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GOING DUTCH

We Dutch like to think of ourselves as being a special kind of people. We are famous for our cheese, our painters with their landscapes, and our dykes. We invented liberalism, if we can believe the book by Russell Shorto on the history of Amsterdam, but maybe pragmatism is a better word to describe the way we deal with issues such as religion or the use of soft drugs. We like to discuss these and other issues at great length until we reach a compromise. We even have a name for this process, ‘polderen’, which refers to our fight against the sea, pumping out water to create new land – our polders. As you may know, more than half of the Netherlands is below sea level, and we had to work hard together to keep our feet dry.

Is it a key competence for consultants, this ability to sit round a table and discuss our differences until we reach a compromise? In recent decades, this approach has increasingly been considered too soft. Nowadays we prefer the decisive management approach in which a CEO, like a captain on a ship, sets a course which everyone else has to follow.

But how effective is this approach in current times? **IS THE WORLD NOT TOO COMPLEX AND DOES IT NOT CHANGE TOO FAST FOR ONE INDIVIDUAL TO KNOW WHICH COURSE TO TAKE?** Do we not need all the brains and all the senses, as well as the hearts in our organisations, in order to survive?

And that is why we also need consultants who know how to unlock the power of these brains, senses and hearts who know how to get all the people in an organisation working together towards a collective goal. In short, we need consultants who know how to ‘polder’.

If you want to see these consultants in the wild, come to the International Consultancy Conference in September.

Ben Kuiken

Editor in chief Management & Consulting

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For our Dutch reader/voor onze Nederlandse lezer,

Ja, u ziet het goed: een nummer van M&C in het Engels. In september is ons land namelijk gastheer voor de International Consultancy Conference van de ICMCI, waarop we u als Nederlandse consultant graag ontmoeten, maar waar we ook onze buitenlandse collega's voor uitnodigen. Vandaar dat we besloten hebben een heel nummer van uw vakblad te wijden aan de internationale consultingmarkt georganiseerd door de Ooa en de ROA., en dit in het Engels te doen zodat ook de buitenlandse collega's de verhalen kunnen begrijpen. We hopen op uw begrip en wensen u veel plezier met de artikelen uit dit nummer.



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Full programme details for the 2015 CMC International Conference & ICMCI Congress from 22 to 28 September in the Netherlands

DAZZLING

Last autumn I attended the CMC conference and ICMCI Annual Meeting in Seoul as Ooa representative and ICMCI trustee. Taking part in the event was a unique experience for me. Korea is an amazing country and the Koreans are a very special people. For someone with my background – my knowledge and experience rooted in a Western country such as the Netherlands – the Korean approach to consulting also seemed special. At the CMC conference in Seoul, many leading experts explained how they perceived the ‘craft of consultancy’, looking at it from a scientific perspective or taking a practical approach and discussing a specific case. I was rather bewildered on more than one occasion. One example is the perspective on the nature of our work that emerged from the various presentations: to a Westerner such as myself, many presentations seemed to focus mainly on ‘technicalities’, while there was little or no mention of the soft skills in our profession (on which we Westerners tend to focus so much). I was also sometimes surprised by the ‘form’ of the presentations. Naturally, there were many contributions from Asian participants and these were presented in the country’s pleasantly disciplined nature, which was for example visibly reflected in the very clear role division between

the speaker and his assistant. A little anecdote on this point: I found it a little astonishing that a senior consultant standing behind the lectern (which most speakers in Seoul prefer to do) would not adjust the microphone himself but instead look sideways until one of the assistants noticed and rushed over to do it for them! That said, the conference, the presentations and the discussions did force me to refrain from being judgmental and instead to try and determine how my own way of looking at things might be enriched by all these different perspectives. There was, for example, a most impressive account by one consultant of how he and his team (with a lot of IT support and know-how) had realised the entire logistics system of one of the world’s largest newly built ports. Their work involved a business case analysis and managing implementation to a tight schedule, and created massive added value in hard cash. It was indeed a very impressive piece of work that forced me to think hard about the ‘added value’ I deliver to my clients myself.

IT IS GOOD TO HAVE SATISFIED CLIENTS, BUT RESULTS IN TERMS OF HARD CASH ARE JUST AS IMPORTANT.

The conference in Seoul provided a unique opportunity to discuss the ‘ins and outs’ of our profession with many different people from many

different countries: our methodologies and the way we take leadership in contributing to our clients, their organisations and institutions, and to society as a whole. From that perspective, the CMC Conference in Seoul fully achieved its purpose. I hope that in the upcoming CMC Conference in the Netherlands many of my colleagues will allow themselves the opportunity to refresh their way of looking at things by engaging with colleagues from entirely different cultures. I am convinced that doing so would provide a strong incentive to their own practice. And so I am calling on each and every one in our profession to attend the 2015 Consultancy Summit here in the Netherlands. It will provide an exceptional opportunity to enjoy an experience as 'enriching' as mine was in Korea. However, for many it will be 'just around the corner' this time, at Huis ter Duin in Noordwijk.



**'Innovation in Consulting;
global examples, local effects'**

*The Netherlands, Noordwijk, Huis ter Duin,
22-23 September 2015. Save the date!*

*Jan Willem Kradolfer
Chairman of Ooa*

Jan Willem Kradolfer

‘CONSULTANTS NEED TO INVEST IN THEIR OWN PERSONAL DEVELOPMENT’

Princess Laurentien van Oranje-Nassau

As a former consultant and a campaigner against illiteracy, Princess Laurentien van Oranje-Nassau has been asked to open the International Consultancy Conference on 22 September. M&C had the opportunity to ask the princess some questions about her previous and present work, and what consultants can learn from children.

Your Highness, thank you very much for talking to us. First of all, can you explain why you agreed to address the ICMCI Conference. What was it about the request that attracted you?

I believe that every sector, particularly when it comes to services, has to keep moving and reflecting in order to stay relevant and of high quality. Identifying trends, exchanging good practices and sharing observations about areas of improvement are key to this. As a 10-year-old boy once said in a dialogue session I facilitated about the challenges of the new economy: ‘Innovation is about cooperation and honesty: sharing what you know and sharing what you don’t know.’

Before 2003 you held several functions as an advisor at international communication agencies such as Edelman PR and Weber Shandwick. How do you look back on this time and how did it shape your view on consultancy?

I enjoyed being a consultant and have had the good fortune to work on issues with a societal angle, and felt motivated to contribute to them. I’m not sure I could work in any other way, actually. I don’t mind controversy, but it needs to feel right. Environmental dimensions often played an important role. Helping to set up the Brussels office of Edelman was hard work and great fun, as was running the cross-European strategic communications practice for Weber Shandwick. It taught me all the aspects of working with a team to start and grow a business.

Is there a project you worked on in those years that you are especially proud of?

At Edelman I led the communications efforts of a number of World Trade Association and European Commission competition cases. I very much enjoyed operating in a broader political context. And it’s through various international client projects that I learnt that while the facts of course form the basis of any work, in the end



Princess Laurentien van Oranje-Nassau

it's people who determine the outcome of any initiative. Most of my work has been in changing organisations from within.

What is a good consultant?

There are so many forms of consultancies! For me, it's someone with a free mind, an independent thinker who examines the facts from all angles, including the broader context. I believe that an excellent consultant dares to speak his or her own mind, based on his or her reading of the facts and context, and conviction about what is right.

In 2009 you founded the Missing Chapter Foundation, which wants 'to connect decision makers with new ideas of future decision-makers', such as children. Why is this so important? Do you think the decision-makers of today make the wrong decisions?

Organisations, particularly well-established ones, seem to be struggling with the unexpected, with allowing the disruption, for instance,

that young professionals bring in. But aren't these preconditions for innovation? Processes are often blamed as being the reason why something cannot be done, but I believe it is at least as much about people's mindsets. Children naturally think across silos and opportunities, not barriers. And the effect of a dialogue between a Kids Counsel and Board of Directors – step 3 in the process – is, well, quite magical. CEOs and other Board members frequently say that they cannot remember ever listening to so many unexpected and creative insights. What does that tell us?

Could you say that the foundation is a form of consultancy?

The children give advice and we support them to make sure they are well-guided throughout. And we help guard the 6-step process that was developed during the pilot phase with 10 schools and 10 companies. It is set up in a way that makes it win-win for everyone: the children, the organisations, and the teachers. Every step

'CHILDREN NATURALLY THINK ACROSS SILOS AND OPPORTUNITIES, NOT BARRIERS'

WHO IS HRH LAURENTIEN VAN ORANJE-NASSAU?

Princess Laurentien was born on 25 May 1966 as Laurentien Brinkman. She married HRH Prins Constantijn of the Netherlands in 2001. HRH Laurentien worked as a journalist and communications adviser for various media and communications agencies until 2010. In that year she founded Missing Chapter Foundation, an NGO that initiates dialogue on sustainability between decision-makers, children and young professionals. She works for several environmental and nature conservation organisations, and wrote the sustainability-related 'Mr Finney' children's book series. In 2004 she founded the Dutch Reading and Writing foundation, which works to reduce illiteracy. In 2009 she became UNESCO Special Envoy on Literacy for Development and was Chair of the High Level Group on Literacy for the European Commission between 2010 and 2012. Princess Laurentien holds several honorary positions in other language and culture-related organisations.

'COMPANIES COMMIT TO EXPLAINING TO THE CHILDREN AT THE END OF EACH CYCLE WHAT THEY WILL OR WILL NOT DO WITH THE ADVICE, AND WHY'

'IF EVERY CONSULTANT WERE TO IDENTIFY ONE PERSON WHO IS ILLITERATE AND THEN HELP THEM AS A TRAINED VOLUNTEER, WE'D ALL BE BETTER OFF'

has its value and special dimension. Take, for instance, the first step in which we help companies formulate a clear strategic and business-relevant dilemma. What can we conclude from the fact that many companies struggle to define a problem? But also the research phase, in which children investigate the dilemma and they themselves determine what they find interesting. Quite an eye-opener for companies. And a distinctive feature is the sense of accountability: companies commit to explaining to the children at the end of each cycle what they will or will not do with the advice, and why.

One of your activities is the fight against illiteracy. On your initiative, the foundation Lezen & Schrijven ('Reading and Writing') was created in the Netherlands and since 2009 you have been Special Envoy on literacy for UNESCO. Why is literacy so important to you?

Our societies are all about the written word. So if you want to fully and independently participate and contribute, the ability to read and write and do basic maths is a precondition for active participation. Literacy is an empowerment tool, not just a technical skill; I have seen how it affects people's self-esteem, but also health and employability in different roles. In short, it helps people feel and be stronger at a time when we expect them to be more and more self-reliant. I have always felt strongly that everyone deserves a chance. Not just one, but several. My parents constantly reminded me to be thankful for the chances we have had, and that these chances come with responsibility. Spending time with often wonderfully witty but

also vulnerable people who have trouble reading and writing is a humbling experience.

What's the connection between consultancy and literacy?

There are so many! To pick one angle: if every consultant were to identify one person who is illiterate and then help them as a trained volunteer, we'd all be better off: the consultants would brush up on their listening and empathy skills, and the literacy community would be able to scale up! A match made in heaven, I would say.

The theme of the conference is innovation. Where do you think consultants can or should innovate?

I would advise them to reflect on their own personal attitude towards innovation and change. Are they thinking freely enough? When was the last time they stepped out of their own comfort zone? Again, if companies bring in consultants for an independent perspective that you cannot get from within the organisation, consultants need to invest in their own personal development. If they resemble their clients too much, what's their added value? Innovation requires people to receive disruption with open arms.

Ben Kuiken is editor in chief of Management & Consulting

CANADA: COMPETITIVE CANADIAN CONSULTING SET TO GROW FURTHER

What is your main expertise and what kind of work do you do most?

'I work with CEOs, Heads of HR, and senior executives to create and sustain high-performance organisations. My focus is on the creation of accountability and authority frameworks, and their implementation, so that all managers in the organisation align their efforts in attaining the organisation's strategy.'

How would you describe the consulting market in your country?

'The consulting market in Canada is highly competitive. We have a significant number of medium to large consulting firms, and a very large number of individual practitioners and small firms. We have an increasingly sophisticated market, where many firms are developing their own in-house expertise for areas that were previously supported by management consultants. In the current economic climate, organisations are very careful about their discretionary spending, and as a result the sales process has become quite extended. Overall, management consulting is expected to grow, but at modest rates.'

Example of a recent job/project

'At the end of 2013, we completed a research project with the Telfer School of Management at the University of Ottawa, where we quantified the effectiveness of managers. We found that managers only spent 55% of their time on value-added work! In the same research project, we

identified the key factors that can drive manager effectiveness in the workplace. In 2014, we completed the conversion of the research survey into an Effectiveness Audit tool, which can be used by organisations to audit manager effectiveness. We were very pleased to use this tool with a national organisation in Canada during 2014, and are now working with them on ways of making changes to help improve the effectiveness of their managers.'

What was the most impressive moment for you during a project?

'One of our goals at Effective Managers™ is to ensure that we transfer skills and knowledge to the organisation as part of any implementation project. I tend to work with the CEO and the senior management team to make decisions about how work will be done differently. As



part of that process, an internal team is trained to continue facilitating similar sessions throughout the organisation. My first moment of great satisfaction is when the senior management team has some of the hard discussions around priorities, and the team members show that they understand the dynamics at play in their organisation which make managers effective. The second great moment of satisfaction is to observe the internal team successfully delivering the material and stimulating the appropriate discussions and new ways of doing things throughout the organisation.’

Can you reflect for a moment on innovation in client organisations, consultancy firms and consultancy?

‘Organisations are constantly innovating. In fact, most managers in organisations are constantly innovating. This is partly because people want to do well – they want to be successful in their jobs, and they want the organisations for which they work to be successful. And, unfortunately, in my experience most organisations don’t support their employees in being as successful as possible. The organisational systems in place are often counterproductive to people being successful. As a result, they must innovate in order to create the results that are necessary for success. This is often at great personal cost – how often have you heard of a manager having to go to work on a Saturday morning to finish off a high-priority project? This most often happens because the “churn” in organisations prevents them from doing this very important work during normal office hours. As management consultants, we need to innovate constantly so that we present solutions in simple

and straightforward ways and organisations can use them easily. We may understand that a particular solution to a very complex problem requires a highly refined understanding of the systems that need to be fixed in order for the problem to be resolved. But ultimately, the managers and employees who have to implement the solution should find it intuitive – “that’s so simple, why haven’t we always done it that way!” Our job as management consultants is to make the very complex appear very simple, so that people can adopt new ways of working and integrate them into their normal working lives.’

How do you see the future of consulting in your country? What are the threats, what looks promising?

‘The future of management consulting is bright. It is particularly in difficult economic times that organisations struggle to be more competitive and to maintain high performance. Management consultants can bring in methods and approaches that can help organisations to be more effective. This may seem counterintuitive, but it is in difficult times that management consultants can actually add the greatest value to companies, and by this I don’t mean managing layoffs, but helping to ensure that organisations are using the resources at their disposal as effectively as possible.’
 ‘One of the threats to management consulting is a large influx of individuals entering the profession without understanding it properly. In this situation, the Certified Management Consultant certification process is incredibly important, and client organisations should insist on their management consultants having this certification.’

