



# **Giving and Gaining**

**with**

**The Worshipful Company  
of Management  
Consultants**

# About The Worshipful Company of Management Consultants

*“When we first discussed the idea of trying to establish a Livery Company for Management Consultants we knew our aims — sharing between professionals, giving to the community and being part of the City, but we had little idea of what would be involved. However, with the fantastic help we received from so many quarters in the City and the enthusiastic support of a growing band of Members, we finally achieved our dream”.*

*David Miller  
Founder Master 1993 –1995*

The Worshipful Company of Management Consultants began life as a Guild of the City of London in 1993 and became a ‘Company without Livery’ in 1999. On 4<sup>th</sup> May 2004, the Court of Aldermen granted the Company’s petition to become a fully-fledged Livery Company of the City of London.

Between 1993 and 2004 the Company had completed a very substantial amount of work consistent with the two great foundations of historic Guilds in ‘education’ and ‘charity’. By this means the Company had been establishing the record of achievement, the financial position and the state of all-round preparedness necessary for admission to the Livery.

Now, proudly the 105<sup>th</sup> Livery Company in a succession dating back to medieval times, the Company has many exciting challenges before it. Though much has gone before, in many ways ***this is only the beginning.***

## Why ‘Giving and Gaining’?

The historical tradition of Livery companies is, in major part, that of supporting, protecting and developing their trades and crafts, whilst acting in charitable ways within the wider community. Livery Companies have, at the same time, traditionally been ‘clubs’ in which like-minded individuals assemble in fellowship and social intercourse. Liverymen have also played a major role through the centuries in the shaping and governance of the City as London, as well as in its pageantry and culture.

**‘Giving and gaining’**, therefore, has always been at the heart of the Livery movement. Here are just some of the ways in which members may ‘give’ and ‘gain’ in The Worshipful Company of Management Consultants.

### Giving

Undertaking pro bono consulting projects for small charities based in London, or mentoring chief executives of charities which are also London-based.

Joining a Committee of the Company to assist in its educational, social or professional work, or in other aspects of the Company’s operation

In due course, joining the Court of Assistants and playing a role in the governance of the Company

Beyond the Company, embracing any of the huge variety of opportunities for ‘giving’, as a Liveryman of the City of London. In particular, a Liveryman may join ‘wide-ranging committees of the Corporation of London, in the areas of education, charity or the arts.

### Gaining

Attending dignified and heart-warming events in the great Livery Halls of the City of London - with inspiring speakers and fellowship amongst professional colleagues.

Acquiring new rich veins of consulting and mentoring experience as a result of working directly within the not-for-profit sector.

Obtaining access to all members and their professional profiles via the website, and by the same means accessing a repository of consulting knowledge and initiating or participating in debate on key management consulting topics.

The potential benefits of being a Liveryman extend well beyond the status and influence of one’s own Livery Company. For a Liveryman, the door is open to pageant and personal involvement with the City corporate in all its spheres of activity, and wide-ranging development of further influential contacts. A Liveryman may become a member of additional high profile clubs in the City, most notably Ward Clubs and the City Livery Club.

## The Company's Social and Professional Calendar

Members of The Worshipful Company of Management Consultants enjoy a vibrant round of social and professional activities, further enriched by sampling the many fascinating Livery Halls of the City of London. Typically the Calendar of Events includes:

Jan	<b>The Charities Supper</b>	<i>A celebration of the Company's charitable work, with representation from Heads of Charities aided by the Company, and from the 'Centre for Charity Effectiveness' established jointly by the Company and the Cass Business School.</i>
Mar	<b>AGM and Reception</b>	<i>An opportunity for Members to meet in convivial surroundings and consider the past year's progress and future plans of the Company</i>
Apr	<b>The Master's Dinner</b>	<i>A formal dinner with principal guests and speaker personally invited by the Master</i>
May	<b>The Annual Lecture</b>	<i>A lecture and reception centred on a topical theme of major consequence for members and the profession. This event has seen a succession of important public figures as guest speaker.</i>
Jun	<b>The Education Supper</b>	<i>A celebration of the work of the Education Committee, and the presentation of the Urwick cup and prize to a high-achieving MBA student.</i>
Jly	<b>The Master's Reception for Mentors</b>	<i>A luncheon for special recognition of those members who have been actively engaged in the mentoring programme for Heads of Charities</i>
Oct	<b>The Master's Reception for Pro Bono Consultants</b>	<i>A luncheon for special recognition of those members who have been actively engaged in pro bono consultancy, helping charities with strategy and change.</i>
Oct	<b>The Installation Dinner</b>	<i>Recognition of the Installation of a new Master each successive year (including the new Master's view of the way ahead and an invited guest speaker).</i>

## The Company and the Centre for Charity Effectiveness

The Worshipful Company of Management Consultants and the Cass Business School of the City University have together established 'The Centre for Charity Effectiveness'.

