

Why a Consulting Certificate?

- Consulting is growing - \$50B year spend
- Consulting is growing double digits
- Median pay is 80k per year, jobs growing 14% per year
280k jobs in next 10 years
- Performance pressures - consultants to help ou ton top
and margins
- Do more with less - less headcount more work
- Employment contract. Committed to career not
companies, Free agent job market.

What Kind of Content Are You Covering in the Course?

- We're taking a broad view - macro to the micro. Units
- Unit 1 - Foundations of Organizational Consulting - Look at consulting over the years, internal vs. external consulting. Then consulting cycle from scoping to pricing, to proposal writing to entry diagnosis, read out, decision, design implementation and evaluation
- Unit 2 - Contemporary Issues in Organizational Consulting - The business of consulting - running a practice (internal or internal) - value proposition, brand, strategy, operating model, marketing as well as issues like consulting skills /derailers, ethics, politics of projects, and professional development for consultants

What Kind of Content Are You Covering in the Course?

- Unit 3 - Theory and Practice of Org Consulting - Individual and Team Interventions - engagement, selection on-boarding, performance management, high performance teams, individual development and coaching, succession planning, career development and leadership development
- Unit 4 - Theory and Practice of Org Consulting - System wide interventions - OD frameworks, Org design, job design, process and work flow design, workforce analytics and planning, organization culture and change management.

Tell us a Little Bit About Your Consulting Journey

- Graduate school - Michigan Bell - Union, walked out
- Professor - first time around, dabbled in it, but lacked business experience
- Business career - First interactions (McKinsey, Bain, AON, DDI) - pedigreed, smart, capable, listened to.
- Feedback from colleagues - You should be a consultant
- Fast forward - sitting head of HR, liked the job but not the right end destination for me.
- Offer to head up talent mgt - No, but consulting retainer, 20 years later here I am...

Who Would Benefit From The Course

- Solo practitioners - A way to sharpen your saw, and since running a solo shop is lonely, a chance to interact with others like yourself and build your network
- Boutique consultants - May not have a way to pursue formal development, so can be a professional development experience
- Internal consultants - A way to re-connect with literature and some of the important concepts in OD, change mgt, OB.
- Toe in the water workers - May have an interest in consulting (go your own way or bring expertise). Content will give you a realistic job preview.
- Coaches - Looking to expand your practice beyond individual coaching to more org and team work.

Who Would Benefit From The Course

- Business leaders - Looking to adopt a more organizational and consultative approach to leading their organizations and teams
- Human resources professionals who are looking to bring more of a consultative and organizational development approach to their work

What Outcomes Happen Due to Taking the Course

- More knowledgeable about the work of a consultant - content related to the areas we work in, and the process for delivering high quality consulting work.
- Define your consulting value proposition and brand
- Create a consulting practice strategy and supporting operating model
- Market, sell and propose business to clients
- Move through the consulting life cycle from entry to exit
- Use organization, team and individual coaching interventions
- Display high ethics and professional consulting skills

What Does A Typical Module Look Like?

- Content Review - Overview of material and flow
- Frameworks and models - Deep dive (org design)
- Periodic knowledge checks - Integrated exercises
- Quotes for illumination - Or maybe inspiration
- Van videos - Experiences and stories related to content
- Key takeaways - Four or five summary points
- For further information - Reading, on-line videos, discussion board question, learning journal