



# CiMC

## BiTES from BiM

March 2022 – Q1  
Volume 4: Issue 2

CiMC Barbados Chapter  
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**Excellence in Consulting!!**

### President's Message

Dear Members, Friends and Colleagues

The world has changed. The world of business has as well - drastically!

What can you say you have done differently as a result of this pandemic? Has your business model changed? Have you invested in or adopted a new app? Have you expanded your business network? The pandemic itself was riveting for most of us; most of us were just shell-shocked and it took some time to regain balance, focus and motivation.

Although the pandemic returned us to a time in international trade when countries became very nationalistic, insular and protectionist - post-pandemic times are revisiting opportunities for cross-border collaboration and work opportunities.

Consultants more than others are able to adopt technologies and pivot quickly in the online world. Many were able to transition to this form of consulting - some more seamlessly than others. Nonetheless, they were able to continue delivering value to their clients and in many cases gratis, during the pandemic.

This edition provides some of the perspectives of consultants on the profession during the pandemic. We also provide flashbacks to some of our activities in the last quarter, as well as insights into those in the next quarter. We hope to inspire you to keep your businesses afloat and capitalise on technology to pursue cross-border trade in services.

Sincerely

***Olivia Chase, CMC***



## CiMC's kick-off event for 2022! Regional Virtual Mix and Mingle

On February 10, CiMC Members and colleagues from across the region enjoyed the opportunity to interact and learn more about each other - and share some fun!

The session got off to a great start with introductory remarks from our CiMC President, Dr. Nsombi Jaja, who encouraged participants to consider how they were using their talents in the service of others. Georgia Wright, Assistant Director in the National Commercial Bank of Jamaica gave *a Client's Perspective on the Future of Work*, challenging us consultants to use technology more effectively.

For many participants the highlight of the evening was the breakout groups where they had opportunity to interact, exchange ideas informally! Sharing their cocktail mix gave interesting insights on each person - including those who used their water as a healthy alternative to an alcoholic cocktail!



Participants had opportunities to interact informally and exchange ideas on how they had managed their business during the difficult covid period. In their reports to plenary, many spoke of the challenges to develop new skill sets and improve their use of technology. They highlighted how critical it was to establish and maintain trust with clients and work more collaboratively.

Allyson Francis from the Caribbean Export Development Agency was our special guest. She shared CEDA's commitment to support CiMCs initiatives to enhance the standards among members and colleague. She challenged us to leverage each other's strengths more effectively and to collaborate in submitting proposals for regional and international consultancies.

The CiMC Vice President, Rabindra "Danny" Jaggernauth closed the session with an overview of CiMC's plans for 2022 - with a focus on developing skills and capabilities of member and colleagues, and enhance competencies and marketability.

The *Mix and Mingle* successfully brought together CiMC members and colleagues from across the region and is one which we will certainly have more often!



**Presenters**  
**Top to bottom:**

Dr Nsombi Jaja, CMC, CiMC President; Georgia Wright, NCB Jamaica;  
Allyson Francis, Caribbean Export; Rabindra Jaggernauth, CMC, CiMC VP

## Barbados Guyana Business Focus Group Inc. (NGO)

Are YOU interested in developing collaborative business linkages in Guyana?



The *Barbados Guyana (BarGuy) Business Focus Group* was formed in 2020 to increase business opportunities between Barbados and Guyana. Our services include networking with the primary aim of building a "trade bridge" between businesses of Barbados and Guyana and the exchange of goods and services between companies

BarGuy emerged from a Pilot Trade Mission in September 2019, organised collaboratively between CIMC Barbados Chapter and the Barbados Coalition of Services Industries (BCSI), with sponsorship from the Barbados Industrial Development Corporation (BIDC) - now Export Barbados.



*Left: Members of the Pilot Mission with the CARICOM Secretariat. Right: Members of the Pilot Mission with the Action Invest Team.*

With a blend of both Barbadian and Guyanese businesses, BarGuy seeks to collaborate with private and public sector initiatives to develop trade and mutually beneficial enterprises in many sectors including agriculture, tourism and hospitality, construction and transportation. In its early build-out stages as a non-profit organisation, BarGuy is accountable to the donor, founders and volunteers.

