

# TRAINING



## Consultancy Leadership One-day Workshop

A one-day workshop for Consultancy Leaders who need a rapid upskilling in how consultancies are led.

### Overview

A one-day workshop for leaders and managers covering how consultancies structure themselves in order to meet their strategy and goals. Three distinct levels of leadership are covered so that a new appointee understands their role and the role of other leaders, both above and below.

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

At the end of the workshop, you are provided with 3 months access to the online training material, a copy of “The Balanced Consultancy”, a book on running all aspects of a consultancy, and a 32-page booklet with an infographic representation of the course material.

By the end of the workshop, you will have:

- An understanding of the role of the Executive Leadership Team (ELT) and how you can support them.
- A framework so that you understand what you need to do yourself and what you expect your team to do.
- A knowledge of how the finances in a consultancy work.
- An overview of how all the functions of a consultancy work together.
- An understanding of key external risks of running a consultancy and be able to put in place mitigations to prevent or resolve these risks.
- Be able to identify and pull the 8 levers for high consultancy financial performance.

### Who is it for?

- Newly appointed Divisional Managers or General Managers of Consultancy Service Providers.
- More experienced Leaders who could benefit from a formal structured refresher on consultancy operations.
- Fast-track individuals with an aspiration for divisional or general management.
- Heads of divisions who want an overall view of how consultancies operate.
- Anyone else who wants to understand how they can support the leadership of their consultancy.

## Detailed Modules

### Module 1 – Consultancy Organisational Structure

Topics include:

- **The classification of the organisation** – There are two key aspects – 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.

### Module 2 – Executive Leadership

Topics include:

- **Organisational strategy**, including the purpose, vision, values, and strategic activities.
- **Strategy Improvement** through monitoring and proactive adjustment.
- **Governance** of organisational actions, and systems for checks and balances.
- **The organisational operating model** that defines how the functions work together.
- **How the Executive team represent** the company to the internal and external stakeholders and to the wider market.

### Module 3 – Divisional Leadership

Topics include:

- **Alignment** of the division to the strategy.
- **Assembling the team** for the unit to deliver the strategy.
- **Evangelising** the vision and strategy so that everyone understands the journey ahead.
- **How to devolve authority** to and empower the team.
- **Modelling** the right behaviours so that everyone understands how to conduct themselves.

### Module 4 – Local Leadership

Topics include:

- **The different roles** within local leadership.
- **How to create a positive atmosphere** in line with the organisational culture and values.
- **Creating plans** to deliver the strategy and meet objectives.
- **Monitoring Progress** against the plan.
- **Reporting** on progress against the plan.
- **Coaching and leading** the operational delivery team through a variety of behaviours.

### Module 5 – Financial Management

Topics include:

- **Budgeting** and Setting Targets for the group and for individual divisions.
- **Financial Monitoring** through a Profit and Loss statement.
- **Utilisation.** The Effect of Utilisation and chargeability on profit.
- **The Invoicing process**, including contracts, timesheets and invoice management.

### Module 6 – Consultancy Functions

Topics include:

- **Client Account Management** which has the responsibility to deliver services to client and ensure client satisfaction.
- **Business Development** which includes a wide range of activities such as marketing, sales, innovation and service development.
- **Talent Management**, which oversees the careers and management of delivery employees.
- **Operational Management**, which looks at workforce management activities such as resource and bench assignment.
- **Operational Delivery**, which is the team of consultants who deliver services to clients.
- **Business Support and Enablement** which provides internal services such as IT, finance and Human Resources.