



CICMC

INSIGHTS

The Caribbean Institute of Certified Management Consultants

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Message from the President

As usual, let me first welcome all those who have become new members of the CICMC and ICMCI family since the last newsletter last year.

Then continue by announcing with pleasure the launch of CICMC chapters in both Bahamas and Barbados in the last quarter of 2011. Full details are in other sections of the newsletter, but these milestones represent continuing success in our journey towards becoming the recognized voice of Management Consulting across the region.

In that regard CICMC was also a critical player at the series of regional consultations on management consulting organized by the CARICOM Secretariat. Not only was CICMC represented explicitly on the original advisory committee, but a number of persons selected from various countries to be on the advisory committee were also CICMC members.

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CICMC officially launches in the Bahamas

Under the theme "**Caribbean Management Consultants Enabling Themselves**" the CICMC Bahamas Interim Chapter was launched on Friday, September 23, 2011. Hosted collaboratively by the Bahamas Interim Steering Committee, CICMC, and Caribbean Export Development Agency (CEX) the breakfast seminar was held at the Sheraton Nassau Beach Resort, Cable Beach, Bahamas. The event was also intended to sensitize attendees to the existence of the Certified Management Consultants (CMC) certification and CICMC as the organisation through which they can gain certification as well as achieve the primary objectives of the Chapter.

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CICMC represented on CARICOM MC Advisory Committee

CICMC was invited to sit on a regional Advisory Committee for the development of a regulatory framework for the CARIFORUM Management Consulting industry. The initial meeting was held on August 8 - 9, 2011 at the Accra Beach Hotel & Spa, Barbados. The impetus for the formulation of this committee emerged out of discussions which took place at the 3rd Management Consulting Business Symposium held from June 28 - July 1, in Santo Domingo, Dominican Republic.

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Fourth chapter of CICMC launched in Barbados

The Launch of the Barbados Chapter of CICMC was held at the Accra Beach Hotel, Hastings. Under the theme "**Enhancing Capacity, Increasing Competitiveness**", the full day programme consisted of the formal launch activities, panel presentations and a professional development workshop. It was funded primarily by the Caribbean Export Development Agency through the 10th EDF programme of the European Union. Support was also provided by the UWI Department of Management Studies and the Barbados Coalition of Service Industries.

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CICMC officially launches in the Bahamas ... cont'd

Participants were also made aware of the primary objectives of the Chapter - namely to provide ongoing practical and technical support, via specially designed programmes and services, to governments, NGOs and SMEs, as well as to seek to advocate the establishment of global standards in the local management consultancy sector and for the creation of a local register and licensing protocol. Other planned programmes of activities include designing and writing proposals for international (Donor Agency) calls, assisting with the 'eradication of poverty' - via SME development, and championing the general strengthening of Business Support Organizations.

The session was well attended by approximately 50 persons including management consultants, corporate entities and representatives from international funding agencies. The half day event ran to time and the varied and informative programme included:

- Welcome and Introductions by Ms. Donnalee Bowe, CICMC Bahamas Steering Committee Member (Caribbean Export Development Agency Board Member), who also chaired the whole event and highlighted CEX's commitment to developing new service associations;
- Congratulatory remarks by Harold Davis, Executive Director, Jamaica Business Development Company, and CICMCJ Executive Committee member, who committed support from the Jamaica chapter, while highlighting some of the benefits and challenges in launching a Chapter;
- Greetings by Astrid Wynter, local representative of the Inter-American Development Bank who also spoke of the special value and role that consultants bring, and emphasised the importance of the professional services sector to Bahamas;
- A presentation on the **"The Bahamas Journey"** by Donald Demeritte, Interim President, CICMC Bahamas Steering Committee which included a strategic roadmap to culminate with full chapter status by mid 2012 and the Bahamas Chapter being regarded as a Centre of Excellence for Consultancy Services and a 'premier' NGO. He also provided a strategic view of the objectives of the Chapter including providing ongoing practical and technical support, via specially designed programmes and services, to governments, NGOs and SMEs;
- Brief remarks by Kevin Teslyk, managing director, Scotiabank (Bahamas) Limited who spoke of CICMC's mandate to enable local management consultants to deliver the high standard of consulting excellence that SMEs need. He indicated that Scotiabank was pleased to partner with CICMC to help make the dreams and aspirations of these SMEs a reality and that the formation of CICMC in The Bahamas was timely considering the current economic climate.

