#7 Understanding The Organization and Managing People

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Sesi 7
Rabu 08 April 2020

Management Consultancy Skills

Typically a consultant will provide change management solutions. This will mean demonstrating:

- Change management skills
- Technical and business knowledge
- Business understanding
- Ownership, management and delivery of solutions
- Project delivery and risk management
- Excellent interpersonal skills
- The ability to transfer skills to others
- Creative and analytical thinking
- Adhere to a code of professional conduct and ethical qualifications.

Market need for management consultancy competence

The framework considers the skill requirements for the next generation of consultants. Some initial observations indicate that:

- ✓ clients are becoming more selective, demanding specialised technical knowledge and the consultant's ability to prove competence
- ✓ there is a shifting balance from traditional IQ-based measures to emotional intelligence as the predictor of excellence and success
- ✓ the boundaries of what constitutes management consultancy are wide and varied – everything from strategy to outsourcing
- ✓ the impact of future working patterns affect organizational models
- ✓ as availability increases, effective research sourcing and application of knowledge becomes the differentiator
- ✓ there is a need to respond ever more quickly to market needs
- ✓ a growth in partnership working is emerging.

Management Consultancy Competence Framework

The competences outlined below are the behaviors, skills and knowledge that a management consultant is expected to demonstrate and apply.

Levels

There are three levels of excellence for each competence, all underpinned by generic professional behaviors:

- **Development**: Building experiences to develop a full portfolio of skills, tools and techniques required to operate at Independence level

- **Independence**: Demonstrating the core level of skills, tools and techniques required for the Certified Management Consultant (CMC)

- **Mastery**: Recognized as having a depth of experience or specialist knowledge in application of this competence

Management Consultancy Competence Framework

Behaviors, skills and knowledge

An effective management consultant requires a balance of the following:

- Market capability and knowledge: This is the application of fact-based knowledge. It brings together the combination of technical skills, business understanding, sector insight and external awareness

- Consulting competence: These are the core skills, tools and techniques which are essential in delivering consultancy services

- Professional behaviors: These are the entry-level professional behaviors and attitudes which act as enablers in achieving market capability and consulting competence

Example for CMC

Consulting competence

1.0: Client focus
2:0: Building and sustaining relationships

3:0: Applying expertise and knowledge

4:0: Achieving sustainable results

Market capability and knowledge

5:0: Technical discipline

Examples:
Finance/Strategy/HR
IT/Production/Marketing
Business understanding and external awareness
Professional behaviors

Example for CMC

5:0: Technical discipline

Examples:
Public/Internal/Telecoms
Financial/Not for profit/Life sciences
Business understanding and external awareness

Professional behaviors

These are the entry-level prerequisites for becoming a CMC and underpin the market capability, knowledge and competencies required at all levels. Some skills may be developed further within the consulting competencies.

B) Analytical and pro-active thinking

C) Complexity and responsibility

A) Professionalism and ethics

F) Personal growth

D) Personal interaction

E) Delivery effectiveness

Delivery Effectiveness

	DEVELOPMENT	INDEPENDENCE	MASTERY
1.1 ENGAGING WITH CLIENTS	• Carries our research into client business and market sectors	• Establishes communications with clients • Promotes management consultancy services	• Acts as a leader/adviser/coach to others in client engagement
1.2 SCOPING CLIENT REQUIREMENTS	• Researches and understands client agenda and issues • Understands purpose and content of client proposals • Contributes to written proposals	• Understands and defines client requirements • Presents clear and comprehensive written proposals • Engages the client in selecting and owning optimal design options	• Utilises knowledge of external issues and depth of experience to inform, challenge and define scope of work
1.3 MANAGING CLIENT INTERFACE	• Understands and operates within contractual terms of engagement	• Manages stakeholder expectations, maintaining focus on overall deliverables, agreeing and applying contractual terms of engagement	• Owns, leads and manages complex client bids and proposal teams • Depth of experience in contract formulation and negotiation

Building & Sustaining Relationships

	DEVELOPMENT	INDEPENDENCE	MASTERY
2.1 INFLUENCING	• Presents compelling arguments using acts and data	• Presents ideas and convincingly to achieve specific outcomes • Demonstrates skills in building consensus and resolving conflict • Applied techniques to achieve influence, impact and results with stakeholders	• Applies influencing skills in a range of complex situations adapting style and leading others to see alternative perspectives they would not have seen on their own, to achieve outcomes
2.2 COMMUNICATION & PRESENTATION	• Demonstrates uses of listening and questioning techniques to understand issues and problems • Presents ideas effectively one-to-one or in small groups adapting style to audience • Displays use of appropriate business language and grammar	• Conveys ideas and thoughts in a clear, focused style using effective verbal and non-verbal communication techniques, in formal and informal situations. • Uses presentation tools and techniques effectively to engage audience. • Produces clear client correspondence and reports, selecting most appropriate style to achieve desired outcome.	• Actively sought to deliver confident and engaging presentations to a wide range of audiences (board level, conferences, press etc...) • Draws on a range of experiences and techniques to adapt communication style to challenging situations and audiences
2.3 FACILITATION	• Contributes constructively to group situations	• Manages group processes to achieve desired outcomes, using tools and techniques to maximise the group's decision-making potential	• Manages complex, high risk group dynamics, conflicts and concerns to promote win-win outcomes.

