

Welcome ...

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This issue of the Newsletter features [‘Influencing Skills: how consultants can persuade clients to adopt their ideas’](#) by Dr Karol Szlichcinski, a member of the CMCE Leadership Team. In his piece, Karol looks at the American psychologist, Robert Cialdini’s seven principles of influencing and discusses the range of skills, including social and emotional ones, that can help develop an effective influencing strategy, specifically from a consultant’s perspective. He also provides a few actionable insights on how consultants can continue to develop these skills and apply them to their day-to-day work.

CMCE Lecture: 'Judgement at Work': Tuesday 23rd September, 6.00 pm

We are also delighted to announce our next event, the Judgement at Work Lecture that will take place on 23 September. Good judgement is crucial for successful managers and business leaders. It governs major decisions and shapes company culture. But how do we know whom to trust? How much risk should we take, and how far should we rely on our intuition? To help answer some of these questions, we are delighted to welcome Sir Andrew Likierman, a former Dean of London Business School where he currently is Professor of Management Practice, to present and discuss the findings of his current research into managerial judgement.

Book [here](#) to join us and gain insights on practical ways to make better choices and to improve your chances of achieving your professional and personal objectives.

In addition, we continue to revisit some of the content *‘From our archive’* and we share the last two articles, written by Calvert Markham, former Director of the Centre, on how to set up and run a consultancy: [Part 8: Developing Good Client Relationships](#) and [Part 9: Managing A Consulting Business](#).

In this edition, our [In-Brief](#) section includes a series of articles focusing on a range of current topics such as the impact of AI on the consulting powerhouses, the demand for UK consulting exports and the actual power of communicating a story.

You can also read [‘Ten developments that will impact management consulting’](#), an opinion piece written by our Director, Jim Foster, for Management Today on what the future might hold in store for our profession (please note that you may need a free subscription to access the full article). This piece will be part of a report on the Future of Management Consulting that the CMCE is planning to publish later this year.

Lastly, in October 2024, CMCE made Research Awards to two academic papers that focused on the skills and ways of working required to make effective use of Generative Artificial Intelligence (GenAI) software. Since the research was undertaken there has been an explosion in the use of GenAI software and we are now interested to understand what lessons have been learnt in making effective use of the software. Our initial focus is on experience in the Financial Services sector.

If you have experience of using GenAI software in this sector we would welcome your feedback to a short [CMCE GenAI Questionnaire](#).

Please feel free to share the link to the questionnaire with your colleagues.

The Newsletter Editor

*The Centre for Management Consulting Excellence was founded by*