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"The ultimate measure of a man is not where he stands in moments of comfort, but where he stands at times of challenge and controversy."

Martin Luther King, Jr.



L: Donnalee Bowe, CICMC & CEX
R: Harold Davis, CICMC Jamaica
Bottom (L to R):
Astrid Wynter, IADB
Donald Demeritte, CICMC Bahamas
Kevin Teslyk, Scotiabank



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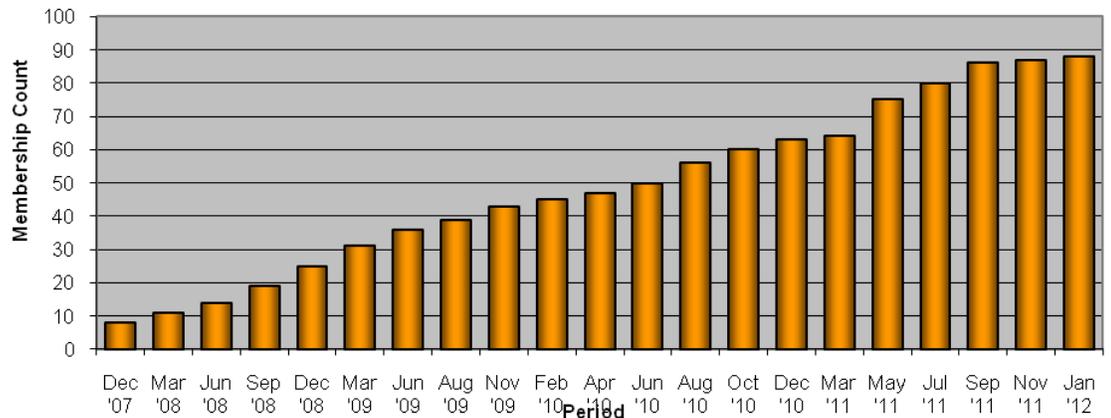
Membership Update

- CICMC membership continues to increase.
- Membership now stands at eighty (88) of which ten (10) are CMCs.
- CICMC has members in thirteen (13) countries.
- Membership across countries continues to be more evenly distributed, following significant increases from countries where there has been strong chapter activity.

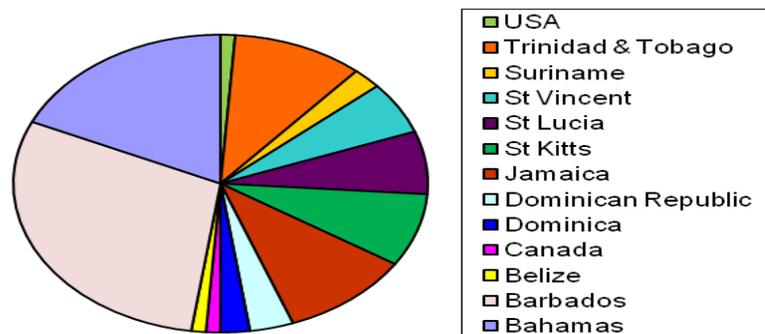
“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.”

John Quincy Adams

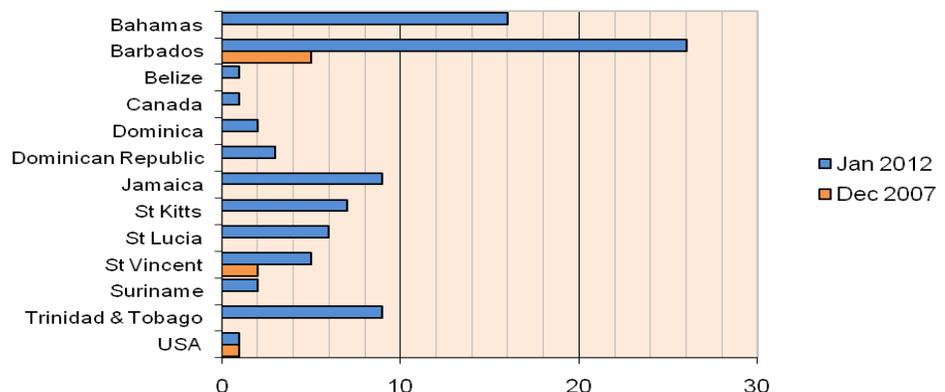
CICMC Membership Growth up to January 2012



