

Welcome ...

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Welcome to our first Newsletter of 2026. To start the year [Jim Foster, CMCE Director, reflects](#) on what the year ahead may hold for the management consultancy profession, and how we in CMCE plan to help our members deal with the potential developments.

Jim highlights two series of events that CMCE will be running during the year. In our ***Future of Management Consultancy*** series of events, we plan to look at the impact of AI technology on Services, Accreditation, Payment Methods, Consulting Marketplaces and Competition. The event on Consulting Marketplaces was held at the end of January and [the report](#) is now available.

We are also running a series of events, ***Voices on Leadership***, jointly with the British Academy of Management (BAM) Management Consulting Network. Read about the next two events in the series below.

CMCE - BAM Joint Event: Voices on Leadership: Self Awareness for Leaders

Wednesday 25th February, 6.00 pm in Plaisterers' Hall, London EC2Y 5JU

Self-awareness is an essential trait for any leader and therefore any high performing executive team or board. But where do people get that self-awareness from? Is it slowly learnt over time just by being in a job or is there a way to accelerate it, and therefore access the performance benefits more quickly?

In this workshop, the latest in the Voices on Leadership series, **Katie Stanley** will be using [Lumina Spark](#), a modern psychometric tool to work with participants to develop a better understanding of their strengths and potential areas for growth. Katie is a psychologist with a powerful background in education and business who uses [Lumina Spark](#) as the foundation for her individual and team development work.

[Join us](#) to explore opportunities for enhancing leadership capability for yourself and all those you work with.

CMCE's latest report, [Building Trust to Deliver Consulting Value](#), focuses on the importance of trust between client and consultant. CMCE research has found that open and trusting working relationships between client and consultants are one of the most important factors that have a positive impact on consultants providing value.

Establishing trust with a new client and maintaining it over one or more projects are key consulting abilities. Sometimes things go wrong, and trust needs to be rebuilt if the client – consultant

relationship is to continue. In this report we discuss effective approaches to the Building, Maintaining and Rebuilding phases of a trust relationship.

In our [In-Brief section](#) you will find articles on the difficulties of questioning the outputs of AI Large Language Models, how older workers can contribute to organisations, how old-fashioned attitudes in UK consulting organisations are holding women back, increased take-up of the Chartered Management Consultant qualification, and changes in the UK consulting market.

We continue to revisit some of the content 'From our archive' by sharing '[How are you smart?](#)' by Valentina Lorenzon, a member of the CMCE Leadership Team and editor of this Newsletter. This is the third in a series of articles aimed at discussing different soft skills and competences that can improve our performance as consultants.

Finally, we would like to remind you about 'CMCE's Consulting Confessional', our feature that allows you to share, anonymously, those things that you did in your role as consultants that, given a second chance, you might have done differently, and what you might have learned as a result. Feel free to send us your confessions on info@cmce.org.uk. All submissions will be treated in strictest confidence.

The Newsletter Editor

The Centre for Management Consulting Excellence was founded by



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of Management Consultants*