

— GMCI CERTIFICATION PROGRAM

Certified Senior Consultant (GMCI-CSC)

Certified Senior Consultant (GMCI-CSC) — Full Learning Journey. Ten modules at Advanced–Expert tier with global, AI- and ESG-integrated judgment.



PROGRAM	MODULES	LEARNING HOURS	DURATION
GMCI-CSC	10 Modules	120 hrs	3–6 Months

Contents

01	Program Overview & Firewall Training vs assessment	03
02	Module Architecture 10 modules, 120h	04
03	Assessment & Portfolio Weights · 70% pass	05
04	Module 01 — Global Consulting & the Senior Consultant's Mandate 6 topics	06
05	Module 02 — Executive Leadership & Influence 6 topics	08
06	Module 03 — Advanced Diagnostics & Innovation 6 topics	10
07	Module 04 — Global Strategies — Part 1: Competing Across Borders 6 topics	12
08	Module 05 — Global Strategies — Part 2: Disruption, ESG & Ecosystems 6 topics	14
09	Module 06 — Advanced Financial & AI Tools 6 topics	16
10	Module 07 — Major Project & Program Management 6 topics	18
11	Module 08 — Change Management & Enterprise Transformation 6 topics	20
12	Module 09 — Capstone Consulting Project 4 topics	22
13	Module 10 — Final Exam & Evaluation 5 topics	24

Program Overview & Firewall

0. FIREWALL STATEMENT

Training curriculum defines what is *taught*. What is *assessed* is defined solely by GMCI-CMP-001 and GMCI-SCH-010 Scheme S-3. This journey changes neither.

WHAT THIS PROGRAM BUILDS

Level 3 is the apex: Level 1 built foundation, Level 2 built professional capability, Level 3 builds **leadership at enterprise scale** — global governance, AI- and ESG-integrated strategy, board stewardship.

TARGET

GMCI-CSC Senior
Consultant

HOURS

120 hrs

DAYS

22 days

DURATION

3–6 months

METHODOLOGY

15% theory · 30% case · 45% practice & capstone · 10% assessment

PROFICIENCY

Advanced–Expert (4–5) · [AI][ESG][INCL][GLOBAL]

Module Architecture — 10 Modules

MOD	TITLE	HOURS	ADVANCEMENT
01	Global Consulting	12 h	Senior roles, global ethics, stewardship
02	Executive Leadership	12 h	Boardroom, negotiation, governance
03	Diagnostics & Innovation	12 h	Risk, AI analytics, foresight
04	Global Strategies P1	14 h	Globalization, ISO 20700, digital
05	Global Strategies P2	14 h	Disruption, ESG, alliances
06	Financial & AI Tools	14 h	Modeling, valuation, AI
07	Major Program Mgmt	12 h	Mega-governance, recovery
08	Change & Transformation	12 h	Enterprise change, resilience
09	Capstone Project	12 h	Global case, defense
10	Final Exam & Evaluation	6 h	Exam prep, defense

Assessment & Portfolio

ASSESSMENT FRAMEWORK

COMPONENT	WEIGHT	APPLICATION
Knowledge Quizzes	20%	Executive MCQ
Capstone Case Analysis	25%	Written + oral defense
Practical Assignments	25%	One senior deliverable per module
Presentations	10%	Executive briefings
Final Exam	15%	Terminal exam
Portfolio	5%	Executive toolkit

Pass: **70% overall, no component below 60%.**

CUMULATIVE PORTFOLIO – 10 DELIVERABLES

MOD	DELIVERABLE
01	Global Engagement Governance Charter
02	Executive Influence Strategy
03	Enterprise Diagnostic Design + AI Protocol
04	Globalization Strategy Paper
05	Ecosystem & Alliance Strategy (ESG)
06	Valuation Model + AI Assurance
07	Major-Program Governance & Recovery Plan
08	Enterprise Transformation Roadmap
09	Capstone Package
10	Examination Readiness Record

Global Consulting & the Senior Consultant's Mandate

"Operate without borders — the senior consultant as global professional, steward, and ambassador of the firm."

MODULE
01 of 10

HOURS
12 h

LEVEL
Level 3 — Senior
Consultant

FOCUS
Global Consulting

LEARNING OBJECTIVES

- Position the senior consultant role within the global consulting profession and articulate the GMCI-CSC professional identity
- Apply the GMCI Code of Professional Conduct and ICMCI reference standards to leadership-level ethical dilemmas and arbitrate them with documented rationale
- Design engagement governance for a multi-country consulting assignment: steering, quality gates, escalation, and assurance
- Evaluate cross-border delivery models (onshore, offshore, nearshore, hybrid, embedded) and select the right model for client context and constraints
- Advise clients and engagement teams on cross-border regulatory, data-sovereignty, and confidentiality obligations before mobilisation
- Lead multi-cultural, multi-jurisdiction consulting teams using explicit working agreements and inclusive leadership practice
- Establish firm-wide standards for client communication quality and tone, and model them in executive settings
- Build a personal thought-leadership platform that represents the firm's point of view in the market

Detailed Topics & Content

1.1 THE GLOBAL CONSULTING PROFESSION & THE SENIOR MANDATE

- The \$300B+ global consulting industry: structure, regions, and growth poles — where the GCC/MENA market fits and where it is heading
- From engagement manager to consulting leader: what changes at Level 3 — scope, authority, accountability, and visibility
- The four stewardship duties of the senior consultant: client value, firm sustainability, professional standards, and societal impact
- The senior consultant as firm ambassador: representing methodology, brand, and standards in every room
- Career architecture beyond CSC: Principal, Partner, Practice Leader — and the 3-year certification cycle with its 120-hour CPD obligation (GMCI-CSW-070)

