



# CiMC

## BiTES from BiM

May 2022 – Q2  
Volume 4: Issue 3

CiMC Barbados Chapter  
Suite D, Rendezvous Court, Christ Church  
cimcbarbados@gmail.com (246)228-2640



### INSIDE THIS ISSUE

1. [President's Message](#)
2. [ISO 20700 Training](#)
3. [Upcoming Events](#)
4. [Up Close with Otto Acuna - CMC-GI Chair \(part 2\)](#)
5. [CIMC member participates at CEDA 2021 report launch](#)
6. [Behind the Scenes with Brenda Pope CIMC Fellow](#)
7. [CMC Global Spotlight](#)
8. [How to join CIMC](#)
9. [On the lighter side](#)

### President's Message

Colleagues, stakeholders, friends

I greet you as we commemorate International Consultants' Day 2022 on 2 June! The global theme this year is **Consultants of the Future**.

CiMC will be hosting a webinar on this special date entitled "*The Future of Consulting: The Opportunities and Risks*". More details are provided in the "Upcoming Events" segment on page 4, and we invite you to register to join us via the link below:

<https://events.zoom.us/j/60b6juKX5QHsqRuGI2ZYSPdLsekAc>

It is wonderful to be leading an organization - even when the times and circumstances are challenging, our substance as leaders is tested.

I therefore take this opportunity to salute consultants in all fields across the globe. We are entrepreneurs in an environment which is experiencing paradigm shifts; we too must metamorphose for the sustainability of our businesses.

For those who practice in a technical area without the grounding of the principles of management consulting, let International Consultants' Day signal the opportunity to contact us in the Barbados Chapter and pursue your professional certification; it is a decision you will not regret! Your approach to the management of your consulting assignments, demonstration of consulting competencies, and exemplification of ethical behaviour in your assignment will be evidenced by your clients.

We look forward to seeing as many of you as can join us on June 2 and I wish all consultants a *Happy International Consultants' Day!*

**Olivia Chase, CMC**



**Excellence in Consulting!!**

## CiMC delivers concurrent ISO 20700 Checklist Training sessions

On March 29 and 30, 2022 CiMC's kicked off its first training for 2022 with two (2) concurrent virtual training workshops for consultants and clients on the *ISO 20700:2017 Project Self-Declaration Checklist*. Sponsored by Caribbean Export, each workshop lasted two half-days.

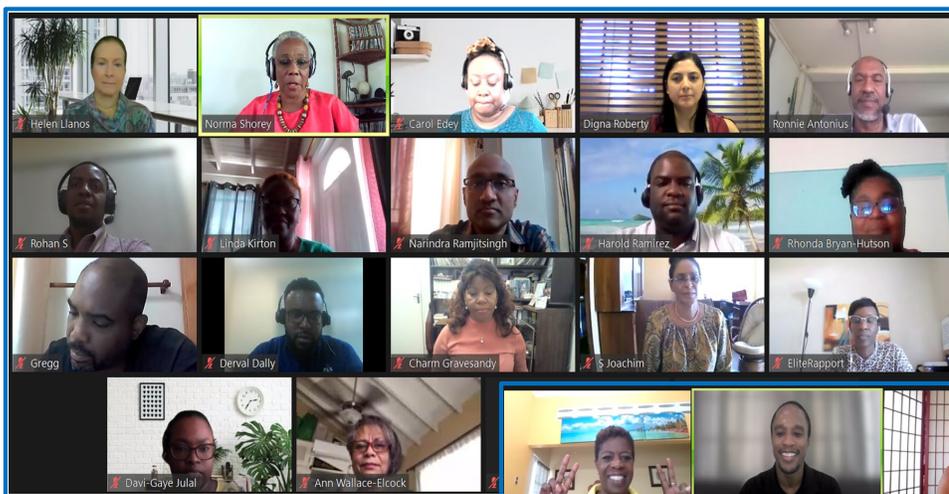
The ISO 20700 Checklist Training enables participants to learn the basic elements required to conduct a management consulting assignment utilising the ISO 20700 process and framework. During this training course participants are able to understand the fundamentals and process around use of the mandatory self-declaration checklist. With its practical application, case studies and roleplay, the workshop also enables participants to practice development of a sample self-declaration document.

