



A HIGHER LEVEL of
management consulting
CANADA

From Executive to Advisor

*Thinking about starting a consulting practice?
Why the CMC designation belongs in your plan...*

Jennifer Smith, FCMC | CMC - Canada

Designing your Purposeful Third Act

APEX September Summit | September 15, 2026



CMC-Canada is an association that fosters excellence and integrity, and serves management consultants in Canada. CMC Canada has been supporting the profession since 1963.

“Being a CMC isn’t just a credential – it’s the gold standard for consulting, grounded in global best practices, professional ethics, and quality assurance that protects both consultants and clients. It sets you apart from other consultants, sharpens your skills, and connects you to a community network, professional development, and opportunities to work on exciting projects that bring value.”

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Your experience is Consulting Capital

01.

What you bring

Governance, change leadership, policy and program design, stakeholder relationships, managing risk – yeas of experience operating at an executive level.

02.

Who needs it

Departments and agencies, Crown corporations, other governments, not - for - profits and boards

03.

The real shift - From deciding to advising.

You influence and advise – scoping and pricing your own work, and deciding when you want to work and on what



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CMC Certification

A credential built for this transition



VERIFIED

Client references, experience and an oral assessment with two experienced CMCs



ETHICAL

A Code of Professional Conduct, an ethics course and an annual compliance declaration



RECOGNIZED

The profession's international designation, recognized in 50 countries



CONNECTED

A national peer community, continuing development and structured ways to give back

Advantages of Membership

CMC Professional Designation



Excellence

Trusted Distinction

A peer-assessed mark
of competence and
ethics



Opportunities

*Your Consulting
Advantage*

Access to CMC - only
programs, including
MAS and Pro Bono



Development

*Future - Ready
Consultant*

Continuing
professional
development, every
year



Networking

*Connect to the
Consulting
Community*

Institutes and
chapters across
Canada, and peers
worldwide

Pick the Mix That Works For You

Paid, low - bono and pro bono

PAID

Your core practice

LOW - BONO

Reduced rates for not - for - profits

PRO BONO

Scoped, structured giving

- Set your ratio up front, and revisit it each year
- Use structured channels. CMC- Canada's Pro Bono Program matches volunteer CMCs with small charities, for up to 20 hours per project.
- Low - bono rates keep the relationship professional and signal value (CMC MAS Program)
- Scope pro and low bono like paid work, with a clear deliverable and a clear end date



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Getting Started

Four Key Steps...

1.



2.



3.



4.

Define your next step

Use today's P3A tool to connect experience, purpose and opportunity

Identify the CMC Executive Stream – your experience should count 77 towards experience requirements

Plan ahead

Take the required courses, revamp your CV towards outlining your experience on projects where you advised and lead teams towards results

Join CMC - Canada now, and plan your **certification journey**
Enter the Associate Stream and work through the required Program bundles

Know your obligations

Post-employment limits, the Lobbying Act, and former public servant disclosure on federal contracts

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CANADA

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