



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 in May.

Then continue by announcing with pleasure that **Gregory Hinkson** and **Norma Shorey-Bryan** of Barbados were granted the CMC designation in June 2011 and now become the second and third persons to receive their designation through CICMC since we attained full membership in ICMCI. CICMC congratulates Gregory and Norma and wishes them every success.

Next, a significant number of us were fortunate to attend the 3rd annual symposium held at the end of June and can attest to its overwhelming success. The conference not only provided professional growth, exposure and training, but also extensive networking, thereby helping to develop and deepen relationships across our varied countries, and even internationally. It is hoped this will bear fruit in terms of long-lasting collaboration and cooperation on future projects and opportunities. There are many more details in the remainder of the newsletter!

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Flashback to 3rd Management Consulting Symposium in DR

As part of its celebration of Management Consultants Month in June, CICMC in collaboration with Caribbean Export, UNIBE and Digecoom hosted the 3rd Management Consulting Business Symposium in Santo Domingo, Dominican Republic from June 28 – July 1, 2011.

Santo Domingo, the most populous city in the Caribbean, was a gracious host as approximately 80 delegates from the entire Caribbean region and beyond assembled at the Renaissance Jaragua Hotel, for the common goal of shaping the future and direction of management consultancy in the Caribbean under the central theme "**Competitiveness: Management Consultancy as a Catalyst for Change**".

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CICMC's newest CMCs - Gregory Hinkson & Norma Shorey-Bryan

CICMC congratulates its most recent CMCs – Gregory Hinkson and Norma Shorey-Bryan who were granted the designation in June 2011 after completing all the necessary certification requirements.

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3rd Management Consulting Symposium & Workshop & AGM ... cont'd

The annual conference and training event is the Caribbean's premier management consultancy event for industry professionals, funding agencies and regional and national associations. This year CICMC together with Caribbean Export delivered an event that will be remembered and which has been billed as the best to date.

The conference sought to address some of the most pressing challenges being faced by the industry, and also highlighted opportunities for industry development. This was achieved by enlisting a range of regional and international experts to examine the development of a vibrant management consulting industry.

This year's objectives were as follows:

- to discuss global trends in standards and certification, towards the development of a regional regulatory framework for the management consulting industry;
- to review actions taken to implement the strategic plan for the industry and identify the necessary adjustments going forward;
- to examine the TAM-BAS industry development model used in Eastern Europe and identify its applicability to the Region;
- to provide training in areas necessary for certification, namely, proposal writing, pricing of services and the preparation of engagement summaries to enhance the competitiveness of industry participants;
- to identify opportunities for management consultants under the CARIFORUM-EU EPA and formulate strategies for exploiting them.

The keynote address at the opening ceremony was delivered by His Excellency, Dr. Domingo Jimenez, Secretary of State and National Authorizing Officer for the EDF, Directorate General of Multilateral Cooperation. He congratulated CICMC for being at the forefront of driving consulting standards and development and for recognizing the role of industry professionals in enhancing competitiveness in their various countries.

CICMC prides itself on bridging the gap and developing relationships among all stakeholders in the management consulting industry and the many panel discussions and presentations were the ideal fora to facilitate such interchanges and robust discussions.

