

# ICMCI Future Leaders

## Draft Business Plan



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## Glossary and Definitions

<b>Term</b>	<b>Explanation / Definition</b>
Business Plan	Describes the basic concept of a community including purpose, goals, deliverables, resources, etc.
Chair of a Community	Appointed by the ICMCI Board to lead the work of the Community. The duties of the Chair are established in a role description approved by the ICMCI Board and updated from time to time.
Founding Group	A group of at least ten people representing not less than five members of ICMCI who have been authorised by their Institutes to initiate a new Community.
ICMCI Members	Institutes admitted as a member by ICMCI. They are not-for-profit organisations representing the management consulting profession and have the purpose of the certification or registration of individual management consultants.
ICMCI Communities	Platforms for international collaboration between individual members of Institutes who are members of ICMCI, that can also include Observers, Stakeholders, and other official bodies to collaborate on issues of specific interest to the participants. Communities are established by the Board of ICMCI based on a business plan proposed by the Founding Group or, if applicable, by the Community Chair.
Observer Organisation	Non-member organisations that have an interest in or wish to participate in ICMCI's activities or those of the IMCs and are recognised by ICMCI as Observer organisations.
Stakeholder	Person or organisation that can affect, be affected by, or perceive themselves to be affected by a decision or activity.
Terms of Reference	Document approved by the Board of ICMCI that lays out the group's purpose, operating principles and authority.
Volunteer	An individual appointed to fulfil certain duties at ICMCI.

## 1. Purpose

The present document is a Business Plan for the establishment of the first formal community of the International Council of Management Consulting Institutes (ICMCI), namely *ICMCI Future Leaders (ICMCI FLs, FLs)*.

*ICMCI Future Leaders* is a community of young professionals of ICMCI, whose aim is to reach out and empower them to participate effectively in shaping the future of the profession. Therefore, it is of strategic importance for the ICMCI and its Member Institutes.

## 2. Background

### Impetus

In June 2021, ICMCI launched its brand-new initiative “The Future of Management Consultancy” with the purpose of ICMCI taking the lead in the conversation about the future of the profession.

A milestone was reached in November 2021, when younger consultants were distinguished as an important stakeholder, and ICMCI convened the inaugural meeting of its Future Leaders Forum to bring together the rising generation from the global network. Over the period of one year, they had unique opportunities to take an active role in the Future of Management Consultancy initiative and build a high profile in the market.

To make the achievements sustainable, a recommendation was made to the Board to incorporate the Future Leaders Forum into the ICMCI governance structure permanently.

### ICMCI Hub and Community Policy

In August 2023, the ICMCI Board (“the Board”) approved the ICMCI Hub and Community Policy (“the Policy”), which paves the way for initiating the process.

The Policy defines the ICMCI Communities as platforms for international collaboration between individual members of Institutes who are members of ICMCI, which can also include Observers, Stakeholders, and other official bodies to collaborate on issues of specific interest to the participants.

Communities are established by the Board based on a business plan proposed by the Founding Group, consisting of ICMCI members. The Founding Group is a group of at least ten people representing not less than five members of ICMCI who have been authorised by their Institutes to initiate the new Community.

### Endorsement

Following the Policy approval, a concept paper for the establishment of the *ICMCI Future Leaders* was elaborated by Gergana Mantarkova, ICMCI Board Director, and then discussed with different stakeholders, including:

- the Board on 19 September 2023
- the Member Institutes on 4 October 2023 (two online sessions)
- the Annual Meeting of Delegates on 11 October 2023 (Amman)
- individual Member Institutes and young professionals in the period September 2023 – January 2024.

The feedback was very positive and seventeen Member Institutes expressed their willingness to join the Founding Group. These institutes represent all regions and are shown on the next page.

It is expected that Board approval will be obtained in March 2024 and the *FLs* community will be launched immediately after.