CICMC Membership Distribution by Country at January 2012



CICMC Membership Growth by Country up to January 2012



Fourth chapter of CICMC launched in Barbados ... cont'd

The launch programme, which was chaired by Dennis Strong, Founder and Past President of the CICMC, started with the national anthem and an opening prayer by Jerry Blenman, Barbados Chapter President. Activities:

- Remarks were made by some of CICMC's closest partners and supporters including Anthony Bradshaw, Chief Operating Officer of Caribbean Export Development Agency, who congratulated CICMC on the launch of the Barbados Chapter and pledged Caribbean Export's continuing support to enhance the professional services sector of which management consulting was an integral part.
- Camille Wildman, Programme Manager, Private Sector Development, spoke on behalf of the European Union and urged consultants to utilise the many emerging opportunities and provisions offered through the EPA.
- Lisa Cummins, Executive Director of the Barbados Coalition of Service Industries, also emphasised the importance of the professional services sector to Barbados and looked forward to greater collaboration with the Chapter in strengthening BCSI's constituency – companies operating in the services sector.
- President of CICMC, Brenda Pope, gave an **Overview of CICMC** and the critical advocacy role to be played by the local chapters. She highlighted the increasing recognition of management consulting as a profession both in the Caribbean and internationally and highlighted CICMC's unique situation as a regional organisation which had recently achieved full membership in the international body.
- She then presented the CMC pin and certificate to Norma Shorey-Bryan who had achieved the designation earlier in the year.
- The directors of the chapter were also formally introduced to the gathering



Above: Jerry Blenman, President Barbados Chapter

At right (L to R): Brenda Pope, CMC and Dennis Strong, CMC about to present the CMC pin and certificate to new CMC, Norma Shorey-Bryan.



Directors of Board CICMC Barbados Chapter

- *Jerry Blenman, President*
- *Norma Shorey-Bryan, CMC, V. President*
- *Maureen Pollard, V. President*
- *Rudi Grant, Secretary*
- *Peter Downes, Treasurer*
- *Basil Springer, Director*
- *Olson Robertson, Director*

- The **Keynote Address** was given by Senator The Hon. Darcy Boyce, Minister in the Prime Minister's Office on behalf of the Hon. George Hutson, Minister of International Business who was unavoidably absent. The address outlined the activities of the Barbados government aimed at creating an enabling environment for the business and financial services sector. Senator Boyce's personal touch and insights showed his appreciation of the importance of management consulting within the professional services sector, especially where he emphasised that technical qualifications did not necessarily equate to good management consulting practice. He also urged management consultants to undertake joint ventures to provide a wider and more effective range of services to their clients.
- Following the break there was a panel presentation on the theme **Positioning for Global Competitiveness** which was chaired by Olson Robertson, a Director of the Barbados Chapter. The panellists were Camille Wildman, EU Programme Manager, Private Sector Development, Ambassador Errol Humphrey of the EPA implementation Unit of the Barbados government, Lisa Cummins, Executive Director (BCSI) and Basil Springer, a Director of the Barbados Chapter.
- Panellists outlined some of the opportunities and challenges faced by management consultants, including competition for larger donor funded projects. The lively discussion from the Forum participants challenged some of the assumptions of the donors and drew attention to practical barriers which were difficult to overcome. One of the government representatives also noted the current policy of the Barbados government to give 40% procurement contracts to small suppliers and emphasized the opportunities this provided to management consultants.

