

# Consultancy Skills Programme

2012

Analyse problems,  
create solutions,  
deliver change



**=mc**

Transforming the performance of not-for-profit organisations worldwide.

[www.managementcentre.co.uk/csp](http://www.managementcentre.co.uk/csp)



# Enhance your ability to transform performance

The Management Centre's **Consultancy Skills Programme** helps not-for-profit managers act as consultants – within their own department or organisation, or with external organisations they fund or support. It's based on the same programme that we use to develop our own consultants, and so is ideal for anyone considering a career as a consultant. The Consultancy Skills Programme has been used by a number of organisations to train their managers and give them consultancy skills, including the NSPCC, the Arts Council and NCVO. In the last year it has been delivered in-house in the UK, Mexico and Belgium.

## An intensive and challenging programme

Using **=mc's** systematic consultancy model, the Consultancy Skills Programme enables you to diagnose challenges, identify options and, most importantly, gain support for the solutions you propose.

Before the programme, we ask you to complete an online learning needs analysis to help us ensure the content meets your needs.

Then over five-days, you'll:

- work through nine **key consultancy toolkits**, learning from interactive sessions delivered by top consultants, including Bernard Ross, =mc Director
- hone your skills on challenging **Harvard Business School** style case studies and real-life not-for-profit consultancy case studies
- spend time working in teams, **co-consulting** on specific work-based problems you bring to the course
- participate in a **live study**, making improvements and recommendations for a real organisation

*"I attended this course many years ago when I was working in Community Development. I learned a great deal, and the course was invaluable in helping me to identify and develop the services communities wanted at high quality and a price that they could afford. Later on in my career I went on to set up my own consultancy company."*

**Gerry Davis, Former Director of Community Development, London Borough of Brent**

## Consultancy Skills Programme

5 days

16 - 20 April 2012 or 15 - 19 October 2012

London

£1,500 + VAT

Also available in Belgium and the USA – call us for details on: **+44 (0) 20 7978 1516**

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# Consultancy Skills Programme: Outline

This outline gives you an idea of the shape of the programme. It's based on nine consultancy toolkits: methodology, strategy, structure, communications, coaching, facilitation, innovation, change and business building. Before you come we'll use an online learning needs analysis to firm up the structure, based on participants needs. Over the five days you'll learn to apply each of the toolkits effectively

Monday	Tuesday	Wednesday	Thursday	Friday
<b>Welcome &amp; Introductions.</b> <ul style="list-style-type: none"> <li>• Ground rules and aims</li> <li>• Consultancy roles</li> <li>• Personal SWOT</li> </ul>	<b>Case Study Review</b> <ul style="list-style-type: none"> <li>• Discussion of results</li> <li>• Key learning</li> <li>• Action recommendations</li> </ul> <b>Strategy Toolkit (2)</b> <ul style="list-style-type: none"> <li>• Service life cycles</li> <li>• Matrix analysis</li> </ul>	<b>Case Study Review</b> <ul style="list-style-type: none"> <li>• Sharing ideas and analysis</li> <li>• Review sessions</li> <li>• Next steps in case study</li> </ul>	<b>Communications Toolkit</b> <ul style="list-style-type: none"> <li>• Case presentations in syndicates</li> <li>• Video feedback in groups</li> <li>• Reflection &amp; analysis</li> </ul>	<b>Business Building Toolkit</b> <ul style="list-style-type: none"> <li>• Building a client base</li> <li>• Networking techniques</li> <li>• Costing and planning jobs</li> </ul>
<b>Consultancy Methodology Toolkit (1)</b> <ul style="list-style-type: none"> <li>• Assessing consultancy tasks</li> <li>• Benchmark exercise</li> <li>• Review and group feedback</li> </ul>	<b>Strategy Toolkit (3)</b> <ul style="list-style-type: none"> <li>• Creating strategic options</li> <li>• Scenario planning</li> <li>• Establishing core competencies</li> </ul>	<b>Communications Toolkit (1)</b> <ul style="list-style-type: none"> <li>• Shaping complex ideas simply</li> <li>• Influencing skills in meetings</li> <li>• Thinking on your feet</li> </ul>	<b>Coaching Toolkit (1)</b> <ul style="list-style-type: none"> <li>• The coaching contact</li> <li>• Stages and types of coaching</li> <li>• Key coaching skills for consultants</li> </ul>	<b>Change Toolkit (1)</b> <ul style="list-style-type: none"> <li>• Models of change</li> <li>• Using Kotter's change model</li> <li>• Creating change messages</li> </ul>
<b>Consultancy Methodology Toolkit (2)</b> <ul style="list-style-type: none"> <li>• Scoping projects</li> <li>• Contracting effectively with clients</li> <li>• Establishing outcomes and deliverables</li> </ul>	<b>Organisational Structure Toolkit</b> <ul style="list-style-type: none"> <li>• Structure options</li> <li>• Creating SBUs and service lines</li> <li>• Choosing 'best fit' structure</li> </ul>	<b>Communications Toolkit (2)</b> <ul style="list-style-type: none"> <li>• Creating a personal brand</li> <li>• Making an impact</li> <li>• Addressing client challenges</li> </ul>	<b>Coaching Toolkit (2)</b> <ul style="list-style-type: none"> <li>• Coaching case study</li> <li>• Directive and non-directive coaching</li> <li>• Closing off coaching</li> </ul>	<b>Change Toolkit (2)</b> <ul style="list-style-type: none"> <li>• Acting as a change agent</li> <li>• Handling change challenges</li> <li>• Devising an exit strategy</li> </ul>
<b>Strategy Toolkit (1)</b> <ul style="list-style-type: none"> <li>• =mc strategy model elements</li> <li>• Strategy elements in planning</li> <li>• Case study introduction</li> </ul>	<b>Syndicate time to work on consultancy project</b>	<b>Syndicate time to work on consultancy project</b>	<b>Facilitation Toolkit</b> <ul style="list-style-type: none"> <li>• Mind mapping to solve problems</li> <li>• Six Thinking Hats framework</li> <li>• Ishikawa analysis</li> </ul>	<b>Action Planning</b> <ul style="list-style-type: none"> <li>• Development goals</li> <li>• Networking planning</li> <li>• Next steps</li> </ul>
<b>Close, but you will need some time to work on a consultancy project</b>	<b>Close – but you will need to allocate time to work on an overnight project</b>	<b>Close – but you will need to allocate time to work on an overnight project</b>		

