



# Level 7 Qualifications in Professional Consulting (RQF)

**Nationally-recognised development programmes accredited by  
the Institute of Consulting (IC)**



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## Level 7 Qualifications in Professional Consulting (RQF)

### Introduction

The CMI Level 7 Qualifications in Professional Consulting are regulated qualifications (RQF) and have been developed by the Chartered Management Institute (CMI) in cooperation with the Institute of Consulting (IC). These qualifications are designed for Professional Consultants who want to develop their strategic skills within consulting.

Complete any one unit to achieve the Level 7 **Award** in Professional Consulting:

Number	Unit Name	Credits	TUT
7026	Organisational structure and culture	8	80
7027	Entry and diagnosis	9	90
7028	Group dynamics and facilitating skills	7	70
7029	Communication strategies for consulting	7	70
7030	Managing consultancy interventions	6	60
7031	Tools and techniques for effective consulting	9	90
7032	Managing the business of consulting	7	70

Complete two units to achieve the Level 7 **Certificate** in Professional Consulting:

Number	Unit Name	Credits	TUT
7026	Organisational structure and culture	8	80
7027	Entry and diagnosis	9	90
7028	Group dynamics and facilitating skills	7	70
7029	Communication strategies for consulting	7	70
7030	Managing consultancy interventions	6	60
7031	Tools and techniques for effective consulting	9	90
7032	Managing the business of consulting	7	70

Complete all mandatory units and three option units to a minimum of 20 credits to achieve the Level 7 **Diploma** in Professional Consulting:

Number	Mandatory Unit	Credits	TUT
7026	Organisational structure and culture	8	80
7027	Entry and diagnosis	9	90
7030	Managing consultancy interventions	6	60
7031	Tools and techniques for effective consulting	9	90

Number	Optional Units	Credits	TUT
7028	Group dynamics and facilitating skills	7	70
7024	Professional practice	6	60
7025	Professional development in consulting	7	70
7032	Managing the business of consulting	7	70
7029	Communication strategies for consulting	7	70
7002V1	Developing performance management strategies	7	70
7006V1	Reviewing organisational strategy plans & performance	9	90
7009V1	Strategic project management	6	60
7010V1	Implementing organisational change strategies	7	70
7020V1	Leadership coaching and mentoring skills	7	70

## **Total Unit Time (TUT)**

TUT is the number of notional hours that represents an estimate of the total amount of time that could reasonably be expected to be required, in order for a Learner to achieve and demonstrate the achievement of the level of attainment necessary for the award of a unit.

## **Recognition of prior learning**

The CMI makes available provision to Recognise Prior Learning. Any learner who wishes to explore whether evidence (produced within five years of application) could be presented for RPL assessment against the assessment criteria for CMI qualifications, should contact PMSL who will liaise with the CMI with reference to CMI's Recognition of Prior Learning Policy.

## **Assessment**

Chartered Management Institute/ IC Awards, Certificates and Diplomas are professional qualifications that demand high standards of knowledge, understanding, reasoning and judgement, coupled with clarity of expression. Our approach to assessment for all our qualifications is built on the following principles:

- a) the assessment will, wherever possible, use work-based evidence drawn from the learner's own organisational experience
- b) the assessment process will be sufficiently flexible to allow for the diversity of learner's organisational experience and will take into account special needs of any learner for whom work-based evidence will be difficult to obtain
- c) the assessment process will not compromise or present any risk to managerial, organisational or commercial confidentiality
- d) the assessment process will recognise equal opportunity issues, will take due account of the values and ethics of management and will focus on the application of the concepts of management in practice
- e) the assessments will be valid, reliable and fair

Assignments will be marked by the Chartered Management Institute to ensure that all the requirements are met.

## **Study resources**

The CMI's resources are available to members and are designed to give you the support you need to succeed throughout your management consultancy career.

As an Affiliate (student) member of the Institute, you can access a wide variety of help, information, videos, e-learning modules, reading lists and management texts via the CMI's website at [www.managers.org.uk/mgtdirect](http://www.managers.org.uk/mgtdirect) and the IC website at [www.iconsulting.org.uk](http://www.iconsulting.org.uk)

Contact CMI's Information Services:

Enquiry line: 01536 207400 or email: [ask@managers.org.uk](mailto:ask@managers.org.uk)

## 7026 – Organisational structure & culture

This unit is about how an organisation's structure and culture affects that organisation and the work of the consultant.

