

1: The role of the internal consultant - Roffey Park | We develop people who develop organisations

Internal consultants play a unique role in driving successful change in organizations across the globe. Not only do they support the specific solution development and expertise—and sometimes the project management support—but they are often a key player in the change management activities that support project implementation.

The social media follower base of the top ten strategy consulting firms An internal consultant is, at first glance, just like an external consultant: Both types of consultants can work within all possible management and organisational areas – from strategic planning to mergers and acquisitions, finance, organisation efficiency, process improvement and technology. Similar to external consultants, their sometimes competing internal colleagues can also function as advisors, change agents, execution facilitators, coaches or trainers. The difference lies in the relationship with the client organisation; internal consultants are on the payroll or limit themselves to full-time advisory within one organisation. Thus, to limit the trend of long term dependence on advisory firms charging exorbitant sums of money, some organisations build up their own internal consulting units. These advisors report back to a central consulting department, which selects certain employees from different business units within the organisation to run the project. Technically, everybody on the team works for the same organisation, but the consulting division functions as an outsider, since the consultants do not work for that specific business unit. Depending on the definition of internal consulting, the actual size of the internal consulting market may vary by orders of magnitude. Many consulting and implementation roles are spread over diverse departments and functions, collectively supporting internal clients with specific problems, like Corporate Development, Corporate Finance, Human Resources, Finance, Project Management Offices and IT business units. In addition, many people fulfill a consulting role, either full-time or as part of their daily tasks, without carrying the title of consultant. If these two groups are also included in the statistics, then the internal consulting market would easily surpass the worth of the actual external consulting market. The founding of internal consultancy branches is not only done from the viewpoint of cost reduction. There are a number of other reasons why organisations build up internal teams, or give preference to internal over external consultants. Below is an overview of the main pros and cons of internal versus external advisors. Advantages of internal consultants Internal advisors are usually cheaper than external advisors, although this does not always need to be the case. In comparison with the most expensive external consultants in the market – strategy consultants – that claim definitely holds up. Internal advisors have a better understanding of the organisation they advise – they understand the language and culture of the organisation better. Their deep knowledge of the organisation make internal consultants very valuable, for instance, in the implementation of strategic change trajectories or culture transformations; with managing processes and projects; or integrating initiatives within the organisation. In addition, internal consultants have existing relationships with other employees within the organisation, improving their means and channels of communication. Another argument is that some external consultancy projects only provide an organisation with advice, without or only partially being involved in the implementation of the proposed solutions. The advantage of internal consultants is that they are more often involved with the realisation of their own advises, and can continue to play an important role even after the implementation. Most internal consulting teams remain an internally focused team that, for instance, is tasked to improve the efficiency of the organisation. However, over the years some internal teams have improved their knowledge and expertise to such an extent that they can also apply their skills beyond the organisation. Several successful consultancy firms today, started out from an internal setting, like Porsche Consulting, which originated from automotive company Porsche and today provides advice within multiple industry sectors. There are countless other examples in which consultancy firms have branched out from internal practices within big corporates, such as GM, Philips and Shell, to name a few. Finally, having an internal consulting unit can be a good way for organisations to position themselves in the consultancy market, and thereby attract top performing consultancy talent. Advantages of external consultants Choosing for external advisors can also come with many benefits. External consultants are seen as independent players, contrary to internal advisors who literally depend on their own organisation. This could possibly lead to a trust

