

Code of Professional Conduct

- **Confidentiality**
A member will treat client information as confidential and will neither take personal advantage of privileged information gathered during an assignment, nor enable others to do so.
- **Unrealistic Expectations**
A member will refrain from encouraging unrealistic expectations or promising clients that benefits are certain from specific management consulting services.
- **Commissions / Financial Interests**
A member will neither accept commissions, remuneration, nor other benefits from a third party in connection with recommendations to a client without the client's knowledge and consent, nor fail to disclose any financial interest in goods or services which form part of such recommendations.
- **Assignments**
A member will accept only assignments which the member has the skills and knowledge to perform.
- **Conflicting Assignments**
A member will avoid acting simultaneously in potentially conflicting situations without informing all parties in advance that this is intended.
- **Conferring with Client**
A member will ensure that before accepting any engagement, a mutual understanding of the objectives, scope, workplan, and fee arrangements has been established, and that any personal, financial, or other interest which might influence the conduct of the work has been disclosed.
- **Recruiting**
A member will refrain from inviting an employee of a client to consider alternative employment without prior discussion with the client.
- **Approach**
A member will maintain a fully professional approach in all dealings with clients, the general public, and fellow members.
- **Other Management Consultants**
A member will ensure that other management consultants carrying out work on behalf of the member are conversant with and abide by this Code of Professional Conduct.



Ethics in Business Consulting

No single code of ethics is appropriate for everyone, but some very basic ethical beliefs can and should form the basis for your personal code of ethics.

Ethics in Business Consulting

Confidentiality

Protect your clients' confidentiality, and don't misuse insider information. A member will treat client information as confidential and will neither take personal advantage of privileged information gathered during an assignment, nor enable others to do so.

Consultants are often placed in situations in which they have access to proprietary information, the release of which could cause a client serious financial or other damage. Your clients have placed you in a position of trust; don't violate that trust.

Ethics in Business Consulting

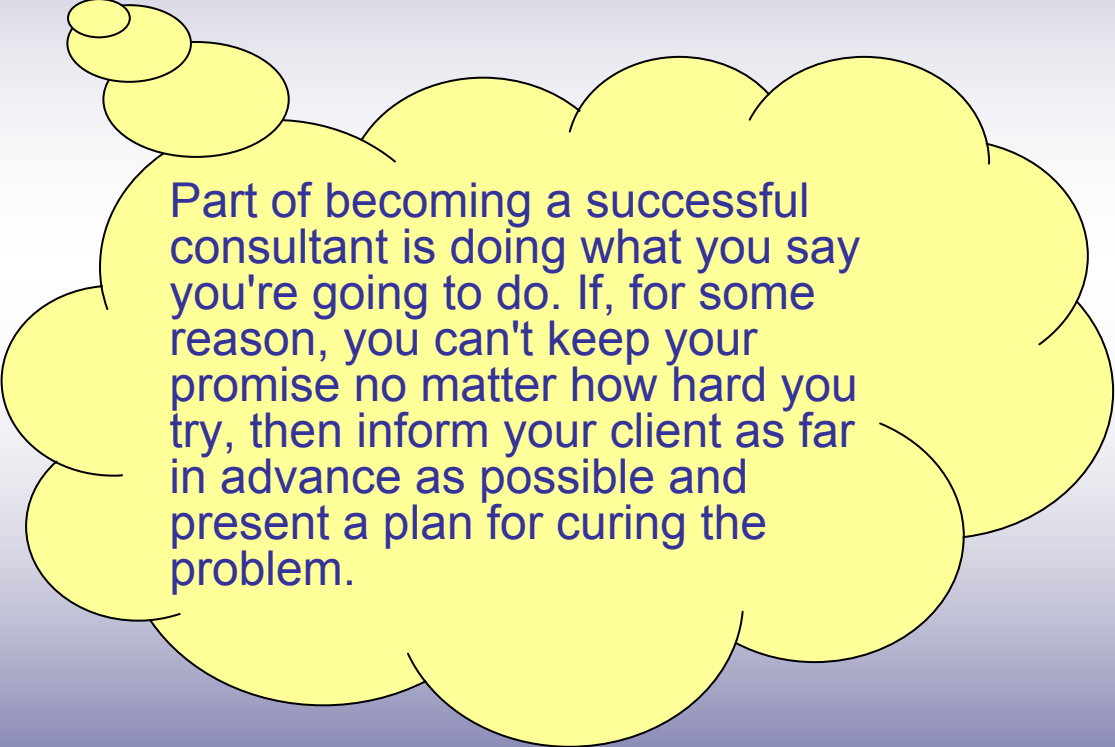
- Confidentiality
- **Unrealistic Expectations**

