## Finding Your Way in the Consulting Jungle

A Guidebook for
Organization Development
Practitioners

Arthur M. Freedman Richard E. Zackrison

Foreword by Richard Beckhard

## **Contents**

Foreword to the Series	ix
Introduction to the Series	xi
Statement of the Board	XV
Acknowledgments	xxi
Introduction	1
Contacts with Potential Client Systems	5
Promotional and Marketing Options	6
A Strategy for Marketing Your Services	15
What's in a Name?	16
Summary	17
Does the Organization Need a Consultant?	19
Does the Organization Really Need a Consultant?	22
What Are the Agents' Perceptions of the Organization's	
Current Situation?	23

vi Contents

	Assessing Organizational Readiness	33
	Framing How the Organization Can Use an OD Consultant	36
	Summary	38
3.	Types of Consultants	39
	The Four Types of Consultants	40
	Which Type of Consultant Is Needed?	48
	Multidisciplinary Consulting Teams	56
	Matching Consultants with Purpose	57
	Summary	67
4.	Consulting Philosophy	69
	Achieving Organizational Effectiveness	72
	Treating the Entire Organization	75
	Focusing on Causes, Not on Symptoms	76
	Intervening at the Strategic Level, Rather Than Offering a Quick Fix	77
	Identifying, Developing, and Utilizing Client Resources	79
	Enabling Self-Determination for the Future	81
	Dealing with Immediate, Real-Life Realities	81
	Using a Holistic "Helicopter" Perspective	82
	Summary	84
5.	Consultant Competence	87
	Four Competencies	87
	Don't Confuse Experience with Competence	103
	Summary	106
6.	The Selection Interview	107
	Avoiding Mistaken Identity	108
	Doing Continuous Self-Assessment	108
	Preparing for the Interview	119
	Participating in the Selection Interview	122
	Summary	137

*Contents* vii

7.	Consulting Proposals and Contracts	141
	Proposals	141
	Contracts	150
	Summary	154
8.	Management of Change	155
	Managing Implementation	156
	Change Resisters and Change Seekers	157
	Resistance to Change	159
	Responses to Change Stimuli	161
	Plans for Complex Systems Change	163
	Formula for Facilitating Effective Change	167
	Summary	174
9.	Consultant Ethics	177
	Values of OD Consultants	177
	The Ethical Dilemma	181
	An Integrated Code of Professional Conduct	184
	Summary	195
	References	197
	About the Authors	221
	About the Editors	225
	Index	229