



CICMC

INSIGHTS

The Caribbean Institute of Certified Management Consultants

August 2010
Volume 2, Issue 5

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Message from the new President

This is my first message in my role as the new President of the Caribbean Institute of Certified Management Consultants (CICMC). I would like to start by recording again my recognition and appreciation of the tremendous work, energy and unwavering courage that Dennis Strong, the immediate past president, exhibited in taking CICMC along the difficult and at times tortuous path in order to reach the important milestone of being awarded Full Member Status in the global ICMCI family of management consulting institutes.

I would like to also use this opportunity to again thank Anthony Bradshaw, Officer in Charge of Caribbean Export, for his continued personal support and that of Caribbean Export, without whose foresight and determination, CICMC would not, and could not, have made the truly incredible strides we have made to date as an institute.

I also thank all who have expressed confidence in my ability to continue to build on the foundations laid, in order to take the organization forward to greater heights during the next two years. I must also say "Thank you" to the new board of directors, all CMCs, who have graciously agreed to work alongside me during next two years to deliver the mandate of the organisation to expand, develop and support the management consultancy profession in the region.

My thrust for CICMC is to focus on a number of key initiatives in the following areas:

- Pursuing Task Force initiatives relating to the development of the MC industry and CICMC to support the BSOs;
- Increased visibility, PR and communication, and expansion of CICMC's new brand identity (including launching a new revamped website);
- Development of additional reliable revenue sources so that we will have the resources to better deliver value for members and partners (including training, certification, CPD and business opportunities);

... Continued on page 5

Flashback to "St. Kitts Management Consulting Business Symposium"

Caribbean Export, in collaboration with the CICMC, hosted the second CICMC Management Consulting Business Symposium which took place at the St. Kitts Marriott Resort & the Royal Beach Casino June 29 – July 2, 2010. As a follow-up to the first Symposium in Bahamas in May 2009, the symposium brought together members of the Caribbean Institute of Certified Management Consultants (CICMC) and regional management consultants, in order to continue to chart a regional strategy for advancing the industry, as well as providing specifics on how management consultants can benefit from trade agreements such as the Economic Partnership Agreement (EPA) concluded last year with the EU.

... Continued on page 4

CICMC first on-line member survey



CICMC wants to engage **ALL** members in a dialogue to find out more about member needs and expectations so we can best serve those needs. We have therefore prepared our first on-line member survey. Participation in this, and the answers given, will help us to assess the Institute's performance so far and also determine the most critical areas on which the membership believes we should focus. All members who have not yet done so are asked to complete the survey by going to the link provided in a separate email sent to them. If you are a member and have not received the email link, please contact the administrator immediately.



CICMC's President visits CMC Canada

During a recent visit to Canada, CICMC President, Brenda Pope took the opportunity to meet with Mary Blair, Managing Director of CMC Canada. She also visited their offices in downtown Toronto. CMC Canada have indicated their willingness to continue to act as a mentor institute to CICMC and assist us where possible in our planned growth. For instance, they will continue to provide our members access to their existing on-line Professional Ethics course.

They have also provided at their member price of Cdn\$100 copies of their recent publication "**Management Consulting: An Introduction to the Methodologies, Tools and Techniques of the Profession**". Any interested members are asked to contact the administrator at admin@caribbeancmc.com to arrange to purchase a copy.



CICMC president Brenda Pope with Mary Blair, Managing Director of CMC Canada outside CMC Canada offices (left) and inside (right)

Leadership is the art of getting someone else to do something you want done because he wants to do it.

Dwight D. Eisenhower

**Save the Date
Alert**

PROFESSIONAL DEVELOPMENT

Professional Development (PD) Opportunity in Barbados

The next edition of the "Fundamentals of Management Consulting" training will be held on September 14-16 in Barbados. Although aimed at those persons present in St. Kitts at the Business symposium and Training and unable to be accommodated for days 2 and 3 due to numbers, other paid-up CICMC members can also register.

Interested persons can reserve their places through the CICMC office by August 31st as there are only 16 places available. Those who commit by that date will receive a 10% discount off the members' price of US\$ 900. Persons attending only two days will be prorated accordingly.