The workshop facilitators were Certified Management Consultants and CMC Global Accredited Trainers for the ISO 2700:2017 Standard. Facilitators for Workshop 1 were Nsombi Jaja, Adelwyn Holder and Joan Reid, while the facilitators for Workshop 2 were Norma Shorey and Ronnie Antonius. Other CiMC trainers also joined the sessions for short periods.

The 35 participants were drawn from several Caribbean countries: Barbados, Jamaica, St. Lucia, St. Vincent, St. Maarten, Suriname, Trinidad and Tobago and the USA. Some were individual consultants or members of organisations which provide professional services (HR, Accounting, Quality Standards, Accountants, IT consultants etc.). There were also representatives from public and private sector companies and from National Coalitions of Services Industries and organisations that use management consulting services.



ISO 20700 Checklist Training Session Facilitators



Some of the participants who attended the March 29 and 30 ISO 20700 training sessions  
Above: Workshop 1  
Right: Workshop 2

## ISO 20700 Checklist Training sessions (cont'd)

The Goal of the ISO 20700 Workshop was to provide persons providing Management Consulting (MC) services with knowledge and credentials relating to the ISO 20700 management consulting guidelines. The specific activities enabled participants to:

1. Understand the concepts, principles, requirements, main processes and good practices of management consulting based on ISO 20700.
2. Enhance their understanding of ISO 20700 policies pertaining to projects of different complexity.
3. Learn how to handle and adapt the check list for each project's specific needs and produce a declaration document.
4. Understand the use of the tools in management consulting practice including producing appropriate terms of reference and in proper contractual documentation.

The virtual workshops were conducted using an interactive approach including breakout room assignments and specific encouragement to contribute to plenary discussions. The overall feedback from participants in both groups was that the workshop was informative, thought provoking and provided practical tips and approaches which they could use to improve their consulting services.

They enjoyed the interactive activities which allowed them to share their own experiences and perspectives, express concerns and get responses to their questions. They were pleased with the insights gained which will enable them to undertake their consulting assignments more effectively.

With regards to what had been most useful, participants in both workshops highlighted the use of the Self Declaration Checklist as a tool which provided consistency and uniformity, and also facilitated a structured and standardized approach for engaging both clients and consultants. Both new and experienced consultants appreciated the best practices they learned from using the tool. While experienced consultants felt that the workshop validated some of the approaches they had already been using, they valued the insights gained which they could apply in their consulting practices.

Overall comments from participants were overwhelmingly positive:

- *One of the best workshops I have taken part in, in a while!*
- *Excellent sessions! Extremely interested & informative.*
- *This was an excellent workshop overall.*
- *Nsombi Jaja is par excellence!*
- *Thanks to all Facilitators, great energy! I love it!*
- *Excellent workshop - a lot of energy and synergy in team discussions*



*Above: The ISO20700 logo and credential that participants can now use*



**A follow-up session will be held with participants between 6 - 12 months after this training to monitor and assess their progress and success in utilizing the ISO 20700 Guidelines, and to identify issues and opportunities for using these more effectively.**



## Up Close with Otto Acuna – CMC-GI Chair (part 2)

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. *This is part 2 of the interview, the first part of which was published in the previous edition.*

**BfB:** *How does the CMC designation and membership in CMC Global generate value for the consultant?*



**OA:** Our members are scattered over 4 continents in countries where no national consulting institute exists. First and foremost, the CMC-designation allows an individual from any part of the world to access the process by which his “calibre” as a consultant can be recognized, tested and certified internationally. Beyond that, CMC-Global is global and online in nature, meaning that all our services are designed to reach our members wherever they are in the world, usually asynchronously, to support their development as individuals and that of their consulting businesses.

