

The Fundamentals of Management Consulting

The Fundamentals is a shortened, live presentation of the flagship learning program of CMC-Canada – The Essentials of Management Consulting. [Both the Fundamentals, and the Essentials are also available in the United States through the IMC-USA Academy.]

Dynamic and interactive, it is valuable to management consultants wanting to deliver superior value to their clients, to anyone who is considering becoming a management consultant, and to any member who is pursuing the Certified Management Consultant (CMC) designation. It is a live, blended learning program that requires a half-day of individual advance study, and active participation in an intensive three day classroom-based workshop.

The program has two specific goals:

- ✓ To build knowledge and skills in the application of the consulting process; and
- ✓ To identify participant areas of strength and weakness in delivering professional management consulting services.

What Are People Saying About the Course?

- ✚ I have a deeper understanding of the consulting process: the concept of delivering a repeatable, quality process in my consulting assignments, and better serving my clients, appeals to me very much.
- ✚ *As a result of this course, I have more confidence in approaching consulting assignments.*
- ✚ For each stage in the consulting process, as well as for team building, communication and change management, we received great
 - methodology
 - resources
 - readings
 - toolkits, and
 - insights
- ✚ *The vast experience of the instructors - as well as fellow participants - further enriched the value I got from this course.*
- ✚ To me the mark of good course is one where you can take the learnings and immediately apply them to real-life business situations. The general consulting approach and numerous tools ... are directly applicable to any consulting/business scenario.
- ✚ **The materials were delivered exceptionally well and the activities were structured to keep everyone involved during the three day period.**

What Will Participants Learn?

The course is designed to provide candidates with fundamental knowledge of the management consulting profession, in particular, the consulting process, tools and

methodologies employed, plus key insights into core elements of teamwork, client communications and change management.

Here are the specific learning objectives for the Fundamentals of Management Consulting: at the conclusion of the program, participants will be able to:

1. *Describe the purposes, activities, and deliverables for the five stages of the consulting process; Entry, Diagnosis, Action Planning, Implementation, and Termination.*
2. *Understand the breadth of key methodologies, tools and techniques associated with each stage in the consulting process.* Participants will be introduced to some key tools in the workshop, plus provided extensive background information – including detailed toolkits for all of these methods, tools and techniques, leaving the practice and the application in their hands.
3. *Demonstrate a deeper understanding of the Client-Consultant Relationship - especially the roles of a management consultant in that relationship as participants will be encouraged to reflect on the role, responsibilities and accountabilities of a consultant in each phase of an assignment.*
4. *Demonstrate an understanding of the nature of change, client capabilities, and change management.* This is an inherent part of the nature of management consulting – consultants always introducing change as part of their consulting engagements. The implementation of any assignment requires an assessment a client's absorptive capacity for change and a change management plan which exhibits a thoughtful balance between task and process – getting things done, and getting them done through people who are experiencing change.
5. *Understand more about team building principles, tools and methods.* Working constructively in teams is also an inherent part of management consulting: a team charter exercise will be run and extensive background information on successful teaming will be provided.
6. *Understand key consulting communication skills.* Consulting is, at best, a dialogue and professional consultants require skills such as; conflict management, negotiation, written, oral and presentation skills, meeting facilitation techniques, and feedback skills. Practical applications in the course will be supplemented with additional information on tools and techniques
7. *Apply ethical concepts from the Uniform Code of Business Conduct with respect to the Consulting Process - ethical behaviour is the hallmark of a Certified Management Consultant and there are elements of the Code which require strict attention in each phase of the consulting process and these are covered in this course.*

How Does the Course Work?

The FMC program is a survey course (it will cover a lot of information in a short period of time) which will cover the breadth of professional management consulting, with specific emphasis on the application of the Consulting Process – especially the Diagnosis and Action Planning Stages. Given its brevity, it cannot cover the entire profession in depth; however, it will provide background information and support for all areas that are introduced in the program.

A ‘Blended Learning’ Approach

Using a blended learning approach allows the use of a variety of media to optimize participant learning – pre-recorded lecturettes, a case study, interactive discussions, and group work applying various tools and techniques introduced in the program.

The course includes mandatory advance preparation. This consists of six self study modules, five of which are narrated PowerPoint presentations, the other provided in reading format. Reviewing these modules will take about four hours. Also provided in advance will be case study materials that introduce a client situation that is to be studied in advance of the main workshop.

