

Chapter Fourteen

Why Is this Chapter Important?

Chapter fourteen initiates the professional development section and is important in encouraging students to think about their own personal development. It does link with the previous two chapters; however, it specifically aims to provide a systematic method of analysing behaviour and skills necessary for effective performance as a consultant. Developed out of career management and management development practices, this process has been used for a number of years with students to encourage them towards analysing their behaviour and developing competence through this analysis. The eight competencies presented have been distilled out of two job analyses that were completed in an international management consultancy and a boutique firm so represent a list of behaviours that were seen to contribute towards consultancy success. Skills are also examined, as the behavioural only approach short changes students who made need specific training in project management, etc.

Supplementary material and further case studies

The good sources on the web that feature material from this chapter include:

Web link	Comment
http://www.consultingmag-digital.com/consultingmag/20100304#pg26	Interesting look at the competition for MBA based on a Consulting survey.
http://www.reims-ms.fr/agrh/docs/actes-agrh/pdf-des-actes/2007muratbekovatouron-besseyredeshorts093.pdf	An article of competency-based leadership as a tool to help multinational companies
http://www.icao.int/NGAP/Presentations/CompetencyBased%20Training%20Solutions.pdf	Discussion on using competency-based training and assessment for pilots
http://www.imcusa.org/?page=CONSULTINGCOMPETENCY	The management consulting competency framework on the website of Institute of Management Consultants, USA
http://managementhelp.org/ldr_dev/cmptncy/cmptncy.htm	Consultant blog on using competencies for effective leadership in organisations
http://www.selfishprogramming.com/2008/08/25/heartbreak-hotel-the-best-way-to-deal-with-rejection/	Some advice on dealing with rejection in consultancy and what to do to hopefully avoid it
http://www.youtube.com/watch?v=mWizUv5PWJs	Interesting video on dealing with rejection and keeping up enthusiasm
http://www.youtube.com/watch?v=RzMZVP08HIY	A US video on using competencies