



# SECTION 2

IMC - Nigeria

THE NEW UNIFORM BODY OF KNOWLEDGE



## The New Uniform Body of Knowledge

Based on the prescriptions of knowledge areas adjudged necessary for consultants, a new Uniform Body Knowledge has been developed by ICMCI.

ii) The following are managerial processes that a consultant should be aware of to varying degrees of depth and breadth depending on the project. Projects may be highly specific requiring a specialist's perspective, but it may also be highly strategic in nature, in which case broader knowledge of these items would be beneficial. Some may even apply to the management of consulting work specifically:

### 1. **Organisation Analysis:**

- understanding organisational structures
- measuring organisational performance
- evaluating mission statement and comparing with core values and purpose

### 2. **Organisational Development:**

- establishing need for change team building
- T-groups
- force-field analysis

### 3. **Project/Process Management:**

- client focus
- simple vs. complex teams
- identifying intended outcomes
- identifying expected outcomes
- time management
- scheduling techniques
- setting milestones
- maintaining documentation
- reporting
- managing the end of the project: closure
- Management Information Systems
- budgeting and financial control

- 4. Change Management:**
- understanding the nature of change
  - identifying change
    - internalising change
    - application of different approaches
    - leadership
    - innovation
    - experimentation
    - openness
    - the change agent
    - communicating

- 5. Strategy**
- innovation
  - regeneration
  - directing
  - leading
  - 're-inventing the future'

### **Specialist Technical/Professional Competence Depth**

Specialist competencies are important because they reflect the fragmented consulting market that exists today. Specialist competencies are a consultant's entry point upon which they can build professional depth. Consultants range from the stereotypical McKinseyite, with a general management approach, to the specialist IT consultant or senior executive facilitator and coach. They all require core competencies that form a part of every consultant worth his/her salt, but specialist approaches require specialist knowledge without which the client will remain unimpressed. This is also a growing trend, as clients are becoming more aware and demanding of what they purchase. They expect the firm to the training, not them: as would be the case when buying a consulting team with several junior constituents. The types of specialisation hereunder can be broadly categorised as either functional or sectoral.

#### **Functional**

- IT
- HR
- Strategic planning · Production
- Marketing

## Sectoral

- Financial
- Governmental · Charitable
- Public
- Private
- Internal

## Underlying understanding of PESTLE

Knowledge of the political, economic, social, technological legal and environmental situation is imperative for a successful consulting intervention. These are macro-forces that act upon an organisation and shape its strategic and operational approaches in order to be successful. This implies that these forces will also shape how the consultant will have to intervene to help the client-organisation achieve its success.

### 1.

#### Political:

- national
- organisational
- industrial relations
- influencing and lobbying

### 2.

#### Economic:

- macro economic
- factors micro economic
- factors market wealth
- resource allocation

### 3.

#### Social:

- national culture
- organisational culture
- ethical culture
- business ethics
- inter and intra personal capabilities

### 4.

#### Technological:

- awareness
- needs, wants and possibilities
- infrastructure communications

5. **Legal:**
- legislation
  - business regulations
  - contract and liability
  - insurance
  - intellectual property rights
  - taxation
  - anti-trust laws

6. **Environmental:**
- environmental law
  - environmental responsibility

## IMC - Nigeria

### Underlying ACT abilities

Acting, communicating and thinking are inherent personal abilities, or competencies, that we have at our disposal, but that a consultant must strive to refine through experience.

1. **Acting:**
- professional attitude/behaviour
  - professional conduct/ethics
  - dealing with client culture
  - managing conflict
  - motivating and developing people leading
  - facilitating
  - mentoring
  - coaching
  - selecting appropriate role
2. **Communicating:**
- written communications
  - oral communications
  - using available technology

- preparing proposals
- appropriate reporting
- enhanced presentations

**3.**

**Thinking:**

- 'empathising'
- lateral thinking
- 'seeing the end from the beginning'
- contingency planning
- flexible approaches

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## QUESTIONS

- 1. Explain what is meant by PESTLE acronym as a Management Consulting tool.**