



**Institute of  
Management  
Consultants of  
India,  
Delhi**

**Academia + Business + Consulting**  
**ABC de-limiting excellence**

December 1-15,  
2009



Certified Management Consultant™  
The international credentials of a professional management consultant, reciprocally recognised by global members of the International Council Of Management Consulting Institutes [ICMCI]

Dear Readers

The year 2009 is coming to close. It is a good time to look back and check the accomplishments of IMCI Delhi. Starting with the 1st of April 2009, we have so far done the following activities, guided by our tagline “Alag Tevar, Alag Flavour”:

- Expanding the focus to Academia, Business and Consulting instead of confining to consultants alone
- Launching this fortnightly eMag: ABCeMag - delimiting excellence. – This is the **17th** issue. It has always been on time, i.e., 1st and 16th of every month. Sometimes, it is even before the time too. Shows our eagerness to share it with you.
- Held **18** public events including hosting a four event International Management Consultants' Week during July 16 - 22, 2009. Attendance in each of ur programme has ranged from **26 to 172**. We have experimented with new programme formats including T20Camps, Guru Speaks and Professionals Round Table successfully.
- Creating a group 'imci - delhi' on linkedin.com with over **335** members across the globe. Check linkedin.com. Search for the group 'imci – delhi' to be a member.
- Making IMCI Delhi accessible on twitter.com
- Webcasting videos of all events on youtube.com and msn video. Type 'imcidelhi' on youtube or msn and seen the coverage.
- Podcasting all the talks in mp3 and making it available through box.net. Type 'imcidelhi' on box.net and listen/download.
- Making over **1450** pictures available to all participants of the events and general public through picasa.
- Tying up with professional bodies and hosting joint programmes in New Delhi. This includes All India Management Association, Standing Committee of Public Sector Enterprises, International Management Institute and Consultancy Development Centre.

We are a virtual setup in Delhi with major funds constraints. Yet my colleagues in the Executive Committee, have been highly charged up to keep the flag high. Did we hear, WOW from you? Thanks. This is what “Alag Tewar Alag Flavour” means and we will keep going...

Festival Greetings,

Rajiv Khurana,  
CMC, FIMC

Chairman  
IMCI Delhi



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**Jointly Invite YOU**  
*to the fourth*



## Round Table:

# Lessons for learning and un-learning in consulting practice

**Date:**

**December 21, 2009**

**Time:**

Registration and Tea – 5.15 pm

Round Table - 5.30 pm to 7.15 pm

**Venue:**

Consultancy Development Centre

Core 4B, 2nd Floor, India Habitat Centre,

Lodhi Road, New Delhi - 110 003



**Session Chairperson:**

**Dr. S R Mohnot**

**Dialogue Initiator:**

**Rajiv Khurana**

**Issues**

**Examples**

**Perspectives**

**Dilemmas**

**Commercialism**

**Professionalism**

**Ethics**

**Only 20 [twenty] seats available on 'first come' basis and subject to confirmation. No fee.**

**For participation, please write to:  
[imcidelhi@gmail.com](mailto:imcidelhi@gmail.com).**

Rajiv Khurana  
CMC, FIMC  
Chairman  
IMCI, Delhi

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**Dr. M B Athreya**

Management  
Guru. Former  
Professor - IIM  
Kolkata, London and  
Scottish Business  
Schools. Chair and  
Member of  
Government Policy  
Committees. Advisor  
to industry,  
government and  
NGOs.



## CLIENT CONSULTANT INTERFACE MODEL

Relationship management skills are useful to an individual in all aspects of life. They are even more important for a consultant. They are critical for management consultants, who have to help bring about changes in client systems. Assuming the necessary professional knowledge and experience, one factor affecting the effectiveness of a consultant is his ability to manage the interface with clients. In this paper we offer a model focusing on the variable of proactive vs. reactive stances of consultants and clients. We identify four possible situations and draw implications for consultant behaviour.

