

CMI Level 7 Diploma in Professional Consulting

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CMI Level 7 Diploma in Professional Consulting

Introduction

This Postgraduate level qualification can increase a Consultant's marketability with clients and employers by demonstrating competence in the role of a professional Consultant. The syllabus reflects the knowledge and understanding that gives Consultants the proven ability to deliver real value on real projects for real clients. The qualification is designed for internal and external Consultants who want to develop their strategic skills within consulting such as organisational structure and culture, strategic project management and organisational change.

After participating on our **five-day Consulting Skills course** you need to attend our:

- **Project management course (two days)**
- **Facilitation Skills and Workshop Design course (three days)**
- **Change Management course (two days)**

These courses can be attended to suit your commitments and timeframe.

You are then eligible to undertake the assessment leading to the CMI Level 7 Diploma in Professional Consulting, awarded by Chartered Management Institute (CMI) and Institute of Consulting (IC). Our courses provide practical toolkits for both internal and external consultants helping you operate effectively as a consultant. The courses will deliver the knowledge that you require in order to complete the Diploma assessment, in addition to many other key skills required of a Consultant.

Getting qualified

The Diploma price is £4,995+VAT which includes attendance on the tutor led training (up to 12 days), full support from Techniques for Change (TFC) and portfolio assessment. Price adjustments are available for candidates who have already participated in any of the courses, or whom have completed and passed any of the CMI Diploma units. During your registration period you will receive full support from TFC in addition to the resources that are available from the CMI and IC.

In addition to the attending the tutor led training your learning will be assessed via a portfolio of consulting evidence. The Diploma portfolio will contain evidence of previous work that you have completed with worksheets that require you to critically evaluate and augment your evidence.

Our centre focuses on the four mandatory units of the diploma;

- organisational structure and culture
- entry and diagnosis
- managing consultancy interventions
- tools and techniques for effective consulting

and four optional units, three of which must be completed:

- group dynamics and facilitating skills
- strategic project management
- organisational change
- communication strategies for consultants



What do the units cover?

Organisational structure and culture (7026) – MANDATORY UNIT

This Unit is about how an organisation's structure and culture affects that organisation and the work of the consultant

Learning outcomes *The learner will:*

1. Understand the effects of organisational structure

2. Understand the impact of organisational culture on an organisation

3. Understand the impact on a consultant's work of structure and culture within a client organisation

Assessment criteria *The learner can:*

1.1 Explain different types of organisational structures

1.2 Analyse the impact of organisational structure on the achievement of its operational and strategic objectives

1.3 Describe situations where organisational structure can have a negative impact upon the organisation

2.1 Discuss the different types of organisational cultures that may exist within client organisations

2.2 Evaluate the external and internal influences on organisational culture

2.3 Analyse the impact of organisational culture on the achievement of an organisation's objectives

2.4 Critically evaluate a range of tools and models that a consultant may use when analysing the current culture of an organisation

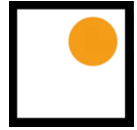
2.5 Describe the effects of a culture which does not support organisational objectives

3.1 Assess the impact of different cultures and structures within client organisations on the consultancy intervention

3.2 Evaluate how legal, regulatory and organisational policies within a client organisation impact upon the work of a consultant

3.3 Explain how an organisation's values, culture and structure may affect the recommendations made by a management consultant

3.4 Discuss the role of the consultant in supporting changes to organisational culture



Entry and Diagnosis (7027) – MANDATORY UNIT

This unit is about the initial entry and diagnosis stage of the consultancy cycle. It explores how to develop and nurture a positive client relationship and how to identify client need and produce a proposal document.

Learning outcomes *The learner will:*

1. Know how to establish and maintain working relationships with the client

2. Be able to manage communications during entry and initial diagnosis

3. Be able to develop a strategy for identifying and scoping client needs

Assessment criteria *The learner can:*

1.1. Assess the effect client competencies and behaviours have on the consultant/client relationship

1.2. Critically evaluate a range of tools and techniques that can be used to establish positive working relationships and credibility with clients

1.3. Assess the impact on consultancy interventions of consultant/client relationships

1.4 Evaluate the role of professionalism, ethics and confidentiality to the consultant/client relationship

1.5 Explain how to manage client expectations

2.1 Assess the communication needs of key individuals in the consulting and client organisation

2.2 Analyse the information requirements and levels of information access for key individuals within the consulting and client organisation