Name	Dwight Mihalicz
Country	Canada
Firm	Effective Managers™
How many consultants are there in your firm?	1 plus associates
Estimated number of consultants in the country?	approximately 20,000

ELITE ADVISORS OR MAINSTREAM MANAGEMENT?

Andrew Sturdy

*Management consultancy is becoming the victim of its own success as managers in large public and private-sector organisations adopt the practices of consultants themselves. Professor Andrew Sturdy, an academic fellow of the ICMCI, reports on one of the largest-ever studies of management consultancy and explains how **new** management resembles **traditional** consultancy.*

Management is changing and has been for some time. It is becoming more market and change-oriented, and less *explicitly* hierarchical. But this is not a simple move away from departmental silos and hierarchical control. Management might be less bureaucratic in some respects, but it is more so in others. In response to the familiar factors of changes in competition, markets and technology, managers are increasingly adopting a model based on external management consultancy. We call this *management as consultancy*.

Three routes

Of course, businesses have long emulated consulting firms in their adoption of new ways of managing, such as corporate culture and knowledge management, but now organisations are internalising consultancy itself. This is occurring along three main routes. Firstly, large organisations are increasingly recruiting former external management consultants into management positions, especially favouring those trained in blue chip consulting firms. These individuals help promote change and a particular approach

to managing, often based on more analytical tools, for example. They are also creating a new community or 'diaspora' of former consultants. Secondly, management groups within organisations such as those in information technology (IT), accounting and human resources (HR) take on consulting roles and identities. This has long been the case with external accounting and IT firms, who boosted their income through consulting services. But now the aim is to enhance or maintain occupational status internally by emulating and borrowing from the prestige of external consultants. As one re-fashioned HR manager claimed: *'I'm not sitting behind a desk in an ivory tower, hidden ... I'm very mobile, so if I need to be in another location, the car is under the building and I move, so I'm mobile and truly like a consultant.'* Of course, this can sometimes go wrong as there is often stigma as well as status attached to the management consultant identity.

The third route by which management is taking on a consulting form is the development and extension of what were once termed *internal consulting units*. These long represented the less fashionable side of consulting, although large or-



organisations often found them effective. They are now changing, with new titles such as programme management and performance delivery. They may still have a precarious existence, subject to the whims of new CEOs or waves of cuts. As one consultant manager we interviewed outlined: *'We don't actually have proper jobs. If they abolished us tomorrow, what would change?'* Despite such pessimism, these units can thrive for years and even if they are cut, they often re-emerge to thrive in different parts of the organisation.

The result of these changes is an emerging group of *consultant managers*, mostly in large organisations. They formed the focus of our research, one of the largest-ever studies of management consulting. Drawing on data collected in the UK and Australia, we also found various dilemmas of organising. These included the traditional problems of control and coordination, but also new ones such as maintaining the identity of an *'outsider within'*, as consultant managers were often both *within* the hierarchy of line managers and beyond it". Indeed, while some in the consulting industry have long seen consulting and management as very closely related (e.g. process consulting), the traditional distinction between advisory and hierarchical roles is far less valid now. This is also partly because external consulting has changed too, becoming more like management.

Implications?

Our research reveals some important implications for the future of management. For example, if management groups such as human resources take on a consulting identity, they risk becoming dispensable. Also, while some managers may appear more professional in such a role, they can lose accountability towards the company

/ organisation, in the same way that external consultants are not directly accountable. Can all managers, then, become like consultants in their approach or is the consultant manager simply a change specialist, following on from the 1950s tradition of 'staff professionals'?

And how is this development changing management work itself? At the most general level, and as noted above, management as consultancy fits with an organisational form that is neither wholly bureaucratic nor post-bureaucratic, but a hybrid or *neo-bureaucracy* (see Table 1). In practice, although consulting comes in many different forms, we found that the model adopted by management tended to be at the harder end of the spectrum, focused on adding value in the short term and using analytical, often mechanistic tools such as those associated (in management education and practice) with top-down planned change. Other, more novel or participative approaches to management and change may then become marginalised or silenced.

And what of the implications for *external* management consultancy? Will it be replaced by this new breed of manager? A recent article in the *Harvard Business Review*¹ outlined the North American context and identified various disruptive threats to the industry which are becoming more familiar. Although the article echoes some of our findings, with seemingly 'small armies of former consultants being hired', it is mostly concerned with threats from new consulting firms and business models, and other professional services. Our research offers a different take, one that begins to question the idea of a continually successful, elite profession. Rather, consulting is shown to be an integral part of management, organised in other occupations or specialist units and under continual threat of reorganisation.

'THE TRADITIONAL DISTINCTION BETWEEN ADVISORY AND HIERARCHICAL ROLES IS FAR LESS VALID NOW.'

Table 1: Organisational ideal types – Towards neo-bureaucracy

Rational bureaucratic organisation (RBO)	Post-bureaucratic organisation (PBO)	Neo-bureaucratic organisation (NBO) and consultant managers	Example
Specialisation	Collaboration	<i>Functional integration</i>	Multi-functional projects
Standardisation	Flexibility	<i>Managed improvisation</i>	Change programmes and adapting methods
Formalisation	Negotiation	<i>Structured organisational politics</i>	Relationship/client and change management methods
Centralisation	Decentralisation	<i>Delegated autonomy</i>	Quasi-market structures
Depersonalisation	Personalisation	<i>Networked 'meritocracy'</i>	Added value and personal credibility
Collectivisation	Individualisation	<i>Dual identities</i>	Conditional commitment, professionals as managers

If *management as consultancy* continues to develop, then *external* consultancy does risk both substitution and some de-mystification. It would be as if the success of consultancy had paradoxically led to the demise of the external consultant. But the industry is likely to respond in various ways to this and other threats, as it has in the past. For example, it could focus more on projecting its expertise as a rare commodity and on its existing 'outsider' role of providing managers with reassurance or legitimisation which consultant managers would find more difficult given their insider status. Whatever the outcome, management consultants should no longer be seen simply as influential outsiders, but as part of the management mainstream.

Note

1 Clayton M. Christensen, Dina Wang & Derek van Bever, 'Consulting on the Cusp of Disruption', Harvard Business Review, 91/10, October 2013, pp. 107-114.

Professor Andrew Sturdy is Head of the Department of Management at the University of Bristol, UK. The research reported here was conducted with Professor Christopher Wright, University of Sydney, Australia, and Dr Nick Wylie, Oxford Brookes University, UK and is the subject of a new book, 'Management as Consultancy' (Cambridge University Press) – see also <https://www.youtube.com/watch?v=8x600YaTK-o&feature=youtu.be> for a short video clip. Email: andrew.sturdy@bristol.ac.uk.

'IF YOU DON'T KNOW YOUR STRATEGY, DON'T HIRE A CONSULTANT. JUST STEP DOWN'

Jeroen van der Veer

Jeroen van der Veer, CEO of Royal Dutch Shell from 2004 to 2009, started his career as a consultant. On his way to the top, he decided on several occasions to cut consulting spending. Management & Consulting Magazine talked to him about his views on the consulting trade.

When in your career did you first encounter consultants?

'After graduating from Delft University of Technology, I did my military service and as an ensign I was assigned to the ammunition manufacturer Eurometaal in Zaandam. The Dutch state, which owned the company, had decided to split it into a non-military production unit and a military plant. This process was to be managed by the local consultancy firm of Berenschot. As Berenschot was considered too expensive, it was decided to reduce its team by one consultant and let me join instead. I was part of the Berenschot team for a full year while I was an officer. It was my first experience with consultants.'

What was your first impression of the consulting trade?

'I learned a lot from being a consultant and Berenschot was actually keen for me to join the company, which was an attractive offer, but I felt a strong preference for becoming a manager. I wanted to run my own outfit, with my own people, with whom I would wage war – to keep it in military terms. Moreover, I was keen on seeing the world, on working outside the Netherlands. I've never regretted not having become a consultant myself.'

What do you think is the unique selling point of the consulting industry?

'I don't believe in handing consultants a blank cheque. If you want to change a company, I believe you have to form a team with relatively young people, to whom you give the task of getting something done. You don't want them to be outsiders and you don't want them to write reports. Such teams run the risk of reinventing the wheel, of acting too slowly, of losing focus and of going overboard, suggesting extreme solutions that might backfire later on. In order to prevent this from happening, I often like to add one single consultant, whom I hand pick. I want this consultant to make sure the team doesn't recycle failed ideas of the past, and to keep the team on a straight course.'

Can you give an example of such a team?

'I applied this strategy in 1984 when I was Head of Corporate Strategy in the Netherlands at Royal Dutch Shell. We wanted to reduce overheads at Shell Netherlands by 25 per cent. The name of this exercise was 'Platter en breder' ('flatter and broader'): less hierarchical and with a broader span of control. We wanted to make sure that no one who had two or three subordinates would



Jeroen van der Veer

continue to be called a manager, a move which would ensure stronger leadership within the company. To the project team we added a consultant from Bakkenist Spits & Co (a local firm which was acquired by Deloitte in 1999, Ed.) and he kept the team focused. As chairman of the supervisory board of ING, I applied the same logic. For the CEO succession at ING, I decided to add an executive searcher to the supervisory board's selection committee. Though headhunters aren't part of the consulting industry, I consider their role to be similar.'

What do you think should be the role of strategy consultants?

'When I was appointed CEO at Royal Dutch Shell, McKinsey & Company offered to design a new company strategy for me, but I don't believe in that type of advice. If management doesn't know what it wants, it shouldn't rely on consultants, but step down, so I declined the offer. What I did decide, though, was to consult one McKinsey partner, with whom I deliberated once every six weeks. We'd talk for an hour and a half and I'd try out my ideas on him. I'd explore his thoughts, share my doubts with him

and occasionally I'd request specific information. He didn't make any decision on the grand design of the company, but helped me to see our weaknesses and gave advice to speed up processes.'

Can you give an example of such requests?

'When I became CEO, I was convinced that our spending on research and development was much too low. In the industry, however, every company benchmarked each competitor, and everybody was apparently happy spending far too little on R&D. I considered that to be a mismatch and I thought we needed to increase our R&D budget by a factor of two or three. I knew if I were to announce a doubling of our budget, our researchers would immediately start recycling the bad ideas of the past. So I asked my consultant to find out how to increase research spending the right way. Those are the kinds of questions good consultants like.'

You have cut spending on consulting multiple times in your career. Why?

'When I became CEO, Royal Dutch Shell was full of consultants, which I didn't like at all. It struck

'IF MANAGEMENT DOES NOT KNOW WHAT IT WANTS, IT SHOULD NOT RELY ON CONSULTANTS, BUT STEP DOWN'

'THERE IS NO POINT IN SHIFTING THE BLAME TO A CONSULTANT'

WHO IS JEROEN VAN DER VEER?

Jeroen van der Veer (1947) has degrees in mechanical engineering and economics. He made a career at Royal Dutch Shell and was appointed CEO in 2004. Since stepping down in 2009, he has taken on the role of chairman of the supervisory board at Royal Philips, ING Group and Delft University of Technology, and he is also a supervisory board member of Het Concertgebouw in Amsterdam. Van der Veer was recently proposed for appointment to the supervisory board of Boskalis. Van der Veer is married and has three daughters.



me that the company recruited brilliant young people who had seen the world, gained fantastic skills and achieved excellent academic results. At the same time, we hired people from McKinsey, with the exact same background, training and skills. To those consultants, we offered huge fees and we lent them the ears of our executive board. Our own people wouldn't get a chance to even enter the boardroom. I thought that was ridiculous. So we either had to stop recruiting intelligent people, or stop hiring consultants. In Royal Dutch Shell's culture, one needs to make an iron rule of such a decision. It worked wonderfully. Our people were very glad when I announced the decision to cut back on consulting.'

By how much did your spending on consulting go down?

'Spending on consulting dropped significantly, by a lot more than 20 per cent. This cost reduction was not the most important aspect, though. I was still prepared to pay consultants quite well, but I just didn't need as many of them anymore. It was much more important for us to make bet-

ter use of our own people and I wanted to make them much more accountable. Why should we pay managers such high salaries if they decided to hire consultants anyway?'

Do you apply the same rule as a supervisory board member or non-executive director?

'I don't need consultants to present to the supervisory board. It's easy for a CEO to sit next to the consultant on the supervisory board – if the board doesn't like the consultant's presentation or ideas, the CEO can blame the consultant. No, at the end of the day, it's the CEO who has to take ownership and who has to deliver the message.'

Is leadership becoming stronger?

'Stronger, yes, and less facilitating. At the same time, many leaders pay lip service to the idea of strong leadership. For many directors, being able to blame a consultant for mistakes is a way of staying in position, but it's not a way of building a great firm. People decide to follow a leader because they sense his authenticity. People don't follow facilitators.'

Do you stick with specific consulting brands?

'I used to work with all the large strategy consulting firms, but I did hand pick consultants. In our industry, we knew our consulting specialists, who were mostly dedicated to a specific trade. I think specialisation is becoming more important in the consultancy industry. Consultants will be much more focused, preferably on recognisable services, much closer to business execution. Consulting firms will have to differentiate their propositions and become "horses for courses".'

Will the corporate demand for big data and data analytics be an opportunity for the consulting industry?

'I would love big data, if I were a consultant. Most executives don't really understand what it means and if they do, they don't know what to do with it, and they feel guilty about that. I can see the potential for business, but I suspect big data suffers from inflation and from a certain amount of hype. However, I do believe in focused products and services, based on the outcome of data analytics. These services should preferably be compatible with existing IT infrastructure and platforms.'

The large corporate enterprises of the future will have a lot less staff than is the case nowadays. Do you think the diminishing demand for staff in general and middle management in particular is threatening the prospects of the consulting industry?

'I doubt a lot of the statistics that say so. I am convinced that because of the computerisation of processes, a great deal fewer managers, more

specifically middle managers, will be needed.

But on the larger scale, I am convinced organisations will remain dependent on management structures, and will continue to have considerable numbers of employees. At Royal Dutch Shell, in the nineties, we experimented with self-governing teams. Back then, if you didn't like self-management, you were considered old-fashioned. Most of these set-ups were eventually abandoned and the funny thing is that these ideas were typically pushed by consultants. The way I see it, the role of every manager is to help the firm compete with its rivals and not to be on the defensive.'

What are the challenges for local consulting firms?

'Some firms will be happy to remain local niche operations, which is fine. Another option is to sell your outfit to a big firm. If, however, you would like to stay independent, you could form a network with similar firms in other countries – something that architects' bureaus, accountancies and law firms have been doing too. You'll also have to convince large clients of your local strength. What's the point of hiring an American consultancy firm to solve a local distribution problem? They're more expensive, everybody knows that, and it's doubtful whether they'll produce better results. In any case, local firms will have to make up their mind: either face up to the competition, or sell out.'

Wilbert Geijtenbeek is a freelance journalist

ARAB COUNTRIES: THE CONSULTING MARKET IS NOT YET MATURE

What is your main area of expertise, and what kind of work do you do most?

Business and IT consulting, mainly in strategy execution, business process design, and enterprise architecture management.

How would you describe the consulting market in your country?

With the exception of the UAE, the market in most Arab countries is not mature. Customers request consulting services because their bylaws require such services, but the employees themselves – and most senior management – do not appreciate the outputs and usually do not work towards implementation.

Example of a recent job/project?

