

# ASSOCIATE CHARTERED MANAGEMENT CONSULTANT

Guidance for those applying via  
the **On Programme Route**.



**CHARTERED  
MANAGEMENT  
CONSULTANT**

Delivered by the Chartered  
Management Institute (CMI)  
and the Management  
Consultancies Association (MCA)

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## PART 1: Associate ChMC Guidance - Getting Started

Welcome to your step-by-step guidance on how to apply for Associate Chartered Management Consultant (Assoc.ChMC) status. Becoming an Associate ChMC demonstrates your commitment to professional standards, continued professional development and ethical and professional conduct.

The Associate ChMC assessment process is based on your management consulting experience and the measurable impact you have made for your clients. It is all about **you**, not your team or your organisation.

### You need to supply evidence that you:

- are professionally active with a proven track record of management consulting
- have the required breadth and depth of management consulting experience to meet the requirements of the Applied level ChMC competencies
- are committed to continuing professional development and an ethical way of working
- have a sponsor who will support your application for Chartered status.

## Frequently Asked Questions

### What does 'professionally active' mean?

- Your evidence must demonstrate that you are currently performing to the required standards as a management consultant. Evidence can be demonstrated over many years, and doesn't have to all be from working with your current employer, but it also needs to show that you are still actively performing to the standards.

### How do I show that I have the required breadth and depth of management consulting experience to meet the requirements of the Applied level ChMC competencies?

- To get started, we recommend you review the competencies described within the [ChMC Competency Framework](#). The competencies are described at three levels within the framework. You are applying for Associate Chartered status, so it is important that you focus on demonstrating the competencies described at Applied level.

Reflect on your management consulting experience and start to identify examples of when you have demonstrated the Applied level competencies. Each engagement or project will provide evidence for multiple competencies.

## How do I demonstrate my commitment to continuing professional development?

- Planning and recording your continuing professional development (CPD) is an important part of being a registered Associate Chartered Management Consultant. It provides you with a fantastic opportunity to reflect on what has affected your practice over the last 12 months, and offers a chance to identify what you need to develop over the coming 12 months.

You will be asked to evidence how you take responsibility for your personal and professional development. This means looking forward, and something that you will no doubt already be doing as part of your ongoing career development. We are interested specifically in how you will continue to develop against the ChMC competencies. We'll also ask why you chose those competencies, and what difference they have - and will make - to you, your clients and your practice.

This is something you can reflect upon once you have gathered your evidence to support the Applied level ChMC competencies. The process may highlight areas where you can establish opportunities for further development, or where different types of client engagements/projects may be beneficial.

## How do I demonstrate my commitment to an ethical way of working?

- ChMC has at its very core a [code of conduct](#) and practice that enshrines core management consulting values, ethics and behaviours. You will be asked for examples of the actions you have taken to uphold ethical standards and why? What actions have you taken, or recommendations have you made to clients, in applying Corporate and Social Responsibility principles?

## Who can I ask to sponsor my application for Associate Chartered status?

- A sponsor should be a senior manager or your line manager. Someone that can provide a professional reference, ideally from the perspective of a coach/mentor. In all instances this should be someone who can confirm and expand on the value you have added to your organisation/the client and give their perspective of your application of the Applied level competencies.

They will be asked to provide a summary of why they believe you are acting at the level required and how they think you are demonstrating the key competencies and behaviours within the ChMC framework. The assessor will be looking for a relatively detailed response (approximately 500 words) in support of your submission. We have produced a guide for you to download and share with your sponsor to explain the requirements.

It is important therefore that you think carefully about who you wish to select as your sponsor, ensuring that they will have sufficient knowledge about you and the work you have undertaken.

## Key Documents

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[ChMC Competency Framework](#)

[Associate ChMC Guide for Sponsor](#)

[CMI Code of Conduct](#)

[ChMC Welcome Video](#)

## PART 2: Associate ChMC Guidance - Assessment Process Overview

The Associate ChMC assessment process is made up of two stages, detailed below.

### Stage 1 - Written Submission

The first stage involves you providing written evidence of your management consulting experience against the ChMC competencies.

