

CMC

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The Magazine for Members
of CMC-Canada

consult

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Gregory Richards FCMC

**Consulting after
the double dip –**

**What's
Changed?**

Fortune's best companies to work for and biggest pay lists



In the February issue of Fortune magazine, the 2011 list of the '100 Best Companies to Work For' was released. Boston Consulting Group (BCG) is ranked as the second best company, behind software company, SAS. With 1,713 employees in the United States, BCG also made the top ten list for the best paying companies, with an average total pay of US\$154,051, for employees in the role of 'consultant'.

Other firms included in the 'Best Companies' ranking, who have significant management consulting departments, include

Deloitte, No.63

Pricewaterhouse-Coopers, No.73

Ernst & Young, No.77

Booz Allen Hamilton No.85

KPMG, No.86

Accenture, No.99

In the 'Best Paying' ranking, firms with significant management consulting practices include

Pricewaterhouse-Coopers No.53/\$86,826

Accenture No.54/\$83,500

Deloitte No.56/\$81,622

KPMG No.67/\$73,300

For more information visit www.money.cnn.com/magazines/fortune/bestcompanies/2011

Consulting rankings from vault career intelligence

Bain & Company, Boston Consulting Group, and McKinsey & Company take the top three spots in the 2011 Vault Consulting 50. Bain has been a perennial leader in this ranking and they continue to receive the top ratings. The group of Bain, BCG, and McKinsey all outdistance their peers by a significant margin.

Vault Career Intelligence is one of the most influential resources for MBA graduates as they prepare for their careers. It is one of the only sources for broad-based, up-to-date information on all of the major consulting practices.

Each year, Vault publishes the Vault Consulting 50, which is a ranking that combines the previous 'best to work for' rankings with overall prestige feedback. 43% of highly credentialed candidates rank firm culture as the most important factor in selecting an employer.

The Vault Consulting 50 weighs 25 percent firm culture, 25 percent work/life balance, 20 percent compensation, 20 percent prestige, 5 percent overall business outlook, and 5 percent transparency. Vault surveys consultants who work at the major firms. Survey respondents are not allowed to rate their own firm, and they were asked to rate only those firms with which they were familiar.

In addition to the Consulting 50, Vault publishes separate lists ranking firm on prestige, best to work for, compensation, diversity, and the best within practice areas.

To see the complete collection of lists by Vault, visit www.vault.com/wps/portal/usa/ranking

Vault summarizes the good, the bad and the ugly for the consulting profession

Vault has an interesting perspective into the Management Consulting industry and published their analysis on what is good and bad about the profession... they also advise on what kinds of skill/behaviours are needed to succeed in the profession.

UPPERS

High pay
Wide variety of projects
Intellectual stimulation

DOWNERS

Grueling travel
Long hours
Too much jargon
Unpaid overtime

PERSONALITY MATCH

People-oriented
Well spoken
Analytical
Independent
Creative

PERSONALITY MISS

Antisocial
Inflexible
Afraid of flying

Strategy in uncertain environments

Boston Consulting Group's Managing Partner and Canadian Practice Leader, Kilian Berz, shared his thoughts on how leading organizations must compete in a world and environment filled with waves of systemic turbulence. Market leaders are falling from grace more often and more quickly, due to much disruption.

The core axioms of strategic planning are being undermined.

In response, BCG suggests adaptive strategy is at the centre of a new basis for advantage. Three attributes are essential for survival in a changing environment: Responsiveness, resilience, and readiness. But, to gain a sustainable advantage, companies must use a dynamic, recursive approach, where strategies continuously evolve.

Berz shared his thoughts at a sold out, joint CMA/CMC-CANADA event in Toronto.