CICMC represented on CARICOM MC Advisory Committee ... cont'd

A number of CICMC board and chapter executive members were requested to sit on the Legislative Advisory committee charged with continuing with the work that had commenced earlier, in particular with a view to developing draft regulatory legislation to be considered by the CARICOM heads of government. The main purpose of the model Bill is to provide a legal framework for the registration and licensing of professionals who possess the requisite qualifications, training and experience in the management consulting field or discipline.

The core committee comprised representatives from the following CARIFORUM countries:

- The Bahamas
- Barbados
- Dominican Republic
- Jamaica
- St. Kitts
- St. Lucia
- Trinidad

Over an intense two day period, committee members worked with and were supported by specialist technical resources from representatives from CROSQ, CARICOM Secretariat, OTN and OECS Secretariat/EDU to develop a draft bill.

The draft bill was then put forward for wider consultation and comment at three (3) sub regional consultations held in Barbados, Bahamas and St. Kitts respectively on the initial version of the legislation.

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“The real leader has no need to lead -- he is content to point the way.”

Henry Miller



Top (L&R):

The Core Advisory committee in session in Barbados

Bottom (L&R):

The North consultation in Bahamas



CICMC officially launches in the Bahamas ... cont'd

Directors of Board

CICMC Bahamas Chapter

Donald Demeritte, President

Dr. Evaneth McPhee,
Vice-President

Ruth Forbes, Treasurer

Lowena West, Secretary

Yvette Ingraham, Director

Dr. Keith Campbell, Director

Mark Turnquest, Director

- Mr. Anthony Bradshaw, Chief Operating Officer, spoke on behalf of Caribbean Export and congratulated CICMC on the launch of the Bahamas Chapter. He pledged Caribbean Export's continuing support to enhance the professional services sector of which management consulting was an integral part;
- An "Introduction and General Overview of CICMC" by Brenda Pope, President of CICMC, brought participants up to date with ICMCI and CICMC history, CICMC achievements and progress to date, and provided as well an introduction to the CMC designation and paths to achieve it;
- The **Keynote Address** was given by Lyn Holowesko, President of the Senate on the topic "**Be that Agent of Change**". Starting with the premise that the client's interest must always come first, she spoke around a number of words defining the profession, including respect, honesty, integrity, professionalism, confidentiality, capacity building, and adaptability and indicated how they enable consultants to become agents for change. She strongly extorted consultants to live by the values of the profession and CICMC;

The official activities ended with a formal introduction of the Directors of the CICMC Bahamas Chapter prior to a vote of thanks delivered by Lowena West, Secretary of the Chapter.

In the afternoon session, CICMC President Brenda Pope, led an open discussion and question and answer period for Chapter members, discussing in more detail the CMC certification and process.

*"A leader is a dealer
in hope."*

Napoleon Bonaparte



Anthony Bradshaw, COO,
Caribbean Export



Brenda Pope, CMC,
President CICMC



Lyn Holowesko,
President of the Senate



A cross-section of attendees listening attentively

Fourth chapter of CICMC launched in Barbados ... cont'd

The morning programme ended with brief comments and an address by Jerry Blenman, President, CICMC Barbados Chapter. He gave a brief overview of the Vision and Mission of the Barbados Chapter and promised that the Board would be following up the Launch with a series of activities in the coming year.

Professional Development Workshop

In addition to providing information on the CICMC and building a greater appreciation of management consulting as a profession, the launch programme was also designed to build skills and capacities of management consultants. In the afternoon, Ms. Brenda Pope, CMC, President of CICMC and Senior Advisory Partner of KPMG, facilitated a Professional development workshop sponsored by KPMG on the **Essentials of Fast Turn-around Winning Proposals**.

Covering all stages of the proposal presentation process from client evaluation to document submission, the workshop also provided practical tips, tools, templates and a framework which would enable consultants to streamline and simplify their proposal preparations. Topics covered included:

- Best practice checklist and action list for the proposal content and process
- Timing and positioning your proposal
- Framework and topics included in a successful fast turnaround proposal
- How to demonstrate understanding of client needs
- Fast, effective development and presentation of resource requirements, costs and fees
- Effective presentation of proposals at clients' meetings



Brenda Pope, leading the PD workshop

Based on the feedback from the Launch and the workshop the chapter will be planning activities in areas such as:

- Pricing and costing
- Practical exercises in proposal writing and evaluation
- Assessing and improving competitiveness
- Practical approaches to exploring opportunities through the EPA
- Tips for gaining the CMC Certification.

