



*The Worshipful Company
of Management Consultants*

On being a Member of the
Worshipful Company of
Management Consultants

Foreword

I was fortunate to secure a grant from a livery company towards my living expenses while at university, so by way of thanks keenly grasped the opportunity years later to join a working party formed in 1992 to launch a livery company for management consultants.

From that early concept arose the livery company we know today as the Worshipful Company of Management Consultants.

This booklet is aimed particularly at new Members to tell you something of the institution you have joined, and how you might best engage to enjoy the benefits of membership.

As a Member of our Company you have joined a tradition – the livery – whose origins go back more than 800 years. And although our Company is modern we observe many of the customs and practices common to all livery companies that distinguish us from other societies and associations. Like other livery companies, we have roles and ceremonies and standards of behaviour required of Members. It's helpful for those new to the livery tradition to know of these and this booklet provides an introduction.

But like any organisation, what you get out depends on what you put in; with giving also comes gaining.

I hope like me you enjoy and get much from your membership of our Company.

Calvert Markham

Master 1995 – 96

About the livery and the City

Many livery companies have their origins in ancient times as guilds overseeing standards in traditional trades; thus we have companies such as Goldsmiths and Weavers. Many of these are very wealthy, having benefited from legacies and investments over centuries; so for example the Mercers can distribute more than £1,000,000 per annum in charitable donations.

In recent years other professions, of which management consultancy is one, have launched livery companies, with recent additions being for example Educators, Entrepreneurs, Nurses, Tax Advisors, and Communicators. They are listed in order of precedence, our Company being number 105. The first 12 often are referred to as 'The Great Twelve'. By comparison, we do not have their wealth, but we do provide around £1m of Pro Bono consultancy and mentoring to the Non-Profit sector each year in parallel to the modest charitable donations that our own Fund provides.

Traditionally livery companies had their own halls but over the years many have been destroyed, by the Great Fire of London and more latterly in World War II, so only some 40 are left. Livery companies without halls therefore either share or hire halls of other companies for their events.

The City of London Corporation is a constitutional local authority overseen by a Lord Mayor, a Court of Aldermen and a Court of Common Council. It consists of 25 Wards each of which elects a representative Alderman; from this number the Lord Mayor (who must previously have served as Sheriff) is elected, while the Court of Common Council has 100 members, elected every 4 years.

The Lord Mayor is assisted by two Sheriffs, one of which is the Aldermanic Sheriff, often seen as a future Lord Mayor. The other, who will usually be from the Livery at large, is a Non-Aldermanic Sheriff. All are elected by a vote of all liverymen.

Aldermen and Lord Mayors are usually liverymen of several companies. Our Company currently has two past Lord Mayors among its Honorary Members, and although a Past Master was a Common Councilman for some years, no Members to date have progressed to Alderman or Lord Mayor.

A brief chronology of our Company

A new livery company starts as a guild, which is how we started. Then after some period of years (seven years when we started, but now reduced to four) – and having met various criteria – the guild develops into a company without livery and then, after a further seven years (again since reduced to four years), becomes a fully-fledged livery company.

The start of our Company was the creation of a working party in 1992 consisting of representatives of the Institute of Management Consultants (the professional body for management consultants) and the Management Consultancies Association (the trade body), which held a Foundation Dinner on 30 September 1993 at Painters' Hall. Management consultants were invited, and at the end of the dinner were encouraged to leave their business cards if they were interested in the formation of a livery company for management consultants. There was sufficient interest and hence the Guild of Management Consultants was formed.

There are important requirements laid down by the City authorities before a guild can progress to becoming a company without livery. These include:

- not encroaching on the territory of an existing company – and for us there was potentially some overlap with the livery companies of the IT Professionals and the Marketors
- establishing a charitable fund of sufficient size
- having a sufficient number of members
- having appropriate governance arrangements in place.

These were rapidly accomplished through diligent efforts of the early Members of the Guild and so we achieved Company status at the earliest date of late 1999.

We then benefited by having accelerated progress to becoming a fully-fledged livery company in 2004, number 105 among the livery companies, and our Royal Charter was presented by Prince Edward in 2008.