1.2 GLOBAL PROFESSIONAL ETHICS AT LEADERSHIP LEVEL

- The GMCI Code of Professional Conduct at CSC tier: from personal compliance to institutional custody of standards
- ICMCI reference standards and the global profession's ethical floor: what sophisticated clients and regulators expect
- Arbitrating complex, high-stakes ethical dilemmas at executive level — documented decision rationale and precedent-setting
- Designing engagement-level ethics governance: conflict-of-interest declarations, ethical walls, independence checks, and sign-off duties
- Ethics in cross-border work: conflicting legal, cultural, and commercial norms, and the hierarchy of obligations when they clash
- Building a culture of integrity: leading by example, ethical training programs, and protected whistleblowing mechanisms

1.3 ADVANCED CLIENT STEWARDSHIP & ENGAGEMENT GOVERNANCE

- Engagement governance models: steering committees, quality gates, independent QA reviews, and escalation paths
- Scope governance and expectation management at portfolio level: the senior consultant's sign-off authority
- Client stewardship vs. client service: the duty to tell the board what it needs to hear, not what it wants to hear
- Account stewardship across successive engagements: converting trusted delivery into long-term partnership
- Establishing firm-wide standards for client communication quality and tone — and enforcing them through review

1.4 CROSS-BORDER & MULTI-MARKET DELIVERY MODELS

- Delivery model taxonomy: onshore, offshore, nearshore, hybrid, and embedded consulting — economics and risk of each
- Cross-border regulatory scanning: what must be verified before mobilising a global engagement [GLOBAL]
- Cultural market-entry analysis for consulting teams: working norms, hierarchy, decision style, and negotiation expectations
- Designing distributed delivery: time zones, language, documentation standards, and collaboration architecture
- Data sovereignty and cross-border data transfer: confidentiality duties when client data crosses jurisdictions

1.5 GLOBAL TEAMS & CULTURAL INTELLIGENCE

- Leading multi-cultural consulting teams: explicit norms, working agreements, and psychological safety as delivery infrastructure
- Using cultural frameworks (Hofstede and successors) without stereotyping: curiosity before categorisation [INCL]
- Inclusive leadership in global delivery: bias-aware staffing, voice equity in distributed teams, and fair credit
- Remote and hybrid facilitation of executive workshops across cultures and time zones
- Mentoring junior consultants in global professional standards: the CSC tier's developmental duty

1.6 THOUGHT LEADERSHIP & PROFESSIONAL CONTRIBUTION

- Why the CSC tier carries a thought-leadership expectation: the profession advances through its seniors
- Building a defensible point of view: from engagement pattern recognition to publishable insight
- Channels and formats: industry publications, conference platforms, client board sessions, and professional bodies
- Representing the firm's point of view on competitive and industry dynamics in public forums — with commercial and ethical guardrails
- Knowledge stewardship: contributing methodology, case assets, and lessons to the firm's and the profession's body of knowledge

Executive Leadership & Influence

"Lead at the altitude where decisions are made — boards, C-suites, and the rooms where it happens."

MODULE

02 of 10

HOURS

12 h

LEVEL

Level 3 — Senior
Consultant

FOCUS

Executive Leadersh

LEARNING OBJECTIVES

- Lead consulting teams and client interactions at C-suite and board altitude with credible executive presence
- Design and execute an influence strategy for a board-level stakeholder map under contested conditions
- Negotiate complex, multi-party, cross-cultural agreements at executive level with a full preparation dossier
- Facilitate contested executive sessions toward explicit decision and commitment
- Advise client boards and executive teams on governance effectiveness, decision rights, and top-team health
- Resolve high-stakes conflicts among senior stakeholders with documented, principled arbitration
- Build long-term institutional capability: succession pipelines, leadership development, and mentoring pathways
- Mentor the next generation of consulting leaders as an explicit professional duty

Detailed Topics & Content

2.1 EXECUTIVE LEADERSHIP IN THE CONSULTING CONTEXT

- Leadership at CSC tier: leading practices, business units, and major organisational initiatives
- Transformational, servant, and situational leadership — selecting and blending at executive altitude
- The leader-as-steward: balancing client, firm, team, and profession when their interests diverge
- Executive presence: credibility, gravitas, and the preparation discipline that makes it authentic
- Role-model accountability: what senior behaviour teaches the firm — the shadow of the consulting leader

2.2 C-SUITE ENGAGEMENT & BOARDROOM COMMUNICATION

- Boardroom literacy: how boards are composed, how they decide, and how they challenge management and advisors
- The executive briefing discipline: three messages, evidence on demand, explicit decisions requested
- Board papers and pre-reads: the decision-ready standard — structure, length, and what directors actually read
- Reading the room: power dynamics, alliances, unspoken agendas, and the chairman's real question
- Handling hostile or politicised board environments with professional composure and zero loss of objectivity

2.3 HIGH-LEVEL NEGOTIATION

- Multi-party negotiation: mapping interests across three or more parties with conflicting mandates
- Cross-cultural negotiation at executive level: Gulf, European, Asian, and North American norms [GLOBAL]
- Negotiating firm-critical agreements: master service agreements, exclusivity terms, strategic partnerships
- High-stakes conflict resolution among senior stakeholders: principled arbitration with documented rationale
- The senior negotiator's preparation dossier: interests, BATNAs, concession architecture, and walk-away discipline