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

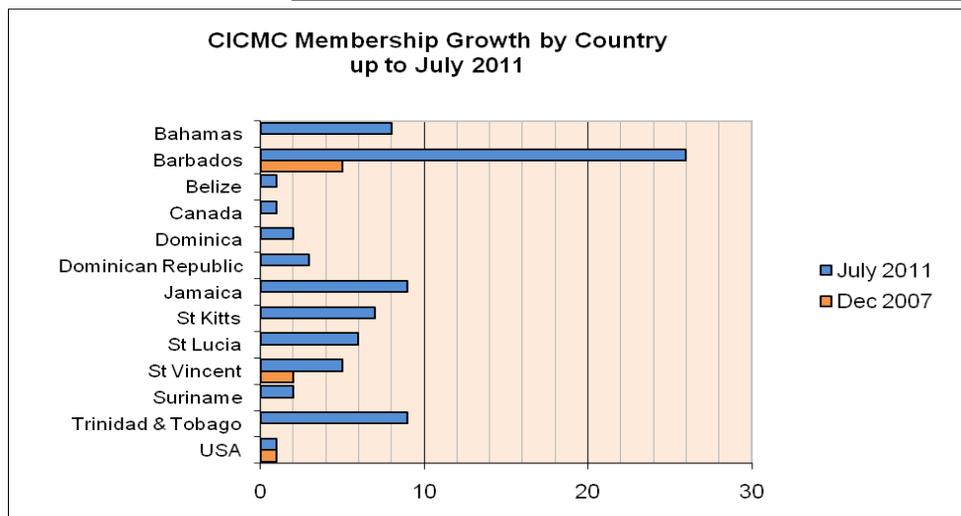
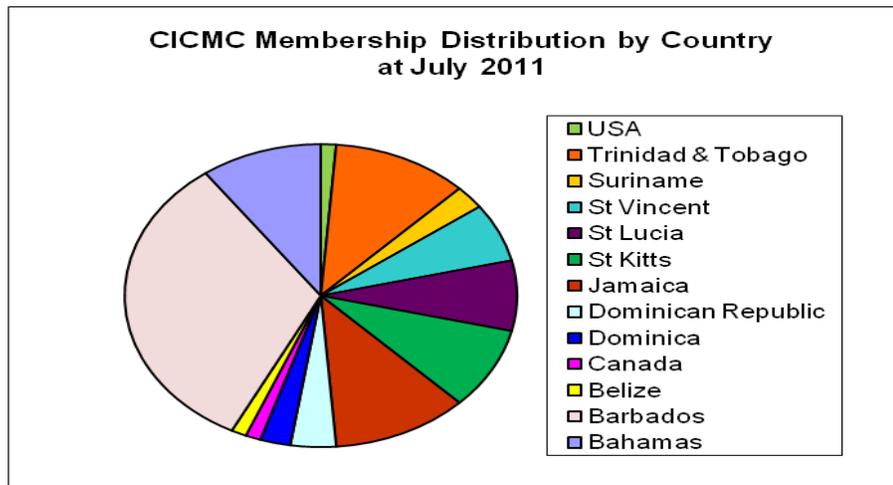
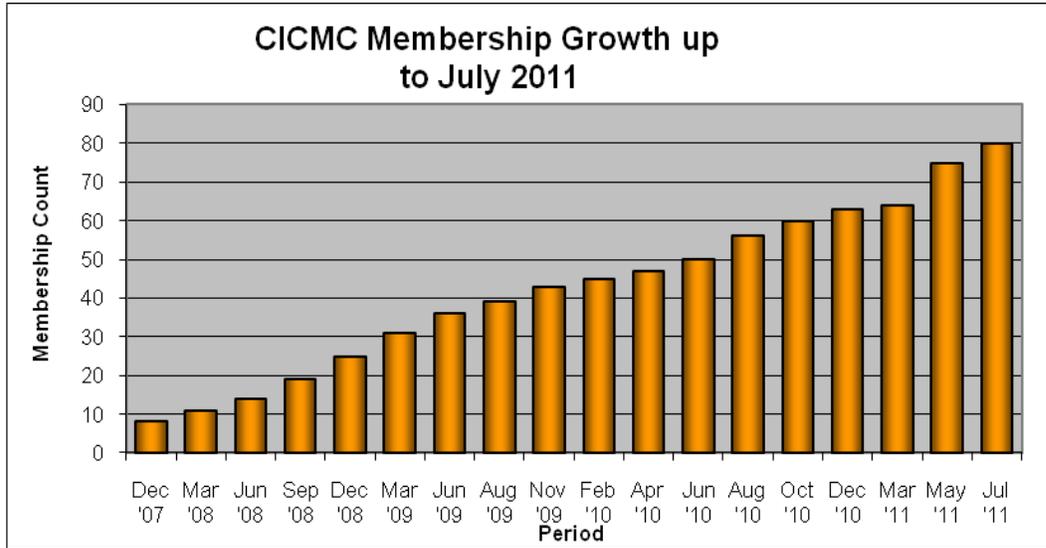
Napoleon Bonaparte



Group photo of some of the regional and international attendees at the DR conference

Membership Update

- CICMC membership continues to increase.
 - Membership now stands at eighty (80) of which eight (8) are CMCs.
 - CICMC has members in thirteen (13) countries.
- Pleasingly, membership across countries is now more evenly distributed, following significant increases from countries where there has been strong chapter activity during the past few months namely, Jamaica, Trinidad & Tobago, Bahamas and St. Lucia.



