



CICMC

# INSIGHTS

The Caribbean Institute of Certified Management Consultants

April/May 2012  
Volume 4, Issue 2

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## Contact Us

Caribbean Institute of Certified Management Consultants  
 P.O. Box 1330  
 c/o Goddards Shipping and Tours  
 Goddard's Complex, Fontabelle,  
 St. Michael, Barbados  
 West Indies  
 email: admin@caribbeancmc.com  
 phone: 246-228-2640  
 www.caribbeancmc.com

## Message from the President

As we move towards the second half of the year let me first welcome all those who have become new members of the CICMC and ICMCI family since the last newsletter earlier this year. Let me also commend and encourage those who have started and made tremendous strides in their CMC journey over the past few months.

I am also happy to announce the launch of yet another CICMC chapter – the fifth - in St. Vincent and the Grenadines a week ago. Full details are in other sections of the newsletter, but this milestone represents continuing success in our journey towards becoming the recognized voice of Management Consulting across the region.

In that regard CICMC members continue to be active players in regional advocacy for services standards as evidenced by their presence at the most recent consultations around CARICOM financial services agreement.

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## Fifth chapter of CICMC launched in St. Vincent and the Grenadines

The Launch of the St Vincent and the Grenadines Chapter of CICMC was held at the National insurance Building, Kingstown on June 5, 2012. The full day programme consisted of the formal launch activities, a panel discussion and a professional development workshop. It was funded primarily by the Caribbean Export Development Agency through the 10th EDF programme of the European Union with other critical support being provided by Invest SVG. The formation of the local chapter was intended to formalize St. Vincent and the Grenadines status within the CICMC, enhance the visibility of the group and create synergies in exporting management consulting services.

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## CICMC members participate in CARICOM consultations

A number of CICMC chapter members from around the region, participated in the series of regional consultations. In particular consultation was held in April in Jamaica with several players in the Financial Services Sector both in the public and private sectors to elicit their position on the CARICOM financial services agreement. Organisations included the Bank of Jamaica (BOJ), the Financial Services Commission (FSC), Institute of Chartered Accountants (ICAJ) and the Jamaica Chapter of the Caribbean Institute of Certified Management Consultants (CICMC Ja).

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## CICMC holds first CMC "boot-camps"

As part of a renewed thrust to help accelerate the progress of members who have already started on the CMC journey, CICMC created and held its first series of one day CMC boot camps under the aegis of the Trinidad and Tobago and Bahamas chapters. The advanced certification training is only available to candidates who have met the preliminary requirements and focuses on assisting them, among other things, to complete their engagement summaries.

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## Fifth chapter of CICMC launched in St. Vincent & Grenadines ... cont'd

Specific launch objectives included:

- To formally launch the local Chapter of CICMC in St. Vincent and the Grenadines.
- To sensitize private sector and government agencies of the availability of professional services in the management consulting industry in St. Vincent and the Grenadines.
- To sensitize participants of the role of CICMC and the opportunities that currently exists for management consultants.
- To enhance the knowledge of the participants of the role of professional services within the context of a developing country.

The session was well attended and the whole day event had a varied and informative programme which included:

- Opening prayer by Hazel Ann Nero of Invest SVG followed by the National Anthem.
- Welcome and Introductions by **Mr. Curtis Dennie**, CICMC local Chapter Member who also chaired the whole event as well as deputizing for Mr. Allan Alexander, Deputy Executive Director of Invest SVG, who was unable to attend due to illness. Mr. Dennie provided a brief statement on the direction planned for CICMC St. Vincent and the Grenadines. He also summarised the objectives of the chapter including providing ongoing practical and technical support, supporting CICMC in seeking to advocate for the establishment of global standards in the local management consultancy sector and identifying and documenting opportunities for management consultants.
- Greetings and brief remarks by **Mr. Clarence Harry**, Director in the Ministry of Trade, who spoke of the timeliness of the launch given St. Vincent and the Grenadines push to expand its export of services, as a means of diversification of economic activity. He also spoke of the critical importance that a body such as CICMC can bring in the context of standards and certification and was complimentary of the goals and credo of both ICMCI and CICMC in the context of ethics and standards.
- Presentation by **Ms. Brenda Pope**, CMC, President CICMC on **“Introduction and General Overview of CICMC and Advocacy Role of Chapters”** bringing participants up to date with ICMCI and CICMC history, CICMC achievements and progress to date, including recent chapter development and focus. Participants were also introduced to the rigorous process for the management consultant certification (CMC) and the value this would bring to consultants as they sought to compete effectively in the international arena.