**Save the Date
Alert**

CICMC / TTCSI to host special MC seminar

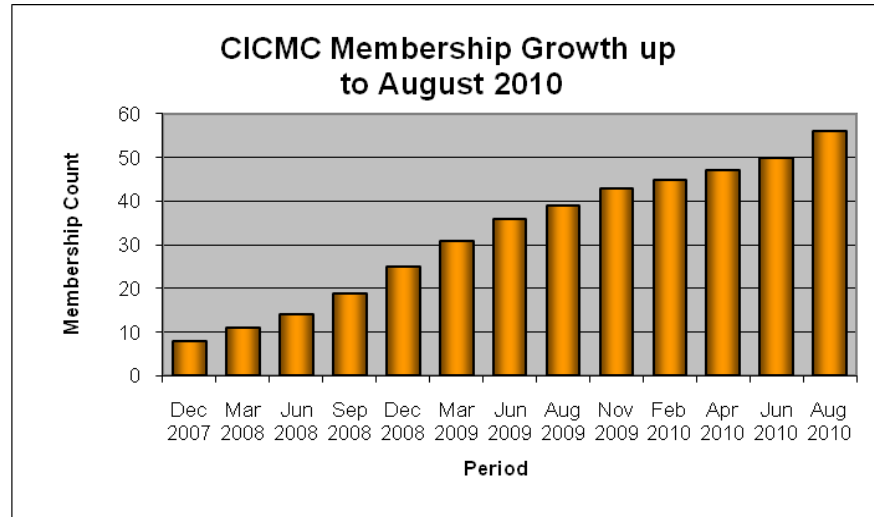
The Trinidad and Tobago Coalition of Service Industries (TTCSI) in conjunction with CICMC will be hosting a one day seminar in late September or early October. The objective of the conference is to

- sensitize attendees to the existence of the Certified Management Consultants (CMC) certification and the Caribbean Institute of Certified Management Consultants (CICMC) as the organization through which they can gain certification,
- establish a CICMC chapter in Trinidad and Tobago,
- inform attendees about the risk and rewards of providing providing management consulting services to the EU under the Economic Partnership Agreement (EPA).

More details will be made available once the date and location are finalized.

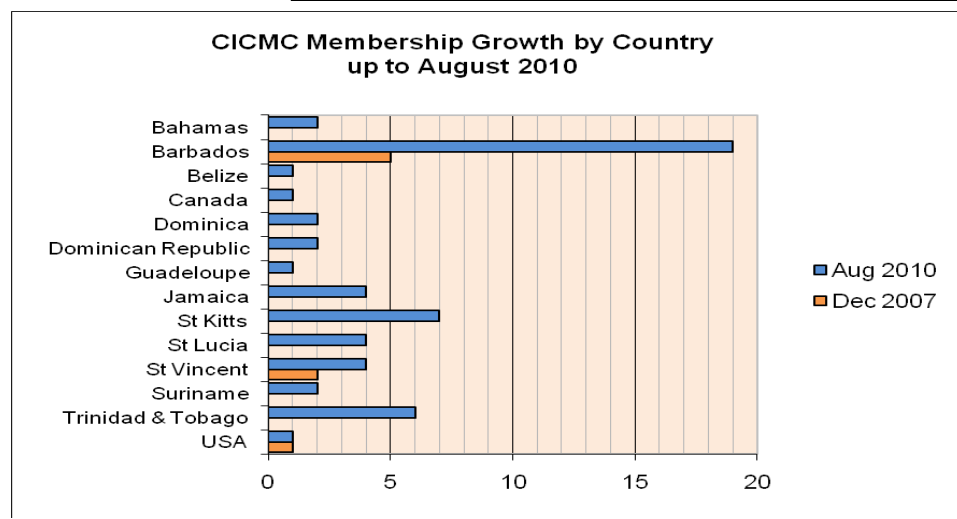
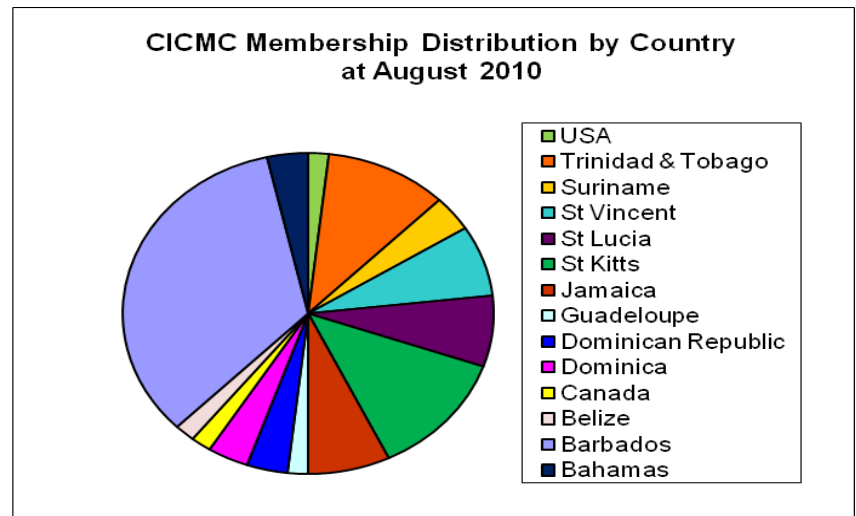
Membership Update

