

Simon A. Burtonshaw-Gunn

Foreword by Malik Salameh



Essential Tools For

MANAGEMENT CONSULTING

Tools, Models and Approaches for Clients and Consultants

Simon A. Burtonshaw-Gunn
Foreword by Malik Salameh



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Simon A. Burtonshaw-Gunn



A John Wiley & Sons, Ltd., Publication

This edition first published 2010
© 2010 Simon Burtonshaw-Gunn

Registered office

John Wiley & Sons Ltd, The Atrium, Southern Gate, Chichester, West Sussex,
PO19 8SQ, United Kingdom

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A catalogue record for this book is available from the British Library.

eISBN : 978-0-470-68961-5

Set in 11.5/15 pt Bembo by Toppan Best-set Premedia Limited

ACKNOWLEDGEMENTS

From the feedback since the publication of my book *The Essential Management Toolbox* I have been asked to expand on the models and tools in a practical way; for me the value of the Toolbox book is to have a collection of tools which may be used for a variety of management assignments. Again in compiling this book I have to say that this would not have been possible without the fine efforts from all those management authors, research publications and course notes, etc. that I have collected over the years. As such I am greatly indebted to all whose work appears in the book, and also to my own teachers and mentors who have aided my own journey through many management topics.

I am very grateful to the publishers, individuals and copyright holders who gave their permission to allow previously published work to be used in this book and whilst every effort has been made to ascertain copyright and seek permission I apologize in advance for any omissions and would be pleased to correct these in any future edition.

Once again I am indebted to my friends at John Wiley and Sons for their support and encouragement. My sincere thanks also go to my friend, former colleague and regular academic writing partner, Dr Malik Salameh, for his significant input and support in this project, in providing constructive comments on my draft manuscripts and his

willingness to pen a few words to set the scene for the reader.

FOREWORD

by Dr Malik Salameh

Once again Professor Simon Burtonshaw-Gunn has identified a significant area where his extensive consultancy expertise can provide an essential road map - all in one publication. In this book he addresses the most important aspects which any prospective management consultant or consultancy expert would need to consider in providing consultancy intervention and in turn satisfy both professional standards and corporate management expectations.

This is the second book in a series of sibling publications targeted at senior organizational decision makers, interim managers and consultancy practitioners, which should be utilized as a key enabler for accurately entering into the client and professional services arena in an informed, structured and rigorous manner. One of its key strengths is the fact that it emphasizes the level of up - front client relationship management effort and diagnostic investment necessary to ensure any consultancy commission is executed on a mutually beneficial basis.

Furthermore, it highlights the sheer variety of opportunities which currently exist within the business consulting profession and become available when consultancy output is fully aligned with client expectations and can be seen to embed true organizational value. This book continues to adopt a highly successful formula

developed previously by the author of providing the user with comprehensive domain knowledge and then selecting a range of management tools and techniques which he believes are the most effective in consultancy delivery and in anticipating the real-world issues threatening an organization's performance.

Having professionally collaborated with the author in delivering international management consultancy in both public and private sectors, I believe this publication satisfies a hitherto untapped opportunity; that being to provide a unique publication which is easily accessible and strikes the careful balance of identifying consultancy as a career development opportunity, as a catalyst to improve business performance, and as a client organizational reference to aid delivery of optimal value when selecting consultants and engaging consultancy practices on either an internal or external basis, respectively.

The completeness and relevance of this publication extends beyond the expert practitioner, and demonstrates how consultancy tools and techniques may be deployed independently to address a particular client requirement or in a layered manner to provide a fully integrated and independent appraisal of the issues facing any business. I strongly recommend this book as an invaluable source of knowledge in supporting organizations and individuals to harness maximum benefit from consultancy relationships by cultivating the right operational ethos and utilizing robust methodologies to provide impartial analysis.

ABOUT THE AUTHOR

Professor Simon A. Burtonshaw-Gunn has over 30 years' working experience with a technical background in mechanical and nuclear engineering, research and development and on-site major plant commissioning followed by over 12 years in project management in both technical consultancy and hardware projects for the UK Ministry of Defence. He joined British Aerospace in 1994 (now BAE Systems) undertaking project management of specialist consultancy work within Russia, Ukraine and Belarus. He held the post of Head of Project Management before being appointed as a managing consultant leading a consultancy team undertaking assignments including business strategy planning, change management, organizational development and management training covering a range of organizations and industries. As a practising management consultant he has undertaken assignments in over 20 countries in Asia, North Africa, the Middle and Far East and Eastern Europe and currently is a principal management consultant for an international management consultancy company in the UK working in both the public and private sectors. To complement this experience he holds two Master 's degrees and a PhD in various strategic management topics together with fellowship of four professional bodies including the Chartered Management Institute (FCMI) and the Institute of Business Consulting (FIBC).

