

**Job Profile
Business Consulting**

2021 Edition

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I. Comments

1. Preamble

- Functions of business consultants encompass comprehensive analysis of organizations and their surroundings, development of resolution recommendations and their concrete implementation through counseling, realization and intervention. Further, guidance counseling and communications processes are provided within the organizations and as well as for their external market operations.
- The following job profile is based on historical perceptions and expectations of companies that had retained consultants, as well as current consultants' perceptions of their roles and responsibilities in business consulting.
- The job profile illustrates responsibilities, roles and the scope of functions along with reference to legal and ethical standards.
- This job profile is a snap-shot of the present-day and will dynamically evolve just like the rest of the business world.

2. Background

The job profile is developed based on the Austrian professional norm for consultants and is published by 'FEACO' (= European Federation of Management Consultancies Associations) in Brussels.

3. Standards and Recommendations

- ISO 20700 Guidelines for management consultancy service
- Professional essentials and trade rules - Management Consulting

4. Characteristics

- Management consulting's priority is to observe the company or organization in its entirety and is oriented on the present and future, as opposed to other business consulting professions that are focused on the present or on the past.
- It is the management consultants' objective to create added value for businesses and organizations through counseling, support and development of the client company's business, communications, technical, administrative and social spectrums. Goals are enhancement and safeguarding of opportunities,

risk abatement and prevention as well as support in the implementation of strategic measures.

- As external consultants, management consultants act autonomously, independently and professionally. Thus, they augment company internal perspectives with external viewpoints. They are at liberty to accrue data and conclusions, so long as these are relevant to the scope of the consultancy contract.
- Management consulting enjoys a special trust relationship to the client organization and therefore treats all information it encounters responsibly and in confidence.
- In addition to their specialized technical expertise, management consultants must possess tactical know-how and social competence, particularly transformation competence. This convergence of competencies forms the foundation of a successful consulting process to the benefit of the client organization.
- Management consultants perform different functions, with often blended roles
 - Generalized and interdisciplinary consulting, especially at the senior executive management level
 - IT (consulting, concepts, implementation, maintenance support)
 - Industry/Contextual Consulting
 - Implementation Support
 - Handling of Specialty Assignments
 - Expert Witness/Surveyor Assignments
 - Moderating
 - Systemic Consulting
 - Coaching (particularly for senior level management)
 - Mediation
 - Business Training
 - Interim Management

II. Consulting Process, Methodology and Social Competence

A key goal of management consulting is to facilitate changes for the benefit of the client organization. Various different and promising methods exist to achieve this; however, core concept foundations should be met.

1. Required Framework for a Consulting Project

- Access to the necessary core information synopsis from the client organization, so that an intervention consulting project can even be designed
- Reach clarity about objectives and exclusion criteria and a possible third party contract patron/principal
- Self-assessment of the management consulting process to determine if it can, in effect, contribute to reach the project's objectives
- Recommendation of the consulting method to be used and thus the consultant's role
- Definition of content-driven work schedule
- Definition of the project's direction
- Definition of commercial conditions
- Principal places order for consulting contract/project
- Execution of project
- Management and direction of the project
- Completion of the project

Scope and depth are primarily dependent on scope, size and duration of the project, as well as the project's unique traits and estimation of the particular problem set. A comprehensive illustration of rules and regulatory aspects can be found in the international ISO 20700 regulations for management consultants

2. Completing a Consultancy Project

There are numerous methods for completion of a consulting project/contract. However, a typical contract will encompass the following steps:

- Collection of relevant data
- Assessment and analysis
- Development of scenarios and/or recommendations
- Facilitation of decisions
- Implementation of decisions
- Review of objective completion and conclusion

3. Implementation of Changes within the Client's Business System - Transformation Competence

Ongoing reconfiguration of companies requires both awareness and participation of the responsible and involved parties. Therefore, management consulting emphasizes their involvement and empowerment by

- Awareness Coaching
- Empowerment of existing knowledge and creativity
- Problem resolution by employees or in consent with them
- Enrichment of learning capabilities
- Business training and instruction

4. Consultant Roles and Methods

General and interdisciplinary counseling at all tiers of the company

- Focal point is the comprehensive expertise at the company's executive and organizational levels
- In addition to specialized trade knowledge this is inclusive of an in-depth and across the board understanding of all significant company functions and departments within the organization
- Consulting content emphasizes strategy and during interventional consulting the impact on the company's mission is to be considered
- Typically, company executive management is the addressee of the consultant, and the latter functions and acts at the executive level

Trade/Industry Specific Consulting

- The consultant's expertise in a particular consultancy assignment, industry, function, technology and/or method is at the foreground of the assignment. Additional knowledge is added to the company
- Consulting also requires consideration of systemic connections and social competence
- Concepts and recommendations are developed by consultants with or without participation of the company
- Decisions are consistently made by the client company

Implementation Support

- Takes place either after the consulting project or when realistic concepts are on hand
- Typically close cooperation with client organizations
- Assumption of trade-specific and management tasks in conjunction with the project's structure

Handle Specialized Tasks

- Limited duration or temporary use of skilled or management personnel
- Custom arrangements

Expert Witness/Surveyor

- Responsible evaluation of events or locales from an impartial perspective
- Expert witness/surveyor methodology with triage, identification of applicable regulations and surveyor's final audited report
- The final product is an independent surveyor's report

Moderating

- Leadership of groups in conjunction with further development of organizational entities or in problem resolution

Systemic Counseling

- Consulting and the consultants' responsibility and liability are limited to the process, not the trade/industry specific solution
- The goal is to strengthen the resources and competencies of individuals or groups, these originating from a reflective self-help process
- Making help available for self-help
- Basis is system theory, constructivism and cybernetics

Coaching (Especially for Executives)

- Coaching's methodology is the empowerment of individuals to find problem solutions from their inner resources
- Through questions, the coach leads the client to arrive at his/her own answers
- If the client asks the coach's opinion, coaching becomes individualized advice

Mediation

- Mediation leads groups with opposing interests to an acceptable solution for all groups
- Mediation's position is in the middle and strictly neutral
- Mediation's actions and duties relate to the process, mediation does not offer any suggestions for compromise, nor does it contribute to the functional solution

Business Training

- Regularly scheduled training and continued education has its goal in furthering knowledge, capabilities, skills and behavior patterns
- Such training encompasses all facets of business
- Interactive methods are at the forefront

- Instructional content is developed and implemented didactically and according to the training objective and participant profiles

Interim Management

- Short-term business operations management