## Programme learning methods

On the week we'll use a range of learning methodologies:

- Case studies
- Video feedback
- Consultant input
- Syndicate work
- Action planning

# Leading expertise

The Consultancy Skills Programme is designed and delivered by consultants with years of combined not-for-profit experience, and a track record for delivering high profile consultancy projects to organisations such as The Cabinet Office, Greenpeace International, Amnesty International, CAFOD, The National Trust for Scotland, Groundwork London, and the NSPCC.



**Bernard Ross**  
Director, =mc

Bernard is an expert in strategic thinking, organisational change and personal effectiveness. He works internationally in Europe, USA, Africa and South America.

He has worked with a wide range of not-for-profit organisations over 25 years, including Red Cross, Amnesty International, Unicef, Oxfam and the British Film Institute.

Bernard co-authored the highly acclaimed *Breakthrough Thinking for Non-profit Organizations* with Clare Segal. Most recently, they published *The Influential Fundraiser*, which was listed as one of the top five non-profit books for 2009 by the *New York Times*.



**Charlotte Scott**  
Management Consultant, =mc

Charlotte is a Learning and Development Consultant with the Management Centre and she has over twelve years experience in the not-for-profit sector.

Charlotte specialises in Leadership & Management, Personal Effectiveness and Communication Skills. She has trained a range of customers in coaching skills including Transparency International, WWF and Norwood. She has also provided direct coaching to clients from ODI, Action for Children and the NSPCC.



**Chloë Longmore**  
Management Consultant, =mc

Chloë has experience working on a wide variety of public, private and not-for-profit sector projects. She specialises in transformation, stakeholder management and workshop facilitation.

She has over six years consultancy experience and has most recently been assisting local authorities to provide better services for less through improved contracting and procurement. Before =mc Chloë worked as an economic consultant, with aid agencies such as **ACIAR**.

For more information about **The Management Centre (=mc)** and our consultancy work with a range of not-for-profit organisations, visit [www.managementcentre.co.uk](http://www.managementcentre.co.uk)



*“Bernard Ross and his colleagues are exemplary individuals who give so much to the sector over and above what would be expected from consultants. They have an unprecedented overview of the financial situation across the globe and encourage people to be realistic and ambitious in their strategies.”*

**Fiona Sturgeon Shea,**  
Head of Communications,  
Traverse Theatre

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# Is it for me?

The Consultancy Skills Programme is useful for you if you are among the following:

- a development officer in the arts, sports or social welfare field with responsibility for setting up, assessing or supporting projects
- a senior manager in a larger charity, local authority or public body who is called in to 'troubleshoot' in other departments
- a professional working in human resources, or learning and development who sees consultancy as a way to complement and develop existing interventions
- an individual keen to explore consultancy skills as a possible career development

## Booking your place

### Consultancy Skills Programme

**16 - 20 April 2012 or 15 - 19 October 2012**

**5 days, non-residential**

**£1,500 + VAT**

**Price includes lunch and refreshments for five days and the comprehensive Consultancy Skills Workbook.**

The programme will be run at =mc's attractive central London training suite, based near London Bridge. Although the programme is non-residential, we can recommend good hotels in the area.

Numbers are strictly limited, so do book *soon* to ensure your place.

To make a booking online go to

**[www.managementcentre.co.uk/bookings](http://www.managementcentre.co.uk/bookings)**

=mc is an approved consulting practice with NCVO and a registered practice of the Institute of Consulting



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