



Why Hire a Management Consultant?



Who Hires Management Consultants?

More than 70 percent of all businesses and government organizations in Canada have used management consulting services at least once. The demand is increasing as more organizations recognize the value of professional management consulting services.

Why Hire a Management Consultant?

When your situation stops being “business as usual” you may need help in finding the most effective solution. The expertise that enables you to respond to unique opportunities, or deal with issues that are keeping your business from realizing its full potential, often falls outside your management team’s core set of abilities.

Professional management consultants bring a learned, objective viewpoint and a focused skill set to the task of recognizing and resolving these types of challenges. Furthermore, they can apply those skills to your business for however short a time is required. This has the dual benefit of making them less costly to engage than a full-time employee and more focused than your own people could be without diverting them from their main responsibilities.

Management consultants provide professional services that complement your team’s skills so you can continue to concentrate on your core competencies as you resolve issues and refine your business practices.

How to Hire a Management Consultant

There are three simple but essential elements to successfully engaging a consultant:

- Identify the need for management consulting services
- Carefully select a management consultant based on knowledge, demonstrated skills and competencies
- Work with the consultant to ensure that the assignment is satisfactorily completed in accordance with the proposal

Identifying the Need

The first step in selecting a management consultant is to identify why you need one. Is there a problem you need to resolve, an opportunity you want to capitalize on? What needs to be accomplished to meet your goals?

Once the need is established, you can begin the process of hiring the right consultant for the job.

Selecting the Consultant

The more carefully you select your consultant, the more likely you are to be pleased with the outcome of the engagement.

Ensure that the consultant has experience dealing with your specific circumstances. Ask about relevant academic degrees that pertain to the tasks you want the consultant to perform. Ask for references from other clients and follow up on them.

In effect, when engaging a consultant you should perform the same due diligence as you would in hiring a permanent employee.

Management consultants typically submit a proposal describing their understanding of the client’s needs, their approach, methodology, proposed deliverables, credentials and professional fees. Ask a short list of management consultants to submit a proposal for your review and arrange a meeting to discuss their submission.

Select a management consultant on the basis of:

- Skills and competencies
- Relevant industry experience
- Adherence to ethics and standards
- Availability
- References
- Professional fees and available budget

The CMC Advantage: A Higher Level of Management Consulting

CMC (Certified Management Consultant) is an internationally recognized professional accreditation available only to management consultants who have chosen to undergo a rigorous, intensive process of upgrading their skills and training. CMCs assist clients worldwide by providing a high level of independent advice and counsel.

The typical CMC has:

- A university degree
- 6 to 10 years consulting experience
- Industry relevant experience in non-consulting roles in the private or public sectors
- Successfully completed all elements of the CMC certification program including courses in professional ethics and essentials of management consulting
- Submitted to a series of examinations and a critical evaluation of work samples

Certified Management Consultants must meet recognized professional standards and subscribe to the Association's Uniform Code of Professional Conduct. The inclusion of CMCs in an assignment ensures delivery of a higher level of management consulting services.



**Certified
Management
Consultant**

A Higher Level
of Management
Consulting

Working with a Management Consultant

The Basis for Success

Your consulting assignment is a two-way process between you – the client – and your management consultant. Both must contribute to the eventual success of the project.

Client Responsibilities

Create a positive environment that will further the consulting process by ensuring that members of your company understand:

- Why the management consultant is there
 - What the management consultant is expected to do
 - How the staff can best work with the consultant
- Generally, discussion with the consultant will help you:
- Clearly define the problem
 - Make a commitment for change
 - Establish timing preferences
 - Identify budget constraints

Consultant Responsibilities

The Consultant's responsibilities in working towards success are to:

- Recognize the unique aspects of your organization
- Understand the objectives of the assignment
- Communicate clearly the implications of the assignment to you
- Be explicit about the resources required
- Advise when key decisions are required
- Advise of any conditions that could affect the schedule or scope of work
- Fulfill the technical obligations of the proposal
- Adhere to the Association's Code of Conduct

Rely on the Association

The Canadian Association of Management Consultants is the single voice of management consulting in Canada. We are also the largest organization in the world devoted to the profession. Our two main goals are:

- To ensure Canadian Management Consultants are able to compete effectively in a constantly changing marketplace;
- To ensure Canadian business and organizations of all sizes have access to increasingly effective management consulting services.

The Association is actively involved in professional development for management consultants and in addressing the issues and policies that affect the profession.

We aid the client community by administering the CMC (Certified Management Consultant) designation for individuals who meet the established criteria; and monitoring adherence to our Uniform Code of Professional Conduct.

We'll Help You Find a Management Consultant

Our website offers a simple-to-use, searchable "Find a Consultant" database of members and their areas of practice (www.camc.com/directory).

To be a member in the Association, a management consultant must sign an agreement to abide by our Code. This is only one of the reasons that many organizations look to the Association as a source of advice in finding consulting assistance.

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The **Single Voice** of Management Consulting in Canada

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of Management
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