With generous initial funding from the Company via a Trust founded jointly by the Company and the Cass Business School, the Centre for Charity Effectiveness offers Degree and Diploma courses related to voluntary sector management. It also offers a series of short courses, master classes and research programmes. Members of the Company can become involved in the work of the Centre in many different ways.

**“The Centre for Charity Effectiveness** provides a unique centre of excellence in Europe with a mission to increase the effectiveness and achievement of voluntary and community organisations.

Created early in 2004, the Centre for Charity Effectiveness brings together its predecessor, VOLPROF, with the activities of the Worshipful Company of Management Consultants. Nowhere else in Europe has such a breadth of education, skills development and other capacity building opportunities for leaders and managers, been assembled that focuses specifically on the voluntary and community sector.”

## The Company and the Sea Cadets



The close association between The Worshipful Company of Management Consultants and the Sea Cadets is part of the tradition that Livery companies in some way provide services to the Armed Forces.

Accordingly the Company provides pro bono consultancy to the Sea Cadets national organisation and specific financial support to the Sea Cadets in the London area.

The Sea Cadets have become a most welcome asset to the Company, adding their youthful vigour and dramatic impact to certain of our events.



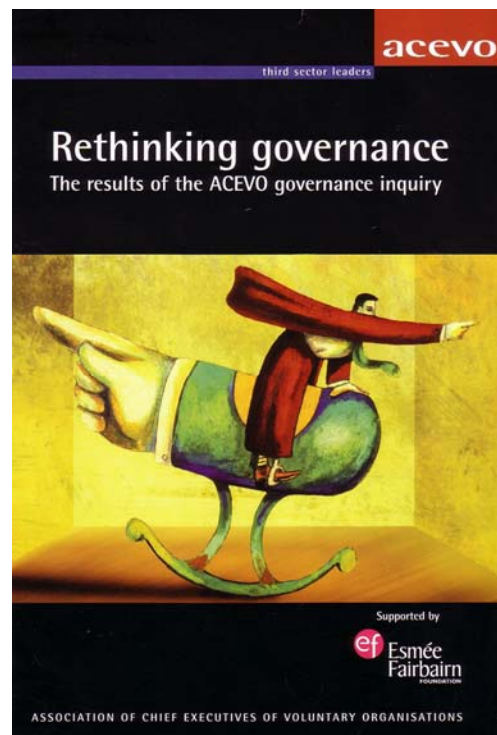
# The Company's Educational Activity and Professional Network

The Company's educational strategy and professional network are built on the following foundations.

- ◆ Encouraging **all** Members to learn continually
- ◆ Capturing our Members' experiences and learning
- ◆ Developing 'communities of practice'
- ◆ Sharing our learning nationally and internationally
- ◆ Providing a forum for 'thought leadership'

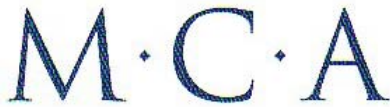
All Members are encouraged to participate in implementing the educational strategy through activities that include: common access to member CVs and knowledge on the Company's website; debating and codifying good, best and leading-edge practice; and launching a 'Brainstrust' programme.

The Company donates management books to places of learning within developing countries and also presents the 'Urwick Cup' each year to the best MBA student from Cass Business School of the City University. It further contributes to special projects such as the ACEVO 'Rethinking Governance' inquiry.



## The Company and Associated Organisations

In the UK there are three bodies that represent the management consultancy profession. They are fully complementary to each other, and work together, with relationships between them as indicated below.

The logo for the Management Consultancies Association (MCA) consists of the letters 'M', 'C', and 'A' in a blue, serif font, separated by small blue dots.

**Management Consultancies Association**

**The Management Consultancies Association (MCA)** was founded in 1956. It is the industry's trade body representing the larger management consulting firms; it works to maintain their reputation and sustain their quality of service.