BarGuy's unique structure is designed to support its Associates in the various business-focused groups:

- Group 1: Investors (Businesses and persons seeking viable projects to invest)
- Group 2: Project Development and facilitation (Networking, developing or facilitating project implementation)
- Group 3: Product and Services Group. (Efficient and effective provision of requisite services)

This structure allows BarGuy to develop or facilitate project implementations (Group 2) supported by investments and solicited products and services of Groups 1 and 3, respectively.

If you would like to learn more about BarGuy and its initiatives to promote linkages between Barbados and Guyana please contact [John Snagg barguy.ceo@gmail.com](mailto:John.Snagg@barguy.ceo@gmail.com) or [Rowmell Grosvenor barguy.chairman@gmail.com](mailto:Rowmell.Grosvenor@barguy.chairman@gmail.com).

## 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
March 29 & 30, 2022 9:00-12:30 EST daily	ISO20700 Certification Course	Virtual Online Training Webinar	In collaboration with Caribbean Export
Thursday June 2, 2022	Annual International Consultants' Day (ICD)	Virtual Event!! <i>(Theme and Time to be finalised)</i>	In collaboration with all CiMC regional chapters and CMC Global





CARIBBEAN INSTITUTE OF MANAGEMENT CONSULTANTS

# ISO 20700 CERTIFICATION COURSE

GUIDELINES FOR MANAGEMENT CONSULTANCY SERVICES.

**DATES & TIMES: MARCH 29 & 30, 2022**  
FROM 9:00 - 12:30 EST

### WHO SHOULD ATTEND

- Individuals who provide or wish to provide Management Consultancy (MC) Services and seek to gain knowledge and credentials related to ISO 20700 Guidelines for MC services.
- Persons hiring consultants.

### ONLINE TRAINING

IN COLLABORATION WITH CARIBBEAN EXPORT.

- Learn the elements required to conduct a management consulting assignment utilizing the ISO 20700 process and framework.
- Understand the fundamentals and process for adapting the mandatory self-declaration checklist.
- Participate in case studies and interactive learning activities.
- Learn how to implement the checklist with projects of varying scope and complexities.
- Get 7 CPDs.

### INVESTMENT

USD \$120  
Members

USD \$150  
Colleagues

Participants must purchase the ISO 20700 MC Guidelines Standard (US\$150) <https://www.iso.org/standard/63501.html>

### RECEIVE THE CREDENTIAL

Trained in the ISO 20700:2017 Standard for Management Consultancy Services by CMC Global.



246-228-2640  
Mon - Wed

[www.caribbeanimc.com](http://www.caribbeanimc.com)  
[admin@caribbeanimc.com](mailto:admin@caribbeanimc.com)






## Up Close with Otto Acuna – CMC-GI Chair

BiTES from BiM (BfB) sat down for a chat with the new chair of CMC Global Institute, to get to know him, his perspectives on the CMC and vision for CMC-GI.

**BfB:** *Tell our consultants in Barbados and the Caribbean a bit about Otto Acuna.*

**OA:** I am an Industrial Engineer with an MBA with a major in Human Resources. Over the years, I got involved in matters pertaining to Information Technology. I entered consulting by error. In the early 90's, when I graduated University as a young professional, I mistakenly sent my CV to PwC (then Price Waterhouse) and had the good luck of being hired in the HR consulting area, which completely changed the direction of my career. As a junior, I learned about headhunting, compensation benchmarking, and other services focused on HR. After a year while I led the HR portfolio, I mostly implemented several projects, including e-banking because of my previous experience at another financial institution.

Though my initial contract with PwC ended, I was rehired and stayed through the difficult Enron times and led what was called Process and Performance Improvement Advisory. There, I became involved with Shared Services Centers and BackOffice Operations, setting up and re-engineering these types of areas /organization. In 2007 I left for Deutsche Post DHL to head up the controlling, corporate reporting and performance improvement area at the shared services for the Americas.