Credits: **8**

TUT: **80**

### LEARNING OUTCOMES

At the end of this unit, participants will be assessed on their ability to:

- Understand the effects of organisational structure
  - Explain different types of organisational structures
  - Analyse the impact of organisational structure on the achievement of its operational and strategic objectives
  - Describe situations where organisational structure can have a negative impact upon the organisation
  
- Understand the impact of organisational culture on an organisation
  - Discuss the different types of organisational cultures that may exist within client organisations
  - Evaluate the external and internal influences on organisational culture
  - Analyse the impact of organisational culture on the achievement of an organisation's objectives
  - Critically evaluate a range of tools and models that a consultant may use when analysing the current culture of an organisation
  - Describe the effects of a culture which does not support organisational objectives
  
- Understand the impact of consultant's work of structure and culture within a client organisation
  - Assess the impact of different cultures and structures within client organisations on the consultancy intervention
  - Evaluate how legal, regulatory and organisational policies within a client organisation impact upon the work of a consultant
  - Explain how an organisation's values, culture and structure may affect the recommendations made by a management consultant
  - Discuss the role of the consultant in supporting changes to organisational culture and structure

## 7027 – Entry and diagnosis

This unit is about the initial entry and diagnosis stage of the consultancy cycle. It explores how to develop and nurture a positive client relationship and how to identify client needs and produce a proposal document.

Credits: **9**

TUT: **90**

### LEARNING OUTCOMES

At the end of this unit, participants will be assessed on their ability to:

- Establish and maintain working relationships with the client
  - Assess the effect client competencies and behaviours have on the consultant/client relationship
  - Critically evaluate a range of tools and techniques that can be used to establish positive working relationships and credibility with clients
  - Assess the impact on consultancy interventions of consultant/client relationships
  - Evaluate the role of professionalism, ethics and confidentiality to the consultant/client relationship
  - Explain how to manage client expectations
- Manage communications during entry and initial diagnosis
  - Assess the communication needs of key individuals in the consulting and client organisations
  - Analyse the information requirements and levels of information access for key individuals within the consulting and client organisations
  - Evaluate tools and methods of effective communication within clients, stakeholders and consulting organisations
- Develop a strategy for identifying and scoping client needs
  - Explain the techniques a consultant may use to appreciate the client perspective and the needs of stakeholders
  - Critically evaluate sources of information and methods of researching clients' issues
  - Assess the significance of risk appraisal and benefit analysis to the scoping process
  - Explain how to agree a problem statement/ scoping document with the client
  - Assess the importance of identifying key constraints and/ or criteria for success in scoping client needs
- Develop the client proposal document
  - Explain the process for qualifying the proposal with the consultant's own organisation
  - Discuss the typical contents of a proposal document
  - Analyse the process of budgeting for human and other resources required in the project
  - Assess the impact of client competencies on proposal development
  - Evaluate the impact of organisational, legal or regulatory issues on producing client proposals

## 7030 – Managing consultancy interventions

This unit is about understanding the consultancy cycle and associated risks. It also covers the differences in approach and style which may be used in different situations.

Credits: **6**

TUT: **60**

### **LEARNING OUTCOMES**

At the end of this unit, participants will be assessed on their ability to:

- Understand the consultancy model
  - Analyse the key activities involved at each stage of the consulting cycle
  - Evaluate the risks and challenges which may occur at each stage of the consulting cycle
  - Develop strategies to overcome risks and challenges which may occur during an intervention
  
- Use different approaches to a consultancy intervention
  - Discuss a range of interventions a consultant may be involved in
  - Evaluate a range of approaches and styles that can be used by consultants in different interventions
  - Select suitable approaches to meet the nature and type of consultancy intervention

## 7031 – Tools & techniques for effective consulting

This unit aims to develop awareness and application of core generic tools and techniques that will be relevant to consultancy interventions.

