

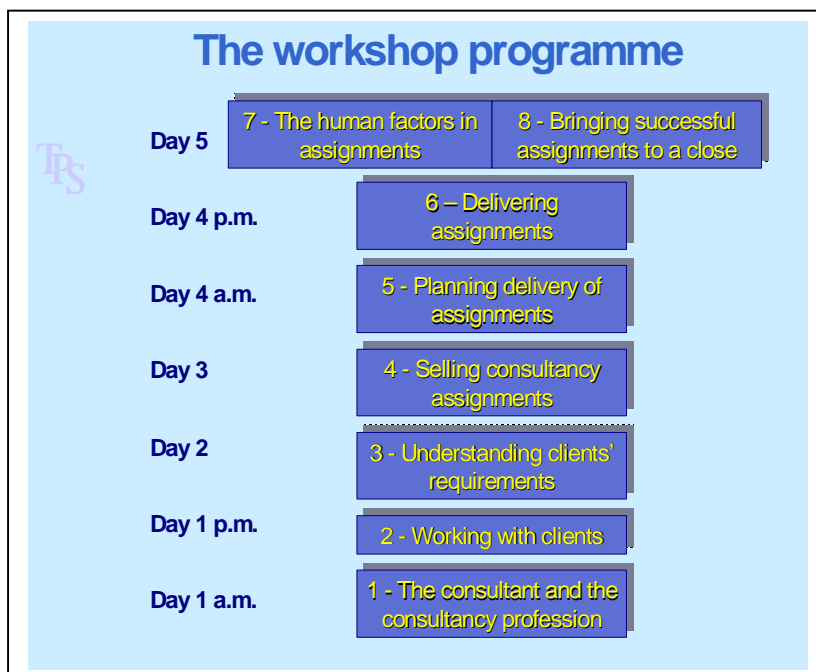


ISEB Certificate in IS Consulting Practice **Programme Overview**

TPS Developing Organisations Ltd is pleased to present its ISEB IS Consultancy programme designed for IS professionals and their organisations wishing to develop capability and careers in consultancy. It addresses all aspects of the BCS ISEB IS Consultancy syllabus, and is designed to equip delegates to sit for the ISEB accreditation examination.

The programme covers an intensive 5 days (40 hours) during which delegates work on all facets of the lifecycle of a consultancy assignment from initial pre sales activity with a customer through to disengagement from a successful implementation.

The programme comprises 8 modules:



Each module is highly practical and skills focused and uses techniques including:

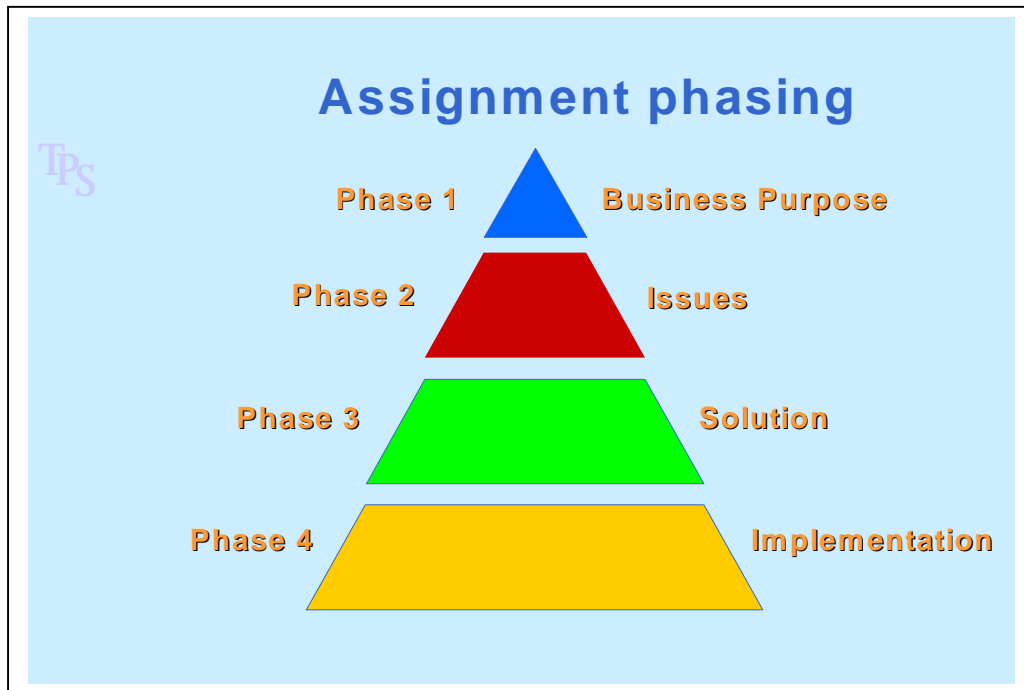
- Ø specialist tutor input from specific subject matter experts
- Ø guest speakers, giving insights into real life situations that consultants face
- Ø group discussion to allow sharing of experiences and views
- Ø training videos, to demonstrate skills, techniques and approaches in action
- Ø role plays, for delegates to gain feedback on their personal skills
- Ø major case study, running throughout the entire programme, giving delegates the opportunity to apply and practice techniques in a realistic customer situation
- Ø syndicate and individual tasks, to explore particular topics

Delegates receive copies of visuals, handouts, white papers and programme journal.

The case study gives delegates practice in applying the major skills required by the syllabus. It uses role-play to allow delegates to gain practical experience of employing key consultancy skills to deal with situations that arise in real consultancy practice.