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

John Quincy Adams

CICMC's congratulates new CMC, Gregory Hinkson

Gregory Hinkson is Principal and Managing Director of SAMDOR Services Limited, an independent investment and financial services firm, specializing in investment and financial advisory services, risk management, pension investment analysis, business analysis and needs assessment to SMEs, Non-Governmental Organizations (NGOs), non-profits, Trustees, Social Security institutions and governments.

Mr. Hinkson is experienced in social security and pension plan investments, strategic plan preparation and evaluation, risk management, international business and financial services in both the private and public sectors. Prior to SAMDOR, he was Vice President, Investments, with Sagicor Life Inc. and Manager, Investments, with the National Insurance Department in Barbados. Prior to that he headed the Trust and Corporate Services Division of CIBC Trust and Merchant Bank (Barbados) Limited and was Vice President, Investment with London Life Bank Corp.

Gregory is a graduate of the University of the West Indies, a Fellow of the Certified General Accountants' (CGA) Association of Canada, a Fellow of the Institute of Chartered Accountants of Barbados and a Certified Management Consultant (CMC). He is a Member of the Barbados CFA Inc, the CFA Institute and CICMC.

Involved in the financial services industry for over twenty years, he has published and presented articles on financial services, locally regionally and internationally. Mr. Hinkson was a member of the Barbados Advisory Committee on International Business and Electronic Commerce and served as a member of the Executive Committee of the Barbados International Business Association (BIBA). He is currently a member of the Fair Trading Commission, the Barbados CFA Inc., the CFA Institute and the Caribbean Institute of Certified Management Consultants (CICMC) where he also serves as Secretary/Treasurer. He is also a former President of the Certified General Accountants' Association of Barbados.

CICMC's congratulates new CMC, Norma Shorey-Bryan

Norma Shorey-Bryan is the principal consultant and founder of Catalyst Consultants, a company that specialises in Change Management and Organisational Development. Passionate about the Caribbean region and the potential of our people, her focus is to help people develop positive ways of approaching their life, their work and their relationships with others. Her particular interest is in change management - 'putting people at the centre of change', and enabling people to be more effective in organisations, and organisations to work more effectively with their people.

Norma obtained a BA Honours Degree from UWI and a Masters in Social Development from Howard University. Her professional experience has been further strengthened through formal training in project management, organisation and systems development and participatory training methodologies. She is also certified in Saville Consulting Wave® competency based assessments. Her areas of specialisation include design, strategic planning and implementation of organisational development interventions, building consensus on goals and priorities for organisational renewal, and strengthening the capacities of organisational leadership and management.

For over 30 years, Norma has worked throughout the Caribbean and internationally with public and private sector agencies, bringing a dynamic, interactive approach to her training and consulting activities. Through her work she enables leaders to clarify the vision and strategic and operational objectives for their organisations and supports them in planning collaboratively to ensure their respective departments are better aligned with organisational requirements.

Norma's is a member of the Human Resources Management Association of Barbados (HRMAB), the Small Business Association (SBA), the Caribbean Facilitator's Network (CFN), the International Association of Facilitators (IAF and the Caribbean Institute of Certified Management Consultants (CICMC). She was also a member and President of the (now defunct) Caribbean Management Development Association (CAMDA). She is currently an Advisor to the Hospitality Assured Programme of the Caribbean Tourism Organisation.

She was one of the Case Writers for Management Development with the Cave Hill School of Business, UWI and an Editor for Strategic Planning: A Reference Guide for the Project in Strategic Planning with CARICAD for the Overseas Countries and Territories EDF Project.

"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.

