

flawless consulting a guide to getting your expertise used

Flawless Consulting: A Guide to Getting Your Expertise Used

flawless consulting a guide to getting your expertise used is more than just a catchy phrase—it's a mindset and approach that consultants, advisors, and experts need to adopt to truly make an impact. Whether you're a seasoned consultant or just stepping into the world of professional advising, understanding how to position yourself so that your knowledge is not only heard but applied is crucial. This guide will walk you through the essentials of flawless consulting, helping you bridge the gap between expertise and real-world influence.

What Is Flawless Consulting?

At its core, flawless consulting is about delivering your expertise in a way that clients want to engage with and utilize. It's not just about having deep knowledge or technical skills; it's about how you communicate, collaborate, and build trust. The term gained popularity through Peter Block's influential book, which emphasized the importance of authenticity, partnership, and clear agreements in consulting relationships.

Flawless consulting means being genuine, transparent, and focused on outcomes that matter to the client. It's about working **with** clients rather than **for** them, creating an environment where your expertise is valued and your recommendations are embraced.

Why Expertise Alone Isn't Enough

Many professionals struggle because they assume that their technical skills will automatically translate into influence. However, being an expert doesn't guarantee that your ideas will be accepted or implemented. The consulting process involves human dynamics, organizational politics, and complex decision-making. Without the right approach, even the best advice can fall flat.

This is why flawless consulting includes emotional intelligence, active listening, and negotiation skills. When you understand your client's needs, fears, and aspirations, you can tailor your expertise to fit their unique context, making it easier for them to say "yes" to your solutions.

Key Principles of Flawless Consulting

To get your expertise used effectively, there are several guiding principles you should embrace. These principles help in establishing productive relationships and ensuring your work has a meaningful impact.

1. Building Authentic Relationships

Trust is the foundation of any consulting engagement. Without it, your insights will be met with skepticism or resistance. Spend time understanding your client as people, not just as business problems. Show empathy and honesty, and be willing to admit when you don't have all the answers.

2. Making Clear Agreements

One of the most overlooked aspects of consulting is clarifying roles, responsibilities, and expectations upfront. A flawless consultant ensures that both parties agree on what success looks like, deliverables, timelines, and involvement levels. This clarity prevents misunderstandings and keeps the project on track.

3. Collaborating Rather Than Dictating

Gone are the days when consultants simply handed down advice and expected compliance. Today's consulting demands partnership. Engage your clients in problem-solving and decision-making. When clients feel ownership over the solutions, they're more likely to implement them.

4. Addressing Resistance Openly

Resistance is natural. Clients may be uncomfortable with change or skeptical about your recommendations. Instead of avoiding this, a flawless consultant welcomes dialogue around objections. Explore the underlying concerns, validate feelings, and adjust your approach accordingly.

5. Focusing on Results and Impact

Expertise is only valuable if it leads to tangible improvements. Always link your work back to measurable outcomes that matter to the client. This results-oriented mindset helps demonstrate your value and secures future opportunities.

Practical Steps to Apply Flawless Consulting in Your Work

Understanding the theory behind flawless consulting is essential, but putting it into practice is where true mastery lies. Here's a practical roadmap to help you get your expertise used effectively.

Step 1: Diagnose Before Prescribing

Before jumping to solutions, invest time in diagnosing the real issues. Use open-ended questions, interviews, and observations to gather information. This thorough assessment ensures your expertise targets the root causes rather than symptoms.

Step 2: Create a Partnership Agreement

Once the problem is understood, formalize the consulting engagement. Define what you will deliver, how decisions will be made, and what resources are required. This agreement forms the contract that guides your collaboration and sets boundaries.

Step 3: Communicate Transparently and Often

Keep communication lines open throughout the project. Share progress updates, challenges, and insights regularly. This transparency builds trust and allows for course corrections before small issues become big problems.

Step 4: Facilitate Client Involvement

Encourage your clients to be active participants. Use workshops, brainstorming sessions, and feedback loops to ensure their perspectives shape the solutions. This involvement not only enriches the results but also increases buy-in.

