

Institute of Management Consultants Hong Kong (IMCHK) - Newsletter

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About IMCHK

The Institute of Management Consultants Hong Kong (IMCHK) is the professional chapter and qualifying body for management consultants in Hong Kong. IMCHK was established in 2000, aiming at setting and maintaining high standards of quality, independence, objectivity, and integrity for Certified Management Consultants (CMC) originating in Hong Kong and Macau. IMCHK is representative of Hong Kong in the International Council of Management Consulting Institutes (ICMCI). ICMCI has over 60,000 CMC members worldwide.

President's Message

First, please join me to congratulate IMCHK's 20th Anniversary in October 2020!



It would be a significant milestone for us to think where and how we want to go for the next 20 years and beyond. When we look ahead, we do not know what could be happening under the new normal resulted from the COVID-19 pandemic. But, we do know that we have to transform ourselves digitally in order to offer new and innovative services to help you to advance your management consulting career. In the past few months, we successfully delivered virtual online Mentorship Program courses and roundtable session to our potential and existing CMCs. In addition, we collaborated with ICMCI to appoint 8 accredited ISO 20700 trainers through an online course. This will certainly strengthen IMCHK's capacity to deliver more ISO 20700:2017 courses to train our CMCs and target management consultants.

In this Issue, we have created a New Members' Corner to introduce some of our new CMC members. Commencing 1 October 2020, a new Management Consulting Expert Panel has been set up to provide advice to our members to tackle organizational problems from the management consulting perspectives.

All of the above initiatives will help to better prepare us to meet the future challenges facing the management consultancy community.

I strongly believe that, while we cannot control what will happen under the uncertain times, we can adjust our sails and navigate IMCHK through the turbulent environment together.

Stay strong and be resilient!

Daniel Chan, CMC

President, IMCHK



Academic Fellow 2020

ICMCI's Board of the Academic Fellow Panel approved the IMCHK's nomination of Academic Fellows to Prof. Stephen Ng (FCMC), and Dr. C W Cheung (FCMC). Prof. Stephen Ng and Dr. C W Cheung have accepted the nomination and Academic Fellow honorary designation of ICMCI.

Congratulations !

ISO 27000:2017 Trainer Training via ZOOM

ISO 27000 was developed by CMC-Global (International Council of Management Consulting Institutes, ICMCI) and International Organization for Standardization (ISO), to enhance the profession's services to service providers and management consultant. IMCHK is the trainer on behalf of ICMCI to provide training and certification of ISO 27000 in regional area (Hong Kong and Macau). Eight IMCHK Council Members joined the ICMCI Trainer Training (ISO 27000:2017 Online Checklist Train the Trainer) on 2 October 2020. Now there are totally 9 accredited trainers of ISO 27000 in HK.

IMCHK Activities

ZOOM Talk: Executive Development Primer on Creative Thinking and Corporate Innovation - ***An activity-packed experience to learn and apply the world renowned Lateral Thinking skills for Corporate Innovation*** was arranged on 20 June 2020 (Saturday), 10:30am -12:30pm. Professor Alfred Ho was the facilitator of the workshop. The ZOOM was arranged at John Lai (IMCHK Member)'s studio, Crazy Monkey Café at Room 13, 4/F Shing Yip Centre, 11 Wah Shing Street, Kwun Tong.



The 1st CMC Mentorship Training (via MS Teams)

The Mentoring Program of IMCHK was developed in 2017 to help IMCHK members to settle into the management consulting industry effectively. The CMC Mentorship Program is a new extension of Mentoring Program in 2020 to promote IMCHK mentoring and CMC recruitment. Under the partnership between IMCHK and CMA Australia, Certified professionals of CMA Australia may apply to join the CMC Mentorship Program to earn their CMC qualification. That may develop their second profession in management consultancy to extend their career development path. IMCHK partnered with CMA Australia to integrate CMC Mentorship training with CPD seminar of CMA on 1 August 2020 (Saturday) - *Professional Program cum CPD seminar : Certified Management Consultants (CMC) Mentorship Program*. Venue: The MS Teams Meeting was arranged on CMA Hong Kong Office: 12/F, Tai Yip Building, 141 Thomson Road, Wanchai, Hong Kong. Participants: Total 14 Certified Professionals joined the training and successfully passed the ethical test, interviews and presentations.