issue between advisor and client, which is also essentially the employer. Research has shown that clients have more confidence in external consultants than internal consultants. The function often demands an inquisitive and firm hand, a role that external advisors frequently fulfill, and one more difficult to fill by internal advisors. They possibly hold just as much expertise, but as an employee at an organisation it is conceivably harder for internal consultants to be independent or to be considered as independent than for external advisors. Internal consultants, in essence, keep busy with projects involving their own organisation. External consultants, on the other hand, regularly draw from a broader business perspective gained from their vast experience with various clients, markets and sectors, and bring new ideas and best practices along to clients. Especially, the ability to benchmark in respect of other parties is a big advantage of external consultants. Furthermore, advisors often work for specialised consultancy firms, frequently with the biggest names in the market, and due to their track record are regarded to be credible advisors. Internal consultants do not have this advantage. In general, many assume that external consultants have a higher level of expertise and experience, largely because they are completely focused on their consultancy role, and deal with multifaceted issues at various clients. Internal consultants possibly miss certain industry knowledge, which external consultants have encountered in previous assignments. Lastly, external consultancy parties often have particularly the bigger players broader choice when it comes to selecting the most suitable consultants for projects. Large firms have international talent pools which they can source from, and, for certain assignments, can pick the best people for the job. Organisations with internal consultants are usually limited to the talent they have in-house. Choosing for an option Organisations that are faced with the decision to either build internal consultancy teams or hiring external advisors, should weigh out the advantages and disadvantages of each option ahead of time. Also, the context in which the choice should be made plays a big role in this. External consultants can be in some cases better used when deeply specialist knowledge is needed for a large-scale project, or when a neutral, independent view is needed on a problem. Sometimes, an organisation simply has insufficient capacity in-house to tackle a specific issue, or the board is in need of external expertise to properly assess the risks of the alternatives at hand. Internal advisors, on their side, know the organisation well and, for example, are aware of what is taking place with the organisation as they speak the language of the organisation and understand the culture of the professionals working there. Furthermore, hiring an external consultant can be a more costly commitment, whereby an internal advisor, from a cost viewpoint, could be the better choice. Internal advisors can, also, switch gears faster within the organisation, if necessary. Organisations should first decide whether an external view is necessary for a particular dilemma. If so, how much expertise is required? When large organisations already have a mature internal consultancy division, the choice whether or not to hire an external consultant is often made more easily. However, when a major change project requires a large quantity of resources human capital, specific expertise, it can be easier to choose for external reinforcement.

2: Innovation Consulting: Internal vs External Consultants

Role of the Internal Consultant: Consulting on the Inside. By Nancy Zentis, Ph.D. What is a Consultant? Someone who uses their expertise, influence and personal skills to facilitate a discussion based on the client's request and helps them solve a business problem or challenge.

Foundations of Consulting – Part 5: If you have not been following along with us, then we encourage you to read parts , referenced from the bottom of this article. Most of the literature about consulting applies to external and internal consultants – they have much in common. An understanding of the roles of each helps externals to more fully understand those whom they work with in organizations. It helps internals to appreciate and apply the many guidelines for consultants, as well. What Is an External Consultant? An external consultant is someone considered not to be an official, ongoing member of the organization. He or she is paid on the basis of a particular project having certain desired results and deliverables from the consultant. What Is an Internal Consultant? An internal consultant is someone considered to be an official, often ongoing member of the organization. The relationship of the consultant to the organization is determined usually by a job description and various personnel policies. He or she is paid on the basis on their ongoing role in the organization. Differences Between Internal and External Consultants The extent of differences between both types of consultants depends on the type of consulting provided by the consultants and how the consultants choose to work. For example, technical consultants are often perceived as having highly focused and credible skills that are seldom questioned. They often use similar skills and tools to get the job done. The results of their services are often quickly determined. Thus, members of an organization might perceive little difference between this type of internal and external consultant. In contrast, consultants focused on organizational and managerial development usually have to establish their credibility over time. Their skills are sometimes highly questioned – members of the organization might even be skeptical of the need for any change in the organization. Consequently, members of an organization might perceive huge differences between these types of consultants. Official, legal and administrative differences are often easy to distinguish. However, for several reasons, the differences are disappearing between consultants guiding organizations through change. Internal and external consultants are learning similar kinds of best practices and approaches for change. Both types of consultants often focus on highly facilitative approaches to working with clients. Both types of consultants, if they are committed professionals, adopt similar overall goals and working assumptions as consultants. Traditionally, internal consultants are considered to be members of an organization whose primary job is to assist other people working in other areas of the organization. Often these internal consultants are in large organizations and from training and development or human resource departments. The typical small business usually does not have the extensive range of resources that warrants having an internal consultant. Traditionally, an internal leader would not be considered an internal consultant. However, that perception is changing. With recent emphasis on the importance of using a highly facilitative and collaborative leadership style when guiding change, leaders are beginning to operate more like internal consultants for change than ever before. Consequently, some would consider leaders in the organization to sometimes play the role of internal consultants.

internal consultants report feeling disempowered and unable to extend the range of their interventions. One of the key challenges facing the internal consultant is to influence cultural change.

