

CERTIFICATE IN MANAGEMENT CONSULTING ESSENTIALS

COURSE OVERVIEW FOR THOSE WISHING TO TRAIN AS INDEPENDENT CONSULTANTS

From **Coaching for Change**, accredited with the Institute of Business Consulting

INTRODUCTION

People who are considering a move into management consultancy from a functional discipline can start with this essentials course, and follow on through Diploma, to Certified Consultant.

The Certificate in Management Consulting Essentials (CMCE) course builds confidence in your approach and ability to facilitate change, provides a sound base for further professional development and identifies you as a qualified practitioner recognised in 40+ countries.

ABOUT THIS COURSE PACKAGE

We understand that to attend this course you will be out of your office for three working days and likely to be staying away from home. With this in mind we have put together a package to make it as easy as possible for you to gain this valuable qualification:

1. Our CMCE course is run over three days, finishing on a Friday
2. It is based in the beautiful Derbyshire countryside so you can extend your stay into a leisure weekend if you wish
3. The course fee includes high quality accommodation which we have negotiated at a discount
4. We include one-to-one follow-up support as you begin to use your skills in your workplace

Coaching for Change is accredited with the Institute of Business Consulting and we believe we are the only provider of this course to offer such a high value flexible package designed for your business convenience.

WHAT ARE THE BENEFITS?

- Improves your career potential
- Builds confidence in your approach and abilities in facilitating change
- Provides a sound base for further professional development
- Identifies you as a qualified practitioner recognised in 40+ countries
- Provides a refresher for those experienced consultants and those progressing the CMC® award

WHO SHOULD ATTEND?

- Those involved in consultancy projects
- Those involved in supply chain improvement activity
- Those considering a move into management consultancy from a functional discipline
- Those wanting an introduction to the skills and knowledge needed in the field of management consultancy
- Those wanting to broaden their management skills for facilitating change

AIMS

To help you learn, as an aspiring management consultant, about:

- The Consultancy Role
- The Consultancy Cycle
- The Client Relationship
- Communication for Consultants
- Effective Project Delivery
- Structured Knowledge, Research and Analysis

QUALIFICATIONS FOR ENTRY

There are no specific entry requirements for this qualification. As a guide it is equivalent to, or represents the demands of, NVQ level 4.

GUIDED LEARNING HOURS

These are used as a notional measure of the substance of a qualification and help learning centres determine what resources are going to be needed to support candidates. They are based on an estimate of the time that might be spent by the candidate being taught or instructed, as well as the time candidates spend on structured learning such as directed assignments, assessments on the job or supported individual study or practice. They do not include learner initiated private study.

There are **45 Guided Learning Hours** for the Certificate in Management Consulting Essentials.

AWARDING BODY

The qualification is offered by The Institute of Business Consulting, which is a wholly owned division of the Chartered Management Institute, which is the awarding body. Further details about the qualification can be obtained by contacting either organisation.

SUPPORT AND HELP

You will become a student member of the Chartered Management Institute, with access to resources such as:

- suggested reading lists on the Institute of Business Consulting website www.ibconsulting.org.uk
- a wide variety of help, information, reading lists and management texts, at www.managers.org.uk/students.

LEARNING OUTCOMES

The assessment programme is designed to test your knowledge and understanding of the whole syllabus. To achieve the CMCE qualification, candidates must meet all of the learning outcomes.

Any material you create as part of this qualification may be counted towards the **Diploma in Management Consultancy** offered by the Institute of Business Consulting in conjunction with the Chartered Management Institute.

You will be assessed to ensure that you have met all the learning outcomes by demonstrating your knowledge and understanding of how to:

1. Produce a personal development plan, based on your self-assessment against the skills, knowledge and behaviour required by management consultants, which you can use to manage your development.
2. Describe the stages in the consultancy cycle and outline the risks associated with each stage.
3. Define why it is important to build effective relationships with clients and outline the techniques you would use to establish credibility with a client.
4. Review the range of communication methods available to the management consultant and plan and manage a client meeting.
5. Describe the key components of a project to enable effective delivery of a consultancy intervention.
6. Describe how you would manage diagnosis and analysis effectively in a given client context.
7. Describe how you would present your findings, conclusions and recommendations to the client following research, analysis and diagnosis.

PROGRAMME

The purpose of this programme is to explore the role of the management consultant. It considers the skills, knowledge and professional behaviour required by an effective consultant. It looks at ethical standards and codes of conduct and will give you a framework to evaluate your current knowledge, skills and behaviour to plan your future development.

It includes an overview of the development of the consultancy market, reviews the phases of the consultancy process and typical consultancy interventions introducing a range of tools, skills and techniques to support effective interaction with clients. The role of effective communication is considered as well as core communication techniques. Investigating core consultancy skills in knowledge sourcing, research and analysis follows an overview of project delivery including risk, quality assurance and effective personal contribution.

The programme is split into three parts:

Part 1: Attend the three-day course, which cover the basic CMCE syllabus. See over for the three day agenda.

Part 2: Complete guided learning hours through case study work introduced during the course. Tutor marked and supported.

Part 3: Complete an assignment for the IBC. During this phase your tutor supports you all the way through to submission (within 1 year of registration) and qualification.