### Stage 2 - Professional Discussion

Provided your written submission has met the requirements, your Assessor will contact you to arrange the second stage of the assessment process, which is your professional discussion.

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## Written Submission

The written evidence you provide should be presented within the submission template provided. Once completed, you will upload your submission template to the assessment portal using the link provided in your welcome email.

**This link is unique to you and should not be shared.**

Your dedicated Assessor will contact you within a few days to introduce themselves and progress your Associate ChMC assessment.

**Your Assessor will review your submission to ensure that it:**

1. Does not contain any client names
2. Meets the word count constraints
3. Is complete and contains sufficient evidence of the Applied level ChMC competencies

If items one or two above are not met, your submission will be referred back to you with guidance on any revisions required and how to upload your revised submission.

If item three above is not met, your Assessor will provide you with feedback on the competence areas where additional evidence is required. You will be given 14 days to supply the additional evidence requested. Additional evidence must be provided on the template provided. You have one opportunity to provide additional evidence.

## Professional Discussion

The professional discussion is a peer-to-peer discussion with your Assessor, based on the evidence in your written submission. Your Assessor needs to validate the evidence you have provided and wants to find out more about your management consulting experience. No two professional discussions are therefore the same.

Your Assessor will guide the conversation to focus on a selection of the competencies, spending more time on some than on others where they want to gain further evidence to support your application.

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## Frequently Asked Questions

### Is there a deadline that I have to complete my written submission by?

- Your welcome email will contain your submission deadline. You are given 90 days to complete your written submission and upload it for assessment.

### What happens if I miss my submission deadline?

- You will receive email reminders of your submission deadline. If for any reason you can not meet your submission deadline, please contact the ChMC team at [ChMC@managers.org.uk](mailto:ChMC@managers.org.uk). It is important that you let us know before the submission deadline has passed. If we do not hear from you, we will assume that you no longer wish to progress your Associate ChMC assessment.

### How long does the assessment process take?

- The time taken to complete the written submission varies by individual. On average, consultants have said that it took them 8-15 hours of effort to complete.

The professional discussion takes approximately 60 minutes. We recommend that you set aside time to review your submission and prepare for your discussion.

### Who will be assessing?

- ChMC Assessors are active, experienced Chartered Management Consultants and understand the requirements for ChMC.

### How is the assessment scored?

- Your submission and professional discussion are assessed against all of the Applied level competencies within the ChMC framework and each competency is scored between 0 and 2:

No evidence	0
Partial evidence	1
Complete evidence	2

There are 20 marks available. You need to score 16 (80%) or above in your written submission to progress to the professional discussion. The professional discussion can result in your score being increased or reduced. To be awarded Associate ChMC, your final score must remain at 16 or above.

### **How and when will my professional discussion take place?**

- The professional discussion will be held at a convenient date and time to suit you. The meeting will be held virtually using Google Meet (or an alternative meeting tool if required.)

### **How do I apply for reasonable adjustment(s) or special considerations?**

- If you feel you require a reasonable adjustment or special consideration, please complete the [request form](#).

**Reasonable adjustments** – An action that helps reduce the effect of a disability that places you at a substantial disadvantage in the assessment situation. Agreed before the assessment takes place to enable you to demonstrate your knowledge, skills and behaviours; or

**Special considerations** – Can be applied during the assessment period if there is a reason you may have been disadvantaged during the assessment period by an event outside of your control.

Reasonable adjustments and/or special considerations should not give an unfair advantage. The assessment result must reflect your achievement in the assessment and not necessarily your potential ability. Adjustments must not affect the integrity of the assessment. The provision for reasonable adjustments and/or special consideration arrangements are made to ensure that you receive recognition of your achievement so long as the equity, validity and reliability of the assessments can be assured. Such arrangements are not concessions to make assessments easier for you. All consultants, regardless of their reasonable adjustment or special consideration, must still meet the minimum requirements to achieve chartership.

