickly (F4)</i></p> <p><i>1.2 to 1.7 Use observational skills (F5)</i></p> <p>1.2 Make observations on elements such as : . the current strategic plan . roles and responsibilities in strategic management . the strategic planning process . strategy implementation practices . strategic controls and evaluation</p> <p>1.3 Make observations on elements such as : . financial planning and control . organizational form and taxes . working capital management . investment decisions . capital structure . financing decisions</p> <p>1.4 Make observations on elements such as : . human resource planning . staffing . appraising . compensating . training and development . industrial relations</p>

(1) Two types of competency statements have been used as performance indicators : sub-subtasks (in regular fonts) and interpersonal or personal competencies (in *italic*).

The Certified Management Consultant must be able to ...

A. HELP CLIENTS TO ASSESS THEIR BUSINESS SITUATION, CHALLENGES AND OPPORTUNITIES

Critical skill : Exercise judgement (F1)

TASKS	SUBTASKS	PERFORMANCE INDICATORS (1)
1. Examine client's environment (cont.)	<p><u>Make observations in areas other than one (those) in which one specializes :</u></p> <p>1.5 the operations functional area</p> <p>1.6 the technology functional area</p> <p>1.7 the marketing functional area</p>	<p>1.5 Make observations on elements such as :</p> <ul style="list-style-type: none"> . product design and capacity selection . capacity planning . facilities location and layout . organization and methods . equipment and facilities management . demand forecasting . production planning <p>1.6 Make observations on elements such as :</p> <ul style="list-style-type: none"> . the link to the strategic plan . customers' needs . performance and needs of internal IT users . the IS management process <p>1.7 Make observations on elements such as :</p> <ul style="list-style-type: none"> . the link to the strategic plan . the marketing management process . market analysis and research practices . marketing strategies . the management of marketing programs

The Certified Management Consultant must be able to ...

B. HELP CLIENTS TO DEVELOP STRATEGIES FOR IMPROVEMENT

Critical skill : Demonstrate leadership skills (E5)

TASKS	SUBTASKS	PERFORMANCE INDICATORS
1. Clarify client objectives	1.1 Establish priorities 1.2 Set objectives	1.1 Facilitate determination of criteria to set priorities 1.1 Facilitate criteria based priority setting <i>1.1 Demonstrate facilitation skills (E10)</i> <i>1.1 Demonstrate respect for client (E1)</i> 1.2 Apply the SMART standard <i>1.2 Demonstrate leadership skills (E5)</i> <i>1.2 Demonstrate analytical skills (F3)</i>
2. Generate possible solutions	2.1 Consult people 2.2 Conduct research	2.1 Determine whom to consult 2.1 Select format(s) and technique(s) <i>2.1 Demonstrate facilitation skills (E10)</i> <i>2.1 Apply relevant methods, tools, techniques and technology (F7)</i> 2.2 Survey / select printed information sources 2.2 Survey / select electronic information sources <i>2.2 Demonstrate research skills (F6)</i>

CANADIAN ASSOCIATION OF MANAGEMENT CONSULTANTS / ASSOCIATION CANADIENNE DES CONSEILLERS EN MANAGEMENT

The Certified Management Consultant must be able to ...

B. HELP CLIENTS TO DEVELOP STRATEGIES FOR IMPROVEMENT

Critical skill : Demonstrate leadership skills (E5)

TASKS	SUBTASKS	PERFORMANCE INDICATORS
3. Assess solutions and their impacts (*) (*) <i>highly critical</i>	3.1 Develop evaluation criteria 3.2 Establish weighting and scoring scheme 3.3 Investigate solutions 3.4 Apply evaluation criteria and scoring 3.5 Finalize selection	3.1 Identify success factors (e.g. cost, time, efficiency, acceptability, etc.) 3.1 Convert success factors into criteria 3.1 <i>Demonstrate analytical skills (F3)</i> 3.2 Assign values to criteria to reflect their respective level of criticality 3.2 <i>Apply relevant methods, tools, techniques and technology (F7)</i> 3.3 <i>Demonstrate research skills (F6)</i> 3.4 <i>Demonstrate analytical skills (F3)</i> 3.5 <i>Demonstrate leadership skills (E5)</i>

The Certified Management Consultant must be able to ...