- CICMC Membership has increased significantly since the meeting in St. Kitts.
- Membership now stands at fifty-six (56) of which seven (7) are CMCs.
- CICMC now has members in fourteen (14) countries, up from three (3) in 2007.
- There are also now eleven (11) members enrolled as CMC candidates and a further eighteen (18) who have expressed an interest in enrolling and starting the CMC journey.



“Winning is not a sometime thing, it is an all the time thing. You don’t do things right once in a while...you do them right all the time.”

Vince Lombardi



CICMC NEWS

Flash back to “St. Kitts Management Consulting Symposium” ... cont’d

The gathering of strategic thinkers was useful in addressing regional economic challenges in a way that identifies how management consultants can integrate themselves into part of the solution. Finally, the symposium continued to advance CICMC members on the path to the CMC designation by providing the last two (2) days of the Fundamentals of Management Consulting Training for participants who had taken the first day in the previous year in the Bahamas.

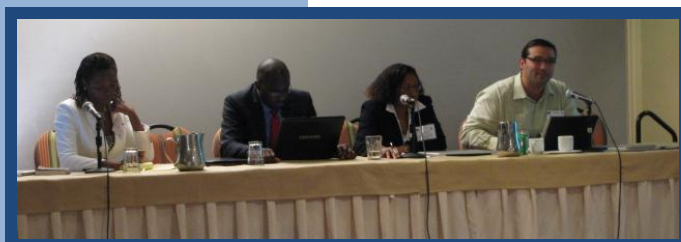
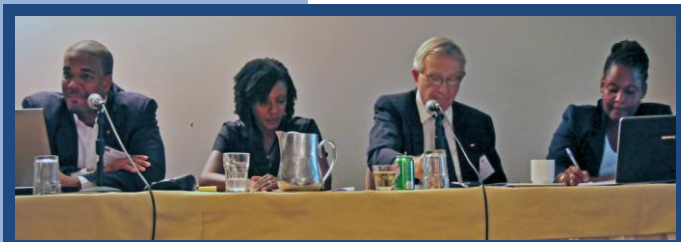
The objectives of the symposium and subsequent training were as follows:

- Provide a global perspective on the CMC designation by a representative from the International Council of Management Consulting Institutes (ICMCI);
- Provide a status report on CICMC and its activities and successes from the Bahamas symposium to date;
- Present more detailed findings of the CICMC/Caribbean Export: **Management Consulting Market Study and Status of the Industry Report** commissioned by CICMC and funded by CEDA, the aim of which was to develop an overall profile of the region’s management consulting industry and to propose a strategy for development of the industry;
- Provide perspectives on the role of Caribbean Export and the Management Consulting (MC) Task Force in the development of the MC Industry;
- Discuss the role of the University in the development of the MC industry in the region and the possibility of strategic alliances;
- Provide detailed explanations and guidelines on how Management Consultants can benefit from the EPA signed with the EU;
- Discuss strategies for the sustainability of CICMC;
- Provide an opportunity for the AGM to be attended by a wider cross-section of regional members;
- Continue to demonstrate how the CMC designation, obtained by regional consultants, can advance regional economic goals and create more earning opportunities for the consultants themselves;

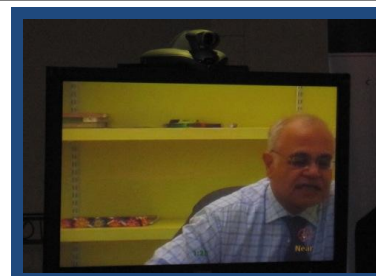
“The leadership instinct you are born with is the backbone. You develop the funny bone and the wishbone that go with it.”

