



CiCMC

BiTES from BiM

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"My grandfather once told me that there are two kinds of people: those who work and those who take the credit. He told me to try to be in the first group; there was less competition there."

Indira Gandhi



"Excellence in Management Consulting"

President's Memo

Dear Members and Colleagues

I am sure you are probably tired of hearing about the COVID-19 Pandemic but you may find it interesting in looking at how the world is handling this new enemy. This enemy does not discriminate against who it infects nor does it care about who you are, where you live, your socioeconomic status, or the amount of money you make. This COVID-19 is a formidable enemy with a reach across the globe, and slowly bringing the world to its knees.

The book, *"The Art of War"* by Sun Tzu, a military tactician and analyst, stressed the importance of intelligence to the war effort. While we fight this pandemic by acclimating to the new normal, it is also an opportunity to build up our consulting toolkit of strategies, continuing professional development webinars, and training. It is better to assess where we are and plan for the future, but we cannot do it sitting on the sidelines waiting for the situation to change. We must create new strategies to fight this invisible enemy that has impacted our lives over the past months.

We need to prepare for this enemy not only by being safe, remaining healthy, and keeping a safe distance from others but through the art of planning, preparation, and positioning. Consultants are a strategic response to this pandemic and the best-placed resource to assist governments, public & private institutions, and small businesses acclimate to the new normal.

The impact of this pandemic is also an opportunity for consultants to collaborate or join potential projects as a consortium, respond to proposals but also to share proposals to governments, public & private institutions, and small businesses letting them know that whatever their needs, you are there to assist with your expertise.

The CiCMC Barbados Chapter Board wishes you continued health and safety.

Monica Masino-Lovell

CICMC Barbados Webinar series continues

Reflecting the continuing COVID-19 pandemic and its impact on members, families, and clients, the CICMC Barbados Chapter continued its on-going series of online chapter meetings and webinars.

Mr Kevin Hope (Economist) and Ms Franzia Edwards (Resource Mobilisation Specialist) both from CBD were our guest presenters on the topic **“COVID19: Leadership, Resilience and Business Continuity”**. Their two-part session was both a survey of the Small States/Island States COVID19 response, and the evolving leadership lessons that can be gleaned to protect the lives and livelihoods from the pandemic. It also included a discussion on how Consultants can best prepare their company/clients to respond to the people, social and organizational ramifications of COVID19.

Kevin presented first, providing fascinating background and statistics on global alternative approaches to COVID-19 containment depending on whether a country has a weak or strong health infrastructure for containment.

The contribution of the individual 6 factors to Barbados’ Global Health Security (GHS) Capability (ranking 135 out of 199) on the **GHS Index** was also presented and discussed. This was done in the context of the economic impacts of COVID-19 in the Caribbean; both direct and indirect as well as short and long-term.

Kevin also introduced the group to the idea of **Meta Leadership** - used by leaders in high-stress, high-stakes situations like homeland security, emergency preparedness and response, and public health in the public, private, and non-profit sectors.

He also elaborated on two related and intersecting components of **Leadership Rhythm** shown below:

- **POP-DOC** (Perceive Orient Predict - Decide, Operationalize, Communicate)
- **OODA** (Observe, Orient, Decide, Act)

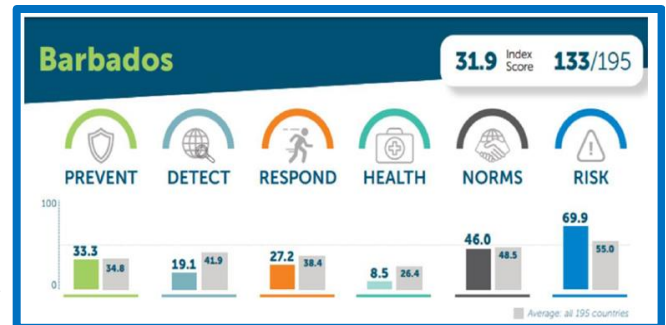
Kevin wrapped up with an intriguing analysis of the impact and success of the leadership styles and approach of a number of leaders ranging from the Americas, through Europe/Asia-Pacific, and ending fittingly, with our Caribbean leaders, many of whom have made a name for themselves on the global stage at levels disproportionate to the size of their countries.



