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Consulting A Guide To Getting  
Your Expertise Used Third  
**Flawless Consulting**  
Edition  
**A Guide To Getting**  
**Your Expertise Used**  
**Third Edition**

Ugh—meetings. They're where productivity goes to die, right? There has to be a better way. According to leading consultants Dick and Emily Axelrod, there is. Using the same principles that make video games so engaging and that transformed the numbing assembly line into the dynamic shop floor, the Axelrods outline a flexible and adaptable

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system used to run truly productive meetings in all kinds of organizations—meetings where people create concrete plans, accomplish tasks, build connections, and move projects forward. They show how to design every aspect of a meeting—from the way you greet people at the beginning to how you sum up at the end—so that real work actually gets done. Those who have adopted this system will never go back. Neither will you. Beside talent and a sterling portfolio, what

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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

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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

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emerging and established entrepreneurs and consultants, THE TRUSTED ADVISOR is the first truly indispensable business book of the decade.

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

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

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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.

A Guide to Getting Your  
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How to Provide Real Help  
Faster

A Guide to the Profession  
How to Succeed as an  
Independent Consultant  
Flawless Consulting Set ,  
Flawless Consulting  
(Second Edition) and The  
Flawless Consulting  
Fieldbook

The McKinsey Way

**The Secrets of  
Consulting--techniques,  
strategies, and first-hand  
experiences--all that you'll  
need to set up, run, and be  
successful at your own  
consulting business.**

**"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**



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**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.**

**" 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 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"--**

**A Business of Consulting  
Resource**

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**The New Business of  
Consulting**

**The Basics and Beyond  
A Comprehensive Toolkit for  
Leading with Trust  
Visual Consulting  
Community**

***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***



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***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. Maximize Your Return on Expertise Research shows a high proportion of consultants fail to deliver results on time, on budget, and on target. Rare***

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***is the project that exceeds your expectations. But help is here. The Executive's Guide to Consultants explains how to ensure that every project delivers measurable benefits every time. This book will help you find experts, invest wisely, accelerate change, and achieve your most important goals by tapping into the genius of others. The Executive's Guide to Consultants contains breakthrough ideas covered by no other book, including: Sophisticated new contract structures that maximize your ROI Essential methods for***

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***reducing project risk Cutting-edge techniques for making change stick after the consultant leaves You will also learn to: Spot "chameleons" and other low-quality consultants who peddle tired ideas and deliver disappointing outcomes Get better results faster, while lowering fees Find the ideal consultant, coach, agency, or advisor for your precise situation Enforce accountability with outside experts and your own internal team Imagine if you could collect the wisdom of dozens of the country's top CEOs,***

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***combine it with the experience of a hall-of-fame consultant, and add a bucketful of unconventional thinking. You'd have The Executive's Guide to Consultants. Easy to read and packed with examples, checklists, templates, and guidelines, this book is the ultimate toolkit for maximizing your ROI from outside experts. Get extraordinary results from every consultant you hire "An extraordinary book. Clear, comprehensive, and eminently readable, it is THE book on how you can extract true business value from outside***

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**experts." -- Scott Cotherman,  
Chairman, TBWA\WorldHealth,  
subsidiary of Omnicom Group,  
Inc. "This is the Master Class  
for those who are smart,  
innovative, ahead of the pack,  
and who intend to stay that  
way. If you're not yet in that  
league, you should read this  
book twice." -- Alan Weiss,  
author, Million Dollar  
Consulting and The  
Consulting Bible "A terrific  
guidebook, with much of the  
advice equally applicable in  
managing your organization's  
internal talent. It's an easy,  
engaging read with a wealth of  
insights and detailed action**

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***steps--I highly recommend it." -- Brian Walker, President and CEO, Herman Miller, Inc. "A powerful antidote to the strained relationship between consultants and clients." -- Garry Ridge, CEO, WD-40 Company "This book shows you how to make your consultants' work stick. No more major investments in experts or programs that evaporate after only a few months or years." -- De Lyle Bloomquist, President, Tata Global Chemicals "Fields's messages are delivered in the way that all executives would like our outside resources to***