Elaine Agather

... Continued on page 5



Attendees in plenary session listening attentively (above).
Three of the distinguished panels or panellists making presentations (left).
Nathan EME presented by video-conference (bottom left).
CICMC incoming president delivering CICMC status update (bottom right).



CICMC NEWS

Member Profile –Dr. Vasantha Maliha Chase



Company: Chase Consulting Ltd.
Position: Director
Address: Box C 89, Castries, St. Lucia
Email: vasantha@chase-consultancy.com
Tel: (758) 452 1463 Fax: (758) 453 0871
Cel: (758) 584-4801 SKYPE: [vasantha.chase](https://www.skype.com/people/vasantha.chase)

Key areas of expertise:

- Strategic Management
- Results Based Management
- Sustainable development of small island developing states

Publications:

- Caribbean Conservation Association. Charting a New Direction: Strategic Plan, 2009 to 2014.
- Human Resources in the Southern and Eastern Caribbean
- St Lucia Solid Waste Management Sector: Trends & Issues

“Delegating work works, provided the one delegating works, too.”

Robert Half

Member Profile – Dav-Ernan Kowlessar



Company: DYKON Developments
Position: Managing Associate
Address: 40 O'Connor Street, Woodbrook, POS, Trinidad
Email: davek@dykondevelopments.com
Tel: (868) 622 4478 (office) ; (868) 680 4050
Fax: (868) 622 8936 SKYPE: [dav-ernan](https://www.skype.com/people/dav-ernan)
URL: www.dykondevelopments.com

Key areas of expertise:

- Business Development
- Project Management – PMP Certified
- Lecturer / Facilitator – Supply Chain Management - (UK Chartered Institute of Purchasing and Supply (CIPS)
- Trade Facilitation, Research and Lobbying
- Accounting and Business services

Recent Publications:

- Bringing Caribbean Basin Initiative into the 21st Century
- The Bahamas in the World Trade Organisation
- The Benefits and Challenges of the EU-Cariforum EPA to small and medium-sized enterprises of The Bahamas

President's Message ... cont'd

- Expanded push into the larger jurisdictions –Trinidad & Tobago and Jamaica;
- Involvement in CICMC of larger/established consulting practices, universities and professional associations (accounting, HR, facilitators, etc.);
- Board development and assessor certification (including use of coaching/assessment tools, interview and scoring techniques);
- Continued advocacy relating to the MC industry;
- Additional research to build on the consulting market study recently completed;
- Strengthening the relationship with ICMCI and other hub institutes.

I look forward to working with you all during this exciting time in the life of our Institute as we forge ahead to achieve our goals. I am confident that together we can be successful in putting management consultancy firmly on the map across the Caribbean. In particular I welcome your suggestions as to how we can improve to serve you better.

Flashback to “St. Kitts Management Consulting Symposium” ... cont’d

- Obtain new members for CICMC who are interested in becoming certified;
- Continue to establish new relationships and strengthen existing ones with regional, national and international organizations engaged in the development of service exports;
- Provide a forum to continue to foster collaboration and cooperation among regional management consultants in advancing the profession and the industry sector;
- Provide an opportunity for interested members to undergo the last two (2) days of the three (3) day workshop on “Fundamentals of Management Consulting” conducted in the Bahamas in May 2009.

