

## Flawless Consulting, Enhanced Edition: A Guide To Getting Your Expertise Used

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.

Written for business leaders and consultants who are trying to solve significant problems and create measurable value. Readers can view the templates used in consulting studies and how they are used. All the foundational strategy and business analyses tools are taught along with the soft skills and practical tools to solve any business problem. This is the only book of its kind walking the reader step-by-step through a complete consulting study. This book follows an engagement team as they assist a large company in diagnosing and fixing deep and persistent organizational issues over an 8-week assignment. Readers will learn how they successfully navigate a challenging client environment, frame the problem and limit the scope, develop hypotheses, build the analyses and provide the final recommendations. We have placed the explanation of management consulting techniques within a lively and engaging storyline, which allows the reader to truly understand the challenges faced on consulting engagements, connect with the characters, and understand both how and why they debated elements of the study. It is written so that the reader may follow, understand, and replicate a strategic engagement using the same techniques used by the leading firms, such as McKinsey, Bain, and BCG. To make the story realistic and useful, we have worked with one client engagement throughout the book. Using different examples and different clients to explain concepts would have made it difficult for readers to see the data linkages and development of the final recommendations. The client and engagement are fictitious. The data presented are also fictitious, but they are based on actual consulting engagements and the experiences of the author and the contributing McKinsey, BCG, et. al. partners at FIRMScounseling.com & StrategyTraining.com. RESERVE YOUR SPOT FOR FREE EPISODES FROM EX-MCK ET AL. PARTNERS AT FIRMSCONSULTING.COM/PROMO FREE EPISODE FROM THIS BOOKS COMPANION COURSE AT FIRMSCONSULTING.COM/SAAMC

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.

a collection of the best thinking from one of the most innovative management consulting firms in the world. For the past thirty-five years, The Boston Consulting Group has been shaping the way business is done the world over, and now, Perspectives on Strategy offers a unique opportunity to acquaint readers with a broad selection of the firm’s contributions. A compilation of seventy-five of BCG’s most influential articles and thought pieces, this book is an indispensable source of fresh ideas, insights, and practical lessons for managers, executives, and entrepreneurs in every industry. Here is a sampling of what’s inside:
\* “[Business] competition is a battle royal in which there are many contenders, each of whom must be dealt with individually. Victory, if achieved, is more often won in the mind of a competitor than in the economic arena.”
\* “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.”
\* “Displacement of high-cost competitors by lower prices benefits the customer.”
\* “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.”
\* “Dumping should be encouraged. It is a gift from the nation that provides the products.”
\* “Taxes should be levied when, and only when, individuals disinvest in order to consume. Capital still at work should not be taxed at all.”
The Boston Consulting Group is an innovator in business strategy worldwide. In fact, BCG and its founder, Bruce D. Henderson, may be best known internationally as the creators and architects of the discipline of business strategy. Innovative business concepts originating at the firm include “cash cow,” “experience curve,” “segment-of-one(r) marketing,” “time-based competition,” and “capabilities-based competition.” Now, for the first time, BCG’s most influential writings are gathered in a comprehen-sive collection, offering serious-minded readers access to BCG’s thinking on the theory, development, and practice of business strategy. One way BCG shares its insights on strategy is through a series of publications known as Perspectives. Perspectives offer sharply focused views and recommendations on strategic business topics. Distributed to executives worldwide, Perspectives are typically no more than 1,200 words in length. This book brings together many of the most influential Perspectives, as well as several acclaimed articles published in the Harvard Business Review. Both timely and timeless, the seventy-five pieces included here are among the most innovative, controversial, and stimulating to have appeared over the past three decades. An anthology of the most provocative thinking from one of the world’s most esteemed management consulting firms, Perspectives on Strategy is essential reading for senior managers, executives, entrepreneurs, and students of strategy and business.

Learn the skills used by the leading management consulting firms, such as McKinsey, BCG, et al.

The Flawless Consulting Fieldbook and Companion

The McKinsey Way

Visual Consulting

Managerial Consulting Skills: A Practical Guide

Departing the Consumer Culture

Perspectives and Advice from Leading Experts

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.