ICMCI Future Leaders | Founding Group

Armenia			India
Australia			Italy
Austria			Korea
Brazil			Netherlands
Bulgaria			Serbia
Canada			Singapore
Caribbean			South Africa
China			UK
Hong Kong			

### 3. Key questions

#### Why do this?

*FLs* could be instrumental in bringing ICMCI strategy and vision to life:

- Society is facing unprecedented challenges: climate change, demographic shift, economic volatility and more.
- Management consultants have a critical role to play in helping to address these challenges and drive social and economic success.
- ICMCI and its Member Institutes are positioned uniquely to embrace change, foster excellence through standards and lead a responsible transformation of the profession.
- By bringing together the best and brightest young management consulting minds we seek to better address the critical issues.
- Investing in young professionals also adds to the long-term sustainability of the ICMCI global family.

#### What is ICMCI Future Leaders' mission?

*The ICMCI FLs* community is designed to embrace a global approach towards talent recognition and development to create value in terms of individuals, organisations and the management consulting profession:

- Support aspiring professionals to foster their full leadership potential and build a strong network of industry leaders,
- Boost ICMCI's and IMCs' capacity and profile to help reach out to the 'next generation' of management consultants,
- Provide a platform for international collaboration to increase the positive impact on the management consulting profession.

#### Who can join?

Diversity and inclusion are essential. The community is open to all management consultants who:

- are currently members or whose firm is a member of an ICMCI Member Institute,
- are in their early 40s and under, and
- have a keen interest in developing the management consulting profession.

Other IMC members can still join the Community after registering their interest at [futureleaders@cmc-global.org](mailto:futureleaders@cmc-global.org). Non-IMC members who have expressed an interest will be directed to the IMC in their respective country.

#### 4. Goals and outcomes

The *FLs* Business Plan is developed in line with:

- ICMCI Hub and Community Policy requirements, and
- ICMCI Strategic Priorities Plan 2022-2025.

It covers a two-year period and shall be reviewed at the end of year one.

*ICMCI FLs* shall strive towards ambitious goals, achieving success for multiple stakeholders. They are:

**Come together to work on cutting-edge issues impacting the management consulting industry**

Young people, with their creativity and dynamism, can be a driving force in shaping the future of management consultancy. Hence, ICMCI provides a platform for the *Future Leaders* from its Member Institutes to share their views and influence decision-making, while also developing their full potential as leaders.

*ICMCI FLs* will host webinars and publish articles on matters of interest to the network, such as sustainability, artificial intelligence, and diversity and inclusion, among many others.

They will also be ready to present at events organised by ICMCI and individual IMCs. Of particular interest is to be assigned to lead a session at the International CMC Conference, held in October.

**Take on global opportunities to accelerate career development and build relationships**

*FLs* will be acquainted with and discuss the role of ICMCI and its Strategic Goals 2022-2025.

They will be encouraged to attend conferences, hub meetings, Chair Update and Open Discussion sessions and other networking events throughout the year, run by ICMCI for its members all over the world.

In addition to learning, these are excellent opportunities for meeting industry leaders, academia, CMCs, fellow consultants and building life-long relationships.

**Inspire young people to choose a career in management consulting**

Nurturing future management consultants starts with helping graduates and students understand about the great career and professional qualification they may pursue. Younger consultants are best positioned to be ambassadors for the profession on campus.

*ICMCI FLs* will suggest events and initiatives that address the specific needs of graduate students. They may produce digital assets such as video, presentations, graphics, etc., to promote the value proposition of management consulting in a way that is compelling to students. The member institutes could use these assets directly or amend them, where possible.

**Assist ICMCI Member Institutes in launching or enhancing their own Future Leaders communities**

IMCs could benefit from establishing or further developing their national communities of young professionals. This has been recognised by several IMC leaders who have indicated their interest in addressing the opportunity.

*ICMCI FLs* will collect best practices in attracting and working with young consultants from the IMC memberships, as well as from other similar organisations. The objective is to develop practical guidance and advice through sharing knowledge and generating new ideas.

**Explore the feasibility of introducing one-to-one mentoring support**

The purpose of introducing mentoring is to connect management consultants from the ICMCI network who are willing to share and receive knowledge and experience to support one another.

*ICMCI FLs* will prepare a feasibility study for implementing a global mentoring program. The study will reach out to potential mentors and mentees to assess their needs and perceptions. Different methods, including reverse mentoring, as well as using an e-mentoring platform, will also be considered.