C. HELP CLIENTS TO IMPLEMENT A RECOMMENDATION

Critical skill : Demonstrate coaching skills (E7)

TASKS	SUBTASKS	PERFORMANCE INDICATORS
1. Develop an action plan	1.1 Establish objectives 1.2 Identify tasks 1.3 Determine resources 1.4 Establish schedule	1.1 Apply the SMART standard <i>1.1 Demonstrate leadership skills (E5)</i> 1.2 <i>Demonstrate analytical skills (F3)</i> 1.2 <i>Demonstrate conceptual skills (F9)</i> 1.3 Determine required human resources 1.3 Determine required equipment, material and supplies 1.3 Determine required facility (facilities) 1.3 Determine budget 1.3 <i>Demonstrate negotiation skills (E6)</i> 1.4 <i>Apply relevant methods, tools, techniques and technology (F7)</i> 1.4 <i>Demonstrate negotiation skills (E6)</i>
2. Secure resources	2.1 Locate resources 2.2 Evaluate resources 2.3 Select resources 2.4 Finalize resource arrangement	2.1 <i>Demonstrate research skills (F6)</i> 2.2 <i>Demonstrate analytical skills (F3)</i> 2.2 <i>Exercise judgement (F1)</i> 2.3 <i>Demonstrate decision making skills (F11)</i> 2.3 <i>Demonstrate leadership skills (E5)</i> 2.4 <i>Demonstrate negotiation skills (E6)</i>

CANADIAN ASSOCIATION OF MANAGEMENT CONSULTANTS / ASSOCIATION CANADIENNE DES CONSEILLERS EN MANAGEMENT

The Certified Management Consultant must be able to ...

C. HELP CLIENT TO IMPLEMENT A RECOMMENDATION

Critical skill : Demonstrate coaching skills (E7)

TASKS	SUBTASKS	PERFORMANCE INDICATORS
3. Coordinate project and activities	3.1 Monitor activities 3.2 Report progress 3.3 Resolve issues 3.4 Adjust plans	3.1 <i>Use observational skills (F5)</i> 3.2 <i>Demonstrate oral communication skills (E3)</i> 3.2 <i>Demonstrate written communication skills (E4)</i> 3.2 <i>Demonstrate presentation skills (E8)</i> 3.3 <i>Demonstrate problem solving skills (F10)</i> 3.3 <i>Demonstrate negotiation skills (E6)</i> 3.3 <i>Demonstrate conflict management skills (E11)</i> 3.4 <i>Demonstrate flexibility (E14)</i> 3.4 <i>Stay focused (F12)</i>

The Certified Management Consultant must be able to ...

C. HELP CLIENT TO IMPLEMENT A RECOMMENDATION

Critical skill : Demonstrate coaching skills (E7)

TASKS	SUBTASKS	PERFORMANCE INDICATORS
5. Evaluate results	5.1 Determine measurement / assessment strategies 5.2 Conduct the assessment 5.3 Interpret results 5.4 Report findings	5.1 Set selection criteria 5.1 Perform benchmarking analysis regarding measurement / assessment strategies 5.1 Apply selection criteria <i>5.1 Demonstrate research skills (F6)</i> <i>5.2 Use observational skills (F5)</i> 5.2 Apply relevant methods, tools, techniques and technology (F7) <i>5.3 Demonstrate analytical skills (F3)</i> 5.3 Exercise judgement (F1) <i>5.4 Demonstrate oral communication skills (E3)</i> 5.4 Demonstrate written communication skills (E4) <i>5.4 Demonstrate presentation skills (E8)</i>

The Certified Management Consultant must be able to ...

