

CHARTERED MANAGEMENT CONSULTANT (ChMC)

Competency Framework



**CHARTERED
MANAGEMENT
CONSULTANT**
Delivered by the Chartered
Management Institute (CMI)
and the Management
Consultancies Association (MCA)

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INTRODUCTION

The Chartered Management Consultant Award is developed for the purpose of setting and maintaining the highest standards in the management consulting profession. Central to this is the Award's Competency Framework.

The framework is the central reference point around which the Award's pathways and methods of assessment are based. It is the document against which individual consultants and organisations can compare their own development and capabilities to establish the degree to which they match the criteria set for the Award and to determine what additionally they must do to meet the standards set.

FOUNDATIONS OF FRAMEWORK

The Competency Framework takes account of and brings together the following:

- ▶ The agreed Privy Council submission for Chartered Management Consultant including its definition and specification of 'Chartered Management Consultant' and the broad competency framework contained therein.
- ▶ The MCA Consulting Excellence Principles and a number of competency frameworks from MCA member Organisations.
- ▶ The CMI's Code of Conduct and Practice for Leadership and Management
- ▶ Competency frameworks from a cross section of professional chartered institutes.

THE FRAMEWORK'S OPERATING ASSUMPTIONS

In line with the requirements of the profession, and following the broad operating assumptions of other competency frameworks from other professional chartered institutes, the Framework assumes:

- ▶ **Three stages of progression.** Foundation (Understands the role, capabilities and requirements of a management consultant and is starting to apply these to their day-to-day work). Applied (ability to fully contribute technically and functionally both as an individual and as part of a management consulting team) and Chartered (effectively leads and manages solutions, assignments, work streams, teams and resources). Assessment is only undertaken at Chartered level.
- ▶ **CPD and practical impact.** It is expected that individuals continually undertake CPD pre and post the award of ChMC and must be able to demonstrate practical impact.

THE UNDERLYING PRINCIPLES OF THE ChMC FRAMEWORK

The management consulting profession can be best characterised at three levels, the profession itself, the Organisations in which management consultants operate and individual management consultants themselves. The Competency Framework's four main components are applied across these categories. The four components are namely, ethics and professional standards, leadership and management, consulting operating environment, and personal and professional development:

The Profession:

- ▶ **Values, Ethics and Behaviours** - the profession must be grounded and rooted in a set of standards so that the Award has at its very core a code of conduct and practice that enshrines core management consulting ethics, values and practices.
- ▶ **Leadership and management** - one of the key characteristics that define successful management consultants is their ability to lead and manage effectively.

Client Operating Environment:

In broad terms management consultants face similar challenges across Organisations and sectors. Organisations expect their consultants to hold up to date technical and functional knowledge and be able to apply their understanding of a number of core subjects, for example, change management, operational improvement and so on. In addition, in order to operate effectively management consultants require specific, yet wide ranging, functional technical knowledge.

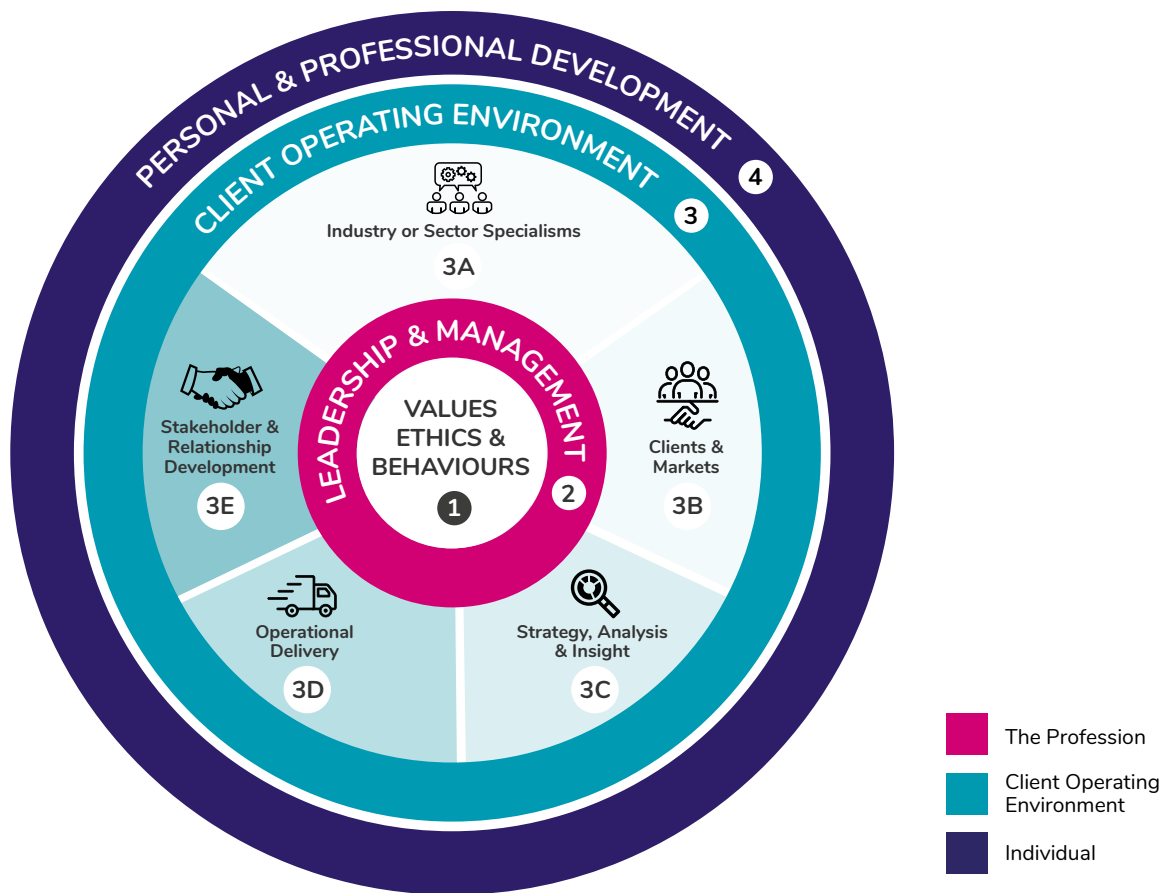
It is important, therefore, the Award reflects the operational expectations Organisations have of their management consultants. It is proposed that Chartered Management Consultants must demonstrate capabilities at a Chartered level in the following areas: industry or sector specialisms; clients and markets; strategy, analysis and insight; operational delivery (including technology enablement); stakeholder and relationship development.