The results can be summarized as follows:

- 60 persons participated in the symposium including participants, presenters and sponsors;
- Attendees were from 13 countries, coming from the Caribbean (Bahamas, Barbados, Dominican Republic, Guyana, Jamaica, Martinique, St. Kitts, St. Lucia, St. Vincent, Suriname and Trinidad & Tobago) as well as from the UK and Denmark;
- Of these over 30 persons completed either the entire three (3) day training workshop on **Fundamentals of Management Consulting** (or the last 2 days if they had previously done 1 day). The topics included an overview of tools and approaches used in conducting consulting assignments, the Kubr model of consulting, and practical casework to apply in real life situations. The presenter was Don Wood, CMC of Eueka Consultants.
- There were approximately 25 speakers and presenters (2 via video-conference) including a sitting Cabinet Minister, Ambassador, heads/representatives of regional and national organizations, ICMCI, university professors/directors/principals and trade policy specialists. Other discussion leaders included CICMC directors and CICMC members.
- Brian Ing, CMC, Former Chairman ICMCI (2007-2009) provided a global perspective on the CMC designation and value of the profession to local/regional economies;
- Brenda Pope, CMC, CICMC Director and incoming President, provided a status report on CICMC from the 1st Management Consulting Symposium in the Bahamas to date;
- Ambassador Hazelle, Chairperson, Caribbean Export and Anthony Bradshaw, Officer-in Charge, provided an update on the role of Caribbean Export and the Task Force in the Development of the Industry, and specific expectations from the symposium;

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“The success and ultimately the survival of every business, large or small, depends in the last analysis on its ability to develop people.

This ability is not measured by any of our conventional yardsticks of economic success; yet, it is the final measurement.”

Peter Drucker



Another of the panels presenting various perspectives on management consulting (top left).

Attendees and CICMC members in plenary sessions throughout the two day event (remainder).

Flashback to “St. Kitts Management Consulting Symposium” ... cont’d

“There is always room for those who can be relied upon to deliver the goods when they say they will.”

Napoleon Hill

- Nathan EME (via video-conference) presented more detailed findings of the CICMC/Caribbean Export: **Management Consulting Market Study and Status of the Industry Report** now expanded to include Martinique and Dominican Republic;
- Representatives from Royal Roads University (Canada), UWI Open Campus, UNIBE and Ministry of Education, Jamaica were part of a panel leading discussions on the role of the University in the Development of the Management Consulting Industry in the region;
- Another panel (including a CARICOM Secretariat representative via video-conference), discussed developing and implementing an industry awareness campaign for MC, including an update on the registration and licensing of the CMC in the CSME);
- One of the most critical sessions which elicited much discussion and questions was the panel discussion on **How Management Consultants can benefit from Trade Agreements (Generating Business Opportunities)**. Presenters included trade policy and EPA specialists from CARICOM Secretariat and Caribbean Export, as well as a Danish firm with many joint ventures in the Caribbean;
- The final panel discussion examined developing and implementing a strategy for the sustainability of CICMC;
- The new President, Brenda Pope, outlined the steps in the process to achieve the CMC designation;
- The CICMC AGM was held with 37 members present and a new slate of directors (all CMCs) was installed;
- CICMC further increased its membership and application flow has continued to increase;
- St. Lucia has now joined Trinidad and Tobago and the Dominican Republic in commencing the process of establishing national chapters;
- The CICMC strategic sessions were vigorous and thought-provoking as members and other attendees debated strategies necessary to continue to take the body forward. Participants forged closer linkages and agreed to pursue collaboration and cooperation.

Once again this event has helped CICMC gain further recognition as the voice of the regional management consulting industry and profession.



Top: Don Wood, CMC – facilitator, Fundamentals of MC training (L), the closing of the training (M), participants in role-playing session (R).
Bottom: Attendees during the special round the island tour organised by Ambassador Hazelle as part of the social calendar.



Spotlight on a Sister Institute (source IMC India)



In this issue we focus on the IMC-Jordan, the Institute of Management Consultants of Jordan, which will host the ICMCI 2010 Conference in September 2010.



IMC-Jordan, established in 1995, is a private not-for-profit association concerned with organizing and upgrading the management consulting and training professions, training of management consultants, and certifying eligible members to the Certified Management Consultant (CMC) designation.

Vision

To achieve excellence in management consulting and training for the best interest of its clients, consultants and trainers in order to contribute to the development of Jordanian economy.

