

Welcome ...

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It has been a very busy few weeks for the CMCE team because we hosted the third edition of our annual Research Awards on 11th November in an online ceremony that celebrated the quality and insightfulness of this year's submissions (more on this later). We have also been planning our 2022 program of events and initiatives. Read further to learn more about a few of them.

This month's [guest editorial "Driver shortage"](#) is written by John Cowdell, a Junior Freeman of the Worshipful Company of Management Consultants (WCoMC). In his piece, John shares his first-hand knowledge and insights on the driver shortage that is currently affecting the UK and he reflects on how to solve this problem in the longer term.

Our next event 'Virtual Consulting: How Can You Make It Work For Your Consulting Business' has now been rescheduled to take place on 19th January 2022. If you are interested in knowing how you can improve your work and the relationship with your clients using virtualisation, this is the event for you! Our speaker, Luca Collina is an International Transformational Consultant with a background in management consulting, project and change management. He has recently completed an MBA in consulting at York St John University and will present the key insights from his dissertation on this topic. In particular, he will discuss the key trends related to virtual management consulting and will share insights on how virtualisation can have a positive impact on efficiency, collaboration, trust building and quality. [Read more and book your place.](#)

Last week we also launched the CMCE Next Gen initiative. We are now pleased to announce that the series will consist of 7 consecutive conversations on Clubhouse, every Thursday starting from 20th January 2022. The series will conclude with a live, virtual event on 10th March. Look out for further details, we will share them in due course on our [LinkedIn page](#). You can also read more about this initiative and [how you can get involved](#).

If you missed our Awards ceremony on 11<sup>th</sup> November, CMCE Director Nick Bush shares the [key highlights](#) of this year's glittering event. You will also be able to see a [full recording](#) of the event and access the [shortlisted papers](#) in each of the three categories.

This month's edition also includes "[Assess the 'S' in ESG – the quality of human capital](#)", a piece by Dr. Peter Fargus. CMC. FIC., Partner at Fargus Consulting Partnership and a Certified Management Consultant, that focuses on the increasingly important role played by intellectual capital and outlines an approach that could help organisations and decision makers to assess human, relationship and organisational capital.

In the [third instalment](#) of the "Next Gen Management Consultants: How soft skills can help future-proof your career" series, Valentina Lorenzon, a member of the CMCE Coordination group and editor of our newsletter, explains the concept of "multiple intelligences" and how it can be used to improve the way we work and interact throughout our career.

Our December '[In-Brief](#)' section features articles and podcasts focusing on various current topics that include the importance of understanding procurement, the use of data analytics and the generational diversity in cyber.

Our '[From our LinkedIn page](#)' section includes a couple of recent posts from our LinkedIn. In particular, one of them draws your attention to a fantastic opportunity for Doctoral research into Socially Responsible Management Consultancy at the University of Bristol. Further details can also be found [here](#). If you're interested, you need to move quickly as the deadline for proposals is 4th January 2022.

In the [last of his series of articles](#) focusing on starting a consultancy business, Calvert Markham, CMCE former Director, discusses how to manage your consultancy business successfully and shares a few final takeaways and key insights from the whole series.

Finally, if you are a 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, feel free to [get in touch](#).

We are also working on additional plans for 2022 and we looking forward to sharing them with you. Look out for our January Newsletter, where CMCE Director, Nick Bush, will reflect on the key takeaways, lessons learnt and achievements of 2021 and share CMCE plans for the coming year.

In the meantime, we wish you all Merry Christmas and Happy New Year on behalf of the whole CMCE team!

The Newsletter Editor

*The Centre for Management Consulting Excellence was founded by*



*The Worshipful Company  
of Management Consultants*