

Welcome ...

[Click here to download an online version of the Newsletter](#)

We open this month's edition of our newsletter with '[Are your clients practising collective leadership?](#)', an editorial by David Trafford, a member of the Worshipful Company of Management Consultants and a champion of CMCE's work. As the title suggests, David explains the concept of collective leadership and looks at how its adoption (or lack of) can affect the successful development of a business, and, from a management consulting perspective, our work with clients.

We are delighted to share additional information on our upcoming CMCE Virtual Showcases. Our Showcase on cybersecurity risks: [Cybersecurity after the Pandemic: Consulting on operational resilience: Lessons from the Boardroom](#) will take place on 28 September. Kevin Duffey from Cyber Rescue returns to discuss the latest in cybersecurity risks, particularly those emerging since the start of the pandemic in March 2020.

During our Showcase on 18 October, [Digital Marketing 101 for Growing Consultancies](#), Professor Joe O'Mahoney will discuss what digital marketing is, what 'good' looks like, and how to do it without spending a fortune. On 11th November we will hold the third edition of the [CMCE Consulting Research Awards](#), when we will announce this year's winners. There will be a further Showcase on 1st December. Save the dates and look out for further details on all our events to be shared in due course!

At CMCE we value the importance of engaging with our wider community and we are strong believers in the importance of providing a platform for multiple voices and perspectives, so we have now decided to give you, our readers, the opportunity to share your knowledge and expertise with us. If you are you a subject matter expert or there is a specific topic you would like to write about, please [read further](#) and get in touch to discuss your idea with our Newsletter Editor.

This month's '[In Brief](#)' section includes a series of articles on a wide variety of topics -ranging from the future of the consulting industry and the role of technology and new market entrants in disrupting it to the demand for digital services in the UK and the science of strong business writing - and a podcast on the concept of purpose at work and how companies can help employees express it.

The article in our '[Next-gen consultants](#)' section discusses the need for consultants, especially at the early stages of their careers, to find a balance between showing a satisfactory level of competence and, at the same time, acquiring quickly the specific knowledge required to understand a client's business. The topic of this article also ties in well with this month's blog by our Director.

We also publish the fifth instalment in the '[Starting a consultancy business](#)' series, by CMCE former Director, Calvert Markham. The article shares seven simple but highly-effective recommendations on how to sell your services successfully.

In this month's blog, '[Are consultants nothing more than armchair experts?](#)', Nick Bush, CMCE Director, shares his passion for watching big sporting events like the recent Olympics and explains how his time watching the Games triggered reflections on consulting skills and client expectations.

Finally, we share the [commentary to the ninth and final case in our series of ethical dilemmas](#), 'A call to arms', where we found our fictional consultant, Antonia, thinking about the implications of accepting a job offer made by one of her current employer's competitors. In addition, we reflected on the key takeaways from this series of dilemmas and on what we can learn from them, even three decades after they were originally written.

The Newsletter Editor

*The Centre for Management Consulting Excellence was founded by*



*The Worshipful Company  
of Management Consultants*