CICMC represented on CARICOM MC Advisory Committee ... cont'd

This consultation process achieved a general acceptance of a need to register and license, an adoption of the EU standard on management consulting services as an appropriate point of reference and acknowledgement of CICMC as the legitimate voice for management consulting in the region and a further insight into how needs are being expressed throughout the region.



Participants at the wider "South" consultation in Barbados

CICMC NEWS

Member Profile – Curtis Dennie



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Position: Research and Information Development Manager
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Key areas of expertise:

- Entrepreneurship
- Business Development
- Project Management
- Business Facilitation

Member Profile – Donnalee Bowe



Company: Bahamas Agricultural & Industrial Corporation (BAIC)
Position: Assistant General Manager
Director, Caribbean Export Development Agency
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Email: donnaleebowe@baic.gov.bs
donnalee.bowe@yahoo.com
Tel: (242) 322-3740/1 (work) 225-3325 (toll free)
Fax: (242) 322-2123

Key areas of expertise:

- Handicraft
- SME's Development management

*Determine that the
thing can and
shall be done, and
then we shall find
the way."*

Abraham Lincoln

President's Message ... cont'd

CICMC is now in active discussions with Caribbean Export regarding the launch of interim chapters in other countries later this year. We will keep you posted on progress in this regard.

We continue to send out information about opportunities for bids, assignments, conferences and webinars. Please continue to share with the Secretariat any that may come to your attention which may also be of interest to other members.

The second half of 2011 has ended on a high note for CICMC and 2012 promises to be filled with continued growth, opportunity and achievement. Be part of our journey!

Best regards

*Brenda Pope, CMC
President*



The Book Nook ...

Terri L. Sjodin

Small Message, Big Impact: How to Put the Power of the Elevator Speech Effect to Work for You

Published: 2010 (Hardback)

Edition: 1st Edition

Publisher: New Riders Press

This author has "cred" - she's done it - on speech and debate teams in high school and college - followed by over 20 years as principal of her own public speaking, training and consulting firm. The book offers a how-to-guide. She starts by explaining why it's important to have a elevator speech then moves on to defining your intention, to creating the basic core outline, to building a persuasive case, to bringing the message to life - - to a close which includes frequently asked questions.

Author avoids using manipulation or tricks to accomplish the intention. She uses "Monroe's Motivated Sequence" formula as providing structure to the 3 minute elevator pitch - which means that most people, when presented with a clear challenge will shift into a natural problem solving mode. The sequence contains 5 distinct steps:

- 1) Gain attention,
- 2) Establish need for change,
- 3) Satisfy need with a solution,
- 4) Visualization - project audience into future where they can see themselves enjoying the benefit,
- 5) Action Step - or close where you tell your audience what you want them to do today.

- Book is full of anecdotes, stories and real life experiences that keep this book lively and readable.
- Each chapter is tightly summarized and transitions nicely to the next. It is well written.
- A number of resources are available to the reader including exercises, templates and web access to additional tools.

Memorable Passages

"...life is busier, more crowded, and more competitive. We must earn the opportunity to be heard in today's market...people have little time to spare. Rivalry is rampant, whether from companies offering the same products or services as yours..."

"...I've found that it takes approximately 3 minutes to establish rapport with someone and build an intriguing message. Plus a person will usually give you that amount of time if you asked for it"

"...the point is you don't have to score on every play, just advance the ball."

"...I often see people make the mistake of being overly informative rather than persuasive. The data-dump syndrome is one of the most common pitfalls..."

Principles of MC training around the region in Q1 2012

- | | |
|-------------|-----------------------|
| March 6-8, | - Bahamas |
| March 13-15 | - Barbados |
| March 27-29 | - Trinidad and Tobago |

Americas Hub meeting and 4th annual MC symposium

June 18-21 or June 25-28, 2012 – Montego Bay Jamaica

Contact the CICMC secretariat for details.

