



Ted Netten FCMC & George Currie FCMC

**CMC-Canada  
celebrates fifty years**

**The legacy  
of passion**



# 50 years of passion in the profession

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In 1963, ten leading accounting firms founded The Canadian Association of Management Consultants. It was the foresight and action of these leaders that served as a catalyst to start the development and maturation of the management consulting profession in Canada. On the occasion of our Golden Jubilee milestone, we thank these passionate individuals.

opposite: **Ted Netten** FCMC (left) and **George Currie** FCMC (right),  
both worked at the firm Urwick, Currie Ltd in the 1960s.

“ We recognized that personal accreditation and personal recognition was at the heart of what we were seeking to do.”—George Currie FCMC



## ORIGINAL OBJECTIVES OF THE CANADIAN ASSOCIATION OF MANAGEMENT CONSULTANTS

To foster among management consultants the highest standards of quality and competence.

To establish, maintain, and enforce upon all members strict rules of professional conduct and ethical practice.

To represent fairly, and act as authoritative spokesperson for, the management consulting profession.

To disseminate, to the business community and the public, information regarding the services offered by the management consulting profession.

To undertake development, research, and training programs which will advance and disseminate among members the common body of knowledge of professional management.

To provide, in due time, a set of standards to be met by individuals desiring to be recognized as Professional Management Consultants.

Ted Netten FCMC, worked with McDonald, Currie, and then with Price Waterhouse, and remembers; “There was nothing in Canada. If you wanted to know what was going on in management consulting, and you wanted to see what the professional practices were doing, you went [to the U.S.] to an Association of Consulting Management Engineers (ACME) Conference.”

“ACME had all the accoutrements of a profession (common body of knowledge, code of ethics, professional development) even though it was an industry association.”

*By 1956, the Quebec Institute of Chartered Accountants (ICAQ) established a special committee, conducted by Chartered Accountants, and chaired by James J. Macdonell, Partner of Price Waterhouse, and future Auditor General of Canada, to study “ethical and other considerations relating to management consulting practices.”*

ICAQ encouraged consultants to organize. In 1960, the heads of management consulting practices of the Quebec-based CA firms broadened their group to include non-CA consulting firms.

Macdonell felt the best way to raise the awareness of the competence of the work was “the development and maintenance of the highest possible standards for the application of our skills in this art.”

In 1958, the Quebec Institute adopted rules that allowed CAs to carry on a management consulting practice under a separate name, “providing that they conformed in all

respects to the established rules of professional conduct for institute members.”

At the same time, consultants themselves determined to organize, taking responsibility for the orderly and disciplined growth of their field. 6 of the 10 original founding firms, including Gerald Fisch of Payne-Ross (now Deloitte), asked themselves:

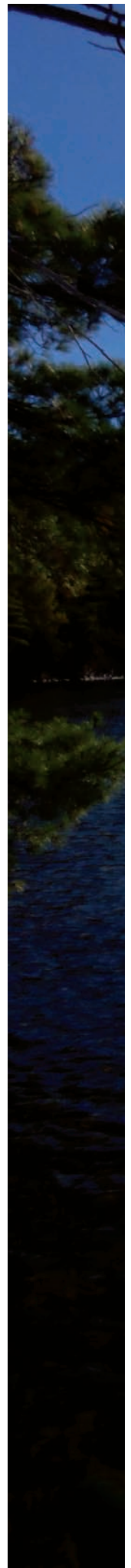
“Are there matters or areas which could be discussed by a group of individuals engaged in management consulting in different firms or organizations which render such a discussion profitable?”