Business process engineering at the Jordan Petroleum Products Marketing Company.

What was the most impressive moment for you during a project?

The fact that the CEO and Chairman saw our work as the starting point for organisational design and for selecting the right IT systems.



What made the job interesting for you?

Helping a newly established organisation where there was no legacy or history that influenced our work.

How do you see the future of consulting in your country?

I see the consulting market as a growing one. Organisations are developing; their leaders are becoming more mature.

Name	Tamara Abdel-Jaber
Age	39
Country	Jordania
Firm	Palma Consulting
How many consultants are there in your firm?	18
Estimated number of consultants in the country?	60

BACK TO THE FUTURE?

The consulting industry may, indeed, be on 'the cusp of disruption' – but not in the way one might expect*

'We had engaged a firm to develop a strategy for us, but when we went back to them to ask for help with the implementation, we ran into problems. We were requesting the support of a couple of their junior people who could help us with our internal initiative. But the firm insisted their quality assurance process required that we also involve one of their expensive senior partners – whom we felt we did not need. After several weeks of discussion, the consulting firm finally conceded and gave us what we wanted. I suppose I should be grateful for their flexibility, but instead I'm left confused: either their partners are integral to their quality or they are not, and now I'm left wondering whether they truly are a consultancy or merely a body-shop.' – A Chief Operations Officer in the UK

Consulting used to be such a simple business. Anyone who has been working in the industry for 20 years or more will remember the heady days of the 1990s, when phones rarely stopped ringing as clients wanted to cut costs or seize the opportunities of technology, but were chronically short of the skills and resources needed to do so. Investment requirements were minimal because success depended on the grey hairs of senior consultants and the energy and enthusiasm of junior ones. Consulting firms easily recruited the brightest and best, and their fat margins cushioned them from the impact of bad decisions and from the vagaries of the world economy.

Two decades on we live in a different world. Consulting has become one of the bellwethers of the economic environment as the industry can no longer leverage the busts as well as the booms the way it once did. Most clients, at least in mature consulting markets, nowadays know how to cut costs as well as the next consultant.

Indeed, they are likely to see consultants as a cost to be cut and would consider it beneath their dignity to call for help in this area. Several years ago we carried out some research to find out why two companies in the same sector might be spending very different amounts on consultants. The difference came down to three factors: the attitude of senior management to using consulting services, whether the organisation has any kind of headcount freeze in place, and how profitable the organisation is. Today, organisations see consulting as an investment they can only afford when they are already making some money, but want to make more.

Clients are better informed and more experienced, so the underlying difference between them and consultants has been eroded; many clients are even former consultants. Buying behaviour has changed as a result: demand has become increasingly polarised—the well-educated and self-assured clients either requiring





junior consultants to support them or senior people who are world-class experts in a particular field. This dynamic has further fuelled the demand for specialists, leading to what can only be described as hyper-specialisation: it is no longer enough to be an expert in, say, supply chain management—to command premium fee rates nowadays, one has to be an expert in supply chain management in (for example) the pharmaceutical sector.

Moreover, clients may well say they are looking for an innovative approach, but all too often what they really want is a tried-and-tested solution. Confronted with mixed messages such as these and facing downward pressure on fees, consulting firms have been reluctant to invest. Also, potential recruits seeking out the coolest of cool employers are now more likely to turn to Google or Facebook rather than a consulting firm.

Opportunities

As client organisations typically have become more complex and more international, they expect consulting firms to provide a broad range of services (while also being a specialist) in many different parts of the world. This has created huge opportunities for the biggest and most global firms, enabling most of them to grow even during the darkest days of the financial crisis, but it has squeezed money out of small, local firms, many of whom have contracted, merged or gone out of business.

Unlike in the pre-2008 era, consulting projects are now more likely to be either very small or very large: some clients remain cautious about spending too much too quickly, while others, attracted by the promise of “transformatio-

nal’ change, have been willing to roll several projects into single, large-scale programmes aimed at radically improving business performance. This clearly has increased the pressure on smaller firms: as they cannot even consider bidding for such major projects, much potential work is now beyond their grasp. But the trend comes with challenges for the major firms, too: in any sector in a given market, there might be just one or two such projects at any time, tying down a major share of a firm’s consulting capacity for their duration and ‘handing it back’, like a sudden ‘flood’, at the end. In such an environment, balancing supply and demand becomes very difficult, and planning ahead almost impossible.

With all this in mind, few if any were surprised when Christensen et al. recently stated what many had been asking themselves for some time: is the consulting industry on the ‘cusp of disruption’?¹

My answer to that would be: no... and yes.

I would say ‘no’ because consulting remains, above all else, a people business. Consultants cannot be compared to smartphones which can be traded in for a new model once the contract with the provider expires. There is no such thing as a ‘new release’ of consultants. They cannot be ‘re-wired’. Consequently, change in the consulting industry will be slow – and this may, in fact, explain why consulting firms have, in general, changed less than the corporations they serve. While many of their clients have products which can be redeveloped, or factories that can be relocated, consulting firms in essence are smaller or larger communities of people – and people do not change all that easily.

Also, while new technology could potentially replace some of the human element in consul-

ting, the many attempts to that effect witnessed over the past decade or so have captured no more than a fraction of the industry's revenue. Ironically, the technology which has had the greatest impact (and could have much more in future) is video-conferencing – which merely enables people to make better use of their time, notably because it reduces the amount of travelling they have to do, rather than replacing them. Similarly, most of the innovations in, or related to, the business models in consulting affect how consultants are employed and deployed (virtual teams being the most obvious example) and do not fundamentally alter the consulting process. But what of the arguments in favour of disruption?

Buy on price

To understand why Christensen et al. may have a point, we need to listen to what clients are saying. Ask a client to describe how they use consultants, and they will almost always begin by pointing out that, overall, they distinguish two areas or types of consulting services. The first, irrespective of the actual consulting service provided, concerns issues they are familiar with, such as organisational design, enhancement of the ERP system, some type of regulatory work, or Lean efficiency. For this type of consulting support, clients feel they can choose from a large number of able suppliers and, consequently, tend to buy on price. For consultants, this type of work has the attraction of volume, although the future potential for fast revenue growth is limited.

Contrast this with the second type of consulting services clients describe. These are concerned

with the topics or challenges clients are far less familiar with, such as cross-border talent management, digitisation, the impact of new regulation, and simplification. Consulting firms which are capable of helping them in these areas are far more thinly spread, clients will tell us, and so they can command higher fees. While projects tend to be smaller, this type of work offers far greater potential for top-line growth and better margins.

Polarisation

It is true that there has always been a degree of polarisation in consulting between 'low-cost' and 'high-value' work. However, our research suggests that the two 'poles' are moving further and further apart. As a result, clients increasingly feel that they are dealing with two radically different types of consulting and that no single firm can possibly be good at both. It would seem therefore that consulting firms are under growing pressure to choose between the different models and become either a low-cost or a high-value consultancy. Both are perfectly viable commercial propositions, which makes choosing between them so difficult. Into which basket would you put all your eggs?

Furthermore, the overwhelming majority of consulting firms have spent the last decade moving in the same general direction, trying to make their business more efficient in order to preserve their margins in the face of declining fees. While that may put them in a strong position in the 'low-cost' market, it doesn't give them any advantage in the 'high-cost' one where the more traditional rules of classic consulting apply.

'IN A WAY, WE ARE RETURNING TO CLASSIC CONSULTING'

'CONSULTING FIRMS WILL BECOME A MULTIPLICITY OF DIFFERENT MODELS'

'IT WOULD SEEM THAT CONSULTING FIRMS ARE UNDERGOING PRESSURE TO CHOOSE BETWEEN THE DIFFERENT MODELS'

'CONSULTING FIRMS WILL HAVE TO ENSURE THAT CLIENTS ARE CLEAR ABOUT WHAT THEY ARE BUYING'
'QUOTE'

But we need to be careful here: greater polarisation doesn't mean a return to the old demarcation between advice and implementation. 'High-value' consulting may sound like strategy consulting, but it is not. Some elements of strategy work are indeed in the high-value category, but others are being commoditised. Similarly, while some aspects of implementation are rightly considered a commodity purchase by clients (the programme management office being one example), other aspects of implementation are very much in the high-value space (think of the management of complex, capital-intensive projects).

Airline seats

So, we are likely to see some strategy firms becoming commodity suppliers, while some implementation firms will find a firmer footing in the high-value market. For those that attempt to do both, to straddle the divide between high-value and low-cost consulting, success will depend on their having the type of brand architecture which supports different business models. Think of the way airlines sell economy, business and first class seats, all on the same plane: consulting firms will have to ensure that clients are clear about what they are buying. That is a long way indeed from the one-firm approach that has characterised the consulting industry for the last 80 years or so. Instead of presenting one face to the market – one price point, one way of working – consulting firms will become a multiplicity of different models, with different co-existing modes of delivery and

payment provided by discrete business units in order to avoid the sort of confusion cited by the operations executive I quoted at the outset of my reflections.

Disruption will come, but not in the form we might have expected. As far as I can see, there will not be a single, all-encompassing shift in the industry's approach. For consulting, disruption is instead going to come from plurality, the break-up of what had become a monolithic way of working into alternative approaches, with firms juggling brands and business models to make that work.

Note

1 Clayton M. Christensen, Dina Wang & Derek van Bever, 'Consulting on the Cusp of Disruption', Harvard Business Review, 91/10, October 2013, pp. 107-114.

Fiona Czerniawska is co-founder of Source for Consulting (www.sourceforconsulting.com). She is one of the Keynote speakers at the International Consultancy Conference 2015 in the Netherlands.

CHINA: EMERGING MARKET

What is your main area of expertise, and what kind of work do you do most?

My main areas of expertise include company growth strategy, corporate finance, Investment Banking such as IPO and Mergers and Acquisitions (M&A)

How would you describe the consulting market in your country?

After 20 years of development, China's consulting market is still emerging. On the one hand, the fast growth of the Chinese economy and the increase in awareness and acceptance of consulting mean the potential demand is huge. On the other hand, the quality of what is on offer is very varied and sometimes questionable or unsatisfactory. Therefore, size and reputation are important for consulting companies in order to gain business.

Although there are tens of thousands of consulting companies in China, the largest 3-5 domestic companies occupy a relatively big market share, while top global consulting brands operate in a niche market. Even so, given market volume, any small consulting firms with sound



expertise and adequate commitment, regardless of whether they are domestic or foreign, can find enough space to grow.

Example of a recent job/project?

Client: a listed company under the control of a giant state-owned industrial group

Industry: international project contracting – mainly engineering procurement construction (“EPC”), plus investment and trade

Name	Fan YU
Age	45
Country	China
Firm	Hejun Group
How many consultants are there in your firm?	1000+
Estimated number of consultants in the country?	500,000

Size: revenue USD 1.5 billion / market cap USD 5 billion

Problems: existing market shrinking due to changes in international political environment and stronger competition / difficulties in new market development / frustrating investment and financing situation / challenges in maintaining high growth rate and financial performance to meet the demands of share incentive scheme

Solutions: clarifying the logic, strategy and focus of the company's further growth / suggestions on financial performance improvement / high-level solution on existing investment / growth roadmap together with supporting corporate finance plan

Result: solution accepted and being implemented / due to the excellent job of the company and the strong stock market in China recently, the value of the company is 2.5 times what it was when we started the project one year ago / potential follow-up cooperation on cross-border M&A and fund

What was the most impressive moment for you during a project?

It is always the moment when I have in-depth conversations with the owner or chairman of the board of a company, to understand their ambitions and frustrations, to learn from them and to share my thoughts.

Can you reflect a moment on innovation in client organisations, consultancy firms and consultancy?

Here, I would like to use Hejun Consulting as an example to show how a consultancy firm implements innovation in its business model, financing and marketing.

1 Hejun's three-dimensional business model – consulting (management consulting + financial advisory), fund management and business school – gives the company an advantage when competing in each of the above areas. The possibility of providing comprehensive solutions

(business, capital and talent) greatly increases the company's ability to help clients and gain business. Fund management capitalises research and consulting efforts by investing in those clients with huge potential. By leveraging the resources of the consulting business and fund management, Hejun business school, which focuses on business practice instead of pure knowledge, is able to provide free education to students from top universities nationwide. With over 10,000 students having graduated in the past decade, Hejun has greatly enhanced its market influence.

2 Last month, Hejun business school finished the first round of a private placement and raised about USD 30 million, representing 20% of the equity. Hejun business school is now valued at USD 150 million, while its net profit is only USD 1 million from charges for executive courses. By using the money from the private placement and assistance from new shareholders – 25 heads of either big industry groups or listed companies – the business school aims to work with top talents all over the world to become an international on-line education leader. There will be more financing rounds and capital market activities in the future to support this goal.

3 Early this year, on the company's 15th anniversary, Hejun declared that its ambition over the next 15 years is to gain a global reputation. By working with the ICMCI and becoming the first CMC firm in China, Hejun has conveyed a strong message regarding its leading position in China's consulting business and its intention to service the Chinese market by integrating global resources.

How do you see the future of consulting in your country? What are the threats and what looks promising?

I believe consulting has a great future in China. China is now the 2nd largest economy in the world, which generates not only huge de-

mand for consulting but also the ability to pay. However, due to the current status of consulting firms in China, the need is far from being met. The standard and size of the consulting sector should be consistent with the country's economy. In the USA, a strong economy and a leading position in business studies in past decades have produced some top worldwide consulting brands. Now it is necessary – and possible – for consulting firms in China to mature, and this in turn will influence the development of the Chinese economy.

I see several challenges and threats to consulting in China.

First of all, Chinese companies frequently face unprecedented problems, which are different from either their past experience or that of overseas counterparts. In addition, it is not unusual for clients to expect consulting firms to have the resources and ability to help in implementing consulting plans. Hence, global vision, thorough local understanding, innovation and resources are all key success factors in addition to general consulting skills. Some requests are difficult to meet and the main question then is whether the consulting provided can truly add value or is worth the money.

Secondly, many consulting firms in China are not in good shape in terms of value, integrity, internal management or control, and do not provide a solid environment for young consultants to make a career. This could potentially damage the credibility of consulting and jeopardise the healthy development of the whole industry.

Thirdly, consulting firms in China in general have not built up expert knowledge or databases, methodology or other professional skills

to keep up with recent economic dynamics and the continuous development of clients. A failure to see and understand frontier questions and provide effective service to clients has been a persistent threat.

From my point of view, the rise of 'China Style' consulting is very promising and will integrate global values, a sound framework and high standards with practices and theories particular to China. This 'China Style' will prevail in the country's future consulting market. In the meantime, I see the important role that the ICMCI could play in the process. Both the CMC and CMC firms are crucial and effective instruments for shaping the market. In 2013, the ICMCI made Hejun Consulting, the biggest Chinese consulting company by revenue, the first CMC firm in China. This February, the ICMCI Chair Tim Millar attended Hejun's 15th anniversary. The event and his speech were widely reported. All of this sent a strong signal to the market that the ICMCI attaches great importance to the consulting industry. Furthermore, the ICMCI showed its innovative spirit and willingness to make things happen. China is never an easy place for foreign players, but fortunately the market is big enough to reward winners who are willing to adapt. We look forward to seeing the ICMCI make further contributions to the development of consulting in China.

