#### THE COMPETITIVE CONSULTANT

#### Also by Allan P.O. Williams

CHANGING CULTURE (with Paul Dobson and Michael Walters) USING PERSONNEL RESEARCH (editor)

## The Competitive Consultant

# A Client-Oriented Approach for Achieving Superior Performance

#### Allan P.O. Williams

Professor of Organisational and Occupational Psychology and Head of the Department of Business Studies City University Business School and Director of the Centre for Personnel Research and Enterprise Development

and

#### Sally Woodward

Research Fellow, Centre for Personnel Research and Enterprise Development City University Business School



© Allan P. O. Williams and Sally Woodward 1994 Softcover reprint of the hardcover 1st edition 1994

All rights reserved. No reproduction, copy or transmission of this publication may be made without written permission.

No paragraph of this publication may be reproduced, copied or transmitted save with written permission or in accordance with the provisions of the Copyright, Designs and Patents Act 1988, or under the terms of any licence permitting limited copying issued by the Copyright Licensing Agency, 90 Tottenham Court Road, London WIP 9HE.

Any person who does any unauthorised act in relation to this publication may be liable to criminal prosecution and civil claims for damages.

First published 1994 by
THE MACMILLAN PRESS LTD
Houndmills, Basingstoke, Hampshire RG21 2XS
and London
Companies and representatives
throughout the world
ISBN 978-1-349-13386-4
ISBN 978-1-349-13384-0 (eBook)
DOI 10.1007/978-1-349-13384-0
A catalogue record for this book is available
from the British Library.

10 9 8 7 6 5 4 3 05 04 03 02 01 00 99 98 97

## Contents

List o	f Figures	V
List o	f Tables	vi
List o	f Boxes	vii
List o	f Case Histories	ix
Ackno	owledgements	X
PART	TI THE CONTEXT	
l	Introduction	9
2	Consultancy: A Developing Profession	13
3	Consultancy Roles	28
PART	II THE 1+7 MODEL OF CONSULTANCY ROLES	
4	An Empirical Investigation	39
5	Competences Underlying Effective Role Performance	49
6	An Appraisal of the 1+7 Model	67
PART	III DEVELOPING SUPERIOR CLIENT-ORIENTED SKILLS	
7	Learning Theories and the Development of Expertise	83
8	The Case Method of Learning	99
9	Case Histories	106
10	Conclusions	207
Bibliog	graphy	211
Indax		917

# List of Figures

Reciprocal influences affecting the consultancy	
y	6
al elements in the consultancy process	29
ocess of arriving at a model of consultancy	
,	43
consultant interactions viewed as	
n-solving activities	45
7 consultancy roles model	47
ancy	51
	y all elements in the consultancy process occess of arriving at a model of consultancy consultant interactions viewed as m-solving activities 7 consultancy roles model accept of effectiveness within the context of

## List of Tables

4.1	Some characteristics of the sample	42
4.2	Critical activities and behaviours	44
7.1	Summary of principles for learning role-effectiveness	
	in a formal environment	98
8.1	Case histories which are good examples of particular	
	roles and some of their underlying competences	101

# List of Boxes

4.1	Abstract of Neanthis case history	48
5.1	Forsythe and the expert role	53
5.2	Laurus and the executive role	54
5.3	Jeharna and the researcher role	56
5.4	Berberis and the tutor role	59
5.5	Corylus and the educator role	60
5.6	Deutzia and the powerbreaker role	62
5.7	Olearian and the conciliator role	64
5.8	Kerrian and the synergist role	65

## List of Case Histories

1.	Acacia Engineering Consultants	106
2.	Berberis Consultancy plc	112
3.	Corylus Management Consultants	118
4.	Deutzia Management Consultants	126
5.	The Escallon Consultancy	131
6.	Forsythe Consultants (UK) Ltd	138
7.	Garryan and Partners	143
8.	Hammamel Consultants Ltd	147
9.	Ilex Consultants Ltd	152
10.	Juniper Consultancy	159
11.	Kerrian and Partners	167
12.	Laurus Project Management Services	174
	Neanthis Management Consultants	180
14.	The Olerian Consultancy	186
15.	Romney and Associates	192
16.	Spatius Management Consultancy Ltd	196
	Tamarisk Consultancy	203

#### Acknowledgements

The nucleus of this book is a major piece of research. The research was made possible because a number of individuals, institutions and firms were prepared to help us; we are grateful to them all. An initial literature survey was financed by a grant from the T. Ritchie Rodger Research Fund, and the findings encouraged us to further research. The British Consultants Bureau and the Institute of Management Consultants were generous in the publicity they gave to the project when we were trying to gain access to consultancies. We are clearly indebted to the consultancies who provided us with the raw material for our research, and even more so to those who also made a financial contribution to the costs of the research.

We have had valuable discussions with a number of consultants in the process of developing our ideas, and we should particularly like to thank Calvert Markham in this context. We are also grateful to Professor Peter Herriot for the useful observations and suggestions he made on reading the manuscript. In addition we must acknowledge the part played by those students who attended the Consultancy Skills Elective on our MBA programme over the last four years; they were constructive critics of our ideas and learning materials.

A good deal of clerical work goes into the preparation of a book. As secretary to the Centre for Personnel Research and Enterprise Development, Margaret Busgith has done a splendid job with patience and good humour. The Library staff of the Business School and the University have also been most helpful in the process of obtaining references.

Above all we must thank Alan Elliot, a Visiting Research Fellow at the Business School. He freely gave us his time at the data collection stage, has been a continuous source of stimulating ideas and made many valuable comments in reading an early draft of the book.

ALLAN P.O. WILLIAMS
SALLY WOODWARD