A member will refrain from encouraging unrealistic expectations or promising clients that benefits are certain from specific management consulting services.
Account for your time accurately and honestly.
Your client expects and trusts you to be truthful in your billing practices. Anything less is not only unethical but also a violation of your client's trust.

Don't make promises you can't keep.
Although you may really want to impress a potential client with your amazing abilities, don't make promises you can't keep.

Ethics in Business Consulting

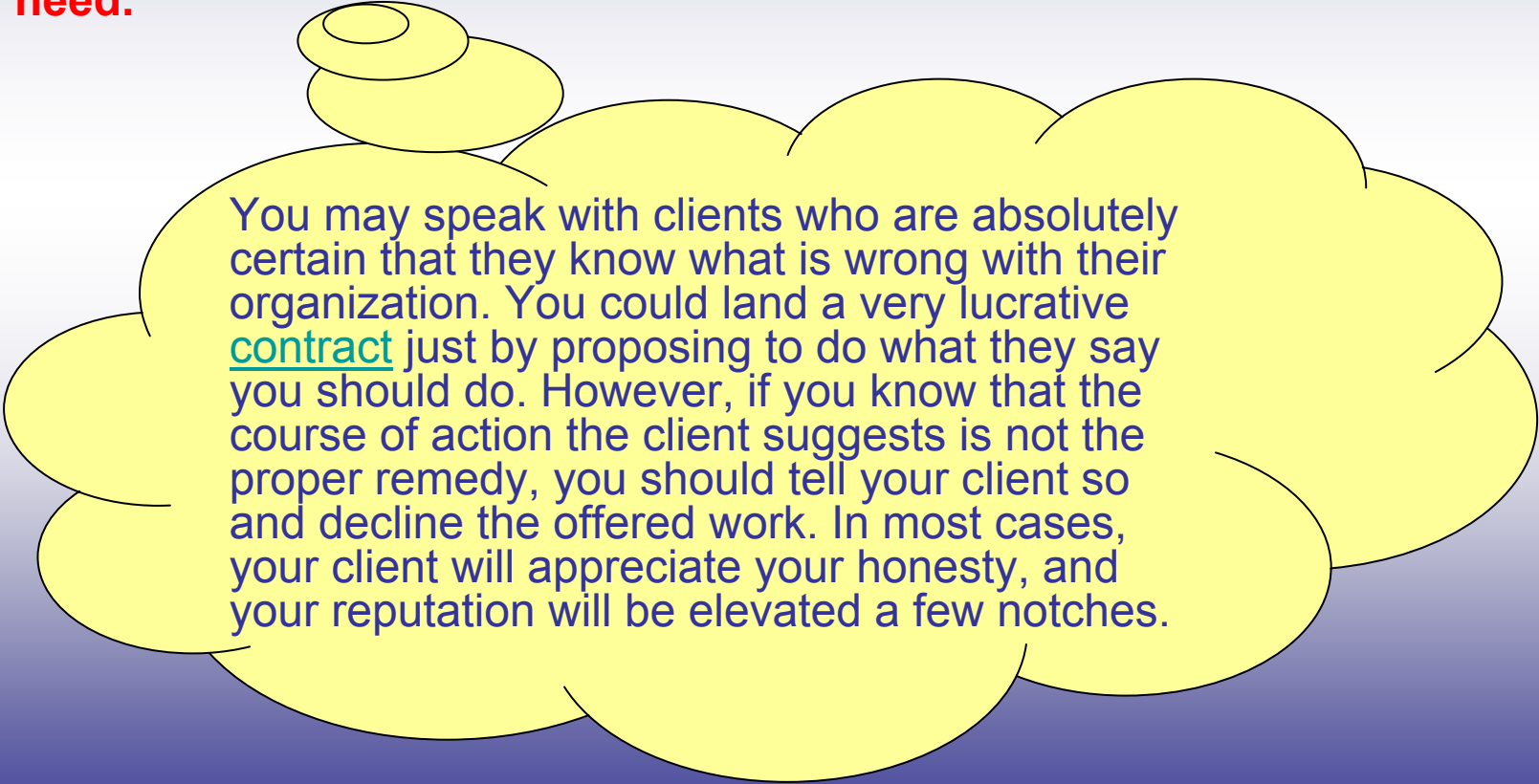
- Confidentiality
- Unrealistic Expectations
- **Follow through on your promises.**