In 2010, I started my practice (EXYGE.COM) focused on Strategy and Operations, specializing in BackOffice Operations. Over the next 10 years I created a small boutique consultancy (around 10 FTEs), highly specialized, that worked mostly in Latin America. In 2019, just before the pandemic, I decided to scale-back my consultancy to pivot towards my occupation for the next 10 years: **e-Consulting Global Solutions OÜ**, an Estonian company based in Tallinn under the e-Residency programme working with small and medium consultancies all over the world to support them technologically and methodologically. Our mission is to level the playing field in their markets, so they can compete for clients with their bigger counterparts based on quality, service, expertise and flexibility. We are a B2B to the consulting industry and only sell to consultancies to support them under their own brand, not ours.

I joined the Global Institute (GI) in 2016 and became a CMC; I was GI's member #5. My volunteering with GI started in the Certification Committee and I had the pleasure to work with Vasantha Chase, from CiMC, who was volunteering as Chair of Certification. From there I took on the Professional Development area where I remained until last year.

**BfB:** *How have you settled into the role of CMC-GI Chair and what is your vision?*

**OA:** Getting into the role of CMC-GI Chair is a great responsibility and to me a great opportunity to serve my colleagues with value added services for their consulting careers and businesses. I am blessed to have a great team of professionals who also volunteer their time for the sake of the profession, and we are trying to move CMC-GI forward to the next level of service to our members. To do that, we are reaching out to our members and asking them plainly: *“what is of value for you? What would you expect from us?”*. I am trying to meet with every member in GI to hear their voice on what they think we should be doing, which is valuable input for our midterm plan. We actually gained some of the ideas for what we are doing from those conversations, and we hope we are able to provide real value to our members.

Currently we are working on several fronts simultaneously, which is a challenge in a volunteer-based organization, so we are looking for volunteers from other institutes in Membership, Marketing, Professional Development, and the Certification Committee. If any of your readers would like to meet and collaborate with colleagues from other parts of the world, send them our way to let them know of the opportunities we have in volunteering. Currently GI spans over 4 continents and 20 nationalities, being an institute that functions fully digitized, online, because our members are scattered in different areas of the world.



CERTIFIED MANAGEMENT CONSULTANT

## Up-Close with Otto Acuna (cont'd)

**BfB:** *What is the CMC professional certification?*

**OA:** The CMC-Certification is an ICMCI (International Council of Management Consulting Institutes) programme that certifies the “calibre” of a consultant based on a Competency Framework that is standard, international in nature and the highest-level accreditation that an individual can attain regarding his capability as a consultant. The Certification is an international programme that every Institute belonging to ICMCI implements in their territory in a standardized way and that is valid in all 50 regions and territories where ICMCI operates, with recognition across all institutes. The Quality Assurance Committee at ICMCI review all institutes every 3 years to make sure the minimum standards pertain to how each institute functions and how they have implemented the CMC-Certification standard in their market is in line with the reciprocity principle on the recognition of the CMC Credential.

From an individual’s perspective, the CMC-Certification is the internationally accepted credential that assures you as a consultant are at the industry’s professional level, that you have committed and dedicated at least 50% of your time to the business of consulting, and that your competencies are on-par with any certified management consulting colleague in any other part of the world where ICMCI operates. The CMC-Certification is usually a mid-career and up type of credential, that you can attain when you have been in the business for several years, dedicated to this profession in an important percentage of your time. At the client’s level, it allows for a differentiation of “who is who” in their immediate ecosystem.

There is real value in educating the market and the CEOs on what they should be looking for in a professional management consultant, regardless of their area of expertise. And the CMC accreditation plays a role in helping ensure an individual has certain competencies that were assessed by independent peers under an international standard, that follows a code of ethics on its dealings with clients and that can be accountable to his/her institute if that code is not followed. It’s all about letting the market choose better, get better results and through that raise the bar on what is understood as a “professional management consultant”.

**BfB:** *Any upcoming plans in the short-term?*

**OA:** On April 26, 2022 we will be hosting a webinar “*Why, When and How to Use Consulting to Leverage Your Success*”. The webinar will be led by the Past-Chair of ICMCI and was previously delivered in a number of scenarios very successfully. This webinar is of interest not only to consultants, but also to clients, and follows the rationale of our objective of contributing to educating the market to better source their MCSPs (management consulting service providers). This is initially a webinar, but we are partnering with a consultant’s sourcing organization with some of our “*incubating ideas*” for other exciting services later this year. If your readers follow us in social media, they’ll be notified when we launch what we are brewing. Also, you can contact our organizer of this particular event in our Professional Development committee: Modesta Nyirenda in Botswana at [modesta@mnzconsult.com](mailto:modesta@mnzconsult.com).

