



## Consultancy for Managers

*You see things and you say why? But I dream of things and I say "why not?"*

*George Bernard Shaw*

### Content & Duration

*Customisable to your needs:*

3 to 5 Days

### Course Authors & Leaders

Alan Lilley & Colin Anderson

Experienced and currently active consultants and trainers, with previous careers in line management, who have collectively undertaken more than 200 assignments.

### Aim Group

The course can be run to suit any target group and can be customised to meet the general and specific needs of the group or organisation.

For in-house courses we prefer to conduct a training needs analysis prior to running the course.

### Programme at a Glance

This course has been developed to give the delegates the basic tools to develop the workscope and deliver a management consultancy assignment with confidence.

Most line managers will have to undertake internal consultancy in some form or other, or engage external consultants. Doing either, without experience, can lead to undesired outcomes for the organisation and the manager.

This course will provide:

- A core set of consulting skills which can be grown by the delegate
- Practice in using these skills
- Experience transfer from the course leaders.

### Differentiators — "what the text books don't cover"

The course leaders, who have collectively conducted over 200 different types of assignment will share with the delegates "what the text books don't cover":

- Using a wide range of real life examples to give insights to most types of consulting scenarios
- Encouraging challenge and discussion, revealing insights to the formation of practical solutions and surmounting impasses.

### Free Support Post Course

Each delegate is entitled to up to 4 hours free telephone support for the 3 month period following the course.

### What you will Learn

- How to access the potential assignment — its likely impact on value addition and the organisation
- How to evaluate the probability of success or failure of the assignment — pick the winners or "re-frame" the proposed workscope
- Core consultancy skills which are sufficient to undertake most assignments and how to extend these
- Development of worksopes, resourcing plan and the economic model
- The practical implications of managing different types of consultancy assignments based on a graded suite of case studies covering the main scenarios
- Delivering the conclusions successfully and with positive impact

### To book or discuss, please contact:

EA Global

Telephone:

+44 (0) 1329 842 250

+44 (0) 7799 653 675

EA Global Ltd  
Holly Howe  
47 Catisfield Lane  
Fareham  
Hampshire  
PO15 5NT  
United Kingdom

sales@eaglobals.com



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# Course Content



## Part 1

- Introduction
- Icebreaker
- Strategic Considerations:
  - Grasping the “big picture”
  - Strategic Impact and “level” of assignment
  - The “assignment brief”
  - Drivers for the assignment and relating these to the organisational strategy
  - Key information sources and how to use them
  - Development of macro models and strategic risk assessment
  - Defining the issue and setting boundaries
  - The key role of the assignment sponsor and the relationship with the consultant
  - The criticality of stakeholder identification and maintaining engagement
  - The role of judgement
  - Reframing the “assignment brief” if the project brief is untenable
- Identification of the solution:
  - Contrasting the merits of different analytical approaches
  - Fact-finding and analytical techniques
  - Developing first level models of the solution
  - Balance of hard and soft components in the solution
- 6 exercises and 3 case studies
- Issue of final day presentation exercise

*This programme differentiates itself from the traditional “text book” introduction to management consultancy by its pragmatism and unreserved real life insights to delivering consultancy solutions.*

## Part 2 — Forming the Solution

- Scope of Work and its “contractual” implications
- Detailed economic model and resourcing plan
- Use of external consultants
- Assignment management
- Intangible influences e.g. “groupthink” and “elephant traps”
- Core consultancy skills with discussion on “real life” applications:
  - 15 analysis techniques
  - 5 main methodologies
- 10 exercises and 2 case studies

## Part 3 — Delivering the Solution

- Good practices in the presentation of data
- When to use reports & presentations
- Pre-selling the solution
- The main presentation
- Closing the project with “next steps” where appropriate

The Programme will include:

- 2 case studies— with main presentations by the delegates
- Debrief and Personal Action Plan

**Alan Lilley**—has held line management positions within several corporate organisations and has spent most of his professional life as a management consultant and trainer working internationally for energy sector majors and government departments.



He has presented at many conferences and has a wide background in training — in this course he will share his extensive knowledge and provide insights to the management and delivery of consultancy assignments.

**Colin Anderson** — has held senior HR roles in FTSE 100 companies and in state run organisations in the UK, the Middle East and Asia. His interests lie in helping organisations to make it easier for people to succeed and believes that with appropriate systems, training and management most individuals can enjoy



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