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# Case Study – Developing consultancy skills in Kazakhstan

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## **CMC Kazakhstan**

*Kazakhstan Chamber of Management Consultants*

*Success, based on Ethic, Professionalism and Independent Opinion*

Management consultants are engaged when organisations do not have the capacity to carry out development projects within their own resources. They are therefore an essential component in helping SMEs develop and this is particularly important within developing economies. Large businesses may well have the financial resources to grow and expand their activities; not so small businesses, where they may need careful support during their infancy to bring them to viable operation and beyond.

There are about 5000 consultants in total working at the market of Kazakhstan in about 550 consulting companies, providing different type of services to management. 13% of consulting practices are foreign companies, 20% of practices have existed more than 10 years, and 50% for less than 5 years.

Currently the main constraints on the development of the Kazakhstan consulting market are the reluctance of entrepreneurs to engage consultants, and the reduction of expenditures on consulting services due to the financial crisis.

Whatever the market conditions, however, management consultants need not only the knowhow that will help their clients prosper; they also need the key skills of a consultant to enable them to engage fruitfully with their clients to give of their best.

**Kazakhstan Chamber of Management Consultants (CMC Kazakhstan)** is an NGO, established in 2010 with the mission to support the management consultant profession through the implementation of international professional standards, a code of ethics, a system of continued professional development, and CMC certification.

CMC Kazakhstan is one of the founders of the Consortium of Consulting and Research Organizations of Kazakhstan. Since CMC Kazakhstan was founded it has conducted several conferences, such as the First National conference of consultants of Kazakhstan and the first international conference “Consulting without Borders” held in Almaty on February 1, 2012 where it hosted the first “Gabriel Al-Salem Award for Excellence in Consulting” ceremony.



CMC Kazakhstan members at the “International Consultants’ Day” celebration: June 2012; and the First National conference of consultants of Kazakhstan – November 16, 2011.



CMC Kazakhstan is a union of more than 50 qualified independent professionals who adhere to a Code of Conduct. It is in the process of conducting a system of continuing professional development, and for that purpose studying different international best practices. This is why we have a high appreciation of help given by Elevation Learning – one of the UK’s longest established and largest training organisations specialising in developing the professionalism and competence of consultants, technical specialists and other professional service deliverers.

Elevation Learning was commissioned by the **European Bank of Reconstruction and Development** early in 2008 to run a training programme, but with a difference: it was to be their standard Core Consultancy Skills course, but to be run in a “train the trainer” version. Elevation Learning ran the course in English, but at the same time coached participants (all of whom spoke English), so that they could deliver the course in Russian.

At the training we had an enthusiastic group of about 12 participants; and since that initial event four years ago they have gone to deliver the training to more than 500 others in Kazakhstan. Five of those course participants now are members of CMC Kazakhstan. It has even been run as far afield as Vladivostok!

This year (2012) Elevation Learning, represented by Calvert Markham, participated in the “Consulting without Borders” Conference and CMC Kazakhstan invited Elevation Learning to

run further training for consultants as a post-conference event. Calvert ran their “Preparing for promotion: Managing the business of consulting” course for about a dozen people. This time it was in Russian, but since Calvert does not speak Russian, it was run with a simultaneous translation. Once again, it has been run also as a “train the trainer” programme, so that some of the participants can go and train others in Russian.



Participants of the training “Preparing for promotion: Managing the business of consulting”, February 4, 2012.

“I have participated in much different trainings, there is Tomas Gad and Jack Trout among trainers I have learned from, no one impressed me like this: it is incredible! Recommendations we received from Calvert Markham on Preparing for Promotion: Managing the Business of Consulting training you can use/implement immediately. Our clients will feel the positive charge we got pretty soon!” – this is what Dauren Tuleev, Director of Development of one of leading Kazakhstani branding company “Good Solutions” – member of Pan-European Brand Design Association, says.

“A feature of working with consultants in countries such as Kazakhstan is the great appreciation they have of the training that they receive and as a consequence it is a joy to deliver. And of course, we also know that it will enable those consultants who have received it to deliver better value to their clients,”- says Calvert.

These are not innate skills – they need to be learned. They can of course be acquired through long experience, but that can be a hard road, beset by failures and not necessarily in the best interest of clients. So consultant training is a way of helping management consultants rapidly acquire the skills needed and of course this is what Elevation Learning specialises in.

“I started my consultancy activity after I read a book on management consultant written by Calvert Markham,” – said Ernest Kadyrov at the conference “Consulting without Borders - 2012”, a participant from Kyrgyzstan, - “and I never expected to meet this Guru in person, I am happy!”

At the picture Calvert Markham at the conference “Consulting without Borders - 2012” in Almaty.





Here are some opinions from participants of Core Consultancy Skill trainings:

- Core Consultancy Skills training I recently got helped me to improve my relationships with the client I was about to lose.
- The material was presented in very interesting way, and it was good that there were many practical samples and exercises given.
- It was good that trainers were experienced, and gave examples from real life. Very good presentation: consistent, well-structured, key points were emphasized.

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