

Flawless Consulting Second Edition Peter Block

This best-selling nuts-and-bolts workbook, now in its second edition, has become the gold standard for nonprofit managers and boards who must work through the budget cycle. The book offers practical tools and guidance for completing each step of the budgeting process. Designed to be comprehensive and easy to use, *The Budget-Building Book for Nonprofits* provides everything budgeters and nonfinancial managers need to prepare, approve, and implement their own budgets. Includes new chapters on Zero-Based and Capital Budgeting as well as a CD with spreadsheets, worksheets and a new budget-building software, the CMS Nonprofit Budget Builder, designed to help you implement the concepts in the book. The software includes an expandable standard chart of accounts (COA) and will aid in building, organizing, tracking and planning budgets.

From Facebook Messenger to Kik, and from Slack bots to Google Assistant, Amazon Alexa, and email bots, the new conversational apps are revolutionizing the way we interact with software. This practical guide shows you how to design and build great conversational experiences and delightful bots that help people be more productive, whether it's for a new consumer service or an enterprise efficiency product. Ideal for designers, product managers, and entrepreneurs, this book explores what works and what doesn't in real-world bot examples, and provides practical design patterns for your bot-building toolbox. You'll learn how to use an effective onboarding process, outline different flows, define a bot personality, and choose the right balance of rich control and text. Explore different bot use-cases and design best practices Understand bot anatomy—such as brand and personality, conversations, advanced UI controls—and their associated design patterns Learn steps for building a Facebook Messenger consumer bot and a Slack business bot Explore the lessons learned and shared experiences of designers and entrepreneurs who have built bots Design and prototype your first bot, and experiment with user feedback

The ultimate guide for those using or planning to use business consultants - and for consultants themselves In the last three decades of the 20th century the management consultancy industry grew at a cracking pace but increased scepticism about the value that consultants genuinely add, combined with the economic slowdown, has made life much tougher for the consulting industry. As firms have cut back on consulting services and begun to review the way they use consultants, consulting firms themselves are looking at how they need to change. People are now talking about business consulting rather than management consulting. Using real examples from a range of private sector firms, public sector organisations and from the consultants themselves, this book explores the new business consulting world and looks at every element of it with the aim of both helping firms make better use of consultants and showing consultants how they need to adapt and provide their clients a better service.

Written by one of the top professors at Northwestern's Kellogg School of Management, *Mastering the Case Analysis* offers a systematic approach to analyzing business cases typically given in MBA job interviews. An overdue and much-needed aid to support students' preparation for case interviews, this book introduces an integrative framework for analyzing business problems and offers a detailed overview of the essential methods and concepts used in case analysis.

"I had the privilege of working closely with Marvin and McKinsey for many years. This book makes Marvin come to life and perpetuates him as a role model." -Peter F. Drucker "A wonderful book about a wonderful man. In many ways, Marvin's McKinsey framed the hypotheses in our own search for excellence—for example, passion for values, belief in people as the prime resource, and willingness to let people experiment. As well as I thought I knew Marvin, however, this remarkable book, drawing on the collective memories of those who worked most closely with him, taught me a ton about how extraordinary the man really was and what made him that way. Many have called Drucker the man who invented management; I think history will conclude that both he and Marvin Bower share that pedestal." -Bob Waterman, coauthor of *In Search of Excellence* "Marvin Bower became a legend, not just within McKinsey & Company, but within professional services and the business world more broadly. In everything he did and said, he embodied the professional approach and the importance of values. This book sheds remarkable insight on a remarkable man and on the power of constancy of purpose." -Ian Davis, Worldwide Managing Director, McKinsey & Co. "It is as Marvin would have wanted it—simple, honest, fact-based, wonderful stories with a long-term perspective. An insightful read about the father of management consulting." -Lois Juliber, retired COO, Colgate-Palmolive "This book provides fascinating insight into the early days of modern management consulting. It is an extremely enlightening look at the origin of one of America's most important professions and one of America's most innovative leaders." -Thomas H. Lee, founder, Chairman, and President, Thomas H. Lee Partners L.P.