Step 5: Provide Tools and Frameworks

Equip clients with frameworks, templates, or processes that they can use independently after the consulting engagement ends. Empowering clients to sustain improvements ensures your expertise has a lasting effect.

Step 6: Evaluate and Reflect

After implementation, review outcomes with your client. Celebrate successes and analyze what didn't work. This reflection helps refine your approach for future projects and strengthens client relationships.

Common Pitfalls to Avoid in Consulting

Even the best consultants can stumble if they aren't mindful of common challenges. Here are some traps to watch out for when trying to get your expertise used effectively.

- **Overpromising and Underdelivering:** Avoid making commitments you can't keep. Manage expectations realistically to maintain credibility.
- **Ignoring Client Culture:** Failing to understand organizational culture can lead to recommendations that are impractical or unwelcome.
- **Being Too Technical:** Using jargon or complex concepts without translating them into practical terms can alienate clients.
- **Neglecting Relationship Building:** Focusing solely on tasks and ignoring interpersonal dynamics limits influence.
- **Resisting Feedback:** Being defensive or closed off to client input can shut down collaboration and stifle progress.

Leveraging Technology and Tools for Flawless Consulting

In today's digital age, consultants have an array of tools at their disposal to enhance their effectiveness and ensure their expertise is applied.

Data Analytics

Using data-driven insights can strengthen your recommendations and provide objective evidence to support your advice. Tools like Excel, Tableau, or Power BI help visualize complex information in accessible formats.

Project Management Software

Platforms such as Asana, Trello, or Monday.com facilitate clear task assignments, timelines, and progress tracking, which are essential for transparent agreements and communication.

Virtual Collaboration Platforms

With the rise of remote work, tools like Zoom, Microsoft Teams, and Miro enable interactive workshops and brainstorming sessions that keep clients engaged regardless of location.

Knowledge Sharing Systems

Creating repositories or dashboards where clients can access insights, templates, and resources post-engagement helps maintain momentum and supports self-sufficiency.

Developing the Right Mindset for Flawless Consulting

Beyond skills and tools, flawless consulting demands a mindset centered on service, humility, and continuous learning.

Embrace Humility

Recognize that clients are experts of their own organization and that your role is to complement—not overshadow—their knowledge. This attitude fosters respect and openness.

Practice Active Listening

Listening deeply to client concerns and feedback reveals nuances that can dramatically improve your solutions. It also signals that you value their input.

Commit to Lifelong Learning

The consulting landscape evolves rapidly. Stay curious, update your skills regularly, and adapt your methods to remain relevant and effective.

Be Patient and Persistent

Change takes time. Understand that getting your expertise used fully may require multiple conversations, adjustments, and follow-ups. Persistence coupled with patience often pays off.

Flawless consulting is an art and science that, when mastered, transforms your expertise from abstract knowledge into actionable, impactful solutions. By focusing on authentic relationships, clear agreements, and a collaborative spirit, you position yourself not just as a consultant but as a trusted partner. This guide to getting your expertise used encourages you to embrace both the human and technical sides of consulting, ensuring your work resonates deeply and creates lasting value.

Frequently Asked Questions

What is the main premise of 'Flawless Consulting: A Guide to Getting Your Expertise Used'?

The main premise of 'Flawless Consulting' is to provide consultants and professionals with practical strategies to effectively engage clients, build trust, and ensure their expertise is utilized in solving organizational problems.

Who is the author of 'Flawless Consulting' and why is the book influential?

The author is Peter Block. The book is influential because it shifts the focus from simply providing technical solutions to emphasizing the importance of the consulting relationship and collaboration with clients.

What are the key phases of the consulting process outlined in 'Flawless Consulting'?

The key phases include entry and contracting, discovery and data collection, feedback and decision to act, implementation, and extension, each emphasizing clear communication and client involvement.

How does 'Flawless Consulting' define a consultant's role?

