



**Certified
Management
Consultant**

What's Behind the "CMC"

<p>Certification</p> 	<p>When you see the initials "CMC" following a consultant's name, it means that he or she is a Certified Management Consultant and has met the strict certification requirements of the Institute of Management Consultants. The Institute was founded in 1968 by the principal associations in the consulting field to establish publicly recognized standards of competence and professional conduct for the individual management consultant. Applicants for certification undergo a thorough investigation of their consulting experience: A panel of senior consultants interviews them to verify their technical competence, and they must pass a written examination demonstrating their familiarity with the Institute's Code of Ethics.</p>
<p>A "CMC" <u>Code of Ethics</u></p>	<p>CMC's pledge in writing to abide by the <u>Institute's Code of Ethics</u>. Their adherence to the Code signifies voluntary assumption of self-discipline above and beyond the requirements of law. Key provisions of the Code require that CMC's: • • • • •</p> <ul style="list-style-type: none"> ■ Safeguard confidential information. ■ Render impartial, independent advice. ■ Accept only those client engagements they are qualified to perform. ■ Agree with the client in advance on the basis for professional charges. ■ Develop realistic and practical solutions to client problems. <p>The Institute enforces the Code by receiving and investigating complaints of violations and by taking disciplinary action, including revocation of certification against any member who is found guilty of Code violation.</p>
<p>Standards of Competence</p>	<p>Every step leading to the CMC designation has been designed to verify the candidate's professional competence. A Certified Management Consultant has: • • • •</p> <ul style="list-style-type: none"> ■ At least five years of experience in the full-time practice of management consulting, with major responsibility for client projects during at least one of those years. ■ Multiple references, most of them officers or executives of client organizations. These references have been investigated to assure that the consulting relationships were satisfactory. ■ Provided written summaries of five client assignments (disguised to protect client identity). ■ Passed a qualifying interview by senior CMC's,

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	<p>demonstrating professional competence, currency in areas of specialization, application of experience, and understanding of the management consulting process.</p>
The Mark of Excellence	<p>In selecting management consultants, managers are well advised to seek individuals who meet the profession's standards of competence and ethics. The CMC certification by the Institute of Management Consultants is the mark of excellence among management consulting professionals. Less than 1% of all consultants achieve this level of performance.</p>

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