"*The Other Kingdom* is about reframing how society views its communal identity. The book proposes to identify what has been considered sacred language and use it as an opening into the experience of community and the commons. It lays out a faith narrative without the negative traces of sectarianism. Readers are dared to imagine the human benefit of an alternative to the market ideology that defines our culture, called the Neighborly Covenant because it enlivens and humanizes the social order. *The Other Kingdom* proposes language for alternative ways to a covenantal culture, one that is active beyond election years and has different substance in defining society's communal identity"--

Learn the fundamentals for a successful career in Consulting Follow these 101 tips to become an expert consultant Consulting 101 is an instructional and easy to read book providing 101 tips for success in consulting. Using case studies in many of the tips, Lew Sauder provides the reader with real world situations that he has experienced and observed over his more than 25 year career. Consulting 101 provides advice on: How to develop strong relationships with clients How to develop a sales focus early in your consulting career How to become a better communicator How to develop your personal brand to advance your career faster And much more Scroll up and grab a copy today. A new member of the renowned PH OD Series! The latest addition to the author's well-loved set of process consultation books, this new volume builds on the content of the two that precede it while expanding to explore the critical area of the helping relationship. *Process Consultation Revisited* focuses on the interaction between a consultant and client, and explains how to achieve a healthy helping relationship. Whether the advisor is an OD consultant, therapist, social worker, manager, parent, or friend, the dynamics between advisor and advisee can be difficult to understand and manage. Schein creates a general theory and methodology of helping that will enable a diverse group of readers to navigate the helping process successfully.

Visualization—in your own imagination, on the wall, and with media—supports any consultant who is learning to design and facilitate transformational change, leadership development, stakeholder involvement processes, and making sense of complex challenges. This book, from leaders in the field, shows you how. Building on Peter Block's *Flawless Consulting*, it explains how to visually contract and scope work, gather data, provide feedback, plan interventions, implement, and support on-going sustainability in organizational and community settings. Unlike Block's work, *Visual Consulting* addresses the challenging problems of guiding organizational and social change processes that involve multiple levels and types of stakeholders, with interests in both local and global environments. It demonstrates how visualization and design thinking can be used to get more creative and productive results that are "owned" by everyone. The practices described apply to organizational as well as diverse, cross-boundary consulting projects. In this book, you will. . . Learn powerful visual tools for all key stages of the consulting process, including marketing your services Understand the predictable challenges of change and how to successfully guide organizations and communities through them Learn how to collaborate with clients to get sustainable results Find tools for using visualization comprehensively, for both inner and outer work Successfully guide change in both organizations and communities The fourth installment in the *Visual Facilitation* series, this book teaches you how to activate the full range of visual tools, methods, and models to support stepping

into successful, contemporary consulting relationships.

Most of our communities are fragmented and at odds within themselves. Businesses, social services, education, and health care each live within their own worlds. The same is true of individual citizens, who long for connection but end up marginalized, their gifts overlooked, their potential contributions lost. What keeps this from changing is that we are trapped in an old and tired conversation about who we are. If this narrative does not shift, we will never truly create a common future and work toward it together. What Peter Block provides in this inspiring new book is an exploration of the exact way community can emerge from fragmentation. How is community built? How does the transformation occur? What fundamental shifts are involved? What can individuals and formal leaders do to create a place they want to inhabit? We know what healthy communities look like—there are many success stories out there. The challenge is how to create one in our own place. Block helps us see how we can change the existing context of community from one of deficiencies, interests, and entitlement to one of possibility, generosity, and gifts. Questions are more important than answers in this effort, which means leadership is not a matter of style or vision but is about getting the right people together in the right way: convening is a more critical skill than commanding. As he explores the nature of community and the dynamics of transformation, Block outlines six kinds of conversation that will create communal accountability and commitment and describes how we can design physical spaces and structures that will themselves foster a sense of belonging. In *Community*, Peter Block explores a way of thinking about our places that creates an opening for authentic communities to exist and details what each of us can do to make that happen.

This Third Edition to Peter Block's *Flawless Consulting* addresses business changes and new challenges since the second edition was written ten years ago. It tackles the challenges next-generation consultants face, including more guidance on how to ask better questions, dealing with difficult clients, working in an increasingly virtual world, how to cope with complexities in international consulting, case studies, and guidelines on implementation. Also included are illustrative examples and exercises to help you cement the guides offered.

