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IMC Nigeria

CMC COMPETENCE FRAMEWORK

Referencing ICMCI CMC Competence framework

Introduction

These CMC competence descriptions are adopted for the assurances of the highest standards in personal and professional conducts of management consultants of the Institute of Management consultants Nigeria (IMC Nigeria). It has been influenced by, and drawn from, the CMC Competence Framework developed by ICMCI. It embodies IMC Nigeria's determination to Create, Maintain, and Extend values of professionalism, transparency, integrity and competence so that its management consultants are in turn capable of creating, maintaining and extending gain, growth and development for clients, while ensuring ICMCI's equivalence and reciprocity with CMCs all over the world.

‘The CMC Competence Framework is structured as a series of value ranges which set the reference points for the assessment of consultants. The CMC value ranges are built around the related abilities, principles, commitments, knowledge, skills and experience that a competent management consultant demonstrates in practice in order to successfully complete an assignment, independently and unsupervised.’

It also defines the maturity in the management consulting profession in three levels: Entry, CMC and Profession Leader. A consultant must reach the CMC level to be eligible for the award of the CMC qualification. These competences, as defined and described here, will be used for assessing IMC Nigeria’s CMC candidates for CMC qualification.

The Competence descriptions have been divided into sub-sets of 24 groups. Each grouping is further described by characteristics, representing individual competences under a group. Some group have just a competence within it, while some contain more than one competences. The maturity levels describe the depth or quality of competence expected of a management consultant for each competence group. For the purpose of assessment, a CMC candidate, for each competence group, demonstrates their level of competence, whether Entry, CMC, or Profession Leader. There are different assessment methods that IMC Nigeria has adopted for gauging candidates’ competence in/for each competence group, the last column contains that information.

Competence Descriptions				Competence Maturity (levels of competence demonstration)			Assessment Techniques
Groupings		Characteristics		Entry	CMC	Profession Leader	
A1	Client Business Insight	A1.1.	Client understanding	Demonstrates general knowledge of business structure and processes, and the use PESTLE	Shows ability to research clients business and the particular internal and external situations	Proven and widely known expertise in business knowledge and environments.	Case study & Application
		A1.2	Client Business Knowledge				
		A1.3	External awareness				
A2	Functional and Sectorial Knowledge	A2.1	Functional and sectorial knowledge and experience	Demonstrate Specialism and Sectorial expertise through education, qualifications and work experience. Knows what the challenges are	Shows evidence of at least 3yr management consulting experience.	Has at least 7 years consulting experience. Acts as a leader/adviser/coach to others in their area of discipline.	Case study and Qualification
		A2.2	Knowledge trends and future challenges				

B1	Consultancy business knowledge	B1.1	Consultancy business Insight	Knows basic consulting processes, consultant roles and the Consultancy business.	Demonstrates understanding of commercial aspects of projects including scoping, pricing, risk, and terms and conditions.	Their expertise is sought by external parties to advise on the nature of the consultancy market.	Case study and Written Exam
B2	Professional Business Competence	B2.1	Professional attitude and behavior as consultant	Demonstrates awareness of the sources to get data and information so knowledge can be created.	Researches, presents and writes material to add value. Performs presentations, or participates in groups of colleagues, where reflection of knowledge happens.	Is recognised as an expert within their area of consultancy, to whom colleagues turn for advice and guidance.	Case study and Written Exam
B3	Consultancy & Consulting Competence Development	B3.1	Continuing development of consulting and consultancy	Identifies opportunities for expertise and practice development and follows further personal development.	Demonstrates that they seek new techniques, tools and methodologies and identifies their relevance to current and future work.	Challenges and develops new ways for practising consultancy, consulting approaches and consultant roles.	Qualification and Written Exam
C1	Assignment Management (Consulting Process)	C1.1	Focus on the content of Assignment & The Management processes	Provides quality deliverables to clients by Demonstrating that they follow ISO 20700:2017 & Contributes to client proposals.	Demonstrates they create a structured process together with the client including scoping, contracting, terms & conditions, risk, etc, and use of ISO 20700:2017	Advises, mentors and coaches others in aspects of assignment management. May hold a formal qualification in Project Management. Oversees the development and delivery of client proposals.	Case study and Written Exam
C2	Building and Sustaining Relationship (Engagement Management)	C2.1	Client & Team relationship and engagement Management	Participates in scoping client requirements. Understands different working methods and	Manages the scoping of client requirements and client interface,	Advises, mentors and coaches others in the relational aspects of consulting. Handles	Oral Interview and Application