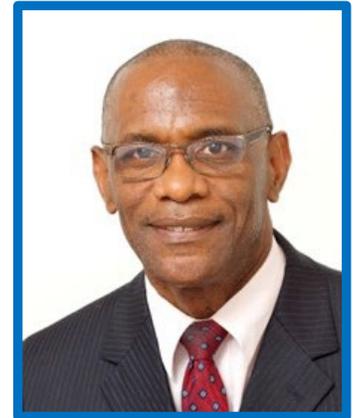
*Part 2 of this interview will be published in the next edition of BiTES from BiM.*



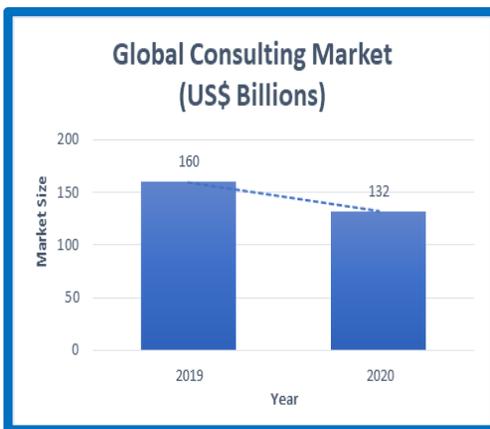
## The Pandemic and the Management Consulting Profession

By Graham Clarke

To say that COVID-19 has disrupted business models and ways of doing business in the management consulting industry, would be the understatement of the year! Data from *Statista Research Department* published in January 2022, indicate that due to the Coronavirus outbreak, the size of the global consulting market plummeted in 2020, from a high in 2019 of 160 billion US dollars to 132 billion US dollars - a whopping decrease of 17.5%.



**Graham Clarke**  
 JP, MA, DipM, FCIM, Chartered Marketer  
 Published author and CIMC Barbados VP

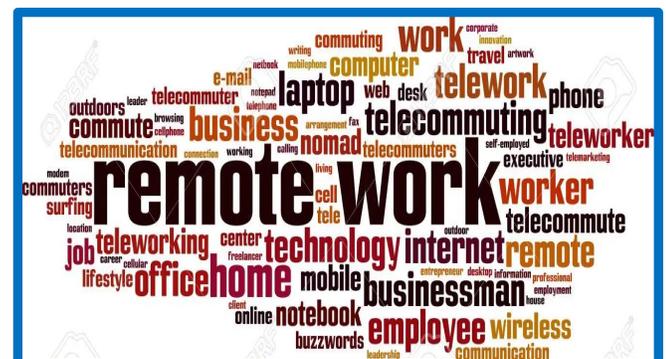


But it is not just the financial impact of the pandemic that is of consequence, COVID-19 has also highlighted the need for change in other aspects of the consulting profession. *Samiha Majumdar and Nusrat Hafiz* in an article entitled **“Agility of (the) Management Consulting Industry: A Post Covid Analysis”**, argued that “the consulting industry is plagued by a stagnant business model ill-suited for today’s innovation-driven digital world. Consulting is labor-intensive, revenue is almost entirely based on billable hours, and most knowledge in the form of tools and templates have become commodities due to SlideShare and other platforms.” They further suggest that remote work, lean budgets, and the need for contingency planning are three big trends impacting the industry.

This article will focus on one aspect of these emerging trends - **Remote Work**, particularly as it relates to the management consultant. In some ways, independent consultants have been ahead of these trends, many of them with a history of operating either from home or in shared co-working spaces with other professionals, long before the emergence of COVID-19. But working remotely in itself does not guarantee effectiveness or efficiency in business operations. The real test of working remotely is whether it increases productivity, encourages collaboration, and promotes innovation. The evidence during this pandemic is that it has, and research has confirmed that employees are just as effective, often more so, working from home.