Mission

IMC-Jordan is a private not-for-profit professional association that aims to effectively represent, promote, and advance the Jordanian management consulting profession and training professionals to the best interest of their clients in Jordan and abroad, through various activities including certification programs, training, networking, regulating, establishing standards, guidance and creating database.

Objectives

IMC-Jordan's strategic objectives to meet this mission are:

- To be the reference body to license, and guide the management consulting profession and professionals in Jordan.
- To represent the members of IMC-Jordan locally, regionally and internationally.
- To promote the Jordanian management consulting sector and its consultants and trainers locally, regionally and internationally.
- To enhance the professional standards and upgrade the skills of members and professionals.
- To provide proper and adequate services to members that will be reflected in their future career and practical assignments with their clients.
- To promote the IMC-Jordan to provide services to other neighboring countries.
- To cover a wider range of management consulting institutions, consultants, trainers and other related professionals.
- To develop the IMC-Jordan towards self-sustainability.
- To promote consulting, training and the association best practices.

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Postal address: PO Box 81552, Amman 11180, Jordan

Number of members: 223

*"All labor that uplifts
humanity has dignity
and importance and
should be undertaken
with painstaking
excellence."*

Martin Luther King, Jr.

“Transcendent values like trust and integrity literally translate into revenue, profits and prosperity”

Patricia Aburdene

Tip of the Month #1 (source IMC USA)

I really hate to say "no" to assignments and thus end up taking on work on that really isn't profitable. I feel like I let myself get "sucked into" too many small assignments. What can I do?

Learn to say "no." Your value as an advisor comes from providing useful information, not just providing your own services. Given that you want to help but they can't afford to pay your fee for such work, you still want to help. Here are three responses that might help:

- "I am probably not the right person for this assignment. Let me give it some thought and recommend someone more suitable for you. I'll make a few calls, check availability and come back to you with a solid referral."

- "Based on your situation, I can offer a couple of lower-cost options that might work well for you. Perhaps we could consider having the ability to provide a level of on-call support via e-mail or phone for a period of time until you can get the project off the ground. I can certainly support you for a few days (weeks) if this is something you might be interested in."

- "Unfortunately, this is not really the size (or type) of project that my firm specializes in. But if you need some informal guidance and would like to ask me a few questions from time to time, please feel free to e-mail me and there will be no charge."

Tip: Learning to say "no" in a respectful, honest and constructive way is an essential skill for consultants. Remember - a flat "no" is more difficult to accept than being offered a few alternatives. In the end, the alternatives might not be acceptable options for your client, but you went the "extra mile" by providing the client with an honest response and some potentially feasible options.

In this regard, you are still providing value. An excellent book on how to turn a no into a yes is [The Power of a Positive No: How to Say No and Still Get to Yes](#) by William Ury, co-author of the well-known book on negotiation, *Getting to Yes*.

Tip of the Month #2 (source IMC USA)

I made a recommendation to a client for a major change to a process about a month ago. Since then I have been working more closely with the people there and have discovered some issues that I was not aware of. These issues will impact the feasibility of my recommendation. I am beginning to have doubts on whether my suggested approach is the right one given the new circumstances. What should I do?

You have a responsibility to always be upfront with your client. The first two paragraphs in the IMC Code of Ethics read:

1.0 - I will serve my clients with integrity, competence, independence, objectivity, and professionalism.

2.0 - I will mutually establish with my clients realistic expectations of the benefits and results of my services.

These apply throughout the engagement (and beyond). Tell your client you have second thoughts about your original recommendation.

Make sure to phrase it positively, such as "I have been working more closely with your people on this problem and have gained some interesting new insights. Although I

recommended this particular change for the company, this additional information leads me to modify my recommendation."

Thoroughly explain what has changed your thinking and exactly why you recommend the change in approach.

Tip: As consultants we have an obligation to bring critical issues or new concerns to our client's attention as quickly as possible. Stay positive and always make an efficient transition from identifying the problem to providing the solution or suggested change in approach.

