

# MS(HR) 552- Issues in Consultant Client Relationships

## Lecture 20



# Recap from last lecture

In the last lecture, we discussed:

- Change agents
- Internal change agents
- External change agents
- Advantages and disadvantages of internal and external change agents

# Topics to be covered today:

## ➤ Issues in Consultant- Client relationships

- Entry
- Defining the client system
- Trust
- Diagnosis
- Termination

# Issues in Consultant- Client Relationship

## 1. Entry and contracting

- The consultant explores with the potential client some of the deeper aspects of the presenting problem.

## 2. Defining the client system

- A single manager, a small, top management team, interactions, interrelationships and interfaces

## 3. The trust issue

- Development of mutual trust between client and consultant.

# Issues...

4. Nature of the consultant's expertise
  - Avoid most part of the expert role, help client to develop their own resources
5. Diagnosis and appropriate interventions
  - Intervention should be appropriate to the diagnosis
6. Depth of intervention
  - To intervene at a level no deeper than that required to produce enduring results

# Issues...

## 7. On being absorbed by the culture

- Join the culture enough to participate but not be seduced into joining it

## 8. Consultant as a model

- Practice what they preach, give out clear messages

## 9. Dependency issue and terminating the relationship

- The consultant is in the business to assist the client to internalize skills and insights rather than to create a prolonged dependency relationship

# Summary

In today's lecture, we discussed:

- Issues in Consultant- Client relationships
  - Entry
  - Defining the client system
  - Trust
  - Diagnosis
  - Termination

Thank you

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