2.4 INFLUENCE & CONSENSUS AT EXECUTIVE LEVEL

- Building consensus at board level on contested, high-stakes issues: process design and sequencing
- Evidence-based persuasion: the executive argument architecture — claim, proof, implication, ask
- Securing buy-in for major strategic initiatives: commitment engineering across the decision network
- Coalition design: mapping supporters, persuadables, and blockers — and sequencing commitments
- When influence fails: escalation, documentation, and professional distance without relationship destruction

2.5 ORGANISATIONAL GOVERNANCE ADVISORY

- The consultant's role in governance: board effectiveness reviews, committee design, and decision-rights clarity
- Governance diagnostics: maturity assessment of client governance structures and practices
- Advising on leadership succession and top-team effectiveness: the sensitive conversations
- Governance in family businesses and state-owned enterprises: GCC-specific dynamics and duties [GLOBAL]
- Independence and objectivity when advising the very body that engages and pays the firm

2.6 BUILDING INSTITUTIONAL CAPABILITY

- Talent strategy as leadership work: succession planning and leadership pipelines for the firm and the client
- Designing mentorship and development pathways for consultants: sponsorship vs. mentorship at senior level
- The senior consultant as coach: SBI feedback at executive level, and coaching client leaders
- Capability academies and practice-building: leaving the firm structurally stronger than you found it
- Measuring leadership impact: team health, retention, promotion quality, and engagement metrics

Advanced Diagnostics & Innovation

"Design the diagnostic, don't just run it — and build the firm's next methodology while you do."

MODULE 03 of 10	HOURS 12 h	LEVEL Level 3 — Senior Consultant	FOCUS Advanced Diagnosti
----------------------------------	-----------------------------	--	---

LEARNING OBJECTIVES

- Design advanced diagnostic frameworks for unconventional or unprecedented client challenges
- Direct AI-assisted root-cause detection on large, complex data sets with explicit assurance controls [AI]
- Establish and apply firm-level standards for diagnostic methodology, data quality, and interpretive rigor
- Conduct global and geopolitical risk assessment for enterprise clients operating across markets [GLOBAL]
- Apply horizon-scanning methodology to convert weak signals into defensible strategic foresight
- Arbitrate between competing root-cause hypotheses across senior engagement teams
- Approve or reject the evidentiary basis of high-stakes recommendations before client delivery
- Build innovation frameworks and capture proprietary methodology IP from engagement practice

Detailed Topics & Content

3.1 DIAGNOSTIC LEADERSHIP AT ENTERPRISE SCALE

- From running diagnostics to designing them: the defining CSC-tier shift in analytical work
- Diagnostic architecture: hypothesis portfolios, evidence plans, quality gates, and review rhythm
- The firm's diagnostic methodology standard: what must be true of every diagnostic that carries the firm's name
- Arbitrating competing root-cause hypotheses: the senior adjudication protocol — evidence, logic, and burden of proof
- When the client's problem has no precedent: first-principles diagnostic design under genuine uncertainty

3.2 GLOBAL & GEOPOLITICAL RISK ASSESSMENT [GLOBAL]

- Enterprise risk taxonomy: strategic, operational, financial, regulatory, geopolitical, and reputational
- Geopolitical scanning for multi-market clients: frameworks, sources, and monitoring cadence
- Cross-border regulatory risk mapping for GCC and international operations
- Risk interconnection: how risks cascade across markets, business units, and partner networks
- Presenting risk to boards: heat maps, risk velocity, and appetite alignment — decision-ready risk communication

3.3 AI-DRIVEN ANALYTICS FOR DIAGNOSIS [AI]

- The AI-augmented diagnostic: where AI accelerates analysis and where human judgment remains irreplaceable
- AI-assisted root-cause detection on large, complex data sets: anomaly detection, pattern mining, and text analytics
- Natural-language synthesis of interviews, documents, and open-source intelligence at scale
- Predictive analytics for early problem surfacing: leading indicators and trigger design
- AI assurance in consulting analysis: validation, bias checking, explainability, and client disclosure — aligned to GMCI-AIG-050 principles
- Data quality standards: what must be verified before any AI-assisted conclusion reaches a client

3.4 HORIZON SCANNING & STRATEGIC FORESIGHT

- The horizon-scanning methodology: signals, trends, drivers, and scenarios — from noise to foresight
- Establishing the firm's horizon-scanning standard and applying it consistently across engagements
- Structured expert elicitation: Delphi panels and expert networks — design, facilitation, and synthesis
- Scenario construction for high-stakes decisions: defensible, evidence-based futures with trigger points
- Integrating sustainability and ESG foresight into scanning: transition signals and stranded-value risk [ESG]
- Mentoring senior teams in building evidence-based scenarios that survive board challenge

3.5 INNOVATION FRAMEWORKS FOR COMPLEX ORGANIZATIONS

- The innovation stack: incremental, adjacent, and transformational innovation — and where consulting adds value
- Open innovation, design thinking at scale, and corporate venture-building models for enterprises
- Innovation governance: portfolios, stage gates, kill criteria, and the politics of stopping projects
- Championing novel methodologies that differentiate the firm's practice in the market
- Building proprietary diagnostic and solution IP: from engagement pattern to codified firm methodology
- Predicting problems before they materialise: predictive problem-solving models and leading-indicator systems [AI]

3.6 APPROVING THE EVIDENTIARY BASIS

- The senior review: what "defensible" means for a board-grade recommendation
- Evidence hierarchy and triangulation standards: source quality, independence, and corroboration
- Documented assumptions, confidence levels, and limitations disclosure: honesty as a quality standard
- The sign-off discipline: approving or rejecting the evidentiary basis — and owning the consequences
- Mentoring engagement teams in quantitative and inferential rigor: the CSC developmental duty

Global Strategies — Part 1: Competing Across Borders

"Strategy without borders — globalization models, digital transformation, and the professional-practice standard."

