

### What is a Management Consultant?

Picture your staff or yourself as consultant for the services and products you provide your clients. You are the expert or advisor for your clients. As a management consultant, BEC Global Consulting Group serves as your unbiased expert, advisor, trainer, or process reviewer who offers specific intervention strategies. The initial goal for any management consulting intervention is:

- Carefully *listen* to what the client's *needs* are and the **problems** to be solved.
- *Identify* what a successful intervention would look like.
- The consultant has the responsibility of building *trust, transparency*, and *commitment* to their client.
- BEC Global's mantra is: **analyze, identify, advise, execute, follow up.**

### What are the intervention strategy specializations?

Delivery Modes consists of: Study and Recommend or Facilitate and Learn

Content Focus consists of: Technical Systems or Social Systems

#### How does the delivery mode of Study and Recommend work?

Consultants study the client's situation to provide objective evidence about the causes of problems and give expert advice on what to do about them. To be successful, study and recommend consultants need to be seen by clients as objective experts. Thus, they act as detached solution givers and not involved implementers; they engage with clients in arms-length relationships where they meet only periodically.

#### How does the delivery mode of Facilitate and Learn work?

Consultants focus on helping clients learn how to improve their organizations by emphasizing the developmental nature of their people. This approach assumes that the more developed an organization, the better able it is to solve their own problems and to improve itself. This delivery mode is concerned with transferring skills and knowledge by modifying norms and mental models. As a result, followers are persuaded to willingly change their attitudes, skills, and relationships underlying their behavior.

#### How does the content focus of Technical Systems work?

Consultants identify observable aspects of a client's problem. Technical variables are analyzed with respect to the client's strategy and organization design elements, such as, structure, work design, information systems, and human resources practices. Data is collected and analyzed according to industry standards, competitor experiences, and how performance is impacted.

#### How does the content focus of Social Systems work?

Consultants address the human nature side of an organization. Organizational development is considered with respect to an organization's improvements with their social processes and overcoming resistance to change involving team building, process consultation, and conflict management. Emphasis is placed on resolving social ills and making things run more efficiently. Organizations are viewed as socially constructed out of follower intents, values, and perceptions, which influence organization effectiveness.

