1.	Record Nr.	UNINA9910462236503321
	Autore	Verlander Edward G
	Titolo	Practice of professional consulting [[electronic resource] /] / Edward G. Verlander
	Pubbl/distr/stampa	[Hoboken, New Jersey], : Jossey-Bass, 2012
	ISBN	1-283-64597-1
		1-118-28605-7
	Edizione	[1st ed.]
	Descrizione fisica	1 online resource (322 p.)
	Disciplina	001
		658.46
	Soggetti	Consultants
		Business consultants
		Electronic books.
	Lingua di pubblicazione	Inglese
	Formato	Materiale a stampa
	Livello bibliografico	Monografia
	Note generali	Description based upon print version of record.
	Nota di bibliografia	Includes bibliographical references and index.
	Nota di contenuto	Machine generated contents note: Preface Acknowledgments PART I SETTING THE STAGE CHAPTER 1 THE NATURE OF CONSULTING It's an Industry Types of Consulting Trusted Consultant and Advisor Consultants Qualifications What is Professional Consulting?CHAPTER 2 WHY COMPANIES HIRE CONSULTANTS Why Consultants Are Needed Fast, Bigger, Better, Cheaper Outcomes Forces That Drive Business Consulting Expectations of Consultant's Service Changes in Client's Business and Organization Needs Future Challenges CHAPTER 3 A MODEL FOR PROFESSIONAL CONSULTING What Do We Mean by process A Framework for Consulting The Four Stages of Consulting The Four Roles of Consulting Consulting Competencies PART II APPLYING THE MODEL CHAPTER 4 STAGE ONE: THE DEVELOPING AND DESIGNING PROCESS Stage One Competencies - Winning Business Understanding the Client's Business and Industry Making A Good First Impression First Meeting Dynamics CHAPTER 5 STAGE ONE, CONTINUED: ASSESSING CLIENT NEEDS AND MANAGING EXPECTATIONS The Purpose of Conducting a Needs Assignment Types of Questions - The Fundamentals Conducting A Needs Assessment - A Question Strategy Needs Assessment--Listening Actively Proposal Development Process

Managing Expectations CHAPTER 6 STAGE TWO: THE MOBILIZING & ALIGNING PROCESS Stage Two Competencies: Mobilizing and Aligning Work and Project Plan Reviews Risk Assessment Project Launch Meetings CHAPTER 7 STAGE TWO, CONTINUED: TURNING CONSULTING GROUPS INTO TEAMS Defining a Team Stages of Team Development Diagnosing Group Performance How Team Building is Conducted Special Problems in Team Building Characteristics of High Performing Teams Project Leader Style Needed for Team Building CHAPTER 8 STAGE THREE: THE BUILDING & PRODUCING PROCESS Stage Three Competencies--Building and Producing Data Gathering Performance Management and Coaching Coaching Consultants Motivating Consultants Progress Review Meetings Navigating Organization Politics Project Management Issues CHAPTER 9 STAGE FOUR: THE IMPLEMENTING & DEPLOYING PROCESS Stage Four Competencies-- Implementation and Deploying Managing Change Implementation Strategies Skills Transfer Measuring Customer Satisfaction.PART III THE BIGGER PICTURE CHAPTER 10 IMPROVING CONSULTING AS A PROFESSIONAL PRACTICE A Reality Check About Consulting Need to Professionalize Consulting Professional Capabilities of Consultants Building Block One: Business Focus Building Block Two: Business Management Building Block Three: Technical Requirements Building Block Four: Inter-personal Attributes Building Block Five: Effective Leadership CHAPTER 11 LESSONS OF EXPERIENCE How to Grow in Professional Capability Lessons from McKinsey The Pain and Joy of a Consulting Career Professional Proficiencies in Consulting Trends for the 21st Century APPENDIX A. CONSULTING ROLE PREFERENCE INDICATOR B. GUIDELINES FOR SUCCESSFUL CONSULTING C. THE LEADERSHIP ROLE OF CONSULTANTS D. CONSULTING CASE APPLICATIONS E. DIAGNOSTIC PROCEDURES AND INSTRUMENTS FOR CONSULTING TEAMS F. REFERENCES AND BIBLIOGRAPHY INDEX.

| Sommario/riassunto | "Despite the size of the consulting industry and its attractiveness to business school graduates, there is a dearth of agreement about what constitutes "professionalism" in consulting. The Practice of Professional Consulting provides the most comprehensive introduction to the field of consulting, including a complete system of guidelines, and all the tools, templates, techniques, case studies, competencies, and assessments to become a professional consultant. Broad enough to be useful to anyone starting any kind of consulting business, yet specific in explaining typical client situations, this guide offers new and aspiring consultants with a perspective of the rules, roles, values, methods, and techniques used across firms in the consulting industry" -- |