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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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IMC/DFW's Community Connections Expand

By Bette Price, CMC®

IMC USA's Dallas/Ft. Worth Chapter has successfully launched two major community outreach programs during the last quarter of 2008, both of which reach the business community through joint ventures with the academic community. A third program is now in the planning stages.

On November 14, IMC/DFW and The Center for Professional Development at the University of Dallas co-sponsored a one-day professional development workshop. The course, entitled "So You're Thinking about Becoming a Consultant?" was developed by Chapter President Chuck Canfield, PhD, CMC®, and me (Bette Price CMC®, Board Member in charge of Outreach).

We publicized the workshop with a 750-word article I wrote about consulting and a half-page ad, both of which were published in the area business journal; and an email blast was sent to University of Dallas alumni. But the eight participants were mainly recruited after Chuck Canfield made presentations to two major outplacement companies - DBM and Right & Associates - and their client executives in transition.

The outplacement companies were pleased with the opportunity to provide this educational program to their clients, and the Chapter has determined that this marketing method will be augmented in the future.

Excellent reviews came from those in attendance and each person was invited to attend an IMC meeting at member cost—leveraging the member recruitment opportunity. With one strong program launched and a few lessons learned, the University is excited to continue partnering with our Chapter to offer the program in the spring. We fully believe that building upon the highly favorable comments of the pilot group and with a longer period of promotion, this outreach program will certainly gain momentum and become one more primary vehicle to enhance awareness of IMC and the CMC mark, and to recruit viable new members.

The second outreach program we launched is a Mentor program with MBA students at the University of Texas at Dallas (UTD).



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Chapter member Harry Smeenk is chairing this effort, under the direction of the Outreach Committee. Utilizing existing criteria established by UTD, appropriate members of IMC/DFW are being matched with UTD's MBA students. Smeenk was the first to become an active mentor, and he believes that this hands-on program will become one of the Chapter's finest and most meaningful ways of reaching out to the community.

As a third, yet-to-be-launched outreach effort, the Chapter has gained an additional commitment from the University of Dallas to co-sponsor mini-, one-day, low-cost workshops for small business owners. Chapter member Don Springer, a former CEO and new member of our chapter, is chairing this program, which we expect to launch by spring.

The Dallas/Ft. Worth IMC Chapter has a strong commitment to community outreach and sees these efforts as not only serving the community's needs, particularly during these difficult economic times, but also as a strong, viable vehicle to enhance the community's continuing awareness of the consulting profession and of the local chapter's dedication and commitment to the Dallas/Ft. Worth area.

Bette Price CMC® is CEO of The Price Group and author of True Leaders (Dearborn Trade Press). For more information, visit www.thepricegroup.com

Letter from the Chair –

Today I find myself sitting in the airport in Barbados, returning from the first Americas Hub meeting of the International Council of Management Consulting Institutes (ICMCI, our "parent" organization), where representatives from three of the four Hub members, Canada, Caribbean Institutes, and the US (the fourth member is Brazil), met to discuss issues facing consultants and consulting organizations. Jerry Savin and I represented IMC USA.

This was my first international meeting, and I came away amazed at the similarity in the challenges that consultants and consulting institutes across the world face.

For instance, the Caribbean Islands lack support for their indigenous management consulting talent.



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There are a number of development grants that come to the Islands, funding projects in which local consultants are qualified to participate.

However, their governments do not recognize the locally capable people, they choose larger, more established firms to do the work, and the larger firms bring in outside talent to complete the projects.

There are two unfortunate results: the Islands lose out on nurturing "home-grown talent," and they lose the money that could otherwise go into their economies.

This situation is not unlike what many of our consultants face here in the US: the "prophet-is-never-recognized-in-his-own-land" syndrome. How many of us travel to clients outside our geographic areas because we are not recognized as the experts we are at home? Again, we lose up-and-coming talent in a local community who could be mentored by more experienced consultants, and the money leaves the local economy.

So, how is the Caribbean Institute (CICMC) solving this problem? They are pushing hard on government entities to get the CMC recognized as a mark of distinction which (they are hoping) will result in more projects being awarded to CMC firms. They are making contacts with the right people, including having a senior government minister speak at their CICMC conference (which we were unable to attend because of Thanksgiving).

What should we do? In my opinion, there are at least two things:

One: *We as individual consultants must do a better job marketing ourselves, which should include providing our IMC and CMC materials in each proposal we send out.*

Two: *We at IMC USA must do a better job publicizing the value of the CMC to businesses and government.*

That is coming in this next year as we put into action the marketing plan, which has just been developed for IMC, along with the work that our Internal Branding Team and the CMC Network began.

I'll have more about that in future Letters - and I should have something concrete to announce by the end of the year.

There was another reason for the trip: to meet with ICMCI assessors for our tri-annual certification assessment.

I am pleased to report that IMC USA came through "with flying colors,"

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and that our assessors (Peter Sorensen, ICMCI's Immediate Past Chair, and Brian Ing, the current ICMCI Chair) rated our CMC program one of the best in the world.