The book defines a consultant's role as a collaborative partner who helps clients identify issues, gather data, and co-create solutions, rather than just an expert who delivers answers.

What strategies does the book suggest for building trust with clients?

It suggests being authentic, transparent, listening actively, managing expectations, clarifying roles, and addressing resistance openly to build and maintain client trust.

How does 'Flawless Consulting' address managing resistance from clients?

The book recommends acknowledging resistance as a natural response, exploring underlying concerns, maintaining open dialogue, and using collaborative problem-solving to overcome it.

What is the significance of 'contracting' in the consulting process according to the book?

Contracting is critical as it establishes clear agreements about roles, responsibilities, expectations, and the scope of work, helping prevent misunderstandings and build a foundation for success.

How can consultants apply the lessons from 'Flawless Consulting' in non-consulting roles?

Professionals in various roles can use its principles to improve communication, manage stakeholder relationships, negotiate expectations, and facilitate collaborative problem-solving.

What makes 'Flawless Consulting' still relevant in today's consulting environment?

Its focus on interpersonal skills, authentic relationships, and collaborative approaches remains essential despite technological advances, making it timeless for effective consulting practices.

Additional Resources

Flawless Consulting: A Guide to Getting Your Expertise Used

flawless consulting a guide to getting your expertise used delves into the essential principles and practices that ensure consultants and professionals can translate their knowledge into actionable, valued outcomes. In an era where expertise is abundant but effective implementation remains elusive, mastering the art of flawless consulting becomes crucial. This guide explores how consultants can navigate complex client relationships, establish credibility, and ultimately ensure their expertise is not only heard but also applied meaningfully.

Understanding the Concept of Flawless Consulting

At its core, flawless consulting is about more than just delivering expert advice; it is a comprehensive approach that prioritizes authentic collaboration and mutual respect between the consultant and the client. Unlike traditional consulting models that often emphasize directive solutions, flawless consulting encourages active engagement, transparency, and co-creation of solutions to foster genuine buy-in.

The term gained prominence through Peter Block's seminal book, which has become a cornerstone for consultants aiming to refine their client interaction strategies. Block's emphasis on the consultant's role as a facilitator rather than an authoritarian figure reshaped how many industry professionals approach their work. The guide to getting your expertise used, as outlined in this framework, is about aligning consultant capabilities with client needs through clear communication and trust-building.

Key Principles of Flawless Consulting

Successful application of flawless consulting hinges on several foundational principles:

- **Authenticity:** Consultants must present themselves honestly, acknowledging limitations while confidently sharing expertise.
- **Contracting:** Establishing clear agreements on objectives, roles, and responsibilities ensures aligned expectations.
- **Data Gathering:** Collecting relevant information collaboratively to diagnose issues accurately.
- **Feedback and Intervention:** Providing constructive feedback and co-creating interventions that clients are invested in.
- **Closure:** Ensuring the consulting engagement ends with clarity on

outcomes and next steps.

These principles serve as a roadmap, reducing the risk of resistance or misapplication of expert advice.

Strategies for Getting Your Expertise Used Effectively

Consultants often face the challenge of their recommendations being sidelined or ignored despite their technical merit. Flawless consulting addresses this by emphasizing relational dynamics and process management.

Building Trust and Credibility

Trust is the cornerstone of any successful consulting relationship. Without it, even the most well-founded advice can fall flat. Establishing credibility begins with demonstrating a genuine interest in the client's context and challenges. This involves active listening, empathy, and avoiding the trap of imposing solutions prematurely. Transparency about the consulting process and potential limitations can further solidify trust.

Research in organizational psychology indicates that consultants perceived as trustworthy are 70% more likely to have their recommendations adopted. This highlights the importance of emotional intelligence alongside technical expertise.

Effective Contracting to Align Expectations

One of the most overlooked aspects in consulting is the contracting phase. A detailed and clear contract goes beyond legal formalities; it is a collaborative agreement that clarifies what success looks like. Discussing deliverables, timelines, communication channels, and roles upfront prevents misunderstandings. Moreover, revisiting and adjusting the contract as the project evolves maintains alignment.

