

Welcome ...

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Over the last few weeks the CMCE team has been busy at work to develop the 2023 calendar of events and initiatives. Look out for our January Newsletter, where CMCE Director, Nick Bush, will share a bit more about the focus of the Centre for the coming year and will reflect on the key takeaways, lessons learnt and achievements of 2022. In the meantime, we are delighted to announce the first two Showcases in February and March 2023. These virtual events are a good opportunity for experts to share their ideas and interact with members of the CMCE network. Our events usually range widely across different topics that stimulate thinking about the world of change and encourage reflection on how consultants can adapt to it. And our first two 2023 Showcases should help you do just that.

On 8<sup>th</sup> February we're kicking off the year with what should be a very lively discussion with Mark Thomas, author, activist and former management consultant. Mark's 2019 book *'99%: How We've Been Screwed and How to Fight Back'* was a Financial Times book of the year and it clearly lays out how the current economic approach - and the assumptions underpinning it - could lead to a societal breakdown in much of the western world by 2050. It doesn't have to be that way though, and management consultants, and change leaders more generally, can maybe do something about it. Join us for [\*'99%: How we've been screwed – and how consultants can help'\*](#) to find out how to build a better future.

If that webinar is likely to raise some uncomfortable questions then our 7<sup>th</sup> March Showcase [\*'Systems Thinking in consulting: why and how'\*](#) may provide some answers. Systems thinking is the management discipline that has been developed specifically to address issues of complexity and uncertainty and can provide alternative solutions to some of the more intractable and commonly encountered problems that clients expect consultants to help with. Presenter Patrick Hoverstadt is a leading authority on systems thinking and the author of *'The Grammar of Systems: From Order to Chaos & Back'* as well as the developer of the Systems Thinking Practitioner Apprenticeship. Don't miss this opportunity to add a powerful approach to your repertoire – and be prepared to rethink how you approach business problems. Save the dates for these upcoming virtual events! And if you have a topic you'd like us to cover (or that you'd like to present on), get in touch on [info@cmce.org.uk](mailto:info@cmce.org.uk).

This edition's [editorial](#) is dedicated to the 100<sup>th</sup> anniversary of the Harvard Business Review. CMCE Director, Nick Bush, and I were invited by our friends at HBR to attend the celebratory event that took place at the Royal College of Physicians in London last month and we are now pleased to report back on the event's excellent panel discussion.

This month's main feature [\*'Do customers exist or are we humans who buy things?'\*](#), written by David Wales, Human Experience and Service Design consultant, SharedAim Ltd, focuses on the need for organisations to shift their focus from the concept of predictable and stable customers to a more realistic representation of authentic humans. In his piece, David discusses his interest in exploring

the challenges and opportunities that this shift brings and reflects on the implications it has for management consultants as well.

Our [In-Brief section](#) features a series of articles focusing on current topics that include the skills to harness to adapt to world-changing innovation, sustainable marketing, the metaverse and authentic confidence.

Last month's we hosted a virtual awards ceremony to announce the winners of the 2022 CMCE Research Awards and we now share [a summary of the proceedings](#) with further details on the winning papers. As usual, it was a fantastic opportunity to celebrate the research efforts made into various aspects of management consulting and support our aim of sharing new and emerging practice amongst our community and the wider industry.

We would also like to remind you that there are still opportunities to contribute to the 2023 CMCE Newsletter editorial calendar and we would welcome contributions from our readers and the wider CMCE community. So, if you are subject matter expert and would like to share your knowledge and expertise on a specific topic, please [read further](#) to find out how to write an editorial contribution for the CMCE Newsletter. This is a great opportunity to reach out to our varied audience of academics and practitioners in management consulting and related fields. If you have a content idea, get in touch on [info@cmce.org.uk](mailto:info@cmce.org.uk). We look forward to hearing from you!

Finally, we would like to take this opportunity to wish you all Merry Christmas and Happy New Year on behalf of the whole CMCE team!

The Newsletter Editor

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*The Worshipful Company  
of Management Consultants*