### **Key Documents**

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[ChMC Competency Framework](#)

[Reasonable Adjustment or Special Consideration Form](#)

[Associate ChMC Written Submission \(On Programme Route\)](#)

[ChMC Meet the Consultants Video](#)



## PART 3: Associate ChMC Guidance - How to Prepare

Detailed guidance is provided on each stage of the Associate ChMC assessment process. The assessment process is intended to be completely transparent.

We recommend that you take time to familiarise yourself with the competencies which you are being assessed against in the ChMC Competency Framework. Remember to focus on the Applied level description of each competency.

Set aside time to reflect on your management consulting experience and identify those engagements that really showcase your impact and achievements to date.

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### Preparing to complete your written submission

- You may find the [Evidence Tracker](#) useful in identifying and mapping your evidence against the Applied level ChMC competencies. The tracker is intended as a planning tool only, the use of which is optional. All evidence must be submitted within the submission template provided.

### Don't forget it's all about you

- It's vital to remember when you write your submission that it's all about you. We know what your firm does. We even might know what your team does. But what do you do? How do you make a difference, demonstrate the competencies and consistently bring real value to your clients?

### Top Tips

- Chartered Management Consultants have shared their top tips on how to prepare for both the written submission and the professional discussion.



Take your time. It is important to spend time planning your written answers and ensuring you continually refer back to the Competency Framework. Spending time reflecting helps ensure you evolve your answers to the best of your ability and allows you to get more out of the exercise.

**Tom Spence, Director and Founder of Donoma Advisors.**



### Key Documents

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[ChMC Competency Framework](#)

[Associate ChMC Evidence Tracker](#)

[Top Tips for ChMC Assessment](#)

## PART 4: Associate ChMC Guidance - Written Submission

This first stage of the ChMC assessment process requires you to provide evidence that you have, and continue to, demonstrate the ChMC competencies.

All evidence should be provided within the submission template provided. No other documents are required. The Template consists of four sections. Each section is designed to evidence different areas of the ChMC framework, ensuring that all of the ChMC competencies are covered.

You should structure your narrative using 'I', not 'we' or 'the team'. The assessment is of you as an individual and the impact you have made personally as a management consultant.

You **MUST NOT** share any confidential or commercially sensitive information in your submission. See guidance below under 'How do I maintain confidentiality?'

Detailed guidance on how to complete each section is provided below.

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### Completing Your Written Submission

In this section, you'll find everything you need to know to support your written submission, easily segmented into the corresponding sections of the required paperwork you will complete.

#### Section 1: Your case for being Associate ChMC

Summarise your consulting career to date, showcasing the key achievements you have delivered for your clients. How did you get to where you are today? How do you act in the best interests of your stakeholders, inspiring trust and excellence? How have you collaborated with others to deliver objectives? How have you developed clients and your professional network to build sustainable relationships?

Treat this section like your elevator pitch, making your case for becoming Associate Chartered.

Focus on evidencing the Applied level criteria highlighted for this section. You can refer to the [ChMC Framework](#) for further guidance.

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**Use the following headings for this section:**

- Your current role, level of authority/responsibility and key outputs
- A summary of your career journey to date
- Your case for becoming Associate ChMC

You have a **maximum of 750 words** for this section.

<p><b>This section provides evidence of the following ChMC competencies:</b></p> <ul style="list-style-type: none"><li>● 3b. Clients and Markets</li><li>● 3d. Operational Delivery</li><li>● 4. Personal and Professional Development</li></ul>	<p><b>Applied criteria:</b></p> <ul style="list-style-type: none"><li>● Demonstrates actively identifying and developing potential new clients and supporting client development, building a network of external business contacts through external networking events.</li><li>● Demonstrates delivery of projects, directly contributing to a value-based solution, proactively escalating any matters of concern and proposed solutions.</li><li>● Demonstrates collaborative and productive working relationships within the team, constructively persuading and committing others in the achievement of the team's objectives.</li></ul>
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## **Section 2: Your impact as a Management Consultant**

Whilst on your accredited ChMC development programme, you will have gathered evidence during your client engagements, and ideally mapped them against the Applied level ChMC competencies.

Reflect on the evidence you have gathered. Consider the difference and impact you have made to your clients and their people? What impact has this had on you and your role? What have you learnt and how have you applied this to other projects? How have you led and managed others to deliver value and impact for your clients?