When I was in a “Big 4” environment, if I needed some information for a project or if I needed to network with someone who had been in a situation I was before on the same type of project or, I resorted to our intranet and in a matter of days or hours I would connect with a peer anywhere or could reach information from other projects, ideas, lessons learned, or training about it. If you are an individual consultant, or a medium or small consultancy business in a market where the consulting profession is not structured enough to have a national institute.... belonging to an organization of peers from around the world can provide you with that connection, that contact or that information to further your career, your project or your business. That is our reason to exist at CMC-Global Institute.

This is the reason why we are currently working on several fronts that aim at fulfilling this vision. We created a collaborative environment that is accessible online and can connect our members and the members of other Institutes belonging to ICMCI in a number of ways. We will be hosting our first “speed networking session” on the last week of March, and in May we will start with a monthly online Townhall meeting where new members can meet each other and new CMCs can be recognized, even if we are all located in different parts of the world. We are working on a number of professional development initiatives, re-designing our website to bring it up to our post-pandemic standards, have changed and simplified our fee structure to make very easy to join the Institute and other initiatives that are still incubating.

**BfB:** *How do you see consultants navigating persistent global turbulence from COVID pandemic to war)?*

**OA:** I think the way in which we provided consulting to our clients before 2020 is changing drastically. With over 2 years of pandemic - the clients have changed forever - and with them their expectations of what they need and what they need from us. While there might be still some needs and services similar to what we used to do in the last decade, the way our clients communicate, interact.... the speed at which they need things and the expectation of what “delivery” means from a consultant has changed in an important way.

Clients were forced to become more IT-savvy and to improvise to keep their businesses running in 2020. Many businesses are struggling to get people back into the office and some myths about what was possible only “in-person” have fallen. In this kind of new environment, I believe that in addition to what they already have and know, management consultants need to get capabilities in digital delivery and how to use new technologies and methods to speed up delivery and lower the investment in hours in their projects. Also - and in my own case this is a personal challenge because I am not good at it - consultants need to learn how to leverage more on social media for their personal and business branding, especially multimedia broadcasting (audio and video).

Regarding the war, which is unfortunate, a tragedy and should have been unnecessary, there is a need for us consultants to try to stay out of politics. And this is difficult because your brand as an individual usually overlaps with your brand as a service provider. So, although this might be unpopular, I think consultants and the professional organizations we belong to, need to remain neutral, and ICMCI has done a great job at handling this in the past. I am fully supportive of the ICMCI Board neutrality position regarding this latest geopolitical conflict.

## CIMC member participates at Caribbean Export launch of 2021 Annual Result Report

For CIMC, Caribbean Export Development Agency (CEDA) has been “the wind beneath our wings!”

This was part of the testimony given about CEDA’s support to CIMC at the inaugural event to launch CEDA’s 2021 Annual Results Report on the theme “**Building Business, Transforming Lives for a Resilient Caribbean**”. The event held on Thursday May 5, 2022, at the Hilton Hotel brought together many of CEDA’s partners, collaborators and beneficiaries to hear practical examples of Caribbean Export’s commitment to promote investment promotion and capacity building to boost the visibility, viability and export capability of the Caribbean goods and services.

Norma Shorey, CMC, was one of several individuals and companies who attested to the value that CEDA had brought to their businesses enabled them, through grants, training and trade missions, to increase exports to regional and international markets. Norma shared her personal experiences of how her company had benefited from initial grants and training which enabled her to gain regional and international consultancies.

CIMC was one of the beneficiaries of CEDA’s support to the professional services sector. As Chair of CIMC Certification Committee, Norma highlighted CEDA’s role as a foundation sponsor for CIMC and how it continued to be as a staunch supporter of CIMC as it “... held our hands in our infancy and in our fledgeling years. And as we gained strength to become a vibrant organisation with membership across the region, continues to support many of the CIMC regional capacity building and training initiatives.”

She specifically commended Caribbean Export for their continuing support to CIMC’s efforts to have its members gain the internationally recognised Certified Management Consultants (CMC) Designation. CEDA’s encouragement and support for the rollout of Workshops on the ISO 20700 Standard for Management Consultancy Services, has improved international qualifications of providers of management consulting services to regional and global markets.