Part of becoming a successful consultant is doing what you say you're going to do. If, for some reason, you can't keep your promise no matter how hard you try, then inform your client as far in advance as possible and present a plan for curing the problem.

Ethics in Business Consulting

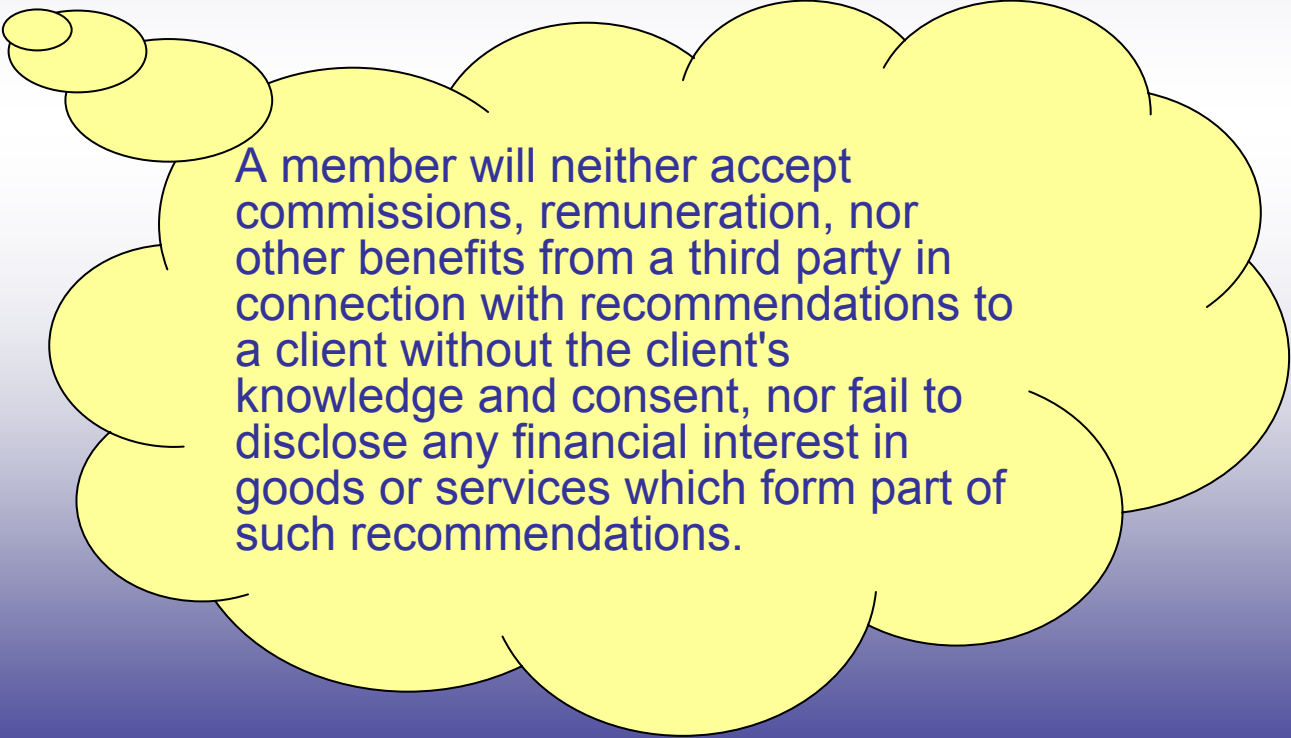
- Confidentiality
- Unrealistic Expectations
- Follow through on your promises.
- **Don't recommend products or services that your clients don't need.**



You may speak with clients who are absolutely certain that they know what is wrong with their organization. You could land a very lucrative contract just by proposing to do what they say you should do. However, if you know that the course of action the client suggests is not the proper remedy, you should tell your client so and decline the offered work. In most cases, your client will appreciate your honesty, and your reputation will be elevated a few notches.