**Engage with the boards of ICMCI and the Future Leaders Member Institutes**

*ICMCI FLs* strives to position itself as a leadership community and keeping an open communication with the boards of ICMCI and the *FLs* Member Institutes is essential.

*FLs* Steering Committee shall prepare and submit progress reports before each ICMCI Board meeting. They shall be complemented with observations and fresh ideas on how to enhance member experience for younger practitioners.

*FLs* Steering Committee and members will have the opportunity to engage with the ICMCI Board informally at least once a year, either at the International CMC Conference or on other specifically chosen occasions.

*FLs* Council Members shall work seamlessly with their respective IMC to identify trends and events of interest. Active participation by IMCs provides a vital spark to the Community.

**Ensure effective internal and external communications**

We embrace the view that any strategy is only as effective as its internal and external communications. Therefore, efforts will be made to give *Future Leaders* a voice.

To start, *FLs* will create a brand identity and communications strategy in consultation with the ICMCI Marketing Board Director. Elements of it could include a *FLs* blog, individual *FLs* spotlight, celebrating success, etc.

*FLs* webpage and social networking tools will be activated in due course.

As an ongoing task, *FLs* will manage a register of *ICMCI FL* members and a mailing list of interested parties.



## 5. Key stakeholders' benefits

### ICMCI

- Reinforcing our brand's tone of voice  
As a socially responsible organisation, we support our young generation and adhere to the UN Sustainable Development Goals.
- Intensifying collaboration, communication and knowledge sharing  
Create an environment for developing and sharing new and fresh perspectives on topics that concern clients and the profession.
- Improving stakeholders' engagement  
Empower future leaders to act as ICMCI ambassadors reaching out to various external stakeholders.

### ICMCI Member Institutes

- Increasing capacity  
Help unleash new resources and leverage on the ideas and networks that future leaders bring.
- Enhancing the IMC's overall brand visibility  
Build a reputation for attracting talented, young professionals and increase impact on the local market.
- Creating a catalyst for growth  
Enlarge own membership base by attracting NextGen and other consultants, mitigate ageing and downsizing trends.

### Future leaders

- Contribute, develop and succeed within ICMCI, the consulting industry and the wider community.

### Employers of Future Leaders

- Accelerate the development of their talented professionals
- Promote their brand internationally.

## 6. Roles and responsibilities

### ICMCI Future Leaders Council

An *ICMCI Future Leaders* Council shall be established to form the highest level of governance for the *ICMCI FLs*. Its members shall attend and vote at the *FLs* Annual Meeting and act as a communication channel between *FLs* and their national Institute.

*FLs* Member Institutes are eligible to propose up to two candidates for the *FLs* Council. They shall be nominated by their IMCs based on sound achievements within their institutes and perceived potential to become a leader in the global arena.

### ICMCI Future Leaders Chair

The Chair of the *ICMCI FLs* is appointed by the Board to lead the work of the Community. The duties of the Chair are established in a role description approved by the Board and updated from time to time. In cases where the Chair of the Community is not a Director of the ICMCI Board, the ICMCI Board shall appoint a liaison member of the Committee.

### ICMCI Future Leaders Steering Committee

Members interested in directing the activities of the community may apply to join the *FLs* Steering Committee (FLSC).

Annually, the *FLs* Steering Committee will announce a call for nominations for new FLSC members. They shall approach IMCs to nominate their perspective candidates. The candidates will then undergo an interview process by existing FLSC members to select new members of the FLSC.

### Working Groups

The *FLs* Steering Committee may appoint Working Groups to undertake specific assignments as appropriate. Working Groups may be established on a standing basis or for a limited time.

Examples of Working Groups include Graduates and Students, Mentoring, Communications, etc.

### Governance model review

The *FLs* Council shall review the governance model in not more than one year and shall recommend any changes to the ICMCI Board for its approval.

## 7. Required resources

Volunteering has been at the heart of ICMCI's activities, and the *Future Leaders* community will be no different. We believe in the strength of the *ICMCI FLs* purpose and its ability to mobilise community resources and gradually expand capacity through volunteers with a wide array of talents.

The ICMCI Secretariat will provide minimal support to the *FLs* activities, such as announcement of meetings and events, attendance at meetings, and availability to answer questions.

*FLs* may look for external funding and encourage sponsorships for specific activities.