Learn the fundamentals for a successful career in Consulting Follow these 101 tips to become an expert consultant Consulting 101 is an instructional and easy to read book providing 101 tips for success in consulting. Using case studies in many of the tips, Lew Sauder provides the reader with real world situations that he has experienced and observed over his more than 25 year career. Consulting 101 provides advice on: How to develop strong relationships with clients How to develop a sales focus early in your consulting career How to become a better communicator How to develop your personal brand to advance your career faster And much more

The new edition of bestselling real-world guide to consultancy success, from the "Rock Star of Consulting" Alan Weiss The second edition of *The Consulting Bible: Everything You Need to Know to Create and Expand a Seven-Figure Consulting Practice* remains the most comprehensive and practical guide to the consulting profession, from launch to high growth, from marketing to implementation. Legendary consultant, speaker, and bestselling author Alan Weiss shows you how to create an independent or boutique consulting practice and take it to seven-figure success. Step-by-step, this invaluable resource guides you through attracting clients, maximizing your value, and achieving your career goals. In the decade since the first publication of *The Consulting Bible*, an array of significant developments has dramatically impacted the consulting profession: shifts in social consciousness, the Covid-19 pandemic, tele-consulting and virtual meetings, the globalization of the economy, the growth of social media, and many more. This exhaustively revised new edition provides specific approaches and techniques for mastering the new consulting environment and turning volatility and disruption into unlimited opportunities. Designed to help you become the authority and expert that organizations turn to again and again, this book is your one-stop resource for: Building a strong global brand that draws people to you Marketing remotely to reduce costs and allow for higher fees Mastering the latest implementation techniques Forging strong relationships with the buyers of a new generation Selecting the consulting methodology that best fits your requirements Writing proposals and creating testimonials and references Using advanced technology to sell and deliver your services Written for newcomers and veterans alike, *The Consulting Bible: Everything You Need to Know to Create and Expand a Seven-Figure Consulting Practice, Second Edition*, is essential reading for every solo consultant, entrepreneur, and principal of a small consulting firm.

Modern culture's worship of "how-to" pragmatism has turned us into instruments of efficiency and commerce—but we're doing more and more about things that mean less and less. We constantly ask "how?" and still struggle to find purpose and act on what matters. Instead of acting on what we know to be of importance, we wait for bosses to change, we seek the latest fad, we invest in one more degree. Asking how keeps us safe—instead of being led by our hearts into uncharted territory, we keep our heads down and stick to the rules. But we are gaining the world and losing our souls. Peter Block puts the "how-to" craze in perspective and presents a guide to the difficult and life-granting journey of bringing what we know is of personal value into an indifferent or even hostile corporate and cultural landscape. He raises our awareness of the trade-offs we've made in the name of practicality and expediency, and offers hope for a way of life in which we're motivated not by what "works," but by the things that truly matter in life—idealism, intimacy, depth and engagement.

A new edition of the most popular book of project management case studies, expanded to include more than 100 cases plus a "super case" on the Iridium Project Case studies are an important part of project management education and training. This Fourth Edition of Harold Kerzner's *Project Management Case Studies* features a number of new cases covering value measurement in project management. Also included is the well-received "super case," which covers all aspects of project management and may be used as a capstone for a course. This new edition: Contains 100-plus case studies drawn from real companies to illustrate both successful and poor implementation of project management Represents a wide range of industries, including medical and pharmaceutical, aerospace, manufacturing, automotive, finance and banking, and telecommunications Covers cutting-edge areas of construction and international project management plus a "super case" on the Iridium Project, covering all aspects of project management Follows and supports preparation for the Project Management Professional (PMP®) Certification Exam *Project Management Case Studies, Fourth Edition* is a valuable resource for students, as well as practicing engineers and managers, and can be used on its own or with the new Eleventh Edition of Harold Kerzner's landmark reference, *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*. (PMP and Project Management Professional are registered marks of the Project Management Institute, Inc.)

In this gripping and colorful account of the American dream gone astray, Lewis Pinault provides the essential guidelines on how to get ahead and an enlightening perspective on the brutal infighting that can engulf even the most civilized consulting firm. This stunning exposé of some of the most prestigious and respected names in the business leads you into a world where a client's interests are skillfully subordinated to those of the consultants, where money rules the day, and where principles and morals are unwelcome baggage. Humorous and insightful, this no-holds-barred account takes you behind the scenes of the dehumanizing indoctrination of an academic intellectual into an exploitative -- and exploited -- "global transformation contractor." Featuring new material dealing with the e-consulting industry's boom, bust, and its future, *Consulting Demons* offers the most complete look at an industry that exacts the highest prices for the most questionable standards of success.