**Institute of Management Consultancy**

**The Institute of Management Consultancy (IMC)** was created in 1962 with the encouragement of the MCA to ensure the development and maintenance of individual standards. The IMC is the professional body of qualified independent management consultants ranging from sole practitioners to the medium and large consulting organisations and internal consultants.



**The Company of Management Consultants**

**The Worshipful Company of Management Consultants** further enhances the stature and dignity of the profession. It is a repository of Management Consulting knowledge and is also responsible for ensuring that the profession provides a charitable return to the society it serves. It offers fellowship between members of the profession in a way that is not possible for the other two organisations.

## Structure and Governance of The Worshipful Company of Management Consultants

In keeping with other Livery Companies, the Worshipful Company of Management Consultants is governed by bodies known as Courts. The Court of Assistants consists of the Master, four Wardens and a number of Assistants, all of whom are members of the Company. The Court of Assistants elects the Master and Wardens. The Court of Wardens consists of Master, Wardens and Immediate Past Master.

A new Master is elected annually. Wardens are also elected annually, typically progressing through the roles of Fourth Warden, Third Warden, Second Warden and First Warden. Subject to the judgement of the Court, the First Warden may then be elected to the position of Master. These arrangements do much to ensure an advantageous combination of continuity of governance and vigour of leadership.

The Company also employs paid professionals whose duties are aligned with those of their counterparts in other Livery Companies.

These professionals are:

**The Clerk**      The senior permanent official of the Company

**The Beadle**    The 'master of ceremonies'

Membership falls into two categories: Freemen and Liverymen. Only Liverymen may take part in the election of the Lord Mayor of London.



The Master receives the Letters Patent confirming the Grant of Livery from the Rt Hon the Lord mayor, Alderman Robert Finch at Mansion House on 17<sup>th</sup> September 2004.

# Membership Process and Rules

## Membership Process

### Application Form

Complete the enclosed form and return it, with a CV and the Application Fine, to your Sponsor.

### Proposer (Sponsor) and Seconders

Three Members of the Company will need to support your application using the enclosed forms. One proposer (your Sponsor) will need to sign your application form and two seconders will need to complete the seconders' forms. If you have difficulty identifying a proposer or seconders, speak to the Chairman of the Membership Committee.

### Interview

All Candidates are invited to attend an interview with three members of the Company. This interview is not a formality, but is an opportunity for the panel to assure themselves that the Candidate understands the objectives and functions of the Company, understands the obligations of Membership, meets the Criteria of Membership and will be a good Member of the Company. Candidates should give some thought before attending the interview as to why they want to join the Company and what they hope to contribute.

### Court

All Candidates' names are submitted to the Court of Assistants, which is the final arbiter on Membership.

### Admission Ceremony

Successful Candidates are admitted to the Company at a short ceremony, usually held immediately before a social event.

## Fees

The Admission Fine (admission fee) is payable with the application and is non-refundable. If the Candidate is successful, the appropriate proportion of quarterage (annual subscription) for the remainder of the current Company year will be requested prior to admission and the Candidate will be asked to complete the necessary Direct Debit mandate for future quarterage payments and the donation to the Charitable Fund.

### Admission to the Livery

Once admitted as a Freeman of the Company, the new Member may proceed to joining the Livery. A one-off Livery Fine is payable and the Member must be a Freeman of the City of London. The Company will assist in this process. New Liverymen will be admitted prior to The Master's or Installation in April or October of each year.

## Membership Rules

### Principles

Membership is strictly limited to those who are of standing in their field and who will promote honourable practice in the profession of management consultancy. In seeking new Members, the Company is mindful of the need to enhance the standing and reputation of the profession. New Members should show willingness to participate, both now and in the future, in the affairs of the City of London. There shall be no more than 250 Liverymen. Membership numbers will be unlimited.

### Organisation

The Chairman of the Membership Committee is the Membership Secretary and is responsible for the administration of Membership. The Chairman of the Membership Committee must be a Warden or an Assistant.

The Membership Committee consists of at least three Members of the Company, and is chaired by the Chairman of the Membership Committee.

Interview panels consist of at least three Members of the Company, including at least one Assistant and a member of the Membership Committee.

### **Eligibility**

Membership is limited to those who:

Practice, or have practiced, the profession of management consultancy, and are concerned with supporting successful business change and enhancing business performance **or** Have contributed significantly to the business or profession of management consultancy **or** have held a high public or private office and significantly influenced the practice of management consultancy.

In any case of doubt, the Membership Committee will review the application and reserved the right to refuse applications without giving a reason.

