

## Self-declaration (self-assessment) about

### ICMCI Competency Framework

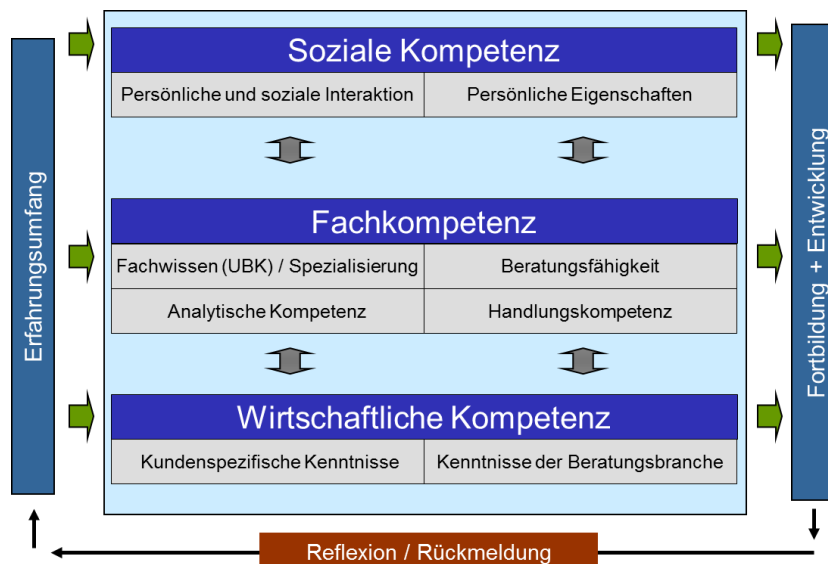
to obtain the title

Management Consultant CMC  
Management Consultant CMC/BDU

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## 1. ICMCI Competency Framework

The examination procedure to receive the CMC title is based on professional standards of ICMCI, the so called „Competency Framework“.



Quelle: © 2006 M. Jensen CMC Schweden, abgewandelt durch die Verfasser in 2010

## 2. Examination procedure for CMC

You will obtain the international recognised title "CMC (Certified Management Consultant)" after a successful examination procedure of BDU's CMC examination committee. The procedure consists of presented documents from you (e.g. CV, project descriptions, filled out questionnaire) and the personal examination interview.

It is obvious that a person cannot master all points, the CMC commission sets great store by the overall picture and the achievement of a certain amount of points regarding the entire questionnaire. In so far we ask you to answer each point truthfully and to the best of your knowledge and belief. The commission reserves the right to ask critical questions to certain points in order to define the overall picture of the person.

Please mark with a cross the check boxes if they relate to your self-evaluation.

- ++ extraordinary knowledge respectively applies absolutely to me (=yes)
- + good knowledge respectively applies mostly to me
- Average knowledge respectively applies conditionally to me
- below average knowledge respectively does not apply to me (=no)

Please keep in mind that this has to apply to you and not to your entire company with all employees.

### 3. Definitions

In order to be on the same page regarding this procedure, we defined some terms which are constantly used in our profession, as you can see below. This definition helps to match the content of these terms with similarities regarding this procedure. It does not matter whether you use these terms or arrange them differently in your company respectively in your professional practise. This is absolutely up to you.

**Methods (techniques):** Guidelines, how specific tasks and problems can be targeted, solved and implemented. Examples:

- 6-3-5 method
- Brainstorming
- Mind Map
- Open-Space
- Black Box
- Hypothesis
- 5 W
- Interview
- SMART
- SWOT
- 100 points
- Div. analysis-methods
- ABC-analysis and so on

**Tools (instruments):** Tools which help to demonstrate methods, (often self-developed) for example:

- Valuation of model variations
- Employee-analysis-sheet
- Manager-analysis-sheet
- Analysis of functions incl. idea collection
- Controlling-tools (e. g. for fiscal planning, and valuation of a company and so on)
- Checklists for different occasions
- Mind manager from MindJet for mind map

**Management concepts:** Concepts which refer mainly to strategic and organisational focus and where several people are involved in its changing process for a longer time period, for example:

- Scientific Management
- Management by ...
- Learning organisation
- 7-S-Modell
- Six Sigma
- Total Value Management, Total Quality Management
- Customer Relationship Management
- Change Management
- Kaizen
- Lean Production
- Bench Marking,
- Balance Scorecard,
- And so on

**4. Social competence (values and behaviour)**

	++	+	-	--
<b>4.1 Personal and social interaction</b>				
4.1.1 Leadership qualities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.1.2 Conflict resolution	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.1.3 Waiver of success egoism	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.1.4 Assertiveness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.1.5 Cognitive skills / Empathy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.1.6 Emotional intelligence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.1.7 Mediation of analysis results	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.1.8 Recipient-oriented mediation of results	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.1.9 Frustration tolerance and critical ability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.1.10 Power of persuasion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.1.11 Communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.1.12 Team orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.1.13 Capability to cooperate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.1.14 Intra- and intercultural competence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.1.15 Manners, appearance, adequate conversational partner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>4.2 Personal characteristics</b>				
4.2.1 Healthy distrust	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.2.2 Unswayability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.2.3 Self-confidence (no arrogance)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.2.4 Personal responsibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.2.5 Authenticity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.2.6 Integrity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.2.7 Loyalty	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.2.8 Reliability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.2.9 Trust	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.2.10 Persistence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.2.11 Resilience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.2.12 Self-motivation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.2.13 Creativity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.2.14 Flexibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.2.15 Mobility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.2.16 Willingness for further education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.2.17 Capability of self-studies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Legend:

++ extraordinary knowledge respectively applies absolutely to me	- average knowledge respectively applies conditionally to me
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**5. Expertise**