At the workshop, the case study will be pursued – initially to discuss a Letter of Understanding as part of the Entry Stage of the Consulting process. And then with additional case materials, the Diagnosis Stage will be pursued with vigour, including instruction on the groundbreaking tool – the Assignment Solution Framework, created exclusively for CMC-Canada. The case study will also be used for exercises in Action Planning and discussions around Implementation and Termination Stage issues.

Tools and techniques will also be introduced with application exercises around teamwork, communications and change management.

An Added Bonus (*Only with this program*) - A complete toolkit of resources

Participants in the Schwenker-Love designed Fundamentals will be given access to an entire toolkit of *consulting tools, techniques, templates and resources* that participants can apply in real assignments for each step in the consulting process as well as for Teamwork, Communications and Change Management. A full library of research articles is also provided which cover each of these topics.

Participants will be provided with an access code to the proprietary website created specifically to support this program - www.fundamentalsofmanagementconsulting.ca - and are required to download the extensive resource kit and undertake the assigned advance preparation and bring it to the Workshop.

It is recommended that participants bring the entire toolkit on a laptop to the Workshop as there will be discussions around the resources and applications of many of its contents.

Who Teaches the Fundamentals Course?



Kevin Schwenker, FCMC, principal of Schwenker & Associates, has been active in the fields of human resources development, strategic planning and marketing as a management consultant for over 20 years. He has led a wide range of multi-faceted consulting projects locally, nationally and internationally, for private, public and not-for-profit sector clients.

As a national trainer for CMC-Canada, he has taught hundreds of management consultants in introductory and advanced courses for the CMC designation since 1996. In 2001 he was part of the team that introduced the leading edge national program, *The Essentials of Management Consulting*, which he continues to deliver in North America and around the world, both over the internet and in co-located private workshops. Kevin also led the team which wrote the recently published “*Management Consulting: An Introduction to the*

Methodologies, Tools and Techniques of the Profession”, part of the CMC-Canada Common Body of Knowledge,

In addition to his full time consulting activities, Kevin is a part-time instructor in the MBA program at the Sobey School of Business, Saint Mary’s University, in Halifax, Canada. He also teaches as an Adjunct Professor with the privately-held SMOT School of Management in Chennai, India. He has participated and spoken a number of International Management Consulting conferences in Europe, in such locations as Vienna, Prague, Bratislava and Milan.

Kevin was awarded his Fellow Certified Management Consultant by CMC-Atlantic Canada in 1999, previously having served as Chair of that Institute, and twice on the national board of the profession in Canada.

Jim Love, FCMC



Jim Love, FCMC is the CEO of Chelsea Consulting (www.chelseaconsulting.ca) a strategic IT and Business consulting company specializing in Outsourcing and Software as a Service. He is equally at home in both strategic business and technology. Jim has served clients ranging from large international firms to exciting entrepreneurial startups.

He writes for publications like the Cutter Journal of IT, is a sought-after speaker and a part-time professor at the University of Waterloo in the Master’s program at the Centre for Business Entrepreneurship and Technology (CBET). He hosts a weekly talk radio show (www.blogtalkradio.com/gamechanging) which is also syndicated as a podcast.

Through his worldwide (and increasingly virtual) practice, Jim helps organizations leverage technology, people and processes to achieve outstanding business results.

Jim is a Fellow of the Institute of Certified Management Consultants of Ontario, and is the Chair of the Toronto Chapter of that organization.

Course Text and Support Materials:

The EMC Course Reader (2007), compiled by Kevin Schwenker, FCMC, can be ordered from CMC-Canada and it recommended to purchase as an important bookshelf resource. The price for the reader, including shipping and handling is \$114.00 (plus applicable taxes).. Contact CMC-Canada at +1 (800) 268-1148 to place an order.

In addition, you will be using many of the techniques in the Diagnosis and Action Planning Phases that are outlined in Memory Jogger II. If you don't already own this very handy pocket guide, it is available in Canada from Books for Business at 1 (800) 668-9372, and from www.amazon.ca, and from the publisher, www.goalqpc.com.

Additional Information:

Workshop Fees: \$1485, CMC-Canada Members; \$1875, non-members

To Register: Simply drop an email to enrol@chelseasconsulting.ca

For More Information: including a downloadable narrated presentation on the program and its benefits, visit www.fundamentalsofmanagementconsulting.ca.

Tailored private presentations of this program for professional consulting firms or organizations with internal consulting teams are available. Please contact the trainers Kevin or Jim at the contact numbers below to discuss this option.

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