Ethics in Business Consulting

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- Don't recommend products or services that your clients don't need.
- **Commissions / Financial Interests**



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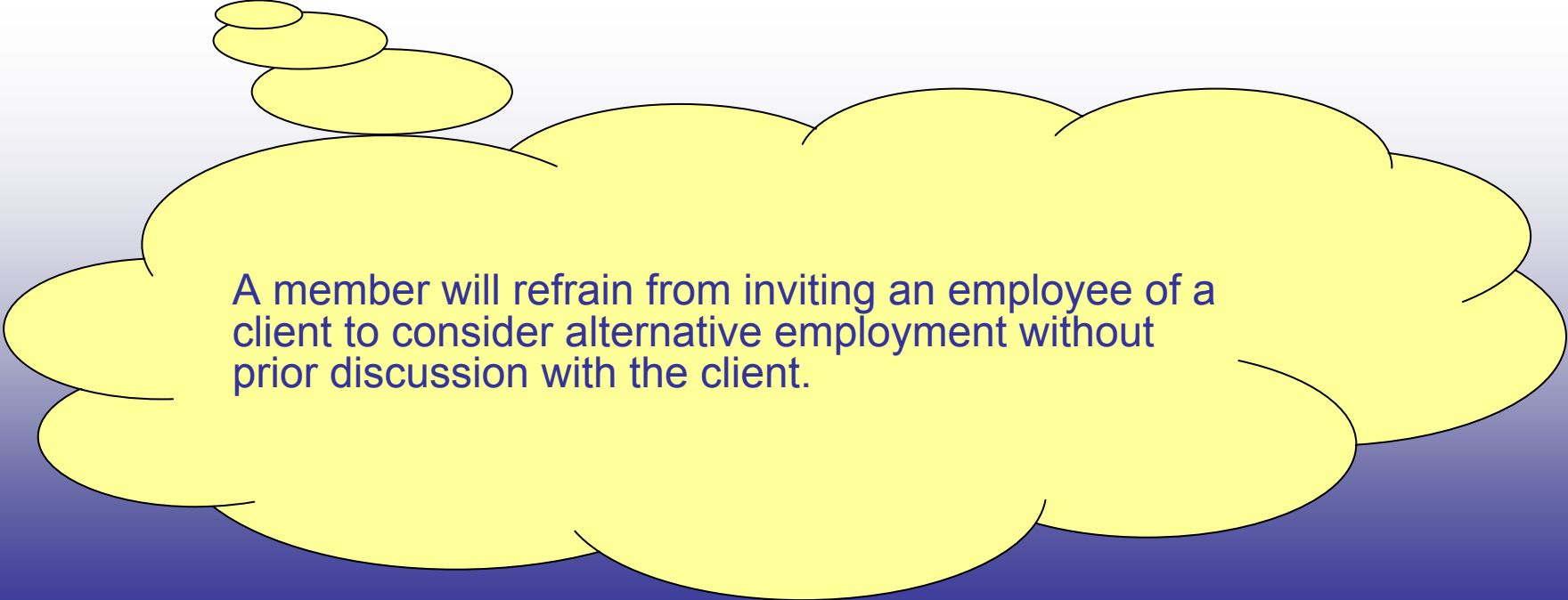
- Confidentiality
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- Follow through on your promises.
- Don't recommend products or services that your clients don't need.
- Commissions / Financial Interests
- **Conflicting Assignments**

Disclose conflicts of interest. A member will avoid acting simultaneously in potentially conflicting situations without informing all parties in advance that this is intended.

