

# Performance Consultant Certification

...Realizing the Value of Consulting



## Program Overview

Leading to the designation of Certified  
Performance Consultant (CPC)

# Program Overview

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## The Meaning of Certification

A commonly asked question focuses on the value of the certification process itself – what does it mean for the participant, the participant’s employer, and the client? From the employer’s perspective, certification provides assurance that the participant is capable of showing the value of consulting. This certification is the only process available to provide the employer with the evidence and assurance about this capability. This certification is becoming an important credential for selecting, placing, compensating, and promoting consultants. The individuals who possess this unique capability are often in demand. For clients, the certification ensures that the consulting project drives business value, is being implemented at the lowest cost, and reports results at the impact and ROI Level.

From the participant’s perspective, certification is the validation of specific skills and knowledge. The principle advantage of certification is the self-satisfaction and confidence in having prescribed skills necessary to deliver more consulting value. In addition, certification is often important in securing, maintaining, and progressing in consulting opportunities. Certification is often a prerequisite for involvement in benchmark studies, panel discussions, invitations to speak at conferences, writing articles, and publishing case studies. A variety of magazines, journals, and trade publications will use certified performance consultants to develop articles or serve as reviewers of books, articles, or case studies.

## Background Information

The consulting business has grown in the last two decades. This includes internal consultants, which exist at most every medium to large size organizations, providing a variety of important services to their clients. External consulting continues to mushroom, ranging from a one-person shop to large global consulting firms with over 200,000 consultants. At the same time, the value of individual consultants, the consulting process, and the consulting projects are not clear in many situations. While some consultants show the value of the consulting in business terms, others avoid the issue.

To address this concern and deliver the skills to create value with consulting, a new certification process has been launched to focus on these important areas: Alignment of Consulting to the Business and Selecting the Right Solution, Managing Consulting to Deliver Value, and Calculating the Impact and ROI of Consulting Projects. Two organizations are blending their efforts to produce this certification: The Association of Internal Management Consultants (AIMC), the leading authority on internal consulting processes globally and the ROI Institute, the leading global authority on alignment, measurement, evaluation, metrics, and analytics.

## Consulting Challenges

The consulting field has experienced several challenges with the concern about the value of consulting leading the way. The value of the Consulting process has been challenged, and clients often are asking for value as they justify the project. Value, defined in business terms, is often not delivered, leaving the process in question. New external consultants entering the field have a very high failure rate, representing one of the highest failure rates of any professional occupation. Some have estimated as many as 80% of new consultants fail in the first two years. Although a variety of reasons cause this, three critical issues top the list: lack of connection to the business and failure to deliver the proper solution, ineffective management of the costs, and the inability to show the value of consulting. These three topics, the focus of this new certification, can be rectified with proper skill building.

Most consultants enter the field with good intentions and the aim of being successful, but often become frustrated in the process. The problem is that the consultants don’t know necessarily how to adequately align a particular project to a business need and keep that focus on the business need throughout the effort. Sometimes the wrong solution is implemented relying on their “favorite” solution. The result is a disappointing outcome. Consultants may have expertise in a particular area, but do not have the expertise of managing consulting process to ensure that the consulting spend is not excessive, is under control, and managed properly. Otherwise the result will be disastrous. Finally, consultants just don’t know how to show the value in terms that executives want to see. Clearly connecting the consulting project directly to business impact and converting it to the financial ROI is not something that consultants have learned to do. In today’s climate, consultants must focus squarely on this issue.

## **Opportunity for Consultants**

The good news is that consulting is here to stay. The number of internal and external consultants will continue to grow based on these important trends:

- Top executives increasingly demand more efficiency, profitability, and growth from organizations. This trend requires management to examine processes and work flow to ensure that organizations are the best that they can be. This creates opportunities for consultants who can assist with this important goal.
- Demanding customers are changing the dynamics of customer service. Organizations are constantly under pressure to provide the fastest, most reliable, and friendliest customer service. Consultants provide assistance in this vital area.
- Demographic shifts in all countries are creating changes in market demands, creating opportunities for those who understand these issues and can help organizations meet these particular needs.
- New technology drivers and data analytics are changing business models and customer relationship management – requiring consulting expertise.
- Organizations are attempting to reduce staffing levels to keep their total employee count very low. This is driven by the desire to be efficient, and the employees on the payroll represent a fixed cost that can be very significant. Reduced staffing leads to opportunities for internal and external consultants to provide specialized assistance.
- The rapid pace and unpredictability of change, including the continuing growth of globalization, is creating greater opportunities for consultants.
- The constant flow of ideas in and out of organizations creates opportunities for consultants to help organizations address these ideas and attempt to make them work in their organization. Some executives constantly seek the latest trends and employ consultants to help implement it.
- Finally, organizations, desperate to survive, seek all types of assistance and support to improve their situations. This creates many opportunities for internal and external consultants.

