



CiCMC

BiTES from BiM

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CiCMC Barbados Chapter
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"Everyone is a genius. But if you judge a fish by its ability to climb a tree, it will live its whole life believing that it is stupid."

Albert Einstein



"Excellence in Management Consulting"

President's Memo

Dear Members and Colleagues

A lot has happened over the past few weeks where we in the Caribbean are faced with the threat of the Corona Virus (COVID-19). The lives of Consultants and their families will be deeply impacted given that the majority of our Consultant Brothers and Sisters operate across the Caribbean and beyond.

Many events have been postponed, including our CiCMC Regional Conference, while others have been cancelled. As service providers, how do we survive? As a resilient group of experts from various fields and disciplines, we can survive anything that comes our way. This situation calls for us to embrace technology even more as part of our business continuity plan.

While our focus is on protecting our health and family, let's also use technologies available to continue to focus on our financial well-being while reaching out to our clients that are in need.

For the CiCMC Barbados Chapter, our top priority has always been to deliver superior service to our members and clients. To do that, in the current climate, we are taking every precaution possible to make sure that everyone is safe given the ongoing concerns over the Corona Virus (COVID-19) pandemic.

For now, our plan is to still provide our members, partners and clients with continued professional development activities and we will be doing so via remote technologies so there is no need for you to leave the safety and comfort of your office or home to attend a face-to-face information session or training.

I want to thank you for your continued support and understanding during this challenging time. The Chapter Board wish you and your families much good health.

Monica Masino

Costing and Pricing your Consulting Services: Follow-on Training Session

During the recent PPOMC training courses in January, incidents beyond the control of the facilitators, (including evacuating the building due to a fire alarm) resulted in time being lost on each of the three days. Due to these unforeseen circumstances the topic of costing and pricing was unable to be covered during the programme. It was therefore agreed to hold a special session on February 20, 2020 for all the participants, including use of Zoom interactive facilities to allow the overseas PPOMC participants to also benefit first-hand.

The Barbados chapter also used the opportunity to invite other interested local members and colleagues to attend and benefit from the session held at the BCSI conference room.

The presenter was Brenda Pope, CMC, current Vice-President of CiCMC Regional, and treasurer of the Barbados chapter. Brenda is an experienced consultant, also

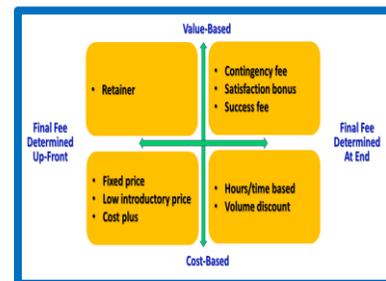
ISO 20700 certified, with over 40 years' experience including 20 years leading the MC practice of a Big 4 firm. She delivered an in-depth, practical and interactive session to those attending (in person and remotely), focusing on critical topics including:

- **Pricing Context:** including the juggling individual consultants must do in delivering the same consultant responsibilities as obtain in a firm.
- **Benefits vs Features ... and the Value Equation:** the need for consultants to focus on articulating the types of benefits to the client, rather than merely on the features of the consultant's service offering(s).
- **Types of Fee Structures:** presenting and discussing the matrix of fee structures and the conditions under which each might be appropriate.
- **Determining Fees ... Approaches and Template:** including for Time & Materials, Fixed Price and Value Pricing. She also shared a simple Excel costing template which allowed participants to immediately identify the profitability of gross margins at specified hourly rates given various assumptions.

The session was interactive with participants providing personal experiences and challenges, and ended with a lively Q&A period.



Brenda Pope, CMC, leading participants through the various types of Fee Structures.



The attendees present in person listening attentively during the course of an intensive 1.5 hours session (another 6 persons were also in attendance via Zoom)

Chapter Meeting Update

Prior to the Costing and Pricing Consulting Services session, Chapter president Monica Masino provided an update of the Chapter activities, as well as new governance, committee and logistical arrangements.

The CICMC Barbados Chapter is looking to reinforce and refine our outreach efforts to expand membership from independent consultants, companies and emerging industries in the region that could benefit from CICMC's educational initiatives. As a Chapter, we will continue our efforts to also expand our student and millennial membership to ensure that the local chapter is relevant to all and to provide opportunities for leadership roles and growth through participation on the various chapter committees. Some of those committees are as follows:

- **Finance (Budgeting, Planning & Reporting)** - Chair, Colin Daniel
- **Conference - Regional conference**- Chair, Brenda Pope
- **Marketing & Communications**- Chair, to be Assigned
- **Continuing and Professional Development** - Chair, Marc Ifill
- **Advocacy and Member Relations** -Chair, Monica Masino-Lovell

The Continuing and Professional Development committee is intended to sustain an expanded schedule of professional development events where members and colleagues can earn CEU's for their participation in the various activities. We encourage you to become engaged with the CICMC Barbados Chapter by joining a committee. Committee membership offers an insightful view into our organization. You can find out more about the committees and their meeting dates from Committee Chairs as indicated.