External Consultants In order to be truly innovative, an organization not only needs employees who are natural innovators, but also needs to build an environment that is conducive to innovation. All too often, however, organizations stifle this environment in one of two ways. Larger organizations that started out as major innovators find themselves settling into their everyday operations, leaving little time for innovation. Smaller organizations that focus on remaining lean pour effort into trimming down operations and eliminating waste. Employees thus devote themselves to those tasks that are absolutely necessary to keep the organization operating, rather than spending time and energy innovating. While leaders in these types of organizations may push for innovation, they frequently have a difficult time actually empowering middle managers and employees to be innovative. The innovation consulting industry arose to aid businesses in both acquiring the talent and creating the right environment for innovation. As alternatives to traditional management consulting have begun to emerge, the question of whether internal or external consulting is superior has become increasingly significant in the business world. Because innovation is such an organic part of an organization, this question is especially pertinent when it comes to innovation consulting. In this article, we will look at examples of both internal and external innovation consulting, examining the pros and cons for each. Because innovation poses unique challenges to the consulting world, the most successful innovation consultants, both internal and external, may need to think outside the box with regard to how they operate. In a previous post, we outlined the general pros and cons of internal versus external consulting, so rather than reiterating those, we will focus on the strengths and weaknesses of internal and external consulting particularly with regard to innovation consulting.

Internal Innovation Consulting Ultimately, internal consultants provide value to their parent organizations through a unique insider-outsider relationship with the rest of the organization. Thus they are able to provide both an outside perspective and insider influence to the organization. An important advantage internal innovation consulting holds over external innovation consulting is the ability to more easily help an organization to gain an organically innovative environment. Although internal consulting units often operate on a project-by-project basis, they are still an integrated part of the organization, so they have the capability to continue to influence an organization to innovate after an initial project is complete. External consultants are more likely to be treated as a one-and-done relationship unless they make a concerted effort to remain involved, helping the organization to track progress and building a strong relationship with the client company. Another advantage internal consultants hold is a better understanding of the organization and industry. Because internal consulting units are embedded in their parent organizations as a permanent fixture, they have first-hand knowledge both around how the organization functions and about the industry itself. While external consultants can gain similar knowledge, it requires far more effort. One of the greatest disadvantages that internal innovation consultants face is the lack of outside expertise. Frequently, the primary problem that organizations struggling in regard to innovation face is their lack of fresh perspective. Additionally, internal consultants have historically faced difficulty with sustainability. Because it is so specialized, maintaining an internal consulting unit can be costly. The program served to flatten the organization and create an environment where employees are encouraged and incentivized to be innovative in addition to their everyday tasks. Rather than mandating innovation from the top of the organization, the aim of the program was to foster innovation from the bottom up. The program essentially created an internal innovation consulting unit that was not its own department, but that was spread across every department and level of the organization as an informal network that would then become an organic part of the organization.

External Innovation Consulting External innovation consulting occurs in multiple forms. Smaller boutique consulting firms may only offer innovation consulting services, sometimes focusing on a particular industry, while larger firms offer innovation consulting as one of many services. One of the primary advantages that external consultants hold over internal consultants is their access to the C-level of the organization. While

