

## Head of Consulting Role Profile

### Outline of Requirements

The Beech Consultancy requires a Head of Consulting who will be a member of the Institute Leadership Team within the organisation. They will hold significant responsibility for maintaining and building strong mutually beneficial and authentic client relationships.

We are looking for consultant level individuals with experience of consulting either within an organisation or as an external consultant and have a successful track record in generating revenue streams through business development and account management activities. We require someone who is clear about their own consultancy proposition and values and would seek someone whose beliefs 'fit' with our organisations culture and collaborative approach to consultancy. You should be able to demonstrate resilience and tenacity in demanding situations whilst working with our organisational values.

We believe in providing an environment where high levels of autonomy, accountability and self-responsibility are the everyday 'norm' and have an expectation that individuals hold a confidence in their own abilities and have a strong sense of self-belief. You should be highly focused and determined about achieving results and performance and are able to demonstrate drive, tenacity, motivation, positivity, energy and passion which as a key person on the strategy team will make a difference to our business as we continue to grow. We are seeking someone who is coming from a 'can-do and 'will-do' attitude.

The successful applicant will also be responsible for managing a team of Performance Development Consultants/Coaches who deliver high-level quality solutions to our clients. Your experience of consultancy design will be complimented by your knowledge in areas of coaching, facilitation, leadership and management development.

This is an exciting opportunity to influence and shape the business and to align themselves to our vision based on growth and

**"To be the most inspiring and successful Institute for people, performance and organisational development".**

### Salary

As with all roles at The Beech Consultancy, the role of Head of Consulting has a defined salary band structure to offer a clear opportunity for increased reward based on performance. This includes an individual performance related bonus subject to achieving and exceeding revenue targets (which is capped) and a team performance bonus based on achieving business KPI's and profit targets.

### Basic Terms of Employment

The Role will be based primarily at The Beech Consultancy head office in South Cave, near Hull.

However, we would be willing to consider home-based applicants within the Yorkshire & Humber, Midlands and North West regions. This is a full-time position.

There are 25 days paid leave per annum plus bank holidays and. Three days holiday between Christmas and New Year are compulsory.

An additional free day is given as a birthday celebration to be taken in the month of your birthday.

Normal office hours of 9:00 to 5:00 apply (9:00 to 4:30 on Fridays), but all team members are expected to offer some flexibility to support business needs where necessary.

The salary offered is considered sufficient to enable employees to contribute to their own pension schemes if desired.

The Beech Consultancy does not offer company vehicles. A business mileage allowance can be claimed for valid business travel where required. A company mobile phone is provided.

### Start Date

It is anticipated that the successful applicant will take up this role from April 2012, though this can be flexible.

## Head of Consulting

<b>Accountable to:</b>	Institute Director
<b>Direct Reports:</b>	Performance Development Consultants, Consultancy Services Manager
<b>Primary Responsibility:</b>	The achievement of agreed revenue targets through the development and management of strong, mutually productive relationships with corporate clients, in which client needs and expectations are met through the provision of effective consultancy support at every stage of the consultancy process.

### Institute Leadership Team Performance

- To provide a lead for the 'consultancy' stream within the Institute and lead on specific project areas including consulting professional practice, development of the consultancy programmes within the Institute offering, client development of high value/high potential clients, managing account performance/ development and providing support/liasing with the Head of Client Development regarding sector strategy & growth
- Leading the development and maintenance of consultancy strategies; supporting the Institute Director in the strategic development of the Institute and actively participating in the Institute Leadership Team meetings
- Leadership responsibility for the consultancy provision into corporate clients and achieving agreed Institute targets/objectives within the context of consultancy provision
  
- **Revenue Generation**
  - To lead on agreed revenue targets – maintaining and developing a growing revenue stream with a gross profit margin of 40% and net profit margin of 15%
  - Achieves agreed personal revenue targets
  - Leads on consultancy forecast activity– maintains an agreed profit target from consultancy clients
  - Updates financial planning information
  - Seeks out and closes down new business opportunities in collaboration with the Head of Client Development
  
- **Supporting Business Development**
  - Reacts positively to opportunities generated by business development activities
  - Proposes and supports new promotional activities
  - Achieves outcomes on account performance and development targets
  
- **Consultancy**
  - Develops and maintains client relationships with emphasis on high value/high potential clients
  - Joint diagnosis with the client
  - Creates proposals which align to the financial business model
  - Gains client commitment to action
  - Sources the appropriate delivery team

- Manages the quality of consultancy & delivery for the client throughout the contract
- Reviews progress, evaluates success and captures learning with the client and delivery team
- Explores and acts upon new business opportunities
- **People Management**
  - Manages and develops performance development consultants and the consultancy services manager
  - Attracts talented people towards the business
- **Delivery**
  - Delivers high quality client solutions e.g. facilitation, coaching, supervision, leadership and/or development programmes in line with agreed delivery targets, currently 6 days per month
- **Personal Development**
  - Ensures own skills are up to date
  - Being a proactive member of the Beech community
  - Proactive development and lead for consulting professional practice