The Individual:

- ▶ **Personal and Professional Development** - There is an expectation that Chartered Management Consultants take responsibility for their own personal and professional development, developing a number of individual characteristics including inclusion and diversity, intellectual curiosity, intellectual flexibility, social and emotional intelligence, collaboration, influence and stakeholder relationship management. Individual management consultants need to take charge of their own development. That is why the personal and professional development component of this framework sets out a number of individual characteristics that management consultants must demonstrate in order to achieve Chartered status.

The Competency Framework that follows further breaks down and details the above four components, characterising in each case what is required for the Award at its Foundation, Applied and Chartered progression stages.

CHARTERED MANAGEMENT CONSULTANT COMPETENCY FRAMEWORK



COMPONENTS OF THE COMPETENCY FRAMEWORK

1. Ethics and Professional Standards

A Code of Conduct and Practice that enshrines a set of 'core' management consulting ethics, values and practices:

1A. ChMC Foundation Values	1B. Ethics	1C. Behaviours
<ul style="list-style-type: none"> ▶ Eminence ▶ Growth mindset ▶ Integrity and trust ▶ Inclusivity ▶ Courage of convictions ▶ Determination ▶ Innovation and creativity ▶ Agility ▶ Honesty and transparency ▶ Ethics ▶ Resilience 	<ul style="list-style-type: none"> ▶ Adhering to an Organisation's ethics code and governance framework ▶ Demonstrating Corporate and Social Responsibility of an Organisation in everyday work ▶ Sustaining and contributing to ethical position of clients 	<ul style="list-style-type: none"> ▶ Acting in the best interests of your organisation, customers, clients and /or partners ▶ Respecting the people with whom you work ▶ Creating a positive impact in the context of environmental, social and governance factors

CHARTERED MANAGEMENT CONSULTANT COMPETENCY FRAMEWORK

2. Leadership and Management

Characterises effective leadership and management in the form of:

2A. Leading Self	2B. Leading Others	2C. Leading and Managing Through Change
<ul style="list-style-type: none"> ▶ Working to and setting priorities, self-monitor performance, take responsibility for career development, developing self-awareness, embracing lifelong learning 	<ul style="list-style-type: none"> ▶ Provides clear purpose and direction; inspires trust, respect and shared values; develops and supports others, etc 	<ul style="list-style-type: none"> ▶ Identifying opportunities and need for change and development; scope, plan and drive change; manage others through the change process, etc

3. Consulting operating environment

A management consultant should be able to demonstrate and evidence knowledge and understanding of at least one elective specialism. Examples of specialism might include: Change management; Finance effectiveness; Operational effectiveness; Strategy development; Digitalisation; CSR and sustainability. This list is not exhaustive.

It is important the Award reflects the operational expectations organisations have of their management consultants. It is proposed that Chartered Management Consultants must demonstrate the following to a Chartered level:

3A. Industry or Sector Specialism <ul style="list-style-type: none"> ▶ Understand an industry or sector structure & the associated operational implications for organisation ▶ Hold a developed understanding of the drivers of organisational success ▶ Isolate emerging disruptive trends & forecast future structural changes ▶ Articulate how specialisms address future challenges ▶ Understand, articulate & develop your Organisation's related client offers & propositions 	3B. Consulting Operating Environment: Clients and Markets <ul style="list-style-type: none"> ▶ Client relationship management ▶ Taking a client and solutions focussed approach ▶ Solution and proposal development ▶ Client development ▶ Managing Organisation risk ▶ Maintaining and developing a strategic business network
3C. Consulting Operating Environment: Strategy, Analysis and Context <ul style="list-style-type: none"> ▶ Strategically contextualise challenges & opportunities ▶ Making sense of ambiguity ▶ Holding up-to-date knowledge of subject matter specialisms with an ability to deploy a range of methodologies, tools, models & frameworks ▶ Appropriate application of analysis to a specific problem & opportunity 	3D. Consulting Operating Environment: Operational Delivery <ul style="list-style-type: none"> ▶ Delivery of client benefits ▶ Delivery & quality assurance of appropriate functional, value based solutions ▶ Managing finance, people, programmes and processes in an ethical & inclusive manner ▶ Balancing client need with your Organisation's operational & reputational risk to deliver against objectives ▶ Managing to achieve KPIs (e.g. utilisation, etc) to deliver the Organisation commercial objectives

