

MICK COPE

THE SEVEN Cs OF CONSULTING

third edition



PUBLISHING
FINANCIAL TIMES

Praise for *The Seven Cs of Consulting*

'It is a significant body of work and wide-ranging and detailed treatment. I am also impressed with the way that it seeks to pull together a variety of different stands of theoretical thought into a coherent model with practical application.'

Mike Mister, Ernst & Young

'A companion that takes you by the hand and leads you in a simple way through the complexities of consulting.'

Doug Odgers, Fellow of the Institute of Professional Sales

'I would recommend this book to any consultant starting in the business along with the most experienced consultant as a reference.'

Edward M Kohl, BCM Consulting

'Excellent navigation for the consultant's journey.'

Michael Wright, Institute of Management Consultants

'This book provides a valuable source of structure to handling consultancy assignments, from the critical client-focused entry stage, to the often mis-managed closure.'

Stan Stockill, BT Development Manager

'Packed with detail and useful information. I like the way it puts a theory behind some of the things we all take for granted.'

Richard Barron, President, Allen Barron

'A treasure trove of new ideas and wonderful new angles on the tried and true. I look forward to using it with the senior consultants I work with in Washington DC.'

G Mathew Bulley, Bulley-Hewlett & Associates

'A comprehensive guide to the issues which need to be addressed if you want your consultancy to be effective.'

Henry Ratter, ICI Technology

Seven Cs of Consulting, The

Table of Contents

Front Cover

The Seven Cs of Consulting

About the author

Seven Cs training programmes

Contents

Preface

About the reader

Acknowledgements

The human touch

- Self-interest

- Short-termism

- Social connection

- Stuck

- Sentiment

- The five conditions

The challenge of sticky change

- Repressive forces

- Reinforcing forces

The Seven Cs framework

- Rapid mapping

- Spiral build

Stage one: Client

Table of Contents

Understand the person

Understand the problem

Challenge the client

Three-legged stool

Headheart negotiation

Trust index

Pushpull relationship

3D connections

MPH client mapping

OUTCOME testing

Change ladder

Compound contracting

The multi-client scenario

Stage two: Clarify

Situation blindness

Diagnosis

Phase mapping

Shadow dancing

Culture

Decision makers

System construction

Stakeholders

Life cycle risk

Stage three: Create

Process v. expert consultant

Managed creativity

Divergent scanning

Table of Contents

Convergent choice

Solution storyboarding

Resourcing the solution

Stage four: Change

System dynamics

Organization and disorganization

Understand the resistance

Change spectrum

What makes Guide work?

Consumer segmentation

Methodology

Energy mapping

Stage five: Confirm

Responsibility

Climb the ladder

Cockpit confirmation

Monitor the mood

Qualitativequantitative mix

Measure thrice, cut once

Confirm the costs

Stage six: Continue

Corporate addiction

Sticky steps

DE dissonance

Listen to the language

Gravitational pull

Knowledge transfer

Table of Contents

Learning levels

Sell the story

Stage seven: Close

Look back and learn

Look to let go

Look at the value

Look forward

Time to say goodbye . . .

Seven Cs for clients

The consultants capital

Conclusion

Bibliography

Index

Back Cover