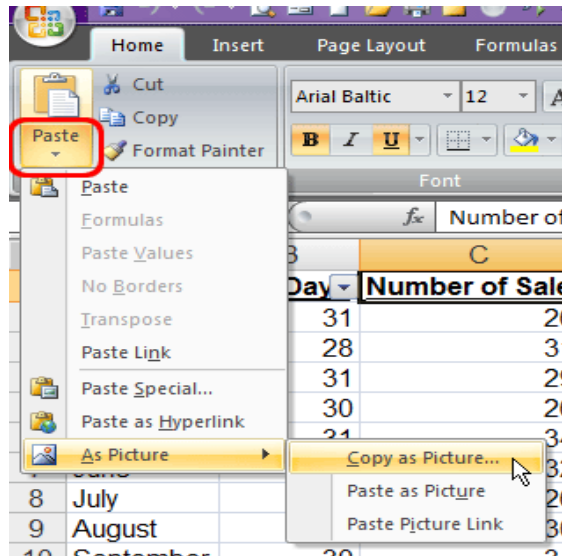


Technology Tip – Picture it in Excel

First, **highlight the cells** that you want to include in the picture.

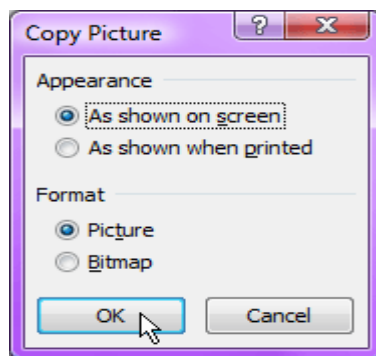
Strangely enough, we're going to head straight to the **Paste button** on the **Home** tab of the Ribbon. (I hear you - we haven't copied yet so why are we pasting? Have faith - it sounds backwards but it works!)

Click the **bottom half of the Paste button** to display your pasting choices.



Choose **As Picture** at the bottom, then **Copy as Picture** from the submenu.

Now you should be looking at this:



In the Copy Picture dialog box make your choices regarding the appearance and format of the picture you want created then click **OK**.

At this point you can paste the picture wherever you need it.

It will behave as a picture with all the formatting options of a picture - not a worksheet!



Ever find that you have part of an Excel 2007 worksheet that you need others to see. That is, they need to see the information displayed but in no way, shape or form do they need to actually possess the worksheet itself?

Basically - they need an "electronic print out" of a portion of a worksheet - in other words, you need so show them a picture of the worksheet.

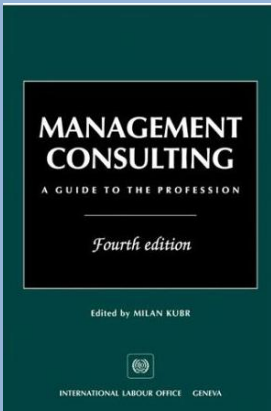
Now I suppose that we could do a screen shot then go through the hassle of cropping and saving it... or we could just left Excel turn it into a picture for us...

So let's take a look at what we have to do in order to "snap a picture" of our worksheet.



"Honest differences are often a healthy sign of progress."

Mahatma Gandhi



“In management, the first concern of the company is the happiness of people who are connected with it. If the people do not feel happy and cannot be made happy, that company does not deserve to exist.”

Kaoru Ishikawa

The Book Nook ...

Milan KUBR

Management Consulting: A Guide to the Profession

Published: 2005
Edition: 4th Edition

Hardcover (1000 pages)
Publisher: International Labour Office



This guide is a widely recognized reference work on the state of the art of management consulting. It offers an extensive introduction to consulting: its nature, professional standards, intervention methods, behavioural rules, current developments and future perspectives.

Today, the information and knowledge-based economy is constantly creating new opportunities and challenges for consultants, who can find enough work and get well paid for their services, provided they are able to cope with complex and rapidly changing conditions and meet the demands of increasingly sophisticated clients. The whole world of professional services is undergoing profound changes and management and business consultants are no exception. In this climate, consultants must continuously "reinvent themselves". More than ever, learning is a life-long job for consultants. This fourth edition of Management Consulting actively reflects and confronts all these developments and challenges. It continues to offer practical guidelines, checklists and learning material throughout, serving as an indispensable tool for individuals and organizations wishing to start consulting, become more competent at serving clients or manage consulting firms and assignments more effectively. It also provides a useful guide to essential information and learning sources on professional consulting. New topics covered include:

- e-business consulting
- consulting in knowledge management and the use of knowledge management
- total quality management
- corporate governance
- social role and responsibility of business
- company transformation and renewal
- public administration
- intellectual property

REVIEWS:

Wayne Cooper, Publisher of Management Consulting International and Consultants News, and CEO of Kennedy Information, 2002

"...Kubr's book is a great starting point to understanding the state of the industry and how it's evolving."

