The Consultant’s Challenge: Supporting and Leading Client Change

Analysis of how internal and external consultants guide client change from inception to completion. This is a fundamentally important element for anyone who will be playing an active role as a consultant inside or outside the firm to understand in managing organizational change initiatives. If the people, systems, and culture are not aligned with the organization’s strategic goals and objectives, performance and operational execution will be seriously challenged. This module provides a foundational understanding of navigating large scale organizational change. The content and learning objectives are designed to present and discuss real world, practical concepts and frameworks to enable interested students to learn how to better lead change as an internal or external consultant in today’s complex organizations. Multiple case examples will be referenced, including several healthcare client engagements.

Connections with Goizueta Strategic Initiatives:

- Leadership
- Healthcare
- Behavior & Decision Insights

Learning Objectives:

- Understand how organizational transformation efforts begin
- Understand the importance of balancing leading and managing change
- Gain an appreciation of the change process and various models of change
- Learn best practices in planning and managing organizational change
- Understand how to build executive leadership and commitment
- Gain an appreciation for the importance of how different organizational cultures impact change and the need to gain client buy-in and commitment
- Enhance each student’s awareness and competencies in understanding, supporting and leading change

Major Topics/Issues:

- Explore how business cases are created and understand the approval process needed to authorize organizational transformation projects
- Analyze a consultant’s methodology for navigating the client’s contracting process needed to gain approval for organizational transformation projects using external consultants
• Understand how to best overcome resistance to change at the organizational and individual level
• Discuss common obstacles to organizational transformation projects and identify successful solutions
• Develop skills in how to persuade others during difficult conversations
• Understand how a culture of performance and accountability can be created to optimize organizational performance

Format:
• Pedagogy will include short lectures, case study analysis/discussions, guest speakers, and student presentations; 1-2 company site visits may also be organized

Student Requirements:
• Status in good standing as fulltime MBA candidates at Goizueta Business School
• Students will be expected to attend all of the sessions and participate in any scheduled site visit(s)
• There will be assigned readings in preparation for class sessions and students will be expected to come to class fully prepared to engage in the discussions
• Students will be assigned to small teams to research, analyze, and prepare presentations on current best practices on specific topics identified by the instructors
• Students will be evaluated based upon their participation and team presentations

Qualifications of the Co-Instructors:

Richard Berlin is the North America Market Lead for Change Enablement at Avanade, a division of Accenture, and brings nearly 30 years of experience in business consulting. His areas of expertise include: Strategic Planning, Organization Development, Change Management, Board Governance, Teambuilding, Leadership Development, New Business Start Ups, and Operations. Richard’s experience includes a successful track record with self-funded businesses, venture capital businesses, public companies, and non-profit organizations. He has worked with clients in the following industries: Healthcare, Technology, Banking, Government, Non-Profit, Education, Retail, and Consumer Products.

Prior to Avanade, Richard was in Accenture’s Management Consulting practice specializing in Organizational Effectiveness. Before his work with Accenture, Richard was Chief Operating Officer at Hands On Network, an international non-profit based in Atlanta. Prior to working with this non-profit, he was Vice President/General Manager of Verso Technologies eProcurement group. As Executive Director at the Kaplan Educational Center in Georgia, Richard turned around the 4th largest unit of the
Richard currently serves as a board member at StrategyFrog, a Software As A Service (SaaS) start-up. He has been an adjunct professor at the Goizueta Business School at Emory University. His education includes an M.B.A. from the Goizueta Business School at Emory University in Atlanta, Georgia, and a J.D. and a B.A. from the University of Georgia in Athens, Georgia. He is also licensed to practice law in Georgia.

Peter Topping is Associate Professor in the Practice of Organization and Management at Goizueta Business School. He has served in that position since 2006. Previously, he worked as Executive Director for Executive Education at Goizueta for 7 years. Peter teaches leadership, organizational behavior, and organizational change across the Business School’s MBA formats. He has designed many customized executive development programs for companies across industries, sectors, and boundaries.

Peter is also an active consultant and executive coach with a particular focus on human capital systems and organizational effectiveness. Over the years, Peter’s clients have included AGL Resources, Alcatel, Avio-DiepenUS, CareerBuilder, Care International, C.R. Bard, Emory Healthcare, Fluor Daniel, the Federal Law Enforcement Training Center, Fulton County School System, Hartsfield-Jackson Atlanta International Airport, The Home Depot, InterContinental Hotels, iVision, Synovus and the US Environmental Protection Agency.