The Barbados chapter continues to evolve as technology improves and the consulting field grows. We hope you will consider CICMC Barbados as both a source of education for your continuing and professional development, company's needs and a sounding board for ideas in the marketplace. We encourage all our members and colleagues to bring your talents and actively participate with the CICMC Barbados Chapter on committees or as speakers at our events. We seek a continuous flow of new ideas, new training techniques, and of course, corporate meeting venues where we can host our monthly membership meetings throughout Barbados.

New Chapter Email Accounts

Have a question about the CICMC Barbados Chapter? Interested in joining a committee? Contact us at the email addresses listed below:

President	Monica Masino-Lovell	monica.masino@cicmcbarbados.com
Vice-President	Olivia Chase	olivia.chase@cicmcbarbados.com
Secretary	Cheryl Griffith	cheryl.griffith@cicmcbarbados.com
Treasurer	Brenda Pope	brenda.pope@cicmcbarbados.com
Director	Marc Ifill	marc.ifill@cicmcbarbados.com
Director	Colin Daniel	colin.daniel@cicmcbarbados.com
Past President	Norma Shorey	norma.shorey@cicmcbarbados.com



Chapter president, Monica Masino speaking briefly on new governance and communication protocols at the start of the evening.



Regional Chapter Update

During the last 3-4 months our CICMC sister chapters in Jamaica, OECS and Bahamas hosted very successful ISO 20700 and PPOMC training sessions for members and other local consultants.

- In Jamaica 24 participants from across the public and private sector attended the session led by Dr Nsombi Jaja, CMC on January 20.
- In St Lucia, Geraldine Lendor-Gabriel CMC and Dr Stephen Louis CMC were the facilitators for a well-attended session on January 15 with 27 participants including practicing consultants and senior personnel responsible for procurement of MC services in their organizations.
- In November in Bahamas, the local chapter hosted a Principles and Practices of Management Consulting (PPOMC) training facilitated by Norma Shorey, CMC and Yvette Ingraham CMC.



Above: The 24 Jamaica ISO 20700 participants all smiles after completion of the intensive and engaging session conducted by Nsombi Jaja CMC (circled in centre)

Right: (standing) The Bahamas PPOMC participants; (seated L-R) Donna Smith-Director CICMC, Don Demeritte CMC-Regional CICMC president, Lead facilitator Norma Shorey CMC.

Below: The OECS ISO 20700 participants hard at work during one of the practical case studies. The sessions were led by Geraldine Lendor-Gabriel CMC and Stephen Louis CMC.



Upcoming Events ... Save the Date

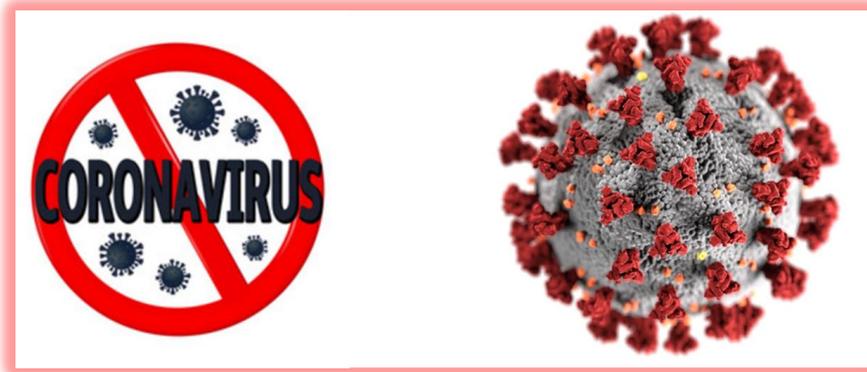
Reminder to **Save-the-date!!!** in your calendars for the following activities which are already planned or confirmed.

Date	Event	Location	Comment
Thursday March 26, 2020	CiCMC Barbados Chapter Meeting	Virtual Meeting!! Registration information and details to follow	"Consultancies in the Public Sector: Issues, Challenges and Options for Successful Consulting"