The Hon Sandra Husbands, Barbados’ Minister of State in Foreign Trade and Business Development in the Ministry of Foreign Affairs and Foreign Trade was the Feature speaker at the event. Key speakers and presenters included Dr Carla Barnett, CARICOM Secretary General, Chairman of CEDA, Senator Dr. Lynette Holder, (also CEO of the Barbados Small Business Association), Malgorzata Wasilewska, EU Ambassador to Barbados, OECS and CARICOM/ CARIFORUM and Deodat Maharaj, Executive Director of CEDA.

During the presentation, attendees also heard testimonials from entrepreneurs from Belize, Dominican Republic, Haiti and Jamaica (working in the areas of chocolate, food, spirits, arts, business process outsourcing, and management consulting) describe how their engagement with Caribbean Export helped them to build capacity, increase production and gain access to new markets.

<https://www.carib-export.com/news/caribbean-export-development-agency-launches-annual-results-report>



*Above: Norma Shorey CMC,  
Below (L-R): Hon Sandra Husbands MP,  
Mr Deodat Maharaj, Dr Lynette Holder,  
H E Amb Malgorzata Wasilewska*



## “Behind the Scenes” with Brenda Pope - CiMC’s new Fellow

BiTES from BiM (BfB) went “*behind the scenes*” with CiMC Barbados’ new CMC Fellow, Brenda Pope, to get to know her, understand her consulting journey and seek her perspectives of the future of Caribbean consulting.

**BfB:** Introduce yourself to our readers in your words.

**BP:** I am a true Caribbean citizen! Born in Antigua, I grew up in 4 different countries (Antigua, Jamaica, Canada and Barbados) during first 12 years of my life and attended 7 different schools before 13 years old. I have no doubt that having to make new friends in new countries/schools almost every year definitely enhanced my gregarious, outgoing nature and gave me the ability to quickly strike up conversations and build rapport with new people. In 1975 I was awarded a Barbados Scholarship, attended McMaster University and graduated with a BSc (Hons) Degree in Computer Science and Applied Mathematics. I subsequently obtained an MBA (Distinction) in International Business from Henley Management College, UK. I also hold the professional designations Fellow Certified Management Consultant (FCMC) and Certified Information System Auditor (CISA) and am a member of the Chartered Management Institute and Project Management Institute.

I am passionate about excellence and quality in the consulting profession and was the 2nd president of the CiMC. I was also the first Caribbean consultant to be designated a CMC-Global Accredited ISO 20700 Trainer. I strive to be a role model for women and girls wishing to work in ICT and was honoured by the Information Society of Barbados for my contributions to the growth and development of ICT in Barbados over 30 years.

On the philanthropic front, I was founding president of International Women’s Forum (IWF) Barbados, Chairperson of Sport for Life! (Barbados) since inception in 2007, and trustee of Sport Legacy Foundation UK. A committed Rotarian, I was the 50th and first female president of the Rotary Club of Barbados (RCOB). Professionally, I was past chair of EDUTECH2000, a member of TVET’s subcommittee on ICT, the Advisory Committee on e-commerce legislation for Barbados, the editorial board of Business Barbados and currently sit on the Digital Societies Committee of the Barbados Chamber of Commerce. I have made numerous ICT and Business Performance presentations throughout the Caribbean and Latin America and serve on the UWI Campus Council, Cave Hill, the boards of LUMIN Consulting and several international business companies.

**BfB:** *Have you always worked as a management consultant?*

**BP:** Yes. I was fortunate to have joined Systems Caribbean Limited (SCL) in 1979 fresh out of university, in an environment where I was thrown in at the deep end (with mentoring and support) as an IT Consultant and Manager of the fledgling data centre from day one. I was quickly promoted to Senior IT Consultant and then to head of the IT Division and eventually overall Business Manager. During my 17-year stint there I worked on many exciting and critical projects including being on the team computerizing the Central Banks of Barbados and Belize, development and implementation of the first National Insurance Management Systems for the countries of Barbados, St Lucia, Guyana and St Kitts. Also computerization of the Barbados Drug Service and development of the original MicroPay Payroll software (at one point installed in over 200 companies across the Caribbean).