D. CONDUCT A CONSULTING ASSIGNMENT

Critical skill : Stay focused (F12)

TASKS	SUBTASKS	PERFORMANCE INDICATORS
1. Define client needs	1.1 Determine background and current situation 1.2 Identify client's preferred future 1.3 Capture client's current reality 1.4 Define the gap	1.1 <i>Demonstrate interviewing skills (E13)</i> 1.1 <i>Assimilate information quickly (F4)</i> 1.2 <i>Demonstrate interviewing skills (E13)</i> 1.2 <i>Assimilate information quickly (F4)</i> 1.3 <i>Demonstrate analytical skills (F3)</i> 1.3 <i>Demonstrate synthesizing skills (F8)</i> 1.4 Describe the discrepancy between the preferred future (optimals) and the current situation (actuals) 1.4 <i>Demonstrate synthesizing skills (F8)</i>
2. Define scope and risks	2.1 Determine functional areas to be included / excluded 2.2 Assess the complexity of the assignment 2.3 Enumerate risk elements 2.4 Establish risk scale 2.5 Apply risk scale to assignment	2.1 <i>Demonstrate analytical skills (F3)</i> 2.1 <i>Exercise judgement (F1)</i> 2.2 <i>Demonstrate analytical skills (F3)</i> 2.2 <i>Exercise judgement (F1)</i> 2.3 <i>Demonstrate analytical skills (F3)</i> 2.4 <i>Demonstrate conceptual skills (F9)</i> 2.5 <i>Demonstrate analytical skills (F3)</i>
3. Develop a proposal	3.1 Summarize client needs 3.2 Describe objectives and scope of mandate 3.3 Define deliverables 3.4 Identify critical success factors 3.5 Specify required resources 3.6 Communicate proposal	3.1 <i>Demonstrate synthesizing skills (F8)</i> 3.2 <i>Demonstrate synthesizing skills (F8)</i> 3.3 <i>Demonstrate synthesizing skills (F8)</i> 3.4 <i>Exercise judgement (F1)</i> 3.5 <i>Demonstrate analytical skills (F3)</i> 3.6 <i>Demonstrate written communication skills (E4)</i> 3.6 <i>Demonstrate presentation skills (E8)</i> 3.6 <i>Demonstrate negotiation skills (E6)</i>

The Certified Management Consultant must be able to ...

E. DEMONSTRATE INTERPERSONAL COMPETENCIES

SKILLS	SUBSKILLS	PERFORMANCE INDICATORS
1. Demonstrate respect for client	1.1 Respond to client expectations 1.2 Maintain / improve quality of services 1.3 Easily establish contact with clients 1.4 Maintain long lasting relationships with clients	1.1 Identify needs and expectations 1.2 Obtain information from client 1.2 Initiate action / address issues with a « client mindset » 1.3 -1.4 Demonstrate interpersonal skills 1.3 -1.4 Demonstrate listening skills 1.3 -1.4 Demonstrate professional competence
2. Demonstrate listening skills	2.1 Verify one's understanding 2.2 Interpret body language 2.3 Demonstrate empathy	2.1 Summarize someone else's opinion even when one disagrees 2.1 Use restatement 2.1 Use question techniques to validate one's understanding (also appropriate for 2.2 and 2.3)
3. Demonstrate oral communication skills	(Generally not required, this skill being relatively self-explanatory)	3. Give clear directions / instructions 3. Explain complex issues in plain written or verbal language 3. Demonstrate synthesizing skills (F8)
4. Demonstrate written communication skills	4.1 Write clearly and concisely 4.2 Organize complex information to facilitate understanding	4.1 Use appropriate vocabulary and terminology 4.2 Demonstrate synthesizing skills (F8)

The Certified Management Consultant must be able to ...