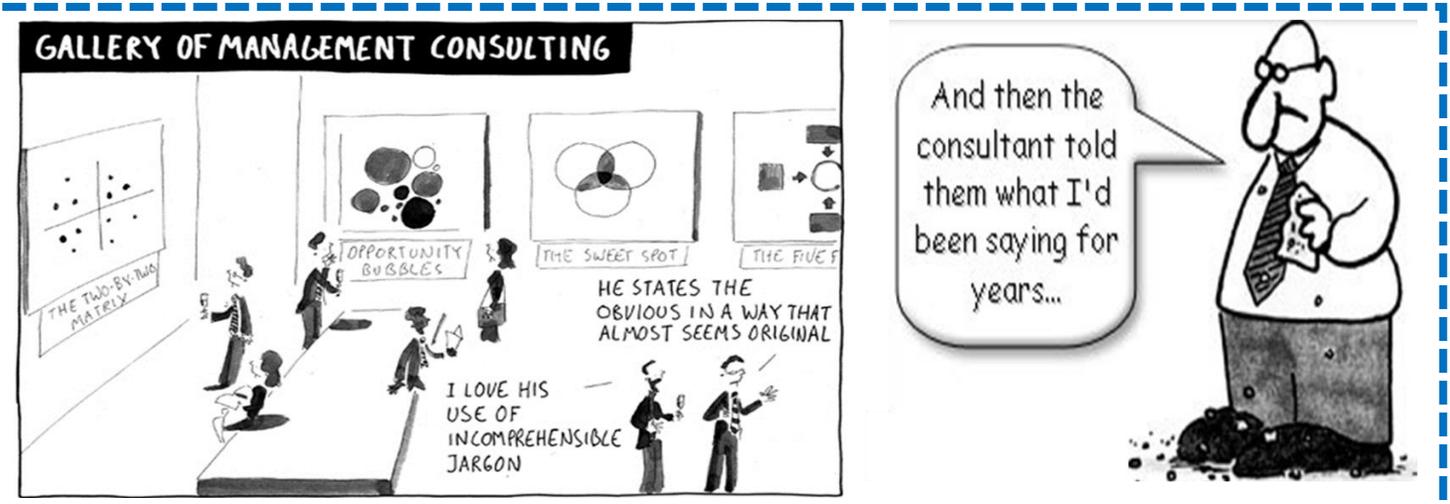


Annual Conference 2020 Barbados: COVID-19 Casualty!!

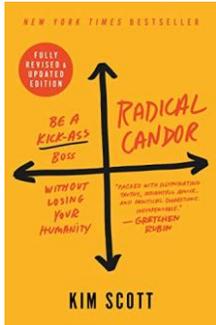
The upcoming annual conference in Barbados scheduled for May 20-22, 2020 was yet another casualty of the COVID-19 Coronavirus global pandemic. We will keep you posted as to rescheduled plans and dates.



Comedy Central



The Book Nook



Radical Candor: Be a Kick-Ass Boss Without Losing Your Humanity

Kim Scott

Radical Candor has been embraced around the world by leaders of every stripe at companies of all sizes. Now a cultural touchstone, the concept has come to be applied to a wide range of human relationships.

The idea is simple: You don't have to choose between being a pushover and a jerk. Using Radical Candor—avoiding the perils of Obnoxious Aggression, Ruinous Empathy and Manipulative Insincerity—you can be kind and clear at the same time.

Kim Scott was a highly successful leader at Google before decamping to Apple, where she developed and taught a management class. Since the original publication of Radical Candor in 2017, Scott has earned international fame with her vital approach to effective leadership and co-founded the Radical Candor executive education company, which helps companies put the book's philosophy into practice.

Radical Candor is about caring personally and challenging directly, about soliciting criticism to improve your leadership and also providing guidance that helps others grow. It focuses on praise but doesn't shy away from criticism—to help you love your work and the people you work with.

Radically Candid relationships with team members enable bosses to fulfill their three core responsibilities:

1. Create a culture of Compassionate Candor
2. Build a cohesive team
3. Achieve results collaboratively

Required reading for the most successful organizations, Radical Candor has raised the bar for management practices worldwide.

Shona Brown, former SVP Business Operations at Google "With Radical Candor, Kim has bottled some of Google's magic and shared it with the world."

Daniel Pink author of NYT bestseller DRIVE: "Kim Scott has a well-earned reputation as a kick-ass boss and a voice that CEOs take seriously. In this remarkable book, she draws on her extensive experience to provide clear and honest guidance on the fundamentals of leading others: how to give (and receive) feedback, how to make smart decisions, how to keep moving forward, and much more. If you manage people—whether it be 1 person or a 1,000--you need RADICAL CANDOR. Now."

Sheryl Sandberg, COO Facebook, author of the NYT bestseller LEAN IN: "Reading Radical Candor will help you build, lead, and inspire teams to do the best work of their lives. Kim Scott's insights--based on her experience, keen observational intelligence and analysis--will help you be a better leader and create a more effective organization."

We welcome your feedback and suggestions for future issues of **CICMC BITES from BiM**, please send us:

- short, relevant articles
- news of your activities that you want to share
- brief descriptions of MC opportunities that may be of interest to others
- announcements of upcoming workshops, seminars, conferences and so on
- internet links of value to members
- ideas for activities and events you would like the chapter to undertake



CICMC Barbados Chapter

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