**5.1 Know-how (UBK) / specialisation**

		++	+	-	--
<b>5.1.1</b>	Know-how (UBK)				
5.1.1.1	Corporate management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.1.1.2	Company foundation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.1.1.3	Company succession	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.1.1.4	Company valuation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.1.1.5	Business-plans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.1.1.6	Innovation management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.1.1.7	Company strategy / strategy development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.1.1.8	Corporate Identity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.1.1.9	Organisation and procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.1.1.10	Human resource organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.1.1.11	Human resource management / -controlling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.1.1.12	Human resource development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.1.1.13	Marketing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.1.1.14	Distribution	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.1.1.15	Research and development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.1.1.16	Production / fabrication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.1.1.17	Factory- and plant design	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.1.1.18	Energy sector in companies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.1.1.19	Quality management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.1.1.20	Logistic	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.1.1.21	Purchasing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.1.1.22	Information management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.1.1.23	Controlling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.1.1.24	Accounting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.1.1.25	Cost account	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.1.1.26	Funding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.1.1.27	Project management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.1.1.28	Environmental management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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		++	+	-	--
<b>5.1.2</b>	<b>Specialisation</b>				
5.1.2.1	Generalist	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.1.2.2	Expert (specialist)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.1.2.3	Generalist and Expert altogether	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Special field of the consultant**

Currently I have the following specialisations, to which the three project descriptions refer to ( if necessary add a separate sheet of paper):

.....

.....

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.....

**5.1.3 Restructuring** (only for Restructuring Consultants CMC respectively Restructuring Consultants CMC /BDU)

There are further questions to be answered in order to receive the title „ Restructuring Consultant CMC“ respectively „ Restructuring Consultant CMC/BDU“.

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		++	+	-	--
<b>5.2</b>	<b>Consulting capability</b>				
5.2.1	Efficient, goal-oriented approach	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.2.2	Structure logical, develop thread	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.2.3	Efficient self-organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.2.4	Efficient interviewing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.2.5	Coaching- and moderation capability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.2.6	Methods (techniques)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Should you use methods, we kindly ask you to list below the ones you think are most important.

.....

.....

.....

.....

.....

**5.3 Analytical competence**

5.3.1	Analytical skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.3.2	Pragmatic skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.3.3	Power of judgement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.3.4	Holistic thinking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**5.4 Competence to act**

5.4.1	Interdisciplinary thinking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.4.2	Entrepreneurial thinking and acting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.4.3	Strategic visionary	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.4.4	Implementation competence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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<b>6.</b>	<b>Economical competence</b>				
		++	+	-	--
<b>6.1</b>	<b>Customer specific knowledge</b>				
6.1.1	Customer understanding Research and understanding for business activity, expectations as well as for the customer's industry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.1.2	Customer knowledge Understanding for structures, procedures, management and morals of the customer and the effect on one's own activity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.1.3	External surroundings – PESTEL Understanding for political, economical, social, technological, environmental and legal trends, which have an effect on the customer's activity. (PESTEL = political, economical, social, technological, environmental and legal trends)				
6.1.3.1	Political trends Understanding and estimation capability of possible effects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.1.3.2	Economical trends				
	– Macroeconomical factors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	– Microeconomical factors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	– Market potential(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	– Resource-allocation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.1.3.3	Social trends				
	– Social discussions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	– Social tendencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.1.3.4	Technological trends				
	– Awareness of technical changes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	– Infrastructure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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		++	+	--	---
6.1.3.5	Ecological trends Clients and consultants have the responsibility for appropriate environmental behaviour. The consultant has to be aware of the environmental protection basics in order to avoid suggestions which could cause damage for the environment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.1.3.6	Legal trends The consultant has to include the legal framework and trends into the consulting task, under which the client's companies act.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>6.2</b>	<b>Knowledge of the consulting industry</b>				
6.2.1	<u>General knowledge about the profession's development</u>				
6.2.1.1	Emergence and development of the international and national profession.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.2.1.2	Sales development and market trends	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.2.1.3	Claim of consultancy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.2.1.4	Professional principals for management consultants: Code of Conduct ICMCI = Professional principals of BDU (for CMC/BDU)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.2.1.5	Principals for freelance activity and professional cooperation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.2.1.6	Delimitation of similar free professions (e. g.. accountants, lawyers, tax consultants, engineers and so on)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.2.1.7	Penalty possibilities of BDU, Functions, tasks and penalties of BDU-federation court (for CMC/BDU)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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+	good knowledge respectively applies absolutely to me	--	below average knowledge respectively does not apply to me

	++	+	-	--
6.2.2 <u>Knowledge of the consulting industry</u>				
6.2.2.1 Understanding and awareness of each consultancy market character, competitors and their performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.2.2.2 Understanding for economical aspects of a consultancy project including scale, risks, general terms and conditions and remuneration.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.2.2.3 Management of consultancy companies				
– Human resource management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
– Human resource development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
– Advisory marketing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
– Acquisition of consultant assignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
– Management of assignments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
– Project management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
– Calculation of remuneration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.2.2.4 DIN EN 16114 Knowledge and use of the European norm for hiring consultancy services which has been initiated by ICMCI members.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.2.2.5 Management concepts Should you use management concepts, we kindly ask you to list below the ones you think are most important.				
.....				
.....				
.....				
.....				

I reassure that all declarations are true and in full. I know that BDU can obtain further documents and information in order to proof the declarations.

.....  
Place, date

.....  
Signature

Legend:

++ extraordinary knowledge  
respectively applies absolutely to me  
  
+ good knowledge  
respectively applies absolutely to me

- average knowledge  
respectively applies conditionally to me  
  
-- below average knowledge  
respectively does not apply to me