### INTERFACE MODEL

The Model is shown in Exhibit 1. It envisages four possible combinations –  
Both Proactive  
Only Client Proactive  
Only Consultant Proactive  
Both Reactive

I hypothesize that these combinations are to be preferred in this order, and that the efforts of the consultant, as well as the client, should be to move the interface towards Box 1. We will deal with these combinations in reverse order.

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	Consultant		
Client		Proactive	Reactive
Proactive		<ul style="list-style-type: none"> <li>- ENERGETIC</li> <li>- Problem Solving and Action</li> </ul>	<ul style="list-style-type: none"> <li>- CLIENT Leadership</li> <li>- Give congruent responses</li> </ul>
Reactive		<ul style="list-style-type: none"> <li>- CONSULTANT Leadership</li> <li>- Show high empathy</li> </ul>	<ul style="list-style-type: none"> <li>- ANAEMIC</li> <li>- Energise Self and Client</li> </ul>



**BOTH REACTIVE (4)**

The client may be reactive for a variety of possible reasons, such as –  
Caught up in crisis management of current operations.

Preoccupied with too many new projects.  
Hectic Travel.

Expecting the consultant to take the lead.

The consultant may be reactive for some similar and some different reasons, such as –

Overextended on too many assignments.  
Some assignments dragging on beyond schedule.  
Travel.

Naturally shy and withdrawn.

When both are reactive, the relationship tends to be anemic, with low energy committed to exploration, diagnosis, problem-solving, action, reviews and updates. To break the impasse, the consultant should first energise himself and then energise the client. It could lead to several alternative, appropriate consequences.

Identify the real needs and address them if the consultant has those skills.

Bring in other consultants, if needed.

Defer the project to a more opportune time.

Part amicably.

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### CONSULTANT LEADERSHIP (3)

This is the second least desired, or the third most desired, situation. It may be due to a mix of some of the following factors.

A client new to the use of consultancy.

Preoccupied with crises and/or projects.

A consultant with dynamism, bordering on being aggressive.

Without much other assignments and, therefore, over dependent on a few clients for revenues.

The guidelines for the consultant here may be –

Show a high degree of empathy to the client, especially since he is not assertive.

Do only those projects and deliver only such services as are beneficial to the client system.

Identify energetic individuals in the client organization, other than the “contact” client, and involve them.

Catalyse the formation of task forces and cross functional teams and train them to be proactive change agents.

### CLIENT LEADERSHIP (2)

This is the second most desired situation. If only one of the two parties were to be proactive, it is relatively better that the client is so. He has to be in charge of diagnosis, prioritization, problem solving and implementation.

The consultant needs to act on the following lines.

Give responses, which are truly congruent to the needs of the client system. Do not be stampeded by the aggressive initiatives of the client.

Make the process of diagnosis more participative. Do not go entirely by the initial, quick diagnosis of the active client. Bring in more people.

Suggest a more deliberate search for alternatives; data collection; analysis and creativity.

The energetic client may run into implementation problems. Use those opportunities to become more proactive in correction and learning.

### BOTH PROACTIVE (1)

This is the most preferred situation. But it is also not without its hazards. There is scope for conflict, haste, mutual admiration and oversight.

The guidelines for the consultant may be –

Focus the energy on problem solving and vigorous action.

Go for stretch goals, which will pose the organization newer kinds of “problems” for solution.

Take up long term vision and strategic planning, in order to anticipate competitiveness and leadership problems and solve them.

Periodically disengage from the client for some length of time. Reengage later, if necessary.

### DYNAMICS

People and situations are subject to change in the competitive, global environment.

Even after the interface reaches the stage of “Both Proactive”, slippage of either party into a reactive stance is possible. So, the consultant needs to be sensitive to signals.

He could become less active and allow the client to take over; and reactive his role, if necessary; or disengage. The model can be useful in managing the dynamic of several concurrent projects.

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## Tips for CONSULTANTS

**Thank you,**

Mark R.  
Haas CMC, FIMC

Editor  
Tips for  
Consultants  
and  
President  
Research and  
Organization  
Management,  
Inc., USA

For your  
concurrence to  
print the tips in our  
ABCeMag  
regularly.