Part 1: The three day course agenda

Day 1	Day 2	Day 3
<ul style="list-style-type: none">• Module 1 – Introduction<ul style="list-style-type: none">• What is Consultancy?• Helping situation analysis• Understanding the pre-requisites for a successful intervention• Module 2 - Approaches<ul style="list-style-type: none">• Different approaches• Consultancy Cycle• Lean Model• Key qualities needed• Self assessment• Module 3 - Getting Ready<ul style="list-style-type: none">• How to Capture First Impressions• Intro to case study• Identifying potential benefits• Identifying potential stakeholders and possible barriers to change• Methods of gathering the facts• Module 4 – First Impressions<ul style="list-style-type: none">• Impact of personal preparation• Interpersonal do and don'ts• Building rapport• More effective questioning techniques• Light reading / exercise• End of day discussion• Close Day 1	<ul style="list-style-type: none">• What stuck from day 1?• Exercise debate• Module 5 – Proposals<ul style="list-style-type: none">• Understand the structure to a good proposal• What not to do• Module 6 – Data Gathering<ul style="list-style-type: none">• How to run Effective Meetings• Facilitation Skills• Belbin Profiles – your preferred style• How to measure a good meeting• The effects of poor communication• Facts vs assumptions• Value Stream Mapping tool real life case study work• Module 7 – Effective Feedback<ul style="list-style-type: none">• Basic Presentation Skills• Keeping your stance• Effective Closing• Case study presentation to the client and feedback• Light reading exercise• End of day discussion• Close Day 2	<ul style="list-style-type: none">• What stuck from day 2?• Exercise debate• Module 8 – Implementation<ul style="list-style-type: none">• Key elements of change and initial communication• Pre-requisites for change• Techniques for addressing lack of client commitment• Escalation process• Managing the work plan• Visual Master Schedule• Module 9 – Managing the client<ul style="list-style-type: none">• The importance of transparency• Setting up a project room• Agreeing a working charter• Introduction to coaching• TGROW practice• Module 10 – Closing<ul style="list-style-type: none">• Process confirmation• Capturing lessons learnt• Exposing risks associated with sustainment• How to generate a good case study• Module 11 – Risks and Certification<ul style="list-style-type: none">• What to be aware of at each stage of the consultancy cycle• Rescuing projects• Accreditation requirements• Support with qualification and members website• Feedback sheets• End of course discussion• Close

YOU WILL LEARN

The Consultancy Role:

UNDERSTANDING:

What management consultancy is?

- How the management consultancy role can be defined, and which typical responsibilities and activities are included?
- What the challenges, risks and pitfalls of the management consultancy role are

The knowledge, skills and behaviour required

- The range of essential professional behaviour needed by the individual – such as analytical and pro-active thinking, the ability to deal with complexity and take responsibility, interpersonal capabilities, effective delivery and the ability to undertake personal growth
- The principal consulting skills and technical knowledge required for effective performance
- The purpose, role and impact of professionalism, integrity and working within codes of conduct and ethical guidelines in the best interests of the client

The consultancy market

- The structure and historical development of the management consultancy market
- The current market for management consultancy, including issues such as competition, types of consultancy interventions, and relevant legislative, economic, social and political factors, different types of consultancy (e.g. internal, external, public sector), and how their products, service and markets may differ

Personal professional development

- The importance of personal growth and continuing professional development

HOW TO:

- Undertake a self-assessment to determine your current abilities and development needs
- Develop and implement a personal action plan for learning and self-development
- Review and reflect on your learning and development using tools such as the Institute's Management Consultancy Competence Framework (Appendix 1)
- Request and review feedback to improve your performance and development activities

The Consultancy Cycle:

UNDERSTANDING:

- The diversity of consultancy interventions and approaches
- The consultancy cycle and typical inputs and deliverables for each stage of the cycle
- The principles and stages of a model for managing the consultancy cycles
- The types of problems, risks and issues which may arise during each phase of the consultancy cycle
- The importance of scoping interventions effectively and agreeing clear contracts with clients

- The need for interventions to have a clear, planned structure

HOW TO:

- Select an appropriate style of consultancy intervention
- Manage client expectation of the intervention

The Client Relationship:

UNDERSTANDING:

- The principles of consultation and negotiation in managing clients
- Methods of engaging your client
- What quantitative and qualitative information is essential to your role and responsibilities in working with clients
- The importance of professionalism, ethics and confidentiality in building and maintaining client relationships

HOW TO:

- Establish credibility with your client
- Research your clients' needs effectively

Communication for Consultants:

UNDERSTANDING:

- The importance of effective communication
- The principles and processes of effective communication and their impact on productive working relationships with clients, team members, colleagues and managers

HOW TO:

- Apply listening and questioning techniques to understand issues and problems
- Recognise different forms of verbal and non-verbal behaviour and their appropriate uses
- Plan and manage meetings effectively

Effective Project Delivery:

UNDERSTANDING:

- The importance of planning and managing a project and the impact of poor project planning and management on consultancy projects
- The components of a project plan
- The need for effective budgeting of time and resources
- The role and importance of quality assurance
- The management consultant's personal role in effective project delivery including upward management and client management techniques

HOW TO:

- Apply personal time management techniques within the project context
- Establish an effective infrastructure to ensure project delivery
- Identify potential and actual risks to effective project completion

Structured Knowledge, Research and Analysis:

UNDERSTANDING:

- The importance of identifying the client issue, applying a structured approach and selecting appropriate analytical tools and techniques to meet this need
- The methods of identifying, validating, filtering and sourcing the knowledge and information needed to take decisions in different contexts
- The importance of confidentiality when dealing with sensitive information
- The resources you have available to you and the role of effective networks in research

HOW TO:

- Identify the client need effectively
- Apply a range of simple, recognised data gathering, problem solving and analytical tools and techniques (such as SWOT, PESTLE, etc) to achieve agreed outcomes
- Draw conclusions on the basis of analysing information both quantitatively and qualitatively

APPENDIX 1

CMI personal development framework