MODULE
04 of 10

HOURS
14 h

LEVEL
Level 3 — Senior
Consultant

FOCUS
Global Strategies

LEARNING OBJECTIVES

- Direct enterprise-wide environmental analysis spanning multiple business units, markets, and geographies
- Evaluate and design globalization strategies: export, licensing, franchising, alliance, joint venture, acquisition, and greenfield
- Advise C-suite clients on how regulatory, geopolitical, and technological shifts should reshape strategic direction
- Build multi-market portfolio strategies using advanced corporate frameworks with market-attractiveness weighting
- Architect digital transformation strategies at enterprise scale: platform, ecosystem, and AI-first models
- Apply ISO 20700 as the professional-practice reference for structuring and quality-assuring consulting engagements
- Lead competitive-intelligence programs spanning multiple markets for strategic clients
- Mentor consulting teams in advanced strategic-analysis methodology and tool selection

Detailed Topics & Content

4.1 COMPETITIVE GLOBALIZATION MODELS

- Why firms globalize: market-seeking, efficiency-seeking, resource-seeking, and strategic-asset-seeking motives
- Globalization entry modes at depth: export → licensing → franchising → alliance → joint venture → acquisition → greenfield — risk, control, and capital profiles of each
- Global integration vs. local responsiveness: the I-R framework and its GCC application
- Multi-market portfolio logic: market sequencing, hub strategies, and regional platforms
- Reverse innovation and emerging-market strategy: lessons for Gulf corporates expanding into MENA, Africa, and Asia
- Sovereign and state-linked considerations in Gulf globalization strategies: alignment, partnerships, and constraints

4.2 MULTI-MARKET ENVIRONMENTAL & COMPETITIVE ANALYSIS

- Directing enterprise-wide environmental analysis across business units and geographies — design, delegation, and synthesis [GLOBAL]
- Cross-border regulatory scanning as a strategic input, not a compliance afterthought
- Geopolitical risk as a strategy variable: scenario-linked market commitments and exit options
- Leading competitive-intelligence programs across markets: sources, ethics, and synthesis
- Building and representing the firm's point of view on global competitive dynamics — in publications and client board sessions

4.3 ENTERPRISE STRATEGY FRAMEWORKS AT GLOBAL SCALE

- Corporate parenting at multi-market scale: where does the centre add value — and where does it destroy it?
- Portfolio strategy across geographies: advanced GE-McKinsey with market-attractiveness and geopolitical weighting
- Global strategy architecture: corporate → regional → country → functional cascade
- Strategy under fragmentation: sanctions, tariffs, localisation mandates, and resilience design
- Approving high-stakes strategy recommendations before board presentation: the senior gate duty

4.4 DIGITAL TRANSFORMATION STRATEGIES

- Digitization, digitalization, digital transformation: the strategic difference boards must understand
- Enterprise digital strategy: platform models, ecosystem plays, and data monetisation
- AI-first operating models: what the AI transition does to client value chains and cost structures [AI]
- Digital transformation in government and giga-projects: the GCC transformation context
- Digital maturity assessment and transformation sequencing: the 3-horizon digital roadmap
- The senior consultant's role in digital work: strategy owner and value governor — not technology implementer

4.5 ISO 20700 AS PROFESSIONAL-PRACTICE REFERENCE

- ISO 20700:2017 structure and purpose: guidelines for management consultancy services
- The engagement lifecycle in ISO 20700: contracting, execution, and closure — what good looks like at each phase
- Using ISO 20700 to structure proposals, engagement letters, and quality plans
- Aligning firm methodology to international professional standards — and evidencing that alignment to sophisticated clients
- The commercial value of standards alignment: what it signals in GCC and international procurement

4.6 STRATEGIC NARRATIVE AT BOARD LEVEL

- Converting multi-market analysis into a single strategic narrative: one story, many geographies
- The enterprise strategy document: structure, decision architecture, and the evidence appendix
- Defending strategy under board challenge: evidence on demand and the discipline of concession
- Strategy communication across cultures and languages: what translates and what does not [GLOBAL]
- Owning the strategic integrity and defensibility of findings behind high-stakes recommendations

Global Strategies — Part 2: Disruption, ESG & Ecosystems

"Design the strategy for the world that is coming — disruption, sustainability, and ecosystems."

MODULE 05 of 10	HOURS 14 h	LEVEL Level 3 — Senior Consultant	FOCUS Global Strategies
---------------------------	----------------------	---	-----------------------------------

LEARNING OBJECTIVES

- Lead the design of long-term strategic visions and opportunity frameworks for client organisations
- Diagnose industry disruption patterns and architect client responses across defend / transform / acquire / partner / exit
- Integrate ESG materiality — including double materiality — into enterprise strategy and opportunity selection [ESG]
- Design strategic alliances, joint ventures, and ecosystem strategies with governance architecture
- Architect transformation roadmaps spanning multiple business units or markets
- Guide executive stakeholders through complex, ambiguous choices between competing opportunities
- Apply real-options thinking to stage strategic commitments under deep uncertainty
- Build the firm's proprietary point of view on emerging opportunities, including AI-driven service lines [AI]

