

## Chapter Six

### Why Is this Chapter Important?

Whereas Chapter five examines the client consultant relationship, chapter six works out how to engage the client introducing important topics such as project costing and planning. Client engagement is discussed and then defined as a concept. Entering into relations with the client is discussed as is the precursors before this negotiation examining the sales pipeline. Both the clients and the consultant perspectives on why entry is necessary are detailed. This leads onto a discussion about contracts. Practical aspects of gaining entry into a client are also given along with some basic costing calculations and project management that is necessary to master to start work with the client. The case study at the end of the chapter, although extensive, does serve as a useful way of understanding the key aspects covered in this chapter.

### Supplementary material and further case studies

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

| Web link  | Comment   |
|---|---|
| <a href="http://www.mca.org.uk/sites/default/files/Book%20of%20the%20Night.pdf">http://www.mca.org.uk/sites/default/files/Book%20of%20the%20Night.pdf</a> (on page 7)   | On page 7, there is a case study of how client engagement can deliver business benefits.                |
| <a href="http://www.elevationlearning.co.uk/training/client-engagement-skills.htm">http://www.elevationlearning.co.uk/training/client-engagement-skills.htm</a>   | A short overview of a course that specifically teaches consultants on client engagement skills          |
| <a href="http://www.builder.au.com.au/strategy/businessmanagement/soa/Dealing-with-nightmare-clients/0,339028271,339129591,00.htm">http://www.builder.au.com.au/strategy/businessmanagement/soa/Dealing-with-nightmare-clients/0,339028271,339129591,00.htm</a>   | Interesting paper on dealing with nightmare clients   |
| <a href="http://www.emc.com/solutions/business-need/collaboration/client-engagement.htm">http://www.emc.com/solutions/business-need/collaboration/client-engagement.htm</a>   | An IT tool for aiding the client engagement process   |
| <a href="http://salespipelinepros.com/tag/sales-pipeline/">http://salespipelinepros.com/tag/sales-pipeline/</a>   | Discussion on the sales pipeline and its importance   |
| <a href="http://www.managementconsultingnews.com/articles/cimini_article.php">http://www.managementconsultingnews.com/articles/cimini_article.php</a>   | An article, 'Keeping Consulting Projects on Track to Success', on consulting news                       |
| <a href="http://www.carrleybusiness.co.uk/">http://www.carrleybusiness.co.uk/</a>   | A consultancy that puts clients' expectations as a priority   |
| <a href="http://www.3sigma.com/liars-blowhards-con-artists-and-management-consultants/">http://www.3sigma.com/liars-blowhards-con-artists-and-management-consultants/</a>   | A blog about consultancy and the "science" of management  |
| <a href="http://www.ted.com/talks/david_logan_on_tribal_leadership.html">http://www.ted.com/talks/david_logan_on_tribal_leadership.html</a>   | A management consultant, jumping around on stage and talking pop psychology about tribes and leadership |
| <a href="http://www.ibconsulting.org.uk/client_files/An%20Insight%20Guide%20to%20Successful%20Consultancy%20Assignments1revised%20for%20CIPS%20Aug%2006%20(RDS).pdf">http://www.ibconsulting.org.uk/client_files/An%20Insight%20Guide%20to%20Successful%20Consultancy%20Assignments1revised%20for%20CIPS%20Aug%2006%20(RDS).pdf</a> | The Institute of Business Consulting's guide to successful consultancy assignments                      |
| <a href="http://www.pmhut.com/project-scope-creep-case-study-no-way-out">http://www.pmhut.com/project-scope-creep-case-study-no-way-out</a>   | Testimonials on scope creep   |

| Web link  | Comment  |
|---|--|
| <a href="http://www.1099.com/c/co/dw/ea/eadam_s010.html">http://www.1099.com/c/co/dw/ea/eadam_s010.html</a>   | A consultant's nightmare client  |
| <a href="http://www.gallup.com/consulting/103/Financial-Services-Company-Employee-Customer-Engagement.aspx">http://www.gallup.com/consulting/103/Financial-Services-Company-Employee-Customer-Engagement.aspx</a> | Shows how both client and employee's engagement help in the consultancy process, giving % scores of increases etc. |