The 2nd CMC Mentorship Training (via ZOOM)

The 2nd CMC Mentorship Training was arranged by IMCHK on 30 August 2020 (Sunday) via ZOOM Meeting. A total 6 Certified Professionals joined the training and successfully passed the ethical test, interviews and presentations.



Internal Management Consultant

When we talk about Management Consultant, most people will immediately think of External Management Consultants who go to the clients' office to understand the management problems and sell the proposals. However, there is also a large group of Internal Management Consultants and I am one of them. I would like to share with you the key focus I experienced as an Internal Management Consultant.

In my case, I am not holding a position as "Internal Management Consultant" but I am playing this role. I handled many internal projects which were mainly related to efficiency improvement or process enhancement. In carrying out the duties, our focus may be different from that of External Management Consultants.



1. Initiating the Project

As an insider in the organization, the Internal Management Consultant should already have a good idea of what the management problem / issue is about. He or she will take less time with the Management Team to define the problem statement. And of course, it is not necessary to negotiate the consultant fee!

Many Internal Management Consultants may skip preparing Project Charter. I would suggest to have a simplified version even in MS Powerpoint format. The Project Charter should include Problem Statement, Objectives, Scope, Major Deliverables, Deadline (or expected completion date), Roles & Responsibilities. To Senior Management, the Project Charter can act as a

commitment and mutual agreement on the resources and the expectations from the project. To the project team and other general staff, the Project Charter can show them the commitment from Management, roles & responsibilities and the expected deliverables from the project. This can avoid scope creep and argument in the future.



2. Planning the Project

The kick-off meeting with the Project Team is very important. It is also good to invite the department heads of the Project Team to the meeting. With their understanding and commitment, the Project Team members can devote more time to the project in the future. In the meeting, the Project Charter should be explained and confirmed by all members at the meeting. Then, the project phases and work elements should be discussed. By the end of the meeting, a high level schedule should be compromised. If not, the Project Manager should schedule other meetings to get it done.

In the planning stage, it is necessary to produce Work Breakdown Structure (WBS) and Gantt Chart. WBS is a tree diagram showing the "manageable" work activities and deliverables breakdown. It helps identifying the work required for the project. The information can then be used for developing a detailed schedule in Gantt Chart format. Gantt Chart allows people to identify critical path of the project, and see the responsible parties and deliverables. It is worth to spend more time making these two tools as accurate as possible.

3. Carrying out the Project



The internal Management Consultant usually does not only take on the advisory role but also the Project Manager role leading the execution of the project.

The Project Manager has to hold regular review meetings for health check of the project. He / she has to pay attention to the latest status of progress against schedule, expenditure versus budget and scope / deliverables versus Project Charter. Sometimes, the Project Manager may be required to trade off one element (time, costs or scope) for another. However, he / she should not compromise this with the quality of the project.

Project delay usually happens in project management. The Project Manager has to maintain good communication with all stakeholders, especially the Management Team. I would suggest sending monthly progress update to the Management Team. Then, they will not get a “surprise” at the end of the project.



4. Closing the Project

When all the deliverables are completed satisfactorily, the Project Manager may consider closing the project. A closing meeting with the Management Team, Project Team, and key stakeholders who will take over the operations / product / service, is important. It sets demarcation to the responsibility of running the operations / product / service.

It also confirms the acceptance of the deliverables from the Project Team. Then, the Project Team can be disbanded. However, the job for Internal Management Consultant does not end here. The Management Team expects the Internal Management Consultant to continue monitoring the performance of the new operations / product / service at the initial stage and support the fine-tuning it if necessary.