Detailed Topics & Content

5.1 INDUSTRY DISRUPTION & STRATEGIC RESPONSE

- Disruption patterns: low-end, new-market, platform, regulatory, and technology disruption — recognition and diagnosis
- Incumbent blind spots: why market leaders miss disruption, and how consultants surface it without alienating the client
- Disrupting yourself: cannibalisation strategy and the second-curve discipline
- Response architecture: defend, transform, acquire, partner, exit — criteria for choosing
- Disruption in GCC economies: diversification agendas, sector transformation, and the speed of national change
- War-gaming disruption: designing and running executive disruption simulations

5.2 ESG-INTEGRATED STRATEGY [ESG]

- ESG as strategy, not reporting: from compliance cost to value driver
- Materiality assessment and double materiality: financial materiality vs. impact materiality — and where they collide
- ESG integration into strategic analysis: sustainable value-chain mapping and transition-risk assessment
- National sustainability agendas as strategy context: Vision 2030, net-zero commitments, and transition finance in the GCC
- ESG-linked opportunity identification: green markets, circular economy, and transition-services demand
- Measuring and governing ESG strategy: metrics, targets, board oversight, and greenwashing risk

5.3 STRATEGIC ALLIANCES & JOINT VENTURES

- The alliance rationale: when collaboration beats ownership — and when it destroys value
- Alliance architecture: equity JV, contractual alliance, consortium, and ecosystem participation
- Partner selection and due diligence: strategic fit, capability complementarity, and governance capacity
- Alliance governance: decision rights, IP allocation, exit provisions, and dispute mechanisms
- Alliances in the Gulf: partnership norms, sovereign counterparties, and localisation requirements [GLOBAL]
- Why alliances fail: the five failure modes and the senior consultant's prevention playbook

5.4 BUSINESS ECOSYSTEMS & PLATFORM STRATEGY

- Ecosystem thinking: value networks vs. value chains — how power and profit redistribute
- Ecosystem roles: orchestrator, complementor, participant — choosing deliberately and knowing the cost of each
- Platform business models: network effects, multi-sided markets, and platform pricing
- Ecosystem mapping: actors, value flows, power positions, and control points
- Giga-projects as ecosystem orchestrators: the GCC's live laboratory of ecosystem strategy
- Building the firm's ecosystem-strategy practice: proprietary frameworks as firm IP

5.5 OPPORTUNITY FRAMEWORKS & STRATEGIC CHOICE

- The enterprise opportunity framework: a 3-horizon portfolio of options with value-at-stake logic
- Opportunity evaluation at board grade: strategic fit, value, feasibility, risk, and optionality
- Real-options thinking: staging commitments under uncertainty — small now, decisive later
- Guiding executives through contested opportunity choices: process design when stakeholders disagree
- Approving high-stakes opportunity recommendations before they reach the client board: the CSC gate duty

5.6 TRANSFORMATION ROADMAP ARCHITECTURE

- From strategy to transformation: the roadmap as the strategy's operating form
- Multi-horizon roadmap design: three horizons with investment, capability, and sequencing logic
- Architecture of large-scale roadmaps: workstreams, milestones, dependencies, and value tracking
- Roadmap governance: who owns value delivery, and how slippage is surfaced and corrected
- Communicating the roadmap: from board approval to frontline understanding — one strategy, many altitudes

Advanced Financial & AI Tools

"Master the numbers and the machines — valuation-grade financial skill with AI-era delivery and advisory."

MODULE

06 of 10

HOURS

14 h

LEVEL

Level 3 — Senior
Consultant

FOCUS

Advanced Financial

LEARNING OBJECTIVES

- Direct the application of predictive modelling and advanced statistical techniques to inform high-stakes engagements
- Build and critique enterprise valuation models: DCF, multiples, and asset-based approaches
- Design financial models that withstand investment-committee and audit-level scrutiny
- Advise on firm-level economics: practice P&L, utilisation, leverage, pricing strategy, and engagement profitability
- Apply AI applications across the consulting delivery lifecycle with validation, bias, and disclosure controls [AI]
- Advise clients on AI adoption strategy, governance, and value realization — separating deployable value from vendor hype [AI]
- Establish firm-wide standards for data quality, sourcing, and interpretive rigor
- Approve valuation-informed and AI-assisted recommendations before client delivery

Detailed Topics & Content

6.1 ADVANCED FINANCIAL MODELING

- Modelling architecture: drivers, scenarios, and the discipline of separating assumptions from calculation
- Three-statement integrated models at enterprise scale: construction and diagnostic reading
- Modelling for decisions: what boards need versus what analysts build — designing for the decision, not the spreadsheet
- Scenario and sensitivity design: tornado analysis, break-even pivots, and Monte Carlo concepts for senior audiences
- Model governance: version control, audit trails, and the independent model review
- Senior-level modelling failures: false precision, hockey-stick bias, and buried assumptions — detection and correction

6.2 VALUATION METHODOLOGIES

- Enterprise value logic: what exactly is being valued, for whom, and for which decision
- DCF at depth: free cash flow construction, terminal value, WACC — and defending each under challenge
- Multiples: EV/EBITDA, P/E, and sector-specific multiples — selection, normalisation, and misuse detection
- Asset-based and mixed approaches: when they apply and how to triangulate
- Valuation for consulting purposes: synergy valuation, transformation value, and strategy comparison
- Presenting valuation to non-financial boards: the bridge from value to decision