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*“The best thing you can do is the right thing; the next best thing you can do is the wrong thing; the worst thing you can do is nothing.”*

*Theodore Roosevelt*

**Top L:** Curtis Dennie, CICMC St Vincent & Invest SVG

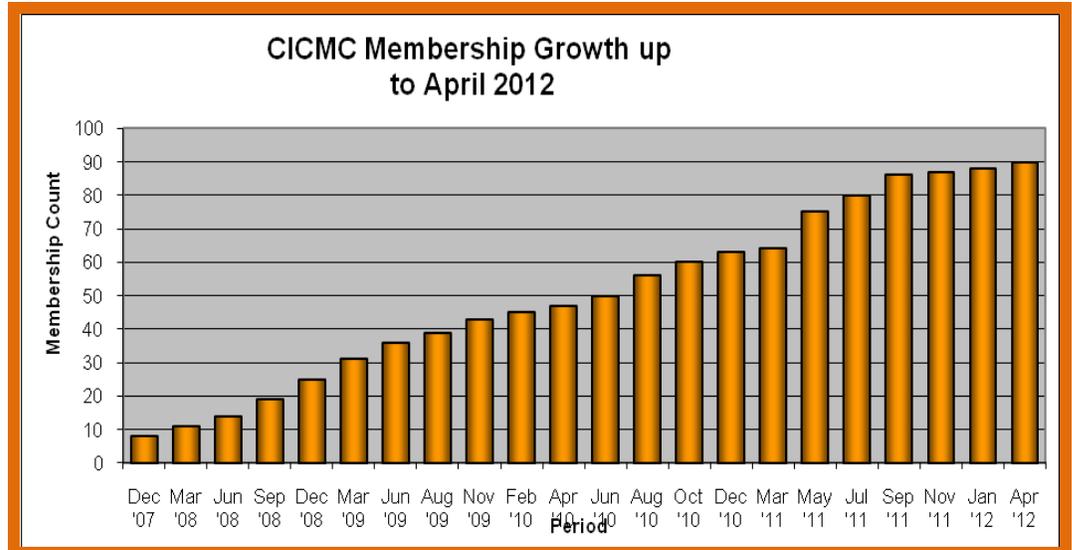
**Top M:** Clarence Harry, Ministry of Trade