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CONSULTING IN THE NETHERLANDS: A LOCAL WINDOW ON THE WIDER WORLD

As the Dutch economy has become increasingly international, the local consulting industry has followed suit. 'Britons and Americans can choose to be international or not. In the Netherlands that's virtually impossible,' says Netherlands-based British consultant James Parker. And start-up investor Willem Vermeend urges consultants to become front-runners of digitalisation.

'When I came to work in Holland in 1989, the first thing I noticed was that everybody knew everybody else. As a consultant to the Dutch bank ABN, I was introduced to the executive board, the "Raad van Bestuur", which was a small group of people at the centre of the Dutch establishment. On many Dutch boards it was the case, certainly in those days, that nobody had any specific responsibilities – they were just the "Raad van Bestuur". No executive really wanted to stick his head above the parapet.'

Insular traits

James Parker was born and raised in Britain, but has continued to live and work in the Netherlands since he first arrived in the country in 1989. After leaving McKinsey & Company, Parker stayed on as a consultant, first as one of the founding partners of an international group, then as managing partner of a national firm. He now works in a small partnership of

senior consultants. Though much has changed since the late 1980s, Parker still notices ‘insular traits’ that distinguish Dutch business culture from its English and European counterparts: ‘The notion that consensus is needed is deeply rooted in Dutch corporate culture. I was used to working in organisations where somebody called the shots.’ However, Parker enjoys working in this country. ‘When working in London, New York and Canada, I had a limited range of contacts with senior people I worked with; I didn’t have the experience of “connecting chambers”. I found it easier here to communicate with everybody else than in any other country I had worked in.’

Connecting chambers

The closeness of Dutch corporate networks can be explained by the country’s size. The Netherlands had a Gross Domestic Product of 653 billion euros (4.6 per cent of European Union GDP) in 2014, with a population of 16.9 million people (3.3 per cent of the EU total), living on just 41,500 square kilometres (0.9 per cent of the EU total). The country hosts 25 of the 2,000 largest listed companies in the world, according to business magazine Fortune. All of these companies have their headquarters within a radius of 150 kilometres.

In this Dutch community of ‘connecting chambers’, local consulting firms such as Berenschot, Twynstra Gudde and Boer & Croon were able to achieve success in the 1980s and 1990s. From 2003 until 2005, in his role as managing partner, Parker led the corporate strategy segment of Boer & Croon. Parker: ‘The firm had a very

Dutch flavour, they were extremely connected, exploited a huge business network. The fact that they lost sight of that was one of the reasons they failed.’

Bankruptcy

Boer&Croon filed for bankruptcy last year – a sign that times have changed. Other local firms are trying to compensate for diminishing sales in their home market by expanding their commercial operations into other European countries and by increasing their share of public sector demand for consulting services. In much the same way, international consulting chains are strengthening their position in the Dutch corporate community. Currently, the five largest Dutch consulting firms are global enterprises: Accenture, KPMG, Atos, Deloitte and PricewaterhouseCoopers.

Large corporations in the Netherlands have themselves been shifting their focus from a strong and mature local market to the rest of the world. Most of what both strategy consultants and process consultants do is focused on such large clients. In the Netherlands, renowned multinational corporations such as Unilever, Royal Dutch Shell, and ING Group are large clients for a host of consultancy firms. Most large Dutch companies do not disclose what they spend on consulting services – the notable exception being beer brewing company Heineken. Last year, Heineken spent 179 million euros on consulting, up 64 per cent from 2009. Some Dutch enterprises make use of internal consulting teams, for example Royal Philips. As these large companies increasingly

‘THE NOTION THAT CONSENSUS IS NEEDED IS DEEPLY ROOTED IN DUTCH CORPORATE CULTURE’

‘LAST YEAR, HEINEKEN SPENT 179 MILLION EUROS ON CONSULTING,
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BRITONS AND AMERICANS CAN CHOOSE TO BE INTERNATIONAL OR NOT.

IN THE NETHERLANDS THAT'S VIRTUALLY IMPOSSIBLE'

sell their products and services abroad, their need for home-grown consultants is waning.

Window

Is there a Dutch way of consulting, though?

Parker: 'If you work for a Dutch firm you will have a window to the wider world. I think there are very interesting problems to solve in this country. One of the biggest issues that all companies in the Netherlands face is how to deal with globalisation. Most companies that have a base in the Netherlands are confronted with the fact that there are massive ownership changes taking place across the landscape, both outside and inside Europe. We are also increasingly connected with the United States and with Asia. At the same time, a lot of the market within the Netherlands remains filled with attractive opportunities. There are a considerable number of large companies, a lot of affluent people, and a high concentration of business.' According to Parker, Dutch companies have one advantage over their counterparts from abroad: 'The Dutch have always had to be international. Britons and Americans can choose to be international or not. In the Netherlands that's virtually impossible.'

But what will consulting look like after the Dutch market has been completely 'globalised'? Will there be any reason for consulting firms to attract Dutch clients, other than Dutch proximity to larger world markets? According to Willem Vermeend, a former social-democrat Minister of Social Affairs and Employment and currently an investor in high-tech start-up companies, the Netherlands will be a front-runner in digitalisation, making it a hot spot

for small companies with an innovative and disrupting business proposition. 'We are a highly digitalised country. Our children know how to multi-task, how to make use of and produce technology. Silicon Valley is already teeming with Dutch kids.'

Vermeend thinks that digitalisation will radically change the world's view of the Dutch economy: 'We are currently best known for the port of Rotterdam, the centre of Amsterdam and our national football team. In the future our main industries will be smart. We will be known as the Silicon Valley of food, of medicine and of chip producing.' Vermeend thinks the region of Eindhoven, close to the Belgian and German borders, will cradle a lot of these new technologies. This region is already a hotbed, hosting large technologically specialised enterprises such as ASML, NXP and Royal Philips. 'This part of the Netherlands will be the job machine of Europe,' says Vermeend, adding that the relatively small scale of the Dutch economy will be an advantage. 'We are a small country. Nobody feels threatened by us.'

Godsend

What impact will these developments have on the consulting industry? Vermeend says globalisation itself will be a godsend to many professional service firms in search of new ways to do business. He advises consultants to become front-runners of digitalisation: 'Every company will face the consequences of digitalisation. You'd better be part of it soon.'

Wilbert Geijtenbeek is a freelance journalist

MANAGEMENT CONSULTANTS, EMBRACE THE WORLD AND UNITE

The Ooa in a historical perspective

To commemorate its 75th anniversary, the Orde van organisatiekundigen en -adviseurs (Association of Management Science Practitioners and Management Consultants, Ooa) has organised an international anniversary conference on Innovation in consultancy on 22 and 23 September 2015. This will be a selection from the history – and a vision of the future – of what may be called the oldest professional body of management consultants worldwide.

The Ooa's history is extensive. It was established in 1940 as the *Centraal Bureau voor Organisatie en Efficiency (Central Bureau for Organisation and Efficiency)*, a partnership of firms that offered advice in the fields of factory organisation, transport, sales, administration, management and psychodiagnostics (*Organisatie en Efficiency*, 1940). A name change in 1941 to *Orde van Organisatie en Efficiency Adviseurs (Order of Organisation and Efficiency Advisers)* was followed in 1949 by the formal (legal) establishment of the professional body under the name *Orde van Organisatie-Adviseurs (Order of Management Advisers)*. It was only after it merged with the *Genootschap van Organisatiekundigen (Order of Management Consultants)* in 1973 that its name changed to *Orde van organisatiekundigen en -adviseurs*. This last – and key – name change occurred during the chairmanship of emeritus professor Jan Edelman Bos (chairman from 1973 to 1976). He was, consequently, the last chairman of the 'old Ooa' as well as the first chairman of the 'new Ooa'. Edelman Bos said: 'Traditionally, the Ooa focuses on the profession of consultancy, and not on the consultancy firms. Nevertheless, the

establishment of the Ooa is partly due to the fact that consultancy firms already existed before WW II. To find the roots of the Ooa, we must go back even further, to 1920, when our predecessors Ernst Hijmans and Van Gogh set up the first Dutch management consultancy firm. In other words, when the association was established in 1940, the consultancy profession had been developing for 20 years.' It was still in its infancy, however. 'The professionals were primarily 'hands-on' experts such as engineers, economists and accountants: professionals who – increasingly – gave advice, based on their ample experience in the field. For this reason, the professional body was known as the *Orde van Organisatie-Adviseurs* between 1973 and 1976. It consisted primarily of advisers with practical experience; before 1973, there was no formal academic education in the field of management consultancy.'

Establishment of the SIOO

The 1950s were dominated by the reconstruction of Europe (Driehuis et al., 1981). The two world wars had destroyed both the production



facilities and infrastructure. In addition, the Netherlands lost its power in, and income from, the Dutch East Indies. In the opinion of policymakers, the industrialisation of our country could not progress rapidly enough, thus reducing unemployment (Visser en Hemerijck, 1997). They searched diligently for new markets, while production had to be as cost-efficient as possible in order to improve the country's international competitive position (Driehuis et al., 1981). There was a need for advisers who would help work out how to optimise operating and production processes. As there was no relevant university course, the *Orde van Organisatie-Adviseurs* established an educational committee that was to set up the first consultancy training officially recognised by the *Orde*. Edelman Bos was appointed secretary of the committee by his employer, consultancy firm Bosboom-Hegener, while prominent professors such as Hijmans, Bosboom and IJdo, as well as professors with an affinity for consultancy, such as Volbeda, J.L. Mey and Thierry, were also involved. They set up a multi-disciplinary training programme, simultaneously compiling the *body of knowledge* for the consultancy business for the first time. In 1958, the *Orde* and the academic community set up the *Stichting Interacademiale Opleiding Organiseatiekunde* (Foundation for Interacademic Consultancy Training, SIOO). This was the first – and for many years only – training institute to provide postgraduate education in the field of consultancy. From that moment on, an SIOO diploma was required for aspiring members who wished to join the *Orde* (Karsten & Van Veen, 1998). The ties between the *Orde* and the SIOO were close. 'Naturally, many SIOO teachers were members of the *Orde*. At

the training institute, they shared their hands-on experience with a league of young, eager-to-learn consultants. Many senior advisers found it easier to share their professional vision and know-how as a lecturer than in consulting work, where they primarily had to apply their knowledge. Classes were conducted on a multidisciplinary basis, and at the SIOO all lecturers were eager to discuss their professional opinions. In short, the climate was inspiring. To ensure the continuation of this abundant exchange of expertise among alumni, in 1961 the SIOO established the alumni group *Genootschap van organiseatiekundigen* (Society of management consultants) for SIOO graduates, the only qualified consultants in the business.'

The strategic merger

Despite the close ties between the SIOO and the *Orde*, it soon became clear that few alumni in the SIOO joined the *Orde*. Former chairman Edelman Bos: 'They had found their home in the SIOO, a development detrimental to the *Orde*, since the experienced advisers in the *Orde* showed the students the essentials of the profession in their lectures at the SIOO. In these lectures, they shared more expertise with the SIOO students than with the employees of their own consultancies. The latter had less time to acquire expertise, since they had to work, to earn money. In short, professional know-how and experience in the *Orde* were in danger of 'disappearing' into the SIOO, where employees of competitors were being trained.'

Because professor J.J.J. van Dijk, the *Orde*'s chairman at the time, also feared that the *Orde* and the SIOO would drift apart, it was deci-

'THERE WERE SEVERAL HEATED DISCUSSIONS IN THE OOA, BECAUSE AN INCREASING NUMBER OF INDEPENDENT CONSULTANTS WISHED TO JOIN THE ORGANISATION'

ded in 1973 to merge the *Orde* and the SIOO to form an *Orde van organisatiekundigen en -adviseurs* (Association of Management Science Practitioners and Management Consultants, Ooa), enriching the *Orde* with the SIOO's training products, while the valuable Ooa 'brand' continued to exist. 'This strategic operation was necessary to maintain the quality of the consultancy profession.' Quite possibly it also boosted membership numbers, as the Ooa numbered some 125 members in 1961, but membership had grown to 656 by 1979 (Horringa, 1979).

Split-off of ROA

The Ooa was always made up of individual professionals. This appeared to change when heads of firms wished to consult in the Ooa on issues that primarily concerned the firms as such, for example wage and pension policy. They were not always very interested in more idealistic matters. For that reason a section *Bureauhoofden* (Heads of Firms) was set up within the Association in the mid-1960s, which, however, proved unsatisfactory for the firms. Friction arose, largely because some of the heads of firms showed little respect for the – often much younger – Ooa board members. According to the Heads of Firms section, moreover, there were too many meetings on subjects such as professionalisation, and too few on making money, a difference of opinion with the – in their view – boisterous board. In addition, the surge of democratisation in the 1970s started to affect relationships within the firms. 'A split-off of the Heads of Firms section was unavoidable, which led to the establishment in 1970 of the *Raad van Organisatieadviesbureaus* (Association of Consultancy Firms, ROA). "Two strategic decisions had to be made to ensure the quality of the consultancy business: a merger on the one hand, and a split-off on the other. The merger with the SIOO graduates made it possible to welcome the flood of new members who met the Ooa's training

requirements. The split-off led to the creation of the sector organisation ROA (representing the firms. Ed.), which enabled the Ooa (grouping the individual consultants) to become the ultimate professional organisation for (individual) management consultants and advisers, with its own codes of honour and conduct.'

Cooperation between Ooa and ROA

From a historical point of view, the organisations share a common blood group; however, they were not always on good terms. Former chairman Willem Vrakking (chairman from 1983 to 1986): 'There were several heated discussions in the Ooa during my chairmanship, because at the time, an increasing number of independent consultants (nowadays known as 'zzp'ers', i.e. self-employed contractors) wished to join the organisation. What criteria did we apply in this regard? There were also discussions on subjects such as: could the head of a Human Resources department become a member of the Ooa? Or an internal adviser? Were they sufficiently independent to be able to comply with our codes of conduct?' The aim was, after all, to boost professionalisation and the associated certification. Later, the tight market, too, led to renewed strains in relations between the Ooa and the ROA: 'We facilitated the professionalisation of our growing membership, but of course the independent operators among them also fished in the ROA pond. The consultancy firms feared a decline in market share,' said Vrakking. Now, in 2015, the Ooa and the ROA are once again strengthening their bonds, concludes current Ooa chairman Jan Willem Kradolfer. 'Although the Ooa has always represented the (individual) professionals and the ROA the firms, history has shown the importance of the interaction between the two organisations for the development of the consultancy profession. For example, it was the first major consultancies that started an advisory tradition in the Nether-

lands, a tradition that we are all proud of, and that serves to inspire us,' he noted.

Kradolfer is convinced that, together with the ROA, essential ambitions for the future can be achieved, and the conference in September provides the next step in that direction. 'The conference serves not only to celebrate our 75th anniversary, it also offers an opportunity to seek publicity together with the ROA and deliver a positive message.' The internationalisation of consultancy is a common ambition and to realise this goal, the Ooa and the ROA determined last year – for the first time – that the ROA assessment of consultancies for the ACP (*Accredited Consulting Practice*) accreditation will, in future, run parallel to the Ooa's assessment whereby individual consultants try for a CMC (Certified Management Consultant) accreditation. 'By linking the ACP and CMC accreditations, consultancies will be able to acquire ACP certification without a lot of administrative red tape, while simultaneously allowing their employees to acquire their CMC certificate. This also means that employees who, according to tradition, have received internal training, are able to top this up with a CMC certification. The link is also favourable for the Ooa, because it helps us attract new members and puts us in the picture at consultancy firms. We are expanding our scope,' said Kradolfer.