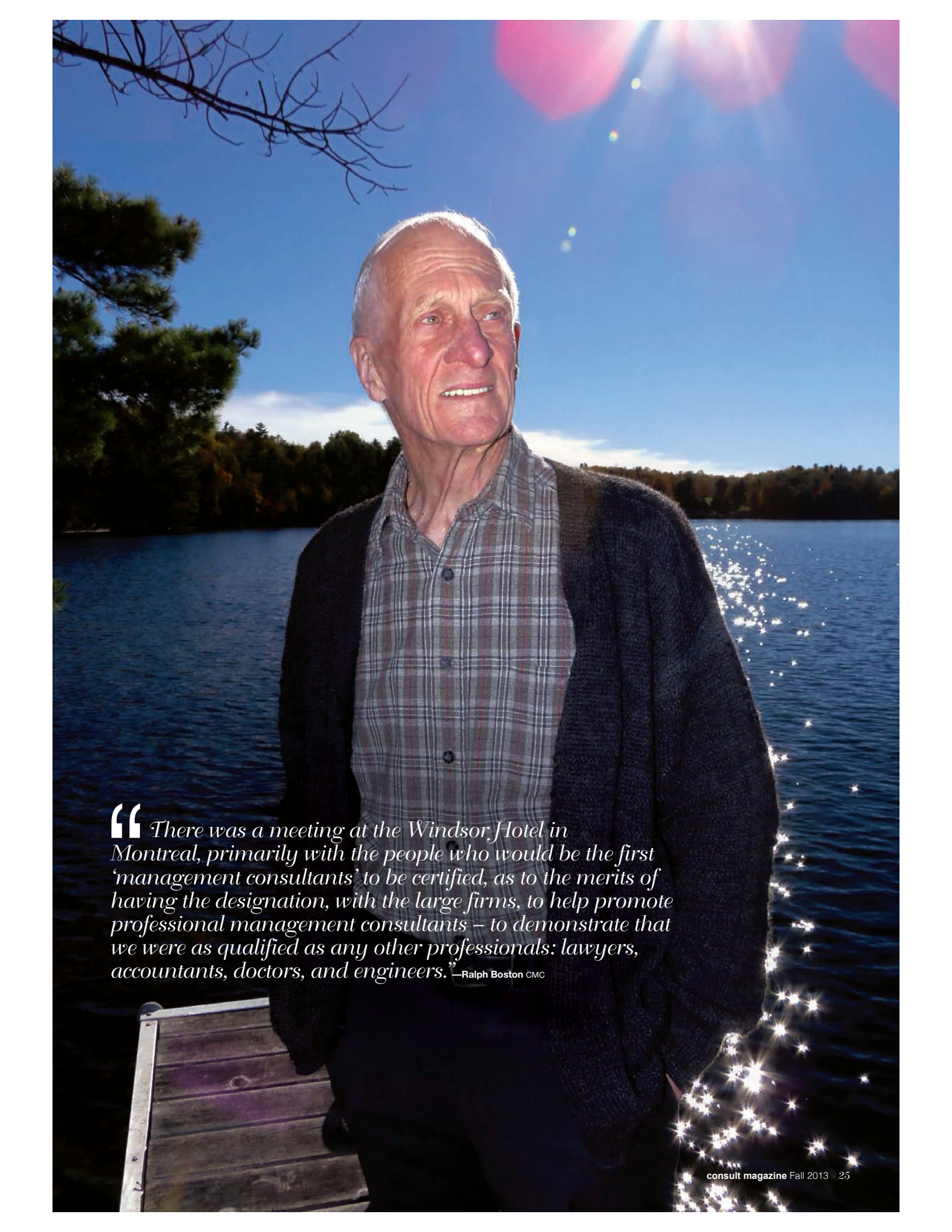
Geoff Clarkson of Woods Gordon convinced the firms to put aside their differences, and reconcile their personality clashes to promote the virtues of cooperation. In October 1962, they formally agreed that an association of management consultants in Canada was necessary and should be formed.

Like Macdonell, Clarkson appreciated that a profession cannot advance through individuals who guard their expertise as ‘secrets’ of their own.

George Currie FCMC, head of Urwick Currie, a predecessor to PwC, described Clarkson; “Geoff was a quiet-spoken, thoughtful, kind man, who never raised his voice. We realized that we weren’t dealing with someone who was trying to put one over on us. He was genuinely prepared to share the knowledge that he and his firm had of management consulting, which was substantially more than any the rest of us had.”

On July 4, 1963, the Canadian Association of Management Consultants was established and Clarkson served as first President.





*“ There was a meeting at the Windsor Hotel in Montreal, primarily with the people who would be the first ‘management consultants’ to be certified, as to the merits of having the designation, with the large firms, to help promote professional management consultants – to demonstrate that we were as qualified as any other professionals: lawyers, accountants, doctors, and engineers.” —Ralph Boston CMC*

# Show your passion.

The Canadian Association of Management Consultants (CMC-Canada) is proud to offer members a growing range of high-quality products highlighting the Certified Management Consultant (CMC) designation. Browse around our online store, we offer a fast and secure checkout. Wear your designation with pride!