To this success we owe a debt of gratitude to many people, but especially to Don Scellato, Dwayne Jakes, Clint Burdett, the Certification Review Committee, Chapter Certification Chairs, and last (but certainly not least) the staff at SmithBucklin. All of these people worked tirelessly and did an exemplary job to get us ready for the assessment as well as to make our certification process as solid as it is. **My thanks and congratulations to you all for a JOB WELL DONE!**

A word about “outreach” –:

This month we celebrated Thanksgiving, a unique American holiday. The Pilgrims celebrated the first Thanksgiving in 1621. They landed in Plymouth earlier that year, and as the story goes, suffered many hardships, including poor soil, a new country, disease, and “Indians.” However, during that time the Pilgrims never lost faith and, through the “consulting services” of one “rainmaker” (who expanded the project’s scope and brought in more consultant Indians to help), they learned how to grow food, work the land, and ultimately become prosperous. The Indians transferred their skills to the “clients”, the Pilgrims ultimately learned to help themselves, and “the rest,” as they say, “is history.”

In many ways, IMC helps “pilgrims” who come to the land of consulting without the food (tools) or skills (knowledge) to be successful. We reach out to them in multiple ways: through the IMC USA Academy and chapter professional development workshops, and through our consulting community with formal and informal mentoring and collegiality. This outreach helps these new consultant members learn new skills and become more effective in delivering services to assist client organizations.

Our Academy for Professional Development, in conjunction with the American Management Association, local Chapters, and the “Taking Flight” group, has multiple programs ranging from introductory to more advanced levels. These courses range from:

- “Dream Job – Worst Nightmare,” which introduces people to consulting and the profession; to --
- The Consulting 200 series, which helps new consultants get their practices up and running; to --
- “Taking Flight with your Practice,” which helps both new and advanced consultant expand their business; to --
- A specialized course and ethics seminars, which help our members explore and understand ethics and train them to think - as the late Ken Goldstein FIMC CMC used to say - “four steps down the road” to avoid potentially sticky situations; and --
- Many strong educational programs in the Chapters, including Dallas’ excellent 24-month practice development series; the Pacific Northwest’s roundtable breakfast programs, and SoCal’s new “mastermind marketing groups” - where groups of consultants meet once a month to help colleagues with lead generation and to give practical advice to improve marketing and sales skills.

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A Look Back

The IMC USA Logo

By E. Michael Shays, CMC® FIMC

Around 1983, IMC’s then-executive director John Hartshorne and I discussed the need for an IMC logo. We contracted with an artist who submitted several designs. Selecting which one to accept was very subjective, but we both decided that three lines converging on three lines had a special meaning for IMC.



John always said that, “Good consulting was a collaborative effort between the consultant and the client to reach a solution.” I liked that, and it has been the basic philosophy of my consulting for three decades.

The three lines coming down represent the education, experience and expertise of the consultant. The three lines coming up represent the education, experience and expertise of the client. They merge together to create a sound, satisfying and superior solution. That’s good consulting.

Later, when I saw the logo placed in front of the Institute’s name I saw these three factors coming from me and merging with three factors from one of my colleagues in IMC to raise the bar in both our practices through our membership in IMC.

The collaborative theme between consultant and client came back to me again as I wrote my latest book: to make the point that when we collaborate with the client on what the benefits would be of the work we are jointly proposing, we command higher fees.

Michael Shays CMC®, a speaker at 2008 Confab, has a new book, *Pricing Consulting Services: How to Set Fees for the Value You Deliver* (2008: Consultants Clearing House). For more information, please visit his website, www.pricingconsultingservices.com





Academy for Professional Development

**Ethics Course for CMC®
Renewal** ("Get Smart") –
available for downloading as
an mp3 file

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*People often say that
motivation doesn't last. Well,
neither does bathing – that's
why we recommend it daily.*

– Zig Ziglar

*Life is like a ten-speed bike.
Most of us have gears we never
use.*

– Charles Schulz, cartoonist

*I take nothing for granted. I
now have only good days, or
great days.*

– Lance Armstrong, Tour de
France winner

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Introducing people to the consulting profession and helping them build their businesses are important, but there are higher reasons for these education and outreach events. With every educational course, with every member outreach event, with every contact we make, with the sharing among colleagues, we raise the level of our game and help the profession grow. Most importantly, we help consultants become more professional, more competent, and more ethical - which ultimately helps our client organizations become better and makes this a better world.

Ask yourself: How many organizations will consultants help grow and thrive? How many jobs will our colleagues help save? How many children will they give hope to because their actions have made the world a better place?

Yes, we generally don't think about this side of the profession, but it is true. With every client for whom we do work, we create value and help both them and their employees – and ultimately the world.

Sometimes it takes a tragedy such as 9/11 to see that the true nature of Americans is one of caring, giving, and helping. This is the "Pilgrim spirit" which helped found America, and it is how we IMC-ers deep down feel about our "community." When it really comes down to it, the reason we are consultants is because we have a strong desire to help others become better in some way, form or fashion. Then, as we do this one thing, we all become better ourselves.

This is the true spirit of Thanksgiving, helping others and being thankful for the blessings we receive from our friends, our colleagues, our clients, and our God.

My very best to you and yours, with hope that you all had a very Happy Thanksgiving.

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

Belief

Belief is the knowledge that we can do something. It's the inner feeling that what we undertake, we can accomplish. For the most part, all of us have the ability to look at something and know whether or not we can do it. So, in belief there is power: our eyes are opened; our opportunities become plain; our visions become realities.

"In the moment that you carry this conviction... in that moment your dream will become a reality"

– Robert Collier

"The world makes way for the man/woman who knows where he/she is going."

– Ralph Waldo Emerson

Visit Our Web Site at
www.IMCUSA.org

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Setting the Standard for Excellence and Ethics in Consulting