**Top R:** Brenda Pope, CMC, President CICMC

**Bottom:** Participants attending the launch

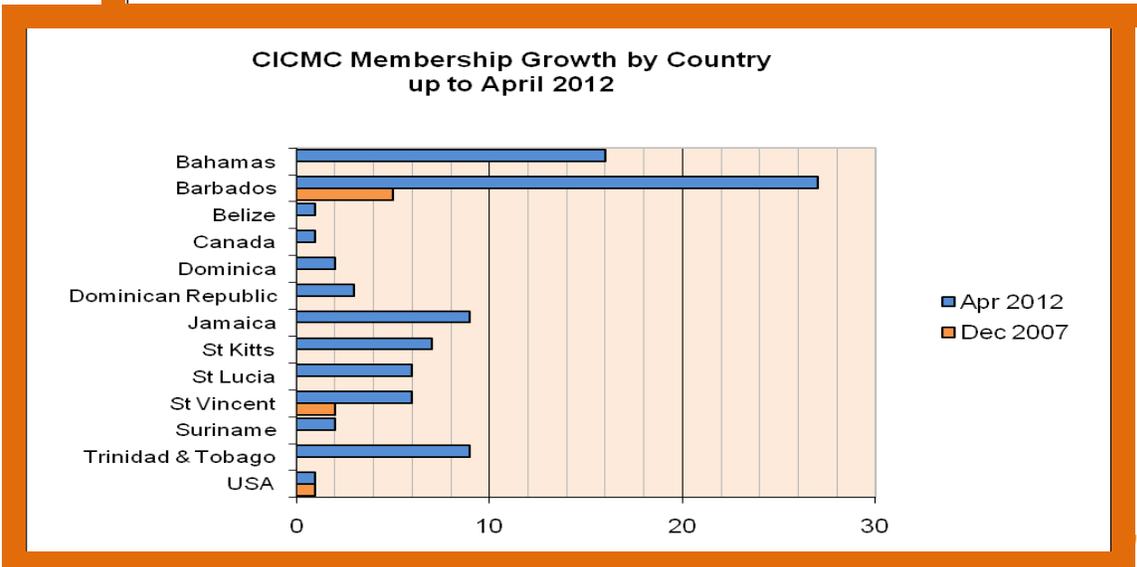
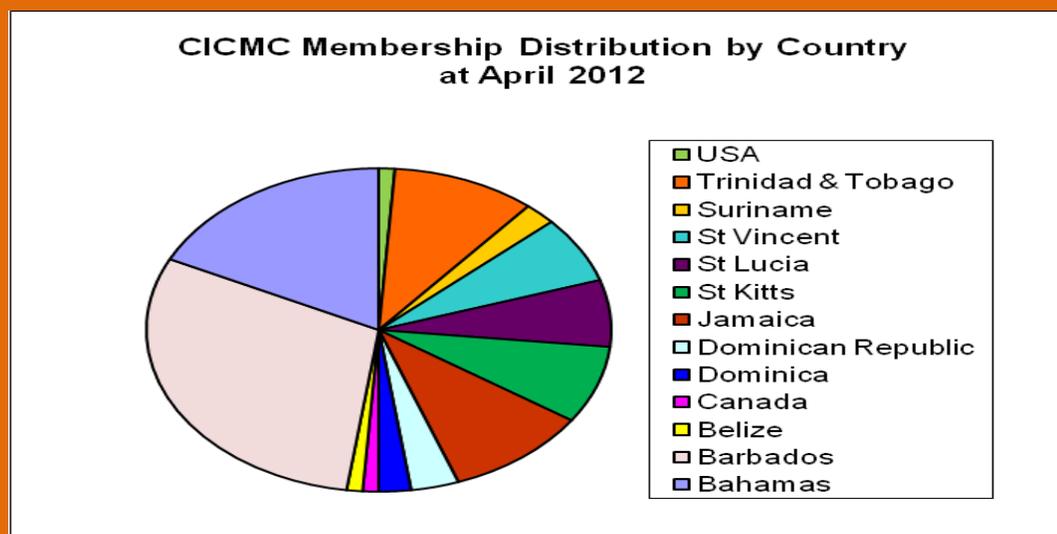
## Membership Update

- CICMC membership continues to remain steady.
- Membership now stands at ninety (90) of which ten (10) are CMCs.
- CICMC still has members in thirteen (13) countries.
- Membership across countries continues to be more evenly distributed



*“Whenever you find yourself on the side of the majority, it’s time to pause and reflect.”*

*Mark Twain*



## Fifth chapter of CICMC launched in St. Vincent & Grenadines . . . cont'd



Ambassador Ellsworth John



(L to R): Dennis Strong, CMC (CICMC); Cleo Huggins (Invest SVG); Brenda Pope, CMC (CICMC); Okolo Patrick-John (EPA Unit)

*“Don’t say you don’t have enough time. You have exactly the same number of hours per day that were given to Helen Keller, Pasteur, Michaelangelo, Mother Teresea, Leonardo da Vinci, Thomas Jefferson, and Albert Einstein.”*

*Life’s Little Instruction Book*

- The Keynote Address given by **His Excellency Ellsworth John**, Ambassador to OECS, who urged attendees not to feel constrained by the borders in selecting partners for consultancies, but to take advantage of the freedom that the single market and economy and the OECS economic union present to recruit persons with the required skill sets to suit the particular job. He also reminded them that having acquired the necessary skill and experience to be experts in their fields they should therefore have confidence and self assurance. He stressed that consultancy is a profession that is growing with a lot of hiring going on and demand likely to continue, but that a key to success in consulting is teamwork. Using the OECS Secretariat as an example, he pointed out that consultants are often hired to provide the specialist skills that are required for proper project implementation. He ended by reminding all that to be a good consultant requires good people skills, the facility to listen to customers and the ability to communicate ideas effectively.
- Following the break there was a stimulating panel discussion on ***The Role of the Professional Services in a Developing Country***. Moderated by Mr. Curtis Dennie, panelists included Ms. Cleo Huggins, (Executive Director, Invest SVG); Ms. Okolo Patrick John (Manager - EPA Implementation Unit); Ms. Brenda Pope, CMC, (CICMC President); Dennis Strong, CMC, (immediate past president CICMC).
- Discussions were robust with much dialogue arising from questions and observations emanating from the audience who were very engaged and involved in the process.