If you're a popular consultant in your field, preventing conflicts of interest can often be difficult. As organizations seek for your expertise, you may find yourself working on the same problem for two competing companies. However, as soon as you discover a conflict — potential or actual — you should disclose it to the affected client(s) and then take action to resolve it. If the conflict can't be resolved through these means, then you may have to drop one of the two firms as a client.

Ethics in Business Consulting

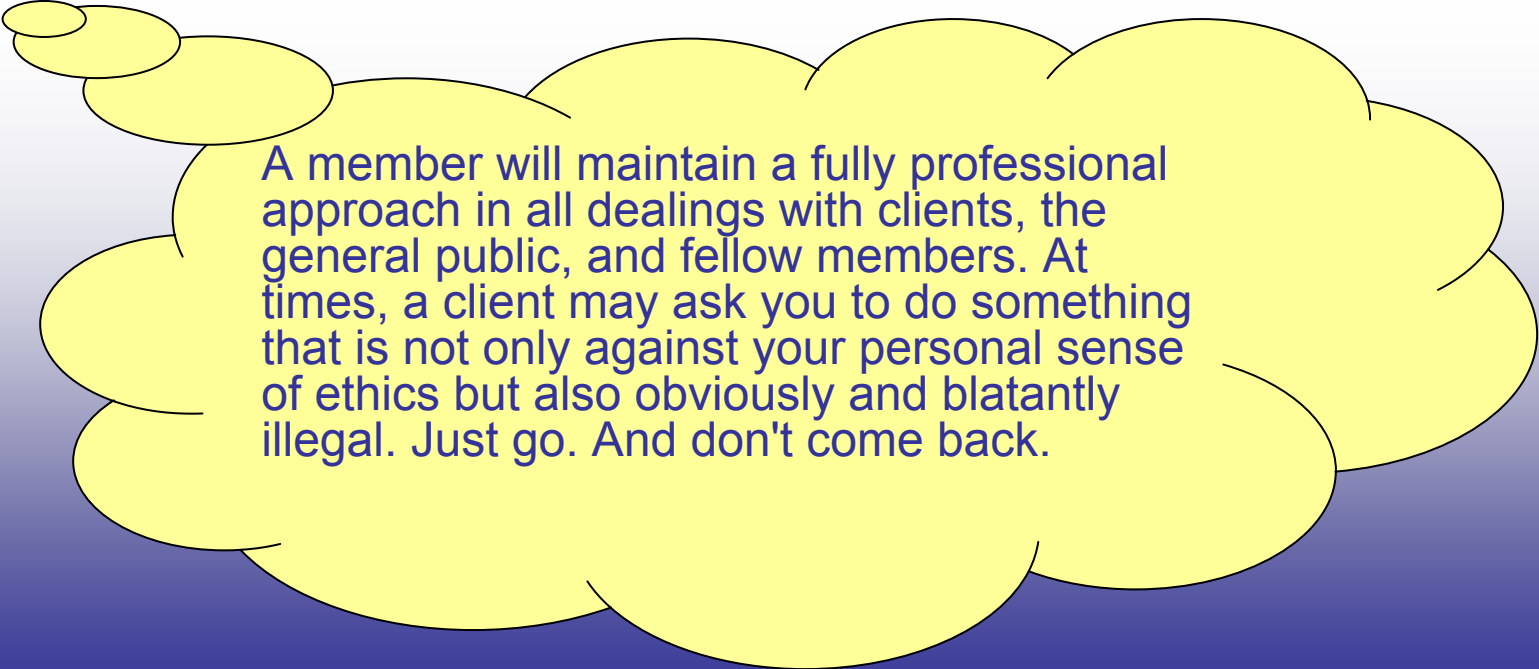
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- Don't recommend products or services that your clients don't need.
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- **Recruiting**



A member will refrain from inviting an employee of a client to consider alternative employment without prior discussion with the client.