Contracting also involves negotiating the level of involvement clients want. Some prefer hands-on participation while others seek more advisory support. Tailoring the engagement style increases the likelihood that your expertise will be integrated into daily operations.

Collaborative Problem Diagnosis

Flawless consulting encourages consultants to move away from the “expert knows best” mindset. Instead, it promotes joint problem diagnosis, where consultants and clients work together to identify root causes and implications. This shared exploration fosters ownership of both problems and solutions.

Implementing diagnostic tools such as interviews, surveys, and workshops can facilitate this collaboration. By engaging clients in data gathering, consultants ensure that insights are relevant and actionable, increasing the chances that recommendations will be embraced.

Overcoming Common Barriers in Consulting Engagements

Even with flawless consulting principles, consultants encounter obstacles that can hinder the application of their expertise. Understanding and addressing these barriers is key to maximizing impact.

Resistance to Change

Organizational inertia and fear of change often cause resistance, even when proposed solutions are beneficial. Flawless consulting mitigates this by involving stakeholders early and continuously throughout the process. When clients participate in designing interventions, they are more likely to champion implementation.

Additionally, framing changes in terms of client benefits—such as improved efficiency or competitive advantage—can reduce opposition. Employing change management techniques alongside consulting enhances overall effectiveness.

Misalignment Between Consultant and Client Goals

At times, consultants and clients may have differing priorities, which can derail a project. Clear contracting and ongoing communication help prevent misalignment. Consultants should regularly check in with clients to ensure that objectives remain relevant and adjust strategies accordingly.

Building rapport and understanding the client’s organizational culture also provide insight into potential conflicts or unspoken expectations. This awareness allows for proactive management of divergences.

Underutilization of Consultant Expertise

In some scenarios, consultants find their recommendations underutilized due to lack of follow-through or organizational constraints. Flawless consulting emphasizes co-ownership of solutions, which encourages clients to take responsibility for implementation.

Moreover, consultants can support clients by providing tools, training, and follow-up sessions that reinforce adoption. Embedding solutions into existing workflows rather than proposing entirely new systems can also enhance usability.

Comparing Flawless Consulting to Traditional Consulting Models

Traditional consulting often relies on delivering expert-driven solutions, with limited client involvement in the process. The consultant diagnoses the problem, prescribes solutions, and exits after delivery. While efficient in some contexts, this approach may lead to resistance or superficial compliance.

In contrast, flawless consulting adopts a partnership model. It prioritizes relationship-building, transparency, and iterative collaboration. This often results in deeper organizational learning and sustainable change.

A comparative analysis shows:

- **Client Engagement:** Low in traditional, high in flawless consulting.
- **Solution Ownership:** Consultant-driven vs. shared ownership.
- **Long-term Impact:** Variable in traditional, typically higher with flawless consulting.
- **Adaptability:** Less flexible in traditional, more adaptive in flawless consulting.

These distinctions highlight why many modern consulting practices are shifting towards the flawless consulting paradigm to enhance the value derived from expert interventions.

Integrating Flawless Consulting into Your Professional Practice

For consultants seeking to embed flawless consulting principles, several actionable steps can facilitate this transition:

1. **Invest in Communication Skills:** Prioritize active listening and empathetic dialogue to build rapport.
2. **Develop Clear Contracting Templates:** Use these to ensure alignment on scope and expectations.
3. **Engage Clients in Data Collection:** Design collaborative diagnostics that empower clients.
4. **Practice Giving and Receiving Feedback:** Cultivate an environment where constructive criticism is welcomed.
5. **Support Implementation:** Offer follow-up support and resources to embed solutions.

Adopting these measures can differentiate consultants in a competitive market by positioning them as trusted partners rather than transient experts.

The journey towards flawless consulting is as much about mindset as methodology. By committing to genuine partnerships and embracing transparency, consultants unlock the full potential of their expertise, ensuring their insights lead to meaningful, lasting change.

