

Manajemen Bisnis Konsultan PR

#4 Client-Firm Relationship

Haililah Tri Gandhiwati

Rabu, 18 Maret 2020



Role of consultant

Schein (1990) has identified three broadly accepted models of consultation:

1. purchase of expertise
2. doctor-patient
3. process consultation



1. Purchase of expertise

- ❑ Clients are looking for consultants to provide independent perspective to bear on specific challenges hand.
- ❑ There is no expectation to focus on the client relationship per se, but rather to provide expertise in a detached manner.

2. The doctor-patient

- ❑ The consultant focusing on using a diagnostic approach to examine the client organization's problems.
- ❑ It has distinct experience, knowledge and diagnostic abilities the consultants identify strategic and organizational problems.
- ❑ This model emphasizes the importance of building a strong relationships and developing trust between the client and the consultant.

3. The process consultation

- ❑ model considers the consultant as a facilitator with the client actually providing much of the relevant expertise.
- ❑ There is a clear distinction of roles and tasks. In the end the client chooses what to do about the problem.
- ❑ The consultant provides more of the framework and methodology for defining the problem and the best possible alternatives.



Nees and Grenier (1985)

Five categories of consultants:

1. The mental adventurer

Analyzes truly intransigent problems such as long-term scenarios for country development, by applying rigorous economic methods and leveraging his or her experience base.

2. The strategic navigator

Bases his or her contribution on a rich quantitative understanding of the market and competitive dynamics, and then recommends courses of action without too much regard of the client's perspective.



3. The management physician

Derives his or her recommendations from a deep understanding of the internal dynamics of the client organization, often willing to sacrifice some objectivity to gain a realistic perspective on what is achievable.

4. The system architect

Impacts his or her clients by helping redesign processes, routines, and systems – always in close cooperation with the client.

5. The friendly co-pilot counsels senior managers as a facilitator rather than as an expert, and has no ambition to provide new knowledge to the client.



Nees and Grenier's model shows many similarities to Schein's (1990) study, for example the mental adventurer can be considered similar to the expert, the strategic navigator, management physician and system architect correlate with the "doctor-patient" model and the friendly copilot aligns with the process-consultation model.

Institutionally organized strategy consultants are found primarily in the strategic navigator and management physician segments. In any event, consultant engagements beyond simply purchasing expertise require the development of a relationship between the consultant and the client. Turner (1982) proposed a continuum with eight categories of client-consultant relationships. His framework used a hierarchy of tasks to illustrate the level of extent of a client's involvement with a consultant.



Eight task categories of client-consultant relationships

1. providing information to a client;
2. solving a client's problem;
3. making a diagnosis, which may necessitate redefinition of the problem;
4. making recommendations based on the diagnosis;
5. assisting with implementation of recommended actions;
6. building a consensus and commitment around a corrective action;
7. facilitating client learning; and
8. permanently improving organizational effectiveness.



Turner argued that until the late 1970s, consultants tended to work more as suppliers to the client. Increasingly relationships in consulting engagements have evolved to build more of a partnership of mutual respect aimed at fundamentally improving the client's effectiveness.

In a review of the consultancy literature, Canback proposed the following trends:

- ✓ management consultants increasingly address critical, long term issues and are a critical part of the intellectual agenda of executives.
- ✓ consultants add value by addressing both content and process issues based on expertise, methodology and general problems solving skills.



Turner argued that until the late 1970s, consultants tended to work more as suppliers to the client. Increasingly relationships in consulting engagements have evolved to build more of a partnership of mutual respect aimed at fundamentally improving the client's effectiveness.

In a review of the consultancy literature, Canback proposed the following trends:

- ✓ management consultants increasingly address critical, long term issues and are a critical part of the intellectual agenda of executives.
- ✓ consultants add value by addressing both content and process issues based on expertise, methodology and general problems solving skills.