More details on adaptive strategy can be found at www.bcg.com/documents/file37859.pdf



Advisory services expected to grow at large firms

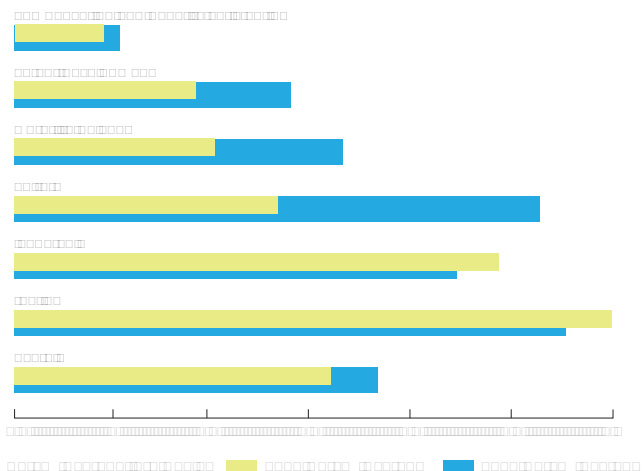
Each of the Big 4 professional services firms expects Advisory Services to lead the growth of their professional services practices. Major investments are being made into personnel, methodology development, and professional development, all of which indicate strong growth prospects for the future.

Consulting magazine reports that KPMG for one, expects revenue in advisory services to double by 2015.

Consulting goes on to report that in the first quarter of 2011, other large firms have been taking advantage of the strengthening economy. IBM's business analytics practice grew revenue by more than 40 percent in the second half of the year. The firm expects continued growth in the coming year. Capgemini also reported a strong second half of 2010, and is forecasting as much as 10 percent revenue growth in 2011.

Read more about these results and forecasts at www.consulting-mag.com and click on 'News Briefings'.

Which categories are firms making the most/least improvements?



COAST TO COAST

Events, news, and happenings at the Canadian Association of Management Consultants.



“Not enough consultants turn their intellectual capital into intellectual property, and very few manage to translate that to income that’s bankable. The fear of someone stealing your intellectual property if you put too much on the table is a chimera. I’ve written 40 books. Help yourself!”

Dr. Alan Weiss, FCMC
Keynote speaker, BC’s 2010 ‘Charting a Course to Value’ conference. President Summit Consulting Group
www.summitconsulting.com

BC Charting a Course to Value

Last May, internationally acclaimed consultant Dr. Alan Weiss known as ‘the consultant’s consultant’ was the keynote speaker at Consulting Conference 2010, the first management consulting conference sponsored CMC-BC. Weiss challenged the audience that we need to get more savvy and courageous in how we manage and build our consulting practices, whether it be intellectual property, fees, or how we market ourselves.

“Organizations recognize the need for change and the relative speed and accuracy that is required for effective execution. The challenge is how to do it. Traditional methods are no longer enough. People are the secret ingredient and Seth Kahan clearly offers the path to get you there.”

George A Castineiras
Senior Vice President
Prudential Financial, Inc.

BC Collaboration & Innovation in Leading Change

Leadership and change expert Seth Kahan and one of Canada’s foremost futurists, Jim Bottomley, will headline CMC-BC’s second conference, ‘Collaboration and Innovation in Leading Change’. The Victoria Marriott Inner Harbour Hotel is the place to be on May 5 & 6, 2011.

Other conference topics include:

- Breaking through the Change Quagmire
- Innovative Strategies for Complex Business Transformations
- Balancing Divergent Needs through Creative Collaboration
- Collaborating through Social Media

CMC-Canada members will earn 20 CPD points for the conference. To register, visit cmc-bc.ca



“Organizations are designed for the past. How can leaders put in place systems that guarantee their organizations are able to respond to rapid market changes? Eighteen-year-old Shawn Fanning revolutionized the music industry by creating Napster. And Apple legitimized digital distribution. Why were the record labels incapable of reinventing their business?”

Jim Harris, Keynote speaker Alberta’s 2010 ‘Pursuing Strategic Advantage’ conference. Renowned speaker on leadership and change www.jimharris.com

AB Pursuing Strategic Advantage

Last October, CMC-Alberta hosted ‘Pursuing Strategic Advantage’, a showcase of many renowned experts, led by keynote Jim Harris, who challenged the audience to stay nimble and aware, with a goal to helping leaders future-proof their operations to avoid being blindsided by changes. Other speakers presented the latest ideas on strategy, change, leadership, innovation, and social media.

