

Matrix of Preferred and Acceptable Assessment Techniques (CMC-B-01-A4)



Iran Management Consultants Association (IMCA)

Appendix 4 – Matrix of Preferred and Acceptable Assessment Techniques

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**Matrix of Preferred and Acceptable Assessment Techniques
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		1 - Application	2 - Qualification	3 - Client reference	4 - Written exam	5 - case study	6 - Face-to-face
CMC Competencies		P - denotes preferred assessment method X - denotes other possible assessment methods					
A1	Client Business Insight						
A1.1	Client understanding	X	X	P	X	P	X
A1.2	Client Business Knowledge						
A1.3	External awareness						
A2	Functional and Sectoral Knowledge						
A2.1	Functional and sectoral knowledge and experience	X	P	X	P	X	X
A2.2	Knowledge of functional and sectoral drivers, trends, and future challenges						
B1	Consultancy & Consulting Business Insight						
B 1.1	Consultancy business knowledge	X	X	X	X	P	P
B2	Professional Business Competence						
B 2.1	Professional attitude and behavior as a consultant	X	X	P	X	P	X
B3	Consultancy & Consulting Competence Development						
B 3.1	Continuing development of consulting and consultancy	X	P	X	X	X	P
C1	Assignment Management (Consulting Process)						
C1.1	Assignment Management processes	X	P	X	X	P	X
C1.2	Focus on the content of the Assignment Management processes						

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C2	Building and Sustaining Relationship (Engagement Management)						
C2.1	Focus on relationship and engagement						
C2.2	Building an approach and working culture.						
C2.3	Being innovative	X	X	P	X	X	P
C3	Personal Engagement						
C3.1	Taking the lead in assignment and engagement	X	X	X	X	P	P
C4	Consultancy differentiator – adding value						
C4.1	Adding value to the client by practicing professional and ethical behavior						
C4.2	Creating a good image and reputation in sector to be attractive to new clients. Adding value to existing clients, both wider and deeper, to keep long term relationship	X	X	P	X	X	P
D1	Consulting Process Techniques						
D1.1	Appropriate use of tools and methodologies						
D1.2	Ability to craft a feasible and effective solution						
D1.3	Transformation capabilities	X	X	P	X	P	X
D2	Personal Capabilities and Relationship						
D2.1	Understanding the context, process and result of consultancy tools and techniques to ensure their correct use		X	P		X	P
D2.2	Relationship and networking						
E1	Leadership						
E1.1	Managing Yourself			P	X	X	P
E1.2	Managing others			P	X	X	P
E1.3	Managing assignment, output and outcome						

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E1.4	Sharing Knowledge						
E1.5	Delivering output and outcome						
E2	Intervention capabilities						
E2.1	Managing interventions to achieve successful outcomes that add value to the client.			P	X	X	P
E3	Capability in operational delivery						
E3.1	Working effectively in complex environments						
E3.2	Demonstrating communication skills						
E3.3	Demonstrating influencing skills						
E3.4	Awareness of impact						
E3.5	Understanding the importance of impartiality and objectivity						
E3.6	Handling conflict			P	X	X	P
F1	Professional consultant behavior						
F1.1	Demonstrating professional behavior in dealings with client, stakeholders and colleagues			P	X	X	P
F2	Awareness of Consultant Role						
F2.1	Awareness and importance of selecting and following the appropriate role for the assignment			P	X	X	P
F3	Personal behavior and interaction						
F3.1	Taking responsibility						
F3.2	Showing respect						
F3.3	Making decisions fairly by acting impartially and objectively						
F3.4	Acting with honesty						
F3.5	Showing integrity			P	X	X	P
F4	Personal Attitude						
F4.1	Building trust and confidence by demonstrating a positive and constructive attitude			P	X	X	P

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F5	Behavior Development and Career Development						
F5.1	Planning self-development of behavioral skills and showing track record of personal growth						
F5.2	Takes responsibility for career development	P	P	X	X	X	X
G1	Sustainability & Corporate and Social Responsibility						
G1.1	Recommending solutions that are compatible with the principles of sustainable development			X	X	P	P
G1.2	Demonstrates Corporate and Social Responsibility in their own Client organizations						
G2	Legality and Compliance						
G2.1	Compliance with the relevant laws and regulations of the country or countries in which the work is undertaken			P	X	X	P
G3	Professionalism in Consultancy, Consulting & Consultant						
G3.1	Handling assignments with care, integrity, and conscientiousness			P	X	X	P
G3.2	Ensuring transparency in all phases of the assignment						
G3.3	Understanding and fulfilling the role(s) required in the assignment						
G4	Personal Values						
G4.1	Having strong Personal values			P	X	X	P
G5	Consultancy, Consulting, and Consultant Competence Development						
G5.1	Planning and undertaking self-development of competence for personal growth	P		X		P	X