



Functional Map of Management and Business Consulting

Introduction

In preparation for the development of any suite of National Occupational Standards, a Functional Map is created which identifies all the functions that have to be undertaken by people working in a particular area – in this case, Management and Business Consulting.

This Functional Map has been developed by creating, first of all, a 'Key Purpose' for Management and Business Consulting that answers the question – *what is it that everyone involved in Management and Business Consulting is working to achieve?*

Through a process of deliberation with a group of experts, wide consultation with practitioners and debate within the Project Steering Group, the Key Purpose for Management and Business Consulting has been defined as:

Support clients* to understand their organisation's situation, take informed decisions and implement sustainable solutions to identified problems and opportunities.

* 'clients' may be external or internal.

Having defined the Key Purpose, the rest of the Functional Map was developed through the 'Functional Analysis' methodology. We asked the question over and over again: *what has to happen to achieve this key purpose? ...what else has to happen? ...and what else?*

The resulting functions have now been developed into National Occupational Standards and have been grouped into four Key Areas as shown on the following page.

It is important to understand that, although the Functional Map of Management and Business Consulting is presented in a list format, there is no intention to suggest that functions nearer the top of the list are more important than those at the bottom. Likewise, there is no intention to suggest that functions must happen as a process; sometimes they do, but, more often than not, functions happen simultaneously and there may be many feedback loops.

Functional Map of Management and Business Consulting

Key Purpose

Support clients to understand their organisation's situation, take informed decisions and implement sustainable solutions to identified problems and opportunities.

Key Area A Develop and sustain relationships

- A1 Establish and develop relationships with prospective clients
- A2 Develop and sustain relationships with clients
- A3 Develop and sustain relationships with colleagues and stakeholders*

Key Area B Work with the client to identify their needs and agree solutions

- B1 Work with the client to understand their circumstances, problems and opportunities
- B2 Work with the client to generate and evaluate solutions
- B3 Work with the client to prepare and promote the business case for solutions
- B4 Work with the client to plan the implementation of solutions

Key Area C Support the client in achieving sustainable solutions

- C1 Support the client in implementing and monitoring solutions
- C2 Develop the client's capacity and competence to implement and sustain solutions
- C3 Support the client in measuring and evaluating performance

Key Area D Maintain professional standing

- D1 Work to professional, ethical and quality standards
- D2 Continuously develop your practice
- D3 Develop your professional networks*

* The National Occupational Standards covering these two functions have been imported with minor amendments from the Management and Leadership standards.