

Welcome ...

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A recent British Academy of Management (BAM) Management Consultancy Network coffee chat investigated a phenomenon that many of us have witnessed, and perhaps even lived through; the rise of the "**Accidental Manager**". The discussion was sparked by recent research into how frequently technical excellence is mistaken for leadership potential. Whether in the civil service, a global sales team, or a high-stakes consultancy project, the consensus was clear: being the best at "doing" the job doesn't automatically mean you're the best at "managing" the people who do it. Read a full summary of the discussion [here](#).

**CMCE - BAM Joint Event: Voices on Leadership: Self Leadership; Tuesday 21st April, 6.00 pm in Plaisterers' Hall, London EC2Y 5JU**

Self-leadership is the foundation of all effective leadership - and yet it is rarely examined with the same rigour as strategy, performance or delivery.

Drawing on her REAL Leadership framework (Results, Emotional Intelligence, Authenticity and Legacy), **Deborah Henley** will invite participants to examine how self-awareness, emotional intelligence and personal integrity directly shape leadership impact.

Deborah Henley is an international keynote speaker, author and leadership facilitator who works with senior leaders, consultants and high-performing individuals across business, sport and the arts, known for her candour, warmth and depth.

[Join us](#) to explore how you could enhance your leadership capability.

**CMCE - BAM Joint Event: Voices on Leadership: Leaders and Effective Teams; Tuesday 14th April, 5.00 pm online**

We are delighted to welcome **Dr Anthony Bird** to share his insights into the role of leaders in building effective teams.

Ant's talk will examine the concrete actions leaders take in building team capacity, from attending to cognitive ability, emotional intelligence, and personality in team construction, to actively decentralising decision-making, authority, and risk-holding.

Anthony Bird is a highly experienced British Royal Marine Commando with 21 years of service, which has seen him deploy extensively across the globe. His current role is as the Senior Researcher at the Leadership Institute Royal Navy (LIRN) based at the Navy Command Headquarters in Portsmouth, facilitating high-impact research by bringing academics into the Naval service.

[Book now](#) to secure your place!

We present the [second item in our series 'CMCE's Consulting Confessional'](#), our regular feature that allows you to share, anonymously, those things that you did in your role as consultants that, given a second chance, you might have done differently, and what you might have learned as a result. Feel free to send us your confessions on [info@cmce.org.uk](mailto:info@cmce.org.uk). All submissions will be treated in strictest confidence.

In our [In-Brief section](#) you will find articles on what it takes to achieve and sustain growth, Strategy's biggest blind spot, why mergers fail and how to spot trouble early, and how McKinsey's AI chatbot was hacked.

We continue to revisit some of the content 'From our archive' by sharing '[Is failure the best way to success?](#)' by Valentina Lorenzon, a member of the CMCE Leadership Team and editor of this Newsletter. This is the fourth in a series of articles aimed at discussing different soft skills and competences that can improve our performance as consultants.

The Newsletter Editor

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