6.3 PREDICTIVE ANALYTICS FOR ADVISORY WORK [AI]

- Predictive modelling in consulting: forecasting demand, churn, cost, schedule, and risk
- Directing predictive work: what the senior consultant must specify, verify, and challenge before accepting outputs
- Statistical rigor standards: overfitting, spurious correlation, leakage, and honest confidence communication
- From prediction to prescription: converting model outputs into strategy and operating decisions
- Establishing the firm's analytics quality bar: review standards for any model that informs a client decision

6.4 AI APPLICATIONS IN CONSULTING DELIVERY [AI]

- AI across the delivery lifecycle: research, analysis, synthesis, documentation, and quality review
- Building AI-augmented workflows: human-in-the-loop design, quality gates, and accountability assignment
- AI assurance in client deliverables: validation, bias checking, explainability, and disclosure — aligned to GMCI-AIG-050
- Productivity vs. integrity: where and how AI use must be disclosed to clients
- Building firm AI capability: tool standards, usage policy, and team training as leadership work

6.5 AI IN CLIENT ADVISORY [AI]

- Advising clients on AI strategy: use-case portfolios, build-buy-partner decisions, and value-realization discipline
- AI governance advisory: risk tiering, compliance, responsible-AI frameworks, and board oversight design
- The consultant's duty on AI claims: separating vendor hype from deployable value — evidence before advocacy
- AI-driven service lines: building the firm's point of view and offering architecture
- National AI strategies as client context: the GCC AI investment landscape and what it means for clients

6.6 FIRM-LEVEL ECONOMICS (PRACTICE LEADERSHIP)

- The consulting P&L: revenue, utilisation, realisation, leverage, and margin — the five levers of firm economics
- Practice economics: building and managing a profitable practice or service line
- Pricing strategy at senior level: value-based pricing architecture, rate strategy, and discount discipline
- Engagement profitability management: scoping, staffing, and change control for margin protection
- Investment decisions inside the firm: methodology IP, tools, and talent as capital allocation
- Commercial stewardship: balancing firm economics with client value and professional duty

Major Project & Program Management

"Govern the programs too big to fail — mega-project discipline at national scale."

MODULE 07 of 10	HOURS 12 h	LEVEL Level 3 — Senior Consultant	FOCUS Major Project &
---------------------------	----------------------	---	---------------------------------

LEARNING OBJECTIVES

- Lead and direct portfolios of strategic, multi-engagement consulting work
- Design governance architecture for mega-programs: boards, PMOs, stage gates, and independent assurance
- Manage delivery across complex multi-stakeholder environments: government, sovereign, private, and international parties
- Align large programs to compliance obligations, contractual structures, and professional standards
- Diagnose distressed programs across governance, schedule, cost, scope, stakeholder, and team-health dimensions
- Lead a program recovery: stabilisation, renegotiation, and credibility rebuilding
- Establish organisation-wide project governance standards and methodologies
- Resolve escalated risks threatening engagement or portfolio success

Detailed Topics & Content

7.1 THE MEGA-PROGRAM CONTEXT

- What makes a program "major": scale, interdependence, political visibility, and consequence of failure
- The GCC mega-project landscape: giga-projects and national transformation programs — patterns and lessons
- Why major programs fail: optimism bias, strategic misrepresentation, weak governance, and the six other recurring patterns
- Program vs. project vs. portfolio: the senior consultant's altitude and authority at each level
- The consultant's roles in major programs: delivery partner, PMO architect, independent assurer, and recovery lead

7.2 GOVERNANCE ARCHITECTURE FOR MAJOR PROGRAMS

- Governance design: sponsor, steering board, program board, PMO, and workstream councils — who decides what
- Stage-gate and assurance frameworks: gateway reviews, health checks, and independent assurance
- Decision rights and delegation at scale: the authority matrix for a multi-billion-riyal program
- Benefits and value governance: who owns the business case, and how value erosion is caught early
- Establishing organisation-wide governance standards: making the architecture repeatable, not heroic

7.3 MULTI-STAKEHOLDER & POLITICAL ENVIRONMENTS

- Stakeholder architecture on major programs: government, sovereign funds, regulators, contractors, and communities
- Managing ministerial and board-level interfaces: reporting that survives political scrutiny
- Conflicting stakeholder mandates: arbitration and escalation design before the conflict arrives
- Communication governance: one version of the truth across fifty-plus entities
- Cross-cultural program leadership: international contractors, local content, and nationalisation dynamics [GLOBAL]

7.4 COMPLIANCE & STANDARDS ALIGNMENT IN LARGE PROGRAMS

- The standards landscape: contractual, regulatory, professional (PMI / ISO 21500 family concepts), and client-internal
- Compliance architecture: obligations registers, audit trails, and evidence management
- Procurement and contract governance: FIDIC-style structures and the consultant's duties within them
- HSE, quality, and ESG compliance integration in program delivery [ESG]
- The senior consultant as independent compliance conscience: duties, protections, and escalation

7.5 PORTFOLIO DIRECTION & DELIVERY PERFORMANCE

- Directing portfolios of strategic engagements: intake, prioritisation, capacity, and sequencing
- Portfolio-level risk aggregation: when project risks compound into program threats
- Delivery performance evaluation: trend analysis, earned value concepts, and leading indicators that actually lead
- Continuous improvement: converting program lessons into methodology and standards
- Digital program delivery: dashboards, predictive schedule analytics, and AI-assisted risk sensing [AI]

7.6 DISTRESSED PROGRAM RECOVERY

- The recovery mandate: when a senior consultant is called in — and what authority to demand before accepting
- Diagnosing distress: governance, schedule, cost, scope, stakeholder, and team health — the six-dimension diagnostic
- The 90-day stabilisation plan: stop the bleeding before designing the rebuild
- Renegotiating scope, schedule, and contracts under distress: the commercial recovery conversation
- Rebuilding stakeholder confidence: the credibility recovery sequence — candour, early wins, then ambition
- Fix or exit: advising boards on the hardest call in major programs, with honest sunk-cost discipline

Change Management & Enterprise Transformation

08

"Transform the enterprise, not just the process — change leadership at institutional scale."