AB Fostering Excellence in Consulting

In October 2011, management consulting professionals will gather in Edmonton once again for an intensive learning experience. The ‘2011 CMC Conference: Fostering Excellence in Consulting’ will challenge your thinking, enhance your practice, and offer exciting networking opportunities as delegates and speakers come together for our biggest learning and social opportunity of the year in Alberta! Fostering excellence in our knowledge, our practice, and our relationships speaks to the high quality of service we aspire to as consultants, and gives us the competitive edge in the field. This year we are excited to open our doors to our colleagues who are members of national project management (PMI) and accounting (CMA) organizations, offering them our member pricing. Bringing three powerful professional groups together will support unparalleled opportunities for learning and growth.

Watch cmc-canada.ca for details on speakers, as they are confirmed.



MB CMC-Canada Annual General Meeting – October 2011 | Winnipeg, MB

For 2011, CMC-Canada will take the AGM on the road to Winnipeg, where CMC-Manitoba will celebrate the 25th anniversary of the passing of Bill C47 in the Legislative Assembly of Manitoba, which recognizes the CMC designation and the Institute of Certified Management Consultants of Manitoba.

As part of the celebration, CMC-Manitoba will host a conference with a focus on Social Media. Business leaders such as, Dan Belhassen, President, Modern Earth, Christine Irving, Principal, Product-Works Inc., and Peter de Gosztonyi, Senior Consultant, Zanka Consulting, will speak on the importance of this next generation marketing thrust.

CMC-Canada's 2011 Industry Study Results will be released and shared by Cathy McIntyre of Carolyn Vose & Associates.

For more information on the conference, the keynote speaker and the AGM, visit cmc-canada.ca

“Québec est l’institut fondateur du mouvement CMC et il demeure crucial pour l’avenir de notre association. Cette conférence fut un élément important dans nos efforts actuels afin de redynamiser la désignation CMC au Québec.”

L’apport du CMC au sein des organisations

QC Quebec CMC’s Gather for ‘Formation CMC’

‘Formation CMC’, at Centre Mont-Royal on March 31, saw Quebec based CMCs gather for some continuing Professional Development.

A whole day of speakers and workshops culminated with the awarding of the CMC designation to newly qualified members.



“Teamwork is the most valuable and crucial aspect of any organization – an orchestra is certainly one of the finest and most complete and complex examples of teamwork that exists in our society. Just like any organization, we have a common vision that is only truly fulfilled through successful teamwork.”

Martin MacDonald
Keynote speaker, CMC-Canada’s 2010 Annual General Meeting
Resident Conductor
Symphony Nova Scotia
www.symphonynovascotia.ca

NS Teamwork in the Arts and in Business

Martin MacDonald, Resident Conductor of Symphony Nova Scotia, talked teamwork from a musical perspective CMC-Canada’s 2010 AGM in Halifax. Whether it be for an orchestra or for business, it requires a common vision that must be effectively communicated.

In true team fashion, outgoing Chair, Todd Williams, CMC, VP Sales & Consulting Services, Sheepdog Inc., reflected on the achievements of the past year, and incoming

Chair, Mauro Menghehetti, CMC, National Director of Western Management Consultants, outlined his plans for 2011.

“The Professional Development Summit 2011 is jointly presented by six organizations in a common effort to raise the bar in their respective professions. CMC-Canada members should attend because it offers a unique opportunity to gain professional development from ‘like’ organizations. No matter what your specific consulting expertise, this symposium will fill your knowledge gaps in other functional areas.”

Todd Williams, CMC
Past-Chair, CMC-Canada
Vice-President Sales and Consulting Services, Sheepdog Inc.
www.sheepdoginc.ca

NS PD Summit 2011: ‘Rise to the Top’

On May 4, 2011, there is no more important place to be than in Halifax. This Professional Development Summit is a full-day conference designed expressly to help you ‘Rise to the Top’. Summit 2011 brings together professionals, and keynote speakers who’ve achieved remarkable success in their fields as they share their knowledge, best practices, and tips. To register, visit cmc-canada.ca