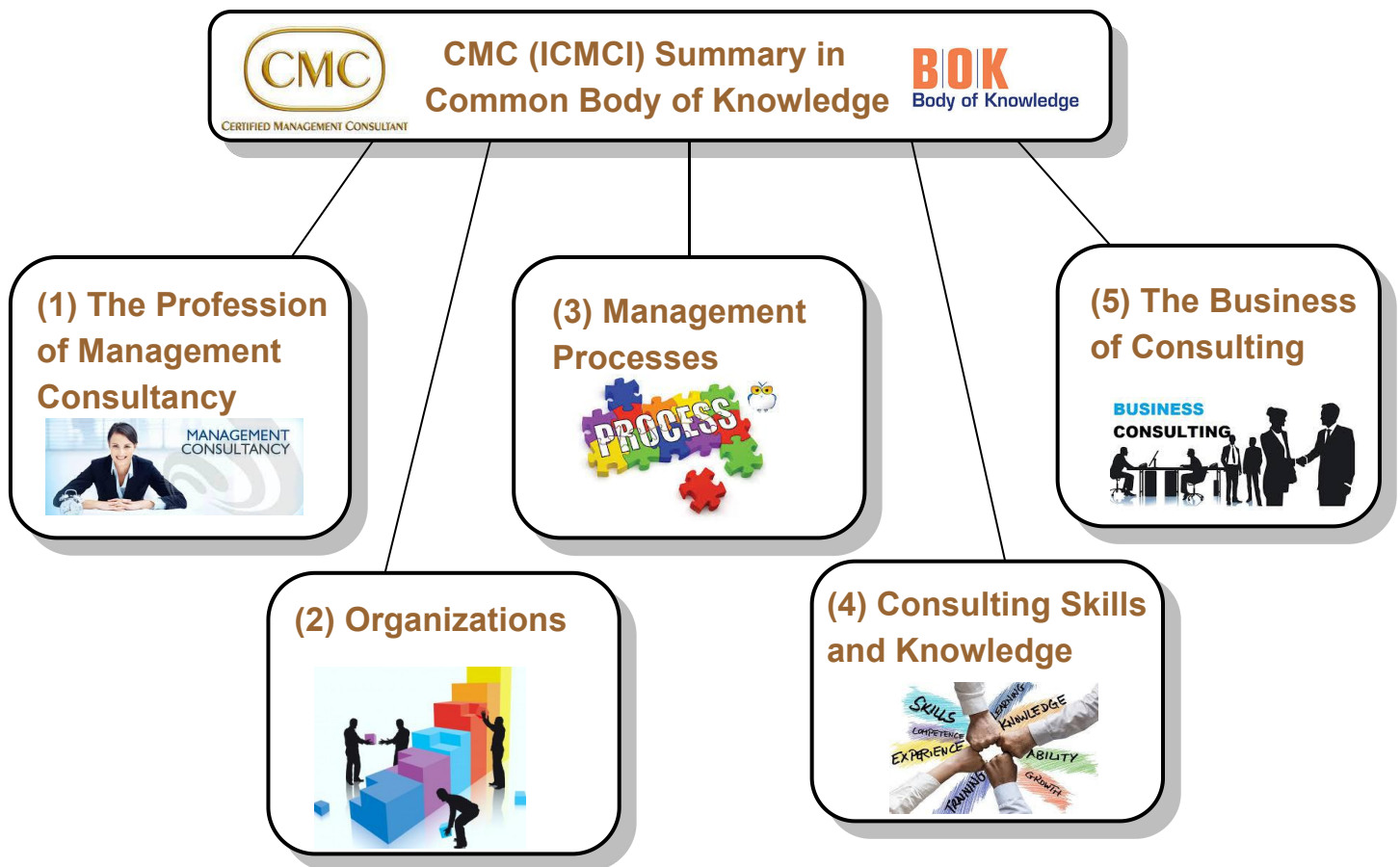
All in all, an Internal Management Consultant will involve deeper in Execution, Closing and even Live Operations than an External Management Consultant will need to do. Anyway, let's enjoy the challenge from Management Consulting!



Mr. Antony Yip CMC

IMCHK Council Member, Knowledge Management & Training and Development Committee

Certified Management Consultant (CMC) ICMCI Summary in Common Body of Knowledge (CMC004)



ICMCI Common Body of Knowledge is the scope of knowledge that CMC should be entertained

1. The Profession of Management Consultancy

- The structure, organization and operations of the management consultancy profession. The skills, knowledge, regulations, codes and standards that apply to management consultancy practice.