Ms Franzia Edwards, Resource Mobilization Specialist, CDB

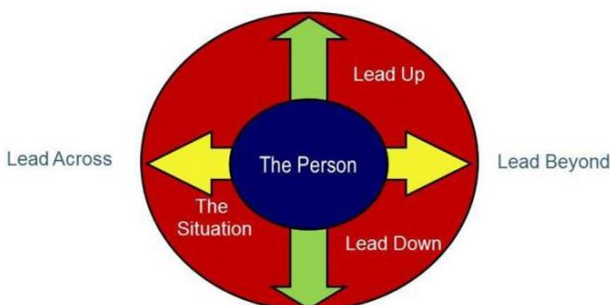


Mr Kevin Hope, Economist, CDB

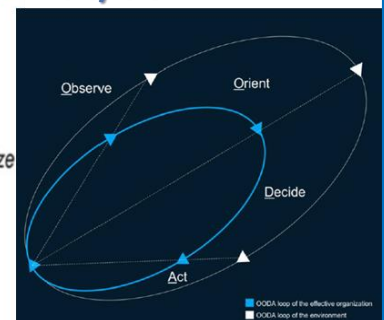
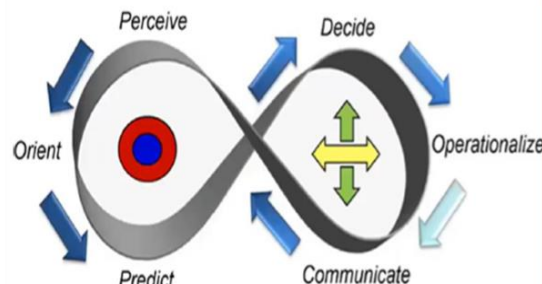


Above: Barbados’ GHS Index with its 6 factors
Below: Various Leadership Frameworks

Meta Leadership Framework



Leadership Rhythm: POP-DOC/OODA



CICMC Barbados Webinar series (cont'd)

Franzia's focus was on Management Consulting itself; both the definition of activities and the size of the global market projected to be US\$130 Billion in 2020 (down from \$160B in 2019 due to COVID-19). She also examined practice areas in the Caribbean and the mismatch between market procurement and industry practice in some critical consulting segments.

The research information for the latter area was taken from the Nathan Study (*Caribbean Management Consulting Industry Survey: Strategy for Development of the Caribbean Management Consulting Industry*) which was commissioned by CICMC through Caribbean Export under founding president, Dennis Strong. It still remains today the only comprehensive study of Caribbean Management Consulting Industry.

She also spoke about the "post-pandemic" organisation - and management consultants themselves - by focusing on a series of pertinent questions.

She also posed four (4) questions to participants for interactive feedback:

- In the past 3 years, what were the top 3 practice areas?
- What are the top 3 sectors/industries likely to emerge, post-pandemic?
- Select the top 3 practice areas post-pandemic.
- List 3 skills you will need to compete in the future.

She ended by postulating that COVID-19 threats to Caribbean organisations can be converted into opportunities; and challenged each consultant on the call to identify at least one threat and one opportunity to tackle the threat.

The session ended with animated Q&A and general discussions and information sharing by participants.



Organisations post-pandemic?

- Will they seek to become more resilient?
- How will they relate to their clients?
- Will their budgets be spent in the same way?
- Will the physical facilities look the same?

Post-Pandemic Management Consulting:

- What would the skill set look like?
- What would be the main practice areas
- What kinds of tools would be in their toolbox?
- What would their workplace look like?

CMC Global and CICMC Regional Spotlight

During the second half of April, CMC Global commenced a series of weekly ZOOM webinars / seminars to IMCs, CMCs, and Management Consultants. These are held each Thursday morning at two different time slots to accommodate persons from all time zones. We invite all members to register to participate with global colleagues from IMC's around the world for these informative presentations.

Our CICMC regional members also continue to make a contribution during these difficult times by leading webinars and on-line seminars. The latest was led by our very own CICMC regional president, Don Demeritte who facilitated a lively session on behalf of Caribbean Export entitled "*Cost and Financial Management during Covid-19*".