CHARTERED MANAGEMENT CONSULTANT COMPETENCY FRAMEWORK

3E. Consulting Operating Environment: Stakeholder and Relationship Development

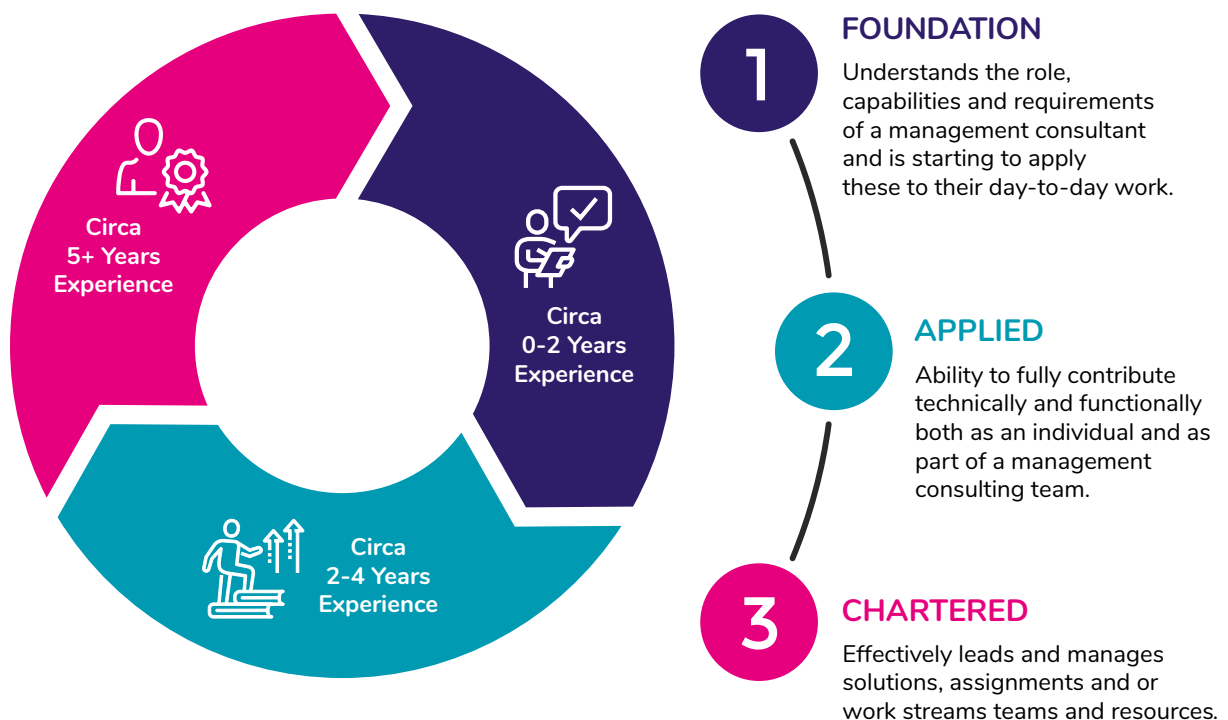
- Establishing and maintaining a comprehensive network of stakeholders
- Proactively develop and manage a portfolio of sustainable relationships

4. Personal and Professional Development

There is an expectation that Chartered Management Consultants take responsibility for their own personal and professional development. It is proposed this development be directed towards developing a number of individual personal characteristics:

- ▶ Driving inclusion and diversity
- ▶ Demonstrate intellectual curiosity
- ▶ Display intellectual flexibility
- ▶ Practice social and emotional intelligence
- ▶ Collaborating with others
- ▶ Influencing and engaging others

COMPETENCY FRAMEWORK PROGRESSION STAGES



1A. ETHICS & PROFESSIONAL STANDARDS:

Chartered Management Consultant Foundation Values

FOUNDATION VALUE	DEFINITION
Eminence	Pursuit of and acknowledged excellence within a particular sphere.
Growth mindset	An ambitious, expansive and progressive attitude directed towards developing self, Organisation and the Profession.
Integrity and trust	The quality of being honest and having strong moral principles. Behaving in an open, honest and trustworthy manner. The individual is trusted by immediate colleagues, clients and their wider stakeholder network.
Inclusivity	The practice of including and taking account of diverse ideas, views and experiences of people from a range of contexts and backgrounds. Including individuals and groups who might otherwise be excluded.
Courage of convictions	Strength to act on one's own strongly held professional beliefs, opinions and judgements in the context of inclusivity. Where appropriate escalating, discussing and gaining approval for specific actions and activity.
Determination	Drive and focus to deliver a shared outcome.
Innovation and creativity	Making changes to the established by introducing imaginative, original and new principles, methods or ideas to deliver improvements.
Agility	Willingness to change, compromise and adapt to changing circumstances.
Honesty and transparency	Truthful, sincere and authentic. Straightforward and easy to understand.
Ethics	A set of professional moral principles that govern an individual's professional conduct.
Resilience	Adapt in face of adversity. "Bouncing back" from difficult experiences.