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***do it: capably, with straight  
talk and incredible insight." --***

***Ralph Scozzafava, Chairman***

***and CEO, Furniture Brands***

***CLIENT, CLARIFY, CREATE,***

***CHANGE, CONFIRM,***

***CONTINUE, CLOSE = THE***

***SEVEN SECRETS OF***

***CONSULTANCY "Most change***

***methods are effective. For the***

***most part, each one is***

***theoretically sound, well-***

***researched, and clearly***

***articulated. But when they're***

***put in organizations, they fail-***

***at least 70 to 80% of the time".***

***George Smart, Managing***

***Partner, Strategic***

***Development Incorporated The***

***definition of a consultant is someone who facilitates organisational change and provides expertise on technical, functional and business topics during development or implementation. In other words a consultant is someone who helps others to change. However, change isn't such an easy target to achieve. Research shows that the vast majority of change programmes fail. On a daily basis we hear about projects that are delayed, cancelled, over budget or boycotted by the end user. The problem is***



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***that we can never force people to change - remember the backlash against Jamie Oliver's healthy school meals campaign where parents handed junk food to their children through school fences. The key to successful change is to engage with the end user and help them want to change. The Seven Cs of Consulting offers a consistent and collaborative language that helps both consultant and client deliver value through sustainable change. Based around the author's highly successful 7Cs model (Client, Clarify, Create, Change,***

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***Confirm, Continue, Close) this approach is simple and accessible but firmly grounded in research and real life experience. The 7Cs approach opens up the complexity of sustainable change to the consultant and client and helps them explore- and then avoid - the real issues that cause change to fail within a more professional and trusting relationship. 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,***

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***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***

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***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.***

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***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 Practical Guide to Delivering High-value and Differentiated Services in a Competitive Marketplace  
Let's Stop Meeting Like This  
The Consultant's Legal Guide  
Humble Consulting  
Management Consulting  
Building the Helping Relationship***

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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

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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

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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.

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



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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.

Whether you're a beginner just starting up a consulting practice, or a veteran looking for ways to invigorate your existing business,

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An Insider's Guide to Building a Successful Consulting Practice is an invaluable resource. Featuring real stories from consultants in diverse industries, the book offers simple yet powerful ways to:

- Identify a market and narrow your focus
- Make a smooth transition from employee to independent consultant
- Sell effectively even if you've never sold before
- Establish visibility through speaking, writing, and networking
- Build credibility by leveraging the credibility of others
- Set prices based on value
- Develop a marketing strategy and divide your time between marketing and delivering your services
- Keep plenty of work in your pipeline
- Adapt and thrive in any market condition
- And much more

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Complete with the results of an original survey of 200 successful independent consultants, this handy guide provides the kind of real-life advice you need to build a thriving business.

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

Online Library Flawless Consulting A Guide To Getting Your Expertise Used Third Edition 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

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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.

A Guide to Giving & Getting  
Advice Successfully

The Abundant Community

The New Consultant's Quick Start  
Guide

Departing the Consumer Culture

The Trusted Advisor Fieldbook

The Proven Guide to Start, Run  
and Grow a Successful Consulting  
Business

**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**

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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

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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.

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



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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

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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

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**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**

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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*.  
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**

**The concept of the 'internal consultant' is now gaining considerable ground as managers in support functions seek to redefine their role and effectiveness. The emphasis that it places on moving from a 'colleague' to a 'client' perspective within the business can bring major benefits to both adviser and organisation. This book provides... .. a practical understanding of the skills required**



**to become a high-performance internal consultant, whatever your own area of expertise. It will help you: Develop stronger, more productive working relationships with internal clients Secure greater internal client commitment to initiatives and change projects Work effectively in a less formal and hierarchical way on projects and initiatives Market your services and build powerful internal**