The first ingredient in conversation is truth: the next good sense; the third, good humor; and the fourth wit."

Sir William Temple

Save the Date Alerts

“When spider webs unite, they can tie up a lion.”

Ethiopian Proverb

Tip of the Month #1 [source IMC USA]

I am building a prospect pipeline with a contact application and have prepared for a series of networking events to attend, to kick off my initial contacts. Other than capturing the names and relevant information from people I met and consider potential leads, what else do I need?

You are off to a good start. Capturing leads in a formal way, whether it is on a sheet of paper or in a software contact manager on your smartphone, is essential to managing a prospect pipeline. A box of scraps of paper and business cards as a strategy for getting clients is looking for trouble. Let's not get into how the contacts make it into your list, but the

critical next step after first contact: the follow up call.

Following up means doing it before the memory fades (yours and theirs) and doing it in a way that leads to a higher probability of a good business relationship. Once you have identified a person who is marginally qualified, you should follow up to set a time to discuss a mutual business relationship. This is your chance to decide whether and how you commit valuable time to pursue the relationship or you will drop them in the "cool" (as in not worth pursuing right now) contact list.

Tip: The follow up call should be done within 3-5 days, preferably the next business day. You should

have a follow up call script that includes a reiteration of the circumstances that brought you together, the premise of why your two businesses might productively work together, your interpretation of pressing needs of the other person (and questions you could ask to verify), an example of work you have done that relates to this need, an offer of a contact or piece of information of value to the other person (goodwill), a possible working relationship you could mutually benefit from, and suggested next steps to move toward that working relationship. Preparation and some forethought, along with not letting the prospect get cold, are the keys to turning a business card stuffed onto your pocket into a live prospect or partner.

Tip of the Month #2 [source IMC USA]

When meeting with a prospect, how much information should be sent ahead and how much reserved for the meeting? I worry prospects either won't read send-ahead material or may not understand it the way we intend.

Consider the purpose of the meeting with a prospect - to get to know each other and drive toward identification of a mutual beneficial activity. If the meeting is on equal terms then both of you are compelled to investigate the other to have a productive meeting. If you think the prospect is not interested enough to read your send-ahead material, then you have not set up your value well enough. If you believe the prospect might misinterpret the materials, then you have not provided unambiguous, compelling materials. You can fix both of these.

However, you may also be surprised at how much your prospect knows about you even without your send-ahead materials. The Internet makes it possible for a prospect to know a lot about you even before they contact you for an introductory meeting (or, if you initiated the contact, before your first meeting). If you are an independent or small firm consultant or have a public persona (e.g., speaker, author, panelist, expert witness, community contributor), then it is easy prospects to assemble a profile of you in less than ten minutes.

Do you know your online brand and information from which your prospect will draw? Like a credit report, there can be lots of incorrect data about you. It may not be malicious, just wrong. I once discovered an online

profile of me created by an organization to which I was speaking - with a lot of interesting facts that weren't even about me, but was still available for all to see. We no longer have full control over our own brand and that prospect you are so eager to see may never ask for send-ahead material because they already decided to not meet with you - all based on your online identity.

Tip: Create a sell sheet or capabilities statement that you post on your own website and ask that others refer/link to it. This gives uniformity and currency to your online identity. It is tempting to be listed in a lot of directories and social networking sites but you are better off just listing what's needed to pique people's interest then get them to your website (even if you need separate landing pages for different referral sources).

Here are some tips to help you the next time you've lost the password to your WiFi network and can't figure out how to get it back



Technology Tip – PowerPoint Slide Show Tips

With the advent of laptops and smart phones, wired internet is fast becoming a thing of the past. While it has not become obsolete completely, the widespread usage of Wi-Fi networks and the improvement in Wi-Fi technology has made it the de facto mode of internet connectivity in most homes and offices today. In fact, Windows also provides you with the option of creating an ad-hoc Wi-Fi network with internet connection sharing (ICS) enabled in order to use a wired connection with a desktop / laptop as a Wi-Fi router in order to connect other machines to the internet. This provides you the flexibility of networking all your machines as well as doing away with wires and enjoying wireless connectivity.