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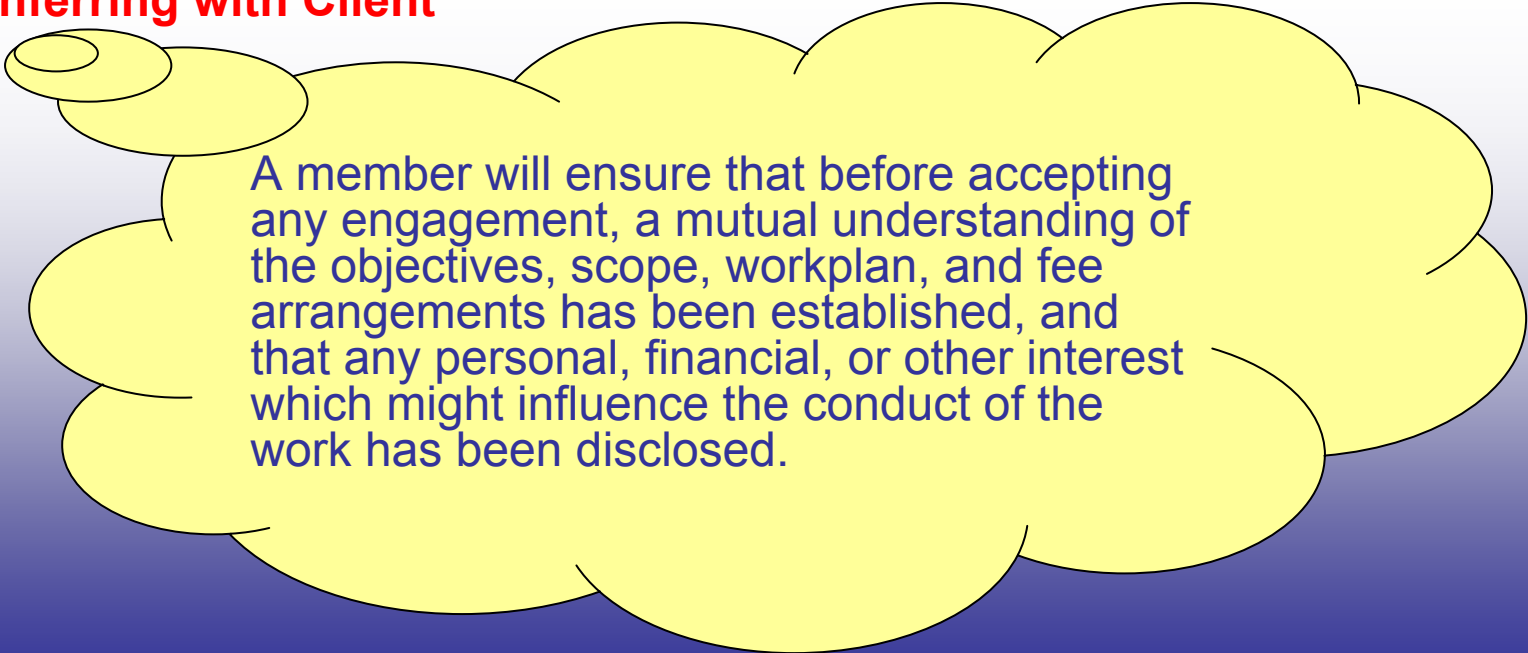
- Confidentiality
- Unrealistic Expectations
- Follow through on your promises.
- Don't recommend products or services that your clients don't need.
- Commissions / Financial Interests
- Conflicting Assignments
- **Don't break the law.**



A member will maintain a fully professional approach in all dealings with clients, the general public, and fellow members. At times, a client may ask you to do something that is not only against your personal sense of ethics but also obviously and blatantly illegal. Just go. And don't come back.

