

# Management Consulting Practice: From Scope to Client Impact Training Course

9 – 13 November 2026
Milan

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Training Center

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## Overview

Management consulting practice is a one-week course for consultants, analysts, transformation professionals, project leaders, and subject-matter experts who leave with a Consulting Engagement Delivery Pack. Participants move from ethical contracting and a consulting engagement charter through problem framing, hypothesis-driven analysis, evidence gathering, solution design, an executive recommendation deck, implementation planning, and a benefits realization plan. The course solves fragmented advisory work by connecting Client Engagement, Problem Analysis, Consulting Ethics, and Implementation Planning in one case. Agile Leaders Training Center teaches management consulting practice.

## Who Should Attend

- Advisory functions responsible for diagnosing client problems and structuring assignments
- Internal consulting functions responsible for cross-functional improvement and transformation
- Analysis functions responsible for evidence, options, business cases, and recommendations
- Project leadership functions responsible for converting advice into implementation roadmaps
- Subject-matter functions responsible for providing objective advice to decision makers

The course assumes participants advise stakeholders or contribute to organizational change, and it leaves out internal audit assurance, sales prospecting, Agile coaching certification, and business analysis exam preparation.

## Departments and Industries

The course supports departments and industries that commission, deliver, or implement management consulting assignments.

- Corporate strategy, transformation, and organizational development functions
- Project management, operational excellence, and change delivery functions
- Technology, engineering, and professional services organizations
- Financial services, healthcare administration, and manufacturing organizations
- Public service, education, and mission-driven organizations

## Learning Objectives

By the end of this course, participants will be able to:

- Apply ethical contracting and scope controls to consulting assignments
- Build issue trees, hypotheses, and evidence plans
- Analyze interview, workshop, and operational evidence
- Compare solution options and construct business cases
- Build executive recommendations and implementation roadmaps
- Evaluate benefits, risks, and trusted-adviser conduct

## Course Agenda

### Day 1: Contracting and Engagement Design

- Consulting Ethics and Independence Decision Checklist
- Client Contracting Conversation Framework
- Consulting Engagement Charter and Scope Boundary Map
- Stakeholder Influence and Expectation Matrix
- Engagement Governance and Change Control Plan

### Day 2: Problem Framing and Evidence

- Situation-Complication-Question Problem Statement Method
- MECE Issue Tree Construction Technique
- Hypothesis-Driven Analysis and Test Matrix
- Evidence Source Reliability and Data Gap Register
- Stakeholder Interview Guide and Workshop Protocol

### Day 3: Analysis and Solution Design

- Interview Coding and Insight Synthesis Grid
- Root Cause Analysis with Five Whys and Causal Mapping
- Option Design and Evaluation Criteria Matrix
- Business Case Assumption and Sensitivity Model
- Client Co-Creation and Challenge Session Method

### Day 4: Recommendations and Implementation

- Pyramid Principle Recommendation Storyline
- Executive Recommendation Deck Architecture
- Implementation Roadmap and Workstream Design
- Risk, Dependency, and Decision Register
- Benefits Realization Plan and Measurement Logic

## Day 5: Consulting Engagement Practice

- Exercise: Contracting Conversation and Scope Boundary Review
- Exercise: Issue Tree and Evidence Plan Challenge
- Exercise: Option Appraisal and Business Case Defense
- Exercise: Executive Recommendation Presentation and Client Questions
- Capstone Exercise: Consulting Engagement Delivery Pack

## Practical Exercises

The course uses suggested activities based on transformation, service, and operational consulting assignments.

- Suggested activity: negotiate scope, roles, exclusions, and decision rights for a changing client brief.
- Suggested activity: conduct a stakeholder interview and convert notes into coded evidence and testable insights.
- Suggested activity: compare solution options using value, feasibility, risk, and implementation criteria.
- Suggested activity: present a recommendation storyline and respond to executive challenge questions.

## FAQs

### Who suits management consulting practice, and what does it assume?

Consultants, internal advisers, analysts, project leaders, and subject-matter experts suit management consulting practice. It assumes participants advise stakeholders or contribute to change assignments and can bring a workplace problem to structured analysis.

### How does management consulting practice differ from business analysis training?

Management consulting practice spans contracting, diagnosis, recommendations, executive communication, implementation, and benefits, while business analysis training concentrates more deeply on requirements, solution definition, and product or system change.

### What is a consulting engagement charter?

A consulting engagement charter records the problem, outcomes, scope, exclusions, roles, governance, evidence access, deliverables, assumptions, and change controls that guide the client-consultant relationship.

### How does hypothesis-driven analysis improve management consulting practice?

Hypothesis-driven analysis focuses evidence collection on testable explanations, exposes assumptions early, and helps consultants revise a problem structure as evidence confirms, weakens, or rejects an initial view.

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## What makes an executive recommendation deck actionable?

An executive recommendation deck connects evidence to a clear answer, compares options, states assumptions and risks, identifies decisions, and links the preferred course of action to owners, milestones, dependencies, and measures.

## Conclusion

Participants take a Consulting Engagement Delivery Pack back to work. It connects ethical contracting, problem framing, evidence, analysis, recommendations, implementation, and benefits in one traceable engagement system. The pack changes advisory work from disconnected analysis into a governed path from client question to measurable action.