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flawless consulting a guide to getting your expertise used: Flawless Consulting Peter Block, 2011-03-15 This Third Edition to Peter Block's *Flawless Consulting* addresses business changes and new challenges since the second edition was written ten years ago. It tackles the challenges next-generation consultants face, including more guidance on how to ask better questions, dealing with difficult clients, working in an increasingly virtual world, how to cope with complexities in international consulting, case studies, and guidelines on implementation. Also included are illustrative examples and exercises to help you cement the guides offered.

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complexities in international consulting, case studies, and guidelines on implementation. Also included are illustrative examples and exercises to help you cement the guides offered.

flawless consulting a guide to getting your expertise used: Flawless Consulting Block, 1999-10 The second edition of the consultant's bible is here! For over fifteen years, consultants--both internal and external--have relied on Peter Block's landmark bestseller, *Flawless Consulting*, to learn how to deal effectively with clients, peers, and others. Using illustrative examples, case studies, and exercises, the author, one of the most important and well known in his field, offers his legendary warmth and insight throughout this much-awaited second edition. Anyone who must communicate in a professional context--and who doesn't?--will use the lessons taught in this book for years to come! Who would have thought the 'consultant's bible' could be improved upon? Count on Peter Block--the consulting profession's very own revolutionary--to push us to confront and struggle with the paradoxes inherent in our work. --Candace Thompson, organization development consultant, First Chicago NBD--A Bank One Company Block has distilled years of experience into a wise, down-to-earth, and eminently practical guide to excellence in consulting. If you are new to the practice, *Flawless Consulting* will chop years off your learning cycle. And even if you're an old pro, Block's insights will elevate you to new levels of effectiveness. *Flawless Consulting* is not simply about becoming a better consultant; it is about using consulting as a path toward becoming a better person. --Barry Oshry, president, Power & Systems, Inc.; author of *Seeing Systems* and *Leading Systems*

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International Labour Office, 2002 New topics covered in this edition include: e-business consulting; consulting in knowledge management; total quality management; corporate governance; social role and responsibility of business; company transformation and renewal; and public administration.

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Flawless Consulting (Second Edition) and The Flawless Consulting Fieldbook Peter Block, 2000-11-15 SAVE on our FLAWLESS SET! The set includes *Flawless Consulting: A Guide to Getting Your Expertise Used*, Second Edition and *The Flawless Consulting Fieldbook and Companion: A Guide Understanding Your Expertise*. About *Flawless Consulting*: For over fifteen years, consultants--both internal and external--have relied on Peter Block's landmark bestseller, *Flawless Consulting*, to learn how to deal effectively with clients, peers, and others. Using illustrative examples, case studies, and exercises, the author, one of the most important and well known in his field, offers his legendary warmth and insight throughout this much-awaited second edition. Anyone who must communicate in a professional context--and who doesn't?--will use the lessons taught in this book for years to come! About *The Flawless Consulting Fieldbook and Companion*: Following on the heels of the best-selling *Flawless Consulting*, Second Edition comes *The Flawless Consulting Fieldbook and Companion*. Whether you work as a consultant or you work with consultants, this relentlessly practical guide will be your best friend as you discover how consulting influences your business--and real life--decisions and those of others. Included are sample scenarios, case studies, client-consultant dialogues, hands-on tools, action plans, and implementation checklists. These products are also available separately. See More By This Author for details.

flawless consulting a guide to getting your expertise used: *The Psychology of Executive*

Coaching Bruce Peltier, 2001 Many practitioners struggle to find ways to blend their skills with the corporate environment. Executive coaching, the newest wave in the field of psychology, gives psychotherapists and other mental health professionals an opportunity to do just that. In *The Psychology of Executive Coaching: Theory and Application*, Bruce Peltier offers practical skills and applications for professionals who want to break into the field of executive coaching, or simply to develop their skills further. This practical, how-to guide helps the reader weed through the jargon and stigmas of corporate culture, and find ways to effectively work through the issues facing today's corporations. It examines areas such as effective communication between coach and client, coaching from various perspectives, and becoming trusted and accepted by your business clients. Peltier guides the professional, through a step-by-step process, into the world of executive coaching. Clever and easy-to-read, *The Psychology of Executive Coaching* is an essential resource for any mental health professional working in, or wishing to break into, the field of executive coaching. Book jacket.