1.1 Definitions of elements of the management consultancy profession (e.g. management consultancy elements and practices)

1.2 Roles and activities of management consultants (e.g. the ways in which consultants deliver value to clients)

1.3 Skills and knowledge needed to perform adequately as a management consultant (e.g. skills, abilities, commitments, knowledge, methodologies)

1.4 Constitution of professionalism (e.g. Regulations, codes of ethics and standards of conduct, and conflicts of interest)

1.5 Standards that apply to management consultancy services (e.g. National or international standards that define good practice)

2. Organizations (General & Industries) - The features of structures and the environment of organization and their operation.

2.1 The organizational environment (e.g. market environment, input, output, organization's clients, services/products, cultural environment, stakeholders, risk environment)

2.2 Features of organizational structure and processes (e.g. organization structures, governance, roles, responsibility, sections, departments, connections, communications)

3. Management Processes (General & Industries)
- The functions and processes involved in management and operation.

3.1 Principal functions of management (e.g. strategic planning, managing performance, leadership, task/project management, motivation, teambuilding)

3.2 Key processes in managing change (e.g. project management, organizational culture, industry migration, structure change, process review)

4. Consulting Skills and Knowledge - Deploying the consultant's (and where appropriate, consulting practice's) knowledge, skills and experience to the benefit of the client, both handling in the pre-contract stage (i.e. while selling) or in post-contract (delivery). The other roles of a management consultant and how a management consultant adds value to a client.

4.1 The consultancy assignment process (e.g. service promotion, client assessment, contracting, service delivery, risk and client management, closing)

4.2 Consulting underpinning skills (e.g. study, research, analysis, problem identification, solution recommendation, getting insight, change/innovation suggestion)

4.3 Working effectively with clients (e.g. client relationships, presentation skills, communication skills)

5. The Business of Consulting - The working business of management consulting. The economics of a consultancy firm; basic financial models describing consulting businesses. Contracting; the basis of setting and charging fees. Running a consultancy business and the requirements of individual consultants. Handling conflicts of interest and ethical dilemmas. Processes involved in running a consultancy practice.

5.1 Conduct and Ethics (e.g. code of ethics, standards of conduct)

5.2 Commercial considerations (e.g. marketing, selling, pricing, proposals, bids)

5.3 Performance measurement (e.g. performance, effectiveness, efficiency)

5.4 Development and improvement of services (e.g. service, tools, methodologies, client's feedback handling)

5.5 Administration (e.g. consulting administration resources, skills, systems, processes)



ICMCI Academic Fellow



Academic Fellows of CMC-Global are professors (also assistant/associate/adjunct professors) whose research and/or teaching of internal or external management consulting at a publicly accredited university is deemed by peer reviews to be of a particularly worthy level of excellence. The ICMCI Academic Fellow designation is intended to be a mark of distinction which recognizes academic practitioners from around the world who have contributed to the study and teaching of management consultancy. It will be awarded by ICMCI to suitably qualified individuals based upon the recommendation of the local IMC.

This outreach initiative by CMC-Global and its country Institutes of Management Consulting is designed to build a closer link between Academia and the professional body, enhance exposure of the CMC designation to students, and to develop the intellectual capital of the global CMC community. 70 Academic Fellows were nominated since 2013 worldwide. IMCHK represents Hong Kong and is proud to have successfully nominated 5 Academic Fellows since 2019.

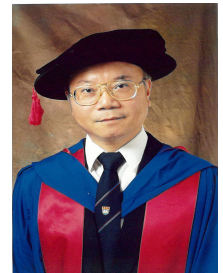
Professor Gregg Li

FCMC, ICMCI Academic Fellow -
2019



Dr. C Y Wong

FCMC, ICMCI Academic Fellow -
2019



Hon. Prof. Dr. Samson Ma

FCMC, ICMCI Academic Fellow -
2019



Professor Stephen Ng

FCMC, ICMCI Academic Fellow -
2020



Dr. C W Cheung

FCMC, ICMCI Academic Fellow -
2020



Launch of Advisory Service by IMCHK's Management Consulting Expert Panel, exclusive for IMCHK members

Dear All,

This year will be our 20th anniversary since the establishment of IMCHK in October 2000!