This section provides a template for you to record evidence against each of the Applied level competencies. Each section of the template covers one of the competency areas and highlights the criteria within the competency area.

You will find that one piece of evidence can demonstrate multiple competencies and criteria. Don't be afraid to use your most notable projects as evidence against multiple competencies. Think quality rather than quantity.

The template also enables you to supply 3-4 items of feedback or testimonials from colleagues/clients against each of the competency areas. These are optional and are not included within the word count for each section.

If supplying feedback or testimonials, be sure that they support the competency being demonstrated and that they are redacted to comply with the requirements for confidentiality, e.g. no client names.

**Your evidence must:**

- Showcase your ‘best’ work, including your most ‘notable projects’ undertaken
- Cover all of the Applied Level competencies within the ChMC Framework
- Demonstrate how you have applied the knowledge gained whilst on-programme

When completing the template please be aware that the word count for each section is a **limit** not a **target**.

Competency Area	Maximum words per competency area
1. Ethics & Behaviour	1500
2a. Leading Self	1250
2b. Leading Others	2000
2c. Leading and Managing Through Change	1500
3a. Industry or Sector Specialism	1250
3b. Clients and Markets	1500
3c. Strategy, Analysis and Context	1250
3d. Operational Delivery	1250
3e. Stakeholder and Relationship Development	500
4. Personal and Professional Development	1500

**Section 3: Your continuing personal and professional development**

This section is all about how you take responsibility for your future personal and professional development. Demonstrate why continuing personal and professional development is important to you, your role and/or organisation and profession. Looking ahead, which top three (3) competencies have you developed over the past twelve months and which three competencies do you want to develop further and why?

Focus on evidencing the Applied level criteria highlighted for this section. You can refer to the [ChMC Framework](#) for further guidance.

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**Use the following headings for this section:**

- A summary of how you take responsibility for personal and professional development and give back to the profession
- What have you developed over the past twelve months and why
- What do you want to develop further and why
- What actions you plan on taking
- What impact this will have

You have a **maximum of 500 words** for this section.

<p><b>This section provides evidence of the following ChMC competencies:</b></p> <ul style="list-style-type: none"><li>● <b>2a.</b> Leading Self</li><li>● <b>3e.</b> Stakeholder and Relationship Development</li><li>● <b>4.</b> Professional and personal development</li></ul>	<p><b>Applied criteria:</b></p> <ul style="list-style-type: none"><li>● Demonstrates intellectual curiosity and flexibility, developing and changing own working practices to work as an effective member of a team and contribute to its development.</li><li>● Demonstrates management of own professional learning and development to achieve career goals, assessing own performance and identification of opportunities for CPD.</li><li>● Demonstrates proactively starting to develop a sustainable and diverse professional network, initiating contact with prospective contacts both inside and outside your organisation.</li></ul>
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#### **Section 4: Sponsorship statement**

Who supports your application to become Associate ChMC? Your Sponsor should be a senior manager or your line manager, someone that can provide a professional reference, ideally from the perspective of a coach/mentor. In all instances this should be someone who can confirm and expand on the value you have added to your organisation / the client and give their perspective of your application of the Applied level competencies.

Your sponsor should have a very clear understanding of your role and the qualities, attributes, skills and behaviours that you consistently demonstrate. Your sponsor may want to review the ChMC framework to understand what is required of an Associate ChMC. We have provided [a guide for you to download](#) and give to your sponsor so that they are clear on what they need to provide.

**Your Sponsor needs to provide:**

- Who they are, their role, level of seniority and how they know you
- A summary of why they support your application to become Associate ChMC
- A summary of recent consultancy assignment, including your role, impact and achievements

The sponsorship statement will be used as part of the professional discussion to validate evidence across the ChMC competencies. They should stay within a maximum of 500 words for this section.

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## Frequently Asked Questions

### Where should I focus in each section?

- The ChMC Competency Framework defines all of the competencies expected of an Associate Chartered Management Consultant within the Applied level criteria. To help you focus on the key Applied level ChMC competencies being assessed in each section of your submission, we have identified the specific criteria we want you to demonstrate.

