

Welcome ...

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This month's edition features a [guest editorial](#) written by Professor Julie Hodges, a leading expert on change in organizations, particularly the role and impact of people during transformations. Julie's piece focuses on the importance of consulting excellence and how management consultants can achieve it. Julie will participate in our Round Table on Excellence in Consulting which will take place in June. We will share further information on this event shortly. In the meantime, you can find more details on the Excellence in Consulting topic [here](#).

For those of you who may be wondering where all our Showcases have gone, here is an update on our events and initiatives. We've had an intense period of events from January to the beginning of March with two Showcases: the [January Showcase on virtual consulting](#) and [February Showcase on ethics in management consulting](#). Denise Fellows' thoughtful summary of the latter can be found [here](#); we apologise for publishing the wrong link last month. There were also [seven Clubhouse NextGen discussions](#). We had planned to have a March Showcase following the Clubhouse series but realised we needed a bit longer to digest the very insightful conversations on the post-pandemic world of work. But look out for more details, because we'll be announcing a follow-up Showcase soon!

Over the next few weeks we will be setting up a series of events on the Critical Questions in Consulting and the first of these – a round table involving some of the respondents to our recent survey – will start to address what we mean by Excellence in Consulting, as mentioned above. If you would like to hear more about these critical questions, you should join the upcoming webinar "[Difficult Questions: Saving Management consultancy from itself](#)", organised by the FS Club. During this event, our Director, Nick Bush will reflect on why we should ask uncomfortable questions about our profession and where we can find the answers to navigate the challenges successfully. So, there is a lot going on, and if you want to get involved drop us a line on info@cmce.org.uk or follow us on [LinkedIn](#) to receive updates on all these upcoming initiatives and future events.

We are also delighted to share "[What can psychoanalysts teach management consultants?](#)", an article written by Dr Karol Szlichcinski, Chartered Psychologist and member of the CMCE Leadership Team. The piece looks at how management consultants can learn from psychoanalysts and train the skills required to work with emotional dynamics, and reflects on how this can ultimately improve the management consultancy practice.

This month's '[In-Brief](#)' section features a series of articles and videos focusing on various current topics that include a reflection on the value of consultants, the main reasons why startups fail and the skills that leaders need in the digital era. We would also like to draw your attention to a couple of upcoming virtual masterclasses organised by our friends at the MCA. These events are for consultants wishing to gain the chartered management consultant qualification and will be held on [5 April](#) and [17 May](#).

In addition, we publish [a piece written by Valentina Lorenzon](#), a member of the CMCE Coordination group and editor of this newsletter on the content discussed during the third in our Next Gen series of conversations. The discussion addressed the question of whether every employee can contribute to marketing and, in her piece, Valentina shares a few observations that were triggered by the insightful conversation.

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 look forward to hearing from you!

The Newsletter Editor

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of Management Consultants*