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Organisational Consultancy

Week 2

Role of a Management Consultant

Types of Consultancy

Project Initiation Document



[Recap]

So, what is the role of a consultant?

Discuss in groups:

What is a consultant, and what do they do?



Definition

“A consultant is an independent advisor who adds value by helping managers to identify and achieve beneficial change appropriate to their situation”

(Newton, 2010:6)



Who uses consultants and why?

Who?

- Public, Commercial and Voluntary sectors
- Large and small organisations

Why?

- Support/progress aims and objectives
- Process Improvement
- Operations Management
- Motivation
- Systems
- Product Performance
- Service Quality

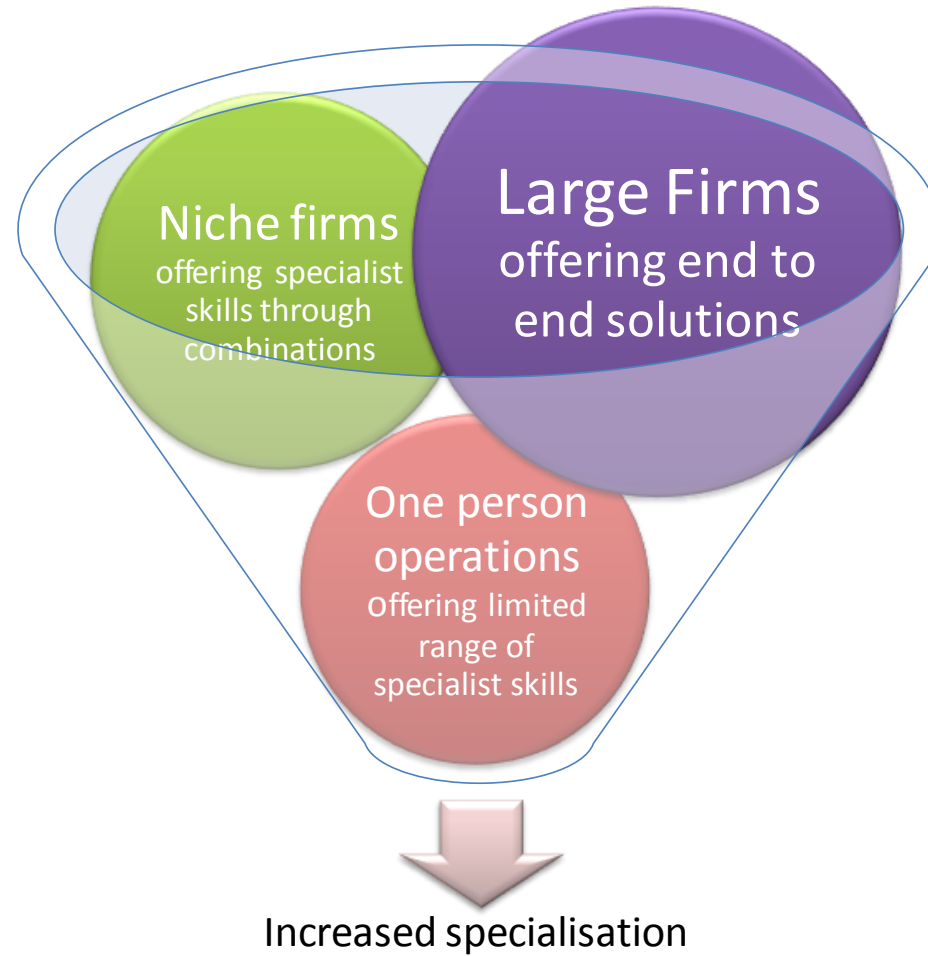


Defining Management Consultancy



- The MCA's definition of management consultancy is:
 - *Management consultancy is the **creation of value** for organisations, through the application of knowledge, techniques and assets, to improve performance. This is achieved through the rendering of **objective advice** and/or the **implementation of business solutions**.*
- This clearly states that its concern is to create value for organisations