Exporting CMC

In his position as trustee, Rob Wagenaar, Ooa chairman from 2002 to 2007, was responsible for representing the Ooa, including abroad. 'During that period my primary intent was to reinforce the *International Council of Management Consultancy Institutes* (ICMCI) by means of initiatives that increased recognition abroad

for consultancy. It is essential to share the values and codes of conduct we developed and defined together with as many colleagues abroad as possible. For consultancy is value-driven, or should be. In an ideal situation, it should matter little to clients whether they work with a management consultant from Uruguay or from Austria.'

'Exporting' CMC certification is a further step towards that ideal – 50 countries currently recognise the CMC certificate – and it would be a great achievement if CMC and ACP accreditation were to develop in parallel around the world. Ooa chairman Jan Willem Kradolfer: 'In some countries that is already the case. For example, a Chinese consultancy hardly counts if its consultants are not also CMC certified, and in Austria CMC certification is even a condition for permission to work as a consultant.' Although this sounds promising, we are not there yet, Kradolfer warns. 'Trustee Marjo Dubbeldam, the longest-serving former Ooa board member, ICMCI Excom member Rob Wagenaar and I made a huge effort to establish professional associations that carry the CMC certificate in other countries, such as Ukraine and Lithuania. For example, although the ICMCI operates in 50 countries, Brazil is the only country in South America to carry the CMC certificate. As far as I am concerned, more countries should join us, ensuring that management consultants all over the world conform to the codes of conduct and disciplinary rules. That is a challenge for the future; there is work to be done.'

International orientation

Internationalisation contributes towards a global quality guarantee for consultancy. However, advisers and consultancy firms may also aspire to

'IN AN IDEAL SITUATION, IT SHOULD MATTER LITTLE TO CLIENTS WHETHER THEY WORK WITH A MANAGEMENT CONSULTANT FROM URUGUAY OR FROM AUSTRIA'

Timeline

- 1940: Establishment of the *Centraal Bureau voor Organisatie en Efficiency* (Central Bureau for Organisation and Efficiency)
- 1941: The *Centraal Bureau voor Organisatie en Efficiency* is renamed *Orde van Organisatie- en Efficiency Adviseurs* (Order of Organisation and Efficiency Advisers)
- 1949: Legal establishment of the *Orde van organisatieadviseurs* (Order of Management Advisers)
- 1958: Establishment of the *Stichting Interacademiale Opleiding Organisatiekunde* (Foundation for Interacademic Consultancy Training, SIOO).
- 1970: Establishment of the *Raad van organisatieadviesbureaus* (Board of Consultancy Firms, ROA)
- 1973: Merger of Ooa with *Genootschap van organisatiekundigen* (Society of management consultants). The name of the professional body is changed to *Orde van organisatiekundigen en -adviseurs* (Association of Management Science Practitioners and Management Consultants, Ooa)
- 1989: The Ooa joins the *International Council of Management Consultancy Institutes* (ICMCI)
- 2001: The vereniging van Zelfstandige organisatieadviseurs (Association of Independent Consultants, Zoa) is absorbed by the Ooa
- 2002: Introduction of the 'Body of Knowledge and Skills' (BoKS)
- 2005: The Ooa establishes a Scientific Council
- 2010: The Ooa and the ROA introduce the *Canon van het Adviesvak* (Canon of Consultancy)
-

win international consultancy contracts, which they then carry out either in cooperation with colleagues abroad, or not. In Rob Wagenaar's opinion, the former still does not happen often enough. 'Over 90 per cent of all Dutch consultants work primarily for domestic organisations and authorities; because they are needed there, because their language skills are insufficient, or because they combine work with having a family. This won't be any different for a country such as Germany. Advisers are getting away with this for the time being, but nowadays an event in China directly affects the European market. A good management consultant has a clear view of such situations and takes them into account.' Wagenaar believes that more international focus could help the profession. 'Organisations will be in the vanguard once they know what is happening in the world, and this will lead to a better grasp of the spirit of the times and of one's surroundings. Such international orientation allows us to offer

clients that little bit of extra vision they need to keep ahead of the competition.'

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SOUTH AFRICA: POSITIVE ABOUT THE FUTURE OF CONSULTING

What is your main expertise and what kind of work do you do most?

'I am a generalist who covers a broad range of services from strategy to execution, ICT, Change Management, executive advisory, business and leadership coaching, specialised training and coaching of consultants and consulting firms.'

How would you describe the consulting market in your country?

'The market is extremely competitive and populated by most of the major consulting firms and many niche players. Clients can be highly political and demanding, and expect the very best in the world. Broad Based Black Economic Empowerment is a legal requirement for all industries and the consulting sector is not excluded.

Good consultants are remunerated well and poor consultants struggle to make ends meet. Their quality ranges from the very best in the world to unregulated and untrained consultants who sometimes give the profession a poor reputation.'

Example of a recent job/project

'The most recent engagements have included instructing corporate strategy executives at an international mining company in the art of internal consulting and procuring external professional services. Another example is a large national transportation organisation which used our services to develop an innovation strategy to allow them to compete in the global market.'

What was the most impressive moment for you during a project?

'The most memorable experience I have had on a long-term project was when we turned a global paper and pulp producer from a major loss to a substantial profit in less than three years through a Business Process Reengineering project. The major accolade, and one we constantly seek, was "These consultants walk the talk and do what they say they will do". We constantly seek to be the trusted advisor and add value, and it's vital to us to have the client acknowledge this publicly or privately.'

What made the job interesting for you?

'A combination of mentally stimulating challenges and keeping the combined team on track. We generally engage in complex projects that only senior, experienced professionals can manage. Because I'm personally involved in the development of specialised training material, the in-depth research I must conduct before delivering a new programme is one of the most exciting things I do. This isn't corporate education but contextualised capacitation, which often results in changing senior leadership mind sets.'

Can you reflect for a moment on innovation in client organisations, consultancy firms and consultancy?

'In our experience, innovation comes from a combination of corporate environment, attitude and leadership. The environment must not discourage

contrarian viewpoints and must encourage the challenging of “norms”. Innovation is a constant process, not a one-off event, and it needs to be driven with purpose and passion. Having a formal innovation approach and model makes a huge difference. Challenging industry mind sets and approaching the seemingly impossible with a fervour that the competition does not have distinguishes the leaders from the mediocre. We’ve found that most companies (and hence projects) fail on one thing – executive leadership attitude and commitment. This attitude should be founded on an unyielding corporate purpose which asks many “why” questions rather than “how”. Innovation can come from the most unexpected sources, as is shown in the inventions and approaches arising in some of the poorest nations in Africa. The old adage “necessity is the mother of invention” holds true for innovation as well.

How do you see the future of consulting in your country? What are the threats, what looks promising?

‘Our consulting industry touches on much of Africa, where there is a lot of development. A large portion of future work will be in developing African strategies for the African continent. The challenges are very much about understanding the context, ethos and culture of doing business in Africa. This presents a major opportunity for any firm committed to understanding this and doing something about it.

Another opportunity and trend is the move to executive coaching, which is a natural partner to the trusted advisor concept. High-impact, high-return and focused interventions will become

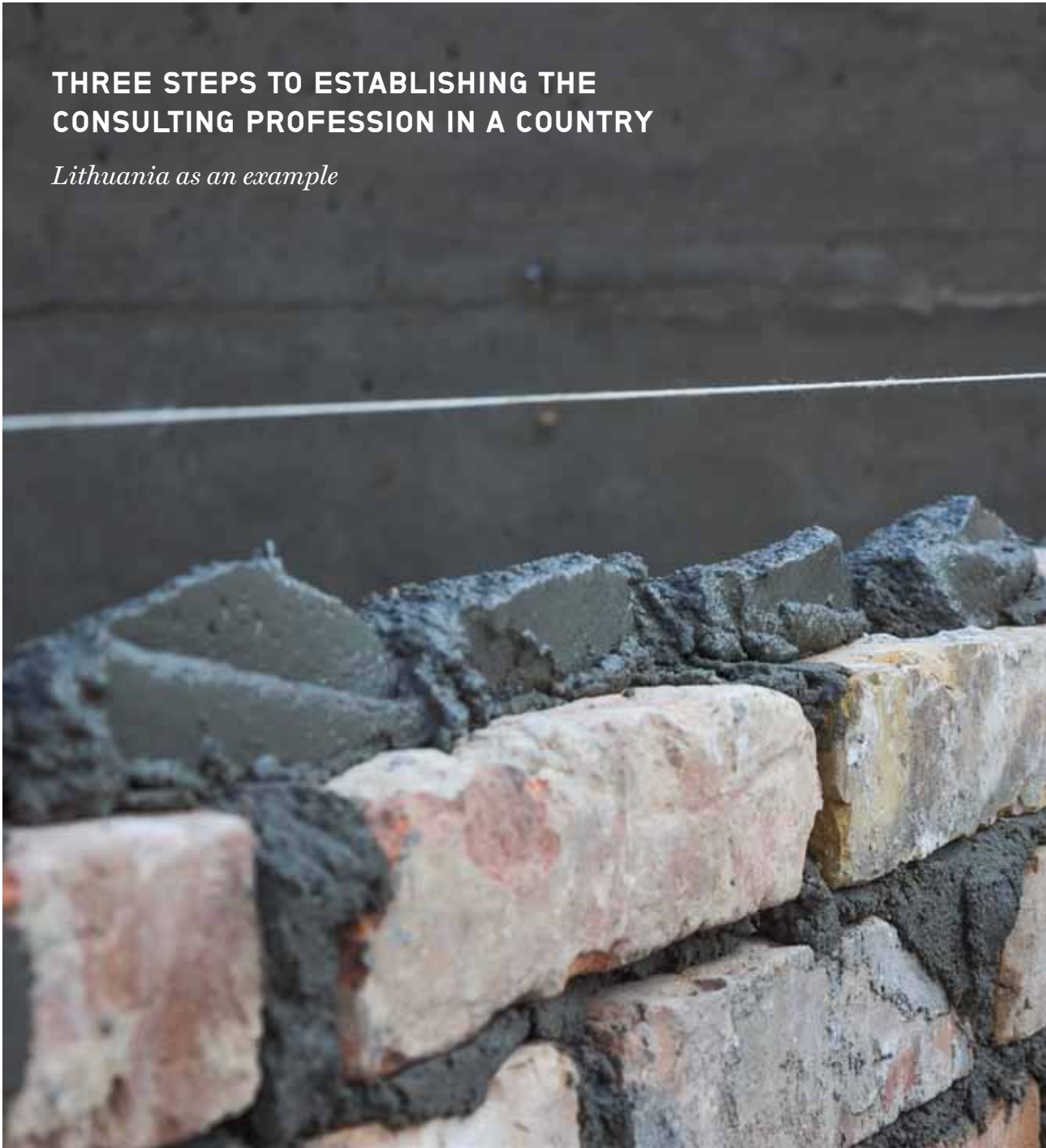


the preferred method of engagement. Major threats to the industry include mediocrity, the lack of ethics in certain sectors and the lack of specialist competencies. Complacency, based on South Africa’s current standing in Africa, could undermine our competitive advantage. Another threat to the entire landscape is the potential collapse of the commercial infrastructure, including power and communications capabilities, as this would negatively affect the new economy and hence opportunities for consultants. We are positive about the future of consulting in South Africa, as a thought leader on the continent and an agent of change. Even though the term “trusted advisor” is a cliché, it is most important that these trusted relationships and really “adding value” form the basis of successful consultant/client partnerships. As a result, I personally see the consulting industry as a growth industry in South Africa and across the continent.

Name	Angelo Kehayas
Age	60
Country	South Africa
Firm	Profweb PTY LTD
How many consultants are there in your firm?	4 full-time and a network of 50
Estimated number of consultants in the country?	60,000

THREE STEPS TO ESTABLISHING THE CONSULTING PROFESSION IN A COUNTRY

Lithuania as an example





A training project in Lithuania succeeded in establishing the consulting profession more firmly in the country in three steps, by organising and delivering a CMC course for experienced consultants, certifying the participants and then creating an IMC – all at the same time.

Introduction

From 2009 to 2011 the Association of Management Consultants Lithuania (AMCL) organised a project aimed at:

- 1 Training 30 top-level experienced Lithuanian management consultants to be ready for certification on the basis of the ICMCI Certified Management Consultant (CMC) scheme
- 2 Building up an association of individual management consultants in Lithuania and becoming a member of ICMCI (the International Council of Management Consulting Institutes).

First and foremost, the project involved developing, tendering and executing the training programme. This programme (12 two-day seminars, literature study, home assignments, coaching, peer review, practical projects, etc.) was assigned to ASI Consulting and – with the approval of the Dutch Institute of Management Consultants (Association of Management Science Practitioners and Management Consultants) – delivered to 30 management consultants as a CMC-worthy programme, comparable with similar Dutch examples. A staff of 20 Dutch and international teachers, trainers and professors have been busy delivering parts of this programme in Lithuania. The programme was funded through EU social funds. After completion of the programme, the

Ooa certified the majority of the participants and 28 senior consultants became CMCs. Certification was done on the basis of the strict Ooa criteria.

This project forms the background of this experience-based paper. The certification of a large group of senior management consultants and the creation of a professional association ready to enter ICMCI can be seen as the pinnacle of the profession's development in the country. The launch of CMC, a celebration at national level with ministers and captains of industry present, was a PR event which underlined this success. Both authors, Rob Wagenaar as the project leader on behalf of ASI Consulting, and Aleksandras Abisala, acting as Principal in this project (but also Chairman of the AMCL and participant in the programme), were very much involved in the project and familiar with the Lithuanian consulting environment.

In this paper we will describe the development of the profession in Lithuania and the positioning of top-level management consultants using CMC as a brand, and we will examine the professionalisation effort – more specifically the training programme.

Development of the management consultant profession in Lithuania

When Lithuania regained its independence in 1990, the public and economic environment was still Soviet in nature. Legal and regulatory reforms came quickly, but experience and habits were much slower to change.

In the Soviet economic system there was no concept of 'Management Consulting'. In fact, there was no concept of 'Management' either, but rather 'Command', 'Supervision' and simply 'Running'. Some elements of training manage-

ment and some types of advice were provided by a chain of 'Peoples' economy specialists development institutes' (PESDI), dealing mainly with training mid-level and top 'specialists' in production management. Universities did not offer management studies. 'Economic' departments would train students in 'sector economics' and gave courses in planning and 'organising'. From time to time academicians would have assignments with companies, but these were largely academic. In the mid-1980s, the school of Petr Shchedrovitski became famous, dealing with organisational development and team ('collective') problem-solving. The school had affiliates in Lithuania as well. In Lithuania, the first management school was set up in 1989, at Vytautas Magnus University (re-established the same year as a result of the independence movement). The lecturers were mainly American Lithuanians who had returned from exile in the USA. The first BAs graduated in 1993.