**Which do you think is more important in growing a client base - filling a pipeline at the front end or transforming cold leads to warm ones?**

This is an easy question to answer, based on how well most consultants perform at each process. Many consultants do not like to sell or cultivate clients, so this is where they spend less time. We get a stack of business cards, an email from a colleague telling us we "should meet this person," or an inquiry from a person who is not quite looking for consulting services. We often have no formal mechanism to either evaluate or process these leads, so they are often dropped. In this case, these are people already in our prospect bank that we don't even recognize as being there. Also, individuals in our bank that we do recognize are just not worked according to a plan as well as they need to. So, it is not identifying people to put into the bank that is the rate limiting step, but moving them from stage to stage, eventually turning them into clients.

Tip: It may be the use of terminology we use that affects how we decide to process leads. The concept of a "pipeline" involves inserting an object and pushing it, unchanged, through the length of pipe to exit the other end. This is not how prospects become qualified leads and eventually become clients. If we think in terms of farming, where we prepare the ground, plant seeds (many more than we expect to grow into full-size plants), cultivate and water, fertilize and thin, support and watch over, we are better served with a metaphor that more closely represents the actions needed to create healthy clients. Copyright (c) 2009,  
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**I am all over social media (LinkedIn, Twitter, Facebook, and several bookmarking sites) but am not getting much in return for the effort. How can I get more traction?**

Consider the intent of your social media strategy. It is easy to engage in setting up accounts, participating in forums and referring people to your profiles. Some consultants, however, fail to start with the end in mind, instead feeling that they must have a social media "presence" and will figure out later how it will work. Before you engage in social media in a significant way, consider two issues (these do not include the mechanics of the strategy itself). First, recognize that you are asking people to make an investment in you and your content. Although they do not "pay" in a traditional sense, their interaction with you takes time they could be spending elsewhere. Make sure that you are providing a lot of free, useful and timely content to compensate for their investment. Nobody cares about your business except in ways that benefit them.

Second, recognize that the type of audience you pursue means as much as the volume of attention you attract. Facebook use is rapidly expanding for business, but is it a place your target audience knows and cares about? In which forums do you participate, and are those ones your customers care about? Can you devote significant time to the care and feeding of your social media activities? Are you evaluating your return on investment? How much content do you need to generate, and give away, to justify your target's investment of time to interact with you? Are the types of people you attract compelled to use your services or are they just interested in using your content?

Tip: It is seductive to launch into social media activities because the investment is low (usually free) and largely a do-it-yourself activity. Consider that a gift, but also that the real investment is in the maintenance and operations. Given the total cost of operations for an effective social media strategy, spend more time thinking through how you will generate content and create community around that content. Balance your expectations against the total, and sustained, investment you are making.

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**TIPS FOR  
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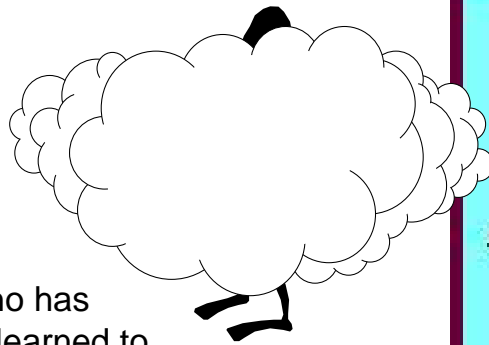
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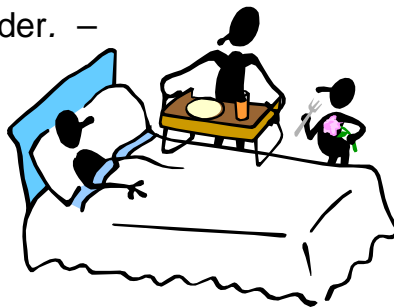


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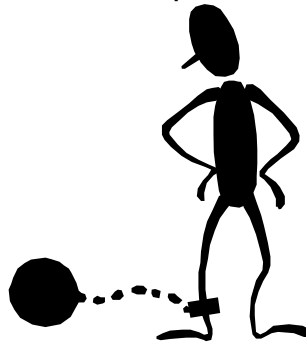
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He who has never learned to obey cannot be a good commander. – Aristotle