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professionelle Unternehmensberater Tanja-Vera Herking, 2015-01-14 Was ist kompetentes und professionelles Beratungshandeln? Zur Klärung dieser Frage hat Tanja-Vera Herking im Rahmen von tiefenanalytischen Interviews mit Unternehmensberatern die Kompetenz- und Professionalitätsstrukturen sowie deren Entwicklungsprozesse innerhalb ihrer Beraterbiographien erhoben. Hierdurch werden die spezifischen Strukturen u.a. der Beratungsinteraktion, Wissensgenese und -applikation, aber auch Inszenierungserfordernisse und paradoxe Handlungsanforderungen deutlich, welche die Autorin in einem Strukturmodell von Beratungskompetenz und -professionalität zusammenfasst. Ausgehend von diesem Modell arbeitet sie Parameter der Kompetenzentwicklung und Professionalisierung von Unternehmensberatern heraus. Die aufgezeigten Prozesse lassen sich in einem Stufenmodell mit spezifischen Entwicklungsaufgaben darstellen, die Unternehmensberater auf ihrem Karriereweg zu lösen haben. Dabei werden Ansätze einer sogenannten Meta-Beratung erkennbar, welche die Entwicklungsprozesse der Unternehmensberater sowie der Unternehmensberatung als Eliteschmiede befördern können.

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Alles, was Führungskräfte wissen müssen Alexander Groth, 2025-09-26 Zwei Bestseller von

Alexander Groth im exklusiven E-Book-Bundle Für alle, die Führung neu denken wollen: Dieses Bundle vereint zwei der erfolgreichsten Werke von Alexander Groth – »Der Chef, den ich nie vergessen werde« (3. Auflage, 2023) und »Führungsstark im Wandel« (4. Auflage, 2023). Inspirierend, praxisnah und voller klarer Impulse für wirksame Führung – ob in stabilen Zeiten oder im Wandel. Ein Muss für Führungskräfte und alle, die Alexander Groths einzigartige Mischung aus Tiefgang und Verständlichkeit schätzen.

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Projektmanagement, Workshops und Consulting Nicolai Andler, 2015-07-06 Projektmanager, Führungskräfte oder Berater müssen alle ihre Aufgaben und Probleme zielgerichtet, schnell und mit einem optimalen Ergebnis lösen. Je nach Aufgaben- und Problemtyp gibt es dafür eine oder mehrere optimale Techniken oder Methoden, die mit unterschiedlich großem Aufwand erlernt und angewendet werden können. Nicolai Andler präsentiert in seinem erfolgreichen Standardwerk fast 150 Tools, gegliedert nach den Aufgabenkomplexen Situationsanalyse und Problemdefinition - Informationssammlung und -bewertung - Kreativität, Ideengenerierung und -bewertung - Zielformulierung - Strategische, organisatorische und technische Analysen, IT-Analysen - Evaluation, Priorisierung, Entscheidungstechniken - Projektmanagement und -kontrolle. Das Buch richtet sich an Projektmanager und -mitarbeiter, an Berater, an Trainer und an Führungskräfte aus allen Bereichen sowie an Studenten, die gerne mehr Instrumente beherrschen möchten als die BCG-Matrix, Mindmap oder Brainstorming. Es bietet ihnen eine umfassende Sammlung der wichtigsten Tools und zeigt ihnen, wann man welches Tool einsetzt und wie man es anwendet. Dieses Buch - enthält eine strukturierte Darstellung der wichtigsten Tools und Techniken, die in PM, Workshops und Consulting verwendet werden. - erklärt jedes Tool und bietet praktische Beispiele. - bietet eine Bewertung aller Tools bezüglich Anwenderfreundlichkeit, Aufwand und Nutzen. - zeigt Ihnen, welches Tool das beste für Ihre aktuelle Aufgabe ist und wie es verwendet wird.