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**networks Enhance your  
own worth and value to  
the organisation Who  
should read this book?  
All managers working in  
support functions, such  
as HR, audit, training,  
personnel and IT, as  
well as areas such as  
finance and marketing.  
The Contract and Fee-  
Setting Guide for  
Consultants and  
Professionals  
The Executive's Guide to  
Consultants: How to  
Find, Hire and Get Great  
Results from Outside  
Experts**

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## **Facilitating with Ease! The Empowered Manager Getting Started in Consulting The Structure of Belonging**

*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*

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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

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*working alone, deciding on necessary insurance coverage, finding your first clients, struggling with cash flow, and understanding market trends.*

*Widely recognized as a key reference work on the practice of consulting, this guide offers an extensive introduction to professional consulting, its nature, methods, organizational principles, behavioral rules, and training and development practices. Today's information- and knowledge-based economy is constantly creating new opportunities and challenges for consultants. This new edition of Management Consulting actively reflects and confronts these developments and changes. New topics covered in this edition include: e-business consulting consulting in knowledge management total quality management corporate*

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*governance social role and responsibility of business company transformation and renewal public administration This book serves as a useful and inspiring tool for individuals and organizations wishing to improve their consulting activities. Praise for the previous edition: "A wealth of information about the nature and purpose of management consulting, consulting in various areas and the management of a consulting firm. It should help practitioners, entrants to the profession and business people wishing to use consultants more effectively."--Financial Times Interested in entering the consulting business? Already have a consulting practice but want to take its profits to the next level? 90 Days to Success in Consulting provides an action plan for*

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*success in the ultra-competitive consulting industry. The book is designed to logically take you through the major consulting topics and provide action items to be done in the next 90 days for immediate business functions, as well as for planning the future phases of your consulting journey. The book covers the various opportunities available, including the traps and pitfalls to avoid, ensuring a successful career as a consultant.*

*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*

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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



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*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*

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*organization. Facilitating With Ease!*  
*is the skill-building guide to running  
great meetings with confidence and  
results.*

*A Practical Guide for Internal  
Consultants*

*Positive Political Skills at Work*

*Flawless Consulting, Second Edition*

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*The Answer to How Is Yes*

*Process Consultation Revisited*

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,

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irrespective of their specialist area. It untangles 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

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addressed in order to improve  
one's own consulting  
performance A set of simple  
practices that can be  
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benefit to the reader Practical  
insight into day-to-day real life  
consulting interactions  
Confidence to implement the  
new ideas and approaches  
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

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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.

The second edition of Peter Block's Flawless Consulting gracefully updates what many consider the best resource of

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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

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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.

Here is the definitive guide to successful mingling at business meetings, cocktail parties, and

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conventions from a seminar leader who has taught thousands of people the strategies of savvy socializing. Peter Block Flawless Consulting A Guide To Getting Your Expertise Used, Second Edition An Other Kingdom How to Work a Room Tools to Save Time and Get More Done The Secrets of Consulting 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,



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working in an increasingly virtual world, how to cope with complexities in international consulting, case studies, and guidelines on implementation.

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speaking in concrete terms about how to dramatically improve your results in sales, relationship management, and organizational performance. Your success as a leader will always be based on the degree to which you are trusted by your stakeholders. Each chapter offers specific ways to train your thinking and your habits in order to earn the trust that is necessary to be influential, successful, and known as someone who makes a difference. Self-administered worksheets and coaching questions provide immediate insights into your current business challenges. Real-life examples demonstrate proven ways to "walk the talk." Action plans bridge the gap between insights and outcomes. Put the knowledge and practices in this fieldbook to work, and you'll be someone who earns trust quickly,

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consistently, and sustainably—in business and in life.

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Peter Block is priceless." --Sue Mosby,  
principal, CDFM2 Architecture Inc.

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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  
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Linkage, Inc.

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***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. This sequel has been thoroughly updated to cover current government procurement rules affecting consultants along with a broad range of marketing, financial, professional and ethical issues. Features the latest in computer and office equipment with tips on purchasing the right product.***

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***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. An Action Plan for Your First Year in Business 90 Days to Success in Consulting Choosing Service Over Self Interest***

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