Our governance

As defined in our Statutes and Rules *"the affairs of the Company shall be managed by a Court which shall consist of a Master, a First Warden, a Second Warden (and if elected a Third Warden and a Fourth Warden) ["The Officers"] together with the Immediate Past Master and not less than ten nor more than sixteen elected Assistants, all such members of the Court being Liverymen of the Company. Any Past Master of the Company will remain a member of the Court for a period not exceeding three years from the date of vacating the office of Immediate Past Master after which he or she may stand for election as an Assistant."*

Every year the Officers are elected from the membership of the Court. Individual Assistants hold their office for a period of three years and elections are held each year when vacancies arise. In addition, the Court may appoint an Honorary Treasurer and co-opt Liverymen or appoint ex-officio Members from time to time as required.

The Court meets four times a year, while the Master and Wardens together with the Clerk and other selected officers meet more regularly as the Court of Wardens, to oversee ongoing activities on behalf of the Court.

Our major Committees are Membership, Pro Bono, Education and Events. As projects are established, project teams are typically set up to oversee progress and achievement, and ultimately disbanded when their work is completed.

The Clerk (and Assistant Clerk when appointed) are (usually part time) employees of the Company and are instrumental in its administration and organisation of meetings and events. Other roles are Chaplain (a priest appointed as such), the Almoner, who coordinates the pastoral care for Members in need of it, and the Company Treasurer, usually a Member who is a qualified accountant.

Progressing in the Company

You join the Company as a Freeman. This gives you the opportunity to experience the life of the Company before making the more considerable commitment of becoming a Liveryman of the Company. To this end, you will need to become a Freeman of the City of London. The ceremony of being admitted to the Company Livery is called 'clothing'.

You will get more out of your membership if, as well as attending events and perhaps contributing to the Company's pro bono work, you take part in the activities of working parties and committees. There is a list of activities in the Appendix, many of which involve outside bodies of importance.

Ultimately you may like to take a role in the governance of the Company by joining the Court as an Assistant. Liverymen of the Company of good standing of at least one year are eligible. Each candidate must have one proposer and two seconders who must also be Liverymen of the Company.

The Clerk calls for nominations during the summer and candidates are required to send a single page Election Address that includes a small photograph, promoting themselves and setting out a statement of intent. Those seeking re-election for a second term are invited to include details of their achievements during their first term of office. These addresses will then be posted on the website in the Members' area where previous addresses may also be seen.

Once all the valid nominations and addresses of all the candidates have been received and put up on the website, if there are more candidates than vacancies an electronic ballot is opened in mid-September. All Liverymen are then able to record their preferences. The results of the ballot, which is purely advisory, is then considered at the Election Court, and a decision made on the appointment of new Assistants.

Progression then – should you wish it and be supported by the Court – is by becoming a Warden. The roles of Third and Fourth Wardens (when appointed) allow individuals to gain experience of management within the Company, while those of Second Warden, First Warden and Master are progressive – once elected as Second Warden you are normally expected to progress to First Warden in the following year and the next year to Master.

These are time-consuming activities and, as Master, can involve considerable expense, so require careful scheduling to ensure that they fit in with the other demands of your life. Having said that, being Master is the highest accolade the Company can bestow, and should be something that you will remember with pleasure for the rest of your life. You will also become a member of your Past Masters' Association, formed of all your contemporary masters, who have a continuing programme of activities to maintain the fellowship of your year of office.

In terms of the personal qualities needed to progress in the Company, these are not radically different from those you might find elsewhere in the world of management consultancy:

- **Professionally:** continuing interest in, and support for, the management consultancy industry; enjoying sharing your wisdom with others and learning from others too; support and challenge of colleagues and ideas in equal balance.
- **Personally:** a 'moral compass' in life without needing to be linked to any specific faith; self-awareness, sensitivity and valuing the contributions of others; valuing and

respecting the breadth and depth of the Company's Members, from all backgrounds, ethnic groups, gender groups and abilities.

- **Within the Company:** fellowship and engagement with other Company Members; participating and indeed contributing in some way to the Company and its events; getting involved with pro bono work; interest and engagement in the affairs of The City of London.

Ceremonial matters

We have three main ceremonies:

1. Installation, where the outgoing Master installs their successor, and the incoming Master installs their officers:
2. Admission, at which new Members of the Company are admitted as Freeman. They take the Company oath, as follows:

"I do solemnly and sincerely declare that I will obey and be true to His Majesty King Charles the Third and to his heirs and successors, Kings, and Queens of the Realm, my country and the laws which govern me and my fellow Freeman. I will honour the mystery and art of my profession and of all those who practise as Management Consultants.

I will behave at all times, now and hereafter, as becomes a Freeman of the Company of Management Consultants and will, with deference, pay my dues to The Master, Wardens and Clerk.