### 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, facilitated a Professional development workshop 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 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, CMC facilitating the proposal writing workshop to afternoon participants



## CICMC NEWS

### Member Profile – Michelle Low Chew Tung



Company: LCT Consulting & Associates Limited  
Position: Chief Executive Officer  
Address: 82 Victoria Gardens South, Diego Martin,  
Republic of Trinidad & Tobago  
Email: michelle@lctconsultingtt.com  
Tel: 1 868 301 0970  
URL: www.lctconsultingtt.com  
SKYPE: mlctbusinessconsult

**Key areas of expertise:**

- marketing strategy development and communications,
- product development and business development ,
- event and conference management,
- business mentoring
- tourism development and procurement.

*“Man cannot discover new oceans unless he has the courage to lose sight of the shore.”*

*Andre Gide*

### Member Profile – Denise Yvette Ingraham



Company: 360 Training & Consulting  
Position: President  
Address: 16 Sea View Dr., P. O. Box N-7261,  
Nassau, Bahamas  
Email: [bahamas360@ymail.com](mailto:bahamas360@ymail.com)  
Tel: (242) 357-7858  
Fax: (242) 322-6436  
URL.: www.360trainingandconsulting.com  
SKYPE: dyingraham (dyingraham@coralwave.com)

**Key areas of expertise:**

- General insurance
- Operations (Business Review & Re-engineering)
- Strategic Planning
- Training & Development

### President's Message ... cont'd

CICMC continues 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 first half of 2012 has started on a high note for CICMC and the rest of 2012 promises to be filled with continued growth, opportunity and achievement. Specifically we look forward to the education, learning and networking that will occur among a great many of you at the upcoming annual symposium and hub conference in Jamaica.

Continue to be part of our CICMC journey!

Best regards

*Brenda Pope, CMC  
President*



### Trinidad & Tobago

- Cliff Hamilton was elected President of the Trinidad Chapter on January 5, 2012 and the Chapter has made significant progress under his leadership.
- Seven new members have been added since then.
- An MOU has been signed with the University of the Southern Caribbean (USC).
- USC provided space and technical support (including accommodations) for a 3-day Principles of Management Consulting course on May 23-25, 2012; Faculty members of the School of Business are expected to enroll in the next training date tentatively scheduled for September.
- Roytec (UWI) provided classroom facilities and equipment for the 1-day Boot Camp which followed on May 26, 2012
- The Trinidad Chapter has pledged to deliver 7 CMCs in 2012.
- There was such enthusiasm amongst the workshop and boot camp participants that they have formed a consulting company to jointly pursue business opportunities.
- Chapter members (executive) have also designed and invested in new chapter polo shirts to be unveiled in Jamaica.



(Above): Members of the T&T Chapter with Facilitator Dennis Strong, CMC, during and after completion of the Principles of Management Consulting and the CMC boot camp training.



### Barbados

- At the end of May, the Barbados Chapter held a half day strategic planning retreat for the Chapter Executive to plan the way forward and identify initiatives and opportunities for expansion and sustainability.
- With its two (2) CMCs already in place, the Chapter is actively seeking to complete the remaining organisational and governance structures to achieve full chapter status in the next few months
- The Chapter is also committed to certifying at least another 5-6 members by the end of 2012.



Members of the Barbados Chapter executive during the strategic planning retreat



## The Bahamas

- The Bahamas Chapter has hosted two Principles workshops and a 1-day boot camp.
- Eleven persons have successfully completed the courses.
- The Bahamas Chapter is the fastest growing Chapter in CICMC and now has 19 members since its launch in September 2011.
- The Chapter is committed to certifying at least 8 members by the end of 2012.
- It is also committed to pursuing the registration and licensing of management consultants.
- Bahamas is a very supportive member of the President's Roundtable and has been helpful to other Chapters.
- Efforts are now underway to create alliances with other professional organizations whose members can benefit from programmes offered through the chapter.