### **Ex Officio Members**

The Presidents, for the time being, of the IMC and MCA will be ex officio members of the Court of Assistants.

### **Resignation**

Members may resign at any time by submitting their resignation in writing to the Chairman of the Membership Committee or to The Clerk.

### **Re-admission**

Any Member who has resigned from the Company may applied to be re-admitted.

The application should be sponsored by a member of the Court of Assistants who has ascertained from the Clerk and Chairman of the Membership Committee that there is no impediment to the application, which should be circulated to all members of the Court for approval.

If no objection is received by the Chairman of the Membership Committee

within 14 days, the Candidate will be informed that the application has been successful, and asked to pay all due fees.

If an objection is received, it will be referred to the next meeting of the Court for discussion and final decision.

### **Exemption**

An individual of outstanding reputation in the consultancy or business community may be invited by the Master to acquire Membership by exemption.

The Master will ensure any such individual has a full understanding of the Company's aims and that they are willing to support and participate in the affairs of the Company.

The individual will be asked to complete the application form and to pay all due fees, and the Chairman of the Membership Committee will then arrange for formal admission of the individual at the next convenient opportunity.

### **Honorary Membership**

Honorary Membership may in special circumstances be conferred upon eminent individuals who, in the opinion of the Court, have made an outstanding contribution concerned with supporting successful business change and enhancing business performance. Honorary Membership may be terminated at the unfettered discretion of the Court as well as by death or resignation of the Honorary Member.

### **Exclusion**

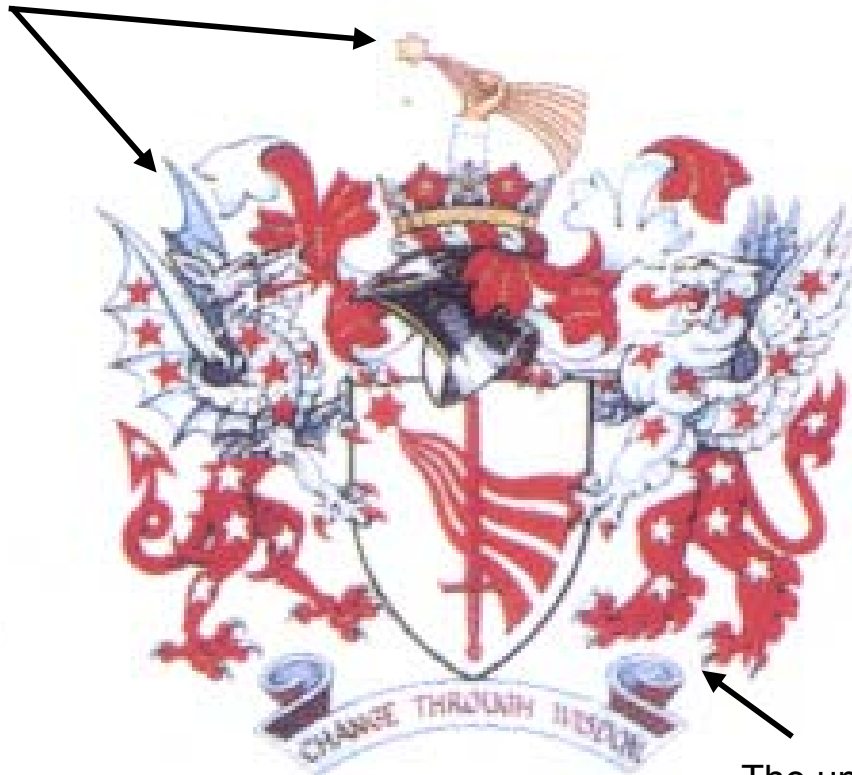
The Court may exclude Members who have offended against the rules of the Company. Exclusion will be immediate and without return of monies to the Member. Reasons for exclusion will include:

Failure to pay quarterage within three months of demand

Criminal or other acts that are likely to bring the Company into disrepute.

## The Worshipful Company of Management Consultants - Coat of Arms

The comet, held in the hand and also emblazoned on the shield, symbolises the Enlightenment that is enabled through the endeavours of the Company. The head of the comet represents the Power of Change and the tail represents the Illumination of those to whom the Company hopes to give benefit.



The Company's motto, '**Change through Wisdom**' denotes a key goal of all management consultancy.

The upright sword blade at the centre of the shield is symbolic of the Company's determination to seek 'Change Through Wisdom'

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