1B. ETHICS & PROFESSIONAL STANDARDS:

Ethics

	FOUNDATION	APPLIED	CHARTERED
Adhering to an Organisation's ethics code and governance framework	Understands, comprehends and applies the Organisation's ethics code and governance frameworks to day-to-day work, taking personal responsibility for operating within these policies.	Understands, comprehends and applies the Organisation's ethics code and governance frameworks to day-to-day work, taking personal responsibility for operating within these policies and actively advocating their importance within the Organisation.	When leading or being part of a team and working with others you ensure the Organisation's ethics code and governance frameworks are being applied and upheld.
Demonstrating Corporate and Social Responsibility of an Organisation in everyday work	Understands and comprehends the principles of Corporate and Social Responsibility and how they apply in the Organisation, taking personal responsibility for operating within these principles.	Understands and comprehends the principles of Corporate and Social Responsibility and how they apply in the Organisation, applying them to day-to-day work, taking personal responsibility for operating within these principles and actively advocating their importance within the Organisation.	When leading or being part of a team and working with others you ensure the principles of Corporate and Social Responsibility are applied and upheld.
Sustaining and contributing to ethical position of clients	Understand and apply your client's ethical position and policies.	Ability to assimilate a client's ethical position and policies ensuring client-facing work is delivered within the scope of their policies.	Contribute to positively enhancing a client's ethical position by considering ethics when developing solutions for clients and where appropriate make recommendations for ethical development as part of a client engagement.

1C. ETHICS & PROFESSIONAL STANDARDS:

Behaviours

	FOUNDATION	APPLIED	CHARTERED
Acting in the best interests of your organisation, customers, clients and/or partners	You understand how your actions and activity supports the Organisation's overall objectives and reputation and those of the Organisation's clients.	In your day-to-day actions and activity you support the Organisation's overall objectives and reputation and those of the Organisation's clients.	You serve clients to the highest standards at all times and establish and develop sustainable business relationships based on mutual confidence, trust and respect.
Respecting the people with whom you work	You demonstrate respect in all your interactions whether face to face or virtually.	You demonstrate respect in all your interactions, whether face-to-face or virtually. Having regard for the physical and mental health, safety and well-being of colleagues.	You support colleagues to understand fully their responsibilities, areas of authority and accountability. Acting consistently and fairly when addressing personal performance or standards of behaviour.
Creating a positive impact in the context of environmental, social and governance factors	You treat others fairly and with respect. You have an understanding of the importance of equality of opportunity, diversity, inclusion and individual dignity. Working within the CSR framework of your Organisation.	You treat others fairly and with respect, promoting equality of opportunity, diversity, inclusion and individual dignity. Challenging and reporting conduct or behaviour suspected to be unlawful or unethical, and encouraging others to do so. Working within the CSR framework of your Organisation.	You address the interests and needs of all stakeholders in a balanced manner, ensuring that the social and environmental impact of work is as positive as possible. Working within the CSR framework of your Organisation.

2A. LEADERSHIP AND MANAGEMENT:

Leading Self

	FOUNDATION	APPLIED	CHARTERED
Working to and setting priorities	You are aware of the importance of scheduling day-to-day work to match operational priorities.	You continually review and prioritise workload to match operational priorities of team, work streams and assignments.	You are able to manage your own workload priorities while managing those of other team members and your clients.
Self-monitor performance	You are aware of the need to and how to self-monitor and manage your own performance.	On an on-going basis you assess your individual performance and identify areas in which you can develop.	You continually assess your performance both as an individual and as part of a team and continuously identify areas in which you can develop
Take responsibility for career development	You are aware of how to make managers aware of your development needs and how and where interventions can be sourced. You take responsibility for your own career development.	You make managers aware of the areas in which you need to develop and actively seek out opportunities to develop yourself. You take responsibility for your own career development.	You take responsibility for your own career development and for mentoring and supporting others in their career development.
Developing self-awareness	You have an awareness of how your actions impact on colleagues, clients and stakeholders.	You understand how your actions may directly impact on your colleagues, clients and stakeholders when facilitating the delivery of results and can flex your style accordingly.	You create a culture of self-awareness, which enhances your performance and that of your colleagues.
Embracing lifelong learning	You start identifying areas for your own professional learning and development.	You manage your own professional learning and development to achieve career goals.	You develop and maintain a culture of lifelong learning and development for both yourself and other team members.

2B. LEADERSHIP AND MANAGEMENT:

Leading Others

	FOUNDATION	APPLIED	CHARTERED
Provides clear purpose and direction	You understand the purpose and direction of an Organisation, its clients and the projects and assignments you work on.	You understand the purpose and direction of an Organisation and its clients, appropriately translating this into your day-to-day work and client facing project delivery.	You influence, engage and persuade individuals within teams, both within the Organisation and on client projects, to consider their role in delivering an organisation's purpose and direction, challenging them to consider how they can change their practices to enhance performance.
Inspires trust respect and shared values	You demonstrate trust, respect and an understanding and commitment to your team values.	You work collaboratively in a team environment, actively supporting colleagues and exhibiting, through your day-to-day work, a commitment to the values of the team and the Organisation. This extends to your relationships with clients and other stakeholders.	You build strong and trusted relationships with members of your team based upon leading by example, you show a respect for individual differences and recognise the contribution of individuals to team performance. You encourage openness, team-wide communication and the development of a collective sense of responsibility and identity. This extends to your relationships with clients and other stakeholders.
Communicates clearly and succinctly	You are aware of how your style and method of communication matches the requirements of different audiences. Complying with internal guidelines i.e. those set for using social media and digital when communicating internally and with clients.	You communicate clearly and succinctly when working with clients, leading tasks, managing delivery teams and in monitoring and providing feedback on delivering project performance.	You adapt your communication to take into account how people prefer to receive information and knowledge including what media, language, style, timing, and pace are appropriate.

