

# SUMMARY OF “A HIERARCHY OF CONSULTING PURPOSE” Based on Arthur N. Turner

## Providing accurate, up-to-date information

- Defines business related – customized - analysis criteria to provide accurate information (e.g. survey results, cost studies, competitive analyses)
- Analysis of the environment and evaluations, if the provided information is adequate
- Check if available data might solve the problems

## Providing accurate diagnoses

- Questioning the client’s state beyond economics, technology, or processes
- Evaluates why the management has made certain decisions
- Provides independent, objective diagnoses
- Giving formal recommendations that have been thoroughly tested

## Implementing changes actions

- Support for the implementation phase
- Experiments with new approaches, techniques and procedures
- Develops readiness, commitment, and change
- Presents and applies new problem-solving tools and approved methods

## Facilitating Client Education

- Facilitate the involvement of other members during the assignment process
- Recommend education programs for professionals
- Recommend niche-expertise required for complex skills



## Solving problems

- Explore the context of the problem
- Points out which problem requires attention most urgently
- Go beyond symptoms to uncover primary root causes
- Redefining the problem (if necessary) and responding to client’s needs

## Recommending actions

- Writing an informative report accompanied by a summarizing presentation
- Recommended objectives developed in collaboration with the client
- Provided recommendations result in a consistent, logical and applicable roadmap and action plan

## Building Consensus & Commitment – key factors to success for each assignment!

- Convince the client to act, e.g. by applying problem-solving techniques
- Builds an agreement & commitment about necessary steps and actions
- Support client with the initial actions
- Identify principal sponsor(s) who should understand the purpose of the consultant and problems that need to be resolved - to support the consultants initiatives
- Include key players with a stake in the solution (stakeholders)
- Connect players with the parts of the projects they are involved in
- Conduct interviews with members of the organization to work towards ideas for improvement – not to discover what went wrong
- Build trust and a collaborative relationship with the principal client to develop consensus and commitment

## Organizational Effectiveness

- Considers the holistic “big picture” to assure changes can be implemented
- Promote and mobilize effectiveness in each step of the process
- Address immediate issues with sensitivity to the broader context
- Enable professionals to apply effective methods and tools
- Design methods of motivation that work well
- Stimulate an experimental mindset and execution of experiments for more effective business management
- Emphasize sensitivity towards human relationships and the improvement of the company’s ability to resolve problems