"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.

This book presents a new approach to organizational culture based in the ontologies of process metaphysics, complexity theory, and social constructionism. The author shows that most existing definitions of organizational culture are inadequate and argues that organizational culture is socially constructed, building on Schein's idea that culture emerges as a dynamic response to problem solving by the organization's members. Through several case studies, he demonstrates that neglecting an organization's culture is responsible for the failures of organizational change efforts and shows how using this new model will lead to improved results. This book will be a valuable resources to anyone interested in organizational studies.

The definitive guide to getting out of the office and getting into consulting Getting Started in Consulting, Fourth Edition is the acclaimed real-world blueprint to professional and financial freedom. For nearly two decades, this invaluable resource has helped thousands of people quit the daily grind and become their own boss. This practical and motivational guide provides the tools and knowledge to control your future and secure your fortune. From establishing goals and sorting out the legal and financial paperwork, to advanced marketing strategies and relationship building techniques, this indispensable book offers step-by-step instructions for you to establish and grow your own consultancy business. This extensively revised and updated fourth edition includes new and expanded coverage on topics including utilizing informal media, changes in legal and financial guidelines, key distinctions of wholesale and retail businesses, and much more. Author Alan Weiss delivers expert advice on how to combine minimal overhead with optimal organization to produce maximum income. Every step in the process is clearly explained, including financing, marketing, bookkeeping, establishing your fees, and more. This guide is a comprehensive, one-stop source for everything you need to prosper in the rapidly expanding world of private consultancy. Adopt a pragmatic and profitable strategy to achieve incredible results from your consultancy business Learn to identify and address the most commons issues facing your prospects and clients Leverage technology to reduce labor, maximize profitability, and increase discretionary time Access sample budgets, case studies, references and appendices, downloadable tools and forms, and online resources The modern business landscape presents unique opportunities for those willing to take the leap from corporate offices to home offices. Getting Started in Consulting, Fourth Edition is the must-have guide for anyone seeking to cut their own path to their own consulting business.

A Practical Guide for Internal Consultants

Why Are All the Black Kids Sitting Together in the Cafeteria?

Facilitating with Ease!

The New Business of Consulting

The Structure of Belonging

Acting on What Matters

How to Work a Room

Expert advice on how to strike a fair deal and command a fair price. The Contract and Fee-Setting Guide for Consultants & Professionals No matter how knowledgeable you are in your field..No matter how great your track record..No matter how expert your advice or impressive your credentials . you jeopardize your client base if you do not instill every phase of your practice with a consummate professionalism. And for sharp clients, the first clear signs of such a savvy professionalism are the ability to set fees at a fair market price and offer neat, straightforward contracts with clearly delineated terms. This book teaches you, in a few days, what it traditionally took people half a lifetime to learn through trial and error. In writing it, the author drew on his more than twenty years as a business consultant, lecturer, and author to offer you tips on how to ask for and get the fees you deserve and to establish contract terms that are in the best interests of you and your clients. Throughout he shares his insider's expertise on:
\* Determining market value for your services
\* Establishing per diem or per-project rates and calculating overhead
\* Advantages and disadvantages of various systems of fee-setting and billing
\* Six major goals of every contract
\* Negotiating the contract and avoiding legal pitfalls

Since it was first published in 1995, Practicing Organization Development has become a classic in change management. Now completely revised and updated, editors Rothwell and Sullivan, leaders in the field of OD, and numerous expert practitioners, walk you through each episode of change facilitation. You'll find exhibits, activities, instruments, and case studies. You'll get help applying each phase of a popular emerging change making model. And you'll find include applied research and insights from a wide variety of well-known OD practitioners and academicians. Included in this comprehensive resource are an instructor's guide, ever expanding materials on the Web, and a companion CD-ROM with PowerPoint slides and supplemental materials. Practicing Organization Development is packed with useful, current, proven direction on applying OD principles in the real world -- order your copy today!

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.

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.