				apply several methods and tools that support efficiency. Has flexibility to adopt new working methods.	partnering and networking. Starts assignments with the big picture approach and selects what to front-load, how to handle bottlenecks and blocks in the execution process.	complex and complicated solutions with clients. Values individuals thinking differently	
C3	Personal Engagement	C3.1	Taking the lead in assignment and engagement	Develops awareness of agile thinking in working approach.	Takes ideas, views and experiences of people and applies Agile methods	Advises, mentors and coaches others in personal engagement and agile methods. Has the ability to recognise unknowns, possibilities, inviting new understandings and being receptive to change.	Oral Interview and Application
C4	Consultancy differentiator – adding value	C4.1	Adding value for the new and existing clients by practicing ethical behaviour and reputation management	Uses the code of ethical conduct and Client/Business research to create a value-based foundation for delivery system.	Creates a value delivery system, that balances short-term and longterm goals, and triple win for people, planet and profit.	Acts as a role model in delivery systems. Adds dimensions to delivery	Client Reference and Written Exam
D1	Consulting Process Techniques	D1.1	Understanding Appropriate use of tools and methodologies	Develops knowledge and understanding of a variety of styles, skills, tools and techniques. Receives training in all methodologies used in an assignment.	Demonstrates use of appropriate tools and methodologies to analyse and diagnose problems, and offers alternative solutions to clients. Keeps up to date with, emerging technology such as digitisation,	Advises, mentors and coaches others in all underlying methodologies and tools for working thoroughly, in a structured and disciplined manner. Contributes to the use of emerging technology such as	Case Study and Qualification
		D1.2	Ability to craft a viable and effective solution and support change				

					digitalisation artificial intelligence, machine learning.	digitisation, digitalisation artificial intelligence and machine learning.	
D2	Personal Capabilities and Relationship	D2.1	Relationship and Networking. Proactively developing and managing a portfolio of relations and networking activities	Develops knowledge of appropriate tools and techniques and Considers how to build reciprocal relationships	Continually assesses performance both as an individual and as part of a team. Invests time to investigate the development of relations and networks. Builds reciprocal relationships.	Advises on the use of a range of tools, methods and techniques using information from market and experience. Takes a considered and structured approach to sustaining and building a professional network.	Client Reference and case study
E1	Leadership	E1.1	Managing oneself, others, and sharing knowledge	Works effectively alone and in a team and seeks support from others if appropriate. Successfully completes allocated tasks under direct or indirect supervision. Delivers tasks within expected output, scope of work, schedule and budget.	Knows how to choose appropriate leadership style to suit the situation. Knows about diversity and the power in diversity. Successfully completes projects without supervision. Where required coaches and mentors' colleagues or client personnel.	Demonstrates leadership qualities of self-confidence, achievement orientation, initiative and influence. Acts as a Change Catalyst. Acts as a role model for others, advising and coaching colleagues in managing assignments.	Oral Interview and Case study
		E1.2	Delivering output and outcome				
E2	Intervention capabilities	E2.1	Managing interventions to achieve successful outcomes that add value to the client.	Understands the principles in intervention. Shows awareness in participation in the preparation and execution of interventions. Applies	Shows awareness of actions that constitute an intervention and demonstrates the	Advises and coaches others in staging an intervention and in the strategies, models, methodologies and techniques for the	Oral Interview and Case study

				root cause analysis to resolve uncertainty.	need to think before acting. Demonstrates the ability to recognise and manage the Moments of Truth during an intervention. Resolves ambiguity using root cause analysis and open questioning employing the 6 questioning words—Who, What, Where, When, Why and How, to gain knowledge.	processes of intervention. Demonstrates how to navigate through uncertainty and ambiguity with adaptability and robustness.	
E3	Capability in operational delivery	E3.1	Working effectively in complex environments by communication skills	Works effectively on allocated tasks under supervision. Contributes to clear and honest communication about status, incidents and risks. Is aware of stakeholders and influencing techniques.	Works effectively in complex environments containing valueconflicts and uncertainties, needing, at most, only indirect supervision. Demonstrates communication and influencing skills in formal and informal situations	Is recognised as a knowledgeable authority on handling complex situations and good communication techniques. Provides advice and coaching to others.	Oral Interview and Case study
		E3.2	Demonstrating awareness of influences and their impact, and conflict handling				
F1	Professional consultant behaviour	F1.1	Demonstrating professional behavior in dealings with client,	Follows known processes to identify client's needs and, under supervision, is developing the ability	Demonstrates the personal qualities and good practices of	Acts as a role model and guides others in developing their personal qualities and good practice. Sets the rules of	Client reference and Case study

