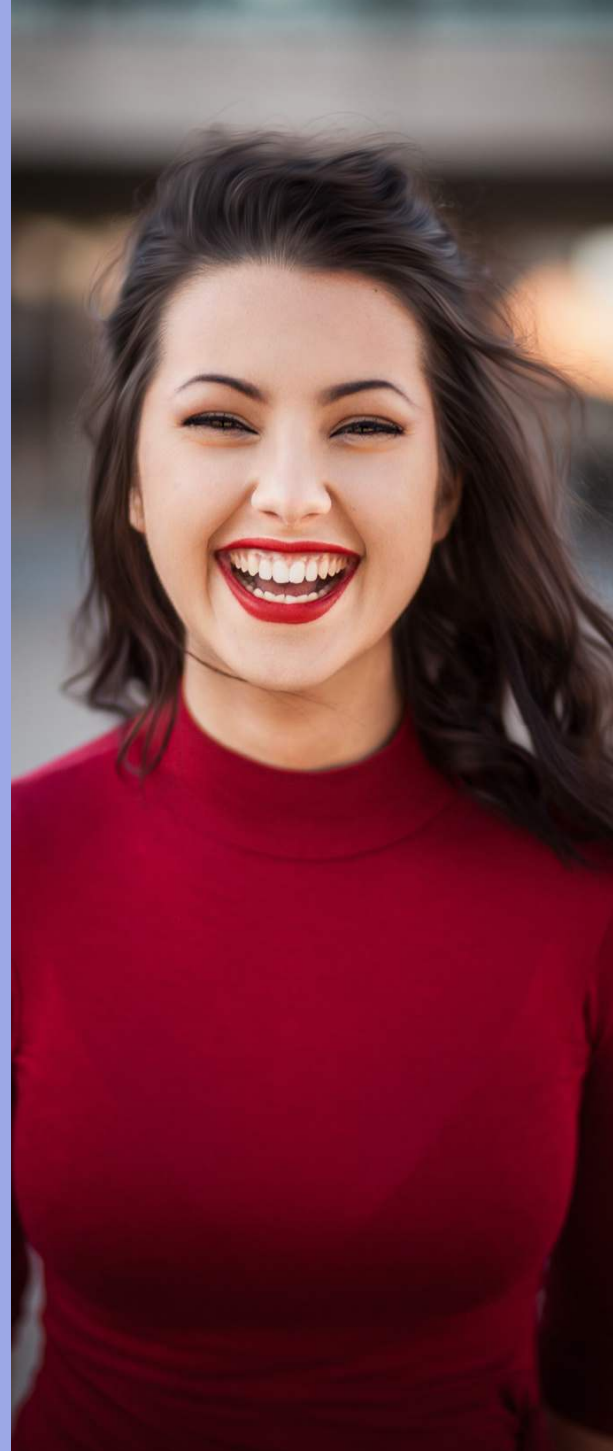


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BCS Endorsed Practitioner Course in Consultancy



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Introduction

This certificate brings together the important consultancy skills, practices and techniques that a professional consultant needs to employ. It is relevant for anyone wishing to gain an understanding of the principles, rationale and techniques of consulting.

Assessment Objectives

On completion of this consultancy course the candidate will be able to:

- Define the role of the consultant and identify different consultancy models
- Appreciate and describe client issues and their business context
- Navigate the political landscape that a consultant operates
- Define the generic consultancy assignment life cycle
- Plan and manage client relationships over the consultancy life cycle
- Scope, propose and contract consultancy assignments
- Structure, plan and control consultancy assignments
- Deal with difficult client issues
- Apply a range of best practice consultancy techniques
- Appreciate different personalities and respond appropriately to client behaviours
- Problem solve and communicate clearly and consistently
- Take responsibility for personal time management
- Demonstrate interpersonal skills specific to consultants
- Understand the importance of innovative and creative thinking
- Apply quality control and measurement within consultancy assignments

Target Audience

This course is aimed at those who have well developed technical or business skills and need to operate in a consultative role in order to provide expert advice and guidance on technical and business situations to internal and external clients. This includes technical experts, business architects, business analysts, project managers, business change managers and business managers.

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Syllabus

For each top-level area of the syllabus a percentage and K level is identified. The percentage is the course coverage of that area and the K level identifies the maximum level of knowledge that may be examined for that area.

