MILANO THE NEW SCHOOL FOR MANAGEMENT AND URBAN POLICY

OCM 5003 – Managing Client Consultant Relationships

AUTUMN 2010

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Office Hours By Appointment

Mondays (6:00-7:50 P. M.)
ONE 2-HOUR PRACTICUM

COURSE OBJECTIVES:

- Explore the dynamics of creating and sustaining client relationships
- Use case studies and practical applications to increase understanding of how the practitioner adds value to the client system
- Develop approaches to managing client resistance and transference
- Practice the competencies required to manage client relationships

THE COURSE: OVERVIEW

The course is built around four dimensions: consultant capacities, client organization needs, relationships between parties that enable interventions to be successful, and managing relationships to achieve positive outcomes. Organizations come in various shapes and sizes. Their needs for outside help are diverse. The quality and sustainability of relationships with clients provide a critical variable for change effort success or failure.

The course explores relationship management through the consulting process stages. Issues of risk, resistance, and transference are addressed in varied ways. Competency emphasis is upon personal and professional self-understanding and inter-personal, inter-organizational skills.

TEXT: Resources include a collection of cases and readings which are on blackboard and required texts — Peter Block, Flawless Consulting, A Guide to Getting Your Expertise Used, 2nd Edition. Pfeiffer, 2000. ISBN 0-7879-4803-9 and Edgar H. Schein, Helping: How to Offer, Give and Receive Help, Barrett-Koehler Inc, 2009. ISBN: 978-1-57675-863-2. Barnes & Noble at 18th St. and 5th Ave. makes New School text books available.

THE COURSE: COMPONENTS -- 3 Building Blocks

Phase One (8/30 – 9/20) begins the focus on competencies and the client/consultant interface. Allan Labs case provides a practice space for the skills and approaches students will later apply. An extra 2-hour practicum session will take place for class groups during this time period. Output – Experiencing the characteristics of a win/win relationship.

COMPONENTS (Continued)

Phase Two (9/27-11/8) provides an inter-face with a Milano School faculty or administration person who serves as a client for class members who work through the stages of consulting. Output – Analysis of the experience and relationships.

Phase Three (11/8-12/13) Participants individually implement an organizational intervention through which they work at sustaining client relationships. Output – Analysis of learnings from this client/consultant relationship experience.

A relationship has to be about something. It doesn't exist for its own sake. Thus, the relationship has both an instrumental and a substantive character. Its core is trust. Its engine is competence.

The course begins with a strong emphasis upon what each of us brings to the world of organizational change as we seek to assist the change leaders in their task. What is the substance of our competence?
We look at what the world of the client looks like as we seek to build support for each component of the consulting and change cycle. What are the processes, strategies, and skills needed to create and sustain the relationships which lead to successful outcomes?

The use of the term consultant is not focused exclusively on those who "do it for a living" whether internal or external. It assumes that anyone who intervenes into an organizational system to assist the process of change needs to manage the relationships using consulting skills. Major focus is on the multiple players within the client organization. Thus, the course does not assume that a single entity who must be managed is the given in our intervention world. The complexity of client authority, power, and relationships is a critical part of the process.

THE COURSE: GRADING BASES:

Class Participation (Including Practicum)	30%
Phase 1 – Win/Win Analytic Paper	15%
Phase 2 – Report/Analysis of Milano Consulting Experience	27.5%
Phase 3 – Report and Analysis of Individual Intervention	27.5%

Monday, August 30 – CONSULTING, CONTEXT – PHASE ONE

Competency Focus – Accurate Self-Assessment

Reading – * Naomi Raab, "Working With the Client Consultant Relationship," OD Practitioner, Vol. 36, No. 1, 2004, pp. 17-21

Monday, September 6 – LABOR DAY – No Class

Monday, September 13 – THE MOMENT OF TRUTH

Competency Focus – Self-Confidence

Flawless Consulting – Preface; Chapter 1; pp. 13-18; 37-51

Helping – pp. 1-10

Readings – * Amy C. Edmonson and Diana McLain Smith, "Too Hot to Handle? How to Manage Relationship Conflict," California Management Review," Fall 2006, pp. 6-31

* Dennis S. Reina and Michelle L. Reina, "Building Sustainable Trust," OD Practitioner, Vol. 39, No. 1, 2007, pp. 36-41

Case – Allan Labs

Monday, September 20 – WHO IS THE CLIENT?

Competency Focus – Perceptual Objectivity; Positive Regard

Flawless Consulting – Chapters 4 and 5

Helping – pp. 11-47

* ITEMS PLACED ON BLACKBOARD

Monday, September 20 – WHO IS THE CLIENT? (Continued)

Readings: * Ronald B. Lieber, "Controlling Your Consultants," Fortune, October 14, 1996, p. 114f.