Ethics in Business Consulting

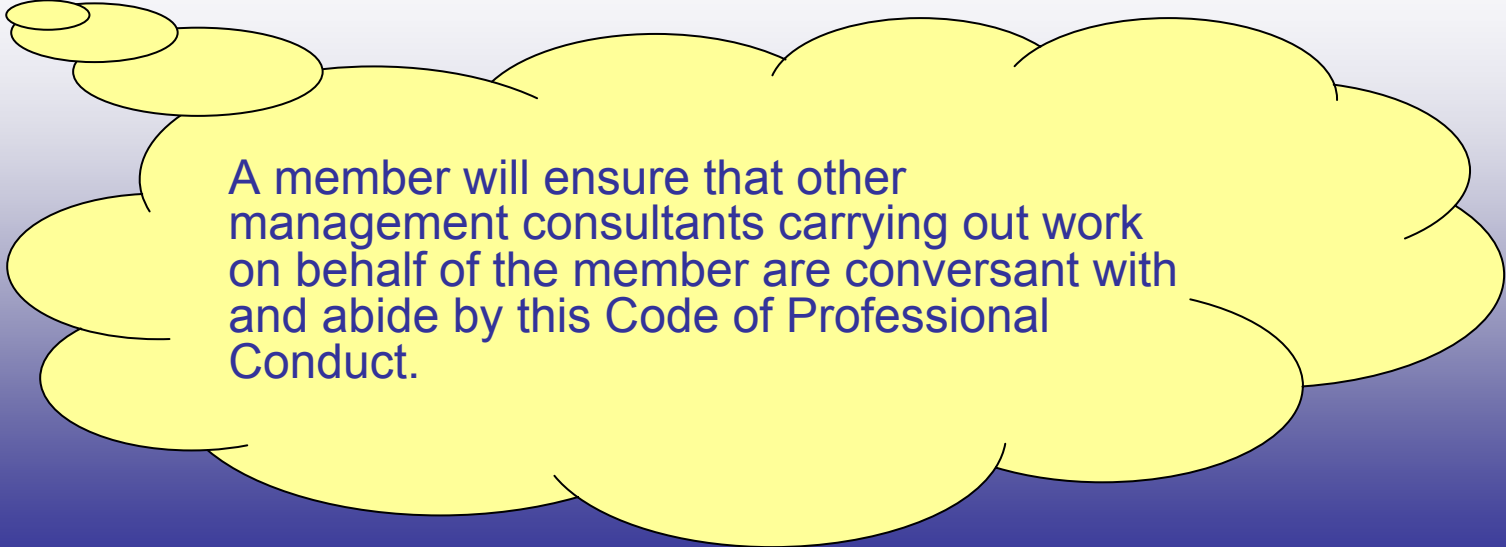
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- Unrealistic Expectations
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- Conflicting Assignments
- Don't break the law.
- **Conferring with Client**



A member will ensure that before accepting any engagement, a mutual understanding of the objectives, scope, workplan, and fee arrangements has been established, and that any personal, financial, or other interest which might influence the conduct of the work has been disclosed.

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About Certified Management Consultant

Certification

When you see the initials CMC following a consultant's name, it means that he or she is a Certified Management Consultant and has met the strict certification requirements of the Institute of Management Consultants USA, Inc. Candidates for Institute certification undergo a thorough investigation of their consulting experience. CMC (Certified Management Consultant) is a certification mark awarded by the The International Council of Management Consulting Institutes and represents evidence of the highest standards of consulting and adherence to the ethical cannons of the profession. Less than one percent of all consultants have achieved this level of performance.

Code of Ethics

CMCs pledge in writing to abide by the Institute's Code of Ethics. Their adherence to the Code signifies voluntary commitment above and beyond the requirements of law. Key provisions of the Code require that CMCs:

- Safeguard confidential information
- Render impartial, independent advice
- Accept only those client engagements they are qualified to perform
- Agree with the client in advance on the basis for professional charges
- Develop realistic and practical solutions to client problems.

The Institute enforces the Code by receiving and investigating complaints of violations and by taking disciplinary action, including revocation of certification against.

Standards of Competence

Every step leading to the CMC designation is designed to verify the candidate's professional competence:

- A CMC must have five years experience in the full-time practice of management consulting, with major responsibility for client projects during at least one of those years plus a bachelors degree.
- The CMC must provide multiple references, most of them officers or executives of clients served. These references are investigated to assure that the consulting relationship met the clients' objectives.
- The CMC must provide written summaries of client assignments (disguised to protect client identity).
- The CMC must pass a qualifying interview by senior CMCs, demonstrating professional competence and current knowledge in areas of specialization, application of experience, and understanding of the management consulting process.