What I Didn't Learn in Business School

The McKinsey Engagement: A Powerful Toolkit For More Efficient and Effective Team Problem Solving

The Basic Principles of Effective Consulting

Practicing Organization Development

Choosing Service Over Self Interest

Fearless Consulting

A Guide for Consultants

*Everything you ever wanted to know about consulting—a practical roadmap for aspiring entrepreneurs Seismic changes occurring in the workforce are leading to more and more people entering the world of contract, freelance, and contingency work. Rapid changes in demographics and advances in technology have led companies and talent to engage in profoundly new ways and consulting is one of the keys to success. The New Business of Consulting is authentic and practical, and shares the knowledge and skills required to start and grow a successful consulting business. From how to make a smooth career transition, to how to determine a consulting fee, to how consultants inadvertently create a bad reputation, it covers everything you need to know to thrive and flourish in this competitive field. Covers contemporary topics, such as how to achieve success in the gig economy Discloses a reliable technique to land the clients you want Presents options to help you balance your life and your business Prepares you for naming your business, managing critical financial issues, and building a client relationship Shows you how to take your income and impact beyond working as a solopreneur The crucial start-up days of a consulting business may be frenetic and fraught with questions. This new edition provides sanity and answers all the questions. It includes practical tools, templates, and checklists that you can download and implement immediately.*

*Beside talent and a sterling portfolio, what can world-class consultants like Deloitte & Touche, Societe General and Towers Perrin boast has helped them achieve success in our entrepreneurial economy? They all have the inside track on the indispensable "Trusted Advisor" model for client relationships, created by renowned experts Charles Green and Robert Galford. Now Green and Galford have teamed up with the acclaimed David Maister in order to help their latest high-profile, fast-forward client: you. In this straightforward guide, Maister, Green and Galford show readers that the key to professional success goes well beyond technical mastery or expertise. Today, it's all about the vital ability to earn the client's trust and thereby win the ability to influence them. In these high risk times, trust is more valuable than gold. With this critical, highly detailed and accessible resource, readers will learn the five crucial steps for developing, managing and improving client confidence. For both emerging and established entrepreneurs and consultants, THE TRUSTED ADVISOR is the first truly indispensable business book of the decade.*

*Are you an internal consultant -- someone who is a permanent employee and staff member, yet serves in a consultative role within your organization? Then you need this hands-on, practical guidebook to help you better understand your role and improve your performance, whether you re a change agent, trusted advisor, or someone who serves in varying capacities. Just like an external consultant, it s important to design your job, develop a formal agreement, and build your practice. Consulting on the Inside provides a solid background for internal consultants, and serves as a roadmap for cultivating a successful career.*

*The third volume in the internationally bestselling McKinsey Trilogy, The McKinsey Engagement is an action guide to realizing the consistently high level of business solutions achieved by the experts at the world's most respected consulting firms. Former consultant Dr. Paul Friga distills the guiding principles first presented in the bestselling The McKinsey Way and the tested-in-the-trenches methodologies outlined in The McKinsey Mind, and combines them with many of the principles and procedures implemented by the military and other organizations. The result is nothing less than the business equivalent of a Special Forces Field Manual. True to its stated goal of arming consultants and corporate problem solvers with a blueprint for achieving consistently phenomenal results, The McKinsey Engagement is short on theory and long on action. Each chapter focuses on one element in the celebrated TEAM FOCUS problem-solving model and features a concise discussion of a key concept or principle, followed by: Clear rules of engagement A set of operating tactics Sophisticated problem solving tools Easy-to-follow action steps Exercises, checklists, and training tips War stories and best practices case studies A toolkit for bringing clarity, discipline, and purpose to all your problem-solving and change management initiatives, The McKinsey Engagement is an indispensable guide for consultants, as well as for executives, managers, students, and corporate trainers.*

*A Proven System to Get More Clients, Win More Business, and Grow Your Consulting Firm*