2B. LEADERSHIP AND MANAGEMENT:

Leading Others

	FOUNDATION	APPLIED	CHARTERED
Committed to the development of the Organisation's people and talent	You hold a strong attachment to your organisation and your team. You are open to receiving feedback and are able to understand what the organisation expects of you.	You provide support to your immediate colleagues to develop in their role. Providing feedback and mentoring as appropriate, you proactively support other team members in their development.	You support members of your team by encouraging them to undertake development activities, making the required resources available and removing obstacles to their learning. You provide colleagues with support and feedback, mentoring and coaching as appropriate, to enable them to improve their performance.
Resolves problems and conflicts with positive outcomes	You are able to recognise sources of conflict and begin to identify resolutions.	You recognise sources of conflict and where necessary take immediate action to defuse and potentially resolve a situation.	You anticipate and identify potential conflicts between your team members and other stakeholders, taking preventative action to avoid conflict. You manage conflict effectively, using techniques for conflict resolution.
Adapt leadership style to take account of diverse situations	You are aware that your approach to your work must meet the requirements of specific environments and audiences.	You apply a leadership style to meet the requirements of a specific environment or audience when managing a particular task or activity.	You adapt your leadership style when on a particular work stream or project in order to increase team cohesion and the likelihood of delivering desired results.
Promoting well-being and valuing staff	You approach your day-to-day work in a manner that supports the well-being of colleagues.	You approach your day-to-day work in a manner that supports the well-being of colleagues and valuing the contribution of other team members.	As a consultant well-being is recognised, promoted and discussed within your team. You ensure a working climate is developed on projects you are on, where it is safe to discuss health and mental health matters.
Creates a network of followers	You recognise the importance of developing close working relationships with others and seek out role models.	Within your team you develop strong and close working relationships with others, forming an informal support network, acting as a role model to others.	Within your team, and with other key stakeholders, you have an informal support network. This network extends to cover close working relationships and followers across the Organisation, potentially leading to sponsorship.

2C. LEADERSHIP AND MANAGEMENT:

Leading and Managing Through Change

	FOUNDATION	APPLIED	CHARTERED
Creation of an environment to enable others to be creative, agile, innovative and value quality	You recognise the value of and take an innovative and creative approach to your day-to-day work.	You actively contribute and support your colleagues to innovate and think differently when addressing client problems and issues and in their day-to-day business activities within the Organisation.	On client projects, and within your Organisation, you value individuals thinking differently, proposing innovative ways of addressing problems and issues and promoting a working environment focussed on continuous improvement.
Identify opportunities for change and development	As part of your day-to-day work you assist others in helping to identify opportunities for change that benefit the organisation and or it's clients.	As a team member working on client facing projects, and working within your Organisation, you identify opportunities for change. Including supporting the preparation of business cases proposing change.	You take a leading role in identifying opportunities for implementing change and develop practical ways of achieving them.
Scope, plan and drive change	You understand the principles involved in planning, scoping and securing the benefits of change, supporting others to implement change when directed to do so.	You translate the scope and plans for a given change into your day-to-day work on client facing projects and within your Organisation. You actively and positively shape your own work to successfully support and implement change.	You use the scope and objectives for a given change to lead, facilitate and develop a plan of activity that enables you to successfully implement the change.
Manage others through the change process	Within your Organisation and/or as a team member on client facing projects, you actively demonstrate support for change, and the delivery of it's benefits.	Within your Organisation and as a team member on client facing projects, you own actions, you actively demonstrate support for change, encourage others to commit to the change and in doing so build energy and momentum within the change project.	You take account of and plan for the differing impact of the change across the team / organisation. You put in place mechanisms to help individuals cope with the change and shape the change process to encourage individuals to take ownership of the change and successful delivery of its objectives.
Consistently thinking in a strategic and holistic manner	You demonstrate an understanding of how your role contributes to change focussed projects.	You understand change in the wider context of your Organisation's or a client's business environment and organisational strategy. You apply business planning tools and methodologies.	You apply business planning tools and methodologies to put a given change into its strategic context and articulate this to others in a persuasive, understandable manner.
Take account of stakeholder issues	You understand the different stakeholder groups and objectives of a given change.	You understand the stakeholder groups of a given change, their interests and objectives and adapt your working practices to effectively work with each group to deliver the intended outcome of the change.	You identify the inherent conflicts and tensions within and between stakeholder groups for a given change and work to minimise disruption.