Don't venture into the consulting field without this essential Fieldbook & Companion! Following on the heels of the best-selling *Flawless Consulting, Second Edition* comes *The Flawless Consulting Fieldbook and Companion*. Whether you work as a consultant or you work with consultants, this relentlessly practical guide will be your best friend as you discover how consulting influences your business- and real life- decisions and those of others. *The Flawless Consulting Fieldbook and Companion* is packed with: Sample scenarios Case studies Client-consultant dialogues Hands-on tools Action plans Implementation checklists "Wow! A companion a business owner can't be without! The insights of 30 consultants the caliber of Peter Block is priceless." --Sue Mosby, principal, CDFM2 Architecture Inc. "This book is a companion

piece for both the desktop and bedside of those who do consulting full time or in their role as leader. I plan to keep this book close to me to both guide and inspire my work." --Phil Harkins, president, Linkage, Inc.

A TikTok sensation, this rom-com about a young woman who agrees to fake date a colleague and bring him to her sister's wedding has "everything you could want in a romance" (Helen Hoang, New York Times bestselling author). Catalina Martín desperately needs a date to her sister's wedding. Especially since her little white lie about her American boyfriend has spiralled out of control. Now everyone she knows—including her ex and his fiancée—will be there and eager to meet him. She only has four weeks to find someone willing to cross the Atlantic and aid in her deception. New York to Spain is no short flight and her raucous family won't be easy to fool. Enter Aaron Blackford—her tall, handsome, condescending colleague—who surprisingly offers to step in. She'd rather refuse; never has there been a more aggravating, blood-boiling, and insufferable man. But Catalina is desperate, and as the wedding draws nearer, Aaron looks like her best option. And she begins to realize he might not be as terrible in the real world as he is at the office.

The second edition of the "consultant's bible" is here! For over fifteen years, consultants--both internal and external--have relied on Peter Block's landmark bestseller, *Flawless Consulting*, to learn how to deal effectively with clients, peers, and others. Using illustrative examples, case studies, and exercises, the author, one of the most important and well known in his field, offers his legendary warmth and insight throughout this much-awaited second edition. Anyone who must communicate in a professional context--and who doesn't?--will use the lessons taught in this book for years to come! "Who would have thought the 'consultant's bible' could be improved upon? Count on Peter Block--the consulting profession's very own revolutionary--to push us to confront and struggle with the paradoxes inherent in our work." --Candace Thompson, organization development consultant, First Chicago NBD--A Bank One Company "Block has distilled years of experience into a wise, down-to-earth, and eminently practical guide to excellence in consulting. If you are new to the practice, *Flawless Consulting* will chop years off your learning cycle. And even if you're an old pro, Block's insights will elevate you to new levels of effectiveness. *Flawless Consulting* is not simply about becoming a better consultant; it is about using consulting as a path toward becoming a better person." --Barry Oshry, president, Power & Systems, Inc.; author of *Seeing Systems* and *Leading Systems*

NEW EDITION, REVISED AND UPDATED Building engagement is crucial for every organization. But the traditional top-down coercive change management paradigm--in which leaders "light a fire" under employees--actually discourages engagement. Richard Axelrod offers a better way. After debunking six common change management myths, he offers a proven, practical strategy for getting everyone--not just select committees or working groups--enthusiastically committed to organizational transformation. This revised edition features new interviews--everyone from the vice president of global citizenship at Cirque du Soleil to a Best Buy clerk--and new neuroscience findings that support Axelrod's model. It also shows how you can foster engagement through everyday conversations, staff meetings, and work design. Communication is essential in a healthy organization. But all too often when we interact with people—especially those who report to us—we simply tell them what we think they need to know. This shuts them down. To generate bold new ideas, to avoid disastrous mistakes, to develop agility and flexibility, we need to practice Humble Inquiry. Ed Schein defines Humble Inquiry as "the fine art of drawing someone out, of asking questions to which you do not know the answer, of building a relationship based on curiosity and interest in the other person." In this seminal work, Schein contrasts Humble Inquiry with other kinds of inquiry, shows the benefits Humble Inquiry provides in many different settings, and offers advice on overcoming the cultural, organizational, and psychological barriers that keep us from practicing it.

