

## Chapter Seven

### Why Is this Chapter Important?

Chapter seven concludes the 'How consulting works' section examining the role of the internal and external consultant. There is much research on this topic in the academic literature so this has been synthesised into a more readable format for students. A number of important topics are also introduced in this chapter, such as organisational politics and professional skills. Although these topics are discussed in depth in later chapters, this chapter serves as an interesting introduction to these areas.

### 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://managementhelp.org/misc/int-ext-consultants.pdf">http://managementhelp.org/misc/int-ext-consultants.pdf</a>	A consultancy takes on differences between external and internal consultants
<a href="http://www.emeraldinsight.com/Insight/ViewContentServlet?Filename=Published/EmeraldFullTextArticle/Articles/0230080306.html">http://www.emeraldinsight.com/Insight/ViewContentServlet?Filename=Published/EmeraldFullTextArticle/Articles/0230080306.html</a>	A look at the worlds of internal and external consultants
<a href="http://www.ony.unu.edu/media/Palette%20Wolf%20UNU%20Presentation.ppt">www.ony.unu.edu/media/Palette%20Wolf%20UNU%20Presentation.ppt</a>	Helping the people who are saving the world from inside. A presentation by a UN internal management consultant
<a href="http://gaian.com/articles/Managing%20Marginality.pdf">http://gaian.com/articles/Managing%20Marginality.pdf</a>	To consult or not to consult, that is the question for an internal consultant
<a href="http://bevscott.com/GBATA%20paper.pdf">http://bevscott.com/GBATA%20paper.pdf</a>	The partnership of an internal and external consultancy
<a href="http://www.emeraldinsight.com/Insight/ViewContentServlet?Filename=Published/EmeraldFullTextArticle/Articles/0230080306.html">http://www.emeraldinsight.com/Insight/ViewContentServlet?Filename=Published/EmeraldFullTextArticle/Articles/0230080306.html</a>	A paper on internal consultancy
<a href="https://www.smc.siemens.de/en/about_us/">https://www.smc.siemens.de/en/about_us/</a>	A description of Siemens' internal consultancy
<a href="http://www.performancedynamics.co.uk/">http://www.performancedynamics.co.uk/</a>	Interesting internal consultancy skills course
<a href="http://www.ocp.co.uk/_Attachments/Resources/78_S4.pdf">http://www.ocp.co.uk/_Attachments/Resources/78_S4.pdf</a>	What organisation consulting partnership suggests about developing internal consultants
<a href="http://www.emeraldinsight.com/Insight/ViewContentServlet?Filename=Published/EmeraldFullTextArticle/Articles/0230110502.html">http://www.emeraldinsight.com/Insight/ViewContentServlet?Filename=Published/EmeraldFullTextArticle/Articles/0230110502.html</a>	Interesting article about the anthropology of consulting
<a href="http://www.gallup.com/consulting/106/Mortgage-Banking-Company-Employee-Engagement.aspx">http://www.gallup.com/consulting/106/Mortgage-Banking-Company-Employee-Engagement.aspx</a>	Case study demonstrating how implementing a particular process increased employee engagement