Patrick J. McKenna, management consultant and co-author of First Among Equals: How to manage a group of professionals, 2002

"...an indispensable tool...a pragmatic guide which will become the handbook of our time."

Gerald A. Simon, CMC, FIMC, Chairman of the Editorial Board, C2M Consulting to Management, 2002

"...this book's grasp of the subject matter, breadth of coverage, simplicity of treatment, and accessibility is unsurpassed."

Yuji Yamada, Special Adviser to Secretary-General, Asian Productivity Organization, 2002

"...will contribute to building up the core competence in consulting services..."

E. Michael Shays, CMC, FIMC, Executive Director, International Council of Management Consulting Institutes, Chairman, Institute of Management Consultants, US, 2002

"The most comprehensive capture of the body of knowledge of management consulting."

On the lighter side ...



50 Rules of Project Management (... cont'd from last issue)

Measurement and Control

- Good control reveals problems early – which only means you'll have longer to worry about them.
- For a project manager overruns are as certain as death and taxes.
- Quantitative project management is for predicting cost and schedule overruns well in advance.
- No project has ever finished on time, within budget, to requirement – yours won't be the first to.
- Metrics are learned men's excuses.
- Warning: dates in a calendar are closer than they appear to be.

Timing

- You can con a sucker into committing to an impossible deadline, but you cannot con him into meeting it.
- A two year project will take three years, a three year project will never finish.
- The sooner you get behind schedule, the more time you have to make it up.
- Overtime is a figment of the naïve project manager's imagination.
- A project gets a year late one day at a time.
- The sooner you begin coding the later you finish.
- Some projects finish on time in spite of project management best practices.
- The bitterness of poor quality lasts long after the sweetness of making a date is forgotten.

Project Implementation

- If you don't know how to do a task, start it, then ten people who know less than you will tell you how to do it.
- If you can keep your head while all about you are losing theirs, you haven't understood the plan.
- There is no such thing as scope creep, only scope gallop.
- Activity is not achievement.
- The more desperate the situation the more optimistic the situation.
- A little risk management saves a lot of fan cleaning.

Change Management

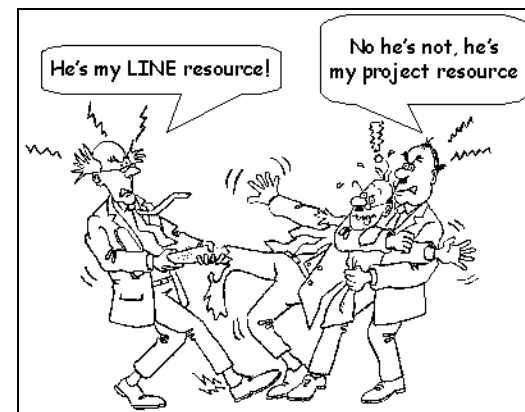
- Anything that can be changed will be changed until there is no time left to change anything.
- Feather and down are padding, changes and contingencies will be real events.
- A change freeze is like the abominable snowman: it is a myth and would anyway melt when heat is applied.

Delivering Results

- Fast – cheap – good – you can have any two.
- There's never enough time to do it right first time but there's always enough time to go back and do it again.
- If everything is going exactly to plan, something somewhere is going massively wrong.

Project Reports

- If at first you don't succeed, remove all evidence you ever tried.
- When the weight of the project paperwork equals the weight of the project itself, the project can be considered complete.



“Obstacles are those frightful things you see when you take your eyes off your goal.”

Henry Ford

We welcome your feedback and suggestions for future issues of CICMC INSIGHTS. Please send us:

- short, relevant articles (up to 500 words)
- news of your activities that you want to share (up to 100 words)
- brief descriptions of management consulting opportunities of interest to members
- announcements of upcoming workshops, seminars, conferences and so on
- internet links of value to members