3. CONSULTING OPERATING ENVIRONMENT

Consulting Operating Environment: Industry or Sector Specialisms

As a consultant you should be able to demonstrate and evidence your knowledge and understanding as relevant to the management consulting profession the equivalent of Level 7 in at least one elective specialism. Examples of a specialism might include:-

- ▶ Change management; Finance effectiveness; Operational effectiveness; Strategy development; Digitalisation; CSR and sustainability

This list is not exhaustive.

Level 7 is defined by the Quality Assurance Agency for Higher Education as “having an in depth and advanced knowledge and understanding of their subject and/or profession informed by current practice, scholarship and research. This will include a critical awareness of current issues and developments in the subject or profession”.

3A. CONSULTING OPERATING ENVIRONMENT

Industry or Sector Specialisms

	FOUNDATION	APPLIED	CHARTERED
Understand an industry, sector or function structure and the associated operational implications for organisation	You have selected an industry, sector or function and are developing a broad knowledge of this domain and a broad understanding of its day-to-day operational implications.	You have knowledge of the broad structure of an industry, sector or function and a broad understanding of the day-to-day business implication for organisations operating within that domain.	You understand how an industry, sector or function is structured, what elements are critical to its stability and can articulate the opportunities and threats to it.
Hold a developed understanding of the drivers of organisational success	You are developing a knowledge of the drivers for organisational success for an industry, sector or function.	You have knowledge of the drivers for organisational success for an industry, sector or function and a broad understanding of the day-to-day business implication for organisations operating within that domain.	You understand why specific phenomena drive organisational success in the industry, sector or function and the relative importance of each, and are able to articulate opportunities and threats to it.
Isolate emerging disruptive trends and forecast future structural changes	You are developing a knowledge of emerging and disruptive trends for an industry, sector or function.	You have knowledge of the emerging and disruptive trends for an industry, sector or function and a broad understanding of likely broad structural changes organisations operating within that domain are likely to face.	You understand the underlying causes of emerging disruptive trends and potential future structural changes for the industry, sector or function to assess the relative impact of each on major players and broadly articulate opportunities and threats in that domain.

3A. CONSULTING OPERATING ENVIRONMENT

Industry or Sector Specialisms

	FOUNDATION	APPLIED	CHARTERED
Articulate how specialisms address future challenges	You are developing a broad knowledge of how your specialism addresses future challenges and opportunities faced by the industry, sector or function.	You have broad knowledge of how your specialism addresses future challenges faced by the industry, sector or function.	You understand how your specialism can be applied to address the future challenges faced by major players in the industry, sector or function.
Understand, articulate and develop your Organisation's related client offers and propositions	You are developing a knowledge of how all of the above relate to the Organisation's client offers and propositions.	You have knowledge of how all of the above relate to the Organisation's client offers and propositions.	You understand and articulate how all of the above relate to your Organisation's client offers and propositions. Making tactical modifications to take account of both the clients position and its forecasted future in the industry, sector or function.

3B. CONSULTING OPERATING ENVIRONMENT

Clients and Markets

	FOUNDATION	APPLIED	CHARTERED
Client relationship management	You maintain constructive working relationships with client contacts, colleagues and other stakeholders.	During client facing projects you form new and constructive working relationships with client contacts and stakeholders, developing these relationships in the medium to long-term. Able to spot opportunities to on-sell work and refer opportunities to others for consideration and follow-up. Where appropriate, they support the team to develop a new opportunity.	Over the course of your work, you are considered by others as a trusted advisor.
Taking a client and solutions focussed approach	You can demonstrate an understanding of what a client and solutions focussed approach needs to be.	In your day to day activity solutions and outcomes are developed and delivered which meet the needs of your client.	You manage your work in a manner that ensures a focus on the needs of the client and you ensure that solutions are developed to meet those needs.
Proposal Development	You prepare input to support the development of a solution and a client proposal.	You contribute to the development of proposals and propositions for existing and new clients. You demonstrate an ability to translate technical competence into commercial solutions and value based benefits for clients. You understand and follow your Organisation's sales and business development processes.	You operate effectively as part of a client facing team working to develop a proposition and proposal for a specific engagement. You are able to internally lead on the crafting of a proposal or proposition under guidance.

3B. CONSULTING OPERATING ENVIRONMENT

Clients and Markets

	FOUNDATION	APPLIED	CHARTERED
Client development	You support research on a client or sector to deliver new and existing client development activities.	You actively identify within your specialism and industry sector potential new clients. You can clearly articulate the Organisation's propositions and are starting to develop potential contacts in target Organisations. You support where necessary the process of client development, looking for opportunities to add value.	As part of a team you contribute to the development of a pipeline of new and existing clients, forming working relationships with specific individuals and contributing to building potential propositions for the new clients. You are continually building an extensive and diverse network of external contacts.
Managing Organisation risk	You understand your Organisation's risk management and independence policies, along with the importance of the policies set by clients and regulatory bodies.	You understand your Organisation's risk management and independence policies, along with policies set by clients and regulatory bodies. You actively seek advice and guidance where appropriate and have a limited or no role in the risk assessment of new engagements.	In your sphere of influence you understand and ensure application of your Organisation's risk management and independence policies, along with policies set by clients and regulatory bodies. You provide advice and guidance to others, where appropriate, and operate as part of a team to assess the risk associated with new engagements. You anticipate, identify and socialise potential risks before they materialise.
Maintaining and developing a strategic business network	You understand the importance of developing a network of external business contacts, are starting to plan how you will undertake this activity and who can help you to start doing this.	Within the confines of your specialism and industry you are starting to develop a network of external business contacts and regularly attend external networking events. You hold a small number of developed relationships with a few key organisations.	Within the confines of your specialism and industry, you hold a number of trusted relationships within relevant organisations, industry bodies and intermediaries.