2.3 Evaluate tools and methods of effective communication within clients, stakeholders and consulting organisations

3.1 Explain the techniques a consultant may use to appreciate the client perspective and the needs of stakeholders

3.2 Critically evaluate sources of information and methods of researching client's issue

3.3 Assess the significance of risk appraisal and benefit analysis to the scoping process

3.4 Explain how to agree a problem statement/scoping document with the client

3.5 Assess the importance of identifying key constraints and/or criterion for success in scoping client needs



Learning outcomes *The learner will:*

4. Be able to develop the client proposal document

Assessment criteria *The learner can:*

4.1 Explain the process for qualifying the proposal with the consultants own organisation

4.2 Discuss the typical contents of a proposal document

4.3 Analyse the process of budgeting for human and other resources required in the project

4.4 Assess the impact of client competencies on proposal development

4.5 Evaluate the impact of organisational, legal or regulatory issues on producing client proposals



Managing Consultancy Interventions (7030) – MANDATORY UNIT

This unit is about understanding the consultancy cycle and associated risks. It also covers the differences in approach and style which may be used in different situations.

Learning outcomes *The learner will:*

1. Understand the consulting model

2. Understand how to use different approaches to a consultancy intervention

Assessment criteria *The learner can:*

1.1. Analyse the key activities involved at each stage of the consulting cycle

1.2 Evaluate the risks and challenges which may occur at each stage of the consulting cycle

1.3 Develop strategies to overcome risks and challenges which may occur during an intervention

2.1 Discuss a range of interventions a consultant may be involved in

2.2 Evaluate a range of approaches and styles that can be used by consultants in different interventions

2.3 Select suitable approaches to meet the nature and type of consultancy intervention



Tools and techniques for effective consulting (7031) – MANDATORY UNIT

This Unit aims to develop awareness and application of core generic tools and techniques which will be relevant to consultancy

Learning outcomes *The learner will:*

1. Understand how to identify client needs
2. Be able to develop appropriate research strategies for consultancy interventions
3. Understand the importance of expert tools and techniques to a management consultant

Assessment criteria *The learner can:*

- 1.1. Explain the need to apply a structured approach in identifying the client issues
- 1.2. Evaluate a range of tools and techniques a consultant may use in defining the client needs
- 2.1 Evaluate a range of methods of gathering and sourcing key information and knowledge for use in consultancy interventions
- 2.2 Explain how to validate and filter the knowledge and data gathered
- 2.3 Evaluate different tools and techniques of data analysis that a consultant may use
- 2.4 Assess how a range of problem solving and decision making tools and techniques may be used in consultancy interventions
- 2.5 Discuss the role of creative thinking in the analysis of data and knowledge
- 3.1 Evaluate the contribution that performance management, benchmarking, modelling and business process improvement techniques make to a consultancy intervention
- 3.2 Evaluate the benefits and limitations of a range of tools and techniques which could be used in a consultancy intervention
- 3.3 Select the most appropriate analysis techniques and tools for an intervention
- 3.4 Evaluate ways of leveraging operating experience and knowledge for the future benefit of the practice



Strategic project management (7009) – OPTIONAL UNIT

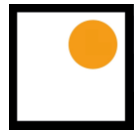
This unit is about the development of a project plan and its impact on strategic objectives.
Proposed Assessment methodology dependent

Learning outcomes *The learner will:*

1. Understand the impact of projects and project management on strategic objectives
2. Understand the elements of a project process and plan
3. Understand how to implement the project plan and evaluate the outcome(s)

Assessment criteria *The learner can:*

- 1.1 Assess the purpose of project planning and management
- 1.2 Analyse how projects impact on the strategic objectives of an organisation
- 2.1 Describe the roles of a project sponsor and other project stakeholders
- 2.2 Evaluate need to scope and identify specification to develop a project plan
- 2.3 Explain the phases necessary in the construction of a project plan
- 3.1 Describe the process of gaining project implementation agreement
- 3.2 Assess the methods for securing stakeholder support for project implementation and operations
- 3.3 Describe the evaluation process to measure project performance (on-going/hand-over) to meet strategic objectives



Organisational change (7010) – OPTIONAL UNIT

This unit is about identifying and developing change strategies to meet organisational objectives.