			stakeholders and colleagues	to provide advice to meet those needs.	a professional consultant Honesty, Respect, Integrity, Independence, Objectivity, Accountability, Commitment, Robustness.	engagement and trains others in professional consultancy behaviour.	
F2	Awareness of Consultant Role	F2.1	Awareness and importance of selecting and following the appropriate role for the assignment	Shows clarity about the allocated role and mandate before starting work in the assignment. Shows awareness of the expectations of the allocated role and verifies that their personal capabilities match the role.	Builds trust with the client by demonstrating understanding of roles and content for roles and allocating Responsibility, Accountability, Support, Consulted and Informed roles for the assignment as well as verifying understanding and capability.	Acts as role model and guides others in roles and responsibility. Carries out overall reviews of assignments to ensure allocation of roles is done appropriately and correctly.	Oral Interview and Case study
F3	Personal behaviour and interaction	F3.1	Showing respect and taking responsibility	Takes responsibility for their actions and contributes to teamwork. Shows respect, honesty to colleagues and client with active listening and empathy. Also show integrity in their values	Demonstrates behaviour that earns the respect of professional colleagues and clients. Shows respect and honesty to client and other stakeholders in the assignment.	Is recognised as a role model in all dimensions by demonstrating how mutual respect and trust results in the best collaboration and cooperation.	Client Reference and Case study
		F3.2	Showing integrity and acting with honesty				
F4	Personal Attitude	F4.1	Building trust and confidence by demonstrating a positive and	Understands the importance of attitude	Builds trust and confidence in clients, stakeholders and colleagues by demonstrating a	Acts as role model by fostering a positive culture within the	Oral Interview and Case study

			constructive attitude	by being positive, helpful, respectful and collaborative.	positive and constructive attitude while driving to achieve desired goals.	organisation and demonstrates responsibility for review and action where required.	
F5	Behaviour Development and Career development	F5.1	Planning self and career development showing track record of personal growth	Undertakes selfdevelopment of behavioural skills and a tailored Continuing Professional Development Programme (CPD). Demonstrates intellectual curiosity and flexibility.	Identifies opportunities and sets personal objectives for improving behavioural skills as part of their CPD Program. Seeks and acts on feedback from clients, profession leaders and team members to further their behavioural development.	Secures Collective Intelligence and Continuous Improvement. Shares knowledge in many forums and challenges others with capability, assignment and behaviour. Is recognised as a knowledgeable authority in good consulting behaviour.	Qualification and Oral interview
G1	Sustainability & Corporate and Social Responsibility	G1.1	Demonstrating Corporate and Social Responsibility and the principles of sustainable Development	Understands the Sustainability requirements in all solutions, and principles of Corporate and Social Responsibility and how they apply in the organisation	Considers the application of the UN Sustainable Development Goals in all assignments. Applies principles of Corporate and Social Responsibility to dayto-day work	Demonstrates deep knowledge of the UN 17 Sustainable Development Goals. Contributes to positively enhancing a client's CSR commitment by considering the ethics of CSR when developing solutions for clients	Oral interview and Written Exam

G2	Legality and Compliance	G2.1	Compliance with the relevant laws and regulations of the country or countries in which the work is undertaken	Understands the principles of business ethics. Understands and acts according to client and own code of conduct.	Takes account of any Client Code of Conduct, including any problem with compliance or difficulties with interpretation. Applies professional and ethical criteria and withdraws from an engagement that reveals, or causes, illegal activity.	Takes organisational responsibility for the legality of assignments. Acts as a role model in generating, enforcing and complying with a Code of Conduct and ethical guidelines.	Oral interview and case study
G3	Professionalism in Consultancy, Consulting & Consultant	G3.1	Prioritizing the client and Ensuring transparency in all phases of the assignment	Acts in the best interests of the client by assuring the quality of services, deliverables and outcomes.	Handles assignments with care, integrity and conscientiousness. Ensures professional advice is sound and relevant to client's needs. Ensures transparency in all phases of the assignment - contracting, execution and closure.	Sets high personal standards for their organisation and acts as a role model for integrity, confidentiality, courtesy, reliability and responsiveness.	Oral interview and case study
G4	Personal values	G4.1	Having strong Personal values	Develops a set of personal values in line with the ICMCI Competence Framework and Code of Ethics and Professional Behaviour.	Holds strong personal values that create personal opinion, drive thinking and create actions. Works to develop diversity and inclusivity within	Expresses strong values, principles and policies for their organisation, focusing on attitude and behaviour in feedback to colleagues. Adheres to the societies and organisation's ethics	Oral interview and case study

					their team and their organisation.	code and governance framework as expressed in policies.	
G5	Consultancy, Consulting and Consultant Competence Development	G5.1	Planning and undertaking self-development of consulting competences, and use of tools and techniques	Develops knowledge of professional consulting tools, techniques and methodologies and how to select those with relevance to current and future work. Sets personal objectives for a tailored Continuing Professional Development Programme.	Pro-actively seeks opportunities to further their development and undertakes selfdevelopment based on Continuing Professional Development principles. Learns from clients, profession leaders, team members, own and others past assignments.	Share's knowledge in many forums. Challenge's others. At an organisational level develops and selects appropriate methods for complex and complicated solutions with high risk and provides guidance to colleagues. Leads the development of the use of modern technologies in consultancy operations.	Oral interview and case study