1. Principles of Consultancy (K2)

- The structure and drivers of the IT/IS industry
- The role of the consultant
- Competencies of a consultant
- Types of consultant
- Consultancy models

2. Winning Business - Gaining Entry (K3)

- The lifecycle of a consultancy assignment
- Gaining entry - pre-sales
- Understand your market
- Understand your customer
- Know yourself
- Identify the portfolio
- Business development
- Qualifying and weighting opportunities
- Gaining entry - business development

3. Winning Business - Assignment Initiation (K3)

- Statement of work
- Integrating into the workplace
- Stakeholder mapping
- Communication
- Researching the organisation
- Terms of reference

4. Delivery - Investigation (K4)

- Understanding the business situation
- Stakeholder analysis
- Stakeholder communication and management
- Investigation techniques
- Root cause analysis
- McKinsey's 7s

5. Delivery - Solution Design (K3)

- Assessing change readiness
- Gap analysis
- Prioritisation
- Impact analysis
- Generating options
- Creative thinking
- Options appraisal

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6. Delivery - Implementation (K3)

- Ensuring readiness
- Build method/implementation
- Progress monitoring
- Benefits mapping and management

7. Delivery - Fundamental Tools (K3)

- Universal tools
- Communication tools
- Communication style/behaviour
- Assertiveness
- Team work
- Rapport
- Leadership

8. Completion - Closure (K3)

- Evaluating assignment success
- Evaluation report
- Personal evaluation
- Knowledge transfer
- Final assessment review meeting
- Business development
- Disengagement

9. Keeping on Track (K4)

- Manage scope
- Project management
- Expecting the unexpected
- Self management
- Change control
- Maintaining quality
- Managing the budget
- Risk management
- Eisenhower matrix

10. Customer Account Management (K3)

- The importance of good relationships
- Benevolence
- Barriers to communication
- Impact of temperament
- Expectation management
- Intervention management
- Tracking and monitoring
- Personalities and politics
- Influencing, negotiation and conflict management
- Economics of consultancy
- Revenue forecasting
- Professional standards
- Code of conduct
- Useful legislation

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Levels of Knowledge / SFIA Levels / Blooms

This course will provide candidates with the levels of difficulty / knowledge skill highlighted within the following table, enabling them to develop the skills to operate at the levels of responsibility indicated. The levels of knowledge and SFIA levels are explained on the website www.bcs.org/levels. The levels of knowledge below indicate to candidates the levels of skill needed to operate at the following levels of responsibility (as defined within the SFIA framework) within their workplace:

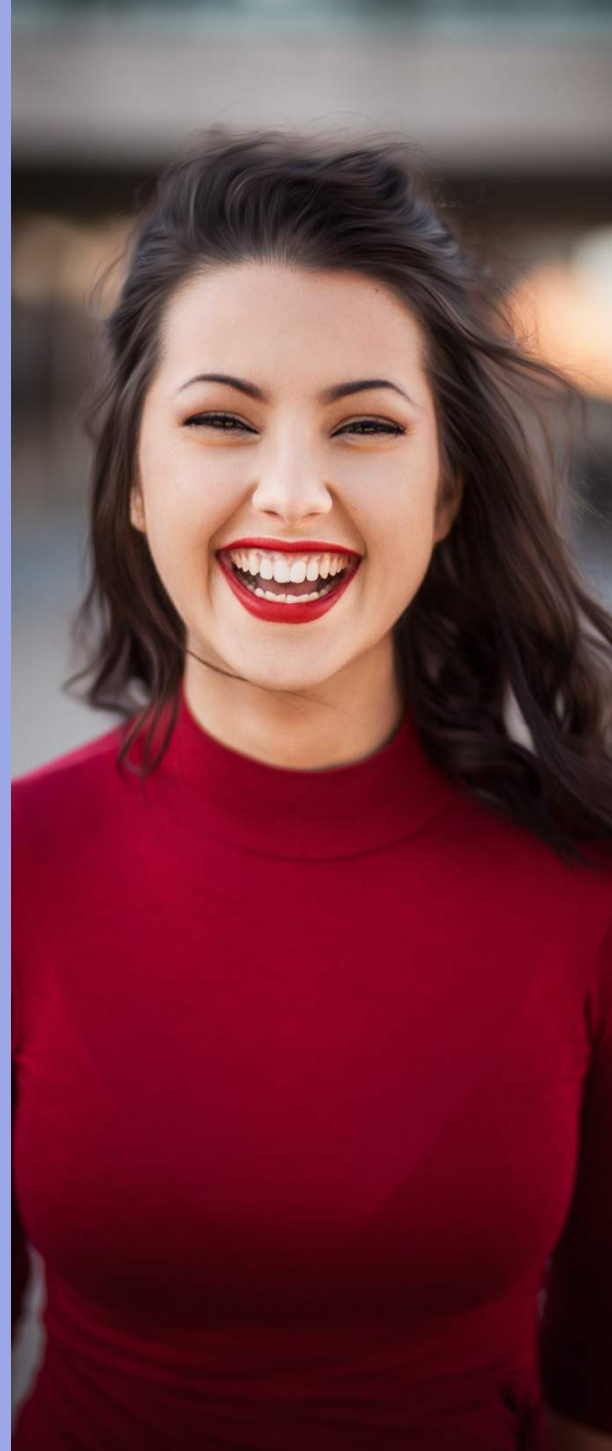
Levels	Levels of Knowledge	Levels of Skill and Responsibility (SFIA)
K7		Set strategy, inspire and mobilise
K6	Evaluate	Initiate and influence
K5	Synthesise	Ensure and advise
K4	Analyse	Enable
K3	Apply	Apply
K2	Understand	Assist
K1	Remember	Follow

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