These trends and others create growth for the consulting industry. Depending on whose estimates are used, the figures range from a growth of 15 to 25 percent per year for this profession.

Based on these trends, it becomes abundantly clear that consulting is a good choice as a profession for those considering an outlet and a use for their expertise and experience. For those who want to have their rewards tied directly to their contributions, it is a logical choice. When considering the dynamics of workplace displacement from early retirement, mergers and acquisitions, outsourcing of major components, and converting employees to contract consultants, the opportunities are plentiful, making consulting a great option.

## **Target Audience**

This certification is designed for those with core consulting skills who want to implement the concepts of performance consulting within their organizations. Others who desire a more comprehensive and detailed exposure to ways to increase the value of consulting should also attend. This includes both those in formal consulting groups and others who are consultant by role but not by title – such as those in business partnering or advisory roles with various areas of the enterprise.

## Certification Process

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### Certification Modules:

- Module 1: The Role and Importance of Consulting
- Module 2: Organizing the Consulting Function to Deliver Value
- Module 3: Managing the Consulting Function for Value
- Module 4: Controlling Consulting Costs and Enhancing Benefits
- Module 5: Utilizing the Consulting Scorecard
- Module 6: Aligning Consulting to the Business
- Module 7: Selecting the Proper Solution and Setting Objectives
- Module 8: Designing Consulting to Deliver Results
- Module 9: Building Management Support
- Module 10: Measuring the Initial Stages of Consulting
- Module 11: Measuring Application and Implementation
- Module 12: Measuring and Isolating the Business Impact
- Module 13: Measuring ROI and Intangibles
- Module 14: Using Results to Drive Appropriate Actions
- Module 15: Increasing the Value of Internal Consulting to the Enterprise

### Certification Components

Performance Consulting Certification has six major parts:

1. Pre-work required to prepare for the workshop.
2. The actual four-day certification workshop, designed to build specific skills and meet certain objectives.
3. Comprehensive, detailed workshop materials and a variety of “How To” books provide on-the-job reference and assistance.
4. Validation of skill and knowledge acquisition, which enables the participant to use the workshop contents.
5. The development of a performance consulting project plan and implementation plan in the workshop.
6. After the workshop, completion of the consulting project and implementation plan.