MODULE

08 of 10

HOURS

12 h

LEVEL

Level 3 — Senior
Consultant

FOCUS

Change
Management

LEARNING OBJECTIVES

- Drive enterprise-wide transformation and change efforts with measurable organisational impact
- Design transformation architecture: ambition, case for change, operating model, roadmap, and governance
- Lead cultural transformation: diagnose at assumption level, design behavior standards, and embed change at scale
- Lead communication strategy during periods of organisational change and crisis
- Build organisational resilience: adaptive capacity, continuity, and renewal capability
- Manage transformation-level stakeholder systems: coalitions, influence networks, and senior resistance
- Institutionalise change: embed new behaviors into systems, incentives, and leadership routines
- Transfer change capability to the client so transformation continues after the consultants leave

Detailed Topics & Content

8.1 TRANSFORMATION LEADERSHIP AT ENTERPRISE SCALE

- Change vs. transformation: scope, depth, and duration — and why the distinction governs the design
- The transformation architecture: ambition, case for change, operating model, roadmap, and governance as one system
- The senior consultant as transformation architect: mandates, and the partnership contract with the CEO
- Transformation offices: TMO design, authority, and the failure modes of weak transformation governance
- Measuring transformation: value, adoption, capability, and health — the four-lens dashboard

8.2 CULTURAL TRANSFORMATION

- Culture at depth: artifacts, espoused values, and underlying assumptions (Schein) at enterprise scale
- Cultural diagnostics at scale: survey architecture, focus networks, and leadership shadowing
- From values to behaviors: the behavior-standard cascade that makes culture change operational
- Leadership alignment: the top-team culture contract and the shadow senior leaders cast
- Embedding mechanisms: incentives, symbols, systems, stories, and structural redesign
- Culture in mergers, family enterprises, and nationalisation contexts: GCC-specific transformation dynamics

8.3 CHANGE LEADERSHIP MODELS AT DEPTH

- Kotter, ADKAR, Lewin, and successors: selecting, combining, and sequencing at enterprise scale
- Leading change at scale: cascade design, change-champion networks, and genuine local ownership
- The emotional journey of transformation: managing the productivity trough at organisational level
- Change saturation and initiative fatigue: the portfolio view of organisational change load
- When the consultant leads and when the client must: the capability-transfer obligation from day one

8.4 TRANSFORMATION COMMUNICATION & STAKEHOLDER SYSTEMS

- Leading communication strategy during change and crisis: cadence, candour, and the cost of silence
- Narrative architecture: the transformation story that survives twenty-four months of contact with reality
- Stakeholder systems at scale: coalitions, influence networks, and resistance mapping beyond the org chart
- Managing political resistance at senior levels: the confidential dynamics playbook
- Communication measurement: pulse architecture, listening posts, and course correction

8.5 ORGANIZATIONAL RESILIENCE

- Resilience models: adaptive capacity, redundancy, diversity, and learning loops
- Building resilience into the operating model: scenario-linked contingencies and stress-tested structures
- Crisis to renewal: using disruption as a transformation accelerator rather than a setback
- Resilient leadership systems: succession depth, distributed authority, and decision speed
- The resilient consultant: sustaining performance across multi-year transformation mandates

8.6 INSTITUTIONALIZING & SUSTAINING CHANGE

- Why transformations decay: the regression curve, its causes, and its early signals
- Institutionalisation mechanisms: policy, process, incentives, and leadership routines
- Capability transfer: leaving behind a client organisation that can change without you
- The sustainability audit: designing the 12-month post-transformation health check
- Capturing methodology: converting transformation practice into firm IP and reusable case assets

Capstone Consulting Project

"Prove it all — one engagement-grade project that demonstrates CSC-tier mastery across every cluster."

MODULE 09 of 10	HOURS 12 h	LEVEL Level 3 — Senior Consultant	FOCUS Capstone Consultin
---------------------------	----------------------	---	------------------------------------

LEARNING OBJECTIVES

- Integrate all Level 3 competencies into one engagement-grade consulting project
- Lead and work within a consulting team under examination-grade time and quality pressure
- Operate the full engagement lifecycle: mobilise, diagnose, design, govern, and advise
- Produce a board-grade written consulting report meeting the executive communication standard
- Deliver and defend an executive presentation before a panel simulating a client board
- Demonstrate ethical judgment, AI assurance, and professional standards under pressure
- Receive, process, and act on structured panel feedback at examination grade
- Evidence individual mastery within a team output — the certification-relevant distinction

Detailed Topics & Content

9.1 CAPSTONE ARCHITECTURE & RULES

- The Capstone as the Case Study Analysis component (25% weight — DEC-08): grading model and panel calibration
- Team formation: 3–4 consultants, assigned leadership rotation, and individual accountability within team output
- The case: a complex, multi-market, politically ambiguous client situation with financials, data packs, and stakeholder correspondence
- Timeline and gates: kickoff → diagnostic gate → interim review → final submission → oral defense
- Academic integrity: original-work declaration, source discipline, and AI-use disclosure per the assurance standard
- The firewall rule restated: this Capstone is a training assessment; certification examination is administered solely by GMCI (GMCI-EXS-040)