In this way the development of the management consulting profession rested on three pillars: PESDI trainers, Economics lecturers at universities (both influenced by Shchedrovitski's ideas), and newly graduated (or still studying) BA students. The demand for professional assistance to managers was huge. Many small businesses started up at the end of the 1980s, as privatisation followed independence. Managers had virtually no knowledge or experience, except for organising production. Investment and business planning (mainly for financing purposes) was in demand, especially prior to the first banking crisis in 1995. The need for assistance in organisational development and later in marketing, HR and strategic planning grew steadily. Despite the fact that businesses lacked money, the consulting market

**'WHEN LITHUANIA REGAINED ITS INDEPENDENCE IN 1990,
THE PUBLIC AND ECONOMIC ENVIRONMENT WAS STILL SOVIET IN NATURE'**

expanded. In the 1990s, even a third-year management student had something to contribute. Over time, business managers either obtained a formal education or learned by doing, with the result that demand shifted to more sophisticated consultancy. This was accompanied by a shift to greater professionalism among management consultants. At the time, the public sector did not put much trust in local consultants and services were provided by foreigners, mainly under the PHARE programme. Luckily, most contractors used local consultants as well and this contributed materially to the professional development of these consultants.

The profession entered a new stage of development after the country joined the European Union in 2004, as a result of structural assistance to Lithuania. On one hand, funds were made available for major reforms in public administration, which created a demand for consultants. On the other hand, the need for assistance just for drawing up applications for subsidies stimulated the growth of a population of unsophisticated and low-quality 'consultants', which hurt the profession's reputation. This development, in its turn, prompted discussions on certification of management consultants among the 'true' professionals.

The first professional independent consultancies were established in 1992-93. Almost immediately, discussions began on establishing a consultants' association with two main goals: professional development and promotion of the profession. The Association of Business Consultants of Lithuania (renamed AMCL in 2011) was established in 1994. Twelve independent consulting firms and several freelancers joined, but the association was not very active. Reasons for this were a lack of confidence among consultants in their own professionalism and an unwillingness to be open to competitors. However, the organisation did play a certain role: it organised some training courses, contributed to developing international aid programmes, advised the

government, and maintained international relations. Due to a lack of support from members, the ABCL was 'frozen' in 2005.

The ABCL was revived in 2008. The idea behind this was to organise a variety of training programmes, partly financed by the EU Social Fund. The core course of the programme had to be high-level training for management consultants, aimed at CMC certification.

Meanwhile, the management consultant's profession had developed independently of the association. It was stimulated not only by demand from business entities, but also by international aid programmes, such as PHARE, or specific arrangements by the EBRD and the World Bank. Many professionals learned on their own or from their foreign partners in specific assignments. Some joined international professional networks and knowledge was brought in by international companies through their assignments, led by the Big Six consulting/accountants firms. On the other hand, none of the global management consultancies, such as McKinsey and Bain, for example, entered the Lithuanian market.

Although it has no formal statistics, AMCL estimates the number of professional management consultants in Lithuania at around 300; 150 of these are covered by AMCL, through individual membership or the membership of their employers.

Positioning of top-level management consultants using CMC as a brand

Importance of CMC training

The overarching idea was and is that further professionalisation by means of CMC training would enable the Lithuanian consultancy sector to improve its competitive strength, both within Lithuanian industry and the non-profit sectors, and internationally.

Increasing this competitive edge should include the following:

- The ability to use the potential of organisations to produce innovative services and products;
- The ability to bring organisations to a world-class level;
- The ability to create strong relationships, alliances and networks to optimise the use of resources and achieve strategic goals.

The educational programme for the management consultancy sector has contributed to the development of a qualified network of consultants and consultancy firms, which in turn will help economic development. As the consultancy sector is often a catalyst for the application of scientific knowledge and serves as a bridge between the academic world and industry, it will increase the knowledge and skills in the sectors in which it is active.

Knowledge and skills gained during training were not the only benefit of the project. As mentioned above, the certification of highly professional consultants was evaluated very positively at the clients' conference held to celebrate the first CMCs in Lithuania. That positive opinion came from both the private and public sectors.

The role of ICMCI

The International Council of Management Consulting Institutes (ICMCI) is the global association of national management consulting institutes (IMC's). These national institutes award the international CMC certification to individual consultants. To become CMC certified, the individual consultant must be a member of his or her national institute or of an institute in another country. ICMCI has developed various standards for management consultants. One of these standards is the Common Body of Knowledge, which details the basic knowledge and competences of a management consultant. Another example is the Code of Professional Conduct. This details what behaviour, attitude and ethics can be expected of a management consultant who is a member of a national institute that is part of ICMCI. In ad-

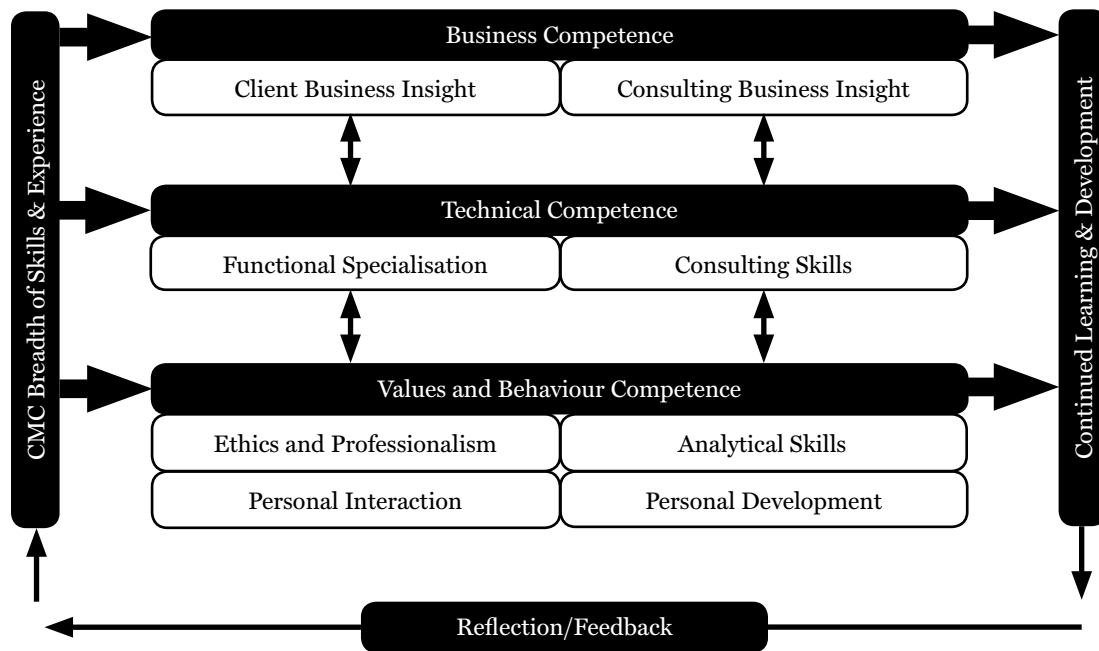
dition, every institute tends to have its own more detailed and country-specific version of the Code of Professional Conduct. AMCL has developed its own version.

Holders of the CMC certificate are obliged to undergo an assessment every four years to prove that they have kept up to date with developments in the field of management consultancy. This quality assurance ensures that the highest standards are maintained in the sector. The development and training of management consultants is further standardised by using a set of competences. ICMCI has developed a competence scheme, which is used in drafting the CMC training programme.

CMC Training in Management Consulting

Introduction

As described above, the Lithuanian consultancy sector has developed over the past 20 years into a mature sector able to support organisational development at all social levels. Increasingly, economic sectors and government institutions have recognised the added value of external advisory services in all kinds of managerial disciplines. Although the Lithuanian management consulting sector has reached the point where it is capable of delivering quality advice and support, it is constantly looking for ways to improve the quality of its services. Moreover, Lithuanian management consultants wish to join the worldwide community of professional associations, organised in ICMCI. ICMCI is the holder of the only quality standard for management consultants that is recognised worldwide – the CMC (Certified Management Consultant). To date, there are more than 9,000 CMCs worldwide. CMC Training in Management Consulting is based on the ICMCI standards. Therefore, it creates the possibility for successful participants to become CMC certified. In order to achieve this goal, ASI Consulting developed an educational



programme with an approach that supported further professionalisation, while strengthening the Lithuanian Management Consultants Association (AMCL) and enabling it to guarantee the quality level. First, we will look at some aspects of the training of top consultants.

Profile of top consultants

The management consultant’s profession is a fairly young one and it is still developing. Theory is important, but the application of theory in practical situations is key to the success of many consulting assignments. Top professionals tend to apply many elements of ‘craftsmanship’ in their day-to-day practice, using experience and knowledge gained from a large number of cases. The development of consultants as professionals typically involves a mixture of

knowledge, experience and skills. The T-profile with in-depth knowledge and experience in one or more disciplines (the vertical ‘leg’) and well-rooted knowledge, experience and skills in acting as a professional management consultant (the horizontal ‘bar’) forms the model behind this development. Top consultants are superior both in their discipline(s) and in the way they apply this knowledge, effectively consulting instead of just disseminating knowledge. Besides this, top consultants are very much aware of the organisational, group and individual change which is needed in most cases where their advice is implemented. From the beginning of an assignment they are focused on the end result and how it can be achieved. They have a thorough understanding of the ins and outs of change and change processes, and are able to apply this



knowledge and experience in all of their projects. Top consultants are skilful and have a wide repertoire of actions they can take. They assess situations, choose the best way to proceed and apply their skills. Generally, top consultants are able to acquire new business as they know that obtaining a project first means selling themselves. They also know that success in acquisition is the pinnacle of being a top consultant!

Learning and developing during a course

Effective learning should reflect the state of the art and the way the profession functions. Blended learning, with a mix of knowledge, experience and skills, is essential. Besides this, learning should focus on consultants knowing themselves very well, as they are their own tool. It is important for consultants to know and to be honest about what they can and cannot do, as this prompts them to add competences from other sources when needed. This in turn leads to them operating in a more integrated way and performing better as consultants. These learning priorities result in specific and practical learning themes. In programmes like this, consultants should learn from experts, from top practitioners in different fields and from fellow course members. The setup of the course should explicitly make this possible.

International

The business world is becoming increasingly international. International operations are of course the norm for multinational firms, but also for many SMEs. This reality should be reflected in the education, training and practical development of management consultants. Moreover, the number of small and medium-sized consulting firms is growing, and they are much less capable of organising their own training schemes and

programmes, compared with the few really international consultancies. Another aspect is European integration. It is safe to predict that Europe will continue to integrate, in the business arena, but also in the non-profit sphere and most probably also in governmental areas. This means that management consultants should acquire the ability to work across borders, understanding and dealing with different cultures in their assignments. An essentially international course, with teachers, trainers and participants from different European countries, will create the right atmosphere for this kind of learning.

Essentials of a CMC-level course

Target group

The target group of a CMC course are senior management consultants with at least five years' experience as externally operating consultants, probably in their thirties or older, with a passion for further growth and development, leading to a position as a top consultant.

In the project under discussion, the composition of the group was rather varied, even though all the participants fulfilled formal requirements. Their ages ranged from just under thirty to the late fifties; the specialisations ranged from trainers to trusted advisers and from strategy to finance management consultants; and the length of experience went from five to nearly twenty years. However, this did not impede the training process. On the contrary, the variety of experiences made it possible for participants to enjoy extensive exchanges.

Scope and set-up

The course focuses on practice in all aspects of the senior management consultant's work. As it is presumed that participants have already

'IT IS SAFE TO PREDICT THAT EUROPE WILL CONTINUE TO INTEGRATE, IN THE BUSINESS ARENA, BUT ALSO IN THE NON-PROFIT SPHERE AND MOST PROBABLY ALSO IN GOVERNMENTAL AREAS'

mastered one or more disciplines (after also having completed an academic education), the course devotes all its attention to professional functioning – the horizontal ‘bar’ in the T-profile. The programme topics are derived from internationally accepted competence frames for management consultants, such as the ICMCI model and models used by international firms and by leading institutes and universities. Every seminar has one or two main themes. The seminars are led by experts in the topic, both from the theoretical side and from practice. Faculty is recruited from different countries and there is a mentor to ensure the group functions well. Between seminars participants are busy with homework (e.g. selected readings, cases, preparing presentations, assessments). Participants do an assessment beforehand and derive their personal learning topics from the assessment results. Coaching during the course facilitates this individual learning. Peer consulting (‘intervision’) is practised during the sessions. Participants are asked to do a study or practical project in small groups during this course, focussing on an aspect of the profession. The presentation of this project is essential for completing the course successfully.

Objectives of the Lithuanian CMC training course in Management Consulting

The overall objective of the project was to strengthen the Lithuanian management consulting sector through further professionalisation and to link Lithuanian management consultants with the global community of professional management consultants who are organised through the CMC certificate and ICMCI. The aim of the educational programme for Lithuanian business consultants – CMC training

in Management Consulting – was to enable the participants to obtain the CMC certificate at the end of the course.

Prerequisites

The participants in the CMC training programme were professionals with at least five years’ experience as internal or external consultants. Participants had an academic degree. They were successful as management consultants and wanted to develop in their profession. Participants were expected to continue working as consultants for several years to come.

It is envisioned and expected that both CMC training groups invest time and energy in expanding the Lithuanian Management Consultants Association. The participants were expected to obtain the CMC certificate shortly after they had completed the CMC training. The programme was designed for groups of 15 participants.

The total time investment for the CMC training of Management Consultants was at least 65 days per participant and consisted of the following:

- A number of contact days per participant totalling 31 days (one day = 8 hours).
- In between the modules all participants were obliged to study for at least 12 hours (homework). During each module, the homework for the next module was handed out. This consisted of individual study and practical work, individual practical exercises, including the completion of the final paper of the training course, and self-training. This totalled 18 days. The result of this study investment was checked by the lecturers/ trainers.
- In addition, the participants had to do practical work in the form of a concrete client assignment. The minimum amount of time spent on this was 16 days.

‘THE OVERALL OBJECTIVE OF THE PROJECT WAS TO STRENGTHEN THE LITHUANIAN MANAGEMENT CONSULTING SECTOR’

Kick-off	1 day
12 modules of 2 days each	24 days
Presentations, practical assignments	2 days
Individual coaching (4 sessions, 0.25 day)	1 day
Supervision (3 sessions, 0.5 day)	1.5 days
Mentoring (3 sessions, 0.5 day)	1.5 days
Total contact days	31 days

The design of the Lithuanian training programme

The contents of the training programme were fixed to a large extent, but allowed room for any specific learning needs of participants. The programme had an academic level where theory, cases, exercises and simulations were concerned. Much active participation from the participants was expected and was considered crucial for the course.

During the various modules, the time the lecturers spent giving lectures was limited. Most of the time was spent on practical exercises, assignments, case studies and simulations. The participants were expected to prepare for each module by reading a certain amount of specific business literature, thus limiting the typical one-sided information transfer to a minimum. In addition to gaining knowledge, attention was paid to skills and attitude. The programme therefore focused both on knowledge and skills. Many of the classical management consulting themes were dealt with in the 12 modules. Next to these group modules, separate sessions were organised for individual coaching, peer review and mentoring.

Coaching

Individual coaching was based on each participant's individual development plan (IDP). Each

participant went through an assessment and was assigned a personal coach in the start-up phase of the training. During this assessment, the personal growth path was discussed. Afterwards, each participant had three individual coaching sessions.

