

Welcome ...

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We are delighted to open this edition of the CMCE Newsletter by announcing the publication of our '[Measuring Management Consultancy Performance](#)' report, the latest output from our Excellence in Consulting programme. The report is based on a roundtable discussion led by a panel representing buyers and providers of management consulting services. In the words of Cosette Reczek, a member of the CMCE team: "The round table discussion – in addition to being CMCE's first face-to-face event in over three years – was a very rich discussion that took in the extensive experience of some 20 consultants as suppliers and shaped by a buyer's perspective. We've identified an ongoing mismatch between what clients buy and what consultants actually deliver. Helping to clarify this will enable clients to get better value from their consultants and consultants to sharpen up their offerings." We consider the report a "must read" for users, buyers and providers of management consulting services, with advice on the best measures of consultancy performance, how often to conduct performance reviews and how to link consultancy fees to performance. We trust that you find the report of benefit and would welcome your feedback and comments. You can access the report [here](#)

We would also like to remind you the details of two upcoming CMCE events. The first in our series of Product Showcases, where suppliers of AI tools will explain how their tools could help consultants in their business and/or 'threaten' it, will take place on **28th September** at 5pm. It will feature [Discy](#), which promises to create client value faster by exploring and uncovering richer, visual insights from qualitative data in 20% less time. During the session it will be shown how this product can potentially transform your consulting work. To find further information and book, click [here](#).

We will also be hosting a doughnut-themed event on whether management consulting can save the world on **18th October** at 5pm. The session will be led by Erinch Sahan from the [Doughnut Economics Action Lab](#) and will explore ideas and models for achieving the needed transformations in business to help meet the requirements of all people within the means of the living planet. Don't miss this opportunity to work out how consultants (and everyone else) can contribute to the most pressing problem facing our world: its own survival. You can find out more about this event and how to book your place [here](#).

This edition also features '[The cowl does not make the monk... or does it?](#)', an article in which our Newsletter Editor, Valentina Lorenzon, discusses the role played by what we wear in our professional success. Valentina shares a series of insights on how to choose the most appropriate attire in a professional context while still cultivating our personal style and expressing our personalities through our clothes. She is also planning to explore this topic further by looking at related aspects like, for example, situation-specific insights (interview meetings, client-facing and onsite work, special events and so on), the role of cultural norms and related pitfalls, specific attires to convey a message, menswear- and womenswear-specific observations. So, she would like to hear from you! Which specific aspects would you be particularly interested in knowing more about? Do

you have any personal experiences/observations on the topic that you'd like to share? Get in touch with Valentina and share your thoughts and suggestions on valentina.lorenzon@cmce.org.uk).

Our latest [In-Brief section](#) includes a series of articles focusing on a range of current topics such as how AI may disrupt the consulting process, the role of gestation speed and decision-making logics in the development of a successful business, and the importance of strong ties and deep relationships in the creation of valuable career opportunities.

In addition, we are happy to also announce the publication in the European Journal of Business & Management Research (EJB,R) of [‘The Post-pandemic World of Work: Are We Using the Right Management Tools to Create Value?’](#), a paper written by Patrizia De Corato, Faculty of Economics and Business Administration, Lebanese University, and Rhonda A. Best, Alexander Bain & Associates and member of the CMCE team. Originated from the [2022 CMCE Next Gen series](#) of discussions on the post-pandemic world of work, this paper adds to the body of research into an organisational design that emphasises human capital and the ability to create value through intangible assets and brings together three perspectives: (i) what experts say are best management practices today, (ii) what employers in Lebanon currently do, and (iii) how effective employees feel these tools are.

Finally, we are planning to create a series of themed Newsletter editions focusing on current topics that significantly affect our work as management consultants. As a result, we would like to know more about the topics that you consider particularly important and that occupy your thoughts at the moment! We plan to run a poll on this subject shortly, but in the meantime we look forward to [receiving your suggestions](#).

The Newsletter Editor

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