Mark of Excellence



**CERTIFIED
MANAGEMENT CONSULTANT**

The CMC designation is a valuable tool to help executives select a management consultant. It indicates that individuals meet the profession's standards of competence and ethics. Certification by the Institute of Management Consultants is the mark of excellence among management consulting professionals.

Biznesa konsultantu ētikas principi

- 1. **KLIENTI – KLIENTU APKALPOŠANA**
Biedri apņemas apkalpot savus klientus ar godprātību, kompetenci un objektivitāti, pielietojot tikai profesionālu pieeju, un uzskatot klienta intereses par primārām.
- 2. **KLIENTI – CERĪBAS/ IZREDZES**
Biedri apņemas klientiem solīt tikai reāli sasniedzamus labumus un rezultātus no saviem pakalpojumiem.
- 3. **KLIENTI - KONFIDENCIALITĀTE**
Biedri apņemas apieties ar klientu informāciju, kas nav sabiedriska īpašums, kā ar konfidenciālu informāciju. Viņiem ir jānosargā tā no neautorizētu cilvēku pieejas, un viņi nedrīkst izmantot uzticēto vai privilēģēto informāciju savās personiskās, savas firmas vai citu klientu interesēs, bez šī klienta atļaujas.
- 4. **KLIENTI – INTEREŠU KONFLIKTI**
Biedri apņemas izvairīties no interešu konfliktiem, vai no tādu rašanās, un atklāt klientam jebkādas apstākļus vai intereses, kas var ietekmēt spriedumus vai objektivitāti.
- 5. **KLIENTI – ATLASOT KLIENTA DARBINIEKUS**
Biedri apņemas atturēties no aktīvas vai neaktīvas klienta darbinieku uzaicināšanas strādāt kaut kur citur, bez iepriekšējas klienta informēšanas.
- 6. **VIENOŠANĀS - UZDEVUMS**
Biedri apņemas pildīt tikai tos uzdevumus, kuros viņi var nodrošināt nepieciešamo ekspertīzi paši, kā arī var organizēt ekspertīzes piesaistīšanu, izmantojot savus ārštata konsultantus.
- 7. **VIENOŠANĀS – IZPRATNES APSTIPRINĀŠANA**
Biedri apņemas nodrošināt, ka pirms jebkuras vienošanās ir panākta abpusēja izpratne par mērķiem, apjomu, darba plānu un samaksas kārtību.
- 8. **VIENOŠANĀS – IZSTĀŠANĀS PIEDĀVĀŠANA**
Biedri apņemas piedāvāt izstāties no konsultēšanas uzdevuma, kad viņu objektivitāte vai godīgums var tikt apdraudēts.
- 9. **SAMAKSA – SAMAKSAS PAMATS**
Biedri apņemas iepriekš vienoties ar klientu par pamata samaksu un izdevumiem, un prasīt no klienta tikai tādu samaksu un izdevumus, kas ir saprātīgi, likumīgi un atbilstoši sniegtajiem pakalpojumiem un atbildības līmenim.
- 10. **SAMAKSA – ATKLĀTĪBA**
Biedri apņemas atklāt saviem klientiem savlaicīgi jebkuras maksas, maksājumus vai citus apsvērumus, ko saņem biedri saistībā ar iekārtam, piegādēm vai pakalpojumiem, ko viņi rekomendē saviem klientiem.
- 11. **PROFESIJA – CITU TIESĪBU RESPEKTĒŠANA**
Biedri apņemas respektēt klientu un konsultējošo kolēģu individuālās un korporatīvās tiesības un neizmantojot informāciju un metodikas bez īpašnieku atļaujas.
- 12. **PROFESIJA – PROFESIJAS PĀRSTĀVĒŠANA**
Biedri apņemas pārstāvēt savu profesiju ar godaprātu un profesionālismu savās attiecībās ar klientiem, kolēģiem un sabiedrību kopumā.
- 13. **PROFESIJA – ZIŅOŠANA PAR KODEKSA PĀRKĀPUMIEM**
Biedri apņemas ziņot par kodeksa pārkāpumiem Latvijas Biznesa konsultantu asociācijai, un nodrošināt, ka citi konsultanti, kas strādā kāda biedra vārdā arī ievēro šo kodeksu.

CMC

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