*How to Provide Real Help Faster*

*A Guide to the Profession*

*Never Chase Clients Again*

*And Other Conversations About Race*

*A Strategic Process to Improve, Measure, and Sustain Organizational Results*

*Humble Consulting*

An action plan for working as a consultant Management consulting is a \$250 billion industry and growing at a rate of over four percent annually. Many predict that more than 40 percent of the U.S. workforce will soon be contingent, freelance, or consulting members of the workforce—making this book more relevant than ever. Individuals become independent consultants out of necessity or preference: necessity because they lost their job or the company offered an attractive exit package; preference because they want a career change, more control over their time, or an enriched, varied work situation. Consulting also appeals to the Millennial workforce who are searching for careers that offer a good salary as well as meaningful work. The New Consultant ’ s Quick Start Guide:
• Serves as a companion to The New Business of Consulting
• Provides you with a place to plan your transition into consulting
• Helps you identify your niche, develop a business plan, charge what you ’ re worth, and create a marketing strategy to ensure a steady stream of clients
• Prepares you for changes you will encounter beyond your professional life, including social, family, and financial aspects
The New Consultant ’ s Quick Start Guide helps you work through the challenges of consulting such as working alone, deciding on necessary insurance coverage, finding your first clients, struggling with cash flow, and understanding market trends.

Here is the definitive guide to successful mingling at business meetings, cocktail parties, and conventions from a seminar leader who has taught thousands of people the strategies of savvy socializing.

This is a very good time for consultants. As corporations have been reorganizing and downsizing, merging and globalizing, the consulting business has been booming. The Basic Principles of Effective Consulting is about what effective consultants do and how they do it. It provides a step-by-step process that can provide successful outcomes for consultants and their clients. The chapters have plenty of examples and cases of the process used by effective consultants, as cases and examples are one of the best ways to learn the consulting



business. Also provided as part of each chapter are short pieces of expert advice by established consultants and users of consulting services. Teachers in business schools will find this book can serve as an excellent supplemental textbook on consulting practices. This title was first published in 2001. The advisory role in organizations is more important today than it has ever been. To perform effectively, managers and professionals need the skills of the consultant. This manual is designed to provide practical help for all advisers, whether working within or outside the organization. It covers every aspect of the process, from interpersonal skills to organizational context, from planning to follow-up. This second edition reflects developments which have taken place since the publication of the first edition and now includes ten chapters on the impact that action learning has on change processes and the way that the Web is likely to influence consulting. Each chapter concludes with guidelines summarizing the content, and questions designed to help the reader to apply the material to his or her own activities. Real-life cases from Dr Margerison's own experience are included, as well as examples drawn from the work of many well-known consultants.

Performance Consulting  
The Abundant Community  
Consulting on the Inside  
Getting Started in Consulting  
Vision, Leadership, and the Creation of Management Consulting  
An Action Plan for Your First Year in Business  
McKinsey's Marvin Bower

**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***

**A radical approach to growing high-quality talent--fast You know that winning in today's marketplace requires top-quality talent. You also know what it takes to build that talent--and you spend significant financial and human resources to make it happen. Yet somehow, your company's beautifully designed and well-benchmarked processes don't translate into the bottom-line talent depth you need. Why? Talent management experts Marc Effron and Miriam Ort argue that companies unwittingly add layers of complexity to their talent-building models--without evaluating whether those components add any value to the overall process. Consequently, simple activities like setting employee performance goals become multipage, headache-inducing time wasters that turn managers off and fail to improve results. Effron and Ort introduce a simple, powerful, scientifically proven approach to increase your ability to develop better leaders faster: One Page Talent Management (OPTM). Using the straightforward, easy-to-follow process described in this book, you will eliminate frustrating complexity, focus only on those components that add real value, and build transparency and accountability into every practice. Based on extensive research and experience in companies such as Avon Products, Bank of America, and Philips, One Page Talent Management shows you how to: Quickly identify high-potential talent without complex assessments Increase the number of "ready now" successors for key roles Generate 360-degree feedback that accelerates change in the most critical behaviors Significantly reduce the time required for managers to implement talent-building processes Do away with complexity and bureaucracy--and develop the high-quality talent you need, right now.**