Building & Sustaining Relationships

2.4 MANAGING AND DEVELOPING OTHERS	• Works with others to develop mutually supportive relationships • Supports and encourages positive team-working behaviours in others	• Manages, develops and appraises others, delegating where appropriate • Seeks support from peers where appropriate	• Draws on a range of leadership styles to ensure effective development of others • Proactively coaches and develops others • Manages large (>20) complex teams operating across cultural boundaries
2.5 PARTNERING WITH NETWORKING	• Develops network to support and add value to client engagements, including within own company, clients and external professional networks	• Understands and engages expertise of others alongside own • Leverages network effectively to research and define client issues, generate innovative solutions and/or inform delivery solutions	• Leverages effective, established networks to create added value for clients

Applying Expertise & Knowledge

	DEVELOPMENT	INDEPENDENCE	MASTERY
3.1 TOOLS AND METHODOLOGIES	• Develops awareness of a range of diagnostic tools • Tests clients hypotheses and solutions with robust data	• Selects and uses appropriate diagnostic tools, methods and techniques • Actively seeks out new and appropriate tools	• Advises on use of a range of diagnostic tools methods and techniques • Tailors and develops new tools • Develops and selects appropriate methods in unclear situations
3.2 APPLYING KNOWLEDGE	• Identifies and uses wide range of knowledge sources • Analyses and effectively presents data to support proposed solutions • Accesses a wide range of knowledge sources relevant to client needs	• Captures and builds knowledge in defined processes • Share knowledge and experiences with others • Applied knowledge, tools and technical expertise to support value creation, tailoring to the specific needs of the client	• Percieved as thought leader in chosen field • Actively sought by others for knowledge and expertise • Applies knowledge to build complex, innovative solutions which deliver value to clients

Applying Expertise & Knowledge

	DEVELOPMENT	INDEPENDENCE	MASTERY
4.1 PLANNING AND MANAGEMENT	• Manages own delivery under the guidance of more experienced colleagues • Plans and manages own time ensuring deliverables are completed to required timescales and budget • Works in one or more stages of project delivery	• Manages client projects effectively, ensuring objectives, deadlines and budgets are met by team members under own control • Competent use of planning tools and milestones appropriate for the size and scale of the project • Demonstrates ability to assess form and allocate work streams, managing own time and that of others to meet deadlines • Operates competently in all areas of project delivery	• Ensures realistic objectives • Advises on delivery designs and implementation • Reviews and advises on project plans
4.2 MANAGING RISK	• Manages low risk projects (low complexity), acting as sole consultant	• Manages medium risk projects (high complexity) working with others	• Manages high risk projects with significant change, major clients and

Applying Expertise & Knowledge

	• Pro-actively identifies and communicates issues impacting progress of own work and that of client • Requests advice in achieving milestones	• Identifies, quantifies and manages issues impacting on delivery of project	multi-disciplinary teams
4.3 ENSURING QUALITY	• Complies with agreed engagement and quality management processes and standards • Demonstrates pro-actively in seeking and acting upon feedback • Builds track record of successful delivery in a range of support roles in client engagements	• Demonstrates track record of successful delivery in a range of delivery roles in client engagements • Ensures quality of own deliverables and those of team • Monitors and measures client satisfaction	• Leads quality assurance reviews • Advises others on design of quality assurance processes
4.4 MANAGING WITHDRAWAL	• Shows the ability to draw to a close own deliverables • Engages clients to take ownership of specific deliverables	• Works with clients to determine a handover process to ensure skills transfer, sustainability of results and knowledge capture as appropriate for project • Reviews and predicts any potential areas of deficit, addressing them before the engagement ends	• Leads and advises others on design of withdrawal processes.

Marketing Capability & Knowledge

	DEVELOPMENT	INDEPENDENCE	MASTERY
5.1 TECHNICAL EXPERTISE	• Builds technical expertise in selected discipline through qualifications and focused experiential learning	• Recognised as expert in own discipline	• Acts as a leader/adviser/coach to others in own area of discipline
5.2 BUSINESS UNDERSTANDING	• Understands core business structures, processes, management and disciplines	• Discusses impact of other disciplines on area of work with confidence and knowledge	• Has credible depth of knowledge across a range of disciplines and business environments • Leads by example, applying management and business skills in own business
5.3 SECTOR KNOWLEDGE	• Demonstrates knowledge of one or more sectors	• Applied technical expertise across one or more sectors	• Influences business thinking and agenda in one or more sectors
5.4 EXTERNAL AWARENESS	• Demonstrates a good general knowledge of political, economic, social, technological, legal and environmental factors (PESTLE)	• Demonstrates up-to-date knowledge of political. Economic, social, technological and environmental factors (PESTLE) impacting on sector and/or technical area of expertise	• Expertise is sought by external parties to advise on issues impacting own sector

Marketing Capability & Knowledge

5.5 BUSINESS DEVELOPMENT	• Carries out market research to identify potential opportunities	• Seeks new contacts for potential business using a variety of means • Maintains a portfolio of on-going business at required levels to sustain the practice • Maintains a database of client prospects	• Leverages network to prospect for new business, applying for management skills to promote own business and win work • Leads the development of new service offerings geared to the needs of the market • Promotes the business consultancy profession generally

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