Consultancies ARE different



Fields of Consulting Activities

- Consultancy in
 - SMEs
 - Public sector
 - Large corporations
 - International



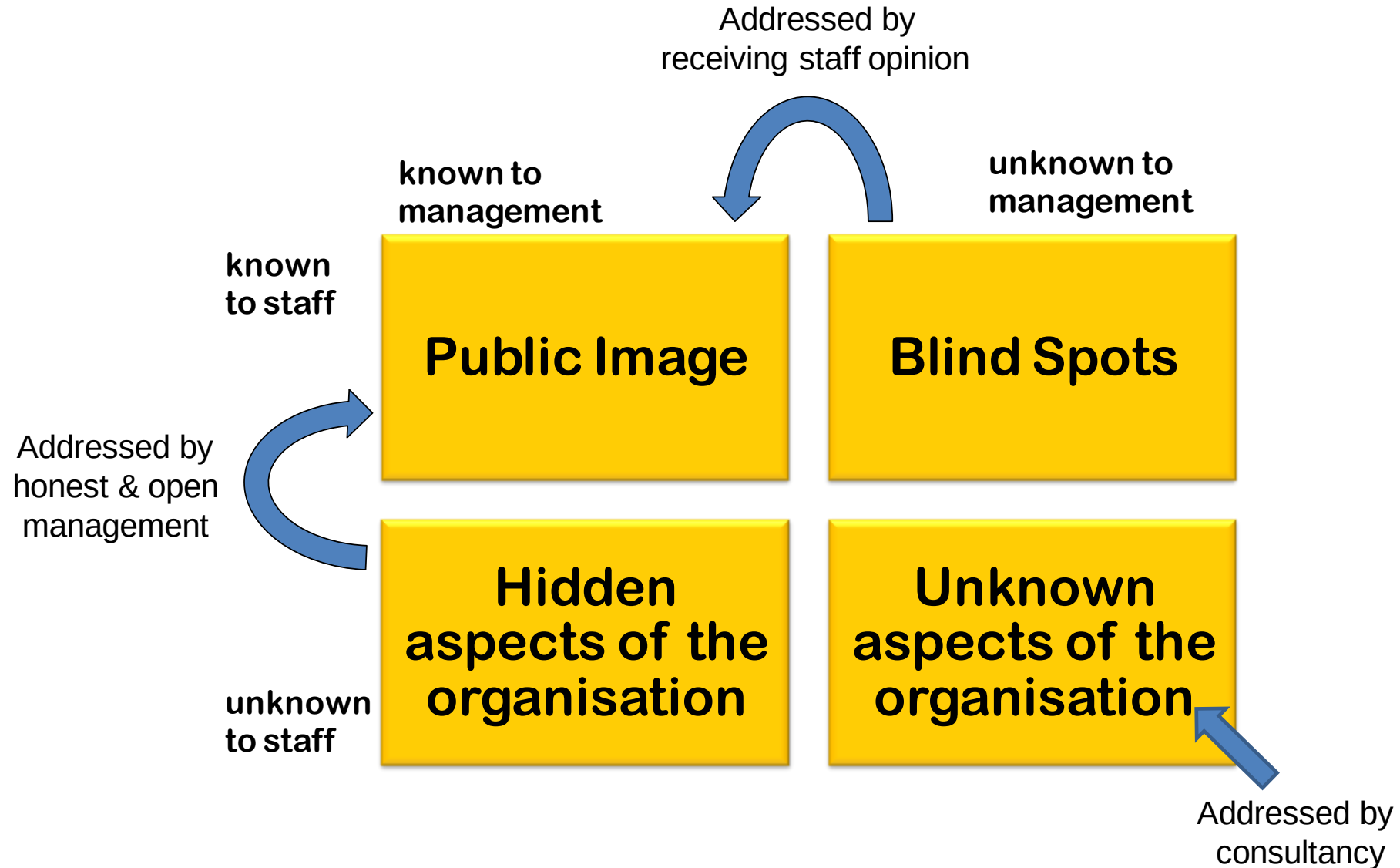
Johari Window

- Luft & Ingram (1955) developed the Johari model, which is most often applied to individuals
- However, this model is equally applicable to organisations and perhaps reveals the added value of consulting