### **Knowledge required**

- Consultancy process, models and principles
- Organisational development, strategy, design & delivery
- Business strategy development & implementation
- Business resourcing model and plan
- Financial business model
- Beech products i.e. Centre for Performance Development
- Management & leadership development models & concepts
- Culture change models & concepts
- Training / learning cycle
- Coaching competences, ICF, AfC etc

### **Skills required**

- Consultancy
- Relationship management
- Financial analysis and planning
- People management
- Strategic planning and implementation
- Advanced facilitation
- Mentoring
- Coaching using the directive/ non-directive spectrum
- Training design, delivery & evaluation
- Proposal creation
- Presentation skills

## Health & Safety

Holds personal responsibility for own and others health and safety requirements through co-operation and reporting all H&S matters to appropriate persons

Holds organisational responsibility for ensuring H&S obligations are met

Competence	Outcome
<p><b>Vision</b></p> <p>The capacity to conceptualise broad strategies that give clarity of direction &amp; purpose for key activities &amp; areas of responsibility.</p>	<p><b>Level 2 – Inspires others to want to be part of the vision</b></p> <ul style="list-style-type: none"><li>▪ Holds a high level of belief in the need for personal accountability and own performance has a positive impact on business objectives/vision</li><li>▪ Leads others in achieving the vision and aspirations of the business</li><li>▪ Responds positively to challenge around the vision and demonstrates tenacity in engaging others in working with the vision</li><li>▪ Champions the client’s vision with the delivery team</li><li>▪ Positively responds to challenge around the vision and demonstrates tenacity in engaging others in working with the vision.</li><li>▪ Addresses risk in a timely and appropriate way ensuring impact to the business is minimised.</li><li>▪ Plans and organises in a way to effectively deliver the vision in a structured way.</li><li>▪ Interprets likely ‘direction of change’ and always thinks long-term.</li><li>▪ Anticipates customer’s needs and wants and responds in the most effective way.</li><li>▪ Demonstrates high level of self-belief.</li><li>▪ Demonstrates high level of belief in the direction of the business and instils belief in others.</li></ul> <p>Specific performance objectives include (see performance objectives for further details): -</p>

## Relationships

The ability to relate to colleagues, partners & clients in a way congruent with organisational values and displays a high level of passion, commitment and integrity

### Level 2 – Adapts style to increase impact

- Actively influences & manages relationships with customers & colleagues by raising awareness & encouraging self-responsibility to achieve significant impact & results.
- Seeks different ways to engage with the client to ensure the development of long term relationships
- Uses appropriate & timely written & verbal communication with all stakeholders both internal & external.
- Maintains a professional approach building adult relationships based on personal & organisational values.
- Produces a high standard of work & clear communications ensuring quality and holding credibility in all relationships.
- Understands the need for, actively participates in & is proactive in teamwork to meet the needs of the business & other stakeholders.
- Proactively faces tough issues both internally & externally engaging in high quality dialogue & modelling the values.
- Uses complex influencing strategies to achieve significant impact.
- Actively networks to build relationships with existing and potential clients, and always demonstrates core values.

Specific performance objectives include (see performance objectives for further details): -

### **Developing Self and Others**

Demonstrates a commitment to on-going personal and organisational development fulfilling overall potential

#### **Level 3 – Builds a high performance learning culture**

- Takes responsibility for and reflects on own performance addressing any development needs required
- Energetically supports & engages in the development & implementation of all strategies
- Offers & seeks co-coaching opportunities & supervision to build a collaborative & supportive development culture
- Works collaboratively with delivery teams to capture and review learning and to feed this back into the wider community.
- Personally models good practice in coaching, consulting and facilitation.
- Sets up stretching and creative learning opportunities for self/ others outside current experience.
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Specific performance objectives include (see performance objectives for further details): -

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**Approach to Change**

The ability to have a positive attitude to change. At the lower levels this is about a preparedness to embrace change. At higher levels it is about a preparedness to seek continual improvement and challenge the status quo

**Level 2 – Preparedness to initiate change**

- Holds a positive belief and has the desire to deliver business performance
- Is flexible and adaptable in attitude and workload to 'make it happen' and help others achieve desired outcomes
- Actively looks for and explores new opportunities to enable the client to move forward
- Works with stakeholders to challenge the status quo to provide new & creative ways to address business initiatives & personal challenges
- Embraces change & challenge in a positive & constructive manner
- Responds positively to and builds upon new business opportunities
- Actively seeks leading edge approaches to facilitate in the most impactful way to our clients
- Focuses own and others energy on what makes a difference and is not constrained by 'past methods' i.e. business development and marketing activities.
- Seeks out opportunities to improve services and works in partnership with others to enable desired outcomes i.e. financial and customer service related activities.
- Understands that change may need to be radical to make a difference and positively embraces it.

Specific performance objectives include (see performance objectives for further details): -

**Initiative into Action**

The ability to behave in a way that ensures a decisive and responsive approach to the challenges of meeting organisational and commercial objectives

**Level 3 – Takes strategic action**

- Develops and acts upon strategies to maximise opportunities, minimise threats and contribute to the long-term interests of the business.
- Proactively seeks to create significant new opportunities; being aware of the market and the sectors in which we operate
- Is results orientated and has a passion and energy that impacts positively on business performance

Specific performance objectives include (see performance objectives for further details): -

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