For trainers free additional material of this book is available. This can be found under the "Training Material" tab. Log in with your trainer account to access the material. This revised edition is the first text book in English specially developed for training for IPMA-D and IPMA-C exams. In this 3rd edition, the text has been restructured to better align the content with the order of the competence elements in the ICB version 3, divided into Technical competences, Behavioral competences and Contextual competences. For this reason it has been improved as a study book for everyone studying for the IPMA-D and IPMA-C exams. Besides that it is an extremely rich source book for those project managers that have committed themselves to a lifelong professional development. In addition, the book had to be applicable to groups of project managers originating from diverse cultures. For this reason, this is not a book that tells how a Westerner must behave in an Arab or an Asian country, but one that looks at the different subjects covered in the ICB, as seen from diverse cultural standpoints. Each chapter is based on the same structure: Definitions, Introduction, Process Steps, Process steps, Special topics. Text boxes, additional to the main text, give additional explanation to the main text. An elaborate Index of terms allows that this book can be used as the information source to all aspects of project management.

The second edition of Peter Block's *Flawless Consulting* gracefully updates what many consider the best resource of its kind. New chapters on implementation, "whole-system" strategies, and ethics are included, but in general it simply fine-tunes Block's proven advice to match the transformations that business and society have undergone since initial publication two decades ago. "The days of long studies and expert-driven answers are passing," the author proclaims in his new preface. "The task of the consultant is increasingly to build the capacity of clients to make their own assessments and answer their own questions." He then subtly modifies his established recommendations accordingly for every step, from the initial client meeting and problem diagnosis through data collection and the execution of solutions. In the section on "Conducting a Group Feedback Meeting," for example, he advises: "Treat the group as a collection of individuals ... Ask each person what he or she wants from the meeting. This will surface differences and force the group to take responsibility for some of the difficulties that may arise."--Howard Rothman.

This book provides a thorough examination of a variety of specialties within the broad range of management consulting. A book of such scope and depth could only be written by a large number of experts, each from one of the many specialties related to management consulting. Together, all 27 contributors take the reader through an industry that is currently undergoing significant change. While covering all the major practice areas of consulting, the book also offers new insights into change processes and addresses compelling management issues now facing consulting firms.

Consulting in Complex and Changing Times Organizations face challenges today that are too messy and complicated for consultants to simply play doctor: run a few tests, offer a neat diagnosis of the "problem," and recommend a solution. Edgar Schein argues that consultants have to jettison the old idea of professional distance and work with their clients in a more personal way, emphasizing authentic openness, curiosity, and humility. Schein draws deeply on his own decades of experience, offering over two dozen case studies that illuminate each stage of this humble consulting process. Just as he did with *Process Consultation* nearly fifty years ago, Schein has once again revolutionized the field, enabling consultants to be more genuinely helpful and vastly more effective.

" We need our neighbors and community to stay healthy, produce jobs, raise our children, and care for those on the margin. Institutions and professional services have reached their limit of their ability to help us. The consumer society tells us that we are insufficient and that we must purchase what we need from specialists and systems outside the community. We have become consumers and clients, not citizens and neighbors. John McKnight and Peter Block show that we have the capacity to find real and sustainable satisfaction right in our neighborhood and community. This book reports on voluntary, self-organizing structures that focus on gifts and value hospitality, the welcoming of strangers. It

shows how to reweave our social fabric, especially in our neighborhoods. In this way we collectively have enough to create a future that works for all. "

The Unbeatable, Updated, Comprehensive Guidebook For First-Time Consultants Getting Started In Consulting More people than ever are making the jump from corporate offices to home offices, taking control of their futures, being their own bosses, and starting their own consultancies. Consulting is a bigger business than ever and growing every day. For almost a decade, Alan Weiss's Getting Started in Consulting has been an indispensable resource for anyone who wants to strike out on his own and start a new consulting business. It provides a rich source of expert advice and practical guidance, and it shows you how you can combine low overhead and a high degree of organization to add up to a six- or even seven-figure income. You'll learn everything you need to know about financing your business, marketing your services, writing winning proposals, meeting legal requirements, setting fees, keeping the books, and much more. This new Third Edition of Getting Started in Consulting is more comprehensive, up to date, and practical than ever. In addition to the nuts-and-bolts basics, you'll also get a wealth of new information and resources: How to leverage new technologies to lower your business costs and increase your profits A budget sampler that shows you how best to maximize an initial start-up investment of \$5,000, \$10,000, or \$20,000 Free downloadable tools and forms to help you design and start your business quickly and easily New interviews with consultants who achieved rapid success, including their personal stories and most effective techniques Brand-new references, examples, and appendices If your dream in life is to get out of the office and out on your own, consulting is a great way to make it happen. Make sure you do it right—and do it profitably—with Getting Started in Consulting, Third Edition.