Peer review

The peer review sessions were group sessions of seven or eight participants, in which personal issues relating to the profession or difficult consulting situations with clients were discussed in a structured way. These sessions were led by experienced consultants/trainers.

Mentoring

Mentoring also involved separate group sessions of three to four people. During these sessions, issues relating to the practical assignment were discussed. These sessions were also led by experienced management consultants.

Practical assignment

During the CMC training course, participants had to execute practical assignments.

The requirements for the practical assignment were the following:

- 1 A project with a clear focus, a start and an end. Assignments such as coaching, being a sparring partner or an interim management assignment are not accepted.
- 2 An ongoing project or a project that starts before module 4 at the latest.
- 3 To be finished by the end of 2010 at the latest, because in January 2011 the participants will need to report to obtain CMC qualification.
- 4 The assignment must have an organisational component with behavioural effects. Not just a technical problem (for example the development of a software program or only a desk study).
- 5 You or your group has to be the leading consultant. You should not be someone who is working to the instructions of another (senior) consultant. In the case of a large-scale project you, or the group, should at least be a leading

consultant in a subproject.

- 6 There has to be a written, signed contract.
- 7 We expect a minimum payment by the client.
- 8 Knowledge and skills from the training course should be applied.

After the 12th module, an additional 13th module was organised, during which the participants did their project presentations. This module was attended by representatives of the Dutch Institute of Management Consultants, the Association of Management Science Practitioners and Management Consultants. Before this last module, preparations were made for the examination to obtain the CMC certificate.

Lecturers /Trainers

The pool of lecturers/trainers consisted of senior management consultants, some of whom were also university professors. Key trainers were CMC certified (with the exception of a Lithuanian trainer). As well as delivering training, the key trainers had a coordinating role, ensuring alignment between the participating trainers, monitoring and promoting group dynamics, and organising additional activities between the modules such as homework assignments, coaching sessions, peer review and mentoring. One or more of the key trainers was present during each module.

Evaluation

Training of high-level management consultants is always a challenge. Professionals who are used to teaching, training and providing others with consultation services are so self-confident that they do these things even if they do not have extensive knowledge. It is difficult to teach such

people anything! The secret of success in this programme was that we invited a number of really top teachers, fellow professionals who were good in the practical field as well as on the theoretical background. Another success factor was that the programme contained a lot of exercises, simulations and other group work. Learning by doing is essential for these practical professionals. And the chance to learn from your fellow group members/competitors is seldom missed!

Another challenge was the fact that we had a completely Lithuanian group (with different levels of competence in English). Lithuania, although small, has a distinct culture and people are very proud of their country. The teaching staff, in contrast, were all from Western Europe, mainly Dutch but with some speakers from Denmark and the UK. The question was whether we could achieve real contact with one another, whether trainers and staff could communicate on a fairly deep level of understanding. In hindsight we would say that we managed this quite well. The atmosphere in the groups, which was hesitant and carefully polite in the beginning, changed during the first seminars to more informal communication. The groups settled down, became less reluctant to share experiences and knowledge, and also developed quite open relationships with staff and teachers. The opinion leaders in the groups (very experienced consultants with a good command of English) did a solid job of connecting the two worlds. Although the language was a barrier to very deep and personal communication, in general we think the programme was well received. From a didactic point of view, another challenge was the huge diversity within the group. Although all of them were seasoned consultants,

we had people just under 30 and others well over 50 in the groups. There were pure IT consultants and psychologists following the course side by side. In principle this might have ended up by satisfying nobody. However, by managing expectations beforehand, having sufficient flexibility in drafting the details of the programmes, and also thanks to the understanding behaviour of the participants, we managed. In fact, we believe that a lot of participants discovered whole new aspects of their profession, something they would not have done without attending this programme.

The undoubtedly clear secondary goal of the whole programme was the establishment of a core group for developing the AMCL. We think that this goal was perfectly achieved. The Chair of the AMCL (and co-author Aleksandras Abisala) was a participant in one of the groups and did an excellent job of convincing people to join the AMCL and spend time (during and after the programme) assisting in its development. We would consider this to be an ideal way of creating an IMC in a country: organising a CMC course for 30 experienced consultants, certifying them afterwards and creating an IMC – becoming a provisional Member of ICMCI – all in three steps and all practically at the same time. Finally, we are very grateful to the EU and the Lithuanian Agency, which funded this project.

A final reflection

Thirty mostly experienced management consultants from Lithuania spent nearly 18 months together on the project organised by AMCL. This produced unprecedented benefits as it created the strong core for a consultants' society and its formal organisation, the AMCL. Participants got to know and to trust each other, even to the point where several joint consultancy projects were started during the course. There is a clear determination to contribute further to the development of the profession. As a formal document,

an AMCL strategy was developed (and approved at the general meeting), of which the mission statement reads: "To grow the prestige and the attractiveness of the management consulting profession, to stimulate management consultants of Lithuania to develop their professionalism, to aim at recognition of benefit and value of services provided by AMCL and its members in the world." The vision declares "AMCL to be the centre of management consultants of Lithuania and a member of the worldwide society of consultants. AMCL promotes and improves an environment in which management consultants are encouraged to develop their professionalism and grow the value of their services".

Aleksandras Abisala, Kaunas, Lithuania.

Management consultant, Abisala ir Partnerai, Kaunas, Lithuania. *Former President, Association of Management Consultants Lithuania (AMCL), Vilnius, Lithuania*

Rob Wagenaar, Doorn, the Netherlands

Management consultant, ASI Consulting/WagenaarHoes, Driebergen. *Former Chair of Ooa and Former Vice-Chair of ICMCI*

‘I WOULD LIKE TO SEE MANAGEMENT CONSULTING RECOGNISED AS A PROFESSION’

Tim Millar

Australian management consultant Tim Millar is chairman and president of the International Council of Management Consulting Institutes (ICMCI). We asked him for his perspective on the profession in the current market climate and the ICMCI’s agenda.

It must be quite a challenge combining your own consulting practice with your role as ICMCI chairman. How do you manage to combine these two roles? In other words, do you still have a social life?

Actually, I have three companies: a boutique management consulting practice, a national business coaching company, and an accounting software company with over 400,000 past users. So one might say I’m a little busy. However, I’ve heard it said that ‘if you want something done, ask a busy person’, and I do like to get things done.

What made you decide to stand as a candidate for the chair of the ICMCI back in 2013?

The industry has been very good to me. I was elected to the board of my regional Institute when I was just 31 and became president of IMC Australia at 35. In all, I have played an active role in the volunteer support structure for our national

IMC and the ICMCI for 16 years. So I knew from first-hand experience that the associations make a difference. That’s what motivated me to stand for the position of International Chair.

As for my personal motives for being involved: I would like to see management consulting formally recognised as a profession worldwide, and I believe we are close to making that happen. Also, I believe that as an organisation representing no fewer than 50 member nations, we will be able to achieve so much more than each of our members could on their own. I believe strongly that the unity of vision that the ICMCI brings is very important.

How do you see the role of the national Institutes of Management Consulting? Why should consultants join these organisations?

A key role of the individual IMCs, in my view, is to facilitate the sharing of knowledge and know-how, and providing the link between

‘THE ICMI EXISTS TO SERVE THE INDIVIDUAL IMCS, AND THESE IN TURN SERVE THE INDIVIDUAL MANAGEMENT CONSULTANTS IN THEIR RESPECTIVE COUNTRIES’



Tim Millar

their own individual members and the international community of management consultants organised in the ICMCI. The ICMI exists to serve the individual IMCs, and these in turn serve the individual management consultants in their respective countries. In this day and age, more than ever, consultants who take their profession seriously must be part of the global community in order to stay abreast of international best practice in consulting, be aware of and understand the global issues and trends in management and consulting, and last but not least, to give back to the industry and the profession as a whole.

How do you feel the role of the IMCs has evolved in recent years?

I think I should stress the continuity in our role. Professional associations never have an easy time. On the national level, our challenge is to remain connected to those leading the profession. The leaders do not need the institutes as much as the institutes need them. But those who are new to the industry need the mentorship and guidance of their association and of successful peers. Together, we have to maintain the quality standard in consulting and ensure that the body of knowledge is handed down to the next generation.

How does the Council contribute to that effort?

As the Council's Executive Committee (ExCom), we see three key roles for the Council. Firstly, to take the lead in scanning the horizons in our industry and identifying the challenges and opportunities ahead for the management consulting profession. Secondly, to maintain the Certified Management Consultant (CMC) standards and other relevant certifications. And thirdly, to ensure and promote that our professional ethics and code of conduct are adhered to worldwide.

How would you characterise the market for management consulting at present?

The market is growing. Overall, we are seeing steady, structural growth in demand for the services we provide. Although the situation may vary from region to region, on the whole demand for management consulting remains high across the different economic cycles.

How is the profession developing in the new economic powerhouses and emerging markets of Asia and Africa?

Those are exciting markets, there is no doubt about that. They have great potential and need every seasoned consultant they can get from out-

WHO IS TIM MILLAR?

Tim Millar is president of the International Council of Management Consulting Institutes and formerly National president of Australia's Institute of Management Consultants. As a management consultant he has worked with hundreds of businesses around the world to help them manage their growth, address challenges and realise their full potential. Millar devised the leading business coaching model, 'Intrinsic Business Coaching', which is a developmental programme that empowers accounting practices to deliver highly structured coaching and advisory solutions to clients. He has lectured extensively on the topics of strategic planning, financial accounting and electronic commerce.

'THE MARKET IS GROWING. OVERALL, WE ARE SEEING STEADY,
STRUCTURAL GROWTH IN DEMAND FOR THE SERVICES WE PROVIDE'

'TO PUT IT SIMPLY, THIS IS THE 'MUST ATTEND' EVENT IN THE PROFESSIONAL DEVELOPMENT CALENDAR
FOR MANAGEMENT CONSULTANTS'

side their own region to help them manage their growth. Another challenge they face, of course, is to develop the home-grown consultants needed to provide the necessary cultural fit.

Why is this year's ICMCI conference held in the Netherlands and not in Beijing or Abuja, for example?

But we have. We convened in Beijing as long as 10 years ago, in 2005 – three years before the Beijing Olympics. And in 2013, we convened in Johannesburg, in South Africa. On both occasions, we explicitly chose the venue to highlight the emerging importance of the region and continent.

As for this year's choice of venue: we tend to select cities that have the necessary capacity for the event itself while providing an appealing and safe destination for our members and their partners.

Personally, I think we should explore whether we might hold a future conference in a country where we do not yet have an existing IMC as a member, so that we can attract local management consultants and introduce them to the international community.

What can people expect from September's conference in the Netherlands? Why should they attend?

To put it simply, this is the 'must attend' event in the professional development calendar for management consultants. If you want a one-stop opportunity to review the latest and hottest in

the tools of our practice, meet fellow professionals from around the world and be exposed to the purchasing bodies of consultants, the agencies that buy the expertise of consultants – such as the World Bank or Government procurement departments – this is it! No professional management consultant can afford to stay away.

There will be new elections for the chair of ExCom this year. What will be your legacy?

I served as Co-Chair of the Executive Committee which developed the 'breakthrough strategy' for ICMCI and presented the proposal for this strategy to the membership at our conference in Jordan in 2010. Many innovations have emerged as a result of that work –the Global CMC Conference, the CMC Global Institute, the standardisation of the branding of national institutes, the introduction of the post of ICMCI Executive Director, financial sustaining programmes such as the Corporate Sustaining Member and finally the common reference and recognition of management consulting as a proud, established and robust profession well into the future.

Ben Kuiken is editor in chief of Management & Consulting

INTERNATIONAL CONSULTANCY CONFERENCE 2015 & ICMCI CONGRESS 2015 THE NETHERLANDS

3rd International Consultancy Conference 2015

The Dutch IMC Ooa, the ROA umbrella organisation of consulting firms in the Netherlands, and the ICMCI welcome you to Hotel Huis ter Duin in Noordwijk, the Netherlands, on 22 and 23 September 2015 for the International Consultancy Conference 2015.

The Conference, which has as its theme 'Innovation in Consulting', will offer a varied, knowledge-enriching and interactive programme with state-of-the-art insights for our practices. The conference will provide a unique platform for discussing the latest developments in our profession with academics and experienced practitioners. For the latest information and registration, please visit our website www.consultancyconference.com

Conference, Day 1 – 22 September

The first day offers world-class keynote speakers and a variety of workshops and other sessions to choose from: you can compose your own programme and follow various streams. A detailed programme overview and the modules you can choose from can be found at the event website. The dinner in the evening of the first day is in honour of the Ooa's 75th anniversary and also

features the announcement and award ceremony of the 2015 Constatinus Award for excellence in consultancy.

Conference, Day 2 – 23 September

On Day 2 several renowned companies and institutions in the Netherlands open their doors to the conference participants, explaining their operations and processes in a series of interactive sessions. We visit Deltares, the International Court of Justice, Stage Entertainment and the Dutch Central Bank. The conference wraps up with lessons learned, sharing experiences and international keynote speakers.

ICMCI Congress 2015 and post-congress tour, 24-28 September

The two-day CMC International Conference is followed by the 2015 ICMCI Congress, also at



3RD
CMC CERTIFIED MANAGEMENT CONSULTANT
INTERNATIONAL CONFERENCE
& ICMCI CONGRESS 2015

PROGRAMME

22 - 23 SEPTEMBER 2015, The Netherlands
CMC International Conference

Innovation in Consultancy
global examples, local effects

24-28 September ICMCI Congress & Post Congress Tour

www.cmc-conference2015.com

@cmconference cmcinternationalconference2015

Noordwijk in the Netherlands, 24-26 September.
And for our international guests we have scheduled a post-congress tour to some of the high-

lights of the Netherlands on 27 and 28 September.
We look forward to welcoming you to the Netherlands in September.

Keynote speakers

H.R.H. Princess Laurentien

The power of dialogue – Learning from a new generation with refreshing opinions and surprising ideas

Laurentien's environmental work focuses on creating space for a different mindset among decision-makers in politics and business – a pre-condition for more sustainable behaviour, decisions and solutions. She has, among others, developed an innovative dialogue-approach for organisations, based on the formulation of strategic sustainability dilemmas by companies, to facilitate structured, honest and action-oriented dialogue with young professionals and children. In her keynote speech Laurentien will translate this approach into a model that consultants can adopt in their work.

Fons Trompenaars

Leadership and Diversity, key to boosting Innovation – Increasing global-local effectiveness and performance

Fons Trompenaars, one of the 50 most influential speakers in the world, feels a CEO's main tasks are leadership, diversity and innovation. Innovation creates value by joining opposites that are not easily merged. Innovation requires diversity. It requires different inputs. Diversity is about what you don't share; inclusion is about what you share. Great leaders seek out diversity, and they are inclusive.

Fiona Czerniawska

Customer perspective on consultancy

Growth has now returned to most of the world's most important consulting markets and the prospects for the consulting industry in 2015-16 are looking good, says Fiona Czerniawska. But changing client needs are creating new opportunities and threats for consulting firms, she argues. In her address, she will review the industry's critical success factors for the future. Fiona Czerniawska is co-founder of Source for Consulting and one of the world's leading experts on the consulting industry. She is a Program Director for the Centre of Management Development at the London Business School, and also teaches at Kingston Business School in London and Haarlem School of Advanced Management Studies in the Netherlands.