Learning outcomes *The learner will:*

1. Understand how to apply solutions to organisational change
2. Understand how to develop a change strategy using implementation models
3. Be able to analyse an organisational response to change
4. Understand how to evaluate the impact of change strategies

Assessment criteria *The learner can:*

- 1.1 Identify a range of organisational change, models or frameworks
- 1.2 Apply a range of creative problem solving techniques to address change challenges
- 1.3 Identify and justify change solutions that link to organisational strategic plans
- 2.1 Evaluate a range of change implementation models
- 2.2 Identify the criteria to select a change implementation model that supports organisational change
- 3.1 Demonstrate the use of analytical tools to monitor the progress and the effect of change
- 3.2 Assess monitoring and measurement techniques to change within an organisation
- 3.3 Analyse strategies to minimise adverse effects of change
- 4.1 Identify the processes to review the impact of the change
- 4.2 Analyse the results of the impact review
- 4.3 Present the findings of the change analysis



Group dynamics and facilitating skills (7028) – OPTIONAL UNIT

This Unit is about the impact of group dynamics and how to strategically lead groups in a consulting context. Strategies for developing and maintaining productive working relationships within the consultant organisation

Learning outcomes *The learner will:*

1. Understand group dynamics and the impact on the achievement of objectives

2. Be able to strategically lead groups

3. Be able to develop productive working relationships with others

Assessment criteria *The learner can:*

1.1. Evaluate a range of models on group dynamics and high performing teams

1.2. Assess the impact of group dynamics on the achievement objectives and consultancy intervention outcomes

1.3 Create a strategy to develop the skills required for a high impact team

1.4 Devise strategies to overcome the negative effects of group dynamics on consultancy interventions

2.1 Evaluate the role of the consultant as a leader in ensuring a consultancy/project team achieves its objectives

2.2 Evaluate the techniques a consultant may use to direct groups and teams

2.3 Discuss the different roles a consultant may be required to adopt to ensure the effectiveness of the group

2.4 Explain situations when it may be appropriate for a consultant to adopt the role of facilitator

2.5 Evaluate the challenges in managing a diverse group

3.1 Assess the impact of a consultant's behaviour on developing and maintaining productive working relationships

3.2 Evaluate strategies and techniques for developing good working relationships with managers, team members and peers

Communication Strategies for Consultants (7029) – OPTIONAL UNIT

This Unit considers the importance of a communication strategy to the success of an intervention and how to communicate the results of interventions effectively.

Learning outcomes *The learner will:*

1. Understand how communication impacts on others involved in the consulting process

2. Be able to create a communication strategy for a consultancy intervention

3. Understand how to communicate the results of consultancy interventions

Assessment criteria *The learner can:*

1.1 Explain theories and concepts relating to verbal and non verbal communication methods

1.2 Evaluate the impact of verbal and non verbal communication skills on the achievement of objectives

1.3 Evaluate the impact of verbal and non verbal communication skills on the development of productive working relationships

1.4 Discuss how verbal and non verbal communication skills can be used to overcome difficult situations

2.1 Discuss methods and techniques for identifying key individuals to be included in any communication strategy

2.2 Analyse the needs of key individuals in any communication strategy

2.3 Analyse the information requirements and levels of information access required for the consultancy intervention

2.4 Discuss the key factors that influence the choice of communication methods to be used

3.1 Discuss concepts and theories relating to the management of meetings

3.2 Explain the nature of report writing for impact

3.3 Discuss concepts and theories relating to delivering presentations for impact

3.4 Evaluate different methods of presenting results of consultancy interventions to clients

3.5 Discuss the process of designing and delivering a training programme

CMI Membership

Once registered as a Diploma candidate by Techniques for Change you automatically become a Student member of the Chartered Management Institute and will have access to unrivalled member benefits including:

- **ManagementDirect**, CMI's Management and Leadership resource portal that incorporates a wide range of learning resources and tools to provide practical support for learners (e.g. e-learning modules, e-journals, e-books, videos, structured learning journeys)
- Online CPD
- Free legal helpline
- Free subscriptions to *Professional Manager*
- *Membership Matters* - monthly e-newsletter
- Access to CMI Achieve - our exciting new mentoring network
- Exclusive networking, online and events