**cmc-store.ca**



Cutter & Buck Computer Case - Men's



Silk Neck Tie



Silk Scarf



Cutter & Buck Tan Leather Notebook Jotter



## JAMES J. MACDONELL: A CANADIAN LEGEND



James Macdonell became Managing Partner of the consulting division of Price Waterhouse and Co. at the tender age of 35. It was his committee (at the Quebec Institute of Chartered Accountants) that laid the groundwork for the Canadian Association of Management Consultants. And, it was

his article, published in 1958, that served as a 'call to arms' for management consultants to take hold of their rapidly developing profession.

But, as much as he helped to shape the consulting profession, perhaps Macdonell's best work was saved for when he served as Auditor General of Canada from 1973-1980. He dramatically changed the role of the Auditor General (AG), from an audit function, to one that tested for 'value for money' (VFM). VFM, or performance auditing, was a new concept in the 1970s, but since then, it has spread around the world as a key method for helping ensure accountability within the public sector.

Following his role with the Federal Government, James served as Canada's representative on the United Nations Board of Auditors. In 1982, he became the first non-American to serve as a member of the Consultant panel of the Comptroller General of the United States.

## GEOFFREY CLARKSON: A STATESMAN



Geoffrey Clarkson was born in 1909. He came from a long line of Chartered Accountants and his surname evokes the golden days of Canadian accounting. Many business people today may not remember the name Clarkson Gordon, but for 125 years, from when Thomas Clarkson founded the original Clarkson firm

in 1864, to 1989, when the firm adopted the name of its international partner, Ernst & Young, Clarkson Gordon was arguably the most respected name in Canadian accounting.

During the formative meetings of the heads of the various management consultancies, the competitive spirit did not always lead to a collaborative solution. Geoff Clarkson played a key role in the eventual agreement that led to the founding of CMC-Canada.

Clarkson was a statesman and a gentleman. his son Geoff, now a retired partner at Clarkson, Gordon, remembers his father as, a "tough, but private person, who made friends easily, but was not close to many." While JJ Macdonell had a vision and did yeoman's service to get the consultants at the table, it was Clarkson who led everyone to agreement. As such, Clarkson served as the first President of CMC-Canada.

Currie emphasized, "We recognized that personal accreditation and personal recognition was at the heart of what we were seeking to do."

The industry association that was CAMC continued until 1976, when the Currie Report challenged the leadership on whether to grow substantially or to reduce some of its activities. CAMC (now CMC-Canada) was consolidated with the Institute of Certified Management Consultants of Canada (ICMCC), which ensured the Institutes across Canada were coordinated.

In 1982, Joe Martin FCMC, of Touche Ross (now Deloitte), as President of the Institute of Management Consultants of Ontario, called for legislation that recognized the profession: right to title by 1987, and right to practice by 1999.

Don King CMC, chaired the Professional Affairs Committee that took up the challenge, and in 1983 the Province of Ontario became the first jurisdiction in the world to recognize the Certified Management Consultant designation.

Legislation was subsequently passed in all 10 provinces recognizing the CMC designation.

Ralph Boston CMC, a young professional with P.S. Ross and Partners, was one of the first to receive his 'management consultant' designation. "There was a meeting at the Windsor Hotel in Montreal, primarily with the people who would be first 'management consultants' to be certified," Boston recalled. The leaders made presentations to the group, "as to the merits of having the designation, with the large firms, to help promote professional management consultants, to demonstrate

that we were as qualified as any other professionals: lawyers, accountants, doctors, and engineers. A lot of us who were familiar with professional engineering thought this was a great idea."

In 1985-86, a special CAMC task force, led by Geoff McKenzie FCMC, published a white paper advocating for free trade. 20 consulting firms endorsed this paper. When the Canada-U.S. Free Trade Agreement came into effect, management consultants were included as one of the professions allowed access across the border thanks to this lobbying effort. This is now included in NAFTA.

In 1986, the Institute in Manitoba, led by Sean Sweeney FCMC, developed the CMC racetrack logo. This logo has become the recognizable icon for the CMC designation worldwide.

CAMC's activities were then consolidated with the coordinating activities of the Institute of Certified Management Consultants of Canada and the new amalgamated organization was called CMC-Canada.

The CMC movement continues to advance the consulting profession thanks to the efforts of dedicated and passionate individuals. Please join me in recognizing and thanking all those over the past 50 years who contributed their passion to our profession.

Want to read more about the founding of CMC-Canada? Visit the 'About Us' section on [www.cmc-canada.ca](http://www.cmc-canada.ca) to read 'From Stopwatch to Strategy,' published in 1988 on the 25th anniversary of CMC-Canada, and other interesting facts about the Association. 