E. DEMONSTRATE INTERPERSONAL COMPETENCIES

SKILLS	SUBSKILLS	PERFORMANCE INDICATORS
5. Demonstrate leadership skills	5.1 Demonstrate a capacity to influence 5.2 Orient individual and team efforts	5.1 Express / promote ideas 5.1 Take a clear stand on issues 5.1 Make oneself understood and respected 5.2 Define / suggest / recall objectives 5.2 Follow up on tasks / deliverables 5.2 Adjust / modify objectives and / or conditions
6. Demonstrate negotiation skills	6.1 Create a positive climate 6.2 Persuade / argue 6.3 Find a win-win arrangement / settlement	6.1 Find appropriate time and place 6.1 Demonstrate listening skills 6.1 Demonstrate empathy 6.2 Present / defend one's position with emphasis on its benefits for the other party(ies) 6.3 Try to understand position of other party(ies) 6.3 Identify items / issues where a compromise is possible
7. Demonstrate coaching skills	7.1 Identify individual's requirements for coaching	7.1 Provide direction and feedback on a timely / regular basis 7.1 Provide guidance, instruction and assistance on a timely / regular basis.
8. Demonstrate presentation skills	8.1 Make one-on-one presentations 8.2 Make presentations to small groups 8.3 Make presentations to a large audience	<u>8.1 to 8.3</u> . Explain complex issues in plain language . Demonstrate synthesizing skills (G8) . Demonstrate ability to "captivate" the audience . Demonstrate ability to persuade / to convince the audience

The Certified Management Consultant must be able to ...

E. DEMONSTRATE INTERPERSONAL COMPETENCIES

SKILLS	SUBSKILLS	PERFORMANCE INDICATORS
9. Demonstrate teamwork skills	9.1 Promote collaboration / cooperation and share one's experience and expertise 9.2 Earn team members' trust and support 9.3 Suggest ideas and adopt behaviors to optimize teamwork	9.1 Share information 9.1 Share ideas 9.1 Fulfill commitments to team members 9.2 Accept others' ideas 9.2 Praise contributions of team members 9.2 Be straightforward with team members at all times 9.2 Accept others' ideas 9.3 Demonstrate concern for interpersonal relations among team members 9.3 Refrain from « dominating » meetings
10. Demonstrate facilitation skills	10. 1 Bring a group to jointly agreed actions 10.2 Ensure that a group plans effectively and realistically 10.3 Bring a group to achieve its objectives	<u>10.1 to 10.3</u> . Use analytical techniques and tools . Facilitate / monitor process . Maintain neutrality . Handle group dynamics and personalities . Demonstrate sensitivity to well-being of group members
11. Demonstrate conflict management skills	11.1 Use a variety of conflict management models	11. Maintain neutrality 11. Demonstrate listening skills (E2) 11. Demonstrate problem solving skills (F10) 11. Demonstrate leadership (E5)
12. Demonstrate ability to work in an environment of diversity	(Generally not required, this skill being relatively self-explanatory)	12. Maintain neutrality 12. Demonstrate receptivity towards cultural diversity 12. Demonstrate tact and diplomacy

CANADIAN ASSOCIATION OF MANAGEMENT CONSULTANTS / ASSOCIATION CANADIENNE DES CONSEILLERS EN MANAGEMENT

The Certified Management Consultant must be able to ...

E. DEMONSTRATE INTERPERSONAL COMPETENCIES

SKILLS	SUBSKILLS	PERFORMANCE INDICATORS
13. <i>Demonstrate interviewing skills</i>	13.1 <i>Create a positive climate</i> 13.2 <i>Use interviewing techniques</i>	13.1 <i>Demonstrate listening skills</i> 13.1 <i>Demonstrate empathy</i> 13.2 <i>Ask open-ended questions</i> 13.2 <i>Ask close-ended questions</i> 13.2 <i>Use problem resolution techniques</i>
14. <i>Demonstrate flexibility</i>	<i>(Generally not required, this skill being relatively self-explanatory)</i>	14. <i>Adjust plan as a result of an unanticipated situation or event</i> 14. <i>Maintain neutrality</i>

The Certified Management Consultant must be able to ...

F. DEMONSTRATE PERSONAL COMPETENCIES

SKILLS	SUBSKILLS	PERFORMANCE INDICATORS
1. Exercise judgement	1.1 Gain insight into a situation 1.2 Come to pertinent conclusions, act or adopt adequate behavior	1.1 Refrain from drawing conclusions in haste 1.1 Take time to gather information 1.1 Consider other people's opinions and ideas and consult with adequate resource persons 1.1 Distinguish between a fact, a perception and an interpretation 1.2 Generate more than one solution and analyze their respective implications and potential impact 1.2 Select / recommend most efficient and advantageous solution(s)
2. Work autonomously	(Generally not required, this skill being relatively self-explanatory)	2. Perform a task or a series of tasks without help or supervision
3. Demonstrate analytical skills	(Generally not required, this skill being relatively self-explanatory)	3. Gather relevant facts and data 3. Break down facts and data into simple elements 3. Identify the essential or most significant issues or challenges 3. Draw logical conclusions

The Certified Management Consultant must be able to ...