**The classic, bestselling book on the psychology of racism -- now fully revised and updated Walk into any racially mixed high school and you will see Black, White, and Latino youth clustered in their own groups. Is this self-segregation a problem to address or a coping strategy? Beverly Daniel Tatum, a renowned authority on the psychology of racism, argues that straight talk about our racial identities is essential if we are serious about enabling communication across racial and ethnic divides. These topics have only become more urgent as the national conversation about race is increasingly acrimonious. This fully revised edition is essential reading for anyone seeking to understand the dynamics of race in America.**

**NEW EDITION, REVISED AND UPDATED In America, organizations spend \$175 billion in training initiatives and more than \$500 billion in human resource solutions every year yet often have little to show for it. One reason is that people “jump to solutions” before they identify the causes of the problem. Performance consultants are effective because they partner with clients to clarify business goals and determine root causes for gaps between desired and current results. Only then are specific solutions agreed upon and implemented. This third edition of the classic book that introduced performance consulting adds a wealth of new material. There are new case examples throughout and four new chapters providing detailed steps for measuring results from performance consulting initiatives on five different levels, including ROI. The book includes a never-before-published Alignment and Measurement Model, allowing you to connect organizational needs and performance consulting initiatives designed to address those needs with the appropriate level of measurement. This remains a profoundly practical book, featuring tools, models, and checklists. It will enable you to make a difference in your organization that is valued, measurable, and sustainable.**

**One Page Talent Management, with a New Introduction**

**The Contract and Fee-Setting Guide for Consultants and Professionals**

**A Guide to Understanding Your Expertise**

**The Flow of Organizational Culture**

**The Answer to How Is Yes**

**Succeeding as a Management Consultant**

**Temptations, Risks and Limits of the Profession**

The definitive guide to running productive meetings Facilitating With Ease! has become the go-to handbook for those who lead meetings, training, and other business gatherings. Packed with information, effective practices, and invaluable advice, this book is the comprehensive handbook for anyone who believes meetings should be productive, relevant, and as short as possible. Dozens of exercises, surveys, and checklists will help transform anyone into a skilled facilitator, and clear, actionable guidance makes implementation a breeze. This new fourth edition includes a new chapter on questioning, plus new material surrounding diversity, globalization, technology, feedback, distance teams, difficult executives, diverse locations, personal growth, meeting management, and much more. With in-depth, expert guidance from planning to closing, this book provides facilitators with an invaluable resource for learning or training. Before you run another meeting, discover the practices, processes, and techniques that turn you from a referee to an effective facilitator. This book provides a wealth of tools and insights that you can put into action today. Run productive meetings that get real results Keep discussions on track and facilitate the exchange of ideas Resolve conflict and deal with difficult individuals Train leaders and others to facilitate effectively Poorly-run meetings are an interruption in the day, and accomplish little other than putting everyone behind in their “real” work. On the other hand, a meeting run by an effective facilitator makes everyone’s job easier: decisions get made, strategies are improved, answers are given, and new ideas bubble to the surface. A productive meeting makes everyone happy, and results in real benefits that spread throughout the organization. Facilitating With Ease! is the skill-building guide to running great meetings with confidence and results.

This book is written to support those who care for the well-being of their community. It is for anyone who wants to be part of creating an organization, neighborhood, city, or country that works for all, and who has the faith and the energy to create such a place. I am one of those people. Whenever I am in a neighborhood or small town and see empty storefronts, watch people floating aimlessly on the sidewalks during school or working hours, pass by housing projects, or read about crime, poverty, or a poor environment in the places where our children and our brothers and sisters live, I am distressed and anguished. It has become impossible for me to ignore the fact that the world we are creating does not come close to fulfilling its promise. Along with this distress comes the knowledge that each of us, myself included, is participating in creating this world. If it is true that we are creating this world, then each of us has the power to heal its woundedness. This is not about guilt, it is about accountability. Citizens, in their capacity to come together and choose to be accountable, are our best shot at making a difference. This book is for all who are willing to take a leadership role that affirms the conviction that without a willingness to be accountable for our part in creating a strong and connected community, our desire to reduce suffering and increase happiness in the world becomes infinitely more difficult to fulfill. It is also based on the belief that in some way the vitality and connectedness of our communities will determine the strength of our democracy. ----From 'Community'

Flawless ConsultingA Guide to Getting Your Expertise UsedJohn Wiley & Sons

Digital version of the book of the same title. Offers search capability, notes option, and bookmark feature.