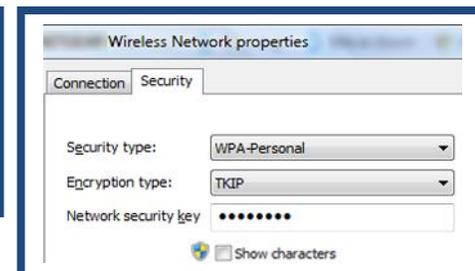
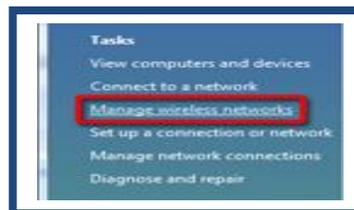
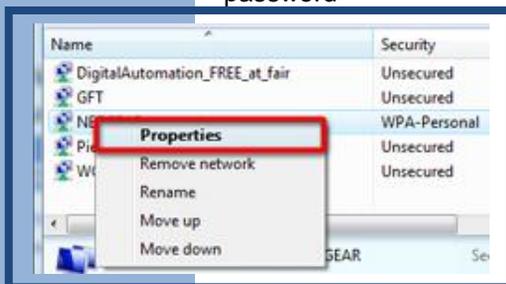
One of the commonly faced problems while trying to get more computers onto the same network is that the password to the network has been misplaced and you do not know how to retrieve the password. Wi-Fi networks provide you with the option of encrypting the network with a WPA (Wi-Fi Protected Access) or a WEP (Wired Equivalent Privacy) key.

Follow the steps below in order to retrieve the Wi-Fi Network's Key

1. Navigate to the Control Panel by clicking on **Start>Control Panel>Network and Internet**
2. Click on **Network & Sharing Center**. Alternatively you can also open the Network & Sharing Center by right clicking your network (LAN) icon and choosing **Open Network & Sharing Center**. Then click on **View network status and tasks**.



3. Click on **Manage Wireless Networks** in the left menu
4. Right Click the required wireless network and select **Properties**
5. Click on the **Security** Tab
6. In the **Wireless Network Properties** dialog box, click on **Show Characters** to reveal the password



Note: The icon next to the reveal password option indicates that this option is only enabled for users who have Administrator level access. If you are a user with limited rights/privileges or a Guest user, then you will not be able to see the network password.

The above steps are designed to retrieve a lost password and not in order to obtain unauthorized access to a Wi-Fi network.

Using Above Approach to Modify a Network Password

This same sequence of steps can be performed to modify the existing password of a wireless network. For better security, use stronger passwords with a combination of upper and lower case alphabets as well as numbers and special characters. This will protect your network from unauthorized entry / access and ensure that all the devices on the network are from trusted parties only.

On the lighter side ...



Consulting Revisited

- Good advice is something a man gives when he is too old to set a bad example.
- Always listen to experts. They'll tell what can't be done and why. Then do it.
- It takes two things to be a consultant - grey hair and hemorrhoids. The grey hair makes you look distinguished and the hemorrhoids make you look concerned.
- In case of doubt, make it sound convincing.
- An expert is one who knows more and more about less and less, until he knows absolutely everything about nothing.
- To spot the expert, pick the one who predicts the job will take the longest and cost the most.
- After all is said and done, a hell of a lot more is said than done.
- If you consult enough experts, you can confirm any opinion.
- Hiring consultants to conduct studies can be an excellent means of turning problems into gold, your problems into their gold.

* * * * *

A priest, a rabbi and a consultant were travelling on an airplane. There was a crisis and it was clear that the plane was going to crash and they would all be killed. The priest began to pray and finger his rosary beads, the rabbi began to read the Torah and the consultant began to organize a committee on air traffic safety.

"It is as easy to draw back a stone, thrown with force from the hand, as to recall a word once spoken."

Menander



We welcome your feedback and suggestions for future issues of CICMC INSIGHTS. Please send us:

- short, relevant articles (up to 500 words)
- news of your activities that you want to share (up to 100 words)
- brief descriptions of management consulting opportunities of interest to members
- announcements of upcoming workshops, seminars, conferences and so on
- internet links of value to members