



Introduction to Consultancy Leadership

TRAINING

A one-day training course for consultancy team members to introduce how consultancies operate.

Overview

A **one-day training course** for consultancy members of any level to help them understand how consultancies structure themselves and operate in order to meet their strategy and goals.

This is an abridged version of the Transition to Consultancy Leadership course, simplified to be more relevant to junior consultancy team members.

The one-day training uses a combination of face-to-face training (online or in person), and individual exercises.

At the end of the workshop, you are provided with **3 months access to the online training material**

By the end of the workshop, you will have:

- An overview of how consultancies are structured
- An understanding of the role of the Executive Leadership Team (ELT), the Divisional Leadership Team and the Local Management team.
- An overview of how all the functions of a consultancy work together

Who is it for?

Consultants of all levels who work within a medium to large IT or management consultancy.

Detailed Modules

Module 1 – Executive Leadership and Strategy

Topics include:

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

Module 2 – 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 the services
- **Succession Planning** – Processes to increase organisational resilience
- **Evangelising** - Communicating the vision and strategy so that everyone understands the journey ahead
- **Authority Devolution** - Empowering the team through key techniques
- **Getting the Best out of the Team** - Modelling high impact behaviours

Module 3 – Local Leadership

Topics include:

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

Module 4 – Consultancy Structure Overview

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
- **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