In 1996 I was head-hunted to join KPMG as Senior Manager, IT in the Consulting practice, before being admitted to partnership 3 years later as Management Consulting (MC) Partner. Over the course of the next 18 years, I was responsible for delivering the full gamut of MC services to a wide range of private and public sector clients in Barbados and across the Caribbean (many in sectors of national importance) in the areas of ICT implementation, IT security, IT strategy and governance, change management, organisational strategy and restructuring, and project management.



**Brenda Pope**  
BSc, MBA, CISA, FCMC  
CiMC Regional Past President



## “Behind the Scenes” (cont’d)

In 2010, I also took on the role of Head of MC for the KPMG Islands Group (KIG), encompassing 17 English-speaking island nations on both sides of the Atlantic, a position I held until my retirement from KPMG in 2017, during which time I spearheaded growth of the MC practice in KIG by over 300%. After retiring from KPMG, I established **ConsultBP**, an independent boutique consulting company specialising in technology-enabled transformation, from which I continue to deliver MC services today.

### BfB: How has the industry changed?

**BP:** The management consulting industry is not exempt from the disruption hammering businesses of all kinds, with digitalization, new technologies, and new legislation having a significant effect in recent years. Consultants will need to adapt to the data, digital and strategy needs of clients if they are to survive amid the chaos, including competing to offer digital expertise in addition to their traditional consulting knowledge and expertise. Industry 4.0/5.0 has also added a layer of complexity as the pairing of human and machine workers opens the door to countless opportunities ... and threats!

### BfB: In your opinion, what does the profile of the next decade's management consultants look like?

**BP:** As we move deeper into the 2020's decade, successful management consultants at a minimum must:

- Be *technology and social media savvy* - always learning and seeking continuous self-development.
- Be *well rounded, strategic thinkers* who are knowledgeable about many aspects of business, and thus able to provide multiple options and solutions for clients' considerations.
- Be *capable of assisting clients to respond* to the multiplicity of environmental, regulatory, financial and technological factors and challenges facing all businesses, no matter how small or how large.
- Possess *solid business skills*, including some knowledge of finance and economics, as well as how organisations run and, most critically, how to manage and motivate people.

### BfB: If the business objective is growth, then what are the areas of focus you would suggest to consultants in Barbados and the Caribbean region?

**BP:** As with global counterparts, they need to urgently “gear themselves and gird their loins” to address many of the global trends shaping the consulting industry (per an unlaut 2020 survey):

- *Create tailor-made solutions:* Deliver services based on clients' specific requirements and their local and regional industry and operational reality, and thereby add more value.
- *Demonstrate Industry know-how:* While generalists have historically thrived in consulting, advisory work of the future will need to be more industry specific, given the ubiquitous nature of the internet.
- *Link agile strategy with practical transformation:* In our VUCA world, clients expect strategies to be more fluid and flexible to meet changing market dynamics in an agile fashion; they also expect to see those strategies tangibly brought to life, in a demonstrable way, with quantifiable results.
- *Become a long-term trusted advisor:* Build multi-year relationships and strategic partnerships with clients, which enable us to uncover the deeper insights needed to enable successful transformation.
- *Mine the data treasure:* Data is the new gold! and successful consultants add value with data insights, helping organisations improve their customer experience, enhance their internal operations, streamline processes and bolster innovation via automated decision making. Consultants who cannot adapt to the data expectations of their clients will find life increasingly difficult.

### BfB: Home office or Corporate office?

**BP:** Since starting my own consulting practice ConsultBP in 2017 - definitely the convenience of my home office, especially since the COVID-19 pandemic!

### BfB: Souse or sushi?

**BP:** Both! I love all types of food (and wine too) and am always willing to try new things at least once - chocolate covered ants, wild meat, agouti, mountain chicken, bison, alligator and crocodile, snake, ostrich - you name it I have tried it. I figure if the locals can eat it and they are alive, it won't kill me!

## CMC-Global Spotlight

During April, 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 April 8, 2022, presented by Keith Jones, (co-founder of Alchemy Worldwide and co-author of the book PROVOKE: The Art of Transformative Facilitation, a finalist in the best business book awards 2020) and addressed the topic. *“The Future of Consulting: A Developmental Approach?”*.