Use the headings to help guide your response and signpost your evidence for your Assessor.

### Are you asking me to demonstrate my competence in all areas of the ChMC framework?

- No one is expected to evidence all of the competencies within the written submission. To achieve Associate ChMC status you need to demonstrate your competence across a minimum of 80% of the applied level competencies identified in each section.

### How do I maintain confidentiality?

- We do not require specific client names. Client names MUST be anonymised, replacing them with 'Client A', 'Client B', etc. You should not share any confidential or commercially sensitive information in your submission. If this does occur, your application will be referred back to you with a request to redact it and resubmit.

### What happens if I am over or under my word count?

- Think quality over quantity and remember the ABC of communication - Accurate, Brief and Concise.

Guidance on word count is given for each section of your written submission to ensure fairness and consistency. Treat it like a client's request for a proposal. Make sure your responses are concise and that you provide the level of detail required. It is a limit not a target.

Ensure you stick to the word count constraints +/- 10%. If you are significantly over, your submission will be referred back to you and you will be asked to amend it to stay within the word count for each section.

### **What happens after I submit my application?**

- Once you have uploaded your submission, you will receive an email confirmation acknowledging its receipt. An Assessor will be assigned and they will contact you to introduce themselves and progress your assessment.

Your Assessor will review your submission and check that it meets the word count and confidentiality requirements. If either have not been met, your assessor will refer your submission back to you to either reduce the word count or redact any client names.

Your assessor will review the evidence within your submission against the competencies and confirm if there is sufficient evidence to move to the professional discussion. Your Assessor wants to support your application and ensure you are successful. If there is insufficient evidence to support the competencies, you will be given one opportunity to supply additional evidence. If this is the case, your Assessor will provide guidance on which competencies require further evidence. You will need to provide any requested additional evidence **within 14 days**.

If your submission meets the requirements, your Assessor will contact you to arrange the professional discussion.

### **Key Documents**

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[ChMC Competency Framework](#)

[Associate ChMC Written Submission \(On Programme Route\)](#)

[Associate ChMC Guide for Sponsor](#)

[ChMC Completing the Written Submission Video](#)

## PART 5: Associate ChMC Guidance - Professional Discussion

### What is a professional discussion?

The professional discussion is a 60 minute online conversation with your Assessor. It is your opportunity to bring your written submission to life. Having assessed your written submission, your Assessor needs to validate the evidence you have provided and wants to find out more about your management consulting experience. That means that no two professional discussions are the same.

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There are no trick questions. Your Assessor will guide the conversation to focus on a selection of the competencies, spending more time on some than on others where they want to gain further evidence to support your application. Use the discussion to reflect on your experience to date and set future objectives. Take a look at what others had to say about it.

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It is a thorough process both written and verbal, which ensures you capture and reflect on your achievements to date and helps you to identify your areas for improvement. It also ensures that this is reviewed on an annual basis - so is integral to your PDP.

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“

It has improved my self-confidence and enabled me to pitch myself against others in the industry.

”

“

Great opportunity to reflect on my own journey and to look forward. There were projects that hadn't crossed my mind for months or years so the ability to bring these back to the forefront and complete some reflection made such a great environment for learning. It also made me realise how much I'd done and the impact that I've delivered over the past few years. My future in the industry is a lot clearer now as I can use the framework to recognise the skills that I need to develop in future.

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“

The reflection on my achievements gave me confidence, and the whole process wasn't as daunting as I thought.

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You should provide detailed and specific answers about actual events relating to the evidence in your submission. You may also be asked to expand on some of your answers and highlight how processes or tasks might have been done differently.

As with the written submission, you should structure your responses to questions using 'I', not 'we' or 'the team'. The assessment is of you as an individual and the impact you have made personally as a management consultant.

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## Frequently Asked Questions

### How and when will my professional discussion take place?

- When your Assessor has assessed your written submission as sufficiently evidencing the Applied level ChMC competencies, they will contact you directly to arrange your professional discussion.