internal consultants may have difficulty obtaining buy-in for their projects, external innovation consultants are contracted specifically to aid an organization in becoming more innovative, so they are able to break down bureaucratic barriers far more easily. External consultants also bring expertise to the table that internal consultants may not possess. Because consultant firms, especially the larger ones, focus so heavily on staying ahead of the curve in terms of thought leadership, they likely have a fresh perspective on the industry that the organization lacks. Moreover, they possess more in-depth knowledge around competitors and industry performance, providing organizations valuable benchmarking information. The primary limitations of external innovation consulting lie where internal consulting has strengths. First, because they are contracted on a project-by-project basis, it is more challenging for external consultants to create an organic environment of innovative thinking. At the end of the day, the problem that many organizations face is finding the time for employees to be innovative. While external consultants can help recruit talent, identify opportunities for innovation, and help organizations reorganize to create a more innovative environment, it is far more of a challenge for them to help organizations sustain that environment long-term. Because external consultants are not embedded in any particular industry, unless they are niche firms that focus on a particular industry, they likely have been away from the specifics and day-to-day activities of an industry too long to thoroughly understand it. Thus they may not be in the position to push the industry boundaries. Most external consultants do not contract industry experts, but simply use their existing staff, limiting their industry perspective. For a successful example of external innovation consulting, we turn to an article by the Harvard Business Review that describes the approach to external innovation consulting that OneLeap, a UK-based innovation consulting firm, takes. Rather than using only existing internal expertise, OneLeap functions as a platform for entrepreneurs and large businesses to connect. It employs a network of entrepreneurs from diverse backgrounds, hand-picking each team from across thousands of entrepreneurs to help each organization identify where it can grow. Because of the unique challenges inherent to innovation, both internal and external consultancies face challenges when it comes to innovation consulting. As the above examples demonstrate, however, both internal and external consultants can work past their difficulties to help organizations create a sustainable innovative environment.

4: The Advantages of an Internal Consultant | Bizfluent

Over the years, as I trained people in consulting skills, I heard that comment over and over, "I never thought of myself as a consultant." To help people discover their role, I offer the following nine signs that you may be an internal consultant.

One of the more common types is the management consultant. Consulting and the means by which the external consultant is engaged vary according to industry and local practice. However the principal difference between a consultant and a temp is generally one of direction. A consultant or temp is engaged to fulfill a brief in terms of helping to find solutions to specific issues but the ways in which that is to be done generally falls to the consultant to decide. An information systems or project management consultant is also referred to as just a consultant who manages constraints such as budget and resources agreed with the client. An external consultant, on the other hand is normally fulfilling a non-employee role that usually exists within the organization and is helping to bridge a gap caused by staffing shortages, skills and expertise. They are directed by the normal management structure of the organization. There is, however, a hybrid form where a consultant may be hired as an interim manager or executive, bringing a combination of specialist expertise to bear on a role that is temporarily vacant usually at a senior level. A second difference is that temp a slang term is generally used for labor-oriented work whereas an external consultant is generally used for service-oriented work. Consultants and temps are those that work for clients. Both of them are non-employees of an organization and both work on the basis of contract terms. Some companies have employees of the company act as internal consultants and they provide cross-team advice. In most cases, however, employees of a company titled as consultants are those that work with the clients of that company and are external to the client. Some consultants are employed indirectly by the client via a consultancy staffing company, a company that provides consultants on an agency basis. The staffing company itself does not usually have consulting expertise but works rather like an employment agency. This form of working is particularly common in the ICT sector. Such consultants are often called "contractors" since they are usually providing technical services such as programming or systems analysis that could be performed in-house were it not easier for the employer to operate a flexible system of only hiring such technologists at times of peak workload rather than permanently. While many consultants work for firms, there is also an increasing number of independent consultants. Many of these professionals also join networks or alliances that allow them to find collaborators and new clients. Common types[edit] In the business, and as of recently the private sphere, the most commonly found consultants are: Business transformation consultants are specialists in assisting business stakeholders to align the strategy and objectives to their business operations. This may include assisting in the identification of business change opportunities and capability gaps, defining solutions to enable required business capability this may include technology, organisational, or process solutions and supporting the implementation of these changes across the business. Engineering consultants provide engineering-related services such as design, supervision, execution, repair, operation, maintenance, technology, creation of drawings and specifications, and make recommendations to public, companies, firms and industries. Educational consultants assist students or parents in making educational decisions and giving advice in various issues, such as tuition, fees, visas, and enrolling in higher education. Human resources HR consultants who provide expertise around employment practice and people management. Immigration consultants help with the legal procedures of immigration from one country to another. Internet consultants who are specialists in business use of the internet and keep themselves up-to-date with new and changed capabilities offered by the web. Ideally internet consultants also have practical experience and expertise in management skills such as strategic planning, change, projects, processes, training, team-working and customer satisfaction. Information-technology IT consultants in many disciplines such as computer hardware, software engineering, or networks. Interim managers as mentioned above may be independent consultants who act as interim executives with decision-making power under corporate policies or statutes. They may sit on specially constituted boards or committees. Marketing consultants who are generally called upon to advise around areas of product development and related marketing matters including marketing strategy. Process consultants who