3C. CONSULTING OPERATING ENVIRONMENT:

Strategy, Analysis and Context

	FOUNDATION	APPLIED	CHARTERED
Strategically contextualise problems and issues	In your day-to-day work you are able to demonstrate your understanding of issues in the context of your client's strategy.	When contributing to an analysis of a client problem and in developing a solution you are able to analyse data and contextualise the issues outside of your specialism in respect of the client's business operations, corporate strategy and external operating environment.	When you develop a solution you are able to analyse available evidence/ information and apply contextualisation to the issues, articulating this to the team and ensuring the developed solution fits this context.
Making sense of ambiguity	In your day-to-day work you are able to demonstrate your understanding of ambiguity. Including an awareness of individual and organisational inconsistencies.	You can use your specialism, technical knowledge and methodologies to deconstruct a problem or issue to determine its root cause and provides greater clarity on its cause and effect. Contributing to the development of a specific, unique and innovative insight that forms the basis of a series of potential solutions.	You combine collective specialisms and technical knowledge to deconstruct a problem or issue to determine its root cause and provide greater clarity on its cause and effect. Developing a specific, unique and innovative insight that forms the basis of a series of potential solutions. Able to make trade-offs and provide advice and guidance to others.
Holding up-to-date knowledge of subject matter specialisms with an ability to deploy a range of methodologies, tools, models & frameworks	In your work and interactions with colleagues and clients, you actively develop your understanding of methodologies, tools, models and frameworks and begin to apply these to the benefit of the project and / or your role.	The subject matter specialisms and methodologies held by you match those required by your Organisation. You regularly apply these as part of a team, or individually, to address client problems and directly contribute to fee generation. You undertake CPD and are up-to-date in your areas of specialism.	You are able to integrate your own specialisms, technical knowledge and methodologies with those of others to develop solutions to client problems. You actively and regularly extend your technical competence in new and related areas. Continually advance your own CPD and lead by example encouraging others to regularly undertake CPD.

3C. CONSULTING OPERATING ENVIRONMENT:

Strategy, Analysis and Context

	FOUNDATION	APPLIED	CHARTERED
Appropriate application of analysis to a specific problem	In your day-to-day work you are able to understand and articulate the relevance of your specialisms, technical knowledge and methodologies.	You are able to flexibly select, combine and apply own specialisms, technical knowledge, analysis of data and methodologies to address a particular client problem. Articulating methodologies, analysis process and results in a straightforward, understandable and non-technical manner.	You are able to assimilate a group's technical capability, collaboratively selecting specialisms, technical knowledge, analysis of data and methodologies that directly relate to the problem at hand. Able to communicate and explain the analytical approach to be taken to address the client problem in a straightforward, understandable and non-technical manner.
Ability to craft a feasible and effective solution	You are aware of and are starting to develop an understanding of the practical boundaries and limitations of your specialisms, technical knowledge and methodologies.	You are aware and take account of the practical boundaries and limitations of your specialisms, technical knowledge and methodologies. The solutions that result from your analysis work are feasible addressing the technical, operational, budget and resource constraints of the client.	You are aware and take account of the practical boundaries and limitations of the selected specialisms, technical knowledge and methodologies. Solutions that result from this collective analysis work are feasible addressing the technical, operational, budget and resource constraints of the client.

3D. CONSULTING OPERATING ENVIRONMENT:

Operational Delivery

	FOUNDATION	APPLIED	CHARTERED
Delivery of client benefits	You understand and are starting to apply the agreed value based client benefits for an engagement to your day-to-day project work.	Understands, comprehends and applies the agreed value based client benefits for an engagement to day-to-day project work. Ensuring that activity and outcomes fully contribute to delivery, urgently escalating any matters of concern and proposed solutions to work-stream or team managers.	Actively and continually monitors and measures the delivery of value based client benefits throughout the engagement. Ensuring that the direction, structure and shape of the project are delivering against these benefits. Takes responsibility for recommending modifications and corrective action on major issues and makes decisions to resolve tactical issues.
Delivery and quality assurance of appropriate functional, value based solutions	You understand the importance of and are taking personal responsibility for the delivery of allocated work within a project, including the delivery of value-based solutions.	You are personally accountable for the delivery of a project against target, on time, on budget, ensuring that you directly contribute to a value-based solution. You proactively escalate any matters of concern and proposed solutions to work-stream or team managers.	Where relevant to the client situation you actively and continually monitor and manage project delivery to ensure a project is within scope, on-time, on budget and delivers to quality criteria set for the project. You take responsibility for recommending modifications and corrective action on major issues and make decisions to resolve tactical issues and deliver a value-based solution
Managing finance, people, programmes and processes in an ethical and inclusive manner	You understand and can communicate how you personally contribute to aspects of the structure, content and direction of a project and assignment as directed by senior members of the engagement team. You work in an inclusive and ethical manner.	You contribute to the development of specific aspects of the structure, content and direction of the engagement strategy as directed by senior members of the engagement team. Assisting in the planning of implementation work for a work stream to ensure that the project is within scope, on time, on budget and delivers to quality criteria set for the project. Operating as a team member in an ethical and inclusive manner that recognises the needs of other team members and the well being of the team.	You contribute to the development of the structure, content and direction of the engagement strategy. You manage in an ethical and inclusive manner, taking account of the needs of individual team members to develop in their role, undertake variety in their work and recognise diversity within the team.