The professional discussion will be held at a convenient date and time to suit you. The meeting will be held virtually using Google Meet (or an alternative meeting tool if required).

### How long will the professional discussion take?

- Your professional discussion will take approximately 60 minutes. Please schedule an additional 15 minutes in case you experience any technical difficulties or require special consideration.

### How do I prepare for my professional discussion?

- You only get **one attempt** at the professional discussion so it is important to ensure you are fully prepared and ready. Avoid scheduling meetings immediately before or after the discussion so you have time to get ready and allow for any slight overrun.

Make sure you set aside time to review your written submission in detail, the criteria for each section and the ChMC Competency framework itself. Bring this information with you and notes on any areas that you feel might need more evidence. This is your opportunity to provide additional examples of how you demonstrate the Applied level ChMC competencies through your client engagements.

Practice makes perfect. In preparation for your professional discussion, why not try talking through your evidence with a colleague or peer?

### **How and when do I need to show proof of identification?**

- When you are welcomed to your professional discussion, your Assessor will ask to see a form of photo identification. You can show your driving licence, passport or a business pass with your photograph to the camera so your Assessor can verify that it is you.

### **Why is the professional discussion recorded?**

- Professional discussions are recorded for quality assurance purposes. CMI randomly selects a percentage of assessments for review by an independent assurer, to ensure that all assessments are conducted fairly and in line with CMI standards. The recording, along with the Assessors notes, will be referred to in the case of an appeal.

### **What should I expect during my professional discussion?**

- You, like many others, may be concerned about what to expect during the professional discussion. Others have genuinely enjoyed the opportunity to talk peer-to-peer, about their career and experience.

Your Assessor will introduce themselves and walk you through the assessment process. They will guide the conversation and ensure you have the opportunity to elaborate on your written submission. Remember, the Assessor wants you to pass. Be open and honest and enjoy the experience.

The final few minutes of the discussion is your opportunity to talk about anything that you think is important to your application that has not yet been mentioned.

### **Key Documents**

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[ChMC Competency Framework](#)

[Associate Professional Discussion Preparation Checklist](#)

[ChMC Preparing for the Professional Discussion Video](#)

## PART 6: Associate ChMC Guidance - What Happens Next?

Following your professional discussion, your Assessor will complete their review of the evidence provided in both your written submission and professional discussion and make their recommendation.

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### Frequently Asked Questions

#### When will I receive my result?

- You will be informed of your result within 15 days of your professional discussion.

#### How can I showcase my success?

- You can share your Associate Chartered status with your colleagues, clients and networks using your digital badge and the promotion pack for Associate Chartered Management Consultants. Access to these will be provided within your result confirmation. If you would like to showcase your success through an insightful case study, please contact: [ChMC@managers.org.uk](mailto:ChMC@managers.org.uk).

#### When can I start using the postnominals?

- Once awarded Associate ChMC status, your name will be included on the register of Associate Chartered Management Consultants and you will be able to use the designation ACMI Assoc.ChMC.

#### When will I receive my certificate?

- Upon achieving Associate ChMC status, you will receive your e-certificate within a few days. Your printed certificate will follow in the post 3-4 weeks later.

#### How can I gain progress to full Chartered Management Consultant status?

- Having achieved the Associate ChMC award, the next milestone for your professional recognition within the management consulting industry is full Chartered status.

You should continue to gather evidence of your competencies against the Chartered level standards in preparation. Full ChMC status can be applied for when you can demonstrate a minimum of 5 years' of management consulting experience.

### **Can I appeal if I am not successful?**

- There is an appeal procedure in place if you believe that there has been a material irregularity in the process or that you have been unfairly treated. Any appeal must be submitted within 20 days of receipt of your result. The CMI appeal procedure is available from the ChMC team via [ChMC@managers.org.uk](mailto:ChMC@managers.org.uk).

### **Can I reapply?**

- If you are unsuccessful then you will have to start the application and assessment process again. You will be eligible to re-apply after 6 months from receiving your result.

### **Key Documents**

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[Case Studies](#)

[ChMC Meet the Assessors Video](#)

[ChMC Next Steps Video](#)