True leadership is all about example. Nothing more clearly determines the culture, and ultimately the success of a business than a leader who understands the powerful influence of his own example. – Bob Ashford



Leaders learn by leading, and they learn best by leading in the face of obstacles. As weather shapes Mountains, problems shape leaders. – Warren Bennis



## Leadership Ideas For Today

Extracts from the gift book- **LIFT**, pending print, by - Rajiv Khurana, CMC, FIMC



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#### For any further details contact:

Ms. Pooja (Programme Coordinator)  
Tel - +91-11-24602601, 24601533, 24602915  
Mob - 9958222574  
Email - [pooja@cdc.org.in](mailto:pooja@cdc.org.in), [cert@cdc.org.in](mailto:cert@cdc.org.in)  
Further details and Application form can be downloaded from CDC Website URL-  
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## ICMCI

The International Council of Management Consulting Institutes is the global association of national management consulting institutes from around the world. These national institutes administer, in accordance with world class standards, the international "CMC" certification [Certified Management Consultant](#) earned by individual professional management consultants.

More details: [icmci.org](http://icmci.org)

## IMCI

The Institute of Management Consultants of India (IMCI) is the apex body of management consulting professionals, being the only registered institute of established management consultancy firms and practicing individuals in the country.

Constituted in 1991, IMCI was formerly known as the Management Consultants' Association of India (MCAI), which was founded in 1963.

In 1989, IMCI became the first Asian organisation to be accepted for membership of the International Council of Management Consulting Institutes (ICMCI), the global apex body of Management Consulting Institutes. ICMCI has 46 member countries in the world.

The Executive Secretariat of IMCI is located in Mumbai. The Institute has regional Chapters in Ahmedabad, Bangalore, Calcutta, Chennai (Madras), Delhi, Hyderabad, Mumbai (Bombay) and Pune.

## CMC Designation

IMCI endeavors to raise the standards of management consulting by awarding Certified Management Consultant (CMC) designation to individual members who have passed a qualifying examination and have met the profession's standards of competence and ethics. The CMC designation implies international recognition to worldwide standards.

More details: [imcindia.co.in](http://imcindia.co.in)



## Code of Professional Conduct for IMCI members

### Minimum Guidelines

#### Confidentiality

A member will treat client information as confidential and will not take personal advantage of privileged information gathered during an assignment, or enable others to do so.

#### Unrealistic Expectations

A member will refrain from encouraging unrealistic expectations or promising clients that benefits are certain from specific consulting services.

#### Commissions / Financial Interests

A member will neither accept commissions, remuneration or other benefits from a third party in connection with recommendations to a client without the client's knowledge and consent, nor fail to disclose any financial interest in goods or services which form part of such recommendations.

#### Assignments

A member will only accept assignments for which the member has the skill and knowledge to perform.

#### Conflicting Assignments

A member will avoid acting simultaneously (in potentially conflicting situations) without informing all parties in advance that this is intended.

#### Conferring with Clients

A member will ensure that before accepting any engagement, a mutual understanding of the objectives, scope, work plan and fee arrangements is established and any personal, financial or other interests which might influence the conduct of the work are disclosed.

#### Recruiting

A member will refrain from inviting an employee of a client to consider alternate employment without prior discussion with the client.

#### Approach

A member will maintain a fully professional approach in all dealings with clients, the general public and fellow members.

#### Code of Professional Conduct

A member will ensure that other management consultants carrying out work on the member's behalf are conversant with and abide by the Code of Professional Conduct.



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contribution,  
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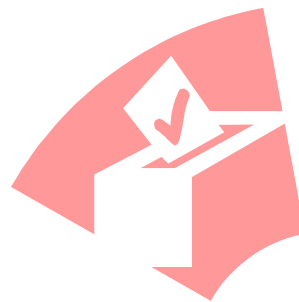
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# TEAM

This eMag is meant for free electronic circulation amongst members & friends of IMCI - Delhi