3rd Management Consulting Symposium & Workshop & AGM ... cont'd

The extremely positive results can be summarized as follows:

- Approximately 80 attendees from 16 countries, coming from the Caribbean (Antigua & Barbuda, Bahamas, Barbados, Belize, Dominican Republic, Grenada, Guyana, Jamaica, Martinique, St. Kitts & Nevis, St. Lucia, St. Vincent & Grenadines, Suriname and Trinidad & Tobago) as well as from Austria and Germany.
- There were approximately 30 other speakers and presenters including heads/representatives of international and regional funding agencies, heads of regional and national organisations, the vice chair of ICMCI, university professors/directors/principals and trade policy specialists, as well as CICMC directors and CICMC members.
- Dr. Ilse Ennsfellner, CMC, Vice Chair ICMCI provided a **global perspective on the CMC designation** and value of the profession to local/regional economies, as well as a **background to the CEN standard**, its status and the implications for the regional management consulting industry.
- The three newest CMCs who received their designations in the past year were recognized, and received their ICMCI certificates and CMC pins from Dr. Ennsfellner.

Right: New CMC Gregory Hinkson being pinned by ICMCI Vice Chair Ilse Ennsfellner before receiving his CMC certificate from CICMC president, Brenda Pope

Far Right: new CMC Dr. Vasantha Chase receiving her ICMCI CMC certificate from Brenda Pope after being pinned by Dr. Ennsfellner.



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

Henry Miller

- Brenda Pope, President, and Dennis Strong, Immediate Past President, presented on **CICMC: A Success Story in the Caribbean**: a status report on CICMC from inception.
- Anthony Bradshaw, Chief Operating Officer (COO), provided an update on the **role of Caribbean Export** and specific expectations from the symposium.
- Representatives from some of the chapters/prospective chapters provided a **review of the status of the implementation plan for the industry** via their national experience.
- One of the most critical sessions which elicited much heated discourse was the panel (including a CARICOM Secretariat representative) which discussed utilizing **standards and certification to enhance competitiveness of regional MCs**, and included an update on the registration and licensing of the CMC in the CSME.
- Another panel looked at **fostering the development of an enabling environment**, followed by a stimulating dialogue on **enhancing competitiveness through strategic alliances** with representatives from GIZ, UNIBE, a Danish firm with many joint ventures in the Caribbean and an International consultant.

... Continued on page 6

Below and R: Two of the panels of regional and international presenters



Above L to R: Dennis Strong (CICMC IPP), Brenda Pope (CICMC President), Ilse Ennsfellner (ICMCI Vice Chair), Anthony Bradshaw (COO, Caribbean Export)

3rd Management Consulting Symposium & Workshop & AGM ... cont'd

- The presenters for the panel discussion on **identifying and exploiting opportunities for management consultants under CARIFORM-EU EPA** included trade policy and EPA specialists from CARICOM Secretariat and Caribbean Export as well as from the DR Chamber of Commerce.
- The final panel discussion looked at the critical area of **revenue generation in enabling the creation of business opportunities**, with an international and regional slate of experts providing valuable insights and perspectives.
- The CICMC AGM was also held on the 2nd day with over 40 members present, and a new slate of directors (all CMCs) was installed.
- In addition, over 30 persons completed the two-day special post-conference training workshops on proposal writing and pricing services as well as the critical aspects of engagement summary preparation.
- Bahamas, Barbados and St. Lucia have now joined Trinidad and Tobago and Jamaica in commencing the process of establishing national chapters.

The CICMC conference would not be complete without the networking events which facilitate business networking in a relaxed, social atmosphere. Each evening, participants mingled and shared cross-cultural and regional experiences and challenges. Many forged closer linkages and agreed to pursue collaboration and cooperation.

One evening some of the more lively attendees also took in the sights and sounds of the famed "Colonial Zone" cultural district, visiting and enjoying flavours of food and jazz. Indeed one of our own wowed the audience with his masterful piano playing.

While gratitude must be extended to the primary sponsor, Caribbean Export, along with UNIBE and Digecoom, the event would not have been successful without the help of other funders such as European Union (EU) and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ).

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

Abraham Lincoln

Below & Right: The attendees in plenary working groups



President's Message ... cont'd

Coming out of the symposium, CICMC is now in active discussions with Caribbean Export regarding the launch of interim chapters in three or four other countries later this year, starting with Bahamas and Barbados. 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 started on a high note for CICMC and promises to be filled with continued growth, opportunity and achievement. Be part of our journey!