(Above): Members of The Bahamas Chapter with Facilitator Dennis Strong, CMC, after completion of the Principles of Management Consulting training courses and the CMC boot camp training.



## Jamaica

- The Jamaica Chapter has a member, Dr. Canute Thompson, who has successfully completed the certification process.
- There are four (4) other members, including Lancelot Henry, president, who are committed by becoming certified in 2012.
- The executive of the Chapter has been reworking its strategic plan to focus on the imperatives of building the membership of CICMC Jamaica as well as provide opportunities for training in the certification process under the MOU with the University College of the Caribbean (UCC).
- Execution of these is scheduled for the second half of 2012 and UCC will provide the facilities and technical support for an upcoming Principles of Management Consulting course.

### Training around the region in Q2 2012

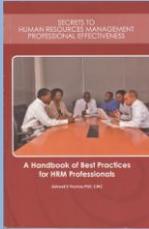
CMC Boot-camp                      June 21, 2012 – Montego Bay, Jamaica (after main symposium)  
Principles of MC -                      Kingston, Jamaica (Q3 2012) (contact Jamaica Chapter for details)

### Americas Hub meeting, 4th annual MC symposium and AGM

Americas Hub meeting - June 18, 2012 – Montego Bay Jamaica  
Annual symposium -                      June 19-20, 2012 – Montego Bay, Jamaica  
CICMC AGM -                                      June 20, 2012 – Montego Bay, Jamaica

Contact the CICMC secretariat for details

Save the Date  
Alerts



**“By changing nothing, nothing changes.”**

**Tony Robbins**

## The Book Nook ...

**Dr. Ashwell Thomas**

### **Secrets to Human Resources Management Professional Effectiveness:**

A Handbook of Best Practices for HRM Professionals

**Published:** 2011 (Softback)

**Edition:** 1st Edition

**Publisher:** Ashthom Publishers



Dr. Ashwell Thomas' name is synonymous with Human Resources Management in local, regional and international HR circles. In this publication he has done what few persons have been able to do: write a handbook for HR professionals and aspirants that reveals invaluable secrets to the profession. In his book, Dr Thomas has shared real-world experiences and secret tips which have been fundamental to his sterling achievement thus far, in the field of HR.

Learn the answers to the critical questions you need to ask to be a top human resources management professional such as:

- Have you identified the human resources management aptitudes and attitudes required for success?
- Do you know the value that the company places on your HRM contribution to the company?
- What roles does senior management require of you as the chief HR professional?
- How can you consistently add value to your employer and fellow employees' interest?
- How to win the respect and confidence of your partners at the table?
- How do you navigate your way through the potential ethical dilemmas that face HR professionals?
- How to build successful and sustainable partnerships with your colleagues at the table?
- How to effectively sell HR services to the CEO and other members at the table?

This book is specially written to help human resources management professionals to transform into a “Service Brand” that demonstrates distinction, commitment, passion and great value to professional and organisational success. Herein lie some of the best hidden secrets of successful human resource management professionals: on what to do to earn the respect of their colleagues at the table and to be effective in their jobs.”

The book is of particular importance to the young professionals as well as those professionals who may be at a cross-road in their careers. For those HR professionals who may be satisfied with their present performance but who want to take their career to the next level, this book will help reinforce the positive things you have been doing and provide you with the impetus to begin the climb to the top of your career. It's a must read that no HR professional should be without.

**Dr Sylvia Henry. J.P. (University of the West Indies, Cave Hill, Barbados)**

“Do not deny yourself this chance to enrich your personal and professional life.”

#### **Memorable Passages**

“... your misguided beliefs are your worst enemies ...”

“ ... many HR professionals get so buried in the day-to-day activities, sometimes it's hard to remember they are actually running a business ...”

## **CICMC members participate in CARICOM consultations ... cont'd**

This thrust as a part of CARICOM's harmonisation process proved to be a seminal opportunity for the sensitisation of the leadership of the Accounting Profession in Jamaica. The process of consultation with these sectors continues.