I will uphold the rules and customs of the City of London and of our Company doing everything in my power to hinder such persons as might conspire against us. I will always treat others, as I would wish to be treated, with honesty and integrity, in the spirit of the traditional City principle that 'My Word is my Bond'.

If I ever commit, or intend to commit, an evil deed or hurt against the values or obligations of those who practise as Management Consultants, I shall forfeit my own honour and my status as a Freeman of this Company."

The new Member will be presented with their certificate and invited to sign the Freeman's Register.

3. Clothing, at which a Freeman of the Company is admitted to or 'clothed with' the Livery. Again, they take an oath, as follows:

As a Freeman of this Worshipful Company and of the City of London, I do solemnly and sincerely declare that I will obey and be true to His Majesty King Charles the Third and to his heirs and successors, Kings, and Queens of the Realm, my country and the laws which govern me and my fellow Liverymen. I will honour the mystery and art of my profession and of all those who practise as Management Consultants.

I will behave at all times, now and hereafter, as becomes a Liveryman of the Company of Management Consultants and will, with deference, pay my dues to The Master, Wardens and Clerk.

I will uphold the rules and customs of the City of London and of our Company doing everything in my power to hinder such persons as might conspire against us. I will

always treat others, as I would wish to be treated, with honesty and integrity, in the spirit of the traditional City principle that 'My Word is my Bond'.

If I ever commit, or intend to commit, an evil deed or hurt against the values or obligations of those who practise as Management Consultants, I shall forfeit my own honour and my status as a Liveryman of this Company.

I recognise that my admission to the Livery of this Worshipful Company places in my hands important rights as a citizen of London with regard to the election of The Lord Mayor, Sheriffs and other high officers of the City. I further recognise that by these rights I am beholden to fulfil my obligations as a Liveryman and to take my rightful place in service of the City, this Worshipful Company and the fellowship of its Freemen and Liverymen."

The new Liveryman will be presented with their certificate and invited to sign the Livery Register.

Events

The Company has a formal 'year' that follows a structured pattern.

It begins with the Installation Ceremony followed by dinner in one of the City's historic Livery Halls, one evening in October, when the outgoing Master installs the incoming Master, and then this 'new' Master forms the newly constituted Court of Wardens, appoints any new Court Assistants and admits to the Company any new Members. This is the grandest night of our year - full of tradition and fellowship.

There follows the New Master's Reception - usually one November evening, when there is an opportunity to meet the new Master in person and network informally with other Members.

For those in the London area there is a Livery Christmas lunch in mid-December, hosted by the Ironmongers' Hall, and in the New Year we celebrate our charity and pro-bono work at the Charities Supper. In the Spring we have a New Members' Reception - another opportunity to meet new people and catch up with those you already know.

In mid-summer we focus on our interests and achievements at the Company's Education Supper, and end the term and the Master's year with a Summer Celebration - i.e. a party!

But we also have an informal 'year' - where we join in with City of London events such as The Inter-Livery Pancake Race at Guildhall Yard, Cask Rolling hosted by the Worshipful Company of Coopers, or the Sheep Drive, hosted by the Worshipful Company of Woolmen for all those Livery members who have been awarded their Freedom of the City of London and would like to uphold the tradition of driving some sheep across London Bridge.

Throughout the year we have an impressive programme of guest speakers from the profession of management consulting, hosted by The Centre for Management Consulting Excellence. These sessions are in the evening - in person and/or online, and combine access to some CPD with time for meeting others with shared consulting interests.

The Company also has a range of special interest groups, and they too will stage their own events from time to time - the Wine Club being an example of enthusiastic Liverymen and often their partners too, making a pilgrimage to different parts of the world to try and buy wines they can't get at home.

As a Member of the Company you can join in these; usually an email notice is sent with booking details, and you book via the Company web site.

At formal events

There are various livery customs that we observe at our formal events, which are usually dinners:

1. Welcome by the Master and other key people in a welcome line on reception. You may like a few words, but the key thing is to keep moving and not hold up the queue behind you!
2. Having taken your place in the dining hall, the Master and other key Members and guests are clapped as they parade in. In some companies this may be accompanied by music.
3. The Chaplain, if present, will say the Company grace before dinner:

God give us the grace of ability and expertise when called to manage, the grace of wisdom and patience when called for advice, and the grace of gratitude and good fellowship in times of conviviality. Through Jesus Christ our Lord.