are specialists in the design or improvement of operational processes and can be specific to the industry or sector. Public-relations PR consultants deal specifically with public relations matters external to a client organization and are often engaged on a semi-permanent basis by larger organizations to provide input and guidance. Performance consultants who focus on the execution of an initiative or overall performance of their client. Sales consultants who focus on all levels of sales and marketing for the improvement of sales ROI and moving share from competition. Strategy consultants also known as management consultants working on the development of and improvement to organizational strategy alongside senior management in many industries. A more comprehensive list of types is shown below. The governing factor on where a consultant works tends to be the amount of interaction required with other employees of the client. Similarly, the growth of online, highly skilled consultant marketplaces has begun to grow. This means that many consultants have become much more flexible in where they can work and the nature of their work. Qualifications[edit] There is no single qualification to be a consultant other than those laid down in relation to medical, psychological and engineering personnel who have attained this level-degree in it or professional licenses. Consultants may hold undergraduate degrees , graduate degrees , professional degrees or professional designations pertaining to their field s of expertise. In some fields, a consultant may be required to hold certain professional licenses e. In other types of consulting, there may be no specific qualification requirements. A legal consultant may have to be a member of the bar or hold a law degree. An accounting consultant may have to have an accounting designation, such as Chartered Accountant status. On the other hand, some individuals become consultants after a lengthy and distinguished career as an executive or political leader, so their management or government experience may be their main "credential", rather than a degree or professional designation. Consultant Peter Block defines a consultant as "someone who has influence over an individual, group, or organization, but who has no direct authority to implement changes. Internationally the accreditation of management consultants is overseen by higher education training and accreditation organizations. For instance, this could be held equally by a human resources HR expert or a chemical engineer operating as management consultants in their field s of expertise. There are about 10, CMCs worldwide. For management consultancy services, the ISO standard has been available since

5: Internal consultant? | www.enganchecubano.com

Internal consultant is considered as an employee of the company who is capable of giving strategic insights into the company matters, and is available for any advisory role that the company might desire from them on any specialized domain.

In the decision making process, a variety of factors should be explored. In principle, external and internal consultants possess the same characteristics: Despite the similarities in their job description, there are several large difference between both types of advisors as described in the section external vs internal. In addition to the advantages and disadvantages named for each type of advisor, several contextual factors and considerations remain, in order to determine a preference for one over the other. External consultants can be in some cases better used when deeply specialist knowledge is needed for a large-scale project, or when a neutral, independent, view is needed to resolve a problem. Sometimes, an organisation simply has insufficient capacity in-house to tackle a specific issue, or the board is in need of external expertise to properly assess the risks of the alternatives at hand. Internal advisors, on their side, know the organisation well and, for example, are aware of what is taking place within the organisation “as they speak the language of the organisation and understand the culture of the professionals working there. Furthermore, hiring an external consultant can be a more costly commitment, whereby an internal advisor, from a cost viewpoint, could be the better choice. Internal advisors can also switch gears faster within the organisation, if necessary. Organisations should first decide whether an external view is necessary for a particular dilemma. If so, how much expertise is required? When large organisations already have a mature internal consultancy division, the choice of whether or not to hire an external consultant is often made more easily. However, when a major change project requires a large quantity of resources human capital, specific expertise , it can be easier to choose for external reinforcement. An important task is to, beforehand, determine which problems an external consultant should solve. Some tasks are crystal clear: Other times, the task is less clear, and the duration of projects cannot always be clearly defined. When a task is less clear or specific, it often can be clearly defined by the expected outcome. When organisations, for instance, want to improve the communication within their organisation, it must be clearly defined what outcomes the improvement trajectory must secure: Or must the presence or involvement of employees improve at meetings? Is more cooperation needed between staff with different tasks? Organisations must clearly define the task and draft what the expected quantitative end results are, which includes, for example, distinct timeframes, or when relevant the fee that external consultants will receive in exchange for their work. Furthermore, organisations must distinguish, in advance, which expertise and skillset an internal or external consultant should have in order to realise the drafted goals. Additionally, for any project, one must consider the working style and culture within the organisation, and the required profile the external consultant will need to fit to the organisational culture and the staff involved in the project. Despite the many pros and cons both types of advisors hold, in many cases the decision whether or not to hire an external consultant is ultimately a question of budget. In some cases, a specific budget or subsidy scheme may be available for the purpose of hiring externally, in which case the choice could become more easy, but when there are no such limitations organisations must thoroughly examine the above mentioned aspects before making their decision.