"the definitive hands-on guide to building a consulting practice that thrives by putting your client first - from one of the acknowledged masters in the field." Dr Simon Dorris, Managing Partner, Lansdowne Consulting "a really informative description of management consulting. Great for the beginner and experienced consultant alike" Helen Routledge, CEO Totem Learning "A practical guide that, once read, will remain in your desk drawer for regular reference. Richard cuts through the noise and gives you insights that you can actually use." Ibi Thomson, Founder & CEO, Issoria - Change Management Consulting. The secret of being a successful management consultant is to focus on the genuine needs of the client and provide the best service to achieve and sustain results. The Management Consultant is your essential guide for both newcomers and practicing consultants to develop the skills that will help you understand your client's needs, identify gaps in knowledge and deliver real value to all parts of your business. Updated to meet the most recent changes in business and technology with the same comprehensive and clear approach, expert practitioner Richard Newton shows you exactly what you need to know, do and deliver to be a great management consultant. Whether you are a consultant, working with consultants or buying a consultancy, this is the only book you will need.

In The World's Newest Profession Christopher McKenna offers a history of management consulting in the twentieth century. Although management consulting may not yet be a recognized profession, the leading consulting firms have been advising and reshaping the largest organizations in the world since the 1920s. This groundbreaking study details how the elite consulting firms, including McKinsey & Company and Booz Allen & Hamilton, expanded after US regulatory changes during the 1930s, how they changed giant corporations, nonprofits, and the state during the 1950s, and why consultants became so influential in the global economy after 1960. As they grew in number, consultants would introduce organizations to 'corporate culture' and 'decentralization' but they faced vilification for their role in the Enron crisis and for legitimating corporate blunders. Through detailed case studies based on unprecedented access to internal files and personal interviews, The World's Newest Profession explores how management consultants came to be so influential within our culture and explains exactly what consultants really do in the global economy.

The NTL Handbook of Organization Development and Change is an essential tool for both practitioners and students who want to know how to effectively bring about meaningful and sustainable change in organizations. Featuring contributions from leading practitioners, academics, and scholars in the field, each chapter comprehensively explores a key aspect of organization development including core theories and methods, OD in the international and world setting, practical applications, the future of OD, and many others. Co-published with the NTL Institute, a long-time leader and champion for the field, The NTL Handbook of Organization Development and Change boasts an extensive range of knowledge, experience, and methods integrated by a philosophical system that underscores the vital mission of OD as well as provides expert guidance in the art and science of making organizational development and change work.

Consulting For Dummies, 2nd Edition includes a reorganization and narrower focus of the topic, with new or updated information that delves into the specifics of running your own consulting business. There is greater emphasis on the business of consulting, along with financial and legal issues involved in setting up a consulting business, deepening coverage of consulting proposals, and entirely new chapters on higher-level consulting issues that more-established consultants are demanding.

A collection of the best thinking from one of the most innovative management consulting firms in the world For more than forty years, The Boston Consulting Group has been shaping strategic thinking in business. The Boston Consulting Group on Strategy offers a broad and up-to-date selection of the firm's best ideas on strategy with fresh ideas, insights, and practical lessons for managers, executives, and entrepreneurs in every industry. Here's a sampling of the provocative thinking you'll find inside: "You have to be the scientist of your own life and be astonished four times: at what is, what always has been, what once was, and what could be." "The majority of products in most companies are cash traps . . . [They] are not only worthless, but a perpetual drain on corporate resources." "Use more debt than your competition or get out of the business." "When information flows freely, reputation, more than reciprocity, becomes the basis for trust." "As a strategic weapon, time is the equivalent of money, productivity, quality, even innovation." "When brands become business systems, brand management becomes far too important to leave to the marketing department." "The winning