Amen

4. You should not start to eat until the Master has started. Ideally therefore the Master should have been served first!
5. The Company grace is said after dinner

We thank thee Lord with grateful hearts for our food and fellowship together, and may Thy blessing ever rest upon the Worshipful Company of Management Consultants – root and branch. Through Christ our Lord.

Amen

6. The Loving Cup ceremony may then follow. The contents of the cup have traditionally been some sort of alcoholic concoction; during the COVID pandemic this was replaced by sweets, but some companies have since reverted to drink once again. The ceremony proceeds as follows:

The key rule is that there must never be more than 3 people standing at any one time. Unless you are starting the circulation of the cup then you do not stand until the person who has it turns to you with the cup in their hands. As they turn to you, you rise; you (head) bow; you raise the lid in your right hand with a flourish and wait while they drink and wipe the rim with the napkin tied to the cup handle. You then replace the lid and take the cup by its handles with a bow; you turn to the next person who rises, bows, raises the lid and so on.

When you have handed the cup over, and the recipient has turned away from you, you then turn round and guard his back and make sure that the person who was guarding your back is sitting down. When the cup is again handed on, your job is done and you sit down.

7. Comfort breaks should ideally not be taken before the loyal toast, but comfort trumps formality!

Standards of behaviour

Good manners should be the norm at all livery functions, as would be expected at the meetings of any professional society or organisation. Set out below are some pointers where the requirements of the livery go beyond this.

Forms of address

Within our Company usually this is only for the Master, whom you should address on formal occasions as 'Master'. The Clerk is formally referred to as 'Learned Clerk' but if they have previous military service will be referred to as 'Gallant Clerk'.

Dress code

In Livery terms "Lounge Suit" and "Business Attire" or "Business Wear" are used interchangeably to mean smart clothing appropriate for a business occasion. Jeans, polo shirts, sportswear, sleeveless tops, short skirts or casual footwear would not be appropriate for a Livery function.

"Dinner jacket" or "Black Tie" means a black dinner suit and black bow tie with white dress shirt for men.

Appropriate "Black Tie" wear for ladies includes cocktail dresses (knee-length or longer), long dresses, evening suits comprising a jacket with dress, trousers or skirt and sleeved top in an evening fabric.

If no mention is made of decorations, dress should not include orders and decorations. However, if the invitation states that decorations should be worn, it is of course incumbent on the guest to comply with the wishes of the host.

Often the phrase 'Badges may be worn' is used to indicate that badges of office, such as Court of Wardens' or Masters' badges are to be worn.

"Evening dress" or "White Tie" means a black tailcoat and white waistcoat and white bow tie (worn with a wing collared shirt) for men. Ladies are expected to wear full length dresses (or skirts with appropriate tops) in evening fabrics. Shoulders should be covered. Evening Dress is worn with any orders and decorations to which the wearer may be entitled (miniature medals and neck decorations). Military mess dress and formal national dress equivalents are welcomed. (Evening dress is stipulated only rarely for our events).

Other than for specially themed evenings, or at the specific wish of the host, the following are unacceptable for evening wear at Livery functions: Gentlemen: denim, leather, coloured jackets/suits/waistcoats/ties, "bootlace" ties, brown shoes. Ladies, casual trousers, denim, leather, any skirt length above the knee, off the shoulder or sleeveless tops.

Behaviour at events

Mobile phones are to be switched off on entering the venue and should not be used during any function, including the taking of photographs. Please seek advice on use of photographs for social media. If mobile phone apps are needed for medical purposes, they should be used discretely.

Personal relationships, religion and politics are not suitable subjects for the dinner table and are best avoided. Business – and in particular touting for it! – should not be discussed at Livery functions; a Livery Company is not primarily a 'business networking opportunity' and, for example, overt exchange of business cards is not permitted.

The standards of behaviour expected at livery events is high and it is incumbent on all Members and their guests to comply. Instances of rowdy behaviour, inappropriate language and inebriation will not be tolerated. It is up to the Clerk, assisted by the Beadle where necessary, to put a stop to inappropriate behaviour and deal with the offenders. Poor guest behaviour will be dealt with through the host Member, and if deemed necessary the subject guest should not be asked to attend another Company event.