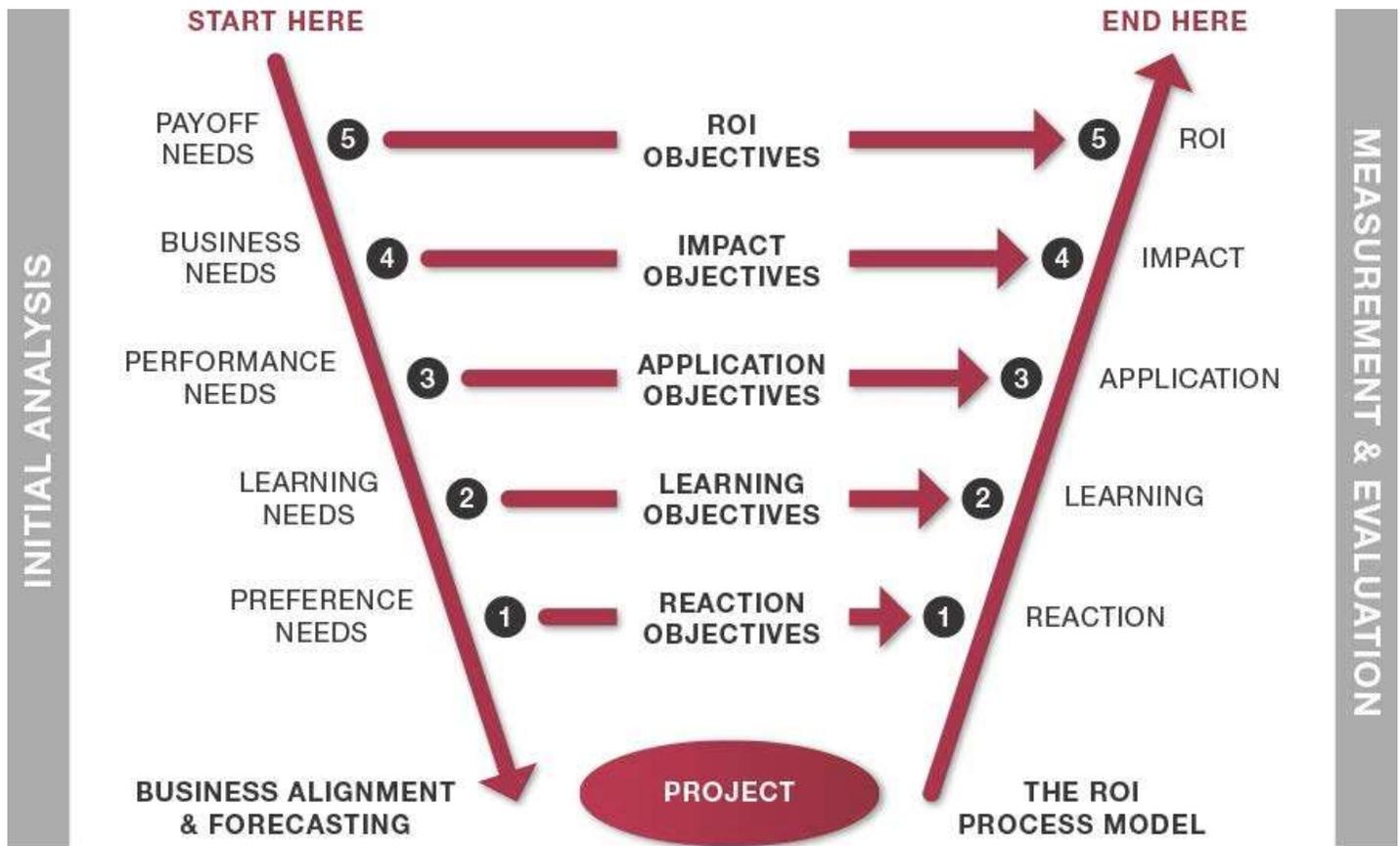
## Applications

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Participants involved in the performance consulting process represent a variety of functional areas. Among the areas are:

- Human Resources/Human Capital
- Training/Learning/Development
- Leadership/Coaching/Mentoring
- Knowledge Management
- Organization Effectiveness/Development
- Lean/Six Sigma
- Recognition/Incentives/Engagement
- Change Management
- Technology/Systems/IT
- Green Projects/Sustainability
- Safety and Health
- Process Improvement
- Talent Retention
- Project and Program Management
- Quality Management
- Strategy/Planning
- Marketing/Advertising
- Communications/Public Relations
- Mergers and Acquisitions
- Risk Management/Ethics/Compliance
- Logistics/Supply Chain/Procurement
- Performance Measurement and Management

# Comprehensive ROI Framework



## About AIMC

The Association for Internal Management Consultants (AIMC) helps build your value as a corporate management consultant. Membership gives you access to numerous tools and techniques, including our Consulting Operations Model and Balanced Scorecard to effectively position yourself in your corporation. The association also provides valuable insights regarding how to effectively utilize external consulting capabilities and optimize the organization's overall consulting spend. The AIMC also considers external consultants as strategic partners who can provide additional resources and complementary expertise.

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## About ROI Institute, Inc.

ROI Institute, Inc. is dedicated to the application and refinement of the ROI Methodology. The ROI Institute offers workshops (including certification), consulting services, benchmarking, research, publications, and other materials to enhance and improve the ROI Methodology. It is the networking hub for those people who participate in the ROI certification process. In addition, The ROI Institute develops a wide range of publications on accountability, including measuring ROI. The ROI Institute is the only organization dedicated to developing, refining, promoting, and implementing the ROI Methodology originally developed by Dr. Jack Phillips.

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