

Consulting Skills for Project Managers



O P E N S P A C E S

Project Management Institute

December 05, 2010



Introductions



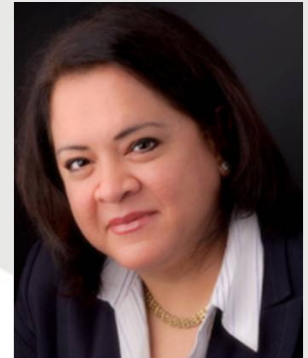
Introducing Me

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Introducing Open Spaces Consulting



O P E N S P A C E S

Who We Are
What We Do

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Contemporary and Classic Truths about Strategy and Business

- People and Strategy come first in any enterprise
- Success is about
 - building perspectives that grow the organization
 - solving problems
- Consultants bring an objective view
- We are partners with our clients





Mission of Open Spaces

To enable companies achieve a higher degree of excellence through building of visionary and strategic perspectives of top management teams, and providing of effective operational solutions to client systems.





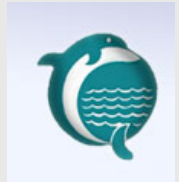
A Versatile Range of Consulting Competencies that Map to Client Needs

- Business Strategy
- Mergers and Acquisitions
- Executive Mentoring and Coaching
- HR and OD Systems
- Professional Development Series
- Training, Learning and Development
- Assessment Services
- Education Management
- Research and Publications





Experience That Counts



Balmer Lawrie-Van Leer Limited





Some Projects Executed

- Representation of PE fund interests as advisor to board of management
- Orchestrating mergers & acquisitions
- Managing transitions
- Mentoring initiative
- Design and implementation of performance management systems
- Social perception study of stakeholder interests
- Competency mapping-cum-job descriptions
- Assessment center for analysis of training needs
- Three tier training input for management development
- Design and development of assessment packages
- Execution of assessments for internal promotions
- Implementation of performance management system of MNC origin
- Competitive customer perception study benchmarking customer satisfaction in a b2b sector.





Introducing ICMCI

- A Brief History – 1987 meeting of founders, 1989 formal incorporation
- Today we have evolved into the only global and apex body for the profession of consulting
- 48 Countries with >50% of the globe
- Much information on ICMCI in public domain
- Do visit website www.icmci.org and view the multilingual presentation on the home page





What ICMCI Does

- Trustees as chief stakeholders
- Setting of global standards (IAF/CEN)
- Certification (CMC, ACP, ATP)
- External Relations (EBRD/UN/ILO/FEACO)
- Membership services and processes (Quality Assurance Committee)
- Annual Conference, Biennial Congress
- Governance through set of Byelaws
- Newsletter - Meridian
- The Meridian Order





What is CMC?

- International Quality Standard for Individual Management Consultants (technical competence, social competence, methodological competence, ethics)
- Global Certification for individual management consultants
- Official body for awarding the CMC is the National Institute for Management Consultants