Appendix 1: Company activities

A flavour of the range of Company activities is given by the schedule of elections and appointments that are confirmed at the September meeting of the Court, which is named the Election Court. At that meeting as well as electing the Officers for the coming year, the Court confirms the appointment of Members to a large number of roles, and the lineup agreed at the Election Court in September 2025 was as shown in the list below:

Chairs of:	Lead responsibilities:	Panel/Interest Group Chairs
Pro Bono Committee*	Treasurer	Faith Group
Membership Committee*	Almoner	Music Group
Wine Committee	IT Systems and Website	Real Tennis
Education Committee*	Bayes Business School	Sailing Group
Marcomms Committee*	Academic Lead	Wine Club
Company Livery Committee	Bayes Centre for Charity	Golf Group
Events Committee*	Effectiveness	
Governance Committee	Financial Services Group	
	Livery Skills Council	
	Livery Schools Link	
	Annual Report	
	Newsletter	
	Liaison with the MCA/CMI/IC	
	Urwick Prize Panel	
	Sea Cadets	
	RAF 600 Squadron	
	WCoMC Charitable Fund	
	CMCE and CMCE Directors*	
	Chaplain	
	Beadle	

*Further details on each of these is given at Appendix 2.

Appendix 2: Getting involved

The Company's activities are managed through committees and working groups. There is a lot of information on the Company web site but set out below is a summary of information for the main ones concerning:

1. The type of help we need from members in the work of this group
2. The sorts of qualities and attitudes over and above those generally of a management consultant that would be a good fit
3. What to do to find out more and get involved

On this last point, the best person to contact is the chair or leader of the group. These roles are by appointment and are reviewed each year at the Election Court, held in September, so the incumbents change from time to time. It is therefore best to ask the Clerk who leads each group to get up to date information.

Pro bono

The ProBono Committee needs Members to help provide time for our work with charities.

The Committee assesses all requests for mentoring or consultancy support from prospective clients in the Non-Profit sector. This triage identifies what the real need is and how we might address it through the skills of our membership. The majority of requests centre on strategic or operational advice. A request will then be broadcast to Members to help. In some cases the work may be more specialised and individual Members may be approached.

It is therefore vital that all Members keep their Professional Background/Skills Register up to date. When joining the Company, each Member is asked to complete this information; it is held in their account on our web site – and it is very easy to access and update. We hold a list of 10 skills categories, which are immediately recognisable; simply tick those on which you are able to advise. In addition, we ask that all Members upload a copy of their most relevant curriculum vitae.

And for those who are not sure about working with Non-Profit organisations, the Committee provides support – you will find that the problems and opportunities are very similar to those encountered in other areas of the economy.

Membership

Our Membership Committee plays a vital role in welcoming, engaging, and retaining Members within the Company. We rely on the help of our fellow Members to support activities such as reaching out to prospective Members, conducting informal interviews, and helping new joiners feel part of the community. Members also assist with reviewing applications, sharing feedback on how we can improve the onboarding process, and representing the Committee at events where potential Members might be present. The insights and experiences of existing Members are invaluable in ensuring that our membership remains vibrant, diverse, and aligned with the Company's values.

We are looking for Members who are approachable, good listeners, and enthusiastic about helping others feel welcome. An understanding of what makes our Company special—our

traditions, professional standards, and sense of fellowship—is key, along with the ability to communicate that clearly and warmly to newcomers. Patience, fairness, and good judgement are important, as the role sometimes involves balancing encouragement and our desire to grow our membership, whilst upholding our membership criteria. Above all, a positive, collaborative attitude and a genuine interest in people will make someone an excellent fit for this committee.

If you're interested in learning more about the Membership Committee's work or think you might like to get involved, we'd love to hear from you. You can start by speaking with one of the current Committee members or contacting the Committee Chair directly for an informal chat about the role and current priorities. Attending our Company events is also a great way to see how the Committee interacts with Members and prospects in practice. Whether you can offer a few hours occasionally or take on a more active role, your contribution will help strengthen our community and ensure the continued growth and success of the Company.

Education

In addition to the work of CMCE, the Company's broader work in providing entry points into the profession and enriching our lives as Members of our Company could include:

- Organising and running an Education event, e.g. the Education Supper or Shoptalk
- Speaking at a Shoptalk event
- Identifying potentially interesting speakers for talks that would be of interest to Members of the Company and/or members of the public or other livery companies.
- Working with young people to illustrate some of the qualities that make a good management consultant or that make the profession attractive as a career e.g. via participation in the Livery Schools Fair or the Sheriff's Challenge (debating competition).

The sorts of qualities and attitudes that would be a good fit

- Well-networked – with contacts in the industry or more broadly.
- An interest in the professional development of consultants, and of young people, with an ability to relate to them
- A broader interest in personal and/or career development
- Great organising skills
- Reliability and follow-through in volunteer commitments

To find out more and get involved contact the Chair of the Education Committee.