3D. CONSULTING OPERATING ENVIRONMENT:

Operational Delivery

	FOUNDATION	APPLIED	CHARTERED
Balancing client need with your Organisation's operational and reputational risk to deliver against objectives	You can demonstrate your understanding of project risk and are starting to apply these principles to your day-to-day work.	You continually monitor all project risks within the scope of your project responsibility (individually and for work streams) and more widely, escalating issues on an urgent basis including scope creep, time and budget overruns, quality issues and blockages to meeting value based client objectives.	You are responsible for operational risk in the form of scope creep, time and budget overruns, quality issues and blockages to meeting value based client objectives. Taking responsibility for recommending modifications and corrective action on major issues.
Managing to achieve KPIs (e.g. utilisation, etc) to deliver the Organisation commercial objectives	You are commercially aware and can demonstrate an understanding of the KPIs that directly relate to your day-to-day role.	You are commercially aware and take responsibility for delivering your own and, as appropriate, your team's workstream utilisation, internal budget and KPIs.	You are commercially aware and manage the delivery of engagements against project milestones, financial performance, utilisation and performance against internal KPIs.

3E. CONSULTING OPERATING ENVIRONMENT:

Stakeholder and Relationship Development

	FOUNDATION	APPLIED	CHARTERED
Establishing and maintaining a comprehensive network of stakeholders	You understand the importance of building contacts in target Organisations, industry bodies, intermediaries and within your own Organisation and are starting to plan how you will undertake this activity and who can help you to start doing this.	You are starting to develop important contacts in target Organisations, industry bodies, intermediaries and within your own Organisation to establish and build your network.	You are continually building an extensive and diverse network in target Organisations, industry bodies, intermediaries and within your own Organisation.
Proactively develop and manage a portfolio of sustainable relationships	You have considered how you will build reciprocal relationships with existing contacts and are starting to plan how to widen and develop your portfolio of relationships.	You invest time to build reciprocal relationships with existing contacts and to investigate the further development of your network. Able to initiate contact with prospective contacts both inside and outside your Organisation.	You take a considered and structured approach to sustaining and building a professional network. Planning and prioritising activity that sustains and develops relationships, alongside building the scope and scale of your network.

4. PROFESSIONAL & PERSONAL DEVELOPMENT

	FOUNDATION	APPLIED	CHARTERED
Driving inclusion and diversity	You can explain and demonstrate an understanding of the importance of inclusion and diversity.	You actively seeks out opportunities within and outside of your team to contribute to developing diversity and inclusivity within the Organisation.	You take a lead on activities, directly contributing to developing diversity and inclusivity within your Organisation.
Demonstrate intellectual curiosity	You can explain and demonstrate an understanding of the importance of intellectual curiosity.	Actively curious to question and understand the foundations and first principles of the profession and your specialisms. You have started to develop and change your own day-to-day working practices.	You continually question and challenge your professional practice within your specialisms modifying your own day-to-day working practices.
Display intellectual flexibility	You are able to explain and understand the importance of assimilating data and working as an effective team member. You can demonstrate how you are starting to apply this to your day-to-day work.	As part of your day-to-day activity you are able to assimilate data, discourse, events and your environment to work as an effective member of a team and contribute to its development.	You can assimilate data, discourse, events and your environment structuring them at strategic, tactical and operational levels in order to lead, guide and influence work streams and teams.
Practice social and emotional intelligence	You can explain and demonstrate an understanding of social and emotional intelligence.	At an individual level, as part of a team, you are able read and sense the objectives, motivation and emotions of others and through social interaction limit conflict, reinforce team cohesion and contribute to the team achieving its objectives. Individuals are able to manage themselves taking account of dealing with pressure, workload and work life balance.	You are able to read and sense the objectives, motivation and emotions of team members both individually and collectively. Able to assess an individual's ability for "self" management.
Collaborating with others	You hold productive working relationships with colleagues and are starting to demonstrate collaborative working.	You find common ground with other team members to form collaborative and productive working relationships and hold influence within the team. Contributing to the team achieving its objectives.	You create an environment in which team members can find common ground, hold mutual respect for each other and build team cohesion. Influencing and motivating the team to achieve its objectives.
Influencing and engaging others	You understand the importance of taking account of the opinions and perspectives of others and are starting to apply this to your day-to-day work.	You take account of the opinions and perspectives of others. Showing mutual respect and a genuine interest in their thoughts, ideas and expectations. Within a team you are able to constructively persuade and commit others to tasks. Contributing to the team achieving its objectives.	You respect the opinions and perspectives of other team members. Showing mutual respect and a genuine interest in their thoughts, ideas and expectations. Constructively persuading and committing the team to achieve its objectives.

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