Focus on a Strategic Partner

This month, we are happy to provide information on one of our strategic partners - the **Barbados Coalition of Service Industries (BCSI)** which was established by the Government of Barbados in 2002.



Core Business

- BCSI is a membership-based organization composed of a range of stakeholders operating in and related to the services sector.
- The sole business support organization in Barbados which is dedicated to representing the interests of the service providers and the services sector.

Mission

- A business support organization dedicated to the acceleration of service sector development and the enhancement of the export potential of service providers in Barbados.

Vision

- To create a robust, export driven and defined services sector which contributes to the economic growth of a sustainable Barbados

KEY RESULTS AREAS (KRAs)

Business Generation in Export Markets for SMEs Research:

- Assessment of supply and demand characteristics of services within high-growth sectors like ICT, Health and Wellness and the Creative Industries - executed through detailed field research to understand the needs of the target markets of service providers.

The Fishbowl Series:

- Networking and educational events for entrepreneurs featuring new speakers addressing key business ideas for Barbadian entrepreneurs.

Firefly:

- Creative industries expo extracted from BCSI's Services Weekend Barbados initiative.

Collaborations with Other BSOs and Agencies:

- Promote a culture of cooperation among BSOs and increase value proposition to entrepreneurs/ members by creating greater economies of scale, scope and learning.

Services Go Global (SGG) Training:

- Training for entrepreneurs interested in creating business in regional and international markets; sector- and market-specific.

Private Sector Export Development Strategy for Creative Industries and Health and Wellness Sector:

- Development of national plans to use existing opportunities to provide platforms for SMEs to increase generating foreign exchange.

Development of National Contemporary Art Catalogue and Registry:

- Development of platform to advertise & display domestic contemporary art to increase/keep track of sales within the sector.

BCSI's Trade Magazine - **THE EXPORTER**:

- Highlighting issues related to services trade and showcasing service providers making their mark locally, regionally and internationally

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CORE VALUES & GUIDING PRINCIPLES

- ❖ Teamwork
- ❖ Managing Risks
- ❖ Focus
- ❖ Accountability
- ❖ Adaptability
- ❖ Trust/ Honesty/ Openness
- ❖ Communication
- ❖ Unconventional/ Innovative methods
- ❖ Culture of Rewards

STRATEGIC PILLARS

Service Sector Development

- ❖ Lobbying and Advocacy
- ❖ Capacity Building and Education
- ❖ Export Facilitation and Research

Resource Mobilization

- ❖ Development of a Commercial Arm
- ❖ Company Branding
- ❖ Development of an Efficient and Fully Digitalized Secretariat



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
Tuesday May 5, 2020 10:00 am	Caribbean Export "Talking Exports Webinar"	Virtual Webinar <i>"Supply Chain Management during COVID-19"</i>	Presenter will be Dr Nsombi Jaja, CMC (CICMC Board member from JA)
Thursday May 28, 2020, 8:00 pm	BCSI-coordinated "Fishbowl Conversation"	Virtual Webinar <i>"Navigating Change Challenges Proactively"</i>	Presenter will be our Chapter past-president Norma Shorey, CMC
Thursday June 4, 2020	Annual International Consultants' Day (ICD)	Virtual Event!! Format and content to be confirmed	In collaboration with CICMC regional chapters



