

Welcome ...

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Our October edition features [a guest editorial on cognitive biases](#), written by Denise Fellows, a Past Master of the Worshipful Company of Management Consultants (WCoMC) and an unbiased judge on the panel for the CMCE Research Awards. Denise's piece explains the role that different cognitive biases play in our everyday life and discusses their impact on our decision making, as amply demonstrated by the infamous "Invisible gorilla test". Her piece also includes a video that will give you an opportunity to test your ability to concentrate and, most likely, to see one of these biases in action.

We are delighted to announce all the details of our two upcoming events. Now in their third year, the CMCE Research Awards are the world's only awards scheme that celebrates those who seek to better understand management consultancy through academic research. The 2021 edition will take place virtually on 11 November and will draw on papers published in English over the last two years in three key areas: client relationships, the changing environment for the consultant, and technology and consulting. [Read more and book your place.](#)

On 1 December we will also host our next virtual Showcase focusing on the virtualisation of management consulting and how we can make it work for our consulting practices. You'll find more details on the topic and the speaker [on our website](#).

In order to support the next generation of thought leaders, we are also planning to pilot discussions on the popular Clubhouse app. Clubhouse is an audio-based social media app that allows people everywhere to talk, tell stories, develop ideas, deepen friendships, and meet interesting new people from around the world. If you are interested in moderating one of these discussions contact Tudor Baron (tudor.victor.baron@gmail.com) or Rhonda Best (rhonda.best@cmce.org.uk). As this exciting new initiative takes shape, follow us on [LinkedIn](#) for more details.

We are pleased to include [the first of a series of pieces](#) dedicated to the 'Next-gen Management Consultants' that will focus on the soft skills required to navigate the future challenges of our profession and the wider business environment. Valentina Lorenzon, a member of the CMCE Coordination group and editor of our newsletter, will set the scene for the series by looking at the trends shaping the future of work and explaining why, now more than ever, it is an imperative for each professional to focus on developing soft skills.

We also share the seventh instalment in the '[Starting a consultancy business](#)' series, written by CMCE former Director, Calvert Markham. Building on previous articles that looked at promoting and selling your consulting service, this month's focus is on how you deliver it.

What we can learn from pirates about leadership, the role of art in the making of a vibrant economy and how learning something helps us deal with stress and anxiety are a few of the topics discussed by the articles and webinars selected for this month's '[In Brief](#)'.

The '[From our LinkedIn page](#)' section includes the link to a podcast where CMCE's director, Nick Bush discusses how the intersection between management consulting and music helps him find purpose in what he does.

In this month's blog, '[The DIY economy](#)', Calvert Markham explains the concept of DIY and how it evolved over the decades. He also reflects on the process of disintermediation that have changed multiple aspects of our lives like, for example, the way we shop and travel.

Finally, if you are a subject matter expert and would like to share your knowledge and expertise on a specific topic, please [read further](#) and feel free to get in touch to discuss your ideas with our Newsletter Editor. We look forward to hearing from you!

The Newsletter Editor

The Centre for Management Consulting Excellence was founded by



*The Worshipful Company
of Management Consultants*