Credits: **9**

TUT: **90**

### LEARNING OUTCOMES

At the end of this unit, participants will be assessed on their ability to:

- Identify client needs
  - Explain the need to apply a structured approach in identifying the client issues
  - Evaluate a range of tools and techniques a consultant may use in defining the client needs
- Develop appropriate research strategies for consultancy interventions
  - Evaluate a range of methods of gathering and sourcing key information and knowledge for use in consultancy interventions
  - Explain how to validate and filter the knowledge and data gathered
  - Evaluate different tools and techniques of data analysis that a consultant may use
  - Assess how a range of problem solving and decision making tools and techniques may be used in consultancy interventions
  - Discuss the role of creative thinking in the analysis of data and knowledge
- Understand the importance of expert tools and techniques to a management consultant
  - Evaluate the contribution that performance management, benchmarking, modelling and business process improvement techniques make to a consultancy intervention
  - Evaluate the benefits and limitations of a range of tools and techniques that could be used in a consultancy intervention
  - Select the most appropriate analysis techniques and tools for an intervention
  - Evaluate ways of leveraging operating experience and knowledge for the future benefit of the practice

## 7028 – Group dynamics and facilitating skills

This unit is about the impact of group dynamics and how to strategically lead groups in a consulting context. Strategies for developing and maintaining productive working relationships within the consultant organisation are also covered in this unit

Credits: **7**

TUT: **70**

### LEARNING OUTCOMES

At the end of this unit, participants will be assessed on their ability to:

- Understand group dynamics and the impact on the achievement of objectives
  - Evaluate a range of models on group dynamics and high performing teams
  - Assess the impact of group dynamics on the achievement objectives and consultancy intervention outcomes
  - Create a strategy to develop the skills required for a high impact team
  - Devise strategies to overcome the negative effects of group dynamics on consultancy interventions
- Strategically lead groups
  - Evaluate the role of the consultant as a leader in ensuring a consultancy/project team achieves its objectives
  - Evaluate the techniques a consultant may use to direct groups and teams
  - Discuss the different roles a consultant may be required to adopt to ensure the effectiveness of the group
  - Explain situations when it may be appropriate for a consultant to adopt the role of facilitator
  - Evaluate the challenges in managing a diverse group
- Develop productive working relationships with others
  - Assess the impact of a consultant's behaviour on developing and maintaining productive working relationships
  - Evaluate strategies and techniques for developing good working relationships with managers, team members and peers

## 7024 – Professional practice

This unit is about the professional and ethical standards to which a management consultant should work.

Credits: **6**

TUT: **60**

### **LEARNING OUTCOMES**

At the end of this unit, participants will be assessed on their ability to:

- Act with professionalism and integrity as a consultant
  - Explain why it is important to represent the profession of consultancy responsibly
  - Evaluate the significance of integrity in the consulting process
  - Evaluate the importance of codes of conduct and practice to clients, consulting organisations and the industry
  
- Understand the importance of maintaining confidentiality in professional practice
  - Assess methods of ensuring client confidentiality is maintained
  - Discuss the dilemmas that may arise relating to confidentiality of information and how these may be resolved
  
- Behave in an ethical manner when working as a consultant
  - Identify a range of ethical dilemmas which a consultant may experience
  - Explain how to resolve a range of ethical conflicts
  - Critically evaluate the role of an organisation's cultural values in promoting a high standard of ethical conduct from its consultants

## 7025 – Professional development in consulting

This unit is about the importance of human resource development on a personal and organisational level.

Credits: **7**

TUT: **70**

### LEARNING OUTCOMES

At the end of this unit, participants will be assessed on their ability to:

- Manage personal professional development
  - ➔ Explain how emerging trends and challenges impact upon the strategic direction of the consultants own organisation
  - ➔ Evaluate the skills, knowledge and behaviours required by the consultant to meet these challenges
  - ➔ Appraise the costs and benefits of different personal professional development activities
  - ➔ Construct a personal development plan (PDP) to support personal professional development
  - ➔ Assess the impact of the personal development plan on the achievement of organisational objectives
  
- Manage the personal development of others
  - ➔ Explain the link between human resource development and organisational effectiveness
  - ➔ Evaluate methods of assessing skills, behaviours and competencies of teams and individuals fairly and objectively
  - ➔ Construct personal development plans at both team and individual level
  - ➔ Critically evaluate different methods of providing feedback to individuals and teams
  - ➔ Discuss the effects of a culture of encouraging continual professional development (CPD) on the performance of an organisation/consultancy practice
  - ➔ Explain why an organisation/consultancy practice should appraise the impact to the organisation of individuals undertaking specific CPD
  
- Manage personal networks
  - ➔ Critically evaluate the role of networks in personal development, client interface and career progression
  - ➔ Assess the benefits to the consultant's organisation of developing personal networks
  - ➔ Evaluate the effectiveness of existing networks in contributing to personal and organisational objectives
  - ➔ Develop a plan to improve and expand current personal networks
  - ➔ Discuss the skills and behaviours required to build and maintain networks

## 7032 – Managing the business of consulting

This unit is about the core activities involved in managing consultancy teams and practices.