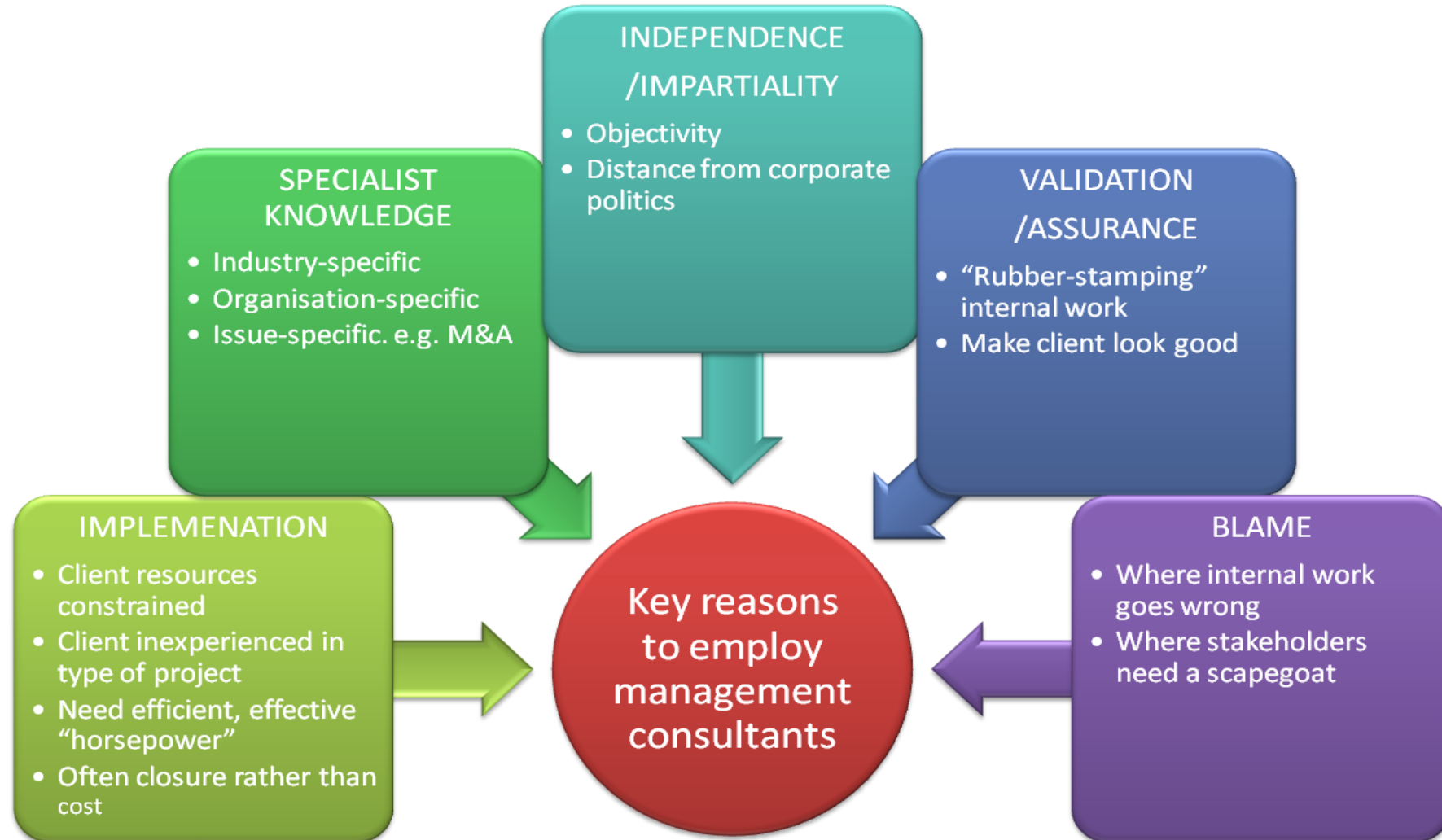
ONLINE JOHARI WINDOW

	Known to Self	Unknown to Self
Known to Others	Public Profile	Blind Reveals
Unknown to Others	Offline Self	Unknown Cache