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Alexander Groth, 2023-02-08 Changeprozesse werden im Topmanagement geboren - aber es sind die mittleren Führungskräfte, die die Maßnahmen zusammen mit den Mitarbeitenden umsetzen müssen. Dabei tauchen immer wieder Fragen auf: Wie werden Changeprojekte glaubwürdig vertreten und souverän kommuniziert? Was motiviert Mitarbeitende, die Veränderungen mitzutragen und umzusetzen? Wie geht man verständnisvoll mit den Verlierer:innen des Wandels um? Führungsexperte Alexander Groth trifft die neuralgischen Punkte des Changemanagements und zeigt in dieser komplett überarbeiteten Neuauflage, wie Wandel auch in Zeiten von Homeoffice und Remote-Arbeit erfolgreich wird.

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Retention Jack J. Phillips, Adele O. Connell, 2004-02-18 During the past decade, employee turnover has become a very serious problem for organizations. Managing retention and keeping the turnover rate below target and industry norms is one of the most challenging issues facing business. All indications point toward the issue compounding in the future and, even as economic times change, turnover will continue to be an important issue for most job groups. Yet despite these facts employee turnover continues to be the most unappreciated and undervalued issue facing business leaders. There are a variety of reasons for this, for example, the true cost of employee turnover is often underestimated. The causes of turnover are not adequately identified, and solutions are often not matched with the causes, so they fail. Preventive measures are either not in place or do not target the issues properly, and therefore have little or no effect, and a method for measuring progress and identifying a monetary value (ROI) on retention does not exist in most organizations. 'Managing Employee Retention' is a practical guide for managers to retain their talented employees. It shows how to manage and monitor turnover and how to develop the ROI of keeping your talent using innovative retention programs. The book presents a logical process of managing retention, from identifying turnover costs and causes, designing solutions that match the causes of turnover, developing tools for tracking turnover and placing alerts when action is needed, and measuring the ROI of retention programs.

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flawless consulting a guide to getting your expertise used: Consultation for Organizational Change Revisited David W. Jamieson, Robert C. Barnett, Anthony F. Buono, 2016-03-01 As a follow-up to a 2010 volume on organizational change-related consulting, the book continues to push our thinking about the dynamics involved in consulting with change leaders and intervening in the change process. Consulting for organizational change is a special type of consultation, with its own complex set of conditions and needs for a broad range of skills and competencies, which include distinct needs for the client-consultant relationship, superior consulting/facilitation skills, an expertise in human and organizational systems, and, as emphasized in the volume, the masterful "use of self." As with our prior edited collection, this volume is a joint publication in the Research in Management Consulting and Contemporary Trends in Organization Development and Change book series. The dual focus is intended to reflect the importance of quality consulting for change across both the management consulting and Organization Development (OD) fields. It follows a long history of interest in how consulting affects organization change, what works, and, perhaps most importantly for generating theory and insight into the change process, why it works. The book contains fourteen chapters that frame the changing nature of the organizational change challenge, explore the use of self in intervening in organizations, and examine different change frameworks and perspectives, sharing various reflections and personal insights into the underlying challenges of consulting to bring about organizational change. Our underlying goal is to advance the theory and practice of effective organizational change consultation, stimulating thinking and discussion among change practitioners and researchers so that this work and profession continue to grow and evolve. ENDORSEMENT: "Consultation for Organization Change Revisited offers a clear map of the dominant thinking about how consultants intervene to help organizations create an alternative future. It nicely answers the question of What is Organization Development. It also has a memory so that you see the arc of the field over time, which gives an important perspective. Organization change is complicated work, this book makes it clearer." ~ Peter Block Author of Flawless Consulting

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