Credits: **7**

TUT: **70**

### LEARNING OUTCOMES

At the end of this unit, participants will be assessed on their ability to:

- Promote the consulting organisation
  - Develop clear, customer focused value propositions
  - Evaluate a range of channels for promoting the consultancy organisation
  - Discuss a range of factors that influence client buying decisions
- Manage resources within a consultancy practice/department
  - Explain the factors to consider when pricing interventions
  - Identify the resources and costs needed to meet set objectives
  - Develop appropriate controls to ensure effective management of resources
- Lead and manage a consulting team
  - Develop appropriate team structures to support the achievement of objectives
  - Deploy human resources effectively to meet set objectives
  - Evaluate tools and techniques used to build effective teams
  - Discuss the challenges of leading teams which may be remote or contain client employees

## 7029 – Communication strategies for consulting

This unit considers the importance of a communication strategy to the success of an intervention and how to communicate the results of interventions effectively.

Credits: **7**

TUT: **70**

### LEARNING OUTCOMES

At the end of this unit, participants will be assessed on their ability to:

- Understand how communication impacts on others involved in the consulting process
  - Explain theories and concepts relating to verbal and non verbal communication methods
  - Evaluate the impact of verbal and non verbal communication skills on the achievement of objectives
  - Evaluate the impact of verbal and non verbal communication skills on the development of productive working relationships
  - Discuss how verbal and non verbal communication skills can be used to overcome difficult situations
- Create a communication strategy for a consultancy intervention
  - Discuss methods and techniques for identifying key individuals to be included in any communication strategy
  - Analyse the needs of key individuals in any communication strategy
  - Analyse the information requirements and levels of information access required for the consultancy intervention
  - Discuss the key factors that influence the choice of communication methods to be used
- Communicate the results of consultancy interventions
  - Discuss concepts and theories relating to the management of meetings
  - Explain the nature of report writing for impact
  - Discuss concepts and theories relating to delivering presentations for impact
  - Evaluate different methods of presenting results of consultancy interventions to clients
  - Discuss the process of designing and delivering a training programme

## 7002V1 – Developing performance management strategies

This unit is about the core activities involved in managing consultancy teams and practices.

Credits: **7**

TUT: **70**

### LEARNING OUTCOMES

At the end of this unit, participants will be assessed on their ability to:

- Set performance targets of teams to meet strategic objectives
  - Assess the links between team performance and strategic objectives
  - Evaluate tools and techniques available to set team performance targets
  - Assess the value of team performance tools to measure future team performance
- Agree team performance targets to contribute to meeting strategic objectives
  - Determine required performance targets within teams against current performance
  - Discuss the need to encourage individual commitment to team performance in achievement of organisational objectives
  - Relate the application of delegation, mentoring and coaching to the achievement of the organisational objectives
  - Evaluate a team performance plan to meet organisational objectives
- Monitor actions and activities defined to improve team performance
  - Assess the process for monitoring team performance and initiate changes where necessary
  - Evaluate team performance against agreed objectives of the plan
  - Evaluate the impact of the team performance in contributing to meeting strategic objectives
- Apply influencing and persuading skills to the dynamics and politics of personal interactions
  - Determine influencing and persuading methodologies to gain the commitment of individuals to a course of action
  - Discuss the impact of individual dynamics, interests and organisational politics on securing the commitment of individuals to a course of action

## 7006V1 – Reviewing organisational strategy plans & performance

This unit is about reviewing strategic aims and objectives, analysing progress towards achievement and evaluating alternatives.

Credits: **9**

TUT: **90**

### LEARNING OUTCOMES

At the end of this unit, participants will be assessed on their ability to:

- Review and determine the organisational strategic aims and objectives
  - Identify the current strategic aims and objectives
  - Undertake an evaluation of the component parts of a strategic plan
  - Analyse the factors affecting the strategic plan
- Identify and analyse progress towards organisational strategic aims and objectives
  - Apply a range of strategic analysis tools to audit progress towards strategic aims and objectives
  - Review and assess the expectations of all stakeholders and their influence upon the organisational strategy
  - Analyse, interpret and produce a structured evaluation of the organisational strategic position
- Determine and evaluate strategic options to support a revised strategic position
  - Identify and develop a range of alternative strategic options to meet strategic aims and objectives
  - Determine and justify the strategic option that meets the revised strategic position

## 7009V1 – Strategic project management

This unit is about the development of a project plan and its impact on strategic objectives.