The Primary benefits derived from the programme

- ü Accredited competency and increased professionalism in IS consulting
- ü Enhanced reputation of Consultants through their enhanced competency and consistency thus generating greater customer satisfaction
- ü Enhanced understanding of IT issues in the business context and therefore greater ability to deliver real business solutions
- ü Planning and managing customer relationships more effectively over the consultancy life cycle
- ü Greater skill to deal with difficult customer issues
- ü Greater skill in problem solving, communications and interpersonal skills specific to IS consulting situations
- ü Increased understanding of the application of quality control and measurement within IS consultancy assignments
- ü Increased confidence in dealing with customers and colleagues, leading to the delivery of higher standards of service
- ü Potential to achieve higher fee rates by applying the commercial principles proffered within the programme.
- ü Development of stronger business relationships with senior level Managers and Directors at the customer.
- ü Improved profitability of assignments through better definition of terms of reference.
- ü Improved assignment control and performance through the use of a consistent and structured approach.
- ü Clearer understanding of personal role/career development needs.
- ü Increased business from existing customers – the hallmark of successful consulting



The Programme in more detail

Each day starts at 08:30 and ends at 17:45 (18:00 on the last day). Frequent short breaks and a 45-minute lunch are taken however to allow delegates to relax and reflect!

The sessions below shown in **bold** indicate the main group working activities, focused around the programme case study.

Day 1

1. The consultant and the consultancy profession

- Introduction to the programme, ISEB and IS consultancy Practice
- Introduction to the case study
- **Your initial thoughts about the case study**
- What is a consultant?
- Why customers use consultants
- The organisations involved in the IT/IS consulting industry, how they have evolved in the market and where they organisations operate
- Legislation, ethics, professional standards & the BCS Consultancy Code of Practice
- Special considerations for in-house consultants and sole practitioners
- **What sort of consultant are YOU?**
- Hot topics for IS consultants today
- What services do you offer?
- What role do you play?
- What experience do you bring?

- What's so good about your company?
- **What do you and your company have to offer a customer?**

2. Working with customers

- What is a customer?
- How do you find customers and how do they find you?
- What customers look for in a consultant
- What are the hot topics for businesses today?
- How do you find out about your customer's business?
- What are your customers' business pressures?
- **Your assessment of this customer's business pressures**
- Customer types and motivations
- What every customer wants
- Dealing with senior people
- Image, impact and body language
- Rapport and relationships
- Planning and conducting customer meetings
- Questions, answers and listening!
- **Meeting this customer for the first time to build rapport**

Day 2

3. Understanding your customer's requirements

- Consultancy techniques for understanding the customer's requirements
- Is there a REAL need and priority?
- Meetings' skills
- Interviewing, questioning and listening
- Presenting
- Business writing
- Communicating with customers
- **Meeting the customer to understand their requirement**

Day 3

4. Selling consultancy assignments

- The importance of selling
- Who sells consultancy?
- Why customers buy
- Overcoming sales and buying reluctance
- **Why should this customer choose YOU?**
- The basis for charges - how much, when, free, charged, costs etc?
- What is a reasonably sized assignment or project?
- ITTS, Statements of Work and Proposals
- Terms and conditions
- Understanding copyright and IPR
- Competition
- High level qualifying and more detailed qualification questionnaires

- Bid/No bid decisions
- **Initial Qualification of this customer**
- What approach will you propose to the assignment
- What value can you add in this case?
- Assignment phasing
- Time Boxes and MOSCOW
- Agreeing terms of reference
- **Drafting a set of TOR**
- Principles of negotiation
- Dealing with difficult people
- **Negotiating the TOR with this customer**

Day 4

5. Planning the delivery of the assignment

- A generic assignment model, and the steps in a typical assignment
- Consultancy techniques for gathering information
- Identifying suitable and accurate sources of information
- Obtaining information and data collection
- **Fact finding for the case study**
- Data analysis and diagnosis
- Creative thinking
- Solution selection and implementation
- **Solution Design for THIS assignment**

6. Implementing projects

- Where the PM takes over from the Consultant
- A brief overview of the principles of project management
- Steering committees
- Keeping the customer involved
- Progress monitoring, control and reporting
- Managing value rather than cost
- Budgeting for long projects
- The impact of free days
- Quality management systems
- Planning and control of change management
- Project risk assessment
- **What are the risks in THIS project?**
- Managing problems
- Problem solving techniques
- Standards
- Plans and controls
- Quality assurance
- **A plan for this project**

Day 5

7. Human factors in assignments and projects

- Managing relationships with customers
- What to expect from the customer
- The customer's responsibilities
- Working in teams and groups
- Leadership and leadership styles
- Good delegation
- People as more than technical or business subject matter experts
- Managing and contributing to successful teams
- Individual analysis of team styles
- **The makeup of the team needed for this project**
- Motivating and developing consultants
- Why consultants are successful
- Avoiding pigeonholing
- Self development and personal learning
- Working within and outside personal comfort zones
- Human factors in change
- The impact on the organisation and all the people involved
- Managing customer expectations
- Involving the users in change
- Organisational issues
- Staff issues
- **What are the likely human factors in this project?**

8. Bringing an assignment to a close

- Assignment testing, completion and handover
- When to ensure customer acceptance
- Managing disengagement
- Making sure that everyone knows the project has finished
- Transferring experience and systems to the customer
- Development and delivery of training programmes
- Steps to ensure success after you have left
- Evaluating the assignment in the light of the outcomes for the customer
- **Holding a disengagement meeting**
- Review procedures after contract completion
- Sharing success
- Developing extension assignments from the initial assignment
- **Extension opportunities from this assignment**
- Reviewing what's been learnt on this programme
- Action planning
- Briefing for the examination
- Assessment of the programme

NB. Alternative delivery configurations to the 5-day format described above are available

For more information and/or an initial discussion, please contact TPS Client Services on:

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