He was a post-doctoral research fellow for four years at the Manchester Metropolitan University before relinquishing this at the beginning of 2005 to take up the role of a visiting professor at the University of Salford in Greater Manchester. Here he served for three years in the six-star research rated School of the Built Environment before being appointed as the first visiting professor to the Salford Business School in 2007. In addition, he held a two-year appointment as a member of the Court at the University of Leeds - itself a member of the Russell Group association of the top 20 UK research-intensive universities - until 2009.

Professor Burtonshaw-Gunn has been a research examiner for the UK 's Chartered Institute of Purchasing and Supply (CIPS) since 2002 and is one of the founding members of an international academic research group (ISCRiM) with a focus on supply chain risk management. In connection with this group he has presented conference papers in Sweden, the USA, UK and Hungary together with a number of refereed publications, professional journal articles and chapters in four collaborative management textbooks. On the subject of risk management he has recently published a book covering "Risk and Financial Management in Construction" aimed at industry practitioners and post-graduate students. His popular book *The Essential Management Toolbox* covering management tools, models and notes aimed at students, managers and consultants was published by John Wiley and Sons in 2008.

INTRODUCTION

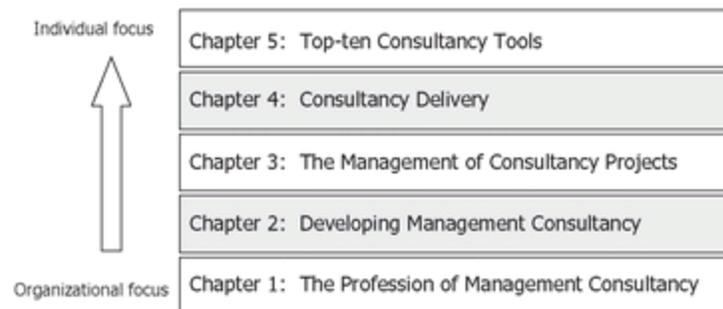
This book has been developed from an interest in the use of management tools and models published in January 2008 in *The Essential Management Toolbox: Tools, Models and Notes for Managers and Consultants*. This supplementary book describes a number of examples and shares the author's practical experience in the use of appropriate management tools and models taken from the Toolbox with a focus on identifying and describing the essential tools for those involved in undertaking management consultancy activities.

As an introduction this book comprises five broad and inter-related chapters commencing with an overview of the profession of management consultancy including the topics of added value, consultancy governance and ethics. Chapter 2 looks at the development of consultancy skills from both an individual and consultancy practice perspective. The management of consultancy projects is explored in Chapter 3 which suggests the use of a project management approach, the importance of understanding the assignment requirements and expectations, and adoption of risk management for consultancy projects. Chapter 4 describes the main consulting delivery approaches including problem solving, facilitation and communication. The final chapter covers the author's selected "Top-ten" consultancy tools and describes from practical experience how and where these tools are best suited to be used. Each of the topics of

these five chapters has been chosen to provide a framework for both organizations and individuals to draw upon in the delivery of their consultancy services, as shown in [Figure I.1](#).

The intent of writing this title has been to provide once again a suitable reference for aspiring, recently appointed or seasoned management consultants wishing to understand and undertake practical performance improvements relevant to their professional development whether at the individual or organizational level and with an equal relevance to those employed as internal or external consultants within both the public and private sectors. The book describes a range of methodologies aimed to provide an underpinning knowledge of the practical tools that are open to consultants to employ on their assignments. In addition the opening chapter looks towards the profession itself in sharing some thoughts around added value and the issues of governance and ethical practice.

[Figure I.1](#) Framework for management consultancy.



Whilst the intent has been to provide an opportunity to discuss some new models, the majority of the figures and models are taken from *The Essential Management Toolbox: Tools, Models and Notes for Managers and Consultants* published by John Wiley and Sons in 2008. Where the original source is not the author's, then the source is shown with each model discussed.