As part of our celebration programme, effective from 1 October 2020, we are pleased to launch a value-added Advisory Service to serve our members by offering advice to tackle organizational problems from the management consulting perspectives. We believe that this Advisory Service can provide unique value and appeal to members for tapping into our precious talent pool.

IMCHK Members seeking this service can send their questions to expert@imchk.com.hk.

We have invited the following Fellows to form a **Management Consulting Expert Panel**:

Professor Alfred Ho, IMCHK Honorary Fellow

Professor Gregg Li, ICMCI Academic Fellow

Dr. C Y Wong, ICMCI Academic Fellow

Hon. Prof. Dr. Samson Ma, ICMCI Academic Fellow

Professor Stephen Ng, ICMCI Academic Fellow

As this service is purely offered on a pro-bono basis, we will not handle very complicated cases, nor will we set up a team to handle each request. Members should consider this service like raising questions to a guru whose feedback might just be a few words of wisdom highlighting the possible direction(s), and you are expected to find the answers or develop appropriate methods to solve the problem.

Mr. Philip Wai, Vice-President of IMCHK, will serve as the administrator and be responsible for screening and reviewing the questions received before distributing to panel members.

Our panel member who accepts this request will provide recommendation or advice to you and copy to the administrator within one week. Please note that our panel members will not be held liable for any loss or damages caused by their recommendations.

All your information will be kept confidential and accessible to the administrator and the responsible Fellows only.

We sincerely hope that you can make good use of and benefit from this service.

Best regards,



Daniel Chan
President, IMCHK



New Certified Management Consultants (CMC) of IMCHK

We welcome new CMC members to join the IMCHK family. IMCHK supports the skills sharing among members and members may help each other to work smart in their consulting services. IMCHK members have the common vision and mission on the development of consulting industry in regional area such as the Greater Bay. IMCHK Vice-President Mr. Philip Wai has met with some new CMC's and would like to introduce them to you here:



Derek Mak has been a senior credit analyst at a local bank and he is a foodie and a whisky lover. He worked in a top American bank for more than two decades in various depts. Now he serves in a consultancy firm which deploys him to a government department. He possesses expertise in leadership training, experiential learning and adventure counseling.



Kalvin Chan, a Group Internal Control Consultant of three listed companies in Hong Kong, has 10 years of experience in finance, accounting, auditing and business management. Before that, he was a Risk Advisor in a global network of professional service firm. He is also an outdoor enthusiast who has the passion for outdoor education.



Dr. KY Wong is an all-rounded people developer with over 19 years of people management, leadership development, talent development and learning facilitator experience at various well-known organizations.



Donald Man obtained his Bachelor in Accountancy from University of South Australia in 2012 and became a Certified Management Accountant of ICMA since 2019. Donald acts as an internal consultant in financial management, internal control and internal audit advisory in an international company.



Amana Wong, a man between 2 A, the first letter A representing his career as an adventurer. He has travelled to 30 countries and 180 cities around the world. The second letter A represents his current career as an awakener. He facilitates people, teams and organizations to learn easier, faster and smarter.



IMCHK Council Members

(2018 ~ 2020)

President:

Mr. Daniel Chan

Vice President:

Mr. Philip Wai

Honorary Secretary:

Dr. Samson Ma

Honorary Treasurer:

Ms. Ridy Suen

Past President:

Mr. Alvin Wong

Council Members:

Mr. Antony Yip,

Mr. Share Tai Ki

Mr. Barkis Ip

Mr. Wayne Yau

Mr. Anthony Cheng

Mr. Patrick Wong

Ms. Ada Wong

Honorary Auditor

(non-Council Member)

Mr. Raymond Hui

Professional Training



ISO 20700, A Standard for Outstanding Practices (2-hour talk for introduction), 2 CPD units

Introduction to ISO 20700 (Understand client's expectation to the consultants & service providers)



ISO 20700 Training for Consultancy & Service Providers (1-Day Training) , 7 CPD units

Providing ISO 20700 training and certification to consultants or service providers (Enhance service quality & build trust with clients)



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Visit to IMCHK website at www.imchk.com.hk

