Consultancy Leadership Masterclass
(Online – Self-Taught)

A unique course containing approximately 10-14 hours of self-paced online learning for Consultancy Leaders who need a solid foundation or upskilling in the full range of activities needed to lead consultancy firms.

Overview

An online training programme for upcoming or newly established consultancy partners, leaders, and managers. The course covers how consultancy's structure themselves in order to meet their strategy and goals. Three distinct levels of leadership are covered so that the delegate understands their role and the role of other leaders, both above and below.

You will receive 12 months access to the online training material, a 90 page workbook, a copy of "The Balanced Consultancy", a book on running all aspects of a consultancy, and a 54-page booklet with an infographic representation of the course material and more.

By the end of the online programme, you will:

- Understand the role of the Executive Leadership Team (ELT) and how the divisional and local leadership teams can support them.
- Have a framework so that you understand what you need to do yourself and what you expect your team to do.
- Understand how the financials in a consultancy organisation work
- Understand why consultancies need leaders with flexible and supportive leadership styles and to be able to apply techniques to get the best out of your team members
- Be able to identify and pull the 8 levers for high consultancy performance.

Who is it for?

- Newly appointed Partners, Directors, or General Managers of Consultancy Service Providers
- More experienced leaders who could benefit from a formal structured refresher on consultancy operations or who would like a structured framework for succession management
- Fast-track individuals with an aspiration for partnership or general management
- Heads of function who want an overall view of how consultancies operate
- Anyone else who wants to understand how they can support the leadership of their consultancy.

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Detailed Modules

Module 1 – Consultancy Organisational Structure

Topics include:
- **The Classification of the Organisation** – The organisational scale and model
- **The Functions of the Organisation –** How the functions are grouped into structural organisational elements
- **The Employee Models –** How employees are layered on to the functions and the model and the roles and responsibilities that are given to these individuals
- **Using Permanent Employees and Contractors** – The pros and cons of each approach

Module 2 – Executive Leadership

Topics include:
- **Setting the Direction** - The purpose, vision, values, goals and strategic activities
- **Strategy Improvement** - Monitoring and proactive adjustment
- **Governance** – Internal and External Governance items to ensure that actions are in line with the company's best interests
- **Operating Model-** A visual representation of how the company and its functions work
- **Representation.** Representing to the internal and external stakeholders and to the wider market

Module 3 – Divisional Leadership

Topics include:
- **Alignment-** Alignment of the division to the strategy.
- **Assembling the team** – How to build a team to deliver the strategy and to deliver the services
- **Succession Planning –** Processes to increase organisational resilience
- **Evangelising -** Communicating the vision and strategy so that everyone understands the journey ahead
- **Authority Devolution - E**mpowering the team through key techniques
- **Getting the Best out of the Team -** Modelling high impact behaviours

Module 4 – Local Leadership

Topics include:
- **How to Create a Positive Atmosphere** – Understanding organisational culture and values.
- **Improvement -** Challenging the organisational plan in order to improve plan implementation
- **Monitoring Progress** - Using balanced scorecard or Balanced KPIs
- **Reporting** on progress – Meetings and reports
- **Coaching and Leading the Operational Delivery Team** – A toolkit of behaviours and techniques

Module 5 – Financial Management

Topics include:
- **Types of Money** – Revenue, Profit, Cashflow and Equity
- **Financial Monitoring** – Understanding the Profit and Loss statement
- **Budgeting** - Setting Targets for the group and for individual divisions
- **Utilisation** - The effect of utilisation and chargeability on profit
- **Rates Setting and Raising rates -** Understanding rates setting and how to raise rates effectively
- **Cost Control -** Quantitative and Qualitative costs and identifying cost leakage

Module 6 – Consultancy Functions Overview

Topics include:
- **Talent Management -** Overseeing the careers and management of delivery employees
- **Operational Management -** Workforce management activities such as resource and bench assignment
- **Business Support and Enablement** - Internal services such as IT, Finance and Human Resources
- **Client Account Management** - Delivering services to client and ensure client satisfaction
- **Business Development** – Go to market planning, marketing, sales, innovation and service development