How Strategy Works in the Real World

Core Skills for Facilitators, Team Leaders and Members, Managers, Consultants, and Trainers

Management Consulting Today and Tomorrow

Designing and Leading Change

The Trusted Advisor

An Other Kingdom

*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.*

*Delivers the essential practical skills needed to consult and make sharp, well prepared interactions in a wide range of business situations This comprehensive handbook covers the fundamental skills and attitudes required by successful consultants from novice to practitioner level, irrespective of their specialist area. It uncangles the key variables present in any consulting service and introduces practical ways to improve their effectiveness based upon the author's experience of helping consulting organisations to develop and excel in the marketplace. The book explores consulting 'from the ground up' steering away from theory and focusing instead on practical application, providing a solid platform upon which to build further domain-specific competence. The Consultant's Handbook provides: An understanding of the key variables that can be addressed in order to improve one's own consulting performance A set of simple practices that can be implemented with immediate benefit to the reader Practical insight into day-to-day real life consulting interactions Confidence to implement the new ideas and approaches*

*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.*

*" 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. "*

*New Thinking and Theory for Better Understanding and Process*

*Stewardship*

*A Guide to Getting Your Expertise Used*

*Positive Political Skills at Work*

*Perspectives on Strategy from The Boston Consulting Group*

*A Practical Guide*

*Awakening the Power of Families and Neighborhoods*

"If more business books were as useful, concise, and just plain fun to read as THE MCKINSEY WAY, the business world would be a better place." --Julie Bick, best-selling author of ALL I REALLY NEED TO KNOW IN BUSINESS I LEARNED AT MICROSOFT. "Enlivened by witty anecdotes, THE MCKINSEY WAY contains valuable lessons on widely diverse topics such as marketing, interviewing, team-building, and brainstorming." --Paul H. Zipkin, Vice-Dean, The Fuqua School of Business It's been called "a breeding ground for gurus." McKinsey & Company is the gold-standard consulting firm whose alumni include titans such as "In Search of Excellence" author Tom Peters, Harvey Golub of American Express, and Japan's Kenichi Ohmae. When Fortune 100 corporations are stymied, it's the "McKinsey-ites" whom they call for help. In THE MCKINSEY WAY, former McKinsey associate Ethan Rasiel lifts the veil to show you how the secretive McKinsey works its magic, and helps you emulate the firm's well-honed practices in problem solving, communication, and management. He shows you how McKinsey-ites think about business problems and how they work at solving them, explaining the way McKinsey approaches every aspect of a task: How McKinsey recruits and molds its elite consultants; How to "sell without selling"; How to use facts, not fear them; Techniques to jump-start research and make brainstorming more productive; How to build and keep a team at the top its game; Powerful presentation methods, including the famous waterfall chart, rarely seen outside McKinsey; How to get ultimate "buy-in" to your findings; Survival tips for working in high-pressure organizations. Both a behind-the-scenes look at one of the most admired and secretive companies in the business world and a toolkit of problem-solving techniques without peer, THE MCKINSEY WAY is fascinating reading that empowers every business decision maker to become a better strategic player in any organization.