F. DEMONSTRATE PERSONAL COMPETENCIES

SKILLS	SUBSKILLS	PERFORMANCE INDICATORS
4. Assimilate information quickly	(Generally not required, this skill being relatively self-explanatory)	4. Demonstrate ability to practice fast pace reading 4. Demonstrate listening skills 4. Demonstrate ability to summarize / restate what one has just read / heard 4. Demonstrate ability to express an opinion or to draw conclusions based on what one has just read / heard
5. Use observational skills	5.1 Select a way of observing which will provide valid results 5.2 Record observations 5.3 Interpret observations	5.2 Demonstrate ability to gather details 5.2 Demonstrate ability to record the order in which things occur 5.2 Demonstrate ability to perceive both the forest and the trees
6. Demonstrate research skills	(Generally not required, this skill being relatively self-explanatory)	6. Define research objective or mandate 6. Select information seeking strategy 6. Locate and access information 6. Analyze information 6. Report findings
7. Apply relevant methods, tools, techniques and technology	(remaining to be specified, if required)	(remaining to be specified)
8. Demonstrate synthesizing skills	(Generally not required, this skill being relatively self-explanatory)	8. Cluster and structure various elements 8. Classify elements in terms of their relative importance 8. Focus on the essential elements

The Certified Management Consultant must be able to ...

F. DEMONSTRATE PERSONAL COMPETENCIES

SKILLS	SUBSKILLS	PERFORMANCE INDICATORS
9. Demonstrate conceptual / development skills	(Generally not required, this skill being relatively self-explanatory)	9. Recognize patterns, trends or causes of events 9. Identify and design / develop solutions
10. Demonstrate problem solving skills	10.1 Identify and diagnose the problem 10.2 Identify possible solutions 10.3 Select solution 10.4 Develop and implement solution	10.1 Integrate information from different sources 10.1 Distinguish causes and symptoms 10.2 Consult and research 10.3 Determine criteria 10.3 Evaluate / compare possible solutions
11. Demonstrate decision making skills	11.1 Make timely decisions 11.2 Make appropriate decisions	11.1 Readily address issues and problems under one's competence or authority 11.1 Quickly react to urgent matters / situations 11.1 Take calculated risks 11.1 Accept impact / consequences of one's decision 11.2 Whenever possible, take time to analyze the problem / situation 11.2 Rely on one's judgement or experience 11.2 Consult individuals trusted for their wisdom and practical experience 11.2 Accept impact / consequences of one's decisions

The Certified Management Consultant must be able to ...

F. DEMONSTRATE PERSONAL COMPETENCIES

SKILLS	SUBSKILLS	PERFORMANCE INDICATORS
12. <i>Stay focused</i>	<i>(Generally not required, this skill being relatively self-explanatory)</i>	12. <i>Relate back to original objective and scope of assignment</i>
13. <i>Manage time</i>	<i>(Generally not required, this skill being relatively self-explanatory)</i>	13. <i>Prioritize tasks and assignments</i> 13. <i>Work effectively on several tasks or assignments at the same time</i> 13. <i>Work under pressure</i> 13. <i>Meet demanding deadlines</i>
14. <i>Maintain self-care and well-being</i>	14.1 <i>Have or develop a sense of humour and a positive attitude</i> 14.2 <i>Set priorities taking time constraints into account</i> 14.3 <i>Balance work and family time</i> 14.4 <i>Manage stress</i> 14.5 <i>Recognize one's own limits</i>	14.2 <i>Maintain focus on set priorities</i> 14.2 <i>Adjust plan to contingencies</i> 14.4 <i>Remain calm when interacting with others</i> 14.4 <i>Demonstrate listening skills under stress</i> 14.4 <i>Control one's emotions when facing resistance or hostility</i> 14.4 <i>Exert a regulatory (?) influence in crisis situations</i>