Best regards
Brenda Pope, CMC
President



The Book Nook ...

Garr Reynolds

The Naked Presenter: Delivering Powerful Presentations With or Without Slides
(Voices That Matter)

Published: 2010 (Paperback)

Edition: 1st Edition

Publisher: New Riders Press

When we learn to present “naked”, we reach our audiences by communicating the essence of the message, stripping away all that is unnecessary and embracing the ideas of simplicity, clarity, honesty, integrity, and passion. If “slideware” is used, the slides never steal the show nor rise above serving a strong but simple supportive role. The ideas in the presentation may or may not be radical, earth shattering, or new, but there is freshness to the approach and content that makes a lasting impression.

In this invaluable resource from the author of the best-selling books **Presentation Zen** and **Presentation Zen Design**, you will discover how to get to the core of your message and deliver presentations that are as natural as they are memorable. Whether you are just in the planning stages or need advice for a talk that begins in an hour, you'll find wisdom in “The Naked Presenter” to use to connect deeply with your audience and deliver a great presentation.

Garr Reynolds is the author of the best-selling books *Presentation Zen* and *Presentation Zen Design*, and a leading authority on presentation design and delivery. A sought-after speaker and consultant, his clients include many in the Fortune 500. A writer, designer, musician, and long-time student of the Zen arts, he is currently Associate Professor of Management at Kansai Gaidai University in Japan and Director of Design Matters in Japan. Garr's popular blog on presentation design and delivery is at www.presentationzen.com. www.newriders.com

REVIEWS:

Nancy Duarte, CEO of Duarte Design, author of *slide:ology: Art and Science of Creating Great Presentations* and *Resonate: Present Visual Stories that Transform Audiences*

“Many books about presentation delivery cover simple topics like eye contact and gestures. Garr’s book goes much deeper, highlighting Zen concepts that address meaningful ways to connect credibly with an audience. It’s a must-read for anyone who has to give presentations.”

Mitch Joel, President of Twist Image and author of *Six Pixels of Separation*

“I take everything Garr Reynolds says to heart. I don’t read his books, I devour them from the inside out. *The Naked Presenter* is a book whose time has come. Shedding everything to focus on the audience and the content is the true secret to great presentations. Now, Garr is sharing that secret (and how to do it) with the world.”

Todd Cherches - *BigBlueGumball*

“This is my new favorite book on presentation skills! Really great. While some of my other top recommendations (e.g., *Presentation Zen*; *Slide:ology*; *Resonate*) focus more on presentation DESIGN, this wonderful and simple book is all about presentation DELIVERY. It is a terrific (and beautifully created!) resource that I would recommend to anyone who speaks in front of people (i.e., presenters, facilitators, trainers, teachers, etc.) I re-read it cover to cover the night before I had to give a big presentation and it really put my mind at ease, reminded me of key things I needed to focus on, and set me up for success. It’s almost like having a personal presentation skills coach in a book!”

ICMCI Global Congress in Taiwan

The **Grand Biennial ICMCI Congress** will be held in Taiwan from **October 6-8, 2011**, at which the new Executive Committee will take charge. The Taiwan Congress is being preceded by a Pre-Congress Conference in the Chinese language on 5-6 October. In addition the usual post Congress tour will occur from October 9 – 13. All ICMCI members and partners can attend. Early bird registration ends on July 31st, 2011.

Visit the ICMCI website for registration 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
Alert**

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

Ethiopian Proverb

Tip of the Month #1 (source IMC USA)

I am often called on to team with other professionals to conduct a training program or facilitate some sessions. What amazes me is how well we come together, even though we may not have previously known each other or worked with the client before. Is this usual?

I wish I could say that a quickly assembled team of consultants or facilitators results in a smooth, productive experience. Certainly working with people with whom you have previously worked eases this process, but this is not always possible on short notice. We usually don't bring new people into a team unless necessary, but when we need to do so, there are a few caveats.

First, be clear what qualities you are looking for in a team member (e.g. technical skills, political acumen, relationships, industry or client experience, and data). Recognize that if you depart from such standards, you may be asking for trouble in delivering for your client.

Second, look closely at the personality. You will need to quickly come together and agree on process approach and deployment, so flexibility and tolerance for ambiguity should be high on your list.