Johari Window (Biggs, 2010)



Ringland and Shaukat (2004)



Range of Consultancy Activity

- Management consultants by their very nature tend to have specialist knowledge
- The Institute of Business Consulting defined this as:
 - Business strategy
 - Manufacturing and business services
 - Marketing
 - Financial and management controls
 - Human resources
 - Information technology
 - Environmental management
 - Quality management

Consultancy Role: What May Be Expected?

- Varied activities
- Specialist skills
- Professional Expert
- Consultation
- Facilitator
- Advisor
- Entrepreneur
- Innovation
- Teamwork / working alone
- Strategic Solutions
- Project Management



<https://www.youtube.com/watch?v=Ahg6qcgoay4>

Consultancy: Qualities & Skills

Qualities?

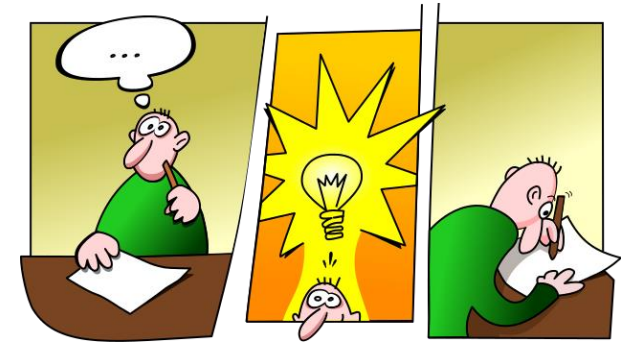
- Solutions person
- Ideas person
- Learning styles
- Professionalism
- Team player
- Management understanding
- Appreciation of corporate cultures
- Confidentiality

Skills?

- Communication skills
- Listening skills
- Leadership skills
- Marketing skills
- Networking skills



What sort of projects? Look for those that.....



- Have the potential to be well-defined in terms of objectives and outcomes
- Relate to a well-defined part of the organisation or business unit
- Are meaningful to the business

Ideas that could add



- How to improve customers services in self check-out till?
- Introduction of loyalty cards
- New procedures –e.g. complaints systems?
- Assessment of how good internal communication systems are
- Brand extension opportunities
- Review of marketing effectiveness
- Promotion of corporate social responsibility or community engagement
- Market research into a new product/service

The Project Initiation Document (PID)

- A proposal for a project with a company
NOT the project itself.
- Your PID tries to sell your project and yourself to the company – do not give them solutions in this document

What should be covered in the PID?

- **Project objectives** - must be SMART: Specific, measurable, achievable, realistic and time bound
- **Project justification** – why is the project necessary
- **Business Case and Approach** – background and key literature
- **Project team** (yourself) – why should *you* be the consultant? Sell yourself but be realistic.
- **Planned communication strategy** – how would or will you communicate with the company?
- **Project plan** – what you want to do and a time plan
- **Research methodology** – which research methods are you going to use and why
- **Costs** – which costs is the project likely to incur?
- **Benefits** to the company

Further Reading

- Biggs, D.M. (2010), *Management Consultancy: A guide for students* London: Cengage Ltd – Chapter 2
- Sturdy, A., Handley, K., Clark, T. and Fincham, R. (2009), *Management consultancy boundaries and knowledge in action*. Oxford: Oxford University Press
- Clark, T. and Salaman, G. (1998a), Creating the 'Right' Impression: Towards a Dramaturgy of Management Consultancy. *Service Industries Journal*, 18(1), 18-38
- Costas, J. and Fleming, P. (2009), Beyond dis-identification: A discursive approach to self-alienation in contemporary organizations. *Human Relations*, 62 (3), 353-378
- Ringland, G. and Shaukat, A. (2004), An uncertain future for management consulting. *European Business Forum*, 19, 58-61