Henk Volberda

Re-inventing business model

Henk Volberda, Professor of strategic management and business policy at the Rotterdam School of Management (Erasmus University), says companies will have to take a hard look at their business models and innovate in order to survive in today's markets.

To learn more about the speakers and facilitators at the 2015 CMC International Conference, visit the conference website: www.consultancyconference.com



H.R.H. Princess Laurentien



Fons Trompenaars



Fiona Czerniawska



Henk Volberda

Programme - Synopsis

Below is a summary overview of the programme – Go to www.consultancyconference.com for full details and the modules to choose from.

International Consultancy Conference

Day 1 – Tuesday 22 September 2015

Doors open at 08.30 (registration) and the conference kicks off at 09.15 with an opening address by ICMCI chairman Tim Millar.

The programme for Day 1 includes talks by H.R.H. Princess Laurentien van Oranje (on the power of dialogue), Fons Trompenaars (on leadership and diversity), Fiona Czerniawska (on trends in the global consulting market), Léon de Caluwé (academic encounters on the edge of the latest developments), and Kenny van Ierlant of PwC (on digital disruption).

Day 2 – Wednesday 23 September 2015

Day 2 features company visits in the morning. Four organisations are opening their doors for us that day:

- Deltares in Delft (applied water, subsurface and infrastructure research – www.deltares.nl)

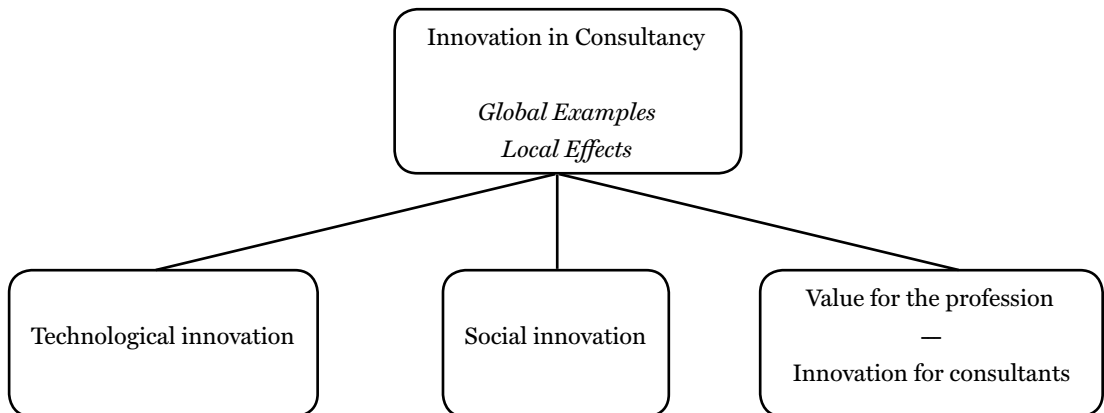
- the Dutch Central Bank in Amsterdam (www.dnb.nl)
- the International Court of Justice in The Hague (www.icj-cij.org)

- Stage Entertainment in Amsterdam (network of companies providing live entertainment to audiences worldwide – www.stage-entertainment.com).

At each of these hosting organisations, a case will be discussed:

- Deltares: Consulting in water management
- Dutch central bank: Cybercrime in the world of payments
- International Court of Justice: <to be confirmed>
- Stage Entertainment: Consulting IRL, innovative power and devices.

The afternoon programme includes a Lessons Learned session led by Marie-Pauline Lauret of Mazars Nederland and an address by Professor Henk Volberda of the Rotterdam School of Management. After the formal closure of the conference there will be a cocktail reception for the participants of the Conference and the participants of the ICMCI Congress on 24-26 September.



Partners

Promoting excellence in consulting services

The 2015 International Consultancy Conference highlights the key theme in today's economies and societies and also in our profession: innovation. Specifically:

- Technological innovation – making life easier
- Social innovation – smarter working
- How innovation contributes to our profession – systematic and/or methodical improvements in our practice.

With a programme structured around this theme, the Conference contributes to our on-going effort to interpret developments in society, markets, companies, hybrid organisations and social sectors in order to make these manageable for our clients. Go to www.consultancyconference.com for full programme details.



Constantinus Award 2015

The International Council of Management Consulting Institutes (ICMCI) has instituted the Constantinus International Award for excellence in consulting services worldwide to emphasise our collective ambition of delivering to the highest possible standards.

For more information, go to www.constantinus-international.com

See next page for registration fees.



De Baak
www.debaak.nl



PZO-ZZP
www.pzo-zzp.nl



Sioo
www.sioo.nl



Ngi-NGN
www.ngi-ngn.nl



Management & Consulting
www.managementenconsulting.nl



KPMG
www.kpmg.nl



Amsterdam Centre for
Management Consulting
www.acmc.nl



NVP
www.nvp.nl



Consultancy.nl
www.consultancy.nl



Achmea
www.achmea.nl



Vakmedianet
www.vakmedianet.nl

Fees

International Consultancy Conference, 22-23 September – Fees

Registration fee per person for the CMC International Conference, 22-23 September, Noordwijk (the Netherlands)*

	Registration fee 2015
<i>Participant</i> – Fee includes: access to conference, lunches, beverages, dinner (22 September) and cocktail reception (23 September)	€1,050
<i>IMC member</i> – Fee includes: access to conference, lunches, beverages, dinner (22 September) and cocktail reception (23 September)	€800
<i>IMC CMC member</i> – Fee includes: access to conference, lunches, beverages, dinner (22 September) and cocktail reception (23 September)	€750
<i>Ooa and partners**</i> – Fee includes: access to conference, lunches, beverages, dinner (22 September) and cocktail reception (23 September)	€750
Ooa-members with a professional subscription receive €100 discount	
<i>22 September only (Ooa & partners**)</i> – Fee includes: access to conference, lunch, beverages and dinner	€450
<i>23 September only (Ooa & partners**)</i> – Fee includes: access to conference, lunch, beverages and dinner	€350
Ooa-members with a professional subscription receive €50 discount per day	

* VAT, hotel and visa costs are not included. Book your hotel at www.consultancyconference.com

** Ooa members and partners Ngi-NGN, ROA, PZO-ZZP, De Baak, Sioo, UBIT, BDU & ASCO

ICMCI Congress, 24-26 September

Registration fee per person for the ICMCI Congress, 24-25 September, Noordwijk (the Netherlands)*

Registration fee 2015

IMC member – Fee includes: cocktail reception (23 September), access to congress, lunches, beverages and dinners (24 & 25 September) €850

IMC CMC member – Fee includes: cocktail reception (23 September), access to congress, lunches, beverages and dinners (24 & 25 September) €750

* VAT, hotel and visa costs are not included. Book your hotel at www.consultancyconference.com

International Consultancy Conference & ICMCI Congress package, 22-26 September

Registration fee per person for the CMC International Conference & ICMCI Congress as a total package, 22-26 September, Noordwijk (the Netherlands)*

Registration fee 2015

IMC member – Fee includes: access to conference and congress, all receptions, lunches, beverages and dinners as per programme €1,300

IMC CMC member – Fee includes: access to conference and congress, all receptions, lunches, beverages and dinners as per programme €1,150

* VAT, hotel and visa costs are not included. Book your hotel at www.consultancyconference.com



INTERVISION: PROFESSIONAL DIALOGUE AND THE POWER OF HELPFUL QUESTIONS

Which question were you asked recently that had such an impact on you that it was decisive in your work? A conversation is only interesting when questions that really matter are asked. Good questions can change more than obtained answers.

'PEOPLE ARE NOT DISTURBED BY THINGS, BUT BY THE VIEW THEY TAKE OF THEM'

EPICETUS, ANCIENT GREECE

Intervision is based on the idea that the individual is responsible for his own doing. He learns to look differently at himself and at his actions and search for improvements to them. During intervition you become aware of your own personal style and views about your work. These play a crucial role in the way the job is handled and thus have an influence on the organization. We call these *hidden drivers*: own, implicit beliefs which steer you in your work. During intervition you help each other to discover and

clarify these hidden drivers, so that new approaches can be found and realized.

We are impressed with what can be achieved with intervition and how it generates quick and targeted changes in individuals and organizations. Intervition kills two birds with one stone when it comes to achieving the desired goals:

- on the one hand a professional, together with others, methodically learns to obtain insight into his way of working and to implement changes.

INTERVISION

Intervition is a type of promotion of expertise in which professionals appeal to their colleagues to think along with a work related issue. In a group of 5-8 participants an issue from one of the participants, the case provider, will be unfolded; using an intervition method and by asking questions. The participants will not think along by coming up with solutions but by asking questions. The case provider obtains insight into the problem he submitted and how to act with these insights. A facilitator guides the case discussion using an intervition method.

- on the other hand this knowledge can lead to asking good, powerful questions in other conversations during his work.

In order to enable further study and development it is necessary to regularly contemplate your own behavior and its effects. This reflection should take place in a systematic way so as to increase the chance of sustained learning. Knowledge development, practical experience and self-analysis come together in intervision in a peer action learning process. The goal of intervision is to become more effective in your work. Via intervision you take steps in professionalization by gaining insight into your own role, your behavior and your way of working as well as your own views and beliefs which, often subconsciously, play a part in your work.

Intervision for professionals and organizations

Professionals

Professionals continuously attempt to develop and improve themselves in their profession, both for themselves and for their customers. Personal characteristics and qualities have an impact on performance within their field and on the quality of professional practice. During his work a professional may find themselves in a situation and wonder “Why am I acting this way?” or “Why did I act this way, why have I (again) ended up in a similar situation; what other ways are there to achieve my goals?” Intervision helps him to obtain insight into his issues, teaching him to look critically at his own work and the results of his approach. Besides familiar issues he also faces assumptions which were unknown to him up to that point. This realization can lead to new issues.

Result of intervision for the professional

He has:

- *formulated specific lessons for himself, with actions;*
- *gained insight into his way of acting, his way of learning, his assumptions and thoughts. This makes him more effective in his professional practice;*
- *learned to ask helpful questions which is also useful in other (work) situations;*
- *learned from the casuistry of others;*
- *extended his repertoire of methods.*

Professional organizations

In organizations people like to work with employees who actively contribute to the strategy and the organizational goals so they can anticipate to (market) developments which are relevant to the customer. For a company to stay competitive, it is important to focus on and explain the direction, the strategy and the specific objectives. Adjusted goals and methods of working have to be translated to all levels in the organization in order to have an effect. Both (project) teams and individual employees have to be able to understand what the possible changes mean to their work. Intervision can be used to accelerate realization and implementation.

Employees can contribute to organizational goals by reflecting on themselves and their method of working and by aiming for improvement. Intervision can link the contributed casuistry of employees to the organizational objectives which need to be achieved. For example: “how can I work in a customer-oriented way, how do I take care of renewing our product range, how can I grow towards greater responsibility in my function?”

‘FOR A COMPANY TO STAY COMPETITIVE, IT IS IMPORTANT TO FOCUS ON AND EXPLAIN THE DIRECTION, THE STRATEGY AND THE SPECIFIC OBJECTIVES’

During intervision meetings casuistry is used to relate to the developmental focus and/or strategy of the organization.

This can be about an issue aimed at:

- organizational changes;
- core values;
- customers;
- codes of conduct;
- cultural aspects.

You work on the individual qualities and possibilities of the employees so that they can fit even better into the company culture and company goals. The vision and goals can be translated via intervision to individual desired behavior. When groups of employees exchange ideas on specific issues about work this has a positive influence on the group and the organization they work for.

Result of intervision for organizations

The following can be achieved:

- *an openness which causes changes to be implemented quickly and openly;*
- *an active learning attitude in which everyone contributes to the learning capacity and each other's success and that of the team and organization;*
- *a higher return because of employees who are more effective.*

Factors of success in intervision

Facilitator essential

The facilitator is essential for the quality of the intervision meeting and should have the following qualities:

- has sufficient experience with working in intervision groups and can apply the right

interventions at the right time;

- knows about and is experienced with intervision and applying the various intervision methods;
- knows the phases and pitfalls in intervision and knows how to prevent them;
- actively supports the collective learning process.

You become a facilitator by having knowledge and experience. A facilitator has several years of experience in intervision and has preferably undergone training in this area.

Aiming for an in-depth understanding

We use three levels of intervision. Level three has the most impact on sustainable change.

1. Case level, specific. Discussing the case in terms of the issue: what could be more effective?
2. Characteristics of actions level, the approach. Discussing the case in terms of the issue. What could be more effective?
3. Views level: hidden drivers. Discussion in terms of the professional and personal views of the case provider. Which values and views are at the base of this?

Asking helpful questions

Asking questions is central to intervision. By asking helpful questions the case provider takes charge and he is stimulated to think about something or to consider possibilities. Questions can expand but sometimes contract. Questions as: "What are your thoughts about future possibilities?" challenges to explore the future. A question such as: "What do you think is better nowadays; being a paid employee or being self-employed" actually excludes. Some questions make you do something while others give you focus, can challenge you or even irritate you.

Reflecting constantly

The case provider reflects on what he hears, feels and experiences during the case discussion. He keeps asking himself what he can learn from the questions he is being asked. What other choices can I make, what is the essence of the case, how competent am I in this situation, what do I need, how does it work, why does it work, what did I do exactly, what did I experience, what could have gone differently, how could I have done it differently? Intervision tries to achieve constant reflection from the case provider.

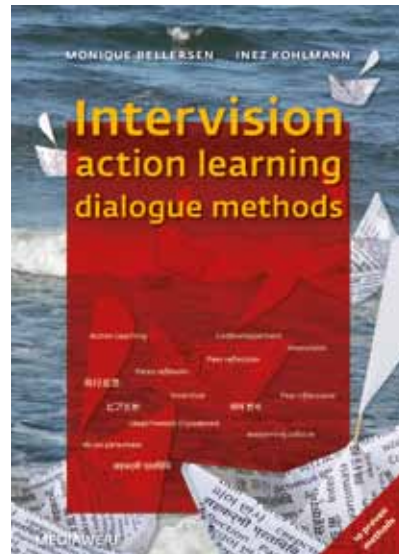
Using the correct intervision method

A case discussion will be executed using an intervision method. The methodical approach highly contributes to the quality of intervision. Every method has a specific structure in order to get to the level where the case provider is helped to obtain insights from his case. The choice of using a certain method has to do with the issue of the case provider and the case provider himself. By choosing the method, the facilitator can actively contribute to the realization of the case provider's insight.

International Network Intervision

In July 2015 the International Network Intervision was founded in Amsterdam. Its objective is to exchange information about intervision and to ensure high standards of professional intervision across different countries and cultures within the field of personal and organizational development. The members cooperate on projects for international organizations.

See: www.networkintervision.com



Monique Bellersen and Inez Kohlmann are both working as management consultants and facilitators. They are members of the Intervision working group of the Ooa (Management Consulting Institute) in The Netherlands. They are highly experienced with intervision and its methods. In 2013 they wrote the Praktijkboek Intervisie in which 27 intervision methods are elaborated on.

Bellersen, M., Kohlmann, I., Praktijkboek Intervisie, Kluwer, the Netherlands, 2013, ISBN 978 90 13 11245 0

In July 2015 they wrote the English version "Intervision; action learning dialogue methods".

To be obtained

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