ASSIGNMENT

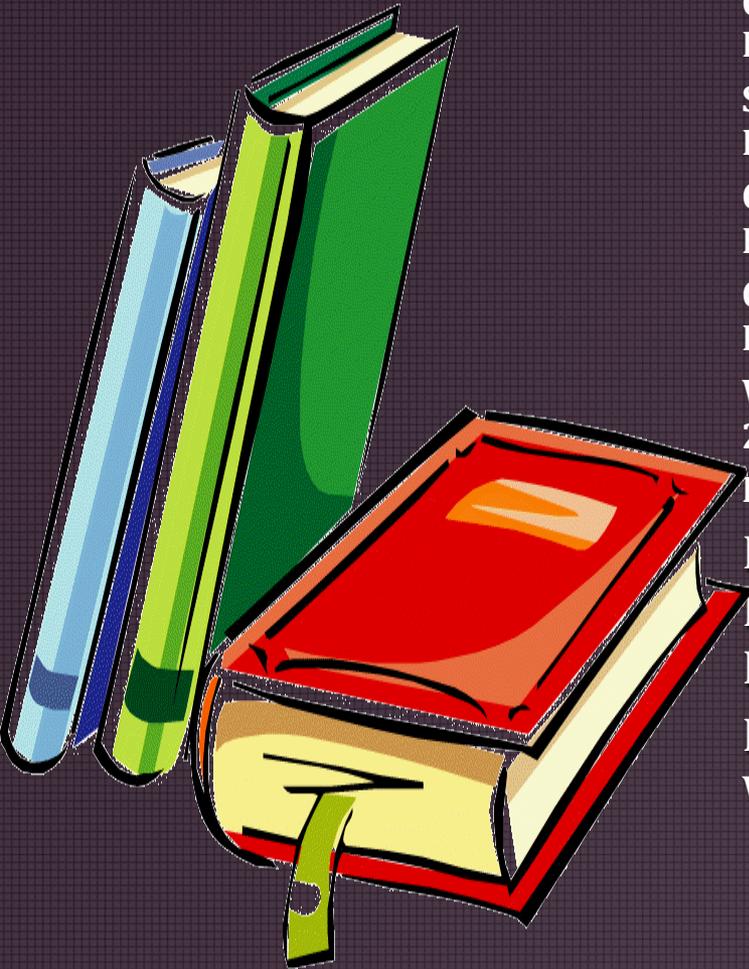
Analisis ALL about Covid-19

Semua tentang data (korban terduga, positif, negatif di beberapa negara internasional dan nasional, WAJIB dg data valid dan sumber utama WHO dan beberapa laboratorium dan kementerian kesehatan masing-masing negara). WAJIB aplikasikan WHAT-HOW-WHY (lengkapi dengan tabel/diagram/infografis), semua WAJIB diberikan contoh sehari-hari yang dilakukan.

Skema dalam grup:

- ✓ Data
- ✓ Pencegahan
- ✓ Obat Herbal
- ✓ Obat Kimia
- ✓ Kebiasaan Buruk
- ✓ Kebiasaan Baik

SOURCES



Connor, Dick and Davidson Jeff, *Marketing Your Consulting and Professional Services*. John Wiley & Sons, tnc. New York, 1997, p.6.

Seitel, Fraser P., *The Practice of PR*, 11th Edition, Pearson Prentice Hall, 2011.

Croft, Alvin C., *Managing PR Firm for Growth and Profit* 2nd Ed., Rotledge, 2006.

Cutlip, Scott M, Glenn M. Broom, Allen H. Center., *Effective PR* 9th Ed., New Jersey, Prentice Hall., 2005.

Wilcox, Cameron, Reber, Shin, *Think PR*, Pearson, Allyn & Bacon,, 2011.

Phillips, David, and Philip Young, *Online PR*, CIPR, 2nd Ed, 2009.

Bivins, Thomas H. *The Basics of Style to accompany Public Relations Writing The Essentials of Style and Format*. Fifth Edition. 2005.

Newsom, Dough & Jim Haynes. *Public Relations Writing Form & Style*. 2011.