Third, if you don't know the individual personally, get at least one reference, to increase the odds that the person will fit the team.

Finally, check in with your client about the proposed team members. If you plan to put these new individuals in a client-facing setting, the client should have some input into the selection.

Tip: Make sure to build in time to get the team in sync. Even seasoned professionals benefit by going over terminology, personalities, engagement rules established by the client, performance expectations of the convener of the team, preferences of team members (after all, each of them will have firmly set ways of conducting their business), the process steps and timing for the project at hand, and the protocols for making decisions during the engagement. Professionalism involves attention to details to make sure.

Tip of the Month #2 (source IMC USA)

When working with other consultants for the same client, different perspectives and histories (and strong wills) can sometimes bring the discussion or problem resolution to a screeching halt. We all want to do right by the client, but how can these differences be resolved when each of us is "right" in some sense?

Clients often hire consultants for our independence and objectivity. However, independent means independent from the client, not necessarily from other consultants. Our job is still to provide our best analysis and recommendations for the client's welfare.

That our recommendations may differ from those of other consultants working for the same client does mean we have an additional burden to resolve these differences before they get to the client. The worst thing we can do is to present our differences to a client and ask the client to sort them out.

One solution is, having listened to all perspectives from the various consulting teams, to ask ourselves what would a new consultant recommend to all of the current consultants? We all know our individual consulting positions, but if we asked an independent "third-party" consultant to

address our differences, how would he or she make that decision? Would it be through consensus building, forced triage, or some other method? Consider what process that person would use to cut through the self-interested positions (yes, even consultants have their own biases).

Tip: Make it a point to study group decision making processes, even if it is not your principal consulting practice. Helping a client come to agreement on an issue is no less of a value added than it is to facilitate a group of consultants to reach agreement on a client's behalf.

Here are some tips to help you the next time you're showing a PowerPoint Slide Show:

"One machine can do the work of fifty ordinary men. No machine can do the work of one extraordinary man."

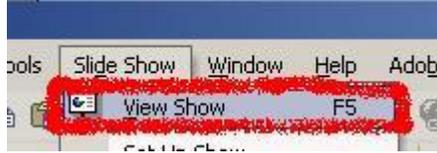
Elbert Hubbard,



Technology Tip – PowerPoint Slide Show Tips

3 Ways to Start a Slide Show:

- Go to "Slide Show" on the menu bar and select "View Show"



- Or, click the little graphic of a projector screen in the bottom left corner:



- Or, just press "F5" on the keyboard

12 Ways to Move Through a PowerPoint:

- TO GO FORWARD: Space Bar, Right Arrow, Down Arrow, Enter, Left Click, Right Click and select "Next" from the menu
- TO GO BACKWARDS: Left Arrow, Up Arrow, Backspace, Right Click and select "Previous" from the menu

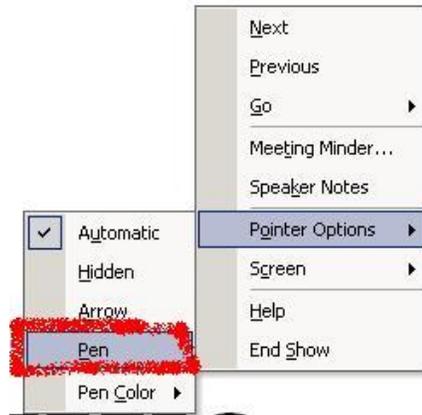
2 Ways to Blank the Screen:

During a presentation your audience will naturally focus on the screen rather than the presenter. To get the audience's attention back on the presenter you could blank the screen during the presentation. Here's how to do it:

- Type the letter "B" and the screen will go black
- Type the letter "W" and the screen will go white

1 Way to draw on the screen

- Right click on the screen and select "Pointer Options" and then "Pen"



2 Ways to bring up an Index of the Slides:

- Right Click on the screen and select "Go" then choose "Slide Navigator" then select the slide you want from the list
- Right Click on the screen and select "Go" then choose "By Title" then select the slide you want from the list

2 Ways to end a PowerPoint Slide Show:

- Right Click and select "End Show" from the list
- press "Esc" on the keyboard

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