Credits: **6**

TUT: **60**

### LEARNING OUTCOMES

At the end of this unit, participants will be assessed on their ability to:

- Understand the impact of projects and project management on strategic objectives
  - Assess the purpose of project planning and management
  - Analyse how projects impact on the strategic objectives of an organisation
- Understand the elements of a project process and plan
  - Discuss the roles of a project sponsor and other project stakeholders
  - Explain the need to scope and identify specification to develop a project plan
  - Discuss the phases necessary in the construction of a project plan
- Implement the project plan and evaluate the outcome(s)
  - Explain the process of gaining project implementation agreement
  - Assess the methods for securing stakeholder support for project implementation and operations
  - Assess the methods for securing stakeholder support for project implementation and operations

## 7010V1 – Implementing organisational change strategies

This unit is about identifying and developing change strategies to meet organisational objectives.

Credits: **7**

TUT: **70**

### LEARNING OUTCOMES

At the end of this unit, participants will be assessed on their ability to:

- Apply solutions to organisational change
  - Identify a range of organisational change models or frameworks
  - Apply a range of creative problem solving techniques to address change challenges
  - Identify and justify change solutions that link to organisational strategic plans
- Develop a change strategy using implementation models
  - Evaluate a range of change implementation models
  - Identify the criteria to select a change implementation model that supports organisational change
- Analyse an organisational response to change
  - Demonstrate the use of analytical tools to monitor the progress and the effect of change
  - Assess monitoring and measurement techniques for change within an organisation
  - Analyse strategies to minimise adverse effects of change
- Evaluate the impact of change strategies
  - Identify the process to review the impact of the change
  - Analyse the results of the impact review
  - Present the findings of the impact review

## 7020V1 – Leadership coaching and mentoring skills

This unit is about developing skills and practices that support coaching and mentoring activities across the organisation

Credits: **7**

TUT: **70**

### LEARNING OUTCOMES

At the end of this unit, participants will be assessed on their ability to:

- Understand how coaching and mentoring programmes support business objectives
  - Evaluate the benefits of coaching to an organisation
  - Evaluate the benefits of mentoring to an organisation
  - Assess how coaching programmes support business objectives
  - Assess how mentoring programmes support business objectives
  - Develop guidelines and protocols for programmes based on accepted coaching and mentoring theory and practice
  - Develop a coherent, congruent statement of ethics for coaching and mentoring programmes and activities across the organisation
- Understand the implementation of coaching and mentoring to achieve organisational objectives
  - Discuss the organisational and resource implications of coaching
  - Discuss the organisational and resource implications of mentoring
  - Explain how to overcome organisational and individual resistance to the implementation of coaching
  - Explain how to overcome organisational and individual resistance to the implementation of mentoring
- Devise an implementation plan
  - Devise an implementation plan to install coaching programmes within an organisation
  - Devise an implementation plan to install mentoring programmes within an organisation
- Evaluate the impact of the coaching and mentoring plan
  - Evaluate the impact to an organisation of establishing coaching culture
  - Evaluate the impact to an organisation of establishing mentoring culture
- Develop skills as a leader in coaching and mentoring
  - Assess current skills of communication and people development to support personal practice of coaching
  - Assess current skills of communication and people development to support personal practices of mentoring

## **Distance learning programme structure and costs**

Workbooks are emailed to participants each month. These contain information, models, theories and applications relevant to each unit's content. Participants are required to read each workbook and work through the exercises, applying their learning to their own work. Extra reading and research around each subject is also required.

When participants have worked through the workbook for a unit, they are required to complete the written assignment for that unit. These are then emailed to PMSL for review before being submitted to the CMI for marking. Participants will receive written feedback on their assignment. If the required standards have been met, participants begin work on the next unit. If the required standards have not been met, participants will be given the opportunity to re-submit their written assignment.

Telephone and email support is also available if required.

The programme includes:

- A workbook for each unit, emailed to delegates
- Written feedback for each unit assignment
- On-going email and telephone support during application of skills

### **Cost per person**

Award (1 unit) = £680 +VAT

Certificate (2 units) = £1,320 +VAT

Diploma (7 units) = £3,820 +VAT

Face-to-face coaching sessions are also available (in London) - £395 +VAT per 90 minute session.

Price includes up to 18 months' membership of the IC (Institute of Consulting) and award of the *Level 7 Award, Certificate or Diploma in Professional Consulting* on successful completion of the programme.