The imperative for public education with the services sector is clear. This must also be supplemented by training for professionals in the sector around the implications of inevitable changes in the international marketplace regarding trade in services.

JAMPRO and the Jamaica Coalition of Services Industries (JCSI) have been assigned the responsibility of championing the process of ongoing consultation.

*“Use what talents you possess, the woods will be very silent if no birds sang there except those that sang best.”*

*Henry van Dyke*

## Tip of the Month #1 (source IMC USA)

**In trying to develop new consulting service offerings, my firm has a process to select the top three potential services and then focus our efforts on developing the best one of them. I would prefer to try a range of approaches, even if they were not as well developed when we took them to market. What approach seems to work best?**

It is unclear which approach works best for a given market or firm capability but there is one principle that should help frame the question among your team. Most professionals, especially entrepreneurial consultants, are constantly generating

ideas. These may be for a new services, knowledge management approaches, partnerships or alliances, practice management practices, billing practices, geographic markets, etc. The one characteristic we all share in this regard is that there are a lot more ideas generated than we implement.

You asked about moving forward with one well-developed idea vs. many partly-developed ideas. I suggest that the biggest cost in an innovative field like consulting is the many ideas that, while potentially significant for your practice, never get past the paper napkin stage. We either lack

the energy, intellect, or will to take them to the next step and see whether they might work. In effect, we kill our own (possibly) best ideas.

**Tip:** Create a process to capture practice management, marketing or client service ideas and put them through a vetting process to see which ones are worth pursuing. Don't let any idea go to waste. If it is not for your firm now, keep it on file and reconsider later. Above all, demand of yourself what you would suggest of your client: impose some order and give your innovation a fair chance to create new value for you and your clients. Commit to act on each idea until you can safely eliminate it.

## Tip of the Month #2 (source IMC USA)

**I have a few clients for whom I have to spend a few hours per month on a plane. Should I be charging for travel time?**

This is truly something that should be worked out in your consulting agreement before the project starts. If you are working during travel, then this question is moot: you are working on behalf of your client so you can legitimately charge for hours worked. This will likely be at full rate if you believe you are working at full productivity.

I presume, however, you are referring to time you are not working for a client but are prevented from billing any other client. If you take a morning flight of several hours, then half a potentially

billable day is lost. On one hand, you provided no services to a client so the client might claim you should not be paid. On the other hand, the travel was needed for you to be on site to provide services you couldn't otherwise provide off site. Recognize that a hard line on either position is likely to create some tension.

How you resolve this depends on how well your client trusts you and how much travel involved. If your client is generous, then travel both ways might be chargeable. However, a fair approach for most clients is to split the difference and pay for half the travel, assuming you are traveling and not working for another

client or on your own firm's administrative duties during that time.

**Tip:** Talk to your client and come to an equitable arrangement. Explain your rationale and why you are willing to share the cost (since you are incurring real costs). However, make absolutely sure that you are being ethical and not being paid to travel by one client and charging another for work you are doing on the plane - double billing for the same time.



## Technology Tip - Save Print Settings for Individual Presentations

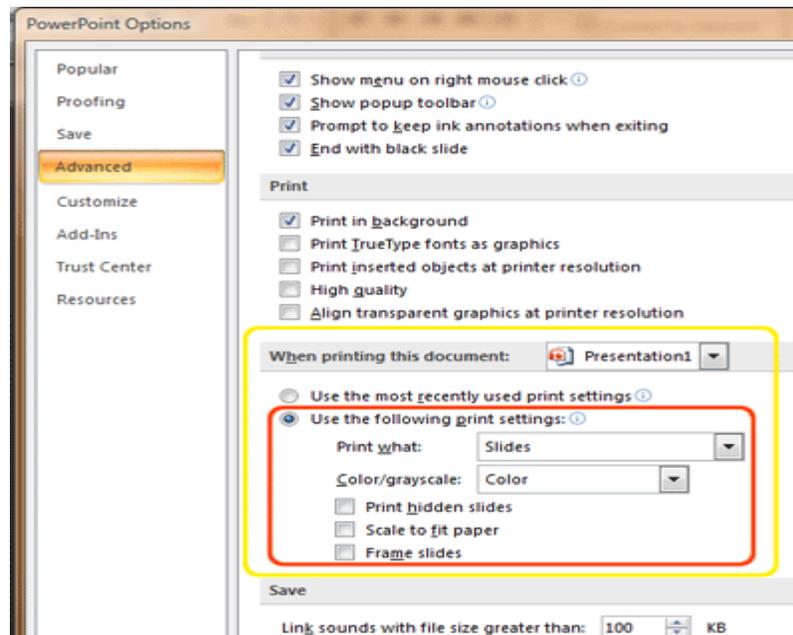
If you've got a presentation that is almost always printed a certain way (maybe it's always handouts or maybe you always seem to print it as full size slides) and you're getting tired of changing printer settings every time you hit the Print dialog box, then read on!