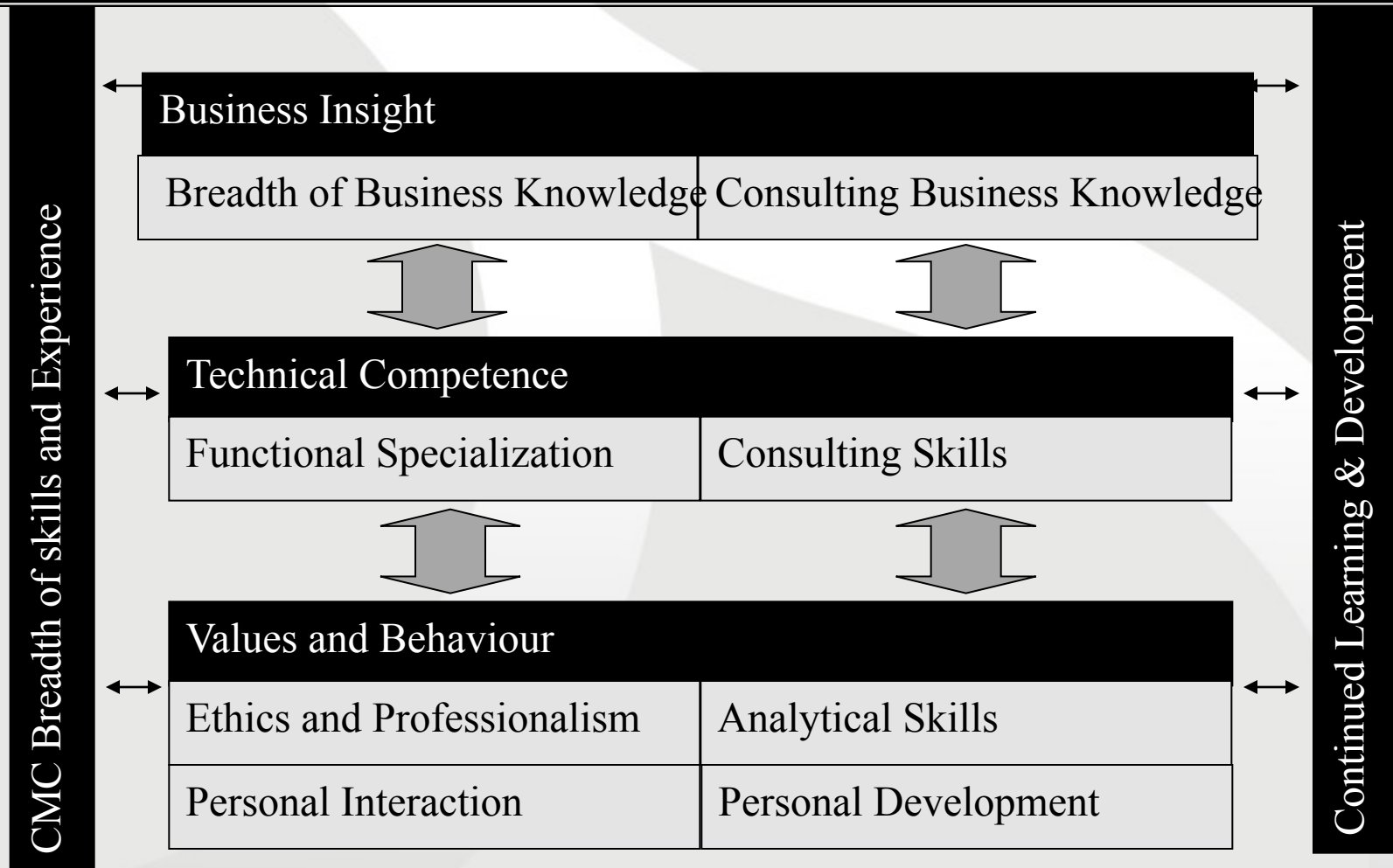




International Council of Management Consulting Institutes

Professional Standards – Part 1

Competency Model





Consulting Skills for Project Managers



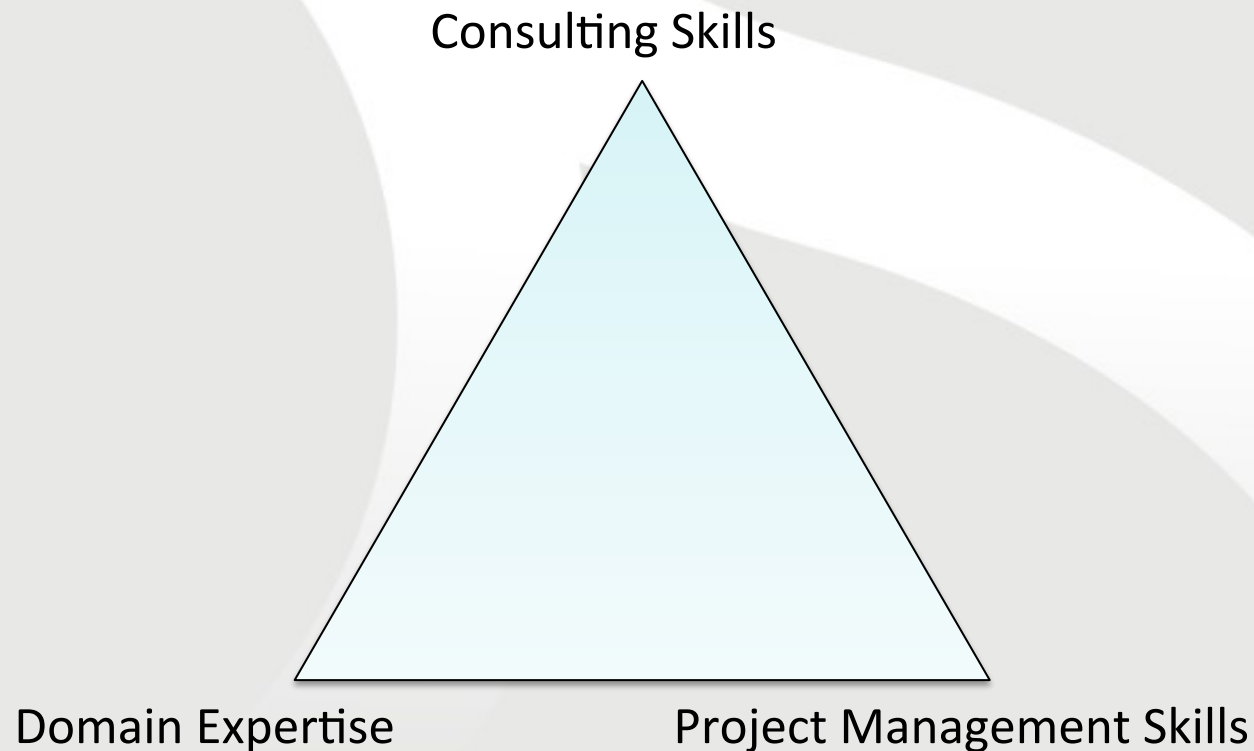
Project Management is a science

Consulting Skills is the art

- The Taj Mahal was a work of art as much as it was a result of successful project management
- We are fast approaching a situation where many project managers are certified, thanks to PMI
- Some project managers are successful and some are not
- The difference is 'consulting skills'