### CHALLENGE

One of the keys to success working in a remote environment is directly linked to the adoption and integration of digital and other emerging technologies within business operations. This may pose a potential challenge for the CIMC Caribbean Chapters whose profiles are skewed towards a predominantly mature membership base, and who according to *Rogers Diffusion of Innovation Theory* tend to be late adopters of technology changes. However, with a positive mindset even the older consultants can overcome this potential hurdle in practice.



## The Pandemic and the MC Profession (cont'd)

### OPPORTUNITY

At the same time, the Future of Work is being seen as an assignment or series of assignments with a clearly defined beginning and end from both the employer and employee perspective. A job for life is now a thing of the past. Insights published in The Future of Learning Global Report by online social learning platform, *FutureLearn.com*, highlights how many people now expect a move away from the 'job for life' ideal and this has been spurred on by the COVID-19 pandemic.



COVID-19 has also seen a move away from a fixed-cost structure by many companies to reflect a leaner and flatter organizational profile. The 'brick and mortar' concept, certainly in the retail and services sectors has proven to be an unsustainable model for many small and medium-sized enterprises. The pursuit of a variable and more flexible cost structure by companies, should prove to be more advantageous for management consultants who, unlike permanent employees, do not add to the burden of fixed long-term costs related to pensions, healthcare and other additional benefits which many companies have to carry.

Whilst the pandemic has created many challenges for companies, it has also opened some new opportunities for independent consultants. If willing to adapt to the emerging technology changes within the industry and open to forging partnerships and collaborations across borders, management consultants can achieve great success in the new global marketplace.

## CMC Candidate group support session

CIMC Barbados Chapter members who had already embarked on their CMC journey, joined their regional counterparts in a special support session on Tuesday February 22, 2022.

Facilitated by three CMC mentors and assessors Norma Shorey, CMC, Danny Jaggernaut, CMC and Brenda Pope, FCMC, the productive interactive session provided attendees with the opportunity to share their experiences and learn from those of others.

They were also able to get responses to any questions they still had about the Journey to CMC!



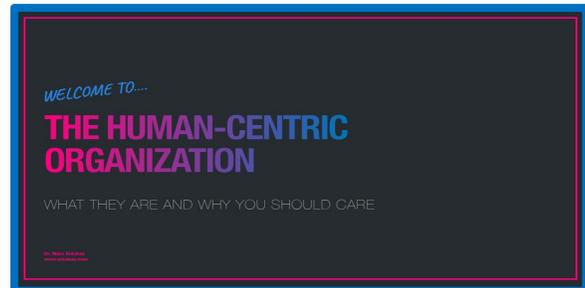
## CMC-Global Spotlight

During February, CMC Global continued its series of ZOOM webinars and seminars to IMCs, CMCs, and Management Consultants. These webinars are part of the reinvigorated webinar series organised by ICMCI as part of *the Future of Management Consultancy* initiative.

The event on February 22, 2022, was presented by Dr Marc Sniukas, professor of management and innovation at the Luxembourg School of Business, and addressed the topic. *“The Human-Centric Organization: What Is It and Why Should You Care?”*. Marc’s premise was that the basic principles of work organisation have not evolved much in the past hundred years, and he provided a myriad of useful and valuable insights in the following three focus areas:

- What’s driving the need to re-think ways of working?
- What is the human-centric organization?
- How to lead the transformation

Members who were unable to participate can review the webinars by visiting the ICMCI website at <https://www.cmc-global.org/search/node/webinars>



## Introduction to the CMC-Global Institute

CMC-Global Institute (CMC-GI) was formed in 2015 to accommodate consultants for whom no national/regional consulting institute had been established. To get a first-hand understanding of CMC-GI and its plans for 2022 use the link below to view on YouTube [\(4\) CMC-Global Institute Chair Message for 2022: What's Coming Next Year - YouTube](#)

The links to CMC-GI's other social media handles are also shown below:

**LinkedIn:** <https://www.linkedin.com/company/cmc-global-institute-cmc-gi/>

**Facebook:** <https://www.facebook.com/CMC-Global-Institute-106925235147452>

**Twitter:** [https://twitter.com/\\_CMCGI](https://twitter.com/_CMCGI)

**Instagram:** [https://www.instagram.com/cmc\\_gi/](https://www.instagram.com/cmc_gi/)

**TikTok:** [https://www.tiktok.com/@cmc\\_global\\_institute](https://www.tiktok.com/@cmc_global_institute)

**Youtube:** [https://www.youtube.com/channel/UCbitQb3N4cEcgikmZR\\_hKKQ/videos](https://www.youtube.com/channel/UCbitQb3N4cEcgikmZR_hKKQ/videos)



## Finding the CMC in Me

By Marc A. Ifill

What is so special about being a *Certified Management Consultant (CMC)*? Is it having letters behind your name? Is it a conversational piece? Is it a license to be pompous and disparaging to others?