Are you a professional consultant looking for a predictable and reliable source of consulting leads and prospective clients, a firm leader looking for ways to grow your client base, or a consulting executive with business development responsibilities? If so, then this book will show you the fastest and most effective strategy for achieving those goals. The secret, consulting expert Michael Moshiri explains, is to never chase clients. As the author discovered during his decades of consulting with the world's biggest professional service firms - Deloitte, EY, and PwC - what distinguishes highly successful service professionals from everyone else is their ability to use "Catalysts" to attract and motivate clients to want to buy services from them. In Never Chase Clients Again, Moshiri lays out the specific steps - and inner mindset - he uses to leverage Catalysts to rapidly find, reach, and attract the most highly-qualified clients with minimal effort. Moshiri distinguishes the most effective business development activities from the random, ineffective, and wasteful interactions usually associated with "networking" and "lead generation." He then distills his proven strategies for getting clients into an easy-to-follow system (called the "Client Catalyst System") and a set of practical principles, including: Never rely on referrals: Expecting a referral source to take the initiative to present your merits, to endorse you, or to recommend you is the fast-track to failure. Most people prefer not to jeopardize their reputations or relationships. Business is chemistry: To bond quickly with the most highly-qualified clients, you must use the best catalysts. Clients love gravity: If you must drop names, you'd better use the names that carry the most weight. Clients crave value: You can catch more clients with an ounce of pure value than you can with a pound of small talk. In the course of the book, Moshiri outlines the timeless strategies shared by the world's biggest and most successful consulting firms. The step-by-step instructions and practical principles in this book will help you to leverage the power of Catalysts to find new clients, win more business, and grow your consulting firm - quickly, predictably, and efficiently. Never Chase Clients Again is destined to take its place alongside Managing The Professional Service Firm and The Trusted Advisor as a business classic for consulting firm leaders, seasoned consultants, and business development professionals alike. Included Online Resources: Accelerate your success in implementing the systems outlined in this book by leveraging the free downloadable worksheets, templates, and checklists available on the book's website at <http://NeverChaseClientsAgain.com/BookBonuses>.

New topics covered in this edition include: e-business consulting; consulting in knowledge management; total quality management; corporate governance; social role and responsibility of business; company transformation and renewal; and public administration.

The history of consulting dates back to the original (intervention!) of the serpent in the Garden of Eden, and today's consultants have just as dubious a reputation. They are tempted by flattery and over-assessment of their abilities, and run the risks of uncertainty, responsibility without authority and loss of control. In order to steer a middle course, they must understand their own intention as consultants. Fearless Consulting clearly demonstrates that, in spite of the many risks and temptations, consultants can approach their profession and clients fearlessly, and offers a range of philosophical inspirations for readers as well as specific intervention models and practical methodologies.

Eliminating Complexity, Adding Value

Management Consulting

The Consultant's Handbook

The New Consultant's Quick Start Guide

Flawless Consulting

The Empowered Manager

Community

Our seduction into beliefs in competition, scarcity, and acquisition are producing too many casualties. We need to depart a kingdom that creates isolation, polarized debate, an exhausted planet, and violence that comes with the will to empire. The abbreviation of this empire is called a consumer culture.

We think the free market ideology that surrounds us is true and inevitable and represents progress. We are called to better adapt, be more agile, more lean, more schooled, more, more, more. Give it up. There is no such thing as customer satisfaction. We need a new narrative, a shift in our thinking and speaking. An Other Kingdom takes us out of a culture of addictive consumption into a place where life is ours to create together. This satisfying way depends upon a neighborly covenant—an agreement that we together, will better raise our children, be healthy, be connected, be safe, and provide a livelihood. The neighborly covenant has a different language than market-hype. It speaks instead in a sacred tongue. Authors Peter Block, Walter Brueggemann, and John McKnight invite you on a journey of departure from our consumer market culture, with its constellations of empire and control.

Discover an alternative set of beliefs that have the capacity to evoke a culture where poverty, violence, and shrinking well-being are not inevitable—a culture in which the social order produces enough for all. They ask you to consider this other kingdom. To participate in this modern exodus towards a modern community. To awaken its beginnings are all around us. An Other Kingdom outlines this journey to construct a future outside the systems world of solutions.

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.

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.

What I Didn't Learn in Business School is a compelling read---whether you're a recent business school grad struggling to apply your new knowledge or an experienced leader who already knows that no strategy is created in a vacuum. --Book Jacket.  
Perspectives and Advice from 27 Leading World Experts  
The Basics and Beyond  
A Practical Guide to Delivering High-value and Differentiated Services in a Competitive Marketplace