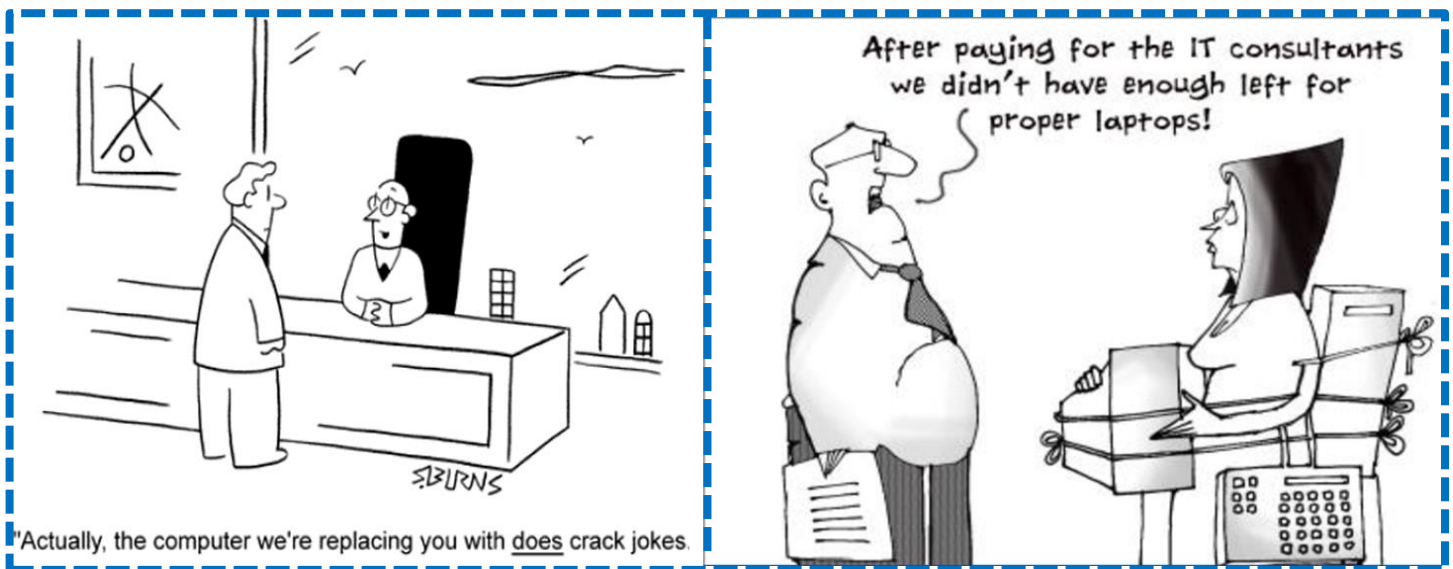
Chapter Discussion Forum

New

We remind you of our Chapter Discussion Forum established to share how the current crisis has impacted your business but also to learn about what other consultants are doing to cope and how their tips can help you in your business. If you have not already done so - please register and join in the discussion at [Sign Up Here](#).



Comedy Central



"Actually, the computer we're replacing you with does crack jokes.

The Book Nook



Management Consulting Toolkit Expert Toolkit (author)

The Management Consulting Toolkit contains 50 of the most useful, versatile and value-adding tools used by management consultants the world-over. The tools focus on business analysis and transformation and cover key consulting disciplines such as:

- Business performance analysis.
- Future state design.
- Transformation planning.
- Transformation execution.
- Project management.
- Change management.
- Team management.

These tools have all stood the test of time, and the team at Expert Toolkit believes they will continue to be relevant, powerful and value-adding in the hands of the competent practitioner. They will save you time, stress, frustration and help you make a greater impact and deliver long-lasting business value. Like everything on Expert Toolkit, these are tools and techniques used by experts and built by experts. Some tools included are:

- Accelerated SWOT Analysis Tool
- Benchmarking Assessment Template
- Business Diagnostic Findings Template

- Business Stakeholder Map
- Business Transformation Framework
- Business Vision Template
- Capability Gap Assessment Template
- Communications Plan Template
- Cost-Benefit Assessment Framework
- Customer Experience Design Framework
- Five Whys Analysis
- Future State Process Change Framework
- Operating Model Template
- Organization Impact Assessment
- Pain Point Analysis Tool
- PEST Analysis Trend Matrix
- Process Flow Analysis Framework
- Project Issues Register
- Project Risk Register
- RACI Matrix Template
- Resource Management Plan Template
- Root Cause Analysis
- SIPOC Analysis
- Solution Assessment & Prioritization
- Strategy Pyramid
- Swimlane Process Map Template
- Team Temperature Check Tool
- The ABCD Tool
- Transformation Map Template
- Transformation Readiness Survey

You get a total of 50 individual templates and tools, each with clear instructions to ensure you understand "what the tool is", "when to use the tool", "why you should use the tool" and most importantly "how to use the tool". This toolkit contains over 200 pages of material - guaranteed to lift your performance, save you time and be a reference you turn to again and again over the course of your career.

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



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