I do not know what it means to you, that is, being a CMC, but for me, becoming a CMC was and still is a component of the overall strategic plan for my life.

Yes, I can benefit from letters behind my name. Yes, it is a valuable conversational piece, but no, it is not a license to be pompous and disparaging. In fact, professionalism and ethical behavior are hallmarks of the certification process conducted under the auspices of *International Council of Management Consulting Institutes (ICMCI)*, now branded as *CMC Global* and facilitated by the *Caribbean Institute of Management Consultants (CIMC)*.

My journey towards achieving my certification as a CMC was both challenging and rewarding, much like anything in life that is worth having or pursuing. The process required diligence, studiousness, focus and commitment, much like any course of serious professional accreditation (e.g. ACCA, CFA, Attorney-At-Law, CMA or PMP). Furthermore, because of its laser-like focus on practical application, part of the journey towards my certification required me to document how I demonstrated the management consulting competencies in my own business engagements over the course of my professional career.

It is with a hint of Caribbean pride that I now confess that the members and CMCs in the various regional chapters of the Caribbean Institute of Management Consultants (CIMC) are really quite a special group of people. Throughout my CMC journey, before certification, during the certification process and after certification, the Caribbean flavor, charm and tenacity have always been apparent, astute and sometimes quite “saucy”, but that is a story for another time.

Indeed, the process was an awakening experience for me, and since embarking on the journey, I continue to remain ‘woke’. As a CMC, I enjoy the benefit of being extremely specific in the services I offer to clients, which then allows me to refer clients to other CMC’s when my skillset falls outside of the needs of those clients. This means that I can stay within my niche and share my extensive professional network with clients, without having to compromise my professional integrity or reputation while providing opportunities for my fellow professional colleagues, inclusive of CMCs and members globally.



*Marc A. Ifill*

*ECBA, CMC, CITP, EMBA, Bsc (Hons)  
CIMC Barbados Chapter board member*



CERTIFIED MANAGEMENT CONSULTANT



CMC - GLOBAL

## Finding the CMC in Me (cont'd)

When we as professionals seriously consider the positive impact of providing an excellent service to a client, whether we provide that service directly or indirectly (i.e. by referring the client to the appropriate specialist) then we can feel secure in the knowledge that we have done right by that client and by ourselves.

Sharing amongst a professional family is the key to career development and to reaching the goals that we set for ourselves as true masters of our trade. In so doing, as we share together, as we grow together, we therefore have chosen to be part of a bigger solution, part of a bigger world and part of a bigger movement, a movement of one body made up of many parts operating in harmony with each other for a noble purpose.

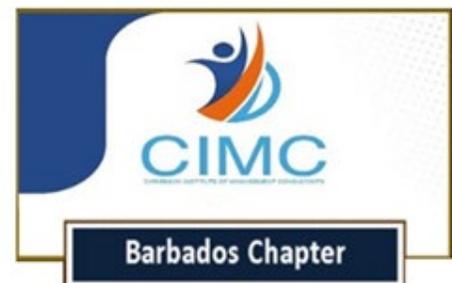
So, what is so special about being a Certified Management Consultant (CMC)? Is it having letters behind your name? Is it just a conversational piece? Is it a license to be arrogant and disparaging to others? The simple answer to these four questions is this,

*“It is about recognizing the value you can bring to the lives of others when you recognize the value that can flow from within you particularly when you choose to commit to a path of discipline, focus, accountability and diligence in the field of Management Consulting”*



We welcome your feedback and suggestions for future issues of **CIMC 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



### CIMC Barbados Chapter

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☎ (246) 228-2640 (between 9am – 12pm)

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