

# Certified Management Consultant (CMC) Competency Framework Summary

P	Primary area of competency assessment	K	Focus on provision / assurance of knowledge / learning
S	Secondary area of competency assessment	A	Focus on ability to apply the knowledge in a practical environment

Competency Heading	Competency characteristics	Application / initial sponsor	Undergrad degree or equiv.	Ethics exam	Essentials of Management Consulting	Course in inter - personal skills	Project Management	Oral Assessment	Engagement Summaries	Client References
<b>A. Help clients to assess their business situation, challenges and opportunities</b>	1. Examine clients environment				SK			SA	SA	PKA
	2. Diagnose the situation				SK			SA	SA	PKA
	3. Convey findings and conclusion				SK			PA	SA	PKA
<b>B. Help clients to develop strategies for improvement</b>	1. Clarify client objectives				SK			PA	SA	SA
	2. Generate possible solutions				SK			PA	SA	SA
	3. Assess solutions and their impacts				SK			PA	SA	SA
<b>C. Help clients to implement a recommendation</b>	1. Develop an action plan						SK	PA	SA	PA
	2. Secure resources						SK	PA	SA	PA
	3. Coordinate project and activities						SK	PA	SA	PA
	4. Build client capability						SK	PA	SA	PA
	5. Evaluate results						SK	PA	SA	PA
<b>D. Conduct a consulting assignment</b>	1. Develop client needs						SK	PA	SA	PA
	2. Define scope and risks						SK	PA	SA	PA
	3. Develop proposals						SK	PA	SA	PA
	4. Confirm assignment						SK	PA	SA	PA
	5. Manage assignment						SK	PA	SA	PA
	6. Conclude assignment						SK	PA	SA	PA
	7. Understanding the consulting business and environment			SA	SK			PK		SA

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<b>E. Demonstrate interpersonal competencies</b>	1. Demonstrate respect for client					SK			SA	PA
	2. Demonstrate listening skills					SK		PA		PA
	3. Demonstrate oral communication skills					SK		PA		PA
	4. Demonstrate written communication skills					SK		SA	SA	PA
	5. Demonstrate leadership skills					SK		PA		PA
	6. Demonstrate negotiation skills					SK		PA	SA	PA
	7. Demonstrate coaching skills					SK		PA	SA	PA
	8. Demonstrate presentation skills				SK				SA	PA
	9. Demonstrate teamwork skills				SKA			PA	SK	
	10. Demonstrate facilitation skills				SKA			PA	SA	
	11. Demonstrate conflict management skills				SKA			PA	SA	
	12. Demonstrate ability to work in an environment of diversity				SKA			SA	SA	PA
	13. Demonstrate interviewing skills				SK				SA	PA
	14. Demonstrate flexibility				SK				SA	PA
<b>F. Demonstrate Personal competencies</b>	1. Exercise judgement				SA			PA	SA	
	2. Work autonomously				SA			SA	PA	SA
	3. Demonstrate analytical skills				SK			PA	SA	
	4. Assimilate information quickly				SA			PA	SA	SA
	5. Use observation skills				SA			PA (SEE NOTE 1)	SA	

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	6. Demonstrate research skills				SK			PA	SA	
	7. Apply relevant methods, tools, techniques and technology				SK			PA	SA	SA
	8. Demonstrate synthesizing skills				SKA			PA	SA	SA
	9. Demonstrate conceptual / development skills				SKA			PA	SA	SA
	10. Demonstrate problem solving skills				SKA			PA	SA	SA
	11. Demonstrate decision making skills				SKA			PA	SA	SA
	12. Stay focused							PA (SEE NOTE 2)	SA	SA
	13. Manage time				SKA			PA	SA	PA
	14. Maintain self care and well being				SK			PA		
<b>G. Demonstrate Ethical behaviour</b>	Adheres to code of conduct and ethical guidelines. Demonstrates professional integrity, consistency, transparency, accountability, responsibility and reliability.			PK SA				PA		SA
<b>H. Demonstrate functional competence</b>	Recognised as an expert in own discipline, applying expertise in one or more industry sectors	SK	PK					PKA	SKA	

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<b>I. Demonstrate management breadth</b>	Understands business structures, processes, management and disciplines and impact on own area of work (including a basic understanding of the principles of business planning, human resources, operations, finance, marketing and information technology)		<b>PK</b>		<b>SA</b>			<b>PKA</b>	<b>SKA</b>	

Notes:

1. F5 (Use Observation Skills) is tested in the Oral Assessment under F6 (Research)
2. F12 (Stay focused) is tested in the Oral Assessment under F13 (Manage Time)