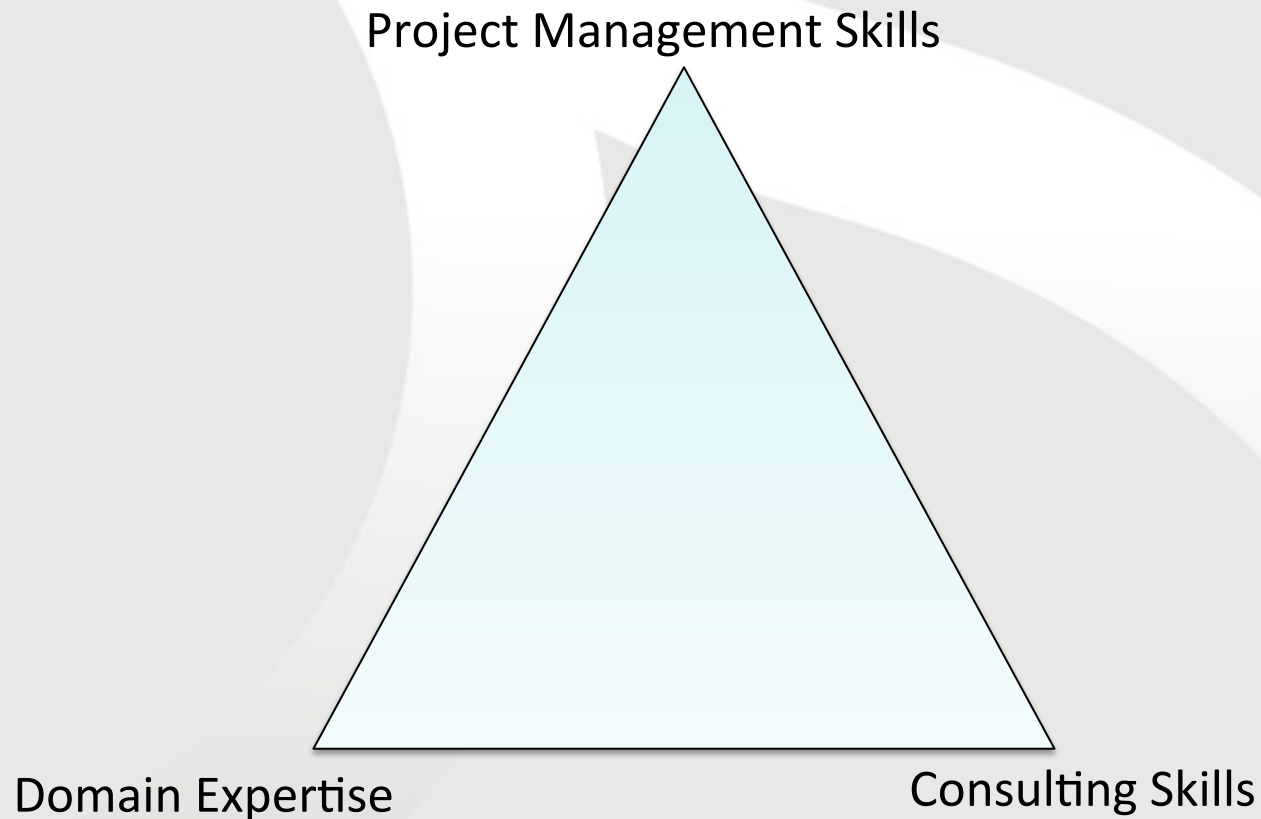


Competencies for Successful Project Management





Competencies for Successful Consulting





Essentials of Management Consulting:

1. Introduction to Management Consulting
 - The consulting process
 - Project Management
 - Consulting management
2. Types of consulting services
 - Specialist vs generalist
 - Size
 - Sectoral focus
 - Custom vs packaged
 - Internal vs external
3. Consulting and change
4. Types of clients
5. Roles Consultants play
6. Skills for effective consulting
7. Client-consultant relationship
8. Consulting Process – entry
 - Preliminary contacts
 - Preliminary diagnosis
 - Assignment plan
 - Proposal
 - Contract
9. Consulting process – process development
 - Proposal cycle
 - Proposal development
 - Proposal presentation
 - Types of proposals



Essentials of Management Consulting:

10. Consulting Process- data collection and diagnosis

- Plan for data collection
- Sources of data
- Data collection method
- Diagnosis

11. Consulting process – solution development

- Generation of alternative solutions
- Evaluation
- Selection of preferred solutions
- Presentation of solution

12. Consulting Procesas – implementation

- Implementation Plan
- training the client staff

13. Project management

- Project Planning
- Project control
- Documentation
- Presentations

14. Consulting Process – concluding

- Timing of withdrawal
- Evaluation by client
- Final report
- Follow up

15. Managing a consulting company

- Business plan
- Organising the practice
- Building the firm

16. Marketing Consulting Services

17. Managing Finances

18. Assignment management

19. Ethical and legal issues in consulting

20. Careers in consulting

21. Consulting sector economics



Some Consulting Skills

1. Self assessment of consulting competencies and focus areas
2. Developing your consulting style and domain expertise
3. Developing services and domain expertise
4. Marketing of consulting services
 - Identifying prospects,
 - Educating clients
 - Creating word of mouth reputation
 - Marketing through speeches and seminars
5. Understanding client's scope of work
6. Managing client expectations
7. Negotiating with the client
8. Managing a consulting business strategically
9. Report writing and presentations skills
10. Understanding clients business and bottom lines
11. Proposal writing skills
12. Pricing an assignment
13. Diagnostic, intervention, delivery
14. Facilitation change management
15. Managing consulting operations
16. Client-consultant relationship management
17. Managing Contracting issues
18. Managing scope creep
19. Closing an assignment
20. Understanding and managing ethical issues in consulting
21. Maintaining professionalism in consulting



Project Management and Internal Consulting

- Internal Consultants as Project Managers and Project Managers as Internal Consultants



The Consultative Approach



Areas of synergy

- Building on the competency framework
- Building measures of both areas
- Building on body of knowledge



A Skill Building exercise

- Case study on writing a proposal – group work
- Brief for skill building
 - Read and assimilate the case study “Norgay Limited”
 - Initial group discussion on approach and conceptual understanding. Make any assumptions you would feel necessary, but state these assumptions
 - Make flip charts presenting your answers
 - 5 minutes presentation per group

*Thank
you*



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