9.2 THE ENGAGEMENT SIMULATION

- Phase 1 — Mobilise: engagement charter, governance, team contract, and stakeholder map
- Phase 2 — Diagnose: data analysis under the AI-assisted protocol with assurance notes; hypothesis arbitration across the team
- Phase 3 — Design: strategic options, board-grade evaluation, financial modelling, and transformation roadmap
- Phase 4 — Govern: risk register, ethics review, and the evidentiary sign-off before anything reaches the 'client'
- Phase 5 — Advise: board paper, executive presentation, and the oral defense

9.3 ASSESSMENT & DEFENSE PREPARATION

- The grading rubric: analytical rigor, strategic quality, financial defensibility, governance & ethics, communication, and leadership
- The oral defense format: 20-minute team presentation + 25-minute panel challenge
- Defense disciplines: evidence on demand, concession without collapse, and team answer ownership
- Common Capstone failure modes: scope sprawl, analysis paralysis, weak narrative, and the divided team
- Feedback integration: using the interim review as a genuine course-correction gate, not a formality

9.4 THE INTEGRATED GLOBAL CASE — "MERIDIAN GULF GROUP"

- The situation: a diversified GCC group facing simultaneous disruption in two of five businesses, a distressed flagship program, a governance crisis, and a strategic choice between a transformative acquisition and an ecosystem partnership
- The pack: three years of financials, market data for three geographies, board minutes excerpts, interview transcripts, and a live reputational thread
- The ambiguity: data gaps, conflicting stakeholder accounts, and one deliberately misleading document — the team must find it
- Case variants: sector and market variants rotate per cohort; grading standards are invariant

Final Exam & Evaluation

"Arrive ready — structured preparation for the certification examination, and the career beyond it."

MODULE 10 of 10	HOURS 6 h	LEVEL Level 3 — Senior Consultant	FOCUS Final Exam & E
---------------------------	---------------------	---	--------------------------------

LEARNING OBJECTIVES

- Consolidate the full CSC-tier competency framework into an integrated, examinable mental model
- Orient precisely to the examination blueprint: structure, domain weights, timing, and passing standard
- Rehearse the executive defense under realistic panel conditions with calibrated feedback
- Understand examination governance: security, integrity, and the firewall between training and assessment
- Complete structured revision across all nine modules with self-assessment against CSC-tier indicators
- Plan the first CPD cycle: 120 hours across the 3-year certification validity
- Define the post-certification professional contribution: thought leadership, mentoring, and standards service

Detailed Topics & Content

10.1 EXAMINATION ORIENTATION (INFORMATIONAL)

- The certification examination: administered by GMCI under GMCI-EXS-040 — trainers prepare; GMCI examines
- Blueprint orientation: 4 hours; 80 MCQ; Capstone Project; Executive Defense — domain weights C1 20 / C2 15 / C3 20 / C4 25 / TC5 20 (GMCI-SCH-010 §S-3.6, DEC-16)
- Passing standard: 70% overall AND no component below 60% (GMCI-HBK-200 §5.2)
- Examination integrity rules: security, conduct, and what candidates must know before the window
- Retake policy, validity (3 years — DEC-01), and logistics: per GMCI-SCH-010 §S-3.7 and the Certification Handbook

10.2 INTEGRATED REVISION — BEHAVIORAL CLUSTERS

- Cluster 1 synthesis: strategy, analytics, and problem solving at CSC tier — the integrated case drill
- Cluster 2 synthesis: client, stakeholder, and negotiation — the executive scenario drill
- Cluster 3 synthesis: delivery, ethics, and governance — the professional-judgment drill
- Cluster 4 synthesis: leadership, transformation, and learning — the leadership drill
- Self-assessment against CSC-tier indicators: the personal gap-closure plan for the final weeks

10.3 INTEGRATED REVISION — TECHNICAL COMPETENCY (TC5)

- Domain I — Client & Market Engagement: business development, positioning, and pricing at CSC tier
- Domain II — Delivery Methodology & Governance: engagement management, quality assurance, knowledge & IP
- Domain III — Practice & Firm Operations: talent, financial management, technology & compliance
- Cross-cutting themes [AI] [ESG] [INCL] [GLOBAL]: where they sit in the framework and how they shape CSC-tier expectations
- Rapid-recall drills: frameworks, models, standards, and the distinctions between adjacent concepts

10.4 EXECUTIVE DEFENSE REHEARSAL

- Defense format rehearsal: full simulation with a panel and strict timing
- Handling the unexpected question: composure, structuring, and evidence on demand
- Panel evaluation briefing: what calibrated assessors are trained to see — and to penalise
- Individual feedback and readiness confirmation: the honest readiness conversation

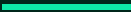
10.5 THE CAREER BEYOND CERTIFICATION

- The CSC credential and the 3-year cycle: renewal requirements and the 120-hour CPD obligation (GMCI-CSW-070)
- Building the post-certification platform: thought leadership, mentoring, and professional contribution
- The senior consultant's continuing duties: ethics leadership, standards custody, and developing others
- Pathways beyond CSC: practice leadership, partnership, independent practice, and executive transition

— GMCI-CSC · SENIOR CONSULTANT CERTIFICATION

From Consultant to Trusted Advisor

Level 3: full CSC-tier depth with global, AI- and ESG-integrated judgment at the board level.



PROGRAM

GMCI-CSC

MODULES

10 Modules

PORTFOLIO

10 Deliverables

OUTCOME

Senior Consultant
Certification