Keith responded to the queries “Does working with consultants ‘from the inside out’ offer a rich and more developmentally sound approach than simply focusing the external behaviours of ‘what you do?’” as well as “How does the consultant ‘identity’ show up as a major source of development for consultants?”.

The earlier event *“How Can Emotional Intelligence Help Us Navigate an Unknown Future?”* was presented by John Pellitteri, PhD, and Antonina Kardasheva, PhD, CMC and highlighted a powerful tool from the field of emotional intelligence capable of helping us navigate an unknown future: **emotions as information**.

During the session the panelists addressed the following questions:

- How can consultants apply strategies and skills for “using” emotions adaptively and for creating transformations?
- In what way do the emotional intelligence principles help in resolving interpersonal conflicts, ensuring the clients’ well-being and making the consultants aware of their own emotions in order to be more effective?
- Can the “unknown future” be perceived by managing the emotions of uncertainty in order to offer creative and effective solutions?

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



## Want to join CIMC?

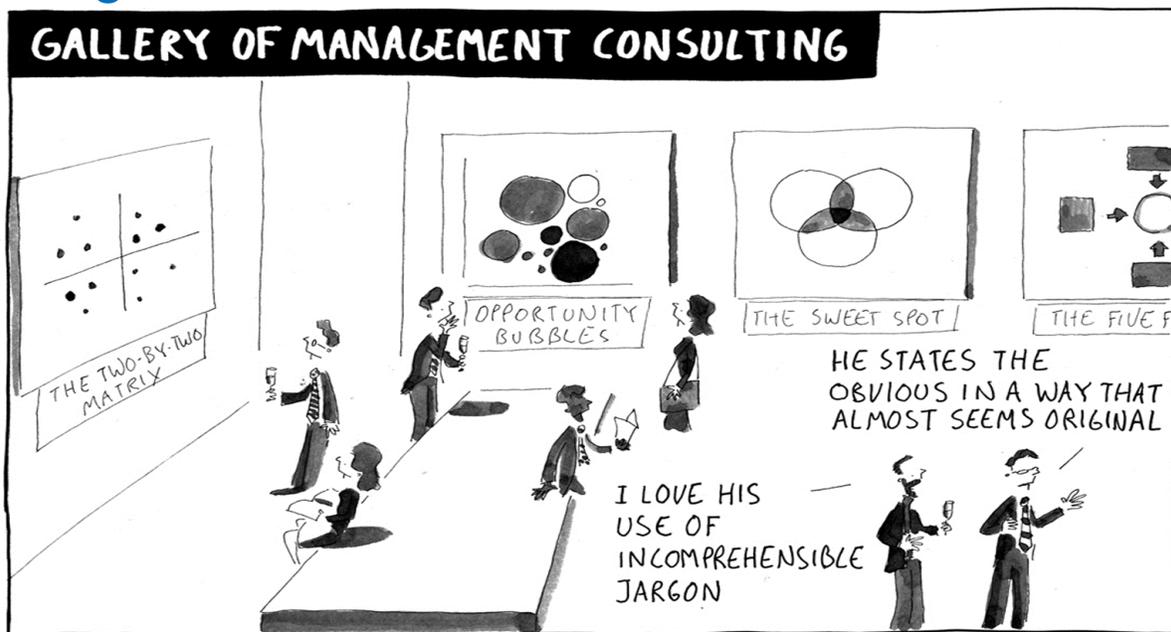
CIMC’s mission is “Building capacity of members, creating value for clients, developing competitive advantages”.

For more information on how to join our Barbados chapter or the regional institute use the link below.

<https://caribbeanimc.com/membership-application-form>



## On the lighter side ....



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**  
 Suite D, Rendezvous Court, Christ Church  
 ☎ (246) 228-2640 (between 9am – 12pm)  
 ✉ [cimcbarbados@gmail.com](mailto:cimcbarbados@gmail.com)  
 📘 <https://www.facebook.com/cimcbarbados/>  
 🌐 <https://www.linkedin.com/company/cimc-barbados/>