MarComms

The purpose of the MarComms (Marketing and Communications) Committee is to develop, implement and maintain the Company's long-term Marcomms Strategy, incorporating as best as possible the needs of the current Master.

Its role is:

- To act as the advisory focal point for the Company's communications and engagement activity, embracing and coordinating all areas in which the Company may project an image of itself and its activity into the public domain
- To support Company Committees in promoting the results of their efforts where these could be of interest in the public domain
- To promote the most appropriate media to convey messages about the Company and its good works to its Members and its external stakeholders

The type of help we need focuses on the following:

- Good written communications skills for reviewing, creating and editing the content on the Company's web site, and for creating broadcast emails and other communications via the Company's web site.
- Planning and delivering social media content, primarily via our LinkedIn page
- Planning, developing, co-ordinating and delivering occasional surveys of our members, usually electronically but including any initiatives involving direct 1-2-1 contact with Members.

The sorts of qualities and attitudes that would be a good fit:

- Strong written communication: able to write clearly and engagingly for websites, emails, newsletters, and social media.
- Creativity: brings fresh ideas for content, campaigns, and engagement strategies—especially for social media posts.
- Proactive attitude: takes initiative to suggest improvements and volunteer for tasks.
- Familiarity with social media platforms: especially LinkedIn
- Visual awareness: knows how to use images, graphics, and video to enhance posts and increase engagement.
- Understanding of audience: able to tailor content to different audiences, including Members and external stakeholders.

Events

- In the Company every event we run - large or small, has an 'event owner' - the Member who has the role of lead organiser, seeing the event through from the initial idea to delivery to evaluating how it all went.
- For staging both the formal and the smaller regular events we also have a tried and well-honed process steered and organised by our Clerk and Assistant Clerk in partnership with the respective event owners.
- Behind the scenes the decisions they make on behalf of the membership are many and varied - running from finding a date, often up to a year ahead, setting the budget, booking a city venue of the right size, booking caterers, and a Beadle,

making menu choices, choosing wine from the Company's own cellar, drawing up a guest list, booking guest speakers, creating seating plans, advertising the event on our website, taking bookings and payments, sending personal invitations, printing menus and place cards, transporting the wines, greeting guests on the day, taking official photos, hosting, and, sometimes, troubleshooting the unexpected.

- We also make the most of these special events by including beforehand an Admissions Ceremony for new Members, or clothing new Liveryman.
- Then the drill is - all of the above - plus packing the mace, bringing the registers and framed certificates and a number of red gowns for the Master, Wardens and the Father of the Livery to wear so that with the Clerk they are ready to play their part in the ceremony.
- There's a lot going on!
- And each event owner is always grateful for the vital support of the Event Team - also behind the scenes, running the IT booking system, helping make sure everyone gets safely registered for their chosen events, fees paid and queries answered, with the Treasurer on standby with financial updates.
- If organising social events is your happy place, and/or you are beautifully networked and have connections to interesting and affordable venues around the City, or you have an idea for a new event and you would like to be the Event Owner, or help with someone else's while you learn the ropes – talk to the Chair of the Events Committee.
- There are opportunities to be involved in all these ways and more - assisting, shadowing, organising with the help of your own team - anything is possible if we create it.

CMCE

The Centre for Management Consulting Excellence (CMCE) was set up by the Company to share academic research and practitioner experience to the benefit of the consulting community. The type of help we need from Members in the work of CMCE includes:

- In the CMCE monthly newsletter, contributing an article or sharing case studies or tools from your consulting practice
- Contributing a paper to, or helping to curate and update the CMCE Excellence Hub which is a repository of essential resources for management consultants
- Helping develop CMCE's digital presence (e.g., website, social media strategy) by, for example, posting items on events and news on the CMCE website, posting LinkedIn content
- For our events, organising them, hosting or moderating a webinar or roundtable or nominating speakers or topics for future events

- On our research work, leading a CMCE research project, contributing to themed research initiatives or thought leadership campaigns, or being a judge of the CMCE Research Awards

Particular qualities and attitudes that would be a good fit are:

- An interest in working with academics
- A passion for thought leadership and shaping the future of management consulting
- A passion for management consultancy as a profession and a desire to develop and promote knowledge, and to support those in or entering the profession

If you want to find out more and get involved contact the Director of CMCE whose details you can find on the CMCE web site at <https://www.cmce.org.uk/about-us>