6: How Much Money Does a Consultant Make? | Bizfluent

What is an Internal Consultant?"The consultant is in the business of helping others succeed, and, although consultants want to succeed in the process, their success is clearly dependent on others.

When internal auditors are placed in a consulting role, they focus on a specific department instead of the overall company. This may result in a conflict of interest between the duties of the independent auditor and those of a consultant. The Internal Audit Three parties are involved with an internal audit: The focus is on how the department functions within the company. The internal auditors randomly sample documents, review manuals and observe how work flows through the department. Auditors look for signs of asset mismanagement and fraud. They also test risk management controls. The internal auditors report their findings directly to the audit committee. The audit committee reviews the report and meets with the department manager to discuss the audit results. Auditor as Consultant Unlike an internal audit, only two parties are involved with a consultation: As a consultant, the internal auditor does not have any managerial or decision-making responsibility. The auditor will review the department procedures and observe the employees in action. As a consultant, the internal auditor will give advice and suggest changes to improve the department. The internal auditor works with managers to implement the changes and assist with employee training. Consultant Several risks are taken when staff internal auditors are used as consultants. As consultants, the auditors appear to be working for a specific manager or department instead of for the overall company. A conflict of interest can arise when the auditor turned consultant has to audit or oversee an audit of her own previous work. Using them as consultants within their own company reduces the number of auditors available to conduct company-wide internal audits. Auditor and Consultant Business owners and executives are remaking the role of the internal auditor. Instead of just an audit report, management wants internal auditors to help develop and implement risk controls. Internal auditors continue struggling to balance their traditional independence and objectivity with their increased role as consultants.

7: External vs internal consultants | www.enganchecubano.com

An internal consultant is, at first glance, just like an external consultant: a professional that is hired to solve an organisational problem and implement the solutions in order to improve the performance of an organisation.

8: An Internal Audit Vs. a Consulting Role | www.enganchecubano.com

Internal consultants have to work extra hours consulting and discussing problems the company is facing on top of their usual work. On the other hand, external consultants are meant for these type of works only.

9: Consultant - Wikipedia

As an internal consultant you spend a lot of time with people - understanding their problems, reviewing alternatives, persuading them to take ownership, and asking people to commit to action. Your job is to provide expertise in the form of knowledge, experience, processes, and models to help your clients find solutions.

Public venues and functions Textbook of microbiology Haemolytic anaemias I: general Issues in U.S.European Union Trade Protecting a core service Chilled Wine and Assorted Desserts Clinical companion for Fundamentals of nursing Reading readiness is . Theory Lessons (From The Bastiens, level 2) Cactus and Sagebrush A Cats Guide to Shakespeare History of apostle paul Mitsubishi pajero manual Foundations Of Buddhism The art of collage Documentation of internal controls The Physician Employment Contract Handbook Ch. 5. Cultural factors influencing the selection, use, and interpretation of psychiatric measures Money, money, money Mrs. Bluezettes grammar guide The Fenton Factor 127 Drink Deeply Bible El molino viejo: Spanish Californias first grist mill. Medicare Billing Troubleshooter for Clinical Trials St Peters, Barton-upon-humber, Lincolnshire Valentine Fun Activity Book Rainbow Magic #3: Sunny The Yellow Fairy Legislative Branch appropriations for fiscal year 1998 Nuts and seeds in health and disease prevention The use of common principal component analysis in studies of phenotypic evolution Library disaster planning and recovery handbook Visual basic study guide Programming standards Android er to pc Acls Quick Review Becoming a Reader Starter pack (Cambridge Reading) My Name is Michele Mans projects and Gods results. Gifted adolescents U2022 When Buddha was a babe, a saint prophesied he would be great, as did Simeon concerning Christ (Lk 2