In a situation like this it sure would be nice to have all those settings automatically set up, wouldn't it?

Within the multitude of settings found in PowerPoint's Options dialog you'll find one that allows you to choose print settings for a particular presentation. Set them there and you can forget about setting them over and over again every time you print.

Obviously we need to start in the Options dialog box. (**Office Button** / **File** tab, **Options** choice)

On the left choose **Advanced** and then on the right scroll down to the section entitled "**When printing this document**".



*"If you do what you've always done, you'll get what you've always gotten."*

**Tony Robbins**

The first step is to **choose the document** to which the settings will be applied. (If it's the only file open then don't worry about this step.)

Below that you'll two choices: "Use the most recently used print settings" and "Use the following print settings".

Select the radio button to "**Use the following print settings**".

At this point the options below will become active and you can **make your changes**.

When you're done click **OK**.

Now... before you begin to wonder... yes, these settings can be overridden without returning to the Options dialog box.

During the print process you're still free to make adjustments to settings in the Print dialog box... the advantage to these settings is that it should reduce the number of times you find yourself making the changes!

## On the lighter side ...



### Play on Words !!!

- The fattest knight at King Arthur's round table was Sir Cumference. He acquired his size from too much pi.
- I thought I saw an eye doctor on an Alaskan island, but it turned out to be an optical Aleutian.
- She was only a whiskey maker, but he loved her still.
- A rubber band pistol was confiscated from algebra class, because it was a weapon of maths disruption.
- No matter how much you push the envelope, it'll still be stationery.
- A dog gave birth to puppies near the road and was cited for littering.
- A grenade thrown into a kitchen in France would result in Linoleum Blownapart.
- Two silk worms had a race. They ended up in a tie.
- A hole has been found in the nudist camp wall. The police are looking into it.
- Time flies like an arrow. Fruit flies like a banana.
- Atheism is a non-prophet organization.
- Two hats were hanging on a hat rack in the hallway. One hat said to the other: 'You stay here; I'll go on a head.'
- I wondered why the baseball kept getting bigger. Then it hit me.
- A sign on the lawn at a drug rehab centre said: 'Keep off the Grass.'
- The midget fortune-teller who escaped from prison was a small medium at large.
- The soldier who survived mustard gas and pepper spray is now a seasoned veteran.
- A backward poet writes inverse.
- In a democracy it's your vote that counts. In feudalism it's your count that votes.
- When cannibals ate a missionary, they got a taste of religion.
- If you jumped off the bridge in Paris, you'd be in Seine.
- A vulture boards an airplane, carrying two dead raccoons. The stewardess looks at him and says, 'I'm sorry, sir, only one carrion allowed per passenger.'
- Two fish swim into a concrete wall. One turns to the other and says 'Dam!'
- Two Eskimos sitting in a kayak were chilly, so they lit a fire in the craft. Unsurprisingly it sank, proving once again that you can't have your kayak and heat it too.
- Two hydrogen atoms meet. One says, 'I've lost my electron.' The other says 'Are you sure?' The first replies, 'Yes, I'm positive.'
- Did you hear about the Buddhist who refused Novocain during a root canal? His goal: transcendental medication.
- There was the person who sent ten puns to friends, with the hope that at least one of the puns would make them laugh. No pun in ten did.

*"If today were the last day of my life, would I want to do what I am about to do today?"*

**Steve Jobs**



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