organization of the future will look more like a collection of jazz ensembles than a symphony orchestra." "Most of our organizations today derive from a model whose original purpose was to control creativity." "Rather than being an obstacle, uncertainty is the very engine of transformation in a business, a continuous source of new opportunities." "IP assets lack clear property lines. Every bit of intellectual property you can own comes with connections to other valuable innovations." This new edition gathers more than 22 experts to outline the theory behind consulting, providing insight into change processes and management issues in the field. The business of consulting has grown faster than most other businesses, due not only to increased demand by clients, but also to the innovative capabilities of numerous consulting firms as they develop new services. Divided into six parts, the book introduces readers to the consulting industry, addressing the major practice areas, contexts, and implementations of the field. Significant updates detail the effect of the economic troubles between 2004 and 2010 and then 2010 and now; analyze the market response to consulting in recent years; and provide a more thorough understanding of how consulting is applied in the different areas of a business, such as operations, marketing, and finance. Introductions written by the editors offer further insight into the themes and learning goals of each section, helping readers to recognize the elements of a successful consultation, and utilize their new skill set. The text concludes with a look at the future of consulting with regards to ethics standards and how strong manager-client relationships contribute to financial growth. Readers will also learn how the developing field of entrepreneurship creates new economic structures and job opportunities. Practitioners, consultants, clients, faculty, and students of business and management will learn not only how to consult, but also gain the skills needed to adapt to and lead organizational change, giving them a competitive edge when they enter the field.

"I have always believed that every person's story, told truthfully, is both compelling and universal. Consultant's Journey affirms this. It combines the intimacy of a personal journey and the emergence of organization development as a profession. What is engaging about Roger Harrison's story is that it documents the tension of both a person and a profession in crisis-crisis in the best sense, as a continuous search for purpose, for relevance, for some way of giving meaning to a personal life and a vocation. Roger is as unrelenting in his desire to choose a life of service in the face of his love of self-expression; autonomy, economic success, and recognition." From the Foreword by Peter Block

Packed with insights and brainstorming exercises for establishing the McKinsey mind-set, this book is an in-depth guidebook for applying McKinsey methods in any industry and organizational environment. Taking a step-by-step approach, The McKinsey Mind looks at the McKinsey mystique from every angle. Owners, executives, consultants, and team leaders can look to this comprehensive treatment for ways to: Follow McKinsey's MECE (mutually exclusive, collectively exhaustive) line of attack Frame business problems to make them susceptible to rigorous fact-based analysis Use the same fact-based analysis in conjunction with gut instinct to make strategic decisions Conduct meaningful interviews and effectively summarize the content of those interviews Analyze the data to find out the so what Clearly communicate fact-based solutions to all pertinent decision makers Capture and manage the knowledge in any organization to maximize its value

Goes beyond the spirit of empowerment to discuss the benefits of companies that offer equity and partnership for its employees at all levels, discussing what stewardship means, management accountability, quality control, and human resources. Reprint. 30,000 first printing. \$40,000 ad/promo. IP.

SAVE on our FLAWLESS SET! The set includes Flawless Consulting: A Guide to Getting Your Expertise Used, Second Edition and The Flawless Consulting Fieldbook and Companion: A Guide Understanding Your Expertise. About Flawless Consulting: For over fifteen years, consultants--both internal and external--have relied on Peter Block's landmark bestseller, Flawless Consulting, to learn how to deal effectively with clients, peers, and others. Using illustrative examples, case studies, and exercises, the author, one of the most important and well known in his field, offers his legendary warmth and insight throughout this much-awaited second edition. Anyone who must communicate in a professional context--and who doesn't?--will use the lessons taught in this book for years to come! About The Flawless Consulting Fieldbook and Companion: Following on the heels of the best-selling Flawless Consulting, Second Edition comes The Flawless Consulting Fieldbook and Companion. Whether you work as a consultant or you work with consultants, this relentlessly practical guide will be your best friend as you discover how consulting influences your business--and real life--decisions and those of others. Included are sample scenarios, case studies, client-consultant dialogues, hands-on tools, action plans, and implementation checklists. These products are also available separately. See More By This Author for details.

Consultants are called upon more and more to help implement needed organizational changes, fill gaps in workforce capabilities, and solve significant business problems. As the demand for consultants increases, it is critical that practitioners differentiate themselves and understand how they can be most successful, for themselves and their clients. The Basic Principles of Effective Consulting details what effective consultants do and provides a step by step process of just how they do it. The Second Edition of The Basic Principles of Effective Consulting is fully updated with real-life cases. End-of-chapter summaries foster both mastery and engagement, as well as providing a quick reference throughout a consultant's career. In addition, each chapter includes a section "From the experts" written by successful consultants and users of consultants' services. These experts share ideas and tips about their own consulting experiences that relate to chapter material. The book is written for entry level and seasoned consultants, project managers, staff advisors, and anyone who wants to learn (or be reminded of) the basic principles of effective consulting. The book is well suited as an excellent textbook for college courses on consulting, organizational training, and a lifetime go-to consultant's resource.

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