Daniel Goleman and Richard Boyatzis, "Social Intelligence and the Biology of Leadership," Harvard Business Review, September 2008, pp. 74-81

Christopher G. Worley and Edward E. Lawler III, "Designing Organizations That Are Build for Change," MIT Sloan Management Review, Fall 2006, pp. 19-23

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Case: Allan Labs

September 21-25 – PRACTICUMS SCHEDULED

Monday, September 27 - IT'S A MARATHON

Competency Focus – Analytic Competencies

Flawless Consulting – pp. 19-36

Readings - * Roderick Gilkey and Clint Kilts, "Cognitive Fitness," Harvard Business Review, November 2007, pp. 53-66

* Rick Ross, "The Ladder of Inference"*

Write-Up of Phase One is Due

CLOSE OF PHASE ONE BEGINNING OF PHASE TWO

Monday, October 4 - RESISTANCE

Competency Focus – Developmental Alignment

Flawless Consulting – Chapters 8 and 9

Helping – pp. 48-65

Reading – * Jeanne M. Brett et al, "How to Manage Your Negotiating Team," Harvard Business Review, September 2009, pp. 105-109
* Mark Lipton, "When Clients Make You Crazy," Journal of Management Consulting, Vol. 8, No. 4, Fall 1995, pp. 26-34

* Manfred F. R. Kets de Vries, "Dangers of Feeling Like a Fake," Harvard Business Review, September 2005, pp. 108-116

Monday, October 11 – Evening With Peter Block

Monday, October 18 –TRANSFERENCE, PROJECTIVE ID

Competency Focus – Project Management

Flawless Consulting – pp. 153-159; Chapter 16

Helping – pp. 66-84

Readings: * James Kranz and Thomas North Gilmore, "Understanding the Dynamics Between Consulting Teams and Client Systems" in Organizations on the Couch, Manfred F. R. Kets de Vries et al, Jossey-Bass, 1991, pp. 307-330

* Michael Maccoby, "The Power of Transference." Harvard Business Review, September 2004, pp. 77-85

Monday, October 25 – PROCESS AND SUBSTANCE

Competency Focus – Use of Influence

Flawless Consulting – Chapter 6

Helping – pp. 85-105

Readings – * Peter Block, "Risk is Where You Find It," Flawless Consulting Handbook, 2000, pp. 13-19

* Michael Hammer, "Deep Change," Harvard Business Review, April 2004, pp. 85-93

Monday, November 1 – RELATIONSHIP MANAGEMENT

Competency Focus – Developmental Alignment

Flawless Consulting – Chapter 10

Helping – pp. 106-127

Reading * Nancy Duarte and Garr Reynolds, "How to Become a Better Manager...by Thinking Like a Designer," MIT Sloan Management Review, Summer 2009, pp. 39-42

Monday, November 8 – WHAT IS THE PROBLEM? – PHASE THREE

Competency Focus – Analytic Reasoning

Flawless Consulting – Chapter 19

Helping – pp.128-157

Reading – * Mary Lou Kotecki, "Mastering Change: Living Up to Expectations," OD Practitioner, Volume 2, No. 4, 2000, pp. 21-26

WRITE UP OF PHASE II IS DUE

Monday, November 15 – STAKEHOLDER ENGAGEMENT

Competency Focus – Accurate Self Assessment

Flawless Consulting – Chapter 12

Reading – * Arthur M. Turner, "Consulting is More Than Giving Advice," Harvard Business Review, September-October 1982, pp. 120-128

Monday, November 22 – THE RESEARCH PROCESS

Competency Focus – Project Management

Flawless Consulting – Chapter 11

Reading – * Gretchen B. Rossman and Sharon F. Rallis, Learning in the Field, Introduction to Qualitative Research, 2nd Ed., Sage, 2003, pp. 4-13

Monday, November 29 – THE FEEDBACK PROCESS

Competency Focus – Perceptual Objectivity; Use of Influence; Developmental Alignment

Flawless Consulting – Chapters 13 and 14

Reading- * Jay M. Jackman and Myra H. Strober, "Fear of Feedback," Harvard Business Review, April 2003, pp. 101-107

Monday, December 6 - SUSTAINING RELATIONAL COMPETENCE

Competency Focus – Project Management; Analytic Reasoning

Flawless Consulting - Chapters 15 and 16

Monday, December 13 – THE CHANGE IMPACT

Write-up of Phase Three is due no later than December 16th